REQUIRED COMPETENCY AREAS, GOALS, AND OBJECTIVES FOR POSTGRADUATE YEAR ONE (PGY1) MANAGED CARE PHARMACY RESIDENCIES

Prepared jointly by the American Society of Health-System Pharmacists (ASHP) and the Academy of Managed Care Pharmacy (AMCP)

Introduction

The competency areas, goals, and objectives are to be used in conjunction with the *ASHP Accreditation Standard for Postgraduate Year One (PGY1) Managed Care Pharmacy Residency Programs.* The four competency areas described herein are required.

The required competency areas and all of the goals and objectives they encompass must be included in all programs. Each of the objectives associated with the goals must be taught and evaluated at least once during the residency year.

Each of the objectives listed in this document has been classified according to educational taxonomy (cognitive, affective, or psychomotor) and level of learning. An explanation of the taxonomies is available elsewhere.[1]

Definitions

Competency Areas: Categories of the residency graduates' capabilities.

Competency areas are classified into one of three categories:

Required: Four competency areas are required (all programs must include them and all their associated goals and objectives).

Educational Goals (Goal): Broad statement of abilities.

Educational Objectives: Observable, measurable statements describing what residents will be able to do as a result of participating in the residency program.

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[1]Anderson, L. W. and Krathwohl, D. R., et al (Eds.) (2001) *A Taxonomy for Learning, Teaching, and Assessing: A Revision of Bloom's Taxonomy of Educational Objectives*. Allyn & Bacon. Boston, MA (Pearson Education Group).

<u>Criteria</u>: Examples that describe competent performance of educational objectives. Since the criteria are examples, they are not all required but are intended to be used to give feedback to residents on how well they are doing and how they can improve on the skill described in educational objectives while they engage in an activity.

<u>Activities</u>: The Standard requires that learning activities be specified for each educational objective in learning experience descriptions. Activities are what residents will do to learn and practice the skills described in objectives. Activities are the answer to the question, "What can residents do in the context of this learning experience that will provide the kind of experiences necessary to achieve the educational objective?" (compare and contrast activities with criteria by referring to the definition of criteria immediately above). Specified activities should match the Bloom's Taxonomy learning level stated in parentheses before each objective.

Example:

Objective R1.1.2: (Applying) Interact effectively with patients, family members, and caregivers.

Learning activity: Provide education to patients regarding proper medication use and administration, adherence, and possible adverse drug effects for all new medications initiated during clinic appointments.

Criteria:

- Interactions are respectful and collaborative.
- Uses effective communication skills.
- Shows empathy.
- Empowers patients to take responsibility for their health.
- Demonstrates cultural competence.

Competency Area R1: Patient Care

Goal R1.1: Provide safe and effective patient care services including medication management, health and wellness programs, and disease state management following the JCPP Pharmacists' Patient Care Process. Services are provided to a diverse range of patients in collaboration with the health care team.

Objective R1.1.1: (Responding and Applying) Demonstrate responsibility and professional behaviors as a member of the health care team.
Criteria:
- Demonstrates professionalism through appearance and personal conduct.
- Interacts cooperatively, collaboratively, and respectfully.
- Holds oneself and colleagues to the highest principles of the profession's moral, ethical, and legal conduct.
- Places patient needs above own needs and those of other health professionals.
- Accepts consequences for his or her actions without redirecting blame to others.
- Maintains competency as a pharmacist.
- Stays current with the biomedical literature relative to current areas of practice.
- Prioritizes patient care activities appropriately as a part of daily responsibilities.
- Takes appropriate ownership of the care for patients.
- Works actively to identify and pursue resolution of significant medication-related problems.
- Demonstrates advocacy for the patient.
- Assumes responsibility for patient care outcomes.

Objective R1.1.2: (Responding and Applying) Interact effectively with individual patients and caregivers.
Criteria:
- Demonstrates respect and empathy appropriately.
- Establishes rapport and trusting relationships with the patient, family members, and/or caregivers.
- Engages patient appropriately in making care decisions.
- Displays respect for the preferences and expressed needs of the patient.
- Exhibits cultural competency and respect for diversity when interacting with patients, family members, and/or caregivers.
- Keeps commitments made to patients.
- Respects patients' privacy.
- Uses effective verbal and written communication skills in provision of education and patient care plans.

Objective R1.1.3: (Valuing and Analyzing) Collect relevant subjective and objective information for the provision of individualized patient care.
Criteria:
- Identifies and accesses appropriate sources of information.

- Collects accurate and complete subjective and objective information for the provision of patient care including the following:
  - Complete current medication list and medication use history including prescription and nonprescription medications, herbal products, and other dietary supplements;
  - Relevant health data including medical history, health and wellness information, biometric test results, physical assessment findings, and pharmacogenomics/pharmacogenetics information;
  - Patient lifestyle habits, preferences and beliefs, health and functional goals, and socioeconomic factors that affect access to medication(s) and other aspects of care;
  - Care/case management documentation and plans;
  - Health plan benefit parameters, including applicable formulary and patient cost-share obligations; and,
  - Place of service where medications are routinely obtained (retail, mail order or specialty).
- Organizes information thoroughly, efficiently and effectively from all relevant sources while excluding extraneous information.
- Uses a systematic process for recording information that is functional for subsequent problem solving and decision-making.
- Clarifies information appropriately when needed.
- Displays understanding of limitations for information collected from the patient and health records.

