

Faculty: Choudhary, Kavish; Tyler, Linda S.

**Site:**

University of Utah Hospitals and Clinics

**Status:** Active

Required

**Description:****Preceptors:**

Kavish Choudhary, PharmD, MS

Linda Tyler, PharmD, FASHP

**Duration of rotation:** 4 weeks (plus overlapping activities during the 4 weeks of Budgeting and Finance)

**Overall rotation description**

The goals of the Advanced Institutional Rotation are to give the resident increased exposure and a thorough understanding of the pharmacy-senior leadership collaboration within University of Utah Health (UUH). The residents will gain increased understanding of the role of the Department of Pharmacy Services in the organization and how the organization prioritizes the needs of every department. Residents will have increased understanding of the needs of senior leadership in terms of developing a proposal and presenting data. The resident will learn the roles of key Department Directors, Administrators, and Medical Directors at UUH and how each relates to the care of patients and potential synergies with the Department of Pharmacy Services. With the Senior Pharmacy Director and Chief Pharmacy Officer, the resident will participate in the decision making processes at the senior level and gain understanding how the resources are managed across multiple departments.

**Site description:** University of Utah Hospitals & Clinics (UUHC) is comprised of 4 hospitals, 12 free standing clinics, 16 retail pharmacies, 4 infusion centers, ambulatory clinic services, home infusion service, and a comprehensive drug information service. University Hospital is a 490 bed, level 1 trauma center with strong critical care, emergency medicine, surgical services, obstetrics and gynecology, neonatal, internal medicine and subspecialties, neurosciences, and rehabilitation. The University Neuropsychiatric Institute is a 130 bed inpatient psychiatric facility. The Huntsman Cancer Institute consists of a 100 bed inpatient service including an intensive care unit, an ambulatory infusion suite, and extensive ambulatory cancer clinics, including bone marrow transplant. The University Orthopaedic Center provides mostly ambulatory care surgery services plus orthopaedic specific clinics. The ambulatory care network includes the Community Clinics located throughout the Salt Lake Valley and the four surrounding counties that provide both primary and specialty care, plus the specialty clinics and infusion room at University Hospital.

**While on rotation, the resident will spend the majority of time at University Hospital and Huntsman Cancer Hospital.**

**Role of the pharmacist:**

The pharmacists in leadership roles that the resident works with on this rotation provide the leadership for the department as well as contribute to the overall leadership of the organization. The role of the pharmacist includes:

--Set the vision and strategic direction of the business units and department consistent with the organizational mission, vision, values, and goals.

- Drive for strong operational performance including efficiency, financial strength, high value, and labor utilization.
- Develop and implement plans for excellent patient and customer experience.
- Strive for continued excellence in the quality of services provided including evaluating operations and clinical services.
- Manage growth of the department to match the organizational goals
- Manage change.
- Prepare requests for new services and resources including FTEs, space, equipment, programs, and informatics resources.
- Managing day to day operations
- Organize and prioritize tasks and projects.
- Delegate work and engage team members.
- Demonstrate strong problem solving skills. Examples of these situations include: Urgent, emergent and disaster situations; day to day activities; actions needed based on reported medication events; actions to improve and standardize processes; making strategic decisions on the use of personnel and resources
- Facilitate team functions.
- Manage department finances including capital and expenses.
- Forecast trends that will impact pharmacy such as rising drug cost, health care policy, and technology advances
- Support employees by conducting HR functions including recruitment, onboarding, orientation, retention, motivation and engagement, coaching and development, and progressive discipline.
- Advocate for the role of the profession of pharmacy both within the organization, the community, and at the national levels.

### **Expectation of Learners:**

**Expectations of learners:** Residents will be expected to have increased understanding of how to position requests for success by having greater understanding of the organizational structure. The residents will have several mini-projects to develop proposals or provide data in a useable form for senior leadership.

**Pre-rotation preparation:** The resident is required to reach out to the primary preceptor prior to the start of the rotation to schedule an initial rotation meeting. This meeting can occur on the first day of rotation. In addition, the resident will provide the dates and times of potential conflicts that may occur during the scheduled rotation.

**Readings and preparatory work:** Rotation readings can be found in the following location: H:\Rx Pharmacists \Resident Advanced Institutional Rotation. Additional, relevant reading may be assigned to the resident during the rotation.

**Project or presentation description:** The resident will have the opportunity to work on a wide range of relevant inpatient operations projects during the rotation. Projects will be concentrated on topics and initiatives that will enable to resident to work with different areas within the department of pharmacy as well as departments throughout the entire organization. Project opportunities will be driven by current organizational initiatives and

may require the resident to facilitate meetings and make presentations.

**Typical daily, weekly, and monthly activities:** State the time the resident is expected to arrive in this section along with a description of where they will typically need to be during a given day. Include a list of any special conferences, rounds, meetings, or other activities that the resident will participate in on a regular basis.

**Residency progression:**

While learning experience will be concentrated within the assigned 4 weeks, activities will overlap with budgeting and finance so that resident has additional opportunities to interact with senior leadership.

**Time frame**

**Resident Progression**

**Pre-rotation and Day 1**

Confirm with preceptor starting dates and time for first day.

Come prepared to discussion resident progress to date, goals, and personal objectives for the rotation.

Review rotation description with preceptor.

Check off rotation orientation checklist.

**Week 1**

Attend meetings with preceptor or other assigned meetings.

