



I N R E V I E W

Canadian Society of
Hospital Pharmacists



Société canadienne des
pharmaciens d'hôpitaux

HOSPITAL PHARMACY IN ONTARIO

W I N T E R I S S U E 2 0 2 0

1 Incoming Presidential Address	14 National Delegates' Report	27 2019 CSHP Ontario Branch Annual Conference Sponsors
3 Outgoing Presidential Address	17 HPO Winter 2019 Thank You's	
5 CSHP Ontario Branch Awards Program 2019	18 Chapter Corner: Lake Ontario West Chapter	
12 Meet Your Council - CSHP Ontario Branch, 2019-2020	26 2019 CSHP Ontario Branch Award Banquet Sponsors	

TABLE OF CONTENTS

[INCOMING PRESIDENTIAL ADDRESS]

Good afternoon members of the society, fellow council members and distinguished guests. It is my honor to address you all as your incoming President for the 2019/20 year.

Firstly, I would like to thank you, from the bottom of my heart, for this opportunity to serve you and the countless patients and families that depend on your expertise.

One of the privileges of this opportunity, is that I get to see and meet so many amazing pharmacists, as I have heard of countless stories of pharmacists working hand in hand with other health care professionals, patients, and caregivers to make a difference to better patients' and families' lives.

Patient and medication safety connects all pharmacists, and it is at the core of what

we do. Today, I put out a call to action for pharmacists to embrace our identity as "Medication Therapy Experts" to help patients optimize medication use and address the opioid crisis.

Ontario has some of the world's best health care providers and world class health care services. However, urgent changes are required to redesign relationships, accountabilities, and



Samantha Yau

[NEXT](#)

[HOME](#)



[INCOMING PRESIDENTIAL ADDRESS continued]

incentives to put patients at the centre of how services are delivered, and to truly deliver seamless care to all. Better inclusion of pharmacists in patient care is an important step toward maximizing the benefits of coordinated team-based care—a win for patients and for overall health care quality, cost and safety.

The Ontario Health Teams model is a fundamental shift in the way health care will be delivered and funded across our province. This is the beginning of our transformation towards a sustainable and connected health care system that will ensure patients get the care they need. We know that Ontario's health care providers and organizations are ready and capable of engaging in this transformation. Pharmacists are key providers' whom share the desire to transform the health care system and deliver fully integrated care to achieve better

outcomes, better experience, and better value for all Ontarians, and we are ready to embark on this journey, together.

Over the next year I look forward to continue to work closely with our external partners, such as the Ontario College of Pharmacists (OCP), Ontario Pharmacists Association (OPA), Ontario Hospitals Association (OHA) and Ministry to ensure that our voice is heard especially in these rapidly changing times in the healthcare system.

This year we will continue to collaborate on identifying and co-creating initiatives, whether it is new educational offerings, publications, networking or advocacy, CSHP is committed to supporting your ability to take advantage of expanding opportunities in optimizing medication management with our patients.

In closing, it is my distinct honor to work with you over the next year...to serve the needs of our patients and our communities...and share the pharmacists' story/narrative. I leave you with these words...

"Together, we ARE making a difference. Together, we ARE expanding opportunities in patient care. Together, we ARE improving patient safety. And together, we WILL keep up the great work, for the broader community, and most of all, for the people and families that depend on us each and every day." So let's tell our story: ***"Pharmacists Provide Care... Let me tell you about it."***

Samantha Yau
President, CSHP-OB



* I put out a call to action for pharmacists to embrace our identity as "Medication Therapy Experts" *



[OUTGOING PRESIDENTIAL ADDRESS]

As we leave behind 2019, the updating of our Strategic Plan will become a priority. CSHP National has undergone significant renewal and with it, a new Strategic Plan. It therefore becomes paramount that as a Branch we ensure alignment to maximize the opportunity for the sustainability of this Society to provide the advocacy and support for pharmacy professionals in the hospital and primary care settings.

Here is just a quick recap of CSHP Ontario Branch's 2015-2020 Strategic Plan. There are 4 pillars: Pharmacists' Practice, Member & Volunteer Engagement, Governance and Organizational Effectiveness.

By the end of 2019, we were able to meet all the objectives set out for the Pharmacists' Practice: developing a new platform/website for sharing, developing the aseptic compounding course, successfully offering an annual pharmacy management seminar, annual educational conference and an annual awards event all on or under budget. Under Member & Volunteer Engagement, there were a few challenges. Meeting the original target set by National of a four percent increase in membership was a significant challenge. With National setting a more realistic target, we were finally able to meet this goal. Governance targets remain in alignment with National. Lastly it appears that we will finally meet our

Organizational Effectiveness target of having a balanced Budget by end of April 2020. All of these achievements would not have been possible without a tremendous amount of work completed by a significant number of our Council Members.

As we look to the future, National is now in the process of developing the 2020-2023 Strategic Plan, which your new Executive will use to align Ontario Branch's new Strategic Plan.

As parting words, I would like to express my extreme thanks to all the outstanding individuals that I have had the pleasure to work with over this past year. As there are so many, I fear that if I name them,