Objective R1.1.4: (Analyzing) Analyze and assess information collected and prioritize problems for provision of individualized patient care.
Criteria:
- Accurately analyzes the information and assesses the clinical effects of the patient's therapy in the context of the patient's overall health goals and to achieve optimal care including assessing:
  - Each medication for appropriateness, effectiveness, safety, and patient adherence;
  - Health and functional status, risk factors, health data, cultural factors, health literacy, and access to medications or other aspects of care;
  - Immunization status and the need for preventive care and other health care services, where appropriate; and,
  - Discrepancies between prescribed medications and established care plan for the patient.
- Identifies unmet health care needs of the patient.
- Prioritizes the patient's needs correctly based on professional judgments as well as the patient's values, preferences, priorities and goals.
- Prioritizes the problem list correctly including identifying which problems the pharmacist can manage and which problems require referral.
- Identifies medication therapy problems, including:
  - Appropriate indication for medication;
  - Medical conditions for which there is no medication prescribed;
  - Medication prescribed or continued inappropriately for a particular medical condition;
  - Suboptimal medication regimen (e.g., dose, dosage form, duration, schedule, route of administration, method of administration);
  - Therapeutic duplication;

- o Adverse drug or device-related events or potential for such events;
- o Clinically significant drug-drug, drug-disease, drug-nutrient, drug-DNA test interaction, drug-laboratory test interaction, or potential for such interactions;
- o Patient not receiving full benefit of prescribed medication therapy;
- o Problems arising from the financial impact of medication therapy on the patient; and,
- o Patient not adhering to medication regimen and root cause (e.g., knowledge, recall, motivation, financial, system).

Objective R1.1.5: (Valuing and Creating) Design a safe and effective individualized patient centered care plan in collaboration with other health care professionals, the patient, and caregivers.
Criteria:
- Chooses and follows the most appropriate and up-to-date guidelines to create the medication care plan.
- Considers patient plan benefit and financial obligations as appropriate.
- Establishes evidenced-based and cost effective care plans that:
  - o Address medication-related problems and optimize medication therapy appropriately;
  - o Have realistic, measurable goals of therapy for achieving clinical outcomes in the context of the patient's overall health care goals and access to medications;
  - o Engage the patient through education, empowerment, and self-management;
  - o Support care continuity, including follow-up and transitions of care, as appropriate;
  - o Meet the patient's health care goals including self-care options as appropriate;
  - o Are appropriate for the disease states being treated and/or prevented;
  - o Are created in collaboration with other health care professionals, the patient and caregivers;
  - o Establish parameters that are appropriate measures of therapeutic goal achievement;
  - o Reflect consideration of best evidence;
  - o Select the most reliable source for each parameter measurement;
  - o Have appropriate value ranges selected for the patient;
  - o Have parameters that measure efficacy;
  - o Have parameters that measure potential adverse drug events;
  - o Have parameters that are cost-effective;
  - o Have obtainable measurements of the parameters specified;
  - o Reflects consideration of adherence; and,
  - o Anticipates future drug-related problems.

Objective R1.1.6: (Applying) Implement medication therapy plan in collaboration with other health care professionals, the patient, and caregivers.
Criteria:
- Facilitates implementation of the medication therapy plan by effectively engaging the patient through education, empowerment, and self-management including:
  - o Addressing medication problems and optimizing medication therapy;
  - o Facilitate modifying, discontinuing, or administering medication therapy with health care providers; and,

- o Addressing-health related problems through preventive care strategies and lifestyle modifications.
- Contributes to coordination of care as needed, including the referral or transition of the patient to another health care professional.
- Determines and schedules appropriate follow-up care or referrals as needed to achieve goals of medication therapy.
- Communicates appropriate details of the medication therapy plan effectively and efficiently with all relevant health care professionals.

Objective R1.1.7: (Evaluating) Monitor and evaluate the effectiveness of the medication therapy plan and modify the plan in collaboration with other health care professionals, the patient, and caregivers as required.

Criteria:

- Monitors patient progress and adjusts medication care plan appropriately in collaboration with other health care professionals, the patient and caregivers by:
  - o Reassessing all medications for appropriateness, effectiveness, safety, and patient adherence through available health data, biometric test results, and patient feedback;
  - o Evaluating clinical endpoints and outcomes of care including progress toward or the achievement of goals of therapy;
  - o Identifying appropriate modifications to the medication therapy plan; and,
  - o Establishing a revised plan in collaboration with other health care professionals, the patient and/or caregivers.
- Communicates relevant modifications to the patient, caregivers, and other relevant health care professionals.
- Establishes appropriate schedule for follow-up care or referral as needed to achieve goals of therapy.

Objective R1.1.8: (Valuing and Applying) Collaborate and communicate effectively with patients, family members, and caregivers.

Criteria:

- Uses clear and concise verbal and written language at the appropriate literacy level.
- Uses most appropriate communication techniques to engage the patient and elicit accurate and meaningful feedback and to provide education.
- Identifies appropriate communication support services to facilitate communication with diverse populations.
- Uses appropriate interviewing techniques (such as using open-ended questions).
- Uses appropriate motivational interviewing techniques to facilitate health behavior change when indicated.
- Verifies accurately patient understanding.
- Supports and assists patients effectively with health behavior changes.
- Provides appropriate supplemental written communication materials.

Objective R1.1.9: (Valuing and Applying) Collaborate and communicate effectively with other health care team members.

Criteria:

- Makes recommendations clearly, concisely, persuasively, and in a timely manner.
- Demonstrates appropriate skills in negotiation, conflict management, and consensus building.
- Defuses negative reactions effectively.
- Communicates assertively, but not aggressively.
- Advocates effectively on behalf of patients to other members of the health care team.

Objective R1.1.10: (Applying) Document patient care activities appropriately and efficiently.

Criteria:

- Documents clearly and consistently in an appropriate format based on organization standards, policies and procedures.
- Documents in a timely fashion.
- Ensures security of Protected Health Information (PHI) throughout the documentation process.

Goal R1.2: Provide safe and effective medication-related patient care when patients transition between care settings.

Objective R1.2.1: (Analyzing) Identify needs of individual patients experiencing care transitions.

