



January 26th, 2016 LeadersEDGE Series:

Creating Leadership Benchstrength for the Future: Succession Development & Planning

Questions from Webinar

Within the constraints of productivity benchmarks, how do you prevent talent flight when you have an obviously talented individual but lack a current position?

Once an employee has been identified as having high potential for growth, a professional development plan (emphasizing the best practices noted during the webinar) should be put into place. The plan should be experience-based and not necessarily linked to a promotion with a new title. Senior leaders should be invested in this plan to 1) remove barriers to success, 2) ensure strategic linkage, and 3) communicate a sense of importance. There will undoubtedly be measureable outcomes related to the plan which should help support an eventual proposal for a revised position.

How does the Toyota lean way to healthcare excellence fit with Baldrige excellence criteria?

The Baldrige Excellence Criteria are non-prescriptive. The Criteria are designed to inform organization of WHAT they need to do to achieve excellence, not HOW they should do it. And the criteria are stated in the form of questions that the organization must answer in its award application.

Baldrige provides the framework that can help ensure organizations that utilize Lean principles do so in such a way that optimizes their ability to achieve organizational objectives rather than “merely” streamlining key processes and eliminating rework. Baldrige does not prescribe a particular tool or methodology; instead it supports and encourages the use of a variety of performance improvement tools to address and improve the outcomes of all categories (i.e., leadership, strategic planning, customer-focused processes, and workforce-focused processes).

There is an excellent coordination between pharmacy leadership and executive leadership in your organization. What steps do you recommend to a pharmacy leader who cannot get executive leadership to consider resources for pharmacy succession planning?

Executive leaders would be more likely to respond to a proposal to establish a departmental talent management (TM) / succession planning (SP) process if a plan with measureable

improvement outcomes accompanied it. There is published evidence that TM / SP is viewed as a key sustainability strategy among most executives, and there are readily available case studies that provide insight into how excellent organizations operate. A successful pilot project may be the stimulus necessary to begin the necessary culture change.

You mentioned the interest of mid-career pharmacists to maintain their clinical practice. Physician leaders typically do remain active in clinical practice. What are the thoughts of the panel on pharmacy leaders following a similar model where some level of clinical practice is maintained?

Our position on this question has always been that pharmacy enterprise leaders must maintain competence in a variety of areas including operations, finance, clinical, safety, performance improvement, and patient experience of care. Because the pharmacy enterprise is typically not paired formally with a physician medical director, we by design wear multiple hats. I believe that most Chief Pharmacy Officers / Pharmacy Directors are clinicians at heart and would love to dedicate time to maintaining a clinical practice. The many complex demands associated with managing an enterprise may not allow that however. I reconcile that problem by insisting that my clinical directors maintain a clinical practice on a part-time basis. It's not easy but I do think it is worthwhile.

Is it possible to learn to grow into leadership when you are just starting that development at the same time you are leading your employees to grow within the organization?

Our philosophy (and Baldrige supports it) is that leadership development never ends. Excellent organizations will recognize the need to support leadership development and excellent leaders (including new ones) will make a career-long commitment to professional development and growth. The most important step a new leader can take is to make a commitment to workforce development. Little is achieved in an organization without the involvement of employees. Leaders and the workforce should experience concurrent growth and development.