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An Agency Perspective

Jacob Martin, Pharm.D., 1st-year McCann Health Fellow

Pharmaceutical companies work with a number of different agencies, consultancies, and vendors to utilize expertise in specific services. Brand teams usually work with a single lead marketing/communications agency—an “agency of record” (AOR)—to help build and support the brand throughout its lifecycle. As such, these agencies become extensions of the company’s commercial organization. The partners can collaborate on brand and portfolio strategies, which eventually inform tactical and creative output.

McCann Health is an integrated network of agencies, most of our clients being pharmaceutical/biotech companies. Our agencies serve as AOR for HCP, patient, and payer marketing teams, with additional expertise in pharmacy communications, pricing & contracting, global health initiatives, and more. We are part of the larger McCann Worldgroup, a global network of agencies with clients across industries. Our agencies utilize a common strategic approach and share best practices from consumer (eg, Coca-Cola, General Motors, Microsoft) and healthcare clients.

While promotional material is a component, much of our work is in building out the strategy that informs end tactics. For example, our team recently worked with a client on the positioning of a phase III compound. We steeped ourselves in research related to the therapeutic area (eg, clinical trials, in vivo/in vitro publications, investor reports), conducted ad boards & market research, and facilitated workshops with the client. We then used that information to measure perception of the brand today and target where we want to be in the future relative to competitors, identifying ways to bridge the gap or change the conversation in the market.

Another example of the work we do can be illustrated by a new business pitch. A prospective client may approach our agency and request a presentation on how we may serve them as an AOR. Our team will prepare that presentation to showcase our knowledge of the category, along with our recommendations for a launch or lifecycle management plan, strategic platform, possible promotional campaigns, and tactics. By taking the audience on a journey through our ideation process, we illustrate the methodology and philosophy anchoring our work.

Lastly, I’d like to touch on several reasons why I enjoy working on the agency side. The biggest reason is the abundance of client-facing opportunities. Using soft-skills to have a dialogue on scientific and business matters, all while trying to sell-in future business, is gratifying. This is very much a service industry, and the relationship with the client is paramount. A strong relationship then allows for considerable autonomy, meaning there is usually no “established” way to do a project. Secondly, I enjoy the collaboration amongst the entire account team. I regularly work with individuals who have backgrounds in marketing, philosophy, entrepreneurship, art, and journalism. Frequently, I am the only person in meetings with formal clinical training. That diversity of thought is incredibly valuable (and entertaining) during brainstorming sessions and when speaking with the client. And finally, the pace and variety of work always keeps me engaged—individuals are often working on multiple brands and therapeutic areas at one time, with priorities constantly shifting based on client needs.

Furry Friends Spotlight: Sadie McKeown

Sadie is Lindsey McKeown’s (1st-year fellow at Bristol-Myers Squibb) precious “beeb.” A 7-year old Greater Swiss Mountain dog, Sadie is the friendliest giant you’ll ever meet. She’s sassy but sweet—quite the diva. She loves taking over the entire couch and will make you pet her ‘til the end of time!
Alumni Spotlight: Krishnan Viswandhan, Regulatory Affairs Fellow, Roche - 2001-2002

After his RPIF fellowship, Krishnan stayed with his fellowship company (Roche) for over 10 years and was responsible for a number of regulatory submissions and approvals. He continued his education post-fellowship and earned his MBA from Cornell University in 2010. After the Genentech/Roche merger, Krishnan left Roche to help co-found a new enterprise called Advyzom, a regulatory consulting company that provided strategic regulatory advice to biotech companies. In 2013, Krishnan joined Celgene as the strategic development leader for IDHIFA, an IDH2 inhibitor for patients with relapsed/refractory AML, which received US FDA approval in August 2017. IDHIFA also represented the first Celgene FDA approved product that was a result from a partnership with another company. He currently serves as Vice President of Business Development and Global Alliances at Celgene Corporation leading the Global Alliances function which is responsible for over 100 collaborations, equity investments and company integrations. Krishnan also currently serves as an Adjunct Professor at Fairleigh Dickinson University teaching a regulatory affairs for Masters and Pharm.D. students. He is also the current preceptor for the Project Leadership fellowship at Celgene. Krishnan and his wife, Sathya now have 2 children, Kiran and Sangita.

