School of Pharmacy
Spring – P3
Course # PHAR 6255 **/ Track: PCPI**
Pharmacy Practice Management
January 21 2020 – April 30 2020
Tuesday, 9-10:50 am / Campbell Building 213
(IPPE: 8 hrs / IPE: 0 hrs)

Course Facilitator
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Office Hours
Thursday 9:00AM - 10:00 AM and/or by appointment

- I have created a listserv using your UTEP email address. If you do not use your UTEP Minors account regularly, please make sure your UTEP account forwards to the account you do use regularly.

Course Description

This course will review principles of the application of practice management (including operations, information, resource, fiscal, and personnel). Topics will include overview of administration and management principles, leadership skill development, exploration of pharmacy practice models, development of pharmacy services, reimbursement models for pharmacy services.

Pharmacists' Patient Care Process: This course will assist students in developing and **implementing** Pharmacy Practice Management skills such as pharmacy operations, human resource, finance, and risk management.

Course Learning Objectives

At the conclusion of this course, students shall be expected to:

- Compare and contrast the components of typical medication use systems in different pharmacy practice settings
- Describe the role of the pharmacists in impacting the safety and efficacy of each component of a typical medication use system (i.e., procurement, storage, prescribing, transcription, dispensing, administration, monitoring, and documentation)
- Identify and utilize human, financial, and physical resources to optimize the medication use system
- Manage healthcare needs of patients during transitions of care
- Apply standards, guidelines, best practices, and established processes related to safe and effective medication use
- Establish a climate of shared values and mutual respect necessary to meet patient care needs
- Define clear roles and responsibilities for team members to optimize outcomes for specific patient care encounters
- Communicate in a manner that values team-based decision making and shows respect for contributions from other areas of expertise
- Deliver and obtain feedback to assess learning and promote goal setting and goal attainment
- Develop professional documents pertinent to organizational needs (e.g., monographs, policy documents)
- Document patient care activities clearly, concisely, and accurately using appropriate medical teminology
- Identify characteristics that reflect leadership versus management
- Develop relationships, value diverse opinions, and understand individuals strengths and weakness to promote teamwork
- Persuasively communicate goals to the team to help build consensus
- Empower team members by actively listening, gathering input or feedback, and fostering collaboration
- Recognize that one's professionalism is constantly evaluated by others
- Engage in the profession of pharmacy by demonstrating a commitment to its continual improvement

Detailed Course Meetings & Location

Building name: Campbell building #213 (Tuesday 9:00 AM-10:50 AM)

<u>Online Platform/Blackboard:</u>
Accessing Course Content on Blackboard: All lectures, handouts, and course material will be located in Blackboard. Log into My UTEP.edu and click on the Blackboard link to access the online course for PHAR 62XX. The course is

individualized and students may access lectures/handouts as they are made available by course instructors. Except in cases of a UTEP network being "down" or "offline" you are ultimately responsible to ensure that your computer is connected to the internet and that any issues are addressed prior to class and/or assessments.

Online Assessment Requirements:

This course requires the use of ExamSoft® (or CORE ELMS®). Students are responsible for creating their online login within the first week of class. If you cannot access your online account, please contact Dr. Jessica Shenberger (**jmshenberger@utep.edu**) to resolve this issue. Students are responsible for ensuring they have access to the online assessment system. Assessments (e.g., assignments, quizzes, and exams) may be disseminated before the due date. This requires students to download the assessment using an internet connection. It is the student's responsibility to maintain access to a reliable internet connection (with the rare exception of when UTEP's systems are down).

