**Table of Contents**

- Introduction ..................................................................................................................... 2
- Understanding Your Role and Expectations................................................................. 3
  - Provide a World Class Intern Experience ................................................................. 3
  - Preceptor Roles and Responsibilities ...................................................................... 4
    - ACTIVITY 1........................................................................................................... 5
    - ACTIVITY 2........................................................................................................... 6
  - Communicating with Interns .................................................................................... 7
  - Communicating with your Pharmacy Supervisor .................................................... 8
    - Managing Multiple Interns.................................................................................. 8
- Preparing Your Intern for CVS Caremark Success ...................................................... 9
  - ACTIVITY 3........................................................................................................... 10
  - Mission, Vision, and Values..................................................................................... 11
    - ACTIVITY 4........................................................................................................... 12
- Training Your Intern – The Work of a Pharmacist .................................................... 13
- Developing Your Intern – Their Training and Their Career........................................ 14
  - Understanding the CVS Intern Curriculum.......................................................... 14
  - Career Opportunities.............................................................................................. 15
- Coaching Your Intern – Informal Feedback................................................................. 16
  - ACTIVITY 5........................................................................................................... 17
- Evaluating Your Intern – Formal Feedback................................................................. 18
  - Active Listening Techniques .................................................................................. 22
Introduction

In this training course, you will learn what your role is in preparing Interns for their future role as a Pharmacist.

Upon completing this course, you will be able to:

- Understand your role and responsibilities to support the Intern
- Prepare your Intern for CVS Caremark success
- Explain how CVS Caremark supports the Intern’s development through training and career development opportunities
- Explain your role as a Coach during your Intern’s learning
- Deliver valuable formal and informal feedback

In addition to the learning objectives above, it is also important to keep in mind the importance of having positive interactions with the Intern. As you move through the activities in this training, think about how you can help create exceptional experiences for your Interns at CVS Caremark.

This training guide is provided in a self-paced format. It will take you approximately 2 hour to complete this workbook.

It is important for you to read each section and complete all of the activities and knowledge checks. Successful completion of this training will provide you with knowledge that you need to understand your role and its expectations.

Material Needed:
- Access to LEARNet

Additional Information:
After you complete this workbook, keep it as a reference while mentoring your Interns. Refer back to the activities in order to guide your conversations.
Understanding Your Role and Expectations

Provide a World Class Intern Experience

Preceptors are Pharmacists who, traditionally, have the responsibility of evaluating and documenting that the Intern completes a set number of hours required for graduation by their school of pharmacy and/or licensure by the state board of pharmacy in which they reside. These individuals assist in the development of Pharmacy Interns. Preceptors are appointed by Schools of Pharmacy, CVS Caremark, Individual Boards of Pharmacy, and can be selected by a student with approval by CVS.

In today’s ever-changing world, we believe the role of the Preceptor is so much more than that. At CVS Caremark, we strive to achieve our vision, which is to improve the quality of human life. As a Preceptor with us, you’ll serve as a teacher, leader and role model to your Intern everyday. The goal is for you to provide an enriching, meaningful experience for Interns and also share your knowledge about:

- How CVS Caremark is changing the face of pharmacy to improve patient health outcomes while lowering overall healthcare costs.
- How their passion and skills as an Intern will thrive in an environment that appreciates and values diversity and fosters mutual respect and extraordinary teamwork across the entire company.
- How CVS Caremark cares about and supports their career through training, the support of the Pharmacy Team, their relationship with the Supervisor and opportunities for continuing education and professional development once they become a Pharmacist.

CVS/pharmacy Interns should want to work for CVS when they successfully complete their internship, and as their Preceptor, you will have the biggest influence on this.
Preceptor Roles and Responsibilities

CVS Caremark knows it takes a team to provide the right experience to Interns. The Pharmacy Supervisor “owns” the Intern Program, but many people are involved in the process such as, Preceptors, Manager of Professional and College Relations (MPCR), and the Pharmacy Staff. The most important first step for you, the Preceptor, is to understand what your roles and responsibilities are in the program.