Criteria:

- Identifies routinely the patients who are experiencing care transitions.
- Obtains an accurate medication-related history to identify individualized needs of the patient experiencing care transitions.
- Identify and intervene on patients at highest need based on risk stratification.

Objective R1.2.2: (Applying) Manage and facilitate care transitions between patient care settings.

Criteria:

- Provides effective medication management through medication reconciliation.
- Provides effective education to assist the member with medication adherence and avoidance of possible drug-related problems.
- Identifies the need for additional drug monitoring for ongoing patient safety.
- Manages medication to avoid unnecessary hospital admissions and/or readmissions.
- Collaborates with other health care professionals to mitigate medication therapy problems in any care transitions.

Goal R1.3: Support safe and effective access to drug therapy for patients.

Objective R1.3.1: (Evaluating) Assess whether network retail, mail order and specialty pharmacies follow best practices and the organization's policies and procedures.

Criteria:

- Assess whether network retail, mail order and specialty pharmacy providers dispense medication products:
  - Following the organization's policies and procedures;
  - Facilitating resolution of utilization management edits including step therapy, prior authorization and formulary exceptions;
  - Ensuring the patient receives the medication(s) as ordered unless intervention with the prescriber is indicated;
  - Ensuring the integrity of medication dispensed;
  - Providing any necessary written and/or verbal counseling; and,
  - Ensuring the patient receives medication on time.
- Maintains accuracy and confidentiality of patient protected health information (PHI).
- Obtains agreement on modifications to medication orders when acting in the absence of, or outside, an approved protocol or collaborative agreement.
- Follows required government policies and procedures.
- When appropriate, follows the organization's established protocols.
- Makes effective use of relevant technology to aid in decision-making, increase safety and limit potential fraud and abuse.
- Demonstrates commitment to medication safety in medication-use process.
- Promotes safe and effective drug use on a day-to-day basis.
- Follows appropriate procedures regarding exceptions to the formulary, if applicable, in compliance with policy.
- Ensures non-formulary medications are evaluated, dispensed, administered, and monitored in a manner that ensures patient safety.

Objective R1.3.2: (Applying) Manage aspects of the medication-use process related to formulary management.

Criteria:

- Follows appropriate procedures regarding exceptions to the formulary, if applicable, in compliance with policy.
- Ensures non-formulary medications are dispensed, administered, and monitored in a manner that ensures patient safety.

Objective R1.3.3: (Applying) Participate in the review of medication event reporting and monitoring.

Criteria:

- Effectively uses currently available technology and automation that supports a safe medication-use process.
- Appropriately and accurately determines, investigates, reports, tracks, and trends adverse drug events, medication errors, and efficacy concerns using accepted plan resources and programs.

Objective R1.3.4: (Evaluating) Assess how the organization utilizes appropriate and ongoing measures to assess patient satisfaction levels with services provided at network retail, mail order, and specialty pharmacies.

Criteria:

- Identifies the relevant components of outpatient pharmacy service which impact the patient's perception of service quality and patient satisfaction.
- Identifies the relevant standards in the accreditation requirements of applicable organizations (e.g. NCQA, URAC) that address patient satisfaction measures.
- Determines and evaluates the comprehensiveness of the organization's existing processes to measure patient satisfaction.
- Develops an on-going process and data-gathering instrument(s) to effectively track patient satisfaction with pharmacy services over time.
- Utilizes patient satisfaction data to improve performance of applicable factors in the provision of outpatient pharmacy services.

Goal R1.4: Design and implement medication-related programs and interventions that contribute to public health efforts or population management.

Objective R1.4.1: (Valuing and Applying) Design and/or deliver programs for members that focus on health improvement, wellness, and disease prevention (e.g., immunizations, health screenings).

Criteria:

- Considers prevalent health improvement, wellness, and disease prevention educational needs in public health efforts.
- Chooses and follows the most appropriate and up-to-date guidelines to create the wellness and disease prevention program.

Objective R1.4.2: (Valuing and Applying) Design and/or deliver programs for members that support quality measures to improve outcomes of medication therapy.

Criteria:

- Considers the organization's process for designing medication therapy management programs.
- Applies an understanding of evidence-based, patient-centered medication therapy to identify practice guidelines to be used in the development of a medication therapy management program.
- Applies an understanding of evidence-based, patient-centered medication therapy to establish process and outcome measures used to implement and evaluate medication management therapy programs.
- Uses appropriate outcome measurements to measure and evaluate the success of medication therapy management programs.

Competency Area R2: Leadership and Management

Goal R2.1: Manage services of the managed care pharmacy practice environment.

Objective R2.1.1: (Applying) Manage patient care services at the managed care practice site.
Criteria:
- Adheres to legal (e.g., Medicaid/Medicare), regulatory (e.g., CMS), and accreditation requirements (e.g., HEDIS, NCQA, URAC).
- Follows the organization's established policies and procedures.
- Demonstrates accurate knowledge and understanding of pharmacy and medication use systems for providing patient care services.
- Uses information systems and web platforms efficiently.
- Monitors effectively and efficiently the accuracy of the work of pharmacy technicians, clerical personnel, student pharmacists, and others according to applicable laws and organizational policies.
- Demonstrates understanding of and adheres to coding, billing and reimbursement regulations.
- Adheres to appropriate safety and quality assurance practices.
- Promotes effectively a culture of safety.
- Identifies system errors prior to an event.
- Appropriate prioritizes workload and organizes and oversees effective and efficient delivery of patient care and access to services.
- Demonstrates understanding of the training and evaluation of staff at the practice site.
- Identifies and contributes suggestions for the creation or enhancement of policies, procedures, and protocols related to services provided.
- Utilizes satisfaction surveys to improve services to providers, employer groups and patients.
- Review of patient medication management data to provide a global assessment of implementation and impact.

