

Faculty: Silverstein, Scott B.

Site:

University of Utah Hospitals and Clinics

Status: Active

Not Required

Description:

Preceptor: Scott Silverstein

Rotation Duration: 4 weeks

Overall Rotation Description: This rotation is for residents that want more in depth experience in the management issues at the Huntsman Cancer Center. Residents will be involved in both the clinical and operational issues. Issues unique to managing and developing services in the oncology area will specifically be addressed. Resident will be actively involved in the financial management of the area, including developing the drug forecast for the budgeting cycle.

Site Description:

The Huntsman Cancer Hospital is part of University of Utah Hospitals & Clinics (UUHC). The pharmacy services provided include comprehensive, decentralized integrated care model inpatient services serving 100 beds including an ICU, infusion services, retail pharmacy and ambulatory care services including direct pharmacist care assisted by a strong technician model to assist with access and prior authorization issues. HCH has branch service locations at South Jordan and Farmington.

Role of the Pharmacists

The pharmacists in leadership roles that the resident works with on this rotation provide the leadership for HCH 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 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. During the rotation, note the opportunities to improve the medication use system. Be sure to bring up your observations and questions with preceptors for discussion.

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 of HCH. Current department and organization events dictate project opportunities and may require a presentation.

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 discuss. 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

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 throughout the rotation.

Set up topic discussion and evaluation appointments.

Get project assignments.

Week 2 : Continue to attend meetings with preceptor as assigned.

Signpost on projects. Get additional project assignments.

Complete 40% or more of the goals for the rotation.

Week 3: Complete remaining readings.

Signpost on projects.

Week 4: Complete projects. Present selected projects to appropriate stakeholders. Prepare written project reports.

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.

		Activities	
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	Suggest and implement an improvement to the medication use process i.e. prior authorization process, narcotics, or med safety.
Goal R1.3	Manage a pharmacy's direct patient care services.		
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	During the rotation, assess the scope of services provided to the patients. Make recommendations for improving how to meet the patient needs and identify any needed services. Resident will discuss the recommendations with preceptor and may be asked to do a proposal or presentation on areas identified.
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	(Synthesis) Participate in the development or revision of the pharmacy's quality improvement plan.	Taught and Evaluated	Review and analyze monthly RL's related to medication errors. Identify any patterns or trends and discuss at RL Solutions Review Committee
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 and analyze monthly RL's related to medication errors. Identify any patterns or trends and discuss at RL Solutions Review Committee

Goal R4.2	Manage operating and capital budgets.		
OBJ R4.2.1	(Synthesis) Develop an operating budget for a selected aspect of the pharmacy's activities.	Taught and Evaluated	Forecast the drug budget for the upcoming year. Use information from a variety of sources and integrated it for a recommendation for each sector of HCH services.
OBJ R4.2.3	(Evaluation) Participate in the monitoring of financial performance and explanation of variances.	Taught and Evaluated	Attend and prepare for HCH Monthly Budget Variance Action Plan Meeting Forecast the drug budget for the upcoming year. Use information from a variety of sources and integrated it for a recommendation for each sector of HCH services.

Evaluations:

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