

CE Activity Announcement

ASHP Pharmacy Leadership Academy: Shaping Future Leaders

Planned and developed by ASHP Foundation and the Center for Health System Pharmacy Leadership

ACPE Number: Listed below with details

Release Date: July 1, 2019

Expiration Date: June 30, 2022

Activity Type: Application-based

CE Credit: 30 hours (3.0 CEUs) per course (*no partial credit allowed*)

Activity Fee: \$7,150 Members/ \$7,350 Non Members (*7 course program*)

Accreditation for Pharmacists and Technicians



The American Society of Health-System Pharmacists is accredited by the Accreditation Council for Pharmacy Education as a provider of continuing pharmacy education. No partial credit allowed.

Target Audience

This continuing pharmacy education activity is designed for aspiring and existing pharmacy leaders, pharmacists and pharmacy technicians to enhance their competence in leading themselves, teams, services, organizations, and systems.

Activity Overview

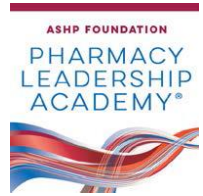
The Pharmacy Leadership Academy is comprised of seven courses – each led by an expert, experienced, highly qualified faculty team. The courses offer a range of critical topics, incorporating self-learning and reading, presentations and case-based interactive components to inform and stimulate mentees, with an overriding aim to benefit patient care through enhanced leadership skill at every level of a health care organization. Learning methods include readings, faculty experiences through lectures, thought-provoking questions, reflective writing with faculty feedback, discussion, and team exercises to benefit from other participant’s experiences (i.e., developing a leadership network), plus live interaction and connection with managers and leaders. Curriculum consists of the following application-based CE activities.

Schedule of Educational Activities

ACPE Activity Numbers	Title and Activity Type	CE Credit	Start / End Dates
0204-9999-19-033-H04-P/T	PLA: Leadership Influence (<i>Application-based</i>)	30 hours	7/13/19– 8/24/19
0204-9999-19-034-H04-P/T	PLA: Leading the Pharmacy Enterprise: Building the Business of Pharmacy (<i>Application-based</i>)	30 hours	8/25/19– 10/5/19
0204-9999-19-035-H04-P/T	PLA: Leading System Reliability: Safety & Quality (<i>Application-based</i>)	30 hours	10/6/19– 11/17/19
0204-9999-19-036-H04-P/T	PLA: Leading Effective Financial Management (<i>Application-based</i>)	30 hours	1/5/20– 2/15/20
0204-9999-19-037-H04-P/T	PLA: Leading for Transformational Change & Innovation (<i>Application-based</i>)	30 hours	2/16/20– 3/28/20
0204-9999-19-038-H04-P/T	PLA: Strategic Clinical Leadership (<i>Application-based</i>)	30 hours	4/05/20– 5/16/20
0204-9999-19-039-H04-P/T	PLA: Leading for Sustained Organizational and Individual Success (<i>Application-based</i>)	30 hours	5/17/20– 6/28/20



pharmacists advancing healthcare®



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Methods and CE Requirements

Each course consists of readings, faculty experiences through lectures, thought-provoking questions, reflective writing with faculty feedback, discussions, and team exercises, such as developing a leadership network, plus live interactions and connections with managers and leaders. Participants must successfully complete all required components of each course including the online evaluation to earn continuing pharmacy education credit.

Participants must use ASHP eLearning Portal (<http://elearning.ashp.org>) to process and claim CE immediately after completing each course or within 60 days after completion. Per ACPE guidelines, CPE credit must be claimed within 60 days of being earned for direct report to CPE Monitor.

Course Descriptions, Learning Objectives, and Faculty

PLA: Leadership Influence

ACPE # 0204-9999-19-033-H04-P / 0204-9999-19-033-H04-T

Application-based / 30 hours

Description

In this course you will learn how to be effective with people, and possibly even more important, how to lead yourself. A leader needs to work through others to maximize their leadership potential so being influential is critical to your success, and each module will address important aspects of your leadership effectiveness.

Learning Objectives:

1. Evaluate the talent management imperative, including recruiting, interviewing/ hiring, training, developing, coaching, mentoring, and delegating.
2. Demonstrate tactics to engage people, handle difficult people and conflicts.
3. Analyze your personality and its implications for your situational leadership style including how to effectively communicate.
4. Formulate your personal leadership vision to maximize your leadership potential through leadership courage and your personal organization.
5. Compare and contrast the “art and reality” of leadership as compared to the science of pharmacy.
6. Design a personal strategy to continually perform under pressure as an effective leader.

