

**Advanced Pharmacy Management
(Pharmacy Administration IV)
Pharm 5903 (2 credits)
Fall Term 2009**

The mission of the curriculum is to prepare students to optimize pharmaceutical care at the level of a pharmacotherapy generalist. The curriculum prepares pharmacists, as health care providers, to work collaboratively with others to achieve effective use of medicines and other interventions to mitigate disease and maximize health and well being of patients and of society as a whole. The curriculum fosters professionalism and civic involvement while encouraging advancement of the profession and the individual through life-long learning.

Professional Year and Terms Offered

Third Professional Year, Fall Term

Days, Times, Location

457 Salk Hall	Friday 3-5 p.m.
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Prerequisites/Corequisites

Prerequisites: Satisfactory completion of all P-1 and P-2 courses; satisfactory standing in the P-3 year.

Due to limited class sizes, priority placement will be given to students accepted into the Area of Concentration in Pharmacy Administration, or the MS/MPH in Pharmacy Administration Program.

Participating Faculty

Course coordinator:

Scott M. Mark, PharmD, MS, MEd 302 Scaife Hall , 647-5929, marksm@upmc.edu

Participating faculty:

Mathew W. Eberts, PharmD, MBA, PUH Suite G119, 647-9121, ebertsmw@upmc.edu

Lindsey R. Kelley, PharmD, MS, UPMC SHY, 623-6399, kellelyr@upmc.edu

Thomas E. Kirschling, PharmD, MS, PUH Suite G119, 647-5929, kirschlingte@upmc.edu

Katie McMillen, PharmD, MPH, PUH Suite G119, 647-5929, mcmikx@upmc.edu

Rafael Saenz, PharmD, MS, 302 Scaife Hall, 647-5929, saenzr@upmc.edu

Brian J. Sesack, MBA, R.Ph PUH Suite G119, 647-5929 sesackbj@upmc.edu

Robert J. Weber, RPh, MS, 304 Scaife Hall, 647-5923, weberj@upmc.edu

Bryan E. Yourich, Pharm.D., UPMC SHY, 623-6291, yourichbe@upmc.edu

Course Description

This course represents the first in a series of pharmacy administration courses designed to provide an overview of contemporary management issues in pharmacy. Each course can be taken individually and they do not require the completion of the prior course in the sequence. Each course is organized into general themes, but as is common with management issues, topics will cross over. The general content structure involves a presentation of an overview of a topic, a presentation of advanced issues in the topic and a case discussion to highlight the concepts learned. An outline of the four-course sequence is provided below for reference.

Specific topics covered in Advanced Pharmacy Management include: Conflict Management, Negotiations, Strategic Planning, Organizational Alignment, Reimbursement Models, Informal Leadership, Emotional Intelligence, Managing Stress, High Performance Teams, Team Building, Succession Planning, Lifelong Learning, Individual Development Plans, Managing your Boss Transitioning to your First Job, and New Manager Mistakes.

Pharm Ad 1 (Pharm 5900) Intro to Pharmacy Mgt	Pharm Ad 2 (Pharm 5901) Pharmacy Finance, HR and Marketing	Pharm Ad 3 (Pharm 5902) Pharmacy Systems and Assessment	Pharm Ad 4 (Pharm 5903) Advanced Pharmacy Management
Leadership Frames Leadership Styles	Marketing Concepts	Regulatory Issues and Procedures	Conflict Management
Governance and Org Structures	Marketing Pharmacy Svc	Quality	Negotiations
Setting Visions	Marketing Case	Medication Use Systems and Safety	Strategic Planning
Communication	Principles of Finance	Pharmacy Tech and Automation	Organizational Alignment
Professionalism	Financial Statements	IT/Informatics	Reimbursement Models
Best Practices	Financial Ratio Analysis	Problem Solving and Management	Informal Leadership
Business Etiquette	Budgeting	Program Evaluation	Emotional Intelligence
Corporate Pharmacy Administration	Hospital Overhead Expense Allocation	Project Monitoring	Managing Stress
Academic Governance	Inpatient Reimbursement Models	Process Analysis	High Performance Teams
Informal Leadership	Ambulatory Reimbursement Models	Analytical Techniques	Team Building
Decision Traps	Human Resources	Assessing Productivity	Succession Planning
Silos and Turf Wars	Unions	Managing Change	Lifelong Learning/
Delegating and Directing	Human Resources Case	New Business Development	Individual Development Plans
Behavioral Interviewing	Management of Non-Profit Organizations/NGOs	Industrial Engineering	Managing your Boss
Interdisciplinary Relationships	Performance Evaluation	Six Sigma, TPS, Lean Mfg Principles	Transitioning to your First Job
Motivation	Mentoring/Coaching	Production and Inventory Control	New Manager Mistakes
Organizational Culture	Training & Development	Contracting and Purchasing	
		Logistics and Supply Chain Engineering	

Additionally, the courses can be taken to satisfy the didactic requirement of the School of Pharmacy Management Track. They can also be used to provide advanced standing in the Master of Public Health Pharmacy Administration degree.

