

## CE Activity Announcement

### ASHP Pharmacy Leadership Academy: Shaping Future Leaders

Planned and developed by ASHP Foundation and the Center for Health System Pharmacy Leadership

**ACPE Number:** Listed below with details

**Release Date:** July 9, 2016

**Expiration Date:** July 17, 2019

**Activity Type:** Application-based

**CE Credit:** 15 hours (1.5 CEUs) per course (*no partial credit allowed*)

**Activity Fee:** \$6,500 Members/ \$7,100 Non Members (*7 course program*)

#### Accreditation for Pharmacists and Technicians



The American Society of Health-System Pharmacists is accredited by the Accreditation Council for Pharmacy Education as a provider of continuing pharmacy education. No partial credit allowed.

#### Target Audience

This continuing pharmacy education activity is designed for aspiring pharmacy leaders, pharmacists and pharmacy technicians new to leadership positions.

#### Activity Overview

The Pharmacy Leadership Academy is comprised of seven courses – each led by an expert, experienced, highly qualified faculty team. The courses offer a range of critical topics, incorporating self-learning and reading, presentations and case-based interactive components to inform and stimulate mentees, with an overriding aim to benefit patient care through enhanced leadership skill at every level of a health care organization. Learning methods include readings, faculty experiences through lectures, thought-provoking questions, reflective writing with faculty feedback, discussion, and team exercises to benefit from other participant’s experiences (i.e., developing a leadership network), plus live interaction and connection with managers and leaders. Curriculum consists of the following application-based CE activities.

#### Schedule of Educational Activities

ACPE Activity Numbers	Title and Activity Type	CE Credit	Start / End Dates
0204-9999-16-001-H04-P/T	PLA Course 1 Leading the Pharmacy Enterprise <i>(Application-based)</i>	15 hours	7/7/18– 8/17/18
0204-9999-16-002-H04-P/T	PLA Course 2 Leading with Influence <i>(Application-based)</i>	15 hours	8/18/18- 9/28/18
0204-9999-16-003-H04-P/T	PLA Course 3 Leading System Reliability: Safety and Quality <i>(Application-based)</i>	15 hours	9/29/18- 11/9/18
0204-9999-16-004-H04-P/T	PLA Course 4 Leading Effective Financial Management <i>(Application-based)</i>	15 hours	1/5/19– 2/15/19
0204-9999-16-005-H04-P/T	PLA Course 5 Transformational Change and Innovation <i>(Application-based)</i>	15 hours	2/16/19– 3/29/19
0204-9999-16-006-H04-P/T	PLA Course 6 Strategic Clinical Leadership <i>(Application-based)</i>	15 hours	3/30/19– 5/10/19
0204-9999-16-007-H04-P/T	PLA Course 7 Leading for Organizational Success <i>(Application-based)</i>	15 hours	5/11/19– 6/28/19

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### Faculty list with biographical sketches and relevant disclosures

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Available on the Foundation website at: <http://www.ashpfoundation.org/coursesandfaculty>

### Methods and CE Requirements

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Each course consists of readings, faculty experiences through lectures, thought-provoking questions, reflective writing with faculty feedback, discussions, and team exercises, such as developing a leadership network, plus live interactions and connections with managers and leaders. Participants must successfully complete all required components of each course including the online evaluation to earn continuing pharmacy education credit.

Participants must use ASHP eLearning Portal (<http://elearning.ashp.org>) to process and claim CE immediately after completing each course or within 60 days after completion. Per ACPE guidelines, CPE credit must be claimed within 60 days of being earned for direct report to CPE Monitor.

### System Requirements

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System requirements courses and learning activities are delivered via your Web browser and Acrobat PDF. For all activities you should have a basic comfort level using a computer and navigating web sites.

View the [minimum technical and system requirements](#) for learning activities.

### Acknowledgement of Support

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The Pharmacy Leadership Academy is supported in part by an educational grant from Amgen, Inc.

## CE Activity Announcement

### Descriptions and Learning Objectives

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#### Course 1: Leading the Pharmacy Enterprise

ACPE: #0204-9999-16-001-H04-P/ 0204-9999-16-001-H04-T

*Application-based / 15 hours*

#### Description

This course allows students to explore and analyze the pharmacy enterprise and its key roles in supporting both the clinical and business functions of the larger healthcare organization. Students will gain an understanding of current issues in organizational design and the effect of economic and political systems on the pharmacy enterprise.