Faculty:

- **Samuel Calabrese, M.B.A., R.Ph., FASHP**, Assoc. Chief Pharmacy Officer, Cleveland Clinic, Cleveland, OH
- **Kate Farthing, Pharm.D., FASHP**, Pharmacy Clinical Coordinator, Legacy Salmon Creek Medical, Vancouver, WA
- **Jennifer Tryon, Pharm.D., M.S.**, Associate VP and Chief Pharmacy Officer, Wake Forest Baptist Medical Center, Winston-Salem, NC
- **Sara J. White, M.S., FASHP**, (Ret.) Dir. Of Pharmacy, Stanford Hospital & Clinics, Palo Alto, CA

PLA: Leading the Pharmacy Enterprise: Building the Business of Pharmacy

ACPE#: 0204-9999-19-034-H04-P / 0204-9999-19-034-H04-T

Application-based / 30 hours

Description:

This course allows participants to explore and analyze the pharmacy enterprise and its key roles in supporting both the clinical and business functions of the larger healthcare organization. Participants will enhance their

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understanding of current issues in organizational design, and the effect of economic and political systems on the pharmacy enterprise as they develop practical skills to analyze their own abilities in leading the pharmacy enterprise.

Learning Objectives:

1. Evaluate your pharmacy enterprise and identify at least three leadership opportunities for pharmacy not currently being pursued in your organization.
2. Prioritize elements of a mission and vision statement that would be necessary to reflect an appropriate direction for your pharmacy enterprise, taking into account the culture of the organization.
3. Evaluate your current pharmacy brand and analyze strategies to improve it.
4. Create a pharmacy strategic plan that complements the key strategic initiatives and directions of your organization.
5. Evaluate the organizational structure for pharmacy in your practice setting, including which elements of the pharmacy enterprise should be changed to best advance the clinical and business components of your pharmacy enterprise.

Faculty:

- **Susan Teil Boyer, M.S., R.Ph., FASHP**, Senior Consultant, ASHP Consulting, Tacoma, WA
- **Lisa M. Gersema, Pharm.D., M.H.A., BCPS, DPLA, FASHP**, Director of Pharmacy, United Hospital, St. Paul, MN
- **Tricia Killingsworth, R.Ph.**, Senior Director, Acute Care Pharmacy Services, Banner Health, San Diego, CA
- **Michael F. Powell, B.S.Pharm., M.S.Pharm., FASHP**, Minden, IA

PLA: Leading System Reliability: Safety & Quality

ACPE #: 0204-9999-19-035-H04-P / 0204-9999-19-035-H04-T

Application-based / 30 hours

Description:

Reaching high reliability requires nothing less than a complete transformation of culture, fundamentally changing the attitudes, beliefs, goals and values of an organization. During this course, participants will apply an integrated and systematic approach to develop a Quality Strategic Plan that measurably improves quality, enhances service, and reduces costs.

Learning Objectives:

1. Design the steps to achieve patient safety and high reliability to your practice environment.
2. Demonstrate a framework for the skills for leading a Pharmacy Strategic Plan for safety and quality.
3. Evaluate and apply the roles of wisdom, intelligence, and creativity in a model of leadership for safety and quality.
4. Evaluate and apply the steps to implement a robust process improvement process.
5. Evaluate and apply a Patient Safety Assertion Model and the role of culture and communication barriers to quality and safety.
6. Analyze the impact behavioral choices and apply leadership accountability in a culture of safety.

