# Table of Contents

**About Froedtert Health** ................................................................................................................................. 2

**Departmental Information** ................................................................................................................................. 4
  - Clinical Pharmacist Scope of Services ....................................................................................................... 4
  - Pharmacy Leadership Team ...................................................................................................................... 9
  - Residency Program Leadership .............................................................................................................. 10

**Residency Program Policies** .......................................................................................................................... 12
  - Licensure .................................................................................................................................................. 12
  - Residency Program Completion Attendance Requirements and Extended Absences .................. 12
  - Residency Program Completion Performance Requirements .............................................................. 12
  - Resident Disciplinary Action .................................................................................................................. 12
  - PharmAcademic Evaluations .................................................................................................................. 12
  - Duty Hours .............................................................................................................................................. 15
  - Bonus Shifts ............................................................................................................................................ 15
  - Resident Attendance Expectations .......................................................................................................... 16
  - Paid Time Off .......................................................................................................................................... 16
  - Professional Leave/Business Days ........................................................................................................... 17
  - Unscheduled Absences ............................................................................................................................ 17
  - Funding for Professional Meetings ......................................................................................................... 17
  - Expense Reports/Reimbursement ........................................................................................................... 18

**Resources for Residents** ................................................................................................................................. 19
  - Laptops and Pagers ................................................................................................................................. 19
  - Remote Access ....................................................................................................................................... 19
  - Personal Device Access ........................................................................................................................... 19
  - Email Expectations ................................................................................................................................ 20
  - Dress Code ............................................................................................................................................ 20
  - White Coats ......................................................................................................................................... 21
  - Scrub Request Forms ............................................................................................................................ 21
  - Business Cards ..................................................................................................................................... 21
  - Wisconsin Prescription Drug Monitoring Program (ePDMP) ............................................................... 21
  - Basic Life Support (BLS) and Advanced Cardiac Life Support (ACLS) Certifications .................... 21
  - Parking .................................................................................................................................................... 22
  - Project Days/Working Remotely ............................................................................................................ 22

**Additional General Information** .................................................................................................................. 23
  - Vizient Committee Involvement ............................................................................................................. 23
  - Academia Opportunities ........................................................................................................................ 23
    - Medical College of Wisconsin Teaching Certificate Program .............................................................. 24
  - Residency Program Policies .................................................................................................................. 26
  - PGY1 Resident Project Timeline ............................................................................................................. 30
  - Inpatient Pharmacy Staffing Model ........................................................................................................ 31
  - Resident Staffing Requirements .............................................................................................................. 31
  - Inpatient Staffing Model ........................................................................................................................ 33

**PGY1 Specific Information** ............................................................................................................................ 39
Welcome!

Congratulations on starting your residency at Froedtert Hospital!

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 learning and refining clinical skills. 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 progress your strengths and enhance areas of relative weaknesses.

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 graduation day. This year will not 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 Family!

Best regards,

Justin Konkol, PharmD, BCPS, DPLA
Director of Pharmacy – Froedtert Hospital

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 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 and adult Level I Trauma Center at Froedtert Hospital, Milwaukee, an internationally recognized training and research center engaged in thousands of clinical trials and studies. The Froedtert & MCW health network, which includes five hospitals, more than 1,600 physicians and nearly 40 health centers and clinics, draws patients from throughout the Midwest and the nation. In our most recent fiscal year, outpatient visits exceeded 1.1 million, inpatient admissions to our hospitals were 49,250 and visits to our network physicians totaled 932,000.

Froedtert Hospital

Froedtert Hospital, the primary adult teaching affiliate for the Medical College of Wisconsin, is a 604-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 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:**
  - Partnership: partnering with patients, families and other organizations; collaborating with co-workers and colleagues
  - Responsiveness: meeting the needs of the community in prevention, wellness and providing integrated care for all ages
  - Integrity: using resources wisely; building trust
  - Dignity and Respect: creating an inclusive and compassionate environment for all people
  - Excellence: demonstrating excellence in all 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 Top 10 US Academic Medical Centers

Vizient (formerly the University HealthSystem Consortium) has recognized Froedtert & MCW Froedtert Hospital with a Bernard A. Birnbaum, MD, Quality Leadership Award multiple times, most recently in 2017. Froedtert & MCW Community Memorial Hospital most recently received this award in 2018. This award recognizes the top 10 performing academic or complex teaching medical centers in the nation. In 2017, Froedtert was ranked as the #3 academic medical center in the country based on data from the Vizient Quality and Accountability study! The award criteria reflect the national Institute of Medicine’s 6 domains of care: safety, timeliness, effectiveness, efficiency, equity, and patient centeredness. Froedtert & MCW was the only state health system to have all of its hospitals recognized.
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 histories 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
  - Review and verification of medications ordered greater than 27 days ago
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 Pharmacists 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 or 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
- 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:
  - 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
  - Lead and support medication use related to achieving outcomes around quality measures (national patient safety goals, core measures, value-based purchasing)
  - Active and timely participation and support of multidisciplinary process improvement
  - Actively participate in business process committees throughout the hospital

**Medication Distribution and Control**
- Pharmacy staff utilize inventory management software to purchase pharmaceuticals
- Pharmacy staff purchase pharmaceuticals at the lowest possible price and maintain an inventory sufficient to meet the needs of our patients
- Pharmacy staff obtain pharmaceuticals from primary wholesalers or direct from the manufacturers
- Pharmacy staff are responsible for procuring, storing, and distributing all medications used in the inpatient and ambulatory settings throughout Froedtert Hospital
- Pharmacy staff are responsible for the preparation and labeling of drug formulations, dosage forms, strengths, and packaging not commercially available in accordance with applicable practice standards and regulations. Adequate quality assurance standards for these practices exist
- Pharmacy staff prepare and label compounded sterile products in accordance with practice standards
- Pharmacy staff prepare and label compounded and repackaged non-sterile products in accordance with practice standards
- Pharmacy staff coordinate all drug recall notices and follow procedures to remove recalled products for return to the manufacturer and patient follow up if necessary
- Pharmacy staff routinely monitor inventories of pharmaceuticals to ensure proper storage conditions and remove expired medications from stock
- Pharmacy staff maintain accountability for the distribution of controlled substances and monitor systems to detect diversion
- Pharmacy staff identify processes for safe handling and disposal of hazardous drugs
- Pharmacy staff 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 provide direct comprehensive pharmaceutical care in the Cancer Center
- Pharmacy staff coordinate medication use in the oncology patient population
- Pharmacy staff perform duties as outlined above in Clinical Pharmacist Practice Service and Medication Distribution and Control as applicable
- Pharmacists are responsible for verification of medication orders and perform a dual verification for all chemotherapy orders
- Pharmacists assist in the education of patients receiving chemotherapy and adjuvant medications
- Pharmacy staff work with inpatient Heme/Onc and retail pharmacy staff to ensure continuity of care
- Pharmacists are responsible for the development, maintenance and execution of Collaborative Practice Agreements with physicians
- Pharmacy staff develop, review, and maintain protocols and regimens within the oncology electronic medical record system in collaboration with members of the Department of Hematology/Oncology
- Pharmacy staff prepare and label compounded hazardous products for the entire campus in accordance with practice standards
- Pharmacy staff participate in clinical research and Investigational Drug Services
- Pharmacy staff participate as a member of multi-disciplinary and pharmacy committees in the Clinical Cancer Center

Outpatient Pharmacy Services

- Outpatient pharmacies are open Monday through Friday; Saturday and Sunday with limited hours
- Outpatient pharmacies are accredited by the Joint Commission to provide DME including test strips to patients with Medicare Part B
- Pharmacy staff are 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
- Pharmacy staff perform duties as outlined above in Clinical Pharmacist Practice Service and Medication Distribution and Control as applicable
- Pharmacists counsel every patient on every medication dispensed which is a requirement of the Wisconsin Board of Pharmacy
- Pharmacy staff assist patients with patient assistance programs and prior authorizations
- Pharmacy staff are responsible for maintaining compliance with the 340B program
- Pharmacists are 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 provide medication therapy management Monday through Friday in many clinics across the organization
- Pharmacists are responsible for the development, maintenance and execution of Collaborative Practice Agreements with physicians
- Pharmacists 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 the safe, effective and fiscally responsible use of medications across Froedtert & MCW. The team is involved in many critical medication management efforts, including:
  - Medication utilization management of the drug budget
  - Effective drug shortage management to ensure patients and providers have access to the medications needed for patient care
  - Medication formulary and policy development and ongoing management
  - Creation, oversight, and maintenance of medication guidelines, protocols and clinical pathways
  - Development and maintenance of drug information, and communication tools
  - Identification and implementation of medication cost saving initiatives

Pharmacy Informatics

- The pharmacy informatics team 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
  - Primarily responsible for the Epic Willow Inpatient application, Epic Willow Ambulatory application, Epic Beacon application, medication related ancillary applications, medication related reporting and training of pharmacy staff
  - Pharmacy Informatics team members are routinely available Monday through Friday 8:00 am to 4:00 pm. A Pharmacy Informatics 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:
  - Acquire prior authorizations for specialty medications infused or administered at any of our Froedtert and the Medical College of Wisconsin campuses and health centers
  - Acquire prior authorizations for specialty medication prescriptions dispensed from one of our Froedtert outpatient pharmacies
  - Obtain medication and/or financial assistance for patients who are uninsured or unable to afford their specialty medication
  - Management of the drug repository at Froedtert Hospital and dispensing of prescriptions to qualified patients
  - Collaborate with social work, case management and financial counselors to ensure patient access to affordable medications
  - Review of pending Medicare write-offs to correct potential billing errors to maximize reimbursement
Pharmacy Leadership Team
Residency Program Leadership

Kristin Hanson, BPharm, MS
Program Director for Residency Programs

Teri Mattek
Pharmacy Education Coordinator

PGY1 Residency Programs

Community Memorial Hospital PGY1

• Terry Audley, RPh
  • Residency Program Director
• John Muchka, PharmD, BCPS
  • Residency Program Coordinator

Froedtert Hospital (Acute Care Focus) PGY1

• Anne Zechlinski, PharmD, BCPS
  • Residency Program Director
• Amanda Pilo, PharmD, BCPS
  • Residency Program Coordinator

Froedtert Hospital (Ambulatory Focus) PGY1

• Mickey Hart, PharmD, BCACP
  • Residency Program Director
• OPEN
  • Residency Program Coordinator

Health System Pharmacy Administration PGY1 and PGY2

• Philip Brummond, PharmD, MS, FASHP
  • Residency Program Director
• Justin Konkol, PharmD, BCPS, DPLA
  • Residency Program Coordinator
## PGY2 Residency Programs

