

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

**Staffing, Scheduling, and Supervision**

**Rotation Preceptors:** Jennifer Grover, PharmD, MPH, Carolyn Kowalchik, MS, Shantel Mullin, PharmD, BCPS

**Site Description:** University Hospital is a 438 bed acute care academic medical center with many critical care units (surgery, medicine, neurosurgery, newborn, burn), a regional trauma center, and receives many patients from referring healthcare providers in the intermountain area. The inpatient division also cares for patients in the Emergency Department and Infusion Center. The pharmacy is highly automated with bar code dispensing, automated dispensing cabinets, and the hospital has computerized prescriber order entry and electronic medical records and medication administration records. Pharmacists are highly integrated into unit based care of the patients and have an integrated model of practice that fosters an exceptional patient experience.

**Rotation Description:** The resident will work with the inpatient leadership to schedule all shifts and handle sick, vacation, or other scheduling issues. The resident will be responsible for supervising the interns during the year. The resident will have staffing responsibilities throughout the year in a variety of areas.

**RLS Goals:**

Goal R3.1: Develop and overall plan for the organization and staffing of the pharmacy.

Obj R3.1.1: Determine the minimum staff requirements that match the department's scope of services.

Obj R3.1.2: Develop a plan to optimize departmental staffing that remains within budget and is based on productivity statistics.

Goal R3.2: Conduct recruitment and hiring activities.

Obj R3.2.1: Use knowledge of the health system's customary practice to write a job description for a new pharmacy position.

Obj R3.2.2: Design a recruitment strategy for a particular pharmacy position.

Obj R3.2.3: Use a systematic approach to evaluating job candidates for interviews.

Obj R3.2.4: Conduct a hiring interview that elicits information helpful for making a hiring decision.

Obj R3.2.5: Draw appropriate conclusions about an interviewee's potential fit for a position.

Goal R3.3: Participate in the departmental performance management system.

Obj R3.3.1: Effectively supervise the work of pharmacy personnel.

Obj R3.3.2: Conduct an employee's performance appraisal.

Obj R3.3.3: Participate in the health system's progressive discipline process.

Goal R3.4: Understand how to design and implement plans for maximizing employee engagement and enhancing employee satisfaction and retention.

Obj R3.4.1: Explain research findings regarding employee satisfaction and engagement.

Obj R3.4.2: Explain effective strategies for recognizing and rewarding employees.

Goal R6.6: Assume responsibility for the management of the pharmacy.

Obj R6.6.1: Successfully perform all management functions for a designated area of pharmacy services.

Rotation Activities	RLS Goal	Teaching Methods
Review and update emergency staffing plan Create staffing grids for Kronos schedule implementation Successfully fill open shifts, cover the sick call pager and short staffing, and respond to email requests on Hospital RxSchedule in a timely fashion.	R3.1	M,C,F
Perform 3 and 6 month evaluations of the new interns	R3.2	I, M, C, F

Interview 1 <sup>st</sup> year intern candidates in 2011 Present part of the Shadow Program slide show in October and November		
Do intern evaluations for the 2,3 and 4 <sup>th</sup> year interns including goal setting Monitor the goal progress for interns to facilitate goal achievement Participate in a disciplinary action/written warning	R3.3	I, M, C, F
Send 12 thank you cards to interns each year Read "Hardwiring Excellence" and "If Disney Ran Your Hospital" books. Prepare a discussion on your top 10 ways to improve engagement and improve satisfaction.	R3.4	C, F
Plan quarterly meetings with lead intern, Sara and Jen to address any issues with the interns and help direct the program Attend all the intern meetings Serve as point person for intern issues including workflow, HR, relationship with the pharmacists	R6.6	I, M, C,F

Teaching methods : I = Direct Instruction, M= Modeling, C= Coaching, F= Facilitation

**Reading/ Resources:**

"Hardwiring Excellence" by Quint Studer

"If Disney Ran Your Hospital" by Fred Lee

**Project or Presentation Description:** Presentation on ten ways to improve our division's engagement and satisfaction should be given with slides. The suggestions should be application of the books recommendations to our work setting and staff. The shadow presentation slides may need to be updated. Resident will be presenting the post-graduate opportunities section and other sections as assigned based on other presenters availability.

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

Once the pharmacist schedule duties are taken over, the Schedule Rx email account should be looked at and updated daily. The sick call pager requires 24/7 monitoring unless other arrangements have been made.

Intern meetings are done quarterly and resident should work with lead intern for scheduling availability.

Intern annual evaluations will be done in May and June.

New interns will need to be evaluated 3 months and 6 months after hire.

The shadow program presentation will be given in October and November

**Evaluation Process:**

The preceptor will conduct quarterly evaluations. The resident will conduct self-evaluations at half-way and at the end. The resident will conduct end of rotation preceptor and learning experience evaluations.