Exceeding Expectations

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Colleagues, leaders and friends:

I admit to feeling right now as a debutante might on the night of her "coming out" as she pauses for a moment at the top of the stairs before entering the Cotillion Ballroom. Certainly not dressed for the part here this morning, I nonetheless share her feelings of excitement, nervousness and expectation of great times ahead. The closest I ever came to that in my formative years was membership in the Mobile Azalea Trailmaid class of 1974; but those are memories best left to share at another point in our relationship!

My first statement to AACP members should no doubt be immediately written into the Guinness book of world records as a record-breaking understatement. I am honored and delighted to be here today delivering my inaugural address as the Executive Vice President of AACP. To the many of you who encouraged me to apply for this position, to those who provided references and guidance during the process, and to the search and selection committee leaders I give my heartfelt thanks.

To those many people from all over pharmacy and beyond who have stopped me in a hallway, or who wrote or called to congratulate me, I also say "thanks." To a person, that exchange included "And please let me know if there is anything I/we can do to help you be successful." Inevitably that was near the end of an exchange that also included some thoughts about the future directions of AACP and what the caller believed our association can and should be doing to move pharmacy and pharmacy education forward.

The sum total of these conversations leads me to appreciate the very high expectations those in pharmacy have for the provision of services and contributions of leadership by AACP as an organization, and for me specifically as the new EVP. Inspired by those communications, I was determined that my first official presentation to you should be entitled, "Exceeding Expectations." I will speak to expectations in three dimensions and share throughout my vision and my optimism for how we, as academic leaders in a changing profession, will together exceed the expectations of the public, the stakeholders of pharmacy education, and the members of AACP.

In preparation, I looked 'expectation' up in the thesaurus. To expect is to count on, to anticipate, to hope and to contemplate. It is truly a rich word that serves my purpose today quite well.

I have been part of the profession of pharmacy for more than 25 years now and throughout my career I've been troubled by a constant concern. In short, it is that I have known that pharmacy education has equipped its graduates with a most amazing body of knowledge and skills related to medications and their appropriate use. But I also learned even before I graduated with my BS degree in pharmacy from Auburn University that my ability to use that knowledge was severely constrained in practice - no matter which setting of pharmacy I might have elected to enter. That was very much the case in the late 1970s and, to a great extent, it remains so today.

For some reason I did not understand in 1978 that a mere 10 years earlier, pharmacists were still mostly being taught under the "thou shalt not counterprescribe" philosophy and regulation. Little did I know, for some reason, that when Eugene White of Berryville, Va., closed his traditional drugstore one Saturday and opened it again on Monday as a transformed patient-focused, apothecary/office style pharmacy where he would provide medications and information to his patients that pharmacist White had decided to practice pharmacy in violation of APhA's well-meaning but outmoded Code of Ethics. Fortunately, the Code has changed.

And so too, at the dawn of the 21st century, have the expectations of our patients and other key stakeholders related to medications and their safe use changed. I have come to appreciate what an amazing transformation this profession has experienced in a very short number of years. It is literally a 180-degree change of course. We have moved from the point where "Ask your doctor, Mrs. Jones" was the appropriate response to a customer's question about their medications to a "In consultation with your physician, Mrs. Jones" was the appropriate response to a customer's question about their medications to a "In consultation with your physician, Mrs. Jones, we've determined that it would be wise for you to enroll in a program in diabetes education and management that is offered by the pharmacists in this practice."

The expectations of patients, physicians and other health professionals, employers and payers are changing as society grapples with the fact that medication use is in fact as difficult as rocket science, or maybe even more difficult because it involves human physiology and human behavior. Medications are risky. Acute and chronic care is complex, and without a medication specialist (aka, a pharmacist), patients can unfortunately expect to experience unpleasant and sometimes life threatening events related to medications.

Now some of you are sitting there saying to yourself, "Yeah, right! Who truly thinks differently about pharmacists today?" While there is an element of faith and optimism involved in operating with the opinion that society has truly changed its expectations of pharmacists, accumulating evidence assures me that it is true. Last month, at a health professions education summit convened by the Institute of Medicine, it was clear that pharmacy was no longer just part of the bundle typically added after "physicians and nurses" in the all-

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encompassing term "allied health care professionals." The litany of providers included by every single plenary or panel speaker placed pharmacists explicitly second or third in each list of providers named. I'll share a little more from that summit momentarily.

