

PGY-1/2 Health-System Pharmacy

Administration Residency

The **PGY-1/2 Health-System Pharmacy Administration Residency** is a 24-month residency with inpatient, outpatient, ambulatory care, and administrative experiences. The first year focuses on clinical exposure and the second year focuses on building operations and supervisory experience. These experiences are coordinated under the direct and immediate supervision of the Pharmacy Chief who is the Residency Program Director. The primary mission of the residency is to develop leadership and clinical management skills that will support a professional and productive practice in pharmacy management, business operations, medication use safety, and quality assurance. This mission is realized by providing experiences and responsibilities that develop and augment the resident's clinical and communication skills, problem solving abilities, professional knowledge base, judgment, and insight by ensuring resident exposure in targeted clinical and administrative roles. By providing an atmosphere for the resident to grow and develop individual talents (while receiving guidance and structure as required), the resident will become more cognizant of their strengths and weaknesses, and will be able to continually apply themselves to further enhance their management and leadership practice skills.



The Residency enhances patient care by developing the knowledge and skills that are needed to achieve competency in the provision of pharmacy leadership and clinical management. Graduates of the program shall be able to develop, implement, monitor, and maintain operational and clinical pharmacy services, and shall be able to successfully apply the principles of strategic planning, personnel development, needs based communication, fiscal management, regulatory compliance, program development, evidence-based outcome assessment, and pharmacoeconomics.

HSPA Program Description

The Health-System Pharmacy Administration Residency is designed to provide highly motivated and exceptionally qualified pharmacists with a myriad of experiences in inpatient, outpatient, ambulatory care, and administrative practice. Because of the diverse and longitudinal components of clinical and leadership training throughout the 24-month experience, successful graduates of the Residency should be prepared to seek the following positions:

- Associate Chief of Pharmacy
- Clinical Program Manager
- Inpatient Pharmacy Supervisor
- Outpatient Pharmacy Supervisor
- Formulary/Pharmacoeconomics Pharmacist
- Residency Director
- Medication Safety Pharmacist
- Clinical Pharmacist with advanced training in administration and leadership

PGY-1/2 Health-System Pharmacy Administration Residency Application Procedure

Applicants must be a graduate of an American Council of Pharmaceutical Education accredited School of Pharmacy with a Pharm.D. degree, must be a U.S. citizen, and participate in an on-site interview.

Pharmacists interested in applying for this residency program are required to complete their application through PhORCAS and include the below attachments:

- Submit a personal letter of intent
- Submit (3) PhORCAS References
- Submit a copy of their curriculum vitae
- Submit an official copy of their pharmacy transcript(s)



See ASHP website for application deadlines.

Address inquiries to:

Andrew J. Wilcox, PharmD
Chief, Pharmacy Services
William S. Middleton Veterans Hospital
2500 Overlook Terrace
Madison, WI 53705

Phone: 608-256-1901 extension 11465

PGY-1/2 Health-System Pharmacy

Administration Residency - General Information

FIRST YEAR - CLINICAL FOCUS

ACUTE CARE PHARMACY

- General Medicine
- Intensive Care Unit
- Inpatient Anticoagulation
- Community Living Center - skilled nursing, rehabilitation and hospice care
- Antimicrobial stewardship

AMBULATORY CARE PHARMACY

- Hypertension
- Diabetes
- Rheumatology
- Tobacco Cessation
- Mental Health and Integrated Care
- Osteoporosis
- Outpatient Dispensing

TEACHING/RESEARCH ACTIVITIES

- Teaching certificate program
- Academic involvement with University of Wisconsin
- Residency Research Project
- Competency Assessment assignments
- Rotation Inservices

SECOND YEAR - ADMIN FOCUS

LEADERSHIP DEVELOPMENT

- HBDI and *StrengthsFinder*
- Preceptor for PGY1 Longitudinal Leadership Development Series
- Nuts and Bolts of Supervision
- Root Cause Analysis Team
- Pharmacy Society of Wisconsin Administrative Resident Collaborative
- Department Strategic and Succession Planning
- Training in Quality Improvement and Yellow Belt (Lean) Methodologies
- Leadership Readings with RPD Discussions

PERSONNEL MANAGEMENT

- Acting Inpatient and Outpatient Pharmacy Supervisory roles
- Individual & Team Employee Development
- Relationship Building
- Recruitment and Retention

RESOURCE UTILIZATION

- Financial Analysis and Budget Formulation
- Supply Chain and Drug Shortage Management activities
- Pharmacoeconomics
- Non-Formulary and Restricted Drug Consult Reviews
- Technology Advancement and Implementation



“...By completing this residency, I developed the knowledge, skills, and abilities to effectively lead and advance Pharmacy staff, and I felt confident applying for Coordinator and Supervisor positions...”