Debra Merrill

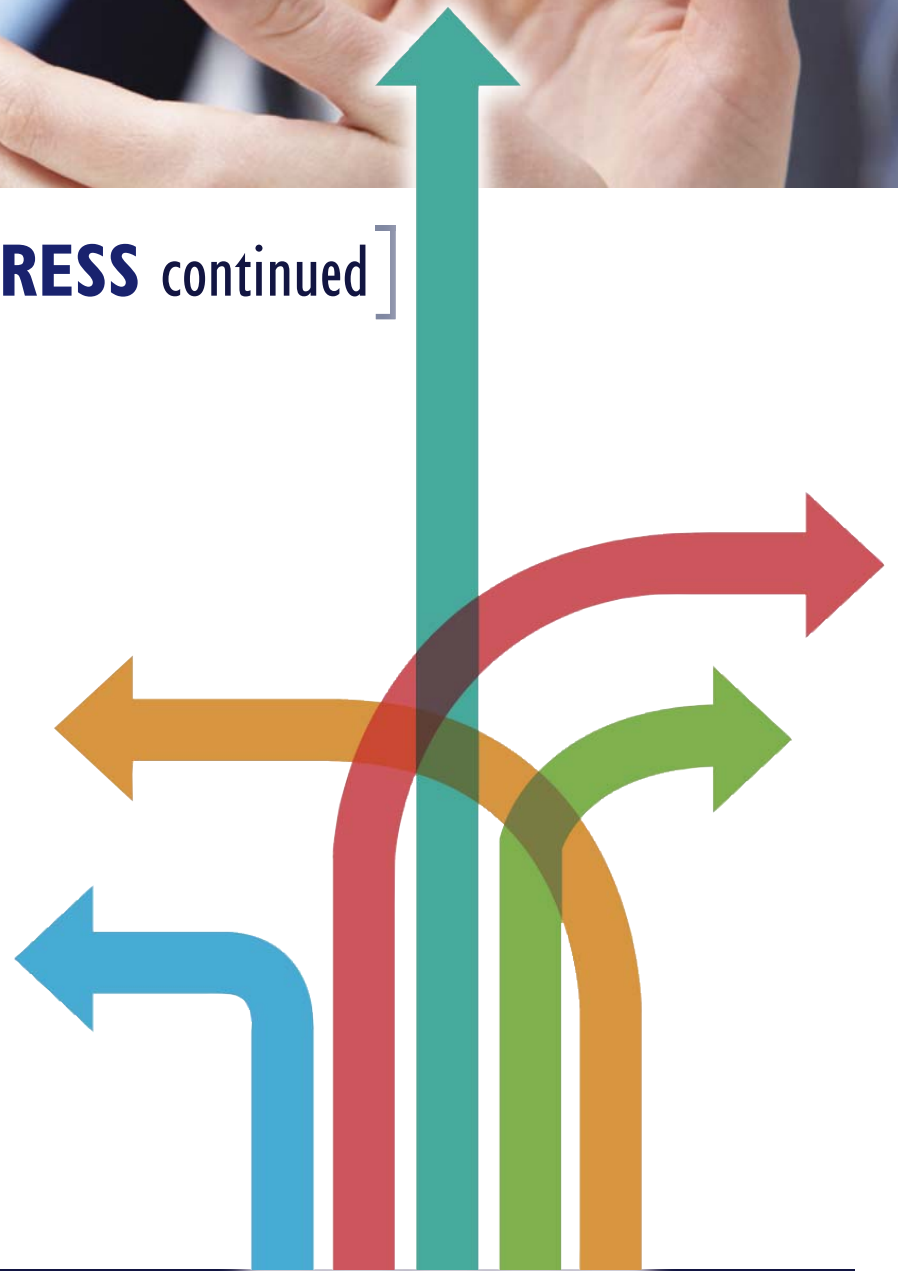


[OUTGOING PRESIDENTIAL ADDRESS continued]

I will forget someone, which would be a travesty as the contributions have been significant and the hours of commitment truly remarkable. I want to thank the past Executive who have been so creative in looking at how we do things to find opportunities to become financially viable during a very difficult time for all of CSHP. I want to thank the Past Presidents who have given invaluable guidance and the Chairs/Co-chairs and committee members who have strived to meet the goals and challenges set before them. I also need to thank our Administrative Assistant, Anne Stacey for her unwavering support. Finally, I'd like to thank National for ensuring complete transparency allowing us to make decisions that align with the National initiative to enhance the sustainability

of the Canadian Society of Hospital Pharmacists now and in the future. It has truly been an honour being your President over the past year. I am and will always feel humbled to have been elected to represent all of you on behalf of Ontario.

Respectfully,
Debbie Merrill,
BSc(Pharm), PharmD
Past President, CSHP-OB



CSHP ONTARIO BRANCH AWARDS PROGRAM 2019

Once again the Awards Evening for Ontario Branch was a huge success. The opportunity to celebrate our members' excellence was enjoyed by all. We would like to offer a special thanks to our sponsors who made this event possible.

The Awards presented by CSHP Ontario Branch are designed to show appreciation for deserving activities of members of the Branch. There are three types of awards; those that recognize exceptional individual contribution, outstanding projects or programs, and grants for research or pharmaceutical care development.

PROJECT AWARDS

THE E. AMY ECK AWARD

Sponsored by Marcan - Hospital/ outpatient pharmacy-based Project

Presented to: **Certina Ho**



Certina Ho left, RPh BScPhm MSt Med, PhD, Project Manager Institute for Safe Medication Practices Canada (ISMP Canada)

Project Title: The SMART Pharmacist Podcast Series: Medication Safety Learning Anywhere Anytime

This award recognizes a project with a significant impact to patient care in hospital pharmacy or outpatient pharmacy practice.

ONTARIO BRANCH LITERARY AWARD

This award was established to encourage pharmacists to share information and experience through publication. The article submitted should be pharmacy-related and must have been published or accepted for publication in a peer-reviewed journal in the year prior to the deadline date. The award is given for a therapeutic review or a case report and original research.

THERAPEUTIC REVIEW OR CASE REPORT

Sponsored by Sterimax

Presented to: **Denise Kreutzwiser**

Pain Management Program Pharmacist
St. Joseph's Health Care, London

Project Title: Expanding Role of NMDA Receptor Antagonists in the Management of Pain

ORIGINAL RESEARCH

Sponsored by Apotex

Presented to: **Chris Fan-Lun**



Chris Fan-Lun left, BScPhm, ACPR, BCGP, Geriatric Medicine Pharmacist | Clinical Practice Leader - Department of Pharmacy Services Adjunct Lecturer, Leslie Dan Faculty of Pharmacy, University of Toronto

Project Title: Reducing Unnecessary Sedative Hypnotic Use Among Hospitalised Older Adults

CSHP ONTARIO BRANCH AWARDS PROGRAM 2019

... continued

PROJECT AWARDS

DOUGLAS J. STEWART AWARD

Sponsored by Teva

Presented to: **Kathryn Hollis**



Kathryn Hollis, right, RBSoc.Phm, MHA, ACPR
Pharmacy Manager, CHEO

Project Title: Reduction of IV Medication Waste at CHEO

This award recognizes excellence in Hospital Pharmacy Administration. This award is available to a CSHP Ontario Branch member who has demonstrated exemplary skills in implementation of a program new to the hospital. The program must already be implemented.

BILL WILSON PATIENT SAFETY AWARD

Sponsored by Omega Laboratories Limited

Presented to: **Charlene Haluk-McMahon**



Charlene Haluk-McMahon left, BSP, RPh
Medication Safety Coordinator, Windsor Regional Hospital

Project Title: Improving Safe Opioid Use to Reduce Naloxone

This award is available to a CSHP Ontario Branch member who has demonstrated exemplary skills in implementing a NEW patient safety initiative at the direct patient care facility.

INNOVATIVE INFORMATION TECHNOLOGY AWARD

Sponsored by Sterimax

Presented to: **April Chan & Bradley J. Langford**



April Chan left, Pharmacist, Unity Health Toronto
Bradley J. Langford not pictured, PharmD ACPR BCPS, Pharmacist,
Antimicrobial Stewardship, St. Joseph's Health Centre

Project Title: Evaluating the Impact of Mandating Indicators on Antibiotic Utilization: A retrospective study

This award is available to a CSHP Ontario Branch member who has demonstrated exemplary skills in developing and implementing an innovative locally-derived information technology solution (e.g. application, electronic tool or program) to improve patient care or pharmacy.

