



## 25 Years of Managed Care Leadership Development: Executive Summary

*Findings from a descriptive analysis and summative evaluation of  
Academy of Managed Care Pharmacy Foundation intern alumni*

### Background

In 1988, the Academy of Managed Care Pharmacy (AMCP) was founded by eight visionary pharmacists who were dedicated to the concept and practice of pharmaceutical care in managed health care environments<sup>1</sup>. Two years later, in 1990, the AMCP Foundation was created by those same founders to expand the Academy's research and philanthropic efforts<sup>2</sup>.

The AMCP Foundation facilitates innovative research and provides immersive educational opportunities for managed care professionals and aspiring student pharmacists each year<sup>2</sup>. One of the longest standing programs is the AMCP Foundation Internship Program, which began in 1993<sup>2</sup>. The first summer internships were in partnership with Parke-Davis, which then became Pfizer in 2000. Allergan became the second internship partner when they joined in 2008. Genentech was the next collaborator, between 2012-2014, and again in 2017-present. The Burchfield Group also hosted interns in the summer of 2013.

The Foundation currently partners with Pfizer, Allergan and Genentech to provide internships for student pharmacists. One goal for these programs is to develop future leaders in managed health care through activities that expose interns to population health and the application of managed care pharmacy principles in formulary management, benefit design, medication therapy management and adherence management.

The summer of 2018 marked the 25<sup>th</sup> year of summer internships held across the nation. Collectively, the AMCP Foundation internships boast 163 total intern alumni, who are highly placed in managed care circles. In the summer of 2018, we supported the AMCP Foundation/Pfizer Managed Care Research and Nonprofit Leadership Intern in executing a capstone project to identify significant long-term outcomes of the internship program.

### Objectives

The main objective of this project was to determine the top leadership traits intern alumni believe they developed through their participation as an AMCP Foundation intern. In addition, we aimed to summarize the leadership traits which intern alumni believe are essential to their current or past roles in managed care pharmacy. Lastly, we developed a comprehensive list of AMCP Foundation intern alumni contact information as well as current and previous job placements.

### Methods

This study used a descriptive, cross-sectional design. A literature search was conducted to identify leadership qualities essential to managed care pharmacy jobs and/or other pharmacy jobs. The results from an abstract and several papers helped narrow down the top leadership qualities to be included in the survey for intern alumni<sup>3-5</sup>.

Expert review and pilot administration were subsequently undertaken to develop and assess the survey instrument prior to administration. Survey recipients were identified as all AMCP Foundation Intern program participants from 1993-2017 with valid email addresses (n=142). The email addresses of interns were obtained through the AMCP membership database.

Participants completed a 30-item voluntary survey consisting of Likert scale (1=strongly disagree, 4=strongly agree), multiple choice and open-ended questions. The survey was created and accessed by survey

recipients using SurveyMonkey and distributed in July 2018. Data analyses were conducted using Microsoft Excel. Descriptive statistics (frequencies and percentages) were used for the demographic characteristics. Responses to open-ended questions were coded and content analyzed based on themes.

