

# WISDOM *from the* PHARMACY LEADERSHIP TRENCHES

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## FOREWORD

*Wisdom from the Leadership Trenches* is a blend of leadership principles for department success as well as guidance for personal growth and development for a satisfying career. This book provides an “A to Z” compilation of *pearls of wisdom* for successful leadership. Not only do Toby Clark and Sara White collectively have nearly 100 years of actual hospital or health-system leadership experience, but throughout their careers they have also gained wisdom by networking or collaborating with hundreds of peer pharmacy leaders. They share their extensive experience and reflections on multiple issues confronting today’s leaders who are charged with developing and directing comprehensive pharmacy service programs. This book is intended not only for seasoned managers, but also for new leaders. It provides useful strategies to manage critical patient care departments—large or small—as well as an array of diverse pharmacy services in today’s very complex health systems. Likewise, this book will confirm ideas, thoughts, or concepts that the director has been using or is planning to use in his or her practice.

Although this book is primarily intended for directors of pharmacy or perhaps more appropriately the chief pharmacy officer, its usefulness is not limited to this audience. With the broad scope of responsibility and the complexity of managing pharmacy departments today, the administrative unit probably has a leadership team comprised of many associate/assistant directors, operations managers, coordinators, and program directors. Indeed leadership is now becoming a “team sport.” Thus, these pearls of wisdom will be valuable to the whole leadership team.

While reading *Wisdom from the Pharmacy Leadership Trenches*, I was impressed by the scope and diversity of the topics covered. Whether or not you are managing an issue as it moves up through the organization or within your own department, there are timely advice and tips on how to develop strategies for various situations. I was particularly impressed with the chapter quotes from many noted leadership authors as well as our profession’s distinguished leaders. I was also struck by the number of times the word *communication* was used as a major ingredient in various strategies. Indeed, open communication or transparency is a critical virtue for successful leadership.

Enjoy your journey through critical and timely subjects like **Delegation**, Developing Your **Brand**, **Empowerment**, **Mentoring**, Seizing **Opportunities**, Developing **Relationships** in and outside the Pharmacy, **Values**, **Vision**, and discover the meaning of **Xystering**.

**Harold N. Godwin**, RPh, MS, FASHP, FAPhA  
*Professor and Associate Dean for  
Clinical and Medical Center Affairs  
The University of Kansas School of Pharmacy  
Past President, ASHP*



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## PREFACE

The complexity of managing and leading the pharmacy enterprise has increased dramatically over the past 40 years. As authors, we have close to 100 years of actual hospital and health-system pharmacy leadership experience and through this book we seek to provide a very practical and pharmacy-focused approach to pharmacy leadership. Given the complexity of pharmacy practice, today's pharmacy director must be agile and nimble in management and leadership skills so that he or she can lead the pharmacy operation in continuously improving safety, quality, and productivity/economy. As complexity in practice grows, so does the specialization across all of healthcare. Health-system and hospital pharmacy practice continues to specialize dramatically. There is an increasing reliance on pharmacists and technicians to be providers and collaborators as part of today's healthcare clinical teams. The practice specialization that has led to intravenous admixture services, unit-dose dispensing, twenty-four hour service coupled with proactive clinical services, therapeutic regimen design, and monitoring in the acute and ambulatory settings has resulted in more people being employed in the pharmacy service. The result is that more pharmacy employees are interacting with many more providers and caregivers across the healthcare continuum. As a result, pharmacy directors and their leadership teams are managing larger numbers of staff with skyrocketing numbers of pharmacy encounters.

In parallel to the dramatic growth in practice expansion, pharmacy education and residency training has also grown and advanced rapidly. Health-system and hospital pharmacy operations are expected to participate in teaching activities, further adding to the complex challenges facing today's pharmacy director. What once used to be a straightforward career choice has become more complicated. But it certainly can be a satisfying and rewarding career if one allows it to be.

These essays are intended for both pharmacy directors and those who aspire to that role. The essays are intended as a guide on how to successfully lead others in providing pharmaceutical services. It is all about working with other people and motivating yourself to lead others.....period. Approach this book as a conversation between us and you, the pharmacy leader. It is not intended to be read cover to cover but as a book of advice to read and reflect over coffee or other favorite beverage.

Over the past decades we have been giving advice, counsel, guidance, coaching, and mentoring to students, graduate students, residents, assistant directors, friends, and even a few enemies. We have offered our advice via phone, face-to-face, lectures, and journal articles. We have enjoyed these roles and have learned more from those discussions than one can imagine. At the same time, during our careers as pharmacy directors, we sought similar advice and mentorship from those who had gone before us and were fortunate to be recipients of their excellent advice and guidance.

In the summer of 2013, several of our mentees suggested our tidbits of advice should be written down for others to read and accept or reject or occasionally even laugh at. To that end, TC suggested to SW that we should write a book of our advice to others on the subject of managing pharmacy services. Thankfully, she agreed, but quickly laid down ground rules as she always does! What a blessing! We thought that we would select

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## PREFACE (CONT'D)

various chapters starting with a letter of the alphabet—hence, the format of chapters for each letter of the alphabet. (Yes, we may have stretched it a little on X—you be the judge!) We each contributed words to the list and started to write, approaching each essay as if we were talking to a colleague.

This has been a fun adventure. First getting the chapter titles down and then learning Dropbox to assemble the various essays. We decided that we could have some duplication of thoughts. To that end, some overlap of advice may exist which we think is a good thing. We hope you will agree that the advice we offer is beneficial and will help in both managing yourself and others in your sphere of influence to better serve patients.

*Toby Clark and Sara J. White*

May 2015

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- It has been my privilege to work with a team of dedicated pharmacy assistant directors at the University of Illinois Medical Center; they were the best and I thank them sincerely. Also at UIC I worked for *William Chamberlin, MD*, who was the greatest executive of my career. Thanks Bill for your efforts.
- A special thank you to *Alison Apple, John S. Clark, and David Zilz* for their encouragement and insight.
- To my wife, *Patricia Kruger*; sincere thanks for idea generation, stimulation, constructive criticism, support, and love.
- To my daughter, *Amy Clark Nemec*, and son, *David L. Clark*, who taught me so much.

*Toby Clark*

May 2015

- *Toby Clark* is an example of how over the course of your career a few of your professional colleagues also become close personal friends. Toby took the initiative when he was a new pharmacy director in Kansas City to come over and have lunch with Harold Godwin and me to get to know us. He, his wife, and I have vacationed together, cruised in France, and driven up the California coast in addition to working together on many professional projects.
- I want to acknowledge and thank the staff and leadership teams I have had the pleasure to work with at the University of Kansas Medical Center and Stanford Hospitals and Clinics for they perfected my leadership skills.
- To my mentors, *Clifton Latiolais* and *Harold Godwin* and mentees, *Jennifer Tryon* and *Allison Sturm Vecchiet*. I owe my success to you.

*Sara J. White*

May 2015

