Course Coordinator: Nathan Pope, Pharm.D., BCACP  
   Pronouns: he/him/his  
   Email: npope@austin.utexas.edu  
   Phone: 512-471-5657  
   Office: PHR 3.208D  
   Office Hours: By Appointment

Course Unique Number(s): 58095 (AUS) / 58100 (SA)

Classroom(s): PHR 3.114D AUS / SA (as needed)

Class Days/Times:  
   Lecture: Tuesdays 1:30pm – 4:30pm  
   Many class days will have a break at approximately 3pm OR may be a combination of video to be watched before class and in-class activities (for a combined total of 3 hours)

Course Faculty:

<table>
<thead>
<tr>
<th>Faculty: Kenneth Lawson, Ph.D. (Dr. Lawson)</th>
<th>Office: PHR 3.209C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pronouns: he/him/his/himself</td>
<td>Office hours: Monday 1:00-2:00 P.M. and Thursday</td>
</tr>
<tr>
<td>Email: <a href="mailto:ken.lawson@austin.utexas.edu">ken.lawson@austin.utexas.edu</a></td>
<td>1:30-2:30 P.M., or by appointment</td>
</tr>
<tr>
<td>Phone: 512-471-5609</td>
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</tbody>
</table>
Course Information

Course Description:
Advanced concepts in community pharmacy management for the student who plans to become a pharmacy owner or manager. Covers operational, personnel, and financial management; marketing; layout and design; and the delivery of pharmaceutical care in a community pharmacy setting.

Course Prerequisites/Co-Requisites:
Pharmacy PharmD 281L (or Pharmacy 244C)
Pharmacy 326C and Pharmacy PharmD 384K may not both be counted.

Course Learning Objectives (CAPE Objectives):
At the end of this course, students should be able to:

1. Lead the operations of a community pharmacy practice site and to:
   a. manage inventory costs and inventory levels or order points
   b. identify cash flow problems and apply solutions to address
   c. develop a sound business plan for clinical service programs
   d. describe basic finance terms and analyze a financial statement
   e. apply health care economics and pharmacoeconomics
   f. describe strategies for asset protection and safety
   g. effectively use pharmacy technology including:
      i. automated filling systems
      ii. prescription processing systems with contemporary features

2. Describe the concepts of quality measurement and improvement and to:
   a. apply national standards/guidelines/best practices
   b. develop a plan for quality/performance improvement

3. Effectively manage team communications and to:
   a. identify and manage conflict at all levels
   b. supervise and motivate employees
   c. delegate appropriate tasks
   d. effectively articulate team objectives and measure and report team performance


Course Success:
This course is developed with the intent for all students to actively participate. This course is an elective and the hope is that you want to learn about this content. The more you participate, the more you will get from this course. Managing a pharmacy and managing people is not easy. It takes time and it takes practice.

You will learn through active class sessions held on Tuesdays and Thursdays. The understanding of class
content will be verified with exams held throughout the semester. The exams will consist of questions in the format of multiple choice, open-ended, mathematical, short answer, or essay.

Students will participate in visits to a community pharmacy to assess and learn from how pharmacy owners or managers layout the pharmacy and the product within. Students will present results to the class in small groups.

Students, in groups, will also develop a business plan for a clinical service in a pharmacy. Written plans will be submitted along with an oral presentation to the other students of the class.

Course Website:
This course uses Canvas, a Web-based course management system in which a password-protected site is created for each course. Canvas will be used to distribute course materials, to communicate, and to post grades. Canvas is available at [http://canvas.utexas.edu](http://canvas.utexas.edu). Support is provided by the ITS Help Desk at 475-9400 Monday through Friday 8 am to 6 pm.

Course Communications:
Official course communications will take place in class, through e-mail and on the course Canvas website. Students are advised to configure their Canvas settings to forward course announcements to their official e-mail address. Canvas uses only the e-mail address listed on the official University of Texas directory, so please check the University’s online directory to ensure your e-mail address is listed correctly.

