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2023 Executive Pharmacy Exchange

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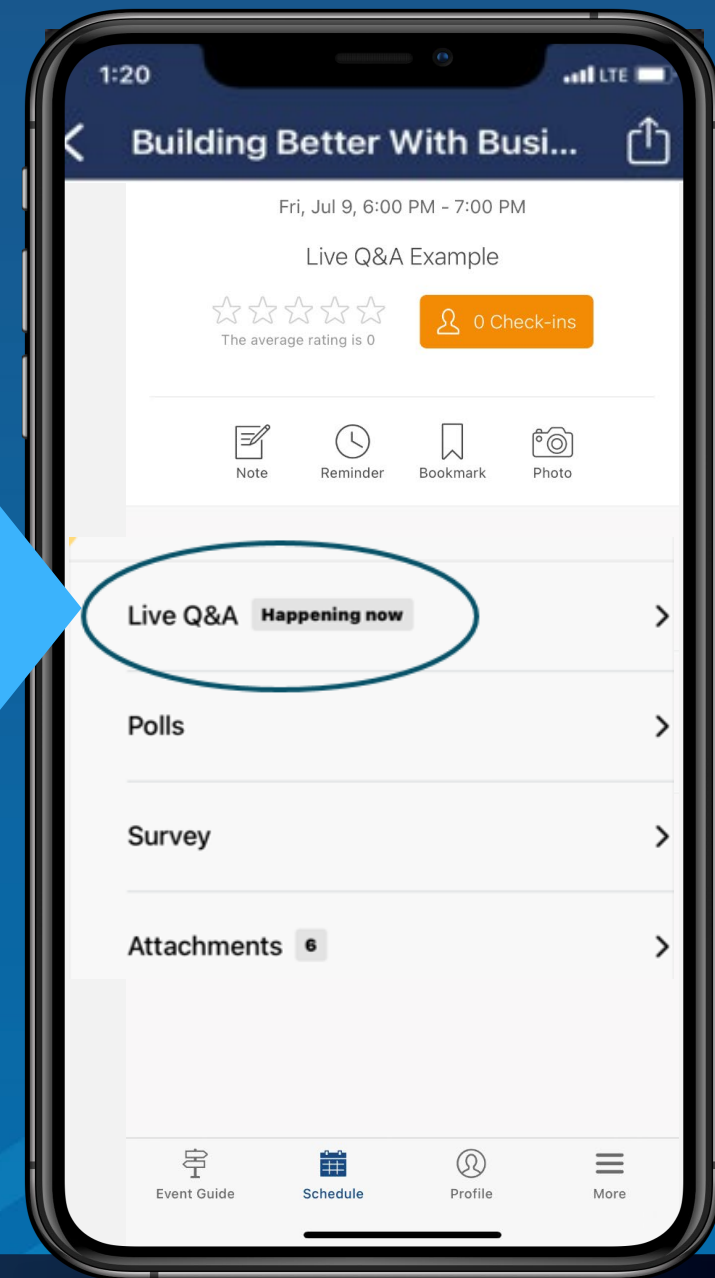
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2023 HEALTHTRUST UNIVERSITY CONFERENCE

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OPTIMIZING OUTCOMES

2023 Executive Pharmacy Exchange

Michael Epshteyn, PharmD, MSM

Jon Lakamp, PharmD, BCPS

Heather Weese, PharmD, MBA, MSF, MSHI,
BCPS, BCPPS, FACHE

Moderator: Aigner George, PharmD

July 17, 2023



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Disclosures

- The presenters have no real or perceived conflicts of interest related to this presentation

Note: This program may contain the mention of suppliers, brands, products, services or drugs presented in a case study or comparative format using evidence-based research. Such examples are intended for educational and informational purposes and should not be perceived as an endorsement of any particular supplier, brand, product, service or drug.

Learning Objectives

At the end of this session, participants should be able to:

1. Recall key challenges of leading the pharmacy enterprise
2. Recognize strategies to address key challenges facing the pharmacy enterprise
3. Identify opportunities to apply to practice and/or advance the pharmacy enterprise



Panelist Introductions

CE Credit Deadline: 8/25/23

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Michael Epshteyn, PharmD, MSM

