HOPA Town Hall
Well-Being for Members

January 17, 2023
Welcome & Introductions

Heidi Finnes, PharmD, BCOP, FHOPA
HOPA President
## Objectives

<table>
<thead>
<tr>
<th>Action</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acknowledge</td>
<td>Acknowledge key national survey results related to hematology/oncology pharmacist burnout</td>
</tr>
<tr>
<td>Introduce</td>
<td>Introduce the HOPA Wellness and Burnout Task Force</td>
</tr>
<tr>
<td>Gather</td>
<td>Gather feedback from members on initiatives and collaborations</td>
</tr>
</tbody>
</table>
Speakers

Jeryl Villadolid, PharmD, BCPS, BCOP
Kate Reichert, PharmD, BCPPS
Allison Golbach, PharmD, BCPS, BCOP
Alison Gulbis, PharmD, BCOP
Poll #1 Question

What is your current practice setting?

- Hospital/Inpatient
- Ambulatory Clinic/Infusion
- Industry
- Academia
- Managed Care
- Other
Poll #2 Question

How many years have you been in practice?

• 0-2 years
• 3-5 years
• 5-10 years
• ≥10 years
Poll #3 Question

What is your current role?

- Staff Pharmacist
- Clinical Pharmacist
- Manager/Supervisor/Director
- Professor
- Other
Hematology/Oncology Pharmacy National Survey Results

HOPA Evaluation of Burnout 2021
Allison Golbach, PharmD, BCPS, BCOP

Oncology Pharmacy Workforce Survey 2021
Alison Gulbis, PharmD, BCOP
Burnout is associated with detrimental effects including physical and mental conditions, increased job turnover, and medication errors.

61.8% of hematology-oncology pharmacists (n=550) reported high levels of burnout in 2020.

HOPA Burnout Survey 2021

• 550/3071 HOPA members responded
  • 65% (357/550) Direct Patient Care
  • 47.9% (262/547) Hospital or inpatient
  • 55.2% (302/547) Ambulatory clinic
  • 18.7% (102/546) Hematology
  • 23.4% (128/546) Oncology
  • 68.8% (372/541) BCOP Certification

• Level of burnout was associated with an increased risk that a pharmacist would leave their position within the next 2 years

HOPA Burnout Survey 2021

• Several risk factors were identified for burnout
  • Increasing age
  • Working hours
  • Admin hours

• Survey results led to a HOPA collaboration with consultants to develop and create well-being initiatives and the HOPA Wellness and Burnout Task Force

Poll #4 Question

I am feeling burned out

- Yes
- No
I use resources from ____ to learn about well-being in pharmacy (check all that apply):

• ASHP
• APhA
• My organization
• Other
Oncology Pharmacy Workforce Survey 2021

• Of 573 respondents
  • 78% were satisfied or very satisfied in their current role
  • 60% indicated that they were either actively considering or open to alternate careers

Results: Reasons for Attrition Risk

Top reasons for attrition risk varied amongst work environments
No sector cited pay as the primary reason for attrition
Burnout and balance prevailed as top contributors

"We need ... better working hours working in a respectful culture, adequate resources for administrative tasks, managers that work clinically to see what is happening."

<table>
<thead>
<tr>
<th>SATISFACTION</th>
<th>ATTRITION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient Care vs. Non-Patient Care</td>
<td>P=0.02</td>
</tr>
<tr>
<td>% Dedication to Patient care</td>
<td>P=0.006</td>
</tr>
<tr>
<td>Environment</td>
<td>P=0.48</td>
</tr>
</tbody>
</table>

Plotting the Survival of Oncology Clinical Pharmacists

• Mapping the trend shows that
  • Risk begins to emerge at 3 years
  • Picks up steam at 5 years
  • Falls off the cliff at 10 years
We need to **Advocate, Recognize** and **Support** our pharmacists from an institutional and organizational level to engage and retain the workforce.
Wellness and Burnout Task Force

Chair: Jeryl Villadolid, PharmD, BCPS, BCOP
Vice Chair: Kate Reichert, PharmD, BCPPS
Board Liaison: Heidi Finnes, PharmD, BCOP, FHOPA
## Wellness and Burnout Task Force Members

