

THE IMPACT OF PHARMACY PROFESSIONALS' WELLNESS AND WORKING CONDITIONS ON QUALITY AND SAFETY OF PATIENT CARE

June 2025

MESSAGE FROM THE CHAIR AND REGISTRAR



The College of Pharmacy of Newfoundland and Labrador (CPNL) has received concerns from pharmacy professionals practicing in the province that current working conditions may be negatively impacting their ability to provide safe and effective care to their patients. In response, CPNL committed in its 2023-2026 Strategic Plan to define its role in supporting pharmacy professionals' wellness and influencing working conditions that may impact quality and safety of patient care.

To better understand the prevalence of these issues in Newfoundland and Labrador, CPNL conducted the *Work Environment and Business Practices in NL Pharmacies* survey in the spring of 2024. All active registered pharmacy professionals were invited to complete the survey. Nearly 18% of all active registered pharmacy professionals responded.

From early analysis of the survey, it became clear that pharmacy professionals in the province feel they are experiencing stress and either burnout or risk of burnout. However, further analysis was required to determine if there is a connection between pharmacy professionals' wellness, working conditions, and the safety and quality of patient care.

Further analysis of the survey results indicates that there is an association between various working conditions and pharmacy professionals' well-being and between pharmacy professionals' well-being and patient care quality.

The work of CPNL is guided by our legislated responsibility to ensure the practice of pharmacy and the pharmacy profession is regulated in the public interest. It is in CPNL's purview to take actions to support pharmacy professionals' wellness or influence working conditions, as there is a relationship between these factors and the safety of pharmacy practice.

Keeping in mind the scope of CPNL's authority, the completed analysis of the survey results were assessed by the CPNL board of directors at a workshop in April 2025. During this workshop, the board of directors explored what actions can be taken within CPNL's regulatory framework to positively influence working conditions and professionals' wellness to prevent patient care from being compromised.

We invite you to review the survey results and analysis in this report which have informed the CPNL board of directors' next steps as outlined at the end of this document. CPNL is committed to working with pharmacy professionals, pharmacy owners, and other key partners to address the negative impacts of working conditions on patient care.


Jason Ryan, Chair


Noelle Patten, Registrar & CEO

INTRODUCTION

There have been growing concerns amongst regulators and pharmacy professionals in Canada about the influence of work environments and business practices on pharmacy professionals' well-being and quality and safety of patient care, prompting pharmacy regulators across the country to investigate and act.

Anecdotally, the College of Pharmacy of Newfoundland and Labrador (CPNL) has heard concerns about poor work environments, such as understaffing and inadequate breaks, throughout the province's pharmacies leading to higher levels of poor well-being amongst pharmacy professionals. In addition, concerns have been raised over business practices such as quotas or time limits for clinical services that negatively impact pharmacy practice by prioritizing business interests over quality of patient care. These concerns have been shared with CPNL through past consultations, including the strategic planning survey and focus groups conducted in 2022 and the safety attitudes questionnaire conducted in 2023, during pharmacy site visits, and through general comments forwarded to the CPNL staff and board members.

To gain more insight regarding the concerns being raised, CPNL developed a survey based on similar surveys distributed by pharmacy regulatory authorities in other provinces across Canada, including the Ontario College of Pharmacists (OCP), the Saskatchewan College of Pharmacy Professionals (SCPP), and the College of Pharmacists of British Columbia (CPBC). The survey, entitled *Work Environment and Business Practices in NL Pharmacies*, included questions related to breaks and hours worked, staffing, resources and infrastructure, workplace culture, and business practices, as well as professional well-being and aspects of patient care quality. The survey was open from May 6 to June 3, 2024 and distributed to all active registered pharmacy professionals, which included up to 1,289 pharmacists, pharmacy technicians, pharmacy students, and pharmacy interns at that time.

