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Welcome!

Congratulations on starting your residency at Froedtert Health!

We are delighted to welcome you as the newest members of our Froedtert pharmacy team. Your pharmacy residency is an exciting and unique time. It will be a year devoted to growing and refining your skillset. Our team is dedicated to providing a variety of high-quality learning experiences during your residency, empowering you to advance your practice to the highest level. Your residency year should be customized to your specific interests to enhance your strengths and develop areas of opportunity.

This will be a year of great professional growth. The pharmacist you are today will be vastly different from the pharmacist that you will be on your residency graduation day. This year is designed to challenge you and will not always be easy, but the more you invest in your growth and development, the greater your personal and professional fulfillment will be upon completion. At Froedtert, it is our goal to partner with you to guide you on your journey to become a highly trained and competent pharmacist.

Again, congratulations and welcome to the Froedtert Pharmacy Phamily!

Best regards,

Melanie Engels, PharmD, MBA
Manager, Retail Pharmacy
Residency Program Director, PGY1 Community Pharmacy
Froedtert Health

This manual has been developed for the Pharmacy Residency Program at Froedtert Hospital to provide information on the policies, procedures, benefits, and other elements that may directly relate to the completion of our program. Questions regarding the manual may be addressed with the Residency Program Directors or the Residency Steering Committee. There may be changes to the policies and procedures at any time when deemed necessary. You will be informed of those changes accordingly.
About Froedtert Health

Froedtert & the Medical College of Wisconsin

The Froedtert & the Medical College of Wisconsin (MCW) regional health network is a partnership between Froedtert Health and the Medical College of Wisconsin supporting a shared mission of patient care, innovation, medical research and education. Our health network operates eastern Wisconsin’s only academic medical center, Milwaukee’s only adult Level I Trauma Center at Froedtert Hospital, and an internationally recognized training and research center engaged in thousands of clinical trials and studies. The Froedtert & MCW health network, which includes six hospitals, nearly 2,000 physicians and more than 45 health centers and clinics, draws patients from throughout the Midwest and the nation. In our most recent fiscal year, outpatient visits exceeded 1.2 million, inpatient admissions to our hospitals were 52,807 and visits to our network physicians totaled 947,136.

Froedtert Hospital

Froedtert Hospital, the primary adult teaching affiliate for the Medical College of Wisconsin, is a 689-bed academic medical center that delivers advanced medical care. Froedtert Hospital is nationally recognized for exceptional physicians and nurses, research leadership, specialty expertise and state-of-the-art treatments and technology. It serves as an eastern Wisconsin referral center for advanced medical practice care in 37 specialties and is a major training facility with more than 1,000 medical, nursing and health technical students in training. In partnership with the Medical College of Wisconsin, it is also a respected research facility with more than 2,000 research studies, including clinical trials, conducted every year. Froedtert Hospital operates the region’s only adult Level I Trauma Center.

Froedtert Health and the Medical College of Wisconsin have shared mission, vision, and values.

- **Mission:** We advance the health of the diverse communities we serve through exceptional care enhanced by innovation and discovery
- **Vision Statement:** We will be the trusted leader by transforming health care and connecting communities to the best of academic medicine
- **Values:**
  - Value People. We treat others with respect, knowing that their feelings, thoughts, and experiences are as important as our own.
  - Work Together. We collaborate across the enterprise to put forward our best.
  - Act Now. We take action to solve problems and move forward quickly.
  - Own It. We take full accountability for our decisions, actions, and results.
  - Break Through. We change the future of care with creativity and innovation.
  - Deliver Excellence. We set the standard that others aspire to by always asking "What more can we do?"

Pharmacy Department

- **Mission:**
  - The Pharmacy Department at Froedtert & MCW provides:
    - High-quality, cost-effective, comprehensive, patient-centered care in an atmosphere of communication and shared respect
    - Life-long learning through the education of patients, students, residents, staff and other health care professionals
    - Research and discovery designed to enhance the quality and safety of medication use
- **Vision Statement:**
  - To improve the health of the community by achieving high-quality patient outcomes through appropriate use of medication therapy
Vizient Quality and Accountability Rankings

Vizient, an alliance of academic medical centers in the United States, provides rankings for academic medical center and affiliated hospitals based on quality, safety and service. In 2019, our collective hospitals ranked in the 88th percentile as a system placing our health network among the best in the nation. Froedtert Hospital ranked 12 of 93 in the academic medical center category and 1 in the safety domain. Froedtert Menomonee Falls Hospital ranked 2 of 82 in the complex teaching medical center category. Vizient offers many resources to member hospitals as well as leadership and networking opportunities for pharmacists and pharmacy residents.
Departmental Information

Clinical Pharmacist Scope of Services

Safe and Effective Medication Use
- Pharmacists will take clinical action and make recommendations based on evidence to ensure safe and effective use of medications to meet therapeutic goals

Evaluation of Patient Profile and Medication Orders
- A pharmacist reviews the appropriateness of medication orders for medications to be dispensed in the hospital
- Each order will be evaluated for appropriateness prior to the first dose being dispensed (except in emergency situations or in those instances where a medication is administered under the direct supervision of a physician)
- Order verification in timely manner
  - For priority medications, verified within 15 minutes of receiving order
  - For non-urgent medications, verified within 60 minutes of receiving order
- Patient profile review upon order verification and continuously based upon team and patient acuity
  - Known drug allergies
  - Review of medication list for:
    - Drug-drug interactions
    - Drug-disease interactions
    - Duplicate or missing medications
    - Appropriate lab orders
    - Cost effective therapy
  - Assessment of therapeutic appropriateness
    - Indication
    - Route and method of administration
    - Anticipated toxicity or adverse effects
- Assessment of renal dosing upon order verification and upon profile review
- Therapeutic drug monitoring and ordering of associated laboratory procedures as indicated
- Daily antibiotic stewardship efforts to require indication and duration of therapy for each antibiotic ordered and to enforce current antimicrobial formulary restrictions and practice guidelines
- Ensure appropriate compliance for Risk Evaluation and Mitigation Strategy medications
- Support distribution needs to patient care area by coordinating with central pharmacy staff
- Direct pharmacy technicians and interns in their daily work through observing their performance, giving timely feedback, answering questions, providing guidance, and checking the accuracy of their work

Pharmacist Medication Dosing Services
- Pharmacists are responsible for the following pharmacy consult services:
  - Vancomycin and aminoglycosides
  - Antifungal medications
  - Direct thrombin inhibitors
  - Warfarin
  - Total parenteral nutrition

Medication Histories and Reconciliation
- Pharmacists are accountable for the following:
  - Obtain medication history within 24 hours of patient admission
  - Complete admission medication reconciliation within 24 hours of patient admission
  - Complete transfer medication reconciliation with each level of service transfer and with transfer out of the operating room
Discharge Reconciliation and Coordination
  - Pharmacists are held accountable for the following:
    o Complete discharge medication reconciliation prior to patient discharge
    o Complete discharge medication counseling to patient prior to discharge
    o Facilitate access to outpatient prescriptions prior to discharge as appropriate

Drug Information and Patient Education
  - A primary focus for pharmacists on a daily basis includes:
    o Provide consultations in a timely and accurate manner to support other health professionals regarding medication therapy selection and management
    o Provide disease state and medication specific education during hospitalization

Multidisciplinary Team Involvement
  - In order to better integrate into the medical team, pharmacists:
    o Attend daily care coordination rounds to facilitate discharge medication needs
    o Support and augment patient care rounds
    o Document notes and care plans in the electronic medical record as appropriate

Communication Between Pharmacists
  - To ensure proper care of patients through shift changes and transfers, pharmacists are to:
    o Proactively identify hand-off needs prior to the end of shifts and coordinate key hand-offs in the sign-out notes
    o Contact receiving pharmacy team members when appropriate regarding patient transfers from unit to unit to ensure continuity of care

Precepting and Teaching
  - As part of an academic medical center, pharmacist duties include the following:
    o Daily teaching and incorporation of evidence-based learning into resident and student rotations
    o Evaluation and feedback for residents and students on a regular basis
    o Timely coordination of rotation activities
    o Effective use of residents, students, and interns as pharmacist extenders

Formulary Management
  - Pharmacists assess the following during the course of their daily duties:
    o Approved use and indication of formulary and restricted agents
    o Compliance and support of Froedtert Hospital evidence-based guidelines and medication use policies
    o Approved therapeutic interchanges for medications at order verification
    o Assessment and prospective planning of switching patients from IV to PO regimens when able
    o Completion of non-formulary request process
    o Supply documentation to health care providers regarding medication use and patient outcomes from medication therapy
    o Participate and provide input in the development and application of policies, procedures, clinical care plans, guidelines, order sets, interdisciplinary standards of care, and protocols involving medication use
    o Verify the validity of off-label medication use with primary, secondary, and tertiary medication references

Emergency Management
  - Pharmacists support and participate in emergency management:
    o ICU or Emergency Department pharmacists respond to all Code 4 emergencies
    o Pharmacists will respond to all rapid responses in their assigned area
    o Timely response to emergency or disaster management process
• Support rapid sequence intubation and conscious sedation

Quality and Process Improvement

• Pharmacists are actively engaged in quality and process improvement:
  o Represent the Pharmacy Department on committees, task forces, workgroups, and unit-based councils that make decisions concerning medication use or engage in improvement initiatives which support patient-focused care
  o Lead and support medication use related to achieving outcomes around quality measures (national patient safety goals, core measures, value-based purchasing)
  o Active and timely participation and support of multidisciplinary process improvement
  o Actively participate in business process committees throughout the hospital

Medication Distribution and Control

• Pharmacy staff will:
  o Utilize inventory management software to purchase pharmaceuticals
  o Purchase pharmaceuticals at the lowest possible price and maintain an inventory sufficient to meet the needs of our patients
  o Obtain pharmaceuticals from primary wholesalers or direct from the manufacturers
  o Procure, store, and distribute all medications used in the inpatient and ambulatory settings throughout Froedtert Hospital
  o Prepare and label drug formulations, dosage forms, strengths, and packaging not commercially available in accordance with applicable practice standards and regulations.
  o Ensure adequate quality assurance standards for these practices exist
  o Prepare and label compounded sterile products in accordance with practice standards
  o Prepare and label compounded and repackaged non-sterile products in accordance with practice standards
  o Coordinate all drug recall notices and follow procedures to remove recalled products for return to the manufacturer and patient follow up if necessary
  o Routinely monitor inventories of pharmaceuticals to ensure proper storage conditions and remove expired medications from stock
  o Maintain accountability for the distribution of controlled substances and monitor systems to detect diversion
  o Identify processes for safe handling and disposal of hazardous drugs
  o Identify practices to ensure adequate supply of emergency medications needed in the event of an incident resulting in mass casualties

