

ASHP Live Webinar: Advancing as a clinical pharmacist and becoming a clinical pharmacy leader



**Jason J. Schafer, PharmD
and
Debra A. Goff, PharmD**



American Society of Health-System Pharmacists
TOGETHER WE MAKE A GREAT TEAM


Clinical practice guidelines for the sustained use of sedatives and analgesics in the critically ill adult
Judith Jacobi, PharmD, FCCM, BCPS; Gilles L. Fraser, PharmD, FCCM; Douglas B. Coursin, MD; Richard R. Riker, MD; Dorrie Fontaine, RN, DNSc, FAAN; Eric T. Wittbrodt, PharmD;

ACCP POSITION STATEMENT
American College of Clinical Pharmacy
American College of Clinical Pharmacy's Vision of the Future: Postgraduate Pharmacy Residency Training as a Prerequisite for Direct Patient Care Practice
John E. Murphy, PharmD, FCCP; Jean M. Nagel, PharmD, FCCP; John A. Bova, PharmD, FCCP; Joseph J. Sacco, PharmD, FCCP; Brian A. Robinson, PharmD; Mary Ann Halloran, PharmD, D; Sarah A. Spotts, PharmD, FCCP; Timothy E. Wiley, PharmD, FCCP; Paul E. Johnson, PharmD, FCCP; Lingxi-Nevader Chan, PharmD; Cory G. Garvin, PharmD; Patricia L. Gorenzki, PharmD; Claudia A. Kumpke, PharmD; Cynthia A. Sosnoski, PharmD; and Paul L. Wolkowski, PharmD;

Vancomycin Therapeutic Guidelines: A Summary of Consensus Recommendations from the Infectious Diseases Society of America, the American Society of Health-System Pharmacists, and the Society of Infectious Diseases Pharmacists
Michael J. Rybak, MD; Ron M. Tenover; John C. Tenover; Robert C. Moellering, Jr., MD; William R. Gray; Barbara Wilson; Joseph R. Dubois; and Donald P. Levine;

A.S.P.E.N. Clinical Guidelines: Nutrition Support of Adult Patients With Hyperglycemia
M. Mally McManus, MD; Erin Systrom, PharmD, BCNSP; Carol Brunschwig, PhD, RD; John Miles, MD; Christine Compher, PhD, RD, CNS, LDN, FADA; and the American Society for Parenteral and Enteral Nutrition (A.S.P.E.N.) Board of Directors;

Guidelines for Prevention and Treatment of Opportunistic Infections in HIV-Infected Adults and Adolescents
Recommendations from CDC, the National Institutes of Health, and the HIV Medicine Association of the Infectious Diseases Society of America
Jonathon E. Kaplan, MD, Constance Benson, MD, King K. Holmes MD, PhD, John T. Brooks, MD, Alice Pau, PharmD, Henry Masur, MD




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What's your definition of "Clinical Pharmacy Leadership?"

♦ A pharmacist who:

- ♦ Initiates new clinical pharmacy services
- ♦ Coordinates clinical activities in their institution
- ♦ Presents research at professional meetings
- ♦ Publishes research in medical journals
- ♦ Contributes to pharmacy or medicine organizations
- ♦ Writes clinical practice guidelines
- ♦ Has been elected or appointed to a leadership position in their institution or in a professional organization



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Is there a pathway to clinical pharmacy leadership?




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A proposed definition of a clinical pharmacy leader

- A pharmacist committed to the continuous development of their clinical knowledge, the progression of their clinical practice and the overall advancement of clinical pharmacy through professional service and scholarly activity.


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Advancing as a clinical leader requires a focus on three factors

- **Clinical practice**
- **Scholarly activity**
- **Service to the profession**

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Taking the early steps to clinical pharmacy leadership

[Clinical Practice](#)

- Patient care and establishing your clinical services are your first priority
- Establishing a service can be challenging, but will produce important opportunities
 - ❖ Identify research opportunities
 - ❖ Form multi-disciplinary partnerships with clinicians that have similar clinical interests and research goals
 - ❖ Identify additional areas of need for clinical services

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[Clinical Practice](#)

- Clinical practice example
 - ❖ Establishing and antibiotic pharmacokinetic monitoring service in small community hospital

