



Application Process

Required Steps	Required Information for Online Application	Required Uploads
Create an account and validate it using the email provided.	<ul style="list-style-type: none"> ▪ Name ▪ Email ▪ Phone ▪ Username ▪ Password ▪ Confirm Password 	None
Provide personal information	<ul style="list-style-type: none"> ▪ Name ▪ Current Credentials (degrees, certifications) ▪ Preferred Email ▪ Preferred Phone Number ▪ ASHP Member ID # 	None
Provide professional information	<ul style="list-style-type: none"> ▪ Current Title ▪ Employer Name ▪ Employer City ▪ Employer State ▪ Years in current position ▪ Previous role/s if in position less than 5 years 	Upload a resume or CV documenting a minimum of 5 years (post-residency) progressive and sustained leadership experience including significant managerial oversight. Roles must be in a healthcare organization resulting in advancing pharmacy practice and positive patient outcomes.
Education	Name of college of pharmacy attended	None
Provide pharmacy license	Copy of current pharmacy license	Upload valid and unrestricted license to practice pharmacy in the U.S. or other jurisdiction
Document BPS Certification (if applicable)	BPS certification type and number	None
Document completion of a residency (if applicable)	<ul style="list-style-type: none"> ▪ Name during residency completion (if different) ▪ Residency site/institution ▪ Residency type ▪ Year of completion 	None



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Provide equivalency of residency, if applicable.	Applicants who have not completed a residency, will respond to 2 additional questions. See questions in Appendix A.	None
Document Pharmacy Leadership Academy (PLA) if applicable.	Year of PLA completion	None
Document Master’s Degree (MS in pharmacy, MBA, MHA, MPH (if applicable))	<ul style="list-style-type: none"> ▪ Degree type ▪ Name of school ▪ Date of completion 	None
Document achievement of the CPEL competencies.	<p>Demonstrate your achievement of the CPEL competencies by describing your progressive pharmacy leadership roles including strategic planning and decision-making for pharmacy services, clinical and/or operational accomplishments, and collaborations with health system executives.</p> <p>See Appendix B for questions.</p>	None
Provide 2 letters of reference. (1 of the 2 need to be from a senior health-system executive)	<p>Attestation of your leadership experience and managerial oversight including relationship to applicant and roles related to:</p> <ul style="list-style-type: none"> ▪ Participating in the pharmacy enterprise’s and health system’s strategic planning and decision-making processes at the most senior levels. ▪ Collaborating with executives within and external to the health system to build cross- functional relationships and align services with initiatives such as quality metrics and financial performance. ▪ Advancing patient care services through the promotion of pharmacy best practices by the creation and adoption of emerging technologies and innovative services. 	Upload 2 signed reference letters on letterhead
Volunteerism in past 2 years (required)	Describe volunteer roles within past 2 years in healthcare-related organizations such as a community, charitable, or professional organization. Ensure that your roles were not compensated and not part of your responsibility in your profession (such as precepting or mentoring).	None



APPENDIX A: ALTERNATIVE TO COMPLETION OF AN ASHP RESIDENCY

Applicants have not completed an ASHP accredited residency, will complete the sections below in the online application.

1. Competency Area: Leadership and Management

Evaluate your impact on the pharmacy department and its services, and how you have used your patient care services experiences to mold your vision and actions as an executive leader.

2. Competency Area: Teaching, Education, and Dissemination of Knowledge

Describe your experiences influencing learners of all disciplines.



APPENDIX B: DOCUMENTATION OF THE CPEL COMPETENCIES

All applicants will complete the following questions in the online application to document achievement of the CPEL competencies.

1. Progressive and Sustained Leadership Experience

Describe and provide examples to illustrate your history of progressive and sustained leadership within the pharmacy profession, organizations and pharmacy departments that you have served in the last 5 years.

Include time references, titles, and highlight your changes in scope, progression of roles and responsibilities to document a minimum of 5 years, post-residency leadership experience with significant managerial oversight. Leadership roles must be within organizations that result in advancing pharmacy practice and positive patient outcomes.

Ensure your description includes your leadership roles of the pharmacy enterprise in the overall health system including aligning services with initiatives such as financial performance and quality metrics. Examples of key accomplishments are encouraged.

Note: the PPAC is seeking experiences that document your leadership responsibilities versus management roles. Examples include accountability to senior management for department performance, control of departmental budgeting, direct oversight over other staff and hiring decisions.

