

Staying True to Your Values by E.R. Anderson Jr.

Dear Young Pharmacist:

You are uniquely gifted and when you utilize those gifts in your chosen career, working will be a privilege and a pleasure, not drudgery. Think carefully about all the various aspects of your life and get a vision for each. Setting goals that align with your values is extremely important and will help you to have balance within all these aspects in concert with one another. Through balancing all areas of your life, you will increase your professional and personal satisfaction; however, you will, no doubt, experience challenging times in your career. Author Andy Andrews has stated; “We are either in a crisis, coming out of a crisis or going into a crisis.” This is part of life. Let me share some of my challenging times, my lessons learned, and how I was guided by staying true to my values.



One difficulty was that it is impossible for me to compartmentalize who I am. In my first job I moved up the ranks into a pharmacy management position. I did well in this job for many years until conflicts arose with my boss over differences in our values. As a Christian, every aspect of my life is Christ centered. I was told to leave my “religion to Sundays.” In our department, I was the go-to person that everyone consulted, and my council is derived from the Bible and other Christian mentors with a similar focus. I remember the head of our drug information center kidding with me that I always had a line at my door. My values were to care for people and help them be successful in their professional and personal lives. Although people valued my wisdom, which was largely based on Biblical principles, my boss did not. We had many discussions where I tried to explain that *being precedes doing* and *I do what I do because I am what I am*. I am a Christian. The bottom line, my values of sharing the love of Christ were not shared and I was fired after 17 years at the hospital. I was devastated. I remember packing my office into boxes with tears in my eyes, while the locksmith was changing the lock on my door. The employees that I was leaving were my friends whom I cared for deeply. No one quite understood what went on. Some thought I left on my own accord and they “respected my decision.” When I arrived home, I remember hugging my wife and daughter, crying and asking what am I going to do now? Fortunately I had two immediate advantages going for me. First, a good friend who was an outplacement counselor and, second, my faith community was incredibly supportive. With the help of my outplacement friend, I negotiated a severance package and an outplacement service and started looking for a job. My local network built of professional friends was very supportive and helped me with references, job leads, and moral support. Within three months and three interviews, I accepted a new job as pharmacy director. **The lessons learned are the power of networking; when you help others over many years, they are very willing to help you. And secondly, what I thought was hugely negative turned into a positive in that I moved to a new, higher level position.**

In this new role as pharmacy director, our department established many innovative pharmacy programs. I continued to present lectures

and posters, and became more involved in our local and national pharmacy societies. My extensive knowledge regarding financial management and reimbursement led to many opportunities to speak before several groups across the country. I regarded this as a method to serve my profession. Through this service attitude my leadership

grew. I continue to find servant leadership to be the best type of leadership. Jesus demonstrated and spoke about being a servant to all.

Unfortunately, the misalignment of values occurred twice more in my career. Although our pharmacy department became nationally recognized, my new boss could not understand why I would want to pursue an elected office to serve the American Society of Health-System Pharmacists (ASHP). There was no recognition for the importance of networking with colleagues in pharmacy to advance the profession. Once again, I experienced a situation where my values did not align with those of my boss. However, this time I made the decision to leave the pharmacy department I built and the people I loved to be true to my values. Pursuing national office was a professional goal, and I knew I would not be supported to do so at my current job. After praying and agonizing, I left to pursue a vice-president of pharmacy position in a multi-hospital system. **I learned, as you will also, to own my values and my career.**

At this new position my boss was supportive of my national recognition. We shared values of the importance of national service and networking. All was fine for a few years until changes came when our system was bought by a capital investment company and became a for-profit organization. Eventually, my position was eliminated in a cost reduction initiative. I viewed this event very differently than I had the first time I was let go. The circumstances were very different, but the outcome the same. This time I knew I was in charge of career, and I saw it as a divine opportunity to pursue something new. Within a few months, I developed my own consulting company, and I am very much enjoying my work.

As I look back over my career, it is obvious how important it is for me to work in an environment where my values are aligned with those around me. **As you consider employment opportunities, I advise you to**

- Assess how your values will align with a person or organization as you consider a job
- Construct a personal mission statement that enumerates your values. This will become your guidepost as you seek employment throughout your career.
- Determine if your values line up with the prospective new employer during the interview process by questioning this potential employer.
- Be specific about the pharmacy values and the personal values of the pharmacy leader. This goes beyond the values of the organization

My faith in a loving God pervades everything that I do. As I study leadership books and articles, I find the principles related there are not new. In fact they are quite old. The Bible is an historical living word that is the basis for every leadership principle that I read and study.

An adage that I often teach is “*Being precedes doing. We do what we do because we are what we are.*” This is all about character.

