

Call to Action: Lead Pharmacy into the Next Decade

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Abstract

Introduction: The pace of change in healthcare and throughout the world will only continue to escalate. This evolution of continuously changing information requires us to be responsive and innovative. There are more ways than ever to share information, and more need than ever to share best practices for leadership related to pharmacy. In keeping with the mission of *INNOVATIONS in pharmacy* (lip), we invite you to share creative and dynamic scholarly leadership work. **Methods:** The traditional written manuscript is an author-centric form of scholarly output; the format, process, expediency, and familiarity of written manuscripts benefit authors, but may not be as easily consumed as more user-centric forms of information. The lip leadership section team investigated alternative ways to disseminate the results of research work that don't include a traditional written manuscript. **Findings:** We reached out to leaders across a variety of pharmacy work and practice settings to understand the importance of leadership today and the importance for leadership in pharmacy. Responses were common across pharmacy professionals in all settings; nearly every response mentioned that leadership is important to help motivate a team toward a shared goal or vision and to be a role model. Pharmacy leaders feel that leadership is needed to make decisions, take accountability and, especially in an area as highly regulated as healthcare, ensure regulations and procedures are followed and standards are upheld. At the same time, our current environment requires attention to new challenges such as a multigenerational workforce and artificial intelligence. **Call to Action:** Through our work as scholars, we can provide evidence-based, pertinent, timely solutions to address these issues, in ways that make it easily transferable to broad audiences. The future of pharmacy leadership is in our hands and awaits our unique insights. Traditional written manuscripts are valuable but may not fully connect with some people. The evolving landscape of healthcare leadership demands novel perspectives, creative applications, and open-minded evaluations. Join us on this transformative journey. Submit your innovative scholarly works to lip.

Keywords: Leadership, Pharmacy Leadership, Scholarly Works, Innovative Scholarly Dissemination

INTRODUCTION

Think about your life in 2010, which is when the *INNOVATIONS in pharmacy* (lip) leadership section launched.¹ What were you doing? If you worked in any role related to pharmacy, are you still doing the same activities in the same way today? Do you communicate with colleagues and patients in the same ways? How do you retrieve and absorb information today, versus a decade ago?

The pace of change in healthcare and throughout the world will only continue to escalate. There are more ways than ever to share information, and more need than ever to share best practices for leadership related to pharmacy. This evolution of continuously changing information requires us to be responsive and innovative. For that reason, we are reaching out to you, dear readers of lip, to come together now to share ways to lead pharmacy into the *next* decade. In keeping with the mission of lip, we invite you to share creative and dynamic scholarly leadership work. Our multidisciplinary team includes

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professionals in healthcare across academia, administration, and industry. We invite submissions from any and all perspectives related to leadership in the pharmacy profession.

METHODS

Innovative Scholarly Data Dissemination

To gather information and ideas on innovative scholarly publication, we investigated alternative ways to disseminate the results of research work that *don't* include a traditional written manuscript. In reviewing available literature on the dissemination of scholarly work in health professions education, our search yielded few examples of true innovation. Many articles discussed ways to disseminate a published paper, ostensibly to increase readership.^{2,3} For example, social media can be a valuable tool in promoting scholarly articles. Instagram, LinkedIn, X (formerly Twitter), and other platforms allow posts to tag articles, authors, and more to drive engagement from readers. These avenues, however, are most often used to drive people back to the manuscript, as opposed to being the original vehicle for disseminating the research findings. Formats or types of scholarly output, outside of a traditional article, were difficult to find in our search.

A significant point to add here is that the traditional manuscript is an author-centric form of scholarly output. The format, process, expediency, and familiarity of written manuscripts

benefit authors, but may not be as easily consumed as more user-centric forms of information, especially considering the technology available to us. Additionally, manuscripts are part of a rich cultural legacy in some societies, but not all. Some cultures around the world historically rely on oral or visual traditions to exchange important information.² These various forms of information transmission may be overlooked in traditional forms of scholarly work, and we may be missing out on historically underrepresented voices that can help advance innovation in pharmacy practice and pharmacy education. In short, our call to action is not only meant to stimulate innovation submissions from authors, it's also meant to account for authors and consumers who have been traditionally underrepresented.

To be clear, we're not offering a specific prescription or particular path toward better scholarship dissemination. Rather, we're encouraging the promulgation of leadership concepts and ideas. The challenge put forth over in lip a decade ago is no less true today:

Pharmacy needs new knowledge related to leadership, but it also needs new perspectives from the integration of leadership concepts. It needs the application of leadership models and strategies to develop new insights. Teachers of leadership must use creativity, current findings, and be open to evaluation. The scholarship of discovery, integration, application, and teaching are welcome submissions to the Leadership section of *INNOVATIONS in pharmacy*.¹

Ideas to Prime the Pump

We encourage authors to share innovative and creative submissions, showcasing their scholarship. We also welcome nontraditional formats for dissemination. Videos, podcasts, and infographics may be used to supplement or even replace traditional text-based journal articles.² There is a unique place for each of these formats, and when used effectively, they may increase audience engagement with, as well as accessibility of, scholarly works.² The "Last Page" format in *Academic Medicine* is a good example of pulling together research findings without the use of manuscript.⁴ Similarly, *Currents in Pharmacy Teaching and Learning* offers their "Last Matter" infographic format, which is a one-page infographic providing guidance on education-related research in pharmacy.⁵ The intent is not to provide a comprehensive review of data. Instead, it's meant to serve as an entry point for further exploration, discussion, and implementation of an idea, concept, or technique.