Faculty:

- **Jason D. Chou, Pharm.D., M.S.**, Director of Pharmacy, Oshner Health System, New Orleans, LA
- **Nicole Mollenkopf, Pharm.D., M.B.A, BCPS**, Assistant Professor, Johns Hopkins School of Nursing, Patient Safety Specialist, Armstrong Institute for Patient Safety and Quality, Baltimore, MD
- **James R. Rinehart, M.S., R.Ph., FASHP**, Medication Systems & Safety Consultant, Winovation Associates LLC, Indianapolis, IN

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- **Ronald H. Small, MBA, ScD (Hon), RPh., FASHP, FAPhA, CEC**, Certified Executive Coach/Executive Strategic Advisor, Lean Six Sigma Yellow Belt, Eagle Strategic Alliances, LLC, Bermuda Run, NC

PLA: Leading Effective Financial Management

ACPE #: 0204-9999-19-036-H04-P / 0204-9999-19-036-H04-T

Application-based / 30 hours

Description:

Pharmacy leaders who possess a strong core financial knowledge and speak the financial language are much more likely to be successful partners in leading their health systems to financial success. This course is content-driven with real-life applications and case studies and focused on practical and applied knowledge and skills that you will need to lead for effective strategic financial management in an increasingly challenging fiscal environment.

Learning Objectives:

1. Evaluate major issues impacting health care reimbursement today and apply to your health system.
2. Link the steps necessary to execute a departmental strategic plan that is integrated with the organization's strategic objectives to the process of developing responsible operating and capital budgets.
3. Apply strategic financial management competencies required of health system pharmacy leaders.
4. Detail the importance of organizational awareness, including: the culture of decision-making, financial management process and function, and the current state of the financial environment.
5. Develop key metrics and triggers useful in the development of a financial dashboard .
6. Apply four (4) parameters to assess the financial stability of a hospital or health system to your personal situation and development plan.

Faculty:

- **Steven B. Cano, M.S., R.Ph., FASHP**, Chief Pharmacy Officer, Cambridge Health Alliance, Pharmacy Administration, Cambridge, MA
- **Harold N. Godwin, B.S.Pharm., M.S., FASHP, FAPhA**, Professor and Associate Dean, University of Kansas, Lawrence, KS
- **Patrick E. Parker, M.S., R.Ph.**, Director of Pharmacy, Lawrence Memorial Hospital, Lawrence, KS
- **Deborah Sanchez, Pharm.D., MHA, DPLA and BCPS**, Residency Program Director, Director - Pharm Practice, Asante Rogue Regional Medical, Medford, OR

PLA: Leading for Transformational Change & Innovation

ACPE #: 0204-9999-19-037-H04-P / 0204-9999-19-037-H04-T

Application-based / 30 hours

Description:

To achieve safer, high-quality care, intensive efforts are needed at all organizational levels to fundamentally redesign systems of care, a transition that is clearly in process. Those who can successfully manage change, navigate industry convergence, and envision and capitalize on disruption will emerge as winners, with valuable competitive advantage. In this course, you will deepen your knowledge of how organizations move from short-term performance improvements to sustained, organization-wide patient care improvements and apply key elements critical to successful transformation to specific practice examples.

Learning Objectives:

1. Build an organizational capability and personal capacity for innovation and creativity to advance all aspects of transactional, transformational change, and requisite transformative learning.

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2. Apply pitfalls and key elements in making successful organizational transformations.
3. Analyze various change models and identify commonalities and differences.
4. Evaluate critical elements to garner organizational support and exert influence for advocacy of system-wide transformational change initiatives, including the essential need for risk-mitigating processes and metrics for change effectiveness.
5. Synthesize key PLA learning to date to develop a personal strategy for building “killer” teams for effective transformation, including assessment of key competencies for cohesive teams.
6. Evaluate your personal skill set and development opportunities relative to change leadership and team cohesiveness for results in a changing environment.

Faculty:

- **Christy Ciccarello, Pharm.D., M.H.A.**, Vice President Clinical Pharmacy Services, Novant Health, Charlotte, NC
- **Michael Melby, M.S., FASHP**, Director of Innovation and Activation, University Health Bloomington Hospital, Bloomington, IN
- **John Pastor III, Pharm.D., FASHP**, Vice President of Operations, Fairview Health Services and University of Minnesota Health, Minneapolis, MN

PLA: Strategic Clinical Leadership

ACPE #: 0204-9999-19-038-H04-P / 0204-9999-19-038-H04-T

Application-based / 30 hours

Description:

Clinical and system leaders will increasingly play a significant role in defining and redesigning services and in the transformation of practice roles to have a more significant impact on patient outcomes of care in evolving systems of care. In this course a range of learning strategies are incorporated to challenge your beliefs, role definition and the capacity to highlight individual strengths through thought provoking readings, self-reflection and assessment, dialog with colleagues and experienced faculty and structured feedback.

