



**Residency Guide: Transitioning from a Student to a  
Health-System Pharmacy Administration and  
Leadership Resident**

*Developed by the ASHP Pharmacy Administration and  
Leadership Resident's Collaborative*

**Residency Guide:  
Transitioning from a Student to a Health-System Pharmacy Administration and  
Leadership (HSPAL) Resident**

**Table of Contents**

**Contents**

Introduction.....3  
Networking.....4  
Prioritizing Opportunities.....6  
Professionalism 101 .....7  
Work-Life Balance & Well-Being .....9  
Special Acknowledgements.....10



## Introduction

No one said the transition from a student to a pharmacist is easy. The change of pace, increased workload, new responsibility, and environment can be a lot to internalize at once. Transitioning from a student to a Health-System Pharmacy Administration and Leadership (HSPAL) resident is no different. Every new leader has gone through this shift in mindset, potentially more than once. It takes time and is not something one can change overnight. While this guide may not be able to provide step-by-step directions on how to overcome the challenges of a new HSPAL resident, it can help ease the transition and serve as a valuable reference.

Congratulations and good luck!

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## Networking

*There are plenty of opportunities to network with other HSPAL residents and leaders. Below are ways HSPAL residents have engaged in networking in addition to resources available from ASHP.*

### **Individual Institution**

Relationships take time to develop within one's own institution, and it's important to be patient when forming them. The goal is to find a way to build your connections and your professional relationships to benefit both you and the other professional. In pharmacy school, students frequently hear "Pharmacy is a small world" and "It's all about who you know." However, one should also consider "It's about who knows you". In other words, take advantage of your current connections! Think about who you already know in the pharmacy field: friends, managers, directors, colleagues, preceptors, etc. Talk with them about your interests and what you are looking for. You never know who they know!

### **Meetings and Conferences**

- **National**
  - ASHP Summer Meetings and Exhibition
    - Includes specific and focused educational tracks and networking opportunities in different specialties
    - ASHP House of Delegates meet to discuss and approve or disapprove professional policy proposals
    - Inauguration of new ASHP leaders and officers
  - ASHP Conference for Pharmacy Leaders
    - Opportunities to advance your leadership and management skills through powerful education and networking opportunities
    - Includes programming specific to HSPAL residents and program directors
  - ASHP Midyear Clinical Meeting and Exhibition
    - Focuses on professional development, networking, updating practice skills for pharmacy professionals, and staying current with the latest products and innovations in pharmacy
- **Regional:**
  - Many states have an ASHP affiliate or "state" society of health-system pharmacists in which they hold annual or bi-annual meetings
    - These meetings are a great way to meet other residents within your organization's state in addition to other pharmacists within the state
    - Check out the [ASHP State Affiliate Directory](#) to find your local or state ASHP affiliate organization
  - Pharmacy fraternities and sororities have many chapters throughout every region
    - Reach out to the specific fraternity or sorority to see if there is a chapter near you that you can join to stay connected with the organization, and network with fellow members

## Networking Resources

- [Pharmacy Administration and Leadership Resident's Collaborative \(PALRC\)](#)
  - Designed to serve as a home within ASHP for unique offerings for the HSPAL resident community
  - Annual PALRC networking events for the HSPAL community include:
    - HSPAL Resident Welcome Event: Virtual Networking & Social (August)
    - ASHP Conference for Pharmacy Leaders HSPAL events (October)
    - HSPAL Community Virtual Roundtable (January)
    - ASHP Overview & Opportunities Roundtable for HSPAL Residents (April)
    - Pharmacy Executive Leaders Panel (May)
- [ASHP Pharmacy Practice Sections and Forums](#)
  - Membership communities within ASHP where colleagues who share similar practice interests can network and share ideas and resources
  - [Forum and Section Advisory Groups \(SAGs\)](#) offer the best way to participate with ASHP and colleagues who share the same interests
- [ASHP New Practitioners Forum](#)
  - Home for recent pharmacist graduates transitioning into residency, fellowship, and professional practice
  - The forum addresses the unique needs of new practitioners in an encouraging and motivational atmosphere
- [ASHP Connect](#)
  - Forum for members to ask questions, share experiences, post resources, and more
  - Download the ASHP Connect App on your mobile device for quick access
- LinkedIn
  - Employment-focused social media platform
  - Primarily used for professional networking and career development, and allows job seekers to post their CVs and employers to post job opportunities

# Prioritizing Opportunities

## **Balancing clinical and administrative responsibilities**

HSPAL residents are uniquely challenged to balance both clinical and administrative responsibilities as a component of their well-rounded residency training. In doing so, the HSPAL resident is well-positioned upon graduation to lead a team of pharmacy staff and serve as a clinical or operational manager/supervisor in a variety of health-system settings.

## **Tips & tricks for balancing responsibilities**

- Remind yourself that obtaining a strong clinical foundation is an important component of your residency training and will augment your leadership development
- If you feel you have mastered the clinical objectives of a rotation, ask your preceptor for administrative projects you could help facilitate or work on during your time on a given service line (i.e., preceptor is working on drug utilization report for patients on their service)
- Communicate any and all non-rotation schedule commitments as early as possible with your preceptor (e.g., prior to the first day of rotation)
- For clinical rotations, consider scheduling meetings later in the day (e.g., after rounds)
- Set aside time to work on administrative projects, responsibilities, and classwork
- Utilize recurring meetings to keep longitudinal projects on track
- For projects, clarify the scope with your preceptor(s) early on (e.g., are you expected to design, plan, and execute a project idea?)

