

LEADERS IN HEALTH-SYSTEM PHARMACY

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Leadership is important in every profession, and with changes in health care occurring rapidly, opportunities for leadership in the pharmacy are on the rise. Opportunities to

lead are diversifying also, depending on how far we want to think “outside the box.” As psychologist and leadership instructor Harles Cone, Ph.D. says, “Leadership opportunities exist when there is a gap between the way it is, and the way it could be.”

Every day, leaders in health-system pharmacy are working to provide an example for others in the profession and provide advice to those who aspire to take on a leadership role. These few represent the thousands of leaders working every day to “close the gap” and provide an outlook on the future of health-system pharmacy.

Objectives

1. Identify important skills that are necessary for pharmacy leadership roles.
2. List several contemporary issues faced by the profession that pharmacy leaders are currently undertaking.
3. Describe challenges or barriers that health-system pharmacists face when dealing with present-day issues in their practice.
4. Identify ways to fall into leadership roles.



SHAUN PHILLIPS

Director of Pharmacy, Battle Creek Health System, Battle Creek; Pharmacy Residency Program Director, Mercy Health Partners, Muskegon; Adjunct Professor, Ferris State University, Big Rapids

What present-day issue(s) are you or your health-system working on?

We’re working to improve our computerized physician order entry (CPOE) system at Battle Creek Health System (BCHS). Optimizing the CPOE system will help improve system reliability and efficiency throughout the organization. We’re also working on Magnet designation to provide front-line associates a larger role in writing policies and rules to build a culture of staff accountability. While Magnet status is typically thought of as a nursing credential, we’re working to build a culture of staff accountability within the pharmacy and throughout the organization using Magnet principles. Although pharmacy, by nature, already has a great

deal of self-governance in administrative decisions, it’s important to build upon our profession’s shared model even further. Cost containment is another issue we’re facing. The more resources you devote to clinical services, the less you spend on medications, and the better your patient outcomes.

How have you demonstrated leadership in relation to this effort?

The most important factor for any leader is providing and maintaining communication across all levels. Getting associates the “how” and “why” information in a clear, consistent message is a big part of leadership. And on the opposite end, I need to ensure I communicate with hospital administration to be a constant advocate for the pharmacy and the changes we feel are best for patient care. As a person trained in clinical pharmacy, I’ve learned to rely on interdependence of teams and the organization as a whole to be successful. The independent work I was used to doing started having bigger implications when I saw it as part of a whole patient care plan and discharge process. Leaders know that individual work, like the pharmacokinetics

example, really builds into success when individual contributions interconnect to produce an outcome. Part of what I've been doing here is to help others see the interdependence—both in individuals that work together to make up my pharmacy team as well as administrators looking at the contributions of pharmacy to patient care.

Who has assisted you in the development of this leadership role and how?

I definitely have to pay tribute to my residency director, Dr. Tom Anderson, the clinical pharmacy director at Mercy General Health Partners. Dr. Anderson helped me see the opportunities in taking clinical pharmacy further via administrative functions than I could have done as a single practitioner. Also, Ken Uganski, the pharmacy operations director at Mercy during my residency and my supervisor for many years afterward, has been a constant mentor to me. Roger Spoelman, CEO at Mercy Health Partners in Muskegon, also had a profound impact on me.

What leadership skills are most important?

Leaders need to be able to develop a clear vision of what they want to achieve and help staff understand how to get there. It's also important to be able to see a better future and a patient-centered work environment. Everything we do should be an effort to improve their care experience. Leaders also have to truly like the people they're leading and the people they themselves work for. I have an inherent belief in pharmacists and pharmacy technicians, the work they do and what they achieve for patients and the health-system. I've always wanted to be a pharmacist, but then I learned that I also really want to help other pharmacists do what they want to do, and devise programs to assist them in getting to that level. I have a vision of further integration of pharmacy into patient care for Battle Creek. Now I just have to further develop my communication skills and help make these visions a reality.

How have you overcome barriers or dealt with challenges?

One of the biggest challenges for me is a lack of patience. It takes time to accomplish goals and focus on what's really important to you and your health-system. When we're trained in pharmacy school, for the most part if we don't know the answers, we find them in books or other resources, and then have the evidence to back them up. The decisions were made right there. In administration, decisions can take a long time. For me, it was important to learn that slow progress can still be important.

What is the most rewarding part of your role?