True, payers are not actually lining up outside Eckerd's and Walgreens prepared to throw big money into pharmacies for patient care services. It is also true that pharmacists aren't spending most of their professional day rendering care. In fact we know too well that most of the day pharmacists primarily feel like insurance clerks dealing with the frustrating adjudication of claims that pay AWP less a lot plus too little in fees.

All true, but I start the story of why I accepted the call to AACP here for an important reason. Societal expectations for pharmacists' services are changing, and changing more rapidly than we may understand. It's a by-product of the acknowledgement that medication safety issues and a broken health care delivery system are very real and must be dealt with. It's recognition that expenditures for medications are skyrocketing and the only people who know how to manage this dynamic are those we've trained - society's medication use specialists. Pharmacists must continue the formidable transition they started in the 60's with a commitment to exceed the public's expectations for care. For only by exceeding their expectations, delivering a level of care that most consumers don't yet truly understand they will, will our profession continue to earn its respected place in the heart of America's consumers.

How will today's practitioners step up, especially under the constraints of today's practice environment and broken health care financing systems? The short answer is "With our help, they will."

Let me briefly explain. The relationship between pharmacy education and practice has experienced many twists and turns over the 150-plus year course of the modern profession of pharmacy. But those who were concerned enough about the quality of drugs and the people managing them - call them druggists, apothecaries, pharmacists or in many cases physicians circa 1840 and 50 - to band together and create an ethical profession of pharmacy were by and large that era's teachers of pharmacy. Over the decades that followed, and certainly during the last 40 years as the clinical role of the pharmacist took its contemporary yet still evolving shape, a great deal of the leadership for practice and scientific advances emanated from the schools and colleges of pharmacy.

I left the APhA staff on April 30th with a sense of optimism, bordering on confidence, that society had been awakened to the need for pharmacists to truly serve as medication use specialists and move beyond efficient drug order processing. I joined AACP with excitement about helping to link our academic programs, with their strong clinicians and excellent scientists to the process of maturation that will occur more rapidly in the days and years ahead.

That was bolstered even further by my participation in the previously mentioned summit on health professions education in June at the Institute of Medicine. IOM member Lyle Bootman was part of the planning committee and will remain involved as IOM determines what might be done with the outcome of the two days' discussion. I already mentioned the purposeful inclusion of pharmacists in the presentations throughout the meeting. What resonated even more with the pharmacy educators present though was the statement proposed by the planning group as the overarching objective for health profession's education. It is stated as follows:

To educate health professionals to deliver evidence-based, patient-centered care delivered by interdisciplinary teams using quality improvement and informatics as the foundation.

We realized that the hard work in curricular reform undertaken in pharmacy over the past decade and the contemporary accreditation standards for our education programs are already predicated on these same constructs. I congratulate you all for your forward-looking actions and commitment to quality that places pharmacy ahead of its peers in its education programs.

At the outset I mention three areas I'd touch on and helping pharmacists exceed society's expectations is the first hill for us to climb together. The second relates even more directly to the enterprise of pharmaceutical education.

Again, many of you may be sitting there saying to yourself, "It may be easy for Lucinda to think that we're equipped to step up to the plate and rescue the profession of pharmacy -AGAIN! With state budget cuts, faculty shortages, steep increases in expectations related to research and practice, and let's not forget teaching more and more students in new and different ways, there's just no capacity here. Am I saying that pharmacy educators and administrators are also part of this "exceeding expectations" message?"

You bet I am! And that is another reason why I am so pleased to have joined the AACP staff and become closer to pharmacy education again. I thought long and hard about the challenges I knew confronted pharmacy educators today. You've exhausted yourselves with curricular reform. You are struggling to deliver 21st century education in 20th century physical plants, with aging technology and shrinking human and fiscal resources. Experiential education is being delivered in environments that are facing many of the same constraints and, quite frankly, health care administrators aren't sure whether their investment in helping you prepare students pays off for them in the short or long run.