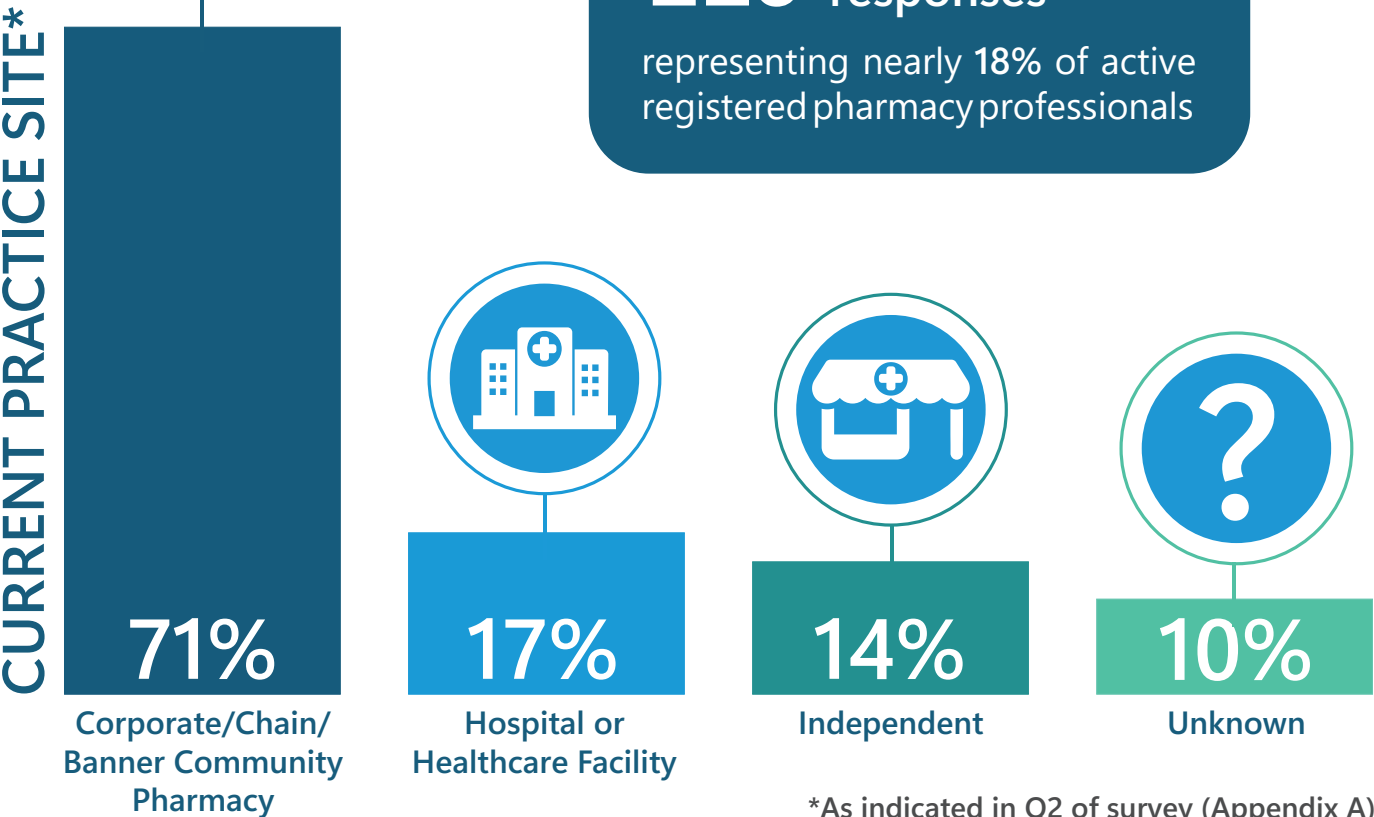
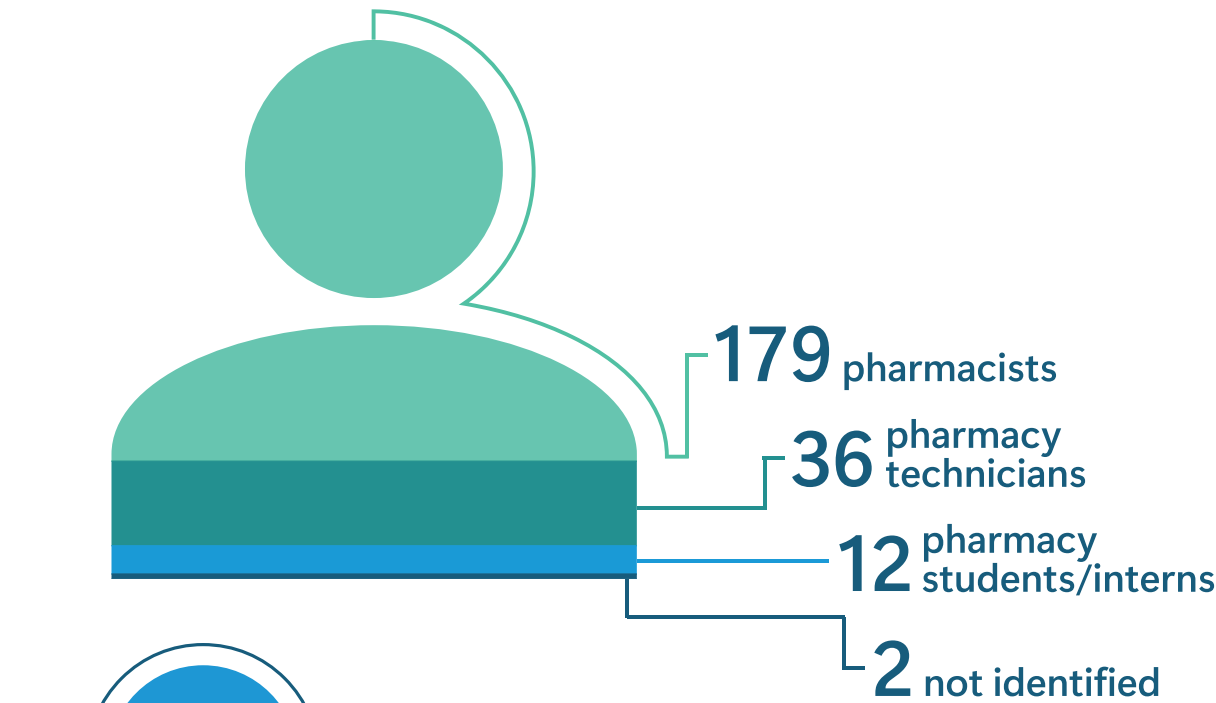
The responses to the *Work Environment and Business Practices in NL Pharmacies* survey have been analyzed alongside responses to relevant questions in the strategic plan consultation and safety attitudes questionnaire and a literature review related to pharmacy professionals' work environments, well-being, and pharmacy business practices. This report presents the analysis, including any associations identified between working conditions, pharmacy professionals' well-being, and patient care quality, and outlines next steps as determined by the CPNL board of directors.

SURVEY LIMITATIONS

While the *Work Environment and Business Practices in NL Pharmacies* survey provides valuable insights, consideration must be given to its limitations:

- **Survey Development:** This survey was for information collection purposes and was not specifically designed for academic research. The questions were based on questions used by pharmacy regulators in other provinces, and therefore, as a population wide survey, represents a pragmatic way to sample the views of pharmacy professionals in Newfoundland and Labrador.
- **Response Bias:** Individuals who felt strongly about the topics in the survey may have been more likely to participate, potentially skewing the results towards more negative experiences and perspectives. Additionally, recent media coverage highlighting issues related to corporate interference in pharmacy practices may have influenced participants' perceptions and responses, potentially leading to an overemphasis on negative aspects and a lack of a balanced view.
- **Observational Nature of Survey:** The cross-sectional analysis found a number of associations. It is important to note that these associations and correlations may not be causal. In many cases, these associations are supported by other findings in the literature review, but most require further investigation to establish a causal relationship.

SURVEY RESPONDENTS



*As indicated in Q2 of survey (Appendix A)

OVERVIEW: WORKING CONDITIONS IN NL PHARMACIES



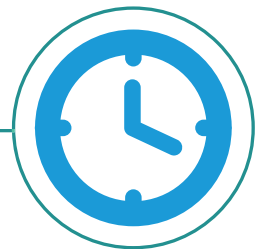
STAFFING

82% of respondents indicated that their pharmacy has a **staff shortage**.

14% of respondents indicated that they **never** get to take a **break**.

48% of respondents indicated that they have **no scheduled breaks**, only taking breaks as time permits.

HOURS/ BREAKS



RESOURCES

Most respondents agree or strongly agree that their pharmacy provides staff with **sufficient resources** to practice to professional standards.

Most respondents agree or strongly agree that they **are treated with respect** by their patients/clients, colleagues, and pharmacy managers & owners.