I really enjoy making jobs better and more rewarding for others. I try to create a work environment that people want to work in, which is evident by little turnover. Some turnover is good, if people are moving on to bigger things, but I think a positive work environment creates an engaged, cohesive work team that stays together. I want every pharmacy I work in to be recognized as a place where people are happy working together, creating an environment where others want to come work. I could not do this without having a position that has sufficient influence to help make these things happen.

What advice would you give to aspiring leaders?

For those who find they have the talent and aspiration for pharmacy management, start displaying your potentials no matter your job. There are a lot of opportunities to be informal leaders, and it's best to get involved in work groups and decision-making early on. Identifying and determining your strengths and weaknesses and where they're best utilized is also a key factor.



MARK HERRIMAN

Pharm.D., BCPS, Chief of Pharmacy Service, Veterans Affairs Medical Center, Battle Creek

What present-day issue(s) are you or your health-system working on?

While there are many, three primary issues come to mind: 1) improving efficiency of nursing medication passing; 2) expanding clinical pharmacy specialists into primary care roles; and 3) influenza vaccinations.

How have you demonstrated leadership in relation to this effort?

I serve as the team leader for the efficient medication pass project, with the goal of maximizing face-to-face interaction time with nurses and patients. When it comes to putting clinical pharmacists into primary care roles, I worked diligently on placing pharmacists on primary care teams, tying the pharmacy service's performance assessments directly to measures of quality care. With H1N1 influenza vaccinations, each VA Medical Center worked closely with the state and provided them with detailed information to determine the supply needed. I provided step-by-step instructions and disseminated it to all VA hospitals in the State of Michigan.

Who has assisted you in the development of this leadership role and how?

My staff has definitely assisted me, especially since I went from having no staff to having about 52. My staff has done a lot for me – particularly finding my weaknesses, allowing me to work on them, and accentuating my strengths. Also, my past supervisor had put me in many high pressure scenarios and taught me that you'll do much better if you believe that nothing is over your head. My current supervisor and the medical center director have also been a strong support system. If they weren't willing to take the risk with me, I wouldn't be where I am now.

What leadership skills are most important?

Almost everything goes back to communication. There are a lot of people working together to move items from point A to point B, and communication back and forth in the process is important. It's also important to communicate what pharmacy is doing, why and the value it's providing. Another skill is remaining focused on an objective. You need to back up and see the big picture and what the real problem is. With your staff, you also need to be impartial. This provided me a lot of personal development, as I tend to get close to people I work with. You'll also need to delegate or you will get buried in a volume of work.

How have you overcome barriers or dealt with challenges?

A strong challenge is communicating a consistent message across a broad range of listeners. You quickly learn that even a four-word sentence can have many different interpretations. In dealing with the specific issues at my health-system I mentioned, when improving efficiency of medication pass, you have to be sensitive to areas that are not your own; testing in one small area is a delicate process that affects various areas. As we integrate clinical pharmacy specialists into new departments, people aren't sure how they fit into their workspace and can sometimes become intimidated. With the flu vaccines, the challenge is obviously that there aren't enough. Supply provides a strong barrier, and we have to keep patients and employees calm in the process.

What is the most rewarding part of your role?

I gain all the happiness in my job from my staff. Whenever individual staff members achieve a large amount of success, I'm happy to watch their achievements. It's also rewarding to implement something new, make changes and watch them be wildly successful.

What advice would you give to aspiring leaders?

I think it's important to seek first to understand, and then be understood. Listen to why and understand what's really going on before making changes. As retirements take place, there will be a gap in leadership, so it's also really important to have respect for what's already been done. In the process of understanding, don't be afraid to ask questions. In leadership, sometimes people start out with low confidence. Just keep your head on your shoulders and be you. There's certainly room for individuality in leadership.



BARB DECAN

CPhT, Pediatric Pharmacy Technician 3, DeVos Children's Hospital, Spectrum Health System, Grand Rapids

What present-day issue(s) are you or your health-system working on?

At DeVos Childrens Hospital, we are working on increasing education and certification of pharmacy technicians, which includes mandating technician certification. Eventually, all individuals working in the pharmacy will be certified technicians, including pharmacy support staff. We want to identify standards for the profession ourselves, before other organizations or legislation goes into effect. In addition to the issue of requiring certification, technicians have more specialized roles and job descriptions, such as a medication reconciliation technician and chemotherapy compounder, which require different skill sets, and in some cases, specialized knowledge and responsibilities. Outside of the health-system, I am investigating the process for ASHP accreditation of pharmacy technician educational programs. Personally, I would like to see standardization of pharmacy technician education and technician licensure.

