Pharmacy Society of Wisconsin

# PEARLS FROM A PHARMACY TECHNICIAN TRANSFORMED TO A PHARMACY LEADER

Brook Smith DesRivieres, PharmD , MS

Regional Director of Pharmacy

Ascension Wisconsin

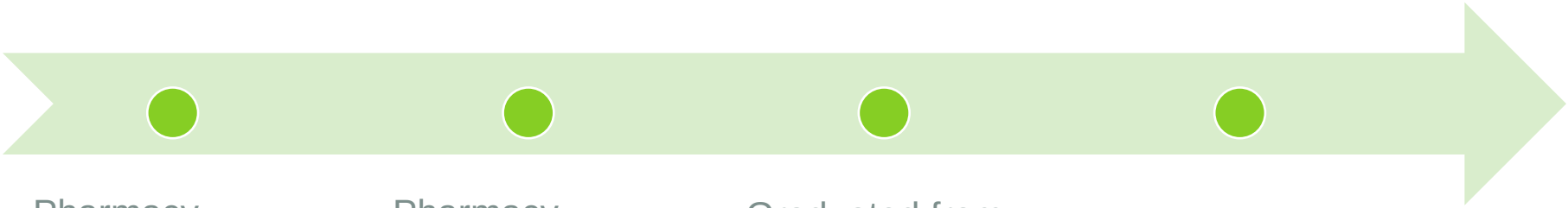
Brook.Desrivieres@ascension.org

# DISCLOSURE

The speaker does not have any disclosures to report.

# SPEAKER BACKGROUND

# TIMELINE




Pharmacy Technician through high school work study program

Pharmacy Technician at community retail and acute care pharmacies

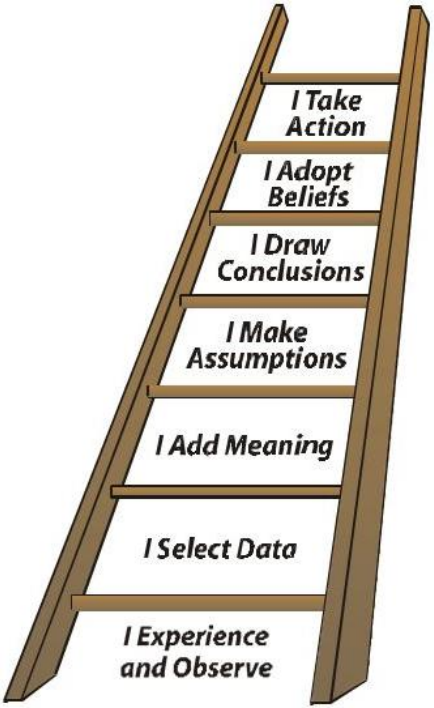
Graduated from residency and M.S in Health-System Pharmacy Administration

Operations Manager -> Director -> Regional Director

# LEARNING OBJECTIVES

- Identify the 6 rungs that make up the Ladder of Inference
- Outline the elements of an SBAR
- State what DESC stands for in the DESC conflict management tool

# PEARL #1
# UNDERSTAND THE LADDER OF INFERENCE




**I act** based on my beliefs as if they were proven facts. And I adjust new data to fit my beliefs

**I adopt** beliefs, based on my conclusions, as if everyone has the same conclusions and beliefs.

**I draw conclusions**, based on my assumptions, and based on what is best for me, and those I care for.

**I make assumptions** that my data and meaning are accurate, and represent reality.

**I add meaning,** based on what I feel is reasonable, according to the data I selected.

**I select data** that I feel is relevant, and discard data that seems irrelevant.

**I experience and observe** data as a video camera captures data. I hear words, observe body language collect information.

