

Advancing Pharmacy Practice with Strategic Clinical Leadership

TriState Health System Pharmacy Summit

September 21, 2018

Tarrytown, New York

Objectives

- Define strategic clinical leadership in health system pharmacy practice
- Integrate clinical leadership awareness into pharmacy enterprise strategy for achieving broader organizational goals and objectives
- Synthesize a development plan for strategic clinical leadership

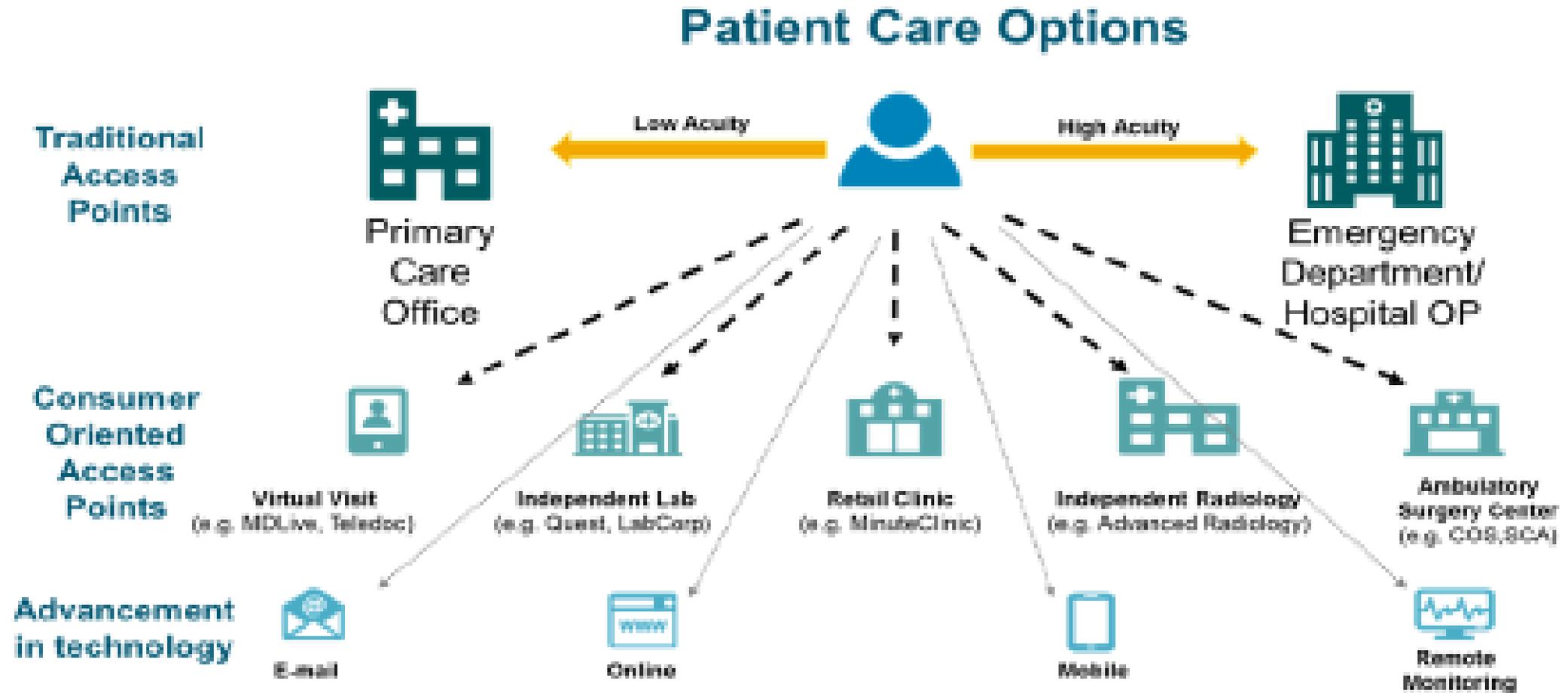
Conflicts of Interest

I do not have any conflicts of interest to disclose related to the content of this presentation.

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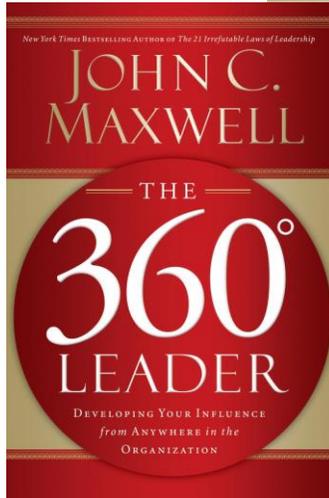


Healthcare is Increasing in Complexity and Pharmacists Touch Key Access Points



“Am I a leader?”

- Your clinical pharmacy team



WHAT DOES 360 DEGREE LEADERSHIP ENTAIL ?

Leading Down

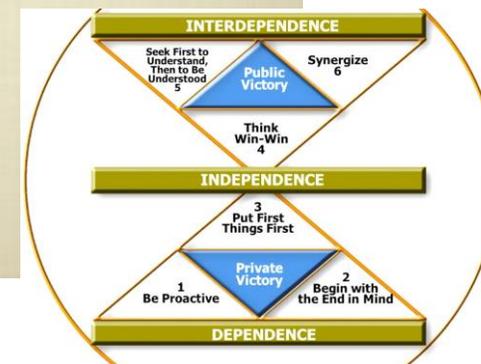
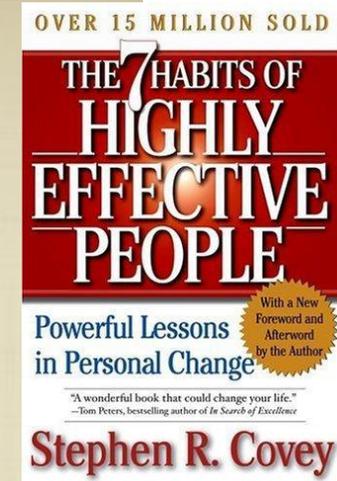
Interacting with subordinates, observation and listening, transferring vision, and rewarding productive people

