

Leadership as a Professional Journey

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MSOP FIC/IBP Spring Meeting 2013, Pathways to Patient Care

Conflict of Interest

- Dr. Knoer has no actual or potential conflicts with this presentation

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Objectives

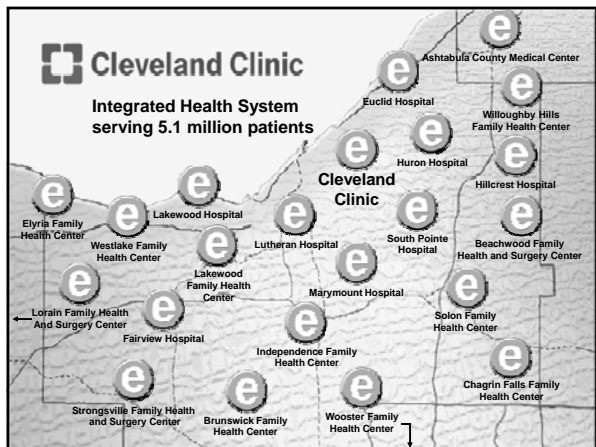
- Explain how to develop credibility as a leader through self-awareness and relationship building
- Outline your professional vision
- Identify the importance of flexibility in managing change
- Describe the importance of succession planning to your organization's future

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How Many?

- A. Formal leadership / management role
- B. Front line caregiver
- C. Technicians
- D. Residents
- E. Students
- F. Other (What am I missing?)

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Cleveland Clinic Pharmacy Enterprise (2013)

- 808 Pharmacy FTE's
- \$76.6 M Salary Expense
- \$480 M Drug Expense

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Why am I Talking about Leadership?

- I'm successful because I know more ways how NOT to do things than anyone else

- Thomas Edison

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Leadership

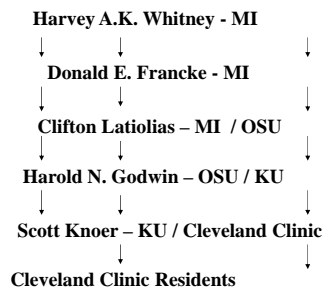
- Know yourself
- Establish credibility and trust
- Build and nurture strong relationships
- Develop a personal / professional / departmental vision
- Embrace change
- Constantly learn and grow
- Build a team / succession planning
- Give back to the profession

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What will be your legacy?

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Legacy



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What do these 4 ASHP members who have served on the AHSP board have in common?

- Kathy Schultz
- Lisa Gersema
- Chris Jolowsky
- Bonnie Senst

They all worked for Bruce Scott

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Knowing Yourself

“Those who ignore history are doomed to repeat it”: George Santayana

“Doing the same thing over and over again and expecting different results”: Albert Einstein’s definition of insanity

“If things go wrong, look in the mirror and not out the window for answers”: Jim Collins, Good to Great

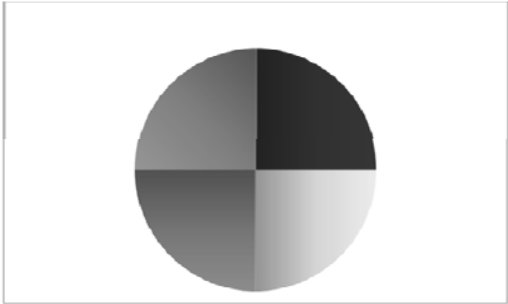
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Knowing Yourself

- Tools
 - Myers-Briggs
 - ENTJ
 - Insights
 - Color wheel
 - Red, Green, Blue, Yellow
 - Strength Finders
- Our greatest strengths are our greatest weaknesses
 - Strength: Passionate, goal oriented, driven
 - Weakness: See above

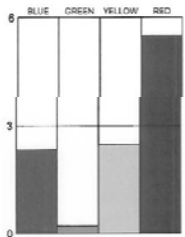
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Color Energies



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Well, I knew myself...



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When Red Goes Bad...



- When caught off guard...
- When feeling attacked...
- When the group gets "fired up"
- With too much coffee

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What's Your Primary Color?

- A. Blue
- B. Yellow
- C. Green
- D. Red

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Strength Finders

- Focus
- Significance
- Strategic
- Futuristic
- Relator

"Now Discover Your Strengths", Buckingham M, Clifton DO.