CAPE Educational Outcomes

The Center for the Advancement of Pharmacy Education (CAPE) has defined educational outcomes to guide the PharmD curriculum (see AACP CAPE Outcomes weblink). The content of this course will cover the following CAPE educational outcomes.   **Level of Assessment**:   1 – Introduce   2 – Reinforce   3 – Apply

	CAPE Outcomes	Level of Assessment
2.2	**Medication use systems management (Manager**) Manage patient healthcare needs using human, financial, technological, and physical resources to optimize the safety and efficacy of medication use systems.	1,2
3.4	**Interprofessional collaboration (Collaborator)** Actively participate and engage as a healthcare team member by demonstrating mutual respect, understanding, and values to meet patient care needs.	3
3.6	**Communication (Communicator)** Effectively communicate verbally and nonverbally when interacting with an individual, group, or organization.	3
4.2	**Leadership (Leader)** Demonstrate responsibility for creating and achieving shared goals, regardless of position.	3
4.4	**Professionalism (Professional)** Exhibit behaviors and values that are consistent with the trust given to the profession by patients, other healthcare providers, and society.	3

Relevant PCOA Competencies

3.4.1 Management principles (Planning, Organizing, Directing, and Controlling pharmacy resources) applied to various

pharmacy practice setting and patient outcomes3.4.2   Personnel management
3.4.3 Planning, including delineation between business and strategic planning
3.4.5 Accounting and financial management
3.4.6 Budgeting
3.4.7 Risk management

Expectations of Students during Course

Activities in this course may align with work in another course(s), and students may be expected to bring in materials from these other courses for assistance in completing tasks. Students will receive notification in advance for when other materials are necessary.

Unique Dress Policy for Course: Lab coats and professional attire should be worn for all class activities.

Professional attire includes the following

- Clean white lab jacket with nametag
- Men: full length slacks, dress shirt with tie or polo shirt (shirts must have collars)
- Women: pants or skirts with blouses or dress shirts or dresses
- No scrubs, shorts, jeans, sneakers, athletic shoes, flip-flops, caps or hats, or visible undergarments will be permitted.

Students are required to wear their white lab coats upon entering the classroom. Failure to wear a white coat and professional attire, as well as other violations of professional classroom decorum, will result in a 5% grade deduction on the next graded exam. A second violation will result in a second 5% deduction on the next exam and referral to the Professionalism Committee. Subsequent violations (i.e. 3, 4, 5, etc.) will result in a 5% total course grade deduction per incident and continued referral to the Professionalism Committee.

Methods of Instruction/Learning

The learning outcomes in this course may be achieved via:

1. **Outside Preparation** – develop understanding of course content by reading and/or reviewing lectures, responding to colleagues' postings via blackboard, preparing assignments for formal presentation and/or grading
2. **In-class Lectures** –reinforce materials provided via blackboard and/or in the textbook, allows opportunities to answer questions and provide feedback on progress/goals of assigned tasks and/or examination
3. **Team Assignment/Activity** – offers opportunities to discuss, design, and critique assignments and/or course material
4. **Case Discussions / SOAP Notes/Documentation** – provides practice opportunities for application of course outcomes and allows students to practice evaluating and assessing patient cases, making therapeutic recommendations, and documenting patient interactions.
5. **Live Patient Interview** -- provides practice in communication and counseling skills as well as practice in integrating clinical information.
6. **Written Assignments:** --provides an application for the process of delivering basic research and drug information materials in written form.
7. **Exams/Quizzes** – allows students to demonstrate the course ability outcomes and for instructors to provide necessary feedback.

## Required Course Technology/Tools/Needs

You are expected to complete all required reading for each class session. Consequently, you are encouraged to read the recommended readings and take notes on text chapters, articles, related documents (e.g., power points), and websites noted on the schedule so you are prepared for the given class discussion. See the course schedule noted at the end of the syllabus. Additional materials may be placed on Blackboard within each class as well.

Required Textbooks:

Pharmacy Management, Leadership, Marketing, and Finance 2nd Edition
Marie A. Chisholm-Burns, Allison M. Vaillancourt, & Mary Shepherd

<u>Recommended Textbooks (If any, optional):</u>
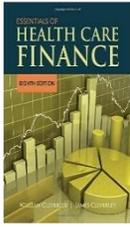
Essential of Health Care Finance 8th Edition" William O, Cleverley & James O. Cleverley **(Recommended)**

Pharmacy Management 3rd Edition" Shane P. Desselle, David P. Zgarrick, & Gregory L. Alston **(Recommended)**

Health Care Management – Organization Design and Behavior 6th Edition" Stephen M. Shortell & Arnold D. Kaluzny **(Recommended)**

<u>Laptop Computer</u>
- Students are expected to bring laptop computers to the class each day for participation in on-line exercises or assessments. It is the responsibility of the students to make sure that the laptops are in working condition and meets the University and School of Pharmacy IT requirements. (See SOP Student Handbook),

<u>Calculator</u>
- Students are expected to bring a non-programmable calculator to class and to all assessment activities.