The following lists your primary responsibilities:

- Co-owner of the Undergraduate and Graduate Intern Training Program with the Pharmacy Supervisor
- Actively promote and support CVS Caremark
- Complete Preceptor training below:
  - CE site (https://ce.cvs.com)
    - The Community Pharmacist Preceptor Education Program
    - Precepting in the Community Pharmacy Part 2
    - Precepting in the Community Pharmacy Part 3
  - Preceptor Preparation Workbook
- Execute the store level responsibilities associated with the Pharmacy Intern Training Program
  - Provides Interns with the opportunity to attend and complete training and development exercises
  - Allows Interns to shadow them while working and will allow Interns to practice skills covered in training
  - Provides feedback to Intern on performance
  - Records completion of courses to the IVR system at 1-800-454-2779
- Coach and counsel Interns when necessary and reward for a job well done
- Complete a yearly Performance Review along with an individual development plan with Interns
ACTIVITY 1
Directions: Think about your skills as a Preceptor. How would you rate yourself on the following skills?

<table>
<thead>
<tr>
<th>Skill</th>
<th>Poor</th>
<th>Good</th>
<th>Excellent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Listening</td>
<td>1…</td>
<td>2…</td>
<td>3…</td>
</tr>
<tr>
<td>Encouraging</td>
<td>1…</td>
<td>2…</td>
<td>3…</td>
</tr>
<tr>
<td>Inspiring/Instilling Vision</td>
<td>1…</td>
<td>2…</td>
<td>3…</td>
</tr>
<tr>
<td>Coaching</td>
<td>1…</td>
<td>2…</td>
<td>3…</td>
</tr>
<tr>
<td>Instructing</td>
<td>1…</td>
<td>2…</td>
<td>3…</td>
</tr>
<tr>
<td>Providing Opportunities</td>
<td>1…</td>
<td>2…</td>
<td>3…</td>
</tr>
<tr>
<td>Demonstrating Professional Skill</td>
<td>1…</td>
<td>2…</td>
<td>3…</td>
</tr>
<tr>
<td>Giving Constructive Feedback</td>
<td>1…</td>
<td>2…</td>
<td>3…</td>
</tr>
</tbody>
</table>

ACTIVITY 1 REVIEW

The skills that you rated yourself higher on indicate where you are comfortable as a mentor. Review the skills with your Supervisor you may have rated yourself lower on, and focus on developing those skills as you embark on your mentoring relationship.
ACTIVITY 2

Think about a GREAT Pharmacist mentor during your internship.

What did he/she do to help you in your development?

______________________________________________________________________

______________________________________________________________________

How did he/she make you feel like a valued member of the Pharmacy Team?

______________________________________________________________________

______________________________________________________________________

Think about a Pharmacist you worked with who seemed unapproachable. What did he/she do that made you feel hesitant to ask for advice?

______________________________________________________________________

______________________________________________________________________

What do you hope to gain from this experience as a Preceptor?

______________________________________________________________________

______________________________________________________________________

ACTIVITY 2 REVIEW

This activity probably stirred up powerful memories, both of terrific mentors and unapproachable Pharmacists. Remember these experiences as you begin to mentor an Intern. Emulate the “best of the best” you observed when you were an Intern.

Just as your great mentor was a role model for you in your past, let he/she be a model for you today as you begin mentoring an Intern.
Communicating with Interns
As a Preceptor, it is important for you to know and understand your Intern’s progress, successes, and needs. We recommend that you touch base with your Interns every 2 weeks via a face-to-face meeting or another method that works best based on scheduling.

Here are some guidelines for your meetings:

- **Welcome and Orient the Intern:** Meet with the Intern once they are assigned to you.
  - Spend time getting to know them
  - Understand where they are at in school
  - Answer any concerns they may have
  - Ask about their work style and any additional information
  - Try to make a personal connection in order to build trust
  - Orient them to the pharmacy and introduce the Intern to the Pharmacy Team

- **Establish a Plan:** Develop a timeline of what courses will be completed and by what date. Refer to the Pharmacist Page of LEARNet for additional information.