Vice President of Pharmacy, Gulf Coast Division, HCA

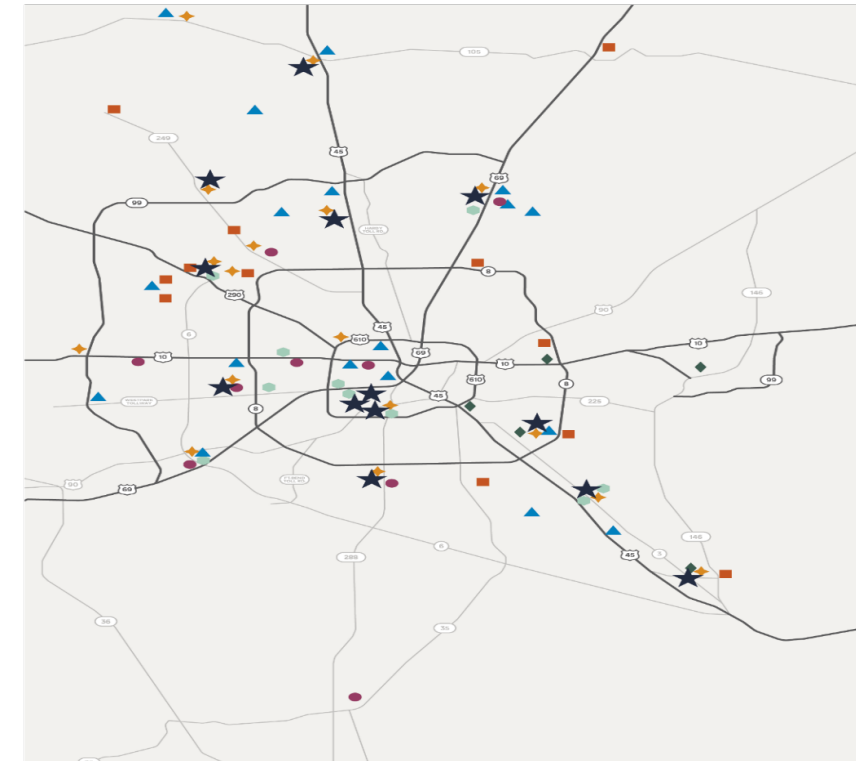
Facility Count: 16 acute care hospitals

- *Comprehensive Regional Hospitals in Houston*
 - HCA Houston Healthcare Clear Lake, Kingwood, Conroe
300–400 bed facilities
 - Specialized Care: Texas Orthopedic and The Woman’s Hospital of Texas
- *Corpus Christi Medical Center, Valley Regional Medical Center, and Rio Grande Regional Hospital in South Texas*

Annual Rx Spend \$106 million



**Gulf Coast
Division**



- ★ HCA Houston Healthcare Hospital
- HCA Houston ER 24/7
- Woman’s Health
- ▲ CareNow/UCC
- ◆ Solis Mammography
- Ambulatory Surgery Centers
- ◆ Women’s Care Centers

