LEADERSHIP DEVELOPMENT PRINCIPLES AND CASE STUDY

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FACULTY

MEGHAN DAVLIN SWARTHOUT is the Division Director of Ambulatory and Care Transitions for the Department of Pharmacy at The Johns Hopkins Hospital. Meghan earned her Doctorate of Pharmacy from Ohio Northern University and her MBA in Medical Services Management from Johns Hopkins University. Meghan completed her PGY1/PGY2 in Health System Pharmacy Administration at The Johns Hopkins Hospital.

In her current role, Meghan oversees the clinical services and drug distribution operations for ambulatory clinics and infusion centers. She maintains a clinical practice in anticoagulation clinic. Meghan is passionate about improving patient care through effective management, and her professional interests include clinical coordination, professional policy, and leadership development.

Meghan is an active member of the American Society of Health-System Pharmacists (ASHP) and the Maryland Society of Health System Pharmacists. She currently serves as a member of the ASHP Section of Pharmacy Managers Leadership Development Advisory Group, and the Chair of the New Practitioners Forum Public Affairs and Advocacy Advisory Group. She is also the Legislative Committee Chair for MSHP. She is a past member of the Commission on Credentialing and was a member of the Pharmacy Student Forum Executive Committee during pharmacy school.

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What we will cover…

- Leadership and management…defined
- Career opportunities for up-and-coming pharmacy leaders
- Practical ways to build leadership skills, NOW

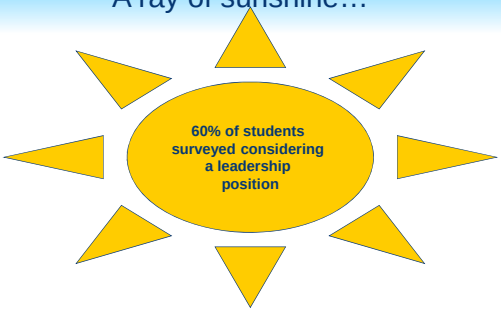
Our Agenda

- State of leadership in the pharmacy profession
- Leading and Managing 101
- Breakout session
- Presentations and discussion

Close Your Eyes

Picture all the pharmacy directors and clinical leaders you have encountered since starting pharmacy school…

A ray of sunshine…



White, SJ; Will there be a pharmacy leadership crisis? 2005

Types of Leaders

Assigned	Influence
- Authority over people they are leading - Responsible for getting the job done	- No official authority over people they are leading

2003 ASHP Leadership Conference on Pharmacy Practice Management Executive Summary, Am J Health-Syst Pharm, 2004.

Managers vs. Leaders

- Focus on Systems
- Does things right
- Administers
- Maintains
- Accepts reality
- Accepts status quo
- Short-range view
- Eye on bottom line
- Climb ladder fast

- Focus on people
- Does the right thing
- Innovates
- Develops
- Investigates reality
- Challenges status quo
- Long-range perspective
- Eye on horizon
- Is ladder on right wall?

Bennis, Warren and Goldsmith, Joan. Learning to Lead: A Workbook on Becoming a Leader, Perseus Books, Reading, MA, 1997, p. 9-10.

And the list goes on…

What issues need leadership in your setting?

Health-System Leadership Options…

Administrative

- Hospital senior leader
- Director of Pharmacy
- Assistant Director
- Operations Manager
- Clinical Manager

hybrid

Patient Care / Non-Admin

- **Clinical Coordinator**
- **Clinical Specialist**
- **Lead Pharmacist**
- **Staff Pharmacist**

Practical Tips to Get "There"

Wherever "there" may be…

- Step 1: Develop a plan
- Step 2: Leverage a mentor
- Step 3: Get involved
- Step 4: Build your leadership skills

Step 1: Develop a Plan

- Determine goals
  - Short & long-term
  - Professional & personal
- PUT IT IN WRITING!
  - Fluid document – update regularly

Put it in Writing

- Use future tense
- Critically evaluate the current and future state of pharmacy practice
- Use positive language
  - Avoid negative words - "can't," "never," "won't,"

Continually reevaluate your plan and make changes as needed

Step 2: Leverage a mentor

- Seek out mentors
- Be a good mentee

It is not always WHAT you know, but WHO you know that really matters…

Where can you find a mentor?