Objective R2.1.2: (Applying) Participate in organizational level management activities, functions, and/or decision-making.
Criteria:
- Knows the organizational structure.
- Explains the strategic planning process of the organization correctly.
- Explains the quality improvement plan of the organization correctly.
- Explains current credentialing and privileging processes of the organization and potential changes for the future correctly.
- Participates effectively on committees or informal work groups to complete group projects, tasks, or goals.
- Assesses programmatic data against benchmarks correctly.
- Develops and presents background information for group projects, tasks, or goals accurately and effectively.
- Helps to properly identify and define significant organizational needs.
- Helps to develop appropriate policies, guidelines, protocols, or plans that address organizational needs.
- Participates effectively in implementing changes, using change management and quality improvement best practices and tools, consistent with team and organizational goals.
- Assures that the practice environment is arranged to be conducive to the desired change.

- Assures that staff have the opportunity to acquire any necessary new knowledge or skills in order to accommodate the change.
- Assures that those involved in the change are motivated to exercise their roles.
- Follows through by monitoring the progress of the planned change.
- Keeps others informed of progress on the implemented change.

Objective R2.1.3: (Understanding) Identify relevant external factors that influence or impact managed care practice and identify appropriate strategies to adjust, comply, or improve.
Criteria:
- Explains correctly how changes to laws and regulations (e.g. value-based purchasing, consumer-driven healthcare, reimbursement models) related to medication use, pharmacy practice, and health care impact the practice and services provided.
- States current legal and regulatory requirements relevant to organization's operations (e.g. prescription drug benefits).
- States current accreditation requirements for the organization's operations.
- Describes the importance of these regulations and accreditation requirements.
- Discusses how the regulations and accreditation requirements affect practice.
- Discusses the process by which the regulations and accreditation requirements are implemented.
- States which agencies or organizations are responsible for enforcing or applying these requirements and accreditation standards.
- Identifies appropriate stakeholders (e.g., employer groups) or entities outside of the practice (e.g., CMS, NCQA, PQA, URAC) that impact the practice and its functions.
- Explains correctly the purpose of external quality metrics (e.g. CMS Five Stars, HEDIS, PQA, URAC) and how they are developed, abstracted, reported, and used in the context of a value-based health care system.
- Identifies appropriate resources (e.g. pipeline information, clinical trials, practice guidelines) to keep updated on trends and changes within pharmacy and health care.
- Articulates correctly the current external issues that impact managed care practice.
- Understands the changes needed to adjust, comply, or improve the practice in response to external factors.

Objective R2.1.4: (Creating/Evaluating) Evaluate an existing collaborative practice agreement or, if not available, create a new one, in order to understand the implementation process for a state-based protocol to expand the scope of practice for pharmacists.
Criteria:
- Articulates correctly the purpose, state laws, regulations and other requirements of collaborative practice agreements, and state-based protocols.
- Evaluates or creates accurately an existing collaborative practice agreement, or state-based protocol that reflects applicable state laws, regulations, and other requirements.
- Uses appropriate evidence-based treatment guidelines in the evaluation of an existing, or creation of a new, collaborative practice agreement, or state-based protocol.
- Describes correctly how the collaborative practice agreement, or state-based protocol reflects a mutual understanding of all stakeholders.
- Discusses accurately how a collaborative practice agreement, or state-based protocol could be potentially implemented as part of pharmacy operations.

Objective R2.1.5: (Understanding) Identify and define ways in which medication management is provided in various managed care settings, lines of business (e.g., commercial, Medicare) and with diverse patient populations.

Criteria:
- Explains process for medication management from a health plan perspective and other models.
- Describes difference based on population and regulatory requirements.
- Explains strategies for getting information from unwilling or inaccessible participants.

Objective R2.1.6: (Understanding) Explain, or demonstrate understanding of, the patient intake process for specialty pharmacy patients.

Criteria:
- Describes patient demographic and clinical information needed to determine suitability for specialty pharmacy services.
- Demonstrates understanding of the process of benefits investigation and validation of insurance coverage for requested medication (submit test claims) and coordinating benefits with multiple payers.
- Demonstrates understanding of the process for determination of payer coverage and which benefit channel is required by medication or optimal for patient when either channel is acceptable.
- Explains the purpose of patient medication management processes for specialty pharmacy
- Demonstrates understanding of eligibility requirements for specific clinical management programs.
- Demonstrates understanding of patient eligibility and need for financial assistance based on insurance, available programs, and patient financial burden.
- Works effectively with patient care coordinator to enroll qualified patients in financial assistance programs.
- Demonstrates understanding of billing components under pharmacy benefit structure or medical benefit structure.
- Explains the unique aspects of specialty medications which distinguish them from traditional medications.

Objective R2.1.7: (Understanding) Demonstrate understanding of Risk Evaluation and Mitigation Strategies (REMS) for patients receiving specialty pharmacy medications.
Criteria:
- Can find Risk Evaluation and Mitigation Strategies (REMS) program websites.
- Describes enrollment process for specialty pharmacy patients in specific clinical management programs.
- Explains the need for management of specialty pharmacy medication discontinuation.

Objective R2.1.8: (Understanding) Demonstrates understanding of how specialty pharmacies fulfill prescriptions/medication orders for patients.
Criteria:
- Describes the need and process for medication order referral to another provider if unable to distribute medication.
- Demonstrates understanding of shipping and delivery requirements.
- Describes the process for resolution of situations in which the integrity of medication shipment has been compromised or the shipment was not received.
- Describes the need and process for investigation in the case of discrepancy between patient and facility.
- Demonstrates understanding of where to access manufacturer information for replacement of product in the case of patient misuse or product failure.

Goal R2.2: Demonstrate personal and professional leadership skills.

