PHA5222 Pharmacy Practice Management
Fall 2018
2 Credit Hours – [A-E Grading]

To succeed in the future of pharmacy management, pharmacists must develop strategic skills needed to gain and sustain the understanding of managing finances, inventory, employees, and processes for workflow in an efficient and effective manner to meet the needs of the institution, its stakeholders and most importantly, its patient’s. This course will introduce basic principles associated with the concept of strategic management through case analyses, synchronous and asynchronous discussions, and through situational based narratives.

Teaching Partnership Leader

Stacey Curtis, Pharm.D
- Email: SCurtis@cop.ufl.edu
- Office: HPNP 23GNV
- Phone: 352-273-5208
- Office Hours: By appointment ONLY.

See Appendix A. for Course Directory of Faculty and Staff Contact Information.

Entrustable Professional Activities

This course will prepare you to perform the following activities which the public entrusts a Pharmacist to perform:

Practice Manager Domain
13. Oversee the pharmacy operations for an assigned work shift

Course-Level Objectives

Upon completion of this course, the student will be able to:

1. Discuss principles of applying for pharmacy positions (varying career pathways) including job-searching resources, interviewing skills, and professionalism.
2. Distinguish management and leadership within a fast-paced, multi-functioning organization.
3. Discuss the role of a manager in managing members of an organization including energizing, empowering, supporting, and communicating with knowledge workers, pharmacy technicians, and clerical staff.
4. Describe the cyclical roles of a manager respect to: a) planning a course of action to accomplish one’s goals and objectives, b) organizing to accomplish a goal or objective, c) leading to accomplishing the desired outcome, and d) controlling and evaluating to assure goals or objectives are achieved.

5. Apply management principles related to the following:
   a. Planning, organizing, directing, and controlling pharmacy resources in various pharmacy practice settings and patient outcomes.
   b. Organizational structure and behavior, human resources management functions, employment law, workplace systems, performance appraisal systems, and leadership.
   c. Strategic planning, business planning, operations management, medication use process management, quality, risk management, medication safety, regulatory compliance in typical situations that require management of a pharmacy.

6. Discuss pharmacy technologies that assist with operational activities and medication safety.

7. Describe budgetary management within a pharmacy organization.

8. Apply principles for managing traditional goods and services in typical situations encountered in pharmacy management.

9. Discuss how to manage value-added services that are provided by a pharmacy.

**Course Pre-requisites**

1. Completion of all Year 2 Pharm.D. program coursework including milestones.

**Course Co-requisites**

1. PHA5165L Professional Practice Skills Lab V
Course Outline

Please routinely check your campus calendar and the Canvas course site for any messages about changes in the schedule including meeting dates/times, deadlines, and room changes.

Required Textbooks/Readings

   - Available via HSC Library
     - Textbook URL: https://uf.catalog.fcla.edu/forward.jsp?ig=uf.jsp&type=link&link=http%3A%2F%2Fovidsp.ovid.com%2Fovidweb.cgi%3FT%3DJS%26NEWS%3Dn%26CSC%3DY%26PAGE%3Dbooktext%26D%3Dbooks%26AN%3D01777265%24%26XPATH%3D%2FPG%280%29%26ID%3D%26PASSWORD%3D

Use UF VPN to access UF Libraries Resources when off-campus. The UF HSC library staff can assist you with questions or issues related to accessing online library materials. For assistance contact your College of Pharmacy librarian or visit the HSC Library Website at this URL: http://www.library.health.ufl.edu/

Suggested Textbooks/Readings

There are no suggested textbooks for this course.

Other Required Learning Resources

N/A

Materials & Supplies Fees

None
Student Evaluation & Grading

Evaluation Methods and How Grades are calculated.

