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Objectives

The aim of this project is to verify the interest as well as the competence of Italian pharmacists regarding management and leadership. Oral presentations by EAHP during the BEAM 2012 summit in Dussendorf have provided the idea and basic information in order to deal with these issues. The evaluation of answers obtained should be used to set up a specific training activity focused on the problems concerning the Italian Health System.

The aim of the questionnaire is to obtain general information regarding pharmacists' managerial responsibilities and rules. The questionnaire was sent by SIFO (Italian Society of Hospital Pharmacists) to all pharmacists on the SIFO mailing list using the SurveyMonkey platform. The maximum time allowed to complete the questionnaire was 10 days. The test consists of 20 multiple choice questions regarding management and leadership. The main topic "delivering the service" has been divided into 5 sections (Demonstrating personal qualities, Working with others, Managing services, Improving services, Setting direction)*. There are also 4 general questions. Only one answer was considered the most correct by the authors, the Head of the SIFO Management Area and an expert in the field of managerial training.

Methods

*Leadership Competency Framework for Pharmacy Professionals
Royal Pharmaceutical Society



4 questions for each section
All multiple choice questions. In total 4 general questions and 20 specific questions about "Delivering the Service"

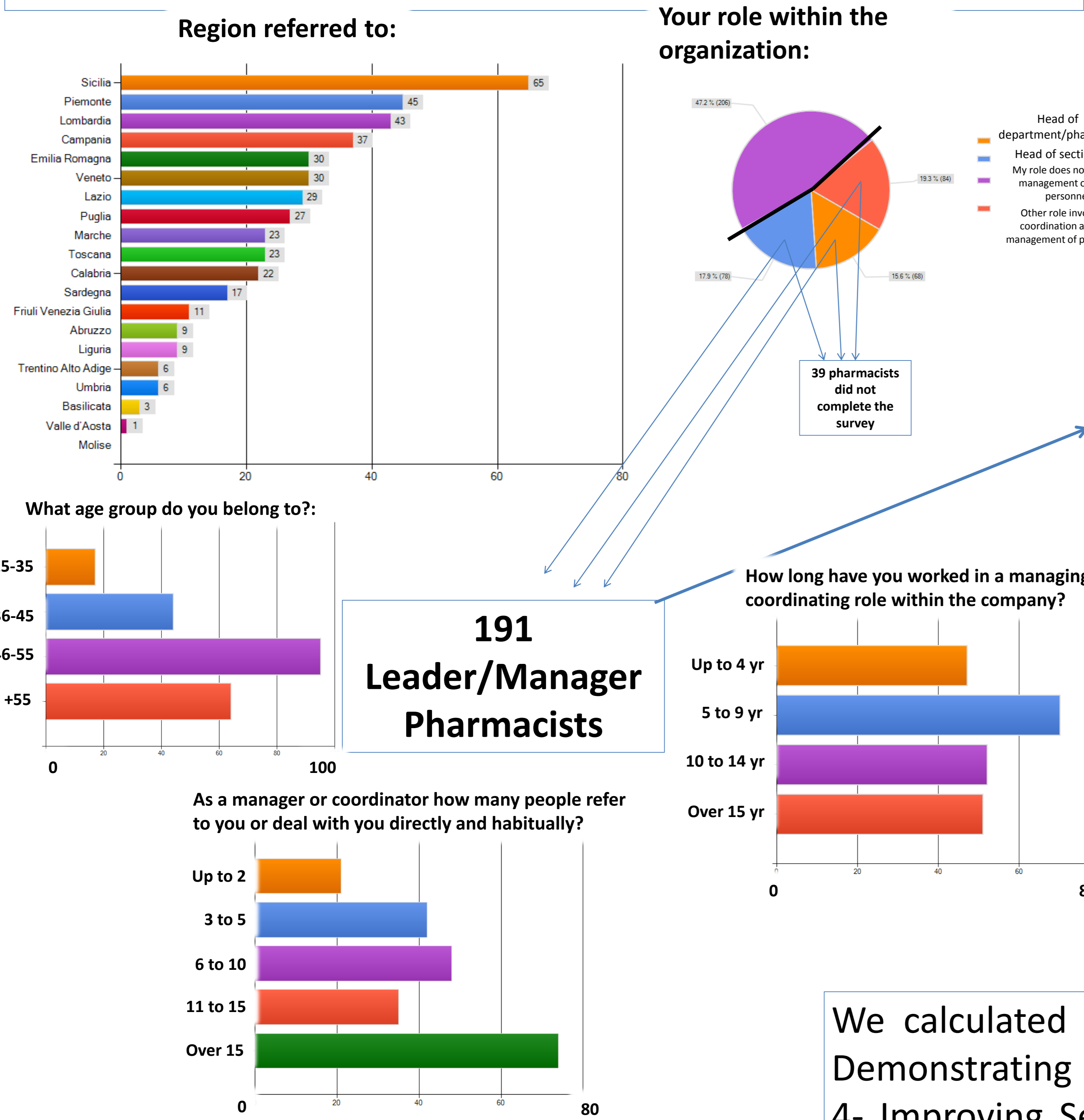
Results

Population

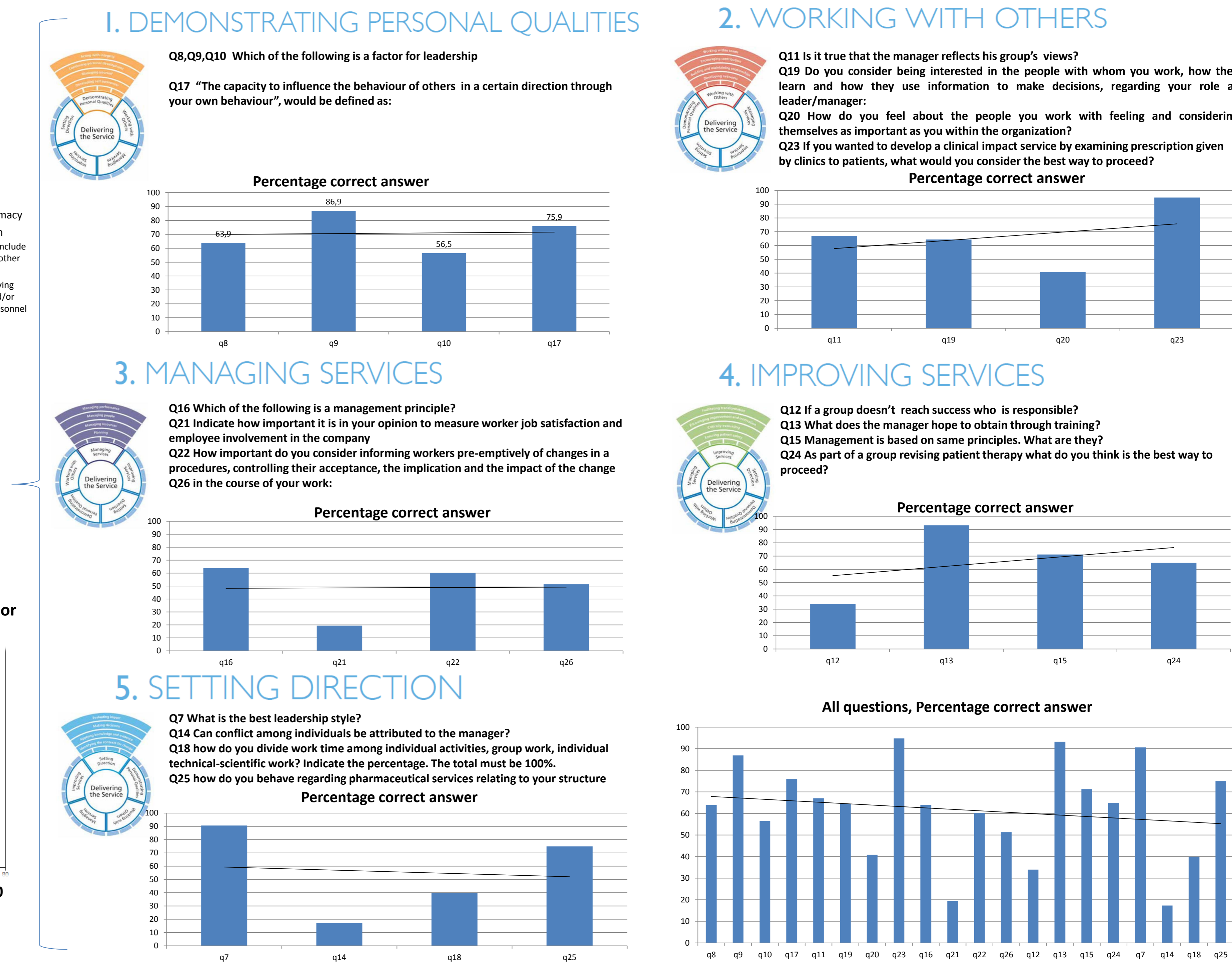
Of the 436 pharmacists who filled in the questionnaire, 39 did not complete the survey and 191 (43,8%) declared they played a role which involved the management and coordination of other people (manager of pharmacy, pharmacy services or laboratory or other) and therefore completed the full questionnaire. There are questions regarding pharmacists' age, length of service and number of people who work for them.

