

**Pharmacy Operations Management
PPRA 0551
FALL QUARTER 2005-2006**

Class Hours:

Lecture 1:

Lecture 2:

Fridays, 9:10 to 10:00, McNutt (except for 9/19 and 10/24)

Fridays (), 8:00 to 10:00, Alumni Hall 152-160 (workshop or exam)

Course Coordinator:

David P. Zgarrick, Ph.D., R.Ph.

Professor and Vice Chair, Department of Pharmacy Practice

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Office: Alumni Hall Rm. 379

Office phone: (630) 515-6965

Office hours:

Lecturers:

Other instructors will participate in workshops and panel discussions throughout the course. Contact information will be provided for these instructors at the time of their presentations.

Course Web Site:

Course Blackboard Site

Course Materials (required):

PPM I (PPRA 0471) Course Packet. To be distributed on the first day of class. The course packet contains most lecture handouts and some supplemental readings. These materials will not be distributed in class or by the department secretaries.

Desselle, S.P., Zgarrick, D.P. Pharmacy Management: Essentials for All Practice Settings. (New York, McGraw-Hill), 2005. Required readings are indicated with the notes for each lecture.

A list of additional required readings for the course is attached. You are responsible for obtaining copies of these readings on your own. They are on reserve in the library, and some are available on-line (see course web site for links). Please keep in mind that not all of these readings are available on-line, and that some may only be accessible from a campus computer.

Credit Hours: 3.0

Course Description:

Get new course description

Course Objectives:

Upon completing PPM I, the student should be able to:

1. understand the importance of management in all pharmacy practice settings.
2. define common accounting and financial terms used in accounting records and financial reports.
3. perform financial ratio, cost of dispensing, cost of service, and marginal cost analyses. Apply these analyses to pharmacy practice situations.
4. appreciate the importance of budgeting to pharmacy operations, and be familiar with common budgeting techniques.
5. understand the objectives of different pricing strategies. Describe the techniques used to price pharmaceutical goods and services.
6. summarize basic marketing theories and strategies in terms of their application to pharmaceutical goods and services.
7. understand promotional strategies used by pharmacies to effectively convey messages about their goods and services.

8. describe methods to obtain payment for prescription drugs, health goods, and patient-oriented professional services.
9. explain the roles and processes of strategic and business planning in pharmacy.
10. understand efficient purchasing and inventory management practices used by pharmacies.
11. understand the role that quality management plays in the delivery of pharmacy goods and services.
12. forecast the impact that computers, the internet, and other forms of technology will have on pharmacy practice.
13. describe entrepreneurial and intrapreneurial opportunities available to pharmacists. Evaluate whether he/she is in a position to take advantage of these opportunities.

Course Policies:

Lectures: The purpose of lectures in this course will be to expose students to the variety of management theories, techniques and tools used by pharmacists. Students will be expected to read assignments and their handouts before coming to lecture, and may be asked to participate in discussions regarding a given topic in lecture. Outlines for each lecture are provided in the course packet. PowerPoint slides from lectures will be posted to the course web site weekly after the last lecture for the week has been given. Attendance will not be taken in lectures, but attending is **highly recommended** in order to fully understand the concepts that are being discussed. Any material covered in any lecture may be covered on your exams and workshops.

The following policy is from the MWU Student Handbook:

In order to maintain an appropriate classroom/exam environment that is most conducive to teaching, learning and performing one's best on exams, students are expected to behave in a manner that is not disruptive or disrespectful to any person and that does not adversely affect teaching, learning, or examination performance of any person. If cell phones and pagers need to be turned on during classroom time, then they must be set to the vibrate mode. All calls must be made/received outside of the classroom as this type of activity is disruptive to the teaching/learning environment and is disrespectful to others in the classroom. Students who do not abide by this policy may be asked to leave the classroom and continued abuse of this policy will result in disciplinary procedures.

Children are not typically allowed in the classroom. Students who have an unforeseen temporary need to bring a child into the classroom must receive prior approval from the lecturer.

Cell phones, pagers and other electronic devices are strictly prohibited from being used during examinations. Students who do not abide by this policy may forfeit their right to sit for an examination.