WORKPLACE CULTURE

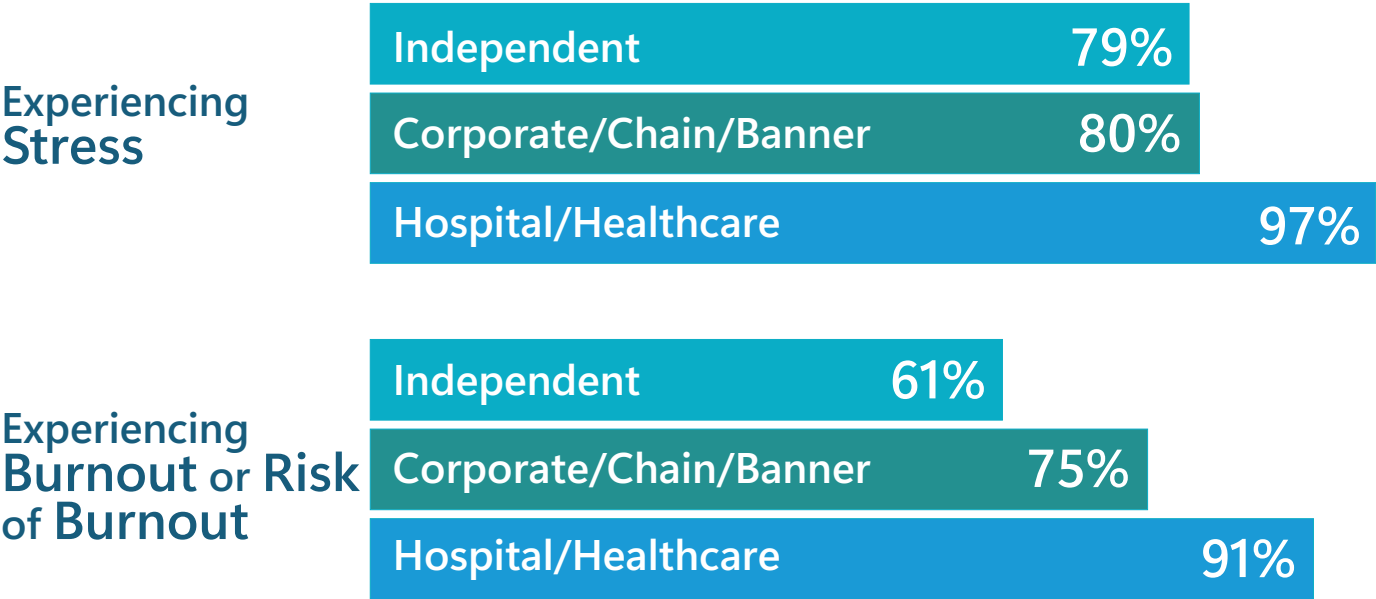
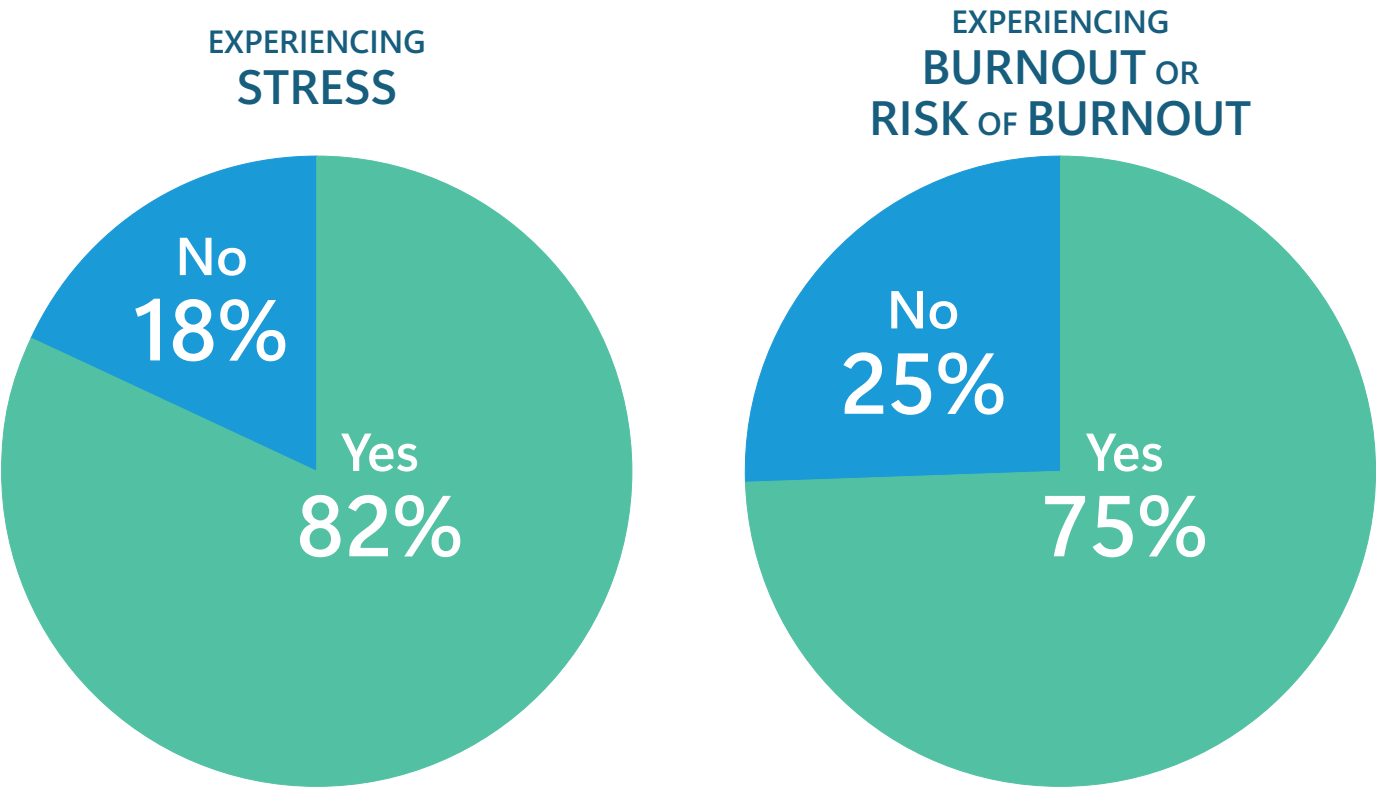


BUSINESS PRACTICES

45% of respondents indicated that they are currently experiencing **direction or pressure** to complete an activity in a limited timeframe or achieve a certain number/dollar amount for pharmacy services.

PHARMACY PROFESSIONALS’ WELL-BEING INDICATORS

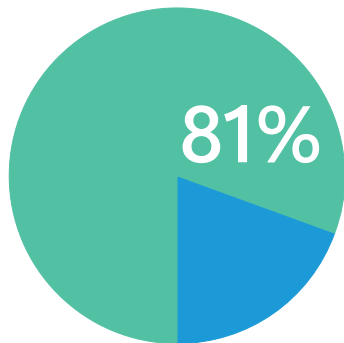
The survey measured pharmacy professionals’ well-being by perceived burnout and stress. Most survey respondents reported experiencing stress and either burnout or risk of burnout due to their current work environment. The percentage was highest amongst those practicing in hospital or healthcare facilities.



PATIENT CARE QUALITY INDICATORS

The survey assessed potential impacts to quality of care using the following indicators:

- turning away or choosing not to provide care to a patient due to insufficient time or staff;
- not being comfortable and choosing not to report conditions that interfere with quality care, safety, and ethical practices; and
- feeling that practice environments prevent practice to expected standards.



of respondents indicated that they have had to **turn away a patient** or have **chosen not to provide care to a patient** for a minor ailment, injection, medication review, or any other professional service because they felt they did not have the time or staffing.

