

Letters *from* Rising Pharmacy Stars



Advice on Creating
and Advancing Your
Career in a Changing
Profession

SUSAN A. CANTRELL, RPh, CAE

Chief Executive Officer
Academy of Managed Care Pharmacy®
Alexandria, Virginia

And

SARA J. WHITE, RPh, MS, FASHP

Director of Pharmacy (ret.)
Stanford University Hospital and Clinics
Past President, ASHP
Palo Alto, California

Faculty
Pharmacy Leadership Academy and
leaders INNOVATION Master Series



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 & Page Design: David Wade

Library of Congress Cataloging-in-Publication Data

Names: Cantrell, Susan A., compiler. | White, Sara J., 1945- compiler. | American Society of Health-System Pharmacists, issuing body.
Title: Letters from rising pharmacy stars : advice on creating and advancing your career in a changing profession / [edited by] Susan A. Cantrell and Sara J. White.
Description: Bethesda, MD : American Society of Health-System Pharmacists, [2017]
Identifiers: LCCN 2016045410 | ISBN 9781585285686
Subjects: | MESH: Pharmacists | Career Choice | Leadership | Job Satisfaction | United States | Personal Narratives | Collected Correspondence
Classification: LCC RS71 | NLM QV 21 | DDC 615.1092/2--dc23
LC record available at <https://lcn.loc.gov/2016045410>

© 2017, American Society of Health-System Pharmacists, Inc. All rights reserved.

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: 978-1-58528-568-6

10 9 8 7 6 5 4 3 2 1



Dedication

This book is dedicated to those pharmacists who selflessly give of their time serving as teachers, preceptors, residency directors, and mentors for the future leaders of our profession.

Acknowledgments

We are indebted to our many colleagues who contributed their time, life stories, and wisdom to this book. Our sincere appreciation also goes out to Jack Bruggeman, Ruth Bloom, and their colleagues in ASHP's Special Publishing Division for their vision, hard work, guidance, and patience throughout the development of this book.



Contents

Preface	vii
Samm Anderegg, PharmD, MS, BCPS	1
<i>Follow Your Passion, Focus on Relationships, Develop Expertise, and Enjoy the Ride</i>	
Jennifer (Jen) L. Austin, PharmD	7
<i>Planning and Opening a New Hospital Pharmacy and Having Broad-Based Impact</i>	
Udobi C. Campbell, PharmD, MBA	11
<i>Don't Turn Down Opportunities Even If They Make You Feel Uncomfortable</i>	
Delia Charest Carias, PharmD, BCPS	15
<i>Sometimes Others Know You Better Than You Know Yourself</i>	
Rick Couldry, RPh, MS, FASHP	19
<i>Although Not Easy, a Guy Can Have It All—Family and Successful Career</i>	
Kristine R. Crews, PharmD, BCPS, FCCP	23
<i>Your Contribution May Be in a Field That Has Not Yet Been Imagined</i>	
Joseph A. Dikun, PharmD, PhD candidate	29
<i>Find Your Own Way Even If It Is a Change from Your Original Path</i>	
Brent I. Fox, PharmD, PhD, & Georgia W. Fox, PharmD, BCPS	35
<i>Navigating the Profession and Life as a Married Pharmacist Couple: Life Will Inevitably Throw You Curveballs</i>	
John B. Hertig, PharmD, MS, CPPS	41
<i>Think of Your Life-Career as Your Four-Chambered Heart</i>	
Felicity A. E. Homsted, PharmD, BCPS	47
<i>Life Is Never What You Expect It to Be</i>	
Scott J. Knoer, PharmD, MS, FASHP	53
<i>Leading an International Pharmacy Enterprise</i>	
Paul R. Krogh, PharmD, MS, BCPS	59
<i>Handling Your Personal Finances Appropriately and Other Management Advice</i>	
Ashley E. Lanham, PharmD, MBA	65
<i>Whatever Is Worth Doing at All Is Worth Doing Well</i>	
Matthew (Matt) Lennertz, PharmD, MS	69
<i>Sometimes the Ideal Opportunities Are Disguised in the Disappointment of Missing Out on Another Opportunity</i>	
Robert (Rob) A. Lucas, PharmD, MBA, BCPS, FASHP	73
<i>The Impact of Succession Planning and Paving the Way for Others</i>	
Marni Lun, PharmD, MBA	79
<i>Tapping into the Influence of a Few to Positively Impact the Actions of Many</i>	