<table>
<thead>
<tr>
<th>Program</th>
<th>Director(s)</th>
<th>Coordinator(s)</th>
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<tbody>
<tr>
<td><strong>PGY2 Ambulatory Care</strong></td>
<td>Amanda Mauerman, PharmD, BCACP</td>
<td>OPEN</td>
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<tr>
<td></td>
<td>Residency Program Director</td>
<td>Residency Program Coordinator</td>
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<tr>
<td><strong>PGY2 Critical Care</strong></td>
<td>Bill Peppard, PharmD, BCPS, FCCM</td>
<td>OPEN</td>
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<td></td>
<td>Residency Program Director</td>
<td>Residency Program Coordinator</td>
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<tr>
<td><strong>PGY2 Drug Information</strong></td>
<td>Kristin Hanson, BSPharm, MS</td>
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<td></td>
<td>Residency Program Director</td>
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<td></td>
<td>Mary Frances Picone, PharmD, BCPS</td>
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<td></td>
<td>Residency Program Coordinator</td>
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<td><strong>PGY2 Emergency Medicine</strong></td>
<td>Cathyyen Dang, PharmD, BCPS</td>
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<td></td>
<td>Residency Program Director</td>
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<td></td>
<td>Jessica Cowell, PharmD, BCCCP</td>
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<td></td>
<td>Residency Program Coordinator</td>
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<td><strong>PGY2 Infectious Diseases</strong></td>
<td>Alison Gibble, PharmD</td>
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<td></td>
<td>Residency Program Director</td>
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<td><strong>PGY2 Informatics</strong></td>
<td>Jill Zimmerman, PharmD, MS</td>
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<td></td>
<td>Residency Program Director</td>
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<td></td>
<td>Brian Dekarske, PharmD</td>
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<td></td>
<td>Residency Program Coordinator</td>
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<td><strong>PGY2 Medication Safety</strong></td>
<td>Kristin Hanson, BSPharm, MS</td>
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<td></td>
<td>Residency Program Director</td>
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<td><strong>PGY2 Oncology</strong></td>
<td>Melissa Rhoades, PharmD, BCOP</td>
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<td></td>
<td>Residency Program Director</td>
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<td></td>
<td>Felicia Zook, PharmD, BCOP</td>
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<tr>
<td></td>
<td>Residency Program Coordinator</td>
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Residency Program Policies

Licensure

- Pharmacist licensure in Wisconsin is required within 90 days of the residency start date
- Failure to meet the 90 day deadline will result in schedule adjustment, leave without pay until licensure is obtained, or dismissal from the residency program
- Additional details can be found in the Residency Licensure Policy

Residency Program Completion Attendance Requirements and Extended Absences

- The pharmacy residency programs at Froedtert Hospital are each 52-week programs
- A minimum of 50 weeks and 2250 hours is required to complete the program and be awarded the residency certificate of completion
- In the event of unforeseen extended or multiple intermittent absences, residents will be allowed to extend the duration of the program up to 12 weeks beyond the original expected completion date to facilitate completion of all program requirements
- Absences of greater magnitude or frequency are considered too substantial of an interruption and will result in program dismissal without a residency certificate
- Residents dismissed from the residency program due to absence will be allowed to reapply to the program and participate in the matching program if so desired
- Approval and handling of absences, including paid time off (scheduled and unscheduled) will be done in accordance with Froedtert policies specific to the situation

Residency Program Completion Performance Requirements

- In order to complete residency and earn a residency certificate, the resident must:
  - Complete all program-specific requirements as outlined in the residency manual at an acceptable level of quality
  - Demonstrate good progress in meeting program goals as indicated by a level of “Achieved for Residency” on at least 70% of required goals and “Satisfactory Progress” on remaining required goals

Resident Disciplinary Action

- See Pharmacy Department Policy AD25.100
- At any point during the residency program, if it is determined that a resident is consistently or substantially not fulfilling the expectations of the residency, a formal process for improvement will be initiated by the Residency Program Director (RPD).
- 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.

PharmAcademic Evaluations

- All Froedtert residency programs utilize PharmAcademic for completion of resident performance evaluations.
- All evaluations should ideally 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.
Table 1: 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.

<table>
<thead>
<tr>
<th>NI = Needs Improvement</th>
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<tbody>
<tr>
<td><strong>Definition:</strong> 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:</td>
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<tr>
<td>• Requires direct and repeated supervision, guidance, intervention, or prompting</td>
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<tr>
<td>• Make questionable, unsafe, or non-evidence-based decisions</td>
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<tr>
<td>• Fails to complete tasks in a time appropriate manner</td>
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<tr>
<td>• Fails to incorporate or seek out feedback</td>
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<tr>
<td>• Acts in an unprofessional manner</td>
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<tr>
<td><strong>Preceptor Action:</strong> 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.</td>
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<tr>
<th>SP = Satisfactory Progress</th>
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<tr>
<td><strong>Definition:</strong> 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:</td>
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<tr>
<td>• Requires infrequent supervision, guidance, intervention, or prompting</td>
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<tr>
<td>• Makes appropriate, safe, or evidence-based decisions with limited prompting or intervention from the preceptor</td>
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<tr>
<td>• Completes tasks in a time appropriate manner with limited prompting and guidance</td>
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<tr>
<td>• Incorporates feedback from preceptors with minimal prompting</td>
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<tr>
<td>• Acts in a professional manner</td>
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<tr>
<td><strong>Preceptor Action:</strong> 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.</td>
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<thead>
<tr>
<th>ACH = Achieved</th>
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<tr>
<td><strong>Definition:</strong> 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:</td>
</tr>
<tr>
<td>• Appropriately seeks guidance when needed</td>
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<tr>
<td>• Consistently makes appropriate, safe, or evidence-based decisions on an independent basis</td>
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<tr>
<td>• Independently and competently completes assigned tasks</td>
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<tr>
<td>• Consistently demonstrates ownership of actions and consequences</td>
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<tr>
<td>• Accurately reflects on performance and can create a sound plan for improvement</td>
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<tr>
<td>• Acts in a professional manner</td>
</tr>
<tr>
<td><strong>Preceptor Action:</strong> The preceptor must document criteria-based, specific comment(s) and example(s) within PharmAcademic to justify ACH.</td>
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<table>
<thead>
<tr>
<th>ACHR = Achieved for Residency</th>
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<td>Back to Table of Contents</td>
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</table>
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.
Duty Hours

- When providing patient care, it is important to be fit for duty; this means being mindful of hours worked and ensuring that residents arrive to work able to complete required duties.
- ASHP (American Society of Health-System Pharmacists) duty hour guidelines
  - Hours worked are limited to 80 hours per week, which includes regular staffing shifts, residency-related activities and bonus shifts the resident volunteers to work. This can be averaged over a 4 week period.
  - Residents must be provided 1 day in 7 free of all educational and clinical activities, averaged over a 4 week period. One day is defined as a continuous 24 hour period.
  - Residents should have at minimum 8 hours between scheduled duty periods.

- Duty hours include:
  - All scheduled clinical and academic activities related to the pharmacy residency program (includes inpatient and outpatient care; in-house call; administrative duties; and scheduled and assigned activities, such as conferences, committee meetings, and health fairs).
  - "Moon-lighting" outside of Froedtert is strongly discouraged among residents. If a resident chooses to work intermittently outside of Froedtert, they must report this to their residency program director and manager.
  - Bonus shifts at Froedtert; residents are only eligible to work these shifts if they are meeting or exceeding expectations as determined by residency program director.

- Duty hours do not include: reading, studying, and academic preparation time for presentations and journal clubs; travel time to and from conferences; and hours that are not scheduled by the residency program director or a preceptor.

- Residents are expected to self-monitor their compliance with duty hours and complete the Duty Hours Tracking Tool on a weekly basis. The Duty Hours Tracking Tool will be submitted to their residency program director on a monthly basis. It is the resident's responsibility to notify their residency program director at any point where they are approaching 80 hours per week, averaged over a four-week period, inclusive of all in-house call activities and all moonlighting.

- Additional details can be found in the Froedtert & MCW Residency Training Programs Duty Hours Document.

- Duty hours tracking forms can be found at: i:\FMLH\PHARMACY\Residency Program\2019-2020\Duty Hours 2019-2020

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 be on-site 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
- 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 fourteen 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 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](https://goo.gl/Uzsl85)
- Residents are allowed bereavement pay per Froedtert’s policy. Time away for bereavement counts towards the 14 days away/year

**Figure 1. Documenting PTO in Kronos**
Holidays

- Residents are required to staff 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

Professional Leave/Business Days

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

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 on rotation or 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, the manager on-call will notify your preceptors and residency program director of the absence. The resident may also send notification if desired
- 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 Meeting Attendance and Funding

- Each PGY1 resident is allotted a $1200 stipend and each PGY2 resident is allotted a $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).
  o 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
  o 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:
  o Froedtert Scout (main screen) → Departments → Finance → Expense Reimbursement
  Link: 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
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.

Figure 2. How to Password Protect Patient Data

![Password Protect Patient Data](image)

Remote Access

- Citrix must be downloaded on any computers used to access the Froedtert system remotely. The IT help desk may be contacted at (414) 805-2101 to assist with download if needed.
- Link to Froedtert remote desktop: [https://connect.froedterthealth.org](https://connect.froedterthealth.org)
- 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)
  - Vizient Safety Intelligence – Safety Event Reporting System

Personal Device Access

- 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

Figure 3: Requesting Personal Device Sync

- 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
- 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

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 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

Dress Code

- The Froedtert Dress Code - Personal Appearance Policy is posted on the Scout page at link below: http://fhpolicy.s1.fchome.com/Content/ViewContent.aspx?contentId=6d41f7b7-ddee-48e1-8c50-61dba4dd521&ContentTypeId=ccb019f2-dd72-4de5-8175-dd9629f47da0
- 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 or pharmacy operations areas (central, day hospital, etc.)
- 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 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
  - This can be found on Sharepoint: [https://datacollectionrb.sp.froedtert.com/sites/pharmacy/pharmacy/_layouts/15/WopiFrame2.aspx?sourcedoc=/sites/pharmacy/pharmacy/Forms/Lab%20Coat%20Order.doc&act=n=default](https://datacollectionrb.sp.froedtert.com/sites/pharmacy/pharmacy/_layouts/15/WopiFrame2.aspx?sourcedoc=/sites/pharmacy/pharmacy/Forms/Lab%20Coat%20Order.doc&act=n=default)
  - The department will pay for embroidery, but resident will be responsible for paying for coat
  - Deanna Zapfel, Administrative Coordinator, is the contact person for white coats

Scrub Request Forms

- Scrubs will be needed for certain rotations, in certain programs. To obtain scrubs a request form must be filled out
- Deanna Zapfel, Administrative Coordinator, is the contact person to obtain scrubs for pharmacy department employees

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://scout.com)
  - Use the following titles:
    - “PGY1 Pharmacy Resident”
    - “PGY1 Health-System Pharmacy Administration Resident”
    - “PGY2 (Program Name) Pharmacy Resident”

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/](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/](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 and HSPA 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 4. Registration in The Learning Center for ACLS Training**

- **ACLS**
  - 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.
  - “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.
  - Completion of both portions of the course is required in order to pass.

**Parking**

- Residents must adhere to their assigned parking locations (i.e. use of off-site parking lots and riding shuttle).
- Residents are encouraged to use technology for participation in off-site meetings using lync/skype in order to minimize travel time.
- Any one-time requests for on-site parking (i.e. for a day or a portion of a day) must be made in advance and be approved by our Director of Pharmacy and VP.

**Project Days/Working Remotely**

- 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.
- In general, residents are expected to be on-site for project days. If the resident wishes to work remotely, permission must be obtained from RPD and manager.
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:
  - Ambulatory Pharmacy Development
  - Business of Pharmacy Enterprise
  - Cancer Care
  - Med Use Informatics and Technology
  - Professional Development Workforce
  - Quality Safety and Compliance
  - 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
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 NehrPerfect.

**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.
MEDICAL COLLEGE OF WISCONSIN PHARMACY SCHOOL TEACHING CERTIFICATE PROGRAM

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.
Residency Program Policies

Title: Residency Program Completion & Extended Absences
Policy Type: Departmental
Department: Pharmacy
Policy Number: AD25.000
Origin Date: 09/13/2005
Date Revised: 01/9/2013
Supercedes: 08/30/2009
Topic(s): Administrative
Keyword(s): Residency program completion, extended absences
Scope: Froedtert Pharmacy

Policy:

The pharmacy residency programs at Froedtert Hospital are each 52-week programs. A minimum of 50 weeks and 2250 hours is required to complete the program and be awarded the residency certificate of completion. Furthermore, residents are required to complete all activities outlined on the Activity Checklist at a level of acceptable quality. Finally, 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.

