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PHARMACEUTICAL CARE: INSIGHTS *from* COMMUNITY PHARMACISTS

WILLIAM N. TINDALL
MARSHA K. MILLONIG



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DEDICATION

*To Bruce A. Siecker for his loyal friendship,
Joseph A. Oddis for his gentle wisdom,
in Bill's family: Sylvia, Christine,
Laura and Michael,
and in Marsha's family: Lawrence, Mary,
Trisha, Michael, Adam, and Aaron
who all supported us with uncommon love
so we could reach our dreams*

PREFACE

A widely accepted definition for *pharmaceutical care* as found in the American Society of Health-System Pharmacists' (ASHP's) Residency Manual is "the responsible provision of drug therapy for the purpose of achieving specific outcomes that improve a patient's quality of life." However, a more easily understood definition was approved during the 1989 Pharmacy in the 21st Century (P21) Conference. That definition uses plain language to convey what contemporary pharmacy practice is all about, i.e., helping people make the best use of their medications. Speaking and writing about this definition, which has become the mission statement for pharmacy practice, ASHP Executive Vice President William A. Zellmer states:

Let me emphasize again the key role of the staff planning committee for the 1989 P21 conference. These individuals were pharmacists responsible for the practice development programs of the national pharmacist organizations. They labored over putting together an influential program and exceeded their expectations. They worked together well and were able to focus on advancement of the profession while transcending the sometimes narrow-minded self-interests of individual organizations that have been known to spoil similar attempts at collaborative work. They served as vectors, carrying the infectious enthusiasm from the P21 program into their separate organizations. It is because of their efforts that the outer reaches of pharmacy in the United States began to hear about pharmaceutical care shortly after October 1989, and those conversations are still going on today.*

* Zellmer, W.A., *Role of Pharmacy Organizations in Transforming the Profession*, American Pharmaceutical Association Annual Meeting, March 2001, San Francisco, CA. Members of the P21 planning committee include William N. Tindall (NCPA), chairman; Maude A. Babington (ASCP); Marsha K. Millonig (NACDS); Richard P. Penna (AACP); Dorothy A. Wade (National Pharmaceutical Council); C. Edwin Webb (APhA); and William A. Zellmer (ASHP).

The P21 mission for pharmacy practice provides the basis for this text. We believe it not our task to make a case for the mission. Others have done that and done it very well. Our text was written with one simple goal in mind — to bring its readers insights from a few pharmacists who are part of a professional vanguard. These professionals are innovative. They practice with pride and are committed to deliver on a professional covenant and to conduct the practice of pharmacy to the best of their abilities.

Our interviews were conducted with pharmacists who do not see themselves as leaders or innovators, but were willing to provide lessons worth sharing. They are community pharmacists who practice in professionally satisfying ways that may not match an academic or textbook definition of pharmaceutical care, but they are the unsung practitioners and some of the first to make the practice of pharmaceutical care visible in community settings. Since 1996 the authors interviewed more than 50 pharmacists in different practice settings. Those chosen for this book are pharmacists who were among the first to develop these patient focused services. Some of them have never been featured in an article or book on pharmaceutical care. They stand out from their peers in that they led change in the particular practice setting in which they were working. They are committed to providing patient care and are willing to expend considerable personal time and energy to achieve this goal. They are different from their peers in their passion for practice and their resulting achievements.

The *Oxford American Dictionary* defines an innovator as “one who introduces a new process or way of doing things.” While these practitioners do not always apply that label to themselves, they are innovators from our point of view. We hope their stories show the contrast in their career paths to other pharmacists who practice in a more traditional dispensing model.

When we interviewed our community pharmacists we wanted to find out:

- What makes them stand out from their peers?
- What makes them fight for their goals and ambitions?
- Why do they think hard work and perseverance are stronger contributors to their success than a high grade-point average in college or a genetically determined high intellect?
- What value systems were in play and contributed to the pharmacist's professional success?

Thus, we talked to some special pharmacists about their:

- Integrity
- Self-control
- Family, friends, peers
- Mentors and college experiences
- Ability to get along with people, trade-off between their focus on helping people vs. gaining commercial success
- Influence of professional commitment on lifestyles

From our background readings and work with practitioners to date we created a standard interview guide, a copy of which may be found in Appendix A.

This book is about lessons learned from courageous innovators who sought a better and more satisfying professional life. They did so by walking a pathway guided by faith and a conviction that doing so was important to them. They were also guided by a mission that securing a high level of professional satisfaction could be reached by delivering the best service they could, believing in the covenant between pharmacist and patient, and accepting the challenge to redefine and revitalize themselves.

Pharmacy is the nation's third largest health profession. Today there are almost 195,000 licensed pharmacists in the U.S., 120,000 practicing in community pharmacies, according to 2001 data from the Bureau of Health Professionals. This is where these authors looked for pharmacist heroes to interview for this book because this is where pharmaceutical care is judged, accepted, and ultimately purchased. These are also the venues where pharmacists need the most help and the tools to survive in turbulent, changing markets. These practices have mixed support from consumers and less support from a health care system that offers little in the way of help and resources that would pay for a pharmacist's cognitive skills and services.

