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Residency Building and Expansion Toolkit

Problem Statement

Residency capacity has not been able to keep pace with the exponentially growing demand for residency positions.

Purpose Statement

This toolkit prepared by the New Practitioners Forum Public Affairs and Advocacy Advisory Group is a resource for new practitioners who desire to expand and build residency programs. It provides the practitioner with relevant background literature and a residency capacity action plan.

Introduction

This toolkit will provide a step-by-step guide on how to go about creating a residency program at your respective site. It will also provide resources that can assist you in convincing senior management why a residency program at your site would be an asset.

Resources in topics such as: defending the need for additional residency training sites, the cost of employing a resident, sample business plans used by other institutions as well as tangible examples of how residency expansion has been achieved in a variety of settings including hospital and retail pharmacy.

By the end of reviewing this toolkit, you should be able to create a business plan for the initiation of a new residency training program appropriate for presentation to senior level administration. If this is not an option at your institution, this toolkit will also equip you with strategies to advocate for ongoing expansion of residency programs on a day-to-day basis.



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Why Should I Start a Residency Program at My Site?

- Pharmacy residents may perform duties that include pharmacist –billable services thereby directly bringing revenue to the institution
- Pharmacy residency staffing component helps alleviate the cost of the department by replacing pharmacist wages for resident wages during the applicable shift
- Pharmacy residents provide educational opportunities for pharmacists and this may increase job satisfaction or moral of staff
- Pharmacy residents who precept pharmacy students may indirectly increase revenue due to the institution being able to increase number of pharmacy students per rotation cycle

Is My Site Ready to Support a Pharmacy Residency Program?

ASHP has an [RU Ready Assessment Tool](#) for Pharmacy Residency Programs which aids in assessing whether your site is ready for residency accreditation.

How Do I Start a Residency Program? A Process Snapshot

This is a brief checklist on what to do when starting a residency. A more detailed description of this process can be found in the [“How to Start a Residency Program”](#) document.

1. Initial assessment
 - a. Read [Accreditation Standard](#) for Postgraduate Year One (PGY1) Pharmacy Residency Programs
 - b. Ensure that there is adequate pharmacy preceptor availability to create a meaningful experience for the resident
2. Early Decisions
 - a. How many residents should there be initially?
 - b. Should the program be college affiliated?
 - c. Should the program be accredited?
 - d. What is the purpose of the program? (i.e. what do you aspire your graduates to be?)
3. Resources
 - a. Contact ASHP Accreditation staff to discuss requirements
 - i. Sessions at midyear on starting residencies
 - b. Consider the use of consultants (i.e. other residency program directors or former residents.)
4. Program Design
 - a. Types of experiences the program will offer (i.e. rotational, extended, longitudinal etc)



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- b. Learning objectives
 - i. [Residency Learning System](#) (RLS) Model
 - c. Evaluations
 - i. [Residency Learning System](#) (RLS) Model
 - d. Extent of service commitment (staffing) you require to be built into resident learning experiences
 - e. Create a training manual
 - f. Think about residency projects that are appropriate for the residents to complete in one year
5. Recruiting
 - a. Midyear
 - b. Job fair and residency showcases
 - c. Local schools
 6. Developing support: Support is needed from multiple disciplines
 - a. Pharmacists
 - b. Physicians
 - c. Nurses
 - d. Organization Executives
 7. Funding
 - a. [Medicare pass-through funding](#)
 - b. External funding
 - c. Splitting pharmacist positions
 8. Accreditation
 - a. Detailed information can be found on the ASHP [accreditation](#) site

Sample Proposals

General

1. Developing an ASHP Approved Residency Program
2. Pharmacy Department Justification Strategy to Conduct a Residency Training Program

PGY1& PGY2

1. Creative Funding: How to get Dollars to sustain Your Residency Program
2. Justifying a Residency Program and Showing a Return on Investments
3. Martha Jefferson Hospital: Pharmacy Practice Residency- Year 3
4. Martha Jefferson Hospital: Pharmacy Practice Residency
5. Starting a Pharmacy Residency Program PGY1 and PGY2



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6. St. Josephs Medical Center Brainerd, MN: Pharmacy Residency Proposal

Community

1. Cleveland Clinic Community Practice Residency Presentation
2. Cleveland Clinic Residency Handbook
3. Cleveland Clinic RLS Learning Experience Organizational Chart

Other Important Resources

Guidance on Residency Expansion

Currently there are no current white papers or major guidelines leading opinion about how to actively create additional residency capacity. There is however guidance from current residency preceptors and from former ASHP Presidents on the need to expand and how expansion should take place.