In the event of unforeseen extended or multiple intermittent absences, residents will be allowed to extend the duration of the program up to 12 weeks beyond the original expected completion date to facilitate completion of all program requirements. Absences of greater magnitude or frequency are considered too substantial of an interruption and will result in program dismissal without a residency certificate. Residents dismissed from the residency program due to absence will be allowed to reapply to the program and participate in the matching program if so desired.

Procedure:

Approval and handling of absences, including paid time off (scheduled and unscheduled) will be done in accordance with Froedtert policies specific to the situation.

Preparation: Kristin Hanson, MS, RPh

Authorization: ____________________________________________

Director of Pharmacy        Date
Title: Resident Disciplinary Action
Policy Type: Departmental
Department: Pharmacy
Policy Number: AD25.100
Origin Date: 08/10/2005
Date Revised: 01/9/2013
Supercedes: 8/30/2009
Topic(s): Administrative
Keyword(s): Resident failure to meet expectations
Scope: Froedtert Pharmacy

Policy:

At any point during the residency program, if it is determined that a resident is consistently &/or substantially not fulfilling the expectations of the residency, a formal process for improvement will be initiated by the Residency Program Director (RPD). 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.
Overview
All Froedtert & the Medical College of Wisconsin pharmacy residency training programs abide by the requirements set forth in the ASHP Pharmacy Specific Duty Hours and Accreditation Standards. http://www.ashp.org/DocLibrary/Accreditation/Regulations-Standards/Duty-Hours.aspx

Process
Residents are expected to review the ASHP Duty Hours document upon initiation of the residency training program.

During orientation, the Residency Program Director (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”.

“Moon-lighting” outside of Froedtert is strongly discouraged among residents. If a resident opts to work intermittently outside of Froedtert, it is expected that they will report the activity to their RPD. This activity is included as a part of duty hours.

Any additional shifts (bonus shifts) worked within Froedtert are included within duty hours. As outlined separately, these shifts must not interfere with other residency requirements. Only residents meeting or exceeding expectations as determined by the RPD are eligible to pick up bonus shifts.

Residents are expected to self-monitor their compliance with duty hours and complete the Duty Hours Tracking Tool on a weekly basis. The Duty Hours Tracking Tool will be submitted to the RPD on a monthly basis. It is the resident’s responsibility to notify their RPD at any point where they are approaching a duty hours limit.

Duty Hours Tracking Tool Instructions
Refer to the ASHP Duty-Hour Requirements for Pharmacy Residencies for specific definitions and details. Definitions below are adapted from ASHP.

Residency Duty Hours are all scheduled clinical, administrative & academic activities related to the residency program including:
- 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

Residency Duty Hours do NOT include:
- Reading, studying & academic preparation time
- Travel time to & from off-site rotations
- Travel time to & from conferences
- Resident & department social activities

Moonlighting / Bonus Shift Hours
• Extra staffing hours at Froedtert (beyond normal staffing requirements)
• Hours from external moonlighting

Days Free include those calendar days with no **scheduled** residency related activities (although you may still choose to work on projects, readings, etc)
### PGY1 Resident Project Timeline

<table>
<thead>
<tr>
<th>March/April 2019</th>
<th>May 2019</th>
<th>June 2019</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>
</tr>
</tbody>
</table>

**Resident action steps = none**

**July 2019**
- Project leads will present available projects to residents during orientation
- Residents submit project rankings (usually top 3)
- Projects are assigned
- Research team established
- Scoping of project and scoping presentation preparation begins

**Resident action steps**
- Follow up with project leads to get any questions answered prior to submitting project rank list
- Submit rank list by deadline
- Build research team with help of project advisor
- Plan project and begin creating scoping presentation (template on residency SharePoint site)

**August 2019**
- Work with advisor and project team to scope project and develop protocol (template available)

**Resident action steps**
- Schedule and coordinate necessary team meetings
- Distribute protocol draft to project team two weeks prior to scheduled PRC presentation date

**September 2019**
- Present protocol to Pharmacy Research Committee (PRC). Each resident is allotted 30 minutes to present their protocol and receive feedback
- PRC submits feedback that resident must respond to and return in order to obtain protocol approval

**October 2019**
- Begin data collection after receiving protocol approval
- Draft Vizient poster abstract
- Submit Vizient poster abstract

**November 2019**
- Begin working on Vizient Poster
- Submit Vizient Poster after reviewed by research team

**December 2019**
- Present at Great Lakes Conference
- Submit poster draft to Kristin Busse (kristin.busse@froedtert.com) one week prior to PRC presentation date
- Respond to e-mail containing feedback within one week
- Distribute finalized protocol to team
- Complete e-bridge registration and submission

**January 2020**
- Submit slide set prior to deadline
- Great Lakes abstract due

**February 2020**
- Develop Great Lakes abstract

**March 2020**
- Send abstract to team 2 weeks prior to deadline
- Submit abstract by deadline

**April 2020**
- Great Lakes slide set submission
- Great Lakes Conference

**May 2020**
- Develop project manuscript

**June 2020**
- Manuscript submission deadline
- Project wrap-up

**Resident action steps**
- Submit manuscript to RPD by deadline
- Close out study in eBridge, close out of project and tag off to project advisor
Inpatient Pharmacy Staffing Model

There are 2 primary staffing models in the department:

7/70 staff
- These pharmacists work Monday through Sunday (7 days) and work 10 hours each day. During this stretch, they work on their primary team as either straight AM shifts or PM shifts. They will then have the following 7 days off
  - What this means for residents is that you may have a different preceptor during each week of rotation. For example, during a 4 week rotation you may have the same preceptor on weeks 1 and 3 and a different preceptor on weeks 2 and 4
  - “A week” and “B week” are designated 7 day stretches at Froedtert to reflect the 7/70 model
  - Other departments, such as nursing also follow this model
  - Staff are only paid for the hours they work (eg. 70). Some staff who work 7/70 would like to work a full 80 hours each pay period, so they will work an “8th day” during their off week. This is also a 10 hour shift, but usually not on their primary team
  - 7/70 (and 8/80 staff) work every other weekend. Both 7/70 and 8/80 are considered full time employment
  - ICU, oncology, transplant, cardiology, central (0630 and C1030), and ED pharmacists have 7/70 or 8/80 scheduling

8 hour, rotating staff
- These pharmacists work primarily Monday through Friday, 8 hour shifts
  - Eight hour pharmacists work a mixture of AM and PM shifts. When possible, 8-hour pharmacists are scheduled for a week stretch on the same team for continuity of care. They then rotate to a different team or work PMs on their other week
  - These pharmacists also work weekends, but less frequently (about every 4th)
  - Pharmacists in medicine, surgery, neurology, central (C8 position), and the pre-admission testing clinic work this type of schedule

Resident Staffing Requirements

Weekday Staffing
- Residents staff in 1-2 week blocks at a time. A week consists of Monday-Friday PM shifts, usually 11:30AM to 10PM (10 hours)
- During a single week, the resident staffs on the same area. This allows the resident to become a part of the team, get to know the physicians and nurses on that unit, and most importantly, follow patient progress and the results of their interventions or recommendations
- PGY1 residents work 9 weeks throughout the year on a medicine or surgical unit
- PGY2 residents work 7 weeks throughout the year. An effort is made to schedule PGY2 residents in their area of specialty. PGY2s in administration, drug information, medication safety, and informatics will staff a mix of central and decentral staffing weeks

Weekend Staffing
- Weekend staffing will occur on different weeks from weekday staffing blocks, during rotation weeks
- These weekend staffing shifts may include working in central pharmacy, staffing a patient care team, providing med history/reconciliation help, etc. Weekend staffing shifts will also be 10 hours
- PGY1 residents will work 12 weekends (Saturday and Sunday) throughout the year
- PGY2 residents will work 10 weekends (Saturday and Sunday) throughout the year

Additional staffing for PGY1 residents will include:
- Four additional eight hour shifts distributed throughout the year to complete the staffing requirements
• All PGY1 Residents will staff one 7-day week, Monday – Sunday, during the month of December. This week will occur over Christmas week or New Year’s week. PGY1 residents will be compensated by having the opposite 7 day week off from work.

_Holiday Staffing_

• Each resident must work two, **10 hour** holiday shifts
• PGY1 residents will work one of the following groups of holidays:
  o New Year’s Day and Thanksgiving Day
  o Christmas Day and Memorial Day
  o Once assigned, PGY1 residents may switch holidays with other PGY1 residents. Holiday switches with staff pharmacists require manager approval
• PGY2 residents will also work two 10-hour holiday shifts (usually a major and minor) as assigned by clinical managers. Shifts assigned to PGY2s will be communicated to residents in July

**Inpatient PGY2 Weekend Staffing**

PGY2s will submit their weekend availability for each schedule when requested by the pharmacist scheduler. Residents may indicate “no availability” for up to two weekends per schedule. If a resident does not submit availability by the schedule request deadline, it will be assumed that the resident does not have a weekend preference.

**High Demand Weekends**

The following weekends are considered high demand weekends due to a large number of staff members requesting off. Availability requests for PGY2 residents during these weekends are not guaranteed and approval for the weekend off will not be known until schedule publication (approx. 6-8 weeks in advance). Manager approval must be obtained for extenuating circumstances.

• Internal PGY2s will be available to work two July weekends (at beginning of residency year)
• Labor Day Weekend
• The weekend after Thanksgiving (residents who are off Thx, will NOT be scheduled for this weekend unless otherwise requested)
• The weekends prior to and after Christmas (residents who are off Christmas may select to be off one of these two weekends)
• Spring Break/Easter weekends (March 21 and 22, March 28 and 29, April 4th and 5th, April 11th and 12th, April 18th and 19th)
• Memorial Day Weekend
• Last weekend in June and 1st weekend in July (end of year for external PGY2s)
Inpatient Staffing Model

Staffing model is subject to change. Log in to [http://www.humanity.com](http://www.humanity.com) to find the most updated version of staffing model document – “Pharmacist and Intern Staffing Model”, which is listed under ‘Shared Files’.

### Froedtert Hospital Inpatient Pharmacist Staffing Plan – Weekday (February 28, 2019)

#### AM Pharmacists

<table>
<thead>
<tr>
<th>Medicine</th>
<th>8 hrs (0800)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Med1 (4NE): Teams 1, 6, 7</td>
<td></td>
</tr>
<tr>
<td>Med2 (4SW): Teams 2, 14, 10, onc overflow, off-service patients</td>
<td></td>
</tr>
<tr>
<td>Med3 (9NT): Teams 3, 9, 12</td>
<td></td>
</tr>
<tr>
<td>Med4 (5SE): Teams 4, 10, 15</td>
<td></td>
</tr>
<tr>
<td>Med5 (4SE): Teams 5, 8, 11</td>
<td></td>
</tr>
</tbody>
</table>

#### Oncology

<table>
<thead>
<tr>
<th>Oncology</th>
<th>10 hrs (0700)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Onc1: 7/8 CFAC (64 beds total)</td>
<td></td>
</tr>
<tr>
<td>Onc2: 7/8 CFAC (64 beds total)</td>
<td></td>
</tr>
<tr>
<td>Onc3: 7/8 CFAC (64 beds total)</td>
<td></td>
</tr>
</tbody>
</table>

#### Surgery & Neurology

<table>
<thead>
<tr>
<th>Surgery &amp; Neurology</th>
<th>8 hrs (0700)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Surg1: 2NT (32 beds)</td>
<td></td>
</tr>
<tr>
<td>Surg2: 3SW (19 beds), 6EL (11 beds)</td>
<td></td>
</tr>
<tr>
<td>Surg3: 4PV, ERU (20/8 beds)</td>
<td></td>
</tr>
<tr>
<td>Surg4: 5NW, 5NE (30/28 beds)</td>
<td></td>
</tr>
<tr>
<td>Surg5: 7NT (24 beds)</td>
<td></td>
</tr>
<tr>
<td>Surg6: 8NT (24 beds)</td>
<td></td>
</tr>
<tr>
<td>Surg7: 5SW, 5NE (19/28 beds)</td>
<td></td>
</tr>
</tbody>
</table>