CSHP ONTARIO BRANCH AWARDS PROGRAM 2019

... continued

PERSONAL RECOGNITION AWARDS

GORDON MURRAY ONTARIO BRANCH CONTRIBUTION AWARD

Sponsored by Apotex Inc.

Presented to: **Allan Mills**



Allan Mills, left, Director of Pharmacy
Trillium Health Partners

This award is presented to an active CSHP Ontario Branch member who has made long-term outstanding contributions to the Branch.

DAN DASKO PHARMACY ADMINISTRATOR AWARD

Sponsored by Sterimax

Presented to: **Bonita Rubin**



Bonita Rubin right, Operations Site Leader, UHN

This award honors Dan Dasko as a recognized leader in hospital pharmacy practice. He served for many years as the Director of Pharmacy at the then Humber Memorial Hospital when he was recognized for his leadership and innovation. Dan was not only a leader and manager but also a mentor to his staff. This award recognizes outstanding hospital pharmacy administrators who are willing to give of themselves to develop the future of the profession and empower their staff to make a difference in hospital pharmacy practice.

WILLIAM MCLEAN CLINICAL PHARMACIST AWARD

Sponsored by Northwest Telepharmacy Solutions

Presented to: **Lynda Mao**



Lynda Mao centre, Pharmacist, Toronto Rehab Bickle Centre

This award recognizes outstanding skills in clinical practice and education and is available to any pharmacist who has been an active member of the Ontario Branch, CSHP for at least one year.

CSHP ONTARIO BRANCH AWARDS PROGRAM 2019

... continued

PERSONAL RECOGNITION AWARDS

THE ARTEMIS DIAMANTOUROS ONTARIO BRANCH MENTORSHIP AWARD

Sponsored by HealthPRO Procurement Services Inc.

Presented to: **Anjana Sengar**



Anjana Sengar, centre, BScPhm, PharmD, ACPR
Resource Pharmacist-Research & Education
Chair, Research Ethics Board, Mississauga Hospital

This award recognizes Ontario Branch, CSHP members who have made significant contributions to the profession of pharmacy through teaching or mentorship.

NEW HOSPITAL PHARMACY PRACTITIONER AWARD

Sponsored by Teva

Presented to: **Najla Tabbara**



Najla Tabbara left, PharmD, ACPR
Clinical Pharmacist, Mount Sinai Hospital

This award recognizes a newly practicing pharmacist (maximum of three years) who has made an exceptional contribution to hospital pharmacy through patient care innovation, education, publications, or participation in CSHP activities.

GRANTS

SCOTT WALKER RESEARCH AWARD

Sponsored by Sanofi

Presented to: **Paula Newman**



Paula Newman left, RPh BSc Phm ACPR
Clinical Pharmacist & Research Specialist, North West
Telepharmacy Solutions

Title: Pharmacist Identification of People at Risk of
30-day Re-hospitalization

This award is presented to active members of the Ontario Branch, CSHP and is given for projects deemed vital to the practice of pharmacy in Ontario health facilities. The research need not be highly complex, as emphasis will be placed on usefulness in general practice. The grant offsets the material costs of a research project.

CSHP ONTARIO BRANCH AWARDS PROGRAM 2019

... continued

GRANTS

THE ONTARIO BRANCH PATIENT CARE GRANT

Sponsored by Accord Healthcare

Presented to: **Lisa Fernandes**



Lisa Fernandes, centre, Clinical Pharmacist, Women's College Hospital

Title: Deprescribing PPI at WCH Family Practice Health Clinic

This grant is being offered to support a pharmacist/group of pharmacists who wish to evaluate the impact of a patient care initiative or support the implementation of a new patient care initiative at their organization.

RESIDENCY AWARDS

PHARMACY PRACTICE RESIDENCY AWARD

| Sponsored by Pfizer Canada Inc.

Presented to: **Elsa Purivatra** | **Jessica Ragazzo** | **Samantha Polito** | **Joseph Blommesteyn**



Elsa Purivatra second from left, RPh, PharmD, Pharmacist, Grey Bruce Health Services

Title: A Quality Assurance Evaluation of Hydromorphone Adverse Events Post-Implementation of a Safety Initiative

Jessica Ragazzo centre, PharmD, RPh, ACPR, Clinical Pharmacist, Cardiovascular Surgery, Peter Munk Cardiac Centre, Toronto General Hospital - University Health Network

Title: Development and Validation of a Uremic Pruritus Treatment Algorithm in Patients with Chronic Kidney Disease (CKD) and End Stage Kidney Disease (ESKD)

Samantha Polito second from right, PharmD, RPh, ACPR, Pharmacist, Princess Margaret Cancer Centre

Title: Evaluation of a Patient Self Medication Program in Allogeneic Hematopoietic Stem Cell Transplantation

Joseph Blommesteyn right, St. Michael's Hospital of Unity Health, Toronto

Title: Opioid Prescribing at Discharge for General Surgery Patients: A Prospective Study

This award recognizes four hospital pharmacy residents whose major projects are judged to be the most deserving in terms of significant innovation, practical application, and/or development in an institutional pharmacy practice setting.

CSHP ONTARIO BRANCH AWARDS PROGRAM 2019

... continued

RESIDENCY AWARDS

PAUL HALLIGAN MEMORIAL PHARMACY RESIDENT AWARD

Sponsored by Marcan Pharmaceuticals Inc.

Presented to: **Maria Moreno**



Maria Moreno left, University of Toronto

This award was established to celebrate the life of this dedicated pharmacist. Paul Halligan was actively involved with numerous community initiatives and pharmacy groups. It is presented to a deserving resident who reflects the dedication, discipline, determination, and enthusiasm that Mr. Halligan brought to our profession and all that he was involved with.

STUDENT AWARDS

ONTARIO BRANCH STUDENT AWARD UNIVERSITY OF TORONTO

Sponsored by TEVA, Ontario Branch, CSHP

Presented to: **Matthew Bell**

ONTARIO BRANCH STUDENT AWARD — UNIVERSITY OF WATERLOO

Sponsored by Fresenius Kabi Canada, Ontario Branch, CSHP

Presented to: **Jace Hui**



These awards recognize deserving students from University of Toronto and the University of Waterloo based on academic standing with an interest in pursuing a career in hospital pharmacy.

