

Advanced Degrees
Leadership and Career Development Advisory Group

ASHP American Society of Health-System Pharmacists
NEW PRACTITIONERS FORUM

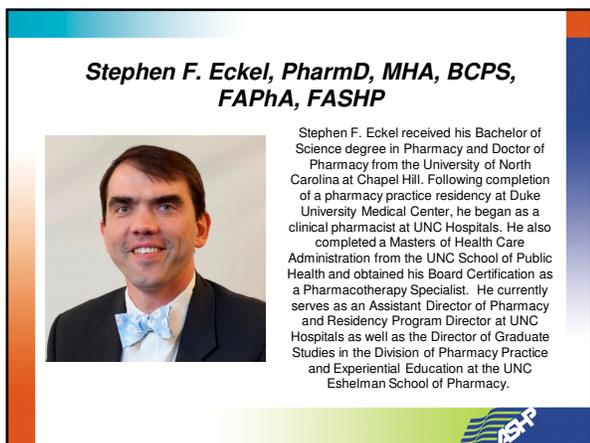
TOGETHER WE MAKE A GREAT TEAM



Lindsey R. Kelley, PharmD, MS



Lindsey R. Kelley, PharmD, MS is Coordinator, Ambulatory Pharmacy Initiatives and Transitions of Care in the University of Michigan Health System. She received her PharmD from The University of Arizona and completed a PGY-1 and a two-year combined administrative residency and Masters in Minneapolis, MN. Dr. Kelley is a recipient of the ASHP New Practitioners Forum Distinguished Service Award. She currently serves as Chair of the ASHP Section of Pharmacy Practice Managers Advisory Group on Manager Development and on the ASHP Council on Pharmacy Practice.



Stephen F. Eckel, PharmD, MHA, BCPS, FAPhA, FASHP



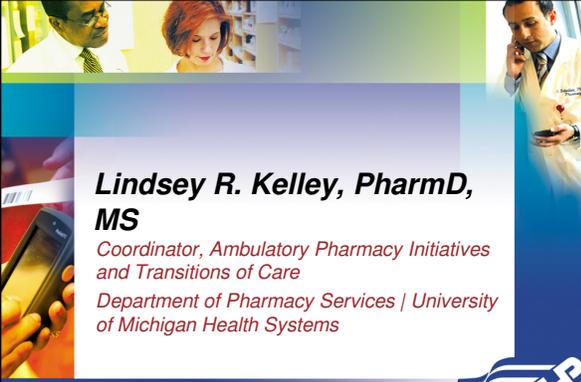
Stephen F. Eckel received his Bachelor of Science degree in Pharmacy and Doctor of Pharmacy from the University of North Carolina at Chapel Hill. Following completion of a pharmacy practice residency at Duke University Medical Center, he began as a clinical pharmacist at UNC Hospitals. He also completed a Masters of Health Care Administration from the UNC School of Public Health and obtained his Board Certification as a Pharmacotherapy Specialist. He currently serves as an Assistant Director of Pharmacy and Residency Program Director at UNC Hospitals as well as the Director of Graduate Studies in the Division of Pharmacy Practice and Experiential Education at the UNC Eshelman School of Pharmacy.

Paul F. Glynn, PharmD, BCPS, CGP



Paul F. Glynn is a Clinical Pharmacy Manager at Abbott Northwestern Hospital in Minneapolis, MN. Paul received his Pharm D. degree from North Dakota State University in 2000. He obtained Board Certification in Pharmacotherapy in 2004 and became a Certified Geriatric Pharmacist in 2007. Paul has worked in multiple practice settings and has experience working as a pharmacy intern/technician, staff pharmacist, clinical pharmacist, clinical coordinator, and now, clinical manager. Paul is a 2009 graduate of the ASHP Pharmacy Leadership Academy.





Lindsey R. Kelley, PharmD, MS
Coordinator, Ambulatory Pharmacy Initiatives and Transitions of Care
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The coolest job I'll ever have...

Coordinator, Ambulatory Pharmacy Initiatives and Transitions of Care at the University of Michigan Health System in Ann Arbor, MI

- ❖ 340B
- ❖ Specialty Pharmacy
- ❖ Transitions of Care

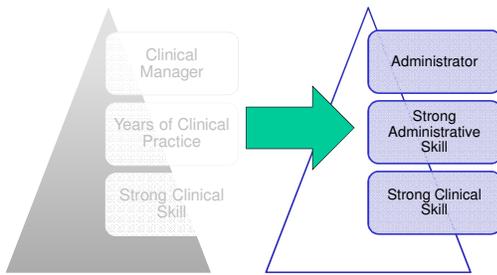
Previous role was as **Manager, Pharmacy Operations at UPMC Shadyside Hospital in Pittsburgh, PA**



“Not all who wander are lost...”

