Appendix I Health System Pharmacy Administration & Leadership

PGY2 Health System Pharmacy Administration and Leadership Residency Program
Overview

National Matching Service Code: 758463
https://health.ucsd.edu/specialties/pharmacy/residency/Pages/Health-Systems-Management.aspx

The UC San Diego Health (UCSDH) Department of Pharmacy offers a one-year specialty residency in health-system pharmacy administration and leadership beginning August 1st of each year or upon licensure in California (see below).

Program Purpose:
PGY2 Program Purpose: PGY2 pharmacy residency programs build on Doctor of Pharmacy (Pharm.D.) education and PGY1 pharmacy residency programs to contribute to the development of clinical pharmacists in specialized areas of practice. PGY2 residencies provide residents with opportunities to function independently as practitioners by conceptualizing and integrating accumulated experience and knowledge and incorporating both into the provision of patient care or other advanced practice settings. Residents who successfully complete an accredited PGY2 pharmacy residency are prepared for advanced patient care, academic, or other specialized positions, along with board certification, if available.

Program Description:
The PGY2 Health-System Pharmacy Administration and Leadership (HSPAL) residency program at UC San Diego Health is designed to provide residents with extensive experience in all aspects of management and leadership, while giving insight into key issues confronting the practice of pharmacy in an integrated health-system. Training is provided in various aspects of pharmacy management to develop the resident's knowledge and skills to become a healthcare leader. Residents will be encouraged, trained, and required to take ownership in designing, implementing, and enhancing pharmacy services to improve patient outcomes; this includes providing evidence-based contributions and recommendations to improve the medication-use process. Emphasis is placed on independent thinking and application of management concepts in the development of progressive health-system services in order to continuously improve quality and patient safety.

Upon completion of residency, UC San Diego PGY2 Health-System Pharmacy Administration and Leadership residents will be competent in the management of pharmacy services, medication-use processes, regulatory compliance, human resources, fiscal responsibility, technology and automation, specialty pharmacy, transitions of care, etc. The program is designed to provide advanced training in both clinical and administrative practice settings. These pharmacists will also gain experience in collaborating with other health care professionals.

Program Outcomes:
To achieve these goals, the resident agrees to do the following for the duration of his/her post-graduate pharmacy education training at UC San Diego Health:

- Residents must be committed to the values and mission of UC San Diego Health and the Department of Pharmacy
- Develop and participate in a personal program of self-study and professional growth with the guidance from Pharmacy preceptors, advisors, staff, faculty and the Residency Program Director (RPD)
- Under the supervision of pharmacy preceptors, staff, faculty and the RPD, participate in safe, effective and compassionate patient care
- Participate fully in the educational activities of the residency program and assume responsibility for the teaching of patients, students, pharmacists, and allied health professions
- Participate in institutional programs and activities and adhere to established practices, procedures and policies of the institution
- Participate in Department of Pharmacy committees and system-wide committees as assigned by the Program Director or rotation preceptors
- Develop an understanding of ethical, socioeconomic, medical/legal issues that affect fiscally responsible pharmacy practice
- Perform all duties in accordance with the established practices, procedures and policies of the institution, its programs, clinical departments and other institutions to which the resident is assigned, and the State of California and the California Board of Pharmacy
- Strict adherence to the moonlighting policies of the Pharmacy Residency Program
- Comply with the duty hours and working conditions policies of UC San Diego Health
- Adhere to the rotation and staffing schedules as assigned
- Document all activities in a timely manner
Number of residency positions available: 1 new resident is accepted each year.

House Officer Details:
The annual stipend is currently $54,000. Benefits include medical, dental, and vision insurance. In addition, vacation, sick and professional leave are provided. Please visit the UC San Diego Health Pharmacy Residency webpage for more information about duty hours, leave, benefits, position description, terms of dismissal, and more. Click on the House Officer Policy and Procedure Document: https://health.ucsd.edu/specialties/pharmacy/residency/Pages/Salary-and-Benefits.aspx

Requirements:
On-site interviews will be held during late January through early March. This specialty residency program participates in the ASHP Resident Matching Program. All applicants must be enrolled in the Resident Matching Program. To facilitate this enrollment process and for further information, please visit the following website: www.natmatch.com/ashprmp

If matched with the UC San Diego Health Residency Program, matched candidates must have all of the following:
1. Graduated from an accredited school of pharmacy with a Doctor of Pharmacy degree
2. Successfully completed a PGY1 pharmacy practice residency
3. Obtained California pharmacy licensure prior to beginning residency (absolute deadline to start = November 1st). The residency offer may be rescinded if the resident does not take the CPJE prior to August 1st or does not pass the CPJE on the first attempt.

