

Background

- Outpatient Pharmacy Services is an integrated health system specialty pharmacy (HSSP) within the Yale New Haven Health System.
- Engaged employees translate to better productivity, and a healthier work environment ultimately leading to better patient care.
- In 2021 and 2022, the HSSP exceeded the benchmark for employee engagement.
- In 2023, most staff were transitioned to work in a hybrid staffing model.
- As employees may experience social isolation and workplace disengagement in a remote work setting, our goal was to maintain or improve employee engagement with the transition.

Objective

To maintain or improve employee engagement and enhance workplace social support among HSSP employees working in a hybrid staffing model

Methods

Employee engagement surveys are administered twice a year.

Employees were surveyed on 42 questions on satisfaction, engagement and employee experience.

Ongoing employee engagement activities include employee recognition, team building, icebreaker activities, and organizing staff wellness sessions

Managers leveraged health system resources for employee engagement

Figure 1: Survey results 2023

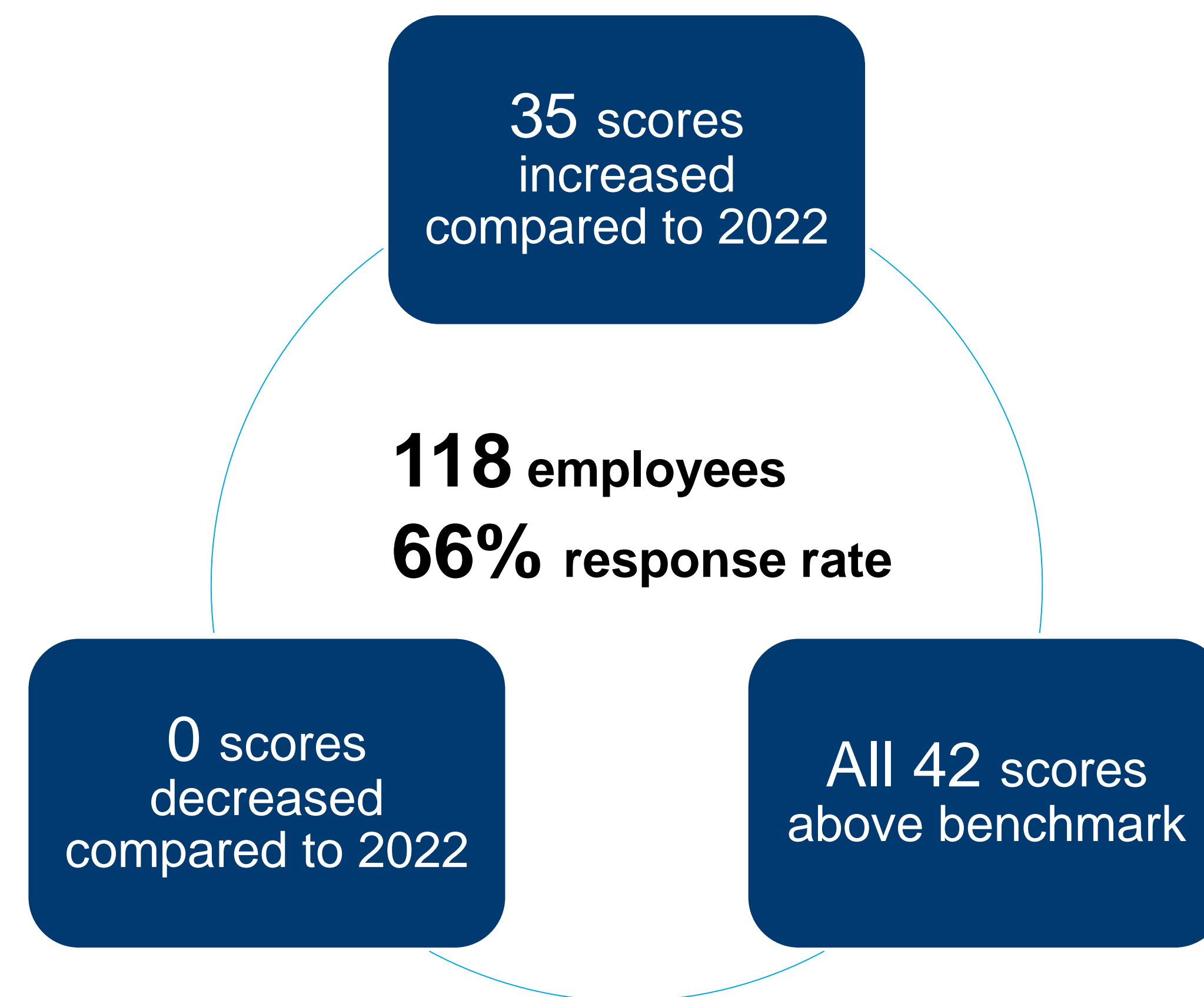


Figure 3: Top strengths identified 2023

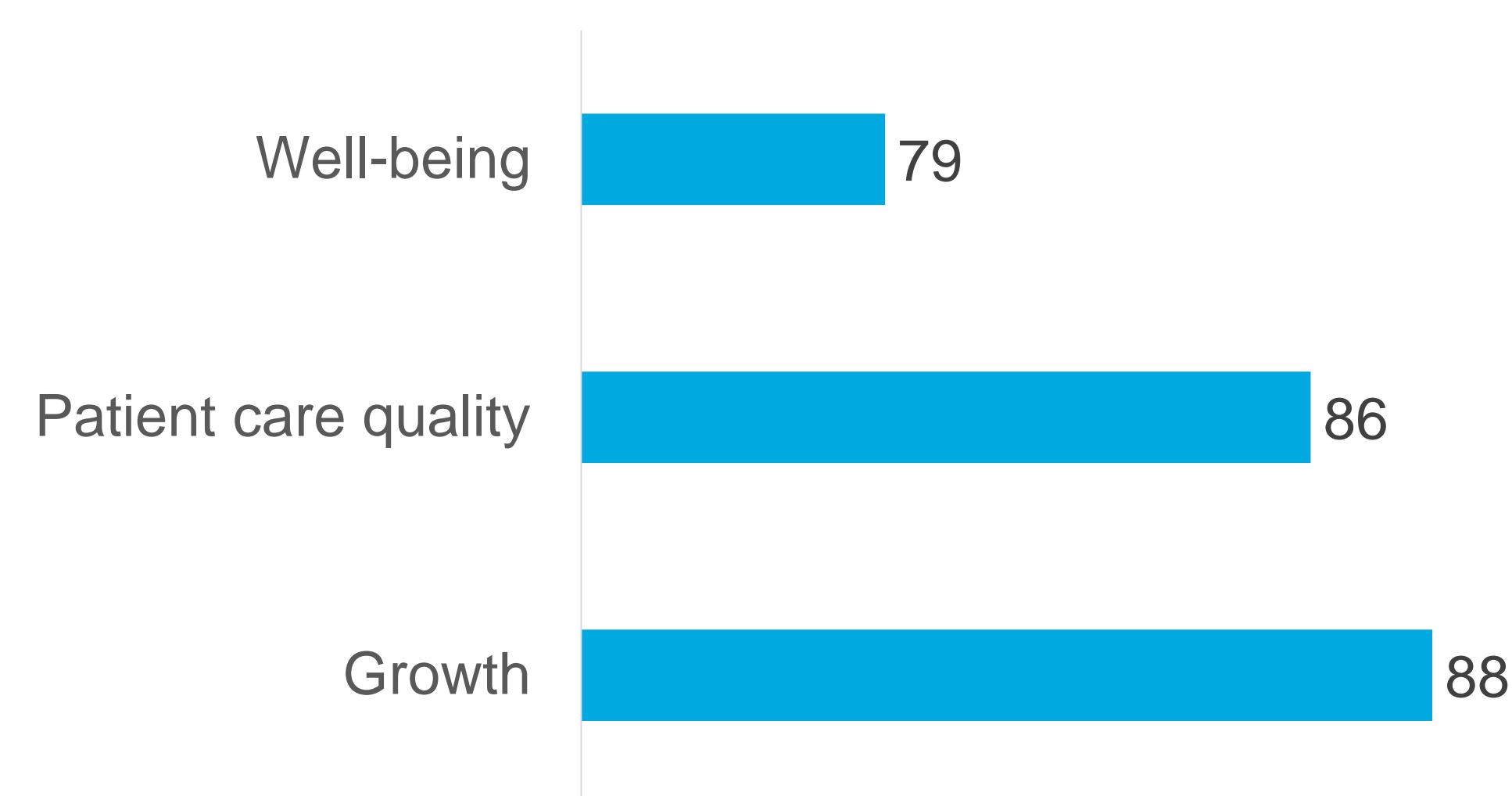
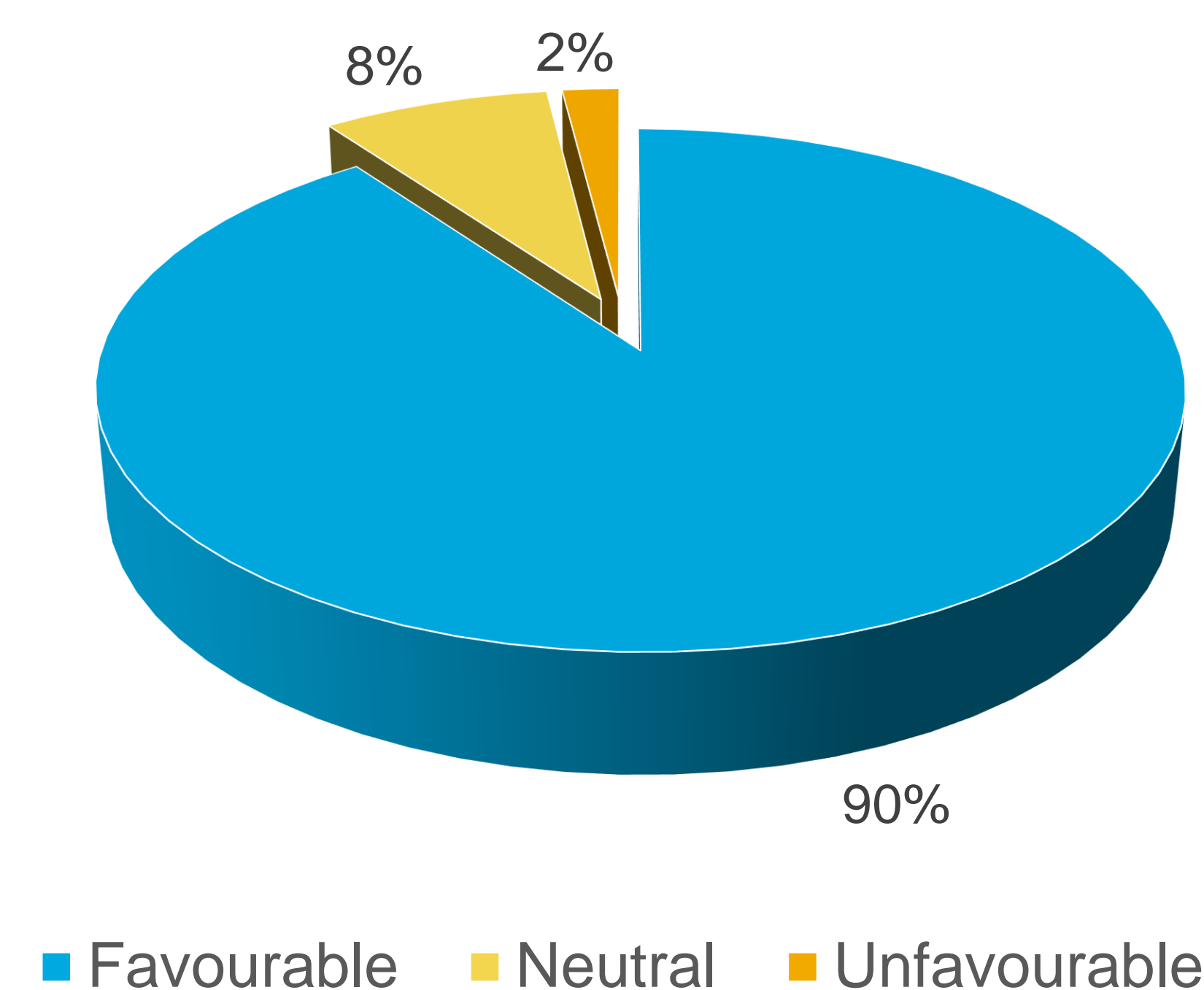


