



Application Process

Required Steps	Required Information for Online Application	Required Uploads
Create an account and validate it using the email provided.	- Name - Email - Phone - Username - Password - Confirm Password	None
Provide personal information	- Name - Current Credentials (degrees, certifications) - Preferred Email - Preferred Phone Number - ASHP Member ID #	None
Provide professional information	- Current Title - Employer Name - Employer City - Employer State - Leadership Experience	Upload your organizational chart with reporting relationships. Upload a resume/ CV documenting a minimum of 5 years (post-residency progressive and sustained leadership of the organization's decisions involving operations, policies, and programs and services.
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)	- Name during residency completion (if different) - Residency site/institution - Residency type - Year of completion	None

Required Steps	Required Information for Online Application	Required Uploads
Document Pharmacy Leadership Academy® (PLA) completion if applicable.		None
Document achievement of the CPEL competencies.	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. See Appendix A for questions.	None
Provide 2 letters of reference. (1 from a leader you report to and 1 from a senior executive in your current organization)	Attestation of your leadership experience and oversight including relationship to applicant and roles related to: - Participating in the pharmacy enterprise's strategic planning and decision-making processes. - Collaborating with executives within and external to the organization. - 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: 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

Briefly describe how you currently lead your organization's operations, policies, and programs and services. All experience must be within organizations that result in advancing pharmacy practice and positive patient outcomes.

Please check all the following that apply to your current role.

- Accountability to senior management for department performance.
- Control of departmental budgeting and optimizing financial performance.
- Direct oversight of staff and hiring decisions.
- Leading the medication use process and policies.
- Accountability for patient care programs and services and/or clinical outcomes for service line(s)/ department(s).
- Accountability for quality performance indicators and safety measures.

If you have less than 5 years in your current role, briefly outline previous roles leading operations, policies, and programs and services. Your current and previous roles should demonstrate a minimum of 5 years(post-residency) leadership experience.

Note: the PPAC is seeking experiences that document your leadership responsibilities versus management roles.

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 and/or peer departments within and external to your organization to build cross-functional relationships and to align pharmacy services with safety, quality, and financial outcomes. 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)

Describe how you effectively manage talent and engage people within your department and in your organization. In your response, share examples of the following:

1. How have you influenced learners and/or cultivated continuous professional development in your organization?



2. What strategies have you used to manage conflict and/or difficult people?
3. How do you empower others through delegating and mentoring?
4. How do you create a culture that supports staff resilience?

5. Leading the Pharmacy Enterprise (Strategic, Accountability)

In this section you will describe and provide examples that illustrate how you actively lead and participate in strategic planning and decision-making at both the department and organizational level.

1. Provide an example of how you actively lead and participate in the organization's strategic planning for medication use and pharmacy services, or other organization-wide initiatives. Examples include your role in strategic planning related to quality and safety, medication use, pharmacy services, hospital and health- system clinically and financially oriented programs/services (stewardship, disease- state or population). If you do not participate in the organization's strategic planning process, please share why this is not part of your role.
2. Describe an opportunity that should be considered during your next strategic planning process and your plan for engaging others in a shared vision.

6. Leading Effective Financial Management (Financial Steward)

In this section, you will illustrate your influence on financial decisions involving operations, policies, and programs and services. Provide two or more examples of how you use key financial indicators and/or 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 an initiative that created value for your organization (e.g., leading a practice change, starting/enhancing a new clinical service to meet health system demands and/or improve patient care, optimizing financial performance, implementing/optimizing technology. In your response, consider the following and address the most relevant factors in your examples. The PPAC is especially interested in organization-wide initiatives.

- Developing the business case/justification for the initiative and gaining support from stakeholders.
- Ensuring ownership and accountability to meet organizational commitments and goals.
- Promoting pharmacy best practices and adopting emerging technologies and/or innovative services.
- Ensuring patient safety and high reliability in practice environment(s).

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

- A. Describe your personal and professional vision for pharmacy based on how you have used your patient care experiences to mold your vision and actions as an executive leader.



- B. Provide examples of how you apply continuous personal and professional development activities to sustain your leadership in a challenging and increasingly complex environment. In your response, include the following if applicable:
- » Seeking stretch assignments.
 - » Proactively seeking 360-degree feedback and incorporating changes into your leadership style or strategies.
 - » Modeling resilient behaviors, such as setting appropriate boundaries, developing strategies to recover from challenges, and using support structures.