Participants will learn practical skills and analyze their own abilities in leading the pharmacy enterprise. Their participation in this course includes taking leadership as you collaborate and work with classmates to develop leadership skills to describe the vision, set strategies, and provide purpose, energy and motivation for a pharmacy enterprise. The critical importance of leadership style effective relationships with C-suite leadership, peer leaders and other stakeholders will be explored. Topics include defining the pharmacy enterprise, establishing an appropriate pharmacy “brand”, positioning pharmacy to be most effective in the larger organizational structure, and creating a pharmacy infrastructure that supports and promotes the “business of pharmacy” as it relates to both clinical and financial elements. Learning methods include reflective writing, discussion, team exercises, collaboration, ongoing interaction, and connection with each other, managers and leaders.

#### Learning Objectives

- Define and describe your pharmacy enterprise for your organization and the services provided
  - Evaluate your pharmacy enterprise and identify at least three leadership opportunities for pharmacy not currently being pursued in your organization
  - Prioritize elements of a mission and vision statement that would be necessary to reflect an appropriate direction for your pharmacy enterprise, taking into account the culture of the organization
  - Evaluate your current pharmacy brand and analyze strategies to improve it
  - Identify the key strategic initiatives and directions for your organization and create a pharmacy plan that complements those initiatives
  - Evaluate the organizational structure for pharmacy in your practice setting and consider which elements should be changed to best advance the clinical and business components of your pharmacy enterprise
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### Course 2: Leading with Influence

ACPE #0204-9999-16-002-H04-P / 0204-9999-16-002-H04-T

*Application-based / 15 hours*

#### Description

In this course participants will learn how to be effective with people and -- possibly most important -- how to lead themselves. A leader needs to work through others to maximize their leadership potential so being influential is critical to your success. We each have a natural style as we interact with the world and you will identify your style through the DISC (Dominance, Influence, Steadiness and Conscientiousness) assessment. Students will gain an understanding of the other three styles of their staff, superior, colleagues and peers challenged to be influential with each style. Leadership is about having a vision and using it to improve their leadership courage.

Learners will document in 1-3 sentences their personal leadership vision. As a scientifically educated person it is important to understand that leadership is an “art” and learn how to deal with the typical situations that pharmacy leaders find themselves in such as lack of direction from above, organizational politics, negativity from staff and your own anxiety/worry. Leadership can be a constantly challenging position so it is important to be able to continually perform under pressure. Tactics such as maintaining your energy/stamina, managing your self-talk, staying positive in a sea of negativity, being resilient and having a personal leadership development plan will be covered.

The various aspects of talent management will be covered to ensure you have an effective pharmacy staff. Students will learn the best practices for recruiting, hiring, training, engaging and disciplining employees. Tactics included will be effective communications, understanding different age generations, maximizing culture, using exemplars in recruiting/hiring, purpose based recognition, coaching through performance feedback, dealing with conflicts/difficult people and utilizing the progressive discipline process when appropriate.

#### Learning Objectives

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- Apply key talent management concepts in the context of recruiting, interviewing/ hiring, training, developing, coaching, mentoring, and delegating.
  - Build skills for specific tactics to; engage people and handle difficult people and conflicts.
  - Access and explain your personal DISC style and its implications for your situational leadership style including how to effectively communicate as a leader.
  - Formulate your personal leadership vision to maximize your leadership potential through leadership courage and your personal organization.
  - Compare and contrast the “art and reality” of leadership as compared to the science of pharmacy.
  - Integrate strategies for continually effective leadership performance under pressure into your leadership toolbox.
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## CE Activity Announcement

### Course 3: Leading System Reliability: Safety and Quality

ACPE #0204-9999-16-003-H04-P / 0204-9999-16-003-H04-T

*Application-based / 15 hours*

#### Description

Healthcare is becoming increasingly complex through automation, advanced technology and additional procedures and regulations. In order to enhance the quality of patient care, health care organizations must become high reliability organizations. High reliability may be defined as “All people always experience the safest, highest quality, best value health care across all settings.”