<table>
<thead>
<tr>
<th>Assessment Item</th>
<th>Grade Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elevator Speech Assignment</td>
<td>5%</td>
</tr>
<tr>
<td>Strength Finders Assignment</td>
<td>5%</td>
</tr>
<tr>
<td>Pharmacist Interview Assignment</td>
<td>5%</td>
</tr>
<tr>
<td>Quizzes [3]</td>
<td>30%</td>
</tr>
<tr>
<td>Discussion Board Posting</td>
<td>5%</td>
</tr>
<tr>
<td>Exam 1</td>
<td>25%</td>
</tr>
<tr>
<td>Exam 2</td>
<td>25%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
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</table>

Table 1. Grading Scale

Rounding of grades:

Final grades in Canvas will be rounded to the 2nd decimal place. If the decimal is X.495 or higher, Canvas will round the grade to X.50. The above scale depicts this policy and grades are determined accordingly. Grade assignment is made using this policy and NO EXCEPTIONS will be made in situations where a student’s grade is “close.”

Educational Technology Use

The following technology below will be used during the course and the student must have the appropriate technology and software.

1. ExamSoft™ Testing Platform
2. Canvas™ Learning Management System

For technical support, navigate to Educational Technology and IT Support Contact Information at this URL: http://curriculum.pharmacy.ufl.edu/current-students/technical-help/

Pharm.D. Course Policies

The Policies in the following link apply to this course. Review the Pharm.D. Course Policies carefully, at this URL: http://curriculum.pharmacy.ufl.edu/current-students/course-policies/
Appendix A. Course Directory

Teaching Partnership Leader/Course Director:

Stacey Curtis, Pharm.D., BCACP
Email: SCurtis@cop.ufl.edu
Office: HPNP
Phone: 352-273-5208
Office Hours: By appointment ONLY.

Questions to Ask:

- Questions about grades
- Concerns about performance
- Guidance when there are performance problems (failing grades)
- General questions about content

Instructional Designer:

Name: Julie Thomas, MEd
Email: julie.thomas@ufl.edu
Office: HPNP 4309
Phone: 352-273-6284

Academic Coordinator:

Name: Time Stevens
Email: tstevens1@cop.ufl.edu
Office: HPNP 4312/GNV
Phone: 352-273-5617

Educational Coordinators:

McKenzie Wallen
Email: mwallen@cop.ufl.edu
Office: Jacksonville Campus

Victoria Savosh
Email: vsavosh@cop.ufl.edu
Office: Orlando Campus

Questions to Ask:

- Issues related to course policies (absences, make up exams, missed attendance)
- Absence requests (Only the Academic Coordinator handles absence requests)
• Questions about dates, deadlines, meeting place
• Availability of handouts and other course materials
• Assignment directions
• Questions about grade entries gradebook (missing grades, wrong grade)
• Assistance with ExamSoft® (Distant campus students may contact Education Coordinator for use of SofTest and assistance during exams. The Academic Coordinator is the contact person for issues related to grading and posting of ExamSoft grades.)
Other Teaching Partnership Faculty Members:

Stacey D. Curtis, Pharm.D.
Email: scurtis@cop.ufl.edu
Office: HPNP/GNV
Phone: 352-273-6232

Kara Berasi, Pharm.D., MS
Email: krzank@shands.ufl.edu
Office: UF Health/GNV
Phone: 352-265-0404

Joshua Pullo, Pharm.D.
Email: jpuollo@cop.ufl.edu
Office: LN/ORL

Teresa Roane, Pharm.D., BCACP
Email: troane@cop.ufl.edu
Office: MTM Center/GNV
Phone: 352-273-9692

