

Faculty: Berrett, Golden B.; Tyler, Linda S.

**Site:**

University of Utah Hospitals and Clinics

**Status:** Active

Required

**Description:**

Preceptor: Ben Berrett, PharmD, BCPS, BCACP

Rotation Duration: 4 weeks

**Overview of Learning Experience:** University of Utah Hospitals and Clinics is a growing network throughout the Wasatch Front with 16 ambulatory pharmacies and 18 primary care clinical pharmacists. This rotation will focus on providing support for ambulatory services with activities such as meetings, quality improvement projects, analytic development and interpretation, service line standardization, policy and procedure development, justifying resources, and more. It is expected that the resident will teach both experiential and didactic experiences at the college of pharmacy if the opportunity arises during rotation. Engagement in ambulatory clinical practice will not be expected unless it pertains directly to a management responsibility. At the end of this rotation, the resident will have acquired more skills necessary to become a capable, confident, and innovative primary care pharmacy manager.

**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. This rotation will focus on the ambulatory clinical services. 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.

Offices for the manager for this division are at 250 Plaza and Midvalley (Midvalley 6056 Fashion Square Drive, Suite 1000). Resident will be attending meetings throughout the system during the rotation.

**Role of the pharmacist:**

The pharmacists in leadership roles that the resident works with on this rotation provide the leadership and direct supervision for the Ambulatory Care Division, specifically supporting the clinical primary care roles. The role of the pharmacist includes:

--Set the vision and strategic direction of the clinical ambulatory care division consistent with the organizational mission, vision, values, and goals.

--Drive for strong operational performance including efficiency, financial strength, high value, and labor utilization.

In this division, many of the outcomes are clinical outcomes that dovetail with the over all outcomes of primary care provided by the system.

--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 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.

--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:**

It is expected that residents will participate in various aspects of management and leadership within primary care. Though the primary preceptor also has responsibilities in clinical practice, the resident will not be expected to be directly involved in clinical activities except as necessary for projects. Travel to several of the community clinics throughout the system is anticipated. In addition, pharmacy students are regularly present on advance pharmacy practice experience rotations, so layered learning and mentoring is also expected.

Readings for this rotation will be based on the needs for specific projects, but typically includes articles such as *The Heroism of Incremental Care*, *Management Time: Who's Got the Monkey*, *The Hot Spotters*, *Hamburgers and Health Care: The Power of a Brand*, *Decoding Leadership: What Really Matters*, and *Reclaim Your Job*. Books such as *Good to Great*, *Speed of Trust*, *Seven Habits of Highly Effective People*, *The Five Dysfunctions of a Team*, *Leadership vs. Management*, *Strengthsfinder*, *Outward Mindset*, *Crucial Conversations*, and *Essentialism* are potentially read and reviewed.

#### **Pre-rotation preparation:**

Residents need to contact the preceptor 1-2 weeks before the rotation starts to confirm start date and provide the preceptor any scheduling situations (vacation, appointments, etc.) as soon as the resident is planning it. No preparation is required prior to the start of rotation. If desired, residents can begin working through the readings for the rotation.

By the first day of rotation, residents need to complete everything on the, "Rotation Orientation Checklist for Preceptors and Residents." In particular, residents should bring a copy of the customized plan and resident's individual goals for the rotation.

#### **Typical Daily/Weekly/Monthly Activities**

Usual time for rotation is 7:45 am to 5 pm. However, it is very important to be flexible based on what is going on in the department and with meetings: early (6 or 7 am) or late in the afternoon or evening meetings are likely to happen several times in the rotation. The preceptor and resident will review the schedule every Monday morning to develop a plan for the week, and adjust daily (or hourly) as the need arises.

#### **Project/Presentation Description**

The resident will have the opportunity to work on a wide range of relevant administrative, quality, safety, or management 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. Current department and organization events dictate project opportunities and may require a presentation

#### **Expected progression through the rotation:**

- Week 1: Orient to rotation and become familiar with the practice, team structure, the current focus and goals of the practice and the projects assigned, and begin review of pertinent readings
- Week 2: Develop projects, including making time to be in the requisite clinical practices for data collection and research, continue review of pertinent readings, midpoint evaluation
- Week 3: Project focus is on analysis and recommendations to improve practice
- Week 4: Complete projects and present to relevant audience such as pharmacy primary care staff or medical staff, identify additional readings, final evaluation

		<b>Activities</b>	
<b>Goal R1.3</b>	<b>Manage a pharmacy's direct patient care services.</b>		
OBJ R1.3.1	(Evaluation) Based on one's own assessment of the scope of the pharmacy's current services for its capacity to meet the needs of all patients served by the health system, identify any needed services.	Taught and Evaluated	Identify and complete a project that serves the needs of the clinics (i.e. goals and metrics, intern integration by proposing a business plan, high-risk medication reporting) by collaborating with various members of the primary care team individually and in group meetings
<b>Goal R1.4</b>	<b>Participate in the development and coordination of medication-use policy initiatives.</b>		
OBJ R1.4.3	(Synthesis) Oversee the completion of a medication-use evaluation (MUE).	Taught and Evaluated	Perform evaluation of a drug or class of drugs that are frequently used or high risk in community clinics with intentions of identifying simple interventions to be made by the primary care team
<b>Goal R2.5</b>	<b>Understand how to coordinate a health system's medication safety oversight program.</b>		
OBJ R2.5.1	(Comprehension) Explain the components of an effective system for tracking, trending, and reporting adverse drug events (ADEs).	Taught and Evaluated	RL6 supervision and training for students, residents or others involved in the root cause analysis or assessment of the event(s)
OBJ R2.5.2	(Comprehension) Explain the organization's patient safety program and how it fits with the pharmacy's medication safety program.	Taught and Evaluated	RL6 supervision and training for students, residents or others involved in the root cause analysis or assessment of the event(s)
<b>Goal R2.6</b>	<b>Apply methods for measuring and improving internal and external customer satisfaction with pharmacy services.</b>		
OBJ R2.6.1	(Synthesis) Contribute to an assessment of customer satisfaction with a specific aspect of pharmacy services.	Taught and Evaluated	Perform a survey evaluating the needs of customers served by the ambulatory clinic population (i.e. prescribers, medical/pharmacy executives, patients, etc.)
OBJ R2.6.2	(Synthesis) Create a proposal for the improvement of a specific area of pharmacy services.	Taught and Evaluated	Identify and complete a project that serves the needs of the clinics (i.e. goals and metrics, intern integration by proposing a business plan, high-risk medication reporting) by collaborating with various members of the primary care team individually and in group meetings
<b>Goal R6.1</b>	<b>Demonstrate the personal leadership qualities and commitments necessary to advance the profession of pharmacy.</b>		
OBJ R6.1.10	(Characterization) Consistently use good judgment in the conduct of professional relationships.	Taught and Evaluated	This is generally assessed throughout the rotation based upon various interactions and behaviors observed in meetings with groups and individuals and project management.
<b>Goal R6.3</b>	<b>Demonstrate business skills required to advance the practice of pharmacy.</b>		
OBJ R6.3.4	(Application) Use effective negotiation skills to resolve conflicts.	Taught and Evaluated	This is generally assessed throughout the rotation based upon various interactions and behaviors observed in meetings with groups and individuals and project management.

**Evaluations:**

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

ASHP Preceptor Evaluation	Residents	All Preceptors of this 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