Jon Lakamp, PharmD, BCPS

Chief Pharmacy Officer, Mercy

Hospital Pharmacies (24-hour/onsite): **12**

Hospital Pharmacies (non-24-hour w/ offsite coverage): **33**

Oncology/OP Infusion/ASC Pharmacies: **15**

Retail/Specialty/Home Infusion Pharmacies: **57**

- Specialty/Home Infusion pharmacies: **4**

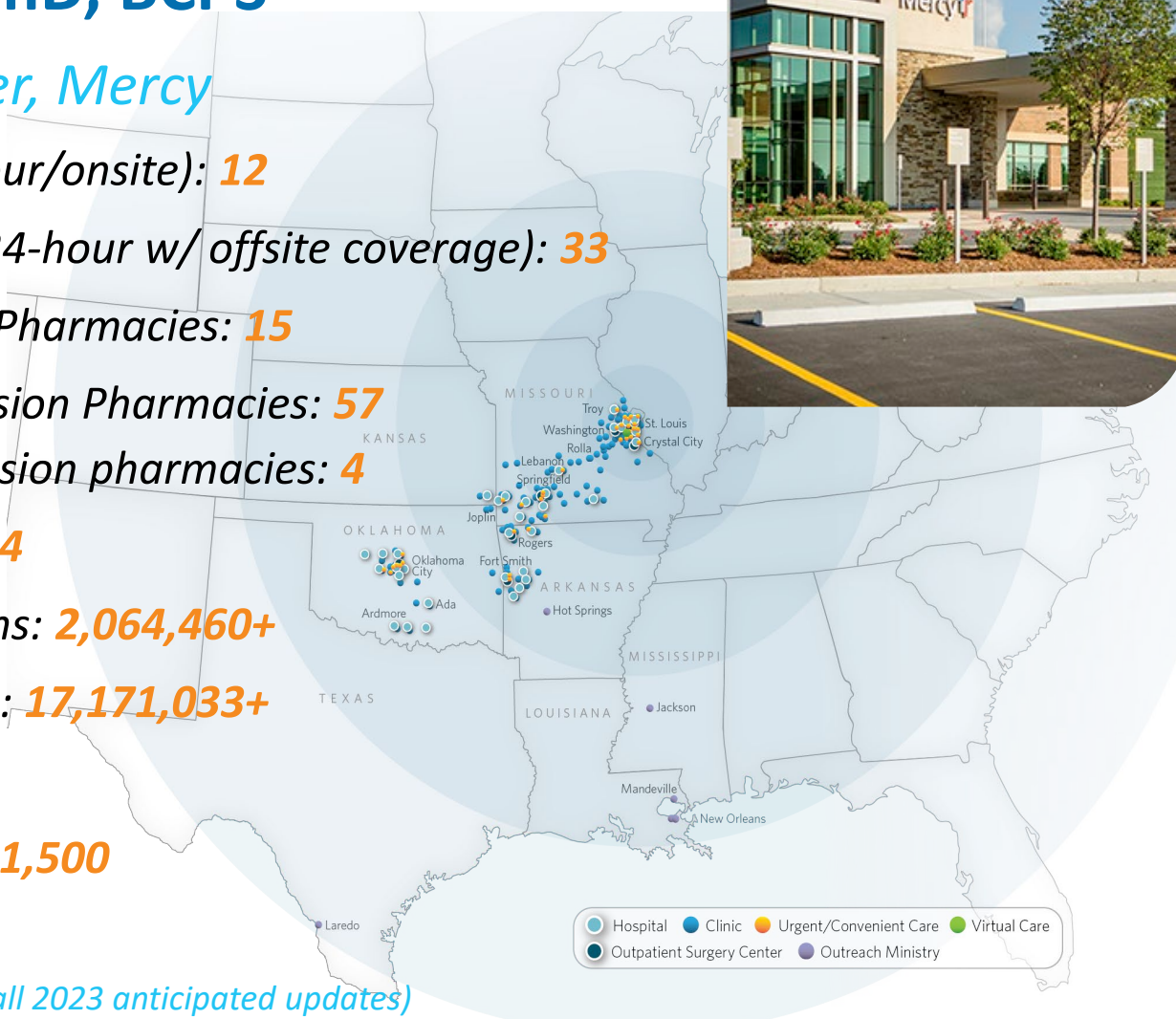
Clinic/Mission Pharmacies: **4**

Retail/Specialty Prescriptions: **2,064,460+**

Hospital Medication Orders: **17,171,033+**

Drug Spend: **\$930 million**

Pharmacy Coworkers: **over 1,500**



Headquartered in St. Louis with a multi-state footprint, Mercy is one of the largest Catholic health systems in the US.

1827 founded

44 hospitals

925 physician practices & outpatient facilities

Outreach ministries in Arkansas, Louisiana, Mississippi and Texas.

Mercy's IT division, Mercy Technology Services and Mercy Virtual commercially serve providers & patients from coast to coast.

4,200 integrated providers¹

42,000 co-workers

Serving millions each year.

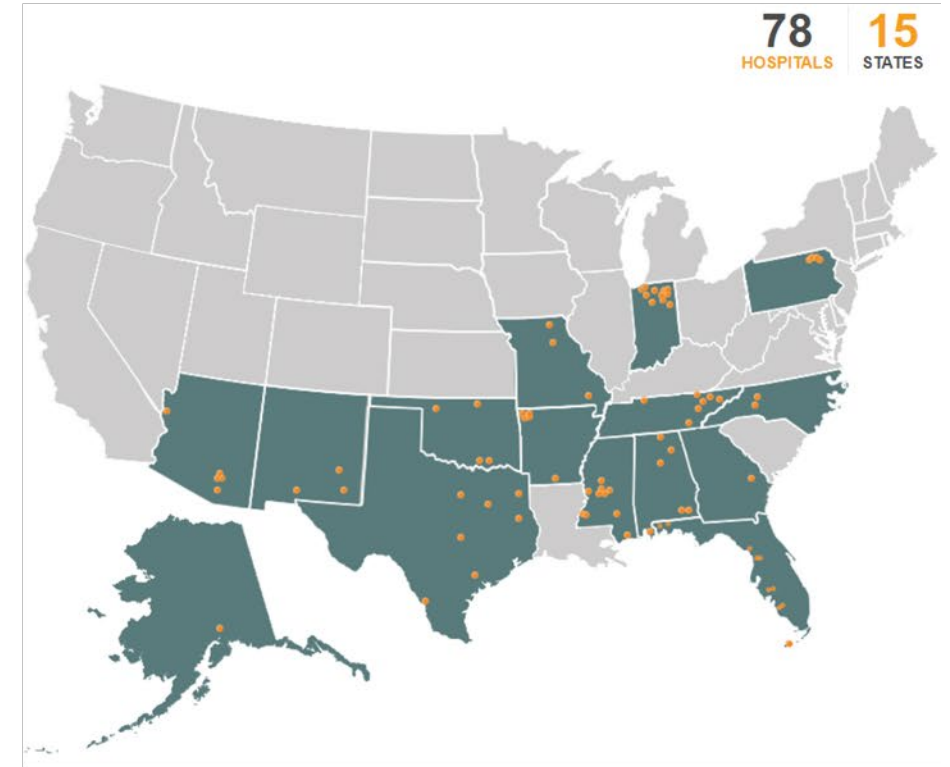
\$7B revenue

Source: CY2022/Annual Stats (with Fall 2023 anticipated updates)

Heather Weese, PharmD, MBA, MSF, MSHI, BCPS, BCPPS, FACHE

Vice President, Pharmacy, CHS

- 78 hospitals in 15 states
- 18 – 423 licensed beds
- Acute care community hospitals
- Medical, surgical, cardiac, oncology, trauma, behavioral health, women's and children's, emergency
- \$300M+ annualized Rx spend





