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July 27, 2022

Providing the Tools to Succeed & Lead – Developing a Leadership Certificate Program

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Disclosures

- The presenters have no real or perceived conflicts of interest related to this presentation

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Learning Objectives

At the end of this session, participants should be able to:

1. Recognize an example of an informal leadership development program

2. Recall the structure and content provided with the I-LEAD program

3. Identify the benefits and potential results from implementing an informal leadership development program

Are we experiencing a Leadership Crisis?

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Are we in a leadership crisis?

2005 | "Will there be a leadership crisis?"

- 2005, Sara White first brought a potential crisis to light
- Noted a high number of pharmacy directors and managers planning to retire in the next 10 years
- Identified a lack of leadership trained pharmacists to step into these roles

2013 | Seven-year follow-up

- ASHP Foundation created Pharmacy Leadership Academy
- 2011 ASHP released "Leadership as a professional obligation"
- 2009 recession may have slowed or delayed retirements

Sources: White, SJ. Will there be a pharmacy leadership crisis? An ASHP Foundation Scholar-In-Residence report. Am J Health-Syst Pharm. 2005;62:845–55.
White, SJ., Murphy Enright, S. Is there still a pharmacy leadership crisis? A seven-year follow-up assessment. Am J Health-Syst Pharm. 2013;70(5):443-47.
American Society of Health-System Pharmacists. ASHP statement on leadership as a professional obligation. Am J Health-Syst Pharm. 2011;68:2293–5.
ASHP Research and Education Foundation. Pharmacy Leadership Academy. www.ashpfoundation.org/MainMenuCategories/CenterforPharmacyLeadership/PharmacyLeadershipAcademy/Overview-of-the-Pharmacy-Leadership-Academy.aspx (accessed 2022 April 11)
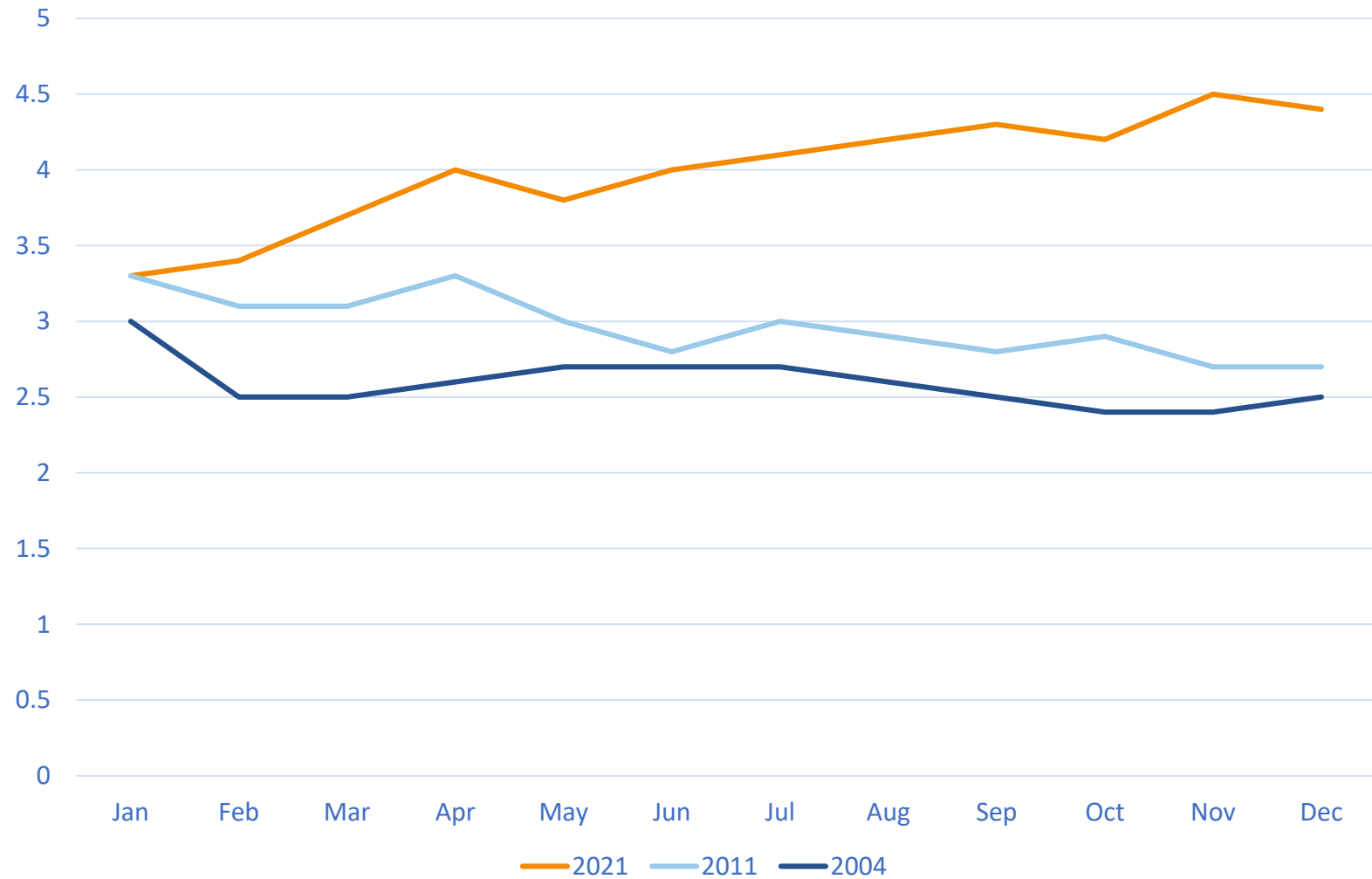Image Source: Microsoft 365 stock images

