

Residency Group Projects: A Valuable Leadership Development Opportunity

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Objectives

- State the importance of leadership development
- Compare characteristics and skills in group vs. individual projects
- List 3 benefits of group projects
- Define advisor and resident roles

ASHP Residency & Leadership Development

- Lay foundation for practice leadership
- Enhance leadership skills
- Section Advisory Group on Leadership Development*

*http://www.ashp.org/s_ashp/docs/files/ResidencyLeadershipTraining.pdf

RLS Evaluation

- Outcome R3: Exercise leadership and practice management skills
 - Goal R 3.3: Exercise practice leadership
 - Objective 3.3.3: Use group participation skills when leading or working as a member of a committee or informal work group
 - IO: Explain effective strategies for leading a meeting
 - IO: Explain the role of delegation for task accomplishment in effective leadership

Characteristics of Group vs. Individual Projects

Group vs. Individual Projects

Knowledge, Skill, Ability, Attitude	Group Projects	Individual Projects
Interdependency/working together	+++++	++
Interpersonal interaction	+++++	++
Time management ability	+++++	++
Cooperation	+++++	+
Knowledge of group dynamics	+++++	+
Shared vision	+++++	+

Characteristics of Leadership

- Core self
- Vision
- Learning
- Mentoring
- Relationships

*Zilz DA, et al. Leadership skills for a high-performance pharmacy practice. Am J Health-Syst Pharm Vol 61 Dec 1, 2004.

3 Ways Group Projects Help Residents Develop Leadership Characteristics

1. Relationship Building

- Articulate one's vision through relationships
- Effective relationships should elicit:
 - Cooperation
 - Teamwork
 - Compliance

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2. Teamwork Development

- Working together to accomplish a common goal or vision
- Each member is crucial to the achievement of the collective goal
 - Must fulfill his/her individual role
 - Work synergistically to achieve their goal

2. Teamwork Development

- Listening
- Discussing
- Questioning
- Persuading
- Respecting
- Helping
- Sharing
- Participating
- Communication

➤ *Essential for the Professional Development of Residents*

3. Practice Collaboration

- Allows PGY1 and PGY2 residents an opportunity to collaborate
- Leadership/teaching opportunity for PGY2 residents
- Builds cohesive relationships among residents

Defining Roles of Team Members

“Strength in Numbers”

Role of Advisors

- Set ground rules
- Provide clear objective(s)
- Establish clear expectations
- Ask questions to enhance problem solving
- Do not provide answers or collect the data
- Provide timely feedback/snapshots
- Perform formal evaluation
- Acknowledge accomplishment

“Strength in Numbers”

Role of Residents

- Determine role of team leader
- Assign responsibility/deadlines
- Set group communications
- Summarize objectives
- Determine process to achieve objectives
- Analyze research
- Outline “solution” to project advisors
- Pilot “solution”
- Re-analyze
- Present outcomes

Sarasota Memorial Hospital (SMH) Experience 2007

“Improvement of the Technician Orientation Program”

- Basis of project and deadline (3 months)
- Biweekly meetings
 - Agenda set and meeting lead by team leader
 - Issues/concerns/challenges discussed
 - Feedback/direction provided by advisor
- Outcomes discussed with pharmacy department
- Formal FSHP presentation

Future SMH Initiatives

- Recent addition of PGY2 residency in Emergency Medicine
 - Collaboration between PGY1 and PGY2
 - PGY2 resident team leader/chief resident
- Collaboration with non-pharmacy personnel
- Group Project 2008 – focus on expansion of clinical pharmacy services in the ED

Summary

Residency Group Projects

- develop leadership skills
- enhance relationships that benefit the residents, the pharmacy department and the institution
- allow for evaluation of a required ASHP-mandated goal

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