

**University of Utah Hospitals & Clinics**  
**Health System Pharmacy Administration Residency**

**Administrative Services**

**Preceptor(s):** Linda Tyler, PharmD  
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**Site Description:** The Department of Pharmacy Services provides services to 4 hospitals, 3 infusion services, 12 community clinics, 15 retail pharmacy facilities, and specialized ambulatory clinics. The Department is supported by a comprehensive Drug Information Service.

**Rotation Description:** During this rotation, the resident will get an overall big picture view of the department. The resident will attend all meetings with the Administrative Director, including senior leader and many interdisciplinary meetings. The resident will assess the financial health of the department through analyzing monthly financial reports. The resident will understand the factors that affect expenses and revenue. The resident will create a framework for evaluating department functions including strategy, human resources, finance, and service delivery.

**RLS Goals:**

Goal R2.4: Understand how to assure pharmacy compliance with legal, regulatory, safety, and accreditation requirements.

Obj R2.4.1: Explain the components of a departmental system that would assure compliance with applicable legal, regulatory, safety, and accreditation requirements.

Goal R3.5: Understand labor and contract management principles.

Obj R3.5.1: Explain the role of unions in health systems and their impact on human resources management.

Obj R3.5.2: Explain laws affecting various aspects of human resources management (e.g., wages, family leave, disabilities, Civil Rights Act, equal employment opportunity).

Goal R4.1: Utilize productivity measurement in operational decision-making.

Obj R4.1.1: When given a productivity report, draw appropriate conclusions.

Obj R4.1.2: Effectively utilize an internal and external benchmarking and productivity system to make management decisions.

Goal R4.2: Manage operating and capital budgets.

Obj R4.2.1: Develop an operating budget for a selected aspect of the pharmacy's activities.

Obj R4.2.2: Develop a capital budget for a selected aspect of the pharmacy's activities.

Obj R4.2.3: Participate in the monitoring of financial performance and explanation of variances.

Goal R4.4: Understand how to oversee the pharmacy revenue cycle.

Obj R4.4.1: Explain the concept of the pharmacy revenue cycle.

Obj R4.4.2: Explain various strategies for maximizing revenue capture and recovery.

Obj R4.4.3: Explain patient assistance programs and how to access them.

Goal R4.5: Develop and implement cost reduction strategies.

Obj R4.5.1: Explain societal forces that influence rising costs for medications and the provision of pharmacy services.

Obj R4.5.2: Participate in a cost reduction project.

Goal R4.6: Coordinate the pharmacy supply chain management process.

Obj R4.6.1: Participate in the process of negotiating contracts with vendors.

Obj R4.6.2: Explain strategies for ensuring the integrity of the supply chain.

Obj R4.6.3: Based on an assessment of the adequacy of the pharmacy's current system for inventory control including methods of setting inventory goals, accuracy in the receipt process, achieving higher turnover rates, handling return of merchandise, and drug recalls, make any needed recommendations for improvement.

Obj R4.6.4: Based on an assessment of the pharmacy's policies and procedures for the disposal of drugs, make any needed recommendations for improvement.

Custom Goal: Develop a pharmacy department compliance plan to address regulatory issues.

**Activities Evaluated:**

Rotation Activity	RLS Goal	Teaching Method
Read TJC standards as it relates to the medication use process. Be familiar with the 797 requirements for sterile product preparation.	R2.4	I, M, C
Attend a State Board of Pharmacy meeting.	R2.4	I, M, C
Discuss labor issues and regulations including the role of unions, ADA, EOE.	R3.5	I, M, C
Review process for internal and external benchmarking. Identify issues for follow-up.	R4.1	I, M, C
Develop capital budget proposals.	R4.2	I, M, C, F
Review revenue cycle. Participate in committees that address revenue issues.	R4.4	I, M, C
Identify cost reduction opportunities. Develop one opportunity into a project to reduce costs.	R4.5	C, M, F
Participate in meetings with MSRs. Discuss the supply chain process and vendor policies. Participate in any vendor negotiations.	R4.6	I, M, C
Discuss how to develop a department compliance program.	Custom	I, M, C

Teaching Methods include: I=direct instruction, M=modeling, C=coaching, and F=facilitation

**Readings and Preparatory Work:**

Bush PW, Walesh SG. Managing and Leading 44 Lessons Learned for Pharmacists. Bethesda, MD, American Society of Health-System Pharmacists. 2008.

Wilson AL (ed). Financial Management for Health-System Pharmacists. Bethesda, MD, American Society of Health System Pharmacists. 2009.

Rough SS, McDaniel M, Rinehart JR. Effective use of workload and productivity monitoring tools in health-system pharmacy, part 1. Am. J. Health Syst. Pharm., Feb 2010; 67: 300 - 311.

Rough SS, McDaniel M, Rinehart JR. Effective use of workload and productivity monitoring tools in health-system pharmacy, part 2Am. J. Health Syst. Pharm., Mar 2010; 67: 380 - 388.

**Project/Presentation Description:**

Conduct a cost reduction project—this will involved working closely with DRug Information and Support Services divisions to identify and develop a project.

Develop a capital budget proposal.

**Typical Daily/Weekly/Monthly Activities:**

The usual hours will be from 7:45 am to 4:30 pm. The resident needs to be flexible and recognize that rotation meetings could occur occasionally earlier or later in the day. The resident will review weekly with the preceptors the schedule for meetings.

This rotation also occurs when the resident is working on their project proposal and preparing for their department seminar. Strong time management skills will be important on this rotation.

**Evaluation Process:** The preceptor will conduct a midpoint evaluation. At the end of the rotation, the resident will conduct a self-evaluation. The preceptor will conduct an end of rotation evaluation with the resident. The resident will complete the preceptor and learning experience evaluations.