JOURNAL OF HEALTHCARE INFORMATION MANAGEMENT

FEATURES

39 Case Study: How Clinical Decision Support Tools Impact Patient Care Outcomes
By Bonnie B. Anton, RN, MN; Jason J. Schafer, PharmD; Andrea Micenko, BS; Debra M. Wolf, PhD, MSN, BSN, RN; Susan DiNucci, BSN; Pam Donovan, RN, MSN; and Barbara Jordan, RN, MSN

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[Scholarly Activity](#)

- Purpose
 - ❖ Scholarship in clinical pharmacy allows for the sharing of knowledge and new ideas that can impact the practice of pharmacy and improve medication and therapy outcomes for patients

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Taking the early steps to clinical pharmacy leadership

[Scholarly Activity](#)

Type of Scholarship	Examples
Discovery	Original research that is presented and/or published
Integration or evaluation	Review of therapeutics Systematic review Meta-analysis
Application	Case-report or case-series Assessing new protocols or practices
Teaching	Providing a lecture or seminar at local, regional or national meetings

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[Scholarly Activity](#)

- Schafer JJ and Mangino JE. Multi-Drug Resistant *Acinetobacter baumannii* Osteomyelitis from Iraq. *Emerging Infectious Diseases* 2008 March;14(3):512-513.
- Schafer JJ, Goff DA, Stevenson KB, and Mangino JE. Early Experience with Tigecycline for Multi-Drug Resistant *Acinetobacter baumannii* Ventilator Associated Pneumonia and Bacteremia. *Pharmacotherapy* 2007 July;27(7):980-987

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[Scholarly Activity](#)

- Important components of early scholarship activities
 - ❖ Identifying scholarship opportunities
 - ❖ Institution and department support
 - ❖ Direct teaching and preceptor mentorship
 - ❖ Collaboration with experienced researchers
 - ❖ Time commitment of research group
 - ❖ Perseverance despite initial disappointment

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[Scholarly Activity](#)

- **Pharmacy research resources**
 - ❖ American College of Clinical Pharmacy
 - Research and Scholarship Certificate Program
 - Focused Investigator Training (FIT) Program
 - ❖ National Institutes of Health
 - "PharmD Gateway to NIH" webpage
 - Research training and career development
 - Office of Clinical Research and Medical Education
 - Onsite or online clinical research training

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[Professional Service](#)

ASHP	IDSA		NABP	ACCP
AACP	APhA		AAPS	SCCM
SIDP	AMCP		NCPA	STFM
ACA			ADA	

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[Professional Service](#)

Local

State

Regional

National

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Taking the early steps to clinical pharmacy leadership

[Summary](#)

- **Clinical service is a main priority**
- **Scholarly activity takes many forms**
 - ◆ Additional training or mentorship will be helpful
- **Service is rewarding and can lead to a number of new opportunities**

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How do I Go from Resident to Clinical Leader?



Can I fly on my own?

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Characteristics of Good Leaders

- **Committed and knowledgeable**
Does your team "like" you or "need" you?
- **Job competence**
What do others say about you?
- **Strong driver, goes above and beyond**
Will you do whatever it takes to get the job done or are you 9am-5pm?
- **Enthusiasm, energy, passion**
You either have it or you don't
- **Good communication skills**
Can you adapt your style of speaking to different audiences and stay effective?
- **Trustworthy**

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The early steps

- Stay connected with past mentors
Let them know how you are doing, where you are struggling, seek their advice
- Find a mentor
Director of Pharmacy, Physician, Co-worker, ASHP mentoring program
- Networking: Ask successful pharmacists how they became successful
Reach out to others, they usually are happy to help you
- Surround yourself with people smarter than yourself
- Set your goals and share them with others

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Failure is like fire

It can burn you up and it's all over
It can warm you up so you can keep on going

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Failure early in my career

- **Publication**
My first manuscript rejected
- **Reaction**
angry, disappointed, confused 
- **Tried again**
Don't expect a different outcome if you take the same approach
- **Found a mentor**
The physician I worked with guided me to success
- **Networked with other pharmacists who published regularly**
- **Set a new goal to publish 1 paper a year**