Clinical Cancer Center Services

• Pharmacy staff will:
  o Provide direct comprehensive pharmaceutical care in the Cancer Center
  o Coordinate medication use in the oncology patient population
  o Perform duties as outlined above in Clinical Pharmacist Practice Service and Medication Distribution and Control as applicable
  o Develop, review, and maintain protocols and regimens within the oncology electronic medical record system in collaboration with members of the Department of Hematology/Oncology Pharmacists are responsible for verification of medication orders and perform a dual verification for all chemotherapy orders
  o Prepare and label compounded hazardous products for the entire campus in accordance with practice standards
  o Participate in clinical research and Investigational Drug Services
  o Participate as a member of multi-disciplinary and pharmacy committees in the Clinical Cancer Center
  o Work with inpatient Heme/Onc and retail pharmacy staff to ensure continuity of care

• Pharmacists will:
o Assist in the education of patients receiving chemotherapy and adjuvant medications
o Be responsible for the development, maintenance, and execution of Collaborative Practice Agreements with physicians

Outpatient Pharmacy Services

- Outpatient pharmacies are open Monday through Friday; Saturday and Sunday with limited hours at select locations
- Outpatient pharmacies are accredited by the Community Health Accreditation Partner (CHAP) to provide DME including test strips to patients with Medicare Part B at select locations
- Pharmacy staff will:
  - Be responsible for medication profile review, assessment of clinical appropriateness and identification of interactions or possible adverse effects, dispensing of medications, and appropriate adjudication of claims
  - Perform duties as outlined above in Clinical Pharmacist Practice Service and Medication Distribution and Control as applicable
  - Assist patients with patient assistance programs and prior authorizations
  - Be responsible for maintaining compliance with the 340B program
- Pharmacists will:
  - Counsel every patient on every medication dispensed, which is a requirement of the Wisconsin Board of Pharmacy
  - Be responsible for the development, maintenance, and execution of Collaborative Practice Agreements with physicians

Ambulatory Pharmacy Services

- Ambulatory pharmacists perform duties outlined above in the Clinical Pharmacist Scope of Service
- Pharmacists will:
  - Provide medication therapy management Monday through Friday in many clinics across the organization
  - Be responsibility for the development, maintenance and execution of Collaborative Practice Agreements with physicians
  - Work with multi-disciplinary teams to provide patient care in the clinic setting

Investigational Drug Services

- Pharmacy staff are responsible for the proper procurement storage, labeling, dispensing, record keeping and disposal of investigational drugs for all clinical research at Froedtert Hospital and clinics on the Froedtert Hospital campus
- Investigational drugs will only be dispensed to patients enrolled in an IRB-approved research study and only after informed consent has been completed and verified by a pharmacist
- Pharmacy staff are responsible for proper storage, labeling, dispensing, record keeping and disposal of emergency use medications, medications available as a part of an expanded access program, and compassionate use medications
- Pharmacy staff will work with the clinical team as needed to facilitate authorization through the IRB, correspondence with the supplying company and procurement of drug as needed
- Investigational Drug Service team members are responsible for preparing protocol summaries to facilitate after-hours dispensing of medications for clinical trials where necessary
- Investigational Drug Service team members are routinely available Monday through Friday 7:00 am to 5:30 pm. An Investigational Drug Service team member is available during the evening and weekends if needed for urgent situations

Center for Medication Utilization
• The Center for Medication Utilization (CMU) team promotes and ensures the safe, effective and fiscally responsible use of medications across the Froedtert & MCW health network. The team provides structure and support for the System Pharmacy and Therapeutics Committee and is integral to many critical medication management efforts across the health network, including:
  o Medication utilization management for medication spending and reimbursement across the health network
  o Effective medication shortage management to ensure patients and providers have access to the medications they need
  o Formulary management with support for informatics and policy integration
  o Vigilance of safe medication use in accordance with regulatory requirements and best practices
  o Facilitation and oversight of medication guidelines, protocols, collaborative practice agreements, and clinical pathways
  o Development and maintenance of infusion pump libraries, user-friendly drug information resources, and communication tools
  o Continual monitoring of medication-use patterns and value-based care initiatives

Pharmacy Informatics/Epic Willow Teams

• The pharmacy informatics and Epic Willow teams manages, implements, and designs automation and technology including the electronic health record, distributive technologies, and ancillary programs across the Froedtert and the Medical College enterprise
  o Primarily responsible for the Epic Willow Inpatient application, Epic Willow Ambulatory application, medication related ancillary applications, medication related reporting and training of pharmacy staff
  o Pharmacy Informatics and Epic Willow team members are routinely available Monday through Friday 8:00 am to 4:00 pm. A Pharmacy Informatics and Epic Willow team member is available during the evening and weekends if needed for urgent situations

Prior Authorization/Patient Assistance Services

• Specialty Pharmacy at Froedtert and the Medical College of Wisconsin touches a variety of areas within our health system. In its simplest form, specialty pharmacy refers to the overall management of the high cost, often chronic medications used by our patients in and outside of our hospitals or clinics. The work of the Specialty Pharmacy team at Froedtert includes:
  o Acquire prior authorizations for specialty medications infused or administered at any of our Froedtert and the Medical College of Wisconsin campuses and health centers
  o Acquire prior authorizations for specialty medication prescriptions dispensed from one of our Froedtert outpatient pharmacies
  o Obtain medication and/or financial assistance for patients who are uninsured or unable to afford their specialty medication
  o Management of the drug repository at Froedtert Hospital and dispensing of prescriptions to qualified patients
  o Collaborate with social work, case management and financial counselors to ensure patient access to affordable medications
  o Review of pending Medicare write-offs to correct potential billing errors to maximize reimbursement
# Residency Program Leadership

**Kristin Hanson, BSpHarm, MS**  
Program Director for Residency Programs

**Teri Mattek**  
Pharmacy Education Coordinator

## PGY1 Residency Programs

<table>
<thead>
<tr>
<th>Program Name</th>
<th>Director(s)</th>
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| Froedtert Menomonee Falls Hospital PGY1                                    | • Terry Audley, BSpHarm, FASHP  
• John Muchka, PharmD, BCPS                                                  |
| Froedtert Hospital (Acute Care Focus) PGY1                                 | • Anne Zechlinski, PharmD, BCPS  
• Amanda Pilo, PharmD, BCPS                                                  |
| Froedtert Hospital (Ambulatory Focus) PGY1                                  | • Mickey Hart, PharmD, BCACP  
• Jonathan White, PharmD, BCACP                                               |
| Froedtert Hospital PGY1 Community                                            | • Melanie Engels, PharmD, MBA  
• Kevin Stutt, PharmD                                                        |
| Health System Pharmacy Administration and Leadership PGY1 and PGY2         | • Philip Brummond, PharmD, MS, FASHP  
• Justin Konkol, PharmD, MHA, BCPS, DPLA                                    |
| Medication Use Safety and Policy PGY1 and PGY2                              | • Kristin Hanson, BSpHarm, MS                                               |
PGY2 Residency Programs

PGY2 Ambulatory Care

- Amanda Mauerman, PharmD, BCACP
  - Residency Program Director
- Jonathan White, PharmD, BCACP
  - Residency Program Coordinator

PGY2 Critical Care

- Joel Feih, PharmD, BCCCP
  - Residency Program Director
- Kaitlin Cooper-Johnson, PharmD, BCCCP
  - Residency Program Coordinator

PGY2 Emergency Medicine

- Cathyyen Dang, PharmD, BCPS
  - Residency Program Director
- Jessica Feih, PharmD, BCCCP
  - Residency Program Coordinator

PGY2 Infectious Diseases

- Alison Gibble, PharmD, BCIDP
  - Residency Program Director

PGY2 Informatics

- Jill Zimmerman, PharmD, MS
  - Residency Program Director
- Brian Dekarske, PharmD
  - Residency Program Coordinator

PGY2 Oncology

- Melissa Rhoades, PharmD, BCOP
  - Residency Program Director
- Felicia Zook, PharmD, BCOP
  - Residency Program Coordinator
Residency Program Policies and HR Information

- Resident Licensure
- Residency Program – Scheduled, Unscheduled, and Extended Absences from Residency
- Residency Program – Residency Program Completion
- Residency Program – Resident Performance Improvement Planning and Corrective Action
- Residency Program – Duty Hours
**Resident Licensure**

Last Review: September, 2020  
Next Review: September, 2023  
Description: keywords, licensure  
Policy number: 40310-004  
Origination date: January, 2013  
Purpose: To define requirements related to licensure for pharmacy residents.

Policy: Consequences of failure to obtain licensure within the expected timeframe will be determined by the Residency Program Director, Residency Coordinator, Director of Pharmacy and a representative from Human Resources.

I. The pharmacy resident should submit appropriate documentation to the Wisconsin State Board of Pharmacy as soon as possible after learning they have matched with a Froedtert residency program.

II. The resident must be fully licensed as a pharmacist (successfully pass the NAPLEX and MPJE exam and have an active pharmacist license) within 90 days of the beginning of the residency.

III. If the resident is not licensed within 90 days of the beginning of the residency program, the following describes the outcome for the resident.

   a. If the resident has taken, but not successfully passed either the NAPLEX or MPJE exam, or both, the RAC may consider allowing a 30-day extension, which will allow the resident to complete two-thirds of the residency as a licensed pharmacist.

      i. If approved, this extension will be noted in the RAC minutes.
      ii. If this extension is not approved, the resident will be dismissed.

   b. If the resident has not taken both the NAPLEX and MPJE exams within 90 days of the beginning of the program, the resident will be dismissed from the program.