Evaluation and Grading Policy

Course point distribution will be as follows:

Assignments	Due Date	Percentage
Attendance & participation		5
Presentation of Business Plan	4/28 or 5/5	25
Exam #1	2/25	35
Exam #2	4/7	35
IPPE Business Plan Check point #1	2/4	Pass/Fail
IPPE Business Plan Check point #2	3/3	Pass/Fail
IPPE Business Plan Check point #3	3/31	Pass/Fail
IPPE Business Plan final PPT	4/20	Pass/Fail
Total Points Possible		*100*

Assignment of grades:
A = 90 – 100%
B = 80 – 89%
C = 70 – 79%
D = 60-69%
F = < 60%

All Assessments will be administered via ExamSoft®, unless noted otherwise.

It is the responsibility of the **student** to monitor his/her progress during the course and see that he/she is maintaining the required competency level. Students should seek advice and assistance from the course facilitator as soon as he/she encounters any difficulty in the course.

Exams:
a. The Midterm (25 points) will cover the reading up to that date in the semester. The Final Examination (25 points) will be cumulative and applied, with emphasis on (1) financial management and (2) human resources management, including resources, to provide effective pharmacy services in retail pharmacy, hospital or insurance company.
b. The formats of examinations include multiple choices and T/F questions.
c. It will start at 9:00AM promptly in Campbell Building RM 237.
d. You have two hours to complete the exam, and you must submit your response to ExamSoft® by 11:00pm. Exam response submitted later than 11:00am will not be accepted.
e. You can use your own laptop.

Group Presentation: Grading will be based on group performance as follows: 15% of the grade will be based on the graded team assignment submitted by the team. ATTENDANCE AND PARTICIPATION IS MANDATORY FOR GROUP PRESENTATION!

Missed Quizzes / Exams / Assignments Policy

Only students who miss an exam, quiz, or an assignment due date as a result of an ***excused absence*** will be allowed to make-up the missed assignment or assessment; in some cases, the same quiz/exam/assignment may not be feasible, and an alternative assignment designated by the course coordinator will be made available. In-class assignments and assessments will not be permitted for make-up for students who miss class time due to tardiness. Students should consult the UTEP School of Pharmacy Student Handbook for definitions and examples of excused absences.

Students with unexcused absences may not be permitted to make up any exam, quiz, or assignment(s) and may receive a grade of zero. Any unexcused absence may also result in a 2.5% deduction of the overall course grade.

Excessive tardiness (> 2 instances) will be reported to the Office of Student Affairs. Any missed worked due to tardiness will not be permitted for make-up. Grade deductions proportionate to the time tardy for class will be applied to assignments (i.e. 10% class time missed due to tardiness = 10% grade deduction on the assignment), and the minimum grade penalty for tardiness is a 5% deduction. Late assignments may not be accepted for grading.

Remediation Policies:

Please refer to the Student Handbook for end-of-course remediation policies and timelines (***see Table of Contents for End of Course Remediation***). There is no in-class remediation for this course.

