**SBI Fall Cohort - Online MBA Curriculum Matriculation Schedule + PGY1 & PGY2 Rotations View**

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| **Matriculation Schedule** | **Credit Hours** | **Inherent Informal Management Concentration** | **Inherent Informal Supply**  **Chain Management\* Concentration** | **Inherent Informal Marketing Concentration** | **PGY1\*\*** |
|  | | | | | **Orientation**  (6/22 to7/24) |
| **Block 1**  (7/27 to 8/28)  MICU (Stu) |
| **Fall Semester (8/23-12/10)**  **(24 weeks)** |  |  |  |  | **Block 2**  (8/31 to 10/2)  IM I (Vivian) |
| MAN 5204 Organization Theory and Behavior (7 weeks) | 3 | Core Concentration |  |  | **Block 3**  (10/05 to11/06)  IM II Cards (Stu) |
| MAN 5835 Systems Theory and Design (9 weeks) | 3 | Complement |  | Complement | **Block 4**  (11/09 to 12/18)  Elective (TBD) |
| MAN 5068 CSR/Ethics (8 weeks) | 3 | Core Concentration | Complement | Complement |
|  | | | | | **Block 5**  (12/21 to 01/22)  Surgery (TBD) |
| **Spring Semester (01/05-04/29)**  **(25 weeks)** |  |  |  |  |
| MAN 5936 Graduate Leadership Seminar I (On-Campus  Residency) (1 weekend before 1st day of class) | 1 | Core Concentration |  |  | **Block 6**  (01/25 to 03/05)  AMB (TBD) |
| QMB 5555 Managerial Research Methods (10 weeks) | 3 | Complement | Complement | Core Concentration | **Block 7**  (03/08 to 04/09)  Elective (TBD) |
| MAR 5805 Marketing Management Strategy (7 weeks) | 3 | Complement | Core Concentration | Core Concentration | **Block 8**  (04/12 to 05-21)  Practice Management |
| MAR 5465 Strategic Purchasing & Supply Management (8 weeks) | 3 | Complement | Core Concentration | Core Concentration |
|  | | | | |
| **Summer Semester (05/09-07/29)**  **(17 weeks)** |  |  |  |  |
| ACG 5175 Financial Statement Analysis (12 weeks) | 3 | Complement |  | Complement | **Block 9**  (05-24 to 06-30)  Elective (Medication Safety, ID, EM, Ambulatory Care, etc.) |
| MAN 5715 Business Environment & Public Policy (5 weeks) | 3 | Core Concentration |  | Complement | **PGY2\*\*** |
| **Block 1**  (07/27 to 08/28)  Administration & Leadership |
|  |  |  |  |  | **Block 2**  (08/31 to 10/02)  Administration & Leadership |
| **Fall Semester (8/23-12/10)**  **(25 weeks)** |  |  |  |  | **Block 3**  (10/05 to 11/06)  Administration & Leadership |
| FIN 5515 Investments (10 weeks) | 3 | Complement |  |  | **Block 4**  (11/09 to 12/18)  Administration & Leadership |
| BUL 5323 Legal Issues and Environment (7 weeks) | 3 | Core Concentration | Complement | Core Concentration |
| MAN 5406 Successful Business Negotiations (8 weeks) | 3 | Core Concentration | Core Concentration | Complement |
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|  | | | | | **Block 5**  (12/21 to 01/22)  Administration & Leadership |
| **Spring Semester (01/05-04/29)**  **(25 weeks)** |  |  |  |  |
| TRA 5722 Supply Chain I (7 weeks) |  |  |  |  | **Block 6**  (01/25 to 03/05)  Administration & Leadership |
| TRA 5723 Supply Chain II (7 weeks) | 3 | Complement | Core Concentration | Core Concentration | **Block 7**  (03/08 to 04/09)  Administration & Leadership |
| MAN 5721 Business Policy & Strategic Management - International Residency (typically the second or third week in March) (11 weeks) | 3 | Complement | Core Concentration | Core Concentration | **Block 8**  (04/12/ to 05/21)  Administration & Leadership |
| **Graduation** | 3 | Core Concentration | Core Concentration | Core Concentration |
| **Total Credits** | **9** |  |  |  |
|  | **43** |  |  |  |
|  | | | | | **Block 9**  (05/24 to 06/30)  Administration & Leadership |

\*Supply chain management is an interdisciplinary field drawing from all fields of business, but especially management, marketing, and operations management.

Students only take 2 classes at a time. Students are expected to spend about 15-20 hours a week on classes and classwork during each semester.

