

Gratitude, Change and Challenge

The 2021 Rho Chi Lecture Award Address

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Hello the title of my Rho Chi Lecture today is Gratitude, Change and Challenge

Gratitude

The first thing I want to do is to express my gratitude to those who helped me get here today.

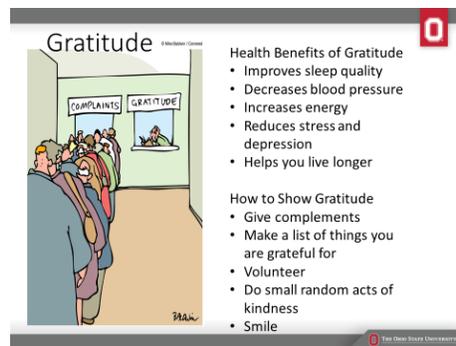
I am very pleased to be selected for this prestigious award by the Rho Chi Society. I want to thank my friends and colleagues who put together my nomination and wrote letters of support. Milap Nahata, Marilyn Speedie, Jim Cloyd, Joe Dipiro, Jim Dalton, and John Murphy - each of you have been important over my career in shaping my thoughts and challenging my assumptions- I truly appreciate the flaws you overlooked and the fine qualities you exaggerated in my nomination letters!



During my address today I will speak on the concept of Gratitude and how it can improve our lives- it is the primary sensation that I am experiencing now and the great thing about that is the sensation increases when you share it with others. So to all who helped me along the way- let me say thank you up front and I hope that I have payed forward at least some of the debt I owe you.

I also want to talk about leading change- it has been a large part of my professional life and through trial and error, along with some study and much guidance by mentors and colleagues, I have had the pleasure of seeing success in a number of areas- I will talk about my experience in clinical pharmacy, critical care practice, and leading change in pharmacy education.

Finally, I will close with a few challenges that I see ahead and to which I hope you, the young Rho Chi leaders to be, will find answers that define the next generations experience with pharmacy and healthcare.



I will start with the concept of gratitude. Each of our parents probably started us off on the right foot by telling us to say please and thank you when we asked for something and when we got it- but along the way from childhood to today, we also got many more lessons that were not as positive as those from our parents. Perhaps these came to us through television and social media, but it is so commonplace that I would not be surprised to hear that most of us have been exposed to more negative thoughts than positive thoughts over the last 24 hours. In fact, we have built an inner voice- a critic in our brain- that not only sees negativity around us but within us. I am an optimist and that has always been a help to me when faced with negativity and times of doubt. But even optimist can benefit from practicing gratitude overtly. There are a number of studies, which demonstrate actual health benefits from practicing gratitude- these include better sleep, more energy, less depression and even a longer life span. Who wouldn't

want such benefits? And it is so simple to do – there is no great investment in equipment or major changes in your diet required. There are many ways to show gratitude but the key from my point of view is to permit yourself to be more open to sharing your feelings with others- give complements, list things you are grateful for on a regular basis, practice random acts of kindness and simply smile more. For some of you this is natural and part of who you are already- for others even these small things may be more challenging. It is for me- I am a highly functioning introvert- I only really let me myself be open with very close friends, and some times that can be seen as being aloof and distant- which is not what I want as a leader.

Gratitude to the change agents in your life 



- who in your life was the change agent that made your life possible
- tell that person what it has meant to you.
- the past cannot be changed, the future is promised to no one, all we really have is now

 The Ohio State University

I would like to thank my family and friends for all of the support and comfort they have given me over my life. I am so proud of my sons Mike and Marcus, their incredible wives Berit and Betty and my wonderful grandson Miles.

I know that everyone who gets an award always says something like that- but there is a reason they do- none of us ever get where we are going without our family and friends. The picture you are looking at is the Ohio Stadium- it is just a few hundred yards from my college of pharmacy. On game days there are more than 100,000 fans that come to the stadium in a normal year. Seats are hard to get and passed down over years to family members and there are requirements in philanthropic giving to get better seats. I have taken many supporters of the college of pharmacy to games at the stadium. Very often, they will tell me about their parents and what they, or someone else in their family, did that allowed them to become the people they are today. The stories are heart-warming, often times they are also amazing in terms of how that individuals accomplishments changed the lives of all who followed in that family.

I encourage each of you to reflect on the individuals in your lives who have been pivotal to your success outside of the profession. I am talking about the mothers, fathers, brothers, sisters, and others who are extremely close to you that have, through their decisions and actions, allowed you to be where you are today. I think you will be surprised how important the people, whom we often take for granted, have been and how they made decisions in their lives that had your well-being at the heart of their consideration. I challenge each person in this audience to think about who in their lives was the change agent that made their life possible, and to subsequently tell that person what it has meant to you. I would like to do that- but unfortunately some of my opportunity is past and many people that I would like to say “thank you” to are gone. I encourage you to not let that happen and remember this if nothing else from my talk with you today- the past cannot be changed, the future is promised to no one, all we really have is now- don't waste the opportunities you have now to forgive mistakes, repair trusts and build on the relationships you already have.



