PHA5222 Pharmacy Practice Management

Fall 2023
2 Credit Hours – [A-E Grading]

"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 HPNP 2336
- Phone: 352-273-6232

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

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. 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 and demonstrate one's personal brand to navigate the landscape of the evolving field of pharmacy.
3. Recognize performs, teaching, training, and developing employees, in order to optimize their performance.
4. Apply management principles related to organization structure and behavior, human resources management functions, employment law, and performance appraisal systems.
5. Apply principles for managing traditional goods and services in typical situations encountered in pharmacy management.
6. Apply management principles related to planning, organizing, directing, and controlling pharmacy workflow in various pharmacy practice settings to provide positive patient outcomes.
7. Apply principles related to quality and risk management, medication safety, and regulatory compliance in pharmacy management.
8. 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

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

Course Co-requisites

1. PHA5165L Professional Practice Skills Lab V
2. PHA5239 Applications of Pharmacy Law & Ethics

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

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
Retrieving, Reviewing, and Upload your Strengths Finders Results	2%
DOPE Test Assignment	4%
Preparing your Pathway to Practice	6%
Create/Update your LinkedIn Account	4%
Quizzes (3 @ 12% each)	36%
ALS Activities (4)	12%
Final Exam	36%
Total	100%

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 <u>NO EXCEPTIONS</u> 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/

Artificial Intelligence Use

The use of artificial intelligence (AI) text generators such as ChatGPT on assignments, projects, quizzes, and exams is prohibited in this course. Use of AI text generators is considered evidence of academic dishonesty. If a student is uncertain about the use of AI technology, it is the student's responsibility to ask the instructor prior to beginning the assignment or assessment.

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/

Attendance Policy

Attendance is mandatory for active learning sessions such as team-based learning sessions, case discussions, laboratory sessions, and other activities that the instructor designates as required. This course has 3 required ALS sessions. A student who misses greater than 1 session (25% of the required active learning sessions/activities) or laboratory sessions for this course will receive an incomplete in the course and will retake the course during the next offering, resulting in delayed graduation.

Makeup Assignments

Makeup assignments will not be assigned in this course.

Late Assignments

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

Accessibility and Belonging 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.

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):

Stacey Curtis, Pharm.D., CPh
- Email: scurtis@cop.ufl.edu
- Office: GNV HPNP 2336
- Phone: 352-273-6232

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:

Eric Egelund, Ph.D., Pharm.D., CPh
- Email: eegelund@cop.ufl.edu
- Office: JAX
- Phone: ---

Joshua Pullo, Pharm.D., CPh
- Email: jpullo@cop.ufl.edu
- Office: ----
- Phone: ----

Instructional Designer:

Chris Egan, M.Ed., NRP, CHSE
- Email: cegan@ufl.edu
- Phone: 352-294-5636

Academic Coordinator Gainesville Campus:

Ashleigh Langford
- Email: lynn8597@cop.ufl.edu
- Office: HPNP 4309
- Phone: 352-273-6284

Educational Coordinators:

Katie Orben
- Email: korben06@ufl.edu
- Office: Jacksonville Campus
- Phone: 904-244-9590

Jessica Linares
- Email: jnoriegalinares@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 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: See Link Below