Objective R2.2.1: (Applying) Manage oneself effectively and efficiently.
Criteria:
- Demonstrates personal commitment to the mission and vision of the organization.
- Creates goals that align with the goals, mission, and vision of the organization.
- Works effectively within the organization and decision-making structure.
- Sets and meets realistic goals and timelines.
- Demonstrates effective time management skills to complete deliverables as scheduled.
- Delegates appropriate work to technical and clerical personnel.
- Sets and manages appropriate timelines in collaboration with other individuals.
- Proactively takes on increased levels of responsibility.
- Completes tasks at the level of quality that is expected of work and necessary improvements.
- Implements effective time management skills to achieve desired work life balance.
- Adheres to organizational policies and procedures.
- Choose a course of action that reflects accepted ethical standards when presented with an ethical dilemma.
- Explain the ethical reasoning that led to the ethical decision made.
- Assumes responsibility for personal work quality and improvement.
- Is well prepared to fulfill responsibilities (e.g., patient care, project, management, meetings).
- Demonstrates awareness of own values, motivations, and emotions.
- Demonstrates enthusiasm, self-motivation, and "can-do" approach.
- Demonstrates pride in, and commitment to, the profession through appearance, personal conduct, planning to pursue board certification, and pharmacy association membership activities.
- Demonstrates personal commitment to and adheres to organizational and departmental policies and procedures.

Objective R2.2.2: (Applying) Apply a process of on-going self-evaluation and personal performance improvement.
Criteria:
- Demonstrates ability to accurately self-reflect and self-assess to summarize own strengths and areas for improvement in knowledge, skills, and behaviors.
- Effectively performs self-evaluation to determine progress on specified goals and plans.
- Design a strategy for self-coaching (e.g., setting a goal, finding resources, creating a plan, creating deliverables).
- Sets realistic expectations of performance.
- Demonstrates ability to accept and incorporate constructive feedback from others.
- Integrates new knowledge and skills to meet expectations appropriately.
- Uses effectively principles of continuing professional development (CPD) (i.e., reflect, plan, act, evaluate, record, and review).
- Makes accurate, criteria-based assessments of own ability to perform practice tasks.
- Routinely seeks new learning when performance does not meet expectations.
- Regularly integrates new learnings into subsequent performances of a task until expectations are met.
- Documentation of the ability to perform a practice tasks is concise and readily interpretable by a peer.
- Outlines the quality of the work that is expected.

Objective R2.2.3: (Applying) Demonstrate personal, interpersonal, and teamwork skills and behaviors critical for effective leadership.
Criteria:
- Manages conflict effectively.
- Demonstrates effective negotiation skills.
- Demonstrates ability to lead interprofessional teams.
- Uses effective communication skills and styles.
- Demonstrates understanding of perspectives of various health care professionals.
- Demonstrates effective leadership while engaging with management and patient care teams (i.e., lead from where you stand).
- Creates goals based on strategic and quality improvement planning.
- Leads working groups and/or committees effectively and efficiently.
- Embraces and advocates appropriately for changes that improve patient care.
- Builds consensus effectively.
- Builds professional relationships effectively and appropriately.
- Influences others in a positive manner.
- Serves as a positive role model to student pharmacists, technicians, pharmacists, and other health care professionals.

Objective R2.2.4: (Applying) Demonstrate commitment to the profession through active participation in the activities of a national, state, and/or local professional association.
Criteria:
- Articulates correctly the benefits of active participation in professional associations at all levels.
- Demonstrates accurate knowledge and awareness of the significance of local, state, and national advocacy activities impacting pharmacy and health care.
- Participates appropriately in practice and advocacy activities of national, state, and/or local professional associations.

Objective R2.2.5: (Applying) Demonstrate personal leadership qualities essential to operate effectively within the organization and utilize them to advance the profession and practice of pharmacy.
Criteria:
- Contributes to pharmacy's influence on organizational decision-making to improve patient care.
- Contributes to the pharmacy's planning process including review and/or revision of the pharmacy's vision and mission statements.

Goal R2.3: Demonstrate management skills.

ObjectiveR2.3.1: (Understanding) Explain factors that influence departmental planning.
Criteria:
- Identifies and explains factors that influence departmental planning, including:
  - Basic principles of management.
  - Financial management principles:
    - Accurately describes the elements of the organizational unit's financial plan.
    - Accurately explains the purposes of and how to access multiple sources of revenue (e.g., dues/premiums, copays).
    - Accurately explains the data elements of productivity measurements (e.g., operational activities, budgets, FTE justification).

- States the impact of current regulatory and accreditation requirements on the organizational unit's financial plan.
- Explain how to find pharmacoeconomic data and apply to utilization management and population care.
- Accurately explains the implications of pharmacy reimbursement in the current health care environment (e.g., regulatory issues, manpower shortages, Medicare Modernization Act, quality mandates).
  - o Accreditation, legal, regulatory, and safety requirements.
  - o Human resources.
  - o Culture of the organization.
  - o The organization's decision-making structure.
- Explains the potential impact of factors on departmental planning.
- Explains the strategic planning process.

Objective R2.3.2: (Analyzing) Demonstrate understanding of the elements of the Joint Commission of Pharmacy Practitioners Pharmacist Care Process and its relationship to the healthcare system.
Criteria:
- Identifies appropriate resources to keep updated on trends and changes within pharmacy and healthcare.
- Describes the governance of the healthcare system and leadership roles.
- Compare and contrast the components of the JCPP model with the spectrum of services provided in your organization.

Goal R2.4: Maintain confidentiality of patient and proprietary business information.

Objective R2.4.1: (Applying) Observe legal and ethical guidelines for safeguarding the confidentiality of patient information.
Criteria:
- Ensures patient confidentiality in all activities related to data collection, transmission, and storage by pharmacy information systems and by electronic medical records.
- Explains situations unique to managed care that may raise the issue of confidentiality of patient information.

