Objectives

- Describe contemporary leadership perspectives
- Identify essential leadership knowledge, skills, and attributes to advance practice
- Describe strategic leadership imperatives in the current environment
- Illustrate examples of leadership excellence across the pharmacy enterprise

Contemporary Leadership Perspectives

- Authenticity
- Importance of Individuality: Chess vs Checkers
- Constructive dissatisfaction
- Disruptive Innovation

Authentication

- Possesses self-knowledge: knowledge of one’s own strengths and weaknesses
  - Views oneself as a “work in progress”
- Creates a sense of belonging-inspires followers
- Represents True North-alignment of values, purpose and motivations
- Demonstrates transparency
  - Open communication
  - Shares “why” to help colleagues and patients understand reasons for change


Importance of Individuality Ex., Checkers vs. Chess

- All the pieces are uniform and move in the same way
- They are interchangeable
- They all move in the same pace, on parallel
  - Each type of piece moves in a different way
  - You can’t play if you don’t know how each piece moves
  - You won’t win if you don’t think carefully about how to move the pieces to work together

What Do Great Leaders Do?

- Great leaders **discover**, **develop**, and **celebrate** what is different about each individual and what works for them by:
  - Turning one person’s particular talent into performance
  - Identifying and deploying the differences among people
  - Challenging each person to excel in his or her way
  - Finding ways for individuals to grow


Leadership: Why Each Individual Matters

- **Big L**: individuals with a leadership title
  - Positively influences peers
  - Has initiative: volunteers to try new roles and responsibilities
  - Takes ownership
  - “Every pharmacist must be a leader in their practice or on their shift. Each must connect with their inner drive, their passion for what they do and for making things better.” - Sara White


Constructive Dissatisfaction

*A term coined by United Parcel Service (UPS)*

**Founder & CEO, James E. Casey, 1907-1962**

Lessons from UPS, D. Scott Davis (current CEO)

- Constant evolution to advance
- Adapt to conditions
- Remain nimble and agile
- Evaluate situation (context) to support decision-making
- Never being satisfied and looking for ways to improve

SOURCE:

Disruptive Innovation

**Clayton Christensen**

- Process by which a product or service begins with simple applications at the bottom of a market and then aggressively moves up the market, eventually displacing established competitors
  - Steel industry
  - Mainframe computers → Personal Computers
  - Traditional Healthcare Providers → Retail Pharmacy Health Clinics
  - Theranos Finger-Prick Method for lab testing
- Maintaining status quo → embracing change
  - Supports “out of the box” thinking, productive conflict and testing new ideas to drive advances

SOURCE:

Disruptive Innovation in Pharmacy

**Unit Dose**: Change from bulk bottle of floor stock to unit dose to improve medication safety

**Clinical Pharmacy**: Transition from dispensing role to using pharmacist’s knowledge to improve medication therapy

**Pharmaceutical Care**: Framework to evaluate and optimize medication therapy based on a comprehensive methodology

**Patient Centered Medication Management**: Responsibility for ensuring optimal, safe, and effective medication use across all healthcare settings

Disruptive Pharmacy Leaders

- Harvey A.K. Whitney
  - Established first hospital pharmacy internship now known as a residency program in 1927 at University of Michigan
  - Led establishment of a hospital division of the American Pharmaceutical Association, which became ASHP in 1942
  - Co-founder of The Bulletin of the ASHP, which in 1958 became the American Journal of Hospital Pharmacy (AJHP)

Disruptive Pharmacy Leaders

- Michael Cohen
  - Working as a clinical pharmacist in late 1960's identified medication errors as a concern and began a regular column in Hospital Pharmacy
  - Established voluntary reporting of medication errors 35 years ago
  - Established Institute for Safe Medication Practices, which has international divisions in countries such as Spain, Canada and Australia

Disruptive Pharmacy Leaders

- Joseph A. Oddis
  - ASHP CEO from 1960-1997
  - Created the foundation for health-system practice
  - Established AHFS, which became the international source of drug information
  - Created ASHP Best Practice Standards, including the hospital formulary system
  - Established ASHP Residency Accreditation
  - Created the ASHP Midyear and Annual meetings
  - Created the ASHP Research and Education Foundation