How have you demonstrated leadership in relation to this effort?

I took a lead position on the committee requiring certification of all pharmacy technicians at Spectrum Health. I have also served on other professional organizations to support the profession in developing a certification process for technicians. I have been a member of the Michigan Society of Pharmacy Technicians (MSPT) and part of the Michigan Pharmacy Certified Technician Board prior to it becoming part of the Pharmacy Technician Certification Board (a national organization).

Who has assisted you in the development of this leadership role and how?

Members of our pharmacy leadership and those who had previously served the pharmacy as technicians themselves were particularly helpful in providing support for our ideas, and made our goal a reality. Professional organizations like Michigan Pharmacists Association (MPA) have helped develop my leadership skills and create enthusiasm for serving the profession. MPA has provided an avenue for technicians to help develop professional standards like certification and continuing education.

What leadership skills are most important?

The skills I feel are most important include open communication and a mutual respect among team members. Maintaining communication and mutual respect requires staying connected with the staff and the practice itself, even with the additional leadership responsibilities. Also, balancing team dynamics; it is important that all team members communicate and be committed to one another. I like to take a “coordinator of services” role, which includes taking an issue and input from staff and coordinating changes in a way that will be best for patients, staff and the department.

How have you overcome barriers or dealt with challenges?

When implementing the requirement for technician certification, obtaining hospital buy-in and working with human resources to change job descriptions were some of our challenges. Convincing nonpharmacy hospital leaders that improving patient care requires more education and certification was a challenge. Working with human resources to gain an understanding of the depth of training required for a technician scope of practice and the impact technicians have on the medication process and safety of the process was also challenging. Open and effective communication helped us overcome these barriers; often a barrier was overcome simply by providing information about pharmacy technicians.

What is the most rewarding part of your role?

The most rewarding part of my role is that I have the opportunity to improve patient care. Being part of the medical team and being recognized as an integral part of patient care is also very rewarding. With regards to certification and education of technicians, I like to be a part of creating opportunities for others. It is very rewarding being able to draw others into the profession by providing educational opportunities through technician programs.

What advice would you give to aspiring leaders?

Be driven for the right reasons and keep the patient as the end goal. Be sure the reason you chose to lead is to make a positive impact at your health-system and improve patient care. Leaders also must be willing to provide service. In serving others, be honest and open in communicating; people need to know they can trust you. Lastly, make sure you love what you do.



DALE W. BOUKMA

MPA, R.Ph., Administrative Director of Performance Improvement and Medical Staff Services, Sparrow Health System, Lansing

What present-day issue(s) are you or your health-system working on?

Our health-system is continually improving health care quality; the vision is to be recognized as a national leader in quality and patient experience. We are involved in changing and monitoring processes to improve care and outcomes of care. The Performance Improvement Department has three priorities, including clinical and process quality, the Michigan Hospital Association Keystone Initiatives and accreditations. Our department maintains accreditation readiness and continually looks at the Joint Commission Survey core measures, which gauge quality through evidence-based interventions.

How have you demonstrated leadership in relation to this effort?

I like to keep the patient at the center of everything using a balanced approach, which requires leadership behaviors in working with people, the budget, processes and education. It's also important to keep the department focused on patient-centered goals and assist the department in achieving these goals, making sure we have the right people with the right knowledge using it in the right way.

Who has assisted you in the development of this leadership role and how?

Early in my career, Bill Adrian (current PGPA pharmacy owner and past director of pharmacy at Saint Lawrence in Lansing) provided the guidance, work and time to encourage me to become more involved at Saint Lawrence Hospital. A major step in the development of my current role occurred when Richard Ryszewski, MD, vice president of medical affairs at the time of the St. Lawrence-Sparrow merger, asked me to help improve and expand the quality department and be involved in accreditations and surveys. I took leadership

positions in organizations, including as past president of the Michigan Society of Health-System Pharmacists, and am a current member of the Michigan Health and Hospital Association.

What leadership skills are most important?

Keeping quality patient care as the number one goal is important for everyone involved. Also, good processes yield good results; it is important to continually improve processes for the benefit of the patient. Communication is also essential to identifying problems and developing solutions.

How have you overcome barriers or dealt with challenges?

Barriers to overcome include understanding what the real issue/barrier is. From here, solutions can be developed. Refocusing back to the goal of patient care and working from facts versus personal opinion relating to patient care can overcome barriers. Challenges occur in collecting, evaluating and reporting data to most accurately reflect what is truly happening with respect to quality care. Becoming a Baldrige reviewer has assisted me with this challenge.