IV. If a 30 day extension has been provided and the resident is still not licensed as a pharmacist, the following describes the outcome for the resident.

   a. If the resident has signed up to retake the test(s) but not successfully completed, the RAC may consider allowing an additional extension, not to exceed 90 days (i.e. 210 days after the beginning of the residency).

      i. If approved, this extension will be noted in the RAC minutes, and the residency will be suspended until such time as the resident is licensed as a pharmacist. Once licensed, the residency will be extended by the amount of time as the extension to ensure that the resident completes 12 months of training and completes two-thirds of the residency as a licensed pharmacist. If the resident is not licensed as a pharmacist by the end of this extension, the resident will be dismissed.
      ii. If this extension is not approved, the resident will be dismissed.

   b. Factors taken into consideration will include:
- Reason(s) for the delay (within or beyond the resident’s control)
- Number of attempts to pass licensure exams
- Overall competency, ability and performance of the resident

Residency Program - Scheduled, Unscheduled, and Extended Absences from Residency

Last Review: March, 2021
Next Review: March, 2024
Description: Residency program completion, extended absences, leave, LOA, PTO, sick time, holiday
Policy number: 40310-005
Origination date: September 2005
Purpose: To describe the requirements for residency completion and extended absences.

Policy:

A. Froedtert & the Medical College of Wisconsin PGY1 and PGY2 pharmacy residency programs are designed as 52-week programs of full time work. Combined PGY1/PGY2 pharmacy residency programs are designed as two consecutive 52-week programs. The non-traditional residency program allows the resident to meet the residency requirements over an extended period of time.

B. Residents may take up to a total of 21 days of time off (paid or unpaid) per year for vacation, interviews, sick time and holidays. Residents taking time off in excess of 21 days or 168 hours per year will need to make up those days in order to complete their residency program and earn a residency certificate.

C. The residency program will be extended up to 12 weeks (with pay) beyond the original expected completion date to facilitate completion of all program requirements for residents with an approved Leave of Absence during the residency year. The length of the extension will align with the duration of the approved leave.

D. In the event of extended or multiple intermittent absences beyond an approved Leave of Absence, the option to extend the residency will be at the discretion of the Residency Program Director and manager. The residency program may be extended up to 12 weeks beyond the original completion date.

E. Absences of greater magnitude or frequency are considered too substantial of an interruption and will result in program dismissal without a residency certificate.

Procedure:

A. Residents will work with their program director, manager, and scheduler to request time off.

B. Residents may not schedule time off from staffing shifts. Unscheduled time off from a staffing shift may result in the make-up of that shift at a later date.
C. Approval and handling of absences, including paid time off (scheduled and unscheduled) will be done in accordance with Froedtert Health policies specific to the situation.

D. If an extension to the residency is a warranted, the duration of the extension will be determined by the amount of time missed.

Preparation: Kristin Hanson, BSpPharm, MS
Authorization: Residency Steering Committee
Pharmacy Department Policy and Procedure Committee
PURPOSE: To provide guidance on handling situations in which pharmacy residents are not meeting or completing residency program requirements as expected.

DEFINITIONS: 

Residency Program Director (RPD) – The pharmacist on record with the American Society of Health System Pharmacists (ASHP) who is responsible for the leadership of a pharmacy residency program. This pharmacist may or may not be a formal leader at Froedtert Health.

Leader – The pharmacy resident’s direct supervisor at Froedtert Health.

Mentor – A pharmacist assigned by the residency program director to assist with resident development during the residency year. The mentor is a Froedtert Health staff member who is typically not in a leadership role.

Advisor – A pharmacist assigned by the residency program director to assist with resident development and career planning during the residency year. The advisor is a Froedtert Health staff member who is typically in a leadership role.

Preceptor – A pharmacist who oversees a resident learner during a specific learning experience.

POLICY:

A. In order to earn a residency certificate at Froedtert & the Medical College of Wisconsin, residents must meet criteria outlined in policy AD25.000, Residency Program Completion and Extended Absences.

B. If at any point during the residency program, it is determined that a resident is consistently &/or substantially not fulfilling the expectations of the residency, a formal plan for improvement will be initiated by the Residency Program Director (RPD) and the resident’s leader. The resident’s mentor and/or advisor may be included depending on the circumstances.

C. Coaching will be used to correct deficiencies or behaviors initially unless:

1. The resident is having difficulty performing tasks required to independently staff in a pharmacist role.
2. The behavior or action would result in corrective action or dismissal for a staff member per Froedtert policies and procedures.
   i. As a Froedtert Hospital staff member, residents are expected to comply with all Froedtert Health Rules of Conduct and other Human Resource policies as outlined separately.
PROCEDURES: Coaching

A. When a preceptor or other member of the pharmacy department identifies that the resident is not meeting expectations, this information shall be communicated directly to the resident, the resident’s RPD and the resident’s direct leader.

1 In addition to verbal feedback, the preceptor should provide written feedback to the resident in Pharmacademic with clear direction for the improvements that are needed. “Needs Improvement” should be used to document deficiencies. The RPD and/or leader will investigate by following up with the resident’s preceptor as well as other preceptors and pharmacists who have worked with the resident.

2 The RPD and leader will schedule a meeting with the resident to initiate a coaching conversation regarding identified problem areas and issues. A list of areas for improvement and goals to be achieved will be defined at this meeting. The rotation schedule and/or learning experiences may be adjusted in order to provide the resident an opportunity to show improvement. The resident’s mentor and/or advisor may also be included at the discretion of the RPD and leader.

3 The RPD and leader will write a formal plan with actionable goals that has a distinct timeline using the attached template. The resident and leader will sign off on this document. The leader will add this plan to the resident’s personnel file.

4 The RPD and leader will schedule follow-up meetings with the resident at two and four weeks to discuss progress with the plan. Meetings may be scheduled sooner or more frequently if appropriate. Feedback will also be gathered from the resident’s preceptors. If sufficient progress has been made, this will be documented on the plan and updated in the file. Based on the nature of the areas for improvement, the RPD and leader will determine if additional follow-up is needed.

Formal Performance Improvement Plan

B. At the end of the four-week time period, if it is determined that the resident has not made sufficient progress in improving performance, the RPD and leader may initiate a formal Performance Improvement Plan with the assistance of their human resources liaison. Action may start here for situations listed under section C above.
1 The resident’s leader will be responsible for discussing the situation with the department’s HR liaison and their Director.

2 The leader and RPD will meet with the resident to discuss all areas in which it is believed the resident is still not meeting expectations. An official Performance Improvement Plan will be initiated based on the areas for improvement identified and timelines discussed. The leader and the resident will sign off on this document. This document and sign off will go into the resident’s file, and will also reflect the understanding that if progress is not made during the established time frame, there is a possibility of dismissal from the program that would exclude the resident from earning a residency certificate.

3 It is the responsibility of the resident to achieve the documented goals. The leader and/or RPD will schedule follow-up meetings with the resident based on the timelines established in the performance improvement plan. The resident’s mentor and/or advisor may be included in these meetings at the discretion of the resident's RPD and leader.

4 At the end of this time frame, if it is determined that the resident has not made progress toward completion of the goals, the RPD and the resident’s direct leader shall discuss dismissal of the resident from the program and/or termination of employment.

5 The director of pharmacy, along with the resident’s leader, and the RPD will make the final decision regarding dismissal/termination in consultation with the department’s Human Resource liaison.

AUTHORS: Kristin Hanson, MS, RPh

APPROVAL: Pharmacy Policy Committee

ATTACHMENTS/APPENDICES:
Resident Coaching Documentation Template
Performance Improvement Plan Template

Residency Programs – Duty Hours (DRAFT)
Last Review: December, 2020
Next Review: December, 2023
Description: Residency, resident, duty hour
Policy number: TBD
Origination date: December 2020
Purpose: To ensure pharmacy residents are “fit for duty” by outlining a process for monitoring and tracking duty hours as a way to identify if and when interventions are needed to promote resident wellness and patient safety.

Definitions:
Duty Hours – Duty hours are defined as all scheduled clinical and academic activities related to the pharmacy residency program. Duty hours include:

- Training and orientation, time to complete required certifications (ex. ACLS, BLS)
- Patient care activities (rotation & staffing)
- Administrative responsibilities
- Committee appointments and assignments
- Scheduled conferences (Milwaukee Citywide, Midyear, GLPRC, etc.)
- Projects & tasks assigned by preceptors, program director or coordinator required to meet the goals & objects of the program
- Work to complete year-long residency project
- Assignments for longitudinal rotations

Duty hours do not include:

- Reading, studying & academic preparation time
- Travel time to & from off-site rotations
- Travel time to & from conferences
- Time to complete education, training or certification not required as part of residency program
- Resident & department social activities

Scheduled duty periods – Assigned duties, regardless of setting, that are required to meet the educational goals and objectives of the residency program. These duty periods are usually assigned by the residency program director or preceptor and may encompass hours which may be within the normal work day, beyond the normal work day, or a combination of both.

Moonlighting – Voluntary, compensated, pharmacy-related work performed outside the organization (external), or within the organization where the resident is training (internal), or at any of its related participating sites. These are compensated hours beyond the resident’s salary and are not part of the scheduled duty periods of the residency program.

Bonus Shift – Terminology used at Froedtert & the Medical College of Wisconsin for “moonlighting shifts” that are periodically available to residents for additional compensation.

Continuous Duty – Assigned duty periods without breaks for strategic napping or resting to reduce fatigue or sleep deprivation.

Days Free – Calendar days with no scheduled residency-related activities. This includes weekends when not scheduled to staff.

Policy:

A. All Froedtert & the Medical College of Wisconsin pharmacy residency training programs abide by the requirements set forth in the American Society of Health System Pharmacists (ASHP) Pharmacy Specific Duty Hours and Accreditation Standards. https://www.ashp.org/-/media/assets/professional-development/residencies/docs/pharmacy-specific-duty-hours.ashx

- Residents will review the ASHP Duty Hours document upon initiation of the residency training program.
- During orientation, the RPD will review requirements related to duty hours with residents. Furthermore, the RPD will highlight and emphasize resident...
accountability and responsibility as it relates to patient safety and the importance of being “fit for duty.”

B. Maximum duty hours of work per week and duty-free times:
- Duty hours must be limited to 80 hours per week, averaged over a four-week period, inclusive of all in-house activities and all moonlighting/bonus shifts.
- Mandatory time free of duty: residents must have a minimum of one day in seven days free of duty (when averaged over four weeks).

