

**UNIVERSITY OF CINCINNATI**

**Pharmacy Leadership Program**

**James L. Winkle College of Pharmacy**

**HCA7001 Health System Management 1: Organization and Delivery (MHA)**

**Credit Hours: 3**

The course objective is to provide the student with a systematic approach for examining and evaluating a health care system, with special emphasis on selected components, features, and tasks. The US health care system is used to illustrate this descriptive, analytic, and evaluative approach. The general approach, however, is designed to apply to other health care systems as well. The student will learn both the conceptual approaches and techniques needed to analyze the performance of a health services system and, at the same time, obtain a thorough understanding of the US health services system. The course is intended to provide the future health services administrator, planner, policy analyst, or researcher with the fundamentals that are necessary to be able to anticipate, within the limits of what is possible with the available tools and information, how changes in one part of the health services system are likely to affect its other components. Topics include an overview of the history, organization, and effectiveness of United States health care and public health systems, and the structures, roles, and responsibilities of health system governance.

**HCA7002 Health Systems Management 2: Principles of Leadership (MHA)**

**Credit Hours: 3**

1. This course provides an introduction and overview to leadership, management and organizational concepts and principles reflecting the uniqueness and the particular requirements of effective and successful health care leadership. The course integrates theory with practice through readings, lectures, written assignments and discussion board postings describing different organizational perspectives and experiences. Personal and professional assessment skills as well as practice skills and the development of leadership, managerial, and organizational skills will be accomplished through an integration of course materials with application to the students' own professional settings. The review, analysis and reflection of students' own experiences, strengths, challenges and outcomes will be required during this learning process. This course aims to provide a relevant understanding of organizational dynamics, professional development, team development, team cohesiveness, strategic formulation, implementation, decision-making and negotiation as well as a focus on excellent written, verbal and interpersonal communications and their positive impact on effective leadership.
2. (From Syllabus) This course provides an introduction and overview to health care leadership, management and organizational behavior in health care settings reflecting the uniqueness of this sector as well as the universal concepts and principles utilized in the development of effective health care administrators and leaders. This course integrates theory with practice through readings, written assignments and discussion boards from different organizational perspectives. The development of leadership, managerial and organizational skills will be accomplished largely through individual work, with strong emphasis on self-reflection and self-analysis utilizing the particular tools of the course. This course aims to provide a relevant understanding of organizational dynamics such as performance, organizational culture,

teamwork and individual and shared values. It will examine how health care leaders and their organizations relate to each other internally and to their external environments. Topics include values-driven leadership, team effectiveness, self-awareness, emotional intelligence, conflict management and assessment and evaluation of leadership performance. This course emphasizes the integration of the students' past and current experiences with current reflections based on the current learning of leadership concepts and principles included in this course. The students will be required to submit their feedback from self-evaluation assignments that are intended to provide insight, awareness, professional and personal development during the course and assist with ongoing growth and development for each student in health care leadership roles into the future.

### **ACCT7021 Managerial Accounting & Financial Decision Making for the Pharmacist (MBA) Credit Hours: 3**

This course covers selected financial and managerial accounting aspects of health care financial management specifically for pharmacists and pharmacy related employees. The course provides a broad introduction to key concepts, issues, tools, and vocabulary useful for managers, department heads and owners in the area of finance and accounting. There are three main topic areas covered in the course: financial accounting, finance, and managerial accounting and the focus is on the use, not the preparation, of accounting information. Topics include financial analysis and management; methods and techniques for evaluating costs and cost-effectiveness of pharmaceutical decisions, preparation of a budget and variance analysis of the operation budget, how to write a Capital Budget request, and basic reimbursement issues that are unique to the Healthcare Industry, specifically the Pharmacy Department.

### **ECON7021 Health Care Marketplace 1: Health Economics**

**Credit Hours: 3**

This course will provide a broad overview of the field of health economics. The course will examine how standard concepts and methods in economics can be used to understand health-related decisions made by individuals and firms, using the basic framework of economics to analyze the behavior of consumers, insurers, physicians, and hospitals. It will also study the application of economics to health care policy, with a focus on how economic analysis can assist in the development of market and non-market solutions to various health care problems. The tools of economics are applied to both managerial issues such as pricing decisions and policy issues such as the medically uninsured. Topics include economic analysis and application to decision making, health care payment methods, including Medicare's payment systems for hospitals and physicians, and risk-adjusted capitation payment systems.