Course Video Recordings:
A video capture system will be used in this course. The video streams are offered as a supplement to lecture attendance, not as a substitute. Therefore, if technical problems preclude recording the lecture, the lecture will not be re-recorded, but students are still responsible for the content of the lecture. Lecture recordings will be available to you for the balance of the semester unless otherwise specified. Do not expect to have access after the semester is over.

Faculty and students utilizing class video recordings should be careful to not compromise the privacy of either themselves or other users ([http://registrar.utexas.edu/students/records/ferpa](http://registrar.utexas.edu/students/records/ferpa)), or the rights of the presenter. Students are free to make their own recordings of lectures unless specifically prohibited from doing so by the presenter. Any additional distribution of College- or student-generated recordings (regardless of format) is prohibited without the written and signed permission of the presenter and students identifiable on the recording. Likewise, all course materials developed by the faculty member (handouts, PowerPoints, etc.) are the intellectual property of that faculty member and cannot be distributed further without the permission of that faculty member.

Viewing video-streamed recordings of lectures can be streamed on campus or can be viewed off-campus using a DSL broadband connection. Your faculty are not in a position to troubleshoot your video-streaming problems, so please do not ask them to do so; rather, you should access the LRC ’s help website at [https://www.utexas.edu/pharmacy/help/](https://www.utexas.edu/pharmacy/help/) to address those problems. You will find additional information about the lecture capture system or can report technical issues at [http://sites.utexas.edu/phr-lrc/](http://sites.utexas.edu/phr-lrc/)
Course Policies

Course Grading Policies:

The following table represents how you will demonstrate your learning and how we will assess the degree to which you have done so.

<table>
<thead>
<tr>
<th>Assignments</th>
<th>Points possible</th>
<th>Percent of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Worksheet: Exploring community pharmacy</td>
<td>30</td>
<td>10%</td>
</tr>
<tr>
<td>2. Reflection: Exploring community pharmacy</td>
<td>30</td>
<td>10%</td>
</tr>
<tr>
<td>3. Presentation: Exploring community pharmacy</td>
<td>50</td>
<td>16%</td>
</tr>
<tr>
<td>4. Exam #1</td>
<td>50</td>
<td>16%</td>
</tr>
<tr>
<td>5. Exam #2</td>
<td>50</td>
<td>16%</td>
</tr>
<tr>
<td>7. Written Business Plan</td>
<td>50</td>
<td>16%</td>
</tr>
<tr>
<td>8. Presentation of Business Plan</td>
<td>50</td>
<td>16%</td>
</tr>
<tr>
<td>TOTAL:</td>
<td>310</td>
<td>100%</td>
</tr>
</tbody>
</table>

Course Grade:

Letter grades will be assigned according to the following scale:

<table>
<thead>
<tr>
<th>Score</th>
<th>Letter Grade</th>
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</thead>
<tbody>
<tr>
<td>89.50–100</td>
<td>A</td>
</tr>
<tr>
<td>79.50–89.49</td>
<td>B</td>
</tr>
<tr>
<td>69.50–79.49</td>
<td>C</td>
</tr>
<tr>
<td>59.50–69.49</td>
<td>D</td>
</tr>
<tr>
<td>&lt;59.50</td>
<td>F</td>
</tr>
</tbody>
</table>

Since the course grade scheme already acknowledges rounding, no further rounding will occur, for example, a course score of 89.49 is considered a B, a course score of 79.49 is considered a C.

Assignments:

Exploring A Community Pharmacy:

- Team assignment: You may do this as an individual. Teams of 2 or 3 will be considered on a case by case basis.
- You will choose from a pre-selected list of pharmacies on a first-come, first-served basis.
- You must contact the pharmacy manager of the selected pharmacy to explain the assignment and receive permission to evaluate the layout and products of the pharmacy.

