

PHA5222 Pharmacy Practice Management

Fall Term, 2020

-- 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 employees, inventory, finances, operations / workflow and strategic planning 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 concepts of management through case analyses, synchronous and asynchronous discussions, and through situational based narratives.

Teaching Partnership Leaders

Stacey Curtis, Pharm.D.

- Email: SCurtis@cop.ufl.edu
- Office: GNV
- Phone: 352-273-6232
- Office Hours: Please see the Canvas course site for posted office hours. Zoom Link: Posted on Canvas

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:

1. **Oversee the pharmacy operations for an assigned shift (Item 13):**
 - a. Supervise and coordinate the activities of pharmacy technicians and other support staff.
 - b. Assist in training pharmacy technicians and other support staff.
 - c. Assist in the evaluation of pharmacy technicians and other support staff.
 - d. Identify pharmacy service problems and/or medication safety issues.
 - e. Maintain the pharmacy inventory.
 - f. Assist in the management of a pharmacy budget.
 - g. Interpret pharmacy quality and productivity indicators using continuous improvement quality techniques.
 - h. Assist in the preparation for regulatory visits and inspections.

Course-Level Objectives

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

1. Recognize one's strengths and opportunities in an effort to improve communication within a team.
2. Discuss principles of applying for pharmacy positions (varying career pathways) including job-searching resources, interviewing skills, and professionalism.
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 planning, organizing, directing, and controlling pharmacy resources in various pharmacy practice settings and patient outcomes.
6. Apply management principles related to organizational structure and behavior, human resources management functions, employment law, workplace systems, performance appraisal systems, and leadership.
7. Apply management principles related to strategic planning, business planning, operations management, medication use process management, quality, risk management, medication safety, and regulatory compliance in typical situations that require management of a pharmacy.
8. Describe budgetary management within a pharmacy organization
9. Apply principles for managing traditional goods and services in typical situations encountered in pharmacy management.
10. Distinguish management and leadership within a fast-paced, multi-functioning organization.

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

See Appendix. 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

1. Chisholm-Burns, M. A., Vaillancourt, A. M., & Shepherd, M. (2011). *Pharmacy management, leadership, marketing, and finance*. Sudbury, Mass: Jones and Bartlett Publishers. ISBN 978-1449660284
- 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](http://www.library.health.ufl.edu/) at this URL: <http://www.library.health.ufl.edu/>

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Suggested Textbooks/Readings

Suggested readings will be posted on Canvas.

Other Required Learning Resources

N/A

Materials & Supplies Fees

None

Student Evaluation & Grading

Evaluation Methods and How Grades are calculated.

[The Canvas© gradebook will be set-up using the percentages below to compute the grade.]

Assessment Item	Grade Percentage
DOPE Test Assignment	5%
Preparing your Pathway to Practice	5%
Create / Update your LinkedIn Account	5%
Retrieving, Reviewing, and Upload your Strengths Finders Results	5%
Quizzes [3]	36%
ALS Activities [3]	12%
Final Exam	32%
Total	100%

Table 1.1 Evaluation and Grading Above

Table 1.2 grading scale

Percentage	Letter Grade
92.50-100%	A
89.50-92.49%	A-
86.50-89.49%	B+
82.50-86.49%	B
79.50-82.49%	B-
76.50-79.49%	C+
72.50-76.49%	C
69.50-72.49%	C-
66.50-69.49%	D+
62.50-66.49%	D
59.50-62.49%	D-
< 59.50%	E

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 General [Pharm.D. Course Policies](#) carefully, at this URL: <http://curriculum.pharmacy.ufl.edu/current-students/course-policies/>

Course Evaluation Process

Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at <https://gatorevals.aa.ufl.edu/students/>. Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via <https://ufl.bluera.com/ufl/>. Summaries of course evaluation results are available to students at <https://gatorevals.aa.ufl.edu/public-results/>.

Appendix A. Course Directory

Teaching Partnership Leader/Course Director(s):

Stacey Curtis, Pharm.D.

- Email: SCurtis@cop.ufl.edu
- Office: GNV
- Phone: 352-273-6232

Office Hours: Please see Canvas course site for posted office hours.

Questions to Ask:

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

Other Teaching Partnership Faculty Members:

Eric Egelund, PhD, Pharm.D.

- Email: eegelund@cop.ufl.edu
- Office: JAX

Joshua Pullo, Pharm.D.

- Email: jpullo@cop.ufl.edu
- Office: LN/ORL

Allen Deaver, R.Ph.

- Email: adeaver@taylorspharmacy.com

Kevin Duane, PharmD

- Email: kevin@panamarx.com

Mike Mustard, R.Ph.

