Module	Overview	Objectives	Competency
Evidence-Based Medicine as a Sales Strategy	This module looks at EBM as a sales strategy, considers the regulatory implications, and outlines an approach to planning an EBM sales call.	1. Describe how an EBM sales strategy can facilitate valuable interactions between healthcare representatives and clinicians. 2. Describe the regulatory implications for EBM as a sales strategy. 3. Characterize the pre-call planning process for defining and implementing EBM objectives.	Selling Skills
Effective Evidence-Based Medicine-Oriented Sales Calls	This module examines how evidence-based medicine (EBM) can be woven into the following segments of a call: Opening; Demonstrating value; Managing issues, concerns, and objections; Closing; Following up.	1. Characterize the various elements of an EBM-oriented sales call. 2. Describe the effective use of clinical reprints when time constraints are significant.	Selling Skills
Opportunities Behind the Clinician's Evidence-Based Medicine Challenge	This module looks at why clinicians often find it challenging to integrate evidence-based medicine (EBM) into clinical decision-making, and how their challenge can become your opportunity. Clinicians are more likely to be responsive to your product message if you become skilled at examining trial results from their viewpoint and providing evidence through study reprints and other support materials.	1. Describe the challenges clinicians face in the implementation of EBM. 2. Evaluate trial results from a clinician's perspective. 3. Describe how the package insert and other evidence-based support materials can be of value in the context of an EBM call strategy.	Selling Skills
Patient-Centered Care	This module discusses the following topics: the patient's voice, a continuum of care, technologies that support patient-centered care, and measures of quality improvement in patient-centered care.	1. Describe the areas in the healthcare industry that patients are influencing. 2. Describe the components of a continuum of care. 3. Explain the technologies used to support patient-centered care as well as the confidentiality issues associated with these technologies. 4. Describe measures of quality improvement associated with patient-centered care.	Selling Skills
Selling in a Quality-Conscious Environment	This module discusses how disease management, technology, and value-based services and products can contribute to win-win partnerships.	1. Explain the emphasis on quality standards and the value of supporting disease management in a quality conscious environment. 2. Describe various ways in which technology is enhancing the quality of healthcare. 3. Identify particular ways in which the products and services of pharmaceutical companies can be of value to quality-conscious healthcare organizations.	Selling Skills
Analyzing the Sales Situation	This module discusses the importance of accurate business analyses and forecasting, and explores the various tools and processes that might be used to analyze a territory and forecast sales.	1. Describe how district managers use sales data from various services to analyze current sales situations. 2. Describe the purpose of future situation analyses and identify the factors that could influence future sales. 3. Determine how district managers arrive at a final forecast figure using a bubble-up sales forecast process. 4. Describe the responsibilities of district managers and healthcare sales professionals when conducting bubble-up sales forecasts. 5. Identify the responsibilities of district managers when conducting top-down sales forecasts.	Selling Skills

Module	Overview	Objectives	Competency
Business Planning in a Changing Healthcare Market	This module provides a general introduction to the sales business planning process and its resulting benefits.	1. Recognize how the market is evolving and how healthcare companies and representatives are adapting to meet changing customer needs. 2. Describe the key steps in the business planning process. 3. Identify the benefits of the business planning process.	Selling Skills
Creating and Implementing a Business Plan	The business plans of healthcare sales professionals represent cooperative efforts between the sales professional and district manager, who guides the sales professional in plan development, approves the plan, and monitors its implementation. In addition, district managers must write their own plans. This module discusses the content and process for creating both types of plans.	1. Describe the components of a business plan. 2. Describe how a district manager's business plan differs from that of their healthcare sales professionals.	Selling Skills
Creating Effective Business Presentations	This module begins with a description of the advantages and disadvantages of presentations and when they should be the communication tool of choice. It then discusses the process of making a business presentation, including planning, organizing, selecting visual aids, and delivering the presentation.	1. Describe the advantages and disadvantages of business presentations. 2. Describe the steps involved in planning an effective presentation. 3. Explain how to effectively organize a business presentation. 4. State the purposes of visual aids and describe the various types. 5. Describe how to effectively deliver a business presentation. 6. Discuss considerations for making webinar presentations successful.	Selling Skills