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Establishing Credibility and Trust

- Put the Patient at the Center of Every Decision that You Make

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Integrity

- Do the right thing
 - Don't make "special arrangements"
 - They will **always** come back to bite you in the butt
 - Don't bow to pressure if it compromises integrity
 - Example - Dept Head, Dean and CEO phone call for special hiring treatment

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Establishing Credibility and Trust

- Customers - Peers
 - Find loudest critics and get them to the table
 - Establish relationships based upon trust and mutual respect
 - Work toward common goals
 - Be seen as collaborative, not just Pharmacy Kingdom based
 - Do the right thing for the patient
 - Deliver (integrity)

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Credibility – Your Boss

- Deliver
- Don't shy away from tough issues
 - When placed in command - take charge
Norman Schwarzkopf
- Follow-through on everything
 - Even if answer is no, circle back yourself
- Communicate pro-actively
 - If it is bad news, it comes from you first. Bosses don't like to be caught off guard
- "It's my job to make my boss look good and to give the credit to my staff"
 - Steve Rough

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Credibility – Your Boss

- Never forget where your paycheck comes from
- Always say "yes" to your boss:
 - May have to say: "We can do that, but..."

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Make Your Boss Look Good

- Offer solutions, not just problems
 - Work with Nurse Managers yourself to solve problems
 - Work with your key physicians directly (in departmental context)
- Give them data
 - Executive Summary with cost justification
 - Do the ground work
- Thank them for their support in front of their boss
 - We couldn't have done this if Nancy hadn't supported us...

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Establishing Credibility with Senior Leadership

- Become “Actively Engaged”
 - Be visible with senior leaders and the board
 - Use every opportunity to educate leadership on what you do
 - Get on the steering committee
- Be willing to work outside of pharmacy to engage and lead others
- Be the consummate team player
- Do not be seen as defending your pharmacy silo

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Credibility – Your Staff (Team)

- Deliver (see the trend?)
- Advocate for them
 - Space, facilities, equipment...
 - Gallup question: “I have the materials and equipment I need to do my job”
 - Just buy the damn computer (or book or file cabinet...). If you have a \$480,000,000 drug budget, you shouldn’t get too worked up over spending \$100 to make their life easier

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Credibility – Your Staff (Team)

- Set the tone for respectful communication in the department
 - Don’t tolerate inappropriate behavior
 - It’s not OK to yell at staff meetings
 - Zero tolerance for the big three
 - Race
 - Sex
 - Violence / intimidation – physical or verbal
 - Document all disciplinary conversations
 - Don’t tolerate people outside of your department treating your staff inappropriately

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Credibility – Your Staff (Team)

- Know them
 - Meet with everyone who reports to you when you start
 - Meet with new employees when they start
 - Discuss the Vision on day one
 - Walk through the department and on the units (MBWA) and address employees by their name
 - Regular staff meetings
 - Do you know the name of your Environmental Services staff?
- MBWA
 - Be accessible
 - They can bring an issue to your attention
 - They should have a potential solution when they do

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Credibility – Your Staff (Team)

- Set a vision
 - To be an international leader in pharmacy practice
 - You should be proud to work here, the expectations are high
- Set accountabilities
 - For yourself
 - For your staff
 - Address tough issues head on
 - Inappropriate communication
 - Tardies
 - Sick Calls
 - Dress Code

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Credibility – Your Management Team

- Take care of those who take care of you!
- Know their goals (Do they want to be a Director of Pharmacy?)
 - Prepare them for their desired role
 - Give them authority to make decisions
 - Give them face time with Sr. Administration
 - Praise them in front of your boss when they do a good job
 - Give them the credit for their successes
 - Be an advocate for their careers – Leadership development program

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Credibility – The Enterprise

- Enterprise vs. Main Campus
- Do I value the regional and ambulatory teams?

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Give the Credit to the Team

- Mark Ruben, Chairman and CEO of Colgate Palmolive when asked to explain his success:
 - “That’s easy. I make absolutely sure nothing creative or important is ever identified as my idea”
- Give the credit away
 - In front of groups
 - In front of their boss

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When you Give the Credit Away...

Dr. Wyllie,

- A significant benefit of our retail pharmacy infrastructure is the cost avoidance that we realize with the Employee Health Plan (EHP) by filling these prescriptions internally. We don’t charge a mark-up as a provider. We only charge our costs. There is also no spread for the PBM with this model.
- We exceeded our 2012 goal of \$4 million in cost savings. We hit \$4.9 million for the year.
- Our partnership with the EHP and Jeff Schmitt (EHP Director of Pharmacy Benefits) is very effective at reducing our EHP pharmaceutical costs.
- Scott Knoer, MS, PharmD, FASHP

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See What Happens?

Scott,

Great work in cost reduction. Congratulations to you and the team.

Regards,

Robert Wyllie, M.D.

