

The Future of Pharmacy - Part 3

Navigating the Synergies and Potential Conflicts of Interest between Professional Practice and Business Excellence

LEARNING OUTCOMES

At the end of article, you will be able to...

- Explore how 4Front's 6Ps of Pharmacy Excellence model can support pharmacists to navigate the synergies and potential conflicts of interest between professional practice and business excellence
- Discuss 'Professionalism' in a Pharmacy context
- Identify drivers that increase the likelihood of exemplary Professional Performance
- Identify drivers that increase the risk of poor Professional Performance
- Recognise ONE key factor that underpins Professional Excellence
- Describe ways to grow your capacity to navigate professional dilemmas with confidence and care
- Prioritise your highest value activities
- Take action

INTRODUCTION:

IPN's Pharmacy Business Excellence Series is for community pharmacists committed to growing their professional and business knowledge and skills to overcome challenges and thrive as a community pharmacist.

IPN is proud to partner with 4Front Pharmacy to bring you the **'IPN/4Front Pharmacy Business Excellence Series.'**

In this series, you will apply 4Front's 6P's of Pharmacy Excellence to navigate the 'Future of Pharmacy.'

4Front's 6P's of Pharmacy Excellence are

1. Personal Leadership
2. Professional Practice
3. Person-Centred Care (Patients/Customers/Staff/Other Healthcare Professionals)
4. Products and Services
5. Promotion
6. Prosperity (Profit and Time)

Each month, Rachel Dungan 'The Pharmacist Coach,' guides you to apply **4Front's 6Ps of Pharmacy Excellence Framework** to create your pharmacy future. While Rachel is the creator of this framework and the author of these articles, YOU are the author of your career, your future. The future of pharmacy is in your hands, in your heart, in your head.

Your mission, should you choose to accept it, is to use this framework as a guide to

- (re)activate your inner scientist, so you run the experiments required to take your next bold move towards an ever more compelling future
- develop mastery as you embrace your challenges and opportunities
- take PRIDE in what you do as you create an ever more prosperous future
- equip, enable, engage and empower yourself, your team and your patients to become more proactive about managing your own health and wellbeing.

In Part 1 (July 2021) of 'The Future of Pharmacy,' Business CPD Series, we identified **4Front's Personal Leadership pillar** as the foundation of Pharmacy Excellence. In Part 2 (August 2021), we discussed how mastery of **4Front's Promotion pillar** amplifies your ability to promote the value of health, the value of pharmacy, the value of your products and services, and the value of your professional expertise.

In Part 3 we focus on **4Front's Professional pillar**.

What does 'Professional' means in the context of **4Front's 6Ps of Pharmacy Excellence?**

What drives the quality of your professional performance?

How does mastery of **4Front's Professional pillar** lift performance in the other 5Ps?

Where is the best place to focus to continually grow and develop your professional performance in a way that

- honours the PSI Code of Conduct,
- enhances patient care,
- increases your confidence, integrity and reputation, and
- future proofs your career, your business and our profession?



Professional Excellence is a key pillar of Pharmacy Excellence, because this is the basis on which public trust in pharmacy and pharmacists is founded. Exemplary professional performance requires an ever growing ability to trust in the quality and integrity of your professional judgement, act

with the patients' best interest at heart, create physically and psychologically safe working environments and be accountable for upholding, reviewing and upgrading your standards and actions, individually and collectively.

- P – To honour the first principle of the PSI's Code of Conduct for Pharmacists (Put the Patient First), you must create opportunities for YOUR needs to be recognised, assessed and responded to. Furthermore, this process must ensure that your dignity is preserved and your values respected. Regular, scheduled, personal reflection (with the support of a coach, mentor or super-visor) provide a confidential space to increase your awareness of the factors that impact your decision making process, shine a light on your assets and your blind-spots, and help you to recognise (and act upon) early warning signs which, if unaddressed, could compromise your professional performance. It also helps you to recognise and manage any conflicts of interest, including commercial incentives, which could compromise your professional judgement or patient care. *Lack of regular, intentional reflection, mentoring and/or super-vision increases the risk of poor professional judgement, with decisions coloured by unconscious bias, self-protective survival instincts, self-doubt and/or insufficient self-care. (Personal)*

- P – Several principles of the PSI's Code of Conduct for Pharmacists relate to how we relate to others. This includes Principle 1: Put the Patient First, Principle 3: Communicate Effectively, Principle 4: Work with Others, Principle 5: Show Leadership. These Principles are enabled by Principle 6: Maintain Competence and Principle 7: Be Open and Honest, when we focus our Professional Development on learning how to create a 'Sage' driven (Shirzad Chamine) growth-focused workplace culture that is open and honest, amplifies individual and collective strengths and encourages synergy and professional growth. Through PRIDE (Personal Responsibility In Delivering Excellence), and collaborative teamwork, patient care, commitment and results



"People don't care how much you know until they know how much you care."