Tech Committee to Fellows: How to Prevent Tech Issues With Your PDD Presentations

Presenting at PDD is a crucial part of our development as fellows. Everyone has done a phenomenal job so far presenting on engaging and educational topics. That being said, we’d hate for your presentation to be compromised by a technical difficulty! Dan, Danny, Diana, and Gabby are here from the Tech Committee to help you avoid these issues and plan for your best presentation. For our first bit of advice, carefully consider the pros and cons of using videos in your presentation. Even embedding videos from YouTube into your slides can create hassle during a presentation. The audio may not always work as planned, and the transition between presentation to video, and then back, can create a potential disconnect with your audience as well as open the door for technical issues. This can also be avoided by following our next nugget of advice: do a complete run through of your presentation before you submit it to the PDD committee. After PDD committee receives your presentations, they compile all the slides into one slide deck. Making last minute changes right before PDD starts may create challenges for the teams who work to start the PDD. And lastly, feel free to reach out to Tech Committee at any time for any questions or concerns you may have regarding technical issues. We’re here to help you have the best PDD presentation possible!
As a Rutgers PharmD Fellow, it’s no surprise that pursuing an MBA is a common endeavor for many, to help develop the skills needed to achieve our career goals and aspirations. The motives behind gaining this additional graduate degree vary, but for me personally, my motivation was to gain a better understanding of the overall business needs and strategic decision-making processes of a company. As a medical affairs fellow, I wanted to gain a deeper understanding of strategy and marketing as much of my day to day work involves collaborating with marketing colleagues to develop product launch strategy and lifecycle management. I knew I needed to develop a greater understanding of the thought process and motives of a marketer to best collaborate which motivated me to choose the marketing curriculum track.

Within the MBA program at Rutgers, all students are required to take the same foundation courses (i.e. accounting, economics, business communications etc.) before choosing a focused track. These courses are extremely different from the typical pharmacy school curriculum, however, provide a strong business introduction to pharmacists who have pursued careers in the pharmaceutical industry. As pharmacists, our work ethic is very much systematic and organized when it comes to problem-solving, rarely stepping outside of the box. As an MBA candidate, I am learning to see the big business picture and factor in various methods of problem-solving and decision-making. These two schools of thought when combined are extremely powerful.

In my strategic management course, I’ve learned how to think through issues in uncertainty and evaluate measurable risk versus unpredictable outcomes. I now continuously evaluate these two dimensions in my everyday work. Through my marketing classes, I have learned how to identify and evaluate the competitive landscape of the market, how to create an effective product position, and develop a sound business plan to help address challenges that may arise, developing a greater understanding of what kind of information is imperative to strategic planning and product lifecycle management has made me a more valuable asset to my team.

Furthermore, most MBA programs heavily emphasize group project work which closely mirrors project team activities at most companies. In my MBA projects, I am typically grouped with individuals of varying backgrounds and level of work experience and tasked to problem solve and present a business case with solutions. These experiences are invaluable as they have enhanced my observational, collaborative and social/self-awareness skills well beyond the pharmacy realm.

The pursuit of a graduate degree in the evening requires strong time management skills. On average, I take six to nine credits a semester which equates to two to three courses. I take these courses in the evening, 6:40-9:40 pm. My day consists of eight hours in the office filled with meetings and deliverables, followed by a 30-40 minute commute to attend night classes in Piscataway, Madison or Newark. While these long days may be discouraging, they are completely manageable with task prioritization and effective time-management.

As a fellow, I feel that the network I have developed as well as the focused curriculum within the MBA program has expedited my understanding of the business aspects of the pharmaceutical industry. I am confident that the skills and opportunities that the MBA program provides will help me to achieve my current and future career goals and allow me to become a more valuable asset to my partner company.
Sales experience in the pharmaceutical industry is not only an extremely valuable experience, but also an "unspoken requirement" within the commercial realm of many organizations. It serves as a foundation for a career whether that be brand marking, market access, business development, or any management position. It became quite evident during the first year of my marketing fellowship that there was much to gain from rotating through the field. For the past five months I have been in the Pittsburgh market, selling a biologic to dermatologists for psoriasis.