Objective R2.4.2: (Applying) Observe organizational policy for the safeguarding of proprietary business information.
Criteria:
- Explains the concept of "proprietary business information" and its importance in the conduct of business activities and adheres to the relevant organizational policies.
- Follows the written policies and tacit knowledge in the development of normative procedure for the disclosure of business information within the organization.

Objective R2.4.3: (Understanding) Explain the relationship between the health plan and the delivery system functions of managed care.
Criteria:
- Explains impact of formulary, prior authorization, quantity limits, and other edits on network pharmacies.
- Explains pharmacy network inclusion process and impact of MAC reimbursement and other reimbursement models and benchmarks, etc. on network and other affiliated pharmacies.

- Accurately explains the concept of access, including geographic access and the access requirements included in Medicare Part D.
- Accurately explains the plan's objectives for access.
- Accurately explains the advantages and disadvantages of broad versus narrow networks.
- Accurately describes additional services that are required or desirable within the network (vaccination, etc.).
- Accurately describes the requirements for out-of-network pharmacy services.
- Accurately describes medication management network objectives.
- Describes the role of the PBM in contracting for medication rebates and the pharmacy network to ensure access to medication therapy.

Goal R2.5: Demonstrates understanding of unique aspects of providing evidence-based, patient-centered medication management with interdisciplinary teams in the managed care environment.

Objective R2.5.1: (Analyzing) Compare and contrast the provision of medication management in the various managed care environment.
Criteria:
- Summarizes the medication management process from a health plan perspective.
- Describe differences of medication therapy management program based on population and regulatory requirements.
- Explains strategies for getting information from unwilling or inaccessible participants.

Competency Area R3: Advancing Managed Care Practice and Improving Patient Care

Goal R3.1: Demonstrate ability to manage formulary and utilization management strategies, as applicable to the organization.

Objective: R3.1.1: (Understanding) Explain the organization's process for tracking the progress of drugs in the development pipeline.
Criteria:
- Accurately explains reasons for a managed care organization to track drugs that are not yet approved by the Food and Drug Administration.
- Accurately explains sources of information on drugs that are in the development pipeline.
- Accurately explains internal process for tracking drugs that are not yet approved by the Food and Drug Administration.
- Assesses the potential impact of a drug in the development pipeline to managed care organization.

Objective R3.1.2: (Creating) Prepare a drug class review or monograph.
Criteria:
- Conduct a systematic search for appropriate primary, secondary and tertiary sources.
- Identify possible sources of bias and confounding factors.
- Apply critical appraisal skills to literature.
- Effectively synthesizes information from the literature.
- Apply evidenced-based principles to writing a drug class review or monograph.

- Consults relevant sources.
- Considers medication-use safety and resource utilization.
- Uses the appropriate format.
- All work prepared for publication is properly attributed.
- Summarize the data in a conclusion that is supported by the literature.
- Propose an actionable recommendation that is supported by the conclusion.
- Effectively communicates any changes in medication formulary, medication usage, or other procedures to appropriate parties.
- Demonstrates appropriate assertiveness in presenting pharmacy concerns, solutions, and interests to internal and external stakeholders.
- Follows the organizational strategies which are applied when determining which drugs are covered under the pharmacy vs. medical benefit.
- Describes the intent of various formulary designs.
- Follows the organizational process by which one makes formulary decisions (including evidence of safety, efficacy and cost).

Objective 3.1.3: (Analyzing) Identify opportunities for implementation of utilization management strategies.
Criteria:
- Design criteria to identify therapeutic areas or opportunities where it would be clinically appropriate to implement a utilization management tool, (e.g. prior authorization, step therapy).
- Identify therapeutic areas or drugs that have a significant potential for inappropriate use (e.g. drug is ineffective or significantly less effective than the alternatives for the indication, inappropriate off-label use).
- Incorporate drug use evaluations or drug utilization reviews into process to identify opportunities for inappropriate use.
- Identifies clinical areas in which evidence supports the use of new or existing medications.
- Identifies clinical areas in which it would be pharmacologically plausible, but current evidence does not support the use of the medication.
- Evaluate current utilization of a medication or a therapeutic class against the current evidence supporting use.
- If a gap or significant potential for a new gap between current evidence and identified use patterns, draft utilization management strategy.
- Follows the organizational procedures when implementing patient medication management services.

Objective 3.1.4: (Creating) Develop and implement clinically appropriate utilization management criteria (e.g. Prior Authorization, Step Therapy, Quantity Limits, and Drug Utilization Review (DUR) edits to enhance patient care.
Criteria:
- Uses evidence-based medicine to develop criteria for use.
- Demonstrates a systematic approach to gathering data.
- Accurately analyzes data gathered.
- Implements approved changes, as applicable.
- Accurately explains how the developed utilization management criteria enhances patient care.
- Accurately explains the role of clinical screens and edits for member safety (e.g., drug interactions).
- Accurately explains the role of clinical screens and edits for appropriateness of use (e.g., step therapy, prior authorization, refill too soon).

- Identify the necessary edits, alerts, and messages to be built into the computerized system for communicating with providers.
- Identifies any needed additions, changes, and/or deletions.

Objective 3.1.5: (Applying) When appropriate, present the recommendations contained in a drug class review or monograph and/or utilization management criteria to members of the P&T Committee.
Criteria:
- Presentation reflects understanding of the composition and responsibilities of the organization's P&T committee.
- Presentation reflects understanding of the pharmacist's responsibilities when participating in P&T committee decision-making.
- Presentation uses appropriate style of presentation for P&T committee meetings.