Finding your purpose and passion in life is not always a simple or short process. For me the key was being exposed to clinical clerkships and realizing there was far more to pharmacy than drug distribution. When I started in pharmacy school I did not know all that was available through this wonderful profession. It wasn't until I did my clinical clerkships and externships that I really caught the passion for pharmacy and I think the same may be true for you. It is during these practice experiences that will meet individuals who have pursued advanced training in residencies, fellowships, and graduate programs.

That was what happened with me and so many of these individuals, who were my personal change agents, are now friends, mentors, and colleagues of very long standing. We have shared decades working to improve the delivery of healthcare

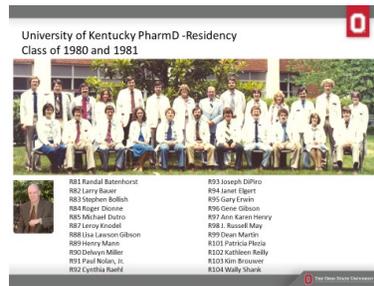
by expanding and documenting the impact that pharmacists have on both individual health and systems of healthcare delivery. I want to particularly recognize Dr. Jim Cloyd who taught me in my first clinical clerkship experience as an undergraduate student at Kentucky. I mark this clerkship as the most important change in my view of pharmacy and what I could be as pharmacist in healthcare. Jim was the 2015 Rho Chi Lecture Award recipient and he and I were colleagues at Minnesota from 1980 to 2009. Over the 29 years we worked together I constantly relied on Jim as a mentor and sounding board for my career choices.

The list of others who were key to my own growth and development of purpose is far too long to recite but I will mention Paul Parker, Larry Weaver, Frank Cerra, Marilyn Speedie, Greg Beilman, Bob Blouin, Tim Buchman, and Lalitha Raman-Wilms. Each of these individuals taught me what it means to have a passion for my work and helped me define my life's purpose through that work. I won't say I never had to work a day in my life because I found my purpose but I will say I seldom found myself not wanting to go to work and feeling that the work I was doing was important. As I took on more responsibility and defined leadership roles over my career that sense of purpose and fulfillment grew – I hope you will someday feel the same and that you will have a similar opportunity to express your gratitude to those who have helped you.

As Rho Chi members, you are among the elite in pharmacy schools. You demonstrate the qualities that Rho Chi champions- intellectual achievement, critical inquiry, leadership, ethical standards, and collaboration. For most of you these qualities were supported and developed starting early in your life. Nevertheless, you should take pride in that you have taken those talents, and through practice, have honed them into skills that you can apply to problems you see in front of you. These skills get stronger the more you use them but they are not generic- you each have different strengths and weaknesses as you have no doubt now had defined for you through a variety of skills and aptitude tests.

Please take the results of these tests with a grain of salt and certainly be cautious in comparing yourselves to others. Also and perhaps even more important early in your career as a professional is to be aware of what you know versus what you

don't- no matter how smart you are there is a lot to learn and the amount of that information grows at a faster and faster pace.



My PharmD residency class of 1980 was a great class- as a matter of fact Paul Parker said we were the best class ever- he always told the new classes that- I do the same thing now!

The 3 years of my PharmD and residency program at Kentucky were easily the most committed and focused learning experience of my life- I learned to rely on others and to build on my strengths, to recognize mistakes in myself and others- to forgive small transgressions, to do what I promised, to care for others before myself and to start thinking in a broader scope about my role in pharmacy and pharmacy's role in healthcare. Many of you probably describe your current PharmD program in a similar manner.



All of the PharmD Residents and clinical faculty who came out of the Kentucky program will agree that we owe a tremendous amount of our success to the vision and leadership of Paul Parker. He was the leader of the band in the Medical Center and he met with us every Friday for the Pharmacy Resident meeting- this was real mentorship in action. Paul would generally have a topic in mind and would say something about it or start asking questions- often looking for controversy. This was a required part of our program but I think we would all have participated even if it wasn't – here is where we really learned the issues faced by Pharmacy.



Paul Parker was a true change agent. He knew that to really impact practice you had to change education. He told his residents that he wanted to see some of us become Deans of Pharmacy across the country so we could make the changes necessary in the practice of Pharmacy. Out of the 5 graduating classes between 1977 and 1981 – 6 of us became Deans- 3 of us at 2 different universities and Bob Blouin went on to become the Provost at North Carolina. I think that is a pretty good example of translating a vision into action.



On completing my training at Kentucky, I took a faculty position at Minnesota where I taught from 1980 to 2009. Three other Kentucky PharmD and residency graduates were already on faculty there- including Jim Cloyd, Dan Canafax and Sal Pancorbo. We had incredible professional experiences as we developed clinical practices and refined what would be the future entry-level PharmD program at Minnesota. We also developed research programs that would later be described as clinical scientist roles. My specialty area was surgery and critical care. I worked up through the ranks to full professor with tenure and I was highly involved in national organizations of both pharmacy and critical care medicine.

