New Course Outline

Course Number: PHM215H1
Course Title: Management: Skills, Communication & Collaboration

Course Description:
Management skills and related communication and collaboration skills are essential for success in any field of pharmacy practice. This course will provide students with an introduction to basic concepts in management, communication and collaboration with other health and business professionals, and will focus on practical exercises that will enable students to apply knowledge and skills. This course is also designed to give students a broad overview of collaborative leadership theory so that they are better prepared to work effectively in their chosen field. Students will develop a greater appreciation of the management, communication and collaboration skills required to deliver effective, sustainable and measurable services regardless of their area of practice in the future. Overall, the aim of this course is to provide students with an exposure to management fundamentals that compliment clinical skills that enable the sustainable provision of high quality services that are patient focused and demonstrate value.

Semester: ☒ Winter
Course Type: ☐ Elective ☐ Selective ☐ Mandatory

1. Course Learning Objectives:
Upon completion of this course, students will have achieved the following level of learning objectives:
Introductory = knowledge and comprehension of concepts, definitions
Intermediate = application of concepts to simple situations
Advanced = application of concepts to more complex situations with ability to synthesize and evaluate

Knowledge
Introductory Level:
- Students will learn and understand the basic principles that relate to management, communication and collaboration including planning, strategic planning, decision making, managing human and financial resources, leadership, communication, measurement and business plan development.
– Students will also develop habits related to awareness of the world around them, and how current events, economic changes and political climate impact the practice of pharmacy in multiple practice settings.

Intermediate Level:
– Review of a business plan that allows students to apply their knowledge and skills and demonstrate their understanding of fundamental business theory.
– The intent is to focus on the application of management, communication and collaboration in a pharmacy practice environment of the student’s choice.

Advanced Level:

Skills
Introductory Level:
– Relationship building
– Interpersonal and team-building skills
– Negotiation
– Management skills, including human resource management and performance measurement

Intermediate Level:
– Business planning including financial planning skills
– Communication skills
– Leadership skills (including collaborative skills)
– Decision making

Advanced Level:

Attitudes/Values:
Introductory Level:
– Reflect on own leadership and communication style
– Consider the value of all members of multidisciplinary teams and stakeholders.
Intermediate Level:
- Acquire and include the patient centered focus to management and business planning processes
- Reflect on the relationship between clinical, pharmaceutical and management skills.

Advanced Level:

2. Rationale for Inclusion in the Curriculum:
This is a core course in the program and will serve as the introduction to the Management curriculum for students. The intent is for this course to provide students with exposure to a broad set of skills that complement their clinical training, and as per the AFPC guidelines that will allow future Medication Experts to succeed as Communicators, Collaborators and Managers.

3. Pre-requisites:

4. Co-requisites:

5. Course Contact Hours and Teaching Methodologies:

<table>
<thead>
<tr>
<th></th>
<th>Hours:</th>
</tr>
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<tbody>
<tr>
<td>Didactic (lecture)</td>
<td>26</td>
</tr>
<tr>
<td>Large group problem-based/ case-based learning (group size: )</td>
<td></td>
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<tr>
<td>Laboratory or Simulation</td>
<td></td>
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<tr>
<td>Tutorial/Seminar/Workshop/Small Group (group size: )</td>
<td></td>
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<tr>
<td>Experiential</td>
<td></td>
</tr>
<tr>
<td>On-line</td>
<td></td>
</tr>
<tr>
<td>Other (please specify):</td>
<td></td>
</tr>
<tr>
<td><strong>Total Course Contact Hours</strong></td>
<td><strong>26</strong></td>
</tr>
</tbody>
</table>

6. Estimate and description of student's weekly out-of-class preparation time excluding exam preparation:
Total out-of-class preparation time excluding exam preparation is estimated at 30 hours total.
7. Topics Covered and Lecture Specific Learning Objectives

**Week 1**
Lecture Topic: Context and Course Overview

Lecture Learning Objectives:
- What do management, communication and collaborative skills mean to successful practice in any pharmacy setting?
- Understand what skills are required to be a successful manager: relationship building, conceptual, interpersonal, negotiation, visualization, leadership and technical
- Examples of business plans and how they apply to the health care system