I have found the most important aspect of sales is building the relationship with providers, biologic coordinators, and office staff. Looking back on the first time I walked into an office or had that first interaction puts things into perspective. Usually, it was asking staff for best days or times to visit, setting up lunches, and determining who is responsible for processing prescriptions. After a few interactions, you become familiar with providers and staff. You learn how they interact with patients, how they run a successful business, and what their prescribing habits are. You also learn about their families, their likes and dislikes, especially when it comes to lunch spots, and their backgrounds. All of this leads to building that relationship, developing it to a point where they trust you. Because I listened and did not tell, I was able to develop that connection. Offices began to understand the value that my team and I provide. Getting to know those you work with enables a representative to move from casual conversation to a business centric conversation.

Field experience teaches valuable lessons that can be applied later in your career. One obvious area where your experience can be applied is marketing. As a marketer, you reflect on your time in the field to develop new material and create new ways of interacting with providers. Your understanding allows one to reflect on what truly works to capture someone’s attention and what materials or tactics are ineffective. In simple terms, sales provides you with core business to business skills. You’re not on a conference call or in a meeting with your team, building a new physician engagement strategy. You’re looking a customer in the eye, listening, determining what their unmet needs are and providing services or products to help fill those needs. There are plenty of times that I have been put down, lonely, grinding out long days on the road and driving business. However, I would not take back my decision. Sales has been educational and essential in my development as a pharmaceutical professional. Aside from the learning I’ve mentioned, it has also taught me how to deal with rejection and adversity. I highly recommend sales or field experience to anyone.

"How the Sausage Gets Made"

JIkechukwu Oji Pharm.D., RPh, 2nd-year Business Development & Licensing Fellow-Bayer

The number of multi-billion dollar drug (or company) acquisitions that occurs on a yearly basis may leave one to think the process is as simple as a large pharmaceutical company swiping left until an interesting small-mid biotech catches their eye. Working in Business Development (BD) under a supervisor that kept me on a long leash (if one existed at all), allowed me to continue to operate from the proverbial 30,000 foot perspective that BD does on a recent deal: the US Co-commercialization and worldwide in-licensing of Loxo Oncology’s larotrectinib and LOXO-195 ($1.55B in total deal value).

There are a few fundamental ideas which encapsulate the BD world in pharma that I should acquaint you with before diving deeper into the fortunate opportunity I was granted, (1) BD folks are sales people that are tasked with not just negotiating with external stakeholders but with internal stakeholders, the latter generally being more laborious than the former (it’s one thing to sell your supervisor on an idea to improve efficiency by X%, but it’s another to convince them to spend billions of dollars on a risky endeavor that may not pan out), (2) >95% of the ideas generated by BD do not come to fruition for a litany of reasons (we are no stranger to pessimism), but we still do what we do because it is fun and we enjoy a good challenge, and (3) since we have to get a fair amount of functional areas and senior executives to buy into an opportunity, a considerable amount of time is allocated to aligning (everyone’s favorite word in pharma) the organization before a deal is executed. Continue to page 6
It is getting to that time of year again- the commencement of job searches for those wrapping up their fellowships. For those entering the market, the months ahead will likely be filled with ups and downs, an adventure starting with the first application sent in and continuing on into the start of an exciting new career. The journey can be daunting at times, but is also full of excitement and learning opportunities. Here are a few things I learned through the process that I hope are helpful to those finishing their programs:

If the opportunity exists, explore your options. One of the things I am very glad I did was to explore my choices- both internally and externally. How a particular position fits with what we want is hardly ever clear from the job listing alone. Having conversations with HR, the hiring manager, and others gives a much clearer idea on what to expect. The interview is another source of information and it is okay to initiate conversations even if you think you only might be interested- because who knows, maybe in the end that will be your dream job. And if not you can politely decline moving further along in the process- you are interviewing companies just as much as they are interviewing you and they understand that.

While I ended up staying with my partner company, I learned a lot about other organizations and how my function compares between them and in different therapeutic areas. I also learned about how other companies are organized, got a glimpse into different team and company cultures, and developed some relationships. The knowledge I gained through this process has been invaluable to me and had a notable impact on my long-term development plan, something which I had not originally anticipated.

It is important to have a learning state of mind. Things may not always go your way. From the anxiety of not hearing back to positions you applied to after three… five… seven weeks to the nerves that come with your first couple of interviews to the cold shiver that runs through you when asked a tough question, setbacks are bound to happen and to frankly, feel terrible. But things can happen for many, many reasons- reasons which we usually never actually find out. I realized that the important thing is to first accept what I could and could not control and of that which was controllable, to reflect and improve where possible. I have found that in many ways I grew more as a professional from the setbacks I had than from the successes.