- **Intern Touchbase:** Get a fax back of the Intern’s transcript (1-800-454-2779) prior to the meeting. Compare the transcript to the curriculum to make sure the Intern is on track with training and development. Be prepared to discuss the Intern’s progress. The meeting should be structured and cover the following:

  1. **Discuss the pharmacy environment with your Intern.** Are there any issues with any other associates or other issues that are creating hurdles for Intern development? If so, check for validity and help to alleviate the problems.
  2. **Provide feedback to the Intern on their performance and progress.** Be prepared to coach and/or counsel.
  3. **Review the Completion Form at the end of the courses that the Intern has completed.** Call in completion of courses after you have reviewed the training material with the Intern and believe that they have demonstrated knowledge of the skills covered in the course.
  4. **Create a training plan for the upcoming two weeks.** What will the Intern do prior to your next touch base?
Communicating with your Pharmacy Supervisor

It is important to communicate with your Pharmacy Supervisor about the progress of Interns, successes, challenges and resource needs. We recommend that you meet with your Pharmacy Supervisor at least once a month via a face-to-face meeting, conference call or other method that works best based on scheduling. Here are some guidelines for your meetings:

- Are Interns completing requirements? Who is falling behind and why?
- What type of support do you need from the Pharmacy Supervisor?
- What are your plans for Intern development over the next month?

Remember to solicit feedback from other Pharmacists regarding Intern performance and development.

Your Intern will be working shifts with you and other Pharmacists. It is important that you solicit feedback from these Pharmacists about how well your Intern is performing and any development exercises or projects they are working on.

Managing Multiple Interns

You may have several Interns who you are mentoring. How do you handle this responsibility in addition to your normal workload? You can and should use other Team Members to help with the training and development of Interns. Perhaps you have a Lead Technician who is excellent at creating the schedule. You might have your Lead Technician work with your Intern on the scheduling course.

At times, it may be challenging to manage and mentor your Interns if you have several at one time. Here are some tips to help you manage the process:

- Ensure that all Interns are getting equal time at each workstation (once trained)
- Schedule fairly. All Interns should have varying schedules according to the needs of the business. However, some Interns may only be available for certain hours due to various Pharmacy School requirements. Be sure that all Interns understand the reason for "special" schedules to avoid alienating an Intern due to perceived favoritism.
- Look for opportunities to schedule “group” touch base meetings with several Interns (keep in mind, you will still need to have one-on-one meetings with each Intern)
- **State Regulations/Ratio Requirements**: Ensure to identify all applicable state regulations and/or ratio requirements that impact scheduling Interns and Technicians in the market.
Preparing Your Intern for CVS Caremark Success

As you know, CVS/pharmacy is a professional, energetic, service-oriented team of people who make a positive difference in the lives of our patients. Historically, you achieved this mission through a very metrics-focused approach. Our organizational culture is changing, and your role as a Pharmacist has now become more focused on patient interactions. In this new role, you can be even more effective with every patient and their healthcare, which will help you improve the quality of human life.

This has also changed your role as a Preceptor. To prepare Interns for CVS success, you will need to help them understand this pharmacy evolution. You may ask, “How do I do this?”

The answer is simple:

1. **Lead** by Example
2. **Teach** Interns about our business and what we strive to achieve
3. **Share** what differentiates us from the competition

1. **Lead by Example**
   At CVS Caremark... *We are the Future of Pharmacy.* As a Preceptor, you should understand the integral role you play in advancing the Future of Pharmacy with CVS Caremark. Remember, *others look to their leaders for clues as to what is important.* That especially applies to Interns and their Preceptors!

   You are a leader and everything you say and do is being observed and emulated by those around you. We refer to this as ‘The Shadow of the Leader” because the shadow you cast can directly impact the success or failure of your team.

2. **Teach Interns about CVS Caremark Areas of Business**
   At CVS Caremark, our combination of health care services and offerings enables us to provide solutions that impact everything from pharmacy plan design to the ultimate delivery of products and services to customers and patients.

   At CVS Caremark, our business is comprised of three operating segments:
   1. Retail Pharmacy
   2. Pharmacy Benefit Manager
   3. MinuteClinic

   Our capabilities include industry-leading clinical and health management programs, specialty pharmacy expertise, leadership in retail clinics and customer service excellence. Our deep knowledge of the consumer is gained through the millions of customers who visit our CVS/pharmacy stores every day.
3. **Share what differentiates us from the competition**

CVS Caremark has made exciting and innovative changes in the delivery of health and pharmacy services to millions of people. This, along with our strong vision, mission and values and other key elements of the way we do business are what differentiates us from the competition. We especially pride ourselves on the following four key points:

1. CVS Workflow
2. Patient Care
3. Commitment to Support Staff Development
4. Programs and Services

You will read more about each of these in a moment. Let’s first complete another activity.