Program Standards

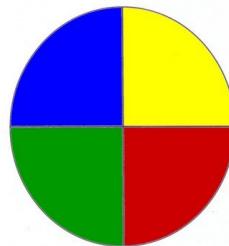
The Health-System Pharmacy Administration Residency adheres to the standards described in the following criteria:

- ⇒ *ASHP Regulations on Accreditation of Pharmacy Residencies*
- ⇒ *ASHP Accreditation Standards for Postgraduate Year One (PGY1) and Postgraduate Year Two (PGY2) Pharmacy Residency Programs*
- ⇒ *ASHP Required and Elective Educational Outcomes, Goals, and Objectives*

Additional Opportunities

The resident will be required to complete the Hermann Brain Dominance Instrument (HBDI) and instruction to help augment interpersonal and professional communication skills.

In addition, some of the basic personnel management and fiscal management training requirements may be completed through interactive on-line training sessions or recorded instruction sessions with designated VHA topic experts.



PGY-1/2 Health-System Pharmacy

Administration Residency - Acute Care Rotations

Inpatient Orientation - Throughout this rotation, residents become familiar with the process for inpatient pharmacy including order entry and verification, outpatient processing, kinetic monitoring, formulary processes, medication reconciliation upon admission and discharge, discharge counseling, overview of technician functions including our admission history technicians, controlled substance protocols, and other responsibilities. Time is also spent becoming acclimated to our inpatient anticoagulation service where our pharmacists are responsible for the ordering, monitoring, and documenting of warfarin use daily. Residents maintain close contact with their primary preceptor, as well as gain experience with inpatient staff within their respective services. The exposures that residents receive in this orientation are applied to their subsequent general inpatient rotations.

Acute Care General Medicine - The purpose of this rotation is to prepare the resident with skills necessary to become a competent inpatient clinical pharmacist. This rotation will allow the resident to gain experience in managing pharmacotherapy for acutely ill patients, to develop independent judgment and accountability, and to improve the verbal and written communication skills necessary to be an effective clinical pharmacy practitioner. Training activities will involve rounding with a medical team and monitoring patient medication profiles daily to ensure the provision of evidence-based, patient-centered medication therapy management. This will include monitoring for appropriate dosing and indication, efficacy, adverse effects, and cost-effectiveness. The resident will answer drug information questions, perform pharmacokinetic monitoring, obtain medication histories, and provide medication education and counseling for his or her patients. The resident will learn to be a liaison between the pharmacy service and other health-care providers, serving as an active member of an interdisciplinary team. The resident will also be involved in precepting pharmacy students and providing education to staff such as leading journal article discussions or presenting educational inservices.

Critical Care - There are two intensive care units at the Madison VA. The patient population on these units is a mix of surgical (cardiac, general/thoracic, and neurosurgery) and medical (cardiac, pulmonary, infectious disease). Patients on these units are managed by medical, surgical or specialty teams. An oversight team, comprised of a critical care pharmacist, an intensivist or internist, a nutritionist, intensive care nurses and a respiratory therapist, provide review of care during rounds on Monday through Friday. The critical care pharmacist, in addition to participating in rounds and providing review of care, performs medication histories, tube feeding consultations, pharmacokinetic consultations, precepts pharmacy students, answers drug information questions and completes medication discharges. The PGY-1 resident is responsible for contributing on rounds as well as the other functions of the critical care pharmacist outlined above for patients that he or she is following.

