Practical How-to Tips for Effective & Persuasive Communication of Pharmacy Value

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Conflict of Interests

- The speaker has no declared conflicts of interest with the material being presented.

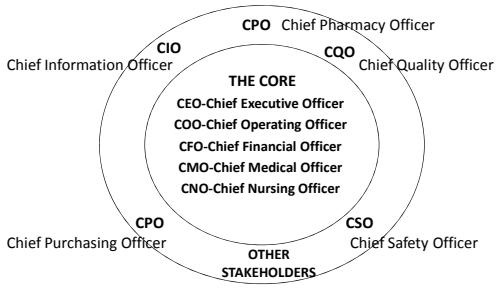
Learning Objectives for Pharmacists

- Explain how pharmacy departmental goals align with priorities of the C-Suite
- Identify practical tips to communicate persuasively and effectively
- Review strategies for how to craft messages and communication that will resound with an audience-i.e. alignment of organizational goals with proposals, engagement of audience needs, development of an elevator speech, etc.
- Describe the challenges of communicating the value of clinical pharmacy services and revise communication strategies to be more optimally effective.

Learning Objectives for Technicians

- Explain how pharmacy departmental goals align with priorities of the C-Suite
- Identify practical tips to communicate persuasively and effectively
- Review strategies for how to craft messages and communication that will resound with an audience-i.e. alignment of organizational goals with proposals, engagement of audience needs, development of an elevator speech, etc.

C-Suite Composition



Data on file from CEO interviews and PCAB Surveys.

C-Suite Focus

Finances
Patient Safety/Clinical Quality

- -

Everything Else

Hospitals CEO Leadership Survey. Solucient, LLC, 1007 Church Street, Suite 700, Evanston, IL 60201. 2005.
Data on file from CEO interviews and PCAB Surveys.

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Healthcare Market Trends

- Population Demographics
  - Life Expectancy
  - Workforce Cohorts
- Economics
  - Healthcare Cost
  - Healthcare Outcomes
  - Healthcare Insurance
- Extreme financial pressures on payers, providers, governments, patients and families

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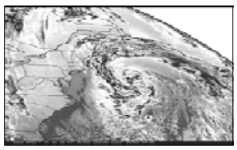
There is a Perfect Storm Brewing . .

We need a balance of better safety & quality of care -- especially chronic care -- and constraining costs



With increased reliance on medication use, Pharmacy is increasingly important for organizational success in weathering this storm

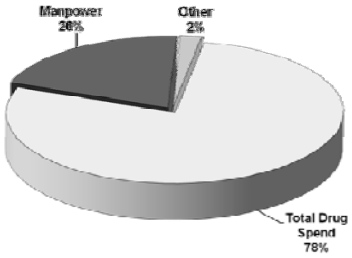
Problem vs. Opportunity

- No doubt that US Healthcare is facing some big problems – but with big problems come big opportunities
- Pharmacy needs to step up and be a solution to these problems

How is Pharmacy seen by the C-Suite?

- Ancillary support service
- Drug cost focus
- Clinical impact undervalued
- Managed as a commodity
- Isolated from strategic decision making
- Unaware of the opportunities in pharmacy

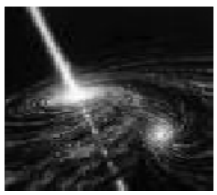
Example of Pharmacy Cost Mix



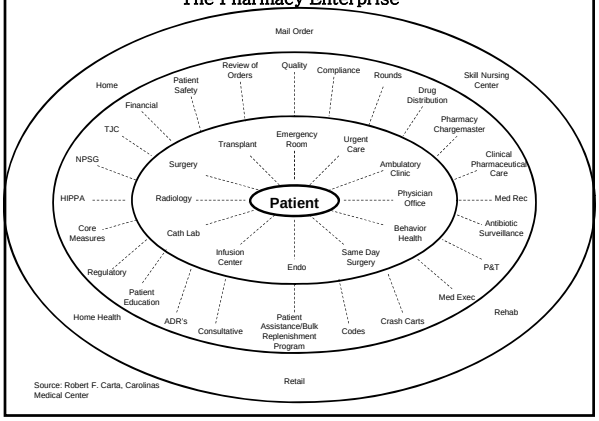
Data on file. Indiana University Health.