Objective 3.1.6: (Evaluating) Participate in the organization's process for evaluating the impact of implementation of formulary and/or utilization management changes on patient care.
Criteria:
- Evaluation correctly assesses the impact of the implementation of the formulary and/or utilization management changes.
- Evaluation includes appropriate analysis of unexpected consequences and lessons learned.
- Proposes changes in formulary and/or utilization management strategies as appropriate based on the analysis.

Objective 3.1.7: (Applying) Exercise skill in basic use of databases and data analysis.
Criteria:
- Accurately explains the principles and uses of databases in the management of large volumes of data.
- Accurately performs or reviews appropriateness of statistical analyses for the purpose of evaluating the data.
- Accurately draws conclusions about the significance of information derived from statistical analysis.
- Uses appropriate database to answer question posed.

Objective 3.1.8: (Creating) Develop and propose recommendations to the appropriate committee based on the use of electronic data and information from internal information databases, external online databases, and the Internet.
Criteria:
- Accurately explains the type of data collected, transmitted and stored by information systems.
- Accurately explains the impact on the quality of decision-making facilitated by information systems by the validity, reliability, and consistency of data put into the system.
- Accurately explains the use and risks of decision support tools.
- Accurately explains the sources, the benefits and potential risks of patient use of the Internet to acquire drug and health-related information.
- Decision utilizes only valid and reliable electronic sources.
- Only pertinent resources are utilized.

Goal R3.2: Design and implement clinical programs to enhance the efficacy of patient care.

R3.2.1: (Understanding) Explain the organization's process for designing clinical programs.
Criteria:

- Demonstrates knowledge of how the organization identifies the need for a clinical program.
- Demonstrates understanding of the organization's process for designing clinical programs.
- Demonstrates knowledge of different types of clinical programs (e.g., fax/letter, phone call, face to face, case management).

R3.2.2: (Creating): Design or update an existing clinical program.
Criteria:
- Compare program's internal measures to external quality measures.
- Identifies the need for a clinical program.
- Selects evidence-based practice guidelines for use.
- Determines type of intervention.
- Designs patient or physician education.
- Implements new or change to program.
- Establishes process and outcome measures.
- Designs feedback process.

Goal R3.3: Provide concise, applicable, comprehensive, and timely responses to requests for drug information from patients, health care providers, or plan sponsors.

Objective R3.3.1: (Creating): Formulate a systemic, efficient, and thorough procedure of retrieving and selecting the appropriate drug information.
Criteria:
- Searches the scope of resources that are appropriate to answer the question.
- Search strategy matches with the response time required for the request.
- Search moves appropriately from the general to the specific.
- Selects only pertinent information.

Objective R3.3.2: (Evaluating): Formulate responses to drug information requests based on analysis of the literature.
Criteria:
- Draws logical and accurate conclusions.
- Draws conclusions that focus on answering the question.
- Written and verbal communication provides credible background to support or justify the primary theme.
- Properly sequences ideas in written and verbal communication.
- Depth of communications is appropriate to the individual.
- Choice of words and terms is appropriate to the individual.
- Communication reflects the needs of the individual.
- Length of communication is appropriate.

Goal R3.4: Demonstrate ability to evaluate and investigate practice, review data, and assimilate scientific evidence to improve patient care in a managed care setting.

Objective: R3.4.1: (Creating) Identify and design a practice related project to improve patient care in a managed care setting.
Criteria:
- Appropriately identifies problems and opportunities for improvement and analyzes relevant background data.

- Determines an appropriate topic for a practice-related project of significance to patient care in a managed care setting.
- Uses best practices or evidence-based principles to identify opportunities for improvements.
- Accurately evaluates or assists in the evaluation of data generated by health information technology or automated systems to identify opportunities for improvement.

Objective R3.4.2: (Applying) Implement a practice related project to improve patient care in a managed care setting.
Criteria:
- Follows established timeline and milestones.
- Implements the project as specified in its design.
- Collects data as required by project design.
- Effectively presents project to appropriate audience.
- Plan is based on appropriate data.
- Gains necessary commitment and approval for implementation.
- Effectively communicates any changes in medication formulary, medication usage, or other procedures to appropriate parties.
- Demonstrates appropriate assertiveness in presenting pharmacy concerns, solutions, and interests to external stakeholders.
- Change is implemented fully.

Objective R3.4.3: (Evaluating) Assess a practice related project to improve patient care in a managed care setting.
Criteria:
- Outcome of change is evaluated accurately and fully.
- Includes operational, clinical, economic, and humanistic outcomes of patient care.
- Uses continuous quality improvement (CQI) principles to assess the success of the implemented change, if applicable.
- Correctly identifies need for additional modifications or changes.
- Accurately assesses the impact of the project, including its sustainability (if applicable).
- Accurately and appropriately develops plan to address opportunities for additional changes.

Objective R3.4.4: (Creating) Effectively develop and present, orally and in writing, a final project report.
Criteria:
- Outcome of change is reported accurately to appropriate stakeholders(s) and policy-making bodies according to departmental or organizational processes.
- Report includes implications for changes to or improvement in pharmacy practice.
- Report uses an accepted manuscript style suitable for publication in the professional literature.
- Oral presentations to appropriate audiences within the department and organization or to external audiences use effective communication and presentation skills and tools (e.g., handouts, slides) to convey points successfully.

Competency Area R4: Teaching, Education, and Dissemination of Knowledge

Goal R4.1: Provide effective education and/or training.

Objective R4.1.1: (Creating) Design effective education and/or training activities based on the learners' level and identified needs.
Criteria:
- Writes educational objectives that are specific, measurable, at a relevant learning level, and address the audience's defined learning need.
- Chooses content for instruction:
  o that is relevant, thorough, evidence-based, and reflects best practices;
  o based on an accurate assessment of the learner's need and level of understanding;
  o that has accurate and sufficient information in the instructional materials to meet the needs of the audience; and,
  o that matches the intent of the stated educational objectives.
- Includes accurate citations and relevant references and adheres to applicable copyright laws.
- Designs instructional materials that appropriately match the cultural needs and literacy level of the audience.