The Exchange

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Data Analytics

Data to Intel

Data Analytics

Questions to Regard

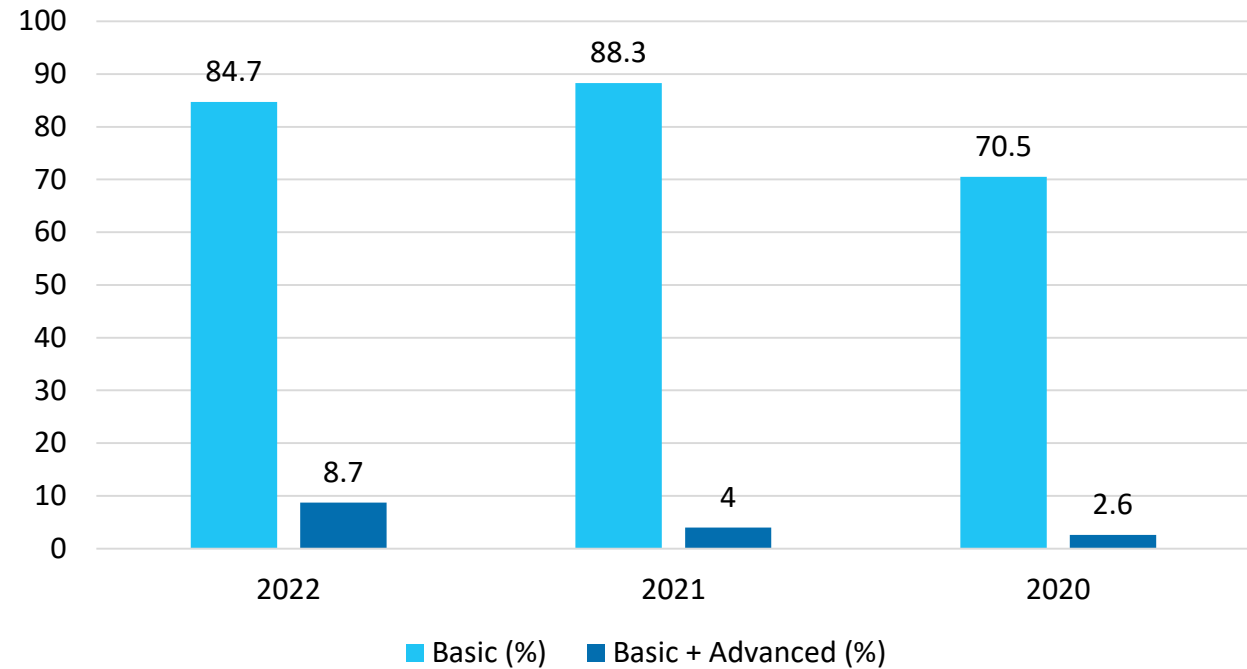
- What story are you trying to tell?
- What data points will help you tell the story?
- How can data points be effectively visualized?

Source: Barret J (2021). Build a Successful Hospital Pharmacy Analytics Program. *Drug Topics*. 2021;165(9). <https://www.drugtopics.com/view/build-a-successful-hospital-pharmacy-analytics-program>

Data Analytics

- Analytics/Technology is an ASHP 2030 Recommendation
 - Goal: Optimize pharmacist care
 - Goal: Increase by 20% by 2024

Implementation of Analytics in Hospital Pharmacies



Source: Pedersen C, et al. ASHP National Survey of Pharmacy Practice in Hospital Settings: Workforce – 2022. Am J Health-Syst Pharm. 2023; XX:0-0 (corrected proof).
<https://doi.org/10.1093/ajhp/zxad055>

--- Time Period ---

Month-To-Date



Quarter-To-Date



Year-To-Date



Drugs as a Percentage of Net Revenue

2023	2022	% Change
[Placeholder]		

Net Revenue

% Change
[Placeholder]

Pharmacy Spend

Cardinal Spend % Change	GL Pharmacy Spend % Change
[Placeholder]	

GL Pharmacy Spend: YOY

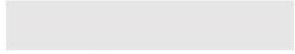
+ Month	2023	2022	Variance	% Change
January	[Placeholder]			
February	[Placeholder]			
March	[Placeholder]			
April	[Placeholder]			

GL Pharmacy Spend: MOM % Change

Month	% Change
Apr 2023	[Placeholder]
Mar 2023	[Placeholder]
Feb 2023	[Placeholder]
Jan 2023	[Placeholder]
Dec 2022	[Placeholder]
Nov 2022	[Placeholder]
Oct 2022	[Placeholder]

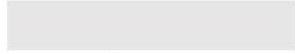
Net Revenue Assessment

DELIVERIES



from previous year

PD



from previous year

SURGERIES



from previous year

APD



from previous year

Line Graph Trend

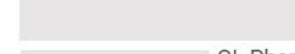
Jan 2022 Mar 2022 May 2022 Jul 2022 Sep 2022 Nov 2022 Jan 2023 Mar 2023

Line Graph Trend

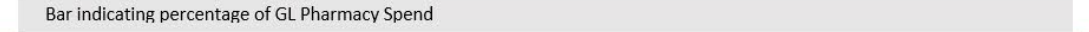
Jan 2022 Mar 2022 May 2022 Jul 2022 Sep 2022 Nov 2022 Jan 2023 Mar 2023

Cardinal Spend Assessment

Cardinal Spend



GL Pharmacy Spend



GL Pharmacy Spend



from previous year

COVID Spend



from previous year

Cardinal Spend



from previous year

Line Graph Trend

Jan 2022 Mar 2022 May 2022 Jul 2022 Sep 2022 Nov 2022 Jan 2023 Mar 2023

Data Analytics – HCA (Gulf Coast) Power BI

HEALTHTRUST

CY YTD vs PY YTD Spend

Report Version: Version 4
Last Refresh Date: 5/11/2023

Peer Groups: 4 Peer groups in use.