Technical Assistance

Checking computer requirements and ensuring that all software up to date is essential for students to access course content. **Supported browsers include** – 1) For a PC: FireFox, Internet Explorer (Do NOT use IE7), and Chrome, 2) For a Mac: Safari, Firefox, and Chrome. To enhance browser performance, students should clear the browser cache and allow pop-ups. In addition to testing the web browser, check to ensure that the computer has an updated version of Java (go to http://java.com, click on "Do I have Java", click on "Verify Java Version," update Java if needed). Additional browser plug-ins may also be needed to view some content that your instructor may share on the learning management system. Common plug-ins include: Adobe Reader, Flash Player, Windows Media Player, QuickTime. When creating documents, slide presentations, spreadsheets, etc., be sure to use Microsoft Office or a compatible program (see 10 Free MS Word Alternatives). The UTEP Technology Support Services (3rd floor, UTEP Library) can also provide students with any applications, compatibility packs, patches, and updates that may be needed.

Students working off campus may need to set up a Virtual Private Network (VPN) on their computer to access UTEP resources for this class (i.e. Library). The link below provides information in setting up a VPN connection depending on the operating system. Students may contact the Help Desk for assistance (See Technical Assistance information). http://admin.utep.edu/Default.aspx?tabid=58534

If technical problems are experienced with the course, students should contact the UTEP Helpdesk during: Monday– Friday: 8AM – 5PM. If calling within UTEP: 915.747.4357. If calling from outside UTEP: 915.747.5257. For more information, please visit http://helpdesk.utep.edu. For help with Blackboard: http://admin.utep.edu/Default.aspx?tabid=74094

In order for UTEP to provide a stable learning environment, Thursdays from 12:00-6:00am MST are reserved for minor preventive maintenance. This maintenance window is scheduled during the lowest usage time for the system. Blackboard may or may not be available during this time, depending on whether maintenance is necessary. Whenever possible, this time will be utilized to perform all minor maintenance. Unscheduled outages occur rarely, but they do happen. In the event of an unscheduled outage, Technology Support Services will confer with appropriate student and faculty networks to provide appropriate notifications to those affected.

Students can also visit an on-campus lab such as the ATLAS lab located within the Undergraduate Learning Center (UGLC building) for additional technical assistance. In addition to the various campus computer labs (ATLAS in UGLC or LACIT in Liberal Arts for example), Technology Support Services provides workstations for student use. To learn more, please visit http://admin.utep.edu/Default.aspx?tabid=74174.

Attendance and Classroom Behavior

The attendance policy for the School of Pharmacy is outlined in the Student Handbook. It is expected that students should demonstrate their commitment to the profession and respect for faculty, guest speakers, and colleagues by attending all classes and arriving to class on time prepared for the day's lesson(s). Entry into the classroom after session has started may result in a grade deduction or an unexcused absence; please see missed quizzes/exams/assignments policy in this syllabus for more detailed information.

Attendance will be taken at the beginning of each class by either traditional roll call, instructor notation, via a polling quiz, or distribution of a class roster. See missed quizzes/exams/assignments policy in this syllabus for grade deductions related to tardiness, excused, and unexcused absences. Falsifying attendance (i.e. by signing for another student, etc.) is considered scholastic dishonesty and will be dealt with accordingly; please see the academic integrity section of this syllabus for further information. Students are expected to contact the course instructor upon entering a classroom late and prior to starting any class activities. Not checking in with the course

instructor upon entering the classroom may result in an increased grade deduction or documentation of an unexcused absence. Students are responsible for all material covered in class regardless of attendance.

If a student has an excused absence, they should immediately notify the course coordinator(s) and Office of Student Affairs. To secure approval for an absence related to travel for professional meetings or for events that fall outside of the criteria outlined please refer to the Handbook for more information regarding required documentation for submission to the Office of Student Affairs.

Unique Dress Policy for Course

Students must abide by the School of Pharmacy Dress Code Policy. A pharmacy student/intern white coat, name badge, and professional attire ***must be worn at all times*** during both IPPE and IPE, unless otherwise indicated. Please speak with course coordinator if you have questions regarding dress policy.

Exam Day Policy

No allowances will be made for an exam being missed other than documented illness or emergency. The student must contact the course coordinator for confirmation prior to the exam. If permission is granted to delay the exam; it is the student's responsibility to contact the course coordinator to arrange for an alternative exam time. In this event, the nature of the make-up will be at the discretion of the course coordinator (oral, written, increased weighting on the final, etc.). An unexcused absence from an exam may result in a grade of "zero" for that exam and will result in an extra 5% deduction of the total overall course.

