

DUQUESNE UNIVERSITY
CENTER FOR CONTINUING PHARMACY EDUCATION

Healthcare Leadership

CERTIFICATE PROGRAM



*PRESENTED IN PARTNERSHIP WITH
SJ HOLDINGS GROUP, INC.*

The Healthcare Leadership Certificate Program is an educational experience designed to equip pharmacists—in all practice settings—with the knowledge, skills, and confidence needed to lead and thrive in today's healthcare climate. The program provides a total of 17 contact hours of continuing pharmacy education credit via comprehensive instruction in current leadership topics including talent recruitment, people management, and workflow management, along with the opportunity to apply the skills learned to complex leadership scenarios through engagement with faculty and other participants via a discussion board. In our fast-paced, complex, evolving environment, strong leadership is absolutely vital. Participants will have the opportunity to develop and expand their leadership skills to effectively recruit, motivate, and inspire a team to spark passion and live the mission and vision of the company.

HEALTHCARE LEADERSHIP COURSE OUTLINE

Self-Study Portion:

Unit 1: Talent Recruitment

Estimated Time To Complete: 5 Hours

- Module 1: Recruiting
- Module 2: Interviewing & Selection
- Module 3: Onboarding & Training Development
- Module 4: Personal Interviewing
- Talent Recruitment Application Video

Unit 2: People Management

Estimated Time To Complete: 5 Hours

- Module 1: Annual Evaluations & Talent Development
- Module 2: Feedback & Performance Discussions
- Module 3: Managing Up & Across
- Module 4: Motivating & Inspiring
- People Management Application Video

Unit 3: Workflow Management

Estimated Time To Complete: 5 Hours

- Module 1: Delegation
- Module 2: Goal Setting
- Module 3: Prioritization
- Module 4: Workflow Management
- Workflow Management Application Video

Complete Comprehensive Self-Study Assessment

Must Score 80% Or Higher

Live Portion:

Estimated Time To Complete: 2 Hours

Participants will engage in discussion board postings to address complex leadership case scenarios related to talent recruitment, people management and workflow management. The interactive platform provides participants with the ability to demonstrate critical thinking and expansion of leadership skills learned in the self-study portion of the program.

The requirements of the discussion board are as follows:

- Three discussion board postings (robust, insightful, and no less than 4 sentences per posting)
- After completing the three required posts, participants must comment on at least one post from either the faculty or another participant to engage in thought-provoking dialogue. The response should be no less than two sentences that has engaging thought and rhetoric while avoiding the simple response of "I agree" or "I disagree."

Upon completion of the live discussion board portion, faculty will verify successful completion on the 15th and 30th of each month. Participants will then be emailed a unique code to redeem their 17 contact hours through Lecture Panda and complete a program evaluation (must be completed within two weeks). A program evaluation is required in order to receive credit.

A certificate of completion will only be granted to participants who successfully complete the self-study requirements, receive a passing score of at least 80% or greater on the self-study assessment, complete the live skills component via insightful discussion board postings, and complete an online program evaluation.

ACCREDITATION INFORMATION

The Healthcare Leadership Certificate Program is approved for a total of 17.0 contact hours of continuing pharmacy education (CPE) credit (1.7 CEUs).

UAN: 0055-9999-21-078-B04-P

Release Date: 9/30/2021

Expiration Date: 9/30/2024

Activity Type: Certificate Program (Practice-based)

Target Audience: Pharmacists (all practice settings)

Speakers: Dr. Shannon Pukl, Dr. Joshua R. Pukl

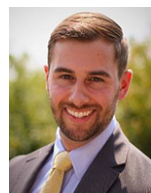


The Duquesne University School of Pharmacy is accredited by the Accreditation Council for Pharmacy Education as a provider of continuing pharmacy education.

PRESENTERS



DR. SHANNON PUKL is a cancer survivor who has been on both sides of the pharmacy counter and whose own personal journey launched a deeper passion for healthcare leadership. Shannon graduated cum laude with her doctorate in pharmacy from Duquesne University and obtained her MBA from West Texas A&M University. She also has over 10 years in pharmacy practice and 5 years of multi-facility pharmacy management experience leading up to 18 stores with 34 direct reports, a total team size exceeding 250 individuals, and annual sales over \$150M. Her operational experience, strong management skills, and commitment to developing top talent afforded the opportunity to cultivate teams in diverse areas from rural Ohio to suburban Illinois.



DR. JOSHUA R. PUKL is a results-driven leader with over 12 years of pharmacy experience and over 5 years of multi-facility pharmacy management expertise in the retail healthcare sector. Operating profitable business locations with annual revenue exceeding \$170M with 35 direct reports and total team size greater than 250 employees. Josh has been honored with multiple, consecutive above standard evaluations, consideration for various leadership positions and inclusion in high-potential development work groups. With a doctorate in pharmacy and master's in business administration from ranked and accredited universities, he has validated his field experience with excellent academic achievements. By combining modern management philosophy with grit, rigor, and resilience he has led each of his management assignments to higher grounds providing objective proof of his motivational management techniques. His effective, applicable approach to management is evidenced by being the catalyst to directly overseeing 50 pharmacy operations during his tenure from rural West Virginia to metropolitan Chicago, IL.

TECHNOLOGY REQUIREMENTS

Minimum System Requirements:

Processor: 1 GHz
Hard Drive: 32 GB
Memory (RAM): 1 GB
Sound Card With Speakers
Internet Access: 10 Mbps Download

Supported Browsers:

Latest Chrome Version
Latest Firefox Version
Latest Edge Version
Latest Safari Version
Internet Explorer 11

POLICY ON PRIVACY & CONFIDENTIALITY

Duquesne University School of Pharmacy protects the privacy of personal and other information regarding participants and educational collaborators. Duquesne University School of Pharmacy will not release personally identifiable information to a third party without the individual's consent, except such information required by ACPE.