Black Hole Mentality

- Little understanding of complex functions of a high performing pharmacy organization
- Need to aggressively educate C-Suite on "the business of pharmacy"



The Pharmacy Enterprise



Source: Robert F. Carta, Carolinas Medical Center

Pharmacy's Typical Position

- Pharmacy is a departmental outlier:
  - Part clinical, part business
  - Critical player in the care delivery process but not typically present at the C-suite table
  - Complex operational systems and exception processes that do not "fit" the average departmental model
  - Issues surface AFTER critical medication incidents trigger doubts regarding operational and financial controls

Pharmacy Challenges

- Medication safety challenges
- Increased risk management issues
- Increased compliance liability
- Reduced pharmacy margins threaten care infrastructure for all patients
- Manpower challenges
- Potential negative clinical outcomes when medications are not managed appropriately

Communicating Pharmacy Issues to the C-Suite

GOALS:

- To establish the pharmacy as a positive contributor to the challenges
- To create the perception that the pharmacy is material to the organization's efforts in terms of
  - Financial management
  - Patient safety
  - Clinical care
  - Regulatory compliance

The Pharmacy Brand

- We need to change the Pharmacy Brand in our organizations.
- Our brand should be familiar (immediate brand recognition in the organization)
- It should be captivating so that our C-Suites pay more attention to the brand
- It should be preferable so that when tough choices have to be made the natural tendency will be to select our brand.

The Pharmacy Brand

- Pharmacy should mean quality so the perception is we are a better brand that is valued and there should be cache or status associated with our brand.
- We want to ensure that our brand is held in high esteem by the C-Suite and that they are knowledgeable about what we do and what our brand stands for.

The Pharmacy Brand

- We need to understand how we are currently seen
- Then decide what we want to be seen as and also what we don't want to be seen as

Redefining C-Suite Expectations for Pharmacy

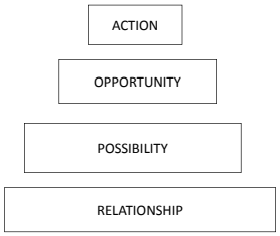
- Pharmacy accountability for distribution of products and information across all points of care
- Clear and defined role for pharmacy expertise to be available at the point of care
- Redefinition of the basic systems and services to meet the changing organizational model
- Creative and innovative solutions that align with organizational goals and direction
- "Balancing act" that requires collaboration and new skills

Relationships

- To achieve transformational change you need a strong foundation
- Everything starts with relationships
- Need to establish:
  1. You have your organizations best interest at heart
  2. You will deliver on what you say

C-Suite needs to believe in your intentions and competence.

Relationships



Perception of Pharmacy Competency

Pharmacy leaders have multiple competencies and skill sets beyond the level which most organizations use. We should:

- Appear knowledgeable
- Seek out crises
- Deliver under pressure
- Be known for multiple competencies
- "Big-picture" thinking
- Effortful-effortless principle

Key Principles

Resource Principle: The department that has more resources has a larger impact

Scarcity Principle: Resources that are scarce are more valuable - supply/demand

Value Principle: The only resources that really matter are those that are valued by your C-Suite

Match Needs Now Strategy

- Develop resources that are both valuable and scarce in your organization
- Match those resources to C-Suite needs to advance your brand and your strategic pharmacy initiatives

Seven Key Questions for the C-Suite

1. Are we buying drugs at the best possible advantage?
2. Are sound business principles and practices being applied to all pharmacy operations? (i.e., Is the pharmacy business being approached as the large business enterprise it has become?)
3. Are patient billing and revenue processes for pharmacy sound and routinely monitored?
4. Is the organization maximizing all current sources of pharmacy revenue or are there leaks in the system?
5. Are pharmacy resources, including drugs, supplies and manpower, properly controlled and managed?
6. Are patient outcomes and medication safety concerns properly balanced with financial considerations in the pharmacy department?
7. Are all pharmacy entrepreneurial opportunities identified, explored, and pursued when appropriate?