Disruptive Pharmacy Leaders

- Mary Anne Koda-Kimble, Dean Emeritus, University of California, San Francisco (UCSF)
  - Dedicated to the advancement of clinical pharmacy, which began at UCSF with the first satellite pharmacy
  - Collaborated with other editors to put together the world's first clinical pharmacy therapeutics textbook, Applied Therapeutics, based on patient case histories

Pharmacy Leadership Knowledge, Skills and Attributes

Knowledge and Skills

- Clinical Practice
- Human Resources
- Regulatory
- Technology
- Financial Mgmt
- Operations

Pharmacy Leadership Responsibilities

Quality and Safety
Attributes of a Leader: What Does Leadership Look Like?

- Creating a Nurturing Environment
- Positivity
- Mentoring
- Team Skills
- Transformational Leadership

**Attributes**

- **"Positivity"**: belief that change and challenges create opportunities
  - "Yes, and vs. Yes, but", language of leadership

- **Mentoring**
  - Traditional: Supports growth of the protégé by coaching, listening and guiding individuals
  - Reverse mentoring: Protégés provide mentoring to individuals in leadership roles

**Mentor and Protégé Mutual Growth**

Mentor and Protégé (Patient) - 2 Way Interface

**Attributes**

- **Team Skills**
  - Creates a team environment
  - Supports growth of skills needed to work successfully with intra-and interdisciplinary teams
    - Respectful interactions
    - Listening skills
    - Positive interpersonal skills
  - Value of collective wisdom

**Importance of Teamwork**

My supervisors told me that teamwork depends on the performance of every single member on the team. I had trouble understanding it until my supervisor showed me how the office typewriter performs when just one key is used. All other keys on the typewriter work just fine except for one, but that one destroys the effectiveness of the typewriter. Now I know that even though I am only one person, I am needed if the team is to work as a successful team.
Attributes

- Transformational Leadership
  - Intellectual stimulation – challenging assumptions, soliciting ideas, taking risks
  - Inspirational motivation – articulating future visions
  - Individualized consideration – attending/listening to the needs of colleagues (and patients)
  - Idealized influence – behaving in a way an individual can identify and possessing shared values

Leadership Excellence

Paul Pierpauli

- “Individual pharmacists need will as well as skill for advancing practice.”
- “The ultimate determinant of our progress is the strength and persistence of will of each individual practitioner”
- “Leaders and practice innovators from every era of hospital pharmacy have been iconoclasts” - challenging the current state
- Leaders need bilingual skills to effectively navigate organizational priorities and lead the pharmacy enterprise

Leadership Excellence

Burnis Breland

- Learning how to adapt to rapid changes while providing a vision for staff
- Meeting patients' needs, organizational needs, and the needs of other professionals
- Advancing the profession through building a practice model that enables pharmacists to provide safe, effective, and efficient use of medications
- Assuming responsibility for drug therapy outcomes
- Providing optimum clinical value to the patient and economic value to the institution

Pharmacy Strategic Leadership Imperatives

Pharmacy Strategic Leadership Imperatives

- Patient-Centered Care
  - Ensure safe and effective medication use in and across all sites of care
- Interprofessional Care
  - Respect for each member’s role in patient care, “practice at top of license”
  - Create new models of care
- Change Management
  - Leverage changes in healthcare environment to create new opportunities for pharmacy practice
  - Engage students, residents and staff in piloting new programs and services
Pharmacy Strategic Leadership Imperatives

• Optimizing Medication Use
  - Develop patient-specific comprehensive, inter-professional, and transferable pharmacotherapy plan for each patient
  - Monitor and follow up to ensure therapeutic endpoints and goals are met
  - Involve pharmacists in interdependent prescribing as part of team-based care

• Reducing Overutilization
  - Develop and implement clinical guidelines
  - Reduce polypharmacy
  - Ensure that the most cost-effective medications are utilized


Leadership Excellence Across the Pharmacy Enterprise: Improving Patient Care

Leadership Across the Pharmacy Enterprise: _and_

Pharmacy Practice Model Leadership – Inpatient Pharmacists

Code Sepsis: Improving Sepsis Care; Saving Patients’ Lives
Wake Forest Baptist Hospital, NC