What is the most rewarding part of your role?

Most rewarding, for me, is seeing a changed process become successful when individuals involved come to understand the change and why it's important to achieve the goal of improving quality care. I like the open communication among a team and seeing the change that results from improving processes. The most rewarding part of this leadership role is when the process of communicating the goal and the change results in success and more quality patient care.

What advice would you give to aspiring leaders?

Just do it; don't over analyze it and start it with small steps. Have an enjoyment of working with people. Enjoying the people you work with builds a better team with stronger leaders. Assist others in becoming leaders by providing opportunities for them. Never stop learning, and take responsibility of continually educating yourself. Also, focus on the bigger picture, on how the entire health-system works together to succeed in improving patient care.

“The most rewarding part of this leadership role is when the process of communicating the goal and the change results in success and more quality patient care.”

-DALE BOUKMA



GEORGE DELGADO, JR.
Pharm.D., Clinical Pharmacy Specialist, Emergency Medicine and Infectious Disease, Detroit Receiving Hospital, Detroit

What present-day issue(s) are you or your health-system working on?

Much responsibility for bioterrorism preparedness falls on the Detroit Receiving Hospital Emergency Department (DRH ED) because of its excellence in toxicology services. Subsequently, the pharmacy department stocks the majority of antidotes, including those not stocked by many other institutions. When a poisoning situation arises that cannot be quickly managed at other hospitals, DRH ED may provide the needed antidote to the medical facility which is treating the patient(s), or may accept transfer of the patient(s).

How have you demonstrated leadership in relation to this effort?

I work in bioterrorism preparedness efforts locally and regionally. In the event of bioterrorism, DRH ED should be prepared for a massive influx of patients, or the need for mass distribution for vaccines or treatment. My motivation to become involved with bioterrorism was simple: while I wasn't a perfect fit, it was felt I was the best person for the job. Advancing the profession of pharmacy wasn't in the forefront of my mind; however, my involvement undoubtedly raised awareness of other health care professionals of the abilities of pharmacists. And because emergency preparedness is a relatively new concept, it is useful to have pharmacists involved in planning to expand the scope of practice of pharmacists and to improve service to patients. I believe the pharmacist's role is unique and additive to other professions involved in bioterrorism preparedness planning.

Who has assisted you in the development of this leadership role and how?

I also seek counsel from my mentors, particularly Beth Clements and Margo Farber, who have been valuable resources for me.

What leadership skills are most important?

I feel I have developed leadership skills through my involvement with bioterrorism preparedness planning. I have learned to voice my priorities, but realize that they may not be shared by others in the group. Because the group is constantly innovating, I feel it is of prime importance to be flexible and think outside the box. I have developed patience, because so many stakehold-

ers are involved; progress is slower than smaller projects because of the complexity and scope of bioterrorism preparedness planning.

How have you overcome barriers or dealt with challenges?

The mentors I previously mentioned are my go-to when faced with challenges as well. I also find it useful to take a step back and look at the broader picture. Reminding myself of the overarching goal often helps put things back in perspective.

What is the most rewarding part of your role?

I am driven by my desire to see a project through to the end, and to see the finished product operational. Realizing the benefits of having efficient, effective systems is particularly rewarding.

What advice would you give to aspiring leaders?

Engage in causes that inspire passion. That passion will be the force that drives the creativity and productivity needed to generate excellent, rather than ordinary solutions to problems that we face.



HAE MI CHOE

Pharm.D., Director of Innovative Ambulatory Care Pharmacy Services and Clinical Associate Professor, University of Michigan, Ann Arbor

What present-day issue(s) are you or your health-system

working on?

Since assuming my role in December 2008, I have been working on transforming clinical pharmacy practice in the ambulatory clinics at the University of Michigan. In the future of primary care, a patient-centered medical home is likely to become a reality, so I have been committed to making sure clinical pharmacy will be included.

How have you demonstrated leadership in relation to this effort?

In order to include clinical pharmacy in the future of primary care, first we needed to unify pharmacist practitioners around a common vision and goal. Then came the standardization of practice models and training to ensure all pharmacists could provide similar services. Concurrently, I solicited interest and garnered support from health centers to employ pharmacists in clinical roles, while seeking support from the U-M College of Pharmacy and Department of Pharmacy Services for this realignment of clinical and college-based faculty.

And, last came acquiring funding from health centers to support these new clinical practices. I also led the group as they developed documentation and scheduling systems to support their clinical activity. The current challenge is growing volume in these clinical pharmacy services.