Key Words – Curriculum Outcomes Associated with Course

GENERAL OUTCOMES

- Outcome 1. Critical Thinking
- Outcome 3. Communication Skills (Oral and Written)
- Outcome 4. Professional Responsibility and Ethics
- Outcome 5. Social Interaction, Citizenship, Leadership, Professionalism
- Outcome 6. Life-Long Learning

PRACTICE OUTCOMES

- Outcome 6. Management

Outcome 7. Public Health

Key Words - Identifying Science/Practice Foundation of Course

SOCIAL/BEHAVIORAL/ADMINISTRATIVE PHARMACY SCIENCES

Health Care Delivery Systems
 Economics/Pharmacoeconomics
 Practice Management
 Pharmacy Law and Regulatory Affairs
 History of Pharmacy
 Ethics
 Professional Communication
 Social and Behavioral Aspects of Practice

CLINICAL SCIENCES

Pharmacy Practice and Pharmacist-Provided Care
 Medication Dispensing and Distribution Systems
 Medication Safety

Ability Outcomes Related to this Course

By the conclusion of this course, students will be able to:

1. Use *Conflict Management* techniques to mitigate negative outcomes.
Objectives:
 - a) Discuss common issues of conflict in the workplace.
 - b) Identify implications of involvement.
 - c) Discuss tolerance of style of management, language, and politics.

2. Use *Negotiations* strategies from several case-examples to improve relationships and outcome successes.
Objectives:
 - a) Identify and avoid six common mistakes that can hamper business negotiations and damage working relationships among bargainers.
 - b) Answer four basic questions to prompt an even deeper level of querying that puts the broader, strategic rationale for acquisitions under a microscope.
 - c) Review case examples of negotiations and the benefits and limitations of each strategy.

3. Develop a strong *Strategic Planning/Organizational Alignment* plan that best suits an environment.
Objectives:
 - a) See how analysis of competitive forces can help companies stake out secure positions in their industry.
 - b) Discuss various pharmacy leadership structures in both single and multicampus health systems.
 - c) Discuss the benefit of having a well-articulated and stable purpose and the importance of discovering, understanding, documenting, and exploiting insights about how to create value.
 - d) Work through strategy cases on operational efficiency, customer intimacy, and product innovation.

4. Use *Emotional Intelligence and Managing Stress* to provide effective leadership and mitigate unmanaged emotion.
Objectives:
 - a) Describe the Importance of Emotions and Emotional Intelligence to Effective Leadership.

- b) Diagnose the Negative Consequences of Unmanaged Emotions and Low Emotional Intelligence in Leaders, Individual Contributors, Teams, and Organizations.
 - c) Apply the Principles of Emotional Intelligence to Key Leadership Activities.
5. Develop *High Performance Teams* through *Team Building* strategies.
- Objectives:
- a) See how members of a leadership team can excel collectively by capitalizing on their complementary differences.
 - b) Recognize the value that effective team-based work creates and the five characteristics that define high-performance teams.
6. Use *Succession Planning* for leadership development.
- Objectives:
- a) Understand the importance of managing corporate knowledge in different ways depending on whether a company offers low-cost assembled-to-order products or highly customized offerings.
 - b) Gain familiarity with the core components of an effective leadership development program, including executive succession planning, board members' participation in developing emerging leaders, and line managers' sharing of star performers with other units.
 - c) Discuss a case-example of real world succession planning successes.
7. Incorporate *Lifelong Learning/Individual Development Plans* into daily activities.
- Objectives:
- a) Understand the importance of life long learning and individual development plans.
 - b) Identify seven stages of a typical leader and learn what to expect to emerge more prepared.
 - c) Recognize the distinguishing characteristics of effective leaders--including their ability to challenge conventional wisdom and overcome resistance to change--and learn how to develop those characteristics.
8. Use techniques for *Managing Your Boss* and expectations
- Objectives:
- a) See how managers can clarify their supervisors' expectations of them and identify their work-style and communication preferences.
 - b) Identify ways for job candidates to hedge against mismatched personalities.
9. Use techniques for *Transitioning to Your First Job* that produce effective results and Avoid *New Manager Mistakes* that could obstruct a leader's success
- Objectives:
- a) Identify basic steps for helping fledgling managers make the difficult transition.
 - b) Identify myths and truths about the nature of the managerial role so as to increase the odds of succeeding in the role.