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Credibility – Your Management Team

- A good manager is someone who isn't worried about his / her own career but rather the careers of those who work for them. My advice: Don't worry about yourself. Take care of those who work for you and you'll float to greatness on their achievements.

– H.S.M. Burns – 1988 President Shell Oil Company

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Relationships

You can accomplish anything in life, provided you do not mind who gets the credit.

-Harry Truman

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It's all about Relationships

- Be Honest
 - With others
 - With yourself
 - When giving difficult news
 - Always
- Listen
 - Good, active listening should make you tired, it's hard work

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It's All About Relationships

- Demonstrate respect
- Listen and don't interrupt
 - Don't get defensive
- Diplomatically seek (negotiate) win-win solutions so everyone benefits
- Settle difference by sitting down "offline"
 - Try not to say "I disagree" in public
 - Develop a good poker face

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It's All About Relationships

- Manage your body language
- Let others know they are important to you
- Be open minded
- Focus on commonalities and stay positive
- Don't be too forceful when speaking
- Say "we", not "I"
- In times of confrontation, say "I really need your help"

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Strategy and Politics - Wikipedia

- A strategy is a long term plan of action designed to achieve a particular goal, most often "winning"
- Politics consists of "social relations involving authority or power" and the methods and tactics used to formulate and apply policy

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Politics: Where is that person coming from?

- What are their politics – What do they care about?
 - Nurses
 - Patients (access)
 - Pharmacists
 - Patients (safety)
 - Administration
 - Patients (\$\$\$\$)
 - Physicians
 - Patients (running a business)

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Leadership

- Know yourself
- Establish credibility and trust
- Build and nurture strong relationships
- Develop a personal / professional / departmental vision
- Embrace change
- Constantly learn and grow
- Build a team / succession planning
- Give back to the profession

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Develop a Vision



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Develop Your Vision

- Personal
- Professional
- Departmental

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Mission

- To provide patient focused pharmacy practice across the continuum of care through innovation, education and research

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Vision

- To be a world leader in pharmacy practice

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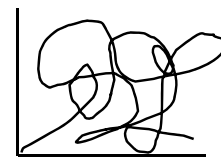
Embrace Change

- HCAHPS
- Readmissions
- ACO / Medical Home
 - Continuity of Care
- MTM

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Be Flexible

- Flexibility
 - Up and to the right?
 - CC time



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Constantly Learn and Grow

- Commitment to the future of our profession
 - Sara J. White:
 - *Will there be a pharmacy leadership crisis? An ASHP Foundation Scholar-in-Residence report*
Am. J. Health Syst. Pharm., Apr 2005; 62: 845 - 855
 - *Is there still a pharmacy leadership crisis? A seven-year follow-up assessment*
Am J Health-Syst. Pharm. 2013; 70:443-7

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Create a Teaching and Learning Environment

- Surround yourself with residents and students
 - Start or expand a residency
 - Start an administrative clerkship experience and market it
- Teaching and Learning
 - Part of a 'High-Performance Pharmacy'
 - Attracts motivated and talented people
 - Provides an opportunity to recruit them
 - Opportunities for growth and learning are essential for retention

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Learn and Grow

- Exceed expectations
- Develop your emotional intelligence
- Understand and accentuate your strengths
- Minimize your weaknesses
- Become the subject matter expert
- Don't burn any bridges
- Understand and relate your actions to the big picture
- Constantly build your network
- Align your action with organizational goals

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Every day is a job interview...

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Leadership

Leaders are not born, they are made

- Vince Lombardi

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Building Teams

- Surround yourself with talent
 - Don't compromise on hiring the best people (people with determination and a passion for pharmacy)
 - Provide challenging work
 - Have people different than you on your team (all red would be really bad...)

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Building Teams

- Identify and select the right people
 - Diverse personalities, competencies and goals
 - Still 'fit': maintain ability to communicate and work together
- Know and use strengths of your team members
 - Ask them what work they enjoy and why and listen to their answers
 - Pay particular attention to their 'wins' and 'losses'
 - What have they succeeded at
 - What do they need more development on

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Identify and Develop Future Leaders

- Identify Leaders
 - Do peers look to them for guidance?
 - Do they outperform their peers?
 - Are they smarter than me?
- Students = Residents = Future Leaders
- Pharmacists
 - Offer new challenges or new roles
 - Spend time with them
 - Find them a mentor if it's not you

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Succession Planning

- You can't succession plan if you are insecure
 - Your department should be able to run without you
 - If you are scared to go on vacation you are not an effective leader
 - Let people make decisions
 - If you tell people where to go, but not how to get there, you will be amazed by the results, George S. Patton
 - Listen and offer advice when asked