Analysis of answers to specific questions on Management and Leadership

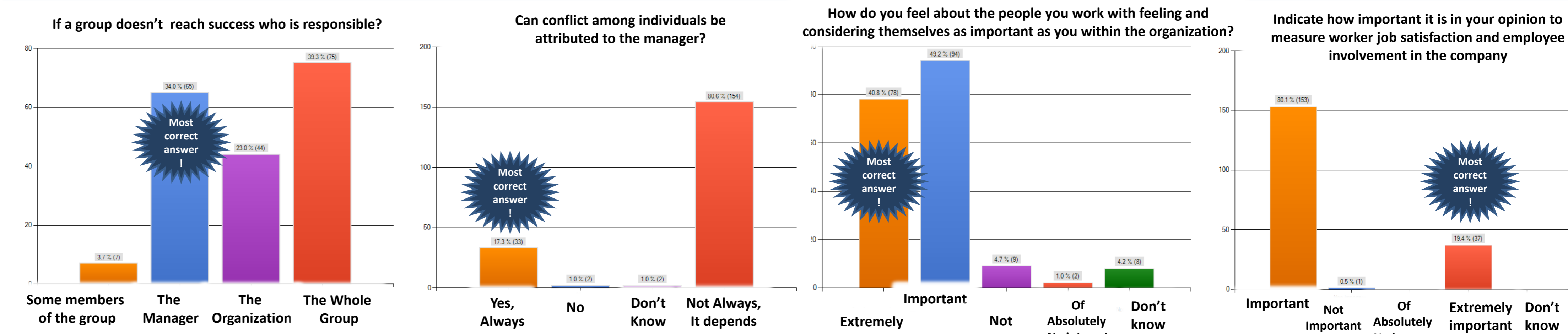
Regarding questions on management and leadership, we calculated the mean percentage of correct answers for each area of DTS "Delivering the Service". Total mean percentage of exact answers is 61,55%. We have further analysed some questions where a large number of pharmacists have given wrong answers.



Of the 191 pharmacists who completed the questionnaire 43,2% are 46 – 55 years old and 33,6% supervise more than 15 people. The length of service ranges from five to nine years (31,85%). 206 declared a role does not include management of other personnel and were not eligible to complete the questionnaire.



We calculated the mean percentage of answers considered correct for each section of DTS: 1- Demonstrating Personal Qualities 70,8% 2- Working With Others 66,75% 3- Managing Services 48,7% 4- Improving Services 65,8% Setting Direction 55,7% . We have further analysed some questions where a large part of the pharmacists have given wrong answers (questions n. 12, 14, 20, 21).



Discussion

Most answers to questions related to general points (definitions, factors which are important for leadership, training, managerial skills) were correct. Whereas some questions concerning the practical application of leadership and management, as well as the capacity to take on responsibility by pharmacists, had more incorrect answers. For example questions number 11, 12, 14, 19, 20, 21, 22, concerning increasing staff motivating, organizing people, team building, giving feedback.

Conclusions

Leadership, a key management skill, is the ability to motivate a group of people toward a common goal. The principle of assuming responsibility by managers/leaders when they carry out personnel coordination and management functions on is of paramount importance. Supervising a group implies also developing the capacity to assume responsibility not only in cases of success, but also in case of failure. In addition organizing staff training, encouraging their personal satisfaction, involving the people you work with, should all be considered fundamental in the management process. In view of these results training courses targeted at manager pharmacists should be set up. This questionnaire will be available soon on internet in english language.

Acknowledgements

- 1 - Academy BEAM Summit 2012, Dusseldorf Germany
- 2 - SIFO, Italian Society of Hospital Pharmacists that supported the project
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- 5 - Dr. Franco Ginanni, Independent Consultant expert in Management
- 6 - All 436 Italian Hospital Pharmacists who took part in the on-line survey
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