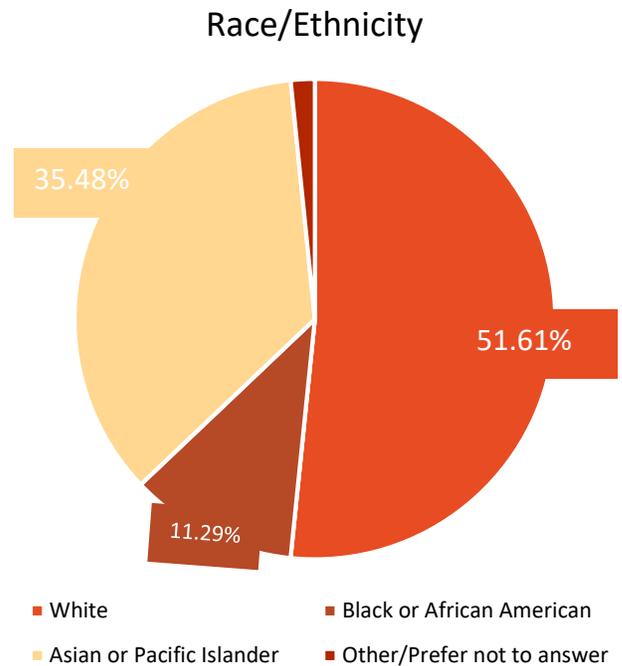
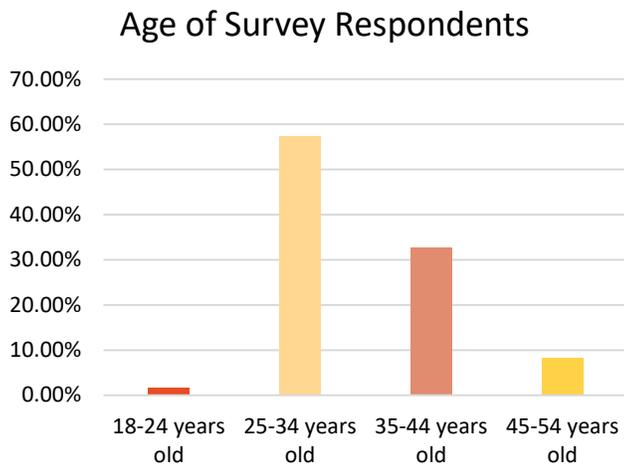
**Results: Descriptive Analysis, Demographics**

The survey response rate was 48.5% (n=69). Most respondents were alumni of the AMCP Foundation/Pfizer, Inc Managed Care Summer Internships (88.4%). The remaining respondents completed the AMCP Foundation/Allergan, Inc. Specialized Summer Internship in Health Outcomes (7.25%), AMCP Foundation/Genentech, Inc. Evidence for Access or Managed Care/Customer Operations Summer Internship (2.9%), or the AMCP Foundation/Pfizer, Inc Managed Care Research and Nonprofit Leadership Summer Internship (1.4%).

The majority of survey respondents were male (51.61%). In a 2016 Data USA report, females were predominately representing the pharmacy workforce at 58.1%<sup>6</sup>. The same report listed the average age of pharmacists to be 41.9<sup>4</sup>. The majority of survey respondents for this study were in the age range of 25-34 years old (Fig. 1). When asked about race/ethnicity, 51.61% self-identified as White or Caucasian, 35.48% as Asian or Pacific Islander, and 11.29% as Black or African American (Figure 2). According to data from the American Community Survey by the US Census Bureau, pharmacists in the workforce identify as White or Caucasian predominantly (71.8%), followed by Asian or Pacific Islander (18%) and Black or African American (7.3%)<sup>6</sup>.

**FIGURE 1: AGE OF SURVEY RESPONDENTS**

**FIGURE 2: RACE/ETHNICITY OF RESPONDENTS**



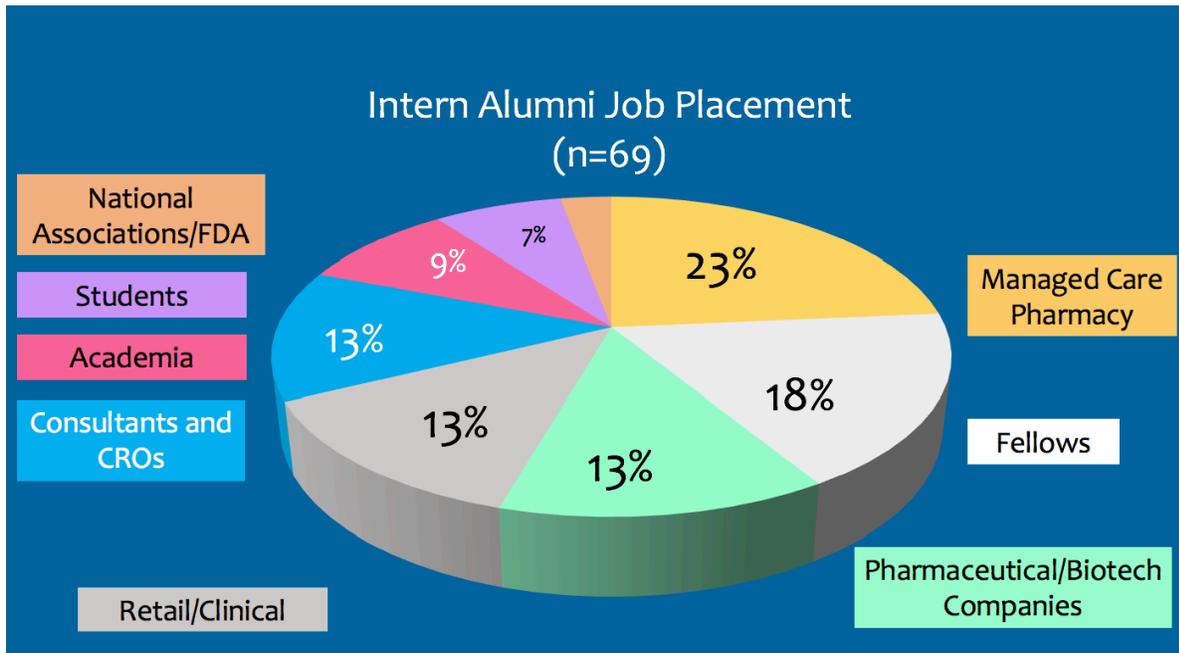
**Results: Job Placement, Postgraduate Training Completion**

