

Special Edition 2018



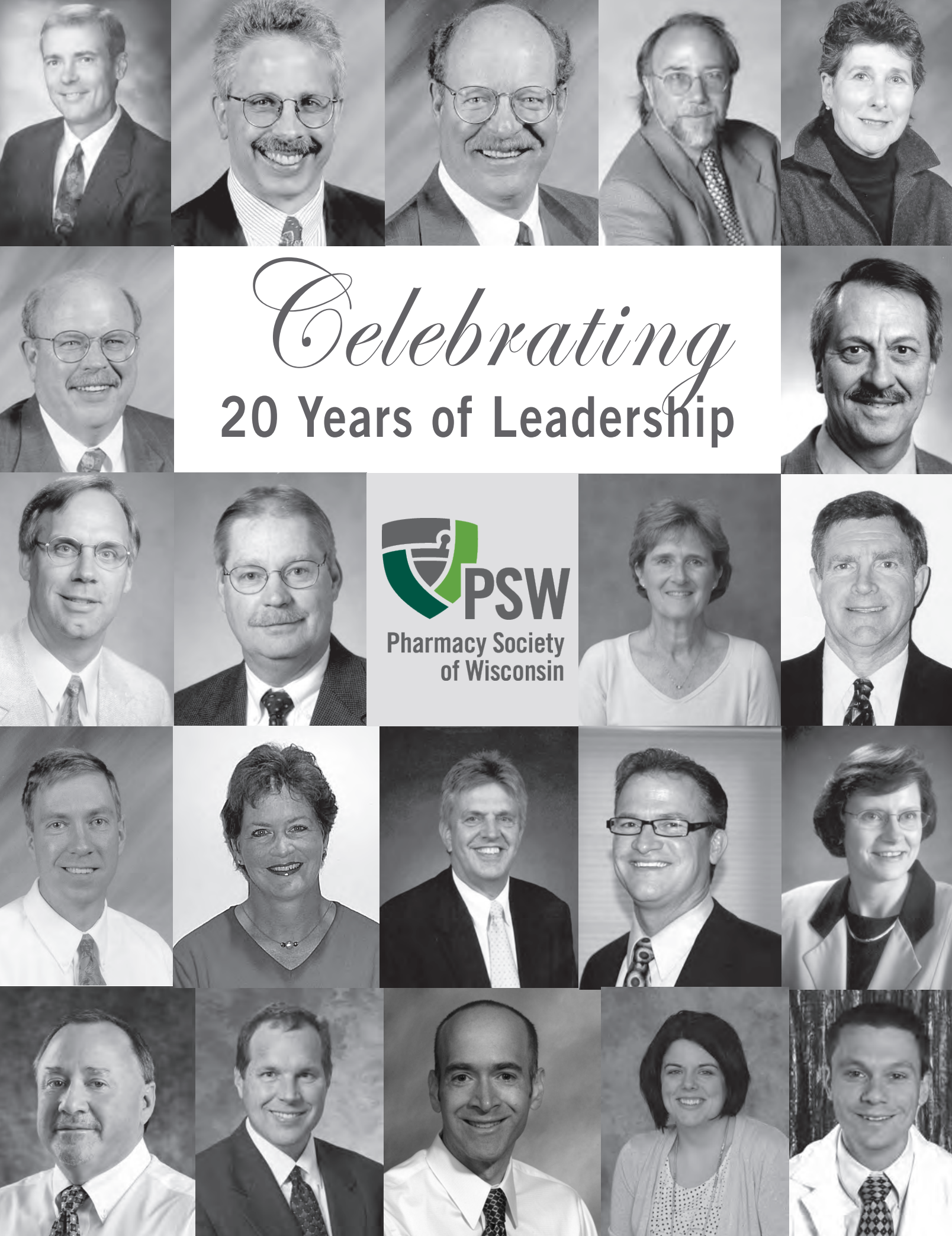
The Journal

of the Pharmacy Society of Wisconsin



**Pharmacy Society
of Wisconsin**

Celebrating 20 Years of Leadership



Celebrating
20 Years of Leadership



Features

2

There Are Those Who Believe They Can

Presidential Addresses

4

Inspiration
Nick Olson, 2017-2018 PSW President

9

Finding our Strength in Waves of Change
Michelle Farrell, 2016-2017 PSW President

14

Staying Great
Mike Grunske, 2015-2016 PSW President

18

Preparing for the Future
Pat Cory, 2014-2015 PSW President

24

Achieving Great Things
Mike Bettiga, 2013-2014 PSW President

27

Making a Difference
Mary Rice, 2012-2013 PSW President

31

Image, Innovation, and Collaboration
Jeff Kirchner, 2011-2012 PSW President

34

Every 11 Years
Terry Maves, 2010-2011 PSW President

37

Making a Difference
Lynne Dittman, 2009-2010 PSW President

40

Something More
Chris Witzany, 2008-2009 PSW President

44

What Does the Future Hold for Pharmacy?
Russ Jensen, 2007-2008 PSW President

Commentary

46

Leadership: A Student's Perspective

There Are Those Who Believe They Can

by Chris Decker, RPh



Henry Ford was a great American inventor. He also had a penchant for sharing his views during his time as a businessman that have since turned into lasting quotes. There are several that I like and the following is one I have often repeated.

“There are those who believe they can and there are those who believe they can’t; usually they’re both right.”

After hearing me restate it for twenty years, my three children have it forever engrained in their brains. Mary Catherine, my gifted, twenty-five year old daughter, made me a quilt for Father’s Day last year. She hand-stitched the Ford quote on the quilt’s border, thereby sharing the inspirational message back with me.

I believe the quote from Ford is appropot for PSW’s leadership over the past 25 years too.

Because I have been PSW’s CEO since its inception, I have had the distinct pleasure and unique opportunity of working with each of PSW’s elected leaders over more than a quarter century. To an individual, PSW’s leaders have believed they could; but more importantly, each believed and always expressed that “we could.” Therein lies the uniqueness of PSW and one of its critical success factors. Coupling that can-do spirit, together with a genuine approach to collaboration, fortified with mutual respect and good will, has proven to be a winning and lasting formula. The groundwork and organizational culture established by these PSW leaders has set-up PSW and its members for success; and success begets success. We now have multiple generations of leaders within PSW who believe we can and who have worked

together to demonstrate that we can.

One Voice-One Vision was the theme that drew together the early leaders and advocates for PSW. Now that theme is so ubiquitous with PSW’s actions, it’s no longer just a motto, it’s a principle that is both protected and acted out.

Leaders and leadership come in many shapes and sizes. PSW’s leaders have led by principle and by example. They have also generously shared reception drink tickets, as well introductions and stories to make others feel welcomed and at home. It’s not only PSW’s annually elected presidents who exhibit these qualities, there are scores of others too. But you can put 100% of the PSW presidential officers in that category. Think about that, 100% for more than twenty consecutive years (and counting). #PSWproud!

Way back when I was a student, I had an internship with a pharmaceutical company in Kansas City called Marion Laboratories. It was a great experience for me. They sent me to a training program hosted by the Ritz Carlton Company. It was only a ½ day program, but I still remember some of its content. It was all about service and they taught us the “musts” from their perspective. Since Marion had already bought into the Ritz Carlton service philosophy, not surprisingly, those “musts” aligned with similar corporate expectations at Marion. Here was one key point. “Put people first in all that you do.” “If you take care of your people, people will take care of your guests, guests will come back, and the business will take care of itself.”

They also emphasized that it was a privilege to serve others and that it was important to demonstrate that privilege

in every-day ways. One everyday “must” was to use the phrase, “It’s my pleasure” in response to a guest saying thank you. I like the distinction between that response and the typical “you’re welcome.” I have tried to incorporate those values into how PSW serves its members. I think PSW’s staff and volunteer leaders have done a good job to exemplify those service values, year-in, year-out.

Empathy and authenticity are also a big part of service. When we genuinely consider both the people who work with us and the people with whom we serve, our associates will look to drive great results and our customers (members) will receive the best experience possible.

PSW’s presidential officers have exemplified these attributes and more. They have walked the talk.

I hope you enjoy reading the addresses of the most recent 10 years of these PSW greats as much as I enjoyed them. I can recall each address being delivered and the profound and heartfelt sentiment that accompanied each of them. Individually, each presidential address is great; but together, the speeches illustrate the depth and breadth of PSW as an organization and the undeniable bonds of service and leadership that hold it together and provide the foundation for future successes.

Christopher Decker is the Executive Vice President and CEO of the Pharmacy Society of Wisconsin in Madison, WI.

Celebrating 20 Years of Leadership

In 2017, the Pharmacy Society of Wisconsin celebrated its 20th anniversary as an organization. This special edition of *The Journal* was created to highlight the last 20 years of PSW leadership and the following pages contain the presidential speeches from the PSW leaders who have served during the most recent 10 of those years.

While we could not fit all 20 years of addresses in this booklet, the table below outlines the last 20 years of PSW leadership and the themes of their presidential speeches. These PSW leaders, along with the leaders from the preceding Wisconsin Pharmacists Association (WPhA) and the Wisconsin Society of Hospital Pharmacists (WSHP), have helped to shape the pharmacy practice landscape that we know today.

<i>President</i>	<i>Year Elected</i>	<i>Address Theme</i>
Andy Peterson	1997	A New Season for Pharmacy in Wisconsin
Bob Breslow	1998	Yours, Mine & Ours...Challenges and Vision
Ken Schaefer	1999	Dance as though All are Watching
Brian Jensen	2000	A Foundation for Change
Pam Ploetz	2001	Relationships are Key to Realizing Vision
Mike Dow	2002	"In Tune" with Wisconsin's Pharmacists
Paul Pisarzewicz	2003	"All That You Touch, You Change; All That You Change, Changes You."
Mark Zwaska	2004	Leadership, Collaboration, and Change
John Johnson	2005	Milestones and Turning Points
Sue Sutter	2006	Getting from Good to Great
Russ Jensen	2007	What Does the Future Hold for Pharmacy?
Chris Witzany	2008	Something More
Lynne Dittman	2009	Making a Difference
Terry Maves	2010	Every 11 Years
Jeff Kirchner	2011	Image, Innovation, and Collaboration
Mary Rice	2012	Making a Difference
Mike Bettiga	2013	Achieving Great Things
Patrick Cory	2014	Preparing for the Future
Mike Grunske	2015	Staying Great
Michelle Farrell	2016	Finding our Strength in Waves of Change
Nick Olson	2017	Inspiration

Inspiration

by Nick Olson, 2017-2018 PSW President

Good Morning fellow pharmacists, technicians, students and all members of the Wisconsin Pharmacy family. I could not be more honored to stand before you today as I transition into the role of PSW president. The Pharmacy Society of Wisconsin has played significant role in my professional career. It has connected me to leaders and mentors who have guided me, friends who have supported me, and clinical experts who have simply wowed me. I am therefore thrilled for the opportunity to help guide and champion PSW as it continues to be a premier professional resource for all of Wisconsin's pharmacists and technicians.

The theme of this year's annual meeting is inspiration. Inspiration is a word that is often used, sometimes superficially, without much insight in to its significance - and yet, it is unlikely that any one of us entered this profession without invoking that word in a genuine sense. Inspiration is at the core of what we do, and why we do it. It makes us better clinicians and better colleagues. Inspiration allows us to visualize opportunities and moves us forward. Whether you are searching for your own or instilling it in others, inspiration is the fuel that drives success and greatness. It is imperative that one finds truth and meaning in the circumstances of his or her life in order to generate a passion to confront the opportunities presented. Inspiration transforms what would have only been good care to great; what would have been a change to your practice site into a change to the entire health-care system; what would have been just a notable moment in the life of a coworker or colleague's into a life defining one.

If I asked all of you in this room to list your inspirations, each of your answers would be very different, for inspiration is intensely personal. Others who have stood before me used this moment to share the stories and philosophies of life that inspired them. Three years ago, Pat Cory showed

an image from a Calvin and Hobbes cartoon to convey his inspiration on the wide-open future of pharmacy practice. Mike Grunske stood up here talked about how a jar of peanut butter given to him by a patient inspired him. Last year, Michelle Farrell discussed the philosophies of successful basketball coaches and the gravity of her own life trials that inspired her.

Not entirely sure how to begin to share my story, given the extraordinary individuals who have come before me, I went searching for my own inspiration and I came to this image (image on next page). This picture was taken one year ago at this very meeting. It was at the Friday night social gathering where somebody had the brilliant idea that our presidential group should participate in a wall climbing race. There is not an image that could better represent how I was feeling at the time. At the bottom, looking up, out there on an island and not entirely sure what I was doing except watching my mentors before me as they effortlessly negotiated the path ahead of them.

The metaphor of that experience and this image has stuck with me. I was inspired from that moment to make a vow to do whatever I could to prepare myself to become as effective as a leader as I could be for PSW, our membership, the patients we all serve and the profession we practice in. I recognized the challenge of negotiating the path ahead and I wanted to make it easier for those who follow.

Of course, inspiration hits when we least expect it. It may show up unrecognized or even uninvited. This is what I want to share with you today. By looking back at where we have been, at the decisions we have made, and at the experiences we have had, we can only come to the conclusion that inspiration has been constantly present, shaping our lives.

It is at this point I feel obligated to confess something about the road that brought me here and my background that has been nagging me since the day I was

asked to run for my first term on the PSW Board of Directors. I never wanted to be a pharmacist. It feels good to get that off my chest, but if we could please keep that secret between me and the couple hundred or so of you at this meeting I would appreciate it. I distinctly remember sitting in my high school chemistry class when a sign-up sheet was being passed around to go tour the UW school of Pharmacy. I casually passed the sheet on while thinking to myself what a boring career being a pharmacist must be. And as I moved forward with my education and went to college I can honestly say I never once thought about being a pharmacist again. In fact, if it was not for an extraordinary and truly serendipitous course of events I would not be up here today.

Fast forward to my third year of college at UW, after a few twists and turns along the way, I decided to apply to get into the pharmacology and toxicology program in the UW school of pharmacy. I was going to be an environmental chemist. I took all of my application materials over to the student services office at Chamberlin Hall. I was about to turn it into the mailbox for the pharm/tox program when one of the counselors came out of her office. She took note that I was turning my application in for the toxicology program and she asked if I had any interest in the PharmD program. I politely told her that I had not thought about it much before. She asked if I had time to talk about it for a while and really having nothing better to do and was too polite to say no, agreed. I went to her office and we talked for the better portion of a few hours.

There were many things that she enlightened me about the profession of pharmacy that day, but perhaps the thing that resonated with me most that was a poster she had hanging in her office that had listed at least 100 different career paths a pharmacist can take with the degree and training. When I walked out of that office my mind was spinning with possibilities. Now I am not entirely sure what my beliefs



Above - Michelle Farrell (left), Nick Olson (right), and Mike Grunske (not pictured) race to the top of the climbing wall during the 2016 PSW Annual Meeting Friday Night Party at the Kalahari Resort, Wisconsin Dells.

are on existential concepts like fate, luck and destiny, but there were two remarkable circumstances that came together that day, that when I reflect back upon the moment, I can come to no other conclusion other than something – perhaps, inspiration – intervened on my behalf that day. The first circumstance was the pharm/tox and PharmD program applications where nearly identical at that time and the few other pieces I needed to add to the application could be completed in relative short order. The second, due to the pharmacist shortage of the time, it was my understanding that ACPE was conducting a study to see if the PCAT examination was a necessary component to appropriately vet pharmacy school applicants. I was able to apply to pharmacy school without ever having to take the PCAT. If I had to schedule and prepare for taking that examination I would have never applied to get into pharmacy school and I certainly never would have trained to be a pharmacist. Now I can't speak for the outcome of the study, but last I checked I believe schools still require PCAT scores as part of the admissions process. So I guess our cohort did not do so well!! Nevertheless, I was accepted into the school and began my education.

Given I never put much thought into being a pharmacist until the day I applied to school, I felt very much so like I did in that picture I showed earlier- at the bottom looking up at a profession that I knew very little about.

Through some urging from

upperclassmen students and a few key mentors that I will get to, I joined our student professional pharmacy organization. Only a few years earlier our state professional pharmacist societies merged to form PSW - an organization that endeavored to serve as the one voice and one vision for all of pharmacy practice in the state of Wisconsin. I was part of a group of students that was invited to go to the PSW headquarters one day after class. It was at this event where I truly saw the power of a professional association. There was a roomful of leaders and active members of the profession of pharmacy. The conversation abounded with spirited discussions of practice model advancement, strategies that put pharmacists at the table for regulatory and reimbursement debates, and overall good nature sharing of success and failures that helped build this organization and this profession. What struck me most was the willingness of every person in that room to engage with me and every other student that was there that day. The folks in that room wanted to know what we thought about the future of the profession and what role we saw ourselves in it. It would be unjust to distill everything I took in that day down into a few simple thoughts, but what began to coalesce in my mind that day were a few guiding principles that to this day inspire me still: **LEADERSHIP, SERVICE and STEWARDSHIP.**

At that point, to me “leadership” to me was a nebulous word; I had not put much thought into what being a leader

actually meant. My understanding of leadership has come with experience and opportunity to work with those who embody that title. Today, I view leadership as inspiring *and empowering individuals to close the gap between how it currently is and what we want it to be.* Whether it is large scale change or small practice initiatives, this definition of leadership – and this approach - has resonated with me. I am not suggesting this is the only approach to leadership, nor is it the one definition to subscribe to, but every day this profession calls on individuals to step up and lead, often when they least expect it. When that time comes we will be better equipped to meet that call if we are inspired to focus on closing this gap between where we are and where we know we can be.

PSW embodies this form of leadership by harnessing the talent of our profession's leaders - those that are willing to directly confront the issues and elevate the level of discourse and debate around the challenging - and sometimes controversial – opportunities that come our way. Through the likes of the Young Pharmacist Leadership Conference, programming available on our website and at meetings such as this, PSW endeavors to enhance the skills of current leaders and develop the skills of future ones. PSW will also call on its members to help lead the organization and its initiatives, whether it is formally through its Board of Directors or one of the advisory groups, or indirectly as an activity lead because of one's specific subject matter expertise.



Above - Nick Olson delivering his presidential address at the 2017 PSW Annual Meeting in La Crosse, WI.

The vision of PSW is *"Together we can inspire each other to advance our profession with the single purpose of enhancing the lives of our patients"*

This vision invokes leadership and connects it to the other two guiding principles of PSW that resonate with me the most: professional stewardship and service. *Stewardship recognizes that our actions not only reflect upon ourselves, but how the profession is perceived as a whole. This is an awesome responsibility that requires inspiration, collaboration and foresight to achieve - characteristics not best fostered when practicing in a silo.* Our profession is ripe with challenges and opportunities and we need inspired individuals to take them on. Over the course of the past year I have had to be briefed on all of the activities that PSW is involved in. And though I have been working with this organization for many years, I am still blown away by the sheer breadth and depth of programs and initiatives we are engaged in. It is the incredible number of dedicated and

passionate individuals who recognize their importance as stewards of our profession; that is PSW's greatest strength. PSW members work to galvanize their colleagues by developing and promoting new and innovative practices, thereby paving the way for the next generation of Wisconsin pharmacists. We can see specific examples of this stewardship in PSW's current focus:

Recently, national data came out stating that 21% of pharmacy technicians are unhappy in their work roles. Furthermore, Wisconsin is one of only two states that have very little regulation over pharmacy technician practice and this is leading to the depletion and loss of talented people in an absolutely essential component of our workforce. Members of PSW, pharmacist and technician alike, recognized this as an opportunity and has convened a stakeholder group to address this issue. This group, lead by Tom Woller, Phill Brummond, Steve Rough and Dan Luce, is meeting at this very meeting for the third time with other and stakeholders and

motivated individuals to discuss what is quickly becoming a very thorough action plan to address this issue.

As more pharmacists are practicing in ambulatory care settings two of our members, Julie Bartell and Maria Wopat, recognized that there was not an organized voice within PSW advocating for this practice type. Their answer was to create an ambulatory care advisory group to harness the voice of ambulatory care practitioners from all over state and advance this style of practice.

In 2016, the agency for Healthcare Research and Quality published a report stating 1 in 5 hospitalizations could have been prevented if medications were used properly. PSW and its members are engaged in many efforts to not only prevent these medication related hospitalizations, but get payment for the quality outcome commensurate to the effort put in and the cost savings created. The Wisconsin Pharmacy Quality Collaborative, the Community Pharmacy Enhanced Services Network, and legislative efforts to support provider status of pharmacists are good starts, but it is time to step up our efforts. We need to go to payers and health systems, legislators and thought leaders and show them that it is imperative that pharmacists are leveraged to improve medication use; we need to show them that we are ready to take ownership of it and **isn't that something worth paying for?**

This list of opportunities to steward this profession is seemingly endless, but there is also much work that needs to be done to improve the health of the patients we serve. Service is at the core of what pharmacists do. Service is the willingness to put the patients and profession we take care of above all other concerns. I am constantly inspired by all of the individual efforts that pharmacists across the state are putting in to improve the lives of individual patients. PSW members create opportunity to positively affect all of Wisconsin's citizens.

To give an idea on scope, allow me to share some numbers with you. There are 5.8 million people in the state of Wisconsin. Of these:

- 1.1 million are on Medicaid and we have created the WPQC program and medical home models in foster care and HIV to improve the

outcomes of these individuals

- 1.3 million children are under the age 18 that we can now assist in vaccinating. And in an exciting development, most recently PSW has been asked to present a pilot program that involves the creation of a state-wide vaccination protocol.
- Nearly 500 thousand individuals have diabetes
- 285 thousand people are diagnosed with cancer
- 16,000 people will have a heart attack this year
- 17% of our population stills smokes

These numbers represent what we all already know: there is work to be done and we need inspired pharmacists directly involved in creating better cares systems that generate better health outcomes. Fostering the change and advancement this profession needs in order to meet all of these opportunities will not happen overnight and pharmacists need to be willing to take ownership of managing the long-term change to their practices need in order to serve our patients in a changing healthcare system. Inspired individuals are best equipped to do this.