Colleagues, there is a link between my first thread of optimism about pharmacists and our present reality. If society believes that pharmacists and the services they provide are vital, what do you think might be the perspective regarding the enterprise that prepares them as medication specialists? Armed with the growing body of evidence that behind every positive medication use experience you find a patient care pharmacist, we'll convince state and federal decision-makers, our colleagues in other professions, the media, and anyone else who will listen that pharmacy education is an essential enterprise that must receive sufficient resources to get the job done.

We must be armed with more than just the evidence about pharmacy services and positive patient outcomes, however. We must have benchmarking data from institutional research that allows us to paint an accurate and valid picture of the consequences and benefits related to investments in pharmacy education. We must nurture excellence in our teaching, research and service enterprises, including experiential education. We must fill the faculty pipeline with the best and brightest and invest in activities that will convince PharmD students with six to eight years of education already to go an extra mile in order to prepare for a rewarding career in pharmacy education and research.

How will the schools and colleges of pharmacy do all of this in today's reality? It's a tall order, no doubt, but my answer remains constant. With AACP's help, you will. The leadership of this Association understands full well what your world looks like because they live in it themselves. In our retreats and planning efforts we have identified the issues most important to
you and are determining the most fruitful and strategic deployment of our resources, both human and financial, to help deans, department heads and faculty surmount the very real challenges in pharmacy education. You just heard Dick Penna reflect on the history of what pharmacy education has contributed to this profession and the role that AACP has consistently played in enabling that contribution. I pledge to you today that our commitment to you will remain steadfast as we take on the new, and not so new, challenges of 21st century pharmacy education.

Well, I said there were three compartments to my model of exceeding expectations and so far I've noted only two. The third gets even more personal because I saved myself for last. How might I aspire to exceed the very high expectations I've heard you all express for my time of leadership at AACP? I'll cut right to the chase here and remind you that the formula doesn't change. With your help, I will.

I heard the search committee and Board of Directors clearly identify their priorities for AACP under my administration. A competent and responsive set of Association services, including the new programs of PharmCAS and expanded institutional research and assessment services; a leadership agenda for pharmacy education that insures we attract, develop and retain bright students and the best faculty. Additional efforts must insure that our pharmaceutical scientists are positioned for success in research and related endeavors and that we have sufficient numbers and types of them.

Equally important, the AACP Board made it clear that they want AACP and pharmacy education to become an even bigger player in the world beyond the profession's narrow boundaries. That has many potential dimensions, all important, and quite frankly that was one of the most exciting aspects of considering this role. We have a great story to tell and telling it to ourselves gets us nowhere in the court of world opinion.

Preparing tomorrow's medication specialists and linking them to the world that needs them. That's the agenda we share and, believe me, I will need your help. But I hope you can tell I'm extremely excited about it. It will take careful analysis of the opportunities and needs of all the players so we use our limited resources well. Success will require a great deal of collaboration between AACP and its members; between AACP and other organizations. Hard work, excellent customer service, competence in core operations, and making best use of available talent and technology are all part of the equation.

You can count on me and I am confident I can count on you as we take full advantage of society's recognition that what we're about is important, if not central to our quest to improve the health of all peoples. Thank you for providing me this opportunity to lead AACP and to serve its members.
The shortest path to exceeding expectations doesn't generally pass through meeting expectations. Quotes about Exceeding Expectations. 17 Picture Quotes. 8 Written Quotes. I wish my employee evaluation form had a line item for "tolerating a which case I have exceeded expectations. urÂ©cards. nursebuff.com. helpful non helpful. Customer Expectations: How to Meet (and Exceed) Expectations. Posted by Mark Taylor - 14 Comments Last updated: 4 May, 2021. Post summaryÂ So, how are you meeting and exceeding customer service expectations in 2021? We share 3 examples of brands that not only met customer expectations, but far exceeded them! These examples focus on quality, connecting with customers and going the extra mile. Do you remember the last time a business exceeded your expectations? Most don't. Exceed expectations definition: Your expectations are your strong hopes or beliefs that something will happen or that you | Meaning, pronunciation, translations and examples. Â Times, Sunday Times (2012). In fact, I've exceeded the expectations of those who may have doubted me. The Sun (2008). These examples have been automatically selected and may contain sensitive content.Read moreâ€¦ Definition of 'expectation'. expectation. (ekspektE®Ê©fÊ™n )Explore 'expectation' in the dictionary.