Workshops: The purpose of the workshops in this course is for students to apply what they have learned in lectures to pharmacy management situations. Workshops will be done using a case-study format by student groups. Students will be assigned to groups which are different from those they were assigned to in their PS-I year. Each group will answer questions about the case during workshop as they apply to a community pharmacy. Students are encouraged to bring their course materials and calculators to workshops.

Attendance at workshop is **required** in order to receive credit for having completed the group assignment. Attendance will be taken in workshops. Students who participate in a workshop will receive the score that their group received for that assignment. The course coordinator reserves the right to prorate a student's workshop grade based on their level of participation.

Extra Credit: The course coordinator may offer up to four **unannounced** extra credit opportunities during the quarter. These may take the form of short quizzes, essays, or outside of class activities and are each worth up to five points.

The extra credit opportunities may be administered at any point during a class session. Only students who are in attendance at the time they are announced may receive extra credit. Make-up opportunities will not be offered, regardless of whether an absence is excused or unexcused.

Exams: Exams will cover information from lectures, workshops, assigned readings, the course web site, and any other materials or information that is presented during the quarter. Attendance at exams is

required, and students are expected to make every effort to be at exams **on time**. Students who are late for any exam will be allowed to take the exam **only at the discretion of the course coordinator**. Students who arrive for an exam after any student has left the room will not be allowed to take the exam at that time. They may be allowed to take a make-up exam if the absence is deemed excused (see page 4).

All seating for exams will be **assigned**. Please see the doors outside of the exam rooms for your seating assignment immediately prior to each exam.

Exams 1 & 2 will be based on the material noted in the syllabus. On the final exam, 66% of the questions will be based on material discussed after the second exam, and 34% of the questions will be comprehensive (material from exams 1 & 2).

Exam Procedures

The CCP Faculty has approved the following set of exam procedures. These procedures will apply to all examinations given in any CCP course (including this course).

1. All personal belongings should be placed in an area designated by the instructor/ proctor. Only items required by the instructors/proctors should be in sight on the desk.
2. During the exam:
 - a. Brimmed hats (e.g. baseball hats) should be worn backwards (or not at all);
 - b. No sunglasses or mirrored glasses may be worn;
 - c. Cell phones and pagers must be left with personal belongings and must be set to operate in a "silent" mode.
3. Only college-approved calculators (without covers) may be used for exams.
4. All students must stop writing and immediately place their writing utensils on the desk when the end of the exam period is announced. Faculty are permitted to assess a grading penalty to students who continue to work, as described in the course syllabus. (Note: In this course, the penalty for continuing to work on an exam after time has been called is 10% of the points for the exam).
5. Students must turn in all exam materials before leaving the exam room. Portions of the exam may be returned at a later time depending on the policy of the instructor. (Note: In this course, exam materials will not be returned. Students may set up an appointment with the course coordinator to view their exams at any time.)
6. The proctors are obligated to provide verbal warning or move a student to another seat if: 1) a student appears to be gazing at another student's work; 2) a student appears to be talking or signaling answers; 3) neglects to protect his/her answer sheet from view of other students; or 4) a student is sitting near a student who is gazing at their work. Such interventions are not of a personal nature. To avoid such interventions, every student is required to keep their eyes on their own work, shield their work from the view of others, and otherwise avoid any appearance of suspicious behavior.

Missing required workshops and exams: When a student knows that they are going to miss a required class session under circumstances where an excused absence may be granted (documented illness, family emergency, others at the discretion of the course coordinator), the course coordinator must be notified **immediately**. The course coordinator can be contacted at his office (630-515-6965), through Department of Pharmacy Practice secretary (630-515-6115), or through the Dean's Office (630-971-6417). These telephone numbers are available **24 hours a day** (please leave a message if there is no answer). You must contact the course coordinator or leave a message **before** you will miss a required class session in order to be granted an excused absence. The course coordinator will be the sole person to determine if an absence from a required class session is excused.

Students who are going to miss all of their classes, workshops and exams for more than one day must contact the CCP Dean's Office. The Dean's Office will then notify all of your course coordinators of your absence. Students who plan to attend professional conferences or other events of campus which would result in missing classes, workshops or exams must obtain a permission sheet from the CCP Dean's Office and have their absence approved by each of their course coordinators.