Date / Time	Mod #	Activity	Activity Title	Contact Time (hr)	Responsible
	1	Module	Module 1: Managing Self		
08/21/23	1.1	Lecture Video	Navigating Pharmacy Practice Management	0.25	Stacey Curtis
08/21/23	1.2	Lecture Video	CV / Resume Fundamentals	0.5	Stacey Curtis
08/21/23	1.3	Lecture Video	DOPE	0.5	Joshua Pullo
08/21/23	1.4	Lecture Video	Job Searching Resources and Tactics	0.75	Stacey Curtis
08/21/23	1.5	Video Other	Podcast: LinkedIn - Why You Need It and How to Use It	0.6	Stacey Curtis
08/21/23		Other	Instructions for LinkedIn Assignment		
08/22/23	1.6	Lecture Video	Interviewing Techniques	0.75	Stacey Curtis
08/22/23	1.7	Lecture Video	The START Method for Interviewing	1	Stacey Curtis
08/22/23	1.8	Lecture Video	Preparing your Pathway to Practice Assignment	0.5	Stacey Curtis
	2	Module	Module 2: Managing Personnel and Human Resources		
08/22/23		Reading	Chapter 17: Human resources Management Functions	1	
08/22/23		Reading	Chapter 18: The Basics of Employment Law and Workplace Safety	1	
08/23/23	2.1	Lecture Video	People Management: Hiring	0.75	Joshua Pullo
08/23/23	2.2	Lecture Video	People Management: Retaining	1.1	Joshua Pullo
08/23/23	2.3	Lecture Video	People Management: Firing	0.5	Joshua Pullo
08/24/23	2.4	Lecture Video	Effective Communication: The DESC Method	0.5	Joshua Pullo
08/24/23	2.5	Other	Podcast: How to Give Good Feedback	0.5	Joshua Pullo
08/24/23	2.6	Other	Podcast: How to Receive Feedback	0.25	Joshua Pullo
08/24/23 at 11:59pm		Assignment (Graded)	Assignment: Retrieving, Reviewing, Recording and Uploading your Strength Finders Results		
08/24/23 at 11:59pm		Assignment (Graded)	Assignment: DOPE Test		
08/24/23 at 11:59pm		Assignment (Graded)	Assignment: Preparing your Pathway to Practice		
08/24/23 at 11:59pm		Assignment (Graded)	Assignment: Create or update your LinkedIn Account		
08/25/23 at 1 - 2:50pm	1-2	Active Learning Session	Active Learning Session 1: Managing People (Modules 1 and 2)	2	Eric Free Egelund, Joshua Pullo, Stacey Curtis
08/25/23		Quiz (In Class)	Modules 1 and 2 Quiz		
	3	Module	Module 3: Managing Resources and Teams		
08/25/23	3.1	Lecture Video	Pharmacy Inventory: Analyzing Performance	1.15	Joshua Pullo
08/25/23	3.2	Lecture Video	Pharmacy Management: Financial Reports	0.8	Joshua Pullo
08/25/23	3.3	Lecture Video	Financial Reimbursement	0.8	Joshua Pullo
08/28/23	3.4	Other	Podcast: Pharmacy Benefit Managers and Their Hidden Role in Drug Pricing	0.6	Joshua Pullo

Date / Time	Mod #	Activity	Activity Title	Contact Time (hr)	Responsible
08/28/23		Reading	White Paper: DIR Fees Simply Explained	0.75	Joshua Pullo
08/28/23	3.5	Lecture Video	Effective Communication Within the Pharmacy Team - Part 1	0.5	Stacey Curtis
08/28/23	3.6	Lecture Video	Effective Communication Within the Pharmacy Team - Part 2	0.5	Stacey Curtis
08/28/23	3.7	Lecture Video	Communication with All Members of the Team	0.5	Stacey Curtis
08/29/23	3.8	Lecture Video	De-escalation of Stressful Encounters with Patients	0.4	Eric Free Egelund
08/29/23	3.9	Lecture Video	Information Systems in Pharmacy	0.75	Stacey Curtis
08/29/23		Reading	Describing Interruptions, Multi-Tasking, and Task Switching in Community Pharmacy	0.75	Stacey Curtis
08/30/23 at 8 - 9:50am		Active Learning Session	Active Learning Session 2: Managing Stuff (Module 3)	2	Eric Free Egelund, Joshua Pullo, Stacey Curtis
08/30/23		Quiz (In Class)	Module 3 Quiz		
	4	Module	Module 4: Managing Professional and Regulatory Affairs		
08/30/23	4.1	Lecture Video	Regulatory Requirements	0.5	Eric Free Egelund
08/30/23	4.2	Other	Podcast: Regulatory Effects on Pharmacy	1	Eric Free Egelund
08/30/23	4.3	Lecture Video	Compliance and Quality in Pharmacy Systems	0.5	Eric Free Egelund
08/30/23	4.4	Other	Podcast: Evolving After A Pandemic	1	
	5	Module	Module 5: Managing Management The Importance of Leadership		
08/31/23		Reading	Chapter 3: Leadership in Pharmacy Practice	1	
08/31/23	5.1	Lecture Video	Creating Effective Action Plans	0.5	Joshua Pullo
08/31/23	5.2	Video Other	Why Leaders Eat Last	0.75	YouTube
08/31/23	5.3	Video Other	Are you a Giver or a Taker	0.4	
08/31/23	5.4	Video Other	The Puzzle of Motivation	0.4	
09/01/23 at 8 - 9:50am		Active Learning Session	Active Learning Session 3: Let's Do This! (Modules 4 and 5)	2	Stacey Curtis
09/01/23		Quiz (In Class)	Modules 4 and 5 Quiz		
09/05/23 at 3 - 3:30pm		Course Evaluation	Course Evaluations		
09/06/23 at 3 5pm		Exam	Final Exam: Modules 1 5		
09/11/23 at 11:30am - 12:00pm		Exam Review	Final Exam Review		
			Total Course Hours	30	