32%

1-2 TIMES/MONTH

28%

1-2 TIMES/WEEK

13%

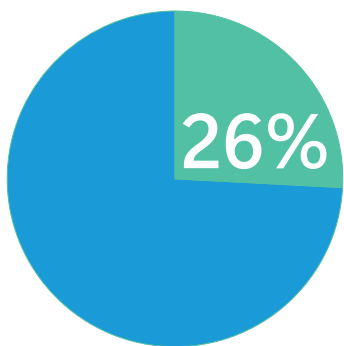
2-4 TIMES PER WEEK

11%

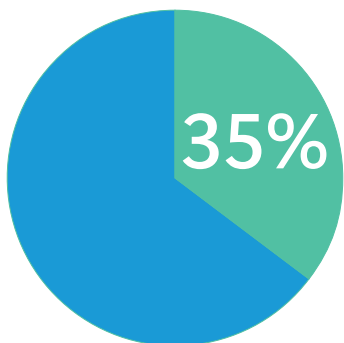
5+ TIMES/WEEK

16%

NOT APPLICABLE



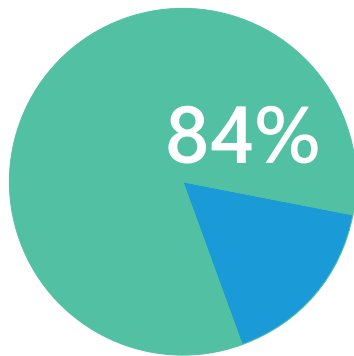
of respondents indicated that they have **chosen not to report conditions** that **interfere** with **quality care, safety, or ethical practice** because they did not feel comfortable doing so.



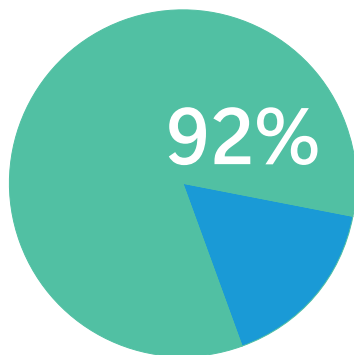
of respondents indicated that they felt that their current **practice environment prevents** them from being able to **practice** to the **expected standards** of a pharmacy professional.

PRACTITIONERS' WELL-BEING & PATIENT QUALITY CARE

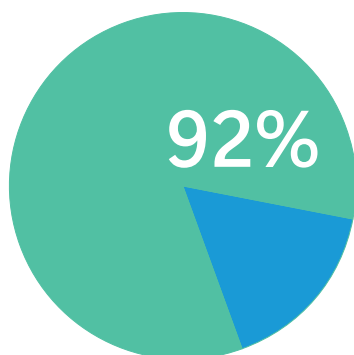
Various studies referenced in the literature review ¹ have established an association between poorer well-being of pharmacy professionals and worse patient care quality, and the survey findings reinforce this connection.



of respondents who indicated that they have had to **turn away a patient** or have **chosen not to provide care to a patient** for a professional service because they felt they did not have the time or staffing reported that they are experiencing **stress** or experiencing **burnout** or are **at risk for burnout** due to their current work environment.



of respondents who indicated that they have **chosen not to report conditions** that **interfere** with **quality care, safety, or ethical practice** because they did not feel comfortable doing so reported that they are experiencing **stress** or experiencing **burnout** or are **at risk for burnout** due to their current work environment.



of respondents who indicated that they felt that their current **practice environment** **prevents** them from being able to **practice** to the **expected standards** of a pharmacy professional reported that they are experiencing **stress** or experiencing **burnout** or are **at risk for burnout** due to their current work environment.

¹ Chui et al., 2014; Garcia et al., 2019; Golbach et al., 2021; Hall et al., 2016

WORKING CONDITIONS AND PATIENT QUALITY CARE

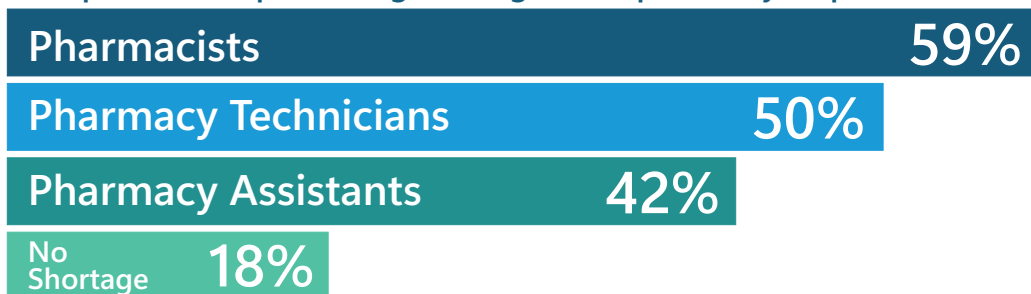


STAFFING

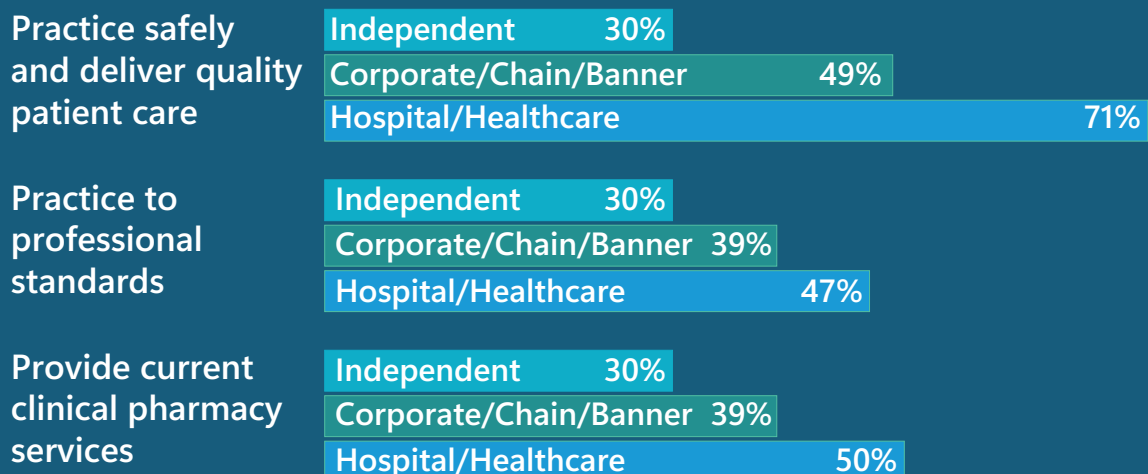
Analysis of the survey results indicated an association exists between staffing shortages and an increased likelihood of pharmacy professionals experiencing stress and burnout or risk of burnout. This is reinforced by the literature review which indicated that lack of adequate staffing is a major contributor to poor pharmacy professional's well-being.² Additionally, those reporting staff shortages were more likely to indicate they had to turn away or choose not to provide care to a patient and felt that their current practice environment prevented them from practicing to expected standards.

