

Questions for Candidates
Leadership of Pharmacy Services
Hospital / Health System / Academic Medical Center

Prepared by

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Purpose: This document was prepared and used in the recruitment of a Director of Pharmacy Services in two different academic medical centers. This document can serve to assist with the education and training of residents in an advanced residency in pharmacy administration. It can also be used with pharmacy students to illustrate the knowledge and skills required for a Director of Pharmacy in an academic medical center or for a hospital and health system setting in general. The assistance of three colleagues to prepare this document is acknowledged: Paul Pierpaoli, MS; Max D. Ray, PharmD, MS; and Burnis Breland, PharmD.

1. Leadership

What are the candidate's views on the role of the director of pharmacy in providing leadership in the health system in all matters related to the use of medications?

What experience does the candidate have in strategic planning and in successful implementation of a strategic plan?

What is the candidate's broad vision for the profession of pharmacy, and for the pharmacy services department at an academic medical center?

What is the candidate's experience in quality improvement for pharmacist clinical services and pharmacy services in general?

2. Pharmacists' clinical practice

What is the candidate's philosophy regarding pharmacist clinical practice?

Does the candidate view clinical services as being cost-beneficial? Cost more?

How does the candidate envision that pharmacists will spend their day?

How would the candidate go about developing inter-professional practice models?

What are the practice activities for comprehensive pharmacist clinical practice for acute care patients? Ambulatory patients?

What are the candidate's views and beliefs about pharmacist clinical practice models for inpatients, outpatients, ambulatory/clinic patients?

Has the candidate had experience with developing and implementing any pharmacist clinical service(s)?

Has the candidate completed an evaluation(s) of pharmacist clinical services?

Describe experience with pharmacy benchmarking data re: pharmacist clinical services

3. Experience with physicians

Membership on medical staff committees

Amount and type of experience with Pharmacy and Therapeutics Committees

Involvement with medication use evaluations with medical staff

Presentations to medical staff departments about pharmacy services

What types of physicians worked with – attending, faculty, residents, private

Preparation of newsletters and other written communications to medical staff

What would the candidate do to strengthen the relationship between pharmacy and the medical staff?

4. Experience with nurses

What experiences has the candidate had with nursing services?

What experiences has the candidate had with nursing services management?

What experiences has the candidate had with staff nurses?

What is the candidate views regarding a Pharmacy – Nursing Committee?

What would the candidate do to strengthen the relationship between pharmacy and nursing?

5. Experience with financial management

Is the candidate bottom line oriented?

How skillful is the candidate in analyzing a financial statement?

How skillful is the candidate in budget preparation, monthly analysis of variances between the budget and actual?

Has the candidate ever prepared a return on investment? A business plan?

Does the candidate have the ability to analyze several years of financial statements to project the trends? Develop plans to adjust to the trends?

Has the candidate ever managed, been held responsible for, different types of pharmacies? E.g. inpatient, outpatient, community/ambulatory pharmacies, home care pharmacy

What is the candidate's experience with managed care?

What experiences has the candidate had with group drug purchasing organizations?

What experiences has the candidate had with pharmacy bench marking data systems?

What experiences has the candidate had with defining charges for professional services? For drug products?

Experience with 340 B drug products and maximizing use of 340 B drugs

6. Pharmacy residents

Has the candidate been a program director for pharmacy residents?

Has the candidate completed a residency?

Has the candidate been a residency preceptor/mentor?

Has the candidate attended ASHP annual meetings re: pharmacy residencies?

7. School of Pharmacy experiences

Has the candidate worked in a university health sciences center where there was a school of pharmacy?

Has the candidate held faculty appointments? if yes, describe

What has the candidate's activities been with pharmacy education?

Has the candidate provided a site(s) for clinical clerkships?

What teaching has the candidate done for pharmacy students?

What experiences has the candidate had in inter-professional education?

8. View of a comprehensive pharmacy services program

How does the candidate describe the essential components for a comprehensive pharmacy services program; e.g. roles of pharmacists, roles of pharmacy technicians, use of automation, evaluation of operations and services

9. Experience with automation

What are the candidate's views about the use and role of automation in pharmacy services, now, for the future

How does automation impact the pharmacist? Pharmacy technicians?

Describe experiences with automation – in pharmacy, dispensing cabinets in patient care areas, robotics in pharmacy, automated dispensing, pharmacy computer systems, CPOE, smart pumps

10. Role of pharmacy services in modern medical center

What are the candidate's views on the roles of the pharmacy services in the modern teaching medical center?

What are the candidate's views on the roles of the pharmacy services in the future, 5 to 10 years from now?

11. Pharmacy facilities

What is the candidate's experience(s) with pharmacy facility planning, remodeling, etc.?

12. Experience with hospital administration

Describe management style

Describe experiences with hospital administration

How does the candidate manage upward, e.g. supervisor ?

Describe experiences with proposal submission and approvals

13. Experiences with pharmacy staff

Describe views about supervision of staff – pharmacist, technical

Describe opinions about communications with staff – pharmacist, technical
Describe experiences with developing a management team
Describe experiences with performance evaluations – pharmacists, technicians

14. Consulting experience

Describe consulting experiences with pharmacy services at other hospitals

15. JCAO

Describe past experiences with Joint Commission (JCAO, JCAHO)

16. 797 USP

Describe prior experiences with 797 requirements

17. Professional development

Membership(s) in professional organizations – identify national and state, offices held,
Professional journals routinely followed – identify
Which professional meetings are important to attend on a regular basis
Identify presentations made at professional meetings

18. Awards and honors

Identify – professional associations, school of pharmacy, other
Fellow in American Society of Health-System Pharmacy (FASHP)
Fellow in American College of Clinical Pharmacy (FACCP)
Fellow in American Pharmacists Association (FAPhA)

19. Research and scholarship

Identify and describe prior research and scholarship activities
Experience in clinical research IRB, investigational drugs

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Paul Pierpaoli, MS, retired, former Director of Pharmacy Services, Rush Presbyterian St. Lukes
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