

Faculty: Ragsdale, Russell; Rim, Matt

Site:

University of Utah Hospitals and Clinics

Status: Active

Required

Description:

Rotation Preceptor: Russ Ragsdale, RPh

Supporting Preceptor: Matt Rim, PharmD, MS

Duration of rotation: 8 weeks

Rotation Description

Residents will receive a broad overview of the leadership and management issues in the Ambulatory Pharmacy Services. Residents will work directly with operational leaders who manage Pharmacy Ambulatory Clinical Care Center, Specialty Pharmacy Services, and Primary Care and Community Pharmacy Services. These services work collaboratively with other pharmacy departments and clinical groups from across the organization to provide safe, efficient, and high quality patient care. The resident will attend meetings that Pharmacy Leadership attends. The resident will develop a good understanding of pharmacy's important role in the organization. While on rotation, the resident receives an introduction and overview to the ambulatory pharmacy operations, department's compliance, supply chain, revenue integrity, regulatory and financial issues. Residents will complete several projects to apply key concepts and understand how to justify pharmacy services.

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.. 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. Community Pharmacies are located at each of the following Hospitals: University Hospital, University Neuropsychiatric Institute, Huntsman Cancer Hospital, and University Orthopaedic Center. University Hospital and HCH provide comprehensive transitions of care services as well.

Residents will be working primarily with the teams at:

Ambulatory Administration: 250 Plaza and Midvalley (6056 Fashion Square Drive, Suite 1200)

Pharmacy Ambulatory Clinical Care Center (PAC3): Midvalley

Residents will have the opportunity to visit numerous sites within the enterprise for meetings and projects.

Role of the Pharmacists

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:
 - o Urgent, emergent and disaster situations
 - o Day to day activities
 - o Actions needed based on reported medication events
 - o Actions to improve and standardize processes
 - o 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 the resident

This is an exciting and often fast paced rotation. Residents will come prepared for the daily activities including the meetings and topic discussions. Residents will be meeting with other senior leaders in the organization so are expected to demonstrate executive presence. This includes demonstrating emotional intelligence and dressing appropriately. Residents represent the department on rotation and will have the opportunity to extend outstanding hospitality to department guests.

Residents will demonstrate excellent communication, time management, and organizational skills.

- Residents are responsible to schedule topic discussions and meetings with preceptor, including scheduling the final evaluation before the end of rotation.
- Residents will need to organize their time to be able to complete their projects within the rotation time block. This will involve being able to use small blocks of time effectively.
- Residents need to demonstrate excellent sign-posting skills by keeping their preceptor apprised of the status of projects, activities, and the problem solving they are doing.

Residents will attend numerous meetings with department leaders. As such, residents will engage as appropriate for the meeting and generate questions to discuss with the leaders and preceptors. Residents will identify and follow the progression of issues during the course of the rotation and will be able to make connections between work areas and departments to facilitate communication.

Residents will keep a journal on rotation to capture their questions, observations, and insights. These notes will serve as discussion points with the preceptor. Residents who ask numerous questions get the most from their rotation. For each meeting, the resident will identify three positive things and three opportunities for improvement. Think about both the meeting content and the process of the meeting. Also, note the opportunities to improve the medication use system. Be sure to bring up your observations and questions with preceptors for discussion.

Residents will identify and complete at least one quality improvement project during the rotation.

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. Use this rotation description to guide you through rotation activities and readings.

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. Resident should also bring their Color Code and Myers-Briggs preferences. In addition, they should bring their Strength Finders if they have it.

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 the resident to work with different ambulatory care areas. Current department and organization events dictate project opportunities and may require a presentation. Residents will be involved in at least five projects including:

- Conduct an ROI project that will require working with teams within pharmacy and ambulatory clinics.
- Conduct an audit of an area.
- Lead and facilitate team meetings.
- Complete one or more self-identified quality improvement projects.
- Complete one or more standard operating procedures.
- Participate in all departmental management activities and planning.
- Develop the rationale and justification for a department position, service, space or capital request, which could be the part of an ROI project.
- Research an event report and make a recommendation for improvement.
- Carry the specialty pharmacy on-call pager for a week during the second half of the rotation.

Residents will have an opportunity to present the results of their projects at department meetings.

Residents will conduct a journal club on a management article and facilitate a meeting (often as part of the journal club).

Residents will prepare an elevator speech that summarizes the results of one of their projects and/or promotes pharmacy services.

During this rotation, we will have discussions concerning work-life balance. If the resident is feeling overwhelmed, has too many projects, or has other things going on that may need adjustments of their schedule or activities, it is the resident's responsibility to communicate the issues. Preceptors want to support the residents, but cannot always know what is necessary. Residents will learn about the resources available within the organization to support employees and students.

Evaluation

The resident will have discussions with the preceptor(s) multiple times per week. The weekly planning meeting (usually Monday morning) serves as a place for providing feedback to the resident and making adjustments to the rotation as needed.

A custom midpoint evaluation in PharmAcademic is used. The resident and preceptor will complete it together evaluating progress in completing goals, interpersonal communication, project and time management, and ability to work independently. Resident strengths and opportunities will be discussed. The resident needs to come prepared with the list of their projects to date, but no other preparation is necessary.