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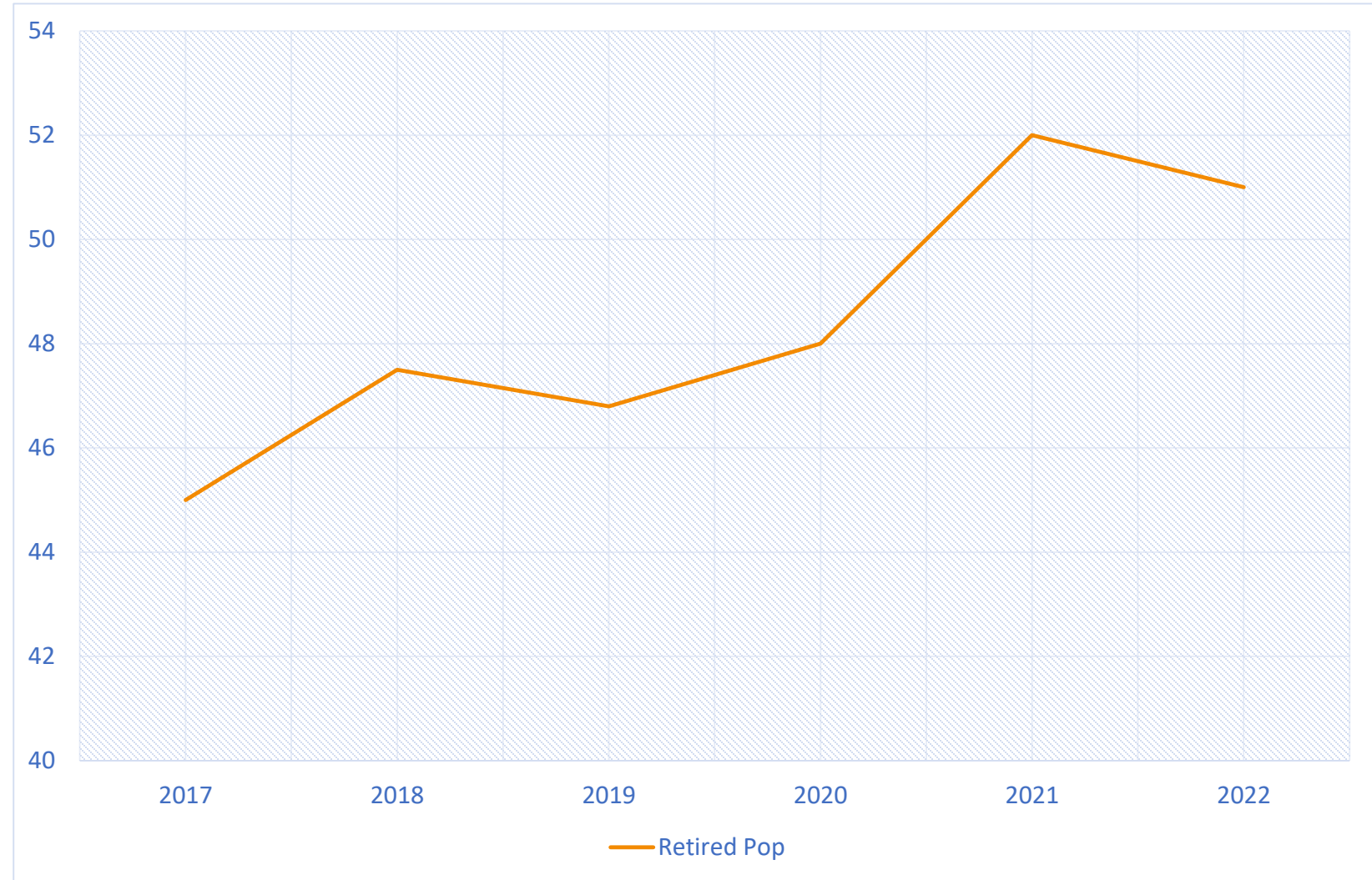UNIVERSITY CONFERENCE

Quitter's Market

The last 10 months of 2021 have seen the greatest exodus of employees on record

Source: US Bureau of Labor Statistics, Job Openings and Labor Turnover Survey. www.hhrm.org

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Retired population falls as the labor market heats up

U.S. retired population

— Retired Pop

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Are we in a Pharmacy Technician leadership crisis?

- Recent ASHP Technician Survey Reported
  - Tech turnover rates ~ 21%
  - 1 in 10 administrators had lost 41% or more of their technicians in 2021
  - 9 out of 10 used a pharmacist to complete Technician job functions
  - 25% of techs noted a desire for a career ladder with clear pathways for promotion
- Expansion of Technician Roles
  - Population Health
  - Specialty Pharmacy
  - Amazon
  - Medication Access

Sources:
Image Source: Microsoft 365 stock images

ASHP Pharmacy Technician Shortage Survey Findings. April 2022.
https://www.ashp.org/-/media/assets/pharmacy-technician/docs/Technician-Shortage-Survey-Exec-Summary.pdf Accessed April 28, 2022.

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Do we really need more leadership training?

Unfortunate story of the Top Performer getting promoted...

