

Faculty: Hyduk-Cardillo, Amy E.

Site:

Best Practice Health-System

Status: Active

Required

General Description:

Pharmacy Practice Management is an 11-month longitudinal learning experience within the Best Practice Health-System. The Best Practice Health-System is comprised of eight hospitals, multiple ambulatory surgery centers, ambulatory clinics, and a multi-specialty medical practice that provides services across the NE region of YZ state.

This learning experience will primarily be conducted at ABC Medical Center but will involve meetings and encompass work across all Best Practice Health-System facilities. The learning experience will provide the pharmacy resident with the opportunity to gain experience and an understanding of providing comprehensive pharmacy services in an institutional setting and the associated challenges.

Topics that are encountered by pharmacy leaders in health-system pharmacies to be reviewed during this learning experience:

- * Pharmacy financial management
- * Human Resources management pertinent to the Pharmacy Dept
- * Pharmacy personnel competency and credentialing
- * Strategic planning and forecasting for pharmacy services
- * Productivity management
- * Accreditation, legal, and regulatory requirements
- * Controlled substances diversion mitigation
- * LEAN principles
- * Leadership principles and strategies
- * Time management and personal productivity

Role(s) of Pharmacist(s):

This learning experience is precepted primarily by the System Pharmacy Director in collaboration with the Pharmacy Managers and Clinical Coordinators for all eight facilities within the enterprise.

The System Pharmacy Director's scope of responsibility includes leading the pharmacy departments and medication management services across all facilities which includes the facilitation and management of the system pharmacy strategic plan, policies and procedures, and ensuring applicable rules, regulations, and best practices are followed.

The System Pharmacy Director, in collaboration with the health-system executive team where applicable, develops and manages the budget annually for the department, negotiates contracts with pharmacy automation and other vendors, exercises financial responsibility in routinely developing and implementing medication and pharmacy service cost-savings and quality initiatives, and facilitates the development and expansion of pharmacy services across the organization.

Pharmacy Managers within the health-system manage various pharmacy services (e.g., Pharmacy Operations Manager, Pharmacy Clinical Manager, and Pharmacy Informatics Manager), directly supervise pharmacy personnel, manage day-to-day operations for their assigned services, addressing safety concerns and issues from staff, and are responsible for drafting policy and procedure revisions for review by the full Pharmacy Leadership team.

Pharmacy Clinical Coordinators within the health-system manage various clinical pharmacy servicelines (e.g., Antimicrobial Stewardship, Critical Care, Oncology, Transplant, Emergency Medicine) and are responsible for reviewing and revising clinical protocols, conducting medication usage evaluations, completing formulary drug class reviews, reviewing formulary addition requests, serving as the pharmacy representative on the multidisciplinary serviceline committees in their specialty area(s), identifying staff education needs, and developing/providing such education to staff.

Expectations of Residents:

- * Be on-time to all meetings
- * Maintain a professional calendar within the organization's email management system
- * Demonstrate professional written and verbal communication at all times
- * Meet all assigned due dates and project timelines; drafts of written work and presentations should be provided to the preceptor for review at least one week prior to the final copy being due unless otherwise communicated by the preceptor
- * Demonstrate flexibility with schedule and assigned project prioritization changes based on organizational needs

Meeting Participation:

- * Hospital Safety Huddles--Resident will participate in a minimum of 12 of the daily hospital Safety Huddles in the Administration Board Room (held daily at 8am)
- * Pharmacy Leadership Meetings--Resident will participate in a minimum of 6 over the course of the year (held weekly on Mondays at 12pm)
- * System P&T Meetings--Resident will participate in the monthly P&T meetings over the course of the year unless excused by the preceptor (held on last Friday of the month at 7am)
- * System Clinical Pharmacy Council Meetings--Resident will participate in a minimum of 3 over the course of the year (held on the last Friday of the month at 8am following P&T)
- * Other meetings as relevant to the learning experience per the preceptor's discretion
- * Resident and preceptor will meet at minimum of once per month to review current projects, tasks, and other pertinent issues/items; Resident and preceptor will also meet once per month for various topic discussions

Progression of Residents:

Day 1: Review LED with preceptor, discussing goals and objectives, activities, tentative meeting schedule, expectations of the resident, progression, and evaluation strategy

Qtr 1: This quarter will essentially involve the preceptor providing direct instruction and modeling the role of a pharmacy leader in various capacities and settings.

