New Course Outline

- The PharmD Approval Process for New Course Outlines document provides for more information on next steps and approval timelines.
- The Course Outline Submission Overview document provides more detailed guidelines on course learning objectives, topic outlines/scheduling requirements, and assessment methods.
- The AFPC Educational Outcomes for Professional Programs document provides complete information on roles and key competencies for Pharmacy Degree Programs.

Course Number: PHM370H1

Course Title: Community Pharmacy Management

Outline Version Code:

Course Description:

Building on the principles taught in Practice Management (PHM 215), PHM 370 provides an introduction to Community Pharmacy Management. This course will be beneficial for students aspiring to be Designated Pharmacy Managers and/or Pharmacy Owners.

Topics covered (but not limited to) include: Management/Leadership Skills, Communications, Operations, Finance, HR, and Implementing Patient Care Services.

Course content will be delivered through a variety of teaching methods which will include lectures and active learning techniques. Students will be required to apply their knowledge through the use of case studies, problem-based learning and group discussions allowing them to develop effective management skills such as planning and problem-solving.

Students will also be required to prepare a formal Business Plan, a mandatory component for this course.

Semester: ☒ Winter

Course Type: ☒ 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:

- Interpret financial statements and other accounting measurements relevant to community pharmacy management.
- Identify strategies to implement patient care strategies in busy community pharmacy setting.

Intermediate Level:

- Identify key concepts related to leadership, communications and management skills in a community pharmacy setting and methods to incorporate them into pharmacy practice.
- Identify and implement key concepts in pharmacy operational standards to ensure the delivery of high quality patient care.

Advanced Level:

Skills
Introductory Level:

- Identify opportunities to integrate and support the wider health care system through the lens of community pharmacy practice.
Intermediate Level:

- Develop a formal Business Plan for a community pharmacy venture.

Advanced Level:

**Attitudes/Values:**
Introductory Level:

Intermediate Level:

- Identify and develop effective Human Resource strategies to hire, manage and lead a team in a dynamic work environment.

Advanced Level:

*2. Rationale for Inclusion in the Curriculum:*

Many graduates find themselves in positions of informal (and eventually formal) leadership soon after graduating. Whether they are a staff pharmacist, designated manager or owner, they will need to understand and appreciate the various aspects of community pharmacy management. Leadership, team management, problem-solving and the ability to communicate clearly to all stakeholders will complement the clinical and patient care skills obtained throughout the PharmD curriculum. Gaining insight and learning from real life pharmacy business cases will develop skills required to demonstrate competence in Management, Operations, Finance, HR and Strategic Planning. Students considering opportunities in pharmacy management will be prepared with a strong skill set to succeed and build their practice in today's competitive environment.
3. Pre-requisites:

PHM215H1

4. Co-requisites:

N/A

5. Course Contact Hours and Teaching Methodologies:

| Didactic (lecture)                        | Hours: 10 |
| Large group problem-based/ case-based learning (group size: 80) | Hours: 10 |
| Laboratory or Simulation                  | Hours:    |
| Tutorial/Seminar/Workshop/Small Group     (group size: 5-10) | Hours: 6  |
| Experiential                              | Hours:    |
| On-line                                   | Hours:    |
| Other (please specify):                   | Hours:    |
| **Total Course Contact Hours**            | **Hours: 26** |

6. Estimate and description of student’s weekly out-of-class preparation time excluding exam preparation:

- 1-2 hours (Required readings)
- 4-6 hours (Assignment)
- 10-20 hours (Business plan)

7. Topics Covered and Lecture Specific Learning Objectives

**Week 1**

**Lecture Topic: Course Overview:** Learning Outcomes, Assessments, Teaching Methodologies, Expectations (Student/Instructor); Future Leaders: Beginning your Journey to Pharmacy Management, Entry-to-Practice Competencies, Landing the job, Professional Growth, Qualities of a Leader/Manager

**Lecture Learning Objectives:**

- Identify overall course objectives/learning outcomes (Knowledge)
- Discuss the important of pharmacy management in a community setting (knowledge)
- Identify strategies to differentiate yourself and gain a staff pharmacist position. (Knowledge, Skills)
- Identify strategies to grow professionally (Knowledge)
- Identify qualities of a leader and manager within a community pharmacy setting (Knowledge)

**Week 2**

**Lecture Topic:** The Business of Pharmacy: Current state of community pharmacy marketplace, Job market, Introduction to Pharmacy Banners, Where are we going?