C. Moonlighting/Bonus Shifts
- Any moonlighting/bonus shifts worked at Froedtert Health or externally are included within duty hours.
- Once trained and licensed, residents may pick up bonus shifts at Froedtert Health as long as:
  i. The resident obtains permission from RPD prior to picking up their first shift.
  ii. The shifts do not interfere with residency program requirements.
  iii. The resident is meeting or exceeding residency program requirements.
  iv. The shift will not cause the resident to exceed duty hours rules.
- If a pharmacist believes the resident is showing signs of fatigue (excessive yawning, sedation, etc), the resident should be relieved of their duty. The pharmacist will notify the program director and the resident will be prohibited from moonlighting/bonus shifts for at least 4 weeks.
- Moonlighting/bonus shifts will be prohibited if it appears to be interfering with the resident’s judgement or ability to achieve educational goals.
- External moonlighting is discouraged, however, if a resident chooses to moonlight, hours must be disclosed with duty hours. If it is identified that moonlighting is interfering with fitness for duty, residents will be required to end moonlighting responsibilities.

D. Duty Hours Tracking
- Residents are expected to self-monitor their compliance with duty hours on a weekly basis. They will track compliance using the Duty Hours Tracking document or PharmAcademic custom evaluation at the discretion of the RPD.
- RPDs will review duty hours for each resident on a monthly basis. It is the resident’s responsibility to notify their program director at any point there they are approaching a duty hours limit or if they are feeling excessive fatigue or exhaustion.
- If a resident is exceeding duty hours limits, the RPDs will work with the resident to identify a strategy to comply with the standard while meeting program requirements.

Author: Anne Zechlinski, PharmD
Approval:
Residency Steering Committee
Pharmacy Policy and Procedure Commit
## Standardized Definitions of Resident Performance Evaluations for use within PharmAcademic

**Formal Evaluation**
Standard definitions of progress toward achieving goals and objectives will allow for consistent interpretation and help provide consistent assessment and subsequent feedback for all Froedtert & the Medical College of Wisconsin pharmacy residents in all residency programs. The following definitions will be used for needs improvement (NI), satisfactory progress (SP), achieved (ACH), and achieved for residency (ACHR) will be used in all PharmAcademic evaluations.

### NI = Needs Improvement
**Definition:** Resident is **not meeting** expectations. The resident is **performing below** the level that would be expected of a resident at this point in their training program as evidenced by meeting 1 or more of the following characteristics:
- Requires direct and repeated supervision, guidance, intervention, or prompting
- Make questionable, unsafe, or non-evidence-based decisions
- Fails to complete tasks in a time appropriate manner
- Fails to incorporate or seek out feedback
- Acts in an unprofessional manner

**Preceptor Action:** The preceptor is required to document criteria-based, specific comments within PharmAcademic, citing specific example(s) why NI was assigned, and providing direction on how the resident may improve their performance. When applicable, the preceptor should contact the RPD, RPC, and mentor early in the learning experience if resident performance concerns are noted. The resident’s progress should be communicated to the preceptor team in a timely fashion, using whatever mechanism that residency program uses for preceptor communication (i.e. Residency Advisory Committee, etc.). The preceptor should determine when to reevaluate the goal/objective that for which a “NI” was assigned, ideally in about 4 months, and may necessitate a change in resident schedule.

### SP = Satisfactory Progress
**Definition:** Resident is **meeting** expectations. The resident is **performing at** the level that would be expected of a resident at this point in their training program as evidenced by meeting the following characteristics:
- Requires infrequent supervision, guidance, intervention, or prompting
- Makes appropriate, safe, or evidence-based decisions with limited prompting or intervention from the preceptor
- Completes tasks in a time appropriate manner with limited prompting and guidance
- Incorporates feedback from preceptors with minimal prompting
- Acts in a professional manner

**Preceptor Action:** The preceptor is required to document criteria-based, qualitative written comments that are specific and actionable, and acknowledge the resident’s skill progression within PharmAcademic.

### ACH = Achieved
**Definition:** Resident is **consistently meeting** expectations. Resident is **independently performing at or above** the level of performance expected at the conclusion of the residency program. Resident displays all of the following characteristics:
- Appropriately seeks guidance when needed
- Consistently makes appropriate, safe, or evidence-based decisions on an independent basis
- Independently and competently completes assigned tasks
- Consistently demonstrates ownership of actions and consequences
- Accurately reflects on performance and can create a sound plan for improvement
- Acts in a professional manner

**Preceptor Action:** The preceptor must document criteria-based, specific comment(s) and example(s) within PharmAcademic to justify ACH.

### ACHR = Achieved for Residency
Definition: Resident has demonstrated a **sustained performance of independently meeting or exceeding** expectations for the end of the year.

*Note: Once a goal is marked as ACHR, further evaluation in future learning experiences is optional. If a resident regresses in performance after a goal is marked as ACHR, it may be unchecked by the RPD or RPC.*

**Who can mark as ACHR?**

Documentation (within PharmAcademic) of a resident’s achievement of a goal/objective for the residency program will be the responsibility of the RPD, RPC, and mentor. This can be done at any point throughout the year, ideally in coordination with a formalized process for resident evaluation such as monthly Residency Advisory Committee or quarterly evaluations / customized training plans.

_Last revised 06.06.18_
PharmAcademic Evaluations

- All Froedtert residency programs utilize PharmAcademic for completion of resident performance evaluations.
- All evaluations should be completed by the last day of rotation or absolutely no later than the following Sunday.
- PharmAcademic evaluations are critical for both monitoring resident progress and rotation experience and should be completed thoroughly.

Duty Hours Tracking Documents

- Residents are expected to self-monitor their compliance with duty hours per the Duty Hours Policy.
- Duty hours tracking forms can be found at: I:\FMLH\PHARMACY\Residency Program\2021-2022\Duty Hours 2021-2022
- ASHP Duty Hours Guidance: I:\FMLH\PHARMACY\Residency Program\2021-2022\Duty Hours 2021-2022\ASHP Duty Hours Guidance

Bonus Shifts

- PGY1 and PGY2 pharmacy residents at Froedtert are eligible to pick up bonus staffing shifts to help meet department staffing needs. Residents will be paid a lump bonus sum for working a half shift ($320) or full shift ($640). Bonus shifts will be paid every other pay period for the preceding four weeks.
- The following criteria apply:
  - Shifts will be solicited and approved by a manager. Available shifts will be assigned and divided between interested residents, per manager and residency program director discretion
  - Resident must be "meeting" or "exceeding" requirements of the residency program and meeting all applicable residency deadlines (i.e. low-performing residents should spend their time focusing on residency program, not extra shifts)
  - Residents will only be able to pick up shifts that do not conflict with residency responsibilities. This will mean that they would be eligible to pick up weekend shifts (when not staffing as residents) or the PM position (1700-2100) of open shifts
  - Shifts are paid as a bonus in half and full shift blocks (e.g. working from 1700 until 2130, instead of 2100, is still paid as a half bonus shift). Residents will not be mandated to work bonus shifts
  - ASHP (American Society of Health-System Pharmacists) duty hour guidelines apply
  - Residents should report bonus shifts worked to their manager. For residents working bonus shifts in the inpatient setting at FMLH, they will be added to Humanity by the manager who has assigned the shift which will prompt payment

Resident Attendance Expectations

- Residents are expected to work at least 8 hours/day Monday-Friday
- residents are expected to notify their program director and manager in advance (as soon as possible) in the event that they will not be on-site on a weekday (either due to PTO or work-from-home).
  - Residents must alert their preceptor and RPD in advance of planned work-from-home outside of the local area (i.e. > 60 miles from campus).
- The following are examples when RPD and manager should be notified:
  - Resident is taking scheduled PTO (vacation, interview, etc) or bereavement time
  - Resident is off during the week with the intent of making up the day on a weekend
  - Resident has an unscheduled absence (sick, emergency, etc)
Paid Time Off

- Residents are allotted 21 vacation days (paid time off – PTO). Residents are responsible for setting aside PTO for interviews and illness. Residents must notify their program director and manager of PTO requests for approval.
- Requests for time off must not fall on staffing days. If time off is needed during a staffing day, it is the resident’s responsibility to identify coverage and communicate the switch.
- It is the responsibility of the resident to notify their RPD and rotation preceptor of days off.
- Requests for ≤ 2 days off must be made at the beginning of the rotation in which they fall.
- Requests for > 2 consecutive days off should be made as soon as possible or at least one month in advance to allow for any necessary rotation schedule adjustments.
- In the case of an absence on rotation, making up the rotation day on a weekend as opposed to using PTO will be assessed on a case-by-case basis at the discretion of the rotation preceptor(s).
- Resident is responsible for updating Kronos to reflect days off prior to sign-off by manager.
- When possible, ambulatory residents should follow the Outpatient Pharmacy Department PTO Picking Procedure, found here: https://goo.gl/Uzsl85.
- Residents are allowed bereavement pay per Froedtert’s policy. Time away for bereavement counts towards the 21 days away/year.

Figure 1. Entering Kronos and Documenting PTO
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Enter Pay Code "PTO" and Number of Hours

Remove scheduled in and out times
Holidays

- Residents who staff in areas that are open on holidays are required to staff up to two 10-hour holiday shifts during the residency year (described under Resident Staffing Requirements).
- Time off for holidays is subtracted from PTO.
- Residents may elect to be present on rotation (instead of taking PTO) on holidays when not assigned to “staff” with approval of preceptor and residency program director.
- For PGY2s, if an assigned holiday falls on a weekend, the resident can choose to either take a day off a rotation day the week prior to or after the holiday OR count the holiday towards their weekend shift requirements. This should be arranged with their RPD and manager.

Unscheduled Absences

- **For inpatient/oncology staffing shifts/rotation:**
  - Contact central pharmacy at least two hours prior to shift start time (if possible) to notify them of illness/unscheduled absence (414-805-2690) regardless if you are staffing. The manager on-call will cover your scheduled shift if staffing. Depending on the circumstances, you may be asked to work an alternate shift to make up the missed staffing day.
  - If on rotation, notify your preceptors and residency program director of the absence as soon as possible.
- **For ambulatory/retail staffing shifts/rotation:**
  - Contact the on-call manager/coordinator at least two hours prior to shift start time (if possible) to notify them of illness/unscheduled absence (pager: 414-314-1369) regardless if you are on rotation or staffing.
  - If staffing, the on-call manager/coordinator will cover your scheduled shift. Depending on the circumstances, you may be asked to work an alternate shift to make up the missed staffing day.
  - If on rotation, the manager on-call will notify your preceptor(s), RPD, and manager of the absence. The resident may also send notification if desired.
- PTO will be used for unscheduled absence unless other arrangements are made with preceptors and your manager.