The resident should complete assigned readings on Time Management principles and strategies, the ASHP Pharmacy Forecast document, ASHP Guidelines on Managing Drug Product Shortages in Hospitals and Health-Systems, ASHP Guidelines on Preventing Diversion of Controlled Substances, ASHP Guidelines on MUEs, and Leading a Multi-Generational Workforce: Understanding Generational Differences for Effective Communication. The resident should complete the H-PILS learning style self-assessment and incorporate their findings and self-reflection on such into the initial development plan. The resident will be expected to identify and implement organizational time management strategies (i.e., use of calendar to outline all meetings/appts/PTO/due dates; use of to-do lists with due dates and reminders; breaking large projects into "chunks" and incorporating "mini-deadlines" for various components of the project, etc.) into their process to manage responsibilities efficiently.

The resident should review the department strategic plan and annual pharmacy department report in preparation for the topic discussion on strategic planning with the preceptor. The resident should collaborate with the preceptor to identify an MUE topic and begin work on the MUE. The resident will participate in one regional or COP residency showcase for recruitment purposes.

Qtr 2: This quarter will essentially involve the preceptor modeling and coaching the resident on various assigned projects and in meeting participation. The resident is expected to be able to function with minimal assistance in the completion of the MUE.

The resident should complete assigned readings on formulary management and financial principles in preparation for topic discussions during the quarter. The resident should read the "Lean Hospitals" text by the end of December in preparation for topic discussion to occur during early January. The resident should review the staff orientation and training materials and pharmacy personnel job descriptions in preparation for a human resources management topic discussion. The resident will participate in the ASHP Midyear Residency showcase for recruiting purposes. The resident should begin tracking and trending various pharmacy department financial metrics after initial review with, and coaching by, the preceptor. The resident will continue work on the MUE.

Qtr 3: This quarter will essentially involve the preceptor in more of the facilitation role as assigned projects progress (after the initial direct instruction and coaching with examples provided to resident). The resident should require little to no prompting in areas of discussion that are not entirely new to them.

The resident should read "The 7 Habits of Highly Effective People" in preparation for a topic discussion by the end of the quarter. The resident should complete the MUE in a final report format. The resident should complete the MUE slides and present the MUE at the System P&T Committee Mtg this quarter. The resident should complete a GAP analysis of a medication mgmt process and identify a process improvement plan applicable to the findings. The resident will begin reviewing metrics/quality data from the IV Smart Pumps. The resident will be expected to participate in residency interviews for the upcoming residency class. The resident will participate in the annual system pharmacy leadership strategic planning meeting and take minutes during the meeting.

Qtr 4: The resident should be able to function independently and complete all projects assigned during the learning experience that were not already due in a previous quarter at the level of a new practitioner by the end of the quarter.

The resident is expected to be able to present projects and presentations confidently during this quarter with limited reading of slides/notes, limited use of distracting mannerisms and "filler" words, appropriately address questions and provide timely follow-up for questions that cannot be addressed immediately during presentation and meetings. The resident should read "Who Moved My Cheese" in preparation for a topic discussion on leadership at the end of the quarter. The resident will complete an article for the Medical Staff newsletter. The resident will present their GAP analysis results and recommended PI plan to the pharmacy leadership team at a pharmacy leadership meeting.

		Activities	
Goal R1.4	Participate in the identification and implementation of medication-related interventions for a patient population (population health management).		
OBJ R1.4.2	(Cognitive - Creating) Prepare or revise a drug class review, monograph, treatment guideline, treatment protocol, utilization management criteria, and/or order set.	Taught and Evaluated	Complete 1 drug class review and present to the system P&T Committee. Complete 1 formulary monograph and present to the System P&T Committee.
Goal R2.1	Conduct practice advancement projects.		
OBJ R2.1.2	(Cognitive - Creating) Develop a project plan.	Taught and Evaluated	After reading "Lean Hospitals" and completing the topic discussion on LEAN principles, incorporate strategies of LEAN management into the medication-use system plans for the associated GAP analysis and MUE projects.
OBJ R2.1.3	(Cognitive - Applying) Implement project plan.	Taught and Evaluated	Minor Project: Complete the comprehensive MUE, meeting all deadlines.
OBJ R2.1.4	(Cognitive - Analyzing) Analyze project results.	Taught and Evaluated	Minor Project: Assess data collected for MUE and identify recommendations. Discuss feasibility of recommendations with preceptor(s).
OBJ R2.1.5	(Cognitive - Evaluating) Assess potential or future changes aimed at improving pharmacy practice, improvement of clinical care, patient safety, healthcare operations, or specific question related to patient care.	Taught and Evaluated	Minor Project: After presentation of the MUE and recommendations to the System P&T Committee, finalize a plan and timeline to carry-out the recommended changes, consulting/getting approval from other stakeholders where applicable. Perform a review of the QA data from the IV Smart Pump software and identify opportunities for improvement in the drug software dataset (e.g., changes in parameters for dosing, concentration or infusion administration time based on current literature, addition of value-added warnings/alerts, reduction in duplicative/unnecessary alerts, education to end users, etc.)
OBJ R2.1.6	(Cognitive - Creating) Develop and present a final report.	Taught and Evaluated	Minor Project: Complete formal write-up of MUE.