Methods of Learning

The course uses a combination of small-group learning sessions, assigned readings, outside class assignments, and group projects to achieve the stated objectives. Small group sessions are used to introduce concepts and principles critical to each course component. Students are expected to apply those concepts and principles through a variety of activities, including practice exercises, problem-based case studies, oral presentations, project work and exams.

Course Requirements and Grading

Student learning will be evaluated through faculty assessment of quizzes and examinations. The final course grade will be comprised of the items listed below. Final letter grades will be calculated from the total percentage points using the ranges 90-100 = A, 80-89 = B, 70-79 = C, 60-69 = D, <60 = F.

The quizzes and exams are not cumulative and will cover material discussed in the preceding sessions. All quizzes will count toward the final course grade; no quizzes will be dropped.

Category	Description	Evaluator	% of Course Grade
Managing Practice	Strategy Case Questions: Wal*Mart	Yourich	10%
	Transitioning to New Job Case Questions: Erik Peterson	Mark	10%
	Midterm Take Home Exam	Mark	40%
Human Dimensions	Final Take Home Exam	Mark	40%
		Total	100%

Attendance Policy

Students are expected to attend all class sessions and will be held individually accountable for the work. Failure to attend class will result in a 3 point deduction for each absence. In the event of illness or other acceptable reason for absence from sessions, contact the course coordinator as soon as the situation is known. Additional outside work may be assigned to receive credit for that session.

Textbooks and Other Learning Resources (Pharm Ad 4)

Text (Not Required)

1. Brown TR (Ed.), Handbook of Institutional Pharmacy Practice. Fourth Edition. ASHP Publications, Bethesda, MD 2005.

Readings

1. Gentile M, Gant SB. "Managing Conflict in a Diverse Workplace" HBR Jan 1995.
2. Sebenius JK. "Six Habits of Merely Effective Negotiators" HBR Apr 2001.
3. Cullinan G, Le Roux JM, Weddigen RM "When to Walk Away from a Deal" HBR Apr 2004.
4. Porter, ME. "How Competitive Forces Shape Strategy" HBR July/Aug 1997.
5. Webber AM, Weber E, Koontz R. "Pharmacy leadership structure in a multicampus health system". Am. J. Health Syst. Pharm., Jan 2007; 64: 142 - 144.
6. Campbell A, Alexander M. "What's Wrong with Strategy?" HBR Nov/Dec 1997.
7. Miles SA, Watkins MD. "The Leadership Team: Complementary Strengths or Conflicting Agendas?" HBE Apr 2007.
8. Katzenbach JR, Smith. "The Discipline of Teams" HBR Jul 2005.
9. Hansen MT, Nohria N, Tierney T. "What's Your Strategy for Managing Knowledge?" HBR Mar/Apr 1999.
10. Cohn JM, Khurana R, Reeves L. "Growing Talent as If Your Business Depended on It" HBR Oct 2005.
11. Mark SM. Succession Planning: The Forgotten Art. Hosp Pharm. 2008; 43 (7): 593-600.
12. Bennis WG. "The Seven Ages of the Leader" HBR Jan 2004.
13. Rooke D, Torbert WR. "Seven Transformations of Leadership" HBR Apr 2005.
14. Gabarro JJ, Kotter JP. "Managing Your Boss" HBR Jan 2005.
15. Wellins R. "Five Questions About Interviewing Your Prospective Supervisor" HBR Oct 2004.
16. LaBarre P. "Marcus Buckingham Thinks Your Boss Has an Attitude Problem" Fastcompany Magazine; 49: Jul 2001.
17. Field A. "Moving Managers from "Me" to "We" HBR Apr 2006.
18. Hill, LA "Becoming the Boss" HBR Jan 2007.
19. Walker CA. "Saving Your Rookie Managers from Themselves" HBR Apr 2002.

