

Island Health Pharmacy Practice Residency LEADERSHIP/MANAGEMENT ROTATION



Preceptor(s)

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ROTATION DESCRIPTION

The Leadership/Management Rotation provides the resident with instruction on and the opportunity to apply leadership and management principles and skills. Each month, usually beginning in September, the residents meet with the preceptor for a two-hour workshop on a topic related to leadership and/or management. These sessions may require work to be completed in advance. Formal presentations, written reflections/assignments and project work are used to demonstrate achievement of learning objectives. The residents are also required to undertake a major project intended to provide an opportunity to apply various leadership and management skills.

ROTATION GOALS AND OBJECTIVES

Goal 1: Demonstrate a clear understanding of core leadership and management principles.

Objectives:

Through presentations, reflections and submitted assignments, the resident will:

1. Demonstrate an understanding of the differences between management and leadership, through analysis of both hypothetical and real scenarios (presentation, submitted assignment). (2018 CPRB 3.3.1)
2. Demonstrate an understanding of leadership styles and characteristics by reflecting on observed leadership behaviors in others during clinical or project work (reflection). (2018 CPRB 3.3.1)
3. Outline personal values of importance and relate how they manifest in your attitudes and behaviors during rotations and project work (reflection). (2018 CPRB 3.4.1)
4. Demonstrate a commitment to self-awareness and improvement through reflection on the real-life application of specific leadership/management skills or principles introduced during the rotation (reflection). (CPRB 3.3.1, 3.3.3, 3.4.1)
5. Demonstrate effective oral communication skills (presentation). (2018 CPRB 3.3.3.c)
6. Demonstrate effective written communication skills (reflection, submitted assignment). (2018 CPRB 3.3.3.c)

Goal 2: Demonstrate the attitudes and behaviours that are hallmarks of a practice leader and mature professional.

Objectives:

Through attendance and engagement at the scheduled Leadership/Management instructional sessions, the resident will:

1. Demonstrate an ability to meet deadlines and honor commitments through the completion of assigned readings and tasks. (2018 CPRB 3.4.1)
2. Listen effectively to others and respond in an appropriate manner. (2018 CPRB 3.4.1)
3. Demonstrate critical thinking skills through participation in discussion and completion of assignments. (2018 CPRB 3.4.1)
4. Demonstrate curiosity and a willingness to learn. (2018 CPRB 3.4.1)

Goal 3: Collaborate with other residents to lead a team-based project.

Objectives:

Through completion of an assigned group project, the resident will:

1. Develop and inspire a shared vision among project stakeholders. (2018 CPRB 3.3.3)
2. Promote a shared purpose among project team. (2018 CPRB 3.3.3)
3. Facilitate a collaborative and trusting environment within the project team. (2018 CPRB 3.3.3)
4. Communicate expectations and transfer accountability to others for appropriate tasks during the planning and execution of the project. (2018 CPRB 3.3.3)
5. Demonstrate creativity and innovation in managing the challenges associated with planning and executing the project. (2018 CPRB 3.3.3)
6. Execute the standard project planning tasks as appropriate (e.g. project charter; work breakdown structure; work plans; risk management analysis; budget). (2018 CPRB 3.3.3)
7. Prepare meeting agendas and run meetings according to established ground rules. (2018 CPRB 3.3.3)
8. Demonstrate effective oral communication skills during project planning meetings and through relevant presentations associated with the project. (2018 CPRB 3.3.3)
9. Demonstrate a commitment to and pride in the profession of pharmacy throughout the project. (2018 CPRB 3.3.4)

REQUIRED ACTIVITIES

1. The residents participate in ten monthly 2-hour instructional sessions with a Leadership-Management rotation preceptor:
 - Session 1: Management vs Leadership; Introduction to Project
 - Session 2: Change Management
 - Session 3: Project Planning
 - Session 4: Project Planning
 - Session 5: Project Planning
 - Session 6: Know Thyself and Values
 - Session 7: Emotional Intelligence
 - Session 8: Ethics
 - Session 9: Coaching
 - Session 10: Career Planning (facilitated by Richard Jones)
2. Residents are required to complete two assignments intended to develop their understanding of the differences between leadership and management :
 - a. After the first instructional session, the residents are given three hypothetical scenarios and need to determine which set of competencies (leadership or management) would be most useful in dealing with the scenario and why.
 - b. Each resident is required to prepare a case study on an experience encountered during the leadership/management project. The case study is an analysis of how leadership and management competencies (or lack thereof) influenced the experience they are reporting on.

EVALUATIONS

The learning needs of the resident are assessed and informal feedback is provided to the resident regularly. The resident is expected to assume responsibility for his/her own learning and notify the preceptor if there are any concerns around meeting any of the stated rotation objectives. The following evaluations are conducted:

- Learning goals 1 and 2 and their related objectives are assessed at *midpoint* via an evaluation completed by the preceptor and near the *end of the program* via a final evaluation completed by the preceptor and the resident (self-evaluation).
- Learning goal 3 and its related objectives are assessed upon *completion of the team-based project* via an evaluation completed by the preceptor and the resident (self-evaluation).