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National Survey of Pharmacy Leadership at Ministry of Health in Saudi Arabia: Performances Management

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Abstract

Objective: To explore the national survey of pharmacy leadership at the Ministry of Health with emphasis on pharmacy Performance management. **Methods:** It is a ninety days cross-sectional national survey of pharmacy leadership practice at Ministry of Health. The survey modified from self-assessment of 360 leadership and with pharmacy leadership literature. It consisted of a demographic section, leadership pathway, and fifty-three leadership questions. It contained selected eighteen leadership skills of 360 leadership self-assessment. The electronic format of the survey through the survey monkey system and distributed through emails. All analysis is done through the survey monkey system. The survey divided into several parts for analysis, and discussion. Part one: practice management, part two: planning and organizations, part three: communications strategies, part four: problem-solving and decision making, part five: performances management, part six; working environment, and part seven: professional development. The study explored the part number five; performance management. **Results:** The survey distributed to one hundred hospitals, the response rate, was forty-two hospitals (42%) with seventy-pharmacy leaders. The gender distribution of responders was Male 43 (63.24%) and female 25 (36.76%) while the nationality was Saudi 69 (98.57%) and non-Saudi 1 (1.43%). The majority of responders were in the age range (25-34) years 30 (55.12%) and (35-44 years) 26 (38.24%). The average score Analytical skills were 2.43 (81.2%) with the highest score was Asks the "right" questions to evaluate situations 2.51 (83.65%). While average score Excellence skills were 2.44 (81.25 %) with the highest score was Produces high-quality work 2.6 (86.65%). The average score Administrative skills were 2.53 (84.32%) with the highest score was Completes reports on-time 2.67 (88.99%). The Attitude skills average score was 2.61 (86.99%) with the highest score was treated all people relatively and with respect 2.68 (89.32%). The attitude skills average score was 2.64 (87.99%) with the highest score was the leaders are not afraid to take corrective action when necessary 2.67 (88.99%). **Conclusion:** The performance management skills, including analytical, excellence, attitudes, actions and administration skills for pharmacy leaders is critical. The pharmacy leaders had good starting and not acceptable finishing performances through those skills. The pharmacy leaders need practical training of leadership skills through the residency pharmacy practice pro at the Ministry of Health institutions in the Kingdom of Saudi Arabia.

Key word: Pharmacy leadership, Performances management, Ministry of health, Saudi arabia.

INTRODUCTION

The job of pharmacy leaders is crucial in the pharmacy practice. It needs several skills required to full fill this job. Starting from basic pharmacy administration to advance administration skills and tools. Several textbooks and review publications discussed the performance management of the pharmacy leaders with zooming in the pharmacy practice.[1-12] Some studies described the skills of pharmacy leaders and managers and performance management as part of the skills.[13,14] Those studies one done through students and other discussed general performances without depth detail. It seldom to find worldwide to investigate the performance management of Pharmacy leaders or managers. The 360- self-assessment is a vital tool to measure personality and administration skills for the employees, including performance management.[15] It is very rare to use it in the pharmacy practice. It is desperate to find an investigation to measure the actual performance management of pharmacy leadership through 360- self-assessment tools in Saudi Arabia or Gulf and Middle East countries. The objective of the study to explore the national survey of pharmacy leadership with emphasis on performance management at healthcare organizations in the Kingdom of Saudi Arabia.

METHODS

It is a ninety days cross-sectional national survey of pharmacy leadership practice at MOH hospitals. The survey modified from self-assessment of 360 leadership and with pharmacy leadership literature. It consisted of a demographic section, leadership pathway, and fifty-three leadership questions. It contained selected eighteen leadership skills of 360 leadership, self-assessment.[16] Of The leadership skills included Achievement, Goals, Flexibility, Feedback, Excellence, Empowering Others, Emotional Intelligence, Decision Making, Developing Others, Cultural Awareness, Continual Improvement, Communication Skills, Coworker Development,

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Leading the Change Needed, Attitude, Analytical, Administrative Skill, and Action. The questions consisted of open and closed questions. The 5-points or 3-point Likert response scale system used. This survey distributed to all leadership at MOH hospital pharmacies in Kingdom of Saudi Arabia. It included general director of pharmacy at MOH and regions, the directors of pharmacy and supervisor at MOH hospital pharmacies. The electronic format of the survey through the survey monkey system and distributed through emails. A reminder e-mail containing a link to the website forwarded two weeks after. All analysis is done through the survey monkey system. The survey divided into several parts for analysis, and discussion. Part one: practice management, part two: planning and organizations, part three: communications strategies, part four: problem-solving and decision making, part five: performances management, part six; working environment, and part seven: professional development. The study explored the part number five; Performance management.

