

Managing & Leading

44 Lessons
Learned for
Pharmacists

Paul W. Bush and Stuart G. Walesh

American Society of Health-System Pharmacists®
Bethesda, Maryland

Managing and Leading: 44 Lessons Learned for Pharmacists is based on the work, *Managing and Leading: 52 Lessons Learned for Engineers*, Copyright 2004, American Society of Civil Engineers. (<http://pubs.asce.org>)

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, contributors, 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, contributors, advisors, 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
Senior Editorial Project Manager: Dana Battaglia
Editorial Resources Manager: Bill Fogle
Page and cover design: Carol Barrer
Page layout: David Wade

Library of Congress Cataloging-in-Publication Data

Bush, Paul W.

Managing and leading : 44 lessons learned for pharmacists / Paul W. Bush and Stuart G. Walesh.
p. cm.

"Managing and Leading: 44 Lessons Learned for Pharmacists is based on the work, *Managing and Leading: 52 Lessons Learned for Engineers*, Copyright 2004, American Society of Civil Engineers."
ISBN 978-1-58528-170-1

1. Pharmacy management. I. Walesh, S. G. II. Walesh, S. G. Managing and leading. III. Title.

RS100.B87 2008
615'.1068—dc22

2008005252

©2008, 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 978-1-58528-170-1

Acknowledgments

Jack Bruggeman, ASHP Acquisitions and Special Publishing Director, created the opportunity to write this book when he recognized that managing and leading pharmacists was similar to managing and leading engineers. With the assistance of the health system pharmacy residents at the Medical University of South Carolina, Dr. Stuart G. Walesh's book, *Managing and Leading: 52 Lessons Learned for Engineers*, was rewritten to be applicable to pharmacists.

Drs. Heather Kokko, Kuldip Patel, Christopher Fortier, Jennifer Jastrzembski, Matthew Maughan, and Carolyn Smith revised lessons, adding new content and references to weave the pharmacy perspective throughout the book. They drew ideas and examples from many past and current pharmacy leaders, including several Harvey A. K. Whitney Award recipients.

Co-author Paul Bush notes that his wife, Julie, provided guidance, critiques of ideas, and support throughout the project. Co-author Stu Walesh acknowledges the cooperation of ASCE Press and recalls the authors, former students, seminar and workshop participants, clients, colleagues, and friends who contributed to the original managing and leading book.

About the Authors

Dr. Paul W. Bush, Pharm.D., M.B.A., FASHP has more than 30 years of experience as a clinically oriented pharmacy leader. He earned a B.S. in Pharmacy from the University of Michigan, and a Pharm.D. and M.B.A. from Wayne State University.

Bush has held positions as clinical pharmacist, multi-hospital system clinical director, corporate pharmacy director, academic medical center pharmacy director, associate professor, director of graduate pharmacy education, director of dual degree Pharm.D./M.B.A. program and residency program director. He has been actively involved in residency training since 1992 and has served as a member of the ASHP Commission on Credentialing. He has established and directed technician training programs in both Michigan and South Carolina.

He has authored and co-authored chapters in several publications including *Handbook of Institutional Pharmacy Practice*, *Financial Management Basics for Health System Pharmacists*, and *Pharmacy Certified Technician Training Manual*, and numerous articles and presentations.

Bush is a member of ASHP, ACCP, and APhA. He has served as member, board member, chair, and president of state and national committees and organizations. In 1999, he received the Distinguished Alumni Award from Wayne State University; in 2001, he was elected Fellow of the American Society of Health-System Pharmacists; and in 2005 he received the South Carolina League of Nursing Award for Excellence.

Dr. Stuart G. Walesh, Ph.D., P.E., Hon.M.ASCE, has over 40 years of engineering, education, and management-leadership experience in the government and private sectors. He earned a B.S. in Civil Engineering at Valparaiso University, an M.S.E. at The Johns Hopkins University, and a Ph.D. from the University of Wisconsin-Madison. He has functioned as a project manager, department head, discipline manager, marketer, professor, dean of an engineering college, and independent consultant.

As an independent consultant, Dr. Walesh provides managing, leading, engineering, education/training, and marketing services. Clients include professional service firms, government agencies, and professional societies. Managing and leading are of special interest including the extent to which basic managing and leading principles apply to various disciplines. Accordingly, Walesh was pleased to have the opportunity to co-author this book for the use in the pharmacy profession.