**Week 2**
Lecture Topic: Overview of Business Planning, Strategic Planning and Decision Making

Lecture Learning Objectives:
- What is a strategic plan and why do we need one? What are the key features of a business plan?
  - Goal setting
  - Strategic planning process:
    - Focus on vision and objectives
    - Internal and external analysis
    - S.W.O.T. – Analysis
    - Developing competitive advantage
  - Decision making

**Week 3**
Lecture Topic: Business Planning I

Lecture Learning Objectives:
- Discuss key components of a business plan that need to be considered in evaluating an idea:
  - Executive Summary (effective communication of the idea in a compelling manner)
  - Company Description
  - Industry Analysis & Trends (effective non-clinical research)
  - Identification of Target Market
  - Competitive Landscape (effective competitor analysis and research)
  - Strategic Position & Risk Assessment: managing risk and mitigation

**Week 4**
Lecture Topic: Business Planning II

Lecture Learning Objectives:
- Discuss key components of a business plan that need to be considered in evaluating an idea:
  - Marketing Plan & Sales Strategy
  - Technology Plan (the necessity of technology in any business plan consideration in 2015 and beyond)
Management & Organizational Structure (effective collaboration)
Milestones Financial Analysis

Week 5
Lecture Topic: Communications I

Lecture Learning Objectives:
- Language competence in professional settings
- Non-verbal communication competence Listening competence
- Interpersonal communication & asking effective questions
- Impact of social media in collaboration, communication and management
- Conflict in inter-professional life; strategies to minimise conflict; conflict resolution

Week 6
Lecture Topic: Communications II

Lecture Learning Objectives:
- Public speaking: effective presentations & effective meeting management
- Public speaking: importance of preparation and resources for skill development
- Thought leadership: the ability to stand out in a crowd and how thought leadership is achieved
- Impactful written communication for managers
- Differentiation of constructive feedback versus criticism
- Principles of marketing

Week 7
Lecture Topic: Managing Human Resources

Lecture Learning Objectives:
- Key HR fundamentals:
  o job descriptions
  o talent assessments
  o performance reviews
  o developing incentives
  o measurement
  o legal considerations, including Human Rights and relevant employment law

Week 8
Lecture Topic: Leadership & Effective Collaboration

Lecture Learning Objectives:
- What is leadership?
- What does it mean in the context of being a pharmacist?
- Influence as a measure of leadership
– Composition of a team; working in teams; attributes of high performing teams
– Interprofessional collaboration
– The role of experience in developing leadership skills
– The development of reputation and trust
– Leadership and the importance of taking initiative
– Identify 5 drivers of emotional engagement I
– Identify 6 principles of influence
– Organizational culture

Week 9
Lecture Topic: Finance I

Lecture Learning Objectives:
– Key financial literacy and comprehension financials for managers: Time Value of Money
– Rates of return
– Risk vs. reward & risk premium Compound interest
– Marginal taxation & types of income Internal rate of return

Week 10
Lecture Topic: Finance II

Lecture Learning Objectives:
– Basic financial ratio understanding
– Overview of financial statements and how they are created in the context of business plans (pro-formas)
– Budgeting and sources of capital.

Week 11
Lecture Topic: Performance Management

Lecture Learning Objectives:
– If something cannot be measured it cannot be managed – why is that?
– Selecting right measures to assess
– Time, change and project management
– Consider the data points/inputs to be considered in measurement
– Building business cases for change
– Understanding measurement technology and the role of this technology in practice
**Week 12**
**Lecture Topic:** Case Studies in Practice Settings

**Lecture Learning Objectives:**
- Practical examples of the implementation of Management, Communication and Collaboration in:
  - Institutional pharmacy practice
  - Community pharmacy practice
  - Industry
  - Entrepreneurs

**Week 13**
**Lecture Topic:** Course Review & Exam Preparation

**Lecture Learning Objectives:**
- Review course material and address questions

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### 8. Assessment Methodologies Used:

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Course Learning Objectives Addressed</th>
<th>Assessment Method Used</th>
<th>Percent of Course Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Assignment ☐ Presentation ☐ Participation ☒ Mid-term ☐ Final Exam</td>
<td>Assessment of comprehension of fundamentals to date</td>
<td>Multiple Choice &amp; Short Answer questions</td>
<td>30%</td>
</tr>
<tr>
<td>☒ Assignment ☐ Presentation ☐ Participation ☐ Mid-term ☐ Final Exam</td>
<td>Business Plan Assignment – synthesis of key fundamentals of collaboration, effective communication and management skills in the context of a review and/or creation of a Business Plan.</td>
<td>Business plan outline. The focus of this assessment will be a critical review of the business situation presented and the development of a plan to address the opportunity.</td>
<td>25%</td>
</tr>
<tr>
<td>☐ Assignment ☐ Presentation ☐ Participation ☐ Mid-term ☒ Final Exam</td>
<td>Assessment of comprehension of all course fundamentals, and synthesis of the information to address short answer and case questions</td>
<td>Multiple Choice &amp; Short Answer questions</td>
<td>45%</td>
</tr>
</tbody>
</table>
9. Policy and procedure regarding late assignments/examinations/laboratories:
Missed Exam/Class Test Policy

Students who miss an examination or a test and who have a valid petition filed with the Registrar's office will be eligible to complete a make-up examination or test. The format of this examination or test will be at the discretion of the course coordinator, and may include, for example, an oral examination.

Missed Assignment Policy:

Students who fail to submit an assignment by the specified due date, and who have a valid petition filed with the Registrar's office will be eligible to submit the completed assignment, or an alternative assignment based on course requirements, with no academic penalty.

10. Policy and procedure regarding missed assignments/examinations/laboratories:
Students who fail to submit an assignment by the specified due date will receive a deduction of 10% for each day beyond the due date (including weekends/holidays), to a maximum of 100%. Assignments will not be accepted for grading after nine (9) late days.

11. AFPC Education Outcomes addressed (check all those that apply):
- Refer to [AFPC Educational Outcomes for Professional Programs](#) for further information about the role and key competencies.

As Care Providers, pharmacy graduates:

**CP1 – Practice within the pharmacist scope of practice and expertise**

☐ CP1.1 Apply knowledge from the foundational sciences to make decisions relevant to the contemporary and evolving scope of pharmacist practice;

☒ CP1.2 Integrate AFPC Communicator, Collaborator, Leader-Manager, Health Advocate, Scholar, and Professional roles in their practice of pharmacy;

☒ CP1.3 Recognize and respond to the complexity, uncertainty and ambiguity inherent in pharmacy practice;

☐ CP1.4 Explain the benefits, risks and rationale associated with pharmacist-provided care as an important step in obtaining and documenting consent to pharmacist care;
☒CP1.5 Recognize and take appropriate action when signs, symptoms and risk factors that relate to medical or health problems that fall into the scope of practice of other health professionals are encountered.

CP2 – Provide patient-centred care

☐CP2.1 Collect, interpret, and assess relevant, necessary information about a patient’s health-related care needs;

☒CP2.2 Formulate assessments of actual and potential issues and in collaboration with the patient and other health team members as appropriate, prioritize issues to be addressed in a given patient encounter;

☐CP2.3 Create and document plans in collaboration with the patient and other health team members as appropriate, and make recommendations to prevent, improve or resolve issues;

☐CP2.4 Implement plans in collaboration with the patient and other health team members as appropriate, including:

CP2.4.1 obtaining consent
CP2.4.2 making a referral or consulting others
CP2.4.3 adapting, initiating, renewing/continuing, discontinuing or administering medication as authorized
CP2.4.4a dispensing and/or
CP2.4.4b compounding and/or
CP2.4.4c delegating/authorizing such tasks to others appropriately
CP2.4.5 engaging the patient or care-giver through education, empowerment and self-management, and
CP2.4.6 negotiating the role of pharmacy and non-pharmacy team members in continuity and transitions of care.

☐CP2.5 Follow-up by monitoring, evaluating progress toward achievement of the patient’s goals of therapy, adjusting plans in collaboration with the patient and health team members across the care continuum.