A final summative evaluation will be completed, usually on the last day of rotation (if not, prior to the

last day of rotation). Prior to the evaluation meeting, the resident needs to complete the self-evaluation, evaluation of learning experience, and preceptor evaluation in PharmAcademic. The preceptor will conduct the final evaluation in PharmAcademic. The resident needs to be sure to use the template for evaluations (<https://pulse.utah.edu/site/dirc/Nonsearched/preceptor-003.pdf>) in preparing their evaluations.

Resident Progression

The following describes the usual resident progression during the rotation.

Pre-rotation and Day 1

Confirm with preceptor starting dates and time for first day.

Come prepared to discuss the 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.

Set up topic discussion and evaluation appointments.

Shadow ambulatory operations

Week 2

Attend meetings with preceptor or other assigned meetings.

Discuss assigned topics with preceptor.

Get project assignments. Your preceptors will help you get your ROI, quality improvement projects and audit project assignments.

Complete 25% of the readings.

Week 3

Continue to attend meetings with preceptor as assigned.

Discuss assigned topics with preceptor.

Continue to work on assigned projects.

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

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

Week 4

Continue to attend meetings with preceptor as assigned.

Complete 50% of the readings.

Discuss assigned topics with preceptor.

Continue to work on assigned projects.

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

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

Complete the mid-point evaluation in PharmAcademic

Week 5

Continue to attend meetings with preceptor as assigned.

Discuss assigned topics with preceptor.

Continue to work on assigned projects.

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

Week 6

Continue to attend meetings with preceptor as assigned.

Complete 75% of the readings.

Discuss assigned topics with preceptor.

Continue to work on assigned projects.

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

Week 7

Attend selected meetings.

Complete remaining readings.

Discuss assigned topics with preceptor.

Complete projects.

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

Week 8

Attend selected meetings.

Prepare written project reports.

Prepare written project reports.

Present selected projects to appropriate stakeholders.

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.

Rotation readings:

Page (2016). The Power of Business Process Improvement, 2nd Edition. New York , NY: American Management Association.

URAC Specialty Pharmacy Accreditation Standards (v.3.0)

FY19 Quality management program

		Activities	
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 R1.1.2	(Synthesis) Exercise effective leadership of a team tasked with the redesign of a selected aspect of the medication-use process.	Taught and Evaluated	Complete one large project pertaining to operations.
Goal R1.2	Manage the medication distribution process in all locations within the health system where drugs reside.		
OBJ R1.2.1	(Evaluation) Based on one's own assessment of the pharmacy's drug control systems, contribute any needed recommendations for improvement.	Taught and Evaluated	Complete one large project pertaining to operations.
Goal R2.2	Improve quality using contemporary performance improvement methodology.		
OBJ R2.2.1	(Synthesis) Participate in a formal performance improvement project utilizing the organization's process for improving quality.	Taught and Evaluated	Complete one large project pertaining to operations.
Goal R2.4	Understand how to assure pharmacy compliance with legal, regulatory, safety, and accreditation requirements.		
OBJ R2.4.1	(Comprehension) Explain the components of a departmental system that would assure compliance with applicable legal, regulatory, safety, and accreditation requirements.	Taught and Evaluated	Review policies and procedures based on regulation changes and accreditation requirements
Goal R3.2	Conduct recruitment and hiring activities.		
OBJ R3.2.1	(Synthesis) Use knowledge of the health system's customary practice to write a job description for a new pharmacy position.	Taught and Evaluated	Write a job description for a pharmacy position
Goal R4.3	Justify new services using return on investment (ROI) analyses.		
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	Review or prepare for a white paper with ROI analysis and present to executives.
Goal R6.1	Demonstrate the personal leadership qualities and commitments necessary to advance the profession of pharmacy.		
OBJ R6.1.8	(Application) Use time management skills effectively to fulfill practice responsibilities.	Taught and Evaluated	Lead pharmacy team members to implement new services
OBJ R6.1.10	(Characterization) Consistently use good judgment in the conduct of professional relationships.	Taught and Evaluated	Complete one large project pertaining to operations.

Goal R6.2	Make effective management decisions.		
OBJ R6.2.1	(Synthesis) Utilize a systematic approach to making management decisions.	Taught and Evaluated	Review or prepare for a white paper with ROI analysis and present to executives.
OBJ R6.2.2	(Evaluation) Make departmental decisions that align with the organization's goals and priorities.	Taught and Evaluated	Lead pharmacy team members to implement new services
Goal R6.3	Demonstrate business skills required to advance the practice of pharmacy.		
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	Complete one large project pertaining to operations.
OBJ R6.3.4	(Application) Use effective negotiation skills to resolve conflicts.	Taught and Evaluated	Lead and present at the quality oversight committee and managers meeting.
OBJ R6.3.5	(Synthesis) Effectively lead committees including the conduct of meetings.	Taught and Evaluated	Lead and present at the quality oversight committee and managers meeting.
OBJ R6.3.6	(Synthesis) Demonstrate effective delegation strategies for accomplishing one's job.	Taught and Evaluated	Lead pharmacy team members to implement new services

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