



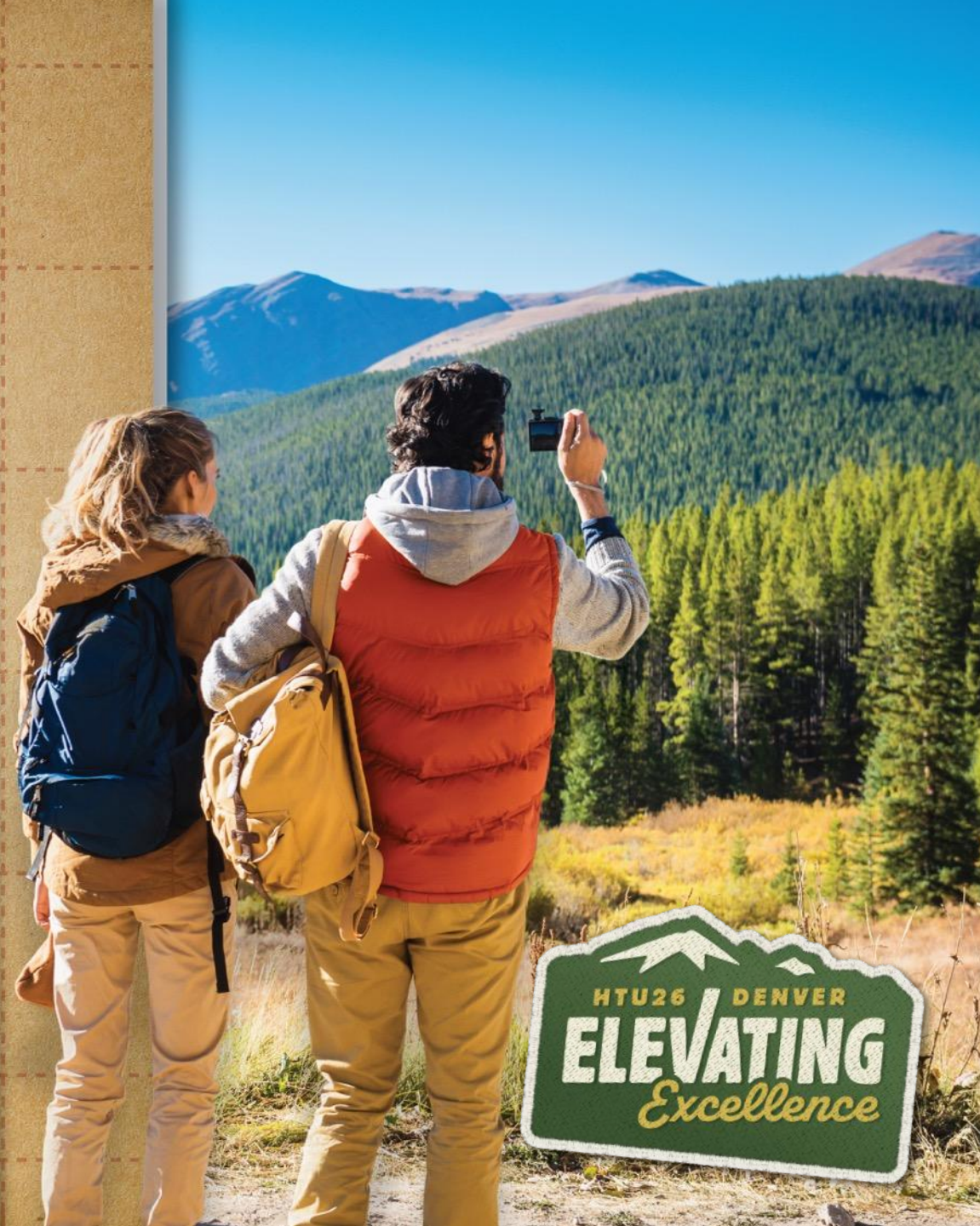
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Creating a Leadership Launchpad: Fueling the Next Generation