Theodore Roosevelt

Seven Principles which govern pharmacists in the practice of their profession.

What drives Professional Performance?

In examining the creation of a framework to measure medical professionalism, Stern (2006) identified professional competence, communication skills and ethical understanding as the foundation stones of professionalism. However, the consistent application of these skills in alignment with four principles is what demonstrate professionalism.

Firstly, Stern identifies that there is increased likelihood of pharmacists that are driven by **Excellence - a commitment to competence and a desire to exceed ordinary standards** - to demonstrate exemplary Professional Performance. This observation is aligned with other research indicating that an orientation towards a Growth Mindset (Carol Dweck), the Sage Brain (Shirzad Chamine) and Learned Optimism (Martin Seligman) motivates professionals to enjoy empowering themselves and others to continually develop mastery of the changing knowledge and skills required of pharmacy professionals and their teams.

Conversely, a Fixed Mindset (Carol Dweck), Saboteur-Driven Brain (Shirzad Chamine) and Negativity Bias create the tendency to do the minimal required to avoid negative consequences. Given the pace of change of technology, healthcare, education and patient expectations, simply upholding existing standards and requirements, without an ongoing drive to bring professional practice to the next level, condemns you to a life of mediocrity (at best) and our profession to the brink of irrelevance.

are multiplied. Tragically, many pharmacy workplaces promote a more fear-based culture in which 'Saboteur' Driven behaviours dominate (Shirzad Chamine). Such workplaces may present as uncaring or more interested in keeping up appearances than doing the right thing. Other manifestations could be workplaces that are more focused on who is to blame than on learning from mistakes, workplaces that tolerate gossip or complaining, without directly addressing the concern with the person involved and workplaces where micro-management and perfectionism dominate over creating a culture which enables pharmacists and all their colleagues to do their highest value work. At an individual level, saboteur driven workplaces promote self-protective behaviours, suspicion and workplace drama, which results in increased stress, overwhelm and burnout, stress induced absenteeism and recruitment challenges. Staffing shortages and workplace negativity impact patient safety, through factors such as distraction, lack of effective communication, reduced pharmacist/patient consultations, insufficient training and development. These increase fear of admitting to or learning from near misses, which increases the risk of an actual dispensing error occurring. Whatever it is, your workplace culture has an energy that is palpable to patients, locums and your community. **(People)**

▪ P - By applying current, evidence based, legal and ethical decision making criteria to the

selection, sourcing and sale of products and services from pharmacies, you optimise your ability to respond to patients needs, the changing nature of healthcare and the evolution of the highest value roles of pharmacists and community pharmacies. The degree to which the staff demonstrate competence and the selected products and services meet professional standards and solve your patients' problems can be audited. An example of internal audit is the PSI Pharmacy Assessment System Self-Audit performed by a staff member. An example of an external audit could be the Pharmacy Assessment System Audit performed by an external consultant). When the highest level of innovation, probity and integrity are not applied to all aspects of the pharmacy supply chain, patient safety, professional relevance and business *raison d'être* are compromised. **(Products and Services)**

▪ P - Promoting the value of health and the value of pharmacy are PSI core competencies. Those who hold conflicting beliefs about professionalism and promotion may hold back from developing mastery in this core competency and risk unintentionally slipping into poor professional performance, blame or judgement. **(Promotion)**

