



Director, Pharmacy Services

Leadership Profile

August 2022

Prepared by ASHP Consulting



Contents

The Role and Opportunity	3
Organizational Overview	3
Position Summary	6
Candidate Qualifications	7
The Community	8
How to be Considered	10



Rainbow Babies
& Children's Hospital

The Role and Opportunity

The Director, Pharmacy Services for UH Rainbow Babies & Children's is a highly visible position with accountability to execute University Hospitals pharmacy strategic plan, encompassing the vision for the care of pediatric patients.

The UH Pharmacy leadership seeks a director capable of advancing pharmacy programs for the organization. With support from leadership, the director will navigate the healthcare delivery system, while establishing new standards for operational rigor in pharmacy and leading the organization through change management.

The Director oversees clinical and operational pharmaceutical services for UH Rainbow Babies & Children's and ensures that pharmaceutical services are provided to patients with a consistently high level of safety, quality, cost effectiveness and customer service.

The Director has a direct reporting relationship to the Senior Director of the University Hospitals Academic Market, Jacalyn Rogers.

Organization Overview

Department of Pharmacy

University Hospitals Pharmacy provides pharmacy services for pediatric patients throughout the health system. Pharmacy services are based out of the Cleveland campus, as well as at the campuses of many of the community hospitals throughout the state.

The department provides operational and clinical services for inpatient, outpatient, and ambulatory care patients with the support of leading automation and technology. RBC has one convenient retail pharmacy location, as well as on-site Meds-to-Beds delivery. Pharmacists provide comprehensive medication reviews on rounds in a variety of specialties.

RBC Pharmacy has a longstanding reputation for outstanding team-based care and innovation. Pharmacy staff exceeds 76 care team members and approximately \$35 million in expense and \$120 million in revenue. There are 2 ASHP-accredited residency training programs in the pediatric hospital.

The department has a demonstrated commitment to the education and training of future pharmacy professionals. There is a strong relationship with the NEOMED College of Pharmacy which has led to an outstanding learning environment for pharmacy students and residents.

Department of Pharmacy Mission

Delivering the highest quality health care to children through ensuring safe, effective, and optimal use of medications.

University Hospitals

Founded in 1866, University Hospitals serves the needs of patients through an integrated network of 21 hospitals (including 5 joint ventures), more than 50 health centers and outpatient facilities, and over 200 physician offices in 16 counties throughout northern Ohio.

The system's flagship quaternary care academic medical center, University Hospitals Cleveland Medical Center, is affiliated with Case Western Reserve University (CWRU) School of Medicine, Northeast Ohio Medical University, Oxford University (England) and the Technion-Israel Institute of Technology. UH founded Harrington Discovery Institute at University Hospitals, which engages top scholars internationally in accelerating the development of medicines for unmet needs.



The main campus also includes the UH Rainbow Babies & Children's Hospital, ranked among the top children's hospitals in the nation; UH MacDonald Women's Hospital, Ohio's only hospital for women; and UH Seidman Cancer Center, part of the NCI-designated Case Comprehensive Cancer Center.

UH served nearly a million unique patients in 2021 and recorded 3.2 million physician visits 127,700 surgeries and 147,177 discharges.

UH is home to some of the most prestigious clinical and research programs in the nation, with more than 3,200 active clinical trials and research studies underway. In 2021, UH conducted \$170 million in total research, including \$99 million joint UH-CWRU clinical & translational research (including NIH grants to CWRU School of Medicine *attributable to UH Cleveland Medical Center*) and \$71 million sponsored research funding (including industry-sponsored clinical trials).

UH Cleveland Medical Center is perennially among the highest performers in national ranking surveys, including "America's Best Hospitals" from U.S. News & World Report. UH is also home to 19 Clinical Care Delivery and Research Institutes.

Specific highlights of the System include:

- *The American Hospital Association selected University Hospitals as the 2022 winner of its most prestigious honor: the Quest for Quality Prize. The prize recognizes health care leadership and innovation in improving quality and advancing health in communities.*
- University Hospitals Cleveland Medical Center has been recognized as a Best Hospital for 2021-22 by U.S. News & World Report, ranking in four adult specialties -- Cardiology & Heart Surgery, Ear, Nose & Throat, Geriatrics, and Neurology & Neurosurgery.
- U.S. News & World Report also recognized University Hospitals Rainbow Babies & Children's Hospital as a Best Children's Hospital. UH Rainbow ranks among the nation's top 50 children's hospitals in eight specialties: cancer, diabetes & endocrinology, gastroenterology & GI surgery, neonatology, nephrology, orthopedics, pulmonology, and urology.