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Failure later in Career

- **Mentoring young clinical pharmacists new to the publication process**
Research project accepted as a platform presentation at the International Transplant Meeting
- **Encouraged her to submit her research project for publication but she was hesitant**
Busy rounding, teaching, plus new mom
- **Manuscript rejected**
- **My role as her mentor**
Be her cheerleader "Don't give up, you can do this" It's OK to fail you will learn from this.
Find a new strategy and journal match. I incorporated Dr Schafer and our drug information specialist Dr Parbhoo

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Turn failure into success

- Turned rejection into a publication success
- A sense of satisfaction and accomplishment
- Fear of failure was overcome
- Willing to do it again and again

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Examples of early success as a clinical leader **Jason Schafer PharmD, BCPS, AAHIVP**

- 6 years experience post PGY2-ID residency
- Published 2 articles during his residency
- Established clinical services in his 1st job (3 years)
- Made a career change established himself as an expert in HIV AAHIVP certified
- Educates students, the future of our profession
- Continues to publish
- Identified the need for a symposia on how to become a clinical leader. He made this proposal to ASHP

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The infographic features a central portrait of Dr. Jason Schafer. Surrounding the portrait are four blue circular callouts: 'Clinical Practice' (top), 'Scholarly activity' (left), 'Service to profession' (right), and 'Professional Organizations' (bottom). Text boxes provide details for each category: Clinical Practice (evaluation of newly diagnosed and treatment experienced patients), Scholarly activity (2 articles during residency), Service to profession (HIV Expert Certification, MPH degree, ASHP proposal), and Professional Organizations (ASHP, ACCP, IDSA, PPA).

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Examples of Early Success in Clinical Leadership **Karri Bauer PharmD., BCPS**

- 4 years experience post PGY2 ID residency
- Started clinical services at her 1st job
- Made a career change after 1st year
- (3 years) The Ohio State University Wexner Medical Center
- Published her 1st paper in *Clin Inf Dis*
- Provides clinical services on the ID consult and inpatient team
- Precepts students and residents at OSU
- Continues to publish

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Clinical Practice
Dr. Bauer provides clinical services for the Infectious diseases consult services and inpatient ID service. She is an active member of the Antimicrobial Stewardship Team and Infection Control committee.

Her 1st publication in Clin Inf Dis
The highest impact factor ID journal

Scholarly activity
Continues to publish

Service to profession
Program Director for PGY2 ID residency
Committee member for SIDP
Faculty for ASHP
Clinical skills competition

Professional Organizations
Society of Infectious Diseases Pharmacists
American College of Clinical Pharmacists
American Society of Health-System Pharmacists
American Pharmacists Association
Ohio Society of Health-System Pharmacists
Making a Difference Infectious Diseases

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Examples of Early Success as a Clinical Leader **Fatima Brakta PharmD**

- 3 years experience post PGY1 residency
- Responsible for starting ASP at Interim Louisiana State Hospital
- Has on-site mentors
Director of Pharmacy, Clinical Coordinator, ID Physician, co-workers
- Applied for ASHP On-Site Mentoring program
Her proposal was 1/5 selected from 100 applicants
- Her study was accepted for presentation at the National ID Conference (MAD-ID Making a Difference Infectious Diseases)
- Submitted the success of their ASP for publication

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Clinical Practice
Her practice focuses on a team based approach in acute care and infectious diseases
Fatima Brakta PharmD

Dr. Brakta currently teaches and coordinates the Global Health Disparities elective course for students in the college of Pharmacy.

Scholarly activity
Presentation at MAD-ID
Submitted for publication

Service to profession
ASHP Press Release
Five Health Systems Selected for National Initiative on Implementing Antimicrobial Stewardship Programs in Health Systems

Professional Affiliations
American College of Clinical Pharmacy (ACC)
American society of Health-System Pharmacists (ASHP)
Louisiana Society of Health System Pharmacists (LSHP)
American Association of Colleges of Pharmacy (AACPP)
Infectious Diseases Society of America (IDSA)
Making a Difference Infectious Diseases (MAD-ID)

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Words of advice after 30 years of practice

- Never stop learning
- Your mentor may be younger than you
reverse mentoring
- Do what you love and love what you do
- Embrace change: A leader makes things happen
- Healthcare is changing, technology is changing
iPhones, iPads and Medical Apps*, electronic medical record
- Learn to publish, it's your gift to patients around the world



*Goff D. 2012 Pharmacotherapy 32:7:657-661

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