Walesh authored *Urban Surface Water Management* (Wiley, 1989), *Engineering Your Future* (ASCE Press, 2000), *Flying Solo: How to Start an Individual Practitioner Consulting Business* (Hannah Publishing, 2000), and *Managing and Leading: 52 Lessons Learned for Engineers* (ASCE Press, 2004). Walesh is author or co-author of over 200 publications and presentations and has facilitated or presented hundreds of workshops, seminars, webinars, and meetings throughout the U.S.

Walesh is a member of and has chaired state and national committees and groups within various professional organizations. In 1995, he received the Public Service Award from the Consulting Engineers of Indiana; in 1998, the Distinguished Service Citation from the College of Engineering at the University of Wisconsin; in 2003, the Excellence in Civil Engineering Education Leadership Award presented by American Society of Civil Engineers (ASCE); in 2004, he was elected an Honorary Member of ASCE; in 2005, he was elected a Diplomat of the American Academy of Water Resource Engineers; in 2007, he was named Engineer of the Year by the Indiana Society of Professional Engineers and received a Distinguished Service Award from the National Society of Professional Engineers.

Foreword

I find this publication a significant and unique addition to the pharmacy literature which should be considered not only by current leaders but by all pharmacists, PGY1 residency directors, and Colleges of Pharmacy students and faculty. I am pleased that it is a concise and practical handbook that I recommend be on every current and aspiring pharmacy leader and manager's desk. Paul Bush has brought to this publication his 30 years of experience in pharmacy leadership and involved his current and past administrative residents to bring it a view from the "younger generation of leaders and managers." They should be commended for their efforts.

Pharmacy leadership and management has never been as demanding, multifaceted, complex and critical as it is today and hence the need for this information. Current formal "Big L" leaders (Director, Associate, Assistant, Coordinator, Supervisor, Lead, etc.) and managers must daily juggle:

- Working effectively with people, both their staff and others throughout the organization
- Being financially responsible for a major part of the organization's expense and revenue budget, most of which they and their staff don't directly control, i.e., write medication orders
- Making sure all the ever changing regulatory and legal "bases" are covered for medications which are everywhere in the organization, not just in the pharmacy
- Ensuring that medications do not harm patients everywhere they are used
- Develop and maintain good working relationships not only with the medical and nursing staff but with administration, finance, and virtually every other organizational department
- Lead the organizational efforts to improve the medication use system for all the patients, from procuring, prescribing, dispensing, monitoring through medication administration and appropriate charging
- Anticipate and innovate to ensure patients benefit from the new developments in health care
- Keep up not only with the barrage of information such as e-mails, voice mails, journals, newsletters, push news, list serves, but their own self-development
- And other duties as assigned

While these varied responsibilities may seem daunting, they also require a highly scientifically educated and trained person to be able to switch into the art of leading and managing where there are very few true principles as there are in science. Many current and aspiring pharmacy leaders and managers

have not benefited from formal training in the art of leading and managing pharmacies. Likewise these skills are not just needed by the formal “Big L” leaders, but every pharmacist as a “Little L” leader on their shift or in their practice needs to employ the leadership techniques found in this book to ensure their maximum impact.

Effective pharmacist leadership, both “Big L and Little L,” is crucial to the continuing evolution of pharmacy services. Having separated from early medical practitioners as the unique knowledge of specific medications developed, past pharmacy leaders saw the need for pharmacists to apply their drug knowledge to help patients minimize diseases. In health-systems this evolution included compounding intravenous admixtures, developing unit dose drug distribution systems, handling investigational drugs, utilizing formulary systems to promote rational cost effective prescribing, compounding radiopharmaceuticals, moving out of the pharmacy to practice in the patient care areas along side physicians and nurses, computerizing systems, integrating automation, and championing patient medication safety. Only pharmacist leaders can continue this evolution into the future because they understand where the unmet needs are. My leadership published research (*AJHP* 2005) has shown that over the next decade 80% of the current health-system directors of pharmacy and 77% of the middle managers anticipate retiring. These data also indicate that there may not be enough interest by current practitioners to fill these vacancies with pharmacists. The most often cited reason for not being interested in leadership positions is too many competing responsibilities and having to give up their clinical practice. If there are not enough pharmacists to take on these vacant leadership positions then non-pharmacists will have to be utilized which may not be in the best interest of patients and pharmacy staffs.

