

Leveraging and Developing Your Team for Optimal Outcomes

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Disclosures

- None

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Objectives

- Identify conventional and optimal roles for various pharmacy team members (learners, technicians, pharmacists)
- Identify methods for determining development needs of various pharmacy team members
- Describe development strategies for various pharmacy team members
- Compare and contrast methods for assessing effectiveness of staff development strategies

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The strength of the team is each individual member. The strength of each member is the team."

--Phil Jackson



Outline

- Pharmacy Practice
 - Advancement initiative
 - Team member roles
- Team Member Advancement
 - Assessment
 - Development
 - Effectiveness
- Key Takeaways



Audience Question: What are your roles?

- A. Learner (Resident/ Student)
- B. Pharmacist
- C. Supervisor/Manager/ Director
- D. Technician
- E. Other



Audience Question: Where do you practice?

- A. Academic medical center
- B. Ambulatory practice site (clinic or pharmacy)
- C. Community hospital
- D. Home care/ transitional care/ rehab facility
- E. Other



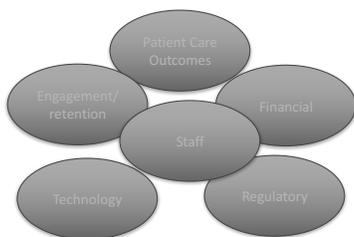
Pharmacy Practice

- Traditionally focused on process
- Impact of providing direct patient care documented in various settings
 - Inpatient/ institutional
 - Ambulatory settings
 - Emergency department
 - Long-term care

http://www.ashpmedia.org/pai/alternative_articles.html



Competing Priorities





Pharmacy Practice

- Practice Advancement Initiative (PAI)
- Sponsor: ASHP and the ASHP Foundation
- Goal: to significantly advance the health and well being of patients by supporting futuristic practice models that support the most effective use of pharmacists as direct patient care providers



Conventional Roles

- Learner (student/ intern): Observe/ shadow
- Tech: product preparation for dispensing
- Pharmacist: verify accuracy of product and appropriateness of order; interdisciplinary team member



Optimal Roles

- Learner (student/ intern/resident): pharmacist extender
- Tech: product preparation; dispensing; informatics, regulatory support
- Pharmacist: ensure medication appropriateness; optimize treatment to improve patient care outcomes; interdisciplinary team member



Team Member Advancement

- Requirements for roles
 - Degree
 - Experience
 - Certifications
- Competencies:
 - Upon hire
 - Annually
 - As needs arise



Team Member Advancement

- Core competencies:
 - Upon hire: pharmacokinetic monitoring, anticoagulation
 - Annual: special populations
 - As needs arise: new regulatory requirements (antimicrobial stewardship, REMS drugs)



Team Member Advancement

- Assessment of skills
 - Test
 - Direct observation
 - Simulation
 - Self-evaluation
 - Needs assessment



Assessment Examples

- Test: 20 item multiple choice test for knowledge of code medications and code cart
- Direct observation: aseptic technique checklist and routine media fill test
- Simulation: 2 pharmacists work through code cases with use of the code cart and mock medication trays



Assessment Examples (con't)

- Self-evaluation: staff rate comfort and competency with skills/ responsibilities
- Needs assessment: survey of staff who rate topics/skills in which additional training would benefit their practice



Self-evaluation/ Needs Assessment Example

Please rate your performance as a preceptor based on the following statements.

3. Performance as a pharmacy practice role model and making yourself available for regular resident interaction.

Poor (1) 2 3 4 Excellent (5)

4. Providing regular feedback and qualitative summative evaluations in a timely manner and ability to answer questions with clear explanations.

Poor (1) 2 3 4 Excellent (5)

4. Discretionary authority for teaching and interest in your students.



Audience Assessment Question

Which of the following methods would NOT be used to determine team member development needs?

- A. Board of pharmaceutical specialty exam(s)
- B. Direct observation of skill(s)
- C. Needs assessment
- D. Simulation



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Which team members need development?





Development Strategies



New team member/ practitioner

- Organizational and departmental competencies
- Training in applicable areas
- Documentation retained in employment file





Development Strategies

Experienced team members

- Ongoing professional development; certification
- New job responsibilities/ practice areas
- Results of needs assessment





Team Member Development Methods

Internal or external

Live or home study

- Continuing education
- Skills-based workshops/ simulations
- Literature evaluation/ journal club
- Learning modules
- Certificate programs





Development Methods Examples

Continuing Education

- Internal: Grand Round, learner seminars
- External: professional organizations, commercial entities, schools of pharmacy

Skills-based workshops/ simulations

- Internal: emergency response training/ simulations, skills fair
- External: traineeships



Development Methods Examples (con't)

Literature evaluation/ journal club

Independent

Continuing ed.

I have to study real time (2016-18) (ASHP). If you would like to see preceptor development for reading this, please send an email to me or email indicating you need it. Things you learned (that address not a PhD).

As a reminder, each preceptor should state a preceptor development credit amount.

Please let me know if you have any questions for preceptor development.

Live

Please join me for my journal club on angiotensin II for the treatment of vasodilatory shock on Thursday, September 14th at 1pm in G304.

Thanks,



Development Methods Examples (con't)

Learning modules: Internal

Pediatric Verification and Dispensing in Epic-Pharmacist Competency	Net Learning CBL; material located on Pharmacy Intranet
Digoxin Competency for Pharmacists	Net Learning CBL; material located on Pharmacy Intranet
Phenytoin and Fosphenytoin Clinical Competency for Pharmacist	Net Learning CBL; material located on Pharmacy Intranet

External:

- ASHP Starring Roles: The four preceptor roles and when to use them



Development Methods Examples (con't)

Certificate programs

- Professional organizations
 - ASHP
 - APhA
- Multidisciplinary certifications





Development Methods

Organizational/ Departmental

- Policies
- Expectations
 - Ex: All pharmacists complete 2 code simulation sessions annually
 - Ex: All preceptors complete X preceptor development sessions

Individualized

- Specific to team members
- Focuses on strengths/ areas of opportunity





Development Plan Example

Personal Development Goals

To further her growth as a practitioner and preceptor, the following goals have been established for X:

To support 4.B.c. recognition in the area of pharmacy practice for which she serves as a preceptor:

- X is expected to complete the ASHP Medication Safety Certificate program by the end of 2017

To support 4.B.f. ongoing professional in, including a personal commitment to advancing the profession:

- Investigate active involvement in medication safety groups outside of UVA
- Teaching medication safety topics to the IVCC pharmacy technician students





Audience Assessment Question

Which of the following may be used to develop team members?

- A. ASHP certificate program
- B. Code response simulation
- C. Journal club
- D. Antimicrobial stewardship computer based module
- E. All of the above



Unique Examples

Evaluation definitions..... [7 Minute Video](#)

[A Closer Look Inside Emergency Drug Boxes](#)



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Assessing Effectiveness of Development

- Pre- and post-activity comparisons
 - certifications
 - self-evaluation/needs assessment





Key Takeaways

- The changing healthcare environment requires all providers to practice at the highest level of their license.
- A number of team member assessment strategies can be implemented in order to guide and focus staff development initiatives.
- Staff development can be accomplished in many different ways to account for individual and departmental needs.





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