Cases

1. Thomas KW, Kilmann RH. Thomas-Kilmann Conflict Mode Instrument.
2. Bradley SP, Ghemawat P. “Wal*Mart Stores, Inc. HBR Case Nov 2002.
3. Sucher SJ, McManus S. “The Ritz-Carlton Hotel Co.” HBR Case Mar 2001.
4. O’Reilly C, Pfeffer J. “Southwest Airlines: Using Human Resources for Competitive Advantage” SGSB Case.
5. Yoffie DB, Want Y. “Apple Computer—2002” HBR Case Mar 2002.
6. Video Simulation: “Leading Strategy into Action” Strategic Management Group.
7. Stress Map
8. Bradberry T, Greaves J. “Emotional Intelligence Appraisal: There is more than IQ” TalentSmart, Inc. 2007.
9. Bartlett CA, McLean AN. “GE’s Talent Machine: The Making of a CEO” HBR Case May 2004.
10. Gabarro JJ. “Erik Peterson” HBR Case Nov 1993.

Student Time Budget

The estimated weekly time required for this course is as follows:

	<u>Hours/Week</u>
Scheduled in-class Small-group and practicum time:	2
Projects and assignments:	2
Preparation for exams:	<u>1</u>
Total:	5

Student Disability Statement

If you have a disability for which you are or may be requesting an accommodation, you are encouraged to contact both your instructor and the Office of Disability Resources and Services, 216 William Pitt Union, (412) 648-7890/(412) 383-7355 (TTY) as early as possible in the term. DRS will verify your disability and determine reasonable accommodations for this course.

Academic Integrity Statement

Students enrolled in the pharmacy program are also considered to be members of the pharmacy profession and must adhere to the same professional, ethical, and legal standards. It is a violation of the School’s code of conduct policy for a student to engage in any act of academic misconduct, such as cheating, plagiarism, deceitful practice, unauthorized collaboration, harassment, or breach of confidentiality. It is also considered to be a violation of the code of conduct policy for a student to tolerate any of the aforementioned acts by other students.

Unless authorized by the instructor, use of electronic devices of any kind during examinations is prohibited. Use of a personal digital assistant, palm top computer, cellular telephone or other electronic device during an examination is considered to be an act of academic misconduct.

Class Schedule Pharm 4

Date	Day	Topic	Readings	Cases	Instructor
Sept 4	Fri.	Conflict Management Negotiations I (with Case)	Managing Conflict in a Diverse Workplace	Thomas-Kilmann (In-class) Kiwi Case (In-class)	Mark
Sep. 11	Fri.	High Performance Teams Team Building	The Leadership Team: Complementary Strengths or Conflicting Agendas The Discipline of Teams		Yourich
Sep. 18	Fri.	Negotiations II (with Case)	Six Habits of Merely Effective Negotiators When to Walk Away from a Deal	Rare Book (In-class)	Mark
Sep. 25	Fri.	Strategic Planning/Organizational Alignment	How Competitive Forces Shape Strategy Pharmacy leadership structure in a multicampus health system		Mark
Oct. 2	Fri.	Strategy Case: Operational Efficiency *Midterm Exam Handed Out (Take Home)*	What's Wrong with Strategy?	Wal*Mart Stores, Inc	Mark
Oct. 9	Fri.	Strategy Case: Customer Intimacy		The Ritz-Carlton or Southwest Airlines	Kelley
Oct. 16	Fri.	Strategy Case: Product Innovation *Midterm Exam DUE back*		Apple Computer— 2002	Eberts
Oct. 23	Fri.	Lifelong Learning/Individual Development Plans	The Seven Ages of the Leader Seven Transformations of Leadership		Sesack
Oct. 30	Fri.	Succession Planning I	What's Your Strategy for Managing Knowledge? Growing Talent as If Your Business Depended on It Succession Planning: The Forgotten Art.	Lead Out	Mark
Nov. 6	Fri.	Succession Planning II		GE's Talent Machine: The Making of a CEO	Yourich
Nov. 13	Fri.	SMG Video Simulation		Leading Strategy into Action	McMillen

Nov. 20	Fri.	Managing your Boss	Managing Your Boss		Saenz/Yourich
		Final Exam Handed Out (Take Home)	Five Questions About Interviewing Your Prospective Supervisor		
			Marcus Buckingham Thinks Your Boss Has an Attitude Problem		
Nov. 27	Fri.	Thanksgiving Holiday (NO CLASS)			
Dec.4	Fri.	Transitioning to Your First Job *Final Exam DUE back*	Moving Managers from "Me" to "We"	Erik Peterson (A)	Mark
