

University of Utah Hospitals & Clinics

Health System Pharmacy Administration Residency

Capstone Rotation

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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: There are many goals and objectives for the program that are addressed throughout the program in a variety of ways. They are often opportunities that cross several rotations (such as leading a team). They are best addressed as the opportunities arise on various rotations. However, we do not want to miss evaluating these. Beginning half way through the year, the resident and program director will meet to assess progress on the goals. If opportunities have not occurred, a plan will be made to specifically incorporate them into one of the remaining rotations.

RLS Goals:

Goal R1.1: Lead departmental and/or interdisciplinary teams in the design, implementation, and/or enhancement of a health system's medication-use process.

Obj R1.1.1: Effectively represent the pharmacy perspective on an interdisciplinary team redesigning a selected aspect of the organization's medication-use system.

Obj R1.1.2: Exercise effective leadership of a team tasked with the redesign of a selected aspect of the medication-use process.

Goal R1.4: Participate in the development and coordination of medication-use policy initiatives.

Obj R1.4.1: Participate in oversight of the formulary management process.

Obj R1.4.2: Participate in the pharmacy department's selection of, contracting for, and procurement of a product being added to the formulary.

Obj R1.4.3: Oversee the completion of a medication-use evaluation (MUE).

Goal R2.1: Develop a quality improvement plan for the pharmacy department that integrates with the health system's quality initiatives.

Obj R2.1.1: Participate in the development or revision of the pharmacy's quality improvement plan.

Goal R2.2: Improve quality using contemporary performance improvement methodology.

Obj R2.2.1: Participate in a formal performance improvement project utilizing the organization's process for improving quality.

Goal R6.1: Demonstrate the personal leadership qualities and commitments necessary to advance the profession of pharmacy.

Obj R6.1.1: Practice self-managed continuing professional development with the goal of improving the quality of one's own performance through self-assessment and personal change.

Obj R6.1.2: Demonstrate sensitivity to the perspective of the patient, caregiver, or health care colleague in all communications.

Obj R6.1.3: Demonstrate respect for differences of opinion.

Obj R6.1.4: Demonstrate enthusiasm and passion for the profession of pharmacy.

Obj R6.1.5: Establish sustained active participation in relevant professional associations.

Obj R6.1.6: Use listening skills effectively in performing job functions.

Obj R6.1.7: Devise an effective plan for balancing professional and personal life.

Obj R6.1.8: Use time management skills effectively to fulfill practice responsibilities.

- Obj R6.1.9: Evidence integrity in professional relationships and actions.
- Obj R6.1.10: Consistently use good judgment in the conduct of professional relationships.
- Obj R6.1.11: Create a personal vision statement that reflects commitment to the advancement of the profession of pharmacy.
- Obj R6.1.12: Accurately assess the level of one's emotional intelligence.
- Obj R6.1.13: Explain various leadership styles and when each is appropriate to use.

Goal R6.2: Make effective management decisions.

- Obj R6.2.1: Utilize a systematic approach to making management decisions.
 - Obj R6.2.2: Make departmental decisions that align with the organization's goals and priorities.
- Goal R6.3: Demonstrate business skills required to advance the practice of pharmacy.
- Obj R6.3.1: Speak clearly and distinctly in grammatically correct English at the level of complexity appropriate for the intended audience.
 - Obj R6.3.2: Use correct grammar, punctuation, spelling, style, and formatting conventions in preparing all written communications.
 - Obj R6.3.3: Contribute to the development of a business plan for a new or enhanced pharmacy service or program.
 - Obj R6.3.4: Use effective negotiation skills to resolve conflicts.
 - Obj R6.3.5: Effectively lead committees including the conduct of meetings.
 - Obj R6.3.6: Demonstrate effective delegation strategies for accomplishing one's job.

Goal R6.4: Demonstrate political skills necessary to advance the practice of pharmacy.

- Obj R6.4.1: When confronted with a barrier to the accomplishment of a particular project, analyze the organizational environment, including its structure, network of resources, and politics, to determine a strategy for achieving success.
- Obj R6.4.2: Determine senior administrator (e.g., CEO, COO, CFO) expectations of the pharmacy's leaders.
- Obj R6.4.3: Create an effective professional network.
- Obj R6.4.4: Explain the role and importance of pharmacist active engagement in the political and legislative process.
- Obj R6.4.5: Identify health system committees where pharmacist participation is essential.

Activities Evaluated:

Rotation Activity	RLS Goal	Teaching Method
Lead a departmental or interdepartmental team.	R1.1	M, C, F
Participate in the drug purchasing process and negotiation of contracts.	R1.4	M, C
Oversee a medication use process project	R1.4	M, C, F
Participate in the development of the overall department quality improvement process.	R2.1	M, C
Participate in a quality improvement project.	R2.2	C, F
Throughout the year as opportunities arise the resident and preceptor or program director will discuss professional leadership issues such as time management, valuing the differences in the workplace, communication and listening skills, emotional intelligence, work life balance, stress management, integrity, leadership styles, and building professional relationships.	R6.1	I, M, C, F
Participate in professional organizations and meetings.	R6.1	M, C, F
Participate in department strategic planning process.	R6.2	M, C
Demonstrate ability to effectively negotiate, delegate, and systematically make decisions.	R6.2	I, M, C, F
Demonstrate effective communication skills	R6.2	M, C, F
Participate in organizational committees throughout the year on	R6.4	M, C

rotations.		
When department members are engaged in the political process, they will discuss this role and activities with the resident.	R6.4	I, M, C
Outline a strategy for addressing a barrier and strategically positioning department requests and proposals.	R6.4	M, C, F

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.

Project/Presentation Description:

Quality improvement project and medication use evaluation: These activities will be incorporated into other rotations.

Typical Daily/Weekly/Monthly Activities: This is conducted as a longitudinal rotation. Issues will be addressed as they arise and at quarterly evaluations.

Evaluation: The resident and program director will meet at 6 mo, 7.5 mo, 9 mo 10.5 mo and at the end to assess progress to goals. The resident will complete a self eval at midpoint and at the end.