

Russ Jensen

Durant Lecture

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I want to introduce my guests here at the luncheon: Kris, Rhonda, Becky, Rhonda and my wife Sandy

I have to begin by bragging about SSM Health Care and St. Marys Hospital. SSM Healthcare is made up of 21 hospitals and several other health care organizations located in OK, MO, IL & WI. For the past 12 years, SSM Health Care has been on a journey to improve quality. We began by learning and implementing CQI principles. Another step in that journey was started about 7 years ago when we focused on the Malcolm Baldrige National Quality Award criteria as a method to improve our organization. After 4 application submissions and 3 site visits we were notified a week before Thanksgiving that we were the first health care organization in the country to win the award. St. Marys was also the first hospital to win the Wisconsin Forward award in 1999, which is a State award that is patterned after the Baldrige award. Our Nursing organization was awarded Magnet Nursing status this year. The focus on quality and continuous improvement corresponds to my values and goals. It is one of the reasons that I have stayed at St. Marys for the majority of my career. I have to admit that it makes it easier to have a number of successes in an organization that is consistently successful and focused on quality.

Ken Blanchard made the following quote: "There is a difference between interested and committed. When you are interested in doing something, you do it only when it is convenient. When you are committed to do something you accept no excuses, only results".

As we go through life we are constantly making choices. We need to choose what we are committed to versus interested in and what we decide not to participate in at all. The choices we make will be different for each person. Our make up and experiences will shape those choices. For some reason I was thinking about choices I had made earlier during the fall. I have no idea what would have happened if some of the choices that I have made had been different. There are several decisions that I would not want to change if I could. A decision to take a Badger Bus home on a Saturday in the fall of 1968 led to a date a few days later with a lovely young woman who a couple of years later became my wife. Over 32 years later, I consider it one of the best things that has happened to me.

The experience I gain going through the Masters/Residency program at UW is another choice that I would not change. I would like to share some of the choices that have shaped my professional life.

The first real major choice I made was that I wanted to attend college. I only looked at two schools and applied to one, the University of Wisconsin. I can't tell you why I want to go to UW, just that was the only place that I really seriously considered. As a freshman coming from a graduating class of 96 into a class of 5000, I wondered if it was a good choice from time to time, especially during that first year. I started out declaring chemistry as my major without any idea what I wanted to do. My lab partner in Chem 109 was in pre Pharmacy. He talked about Pharmacy as a profession and I later applied to the School of Pharmacy and was fortunate to be accepted. I changed from my part time cheese-making job and did an internship and worked part time for Busse Pharmacy in Watertown, thinking retail pharmacy would be the direction I would take.

The School of Pharmacy offered this new course in Clinical Pharmacy that I chose to try and it changed my view of Pharmacy. I was hired to work part time at UW Hospital and covered shifts as a pharmacist while still in school. I decided that I was not ready to practice the type of Pharmacy that I had been exposed to and applied to the UW Masters/Residency program. I was fortunate to be accepted and began a clinical track.

Some choices are outside your control. I had a low draft number, but my Selective Service Board had provided a classification that allowed me to complete the Masters/Residency program. A few months into the program, I received a letter stating that the Selective Service board had made a mistake and I would be drafted the following summer. There wasn't a need for pharmacists in the military and I did not want to be away from pharmacy for two years. With the help of Dave Zilz and others, I was able to join Jim Herrick and another former UW pharmacist in Pine Ridge SD in the Public Health Service. After Jim left, I became the Director and again my perspective changed. I moved from a clinical track to an Administrative one when I returned to the program a year later.

It is interesting how small and large things bring about changes that shape your future. A lab partner, a bus ride, and a mistake by the Selective Service Board provided new options that led to different directions in my life.

The choices to enter the program and then to return two years later to complete it were a couple of the best choices I have made. Obtaining the experience of the UW Residency was something that I was very committed to and I have always been pleased with. As many of you know it is not an easy program. Our stamina and abilities were tested in many ways and we could do almost anything from patient care to cleaning places most people didn't know existed or delivering food trays to the N&R Hospital on the East side of town. Don M. and I were

registered. We provided pharmacy services for the N&R hospital on some weekends. We were asked to drive a University truck and deliver the food trays as long as we were going to the Eastside. I remember one delivery that did not make it completely in tacked. A quick stop by the truck on one of the trips to N&R led to some of the trays scattering in the truck with some patients receiving their trays quite late that day.

- These experiences developed skills, confidence, the ability to work under pressure, the ability to work as a team member, and an understanding of what commitment really meant.
- The friends and connections across the country have been another important benefit of being part of the UW family.
- We learned to work hard
- I gained the basic understanding of continuously improving and striving to provide better service
- I learned to do whatever needed to be done to accomplish the task. This means pitching in to help whether the task is secretarial, technical or professional.
- I also learned some of my limitations and the need to rely on others. Kris and Rhonda are examples of excellent pharmacists that have clinical skills that I no longer possess. When they are caring for patients or working on a team or committee, I know that tasks will be done well and I can concentrate on other issues. Another limitation I recognized was that I could not keep up with TT. Sandy was not always happy when I called to tell her that I would be late and she would ask if I was with TT.