Professional Leave/Business Days

- Professional leave will be granted to attend the ASHP Midyear Clinical Meeting, the Great Lakes Resident Conference, Wisconsin Pharmacy Resident Conference and other meetings approved by Residency Steering Committee.
- Additional days may be approved for the resident to use to attend other professional meetings; however, both approval by the resident’s program director, manager and the residency steering committee must be obtained.

Professional Meeting Attendance and Funding

- Each PGY1 resident is allotted a $1200 stipend and each PGY2 resident is allotted an $1800 stipend to offset travel, lodging, and registration expenses for professional meeting attendance.
- Expenses exceeding the stipend amount will be covered by the resident.
- Unused portions of the stipend are not payable to the resident and cannot be carried over for the following year.
PGY1 Residents
- PGY1 residents are expected to attend the ASHP Midyear meeting (including the Vizient Pharmacy Council meeting immediately prior to the ASHP meeting) and one regional residency conference.
- PGY1 residents are expected to present a poster at the Vizient Pharmacy Council meeting.
- PGY1 residents are expected to travel to the ASHP Midyear / Vizient Pharmacy Council meeting on Friday and participate at least through mid-day on Wednesday.
- The $1200 travel stipend is intended to offset the expenses related to ASHP Midyear / Vizient Council meeting.
- Any remaining balance may be utilized to offset expenses for other professional meetings.
- Separate funding is provided for the PGY1 residents to attend one regional residency conference.

PGY2 Residents
- Attendance at the ASHP Midyear meeting is optional for PGY2 residents (unless required by the specific PGY2 program).
  - PGY2 residents who elect to attend ASHP Midyear, are expected to attend the Vizient Pharmacy Council meeting immediately prior to the ASHP meeting and present a poster at the Vizient meeting.
  - PGY2 residents are expected to travel to the ASHP Midyear / Vizient Pharmacy Council meeting on Friday and participate at least through end of day on Monday.
- The $1800 travel stipend may be used to cover ASHP Midyear as well as other professional meetings, conferences (e.g. ACCP, SCCM, HOPA, UGM, XGM, etc.) and residency conferences.
Expense Reports/Reimbursement

- To complete an expense report:
  - Froedtert Scout (main screen) → Departments → Finance → Expense Reimbursement
  - Link: [https://fh.sp.froedtert.com/sites/1580/default.aspx](https://fh.sp.froedtert.com/sites/1580/default.aspx)

- All expense reports for travel must be completed prior to the trip or within two weeks from the return date in order to ensure reimbursement.

- All original receipts must be kept and attached to the electronic ‘Expense Reimbursement’ request.

- Residents are expected to keep track of their stipends and not request reimbursement for amounts greater than the allotted stipend.

- All expense reimbursement for resident travel should be submitted with manager listed as "Kristin Hanson."

- Contact your manager and RPD prior to planning any travel or before applying for reimbursement.

Figure 2: Company Codes and Accounting Units for Travel Reimbursement

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Resources for Residents

Laptops and Pagers

- Residents will be issued laptop computers and personal pagers to be used throughout the year
  - **Laptops:** Laptops should be used as a workstation while on rotation (including for clinical rotations) as well as can be used at home. Laptops should be stored in a secure location.
    - Residents are required to password-protect all documents containing Health Insurance Portability and Accountability Act (HIPAA) information (see example below "Example: How to Password-Protect Patient Data").
  - **Pagers:** Pagers should be carried by the resident while on campus. Expected response time if paged is 15 minutes or less during business hours. Residents may have assigned “on-call” times when pagers need to be carried 24/7. Residents may obtain app to manage pager on their phone.
- Any loss or damage to these items must be reported to the residency program director as soon as possible. The resident may be responsible for covering any fees related to loss or damage.
- If there are issues with device performance (i.e. low battery life, missing applications, etc), the resident is responsible for contacting IT for fix through the myIT app (see Figure 4).

**Figure 3. How to Password Protect Patient Data**

**Figure 4. How to Enter myIT requests (Use Epic Credentials to Log In to MyIT)**
Figure 4 (Cont.). How to Enter myIT requests (Use Epic Credentials to Log In to MyIT)

Figure 5. How to Request Remote Access via APS

Remote Access
- Remote access should be requested in order to gain access to Froedtert applications (including Epic) and documents at home. When using a personal device, residents may use the remote portal. When using Froedtert issued laptop, VPN access should be utilized.
- To access remote portal, Citrix must be downloaded. The IT help desk may be contacted at (414) 805-2101 to assist with download if needed.
The VIP App must be downloaded and used as a method for dual authentication. The app should be downloaded on a personal device from Froedtert Campus in order to link it with the account. Click link below to access instructions:

- Link to Froedtert remote desktop: [https://remote.froedtert.com/](https://remote.froedtert.com/)
- Once logged in, the following applications should be available:
  - Epic
  - Microsoft Outlook, Excel, Word, PowerPoint, OneNote
  - Froedtert Intranet
  - Froedtert Network (H: Drive and I: Drive)
- VPN is the preferred method to connect remotely using Froedtert issued laptop.
  - To see if you have VPN access, click on the icon in Figure 6
  - Instructions for logging into VPN can be found here: [I:\FMLH\PHARMACY\Residency Program\2021-2022\Orienation\VPN Access Instructions](I:\FMLH\PHARMACY\Residency Program\2021-2022\Orienation\VPN Access Instructions)

**Figure 6. VPN Access**

- If you do not have access, you will need to request it via myIT (follow instructions in Figure 4, but click on VPN Access/Application (seen in Figure 7)
The device must have a password or bioID. Once set up, IT will have the right and ability to erase company information on the device if needed.

Residents may access email on a personal device (phone or tablet). The Froedtert Health Personal Device User Agreement must be completed in order to set up access on the device. This can be found on Scout (also referred to as the “intranet”). Open internet explorer: Homepage > Departments > Information Technology (Froedtert Health) > Froedtert Health Information Technology > Mobile Devices > MyITPortal

Once access request has been processed, the Outlook App can be used to access email and calendar instructions on how to use the app are available on the IT website.


Workplace
- Workplace is the primary location for organizational communication. It is a work version of the Facebook platform.
- You will receive an email 2 weeks after your first paycheck to set up a Workplace account – before this, you will not be able to create an account.
- You should create a Workplace login using your Froedtert email address. You are also encouraged to download the Workplace app on your phone or tablet.
  - [https://froedtert.workplace.com/](https://froedtert.workplace.com/)
  - [Downloading the Workplace Mobile app](#)
- All employees are expected to keep up-to-date with organizational communications posted on Workplace.
- Employees are also encouraged to comment/like posts and post work-related content.

WebEx Teams
- All Froedtert employees have access to the WebEx and WebEx Teams platform to use for virtual meetings.
- In order to schedule a meeting using WebEx, create a calendar appointment and in the location, type @webex. Once the meeting is sent, login information will be populated within the body of the appointment.
- Additional capabilities are available using the WebEx Teams Application. This should be available on all Froedtert computers. It can also be downloaded onto a personal computer from: [https://www.webex.com/downloads.html/](https://www.webex.com/downloads.html/).
- User guides for Webex Teams are posted here: [http://intranet.froedtert.com/?id=27901&sid=5](http://intranet.froedtert.com/?id=27901&sid=5).
- Frequently asked questions (eg, how to create a meeting space, how to schedule meetings, etc.) are answered here: [I:\FMLH\PHARMACY\Residency Program\2021-2022\Orientation\WebEx FAQs](I:\FMLH\PHARMACY\Residency Program\2021-2022\Orientation\WebEx FAQs)

Figure 9: Meeting Set-Up Using Webex Teams

![Meeting Set-Up Using Webex Teams](image)

Email Expectations
- Residents are expected to check Froedtert email daily Monday through Friday during the work week. Responses to email are expected within 24 “business hours” of receipt.
- The specified response time is not required during PTO/vacation, however, residents should use an out-of-office alert to notify sender of absence. Residents are expected to follow-up on email as soon as possible upon return.
- It is expected that residents create an email signature using the Froedtert approved template (see link below). Directions on how to set up an email signature can be found on the Scout page under Marketing and Communications Department – Brand Resource Center [http://intranet.froedtert.com/?id=17585&sid=5](http://intranet.froedtert.com/?id=17585&sid=5)
Dress Code

- The Froedtert Dress Code - Personal Appearance Policy is posted on the Scout page at link below: [http://fhpolicy.s1.fchhome.com/Content/Policies.aspx?ContentTypeId=7a1c99c1-2e09-41a2-8256-d606906e7a55](http://fhpolicy.s1.fchhome.com/Content/Policies.aspx?ContentTypeId=7a1c99c1-2e09-41a2-8256-d606906e7a55)
- In general, residents are expected to wear business casual attire when on rotation and staffing on decentral units, ambulatory clinics, outpatient pharmacies or in office environments.
- Scrubs are acceptable in the ED, OR and pharmacy operations areas (central, day hospital, etc.). In the ED and pharmacy operations areas, residents may choose to wear their own scrubs or request Froedtert issued scrubs. In the OR, residents must wear Froedtert issued scrubs.
- More formal attire will be required for special events. For example, suits are required for presentations outside the organization (i.e. Midyear posters, Great Lakes Presentations)
- White coats are strongly encouraged when on a clinical rotation or when staffing decentrally.