CSHP ONTARIO BRANCH AWARDS PROGRAM 2019

... continued

ONTARIO BRANCH COUNCIL RECOGNITION

JIM MANN ONTARIO BRANCH PAST PRESIDENT'S AWARD

Sponsored by Fresenius Kabi Canada

Presented to: Debra Merrill

Debra Merrill centre, BScPharm, PharmD, Director, Pharmacy Program, Royal Victoria Regional Health Centre

A commemorative plaque is presented to the President of the Ontario Branch, CSHP upon completion of the term of office.



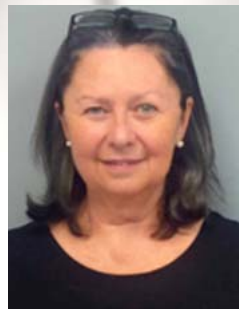
MEET YOUR COUNCIL: CSHP ONTARIO BRANCH, 2019-2020



Samantha Yau
President



Olivia Ng
President-Elect



Debra Merrill
Past President



Olavo Fernandes
Treasurer



Megan Riordon
Senior Delegate



Vivian Lee
Junior Delegate



Vivian Law
Chapter Co-Chair:
Metro Toronto



Samantha Polito
Chapter Co-Chair:
Metro Toronto



Arpita Desai
Chapter Co-Chair:
Lake Ontario West



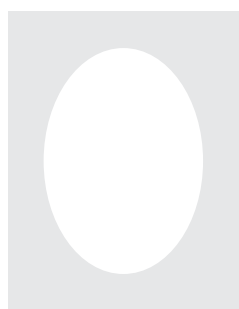
Deval Patel
Chapter Co-Chair:
Lake Ontario West



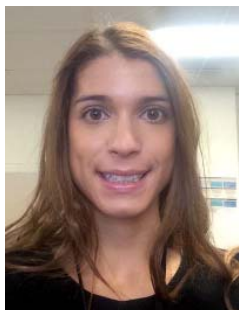
Marisa Ramandt
Chapter Co-Chair:
Southwestern



Claire Hooper
Chapter Co-Chair:
Southwestern



Jocelyne Chretien
Chapter Chair:
Ottawa Valley



Maria Marchese
Chapter Co-Chair:
Northwestern



Adrienne Shippam
Chapter Co-Chair:
Northwestern



Catherine White
Chapter Chair:
Lake Ontario East



Stella Chan
Chapter Chair:
Lake Ontario East



Gunther Ha
Chapter Co-Chair:
Golden Horseshoe



David Liu
Chapter Co-Chair:
Golden Horseshoe

Recruiting
Chapter Chair:
Georgian Bay Simcoe

Recruiting
Chapter Chair:
Northern

Recruiting
Chapter Chair:
Quinte-St.Lawrence

MEET YOUR COUNCIL: CSHP ONTARIO BRANCH, 2019-2020



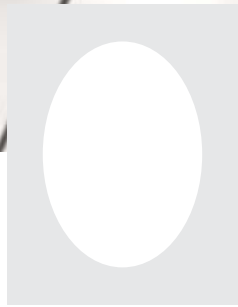
Monique Bergenwall
Primary Care Co-Chair



Sammu Dhaliwall
Primary Care Co-Chair



Rana Khafagy
Education Committee



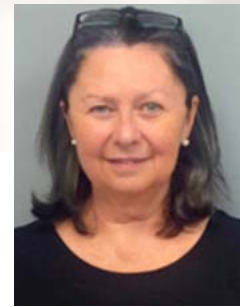
Recruiting
Education Committee



Mandip Khela
OPA Liaison



Sammu Dhaliwall
OHPMS Committee



Debra Merrill
OHPMS Committee



Onella Pereira
OPRA Liaison



Shreeya Thakrar
Student Liaison
- U of Toronto



Shawna Fougere
Student Liaison
- U of Waterloo



Allan Mills
Faculty Liaison
- U of Toronto



Brett Barrett
Faculty Liaison
- U of Waterloo



Katie Hollis
Awards Co-Chair



Dawn Jennings
Awards Co-Chair



Andrea Beaman
Communications
Committee



Lindsay Dryden
Communications
Committee



Mayce Al-Sukhni
Membership Committee



Neil Jobanputra
Membership Committee



NATIONAL DELEGATES' REPORT 2018-2019 YEAR IN REVIEW: A NEW PATH FOR CSHP

Megan and I are pleased to represent Ontario Branch on the CSHP Board as your National Delegates. Most recently, we attended the October 2019 Board meetings and CSHP Nova Scotia Branch AGM in Dartmouth. Over the past year, under the new leadership of our CEO Jody Ciufu and the Board, CSHP has undergone significant committee restructuring, collected important feedback from its national membership survey, implemented new communication formats such as the Interactions newsletter to deliver relevant and timely updates on pharmacy practice to all members, and has committed to a new financial sustainability strategy to deliver greater member value over the coming years. Here is a closer look at the top 8 national updates from CSHP:

1) Strategy Towards Sustainability

In June 2019, CSHP announced its strategy towards sustainability, setting the stage for a stronger national voice, a better member experience, enhanced programs, more educational opportunities and new initiatives for diverse needs. From 2019 to 2023, CSHP will spend close to \$1 million with contributions from the provincial branches to transform into a relevant, thriving and financially sustainable organization. This investment will focus on the key strategic areas of Professional Practice, Advocacy and Marketing & Communications.

2) Professional Practice and Committee Restructuring

In October 2019, CSHP announced the appointment of Christina Adams as its inaugural Chief Pharmacy Officer (CPO).

As CPO, Christina leads the Professional Practice team in the development of CSHP's suite of resources for members, policy positions, continuing education, best practices, consultations, research and knowledge translation. Her team will also support a variety of CSHP committees and task forces.

Within Pharmacy Practice, 2 new committees have been created, Pharmacy Practice Vision (PPV) and Education and Development (E & D). PPV will be responsible for making recommendations to the Board on areas such as pharmacy practice standards and quality, professional ethics, interprofessional collaboration, and efficiency and safety of medication-use systems. E & D will be responsible for making recommendations to the Board on assessment and maintenance of competence, student and post-graduate education and training, workforce supply



Megan Riordon



Vivian Lee



[NATIONAL DELEGATES' REPORT continued]

and demand and evidence-based use of medicines.

A new category of Networks has also been created. These are advisory in nature and serve to share strategy and information among national and the branches. These consist of the Presidential Officer Network, Membership Network and Student Network.

3) Current Advocacy Issues

CSHP continues to work on a number of advocacy issues that have arisen over the past year. These have included working with other stakeholders to request that the government take swift and decisive actions to protect Canada's drug supply in response to U.S. drug importation proposals. More information on this issue and other advocacy efforts pertaining to National Pharmacare, the opioid crisis and Vanessa's Law can be found at www.cshp.ca/advocacy.

