

**PHARMACY PRACTICE RESIDENCY (PGY1)/
COMMUNITY/MANAGED CARE PHARMACY RESIDENCIES:
HELPFUL IDEAS FOR ACTIVITIES TO PROVIDE LEADERSHIP TRAINING**

**Prepared by the ASHP Section of Pharmacy Practice Managers'
Section Advisory Group on Leadership Development**

July, 2005

In recognition of the need to develop future leaders, the ASHP Section Advisory Group on Leadership Development has compiled a summary of activities/experiences provided during the residency year in order to impart leadership training. The information below is a collection of activities and recommendations from organizations around the country. We hope this information will be useful in designing activities for the residents.

The majority of residencies are based on either a formal block rotation or a variety of longitudinal experiences throughout the year. This list of ideas can be used in either type of residency structure.

Many of these experiences are also valuable for pharmacy students in a management rotation as many of these projects can be covered in less detail due to the time constraints of their rotations.

Another great way to get students involved in practice management is to offer many of these learning experiences as part of a summer administrative internship, which may lead the students to choose to complete residency programs later.

LEARNING ACTIVITIES

- Attend Hospital Meetings
 - Attend/participate/discuss pharmacy's role in various inter-professional meetings in the organization; examples:
 - Institutional Review Board (IRB)
 - Hospital Board of Directors/Trustee
 - JCAHO preparedness
 - Patient Safety
 - Attend all Pharmacy Leadership team meetings
 - Projects such as the following may be assigned
 - Turnaround time audits
 - MAR accuracy audits
 - Analysis of floor-stock overrides (for automated dispensing technology)
 - Operational and clinical benchmarking projects
 - Analysis of safety assessments
 - Failure mode analysis
 - Cost and/or contract analyses
 - Flow diagrams
 - Medication safety trending and analysis and root-cause analysis

- Residents participate in review of the departmental performance report in order to understand how all of the expenses associated with running the department and the revenue are calculated
- Provide reports at meetings or organize and take minutes for key meetings; examples
 - Summary of key leadership meetings
 - Summary of external issues that will impact the site
 - P&T Committee
 - Medication Safety Committee
 - Antimicrobial Use Committee
- Meet with key, non-pharmacy personnel in the system: examples
 - CEO
 - Vice Presidents or other important individuals in the system (Nursing, Medicine, Marketing, Finance, Ancillary Services, etc.)
- Resident should participate in interdisciplinary collaboration
 - Develop an understanding of nursing as a customer
 - Develop an understanding of the best way to communicate with nursing
 - Understand the importance of appropriate communication with nursing
 - Resident should assist with a nursing orientation session or provide a nursing in service
- Resident in Charge
 - The resident can organize weekly patient cases, journal clubs
 - Manages residency related items and conflicts
 - Coordinate agenda and conduct resident meetings (rotate responsibilities)
- Mission Statements
 - Write their own personal mission statement regarding their philosophy about leadership
 - Discussion about the role of mission statements
 - Compare various mission statements
- Complete Psychological Self-Assessments & discuss their usefulness in working with others
 - Myers Briggs
 - Emotional Intelligence
 - Bar-On Emotional Quotient Inventory: a tool that measures individuals EQi and generates a report that provides feedback in the five general areas of emotional intelligence: intrapersonal, interprofessional, stress management, adaptability and general mood. For more information contact Todd Sorenson, soren042@umn.edu
- Engage the resident in managerial decisions
 - Staffing needs
 - Human Resource issues
 - Coordinate interviews, select candidates for employment
 - Performance reviews
 - Development of staff
 - Hiring, terminating, Complaints
 - Progressive discipline vs. corrective action

- Business decisions
 - Upgrading or planning for new facilities or services
 - Q&A sessions about leadership: trivia questions, or lead discussions about “who’s who and what’s what”:
 - What is the Whitney award?
 - Review and discuss one of the Whitney award lecturers
 - What are the Webb, Hallie Bruce, etc. awards?
 - What are the following major organizations and what is their impact on the department of pharmacy
 - JCAHO
 - NCQA
 - IOM
- Discuss roles of pharmacy leaders related to:
- Local/State/National organizations
 - Legislative actions
 - Role in the Food and Drug Administration (FDA)
 - Role in the Drug Enforcement Agency (DEA)
 - Role in Centers for Medicare/Medicaid Services (CMS)
 - State Boards of Pharmacy
- Mentors for Pharmacy Students
 - Residents serve as mentors for students, discuss pharmacy issues, career choices, answering questions
 - Preceptors for pharmacy students
 - Teaching assistants at a college of pharmacy
 - Coordinate student rotations at a site