Change and advancement can only

occur when the totality of our profession works together and this includes our student pharmacists. To the student pharmacists in the room, I want to take a moment to speak to you directly. You all have a responsibility and a challenge being placed on you the likes that hasn't been seen in this profession for a long time. The healthcare system is changing as well as the role and the expectations of pharmacists in it. Pharmacists need to be prepared to take ownership of these new roles; we need to be the ones designing our practices and not having it be dictated to us. This requires us having advanced skills, a strong understanding of the influencing factors of healthcare. Most importantly we need a willingness to put ourselves on the line when proving through outcomes and cost models we belong in these roles, because nobody is going to give it to us. This change in your educational approach will not be easy. It's good that it is not easy, it's meant to be challenging. That is why you are here and choose to enter this profession. You must throw yourselves into all of your pharmacy practice experiences with a passion and a zeal. You must embark on not only learn the didactics of being a pharmacist, but also its essence.

You will have to find what inspires you. A part of how you can accomplish this involves taking the time to be involved professionally beyond your course work. My advice to you as you take on your educational opportunities is to approach them having the want to succeed, while also having the willingness to fail and most importantly the fortitude to persevere through everything in between. Find your sources of inspiration, and let them guide you. I look forward to seeing what you all will accomplish.

There are so many people I need to thank. As I set out to write this inaugural address by far away this section was the longest. Through the advice of several colleagues who felt a half hour of "thank you's" would have been excessive, they helped me realize that there were other ways I could thank individuals without listing them all here. I have had the privilege and honor to have had the opportunity to engage with so many talented and inspiring individuals, that I have taken so many pieces from to create my personal and professional ethos. I promise I will find you all at some point and thank you directly, but there are a special few I need to recognize now. Thank

Below - Chris Decker visiting the PSW staff two days after brain surgery in the August of 2017.



you Beth Martin for believing in me and supporting me when I started off as a student leader. Dean Gruber, my running buddy and professional confidant. I enjoy solving all of the professional problems we have as we run up and down the lakefront in Milwaukee. He could not be here this weekend, but I want to go on record that it could just as easily have been him up here today. Thank you to my pharmacist family at ARCW, two of which are here today. Jason Jenders and Nicole Lentz, everyday your efforts inspire me to push more and reach higher. I appreciate you both dearly in my professional and personal life and for picking up my slack for when I have to be away. Thank you to the executive team and my fellow PSW board members particularly Mike Grunske and our outgoing president Michelle Farrell. Mike I finally forgive you for giving me a bad review when I was a student on rotation with you 14 years ago. That and thank you genuinely for all of the guidance you have provided me my whole career since then. Michelle you have done an incredible job this year. I have learned so much working with you. I can only hope that when the time comes for me to move on from this role that this organization will be in as good of shape as you are leaving it in. Thank you to all the previous PSW Presidents and all of the other mentors and leaders willing to share advice or give consultation. I most certainly need to thank the entire PSW staff. These individuals are the engine of this organization and if it was not for their prompting and organizing, our leadership team would not be nearly as effective. Because of you all, PSW can say with a certainty it is the strongest state pharmacy association in the country.

Finally, to Chris Decker- you were one of the first pharmacists I ever met and you are still mentoring me today. I have a lot of stories I could have shared about you, most of them appropriate for this forum, others will have to wait for cocktail hour, but I want to share one of the most recent stories about you that has quickly become one of my favorites. Chris recently underwent brain surgery that, despite what he tells you, I feel was a fairly significant procedure. The whole weekend leading up to the procedure he was goofing around sending us text messages, brainstorming ideas about this meeting and reassuring us not to

worry. That in it of its self was remarkable, but what I really want to share with you all is this picture that was taken 2 days after the procedure. There is Chris at PSW office with the rest of the PSW staff family- a smile on his face and letting everybody know he is back to work fighting for us, fighting for this profession, doing what he loves. Chris your passion and dedication truly does inspire me. Thank you.

I need to thank my parents Tom and Chris Olson for their support and love. They taught me so much about what it means to be a good person. My sister Rebecca who has a way with words and helped me with this address. To my two daughters Kate and Abby who are so understanding when I can't be at home to tuck them in at night or miss their activities on weekends because I have to work, you both invoke a genuine happiness in me. But mostly, I need to thank them because they inspire me to be a better dad. Most importantly, I need to thank my wife Sara. She is my strongest advocate and supporter. She is the reason I am able to be up here today. She pushes me and grounds me all at the same time. She could not be here today. She is in Chicago seeing the Broadway Musical Hamilton and in a perfect example of how she believes in me yet keeps me rooted in reality all at the same time. When we discovered we had this conflict this weekend and she wasn't going to be able to be here, she told me "she knew from the moment I got involved with PSW that I was going to be president of it one day. She said she will be there in spirit, but did I have any idea how hard it was to get Hamilton tickets at face value?!"

My family inspires me in so many ways. This past summer we took the great American family road trip out west. We went to Colorado and the Rocky Mountains through South Dakota to the Black Hills and the Badlands, and out of all of that, what my two girls really wanted to see most was Mount Rushmore. When we were there taking the tour, I came across a statement made by Teddy Roosevelt. It instantly struck me as to how it embodies everything about what it means to be a member of this association and this profession.

"The first requisite of being a good citizen of this republic of ours is that he or

she shall be willing to pull his or her weight and not be a mere passenger."

We cannot allow the future of our profession to be determined by other people. We need to be the rule makers and not the game players. Our practices will change because we will make them change. Our patients will get the highest level of care because we will make it happen. And PSW will do everything it can to facilitate your professional lives because you all will make this organization do so.

Last year I vowed to prepare myself to assume the role of PSW President. Today as I transition into this role, my vow is simple- I will not let you down. When it comes down to it, what inspires me most in this profession is you all. As I see you all tirelessly working in your practices to help patients, to integrate this profession deeper into the healthcare system, and taking the time to mentor and educate our future practitioners, it inspires me to do what every I can to make your efforts as effective as they can be. It is my role, and the role of PSW, to make that time and effort spent just a little easier. I promise to do my best to make your professional lives better by clearing obstacles both logistical and regulatory; by connecting individuals working on similar issues together so no person feels like they are on an island or practicing in a silo; by inspiring pharmacists and technicians alike to take on leadership roles to advance practice and, hopefully, make all of this work we are doing a little more fun.

PSW is an organization of good people working and acting in good faith and that is a comforting and inspiring thought as we endeavor to navigate the new shape and future of our profession. I am humbled by the faith you have placed in me and excited for the opportunities ahead. As a final request before we move on with the rest of the meeting, I ask you once more to consider your own inspirations. If you are so inclined, come up to me sometime and share it; inspiration is intensely personal, but it always becomes more powerful when shared with others. Thank you again and enjoy the rest of the meeting.

Finding our Strength in Waves of Change

by Michelle Farrell, 2016-2017 PSW President

I am humbled to be standing here in front of you today. I am incredibly grateful for this opportunity and to be a part of the history of an amazing organization. When Mike Bettiga was the chair of the PSW Nominations Committee and called me almost two years ago and said that I was being nominated to run for PSW President, so many feelings coursed through me. The feelings I felt were profound—comparing myself to other presidents, feeling scared and unprepared... and, at the same time, extremely thrilled and humbled to be placed in the company of so many people I've respected my entire career. I hope I can lead with the same diligence, determination, and perseverance as all those who have served before me as PSW President. I commit to do my very best.

I was installed as PSW President-elect last year over my 40th birthday weekend; what a great blessing to be surrounded by my pharmacy family for that momentous birthday. Once you're installed as President-elect of PSW, you start preparing yourself for this speech. I did a fair amount of reading under the advisement of colleagues Sue Sutter and Lynn Dittman. I started considering what I would want to hear from the PSW president if I were listening rather than delivering the speech: their story, who inspired them, what was their passion in practice and for the organization, and what inspiration they have for students, technicians, and practitioners to help continue to move PSW and our profession forward. Little did I know, at the time, how much 2015 would have in store for me and how much material for this speech

I would quickly garner.

But, before answering some of these self-imposed questions, I would like to start from the beginning of my career and tell you a little about myself for context. I did not grow up in a pharmacy; I grew up on a dairy farm in Southwest Wisconsin and my parents taught me a solid work ethic and they always assisted in the pursuit of any dream I wanted to chase, including basketball—in an era surrounded by amazing coaches, my own, Coach Pat



Summit, Coach K, and Bo Ryan just down the road in Platteville among my favorites. I owe so much of my success to that solid base and upbringing. When I was a child I wanted to be a veterinarian, and, ironically, it was not until I was a teenager and when

I met UW clinic pharmacist, Connie Kraus who shared the role pharmacists could have in optimizing a patient's medication use. I was hooked.

Like many of you, throughout my pharmacy career, I have been blessed with a number of mentors. I now include them in my own pharmacy family. I am indebted to all of them for their ability to coach and ultimately inspire me. Sadly, too many of these early mentors of mine are no longer with us and I wish

to remember them now. While in pharmacy school, I served as a student hourly worker for the late Larry Boh, a decorated pharmacy school professor and rheumatology specialist. Larry taught me the value of research and teaching capacity. Larry was taken way too soon from our profession, though his accomplishments were many. In one of our last conversations, he asked me to promise I would practice the way I was trained and demand quality care for my patients; I do my best to respect that promise. Joe Wiederholt, another of my professors, would show me the value of networking in enhancing patient care. He was a beloved teacher and I recall a special study he involved a group of rural students which was offered at a Farm Progress event near Boscobel. I realized how useful time spent in a car just hanging out around a true thought leader could be. I also have a special place in my heart for Curt Johnson whose renal pharmacology class was one of my favorites. In 2004, with his direction and the leadership of Marv Moore and other independent pharmacies, we distributed a renal dosing collaborative with local health systems. These teachers made a difference

in my professional development and dozens of others too coaching us through the good and bad. One good teacher can influence an entire generation of students and future professionals. These three did that for many of us.

PSW's One Voice, One Vision was in its first year as I began pharmacy school in 1996. Two additional faculty members, Beth Martin and Bob Breslow, as well as my student peers, would guide our furthering of OVOV to the student pharmacist organizations at the time. To further put the significance of my personal growth at this time in context, I took some

of my first trips in an airplane to national pharmacy meetings. Going from small town Wisconsin on an airplane for the first time to Miami and Las Vegas was an eye opener, to say the least. The Strip and South Beach were quite a departure from Boscobel's main street and even from Madison's State Street as far as that goes. Not only did I begin to experience outside my personal norms through these national meetings, I also discovered professional enrichment that occurs from these events from the pharmacists who let me tag along with them. I learned then, as a student, the significance of PSW leadership. PSW's

pharmacist members were willing to show us mere students the professional ropes, you could say. It likely was inconsequential to those pharmacists but it made a career-long difference to me and my fellow students. I learned so much so early because these individuals were willing to share with me. I've done my best to remember that impact and return the engagement now as a pharmacist. We all must. Plus, it's fun.

As I graduated I found my niche in community pharmacy. Independent pharmacy owners and leaders like John and Mary Pat Bohlman, Andy Peterson, Sue and John Sutter, Matt and Marilyn Osterhaus, Brian Jensen/Marv Moore, Chris Witzany, and so many others have inspired my practice and provided me the encouragement necessary to pursue my dreams and to understand how to take steps to make them reality. I recall this group of pharmacist's work in the late 90s. They helped conceive and implement the ground-breaking Medicaid pharmaceutical care program, while also garnering the right to administer immunizations; all opportunities Wisconsin pharmacists and students today take for granted, 20 years later.

Fast forward 16 years to my practice today. When I graduated, pharmacy ownership was not on my radar. After working in various aspects of the practice, attending state and national meetings and recognizing I enjoyed the variety of practice management, NCPA members would encourage my consideration of ownership. These owners would become friends, role models and key coaches in my life.

With a little coaching and realizing the togetherness of the Wisconsin pharmacy family, I have been fortunate to find a career 16 miles from my childhood home and remodel a pharmacy two blocks from my current home. Within that pharmacy I have a terrific staff trained to meet a wide array of patient centric health care needs. We offer ambulatory pharmacy services in addition to durable medical equipment and supply sourcing. I am so proud of the work we do for the community we love. Our community appreciates us.

Thankfully, within my practice, we are able to give back by precepting students and interns from the University of Wisconsin and Iowa and guiding

Below - Michelle Farrell, 2016-2017 PSW president, presenting Mike Grunske, 2015-2016 PSW president, with his presidential plaque during the awards banquet at the 2016 PSW Annual Meeting in Wisconsin Dells, WI.



pharmacists in their day to day activities. They have largely given me more than I have them in sharing their new ideas and expanding our practice.

I attribute so much of my growth and ability to navigate tough times in pharmacy and in my personal life to willing and inspiring mentors, role models and leaders largely generated by this pharmacy society. Coincidentally, at one of my early PSW Educational Conferences, UW-Platteville turned UW Men's Basketball Coach, BO Ryan delivered the PSW Educational Conference address—he provided some words of wisdom to “Win the Right Way” His tenants are on the screen behind me.

1. Build Self Esteem
2. Set Demanding Goals
3. Always Be Positive
4. Establish Good Habits
5. Master the Art of Communication
6. Learn from Role Models
7. Thrive on Pressure
8. Be Ferociously Persistent
9. Learn from Adversity
10. Survive Success

As I have described, I have been blessed to learn from some of the best role models in the industry. I urge you to find your own role models, your personal board of directors.

Bo's tenants also apply to our organization and with those tenants our organization can service as the coach we need to help us navigate the tremendous waves of change. Our ability to organize and advance as a singular pharmacy organization demanding One Voice for Wisconsin pharmacy through the Pharmacy Society of Wisconsin has advanced pharmacy practice in multiple ways, from giving immunizations to providing expanded MTM services through the WPQC to fostering collaborative practice arrangements, tech check tech, and injectable medication delivery. These qualities have been fostered through membership who thrives on pressure and is ferociously persistent.

PSW continues to work hard to assure that Wisconsin pharmacy practices have opportunities for advancement, as well as be fairly compensated for the value we bring to the health care system in the process.

Changes in health care delivery and payment along with the shortages of primary care physicians have put pharmacy in an unprecedented position to partner with physician practices to expand clinical service offerings and transform pharmacies into healthcare destinations. Our brand, our image, our ability to build relationships with other health care professionals will continue to lead to opportunities within pharmacy practice. Will we embrace this continually emerging wave of change? I say we must learn from adversity and evolve or we'll be swept under by the current.

Students, Technicians, and Pharmacists; We need to Establish Good Habits... and ask ourselves the following questions:

- Am I optimizing my time within my practice--identifying efficiencies, resolving drug therapy problems for the healthcare team so patients are achieving therapeutic goals?
- Do I foster collaborative working relationships with providers so they recognize my value and seek my input to improve the health outcomes of mutual patients?
- Am I communicating potential drug therapy problems to prescribers and making clinical recommendations regularly so that my patients are achieving their therapeutic goals?
- Am I documenting my patient care activities so that I can demonstrate this ongoing care to providers, payers, and other stakeholders?

Take care of patients one by one and never let the volume of prescriptions or insurance problems minimize the care and respect needed by the patient.

As you return to work next week, I encourage you to prioritize what you want to do for your profession. Time flies and we are the pilot. A year ago, I became your president-elect, turned 40...and then, shortly after last year's annual meeting, I underwent all of those 40 year required medical exams. I was having lunch at a WPQC meeting at the PSW office when my provider called and asked if I was in a good place--thank goodness Sue Sutter was there to help me rationalize the news. I made appointments in LaCrosse for further mammography screening and biopsy. On November 4, 2015 I heard those words you're never quite prepared for...“your

biopsy showed a malignancy.” After further tests and consults, I decided to undergo bilateral mastectomies on November 30th. I channeled my best Pat Summitt—It is what it is, but it will be what you make it. Fortunately for me, I would not require chemotherapy or radiation. I recovered well; my life was not largely altered; my pharmacy not only survived, it flourished; my family got closer. I saw the importance of caring providers and coordinated care. I am a beneficiary of superb care.

Many people have told me--you're so strong; I argue that my strength through my cancer journey has been derived from every touchpoint note of concern, from every act of kindness, from people just being there and from my desire to just focus on feeling good---from lots of terrific coaching. Much like my cancer journey, I feel like my practice success is simply the product of a solid team. But I have also learned how we can overcome big challenges and do more than we ever thought we could if we listen and get inspired by the coaches around us.

Known philosopher Christopher Robbin, of Winnie the Pooh, said, “You are braver than you believe, stronger than you seem, and smarter than you think,” I learned that it's during a time of adversity that this becomes understood. We all have a deep well of strength inside of us. Life is so much easier when we strive to always be positive.

I have mentioned how my practice flourished despite this challenge. That's largely due to the response and resilience of our pharmacy team. They're absolutely great. And there are others throughout PSW and across Wisconsin that are doing great work; exceptional work.

I would like to spotlight a few:

Tammy Clark

Tammy began her involvement with PSW as a pharmacy technician at Peterson Pharmacy. She served on PSW's Technician Section Board in its earliest of days. In May, 2015, Tammy graduated from the UW-Madison School of Pharmacy (she was an engaged student, never missed a meeting) and is now a pharmacist for Walgreens in Reedsburg.

Thanks for being a difference maker, Tammy.

Nick Capote

As a student, Nick Capote was a national leader and served on the APhA Board of Trustees. As a student leader, Nick identified that leaders come to Wisconsin to get further training. Nick is now a PGY2 Health-System Administration Resident at UW Health under my golf buddy Steve Rough's leadership. Nick is the incoming Chair of the PSW Practice Advancement Leadership Team; a group of over 20 of the youngest, brightest difference makers in Wisconsin that work under the leadership of pharmacy directors that are difference makers themselves. This year, the Practice Advancement Leadership Team is working to advance pharmacy technician practice in Wisconsin – I know the importance of pharmacy technicians and the work they do to support pharmacists' clinical service provision.

Thanks for being a difference maker, Nick.

Gretchen Kunze

Gretchen is a past participant in our Tom Temple Leadership Conference. She is pharmacy manager at Cass Street Pharmacy—a terrific pharmacy in La Crosse, WI. She has provided presentations at past PSW Conferences and is an up and coming leader. One of her accomplishments that has made a significant difference in the lives of my patients and the quality of care in my practice is her endeavor to gain portal access to Gundersen EPIC via EPIClink. This is huge for my patients and practice.

Thanks for being a difference maker, Gretchen.

I encourage you to spotlight and celebrate your own professional victories, whether large or small. Being surrounded by people who care for you and inspire you to be the best you can be is so important. This ability to celebrate the victories along the journey is key to Surviving Success.

Given my cancer journey, my list of thank you's is especially close to my heart—so thankful for mentorship, support and inspiration during this journey. Thanks to

all of you in my pharmacy family.

I thank the PSW staff, PSW Board, the executive officers, and Chris Decker who is in each of those groups. Chris was one of the first people I told about my cancer and his caring demeanor was so comforting. Later in the year, it seemed just as my own life was becoming more regular in late March, Chris's health would take an unexpected turn.

Remarkably, less than one week after brain surgery, Chris was standing before us at the Educational Conference delivering inspiring messages. In token Chris Decker form, he eloquently shared his story. Here are a few of my favorite Chris Decker quotes from that unbelievable speech:

"Things happen for a reason; I believe that... Good things come from tough spots"

"Let's do this together, like a family; that's been my approach to life"

"I want to be a difference maker" ... We all know he is and will forever be.

"I am a legend".... Which I think we all know and believe but at this juncture, he was talking about how he "broke out" of the hospital the night before his surgery to have a steak dinner with his family and closest friends. If you didn't know, Chris doesn't take no for an answer.

With quotes like these, the Pharmacy Society of Wisconsin is in superhero hands.

In addition, the executive committee has been a gift I have cherished over the past year. Our Chair, Pat Cory, brings a terrific perspective to the table and does not shy away from asking the difficult questions. I have learned a great deal from Al Loeb our Treasurer—he's always contributing super topics for board discussion. In his email exchanges Mike Grunske has taught me a lot about beer, just kidding...he has kept me abreast of his activities as President, setting a terrific example in his organizational strengths. He is super talented. I'm very nervous having to follow such an accomplished leader. It seems everything comes easy to Mike, he's such a natural.

I thank my parents Mike and Mary

Farrell for instilling in me the work ethic necessary to succeed---my father is likely selling sweet corn in Boscobel before heading to a family reunion and I believe my mom is smiling down upon us today from heaven.

Last but certainly not least, I thank Wayne for his constant support. He has three terrific children who have been especially supportive in the last year—phone calls, oncology visits, etc. Without him, I would not be able to work in the beautiful facility we have remodeled. He helps me survive the hours I work and remain sane. He has been a daily sounding board through all the large and small victories in my practice. Thank you for never letting me accept less than the best from myself.

I thank all of you for placing your trust in me and giving me the opportunity to serve you through this tremendous organization. I look forward to working with all of you. We have a lot to do and we have a great opportunity to do it because we are doing it together. Thank you for your attention. Thank you for your support. And, mostly, thank you for being an important component of PSW. Our collective work doesn't just happen, it happens because we have created an organizational framework to enable it and the organizational capacity to accomplish it. I promise you we will work hard, dream big, and make a difference.



Annual Meeting 2016

Staying Great

by Mike Grunske, 2015-2016 PSW President

Thank you for coming today. Thank you for helping make this the largest PSW Annual Meeting ever. I highly doubt this part of the Annual Meeting was why you came today. However, for myself (and I imagine many past-presidents), the time I now have at this podium is something you start to think about a year prior, shortly after you hear that you will be taking this role within the organization.