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Succession Planning

- Create roles of increasing responsibility
 - Be creative – challenging with flat management structures today
 - On line supervisors (with project days) FTE neutral
 - Clinical team leaders
 - Technician supervisors and managers
 - Techs can manage the distribution process
 - Project leads
 - Push the day to day decisions as close to the front line as possible

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Developing a Succession Plan

- Early and frequent identification of successor candidate
- Current and future roles
- Intentional: formal and informal training and coaching
- Exposure to and resources for formal education and competency development
- When high performers leave the organization

Blouin, AS: Leading tomorrow's healthcare organizations: Strategies and tactics for effective succession planning. 2006

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Examples

- Michigan
- Wisconsin
- Minnesota
- Cleveland

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Succession Examples

Minnesota

- DOP
- Clinical AD
- Team Leader

Cleveland

- Clear direction if Scott gets hit by a bus

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Identify High Potential

- Old way
 - There for a long time and did well in their old job
- Now
 - Look for leadership skills
 - Little “L’s”

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A Leader's Attitude

There are those who believe they can and there are those who believe they can't. Usually both are right.

- Henry Ford

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Mentor and Develop

- Look for opportunities for people to lead
 - Projects
 - Committees
- Additional responsibility
- Promote “grey zone” decision making
- Reward calculated risk taking
- Have crucial conversations
- Instill the lessons you have learned
 - “Never forget where your paycheck comes from”

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Residency

- Clinical
 - Key to clinical leadership succession planning
- Administrative
 - Management team came from the residency
 - Ultimately also the Administrative Residency

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CC example

- Dramatically expanded residency programs
 - High retention rate at regional hospitals
 - Need to increase retention rate at Main Campus
 - Started combined MS / Administrative Residency
- Develop 2nd line management at Regional Hospitals
 - Good AD's to fill DOP roles
- Build it or buy it
 - Buying it and building it

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Visibility

- Your network
 - Internal
 - External
- Push people out of their comfort zone
 - Presentations
 - Publications
- Provide Opportunity
 - Suggest your tem members for speaking invitations that you are too busy to accept

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Tips to Develop People

- Name someone officially “in charge” of your area in your absence
- Designate who attends your meetings when you are unavailable
- Exposure to C-Suite meetings
 - Have them do the presentation

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Succession Planning

- Leadership Development*
 - Being challenged (chance of failure)
 - 50 – 75% chance of being successful
 - Experiential learning (developmental task in current job or more challenging job)
 - Role models (good and bad), coaches and mentors
 - Courses and reading
 - Personal learning
 - Feedback

*Lombardo and Eichinger “The Leadership Machine”

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Become a Match Maker

- Keep track of good people
 - Check in
 - Stay in touch
- Take advantage of opportunities to re-connect
 - Meetings
 - Social media

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The Downside of Training Good People

- Others will want them
 - Don’t be threatened if your people are seen as go-to people
 - Don’t get angry if they get job offers, be proud of them
 - If you treat people right, they may come back
 - They will definitely speak good about working with you

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Goal

- When you leave a place, there should be no need to do a search
- Multiple level succession plan

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If You Get Hit by a Bus Today is There an Obvious Succession Plan?

- A. Yes
- B. No

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Social Aspects of Building Teams

- Essential, often overlooked, element of team building
- It's the 'Life' in Work/Life balance
- Opportunity to learn about each other
 - families, hobbies
- People know you better
 - honesty; the most admired trait in leaders
 - people want to follow a 'real' person
- Celebrate successes

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Give Back to the Profession

- Contribute to the total body of pharmacy knowledge
- Commitment to educating others
 - Students, residents, technicians, the public, peers
- Active involvement in professional organizations
- Support the ASHP and state affiliate foundations

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David Zilz on Accomplishment

No one ever completes as much as they think they can in a day, but everyone accomplishes much more in a decade than they would have ever thought possible

.....so pace yourself

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As a Leader...

“Aspire to inspire until you expire”

David Zilz

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Leadership as a Professional Journey
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0121-9999-13-030-L04-P
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Post-Test

1. When developing relationships and establishing credibility in a health-care environment, what should be at the center of every decision you make?
 - a. Your department
 - b. The physician
 - c. The patient
 - d. The Nurse

2. T / F The best way to develop a professional vision is to hang out with smart, visionary colleagues and to attend meetings like the ICHP / MSHP Spring meeting?

3. T / F To appropriately manage change you should keep doing the same thing and expect different results?

4. Which of the following is part of a good succession plan
 - a. Create roles of increasing responsibility
 - b. Identify informal leaders for future formal roles
 - c. Dedicate resources to formal education and competency development
 - d. All of the above