Students who have been granted an **excused absence from a workshop** will not have to make up the assignment; their final grade will be determined based only on the workshops in which they participated. Students who have been granted an **excused absence from Exams 1 or 2** will take an essay make-up exam on Thursday, November 20 at 9 AM. Students who have been granted an **excused absence from the final exam** will take a make-up final exam at a time mutually agreed upon by the course coordinator and student on or before Wednesday, November 26. Any student who has not met the conditions outlined above for an excused absence will receive a score of '0' for the given workshop or exam.

Academic Honesty: Acts of academic and professional misconduct are defined in the Midwestern University Student Handbook available on the Student Services section of the MWU Intranet web site (mwunet.midwestern.edu). All acts of academic and professional misconduct are forbidden in this course. All CCP and MWU policies and procedures regarding academic honesty will be followed and enforced. Penalties that may be assessed for any act of academic or professional misconduct include, but are not limited to: a lower grade for the work involved; no credit ("0" grade) for the work involved; a lower grade for the course; suspension from the course; automatic failure of the course; and/or expulsion from the program.

Grading:

An individualized grade report will be e-mailed to each student's MWU e-mail address following the mid-term exams and the final. Grades will not be posted, given over the telephone, or delivered to student mailboxes. In order to access your grade report, you must log into your MWU e-mail account. Your grade report will be sent to you as a Microsoft Word attachment to an e-mail message. In order to open your report, you must have Microsoft Word or the Microsoft Word Reader on your computer. Please contact MWU Computer Services (630-515-7361) if you are having trouble accessing your e-mail or opening your grade report.

170 pts Exam 1
130 pts Exam 2
75 pts Workshop Assignments
225 pts Final Exam
600 pts

Course grades will be based on the following scale:

540 (90%) – 600	No lower than A-
480 (80%) – 539	No lower than B-
432 (72%) – 479	No lower than C
390 (65%) – 431	D
Below 390 (<65%)	F

Plus, straight and minus grades will be given at the discretion of the course coordination. These grades will only be given on the basis of point values (those on the higher end of a grade distribution obtaining "plus" grades, those on the lower end of a grade distribution obtaining "minus" grades). Per CCP policy, grades of C-, D+ and D- will not be assigned. Point values required for any letter grade may be adjusted **downward** for the entire class at the discretion of the course coordinator.

**SYLLABUS – PPRA 0471
PROFESSIONAL PRACTICE MANAGEMENT I
FALL 2003-2004**

DATE	TOPIC	ASSIGNMENT
9/10/03	Introduction to course Introduction to management	<u>EPM</u> pp. 21-33
9/11/03	Accounting & Financial Records	<u>EPM</u> pp. 208-224 <u>FMP</u> pp. 5-47
9/12/03	Accounting & Financial Records What does Wall Street think of pharmacy?	
9/17/03	Cost Accounting Cost of Dispensing	<u>FMP</u> pp. 141-169
9/18/03	Cost of Providing Pharmacist Services Evaluating Third-Party Programs	<u>FMP</u> pp. 171-185 Readings
9/19/03	Workshop 1 - Cost of Dispensing/Cost of Pharmacist Services/Marginal Cost Analysis (MDLs & Practice Lab)	Group Project
9/24/03	Financial Analysis	<u>EPM</u> pp. 241-248 <u>FMP</u> pp. 61-87
9/25/03	Financial Analysis Budgeting	<u>EPM</u> pp. 232-241 <u>FMP</u> pp. 89-123
9/26/03	Budgeting Flexible Budget Exercise	Course web site
10/1/03	Pricing	<u>EPM</u> pp. 272-280 <u>FMP</u> pp. 141-169
10/2/03	Pricing <u>END EXAM 1 MATERIAL</u>	
10/3/03	Exam 1 – McNutt & Practice Lab (8 – 9:50 AM)	
10/3/03	Legislative Issues Affecting Pharmacy (Ms. Blostica)	Handout and readings to be provided in class
10/8/03	Marketing Theory	<u>EPM</u> pp. 254-268 Readings
10/9/03	Promotional Strategies	<u>EPM</u> pp. 288-303 Examples in course packet
10/10/03	Marketing Strategies for Pharmacy Services (Dr. Zaputil)	Readings
10/15/03	Reimbursement for Pharmacists' Professional Services	Readings Examples in course packet
10/16/03	Reimbursement for Pharmacists' Professional Services	
10/17/03	Billing for Pharmacy Goods and Services	Case in course packet
10/22/03	Strategic and Business Planning	<u>EPM</u> pp. 102-115
10/23/03	Planning and Development of Professional Services	Readings
10/24/03	Workshop 2 - Business Planning for Professional Services – MDLs & Practice Lab <u>END EXAM 2 MATERIAL</u>	Group Project
10/28/03	Exam 2 – McNutt & Practice Lab (8 – 9:50 AM)	
10/29/03	Purchasing	<u>EPM</u> pp. 357-367
10/30/03	Inventory Management/Drug Shortages	<u>EPM</u> pp. 367-375 <u>FMP</u> pp. 227-249 Readings
10/31/03	Innovative Professional Services in Community Pharmacies (Guest Speakers – TBA)	Panel Discussion