#### Critical Care

<table>
<thead>
<tr>
<th>Critical Care</th>
<th>10 hrs (0700)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICU1: SICU (21 beds)</td>
<td></td>
</tr>
<tr>
<td>ICU2: NICU (20 beds)</td>
<td></td>
</tr>
<tr>
<td>ICU3: MICU (26 beds)</td>
<td></td>
</tr>
<tr>
<td>ICU Faculty</td>
<td>4 hrs (0700)</td>
</tr>
</tbody>
</table>

#### Cardiology

<table>
<thead>
<tr>
<th>Cardiology</th>
<th>10 hrs (0700)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cards1: CVICU (20 beds)</td>
<td></td>
</tr>
<tr>
<td>Cards2: 3NW (30 beds)</td>
<td></td>
</tr>
<tr>
<td>Cards Faculty: CVICU, 3NW</td>
<td>4 hrs (0700)</td>
</tr>
</tbody>
</table>

#### Transplant

<table>
<thead>
<tr>
<th>Transplant</th>
<th>10 hrs (0700)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tx1: TICU (20 beds)</td>
<td>10 hrs/9 hrs rotating (0700)</td>
</tr>
<tr>
<td>Tx2: 4NW (26 beds)</td>
<td></td>
</tr>
</tbody>
</table>

#### Central

<table>
<thead>
<tr>
<th>Central</th>
<th>10 hrs (0700)</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1: Central, Obs, BC (start 0630)</td>
<td>10 hrs</td>
</tr>
<tr>
<td>C2: Central, Obs, BC (start 0800)</td>
<td>8 hrs</td>
</tr>
<tr>
<td>OR: OR (start 0630)</td>
<td>8 hrs</td>
</tr>
</tbody>
</table>

#### Emergency Department

<table>
<thead>
<tr>
<th>Emergency Department</th>
<th>10 hrs (0700)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ED</td>
<td>10 hrs</td>
</tr>
</tbody>
</table>

#### PM Pharmacists

<table>
<thead>
<tr>
<th>Medicine</th>
<th>8 hrs (0800)</th>
</tr>
</thead>
<tbody>
<tr>
<td>pMed1 (8 hrs)</td>
<td>4SE, 4NE (53 beds)</td>
</tr>
<tr>
<td>(tag off to pMed2 at 2000)</td>
<td></td>
</tr>
<tr>
<td>pMed2 (10 hr Resident Team)</td>
<td>5NE, 5SE (57 beds)</td>
</tr>
<tr>
<td>Add 4SE + 4NE at 2000 (110 beds)</td>
<td></td>
</tr>
<tr>
<td>pMed3 (8 hrs)</td>
<td>5SW, 7CFAC, BCFA (86 beds)</td>
</tr>
<tr>
<td>Pick up 35W at 1500 &amp; 6EL at 1600 (tag 4SW, 35W, 6EL to pSurg3 2000)</td>
<td></td>
</tr>
</tbody>
</table>

#### Oncology

<table>
<thead>
<tr>
<th>Oncology (1130)</th>
</tr>
</thead>
<tbody>
<tr>
<td>pOnc1 (10 hrs)</td>
</tr>
<tr>
<td>(Support from pMed1)</td>
</tr>
</tbody>
</table>

#### Surgery & Neurology

<table>
<thead>
<tr>
<th>Surgery &amp; Neurology (All start 1130)</th>
</tr>
</thead>
<tbody>
<tr>
<td>pSurg1 (8 hrs)</td>
</tr>
<tr>
<td>(tag off to pSurg2 at 2000)</td>
</tr>
<tr>
<td>pSurg2 (10 hr Resident Team)</td>
</tr>
<tr>
<td>Add 2NT, 4PV, ERU at 2000 (108 beds)</td>
</tr>
<tr>
<td>pSurg3 (10 hr Resident Team)</td>
</tr>
<tr>
<td>Add 35W, 45W, 6EL at 2000 (118 beds)</td>
</tr>
</tbody>
</table>

#### Critical Care

<table>
<thead>
<tr>
<th>Critical Care (All start 1230)</th>
</tr>
</thead>
<tbody>
<tr>
<td>pICU1 (10 hrs)</td>
</tr>
<tr>
<td>pICU2 (10 hrs)</td>
</tr>
<tr>
<td>Pick up CIC 1600-2100</td>
</tr>
</tbody>
</table>

#### Cardiology

<table>
<thead>
<tr>
<th>Cardiology (1130)</th>
</tr>
</thead>
<tbody>
<tr>
<td>pCards1 (10 hrs)</td>
</tr>
</tbody>
</table>

#### Transplant

<table>
<thead>
<tr>
<th>Transplant (1230)</th>
</tr>
</thead>
<tbody>
<tr>
<td>pTx1 (10 hrs)</td>
</tr>
</tbody>
</table>

#### Central

<table>
<thead>
<tr>
<th>Central</th>
</tr>
</thead>
<tbody>
<tr>
<td>pC1 (10 hrs: start 1000)</td>
</tr>
<tr>
<td>Central, Obs, BC</td>
</tr>
<tr>
<td>OR &amp; Infusion after 1500</td>
</tr>
<tr>
<td>pC2 (8 hrs: start 1330)</td>
</tr>
<tr>
<td>Central, Obs, BC</td>
</tr>
<tr>
<td>OR &amp; Infusion after 1500</td>
</tr>
</tbody>
</table>

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Back to [Table of Contents](#)
Inpatient Staffing Model (continued)

**Froedtert Hospital Inpatient Intern Staffing Plan (December 2018)**

---

**Intern Medicine**
- Check in: 4NE/4SE
- Units to Cover: 4NE, 4SE, 5SE, 9NT, 7CFAC, 8CFAC

**Intern Surgery**
- Check in: 2NT/35W
- Units to Cover: 2NT, 35W, 4PV/ERU, 7NT, 8NT, CIC

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**Weekday Interns**
4 hour shift with flexible start time between 1700-1800

**Intern Cardiology**
- Check in: 3NW
- Units to Cover: 3NW, 45W, 4NW, 5NW, 5SW

---

**Intern E**
- Primary Unit: Emergency Department
- Secondary Unit: as needed based on patient queue
- Pharmacists: ED Pharmacist

**Intern E2**
- Primary Unit: Emergency Department
- Secondary Unit: as needed based on patient queue.
- Pharmacists: ED Pharmacist

**Intern O**
- Primary Unit: Observation Unit
- Secondary Unit: Emergency Department
- Pharmacists: Central 1P

---

**Intern Medicine**
- Check in: pMed1 (4NE, 4SE until 8PM)
  - Additional units:
    - pMed2 (5SE, 9NT) 4NE, 4SE until 8PM
    - pMed3 (7CFAC, 8CFAC)

**Intern Surgery**
- Check in: pSurg1 (2NT, 4PV, ERU until 8PM)
  - Additional units:
    - pICU2 (CIC)
    - pMed1 (35W until 8PM)
    - pSurg1 (35W after 8PM)
    - pSurg2 (7NT, 8NT) 4PV, ERU, 2NT after 8PM

**Intern Cardiology**
- Check in: pCards1 (3NW, CVICU)
  - Additional units:
    - PTx1 (4NW)
    - PMed3 (45W until 8PM)
    - PSurg1 (5SW, 55W) 45W after 8PM
## Inpatient Pharmacy Team Details

<table>
<thead>
<tr>
<th>Team</th>
<th>Units</th>
<th>&quot;A&quot; Week</th>
<th>&quot;B&quot; Week</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Medicine</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Med1</td>
<td>4NE (26 beds)</td>
<td>Joanne Antonopoulos</td>
<td>Matt Zimmerman</td>
</tr>
<tr>
<td>Med3</td>
<td>4SW (22 beds)</td>
<td>Cole Lightfoot</td>
<td>Laurie Dworak</td>
</tr>
<tr>
<td>Med4</td>
<td>5SE (25 beds)</td>
<td>Caitlyn King</td>
<td>Laura Case</td>
</tr>
<tr>
<td>Med5</td>
<td>9NT (32 beds)</td>
<td>Ashley Stromich</td>
<td>Alison Glienke</td>
</tr>
<tr>
<td><strong>Surgery &amp; Neurology</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surg1</td>
<td>2NT (32 beds)</td>
<td>Leah Holschbach</td>
<td>Sara Hubbard*</td>
</tr>
<tr>
<td>Surg2</td>
<td>3SW (20 beds)</td>
<td>OPEN</td>
<td>Aaron Lentz</td>
</tr>
<tr>
<td>Surg3</td>
<td>4PV, ERU (20/8 beds)</td>
<td>OPEN</td>
<td></td>
</tr>
<tr>
<td>Surg4</td>
<td>5NW, 5NE (30/28 beds)</td>
<td>Sarah Crober</td>
<td>Kim Knoernschild</td>
</tr>
<tr>
<td>Surg5</td>
<td>5SW, 5NE (19/28 beds)</td>
<td>OPEN</td>
<td>Brian Domack</td>
</tr>
<tr>
<td>Surg6</td>
<td>7NT (24 beds)</td>
<td>OPEN</td>
<td>Sarah Solano/Ann Birkenstock</td>
</tr>
<tr>
<td>Surg7</td>
<td>8NT (24 beds)</td>
<td>Debbie Kessen</td>
<td>Brittany Tefft</td>
</tr>
<tr>
<td><strong>Critical Care/ED</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ICU1</td>
<td>SICU (21 beds)</td>
<td>Bill Peppard</td>
<td>Dave Herrmann</td>
</tr>
<tr>
<td>pICU1</td>
<td>SICU, NICU (41 beds)</td>
<td>Kim Hoang</td>
<td>Danielle Mabrey</td>
</tr>
<tr>
<td>ICU2</td>
<td>NICU (20 beds)</td>
<td>Kristin Bialkowski*</td>
<td>Kim Haldeman</td>
</tr>
<tr>
<td>pICU2</td>
<td>MICU (26 beds)</td>
<td>OPEN</td>
<td>Patti Rouman</td>
</tr>
<tr>
<td>ICU3</td>
<td>MICU (26 beds)</td>
<td>Carla Karczewski</td>
<td>Mike Katz</td>
</tr>
<tr>
<td>ED</td>
<td>Emergency Department</td>
<td>Jessica Cowell, Ryan Feldman</td>
<td>Cathyyen Dang, Matt Stanton</td>
</tr>
<tr>
<td>N3/N4</td>
<td>3rd shift ICU</td>
<td>Katie Ewert, Alyssa Meixelsperger</td>
<td>Sara Farrell, Chris Visselmann</td>
</tr>
<tr>
<td>ICU Faculty</td>
<td>MICU</td>
<td></td>
<td>Sarah Peppard/Ann Parks</td>
</tr>
<tr>
<td><strong>Cardiology</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cards1</td>
<td>CVICU (20 beds)</td>
<td>Joel Feih</td>
<td>Greg Stilin</td>
</tr>
<tr>
<td>pCards1</td>
<td>3NW, CVICU (50 beds)</td>
<td>Bethanne Held-Godgluck</td>
<td>Janelle Juul</td>
</tr>
<tr>
<td>Cards2</td>
<td>3NW (30 beds)</td>
<td>Amanda Pilo</td>
<td>Melissa Tan</td>
</tr>
<tr>
<td>Cards Fac</td>
<td>CVICU, 3NW (heart failure)</td>
<td></td>
<td>Joe Rinka</td>
</tr>
<tr>
<td><strong>Transplant</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tx1</td>
<td>TICU (20 beds)</td>
<td>Rotated</td>
<td>Rotated</td>
</tr>
<tr>
<td>Tx2</td>
<td>4NW (27 beds)</td>
<td>Rotated</td>
<td>Rotated</td>
</tr>
<tr>
<td>pTx1</td>
<td>4NW, TICU (46 beds)</td>
<td>Rotated</td>
<td>Rotated</td>
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</tbody>
</table>