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CE Deadline: 08/31/26

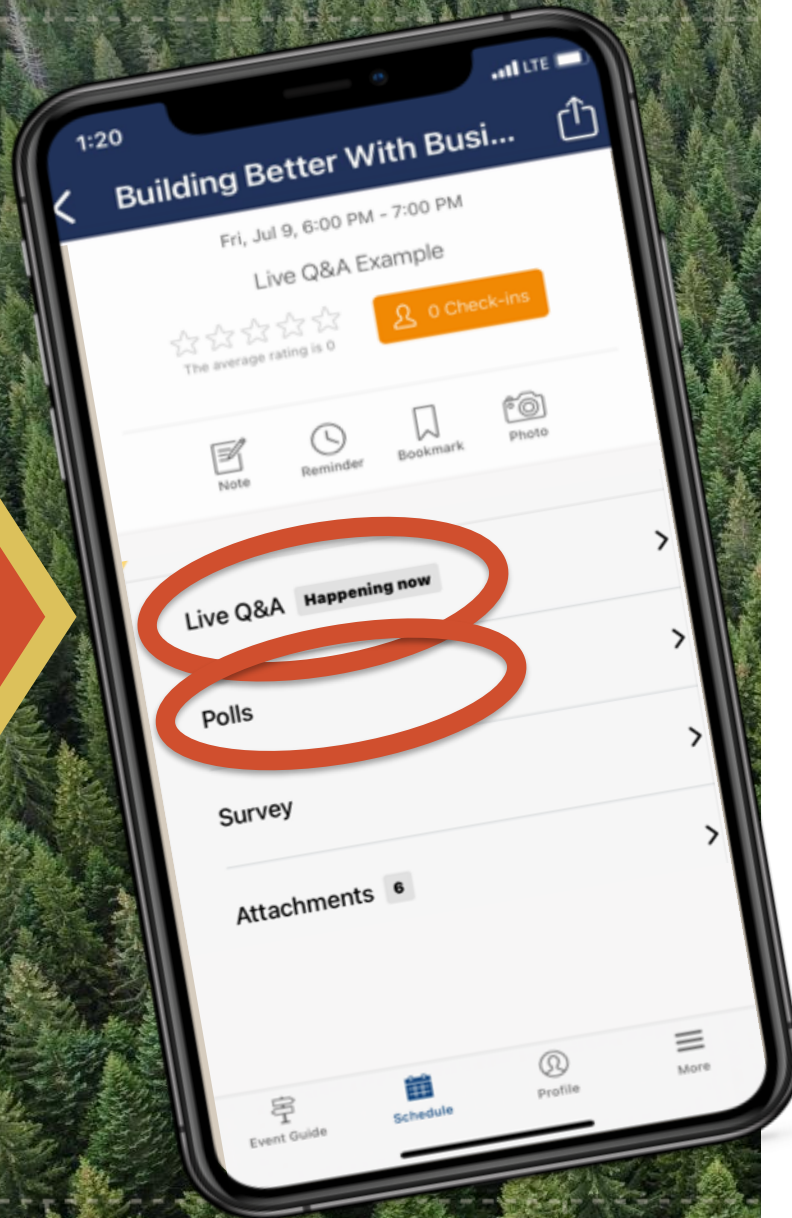


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Creating a Leadership Launchpad: Fueling the Next Generation

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CE Deadline: 08/31/26



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Learning Objectives

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

- Recall the key components of an effective administrative structure for maintaining a sustainable leadership training program
- Recognize key learning objectives that are needed for a successful leadership training program
- Identify the key role of homework assignments and mentoring relationships that support a leadership training program



Outline

Why Every trail starts somewhere...

Concepts Planning the trip

Components The right gear makes all the difference

Application Follow your own trail. It's worth it!

