
PHA 6632 (3 credits)

Foundations of Medication Therapy Management II

Course Purpose

The course will introduce the student to the business elements of medication therapy management (MTM), business plan development and creation, MTM models of practice, practice design, documentation systems, and basic financial principles needed for the successful provision of MTM. An interactive component of the course will involve discussions on all aspects of MTM practice and creation of an MTM business plan.

Course Faculty and Office Hours

Course Coordinator:

Michael J. Schuh, BS, PharmD, MBA, FAPhA
Assistant Professor of Pharmacy, Family and Palliative Medicine
Mayo College of Medicine

Clinical Assistant Professor
Department of Pharmacotherapy & Translational Research
University of Florida
Office: Mayo Clinic in Jacksonville
Phone: (904) 953-2673 (Day)
Email: mschuh@ufl.edu (Any time)

Please see Appendix A for a listing of all faculty members involved in this team-taught course.

Place and Time of Class Sessions

Lectures are prerecorded and posted on the course website in the Sakai eLearning system. Lectures may be viewed at the student's convenience. Big Blue Button sessions are held on Monday night at 9PM EST. Attendance is required at these sessions.

How This Course Relates to the Learning Outcomes You Will Achieve in the MS-MTM Program

This course prepares the MS-MTM student to accomplish the following abilities and the related Student Learning Outcomes (SLOs) upon graduation: Demonstrate comprehensive knowledge related to a specific discipline within the pharmaceutical sciences. The course is intended to provide the student with a foundation of core business knowledge and skills necessary for a provider of MTM services. The student will learn how to develop and create a business plan for the provision of MTM services. Additionally, the student will develop confidence in the basic business principles of planning, marketing, management and finance as applied to building a successful MTM service.

Course Objectives

Upon successful completion of this course, the student will be able to:

1. Create an MTM business plan proposal
2. Explain the importance of business planning
3. Compare and contrast various MTM service models
4. Perform and utilize a SWOT analysis
5. Assess the need for MTM services
6. Evaluate and assess the competition with regard to MTM services
7. Market MTM services effectively to stakeholders
8. Outline MTM service work flow and explain potential personnel implications
9. Use financial principles and projections to predict the long term financial viability of an MTM service
10. Discuss the legal and regulatory considerations regarding an MTM practice
11. Identify drug information resources necessary for the provision of MTM services.
12. Critically evaluate scientific and professional literature for the purpose of making an MTM intervention.

Pre-Requisite Knowledge and Skills

The student must have successfully completed a Bachelor of Science in Pharmacy or a Doctor of Pharmacy degree, and must be licensed and in good standing with their respective state Board of Pharmacy. The student must be in good academic standing with the MS-MTM degree program.

Course Structure & Outline

The course is offered in a blended learning format that utilizes a combination of live online classroom instruction, self-directed learning (videos, readings, web-based learning), and hands-on experiential activities. To meet the standards for course credit assignment this three-credit course requires a minimum of 48 hours of classroom instruction or the equivalent. Since the face-to-face classroom instruction is less than 48 hours, a number of alternative instructional activities comprise the remainder of the equivalent content and serve to fulfill the curricular equivalency standard. An outline of the course activities and their respective contribution to course credit assignment can be found in the accompanying course schedule document (Appendix B).

Course Outline/Activities

Refer to **Appendix B** for the course schedule and outline of activities.

Textbooks

Required Textbooks

Schumock, Glen T and Stubbings, JoAnn. *How to Develop a Business Plan for Pharmacy Services 2nd Edition*. American College of Clinical Pharmacy, 2007. ISBN-10: 1-93265-857-2; ISBN-13: 978-1-932658-57-6. Another option to purchase:
http://www.accp.com/bookstore/product.aspx?pc=pd_02hdbp

APhA. *How to Start an MTM Practice: A Guidebook for Pharmacists. The First Steps in Building MTM Services into Your Practice Business Model and Preparing to Write a Business Plan*. 2012. To purchase:
<http://ebusiness.pharmacist.com/PersonifyEbusiness/ShopAPhA/ProductDetails.aspx?productId=115683>

Developing Trends in Delivery and Reimbursement of Pharmacist Services. Avalere Health, LLC. White paper for the National Association of Chain Drug Stores (NACDS). 2015 Oct. http://naspa.us/wp-content/uploads/2015/11/103015_Avalere_NACDS_WhitePaper_LP_Final.pdf