Transplant Team Members: Carolyn Haupert, Jules Felsecker, Roo Bhatt, Lindsey Verbunker, Meghan Glynn*
Inpatient Pharmacy Team Details (Continued)

<table>
<thead>
<tr>
<th>Team</th>
<th>Units</th>
<th>&quot;A&quot; Week</th>
<th>&quot;B&quot; Week</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Central Pharmacy</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>C1</td>
<td>Central, Obs, BC (0630)</td>
<td>Jim Cruikshank</td>
<td>Mike Morris</td>
</tr>
<tr>
<td>C2</td>
<td>Central, Obs, BC (0800)</td>
<td>Phil Olley*</td>
<td></td>
</tr>
<tr>
<td>pC1</td>
<td>Central, Obs, BC, OR after 1500 (1000)</td>
<td>Ben Knapp</td>
<td>Aina Lasky</td>
</tr>
<tr>
<td>N</td>
<td>3rd shift central</td>
<td>Mark Owens</td>
<td>Lynn Buss</td>
</tr>
<tr>
<td>N2</td>
<td>3rd shift central</td>
<td>Danielle Corrin</td>
<td>Lisa Weinzatl</td>
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<tr>
<td><strong>Specialty Areas</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OR</td>
<td>Perioperative Service</td>
<td></td>
<td>David Eberle*</td>
</tr>
<tr>
<td>PAT</td>
<td>Pre-Admission Testing</td>
<td></td>
<td>Liz Thimm</td>
</tr>
<tr>
<td>INF</td>
<td>Infusion Clinic</td>
<td></td>
<td>Nikki Masse</td>
</tr>
<tr>
<td>Diab</td>
<td>DAART (Glucose surveillance)</td>
<td></td>
<td>Linda Guddie</td>
</tr>
<tr>
<td><strong>Inpatient Oncology</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Onc1</td>
<td>7/8 CFAC (64 beds total)</td>
<td>Rotated</td>
<td>Rotated</td>
</tr>
<tr>
<td>Onc2</td>
<td>7/8 CFAC (64 beds total)</td>
<td>Rotated</td>
<td>Rotated</td>
</tr>
<tr>
<td>Onc3</td>
<td>7/8 CFAC (64 beds total)</td>
<td>Rotated</td>
<td>Rotated</td>
</tr>
<tr>
<td><strong>Oncology Team Members:</strong> Lisa Olson, Emilie Aschenbrenner*, Nan Tong, Cole McCoy, Aaron Lorge, Lisa Samanas, Michael Schmidt</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Day Hospital</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CCS</td>
<td>Day Hospital</td>
<td></td>
<td>Christy Regan</td>
</tr>
<tr>
<td>CCSp</td>
<td>Day Hospital</td>
<td></td>
<td>Pie Cha</td>
</tr>
<tr>
<td>CC1</td>
<td>Day Hospital</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CC2</td>
<td>Day Hospital</td>
<td></td>
<td>Brooke Fraser, Julie Difonzo, Stacy Laird*, Michelle Schroeder, Marie Gull</td>
</tr>
<tr>
<td>CC3</td>
<td>Day Hospital</td>
<td></td>
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</tr>
<tr>
<td><strong>Ambulatory Oncology Clinics</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CC4</td>
<td>Grace Clinic - 1</td>
<td></td>
<td>Felicia Zook/Angie Canadeo/Erin McGurty</td>
</tr>
<tr>
<td>CC5</td>
<td>Grace Clinic - 2</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>Grace Clinic – 3 (M, F)</td>
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</tr>
<tr>
<td>CC6</td>
<td>Courage Clinic</td>
<td></td>
<td>Kristina Teso</td>
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<tr>
<td>CC7</td>
<td>Life Clinic</td>
<td></td>
<td>Laura Schmidt</td>
</tr>
<tr>
<td>CC8</td>
<td>Faith Clinic</td>
<td></td>
<td>Carrie Oxencis</td>
</tr>
<tr>
<td>CC9</td>
<td>Breast Clinic</td>
<td></td>
<td>Elizabeth Weil</td>
</tr>
<tr>
<td>CC10</td>
<td>Hope Clinic (M, T, W, R)</td>
<td></td>
<td>Steph Free</td>
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*Denotes Pharmacist Coordinator
Rotation Opportunities

<table>
<thead>
<tr>
<th>PGY1 Learning Experiences</th>
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<tbody>
<tr>
<td><strong>Required Learning Experiences</strong></td>
</tr>
<tr>
<td>Orientation</td>
</tr>
<tr>
<td>Acute Care Clinical Practice (staffing)</td>
</tr>
<tr>
<td>Medication Use (longitudinal)</td>
</tr>
<tr>
<td>Internal Medicine (rotation)</td>
</tr>
<tr>
<td>Residents will be allowed 5 project days that may be taken during elective rotations (ie project days will not be taken during admin, required critical care rotation, medicine rotation and staffing)</td>
</tr>
<tr>
<td>Residents are strongly encouraged to use project days!!</td>
</tr>
<tr>
<td>residents should communicate when they plan on using in their pre-rotation email</td>
</tr>
<tr>
<td>in general, residents are expected to be on-site for project days. if the resident wishes to work remotely, permission must be obtained from RPD and manager</td>
</tr>
<tr>
<td>*Choose at least 1 rotation from each of the categories above</td>
</tr>
<tr>
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<tr>
<td>Each resident will complete 8-9 four-week rotations with additional weeks available for extended rotations and/or other learning experiences</td>
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</tbody>
</table>

PGY1 Project Days

- Residents will be allowed 5 project days that may be taken during elective rotations (ie project days will not be taken during admin, required critical care rotation, medicine rotation and staffing)
- residents are strongly encouraged to use project days!!
- residents should communicate when they plan on using in their pre-rotation email
- in general, residents are expected to be on-site for project days. if the resident wishes to work remotely, permission must be obtained from RPD and manager

Rotation Attendance (Required Rotations)

- residents are discouraged from taking vacation (elective PTO) during required rotations.
  - residents will be allowed up to two days away from required rotations for sick days and personal interviews.
- Absences beyond two days must be made up either on weekends or by extending the duration of the rotation.
- If a longer absence is known in advance, the resident may choose to move or extend the required rotation.
- Attendance at recruitment events, PGY1 interview days, Midyear, Great Lakes and other required program activities are not included in time away from rotation.
**PGY1 Requirement Checklist**

<table>
<thead>
<tr>
<th>Resident</th>
<th>Mentor</th>
<th>Advisor</th>
</tr>
</thead>
</table>

### Certifications

<table>
<thead>
<tr>
<th>Certification</th>
<th>Due date</th>
<th>Date Completed</th>
<th>Documentation Submitted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wisconsin Pharmacist Licensure</td>
<td>90 days</td>
<td></td>
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<tr>
<td>Advanced Cardiac Life Support (ACLS) Certification</td>
<td>Prior to ICU or ED Rotation</td>
<td></td>
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</tbody>
</table>

### Projects

<table>
<thead>
<tr>
<th>Project</th>
<th>Subject</th>
<th>Advisor</th>
<th>Timing</th>
<th>Other Notes:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year-long Resident Project</td>
<td></td>
<td></td>
<td>See project timeline</td>
<td></td>
</tr>
<tr>
<td>MUE</td>
<td></td>
<td></td>
<td>Assigned qtr:</td>
<td></td>
</tr>
<tr>
<td>Monograph/Guideline</td>
<td>Date:</td>
<td></td>
<td>Complete during admin rotation</td>
<td></td>
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<tr>
<td>Journal Club</td>
<td>Date:</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Administration Topic Discussion</td>
<td>Assigned date:</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Drug Error Review</td>
<td>Assigned qtr:</td>
<td></td>
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</table>

### Required Experiences

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Notes</th>
<th>Completed</th>
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</thead>
<tbody>
<tr>
<td>Committee Assignment</td>
<td>Committee name(s)</td>
<td></td>
</tr>
<tr>
<td>Administrative Responsibility</td>
<td>Title:</td>
<td></td>
</tr>
<tr>
<td>Attend ≥ 1 recruitment events</td>
<td>Site(s):</td>
<td></td>
</tr>
<tr>
<td>Attend 4 MCW Labs (6 if completing teaching certificate)</td>
<td>Dates:</td>
<td></td>
</tr>
<tr>
<td>Monthly Med Inspection</td>
<td>Area assigned:</td>
<td></td>
</tr>
</tbody>
</table>

### Other Requirements

- Work as primary preceptor for IPPE 1-4 and assist with APPE student precepting
- Meet with mentor and advisor approximately once quarterly
- Contact primary preceptor(s) for each rotation 2 weeks prior to the start of the rotation with an introductory e-mail (see [pre-rotation communication expectations](#))
- Evaluations should be completed in PharmAcademic the Sunday after each rotation
- Monitoring of progress on residency objectives and keeping preceptors informed about objectives that should be focused on for each rotation
- Attend site visits and Citywide resident events
- Duty hour tracking documents should be updated regularly
- Submit early commit documents by November 1st to program director

### Other Experiences

- Present formal poster (Midyear Meeting)
- Present platform presentation (Great Lakes or PSW)
• **PGY1 Residency Requirements**

**ACLS Certification**

- ACLS Certification should be completed prior to first ICU or ED rotation
- A project day will be allowed for completion of ACLS. It will be the resident’s responsibility to schedule Part 2 of a course at a time that aligns with schedule.
- Enrollment is through the learning center and manager must approve request before content can be accessed.

**Projects**

**Year-long Resident Project**

- Over the course of the residency year, each resident will be responsible for planning and executing a project.
  - Projects are selected using resident rank-lists; most residents obtain one of their top choices of project
  - A project advisor will be assigned to provide guidance to the resident throughout the year, however the resident is ultimately responsible for each element of the project
  - The resident and project advisor will collaborate to add additional members to the research team
  - The resident will complete all of the items listed in the Residency Project Checklist throughout the year including:
    - Protocol submission – template available on the Residency SharePoint site
    - Vizient Abstract Submission – see Vizient website
    - Vizient Poster Submission during the ASHP Annual Clinical Meeting
    - Great Lakes slide set submission – see Great Lakes website http://glprc.com/
    - Great Lakes Residence Conference presentation
    - Manuscript
      - Major project must be summarized in a written format acceptable for publication. Submission for ASHP Best Practice Award is also acceptable.
      - Residents are strongly encouraged to pursue publication and/or presentation of their project in a peer-review setting upon completion of their residency
  - Resources
    - Numerous resources for residency project work are on the Pharmacy SharePoint site: https://datacollectionrb.sp.froedtert.com/sites/pharmacy/residency/Poster%20and%20Presentation%20Resources/Forms/AllItems.aspx

**Medication Use Longitudinal Activities**

- Each resident will contribute to the completion of both:
  - A Medication Use Evaluation (MUE)
  - A monograph, class review, or guideline
- Medication Use Evaluation (MUE)
  - PGY1 Residents will complete an MUE as a team of 4-5 residents
  - Residents will be assigned one quarter of the year to complete the MUE. This will be a different quarter from when residents are responsible for reviewing medication errors.
    - Q1-Aug-Oct, Q2-Oct-Dec, Q3-Jan-Mar, Q4-Apr-Jun
  - Each resident team will have a CMU and a clinical pharmacist preceptor to provide guidance and direction
  - Residents will prepare a formal presentation with the results to be presented at system P&T Committee Meeting and other venues as necessary
  - Results from the MUE will be used to optimize medication use and ultimately impact patient outcomes
- Assigned project days may be used to work on MUE, but additional project time will not be allocated for this project