Conclusion Gratitude and Questions

WHY

How this journey began



Pharmacy Leadership Complexity



Why We're Here

To confidently and consistently address the clinical needs of our patients

To operate as a well-oiled machine

To achieve a new level of diversion prevention and regulatory readiness

To joyfully serve our customers

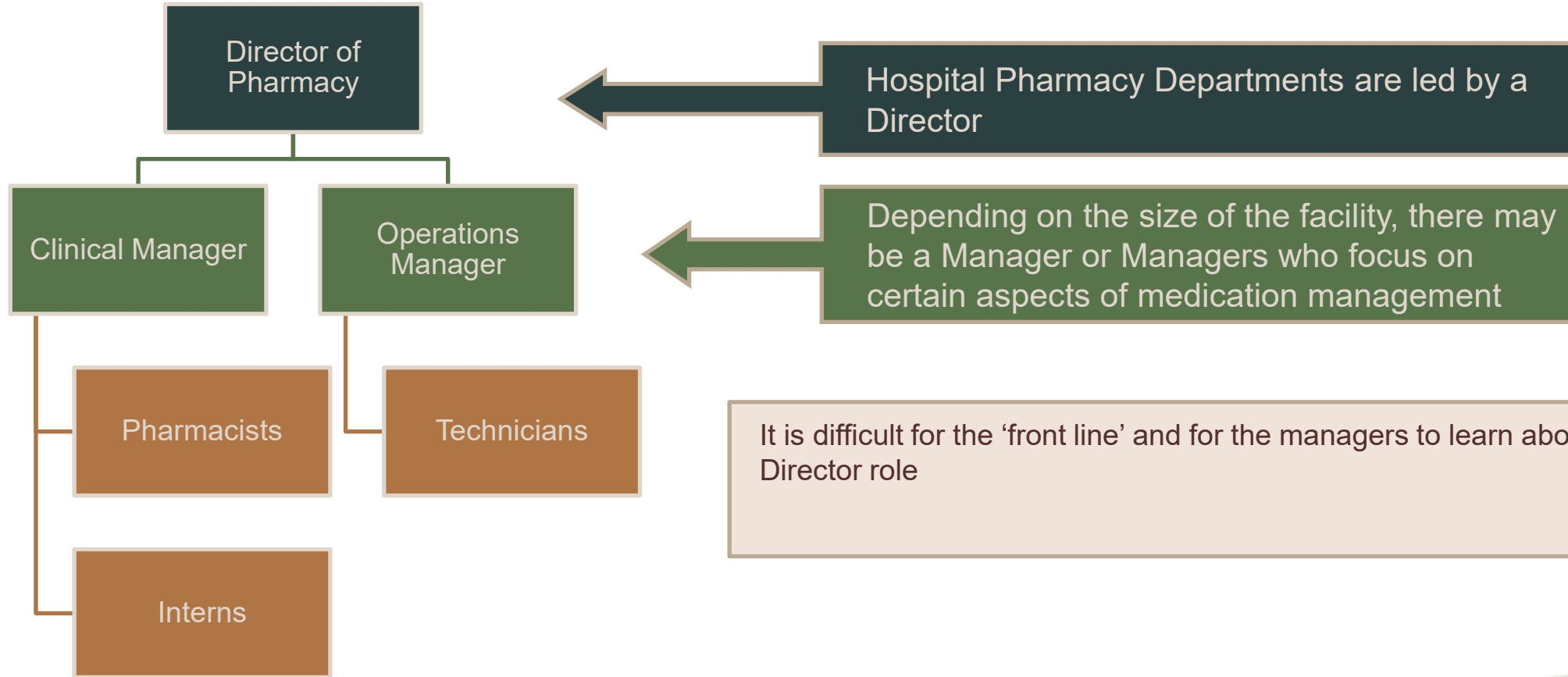
To aggressively maintain a safe environment for our patients to receive care

To cultivate our leadership pipeline of our technicians, students and pharmacists

To steward our resources well, paying close attention to both the purchasing and reimbursement

Pharmacy Landscape

Hospital Pharmacy Leadership Structures



Oh No! Danger Ahead!



Succession Gap: 3 of 8 Pharmacy Directors retiring soon

How dangerous is it, really?

- Leadership capacity stretched too thin, normalizing overextension
- High cost of turnover and contract leaders
- Department and facility operations decline, resulting in negative impact on throughput and patient satisfaction

Why Pharmacy Directors Are Running Away



When asked, they said...