High reliability can be achieved with a transformational leadership commitment to a Safety Culture and through optimization of processes using a systematic approach such as Lean, Robust Process Improvement, Six Sigma, Plan Do Study and Act Cycles. Reaching high reliability requires nothing less than a complete transformation of culture, fundamentally changing the attitudes, beliefs, goals and values of an organization

During this course we will offer a definition of “clinical transformation” as a “comprehensive, ongoing approach to care delivery excellence that improves quality, enhances service, and reduces costs through the effective alignment of people, process, and technology”. This definition is based on a definition from Bon Secours Health System.i

Throughout the module, we will deconstruct the definition into its component parts, the following elements are important considerations:

- Comprehensive ongoing approach
- Care delivery excellence
- Measurably improves quality, enhances service, and reduces costs
- Effective alignment of people, process, and technology

We will focus on the integrated, yet distinct, processes for a Quality Strategic Plan related to patient safety and quality. There are numerous models for improvement with variation in terms of the incorporation of at least seven concepts that the course will address. These concepts include:

- Strategic Intent
- Strategic Measures
- Key Strategies
- Change Concepts
- Techniques for leadership of patient safety and quality
- Organization Culture

The course has been crafted with this comprehensive model in mind and includes theory, application of theory, case studies and the integration of advanced techniques for leadership of safety and quality. Learning methods include reflective writing, discussion, team exercises, collaboration, ongoing interaction, and connection with each other, managers and leaders.

Practical experience and information from our readings and discussions will be integrated into the development and mastery of your leadership potential.

Learning methods include reflective writing, threaded discussion, team exercises, collaboration, ongoing interaction, and connection with each other, managers and leaders.

#### Learning Objectives

- Design the steps to achieve patient safety and high reliability to your practice environment
- Demonstrate a framework for the skills for leading a Pharmacy Strategic Plan for safety and quality
- Evaluate and apply the roles of wisdom, intelligence, and creativity in a model of leadership for safety and quality
- Evaluate and apply the Design for Lean Six Sigma Roadmap
- Evaluate and apply a Patient Safety Assertion Model

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- Analyze behavioral choices and apply leadership accountability in a culture of safety

### Course 4: Leading Effective Financial Management

ACPE #0204-9999-16-004-H04-P / 0204-9999-16-004-H04-T

*Application-based / 15 hours*

#### Description

For many of us, finance does not command the excitement of an exceptional clinical catch on rounds or the gratification of mentoring an enthusiastic young practitioner in the ways of drugs and medicine, but in fact, finances are the life's blood of every organization. Without sound financing, none of those perhaps more exciting things get to happen.

Like medicine and pharmacy, finance has its own core knowledge and even its own language. And like these professions, it is rapidly changing, demanding the close attention of health system leadership. Pharmacy contributes an important portion of every health system's revenue, consuming a proportional amount of expense. Traditionally pharmacy leaders have focused on expenses, but pharmacy can actually impact the bottom line in multiple ways. Pharmacy leaders who possess a strong core financial knowledge and speak the financial language are much more likely to be successful partners in leading their health systems to financial success.

To that end, this course is content driven with real-life applications and case studies, and focused on practical and applied knowledge and skills needed to lead for financial effectiveness in an increasingly challenging fiscal environment. Learning methods include reflective writing, discussion, team exercises, collaboration, ongoing interaction, and connection with each other, managers and leaders.

#### Learning Objectives

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- Evaluate major issues impacting health care reimbursement today and explain how these issues touch your health system.
- Apply essential financial management competencies required of health system pharmacy leaders.
- Assess and evaluate the steps necessary to execute a departmental strategic plan that is integrated with the organization's strategic objectives; link those steps to the process of developing responsible operating and capital budgets.
- Establish within your practice philosophy and values, the importance of organizational awareness including: the culture of decision-making, financial management process and function, and the current state of the financial environment.
- Develop key metrics and triggers useful in the development of a financial dashboard.
- Analyze and apply four (4) parameters to assess the financial stability of a hospital or health system and apply them to your personal situation and development plan.

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### Course 5: Transformational Change and Innovation

ACPE #0204-9999-16-005-H04-P / 0204-9999-16-005-H04-T

*Application-based / 15 hours*

#### Description

This course offers a conceptual model for understanding how organizations move from short-term performance improvements to sustained, organization-wide patient care improvements. Key elements critical to successful transformation will be identified and a transformational change model proposed, drawing on practical and specific practice examples for applying the elements and model.

Learning methods include personal assessments, reflective writing, threaded discussion, team exercises, collaboration, ongoing interaction, and connection with each other, managers and leaders.