STAFF SHORTAGE BY POSITION

Staff positions experiencing shortages as reported by respondents



Many respondents across pharmacy settings **disagree** or **strongly disagree** that their pharmacy has a sufficient number of pharmacists, pharmacy technicians, and/or trained support staff, as well as adequate pharmacist overlap, to do the following:



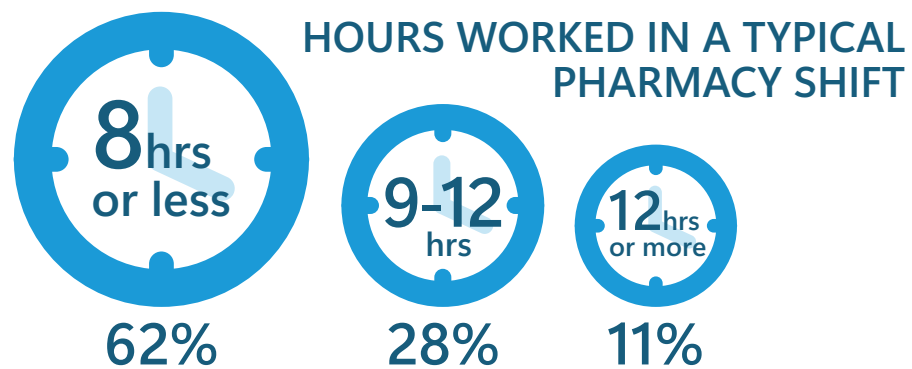
WORKING CONDITIONS AND PATIENT CARE QUALITY



HOURS/BREAKS

Survey respondents who indicated that they have no time for breaks or do not have scheduled breaks were more likely to experience stress and burnout or risk of burnout. They were also more likely to report that they had to turn away or choose not to provide care to a patient than those who reported receiving meal breaks for every shift longer than 4 hours. An association was also identified between those reporting working longer hours and feeling unable to practice to expected standards. The literature review reinforced these associations, indicating that poorer pharmacy professionals' well-being was related to lack of breaks and extended work hours.³

82% of respondents who indicated that they **never get to take a break** reported that they have **turned away or chosen not to provide care to a patient** for a minor ailment, injection, medication review, or any other professional service because they felt they didn't have the time or staffing.



Respondents who reported working **9-12 hours** per shift are **more likely** to report that their **current practice environment prevents** them from being able to **practice to the expected standards** of a pharmacy professional than those working 8 hours or less per shift.

3 Blue et al., 2022; Jacobs et al., 2013; Maslach & Leiter, 2016; Patel et al., 2021, Tsao et al., 2016

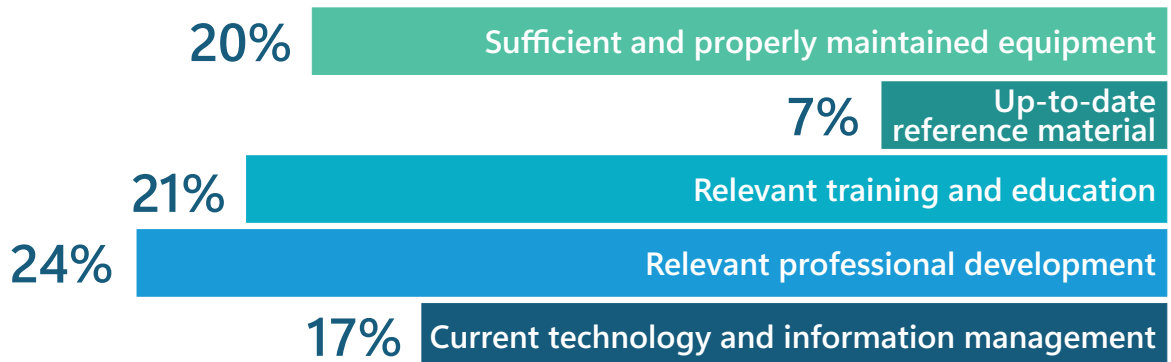
WORKING CONDITIONS AND PATIENT QUALITY CARE



RESOURCES

Survey respondents who reported a lack of access to resources to enable practice to professional standards were more likely to report experiencing stress and burnout or risk of burnout. This association was also identified in the literature review with access to suitable professional development, resources for handling burnout, adequate availability of equipment and resources to support their work, and workspace organization and convenience having an impact on pharmacy professionals' well-being.⁴ Additionally, those that indicated a lack of access to resources were more likely to report that they felt that their current practice environment prevented them from practicing to expected standards. Most respondents feel, however, that their pharmacy does provide staff with sufficient resources.

The percentage of respondents that **disagree** or **strongly disagree** that their **pharmacy provides staff** with the following **resources** to enable them to practice to their professional standards:



WORKING CONDITIONS AND PATIENT CARE QUALITY



WORKPLACE CULTURE

Analysis of the survey results identified an association between aspects of workplace culture and indicators of pharmacy professionals’ well-being and patient care quality. This is reinforced by the literature review which indicated that perceived recognition, level of support from management, differences between personal and organizational values, and professional autonomy influenced pharmacy professionals’ well-being.⁵

Those that disagreed or strongly disagreed with the following statements were more likely to respond negatively to all three patient quality indicators:

- the owners and pharmacy management agree on how the pharmacy should operate
- the decisions made at their pharmacy are fair and reasonable
- the goals of their pharmacy align with their own professional and personal goals
- their work allows them to contribute meaningfully to their personal and professional goals

Additionally, those that disagreed or strongly disagreed that they are treated with respect by the pharmacy owners and/or managers were more likely to choose not to report conditions that interfere with the quality of care, safety, or ethical practice because they did not feel comfortable doing so.

Finally, those that disagreed or strongly disagreed that they are treated with respect by patients and clients, pharmacy owners, and pharmacy managers were more likely to indicate that they felt that their current practice environment prevents them from being able to practice to expected standards.

The percentage of respondents that **disagree or strongly disagree** with the following statements about their current workplace:



5 Blue et al., 2022; Jacobs et al., 2013; Melnyk et al., 2023; O'Donnell et al., 2024

WORKING CONDITIONS AND PATIENT QUALITY CARE



BUSINESS PRACTICES

Survey respondents who reported experiencing direction or pressure to complete an activity in a limited timeframe or achieve a certain number/dollar amount for pharmacy services were more likely to report experiencing stress and burnout or risk of burnout. In the literature, pharmacy professionals noted time demands and feeling rushed through tasks as factors affecting well-being and that pressures to meet efficiency incentives created moral distress⁶. Additionally, those that indicated they are experiencing this direction or pressure were more likely to respond negatively to all three patient care quality indicators.

TOP 5 REPORTED PRESSURES

Verification of the prescription/clinical/therapeutic check, technical check, or other professional services in a limited amount of time.

59%

Set number of compliance packaging per shift, day, week, month, or quarter.