Suggested Textbook

Holdford, David A. *Marketing for Pharmacists*. American Pharmacists Association. 2007. ISBN 978-1-58212-106-2. <http://www.barnesandnoble.com/w/marketing-for-pharmacists-david-a-holdford/1100490478>

Other Required Readings

American Pharmacists Association. *The Dynamics of Pharmaceutical Care: Writing a Business Plan for a New Pharmacy Service*. Washington, D.C.: American Pharmacists Association, 2007. Available at:
http://www.pharmacist.com/sites/default/files/files/mtm_writing_business_plan.pdf

American Pharmacists Association. *The Dynamics of Pharmaceutical Care: Using Relationship Marketing to Expand Pharmacy Services*. Washington, D.C.: American Pharmacists Association, 2007. Available at:
http://www.pharmacist.com/sites/default/files/files/mtm_using_relationship_marketing.pdf

Cranor CW, Bunting BA, Christensen DB. *The Asheville Project: long-term clinical and economic outcomes of community pharmacy diabetes care program*. *J Am Pharm Assoc* 2003;43:173-84. Available at:
<http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.469.4078&rep=rep1&type=pdf>

Cranor CW, Bunting BA. *The Asheville Project: long-term clinical, humanistic, and economic outcomes of a community-based medication therapy management program for asthma*. Available at: <http://www.ncbi.nlm.nih.gov/pubmed/16602223>

American Pharmacists Association. MTM Central. <http://www.pharmacist.com/mtm>

The Lewin Report 2005. Available at:

<http://www.accp.com/docs/positions/commentaries/mtms.pdf>

Schuh MJ, Crumb DJ, Dubois J. *Building a pharmacist-managed pharmacotherapy medication management practice*. Consult Pharm. 2011. Jun; 26(6):404-13. Available at:

<http://www.ncbi.nlm.nih.gov/pubmed?term=building%20%20a%20pharmacist-managed%20pharmacotherapy%20medication%20therapy%20management%20practice>

Instructors may require additional readings such as clinical guidelines, review articles, book chapters, or websites. They may also provide additional resources to supplement the lecture material. Required or recommended readings will be listed under assignments and responsibilities on the course schedule. The readings will be available under the resources tab on the course website.

Active Learning Requirements

- Interviewing a practicing MTM pharmacist
- Obtaining an NPI number
- Producing a budget for an MTM practice using the text CD-ROM
- Producing business plan proposal for a financially viable MTM practice
- Weekly live online learning sessions

Student Evaluation & Grading

Evaluation Methods

Written Assignments 25%

- Week 2: Interview activity and paper- 5%
- Outcomes training – 5% Grade deduction if screen shot proof of training (registration) not received by the end of the final week of the course
- Week 3 written assignment - Competition, Target Market, Marketing Assets, SWOT 10%
- Week 5 written assignment – Work Flow, Human Resources 10%

Business plan proposal 25%

Quizzes 10%

Week 2 – 5%

Week 4 – 5%

Class participation 10% (includes active participation in all activities such as Big Blue Button sessions, interviews, and discussion board, professionalism, punctuality)

Final Exam - 30%

Grading Scale

Additional information on minus grades is available on the University of Florida website: <http://www.registrar.ufl.edu/catalog/policies/regulationgrades.html>.

A	93-100	A-	90.0-92.9
B+	86.6-89.9	B	83.3-86.5
B-	80.0-83.2	C+	76.6-79.9
C	73.3-76.5	C-	70.0-73.2
D+	66.6-69.9	D	63.3-66.5
D-	60.0-63.2	E	<60

Class Attendance Policy

Attendance at the weekly live online Big Blue Button sessions is mandatory. Students who miss a live learning session should contact the facilitator as soon as possible (preferably before the missed session). Upon approval of the facilitator, students may make up a missed session by completing a brief written assignment.