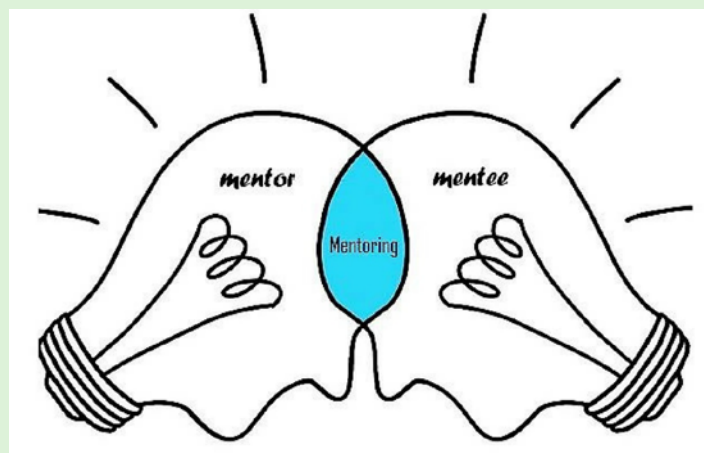
▪ P - By consistently demonstrating that you genuinely have the patient's best interest at heart, and by proactively creating a Sage-based workplace culture, you inspire trust, goodwill, loyalty and prosperity. *By habitually*

having a short-term, hap-hazard, Saboteur driven approach, much time is often wasted on reacting to workplace drama and crises that consume your time with negative energy and do not give you a positive return on your time or financial investment. (Prosperity)

What is 'Professionalism'?

In the workplace, professionalism is key to building trust and respect, leading high performing teams, as well as advancing within your career. However, each of us has different perceptions of what professionalism means and how to effectively demonstrate it.

In modern day pharmacy, there is no uniform definition of professionalism. In Ireland, the PSI Core Competency Framework outlines competencies and behaviours that indicate competence in the domain of Professional Practice. The PSI Code of Conduct also outlines



According to IPSOS MRBI Veracity Index 2021, community pharmacists rank the highest as the most trustworthy profession



heart, without compromising your needs and values.

TRUST – At the Heart of Professional Excellence

Earning this trust is something for which we can be proud and never take for granted. Earned trust, is a fundamental meta-skill, underlying all aspects of professional performance. Its absence or presence infiltrate every aspect of what you do, the impact and influence you have and how you perceive yourself and others. Trust in our profession is contributed by every representative of that profession. While others actions are not within your direct control, three pillars of trust ARE within your control and direct influence.

1. Trust in yourself
2. Trust in your team
3. Trust in your patients

Why build trust in yourself? Absence of self-trust can be highly destructive where self-doubt, unhappiness and lack of confidence can lead to professional dissatisfaction, stress, overwhelm, anxiety, burnout or wondering if you are good enough. This absence of self-trust creates a self-protective barrier between you and others and creates a negativity bias with you. When you are genuinely open, honest and transparent with yourself, admit your own saboteurs, mistakes, weaknesses, fears, incompetence and behaviours to yourself, you can now shine a light on what was previously in your blind-spot and consciously choose what you want to do about it. Each act of personal integrity gradually builds competence, discernment, self-confidence, resilience and certainty that you can deal with any uncertainty that life deals you and that you will take Sage action for the right reasons. As Professor Brene Brown says, ‘Trust of others begins with self-trust. If you can’t

The second principle identified by Stern to increase the likelihood of pharmacists demonstrating exemplary Professional Performance is **Humanism - respect, compassion, empathy, honour and integrity**. These qualities and behaviours are especially important in healthcare professions, as they enhance trust and influence on multiple levels.

In 4Front’s STEPS™ Consultation Framework, **Empathise** is the fulcrum on which the success of the other STEPS depend.

Mutual respect (treating the patient as an expert in their own life and owning your own expertise as a medicine expert), compassion, empathy, honour and integrity all build trust between you and your patient. When the patient trusts that you have their best interests at heart, it also increases the patient’s trust in the efficacy of your products and services, and high levels of trust makes it more likely that they will act upon your advice.

Professionally applying the principles of humanism is just as important among healthcare teams. Developing the individual

and team capacity to overcome the Saboteur driven negativity and instead pay realistic attention to the Sage driven positive thoughts and beliefs is vital so that you regularly recharge your batteries and minimise the risk compassion fatigue, overwhelm and burnout.

The third principle identified by Stern to increase the likelihood of pharmacists demonstrating exemplary Professional Performance is **Accountability: includes self-regulation, standard setting, managing conflicts if interest and the acceptance of responsibility**.

Our capacity for self-delusion is a part of the human condition. One highly effective strategy to provide a confidential space to navigate potential conflicts of interest is to avail of mentoring, coaching or super-vision. Such support provides the space to reflect, honestly explore the pros and cons of any decision, look at things from a number of different perspectives.