Learning Objectives:

1. Critically analyze the changing demands facing healthcare organizations and the pharmacy enterprise to formulate a point of view for transforming clinical leadership to meet healthcare system demands.
2. Evaluate and prioritize personal qualities, skills, competencies and self-awareness aspects essential to clinical leader's effectiveness.
3. Determine the factors of personal and team skills for effective collaboration, stronger partnerships and nimble teaming integration.
4. Develop a strategy for influencing clinical pharmacy culture and capacity that clearly defines ownership and accountability for patient care within the overall span of pharmacy enterprise service offerings
5. Integrate clinical leadership awareness and ownership for broader organizational and enterprise strategies and goals.

Faculty:

- **Susan Bear, Pharm.D., BCPS**, Assistant VP, Clinical Pharmacy Services, Atrium Health, Charlotte, NC
- **Kenneth M. Komorny, Pharm.D., BCPS**, Chief Pharmacy Officer, Moffitt Cancer Center, Tampa, FL
- **Timothy Pasquale, Pharm.D., M.B.A., DPLA, FIDSA**, System Director, Clinical Pharmacy Services, Atrium Health, Charlotte, NC

PLA: Leading for Sustained Organizational and Individual Success

ACPE #: 0204-9999-19-039-H04-P / 0204-9999-19-039-H04-T

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Application-based / 30 hours

Description:

This course addresses basic practical realities necessary to execute, implement and sustain transformational organizational change successfully. The focus will be on personal leadership behaviors, awareness, critical thinking and decision making, as you lead individuals and teams to success. The goal is to culminate the year-long learning experience with succinct and specific take-away messages combined with an individualized plan for continued growth.

Learning Objectives:

1. Apply specific key factors to frame the emerging leadership expectation in healthcare organizations.
2. Integrate personal leadership philosophy with key concepts for sustaining personal leadership strength and vitality in a challenging and increasingly complex environment.
3. Differentiate decision strategies in a range of decision domains, your role as a leader in contributing to complexity and formulate a personal plan for adapting personal decision strategies.
4. Identify key characteristics of team members and team dynamics that foster optimal workplace cultures.
5. Integrate into your leadership practices the connection skills to establish shared, mutual objectives for personal and team accountability for results, and for remediation where performance does not meet expectations.
6. Design a development plan for achieving results through an energized workplace – personally and organizationally – applying the key strategies to foster individual and team resilience and increase joy and meaning at work.

Faculty:

- **John S. Clark, Pharm.D., M.S., BCPS, FASHP**, Associate Chief Pharmacy Officer, Michigan Medicine, Clinical Associate Professor, University of Michigan College of Pharmacy, Ann Arbor, MI
- **Katherine A. Miller, Pharm.D., M.H.A, DPLA**, Pharmacy Director - System Inpatient Clinical Services, University of Kansas Health System, Kansas City, KS
- **Meghan Swarthout, Pharm.D., M.B.A., BCPS**, Division Director, Ambulatory and Care Transitions, Johns Hopkins Hospital, Baltimore, MD

Available on the Foundation website at: <http://www.ashpfoundation.org/coursesandfaculty>

Faculty Disclosures

In accordance with the ACPE's and ACCME's Standards for Commercial Support, anyone in a position to control the content of an educational activity is required to disclose to the accredited provider their relevant financial relationships. In accordance with these Standards, all potential conflicts of interest have been resolved. *An individual has a **relevant financial relationship** if he or she (or spouse/domestic partner) has a financial relationship in any amount occurring in the last 12 months with a commercial interest whose products or services are discussed in the activity content over which the individual has control.*

As defined by ACCME, a **commercial interest** is any entity producing, marketing, re-selling, or distributing health care goods or services consumed by, or used on, patients. The Standards for Commercial Support do not consider providers of clinical service directly to patients to be commercial interests. The existence or non-existence of relevant financial relationships will be disclosed to the activity audience. All identified conflicts of interest must be resolved prior to the activity.

- **All planners, presenters, reviewers, and ASHP staff report no financial relationships relevant to this activity.**

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System Requirements

System requirements courses and learning activities are delivered via your Web browser and Acrobat PDF. For all activities you should have a basic comfort level using a computer and navigating web sites.

View the [minimum technical and system requirements](#) for learning activities.

Acknowledgement of Support

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