Sources:
Image Source: Microsoft 365 stock images

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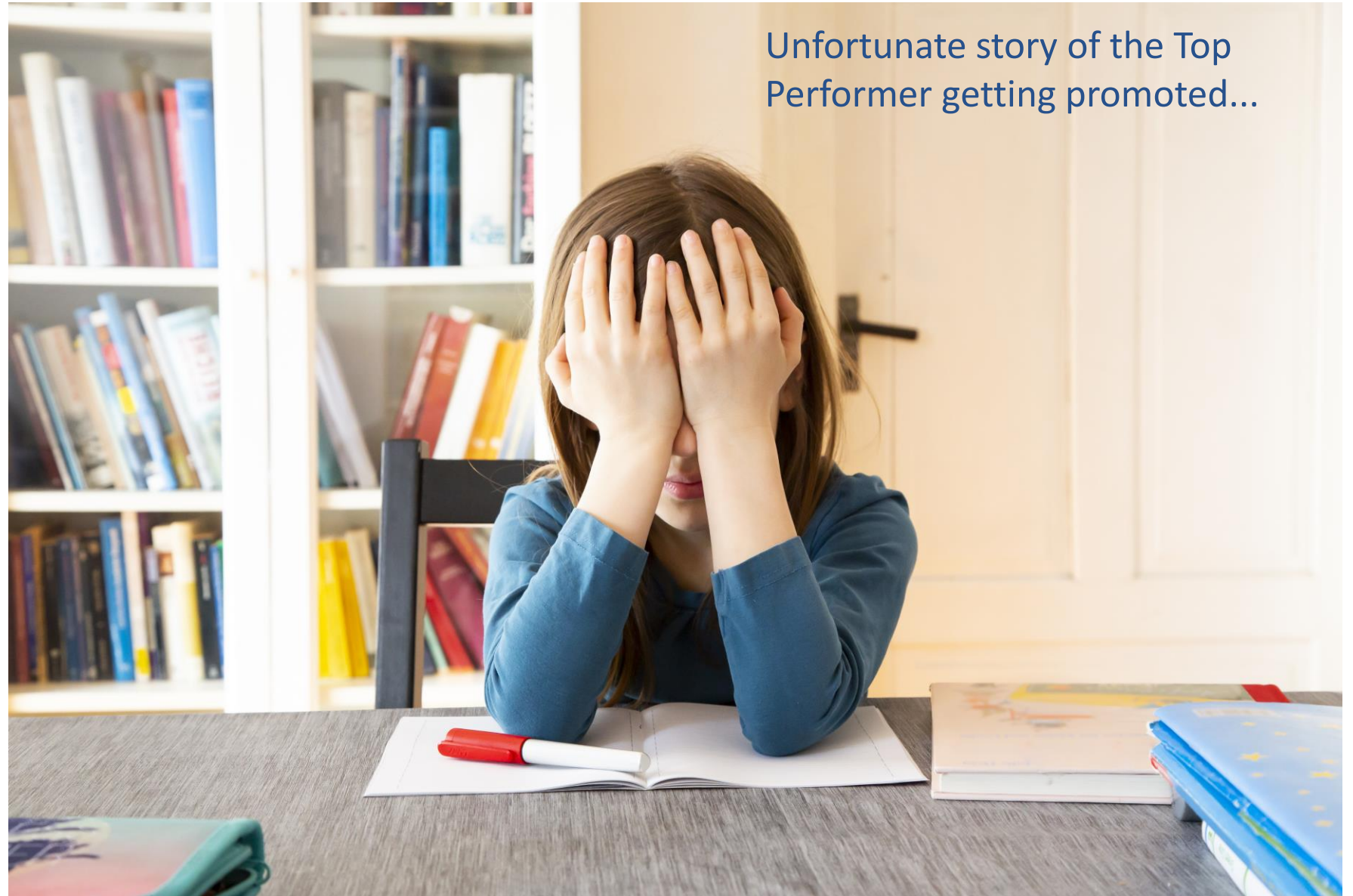
Our Goal

Help You Identify or Design Leadership Training That Works

- Synchronous & Asynchronous Activities
- Community of Learners
- Mentor-Mentee 1:1 Feedback
- Ongoing Formative Feedback

Source: Lyons, K., Griggs, D., Lebovic, R., et al. The university of north carolina medical center pharmacy resident leadership certificate program. Am J Health-Syst Pharm.2017;74(6):430-6. https://doi.org/10.2146/ajhp160107
Image Source: Microsoft 365 stock images

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Organizational Need for Leadership Development

Sarah Hogue

MY LEADERSHIP JOURNEY

- Many leadership roles throughout life
- Administration rotations during training
  - APPE
  - PGY-1 Residency
  - PGY-2 Residency
- Lead pharmacist at St. Vincent Frontier Cancer Center
- Lead Research Pharmacist at St. Luke's
- Manager Oncology Pharmacy at St. Luke's
- Director Oncology Pharmacy at St. Luke's

Image Source: Idahopress.com; stlukesonline.org; erdman.com

Leadership Training

- ## Leading at Luke's
  - 6-week, self-directed, online leadership training for new leaders at St. Luke's
  - Must be in a leadership position to be eligible
  - Completed August 2019
- ## I-LEAD program
  - Completed August 2021

Image Source: Microsoft 365 stock images

Need for leadership training at St. Luke's

- Significant pharmacy growth over the past 5 years
  - Large population growth in Boise and surrounding areas
  - Expanded pharmacy services
    - ✓ Ambulatory care
    - ✓ Acute care
    - ✓ Medication access
    - ✓ Medication historians
    - ✓ Specialty pharmacy
    - ✓ New PGY-2 ED residency program
    - ✓ Many more

Image Source: Microsoft 365 stock images

A CASE OF NEED

- At system pharmacy leadership meeting

- Another pharmacy leader came up to me asking for advice

- The technician supervisor for her department was leaving the organization and she was concerned for her department

- She has a couple of people on her team with aspirations for leadership – but no leadership experience or training

- The big question comes up:

Image source: MS Stock photo

Do we search for external candidates with leadership experience/training?

