



Managing and Leading: 44 Lessons Learned for Pharmacists

By Dr. Paul W. Bush PharmD MBA FASHP, Stuart G. Welsh PhD PE Dist.M.ASCE

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Managing and Leading: 44 Lessons Learned for Pharmacists offers useful ideas and tools for pharmacists, residents and students to improve their managing and leading skills, and more effectively approach the non-technical or "soft-side" aspects of working with colleagues, administrators, vendors, clients, and patients. Each of the 44 lessons in this guide contains an essay that offers at least one idea or principle for honing management and leadership effectiveness. Following each lesson are practical suggestions for ways to apply the ideas using application tools and techniques such as action items, guidelines, do and don'ts, checklists, forms, and resource materials such as articles, papers, books, e-newsletters, and websites.

Lessons are focused in the following areas:

- Personal Roles, Goals, and Development
- Communication
- Learning and Teaching
- Improving Personal and Organizational Productivity
- Meetings and Agendas
- Marketing Models

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Editorial Review

About the Author

Paul W. Bush, Pharm.D., MBA, FASHP

Dr. Bush received his B.S. in Pharmacy from the University of Michigan, and Pharm.D. and M.B.A. from Wayne State University in Detroit. He is currently Chief Pharmacy Officer for Duke University Hospital in Durham, North Carolina and Program Director for the Health System Pharmacy Administration residency.

He previously served on the faculty of the Medical University of South Carolina (1999-2009) and Wayne State University (1984-1999) and served as Clinical Associate Dean for Medical Center and Health Systems for the South Carolina College of Pharmacy.

He has held the positions of Director of Pharmacy Services for Detroit Osteopathic Hospital, St. John Hospital and Medical Center and Medical University of South Carolina, and was Corporate Director for Clinical Pharmacy Services for Horizon Health System.

Dr. Bush is a Past-Treasurer of the Michigan Pharmacists Association. He has served on the Michigan Society of Health System Pharmacists Board of Directors and held the position of President-elect. Dr. Bush is Past-Chair of the ASHP Section of Pharmacy Practice Managers and currently serves on the ASHP Commission on Credentialing and is Chair of the University HealthSystem Pharmacy Council. In addition to Managing and Leading – 44 Lessons Learned for Pharmacists, he has written chapters for the Handbook of Institutional Pharmacy Practice, Financial Management Basics for Health System Pharmacists and Pharmacy Certified Technician Training Manual.

Stuart G. Walesh, PhD, PE, Dist.M.ASCE

Dr. Walesh received his B.S.C.E from Valparaiso University in 1963, his M.S.E from the Johns Hopkins University in 1965, and his Ph.D from the University of Wisconsin in 1969. He is an independent consultant providing management, engineering, education/training, and marketing services having previously worked in the public, private, and academic sectors. Dr. Walesh has served as a project engineer and manager, department head, discipline manager, marketer, professor, and dean of an engineering college. Water resources engineering is his technical specialty. He led watershed planning, computer modeling, flood control, stormwater management, and floodplain management projects.

Dr. Walesh authored or co-authored five books; authored or co-authored 100s of engineering, management, and education publications and presentations; and facilitated several hundred workshops, seminars, webinars, and meetings throughout the U.S. For the past decade, he has been active in the American Society of Civil Engineers' (ASCE) effort to reform the education and early experience of civil engineers. Dr. Walesh is a Diplomate of the American Academy of Water Resources Engineers, a Distinguished Member of the ASCE, and he has been recognized with awards presented by the American Society for Engineering Education, the ASCE, and the National Society of Professional Engineers.

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Foreword

I find this publication a significant and unique addition to the pharmacy literature which should be considered not only by current leaders but by all pharmacists, PGY1 residency directors, and Colleges of Pharmacy students and faculty. I am pleased that it is a concise and practical handbook that I recommend be on every current and aspiring pharmacy leader and manager's desk. Paul Bush has brought to this publication his 30 years of experience in pharmacy leadership and involved his current and past administrative residents to bring it a view from the "younger generation of leaders and managers."

They should be commended for their efforts.

Pharmacy leadership and management has never been as demanding, multifaceted, complex and critical as it is today and hence the need for this information. Current formal "Big L" leaders (Director, Associate, Assistant, Coordinator, Supervisor, Lead, etc.) and managers must daily juggle:

- Working effectively with people, both their staff and others throughout the organization
- Being financially responsible for a major part of the organization's expense and revenue budget, most of which they and their staff don't directly control, i.e., write medication orders
- Making sure all the ever changing regulatory and legal "bases" are covered for medications which are everywhere in the organization, not just in the pharmacy
- Ensuring that medications do not harm patients everywhere they are used
- Develop and maintain good working relationships not only with the medical and nursing staff but with administration, finance, and virtually every other organizational department
- Lead the organizational efforts to improve the medication use system for all the patients, from procuring, prescribing, dispensing, monitoring through medication administration and appropriate charging
- Anticipate and innovate to ensure patients benefit from the new developments in health care
- Keep up not only with the barrage of information such as e-mails, voice mails, journals, newsletters, push news, list serves, but their own self-development
- And other duties as assigned

While these varied responsibilities may seem daunting, they also require a highly scientifically educated and trained person to be able to switch into the art of leading and managing where there are very few true principles as there are in science. Many current and aspiring pharmacy leaders and managers have not benefited from formal training in the art of leading and managing pharmacies. Likewise these skills are not just needed by the formal "Big L" leaders, but every pharmacist as a "Little L" leader on their shift or in their practice needs to employ the leadership techniques found in this book to ensure their maximum impact.

