

University of Utah Health: Supply Chain Management PGY1 Elective Rotation

Primary Preceptor:

Sara Bamford, PharmD
Pharmacy Support Services Manager
O: (801) 587-1229 | C: (801) 755-8432

Secondary Preceptors:

Russell Findlay, PharmD
Pharmacy Support Services Manager

Andrew Dwenger, PharmD
Pharmacy Support Services Clinical Pharmacist
O: (801) 213-2654 | C: (801) 557-8038

Sanaz Kelly, PharmD
Pharmacy 340B Manager
O: (801) 213-8729

Site Description:

University of Utah Health is composed 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 Center consists of a 100 bed inpatient service including an ICU, an ambulatory infusion suite, and extensive ambulatory cancer clinics, including bone marrow transplant. The University Orthopaedic Hospital 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 4 surrounding counties that provide both primary and specialty care, plus the specialty clinics and infusion room at University Hospital.

Role of Pharmacist within Organization

The primary responsibility of the Support Services Pharmacy Manager at University of Utah Health is to facilitate the purchase of drug products for the hospitals and clinics. Other select responsibilities include:

- Manage team of technician buyers
- Maintain vendor relationships and contracts
- Manage assets (eg, refrigerators, cameras)
- Monitor drug storage
- Organize emergency operations

- Monitor and triage drug shortages
- Maintain compliance to state and federal laws
- Develop drug budget
- Triage clinical questions and pricing concerns

Rotation Description:

UUH purchases approximately 270 million dollars per year in drugs. As an entity, UUH is eligible to acquire drugs at federal 340B discount pricing for use in the outpatient setting in addition to purchasing through a group purchasing organization (GPO) creating a complex purchasing system. The primary objective for the resident is to develop a functional understanding of drug procurement and system distribution management in addition to the associated regulatory and compliance standards, including regulations that pertain to 340B drug pricing, Drug Supply Chain Security Act, and State Procurement Code. While on rotation, the resident will engage in activities that develop an understanding of UUH's drug costs and finances, contracting process, compliance, purchasing team management as well as vendor relations including interacting with the group purchasing organization and wholesaler. The resident will learn inventory management strategies and methods of implementing inventory additions, changes and deletions. Residents will complete several projects to apply key concepts and understand how to contain costs and maintain compliance via supply chain management. The resident will interact with a variety of department front-line staff and leaders throughout the organization engaging in the system-wide supply chain management process.

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 conflicts (vacation, appointments, other residency activities, etc) as soon as the resident is planning it. No preparation is required prior to the start of rotation. If desired, residents can pick up readings prior to the rotation. A list of individual goals and questions to be completed and addressed during the rotation will need to be provided by the resident for review on the first day of rotation.

Typical Daily/Weekly/Monthly Activities:

Usual time for rotation is 8:00 am to 4:30 pm. However, it is very important to be flexible based on what is going on in the department and with meetings. Early morning or evening meetings may occur during the rotation. The schedule will be reviewed every Monday morning to develop a plan for the week, and will be adjusted daily as needs arise.

Preceptor and Resident Expectations:

The preceptor is expected to be available for questions throughout the rotation and will be responsible for exposing the resident to various experiences. Preceptor will provide timely feedback and coach resident through different projects and experiences in a safe environment. Preceptor will facilitate as the resident takes charge of certain activities in the rotation. Resident is expected to take ownership of assignments and explore methods of accomplishing the projects. If help is needed, the resident is expected to address needs with preceptor and ask any necessary questions. Resident is expected to be on time to rotation, dress according to the UUH dress code, and avoid phone use during rotation

discussions and experiences or make preceptor aware of need to use the phone. Resident is expected to complete reading assignments in preparation for scheduled topic discussions, provide feedback on the rotation to make their own experience better and to keep the preceptor updated on progress or obstacles on projects.

Expected Progression:

Day 1: Preceptor will orient resident to the central pharmacy, managers, purchasing staff, and daily workflow. Preceptor will review learning activities and expectations with resident as well as scheduled topic discussions and evaluations.

- Residents should come prepared to describe prior experiences, areas of excellence and areas of improvement needed and three goals for rotation.
- Resident is expected to be punctual, professional in word and dress and prioritize daily activities throughout rotation with a focus on exceptional patient care and customer service.
- Resident is expected to come prepared for assigned readings with questions as appropriate.
- Resident should know resources available for researching policies, procedures and general supply chain knowledge.
- If resident does not know or understand how to complete an assigned task or project, they should ask for clarification and resources they can use to learn more and research themselves.
- Resident should be proactive in following up with preceptor on assigned tasks.
- Resident should provide feedback throughout rotation (not just at evaluations) to ensure personal rotation objectives are met and provide a better rotation for the next resident.
- Resident will attend meetings with preceptor as assigned.
- Resident will strive to develop excellent written and verbal communication skills.