- Directors are always "stressed"
- Burnout, up to 65%
- Dwindling resources, 48% reducing services
- Too much risk given the pay
- High stakes, high-stress environment
- Fear of the Unknown: I'm not prepared

Sources: American Hospital Association 2026
American Society of Health-System Pharmacists 2022

Bridging the Gap

Improve
preparation to help
overcome fear

Targeted
development that
closes role specific
gaps



Source: Glabb - Own work, CC BY-SA 3.0,
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We Built Our Own

Created and
trialed in
Central and
West Texas
Division

Shared results
with corporate
leadership

Incorporated
into the
Education and
Development
program for
oversight and
support

Created a
standard
approach
which was
piloted across
the entire
company

Source: Microsoft Outlook Stock Image

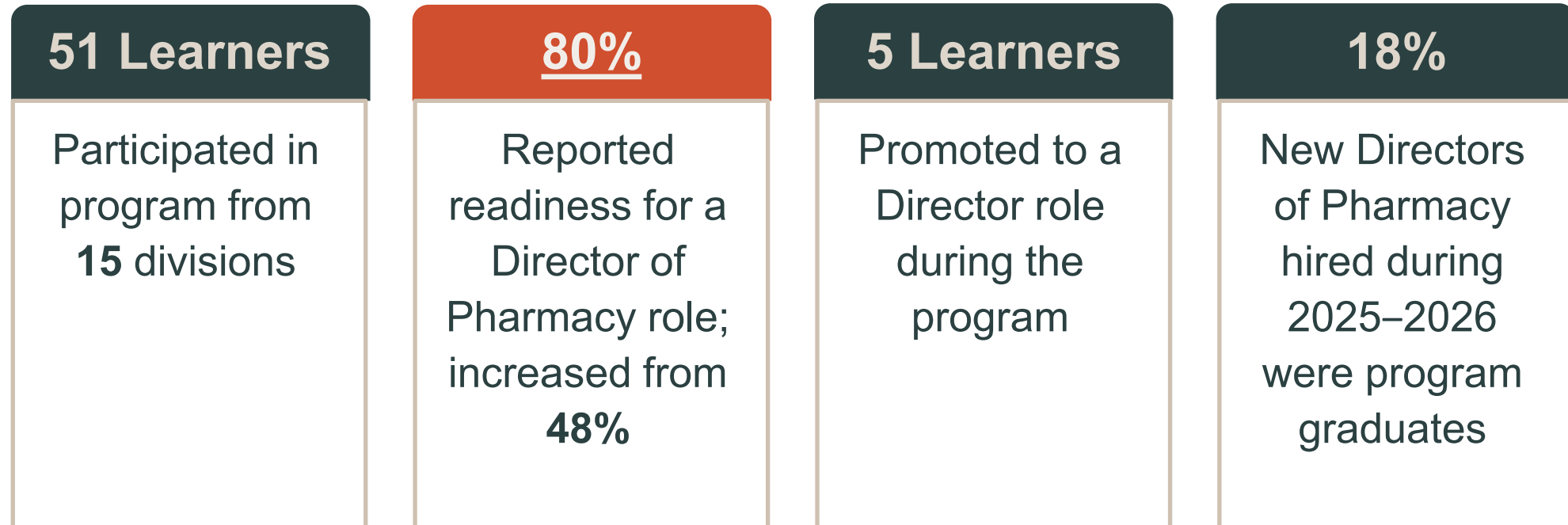
Good Ideas

Good ideas are not adopted automatically. They must be driven into practice with courageous patience.