OR

Do we grow & develop leaders from within?

THE BIG QUESTIONS

Image source: MS Stock photo

How do you choose?

External Candidates

Pros

- Leadership experience
- "Fresh" eyes and ideas
- No need to backfill

Cons

- New to the organization
  - Do not know current workflows
  - Will need training and onboarding
- Need to build trust with the team

Internal Candidates

Pros

- Understand current workflows
- Has the trust of the team
- Provides growth opportunities
  - ↑ Employee satisfaction
  - ↑ Employee retention

Cons

- No leadership experience
  - Need guidance and mentorship
- Need to backfill their current role
  - Work 2 roles for a time?

The BIGGER Questions

Do we search for external candidates with leadership experience/training?

Do these candidates exist?

Do we grow and develop leaders from within?

How do we do this successfully?

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Need for Leadership Training at St. Luke's

What we found:

- Lack of qualified external candidates

- Internal candidates looking for leadership opportunities

- Desire from current leadership to develop our own

Key Questions in Developing New Leaders

HOW DO YOU MAKE IT MEANINGFUL?

HOW DO ASPIRING OR CURRENT LEADERS ACCESS THE PROGRAM?

WHAT DOES A SUCCESSFUL PROGRAM LOOK LIKE?

The Need to Lead

5 years ago...

1. Local Pharmacy Society in Leadership Crisis
2. Clinical Pharmacists looking to advance at their institutions

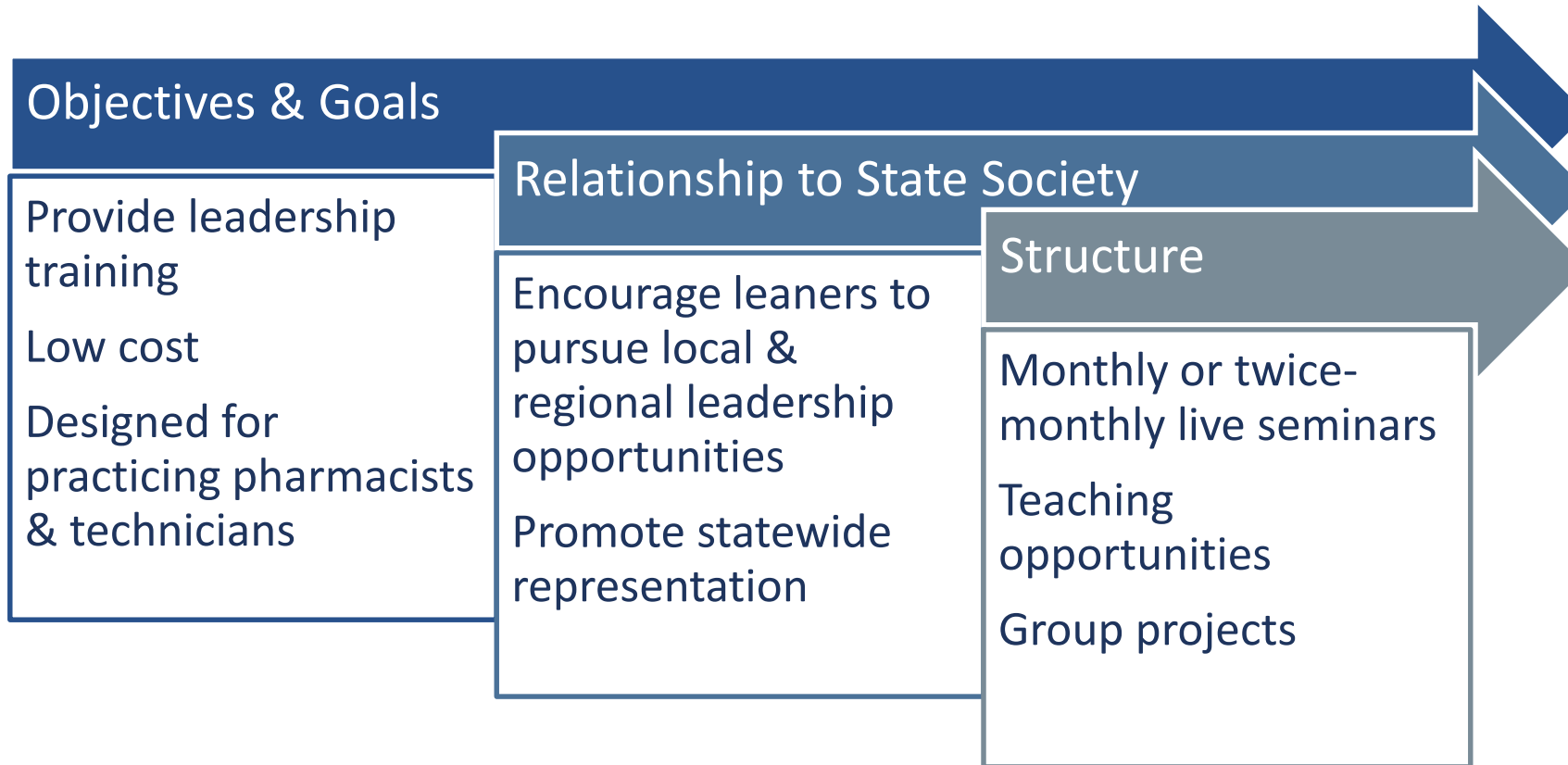**Proposal:** Could we create a low-cost certificate program that would:

- Provide training
- Connect pharmacists and technicians with current leaders
- Provide a foothold toward a formal degree (MBA, MHA, etc.)