RESULTS

The survey distributed to one hundred hospitals, the response rate, was forty-two hospitals (42%) with seventy-pharmacy leaders. The majority of the hospital bed size (200-299) was 16 (24.24%) followed by nine (13.64%) bed size (300-399) and eight (12.12%) more than bed size (= or >600). The number of hospitals accredited by the Saudi Central Board of Hospitals Accreditation (CIBAHI) was 36 (76.60%) while 22 hospitals (46.81%) accredited by USA International Joint Commission and CIBAHI and

Table 1: Demographic information of pharmacy leaders.

Gender	Response N	Response %	Complete pharmacy residency	Response N	Response %
Male	43	63.24%	Yes	10	14.93%
Female	25	36.76%	No	57	85.07%
Answered question	68		Answered question	67	
Skipped question	2		Skipped question	3	
Nationality	**Response N**	**Response %**	**Do you have Board of Pharmaceutical Specialty**	**Response N**	**Response %**
Saudi	69	98.57%	Board Certified Ambulatory Care Pharmacist	1	1.54%
Non- Saudi	1	1.43%	Board Certified Critical Care Pharmacist	1	1.54%
Answered question	70		Board Certified Pharmacotherapy Specialists	2	3.08%
Skipped question	0		Non	62	95.38%
Academic Qualification (s			Answered question	65	
18 to 24	0	0.00%	Skipped question	5	
25 to 34	30	44.12%	**Total years of current position**	**Response N**	**Response %**
35 to 44	26	38.24%	General Manager of Pharmaceutical care	5	7.58%
45 to 54	10	14.71%	Manager of Pharmaceutical care at region	1	1.52%
55 to 64	1	1.47%	Director of Hospital pharmacy	24	36.36%
65 to 74	1	1.47%	Supervisor of pharmacy units	33	50.00%
75 or older	0	0.00%	Director of Primary care center pharmacy	3	4.55%
Answered question	68		Answered question	66	
Skipped question	2		Skipped question	4	
Academic Qualification (s			**Total years worked as a Pharmacist**	**Response N**	**Response %**
Diploma Pharmacy	7	10.29%	<3	9	13.24%
Bsc. Pharm	44	64.71%	3-5	13	19.12%
M.S	9	13.24%	6-10	13	19.12%
Msc. Clinical Pharmacy	4	5.88%	11-15	14	20.59%
Pharm.D.	11	16.18%	> 15	19	27.94%
Ph.D	0	0.00%	Answered question	68	
MBA	4	5.88%	Skipped question	2	
Pharmacy Residency (R1)	2	2.94%	**Years of experience in administrative work**	**Response N**	**Response %**
Pharmacy Residency (R2)	2	2.94%	Less than one year	10	14.29%
Fellowship	1	1.47%	1 – 3 years	18	25.71%
Other (please specify)	6	8.82%	4 – 5 years	13	18.57%
Answered question	68		6-10	14	20.00%
Skipped question	2		More than ten years	15	21.43%
			Answered question	70	14.29%
			Skipped question	0	

Table 2: Demographic hospital information.		
Number of beds at hospital	**Response N**	**Response %**
<50	6	9.09%
50-99	5	7.58%
100-199	7	10.61%
200-299	16	24.24%
300-399	9	13.64%
400-599	4	6.06%
More than or equal 600	8	12.12%
Medical City	7	10.61%
Regional Drug Information Centers at (General Health Affairs Directorate)	4	6.06%
Answered question: 70 and skipped : 0		
The hospital accreditation	**Response Count**	**Response Percent**
CIBAHI	36	76.60%
Saudi Commission of Healthcare specialties	11	23.40%
JCI	22	46.81%
Canada	2	4.26%
ASHP	0	0.0%
ACCP	1	5.0%
Non	4	20.0%
Answered question: 47 and skipped question 23		

