

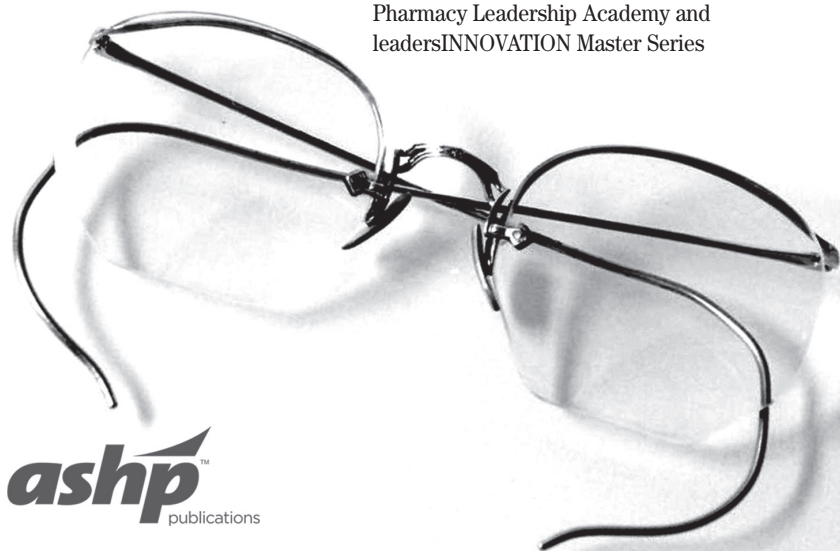
WISDOM *from the* PHARMACY LEADERSHIP TRENCHES

TOBY CLARK, RPH, MSc, FASHP, FFIP

(Ret) Director Pharmacy/Adjunct Professor
University of Illinois at Chicago
Medical Center/College of Pharmacy
Lead Surveyor ASHP Accreditation
Clinical Associate Professor
South Carolina College of Pharmacy
Charleston, South Carolina

SARA J. WHITE, MS, FASHP

(Ret) Director of Pharmacy
Stanford University Hospital and Clinics
Past President, ASHP
Palo Alto, California
Faculty
Pharmacy Leadership Academy and
leadersINNOVATION Master Series



ashp[™]
publications

Any correspondence regarding this publication should be sent to the publisher, American Society of Health-System Pharmacists, 7272 Wisconsin Avenue, Bethesda, MD 20814, attention: Special Publishing.

The information presented herein reflects the opinions of the contributors and advisors. It should not be interpreted as an official policy of ASHP or as an endorsement of any product.

Because of ongoing research and improvements in technology, the information and its applications contained in this text are constantly evolving and are subject to the professional judgment and interpretation of the practitioner due to the uniqueness of a clinical situation. The editors and ASHP have made reasonable efforts to ensure the accuracy and appropriateness of the information presented in this document. However, any user of this information is advised that the editors and ASHP are not responsible for the continued currency of the information, for any errors or omissions, and/or for any consequences arising from the use of the information in the document in any and all practice settings. Any reader of this document is cautioned that ASHP makes no representation, guarantee, or warranty, express or implied, as to the accuracy and appropriateness of the information contained in this document and specifically disclaims any liability to any party for the accuracy and/or completeness of the material or for any damages arising out of the use or non-use of any of the information contained in this document.

Director, Special Publishing: Jack Bruggeman

Acquisitions Editor: Jack Bruggeman

Editorial Project Manager: Ruth Bloom

Production Manager: Johnna Hershey

Cover and Page Design: David Wade

© 2015, American Society of Health-System Pharmacists, Inc. All rights reserved.

Library of Congress Cataloging-in-Publication Data

Clark, Toby, author.

Wisdom from the pharmacy leadership trenches / Toby Clark, Sara J. White.

p. ; cm.

ISBN 978-1-58528-472-6

I. White, Sara J., 1945- , author. II. American Society of Health-System Pharmacists, issuing body, publisher. III. Title.

[DNLM: 1. Leadership. 2. Pharmacy Administration--methods. 3. Pharmaceutical Services--organization & administration. 4. Practice Management. 5. Vocational Guidance. QV 21]

RS100

615.1068'4--dc23

2015010423

No part of this publication may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, microfilming, and recording, or by any information storage and retrieval system, without written permission from the American Society of Health-System Pharmacists.

ASHP is a service mark of the American Society of Health-System Pharmacists, Inc.; registered in the U.S. Patent and Trademark Office.