CP3 – Actively contribute, as an individual and as a member of a team providing care, to the continuous improvement of health care quality and patient safety

☐CP3.1 Recognize and respond to harm and potential harm from health care delivery, including patient safety incidents;

☐CP3.2 Adopt strategies that promote patient safety and address human and system factors;

As Communicators, pharmacy graduates:

CM1 – Communicate in a responsible and responsive manner that encourages trust and confidence
CM1.1 Select and use oral, non-verbal and written communication strategies (tools, techniques, technologies, etc.) effectively so that the patient's best interests are foremost;

CM1.2 Provide timely, clear responses that are tailored to the context and audience;

CM1.3 Express facts, evidence, opinions and positions accurately and effectively, with clarity and confidence;

CM1.4 Listen, actively solicit and respond appropriately to ideas, opinions and feedback from others;

CM1.5 Use language, pace, tone, and non-verbal communication that is suitable for:
   a) the intended outcomes of the communication, and
   b) the complexity, ambiguity, urgency and/or difficulty of a situation, conversation or conflict

CM1.6 Seek and synthesize relevant information from others in a manner that ensures common understanding and where applicable, clarifies and secures agreement and/or consent;

CM1.7 Compose and share oral, written, and electronic information in a manner that optimizes patient safety, dignity, confidentiality, and privacy.

CM2 – Communicate in a manner that supports a team approach to health promotion and health care

CM2.1 Engage in respectful, empathetic, compassionate, non-judgmental, culturally safe, tactful conversations with patients, communities, populations, and health team members;

CM2.2 Demonstrate awareness of the impact of one’s own experience level, professional culture, biases and power and hierarchy within the health team on effective working relationships, communication and conflict resolution with health team members and adapt the approach to the situation appropriately;

CM2.3 Demonstrate accuracy and appropriateness of communication as well as respect for the role of other health team members when disclosing information about harmful or potentially harmful situations;

CM2.4 In word and in action, convey the importance of teamwork in patient-centred care, patient safety, health care quality improvement and health program delivery.

As Collaborators, pharmacy graduates:

CL1 – Work effectively with members of the health team including patients, pharmacy colleagues and individuals from other professions

CL1.1 Establish and maintain positive relationships;

CL1.2 Recognize, respect and negotiate the roles and shared/overlapping responsibilities of team members;
Join with others in respectful, effective shared decision-making.

**CL2 – Hand over the care of the patient to other pharmacy team members and non-pharmacy team members to facilitate continuity of safe patient care**

- **CL2.1** Determine when and how care should be handed over to another team member;
- **CL2.2** Recognize, respect and honour the negotiate shared and overlapping responsibilities of patients, pharmacy team members and other health members when handovers occur;
- **CL2.3** Demonstrate safe handover of care, using oral, written, and electronic communication, during a patient transition to a different care provider or setting.

As **Leader-Managers**, pharmacy graduates:

**LM1 – Contribute to optimizing health care delivery and pharmacy services**

- **LM1.1** Work with others to apply quality improvement strategies and techniques to optimize pharmacy care;
- **LM1.2** Contribute to a culture of patient safety;
- **LM1.3** Confirm the quality, safety, and integrity of products;
- **LM1.4** Use health informatics to improve the quality of care, manage resources and optimize patient safety.

**LM2 – Contribute to the stewardship of resources in health care systems**

- **LM2.1** Apply evidence and management processes to achieve cost appropriate care;
- **LM2.2** Allocate health care resources for optimal patient care;
- **LM2.3** Contribute to the management of finances and health human resources in pharmacy practice settings;

**LM3 – Demonstrate leadership skills**

- **LM3.1** Demonstrate leadership skills to enhance pharmacy practice and health care.

**LM4 – Demonstrate management skills**

- **LM4.1** Work with others to apply the principles of effective management and supervision of health human resources and medication use systems;
- **LM4.2** Use effective strategies to manage and improve their own practice of pharmacy.

As **Health Advocates**, pharmacy graduates:
HA1 – Respond to an individual patient’s health needs by advocating with the patient within and beyond the patient care environment

☐ HA1.1 Work with patients to address determinants of health that affect them and their access to needed health services or resources;

☐ HA1.2 Work with patients to increase opportunities to adopt healthy behaviours;

☐ HA1.3 Incorporate disease prevention, health promotion and health surveillance into interactions with individual patients.