1. Worksheet:
   a. You will complete a worksheet by visiting a community pharmacy.

2. Presentations:
   a. Presented during class (order selected at random)
   b. You will then present a summary of your findings to the class. Both members of the team should present equal amounts of content. This will be a 15-minute presentation. This should be concise, may contain pictures to help the class visualize, and focus on the unique
aspects of your type of pharmacy.

3. Written Reflection:
   a. You will then write a reflection about your experience and what you learned hearing about
      the unique aspects of other pharmacies. (250-word minimum)

Clinical Service Business Plan:
- Team assignment: This assignment should be completed as a team of 2.
- You are to develop a new or improved PHARMACIST-PROVIDED service for the pharmacy you visited
  during your visit assignment.
- See Appendix for more details
  a. Written Plan
  b. Presented during class (order selected randomly)
     i. Submit Powerpoint presentation in appropriate Canvas assignment section with same
        deadline as written plan.
     ii. Groups presenting on day 2 should have no advantage over groups on day 1.

Attendance:
Class Attendance: Attendance in class is not required, but highly suggested, and you are responsible for all
material covered in class and all announcements made in your absence. Class will start and end on time; late
arrivals and early departures are disruptive. Please let the instructor know immediately if you have a problem
that is preventing you from attending class or from performing satisfactorily in this course. This class is not
recorded.

Excused Absences:
The only absences that will be considered excused are for religious holy days or extenuating circumstances
due to an emergency. If you plan to miss class due to observance of a religious holiday, please let the course
coordinator know at least two weeks in advance, preferably at the beginning of the semester. You will not be
penalized for this absence, although you will still be responsible for any work you will miss on that day if
applicable. Check with the course coordinator for details or arrangements.

Attendance at Professional Meetings;
It is the student’s responsibility to ASK permission IN ADVANCE if they plan to attend a professional meeting that would
necessitate missing an exam, assignment, or other required course activity. It is at the discretion of the course coordinator
as to whether to grant permission and allow the student to make up any missed work.

Required Materials:
- Available via Access Pharmacy
  o Pharmacy Management: Essentials for All Practice Settings, 4e, 5e. David P. Zgarrick, Greg L.
    Alston, Leticia R. Moczygemba, Shane P. Desselle
  o Pharmacy Management, Leadership, Marketing, and Finance by Chisholm-Burns, Vaillancourt,
    Shepherd
- Available on CANVAS
  o NCPA Digests
  o Course materials, references, readings, power point presentations, etc. will be placed the Canvas
    web site. Also on this site, you can access the course syllabus, selected readings, grades, and
    other course resources.
Classroom Expectations:

Cell Phones: Cell phones must be put away during class. We will have a break about halfway through the lecture and this time may be used to catch up on texts and e-mail.

Laptops: Laptop computer use during class is strictly limited to viewing lecture handouts and taking notes.
Exam Policies

Exam Format:
Exam questions will cover learning objectives given at the beginning of each topic. Exams are paper based and can be completed with pencil or pen. A calculator is suggested for topics related to financial analysis. Exam questions may include: multiple choice, true/false, fill-in-the-blank, matching, short answer, short essay, and/or financial calculations.

Exam Grading:
Grading of exams, along with statistical analysis and review of exam questions, will be the responsibility of the course coordinator and faculty, who may choose to grant credit for statistically poor questions.

Exam Return:
No examinations will be returned. Exam scores will be posted on the course Canvas site.

Exam Review:
One-on-one review by appointment in faculty office.

Exam Reconsideration Requests:
If during the exam a student finds a potential problem with a question (no correct answer, multiple correct answers, question about a topic excluded by the instructor, etc.), they may note this in the section associated with the question during the exam. At the exam review session, students can write reconsideration requests directly to the course coordinator.

Request for an Alternate Exam Time:
No allowances will be made for an exam being missed, other than documented illness or emergency, or by prior approval by the Course Coordinator. An unexcused absence from an exam may result in a grade of "zero" for that exam. Any student requesting accommodation for an upcoming exam must submit the request to the course coordinator using the online form posted on Canvas® at least one month prior to the exam.

