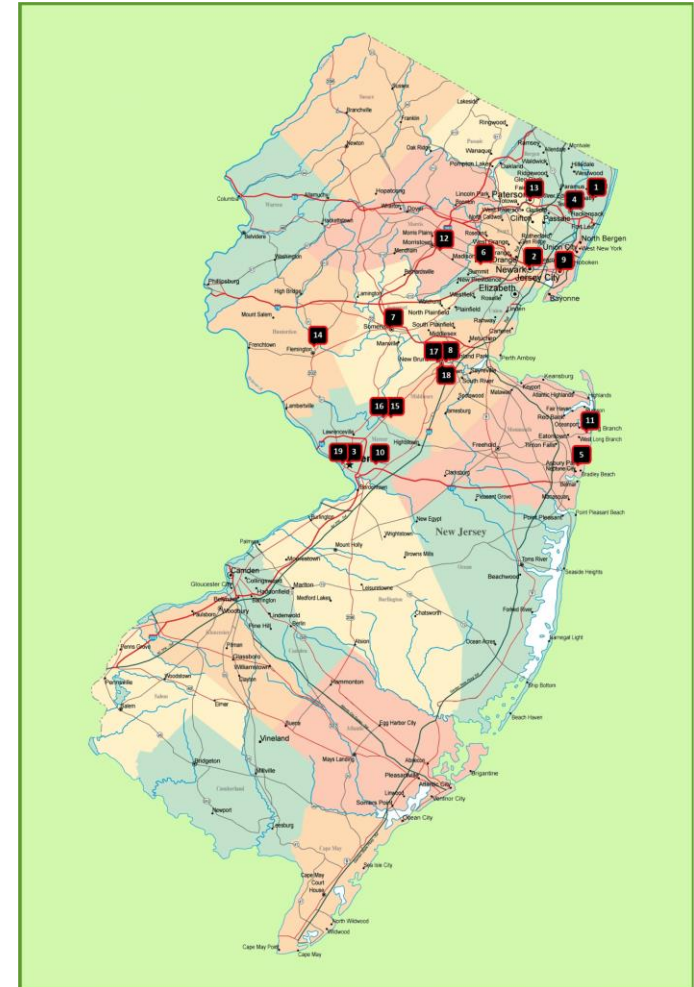


Setting the Course: Leading the Department of Pharmacy Practice in a Strategic Planning Process

Mary Bridgeman, Pharm.D., BCPS, BCGP
Mentor: Marc Sturgill, Pharm.D.

Introduction: Department of Pharmacy Practice

- ◆ **Largest** of the five departments in the School of Pharmacy
- ◆ Focuses on the **clinical and regulatory aspects** of pharmacy practice
- ◆ **62 faculty members**
 - Predominantly clinical track
 - Spend a majority of time at practice sites (hospitals) across the state
 - Also researchers and tenure-track faculty with different priorities/motivations/focus



Project Overview: Why Strategic Planning?

- ◆ Original intent: Because we **never had one!**
 - Last school-wide strategic planning retreat held in 2014-2015
 - As a Department, **this had never been done**
- ◆ Project evolution
 - To **inform the Working Group report** of the Department for the RBHS review of the School of Pharmacy
 - 3 working groups: Research, Pharm.D. Curriculum, Pharmacy Practice and Administration

Pharmacy Practice
Strategic Planning
Fall 2018

RBHS Schoolwide
Review of Ernest
Mario School of
Pharmacy
2018-2019

Accreditation Council
for Pharmacy
Education Re-
Accreditation
2020-2021

RBHS Review Working Group Charge



Project Goals

- ◆ To establish a **departmental strategic plan** that aligns with the school- and RBHS-wide vision for pharmacy and health professional education
- ◆ To **guide resource allocation**, based on strategic areas identified
- ◆ To provide faculty **development activities and other opportunities** for student/faculty support that are in **alignment with the department's goals**
- ◆ To provide the department's Planning and Development Committee with a **road map for future initiatives**