This book as a primer and handbook can assist leaders, managers and all pharmacists to be more effective. It is filled with non-pharmacy quotes that offer a philosophical backdrop to each topic or lesson. The 44 lessons are conveniently organized into eight parts; personal roles, goals and development, communication, learning and teaching, improving personal and organizational productivity, meetings, marketing, building mutually beneficial employee-employer partnerships and the broad view. Each lesson very effectively contains pharmacy examples, suggestions for application and using the material, related lessons, sources cited in the lesson for further study, suggested supplemental sources, e-newsletters, and applicable websites. The use of key concepts tables make it easy to use as a just-in-time resource.

There are the typical topics you would expect, such as, how to set goals, using questions in communication, establishing culture, the difference between leadership and management, etc but there are many unique topics that add dimensions not usually found in such publications. The following are a few examples.

- Too much of a good thing. Avoiding the pitfalls of too much experience.
- Courage: real and counterfeit. Rising change and confronting the unknown.

- Afraid of dying, or not having lived? Realizing our dreams instead of living with regret.
- Balance high tech and high touch. Mixing technology with human contact.

Readers will benefit from the variety of “pearls” that will enable them to be more efficient and effective no matter what their job responsibilities.

Sara J. White, M.S., FASHP
Director of Pharmacy (retired)
Pharmacy Leadership Coach
Mountain View, California
January 2008

Preface

Managing and Leading: 44 Lessons Learned for Pharmacists is designed to help health system pharmacists manage and lead primarily in their practice but also in their community and other activities.

The 44 lessons in this book present useful ideas for ways to more effectively work with staff or colleagues. Many of the lessons include content that is directly related to memorable and sometimes challenging situations that we have experienced during our careers. Each lesson contains an essay that offers at least one idea or principle for honing management and leadership effectiveness. Following each lesson are pragmatic suggestions for ways to apply the ideas using application tools and techniques such as action items, guidelines, do's and don'ts, checklists, forms, and resource materials including articles, papers, books, e-newsletters, and websites. The goal is to enable you to practice even better stewardship with who you are and what and who you know.

Many approaches to use of this book are possible, the most obvious of which is to consecutively read all 44 lessons on one or more sittings. A more focused approach is to select a lesson or group of lessons from the Contents or Index that resonates with your current need. A third option is to select one lesson each week and work through the lessons over 11 or 12 months.

Upon reading a lesson, you may determine its message has potential value for you. If so, commit to putting the underlying ideas or principles into practice, at least on a trial basis, and experiment with some of the suggestions. Perhaps you will leverage the lessons into a new life-long management and leadership habit. Even if you don't change your method of working, you will have examined and confirmed it on its merits.

Counseling, teaching, training, and mentoring are other possible uses of *Managing and Leading*. The lessons in the book can be utilized for staff aspiring to gain managing and leading positions or to improve their supervisory skills. This could be facilitated by establishing a weekly or monthly "leadership forum" focusing on one lesson during each session.

The book can also be used by preceptors for student health system pharmacy management experiential rotations or postgraduate year one residency training. Individual students or residents could be asked to review selected lessons and offer their views in an administrative rounds or journal club setting. *Managing and Leading* could also be used as a supplemental text for pharmacy management courses. Finally, mentors might assign their protégés one or more related lessons for self-study and discussion.

Managing and Leading: 44 Lessons Learned for Pharmacists is intended to support current leaders and encourage pharmacists, residents and students to pursue management and leadership roles within and outside of their profession.

Paul W. Bush, Pharm.D., M.B.A., FASHP
Stuart G. Walesh, Ph.D., P.E., Hon.M.ASCE

Contents

Acknowledgments	iii
About the Authors	v
Foreword	vii
Preface	xi

Part 1: Personal Roles, Goals, and Development

Lessons

1. Leading, Managing, and Producing	2
<i>A Success Model for Organizations and Individuals</i>	
2. Roles, Then Goals	12
<i>Setting Goals to Fit Chosen Roles</i>	
3. Smart Goals	17
<i>A Guide for Setting Well-formulated Roles</i>	
4. Experience Excellence	26
<i>Reaching a Higher Level of Performance</i>	
5. Too Much of a Good Thing	32
<i>Avoiding the Pitfalls of Too Much Experience</i>	
6. DWYSYWD	39
<i>Do What You Said You Would Do</i>	
7. Courage: Real and Counterfeit	44
<i>Risking Change and Confronting the Unknown</i>	
8. Go Out on a Limb	50
<i>Opening Doors for Opportunity</i>	
9. Keeping Our Personal Financial Score	55
<i>Measuring and Increasing Our Net Worth</i>	