**Take Action – Do something!**

**Form Beliefs – Reinforce or form new.**

**Come to Conclusions – It "must" be "this" way.**

**Make Assumptions – Think we know what others' motivation is.**

**Affixed Meaning – Is this a threat or benefit to me?**

**Select Data & Experience – What's left after we filter?**

**Real Data & Experience – What really happened?**

https://www.artofleadershipconsulting.com/blog/2017/3/2/mental-models-ladder-of-inference

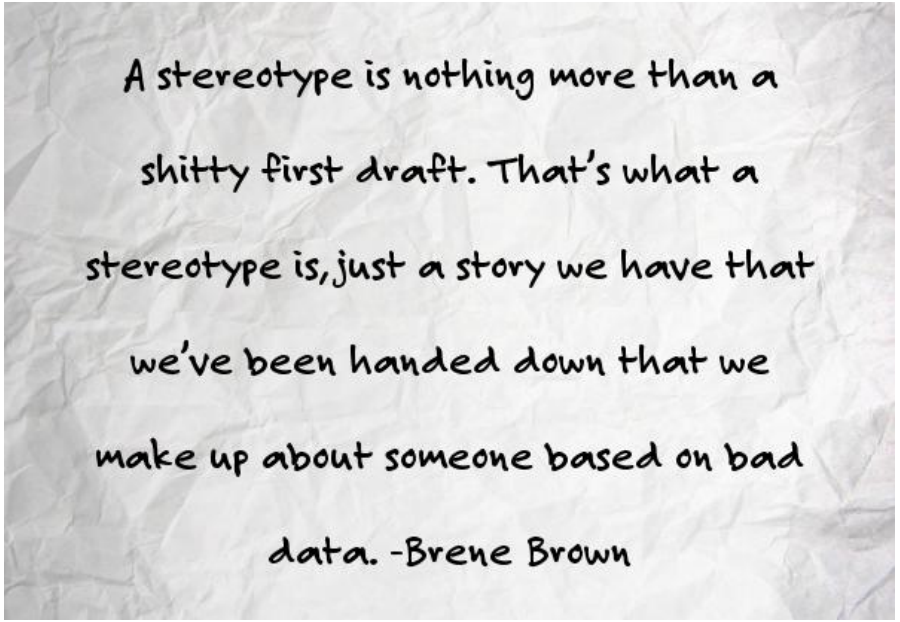
https://www2.usgs.gov/humancapital/ecd/professionaldevtools/LadderofInference.pdf

# LADDER OF INFERENCE IN ACTION

https://ed.ted.com/lessons/rethinking-thinking-trevor-maber

# PEARL #2
# RUMBLE WITH STORMY FIRST DRAFTS

- "In the absence of data, you'll make up a story"
  - My emotions, My body, My thinking, My beliefs, My actions
- Step outside the story and ask
  - What's true? What do I know for sure?
  - What do I need to learn about myself? What do I need to learn about the situation?