Today is a special day for me. From

the top of the Hyatt (this building), you can see the places that I've spent my entire professional career. (The restaurant that used to be at the top of the building was also where a group of high school friends and I went for dinner for our junior prom—but that's a different story.) For those of you who have been in the profession a similar length of time as me (or less), PSW is all we've known! I was in pharmacy school when One Voice One Vision became a reality. I am thrilled to see that for those of us watching at that time,

anxious to enter the profession, now have the opportunity to together help give back and lead Wisconsin Pharmacy to successes yet unknown. To be here, addressing you in this role, is a position I never would have predicted or dreamt of—especially thinking back when I was able to observe the formation of this organization. In a state so rich in history with pharmacy leaders, I am questioning what words I can give you to make the next few minutes meaningful.

I am excited to enter this role as president, representing pharmacists in our state who are involved in the direct care of patients on a day-to-day basis. Unlike many past-presidents, I am not a director, an owner, a manager, or a supervisor. I am clinical pharmacist whose primary purpose every day is to greet each patient I encounter and take care of their pharmaceutical needs. Those other roles I just mentioned are obviously of a paramount importance in our work environments and also within our organization. However, your individual role does not determine whether or not you can be involved in this great organization. What makes our organization great is how no matter what role we play within the spectrum of pharmacy practice, we all can be involved and contribute to PSW—regardless of job description.

To the 250+ students in attendance today, you being here sends a statement of your interest in the profession and hopefully PSW. If this is your first PSW Annual Meeting, welcome! If you've been here before, welcome back! We're happy you're here. We're also hoping that you are gaining an appreciation of the benefits of professional organizations. Such organizations help you, and the profession, in countless ways. They can help provide you with direct support (such as education, resources, or guidance in your daily job), or in ways not as direct (such as legislative advocacy that helps to enable the continual evolution of our profession). They can give you the opportunity to interact with others who can mentor you and inspire

Below - Mike Grunske delivering his presidential address at the 2015 PSW Annual Meeting in Milwaukee, WI.



professional excellence within you. What is critical for you to understand is that none of us can do these things alone and expect to achieve the same level of success. Professional organization involvement will make you a better pharmacist. Please continue your involvement once your days in school are over. Don't stop there. Take an active role. Seek to make a difference. Reap the rewards. Share your expertise to help others. We hope PSW is a group you choose to stay a part of. If not, though, make sure to choose a pharmacy organization that can still help you and the profession with similar goals.

This past year has been another banner year for PSW

We just heard our current president, Pat Cory, and our CEO, Chris Decker give us an overview of WPQC, including both its successes and challenges ahead. WPQC has been through many changes from its inception. This past year marked another milestone for it as we saw the conclusion of the CMS award grant. This award, I remind you a \$4 million award spread over the past 3 years, was one chosen by the Center for Medicare and Medicaid Services for its merits and innovation in finding new, better ways to help deliver health-care in America. Think about that. This program, created by PSW, was one of 107 other ideas to be selected from a pool of over 3000 applications. I think it's safe to say that never was it imagined that WPQC would ever receive such recognition. Now as the grant has come to a conclusion, we are seeing some aspects of the program change. It's beginning to look different. But that's ok. We must remember where we started. The grant was a spark (actually, a really big spark), that helped us accomplish much in the 3 years, a time period now that seems like the blink of an eye. I view where we are now as an opportunity to step back to pause – ever so briefly – and assess the right direction to now lead this program. The job of the WPQC steering committee is now to work on this task. Maybe that means to forge forward along the path already set forth. Or maybe it is a chance to learn from what went well, what did not, as well as what has changed in our healthcare environment ...

and then move forward with a plan that is now right for WPQC, PSW, and most importantly – our patients here in the State of Wisconsin.

The Pharmacy Practice Model Initiative continues to be another success story for Wisconsin Pharmacy. ASHP first embarked on the PPMI movement almost five years ago, in November, 2010. At that initial meeting, five Wisconsin pharmacists represented our state. The following April, in 2011, PSW officially joined the movement at the PSW Hospital Pharmacy Leadership Forum held at that year's Educational Conference. From the beginning, it was recognized that Wisconsin had taken on the challenge, not only promoting the intent of PPMI, but leading the way for practice change. What had never been done before, the gathering of pharmacy administrative residents across the state to help provide the tools needed to initiate such change, has now become regarded as a tremendous success. A collaboration of pharmacists, across a vast number of health systems, found ways to work together – and to help others outside of their group, to reap the benefits of their hard work. This past year, they were joined by PGY1 community pharmacy residents in a continuation of their work. PSW was the catalyst that brought these groups together in order to help make their efforts successful.

Over the last several years while on the PSW BOD, I have continually heard how PSW is regarded as one of the strongest state-level pharmacy organizations. This past year as President-elect I've gotten to know several individuals outside of Wisconsin and I am now quickly coming to realize this first hand. To hear the challenges facing other peer organizations should make us pause and appreciate the successes we've had. Others outside of Wisconsin speak very highly of PSW and that fact should make every one of us here in this room proud. These observations were validated this last fall when PSW's development and leadership of the WPQC program was recognized nationally by the American Society of Association Executives (that's the association for associations) through their presentation of the 2014 Summit Award to PSW. What made this award even more significant was that of the

six recipients, PSW was the only state-level association to be recognized. All others were nationally based.

As this sequence of events resonate within my head, it reminds me of sermon that one of the pastors at our church had given that really left an impression on me. To give a frame of reference, the church my family attends is a very large church—in fact the largest Missouri Synod Lutheran church in the nation. The church has had many successes, all which came with a vision of what can be, a plan on how to get there, and a lot of hard work. At the time of the sermon, many of these successes were being realized, and a feeling of satisfaction could almost be imagined amongst the congregation. All was good. Our pastor, however, urged caution. He referenced a book that many of you may have heard of (and maybe even read), titled *Good to Great*. In it, Jim Collins chronicles many successful organizations, companies, countries, and civilizations ... all of whom were either near or at the top of their game. He describes how some of these continued (or continue) to flourish, and how some have not. Some no longer exist at all. The challenge for such great entities is to never get too comfortable where you are, but rather to always seek out ways to continue to improve—whether for the betterment of the organization, its members, or the ones they serve. I view PSW as one of the great organizations. I see us at a top of a mountain. We've had great success climbing up so far, probably far more than we ever envisioned. The thing is, I don't think we can let ourselves see the peak. We can't allow ourselves the satisfaction of summiting the mountain, nor should we ever want to. We need to keep reaching higher, helping to lead Wisconsin Pharmacy, helping to promote progress, continually turning “what could be” to “what is.” Like our state's motto: Forward.

One mechanism to help ensure this involves work that PSW's Board of Directors (BOD) has embarked on this past year, in conjunction with input and assistance by PSW's Foundation BOD. Work began on this shortly after last year's Annual Meeting when the Board met for its annual retreat. Over the course of two and a half days, conference calls

by subcommittees within the Board, and further discussion at subsequent Board meetings, a strategic plan was formed to help guide PSW into the future. The plan involves four strategic priorities, with goals and strategies defined within them. The four strategic priorities include:

1. Serve as an essential professional resource
2. Advance pharmacy practice
3. Provide a unified voice and vision for Wisconsin pharmacy
4. Maintain resources needed to sustain and grow PSW

Having this document as our plan, and revisiting it over time regularly, will help PSW staff and membership stay true to our mission, while never risking the danger of “peaking.” Surely there will be challenges ahead, but a strong, clear focus will help us weather any storm while not losing focus on our goals.

From a national perspective, much attention has been placed on H.R. 592 and S.314, or more commonly referred to as the Pharmacy and Medically Underserved Areas Enhancement Act. Many of us refer to this as the legislation that may finally designate pharmacists as health care providers. Many may refer to this as the Holy Grail. Surely, this could be one of the greatest advances for the profession. The benefits to such advancement could be numerous, and many see it as the main obstacle preventing us from fully expanding into practice areas that would allow us to more completely display what our contribution can be to the health care of our patients. It is felt that it would bring reimbursement for the cognitive services we bring to our patients, not necessarily tied to reimbursement for a product (such as a medication). It could allow pharmacists to more fully integrate into all areas of patient care, wherever medication therapy is involved. So far, 185 members of the House of Representatives and 28 from the Senate have signed on as cosponsors to this bill. This includes 4 members from Wisconsin: Mark Pocan, Ron Kind, Reid Ribble, and Gwen Moore—whose district we are in today. For those of you whose representative has signed on, call and thank them. More importantly, for those of you who live in a congressional district whose representative has yet to sign on their

support (that means 4 of our 8 districts), now is the time to call them and ask for their support. Neither of our senators have yet to pledge their support, so all of us have work to continue there. Here’s an opportunity for us.

Definition of Accountability

The quality or state of being accountable; especially: an obligation or willingness to accept responsibility or to account for one's actions.

As we continue to move closer to the practice changes that we so passionately believe are needed for pharmacy, I believe one trait that we must truly accept and embrace, is that of accountability. If we believe that we can offer better care through programs like WPQC, if we want the full realities of the practice model described in the PPMI vision, or if the designation as a health care “provider” is what we feel is needed to propel our profession forward, we must be willing to take everything that comes with it. This might involve changes, or responsibilities, that are new ... and not always better. It may involve accepting that your job as a pharmacist isn’t always “9-5” (or whatever your defined shift is) and sometimes patient care comes in the way of that. This isn’t just my soapbox idea. Look in some of your professional journals or health care blogs. Accountable Care Organizations are being charged with this. If you work in a hospital or Health System, odds are you are keenly aware of the rising importance of accountability in regards to the quality of care being given. Your merit increases or raises may be tied to it. I’m sure 30-day readmission rates are being watched very closely where you work for patients with CHF, acute MI, pneumonia or those having undergone hip or knee replacement surgeries. Health Affairs, a journal focusing on health policy thought and research, has specifically called out the role of pharmacy care and its importance in today’s health care environment. More specifically, they discuss how the lack of accountability specifically related to pharmacy care is an omission that needs correcting. Now there are many players involved in this equation, from ACOs to Part D plans who don’t have a direct connection to one another. Those are relationships that need

mending. However, as we start seeing Part D plans being held to quality of care standards and ACOs being pressured to improve performance, we may see a more cooperative relationship form. The Centers for Medicare and Medicaid Services (CMS) has already solicited suggestions on how to “encourage greater care integration and financial accountability.” The CDC lists that in 2013, retail drug expenditures were ~\$271 billion dollars (9.3% of U.S. health care expenditures), up from ~\$121 billion in 2000. With numbers and increases like that, drug therapy is going to be scrutinized more; it’s foolish to think it won’t be. As a pharmacist, taxpayer, and health care consumer, I care. I think we all should. Appropriate, cost-effective therapy will need to be utilized, and medication adherence by patients will need to be ensured. Who better to take accountability for these challenges than pharmacists and the pharmacy profession?

Accountability is not a bad thing. As a professional, it is something I feel we should be willing to embrace, without question. Without accountability, we lack credibility.

I’m not usually a props person when I speak because they seem to get in the way. My high school public speaking teacher would have agreed. However, I thought I’d give it a go today. I have with me a couple random items:

- This necklace was given to me by a patient of mine several years ago that she brought back from her homeland, which has religious significance to her.
- Here I have a piece of paper that has the hand-written directions of a recipe for chocolate chip cookies given to me by one of my favorite patients over the years.
- A jar of peanut butter, jelly, and a Little Debbie Snack Cake—each one brought to me by one of my current patients who calls us “buddies.” He tells me he wants to make sure I’m taken care of like I take care of him.
- And another piece of paper—a copy of my biweekly paycheck.

For the realities of day-to-day life, it would be hard to argue that my paycheck is the most necessary for my family’s and my survival. However, it’s these other things that represent the relationships

to the patients I've formed over the years that bring me true satisfaction and happiness at the end of the day when I walk out of my clinic. They help you through the hard days, and the bad ones. They also make your best days a reality. I hope you can relate, and I imagine you do. Remembering that our patients are why we're here should help us make the right decision in everything we do in our professional lives.

As I close today, like others before me at this podium, I must take a moment to recognize a few people who are all uniquely responsible for my standing before you. There are many, but a few deserve recognition. Like most of you hopefully, I have been blessed to have a group of pharmacy mentors who all in their own way have shaped me professionally --- and I'm sure personally. As a student, John Bohlman demonstrated to me what it meant to be a pharmacist in a small town, the importance of this role, and the impact

you can make. He was first my preceptor, but soon became a friend. Tom Woller and Prati Wojtal helped give me opportunities to grow and expand professionally, from my days as a resident and beyond. They both instilled in me a commitment to the profession, as well as to organizations such as PSW. To my team of pharmacist colleagues and managers at the VA, I thank you for supporting me as my involvement in this great organization has evolved. To my parents who demonstrated to me the importance of love and dedication to one's family; they have continuously shown me the difference between right and wrong, and have undoubtedly made me who I am. But lastly, and most importantly, I want to recognize my wife and fellow pharmacist, Vanessa, and my two spectacular children here today, Kate (who will cheer in her first junior football game this afternoon) and Jack (our aspiring major league baseball player). The three of you are the best thing that ever happened to me, and each

morning I thank God that I'm a part of your lives. From the day the four of us sat down to discuss whether Dad should take on this adventure in PSW, you've been nothing but supportive ... and I thank you. I cannot wait for the lifetime of adventures we still have together.

I will leave you with a quote given by Jim Collins, in his book *Good to Great*:

"Good is the enemy of great. And that is one of the key reasons why we have so little that becomes great." I believe PSW is a great organization. Let's make sure it never becomes a good one.

Thank you to everyone in attendance today for coming to the 2015 PSW Annual Meeting. I hope to represent the organization in ways that only make you proud. Please reach out to me, or any of the Board of Directors this next year, if we can assist you in any way.



Preparing for the Future

by Pat Cory, 2014-2015 PSW President

It is such an honor for me to stand here before you as PSW President. I am humbled to have the opportunity to lead such a fine organization following a long list of respected leaders. And I am excited to be involved as PSW helps pharmacy transform for the realities of the new healthcare world. Some of you may know that I typically like to fly beneath the radar, but this is exactly where I want to be right now. Fortunately I have had an excellent role model, and I would like to thank Mike Bettiga for showing me the ropes this past year and setting a great example as President, and for all of the guidance I am sure I will be seeking from him in the coming year. I would also like to thank the previous PSW presidents who I have had the opportunity to learn from while serving on the board: Mary Rice, Jeff Kirchner, Terry Maves and Lynne Dittman.

I suspect that most of you have benefited from mentors throughout your careers, and I am no exception. So I would be remiss if I didn't spend a little time talking about and thanking all of the mentors that have helped to shape my career and getting me to this point. While there are too many to mention all of them individually, I will point out a few. My very first pharmacy mentor, also ended up being my father-in-law. As I was deciding what major to pursue (in my third year of college) it was John Schwartz that helped me decide on pharmacy and who helped me get my first job in pharmacy as a technician at Shopko West in Madison.

That was also where I learned to appreciate the crucial role pharmacy technicians serve in our delivery system. I wish that John were here today to share this moment with me. Once in school, I had countless important mentors from classes and clinical rotations. One in particular, Bob Breslow, taught me an important lesson on my very first clinical rotation. That lesson was that book smarts and good grades don't necessarily add up to success in a real patient care setting. I still give Bob a hard time about giving me that "B", but I am glad he pushed me harder than I was used to being pushed and gave me an honest assessment on where I was with translating my knowledge to patient care skills. Another mentor in pharmacy school was Tom Thielke. He taught an elective Healthcare Administration class. During that class he opened my eyes to careers in pharmacy other than clinical practice, and also encouraged me to join the student pharmacy organization, which I did. Previous to his class I was not even considering a post-graduate residency. But afterwards, I ended up applying for and was accepted to the UW Pharmacy Practice Residency where Tom continued as an important mentor as well as many others, including Pam Ploetz and Kathy Grant. One of the things Pam taught me was that you can have an office that looks to be in total chaos but still be completely organized. After completing the residency I went back to school for what was then a post-graduate Pharm.D. at UW. Curt Johnson was an important counselor to

me before and after being accepted to come back to school. Later, I entered the managed care world. Bill Hinshaw was my boss in my first job in managed care. In addition to being a real character, Bill has an incredible knowledge of all things managed care. In three years of working under Bill, I had the foundation to become a managed care pharmacy director myself. Much of the way I approach my job today is still due to Bill's influence. The last mentor I will mention before moving on is Dr. Larry Fleming. Dr. Fleming was the Chair of the Unity P&T Committee for the first 12 years I have been in my current position. He retired a couple of years ago. Larry taught me so much about patience, listening, diplomacy and grace, and how to balance drug policy with patient care. My sincere gratitude to these important mentors and the countless others I have learned from over the years.

The mentoring isn't done. As I have the opportunity to precept students and residents, I am thankful to have the opportunity to give back. And as I transition from talking about mentors to my involvement with PSW, I should mention that I routinely find myself being guided and influenced by the talented individuals I am in contact with through this impressive organization.

I have to say that my five years on the PSW board have been both a pleasure and an inspiration. One of the best things about being involved in PSW is that it rejuvenates me for my real job. It reminds me of why I got into pharmacy, puts me in

touch with other pharmacists doing great things, and keeps me wanting to make a difference. The Hayat Pharmacy video we just saw in the Wisconsin Pharmacy Highlights session is a perfect example. They are doing truly inspirational work at Hayat Pharmacy and it charges me up when I have the opportunity to hear about it. The other thing I have noticed is how the pharmacy world shrinks the more involved I become. I am amazed at how many colleagues I am now lucky enough to know, in every practice setting and every part of the state. And, as I have learned more about the breadth and quality of PSW's activities, as well as becoming more aware of what is happening elsewhere in the country, I have come to appreciate even more how truly exceptional PSW really is. The impact of PSW is far reaching. PSW gets results. This was recently confirmed when it was announced that PSW was awarded one of five 2014 Summit Awards from the American Society of Association Executives. PSW was the only state-based organization of the five; the rest were national organizations. It is nice to have your hard work acknowledged and rewarded by a national entity.

But what is it that makes PSW great? And why is it that PSW is so effective? The quick answer is that PSW is great due to the leadership of Chris Decker, the quality and dedication of the talented PSW staff, and the committed support from the membership. This is all true. And I do want to mention that being able to work side by side with Chris and the PSW staff is a real privilege and one of my favorite parts of being involved with PSW. But why is Wisconsin able to attract and retain talent like Chris and his staff? Why do we have such strong membership support and leaders willing to volunteer time and energy to our pharmacy organization? Why isn't this true in every state? I have come to believe that the fundamental reason for PSW's success, what makes PSW great, is the culture of collaboration and leadership that defines pharmacy in Wisconsin. This culture is in no small part due to the leadership and example set over many years by pharmacy leaders such as Dave Zilz, Tom Thielke and many others. In Wisconsin, pharmacists from health systems and hospitals that compete



Above - Pat Cory delivering his presidential address at the 2014 PSW Annual Meeting in Wisconsin Dells, WI.

for patients collaborate to advance patient care, as seen with the PPMI project. In Wisconsin, community pharmacies that compete for prescription volume and health plans that compete for market share collaborate to advance the community pharmacy practice model, as seen with WPQC. Leaders from all practice settings volunteer enormous amounts of time and energy to guide the organization forward, for the benefit of all. This is just how we do things here in Wisconsin. It's easy to take for granted, but is not the norm.

As an example of the Wisconsin pharmacy culture supporting leadership and collaboration, my decision to run for PSW President was made much easier due to the support of my boss, Steve Rough. This is because I knew that he would not only allow me to run for President, taking time away from my day-to-day duties, but in fact it was an expectation. I say that because I know the Wisconsin pharmacy culture is embedded in Steve's DNA as well. He wants his staff to contribute leadership to PSW and pharmacy practice.

It was our culture of collaboration that led to One Voice One Vision becoming a reality, so that pharmacy has a single unified voice in Wisconsin. PSW is financially strong due to high levels of membership support. This allows for a much larger budget and staff than that enjoyed by other state organizations, allowing us to accomplish more. PSW is never lacking for leaders and volunteers to step forward. The diversity of our practice settings and perspectives is a key strength.

In order to provide an outsider's perspective on the culture of pharmacy in Wisconsin and PSW, I want to tell a little story. My other boss, Unity Health Insurance CEO, Terry Bolz, attended the 2013 PSW Annual Meeting in Green Bay to give a keynote presentation on Healthcare reform. While at the meeting, Terry attended both the opening reception as well as the President's Dinner. At the opening reception, Terry watched as new arrivals entered the room and almost immediately gave warm welcomes and hugs to multiple friends and acquaintances.

Terry turned to me and remarked, “Wow, it seems like everyone in pharmacy knows each other.” After looking around a bit more, he observed, “And I can’t believe how many young attendees you have at the conference.” I explained to him that we are fortunate to have great student participation. Later, at the President’s Dinner, I was lucky enough to sit next to Terry at a table of accomplished pharmacy leaders. As Terry listened to us tell stories and remember common events going back a couple decades, he mentioned to me “This is like a family reunion for you guys.” Then, after he had a chance to get to know several of the individuals at the table and learn first hand how impressive, accomplished and influential they were, he leaned over to me and said “Pat, I am really glad that you have become involved in this organization. Your involvement is good for Unity.” This was coming from someone who has attended countless local, statewide and national meetings for a wide variety of associations and organizations over his career. In his brief time at the PSW meeting he immediately noticed just how connected the pharmacy world is through PSW, how active our student membership is, and how pharmacy leaders throughout the state are engaged in the organization. Most importantly, he recognized the value and benefit of my participation.

