

It is an honor to be here, especially for an award named for Win Durant, and especially in New Orleans, where I attended my first ASHP Midyear meeting in 1973. Mr. Durant is highly regarded as an innovator and leader, and the innovative spirit he planted at the UWHC Pharmacy continues, as evidenced by an ASHP Best Practices Award this year recognizing Steve Rough and Brad Ludwig for their innovations with medication bar code scanning. In 1972 I was attracted to the Residency at UW by its innovative pharmacy programs, and 30 years later I still find the creative and innovative aspects the most satisfying and lasting elements of my career. Today I would like to share with you some thoughts about sustaining the creative process, and I note that most of these thoughts have roots in things I first experienced during my residency at UW. I'll summarize these as five basic "rules":

Rule 1. Keep Moving Ahead. I recall Dave Zilz urging the residents to "Move ahead; See the big picture; and Have a five-year plan". What I didn't realize right away was that the five-year plan is a rolling horizon that gets reset each year, and never comes to an end. One of my passions is music, and one of the giants of American music was Duke Ellington, who is credited with over 3000 compositions; even considering a career spanning 60 years, this comes to an average of more than one per week. When asked, late in his life, which of his compositions was his favorite, Ellington responded, "the one I'm going to write tomorrow". The creative process never ends, and the innovative person needs to continue advancing fresh ideas through the abundant obstacles that tempt one to wait for the acute crises to clear, or worse, to dwell on past achievements. When I was a resident, I was amazed at the tenacity to continue to push new services and assume new responsibilities during a budget crisis and staffing stretched so thin that even Dave Zilz and Tom Thielke were taking shifts in the dispensary and the sterile products area. Since then, I've seen the tenacious pursuit of new ideas as a common trait among persons who are repeatedly successful at scientific discovery and at implementing innovative ideas and programs.

Rule 2. Assume Responsibility. Being accountable for something important is essential to leadership and personal growth. In the early 70's, the profession of pharmacy was at one of its low points in history with regard to its levels of responsibility and accountability for drug therapy. The UWHC pharmacy was a leader in defining new roles for pharmacists to improve the safety, efficacy and economy of drug therapy, and when I was starting my residency in 1972, the pharmacy department was in the process of assuming responsibility for administering scheduled medications to inpatients. This was a bold way to demonstrate in a very visible manner the pharmacists' commitment to the entire spectrum of drug therapy. I recall approaching this responsibility with great trepidation, feeling underprepared to be the final step in a process designed to prevent the inexperienced and the irresponsible from causing iatrogenic injury to the patients. Other opportunities have arisen over the years for me to assume responsibility for things that needed to get done, usually accompanied by that same unease of feeling underprepared, but often also resulting in some personal growth. Most recently, after successfully avoiding substantial administrative responsibility for nearly 30 years, I assumed responsibility as the Chair of the Pharmacy Practice Division at UW School of Pharmacy: trepidation; feelings of being underprepared; many more opportunities for personal growth....

Rule 3. Have fun. As a resident I was introduced to the Wisconsin Work Hard/Play Hard philosophy. I approached this aspect of my training with great enthusiasm, and it took me a lot longer than it should have to learn that I couldn't keep up with Tom Thielke. I learned that having fun with coworkers relieves stress and fosters relationships, and I also learned that work itself should be fun. But in addition, I've learned that one needs to pursue passions both at and outside of work, and that the creative mindset spills over into other activities. Creativity inspires creativity, and surrounding yourself with creative people, indulging in creative diversions, and exposing your mind to the creative products of others will inspire your own creative endeavors. My own attempts to play a passable classical guitar or to make an artistic photograph make no impact on the culture, but they open my mind to new ways of thinking about a problem, and help me appreciate the abundance of new ideas to see, hear, read and taste that are exploding from the creative people that surround us.

Rule 4. Everything affects everything else. In my residency I was enlightened observing Dave Zilz and Tom Thielke in strategy sessions, and I learned the importance of anticipating potential problems and opportunities that might arise from an action, and having contingencies planned to preempt or diffuse problems, and respond to opportunities. I later realized that this strategy also applies well to managing critically ill patients, implementing academic programs, and writing an NIH grant. What took a bit longer to realize is how subtle actions can provoke reactions that cascade throughout a system, sometimes with alarming speed, breadth and persistence. My research focuses on highly interactive immunological and physiological systems, where small imbalances at crucial times can result in the system dysfunctioning in unpredictable ways. Systems involving people and personalities behave in exactly the same manner! The pleasant side of this is that subtle acts of kindness and generosity also

can reverberate throughout a system in unexpected ways. Once in awhile I encounter a former student, resident, or coworker who tells me that, years before, I said or did something that was both memorable and important to this person's career. Usually this comes as a complete surprise to me, as I don't recall doing anything out of the ordinary to provoke such a response, and in a couple cases I had thought the interactions had gone rather badly. Although it is gratifying that sometimes I can have a good influence on someone without knowing it, I also have to wonder how many careers I have damaged without knowing it.

Rule 5. Things change. Budget crises resolve eventually; that pharmacy class of 117 variations on the theme of bad attitude filters through the curriculum eventually and gets diluted in the workforce; the obstructionist imbecile who has been successfully impeding progress of your best creative efforts decides to go to another institution, to retire, or to become enlightened. Life will be better if only you can endure, outmaneuver and outlast the forces of evil! Unfortunately, good things pass too-- grant funding runs out; the Nobel Prize-worthy research idea doesn't work; your most valued colleague gets recruited to another place, retires, or develops a life-threatening illness. It takes as much effort to keep things going well as it does to get them going well in the first place, and some things you just have to let go.

Finally, I'd like to acknowledge a few things I learned from Dave Angaran, my primary preceptor during the residency. I was assigned a lecture to the pharmacy students in the Therapeutics course, and having had no prior experience, I approached Dave, who is a superb lecturer, to ask if he had any advice for me. "Yes," he said emphatically, "make sure you're zipped up". This advice was not particularly useful to me, but fortunately, I had ample opportunity to watch Dave in action to learn some of the techniques he used to deliver one of his excellent lectures. One thing I noticed was that Dave would find a way to repeat an important concept, to make sure that it was noted and understood. Dave continues to use this technique— you may have noticed that he has repeatedly demonstrated that it is ok to change career directions once in awhile; I followed his example in this regard also, although not quite as frequently. One other thing I learned from Dave is to be brief, so with that I will close, and thank you for the opportunity to speak to you for the Durant Lecture Award this year.