

THE PHARMACY LEADERSHIP FIELD GUIDE

Cases and advice for everyday situations

Michael A. DeCoske, PharmD, BCPS

Associate Chief Pharmacy Officer,
Ambulatory Services
Department of Pharmacy
Duke University Hospital
Durham, North Carolina

Jennifer E. Tryon, MS, PharmD

Assistant Director of Inpatient Pharmacy
PeaceHealth Southwest Medical Center
Vancouver, Washington

Sara J. White, MS, FASHP

(Ret.) Director of Pharmacy
Stanford Hospital and Clinics
Mountain View, California

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Production Editor: Kristin Eckles
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Dedications

I dedicate this book to my loving mom and dad for their years of sacrifice and support; to my Grandma Gladys for giving all that you have without ever asking anything in return; to my Aunt Donna for helping our family to flourish from the start; to my sister Madison for being such a great friend; and to my pharmacy mentors who daily help me navigate through and triumph over leadership challenges.

—*Michael A. DeCoske*

I dedicate this book to my mom and dad, Joyce and Robert (Sam) Tryon, who inspired my passion for leadership, to my husband and best friend Rene Mandrones for loving and supporting me, and to my mentor Sara White for unconditional support as I face the successes and challenges of my leadership journey.

—*Jennifer E. Tryon*

I want to dedicate this book to all of the staff, students, and residents I have had the pleasure to work with in over 40 years. They have been instrumental in teaching me what a good leader needs to do to be successful, and I will be forever be grateful. My leadership philosophy began with Clifton J. Latiolais as my role model at Ohio State during my MS-Residency and was enhanced by working with Harold N. Godwin at the University of Kansas for 20 years. I also want to dedicate this book to current young leaders, such as Jennifer and Mike, who encourage me to continue contributing professionally even in retirement.

—*Sara J. White*

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The Editors

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Foreword

It is gratifying to witness the evolution of the profession of pharmacy over the past 40 years. We take the existence of unit-dose drug distribution and intravenous admixture programs for granted and expect the delivery of the right drug to the right patient at the right time. Many health systems such as Ohio State University Medical Center Department of Pharmacy also offer comprehensive patient care services in various specialties including internal medicine, pediatrics, and surgery as well as subspecialties such as cardiology, infectious diseases, and transplantation. ASHP surveys of health-system pharmacies, however, have reported marked variability in the types of pharmacy services offered and in the use of technology to achieve the best health outcomes for our patients.

The public expects community pharmacists to fill prescriptions accurately, efficiently and safely at the lowest cost. Medication therapy management or disease management programs are being offered in an increasing number of pharmacies; however, wide variability exists in the availability of these services in the community setting. Why are some health-system or community pharmacies able to offer more comprehensive and patient focused services than others? One among many distinguishing features is the quality of leadership provided by the directors, managers, supervisors, pharmacists and technicians working in some practice settings as change agents or change leaders versus others.

Most of us have learned about leadership unconsciously and informally (e.g., through participation in student associations or attending a few lectures as a part of other courses). I do not recall ever learning specifically about leadership during my college years. In fact, I thought knowledge and training of leadership were needed by only those pursuing administrative or managerial positions. Several years after graduation I realized the importance of learning about leadership for all pharmacists for both professional and personal development. Most of my learning about leadership came from reading books, observing leaders, good mentoring, and active involvement in local, state, and national organizations. Since 2006, I have enjoyed teaching a course on leadership at Ohio State University to our pharmacy students, and it has been a tremendous learning experience for me and for our students based on the evaluation of this course.

Although there is a vast amount of literature including books and articles written on leadership, no specific book exists with direct applications for pharmacy students. This book, edited by DeCoske, Tryon, and White, is a welcome addition to the available resources and is particularly timely as we identify our unique roles in the healthcare reform to achieve the desired cost-effective health outcomes. I believe leadership education and training must begin in the college of pharmacy. This work would, of course, need to continue throughout one's career as is true for the continuous development of our professional competence.

This book has nine chapters from various authors on topics related to leadership. An excellent feature of the book is a series of case studies on pharmacy-related leadership challenges. Completion of these exercises should teach students on how to address practical issues in effective ways.