Community Living Center - The purpose of this rotation is to provide the resident with pharmacy experience in a long-term care environment. The Madison VA Community Living Center (CLC) is a 26 bed facility that cares for patients who are no longer acutely ill, but have continued needs for skilled nursing, rehabilitation or hospice care. This rotation will allow the resident to gain experience in managing pharmacotherapy for these patients, to develop independent judgment and accountability, and to improve the verbal and written communication skills necessary to be an effective clinical pharmacy practitioner. The resident will be assigned patients and be responsible for all their pharmacy care. This includes their initial intake note which requires the resident to document a comprehensive review of all of a patient's disease states and medications. Additionally, the resident will complete daily monitoring including anticoagulation and pharmacokinetic notes, discharge counseling, and attending interdisciplinary meetings and discussing any patient care needs to the entire team.

Antimicrobial Stewardship (longitudinal elective) - This experience is an opportunity to participate in the continuing development of an antimicrobial stewardship program with the objectives of improving safety and preserving effectiveness of antimicrobial therapy. Residents are invited to the monthly meetings and participate in a longitudinal project which may include a medication use evaluation or development of protocols, pathways, or educational materials.

PGY-1/2 Health-System Pharmacy

Administration Residency - Ambulatory Care Rotations

Anticoagulation - This clinic is pharmacist managed and is responsible for managing all VA patients receiving warfarin from our hospital; the clinic provides care for over 700 Veterans. Residents see patients in clinic and complete telephone follow-up to assure safe and effective use of antithrombotic therapy. They also initiate therapy and participate in transitions of care from inpatient to outpatient. Residents also coordinate warfarin interruptions for procedures, using low molecular weight heparin if warranted. Residents are involved with patient education regarding warfarin and low molecular weight heparin as needed.



Diabetes - Patients with complicated and difficult to control diabetes are referred to this clinic. The clinic uses a multidisciplinary approach to the management of Type 1 and Type 2 Diabetes. Residents see patients in both a Pharmacist-managed clinic and in a clinic staffed by both Pharmacist and Endocrinologist attendings. The resident is responsible for all aspects of diabetes-related care. The program is structured to provide the resident the opportunity to monitor the safety and efficacy of drug therapy in ambulatory care settings, including medical record review, patient interview and targeted physical assessment, interpretation of laboratory data, consultation with staff, and patient education to achieve optimal patient outcomes. In addition to face-to-face clinic appointments, telephone follow up is completed using patient home glucose monitoring.

Formulary Management - Residents are responsible for a variety of duties during this rotation, including education and guidance of prescribing through electronic consults and ordering tools; review of non-formulary drug requests for appropriateness, safety, and cost effectiveness; monitoring medical center medication utilization to identify areas for improvement; management of national cost saving initiatives; working on formulary conversions; completing a medication use evaluation; and management of the adverse drug reaction program. Requirements for completion of this rotation include completion of one drug monograph, one medication use evaluation, documentation of adverse drug reactions, clinical reviews pertaining to non-formulary or restricted medication requests, completion of new patient orientation notes, assisting with management of manufacturer back orders, PBM/FDA Patient Safety Alerts, and pharmacists clinical interventions. Residents may also be required to attend Madison P&T, regional P&T, and regional PBM meetings during this rotation.

Home-Based Primary Care (HBPC) - The HBPC team is an interdisciplinary team that provides team-based, patient-centered care to Veterans. It is comprised of nurse case managers, nurse practitioners, occupational therapists, social workers, clinical psychologists, clinical dietitians, a clinical pharmacist, and a physician. Residents work closely with the clinical pharmacist to perform medication reviews, educate patients about their medications, monitor chronic disease states, and participate in home visits for new and established patients.

Hypertension - Patients with complicated or difficult to control hypertension are referred to this clinic for evaluation and treatment. Patients enrolled in this clinic often are taking three or more anti-hypertensive medications and may have secondary hypertension due to renal artery stenosis, hyperaldosteronism or other conditions. Residents manage all aspects of the patients care in conjunction with an attending physician and pharmacist preceptor.



Medication Management - Residents manage care of chronic disease states for Veterans by ordering and interpreting labs and prescribing and adjusting medications. They are responsible for the education and follow-up of their patients; residents staff care plans with attending physicians or clinical pharmacists. Patients seen in this clinic are referred by their primary provider for co-management of chronic conditions including hypertension, hyperlipidemia, diabetes, hypothyroidism, BPH, and others. Residents will also receive training in Patient Aligned Care Teams (PACT) working alongside Primary Care Providers to address chronic disease state needs and improve epidemiologic patient outcomes through population management.