DATE	TOPIC	ASSIGNMENT
11/5/03	Quality Management	Readings
11/6/03	Technology and Pharmacy Practice	Readings
11/7/03	Integrating Technology into Pharmacy Practice (Dr. Zaputil)	
11/12/03	Entrepreneurship & Intrapreneurship	<u>EPM</u> pp. 38-83 Readings
11/13/03	Entrepreneurship & Intrapreneurship (Guest Speakers – TBA)	
11/14/03	Entrepreneurship & Intrapreneurship Course Review/Evaluation	<u>EPM</u> pp. 38-83
11/20/03	Final Exam – McNutt & Practice Lab (12:10 – 3:00)	

PPRA 0471 – Professional Practice Management I**Required Readings outside of textbooks****Fall 2003-04**

The following articles are **required** readings for lectures and workshops that will be held during the quarter (in addition to readings from your texts, which will be provided in your lecture notes). Students are responsible to obtain these articles on their own. Copies of each article are on reserve in the library. Some of these articles are also available on-line (although in some cases, you may need to use a campus computer to access them at no charge). Instructors may ask exam questions from these articles, regardless of whether a particular article or topic was specifically addressed in class.

Week 1Week 2

Norwood GJ, Sleath BL, Caiola SM, Lien T. Costs of Implementing Pharmaceutical Care in Community Pharmacies. J Am Pharm Assn. 1998; 38:755-61.

Week 3Week 4Week 5

Kotler, Marketing Management, pp. 9-15

McDonough RP, Pithan ES, Doucette WR, Brownlee MJ. Marketing pharmaceutical care services. J Amer Pharm Assoc; 38:6; 667-681.

Doucette WR, McDonough RP. Beyond the 4Ps: Using relationship marketing to build value and demand for pharmacy services. J Amer Pharm Assoc; 42:2; 183-194.

McDonough RP, Doucette WR. Developing Collaborative Working relationships between pharmacists and physicians. J Amer Pharm Assoc; 41:5; 682-692.

Week 6

Saul A. Multi-tier co-pays emerge at two managed care groups. Drug Topics. 2001; (Aug. 20);24.

Poirier S, Buffington DE, Memoli GA. Billing third party payers for pharmaceutical care services. J Amer Pharm Assn. 1999;39:50-64.

Week 7

Knowlton CH, Thomas OV, Zarus SA, Buttaro ML. Planning for new pharmacy services. J Amer Pharm Assn. 1998; 38:626-7.

Week 8Week 9

Christensen DB, Penna PM. Quality assessment and quality assurance of pharmacy services. In: Ito SM, Blackburn S, editors. A pharmacist's guide to principles and practices of managed care pharmacy. Alexandria VA: Foundation for Managed Care Pharmacy; 1995. p. 89-101.

Ukens C. Automation: Pharmacists' friend or foe?" Drug Topics. Oct. 4, 1999: 74-81.

Landis NT. Virtual pharmacies boast easy access, privacy safeguards." Am J Health-Syst Pharm. 1999; 56: 1174-9.

Pharmacist's Letter PDA guide

Week 10