STAFFING REQUIREMENTS

- Residents rotate weekends as on-site pharmacy managers where they learn problem solving, critical thinking and real life work experiences
- Residents participate in a rotation as the "pharmacy administrator on call".
 - Works in the central pharmacy for the weekend,
 - Responsible for problem solving (i.e. drug shortage issues, sick calls, etc)
 - Sends level review and approval for high cost medications

PRESENTATIONS AND PROJECTS

- Resident completes a series of administrative projects
 - Takes a leadership role in quality improvement projects that review and revise a drug use policy.
 - Leads a professional development presentation based on a current health care issue. The implications, challenges, and opportunities for pharmacy practice are discussed. Topics might include Institute of Medicine (IOM) reports, Medicare Modernization Act (MMA), Direct-to-consumer (DTC) advertising.
- Residents create an agenda and conduct a staff meeting

- The resident will participate in the review/revision documents or lead the following meetings:
 - Emergency Preparedness Initiatives (both state and federal perspectives),
 - Policy Development and Implementation,
 - Business Plan Development
 - Marketing plan for new service
 - Staffing plan
 - Policies and procedures revisions and development
- Residents will review medication errors per month, investigate its cause, suggest a safety solution, and take preventative action on at least one error
- Residents will review all adverse drug reactions (ADR) per month and report it to the FDA's MedWatch system.
- Resident completes administrative audits, including:
 - Evaluation of new or existing service
 - Evaluation of compliance with regulatory requirements
 - Evaluation of compliance with existing institutional policy
- Resident completes a longitudinal QI experience:
 - Resident responsible for monitoring a departmental QI indicator.
 - Resident reports on departmental QI indicator quarterly in departmental QI Committee meeting

MEETINGS/CONFERENCES

- Residents provided with opportunities to participate in variety of leadership development programs. Residents have opportunities to:
 - Participates in workshops facilitated by national and state pharmacy leaders on professional & community leadership opportunities & responsibilities.
 - Learn about professional leadership activities in local, state, & national organizations.
 - Attends ASHP Leadership conference held in the fall along with the Director of Pharmacy
 - Attends course on Continuous Quality Improvement
 - Attends management skills workshops that are available to hospital department heads.
 - Complete a Leadership Seminar organized by the Pfizer Clinical Education Consultant. For more information contact nicole.mcmaster2@med.va.gov
 - Participate on conference calls with the Director (i.e. ASHP, Novation, UHC)
- Residents attend a quarterly/ monthly resident forum involving most of the residency programs in the neighboring area.
 - Meet at a different residency site every month and meet with the leaders of pharmacy at that site and learn about their unique practices.
 - Get opportunity to benchmark progress with other residents during this time.
 - Listen to prominent speakers on an aspect of leadership.
 - Coordinate and organize the meeting/forum.

- Residents attend intra/ interdepartmental meetings to understand the context of leadership by observing it in practice.
 - Participates in monthly JCAHO readiness team meetings and teleconferences
 - Participates in monthly medication variance team meetings and any follow up on sentinel events that involve medication therapy.
 - Attends different hospital standing committee meetings and compares/contrasts leadership styles
 - Appointed to a state or national pharmacy organization committee.
 - Attend Board of Trustee meetings and other state pharmacy organization functions with faculty
 - Attend the board meeting of a local professional association.

- Residents attend a scheduled discussion with the Vice President over Pharmacy Operations, the CEO of the health-system, and the Director of Pharmacy to discuss leadership philosophies and the planning behind the current and future system

- Residents learn the Development of Project Network Diagram for leaders of projects. [**NOTE:** A project network diagram is a component of project management and is a schematic display of the logical relationships of project activities.]