Lesley R. Maloney, PharmD	83
<i>Everyone Loves a Good Story</i>	
Christina Y. Martin, PharmD, MS	89
<i>Go Forth with an Open Mind and Be Passionate About What You Do</i>	
Katherine (Kat) A. Miller, PharmD, MHA	95
<i>Network and Think About What Makes a Good Boss</i>	
Kathleen (Kathy) S. Pawlicki, MS, FASHP	99
<i>It's Not Easy, But a Gal Can Have It All—Family and Successful Career</i>	
Nirali Rana, PharmD	103
<i>Leadership Roles Allow You to Be Present at Work and at Life</i>	
Carly Rodriguez, PharmD	109
<i>Sometimes It's Not About What You Know, It's About Who You Know and What They Think About You</i>	
Leigh Ann Ross, PharmD, BCPS, FASHP, FCCP	113
<i>Work Hard, Seize Opportunities, and Dream Big</i>	
Elisabeth (Liz) M. Simmons, PharmD, BCPS	119
<i>Having One Foot in the Clinical Realm and One Foot in the Operational Realm</i>	
Kelly M. Smith, PharmD, FASHP, FCCP	123
<i>Being Successful as a Tenure Track Faculty Member</i>	
Eric M. Tichy, PharmD, BCPS, FCCP, FAST	129
<i>Keep Your Eyes Open and Seize Opportunities</i>	
Jacob J. Tillmann, PharmD, BCPS	133
<i>Conducting Successful Residencies</i>	
Jennifer E. Tryon, PharmD, MS	137
<i>Mentors—A Gift</i>	
Aaron P. Webb, PharmD, MS	141
<i>Legacies Aren't a Burden, But a Blessing</i>	
David E. Zimmerman, PharmD, BCPS	145
<i>Integrating a Clinical Practice and Academic Career</i>	



Preface

Eleanor Roosevelt, former American first lady, diplomat, and activist, once famously said “The future belongs to those who believe in the beauty of their dreams.” Those of us who are fortunate to be a part of the pharmacy community can attest to that statement. There are countless examples of pharmacists who, by believing in the beauty of their dreams, have blazed new trails, helped to reshape the profession, improved the lives of patients, and achieved extraordinary career successes. The stories of these accomplished pharmacy leaders are inspiring, and we believe that future or beginning pharmacists can learn a great deal from them.

Through mentorship of young and mid-career pharmacists, speaking to pharmacy residency classes, and serving as a preceptor to student pharmacists, we learned that young pharmacists have stories to share. We were inspired by many of these stories and realized, based on the success of the first *Letters* book, others might be as well. *Letters from Rising Pharmacy Stars* provides examples of young and mid-career pharmacy leaders faced with real-world issues and challenges—even some graduates of the “school of hard knocks”—and how they overcame and learned from their experiences.

One thing that was clear from the start, and became even clearer after we read the contributors’ letters, was that the advice gleaned from these rising stars would be as compelling as the advice given by more seasoned pharmacists though quite different in perspectives and themes. The rising stars are, after all, still creating their stories and will have much more to tell. Likewise, they are practicing in a very different world of pharmacy than those who came before them. At the time of this writing, 38 states allow for some level of pharmacists’ prescribing or modifying therapy under collaborative practice agreements with physicians, something that could barely be fathomed two decades ago. Most believe that pharmacists in the near future will receive provider status under the Centers for Medicare & Medicaid Services (CMS) regulations, something for which national pharmacy associations have diligently advocated. The world of pharmacy is in a period of rapid change, and these rising stars are not just living in it but are leading it.

The letters in this book describe how the words of famous people or the advice of mentors serve as a leadership moment, providing young pharmacists with courage and inspiration to follow paths less traveled in pharmacy practice. They offer advice on crafting your story, an important skill for new graduates and those seeking new career opportunities; navigating life and career as a two-pharmacist couple; becoming a pharmacist when both parents are pharmacists; developing a career as a pharmacogenetics clinical scientist; and dealing with the impact of

significant life events such as a serious auto accident on your career and life. There are stories of how it is possible to have it all—family and successful careers. Letters also give insight into how to coordinate postgraduate year 1 and 2 (PGY1 and 2) residencies, what makes a good boss, and the irreplaceable value of mentors.

It is our hope that *Letters from Rising Pharmacy Stars* can shed light on some of the challenges and opportunities that might lie ahead and provide advice on how to handle them. The profession of pharmacy is a nurturing and close-knit community. Giving back to support those who come behind us is a well-regarded tradition in this great profession; it is in this spirit that we share these letters with our readers. We hope you will learn from others—both seasoned pharmacists and rising stars. To borrow the words of that great philosopher Yogi Berra, “You can observe a lot by just watching.”

Susan A. Cantrell and Sara J. White

January 2017