The book discusses leadership versus management principles, attributes of effective leaders and managers, and the importance of passion, vision, integrity, trust, and calculated risk taking. It emphasizes that everyone is a leader (“little L”) even though only some will become positional leaders (“big L”). The roles of professional organizations, mentoring, strategic planning, and effective communications in developing leadership are well-described. One must also know how to work efficiently, negotiate, prioritize, delegate, and engage in difficult conversations and manage conflicts. The book discusses the importance of using people skills in developing positive relationships with individuals and inspiring them to become a part of the team to achieve collective goals. Finally, leaders must enthusiastically embrace change and know how to continue leading and marketing ideas. The key concepts and case studies in this book is an excellent substrate for developing leadership among pharmacy students. The editors are to be congratulated for conceiving and completing this important and much needed book.

Milap C. Nahata, MS, PharmD

Professor and Division Chair

College of Pharmacy

Professor of Pediatrics and Internal Medicine

College of Medicine

Ohio State University (OSU)

Associate Director of Pharmacy

OSU Medical Center

Columbus, Ohio

Preface

Every pharmacist faces leadership challenges every day, whether they realize it or not. The manner in which these challenges are handled can promote a positive image for the pharmacy profession or result in catastrophic outcomes for everyone involved. While pharmacists receive exceptional didactic clinical training, leadership skills are another crucial, often underdeveloped, skill set necessary for the success of a pharmacist. As leadership skills are studied, practiced, and mentored, a pharmacist will enjoy greater career success in any setting they choose to work.

Some pharmacists may choose to be a “big L” leader, pursuing a career with a formal leadership title (manager, director, lead pharmacist). All other pharmacists, however, must be a “little L” leader on their shift, in their practice, or as an informal influencer of people and pharmacy practice.

The purpose of *The Pharmacy Leadership Field Guide: Cases and Advice for Everyday Situations* is to present pertinent leadership concepts using real-life cases that apply to pharmacy students, residents, and new practitioners. The authors of each chapter consist of a veteran mentor—chosen because of a proven leadership track record in pharmacy—and a new practitioner—selected for their strong leadership abilities and diverse practice settings. Each chapter contains profiles and pictures of its authors, which include their pharmacy experience and leadership career advice. Each case focuses on a different leadership topic specifically chosen for the early part of a pharmacy career. Because each chapter is written by a different veteran mentor/new practitioner team, the writing styles and perspectives vary in consistency, which adds to the richness of the book’s content; the reader can benefit from the diverse practice experience brought by the author teams.

The concepts presented in the book are case based and apply to general leadership topics that are pertinent to every pharmacist irrespective of your career choice. The cases and skills in the book are ones that every pharmacist will encounter throughout the rest of your personal and professional life. You will find that some of the topics transcend the content of this book and are at times repeated, which will assist in your learning and ability to apply the concepts in multiple, real-life situations. To optimize your use of the book’s content, refer to the book as an “in-print mentor,” where you identify a leadership skill to work on from one of the chapters, read the advice from the veteran mentor and new practitioner, and try to apply your learning to a real-life situation or to the exercises at the end of the chapter. This book demonstrates in print how to utilize mentors. The more you practice, the more you’ll optimize your learning opportunities.

CHAPTER FORMAT

Each chapter begins by introducing the overall leadership concept being presented. The introductory section is not meant to be a comprehensive coverage of the leadership topic, as many books have been written covering each concept in detail. Instead, the brief content overview at the beginning of each chapter is meant to set the stage for the main points presented in the chapter and to introduce the cases that will be covered.

Each chapter covers a contemporary leadership topic, broken into component parts. Each subtopic is introduced by a pharmacy practice leadership case written by the chapter's new practitioner from their personal experience. The protagonist of the case finds himself in the midst of a particularly challenging dilemma. Much as a therapeutic pharmacy module might be introduced by a patient case, the leadership cases are similarly structured. At the end of each case, the protagonist either makes some difficult decisions or leaves matters unresolved in their decision-making process. The ambiguity in case resolution closely mirrors the reality of leadership. While therapeutic modalities are often based on evidence and science, the resolution to leadership dilemmas is often less clear because in the leadership world there is rarely one right answer.

Following the cases, we probe into the mindset of the main character. As you read, you may find yourself asking or thinking the same questions as the protagonist. The recurring “may be thinking” or “might reason” feature is designed to assure readers that their raw emotions to the case presented are natural and common. The point-counterpoint nature of the internal dialogue seeks to span to the spectrum of first reactions.