Do not stress. Things are what they are. And the old adage “patience is a virtue” could not ring truer in this journey- the process can sometimes take several months even when things are going your way. Searching for a job can be a flurry of emotions: simultaneously exciting, stressful, anxiety-inducing, motivational, and depressing. Be assured that there is a light at the end of the tunnel and through the process you will likely learn a lot about yourself and grow as a professional. And in the end, things have a way of working out one way or another. Best of luck in the journey ahead and try to remember to stop and enjoy it as you move through it!

"How the Sausage Gets Made" (continued)

Ikechukwu Oji Pharm.D., RPh, 2nd-year Business Development & Licensing Fellow- Bayer

Now that we’ve gotten that out of the way, let’s talk turkey (Sausage. Turkey. Can you tell that I was a bit hungry when I wrote this article?). With my direct report being assigned to the core team, one could make the argument (I won’t) that I was de-facto on the core team, as I was in attendance for most of the meetings where the biggest decisions were made. But, do not be mistaken, I was no mere fly on the wall or “meeting-booker” (albeit, I did this on a considerable amount of occasions). I frequently liaised with senior management, provided strategies to achieve the most optimal price point, educated the team on the future state of companion diagnostics in oncology (pertinent to biomarker-specific compounds), developed the key business questions for market research purposes, and presented to the US president of Bayer. It took more than 8 months to close this deal, and approximately 83 internal stakeholders (from translational science to pharmacovigilance) were given direct access to the confidential information being assessed, so as you can imagine, this was no walk in the park. It almost goes without saying that this was a seminal moment in my fellowship as I was able get a high degree of exposure to how all the pieces of a puzzle come together to create a breathtaking picture.

Making the Most of the Post-Fellowship Job Search

Miraj Patl Pharm.D., MS, Manager, Health Economics & Value Assessment- Sanofi

It is getting to that time of year again- the commencement of job searches for those wrapping up their fellowships. For those entering the market, the months ahead will likely be filled with ups and downs, an adventure starting with the first application sent in and continuing on into the start of an exciting new career. The journey can be daunting at times, but is also full of excitement and learning opportunities. Here are a few things I learned through the process that I hope are helpful to those finishing their programs:

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Do not stress. Things are what they are. And the old adage “patience is a virtue” could not ring truer in this journey- the process can sometimes take several months even when things are going your way. Searching for a job can be a flurry of emotions: simultaneously exciting, stressful, anxiety-inducing, motivational, and depressing. Be assured that there is a light at the end of the tunnel and through the process you will likely learn a lot about yourself and grow as a professional. And in the end, things have a way of working out one way or another. Best of luck in the journey ahead and try to remember to stop and enjoy it as you move through it!
To streamline resources and encourage collaboration, the Organization Outreach Committee and the University Outreach Committee merged together to form one committee to educate and recruit top talent. Through this new initiative, the group has had an extremely successful year expanding the RPIF footprint at various institutions of pharmacy, national, regional, and local conferences across the US.

This March, RPIF took their talents to Nashville, Tennessee for the biggest outreach event of the year, the 2018 American Pharmacists Association (APhA) Annual Meeting & Exposition. Through collaborations with the Scholarly Activities Committee, RPIF sent fellows from multiple disciplines and companies to participate in two APhA roundtable events and our Rutgers Reception. We are excited to continue our relationship with APhA and look forward to reaching hundreds of gifted student pharmacists. Fall 2018 was an incredible season for our committee. We participated in 17 conferences, visited 71 pharmacy schools, and interacted directly with over 2300 students across the country!

To the right is a high-level overview of the schools and conferences that RPIF has participated in this fellowship year. As we transition into the spring/summer outreach season, we plan to diversify the fellow experience by participating in roundtable events, panel discussions, and seminars to best serve the student population. Thank you to all the fellows who make our committee a success by sharing their experiences with the future generation of the pharmaceutical industry.
Many pharmacists might not think of the pharmaceutical industry as their employee of first choice. However, we hear that more and more pharmacists miss that in-depth scientific, medical and clinical discussions in their day-to-day work and are therefore drawn towards the Medical Science Liaison (MSL) role for that aspect. And interestingly, quite some pharmacists have followed that career path already. In our recent MSL salary survey, we found that 27% of all the MSLs in the US are pharmacists (PharmD). For some pharmacists the MSL role is at the top of the list of next jobs to pursue, while for some it might be an acronym that they have never heard of.

