HSPAL Supply Chain Management
PGY2 - Health-System Pharmacy Administration (87405)

Faculty: Findlay, Russell

Site:
University of Utah Hospitals and Clinics

Status: Active
Not Required

Description:

Duration: 4 weeks

Overall 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.

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 administrative rotations, residents may find that they will working with the following teams at these locations:

- University Hospital
- Huntsman Cancer Center
- Midvalley (6056 Fashion Square Drive, Suite 1000)
- 250 Plaza (250 East 200 South, 13th floor, Downtown)

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.

Forecast trends that will impact pharmacy such as rising drug cost, health care policy, and technology advances

Manage growth of the department to match the organizational goals

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.
- Delegate work and engage team members.
- Manage change.
- 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.
- Drive for strong operational performance including efficiency, financial strength, high value, and labor utilization.
- Manage department finances including capital and expenses.
- 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.
- 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:

- Residents will schedule each Monday thirty minute 1:1 to discuss projects, provide updates, and review the week's priorities and meeting schedule.
- Residents are expected to maintain an up-to-date calendar and provide access to the preceptor to facilitate team coordination.
- Residents will run the daily buyer huddle for the duration of the rotation. This responsibility includes taking minutes using the Buyer team's template and sending minutes to the Buyer team immediately following the end of the meeting. In the event the resident is not able to attend the buyer huddle, the resident will find someone to cover this responsibility.
- Residents are to meet all applicable goals and objectives by the completion of the rotation.
- Residents are expected to abide by the PROMISE standards.
- 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 appraised 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.

**Pre-rotation preparation:**

Residents need to contact the preceptor 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. Use this rotation description to guide you through the readings. Any readings are located in: S://hsccgroups/Rx Residents/PGY2 Resident Readings/HSPAL.

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 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.

**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.

Periodically during the rotation, the resident and preceptor will provide information in the "Provide Feedback to the Resident" feature of PharmAcademic to note feedback given and any comments related to progress in completing goals, interpersonal communications, project and time management, and ability to work independently. Resident strengths and opportunities will be discussed.

A final summative evaluation will be completed, usually on the last day of rotation (if not, prior to the last day of rotation). It is the resident's responsibility to schedule this evaluation time and to have completed their Learning Experience and Preceptor evaluation in PharmAcademic prior to the evaluation meeting. The preceptor will conduct the final evaluation in PharmAcademic. The resident and preceptor need 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 discuss resident progress to date, goals, and personal objectives for the rotation. Review rotation description with preceptor. This must be done the first day of rotation!! 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.

- Goal statement (Objective R3.4.1): Explain societal and marketplace forces influencing drug pricing and costs of pharmacy services.
  - Task: Complete a topic discussion and assigned readings
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.

- Goal statement (Objective R3.2.3): Participate in the monitoring of financial performance and explanation of variances.
  - Task: Review weekly ABC billing

Week 3: Complete remaining readings. Signpost on projects.

- Goal statement (Objective R1.2.2): Based on an assessment of the adequacy of the pharmacy’s current system for inventory control, make any needed recommendations for improvement.
  - Task: Complete contract compliance review and implement any changes using the ABC report

Week 4: 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 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.

- Goal statement (Objective R1.2.1): 1) Describe how new formulary approved medications are added to inventory systems, summarize the product switch protocol and describe how it relates to inventory management.
  - Task: Complete topic discussion covering MARFs and product switch protocol; also, work with Drug Information (DI) as necessary to complete new medication additions

- Goal statement (Objective R3.2.3): Participate in the monitoring of financial performance and explanation of variances.
  - Task: Review weekly ABC billing

- Goal statement (Objective R3.4.3): Develop cost reduction initiative through medication utilization review or contract optimization.
  - Task: Complete medication use evaluation (MUE) or equivalent activity

- Goal statement (Objective R3.4.2): Summarize processes supporting contract review and approval.
  - Task: Attend a scheduled vendor meeting (ie, MSR)

### Activities

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<th>Goal R1.2</th>
<th>Participate in the development and coordination of medication-use policy improvement initiatives.</th>
<th>Activities</th>
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<td>OBJ R1.2.1</td>
<td>(Cognitive - Understanding) Develop an understanding of the formulary systems.</td>
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<td>OBJ R1.2.2</td>
<td>(Cognitive - Evaluating) Based on an assessment of the adequacy of the pharmacy’s current system for inventory control, make any needed recommendations for improvement.</td>
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| Goal R3.2 | Monitor and manage operating and capital budgets. | |
| OBJ R3.2.3 | (Cognitive - Analyzing) Participate in the monitoring of financial performance and explanation of variances. | Taught and Evaluated | Analyze weekly ABC billing accounts, comparing weekly historical purchases. |

| Goal R3.4 | Develop strategies to ensure access to medication and implement cost reduction strategies. | |
| OBJ R3.4.1 | (Cognitive - Understanding) Demonstrates understanding of societal forces that influence rising costs for medications and the provision of pharmacy services. | Taught and Evaluated | Explain societal and marketplace forces influencing drug pricing and costs of pharmacy services. |
**OBJ R3.4.2** (Cognitive - Understanding) Review the process of negotiating contracts with vendors.

| Taught and Evaluated | Summarize processes supporting contract review and approval. |

**OBJ R3.4.3** (Cognitive - Creating) Design and implement a cost reduction or inventory management initiative.

| Taught and Evaluated | Develop cost reduction initiative through medication utilization review or contract optimization. |

### Evaluations:

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