Macro Level Value Example

- Business of Pharmacy
- Builds on all six questions
- Moved a department rapidly over 36 months
- Demonstrated both quality and financial value

Pharmacy Integrated Supply Chain Initiative

- Innovative new business model
- Leveraged business expertise of partner
- Created “at risk” financial model with $12M guarantee over 36 months
- Linked inpatient and outpatient pharmacy care
- Improved quality of care and financial performance – Match Needs Now

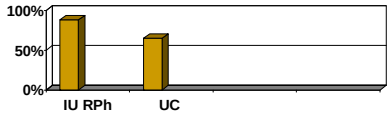
Pharmacy Integrated Supply Chain Initiative

- All expenses “netted” against totals
- All dollars are “real” and hit the operating statement – no cost avoidance numbers included
- Added clinical pharmacists in oncology, dialysis, cardiology, HIV, infectious disease, chronic disease management, PBM, and OP Pharmacy

Outcomes

- Reduced cost of goods
- Improved utilization
- Reduced readmissions
- Improved clinical outcomes
- Improved revenue
  - Outpatient Rx capture
  - Clinic infusion revenue

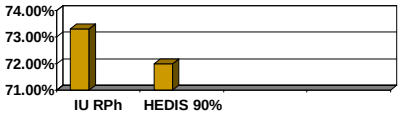
Population Health Management Anticoagulation Management



- Total Active Annual Patients – 1003
- Annual New Patients – 310
- Total Pts. Hospitalized due to AC complications – 1
- Percentage of time in therapeutic range – 88%

Young S, et al. BMC Fam Prac 2011 Aug 17; 12:88

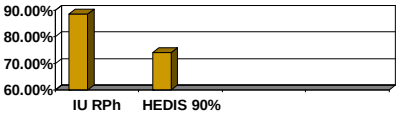
Population Health Management Lipid Management



- Total active patients – 2100
- New patients enrolled – 308
- Percentage of patients with LDL at goal of < 100 – 73.3%
- Percentage of patients with HDL at goal – 70%
- Percentage of patients with triglycerides at goal – 71%

Source: NCQA Quality Compass 2011

Population Health Management Hypertension Management



- Total Active Patients in Hypertension Clinic – 1680
- Percentage of patients with BP goal of < 140/90 – 88.6%
- Percentage of patients with BP goal of < 130/80 – 72%

Source: NCQA Quality Compass 2011

Pharmacy Integrated Supply Chain Initiative

- Added 33 new pharmacy FTEs
- Bottom line net financial improvement after 36 months was $34 million
- Every nickel verified by the finance department as "real dollars" that hit the operating statement or balance sheet

How Do we "sell this"?

- Often pharmacy has no real authority for these programs
- Must rely on influence & advocacy
- William Campbell & Mohammed Aziz
- Patsy Mink & Edith Green

Successful Influencer Behaviors

- Smile
- Make eye contact
- Identify yourself
- Let people know what you are doing and why
- End every interaction with: "Is there anything else you need?"

Influencing People to Change Their Mind

- People choose behaviors based on what they think will happen
- Whether they choose to change thinking depends on
  - Belief they can make the change
  - Belief the effort is worth making the change
- Verbal persuasion is most common and typically unsuccessful
- Use innovative personal/surrogate experiences and vicarious modeling – in other words "tell them a story"

Effective Stories for Influence

- Creates understanding
- Believable
- Motivational
  - Sympathetic
  - Empathetic

- Become a master storyteller
- Tell the whole story
- Offer hope
- Link the story to experience

Influential Presentations

- Focus on what your C-Suite wants to know
- Can you say it in less than 100 words?
- Reinforce the message
- Use multiple modalities – some people are auditory learners while others are visual
- Frame your message to match your decision makers schema

Influential Presentations

- Know who your "competition" is and be ready to explain why your request is the better option
- Be attuned to your audience and adjust your presentation accordingly
- Make sure you meet your target audiences needs
- Hit the key elements in their decision making process

C-Suite Presentation Outline

- State the problem/opportunity
- Solution (or making the opportunity a reality)
- Benefits of the proposal
- Drawbacks
- Limitations
- Risks
- Cost (overall, not details)
- Resources
- Expectations for the short and long-terms
- Next steps

State Your Case

- Let your audience know right up front what you want to accomplish
- Pharmacy staffing in the NBICU is too low. I am going to convince you that we need to augment our clinical staff in this area.

Use Experts

- Important people can help to make your argument more credible
- Dr. Rubble, our chief neonatologist has provided this position paper detailing our patient risk due to pharmacy not being able to see all NBICU patients.