48%

Set number/dollar amount of medication reviews per shift, day, week, month, or quarter.

42%

Set number/dollar amount of minor ailment assessments per shift, day, week, month, or quarter.

41%

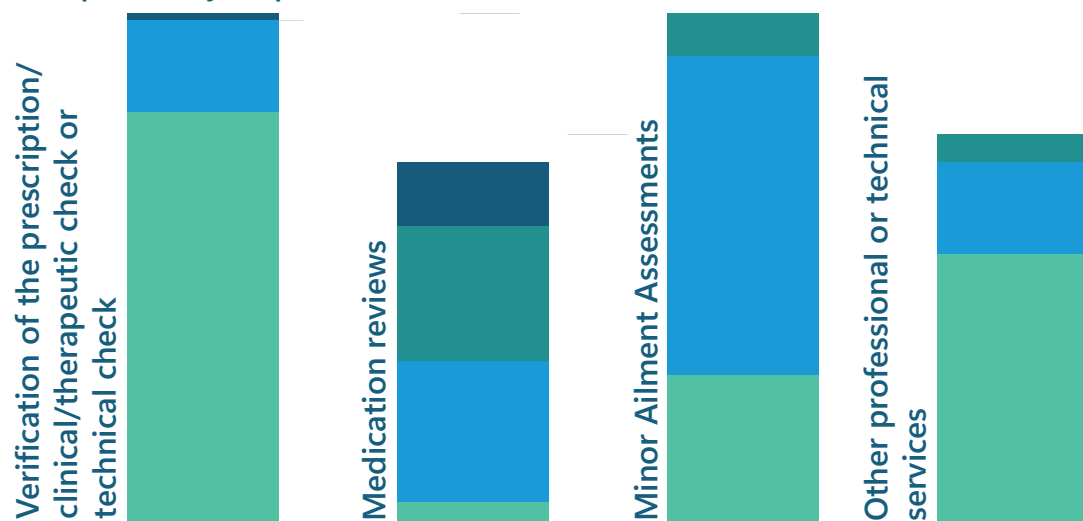
Set number/dollar amount of other professional services per shift, day, week, month, or quarter.

40%



ALLOTTED TIME

as reported by respondents



KEY FINDINGS

1

PHARMACY PROFESSIONALS ARE STRESSED

The prevalence of stress amongst pharmacy professionals is of significant concern, with 82% of respondents reporting experiencing stress due to their current work environment and 75% reporting experiencing burnout or at risk for burnout. As both the survey results and literature review identified an association between poorer well-being of pharmacy professionals and negative responses to patient care quality indicators, the potential impacts on the quality and safety of patient care need to be explored further.

PHARMACIES HAVE INADEQUATE STAFFING

2

Among survey respondents, 82% reported that their pharmacy had a staff shortage, including shortages of pharmacists, pharmacy technicians, and pharmacy assistants. More than half of respondents indicated that they believe the staff shortage is due to being unable to recruit qualified staff, while others believe their pharmacy is not willing to hire more staff. Some respondents felt that insufficient staffing complements may affect their ability to practice safely and deliver quality patient care, practice to professional standards, and provide current clinical pharmacy services, which raises concerns about the potential negative impacts to the quality and safety of patient care.

3

PHARMACY PROFESSIONALS ARE EXPERIENCING BUSINESS PRESSURES

Many pharmacy professionals reported feeling directed or pressured to complete activities in a limited timeframe or achieve certain number or dollar amount targets for pharmacy services either at their current practice site or in a previous workplace. It is not clear from the survey results whether time pressures are primarily caused by inadequate staffing or limits imposed by employers. Regardless of the reason, having insufficient time to complete specific tasks can compromise the quality of the service being provided to the patient.

PATIENT CARE QUALITY IS AT RISK OF BEING COMPROMISED

4

With 81% of respondents indicating that they have had to turn away or chose not to provide care for a patient for a professional service due to staffing or time constraints, the potential impacts on access to care is concerning. This is further reinforced by respondents indicating that their pharmacy does not have a sufficient staffing complement to provide current clinical pharmacy services. Additionally, 40% of respondents do not agree that their staffing complement is sufficient to practice safely and deliver quality patient care.

REGULATORY AUTHORITY

The *Pharmacy Act, 2024* (Act) and *Pharmacy Regulations, 2024* (Regulations) provides the College of Pharmacy of Newfoundland and Labrador (CPNL) with the authority to regulate pharmacy professionals and pharmacies in the province in the public interest. In addition to the Act and Regulations, CPNL's regulatory framework includes the *CPNL By-Laws* and *CPNL Code of Ethics*. CPNL's regulatory framework sets out its authority to act, and CPNL cannot take action that falls outside the scope established by the legislative framework.

CPNL committed in its 2023-2026 Strategic Plan to define its role in supporting pharmacy professionals' wellness and influencing working conditions that may impact quality and safety of patient care. As CPNL's research has established an association between workplace conditions, pharmacy professionals' well-being, and patient care quality, it is CPNL's position that it has a role to play in addressing these concerns as part of its responsibility to public protection as set out in the Act.

Current Provisions

CPNL already has regulatory provisions in place relating to many of the workplace conditions that were identified in the survey. These provisions are set out primarily in the *Standards of Pharmacy Operation - Community* (SOPO-C), *Standards of Pharmacy Operation - Hospital* (SOPO-H), the *Code of Ethics* (COE), and the *NAPRA Model Standards for Pharmacists and Pharmacy Technicians in Canada* (Model Standards).

WORKPLACE CONDITION / BUSINESS PRACTICE	EXISTING PROVISION
Staffing	SOPO-C 1.2(a), 1.2(c)(i); SOPO-H 1.2(a)
Resources: <ul style="list-style-type: none"> Sufficient and properly maintained equipment Up-to-date reference material Current technology and information management 	SOPO-C 1.5; SOPO-H 1.4
Relevant training, education, and professional development	SOPO-C 1.2(b); SOPO-H 1.2(d-e); COE 7.1, 7.2, 10.1
Treated with respect by colleagues, pharmacy owners, and managers	COE 8.1, 8.2; Model Standards 3.1.2
Decisions made at pharmacy are fair and reasonable	COE 9.3, 9.4; Model Standards 4.2.2
Owners and managers agree on pharmacy operation	Act s. 28(2); Regulations s. 10
Professional autonomy and authority over work	COE 6.3, 6.4, 6.5, 6.6
Business Practices: <ul style="list-style-type: none"> Pressure or direction to complete tasks or certain number of tasks, or reach a certain dollar amount for services in limited time Pressure or direction to put business performance before patient care Pressure or direction to prioritize certain patients 	COE 6.3, 6.4, 6.5, 6.6, 6.7

CPNL is committed to further exploring how current regulatory requirements are supporting safe and quality care and CPNL's ability to further address work environment issues. CPNL's next steps, which are outlined on the next page of this report were determined by the board of directors at the workshop held in April 2025.