Next, we hear sound advice from our veteran mentors. In the Mentor Advice section, our experts respond to the character in the case as though they were a personal mentor. The mentors give practical guidance on how to handle the specific dilemma presented within the case. In the What I Have Found to Be Successful section, the mentors broaden the scope of their advice to offer valuable pearls to the reader on success strategies for handling similar leadership dilemmas to those outlined in the case. These tips are based on leadership acumen experience of our veteran mentors.

Following the veteran advice, we engage new leaders to offer their experiences. Each new leader has, in one shape or another, found themselves struggling with a challenge similar to that presented in the case. Thus, the New Leader Advice section gives practical advice, which is specific to the dilemma faced by the character. Expect to learn what has worked and, conversely, what to avoid (what our new leaders have learned the hard way). This “in the trenches” learning technique will guide the reader to form the correct thought process (though not necessarily to the perfect solution) when attacking a similar leadership problem. The What I Have Found to Be Successful section will again offer broad tips and techniques for similar challenges.

Subsequent cases are presented in a similar fashion to comprise the core content of each chapter. Each chapter closes with a Leadership Pearls section. Review this list often for an overview of the content and some quick tips that are necessary before diving into a real-life issue. Have some time to practice? Each chapter contains a Leadership Exercises section that offers practical ways to refine your leadership skill set. Take a few minutes and try out one of the suggestions after reviewing the chapter. These proven strategies will build your confidence as a leader.

Chapters conclude in varying ways. Depending on the concept explored, a unique assessment or chapter review has been prepared. Take a moment to review key terms and material before finishing your study of the chapter. These tools will help to reinforce a leadership competency and vocabulary that is otherwise scarcely present in the pharmacy curricula.

How to Use This Book

The cases in this reference are a valuable way to be introduced to leadership concepts. In-depth, chapter-by-chapter study may be an effective way to cover the material. However, in the busy lives of pharmacy students, residents, and new practitioners, it may be more practical to think of this book as a reference to use when you find yourself in a jam. Consult the table of contents or index whenever you find yourself in the middle of a messy situation. Odds are, you are not alone. In some way, shape, or form, another colleague has likely been in your shoes. Reviewing the most appropriate case or concept will offer a real-time refresher to help guide you to making the best decision possible.

ASSOCIATED WEBSITES

You can find additional and supplemental material for *The Pharmacy Leadership Field Guide: Cases and Advice for Everyday Situations* at www.ashp.org/fieldguide. This site contains all of the Success Skills for Pharmacists' articles that have been published in the *American Journal of Health-System Pharmacy* over the past several years. Some titles include "Working Efficiently," "Building and Maintaining a Professional Network," "Public Speaking Revisited: Delivery, Structure, and Style," and "Maximizing Your Pharmacy Brand." As more articles are published they will be added to the website. Based on the Success Skills series, there are additional posted tips, checklists, and pearls that have not been published.

Mike A. DeCoske, Editor

Jennifer E. Tryon, Editor



Michael A. DeCoske, PharmD, BCPS

Associate Chief Pharmacy Officer, Ambulatory Services
Department of Pharmacy
Duke University Hospital
Durham, North Carolina

Why pharmacy: While in high school I was looking for a profession that allowed me to pursue my strengths in math and science—one that also allowed me to satisfy my strong desire to help improve people's lives. I attended a career fair and realized there were two schools of pharmacy within commuting distance of home and, thus, pharmacy it was!

Advice to readers: In school, be serious about classes and seek out opportunities to get involved in professional organizations, which provide great travel opportunities and allow you to meet other leaders, develop a professional network, build lasting friendships, and have high-level intellectual interchanges. Set aside the payday for 1 or 2 more years and do a residency. The doors it will open for you are numerous. Residencies will also help you learn how to deal with people, best practices in medication use, and key elements of a high performance pharmacy. In launching your career, utilize mentors that understand where you want to go in your career and are willing to listen to your thoughts. Carefully select mentors who do not

put their own agenda first but put yours first. It is best to have several mentors; one a year or two ahead of you, one 5–10 years ahead, and one toward the end of their career. Realize at graduation that you only have a basic skeleton of pharmacy knowledge and you will spend your career continuing to put the flesh and muscles on those bones. Look at your first job as only the first step toward your dream job, not the pinnacle of your career.

