

# PHA5933 Business Principles Applied to Medication Therapy Management

Spring 2023

2 Credit Hours – [A-E Grading]

*This course will introduce students to the business elements of establishing a pharmacy practice service such as a medication therapy management (MTM) program including business plan development and creation, various practice models for service implementation, documentation systems, and financial principles needed for the successful provision of MTM services. In addition, students will learn management principles and operational aspects of pharmacy practice to provide positive patient outcomes.*

## Teaching Partnership Leaders

Teresa E. Roane, PharmD, MBA, BCACP, CPh

- Email: [troane@cop.ufl.edu](mailto:troane@cop.ufl.edu)
- Phone: 352-273-9692

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

*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. Interprofessional Team Member Domain:
  - Collaborate as a member of the interprofessional team
    - Use consensus building strategies to develop a shared plan of action
2. Practice Manager Domain:
  - Oversee the pharmacy operations for an assigned work shift
    - Implement pharmacy policies and procedures
    - Assist in the management of a pharmacy budget
    - Interpret pharmacy quality and productivity indicators using continuous improvement quality techniques

## Course-Level Objectives

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

1. Discuss the history and progression of medication therapy management (MTM) and comprehensive medication management (CMM) programs.

2. Describe the components of a business plan while evaluating the strengths and weaknesses of current pharmacy operations, potential new services, barriers using a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) and a needs assessment for the provision of medication management services.
3. Explain the importance of business planning to pharmacy practice.
4. Compare and contrast various medication management service models.
5. Assess the need for MTM services in pharmacy practice settings.
6. Evaluate and assess the competition regarding MTM services.
7. Effectively provide marketing strategies for various stakeholders.
8. Outline MTM service workflow and explain potential personnel implications.
9. Identify strategies for successfully negotiating contracts with stakeholders.
10. Utilize financial principles and projections to predict the long-term financial viability of an MTM service.
11. Discuss the legal and regulatory considerations regarding an MTM practice.
12. Analyze outcomes and value associated with pharmacist provided MTM services.

## Course Pre-requisites

Completion of Year 2 of the PharmD curriculum (including milestones) is required for this course.

## Course Co-requisites

N/A

## Course Outline

See Appendix B. 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. Zgarrick DP, Desselle SP, Moczgamba LR, Alston G. eds. Pharmacy Management: Essentials for All Practice Settings, 5e. McGraw Hill; 2020.

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

Suggested readings will be posted on Canvas.

## Other Required Learning Resources

None

## 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.]

*Table 1.1 Evaluation and Grading*

Assessment Item	Grade Percentage
Quizzes (3 total)	20%
Written Assignment #1 (Mission, Vision, Goals)	10%
Written Assignment #2 (SWOT Analysis)	10%
Written Assignment #3 (Organizational Structure/Description)	10%
Written Assignment #4 (Reflection)	10%
Final Written Project (Business Plan)	20%
Final Presentation (Business Plan)	20%
<b>TOTAL</b>	<b>100%</b>

*Table 1.2 Grading Scale*

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

## Makeup Assignments

Makeup assignments may be required for excused absences from all Active Learning Sessions. Students will be required to complete the makeup assignment within one week of the missed session.

## Late Assignments

Assignments received within 12 hours of deadline will receive a 10% point reduction.  
Assignments received within 12-24 hours of deadline will receive a 20% point reduction.  
Assignments received more than 24 hours after deadline will NOT be accepted and a grade of zero will be given for the respective assignment.

## Respect for Diversity

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](#).