- Email: michael.mustard@health-first.org

Instructional Designer:

Elliot Tordoff MSc, PGCE

- Email: Etordoff@cop.ufl.edu
- Office: HPNP 4309
- Phone: 352-294-5215

Academic Coordinator Gainesville Campus:

Name: Misti Merrill

- Email: mmerrill@cop.ufl.edu
- Office: HPNP 4312
- Phone: 352-294-5617

Absence/Tardy Email: absent3pd@cop.ufl.edu (Visit the [course policy site](#) for instructions)

Educational Coordinators

Name: McKenzie Wallen

- Email: mwallen@cop.ufl.edu
- Office: Jacksonville Campus

Name: Iverta Allen

- Email: iallen1@cop.ufl.edu
- Office: Orlando Campus

Questions to Ask:

- Issues related to course policies (absences, make up exams, missed attendance)
- Absence/tardy 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 in gradebook (missing grades, incorrect grade)
- Assistance with ExamSoft® (Distance campus students may contact the Educational
- Coordinator for use of Examplify and assistance during exams. The Academic Coordinator is the contact person for issues related to grading and posting of ExamSoft grades.

Appendix B: Course Outline:

Rec Dates for Independent Study	Delivery/ Date	Mod #	Activity	Unit Topic	Syllabus Learning Objectives	Contact Time [hr.]a	Faculty Author
		1	Module	Module 01: Self Management	1		
8/17/20			Video Lecture	Watch: Navigating Management		0.15	Curtis
8/17/20			Video Lecture	Watch: CV / Resume Fundamentals		0.5	Curtis
	Due 8/17/20 11:59 pm		Assignment Graded	Assignment: DOPE Test			
8/17/20		1.1	Video Lecture	Watch: Job Searching Resources and Tactics		0.75	Curtis
	Due 8/17/20 11:59 pm		Assignment Graded	Assignment: Create or update your LinkedIn Account and add five connections			
8/18/20		1.2	Video Lecture	Watch: Interviewing Techniques		0.5	Curtis
8/18/20		1.3	Video Lecture	Watch: The START Method for Interviewing		0.5	Curtis
8/18/20			Video Other	Watch: Intro to Preparing your Pathway to Practice		0.25	Curtis
	Due 8/19/20 11:59 pm		Assignment Graded	Assignment: Preparing your Pathway to Practice			
		2	Module	Module 02: Personnel Management			
8/19/20		2.2	Video Other	Watch: Employee Hiring		0.75	Pullo
	Due 8/19/20 11:59 pm		Assignment Graded	Assignment: Retrieving, Reviewing, Recording and Uploading your Strength Finders Results			
8/20/20		2.3	Video Lecture	Watch: Employee Retention and Development		0.75	Pullo
8/20/20		2.1	Video Lecture	Watch: Employment Termination		0.75	Pullo
8/20/20		2.4	Reading	Read: Chapter 8 - Pharmacy Business and Staff Planning (pages 113-124 beginning at Subsection: Operations and Management)		0.75	
		3	Module	Module 3: Inventory Management	3, 4, 8		
8/21/20		3.1	Video Lecture	Watch: Inventory Management Responsibilities		0.75	Deaver
8/21/20			Reading	Read: Chapter 11 Purchasing and Managing Inventory (pages 163-176)		0.75	
	8/21/2020 8:30-10:25 am	1-3	Active Learning Session--VC	Active Learning Session 1 - covers Modules 1 and 2		2	Curtis
		4	Module	Module 4: Fiscal Management	3, 4, 7		
8/24/20		4.1	Video Lecture	Watch: Financial Management		1	Duane
8/24/20			Reading	Read: Chapter 18 Integrating Pharmacoeconomic Principles and Pharmacy Management (pages 299-310)		0.75	
	8/26/2020 10:30 am-12:25 pm		Active Learning Session--VC	Active Learning Session 2		2	Curtis
		5	Module	Module 5: Operations and Workflow Management			
8/27/20		5.1	Video Lecture	Watch: Effective Communication Within the Pharmacy Team Part 1		1	Curtis

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8/27/20	5.2	Video Lecture	Watch: Effective Communication Within the Pharmacy Team Part 2	0.5	Curtis
8/27/20	5.3	Video Lecture	Watch: Information Systems in Pharmacy	0.75	Mustard
8/27/20		Reading	Read: Describing Interruptions, Multi- Tasking, and Task-Switching in Community Pharmacy	0.75	
	6	Module	Module 6: Regulatory Affairs Management	3, 5, 6, 9	
8/28/20		Reading	Read: Chapter 22 Employment Law Essentials (pages 383-398)	0.75	
8/28/20	6.1	Video Lecture	Watch: Regulatory Affairs	1	Egelund
	6.2	Video Lecture	De-escalation of Stressful Encounters with Patients	0.5	Acevedo
8/28/20	6.3	Video Lecture	Watch: Quality in Pharmacy Systems	1	Mustard
	7	Module	Module 7: Putting it all Together - Being a Leader in Pharmacy	5, 6	
8/31/20	7.3	Video Lecture	Watch: Putting It All Together	0.5	Curtis
8/31/20	7.1	Video Lecture	Watch: Advanced Leadership / Management	0.5	Pullo
8/31/20		Video Other	Watch: Why Leaders Eat Last	0.75	YouTube
8/31/20		Reading	Read: Chapter 2 Leadership Essentials for Pharmacists (Pages 23-35)	0.75	
9/2/2020 10:30 am- 12:25 pm		Active Learning Session--VC	Active Learning Session 3	2	Curtis
9/3/20 10-11 am			Office Hour		Curtis
9/4/2020 10:30 am- 12:30 pm		Exam	Exam 2: Modules 1-7	2	
				Total	28.65