Ledger

Summary | Facility Level | Drug Level | Blood Only

Mth Qtr Yr Mth Qtr Yr Mth Qtr Yr Mth Qtr Yr

Organization: AMERICAN GROUP (selected)
 - CONTINENTAL DIVISION
 - GULF COAST DIVISION
 - NORTH TEXAS DIVISION
 - SAN ANTONIO DIVISION
 - ATLANTIC GROUP
 - NATIONAL GROUP

Generic Abbrev Desc: All

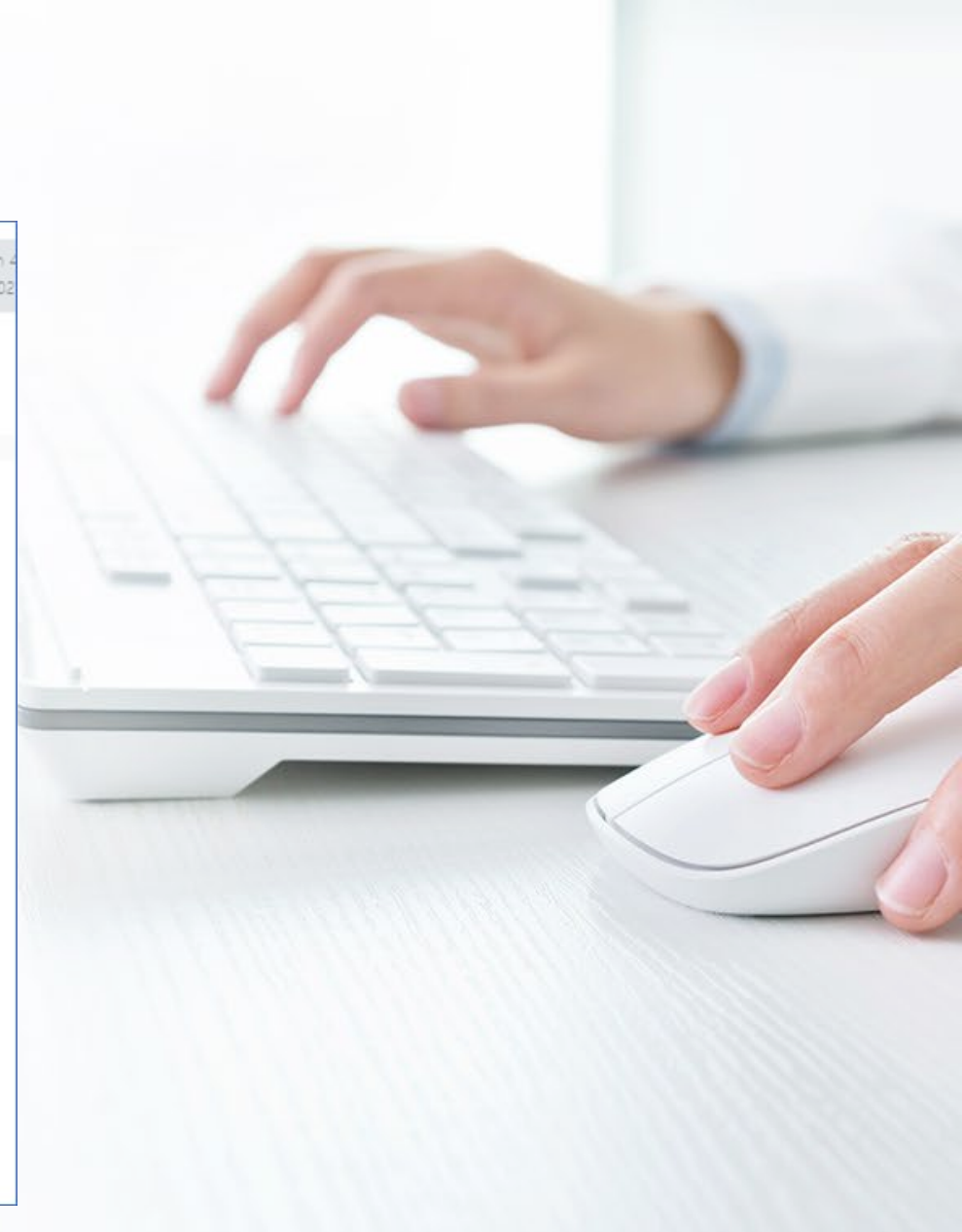
Rx Item Desc: INDOMETHACIN 50 MG SUPP

Category Name: All

GL Num - Name: All

Month-Year: May 2023

COID Name Full	CY Spend YTD	PY Spend YTD	Spend YTD Variance	CY Qty (EA) YTD	PY Qty (EA) YTD	Qty (EA) YTD Variance
HCA HOUSTON KINGWOOD	28,751	23,488	5,264	94	74	20
HCA HOUSTON TOMBALL	14,742	15,235	-493	50	48	2
HCA HOUSTON CLEAR LAKE	12,417	26,662	-14,245	50	84	-34
CORPUS CHRISTI MEDICAL CENTER	10,975		10,975	40		40
HCA HOUSTON MAINLAND	5,891	6,983	-1,091	21	22	-1
HCA HOUSTON MED CTR	5,800	8,252	-2,453	20	26	-6
HCA HOUSTON NORTHWEST	4,618	8,252	-3,634	18	26	-8
HCA HOUSTON CONROE	1,901	13,013	-11,112	6	41	-35
HCA HOUSTON PEARLAND	1,121	635	486	5	2	3
HCA HOUSTON SOUTHEAST	518		518	2		2
HCA HOUSTON N CYPRESS		9,522	-9,522		30	-30
Total	86,735	112,042	-25,307	306	353	-47



Data Analytics – HCA (Gulf Coast) Automation Optimization

Pharmacy ADC Automation Trends for Care Team

Trending Dashboard - Quarterly Stock Out % - Overview



Assessment Question 1

Data Analytics can pose a challenge for pharmacy enterprise leaders. What is a key challenge?