- I. In a [paper](#) written by ASHP on residency in conjunction with AMCP, APhA, AACP, and ACCP, the need for additional residency training positions, innovations in residency expansion, and aligning current need with future predicted need.
 - a) Zellmer WA. Expanding the number of positions for pharmacy residents: highlights from the Pharmacy Residency Capacity Stakeholders' Conference. February 15–16, 2011, Washington, DC. Am J Health Syst Pharm. 2011 Oct 1;68(19):1843-9.
- II. In a short, easy to read [narrative](#), former ASHP President Stan Kent describes his opinion on increasing the number of residency positions by increasing the number of residents at current sites, creating new residency training sites, and potential utilization of non-traditional residency sites.
 - a) Kent SS. Closing the residency training gap. Am J Health Syst Pharm. 2011 Jul 15;68(14):1293-4.

Residency Grant Funding Opportunities

- [PPMI Grants](#)
- Community Pharmacy Residency [Expansion Grants](#)
- Residency [Research Grant](#)



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- ASHP Foundation Health System Pharmacy [Residency Expansion Grants](#)

Online Videos about Residency

- Why should I do a [pharmacy residency](#)?
- Growing [Future Pharmacists](#)



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Resource title	ASHP and ASHP Foundation Resources	Format	Summary of Resource
Need Justification Tools			
Expanding the number of positions for pharmacy residents: Highlights from the Pharmacy Residency Capacity Stakeholders' Conference	Am J Health-Syst Pharm. 2011; 68:1843-9	PDF	The article gives a brief explanation of the current landscape of pharmacy residency training and explains how residency training in pharmacy demonstrates practices that result in higher-quality care or lower costs of care. In addition, this article describes innovations in expanding residency programs in 6 different settings.
American College of Clinical Pharmacy's Vision of the Future: Postgraduate Pharmacy Residency Training as a Prerequisite for Direct Patient Care Practice	Pharmacotherapy 2006;26(5):722-733	PDF	This article reviews 6 recommendations for how to achieve the ACCP's vision of residency training as a prerequisite for providing direct patient care. It explains the need, value, and structure of pharmacy residency programs.
Predicting the Supply of Pharmacy Residencies	Pharmacotherapy 2009;29(9):1014-1016	PDF	In this article of Pharmacotherapy, Dr. Knapp and her colleagues provide a useful assessment of the recent state of supply and demand for pharmacy residencies and project how this might evolve through the year 2020.
Pharmacy residency and the medical training model: Is pharmacy at a tipping point?	Am J Health-Syst Pharm. 2011; 68:1542-9	PDF	This article describes the current pharmacy environment at which a growing number of hospital or health-system pharmacist positions require residency



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			training to accommodate new service models and there is a need to meet the increased demand.
The Current Landscape of Pharmacy Residency Training	http://www.ashp.org/DocLibrary/Accreditation/PRC2011/Current-Landscape.aspx	PPT	This power point provides an outline of the current landscape of pharmacy training that includes statistics, typical residency profile, and related statistics to estimate gap.
Trends in Health Care Delivery and Financing: Impact on the Professional Workforce	http://www.ashp.org/DocLibrary/Accreditation/PRC2011/Trends-in-Healthcare.aspx	PDF	This power point provides an outline Trends in Health Care Delivery and Financing: Impact on the Professional Workforce that includes macro-policy view of the health care system, issues and opportunities for major stakeholders, and implications for pharmacy practice and training.
The Health Workforce: American Society of Health System Pharmacists Pharmacy Residency Stakeholders Summit	http://www.ashp.org/DocLibrary/Accreditation/PRC2011/HRSA.aspx (2011)	PPT	This power point provides an outlines of the health workforce that includes an overview of the Bureau of Health Professions (BHP), pharmacy workforce, BHP and pharmacy training, as well as workforce challenges, questions, activities, and approaches.
Taking Practice to the Next Level: Where Do We Go after the Practice Model Summit?	http://www.ashp.org/DocLibrary/PPMI/MCM10-PPMI-Presentation.aspx	PPT	This power point provides an outlines the next steps after the PPMI summit and how to continue move pharmacy practice forward that includes overarching principles, specific services, residency training, technology, and technicians' roles.
ACCP White Paper: Value of Conducting Pharmacy Residency Training—The Organizational Perspective	Pharmacotherapy 2010;30(12):490e–510e	PDF	This paper details the benefits of having residents at an organization, has cost justifications for residency training. It also explains Medicare pass through funding for residency programs and has a sample business plan for starting a pharmacy residency.