Week 1: General Supply Chain Introduction, Buyer Shadowing, Procurement Policies and Procedures, Readings

- Resident will select a suitable project related to Supply Chain that can be completed or significant progress made in a 3 week time period.
- Resident should have read all procurement policies and procedures to gain a basic understanding of procurement processes within our system.
- Resident will shadow buyers to understand the shortage management process.
- Resident should have a basic understanding of the drug supply chain and regulatory requirements associated with purchasing (DSCSA, 340B, Procurement Code, Controlled substance, etc). This will be accomplished through topic discussions and readings as well as day-to-day activities.
- Resident will select a topic for a newsletter article or in-service presentation to be submitted or presented by end of rotation. Topic may be derived from common questions being asked or requests for clarification on supply chain matters. In-service presentation will be scheduled for the final week of rotation by the end of the 1st week.
- Resident should understand the general expectation for each buyer role within the system through shadowing and asking appropriate questions.

- Resident will complete the readings notated in the table below for Week 1. (Week 1 is heavy on readings to establish basic principles and the remainder of the rotation will be lighter.)

Week 2: 340B, Cost Analysis, Regulatory Compliance, Contracting,

- Resident should understand basic principles of the 340B program and how our system implements it.
- Resident should understand the state procurement code and application within our system to provide answers to related questions appropriately determining if an RFP, BID or sole source BID is required.
- Resident should have an understanding of contracting and the general process taken within the department and the system.
- Resident will perform cost analyses for various cost savings initiatives as assigned.
- Resident will complete the readings notated in the table below for Week 2.

Week 3: Vendor Relations, Financials, Emergency Procurement, Inventory Management

- Resident will have attended one Medical Services Representative meeting and understand the role and implementation of vendor relations within the system.
- Resident should be able to describe inventory management methods and financial considerations such as valuation and 340B implications as well as assess if inventory is appropriate through an inventory turns calculation.
- Resident will submit any presentation/project drafts for editing.
- Resident should be able to describe the impact of procurement and drug pricing on financials and how it can vary by different accounts.
- Resident should understand the role of Emergency Preparedness and be able to articulate the basic emergency procurement process for the University of Utah.
- Resident should be able to answer basic questions regarding previously discussed topics.
- Resident should complete the readings notated in the table below for Week 3.

Week 4: Answer Questions, Manage Purchasing Team

- Resident should finish rotation project by Wednesday for final edits, reviews, presentation if applicable, and pass-off.
- Resident should have attended a Product Evaluation Committee meeting.
- Resident should independently identify opportunities to optimize supply chain management, discuss interventions with preceptors, implement solutions and follow-up with outcome.
- Complete all presentations and projects to the expectations set by the preceptor and turn in electronic copies to the preceptor by the last day of rotation. Work with preceptor to develop a plan to address any areas that need improvement.
- Resident should attend the Supply Cost Management Team Meeting if falling within timeframe.

- Resident should have a greater depth of knowledge regarding 340B and its relation to Informatics, billing, EPIC and other departments and how we maintain compliance.
- Resident should be able to articulate how buyers and other departments interact and impact each other.
- Resident should be able to research supply chain topics on own and provide new articles to preceptors.
- Resident will complete the readings notated in the table below for Week 4.

Final Products: Due no later than end of rotation

- Project Write-up and/or Presentation (any professional and clear format. Ie: power point, outline, etc)
- Completed Cost Analysis entered into Cost Savings Tracker
- Newsletter or In-Service Presentation

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 areas within the department of pharmacy, as well as departments throughout the entire organization. Project opportunities will be driven by current events in the department or organization and may require a presentation.

Evaluation:

The resident will have discussions with the preceptor(s) multiple times per week to allow real-time feedback to be given. The weekly planning meeting (usually Monday morning) will serve as a place for planning for the week, while a Friday reflection session will be held to provide feedback regarding strengths and opportunity for growth, evaluate goals, and discuss concerns or needs. The resident needs to come prepared with the list of their projects and progress to date, but no other preparation is needed.