I have spent some time discussing the Wisconsin pharmacy culture and the excellence of PSW because I believe that both of these strengths are going to be even more important to our collective success in meeting the challenges going forward than they have been in the past.

With the rest of my time this morning I am going to discuss some of the fundamental changes happening in the healthcare system, the challenges and opportunities that these changes present, and how you and PSW can play a role in shaping pharmacy’s future.

As you are surely aware, we are in the midst of an unprecedented level of change in the US healthcare system. While many of the key drivers of change are directed at specific components of the system, the impacts will clearly be felt by all of us. These industry changes present the pharmacy profession with both significant challenges and but also with many

opportunities. Maintaining the status quo will not be a successful survival strategy.

So what are some of these key drivers of change? There are many. I would like to briefly highlight three that I think will particularly impact pharmacy: healthcare reform, specialty medications and transparency of quality metrics.

Health Care Reform

You probably have to go back to the implementation of Medicare to find a piece of legislation that has had as large an impact on healthcare as the Patient Protection and Affordable Care Act or PPACA. On the surface, this legislation is focused squarely on the health insurance industry. But, it is important to remember that the structure of healthcare finance has a huge impact on how healthcare is actually delivered. Some of the key changes with PPACA include insurer medical loss ratio requirements, PPACA related fees and taxes, the shift from employer based insurance to individually purchased insurance and the Accountable Care Organization or ACO reimbursement model. The impacts are many:

- Fewer dollars in the system will result in continued downward pressure on reimbursement rates.
- To improve predictability of claims costs and limit losses under medical loss ratio requirements insurers will shift from fee-for-service reimbursement models to capitated models. Health systems can no longer stop at the question “are we getting good margin on this service?” Instead, we will have to be better at asking “is this service the most cost effective way to provide care to this patient?”
- The health care system will see much greater price sensitivity and consumerism from patients. They are purchasing their own plans now. All types of providers will increasingly need to differentiate themselves on quality of service and customer satisfaction to keep customers loyal and selecting networks and plans that include them.
- To succeed in the ACO or capitated environment, health

systems are going to need to focus on the cost effectiveness of care, eliminating waste and population management. In this setting, keeping patients healthy and not using healthcare services will be as important to success as providing cost effective care to those who need care.

Specialty Medications

Innovation always comes at a price, and recently, the number of new extremely high cost medications hitting the marketplace has threatened the very sustainability of health benefits. Do the benefits of these medications justify their cost? Which route of procurement and distribution provides the most value? How do we get the most out of our investment in these drugs? Payers are grappling with these questions and will increasingly turn to providers to come up with the solutions. In health systems, as I already mentioned, the focus for specialty has to change from managing revenue and margin to managing value. In the community pharmacy, specialty is being carved out to specialty pharmacies. With specialty drugs accounting for 30% of total pharmacy benefit costs and growing, this is a threat to the future viability of the current community pharmacy business model. As we approach this issue as a profession, rather than focusing on simply trying to gain access to specialty networks for our community pharmacies, it will be important that our first focus is on helping pharmacies develop the resources, expertise and infrastructure to demonstrate that community pharmacies can provide the value that payers are looking for.

Transparency of Quality Metrics

While the movement towards quality reporting and benchmarking has been happening for a while now, the urgency has increased to report these metrics publicly and to attach financial incentives to the results. The healthcare system of the near future will be competing in a transparent way on quality as well as cost. Indeed, many payers have already built quality benchmarks into reimbursement structures for their providers, including CMS



Above - PSW Board of Directors participating in the ALS Icebucket Challenge at the Kalahari Resort in the Wisconsin Dells, WI. Everyone pictured was pretty cold and wet after this. Mike Bettiga's wool suit was toast!

with the ACO program. Community pharmacy-based quality metrics are being measured for Medicare D pharmacy networks and are being piloted for exchange plan pharmacy networks. And as consumers are more active in selecting their own health plans and associated providers, publicly available quality and satisfaction data will increasingly drive individual consumer choice. It is not hard to imagine a payer's preferred pharmacy network being organized based on quality plus cost considerations rather than cost alone. Especially when that payer has financial incentives of their own for good quality scores. How does your organization or pharmacy score with the available pharmacy-related quality measures? Do you have plans to implement programs to improve your scores?

The risk with all of these changes I just highlighted is that with incentives changed the financial forces at play will ruthlessly seek out the most efficient way to deliver high value care. Low value or inefficient activities will be swept away. The good news is that any service or program that

can lower healthcare costs and improve quality metrics, and prove it, will be in high demand. While rapid change will challenge our existing practices, rapid change can also open doors that had been previously closed. Pharmacy is perfectly situated to be part of the solution.

Now to our Calvin and Hobbes cartoon. As with many parents, I found a new level of appreciation for Calvin after we had boys of our own. The significance of this particular Calvin strip is that it was the very last one published by author Bill Watterson on New Year's Eve, 1995. I always liked the way he ended what was a very successful run. He could have been nostalgic and looked back at some of Calvin's best moments, or have Spaceman Spiff go blasting into the future, or he could have revealed to us that Hobbes is really alive and not just part of Calvin's imagination. And yes, I do believe Hobbes is really alive. Instead, for his last strip, he showed them entering into the great unknown, a brand new landscape, a clean slate, with eyes wide open and imaginations open to the possibilities. I picked this

cartoon because this is the way I believe pharmacy needs to approach the new health care system. We can't be nostalgic about our past or present and we can't cling to old roles. We can't be pessimistic, scared, or narrow minded. Rather, we need to look at this new landscape as full of possibilities and adventure, and we can't forget to have fun along the way.

It is not enough that pharmacists are the most accessible health professionals with the best skills and training in managing medication therapy regimens or that we have highly trained pharmacy technicians supporting us. It is not enough that we all work hard every day and pursue excellence. What we need to do to be relevant in the future is to direct our skills, training and energy to the areas where we can provide the most value to our patients in the new healthcare system.

There has been a lot of discussion at this meeting as well as pharmacy meetings across the country about provider status, mandating payment for pharmacist services or opening preferred pharmacy networks. In my opinion, these are all very important

strategies for the pharmacy profession. But they are short term strategies. The long term strategy has to be to create and document the value that is relevant to the new healthcare landscape. Otherwise, any short term wins will eventually be erased.

So as Hobbes and I move forward into this magical new world full of possibilities, what do we need to do to prepare? Here are some thoughts:

- Understand the big picture and the drivers of success for our organization. This includes understanding PPACA and the financial relationships our organization has with payers or customers.
- Examine everything we do to determine if it still adds value. Stop low value activities and focus on high value activities.
- Measure and share our outcomes before being asked.
- Be less pharmacy-centric and more outward facing.
- Focus our skills and activities on programs that are most relevant to our organization and our customers.
- Develop our workforce so that pharmacy technicians are able to take on a broader role. A well trained and adaptable technician work force is key to pharmacy's future success.
- Don't let current regulatory or legislative boundaries limit our vision or make us feel protected in our roles; rules and laws can be changed.
- Be proactive and prepared to jump into new areas where we can add value or improve quality metrics. Don't wait to be asked to provide the solution; someone else will surely do it in our absence.

We all have work to do in our individual settings and many of our issues may be unique, but where we have common challenges and opportunities we can accomplish much more collectively than we can individually. This is what makes PSW so very important to each and every one of us here. Because, when I think of PSW, most of all, I think of PSW as a platform for collaboration.

The ideas and energy need to come from the membership, but PSW can provide the structure and support to take transformative ideas and make them a reality. Think about it. Would PPMI or WPQC have ever happened with all of us working independently? Of course not. The power of both of those programs is that of Wisconsin pharmacy working collaboratively, and that would not have happened without PSW.

Along those lines, I would like to take a moment to point out some opportunities for you to become more involved in PSW, to help you in your professional success and to keep PSW strong:

- First and foremost, maintain your membership. This is critical to the success of the organization.
- Attend meetings, like you are today. It is fantastic to be able to look out and see how well attended our annual meeting is this year. Thanks to all of you for coming and for making this a successful and important event. Next time, bring a friend. And I ask that you not only attend, but ask questions, start discussions, volunteer to moderate a session, and shrink your pharmacy world.
- Bring your ideas or solutions to PSW.
- Volunteer for committees or to run for the board of directors.
- Lend your voice to the cause and participate in advocacy efforts.
- Get published; submit articles to *The Journal*.
- Support the Leadership Conference through a contribution to the Foundation.

All of these activities help to maintain our current levels of staff support and resources for PSW and keep the Wisconsin pharmacy culture strong.

As you can see, much of my discussion today has been about change and our response to it. At this point in time, I really don't think there is anything more important to talk about. And it so happens, the PSW Board is currently engaged in a strategic planning process to set our priorities for the next few years. Part of the challenge of this activity is defining our core purpose and defining

strategies and tactics to achieve that purpose. A key question is how do we allocate our limited resources to greatest effect? At this particular time of change, a significant portion of our efforts need to be aimed at preparing for the future. A great example of preparing for the future is the advocacy effort by PSW that led to the signing of Wisconsin Senate Bill 251, otherwise known as Wisconsin Act 294, on April 16th of this year. This law authorizes physicians to delegate any medical act to pharmacists in any patient care setting, enabling pharmacists to develop expanded roles. Like I said, don't let current regulations or legislation limit your vision, as they can be changed. But only if we work together with a unified voice.

Of course, maybe strategic planning doesn't need to be so complicated. I have asked many of you this week about what I should focus on as PSW President over the next year. The most common answer was "Don't screw it up". There's my strategic plan! But, being a glass half-full type of guy, I didn't interpret that response as a lack of faith in my abilities, but rather as an acknowledgement that PSW is a highly functioning organization and the role of the president is to support, strengthen and give strategic direction, not to make big changes if they aren't needed.

I would like to thank my amazing staff in the Unity Pharmacy Program, my UW Hospital colleagues and Steve Rough for all of your support and for the excellence with which every one of you practices every day. I thank Unity, for allowing me the opportunity to be involved and for being a part of WPQC as a payer from the very beginning. And most of all, I want to thank my wife, Anne, and my children, Evan and Elliot, and my parents, Bill and Marlene, for your love and endless support. I thank all of you for placing your trust in me to serve in this role for the next year. And I promise not to screw it up!

Right - This page was printed in the November/December issue of *The Journal* highlighting the statistics of the 2014, PSW Annual Meeting.

PSW Annual Meeting



2014

BY THE NUMBERS

34.5

hours of accredited ACPE continuing education offered and over 70 speakers and presenters made this possible

70

exhibitors representing pharmaceutical companies, pharmacy locations, wholesalers, and universities engaged in discussion with attendees in the Exhibit Hall

180

some members drove 180 miles one way to attend.

600

attendees

261

student pharmacists attended

\$3,300

money raised to sponsor students and pharmacy technicians! Thank you!

54,697

total square footage of meeting space used each day at the Kalahari

7

Brave PSW leaders took on the ALS Ice Bucket Challenge! Thankfully it was on one of the hottest days of summer.

TOO MANY TO COUNT!
smiles and good times with
co-workers, colleagues,
family, and friends.

***We look forward to seeing
you next year at the
Hyatt Regency Milwaukee,
September 10 – 13, 2015!***

662

days until we will be at the Kalahari again for the 2016 Annual Meeting August 25-28, 2016

Achieving Great Things

by Mike Bettiga, 2013-2014 PSW President

Good morning and thanks to each of you for all of your continued support. To say that I am humbled to be in front of you today would be an understatement. The list of leaders in Wisconsin Pharmacy is endless and to be able to be a small part of that history in pharmacy leadership and innovative practice is something that I truly appreciate. So again, to all of you, thank you.

Personally, I never thought that at some point in my professional career I would have this opportunity. Frankly, for the early part of my professional journey, I was not actively engaged. I do not come from a rich family history of pharmacy. I am the only person in my family who pursued any type of career in health care. The majority of my family are educators or in business. I decided on pharmacy as a career choice based on a conversation with my high school guidance counselor (who was also my father) who pointed me to a career outlook manual that listed pharmacy as a potential career choice for someone with my placement scores. So, I applied to Ferris State University and the next thing I know – I'm in pharmacy school.

Back in the 70s, pharmacy school was significantly different than it is today. It was a 5-year program with one-year of internship. Clerkship programs were in their infancy. The focus was definitely on community or hospital practice and you garnered your activity to one of these channels. At Ferris, we did not have a very active student association and the state association was present but really not strong. As a result, you focused on pharmacy and on your classes and not much on external pharmacy related affairs. That's the pharmacy world I initially grew up in.

Fast forward a few years and I'm lucky enough to be with a company – Shopko –



that is based in Wisconsin and presented me with an opportunity to move to Green Bay. With Shopko, I was quickly exposed to not only a company with a great vision for pharmacy based on service and patient interaction – but also to pharmacy leaders who were very active both in their community and in the state. I was fortunate to work and collaborate with John Schwartz (Pat Cory's father-in-law), Ken Schaefer, John Hofmann, Terry Maves, George Gosz, Emory Laffin and many others – who all advocated successfully for pharmacy and for this organization as well as encouraged me to get involved.

Lucky for me, I did listen and through my initial involvement I was fortunate enough to be appointed to the Pharmacy Examining Board and to work even more closely with leadership from PSW and the UW School of Pharmacy. This allowed me to have the great fortune to work with and learn from another great group of pharmacy leaders who I consider to be both mentors for myself as well as friends. I owe so much to Sue and John Sutter, John Bohlman, Cindy Benning, Dan Luce, Greg Weber, Russ Jensen, Mike Dow, John Johnson, Steve Rough and many more who I have come to respect, not just as pharmacists, but as leaders in this profession and in their communities. So thanks to all of you for helping shape my vision for this profession and for professional involvement.

So why is this all important? Recently, at the National Association of Chain Drug Stores Total Store Expo, I was fortunate to be able to hear Jim Collins speak and to participate in a leadership roundtable with him and other national pharmacy leaders. Many of you may not know Jim Collins. Jim is the author of several outstanding business books, amongst them, "Built to Last," "Good to Great," "How the Mighty Fall" and "Great by Choice." All of Jim's research and books focus on what makes companies great and how they can sustain their performance.

As I listened to Jim, I could not help but relate his findings, not only to my experiences with some of the companies studied in his books, but to PSW – on this great organization. Jim framed his presentation around what it takes to build a great enduring company or social sector

enterprise. He outlined a sequence of several questions that serve as a mechanism for disciplined thought as to how you build an enduring, successful business and organization. I would like to share these with you and relate them to our very successful organization:

Question #1: Do we want to build an enduring great organization and are we willing to strive for the highest levels of leadership required? This is called level 5 leadership.

One of the first things we need to reflect on is what differentiates a good organization from a great organization. Without a doubt the key element is great leadership. Great leaders are defined not by personality, but by results. One key thing for great leaders is that they possess a great degree of humility. And we have great leadership at PSW. I have already mentioned many of our past pharmacy leaders who possess this, but we are led by an individual that I consider to be a truly unique leader in the world of pharmacy – Chris Decker. Chris leads by example and he walks the walk and talks the talk every single day. His leadership style and the lasting imprint he leaves everyday is a big reason why we have a successful organization.

Question #2: Do we have the right core values and enduring purpose?

Each year, the PSW Board meets to shape the strategy for our upcoming year as well as to reinforce our purpose. The organization has been built on a great culture and vision, "one voice, one vision." This was brought forward over 15 years ago and it is as innovative today as it was then. We have successfully integrated pharmacists from both hospital and independent community practice as well as from chain pharmacies, managed care plans and long-term care facilities. I have been exposed to organizations like PSW in many states but, without a doubt, we have been more successful in integrating all practice settings. I believe we are successful at PSW because we have the right core values and enduring purpose, a shared "reason to be."

Question #3: Do we have the right people on the bus and are 95% of our key seats filled with the right people?



I have already talked about Chris and the leadership he provides as well as some of our past leaders, but all of you deserve the credit for our ability to answer this question with a strong "yes." Why? Because many of you are involved, active and willing to run for Board of Director positions. I can proudly say that in the years I have had the privilege of serving on the Board, the seats are filled with the right people, and they all represent us very effectively. Others of you serve on committees or have signed-up to participate in the WPQC program or PSW's hospital pharmacy practice advancement initiative. Others are regular attendees at PSW's conferences and events. Still others are supporting members. You are the people who power the bus. Even if you're not currently steering, you are the gas that makes the bus go. We are on a long professional journey and we need all the people power that we can accumulate in order to reach our preferred destination. If the tank goes empty, it won't matter who is driving. That's how important every PSW member is to the organization!

Question #4: What are the brutal facts facing us and are we honest about them?

The key for a great organization is to confront the brutal facts facing you and more importantly, do something about them. The first thing I thought of here was looking forward to how pharmacy should be compensated for the role we play in effective medication therapy management (MTM). We are all faced with declining reimbursement and tightened budgets. The brutal fact is that revenues will not

magically improve. Another management truism is that one cannot cut their way to prosperity. Yes, we need to be efficient as organizations and as managers, practitioners, alike we all need to perform. But, we also need a new business model in order to sustain pharmacists as service providers. As a result, we decided at PSW, that true payment reform is needed to enable an advanced pharmacy practice model in order to succeed. We need defined and consistent reimbursement to enable us to evolve pharmacy practice. Our work with WPQC is an innovative move forward and while it may be small in size today, it is a vehicle and a great example for payment reform. As a personal example of how this can be expanded, when I was at the NACDS conference last month meeting with executives from several of the PBM companies who were present there, the subject of MTM services was discussed repeatedly. While there was general support for the concept, there didn't seem to be much understanding on how it could be delivered in scale. When I was able to state the case for WPQC and explained that all of our Wisconsin pharmacies will be WPQC certified, it immediately turned the conversation more positive. There was interest in how we were working to design, implement, and improve the participating sites. They marveled on how providers are working to improve quality and service delivery together, rather than at one another's expense. That is the long-term legacy for WPQC. Not what it does for us today, but how it positions us for the future.

Question #5: What are we fanatically passionate about and what can we be the best at?

We have already identified this. We are passionate about our profession and our ability as an organization to have an integrated model across all practice settings, with the singular purpose of improving medication use, no matter where we stand in an organization or where our site is located...returning us to our one central, organizing goal – one voice, one vision!

Question #6: How do great organizations think about change differently, so as to best preserve the core and stimulate progress?

The key concept here is relatively simple. We need to separate values from practices. As a rule, your core values must stay the course and be consistent. I believe at PSW this has been a constant. What we are, how we treat one another, how we work together, who we strive to be, has remained a constant. We are one voice, one vision for all of pharmacy in Wisconsin. Our ability to collaborate with one another, no matter the practice setting, is a hallmark of PSW's culture and success. And collaboration isn't always easy. It's not easy for a partnership of two to always agree. In fact, it's impossible. What is important to the success of a collaboration is to be committed enough to work through the differences in point of view or priority in order to continue to advance overall. This again is evident in the formation of WPQC where we have brought payors and pharmacy providers together to help address the common objective of improving medication use and compliance. The bottom line is that our core values must remain intact while strategy and tactics may evolve and change. I believe PSW embodies this principle.

Question #7: How can we increase our return on luck (ROL)?

This was an interesting concept for me personally as I am fond of saying that everyone gets lucky at some point. However, it is those who take advantage of the opportunity that ultimately succeed. I believe we may have a window of opportunity in pharmacy right now. Call it luck but the Affordable Care Act may present an opportunity for pharmacy to again prove its value in the entire health care delivery system. With potential payment reform and the ability to move into more MTM type reimbursable programs, there is a key opportunity. The challenge for us is what do we do with this opportunity? Do we embrace it and turn it into a successful sustainable model? Or do we waste the opportunity by treating our profession as a commodity who gives away our valuable services? The choice is ours and I believe we, in Wisconsin, will take

advantage of this key opportunity.

The last question: What should we stop doing?

Every organization should have a "stop doing" list. What will be on our list? This is the purpose of our annual planning session. Admittedly, it is easier to start new programs with promise than it is to put a stop to marginally effective ones. But, with effective strategic planning, we help focus our organization on what we need to continue to help move PSW forward, to continue to be the most relevant professional state pharmacy association and to put aside issues or tactics that are not the most critical at this time.

So those are a few of the questions raised and how I feel they relate to PSW and pharmacy in Wisconsin. It is important to remember that greatness is constant choice and discipline. It is not circumstance, but taking advantage of each and every opportunity which we are presented.

One last thought, if you ever think you have achieved greatness, be careful, because undoubtedly your slide to mediocrity has already begun. We need to continually evolve and strive to be great, always looking for improvement, embracing every opportunity. And if we continue to drive forward at PSW as we have with a collaborative culture - with one voice, one vision for pharmacy, we will continue our successful journey.

I am honored and humbled to be given this opportunity to be the President of the Pharmacy Society of Wisconsin and I thank every one of you for this opportunity.

I also would like to specially recognize and thank my Shopko family who are here today. You all continue to challenge myself with how we can do things better, how we can evolve our practice and I thank you for your constant push for improved pharmacy practice. I also want to thank my wife, Barb, and my family for allowing me the opportunity to pursue my career and in advocating for me to get involved and stay involved and be an influence rather than being influenced. So, thank you again and I look forward to working with all of you.

Making a Difference

by Mary Rice, 2012-2013 PSW President

Did you ever wonder how you got somewhere? If you're like me, when you are about to begin a new phase or activity in your life you often reflect back and ask yourself that question.

Last year, the Pharmacy Society of Wisconsin (PSW) employed a consulting group to help the organization define and project its brand. The consultants explained to us the importance and power of effective story telling. I have decided to start my presidential address by telling you a little bit of my personal story...how I got to here.