Developing a Business Plan	This module discusses the structure and components that are needed to develop a business plan that will help you manage and communicate your territory goals, status, and plan for achieving goals.	1. Describe the key steps to developing an effective executive summary. 2. Describe the key elements to be included in a current situation analysis. 3. Describe how to identify strengths, weaknesses, opportunities, and threats (SWOT analysis) in a business plan. 4. Describe how to develop a future situation analysis. 5. Characterize the objectives to be included in a business plan. 6. Identify the types of actions to include in a business plan. 7. Describe the importance of including an evaluation process to assess the relative effectiveness of your actions.	Selling Skills
Tools for Economic Evaluation	The tools discussed in this module make sense of data, provide theoretical constraints within a given set of assumptions or parameters, and provide a sense of order and certainty through mathematical and analytical processes. However, their predictability must be balanced against a broad understanding and perspective of the economic issue or problem being considered, and allowance must be made for unintended consequences.	1. Describe how return-on-investment (ROI) analysis is used in the healthcare setting. 2. Distinguish between net present value (NPV) and economic value added as forms of economic analysis. 3. Describe common methods of pharmacoeconomic analysis.	Territory Management
Trends in Life Science Marketing	This module describes current trends in Life Science marketing which include direct-to-consumer advertising, use of the Internet, the application of pharmacoeconomic data, and copromotion agreements. In light of this trend, larger manufacturers are carving out independent operating companies which can operate with more speed and flexibility than if they worked under the parent umbrella.	1. Describe the latest trends in direct-to-consumer advertising and how this type of advertising affects patient/physician relationships. 2. Explain the evolving role of the Internet in marketing. 3. Explain the applications of pharmacoeconomic data in marketing. 4. Explain how copromotion agreements can have an impact on marketing departments.	Territory Management

Module	Overview	Objectives	Competency
Administering the Pharmacy Benefit	This module begins with a discussion of the role of prescription drugs in the delivery of healthcare services and what is meant by the pharmacy benefit. It then discusses the role of PBMs in managing the pharmacy benefit and how financial risk is influencing the pharmacy benefit.	1. Explain the role of prescription medicines in healthcare delivery compared with other treatment alternatives. 2. Identify the components of the pharmacy benefit. 3. Describe the functions of PBMs. 4. Describe the different types of financial risk contracts that may influence how the pharmacy benefit is managed.	Territory Management
Selling in the Formulary Environment	This module discusses how pharmaceutical companies have responded to and are succeeding in a formulary environment.	1. Describe how buying groups influence the sale of pharmaceutical products. 2. Characterize the function of national account managers. 3. Describe the kinds of research data that are especially valuable in a formulary environment. 4. Identify the information representatives need from local healthcare organizations to prepare an effective formulary approval strategy. 5. Explain the importance of developing product advocates. 6. Describe the information that P&T Committees and other influencers require when deciding whether to approve a drug for formulary. 7. Recommend actions that can help maintain a drug on formulary. 8. Suggest appropriate responses for when a drug is not approved for formulary.	Territory Management
Choosing the Right Form of Business Communication	This module describes the growing range of written business communication options, examines rules governing several types of written communication (eg, e-mail; blogs; memos; business letters, handwritten notes, reports, and proposals). It concludes with a general discussion of the effective handling of phone calls and voicemail in the business environment.	1. Describe the range of written business communication options, as regards length, levels of formality, and available media and devices. 2. Compare and contrast the use of different types of written communication in the business setting. 3. Describe how to properly leave and receive professional messages via phone calls and voice mail.	Territory Management