4) National Membership Survey

In September 2019, CSHP conducted a comprehensive national membership survey to collect opinions and feedback on a number of issues including having pharmacy technicians as full members, a name change for the society to represent pharmacy technicians and pharmacists working in non-hospital settings, and programs and services CSHP should focus on. The survey achieved an impressive 29% response rate, which is regarded as an above average response rate based on industry standard. 25% of respondents were from Ontario. Please visit www.cshp.ca/2019-national-survey for the Behind the Answers Video Series discussing key survey findings.

5) New National Awards Program

National CSHP awards have undergone a significant transition, offering more viability, prestige and alignment with

CSHP's mission and values. National awards have been revised from 11 to 4 more prestigious awards: Excellence in Pharmacy Practice in the areas of 1) Leadership, 2) Patient Care and 3) Interprofessional Collaboration, as well as 4) Distinguished Service Award. Please join your colleagues at the CSHP National Awards Event on February 1, 2020 to network and celebrate achievements of the profession. More information on the new National Awards Program can be found at www.cshp.ca/awards.

6) Pharmacy Technicians Membership Model

At the October 2019 CSHP Board meetings, the Board voted in favour of pharmacy technician representation as members. A Pharmacy Technician Task Force will be created to research, explore and recommend an integration model for implementation in the 2021-2022 membership year.





[NATIONAL DELEGATES' REPORT continued]

7) Cannabis and Opioid Crisis

In 2019, CSHP led the development and publication of the document, "Controlled Drugs and Substances in Hospitals and Health Care Facilities: Guidelines on Secure Management and Diversion Prevention". In addition, two new [Canadian Medication Optimization Briefings \(CMOB\)](#) have been published on the website on "Cannabis for Medical Purposes" and "Safe Transitions of Care for Patients Taking Opioids". Recruitment is currently underway for members to join the [Cannabis Task Force](#) to help research and provide recommendations on safe use of medical cannabis in hospitals and other collaborative care settings.

8) 2019-2020 CSHP Executive Committee

Please join us in welcoming the 2019-2020 Executive Committee:

- President: **Tania Mysak**
- Past President: **Doug Doucette**
- President Elect: **Zack Dumont**
- Treasurer: **Tamar Koleba**
- Chief Executive Officer: **Jody Ciufu**

And lastly, the 2018-2019 CSHP Annual Report recently published on the website shares a number of key achievements and developments in the past year. The report can be viewed at: www.cshp.ca/sites/default/files/files/eBulletin/Posts/2019/December%202019/CSHP%20Annual%20Report%202019.pdf

We look forward to representing Ontario Branch on the Board over the next few years. Please reach out anytime to Megan or myself with any questions or feedback.

Best regards,
Megan Riordon (Senior Ontario Branch Delegate)
Vivian Lee (Junior Ontario Branch Delegate)



CSHP ONTARIO EDUCATION CONFERENCE 2019 THANK YOU'S



Rana Khafagy



Souzi Badr

On November 16th, 2019, we held our 71st Annual CSHP Ontario Education Conference at the Leslie Dan Faculty of Pharmacy. The conference was a great success with almost 200 attendees. We had a variety of workshops focusing on hospital, primary care, and leadership practices to allow individuals to tailor their learning.

We would like to begin by thanking all the speakers for sharing their time and expertise and providing a valuable day of education to the attendees. We would also like to thank the Leslie Dan Faculty of Pharmacy for continuing to provide us with the educational session venue. We would like to especially thank Anne Stacey, for her remarkable administrative support for the event.

The education sessions this year included:

Plenaries

- Combination Antithrombotic Therapy

in CV patients: Who, What and When (Kori Leblanc)

- Panel Discussion: How Pharmacists Can Prove their Worth: A look at demonstrating value on a healthcare team (Allan Mills, Olavo Fernandes, Winnie Seto, Jeff Nagge)

Workshops

- Managing Complications of Malignancy (Sonia Cheung)
- TPN Basics for the Hospital Pharmacist (Bonnie Ralph)
- Preparing for OCP NAPRA Standards: Non-Sterile Compounding (Gwen Liu)
- Updates in Asthma and COPD Management (Sandra Porter)
- Clinical Cases in Secondary Stroke Prevention (Jacqui Herbert)
- Drug Shortages (Dawn Jennings)
- Practical Tips in Cannabis Management (Kelly Grindrod)
- Hot Topics in Infectious Disease in 2019 (Lesley A. Palmay)

- Choosing Wisely – Antipsychotic Deprescribing (Samantha Yau)

Exiting Updates

PIONEER-HF Trial (Marie-France Gauthier)
Interesting ways to incorporate human factors into pharmacy practice (Vivian Law)
CRENCE Trial (Kristine Galido)

We would also like to thank our sponsors for this year. It is only with their support that the conference was made possible each year:

- AstraZeneca
- Hoffmann-La Roche Limited
- Novartis Pharma Canada Inc.
- Ontario College of Pharmacists
- MDA Inc
- Pendopharm
- Sanofi
- Sterinova
- Apotex Inc.
- Omega Laboratories Limited

Last, but not least, we would like to thank all of our student volunteers and the members of the Education Committee for all their hard work:

- Monique Bergenwall
- Matthew Bui
- Vivian Bui
- Sammu Dhaliwall
- Carly Diamond
- Kristine Galido
- Marie-France Gauthier
- Bonnie Lam
- Vivian Law
- David (Kang-Wei) Liu
- Cheyenne Matinnia
- Sara Rezahi
- Kavetha Selva
- Narthaanan Srimurugathan

Sincerely,

Rana Khafagy and Souzi Badr
Education Committee Co-Chairs.

CHAPTER CORNER: LAKE ONTARIO WEST CHAPTER

WORDS OF WISDOM FROM SOME TRILLIUM HEALTH PARTNERS' LEADERS FOR FUTURE LEADERS

BY: DEVAL PATEL AND ARPITA DESAI

Hospital pharmacy is facing an impending crisis in the availability of management leadership manpower.¹ In 2008, the CSHP Hospital Pharmacy Management Task Force identified four factors contributing to this decline in pharmacists pursuing leadership opportunities: shortage of pharmacists, reduction in entry-level management positions, lack of encouragement and preparation by the profession, and changes related to generational demographics.² Although, we no longer have a shortage of pharmacists, leadership has yet to receive the attention it should in pharmacy curriculums. Majority of current pharmacy leaders are baby boomers with 20-40% expected to retire within the next 10 to 15 years.² Furthermore, a 2018 ASHP report predicted that 24% of seasoned health-system pharmacy leaders will leave

their positions earlier than expected due to increasing stress and complexity of their roles.³ Millennials are poised to carry the leadership torch forward, shape the future of hospital pharmacy practice and even expand further to pursue leadership roles beyond the pharmacy world.

