

Quick Reference: ASHP Certified Pharmacy Executive Leader (CPEL) Application Process

Required Steps	Required Information for Online Application	Required Uploads
Create an account and validate it using the email provided.	Name Email Phone Username Password Confirm Password	None
Provide personal information (required)	Name Current Credentials (degrees, certifications) Preferred Email Preferred Phone Number ASHP Member ID #	None
Provide professional information (required)	Current Title Employer Name Employer City Employer State Years in current position Previous role if in position less than 5 years	CV documenting a minimum of 5 years of progressive and sustained leadership experience including significant managerial oversight in a healthcare organization resulting in advancing pharmacy practice and positive patient outcomes.
Provide credentials (required)	Documentation of graduation from college of pharmacy and current pharmacy license	Diploma/transcript from ACPE-accredited college of pharmacy Valid and unrestricted license to practice pharmacy in the U.S. or other jurisdiction
Document BPS Certification or residency	BPS certification type and number	None
<i>If you are BPS-certified, you will skip documenting a residency.</i>		
Document completion of a residency (optional)	Name during residency completion (if different): Residency site/institution Residency type Year of completion	Residency certificate
<i>if you have not completed a residency, you will document equal experience and qualifications.</i>		
Provide equivalency of residency, if applicable.	Applicants who are not BPS-certified or have not completed a residency, will document achievement of the required competency areas. See questions in Appendix A.	None
<i>Only required for those who are not BPS-certified or have not completed a residency.</i>		

Document Pharmacy Leadership Academy (PLA) or Master's degree	Year of PLA completion	ASHP PLA certificate
If you have completed the PLA, you will skip documenting a Master's degree.		
Document Master's Degree (MS in pharmacy, MBA, MHA, MPH (optional))	Degree type Name of school Date of completion	Diploma/transcript of academic degree
If you have a Masters, you will skip documenting the PLA.		
Provide equivalency of Master's degree or PLA, if applicable.	Applicants who have not completed a Master's degree or the ASHP Pharmacy Leadership Academy (PLA) will attest to achievement of the required CPEL competency areas. See questions in Appendix B.	None
Only required for those who have not completed a Master's or the PLA.		
Document CPEL leadership experience (required)	CPEL candidates must have 5 years of current leadership experience with a minimum of 5 years of progressive and sustained leadership experience including significant managerial oversight in a healthcare organization resulting in advancing pharmacy practice and positive patient outcomes. Applicants will describe their leadership roles of the pharmacy enterprise in the overall health system.	None
Provide reference from a senior health-system executive (required)	Attestation of your leadership experience and managerial oversight from a senior health-system executive including relationship to applicant and roles related to: <ul style="list-style-type: none"> • Participating in the pharmacy enterprise's and health system's strategic planning and decision-making processes at the most senior levels. • Collaborating with executives within and external to the health system to build cross-functional relationships and align services with initiatives such as quality metrics and financial performance. • Advancing patient care services through the promotion of pharmacy best practices by the creation and adoption of emerging technologies and innovative services. 	Signed reference letter on letterhead

Document volunteerism in past year (required)	Volunteerism can include any roles in healthcare-related charitable organizations or professional organizations where your contribution was not compensated.	Any document that confirms dates and volunteer roles including a letter from the organization.
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APPENDIX A: ALTERNATIVE TO COMPLETION OF AN ASHP RESIDENCY

Applicants who are not BPS-certified or have not completed an ASHP accredited residency, will complete the sections below in the online application.

Competency Area: Patient Care

1. Describe how you have collaborated with the health care team to provide safe and effective patient care to a diverse range of patients, including those with multiple co-morbidities, high-risk medication regimens, and multiple medications following a consistent patient care process.

Please include examples that demonstrate your roles in the following:

- Interacting effectively with health care teams to manage patients' medication therapy and with patients, family members, and caregivers.
- Collecting and analyzing information on which to base safe and effective medication therapy.
- Designing patient-specific care plans, including monitoring and adjusting as necessary.

TEXT BOX RESPONSE

Competency Area: Advancing Practice and Improving Patient Care

2. Describe how you have managed formulary and medication-use processes, identified opportunities for improving the medication-use system, and participated in medication event reporting and monitoring.

TEXT BOX RESPONSE

3. Describe how you have evaluated and investigated practice, reviewed data, and assimilated scientific evidence to improve patient care and/or the medication-use system.

Please include examples that demonstrate your roles in the following:

- Identifying changes needed to improve patient care and/or the medication-use system.
- Developing a plan to improve patient care and/or the medication-use.

TEXT BOX RESPONSE

Competency Area: Leadership and Management

LEADERSHIP SKILLS

4. Describe how you have demonstrated skills critical for effective leadership and management through teamwork and personal and interpersonal relationships.

TEXT BOX RESPONSE

5. Describe your process of ongoing self-evaluation and personal performance improvement.

TEXT BOX RESPONSE

MANAGEMENT SKILLS

- Please share your perspectives on the how basic principles of management influences departmental planning.
- Please share your perspectives on how financial management influences departmental planning.

TEXT BOX RESPONSE

- Please share your perspectives on how complying with accreditation, legal, regulatory, and safety requirements influences departmental planning.

TEXT BOX RESPONSE

- Please share your perspectives on how facilities design influences departmental planning.