A final summative evaluation will be completed, usually on the last day of rotation. Prior to the evaluation meeting, the resident needs to complete the self-evaluation if applicable, evaluation of learning experience, and preceptor evaluation in PharmAcademic. The final evaluation will be conducted in PharmAcademic.

Goals and Objectives, Rotation Activities, and Readings for the rotation:

The following table outlines the goals and objectives that have been selected for the rotation. For each goal, the usual rotation activities are described with the associated reading assignments.

Readings are located on S:\Rx Pharmacists\Resident Supply Chain Rotation. Required readings are available in a binder that you can borrow from your preceptor. Optional readings are located on the S: drive. Additional management readings are located in the management sub-folder.

A 340B Tutorial is available at the following link: <https://www.340bpvp.com/education/>

Goals and Objectives	Rotation activities	Readings	Teaching Method
R1.3.2: (Applying) Manage aspects of the medication-use process related to formulary management.	<ul style="list-style-type: none"> • Attend Product Evaluation Committee • Attend Vendor Meetings (MSRs-Medical Service Representatives) • Participate in the shortage management process • Shadow Buyers • Topic Discussions on supply chain structure, supply chain integrity, recall management, drug supply chain security act (DSCSA), and procurement policies • Present shortages and other key procurement issues during staff meeting • Review a drug pricing contract • Participate in a medication recall process 	<p><u>Required Reading</u></p> <ul style="list-style-type: none"> *ABC Analysis as an Inventory Control Technique (Wk 3) *ABC Inventory Overview (Wk 3) *Can Hospital Chains Improve the Medical Industry (Wk 1) *Group Purchasing; An Overview (Wk 1) <p><u>Suggested Reading</u></p> <ul style="list-style-type: none"> *Pharmacy License Classification Guide (Wk 4) *Supply Chain Management Chapter (Wk 1) *Managed Healthcare Executive_ Beyond purchasing-Managing hospital inventory (Wk 3) *Modern Inventory Analysis Techniques (Wk 3) *Supply Chain (Wk 1) *The role of pharmaceutical wholesaler in hospital purchasing group contracts (Wk 1) *GPO in Healthcare Orgs (Wk 1) *DSCSA ASHP Resource Paper (Wk 2) 	I, M
R2.1.3: (Analyzing) Identify opportunities for improvement of the medication-use system.	<ul style="list-style-type: none"> • Topic Discussions on cost savings initiative and inventory management • Attend Supply Cost Management Team Meeting (if scheduled) 	<p><u>Required Reading</u></p> <ul style="list-style-type: none"> *Procurement Policy Discovery- search PULSE for all procurement policies including 340B (Wk 1) 	I, M
R2.2.1: (Analyzing) Identify changes needed to improve patient care and/or the medication-use system.	<ul style="list-style-type: none"> • Work with pharmacy purchasing staff to procure regular drug supply from the wholesaler in addition to placing orders for drop shipment items, direct orders and emergent drug orders. 		I, M, F

R2.2.2: (Creating) Develop a plan to improve patient care and/or the medication-use system.	<ul style="list-style-type: none"> Identify key stakeholders and communicate effectively during an inventory change Perform a cost reduction initiative and input tracking method into Cost Savings Tracker 		I, M, C, F
R3.1.1: (Applying) Demonstrate personal, interpersonal, and teamwork skills critical for effective leadership.	<ul style="list-style-type: none"> Work effectively with stakeholders relevant to rotation projects 		I, M, C, F
R3.2.2 (Understanding) Explain the elements of the pharmacy enterprise and their relationship to the health care system.	<ul style="list-style-type: none"> Review supply chain management issues Topic Discussions on drug pricing, 340B, financials Participate in Financial Focus Group meetings, financial discussions, 340B Operational Committee Meeting and other ad hoc meetings Review 340B program with 340B Manager Describe the implications of 340b pricing for the organization. Review and discuss UUH procurement policies 	<u>Required Reading</u> *Linda's Drug Pricing Primer (Wk 3) <u>Suggested Reading</u> *National Trends in Prescription Drug Expenditures and Projections (Wk 3) *New economics of the pharmaceutical supply chain (Wk 3) *Follow the Pill (Wk 3) *AJHP 2016 National trends in prescription Drug Expenditures and Projections (Wk 3) *Drug pricing reforms report (Wk 3) *Role of 340b Drug Discount Program in Recent Cancer Care Trends (Wk 2) *Why are drug costs so high in the US 2014 (Wk 3)	I, M

Teaching Methods include: I=Direct Instruction, M=Modeling, C=Coaching, and F=Facilitation