Developing Your Leadership Pipeline to Feed Innovation

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Developing Your Leadership Pipeline

• Compare and contrast replacement planning, succession planning, and succession management in building a leadership pipeline for a pharmacy service.

• Explain the benefits and challenges of succession management in building leadership continuity for an organization.

• Identify both internal and external resources for developing leadership skills in an organization.

• Describe the leadership skills and strategies necessary for stimulating innovation.

• Discuss the linkage between leadership and becoming an innovative organization.

Nebraska Medicine – Fast Facts

• $1.2 billion academic health system

• Two hospitals, anchored by an academic medical center, Nebraska Medical Center

• More than 1000 affiliated physicians across all specialties

• 39 ambulatory clinics

• One of only nine health systems in the U.S. with transplant programs for all solid organs: liver, intestine, kidney, pancreas, lung and heart

• 7,800 employees

• Partial ownership of two rural hospitals and one specialty hospital

• Primary clinical partner of UNMC

• 606 beds

• 27,981 discharges

• 426,923 outpatient visits

• 77,544 ER visits
Nebraska Medicine – Pharmacy Facts

- **Acute Pharmacy**
  - Centralized UD to nurse servers, Sterile IV production
  - Team-based rounding
  - 24 hour ED services
  - Own discharge medication reconciliation; release all discharge Rx
  - Pharmacokinetic dosing; renal dose monitoring; antimicrobial, anticoagulation and diabetic stewardship programs; personalized medicine

- **Community-based services**
  - Specialty pharmacy financial counselors
  - 3 retail pharmacies

- **Transitional Care Services**
  - PCMH
  - Bedside Medication delivery
  - Post discharge surveillance

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What is Innovation?

- Innovation Can refer to new technology, new products, new ideas
  - Can reflect a new way of using an existing technology, product, ideas or even people
  - Example: One might say that the first telephone was an invention, the first cellular telephone either an invention or an innovation, and the first smartphone an innovation

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Why is Leadership Critical to Innovation?

- Innovation is a critical driver of growth.
  - Few leaders include innovation as a part of their strategic agenda.
  - Few leaders create culture supportive of innovation.

- Innovation directly associated with change.
  - Employees associate change with risk
  - Leadership is essential to win the hearts and minds of employees
  - Leadership is essential in creating a culture of change
Case Study

- After 25 years and academic medical center implemented an electronic health record. Unit based pharmacists were responsible for verifying medication orders entered by physicians. After 6 months, the nursing staff complained of increased turn around time on inpatient and discharge medication deliveries. Pharmacy leadership team charged a team of pharmacists to develop a plan to improve service. The solution was to establish a team based rounding service. The pharmacists found that they were catching order problems and discharge plans earlier in the process. This is an example of:
  1. Invention
  2. Innovation

What is Essential for Innovation?

- Innovation is not random
  - Depends on culture
  - Culture depends on leadership
- Focus on an innovation process – innovation requires:
  - Structured activity
  - People with innovative mindsets working together
  - Clarification of challenges
  - Define innovation driving growth
  - Innovation to formal agenda at regular leadership meetings
  - Performance metrics and targets for innovation

What is Essential for Innovation?

- Identify and leverage different contributions to innovation
- Leaders can see how different skills and contributions are needed
- Four sets of preferences and perspectives contributing to innovation:
  - Clarifiers
  - Ideators
  - Developers
  - Implementers
What is Essential for Innovation?

• Work across boundaries
• Multidisciplinary, cross boundary activity
• Leaders must work across boundaries to connect:
  – Ideas with ideas
  – Ideas with people
  – People with people

What is Essential for Innovation?

• Embrace polarities
• Innovation comes from embracing paradoxes, confliction priorities rather than a problem solving mindset

Roles and Capabilities to lead innovation

• Leading Self: Ideating and creating
  – Seeking and generating novel solutions and approaches
  – Participating on innovation teams
  – Pushing across boundaries and systems
Roles and capabilities to lead innovation

• Leading Others: Innovation project leader
  – Leading group innovation processes
  – Effective team leader and flexible project manager
  – Finessing resources from outside their unit

Roles and Capabilities to lead innovation

• Leading Managers: Connecting and championing
  – Supporting and protecting the innovation team from other parts of the organization.
  – Building a case for grass roots innovations.
  – Facilitating constructive cooperation between groups working on similar opportunities.