~ Admiral Rickover



Results



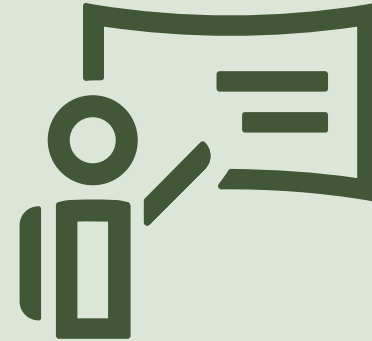
Effectiveness was assessed through a ‘Readiness Survey’

CONCEPTUAL DEVELOPMENT



Content Exposure

- ✓ Provide initial exposure to advanced topics
 - Medication Safety
 - Labor and Performance Improvement
 - Finance
- ✓ Create learning experiences to deepen knowledge and reinforce comprehension
 - Relevant interactive homework assignments
 - Discussions with mentor and supervisor



Networking

- Peers
 - Discussion groups with program peers
- Leadership
 - Assigned mentors with facility/division level directors
 - Exposure to leaders across company from facilitation opportunities
- Subject Matter Experts
 - Provides a platform to interact
 - Creates exposure for further conversations



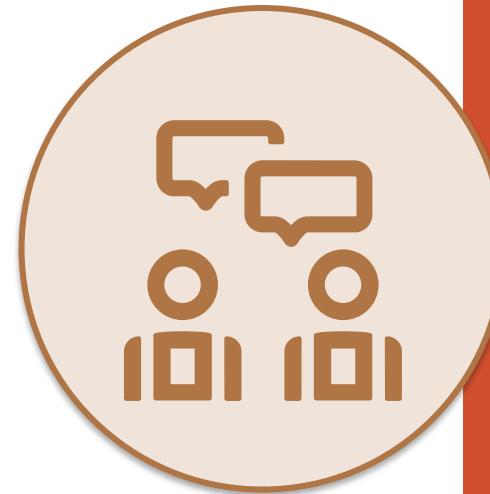
"Beyond the curriculum, the program fostered invaluable networking opportunities, connecting me with mentors and peers who have become a crucial support system."

~ Ed Vaughn, Director, St. David's Medical Center

Image Source: Getty Images. Used with permission of HealthTrust.

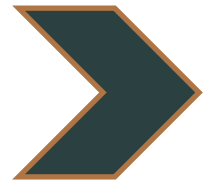
Engagement

- Investing in future
 - Encourages development in career
 - Provides clear opportunities for targeted mentoring
 - Increases visibility with hiring managers
- Increases confidence of participant
- Bi-directional engagement
 - Provides leadership with a sense of professional satisfaction



18%
of Pharmacy Directors
hired during 2025–2026
completed the
Pharmacy Leadership
Development Program

Program Development / Trail Map



Utilized Director of Pharmacy (DOP) Onboarding document

- Identified key learning opportunities expected for new DOPs

HealthTrust Director of Pharmacy Onboarding Schedule		
Name:	John Smith	
Start Date:	6/1/2018	
DDOP:		
Division Mentor:		
Activity	Reference/Guidance	Time to
Hospital Tour: Conduct a tour of the hospital with current pharmacy leaders, and/or hospital associate administrator. Tour the department, and meet with <u>pharmacy staff members</u> .	Pharmacy leaders, or schedule with facility associate administrator.	Within
Pharmacy Introduction: Meet with pharmacy leaders as a group and 1:1. Meet with clinical manager, IT pharmacist, and ADOP/Operations manager(s), as applicable.		Within
HealthTrust Organization:	Discuss with DDOP. The pharmacy department	



Bucketed opportunities in 10 main topics

- What we want Directors of Pharmacy to learn
- What are they doing
- Organize by strategic priority
- Determine applicable skills required in each topic for learning activity

Month	Topic	Purpose
February	Building Relationships & Operations	Introducing the reporting structure of HCA, how of developing your own executive presence.
March	Finance	Gaining experience with the tools used to manage strategy.
April	Labor & Productivity Management	Introduce the company's labor and productivity strategies to effectively manage labor for the pharmacy department.
May	Purchasing	Comprehension of how the company prevents and manages a shortage.
June	Clinical Pharmacy	Identifying the components necessary for a successful leadership with clinical managers.
July	Formulary Management & Pharmacy and Therapeutics	Understanding the company's strategy around cost containment.
August	Medication Safety	Familiarization of the company's resources to assist in achieving best practice.
September	Regulatory Compliance	Establishing guidelines and providing resources to ensure compliance.
October	Drug Diversion	Obtaining exposure to drug diversion resources, to ensure compliance.
November	Medication Distribution	Providing visibility into the company's medication distribution process.
Inserted throughout program	Soft skills/Human Resources Leadership	Providing real-world examples for discussion to show attitude, effective communication, ability to show leadership.