Roger Accardi, Pharm.D.
Email: accardipharmacy@gmail.com

Allen Deaver, R.Ph.
Email: adeaver@taylorspharmacy.com

Ken Komorny, Pharm.D.
Email: komork@shands.ufl.edu

Mike Mustard, R.Ph.
Email: michael.mustard@health-first.org

Matt Steen, Pharm.D.
Email: matth.steen@gmail.com
<table>
<thead>
<tr>
<th>Delivery Date</th>
<th>Delivery Time</th>
<th>Student Due Date</th>
<th>Mod#</th>
<th>Activity</th>
<th>Activity Title</th>
<th>Contact Time [min]</th>
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<tbody>
<tr>
<td>10:00am</td>
<td>1 Module</td>
<td>Module 01: Initial Pharmacy Employment - Getting that First Job</td>
<td>1</td>
<td>Video Lecture</td>
<td>Welcome Video</td>
<td>0.5</td>
<td>Stacey Davidson Curtis</td>
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<td></td>
<td>1.1 Video Lecture</td>
<td>Watch: Job-Search Tactics and Resources</td>
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<td>Video Lecture</td>
<td>Watch: Interviewing Techniques</td>
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<td>Stacey Davidson Curtis</td>
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<td>1.2 Video Lecture</td>
<td>Watch: Lynda Videos – Leading and Working in Teams</td>
<td>1.2</td>
<td>Video Lecture</td>
<td>Read: Behavioral Interview Techniques – The STAR Approach</td>
<td>0.25</td>
<td>Kara Berasi</td>
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<td>Reading</td>
<td>Read: Behavioral Interview Techniques – The STAR Approach</td>
<td></td>
<td>Reading</td>
<td>Read: Behavioral Interview Techniques – The STAR Approach</td>
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<td>10:00am</td>
<td>Assignment Graded</td>
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<td>Elevator Speech Assignment</td>
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<tr>
<td></td>
<td>1 Module</td>
<td>Module 02: Professionalism and Leadership - Jumping into &quot;Titles&quot;</td>
<td>2</td>
<td>Video Lecture</td>
<td>Watch: Professionalism and Responsibility</td>
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<td>Ken Komorny</td>
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<td>2.1 Video Lecture</td>
<td>Watch: Lynda Videos – Leading and Working in Teams</td>
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<td>Video Lecture</td>
<td>Read: Text Book Chapter 2</td>
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<td>Allen Deaver</td>
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<td></td>
<td>Reading</td>
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<td>Reading</td>
<td>Read: Text Book Chapter 2</td>
<td>0.5</td>
<td>Allen Deaver</td>
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<tr>
<td>08/22/18</td>
<td>10:40am-12:35pm</td>
<td>3 Module</td>
<td>Module 03: Managing a Team - &quot;Tis on the Bottom Rung of My Ladder, I'm Ready to Take on the One Above&quot;</td>
<td>3.1</td>
<td>Video Lecture</td>
<td>Watch: Effective Communication Within the Pharmacy Team</td>
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<td></td>
<td>Reading</td>
<td>Read: Describing Interruptions, Multi-Tasking, and Task-Switching in Community Pharmacy</td>
<td></td>
<td>Reading</td>
<td>Read: Describing Interruptions, Multi-Tasking, and Task-Switching in Community Pharmacy</td>
<td>0.5</td>
<td>Allen Deaver</td>
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<td>08/27/18</td>
<td>8:30-10:25am</td>
<td>Assignment Graded</td>
<td></td>
<td>Retrieve your Strengths Finders Results from you 1PD year &amp; the LinkedIn assignment</td>
<td>Interview a Pharmacist</td>
<td></td>
<td>Stacey Davidson Curtis</td>
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<td>08/28/18</td>
<td>8:30-10:30am</td>
<td>Exam 1</td>
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<td>Exam 1</td>
<td>Exam 1</td>
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<td>Allen Deaver, Kara Berasi, and Joshua Pullo</td>
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<tr>
<td>10:00am</td>
<td>5 Module</td>
<td>Module 05: Advancement to District Manager/Assistant Director – My Kingdom is Growing – Managing Multiple Sites and Service Lines</td>
<td>5.1</td>
<td>Video Lecture</td>
<td>Watch: Communication with Site Staff and with &quot;Corporate&quot;</td>
<td>0.5</td>
<td>Allen Deaver</td>
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<td></td>
