

MEDICAL COLLEGE OF WISCONSIN SCHOOL OF PHARMACY STUDENT WRITING CLUB:

Leadership Spotlight: Megan Ose

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Megan Ose, PharmD is the director of pharmacy services at Children's Wisconsin and recently joined the Pharmacy Society of Wisconsin (PSW) Board of Directors. After completing her Doctor of Pharmacy degree at the University of Wisconsin-Madison in 2008, she accepted a clinical staff pharmacist position at Marshfield's Saint Joseph Hospital. There she was able to work in varied areas including the emergency department, intensive care units, and pediatric units. Over six years, she gained a clinical foundation that was key to understanding the workflow within that specific hospital. This experience equipped her with the ability to adapt to new settings when she transferred to Children's Wisconsin in Milwaukee. After approximately a year and a half at Children's Wisconsin, she transitioned to a pharmacy operations manager role. During this time, she pursued additional education both online and in person, receiving her Master of Health Services Administration (MHSA) degree from the University of Michigan. Following that program, she completed the American Society of Health Systems Pharmacists (ASHP) Pharmacy Leadership Academy to gain additional pharmacy-focused leadership training. Currently, Ose is enrolled in the American College of Healthcare Executives (ACHE) Leadership Development Program, provided through the Wisconsin chapter.

Ose's current role as the director of pharmacy services gives her a variety of day-to-day experiences. A significant amount of her time is spent planning and working with other groups outside of the pharmacy field to incorporate pharmacists and technicians into workflows to encourage process improvements. Currently, Ose is focusing on a new ambulatory position and developing what the workflow could entail as the position is realized and then implemented. With this new position, Ose

must communicate with the pharmacy team about how to find people who are interested, and plan how the department can staff the position. She also feels enthusiastic about working with key stakeholders within the pharmacy world to determine how to promote the pharmacist profession, promote pediatric care, address different opportunities for expanding roles of the pharmacist, and ensure that the patients get the best care possible.

Accomplishments

Throughout her fourteen years as a pharmacist, one of Ose's greatest professional achievements was playing a crucial role in the addition of three new retail pharmacies to Children's Wisconsin in 2019. She not only contributed valuable input on the project team, but she also gained invaluable knowledge about the intricacies of developing, designing, and implementing new pharmacies. Along with professional accomplishments, Ose expressed that her greatest personal achievement is her family. She values spending quality time with family and watching her young son grow and learn.

Ose is appreciative of all the opportunities she has been able to pursue to develop her leadership skills, including completing the ASHP Pharmacy Leadership Academy, receiving her MHSA, enrolling in the ACHE Leadership Development Program, and attending the PSW Leadership Conference. She states that the different opportunities built crucial connections and networks for her career, as well as provided her with the tools and knowledge to become a strong leader. Ose has reflected on what skills and traits make a leader multiple times in her career—most recently when reviewing the operations manager role at Children's. She explained that a leader takes advantage of opportunities to improve, in addition to implementing change and incorporating suggestions. Ose emphasized how pharmacy

leaders (both informal and formal) use this skillset every day when they pursue opportunities to improve patient care and further clinical knowledge in the healthcare field.

Concerns Today

Ose is grateful for the opportunities given to her through her experiences during the last eight years at Children's Wisconsin, including the past year as a director of pharmacy services. Although her career has brought great reward in seeing the positive changes throughout the years, there are challenges that the pharmacy and health care fields are facing. One of the biggest challenges that Ose and many other executives are experiencing is staffing difficulties. She notes that they have been seeing greater shortages on the technician front, and she is concerned that this may expand more into the pharmacist realm, especially as a result of the pandemic. With this challenge, she expressed that many employees have been reevaluating how they use their time, looking to use their allotted time away from work. She thinks that this might change the job market from what we have been used to, and this shift in priorities is going to require leaders to envision new ways to accomplish pharmacist tasks to meet the needs of pharmacy staff, healthcare colleagues, and the patients. In her role as director, she has been able to come up with creative solutions during the pandemic with remote work positions. She expressed that these flexible positions have positively affected pharmacist efficiency by using available technology. Ose hopes that these changes will allow for pharmacists to meet more patients' needs while practicing in a sustainable manner that enhances well-being.

One of Ose's personal concerns, and an area she hopes to improve upon, is ensuring that as a pharmacy team leader she can collaborate with other administrators to mitigate workforce burnout for healthcare

professionals. She expressed this as a real concern that has come to the forefront of health care professionals' minds throughout the pandemic. There is an expectation for pharmacists to consistently perform at the top level to get daily tasks accomplished, which can become overwhelming quickly. Ose plans to evaluate processes to ensure that as a health care entity, Children's Wisconsin, and hopefully other health care systems, can support their teams and continue to invent new and creative ways to do so.

Advice for Future Leaders

As Ose reflects on her career as a pharmacist, her advice to future leaders is to take on challenges that expand your knowledge in your areas of interest and to take on projects, as each one is an opportunity for growth. She shares that working with a wide variety of individuals has been something she enjoys the most in her career. Ose also wants future leaders

to understand that there are many routes into becoming a leader and many ways that one can choose to lead others. She wants to remind everyone not to be discouraged if their path is not the one others are pursuing, or if it is not the one that was originally planned. She encourages everyone to continue building their leadership skillsets by using the resources provided by programs in the field of pharmacy that support and cultivate leadership.

Ose highlighted the importance of establishing formal and informal mentors while developing herself within her career and encourages future leaders to find mentors early on. Ose explains that gaining multiple perspectives and maintaining relationships is crucial in leadership. She states that each mentor has played an influential role in shaping her into the leader she is today. Ose is a preceptor, which was her first formal leadership role, and encourages everyone to spend time teaching and learning from others in the profession.

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