Topics

Month	Topic	Purpose
February	Building Relationships and Operations	Introducing the reporting structure of HCA, how different pharmacy teams interact with each other, and the importance of developing your own executive presence.
March	Finance	Gaining experience with the tools used to manage pharmacy expenses and understanding the company's financial strategy.
April	Labor and Productivity Management	Introduce the company's labor and productivity strategy and tools. Understand how to utilize tools to assess and effectively manage labor for the pharmacy department to serve the facility's needs.
May	Purchasing	Comprehension of how the company prevents and mitigates drug shortages and how to effectively communicate during a shortage.
June	Clinical Pharmacy	Identifying the components necessary for a successful clinical pharmacy program and introducing expectations of leadership with clinical managers.
July	Formulary Management and Pharmacy and Therapeutics	Understanding the company's strategy around contracts and formulary management.
August	Medication Safety	Familiarization of the company's resources to ensure appropriate medication safety, the current strategy and the tools to assist in achieving best practice.
September	Regulatory Compliance	Establishing guidelines and providing resources to ensure regulatory compliance in the pharmacy.
October	Drug Diversion	Obtaining exposure to drug diversion resources, opportunity for interdisciplinary collaboration and utilization of tools to ensure compliance.
November	Medication Distribution	Providing visibility into the company's medication distribution strategy and the tools used to measure efficacy.
<i>Inserted throughout program</i>	Soft skills/Human Resources Leadership	Providing real-world examples for discussion to support leader development in leading through conflict with a positive attitude, effective communication, ability to show care and concern, professionalism, cultural and inclusive competence.

HOW IT'S DONE

Program Management

Program Lifecycle

Initial Planning

- Established recurring meeting series with program administrators
 - Defined 1-hour sessions twice weekly to drive decision making

Launch

- Kick-off session
- Monthly session cadence begins



Content Development

- Created session topics, objectives and activities
- Aligned learning initiatives with company goals in partnership with internal team

Logistics

- Participant, Mentor, Facilitator and SME selection
- Session scheduling
- Document retention

Program Documentation

✧ Internal

- Document repository
 - Master table of contents
 - Participant lists
 - Checklists
 - Attendance
- Operational logistics
 - Session schedule
 - Participant, SME, Facilitator and Mentor rosters
 - Participant attendance

✧ External

- Session materials
 - Recordings
 - Activities
 - Presentations
- Operational Logistics
 - Session schedule



Monthly Cadence

Consistently deliver across program lifecycle

Format

- **10** monthly, 60-minute, virtually-facilitated sessions with webcam required participation
- Dedicated facilitator for each session
- Attendance tracked and recorded
- Q&A built into each session

Materials

- Standardized PowerPoint presentation (~30 slides or less)
- Topic-specific homework activities for participant/mentor discussion
- Session call recording
- Materials published in SharePoint following each session

Communication

- Program kick-off email and meeting
- Monthly calendar invites aligned to presenter availability
- Monthly follow-up communication
- Participant surveys at mid-point and completion

SME and Facilitator Selection



- ❖ Demonstrate **subject matter expertise**
- ❖ Interest in **providing and facilitating** professional development
- ❖ Exhibit **dynamic** presentation skills