- Pharmacy Residents
- State/Local Pharmacy Association
- Rotation & Residency Preceptors
- Established Pharmacy Leaders!
- Faculty or Student Society Advisors
- Upperclassmen

Effective Mentors

- Good reflective listening
- Safe haven, confidential
- Open and honest
- Coach -- good news and bad
- Advocate
- Available and approachable
- Allow failure
- Provide candid feedback (the good, bad and ugly)
- Follow-up
- Goal-oriented
- Passionate
- Successful
- Encourage
- Involved
- Open-minded
- Sense of humor
- Share failures
- Share their network
- Connect you to learning opportunities

Effective Mentees

- Trust mentor
- Responsible for own growth and development
- Prepared for meetings
- Respect mentor's time
- Understand qualities you are seeking to develop
- Open to coaching
- Willing to apply change
- Goal-Oriented
- Seek challenges
- Take initiative
- Ask lots of questions
- Understand qualities you are seeking to develop
- Transparent

Step 3: Get Involved

- Explore career options
- Participate in pharmacy organizations
- Build your CV

Explore Career Options

- Seek out unique internships and rotations
  - pharmacy administration
  - clinical management
  - pharmacy association management
  - informatics
  - medication safety
- Meet pharmacists practicing in your area(s) of interest
  - attend state and national society meetings

*Knoer SJ, Rough S, Gouveia WA. Student rotations in health-system pharmacy management and leadership. Am J Health Syst Pharm. 2005; 62:2539-2541.

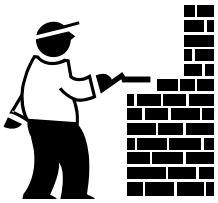
Participate in Pharmacy Organizations

- Student organizations
  - Join a committee
  - Lead an initiative
- State & local pharmacy association
  - Attend meetings and CE offerings
  - Volunteer
- National association
  - Participate in competitions
    - (e.g. Clinical Skills Competition)
  - Apply for leadership opportunities
  - Volunteer for a committee, task force, event

Build Your CV…

…one brick at a time

- Leadership positions (local, state, national)
- Unique experiences (rotations, internships, jobs)
- Presentations (oral, poster)
- Professional Involvement



Step 4: Build Leadership Skills

General

Clinical

Managerial

General Leadership Skills

Influence

Persuasion

Time management

Decision making

Organization

Communication

Team building

Emotional intelligence

Public speaking and presenting

Coaching

Mentoring

Teaching

Clinical Leadership Skills

Foster communication among colleagues

Develop project plan

Advocate

Lead team

Evaluate program

Pull data together

Sell in terms of cost, quality, service and outcomes

Implement pilot program

Gain interdisciplinary support (including the support of your Director)

Administrative Leadership Skills

Prioritization
Personnel management
Delegation
Strategic thinking
Political savvy
Visionary thinking
Financial acumen
Program development
People development
Change management

Where can you learn these skills?

General | Clinical | Managerial

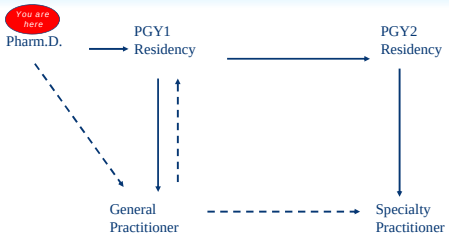
"…an organized, directed, post-graduate training program that centers on development of knowledge, attitudes, and skills necessary to function as a competent practitioner."

Pharmacy Residencies

"…an organized, directed, post-graduate training program that centers on development of knowledge, attitudes, and skills necessary to function as a competent practitioner."

- Post Graduate Year One (PGY1) Residency
  - Hospital, Ambulatory and Community Pharmacy Practice
  - Provides broad clinical knowledge, some exposure to leadership
- Post Graduate Year Two (PGY2) Residency
  - Clinical specialty
  - Pharmacy Administration
  - Provides intense, focused training
- PGY1 & 2 Administrative Residency with a Master's Degree
  - Intense clinical AND administration training along with a Master's Degree in Health-System Pharmacy Administration (or equivalent degree)

Clinical & Administrative Pharmacist Career Path



Dotted lines will gradually disappear for pharmacists in patient care and leadership roles

Two-year Administrative Residency Training Programs in Focus

- Advanced leadership skills
- Strategic planning and vision setting
- Decision making skills
- Communicating with medical staff and senior leadership
- Time management
- Implementing change
- Mentoring relationships
- Medication use safety
- Practice advancement
- Personnel management
- Technology optimization
- Quality improvement initiatives
- Business acumen
- Project and team leadership
- Business coursework

Top 10 Leadership Strategies…

1. Participate in unique clerkship rotations
2. Find a mentor and develop a strong relationship
3. Explore post-graduate options –NOW
4. Get involved in pharmacy organizations
5. Develop personal goals and strategies with your mentor
6. Become a risk taker – clerkship and residency experience may be your last chance to do this in a controlled learning environment
7. Ask for "implementation" experiences on clerkships
8. Spend time with people who get things done
9. Try to find the good in every opportunity
10. Obtain the training you need to become a leader in the profession of pharmacy

What is Leadership?

"If your actions inspire others to dream more, learn more, do more and become more, you are a leader."

- John Quincy Adams

Workshop

Special thanks

Section of PHARMACY PRACTICE MANAGERS

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