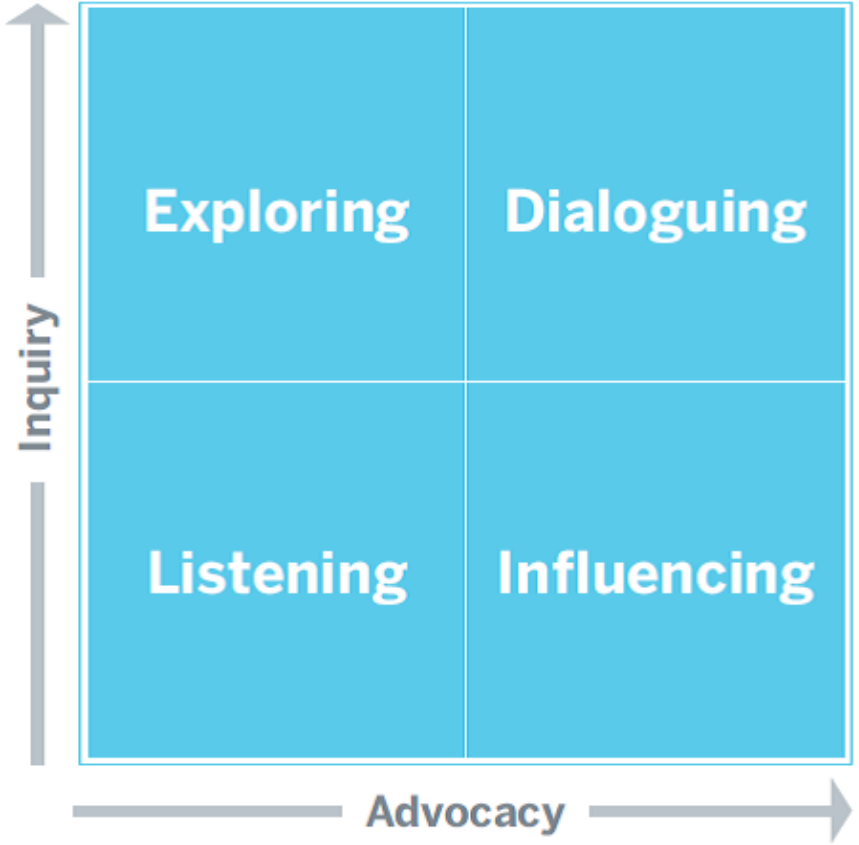
# EXAMPLE

SIENNA
www.toyotaofwausau.com
WISCONSIN
DONATE
LIFE
DESRIV
JUL
TOYOTA
Wausau
19

# POLLING QUESTION

- Where have you failed recently in the Ladder of Inference?
  - A. Actions: I act as my beliefs as facts
  - B. Beliefs: I think everyone has the same beliefs as me
  - C. Conclusions: I use my assumptions to made decisions
  - D. Data: I limit my data to support my existing beliefs
  - E. Experience: I have tuned out observations (ex: body language)
  - F. I've never jumped to a conclusion

# PEARL #3 BALANCE INQUIRY VS. ADVOCACY




**Balancing Inquiry and Advocacy Rick Ross, Charlotte Roberts**
http://learning.mit.edu/pra/tool/inquiry.html (July 2000)

# PEARL #4
# COMMUNICATE WITH SBAR

- Situation
  - What is happening?
- Background
  - What has happened in the past that is relevant?
- Assessment
  - What is the problem?
- Recommendation
  - What do you think needs to happen?

# REAL LIFE SBAR

**Situation:** An opportunity to standard our process for Pharmacy IV hood recertification exists for FY19.

**Background:** The Pharmacy Leadership Council has recently standardized vendors and will be using Northern Air Flow, LLC for all scheduled recertification, unscheduled maintenance, and planning/validation for IV room renovations.

There are currently three models in effect in Ascension Wisconsin

| | Who Budgets? | Who Schedules? | Who Obtains PO? |
|---|---|---|---|
| Model 1 | MedExcl | Pharmacy | MedExcl |
| Model 2 | TriMedex | Pharmacy | TriMedex |
| Model 3 | Pharmacy | Pharmacy | Pharmacy |

**Assessment:** The vendor has requested that we standardize our process with regards to scheduling and obtaining purchase orders. This impacts budgeting for FY19.

**Recommendation:** Hold a decision-making meeting with a representative from Pharmacy, MedExcl, and TriMedex. Tom Mikulecky, owner of Northern Air Flow would be happy to participate.

# PHARMACY SBAR EXAMPLE

# POLLING QUESTION

- Where do you think you will best use SBAR in your daily communications?
  - A. To communicate drug shortages
  - B. To communicate staffing changes
  - C. To communicate medication incidents
  - D. To communicate with your partner or family
  - E. Everywhere
  - F. Thanks, but I don't think I'll use SBAR much

# PEARL #5
# DON'T AVOID CONFLICT

- I will not hire you if you say any of the following in an interview
  - *"I haven't had any conflicts"*
  - *"I get along with everyone"*
  - *"I avoid conflict"*
- Avoidance is NOT the answer
  - YOU control your workplace culture
  - Conflict can be healthy and make a team stronger

# ADDRESSING CONFLICT

## DON'T

- Address more than one issue at time
- Bring up issues from the past
- Focus on personality differences

## DO

- Plan
  - Find a time and place to talk
  - Practice with a peer or manager
- Prepare
  - Determine what type of conflict it is
  - Decide what you are going to say
- Talk it out
  - Listen first
  - Speak from the heart

# DESC TOOL FOR ASSERTIVE COMMUNICATION

- **D**escribe the situation
  - Describe what you actually saw or heard
  - “When you ___”
- **E**xpress your feelings
  - Explain the tangible effect or impact on you
  - “I feel ____”
- **S**pecify the change you seek
  - “I’d like___”
- **C**hoose and clarify consequences
  - “If you do ____”