PGY-1/2 Health-System Pharmacy

Administration Residency - Ambulatory Care Rotations

Mental Health - This rotation provides residents with a broad interdisciplinary experience. Residents experience medication management in a pharmacist run clinic, including participation in our centralized intake system. Objectives include experiential learning of different DSM-IV axial diagnosis, clinical interview skills, psychopharmacology initiation, monitoring and evaluation, as well as completion of a mental health-related project.



Osteoporosis - In this clinic, Veterans with osteoporosis or history of non-traumatic fractures are evaluated for secondary causes of osteoporosis and for management of their reduced bone density. Residents assess patients, order bone density studies and other tests needed to look for risk factors, and provide and monitor bisphosphonates and other therapies. The resident may also assist in precepting fourth year pharmacy students who rotate through this clinic.



Rheumatology - Patients with a wide variety of rheumatologic disorders are cared for in this clinic. Residents provide direct patient care including physical assessment and development of therapeutic and monitoring plans. These patients are co-managed with a Pharmacist preceptor and Rheumatology attending physicians.

Tobacco Cessation - This is a clinic run by the pharmacy residents and a clinical pharmacist. Residents provide tobacco cessation counseling and evidence-based medication therapy through group sessions and individual phone counseling. Participation in group sessions may be through face-to-face meeting, teleconference, and video conference. This is a free service for Veterans.



PGY-1/2 Health-System Pharmacy

Administration Residency - Administrative Rotations

Health-System Pharmacy Administration - The purpose of this rotation is to equip the PGY-1/2 Health-System Pharmacy Administration resident with skills necessary to become a leader in health-system pharmacy. The resident will become familiar with the pharmacy practice management processes involved across all pharmacy services at the William S. Middleton Veterans Hospital. Training activities will include topics on personnel management, communication, resource management, strategic planning, project development and management, leadership, safety and quality management, and medication use processes. Residents will continue to develop professional maturity by following a personal philosophy of practice, balancing multiple experiences, performing in multiple environments, demonstrating initiative and assertiveness, and exhibiting a strong commitment to the profession of pharmacy.

Drug Utilization - Formulary management activities for the Drug Utilization Rotation include: pharmacoeconomic analysis, medication safety, quality improvement and quality assurance projects, development of guidance prescribing tools including criteria for use and/or ordering tools, and budgetary forecasting. Other activities include education and guidance of prescribing through electronic consults and ordering tools; review of non-formulary and restricted drug requests for appropriateness, safety, and cost effectiveness; monitoring medication utilization to identify areas for improvement; management of national cost saving initiatives; oversight of formulary conversions; medication use evaluation activities; management of drug shortages and manufacturer recalls; and management of the adverse drug reaction program.

Outpatient Pharmacy Management - The purpose of this rotation is for the resident to develop advanced skills in outpatient medication distribution management. This will include facilitating outpatient performance improvement activities, resolving Outpatient Pharmacy-related patient concerns, and managing and ensuring optimal and timely customer service in the pharmacy telephone care program. The resident will also be responsible for all legal and regulatory responsibilities of the Outpatient Pharmacy, including the management and tracking of controlled substances and investigational drugs, and the maintenance of Outpatient Pharmacy quality metrics. The resident will spend two weeks immersed in Outpatient Pharmacy operations and another two weeks as the acting outpatient pharmacy supervisor.

Clinical Management - Through the course of the Clinical Pharmacy Management rotation, the resident applies management philosophy to a variety of administrative aspects of clinical practice. Areas of focus include pharmacy credentialing and privileging, clinical service development, clinical guideline development and/or revision, internal and external quality standards, quality assurance and improvement, as well as legal regulatory, safety and accreditation requirements. During the rotation, the resident will attend and participate in several clinical management meetings to gain an appreciation for contemporary administrative issues affecting clinical pharmacy. The resident will also continue to develop personal leadership qualities and business/political savvy through advocating on behalf of Pharmacy Services during collaboration with interdisciplinary groups of health-system professionals.

Medication Safety and Regulatory Compliance - Throughout the Medication Safety rotation, the PGY-1/2 resident learns how to evaluate and implement system processes to improve patient safety, avoid potential medication events, and comply with all regulatory and VA requirements. Areas of focus include internal and external quality standards, quality improvement, legal, regulatory, safety and accreditation requirements, adverse drug events, medication error reporting, and safe use of technology. The PGY-1/2 resident familiarizes themselves with the anonymous, electronic patient incident reporting system. The resident fully participates in the multi-disciplinary medication event root cause analysis team, if applicable. The resident monitors trend in medication events in order to identify opportunities to prevent future occurrences. The resident works with the hospital Organizational Improvement Manager and their team, as well as with the Chief of Pharmacy.