Image source: MS Stock photo

Leadership Task Force

Develop an Organizational Leadership Certificate Program

Objectives & Goals

Provide leadership training

Low cost

Designed for practicing pharmacists & technicians

Relationship to State Society

Encourage leaners to pursue local & regional leadership opportunities

Promote statewide representation

Structure

Monthly or twice-monthly live seminars

Teaching opportunities

Group projects

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Structure & Design

Leading Self	Leading Others	Leading Organizations	Leading With Strategy & Influence
Self-awareness	Relationship Management	Strategic Leadership	Clinical Leadership
Emotional Intelligence	Developing Culture	Advocacy	Teaching
Strengthsfinder/DiSC assessments	Communication	Innovation	Leading Change

Source: Wills, R., Hunt, L., Oswald, C., Mason, B., Crawford, L. https://doi.org/10.1093/ajhp/zxac093 Am J Health-Syst Pharm, 2022

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What is I-LEAD?

Image source: MS Stock photo

Leadership Certificate Program
for practicing Pharmacists & Technicians

Idaho Society of Health System Pharmacists

Idaho State University College of Pharmacy

Regional Representation from across Idaho

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I-LEAD Mentor

Each Fellow Must Choose a Mentor

Mentor/Mentee Meetings

- Initial meeting:
  - ✓ Structured
  - ✓ Sets mutual expectations
- Recurrent meetings:
  - ✓ Frequency and duration up to the specific mentor/mentee pair

Required item for I-LEAD	Mentor Involvement Idea
Self-study with recommended/required readings	Share and discuss an article/book passage
Online discussion threads	Discuss a thread topic that had an impact on the way you will lead
Live seminars	Share and expand on a key point of a seminar
ISHP meeting presentation	Do a practice session with feedback
ISHP committee rotations	Reflect on the committee experience
ISHP committee projects	Have mentor review write-ups/project process/etc.
ISHP newsletter submission	Mentor can review and provide feedback
Leadership portfolio	Mentor can review and provide feedback

Connection Was Key

Community of Learners

Began Year with Leadership Retreat

- Orientation to I-LEAD & ISHP
- Committee requirements
- Projects
- Creation of Leadership Portfolio

Source: Lyons, K., Griggs, D., Lebovic, R., et al. The university of North Carolina medical center pharmacy resident leadership certificate program. Am J Health-Syst Pharm.2017;74(6):430-6. https://doi.org/10.2146/ajhp160107

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12-Month Program

- Twice Monthly Seminars
- Major Group Project – ISHP Communication/Social Media Strategy
- ISHP Committee Assignments
- ISU Certificate of Participation (COP) Leadership Course Presentation
- Portfolio Development
- Certificate can be used toward university credit

August

Leading Self

Leading Others

Leading Organizations

Leading with Influence & Strategy

September

ISHP Fall Conference/Retreat

ISU COP Leadership Class

ISHP Strategic Planning

ISHP Spring Conference

Leadership Portfolio Completion

Graduation ISHP Fall Conference

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Twice Monthly Seminars

Combination didactic & discussion based

Initially we had one seminar/topic per month & three learning domains

- Leading self
- Leading others
- Leading organizations

Beginning year-3

- Increased to twice monthly seminars
- Four learning domains
  Added Leading with Strategy & Influence

Month	2018-2019 Monthly	2020-2021 Bimonthly
September	Fall Conference – Orientation & Retreat at ISHP Fall Meeting	Orientation, Leadership Philosophy/Personal Branding, ISHP Fall Meeting (virtual)
October	Leadership 101	Crisis Management, Strategic Planning
November	Organizational Crisis Management	Leadership Book Club (Growing Influence by Ron Price and Stacy Ennis[40])
December	Leadership Book Club (Start with Why by Simon Sinek[36])	Developing your Mission, Vision, and Values
January	Leadership Book Club (Dare to Lead by Brene Brown[37])	Leading Organizations
February	EDGE Leadership*	Leadership Book Club (Leading Without Authority by Keith Ferrazzi[41])
March	Leading with Influence	Importance of Self-awareness
April	ISHP Spring Conference	Personal Boundary Setting/Managing Self
May	Leadership Book Club (Insight by Tasha Eurich[39])	Fellow-led Leadership Podcast Club
June	Leading Teams	Leading Others, Building Safety/New Employee Onboarding
July	Decision Making	Leadership Book Club (Culture Code by Daniel Coyle[42])
August	Continued Education Opportunities (MBA, MHA)	Leader in the News Reviews, Continued Education Opportunities (MBA, MHA)

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Leadership Book Club

Two to three titles per year

- Typically, one book per domain
- Examples include:
  - **Leading Self**
    - *Insight* by Tasha Eurich
    - *Dare to Lead* by Brene Brown
  - **Leading Others**
    - *Start With Why* by Simon Sinek
  - **Leading Organizations**
    - *Culture Code* by Daniel Coyle
  - **Leading With Strategy & Influence**
    - *Growing Influence* by Ron Price & Stacy Ennis

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Idaho State University College of Pharmacy

Leadership & Advocacy Elective (PHAR 4499)

I-LEAD Fellows Present one of the leadership topics to pharmacy students

Date	Topic
Week 2 Wed. Sept 1	Relationship Building
Week 5 Wed. Sept 22	Project Management
Week 9 Wed. Oct 20	Time management
Week 10 Wed. Oct 27	Pharmacy Advocacy
Week 11 Wed. Nov 3	Conflict Management
Week 13 Wed. Nov 17	Imposter Syndrome

