Shhhhhhh…

Our Agenda

- Leadership and management... defined
- Career opportunities for up-and-coming pharmacy leaders
- Practical ways to build leadership skills, NOW
- Workshop
- Leadership pearls of wisdom
Where are you in your pharmacy career?

- Student – P1
- Student – P2
- Student – P3
- Student – P4
- New practitioner
- Other

Do you plan to complete a residency?

- Yes
- No

Do you consider yourself a Leader?

- Yes
- No
Learning Objectives

- Compare and contrast leadership versus management
- Describe the relationship between administrative, clinical, and other general and specialty leadership roles
- Explain the need for strong leaders in the future
- Discuss methods to build leadership skills and engage in leadership activities

What is Leadership?

“Leadership is influence – nothing more, nothing less.”
- John C. Maxwell

“Developing a vision of a goal that is capable of capturing and sustaining the commitment of the followers.”
- Ken Barker

“Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence.”
- Sheryl Sandberg

Close Your Eyes

Picture All the Pharmacy Directors and Clinical Leaders You Have Encountered Since Starting Pharmacy School...
Leadership Gap

Significant gap in pharmacy leadership in next 5 – 10 years

75% of pharmacy directors anticipate leaving job within 10 years

How did we get here?

~75% Pharmacy Directors retire in next decade

>6,000 US Hospitals

4,000 Directors Needed

Only 45% of current practitioners “considering” leadership position

White, SJ; Enright, SM; Is there still a pharmacy leadership crisis? A seven-year follow-up assessment 2013
Who will step up to the plate?

Nurses  Physicians  M.B.A.’s

How do you feel about non-pharmacists leading our profession?

“A lack of leadership will mean that health-system pharmacy will no longer be in a position to enhance patient safety, to optimize medication therapies across the continuum of care, to make a real difference in the lives of the patients that we serve.”

-Mick Hunt (2000 ASHP Presidential Address)

A ray of sunshine...

63% of students surveyed are considering a leadership position.

White, SJ; Enright, SM; Is there still a pharmacy leadership crisis? A seven-year follow-up assessment 2013
Types of Leadership Roles

<table>
<thead>
<tr>
<th>Assigned</th>
<th>Influence</th>
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<tbody>
<tr>
<td>Authority over people they are leading</td>
<td>No official authority over people they are leading</td>
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<tr>
<td>Responsible for getting the job done</td>
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Managers vs. Leaders

- **Managers**
  - Focus on systems
  - Does things right
  - Administrates
  - Maintains
  - Accepts reality
  - Accepts status quo
  - Short-range view
  - Eye on bottom line
  - Climb ladder fast

- **Leaders**
  - 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?

Navigating Professional Leadership

Health-System Leadership Options

- Hospital Senior Leader
- Director of Pharmacy
- Assistant Director
- Operations Manager
- Clinical Manager

Patient Care / Other Specialty

- Clinical Coordinator
- Clinical Specialist
- Lead Pharmacist
- Staff Pharmacist
- Informatics
- Medication Safety

Health-System Leadership

- Entrepreneurial Business Expansion
- Systems and Operations
- Medication Use Policy
- Regulatory Compliance
- Financial Management

Patient care Services

- Training and Education
- Automation & Information Technology
- Supply Chain Management
- Clinical & Translational Research
- Personnel Management

Quality and Safety

WANTED

Health Care Reform

And the list goes on...

What issues need leadership in your setting?

Medication Errors

New Technology

Rising Costs

Strong Leaders
Characteristics of a Leader You Admire...

- Think of the best leader you have ever known – someone you admire
- What does this person do and what qualities does this person have that you admire?

What do Effective Leaders Do?

- Modeling
- Positive Attitude
- Commitment to Succeed
- Relationship Building
- Listening
- Open to Change
- Clear Communicator
- Trustworthy and Honest
- Respectful
- Decisive
- Give Credit

Practical Tips to Get “There”

Wherever “there” may be...

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

- Keep the end in mind
- Determine goals
  - Short & long-term
  - Professional & personal
- PUT IT IN WRITING!
  - Fluid document – update regularly
  - Think of it as a personal mission/vision statement
  - ...or a “life plan”

Sara White’s M-shaped curve

Professional involvement

Career progression

“Success is more than mere accomplishments, it is about making a difference, a contribution, or having an impact”

Put it in Writing

- Use future tense
- Critically evaluate current and future state of pharmacy practice
- Use positive language, avoid negative words

Continually reevaluate your plan and make changes as needed
Step 2: Get Involved

- Explore career options
- Participate in pharmacy organizations
- Build your CV
- Balance quality and quantity of experiences

What is your legacy as a student leader?