For 30 years, a Harris survey reports pharmacists as America's most trusted professionals. This distinction is a well-earned compliment. Recently, and after considerable professional effort, pharmacists are also being recognized for their direct participation in patient medication management as discriminating resources of information and as counselors on behaviors that benefit patients. Pharmacists can also be proud that the World Health Organization (WHO) has praised their importance

as communicators and caregivers.* The WHO further describes pharmacists as having the skills and opportunities to improve treatment and quality of life outcomes for many.

Making a difference is what this book is all about. We trust it will be used as a motivational resource providing help to pharmacists wanting to adopt expanded caregiver and communicator roles. The fact you are reading it means you are interested in making a difference also.

Bill Tindall

*School of Medicine
Wright State University
Dayton, OH*

Marsha Millonig

*Catalyst Enterprises, LLC
Eagan, MN*

* Zellmer, W.A., *Role of Pharmacy Organizations in Transforming the Profession*, APhA Annual Meeting, March 2001, San Francisco, CA.

THE AUTHORS

William N. Tindall, Ph.D., R.Ph., C.A.E., is currently a professor of family medicine research and director of the Alliance for Research in Community Health at the School of Medicine's Department of Family Medicine at Wright State University, Dayton, Ohio. He assists in a team approach to community-based, collaborative and participatory research activities. Previously he was executive director of the American College of Managed Care Medicine (ACMCM). Prior to joining the ACMCM, Dr. Tindall served as the first executive director of the Academy of Managed Care Pharmacy (AMCP) in Washington, D.C. He helped build AMCP into a national voice for managed care pharmacy, served as a registered lobbyist on managed care issues, and launched the *Journal of Managed Care Pharmacy*. Dr. Tindall also served 8 years as the first vice president of professional affairs for the National Community Pharmacist Association (NCPA).

Before moving to Washington, D.C., Dr. Tindall served 10 years as a faculty member, department chair, and associate dean at Creighton University College of Pharmacy. He has also held teaching appointments at Ferris State College in Michigan, the University of Rhode Island, and the University of Saskatchewan.

Dr. Tindall earned his B.S. in pharmacy from the University of Saskatchewan, his M.S. in administration from Long Island University, and his Ph.D. in pharmaceutical economics from the University of Pittsburgh. He completed postdoctoral training at the University of Southern California School of Medicine, and earned his certified association executive (C.A.E.) designation from the American Society of Association Executives.

In 1996, Dr. Tindall was recognized by *Drug Store News* as one of America's most influential pharmacists. He has co-authored two books

on pharmacy practice and communication skills (see Tindall, W.N., Beardsley, R.A., and Kimberlin, C.A., *Communication Skills for Pharmacy Practice*, Lippincott, Williams, & Wilkins, Baltimore, MD, 2000, now in its fourth edition; and *A Guide to Managed Care Medicine*, Aspen Publishers, Gaithersburg, MD, 2000). He has also published a novel and more than 60 articles on pharmacy practice and managed care. Dr. Tindall has raised several million dollars by successfully obtaining funding for over 30 grants. He has written guest articles on pharmacoeconomics for *Business and Health*. Dr. Tindall has given more than 200 presentations to national and international audiences on managed care, pharmacy practice, management, and communicating with patients.

Marsha Millonig, M.B.A., R.Ph., is the president of Catalyst Enterprises a health care consulting, writing and research firm in Eagan, MN. The company specializes in projects that help drive organizations and individuals among pharmacy, distribution, and manufacturing to become more efficient and value-added providers of health care in an effort to improve patient health outcomes. Prior to forming this firm, Ms. Millonig was vice president of research and information for the Healthcare Distribution Management Association (HDMA), formerly the National Wholesale Druggists' Association (NWDA). In this position, she led HDMA's research and intelligence efforts, which included the creation of an environmental-scanning and trend-tracking service, and related publications, including the popular *Industry Profile and Healthcare Factbook*. She also served as vice president of the HDMA Healthcare Foundation, the association's research and philanthropic arm.

Ms. Millonig has led a number of cutting-edge research projects in areas such as patient privacy and confidentiality of medical records, components of successful pharmaceutical care, biotechnology and its impact on health care, regulatory compliance costs, and other distribution-related work. She joined HDMA in 1991 spearheading the group's supply chain distribution, information, and e-commerce systems and standards efforts.

Before joining HDMA, Ms. Millonig spent nearly 8 years with the National Association of Chain Drug Stores (NACDS) working with chain pharmacy executives on issues in pharmacy operations, professional and state government affairs, and pharmacy education and practice. She was actively involved with the International Pharmaceutical Federation (FIP), and is currently a member of many pharmacy and professional associations.

Ms. Millonig is a registered pharmacist. She received her bachelor's degree from the University of Minnesota College of Pharmacy, completed a residency in association management with the American Society of Health-Systems Pharmacists (ASHP) in 1983, and earned an M.B.A., with a marketing and finance concentration, in 1988 from the University of Maryland College of Business and Management. She is also a practicing pharmacist, having volunteered at the Whitman Walker Elizabeth Taylor AIDS Clinic in Washington, D.C. from 1995–2002. Her knowledge of supply system issues, from manufacturing to distribution to pharmacy to patient care, is diverse, and she is often asked to share her expertise on evolving business models and the trends leading to their development.

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