Quiz/Exam Policy

The final examination will be administered online. [Online examinations may consist of multiple choice, short answer and/or case-based questions. Thus, online examinations](#) necessitate skills in typing and using a computer. **If you do not have strong keyboard skills, please do not delay in contacting the course coordinator. With early intervention you can be directed to Staff members who are equipped to review your needs.** Please note that it takes time to build these skills and this is not something that can be done at the last minute. To maintain the highest standards of academic integrity, high stakes online examinations require the use of a proctoring system. More information on the proctoring system may be found at: <http://www.proctoru.com/>

Exam grades will be posted within one week of the exam. Notice will be provided to the students if there will be a delay in posting of exam grades. Students have one week after posting of the exam grades to challenge any exam question. No appeals will be accepted after one week. Written appeals must include the following: the question number, an evidence-based rationale for why the student feels their response is accurate. The exam will be regraded, in full, by a third party. Note: the score of a fully regraded exam may increase, decrease, or stay the same. The regraded score will be considered final.

Make-up Quiz/Exam Policy

Scheduled exams should only be missed for REAL EMERGENCIES. A real emergency will be defined by the facilitator or coordinator. A student who misses an exam should notify the course coordinator via email within 24 hours. Students with an excused absence may be allowed to take a make-up exam. Make-up exams should be arranged with the course coordinator and administered within two weeks of the original exam date.

Policy on Old Quizzes and Assignments

Students will not be provided with old quizzes, exams, or assignments.

Assignment Deadlines

Please submit online assignments early to avert last minute issues with technology. Late submission of assignments will result in a point deduction and may result in a zero grade, depending on the assignment. Students who experience technical difficulty when submitting assignments electronically must notify the course coordinator as soon as possible.

General College of Pharmacy Course Policies

The College of Pharmacy has a website that lists course policies that are common to all courses. This website covers the following:

1. University Grading Policies
2. Academic Integrity Policy
3. How to request learning accommodations
4. Faculty and course evaluations
5. Student expectations in class
6. Discussion board policy
7. Email communications
8. Religious holidays
9. Counseling & student health
10. How to access services for student success

Please see the following URL for this information:

<http://www.cop.ufl.edu/wp-content/uploads/dept/studaff/policies/General%20COP%20Course%20Policies.pdf>

Complaints

Should you have any complaints with your experience in this course please contact your course coordinator. If unresolved, contact the COP Senior Associate Dean-Professional Affairs. For unresolved issues, see:

<http://www.distancelearning.ufl.edu/student-complaints> to submit a complaint.

Appendix A: Directions for Contacting Faculty & Course Faculty List

Directions for Contacting Course Faculty

All questions pertaining to course logistics should be posted on the course logistics discussion board. Questions for individual lecturers should be posted on the discussion under the relevant topic, so that classmates may benefit from the discussion. Please do not email the lecturers directly unless directed to do so by the course coordinator, or if the question is of a personal nature, i.e., not related to clarification of course content.

Instructors

Paul Doering, M.S.

Paul Doering is a Distinguished Service Professor, Emeritus in the Department of Pharmacotherapy and Translational Research at the University of Florida's College of Pharmacy. For 28 years he was the Director or Co-Director of the statewide Drug Information and Pharmacy Resource Center at the Health Sciences Center, University of Florida. Over the years, Professor Doering has received numerous honors and awards. He was awarded Teacher of the Year five separate times and in 2007 he was named a member of the University of Florida's Academy of Distinguished Teaching Scholars. Paul is now enjoying his "retirement" years and is continuing his work with students and pharmacists through lectures, seminars, and other such things.

Lance Enfinger, PharmD, MBA

Lance Enfinger received his bachelor's degree in biology at Florida State University, and then graduated from the University of Florida with a doctorate degree in pharmacy and a Master's degree in Business Administration. He currently works as pharmacy manager with CVS Corporation and precepts student pharmacists on IPPE and APPE rotations. Dr. Enfinger has also serves as an adjunct professor for LECOM School of Pharmacy, where he coordinated and taught their Pharmacy Management course required for 2nd year students. His areas of interest include Medication Therapy Management, marketing, and corporate strategy.