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Fellows	Fellow 1	Fellow 2	Fellow 3	Fellow 4	Fellow 5	Fellow 6
Active Committee Member/Complete at least one project for each committee						
Oct – Mar committee	Education	Education	Professional Relations/ IPREF	Financial/ Budget	Professional Relations	Professional Relations
Apr – Sep committee	Professional Relations/ IPREF	Financial/ Budget	Education	Professional Relations	Education	Education
Quarterly task						
Oct-Dec (Qtr. 1)	Newsletter Ed	Financial	Website idea	Policy review	Newsletter Ed	Website Idea
Jan-Mar (Qtr. 2)	Website idea	Newsletter Ed	Financial	Website idea	Policy review	Newsletter Ed
Apr-Jun (Qtr. 3)	Policy review	Website idea	Newsletter Ed	Financial	Financial	Policy review
Jul-Sep (Qtr. 4)	Financial	Policy review	Policy review	Newsletter Ed	Website idea	Financial

Active Learning

Mentee-Mentor
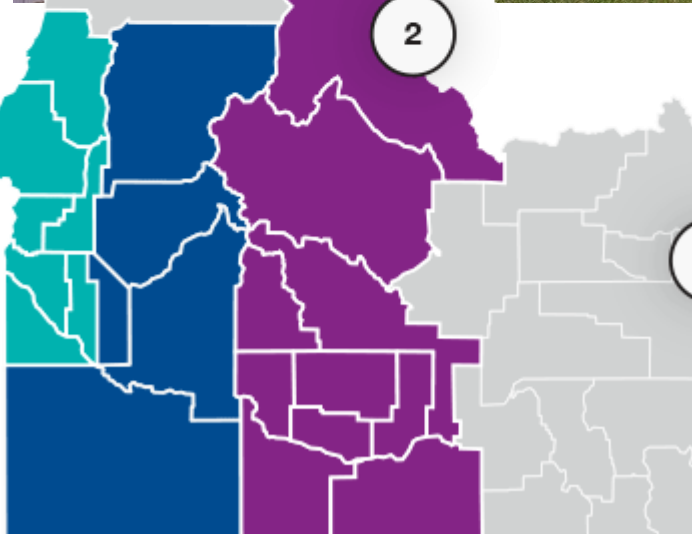
Concepts & Tools

Community of Learners

Image source: MS Stock photo

Technician Leadership Development

Jessica Whipkey

My Technician Journey

Pharmacy Technician Program
- Modesto Junior College – 12-month program

Inpatient Pharmacy Technician
- Doctors Medical Center – 7 years

Oncology Pharmacy Technician
- St. Luke's Cancer Institute – 2 years

Supervisor Pharmacy Technician Resource Pool
- St. Luke's Health System – Current

Additional Certifications

CPhT-Adv 2021

CSPT 2021

Technician Product Verifcation Certificate 2021

Hazardous Drug Management Certificate 2020

Immunization Administration Certificate 2020

My Leadership Journey

- ILEAD Fellowship 2020–2021
  - Support & Encouragement from my Pharmacy Manager allowed me to pursue leadership path
  - Connections built with respected leaders throughout the state
  - Mentorship provided allowing career growth
  - Leadership Portfolio developed
- Catalyst
  - SLHS Leadership Development Series for new leaders
  - 10-week online program
  - Nominated by HR Business Partner
  - Completed June 2022
- Vendor On-demand training
  - SLHS Leader Learning Platform
  - Develops Leadership Competencies with accessible resources
- Mentee/Mentorship Relationships
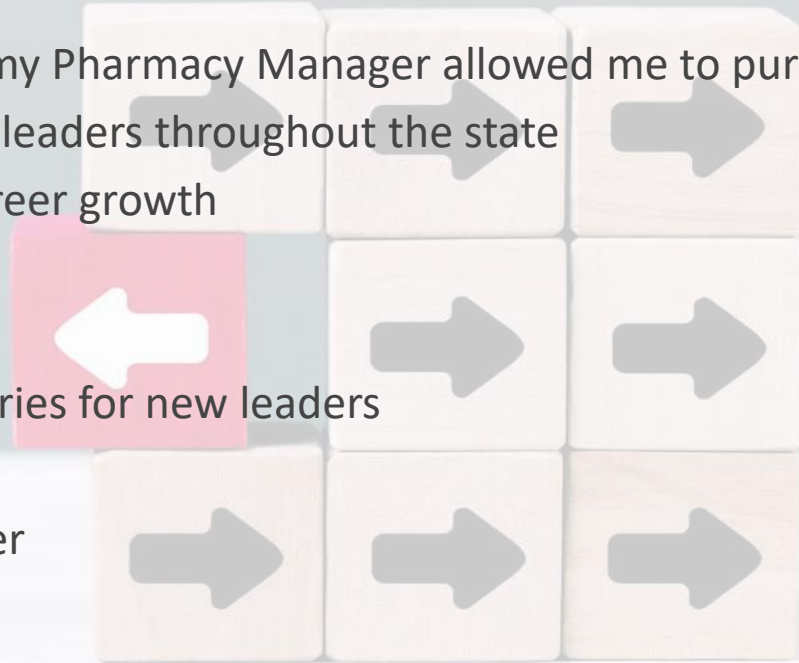
Pharmacy Technician Resource Pool Supervisor

- *Resource Pool is used to cover vacancies from PTO, FMLA, unexpected ESL*
- *Prevents 8–12-week gap in coverage while training and allows teams to provide additional training to current employees*

My Current Role

PHARMACY TECHNICIAN RESOURCE POOL

- SLHS created the Pharmacy Resource Pool to assist with our retention numbers as we began to see a trend in technicians looking for new placements.

- The Resource Pool allows employees and sites to "test drive" the fit before transfer. It works as an on-the-job interview.