The innovation need not stop at the dissemination stage. For example, unique collaborations can be the source of new ways of thinking and examining pharmacy education structures and systems. Working with healthcare professionals outside of pharmacy provides an expanded perspective of educational outcomes which can easily be applied or transferred to pharmacy education. Collaborations can involve educators

from any field, and they may be the key to producing unique insights. Teaching collaborations across scientific and creative disciplines can provide new ways of looking at old leadership problems.¹

Scholarly Standards Upheld

It should be noted, that although we welcome innovation and creativity, we still expect submissions to adhere to scholarly standards of academic research. With innovative scholarship and dissemination, it is important that we do not sacrifice the integrity of the scholarly examination delivered. Submissions must provide information and ideas related to leadership which are rooted in scientific evidence. We encourage researchers to follow basic tenets of research integrity, and consider the following scholarship concepts¹:

Value/Fit

- Applicability– To what degree does the work apply to leadership in pharmacy?
- Originality– To what degree is the work novel or fresh as an idea, method, adaptation or argument?
- Utility– To what degree will the information be utilized by readers in a meaningful way?

Quality

- Extension– How well does the work connect to and build off the work of others OR allow itself to be continued and extended by others?
- Evidence or Experience– What is the quality of the individual (or collective) observations OR the quality of the study (or studies) being reported?
- Interpretation– Does the work offer an appropriate analysis, drawing appropriate conclusions?

The leadership section team believes in "leading by example" therefore we have created this call to action in various forms: a written manuscript, interactive poster, and a scholarly narration. Including a special welcome video message from the lip leadership section editor, Kerry K. Fierke, Ed.D. Regardless of the format, all scholarly works published in lip have undergone the same rigorous peer review.

FINDINGS

We reached out to leaders across a variety of pharmacy work and practice settings to understand the importance of leadership today and, particularly, the importance for leadership in pharmacy. Responses were common across pharmacy professionals in all settings. Nearly every response mentioned that leadership is important to help motivate a team toward a shared goal or vision and to be a role model. Pharmacy leaders feel that leadership is needed to make decisions, take accountability and, especially in an area as highly regulated as healthcare, ensure regulations and procedures are followed and standards are held. Challenging the status quo and recognizing team contributions was also mentioned in some leaders' description of the importance of leadership.

These findings demonstrate that while methods of sharing have evolved, certain themes of leadership in pharmacy remain the same. The themes correlate strongly to Kouzes' and Posner's Five Practices of Exemplary Leadership and remain at the core of leadership training today.⁶

As was included in the original invitation, the leadership section submissions may "focus on how leadership is being practiced in pharmacy or how it is developed within our profession."¹ Any practical application of leadership learnings and principles that can be shared is welcome and there are certain topics that are needed that have been in demand over the past several decades:

- Positioning pharmacists as key contributors in healthcare
- Being an advocate for the pharmacist profession

There are also certain topics that leaders in pharmacy are in need of that are unique to the present. Examples suggested by leaders in pharmacy include:

- Embracing diversity, equity, and inclusion within teams and organizations
- Leading Millennial, Gen Z employees, and generationally diverse teams
- Maintaining morale and avoiding burnout
- Leading in a time of Artificial Intelligence and "fake news"

Through our work as scholars, we can provide scholarly, pertinent, timely solutions to address these issues. We can also do this in a way that makes it easily transferable to broad audiences.

CALL TO ACTION

As we reflect on the past decade and anticipate the challenges and opportunities ahead, the *INNOVATIONS in pharmacy* leadership section embarks on a crucial mission—to shape the future of pharmacy education and practice. The dynamic landscape of healthcare demands continuous adaptation, and our collective response must be rooted in innovation, creativity, and scholarly excellence.

Our call to action is a request to the clinical and scholarly communities who value leadership to join us on this transformative journey. Innovation in scholarly dissemination is the need of the hour. Traditional written manuscripts, while valuable, may not fully exploit the potential of user-centric information delivery. The evolving landscape of healthcare leadership demands not just new knowledge but novel perspectives, creative applications, and open-minded evaluations. While we embrace innovation, as scholars, we must uphold the basic tenets of research integrity—value, applicability, originality, utility, extension, evidence, and interpretation.

The future of pharmacy leadership is in our hands. Let us come together, share our innovative scholarship, and shape a future where leadership in pharmacy is not just a necessity but a beacon of excellence. The time is now. The future of pharmacy leadership awaits your unique insights. Let your scholarly contributions lead the way into the next decade.

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Disclaimer: The statement, opinions, and data contained in all publications are those of the authors.

Editor's Note: Three related manuscripts have been published for this "Call to Action" and are representative of new formats for disseminating ideas. Please refer to:

- DOI: <https://doi.org/10.24926/iip.v15i4.6262>
- DOI: <https://doi.org/10.24926/iip.v15i4.6264>
- DOI: <https://doi.org/10.24926/iip.v15i4.6265>

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