White Coats

- Residents will need to fill out the Pharmacy Department Lab Coat/Logo Order form
  - You will receive an email from Teri Mattek with the order form so that you can order your white coat before the start of residency.
    - If you cannot find the email, the order form can be found on Sharepoint: [https://datacollectionrb.sp.froedtert.com/sites/pharmacy/pharmacy/_layouts/15/WopiFrame.aspx?source=/sites/pharmacy/pharmacy/Forms/Lab%20Coat%20Froedtert%20Pharm%20Order%20Form%202017.doc&action=default](https://datacollectionrb.sp.froedtert.com/sites/pharmacy/pharmacy/_layouts/15/WopiFrame.aspx?source=/sites/pharmacy/pharmacy/Forms/Lab%20Coat%20Froedtert%20Pharm%20Order%20Form%202017.doc&action=default)
  - The department will reimburse residents for embroidery, but resident will be responsible for paying for coat
- Deanna Zapfel, Administrative Coordinator, is the contact person for white coats, should you need any additional coats throughout the year

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Scrub Request Forms

- Froedtert issued scrubs must be worn in OR areas and may be worn in ED and pharmacy operational areas. The scrub request form is available on the Environmental Services site: [http://intranet.froedtert.com/?id=26274&sid=1](http://intranet.froedtert.com/?id=26274&sid=1)
- Complete form, obtain manager signature and fax
- Contact Deanna Zapfel, Administrative Coordinator with any questions

Business Cards

- Residents should place orders for business cards prior to September so that they arrive in time for recruitment season
  - This can be found on Scout, open internet explorer: [Homepage > Departments > Supply Chain > Business Card Request Form](http://intranet.froedtert.com/?id=26274&sid=1)
  - Use the following titles:
    - “PGY1 Pharmacy Resident”
    - “PGY1 Health-System Pharmacy Administration and Leadership Resident”
    - “PGY1 Medication Use Safety and Policy Resident”
    - “PGY1 Community Pharmacy Resident”
    - “PGY2 (Program Name) Pharmacy Resident”

Residency Project Resources

Residency Project Sharepoint

- Information about research protocols, posters, and presentations can be found here: [https://datacollectionrb.sp.froedtert.com/sites/pharmacy/residency/Poster%20and%20Presentation%20Resources/Forms/](https://datacollectionrb.sp.froedtert.com/sites/pharmacy/residency/Poster%20and%20Presentation%20Resources/Forms/)
- There are also past resident project abstracts, posters, and presentations on this website that may serve as examples

MCW Biostatistics Support

- Residents will have the opportunity to seek statistics support for their projects through the MCW Biostatistics Department.
- The Pharmacy Research Committee will prioritize and approve resident projects for statistics support based on complexity of the statistics required, type of project, likelihood of publication and other factors.
- More information will follow regarding this process.

Presentation and Poster Templates

- **Presentations**
  - Froedtert Health has a presentation template that should be used when creating presentations to be shared internally and externally.
  - Residents should use the template with the Froedtert & Medical College of Wisconsin logo.
  - Templates are located here: [http://intranet.froedtert.com/?id=17587&sid=5](http://intranet.froedtert.com/?id=17587&sid=5)
  - Pharmacy-specific templates will be shared via the I: Drive or email
- **Posters**
  - The Pharmacy Research Committee has developed templates to be used for student, resident, and staff-presented posters.
  - Poster templates are located here: [I:\FMLH\PHARMACY\Residency Program\2021-2022\Resident Posters\Templates and Instructions](I:\FMLH\PHARMACY\Residency Program\2021-2022\Resident Posters\Templates and Instructions)
Wisconsin Prescription Drug Monitoring Program (ePDMP)

- Residents should register with the Wisconsin Prescription Drug Monitoring Program as it will be a needed resource to carry out staffing duties as a pharmacist (note that you will need to be licensed in order to register)
- Prescribers are responsible for checking ePDMP prior to prescribing any controlled substances at discharge or for use in the ambulatory setting
  - Apply for access
    - Go to: https://pdmp.wi.gov/
    - Click "Register"
    - Select “Healthcare Professional”
    - Complete required fields including your license number
    - Select a username and password
    - Look for confirmation email from “noreply@pdmp.wi.gov”
  - Logging in
    - Go to: https://pdmp.wi.gov/
    - Type in username and password
    - Click "Patient Report" to look up a patient

Basic Life Support (BLS) and Advanced Cardiac Life Support (ACLS) Certifications

- Froedtert offers certifications in Basic Life Support (BLS) and Advanced Cardiac Life Support (ACLS)
  - PGY2 residents in Critical Care and Emergency Medicine, and PGY1 acute care PGY1 HSPA-L and PGY1 MUSP residents are required to maintain ACLS certification. Residents are expected to complete ACLS prior to starting ICU or ED rotations or staffing in these areas. ACLS is optional for other PGY2 residents
  - BLS is required for all residents who will be working in the outpatient/retail settings in order to administer immunizations.
- Enrollment
  - Enrollment is done through The Learning Center by searching for ACLS or BLS. Prior to being able to access materials for the course, a manager must approve via the Learning Center
  - Residents may take one project day to complete the course. Residents are responsible for scheduling Part 2 of ACLS/BLS based on their rotation/staffing schedule

Figure 8. Registration in The Learning Center for ACLS and BLS Training

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• ACLS
  o Online portion takes about 7 hours and requires knowledge of CPR as well as ability to identify basic rhythms. This portion is very comprehensive and does take some preparation to pass. Some course materials are provided, although the use of other resources may be helpful
  o “Megacode” portion (Part 2) is scheduled separately and occurs off-site (usually across street within WAC building). Participants are required to run a code without the assistance of others. This portion takes about 4 hours and occurs after online portion is completed
  o Completion of both portions of the course is required in order to pass

Parking
• Residents must adhere to their assigned parking locations.
  o On Saturdays, Sundays and major holidays, residents may park in patient parking structures (Parking area 1 on 92nd street and 3 on 87th street).
  o Off-Peak Times (Mon-Fri, 6PM-8AM), residents may park in parking area 1 or parking area 3. Must arrive AFTER 6PM and leave BEFORE 8AM.
• Residents are encouraged to use technology for participation in off-site meetings using WebEx in order to minimize travel time.
• Additional details about parking can be found in the parking handbook.

Project Days
• Residents may be allocated project days at the discretion of their residency program director. These days are to be used for program-related projects and research activities. The number of days and when they can be taken will vary based on the residency program.
• Residents may choose to work remotely on their project days, but should be available via WebEx, email and/or cell phone.

Working Remotely
• Some pharmacy department staff have transitioned to work-from-home (WFH) full-time or in a hybrid model. Generally, residents will be expected to work-from-home if completing a rotation in these areas.
• All informatics team members are permanent WFH, center for medication use and stewardship pharmacists are currently in a hybrid model.
• If a resident intends to work-from-home in a location outside of the local area (ie, their home in the Milwaukee area), their RPD and/or manager should be notified.

Additional General Information

Vizient Committee Involvement
• Residents can elect to join the Vizient Pharmacy Network Committees
• This elective experience will provide residents the ability to participate on projects and network with individuals at academic medical centers across the country
• The Froedtert team has been involved in the following committees:
  o Ambulatory Pharmacy Development
  o Business of Pharmacy Enterprise
  o Cancer Care
  o Med Use Informatics and Technology
  o Professional Development Workforce
  o Quality Safety and Compliance
  o Research
Supply Chain Optimization

Academia Opportunities
- Academia and precepting opportunities are available through Concordia University of Wisconsin (CUW) School of Pharmacy, the Medical College of Wisconsin (MCW) School of Pharmacy, and University of Wisconsin-Madison (UW) School of Pharmacy
- An optional teaching certificate is available through the Medical College of Wisconsin

Research Certificate
- Residents have the option of completing a formal Pharmacy Research Certificate over the course of residency training.
- Residents are encouraged to discuss participation in the Research Certificate with their program director.

Pharmacy Society of Wisconsin Membership
- Pharmacy Society of Wisconsin is covered by Froedtert & the Medical College of Wisconsin for all pharmacy residents and staff.
- PGY1 residents who are in their first year of practice receive their first year of registration free regardless of employment and are encouraged to register with PSW and affiliate with Froedtert.
- PGY2 residents who are new to Froedtert will be added to Froedtert’s member list within the first half of the residency year.

Wellness and Resilience Resources
- In addition to residency programming to address wellness, resilience and prevention of burnout, Froedtert Health offers a variety of wellness resources that are available to all employees.
- Many of these are listed on the Wellness Works intranet page: http://intranet.froedtert.com/wellnessworks
- The Employee Assistance Program (EAP) also offers a variety of services that are included as part of the benefits package. http://intranet.froedtert.com/EAP

Excellence in Action
- This platform can be used to submit recognitions for fellow residents, other pharmacists/pharmacy staff members, or other healthcare professionals or staff who went above and beyond to help you, a patient, or others.
- Link: http://intranet.froedtert.com/?id=24359&sid=5

COVID19 Resources and Guidance
- Information regarding COVID19 has been changing rapidly, so employees are encouraged to visit the intranet pages below for the most up-to-date information. Residents are also encouraged to carefully review organizational and departmental communications regarding this topic as they are released.
- Information from Internal Occupational Health regarding COVID19 exposure or symptoms is available here: http://intranet.froedtert.com/IOH
- General information about COVID19 at Froedtert can be found here: http://intranet.froedtert.com/?id=27904&sid=1
- Clinical resources about COVID can be found here: https://intranet.froedtert.com/?id=27870&sid=1
- Froedtert residents will adhere to any Froedtert Health mandated business travel restrictions due to COVID19.
- Froedtert residents are strongly encouraged to discuss any personal travel plans with their manager and/or residency program director in advance of departure.
- All staff must wear a medical grade simple mask while working on the Froedtert campuses.
There may be times throughout the year or specific rotations where residents are asked to work from home (WFH). Generally, residents may do project days and participate in academic afternoon activities from home.

Medical College of Wisconsin Teaching Certificate Program

The Medical College of Wisconsin (MCW) Pharmacy School Teaching and Learning Certificate Program offers an innovative and interprofessional learning environment that prepares the educators of the future for success in didactic and experiential settings.

**Program Benefits**

**Innovative**

Our curriculum embraces active learning pedagogy, employing team-based learning (TBL) and utilizing technology to enhance the learning experience. Participants may gain experience with several educational platforms, including ExamSoft, TopHat, Storyline Articulate, GoAnimate, and NeehrPerfect.

**Interprofessional**

Collaborative, interprofessional learning is a cornerstone of MCW’s teaching philosophy. Participants will have the opportunity to participate in interprofessional educational sessions with local health professions students, including physicians, nurses, medical interpreters, anesthesiologist assistants and others.

**Flexible**

We provide on-demand, web-based learning sessions and a two-year program completion window to provide flexibility for participants to complete requirements at their own pace.

**Personalized**

The small size of our program enables us to provide personalized support and feedback to program participants. All participants will have a formal mentor to encourage their professional growth throughout the program. Academic Educator Distinction is available for participants who desire additional training and experience to prepare for a career in academia.
TEACHING CERTIFICATE PROGRAM STRUCTURE

• Participants may elect to complete the program requirements over 1 or 2 years.
• Required learning modules are provided as a combination of live educational seminars and recorded web-based lectures.
• Didactic learning opportunities are available in several core MCW Pharmacy School courses, including the longitudinal Patient Care Lab and the Integrated Sequence therapeutics classes.