Use Data

- Facts and numbers used well can be very convincing in support of your argument
- Our NBICU census is running at 65 babies daily and it currently takes our clinical pharmacist 30 minutes to work up and evaluate each baby. With 1.5 FTE's allocated to the NBICU we are not seeing each baby daily.

Emotion

- Getting people emotionally involved can help your case
- These are our smallest and sickest patients and even a tiny variation in their medication regimen can have a disastrous outcome.

Trust

- Having a track record that your audience is familiar with and trusts can greatly assist your presentation
- We are proactively evaluating and addressing our highest points of risk to improve patient safety. This proposal is very similar to the oncology enhancements that we implemented successfully last year.

Timing

- Stress the time sensitive nature of your proposal to create a greater sense of urgency for action
- Every day that we delay we continue to have babies that are not being seen by pharmacy which elevates our risk profile.

Research

- Using reliable and familiar data sources to support your proposal is very powerful and consistent with the "evidence based medicine" theme
- CHCA benchmark data has our facility in the top 5 in the nation for patient acuity but in the bottom five for pharmacy staffing

Close

- Close your presentation and get a commitment
- Given all of the positive evidence and support for improving the care of this high risk population can we move forward with creating additional neonatal clinical pharmacist positions, realizing that it will more than likely take some time to recruit specialists with this skill set.

IN SUMMARY

- Find common ground
- Build compelling evidence
- Connect emotionally
- Present persuasively
- Close on commitment

10 Questions to Define and Target Personal Influence

- What is your elevator (two minute) message for the idea? Sometimes that's all you get!
- Who are the decision makers and what role does each play?
- What are the positions of each decision maker on the ideas under consideration?
- What is your role for each encounter with a decision maker?
- What is the basis of your credibility for each decision maker?

10 Questions to Define and Target Personal Influence

- What channel of persuasion is likely to influence each decision maker?
- What can you offer to each decision maker to engender reciprocity?
- What is your natural persuasion style, and what style factor adaptations are likely to influence decision makers without losing authenticity?
- What commitments can you ask for and when?
- How can you leave the relationships stronger than they are currently?

Suggested Readings

- Berwick DM. Escape Fire
- Cialdini RB. Influence: The Psychology of Persuasion.
- Conger JA. The necessary art of persuasion
- Fryer B. Storytelling that Moves People.
- Patterson K, Grenny J, Maxfield D, McMillan R, Switzler A. Influencer: the power to change anything
- Schell RG, Moussa M. The art of woo: using strategic persuasion to sell your ideas
- Szulanski G. The process of knowledge transfer: a diachronic analysis of stickiness

QUESTIONS?

- Why do planes come with flotation devices instead of parachutes?
- Why doesn't glue stick to the inside of the bottle?
- What's another word for thesaurus?
- Why do doctors leave the room when you change? They are going to see you naked anyway.
- Why do you drive on a parkway and park on a driveway

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Post Test Questions:

1. Which department in the hospital is pharmacy typically considered with as an “ancillary support service”?
A. Medicine
B. Nursing
C. Laboratory
D. Information Technology

2. Which of the following Principles/Strategies should pharmacy consider for more effective interaction with the C-Suite?
A. Overhead Principle
B. Value Principle
C. Connectivity Principle
D. Reflexive Principle

3. Which of the following Key Questions should pharmacy consider for their C-Suite interactions?
A. Are educational opportunities maximized?
B. Are travel policies solidly controlled?
C. Are office supplies properly controlled?
D. Are all entrepreneurial opportunities been identified, explored and pursued when appropriate?

4. Which of the following is a successful “influencer” behavior?
A. Smile
B. Blend in
C. Don’t “tip your hand”
D. Try to remain anonymous

5. Which of the following elements is important in becoming a “master storyteller”?
A. Abbreviate the story to focus on the key story element
B. Keep the story negative to create a “fear factor”
C. Link the story to experience
D. Use only healthcare stories to better connect with your C-Suite

6. Which of the following is an important consideration for an influential presentation?
A. Don’t worry about who your competition is since your presentation is the best anyway
B. Rehearse your presentation in advance and don’t deviate
C. Make sure you hit your target audiences needs
D. Focus on the key decision points for pharmacy