Effective pharmacist leadership, both "Big L and Little L," is crucial to the

continuing evolution of pharmacy services. Having separated from early medical practitioners as the unique knowledge of specific medications developed, past pharmacy leaders saw the need for pharmacists to apply their drug knowledge to help patients minimize diseases. In health-systems this evolution included compounding intravenous admixtures, developing unit dose drug distribution systems, handling investigational drugs, utilizing formulary systems to promote rational cost effective prescribing, compounding radiopharmaceuticals, moving out of the pharmacy to practice in the patient care areas along side physicians and nurses, computerizing systems, integrating automation, and championing patient medication safety. Only pharmacist leaders can continue this evolution into the future because they understand where the unmet needs are. My leadership published research (*AJHP* 2005) has shown that over the next decade 80% of the current health-system directors of pharmacy and 77% of the middle managers anticipate retiring. These data also indicate that there may not be enough interest by current practitioners to fill these vacancies with pharmacists. The most often cited reason for not being interested in leadership positions is too many competing responsibilities and having to give up their clinical practice. If there are not enough pharmacists to take on these vacant leadership positions then non-pharmacists will have to be utilized which may not be in the best interest of patients and pharmacy staffs.

This book as a primer and handbook can assist leaders, managers and all pharmacists to be more effective. It is filled with non-pharmacy quotes that offer a philosophical backdrop to each topic or lesson. The 44 lessons are conveniently organized into eight parts; personal roles, goals and development, communication, learning and teaching, improving personal and organizational productivity, meetings, marketing, building mutually beneficial employee-employer partnerships and the broad view. Each lesson very effectively contains pharmacy examples, suggestions for application and using the material, related lessons, sources cited in the lesson for further study, suggested supplemental sources, e-newsletters, and applicable websites. The use of key concepts tables make it easy to use as a just-in-time resource.

There are the typical topics you would expect, such as, how to set goals, using questions in communication, establishing culture, the difference between leadership and management, etc but there are many unique topics that add dimensions not usually found in such publications. The following are a few examples.

- Too much of a good thing. Avoiding the pitfalls of too much experience.
- Courage: real and counterfeit. Rising change and confronting the unknown.
- Afraid of dying, or not having lived? Realizing our dreams instead of living with regret.
- Balance high tech and high touch. Mixing technology with human contact.

Readers will benefit from the variety of “pearls” that will enable them to be more efficient and effective no matter what their job responsibilities.

Sara J. White, M.S., FASHP
Director of Pharmacy (retired)

*Pharmacy Leadership Coach
Mountain View, California
January 2008*

Users Review

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Tameika Ahmed:

The particular book *Managing and Leading: 44 Lessons Learned for Pharmacists* will bring you to definitely the new experience of reading the book. The author style to spell out the idea is very unique. Should you try to find new book to read, this book very acceptable to you. The book *Managing and Leading: 44 Lessons Learned for Pharmacists* is much recommended to you to study. You can also get the e-book from the official web site, so you can quickly to read the book.

Kim Armstrong:

Spent a free time to be fun activity to do! A lot of people spent their spare time with their family, or their friends. Usually they undertaking activity like watching television, planning to beach, or picnic from the park. They actually doing same task every week. Do you feel it? Do you want to something different to fill your current free time/ holiday? Could possibly be reading a book is usually option to fill your totally free time/ holiday. The first thing you ask may be what kinds of e-book that you should read. If you want to consider look for book, may be the publication *untitled Managing and Leading: 44 Lessons Learned for Pharmacists* can be very good book to read. May be it is usually best activity to you.

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Aaron Edginton:

Some individuals said that they feel bored stiff when they reading a publication. They are directly felt the item when they get a half portions of the book. You can choose the book *Managing and Leading: 44 Lessons Learned for Pharmacists* to make your own reading is interesting. Your current skill of reading ability is developing when you similar to reading. Try to choose very simple book to make you enjoy to read it and mingle the opinion about book and reading especially. It is to be very first opinion for you to like to open up a book and go through it. Beside that the publication *Managing and Leading: 44 Lessons Learned for Pharmacists* can to be your brand new friend when you're experience alone and confuse with the information

must you're doing of that time.

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