What is an MSL?
As an MSL you are seen as the disease matter expert in the medical (affairs) department of the pharmaceutical/biotech company and by the health care providers (HCPs) you engage with. As an MSL you are the first point of contact to answer any complex scientific and clinical questions from the HCPs and/or your internal colleagues. And therefore, pharmaceutical companies often want you to have a terminal D degree (PharmD, PhD or MD). MSLs are therefore at the forefront of cutting edge clinical and scientific developments and they need to continuously upskill on this information to stay up-to-date and share this latest information with the medical and scientific community to support the quality use of medicines.

What would you be doing on a day-to-day basis as an MSL?
There is never a dull moment in the life of an MSL. This is what makes the role so diverse and interesting. MSLs are field-based and are looking after a territory of several states and hospitals. You will be engaging with key opinion leaders (KOLs) - the top clinicians in that disease area. The main goal of an MSL is to establish credible peer-to-peer relationships with these KOLs. You will be sharing the latest medical and clinical developments of your drugs and (future) clinical trials with them. But on the other hand, during those discussions, you try to understand and uncover the current and future treatment algorithms they apply in their hospital and the rationale behind it. Also, you will discuss how they see this might change over time with the entry of new classes of drugs coming to the market and any challenges that might arise. During your discussions with the KOLs you try to ascertain if there are any clinical data gaps, medical education gaps or challenges with the use of the drugs. Together all these insights gathered from the field by the MSL (team) will drive the internal strategy to further optimize the quality use of medicines and thereby improving patient outcomes.

What can pharmacists bring to the MSL role?
As a pharmacist you have had a thorough clinical training and an extensive drug knowledge across all therapy areas. This will enable you to grasp scientific concepts quickly and allow you to delve deeper into the disease state you are going to work on. Having that deeper understanding of patient care and therapeutic treatment options as a pharmacist will help you immensely in engaging with many KOLs and clinical experts. And finally, your clinical hospital pharmacy experience allows you to understand and work with the hospital politics, nuances, and hierarchy - all of which are key for an MSL to understand. These clinical skills are incredibly valuable and key to establish credible peer-to-peer relationships with your future KOLs.

Advice for pharmacists
While one of your strengths will be your broad clinical knowledge and expertise gained during your pharmacy training, your weaknesses might be the absence of in-depth scientific knowledge on molecular pathways from that disease – the opposite of the strengths and weaknesses of many PhDs. The competition for MSL roles are fierce and intense. Many PhDs and PharmDs are currently pursuing this new career path in the pharmaceutical industry. Luckily, the pharmaceutical industry is quickly expanding the number of MSLs, as more drugs are coming to the market and MSLs are starting to engage earlier in the product life cycle of the drug. As there are not enough MSLs with prior MSL experience, pharma needs to look at qualified, highly trained and skilled candidates, and that is where you can come in.
Make sure you are really well prepared from the minute you speak to recruiters or hiring managers, even if it is just a catch-up for coffee. Industry interviews are unlike what you might have been used to as a pharmacist, and there is a reason for it. The pharmaceutical industry is looking for the best of the best to full their MSL positions, so make sure you do not miss anything in your preparation.

www.fromSCIENCEtoPHARMA.com
Attending the first annual Women’s March on January 21, 2017 felt like the first time that I could say I contributed to a historical movement that will one day be outlined in textbooks, the very way that the Civil Rights Movement, Million Man March, and others were in mine. As a Washington DC metropolitan area native, I can recall inaugurations, Smithsonian openings, and festivals whose reported attendance estimates wither in comparison to the droves of people who traveled to be a part of history this time.

The entire experience was moving, from clamoring on subway platforms with pink hat-topped crowds, to passing through channels of colorful, impactful signs articulating expectations and demands. The buzz only intensified as the day went on. As the walking portion of the march began, so did the chants. Over 500,000 voices swelled and echoed against the marble exteriors of legislative buildings that lined Constitution Avenue. The glorious melodic, yet roaring calls of women, men and even young children seeking comfort in numbers flowed through pockets like water currents; you could feel them sweeping you from one chant to the next every few stanzas. No one felt left out, nor did anyone opt out of one chant over another. It was cathartic, therapeutic and warranted. Politically ideologies were almost irrelevant and left in anonymity, because in the interest of women’s rights and human rights, everyone felt equally underserved, unrepresented and downright fed up.