Application:
Applications for each year will be due on December 31st of the year prior. Applications should be submitted through PhORCAS and include the following:
1. Letter of intent
2. Current Curriculum Vitae with all experiential completed and anticipated rotations as well as pharmacy work experience.
3. Three electronic references are required. At least 2 of the references should be from preceptors or supervisors who can directly comment on your clinical and practice skills.

Note: Please have recommendation writers complete the electronic reference form within PhORCAS with detailed characteristic and narrative comments. One to two areas of improvement or constructive feedback that the recommender feels the candidate should continue to work on as a PGY2 resident should be identified. No separate letter of recommendation is required.

Program Structure:
Rotations (aka learning experience):
Descriptions of each learning experience can be found in PharmAcademic

- Orientation (2 weeks)
- Longitudinal rotations
  - Pharmacy Executive Management
  - Pharmacy Operations Administration
  - Business & Financial Management
  - Medication Safety & Regulatory Compliance
  - Formulary Management
  - Research
- Block rotations
  - Controlled Substances
  - Specialty Pharmacy Operations
  - Transitions of Care Management

Design and Schedule: The primary residency experience will be longitudinal to maximize resident exposure to management and leadership.
- Strategic Planning
- Pharmacy Operations & Leadership
- Quality Assurance & Medication Safety
- Financial Management
- Pharmacy Practice Model Design
- Informatics
Staffing:
Staffing will be incorporated into the residency experience with weekend shifts that provide the opportunity for PGY2 residents to cover different areas and patient populations. The staffing component includes both direct patient care activities as well as Administrator-on-call (AOC). The PGY2 HSPA resident is required to staff 16 weekends (which includes 1 minor holiday weekend PLUS 1 major holiday (Thanksgiving, Christmas, or New Year’s). The resident will get 13 paid days for holidays and 12 sick days for the academic year. Vacation time will be in accordance with GME rules and will be defined as 20 days of vacation PLUS 5 days for professional leave to attend meetings or conferences. Please refer to House Officer Policy and Procedure Document for more detailed information about vacation. To help provide more formative feedback, residents are expected to seek feedback from at least one staff member each weekend they staff. The feedback will be solicited via an online survey https://ucsd.co1.qualtrics.com/jfe/form/SV_28XYFXGDfnhj0wd

Assessment Strategy – PharmAcademic:
The PGY2 Health-System Pharmacy Administration Residency Program uses the ASHP on-line evaluation tool called PharmAcademic, which is available for all ASHP-accredited pharmacy residency programs. This system, which is technologically supported by the McCreadie Group, supports the ASHP Residency Learning System (RLS).

Residents who are matched with this PGY2 specialty program are entered into PharmAcademic prior to their arrival in August. The incoming resident completes two pre-residency questionnaires that help the Residency Program Director (RPD) design a residency year that is tailored to the specific needs and interests of the resident:

- ASHP Standard Entering Interests Form
- Goal-Based Entering Interests Form

Residents’ schedules and assigned RLS Goals are entered into PharmAcademic. We have chosen to use the PharmAcademic evaluation tools for our Learning Experiences. For each Learning experience, the following Assessments are completed:

- Preceptor Assessment of Resident: Summative (for each Learning experience)
- Resident Self-Assessment: Summative-self (for each Learning experience)
- Resident Assessment of the Learning Experience
  - Resident assessment of Preceptor
  - Resident assessment of Learning Experience

Preceptors and residents are encouraged to exchange in on-going, daily verbal feedback throughout each rotation experience. Six-week block rotations have a mid-point summative evaluation as well. The Resident and Preceptors are trained and reminded throughout the year to complete evaluations in a thorough (quantitatively and qualitatively) and timely manner. To this end, evaluations may be used, not only as assessment tools, but as tools that Preceptors may turn to for help in guiding Residents to improve, grow and achieve the residency programs and the residents’ goals and objectives for the residency year. The RPD reviews all evaluations and solicits verbal feedback from preceptors and residents to provide guidance to help the resident maximize the residency experience.

The resident discusses their program goals and interests quarterly (Quarterly Update and Customized Training Plan) with the RPD Form to evaluate their progress in meeting the residency goals and to set or modify goals for the remaining six months of the residency program. Residents may meet as needed as their interests change throughout the year. The resident may request schedule modifications throughout the residency year and the RPD will make all efforts to accommodate these requests. Assessment tools will be adjusted as changes are made.