The characteristics that I believe have been most useful are:

- exercise a strong work ethic,
- have a mentor and be a mentor,
- share your knowledge, and
- live your faith as a servant leader,

This will help to build your network. Volunteer in societies and organizations and practice leadership principles to enhance your relationships and serve others. As you grow professionally and perhaps move into leadership positions, strive to make others successful. Then you will be successful too.

Sincerely,
Ernie Anderson

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Mr. Anderson has over 37 years of management experience in all aspects of health-system pharmacy including inpatient, outpatient, managed care, sterile products and ambulatory care. He has designed and implemented sterile products clean rooms while in practice and in his consulting role. He has implemented clinical pharmacy programs in the ambulatory setting

and has been a leader in securing reimbursement for clinical services. Mr. Anderson is recognized for his expertise in the financial arena and reimbursement, which led him to providing biannual testimony before the APC Panel of CMS on behalf of pharmacy.

Mr. Anderson formerly was the Vice President of Pharmacy at Steward. In his former role, among other responsibilities he was also a key member of the Steward transitions of care team Steward was developing its ACO program with CMS and commercial insurers. Additionally, Mr. Anderson was Director of Pharmacy at Lahey Clinic Medical Center for 15 years managing pharmacy in a 2 hospital system. While there he implemented inpatient and outpatient pharmacy automation, inpatient and outpatient clinical pharmacy programs, and reimbursement for Clinic Pharmacist patient care services in an at risk patient care model.

Mr. Anderson has given numerous presentations on financial management to pharmacists, physicians and hospital administrators in his career and regularly authors articles on Leadership in pharmacy publications. He authored a book chapter on Sterile Products in Hospital Pharmacy Administration. He taught Sterile Products and Hospital Pharmacy Administration in the Hospital Pharmacy Administration Master's program at Northeastern University for 12 years. He is recognized locally and nationally for his leadership skills and has served nationally in ASHP and the Association of Community Cancer Centers.

Ernie earned his Bachelors of Science in Pharmacy and Master of Science in Pharmacy Administration from Northeastern University in Boston.

CPFI and the Road Less Traveled by Daniel Spadaro *with foreword by Fred Eckel*

Growing or even maintaining the number of members CPFI has is a topic regularly discussed by the CPFI Board of Directors. When discussing this issue with Daniel Spadaro, a former CPFI Board member, he mentioned that CPFI membership might be influenced by changing worldviews.

This article is the result of a suggestion that Dan prepare an article for C & P to explore his idea. In the article, the author raises several questions and then attempts to answer them. The Board would be interested in hearing from members as to whether they agree with his perspective and proposed future for CPFI.

Although membership dues income represents only 39% of our annual budget, dues income is an important component. Although the actual dollars are critical to CPFI's future perhaps even more important is the encouragement it provides to the elected leaders and staff.

So, on behalf of CPFI, please keep your membership current to provide the funds for CPFI to keep operating and to keep our leadership encouraged.

—Fred Eckel, CPFI President

Introduction

"Enter through the narrow gate. For wide is the gate and broad is the road that leads to destruction, and many enter through it. But small is the gate and narrow the road that leads to life, and only a few find it"
(Matthew 7:13-14, NIV).

Jesus, in concluding His Sermon on the Mount, talks about a narrow gate and a narrow road. For the unbeliever, the narrow gate represents the one and only way to heaven: faith in Jesus Christ. For the believer, the narrow, difficult road describes the life a Jesus-follower will lead. Jesus calls us to enter the narrow gate and then follow the narrow road. Believers, who follow the narrow road, will attract unbelievers to the narrow gate. In other words, only a biblical worldview will lead unbelievers to the truth of the Gospel, the only way to heaven. All other worldviews lead to the broad road which leads to destruction.

In light of this Scripture passage, what is America's worldview? What is CPFI's worldview? How does America's changing worldview impact CPFI now, and how will it impact CPFI in the future? How should

CPFI react to changing worldviews? These are interesting and important questions for CPFI to address as we move into the critical years ahead. This article will attempt to address these questions and hopefully encourage a clear future vision for CPFI.

What is America's Worldview?

Merriam-Webster defines worldview as "the way someone thinks about the world."¹ It is the lens someone uses to filter reality. America's reality filter has changed dramatically over the years. Jim Garlow, a pastor at Skyline Church in La Mesa, CA and considered to be an expert in church history, described Christianity's decreasing influence on our culture in the following timeline:²

- 1607-1833
The Establishment (236 years)
- 1833-1918
The Predominant Force (85 years)
- 1918-1968
The Subdominant Force (50 years)
- 1968-1988
A Sub-Culture (20 years)