**ACTIVITY 3**

Answer the following questions about the various segments of CVS Caremark.

<table>
<thead>
<tr>
<th>What is the average script volume in your store? Is it meeting your store’s budget?</th>
<th>Refer to your store’s P&amp;L Statement. You may ask your Pharmacy Supervisor for assistance, if needed.</th>
</tr>
</thead>
<tbody>
<tr>
<td>What is the customer base of your store?</td>
<td>Urban, Affluent, near a university?</td>
</tr>
<tr>
<td>Are there any types of unique products or services offered in your market?</td>
<td>Delivery; Annual health fairs?</td>
</tr>
<tr>
<td>List examples of two pharmacy programs that are now available because of collaboration with Caremark.</td>
<td>Maintenance Choice; PSI Connect - Consolidation, Adherence, etc; Pharmacy Advisor (coming 2011)</td>
</tr>
<tr>
<td>Is there a MinuteClinic in your store or market?</td>
<td>If there is a MinuteClinic in your store take a few moments to introduce the Intern to the Provider.</td>
</tr>
</tbody>
</table>
Mission, Vision, and Values
At CVS Caremark, we understand how much a company’s culture impacts its people and ultimately its performance. That’s why we have a unifying Vision, Mission and set of Values that defines our company and guides us in how we conduct business every day. In our stores and in the communities we serve, these principles inspire us to go above and beyond for our customers, our patients, our clients and our colleagues.

As a Preceptor, you are the ‘face’ of CVS Caremark to the Intern, so you must have a deep understanding of who we are, what we stand for and what we strive to achieve.

Simply put, a company’s Vision is its purpose. It answers the question “why are we in business?”

At CVS Caremark, our Vision is: “We strive to improve the quality of human life.” Helping people is what we are all about and what we aspire to do everyday.

If our Vision is the “Why”, then our mission is our “What” and “How” we achieve the vision.

At CVS Caremark, our Mission is to provide expert care and innovative solutions in pharmacy and health care that are effective and easy for customers to use. Interns should understand that we offer our customers and patients greater expertise and innovative solutions in healthcare and pharmacy services than anyone else. It is the filter by which we will judge all of our actions.

The CVS Caremark Values….Accountability, Respect, Integrity, Openness and Teamwork….have helped define our company and drive our success.

- **ACCOUNTABILITY** We take ownership for our actions and the results
- **RESPECT** We treat customers and colleagues in a way that makes them feel valued and appreciated
- **INTEGRITY** We do what we say and what is right.
- **OPENNESS** We try new things that will lead to innovation.
- **TEAMWORK** We share information and resources as we work together to deliver results.
ACTIVITY 4

Think about how you can operationalize our Mission, Vision and Values for your Interns. Provide real life examples of how you and your pharmacy team fulfill our Mission every day.

<table>
<thead>
<tr>
<th>Easy to Use:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expert Care:</td>
</tr>
<tr>
<td>Effective:</td>
</tr>
<tr>
<td>Innovative:</td>
</tr>
</tbody>
</table>

ACTIVITY 4 REVIEW

Let’s take a closer look at some examples that can be used. Did you think of other examples? Use this information to help guide a conversation with your Interns.

- **Easy to Use**
  - Important Health Resources available 24 hours a day, 7 days a week through our stores, website ([www.cvs.com](http://www.cvs.com)) and our phone network.
  - Creating services with the customer in mind such as Drive-thru, easy prescription transfer and RapidRefill

- **Expert Care**
  - Follow and use quality assurance processes and systems that improve prescription safety and accuracy
  - Healthcare advice that customers can trust

- **Effective**
  - Improve outcomes for our patients through our Patient Care Initiatives
  - Offer cost effective alternatives through the CustomeRx Savings Initiative

- **Innovative**
  - Working to redefine pharmaceutical care
  - Patient Care provides a fundamentally different approach for pharmacist-patient interactions and differentiated pharmacy practice experiences
Training Your Intern – The Work of a Pharmacist

As member of and leader on the team, it is critical for the Intern to know what their role will be within the Store and the Pharmacy once they are a Pharmacist. That is why YOUR role as a Preceptor is so important!