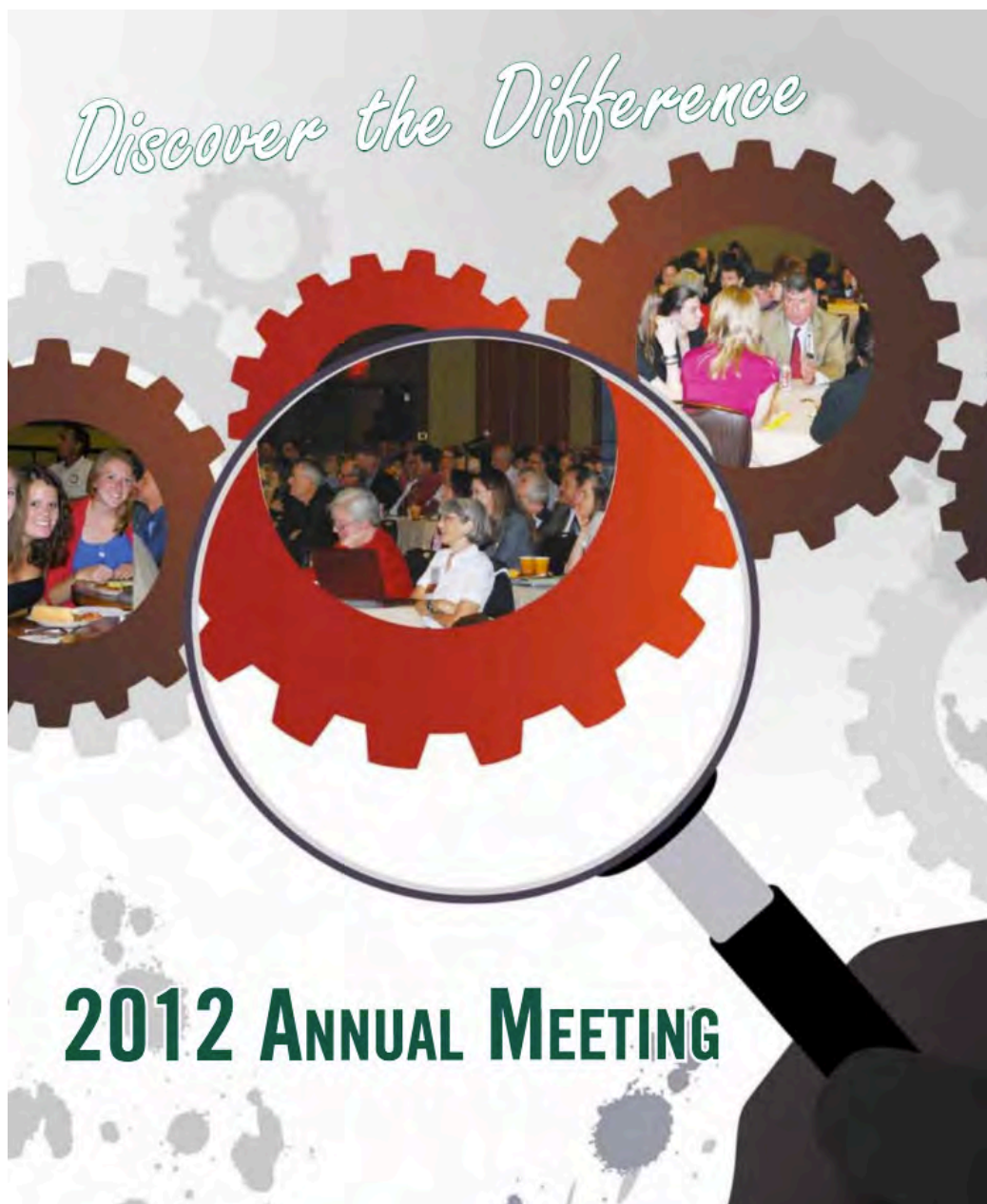
My journey in pharmacy started like many of you. My father, Mylan Sinclair, was a community pharmacist in Appleton. He co-owned his store, Appleton Pharmacy with Morris, Gabby, Gabert. I am the oldest of six children so I am sure my mother in her usual style to get herself a deserved break said, "Mylan why don't you take Mary to the store with you?"

My earliest memory of pharmacy is standing on a crate to reach the cash register in order to sell newspapers on Sunday morning. I worked in the store until I graduated from high school. I did everything from stuffing envelopes, cleaning shelves, selling stamps and cigars as well as being a pharmacy technician (back then called a clerk) which involved filing the paper prescriptions and handing people their prescriptions. During that time I watched my Dad practice pharmacy. On a daily basis he made a difference in his customers' lives. He also taught, by example, the importance of giving back to the profession, as well as to the community. I am so incredibly proud to have him here to share this day with me. It's also an honor for me to have my brother Tom here today as well. Although she was not able to be with us today, I know my mom is here in spirit. She was always there for me growing up, giving me the sense that if I do my best I can accomplish whatever goal I set for myself. Although both parents

never spoke of expectations they both lived their values, which were to always strive for excellence, give back to the community and the profession, and to mentor future generations. It was never about how much money you were going to make or whether I was going to be successful. With my mom and dad, the question was "did we make a difference in people's lives?" Finally, since both my parents went to college, college was not an "if," it was a given. That being said, I don't remember either of

them ever openly talking about me going into pharmacy.

Over the many years of my Dad's practice, Appleton Pharmacy was the training ground for a number of pharmacy leaders in the state of Wisconsin and members of PSW. While I was in high school I remember seeing a new, good looking, pharmacy intern starting. His name was Terry Maves. I could tell my Dad really enjoyed working with Terry and he was very happy Terry agreed to stay



on. Others include my brother John, who practices in Colorado, Gary Melis, Jim Jernegan, and Cindy Steffen--newly elected members of the PSW Board of Directors, and Donna Eckes, a past chair of the PSW Technician Section.

I knew my Dad was active both in the regional and state pharmacy organizations growing up and he would go to a convention every year he could. I also remember my Mom being a member of the auxiliary.

Spending five years at the University of Wisconsin-Madison (UW) from 1970-1975 was an amazing experience both inside and outside the classroom. During my last year of pharmacy school, there were two people who came into my life that played incredible parts in how I got here today. The first was David Angaran. He was a young, energetic, brilliant clinical pharmacist and instructor who was pushing the envelope of clinical pharmacy practice. His therapeutics course and teaching style really clicked with me and it was then I knew the direction I wanted to go in pharmacy. I wanted to be part of the healthcare team and manage the medications of my patients. In order to do so I believed I needed to get my Doctor of Pharmacy degree.

While applying to post baccalaureate programs my dispensing lab partner, Jay Rice, asked me to go out. After a couple of dates we seemed to be a great fit, I liked to study and he needed to find a better way to study for exams. We both enjoyed going to Badger sporting events and UW parties. Although the relationship was very new it did play a small part in my decision to pursue my PharmD at the University of Minnesota. We continued our relationship long distance. Next came the decision of where I was going to work upon graduation. I had always wanted to live in California but I really liked this guy. So I asked him if he was okay if I looked for a job in Milwaukee. He said yes. The rest, as they say, is history.

Columbia Hospital and Thora Vervoren

I sent letters of interest to all the hospital pharmacy directors in Milwaukee. At the time, there was not a Doctor of Pharmacy in Milwaukee. There were 2 brave souls

that said they were interested in having a PharmD on their staff but only one of them had an open position. I was so excited because I was going to interview for a position with Thora Vervoren, a leader in pharmacy practice in Wisconsin and a woman. Thora, a visionary in advancing pharmacy practice, was willing to take a risk and she took me under her wing. She had a reputation of expecting excellence and giving back to the profession in order to move pharmacy practice forward. Her reputation in the hospital opened doors for me to begin implementing changes I had learned in Minnesota including pharmacokinetics and formulary management. She continues to be a mentor to me to this day.

In my second year of practice, I was interviewing for my first intern. A young woman came into my office. Immediately we connected. Her father was a pharmacist as well as her brother, same as me. I had such a good feeling about her I offered her the internship. She accepted. Her name was Lynne Dittman. I was so fortunate to work together with her for more than 15 years. I saw her blossom from an intern, to a staff pharmacist, supervisor, and then director of pharmacy. In many ways, the student bypassed the teacher. As you all know she is a prominent leader in Wisconsin Pharmacy and recent PSW President. She is also one of my best friends. I have had the opportunity to work with many other outstanding pharmacists who either got their start or worked at Columbia Hospital, now Columbia St. Mary's, including Cindy Benning, Cindy Steffen, Maggie Medicus Bringa, Paul Piszczewicz, and Kate Gainer (Iowa Pharmacy Association's [IPA] Executive Director). Everyone of these pharmacists shares the same values of advancing the practice of pharmacy to optimize patient care and each has motivated me with their passion, commitment, and sacrifice to make a difference in peoples' lives.

PSW

As a young pharmacist I joined the Wisconsin Society of Hospital Pharmacists (WSHP) and Jay joined the Wisconsin Pharmacists Association (WPhA). In those early days, I went to the educational

conferences where I connected with leaders in pharmacy like Pam Ploetz, Dave Zilz and Tom Thielke. They shared their passion for pharmacy, their vision of pharmacy practice and embodied the Wisconsin motto of work hard, play hard. I was hooked. Over the years I was active as a Board member and conference presenter. When WSHP joined WPhA to form PSW I wanted to be part of the One Voice - One Vision because it truly matched my vision of pharmacy practice (and Jay and I could finally attend meetings together). I discovered that getting involved opened my eyes to what being a professional really was about. PSW became my avenue to learn about other practice settings through networking and educational programming that gets better every year. I have met amazing people from the incredible PSW staff, members of the Board, and pharmacists, students and technicians I would never have otherwise interacted with. It has been truly inspirational for me.

Husband and Family

Of course I was very happy I decided to move to Milwaukee. Jay and I have been married 32 years. He is a smart, witty, and supportive husband. I learn something new from him every day. I swear he can talk on any topic you can think up. He is also an incredible leader as Vice President of Pharmacy Enterprises for Wheaton Franciscan Healthcare. He cares deeply for his employees and I know makes sure they provide excellent care for their patients on a daily basis. He has been an active member of WPhA and PSW, including a leader of the Long Term Care Section. Together we have raised three wonderful children, another important part of how I got to be here today. Our three children, Jim, a UW Law School graduate, Jonathan, a second year medical student at the Medical College of Wisconsin, who I had the privilege to work with at Columbia St. Mary's, and our daughter Maggie, who is studying in South Africa this semester. No pharmacists, much to my Dad and Dean Robert's dismay, but Jay and I are incredibly proud of all three. Balancing a family and a profession are very important to me. I was asked to run for PSW office on at least two other occasions, only to turn Chris down (which is not an easy task) due to the need for my family to

come first at that time.

So now you know how I got here. I believe everything happens for a reason. I stand before you as the profession is at another crossroads in pharmacy practice. I know the leadership of the PSW staff, Board, and its members are poised to embrace this opportune moment in Wisconsin. In fact many state and national organizations are watching what we are going to do next. I'd like to spend the rest of my time talking about the exciting work that will be happening at PSW during my one year as President.

As you all know very well this county cannot sustain the rate of growth in health care costs. The United States spends over \$2 trillion annually on health care and up to one third is thought to be wasteful spending on unnecessary tests or care, unproven treatments, medications and devices that are less than effective, as well as inefficiencies in our systems overall. You also know that despite the huge amount of spending, positive health outcomes are significantly less in the United States than nearly every other developed country. We need to do better and this quality chasm is a tremendous opportunity for our profession.

Healthcare also has to come to grip with the staggering cost of patient harm due to healthcare errors. To Err is Human put the spotlight on the poor safety record of healthcare in 1999. Unfortunately, with all the hard work improving systems, investing in technology, training tens of thousands of healthcare workers in error prevention techniques, there are still between 44,000 to 98,000 Americans dying each year from preventable medical errors. And it is not just in hospitals. More and more procedures are being done in outpatient settings, and there are 30 times more outpatient visits than hospital discharges annually. One in five Americans have experienced a medical error or had a family member experience an error. I am well aware of this in my role as medication safety officer, but came close to experiencing it firsthand about two weeks ago. Fortunately, I was keenly aware of what to expect and acted as my own advocate, otherwise the outcome may have been different.

We can't allow for that sort of problem for any patient. We have to do better. It is up to us.

PSW is poised to help the pharmacists of Wisconsin advance the profession and meet the challenges of providing evidence based, cost-effective care while improving patient safety.

Wisconsin Pharmacy Quality Collaborative and the Grant from the Centers for Medicare and Medicaid Services

As you all know, PSW's Wisconsin Pharmacy Quality Collaborative (WPQC) program got a huge boost this year when

Below - Mary Rice giving her presidential address at the 2012 PSW Annual Meeting at the Kalahari Resort in Wisconsin Dells, WI.



we were awarded a \$4.1 million grant over three years from the Centers of Medicare and Medicaid Services (CMS) Health Care Innovations Center. You may not know that we are the first state association to ever receive a grant of this kind from a federal agency, something we should be incredibly proud of. Under the leadership of Kari Trapskin and the CMS grant director Kathy Skibinski, we will be able to expand the program statewide. The addition of the Wisconsin Medicaid Program and United HealthCare-Wisconsin to the program will ensure we cover the majority of patients in the state to improve medication use and at the same time reduce costs. Total projected healthcare savings are projected to be \$20 million over three years. This is a major, major ambulatory pharmacy initiative... one that will provide PSW's members the support to successfully provide and be compensated for clinical services.

Pharmacy Practice Model Initiative Task Force

To date, as you heard from Paul Abramowitz, Chief Executive Officer, American Society of Health-System Pharmacists (ASHP), PSW has also played a significant role in the advancement of the ASHP Pharmacy Practice Model Initiative (PPMI). Yesterday we had a special half-day leadership session that focused just on this particular endeavor. I won't use this time to go into further detail but suffice it to say that PSW is leading the country in this healthcare system pharmacy initiative just like it is leading the country in the community pharmacy focused WPQC initiative.

We should not take any of this work for granted, it's big time. It is the result of careful planning, exceptional staff leadership, countless volunteers committed to the cause, not themselves, and, yes, the good fortune of being in Wisconsin where people want to help one another. Thank you to all of you for your support, energy and commitment to these important projects.

But that's not all...

Technician Task Force

Effective deployment of pharmacy

technicians is a critical component in advancing pharmacy practice. The PSW Board of Directors called for a new task force to address expanding roles as well as what direction the State of Wisconsin should proceed with regard to credentialing requirements for pharmacy technicians granted such expanded responsibilities. We have a great group of pharmacists and pharmacy technicians, along with a liaison with the Pharmacy Examining Board who are pursuing this work. Before next year's annual meeting we expect the task forces work will be complete and strategies for implementation will be underway.

Pharmacy Practice Act Review

The advancement of pharmacy practice will not occur if there are barriers in the state statutes or Pharmacy Examining Board (PEB) rules. This past year the PSW Board recognized its importance and appointed two members of the board, Mike Bettiga and Al Loeb to co-chair an important and lengthy process of reviewing and revising the Pharmacy Practice Act. There will be three subgroups to review current Wisconsin statutes, current PEB rules and other state pharmacy laws. The outcome of these groups will remove barriers and open opportunities for pharmacists in the state to effectively provide patient-centered care.

Pharmacist Leadership Conference

Lastly I would like to comment on an activity that PSW has offered since 1993...its young pharmacist leadership development conference, the Leadership Pharmacy Conference. I had the privilege of attending this conference for the first time last month. This conference is a collaboration between the IPA and PSW. The goal is to bring high quality leadership development to our profession's most promising new practitioners - 10 from each state. I have to tell you this was one of the most motivating conferences I have ever attended. The participants were innovative, creative, articulate, and already actively involved in advancing pharmacy practice both at their practice site as well as their state organization. I am confident that past, current and future participants

of this conference will continue to play an important role provide leadership on a state and even a national level.

To close I would like to share some powerful words I heard from Captain "Sully" Sullenberger at a conference I attended recently. If you ever have a chance to hear him speak I encourage you to do so. What he said about healthcare really hit home with me. He said "Change must happen because:

1. Patients deserve it
2. Colleagues expect it
3. The profession demands it.

Then he asked "Do you think we can make the changes needed to decrease costs and prevent harm?" He responded to his question by saying "I know we will do the right thing. My only question is when? I say the answer is Now!" I couldn't agree more!

Now is the time to roll up our sleeves and make sure we are part of the solution. With One Voice and One Vision we *can inspire each other to advance our profession with the singular purpose of enhancing the lives of our patients.*

I am honored to be installed as your President of Pharmacy Society of Wisconsin and I look forward to working with all of you.

Image, Innovation, and Collaboration

by Jeff Kirchner, 2011-2012 PSW President

I am very excited to be the next president of the Pharmacy Society of Wisconsin. I have been involved with PSW over the past 22 years and in that time I have had the opportunity to meet many outstanding pharmacists that have influenced and guided me in my practice as an independent pharmacist. This is truly a highlight of that experience.

I would like to take this opportunity to introduce myself, my practice, and a few people that have influenced me over the years. I have been blessed to work in our family business since I was 16 years old. I started out cleaning bathrooms and stocking shelves. Thirty years later I am now the majority shareholder and CEO of Streu's Pharmacy Bay Natural.

My father devoted over 40 years of his life to our independent pharmacy and I am proud to have joined him in the journey of its progression over the years. Today our pharmacy is a unique pharmacy model in a new state of the art facility with a very modern look and tranquil feel. We have integrated traditional and natural medicine to expand our opportunities to support optimal wellness for our patients. Our pharmacy has a retail pharmacy, a long term care pharmacy, a nursing department, an education and training center, a nutritional supplement center, and a durable medical equipment department. We have grown to 80 employees with a professional staff that includes pharmacists, nurses, and nutritionists. I would like to include a special note of thanks to my

business partners, Nicole Schreiner and Jane Kozicki, for their unending support.

Although there are many people who have made a difference in my life, there are a few people I would like to recognize for their continuous support and guidance over the years. First, I would like to extend a personal thanks to my father for all the opportunities he provided to me. When I was younger, I was fortunate to work with my father and years later, offered the opportunity to become a partner in the business. My father has taught me many important lessons. Many of those lessons are now represented in the core values of our business, which are striving for excellence, individual growth, connected relationships, and courage. He also taught me the importance of professional

Below - Jeff Kirchner giving his presidential address at the 2011 PSW Annual Meeting in LaCrosse, WI.



ANNUAL MEETING



involvement.

My father was a past president of this organization, so 35 years later, having this opportunity to be president is truly very special. Most importantly he talked me into going into this great profession of pharmacy.

Another person I would like to recognize joined PSW about the same time I began my career as a pharmacist. This person has an endless passion for pharmacy and has been leading by example since I met him. He probably doesn't realize the extent to which his support and guidance has inspired pharmacists, like me, over the years. I would like to recognize Chris Decker, who has been the face of the Pharmacy Society of Wisconsin for over 20 years. Chris, you have not only had a tremendous influence on me, but more importantly, you have had a tremendous influence on Wisconsin Pharmacy.

The last person I would like to recognize is my best friend Thom Cody. He has been a part of my life since the 8th grade. He has been a consultant for our business for over ten years. But most importantly, he has been a friend that has challenged me to dream and go after things

in life. He pushed me to share my gifts and talents outside the walls of the pharmacy. I am now very involved in the community. I am currently serving on the United Way Board of Directors, have become very involved with the Aging and Disability Resource Center in Brown County and Thom and I are both Rotarians and share a passion for youth leadership. All of this work has been extremely rewarding. Tom, your friendship and guidance truly has made a difference in my life.

For the year I have had the honor and privilege to learn from two of the best. Terry Maves and Lynne Dittman are extremely passionate leaders of PSW. I have had many opportunities over the past 12 months to hear their many insights regarding issues facing pharmacy. I also really enjoyed getting to learn more about them personally. These are two really outstanding leaders and each has given so much to this organization.

PSW is involved in many activities. I would like to share my thoughts on three areas today. The first is the image of pharmacy, the second is innovation, and third is the collaboration between practice settings.

You all had the opportunity to view some of the rebranding, new messaging and imaging for the organization which was completed by PSW over the past year. I think you would agree that the work was extremely well done. It provides a new contemporary image of the PSW membership and it provides a strong foundation for further advancement of the organization. This new image and focused message will help demonstrate the value and unique role the pharmacist plays in patient-centered healthcare. The branding and imaging video footage was shot in a

contemporary hospital and community setting. PSW will be packaging the footage and providing it to every Wisconsin television station to replace the typical background footage of today's pharmacist in the news. We hope to displace the counting tray images so commonly used with contemporary images and action shots. In the upcoming year, the leadership of PSW will consider additional steps to take and build upon this strong foundation. It is vital, as we continue to advance pharmacy, that the unique role of the pharmacist is better understood and accepted by the community and other health professionals. When pharmacists are recognized as the primary source of information and education, as well as the experts in the management of chronic disease and medication therapy management, we will have solidified that seat at the table of health care discussion.

I believe that today, more than ever, there is a need for innovation due to the many pressures facing pharmacy practice. Those pressures include declining margins, healthcare reform, budget deficits, top brand name medications going generic... should I continue? To elaborate further and provide an example, I would like to share my experience with a pharmacy initiative I have been involved with for the past 3 years. About a year ago, a small coalition of health practitioners involved with a Falls Prevention Program called "Stepping On," sat down and discussed the impact of medications on falls risk. We developed an idea and shared it with a local foundation. Later, they provided a small development grant to initiate the project. As a result, we were able to implement a pilot program which provided Level II medication therapy management (MTM) services for patients in Brown County at-risk of falling. The program also provided an opportunity for nursing students to interview patients and spend time learning about community pharmacy practice. For those involved, there were numerous meetings and hours of volunteer time. However, the positive outcomes verified that we made a difference in the lives of our patients. As a result, we now have an additional grant to maintain the study for another 12 months. Our hope is that in the near future we have pharmacists

from all over the state joining us in helping to prevent one of the leading causes of accidental death in the elderly... falls.