10. Job Security Is an Oxymoron, Career Security Doesn't Have to Be ...	63
<i>Career Security That Ensures Employability</i>	
11. Afraid of Dying, Or Not Having Lived?	72
<i>Realizing Our Dreams Instead of Living with Regret</i>	

Part 2: Communication

Lessons

12. Communicating Four Ways	78
<i>Developing Career Security Through Communication Competency</i>	
13. So What Do You Know About Macaws?	85
<i>Questions That Start Conversations</i>	
14. Talk to Strangers	91
<i>Making Contacts the Old-fashioned Way</i>	
15. Balance High Tech and High Touch	97
<i>Mixing Technology with Human Contact</i>	
16. Trimming Our Hedges	101
<i>Targeting Level of Detail to Audiences</i>	
17. P ⁵ : Preparing, Presenting, and Publishing Professional Papers ..	105
<i>Sharing Results with the Pharmacy Profession</i>	
18. Practice Out Loud	112
<i>A Primer on Preparing Presentations</i>	

Part 3: Learning and Teaching

Lessons

19. Garage Sale Wisdom	122
<i>Some Older Ideas are Still in Style</i>	
20. Read and You Won't Need a Management Consultant	127
<i>Self-Education in Leadership and Management</i>	
21. Caring Isn't Coddling	133
<i>Practicing High Expectations and High Support</i>	
22. More Coaching, Less Osmosis	137
<i>Bringing Junior Pharmacists Up to Speed</i>	

23. I Ain't No Role Model 143
Actions Speak Louder Than Words

24. Education and Training: From Ad Hoc to Bottom Line 148
How Organizations Can Support and Encourage Continuing Education

Part 4: Improving Personal and Organizational Productivity

Lessons

25. We Don't Make Whitewalls: Work Smarter, Not Harder 157
Increasing Efficiency While Maintaining Quality

26. The Power of Our Subconscious 166
Solving Problems Using Our Natural Creativity

27. Delegation: Why Put Off Until Tomorrow What Someone Else
 Can Do Today? 173
Sharing Work to Advance You and Others

28. TEAM: Together Everyone Achieves More 179
Building and Belonging to a Winning Team

29. Virtual Teams 185
Using Technology to Close the Distance

30. Fruits of Effective Project Management 190
*Growing Your Organization by Meeting Requirements, Budgets, and
 Schedules*

31. Every Project Is Done Twice 196
Planning the Work, Then Working the Plan

Part 5: Meetings

Lessons

32. The "Unhidden" Agenda 203
Keeping the Mystery Out of Meetings

33. Agenda Item: Good News 210
Positive Recognition Brings Job Satisfaction

34. Minutes: Earning a Return on the Hours Invested in Meetings 213
Documenting Instead of Remembering

Part 6: Marketing

Lessons

- 35. A Simple Professional Services Marketing Model 217
Earn Trust, Learn Needs, Make Gains
- 36. Quickness as a Competitive Edge 224
Using Quickness as an Advantage
- 37. The Chimney Sweep and the Sewer Cleaner: The Importance
of Style 229
Distinction by Design

Part 7: Building Mutually Beneficial Employee-Employer Partnerships

Lessons

- 38. Our Most Important Asset 234
Culture – Your Organization’s Experience Base
- 39. Interviewing So Who You Get Is Who You Want 242
Prepare by Defining Specific Needs
- 40. Eagles and Turkeys 250
Associating with Winners Helps You Become One
- 41. KSA (Knowledge, Skills, and Attitudes) 255
Hire for Attitude and Train for Skill

Part 8: The Broad View

Lessons

- 42. AH HA! A Process for Effecting Change 262
Incorporating Human Behavior in the Strategy and Tactics of Change
- 43. Giving to Our Profession and Our Community 271
Volunteering Service Brings Its Own Rewards
- 44. Looking Ahead: Can You Spare a Paradigm? 276
Staying Flexible for the Future: Adapting or Creating New Approaches

Sources of Quotations	283
Index	291