**Lecture Learning Objectives:**
Discuss the current state of the pharmacy industry and reflect on how it has impacted community pharmacy (Knowledge and Attitude)
Reflect on the pros/cons of joining a banner organization (Attitude)

Week 3
Lecture Topic: Management in Community Pharmacy: Importance of pharmacy management, Leadership, Management Styles

Lecture Learning Objectives:

- Describe and explain the components of a Business Plan (Knowledge)
- Explain the difference between Management and Leadership (Knowledge)
- Identify essential Management Competencies for the Pharmacy Manager (Knowledge)

Week 4
Lecture Topic: Assignment Review and General Discussion on Operations/Clinic

Lecture Learning Objectives:

- Explain basic pharmacy operations management principles in a community pharmacy setting (Knowledge)
- Design an optimal pharmacy layout and workflow model (Skill)
- Identify common quality assurance issues which may arise and how to handle them (Knowledge, Skill)

Week 5
Lecture Topic: The New Manager: Resources and OCP assessment criteria

Lecture Learning Objectives:

- Explain basic pharmacy operations management principles in a community pharmacy setting (Knowledge)
- Design an optimal pharmacy layout and workflow model (Skill)
- Identify common quality assurance issues which may arise and how to handle them (Knowledge, Skill)

Week 6
Lecture Topic: Pharmacy Operations - Cases: Case-Study, Pharmacy Service Models, Customer Service, Pharmacy Layout, Pharmacy Inspections, Innovation in Pharmacy Services

Lecture Learning Objectives:

- Describe the standard composition of a pharmacy team (knowledge)
- Describe recruitment and hiring strategies (knowledge)
- Reflect on performance management and conflict resolution techniques (attitude)
Week 7
Lecture Topic: Patient Care Services: Marketing your services and Medical Cannabis

Lecture Learning Objectives:

- Describe the standard composition of a pharmacy team (knowledge)
- Describe recruitment and hiring strategies (knowledge)
- Reflect on performance management and conflict resolution techniques (attitude)

Week 8
Lecture Topic: Human Resources Management: Organizational structure, Hiring the right people/Staff Planning, Performance Management, Employee Engagement, Conflict resolution

Lecture Learning Objectives:

- Describe the standard composition of a pharmacy team (knowledge)
- Describe recruitment and hiring strategies (knowledge)
- Reflect on performance management and conflict resolution techniques (attitude)

Week 9
Lecture Topic: Purchasing and Inventory Management: Case-Study, Inventory responsibilities of a Pharmacy Manager, Cost of Goods Sold, Gross Profit, Inventory Costs, Cold Chain

Lecture Learning Objectives:

- Describe purchasing and inventory management principles (Knowledge)
- Summarize general accounting principles relevant to community pharmacy management (Knowledge)

Week 10
Lecture Topic: Pharmacy Finances Part I: Revenue Streams, ODB, 3rd Party, Cash, and Case-Study

Lecture Learning Objectives:

- Explain the different reimbursement models for the various payers (knowledge, skill)
- Identify various revenue streams for a community pharmacy (knowledge)

Week 11

Lecture Learning Objectives:

- Integrate financial knowledge to assess the health of a pharmacy business (knowledge, skill, attitude)
- Demonstrate an understanding of financial metrics and ratios to assess the health of a pharmacy business (skill)
• Read and interpret Financial statements (knowledge)

Week 12
Lecture Topic: Independent Pharmacy: Setting up for success and Management in a Franchise Environment; Implementing Specialty Services: Methadone, Specialty compounding, Veterinary medicine, Biologics

Lecture Learning Objectives:

• Explain the various factors involved in the process of starting/purchasing an independent pharmacy (knowledge, skill)
• Describe strategies to implement niche pharmacy services (skill, knowledge)
• Explain the difference between various ownership models (knowledge)
• Discuss the pros/cons of the SDM model (knowledge, attitude)

Week 13

Lecture Learning Objectives:

• Recognize various situations which may arise in community practice and develop strategies to manage the risk associated with them (attitude, skill)
• Identify methods to reduce shrink and drug diversion in community pharmacy (knowledge, skill)
• Discuss strategies to build savings for your first pharmacy (knowledge, skill)

8. Assessment Methodologies Used:

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<tr>
<th>Assessment</th>
<th>Course Learning Objectives Addressed</th>
<th>Assessment Method Used</th>
<th>Percent of Course Grade</th>
<th>For Group Work: Individualized or same mark for all group members</th>
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Expectation for pass grades for all Pharmacy courses is 60%

9. Policy and procedure regarding late assignments/examinations/laboratories:

Late assignments for which there is no petition filed with the Registrar’s office will be subject to a 15% per day penalty up to a maximum of 2 days at which point the assignment will not be accepted and the student will receive a grade of zero for the assignment.

10. Policy and procedure regarding missed assignments/examinations/laboratories:

Students who fail to submit an assignment by the specified date, must file a valid petition with the Registrar’s Office. These students will be eligible to submit an alternative assignment with no academic penalty to be submitted on an agreed upon date with the course instructor.

Students who must miss an exam seating for any reason, must file a valid petition with the Registrar’s office. These students will be eligible to write the exam at an alternate date with no academic penalty.

Students who miss an exam seating for which there is no petition filed with Registrars’ office will not be eligible to write the exam and will receive a grade of zero for the exam.

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;
☒ CL1.3 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;
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.