PHA5222 Pharmacy Practice Management

Fall Term 2021

2 Credit Hours (A-E)

"Management and leadership are not separate spheres. The two skills work together in the larger realm of "*communityship*". Management is, above all, a practice where art, science, and craft meet."
--Henry Mintzberg

To succeed in the future of pharmacy management, pharmacists must develop strategic skills needed to motivate and develop employees, optimize inventory, balance finances, streamline operations and & workflow, and plan strategically in an efficient and effective manner. Through case analyses, group discussions, and situational based narratives, we will explore these fundamental principles needed to successfully manage a pharmacy.

Ultimately, we will bring the art of communication, the science of pharmacy, and the craft of leadership together in an effort to demonstrate the importance of management.

Teaching Partnership Leaders

Stacey Curtis, Pharm.D.

- Email: SCurtis@cop.ufl.edu
- Office: GNV
- Phone: 352-273-6232
- Office Hours: See Canvas course site

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 (Item13):
    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 qualitytechniques.
    h. Assist in the preparation for regulatory visits and inspections.

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Course-Level Objectives

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

Module 1:

1. Leverage one's personal strengths and overcome potential weaknesses to navigate within the workplace and work effectively within a team to improve outcomes in the pharmacy.
2. Create & demonstrate one's personal brand to navigate the landscape of the evolving field of pharmacy.

Module 2:

3. Recognize performs, teaching, training, and developing employees, in order to optimize their performance.
4. Apply management principles related to organizational structure and behavior, human resources management functions, employment law, and performance appraisal systems.

Module 3:

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

Module 4:

6. Apply management principles related to planning, organizing, directing, and controlling pharmacy workflow in various pharmacy practice settings to provide positive patient outcomes.

Module 5:

7. Apply principles related to quality and risk management, medication safety, and regulatory compliance in pharmacy management.

Module 6:

8. Appraise Understand the differences and similarities between management and leadership within a fast-paced, multi-functioning organization and how it relates to achieving a company's strategic vision.

Course Pre-requisites

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

Course Co-requisites

PHA5165L Professional Practice Skills Lab V

Course Outline

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

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Required Textbooks/Readings

Zgarrick DP, Desselle SP, Moczygemba LR, Alston G. eds. *Pharmacy Management: Essentials for All Practice Settings, 5e*. McGraw-Hill; Accessed June 03, 2021. https://accesspharmacy-mhmedical-com.lp.hscl.ufl.edu/content.aspx?bookid=2714&sectionid=224604949

- 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 Collegeof Pharmacy librarian or visit the HSC Library Website 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

None

Materials & Supplies Fees

None

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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	4%
Preparing your Pathway to Practice	4%
Create / Update your LinkedIn Account	4%
Retrieving, Reviewing, and Upload your Strengths Finders Results	4%
Quizzes [3]	36%
ALS Activities [3]	12%
Final Exam	36%
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, Canvaswill 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 theappropriate technology and software.

1. ExamSoft™ Testing Platform

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2. Canvas™ Learning Management System

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

Late Assignment Policy:

All late assignments will receive a 25% grade deduction. Assignments more than one week late will not be accepted

Make-Up Assignment Policy:

Make-up assignments will not be assigned in this course.

Respect for Diversity Statement

The University of Florida College of Pharmacy strives to stimulate a culture that promotes diversity and inclusion within an exceptional community of students, faculty, and staff. It is our intent that students from all diverse backgrounds and perspectives be well served by this course, that students' learning needs be addressed both in and out of class, and that the diversity that students bring to this class be viewed as a resource, strength, and benefit. We intend to present materials and activities that are respectful of diversity: gender, sexuality, disability, age, socioeconomic status, ethnicity, race, and culture. Your suggestions are encouraged and appreciated. Please let us know ways to improve the course's effectiveness for you personally or for other students or student groups.

If any of our class meetings conflict with any of your religious events, an excused absence will be provided when requested using the standard UF COP process as detailed in the UF COP Course policies (link).

If you feel that you have experienced or witnessed any bias/treatment that falls short of these expectations, you may submit a report through the UF COP Student Mistreatment Report.

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 ina 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 theyreceive 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/.

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Appendix A. Course Directory

Teaching Partnership Leader/Course Director(s):

Stacey Curtis, Pharm.D.

- Email: SCurtis@cop.ufl.edu
- Office: GNV HPNP 2336
- Phone: 352-273-6232
- Office Hours: By appointment ONLY.

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
- Office Hours: By appointment ONLY

Joshua Pullo, Pharm.D.

- Email: jpullo@cop.ufl.edu
- Office: LN/ORL
- Office Hours: By appointment ONLY

Instructional Designer:

Kimberly Heal
Email: kheal@cop.ufl.edu
Office: HPNP 4309
Phone: 352-294-5215

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Academic Coordinator Gainesville Campus:

Ashleigh Langford

- Email: lynn8597@cop.ufl.edu
- Office: HPNP 4312
- Phone: 352-273-6002

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: TBD

- Email
- 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 thecontact person for issues related to grading and posting of ExamSoft grades.