Robert L. Maige, CPA

Robert Maige has thirty-five years of experience in public accounting, starting his career at the Tampa office of Ernst & Young, an international certified public accounting firm. He transferred to KPMG Peat Marwick in Jacksonville where he held regional responsibilities in the healthcare and tax-exempt areas. He returned to Ernst & Young's Jacksonville office where, as a Senior Tax Manager, he continued to serve healthcare organizations, universities, major sports organizations and private foundations. He also coordinated the office's Entrepreneurial Services practice serving small and fast-growing businesses. Mr. Maige entered private practice in 1991, continuing to offer tax services to both individuals and businesses. In 2000, he assisted a client in transitioning to a publicly-traded company and served as their Chief Financial Officer for one year. Mr. Maige has since devoted his practice primarily to the areas of tax compliance, planning and IRS representation. Robert Maige received his Bachelor of Science in Accounting from Auburn University in 1978, graduating with honors, received his Master of Science in Accounting from the University of Florida in 1979 and has been a Certified Public Accountant in Florida since 1980. He is a member of the American Institute of Certified Public Accountants, the Florida Institute of Certified Public Accountants and the American Society of Tax Problem Solvers.

Michael J. Schuh, BS, PharmD, MBA, FAPhA

Michael Schuh has more than 30 years of experience managing pharmacies and small businesses. Dr. Schuh received a Bachelor of Science in pharmacy from the University of Florida. He obtained a Master's of Business Administration from the University of Phoenix and a Doctor of Pharmacy from Nova Southeastern University. Dr. Schuh holds a Florida Pharmacist Consultant License and a Florida Pharmacist license. He is the former Outpatient Pharmacy Operations Manager of Mayo Clinic Jacksonville and has managed various other chain and independent pharmacies in the state of Florida in his career. Currently Dr. Schuh is a clinical, ambulatory pharmacist and an Assistant Professor of Pharmacy, Family and Palliative Medicine at Mayo Clinic Florida. Currently, he serves as a primary clinical provider and coordinator of Mayo Clinic Florida's MTM pharmacy practice serving lung, heart, kidney and liver transplant, bariatric, pharmacogenomics, and pharmacotherapy patients. He is an active member of the Northeast Florida Society of Health System Pharmacists, Florida Society of Health System Pharmacists participating on the Legal and Regulatory Council's Provider Status Committee, American Pharmacists Association, and Florida

Pharmacy Association. On a national level he is past Chair of APhA's Academy of Pharmacy Practice and Management Administrative Section and an APhA Congressional Key Contact. He served as an active member of APhA's MTM Task Force, Executive Committee and is co-founder and past coordinator of the APhA Medication Management Special Interest Group. Dr. Schuh is also a Clinical Assistant Professor of Pharmacy Practice at the University of Florida, and holds clinical appointments at other leading universities. Outside of pharmacy, he served as a National Quality Forum Advisory Panel Member and as a Visiting Professor of Nutrition Health and Wellness, Business Management and Nursing Pharmacology at DeVry University. His interests are Medication Therapy Management, Entrepreneurship, Ambulatory Care, Pharmacy Administration and Management, Pharmacy Business Models and Structure, Pharmacoeconomics, Pharmacy/Business Interfacing, and participating in local, state and national pharmacy organizations.

Tommy Smith, PharmD, JD

W. Thomas (Tommy) Smith graduated from the Saint Louis College of Pharmacy in 1994 with a Doctor of Pharmacy degree. Upon graduation, Dr. Smith served as the Director of Operations for Corum Health Services, Inc., a long-term care pharmacy in Saint Louis, Missouri. In order to expand his interests in the areas of healthcare regulation and policy and disability law, Dr. Smith went back to school to study law. Dr. Smith earned his Juris Doctor degree in 2005, along with a Certificate in Health Law, from the prestigious Center for Health Law Studies at Saint Louis University School of Law. Afterward, Dr. Smith joined the faculty of the Saint Louis College of Pharmacy where he taught the Introduction to Pharmacy Practice, Pharmacy Law and Ethics, and Biomedical Ethics courses. In 2007, the College presented Dr. Smith with the Student Enrichment Award. Dr. Smith joined the faculty of the University of Florida (UF) College of Pharmacy in July 2008. During the fall semester, he coordinates and teaches the "Pharmacy Law and Ethics" course to residential doctor-of-pharmacy students in their third professional year of study, and "Structure Process and Outcomes of Regulations" to students in their first semester of UF's online Master of Science in Pharmacy program. Dr. Smith is also very involved in various professional organizations, including the American Society for Pharmacy Law, the American Pharmacists Association, and the American Bar Association (ABA). Within the ABA, he holds leadership positions in both the Health Law Section (Chair of the Medical Research, Biotechnology, and Clinical Ethical Issues Interest Group and a Vice-Chair of the 2010 & 2011 Emerging Medical Issues conferences planning committee) and the Commission on Mental and Physical Disability Law (Commissioned by the President of the ABA; Chair of the Editorial Advisory Board). In 2010, Dr. Smith was also appointed to serve a 3-year term on the Special Committee on Bioethics and the Law by the President of the ABA.