Explore Career Options

Seek out unique internships and rotations
  - Pharmacy administration
  - Clinical management
  - Pharmacy associations (state and national)
  - Informatics
  - Medication safety

Meet pharmacists practicing in your area(s) of interest
  - Attend state and national organization meetings (present a poster!)
  - Volunteer or shadow a pharmacist

Participate in Pharmacy Organizations

State or Local Pharmacy Organization
  - Join and attend CEs and Meetings
  - Volunteer
  - Publish an article

Alumni Groups
  - Join (or start) an alumni group
  - Volunteer your experience

Student Organizations
  - Join or lead a committee or initiative
  - Run for office

National Pharmacy Organization
  - Apply for leadership positions
  - Join or lead a committee or initiative
  - Participate in competitions
Build Your CV...
...one brick at a time

- Leadership positions (local, state, national)
- Unique experiences (rotations, internships, jobs)
- Presentations (oral, poster)
- Professional Involvement
- Volunteer
- Publications (local, regional, national)
- Keep track of projects
- Think about your references

Step 3: Leverage a mentor

- Seek out mentors
- Be a good mentee
- Pay it forward

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

How would you describe what a “Mentor” is?
Where can you find a mentor?

- Pharmacy Residents
- State/Local Pharmacy Association
- Rotation & Residency Preceptors
- Faculty or Student Society Advisors
- Established Pharmacy Leaders
- Any Successful Person
- Anywhere Pharmacists Practice

Effective Mentors

- Good reflective listening
- Safe haven, confidential
- Available and approachable
- Allow failure
- Provide candid feedback (the good, bad and ugly)
- Goal oriented
- Passionate
- Open and honest
- Successful
- Encouraging
- Involved
- Open-minded
- Advocate
- 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

- Willing to apply change (open minded)
- Goal-Oriented
- Seek challenges
- Take initiative
- Ask lots of questions
- Transparent
Step 4: Build Leadership Skills

General
Clinical
Administrative

General Leadership Skills

Time management
Organization
Team building
Public speaking and presenting
Mentoring

Influence
Persuasion
Decision making
Communication
Emotional intelligence
Coaching
Teaching

Leading From a Clinical Position
“Managing Up, Down, and Across”

Up

Your boss and his/her boss
Clinical Coordinator
Associate Director
Director of Pharmacy

Across

Pharmacist colleagues
Physicians
Nursing staff
Other Allied Health Professionals

Those you “supervise”:
Technicians/interns
Students
Residents

Down

“Leadership is influence – nothing more, nothing less.”
- John C. Maxwell
Managing Across:

Be:
- Proactive
- A team player
- Professional
- Trustworthy

Establish:
- Trust
- Record of competence
- Dependability

Managing Down:

Be:
- Reliable
- Consistent
- Fair

Mentor others
- Lead by example
- Provide feedback to help others develop
- Recognize good work

Managing Up:

Be familiar with the department’s Mission, Vision, and Strategic Plan

Self-Reflect:
- Understand your strengths, weaknesses, work style, and needs

Prioritize expectations and advocate for the most important

Appreciate your boss’s goals and pressures

Negotiate mutual expectations

Focus on dependability and honesty

Clinical Leadership Skills

Team Builder and Leader

Develop People
- Implement pilot program
- Identify areas of uncertainty and assist in adaption to the changes
- Evaluate program (pull data together)
- Sell in terms of cost, quality, service and outcomes (advocate)
- Foster communication and collaboration among colleagues

Administrative Leadership Skills

Prioritization
- Business case development

Delegation
- Personnel management
- Strategic thinking

Political savvy
- Financial acumen

Vision setting
- 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.”

Motivation to Consider Residency Training

- Residencies produce leaders...
  ...and you want to be a more effective leader
- “Practice” skills learned in school
- Learn from top practitioners
- Career flexibility through broad experiences
- Self-awareness through feedback and coaching
- Refine general leadership skills
  - Time management
  - Communication

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 (PGY-1) Residency
  - Hospital, Ambulatory and Community Pharmacy Practice
  - Provides broad clinical knowledge, some exposure to leadership

- Post Graduate Year Two (PGY-2) Residency
  - Clinical specialty (e.g. Emergency Medicine, Pediatrics, Infectious Disease, Oncology, etc)
  - Pharmacy Administration, Informatics, Medication Safety
  - Provides intensive, focused training

