



Practice Management & Leadership

PGY1 - Community Pharmacy (95904)

Faculty: Patricia Lambro

Site: Peninsula Community Health Services

Status: Active

Type/Duration: Required/Longitudinal, 4-24hours/week x 36 weeks, extended as needed for presentation of projects at scheduled meetings

Description:

The Practice Management & Leadership rotation is a required 36 week rotation, exposing the resident to a variety of activities involved in managing an FQHC Pharmacy department practicing community and ambulatory care pharmacy.

During this rotation, the resident will spend time with the Pharmacy Director as well as other PCHS Senior Leaders, to gain experience in pharmacy operations and management. The resident will be assigned a minimum of 2 projects by the Pharmacy Director. Projects may include 340B program compliance, medication safety initiatives, medication related quality metrics and quality improvement projects. The resident may attend and participate in organizational and regional leadership meetings pertaining to these topics. The resident should also attend at least one external professional meeting and satisfy the community service commitment during this rotation.

Role of Pharmacists:

The Pharmacy Director at PCHS is responsible for the operation and management of all PCHS pharmacies, as well as pharmaceutical safety within PCHS organizationally. They oversee HRSA compliance with the 340b program as well as compliance with all applicable pharmacy laws.

PCHS Pharmacists work with leadership, including Finance, Quality and Operations departments, to develop and implement integrated pharmacy services and medication related quality improvement initiatives. PCHS pharmacists have roles on many PCHS committees including Safety Committee, Pharmacy and Therapeutics, Vaccine Taskforce, Corporate Compliance, and Quality Management Committee.

Expectation of Learners:

Quarter 1:

- Resident will review PCHS Mission and apply how this relates to Pharmacy and related services.
- Resident will review the PCHS Organizational chart of leadership team and identify members who interact closely with pharmacy team.
- Resident will complete an ISMP Medication Safety Self Assessments and identify topic(s) for a Quality Improvement project
- Resident will attend a Quality Management meeting to gain a better understanding of current PCHS Quality Initiatives and QI processes
- Resident will review requirements for demonstrating commitment to the profession through active participation in the activities of a national, state, and/or local professional association(s) and plan activities to satisfy this objective
- Resident will review requirements for community service and plan activities to satisfy this objective

Quarter 2:

- Resident will identify an unmet need for a new or existing pharmacy service

- Create a CDTA or protocol around this service and present to pharmacy leadership, then P&T Committee
- Resident will create and implement Medication Safety Related QI project, evaluate project and write up QI study to present at PCHS Quality Management meeting
- Resident will review 340b Handbook and PCHS 340b policy in preparation for 340b Internal Audit

Quarter 3 (if not already done)

- Resident will develop a business plan for new/improved service, implement service and evaluate business plan
 - Present findings to pharmacy leadership
- Resident will complete 340b internal audit and present findings at PCHS Corporate Compliance meeting
- Resident will complete professional association participation objectives and document in PharmAcademic
- Resident will complete community service requirement and document in PharmAcademic

Evaluation:

Formative evaluation and feedback will be provided throughout the project development process. Summative evaluations will be conducted quarterly with the resident and preceptor independently completing PharmAcademic evaluations.

GOAL DESCRIPTION		OBJECTIVE DESCRIPTION		ACTIVITY
R2.1	Manage operations and services of the practice	R2.1.1	(Applying) Manage dispensing and patient care services at the community based practice site.	<ul style="list-style-type: none"> ● Apply established policies and procedures regarding 340b product management to conduct self-audit of 340b prescription qualification from external prescribers
		R2.1.2	(Applying) Participate in organizational level management activities, functions, and/or decision-making.	<ul style="list-style-type: none"> ● Discover one area of need for PCHS and produce a policy or protocol to fill this need ● Use the ISMP Medication Safety Self Assessment to identify needs for a medication-safety QI project
		R2.1.3	(Understanding) Identify relevant external factors that influence or impact community-based practice and identify appropriate strategies to adjust, comply, or improve.	<ul style="list-style-type: none"> ● Explain how laws and regulations related to medication use, pharmacy practice, and Health Care Entities affect the practice and services provided and proposed ● Discuss how external quality metrics drive a value-based healthcare system
		R2.1.4	(Creating) Evaluate an existing, or develop a new collaborative practice agreement, standing order, or implementation process for a state-based protocol to expand the scope of practice for community-based pharmacists	<ul style="list-style-type: none"> ● Develop a new or update an existing collaborative practice agreement, standing order, or state-based protocol that reflects applicable state laws, regulations, and other requirements. ● Integrate appropriate evidence-based guideline in the development of this protocol or CDTA ● Generate proposal for new service and present to appropriate leadership

