Local Tactics for Collaboration

Kyle Skiermont, PharmD
Director, Specialty/Infusion Operations
Fairview Pharmacy Services

Iowa Healthcare Collaborative – HEN HAC Learning Community
June 6, 2012

Objectives:

1. Discuss pharmacy collaboration with hospitals and health systems
2. Identify ways to engage community organizations in medication safety
3. Review pharmacy leaders’ role in building a case for change
Fairview Health Services provides a full continuum of health and medical services.

- Not-for-profit organization established in 1906
- Partner with the University of Minnesota since 1997
- 20,000+ employees
- 2,050 aligned physicians
- 8 hospitals/medical centers
  - (1,627 staffed beds)
- 44 primary care clinics
- 55-plus specialty clinics
- 47 senior housing locations
- Home care, home medical and hospice
- 33 retail pharmacies
- Urgent care and retail clinics

2011 data
- 5.3 million outpatient encounters
- 73,054 inpatients served
- 1 million clinic visits
- $514 million community contributions
- Total assets of $2.6 billion
- $3.0 billion total revenue

FPS is a comprehensive provider of pharmacy services covering the entire spectrum of customer needs.

Retail Pharmacies (33)
- Medical office buildings and clinics, University of MN hospital

Hospital Pharmacies (8)
- Infusion Therapy (home and ambulatory service)
- Licensed pharmacy and home health agency w/regional coverage
- Clinical team: IV nurses, clinical pharmacists, dietitians
- Antibiotic therapy, TPN, oncology, pain management

On-site Infusion Pharmacies (4)
- Specialty Pharmacy
  - Nationwide coverage, all drug classes, case-managed approach

Mail Service Pharmacy
- Long Term Care/Assisted Living Pharmacy
- Compounding Pharmacy
- Central Packaging
- Medication Therapy Management (MTM)
  - 20 clinics, multiple direct-to-employer and payer contracts

Fairview Clinical Trials Services
- Anti-coagulation clinics (30)

Wholesale pharmacy
- Advanced Drug Therapy Program
- ClearScript pharmacy benefit management
- Management oversight of UMMC Hemophilia Clinic

Health system consulting
Fairview Pharmacy Services’ success is based upon core strategies.

**Core Strategies**

**Engaged Pharmacy Employees**
- Nationally recognized Towers Watson Survey
  - scored highest in employee satisfaction within Fairview
  - FPS, LLC in top quartile nationally

**Comprehensive & Integrated View of Pharmacy Services**
- Integration with providers and EMR at the point of care
- Upstream from outside pharmacy service providers
- Capture high percentage of pharmacy opportunity
- Customer/Patient Experience Excellence
- Pharmacy-specific infrastructure
- “Whole patient care” focus
- Financial Performance Excellence

---

**Improving the Health Requires Care Continuum**

- **Health care needs**
  - Preventive Care needs
  - Chronic care needs
  - Short term/ Acute care needs
  - Complex/ catastrophic Care needs

- **Current focus**—Caring for the sick
- **Future focus**—Improving health, well-being for a lifetime

“Helping people enjoy life by improving their health”
Pharmacy an integral part of becoming a competitive health care delivery system

Statistics

• Improper medication use by patients has been estimated to cost the health system up to $290 billion a year
• Drug expenditures comprise 15.5% of healthcare premium
• This represents the third most costly component of the nation’s health spending behind hospital care (31%) and physician and clinical services (21%)

Pharmacy an integral part of the health care team

Pharmacy optimization goals

• Health outcomes
• Patient experience
• Provider experience
• Financial outcomes

The main objective is to constantly develop and implement new pharmacy capabilities and services to support health care team goals

• Partner with providers to expand care
• Special focus on complex and costly patients
Pharmacy’s role

In addition to inpatient pharmacy capabilities, the hospital and health system pharmacy or pharmacy partner must cover a broad spectrum of outpatient pharmacy services including specialty pharmacy, medication therapy management (MTM), mail service, home infusion and, in some cases, pharmacy benefit management (PBM) services.