Objective R4.1.2: (Applying) Use effective presentation and teaching skills to deliver education programs to targeted audiences including patients, caregivers, and members of the community; health profession students; pharmacists; and other health care professionals.
Criteria:
- Selects teaching method to deliver the material based on the type and level of learning required (cognitive, psychomotor, and affective).
- Incorporates multiple appropriate educational techniques to present the program.
- Develops and uses effectively audio-visual and handouts to support learning activities.
- Demonstrates thorough understanding of the topic.
- Organizes and sequences instruction properly.
- Presents at appropriate level of the audience.
- Speaks at an appropriate rate and volume with articulation and engaging inflection.
- Uses effectively body language, movement, and expressions to enhance presentations.
- Makes smooth transitions between concepts and slides.
- Summarizes important points at appropriate times throughout presentations.
- Demonstrates ability to adapt appropriately during the presentation.
- Responds to questions from participants in a concise, accurate, and thoughtful manner.
- Creates an assessment plan that will accurately measure the participants' attainment of the educational objectives.
- Demonstrates willingness to incorporate constructive feedback received from participants.

Objective R4.1.3: (Applying) Develop effective written communication skills to provide educational information to multiple levels of learners including patients, caregivers, and members of the community; health profession students; pharmacists; and other health care professionals.
Criteria:
- Writes in a manner that is concise, easily understandable, and free of errors.
- Demonstrates thorough understanding of the topic.
- Notes appropriate citations and references.
- Includes critical evaluation of the literature and knowledge advancements or a summary of what is currently known on the topic.
- Develops and uses tables, graphs, and figures to enhance the reader's understanding of the topic, when appropriate.
- Writes at a level appropriate for the target readership (e.g., patients, caregivers, and members of the community; pharmacists; and other health care professionals).

- Creates visually appropriate documents (e.g., font, white space, and layout).
- Creates one's own work and does not engage in plagiarism.
- Seeks feedback from the targeted audience.

Objective R4.1.4: (Evaluating) Appropriately assess effectiveness of education.
Criteria:
- Selects assessment method (e.g., written or verbal assessment or self-assessment questions, case with case-based questions, learner demonstration of new skill) that matches activity.
- Provides timely, constructive, and criteria-based feedback to learner.
- If used, assessment questions are written in a clear, concise format that reflects best practices for test item construction.
- Determines how well learning objectives were met.
- Plans for follow-up educational activities to enhance/support/ensure goals were met, if needed.

The effective date for implementation of these educational outcomes, goals and objectives is July 1, 2018.

APPENDIX

Key Managed Care Content Area References

These content areas may be incorporated into the program in order to develop a well-rounded PGY1 Managed Care pharmacy resident. Any of these content areas, above and beyond what is required in the Competency Areas, Goals and Objectives for the PGY1 Managed Care residency are not required, however, you may want to include them in your program design in order to provide comprehensive managed care training for the residents.

Additional information and references to these key areas and resources can be found on the ASHP website: (https://www.ashp.org/Professional-Development/Residency-Information/Residency-Program-Directors/Residency-Accreditation/PGY1-Competency-Areas)

Managed Care Fundamentals	Managed Care Pharmacy	Managed Care Pharmacy Practice
Concepts in Managed Care Pharmacy •Disease Management •Drug Utilization Review •Electronic Prescribing •Formulary Management •Maintaining Affordability of the Prescription Drug Benefit •Medication Errors •Medication Stockpiling •Outcomes Research •Patient Confidentiality •Population Health Management •Prior Authorization •Specialty Pharmaceuticals	**Pharmacy and Healthplan Quality** • Performance Measures and PQA (Pharmacy Quality Alliance) • Performance Measure Implementation and Evaluation • Quality Measures (including CMS Star Ratings) • NCQA (National Committee for Quality Assurance) Accreditation and HEDIS (Healthcare Effectiveness Data and Information Set) • URAC Accreditation	**Federal Programs and Regulations** • Medicare • Medicare Part D • Medicaid • ACA (Affordable Care Act)/Healthcare Reform • ACA and the Pharmacist • FDA Drug Approval Process • FDA Approved Drug Products • 340 B Drug Pricing Program
Evaluating Evidence and Drug Information • Drug Information and Literature Evaluation • Study Design and Statistical Terms • Statistics • AMCP Format for Formulary Submissions • Formulary Monographs	**Pharmacy and Therapeutics Committees** • Pharmacy and Therapeutics (P&T) Committees • Compendia and Knowledge bases	**Pharmacy Benefit Design** • Pharmacy Benefit Design • Utilization Management • Cost Containment Strategies
Managed Care Pharmacy Interventions •Educational Interventions •Monitoring and Feedback •Disease Management • Managed Care Pharmacy	**Pharmacoeconomics and Pharmcoepidemiology** • Comparative Effective Research • Pharmacoeconomic Evaluation Techniques	**Pharmaceutical Payments and Pricing** • Payment Methods • Pricing and Reimbursement • Rebates • Value Based-Contracts

Interventions	• Cost-Effective Analysis (CEA) • Pharmacoeconomics • Patient Reported Outcomes • Research Project	
Specialty Pharmacy Specialty Drugs Biosimilars and Follow-On Biologics Managing Specialty Drugs Medical Benefit Specialty Management	**Personalized Medicine** • Precision Medicine	**Information Technology (IT)** • Health IT • Mobile Health • Pharmacy Health Information Technology Collaborative • NCPDP • Common NCPDP reject codes • National Drug Code • Drug databases • RxNorm • ICD-10 • SNOMED/LOINC