Note the new policy that an alternate exam time will be considered only if the student documents that they can’t be physically present on the date the exam is already scheduled.¹

Academic Integrity:
Students who violate University rules on academic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. See College Policies and Information, and University Policies and Information for more details.

Religious Holy Days
If you will miss a class, an examination, a work assignment or a project in order to observe a religious holy day, you must notify the course coordinator the first week of class so that arrangements for all such students can be made for the full semester.

Services for Students with Disabilities:
Students with disabilities may request appropriate academic accommodations from the Division of Diversity and Community Engagement, Services for Students with Disabilities at 471-6259 (voice) or 232-2937 (video phone) or https://diversity.utexas.edu/disability/. All University rules concerning accommodations must be followed,
including the student arranging for special accommodations prior to each examination. In the absence of such prearrangement, it will be assumed that the student is not requesting special accommodations for that exam, and will be expected to take the exam with the rest of the class at the regularly scheduled exam time.

Please provide a copy of the letter to the course coordinator and the office of the Associate Dean for Academic Affairs as soon as possible after receipt.
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Instructor</th>
</tr>
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<tbody>
<tr>
<td>Sept 3</td>
<td>Course Intro / Management &amp; Leadership Essentials</td>
<td>Pope</td>
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<tr>
<td></td>
<td>for Pharmacy Managers Developing a Business Plan/Marketing Plan/Legal Business Structures</td>
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<tr>
<td>Sept 10</td>
<td>Financial Statements and Terminology / Ratio Analysis</td>
<td>Lawson</td>
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<tr>
<td>Sept 17</td>
<td>Break-Even Analysis / Cost of Dispensing Prescriptions</td>
<td>Lawson</td>
</tr>
<tr>
<td>Sept 24</td>
<td>Prescription Pricing Strategies / Evaluation and Managing Third Party Contracts</td>
<td>Lawson</td>
</tr>
<tr>
<td>Oct 1</td>
<td><strong>Exam #1</strong></td>
<td>Lawson Proctor</td>
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<tr>
<td>Oct 8</td>
<td>1. Medicare Star Ratings / EQUIPP / DIR</td>
<td>Syliva Guan, Sam Ho, Saul Ortega (SinfoniaRx)</td>
</tr>
<tr>
<td></td>
<td>2. Risk Management/Quality/Safety</td>
<td>Pope</td>
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<tr>
<td>Oct 15</td>
<td>Billing for services in the community <strong>(Class ends at 3pm – other material may be provided online)</strong></td>
<td>Pope</td>
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<tr>
<td>Oct 22</td>
<td><strong>Community Pharmacy Visit Presentations</strong></td>
<td>Pope</td>
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<tr>
<td>Oct 29</td>
<td>1. Managing People / Performance Reviews</td>
<td>Pope</td>
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<tr>
<td></td>
<td>2. Human Resources: Laws/Recruitment/Hiring</td>
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<td>Nov 5</td>
<td>1. <strong>Managing</strong> Inventory</td>
<td>Delong Bao, Tarrytown</td>
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<td>2. <strong>Managing</strong> a Specialty Pharmacy</td>
<td>Jessica Haskins, Walgreens</td>
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<tr>
<td>Nov 12</td>
<td>1. <strong>Managing</strong> Enhanced Services (CPESN)</td>
<td>Ben McNabb, Love Oak</td>
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<td>2. Managing self and others through delegation</td>
<td>Mark Comfort, H-E-B</td>
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<tr>
<td>Nov 19</td>
<td><strong>Exam #2 (topics + visits)</strong></td>
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<td>Nov 26</td>
<td>No Class (Thanksgiving week)</td>
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<tr>
<td>Dec 3</td>
<td><strong>Business Plan Presentations</strong></td>
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