Who has assisted you in the development of this leadership role and how?

I can largely attribute the program's success to the allegiance of our clinical pharmacists and their shared vision of the future of clinical pharmacy in the ambulatory environment. This allows me to direct efforts toward the external challenges. I also benefited from the guidance of others, including Connie Standiford, and leadership at the U-M College of Pharmacy and Department of Pharmacy Services. They have been very supportive of me in my new role, and have inspired confidence in me through their support of my abilities and decisions.

What leadership skills are most important?

Communication skills have been very important. I have learned to articulate my position clearly and then seek commonality with other groups to find a way to move forward that is mutually beneficial. I believe I have developed persistence in adapting to these new responsibilities. Making progress does not always happen on the first try, and I try to move difficult issues forward by connecting with people, seeing their perspectives, getting help when needed and building solutions based on strengths.

How have you overcome or dealt with challenges or barriers?

With the implementation of these new services came a flurry of activities around logistical issues. I worked intently to establish the ability for pharmacists to bill for cognitive services and collaborated with others to create a charge system that interfaced with this billing. Managing nine clinical sites is a challenge. I no longer manage just my own site, as I did as a clinician, but am now responsible for pharmacists practicing in several sites that are geographically spread out. I'm working to document patient outcomes to assist with quality improvement efforts, as well as mentor practitioners and expand the payer base and cultivate new relationships with other health centers.

What is the most rewarding part of your role?

Most rewarding are successes along the way, both large and small. But, the biggest reward has been ambulatory clinical pharmacy services becoming a line item on the health-system's budget. This represents the

culmination of a lot of groundbreaking work and makes our group's contributions to patient care more visible.

What advice would you give to aspiring leaders?

My advice to other aspiring leaders would be to develop persistence and well-connected communications to help pave the way for project development. In addition, it is essential to stay in tune to every day operations so that problem resolution is not only innovative, but more importantly realistic and successful.



KEVIN PENDLETON

M.M., R.Ph., Director of Pharmacy Services, Northern Michigan Regional Health System, Petoskey; Adjunct Professor of Clinical Pharmacy, Ferris State University, Big Rapids

What present-day issue(s) are you or your health-system working on?

Three major issues we are working on right now include improving value in health care through improving patient outcomes at lower costs; patient safety initiatives or evidence-based medicine with physician support for programs; and maintaining financial viability to better serve our patients by forming affiliations or networks with other health-systems.

How have you demonstrated leadership in relation to this effort?

As a director of pharmacy services, I ensure pharmacy is present at the table during discussions where decisions are made involving the pharmacy, quality improvement and other initiatives. Our presence at discussions provides opportunities for pharmacy to develop relationships with physicians, nurses and other health care providers. One advantage of a small hospital is that relationships tend to be more collegial between physicians and pharmacists, and also among all departments. We also make others aware of the value pharmacists can provide and can bring to patient care. I have also held leadership positions in professional organizations, including the Michigan Society of Health-System Pharmacists (past president and treasurer) and Michigan Pharmacists Association (past president).

Who has assisted you in the development of this leadership role and how?

Leaders who have influenced me are those with great ideas that can be adopted and incorporated into developing programs.

What leadership skills are most important?

Open communication and building relationships from administration up to the Chief Executive Officer and improving communication and relations is very important in leadership and any role. Face-to-face communication and remaining accessible can improve services. For example, communication is much more effective when you are out on the floor interacting with physicians and nurses versus calling from a remote location within the hospital. Being able to earn the respect and trust of colleagues is also important. In physician-pharmacist relationships, at a small hospital versus a large teaching institution, physicians often are more willing to delegate issues relating to medications and disease states managed by medications to pharmacists. Compromise is another skill that I've developed as a leader. Being able to see both sides of an issue allows you to be objective first, and then try to negotiate, persuade or use creative thinking to reach a goal.

Important Information Regarding Pharmacy Technician Continuing Education Credit

Due to new guidelines established by Accreditation Council for Pharmacy Education (ACPE), certain changes must be made to the process by which MPA accredits continuing education for pharmacy technicians. MPA may choose to designate programs or home study articles as PTCE-accredited, rather than ACPE-accredited.

However, even though MPA may accredit a program for technicians, it is the technician's responsibility to determine whether the subject matter is acceptable to the Pharmacy Technician Certification Board (PTCB) for recertification. Programs designated by PTCB to be appropriate for technicians pertain to the following topics: medication distribution and inventory control systems, pharmacy administration and management calculations, programs specific to pharmacy technicians, interpersonal skills, organizational skills, pharmacy law and pharmacology/drug therapy. Programs relating to functions outside the scope of practice for pharmacy technicians will not be accepted by PTCB. This is a knowledge-based activity.