We need to challenge each other to act on opportunities like this one to advance the practice of pharmacy across all health care settings. Imagine the result if similar collaboration was happening in pharmacy settings all over the state? We know that not every idea will come to fruition, but we must be willing to initiate change, act, persevere and support those who are willing to give of their gifts and talents.

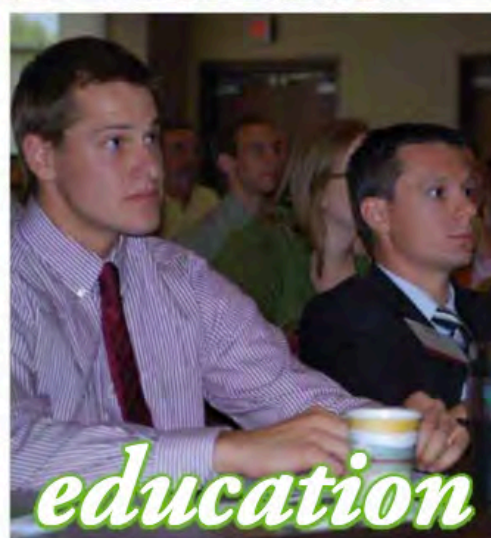
During the past year, I have had the opportunity to become involved in numerous discussions with both community and hospital-based pharmacists about the future of pharmacy. For example, it has been exciting to talk with community pharmacists, from numerous practices across the state, who are effectively changing the way they practice. Examples include adding clinical services, forming collaborations with physicians, providing vaccinations, building MTM into their practices and adding technology to gain efficiencies. These are the types of activities which support the patient-centered approach that pharmacists have been striving for within our current healthcare system. On the other hand, I also had the pleasure last month of spending a day with over a dozen pharmacists, residents and technicians at the University of Wisconsin Hospital and Clinics (UWHC). I spent an entire day at the hospital observing and learning. Steve Rough and his team at UWHC are an excellent example of an organization that is helping move the Pharmacy Practice Model Initiative forward. PSW is THE leading state pharmacy organization on this nationwide hospital project. This initiative will help create the future practice model for hospital and health-system pharmacy while advancing the health and well being of patients by improving both the delivery and coordination of care.

As we look to advance the practice of pharmacy in all settings,

we need only to look at our patients and determine what services will help guide them in achieving their personal goals for optimal health. PSW will strive to facilitate a massive and coordinated effort between community practices and hospital practices to realize a patient-centered profession. Imagine the impact on the management of chronic disease, number of emergency department visits and hospital readmissions, end of life care and transition to other healthcare settings. These are just a few of the many opportunities that

would not only save healthcare dollars but, more importantly, make a difference in the quality of life for our patients. Although there is still much to accomplish to reach this goal, PSW is forging a way... providing an example...providing tools and resources...providing leadership. With your assistance, involvement and support we will achieve our collective goal.

Below -Photos from the 2011 PSW Annual Meeting in LaCrosse,WI.



Every 11 Years

by Terry Maves, 2010-2011 PSW President

When I was receiving congratulations from fellow PSW members who formerly had the position of president, I realized that I am the oldest incoming president of PSW in many years. However, I also realized that as I take office, I have the most years of experience behind me. So hopefully the experience is an asset that we can make use of as we continue to move the pharmacists in this state forward. This morning I would like to talk about some of those thoughts, but before I do, please allow me to recognize a few people who have been important to my pharmacy career and our profession.

I am truly honored to have my preceptor and mentor, Mylan Sinclair, with us here today. Mylan and his partner Morris Gabert (Gabby) owned Appleton Pharmacy, and in 1959 helped me launch my pharmacy career by bringing me to Madison to visit the school. At one time at Appleton Pharmacy, we had a pharmacist, a day clerk, a person who ran the postal station, a night clerk, and delivery boys. That pharmacist stands before you today as the president of PSW, the day clerk (Donna Eckes) served as the president of the Technician Section, the person in the postal station opened the Euro-Disney site in Paris as the human resource director, the night clerk ascended to the highest position for a woman at Kimberly Clark, one delivery boy is an internist in Minocqua, while the other is an oncologist in San Diego. Never doubt that one person can change the world. Boy, Mylan knew how to hire "em." And if you remember last year, Lynne Dittman, in her introductory remarks, introduced Mary Rice (Mylan's daughter) as the person who helped get her started at her first job.

I would also like to acknowledge Ken Schaefer, my college roommate and long time friend. Ken has not only been a tremendous leader for pharmacy in our state but over the years, he has stimulated my

thoughts to push me well beyond what I ever thought possible. John Hofmann was my "boss" at Shopko for many years. Actually he is a friend and mentor. John represents all that is good about a pharmacist with his passion and constant pursuit of "doing the right thing." Speaking of PASSION, I know of no one with more passion than John Hofmann for Badger football which is reflected in his seasonal weekly column

"From the Stands."

George Gosz and Emory Laffin have been my partners for 30 years at Shopko. These two pharmacists are representative of all of you in the audience that make incredible contributions to this profession but go mostly unrecognized. In 2000, PSW honored me with the Innovative Pharmacist of the Year award. But the truth is the ideas came from many nights sitting in our kitchens after 9:00 PM creating the early skeleton of what is today medication therapy management.

Mark Huetten, like me, stumbled into the unknown world of managed care. Mark was a hospital pharmacist in Neenah, volunteered to sub on a pharmacy and therapeutics committee and ended up being my partner at Touchpoint Healthplan. The work we did there helped lead the Fox Valley/Green Bay area to the best health care outcomes in the country as measured by NCQA/HEDIS in 2002, 2003 and 2004 while achieving some of the lowest costs. AND it was fun.

It is a very special honor to have Wendy Arnone, CEO of United Healthcare of Wisconsin, here this morning. When I asked Wendy if I could run for PSW president, explaining that it meant a significant time commitment, she did not hesitate to say "Go for it." In addition, Wendy has been a huge supporter of the MTM program over the long journey to get United Healthcare on board. There is no way we would be where we are today without Wendy's commitment both financially and clinically.



I would like to recognize my mom, Arlene Maves. Along with my dad, who passed away a few years ago, they have always supported me and are very proud of "their pharmacist." Finally, the person who made it all possible – my wife Mary. Mary and I have known each other our whole life beginning in Sunday school. We dated for seven years and have been married for 40 years. It's been a great journey. Her dedication to our household and five great children has given me the chance to commit to work in this great profession of pharmacy.

EVERY 11 YEARS

- Typewriter
- Computer
- OBRA 90
- Consultation (ETC)
- Medication Management

As I mentioned a few minutes ago, as I accept this office, I have had over 40 years of experience in pharmacy. After reflecting on my career, it has occurred to me that every eleven years there is an opportunity for pharmacy to change. The first day I walked into Appleton Pharmacy in 1967, Mylan handed me a spatula and told me to count out 100 phenobarbital 30 mg tablets. Then he showed me the typewriter that had this little button on the roller that you pushed to hold the label. The label had the patient's name, the date, the directions and the number of refills. What was missing? THE NAME OF THE DRUG. Bottles were put in an opaque white bag with the patient's name and the prescription number. Customers (not patients) came in, looked for their name and took the bag to the checkout. As the decade of the 70s

passed, slowly but surely doctors agreed to allow us to put the name of the drug on the bottle. This meant we could actually tell customers the name of the medication they were taking. Then as we approached the late 70s, pharmacists were beginning to say that you better have a computer by 1980 or you will not survive.

So in 1979 I walked into Shopko in Appleton and there was a Norand computer. It was a big box and had a floppy disk for doctor information, one for medication information and one for patient information. Prescriptions were still handed out by a clerk in front of the pharmacy but the pharmacist may have occasionally yelled across the counter “And take that on an empty stomach.” HIPAA?!?! Eleven years later came something called OBRA 90. OBRA 90 essentially was a mandate from the government stating that if it was going to pay for prescriptions for Medicaid, those patients needed to be consulted. This brought about moving prescriptions from behind the cash register to behind the prescription counter. Patients no longer received their prescriptions from a clerk but now received them from a pharmacist. They were still in a bag, but someone got the idea to put them in a see-through, plastic bag so we could show the patient the bottle and label. Then someone got the idea to put prescriptions in a zip-lock bag so we could take the prescriptions out of the bag and read the labels to the patient. As we moved into a new century, 11 years later, consultation became more and more sophisticated. Early on, consultations took on the format taught to us in pharmacy school and tested on the oral exam. Points piled up on the exam as we said: Hi my name is..., this is your Prozac which is for depression, store in a cool dry place away from children and pets, etc, etc. Later, pay for performance programs like those that PSW and Scott Whitmore promoted for Medicaid and the Everybody Teaching Compliance (ETC) program promoted by Touchpoint Healthplan led pharmacists to talk about Kupfer Curves for depression, or the Rules of Two for asthma, or to help diabetic patients understand their goals for hemoglobin A1C, blood pressure and LDL levels. And finally someone had an idea to open bottles and show the medication to the patient as a final check.

Those are community pharmacy examples, but I think the same change has occurred each decade in the other major areas of pharmacy practice too. Look at hospitals. Forty years ago, not only were pharmacists in the basement of a hospital, most served as drug room managers... an important role but one that is a far cry from what we see in hospital practice today. The clinical pharmacy movement in hospitals during the 1970s caused a realization that pharmacists could improve the quality of care a patient would receive in the hospital. Unit dose and changes from a centralized pharmacy system in the hospital to one that was de-central, on the floors, followed. But the widespread adoption of clinical pharmacy in hospitals did not immediately occur. It has taken time, savvy leadership and sound business plans to advance the role of pharmacists in hospitals and clinics. Hospitals that now employ clinical pharmacy staff cannot imagine operating without them. That is a huge accomplishment but one that is still unfinished until it is the standard of practice on every floor in every hospital.

This brings us to the next 11 years. What is next? One thing that is certain to happen in the next 11 years is change – change in the health care system. Between now and 2014 change is mandated. Because of that, I would like to take a moment to talk about a change in our thought process which I think is important for us to understand.

\$100 + \$30 = \$130

I, the pharmacist buy a drug that costs \$130. The patient pays me a copay of \$30. However I still need to collect the other \$100 to make me whole. The question I ask all over the state as I am speaking is “Who pays the \$100?” The answer I hear most often is “My insurance pays that.” That is true. Insurance sends me the check, but here is a bigger question. “Who put the money in the checkbook?” There are only three ways to pay for health care. One is the individual, the second is the government (Medicaid, Medicare, etc.) and the third is the employer. It is not the insurance company. If a patient spends \$100 on a prescription and fills that prescription 10 times in a year, \$1000 is spent out of the employer’s checkbook. If a

patient gets a prescription that has an equal outcome that costs \$10 and gets it filled 10 times in a year, \$100 is spent out of the employer’s checkbook. One prescription for one patient creates a \$900 difference in the checkbook. If a company has 100 employees that take that prescription, the difference in the checkbook amount is \$90,000. At the end of the year, a broker comes into the employer and says “We have to fill up the checkbook, and there is a 23% increase in your health care costs.” Now some of that increase goes to the broker and some to the insurance company, but the vast majority of the increase is a result of the cost of health care that we use. The employer then replies, “I can’t cut my costs or create enough new business to cover these health care increases.” The employer has to make a decision. For example the employer may increase copays or raise the deductible or switch to a health savings account (HSA) where the patient pays cash out of his/her account for the first \$4000. Or the employer may go to an all generic formulary or put in more rules. Employers are looking for ways to make their premiums more affordable. What employers (payors) are really looking for is better value.

Value= Outcome / Cost

Value is equal to outcome divided by cost. Here are a couple of examples. If you go to the doctor to be treated for high blood pressure, your doctor will follow JNC-7 guidelines and prescribe hydrochlorothiazide which costs next to nothing. It is the number one drug prescribed for blood pressure and has very low cost, resulting in a great value. In a second example, let’s say you go to the doctor and he/ she says “I have bad news for you.” You have cancer. However for this type of cancer, I can prescribe a drug that has up to a 90% chance of resolution. The drug costs \$46,000 a year. Is that a good value? Yes it is, because the outcome is so great that the cost is secondary. So value does not mean “cheap” or value does not mean “holy cow that is expensive.” Value means outcome divided by cost.

I have thought a lot about this and I think the person in your community who is the most important person that will dictate whether businesses survive in your



It was a beautiful day for teeing off at SentryWorld golf course.



APhA's Thomas Meningham discussed the strategic pharmacist involvement in healthcare.



Dr. Meisel from IHI presented a very useful list of 10 ways to improve patient safety.

community is not the mayor, are not the members of the city council, is not the state assembly person, is not the president of the local chamber of commerce. It is the physician. From the orders of the physician flow costs that are in most cases second only to payroll expense of employers. There is no one who has a better handle on the outcome part of this equation than the physician. Physicians are trained for that. However, when it comes to the other part of the equation – cost – physicians themselves admit that they need help.

There is another part of the healthcare team that does know outcomes and costs. Who would that be? THAT WOULD BE YOU, THE PHARMACIST. Pharmacists are part of the healthcare teams that are in many cities and towns across the state including ALL communities that have community pharmacists or hospital pharmacists or long term care pharmacists or managed care pharmacists. And I wouldn't stop there. Technicians are a very important part of the team. Helping bring value to the patients in your community is the job of all of us. If we don't do this, health care costs will continue to rise, putting more and more pressure on the payors of healthcare – the businesses of our communities.

MTM

What is next? We have evolved from putting pills in a bottle, to the computer age, to having patients pick up prescriptions from the pharmacist, to consultation. The next 11 years will call on pharmacists to manage prescription care—medication therapy management. About two months ago, I was invited to join a panel at the McKesson Trade Show in Las Vegas that included the former governor of Utah and former HHS secretary, Michael Leavitt. He had a great message which strongly emphasized the thought that healthcare professionals will have to manage healthcare as a team. I can tell you that the hot topic at that conference was MTM. Fortunately because of PSW and the leadership of people like Chris Decker, Kari Trapskin, Sarah Sorum, Pat Cory, Paul Baum, Wendy Arnone, Carrie Gray and a host of pioneer pharmacists in this state, we are far beyond others in this country when it comes to making an impact. The pharmacists of Wisconsin are poised to make a real difference in this new world. Health care will change. Our role will change. It has in the past and there is no reason to think that it will not change in the future. When it comes to medication therapy management, the question is no longer “Can we build it?” We are now ready to answer the question “Will we do

it?”

Pharmacy is a service profession, and the pharmacist's responsibility is to serve the drug-related needs of the patient. Drug therapies are more complex and more expensive today than ever before...and the cost and complexity of care is not slowing. We pharmacists, whether practicing in a hospital, nursing home, specialty pharmacy, managed care or a community pharmacy, must determine the drug-related problems of our patients and determine those patients that need the most assistance. There are not enough resources to provide MTM services to every patient and, frankly, not every patient needs a high intensity service. We must recognize that our services come at a cost and that cost must provide value...as part of that value equation I described earlier. But, most importantly, we must act. We must ask ourselves which patients need our services and secondarily ask how we can provide those services. PSW stands ready to provide both leadership and support to this cause for the next decade and the next major evolution, but it will be the individual resolve of PSW's members that will make it happen.

I look forward to working with all of you in my role as PSW president in the coming year. Thank you.



Dr. David Dosa, connected with audience members as he discussed how one cat taught him and his staff valuable lessons in end-of-life care.



Some of the valuable clinical reference materials presented to pharmacists as part of MTM session.



Participants in a hands-on patient medication review session.

Making a Difference

by Lynne Dittman, 2009-2010 PSW President

Good morning. I see many friends, family members, and professional colleagues; and I thank each of you for honoring me with your presence this morning. It is truly humbling to stand before you as I begin my new role as president of PSW. Before I continue, I would like to offer my sincere thanks to Chris Witzany. On behalf of the staff and membership of PSW, Chris, we thank you for your passion, thoughtful input and good sense, and your inspiring personality. It has been a great privilege to work with you and be assured that your service is not at an end.

I find it daunting to stand before you—so many of you have influenced my life, both personally and professionally. A great many of you could (and have) served our membership as president. A good number of you represent the future leaders of our profession and this Society. I would like to acknowledge a few individuals at this time; although I will never be able to point out the many, many people or occasions when an exchange or volunteer experience has helped to shape who I am today and the perspective I bring to this role.

First and foremost, I wouldn't be here if it were not for my parents, Mary and Dennis Dittman, who are here this morning. They have each supported me in so many ways, nurturing my passion for life and this profession. Mom not only helped to manage payroll and bill paying for their business, she also maintained a stable and comfortable home life while dad worked long hours. Mom, thanks for modeling a strong work ethic and sharing my love of books.

Many of you know that my father is a pharmacist, also. He began his career in pharmaceutical sales. Pursuing his dream, Dad purchased a community pharmacy practice in our home town of Grafton. I am blessed to have had a most wonderful role model in Dad. Not one to leave a dwelling untouched by remodeling, Dad tore out the soda counter and remodeled

his pharmacy to include a private consultation area. It seems that this was somewhat of a personal sacrifice as it meant no more chocolate phosphate sodas or malts. The liquor department and cigarette sales soon followed. These actions supported his drive to provide more than the traditional pharmacy service of the time. This was the 70s – before MTM, pharmaceutical care, or WPQC had arrived on the scene. Dad took blood pressure readings, provided educational materials, and regularly collaborated with local physicians. He had a very loyal customer base largely due to his commitment to providing patient care whenever needed. I, as many offspring of community practitioners do, remember interruptions to family gatherings as Dad left our home to unlock the pharmacy, fill the needed prescription, and in some cases, deliver the medications to the patient's home. I am so very proud to have had this early introduction to patient focused care AND very proud that my father provided it.

Over the years, I have been blessed to work with many outstanding individuals. Each of us can reflect on those people who make a difference in our lives and careers. I would like to highlight a few: Thora Vervoren hired me as an intern at Columbia Hospital in Milwaukee. It was a thrill to join her staff. Thora has ALWAYS challenged me to dig deeper and stretch myself to reach my full potential. She has always been a stellar role model for me and for all female pharmacists. Thora, thank you for being a wonderful leader, mentor, and friend these many years.

My connection to Mary Rice was immediate; and we have enjoyed nearly 30 years of personal and professional friendship. This connection was perhaps cemented by the fact that we came from multiple pharmacist families, including the men in our lives. I was so excited at the possibility of having her as my preceptor at Columbia Hospital that I forgot to ask what the position paid. I really didn't care!



Mary, I respect your clinical knowledge; and your calm professionalism has guided and supported me on many occasions.

Cindy Benning joined the Columbia Hospital team early in the 1980s. We became fast friends and remain so today. Cindy, as many of you know, is a strong role model within our profession. Her service on the Pharmacy Examining Board alone is a stunning example of commitment to the profession; however she remains active with numerous other professional commitments. But mostly, Cindy is a steadfast friend and confidant who always provides thoughtful counsel and support.

Bill Belingloph and I began our careers together in the 80s. Nearly 8 years ago, we teamed up again to provide pharmacy services in two for-profit hospitals. I think of our relationship as yin & yang—we've complimented each other's leadership style for many years. Bill contributed greatly to my early learning about quality improvement and being data-driven. He has also greatly contributed to my learning about fine wines and great food. Thanks, Bill, for your ongoing partnership and friendship.

Lastly, I wish to acknowledge my husband Don Edler. We recently celebrated 18 years of marriage. Don provides the balance in my life and does his best to keep me grounded. He has taught me that spontaneity is good and perfection is not always needed—both tough lessons for me. Don is my sounding board, editor, communication coach, shoulder to lean on,

and the reason that work isn't everything. Thanks for being my rock!

I have been thinking for some time about what I would share with you this morning. Unlike Chris, I am not a "trekkie," so my comments are not based upon that analogy. My passions outside of this profession include golf, cooking and entertaining, and reading. I suspect I could come up with a framework around any of them; but it might be corny. In any event, I have a few thoughts I would like to share.

We are fortunate to be in a profession with tremendous impact on society. I remember hearing a story about making a difference; and I was reminded of it as I thought of what I might say to you regarding the challenges and opportunities we face:

"An old man was walking along the beach after a storm and saw hundreds of starfish that had been thrown upon the sand by the rough waves.

As he looked further ahead, he noticed a young man picking up starfish and throwing them back into the ocean, one by one. The old man approached him and asked, "What are you doing? There are hundreds of starfish dying on the beach. You can't expect to make a difference by tossing a few back in." The young man turned to the old man, smiled, picked up another starfish, threw it into the ocean and said, "I made a difference to that one."

During my career, I've helped to implement big changes such as implementing new computer systems and clinical programs. It has been rewarding to see the impact on a large number of patients. However, I can recount many more stories of seemingly small actions that were important to one patient or his family. I believe this is part of our strength as professionals—the skill and knowledge to influence wide-scale change coupled with the accessibility and compassion to impact one life at a time. There is necessity for both. The time is now to articulate this message within the health care reform debate. Each of us makes a difference, daily; and we must share our story. We must also rigorously pursue strategies which make the provision of medication therapy management more prevalent.

Like you, I have been watching the health care reform debate take shape. Never before have I been so saddened to

see politics in action, making a mess of this incredibly complex issue. If I had 5 minutes with the congressional leadership, I would share my observation that at the root of failed organizations is a lack of alignment of goals. I strongly believe that aligning incentives and structure to serve patients while assuring adequate compensation for all providers is essential. The belief that increasing quality results in reduced costs is not universally embraced, but I believe it to be true. Just as hospital departments cannot operate within silos, all disciplines must be part of designing a more sustainable model of care instead of strategies that pit one against the other.

