PHAR 6232: Health System Pharmacy Management

Course Syllabus Spring 2017
2.0 Credits (elective)

This course adheres to the items listed in the College of Pharmacy Central Syllabus:
https://docs.google.com/a/umn.edu/document/d/1artQ5e1rbzxe8lEtWo7BE8k8snZAEgMMz_QcW8yJ-II/edit?pli=1

Course Web Site: http://moodle.umn.edu
Term: Spring 2017

Meeting Times & Locations

<table>
<thead>
<tr>
<th>Day</th>
<th>Time</th>
<th>Duluth Room</th>
<th>Twin Cities Room</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thursday</td>
<td>3:35 – 5:30 pm</td>
<td>302 HH</td>
<td>1-451 Moos</td>
</tr>
</tbody>
</table>

Technology Help, Duluth: 218-726-8847 itsshelp@d.umn.edu
Technology Help, Twin Cities: 612-301-4357 help@umn.edu

Target Audience
This course is intended for PD-II and III students interested in learning about hospital health system pharmacy practice, including operations, management and system issues. PD-I students may take this course with Course Director approval.

Course Directors

Faculty Office Hours: by appointment

<table>
<thead>
<tr>
<th>Name</th>
<th>Office Location</th>
<th>Phone</th>
<th>Email</th>
<th>Preferred contact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Christene Jolowsky, MS, RPh, FASHP</td>
<td>5-110D WDH</td>
<td>612-625-0077</td>
<td><a href="mailto:jolow001@umn.edu">jolow001@umn.edu</a></td>
<td>Email</td>
</tr>
<tr>
<td>John Pastor III, PharmD, FASHP</td>
<td>C-265A Mayo</td>
<td>612-273-5334</td>
<td><a href="mailto:jpastor1@fairview.org">jpastor1@fairview.org</a></td>
<td>Email</td>
</tr>
</tbody>
</table>

Teaching Assistants:
(Duluth): Kelsey Melgaard, P2 melg0025@d.umn.edu
(Twin Cities): Mark Skildum, PharmD, PGY2 Resident mark.skildum@allina.com

Detailed Course Schedule
For a detailed course outline and schedule, see the document “PHAR 6232 Outline and Schedule Spring 2017” on Moodle. General schedule is below. Schedule is subject to change, as many presenters are guest lecturers. Not all in-class quizzes are noted in the schedule.
<table>
<thead>
<tr>
<th>Class</th>
<th>Agenda/Topics</th>
<th>Competency/ Learning Objectives</th>
<th>Activities / Assignments / Assessments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1 Jan 19, 2017 John Pastor/ Christene Jolowsky/ Sue Haight</td>
<td>Class Overview, Management Strategies &amp; Pearls, Introduction to Health System and Hospital Pharmacy Practice Pharmacy Technology and Medication Distribution Models</td>
<td>1, 2, 3, 4, 5, 6, 8</td>
<td>Assignment; due week 3 Course Group Assignment/ Med Use Process • Assignments are due weeks 3, 6, 10 and 15.</td>
</tr>
<tr>
<td>Week 2 Jan 26, 2017</td>
<td>No class – PD2 CPF Day</td>
<td></td>
<td>Assignments: Readings: Pharmacy Forecast and PAI Overview, assignment</td>
</tr>
<tr>
<td>Week 2/ Week of Jan 23, 2017 Pastor/ Gina Lemke</td>
<td>Hospital Pharmacy Department Tours scheduled at St. Luke’s Hospital (Duluth) and Fairview University Hospital (Mpls)</td>
<td>2, 3, 5, 7</td>
<td>Tours scheduled outside of class time.</td>
</tr>
<tr>
<td>Week 3 Feb 2, 2017 Pastor</td>
<td>Data / Financial Management: Benchmarking, Budgeting, Productivity, Workload, Interventions</td>
<td>7, 8</td>
<td>In class quiz Med Use Process assignment 1 due.</td>
</tr>
<tr>
<td>Week 4 Feb 9, 2017 Ric Giese/ Erin Fox, Scott Knoer</td>
<td>Purchasing/Procurement, Inventory Management, &amp; Pharmacy Management Services Pharmaceutical Marketplace and Drug Pricing</td>
<td>2, 5</td>
<td>In class participation.</td>
</tr>
<tr>
<td>Week 5 Feb 16, 2017 Paul Krogh</td>
<td>Human Resources, Staff Development and Pharmacy Roles</td>
<td>2, 3, 4, 5, 7</td>
<td>Assignment, due week 6</td>
</tr>
<tr>
<td>Week 6 Feb 23, 2017 Gina Somers/ Pastor</td>
<td>IV admixture systems, Chemotherapy and Parenteral Nutrition, Unit-Dose, Pre-packing Systems 503A and B</td>
<td>2,3</td>
<td>Assignment, due week 7 Med Use Process assignment 2 due</td>
</tr>
<tr>
<td>Week 7 Mar 2, 2017 Kristi Gullickson, ANW Residents</td>
<td>Drug Use Management: P&amp;T, Formulary, DUE, Cost Control Strategies</td>
<td>2,3,5</td>
<td>Assignment/ Group Project • Teams present in class on Week 8. • One write-up submission/ team, due week 8 at the end of class.</td>
</tr>
</tbody>
</table>
Overview of the course