Tips for work-life balance: Have a nonpharmacy passion that gets you away from work. Every 1–2 months, rebalance yourself by stepping away from the day-to-day grind and remind yourself of your personal mission statement and what motivates you to be a pharmacist.

Personal career: I am most proud of having successfully completed two residencies. In my first position, I coordinated projects where I had the privilege to work with a talented pharmacy team on generating ideas, solving problems, implementing new processes, and following up on our efforts. Being part of a project on all levels feels great. My career goal is to be in a leadership position within the health-care industry as I want to be able to affect issues and patients on a broad scale. My career success is having a measurable impact on safe and effective use of medications and a positive impact on the development of the staff I work with.

Why leadership: I became interested in leadership during my PGY1 residency during my practice management rotation. Thus, I highly encourage readers to go into each new learning experience with an open mind. My favorite leadership books are Lencioni's *Death by Meeting*, Walton's *Generating Buy In* and Collins' *Good to Great*.

Recommended change for pharmacy: We need to continue to reinforce the value our profession to other healthcare professionals and to the public. A key to this is ensuring that every pharmacist views our profession as a 24/7/365 commitment.

Why willing to coordinate this book: I have enjoyed the significant professional satisfaction of learning from the experiences of the various contributors, each with a different background and perspective. It is also an honor to fill a gap in the pharmacy leadership literature by creating a resource that is practical and serves as an “in-print” mentor for real issues that new practitioners will face at some point and in some shape or fashion. I hope this reference will be used on a daily basis by new practitioners as they face challenges in their school or career.



Jennifer E. Tryon, MS, PharmD

Assistant Director of Inpatient Pharmacy
PeaceHealth Southwest Medical Center
Vancouver, Washington

Why pharmacy: In high school I was intrigued with science and the complexity of biology and chemistry. My mother suggested pharmacy so I talked with a pharmacist and was impressed with the combination of science and patient care.

Advice to readers: As a student I wished I had been more curious and inquisitive in asking questions about the care delivery processes versus just trying to memorize and recite facts. Once in practice, I have learned there are no quick wins, and there rarely is a single right answer. It is also very apparent to me that I can't accomplish much alone and I can have a greater impact working collaboratively with a team of individuals. I also learned it is okay to fail as long as you learn from it. Consider doing a residency because it gives you the building blocks and tools to be successful, not just in your first job but throughout your career. A residency helps you develop and perfect your approach to practice. Get involved in professional organizations because they promote networking and provide you with new ideas, new approaches, and resources across the country. For your first job, try and find a good fit for you—perhaps a dynamic practice that improves care and provides opportunities to perfect your leadership skills. Your superior should be someone you can continue to learn from, that is committed to your continued growth, and who will set you up for success.

Tips for work/life balance: Use a mentor and invest in making the relationship useful for you by maintaining contact and sharing what you are experiencing. Prioritize your personal life with your career. Schedule your priorities, and don't let work issues stand in the way of your personal life priorities.

Personal career: My best career decision so far has been to seek a leadership track. I want to influence and improve care for our patients. My major successes so far have been developing a leadership team from individuals with a variety of ages and experiences that trust and care for each other. Our team has a shared vision, goals, and the satisfaction of actual accomplishments. My career goal is to advance in leadership responsibilities, love what I do, grow every day, and continue to learn. My measure of career success will be having made a difference in the care of patients and helped my team grow and be successful.

Why leadership: In school I was asked by an upperclassman to run for president-elect of the ASHP student chapter, and I saw how we could have an impact and improve things for students via innovative ways such as community service projects, which intrigued me. My favorite leadership book is Covey's *The 7 Habits of Highly Effective People*.

Recommended change for pharmacy: I would like to see clarity of what it means to be a clinical pharmacist so the public, legislators, other healthcare

providers, and patients know what to expect no matter where they encounter a pharmacist.

Why willing to coordinate this book: This book has been an exciting and helpful learning experience because of being able to create something totally new. It is enhancing and broadening my leadership skills. We are working with very successful writers, which enhances my network. I think it will be useful to readers because it combines the “little L” leadership realities of young pharmacists with the experience of seasoned mentors. I hope students, residents, and new practitioners will find it useful early in their careers as a basis of discussions with colleagues, small groups, meetings with deans, etc.