Administrative Electives - The PGY-1/2 Health-System Pharmacy Administrative Resident may choose to repeat a rotation in order to gain more targeted experience in a particular aspect of Pharmacy practice, whether it is inpatient, outpatient, ambulatory care or administratively based. The scheduling and selection of electives will be determined by the Residency Program Director in concert with Pharmacy and Clinical Managers.

PGY-1/2 Health-System Pharmacy

Administration Residency - Administrative Rotations

Inpatient Pharmacy Management - The purpose of this rotation is to empower the resident to develop advanced skills in the management of medication distribution and staff development. Primarily, the resident will observe and then facilitate inpatient pharmacy operations, incorporating inpatient performance improvement activities, resolving inpatient pharmacy-related concerns from patients and health-system professionals, ensuring timely and accurate record keeping of controlled substance inventory and destruction, troubleshooting medication shortages, and responding to medication events. Further, the resident will assume a supervisory role and engage in progressive staff discipline to improve productivity and identify both inefficient processes and sub-optimal practices. Finally, the resident, through leadership development, is expected to ensure both employee competence and morale/satisfaction. The resident will spend two weeks immersed in Inpatient Pharmacy operations and another two weeks as the Acting Inpatient Pharmacy Supervisor. The resident will be expected to familiarize themselves with areas of regulatory oversight regarding Inpatient Pharmacy operations (VA OIG, TJC, 797, etc). Further, the resident will comprehend and facilitate interaction between Pharmacy Service and the employee Union and/or Human Resources, if so needed. Finally, as the availability of staff for the Inpatient Pharmacy can occasionally change (due to sick calls, late arrivals, etc), the resident will be responsible for staffing coordinating and for shifting positions and responsibilities to ensure the continuous maintenance of high-quality patient care services.

University of Wisconsin-School of Pharmacy: Drug Information Course Teaching Assistant & Madison VA IPPE Program Coordinator - The purpose of this rotation is to equip the resident with the skills necessary to function cohesively in an academic setting and to be able to appraise and assess faculty involvement with medical institutions. Further, the resident will become familiar with the roles and affiliations that academic faculty have with the William S. Middleton Veterans Hospital and will be able to exercise principles of preceptorship and learning in providing educational activities and constructive feedback to University of Wisconsin Pharmacy students. Finally, the resident will comprehend and apply the skills necessary to appraise and critique health literature in order to facilitate student learning and to further their abilities to draw appropriate conclusions from peer reviewed publications. Training activities will include topics on biostatistics, facilitation of active discussions, providing constructive feedback, time management, academic leadership, and effective communication. Residents will use online modalities to interact with, grade, and respond to student concerns. The resident will show their commitment to the growth and development of Pharmacy students as a means of ensuring strong cohesion and advancement of the profession. Additionally, the resident will serve as the Madison VA IPPE Program Coordinator. The resident will ensure pharmacy students receive appropriate orientation to the delivery of patient care in a health-system.

Information Technology and Pharmacy Informatics - This rotation focuses on the utilization of technology and automated systems and the positive impacts these additions to the health care system can have on medication distribution and patient safety. Primarily, the resident will gain understanding and experience as it relates to quality assurance, proper maintenance and optimization of the design of the Madison VA hospital system. Further, the resident will work closely with the Pharmacy Automated Data Package Application Coordinator (ADPAC) to facilitate the management of technology-based operations and concerns throughout the Madison VA Hospital as they are generated. Additionally, using skills in interdisciplinary operations management, the resident will collaborate with the ADPAC and with Pharmacy and Hospital Leadership on designing and implementing components of an information technology plan including a new piece of technology. Finally, the resident will gain appreciation for systems that not only allow for greater efficiency, but also improve patient outcomes.