When I completed the program, I ended up at the University of Kentucky as assistant director with most of my time devoted to materials and supplies. Four years later I returned to Madison as Director of Pharmacy at St. Marys where I have been for the past 25 years. There has been one additional change about 5 years ago when I was asked to also be the Director for the Dean

Clinic. I returned to my retail roots overseeing 9 clinic pharmacies and the distribution of drugs to 60 clinics. One reason that I accepted this extra responsibility was the desire to see clinical programs outside the walls of the hospital. There were opportunities to develop clinical programs in pharmacies and clinics and I felt that this would place me in a position that I could help bring this about.

It is the training and experiences that I had during the Masters/Residency that shaped my professional life. At St. Marys we have pharmacists that are very clinically involved, but we are not satisfied where we are today. We also have a very good distribution system, but are looking for ways to be better. On the Dean side we have pharmacists involved in AC clinics, infectious disease and drug information and are working on methods to expand to other areas.

I am not sure where I would be today, but I don't believe that I would have had many of the opportunities that I have had without the Masters/Residency experience. Some of these choices and influences include:

- I have always chosen to be involved in professional organizations. I have focused on the State level chairing several committees and holding Presidential offices in the Hospital Pharmacy Societies in Kentucky and Wisconsin. I decided to be involved again and am currently the Treasurer of the Pharmacy Society of Wisconsin. I learn a great deal being involved in organizations. It also helps to stay in tune with issues outside our daily work focus. Involvement provides opportunities to network and have a voice in decisions that are made. This involvement at the State or National level provides opportunities to make a difference in our profession beyond our usual work environment. We also spend time with people that we can learn from. I remember discussions before and after meetings

that provide insight and solutions to problems. I also remember time traveling to meetings with others, like Pam Ploetz and discussing all types of issues.

- Part of the influence from the UW experience is the belief that we need to provide full service. Good Pharmaceutical Care involves solid clinical and distributive services. I have always felt that we could consistently improve in every area of practice. There are times that we focus on different portions of the service that we provide, but over time we need to improve every aspect. We did not always need to make huge changes, but a dozen smaller changes can lead to significant improvements. One of the key components of our improvement process is making an effort to involve all of the stakeholders. I believe that the more we can collaborate, the better the potential of implementing a successful change. Developing good working relationships with others in the organization is critically important. It reduces the competition and allows us to place more energy toward completing the task.
- I was given the option to take risks throughout my career. Everything that we have tried has not worked and many other things have taken much longer than I anticipated, but continuously improving is the goal. We learn from the things that don't work, so improvements can come from these experiences as well.

One of the areas that I have been committed to is medication safety. We started a Medication Process Improvement Team (MedPit) that involves nursing, pharmacy and medicine, which has focused on reducing the potential for medication errors many years ago. We have identified and implemented many improvement opportunities over the years. Our first project was developing standardized times for the administration of antibiotics. Doses were often delayed as individual nurses decided when to administer the first dose and move to a standard dosing time. A table based on the dosing frequency and time ordered in relation to the standard dosing times was

implemented. The average time to administer a first dose of IV antibiotics was reduced by two hours.

Our largest project began when we decided to be a Beta site for a point of care system, Nursing, IS, and many other departments were involved in the decision. The work has been shared from the beginning. The Beta site actually turned into being an alpha site and took 18 months longer than planned. It takes the hard work of many people to make a project like this successful. This was definitely a project that I needed to decide if I was interested in or committed to. Being on the bleeding edge of technology is not easy and a project like this would fail without full commitment. We have a working product, but not an excellent product. It will be 2-3 years before we reach that level and other hospitals will be part of the next level of refinement.

Our greatest challenges in the next few years will revolve around dollars. How do we expand clinical services, add patient safety and pharmacy distribution technology, plus implement other changes that we are committed to with the limited dollars available? I wish that I had the answers. I do know that it will take real commitment to move to the next level. The shortage of pharmacists, increasing salaries and pressure to reduce health care costs will make the next few years very interesting. I have been trying to expand our AC clinics for the past year. I have several physicians that want to refer another 500 patients to clinics that already have too many patients. Due to the fact that we do not bring in revenue in a for profit clinic, we have to continuously prove the value of this service. When I return next week, I again will need to justify our current clinics and continue to look for a way to expand. It will take hard work on several individuals' part. There may be some set backs, but it is the right thing to do for patients, so a way needs to be found to expand this program. I want to see patients receive the best therapy in the safest manner possible.

As we focus on our professional life, I feel that it is also important to balance work and family. I have heard it said that work is a black hole. That means that there is no end to it. Each of us could work 18 hours a day, seven days a week for 50 years and we still would not complete all of the work before us. With that in mind, it is critical to set your priorities. I can't say that I made every activity that our kids were involved in, but I made family a priority and attended all that I could. I believe that your spouse and children are your most important priority. We generally spend a great deal of time and energy on our jobs and profession, but the time with the family is critically important.

I made another commitment as an adult when I determined that God is real and I accepted Jesus as Lord and Savior of my life. My life has been different since that time, knowing where true strength and confidence comes from.

Ensuring that every patient receives the most appropriate drug therapy in the safest manner will take more than being interested in seeing it happen. It will take our commitment to obtain results. As I look around this room, I take comfort in knowing that there are a number of pharmacists committed to facing and overcoming the challenges before us.

I am very honored to have been selected as the Winston Durant award recipient this year. I was very surprised when Tom called me a few weeks ago to inform me about my selection. There are quite a number of UW Residency program graduates that are leaders and have impressive accomplishments that I know could have been selected. I want to thank the previous recipients for this honor; I deeply appreciate receiving this award. Thank you!