The Resident complete the ASHP PharmAcademic exit evaluation. Residents also are requested to complete a year-long evaluation of the Residency Program.

The results of these year-end Program evaluations are reviewed by the RPD for potential merit and potential action plans are developed in an effort to achieve continuous quality improvement.
Assessment Overview (PGY2 Health System Pharmacy Administration)

It is the resident’s responsibility to initiate the evaluation process with each rotation preceptor prior to the end of each learning experience and to schedule at least quarterly meetings with the residency director.

<table>
<thead>
<tr>
<th>Learning Experience</th>
<th>Frequency</th>
<th>Resident Self-Assessment (summative)</th>
<th>Preceptor Assessment of Resident (summative)</th>
<th>Resident Assessment of Preceptor and Rotation</th>
<th>RPD Assessment of Resident (Quarterly eval)</th>
<th>RPD Snapshot of Resident</th>
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<tr>
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<td>Per rotation</td>
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<td>Grand Rounds</td>
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PGY2 Health System Pharmacy Administration Competency Areas, Goals and Objectives:

- Educational Outcome: broad categories of the residency graduates’ capabilities.
  - Outcome R1: Design, implement, and manage a safe and effective medication-use system.
  - Outcome R2: Apply contemporary quality methodology to the management of pharmacy services.
  - Outcome R3: Lead and manage the health system pharmacy’s human resources.
  - Outcome R4: Manage the health system pharmacy financial performance with the context of the broader health system.
  - Outcome R5: Leverage technology and automated systems to optimize the medication-use system.
  - Outcome R6: Demonstrate personal leadership qualities and business acumen essential to operate effectively within the health system and advance the profession and practice of pharmacy.

- Educational Goals: Goals listed under each outcome are broad sweeping statements of abilities.

- Educational Objectives: Resident achievement of educational goals is determined by assessment of the resident’s ability to perform the associated educational objective below each educational goal.

- The resident is encouraged to read detailed information about each goal at the ASHP website (click on Health System Pharmacy Administration (PGY2))

  [https://www.ashp.org/Professional-Development/Residency-Information/Residency-Program-Directors/Residency-Accreditation/PGY2-Competency-Areas](https://www.ashp.org/Professional-Development/Residency-Information/Residency-Program-Directors/Residency-Accreditation/PGY2-Competency-Areas)
For information about Goals and Objectives Taught/Taught and Evaluated in Learning Experiences, please visiting PharmAcademic, go the ‘Reports’ tab, and click on ‘Goals and Objectives Taught/Taught and Evaluated in Learning Experiences’.

PGY2 Health System Pharmacy Administration Residency Requirements for Completion/Graduation:

- Successful completion, all learning experience all learning experience objectives marked satisfactory progress (SP), ACH or achieved for residency (ACHR) by the final evaluation, of all learning experiences. Any expectations of the residents that are not met or learning objectives with needs improvement (N/I) from an on-demand or scheduled evaluation will result in a meeting between the learning experience preceptor, RPD, and resident and a plan of correction will be formulated. Failure to complete the plan of correction, may result in disciplinary action.
- ≥90% of RLS goals marked “Achieved for the Residency” by the end of the year (as evaluated by individual rotation preceptors or by the RPD upon final review of the resident’s progress).
- Completion of required presentations: 1 Tech Talk, 1 Clinical Forum, 1 Grand Rounds
- Residents will be required to complete a Research Primer Course at the beginning of the residency year and demonstrate competence as defined by the Research Council. If necessary, a remediation plan will be designed for residents who do not demonstrate competence.
- Completion of a residency project; including presentation at a suitable conference/meeting and completion of a project ‘write-up’ in a manuscript suitable for publication (does not need to be submitted for publication)
- Submission of a manuscript suitable for publication
- Participation in facilitating a Therapeutics conference for P3 students
- Twelve months minimum is allotted to successfully complete the core requirements. If the above requirements are not met in full, the residency certificate may be withheld at the discretion of the residency director.

The structure of the program is longitudinal and project based throughout the year. A primary preceptor will be identified for the PGY2 resident in each learning experience. The resident will participate as an active member of the pharmacy administration team and will have input on key hospital initiatives that affect the medication-use process. The resident will assume staffing and clinical responsibilities approximately 2-3 days per month which may include assuming the responsibility of department administrator.