Leading Up

Being able to do what others won't, knowing when to push back, and when to back off

Leading Across

Completing your peers, letting the best ideas win



Five Levels of Healthcare Leadership

Self

- Getting things done
- Span of control - 1

Teams

- Leads by influence
- Span of control – 3 to 8 people

Manager

- Positional leadership
- Develops others
- Span of control – 10 to 30 people

Director

- Coaching and direction setting
- Span of control – direct 3 to 10 people; indirect 50 to 300 people

Executive

- Highly strategic focus
- Span of control – direct 3 to 10 people; indirect 500 to > 1000

LEADERSHIP

Why The Best Hospitals Are Managed by Doctors

- Hospital quality scores are approximately 25% higher in physician-run hospitals than in manager-run hospitals Goodall AH. Social Science & Medicine 73 (2011) 535e539
- Peer-to-peer credibility
- Ensures primary focus remains on the patients
- “Clinicians not only make the frontline decisions that determine the quality and efficiency of care but also have the technical knowledge to help make sound strategic choices about longer-term patterns of service delivery.” McKinsey & Company - Home Healthcare Systems & Services

“Common sense is not always common practice.”
- Steven Covey



Defining
EXCELLENCE
in the 21st Century



Translates into Other Sectors of the Economy



Roger W. Anderson

1992 Whitney Award lecture

“While administrative skills are important in the management of any organization, I do not believe that most future directors of pharmacy will advance into the position through the traditional management career track. I believe, instead, that they will move into management roles from clinical practice positions and they will maintain a clinical practice. Our mission, which has evolved toward providing drug therapy management must be reflected in the leadership position. The new directors, through practice experience, will develop the necessary management skills, including personnel management and program justification. They will need to establish management teams, including a business-trained manager for accounting, forecasting, and other complex management functions.”

“Opportunities are rarely offered; they are seized.”
Sheryl Sandberg



“Leaders work smarter... Work harder... Work longer and do more than they expect of those they lead. They have the highest personal standards and demand more from themselves than from others.” - Don Carner



“You yourself are a planning machine.”
- David Allen



“The frontline can be messy and disorderly. It’s where the battles get fought, where they are won and lost. But there’s a reason that the best military commanders spend time on the front lines: it’s the only way to get an honest and deep understanding of what’s really going on.” - Dave Gray



“Victory awaits him who has everything in order – people call it luck. Defeat is certain for him who has neglected precautions in time; this is called bad luck.”
- Roald Amundsen



“Clinical pharmacists are like special forces in the military: they operate outside the norm and are not subject the same rules and restrictions as the regular forces. They work in areas that are hard to reach, like behind enemy lines.” - Dave Gray



“The best manager is the one who has the sense enough to pick good men to do what he wants done, and self-restraint to keep from meddling with them while they do it.” - Theodore Roosevelt



“A great leader is not a reader of consensus, but a molder of consensus.” - Martin Luther King



“It only takes a little extra performance to go from good to great.”
- Jim Collins



Creating Personalized Development Plans

Learning from Experience

- Full job change
- Job restructure based on development needs
- Special projects and assignments

70%

Learning from Others

- 360° feedback and evaluation
- Coaching

20%

Learning through Education

- Motivated self-development
- Coursework (“Just in Time”)

10%

Descending Value



Individualized Development Plan Template

Name:

Position:

Development Summary

Has:

Needs:

Guidance: Fill at least one in the Experience column and one other from other columns.

Learn from Experience

Target Position in 3-5 Years:

Next Possible Position/ Project:

Learn from Others

Mentored by X

Attended Conference X

Learn from Education

Individualized Development Plan Example

Name: Newly promoted Clinical Pharmacist

Position: Clinical Manager

Development Summary

Has: Extensive clinical experience (12 years) with expertise in critical care. Excellent communicator as evidenced by presentations at national meetings, publications and ability to influence peers inside and outside the department. Residency program director and mentor to junior team members.

Needs: Broader exposure outside the site in the health system where he is based and to develop people management skills.

Guidance: Fill at least one in the Experience column and one other from other columns.

Learn from Experience	Learn from Others	Learn from Education
<p>Target Position in 3-5 Years:</p> <ul style="list-style-type: none"> - Director of Pharmacy for clinical or drug use policy - Local site Director of Pharmacy <p>Next Possible Position/ Project:</p> <ul style="list-style-type: none"> - Co-chair health system opiate stewardship committee - Member clinical decision support committee - Accountable pharmacogenomics implementation 	<p>Mentored by:</p> <ul style="list-style-type: none"> - Director Corporate Clinical Pharmacy Services - Director Lab Medicine - Nurse Director Cardiology Service Line <p>Attended Conference:</p> <ul style="list-style-type: none"> - ASHP Leadership Conference - TriState SHP Meeting - CSHP Annual Meeting 	<ul style="list-style-type: none"> - Started MBA program with anticipated graduation May 2020 - New manager training program - Recruitment and retention course

“You want to set a goal that is big enough that in the process of achieving it you become someone worth becoming.” - Jim Rohn



Key Takeaways

- Healthcare is challenging and will continue to become even more complex
- Clinicians who can manage complexity and develop management capacity have limitless opportunities
- Clinical pharmacists are well equipped to be successful positional leaders – strategically plan your career and go for it!!