Responsibilities



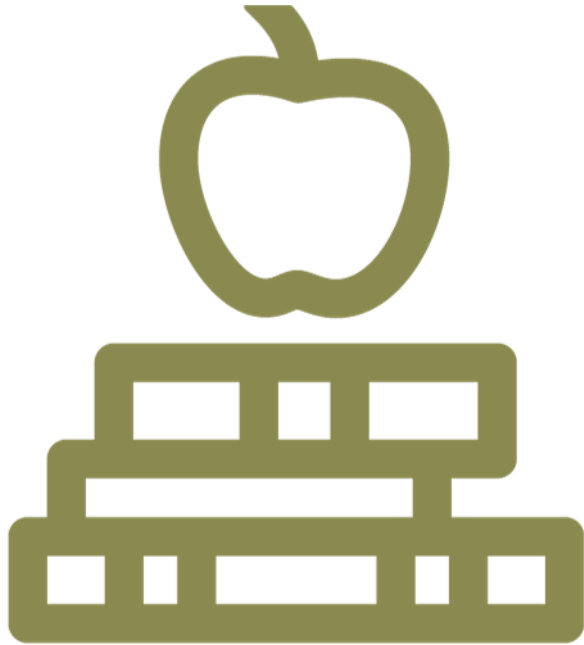
Facilitator:

- ❖ Kick-off session topic
- ❖ Moderate discussion, Q&A and participant engagement
- ❖ Close out session

SME:

- ❖ Develop and deliver session content
- ❖ Assist in creation of session activity

Participant Selection



- ❖ **Nominated** by Division VP of Pharmacy
- ❖ **Active** licensed Pharmacist
- ❖ **High performing** individual currently in or identified as ready to grow into a Director role
- ❖ Minimum of **90 days** in current role
- ❖ Exemplifies **above average performance, good character and promotion potential**

Standardized criteria ensured equitable candidate selection

Mentor Selection and Benefits



Image Source: Getty Images. Used with permission of HealthTrust.

- **Nominated** by Division VP of Pharmacy
- High-performing and **reliable** in current role
- **Invests** in professional development
- Personable and **approachable**
- Commits to spending at least **1 hour per month** with assigned mentee
- Mentors benefit from skill development and exposure

CROSS DISCIPLINE APPLICATION

Beyond Pharmacy



Reach the Summit:

Set the Direction

Review Your Gear

Assess the Hikers

Understand the Terrain

Assemble the Right Guides



Building YOUR Leadership Pipeline

Assemble the Right Guides

- Define the Advisory Team: Discipline Leaders, Project Manager, Education Professionals, Information Technology

Understand the Terrain

- Identify where the recruiting gap for leadership position lies

Assess the Hikers

- Where do candidates lack confidence and skill?
- Identify ways to build competence/confidence in candidate pool
- Identify gaps leaders have noticed in new hires in this role

Review Your Gear

- Identify priority topics unavailable in other programs provided
- Most likely needs: Tasks that are specific to the role
- Think about the people and resources that are available and tie those in

Set the Direction

- Strategy: What messages do you want to promote?

Reaching the Summit

- Reinforce messaging: This is a long-term commitment, not the latest “Flavor of the Month”
- Ensure clarity, consistency and leadership alignment

Leadership Matters...

“The Pharmacy Leadership Development Program has been an exceptional privilege and growth opportunity. It allowed me to develop untapped skillsets and gain hands-on experience supplemented by the mentorship of industry leaders. I now have better clarity in my career goals, access to new resources, and a network of successful leaders to guide me as I take the next steps in my career. It has been my pleasure to be involved with this program, and I am thankful for the willingness of HCA and HealthTrust leaders to invest in me and my success.”

Mason McMullen, Clinical Manager
Menorah Medical Center

“This leadership program provided the foundational tools I needed to successfully transition into a Director of Pharmacy role. While my previous management experience was invaluable, the program made me a more well-rounded leader by strengthening key areas such as productivity, decision-making, and understanding the HCA model. Learning from experts in these areas and engaging in interactive sessions with them further deepened my knowledge, equipping me to better support my team and navigate the complexities of this role with confidence.”

Ashlyn Vielock, DOP
Medical City Healthcare Alliance

“The Pharmacy Leadership Development Program has been incredibly valuable to me, both personally and professionally. It allowed me to build lasting connections with leaders across the organization while gaining diverse perspectives, experiences, and resources. This program fosters essential leadership skills that create a strong foundation for success throughout your career. I'm incredibly grateful for the mentorship I received through this program, as it helped me prepare for my current role.”