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 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):

Teresa E. Roane, PharmD, MBA, BCACP, CPh

- Email: [troane@cop.ufl.edu](mailto:troane@cop.ufl.edu)
- Phone: 352-273-9692

Office Hours: Please see the 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:

N/A

## Instructional Designer:

Chris Egan, MEd, NRP

- Email: [cegan@ufl.edu](mailto:cegan@ufl.edu)
- Phone: 352-294-5636

## Academic Coordinator Gainesville Campus:

Hanna Stallard

- Email: [hstallard@ufl.edu](mailto:hstallard@ufl.edu)
- Office: HPNP 4309
- Phone: 352-273-6312

## Educational Coordinators:

Katie Orben

- Email: [korben06@ufl.edu](mailto:korben06@ufl.edu)
- Office: Jacksonville Campus
- Phone: 904-244-9590

Andrea M Arredondo

- Email: [aarredondo1@cop.ufl.edu](mailto:aarredondo1@cop.ufl.edu)
- Office: Orlando Campus
- Phone: 407-313-4087

### 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 Exemplify 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: See Link Below

<b>Date / Time</b>	<b>Mod #</b>	<b>Activity</b>	<b>Activity Title</b>	<b>Contact Time (hr)</b>	<b>Responsible</b>
04/26/23	1	Module	Module 1: Overview		Teresa Elaine Roane
04/26/23	1.1	Lecture Video	Business Principles Applied to MTM: Course Overview	0.16	Teresa Elaine Roane
04/26/23	1.2	Lecture Video	MTM Overview and Current Landscape	0.66	Teresa Elaine Roane
04/26/23	1.3	Lecture Video	The Business Plan Process	1	Teresa Elaine Roane
04/26/23	1.4	Lecture Video	Planning a Business Venture	1.2	Teresa Elaine Roane
04/26/23	1.5	Reading	Chapter 1: The "Management" in Medication Therapy Management	1	Teresa Elaine Roane
04/26/23	1.6	Reading	Chapter 7: Business Planning for Pharmacy Programs	1	Teresa Elaine Roane
04/26/23		Optional/Supplemental	Managing Yourself for Success		
04/27/23	2	Module	Module 2: Business Plan Elements		Teresa Elaine Roane
04/27/23	2.1	Lecture Video	The Business Plan Review and Checklist	0.25	Teresa Elaine Roane
04/27/23	2.2	Lecture Video	Assessing the Need and Defining Business Concept	0.6	Teresa Elaine Roane
04/27/23	2.3	Reading	ACCP White Paper: Developing a Business-Practice Model for Pharmacy Services in Ambulatory Settings	1.5	Teresa Elaine Roane
04/27/23		Optional/Supplemental	Business Plan Template Document		
04/28/23 at 10:00 - 11:50am		Active Learning Session	ALS 1 - Room 1320, 333, & Dubow	2	Teresa Elaine Roane
04/28/23		Quiz (In Class)	Quiz #1		
Due 04/28/23 by 11:59pm		Assignment (Graded)	Written Assignment #1: Create a mission, vision, and goals for your practice setting		
04/28/23	3	Module	Module 3: Marketing		Teresa Elaine Roane
04/28/23	3.1	Lecture Video	Business Planning and Competitive Analysis	0.84	Teresa Elaine Roane
04/28/23	3.2	Lecture Video	The Target Market	0.78	Teresa Elaine Roane
04/28/23	3.3	Lecture Video	Market Assets	0.64	Teresa Elaine Roane
04/28/23	3.4	Reading	Chapter 24: Marketing Fundamentals	1.5	Teresa Elaine Roane
04/28/23		Optional/Supplemental	Marketing Applications		
05/01/23	4	Module	Module 4: Practice Settings		Teresa Elaine Roane
05/01/23	4.1	Lecture	MTM Practice Models	0.5	Teresa Elaine