NEXT STEPS

1

SUPPORT WELLNESS INITIATIVES

- Identify wellness supports and share them with pharmacy professionals.
- Collaborate with community pharmacy owners to identify and address factors that contribute to a respectful workplace culture.
- Collaborate with senior leadership in hospital and healthcare settings to identify and address factors that contribute to stress and burnout in pharmacy professionals.
- Develop a communication campaign to educate the public on what to expect when they visit their pharmacy and foster respectful pharmacy professional-patient relationships.
- Develop a process for the public to report "good care" experiences to CPNL.

COLLABORATE WITH KEY PARTNERS ON STAFFING INITIATIVES

2

- Increased engagement with key partners regarding workforce growth initiatives.
- Explore tools and data collection methods for assessing pharmacy staffing levels in relation to workload.
- Enhance staffing assessment component of CPNL's quality assurance program for hospital and community pharmacies.

3

COLLABORATE WITH KEY PARTNERS TO ADDRESS BUSINESS PRESSURES

- Create and implement an anonymous reporting tool for pharmacy professionals to report business practices impacting patient care to CPNL so that issues can be better understood and addressed through regulatory actions.
- Engage pharmacy owners to address improper use of business targets and time pressures in pharmacies.

ACKNOWLEDGEMENTS

On behalf of the staff and board of CPNL, we would like to thank the pharmacy professionals who participated in the *Work Environment and Business Practices in NL Pharmacies* survey. Your feedback has provided valuable insight and is vital to helping CPNL support you in delivering safe and quality care to your patients.

We would like to acknowledge Sarah Dueck, a Master of Public Health student who worked with CPNL in summer 2024, for her contribution to the literature review and data analysis for this project.

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APPENDIX A

SURVEY QUESTIONS

Q1: What is your current NLPB registration class?

- ☐ Pharmacist
- ☐ Pharmacy Technician
- ☐ Pharmacy Student or Pharmacy Intern
- ☐ Prefer not to answer

Q2: Where do you currently practice? (choose all that apply)

- ☐ Costco
- ☐ Lawton Drugs
- ☐ Loblaw/Drugstore Pharmacy
- ☐ Pharmachoice
- ☐ Pharmasave
- ☐ Shoppers Drug Mart
- ☐ Sobeys/Foodland
- ☐ The Medicine Shoppe
- ☐ Walmart
- ☐ Independently-owned pharmacy
- ☐ Hospital/health care facility
- ☐ Other Corporate or Community Chain pharmacies not listed above
- ☐ Prefer not to answer

Q3: How many hours do you work in a typical pharmacy shift?

- ☐ 8 or less
- ☐ 9 to 12
- ☐ More than 12

Q4: Do you receive appropriate breaks in your pharmacy shift? (Please select all that apply)

- ☐ Coffee break(s) every 4 hours
- ☐ Meal break(s) for every shift longer than 4 hours
- ☐ No scheduled breaks; I take breaks when I have time
- ☐ I never get to take a break

Q5: Please indicate the extent to which you agree or disagree (strongly agree, agree, neither agree or disagree, disagree, strongly disagree) that your current pharmacy has sufficient number of pharmacists, adequate pharmacist overlap, and sufficient number of pharmacy technicians and/or trained support staff (pharmacy assistants, clerks, etc.) to do the following:

- Practice safely and deliver quality patient care
- Practice to your professional standards
- Provide current clinical pharmacy services

Q6: If your pharmacy does have a staff shortage, in which positions? (Please check all that apply)

- ☐ My pharmacy does not have a shortage of staff
- ☐ Pharmacists
- ☐ Pharmacy Technicians
- ☐ Pharmacy Assistants

Q7: If your pharmacy does have a staff shortage, why do you believe this is?

- ☐ Not willing to hire more staff

SURVEY QUESTIONS

- ☐ Not able to recruit qualified staff
- ☐ Other (please specify)

Q8: Does your pharmacy management proactively assess the human resources needed when implementing new services?

- ☐ Yes
- ☐ No
- ☐ Don't know

Q9: Please indicate the extent to which you agree or disagree (strongly agree, agree, neither agree or disagree, disagree, strongly disagree) that your current pharmacy has sufficient number of pharmacists, adequate pharmacist overlap, and that you have experience direction or pressure from your employer to do any of the following due to lack of replacement staff:

- Perform duties outside your scope of practice
- Work more than 40 hours a week
- Work past your scheduled hours
- Shorten or skip breaks or meal times
- Come to work when not feeling well

Q10: Have you ever had to turn away a patient or chosen not to provide care to a patient for minor ailment, injection, medication review, or any other professional service because you felt you did not have the time or staffing?

- ☐ Yes
- ☐ No

Q11: If you answered "yes" to the previous question, how often does this occur?

- ☐ 1-2 times per month
- ☐ 1-2 times per week
- ☐ 2-4 times per week
- ☐ More than 5 times per week
- ☐ Not applicable

Q12: Please indicate the extent to which you agree or disagree (strongly agree, agree, neither agree or disagree, disagree, strongly disagree) that your current pharmacy has sufficient number of pharmacists, adequate pharmacist overlap, and that your current pharmacy provides staff with access to the following resources to enable you to practice to your professional standards:

- Sufficient and properly maintained equipment
- Up-to-date reference material
- Relevant training and education
- Relevant professional development
- Current technology and information management resources

Q13: If you do not have access to sufficient resources, please explain:

(Written responses)

Q14: Do you feel that your current pharmacy allocates the resources noted above fairly and equitably?

- ☐ Yes
- ☐ No

SURVEY QUESTIONS

Q15: If you answered "no" to the previous question, please explain:

(Written responses)

Q16: Please indicate the extent that you feel comfortable (very comfortable, comfortable, neither comfortable or uncomfortable, uncomfortable, very uncomfortable) requesting and reporting the following to pharmacy management or owners:

- Requesting changes to work schedules
- Requesting additional resources (physical, technology, human resources)
- Reporting conditions that interfere with quality of care, safety or ethical practice

Q17: Have you ever chosen not to report conditions that interfere with quality of care, safety, or ethical practice because you did not feel comfortable in doing so?

- ☐ Yes
- ☐ No

Q18: Please indicate the extent that you agree or disagree (strongly agree, agree, neither agree or disagree, disagree, strongly disagree) that your current pharmacy has sufficient number of pharmacists, adequate pharmacist overlap, and with the following statements:

- I am treated with respect by my patients/clients
- I am treated with respect by my colleagues
- I am treated with respect by the pharmacy owners and/or managers
- The owners and pharmacy management agree on how the pharmacy should operate
- The decisions made at my pharmacy are fair and reasonable
- I have professional autonomy and authority over my work
- The goals of the pharmacy align with my own professional and personal goals
- My work allows me to contribute meaningfully to my personal and professional goals

Q19: Do you feel the pharmacist-in-charge (PIC) is focused on supporting pharmacy operations and professional practice in alignment with the current Pharmacy Act, its regulations, and NLPB's standards of operation, standards of practice, and code of ethics?