- UH was once again named a World's Most Ethical Company® for fostering ethical behavior and transparency at every level of our organization. This marked the ninth time since 2012 that UH has earned this honor. In 2021, 135 companies worldwide earned a place on the Ethisphere Institute's 2021 list.
- UH Cleveland Medical Center attained Magnet recognition for the fourth consecutive time, a testament to its continued dedication to high-quality nursing practice. The program, which is part of the American Nurses Credentialing Center (ANCC), distinguishes health care organizations that demonstrate excellence in nursing services.
- UH Seidman Cancer Center was nationally recognized as an Academic Center of Excellence by the National Pancreas Foundation. These Centers of Excellence combine the expertise of pancreas surgeons, medical and radiation oncologists, gastroenterologists, and interventional radiologists

One of the largest employers in Northeast Ohio, UH has more than 30,000 employees, 5,400 physicians and 1,165 residents and fellow, who are guided in their work by five core values: **Service Excellence. Integrity. Compassion. Belonging. Trust.**

UH is committed to investments concentrated on six Core Capabilities that work together to drive excellence, zero harm, and a transition to value-based care.

- A Culture of Trust... Inspire and develop talented caregivers who excel in building trust.
- Scientific Discovery... Advance the science of health as a learning, caring organization through innovation, scientific discovery, and teaching.
- Patient First... Attract, provide access to and retain patients and consumers who seek a seamless, trusted relationship with our caregivers.
- Exceptional Care... Continuously improve our care delivery outcomes, total experience and cost of care.
- Partnerships... Be the partner of choice for independent physicians and other health care players by creating and sharing value together.
- Mission Investment... Grow investment in our mission and community

As an anchor institution, UH contributes to the health and welfare of Northeast Ohioans through community benefit that includes addressing social determinants of health. UH has provided \$3.24 billion over the past decade in community benefit through the deployment of targeted programs and initiatives, including \$483 million in 2020 alone.

UH Rainbow Babies & Children's Hospital

UH Rainbow Babies & Children's Hospital is a 244-bed, full-service children's hospital and academic medical center. A trusted leader in pediatric health care for more than 130 years, UH Rainbow Babies & Children's Hospital consistently ranks among the top children's hospitals in the nation.

As the region's premier resource for pediatric referrals, UH Rainbow Babies & Children's Hospital's dedicated team of more than 1,300 pediatric specialists uses the most advanced treatments and latest innovations to deliver the complete range of pediatric specialty services for 750,000 patient encounters, annually. The hospital provides comprehensive pediatric specialties and subspecialties to infants, children, teens, and young adults aged 0–21 throughout northern Ohio. UH Rainbow Babies & Children's Hospital features the region's only level 1 pediatric trauma center, a level 4 NICU, Cardiovascular Intensive Care. It is one of the largest providers of pediatric health services in Ohio.



Rainbow Babies & Children's Hospital regularly conducts clinical trials in the treatment of pediatric health disorders including pediatric oncology, depression and lupus. It also offers services for medical professionals, including residency and fellowship programs, continuing medical education, a nursing program, and the Rainbow Center for Pediatric Ethics.

It treats children with cancer, heart disease, cystic fibrosis and pulmonary specialties, sickle cell disease, kidney disease, immunology and endocrine and metabolic disorders. Its neonatologists specialize in the treatment of high-risk and premature newborns.

Position Summary

Reporting Relationships

The UH Rainbow Babies & Children's Director, Pharmacy Services is a member of the UH Pharmacy Leadership Team and reports to the Senior Director of Pharmacy – UH Academic Market. Reporting to the Director is the Manager of Operations, Manager of Clinical Services, and the Technical Supervisor.

Responsibilities

Strategic Planning

- Establish and coordinate the achievement of departmental goals and objectives.
- Develop an organizational structure with clearly defined lines of authority and job responsibilities that enable employees to work together toward common objectives.
- Integrate pharmacy services with other hospital disciplines and the medical staff to establish a multidisciplinary approach to improving patient care.

- Develop, justify, lead and manage pediatric pharmacy programs and services to improve patient care.

Day-to-Day Operations

- Develop, approve, interpret, and enforce hospital and departmental policies and procedures to achieve service objectives.
- Assure compliance with all legal and regulatory requirements for pharmacy operations, (Food and Drug Administration, Drug Enforcement Administration Ohio Board of Pharmacy).
- Assure compliance with standards of practice from accreditation organizations, DNV, American Society of health-System Pharmacists, and United States Pharmacopeia.
- Coordinate activities and serve as Secretary of the Pediatric Medication Safety and Therapeutics Committee.
- Develop and maintain a system and program of performance improvement.
- Serve on university, medical center and hospital committees and task forces as requested.
- Assure pharmacy computer systems are contemporary, functional, and appropriately integrated into other systems within the hospital.

Financial Management

- Prepare, monitor, and administer the pediatric pharmacy operations budget.
- Prepare and administer the pediatric pharmacy capital equipment budget.
- Prepare, monitor, and administer the pediatric pharmacy services personnel budget.
- Seek innovative ways to reduce/contain costs and ensure quality services.
- Assure that appropriate charge capture and billing systems for pediatric pharmacy charges are developed and maintained.