PGY1/PGY2 residents are expected to spend 60-80 hours a week on clinical and administrative competencies during each block.

PGY2 builds upon PGY1 residency graduates’ competence in the delivery of patient-centered care and in pharmacy operational services to prepare residents who can assume high level managerial, supervisory, and leadership responsibilities.

**PGY2 Health System Pharmacy Leadership Learning Experience View**

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|  | **Rotations** | **Rotation Experiences** |

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| Block 1 | Operations Management | Basic operational competencies:   * Creating an improvement framework * Managing complexity * Creating standardization to ensure reliable outcomes * Productivity management * Creating highly reliable systems * Managing to metrics driven outcomes * Creating and holding self an others to timelines * Being accountable for outcomes   Pharmacy specific operational competencies:   * The Joint Commission MM Standards on operations (some chapters are ops specific) * Sterile Compounding | Health System Leadership | Management Line of Pharmacy Business Area:   * Inpatient Pharmacy   + Sterile Products * Ambulatory Clinical   + Transitions of Care   + Specialty   + Infusion Services * Community Pharmacy |
| Block 2 |
| Block 3 |
| Block 4 | Clinical Services Management | Basics Competencies:   * The Joint Commission MM Standards on clinical / safety matters (Chapters which are clinical / safety specific) * P&T Committee * Drug use policy * Medication Safety * Research Pharmacy (IPS)   Advanced competences:   * Creating an improvement framework in clinical affairs * Creating a sustainable clinical program: aligning clinical resources to organizational support goals | Health System Leadership | Management of Pharmacy Area:   * Inpatient Pharmacy   + Sterile Products * Ambulatory Clinical   + Transitions of Care   + Specialty   + Infusion Services * Community Pharmacy |
| Block 5 | Health System Leadership | Health system organizations and pharmacy:   * Typical organizational setup (and why)   Health system: Key Performance Metrics:   * What are the key things that dominate health system priorities each year? * How do those goals differ between types of organizations (Safety net versus classic AMC, versus community NFP, versus chain for profit etc.) * Overview of strategy and health system strategy: what it is, and what it is NOT. * Aligning the work of pharmacy to the health systems strategy, goals and purpose as the effective way to advance the profession and patient care   Health system Compliance & Legal:   * Role of compliance and effective ways to interact and use compliance office * Contract: Importance of a contracting process, using legal * “Contract discipline” … knowing contract terms and what they mean for an operation (impacts on economics) * Difference between legal, ethical, and economic considerations (how they compete and align) * Effective ways to interact and use legal counsel | Health System Leadership | Management of System Support:   * Business Case Development * Budgeting * Finance * Strategy * Compliance * Legal * Contracts * Information Technology * Human Resources |
| Block 6 | Supply Chain Management | Supply chain management: | Health System Leadership | Management of Pharmacy Area   * Inpatient * Outpatient |
| Block 7 | * Elective\* |  |  | TBD |
| Block 8 | * Elective\* |  |  | TBD |
| Block 9 | * Elective\* |  |  | TBD |

\*Electives

* + Specialty Pharmacy Leadership
  + External Pharmacy Business Development
  + Ambulatory pharmacy leadership:
    - ACO
  + Managed care pharmacy:
    - Operational, clinical, etc. specific to insurance company managing covered lives, in multiple lines of business across multiple states.
  + Repetition of any required rotation with alternative focus

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| Preceptor | Practice Area |
| Joy Vreeland | Inpatient Operations |
| Bhavesh Shah | Specialty |
| Kevin Horbowicz | Inpatient Operations |
| William Black | Inpatient Supply Chain & Operations |
| Noreen Palinkas | 340B & Pharmacy Compliance |
| Jessica Dias | Strategy |
| Jessica Knight | Human Resources |
| Sonia Alva | ACO Transitions of Care |
| Alex Pham | External Business |
| David Twitchell | Health System Leadership |
| Sebastian Hamilton | Outpatient Operations |

**Longitudinal Experiences** - In addition to the program-wide requirements, PGY2 Residents will also be required to complete the following longitudinal experiences:

1. Drug Use Policy – During both years of the program, residents are required to complete a three-month, longitudinal learning experience in drug use policy. The resident will gain practical experience in drug information, formulary and drug use policy management, medication safety, literature analysis, and integration of service throughout a multi-hospital system.
2. Residents are responsible for one issue of the BMC Newsletter, *a medication safety and drug information publication distributed monthly to physicians, nurses and pharmacists across our system.* Residents are also responsible for completing one comparative medication review during the longitudinal Drug Use Policy rotation. Resident assignments may vary based upon the current needs of the system and may include a drug class review, formulary review, drug monograph, or other projects as deemed necessary.
3. Medication Use Evaluation (MUE) – During each year of the program, residents will be responsible for performing at least one use evaluation during the year. The medication(s) studied will be assigned based on the current needs and focus of the department. A preceptor with appropriate experience in this area is assigned to oversee this activity. Residents will work to design the data collection form, collect the pertinent information, analyze the results, determine conclusions of appropriate or inappropriate medication use and make recommendations to improve medication use. Depending on the medication or process. Results will be presented by the residents to the Pharmacy and Therapeutics Committee.
4. Service – During each year of the program, residents are required to provide service (often referred to as staffing) coverage the equivalent of one shift weekly and every 3rd weekend in operation/clinical/ and decentralized roles, once weekly coverage of the at-home clinical on-call pager, once weekly coverage of code blue and stroke pager, monthly leader rounds, participation in professional development sessions, residency committee involvement, MaSHP annual meeting and ASHP Midyear Clinical Meeting attendance
5. Research – Residents will complete a research project during each year of the program.
6. Required presentations – During each year of the program, residents will be required to complete, at a minimum, 3 primary presentations at various time points during each year: a one-hour continued education presentation, a presentation to college of pharmacy students, and a presentation to a health system leadership group.
7. Preceptor Experience – During the PGY1 year, residents will complete one rotation experience where they serve as a preceptor for a student learner.
8. Pharmacy Informatics –During the second year of the program, residents are required to complete a three-month, longitudinal learning experience in pharmacy informatics. The resident will work with our system pharmacy informatics team to gain experience related to medication-associated data acquisition, storage, use and health outcomes analysis.
9. Medication Safety – During the second year of the program, residents are required to complete a three-month, longitudinal learning experience in medication safety. They will work directly with our system medication safety officer to help identify strategies for safe medication use across our health system.
10. Health-System Leadership – During the second year of the program, residents will complete a year-long longitudinal experience related to health-system pharmacy management. The resident will serve as the secretary of the *BMC VP OPs, Committee* *Director’s meeting*(?), which is composed of key pharmacy leadership stakeholders and executives across our system.
11. Management of Practice Area – During the second year of the program, residents will complete a 12-month longitudinal experience where they will serve as the primary manager of a dedicated practice area within the department of pharmacy. Potential management areas will be identified and selected in conjunction with the program director during the first quarter of the PGY2 year.