Figure 5: Response favorability 2023



Results

Figure 2: Engagement score 2022 versus 2023

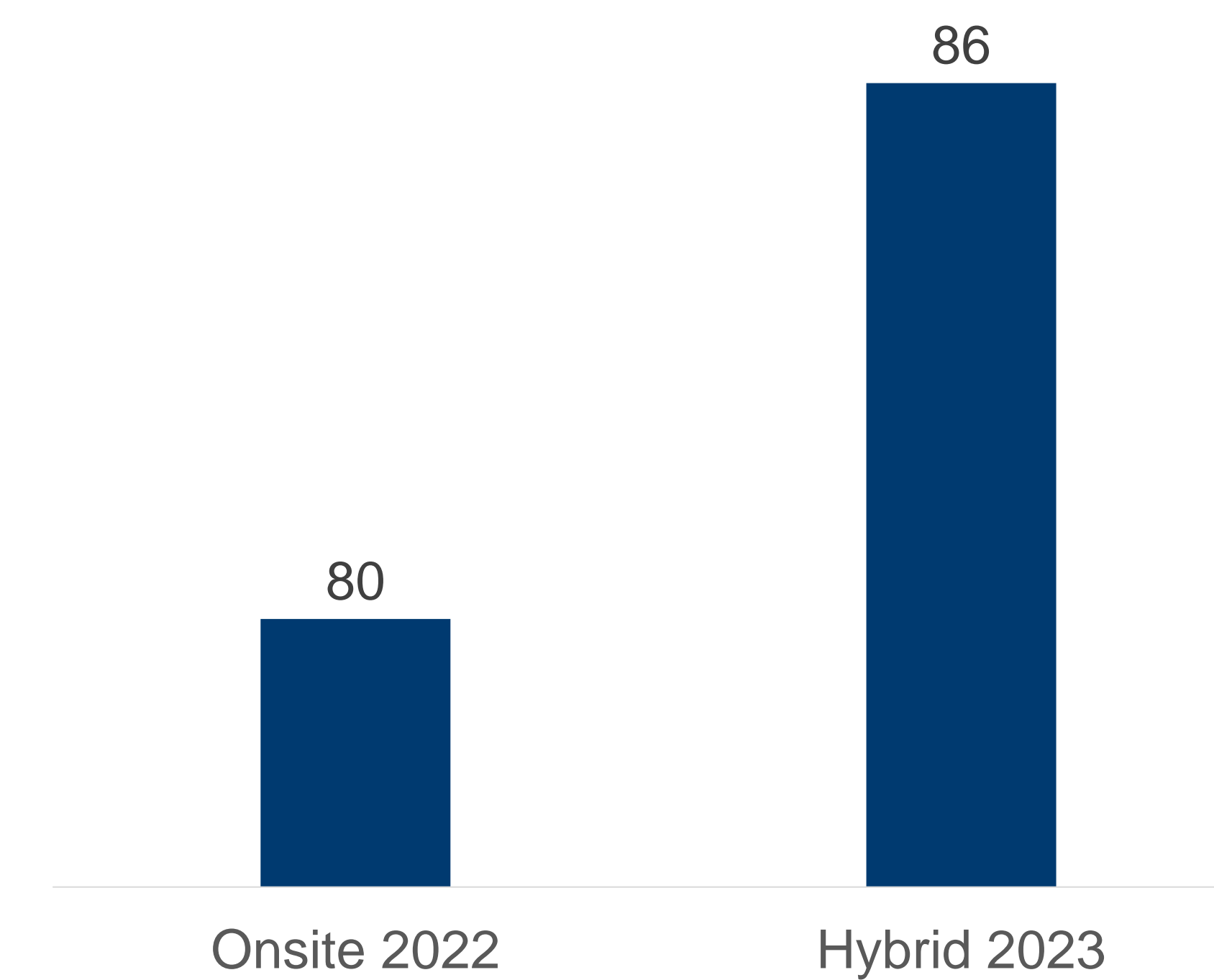


Figure 4: Top opportunities identified 2023

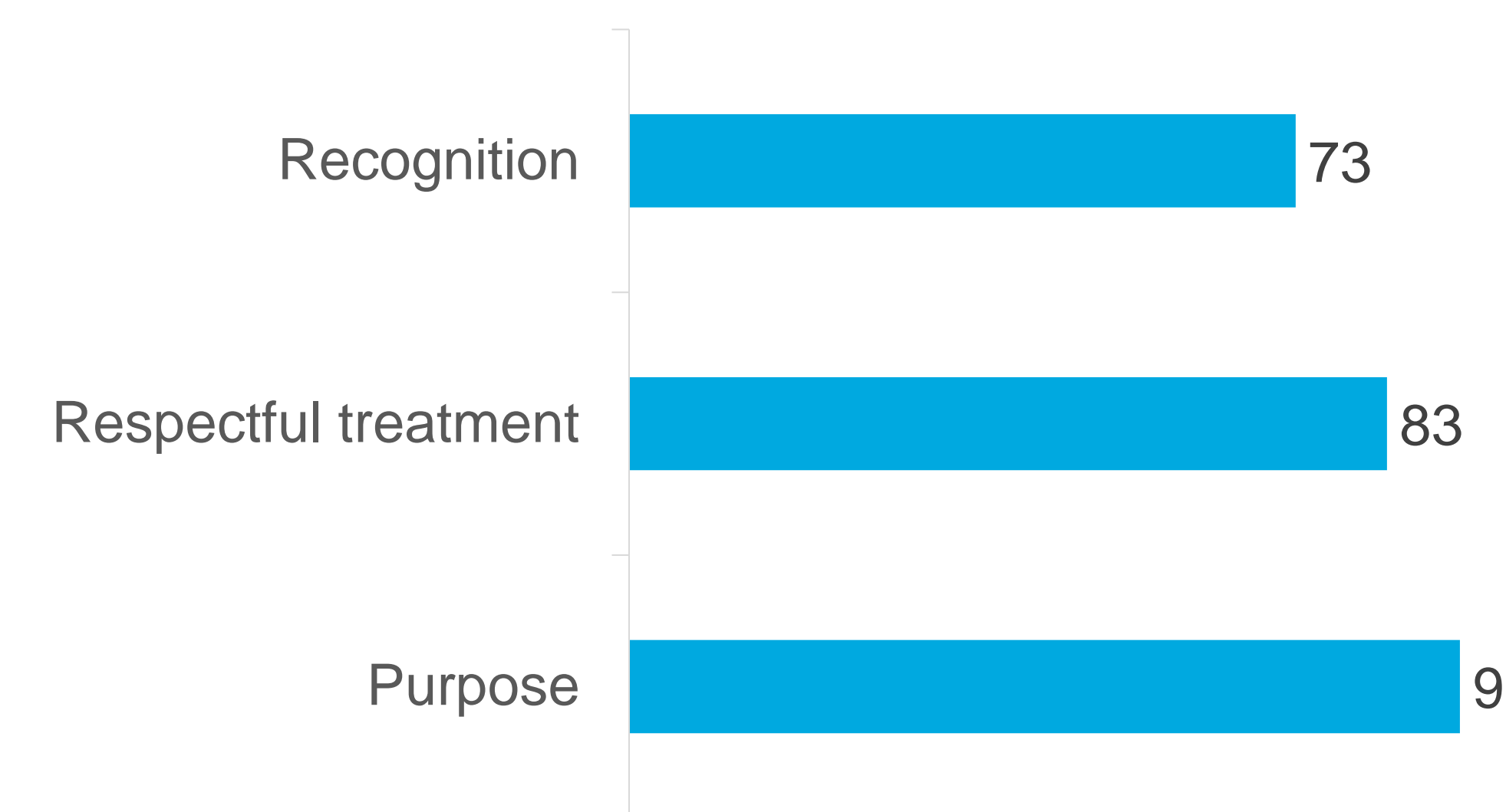


Figure 6: Action planning 2024



Discussion

- Historical employee engagement trends at the HSSP have consistently exceeded the benchmark set at the health system.
- Between 2022-2023, a proactive approach to alleviating staffing shortages, and state-of-the-art specialty training curriculum was implemented for pharmacy liaisons.¹
- The enhanced recruitment and training enabled the pharmacy staff to efficiently perform their duties ensuring continued engagement.
- Maintenance of peer support group initiated during the pandemic and ongoing employee support resources such as guided meditation, reiki sessions, chair massage and therapy dog visits could have contributed to the improved engagement scores.
- Even the top 3 opportunities identified in 2023, were at or above the benchmark score.
- Key action items for 2024 were formulated based on the top opportunities identified in 2023.

Barriers/Limitations

- Several initiatives implemented in prior years could have contributed to the improved employee engagement in the hybrid setting.²
- Health system administrative support for employee engagement initiatives may not be available for smaller health systems.

Conclusion

- Ongoing employee engagement activities can improve engagement in a hybrid work setting.

Acknowledgments

The authors of this poster would like to thank the pharmacists and liaisons at Outpatient Pharmacy Services

References

1. Narayanan et.al 2023. A comprehensive approach to alleviate the pharmacy technician shortage and implementation of a structured specialty pharmacy training program in a classroom setting. Presented at NASP, Sept 18-21, 2023.
2. Tong et.al 2021. Pharmacy staff wellness during COVID-19 and beyond. Presented at NASP, Sept 27-30, 2021.

Disclosure: The authors of this presentation have nothing to disclose concerning possible financial or personal relationships with commercial entities that may have a direct or indirect interest in the subject matter of this presentation.