We met with four pharmacy leaders from Trillium Health Partners (THP):

We would like to share their career journey and tips with aspiring future leaders through their responses to the questions:



Allan Mills (RPh, ACPR, FCSHP, BSc Phm)
Director of Pharmacy,
Trillium Health Partners
Assistant Professor (Status),
Faculty of Pharmacy,
University of Toronto

What does your current position entail?

As the Director of Pharmacy, Allan ensures that distribution and clinical services meet the needs of patients, health care professionals and the pharmacy team at THP. He is accountable for managing risks



Deval Patel



Arpita Desai



WORDS OF WISDOM continued

associated with clinical and distribution services around medications. Allan's position also entails setting a vision for the team and engaging the team to understand it. Allan describes his vision for pharmacists with the phrase "put a steak in the ground". Let's create a role that we take on that changes outcomes for patients. Historically, the primary focus of pharmacists' role was drug distribution. Allan sees the THP team of pharmacists working with various inter-professional teams to define future directions for pharmacy practice and leverage opportunities for changes that improve patient care. As in the end, "it is all about how we add to patient care. Every time we show the difference we make when we take care of patients, we show that pharmacy is doing right by patients. By showing this, we get more opportunities to enhance care." Allan adds that his role involves ensuring people are in positions and environments in which they can succeed.

Can you tell us about your pharmacy career journey? How did you get where you are today? Did you complete any additional training post pharmacy school?

Allan graduated from UBC with a Bachelor of Science in Pharmacy and completed a clinical pharmacy residency at the BC Children's, Shaughnessy Grace Hospitals. He worked for three years as an Internal Medicine Pharmacist before pursuing a Clinical Coordinator role in Saudi Arabia. Allan loved his time in Saudi Arabia as it challenged him to dive deeper into the grey areas, where there was no right answer. After his time in Saudi, Allan completed a Post-Baccalaureate PharmD and subsequently, took on another Clinical Coordinator role for five years at Baycrest hospital in Toronto. While at Baycrest, Allan concurrently taught three courses at the University of Toronto. After Baycrest, Allan took on a new opportunity as a Clinical Manager at Trillium Health Centre.

This eventually opened doors for other opportunities: Interim Director of Pharmacy Services and Director of Laboratory Services at Trillium Health Centre and Director of Pharmacy Services at Credit Valley Hospital. As part of an experiment, Allan was a shared Director of Pharmacy Services for the two different hospitals before they merged into THP.

While taking on different opportunities, Allan completed certifications in Geriatric Pharmacy (CGP), LEAN Processes (University of Michigan) and Leadership (Rotman School of Business).

What drew you to your current role/career path?

Initially, Allan did not see himself as a manager or a director. When he first started practicing, he wanted to be a clinical resource for his team on the units. When he got into the ICU, he wanted everyone to come to him to help resolve

their issues and to provide the best patient care. Through this experience, Allan realized he really enjoyed teaching and believes that as pharmacists, we have an accountability for teaching (future students, patients and physicians).

Allan reflects on his experience in Saudi where there was a wide variability in practice. He remembers back to a time when a patient with MRSA sepsis failed to receive necessary treatment with vancomycin due to a poor drug distribution system. Allan's experience in Saudi made him focus on being accountable for maximizing his own practice even though others may not have a focus on optimizing theirs.

Allan's experience at Baycrest as a Clinical Coordinator on an acute floor completely changed that. "You can only do so much as an individual. But, when you got a team working together, the power of the team is so much greater in terms of the way you can influence care." When Allan



WORDS OF WISDOM continued

looked at taking on the Clinical Manager and eventually the Director position at Trillium, it was partly because he saw the opportunity to add to a much bigger team. Allan envisioned that Trillium would get much bigger over time, which it did. He saw this as an opportunity to influence and support a change in practice of a larger group of pharmacists into something different that supported patients at a much deeper level. Allan continues to work on this through focusing on five key functions: establishing a solid distribution system; providing individualized patient therapy such as medication therapy management; systems thinking (i.e. changing the system to prevent a problem from arising in the first place); teaching (students, patients, colleagues and physicians) and research.

Currently, Allan is involved in lots of things that go beyond the job description such as national working groups, the CSHP Ontario branch and national buying groups. Many of these activities allow him to influence how we as pharmacists can

impact and maximize patient care.

Is there anything you would have done differently to get to where you are now?

I would have had more formal leadership training earlier on in my career, such as an MBA. An MBA could help provide the theoretical constructs, thereby reducing the need to learn on the job and potentially making mistakes.

What skills were crucial in helping on your path to leadership?

Other than problem solving, the most important skills are communication and emotional intelligence - meeting people where they are at, trying to find out where they want to go, learning about their strengths and struggles and getting to know the team. Both, emotional intelligence and communication have to be constantly worked on through self-evaluation and reflection.

What is the most important leadership lesson you have learned?

Do not be forced into making a decision. People, sometimes, want you to be decisive but you may not have enough information to make a good decision and it is important to take some time to come up with a robust answer. You also cannot be an expert on everything so you need to surround yourself with a team of excellent people and rely on them.

What advice do you have for young aspiring pharmacy leaders?

If you want to get into leadership roles, if possible, get the formal training and engage. Seek out opportunities for leadership. As you get those opportunities, work on developing the skill sets and knowledge base that is required for leadership. The more you lead, the more comfortable you get doing it. So, when somebody does give you an opportunity, you can perform well and develop a track

record showing that you can take on greater accountability and deliver. That way you will be in a better position to succeed when that great opportunity comes up.

You should also seek out a mentor. Somebody that is not accountable for your performance evaluation but who's interested in you and where you want to go. Also have a roadmap with a destination in mind. If you do not set a destination, then it is complete serendipity as to where you will wind up. For young aspiring leaders, keep reflecting on your final destination as new opportunities open up.

Lastly, reflect on why you want to go into leadership. Make sure you are going into leadership for the right reasons: to make a difference, set a vision and move people forward. It is about how you enable others so, in a manner of speaking, you must be prepared to give of yourself before you get back.



[WORDS OF WISDOM continued]



Tania Fernandes (RPh, HonsBSc, PharmD, MHM candidate)
Clinical Manager of Pharmacy Services, Trillium Health Partners

Tania Fernandes

What does your current position entail?

As a Pharmacy Clinical Manager, Tania ensures there is oversight for all clinical practices from all the staff and resource pharmacists. She identifies and standardizes buckets of clinical duties across all THP sites. Working together with the team, Tania identifies new clinical program opportunities and what the

pharmacy team can do differently based on new data from continuing education and regulation changes. One project underway is developing policies around the expanded scope of pharmacists to enable THP pharmacists to adapt prescriptions and order blood work relevant to identified DTPs independently. Tania's position also involves education and ensuring necessary supports are present to help students, residents and new pharmacists thrive. A new component of Tania's role is supporting the research portfolio.