Image source: MS Stock photo

My duties & responsibilities

Currently own the Interviews, Hiring, Onboarding & Technician Development for new hires within our Treasure Valley.
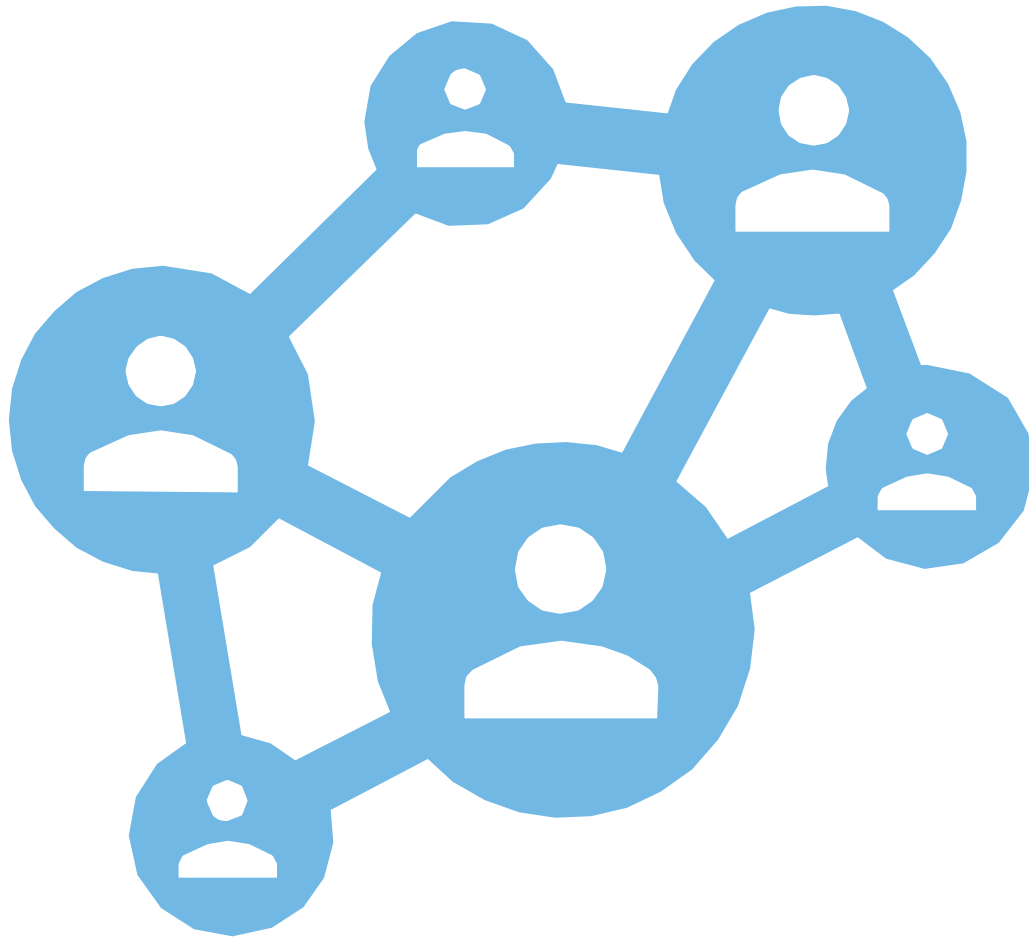
Assist new hires on navigating through SLHS while trying to find the perfect placement.

Assist our Outpatient, Acute, Oncology & Specialty teams with staffing.

22 facilities have access to the Resource Pool Technicians.

BY THE NUMBERS

- Hired 48 Technicians

- Interviewed 100+ Technicians
    - Created interview panels with standing groups to represent all sites
    - Virtual interviews to allow panel members across different sites to attend
    - Survey forms utilized for feedback