READINGS:

- Harvard Business Review
 - *Best of HBR on Leadership: Emotionally Intelligent Leadership.* Harvard Business Review. Dec 1, 2001. Can be purchased from:
http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=8156
 - Harvard Business Review on Change (paperback). (Boston MA: Harvard Business School Press, July 1998). Can be purchased from:
http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=8842
 - Harvard Business Review on Leadership (paperback), Harvard Business School Press. (Boston, MA: Harvard Business School Press 1998). Can be purchased from:
http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=8834
 - Harvard Business Review on Managing People (paperback), (Boston, MA: Harvard Business School Press, 1999). Can be purchased from:
http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=9075

- ASHP Best Practices
 - ASHP Best Practices-- Policy Positions, Statements and Guidelines
<http://www.ashp.org/bestpractices/index.cfm>
 - ASHP Leadership Conference on Pharmacy Practice Management Executive Summary. More information found at:
<http://www.ashp.org/practicemanager/LeadershipDevelopment.cfm>

- Winning
 - Carnegie, Dale. How to Win Friends and Influence People. New York, Pocket Books, 1990.
 - Heim P, Golant S. . Hardball for Women-Winning at the Game of Business. New York: Plume Publishing, 1993.

- Lyles, Dick. Winning Ways: Four Secrets for Getting Great Results by Working Well with People. New York: Berkley Publishing Group, 2001.
- Mentorship
 - Bulstrode C, Hunt V. *What is mentoring?* Lancet 2000; 356:1788.
 - Lanser EG. *Reaping the benefits of Mentorship*. Healthcare Exec 2000;18-23.
 - Pierpaoli, P. *Mentoring*. Am. J. Hosp. Pharm., Sep 1992; 49: 2175 - 2178.
- Encouragement
 - Daniels, Aubrey. Bringing out the Best in People: How to Apply the Astonishing Power of Positive Reinforcement. New York: McGraw-Hill, 1994.
 - Harvey, Eric. 180 Ways to Walk the Recognition Talk. New York: Walk the Talk Publishing, 2000.
 - Kouzes JM, et.al. Encouraging the Heart: Leader's Guide to Rewarding and Recognizing Others. New York: Josey-Bass, 2003.
 - Lundin, SC, et al. Fish! A Remarkable Way to Boost Morale and Improve Results. New York, Hyperion Press, 2000.
 - Maxwell JC. The 21 Indispensable Qualities of a Leader: Becoming the Person Others will Want to Follow. New York: Nelson Business Press, 1999.
- Management
 - Abrashoff, Michael. It's Your Ship: Management Techniques from the Best Damn Ship in the Navy. New York: Warner Business Books, 2002.
 - Blanchard K, Bowles S. Raving Fans : A Revolutionary Approach to Customer Service. New York: William Morrow, 1993.
 - Bracey, Hyler. Managing from the Heart. New York: Delacorte Press, 1991.
 - Buckingham M, Coffman C. First Break All the Rules: What the World's Greatest Managers Do Differently. New York: Simon & Schuster, 1999.
 - Drucker, Peter. The Effective Executive Revised. New York: Harper Business Publishing, 2002.
 - Glanz, Barbara. C.A.R.E. Packages for the Workplace: Dozens of Little Things That You Can Do to Regenerate Spirit at Work. New York: McGraw-Hill, 1996.
 - Glanz, Barbara. Handle with Care: Motivating and Retaining Employees. New York: McGraw-Hill, 2002.
 - Blanchard K, Johnson S. The One Minute Manager. New York: Berkley Trade Press, 1983.
- Leadership
 - Blanchard K, Muchnick M. The Leadership Pill: The Missing Ingredient to Motivating People Today. New York: Free Press, 2003.
 - Collins, Jim. Good to Great: Why Some Companies Make the Leap...and Others Don't. New York, Harper Business Press, 2001.
 - Bolton, Robert. People Skills. New York: Touchstone Press, 1986.
 - Brouwer, Barbara. Leading with Love. New York: Faith Alive Christian Resources, 2001.
 - Covey, Stephen. The 7 Habits of Highly Effective People. New York: Free Press, 2004.