Roles and capabilities to lead innovation

• Leading the function: Managing innovation portfolio and pipeline
  – Helping develop an innovation strategy that bridges silos
  – Initiating strategic and structural changes to facilitate promising innovation
  – Managing pipeline to insure right mix of innovation bets – including managing competition for resources
Roles and capabilities to lead innovation

- Leading the organization: Shaping culture and strategy
  - Setting innovation strategy for the organization
  - Shaping culture to support innovation (support for new, different, disruptive ideas throughout the organization)
  - Find ways to view concepts not filtered or de-risked through layers of management
  - Modeling behavior
  - Communicating the vision of innovation

Leadership in a culture of Innovation

1. Demonstrates Excellent Strategic Vision
2. Shows strong customer focus
3. Create a climate of reciprocal trust
4. Displays fearless loyalty to doing what’s right for the organization and customer
5. Puts faith in a culture that magnifies upward communication
6. Are persuasive
7. Excels at setting stretch goals
8. Emphasizes speed of play
9. Candid in their communications
10. Inspires through action

How does succession management contribute to a culture of innovation

Innovation
  ↓
Culture
  ↓
Leadership
How do leadership planning, succession planning and succession management contribute to a culture of innovation

• Add breadth to leadership
• Creates a culture of engagement & loyalty
• Creates an environment of trust
• Magnifies upward communication
• Assures sharing of vision

Which of the following is not a capability necessary for leading a function for innovation?

1. Helping develop an innovation strategy that bridges silos
2. Setting innovation strategy for the organization
3. Initiating strategic and structural changes to facilitate promising innovation
4. Managing pipeline to insure right mix of innovation bets – including managing competition for resources

Leadership Pipeline

• What started us down this path?
  – Stage of my career
  – Lack of leadership bench depth
  – Desire to broaden the traditional candidate pool
  – Desire to assure continuity
  – Building talent from within
  – Desire to accelerate innovation
  – Need to increase engagement
  – Recruitment barriers
Defining Replacement Planning

- Planning for retirement, unanticipated departures, unexpected deaths
- Defines who can move into key roles assuming the organizational chart does not change
  - Focuses on identifying (usually) multiple, key individuals who can fulfill a role
  - Frequently an interim assignment
  - Should be a written plan

Three Key Principles

1. Differs from leader development
2. Not every leader needs a succession plan
3. A comprehensive approach is not always the right approach

Defining Succession Planning

- ACHE: "A structured process involving the identification and preparation of a successor for a given organizational role that occurs while that role is still filled."

ICHM/MSHP 2017 SPRING MEETING
Defining Succession Planning

- Focuses on developing people rather than merely naming them as replacements
- Goal:
  - Create bench depth
  - Generate as many qualified replacement candidates as possible
  - Build long-term sustainability and viability of an organization

Differentiating Leadership Development

<table>
<thead>
<tr>
<th>Succession Planning</th>
<th>Leadership Development</th>
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<tr>
<td>Scope</td>
<td>Critical positions, high potential leaders</td>
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<tr>
<td>Objective</td>
<td>Prepare leaders for next-level role</td>
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<tr>
<td>Typical Development Method</td>
<td>Hands-on project work</td>
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Challenges

- Reliance on averages masks most urgent retirement risks
- Missing critical roles below executive ranks
- Unreliable measurements of performance
- Flawed understanding of potential
  - Mini-me
  - Old faithful
  - Ivy league
Four Step Succession Management Process

• Pinpoint future leadership gaps
• Identify top talent
• Customize high potential development
• Personalize on-boarding for new hires.

Finding the Highest-Potential Successors

• Identify high performing staff
• Vet top selections
• Final pool of potential successors

Perceived Barriers to Implementing a Succession Management Plan

• Culture of “haves” and “have-nots”
• Success hiring people externally- search firms
• Reluctance to invest in staff- fear of being replaced
• Develop for jobs that don’t exist
• Boomers dominate management
• Artificially narrowed talent pool
Trustworthy Performance Appraisals

- Equip managers to rate more accurately
  - Empower managers to lead difficult performance conversations
  - Provide managers visibility into how they grade
  - Make managers back up their ratings

Nebraska Medicine Process

- Quarterly Talent Review
  - Leadership group
  - Direct reports
- Engaging potential leaders
  - Interview
  - Define commitment
  - Define resources
  - Personal development plan
  - Engage mentor or sponsor

Employee Development Ideas

- Fundamental Concepts
  - Attendance at meetings: When appropriate, include employees in organizational or project related meetings that will help them develop in areas outlined in their development plan. Giving employees exposure to strategic projects and initiatives is helpful because it provides them with knowledge that often enables them to better align their work to the strategic priorities of the organization.
  - Preparing Reports and/or Presentations: Involve employees in the analysis and preparation of reports or presentations your department may be involved in. This will help sharpen their analytical and writing skills.
  - Giving Feedback: One of the best development actions you can take on behalf of your employees is giving them timely and specific feedback. Feedback and coaching are essential to growth and development
Employee Development Ideas

• Intermediate Steps
  – Exposure to the Budget: Although many employees do not control or manage the expenditures of the department, why not have them understand the practicalities of managing the overall budget of the department, especially if they have career aspirations to reach the management level.
  – Job Rotation: When possible, consider rotating people in and out of positions in your department which will give them the opportunity to gain a deeper understanding of the department, and keep them in a learning curve, which is important for high performers who are constantly looking for that.
  – Giving Presentations: This is a critical career skill that your employees can develop or enhance. Be sure to give them plenty of coaching and feedback before and after the presentation to help their learning.