A primary objective of the descriptive analysis was to obtain intern alumni contact information as well as a directory of current and previous job placements. We categorized job titles and employers into eight categories including: managed care, pharmaceutical industry, retail/clinical, fellowships, consultants/contract research organizations, academia, students, and national associations/FDA. The highest percentage of intern alumni who responded to our survey working in managed care (23%) or completing fellowships (18%). See Fig. 3 for more details on job placement.

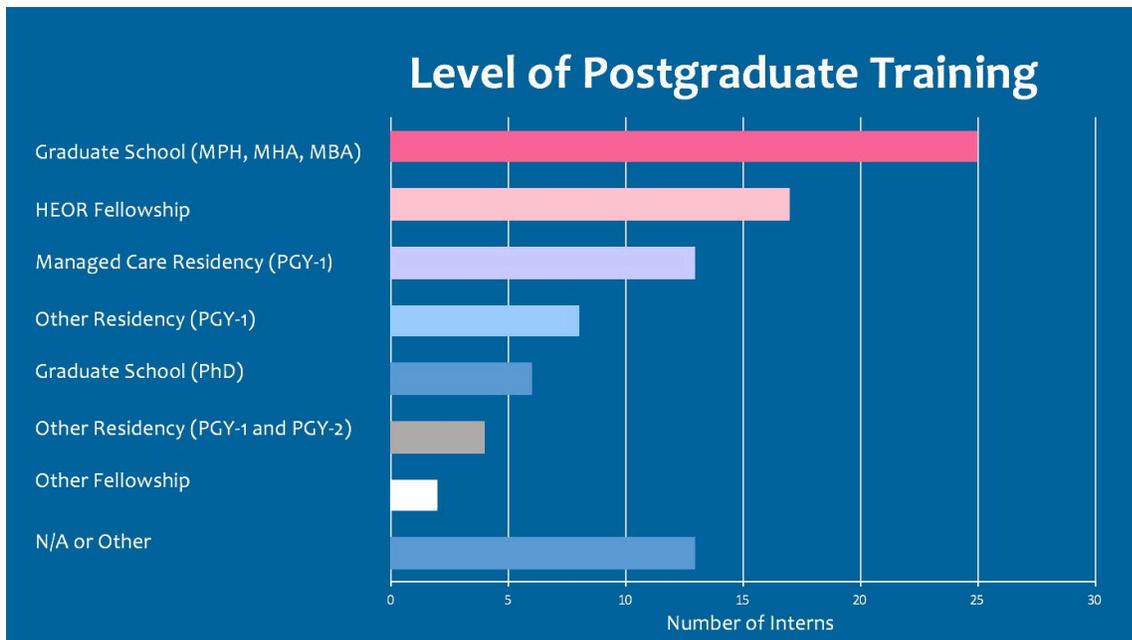
A secondary objective for the survey instrument was to collect data on the frequencies and types of postgraduate training intern alumni completed. We inquired about clinical residency, managed care residency,

fellowships, MBA, MHA, PhD, and more. Fig. 4 depicts that over half of all survey respondents completed at least one postgraduate training program.