ISBN: 978-1-58528-472-6

10 9 8 7 6 5 4 3 2 1

TABLE OF CONTENTS

Foreword	v
<i>Harold N. Godwin, MS, FASHP, FAPhA</i>	
Preface	vii
Acknowledgments	ix
CHAPTER 1 – A	
Accelerate.....	3
Accountability.....	5
Active listening.....	7
Attitude	9
CHAPTER 2 – B	
Bold	13
Brand—Personal and Department	16
CHAPTER 3 – C	
Character	21
Coaching.....	24
Communication—Verbal and Written.....	27
Complacency.....	32
Courage.....	35
Criticism.....	37
Culture	39
CHAPTER 4 – D	
Delegation.....	45
Developing.....	49
CHAPTER 5 – E	
Elevator Speeches	55
Emotions	57
Empowerment.....	60
Employee Engagement	63
CHAPTER 6 – F	
Friction.....	69
CHAPTER 7 – G	
Gratitude.....	73
CHAPTER 8 – H	
Honesty	77
CHAPTER 9 – I	
Integrity	81
CHAPTER 10 – J	
Just	85
CHAPTER 11 – K	
Kindling Relationships with Physicians.....	89

TABLE OF CONTENTS (CONT'D)

CHAPTER 12 – <i>L</i>	
Leadership Hat.....	95
Leading Knowledge Workers.....	97
CHAPTER 13 – <i>M</i>	
Mentor	101
CHAPTER 14 – <i>N</i>	
Needs —Organization and Staff.....	105
CHAPTER 15 – <i>O</i>	
Opportunities	109
CHAPTER 16 – <i>P</i>	
Performing under Pressure	113
Procrastination	116
Purpose.....	119
CHAPTER 17 – <i>Q</i>	
Questions.....	123
CHAPTER 18 – <i>R</i>	
Relationships.....	127
Results with Teams.....	131
CHAPTER 19 – <i>S</i>	
Self-Development	135
Self-Mastery.....	136
Self-Talk.....	138
Stories	140
CHAPTER 20 – <i>T</i>	
Trust	145
CHAPTER 21 – <i>U</i>	
Unwinding (Losing Your Way).....	151
CHAPTER 22 – <i>V</i>	
Values	155
Vision.....	157
CHAPTER 23 – <i>W</i>	
Working Efficiently	161
CHAPTER 24 – <i>X</i>	
Xystering (To Make Smooth).....	165
CHAPTER 25 – <i>Y</i>	
Your Boss.....	169
CHAPTER 26 – <i>Z</i>	
Zest	173

FOREWORD

Wisdom from the Leadership Trenches is a blend of leadership principles for department success as well as guidance for personal growth and development for a satisfying career. This book provides an “A to Z” compilation of *pearls of wisdom* for successful leadership. Not only do Toby Clark and Sara White collectively have nearly 100 years of actual hospital or health-system leadership experience, but throughout their careers they have also gained wisdom by networking or collaborating with hundreds of peer pharmacy leaders. They share their extensive experience and reflections on multiple issues confronting today’s leaders who are charged with developing and directing comprehensive pharmacy service programs. This book is intended not only for seasoned managers, but also for new leaders. It provides useful strategies to manage critical patient care departments—large or small—as well as an array of diverse pharmacy services in today’s very complex health systems. Likewise, this book will confirm ideas, thoughts, or concepts that the director has been using or is planning to use in his or her practice.

Although this book is primarily intended for directors of pharmacy or perhaps more appropriately the chief pharmacy officer, its usefulness is not limited to this audience. With the broad scope of responsibility and the complexity of managing pharmacy departments today, the administrative unit probably has a leadership team comprised of many associate/assistant directors, operations managers, coordinators, and program directors. Indeed leadership is now becoming a “team sport.” Thus, these pearls of wisdom will be valuable to the whole leadership team.

While reading *Wisdom from the Pharmacy Leadership Trenches*, I was impressed by the scope and diversity of the topics covered. Whether or not you are managing an issue as it moves up through the organization or within your own department, there are timely advice and tips on how to develop strategies for various situations. I was particularly impressed with the chapter quotes from many noted leadership authors as well as our profession’s distinguished leaders. I was also struck by the number of times the word *communication* was used as a major ingredient in various strategies. Indeed, open communication or transparency is a critical virtue for successful leadership.

Enjoy your journey through critical and timely subjects like **Delegation**, Developing Your **Brand**, **Empowerment**, **Mentoring**, Seizing **Opportunities**, Developing **Relationships** in and outside the Pharmacy, **Values**, **Vision**, and discover the meaning of **Xystering**.