Tristan Patrick, DOP
St. David's Georgetown Hospital

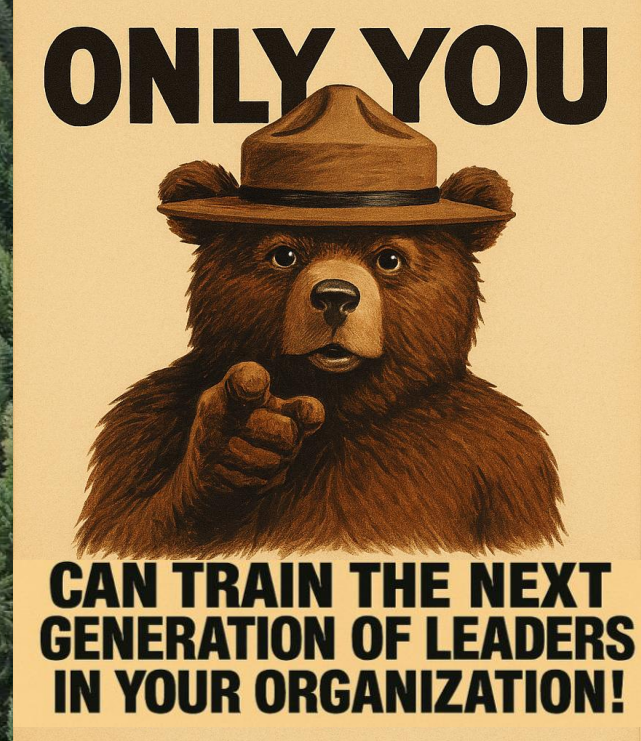


Image Source: "Friendly bear" created by CoPilot, 5/6/2026



A special
“Thank You”
to the **speakers**,
facilitators and
mentors who
make this
program possible

Assessment Question 1

Which of the following best represents key components of an effective administrative structure for sustaining a leadership training program?

- A. Ad hoc scheduling, informal mentorship and optional attendance
- B. Defined program lifecycle, structured roles and consistent documentation practices
- C. One-time training sessions with no follow up or evaluation
- D. Sole reliance on external training vendors without internal oversight

Response: Assessment Question 1

Which of the following best represents key components of an effective administrative structure for sustaining a leadership training program?

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- B. **Defined program lifecycle, structured roles and consistent documentation practices**
- C. One-time training sessions with no follow up or evaluation
- D. Sole reliance on external training vendors without internal oversight

Assessment Question 2

When evaluating learning objectives for a leadership training program, which approach BEST aligns with the program described in the presentation?

- A. Focus only on broad leadership theories applicable to any industry
- B. Limit objectives to technical pharmacy knowledge only, prioritizing review of step-by-step standard operating procedures and policies
- C. Include role-specific competencies, strategic alignment and measurable skill development across key topic areas
- D. Develop objectives based solely on participant preferences without organizational input

Response: Assessment Question 2

When evaluating learning objectives for a leadership training program, which approach BEST aligns with the program described in the presentation?

- A. Focus only on broad leadership theories applicable to any industry
- B. Limit objectives to technical pharmacy knowledge only, prioritizing review of step-by-step standard operating procedures and policies
- C. **Include role-specific competencies, strategic alignment and measurable skill development across key topic areas**
- D. Develop objectives based solely on participant preferences without organizational input

Assessment Question 3

What is the primary role of homework assignments and mentoring relationships in supporting the leadership training program?

- A. To replace formal instruction by eliminating the need for facilitated sessions
- B. To provide passive learning without interaction or feedback
- C. To document learning and provide evidence of program completion
- D. To reinforce learning through real-world application, foster guided discussion, mentorship and professional growth.

Response: Assessment Question 3

What is the primary role of homework assignments and mentoring relationships in supporting the leadership training program?

- A. To replace formal instruction by eliminating the need for facilitated sessions
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- C. To document learning and provide evidence of program completion
- D. **To reinforce learning through real-world application, foster guided discussion, mentorship and professional growth.**

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Thank You!



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