**Monograph**
- All residents will complete a monograph during the resident year
- Assignment of monograph:
  - If completing a CMU rotation, the resident will complete the monograph as part of that rotation
  - If a monograph has been completed during another rotation, a second monograph is NOT required
  - If not completing a CMU rotation, the resident will complete a monograph during their admin rotation. Residents should reach out to the CMU team via the CMU mailbox two weeks prior to their admin rotation
  - Residents will have time to work on their monograph during their CMU or admin rotation in addition to other assigned projects and tasks

**Journal Clubs**
- Each resident will present one journal club throughout the year
  - A schedule for the year will be posted on the Residency SharePoint
- Resources for journal club are found on the Residency SharePoint within the Journal Club Workspace
- Article requirements
  - Published in previous 12 months, except if the trial is considered a pivotal trial
    - For example, a resident may present on the NICE-SUGAR trial, which was published >1 year ago, but is a pivotal trial. When the resident submits the journal for approval, the preceptor will confirm if the journal is considered a pivotal trial (see below)
  - Topic should be medication-related, original research, and either
    - Something of interest to resident
    - A study expected to make a large impact
- Article/Preceptors Selection and Approval Process
  - Planned citation/article and recommendation for pharmacist preceptor should be submitted to Journal Club Coordinator (Audrey Kostrzewa) at least 3 weeks prior for approval.
  - Residents should not ask the pharmacist preceptor to precept journal club articles prior to receiving approval from Audrey Kostrzewa. After receiving approval for the article and preceptor, it is the resident’s responsibility to contact the pharmacist preceptor and ask them to serve as the journal club preceptor.
- Preparation
  - The resident responsible for presenting should thoroughly review that article prior to presentation in order to generate discussion about the topic.
  - PowerPoint will NOT be used as a means to present the article. The presenter should assume that audience members have read the article.
  - If deemed necessary by the presenter, a handout (up to one page) may be created in order to provide additional background information about the topic. This should NOT be a detailed overview of the article.
  - The presenter should use their preceptor to help with preparation. For additional preparation assistance, they may contact the CMU team via cmu@froedtert.com email address.
- Article distribution
  - Distribute electronic copy of article to residents and all pharmacists on the Wednesday prior to journal club (after current week Journal club). Email lists to use: FMLH Pharmacy All Pharmacists and FMLH Pharmacy Residents (this group includes CMH Residents).
- Participation
  - All PGY1 residents are expected to read the journal club article prior to coming to journal club (this should take about 30-60 mins).
o PGY1 residents should bring a paper copy of the article (ie laptops are not allowed) as a reference to use during the discussion.

o The presenter should make an effort to generate discussion and call on people in order to make journal club interactive.

• Evaluation
  
o Pharmacist preceptor will be responsible for evaluating journal club presentation in PharmAcademic.
  
o A member of the CMU team will participate either in person or via phone to generate additional discussion around statistics and study design if needed.

Administrative Topic Discussion

• Each resident will be responsible for one administrative discussion presentation
  
o Presentations should be approximately 45 minutes in length and contain active learning/participation
  
o Guides for creating the presentation are available
    ▪  I-drive/PHARMACY/Admin Resident/Administrative Discussions
    ▪  These resources should be used to guide your presentation preparation; do not plagiarize someone else’s presentation
    ▪  Any copied slides should be appropriately cited within your presentation
  
o Topics will be assigned by PGY2 HSPA residents at the beginning of the year

Medication Error Review

• Each resident will review medication error reports for assigned month (through VIZIENT Safety Intelligence – Safety Event Reporting System), trend data and present to residency class at Academic Half-Day, as well as at the inpatient pharmacist weekly meeting for “A” and “B” week

• Activities:
  
o Evaluate all medication errors reported through VIZIENT Safety Intelligence – Safety Event Reporting System for an assigned month (recommended to review submitted errors daily)
  
o Residents will develop a presentation on the medication errors for the month to be presented at academic afternoon. They will also present at department M&M conference.
  
o Each resident will be assigned a different month, so the workload for this project may occur at any point throughout the year
  
  o The program can be accessed via Scout page under Applications, or on your desktop under the icon Safety Event Reporting
  
  o Additional information about this activity is found in the Residency Manual portion of the Residency SharePoint under the PGY1 Folder and in the Medication Errors Learning Experience folder

Precepting Experiences

IPPE Students (PGY1 residents will serve as the primary preceptors)

• Precepting may occur during scheduled rotations and/or staffing shifts

• Concordia IPPE students (P1, P2)
  
o Usually at Froedtert for an entire week at a time
  
o Often students may be with you for half a day and then spend the other half of the day with another resident
  
o One resident will be the primary preceptor and must submit grading in E-value
    ▪  Of note, residents must be added in E-value before they may be assigned a student’s evaluation
    ▪  Students must e-mail the school if a preceptor has not been set up as a preceptor so that they may be added in the system

• University of Wisconsin IPPE Students (P1, P2, P3)
  
o Usually at Froedtert on Fridays or weekends for 8 hours at a time
Students will be with you during your PM staffing shifts
One primary preceptor will submit feedback via e-mail to one of the administrative residents, who passes it along to the school

- Medical College of Wisconsin (MCW) pharmacy students
  - Students will be completing IPPE rotational experiences on Fridays throughout the year.
  - Students will be assigned to PM resident staffing teams. The resident who is staffing during the last week of rotation will be responsible for completing student evaluation at the end of rotation.
  - Email will be used to gather feedback from other residents throughout the rotation.
  - Teri Mattek will contact residents who are assigned to be evaluators.

**APPE Students (staff pharmacists will be the primary preceptors)**
- These roles are less formal and can vary based on the rotation
  The rotation preceptor should provide the resident with guidance on expectations for precepting during the rotation.

**Medical College of Wisconsin School of Pharmacy Patient Care Lab**
- Each resident will be required to help facilitate at minimum of four patient care labs
  - Resident is expected to attend prelab planning meeting 1 week in advance, either in person or via phone
  - Typically occur 8AM – 1PM once a week, and residents are expected to arrive 30 minutes prior to the start of lab (attempt to schedule during non-staffing weeks)
  - Residents are responsible for reviewing all material prior to prelab planning meeting
- Patient Care Lab dates and topics list will be distributed to residents within first two months of residency. Residents are to rank dates based on their availability and topic interest. Residents are then notified of assigned dates
- MCW Patient Care Lab Contact:
  Rachel Kavanaugh, PharmD, BCACP
  Assistant Professor, Co-Director of Professional Labs
  Phone: 414-955-2868
  Email: rkavanaugh@mcw.edu

**Other Required Learning Experiences**

**Committee Membership**
- Involvement with one or more hospital or departmental committees is required- this list may be subject to change
- Assignments such as small projects, taking of minutes, etc. may be required
- At the beginning of the residency year, residents will submit a rank list for their preferred committee involvement
- Options:
  - Medication Safety
  - Pharmacy Quality
  - Medication Warnings and Alerts
  - Pharmacy Practice
  - Medication Reconciliation
  - Epic Platform
  - Pharmacy Research

**Administrative Responsibility**
- Involvement with one or more administrative responsibilities is required – this list is subject to change. One or more residents may be assigned to each task based on the amount of workload required
- At the beginning of the residency year, residents will submit a rank list for their preferred administrative responsibility; more than one resident may be assigned to each
Pharmacy Week coordinator
- Academic half-day coordinator
- Website and recruitment materials update coordinator
- Student Coordinator (Ambulatory)
- Student Clinical Trainer (Inpatient)
- Historian
- Duty Hours Tracking coordinator
- Quality Metrics coordinator
- PSW coordinator
- Med Safety coordinator

Descriptions of administrative responsibilities can be found on the iDrive: I:\FMLH\PHARMACY\Residency Program\PGY1 Admin Assignments

Recruitment Events – options may change
- Pharmacy Society of Wisconsin (PSW) Annual Meeting
- Illinois Council of Health-System Pharmacists (ICHP) Annual Meeting
- Concordia University Wisconsin
- University of Michigan
- University of Wisconsin – Madison
- University of Iowa

Milwaukee Citywide Resident Events
- Site visits may occur as a portion of the recruitment event trip
- Citywide resident events occur at different pharmacy residency program sites throughout the Milwaukee area

Time Study Analyses
- In order to obtain residency program funding reimbursement from CMS, time studies must be completed documenting the amount of time spent directly precepting residents on rotation.
- Residents will be responsible for coordinating with their primary preceptors the documentation form and submitting the hours electronically for review.

Medication Inspections
- All residents will be assigned to complete monthly medication inspections in one area of the hospital or clinics.
- Medication inspections must be completed and documented prior to the 25th of each month.
- The resident is responsible for communicating with area manager and pharmacy leadership regarding any medication issues identified on the medication inspection.

Other Experiences

Vizient/American Society of Health-system Pharmacists (ASHP) Midyear Clinical Meeting
- Occurs in early December
- Activities:
  - Poster presentation (at Vizient meeting)
  - Resident recruitment
  - Others as required

Great Lakes Pharmacy Resident Conference (April)
- Occurs in late April
- A regional conference that offers the opportunity for residents from Illinois, Indiana, Kentucky, Michigan, Ohio and Wisconsin to present their research projects to their peers and colleagues
- Activities:
  - Project presentation (20 minute presentation and 5 minutes for questions)
  - Attendance and active participation during other resident presentation
o Others as required

Performance Excellence (PE) Forum
- PE Forums are held to reflect on the hospital’s progress and recognize areas of strengths and areas for further improvement
  - In general, they are held on-campus and are 30-minutes in length
  - The forums are held quarterly. Each quarter, there are multiple sessions available for Froedtert Hospital staff members to attend. **Pharmacy residents should make their best effort to attend these forums**

Departmental Meeting Attendance
- Tuesday Inpatient Pharmacy Meetings (rotating staff meetings, grand rounds, M&M presentations)
- Wednesday Academic Afternoons
  - Attendance is required if not staffing or on PTO
  - Other meetings should NOT be scheduled during this time

Mentorship Experiences
Residents are responsible for scheduling monthly meetings in Outlook with their assigned mentors and advisors.

Residency Mentor
- Residency mentors are pharmacists assigned to 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

Residency Advisor
- Residency advisors are pharmacists assigned to each resident. Their primary purpose is to provide guidance throughout the year with an emphasis on overall professional development and career advancement
- Residents and advisors are expected to meet approximately quarterly

Evaluation and Documentation
- Residents are responsible for contacting primary preceptors for each rotation 10-14 days prior to the start of each rotation with an introductory e-mail (see pre-rotation communication expectations).
- The link below contains contact information for each site:
- All FMLH residency programs utilize PharmAcademic for completion of resident performance evaluations.
- All evaluations should ideally be completed by the last day of rotation or absolutely no later than the following Sunday.
- Residency Advisory Committee Meetings will be held in October, January, April and June. Residents will attend the June meeting. Updated development plans should be uploaded in pharmacademic by Oct 1st, Jan 1st and April 1st. Residents should update their plan and discuss it with their mentor before these dates.
- Important: 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
Communication between Rotations

- Residents are responsible for coordinating year-long progress to each preceptor via an additional pre-rotation email.
- This email will be completed by the resident’s current preceptor and forwarded to the resident’s mentor and next primary preceptor.
- These emails will not replace PharmAcademic evaluations, but will briefly supplement the resident’s progress to better bridge the end of a rotation and start to another.