So, what are the CVS/pharmacy topics you should concentrate on with your Intern? It’s our pharmacy workflow and quality assurance processes, the extraordinary customer service and patient care we provide, our commitment to support staff training and development and the special programs and services we offer our customers.

Use the table below to help explain the WHYS and BENEFITS of the key programs you need to manage in your Pharmacist role. The table also provides recommended activities to complete with your Intern.

<table>
<thead>
<tr>
<th>Topic</th>
<th>Benefit</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workflow</td>
<td>We have developed a workflow that will help you manage the Pharmacy workload efficiently and accurately, regardless of the unpredictability and variability of our business.</td>
<td>Review PSI information in RxNet</td>
</tr>
<tr>
<td>Quality Assurance</td>
<td>We are committed to providing expert care. This includes increased awareness of critical quality checks and providing tools to ensure Quality Assurance and Patient Safety. It is our number one priority!</td>
<td>Review the Quality Assurance website</td>
</tr>
<tr>
<td>Customer Service</td>
<td>Execution is the building block of excellent service. The Execution Scorecard combined with the Triple S report are tools provided by CVS to assess the customer service levels in your store.</td>
<td>Review both Execution and Triple S with Interns</td>
</tr>
<tr>
<td>Patient Care</td>
<td>Our innovative Patient Care program include intervening with your patients at the right time with the right message and driving better health outcomes for our patients through improving their compliance, persistence and safety. As a Pharmacist, you drive the success of these programs.</td>
<td>Review your store’s KPI report together</td>
</tr>
<tr>
<td>Training &amp; Development</td>
<td>At CVS, we are committed to training and development. A highly trained staff means a successful staff. This, in turn, means better service, quality and safety for our customers.</td>
<td>Access LEARNet for detailed information</td>
</tr>
<tr>
<td>Special Programs and Services</td>
<td>Our specialty programs, such as Maintenance Choice, PCI Connect, Mail Order Bridge Supply and even delivery in select stores, help differentiate us from the competition.</td>
<td>Review RxNet</td>
</tr>
</tbody>
</table>
Developing Your Intern – Their Training and Their Career

Understanding the CVS Intern Curriculum

CVS has designed the Pharmacy Intern Training program to better meet the challenges Interns will face on their journey from Intern to Pharmacist. It is important, for the development of your Intern that you understand and support all portions of the Intern Training Program.

The Intern Training Program helps train:

- The culture and Mission, Vision, and Values of CVS
- The Pharmacy System
- The ‘CVS way’ of filling prescriptions
- Our commitment to customer service

The program is designed to be flexible and achievable, given any Intern’s school and work schedule. The curriculum has two main components, both of which must be completed:

- **Core Classes** - teach the core skills necessary to become a Pharmacist.
- **Development Exercises** - development exercises are assignments, or projects, that are designed to provide practical, hands-on experience

---

Third Year Curriculum:
Builds off the solid foundation utilizing the LEARNRx program

Fourth Year Curriculum:
Introduces them to essential communication tools

Fifth Year Curriculum:
Expands their knowledge of practical business management skills

Sixth Year Curriculum:
Focuses on the responsibilities they will soon face as a Pharmacist

Graduate Curriculum:
Final steps of becoming a Pharmacist
To review details of the Undergraduate and Graduate Intern Programs, you can refer to the Pharmacist Page in LEARNet. You may:

- View the specific curriculums on the My Training tab
- Review Intern Quick Reference Guide under Important Links - Review the questions at the bottom of each year and discuss with your Intern to ensure they gained comprehension during their experience

Career Opportunities

Did you know...
Our Emerging Leader Program prepares high talent individuals throughout the company for potential new roles with CVS Caremark (i.e. Pharmacy Supervisor, District Manager, and Region Manager).

