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HOW HOSPITAL PHARMACIES CAN WIN THE WAR BETWEEN TALENT.




Overview

- Summarize the 2009 National Pharmacy Workforce Study.
 - React to It.
 - Discuss the War for Talent.
 - Outline the new War for Talent and the War Between Talent.
 - How Can Hospital Based Pharmacies Win These Twin Wars.
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<http://www.earthtimes.org/articles/show/trends-reveal-shifts-in-the-pharmacy-profession-toward-more-patient-care,1182754.shtml#ixzzogwE1F66x>

**2009 NATIONAL PHARMACY
WORKFORCE STUDY: THANKS
MAEGHAN**

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- “Life isn’t about waiting for the storm to pass; it’s about learning to dance in the rain.”



Midwest Pharmacy Workforce Research Consortium, March 2010.

**FINAL REPORT OF THE 2009
NATIONAL SAMPLE SURVEY OF
THE PHARMACIST WORKPLACE**

Full Report

- <http://www.aacp.org/resources/research/pharmacym manpower/Documents/2009%20National%20Pharmacist%20Workforce%20Survey%20-%20FINAL%20REPORT.pdf>

Summary

- N=2,667 with a 52% response rate.
- Between 2000, 2004, and 2009 the proportion of pharmacists working full-time decreased (73.3%, 68.3%, 67.4%, respectively) and the proportion of pharmacists working part-time increased (14.9%, 17.7%, 20.9%, respectively).

Older Working Population and More Part Time.

- Results reveal an aging population of pharmacists with 37.1% over age 55 in 2009 compared to 30.7% in 2004, and 21.6% in 2000.

Lack of Hispanic/Indian Pharmacists

- The racial diversity of licensed pharmacists in the U.S. did not change significantly between 2000, 2004, and 2009. For the 2009 survey, .4% of respondents were American Indian and 1.7% were Hispanic.

Age & Gender


- The proportion of actively practicing pharmacists who are female has increased from 44.8% in 2000, to 45.9% in 2004, to 46.4% in 2009.
- In 2000, 44.1% of practicing pharmacists were age 40 or younger. This proportion decreased to 33.0% in 2004, and in 2009 it was only 24.4%. Conversely, in 2000 16.7% of practicing pharmacists were over age 55, and this proportion increased to 24.6% in 2004, and to 32.5% in 2009.


Gender & Flexibility

- In both 2004 and in 2009, males were more likely to report that their current level of workload had a negative or very negative effect.

How is Time Spent?

- For every practice setting in 2009, pharmacists would like to spend less time in medication dispensing and business/organization management and more time in patient care services, education, and research activities.

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- In independent, chain, mass merchandiser, or supermarket pharmacies settings pharmacists typically devoted 70% or more of their time to medication dispensing activities and approximately 10% of their time to patient care services.


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- Responders who worked in hospitals or other patient care settings typically devoted 43% of their time to medication dispensing and 27% of their time to patient care services.

Larry Stybel's Reaction to Report

- Focus on passion and payment of loans to attract younger pharmacists: they have 100K+ school debt loads.
- Focus on flexibility to attract/retain older workers and women.
- Hire people for flexibility: ability to learn to dance in the rain versus complain about the days when it used to be sunny.





Passion: the Hospital Based “edge.”

- You have higher probability of doing what you really went to pharmacy school to do: work with patients, education, and research.
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Loan Repayment in a Time of Tight Budgets

- \$2,000 in loan repayment is less expensive than the same \$2,000 in salary.
- \$500.00 loan repayment every 90 days could be an attraction/retention tool.
- \$500 every 90 days is better than \$2,000 once a year.
- Hospital payout directly to the lending institution on behalf of employee and it MAY not be a taxable event.

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- The perceived pain of potential loss is more acute than the sweetness of potential gain.
 - If I leave today, there is 100% chance of having to pay an additional \$500 to the lending institution in 90 days.

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- U.S. Army does it for physicians.
 - Some hospitals do it for nurses.



Key Themes

To attract younger professionals, focus on higher potential to do what you have a passion to do plus we will help you pay down your college debt every 90 days.



To attract older professionals, focus on flexibility.

We will discuss these issues in more detail later.



Questions/Comments?



Coming War Between Talent

Summary

- From The War for Talent (1998)
- To: The War for Talent AND the War Between Talent.
- Pharmacy Management is in the middle—
what else is new?
- Rx: Focus on the War Between Talent and the
War For Talent Will Take Care of Itself.



The War for Talent

- 1998—a McKinsey “Call to Arms.”




TWO WARS

- WAR FOR TALENT
- WAR BETWEEN TALENT




FOUR FRONTS

- Full Time vs Part Time/Project/Interim
 - Boomers vs. Milleniums.
 - Robots vs. Humans.
 - Outsourced vs. In-House
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Full Time vs Project or Part Time

- Pharmacy Study.
- Sheila Webber on multiple identities versus singular identities among interim or part time professionals.
- Question: "Give me the name of a reference who will tell me about your ability to juggle multiple roles. What would the person say?"

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- Are part-timers included in informal events, parties, bonuses?
 - Is the identity to the pharmacy unit or as a member of the hospital community?
 - Do part timers really feel part of the “team” or like the “substitute teacher” at the elementary school?

Boomers vs Millennials

- 2009 Pharmacy Study: more Boomers remaining on the job.
- More than 76% of women over age 60 are putting off retirement versus 68% of men. (Career Builders, March 3, 2010).

Generational Conflicts


- Older Worker/Younger Boss.
- Older Boss/Younger (Impatient) Worker.
- “Superman” versus “Harry Potter.”
- Zoogby: Rise of “Secular Spiritualists” versus “Personal Relevance.”
- Differences in communication modalities.

Implications

- Focus on the “Greater Meaning” of our work.
- Thank you dinners with guest speakers (patients and doctors) telling the group how important they are.
- Focus on hiring people who are flexible. Stybel and the “Talent Scout” approach.
- Is technology a threat or opportunity: are they on facebook and linkedin and twitter? What is their reaction to these tools?

Robots vs Humans

- Robots will do more of the “heavy lifting” in health care.
- God created man to “lord” over the earth.....
- Cynthia Breazel of MIT Intelligence Lab: human robot social interaction where the human “takes care” of the Robot.

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- Larry turns his GPS system into “Lord Geoffrey,” the idiot savant.


Outsourced Out of the USA vs. Local


- Tax Work.
- Order Taking at McDonald's.
- In heavily unionized communities, hospitals that outsource outside the U.S. have a problem that competitors can take advantage of.




Summary

- War Between Talent on Four Fronts AND a War FOR talent.

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- Help educate the generations to respect each other.
 - Make project or part time people feel connected to the team.
 - Hire people with track records for juggling multiple roles.
 - Hire people with track records for being flexible.

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- Create programs to reinforce secular spiritualism among young people.
 - Respect that among the young, it is a team sport rather than about individual competence.
 - Find ways to ease the high costs of educational loan repayment to attract/retain young people.

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- Grooming the next generation of pharmacy leaders is going to be difficult and critical.
 - Attracting and retaining younger minority professionals is going to be challenging.

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Questions/Comments?



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THANK YOU!