- A. Turning data into intelligence
- B. Telling a story with your data
- C. All of the above
- D. None of the above

Assessment Question 1

Data Analytics can pose a challenge for pharmacy enterprise leaders. What is a key challenge?

- A. Turning data into intelligence
- B. Telling a story with your data
- C. All of the above
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Workforce Challenges

Shifting to Pharmacists

Workforce Challenges

~25% of technicians are likely to leave their employer within the next 12 months

- Pharmacist leadership skills can positively impact technician retention

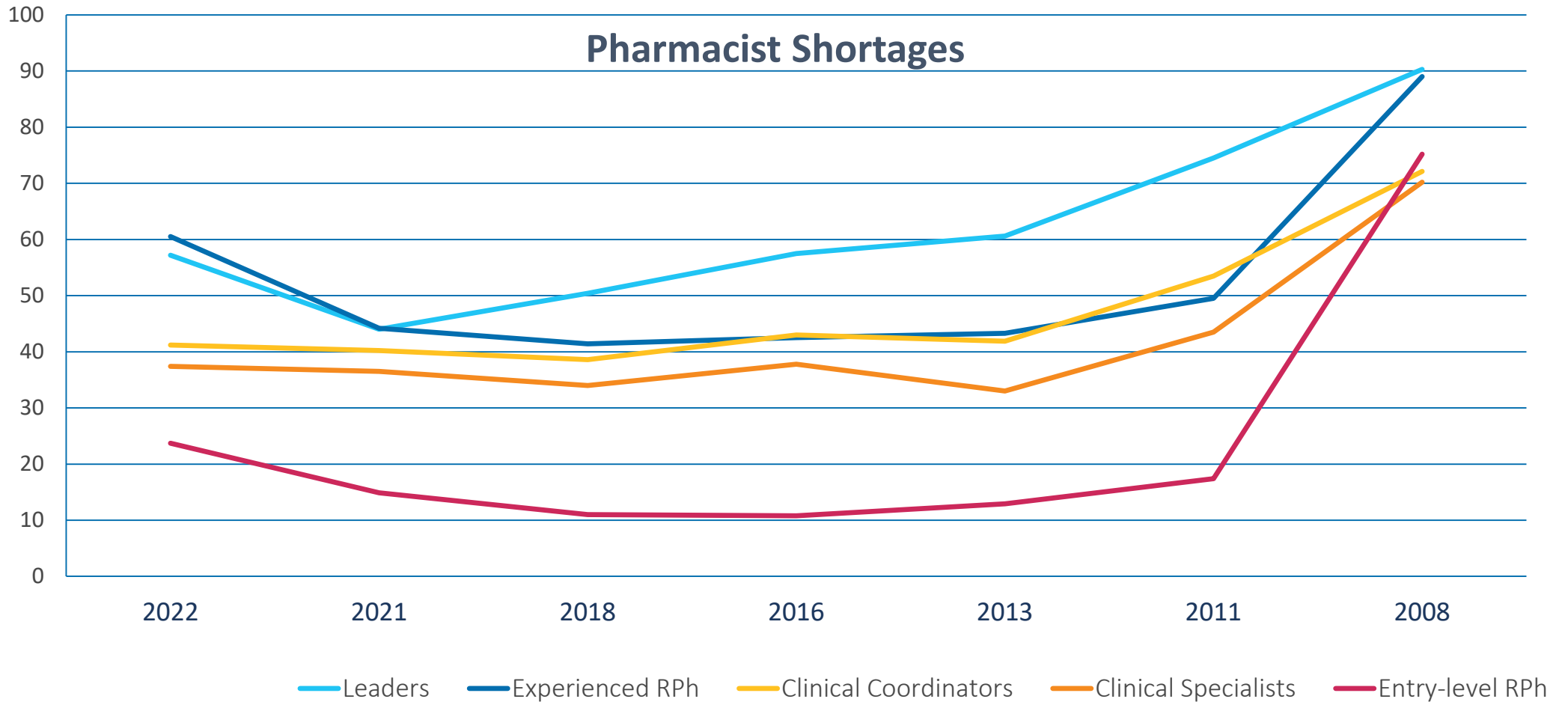
64.4% of hospitals are using pharmacists to fill technician shifts or activities

- Decreased Pharmacist satisfaction and increased burnout

Sources:

1. Desselle, et al. Technicians' perception of pharmacist leadership behaviors on their own commitment and turnover intention. *Am J Health-Syst Pharm.* 2022;79:2244-2252.
2. Pedersen C, et al. ASHP National Survey of Pharmacy Practice in Hospital Settings: Workforce – 2022. *Am J Health-Syst Pharm.* 2023; XX:0-0 (corrected proof). <https://doi.org/10.1093/ajhp/zxad055>

Workforce Challenges



Source: Pedersen C, et al. ASHP National Survey of Pharmacy Practice in Hospital Settings: Workforce – 2022. Am J Health-Syst Pharm. 2023; XX:0-0 (corrected proof). <https://doi.org/10.1093/ajhp/zxad055>.