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<p>Planning for a New Health-System Pharmacy Practice Model</p>	<p>http://www.softconference.com/llc/player.asp?PVQ=GLIJ&fVQ=FGKGF&OcNff=wqU5GFM5uWUjRVo0QvFrupz5XYG4uWqMG4Dxfss0pXUQM9Gr47XW7VjgsvrMvGwxG (2011)</p>	<p>Webinar</p>	<p>A 60 minute webinar about different strategies on how to plan for a new practice mode. The Webinar discusses hot to develop communication strategies, implement practice model changes, and hoe to advance pharmacy practice to allow pharmacists.</p>
<p>Pharmacy Residency Capacity Stakeholders Conference 2011</p>	<p>http://www.ashp.org/DocLibrary/Accreditation/Residency-Capacity-Conf-2011.aspx</p>	<p>PDF</p>	<p>This resource is compiled of numerous readings that were included as part of the Pharmacy Residency Stakeholder Conference in 2011. The topics outlined are General information, residency training, predicting volumes and needs, colleges and schools of pharmacy information, medical residency information, different practice models, and ASHP policy analysis.</p>
<p>SUPERVALU Pharmacies Community Residency Programs</p>	<p>http://www.ashp.org/DocLibrary/Accreditation/PRC2011/Actual-Expansion-Community.aspx</p>	<p>PPT</p>	<p>This power point provides an outlines of the value of community pharmacy residencies that includes residency structure, growth, expansion considerations, and site selection.</p>



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Cost Justification Tools			
Workload and cost-benefit of hospital pharmacy residents.	Can J Hosp Pharm. 1993;46:147-154.	PDF	This article provides an example of a cost-benefit analysis by quantifying the workload performed by three hospital pharmacy residents during typical clinical rotations. The interventions were analyzed for their impact on patient care and potential cost avoidance.
Cost-justifying a pharmacy residency program.	Am J Health-Syst Pharm. 1982;39:1517-1520.	PDF	This article provides an example on how to cost justify a pharmacy residency training program. In addition, it lists the resident's activities that benefited the hospital.
Understanding reimbursement for pharmacy residents.	Am J Health-Syst Pharm. 1998;55:1620-1623.	PDF	This article outlines Medicare reimbursement of residency programs for health care professions and describes how reimbursement for costs of a pharmacy residency program should be sought from Medicare pass-through funds
Return on investment of a pharmacy residency training program	Am J Health Syst Pharm. 2010 Nov 15;67(22):1952-7.	PDF	The articles provide an example on how to estimate the return of investment of a pharmacy training program at a VA hospital. An estimate of the financial cost and benefits associated with one year's training of eight residents was provided.



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<p>Graduate Pharmacy Education: Pharmacy Residency Programs at UCMC</p>	<p>http://www.ashp.org/DocLibrary/Accreditation/PRC2011/Actual-Expansion-Hospital-Academic-Medical.aspx (2011)</p>	<p>PPT</p>	<p>This power point provides an example of pharmacy residency programs at UCMC that outlines clinical pharmacy services, training, graduate pharmacy education, justification strategies, GME funding, reconciliation, and planning.</p>
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Expansion Examples			
<p>Managed Care Residency CHALLENGES, SUCCESSES & LESSONS LEARNED</p>	<p>http://www.ashp.org/DocLibrary/Actual-ccreditation/PRC2011/Actual-Expansion-Managed-Care.aspx (2011)</p>	<p>PPT</p>	<p>This power point provides an example on the approach and structure in expanding a managed care program. The following are highlighted academic relationship, clinical pharmacy services, program pearls, and lessons learned.</p>
<p>Expanding Residency Training Capacity in Minnesota A 12 Year Journey</p>	<p>http://www.ashp.org/DocLibrary/Actual-ccreditation/PRC2011/Actual-Expansion-College-Rural.aspx</p>	<p>PDF</p>	<p>This power point provides an example on how Minnesota expanded their residency program by providing an overview of their program, review sites of practice, and resident activities.</p>
<p>VA Pharmacy Residency Programs</p>	<p>http://www.ashp.org/DocLibrary/Actual-ccreditation/PRC2011/Actual-Expansion-VA.aspx</p>	<p>PDF</p>	<p>This power point provides example of different residency programs within the VA system as well as projected growth of funded residency positions, and the factors influencing funding. In addition, the power point outlines how the residency expansion was achieved and plans for future expansion.</p>



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Other Resources			
Resources used to support postgraduate year 1 pharmacy residencies: Survey of residency program directors	Am J Health-Syst Pharm. 2013;70:887-893	PDF	This document details the results of a survey of residency program directors. The survey identifies personnel time, funding, and other resources used to support existing postgraduate year 1 (PGY1) pharmacy residencies and determine potential residency program expansion .



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