Administration Rotation Description PGY1

David F. Gregory, Pharm.D.                Steve Huffines, Pharm.D.
Pager: 615-835-8131                      Pager: 615-835-8298
Office: 615-322-0712                    Office: 615-322-0711
David.f.gregory@vanderbilt.edu          steve.huffines@vanderbilt.edu

Learning Experience Description
The administration rotation is a 6 week block rotation in which the resident becomes familiar with policy development and review; organization and department structure, management techniques, human resources, economic rationale and problem solving, strategic planning, departmental performance improvement efforts, quality and safety practices, information systems and budgeting. The resident becomes integral in the main department initiatives multitasking on different projects over the 6 week period.

Learning Experience Goals

R1.1 Identify opportunities for improvement of the organization’s medication-use system
R1.2 Design and implement quality improvement changes to the organization’s medication-use system. (Monograph)
R3.1 Exhibit essential personal skills of a practice leader.
R3.2 Contribute to departmental leadership and management activities. (Administration)
R3.3 Exercise practice leadership. (Strategic planning, political/structural decision making, leadership philosophies, committee work).
R4.1 Conduct practice-related investigations using effective project management skills.
R6.1 Use information technology to make decisions and reduce error.
E2.2 Understand the pharmacy procurement process.
E2.4 Understand the principles of a systematic approach to staff development in pharmacy practice.
E2.6 Understand the process of managing the practice area's human resources.
E7.2 Communicate effectively.
E7.3 Balance obligations to oneself, relationships, and work in a way that minimizes stress.
E7.4 Manage time to effectively fulfill practice responsibilities.
E7.5 Make effective use of available software and information systems.

Daily Schedule
Required Hours

The hours of this rotation are typically 8–4:30. This can vary depending on time of year and Department requirements.

Required Meetings

- Pharmacy and Therapeutics Committee
- Selected Pharmacy Directors Meetings
- Medication Use and Safety Improvement Committee (MUSIC)
- Financial Management Meetings within the Department as scheduled.
- Others as Determined
Learning Experience Requirements/Responsibilities

- Review and understand policies that guide pharmacy practice and patient care at VUMC. This includes hospital and pharmacy policies. The resident will understand how policies are developed and supporting documents/standards that can be used in this development. The resident will discuss and be responsible for the development/refinement of policies relating to medication use. This policy will be presented to the Chairperson of the Pharmacy policy committee and or committee. (R1.1, R1.2)
- The resident will be able to explain and have general understanding of the structure of VUMC and Pharmacy. The resident will recommend course of action on the short/long range planning goals and provide in written form to preceptor (R3.1, R3.2, R3.3)
- The resident will work with appropriate staff and committees in the planning process for the Department. The resident will be evaluated on the interaction and organization with these groups. (R3.1, R3.3, E7.2, E7.4, E7.5)
- The resident will be required to evaluate clinical, humanistic, and economic analyses for the pharmacy goals and the planning process in which they evaluate/develop. The resident must understand the global economic environment in which they practice at VUMC. This will be accomplished by reading and review of financial data and projections of growth of healthcare and drug costs. (E2.2, R3.3, E7.2, E7.4, R3.2)
- The resident will complete reading and discuss with preceptor the various aspects of Human Resources. The resident will know the allocation of resources in the department and the importance of each group of staff members. The resident will participate in the recruitment process by evaluating needs of open positions, evaluating applications, interview participation, and recommend what action to be taken. The resident will also evaluate a performance problem and praise opportunity for action and develop documentation. (E2.4, E2.6, R3.3, E7.3, E7.5, R4.1)
- The resident will understand the Department’s current goals and status and the development of these goals in conjunction with the budget. The resident will be actively involved in developing/accessing a short and long range goal. The resident will understand the strategy and supportive documentation underlying these goals. The resident will be asked to explain the planning process in relation to a practice problem they have encountered. (R4.1, E7.2, E7.5, R3.3)
- The resident will evaluate the current Medication Error Program. The resident will assist in entry of medication errors into the database. The resident will evaluate medication errors from the past month and develop, if needed, action plan for corrective action or provide report of the incidents. The resident will interact with other professionals as necessary to complete this evaluation. The resident will present these findings to the Pharmacy Policy Committee or Management Group Meeting (R6.1, E7.5, E7.2, R3.1, R1.2, R1.1)
- The resident can describe the proper actions/steps when a medication error occurs. The resident can describe and give examples of elements that have been incorporated into their practice to promote safe medication therapy at VUMC. (R6.1, E7.5, E7.2, R3.1, R1.2, R1.1)
Resources for Review and Discussion

- Hospital Policy & Procedure Manual
- Pharmacy Policy & Procedure Manual
- JCAHO Comprehensive Accreditation Manual for Hospitals
- Medication Management Focus
- Best Practices for Health-System Pharmacy (most recent edition)
- Negotiating Strategically – Roy Lewicki
- Operational & Financial Principles of Managing Up – ASHP Vol 58 S3
- Getting to Yes – Fisher
- CMS Web Site
- Health Spending Projections Through 2013
- Modern Healthcare by the Numbers 2003 Edition
- VUMC Financials
  - Factors Affecting Job Satisfaction Hospital Pharm Vol 38 Nov 2003
  - Professionally Determined Need for Pharmacy Services in 2020, David Knapp
  - Leadership theories and their lessons for Pharmacists – ASHP Vol 60 Sept 1, 2003
  - TN State Board of Pharmacy Laws 2008 Edition
  - VUMC Strategy and Goals – State of the Medical Center
  - Department of Pharmacy Budget
  - Department of Pharmacy Goals
  - ASHP Goals for 2015

Other Supporting Resources that may be used / are available to Resident:

- Leaders – Warren Bennis
- Leadership is an Art – Max Dubree
- First Break All the Rules – Buckingham & Coffman
- Critical Conversations –
- Managing Transitions - Bridges
- Managing in Turbulent Times - Drucker
- Managing for Results - Drucker
- Get to the Point - Gilmer
- Leadership Jaz - Max DuPree
- Leadership is an Art - Max DuPree
- Good to Great - Collins
- Seven Habits - Covey
- Harvard Business Review on Leadership
- Harvard Business Review on Developing Leaders
- Critical Conversations
- Execution - Bossidy & Charan

Required Criteria Based Assessments and Rotation Assignments:
- Monograph (R1.2)
- Policy Review (R3.3)

Optional: (PGY1 Residency Requirements)
- Problem Solving with Self Evaluation  (R1.2; R1.4; RE 2.5; R1.1)
Method of Evaluation
Evaluation of residents will be based on the Resident Learning System (RLS). Evaluation will consist of a summative evaluation upon rotation completion, in addition to any criteria-based checklists submitted by the resident. The specific goals and objectives, on which the resident will be evaluated, will be provided at the beginning of the rotation. Residents will be requested to complete a self-evaluation for all evaluations. Residents will also be required to complete a learning experience evaluation and a preceptor evaluation. Evaluations are completed in the evaluation database. All work to be evaluated on rotation must be turned in for review no later than the last day of the rotation.