Pharmacy Recruitment and Retention Office (elective) - The purpose of the virtual PRRO rotation is to learn about factors relating to the management and coordination of personnel activities of VA pharmacy departments to include recruitment, placement and termination of employees, classification and salary administration, interpretation of personnel policies, and employee/labor relations functions. Further, areas of focus include the continuation of learning in the workplace as associated with continual learning is the effect that these opportunities have on morale and advancement of professional practice. Additionally, some of the areas the resident will participate in include, but are not limited to: preceptor development, competencies, performance improvement, peer review, CPD, employee satisfaction, team building, and leadership development. Finally, the resident may participate in Pharmacy Recruitment and Retention Advisory Board (PRRAB) conference calls and can become familiarized with VA National Teleconferencing System (VANTS) calls, email announcements and other administrative activities within PBM services.

PGY-1/2 Health-System Pharmacy

Administration Residency - Academic Opportunities

Teaching Responsibilities

One of the goals of the residency program is to provide residents with the opportunity to develop and improve their communication and teaching skills. As part of their residency appointment, Madison VA residents have an appointment as Clinical Instructors at the UW School of Pharmacy. With this appointment, residents spend five weeks over the course of the year teaching in the Pharmacotherapy Laboratory at the School of Pharmacy. This course focuses on clinical application of various therapeutic topics and skills. The appointment also grants residents access to UW resources including the medical library. In addition, residents are involved in a number of ongoing teaching and in-service activities including the following:

- Residents provide in-services to hospital administrative personnel, nurses, pharmacy personnel, students, and providers as assigned by rotation preceptors.
- Residents may help precept pharmacy students completing observational or clerkship rotations at the VA hospital.
- Residents have an extensive role in precepting students through the VALOR program, a student internship designed for pharmacy students who have completed their second year of pharmacy school.



The teaching certificate is a separate, voluntary program that complements the experiences obtained in the Pharmacotherapy Laboratory. Residents are taught strategies to teach the adult learner, facilitate discussions and design a lecture. As part of this program, residents take turns presenting the course topics and facilitating discussions. In addition, guidance is provided on the development of a teaching portfolio and a completed teaching portfolio must be submitted to receive a certificate. A certificate, signed by the Dean of the School of Pharmacy, will be presented to the resident after successful completion of this program.

Topics discussed in the Teaching Certificate Program include:

- ◆ Creating a lesson plan
- ◆ Creating abstracts & posters
- ◆ Facilitating classroom learning
- ◆ Providing effective feedback
- ◆ Objectives & outcomes
- ◆ Methods to assess student learning
- ◆ Matching your teaching style to the learning environment
- ◆ Designing and implementing an effective rotation



PGY-1/2 Health-System Pharmacy

Administration Residency - Other Activities

Residency Research Project

Successful completion of an original research project is a requirement for attainment of a residency certificate. The purpose of the longitudinal project is to develop problem solving skills and to expose residents to research methodology. Each resident will choose a primary preceptor for his/her residency project who will serve as the Primary Investigator for IRB and VA Research and Development Committee approval.



Residents are encouraged to consider several factors when selecting a topic for their major project. First, the topic selected should be one of personal interest to the resident.

The needs of the Pharmacy Service should also be considered when selecting a topic.

The topic should be relevant to medication use, patient safety, or resource utilization management. Finally, resident projects should be selected with the intent of submitting the results for publication in an appropriate professional journal. All major projects must be presented to invited guests locally, as well as at the Great Lakes Residency Conference. A manuscript drafted in AJHP format must be submitted for successful completion of the residency.

In-Services

Each resident presents a minimum of two formal presentations during the year on a topic of the resident's choosing. The purpose of the formal presentations is to improve the resident's ability to prepare for a formal presentation with handouts, to provide an oral presentation to peers, to provide an opportunity for education for the other residents and staff, and to increase the resident's familiarity with various types of literature associated with pharmacotherapy.

Journal Clubs

Residents are required to attend and participate in the Pharmacy Residency Journal Club. This activity is coordinated by the Residency Director. Residents present journal articles and support interactive discussions of presented articles. The Journal Club meets weekly during the residency year and is regularly attended by residents, pharmacists, and students.

Case Conferences

Residents and preceptors meet once a month to discuss interesting patient cases, clinical pearls, or new information learned during rotations. This activity is coordinated by the PGY2 Ambulatory Care Specialty Resident. Residents take turns preparing cases to present. These sessions provide an opportunity to learn with and from fellow residents and preceptors about interesting, challenging, or unique clinical questions.

