

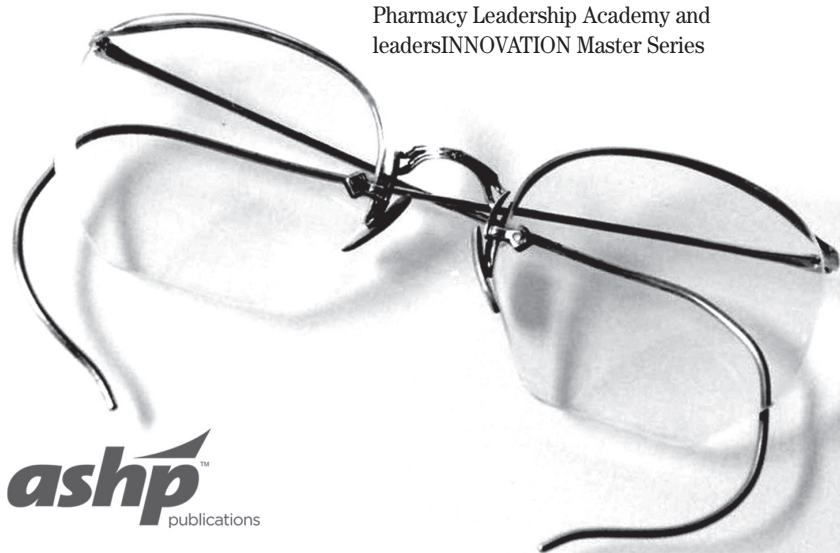
# WISDOM *from the* PHARMACY LEADERSHIP TRENCHES

**TOBY CLARK, RPH, MSc, FASHP, FFIP**

*(Ret) Director Pharmacy/Adjunct Professor*  
University of Illinois at Chicago  
Medical Center/College of Pharmacy  
*Lead Surveyor ASHP Accreditation*  
*Clinical Associate Professor*  
South Carolina College of Pharmacy  
Charleston, South Carolina

**SARA J. WHITE, MS, FASHP**

*(Ret) Director of Pharmacy*  
Stanford University Hospital and Clinics  
*Past President, ASHP*  
Palo Alto, California  
*Faculty*  
Pharmacy Leadership Academy and  
leadersINNOVATION Master Series



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 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 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

*Editorial Project Manager:* Ruth Bloom

*Production Manager:* Johnna Hershey

*Cover and Page Design:* David Wade

© 2015, American Society of Health-System Pharmacists, Inc. All rights reserved.

Library of Congress Cataloging-in-Publication Data

Clark, Toby, author.

Wisdom from the pharmacy leadership trenches / Toby Clark, Sara J. White.

p. ; cm.

ISBN 978-1-58528-472-6

I. White, Sara J., 1945- , author. II. American Society of Health-System Pharmacists, issuing body, publisher. III. Title.

[DNLM: 1. Leadership. 2. Pharmacy Administration--methods. 3. Pharmaceutical Services--organization & administration. 4. Practice Management. 5. Vocational Guidance. QV 21]

RS100

615.1068'4--dc23

2015010423

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: 978-1-58528-472-6

10 9 8 7 6 5 4 3 2 1