<table>
<thead>
<tr>
<th>Member</th>
<th>Pharmacy Practice</th>
<th>Key Roles</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anna Brown, PharmD, BCOP</td>
<td>Humana</td>
<td>Practice Management Workgroup Lead</td>
</tr>
<tr>
<td>Laura Darland, PharmD, BCOP</td>
<td>University of Kansas Medical Center</td>
<td>Community Oncology</td>
</tr>
<tr>
<td>Heidi Finnes, PharmD, BCOP, FHOPA</td>
<td>Mayo Clinic</td>
<td>HOPA President</td>
</tr>
<tr>
<td>Allison Golbach, PharmD, BCOP, BCPS</td>
<td>University of Kansas Medical Center</td>
<td>Burnout and Wellness Discussion Preceptor (within institution)</td>
</tr>
<tr>
<td>Derek Gyori, PharmD</td>
<td>VA Ann Arbor Health System</td>
<td>ASHP New Practitioner Pharmacists Leadership Development Grant: Evaluation of Burnout Among Pharmacy Residents in the United States</td>
</tr>
<tr>
<td>Nicole Lubcke, PharmD, BCOP</td>
<td>UW Health</td>
<td>Toolkit Workgroup Lead</td>
</tr>
<tr>
<td>Lauren McBride, PharmD, BCOP</td>
<td>FDA</td>
<td></td>
</tr>
<tr>
<td>Kate Reichert, PharmD, BCPPS</td>
<td>Memorial Sloan Kettering Cancer Center</td>
<td>Work Life Balance Task Group Member PGY2 Pediatric Oncology Residency Program Coordinator</td>
</tr>
<tr>
<td>Carissa Treptow, PharmD, BCOP</td>
<td>University of Rochester Medical Center</td>
<td>Pharmacy Resident Well-being Chair (within institution)</td>
</tr>
<tr>
<td>Jeryl Villadolid, PharmD, BCOP, BCPS</td>
<td>Bristol Myers Squibb</td>
<td>BMS Wellbeing Champion MSL-CO National Wellness Point</td>
</tr>
<tr>
<td>Laura Whited, PharmD, BCOP</td>
<td>Incyte</td>
<td>MSL-TX</td>
</tr>
<tr>
<td>Bethany Withycombe, PharmD, BCOP</td>
<td>Moffit Cancer Center</td>
<td>Wellness Champion (within institution) ASHP Well-Being Ambassador</td>
</tr>
<tr>
<td>Jason Yeh, PharmD, BCOP</td>
<td>MD Anderson Cancer Center</td>
<td>Collaborations Workgroup Lead PGY2 Oncology Residency Director</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>HOPA Staff</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anne Krolikowski, CAE</td>
<td>Executive Director</td>
</tr>
<tr>
<td>Michelle Sieg</td>
<td>Director of Communications</td>
</tr>
<tr>
<td>Rosanne Stelpflug, MS, CAE</td>
<td>Director of Administration, Staff Liaison</td>
</tr>
<tr>
<td>Nicole Watts, PharmD, BCOP</td>
<td>Director of Strategic Partnerships</td>
</tr>
<tr>
<td>Allison Winkler</td>
<td>Administrative Manager</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Collaborative Representatives</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anthony Cirincione, PharmD, BCOP</td>
<td>NCODA</td>
</tr>
<tr>
<td>Evelyn Handel, PharmD, BCOP, BCPS</td>
<td>ISOPP</td>
</tr>
<tr>
<td>Jennifer Jupp, BSPharm, BCOP</td>
<td>ISOPP</td>
</tr>
<tr>
<td>Ryan Shaw, PharmD</td>
<td>ASTCT</td>
</tr>
<tr>
<td>Zahra Mahmoudjafari, PharmD, BCOP, DPLA</td>
<td>ATOPP</td>
</tr>
<tr>
<td>TBD</td>
<td>ACCP</td>
</tr>
</tbody>
</table>
Wellness and Burnout Task Force Members
Task Force Charges

- Create a statement to members acknowledging feelings of burnout and HOPA’s commitment to bettering the well-being of our members

- Evaluate well-being and resilience topics and framework to be integrated within HOPA committees and programs

- Develop and implement wellness communication campaigns and recognition of wellness champions

- Build and disseminate toolkits to HOPA members with practical, easy to use tools to mitigate and approach burnout in membership

- Identify and collaborate with other hematology/oncology pharmacy organizations to identify key metrics associated with reducing workload and job demand, improve work-life integration, and allow for social support and community amongst hematology oncology pharmacists
Recommendations for HOPA

After completing an extensive literature review and interviews of the HOPA Board members, we offer the following recommendations for consideration:

- Create statements
- Integrate into existing work
- Create communication campaigns
- Develop new programs
- Build toolkits
Reasons for Burnout

These core areas were identified by consultants to be the top reasons for burnout.

**POLL #6 QUESTION**
Which area do you feel should be our top priority?
HOPA Well-Being Statement

This statement from the task force is to acknowledge the critical need and commitment from HOPA to mitigate risk factors of burnout and support well-being initiatives with interventions aimed at individual wellness and organizational efforts to optimize cancer care.
Task Force Workgroups

- Practice Management
- Collaborations (ISOPP Symposium)
- Toolkit
- Campaign (Wellness recognition
  Activities around the Annual Conference)
Projects on the Horizon

Well-Being for HOPA Members web page
- Well-Being Statement Press Release
- Statement posted to web page
- Infographic

Wellness Toolkit

Wellness Roadmap

Collaborations White Paper
## Toolkit Ideas

<table>
<thead>
<tr>
<th>Resources based on stage of career</th>
<th>Residency</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Early Career</td>
</tr>
<tr>
<td></td>
<td>Established Career</td>
</tr>
<tr>
<td></td>
<td>Leadership/Management</td>
</tr>
<tr>
<td></td>
<td>Real-Time Wellness Forum</td>
</tr>
</tbody>
</table>

Toolkit Ideas

ORGANIZATIONAL TOOLKIT to fight HOPA Member Burnout

Create an overview including:
- HOPA’s statement on wellbeing
- Relevant research statistics specific to HOPA membership
- Why you are providing this toolkit; purpose of toolkit

Each tool on the following pages should include a brief description, any needed instructions for use and a template or tool.