Collectively, Tania sums up her role as being focused on identifying and providing opportunities for pharmacists.

Can you tell us about your pharmacy career journey? How did you get where you are today? Did you complete any additional training post pharmacy school?

Tania's career journey has usually been the

path least travelled. All the opportunities she has taken to date have been in areas where you do not have a lot of knowledge from school and require a lot of self learning on the job and continuing education. Tania started off as a Neurosurgery Pharmacist at Mississauga Hospital after pharmacy school. After working in neurosurgery for about 18 months, she moved on to pediatrics/NICU for about 1.5 years. Tania enjoyed the challenges and working through the grey areas in these specialized populations. After this, Tania moved on to develop the new Infectious Diseases (ID) role at Mississauga Hospital for about 2 years. Following this, Tania also worked to develop the Antimicrobial Stewardship Program (ASP) role. Tania practiced as the ID/ASP pharmacist for about 8 years before moving on to an interim Residency Coordinator role. Through the Residency Coordinator role, Tania had a lot of opportunities for leadership development and it made her realize that she can venture out into some of the other portfolios available at Trillium.

Eventually, Tania took on an Interim Clinical Manager opportunity which led to a permanent Clinical Pharmacy Manager position.

Pharmacy school did not provide many opportunities to learn about leadership. Therefore, Tania sought and participated in an Invitation to Leadership program at Trillium. Tania has also completed leadership courses through OHA, as well as online courses and webinars and MAD-ID anti-microbial stewardship certifications. Currently, Tania is completing a master's in health management at McMaster University which will serve as a foundation to continue the leadership/management journey.

What drew you to your current role/career path?

Seizing new opportunities and challenges is what led Tania to her career path. Tania enjoys guiding pharmacists to their desired path (clinical or leadership) and offering



WORDS OF WISDOM continued

opportunities for clinical or leadership development through interim roles, project leads or council positions.

Is there anything you would have done differently to get to where you are now?

Apart from Tania's rotations as a student, Tania did not have the opportunity of going to many different organizations and learning how other organizations do things differently. There is always something to be had by going to different organizations. This is where networking with colleagues is beneficial.

What skills were crucial in helping on your path to leadership?

Tania highlights several different skill sets acquired from her various previous positions. Systems thinking and its large scale impact on patients was crucial to the Antimicrobial Stewardship role. Importance of coaching, mentorship and giving/

receiving feedback for growth became apparent through the Interim Residency Coordinator role

Project management, conflict management and relationship building have been fundamental in her current role as a Clinical Manager as well as all previous roles.

What is the most important leadership lesson you have learned?

Pharmacist engagement, providing opportunity for people to have their concerns heard is critical for gaining support. Engaging people ultimately helps drive change, quality improvement and helps with other planned achievements.

What advice do you have for young aspiring pharmacy leaders?

Simply put it, take advantage of different opportunities offered at your organization. Engage in conversations with your leaders

to discuss future goals so that you learn and grow with each experience.



Manju Sharma (RPh, MHA, HonsBSc)
Patient Care Manager - Ambulatory Medicine, Trillium Health Partners

What does your current position entail?

Manju oversees all outpatient medicine clinics across all three THP sites, including pulmonary function labs and pulmonary rehab programs. By doing so, Manju provides support to nurses, clerks, decentralized allied Health (i.e. physiotherapists and respiratory therapists) working within these clinics.

Can you tell us about your pharmacy career journey? How did you get where you are today? Did you complete any additional training post pharmacy school?

Manju started off as a retail and hospital pharmacist. Throughout the years at Trillium, as a hospital pharmacist, Manju took on different opportunities as they came up. These include being involved as a Quality Rep, Professional Practice Leader, Interim Operations Manager, Interim Clinical Manager and sitting on order sets committees. Additionally, Manju has been involved with UFT faculty as a TA for labs and case seminars. All these opportunities eventually paved the way to Manju's current position as a Patient Care Manager of Ambulatory Medicine. To support her continued leadership development, Manju has completed a master's degree in healthcare administration.



WORDS OF WISDOM continued

What drew you to your current role/career path?

All of Manju's previous formal and informal roles and positions have led her to her current position. Especially positions outside the pharmacy department which enabled the opportunity to work together with other groups of people and understand hospital operations on a greater scale beyond the pharmacy walls. These experiences drew Manju's interest towards just that expanding into a leadership role beyond the hospital pharmacy department. Affecting health care operations at a different level and bringing a more inter professional model to the patient care manager team. Over her years at the hospital, Manju's passion for affecting change to improve access to care for patients while improving organizational performance has led her career on a different path than she had ever envisioned. Manju's other colleagues like Occupational Therapists, Physiotherapists and Social Workers were already doing

that, expanding beyond the norm roles. Manju believed that she had the skills and knowledge, could do some of that work easily and develop relationships outside the pharmacy very easily. The biggest influence in Manju's career as being a health care leader is being a leader in an organization within her own community. Manju's family lives within the THP region and regularly access care. Providing a better kind of care for a healthier community takes on another level of meaning when you are part of that community.

Is there anything you would have done differently to get to where you are now?

Manju reports it is important to take a leap of faith and go for a change even for decisions that do not always seem clear as you learn from these experiences. Manju relates her learnings and competency in her role to taking a chance even when uncertain if the decision was right or wrong.

What skills were crucial in helping on your path to leadership?

Every change you encounter is a bit different and requires a different plan around it. It is important to continue to develop the baseline skills that are always going to be there. These include change management, communication skills and emotional intelligence.

What is the most important leadership lesson you have learned?

Finding a mentor who shares your values is key.

Also, when you get into a leadership position, remember your values and that you are trying to lead as fairly as possible. Even if everyone is not happy as things do not always go as planned, know that you are doing the best you can with the information and habits at hand. Be accountable for your mistakes. Engage your frontline experts and leaders and

build change using a collaboration of their frontline expertise and your operational management skills to ensure your teams are providing high quality care

What advice do you have for young aspiring pharmacy leaders?

Do not get stuck doing the same old things, keep challenging yourself. It is okay to be nervous, however do not let it stop you from pushing yourself a little more each time. Being a pharmacist is a great foundation to so many different opportunities in healthcare leadership. The combination of clinical knowledge, problem solving and communication skills are key strengths for any great leader.



WORDS OF WISDOM continued



Ryan McGuire (RPh, MSc, MHSc)
Manager of Inpatient Medicine and
CCU, Trillium Health Partners

Ryan McGuire

What does your current position entail?