Editors

Michael A. DeCoske, PharmD, BCPS

Associate Chief Pharmacy Officer, Ambulatory Services
Department of Pharmacy
Duke University Hospital
Durham, North Carolina

Sara J. White, MS, FASHP

(Ret.) Director of Pharmacy
Stanford Hospital and Clinics
Mountain View, California

Jennifer E. Tryon, MS, PharmD

Assistant Director of Inpatient Pharmacy
PeaceHealth Southwest Medical Center
Vancouver, Washington

Contributors

Roberta M. Barber, PharmD, MPH

Assistant Vice President of Pharmacy Services
Virtua Health System
Marlton, New Jersey
Adjunct Associate Professor of Clinical Pharmacy
Philadelphia College of Pharmacy
University of the Sciences in Philadelphia
Philadelphia, Pennsylvania

Cindi Brennan, PharmD, MHA, FASHP

(Ret.) Director of Clinical Excellence
UW Medicine Pharmacy Services Clinical Professor
University of Washington School of Pharmacy
Seattle, Washington

Philip W. Brummond, PharmD, MS

Pharmacy Manager
Department of Pharmacy Services
University of Michigan
Ann Arbor, Michigan

Toby Clark, RPh, MS, FASHP

(Ret.) Director of Pharmacy and Adjunct Professor of Pharmacy
University of Illinois at Chicago Medical Center
Chicago, Illinois
Lead Surveyor, Accreditation Services
American Society of Health-System Pharmacists
Bethesda, Maryland

Kyra Corbett, PharmD

Community Pharmacist
Liberty Pharmacy
North Liberty, Iowa

Jeanne R. Ezell, MS, FASHP

Director of Pharmacy and Residency Program
Blount Memorial Hospital
Maryville, Tennessee

Christopher R. Fortier, PharmD

Manager, Pharmacy Support & OR Services
Clinical Assistant Professor
Medical University of South Carolina
Charleston, South Carolina

Harold N. Godwin, MS, RPh, FASHP, FAPhA
Professor of Pharmacy Practice and Associate
Dean
University of Kansas School of Pharmacy for
Clinical and Medical Center Affairs
Overland Park, Kansas

Staci A. Hermann, MS, PharmD
Pharmacy Manager, Informatics and
Automation
The University of Kansas Hospital
Kansas City, Kansas

Lindsey R. Kelley, PharmD, MS
Manager, Pharmacy Operations
Department of Pharmacy and Therapeutics
UPMC Shadyside Hospital
Pittsburgh, Pennsylvania

Paul R. Krogh, PharmD, MS
Pharmacy Manager
Abbott Northwestern Hospital
Minneapolis, Minnesota

Katherine A. Miller, PharmD
Pharmacy Operations Manager
United Hospital
St. Paul, Minnesota

Rafael Saenz, PharmD, MS
Director, Acute Care Pharmacy Services
University of Virginia Health System
Charlottesville, Virginia

Ross W. Thompson, MS, RPh
Director of Pharmacy
Tufts Medical Center
Boston, Massachusetts

Samaneh T. Wilkinson, MS, PharmD
Clinical Manager, Inpatient Clinical Services
PGY-1 Residency Director and HSPA PGY-2
Residency Coordinator
Department of Pharmacy
The University of Kansas Hospital
Kansas City, Kansas

Karol Wollenburg, MS, RPh
Vice President and Apothecary-in-Chief
NewYork-Presbyterian Hospital
New York, New York

Reviewers

Lea S. Eiland, PharmD, BCPS
Associate Clinical Professor and Associate
Department Head
Department of Pharmacy Practice
Auburn University, Harrison School of
Pharmacy
Huntsville, Alabama

Charles Hartig, PharmD, JD Candidate 2012
Registered Pharmacist
Hartig Drug/MedOne Healthcare Systems
Dubuque, Iowa

Ashley M. Overy
PharmD Candidate, Class of 2012
Rudolph H. Raabe College of Pharmacy
Ohio Northern University
Ada, Ohio

Todd D. Sorensen, PharmD
Associate Professor and Associate Department
Head
Department of Pharmaceutical Care and Health
Systems
Director, Ambulatory Care Residency Program
University of Minnesota College of Pharmacy
Minneapolis, Minnesota