HR Management

- Establish policies and procedures for recruiting, hiring, orienting, training, supervising, motivating, evaluating, and disciplining of all pediatric pharmacy staff.
- Approve position descriptions and performance standards for all pharmacy staff.
- Establish appropriate pediatric pharmacy staffing levels and positions to achieve departmental and hospital objectives.
- Establish and maintain a contemporary, exemplary pediatric pharmacy service to serve as a suitable environment for training pharmacy students.
- Develop innovative methods of delivering pediatric pharmaceutical care in cooperation with affiliated Schools of Pharmacy.

Candidate Qualifications

Education/Certification

- Pharmacy degree (B.S. and/or Pharm.D.) from an ACPE accredited College of Pharmacy required; Pharm.D. preferred
- Advanced degree at the M.S., M.B.A., or Ph.D. level preferred
- Licensed as a registered pharmacist in the State of Ohio (out of state license must meet State of Ohio licensing requirements)

Knowledge and Work Experience

- Eight years pediatric pharmacy experience and at least 5 years' experience as a manager or director of a pediatric pharmacy
- Expert financial and people management skills and a proven ability to excel in a leadership position with an emphasis on program growth
- Must be highly respected as a strategic and operational leader with a proven ability to manage and grow a pediatric pharmacy program
- Experience with financial operations including but not limited to budget and forecasting preparation, etc.
- Experience with providing clinical services to appreciate the implementation of these services.
- Experience developing and supporting undergraduate and graduate education
- Ability to recruit, mentor and retain highly skilled professional staff.
- Strong communicator, being both assertive and encouraging to motivate and inspire others to achieve mutually beneficial relationships and the highest performance standards
- Effective team builder and collaborator, with proven experience managing and working with and across physician and non-physician teams
- Demonstrated project management skills; ability to manage multiple projects at once
- Knowledge of applicable Federal, State, and Local regulatory agency guidelines and laws
- Demonstrated commitment to diversity

The Community

Cleveland, Ohio

Cleveland is a vibrant midwestern city on the banks of Lake Erie. Located in the northeastern part of the state, it is situated along the southern shore of Lake Erie, across the U.S. maritime border with Canada and approximately 60 miles west of Pennsylvania. The largest city on Lake Erie and one of the major cities of the Great Lakes region, Cleveland ranks as the 54th-largest city in the U.S. with a 2020 population of 372,624.



Once a haven for immigrants and a powerhouse of industry, Cleveland's cultural identity springs from its past and includes a vibrant mix of families, young professionals, entrepreneurs, and college students of different ethnicities and backgrounds.

Historically, Cleveland has been roughly broken into two parts, the east and west, split by the Cuyahoga River. The west side is home to the Gordon Square Arts District and attractions like the popular Great Lakes Brewing Co. In contrast, the east side houses the trendy Flats East Bank waterfront district and Progressive Field, home to the Cleveland Indians baseball team.

It is considered a manufacturing hub due to its strategic positioning between the river banks and the shore of Lake Erie. This region is also home to major attractions such as the Cleveland Clinic, the Rock and Roll Hall of Fame, Cleveland Museum of Natural History, and the Cleveland Orchestra.

This metro area on the banks of Lake Erie is experiencing growth and revitalization. With continued development, opportunities abound for construction workers, electricians and professionals in the medical and IT sectors.

Ten Reasons to Move to Cleveland: <https://engagecleveland.org/blog/10reasonstomovetocleveland>



University Circle

University Circle is a district in the neighborhood of University on the East Side of Cleveland, Ohio. One of America's densest concentrations of cultural attractions and performing arts venues, it includes such world-class institutions as the Cleveland Museum of Art; Severance Hall (home to the Cleveland Orchestra); the Cleveland Institute of Art; Case Western Reserve University; the Cleveland Institute of Music; the Museum of Contemporary Art Cleveland; the Cleveland Botanical Garden; historic Lake View Cemetery; the Cleveland Museum of Natural History; and

University Hospital Cleveland, Rainbow Babies & Children's, UH MacDonald Women's Hospital and the Seidman Cancer Center.



The area is also known as "The Circle" to locals. Encompassing approximately 550 acres the University neighborhood is bordered to the north by the Glenville neighborhood, to the south by the Buckeye-Shaker neighborhood, to the west and southwest by the neighborhoods of Hough and Fairfax (also known as Midtown) and to the east by the cities of East Cleveland and Cleveland Heights. University Circle is member of the Global Cultural Districts Network.

How to be considered

Please direct all nominations, inquiries and resumes to Paul Bush at ASHP Consulting by e-mail, pbush@ashp.org.

Paul W. Bush Pharm.D., MBA, BCPS, FASHP
Vice President, Global Resource Development and Consulting
ASHP Consulting
4500 East West Highway
Suite 900
Bethesda, Maryland 20814

Telephone: 301 664-8630