Key Stakeholders and Collaborators

Faculty

Staff
Members

Students

Senior
Leadership

Center for
Organizational
Leadership

Strategic Planning Process and Timeline



Mission and Vision Statements

Mission

The mission of the Department of Pharmacy Practice and Administration is to **educate student pharmacists to advance the profession of pharmacy** through:

- Innovative and cost-effective multidisciplinary patient care
- Collaborative research and scholarship
- Community engagement in a dynamic and complex healthcare environment

Vision

To promote innovation, interprofessionalism, collaboration, and community engagement as a nationally recognized pharmacy leader in clinical practice, research, and teaching.

Strategic Departmental Goals

1. To improve **academic and clinical collaboration** among faculty, students, and programs within the department, school, and RBHS.
2. To enhance the existing environment and infrastructure in order to **promote faculty development and excellence** in teaching, scholarship, clinical practice, and service.
3. To successfully **integrate interprofessional education activities** within the curriculum to improve educational outcomes for RBHS students.
4. To enhance the **visibility and recognition** of faculty and student initiatives and achievements.

Correlation With EMSOP, RBHS, and Rutgers Vision Statements

Rutgers University Aspiration Statement

To be broadly recognized as among the nation's leading public universities: preeminent in research, excellent in teaching, and committed to community



RBHS Aspiration Statement

Recognition as one of the best academic health centers in the United States, known for education, research, clinical care, and commitment to improving access to care and reducing health care disparities.



EMSOP Mission and Vision

Dedication to excellence in pharmacy, healthcare, and biomedical education; innovative and visionary research and scholarship; exemplary clinical practice; innovation in interprofessional collaboration; and outreach community services



Department of Pharmacy Practice Vision

To promote innovation, interprofessionalism, collaboration, and community engagement as a nationally recognized pharmacy leader in clinical practice, research, and teaching.

Challenges and Obstacles

◆ TIME!

- Planning starting well in advance of the Fall 2018 retreat date
- Preliminary work starting as far back as Spring 2018

◆ Serving as a **liaison** between my Department Chair and Planning and Development Committee co-chairs

- Making sure **information wasn't lost in translation** from the Center for Organizational Leadership when shared with colleagues
- Assuring everyone is on the same page
- Presenting a unified front in execution of the retreat

◆ Balancing **competing or conflicting input and information** and (unrealistic) expectations

- Not a wish list, items must be plausible/actionable

◆ Reigniting **jaded faculty members**

- “We’ve done this before... and nothing ever happens.”

Leadership Lessons Learned

◆ The subtle art of **FRAMING**

- Presented the “report” from the retreat to senior leadership without appropriate framing and had to go back to the drawing board...
 - Gave TOO MUCH information/detail than the Dean’s Office needed or wanted to hear
 - Coaching session with Sherrie Tromp to revisit and revise the final report document → happy Dean’s Office and informed Working Group report

◆ Strategic planning is **HARD work**

- Part party planning, part facilitation, part strategic thinking/coordination
- A need to be intentional, organized, and conscientious of engaging all stakeholders so there is a sense of ownership/responsibility for the final document
- Need for ACTION, not just a task to complete

◆ The **LITTLE wins** up front...

Acknowledgements

- ◆ Chris Adams, Pharm.D. and Julie Saleh, Pharm.D.
 - Co-Chairs, Planning and Development Committee, Pharmacy Practice and Administration

- ◆ Marc Sturgill, Pharm.D.
 - Department Chair, Pharmacy Practice and Administration

- ◆ Joseph Barone, Pharm.D., FCCP and Carol Goldin, Ph.D.
 - Dean and Senior Associate Dean for Planning and Assessment, Ernest Mario School of Pharmacy

- ◆ Sherrie Tromp
 - Associate Director, Rutgers Center for Organizational Leadership

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