

## 45.2 Organization of hospital pharmacy services

In organizing hospital pharmacy services, both the way in which the staff is organized and the physical layout of the building must be considered.

### Personnel

Hospital pharmacy personnel can be divided into three main categories—

1. **Management.** Management includes the chief pharmacist and sometimes deputy chief pharmacists, who are responsible for procurement, distribution, and control of all pharmaceuticals used within the institution and for management of personnel within the pharmacy department.
2. **Professional staff.** These professionals are qualified pharmacists who procure, distribute, and control medications and supervise support staff for these activities. In some facilities, pharmacists provide clinical consulting services and medication information.
3. **Support staff.** The support staff category often includes a combination of trained pharmacy technicians, clinical personnel, and messengers.

The smallest hospitals may have only two or three pharmacy staff members, with the chief pharmacist as the only pharmacist. Larger teaching hospitals that provide extensive pharmaceutical distribution and clinical services may have more than 100 staff members.

The cornerstone for a well-functioning medication system is an up-to-date manual of policies and procedures. Staff members should be familiar with the manual and adhere to it.

### Physical organization

The extent of the pharmacy's physical facility is determined by the size of the hospital and the services provided. A large pharmacy department might have the following sections within one physical space or in separate locations throughout the hospital—

- Administrative offices
- Bulk storage
- Narcotics or dangerous drug locker
- Manufacturing and repackaging
- Intravenous solution compounding
- Inpatient and outpatient dispensing
- Medicine information resource center
- After-hours pharmacy
- Emergency medicine storage

Inpatient dispensing is sometimes done from satellite pharmacies throughout the hospital. In larger hospitals, satellite pharmacies are beneficial because they enable a shorter turnaround time for individual medication orders, especially in distribution systems that dispense medications packaged for individual patients. Satellites also increase the pharmacist's presence in the patient care area, facilitating interactions with medical staff, nursing staff, and patients, and thus ultimately improving patient care.

With satellite pharmacies, there is reduced need for stock stocks. However, each satellite requires a certain minimum inventory level of pharmaceuticals. A system with multiple satellites most likely has a higher total inventory level than that of a central pharmacy system. The higher inventory and additional personnel costs needed to staff satellite pharmacies may be justified by reductions in pharmaceutical supply costs (because there is less wastage) and improvements in patient care. Whether or not multiple satellite pharmacies serve inpatients, separate pharmacies often serve inpatients and outpatients. Figure 45-1 illustrates how a hospital pharmacy with separate inpatient and outpatient departments is organized in one African country.

## 45.3 Hospital drug and therapeutics committee

Most commonly, the committee designed to ensure the safe and effective use of medications in the hospital is the DTC. The American Society of Hospital Systems Pharmacists' guidelines on DTCs state that "medication use is an inherently complex and dangerous process that requires constant evaluation. Organizations need to implement tools and processes necessary to meet the goals of using medications effectively and safely" (ASHP 2008).

### Purpose and functions

The DTC promotes the rational use of medication through the development of relevant policies and procedures for medication selection, procurement, distribution, and use and through the education of patients and staff. Country Study 45-1 lists the functions of the DTC in an Afghan hospital.

In some hospitals, the DTC becomes overwhelmed with the difficulty of obtaining an adequate supply of medications. Members are caught up in routine decisions about which medications to buy, how much, and from whom, rather than focusing on long-term planning, policies, and programs for improving the safe and cost-effective use of medications. As discussed, in most settings, daily purchasing decisions can be handled by the chief pharmacist, with supervision by the DTC or another committee responsible for procurement.

# Society Of Subordinates Inmate Organization In A Narcotic Hospital

**Charles Wellington Thomas, David M.  
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