- ☐ Yes
- ☐ No

Q20: If you answered "no" to the previous question, why do you believe this is?

- ☐ PIC doesn't have time
- ☐ PIC doesn't have sufficient support from owners
- ☐ PIC has competing business interests
- ☐ Other (please specify)

Q21: Are you experiencing stress as a result of your current work environment?

- ☐ Yes
- ☐ No

Q22: Are you experiencing burnout or are at risk of burnout as a result of your current work environment?

- ☐ Yes
- ☐ No

SURVEY QUESTIONS

Q23: Does your current practice environment prevent you from being able to practice the expected standards of a pharmacy professional?

- ☐ Yes
- ☐ No

Q24: Are you currently experiencing workplace practices that include direction or pressure to complete an activity in a limited timeframe or achieve a certain number/dollar amount for pharmacy services?

- ☐ Yes
- ☐ No

Q25: Indicate which of the following workplace practices you are currently experiencing as part of your work in a pharmacy? (Choose all that apply)

- ☐ Direction or pressure to complete a set number/dollar amount of minor ailment assessments per shift, day, week, month, or quarter
- ☐ Direction or pressure to complete minor ailment assessments in a limited timeframe
- ☐ Direction or pressure to complete a set number/dollar amount of medication reviews per shift, day, week, month, or quarter
- ☐ Direction or pressure to complete medication reviews in a limited timeframe
- ☐ Direction or pressure to "cold call" patients to conduct medication reviews
- ☐ Direction or pressure to complete unnecessary medication reviews
- ☐ Direction or pressure to not perform a medication review because a patient does not qualify for pharmacy to bill a fee even if it would benefit the patient's care
- ☐ Direction or pressure to give priority to patients with simpler medication needs over those with more complex needs
- ☐ Direction or pressure to complete counselling on medication in a limited amount of time
- ☐ Direction or pressure to complete verification of the prescription/clinical/therapeutic check (e.g. researching unfamiliar drugs, checking labs, etc.), technical check, or other professional service(s) in a limited amount of time
- ☐ Direction or pressure to complete a set number of compliance packaging per shift, day, week, month, or quarter
- ☐ Direction or pressure to complete a set number/dollar amount of other professional services, such as injections, per shift, day, week, month, quarter
- ☐ Other (please specify)

Q26: Indicate the amount of time you have been allotted per patient (<5 min, 5-14 min, 15-30 min, >30) to complete each of the following activities:

- Minor ailment assessments
- Other prescribing activities (prescribing for preventable diseases, prescribing hormonal contraceptives, providing interim supply, extending prescriptions, adapting prescriptions, making therapeutic substitutions, etc.)
- Immunizations/Injections
- Medication reviews
- Counselling on medications
- Verification of the prescription/clinical/therapeutic or technical check
- Other professional or technical services

Q27: Where are you currently experiencing these workplace practices? (Choose all that apply)

- ☐ Costco

SURVEY QUESTIONS

- ☐ Lawton Drugs
- ☐ Loblaw/Drugstore Pharmacy
- ☐ Pharmachoice
- ☐ Pharmasave
- ☐ Shoppers Drug Mart
- ☐ Sobeys/Foodland
- ☐ The Medicine Shoppe
- ☐ Walmart
- ☐ Independently-owned pharmacy
- ☐ Hospital/health care facility
- ☐ Other Corporate or Community Chain pharmacies not listed above
- ☐ Prefer not to answer

Q28: Have any of your previous practice environments prevented you from being able to practice the expected standards of a pharmacy professional?

- ☐ Yes
- ☐ No

Q29: Have you previously experienced workplace practices that include direction or pressure to complete an activity in a limited timeframe or achieve a certain number/dollar amount for pharmacy services?

- ☐ Yes
- ☐ No

Q30: Indicate which of the following workplace practices you have previously experienced as part of your work in a pharmacy. (Choose all that apply)

- ☐ Direction or pressure to complete a set number/dollar amount of minor ailment assessments per shift, day, week, month, or quarter
- ☐ Direction or pressure to complete minor ailment assessments in a limited timeframe
- ☐ Direction or pressure to complete a set number/dollar amount of medication reviews per shift, day, week, month, or quarter
- ☐ Direction or pressure to complete medication reviews in a limited timeframe
- ☐ Direction or pressure to "cold call" patients to conduct medication reviews
- ☐ Direction or pressure to complete unnecessary medication reviews
- ☐ Direction or pressure to not perform a medication review because a patient does not qualify for pharmacy to bill a fee even if it would benefit the patient's care
- ☐ Direction or pressure to give priority to patients with simpler medication needs over those with more complex needs
- ☐ Direction or pressure to complete counselling on medication in a limited amount of time
- ☐ Direction or pressure to complete verification of the prescription/clinical/therapeutic check (e.g. researching unfamiliar drugs, checking labs, etc.), technical check, or other professional service(s) in a limited amount of time
- ☐ Direction or pressure to complete a set number of compliance packaging per shift, day, week, month, or quarter
- ☐ Direction or pressure to complete a set number/dollar amount of other professional services, such as injections, per shift, day, week, month, quarter
- ☐ Other (please specify)

SURVEY QUESTIONS

Q31: Indicate the amount of time you were allotted (<5 min, 5-14 min, 15-30 min, >30) to complete each of the following activities:

- Minor ailment assessments
- Other prescribing activities (prescribing for preventable diseases, prescribing hormonal contraceptives, providing interim supply, extending prescriptions, adapting prescriptions, making therapeutic substitutions, etc.)
- Immunizations/Injections
- Medication reviews
- Counselling on medications
- Verification of the prescription/clinical/therapeutic or technical check
- Other professional or technical services

Q32: Where did you previously experience these workplace practices? (Choose all that apply)

- ☐ Costco
- ☐ Lawton Drugs
- ☐ Loblaw/Drugstore Pharmacy
- ☐ Pharmachoice
- ☐ Pharmasave
- ☐ Shoppers Drug Mart
- ☐ Sobeys/Foodland
- ☐ The Medicine Shoppe
- ☐ Walmart
- ☐ Independently-owned pharmacy
- ☐ Hospital/health care facility
- ☐ Other Corporate or Community Chain pharmacies not listed above
- ☐ Prefer not to answer

Q33: When did you experience any of these work practices? (Choose all that apply)

- ☐ Within the last 2 years
- ☐ 3-5 years ago
- ☐ 6-10 years ago
- ☐ > 10 years ago



COLLEGE OF PHARMACY OF NEWFOUNDLAND AND LABRADOR



Suite 201
145 Kelsey Drive
St. John's, NL, A1B 0L2



709-753-5877
1-877-453-5877



inforx@cpnl.ca
www.cpnl.ca