Workforce Challenges – Mercy Compensation

Background

- Growing level of peri-pandemic challenges with pharmacist recruitment and retention
- Significant variation exists between what we call a pharmacist in a community or practice setting
- Pharmacists are paid on both hourly and salaried basis for doing the same/similar job, sometimes in the same community
- External pharmacist market is primarily exempt
- Opportunity exists to better support the pharmacist and model/encourage professionalism
- Premium pay practices for pharmacists need to be addressed

Philosophy

- Provide flexibility to allow pharmacists to provide care
- Treat co-workers fairly and equitably
- Remain competitive with the markets in our communities
- Attract and retain pharmacists
- Recognize talent and specialty skill sets
- Elevate and model professionalism
- Manage premium pay practices
- Streamline the number of job descriptions

Workforce Challenges – Mercy Career Paths

Clinical Pharmacist – Hospital

Keys to Advance to Pharmacist II – Hospital

- 1-4 years' experience in area of practice
- Display the Mercy Charism
- Contribute to Ministry-wide initiatives
- Registered & eligible to precept students and/or residents
- Complete Career Ladder application

Clinical Pharmacist II – Hospital

- Master the Pharmacist competencies
- Meet professional qualifications and recognitions
- Contribute to pharmacy practice
- Professional engagement
- Discuss advancement with your direct leader

Clinical Pharmacist - Retail

- Keys to Advance to Pharmacist Lead
- Experience in area of practice
- Display the Mercy Charism

Pharmacist Lead

- Demonstrate Leadership
- Informal leadership within the location
- Operational leader for pharmacy operations
- May act as PIC

Manager – Retail Pharmacy

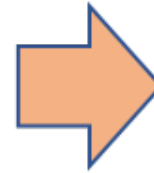
- Demonstrate Leadership
- Manage coworkers in pharmacy
- Manage all operational aspects of pharmacy
- Meet established goals for pharmacy

Workforce Challenges – Mercy Career Paths

Clinical Specialty Pharmacist I

Keys to Advance to Clinical Specialty Pharmacist II

- 1-4 years experience in area of practice
- Display the Mercy Charism
- External Certification/recognition



Clinical Specialty Pharmacist II

- Master the Clinical Specialty Pharmacist I competencies
- Meet professional qualifications
- Model/lead pharmacy practice advancements
- Professional engagement
- Discuss advancement with direct leader

Clinical Pharmacy Specialist I

Keys to Advance to Clinical Pharmacy Specialist II

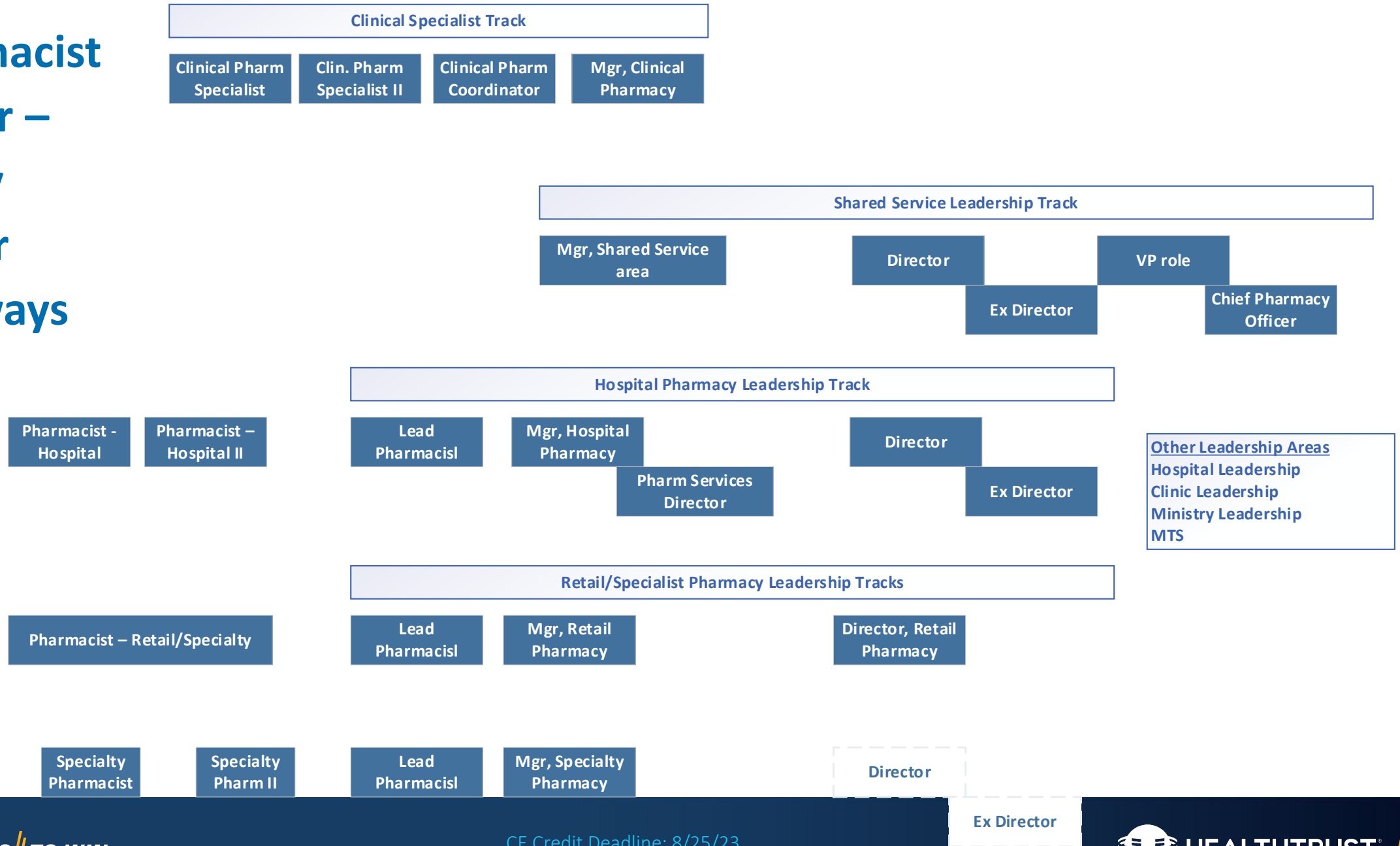
- 5 years experience in area of practice
- Display the Mercy Charism
- Present at state or national venue
- Registered & eligible to precept students and/or residents
- Complete Career Ladder application