Course content:
Students will gain a broader understanding of health-system pharmacy practice, with a focus on acute and ambulatory care, standards and regulations. Students will be given a list of assigned readings to be read prior to each class session. Lecture materials will be delivered via live lectures. A tour of the University of Minnesota Medical Center (for TC students) and St. Luke’s Hospital (for Duluth students) will be scheduled early in the
semester, as a requirement outside of the assigned class time. There will be various types of assignments and assessments throughout the semester.

**Course format:**
This course is delivered by the course directors and guest lecturers, all of who have experience in the practice of health system pharmacy. There is required reading prior to most lectures, and lectures may be presented online. Assignments are based on the course content, requiring students to apply course materials and readings to case examples. The course includes small group discussion around current topics for health-system pharmacists, two group presentations and one required tour of a hospital pharmacy, which will be scheduled after the course begins. Note: as there are many external speakers, the schedule and the assignments may change. Any changes will be posted to Moodle.

**Prerequisites**
Students must have satisfactorily completed all work appropriate for a P1 student.

**Computer/Technology Requirements**
The University of Minnesota computer requirements are listed here:
- Moodle: This course will use Moodle to distribute resources and host course information. See Moodle setup requirements at http://www1.umn.edu/moodle/start/technical.html.
- Internet-enabled device capable of accessing Moodle (computer, tablet, etc.)

**Course Goals & Objectives**
The goal of this course is for each student to appreciate the clinical and operational aspects of health-system pharmacy management. This course uses face-to-face ITV lectures and small group learning strategies.

**Course Goals**
1. State the importance of pharmacy leadership and professional associations, and identify the impact of involvement on personal practice.
2. List the steps of the medication use process and explain the role of pharmacy and other disciplines in the process, including a focus on transitions steps.
3. Integrate medication safety, compliance, and performance improvement into the medication use process.
4. Describe opportunities for post-doctorate pharmacy education and the impact on leadership in health system pharmacy practice.
5. State factors to take into consideration when making decisions about distributive and purchasing functions.
6. Apply the basic principles of medication management to clinical scenarios.
7. Describe basic operational principles for health system pharmacy department management, to include personnel, financial and process management.

**Attendance Policy**
As this class is not recorded, students are expected to attend every class for which they are registered. Students are expected to attend classes on the campus where they are enrolled, unless the TA or course directors are notified. Hospital pharmacy department tours will be scheduled outside of class, at a time coordinated with the students and the sites. Students must attend the tour.

Class attendance is mandatory, as the majority of this course is delivered by guest lecturers. If a student feels too ill or is unable for any reason to attend class, the student must contact the Teaching Assistant by e-mail or phone at least **30 minutes** prior to class, with the reason for missing class. Students will not receive attendance points if absent from class for any reason.
Statement on Penalties and Absences
If a student is absent without notifying the Teaching Assistant, a score of zero will be recorded for attendance and any associated assignments/ assessments for that week. If a student misses more than two classes (regardless of approval) they need to meet with one of the course directors to discuss the situation and potential remediation.

Absence from class without acceptable cause
If a student is absent without notifying the Teaching Assistant, a score of zero will be recorded for attendance and the associated assignment/ quiz for that week. If a student misses more than two classes, they need to meet with one of the course directors to discuss the situation. If a student misses more than two classes, their grade will drop a letter.

Make-up Policy for Class Periods
A make-up assignment will be given only under the following circumstances: Students who have appropriately contacted the TA, as noted above, and have not missed more than two days total, will be given an alternate assignment to cover the class materials.