Residents

The program is designed to facilitate achievement of PGY1 and PGY2 ASHP residency program objectives relating to teaching and precepting.

TEACHING CERTIFICATE REQUIREMENTS

At a minimum, participants will engage in the following activities at the MCW Pharmacy School:

• Attend introductory session “boot camp” at the beginning of the academic year (July)
• Complete required monthly modules (live and remote sessions offered)
• Deliver two hours of didactic lecture
• Lead one Patient Care Lab activity
• Facilitate six Patient Care Lab activities
• (Co)-Precept one IPPE/APPE student
• Develop a teaching portfolio and personal teaching philosophy

Available live/online modules include:

Teaching and Learning Styles • Curricular Design • Teaching with Technology • Evaluation and Assessment Strategies • Preceptor Essentials • Academia Structure, Rank & Promotion • Learning Objectives • Effective Presentations • Scholarship of Teaching and Learning • Interprofessional Education • And Many More!

PROGRAM COSTS

The cost of the program for practicing pharmacists is $400. A discounted enrollment cost of $100 is available for MCW Preceptors participating in the Preceptor Benefits Program, bronze-gold level. Complimentary enrollment is provided for pharmacists currently enrolled in a residency program.
Pharmacy Research Certificate Overview

Residents have the option to complete a formal Pharmacy Research Certificate over the course of their residency training. The certificate is optional for most residents. However, individual residency programs have the opportunity to require additional components as part of certificate completion; they may also require the certificate as part of residency completion requirements. Discuss with your Residency Program Director what his or her expectations are for the Pharmacy Research Certificate.

The purpose of the Pharmacy Research Certificate program is to enhance the research development curriculum at Froedtert & the Medical College of Wisconsin (MCW) and provide rigorous training for those interested in pursuing a career with continued scholarly pursuits.

Goals and Objectives:

1. Increase pharmacist understanding of and ability to interpret biostatistics in medical literature.
2. Increase comfort and awareness of the various research processes and resources available at Froedtert & MCW.
   a. Improve understanding of how to develop a research question.
   b. Improve understanding of departmental research processes.
   c. Decrease barriers to research.
   d. Familiarize staff and increase the number of research mentors.
   e. Increase engagement of staff in research.
3. Improve quality of research project submissions.
4. Improve quality of research posters and presentations.
5. Increase resident and staff publication rates and attitudes towards publishing.

Program Leadership:

Joel T. Feih, PharmD, BCCCP
*Clinical Pharmacist, Froedtert Hospital
PGY2 Critical Care Pharmacy Residency Program
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Components for Completion of the Certificate:

- Attendance at 100% of live Research Development Series sessions, including selected Academic Afternoon sessions (described below)
- Active participation in Research Development Series sessions, whether joining live or virtual
- Preparation of a manuscript suitable for publication in a peer-reviewed journal
- Poster or oral presentation at a national-, regional-, or state-level meeting
- Program evaluation and feedback

Residency Program Director approval is required prior to granting the certificate. The certificate is optional for most residents. However, individual residency programs have the opportunity to require additional components as part of certificate completion; they may also require the certificate as part of residency completion requirements. Discuss with your Residency Program Director what his or her expectations are for the Pharmacy Research Certificate.

Research Development Series (RDS):

Most sessions of the RDS are 1 hour long and will occur during a typical Academic Afternoon schedule; to achieve 100% attendance, participants will have to make up any missed sessions. It is strongly recommended that residents avoid missing live sessions; if unavoidable, a make-up plan must be developed by discussing with program leadership prior to the anticipated absence (e.g., staffing, PTO). Unexpected or emergent absences will be accommodated on a case-by-case basis. Sessions will be recorded and provided via Webex Teams; additional activities or assignments may be required as part of a make-up plan.

Each session has associated objectives and recommended project activities. The participant is expected to complete the recommended project activities prior to the corresponding discussion session and then use the information from each session to modify and optimize that component of their residency project.

<table>
<thead>
<tr>
<th>Timing</th>
<th>Topic</th>
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<tbody>
<tr>
<td>July through September</td>
<td>Introduction to Projects at Froedtter &amp; the Medical College of Wisconsin</td>
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<tr>
<td>(approximately once weekly)</td>
<td>Developing a Research Question and Specific Aims</td>
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<td></td>
<td>Institutional Review Board (IRB) and Institutional Research Processes</td>
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<td>Obtaining Reports and Data for Quality Improvement and Research Projects</td>
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<td></td>
<td>Research Best Practices from a Librarian’s Perspective</td>
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<td>Evidence-Based Medicine</td>
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<td>Basic Study Designs</td>
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<td>Advanced Study Designs</td>
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<td>Types of Data, Descriptive Statistics</td>
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<td>Inferential Statistics</td>
</tr>
<tr>
<td>October</td>
<td>Database Management and Design</td>
</tr>
<tr>
<td>November</td>
<td>Miscellaneous Statistics</td>
</tr>
<tr>
<td>January</td>
<td>Preparing a Research Abstract: Focus on Presenting Results</td>
</tr>
<tr>
<td>March</td>
<td>Manuscript Writing</td>
</tr>
</tbody>
</table>

Residents are encouraged to reach out to program leadership for the certificate with questions or for further discussion. An overview presentation will be provided during New Resident Orientation. If planning to participate, a commitment to the program will be required by early July.
PGY1 Pharmacy Residency (Community Focus) Staffing Requirements

Staffing Experience
- PGY1 Pharmacy (Community Focus) Residents have three general staffing requirements:
  - Weekday staffing once per week, typically on Fridays
    - Typically a 10-hour shift in Tosa Clinic Pharmacy
  - Weekend staffing one shift every other weekend on average
    - One four-hour Saturday weekend shift per month at Town Hall Pharmacy throughout the year
    - One eight-hour Sunday weekend shift per month at 92nd St Pharmacy throughout the year
    - Weekends may be traded between residents or with retail pharmacist staff members with approval from the Residency Program Director and communication with Outpatient Pharmacy Scheduler
  - Holiday staffing
    - Each resident will staff one major and one minor holiday
      - Major holidays: Thanksgiving, Christmas Day, New Year’s Eve
      - Minor holidays: Labor Day, Memorial Day
    - Holiday staffing generally includes the actual holiday in addition to one additional day surrounding the holiday
  - Staffing pulls
    - Each resident may be “pulled” from a rotation to a staffing shift for up to 32 hours per residency year in order to alleviate staffing shortages in the case of sick calls, etc.
      - Pulls beyond this will be paid out as “bonus shifts”

Staffing Preceptor
- The staffing preceptor is a pharmacist paired with each resident. Their primary purpose is to provide residents guidance, feedback, and support throughout the year with an emphasis on training, development, and advancement
- Residents and staffing preceptors are expected to meet weekly during the training and orientation time period, then monthly.
- Staffing preceptors are assigned by Residency Program Director
- Pharmacists staffing with residents will be asked to provide feedback to the staffing preceptor to provide further evaluation and guidance to the resident.

Precepting Experiences
- PGY1 Pharmacy (Community Focus) Residents may participate in precepting of IPPE and APPE students in a variety of roles, from informal to formal preceptorship
- PGY1 Pharmacy (Community Focus) Residents may have the ability to participate in orientation activities and learning experiences for IPPE and APPE students beginning community rotations at Froedtert
- PGY1 Pharmacy (Community Focus) Residents will have the opportunity to interact with and provide guidance to outpatient pharmacy interns during rotation and staffing experiences
Required Experiences

Learning Experiences:
- Orientation and Training (6 weeks)
- Community Pharmacy (6 weeks)
- Administration (6 weeks)
- Home Infusion (5 weeks)
- Elective (5 weeks)
- Home Delivery (6 weeks)
- Medication Access (5 weeks)
- Elective (5 weeks)
- Specialty (5 weeks)
- Discharge/Transitions of Care (5 weeks)
- Staffing – Longitudinal (52 weeks)
- Community Home Base – Longitudinal (48 weeks, every Monday)

Committee Membership
- Retail Policy Committee (6 months)
- Specialty Pharmacy Quality Committee (6 months)
- Retail Medication Safety Committee (12 months)
- Retail Pharmacy Practice Model Steering Committee (12 months)
- Assignments such as small projects, taking of minutes, etc. may be required
- It is the resident’s responsibility to ensure that they have appropriate calendar invites for each meeting and understand their responsibilities to each committee prior to the first scheduled meeting

Administrative Responsibility – options may change, more than one resident may be assigned to each
- Coordinated by Anne Zechlinski and Residency Program Director, with preferences submitted by each resident

Recruitment Events – options TBD annually
- Pharmacy Society of Wisconsin (PSW) Annual Meeting
- Medical College of Wisconsin
- Concordia University of Wisconsin
- University of Wisconsin – Madison
- Illinois Council of Health-System Pharmacists (ICHP) Annual Meeting
- University of Minnesota
- University of Iowa
- University of Michigan

Milwaukee Citywide Resident Events
- Citywide resident events occur at different pharmacy residency program sites throughout the Milwaukee area

Other Experiences
Vizient Pharmacy & American Society of Health-system Pharmacists (ASHP) Midyear Clinical Meeting
- Occurs in early December
- Activities:
  - Vizient committee meeting and participation
  - Midyear meeting attendance and participation
  - Poster presentation (at UHC meeting)
  - Resident recruitment at ASHP Residency Showcase
  - Others as required (e.g., participation with PPS interviews)

Wisconsin Pharmacy Residency Conference (April)
• A resident-specific portion of the Pharmacy Society of Wisconsin (PSW) Educational Conference that offers the opportunity for residents from Wisconsin to present their research projects to their peers and colleagues

• Activities:
  o Yearlong project presentation
  o Attendance and active participation during other resident presentation
  o Others as required

Mentorship Experiences

Residency Mentor
• Residency mentors are pharmacists paired with each resident. Their primary purpose is to provide residents guidance throughout the year with an emphasis on development and education
• Residents and mentors are expected to meet approximately monthly.
• Mentors are chosen by the residents in close consultation with Residency Program Director

Leader Rounding
• Residents round with the Residency Program Director monthly.
• Residents round with the Residency Program Coordinator at least quarterly.