**Overview of MBA Class + Course Project + Longitudinal Experiences + PGY/ / PGY 2 Rotations View**

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| **MBA Class** | **Description of MBA Course Project** | **Longitudinal Experiences** | **PGY1\*\*** |
|  | **Orientation**  (6/22 to7/24) |
|  | **Block 1**  (7/27 to 8/28)  MICU (Stu) |
| **Fall Semester (8/23-12/10)**  **(24 weeks)** |  |  | **Block 2**  (8/31 to 10/2)  IM I (Vivian) |
| MAN 5204 Organization Theory and Behavior (7 weeks) | Students will identify their company’s inputs, outputs, and organizational component; conduct an assessment of congruence (organizational “fits”); and conduct an 8-step problem analysis, which concludes with resolution action steps. |  | **Block 3**  (10/05 to11/06)  IM II Cards (Stu) |
| MAN 5835 Systems Theory and Design (9 weeks) | Students will design, develop, and publish a software-driven system model for a real-world system using the recommended design practices and features discussed in the course. |  | **Block 4**  (11/09 to 12/18)  Elective (TBD) |
| MAN 5068 CSR/Ethics (8 weeks) | Company provided\* |  |
|  | **Block 5**  (12/21 to 01/22)  Surgery (TBD) |
| **Spring Semester (01/05-04/29)**  **(25 weeks)** |  |  |  |
| MAN 5936 Graduate Leadership Seminar I (On-Campus  Residency) (1 weekend before 1st day of class) | Students will be recorded delivering an oral presentation on a topic of their choice related to their job. | **CE Lecture** | **Block 6**  (01/25 to 03/05)  AMB (TBD) |
| QMB 5555 Managerial Research Methods (10 weeks) | Company provided\* |  | **Block 7**  (03/08 to 04/09)  Elective (TBD)\*\* |
| MAR 5805 Marketing Management Strategy (7 weeks) | Company provided\* |  | **Block 8**  (04/12 to 05-21)  Practice Management |
| MAR 5465 Strategic Purchasing & Supply Management (8 weeks) | Company provided\* |  |
|  |
| **Summer Semester (05/09-07/29)**  **(17 weeks)** |  | **Case Conference presentation** |
| ACG 5175 Financial Statement Analysis (12 weeks) | The team project will require students to analyze a company from an industry, summarize the economics, current conditions and key success factors, identify accounting issues relevant to the analysis (i.e., ratio analysis and financial statement trend analysis) and perform a prospective analysis recommending whether to buy or sell each firm's stock. |  | **Block 9**  (05-24 to 06-30)  Elective (Medication Safety, ID, EM, Ambulatory Care, etc.) |
| MAN 5715 Business Environment & Public Policy (5 weeks) | Students will conduct an in-depth external environmental analysis of a company, its industry and a public policy issue that impacts them; identify and provide solutions to a company and industry problem using steps in the strategic managerial decision-making process that address behavioral, strategic, and R&D implications of the proposed solutions. |  | **PGY2\*\*** |
| **2. Residents are responsible for one issue of the BMC Newsletter (3-months)**  **5. Research - *Quality Improvement Framework* (3-6 months depending on project)**  **11. Management of practice area (12-months)** | **Block 1**  (07/27 to 08/28)   * Operations Management |
|  |  | 1. **Drug Use Policy (3-months)** | **Block 2**  (08/31 to 10/02)   * Operations Management |
| **Fall Semester (8/23-12/10)**  **(25 weeks)** |  | **6. Presentation (1 of 3)** | **Block 3**  (10/05 to 11/06)   * Operations Management |
| FIN 5515 Investments (10 weeks) | No company based project requirement in this course | 1. **Medication Use Evaluation (MUE) (3-months)** 2. **Pharmacy Informatics (3-months)** 3. **Medication Safety (3-months)** | **Block 4**  (11/09 to 12/18)   * Clinical Services Management |
| BUL 5323 Legal Issues and Environment (7 weeks) | No project requirement in this course. |  |
| MAN 5406 Successful Business Negotiations (8 weeks) | Company provided\* |  |
| **6. Presentation (2 of 3)** | **Block 5**  (12/21 to 01/22)   * Health System Leadership * Contracts * Sterile Products |
| **Spring Semester (01/05-04/29)**  **(25 weeks)** |  |  |  |
| TRA 5722 Supply Chain I (7 weeks) | Given mock data of a firm’s product demands, operational capacities, operational cost, and strategic priorities, student teams will use their understanding of Chopra Strategic Alignment Framework to create at least two alternative plans (e.g., distribution network, pricing, inventory, transportation, sourcing, information technology) to align the firm’s supply chain activities with the firm’s competitive and/or corporate strategy. | 1. **Health-System Leadership (3 months)** | **Block 6**  (01/25 to 03/05)   * Supply Chain Management |
| TRA 5723 Supply Chain II (7 weeks) | Given the supply chain strategies devised in TRA 5722, students will use “AnyLogistics” to simulate, illustrate, analyze, and compare the trade-offs of each alternative supply chain distribution and operational strategy. Students will have to present and defend (oral and written) a recommended supply chain strategy for the given firm. |  | **Block 7**  (03/08 to 04/09)   * Elective\*\* |
| MAN 5721 Business Policy & Strategic Management - International Residency (typically the second or third week in March) (11 weeks) |  |  | **Block 8**  (04/12/ to 05/21)   * Elective\*\* |
| **Graduation** |  |  |
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| **6. Presentation (3 of 3)** | **Block 9**  (05/24 to 06/30)   * Elective\*\* |

\* Company provided course projects will align with PGY1 elective experience in the areas of:

* + Specialty pharmacy leadership
  + External business pharmacy development leadership
  + Ambulatory pharmacy leadership
  + Managed care division (ACO) – Health System Leadership
  + In-Patient Pharmacy Leadership
  + Medication safety Leadership
  + Outpatient pharmacy Leadership
  + Ambulatory Care, Leadership etc.

\*\*Electives

* + Specialty Pharmacy Leadership
  + External Pharmacy Business Development
  + Ambulatory pharmacy leadership:
    - ACO
  + Managed care pharmacy:
    - Operational, clinical, etc. specific to insurance company managing covered lives, in multiple lines of business across multiple states.
  + PGY1 Clinical Rotational experience with alternative focus
  + Repetition of any required rotation with alternative focus