Participate in daily huddles throughout the rotation as available

Start working through readings. Complete 25% of the readings this first week.

Set up topic discussion and evaluation appointments.

Get project assignments.

**Week 2**

Continue to attend meetings with preceptor as assigned.

Complete 50% of the readings.

Signpost on projects. Get additional project assignments.

Complete audit assignments.

Discuss assigned topics with preceptor.

Complete 50% or more of the goals for the rotation.

**Week 3**

Continue to attend meetings with preceptor as assigned.

Complete 75% of the readings.

Signpost on projects. Get additional project assignments.

Discuss assigned topics with preceptor.

Complete 75% of the goals for the rotation.

Serve as the pharmacy administrator on-call (un-assisted).

**Week 4**

Continue to attend meetings with preceptor as assigned.

Complete 100% of the readings.

Complete projects. Present selected projects to appropriate stakeholders. Prepare written project reports.

Facilitate a meeting (such as a Daily Huddle, journal club, department meeting).

Discuss assigned topics with preceptor.

Discuss ideas for improving the medication use process and a plan for implementing the change.

Complete all goals for the rotation. Work with RPD to develop a plan to address any areas that need improvement.

Complete evaluation in PharmAcademic prior to the end of rotation using evaluation template for both the resident and preceptor.

		<b>Activities</b>	
<b>Goal R1.1</b>	<b>Lead departmental and/or interdisciplinary teams in the design, implementation, and/or enhancement of a health system's medication-use process.</b>		
OBJ R1.1.1	(Synthesis) Effectively represent the pharmacy perspective on an interdisciplinary team redesigning a selected aspect of the organization's medication-use system.	Taught and Evaluated	In conjunction with Pharmacy Service Line Managers, identify opportunities within the medication-use system that have an impact on the interdisciplinary teams. Specifically, work with Pharmacy Manager(s) to set team goals for current and future fiscal years.
<b>Goal R4.3</b>	<b>Justify new services using return on investment (ROI) analyses.</b>		
OBJ R4.3.1	(Evaluation) Uses skill in return on investment (ROI) calculations to make an accurate judgment concerning a proposed pharmacy plan.	Taught and Evaluated	Prepare ROI, business plan or other pertinent document that will go to Senior Leadership
<b>Goal R6.1</b>	<b>Demonstrate the personal leadership qualities and commitments necessary to advance the profession of pharmacy.</b>		
OBJ R6.1.6	(Application) Use listening skills effectively in performing job functions.	Taught and Evaluated	Serve as the pharmacy administrator on-call.
OBJ R6.1.13	(Comprehension) Explain various leadership styles and when each is appropriate to use.	Taught and Evaluated	Topic discussions; lead management team meeting topic discussion or journal/book club and review current proposed legislative bills.
<b>Goal R6.2</b>	<b>Make effective management decisions.</b>		
OBJ R6.2.1	(Synthesis) Utilize a systematic approach to making management decisions.	Taught and Evaluated	Serve as the pharmacy administrator on-call.
OBJ R6.2.2	(Evaluation) Make departmental decisions that align with the organization's goals and priorities.	Taught and Evaluated	Serve as the pharmacy administrator on-call.
<b>Goal R6.3</b>	<b>Demonstrate business skills required to advance the practice of pharmacy.</b>		
OBJ R6.3.3	(Synthesis) Contribute to the development of a business plan for a new or enhanced pharmacy service or program.	Taught and Evaluated	Prepare ROI, business plan or other pertinent document that will go to Senior Leadership

OBJ R6.3.5	(Synthesis) Effectively lead committees including the conduct of meetings.	Taught and Evaluated	Plan and lead University Hospital & HCH Inpatient staff meetings; set agenda, coordinate speakers, etc
<b>Goal R6.4</b>	<b>Demonstrate political skills necessary to advance the practice of pharmacy.</b>		
OBJ R6.4.1	(Analysis) 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.	Taught and Evaluated	In conjunction with Pharmacy Service Line Managers, identify opportunities within the medication-use system that have an impact on the interdisciplinary teams. Specifically, work with Pharmacy Manager(s) to set team goals for current and future fiscal years. Serve as pharmacy administrator on-call; facilitate topic discussion; organizational politics article review. 1. Holdford DA. Am J Health-Syst Pharm. 2003; 60:1780-6. 2. Rousmaniere D. What Everyone Should Know About Office Politics. HBR. Feb 13, 2015. 3. Zaleznik A. Power and Politics in Organizational Life. HBR. May 1970.
OBJ R6.4.2	(Analysis) Determine senior administrator (e.g., CEO, COO, CFO) expectations of the pharmacy's leaders.	Taught and Evaluated	Prepare ROI, business plan or other pertinent document that will go to Senior Leadership
OBJ R6.4.4	(Comprehension) Explain the role and importance of pharmacist active engagement in the political and legislative process.	Taught and Evaluated	Topic discussions; lead management team meeting topic discussion or journal/book club and review current proposed legislative bills.
OBJ R6.4.5	(Analysis) Identify health system committees where pharmacist participation is essential.	Taught and Evaluated	Topic discussions; lead management team meeting topic discussion or journal/book club and review current proposed legislative bills.

**Evaluations:**

	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
Management Rotations	All Preceptors	Each Resident Taking this Learning Experience	50.00%
Summative Evaluation	Residents	Each Resident Taking this Learning Experience	Ending and Quarterly if Needed