11 (23.40%) accredited by the Saudi Commission of Healthcare specialties. The gender distribution in responders was Male 43 (63.24%) and female 25 (36.76%) while the nationality was Saudi 69 (98.57%) and non-Saudi 1 (1.43%). The majority of responders were in the age range (25-34) years 30 (55.12%) and (35-44 years) 26 (38.24%). The academic qualifications of responders were BSc. Pharm 44 (64.71%) followed by Mater degree 9 (13.24%) and Diploma Pharmacy 7 (10.29%). Of those, only 10 (14.93%) completed a residency pro in pharmacy administrations, and four (4.16%) had completed board of pharmaceutical specialties. The majority of responders worked as a supervisor of the unit at hospital pharmacy 33 (50%) or director of pharmacy 24 (36.36%). Of those they had experienced as pharmacist more than ten years 33 (47.14%) and had administrative work one to three years' experience18 (25.71%) and more than ten years were 15 (21.43%) as explored in Table 1 and Table 2. The average score of analytical skills was 2.43 (81.2%) with the highest score was Asks the "right" questions to evaluate situations 2.51 (83.65%). The lowest score was Able to interpret financial data, reports, balance sheets, and cash flow analysis 2.25 (74.99 %) as explored in Table 3. While average score Excellence skills were 2.44 (81.25 %) with the highest score was Produces high-quality work 2.6 (86.65%), and the lowest score was Demonstrates the analytical skills to do their job 2.28 (75.99%). The average score Administrative skills were 2.53 (84.32%) with the highest score was Completes reports on-time 2.67 (88.99%), and the lowest score was Implements and uses performance measures 2.37 (78.99%) as explored in Table 4. The attitude skills average score was 2.61 (86.99%) with the highest score was treated all people fairly and with respect 2.68 (89.32%), and the lowest score was Works hard to eliminate unnecessary work 2.57 (85.65%). The action skills average score was 2.64 (87.99%) with the highest score was the leaders are not afraid to take corrective action when necessary 2.67 (88.99%), and the lowest score was Makes effective decisions, even when under pressure 2.56 (85.32%) as explored in Table 5.

DISCUSSION

The pharmacy administration on daily bases receive patient need medications or sobering their problems from drug-related. The pharmacy manager organizes pharmacist and distributes them according to patient workloads and demand. The manager needs to send several reports to higher administration. He had followed up the pharmacist performance and did the best management to provide the best pharmaceutical care for the patients. During those, an entire task the pharmacy leaders should have education and train pharmacy administration skills to m*eet all* those working types. The leadership in the pharmacy practice should have analytical, excellence, attitude, actions and administration skills. The pharmacy administration at the Ministry of Health in Saudi Arabia did several courses to need the demand for Pharmacy administration skills and tool requirements for managers. Also, there were several pure administration courses, through the global administration institution. It is governmental organization provide several courses with different specialty needed for government performance. Every year, each pharmacist can take a one to two courses per year on general administration and according to his or her job description. The pharmacy leadership should apply what has had to gain it and convert in the pharmacy practice. The investigator tried to explore the national survey of pharmacy leadership with emphasis on performance management skills. The finding of results showed the average score of analytical skills good with the highest score was Asks the "right" questions to evaluate situations and the lowest score was Able to interpret financial data, reports, balance sheets, and cash flow analysis. That has indicated the starting step of the analysis is excellent while interpreting the results and come to the conclusion is so good, especially financial analysis because most pharmacists do not have a background in finance administration. The average score Excellence skills were acceptable with the highest score was Produces high-quality work, and the lowest score was Demonstrates the analytical skills to do their job. That's expected because the accreditation process is going with the involvement of quality management work. The analysis of job performance related issues is missed if some pharmacy leaders. The results of The Administrative skills were good, especially with the highest score was completes reports on time, and the lowest score was Implements and uses performance measures that are related of missed performance indication in the pharmacy practice. The pharmacy administration started with pharmacy indicators, but not full completion. The part of pharmacy competencies related to performance indication completed at hospitals and primary healthcare centers. The findings of the attitude, skills average score were acceptable especially of the point of treated all people relatively, and the lowest score was Works hard to eliminate unnecessary work due to miss some analysis skills and setup propriety administration skills. Maybe related missed buried in the management or 360 self-assessment skills. The finding of Actions skills was good with the highest score was not afraid to take corrective action when necessary. That's excellent skills for pharmacy leaders to correct all Pharmacy mistakes related problems. The lowest score was Makes effective decisions, even when under pressure. That's someone so tricky sometimes for leaders, including the pharmacy leaders. Because during under any pressure situations the leaders cannot take the appropriate action, and this is normal. The pharmacy leaders should upgrade their skills to gain more with tolerating skills of any pressure or problems. The results could not compare with other studies because some of the investigations review papers; one study discussed general performance without detail and other study done with students. It seems this is first study investigated the actual performance management skills of pharmacy leaders by usage 360-self assessment.