1. Root Cause Analysis Tool
   - Perform a root cause analysis by department to ensure custom and targeted solutions for burnout. Look at key metrics including:
     - turnover
     - retention scores
     - promotion rates
     - disengagement
     - disability leave data
     - exit interviews
     - key production scores
     - quality and safety metrics, etc.

2. Staffing Model & Budget Review Support
   - Redesign budget and staffing models using organizational design principles:
     - Build in time off, sick days, training/continuing education, project work hours, etc. into the FTE equation.
     - Create new roles to manage more tactical administrative duties (if done well, this can help create more of a career ladder in the profession).
     - Role clarity exercises
     - Plan to work with lower income for 2-4 years to accommodate the staffing and technology needed; diversify income streams

3. Work Norms Plan
   - Develop organizational norms for:
     - Personal time, breaks, and vacations
     - Email and other communication outside of work hours
     - Paid time off and overtime work days
     - Family leave

4. Outlines for Wellbeing & Leadership programs
   - Develop or outreach wellness programs for physical, mental, and social wellbeing

5. Communication Planning Templates
   - Create an integrated wellbeing communication plan:
     - Focusing on positivity
     - Awareness and direction to wellbeing resources
     - Highlighting examples
     - Two-way communication and gathering regular input on decisions from employees at all levels

6. Peer Support Program Template

INDIVIDUAL TOOLKIT to fight HOPA Member Burnout

Create a personal wellbeing plan and discuss it with your leadership:
- Your purpose/purpose statement (why are you a HOPA Pharmacist?)
- List 3-5 areas that you feel are driving you toward burnout
- Discuss with your leadership and agree to an action plan with SMART steps (goals for reducing burnout, delaying, or removing work from your load, etc.)
- Stick to the plan (it will feel uncomfortable at first)
- Re-evaluate your engagement in your work and your feelings of stress and burnout monthly

2. Physical Wellness Plan

Create a comprehensive wellness plan that includes:
- Personal policy regarding communication (e.g., email) and working outside of work hours
- SMART goals for self-care (nutrition, rest, exercise, time management, etc.)
- Put vacations and other leaves on your calendar
- Anticipate challenges to the plan and how to deal with them
- Identify and reach out to accountability partners

3. Social Wellness Plan

Create a social wellness plan that includes:
- SMART goals for strengthening professional and personal relationships (e.g., networking, courses, mentoring, etc.)
- Put steps for each goal on your calendar

4. Professional Development Plan

Create a professional development plan that includes:
- Your purpose/purpose statement
- SMART goals for professional development over next 12 months
- Identify mentors and coaches to support you

5. Mental Wellness Plan

Self-assess your mental health right now. Then, create a mental wellness plan with SMART goals that use research-based strategies such as:
- Gratitude exercises (e.g., gratitude journal)
- Positive psychology (e.g., growth mindset)
- Thought reframing
- Self-compassion
- Mindfulness
Poll #7 Question

What percentage of our Toolkit would you like to see for personal well-being vs. organizational tools?
Example Practice Ideas

**Personal**
- Utilizing tech tips to increase work efficiencies
- Sharing/celebrating wins
- Gratitude
- Journaling
- Meditation

**Organizational**
- Innovative practice models
- Quiet Time/Digital Detox
- Shorter default meeting times
- App support (Calm, Headspace)
- Funds for optimizing workspace
- Pet therapy
- Wellness Leave
## Useful Links for Implementation

<table>
<thead>
<tr>
<th>Well-Being Index</th>
<th>Well-Being Index</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Pharmacy Department Well-Being Programs</td>
</tr>
<tr>
<td><strong>Cost of Burnout</strong></td>
<td>Organizational Cost of Physician Burnout</td>
</tr>
<tr>
<td></td>
<td>The Business Case for Investing in Physician Well-Being</td>
</tr>
<tr>
<td></td>
<td>Nine Organizational Strategies to Promote Engagement and Reduce Burnout</td>
</tr>
<tr>
<td><strong>Workforce Stay Interview</strong></td>
<td>ASHP Sample Workforce Stay Interview</td>
</tr>
<tr>
<td><strong>Career Coaching</strong></td>
<td>IPhO Coaching</td>
</tr>
<tr>
<td><strong>Dedicated staff</strong></td>
<td>Baptist Health First in Nation to Add Clinical Wellness Pharmacists to Staff</td>
</tr>
</tbody>
</table>
Poll #8 Question

What other hematology/oncology organizations are you involved with (check all that apply)?

- ISOPP
- NCODA
- ASTCT
- ATOPP
Example Road Maps

Questions?
Resources

ASCO - Recognizing Burnout & Promoting Well-Being
ASCO Resilience Skills Training Program
APhA - Well-Being Resilience Report
ASHP - Well-Being Resources
AMA - How to Address Physician Burnout and Well-Being
ACP - Individual Physician Wellness and Burnout Tools
NAM - Clinician Well-Being Knowledge Hub
Thank You!