Appendix B. Course Map

Delivery Date	Mod#	Activity	Unit Topic	Contact Time [hr.]a	Responsible
	1	Module	Module 1: Managing Self		
08/23/21	1.1	Video Lecture	Watch: Navigating Management	0.5	Stacey Curtis
08/23/21	1.2	Video Lecture	Watch: CV / Resume Fundamentals	0.5	Stacey Curtis
08/23/21	1.3	Video Lecture	Watch: DOPE	0.5	Joshua Pullo
08/25/21		Assignment Graded	Assignment: DOPE Test		

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Delivery Date	Mod#	Activity	Unit Topic	Contact Time [hr.]a	Responsible
08/23/21	1.4	Video Lecture	Watch: Job Searching Resources and Tactics	0.75	Stacey Curtis
08/25/21		Assignment Graded	Assignment: Create or update your LinkedIn Account and add five connections		
08/23/21	1.5	Video Lecture	Watch: Interviewing Techniques	0.75	Stacey Curtis
08/23/21	1.6	Video Lecture	Watch: The START Method for Interviewing	0.75	Stacey Curtis
08/23/21		Video Other	Watch: Intro to Preparing your Pathway to Practice	0.25	Stacey Curtis
08/26/21		Assignment Graded	Assignment: Preparing your Pathway to Practice		
	2	Module	Module 2: Managing Personnel		
08/24/21		Reading	Read: Chapter 17: Human resources Management Functions	1	
08/24/21		Reading	Read: Chapter 18: The Basics of Employment Law and Workplace Safety	1	
08/24/21	2.1	Video Other	Watch: Employee Hiring	0.75	Joshua Pullo
08/25/21		Assignment Graded	Assignment: Retrieving, Reviewing, Recording and Uploading your Strength Finders Results		
08/26/21	2.2	Video Lecture	Watch: Employee Retention and Development	0.75	Joshua Pullo
08/26/21	2.3	Video Lecture	Watch: Employment Termination	0.75	Joshua Pullo
08/26/21	2.4	Video Lecture	Watch: DESC Communication	0.75	Joshua Pullo
08/27/21 8:30-10:25am		Active Learning Session--VC	Active Learning Session 1: Modules 1 and 2	2	Eric Free Egelund, Joshua Pullo, Stacey Curtis
	3	Module	Module 3: Managing Resources		
08/30/21		Reading	Read: Chapter 27: Supply Chain Management	1	
08/30/21	3.1	Video Lecture	Watch: Inventory Management Responsibilities	0.75	Joshua Pullo
08/30/21	3.2	Video Lecture	Watch: Financial Management	1	Kevin Duane
	4	Module	Module 4: Managing Operations and Workflow		
08/31/21		Reading	Read: Describing Interruptions, Multi- Tasking, and Task-Switching in Community Pharmacy	1	
08/31/21	4.1	Video Lecture	Watch: Effective Communication Within the Pharmacy Team Part 1	1	Stacey Curtis
08/31/21	4.2	Video Lecture	Watch: Effective Communication Within the Pharmacy Team Part 2	0.5	Stacey Curtis
08/31/21	4.3	Video Lecture	Watch: Information Systems in Pharmacy	0.75	Stacey Curtis
08/31/21	4.4	Video Lecture	Watch: Communication with Staff and Corporate	0.5	Stacey Curtis
09/01/21 8:30-10:25am		Active Learning Session--VC	Active Learning Session 2: Modules 3 and 4	2	Eric Free Egelund, Joshua Pullo, Stacey Curtis
	5	Module	Module 5: Managing Regulatory Affairs		
09/02/21		Reading	Read Chapter 13: Compliance with Regulations and Regulatory Bodies	1	
09/02/21	5.1	Video Lecture	Watch: Regulatory Affairs	1	Eric Free Egelund
09/02/21	5.2	Video Lecture	Watch: De-escalation of Stressful Encounters with Patients	0.5	Eric Free Egelund
09/02/21	5.3	Video Lecture	Watch: Compliance and Quality in Pharmacy Systems	1	Eric Free Egelund

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Delivery Date	Mod#	Activity	Unit Topic	Contact Time [hr.]a	Responsible
	6	Module	Module 6: Putting it all Together- Managing Management		
09/03/21		Reading	Read: Chapter 3: Leadership Essentials for Pharmacists	1	
09/06/21	6.1	Video Lecture	Watch: Putting It All Together	1	Stacey Curtis
09/06/21	6.2	Video Lecture	Watch: Advanced Leadership / Management	0.5	Joshua Pullo
09/07/21	6.3	Video Other	Watch: Why Leaders Eat Last	0.75	YouTube
09/07/21	6.4	Video Lecture	Watch: Creating Effective Action Plans	0.75	Joshua Pullo
09/08/21 8:30-10:25am		Active Learning Session--VC	Active Learning Session 3: Modules 5 and 6	2	Stacey Curtis
09/10/21 8:30-10:30am		Exam	Final Exam: Modules 1-6	2	
			Total Contact Time	31	

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