As a Patient Care Manager, Ryan's role focuses on the patient experience which include patient and quality outcomes on the unit. An example of an outcome is pressure injuries, Ryan is accountable to make sure that his unit achieves certain rates. Ryan also handles any patient complaints and safety issues that come up. Additionally, Ryan works with his team to ensure there

is efficient unit flow (i.e. admission and discharges). Ryan is also involved with unit specific projects, managing the unit budget, ensuring staff have the appropriate resources/tools needed for the job, hiring as well as managing issues with staff as they come up.

Can you tell us about your pharmacy career journey? How did you get where you are today? Did you complete any additional training post pharmacy school?

As a pharmacy student, Ryan helped set up the Imagine Clinic at the University of Toronto as a Co-Director. The Imagine Clinic is an interprofessional student run clinic that provides primary care services to patients who do not have OHIP. This was Ryan's first formal leadership position and working with other leaders from the faculty, doctors and other pharmacists for this clinic, cued Ryan to pursue hospital pharmacy and eventually a path towards leadership.

After pharmacy school, Ryan started off his career as a Clinical Pharmacist at Toronto General Hospital. He worked there for around four years in Respiriology, Thoracic and Vascular Surgery. Ryan has also completed a Master's in Quality Improvement and Patient Safety at the University of Toronto. Through this, he obtained a new position at St. Joseph's Healthcare in Toronto as a collaborative Practice Leader. His new role involved quality improvement work across St. Joseph's in Toronto around big quality indicators (i.e. falls prevention, medications, safety, pressure ulcers and injury prevention). This role gave Ryan exposure to working with other health care providers as well as broad clinical exposure to other areas within the hospital (for example: NICU, medicine and mental health). Ryan also completed a master's in healthcare administration to learn more about strategy, finance, accounting and human resources. All of this paved the way for his current position as a Patient Care Manager.

What drew you to your current role/career path?

Ryan has worked on many different teams and has seen firsthand the positive impact of a high functioning team and a great nurse on patient care. Ryan has an interest in creating a high functioning team, creating a culture that delivers great care and serving as a leader that empowers a team to want to be great and stay great. It is these interests along with wanting to work closely with front line nurses that drew Ryan to his current role.

Is there anything you would have done differently to get to where you are now?

Ryan mentions he has not always mapped things out. He has always focused on his interests, what he feels is valuable and what will build on his strengths to get to where he is today. Ryan comments that he also could have gone straight from being a



[WORDS OF WISDOM continued]

clinical pharmacist to his current role as a Patient Care Manager.

What skills were crucial in helping on your path to leadership?

Collaborating, working close and having good working relationships with physicians, nurses and nurse practitioners on your team and using those relationships to make your team better is an important skill. Ryan also highlights it is important to not see conflict as a bad thing. Rather, one should keep patient care as a top priority when team members have differing opinions. It is also helpful to be okay and comfortable with not knowing certain things. Collaborating and engaging with people who may have the answer is more important.

What is the most important leadership lesson you have learned?

Collaborating, working close and

having good working relationships with physicians, nurses and nurse practitioners on your team and using those relationships to make your team better is an important skill. Ryan also highlights it is important to not see conflict as a bad thing. Rather, one should keep patient care as a top priority when team members have differing opinions. It is also helpful to be okay and comfortable with not knowing certain things. Collaborating and engaging with people who may have the answer is more important.

What advice do you have for young aspiring pharmacy leaders?

Gravitate towards things that you enjoy and push for it. It is hard to lead in healthcare because it is a busy environment and it will only get more intense. So, it is important to position yourself in a place that you see as meaningful and get enjoyment out of.

“A profession without leaders from within that profession is simply not sustainable.” Leadership and management are not to be strictly limited to formal positions. We encourage individuals to take initiative and exercise leadership in their everyday clinical and/or non-clinical practice to bring forth positive changes for hospital pharmacy and patient care.

References:

1. Hospital Pharmacy Management Leadership | Canadian Society of Hospital Pharmacists. www.cshp.ca/hospital-pharmacy-management-leadership. Accessed November 10, 2019.
2. Management Task Force. Planning for Hospital Pharmacy Management, Now and in the Future. *Can J Hosp Pharm.* 2008; 61(5):374-384. doi:<http://dx.doi.org/10.4212/cjhp.v61i5.91>.
3. Blank C. Top 4 Trends for Hospital Pharmacists in 2018. *Drug Topics.* www.drugtopics.com/latest/top-4-trends-hospital-pharmacists-2018. Published January 11, 2018. Accessed November 10, 2019.
4. Tsuyuki, RT. A Leadership Crisis in Pharmacy. *Can J Hosp Pharm.* 2019; 152(1):6-7. doi:10.1177/1715163518816963.



**Trillium
Health Partners**
Better Together

Canadian Society of
Hospital Pharmacists



Société canadienne des
pharmaciens d'hôpitaux

2019 CSHP Ontario Branch Awards Banquet
The University Club of Toronto

Saturday, November 16, 2019

Sponsored by:

STERIMAX INC.



Ontario Branch/Section de l'Ontario

Canadian Society of
Hospital Pharmacists



Société canadienne des
pharmaciens d'hôpitaux

2019 CSHP Ontario Branch Annual Conference
Education Sessions
Leslie Dan Faculty of Pharmacy
Saturday, November 16, 2019

AstraZeneca 

 **STERINOVA**

 **Roche**

 **NOVARTIS**

 **Ontario College
of Pharmacists**
Putting patients first since 1871

 **MDA**
pharmaceuticals

 **PENDOPHARM**

SANOVI 

APOTEX
Innovating for
patient affordability

 **UNIVERSITY OF TORONTO**
LESLIE DAN FACULTY OF PHARMACY

 **FRESENIUS
KABI**
caring for life

 *Ontario Branch/Section de l'Ontario*


omega



STERIMAX INC.

The HPO Newsletter is supported by TEVA and STERIMAX and published on behalf of the Ontario Branch, Canadian Society of Hospital Pharmacists. All published articles including editorials and letters reflect the opinions of its contributors and not necessarily representative of TEVA or STERIMAX, the editor, nor CSHP.



[BACK](#) [HOME](#)

HOSPITAL PHARMACY IN ONTARIO

EDITOR

Andrea Beaman,
Trillium Health Partners, Mississauga, On.
andrea.beaman@thp.ca

COMMUNICATIONS COMMITTEE

Lindsay Dryden - Co-Chair
Andrea Beaman - Co-Chair
Wei Wei
- U of Toronto rep
Shawna Fougere
- U of Waterloo Senior Liaison

Victor Lam
Shreeya Thakrar
Robert Nunn
Reem Abaza
Melika Bozorgi

Design Rework & Layout
Brian Graves
BriKen Graphic Design