When Dr. Marilyn Speedie became the Dean at Minnesota in 1996, I became her Associate Dean for Professional and External Relations- my responsibilities included building our relationships with health systems and implementing a non-traditional PharmD degree program which was necessary as we transitioned to the entry-level PharmD program. At the same time, I started an interdisciplinary Center for Excellence in Critical Care. These new administrative roles were

fantastic experiences. I was able to build programs that I felt would make a difference in the practice of pharmacy and critical care over the long run.

Dean Marilyn Speedie and Jim Cloyd continued to be great mentors for me during this time. After a 6 year period as Associate Dean I resigned to build the Center for Excellence in Critical Care into a stronger interdisciplinary unit. This effort led to developing a national network of critical care units focused on implementation research of best practices- I called it the Partnership for Excellence in Critical Care. I think clinical networks such as the Partnership for Excellence in Critical Care can have tremendous impact on healthcare and it is a model that can be applied in any area- cardiology, family health, oncology... wherever your passion leads.



Eventually my own passion for advancing pharmacy practice led me to explore being the Dean of a major University - and the U of Toronto saw us as a good match. They were in a position where Minnesota was 15 years earlier- just getting ready to start an entry-level PharmD program, needing to develop their clinical sites and their clinical faculty, needing to become more inter-professional in their outlook and externally focused in their planning. They faced challenges with acceptance by the Ontario Medical Association and hurdles that were in place because they had a single payer- the Ministry of Health and Long-term Care.

As the Dean I was able to guide the implementation of the first entry to practice PharmD program in English-speaking Canada at the University of Toronto, convince the government to recognize the PharmD title to go with the degree, and bring the 13 hospitals that make up the Toronto Area Health Science Network together in developing clinical rotations as well as co-hiring a new faculty model of clinical scientist. This was a little harder than it sounds in that one sentence but after 4 years I felt the program was on track and I was thinking of what the next steps in my own career would be. That is when the Dean position at Ohio State became available and I was selected to be their leader.

Transition Needs Vision
 Times of transition are times for vision – this is often the key to stability and security.

Transition usually brings change.. new ideas, new procedures, and new philosophies The proclamation of a clear, powerful vision can enable the new leader to clarify so many dynamics of who they are.



The slide features a title 'Transition Needs Vision' in a red box. Below it is a paragraph explaining that transition is a time for vision, which leads to stability and security. A second paragraph states that transition brings change (new ideas, procedures, philosophies) and that a clear vision enables a new leader to clarify many dynamics. The slide includes two images: an aerial view of a college campus and a stick figure standing on a large arrow pointing to the right.

You already know there are many attributes that make a good leader – integrity, inspiration, encouragement, support, high expectations, clear goals, collaboration and vision are a few that come to mind. Probably the most important at the time a new leader comes on board- the transition phase- is having a vision. What will the organization look like in the future -that is a question that I still contemplate almost every day as new opportunities and threats occur around my college and my profession.

Over the past 8 years my college has moved forward with new undergraduate, professional, and graduate curriculums that are designed to give our students the best possible start in their profession. We have spent tens of millions of dollars renewing our facilities, laboratories, and classrooms. We have hired dozens of new faculty to invigorate our education, research, and engagement missions. In addition, we have become known as one of the most collaborative colleges on our campus. New ideas and new opportunities have come with each of these changes. We now have faculty and fellows focused on scope of practice change and advocacy for provider status.

The last part of my talk is to encourage you, the future leaders of our profession, to embrace the challenges ahead of you. To take ownership and to implement the change you want to see- life doesn't have to be the way it looks like it will be.

Embracing Change

This is an important point in your lives – a stage where the next decision you make regarding your future will have a profound impact on the path your life takes.



The slide has a title 'Embracing Change' in a red box. Below it is a paragraph stating that this is an important point in one's life where the next decision regarding the future will have a profound impact on the path one takes. The slide includes three images: a person sitting at a desk, a sign with 'Future' and 'Past' arrows, and a person in a white coat.

This is an important point in your lives – a stage where the next decision you make regarding your future will have a profound impact on the path your life takes. Just as I would never have imagined when I was a P3 so many years ago that I would be addressing you here, none of you can accurately predict what future change will bring into your lives.

Whatever it is, I encourage you to stretch out your hand and grab hold of the challenges in front of you.



Here are a few of the challenges I see ahead, however, the world and its challenges will change innumerable times over the course of your life. I can't see into the future, but I can tell you this –

the one thing you will experience, perhaps more than any other generation before you, is change.

The world we live in today will not be the same world we see next year. I hope that you will never experience anything as bad as the worldwide pandemic you are living through today. Nevertheless, I want you to know that I and the other leaders of pharmacy schools across the country believe in you- you are capable of so much more than you know today. I hope like me, you find the mentors, change agents, leaders and friends that turn these challenges of tomorrow into great adventures that you will remember forever.

Thank you for allowing me to share some time with you today.

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