Evaluation & Documentation
• Contact primary preceptors for each rotation approximately 2 weeks prior to the start of each rotation with an introductory e-mail (see pre-rotation communication expectations)
• Evaluations should be completed in PharmAcademic by their assigned due dates and may include both midpoint and final evaluations as well as quarterly evaluations for longitudinal experiences
• In order to pass the residency, good progress must be demonstrated on all program goals as indicated by a level of “Achieved for the Residency” on at least 70% of required goals and “Satisfactory Progress” on all remaining required goals.
• Residents are responsible for monitoring their progress on residency objectives and must keep preceptors informed about objectives that should be focused on for each rotation
Pre-rotation Communication Expectations

Below are the elements that should be included in your communication as well as an example of an exceptional pre-rotation email.

Goals:
- In order for you and your preceptor to adequately prepare for your rotation, you must provide your preceptors with your goals for the rotation. You need to have at least 3-4 goals that you would like to work toward. Make sure that your goals are specific and appropriate for the time assigned to the rotation. For 1-2 week rotations, you may only have 1-2 goals.
- Example good goal: Become familiar with the selection and narrowing of antibiotic therapy and overall treatment of community acquired vs. hospital acquired pneumonia in the ICU setting
- Example poor goal: Improve knowledge of antibiotics - too broad
- Example good goal: Increase comfort and confidence in making recommendations and interacting with physicians during patient care rounds
- Example poor goal: Increase confidence - too broad

Learning Style:
- Additionally, it is helpful if you provide information about your learning style. Although you may or may not have taken a formal learning style assessment, you should still be able to provide a general description of what is most effective for you.
- Example: I like to be quizzed on new information, I am a hands on learner - I learn by doing, I like to observe first prior to trying new things on my own

Schedule:
Notify your preceptors with any meetings, staffing days, and if a project day will be scheduled during the rotation. Since schedules are likely to change, make sure that you provide your preceptor with any updates on the first day and throughout the rotation.

Strengths and Opportunities for Improvement:
- The goal for this portion is to take feedback that you have received on previous rotations and communicate it to your next preceptors.
- Example: My identified strengths on my previous rotation were ability to thoroughly review a patient profile identify drug-related problems and ability to prepare topic discussions for students. Opportunities for improvement were my time management in working up patients, improving confidence by speaking up more on rounds, and looking up information prior to asking for the answer from my preceptor.
Example - Pre-Rotation Email

Goals:
1. Be able to analyze a complex patient and make drug therapy plans and interventions as needed.
2. Gain confidence in making recommendations to the team; enhance my communication skills.
3. Better understand the pharmacology and appropriate use of antiepileptic drugs in the critical care setting (indications, appropriate orders, side effects, therapeutic drug levels, etc.)
4. Better understand therapies for common disease states seen in the NICU (i.e., TBI, SAH, status epilepticus, CNS infections, brain tumors, stroke, neurological disorders, and common neurosurgical procedures).
5. Become more familiar with neurosurgical procedures and related medication use issues:
   a. Which meds to hold, which meds are unnecessary/necessary (med rec)
   b. Which meds are necessary to use with certain procedures or devices and which to avoid
6. Broaden and deepen my understanding of the appropriate use of antibiotics, especially in the NICU patient population and be able to recognize pharmacokinetic changes which occur in patients with traumatic brain injury, CNS infections, and other neurological states.
7. Become familiar with NICU-specific orders and better understand which drugs can/cannot be used on the regular hospital floors.
8. Gain a better understanding of emergent situations where certain meds are truly needed STAT; learn which meds need to come from central, and which are usually prepared in the ICU.

Expectations:
- Feedback on a daily basis if possible and warranted.
- Wrap-up on Thursday 2/26 with some sort of feedback/evaluation of the week.
- Constructive criticism is ok (and helpful most of the time)!
- Decision on a NICU project early on so I have time to work on it while still in the NICU rotation.
- If there is something you think I should be doing and I’m NOT, please let me know right away so I can change/correct it!

Learning Style:
- Repetition.
  o I like to be able to WRITE things down and go back to them later, so if I take a lot of notes, that’s why. I like to be able to see things later to remind me of what was talked about earlier.
  o If asked a question, I like to have time to look into things I don’t know or am not sure about.

Schedule:
- Monday, 2/23: No scheduled meetings
- Tuesday, 2/24:
  o 1200-1300 Resident Candidate Interview Lunch
  o **DONE ON ROTATION BY 1615/1630** (central PM shift @ 1700)
- Wednesday, 2/25:
  o 1130-1230 Resident Discussion
  o 1230-1300 Rounding with Kristin Hanson
- Thursday, 2/26: 1330-1430 Med Error Committee Meeting
- **Friday, 2/27: NOT ON ROTATION (Staff 8p/weekend)**
- **NOTE: Project Full Day will be Monday, March 2nd**

Strengths:
- StrengthsFinder Top 5 - ***
- Thorough profile review
- Precepting students

Areas for Improvement:
- Efficiency
- Confidence

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• Looking up information before going to preceptor for answer
## PGY1 Resident Project Timeline

<table>
<thead>
<tr>
<th>March/April 2021</th>
<th>May 2021</th>
<th>June 2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Call for projects from staff</td>
<td>• Incoming residents to complete Collaborative Institutional Training Initiative (CITI) training</td>
<td>• Finalized project list distributed to incoming residents</td>
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<tr>
<td>• Remind any potential project advisors to complete CITI training</td>
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<tr>
<td><strong>Resident action steps</strong> = none</td>
<td><strong>Resident action steps</strong></td>
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<td></td>
<td>• Go to <a href="https://www.citiprogram.org/">https://www.citiprogram.org/</a> and complete all modules for Group 1 - Biomedical Investigators, Co-Investigators and Study Coordinators</td>
<td>• Review available projects and prepare questions to ask project leads once on-site</td>
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<td><strong>July 2021</strong></td>
<td><strong>August 2021</strong></td>
<td><strong>September 2021</strong></td>
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<tr>
<td>• Project leads will present available projects to residents during orientation</td>
<td>• Work with advisor and project team to scope project and develop protocol (template available)</td>
<td>• Present protocol to Pharmacy Research Committee (PRC). Each resident is allotted 30 minutes to present their protocol and receive feedback</td>
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<tr>
<td>• Residents submit project rankings (usually top 5-7)</td>
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<td>• PRC submits feedback that resident must respond to and return in order to obtain protocol approval</td>
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<tr>
<td>• Projects are assigned</td>
<td></td>
<td>• Schedule initial biostats consult</td>
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<tr>
<td>• Research team established</td>
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<tr>
<td>• Scoping of project and scoping presentation preparation begins</td>
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<td><strong>Resident action steps</strong></td>
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<tr>
<td>□ Follow up with project leads to get any questions answered prior to submitting project rank list</td>
<td>□ Schedule and coordinate necessary team meetings</td>
<td>□ Send protocol draft to Mary Frances Picone one week prior to PRC presentation date</td>
</tr>
<tr>
<td>□ Submit rank list by deadline</td>
<td>□ Distribute protocol draft to project team two weeks prior to scheduled PRC presentation date</td>
<td>□ Respond to e-mail containing feedback within one week</td>
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<tr>
<td>□ Build research team with help of project advisor</td>
<td></td>
<td>□ Distribute finalized protocol to team</td>
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<tr>
<td>□ Plan project and begin creating scoping presentation (template on residency SharePoint site)</td>
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<td>□ Complete e-bridge registration and submission</td>
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<td><strong>October 2021</strong></td>
<td><strong>November 2021</strong></td>
<td><strong>December 2021</strong></td>
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<tr>
<td>• Begin data collection after receiving protocol approval</td>
<td>• Begin working on Vizient Poster</td>
<td>• Vizient Meeting</td>
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<tr>
<td>• Draft Vizient poster abstract</td>
<td>• Submit Vizient Poster after reviewed by research team</td>
<td>• Midyear Meeting</td>
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<tr>
<td>• Submit Vizient poster abstract</td>
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<td><strong>Resident action steps</strong></td>
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<tr>
<td>□ Send abstract to project team 2 weeks prior to deadline</td>
<td>□ Send to poster draft to project team 2 weeks prior to proof deadline</td>
<td>□ Present poster!</td>
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<tr>
<td>□ Submit finalized abstract by deadline</td>
<td>□ Submit for proof printing by deadline</td>
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<tr>
<td>□ Submit final printing by deadline</td>
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<tr>
<td><strong>January 2022</strong></td>
<td><strong>February 2022</strong></td>
<td><strong>March 2022</strong></td>
</tr>
<tr>
<td>• Midpoint check-in with PRC (via email)</td>
<td>• Continue implementation and data collection for your project</td>
<td>• Develop WPRC/Great Lakes slide set and presentation</td>
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<tr>
<td>• Request full Biostats support if needed</td>
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<tr>
<td>• Develop WPRC/Great Lakes abstract (due between mid-Jan and Feb 1ª)</td>
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<tr>
<td>□ Send abstract to team 2 weeks prior to submission deadline</td>
<td>□ Continue working on project and providing updates to project team</td>
<td>□ Submit slide set to RPD and project team prior to deadline</td>
</tr>
<tr>
<td>□ Send to RPD, at least 3 business days prior to submission deadline</td>
<td>□ Submit for final printing by deadline</td>
<td>□ Complete practice presentations</td>
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<td>□ Submit abstract by deadline</td>
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<tr>
<td><strong>April 2022</strong></td>
<td><strong>May 2022</strong></td>
<td><strong>June 2022</strong></td>
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<tr>
<td>• Great Lakes slide set submission</td>
<td>• Develop project manuscript</td>
<td>•曼篇 writing deadline</td>
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<tr>
<td>• WPRC/Great Lakes Conference</td>
<td>• Present project at Froedtert (late May/early June)</td>
<td>• Project wrap-up</td>
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<td>• WPRC/Great Lakes Conference</td>
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<tr>
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<td><strong>Resident action steps</strong></td>
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<tr>
<td>□ Submit slide set prior to deadline if required</td>
<td>□ Send to project team prior to deadline</td>
<td>□ Submit manuscript to RPD by deadline</td>
</tr>
<tr>
<td>□ Present at WPRC/Great Lakes Conference</td>
<td>□ Send to mentor/advisor by deadline</td>
<td>□ Close out study in eBridge, close out of project and tag off to project advisor</td>
</tr>
<tr>
<td>□ Update WPRC/GLs slide to include final data and analysis</td>
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</tbody>
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