# REAL LIFE DESC SCENARIOS

- Addressing pattern of being late to work

  *“When you are five minutes late daily, I feel frustrated that I have to cover for you. I would like to see you arrive on time 100% over the next month, or I will need to bring this forward to our supervisor.”*

- Addressing behaviors in meeting

  *“When you are at the staffing meeting and are typing on your laptop, I feel distracted. I would like you to present and participate in the meeting, or I will need to bring this forward to our manager.”*

- Addressing workplace behaviors

  *“When you let the phone ring more than three times, I feel anxious…like you are expecting someone else to answer it. Could you answer it within three rings or let me know that you need me to answer it?”*

# DESC IN ACTION

Return to TeamSTEPPS for Office-Based Care Measurement Training Videos

# PEARL #6
# BE AN OWNER, NOT A RENTER

## RENTER

- Waits until its broken to address
- Calls the landlord to complain
- Spends other people's money

## OWNER

- Performs preventative maintenance
- Researches solutions
- Weighs the cost vs. return on investment

https://www.groovemanagement.com/blog/employee-renters-versus-owners

# MOTTOS I LIVE BY

- *"If you SEE it, you OWN it."* – author unknown
- *"Experience is what you get when you didn't get what you wanted. And experience is often the most valuable thing you have to offer."* - Randy Pausch, The Last Lecture
- *"What if you woke up today with only the things that you thanked God for yesterday?"* – author unknown

# SUGGESTED READING

- When you wonder why your brain works like it does

  Blink: The Power of Thinking Without Thinking by Malcom Gladwell

- When you suddenly find yourself in a leadership position

  Monday Morning Leadership: 8 Mentoring Sessions You Can't Afford to Miss by David Cottrell

- When you can’t get along with someone at work

  The Five Dysfunctions of a Team by Patrick Lencioni

- When your relationship is on the rocks

  The 5 Love Languages: The Secret to Love that Lasts® by Gary Chapman

# SUGGESTED READING

- When you think you've made a complete fool of yourself

  Rising Strong: HOW THE ABILITY TO RESET TRANSFORMS THE WAY WE LIVE, LOVE, PARENT, AND LEAD by BRENÉ BROWN

- When you want to drop out of the workforce completely

  Lean In: Women, Work, and the Will to Lead by Sheryl Sandberg

# LEARNING ASSESSMENT

- Which of the following defines the DESC conflict management tool?
  - A. Describe, Express, Specify and Choose
  - B. Determination, Empathy, Sympathy, and Conflict
  - C. Defend, Exert, Simplify, and Collaborate
  - D. Define, Engage, Substantiate, and Compromise

# LEARNING ASSESSMENT

- Which of the following defines the DESC conflict management tool?
  - A. Describe, Express, Specify and Choose
  - B. Determination, Empathy, Sympathy, and Conflict
  - C. Defend, Exert, Simplify, and Collaborate
  - D. Define, Engage, Substantiate, and Compromise

# LEARNING ASSESSMENT

- Which of the following are components of SBAR?
  - A. Salutation, Background, Associates, Recommendation
  - B. Scenario, Background, Affordability, Recollection
  - C. Situation, Behaviors, Assessment, Readback
  - D. Situation, Background, Assessment, and Recommendation

# LEARNING ASSESSMENT

- Which of the following are components of SBAR?
  - A. Salutation, Background, Associates, Recommendation
  - B. Scenario, Background, Affordability, Recollection
  - C. Situation, Behaviors, Assessment, Readback
  - **D. Situation, Background, Assessment, and Recommendation**

# LEARNING ASSESSMENT

- Which of the following is **NOT** a rung on the ladder of inference?
  - A. Actions and Conclusions
  - B. Data and Meaning
  - C. Vetting and Bias
  - D. Assumptions and Beliefs

# LEARNING ASSESSMENT

- Which of the following is **NOT** a rung on the ladder of inference?
  - A. Actions and Conclusions
  - B. Data and Meaning
  - C. Vetting and Bias
  - D. Assumptions and Beliefs

# QUESTIONS

Brook Smith DesRivieres, PharmD , MS

Brook.Desrivieres@ascension.org

715-355-9524