Other Important Deadlines

PGY2 Early Commitment

- It is at the discretion of the PGY2 program director as to whether their program will participate in early commit. This decision will be communicated to the residents around October 1st.
- If the program is participating in early commit, interested residents should express interest in a PGY2 program by around October 15th.
  - In general, an email expressing the resident’s intent to apply should be sent to both the PGY2 program director of the program of interest, as well as the resident’s PGY1 program director.
- Applications deadline for PGY2 programs is usually around November 1st.
  - Applications require a letter of intent, CV, and letters of recommendations at a minimum.
  - Applicants will be required to give a presentation during the interview.
- Decisions regarding early commit will be announced prior to or immediately following the Midyear Meeting at the discretion of the PGY2 RPD.

Pre-Rotation Communication Expectations

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

Goals:

- In order for residents and preceptors to adequately prepare for the rotation, residents must provide preceptors with rotations goals. Residents need to have at least 3-4 goals that they would like to work toward. Goals should be specific and appropriate for the time assigned to the rotation. For 1-2 week rotations, residents 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 residents provide information about their learning style. Residents should be able to provide a general description of what is most effective for them to learn.
- 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:

- Preceptors should be notified with any meetings, staffing days, and if a project day will be scheduled during the rotation. Since schedules are likely to change, residents should provide preceptors with any updates on the first day and throughout the rotation.
Strengths and Opportunities for Improvement:

- The goal for this portion is for residents to incorporate feedback from previous rotations and communicate it forward to the 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 (These should be measurable and specific, you do not need this many goals, 3-4 is appropriate):
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

Strengths:
- Thorough profile review
- Precepting students

Areas for Improvement:
- Efficiency
- Confidence
- Looking up information before going to preceptor for answers

Schedule:
- **Tuesday, 2/24:**
  - 1200-1300 Resident Candidate Interview Lunch
  - **DONE ON ROTATION BY 1615/1630** (central PM bonus shift @ 1700)
- **Thursday, 2/26:**
  - 1300-1400: Quality Review Committee Meeting
- **Friday, 2/27:** **NOT ON ROTATION**, staffing pMed2

Project Day (for elective rotations):
- Full project day on Monday, March 2

Learning Style and Feedback:
- Repetition
  - 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
  - If asked a question, I like to have time to look into things I don't know or am not sure about
- Daily feedback is appreciated especially if I am not meeting expectations
- Working on self-reflection skills so would like the opportunity to assess my performance before getting feedback
PGY1/PGY2 Health-System Pharmacy Administration and Leadership Residency and Masters of Healthcare Administration Overview

PGY1/PGY2 Program Director
Philip Brummond, PharmD, MS, FASHP
Chief Pharmacy Officer
Froedtert & the Medical College of Wisconsin
Phone: 414-805-4007
Email: Philip.Brummond@Froedtert.com

Introduction
A PGY2 health-system pharmacy administration and leadership residency builds upon the PGY1 residency graduates’ competence in the delivery of patient-centered care and in pharmacy operational services to prepare residents who can assume high level managerial, supervisory, and leadership responsibilities. Areas of competence emphasized during the program include safe and effective medication-use systems, quality assurance and improvement, the management of human resources, the management of financial resources, use of technology, and advanced leadership. The residency lays the foundation for continued growth in management and leadership skills. Upon graduation, residents are prepared for a clinical or operational management/supervisory role in a variety of work settings.

Features
This residency program prepares residents to assume high-level managerial, supervisory, and leadership responsibilities. During the PGY1 year, the resident will fulfill PGY1 pharmacy residency program requirements while participating in additional administrative responsibilities. During the PGY2 year the resident will complete rotations and learning experiences that focus on safe and effective medication utilization, operations and clinical management in both inpatient and ambulatory settings, transitions of care, quality assurance, management of human and financial resources, and the use of technology. Projects and longitudinal activities during both years will relate to resident’s interests in pharmacy leadership and administration. In addition, residents will complete a 2-year Masters of Healthcare Administration degree in partnership with University of Wisconsin-Milwaukee (UWM).

PGY1 Learning Experiences
During the PGY1 year, administration residents will be required to complete a rotation in pharmacy operations, clinical administration and a rotation with the Center for Medication Utilization. Residents will also gain exposure to human resources through coordination and co-management of the pharmacy experiential education program. All other rotation requirements are the same as those for the PGY1 Residency Program.

Residency Benefits
- Estimated annual stipend: $49,920
- Health insurance; life, disability, dental and vision insurance also available
- 56 hours paid time off, six paid holidays annually (residents will work two holidays)
- Discounted membership to Wisconsin Athletic Club
- Pharmacy Society of Wisconsin Membership (PGY2 year)
- ACLS classes provided
- Laptop and office space
• Travel, registration, and lodging allowance for ASHP Midyear Clinical Meeting, ASHP Conference for Pharmacy Leaders, Great Lakes Residency Conference and Pharmacy Administrative Residency Exchange (PARE; as a PGY2)
Current Residents

Adam Henn, PharmD (adam.henn@Froedtert.com)
PGY2 Health-System Pharmacy Administration and Leadership Resident
- PGY1 Project: Impact of Pharmacy Technicians to Achieve Organizational Strategic Priorities

Marilyn Gaske, PharmD (marilyn.gaske@Froedtert.com)
PGY2 Health-System Pharmacy Administration and Leadership Resident
- PGY1 Project: Development of an Acute Care Pain Stewardship Program at an Academic Medical Center

Kevin Krueger, PharmD, MBA (kevin.krueger@froedtert.com)
PGY1 Health-System Pharmacy Administration and Leadership Resident

Kelsey Raymer, PharmD (kelsey.raymer@froedtert.com)
PGY1 Health-System Pharmacy Administration and Leadership Resident

Past Graduates of Program

<table>
<thead>
<tr>
<th>Name</th>
<th>Year</th>
<th>Current Leadership Role</th>
<th>Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Melissa Theesfeld</td>
<td>2008</td>
<td>Director of Experiential Education</td>
<td>Concordia University</td>
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<tr>
<td>Kate Lewis</td>
<td>2009</td>
<td>Specialty Pharmacy Coordinator</td>
<td>Froedtert</td>
</tr>
<tr>
<td>Anne Zechlinski</td>
<td>2009</td>
<td>PGY1 Program Director – Pharmacy Coordinator</td>
<td>Froedtert</td>
</tr>
<tr>
<td>Sara Wilke</td>
<td>2010</td>
<td>Operations Manager</td>
<td>Rush</td>
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<tr>
<td>Justin Guthman</td>
<td>2011</td>
<td>Regional Director of Pharmacy</td>
<td>Ascension</td>
</tr>
<tr>
<td>Ryan Fleming</td>
<td>2012</td>
<td>Pharmacy Manager, Thrombosis Service</td>
<td>University of Utah</td>
</tr>
<tr>
<td>Richard Taylor</td>
<td>2013</td>
<td>Assistant Director – Pharmacy Operations</td>
<td>Beaumont Hospital</td>
</tr>
<tr>
<td>Lindsey Clark</td>
<td>2014</td>
<td>Pharmacy Manager – Care Transitions</td>
<td>University of Michigan</td>
</tr>
<tr>
<td>Alyssa Ferrie</td>
<td>2015</td>
<td>Clinical Manager</td>
<td>University of Utah</td>
</tr>
<tr>
<td>Chad Johnson</td>
<td>2015</td>
<td>340B Education &amp; Compliance Support</td>
<td>Apexus LLC</td>
</tr>
<tr>
<td>Noah Franz</td>
<td>2016</td>
<td>Pharmacy Operations Manager</td>
<td>Froedtert</td>
</tr>
<tr>
<td>Annie Shelton</td>
<td>2016</td>
<td>Ambulatory Pharmacy Operations Manager</td>
<td>University of Kansas</td>
</tr>
<tr>
<td>Erick Siegenthaler</td>
<td>2017</td>
<td>Pharmacy Home Infusion Manager</td>
<td>Froedtert</td>
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<tr>
<td>Christian Holm</td>
<td>2017</td>
<td>Pharmacy Supply Chain Manager</td>
<td>Aurora Health Care</td>
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<tr>
<td>Kristin O’Reilly</td>
<td>2018</td>
<td>Pharmacy Operations Manager</td>
<td>Froedtert</td>
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<tr>
<td>Alyssa Billmeyer</td>
<td>2018</td>
<td>Specialty Pharmacy Manager</td>
<td>Emory Healthcare</td>
</tr>
<tr>
<td>Marshall Johnson</td>
<td>2019</td>
<td>Coordinator for Oral Chemotherapy &amp; Specialty Pharmacy</td>
<td>University of Kansas</td>
</tr>
<tr>
<td>Elizabeth Rodman</td>
<td>2019</td>
<td>Ambulatory Pharmacy Operations Manager</td>
<td>Johns Hopkins</td>
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Expectations and Opportunities

Professional Organization Membership
- American Society of Health-System Pharmacists (ASHP)
- Pharmacy Society of Wisconsin (PSW)
- American College of Healthcare Executives (ACHE) – recommended

Conference Opportunities
- ASHP Midyear Clinical Meeting (required)
- Great Lakes Pharmacy Resident Conference (GLPRC) (required)
- ASHP Conference for Pharmacy Leaders (required)
- Pharmacy Administrative Residency Exchange (PGY2, required)
- Milwaukee Residency Conferences
- PSW Annual Meeting, Legislative Day, and Educational Conference (optional)

Formal Presentations (Required)
- Vizient Resident Poster Presentation
- Great Lakes Pharmacy Resident Conference Presentation

Staffing
- PGY1: Approximately nine weeks on second shift (Mon-Fri 1130-2200) in a decentralized location.
  - Approximately 20 weekend days + 4 additional Friday shifts throughout the year
- PGY2: Approximately eight weeks throughout the year in a central or decentralized location
  - Approximately 20 weekend days throughout the year

Departmental Meetings
- Weekly manager meetings
- Weekly resident journal clubs, clinical conference, and administrative discussions
- Monthly department staff meetings
- Monthly medication safety discussions
- Leader meetings and corporate pharmacy meetings
- Additional meetings based on resident interest and rotation area

Administrative Opportunities
- Health-system site visits
- Interim manager/leader (as available)
- Internship program manager
- Leadership Self-Assessment (DiSC) and administrative mentoring
- Manager on-call responsibilities
- Lead recruitment of incoming administrative residency class
- PSW Practice Advancement Leadership Team (PALT)
- Strategic planning process
- Student rotation coordination and precepting
Required Rotations

**Ambulatory Pharmacy Leadership**  
Preceptor(s): Jordan Spillane, PharmD  
Tim Hinkley, PharmD, BCPS  
Director of Ambulatory Pharmacy Services  
Manager, MMHD and Specialty Clinics

**Overview:**  
The objective of this rotation is to provide a PGY2 pharmacy administration resident direct experience with ambulatory pharmacy leadership. Residents will be provided the opportunity to work directly on ambulatory pharmacy initiatives and attend meetings from the perspective of a director of ambulatory pharmacy services.

**Chief Pharmacy Officer Leadership**  
Preceptor(s): Philip Brummond, PharmD, MS, FASHP  
Chief Pharmacy Officer

**Overview:**  
The purpose of this rotation is to expose the resident to high-level health-system leadership, including pharmacy and corporate leadership. During the rotation, the resident will be partnered with a health-system executive who will provide mentorship to the resident. Through this opportunity, the resident will experience aspects of corporate, system-wide initiatives. At the end of the rotation, the resident will have knowledge and understanding of the primary forces impacting large health-systems, the driving forces behind current and future health-care reform, and an understanding of how pharmacy department goals are aligned with organizational goals. Objectives of this rotation will be completed by working on assigned projects and attending various interdisciplinary and administrative meetings.