- Strong time management needed for productivity

- Relationship building required for connection & networking

Image source: MS Stock photo

Keys to Success: Onboarding

The First 90 Days in our System

- Day one: New Employee Orientation
- First week: Talent Learning Center. Required Educations
- Week 2: Sign off "Getting Started Core Checklist"
- Weeks 2-6: Training rotation at pharmacy projected to need staffing assistance
- Weekly check-ins w/ supervisor. Traveling required
- Onsite preceptor for training rotation
- 30-/60-/90-day formal check-ins
- 90-day competencies per each area of pharmacy
- Mentorship to support team bonding
- The time required to post, interview, hire and onboard is removed off of the site managers
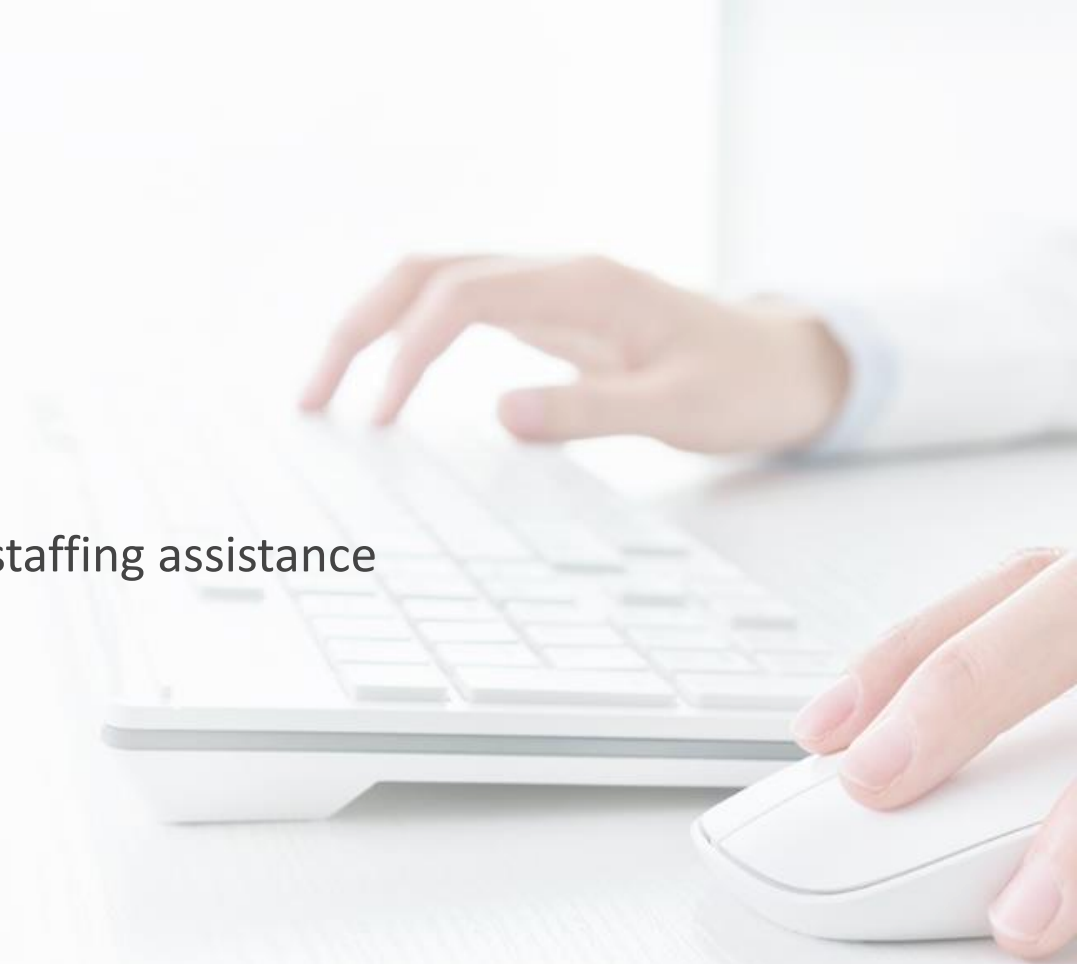
RECRUITING THROUGH TEXT MESSAGING CAMPAIGNS

- Utilize resources available with our state board to create text message campaigns.

- Utilize platforms available with in our recruitment team (Facebook, Instagram, Indeed, Job Fairs, etc.).

Recently piloted this when our Medication Historian Team needed to expand 10 technicians in a few short weeks

Image source: MS Stock photo

Take-Aways From My Leadership Journey

The skills acquired through my Leadership Certificate Program prepared me for success in my current role.

Communications

- Knowing the key team players for getting things accomplished
- Learning communication styles to assist each employee in a way that meets their needs
- Self awareness in how I am being perceived
- Empathy in difficult situations

Strategic Thinking

- Developing a vision to build something new
- Learned the ability to assess challenges in a way that didn't bring stress to our teams
- Learned how to advocate for new hires and employees looking for growth opportunities
- Innovation in new roles

Employee Management

- Scheduling a staff of 15–20 technicians rotating through different sites
- Developing a culture to support our values
- Relationship management between site coordinators
- Leading change with our technician job scope

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Mentee/Mentorship

Mentorship Influence

Benefits I received from Mentee/Mentorship

Increased self-confidence

Increased self-awareness

Improved productivity

Improved time management

Personal & Professional Development

Cost-effective Leadership Training

Networking Opportunities

Mentorship Opportunities for New & Seasoned Leaders

- Share knowledge, skills & expertise

- Be a positive role model

- Be interested in the individual

- Set professional goals

- Exhibit enthusiasm in their development & career

- Value continuing education

- Provide guidance and constructive feedback

- Offer reflective listening & empathy

- Promote team building & positive team culture

Key Takeaways

Takeaways

Establishing a low cost, local certificate program helped

Connect

- Local aspiring leaders with current leaders

Reduce barriers

- To leadership training and development

Strengthen

- Area hospitals & institutions & the state pharmacy society with new & engaged leaders

What You Can Do to Create Your Own I-LEAD

Collaborate
Consider partnering with other area institutions or state societies to collaborate on design & structure

Seek out
Connect with current local leaders who can speak on different topic areas

Start small
Find 5 to 6 individuals who are interested in taking part in helping to develop the initial pilot year

Have a Growth Mindset

Have fun & be flexible

Learn	Learn from what works
Assess	Have learners provide feedback at the end of the year
Incorporate	Use feedback as your guide to developing the next year
Invite	Invite past graduates back to speak or act as mentors
Create	Create a safe space

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True or false: An informal leadership development program is a program that is typically developed outside of a formal university or college setting.

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Assessment Question 1:

<mark>True</mark> or false: An informal leadership development program is a program that is typically developed outside of a formal university or college setting.

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Which of the following are learning domains covered in the I-LEAD program:

a) Leading self
b) Leading others
c) Leading organizations
d) Leading with strategy & influence
e) All of the above

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Which of the following are learning domains covered in the I-LEAD program:

a) Leading self
b) Leading others
c) Leading organizations
d) Leading with strategy & influence
e) <mark>All of the above</mark>

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What are potential benefits from implementing an informal leadership development program?

a) Easier access to learning
b) In some cases, lower costs
c) Networking with local leaders
d) Flexibility in structure
e) All of the above

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What are potential benefits from implementing an informal leadership development program?

a) Easier access to learning
b) In some cases, lower costs
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e) All of the above

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Thank you…

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