An improved healthcare system empowers patients and must allow access to the health care experts needed at any given time. Our challenge as pharmacy professionals is to articulate our value like never before, demonstrate the cost-saving benefit that medications make in the lives of nearly every American, and educate decision-makers at all levels of government and industry to embrace our role in providing health care. We must tell our story to our representatives in government—both signaling our interest in helping to craft a better system AND asserting our role on the health care team. The opportunity facing us is great as well. As a result of our involvement in this debate, we can gain ground in our efforts to assume an even greater role in the management of medication therapy. We are fortunate, at PSW, to have tremendous assets in Tom Engels (VP Public Affairs) and Chris Decker, our Executive VP. These two men are adept at navigating the legislative landscape here in Wisconsin. They work diligently to keep the membership informed and regularly interact at the State Capitol on behalf of all pharmacy practices.

Now more than ever, the vision that formed the Pharmacy Society of Wisconsin is clear. Regardless of practice setting, we can have a united voice while advocating for the application of our unique skills. I have practiced in many different settings. In addition to a hospital practice in a large, teaching facility, I worked for a small family chain of community pharmacies, an acute long term care hospital, and most recently, a free-standing inpatient rehabilitation hospital. Although there are issues and

challenges unique to each setting, I believe there is more that unites us as members of a singular profession, regardless of where we apply our skills.

It is exciting to see the utilization of medication error data to refine work processes in the community setting as a component of the Wisconsin Pharmacy Quality Collaborative (WPQC). Many hospital pharmacy managers have been collecting and analyzing this type of data for many years to make significant changes in how work is conducted within that setting. Likewise, patient counseling and adherence strategies are becoming essential skills as hospital pharmacists and technicians are conducting patient interviews, serving in our emergency departments, and participating in discharge planning. And, our long term care colleagues have long known the benefit of a well performed drug utilization review. I am greatly energized by the capacity within our organization to leverage the experience of pharmacists from every practice site to positively affect patient care outcomes. I am committed to making this characteristic of PSW even stronger.

I look around this room, and in addition to the technicians and pharmacists I have worked with over the years, I see many professionals with long careers ahead of them. To the technicians, I say thank you. Thank you for stepping up to increase your knowledge and skills through a myriad of creative roles. I view our technician colleagues as true partners in providing pharmacy services. To the pharmacist and technicians new to the profession, I encourage you to get involved with PSW. I recently attended the Pharmacy Leadership Conference where 20 young pharmacists from Wisconsin and Iowa gathered to network and continue their personal leadership journey. It was inspirational to witness their passion and energy. To all of you I say: this is your professional society and its success depends upon your participation.

Becoming involved can take many shapes. Membership in PSW is just the admission ticket. Staying informed by regularly reading PSW's communications is a must. Talking with pharmacists beyond those with whom we regularly work is always beneficial; and PSW helps facilitate those interactions. Attending PSW's

conferences, participating in one or more of PSW's PINs, and encouraging others to do the same are relatively simple—yet beneficial—steps for our own individual professional development, as well as the collective growth of our profession.

PSW is a dynamic organization. Although the people responsible for leading the organization change over time and the details may change from year to year, the need for focused and consistent service in key areas remains. Educational programs not only provide for individual professional development, they enhance efforts to advance the practice of pharmacy. This society represents the interests of pharmacy professionals through a robust advocacy effort. Regardless of the role you have chosen within this profession—clinical pharmacist, technician, academia, pharmacy management to name a few—PSW is your organization. The things we are working to accomplish at PSW are important to every Wisconsin pharmacist, technician and student.

Adding new members can only strengthen our ability to be successful.

In addition, you will experience some very real benefits. My parents will tell you that I have been a volunteer for most of my life—that I always raised my hand when someone was looking for help. They jokingly used to tell me to “sit on my hands.” I did—well, perhaps only occasionally. I have raised my hand and offered my time, talent and resources. It is because I learned that more often than not, I got more out of the experience than I had put into it.

Here are a few things I have taken away from my involvement with PSW that I believe are relevant for ALL current and future members:

- Your profession is a lifelong commitment, you are part of the story of pharmacy in Wisconsin, and you can make a difference by being involved.
- Volunteering can add to your employability by sharpening career knowledge, providing experience, building your professional network and honing your written and verbal communication skills.
- Volunteering is beneficial to your health. I read that the Corporation for National and Community

Service has found a significant connection between volunteering and good health.

- Volunteering is a great social outlet and keeps you connected to our pharmacy community.
- Membership promotes personal growth and pride in our profession.

I also have a special message for my female colleagues. We are blessed to be in a profession that offers great flexibility. Many women successfully balance profession and home life, often temporarily working part-time while raising a family and reentering a full time career at a later point. Please continue to be professionally engaged by attending educational programming and volunteering your expertise to our Society. Part-time employment cannot equate to being partially committed toward our profession.

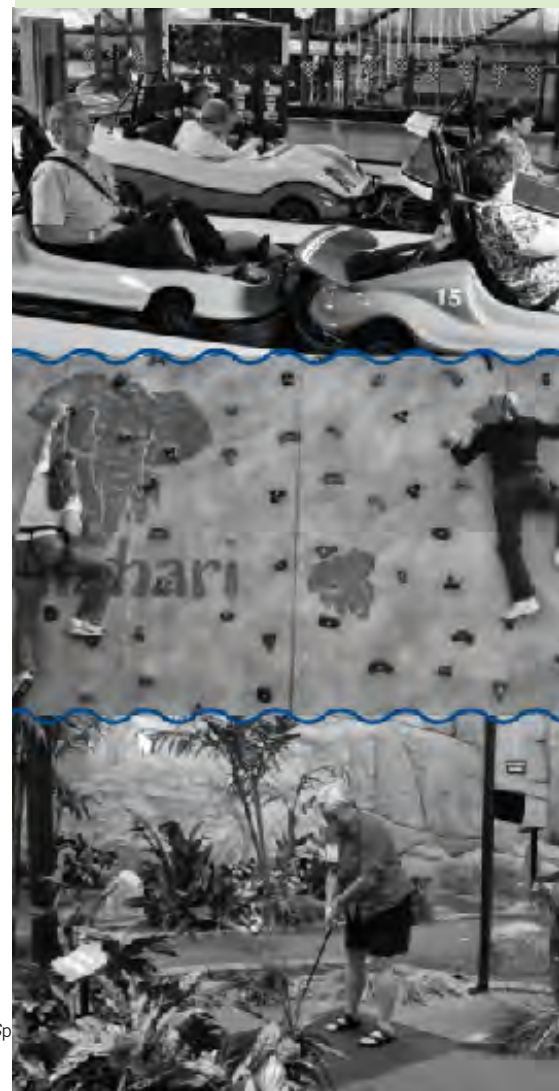
So now to the analogies. Many of you know I am an avid golfer. Some of you have suffered through a bad round with me or celebrated a shot well played. There are many things I love about the game including the ongoing desire to improve my abilities, the fierce commitment to play by the rules, and my desire to spend quality time with my family and friends. Regardless of my personal success on any given day, I've spent four or five hours enjoying the elements and marveling at the beauty of this earth. I think of my profession in a similar way. I embrace that although I have learned a lot, I have a lot to learn. I am passionate about adherence to and advancement of practice standards. But at the end of the day, it is this community of professionals to which I belong that gives me such joy.

With respect to cooking and entertaining. I read cookbooks like novels and son Jeremy knows he has a sure fire gift success when he selects a cookbook for any occasion. I enjoy imagining a well-prepared dish coupled with good wine and better friends. I love taking a grocery cart full of fresh ingredients and seeing them transformed into a meal. Don and I have a philosophy regarding entertaining: we combine great people in a comfortable environment, add good food and drink—then it's up to them to have a great evening. PSW is the place and this room is filled with a portion of the great talent within our profession. Let's build upon our

accomplishments to advance the practice of pharmacy in Wisconsin and the country!

So, finally, my love of reading. I have always loved to read. I am particularly fond of historical fiction and I frequently think of a good book's characters as real people whose lives I'm anxious to visit as soon as time allows. Each new book is an adventure, sometimes great and sometimes not too good. Accepting this role as your president is a very exciting chapter of my life. I am so honored to be entrusted with this role. I am so pleased that you have chosen me to represent you. I will be diligent in fulfilling my responsibilities and will strive to represent Wisconsin pharmacists well. I will seek to understand the many perspectives I encounter. I thank you again for honoring me with your presence this morning and this weekend, and I look forward to working with many of you in the months to come.

Below -2009 PSW Annual Meeting Friday Night Party at the Kalahari Indoor Theme Park in the Wisconsin Dells.



Something More

by Chris Witzany, 2008-2009 PSW President

I would like to thank you, the members of PSW, for allowing me the opportunity to serve as president for the 2008-2009 year. The possibility of serving as the president of the finest state pharmacy association in this country is a bit overwhelming for a regular pharmacist from the far northwest corner of our great state. I will do my best to continue the strong tradition of leadership that PSW has enjoyed since its inception. I would also like to acknowledge my family and my coworkers for their support of my past and upcoming volunteer roles within PSW. Their patience, support and understanding of the greater good that can be created through PSW is what has provided me the time and resources necessary to fulfill this commitment. Thank you all.

I am an independent community pharmacist. I have practiced as a community pharmacist my entire career. It is what I know. Therefore, many of my comments in this presidential address will refer to my first-hand experiences with this specific area of practice. Those experiences are what have mostly shaped my professional views and aspirations. However, I have also been influenced by pharmacists from other areas of practice during my PSW service. I have listened and learned from them. I am better positioned to serve PSW because of this breadth of input.

Now is a challenging time for the pharmacy profession. Revenues are threatened and margins are being squeezed in virtually every corner of practice. Mail order dispensing continues to grow, and an increasing number of specialty drugs are not available to consumers through community pharmacies. All these factors challenge pharmacists in every practice setting: community, long-term care, and hospital alike, to provide consistent high quality care. In his presidential address last year, Russ Jensen stated that in shaping the future of pharmacy, pharmacists have many challenges in demonstrating the value of

the care that we provide. He also stated that we need to provide that "something extra," that "something more." I agree with Russ and I would like to direct my comments this afternoon to what I believe can be key in providing that "something more."

I think part of the answer to a successful future for pharmacy is to establish, renew and reinvigorate the interpersonal relationships we have on a daily basis with our patients, our professional organizations, and our professional colleagues. I would like to explore some of the challenges we face in pharmacy, including my individual practice, and see how these relationships can help us meet these challenges.

Partly for fun and partly to keep your attention, I am going to address these professional challenges within the context of the Star Trek universe. I may be the first PSW president who is a Trekker. But then again, maybe not. Perhaps Pam Ploetz, Sue Sutter or one of PSW's other previous presidential officers are closet Trekkers.

One of the reasons that Star Trek has endured for over 40 years is that Gene Roddenberry, the creator of the fictional phenomenon, imbued the show with the idea that there is always hope for the future, despite the challenges of the time or particular galaxy. This potential was shaped and believed by Star Trek's followers because of the ideals, principals, and relationships developed by the characters of that universe. Some people deny that you can learn from other people's experiences. I not only believe we can learn from one another, I believe we can learn from those who are not even real people. We can learn lessons from watching and reading from the Star Trek universe, the same way students of Shakespeare's work have learned valuable lessons about leading a successful life from the successes and failures of the infamous characters that he created.

Resistance is Futile

One of the greatest challenges to community pharmacy over the past

two decades has been the intrusion of pharmacy benefit managers (PBMs) in the practice of providing pharmacy care and prescription products to patients. Due to a combination of cost management strategies and self-profit interests, PBMs have either compelled or have used "strong-armed" financial incentives to coerce patients into using a mail order pharmacy. This business action has caused disruption in the meaningful patient care services provided by pharmacists in Wisconsin who directly provide pharmacy services to people in their community, as well as creating major obstacles in running a successful pharmacy practice.

In the Star Trek universe the Borg are dominant and powerful civilization whose motto is "Resistance is Futile." The Borg use technology and immense size to assimilate and conquer civilizations much the same way that some PBMs leverage their size and use questionable business tactics to create an uneven playing field among pharmacy providers. In the Star Trek universe, the Borg were either defeated or at least held at bay by innovative thinking or sheer will power by the crew of the Enterprise. In the same vein, I believe that pharmacy professionals can be successful in our battle for survival in the health care universe.

The aging of the baby-boomer generation is setting the stage for an exponential increase in prescription use among the U.S. population. The size of the health care pie within our nation's gross domestic product will increase, and the size of the pharmacy slice within that enlarged pie will almost certainly grow as well. Because the pie that mail order and community pharmacies will be vying for will become larger, the challenge for in-person pharmacy practices will be to differentiate themselves from pharmacies that merely serve as distribution sources of commercially prepared products. We need to refine, reinvigorate and initiate new relationships with our patient base to make them realize that we are their champions in



Left - Chris Witzany giving his presidential address at the 2008 PSW Annual Meeting.

Below - Images from the 2008 Awards Banquet on Saturday during the 2008 PSW Annual Meeting.



one counseling sessions to help them make an informed decision about what plan would be best suited for their individual needs. We were successful in engaging about 90 percent of the eligible population in our practice to meet for a consultation and we helped each person make a decision that was best for them, after we helped them understand the complexity of the program in the first place.

Each of these individual consultations had benefit beyond signing up a patient for a Part D plan. Each patient chose the best plan based on his or her individual prescription needs and had time to ask any questions about their individual prescriptions. If you are a community-based pharmacist, how often have you had 20 to 30 minutes in your practice to do a complete medication review and determine your patients' understanding

assuring them the best and most valuable health care experience.

I have two specific examples to share that have helped . differentiate my practice from other sites in my area. But first another Star Trek reference:

Damn it Jim! I'm a pharmacist, not an errand boy for the PBMs!!

Three years ago, many pharmacists bemoaned the idea of the government initiating a prescription benefit for Medicare beneficiaries. Medicare was already headed toward insolvency, and adding another component to the benefit would likely accelerate its financial uncertainty. In addition, community pharmacy practices already had a super majority of their patients using a PBM to administer their prescription program. Adding the Medicare population, of which a large percentage was cash-paymg patients, to that pool of insured persons was surely going to be a financial hardship for pharmacy businesses. However, the winds

of reform were blowing and I chose to tip the sails of my practice to catch the wind, rather than fight it. Like many pharmacists I chose to use this new, mammoth program as an opportunity to retain, and even grow my pharmacy business and enhance the value of the services I provided to the persons in the Grantsburg community who enrolled in Part D.

My first step was to negotiate fair contracts with as many of the of Part D plans as possible. I successfully contracted with five or six of what would eventually be the largest of the Part D plans in the state. With patience and perseverance, I successfully made a case to each of them to provide a FAIR contract with an independent pharmacy in rural, northwest Wisconsin that was committed to giving the best patient care possible. With regard to those plans with which I was not able to come to an agreement, I moved on.

Secondly, I advertised and offered personally to my Medicare patients one-on-

of their medication regimen and disease state knowledge? This kind of one-on-one interaction has led to the most important benefit of the consultation - the interpersonal connection between the patient and me. If I were to name one action that has increased the appreciation and loyalty from my patient base, the Part D consultations are it. It is not too late for you to start this in your practice. The Part D plans change their benefit structures every year, giving the patients an opportunity to find a plan that better suits them. As their trusted health care professionals, we are in the best position to help them make the proper choices. Use this as an opportunity!

The second tool that has helped me become successful in making those interpersonal connections is the state's mandatory patient counseling requirement at the time a prescription is transferred to a patient. Many patients, and pharmacists for that matter, complain about having

My Challenge to you:

*Explore new worlds,
seek out new rewarding
experiences, and boldly
go where no pharmacist
has gone before!*

a pharmacist talk to a patient about a prescription that they may have been taking for over 30 years. Why should we waste our time? Again, I use this as an opportunity. My practice site is part of the WPQC pilot project. As part of that initiative, one of the network requirements is to practice "show and tell" pharmacy - showing the patients the contents of each prescription vial to verify the medication is what they have been taking, or show them that there has been a manufacturer change in the tablet or capsule.

During one recent such show and tell session with a patient, it was beneficial to take that extra time. As I was proceeding through the show and tell, one of my patients asked how much of her diazepam she would need to take to kill herself! She was very serious when she asked the question. I had known this patient for a long time and I was aware that she has had a long battle with mental illness, but never before had she shown this level of depression. I asked her what was wrong, and she stated that someone had said something very hurtful to her and that she didn't feel like going on with her life. I am not a counselor, so I was unsure about what exactly to do next, so I simply talked to her for a few more minutes to determine that if I let her out of the pharmacy she would be safe. After talking with her for

several minutes, I asked her if a hug might help and she agreed that it might, so I gave her a hug. I did end up sending her home with her meds, but I asked if I could call her in an hour. She agreed. During that hour I called the local suicide hotline to ask their advice. They instructed me to call the patient back and ask if she would call the hotline directly. If she wasn't willing, or did not answer the phone they instructed me to involve the local police. I called the patient and she agreed to call the hotline. Later that afternoon I called back to the hotline to verify that Mary had indeed called. I also called the patient back to make sure she was going to be okay. She said that the hug made her feel better, that she appreciated my concern and help, and that she felt that the counseling hotline might be able to help her through this dark period in her life.

This opportunity to help a patient would not have happened if I had simply asked, "Do you have any questions about these meds?" as the minimum regulatory requirement would suggest is to take sufficient. Regardless of your area of practice, I encourage you to take time with your patients. Continually reiterate and demonstrate that you are there to be their pharmacy care resource. This particular situation was both personally and professionally rewarding for me, and

I know I made a difference in the life of this one person - a difference that would not have occurred if the patient was having medications mailed to her or if a personal encounter with a pharmacist had not been possible.

As I mentioned earlier, my pharmacy is part of the WPQC pilot project. By incorporating the project's network requirements into my work flow, I have increased the time that I interact with my patients. I would not be part of this initiative if I had not been a part of PSW first.

Allow me again to draw from the Star Trek universe. Within the context of Star Trek, the captains of the starships do not operate independently in deciding what new civilizations and planets they will be exploring. They are guided by the principles and direction of a larger organization known as the Federation of Planets, or simply the Federation. This organization has a guiding principle when it makes first contact with a new civilization. To paraphrase this prime directive: "No Starfleet personnel may interfere with the healthy development of alien life and cultures." The Federation has a ruling body comprised of representatives of member worlds acting as a senate, with one individual elected as its president. Very similar to the Federation, PSW is the embodiment of its member pharmacists who elect a Board of Directors, and leaders for the organization. Our prime directive is known as our mission statement: "Leading our profession in a changing health care environment."

A prime example of PSW leading our profession is the legislative successes that Wisconsin pharmacy has enjoyed, not the least the ongoing Medicaid budget battles that continually target pharmacy reimbursement rates. PSW is an advocate, as well, for any issue or public policy that concerns Wisconsin pharmacy. These issues ultimately affect every pharmacist in the state, in one way or another, regardless of their practice site. In Star Trek, the Vulcans practice a philosophy known as IDIC:

Infinite diversity in infinite combinations. PSW is celebrating its 10th anniversary this year, and like the Vulcan civilization, PSW's strength is based upon both the diversity and the solidarity of its

members. Our solidarity was exemplified by our motto when forming PSW: one voice. one vision. PSW exists to proactively address and influence changes in health care policy and to provide its members with the resources necessary to prepare and react to a dynamic pharmacy profession.

The WPQC project is an outstanding example of PSW helping to propel the profession of pharmacy to the next stage of its purpose. By reaching out to, and successfully engaging payers, patients, providers, and pharmacists, PSW is providing the pharmacists of Wisconsin with the opportunity to enrich their professional careers, improve the care delivered to persons that need it, as well as providing an important revenue stream to support the expanded practice activities at a time when margins are continually under pressure.

As important as I feel the legislative victories and professional projects are, in what PSW does for pharmacists, the real heart of the organization are the members and volunteers. I would not have become active in the first place if it had not been for my mentor and friend, Jim Olson, who has been an independent community pharmacist for 35 years. He has never been a Board member or officer of the state organization, but he has always exemplified what it means to be a member of PSW. Each time there is a need for legislative phone calls to be made, or for a new "business support membership" or simply information needed by PSW to give the organization better direction on community pharmacy issues, Jim has been there to help. I learned from his example and I thank him for his mentoring and guidance. When I was interested in learning about repositioning my practice for pharmacy care, he arranged for me to get two days off of work at a time when the relief pharmacist situation in our area was very bleak.

This opportunity led me to Madison to listen and learn from a spirited pharmacist named Jeanne Ann Stasny. She spoke at a conference sponsored, at the time, by WPhA. This seminar opened my eyes to what community pharmacy could possibly become in the future.

The next step on this pharmacy care road led to more continuing education

offered by WPhA, including critical subject matter presented by Beth Martin and Scott Whitmore, two pharmacist staff members of WPhA who I credit with further fanning the flames of my desire to change the way I practiced pharmacy. Apparently they didn't get to know me too well in Madison, because a couple of years later I was asked to run for a Board position for the newly formed Pharmacy Society of Wisconsin.

My election bid was successful, and it resulted in my first trip to a PSW Annual Meeting. I will never forget walking into the Thursday evening reception and feeling some discomfort over the fact that I really didn't know anyone there, except my wife who was with me. But within a couple of minutes a big teddy bear of a pharmacist, by the name of Mike Dow, came up to me and introduced himself as the person who had called and asked me to run for the Board. He gave me a big hug and welcomed us to the Annual Meeting. I still treasure, to this day, his outpouring of welcome, and his eventual friendship and inspiration he provided me in being a volunteer leader in PSW.

A couple of years later, during my second term on the PSW Board, another favorite pharmacy friend I made through PSW, Ken Schaefer, sat me down on the couch in the Presidential suite after the Saturday banquet, (probably because neither one of us was doing a great job of standing at the time). He gestured to the people in the room and stated that they represent more than just an organization. He said they are all part of a big professional family and that I was part of that family. I will not forget that night or those words he shared.