Student expectations prior and during examination

1. **Seating**
   a. Randomized assigned seating will be utilized for each examination.
2. **Room**
   a. Students must arrive to room 15 minutes ahead of examination. Students are not permitted to be in the examination room prior to assigned seating. If the student arrives late to the examination a grade penalty can occur as stipulated by the syllabus. No additional time will be provided for the examination. **If another student has already completed his/her exam and left the exam room when an <u>unexcused</u> late student arrival occurs, the late arrival will not be permitted to sit for the exam and will receive a grade of zero.**
3. **Exams**
   a. Electronic exams need to be downloaded at a minimum 2 hours prior to the examination to avoid a grade penalty as dictated in the syllabus. Repeated instances (> 1 time) of not downloading electronic exams will result in a referral to the professionalism committee on the SOP Progression Committee.
   b. Students are responsible for having a computer for electronic exams. Computers are available to check-out as a loan for exams from the ILC, and students should make <u>early</u> arrangements for securing computers. Students who show up without a computer to take an electronic exam will (1) be provided a paper exam, (2) may receive a grade deduction as stipulated in the course syllabus, and (3) will receive a professionalism referral to the SOP Progression Committee.

4. **Availability of items during exam**
   a. By default, faculty will provide scratch paper for examinations, unless faculty determines scratch paper is not necessary in which case students will receive advance notice that scratch paper will not be provided. Only faculty will provide scratch paper, and only scratch paper provided by the School of Pharmacy can be used during the examination. Any scratch paper utilized during an examination

must have the student's name on every page and all pages must be turned in at the completion of the examination. Any exemption will be noted accordingly in the syllabus.

    b. No backpacks, purses, hats, large coats, and/or other bulky clothing permitted; these items need to be left outside the examination room or in an area in the exam room designated by the faculty/proctor.

    c. No food or drink allowed

    d. No electronic devices (for example: watches, phones, calculators, etc.) are permitted on the student during an examination unless approved by the instructor prior to the examination or inspected upon entry into the exam room for approval. A specific model for calculators may be specified in the course syllabus or provided in advance of the examination to students.

    e. Disruption of examination time due to an electronic device can result in a grade penalty as stipulated in the syllabus.

    f. Bathroom break: No bathroom breaks permitted during examinations unless a prior accommodation is made. Faculty maintain discretion over the permissibility of bathrooms breaks; students should expect that a proctor will accompany them to the restroom and will wait outside the restroom if permission for restroom use is granted. No additional time will be provided for examinations when restroom breaks occur.

UTEP and SOP Policy for Academic Integrity

Any student who commits an act of academic dishonesty is subject to discipline. The instructor is required to report all suspected academic dishonesty to the UTEP Office of Student Conduct and Conflict Resolution. Please refer to the Student Handbook for SOP guidance on academic integrity (*see Table of Contents for Curriculum and Classroom Policies: Academic Integrity*).

Academic dishonesty includes, but is not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, and any act designed to give unfair advantage to a student or the attempt to commit such acts.

Proven violations of the detailed regulations, as printed in the Handbook of Operating Procedures (HOP), and available in the Office of the Dean of Students and on the homepage of the Dean of Students at www.utep.edu/dos, may result in sanctions ranging from disciplinary probation, to a failing grade on the work in question, to a failing grade in the course, to suspension or dismissal, among others. (For more information, see: http://sa.utep.edu/osccr/academic-integrity/)

Professionalism and Professional Conduct

While enrolled at the University, a student neither loses the rights nor escapes the responsibilities of citizenship. Thus, UTEP and the SOP value professionalism and expect all students to not only acquire but also maintain the highest standards of professional attitudes and behaviors in their interactions with their fellow classmates, staff, faculty, colleagues and their patients, as described in the Student Handbook and as per UTEP's student conduct policies (see http://sa.utep.edu/osccr/student-conduct/ & http://admin.utep.edu/Default.aspx?tabid=73922 for further information). Any student who engages in conduct that is prohibited by the Board of Regents' Rules and Regulations, University or SOP rules or by federal, state, or local law is subject to discipline whether such conduct takes place on or off campus or whether civil or criminal penalties are also imposed for such conduct. Please refer to the Student Handbook for specific expectations regarding professional conduct in the SOP (*see Table of Contents for Academic Progression: Good Standing: Professional*).