Course Materials

The following materials are required in this course:

Course textbook: *Introduction to Hospital and Health-System Pharmacy Practice, Handbook of Institutional Pharmacy Practice*. Holdford, DA, Brown, TR. American Society of Health-System Pharmacists. 2010. {Abbreviated as Handbook in the syllabus}


Readings as assigned in the detailed course outline – available on the Moodle site.

Assessments and Grading

The grade is a combination of attendance, class preparation and participation in discussions, performance on quizzes, and the quality, completeness and timely submission of assignments/ team activities, use of appropriate references, and the final reflection paper. Points will be deducted for late assignments, incomplete work and quality (including grammar). Final grades will be rounded to the nearest tenth of a percent. There are 125 total points for the class.

There are readings for most class times. Students are expected to come to class having read the materials assigned for that class, and be prepared for discussions.

Most lectures will have a quiz or an assignment related to the lecture material. Attendance will be taken, and students need to attend class in order to receive full credit for the quiz/assignment and complete the assignment. All assignments are due at least one hour prior to the following class time, or as stated with the assignment. Late assignments are not accepted, and students will receive a grade of zero for any late assignments.

Students will be expected to use the Moodle course website to access course information. The instructor will use an email list serve to communicate with students via their university email accounts. Students are expected to check their email for class announcements and information.

Graded Assessments

The following graded assessments will count toward your final grade for this course. All assignments, in-class work/ report outs, and the Hospital tour is worth 5 points; Med Use Process team assignment is 20 points total, Scenario presentation and final assignments are 8 points. There will be quizzes or short in-class assignments which will be worth 3-5 points, depending on the length. Final score will be based on percent of total maximum points (grid at end.)
<table>
<thead>
<tr>
<th>#</th>
<th>Assigned</th>
<th>Due</th>
<th>Title/ Brief description</th>
<th>Assessment Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Wk 1</td>
<td>Wk 3</td>
<td>Pharmacy Management, HS Practice, Technology. Written assignment based on presentations and readings</td>
<td>1, 2, 3, 4, 5, 6, 7</td>
</tr>
<tr>
<td>2</td>
<td>Wk 1</td>
<td>Wk 3,6,12 and 15</td>
<td>Medication Use Process: Team Assignment, to understand steps of MUP, and issues with communication, patient safety and transitions of care</td>
<td>2, 3, 5, 6, 7</td>
</tr>
<tr>
<td>3</td>
<td>Wk 2</td>
<td>Wk 2</td>
<td>Hospital Tour – St. Luke’s Hospital/ Duluth and UMMC-Fairview/ Minneapolis</td>
<td>2, 3, 5, 6, 7</td>
</tr>
<tr>
<td>4</td>
<td>Wk 2</td>
<td>Wk 3</td>
<td>Readings, assignment</td>
<td>2, 3, 5, 6, 7</td>
</tr>
<tr>
<td>5</td>
<td>Wk 4</td>
<td>Wk 5</td>
<td>Purchasing/ Procurement, Drug Pricing Assignment</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Wk 5</td>
<td>Wk 6</td>
<td>Human Resources, Staff Development and Pharmacy Roles: Written assignment based on class presentations and readings</td>
<td>2, 3, 4, 5, 7</td>
</tr>
<tr>
<td>7</td>
<td>Wk 6</td>
<td>Wk 7</td>
<td>IV Admixture, etc: Written assignment based on class presentations and readings</td>
<td>1, 2, 3, 5, 7</td>
</tr>
<tr>
<td>8</td>
<td>Wk 7</td>
<td>Wk 8</td>
<td>P&amp;T or Drug Shortage Scenario, as assigned; in class presentations and written assignment</td>
<td>1, 2, 3, 5, 6, 7</td>
</tr>
<tr>
<td>9</td>
<td>Wk 8</td>
<td></td>
<td>Team Scenario Presentation, submission</td>
<td>1, 2, 3, 5, 6, 7</td>
</tr>
<tr>
<td>10</td>
<td>Wk 8</td>
<td>Wk 9</td>
<td>Reflection/ assignment questions based on team assignment</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Wk 12</td>
<td>Wk 13</td>
<td>Population Health Assignment</td>
<td>1, 2, 3, 5, 6, 7</td>
</tr>
<tr>
<td>12</td>
<td>Wk 13</td>
<td>Wk 13</td>
<td>In-class break out discussions and report outs – PAI</td>
<td>1, 2, 3, 4, 5, 6, 7</td>
</tr>
<tr>
<td>13</td>
<td>Wk 13</td>
<td>Wk 14</td>
<td>Regulatory Issues: Written assignment based on class presentations and readings</td>
<td>1, 2, 3, 4, 5, 6, 7</td>
</tr>
<tr>
<td>14</td>
<td>Wk 14</td>
<td>Wk 15</td>
<td>Pharmacy Forecast assignment, in preparation for discussion week 15</td>
<td>1, 2, 3, 4, 5, 6, 7</td>
</tr>
<tr>
<td>15</td>
<td>Wk 1</td>
<td>Wk 15</td>
<td>Final Team Assignment – MUP due</td>
<td>2,3,5,6,7</td>
</tr>
<tr>
<td>16</td>
<td>Wk 16</td>
<td>Wk 16</td>
<td>Course Final Assignment/ Reflection Paper. Complete course evaluation</td>
<td>1, 2, 3, 4, 5, 6, 7</td>
</tr>
<tr>
<td>17</td>
<td>Course</td>
<td></td>
<td>Course attendance/ participation</td>
<td>1, 2, 3, 4, 5, 6, 7</td>
</tr>
</tbody>
</table>