R2.2	Demonstrate personal and professional leadership skills.	R2.2.1	(Valuing and Applying) Manage one's self effectively and efficiently.	<ul style="list-style-type: none"> • Prepare timeline for 340b audit, QI project and business plan in alignment with PCHS meetings (ex: P&T, Provider meeting, QM Meeting)
		R2.2.2	(Valuing and Applying) Apply a process of on-going self-evaluation and personal performance improvement.	<ul style="list-style-type: none"> • Summarize constructive feedback from preceptors and incorporate feedback into project work • Use self-assessments to identify strengths and areas for improvement in knowledge, skills, and behaviors
		R2.2.3	(Cognitive – Applying) Demonstrate effective leadership skills and behaviors.	<ul style="list-style-type: none"> • Use effective leadership skills to advocate for an improvement in patient care
		R2.2.4	(Valuing and Applying) Demonstrate commitment to the profession through active participation in the activities of a national, state, and/or local professional association.	<ul style="list-style-type: none"> • Attend at least two PQAC meetings and one other professional meeting. Prepare summaries of these meetings and explain how the topics apply to PCHS pharmacy practices - share with RPD.
		R2.2.5	(Cognitive – Applying) Demonstrate commitment to the community through service.	<ul style="list-style-type: none"> • Choose community service activity that aligns with personal growth and interest areas and complete commitment
R3.1	Conduct a quality improvement project in the medication use system or in a patient care service to improve care and safety.	R3.1.1	(Creating) Identify the need and develop a plan for a quality improvement project focused on the medication-use process and/or patient care services	<ul style="list-style-type: none"> • Compare PCHS practices with established best practices, evidence-based resources, and/or accreditation guidelines for medication safety; summarize findings of identified opportunities for improvement • Design and propose a project to improve medication safety or patient care using evidence-based resources
		R3.1.2	(Applying) Implement a quality improvement project.	<ul style="list-style-type: none"> • Obtain approval from appropriate departments or committees and implement QI project identified above • Use principals of continuing quality improvement (reflect, plan, act, evaluate, record, review) in the application of your QI project
		R3.1.3	(Evaluating) Evaluate the impact of a quality improvement project.	<ul style="list-style-type: none"> • Evaluate data for QI measure at regular intervals • Write QI study assessing the impact of QI project on quality of patient care, cost-effectiveness and/or sustainability and present at Quality Management meeting
R3.2	Contribute to the development, implementation, and evaluation of a new pharmacy service or to the enhancement of an existing service (business plan)	R3.2.1	(Creating) Identify the need and develop a business plan for a new or enhanced service	<ul style="list-style-type: none"> • Create a business plan for a new/enhanced pharmacy service to fill an unmet need, identifying appropriate resources and stakeholders • Develop a training plan for staff who will be engaged in the service
		R3.2.2	(Applying) Implement the planned new or enhanced service.	<ul style="list-style-type: none"> • Implement service while engaging team members effectively throughout the process
		R3.2.3	(Evaluating) Evaluate the new or	<ul style="list-style-type: none"> • Evaluate data to assess the impact of the service on the

		enhanced service to determine if it meets the stated goals and is sustainable.	organization <ul style="list-style-type: none"> • Recommend any areas for modification to improve the service
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Evaluations:

	Evaluator	Evaluated	Timing
ASHP Learning Experience Evaluation	Resident	Learning Experience	Ending
ASHP Preceptor Evaluation	Resident	All preceptors of this Learning Experience	Ending
Summative Evaluation	Resident	Each resident taking this Learning Experience	Ending
Summative Evaluation	All Preceptors	Each resident taking this Learning Experience	Ending

Elements for portfolio and PharmAcademic:

- Assessment of existing or new CDTA, process to develop protocol, materials presented to leadership in support of service.
- Finalized protocols or CDTAs
- Any documents created as a result of meeting with the Pharmacy Director, copies of work including feedback and implementation of feedback
- Administrative projects completed (ex: 340b audit finding report)
- QI study
- Business plan
- Summaries of professional meetings attended
- Evidence of community service completion