

Course Outline and Syllabus for Students

Management: Skills, Communication & Collaboration

Location: B250

Course Number: PHM 215H1 **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.

Course Learning Objectives:

Upon completion of this course, students will have achieved the following learning objectives:

- Understand relevant management, communication and collaboration theory and skills/techniques that are necessary for success in any field of pharmacy practice
- Review and analyze a business plan related to pharmacy practice to enable practical implementation of theory learned in class.
- Understand the framework for a business plan that can be used as the basis for a future submission to the Faculty of Pharmacy's Business Plan Competition.
- Identify the context for Management, Communication and Collaboration within various fields of pharmacy practice.
- Self-identify skills that need to be developed at entry to practice and in subsequent years of practice
- Discuss the evolving role of pharmacy/pharmacists in healthcare and the role of management, communication and collaboration skills in enabling successful expansion in the Scope of Practice of the profession, and the broader utilization of pharmacy services within the Canadian healthcare ecosystem.
- Understand why building relationships and continuous development of collaboration, communication and management skills are keys to success in practice regardless of setting.
- Identify different leadership styles and have an appreciation for their appropriate application.

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.

Skills Introductory Level: Relationship building, interpersonal and team-building skills, negotiation, management skills, including human resource management; performance measurement **Intermediate Level:** Business planning including financial planning skills; Communication skills, leadership skills (including collaborative skills), decision making

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.

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.

Total out-of-class preparation time excluding exam preparation is estimated at 23 – 26 hours total.

Course Coordinator

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Required Resources/Textbooks/Readings:

There is no required textbook for the overall course however required readings may be set for individual seasons.

Recommended Resources/Textbooks/Readings:

Pharmacy Management in Canada; Canadian Foundation of Pharmacy; 2015. Other recommended readings may be assigned for individual weeks.

Outline Schedule:

| Week & Date | Topic | Speaker | Topics and Objectives |
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| Week 1 Jan 9 th | Context & Course Overview | Monica Gautam | <ul style="list-style-type: none"> ▪ 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 Jan 16 th | Overview of Business Planning, Strategic Planning and Decision Making | Monica Gautam | <ul style="list-style-type: none"> ▪ 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: <ul style="list-style-type: none"> • Focus on vision and objectives • Internal and external analysis • S.W.O.T. – Analysis • Developing competitive advantage ▪ Decision making |
| Week 3 Jan 23 rd | Business Planning I | Peter Chow | <ul style="list-style-type: none"> ▪ Discuss key components of a business plan that need to be considered in evaluating an idea <ul style="list-style-type: none"> • 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 Jan 25 th | Business Planning II | Peter Chow | <ul style="list-style-type: none"> ▪ Discuss key components of a business plan that need to be considered in evaluating an idea: <ul style="list-style-type: none"> • 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 Jan 30 th | Communications I | Monica Gautam | <ul style="list-style-type: none"> ▪ 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 Feb 6 th | Communications II | Monica Gautam | <ul style="list-style-type: none"> ▪ 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 Feb 13 th | Managing Human Resources | Monica Gautam | <ul style="list-style-type: none"> ▪ Key HR fundamentals: <ul style="list-style-type: none"> • job descriptions • talent assessments • performance reviews • developing incentives • measurement • legal considerations, including Human Rights and relevant employment law • staff retention |

| Reading Week Feb 19-23 | | | |
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| Week 8 Feb 27 th | Leadership & Effective Collaboration | Della Croteau Monica Gautam | <ul style="list-style-type: none"> ▪ 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 Mar 6 th | Finance I | TBD | <ul style="list-style-type: none"> ▪ 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 Mar 13 th | Finance II | TBD | <ul style="list-style-type: none"> ▪ 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. |
| Pain Week March 19-21 | | | |
| Week 11 March 20 th | Performance Management | Peter Chow | <ul style="list-style-type: none"> ▪ 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 April 3 rd | Case Studies in Practice Settings | Olavo Fernandes Kenny Tan Mirjana Chionglo Taffik Choudhury Monica Gautam | <ul style="list-style-type: none"> ▪ Practical examples of the implementation of Management, Communication and Collaboration in: various settings including: <ul style="list-style-type: none"> • Institutional pharmacy practice • Community pharmacy practice • Industry • Entrepreneurs |
| Week 13 April 10 th | Course Review & Exam Preparation | Monica Gautam | <ul style="list-style-type: none"> ▪ Review course material and address questions |

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| <p>Learning Objectives Addressed</p> <p>Assessment 1: Mid-Term Examination – assessment of comprehension of fundamentals to date Assessment 2: 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. Assessment 3: Final Exam – assessment of comprehension of all course fundamentals, and synthesis of the information to address short answer and case questions.</p> |
| <p>Assessment Method Used</p> <p>Assessment 1: Multiple Choice & Short Answer questions Assessment 2: 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. Assessment 3: Multiple Choice & Short Answer questions</p> |
| <p>When Administered</p> <p>Assessment 1: After week 6 or 7 of Course (target date Feb 9, 2018) Assessment 2: Assigned in Week 2 of the course, target due date Tues Feb 27, 2018 Assessment 3: Exam Period</p> |
| <p>Percentage of Course Grade</p> <p>Assessment 1: 30% Assessment 2: 25% Assessment 3: 45 %</p> |

Expectation for pass grades for all Pharmacy courses is 60%.

Policy and procedure regarding make-up 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.

Late Assignment Policy:

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.