#### Learning Objectives

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- Build an organizational capability and personal capacity for innovation and creativity to advance all aspects of transactional, transformational change, and requisite transformative learning.
- Identify and apply pitfalls and key elements in making successful organizational transformations.
- Analyze various change models and identify commonalities and differences.
- Evaluate critical elements to garner organizational support and exert influence for advocacy of system-wide transformational change initiatives, including the essential need for risk-mitigating processes and metrics for change effectiveness.
- Synthesize key PLA learning to date to develop a personal strategy for building “killer” teams for effective transformation, including assessment of key competencies for cohesive teams.
- Evaluate your personal skill set and development opportunities relative to change leadership and team cohesiveness for results in a changing environment.

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### Course 6: Strategic Clinical Leadership

ACPE #0204-9999-16-006-H04-P / 0204-9999-16-006-H04-T

*Application-based / 15 hours*

#### Course Description

There is growing awareness that effective leadership is needed across the entire healthcare organization and system. This system leadership is essential and differs from traditional leadership expectations in the ability to work across services and organizations to meet the needs of people with complex medical conditions and show rely on care and support from a range of services, agencies and providers, coordinating care, eliminating obstacles and delivering better value to patient populations.

The development of these clinical leaders is an important component strategy to talent management and development in evolving organizations. Clinical and system leaders will increasingly play a significant role in defining and redesigning services and in the transformation of practice roles to have a more significant impact on patient outcomes of care.

This course will define and describe elements of clinical leadership and the personal qualities essential to the role of creating direction and aligning others, for assuring performance and effective resource management within their span of control and within the larger organization and enterprise, influencing and engaging colleagues across a broad range of stakeholders, managing line colleagues and leading teams, as well as managing services, teams, organizational units and projects.

Perhaps most significant this course will address the critical role of the clinical leader in assuring that the patient's views and needs are a primary focus during decision making.

New roles require new ways of thinking, behaving and working together. This course will rely on a range of teaching opportunities to challenge your beliefs, role definition and the capacity to highlight individual strengths through thought provoking readings, self-reflection and assessment, dialog with colleagues and experienced faculty and structured feedback.

#### Learning Objectives

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- Critically analyze the changing demands facing healthcare organizations and the pharmacy enterprise to formulate a point of view and for transforming clinical leadership to meet healthcare system demands
- Evaluate and prioritize personal qualities, skills, competencies and self-awareness aspects essential to clinical leader's effectiveness
- Determine the factors of personal and team skills for effective collaboration, stronger partnerships and nimble teaming integration
- Formulate a framework to ensure oversight for people, performance and resources within the scope of clinical services
- Develop a strategy for influencing clinical pharmacy culture and capacity that clearly defines ownership and accountability for patient care within the overall span of pharmacy enterprise service offerings
- Integrate clinical leadership awareness and ownership with broader organizational and enterprise strategies and goals



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### Course 7: Leading for Organizational Success

ACPE #0204-9999-16-007-H04-P / 0204-9999-16-007-H04-T

*Application-based / 15 hours*

#### Description

Uncertainty, chaos, and urgency are everywhere in healthcare, with the sense that “something must be done” to transform our healthcare system. While our professionals and organizations are barraged with change drivers, real and sustainable change is elusive, but so necessary. This course will address skills and strategies necessary for transformational organizational change, focusing on personal leadership behaviors, awareness and critical thinking, as well as the need for a leader to establish clear performance expectations and a culture of accountability, learning and competency. We also will explore key concepts of organizational culture and its role in shaping change initiatives and their success. The course work and readings will also focus on the leader’s role in creating the will, ideas and execution strategies necessary for successful sustained change, and the urgency and tension for change that engages others fully in the change process, and will weave learning from prior courses into the fabric of the overall PLA takeaway experience. Each critical component of the change strategy – from visioning, planning, anchoring change resources to execution and continuous renewal – are explored within a framework for change designed to get the best out of people while developing the systems and processes necessary to achieve the bottom-line results you, your team and your senior leadership expect. Learning methods include reflective writing, discussion, team exercises, collaboration, ongoing interaction, and connection with each other, managers and leaders.

#### Learning Objectives

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- Apply specific key factors to frame the emerging leadership expectation in healthcare organizations.
- Integrate personal leadership philosophy with key concepts for sustaining personal leadership strength and vitality in a challenging environment.
- Differentiate decision strategies in a range of decision domains, your role as a leader in contributing to complexity and formulate a personal plan for adapting personal decision strategies.
- Evaluate and apply five aspects of a sustainable change framework for results.
- Appraise and integrate to your leadership practices the connection skills to establish shared, mutual objectives for personal and team accountability for results, and for remediation where performance does not meet expectations.
- Design a development plan for achieving results – personally and organizationally – applying the five key strategies for leading to successful results.