- As our company grows, the Emerging Leader Program ensures that we have strong candidates to move to the next level
- CVS Field Management selects the Emerging Leader candidates
- Each candidate is assessed against our competency model during an interview and selection process
- Emerging Leaders will each have an Individualized Development Plan (IDP) and customized projects to complete
- The Emerging Leader Program may take approximately 18 months to complete and gives you a great foundation for career opportunities

Spend time with the Intern discussing the career opportunities for Pharmacists at CVS Caremark. Review the My Growth tab on the Pharmacist Page on LEARNet with your Intern. You may also refer to Table 1.0 – Pharmacist Career Paths to help guide you in your conversation.
Coaching Your Intern – Informal Feedback

Coaching is a vital role of a Preceptor. A great coach makes learning fun and shares the “Whys” and “Benefits” of completing tasks. Interns will be more likely to complete tasks as outlined if they understand the impact of their actions on the overall process. Stress how doing things the “CVS way” makes the prescription filling process and serving our customers/patients easy for everyone.

As a Coach, you should:

- **EXPLAIN** the steps of the tasks/activities as you **DEMONSTRATE** them
  - Break tasks down into logical, manageable chunks
  - Provide only the level of detail which the Intern can absorb
- Explain **WHY** we complete tasks/activities to provide context
- Describe the **BENEFITS** of completing tasks/activities as outlined
- **OBSERVE** the Intern perform the tasks
  - Does the Intern complete the task accurately?
  - Does the Intern complete all steps in the correct order?
  - Can the Intern explain the whys and the benefits of completing the task properly?
  - Does the Intern use available resources when necessary?
- Provide **FEEDBACK** and **ENCOURAGEMENT**

**GOOD FEEDBACK...**

<table>
<thead>
<tr>
<th>Addresses both positive and negative aspects of performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is timely</td>
</tr>
<tr>
<td>Is specific</td>
</tr>
<tr>
<td>Focuses on behavior that needs to be reinforced or corrected</td>
</tr>
<tr>
<td>Helps the Intern understand the impact of his/her behavior</td>
</tr>
</tbody>
</table>

When you deliver feedback you should begin with a positive comment about the Intern’s performance; then discuss what behavior needs to be improved; and end with an encouraging comment to motivate the Intern. Think of it as building a sandwich:

- **Bread** – Begin by recognizing and praising what the Intern did correctly / well
- **Filling** – Be specific about what behavior / skill needs to be improved
- **Bread** – Provide encouragement and reinforce again what the Intern did correctly / well
ACTIVITY 5
Marlene and Connor are Interns for CVS. Read each scenario and consider what coaching strategy Greg and Kevin should use.

1. Greg has been coaching Marlene at Drop-off for the past hour. Marlene is warm and welcoming with customers. She consistently verifies all required information for the patient, the prescription and the patient’s insurance. However, she often simply tells the customer that the prescription will be ready in 15 minutes. Sometimes, if the customer is not waiting for the prescription, she forgets to verify the preferred contact number.

2. Kevin and Conner are working at Production. Kevin is impressed by how quickly and efficiently Conner is able to fill prescriptions. However, he notices that Conner has a habit of printing more than 3 families of prescriptions at a time.

ACTIVITY 4 REVIEW
The key items that you should have considered as a Coach are as follows:
- Praise what the Intern has done well
- Provides specific examples of the behavior that needs to be improved.
- Explains the WHYS and BENEFITS of doing things the CVS way
- Encourages the Intern to do better next time
Evaluating Your Intern – Formal Feedback

The following section has been developed to assist you in preparing to conduct annual reviews with the Interns in your store. It contains tips on preparing for the review as well as ensuring that you are in the right frame of mind to conduct the review. As you prepare for these discussions, use the guidelines included below to help ensure that you are conducting the discussion in the most effective manner possible.

Your thoughtful consideration of an Intern is critical for the success of CVS Caremark. A great filter to use as you prepare for the evaluation process is to ask yourself…

Would this Intern provide great patient care and be a CVS Caremark Pharmacist who you would be proud to say you mentored?

Would they possess the behaviors of a Pharmacist you look forward to partnering with every day?

If yes, then how specifically would you help prepare them for their role?

If no, what are specific behaviors that cause you to feel this way?

CVS Caremark values your input. That is why it is so important to share your thoughts with your Pharmacy Supervisor so we can ensure high-performing Interns are recognized and asked to continue their careers with CVS Caremark.