CONCLUSION

The performance management is essential skills for leaders in the pharmacy practice. More revision of performances management skills with emphasis on analytical, excellence, attitude, actions and administration skills is necessary

Table 3: Analytical.

	Answer Options	Never		Sometimes		Always		Average	Response N
1	Able to interpret financial data, reports, balance sheets, and cash flow analysis.	8	12.70%	31	49.21%	24	38.10%	2.25	63
2	Actively seeks constructive feedback from others.	4	6.35%	27	42.86%	32	50.79%	2.44	63
3	Analyzes data and information from several sources in order to get conclusions.	3	4.76%	29	46.03%	31	49.21%	2.44	63
4	Asks the "right" questions to evaluate situations.	3	4.76%	25	39.68%	35	55.56%	2.51	63
5	Identifies the root cause of a problem.	2	3.17%	25	39.68%	36	57.14%	2.54	63
answered the questions 63 and skipped question 7									

Administrative Skill

	Answer Options	Never		Sometimes		Always		Average	Response N
1	Completes reports on-time.	0	0.00%	21	33.33%	42	66.67%	2.67	63
2	Enthusiastic about taking on challenging projects.	2	3.17%	30	47.62%	31	49.21%	2.46	63
3	Implements and uses performance measures.	3	4.84%	33	53.23%	26	41.94%	2.37	62
4	Takes responsibility for decisions.	4	6.35%	14	22.22%	45	71.43%	2.65	63
answered question 63 and skipped question: 7									

Table 4: Excellence.

	Answer Options	Never		Sometimes		Always		Average	Response N
1	Demonstrates the analytical skills to do their job.	5	7.69%	37	56.92%	23	35.38%	2.28	65
2	Demonstrates the functional or technical skills necessary to do their job.	2	3.08%	30	46.15%	33	50.77%	2.48	65
3	Is plan full and organized.	2	3.08%	36	55.38%	27	41.54%	2.38	65
4	Produces high quality work.	2	3.08%	22	33.85%	41	63.08%	2.6	65
5	Takes a lot of pride in their work.	1	1.54%	34	52.31%	30	46.15%	2.45	65
answered question: 65 and skipped question: 5									

Table 5: Attitude.

	Answer Options	Never		Sometimes		Always		Average	Response N
1	Builds open and trusting relationships.	1	1.59%	23	36.51%	39	61.90%	2.6	63
2	Treats all people fairly and with respect.	1	1.59%	18	28.57%	44	69.84%	2.68	63
3	Works hard to eliminate unnecessary work.	4	6.35%	19	30.16%	40	63.49%	2.57	63
answered the questions: 64 and skipped question 6									

Action

	Answer Options	Never		Sometimes		Always		Average	Response N
1	Is not afraid to take corrective action when necessary.	2	3.13%	17	26.56%	45	70.31%	2.67	64
2	Makes effective decisions, even when under pressure.	2	3.23%	23	37.10%	37	59.68%	2.56	62
3	Motivates and supports others to gain skills	0	0.00%	20	31.25%	44	68.75%	2.69	64
4	Motivates others to achieve or exceed goals	0	0.00%	23	35.94%	41	64.06%	2.64	64
	answered the questions: 64 and skipped question 6								

for Ministry of Health organization is highly recommended. Targeting of very comprehensive education and training of pharmacy leaders at in Ministry of Health institutions in Kingdom of Saudi Arabia is requirements.

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None

CONFLICT OF INTEREST

None

SOURCE OF SUPPORT

None

ABBREVIATION USED

KSA: Kingdom of Saudi Arabia, MOH: Ministry of Health.

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