**Project Proposal Guide**

**This guide is intended to pose questions that help the group develop a plan for a clinic service or to address a health need in a community pharmacy.**

**A. The Big Idea**

* broad concept that can be explored in multiple ways
* is engaging
* has importance to you

Big Idea for All Groups: Community Pharmacy Practice

**B. Essential Question:**

* serves as the link between your life and the big idea

Essential Question for All Groups: What can we do to improve the quality of care, resource utilization, and/or population health in the community pharmacy setting? (How can we meet one or more of Triple Aim goals?)

**C. Challenge:**

* A concise challenge is articulated (based on the essential question) that asks the learners to create a specific solution that will result in concrete, meaningful action.
* Here is a sample challenge from Apple in the arena of public health: Increase the availability of flu vaccines to children in your community.
* To narrow down the scope of your challenge focus your challenge on planning for implementation of a new or enhanced clinical service in the community pharmacy setting
* The Healthy People 2020 is a federal initiative aiming to improve the lives of Americans by the year 2020.  Pharmacists can play a role in this initiative and this can serve as a source of ideas for your clinical service to improve the health of the population.  <http://www.healthypeople.gov/2020/topicsobjectives2020/default>

Learning Outcomes:

* 1. Develop a service project idea as a team that will improve patient care, resource utilization and or patient health in a community pharmacy setting meeting the triple aim goals.
  2. Evaluate and identify an unmet need of a patient population receiving care from a community pharmacy that can be addressed through the development of a new or modified clinical patient care service.
  3. Present and defend as a team a project proposal that has been developed to be of benefit to patients, pharmacists and the pharmacy.

**Part 1: New/Enhanced Clinical Service**

* What is your group’s challenge?
* Why is this challenge (new clinical service) important to your group?

**D. Guiding Questions**

**Part 2: Needs Assessment**

* What is the nature and extent of the need for this service?
* What is your target population? Who benefits?

**Part 3: Vision**

* What is your team’s vision for this service?
* How will this service meet the needs of your patients?
* How will it improve patient care/patient outcomes, population health, and/or resource-utilization?

**E. Solutions**

Learning Outcomes:

* 1. Evaluate project details to identify barriers to project implementation and determine solutions intended to overcome the barriers.
  2. Create a team implementation plan that will facilitate the development of buy in from stakeholders.
  3. Calculate the immediate and long term costs associated with the service project.
  4. Determine a plan outlining how this project will be sustained over time.
  5. Develop an assessment plan that will evaluate the overall effectiveness of the service project if implemented.

**Part 4: Challenges & Barriers & Solutions to Challenges/Barriers**

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| --- | --- | --- |
|  | Challenges/Barriers | Solutions to Challenges/Barriers |
| Brainstorm | What are the challenges/barriers you foresee? | What are some ideas as to the solutions to each of the challenges/barriers you foresee? |
| Other Models | What has not worked previously at your Community IPPE sites and the reasons why (if you know)?  Review the literature for examples of models that have not been successful. What examples did you find? What evidence do you have that they did not work? | What has worked previously at your Community IPPE sites and the reasons why (if you know)?  Review the literature for examples of models that have been successful. What examples did you find? What evidence do you have that they worked? |
| Resources | What resources are available currently, what additional resources are needed?  Are there any legal considerations or legal documents needed? | Is there training already available? |
| Stakeholders  Categorize stakeholders, then define as Foe, Friend, Foreign, or Fence Sitters  See categories of stakeholders below. | Foes:  Definition   * Unlikely to ever support the change * Don’t attack a brick wall * If you have too many of these, reframe, seek more support, or reconsider the charge * Who are your foes? What reservations and risks are they likely to see? How can you counter or deal with these risks?   Foreign:  Definition   * Don’t know where they stand * Ignorance is bliss, but dangerous * Who is in the foreign group? How will you determine where they stand? | Friends  Definition:   * Already support the change * Tendency to spend too much time with them, but they can’t be ignored * Who are your friends? Any funding partners?   Fence Sitters  Definition   * Could support the change, or not, depending on how you deal with them * Most important group to sell your ideas * Who are your fence sitters? How do you ensure they stay on board and preferably move to assist the change? |
| Organizational Culture | What about the organizational culture of community pharmacy practice (in your group’s experience) would be a barrier to implementing your new/enhanced clinical service? | What about the organizational culture of community pharmacy practice (in your group’s experience) support your clinical service?  For those cultural barriers, is there anything you could do to address and/or overcome those barriers? |

The five stakeholder categories include:

**Contact or working stakeholders** are those individuals that represent sponsor stakeholders and who typically work together on a task force or team. This group is typically project focused, busy people whose focus is *"how can we successfully complete this project on time and on budget, and gain support for implementation*."

**Sponsors, funders or decision shareholders** have the authority to approve a project, and their primary focus is *whether the proposal is organizationally and financially sound*, and the overall impact on the organization. While their approval is essential, it may not be sufficient for successful approval and implementation.

**End user stakeholders** are those who will actually implement the changes and make them part of the work flow. Their basic concern is *"will this actually work in my situation or practice and will it make my job easier or harder?"* Their issues are very pragmatic and focused on the actual work and the impact of the change.

**Indirect stakeholders** aren't always obvious, since they are not the decision makers or funding sources, but they can say "NO" and hold up your project. Their focus is on the question: *"does this proposal meet the standards and policies we control?"* Typically, these groups include legal, human resources, purchasing, compliance, safety, information technology, etc. Build coalitions with these groups to understand their issues and perspectives and to do some advance influence and persuasion work.

**Coach stakeholders** help you to understand and influence the informal stakeholder system. They can be in any level of the organization, and their assistance is crucial to getting your change proposal approved and implemented. Their basic question is *"how can we get the job done"* and they will help you navigate the obstacles, understand the unwritten rules and clarify how things get done. The more complex the initiative, the more important coaches can be.

**F. Implementation**

**Part 5: Prepare for Implementation**

* What will be the division of labor and how will it impact current work flow?
* What are the training needs?
* How will you partner with other healthcare professionals?
* How will this service be promoted?
* What start-up costs do you expect?
* What is your timeline for implementation?

**G. Evaluation**

**Part 6: Program Evaluation**

* How will you measure the impact of your service in terms of patient outcomes?
* How will you assess the sustainability of this initiative?

**Adapted From:**

* **Apple’s Challenge Based Learning**
* **WSU’s Pharm 533 – IPPE II - Panther**
* **Healthcare Focused Leadership Project Management Template - Akers/Murphy**
* **ASHP’s Leadership Resource Center: Leader’s Toolbox**