1. Obtain materials to assist you in completing the Intern Evaluation by accessing the Pharmacist Page of LEARNet > Important Links > Intern Program Reference Tools. Review the following items:
   - Undergraduate Intern Performance Evaluation Letter
   - Pharmacy Intern Performance Evaluation Preceptor Guide
   - Pharmacy Intern Performance Evaluation Form

2. Review the materials in advance and ask your Pharmacy Supervisor questions to ensure you understand the process and your role.

3. Use the Pharmacy Intern Performance Evaluation Preceptor Guide as a reference while you complete the Evaluation Form.

4. Plan for the Intern Performance Review

<table>
<thead>
<tr>
<th>Activity</th>
<th>Suggested Steps &amp; Tips</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schedule and Communicate the Performance</td>
<td>Set the stage for a productive two-way discussion in the Intern Performance Review. Encourage the Intern to take an active role in his/her Performance Review.</td>
</tr>
<tr>
<td>Review Meeting</td>
<td>1. Select a date, time and location and contact the Intern to discuss this information.</td>
</tr>
<tr>
<td></td>
<td>2. Finalize the goals of the meeting and the outline of the discussion:</td>
</tr>
<tr>
<td></td>
<td>➢ Intern will review the highlights of the completed Self Review (sent to Preceptor in</td>
</tr>
</tbody>
</table>
| Prepare and Consider | 1. Take time to prepare. Think about this Intern’s performance. What behaviors did they demonstrate? What results did they achieve?
2. Ensure you have scheduled a private environment free of interruptions, external distractions and telephone calls. Take all steps necessary to convey the message that discussing the Intern’s performance is important to you.
   - If possible, schedule when you can both step out of the pharmacy.
3. Evaluate your mood prior to the performance review meeting. Your interactions and discussion may be directly related to your state of mind.
4. Create an environment that is open and comfortable. Show your interest, listen carefully, and check for understanding of what they are saying.
5. Be prepared to discuss specific examples of high performance and specific examples of lower performance. Ask the Intern to be prepared to provide specific examples of his/her performance behaviors as well.
6. Be prepared to discuss differences of opinion, if necessary. It is important that there is clear understanding of your appraisal of the Intern’s performance.
7. Anticipate the Intern’s questions, and know what resources are available. As a Preceptor, it’s not your responsibility to have all the answers, but it can be helpful to know what might be useful to your Intern’s circumstances. Contact your Pharmacy Supervisor for additional support, if needed.
8. Give honest feedback on observed measures, including strengths and development opportunities. |
5. Set the Agenda for an Engaging & Collaborative Meeting

<table>
<thead>
<tr>
<th>Agenda Topics</th>
<th>% of Time</th>
<th>Suggested Steps &amp; Tips</th>
</tr>
</thead>
</table>
| Review the Agenda                    | 5%        | Review the Agenda to open the meeting. Interactive discussions, by nature, are flexible.  
1. Don’t expect the conversation to strictly follow the outline, but leverage the outline to ensure all points are covered.  
2. Encourage awareness. A strong performance review includes 2-way discussion about how the Intern, the Preceptor and CVS view the specific performance against each measure. |
| Intern Self-Review                   | 20%       | Ask the Intern to highlight his/her self-review. Consider how the Intern demonstrates accountable thinking. Provide examples of both successes and opportunities, if applicable, in this area.  
- Does he/she ‘own’ his/her actions – including failures as well as successes?  
- Is he/she willing to do what’s necessary to get results?  
- Does the Intern ask “What more can I do?” Does he/she think about different ways to look at a problem? Does he/she talk to others to obtain a different perspective in an attempt to resolve an issue?  
Use this opportunity to let the Intern know what you appreciate about him/her.  
If you have received positive feedback from other Pharmacists, Support Staff or customers about this Intern, review/reinforce those comments here. |
| Discuss differences in perceptions of performance | 25%       | Discuss any differences in the Intern’s perceptions of performance compared to yours.  
Preceptor: Focus on each performance measure with ratings different from the Self Review.  
- Deliver constructive feedback using a
<table>
<thead>
<tr>
<th>Agenda Topics</th>
<th>% of Time</th>
<th>Suggested Steps &amp; Tips</th>
</tr>
</thead>
</table>
| positive tone, focusing on the future behaviors that will lead to improved performance.  
- Be sure to focus on the positive, as well as on constructive feedback.  
If there are few differences in ratings, spend more time providing appreciative feedback on key performance you have observed that will be critical in 2010. | 40%       | In the coming year, expectations will shift. Review the Pharmacist Care Pyramid (Table 2.0) in the Appendix. Meeting expectations in the next year and beyond requires all CVS Pharmacy Teams, including Interns, to:  
- Continue to deliver strong results in the baseline expectations (Triple S, Execution, PSI);  
- Differentiate the care and services we provide (leveraging RxConnect, personal relationships with patients, and our Patient Care Programs); and  
- Influence healthy outcomes (CSI, Immunizations, Advanced Adherence, PCI Connect, Condition Management, and MinuteClinic).                                                                                                                                                                                                                           |
| Summarize and Close                | 10%       | 1. Recap Performance Review Rating and key focus areas based on the Intern’s current performance.  
2. Clearly communicate the Intern’s role in helping to achieve District, Region and Area goals.  
3. Offer to address any remaining questions.  
4. Close the performance discussion by including a few notes on ‘Accountable’ thinking:  
  $\[\ldots$“Thank you for your dedication in the last year…. I appreciate….”$\]  
  $\[\ldots$You are the Future of Pharmacy!$\]
### ‘Be Here Now’ Checklist