The fourth and final principle identified by Stern to increase the likelihood of pharmacists demonstrating exemplary Professional Performance is

Altruism: acting in the best interests of patients and not self-interest.

Pure altruism, is like unconditional love, in that it is given without any expectation of return. In healthcare, over-giving and under-receiving increases the risk of compassion fatigue, apathy, overwhelm and burnout. By putting your own oxygen mask on first, you professionally balance altruism with healthy self-care so that you create win-win approaches and hold the patient’s best interest at





High Performing Culture Formula



count on yourself you can't ask other people to give you what you don't have'.

A wonderful thing about self-trust is that it is 100% within your control to grow and develop it. Conversely, you have the capacity to influence (but not to control) the speed and depth to which other people trust you.

As you deepen your trust in yourself and act with increasing integrity, you become more open and willing to trust in your team when you confide in them that they will not use your confidences for personal gain, and you will not leverage their confidences against them. According to Patrick Lencioni and Shirzad Chamine, members of great teams trust one another on a fundamental, emotional level. They are comfortable being vulnerable with each other about their weaknesses, mistakes, fears and behaviours and know that each team member has the team's best interests at heart. Based on this foundation, they create a culture that brings out the best in everyone and is consistently getting better, growing its capabilities and having a most positive impact on patient care.

The third pillar is to Trust in your Patients and to treat them as an equal partner. You are an expert in healthcare. Your patient is the

expert in their own life. Patient safety is greatly enhanced when honest, open conversations about topics such as medication adherence, vaccine hesitancy, concern about side effects or symptoms arise. Without a firm foundation of vulnerability based trust, both patient and healthcare professional can end the conversation feeling frustrated, not having identified or solved the real problem.

While it is easy to intellectually understand how to apply this framework, mastery requires Constant And Never Ending Feedback (CANF). It requires that you continually

- master your own Saboteurs, Judgements and Stress (an essential pre-requisite for demonstrating real empathy)
- demonstrate empathy (not sympathy),
- stay curious long enough to understand your patient's ideas, concerns and expectations (not assume),
- identify the cause the problem (not just respond to symptoms),
- offer context specific advice (not generic) and
- safety net with (not for) your patient.

Professional Self-Reflection Questions

The tension between professional practice and business excellence has always existed and continues to evolve. In order to be trustworthy and skillfully navigate potential conflicts of interest, each of us must fulfil our potential as we evolve in response to the needs of our patients, our teams, our communities, our profession, our business and the healthcare service. As you think about pharmacy of the future. Consider the following questions with your team, coach, mentor or other confidante to help you decide on the most effective path to professional growth and creating value in your pharmacy practice..

1. What does 'professionalism' mean to you? What does 'professionalism' mean to each member of your team?
2. What are examples of you and your team acting in ways that honour your professional values?
3. What are examples of you and your team acting in a way that violates your professional values? From your perspective, what are the intended and unintended consequences/results?
4. What can you do to consistently demonstrate

honouring your professional values?

5. What can you do to reduce behaviours that violate your professional values?
6. What potential conflicts of interest are important to identify and proactively address?
7. What is one behaviour you could change immediately, that would contribute to creating a healthy workplace?
8. What are ways you can build 'vulnerability based trust' with your team, your patients and other healthcare professional colleagues?
9. What is work that ONLY you can do (as a pharmacist, as a supervisor, as a superintendent, as a business owner)? What activities do you need to stop doing in order to prioritise work that ONLY you can do? What could you delegate? What could you defer?
10. What conversations / training / upskilling is required to support you and each member of your team to step into your highest value work?

Next Steps

- Answer the Professional

Self-Reflection questions and record your thinking. Journaling, recording a CPD cycle, voice to text software

- Dedicate regular time in your diary to pause, reflect and debrief your reflections to ensure that you are not just busy, but intentionally moving in the right direction, for the right reasons.

RESOURCE ANNOUNCEMENTS

1. As an IPN reader, we invite you to register for FREE pharmacy team training www.4FrontPharmacy.ie. You can also browse our range of online programmes to support you and your team to develop your consultation skills, gain OTC product knowledge and deal with medical emergencies.