UTEP and SOP Policy for Special Accommodations (ADA)

"If you have or suspect a disability and need classroom accommodations, you should contact the Center for Accommodations and Support Services (CASS) at 747-5148." You can also e-mail the office at cass@utep.edu or go by their office in Union Building East (Room 106). For additional information, visit the CASS website at http://sa.utep.edu/cass/

General Statement About Course Syllabus

The course coordinator may adapt the syllabus/course calendar to support student and course success. The syllabus is subject to change to meet course needs, especially if there are unexpected disruptions or changes in class size, resources, etc. The most updated syllabus can be found on the course Blackboard shell. It is your responsibility to review the syllabus periodically for updates.

Additional Information:

Campus Concealed Carry

Effective August 1, 2016.
http://sa.utep.edu/campuscarry/

Civility Statement

You are expected to follow basic standards of courtesy (http://admin.utep.edu/Default.aspx?tabid=73922) and may be dismissed from class for blatant or sustained disruptive behavior

Cell Phone Policy

Students should carry cell phones but keep the phone on the vibrate mode in the event students need to be notified by the emergency alert system. **Cell phone use for the purpose of texting, email, or social media is not permitted.** This is disruptive to fellow classmates, faculty, and the learning environment. The use of a cell phone or the ringing of the phone in class is considered unprofessional behavior. No cellphones, calculators, laptops or other items may be used during an assessment (e.g., exam or a quiz) unless specifically as part of that assessment and approved by the faculty member/instructor.

Student Support

UTEP provides a variety of resources for those in need (e.g., if you feel overwhelmed, stressed or dealing with a crisis):
• UTEP's Counseling Center (free counseling to all students): 747-5302, which after-hours goes to a crisis line
• Mental Health Crisis Line: 779-1800
• National Suicide Prevention Hotline: 1-800-273-8255
• Veterans Crisis Line: 1-800-273-8255
• NAMI (National Alliance Against Mental Illness) of El Paso: 534-5478
• http://caringeducators.tumblr.com/survival

Title IX

Title IX of the Education Amendments of 1972 (Title IX), prohibit discrimination on the basis of sex in education programs or activities operated by recipients of Federal financial assistance. Sexual harassment of students, which includes acts of sexual violence, is a form of sex discrimination prohibited by Title IX. Sexual violence refers to physical sexual acts perpetrated against a person's will or where a person is incapable of giving consent due to the victim's use of drugs or alcohol. An individual also may be unable to give consent due to an intellectual or other

disability. A number of different acts fall into the category of sexual violence, including rape, sexual assault, sexual battery, sexual coercion, stalking, and relationship violence. All such acts of sexual violence are forms of sexual harassment covered under Title IX.

In accordance with Title IX of the Education Amendments of 1972, UTEP does not discriminate on the basis of sex in the operation of its educational programs and activities. This commitment to non-discrimination applies to both employment in and admission to such programs and activities. [Link to full text at http://admin.utep.edu/Default.aspx?tabid=68750]

Phar 6255: Course Calendar and Topic Outline
Pharmacy Practice Management
Weekly Outline of Courses