Training	Location	Completed
BS	Northern Arizona University	2001
PharmD	University of Arizona	2005
PGY1	Abbott Northwestern Hospital	2006
PGY1 & PGY2	Fairview Health Services and the University of Minnesota Medical Center – Fairview	2008
MS	MS in Social, Administrative, and Clinical Pharmacy	

Two roads...



Serendipity & grace

While opportunities will occur and “lucky” events will happen it is important to be ready to walk through doors as they open



<http://gracehealings.files.wordpress.com/2011/06/open-door.jpg>

Factors to consider

Vision for pharmacy

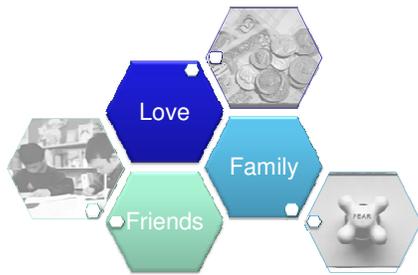
- ❖ ASHP and ASHP Foundation Pharmacy Practice Model Initiative
- ❖ Patient and Family Centered Care
- ❖ Patient Pharmacist Covenant

Vision for Yourself

- ❖ Life Goals and associated skills and tools
- ❖ Mentorship



Confounders



When all is said and done...

Still small voice

And because we're pharmacists...

- Excel files
- Pro/Con charts
- Etc...



“You gain...

strength, courage, and confidence by every experience by which **you** really stop to look fear in the face.”
~Eleanor Roosevelt

- Recognition of competence by others?
- Skills and tools
- Maturity
- Mentorship
- Confidence
- Didactic education & real-time application



In conclusion



Pursuing an MS was the right decision for me based on my vision of pharmacy, my vision for myself, the pressures present in my life at the time, and the still small voice which assured me I had made the right decision.

Each person must make their own decision based on their own still small voice...
...I would do it again



**Stephen F. Eckel, PharmD,
MHA, BCPS, FAPhA, FASHP**
*Assistant Director of Pharmacy, UNC Hospitals
Director of Graduate Studies, UNC Eshelman
School of Pharmacy*

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My personal career path

Consider myself the 'accidental administrator'

While I was involved in leadership activities within pharmacy school, I never expected to be involved in hospital pharmacy administration.

Nuggets from my personal career journey



From the beginning

- **Trained as a clinician**

- ❖ Post-BS PharmD degree
- ❖ Pharmacy Practice Residency
- ❖ BCPS certification
- ❖ First job was as a clinical pharmacist

- **Why am I not still doing that?**

- ❖ Learned that I like systems management more than daily patient care
- ❖ There is a strong need for clinical leaders
- ❖ Taken advantage of opportunities placed in front of me



Opportunities – say yes and ask questions later

- **After 2 months in starting my first job, I was asked if I was interested in assisting in leading our pharmacy residency program**

- ❖ I need a proposal for overhauling the residency program tomorrow
- ❖ Continued for 13 years and counting

- **After 1 year, I was asked if I would be interested in taking an operations manager of central pharmacy**

- ❖ Over 100 direct reports
- ❖ Full-scale implementation of a decentralized drug distribution platform
- ❖ Managing people my parent's age



What's next?

- After about 3.5 years from starting my first job, I became Assistant Director over various operational areas in the department
- 3 years later, I took responsible for the clinical areas of the department (what I was most best trained for)
- Multiple opportunities for reflection
 - ❖ How did I end up here?
 - ❖ Do I have the right training?
 - ❖ Where am I going?

Do I have the right training?

No

- Remember – PharmD, BCPS

Things I knew about myself

- Passionate about pharmacy and healthcare
- Did not want to quit my job
- Employer had tuition assistance

Why I chose an MHA?