Harold N. Godwin, RPh, MS, FASHP, FAPhA
*Professor and Associate Dean for
Clinical and Medical Center Affairs
The University of Kansas School of Pharmacy
Past President, ASHP*

PREFACE

The complexity of managing and leading the pharmacy enterprise has increased dramatically over the past 40 years. As authors, we have close to 100 years of actual hospital and health-system pharmacy leadership experience and through this book we seek to provide a very practical and pharmacy-focused approach to pharmacy leadership. Given the complexity of pharmacy practice, today's pharmacy director must be agile and nimble in management and leadership skills so that he or she can lead the pharmacy operation in continuously improving safety, quality, and productivity/economy. As complexity in practice grows, so does the specialization across all of healthcare. Health-system and hospital pharmacy practice continues to specialize dramatically. There is an increasing reliance on pharmacists and technicians to be providers and collaborators as part of today's healthcare clinical teams. The practice specialization that has led to intravenous admixture services, unit-dose dispensing, twenty-four hour service coupled with proactive clinical services, therapeutic regimen design, and monitoring in the acute and ambulatory settings has resulted in more people being employed in the pharmacy service. The result is that more pharmacy employees are interacting with many more providers and caregivers across the healthcare continuum. As a result, pharmacy directors and their leadership teams are managing larger numbers of staff with skyrocketing numbers of pharmacy encounters.

In parallel to the dramatic growth in practice expansion, pharmacy education and residency training has also grown and advanced rapidly. Health-system and hospital pharmacy operations are expected to participate in teaching activities, further adding to the complex challenges facing today's pharmacy director. What once used to be a straightforward career choice has become more complicated. But it certainly can be a satisfying and rewarding career if one allows it to be.

These essays are intended for both pharmacy directors and those who aspire to that role. The essays are intended as a guide on how to successfully lead others in providing pharmaceutical services. It is all about working with other people and motivating yourself to lead others.....period. Approach this book as a conversation between us and you, the pharmacy leader. It is not intended to be read cover to cover but as a book of advice to read and reflect over coffee or other favorite beverage.

Over the past decades we have been giving advice, counsel, guidance, coaching, and mentoring to students, graduate students, residents, assistant directors, friends, and even a few enemies. We have offered our advice via phone, face-to-face, lectures, and journal articles. We have enjoyed these roles and have learned more from those discussions than one can imagine. At the same time, during our careers as pharmacy directors, we sought similar advice and mentorship from those who had gone before us and were fortunate to be recipients of their excellent advice and guidance.

In the summer of 2013, several of our mentees suggested our tidbits of advice should be written down for others to read and accept or reject or occasionally even laugh at. To that end, TC suggested to SW that we should write a book of our advice to others on the subject of managing pharmacy services. Thankfully, she agreed, but quickly laid down ground rules as she always does! What a blessing! We thought that we would select

PREFACE (CONT'D)

various chapters starting with a letter of the alphabet—hence, the format of chapters for each letter of the alphabet. (Yes, we may have stretched it a little on X—you be the judge!) We each contributed words to the list and started to write, approaching each essay as if we were talking to a colleague.

This has been a fun adventure. First getting the chapter titles down and then learning Dropbox to assemble the various essays. We decided that we could have some duplication of thoughts. To that end, some overlap of advice may exist which we think is a good thing. We hope you will agree that the advice we offer is beneficial and will help in both managing yourself and others in your sphere of influence to better serve patients.

Toby Clark and Sara J. White

May 2015

ACKNOWLEDGMENTS

- It has been my privilege to know and work with *Sara White* since the summer of 1972. She has been a true personal friend in many ways for which I will always be grateful. Sara's personal friendship has made me a better person. Her feedback and wise counsel has caused me to grow beyond my expectations and is appreciated. We have worked together on a variety of projects over many decades of professional society involvement far too numerous to mention here. Thank you, Sara.
- It has been my privilege to work with a team of dedicated pharmacy assistant directors at the University of Illinois Medical Center; they were the best and I thank them sincerely. Also at UIC I worked for *William Chamberlin, MD*, who was the greatest executive of my career. Thanks Bill for your efforts.
- A special thank you to *Alison Apple, John S. Clark, and David Zilz* for their encouragement and insight.
- To my wife, *Patricia Kruger*; sincere thanks for idea generation, stimulation, constructive criticism, support, and love.
- To my daughter, *Amy Clark Nemec*, and son, *David L. Clark*, who taught me so much.

Toby Clark

May 2015

- *Toby Clark* is an example of how over the course of your career a few of your professional colleagues also become close personal friends. Toby took the initiative when he was a new pharmacy director in Kansas City to come over and have lunch with Harold Godwin and me to get to know us. He, his wife, and I have vacationed together, cruised in France, and driven up the California coast in addition to working together on many professional projects.
- I want to acknowledge and thank the staff and leadership teams I have had the pleasure to work with at the University of Kansas Medical Center and Stanford Hospitals and Clinics for they perfected my leadership skills.
- To my mentors, *Clifton Latiolais* and *Harold Godwin* and mentees, *Jennifer Tryon* and *Allison Sturm Vecchiet*. I owe my success to you.

Sara J. White

May 2015