LEARNING OBJECTIVES

UNIT 1

Module 1:

- Summarize the general mechanisms for sourcing and recruiting talent
- Explain networking and assess the differences between effective and ineffective approaches
- Describe methods for sourcing talent within an organization internally
- Create effective social media recruitment advertisements through incorporation of identified key qualities
- Evaluate examples and applicability of traditional recruiting methods-Explain how-to promote the organization to potential candidates
- Construct a comprehensive recruitment plan utilizing various modalities

Module 2:

- Describe the purpose of the interviewing process in talent recruitment
- Explain potentially discriminatory interview questions and list examples

- Justify the purpose of the pre-screening interview process and identify questions to ask
- Explain the various types or styles of interview questions
- Evaluate and rate the effectiveness of interview responses
- Develop a plan for providing feedback to candidates and closing the interview process
- Summarize the comprehensive interviewing and selection process

Module 3:

- Define core values, mission and vision statements and relate their utility to the onboarding process
- Describe the importance of introductions during onboarding
- Explain the concept of basic skill competency, process considerations, and practical application
- Formulate an outline for 30, 60, 90-day assessments understanding the utility of and applicability to any organization
- Compare and contrast role fit and role clarity
- Devise a future development plan for an employee's professional growth using various examples

Module 4:

- Evaluate various methods to identify and source potential career opportunities of interest
- Select the components to include in an elevator speech and develop a personal example
- Synthesize personal responses for interview questions utilizing the STAR method
- Explain considerations and preparation processes for effective interview delivery
- Generate examples of asking for interview feedback and plan responses to anticipated follow-up
- Summarize the comprehensive interview preparation process

UNIT 2

Module 1:

- Summarize the purpose and function of your role as a manager of people within your larger organization
- Explain common negative workplace people management practices that can be damaging and ineffective
- Evaluate and defend positive strategies of motivation and influence supported by common era philosophy and psychology workplace theories
- Compare and contrast negative and positive strategies for people management and motivation

- Develop a functional model for team leadership relating insight and knowledge on the direct actions available to the learner through utilization of positive motivation and inspiring strategies
- Construct a model of influential behaviors that positively lead others within the learner's scope of leadership

Module 2:

- Arrange the steps of the annual evaluation process
- Discuss the importance of recapping and establishing future expectations when closing the annual evaluation process
- Explain the essential components for continued talent development
- Describe the differences between goal setting for the organization and the individual
- Summarize what a stretch assignment is and the effect on growth potential then develop examples of stretch assignments

Module 3:

- Argue commonly used ineffective models of feedback that can have negative results in the workplace
- Assess and define several strategic approaches to effective models of feedback that produce positive workplace results
- Describe the benefits found in providing timely, objective feedback to employees
- Assemble and create a structure on how to provide concise feedback for nearly any situation
- Explain the overall importance behind providing performance discussions and how it correlates to the health of the practice

Module 4:

- Describe the benefits of a manager using their abilities to manage laterally to and through peers
- Explain the benefits of a manager using their abilities to manage vertically to and through supervisors
- Conclude and understand the benefits of a manager uncovering the value found in managing oneself
- Evaluate objective criteria to manage others that are not directly under your supervision as a manager of people
- Value the potential for a manager having an honest yet forward vision for their own performance to develop further

UNIT 3

Module 1:

- Explain the purpose and function of your role as a manager of people within your larger organization
- Assess workplace strategies that elicit change in your current business practice
- Summarize the importance of developing an efficient, adaptable, and business-aligned workforce
- Utilize workflow and workforce management principles to better operate business practice
- Formulate a plan to model and implement new initiatives within workflow

Module 2:

- Explain the common gaps and inaccuracies that surround the concept of prioritization in the workplace according to modern management theory
- Summarize modern approaches to prioritizing various tasks and assignments found in managing a work practice
- Classify work tasks into their respective position for completion
- Devise a plan to utilize tools and tactics to prioritize objectives based on their relative ranking amongst other key initiatives and requests
- Assess proper workplace prioritization in leading a successful and efficient team of employees that have a unified focus for enhanced results

Module 3:

- Describe the basics of delegation as found in business operations
- Formulate practical ways in which a manager may institute delegation into their management practice
- Evaluate and assess common areas in which managers fail to utilize delegation and the detriment it can cause to operations
- Summarize the benefits of proper delegation and the ability to harness its full potential in business operations
- Reconstruct the model of delegation along with creating a feedback loop that is critical to ensuring sustained success through delegation of a wide scope of tasks in a manager's scope of practice

Module 4:

- Assess challenges and provide applicable approaches to goal setting within the workspace as a manager of people

- Summarize the ways in which goal setting is incorrectly utilized and ultimately sets a team up for failure and missing of tangible metrics
- Evaluate evidence-based theories with supportive work psychology around the premise of goal setting in the workplace
- Formulate challenge for workplace employee to inspire them to excel within their respective role
- Develop and apply goal setting theory in modern day management practice as a means to deliver high caliber results in the manager's workplace

LIVE PORTION

- Apply leadership strategies related to talent recruitment in a complex case scenario
- Resolve a workflow management situation via a complex case scenario
- Describe appropriate action steps for leading people and preparing for the future through a complex case scenario
- Demonstrate critical thinking and expansion of leadership skills through engagement and discussion with faculty and participants on a discussion board.