Hospital Collaboration Strategies

• Supply Chain
• Drug Policy
• Admission and hospital stay
• Transitions in Care
Formulary Strategies

• Consolidate formularies across systems
• Pursue contract and market share agreements
• Pursue cost savings programs aggressively
• Evaluate inpatient reimbursement versus outpatient reimbursement
• Managing shortages

Drug Policy – Proving Value

Standardized Epic order sets & protocols
Decision Support
Medication Safety
Disease Management
Symptom Management
Opportunities for Pharmacy Collaboration

Admission and Inpatient Stay

- Medication history
- Medication reconciliation
- Errors of omission
- Adverse drug events
- Medication adherence
- Medication access
- Optimize the medication regimen
- Determine post-hospital needs - where will patient likely receive care? Who are caregivers? Barriers to care?

Opportunities for Pharmacy Collaboration

Inpatient Stay

- Optimize the medication regimen
  - Initiate indicated medications
  - Discontinue unnecessary or unsafe medications
  - Simplify the medication regimen
- Provide effective teaching and enhanced learning
  - Identify barriers to learning
  - Medication management
  - Disease self-management
  - Medication adherence
  - Use “Teach-back” method
  - Provide tools
Opportunities for Pharmacy Collaboration

Discharge

• Medication reconciliation
• Optimize the medication regimen
• Provide medication list and related information to patient/caregiver, next provider(s) of care, pharmacy/pharmacist
• Match discharge follow-up to need
  – Re-admission risk stratification
• Ensure proper information is provided
  – Action plan for care
  – Adverse event management

Transitions in Care

Inpatient and Outpatient Pharmacy Services working together to reduce readmissions through improved medication management, reconciliation, and patient education

• Ridges Hospital pilot
• CHF home visit pilot (Southdale)
• Amplatz discharge education services

Presence on Care Management Steering Committee
Transitions in Care Pilot

Two primary interventions

- Pharmacy Discharge Reconciliation
- Follow up visit with Primary Care within five days

Excellent outcomes demonstrated

- 30 day readmissions decreased by 42%
- Relatively low cost to administer
- Expanding to other facilities
Contributions to Clinic Care Model

Direct involvement in clinic team
- Huddles
- Clinical consults
- Ops team

Education
- Direct teaching
  - Asthma education for nursing
  - HTN
- Protocol development

Innovation
- Virtual Care (web-cam) development

Retail Clinical Services

Pilot at Hugo Pharmacy in partnership with the clinic
- Hypertension management
- Smoking Cessation
- Pharyngitis protocol
- Travel Health

Refill Authorization & Therapeutic Interchange Protocol
- For Fairview clinic patients

Vaccination Program
- Flu, pneumovax, others
Chronic Disease and Wellness

MTM services currently in 17 Fairview Medical Group clinics

- Refining our staffing and delivery model to ensure MTM services are available where there is need
- Collaborative Agreements in place to provide medication management on over 20 disease states
- Involvement in chronic disease and wellness leadership team to guide direction of team clinician members

Care Package development & participation

- Asthma, diabetes, migraine, hypercademia

Continuum of Care Services

Long term care (LTC) pharmacy services

- Partner organizations
- Outside of Fairview

Provide MTM services via NetClinic

- Ebenezer
- Fairview Partners
- Geriatric Services

Consulting Services

- Fairview Partners
Community and government partners

• Home care organizations
• Church groups
• Medication/hazardous waste destruction events
• Professional associations

The Future

(which starts now...)

What roles can Pharmacists and Pharmacy Technicians play in new care models that can lower total health care costs, improve patient satisfaction and improve clinical quality
In summary

• Proactively consider medications and the pharmacy team as an essential part of the full spectrum of condition management, and not just as an expense or care silo
• Medication management strategies need to cover both inpatient and outpatient
• Consider the pilot approaches to system redesign and condition/medication management.