PTCE

Michigan Pharmacists Association is an approved provider of Pharmacy Technician Continuing Education (PTCE).
PTCE Program # #112-000-10-902-H04-T, 1.0 contact hour.
Initial release date: 3/11/2010,
Expiration date: 3/11/2013.



Michigan Pharmacists Association is accredited by the Accreditation Council for Pharmacy Education (ACPE) as a provider of continuing pharmacy education. ACPE Program #112-000-10-002-H04-P, 1.0 contact hour. Initial release date: 3/11/2010, Expiration date: 3/11/2013.

How have you overcome barriers or dealt with challenges?

A challenge we all face is allocating scarce resources. This challenge includes the reality that you may not always be able to get what you want in the time frame you expect. Being able to communicate and make a case for the value that pharmacists provide can help, but overcoming challenges includes compromise and being a team player.

What is the most rewarding part of your role?

I appreciate leaders from patient care roles or clinical backgrounds, and one of the most rewarding parts of my role is seeing those individuals build services or programs for that improve patient care from a clinical perspective.

What advice would you give to aspiring leaders?

Leadership positions allow you to build and create programs, and being in management positions can still benefit patients directly. Clinical pharmacists benefit the patients on their unit or service directly, while pharmacists in management or administration can implement changes that benefit patients hospital-wide. Good leadership requires input from staff and from those who work in the areas being directly affected by the decisions being made. Also, be flexible once changes are made, and be ready to evaluate and make additional changes as time goes on. Seeing the benefits of your work requires the ability to look back at longer periods of time to see the overall impact. Reward may not occur in day-to-day operations and tasks, but it is the day-to-day interactions that build changes and make a difference.

Continuing Education Self-Assessment Questions

1. What skill do all the individuals identify as being important in a leadership role?
 - a. organization
 - b. communication
 - c. objectivity
 - d. understanding
2. Barb DeCan identified what present-day issue as most important in her practice?
 - a. pharmacy technician certification
 - b. medication therapy management
 - c. patient safety
 - d. H1N1 influenza
3. What did Shaun Phillips designate as one of his biggest challenges in overcoming present-day issues facing his pharmacy practice?
 - a. efficiency
 - b. lack of patience
 - c. slow progress
 - d. financial aspects
4. Each of the individuals discussed the importance of keeping what at the forefront of their practice?
 - a. financial goals
 - b. Joint Commission standards
 - c. patient safety
 - d. staff training
5. Which of the following pieces of advice did Mark Herriman give regarding getting involved in leadership roles?
 - a. it's important to seek first to understand, then to be understood
 - b. have respect for what's already been done
 - c. in the process of understanding, don't be afraid to ask questions
 - d. there's room for individuality in leadership
 - e. all of the above
6. Based on who these individuals identified as having assisted them in the development of leadership roles, who seemed to provide them the best guidance?
 - a. past and/or current supervisors
 - b. preceptors
 - c. pharmacy school professors
 - d. staff
7. How does George Delgado, Jr. describe pharmacist's role in bioterrorism and emergency preparedness efforts?
 - a. unique and additive to other professions
 - b. unnecessary, but important to their job requirements
 - c. managed successfully through training
 - d. vital to the future of the profession
8. What does Dale Boukma specify as the most rewarding part of assuming a leadership role?
 - a. having the opportunity to improve patient care
 - b. providing the highest quality service possible
 - c. seeing a changed process become successful
 - d. watching individual staff members achieve success
9. What present-day pharmacy issue has Hae Mi Choe worked on since assuming her role in December 2008?
 - a. transitioning pharmacy technicians into specialized roles
 - b. transforming clinical pharmacy practice into ambulatory clinics
 - c. improving evidence-based medicine with physician support programs
 - d. expanding clinical pharmacy specialists into primary care roles
10. According to Kevin Pendleton, pharmacy leader's presence in important discussions provides the opportunity for:
 - a. incorporation of ideas into developing programs.
 - b. challenging other departments to incorporate solutions based on patient care.
 - c. development of relationships with physicians, nurses and other health care providers.
 - d. making other departments aware of the value pharmacists provide and bring to patient care.

Visit MichiganPharmacists.org/education/continuingEducation/online to complete the posttest and evaluation for this article.