Elements of Good Communication	This module describes elements of good communication, including: synergy and the win/win approach, rapport: listening and understanding, being understood, timing and directness, emotional intelligence, and nonverbal communication. This module concludes with a discussion of handling criticism and conflict.	1. Define three philosophies of human interaction and identify which interaction produces synergistic communication. 2. Identify characteristics essential to a win/win approach. 3. Explain how managers can build rapport with their staff through listening and understanding. 4. List ways managers can adapt their communication methods to improve employee listening skills. 5. Describe how an effective manager ensures that his or her message is understood by others. 6. Describe the importance of timing and directness in communication. 7. Explain how the use of emotional intelligence by business leaders can positively impact their ability to manage others. 8. Identify examples of nonverbal communication. 9. Explain how managers can effectively deliver and receive criticism. 10. Describe five methods for dealing with conflict.	Territory Management
The Evolving Structure of Pharmaceutical Sales	This module looks at how horizontal management and its emphasis on teamwork, as well as the changing landscape of decision makers, are influencing pharmaceutical sales.	1. Explain how horizontal management in pharmaceutical sales influences the sales process and the representatives' role. 2. Identify current decision makers and how they may influence the sales process. 3. Recognize how behavioral economics affects decision making in today's value conscious environment.	Territory Management

Module	Overview	Objectives	Competency
Communicating Within Teams	This module describes traditional methods of communication used within teams (memos and progress reports) as well as more contemporary methods that make communication with geographically dispersed members or virtual teams possible. These include e-mail, teleconferencing, videoconferencing, web conferencing, computerized discussion groups and online meetings, groupware, and other types of collaborative software.	1. Describe how memos and progress reports are used for communicating within teams. 2. Describe how e-mail, teleconferencing, videoconferencing, web conferencing, computerized discussion groups, online meetings, and groupware can be used effectively to enhance team communication.	Territory Management
The Role of Healthcare Sales Professionals	This module discusses the role of healthcare sales professionals as it relates to: territory analysis, gaining access to customers, and working within teams.	1. Describe important elements related to conducting a territory analysis. 2. Identify the methods by which healthcare sales professionals may gain access to customers. 3. Describe the purpose and makeup of pharmaceutical teams.	Territory Management
Managing Resources	This module focuses on three important resources available to district managers—time, finances, and technology/automation.	1. Describe techniques district managers use to manage their own time efficiently and assist healthcare sales professionals with time management. 2. Describe the process that district managers should follow to obtain budgets and manage expenses in an efficient manner. 3. Describe how the use of technology and automation can assist with efficient management of resources.	Territory Management
Follow the Dollar—from Manufacturer to Patient	This module presents a high-level view of the distribution and payment of pharmaceutical products. It traces products through the supply chain and examines the role of various stakeholders, which include suppliers (pharmaceutical companies, wholesalers, and pharmacies), payers (government and health plans), and consumers (the patients). Along the way, you will gain an appreciation for the complex association between drug spending and those who pay the bills. Indeed, there are many possible variations beyond those presented here.	1. Describe the role of pharmaceutical companies, wholesale distributors, and different types of pharmacies in the drug supply chain. 2. Distinguish manufacturer's invoice price from net price, and describe other factors that help determine drug spending. 3. Characterize the role of consumers, health plans, and the government in overall drug spending. 4. Identify current trends that are impacting drug distribution and spending.	Product, Market, Competitive and Managed Care Knowledge
Medicare and Medicaid Formularies	This module explores the role of formularies in controlling healthcare costs under two major public programs—Medicare and Medicaid.	1. Describe formulary use by Medicare and Medicaid programs.	Product, Market, Competitive and Managed Care Knowledge
Cost-Containment Strategies in Managed Healthcare	This module describes the cost-containment strategies developed by MCOs, including: care management, provider payment and financial incentives, benefit design and out-of-pocket cost sharing, drug management strategies, and pharmacy benefit management companies.	1. Describe the role of care management, value-based payment, and benefit design in controlling healthcare costs. 2. Describe the various drug management strategies being used to help control drug costs. 3. Describe the functions performed by pharmacy benefit management companies (PBMs). 4. Describe a total systems approach to healthcare in relation to reducing total costs of care.	Product, Market, Competitive and Managed Care Knowledge
