

Ali Lloyd Baker

PharmD, MS



Finding Your Anchors in a Sea of Change

Ali's mission statement is to be a leader worth following and, given her letter, she is well on her way. You will find that she is very nimble and resilient because of the challenges she successfully handled during her two-year residency. She indicates that her best learning came from her mistakes, not her successes.

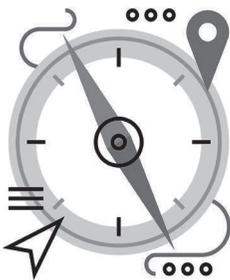
Ali is currently Pharmacy System Manager, Wake Forest Baptist Health, Winston-Salem, North Carolina. She completed a postgraduate year 1 (PGY1) accredited pharmacy practice residency and accredited PGY2 health-system pharmacy administration residency at Wake Forest Baptist Health, having received her MS from the University of North Carolina, Chapel Hill and her PharmD from Samford University, McWhorter School of Pharmacy, in Birmingham, Alabama.

Ali's advice is: ***Learning to adapt in an environment of constant change is the most important principle I learned during my health-system pharmacy administration residency.***

Dear Pharmacy Colleague,

The pessimist complains about the wind;
the optimist expects it to change;
the realist adjusts the sails.

—William Arthur Ward



Learning to adapt in an environment of constant change is the most important principle I learned during my health-system pharmacy administration (HSPA) residency. To begin, I'd like to tell you a little about my experience at ASHP's Midyear Clinical Meeting and the Personnel Placement Service (PPS) process. After meeting with an almost-overwhelming fifteen

programs during PPS and meeting many more at the Showcase, a few programs quickly rose to the top of my list. On Match Day, I learned I was placed with Wake Forest Baptist Health, my #1 choice. The director, also my future residency program director, said in a text message, “We could not be more excited to see that you have matched with us! Congratulations on a successful match; you are entering into a fantastic world within pharmacy, and we are going to have a blast!” I still have the text saved on my phone. Initially, that was a strong indication to me that my mentor was dedicated and excited to lead me as a resident.

Several months went by with preparation for a move to North Carolina, leaving a city that had been my home away from home for six years and starting my professional career. I instinctively knew that residency was going to be different from fourth-year rotations; but even so, I was dedicated to this decision and this leadership team. With every email or letter from Wake Forest, I reinvested in my commitment.

Four weeks before residency was scheduled to begin, I received a call from a current HSPA resident at Wake Forest who informed me that there was a change of leadership within the pharmacy department. The director and residency program director who recruited me no longer worked there. Initially, I was in disbelief. The person I had begun to connect to would not be there. At that time, it was undetermined who would be leading the HSPA residency. It was a lot to consider for a new resident entering a program.

Within the first 12 months of my residency, I experienced three leadership transitions. The first leader made a great first impression as a strong recruiter, but was not there to manage my initial entrance. The second leader doubted my ability and fit with the program. But the third leader embraced me as my mentor and helped me grow far beyond my expectations.

I would like to offer some advice learned from how I dealt with these circumstances. We all know that change is inevitable. That doesn't mean we are ready for it. The more mature we are in our careers, the better equipped we are to handle change. But as a resident, especially a HSPA resident, I was required to take a crash course on change management. This required me to find my personal anchors to steady me as I rode out the sea of change. I would like to share those anchors in hopes that it will be valuable to future residents riding the same waves!

The Anchor of Trust—*Building a reputation of trust is essential.* When management issues are shared with you, you must keep them confidential and not share them. This is no longer a college campus where gossip is recreational. This takes maturity. You must establish trustworthiness with the management team and with your fellow residents.