Goal R3.1	Demonstrate leadership skills that contribute to departmental and/or organizational excellence in the advancement of pharmacy services.		
OBJ R3.1.1	(Cognitive - Understanding) Explain factors that influence current pharmacy needs and future planning.	Taught and Evaluated	<p>Review and discuss the pharmacy department's strategic plan.</p> <p>Review and discuss with preceptor the data on pharmacy staff general pay practices, national trends, and recruitment strategies/processes.</p> <p>Review and discuss with preceptor the leveraging of resources across a system, developing new service lines and positions within the pharmacy department, developing a new job description, and the recruitment, interviewing and onboarding process.</p> <p>Review and discuss with preceptor the most recent BOP and TJC surveys of the pharmacy departments, methods, expectations, and preparation for such surveys.</p> <p>Review and discuss with preceptor the pharmacy budgeting process, pharmacy productivity metrics, monthly pharmacy dept operations report, pharmacy data trending reports, and other principles of financial management.</p> <p>Review and discuss with preceptor the pharmacy contracting, GPO, and formulary management principles.</p> <p>Review the ASHP Guidelines on Preventing Diversion of Controlled Substances and participate in controlled substance diversion report review and auditing processes.</p> <p>Track and trend pharmacy productivity measures as assigned and review observations of trends with preceptor.</p>
OBJ R3.1.2	(Cognitive - Understanding) Describe external factors that influence the pharmacy and its role in the larger healthcare environment.	Taught and Evaluated	<p>Review and discuss with preceptor ASHP's Pharmacy Forecast document.</p> <p>Review and discuss with preceptor value-based purchasing principles and the pharmacy department's role in HCAHPs.</p> <p>Review job posting publications to observe current trends in recruiting activities and participate in discussion on recruitment and interview process/techniques with preceptor.</p>
Goal R3.2	Demonstrate leadership skills that foster personal growth and professional engagement.		
OBJ R3.2.1	(Cognitive - Applying) Apply a process of ongoing self-assessment and personal performance improvement.	Taught and Evaluated	<p>Complete self-assessment each quarter in the quarterly development plan updates.</p> <p>Complete the Health Professionals' Inventory of Learning Styles (H-PILS) self-assessment and document the results and self-reflection in the initial development plan.</p> <p>Implement changes identified by RPD and preceptors for success as outlined in the quarterly development plan updates.</p>

OBJ R3.2.2	(Cognitive - Applying) Demonstrate personal and interpersonal skills to manage entrusted responsibilities.	Taught and Evaluated	<p>Attend and report pertinent Pharmacy Dept information including drug shortage information and any immediate medication safety issues applicable to the facility at a minimum of 12 of the daily facility Safety Huddles over the course of the residency year</p> <p>Participate in at least 3 of the monthly system pharmacy clinical council meetings over the course of the year.</p> <p>Determine the mechanism and manner for which to provide medical staff with pertinent System P&T Committee decisions (following Medical Executive Committee ratification) that will impact their current practices.</p> <p>Exhibit professional demeanor and communication in all interactions with all healthcare providers and team members.</p> <p>Participate in at least 6 of the weekly system pharmacy leadership meetings over the course of the year.</p> <p>Participate in residency recruitment events (at least one regional or COP residency showcase and the ASHP Midyear Residency Showcase, residency interviews, and ranking meeting).</p> <p>Participate in, and take minutes of, the annual System Pharmacy Leadership Strategic Planning Meeting.</p> <p>Watch 4 videos from the ASHP Foundation's "Conversations with Pharmacy's Most Influential Leaders" (1 video from each of the 4 categories) and identify opportunities to incorporate concepts/strategies learned into personal leadership development strategy.</p>
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Assessments:

	Evaluator	Evaluated	Timing
Summative Evaluation	All Preceptors	Each Resident Taking this Learning Experience	Ending and Quarterly if Needed
ASHP Preceptor Evaluation	Residents	All Preceptors of this Learning Experience	Ending and Quarterly if Needed
ASHP Learning Experience Evaluation	Residents	Learning Experience	Ending and Quarterly if Needed