Date / Time	Mod #	Activity	Activity Title	Contact Time (hr)	Responsible
		Video			Roane
05/01/23	4.2	Lecture Video	Evaluating Physical Workflow and Settings	0.46	Teresa Elaine Roane
05/01/23	4.3	Lecture Video	Formation and Entity Selection for Business Start-Up	0.78	Teresa Elaine Roane
Due 05/01/23 by 11:59pm		Assignment (Graded)	Written Assignment #2: Perform a SWOT analysis for your practice setting		
05/01/23	5	Module	Module 5: Human Resources		Teresa Elaine Roane
05/01/23	5.1	Lecture Video	Workflow and Budgeting	0.5	Teresa Elaine Roane
05/01/23	5.2	Lecture Video	Human Resource Considerations	0.5	Teresa Elaine Roane
05/01/23	5.3	Reading	Chapter 16: Organizational Structure and Behavior	1.5	Teresa Elaine Roane
05/01/23		Optional/Supplemental	Human Resources Management Functions		
05/02/23 at 10:00 - 11:50am		Active Learning Session	ALS 2 - MDL, 333, & Dubow	2	Teresa Elaine Roane
05/02/23		Quiz (In Class)	Quiz #2		
Due 05/02/23 by 11:59pm		Assignment (Graded)	Written Assignment #3: Create an organizational structure for your practice setting		
05/02/23	6	Module	Module 6: Negotiations		Teresa Elaine Roane
05/02/23	6.1	Lecture Video	Contract Negotiations	0.5	Teresa Elaine Roane
05/02/23	6.2	Reading	Chapter 15: Negotiation Skills	1	Teresa Elaine Roane
05/03/23	7	Module	Module 7: Financials		Teresa Elaine Roane
05/03/23	7.1	Lecture Video	Financial Projections	0.5	Teresa Elaine Roane
05/03/23	7.2	Lecture Video	Budgeting and Forecasting	0.5	Teresa Elaine Roane
05/03/23	7.3	Reading	Chapter 21: Financial Reports	1	Teresa Elaine Roane
05/03/23	7.4	Reading	Chapter 22: Budgeting	1	Teresa Elaine Roane
05/04/23	8	Module	Module 8: Services		Teresa Elaine Roane
05/04/23	8.1	Lecture Video	Demonstrating Value with MTM Services	0.5	Teresa Elaine Roane
05/04/23	8.2	Lecture Video	Payment Methodologies	1	Teresa Elaine Roane
05/04/23	8.3	Lecture Video	Identifying and Resolving Payment Barriers	0.5	Teresa Elaine Roane

<b>Date / Time</b>	<b>Mod #</b>	<b>Activity</b>	<b>Activity Title</b>	<b>Contact Time (hr)</b>	<b>Responsible</b>
05/04/23	8.4	Reading	Chapter 29: Value-Added Services as a Component of Enhancing Pharmacists' Roles in Public Health	1	Teresa Elaine Roane
05/04/23		Optional/Supplemental	Implementing Value-Added Pharmacist Services		
05/05/23 at 10:00 - 11:50am		Active Learning Session	ALS 3 - MDL, 333, & Dubow	2	Teresa Elaine Roane
05/05/23		Quiz (In Class)	Quiz #3		
Due 05/05/23 by 11:59pm		Assignment (Graded)	Written Assignment #4: Reflection on Course Elements		
Due 05/11/23 by 11:59pm		Assignment (Graded)	Team Assignment - Final Written Project: Business Plan	2	Teresa Elaine Roane
Due 05/11/23 by 11:59pm		Assignment (Graded)	Team Assignment - Final Presentation: Business Plan	0.5	Teresa Elaine Roane
		Course Evaluation			
			Total Contact Hours	31.37	

## Appendix C: Written Assignment Evaluation Rubric

Written Assignment Evaluation Rubric					
Description:					
	Satisfactory (25 points)	Competent (20 points)	Needs Improvement (15 points)	Unsatisfactory (0 points)	Points Possible
<b><i>Timely Submission</i></b>	Written assignment is submitted by assigned due date	Written assignment is submitted within 12 hours of assigned due date/time	Written assignment is submitted more than 12 hours after the assigned due date/time	Failure to submit assignment	<b>25</b>
<b><i>Thoughtful and Complete Response</i></b>	Written assignment is thoughtful and shows a complete understanding of the content area	Written assignment is somewhat thoughtful but shows a complete understanding of the content	Written assignment is not thoughtful or does not show an understanding of the content	Failure to submit assignment	<b>25</b>
<b><i>Accuracy of Content</i></b>	Written assignment is accurate and completely follows instructions for assignment	Written assignment is mostly accurate and mostly follows instructions for assignment	Written assignment is somewhat inaccurate or does not completely follow instructions for assignment	Failure to submit assignment	<b>25</b>
<b><i>Quality of Writing</i></b>	Written assignment is free of grammatical, spelling, or punctuation errors	Written assignment contains no more than three grammatical, spelling, or punctuation errors	Written assignment contains more than three grammatical, spelling, or punctuation errors	Failure to submit assignment	<b>25</b>
<b>Total Points</b>					<b>100</b>