### **PHLD 8010 Leading Quality Management in Pharmacy Practice**

**Credit Hours: 3**

This course presents students with a comprehensive overview of quality management principles, concepts and tools used in healthcare with a special emphasis in pharmacy practice. Through an analysis of pharmacy-related cases, students have the opportunity to evaluate the relationship between leadership principles and quality improvement. Topics include quality performance measurement, culture of quality including aspects of diversity and inclusion, techniques for quality leadership, patient engagement in quality and the use of technology in quality improvement.

**PHLD 8020 Human Resource Management in Pharmacy****Credit Hours: 3**

This course provides the principles of human resource management and related factors in pharmacy organizations. Key aspects in management are discussed including ethical theories and principles along with employment laws, objectives for effective performance evaluations, employee selection, development and training/coaching, diversity in the workplace, addressing drug diversion issues, labor unions, managing conflict & difficult people and disciplinary processes.

**PHLD 8030 Communication for Pharmacy Leaders****Credit Hours: 3**

This course presents students with techniques, methods and concepts to develop effective communication skills as a pharmacy leader. Through the utilization of scenario exercises, online discussion boards, video technology and respective field work, students will develop a comprehensive set of communication skills. Topics include analysis of multiple communication techniques, recognition of cultural differences with respect to communication expectations, developing and spreading a vision, applying the art of both persuasion and feedback, and identifying and framing audiences. Skills learned throughout this coursework will prepare students to communicate their viewpoints, expectations and vision as a leader in the profession of pharmacy.

**PHLD 8050 Health Care Marketplace: Pharmacoeconomics****Credit Hours: 3**

This course provides an overview of economics related to pharmacy, with particular emphasis on topics relevant to the pharmaceutical industry and health benefit payment models. This course will provide an introduction to the fundamentals of pharmacoeconomics and outcomes research. Pharmacy business aspects of pharmaceutical regulation and pricing, contracts and purchasing models, group purchasing organizations, MTM reimbursement, specialty pharmacy, and value based clinical and financial models for future health care delivery will all be addressed in the course content. Innovation and marketing will also be included with cases and application activities.

**PHLD 8040 Medication-Use System Management****Credit Hours: 3**

This course covers the elements of the medication use system and will assist students in developing skills to assume a leadership role in devising and implementing process improvements that improve patient care processes and medication safety, accounting for elements of diversity and inclusion. This course aims to provide a relevant understanding of use of health care technologies (electronic health record, bar codes, robotics, smart devices) in the medication system along with HIT standards for interface and integration, and mobile health technologies. Students will gain an understanding of personal health records and models of community and regional information networks. Course content will include activities in workflow process mapping and workflow redesign, project management, and processes for documentation and coding.

**PHLD 8010 Leading Quality Management in Pharmacy Practice****Credit Hours: 3**

This course presents students with a comprehensive overview of quality management principles, concepts and tools used in healthcare with a special emphasis in pharmacy practice. Through an analysis of pharmacy-related cases, students have the opportunity to evaluate the relationship between leadership principles and quality improvement. Topics include quality performance measurement, culture of quality including aspects of diversity and inclusion, techniques for quality leadership, patient engagement in quality and the use of technology in quality improvement.

**PHLD 8060 Pharmacy Leadership Capstone****Credit Hours: 3**

Candidates for completion of the MS in Pharmacy Leadership degree will complete an independent project based on a management/leadership challenge or problem demonstrating their conceptual, analytical, research, and practical skills achieved through the courses in the program. It is a supervised project resulting in a publishable paper that demonstrates the candidate ability to synthesize and utilize the skills and knowledge acquired throughout the program. The project might have an emphasis on practice advancement or enhanced understanding of leadership/management. Presentation of project to faculty and peers is required before degree is granted.