2. Collaborations with Health System Executives

Provide three or more examples that illustrate your efforts (successful, unsuccessful and lessons learned) to collaborate with executive leaders within and external to your organization to build cross-functional relationships and align pharmacy services to demonstrate quality outcomes and fiscal resource responsibility. Your letter of recommendation should attest to these accomplishments/ collaborations.

3. Engagement with Healthcare Executives through Committees

Describe your role (member, chair, etc.) on committees with senior leadership in your organization and share examples of your direct contributions and/or accomplishments in these roles.

4. Managing Talent in the Organization (Talent Development, Conflict Management, Communication, Inclusive, Resilience)

Share examples that illustrate how you effectively manage talent and engage people within your department and in your organization. In your response, address your roles in all of the following:

- Brief description of your place within the organization chart including who you report to, number of direct reports, etc.
- How you proactively identify potential conflict and handle difficult people and conflicts.
- Strategies you use for mentoring and delegating.
- Strategies for championing diversity in recruiting, interviewing/ hiring, training, developing, coaching, mentoring, and delegating.
- How you create a culture that supports staff resilience.



5. Leading the Pharmacy Enterprise (Strategic, Accountability, Innovates, Teamwork)

Describe and provide examples that illustrate the results of your leadership and influence on strategic planning and decision-making regarding medication use and pharmacy services (clinical, operations, administrative, etc.) in your organization. Further, describe an opportunity that should be considered during your pharmacy's next strategic planning discussion and your plan for leading efforts to achieve the plan. In your response, address all of the following:

- A. Engaging in strategic planning both at the corporate and department level;
- B. Leveraging pharmacy services across the continuum of care;
- C. Ensuring alignment to key strategic initiatives and directions of your organization;
- D. Using quality performance indicators and safety measures;
- E. Engaging others in a shared future vision and roadmap towards the goals;
- F. Collaborating with leaders and staff members of all disciplines across the department and organization;
- G. Ensuring leadership ownership and accountability to meet organizational commitments and goals; and
- H. Using technology to promote patient safety and/or outcomes.

6. Leading Effective Financial Management (Financial Steward)

In this section, you will describe the changes you have led or that illustrate your influence on healthy system decisions involving operations, policies, and programs and services.

Provide two or more examples of how you use key financial indicators and financial analysis to generate, evaluate, and act on strategic opportunities involving operations, policies, and services.

7. Leading Transformational Change & Innovation (Innovates, Strategic, Financial Steward)

Provide at least one example(s) that illustrates your leadership of a major practice change or pharmacy service (e.g., starting a new service, implementing a technology, or a reorganization of services/process) within the hospital and/or health-system. In your response, consider the following and address the most relevant factors that influence departmental planning in your examples.

- A. Optimizing technology across the pharmacy enterprise.
- B. Optimizing formulary management with an emphasis on procurement that is driven by clinical efficacy, patient outcomes, and total cost of care.
- C. Awareness and plan for compliance with accreditation, legal, regulatory, and safety requirements and for professional best practices.
- D. Collaborations with experts in facilities design.
- E. Managing human resources.
- F. Alignment with the organizational culture.
- G. Leveraging the organization's political and decision-making structure.
- H. Alignment with the strategic planning process.



8. Strategic Clinical Leadership (Purpose- Driven Vision, Decision-Making, Customer Service, Collaboration, Innovates, Agility, Ambiguity)

Provide at least one example that illustrates the impact of your leadership (and the team under your leadership) to transform clinical practice to meet healthcare system demands or produce positive patient outcomes. In your response, address the following and address the most relevant items in your example (use the numbers below in your response to aid the review process):

- A. Planning that spans the organization and pharmacy department (and partner organizations, (if applicable).
- B. Decision-making is based on appropriate analysis and critical thinking.
- C. Gaining support from key stakeholders.
- D. Ensuring patient safety and high reliability in practice environment(s).
- E. Leveraging personal and team skills for effective collaboration, stronger partnerships, or nimble team integration.
- F. Managing ambiguity and/or incomplete information (where the path forward may be uncertain), if applicable.

9. Self-Awareness and Self-Development (Self-Awareness, Resilience)

Describe your personal and professional vision for pharmacy practice and your plan to maintain excellence in pharmacy leadership throughout your career. Provide examples of how you apply continuous personal and professional development activities to sustain your personal leadership strength and vitality in a challenging and increasingly complex environment. In your response, include the following if applicable:

- A. Proactively seeking 360-degree feedback and incorporating changes into your leadership style or strategies.
- B. Modeling resilient behaviors, such as setting appropriate boundaries, developing strategies to recover from challenges, and using support structures.