Leadership as a Professional Journey

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Conflict of Interest

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

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

How Many?

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

Cleveland Clinic Pharmacy Enterprise (2013)

– 808 Pharmacy FTE’s
– $76.6 M Salary Expense
– $480 M Drug Expense
Why am I Talking about Leadership?

• I’m successful because I know more ways how NOT to do things than anyone else

- Thomas Edison

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

What will be your legacy?

Legacy

Harvey A.K. Whitney - MI
Donald E. Francke - MI
Clifton Latiolias – MI / OSU
Harold N. Godwin – OSU / KU
Scott Knoer – KU / Cleveland Clinic
Cleveland Clinic Residents

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

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
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

Color Energies

Well, I knew myself...

When Red Goes Bad...

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

What’s Your Primary Color?

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

Strength Finders

- Focus
- Significance
- Strategic
- Futuristic
- Relator

"Now Discover Your Strengths", Buckingham M, Clifton DO.
Establishing Credibility and Trust
• Put the Patient at the Center of Every Decision that You Make

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

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)

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

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...”

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...
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

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

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

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

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
Credibility – The Enterprise

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

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

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

See What Happens?

Scott,

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

Regards,

Robert Wyllie, M.D.

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

Relationships

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

-Harry Truman
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

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

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”

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

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)

Leadership

• Know yourself
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• Embrace change
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• Give back to the profession
Develop a Vision

Develop Your Vision
- Personal
- Professional
- Departmental

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

Vision
- To be a world leader in pharmacy practice

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

Be Flexible
- Flexibility
  - Up and to the right?
  - CC time
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 2003; 60: 845 - 853
    • Is there still a pharmacy leadership crisis? A seven-year follow-up assessment
      Am. J. Health Syst. Pharm. 2013; 70:443-7

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

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

Every day is a job interview...

Leadership

Leaders are not born, they are made

– Vince Lombardi

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...)
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?

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

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

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

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

Examples

- Michigan
- Wisconsin
- Minnesota
- Cleveland
Succession Examples

Minnesota
- DOP
- Clinical AD
- Team Leader

Cleveland
- Clear direction if Scott gets hit by a bus

Identify High Potential

• Old way
  – There for a long time and did well in their old job

• Now
  – Look for leadership skills
    • Little “Ls”

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

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”

Residency

• Clinical
  – Key to clinical leadership succession planning

• Administrative
  – Management team came from the residency
  – Ultimately also the Administrative Residency

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
Visibility

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

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

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

Become a Match Maker

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

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

Goal

- When you leave a place, there should be no need to do a search
- Multiple level succession plan
If You Get Hit by a Bus
Today is There an Obvious Succession Plan?

- A. Yes
- B. No

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

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

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

As a Leader…

“Aspire to inspire until you expire”

David Zilz
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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