

### ASHP's Management Pearls

Swartwood Ash D, editor. American Society of Health-System Pharmacists, Bethesda, Maryland, 2009. Softcover, 107 pages. ISBN 978-1-58528-219-7. US\$35.00 (US\$28.00 for ASHP members).

The Section of Pharmacy Practice Managers of the American Society of Health-System Pharmacists (ASHP) instituted the Management Pearls session at the 2005 Midyear Clinical Meeting. This session is designed to provide a forum for pharmacy managers and leaders to address the continuing needs of the group to develop and share strategies regarding initiatives to improve pharmacy services, to illustrate methods for service improvements, and to share with attendees information about the human resources needed to implement these changes. The short papers compiled in this book represent expanded versions of presentations that were given at the 2007 Management Pearls session in Las Vegas.

The publication presents the proceedings of the meeting in 3 distinct parts. Part 1 consists of 6 papers dealing with development and management of personnel. The articles cover a broad range of topics, including mentoring of staff, career renewal, a "360° performance" tool (a method that incorporates feedback from all stakeholders with whom the employee interacts), and the "makeover" of a pharmacy journal club. A particularly interesting article on "easing a new practitioner into management" provides unique insights into a method that was successful in a multihospital organization in the US Midwest.

Part 2 of the proceedings includes 6 papers on program development, implementation, and management. Two of the papers describe success stories for system-wide approaches, one on standardizing high-risk IV medications and the other on implementing a protocol for venous thromboembolism. Two chapters describe approaches used by 2 institutions to increase success in the documentation of clinical interventions. One paper describes how one organization used a unique "clinical pharmacist communication meeting" to address the need for increased communication among staff regarding the sharing of information about new drugs and procedures.

The final section of the publication, entitled "Financial Management", comprises 3 papers dedicated to the US system for reimbursement, revenue optimization, and purchasing strategies. Although these 3 papers are an interesting read, they are not particularly germane to Canadian practice.

*ASHP's Management Pearls* is a succinct and rapid read. As the title implies, the chapters do not address solutions to vexing

problems in a comprehensive manner; rather, each offers a single potential solution. Many of the papers are referenced or provide suggested readings if further research into a topic area is necessary. This is a useful reference to have on hand, but not mandatory.

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### Financial Management for Health-System Pharmacists

Wilson AL, editor. American Society of Health-System Pharmacists, Bethesda, Maryland, 2009. Softcover, 323 pages. ISBN 978-1-58528-163-3. US\$99.00 (US\$79.00 for ASHP members).

*Financial Management for Health-System Pharmacists* was developed to "provide context, knowledge and specific detailed recommendations for the financial management of a health system pharmacy". The book appears to be aimed primarily at pharmacists practising in the US health care system who have recently moved into a pharmacy management position or are contemplating a career in health-system pharmacy management.

The 17 chapters in this book provide a comprehensive overview of the finance-related issues with which a pharmacy manager needs to be familiar to effectively manage a pharmacy department. The first few chapters deal with a high-level understanding of financial management within the context of the US health care system. The following half dozen or so chapters drill down into areas such as the budget process in health care, forecasting expenditures, financial management of human resources, analysis of budget variance, and management of pharmaceutical contracts and the supply chain. There is also a chapter on pharmaceutical reimbursement that offers interesting information on the complex reimbursement models that US hospitals have to deal with to obtain payment for the pharmaceutical services that they provide.

In the final section of the book, each chapter has a financial component, but these chapters seem to be written with a broader focus on pharmacy management in mind. The chapter entitled "Strategic Financial Planning" could easily have had the title