### Course Letter Grades

<table>
<thead>
<tr>
<th>Grade</th>
<th>A</th>
<th>A-</th>
<th>B+</th>
<th>B</th>
<th>B-</th>
<th>C+</th>
<th>C</th>
<th>C-</th>
<th>D</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>100-93.0</td>
<td>92.9-90</td>
<td>89.9-87</td>
<td>86.9-83</td>
<td>82.9-80</td>
<td>79.9-77</td>
<td>76.9-73</td>
<td>72.9-70</td>
<td>69.9-60</td>
<td>59-0</td>
</tr>
</tbody>
</table>

### Statement on Extra Credit

There is no extra credit granted in this course.

### Minimum Passing Level

Per University and College Policy, students who receive a grade below D in this course must successfully repeat the course before advancing to courses which require this course as a prerequisite.
CLASSROOM ETIQUETTE
You are expected to be good classroom "citizens" by exhibiting professional behavior towards classmates and instructors at all times. Being a good classroom citizen includes following the rules and guidelines listed below:

Attendance, Entering & Exiting the Classroom
- Students are expected to attend all classes and be in class prior to the start time. Attendance will be recorded.
- Students are expected to attend classes on the campus where they are enrolled.
- Arrive on time to class and stay for the entire class period.
- If you arrive late, quietly take a seat as close to the entrance as possible and avoid disruption.
- Should you have to leave class early, sit close to the exit door next to the aisle, so your departure will be as minimal disruptive as possible.
- When class begins, stop your conversations.
- Wait until the instructor indicates that the class is completely over before putting your materials away, standing up, or talking to classmates.

Participation & Communication between Campuses via ITV
- When you are called upon in class to give a response or ask a question, please speak loud enough so that you may be heard by students on both campuses.
- Do not talk out of turn, wait to be recognized before speaking and do not try to dominate a discussion with your questions or comments – give others a fair opportunity to participate.
- Keep on the topic at hand. If you have questions off the current topic, address these outside of class at office hours or by email with the instructor.

Other General Rules
- Do not interrupt another student who is speaking.
- No side conversations. We will ask you to take your conversations outside of the classroom if we notice that you (or a group of students) habitually talk during class.
- All cell phones and other electronic communication devices must be turned off or in silent mode during class. No talking or text messaging. Laptops may be used for note-taking but not for other purposes (browsing the net or e-mail).
- No listening to iPods or other electronic devices during class.
- Filming, photographing, or taping the class is not permitted.

Disruptive Behavior
Instructors have the authority and discretion to set rules that foster student learning. As a matter of academic freedom these rules can be tailored to the subject matter and the instructor’s teaching methods and learning objectives. For these reasons, the course instructor is the one who makes a determination about what constitutes disruptive behavior.

Honor Code
Academic misconduct is any unauthorized act which may give a student an unfair advantage over other students, including but not limited to: falsification, plagiarism, misuse of test materials, receiving unauthorized assistance and giving unauthorized assistance. Instructors or a fellow student may report academic misconduct during an exam to the Course Directors and the Honor Council for investigation.

Course Evaluations
Students will have an opportunity to complete online course evaluations for instructors and the course itself (including instructional strategies, etc.) at the end of the semester. You are encouraged to contact one of the
course directors any time you have concerns about the course or your progress in the course.

**University of Minnesota and College of Pharmacy Policy Reference** *(Centralized Syllabus)*

This page includes all required UMN and CoP policies, e.g., Academic Freedom; Copyright; Course Evaluations; Disability Accommodations; FERPA, etc.