Week	Content	Faculty	Unique Teaching Activities	Activities
1/21/20	Review Syllabus – 30 min Course overview Intro to Pharmacy Mgmt. /Leadership 1.5 hrs. (management/leadership essentials for pharmacists, Communicating, Effectively in the workplace, managing conflict and building consensus, Negotiating techniques, Leading and managing change)	Chang/ Rivera/ Navarrete	Lecture	Based Week 1 & 2 (Total 1 hours) Develop 5-10 guided questions relating to the qualities that are essential for management/ leadership role of pharmacists (1 hr) Questions to be reviewed by Clinical Coordinators Revise Questions Based on Feedback (15 min) Interview 2-3 (max 4) employees of a pharmacy team: Write Reflection: 30 min Reflections to be graded by Clinical coordinators
1/28/20	Intro to Pharmacy Management/Leadership Contd. 1 hr. Planning 1hr. Intro to Mission/Vision Statement Business Plan Development Strategic Planning to achieve results Pharmacy Business and Staff Planning	Rivera	Lecture	Based on Week 2 &3 : (Total 1.5 hours) - Review Mission/Vision Statement of an institution/pharmacy - How does the current services provided align with those statements? - Perform a gap analysis and Needs assessment - Develop a check-list of existing services that could be improved or new services that could be initiated to align with mission/vision statements. - May need talk to different stakeholders on-site (Physicians, Pharmacy manager/ Director, Technicians/ Interns etc.)
2/4/20	Planning contd. 1 hr. Pharmacy and Clinical Operations 1 hr. Laws affecting PPM Pharmacy Operations: Workflow, Practice activities, Medication Safety and Technology Purchasing and Managing Inventory Justifying and Planning Patient Care services Developing and Evaluating Clinical Pharmacy Services Quality Improvement Achieving and Measuring Patient Satisfaction	Rivera	Lecture	Based on Week 3 & 4 (Total 1 hours) -Perform a workflow analysis in a pharmacy to improve turnaround time -Review current P& P of preventing medication errors in a hospital/community pharmacy **Check point-1 for Business Plan**
2/11/20	IPPE hrs (2 hrs) – **No class**			

2/18/20	Finance Management 2 hrs. Overview of Accounting Principles, Conventions and Transactions / Healthcare Pricing and Payment Systems	Chang	Lecture	Based on Week 5, 7 & 8 (Total 1.5 hours) Attend a P&T/ Quality Improvement meeting and write a reflection. Review Formulary list (institution) or Generic list (community pharmacy). Apply the principles of Finance mgmt. to justify 1-2 core concepts of the list.
2/25/20	EXAM 1	Chang	Lecture	
3/3/20	Finance Management Contd. 2 hrs. Healthcare Financial Statements / Analysis of Healthcare Financial and Operational Performance	Chang	Lecture	**Check point-2 for Business Plan**
3/10/20	Finance Management. Contd. 2 hrs. Third-Party Payment for Prescription Medications in the Retail Sector Understanding the Numbers Review Integrating Principles of Pharmacy Management. Personal Finance (Time Value of Money)	Chang	Lecture	
3/17/20	**Spring Break- <mark>No Class</mark>**			
3/24/20	Risk Management Basics of Managing Risk Insurance Fundamentals	Chang	Lecture	Based on Week 9 (1 hr) As a risk manager of a pharmacy you are asked to develop a policy to train/encourage your staff to consistently report near-miss or error information
3/31/20	Human Resource Management Employment Law Essentials Creating and Identifying desirable workplaces. Successful Recruitment and Hiring Strategies. Effective Performance Management	Chang	Lecture	Based on Week 10 & 12 (1 hr) Review current HR Policy relating to a hospital/community pharmacy (Hiring/ Exit, scheduling, call ins Reflect on pros and cons of the policy. **Check point-3 for Business Plan**
4/7/20	Exam 2	Chang		
4/14/20	Marketing/Promotion and Professional Effectiveness Understanding and Applying Marketing Strategies. Advertising and Promotion. Creating your personal brand and influencing others Innovation and Entrepreneurship Managing your time	Rivera	Lecture	
4/20/20	**Business Plan Due Groups 1-8 11:59 PM**			
4/21/20	Business Plan Presentations	Chang/ Rivera/ Andrews	Student Presentation	Groups- 1, 2, 3, 4
4/28/20	Business Plan Presentations	Chang/ Rivera Andrews	Student Presentation	Groups- 5, 6, 7, 8
5/5/20	Final Exam	Chang		