2. 4FrontPharmacy Solutions will be hosting two cohorts of the Positive Intelligence® flagship 8-week Mental Fitness Programme specifically for pharmacists and their teams over the coming months. To find out more about how this Programme and Coaching can help you improve morale, wellbeing and team performance, drive your sales and improve patient safety email rachel@racheldungan.com and use the subject line 'IPN Sep 2021.'

AUTHOR: Rachel Dungan MPSI, ACC.

Rachel Dungan MPSI, MICF, ACC. Community Pharmacist. Lifestyle Medicine Advisor. Positive Intelligence Certified Coach. European Mentoring & Coaching Council Senior Practitioner. Award-Winning Wellbeing and Leadership Coach known as 'The Pharmacist Coach.' Rachel worked for 20 years as a supervising and superintendent pharmacist. Now, more than ever, her vision is to empower, equip, enable and engage pharmacists and their teams with the knowledge and skills required to focus on what is most important, rediscover joy and happiness and help them build the habits to put their own oxygen mask on first.

She is co-founder of www.4FrontPharmacy.ie.

Its mission is to raise the global standard of pharmacy consultations by empowering pharmacists and their teams to expand their perspective, knowledge and skills to create sustainable health behaviour change.



- Re-read Part 1 and Part 2 of this Future of Pharmacy series and reflect on how 4Front's 6Ps of Pharmacy Excellence inter-relate for you
- Engage in ongoing strategies to develop yourself as a the person who is the professional, so that you mitigate the risk of your professional judgement being clouded by unconscious bias.

Further Reading

1. 'Positive Intelligence' by Shirzad Chamine
2. 'The Speed of Trust' by Stephen Covey
3. 'Conversational Intelligence' by Judith Glaser
4. 'BRAVING – The Seven Elements of Trust' by Brene Brown

Professional Practice CPD Cycle - A Pharmacist Owner CPD Cycle

S
Self-Appraisal
WHAT I intend to learn and why

I have been called for ePortfolio Review in Jan 2022 for the first time. I want to ensure that I can tick all the boxes to meet the regulatory requirements to successfully complete my review.

P
Personal Plan
HOW I intend to learn it

I plan to

- Log into the IOP website and find out the ePortfolio Review standards for this year.
- Review the CPD cycles I have already created in my ePortfolio and see which ones I might select for review.
- Speak with other colleagues called for ePortfolio Review.

A
Action
What I actually did

- As above PLUS
- I reviewed the IPN business CPD articles on 'the Future of Pharmacy,' because they have sample CPD cycles I can model.
- I contacted the article author Rachel Dungan MPSI
- I expressed an interest in being involved in the IOP Early Career Mentoring Pilot.

D
Document What I have learned specifically

- I learned the minimum requirements to submit for ePortfolio Review 2021/2022. I need to submit 4 cycles from 2021 and 2 cycles started in 2017-2020.
- Previously, I had only considered clinical based cycles for my CPD cycles. However, having read the CPD cycles in the IPN Business Series, it has expanded my thinking in relation to the depth and breadth of CPD cycles I can record.

E
Evaluate ONE example of how I put my learning into practice

- I had never considered Pharmacy Mentoring until I spoke to Rachel Dungan and she shared her experience as a mentor on the IOP Early Career Mentoring Pilot. The opportunity to have a confidential space to explore my professional practice excites me, so I wrote to the IOP to submit an expression of interest for any future mentoring programme they may run.
- Having spoken to Rachel Dungan, I have enrolled in the 8-Week Positive Intelligence Programme® as a way to enhancing my ability to trust in myself and my own professional judgement. I believe that patient safety will be a big winner.
- I started this journey believing that ePortfolio Review was a burdensome, tick box exercise, but now I have experienced the real value of intentional learning and growth, focused on developing me, (the person who is the professional), I find myself having a far more positive attitude towards CPD!

CCF Domains (and Competencies)

The Pharmacist selected Competencies under the following domains for this CPD Professional Practice (Engages in appropriate CPD), 2. Personal Skills (Leadership Skills, Decision Making Skills, Team-Working Skills, Communication Skills)

Contributed by Rachel Dungan MPSI of 4Front Pharmacy. To find out more about how 4Front Pharmacy's Positive Intelligence® Programme and Coaching can help you improve morale, wellbeing and team performance, drive your sales and improve patient safety email rachel@racheldungan.com and use the subject line 'IPN Sep 2021.'