- PGY-1 & 2 Administrative Residency with a Master’s Degree
  - Intensive clinical and administrative training along with a Master’s Degree in Health System Pharmacy Administration (or equivalent degree)
**Clinical & Administrative Pharmacist Career Path**

- Leadership (PGY1 Residency)
- Advanced Leadership (PGY2 Residency)
- General Practitioner
- Specialty Practitioner

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

**Administrative Residency Training Programs in Focus**

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

**Why Consider A Career in Pharmacy Administration...**

- Opportunity to influence patient care on a large scale
- Ability to lead important initiatives to advance the pharmacists scope of practice
- Ability to influence direction, funding and implementation of clinical programs
- Seek challenging and rewarding experiences that can lead to the growth and development of others
- Make a difference in the lives of our patients!
Goal: Develop and disseminate a futuristic practice model that supports the effective use of pharmacists as direct patient care providers

www.ashp.org/PPMI

Factors Driving Practice Change
- US health care system faces challenges to improve health care quality and deliver cost-effective service
- Only half of eligible patients receive care
- Contributor to shortfalls is lack of time/expertise
- Pharmacists can fill the gap in health care provision

AJHP 2010;67:1624-1634

Factors Driving Practice Change
- Health care reform
- Drug therapy is becoming more complex and riskier for patients
- Recognition of pharmacists as experts on drug therapy and medication-use processes
- Patients will experience better outcomes if pharmacists take control of their professional destiny

AJHP 2009;66:713
Will You Lead the Change?

“We can lead the change that we believe in or we can just position ourselves to be forced to accept the change being put on us by others. The choice is quite clear...We’re going to lead the change.”

- William A. Zellmer, MPH

Workshop

Group Case Activity:
Using Leadership Skills to Foster Change

- What do you want to do in your (first/next) job?
- Do you have the skills to influence / implement change?
- How do others perceive you?
- How do you want others to perceive you?
- How can you shape the future?
Group Case Activity: Things to Think About
- Who are your key stakeholders?
- What’s their WIIFM (what’s in it for me)?
- What barriers might you face?
- How will you obtain buy-in?
- What are the one or two keys to your success?
- What will you measure to demonstrate value?

Group Case Activity: Your Sales Pitch
- Proposal
- Benefits
- Implementation plan
- Financial implications
- Succinct concluding statement

PEARLS OF WISDOM
Adapted from “If I Knew Then What I Know Now” presented by Mick Hunt, ASHP Past President at The Ohio State University Latiolais Leadership Symposium, May 14, 2015
LEARN TO MANAGE YOURSELF

- Emotional Intelligence
  - Self-awareness
  - Self-regulation
  - Motivation
  - Empathy
  - Social skills
- Work effectively with others

BUILD YOUR PROFESSIONAL COMPETENCE

- Find a mentor and develop a strong relationship
- Look for opportunities for unique rotation experiences
- Find your niche

BALANCE WORK, FAMILY, AND PERSONAL TIME

- Understand what is important in your life
- Develop personal goals and a plan to achieve them
- Don’t ignore long term needs
- Find time for personal renewal; learn to
BE A POSITIVE INFLUENCE ON OTHERS

- Bring out the best in people
- Try to find the good in every person and experience
- Encourage and inspire people
- Are people better off after interacting with you?

OBTAIN FORMAL LEADERSHIP TRAINING

- Combined Health-Systems Pharmacy Administration residency
- Stand alone PGY2 residency program

QUESTIONS
Supplemental Resources

- ASHP Foundation Leadership Resources
  - www.ashpfoundation.org/Leadership
  - www.ashpfoundation.org/LeadershipResources
  - ASHP Leadership Academy and Pharmacy Leadership Institute
    - http://www.ashpfoundation.org/PLA
    - http://www.ashpfoundation.org/MainMenuCategories/CenterforPharmacyLeadership/PharmacyLeadershipInstitute

- Sara White’s Work
  - Sara White’s blog on ASHP Connect: http://connect.ashp.org/blogs/sara-white

- John W. Webb Award Lectures
  - www.ashp.org/menu/AboutUs/Awards/WebbAward/WebbAwardLectures

- ASHP Resource Centers
  - www.ashp.org/menu/PracticeAndPolicy/ResourceCenters

- Pharmacy Practice Model Initiative (PPMI)
  - www.ashpmedia.org/ppmi

Additional Resources

- Recommended readings
- Slide presentation handout

www.ashp.org/SLDW