**FIGURE 3: INTERN ALUMNI JOB PLACEMENT**



**FIGURE 4: INTERN ALUMNI POSTGRADUATE TRAINING**



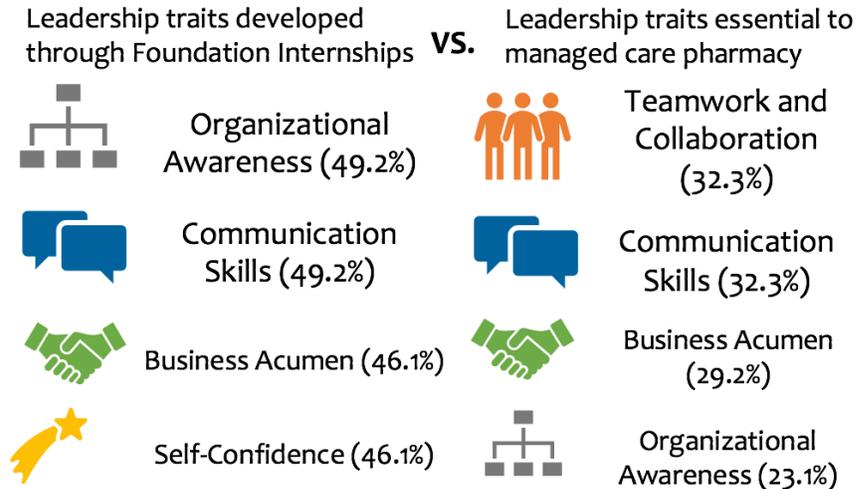
**Results: Leadership**

Participants of the survey were asked to choose the top three leadership qualities they developed in their internship. In addition, if the participant held a position in managed care pharmacy in the present or in the past, they were asked to choose the top three qualities essential to their position. Leadership qualities for selection were narrowed down from the literature on the subject and analyzed by pilot survey participants. The final list included self-awareness, self-confidence, trustworthiness, initiative, empathy, service awareness, visionary leadership, conflict management, emotional intelligence, self-control, conscientiousness, social

awareness, organizational awareness, social skills, communication skills, teamwork and collaboration, and business acumen.

Top leadership qualities developed by intern alumni were organizational awareness (49.2%), communication skills (49.2%), business acumen (46.1%), and self-confidence (46.1%). The most important leadership qualities to those working in managed care pharmacy are communication skills (32.31%), teamwork and collaboration (32.31%), business acumen (29.2%), and organizational awareness (23.1%). Figure 5 displays the results.