Appendix B: Schedule of Course Activities/Topics

Week	Module	Lecture Topic	Lecturer
1 3/5 – 3/11	Course Introduction and The Business Plan	1.1 Course Overview	Schuh
		1.2 MTM Overview/Business Planning	Schuh
		1.3 The Business Plan	Schuh
		1.4 Writing and Presenting the Business Plan	Schuh
2 3/12 – 3/18	The Current State of MTM, Assessing Need, The Business Concept, and Medicare Part D, HIPAA	2.1 Current State of MTM	Schuh
		2.2 Assessing Need for MTM Services and Developing the Business Concept	Schuh
		2.3 Medicare Modernization Act	Smith
		2.4 HIPAA	Smith
3 3/19 – 3/25	Assessing the Competition, The Target Market and Marketing Assets	3.1 Assessing the Competition 3.2 The Target Market 3.3 Marketing Assets	Enfinger Enfinger Enfinger
4 3/26 – 4/1	MTM Models, Business/Practice start-up	4.1 MTM Models I	Schuh
		4.2 MTM Models II	Schuh
	Evaluating Work Flow, Setting	4.3 Business/Practice Start-Up	Maige
		4.4 Evaluating Physical Work Flow, Setting	Schuh
5 4/2 – 4/8	Documentation Applications and Human Resources Payment, Overcoming Barriers to Payment	5.1 Documentation Applications to Work Flow, Budgeting	Schuh
		5.2 Human Resources	Schuh
		5.3 Payment Methodologies for MTM Services	Schuh
		5.4 Identifying and Resolving Payment Barriers	Schuh
6 4/9 – 4/15	Financial Projections, Documentation Systems, Demonstrating Value	6.1 Financial Projections	Schuh
		6.2 Documentation Systems	Schuh
		6.3 Demonstrating MTM Value	Schuh
7 4/16 – 4/20	Drug Info Resources and Literature Evaluation	7.1 Drug Information I	Doering
		7.2 Drug Information II	
		7.3 Literature Evaluation I	
		7.4 Literature Evaluation II	
		7.5 Literature Evaluation III	

Exam Schedule

Final Exam: April 20, 2018

Assignments and Learning Responsibilities:

Week	Reading Assignment	Learning Responsibility
1 3/5 - 3/11 (7 hours)*	Schumock, Chapter 1, 2, 10 ; APhA business plan article	View all lectures for week 1 Apply for NPI (https://nppes.cms.hhs.gov/#/), Find MTM RPh interviewee (screen shot of completion submitted)
2 3/12 - 3/18 (8 hours)*	Schumock, Chapter 3, 6	View all lectures for week 2 Big Blue Button session (1.5 hrs) Written Assignment: Interview Activity Quiz
3 3/19 - 3/25 (7 hours)*	Schumock, Chapter 4, 7; APhA mktg article	View all lectures for week 3 Big Blue Button session (1.5 hrs) Written Assignment: Competition, Target Market, Marketing Assets, SWOT
4 3/26 - 4/1 (9 hours)*	Cranor articles Schuh article Schumock, Chapter 5	View all lectures for week 4 Big Blue Button session (2 hrs) Homework for Big Blue Button session Quiz
5 4/2 - 4/8 (11 hours)*	MTM Final Report Medicare wellness visit articles Schumock, Chapter 8	View all lectures for week 5 Big Blue Button session (2 hrs) Written Assignment: Work Flow, Human Resources
6 4/9 - 4/15 (6 hours)*	The Lewin Report	View all lectures for week 6 Big Blue Button session (1.5 hrs) Text web link/Appendices
7 4/16 - 4/20 (6 hours)*	Medpage Guide to Biostatistics Literature Eval Template	View all lectures for week 7 Submission of business plan proposal FINAL EXAM