Code Sepsis Program
Inpatient Pharmacist led code-sepsis interventions as part of a team approach
Baseline: Sepsis screen to antibiotic administration: 427 minutes in ICUs
After Code Sepsis Program established: 31 minutes in ICUs
Mortality Index: 1.65% → 0.8%

ASHP 2013 Best Practice Award

Pharmacy Practice Model Leadership – Clinic Pharmacists

Heart Failure (HF)
Medication Management Clinic
Inpatient Pharmacist-led HF clinic staffed by interprofessional team
Baseline 30 day HF readmission rate: 29.4%
After HF Clinic established: <3%

Advancing Pharmacy Practice through the Implementation of a Heart Failure Medication Management Clinic
Brookdale Hospital, NY

ASHP 2012 Best Practice Award
Pharmacy Practice Model Leadership – Transitions of Care

Safe Medication Transitions Program
Cedars-Sinai Medical Center, CA

Transitions of Care Pharmacist

Leadership

2014 Hospital Hero Award, National Health Foundation

Comprehensive Models of Pharmacy Leadership: Veteran’s Health Administration (VA)

VA is the largest health-system in U.S.
• 80 million outpatient visits; 692,000 admissions; over 6 million patients; 1,000 clinics; 152 hospitals in 2011
• Employs 10% of U.S. health-system pharmacists
• Goal: 1 pharmacist per 3600 ambulatory patients
• 4 million pharmacist encounters in 2012

Comprehensive Models of Pharmacy Leadership: Kaiser Permanente

• One of the nation’s largest, not-for-profit health plan, serving over 10 million members via 38 hospitals and 618 clinics
• Interprofessional healthcare teams with pharmacists in inpatient, ambulatory and home care settings

Comprehensive Models of Pharmacy Leadership: Kaiser Permanente

• Beginning in 1992, Kaiser Colorado established model for advanced pharmacy practice
  o Clinical Pharmacy Anticoagulation Service established in 1996, one of the largest in the nation
  o Specialty clinical pharmacy services: asthma, diabetes, nephrology, cardiology/heart failure diseases, international travel, long-term care
  o Established Clinical Pharmacy Call Center to support nurses with medication-related questions

Comprehensive Models of Pharmacy Leadership: Kaiser Permanente

SOURCES:
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**Leadership Resource Center**
- Self-directed leadership development including a leadership self-assessment, primer and toolkit and additional resources

**Pharmacy Leadership Academy**
- Web-based, distance learning educational program for aspiring leaders

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**Putting it All Together**
- Leadership is a continuous learning process
- Individual performance impacts institutional/organizational performance
- Focused and effective leadership is central to pharmacy practice advancement:
  - At the bedside
  - In the pharmacy
  - In the clinic
  - In the administrative office
- Pharmacists must be adequately prepared to take on the leadership roles that will:
  - Help drive practice change
  - Optimize patient care across the entire spectrum of care

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**A Dozen Stimulating Yet Different Perspectives on Leadership**
- Use Them to Help You Develop Your Style

**Outstanding Leaders**
Great leaders go out of their way to build the self-esteem of their personnel. If people believe in themselves, it’s amazing what they can accomplish.
- Sam Walton

**Leadership**
Leaders think and talk about the solutions. Leaders think and talk about the problems.
- Brian Tracy

**Great**
Great leaders are almost always great simplifiers, who can cut through argument, debate, and doubt to offer a solution everybody can understand.
- General Colin Powell

**Wise**
If one is lucky, a solitary fantasy can totally transform one million realities.
- Maya Angelou

**Winston Churchill**
Management is about arranging and setting, leadership is about nurturing and enhancing.
- Tom Peters

**Warren Buffett**
Management is the ability in climbing the ladder of success, leadership determines whether the ladder is leaning against the right wall.
- Stephen Covey

**Bennett**
There are three essentials to leadership: humility, clarity and courage.
- Chan Master Fuhsen Yuen

**Roosevelt**
The supreme quality of leadership is integrity.
- Dwight Eisenhower
When I grow up, I want a pharmacist on my healthcare team!