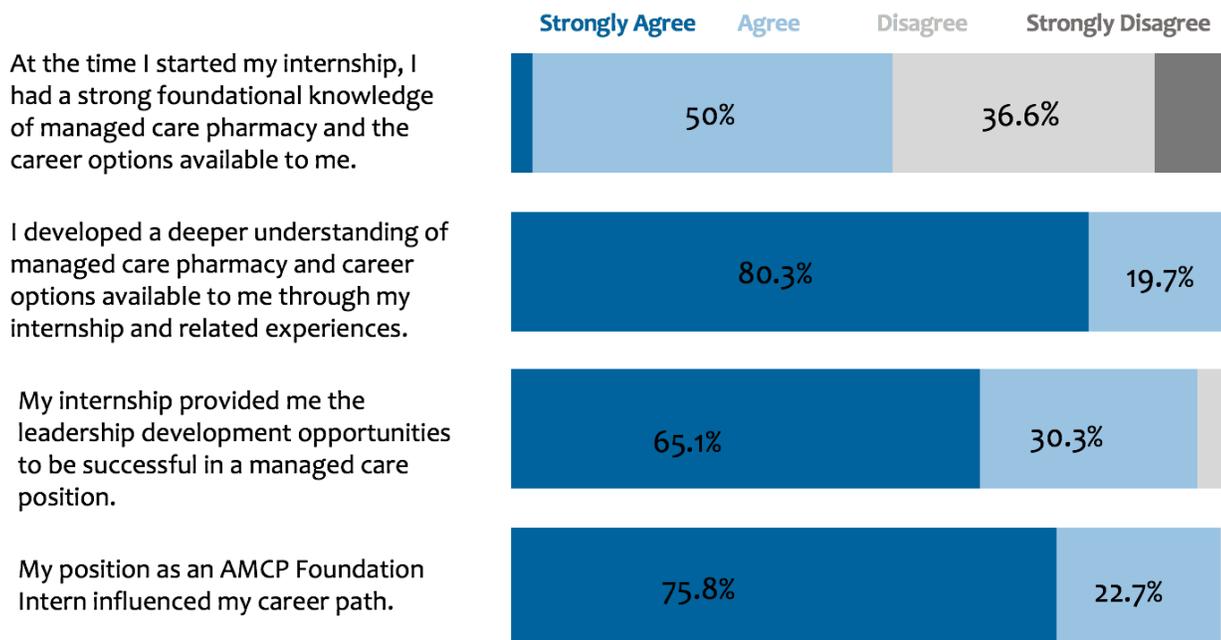
**FIGURE 5: LEADERSHIP RESULTS**



**Summative Evaluation**

In order to conduct a summative evaluation of the internship program overall, we asked a series of Likert scale (1 = Strongly Agree, 2 = Agree, 3 = Disagree, 4 = Strongly Disagree) and two yes or no questions. Results from this section will likely be used to inform future pre- and post-internship assessments.

**FIGURE 6: SUMMATIVE EVALUATION RESULTS**



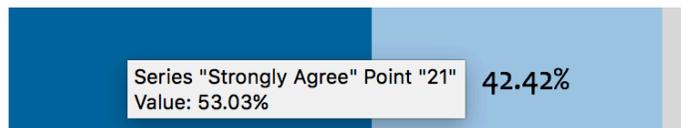
I will remain in leadership or seek a leadership role in the future in order to advance my pharmacy career.



The AMCP Foundation Internship I completed positively influenced my opinion of pharmacy associations and foundations.



The AMCP Foundation Internship I completed positively influenced my opinion of the pharmaceutical industry.



## Implications and Conclusions

The 163 AMCP Foundation intern alumni cohort consists of pharmacists working for health plans, industry, hospitals, and research organizations. The results from this study add valuable insight into leadership qualities essential for success in managed care positions. The AMCP Foundation will continue to seek feedback from intern alumni and stakeholders in order to improve the program's long-term impact in developing managed care leaders. Future studies addressing the perception of current leaders in managed care pharmacy as to what qualities are essential to success and growth may be useful to validate the findings of this descriptive analysis and summative evaluation.

## References

1. AMCP History Overview. Academy of Managed Care Pharmacy. Retrieved from: <http://www.amcp.org/amcp-history-overview/>.
2. A Record of Accomplishments: 1990-2015. Academy of Managed Care Pharmacy Foundation. Retrieved from: <http://www.amcp.org/amcp-foundation/Accomplishments/>.
3. Mark SM, Saenz R, Clark JS, Stevenson JG (2016). Chapter 2: Leadership Essentials for Pharmacists. Retrieved from: [http://samples.jbpub.com/9781449613433/63268\\_ch01\\_chisholm.pdf](http://samples.jbpub.com/9781449613433/63268_ch01_chisholm.pdf).
4. McLaughlin JE, Bush AA, Rodgers PT, et al. Exploring the Requisite Skills and Competencies of Pharmacists Needed for Success in an Evolving Health Care Environment. *Am J Pharm Educ.* 2017. 81(6), 1-10.
5. Snoubar N, White A, Lee S, et al. Authentic Leadership in Managed Care Pharmacy: Career Advice for Pharmacy Students and Professionals. 2017. Poster 2104. Retrieved at: <https://digitalcommons.hsc.unt.edu/rad/RAD17/Pharmacology/5/>
6. Data USA: Pharmacists. Retrieved at: <https://datausa.io/profile/soc/291051/#demographics>.

## Prepared by

Mandy Renfro, 2018 AMCP Foundation/Pfizer, Inc. Managed Care Research and Nonprofit Leadership Intern,  
[mrenfro@amcpfoundation.org](mailto:mrenfro@amcpfoundation.org)