## Appendix D: Final Project Presentation Slides Rubric

Final Project Presentation Slides Evaluation Rubric					
<b>Description:</b> Students will create a PowerPoint presentation to support their final written assignment. The presentation will include an introduction, content section (body), conclusion (summary), and references. A minimum of 5 slides must be included.					
	<b>Satisfactory (20 points)</b>	<b>Competent (15 points)</b>	<b>Needs Improvement (10 points)</b>	<b>Unsatisfactory (0 points)</b>	<b>Points Possible</b>
<b>Timely submission</b>	Presentation slides are submitted by the assigned due date	Presentations slides are submitted within 12 hours of assigned due date/time	Presentations slides are submitted more than 12 hours after the assigned due date/time	Failure to submit final presentation slides	<b>20</b>
<b>Organization</b>	Presentation flows well with a logical order including introduction, body, conclusion, and references	Presentation flows well with a logical order but missing one of the key components (introduction, body, conclusion, or references)	Presentation does not flow well, or is missing more than one of the key components (introduction, body, conclusion, or references)	Failure to submit final presentation slides	<b>20</b>
<b>Content Accuracy</b>	All content throughout presentation is accurate with no factual errors	Most of the content is accurate but one piece of information is flawed or inaccurate	The content is generally accurate, but more than one piece of information is flawed or inaccurate	Failure to submit final presentation slides	<b>20</b>
<b>Quality of Writing</b>	Presentation slides are free of grammatical, spelling, or punctuation errors	Presentations slides contain no more than 3 grammatical, spelling, or punctuation errors	Presentations slides contain more than 3 grammatical, spelling, or punctuation errors	Failure to submit final presentation slides	<b>20</b>
<b>References</b>	References are included and properly cited using MLA format	References are included but are not properly cited using MLA format	References are not included	Failure to submit final presentation slides	<b>20</b>

<b>Total Points</b>	<b>100</b>
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## Appendix E: Final Oral Presentation Rubric

Final Project Presentation Oral Evaluation Rubric					
<b>Description:</b> Students will create a PowerPoint presentation to support their final written assignment. An oral presentation using an acceptable audio format (voice over powerpoint; zoom, teams, other) is required.					
	Satisfactory (25 points)	Competent (20 points)	Needs Improvement (15 points)	Unsatisfactory (0 points)	Points Possible
<b><i>Timely submission</i></b>	Oral presentation is submitted by the assigned due date	Oral presentation is submitted within 12 hours of assigned due date/time	Oral presentation is submitted more than 12 hours after the assigned due date/time	Failure to submit final oral presentation	<b>25</b>
<b><i>Organization</i></b>	Oral presentation flows well with a logical order of presentation style (introduction, content, conclusion)	Oral presentation flows somewhat well with a logical order but missing one element of good presentation style (introduction, content, conclusion)	Oral presentation does not flow well, or is missing more than one element of a good presentation style (introduction, content, conclusion)	Failure to submit final oral presentation	<b>25</b>
<b><i>Content Accuracy</i></b>	Oral presentation covers all key elements of the business plan (business description, service description, marketing plan, financial plan, operational plan, management structure)	All but one of the key elements of the business plan is included in the oral presentation	More than one of the key elements of the business plan is missing in the oral presentation	Failure to submit final oral presentation	<b>25</b>
<b><i>Teamwork</i></b>	All team members contribute equally to the oral presentation	One team member does not participate in the oral presentation, or one team member dominates the	More than one team member does not participate in the oral presentation	Failure to submit final oral presentation as a team	<b>25</b>

		presentation			
Total Points					100