• Formalized Leadership Development
  – Project Ownership: Give employees projects that they can own from start to finish. This will accelerate their learning in project management, communication, and execution skills.
  – Internal Training Courses: Encourage employees to take advantage of relevant training courses that are offered internally at the organization.
  – External Training/Seminars: Budget permitting, external seminars that will expose the employee to skill building opportunities for their current position can be a great development action.
  – Mentoring Relationships: Based on the employee's career aspirations, encourage them to take the initiative to develop informal mentoring relationships with leaders in the organization they admire. It can be as simple as asking them to have lunch or coffee with them once a quarter.

Development Activities

• ASHP Leadership Academy
• ASHP: Leaders Innovation Master Series
Resources: Personal Development Plan

Name: ________________________________

Use the following questions and tables to list three professional development goals for FY__.

1. List at least one professional development goal targeting advancement in your role related to current work of the department.

2. List any professional development goals related to your role/leadership in guiding the future work of the department.

3. List any professional development goals related to your future professional aspirations.

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<tr>
<th>Goal Activities</th>
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External Resources

- ASHP Leadership Academy
- ASHP Leaders Innovation Master Series
- Advisory Board Executive Fellowships
- Academic Programs (MHA, MBA, MPH)
- Residency Programs
  - Nontraditional
The Final Elements

- Mentorship
- Sponsorship

Scenario 1

- Pharmacist clinician with 17 years of experience in oncology. Highly valued by medical staff, advanced practice providers. Demonstrates exceptional skill at influencing other clinicians. Performance appraisals consistently in the outstanding range. Active personal life raising 3 sons active in sports. Husband is an architect.

- Situation: Developing a stand alone cancer hospital in a multihospital system

Development Pathway

- ED approached pharmacist about future goals
  - Interest in leadership

- Discussed development pathway
  - ASHP Leadership Academy
  - Project
    - Staffing model redesign
    - Association roles
    - Non traditional residency
    - Monthly coaching sessions

- Personal development plan
Scenario 2


- Situation: Medication safety manager accepts Clinical manager role for Internal Medicine.

Development Pathway

- ED approached pharmacist about future goals
  - Interest in leadership
- Launched development pathway
  - ASHP Leadership Academy
  - Clinical manager position
  - Director Inpatient Pharmacy
  - Project Lead – Pharmacy EHR
- Executive MBA
- Executive Director, Enterprise Applications

Scenario 3

- Pharmacist clinician with residency training practicing in emergency medicine. Left role in pharmacy to pursue role in EHR implementation, coordinating Provider Order Entry build. Demonstrated exceptional skills influencing and training providers and exceptional comprehension of process design. Active personal life raising 3 daughters active in sports and clubs. Husband police officer.

- Situation: Unexpected resignation of clinical manager followed at one-year by resignation of pharmacy director.
Development Pathway

• ED approached pharmacist about future goals
  – Interest in leadership

• Discussed leadership opportunities
  – Manager, Medication Safety
  – Biweekly coaching sessions
  • Co-chair medication management committee
  – Manager, Critical Care & Emergency Services

• Development opportunities
  – ASHP Leadership Academy
  – ASHP Leaders Innovation Master Services
  – Personal Development Plan

• Executive Director, Enterprise Applications

Case Study

• Your leadership team conducts a quarterly assessment of your staff for leadership potential. Identified staff have been given projects; have been enrolled in the ASHP leadership academy; and have been assigned projects to lead, though no leadership vacancies exist. This is an example of?
  1. Replacement planning
  2. Succession Planning
  3. Succession Management

Case Study

• A manager for the central pharmacy submits her resignation. Her spouse has accepted a fellowship in critical care medicine at an academic medical center across the country. You name an interim manager from her staff. This is an example of:
  1. Replacement planning
  2. Succession Planning
  3. Succession Management
Case Study

- Your Chief Pharmacy Officer has informed the CEO and COO of his intent to retire within two years. During that time he has been sponsoring an area Director by assigning her increasing leadership responsibilities representing the pharmacy service with the medical staff and executive leadership. This is an example of?

1. Replacement planning
2. Succession Planning
3. Succession Management