Since then there has been a parade of pharmacists with whom I have developed interpersonal relationships. They have both befriended me and inspired me to become a better pharmacist.

John and Sue Sutter taught me that independent pharmacists can find a successful balance between both the professional and entrepreneurial aspects of community pharmacy.

Andy Peterson and John Bohlman are wonderful examples of great leaders never afraid to innovate regardless of the size of their practices or of their towns.

Brian Jensen repeating his mantra: Take

care of the patients first and the rest will work itself out.

Russ Jensen and Steve Rough, who practice on the health-system side, have taught me that there are many skills that can be shared and learned from what would seemingly be totally different types of practices.

In the last year on the Board, I got to know John Gates who works for Aurora pharmacies. The leadership that he and his chain pharmacy organization showed, especially with the business support program, opened my eyes to the bigger picture of what true collaboration and team work can accomplish across all lines of pharmacy practice.

And, not the least of all, is Chris Decker who has that uncanny, Vulcan-like ability to ask the kinds of questions that inspire me to be better and deliver more to myself and the organization than I ever thought possible.

I realize that some of this may sound Pollyanna, and I know that many of the challenges in pharmacy can't be solved by simply making new and better relationships. I realize that we all face an issue of not having enough time. But an organization like PSW cannot attain the greatness it has without these relationships being formed. I encourage and challenge you to make a new pharmacy friend. Inspire a young pharmacist. Lead by example. Give someone a hug. These people, relationships, and organization are what inspire us as individual pharmacists to explore new worlds, seek out new rewarding experiences, and boldly go where no pharmacist has gone before!

What Does the Future Hold for Pharmacy?

by Russ Jensen, 2007-2008 PSW President

What does the future hold for pharmacy? This is the perfect theme for this meeting and my comments. For me, the immediate future will add a new dimension to my career as incoming president of PSW. I would like to thank you for allowing me to serve you in this capacity. I appreciate the support of my family and Dean and St. Mary's administrations and pharmacy staffs by providing me time to give to this role.

Two years ago, during John Johnson's presidential address, he discussed "Milestones and Turning Points." We could list a number of milestones and turning points that have occurred in our careers. It does not seem possible that we are almost 7 3/4 years into the 21st century. It seems like a very short time ago that we were talking about Y2K. Terms like Medicare part D, MTM, ASP, AMP, medication reconciliation and CPOE were not part of our daily vocabulary.

Last year, Sue Sutter challenged us to move from a "Good to Great" practice and profession. Steps have been taken to move toward "Great." Sue outlined PSW's progress in her comments. The opportunities to make this transition are before us and we need to take hold of these opportunities and shape the future or be shaped by it.

Ecc 3:1 For everything there is a season, and a time for every purpose under heaven.

The profession of pharmacy has been around a long time. For a long season, pharmacy focused on the preparation or compounding of medications. In the 1950's the compounding of medications began the move to the manufacturers. The profession moved to a dispensing profession. During the late 60's until today we have seen the expansion of the profession to the point that dozens or even hundreds of opportunities are available for technicians and pharmacists. Roles exist in compounding, managed care, hospitals, nursing homes, community, chains, home health, clinics, industry, education, and

many specialties.

What Does the Future Hold for Pharmacy?

I believe that we have an exciting future. There will be significant challenges and tremendous opportunities over the next few years. I believe that our current focus needs to be on patient safety, compliance, medication reconciliation and justifying reimbursement for professional services.

Demonstrating value in the care that we provide is a priority. If patients, legislators, payers and business leaders really believed that our profession provided value as health care professionals, there would be fewer issues that we would be facing.

Too often we try to fix blame on legislators, the Joint Commission, PBMs and others, but our older members will remember Pogo's statement "we have met the enemy and it is us."

How Do We Shape Our Future?

First every technician and pharmacist must ensure that they are providing something of value with every patient or professional encounter. Dispensing the correct medication is essential, but technology has developed machines that can accurately and safely dispense the medication. Prescriptions can be filled in another state and mailed to your home in a safe manner. Robots and unit-based cabinets provide medications in a number of hospitals. The challenge before us is to provide something more. I have seen a customer service video showing a man and his dog, both injured in an accident. The video follows each through their care. The dog was served faster, more efficiently and was home with medications hours earlier than the man, and in the evening the vet even called to see how the dog was doing.

What can you do on Monday to provide increased value? You may not be able to start with every patient. If you practice in a hospital or nursing home,

could you talk with patients or family members on admission or discharge that have new chronic medications started or are on more than eight medications? In community practice, be sure that you engage every patient with more than "do you have any questions." You could ask, "Have you checked your blood pressure recently or do you know what your AI C is?" How long would it take for a home health or community pharmacist to make a call to a patient on a new medication 5-7 days after the patient begins therapy?

Reimbursement issues will not disappear. None of us would have predicted that the Governor's budget would contain a reinstatement of the \$.50 portion of the Medicaid dispensing fee removed years ago, and none of us were surprised when it was deleted by the Assembly in the budget process. Every area of health care will continue to struggle with these issues. Hospitals, long term care, home health and clinics face reduced payments, and even a tax on hospital revenue was proposed this year. The federal government has set "FULs" that are below many pharmacies' cost for generic medication. CMS has proposed that costs related to falls, errors and infections, among other things, not be paid for in hospitals. Beginning Jan. 1, the state will only pay for clinic administered Medicaid medications that are obtained from companies that provide rebates to the State. Pressures to reduce payment for the product will continue in every area. It is imperative that we move to a system where the pharmacist is recognized as a provider and is paid for professional service. We also need to define what quality professional service is.

We must continue to make our voice heard in the legislative area. I would encourage you to attend Legislative Day and visit your elected officials. Contacts need to be made with elected officials to make sure they understand the impact that the changes being proposed have on your practice and business, and more importantly, on your patients. Legislators and government employees have little



concept of the impact of a law, such as utilizing tamper proof paper, has on actual practice. Expecting it to be implemented by Oct. 1 isn't realistic. Placing on pharmacies the penalty for receiving a prescription on the wrong paper doesn't make sense. Contributions to individuals running for an office also open the door for communication to take place with our elected officials. The PSW conduit allows you to choose the candidates that you contribute to.

I see a future that has much greater continuity of care and improved medication management. We know that there are often conflicting lists of what medications patients should be taking, none of which may correlate with what the patient is actually taking. We also know that many patients do not take their medication correctly. This has been brought to the attention of the public this summer with headlines such as "Millions Misuse Their Medicines" based on findings from the National Council on Patient Information and Education. Pharmacy staffs in long term care, home health and hospitals need to take an active role making sure that each patient's medication list is complete and accurate on admission and at discharge. This list needs to be communicated to the next providers involved in the care of the patient. Steps in this direction have been made, but we have a long way to go. Everyone wins if patients take their medications appropriately. Technicians and pharmacists must play a major role in eliminating medication misuse.

On the inpatient side, we must work with state and national organizations to demonstrate the impact of pharmacy involvement in managing and monitoring medication and medication reconciliation. The Joint Commission (TJC) has helped in this area. Sometimes the timetables and expectations are not realistic, such as pro-

spective review of emergency department orders, but overall TJC does help our profession to be more involved in patient care. Every person here who works directly with patients has many examples of breakdowns in the process where patients are taking the wrong medication or taking medication incorrectly. We can no longer just fill prescriptions or orders, but need patient interaction to be sure that patients are taking the correct medication and taking it appropriately.

We have a very fragmented system. Prescriptions are written by many different providers. Patients may receive their prescriptions from a variety of sources and may be taking OTC and alternative care products that need to be considered. The data exists that demonstrates that the pharmacist is the best person to manage medication. We have to work together to overcome the barriers that exist in expanding the pharmacist's role in medication reconciliation. Best practices and success stories need to be shared to help all of us justify increasing pharmacy's role in this area.

The numbers are debated, but data shows that thousands of patients are harmed in hospitals each year due to medication errors. We do not know the impact of medication incidents in other settings - community pharmacies, clinics, home health, nursing homes or the patient's home. This is an area that I am acutely aware of. On July 5, 2006 a young woman died at St. Mary's Hospital due to a medication error. As an organization, we have been working on patient safety for years. St. Mary's implemented bedside bar code scanning of most hospitals in the country. We use a variety of caution labels and I could go on with dozens of changes that have been made to protect the patient. Even with these changes, a serious error slipped through. We are still unable

to discuss the details of the incident, but Jasmine's death increases my resolve to do everything that can be done to reduce the potential for harm. Have you implemented barcode technology? Do you open the bottle before dispensing and look at the medication with the patient? Do you ask a couple of questions to be sure that the patient is taking the medication correctly? Do you encourage physicians to add the indication on the prescription as an extra safety step? We need to do more to identify safe practices and promote them to the public. I can guarantee that the death of a patient is a situation that you do not want to experience and we must do everything possible to prevent errors from harming our patients.

There are many other issues that we will be involved in over the next few years. There is discussion about requiring a BS degree to enter pharmacy school, requiring residencies after graduation and requiring certification for technicians. Technology and biotechnology are changing the face of our profession. To receive accreditation, schools of pharmacy need to increase the number and quality of clerkships. We have a shortage of pharmacists and faculty. There will be new patient safety goals, standards and legislation that impact our practice. We need the pharmacists and technicians to work together through PSW to help shape the future and not just react to it.

A Time to Plant

Ecc 3:2 reminds us that there is a time to plant and a time to reap. We are in a planting time. We must work to reach the point where patients are taking the appropriate medication properly. We must ensure that the medications have been dispensed in a safe manner, and that every health care professional involved in the care of that patient has an accurate medication list.

Leadership: A Student's Perspective

by Cari Schultz, 2018 PharmD Candidate



Editors Note:

During her rotation with PSW, Cari Schultz compiled and reviewed for print the addresses you see featured in this supplement. The following serves as a commentary on her perspective, as a student pharmacist, on these past presidents' comments.

Throughout PSW's past 20 years, its members have been graced with the wise words of its past presidents. Each individual wrote a great speech that came to a common consensus – partnership and growth, coupled with respect for the past and excitement about the future. Without recognition of the past difficulties and barriers that pharmacy has faced, the task of continued growth becomes daunting and seemingly insurmountable. However, with conscious choice and discipline, PSW has been able to help provide the resources for pharmacists to succeed and develop their profession in Wisconsin.

To best summarize the past 20 years, it is imperative to look to the presidential speeches and see how each reflected the ideals and values of PSW. One individual that multiple PSW presidents acknowledged is Jim Collins, who is a business author that focuses on what makes an organization great. In one of his books, Jim states, "Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice and discipline."

These words by Jim hold true throughout the history of PSW. Good leaders have the ability to model the way, inspire a shared vision, challenge the process, enable others to act, and encourage the heart. From the review of the past 20 years of presidential speeches, it is apparent that each of these pioneers in the PSW legacy granted its members these opportunities.

In his 2013 presidential speech, Mike Bettiga used Jim Collins's questions of an effective organization to frame his presentation. To best summarize and take a look into PSW's past successes, an amalgamation of previous speeches can be used to take another look at these questions and prove that PSW is indeed the great

organization that it aspires to be for its members and community.

Do we want to build an enduring great organization and are we willing to strive for the highest levels of leadership required?

From Nick Olson's presidential speech in 2017 – he quoted Teddy Roosevelt, stating "The first requisite of being a good citizen of this republic of ours is that he or she shall be willing to pull his or her weight and not be a mere passenger". This quote demonstrates how the future of the pharmacy profession cannot be dictated by outside individuals, but instead by the professionals that deal with pharmacy related issues – day in and day out. It calls out to members to become active in this organization and incentivizes them to show their passion and dedication to the profession. By providing the avenue for pharmacists to have an impact on practice, ownership is shared and potential impact truly perceived.

PSW is tasked to facilitate professional lives due to member expectation with their desire for PSW to be that guiding force. The impact of PSW on its members allows each individual to expand on their pharmacy knowledge and further their skills for the benefit of the patient. These tools allow each person in their own right to become a leader and pull their weight for the greater good.

Throughout the years of presidential speeches, one theme was common – leadership. The call for pharmacists and others to become the bricks and cornerstone of the pharmacy movement and integration into healthcare was essential in the ever-changing world of pharmacy.

Do we have the right core values and enduring purpose?

PSW was able to build its future, one brick at a time. Robert Breslow in 1998 reflected on his predecessor's speech as he rang in a new era of pharmacy with the inaugural meeting of PSW. In this analogy the vision of PSW was the bricks. This vision (or bricks) allowed PSW to turn that vision into practice, allowing its members to build for the future. Through the mortar and brick analogy of bricks and building, PSW's core values are fully integrated into their mission and purpose, which has been strengthened throughout the past 20 years.

As PSW continued to progress and change, they were united under the "One voice, one vision, one future" mantra. Not only has PSW reflected the needs of one specific area of pharmacy, but they represented the various practice sites and their individual needs. The need for each branch of pharmacy practice to be heard and represented continues into 2018 and the future. This inspirational view has become a beacon of hope for all its members and allows PSW to help position Wisconsin pharmacy practice to make a difference in patients' lives and provide exceptional care through utilization of pharmacist skills.

One of the goals of PSW is unifying Wisconsin pharmacists with one voice, focusing on pharmacy practice advancement in hopes of changing and bettering patient lives. This foundation built on visionary bricks allows for potential growth and exemplifies the oath of a pharmacist, upholding the high standards of pharmacists, with a focus on being the drivers and champions of professional development.

To put it simply, yes we do have the right core values and enduring purpose that lend to a successful organization.

Do we have the right people on that bus and are 95% of our key seats filled with the right people?

PSW has a plethora of members and leaders that help drive the proverbial bus toward pharmacy's future. Mike Bettiga stated in his 2013 presidential speech that each individual is essential to the success of an organization. Although the impressive work of others may seem daunting to replicate or impossible to contribute towards, each member provides their own passion and drive to keep this organization functioning at its full potential and beyond its perceived potential. Without contributing members and exceptional pharmacists, PSW would not have the gas to drive this bus.

Ken Schaefer in 1999 likened this notion to sailing through uncharted and at times turbulent waters. The energy of those involved made it possible to navigate through any difficulties that arose in hopes of creating that professional change. During 1999, PSW was focused on creating legislation allowing pharmacists to administer immunizations. This monumental milestone was the first of many steps towards pharmacist recognition of their untapped skills and knowledge. Ken's speech was titled, "Dance as though all are watching." This lends hand-in-hand with the idea that every member of PSW is significant, no matter their contribution. Each action taken by a member has the potential to change the pharmacy profession and allow it to evolve through time.

For organizations to fully succeed, its members need to buy into the vision and mission. Throughout any experiences with PSW, it is apparent that its members do just that. PSW's extraordinary leaders and innovators exude that passion and dedication to pharmacy profession to such an extent that it becomes contagious to others. PSW provides that common ground for these innovators to shine and share their expertise in hopes of unifying Wisconsin pharmacy and promoting it to one of the nation's leaders in pharmacy practice.

What are the brutal facts facing us and are we honest?

With any organization, they can often

overlook the bigger picture and may not always be honest with themselves and what is required of their actions. As PSW continues to grow and pioneer the future of pharmacy, we are tasked with the brutal facts, including that not all can be achieved immediately and that time is a key factor – whether that be with the current political landscape or what other stakeholders are willing to contribute.

The Star Thrower story was presented by Lynne Dittman during her 2009 speech. This story is part of a lengthier essay by Loren Eiseley, which detailed the need of smaller successes while working toward a larger goal.

"An old man was walking along the beach after a storm and saw hundreds of starfish that had been thrown upon the sand by the rough waves.

As he looked further ahead, he noticed a young man picking up starfish and throwing them back into the ocean, one by one.

The old man approached him and asked, "What are you doing? There are hundreds of starfish dying on the beach. You can't expect to make a difference by tossing a few back in."

The young man turned to the old man, smiled, picked up another starfish, threw it into the ocean and said, I made a difference to that one."

- Loren Eiseley

Often it is easy to get caught up in the grandeur of completing large and historically significant projects. However, we need to take the time to step back and view each smaller success as equally important to those large scale ones. Without the smaller successes, PSW is not poised as an organization to tackle those larger issues.

As the healthcare field continues to change and evolve, so does the direction of PSW. While maintaining its core values, PSW is tasked with the pressures of an ever-evolving landscape. If presented with these challenges, it is best if PSW and its members can take a step back and utilize its resources and members, becoming a combined force against the problem and working together. By combining the skillset of many, it will be easier to work together toward a common vision and make those seemingly difficult brutal facts easier to

overcome, to the young man trying to solve the starfish problem.

What are we fanatically passionate about and what can we be the best at?

Clearly PSW is passionate about pharmacy practice and empowering Wisconsin pharmacists to fully utilize their knowledge and skills in order to better the lives of their patients. For many individuals, this is the driving factor to first select pharmacy as a career.

In Sue Sutter's 2006 presidential address, she outlines another work by Jim Collins, titled "Good to Great." She details three key elements listeners to think about:

1. What you can be the best in the world at?
2. What drives your economic engine?
3. What are you deeply passionate about?

She then goes on to have individuals consider whether they want to be a GOOD pharmacist or a GREAT pharmacist. With this consideration, members were given the opportunity to realize how much PSW does for them and allows them to excel in their field to become GREAT pharmacists.

This partnership between PSW and its members allows pharmacists to take that passion and focus it where it is needed to help drive the future of pharmacy toward unprecedented outcomes.

How do great organizations think about change differently, so as to best preserve the core and stimulate progress?

Brian Jensen in 2000 ended his presidential speech with this powerful quote by Albert Camus.

"Don't walk in front of me – I may not follow. Don't walk in back of me – I may not lead. Just walk beside me"

-Albert Camus

In his speech, he detailed the stepping stones necessary to lay the path for future pharmacy advancement. Each initiative taken is vital and demonstrates the overall value of pharmacy practice through previous successes. In his speech, he warned that "he is weary of just words and the failure of words alone. These words must take root in us and be expressed in specific actions as a foundation for change."

Through empowerment of its members,

PSW has been a beacon of leadership, promoting change when necessary and dealing with it head on. However, we do not approach change without input and suggestions from its members. It has been at the core of our practice to include our members and lead side-by-side and hand-in-hand.

As an organization views their future and avenues for change, it is necessary to consider the past successes to continue progression.

How can we increase our return on luck?

In other words, what can be done with the luck that is bestowed on an organization and how can that organization maximize its potential?

During Mike Dow's 2002 presidential address, he quoted "I believe for every drop of rain that falls, a flower grows" from one of his favorite songs – I Believe by Elvis Presley. This statement helps show that with each and every interaction, it provides the opportunity to grow and develop.

No matter what situation an individual is presented with, they are given the opportunity to learn from it. Receiving the most on the return on luck will not rely on an organization pulling out its lucky rabbits' feet or lucky horseshoes, but

instead, by taking what was given to them and using hard work, collaboration, and dedication to make the most out of a given situation.

Later in Mike's address he discussed Marquette University's commencement speech, given by Mr. Rogers. In the commencement address he stated, "be glad of who they are...everyone is important and can make a difference." These profound words illustrate an important concept for an organization and its members – be grateful for each experience and opportunity it presents. With diligence and dedication, these challenges may be viewed as an opportunity for growth and re-evaluation of how to address a particular problem. This can allow PSW to grow and foster new relationships that will benefit not only the organization, but members for the future and growth of Wisconsin pharmacy practice.

What should we stop doing?

During Pat Cory's 2014 speech, he referenced Bill Watterson's final comic for Calvin and Hobbes. This comic shows fresh snow, signifying untouched and unexplored land, akin to the future of pharmacy. This parallels the necessity to not allow the uncertainty of the unknown create more barriers and roadblocks, but

instead to view it with great promise for potential endeavors and exciting opportunities.

At the moment, I do not see anything that PSW should stop doing. This organization has a tremendous impact on Wisconsin pharmacy practice and does a wonderful job of adapting to current needs. PSW's strong core leadership and passionate members are what drive its continued success. Its unbounded desire to explore the unknown will be what maintains its success in the future and will provide the basis for upcoming successes.

As pharmacy continues to expand and hopefully attain provider status, the strong leader role that PSW lives and breathes with each step is essential to guiding members to a meaningful and successful future.

Overall, I do believe that PSW can confidentially answer YES to each of the aforementioned questions. This organization has done a phenomenal job of leading change and modeling the way for the future of Wisconsin pharmacy.

At the time of this article Cari Schultz was a 4th Year Doctor of Pharmacy Candidate at Concordia University Wisconsin School of Pharmacy in Mequon, WI.



Pharmacy Society of Wisconsin

Celebrating 20 Years of Leadership

OPEN ACCESS



The Journal

of the Pharmacy Society of Wisconsin

The Journal of the Pharmacy Society of Wisconsin is now open access for select articles! All original research, business and community member spotlights, as well as several other articles, will be available through the new *JPSW* website without a subscription. The vision of PSW is to serve the pharmacy profession as a professional resource, to create a unified voice to advocate for pharmacy practice advancement, and most importantly to enhance the lives of patients.

It is our belief that providing the literature in *The Journal* as open access and accessible in Google will advance these goals, so please enjoy the new website for *JPSW*.



The Journal

The Journal is a published professional resource for pharmacists, residents, pharmacy students, and pharmacy technicians in Wisconsin and throughout the United States. There are six issues published each calendar year. Published content includes comprehensive evidence-based medicine reviews, patient-centered improvement initiatives, policy and legislative reviews, and professional development opportunities. There are several mechanisms in which readers are encouraged to publish in *The Journal*. They include but are not limited to letters to the Editor, Commentary, literature reviews, quality assurance projects, and practice model improvement efforts.



Visit the **NEW** open access website at www.jpwwi.org