- Remove clutter and distractions from the table, desk or meeting space
- Consider your frame of mind. It may likely influence this discussion.
- Actively listen to the Intern (see techniques below)
- Avoid thinking of your response while the Intern is speaking
- Ask probing questions; check for understanding
- Be aware of nonverbal cues

### Active Listening Techniques

<table>
<thead>
<tr>
<th>Listening Technique</th>
<th>Purpose</th>
<th>To do this…</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>REFLECTING the feelings</td>
<td>To show that you understand how the other person feels</td>
<td>Reflect the Intern's basic feelings</td>
<td>• “You seem quite passionate about this idea.”</td>
</tr>
<tr>
<td>(verbal)</td>
<td></td>
<td></td>
<td>• “Is it safe to say you feel frustrated about your progress?”</td>
</tr>
<tr>
<td>REFLECTING the emotions</td>
<td>To convey the speaker's nonverbal message; articulate the intent of the</td>
<td>Verbalize the Intern's body language or facial expression</td>
<td>• &quot;I've just been noticing that when you talk about your recommendations, you smile. That makes me think you're comfortable with the direction you are heading.&quot;</td>
</tr>
<tr>
<td>(nonverbal)</td>
<td>intent of the nonverbal message</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SUMMARIZING the ideas</td>
<td>To review progress; pull important ideas, facts, &amp; feelings together;</td>
<td>Restate major ideas expressed, including feelings</td>
<td>• &quot;These seem to be the key ideas you have expressed...&quot;</td>
</tr>
<tr>
<td></td>
<td>establish as basis for further discussion</td>
<td></td>
<td>• “What I hear you saying is ...”</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• “Let me make sure I understand you ...”</td>
</tr>
</tbody>
</table>

APPENDIX
Pharmacist Career Paths - Table 1.0

Pharmacist

- Team Leader/PIC
  - Pharmacy Supervisor
    - District Manager
- Regional Support Pharmacist
  - Pharmacy Supervisor
    - Manager of Professional and College Relations
- Pharmacy Supervisor Emerging
- Pharmacy Supervisor
- District Manager
- Region Manager
- Area Human Resource Director
- Area Vice President
- Manager of Professional and College Relations
- Pharmacy Supervisor
- Pharmacy Supervisor Emerging
- Pharmacy Supervisor Emerging
- Rhode Island Customer Support Center Position
- Director of Pharmacy Recruiting
- Vice President Pharmacy Professional
APPENDIX
Pharmacist Care Pyramid - Table 2.0

Healthy Outcomes
- Pharmacy Advisor
- Consumer Engagement Engine
- Condition Management
- CSI
- MinuteClinic

Differentiating Care & Service
- Technology (RxConnect)
- Quality Assurance/Filling Accuracy
- Personal Connection with Patients
- ReadyFill
- Key Performance Measures

Baseline Expectations of a Pharmacist
- Triple SSS (Wait Time/Promised Time)
- Execution
- PSI
- Staffing
- How to Run Your Pharmacy