TEXT BOX RESPONSE

- Please share your perspectives on how effectively managing human resources influences departmental planning.

TEXT BOX RESPONSE

- Please share your perspectives on how the culture of an organization influences departmental planning.

TEXT BOX RESPONSE

- Please share your perspectives on the importance of aligning the strategic planning process.

TEXT BOX RESPONSE

Competency Area: Pharmacy Enterprise and the Health-System

6. Explain your understanding of the elements of the pharmacy enterprise and their relationship to the health care system.

In your response, describe how you:

- Identify appropriate resources to keep updated on trends and changes within pharmacy and health care.
- Monitor for changes to laws and regulations (e.g., value-based purchasing, consumer-driven healthcare, and reimbursement models) related to medication use.
- Identify external quality metrics (e.g., FDA-mandated Risk Evaluation and Mitigation Strategy) and how they are developed, abstracted, reported, and used.
- Ensure governance of the health care system and leadership roles.

TEXT BOX RESPONSE

7. Share examples of how you have provided effective medication and practice-related education to patients, caregivers, health care professionals, students, and the public (individuals and groups).

TEXT BOX RESPONSE

Competency Area: Teaching, Education, and Dissemination of Knowledge

8. Describe how you have applied appropriate preceptor skills and roles when engaged in teaching students, pharmacy technicians, or fellow health care professionals. Examples of roles may include direct instruction, modeling, coaching, facilitating.

TEXT BOX RESPONSE

APPENDIX B: ALTERNATIVE TO COMPLETION OF A MASTER'S DEGREE OR PLA

Applicants who have not completed a Master's degree or the Pharmacy Leadership Academy (PLA), will complete the following sections in the online application to document CPEL domains.

Leadership Influence (Talent Development, Conflict Management, Inclusive, Communication, Resilience)

Share examples of how you effectively manage talent and engage people in your organization. In your response, address all of the following (use the numbers below in your response to aid the review process):

1. Proactively identifying potential conflict and handling difficult people and conflicts.
2. Championing diversity in recruiting, interviewing/ hiring, training, developing, coaching, mentoring, and delegating.
3. Creating a culture that supports staff resilience.

TEXT BOX RESPONSE

Leading the Pharmacy Enterprise (Strategic, Accountability, Innovates, Teamwork)

Thinking about the pharmacy enterprise in your organization, describe an opportunity that should be considered during your pharmacy's next strategic planning discussion. In your response, address all of the following (use the numbers below in your response to aid the review process):

1. Leveraging pharmacy services across the continuum of care.
2. Ensuring alignment to key strategic initiatives and directions of your organization.
3. Engaging others in a shared future vision and roadmap towards the goals.
4. Ensuring leadership ownership and accountability to meet organizational commitments and goals.

TEXT BOX RESPONSE

Leading Effective Financial Management (Financial Steward)

Describe at least one change in healthcare, pharmacy, payment models, laws, and/or regulations that influenced how you lead, and provide an example(s) of the changes that you led in the health system (e.g., in operations, policies, services). When developing your example (s), reflect on and integrate all of the following (use the numbers below in your response to aid the review process):

1. Identifying appropriate resources to keep updated on trends and changes within pharmacy and health care.
2. Monitoring for changes to laws and regulations (e.g., value-based purchasing, consumer-driven healthcare, and reimbursement models) related to medication use.
3. Identifying external quality metrics (e.g., FDA-mandated Risk Evaluation and Mitigation Strategy) and how they are developed, abstracted, reported, and used.

TEXT BOX RESPONSE

Leading Transformational Change & Innovation (Innovates, Strategic, Financial Steward)

Provide an example(s) of when you led a major practice change (e.g., starting a new service, implementing a technology, or a reorganization of services/process). In your response, think about all of the following and address the most relevant in your example.

- Identifying factors that influence departmental planning.
- Applying basic principles of management including finance.
- Awareness and compliance with accreditation, legal, regulatory, and safety requirements.
- Incorporating facilities design.
- Effectively managing human resources.
- Considering the culture of the organization.
- Awareness of the organization's political and decision-making structure.
- Aligning with the strategic planning process

TEXT BOX RESPONSE

Strategic Clinical Leadership (Purpose- Driven Vision, Decision-Making, Customer Service, Collaboration, Innovates, Agility, Ambiguity)

Provide an example of how you (or your team under your leadership) have/has transformed clinical practice to meet healthcare system demands or patient needs. In your response, address the following and address the most relevant in your example (use the numbers below in your response to aid the review process):

1. Decision-making based on appropriate analysis and critical thinking.
2. Gaining support from key stakeholders.
3. Ensuring patient safety and high reliability in your practice environment.
4. Leveraging personal and team skills for effective collaboration, stronger partnerships, or nimble team integration.
5. Managing ambiguity and/or incomplete information (where the path forward may be uncertain), if applicable.

TEXT BOX RESPONSE

Self-Awareness and Self-Development (Resilience)

Describe at least one example of how you apply continuous personal and professional development activities to sustain your personal leadership strength and vitality in a challenging and increasingly complex environment. In your response, include all of the following (use the numbers below in your response to aid the review process):

1. Proactively seeking 360-degree feedback and incorporating changes you into your leadership style or strategies.

2. Modeling resilient behaviors, such as setting appropriate boundaries, developing strategies to recover from challenges, and using support structures.

TEXT BOX RESPONSE