## **Identifying opportunities to prioritize**

As an HSPAL resident, you will have the opportunity to participate in an endless list of short-term and long-term experiences and projects. It is important to always communicate with your residency program director(s) and preceptors when determining prioritization.

## **Questions to consider when determining how an opportunity should be prioritized**

- Is this opportunity required to meet an expectation of my residency program, residency program director, preceptor, etc.?
- How will this opportunity impact other competing priorities or expectations?
- How does this opportunity align with my short and long-term career goals?
- Will this opportunity help me develop as a leader? Examples of opportunities that should almost always be prioritized include those which provide valuable experiences in:
  - Conflict resolution or crucial conversations
  - Human resources (HR)
  - Implementation of a new process or service
  - Independent decision-making (e.g., administrator-on-call)
  - Justification of a new position or service
  - Longitudinal or interim management
  - Professional organization leadership

# Professionalism 101

## **Email etiquette**

- Keep your Outlook calendar up to date and professional, if public
  - You don't have to send someone an email asking for availability, just schedule something
- Create Automatic Replies for times when you are Out of Office and have limited access to email
  - Decline any meeting invites for when you are Out of Office
- Maintain your signature - follow your department's standards
  - Adding pronouns is a great way to show inclusivity for your coworkers
- Follow department standards for subjects/format
  - I.e. [AR] for action required, business up front format
- Response time - aim for less than 2 business days
- Use reply-all judiciously but don't cut people out of the conversation
  - Beware of the whole department listserv
- Contacting upper-level leadership
  - While it's easy to find the email of anyone in your organization, it is generally frowned upon to reach out to C-suite directly
  - Work through your director/CPO to get in touch with people outside of the department

## **Virtual Platforms Etiquette**

- Beware of direct messages
- Be professional; even when it's a direct or private message
- Turn your camera on when possible - if not, contribute more to show engagement
- Keep your background professional or blur it out
- If presenting – *practice, practice, practice* - nothing worse than troubleshooting audio during a large meeting
- Mute notifications from messaging applications when sharing your screen
  - Be conscientious of what content you are sharing on your screen

## **Working from Home (WFH)**

- Follow department standards for dress when WFH
- Understand department and state Board of Pharmacy WFH policies
  - Your work location is determined by your preceptor, not you
- Recognize where you work best, come into the office if need be

### **Committee involvement**

- Residents often start as a minute-taker
- Talk with your preceptor/committee chair about what your expectations are:
  - Participating in discussion
  - Taking minutes
  - Moderating discussion
  - Timely communication of minutes/agenda

### **Professional organization involvement**

- Remember you are representing your institution - ensure collaboration and confidentiality are balanced - when in doubt, ask your RPD if you can share things (e.g., data, policies)
- Identify leaders within your organization who are involved in professional organizations, it could be easier to join or observe their committees than one where you're flying solo
- Remember "pharmacy is a small world" - your involvement (or lack thereof) in a committee role will be remembered

### **Relationship with rest of the resident class**

- Will you be taking a leadership role (i.e., chief resident?) - if so, consider the implications and keep your relationships professional
- You are in a unique position to experience resident life and partake in administrative decisions
  - Be aware you may be privy to conversations/decisions that are not to be shared with co-residents
- Consider that your co-residents may be direct reports one day or vice versa
- Easier to set a tone of professionalism from day one

### **Dress code**

- Set the standard for your resident class
- Mirror dress codes of leaders within your department



# Work-Life Balance & Well-Being

## **Masters Degree Courses**

- Learn to prioritize the skillsets you need to get the most out of your degree and develop the skills you need for your career
- Your masters degree gives you additional tools in your toolbox, but you should still be a pharmacist first and focus on your clinical year

## **Life Planning**

- Reflect on your values and goals (both personal and professional) that will help you prioritize the opportunities you want to pursue throughout residency and beyond
- Life planning may help combat burnout and promote work-life balance while providing you with direction, purpose, and clarity

## **Work**

- Find what works best for you when it comes to time-management techniques
- Make to-do lists to help you visualize the progress of your projects
- Allot the amount of time you predict each task to take to complete a given project
- Try to work as efficiently as possible
  - This could be by yourself, listening to your favorite music, or in a place where there is movement and noise that you can tune out
- Get to know your new coworkers by having lunch together at work or spending time together outside of work

## **Life**

- Ask what others do outside of work to relax. (e.g., you may have the option to join intramural sports teams that your coworkers are part of)
- Join group exercise classes
  - Not only will it help motivate you to go to the gym/exercise, but it is also a great way to meet people
- If you are religious, find a place of your faith and get involved with groups within it
- Sign up to take classes (e.g., cooking, painting, chocolate-making, etc.)
- If you like the outdoors, find outdoor adventure guides for the local area
- Use organizations that you belonged to in undergraduate and pharmacy school as a way to connect with people. Some of these organizations have alumni groups all over the country

## **Resources**

- [ASHP Well-Being & You Resource Center](#)
- [Planning an Integrated and Fulfilled Life](#)
- [An Integrated Approach to Career and Life Fulfillment and Planning](#)
- [How to Become a Wellness Leader](#)
- [Creating a Culture of Resident Well-Being](#)
- [Building Resilience in Residency Training: It Takes a Village](#)
- [Resource Guide for Well-Being and Resilience in Residency Training](#)

- [Well-Being and Resilience Webinar Series](#)
- [Well-Being and Resilience Certificate Program](#)
- [Well-Being Wednesday Podcast Series](#)
- [New Practitioner Resource Center](#)

## Special Acknowledgements

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