<td>5.2 Video Lecture</td>
<td>Watch: Quality in Pharmacy Systems</td>
<td>5.2</td>
<td>Video Lecture</td>
<td>Watch: Information Systems in Pharmacy</td>
<td>1</td>
<td>Mike Mustard</td>
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<td>5.3 Video Lecture</td>
<td>Watch: Information Systems in Pharmacy</td>
<td>5.3</td>
<td>Video Lecture</td>
<td>Watch: Information Systems in Pharmacy</td>
<td>1</td>
<td>Mike Mustard</td>
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<tr>
<td>10:00am</td>
<td>6 Module</td>
<td>Module 06: Advancement to Director/Chief Pharmacist Officer – Multiple Community Divisions/Major Hospital Systems – I’m Getting to the Top of the Ladder, and Carrying the Weight of Major Responsibilities</td>
<td>6.1</td>
<td>Video Lecture</td>
<td>Watch: Leadership Challenges for Widen Demographic Divisions</td>
<td>0.5</td>
<td>Ken Komorny</td>
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<tr>
<td></td>
<td>6.3 Video Lecture</td>
<td>Watch: Marketing – Branding</td>
<td>6.3</td>
<td>Video Lecture</td>
<td>Watch: Marketing – Branding</td>
<td>0.5</td>
<td>Roger Assardi</td>
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<tr>
<td></td>
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<tr>
<td>10:00am</td>
<td>7 Module</td>
<td>Module 07: The top of the Ladder: The Corporation/Administration</td>
<td>7.1</td>
<td>Video Lecture</td>
<td>Watch: Corporate Leadership: The Global View from the Top</td>
<td>0.5</td>
<td>Mike Mustard</td>
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<td>7.2 Video Lecture</td>
<td>Watch: Contracting/Negotiations</td>
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<td>Tereza Elaine Roane</td>
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<td>7.3 Video Lecture</td>
<td>Watch: Value Added Services</td>
<td>7.3</td>
<td>Video Lecture</td>
<td>Watch: Value Added Services</td>
<td>1</td>
<td>Allen Deaver</td>
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<tr>
<td></td>
<td>7.4 Video Lecture</td>
<td>Watch: If It’s Lonely at the Top, You’re Not Doing Something Right</td>
<td>7.4</td>
<td>Video Lecture</td>
<td>Watch: Why Leaders Eat Last</td>
<td>1.5</td>
<td>Allen Deaver</td>
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<tr>
<td></td>
<td>7.5 Video Lecture</td>
<td>Watch: Why Leaders Eat Last</td>
<td>7.5</td>
<td>Video Lecture</td>
<td>Watch: Why Leaders Eat Last</td>
<td>0.75</td>
<td>Allen Deaver</td>
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<td>09/04/18</td>
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<td>Video Reflection Discussion Post</td>
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<td>Video Reflection Discussion Post</td>
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<td>09/05/18</td>
<td>10:40am-12:35pm</td>
<td>Exam</td>
<td>Exam 2: Modules 1-7</td>
<td>Exam 2: Modules 1-7</td>
<td>Exam 2: Modules 1-7</td>
<td>2</td>
<td>Allen Deaver</td>
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<tr>
<td>08/22/18</td>
<td>10:40am-12:35pm</td>
<td>13 Active Learning Session-VC</td>
<td></td>
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<td>Allen Deaver</td>
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<tr>
<td>10:00am</td>
<td>4 Module</td>
<td>Module 04: Advancement to Manager/Chief Pharmacist – I Just Got a Promotion – What is Different Now?</td>
<td>4.1</td>
<td>Video Lecture</td>
<td>Watch: Advanced Leadership Management</td>
<td>0.5</td>
<td>Joshua Pullo</td>
</tr>
<tr>
<td></td>
<td>4.2 Video Lecture</td>
<td>Watch: Advanced Leadership Management</td>
<td>4.2</td>
<td>Video Lecture</td>
<td>Watch: Advanced Leadership Management</td>
<td>0.5</td>
<td>Joshua Pullo</td>
</tr>
<tr>
<td></td>
<td>4.3 Video Lecture</td>
<td>Watch: Advanced Leadership Management</td>
<td>4.3</td>
<td>Video Lecture</td>
<td>Watch: Advanced Leadership Management</td>
<td>0.5</td>
<td>Joshua Pullo</td>
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<td></td>
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<td>Reading</td>
<td>Read: Textbook Chapter 12</td>
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<td>Allen Deaver</td>
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**Notes:**
- Activity Title and Responsible names are placeholders and should be replaced with actual activity and responsible names.
- Contact Time is provided in minutes (min).