- Depree, Max. Leadership is an Art. New York: Currency Publishers, 2004.
- Greenleaf, Robert. Servant as Leader. New York: Robert K. Greenleaf Center, 1982.
- Ruchlim H, Dubbs NL, Callahan M. *The Role of Leadership in Instilling a Culture of Safety: Lessons from the Literature*. Journal of Healthcare Management 2004; 49:47-58.
- Progressive Pharmacy Practice
 - Anderson R. *Health-System Pharmacy: New Practice Framework and Leadership Model*. Am J Health-Syst Pharm 2002; 59:1163-1172.
 - Foster TA. *Expanding Role of the Hospital Pharmacist as a Member of the Health Team*. Am. J. Health Syst. Pharm; 1960.
 - Gouveia WA. *Harvey A. K. Whitney Lecture. At center stage: pharmacy in the next century*. Am. J. Health Syst. Pharm., Aug 1999; 56: 1613 - 1618.
 - Pierpaoli PG. *An Iconoclastic Perspective on Progress in Pharmacy Practice*. Am. J. Health Syst. Pharm., Aug 1995; 52: 1763 - 1770.
 - Troiano, P. *Automating the Medication Distribution Process*. J Healthcare Management. 2001; 46:411-5.
- Miscellaneous Reading
- Blanchard, Ken et al. Whale Done! : The Power of Positive Relationships. New York: Free Press, 2002.
- Hemsath, Dave et.al. 301 Ways to Have Fun at Work. New York: Berrett-Koehler Publishers, 1997.
- Johnson, Spencer. The Present: The Gift that Makes You Happier and More Successful at Work and in Life, Today! New York: Doubleday, 2003.
- Johnson, Spencer. Who Moved My Cheese? An Amazing Way to Deal with Change in Your Work and in Your Life. New York: Penguin Putnam, 1998.
- Lawrence, David. From Chaos to Care: The Promise of Team-Based Medicine. New York: Da Capo Press, 2003.
- Latiolais, Clifton. "Your Responsibilities as a Pharmacy Resident"
For a copy contact **Frank Briggs** at briggsf@rcbhsc.wvu.edu

SUGGESTED RESIDENT LECTURES/ SEMINARS

- Management
 - Time Management
 - Managing Change
 - Financial Management
 - Managing Your Money
 - Managing Investigational Drugs
 - Employee Evaluation
 - Planning Process
 - Confronting Issues with managers and peers
 - Finances and Managing Resources to Workload
 - Concepts of process improvement
 - Communication Skills
 - Problem Solving
 - Budgets – Annual Overview

- Strategic Planning / Innovation – Goals, Objectives
- Overview of Operational and Capital budgeting
- Pharmacy Management Literature – What to Read
- Human Resource management
 - Including a hands-on performance review for one of the pharmacists
- Regulatory Issues and Procedures
 - Policy and Procedure development
 - Development of Medication Use Policies
 - 340B/Disproportionate Share Hospitals (DSH) and USP797
 - ASHP Government Affairs Legislative Update
 - JCAHO Standards – Chapter Overview
 - Health System Committees – Navigation to succeed
 - Boards of Pharmacy – Relationship between State and National
 - Centers for Medicare and Medicaid Services – Impact of Medicare Modernization Act
 - Group Purchasing Organizations – How they Impact Pharmacy
 - Improvement through Innovation
 - Automation / Information – How they work together
 - Classes of Trade – Definitions, Regulatory
 - Establishing a New Pharmacy Service
 - Pharmacy and Informatics
- Business Etiquette
 - Interviewing Skills (do's and don'ts, legally, etc.)
 - Planning, Meetings (e.g. how to organize and run an effective meeting)
 - How to Develop a Business Plan for a Clinical Practice
 - Writing Skills (tips as well as correcting poorly written documents)
 - Discussion of the show, “The Apprentice!!”
- Mentoring/ Coaching
 - Effective Preceptors
 - Being a Leader vs. Being a Manager.
 - Building relationships
 - Coaching for Performance
 - Self evaluation
 - Constructive feedback
 - Winning support
 - Selecting for success
 - Pharmacy Ethics – Basics to understand your role as Practitioner
 - Recognizing positive results
 - Residency Training – Standards & Surveys
 - Wellness Training
 - Ethical Decision Making
- Professional Advocacy
 - Importance of political advocacy

- Review and discussion of 5 ASHP statements, analysis/discussion of the services compared to these statements
- Harvey A.K. Whitney journal club where each resident researches and presents on a past winner and their lecture
- The Importance of Professional Organizations
- Leading a Professional Life

- Miscellaneous Topics
 - How to Initiate a Clinic
 - Collaborative drug therapy management; developing a Collaborative Drug Therapy Management practice
 - ASHP 2015 Initiatives (<http://www.ashp.org/2015/>)
 - Contracting for Pharmaceuticals
 - Improving the Quality of Care for Diverse Populations
 - Continuous Improvement
 - Medication Safety
 - Technician Training and Effective Utilization of Technicians
 - Cultural competency
 - Health literacy