This year I attended the local Women’s March in Morristown, NJ. The streets surrounding the town’s central point, “the Green,” overflowed with the same palpable energy and excitement as what I remembered from D.C., but with a more focused intensity. Each subfraction still bellowed their specific needs, one call-and-response after another. However, the juxtaposition of satisfaction in knowing that this would be a recurring annual event all over the globe, against woeful realizations of an anniversary year spent exposing gender inequality and widespread sexual misconduct was visibly motivating. It was as if the 2017 marches were a way of feeling the environment, seeking camaraderie in uncertainty, and bearing cathartic expressions, while the 2018 marches were more confident, cohesive and results-driven. The women of Morristown, like in most major cities this year were calling for more representation in local, state and federal government with far more urgency that it seemed last year. The universal slogan “Power to the Polls” iterates this clearly, along with the entreatment of justice within the “#MeToo” movement. In fact, First Lady Tammy Murphy, wife of newly elected New Jersey Governor Phil Murphy, gave a chilling testimony to her own sexual assault, which occurred her sophomore year of college. Her words blanketed the hushed crowd of over 10,000 marchers gathered on the Green and ended in passionate, roaring, empathetic cheering by both men and women.

Ultimately, the most important message of the marches in every city all over the country has been that being a “feminist” does not mean to exclude men. Touting one’s support for self does not directly correlate to the denigration of others. Though, because we are all human, there will be misrepresentation of the purpose from both sides. Some may overzealously use it to ostracize and demonize all men, and others may denounce feminism as a mythological manifestation concocted by “shrill” or “nasty” women. However, the unified slope towards mutual empowerment, respect and representation amongst men and women, between races, religions and citizenship will not be defined by its outliers.
This winter, Rutgers Pharmaceutical Industry Fellowship (RPIF) successfully donated a total of 90 handmade fleece wearables (20 hats and 70 scarves) to the Trenton Area Soup Kitchen (TASK) in Trenton, NJ! Each item was personally cut and patterned by fellows who attended the February 8th Professional Development Day held at the Ernest Mario School of Pharmacy in New Brunswick. During the day, fellows flowed in and out of a side room where Community Development Committee (CDC) Co-chair, Leslie Harden, sewed the hand cut creations live on her sewing machine. Fellows picked cutting stations equipped with prepared pattern instructions and anti-pill fleece fabric in three colors: Green, purple, and blue. Several fellows chose to cut multiple sets in various styles in order to provide options to those who would eventually receive them.

While homeless men, women and children need far more supportive measures than solely clothing donations, clean and intact clothing can be difficult to obtain for an entire family as frequently as it must be replaced, in order to stay warm through the harsh New Jersey winters. In fact, being unable to remain warm and dry is a direct link to physical illness that the homeless incur more often than those of us with homes and access to clean, dry clothes when needed. Therefore, as health care professionals the pharmacists of RPIF were eager and honored to create the personalized garments and share them with those in need.

Fellowship Director, Dr. Michael Toscani, and Dr. Harden drove to Trenton to deliver the items to TASK for dissemination at their evening dinner service on March 1st. Luckily, the donation was delivered just in time for New Jersey to be pummeled with several feet of snow in some areas the very next day, which meant several warmer New Jersians could make it through.

West Coast representation in RPIF is bigger and better than ever! This year, RPIF welcomed Amgen as a new partner company so now RPIF has expanded to both Nor Cal and So Cal. Amgen and Genentech met in San Francisco in November for the Annual RPIF West Coast Alumni Reception with Dean Barone and Dr. Toscani. The event drew 40+ attendees including current Fellows, Alumni, Preceptors, and Program Directors. Finally, this spring, we are holding a Teaching Certificate course for West Coast Fellows.
Huge congratulations to Brian on his completion of the fellowship! Thank you for your contribution to the RPJF newsletter! Good luck at your new position with Celgene, as Manager- US Health Economics & Outcomes Research, leading Otezla! We wish you all the best, Brian!