HA2 – Respond to needs of communities or populations they serve by advocating with them for system-level change in a socially accountable manner

☐ HA2.1 Work with community or population to identify the determinants of health that affect them;

☐ HA2.2 Participate in health promotion and disease prevention programs.

As Scholars, pharmacy graduates:

SC1 – Apply medication therapy expertise to optimize pharmacy care, pharmacy services and health care delivery

☐ SC1.1 Use knowledge and problem-solving to arrive at recommendations and decisions that are appropriate, accurate, and practical;

☐ SC1.2 Use professional experience to solve routine, previously encountered problems;

☒ SC1.3 Use established decision-making frameworks and apply learning required to manage new situations and problems.

SC2 – Integrate best available evidence into pharmacy practice

☐ SC2.1 Generate focused questions related to needs for information, recommendations and decisions in practice;

☐ SC2.2 Use systematic approaches in the search for best available evidence;

☐ SC2.3 Critically appraise health-related research and literature;

☐ SC2.4 Incorporate best available evidence in the decision-making process.

SC3 – Contribute to the creation of knowledge or practices in the field of pharmacy

☐ SC3.1 Apply scientific principles of research and scholarly inquiry;

☐ SC3.2 Apply ethical principles that underlie research and scholarly inquiry.
SC4 – Teach other pharmacy team members, the public and other health care professionals including students

☐ SC4.1 Provide effective education to others;

☐ SC4.2 Employ appropriate teaching roles when teaching others;

☐ SC4.3 Deliver effective feedback in teaching and learning situations;

☐ SC4.4 Use appropriate learning assessment and evaluation strategies when working with patients, team members, students and teachers.

As Professionals, pharmacy graduates:

PR1 – Committed to apply best practices and adhere to high ethical standards in the delivery of pharmacy care

☐ PR1.1 Exhibit professional behaviour whether face-to-face, in writing, or via technology-enabled communication. Professional; behaviour includes, but is not limited to:

   a) demonstrating honesty, integrity, humility, commitment, altruism, compassion, respect for diversity and patient autonomy;
   b) being accessible, diligent, timely and reliable in service to others;
   c) abiding by the principle of non-abandonment;
   d) maintaining appropriate interpersonal boundaries;
   e) maintaining professional composure, demeanor, and language even in difficult situations, and;
   f) maintaining privacy and confidentiality;

☐ PR1.2 Use ethical frameworks as one component of professional judgment;

☐ PR1.3 Recognize and respond to situations presenting ethical dilemmas, including conflicts of interest;

☐ PR1.4 Engage in activities that:

   a) protect the public, and;
   b) advance the practice of pharmacy.

PR2 – Able to recognize and respond to societal expectations of regulated health care professionals

☐ PR2.1 Take responsibility and accountability for actions and inactions;

☐ PR2.2 Demonstrate a commitment to patient safety and quality improvement;

☐ PR2.3 Honour the laws, ethical codes, and regulatory requirements (by-laws, standards, policies) that govern the self-regulated profession of pharmacy;
PR2.4 Demonstrate an understanding of federal, provincial/territorial, and municipal laws, policies and standards that apply to pharmacy workplaces;

PR2.5 Demonstrate an ability to maintain competence to practice through evaluating areas for improvement and planning, undertaking learning activities to address limitations in competence and/or performance and incorporating learning into practice;

PR2.6 Identify and respond to unprofessional, unethical, and illegal behaviours in pharmacists, other pharmacy team members, and other health professionals.

PR3 – Committed to self-awareness in the management of personal and professional well being

PR3.1 Set professional and personal goals, priorities, and manage their time to balance patient care, workflow, and practice requirements;

PR3.2 Examine, reflect upon, and manage personal attributes (knowledge, skills, beliefs, biases, motivations, emotions, etc.) that could influence self-development and professional performance;

PR3.3 Adapt their practice of pharmacy to fulfill evolving professional roles;

PR3.4 Recognize and respond to self and colleagues in need.