**Community Pharmacy Management**  
Preceptor(s): Dale Drizd, PharmD  
Director of Retail and Specialty Pharmacy Services

**Overview:**  
The objective of the community pharmacy management rotation is to give the resident a thorough understanding of the role of a Community Manager of Pharmacy Services. The resident will actively participate in the decision making processes that support continuity of pharmacy services within the health system where drugs reside. The resident will assist in the coordination of management resources to accomplish tasks. Objectives of this rotation will be completed by working independently on assigned projects, attending interdisciplinary and administrative meetings and through topic discussions with the manager.

**Health-System Pharmacy Administration**  
Preceptor(s): Philip Brummond, PharmD, MS, FASHP  
Chief Pharmacy Officer

**Overview:**  
The objective of the Administration rotation is to give the resident a thorough understanding of the role of a Director of Pharmacy Services. The resident will actively participate in the decision making processes that support continuity of pharmacy services across the system and assist in the coordination of management resources within the department to accomplish tasks. Objectives of this rotation will be completed by working independently on assigned projects, attending interdisciplinary/administrative meetings and through topic discussions with the Director.
Operations Management
Preceptor(s): Matt Wolf, PharmD, MS   Noah Franz, PharmD, MHA
Pharmacy Operations Manager
Kristin O’Reilly, PharmD, MHA
Pharmacy Operations Manager

Overview:
The operations management rotation focuses on implementation of new technology and the use and integration of medication system automation in an academic medical center. The resident will actively participate in informatics project management and electronic health record (EHR) design and maintenance. The resident will work closely with the pharmacy administrators responsible for medication system automation to develop the skills necessary to independently manage the operations of these medication use systems. The resident will actively participate in decisions related to process improvements in the medication use systems/automation with the goal of being able to independently manage the automation processes. The resident will also assume the role and responsibility of a pharmacy administrator which will allow them to gain experience in change management to facilitate process improvement initiatives. The objectives of this rotation will be completed through project work, implementation of process improvements initiatives, and attending various interdisciplinary/administrative meetings.

Clinical Pharmacy Management
Preceptor(s): Pei Jen Lin, PharmD, MS, BCPS
Pharmacy Clinical Manager

Overview:
The clinical management rotation will provide the health-system pharmacy administration resident with exposure to the inpatient clinical pharmacy services at Froedtert Hospital. The resident will work collaboratively with pharmacy leadership on the creation, coordination, and ongoing support of clinical programs and the needs of the pharmacists providing patient care. The resident will actively participate in the decision making processes that support continuity of pharmaceutical care across the system and assist in the coordination of management resources within the department to accomplish tasks. The resident will assume the role and responsibility of a pharmacy administrator which will offer he or she the opportunity to gain experience in change management to facilitate process improvements, and leading practice initiatives within the organization. Objectives of this rotation will be completed by working on assigned projects and initiatives as well as attending various interdisciplinary/administrative meetings. Activities of the rotation will be tailored, when able, to meet the resident’s short and long-term career goals.

Longitudinal Rotations

Executive Leadership
Preceptor(s): James Klauck, PharmD, MS, FASHP, FACHE
Vice President of Ancillary Services
Froedtert & the Medical College of Wisconsin

Overview:
The purpose of this rotation is to expose the resident to high-level health-system leadership and corporate leadership. During the rotation, the resident will be partnered with a health-system executive who will provide mentorship to the resident. Through this opportunity, the resident will experience aspects of corporate, system-wide initiatives. At the end of the rotation, the resident will have knowledge and
understanding of the primary forces impacting large health-systems and the driving forces behind current and future health-care reform. Objectives of this rotation will be completed by working on assigned projects and attending various interdisciplinary and administrative meetings.

**Medication Use Safety**

Preceptor(s): Kristin Hanson, MS, RPh
Medication Safety Officer

**Overview:**
This longitudinal rotation will focus on management of medication safety within an academic medical center. The resident will assist in the roles and responsibilities of a pharmacy administrator and offers the opportunity to gain experience in process improvements, leading best practice initiatives and implementing safety initiatives within the organization. The resident will actively participate in the decision making processes within medication safety across the system. Objectives of this rotation will be completed by working on assigned projects and initiatives, following up on medication related errors within the organization and by participating in various patient safety meetings.

**Personnel Management, Scheduling, and Outcomes**

Preceptor(s): Kate Schaafsma, PharmD, MBA, MS, BCPS  Kristin O’Reilly, PharmD, MHA
Outpatient Pharmacy Manager  Pharmacy Operations Manager

**Overview:**
This longitudinal rotation will focus on management of personnel within an academic medical center. The PGY2 resident will assist in the roles and responsibilities of a pharmacy administrator and offers the opportunity to gain experience in human resource management including supervision of the inpatient pharmacy interns, scheduling of clinical pharmacists, hiring of clinical pharmacists and technicians as well as participate in performance improvement plans for employees. The resident will actively participate in the decision making processes surrounding human resource management across the system. Objectives of this rotation will be completed by working on the clinical pharmacist schedule, the oversight of the inpatient internship program and personnel management.

**Budgeting and Financial Services**

Preceptor(s): Dale Drizd, PharmD  Kevin Perhach
Director of Retail and Specialty Pharmacy Services  Business Manager

**Overview:**
This rotation will focus on effective financial management of the health-system pharmacy enterprise. This will include exposure to both operational and capital budgeting, monitoring budget performance and variances, developing business plans, determining return on investment, and making decisions and setting priorities to meet health system and departmental objectives related to financial performance. The PGY2 resident will assist in the roles and responsibilities of a pharmacy administrator and will have the opportunity to gain experience in participating in financial analyses, monitoring, and decisions. The resident will actively participate in activities that support the financial mission of the department and health system and assist in the coordination of resources within the department to accomplish tasks. Objectives of this rotation will be completed by working on assigned projects and initiatives as well as attending various interdisciplinary/administrative meetings.
Elective Rotations

**Apexus 340b Operations**

Preceptor(s): Christopher Hatwig, MS, RPh, FASHP; chris.hatwig@apexus.com
President Apexus | 340B Prime Vendor Program (Irving, Texas)

Overview:
Apexus/340B Pharmacy Operations is a 4 week rotation with Christopher Hatwig at the Apexus headquarters located in Irving, Texas. Apexus is the government contracted prime vendor for all covered entities participating in the 340B program. Additionally, the recent onset of audits by HRSA and manufacturers have elevated the expectations for compliance in the marketplace, and staying up-to-date on 340B policy remains challenging.

**Community Hospital Leadership**

Preceptor(s): Kate Schaafsm, PharmD, MS, MBA, BCPS
Director of Pharmacy – Community Hospital Division

Overview:
This rotation will provide advanced exposure and experience related to the management of clinical pharmacy practice and leadership in a community hospital. The resident will work collaboratively with the Pharmacy Director and Management team on daily activities, meetings, and quality improvement and optimization projects. There will also be a focus on comparing the differences in leadership structure culture, and strategic focus within a community hospital environment. Activities of the rotation will be tailored to meet the resident's short and long-term career goals.

**Data Analytics/Decision Support**

Preceptor(s): Christopher Scheunke, PharmD, MBA, MIS
Director of Pharmacy Informatics and Technology

Overview:
The objective of this rotation is to provide the PGY2 pharmacy administration resident the ability to develop a deeper understanding of data analytics tools (EPIC, excel, access, database, etc). The resident will have the opportunity to utilize data set outputs to support the clinical and operational quality improvement initiatives. The resident will gain the ability to interpret financial balance sheets and an understanding health-system revenue cycles.

**Oncology Practice Leadership**

Preceptor(s): Mindy Waggoner, PharmD  Casey Spitzer, PharmD
Pharmacy Clinical Manager  Pharmacy Operations Manager

Overview:
This rotation is designed to incorporate many aspects of practice leadership in the area of oncology. This includes the ability to manage the range of facilities that prepare and distribute anticancer medications – including safe preparation, handling, and disposal of those which are hazardous. It will aid the resident in developing into an oncology pharmacy specialist that can serve a health care organization as the ultimate resource for information about anticancer medications and for decision-making affecting the medications and care of patients.
Pharmacy Administration Informatics
Preceptor(s): Chris Schuenke, PharmD, MBA, MIS
Director of Pharmacy Informatics

Objectives:
This rotation will provide the postgraduate year two (PGY-2) administrative pharmacy resident with exposure to pharmacy informatics Froedtert and the Medical College of Wisconsin. The purpose of the rotation is to provide the resident further insight into the principles of pharmacy informatics and health information technology (HIT). Objectives of this rotation will be completed by working on assigned projects and by attending various interdisciplinary/Epic team meetings.

Specialty Pharmacy Administration
Preceptor(s): Chris Sanders, PharmD, MHA
Tim Hinkley, PharmD, BCPS
Specialty Pharmacy Manager
Manager, MMHD and Specialty Clinics

Overview:
The objective of this rotation is to provide a PGY2 pharmacy administration resident direct experience with specialty pharmacy program development and management. The resident will have the opportunity to assist with expansion of Froedtert’s Specialty Pharmacy Program and gain operational experience with management of the Integrated Service Center. The resident will have the opportunity to participate in entrepreneurial opportunity assessment, new business planning, and service expansion.

Supply Chain and Contracting
Preceptor(s): Chris Vogt, RPh, MHA
Matt Spaeth
Senior Pharmacy Manager
Contracts and Purchasing Coordinator

Overview:
The objective of the rotation is to provide the resident an understanding of product contracting/purchasing at an advanced level. The resident will work directly with supply-chain staff to accomplish specified tasks and assignments. Objectives of this rotation will be completed through independent work on projects, meetings/topic discussions, and other avenues to benefit the learner.

*Other rotation opportunities available as defined by resident and program director*
Master of Healthcare Administration Overview Program Introduction

The UWM Master in Healthcare Administration program provides evidence-based interprofessional training in micro and macro theory and practice to advance the health of individuals and communities, local, national, and international. The curriculum addresses four broad competency domains as defined by the Commission on Accreditation Healthcare Management Education (CAHME).

The increasingly complex healthcare environment requires healthcare managers who can manage people and organizations in a rapidly changing world of interdisciplinary care, interprofessional practice and education, translational research and practice, and technological advances in systems that are products of bioengineering and bio-medical informatics. Healthcare managers must somehow hold these fabulous strands of progress together and make them work for the good of individual patients. The corner office must be transformed from a citadel of management’s traditional and expanding importance into the multilingual, multivalued, multifaceted, multicultural nerve center of the increasingly complex systems science that healthcare has become. Genomic medicine, family medicine, community nursing, blood supply management, outbreak control and species jumping diseases are but a few aspects of healthcare that must be within the healthcare manager’s conceptual reach, if not his or her grasp. The MHA program will train students to take up this challenge.

MHA Course Sequence

**Year 1**

**Fall Semester**
- Leading Change and Innovation in Systems
- Design of Health and Human Services Systems
- Health Regulatory Policy and Politics

**Spring Semester**
- Leading Strategic Innovation in a Competitive Global Marketplace
- Financial Management for Health Care Organizations

**Year 2**

**Fall Semester**
- Operations Management in Health Care Organizations
- Human Resources Management in Health Care Organizations
- Statistical Analysis in Health Sciences

**Spring Semester**
- Law for Healthcare Consumers and Professionals
- Strategic Planning in Health Care Organizations

**Elective Courses**
- Data and Text Mining
- Consumer Health Informatics
- Survey of Biomedical and Health Informatics
- Introduction to Health Care Informatics
- Topics in Health Management and Biomedical Health Informatics
- Epidemiology for the Health Sciences II
- Information Security
- Health Regulatory Science
- Healthcare Quality Management
- Computational Intelligence in Health Informatics
- Seminar in Health Outcomes Assessment
- Health Data Analytics
- Social Media and Healthcare
- Patient-Provider Communication: Strategies and Practices
Resources
Master of Healthcare Administration
  • http://uwm.edu/graduateschool/healthcare-administration
Graduate School Requirements for Master’s Students
  • http://uwm.edu/graduateschool/admission/