- Wanted to focus on healthcare
- UNC School of Public Health is ranked #2 in the nation
- Had a distance education component
- Could focus on health policy management
- Tuition assistance would cover it all (would be a 'free' degree)



Issues with this career path

- Takes much longer to 'get there'
- Need to have a supportive boss – doing things I never had experience and training
- Opportunity is limited with the increased number of training programs
 - ❖ Desire is sometimes to hire someone with this training as opposed to promote from within (and mentor them)



Benefits

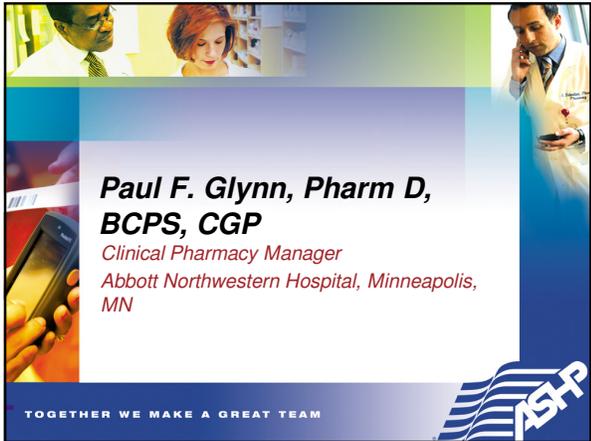
- Better understanding of clinical pharmacy (as pharmacy is a clinical profession)
- Walked in their shoes and have credentials to prove it
- Multi-disciplinary degree gave me excellent exposure to the breadth of healthcare and how a hospital functions
- Having work experience to supplement the education made the classwork that much more beneficial



Reality of it all

- Graduate degree needed for advancement
- Need to demonstrate excellence in your work product
- Networking is critical (as is having a great mentor)
- Deliver consistency and excellence over time
- Take advantage of opportunities and make the most of them





**Paul F. Glynn, Pharm D,
BCPS, CGP**
*Clinical Pharmacy Manager
Abbott Northwestern Hospital, Minneapolis,
MN*

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I graduated, now what???

Think I'll move to Texas!

- ❖ What, no residency?!
- ❖ No problem! (This was waaaayyy back in 2000)
 - ❖ Worked at 2 different hospitals as staff/clinical pharmacist
- ❖ Clinical Pharmacy is where it's at - wanted no part of management!



Move to the Great White North



- ❖ Brief stint (9 mos) as director of pharmacy at very small LTACH
- ❖ Accepted job as clinical pharmacist (title changed to clinical coordinator)
- ❖ Great mentors!
 - ❖ Encouraged networking and professional development
- ❖ Enrolled in ASHP Pharmacy Leadership Academy in 2009
- ❖ Combo of all of above led to current role



Life at ANW

ABBOTT NORTHWESTERN HOSPITAL
A Division of Abbott Park



Responsible for clinical activities in cardiovascular, behavioral health, neuro/ortho/spine, and infectious diseases areas

Key role on multiple committees and in clinical policy and procedure development

Best of 2 worlds (clinical + management)!



How Did I Get Here?

- ❖ Proactively sought leadership learning activities
 - ❖ PLA
 - ❖ Capstone Courses
 - ❖ Continuous Learning
- ❖ Networking!



The Good...

- ❖ Opportunity to lead the change you want to see...
- ❖ Practice Model change
 - ❖ Creativity
 - ❖ Lead multiple clinical initiatives
- ❖ You're not in it alone!
- ❖ Jobs, jobs, jobs
 - ❖ Part of the solution...
- ❖ Flexible schedule



The Bad...

- ❖ HR stuff!
- ❖ Looooonnnngggg Days
- ❖ More difficult to leave work at work
- ❖ The buck stops here (with you!)



The Funky...

- ❖ Must learn best way to get through on individual level!
 - ❖ Age, Personality, and Cultural differences
- ❖ They shine while you take the heat!
- ❖ Stuck in the middle...
- ❖ Making it up as you go...
 - ❖ Confidence and positivity...even when you're not feeling it!



The Payoff...

- ❖ Recognition – **ESPECIALLY** for direct reports
 - ❖ 2011 ASHP Best Practices Award
- ❖ Helping others achieve their professional goals
- ❖ Mentorship
- ❖ Professional fulfillment
- ❖ New opportunities



Lessons Learned

- ❖ Be prepared
- ❖ Give people the benefit of the doubt (don't let others' opinions cloud yours)
- ❖ Think twice before sending that email!
- ❖ No such thing as overcommunication
- ❖ Be visible and know what's going on
- ❖ Be friendly, but not your job to make friends
- ❖ Be confident, not arrogant
- ❖ Talk the talk AND walk the walk



I'm still not sure...

- ❖ Can always do a PGY-1, then work for awhile
- ❖ Gaining practical leadership experience
 - ❖ Volunteer for committees, projects
 - ❖ Lead by example
 - ❖ Be a "little L"
- ❖ You can still get there...Paul G is living proof!



I'm sold!

- ❖ Masters' Programs
- ❖ PGY-2 Admin residencies
- ❖ PLA
- ❖ Read!
- ❖ Network!



Content developed by the *Leadership and Career Development Advisory Group*



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