Evaluating and Improving the Quality of Managed Care	This module highlights some of the key organizations and approaches being used to evaluate and improve the quality of care in MCOs, including the Institute for Healthcare Improvement's Triple Aim, federal quality-related initiatives, accrediting organizations, including The National Committee for Quality Assurance (NCQA) and the Joint Commission, performance measurement and transparency, and clinical guidelines.	1. List the three goals of the Triple Aim. 2. Characterize the value-related initiatives being deployed on the federal level to meet the National Quality Strategy. 3. Describe accreditation, certification, and recognition programs. 4. Define how performance measurement is being used to improve and draw attention to quality. 5. Define evidence-based care and how clinical practice guidelines contribute to evidence-based care.	Product, Market, Competitive and Managed Care Knowledge

Module	Overview	Objectives	Competency
How Trends and Forces in Managed Care are Impacting the Pharmaceutical Industry	This module discusses four major managed care trends that are influencing the pharmaceutical industry: a growing focus on outcomes research and management fueled, in part, by concerns over costs/value, increased use of clinical practice guidelines, disease management programs, and evidence-based medicine, and personalized medicine, new contractual relationships, and new business-oriented decision makers and a consumer-focused market.	1. Explain how the pharmaceutical industry is adapting to the growing focus on outcomes research and management. 2. Describe the impact of clinical practice guidelines, disease management, evidence-based medicine, and personalized medicine on the role of the pharmaceutical industry. 3. Describe the new contractual relationships being implemented among pharmaceutical companies and their managed care customers. 4. Describe the various decision makers that influence drug purchasing and utilization in healthcare organizations, and the implications of a consumer-focused market.	Product, Market, Competitive and Managed Care Knowledge
Information Technology in Managed Healthcare	This module describes the various functions and capabilities of health IT while highlighting some of the remaining challenges and obstacles.	1. Describe specific types of health IT, including electronic health records (EHRs), e-prescribing, personal health records (PHRs), data storage and analysis, and health information exchange. 2. Explain the ways IT can be leveraged to achieve the goals of managed care. 3. Characterize the IT challenges that the industry is facing, including patient rights under HIPAA, interoperability, IT-related errors, provider-patient communication issues, usability, patient confidentiality, and security.	Product, Market, Competitive and Managed Care Knowledge
Major Healthcare Payers and Managed Care Payment	This module provides an overview of the major payers and payment arrangements in the post-Affordable Care Act market.	1. Characterize the complexity of the healthcare payment system and the evolution to value-based payment that is occurring in the industry. 2. Identify common types of fee-for-service and value-based payment arrangements. 3. Characterize how providers are reimbursed for drugs. 4. Identify the basic components of the Medicare program, including Medicare managed care plans and prescription drug coverage. 5. Describe Medicaid and how it is incorporating managed care. 6. Characterize how commercial payers and employers are using managed care approaches.	Product, Market, Competitive and Managed Care Knowledge
Managed Care and the Expanding Care Team	This module looks at the trends in managed care that affect and influence physicians, as well as the evolving and expanding care team, which includes nurse practitioners, physician assistants, pharmacists, and case managers.	1. Characterize how trends in managed care are changing the roles of primary care physicians and specialists. 2. Describe the expanding and evolving care team, including the roles of nurse practitioners, physician assistants, pharmacists, and case managers in managed care organizations.	Product, Market, Competitive and Managed Care Knowledge
Customer Focus and its Role in Business Strategy	This module discusses the importance of identifying primary customers and customer segments and describes how you can identify customer needs within those segments.	1. Characterize the primary customers for life science products and services and how these customers might be grouped into segments to help identify needs. 2. Describe the process for identifying, assessing, and reassessing customer needs within healthcare organizations.	Product, Market, Competitive and Managed Care Knowledge
Opportunities for Representatives in Managed Healthcare	This module describes the emergence of managed care divisions in many pharmaceutical companies and the implications it has for field sales. The module also discusses several aspects of a representatives' job that are critical to success in today's marketplace.	1. Describe the tendency in pharmaceutical companies to create managed care divisions and the implications it has for the field sales force. 2. Describe the changing focus of the healthcare representative and the types of skills that will help a representative succeed in today's healthcare environment.	Product, Market, Competitive and Managed Care Knowledge