Clinical Pharmacy Specialist II

- Master the CPS I competencies
- Meet professional qualifications and recognitions
- Model/lead pharmacy practice advancements across the Ministry
- Professional engagement
- Discuss advancement with your direct leader

Pharmacist Leader – Mercy Career Pathways



Workforce Challenges - Mercy Technician Career Ladder

	Tech I	Tech II	Tech III	TS I	TS II	Tech Lead	Tech Super	Tech Mgr
QUALIFICATIONS								
High school diploma or equivalent	✓	✓	✓	✓	✓	✓	✓	✓
State technician permit/license/registration	✓	✓	✓	✓	✓	✓	✓	✓
Experience requirement	1 yr pref	1 yr pref	1 yr pref	1 yr exp	2 yr exp	3 yr exp	3 yr exp	3 yr exp
National certification required		✓	✓	✓	✓	✓	✓	✓
POSITION REQUIREMENTS								
Meet all state and federal regulations	✓	✓	✓	✓	✓	✓	✓	✓
Adhere to all Mercy-wide policies and procedures	✓	✓	✓	✓	✓	✓	✓	✓
Complete department approved sterile or non-sterile compounding training	✓	✓	✓	✓	✓	✓	✓	✓
Prepares orders for dispensing (count, mix, fill, label, etc.)	✓	✓	✓	✓	✓			
Delivers medication to patients after pharmacist verification	✓	✓	✓	✓	✓			
Retrieves unused medications from patients and patient care area and credit when appropriate	✓	✓	✓	✓	✓			
Checks assigned areas for outdates	✓	✓	✓	✓	✓			
Maintains safety and sanitization of equipment	✓	✓	✓	✓	✓			
Makes timely deliveries to patient care locations	✓	✓	✓					
Prepares and compounds sterile or non-sterile medications	✓	✓	✓	✓	✓			
Participates in training of new coworkers		✓	✓	✓	✓	✓		
Mastery of all pharmacy dispensing and standard compounding procedures			✓			✓	✓	✓
Compounds chemotherapy sterile and/or hazardous preparations			✓	✓	✓		✓	✓
Compounds advanced sterile preparations (e.g. total parenteral nutrition, NICU, etc.)			✓	✓	✓		✓	✓
Ability to function in a variety of roles and settings in the pharmacy department				✓	✓	✓	✓	✓
Demonstrates a thorough understanding of pharmacy automation			✓	✓	✓	✓	✓	✓
Oversight or responsibility for specific process or area of pharmacy operations (e.g. narcotics, automation, compounding, etc.)					✓	✓	✓	✓
Coordination of training for new coworkers					✓	✓	✓	✓
Supervisor duties?							✓	✓
Has direct reports and ???							✓	✓

Workforce Challenges – Mercy Pharmacy Buyer Ladder

	Pharmacy Buyer/Inventory Coordinator 1	Pharmacy Buyer Inventory Coordinator 2
QUALIFICATIONS		
High school diploma or equivalent	✓	✓
State technician permit/license/registration	✓	✓
Experience requirement	1 yr pharm	3 yr area of practice
National certification required	✓	✓
POSITION REQUIREMENTS		
Meet all state and federal regulations	✓	✓
Adhere to all Mercy-wide policies and procedures	✓	✓
Complete department approved sterile compounding training	✓	✓
Purchase drugs and supplies	✓	✓
Process Invoices and accounts payable	✓	✓
Manage Controlled Substances	✓	✓
Create and manage reports	✓	✓
Coordinates borrow / loan	✓	✓
Coordinates inventory duties across region (beyond immediate pharmacy)		✓
Manage reverse distribution		✓
Participates in training of new coworkers		✓
Validate annual inventory		✓
Identify trends in inventory stock and take action to maintain appropriate stock		✓
Demonstrates a thorough understanding of pharmacy automation drug purchasing	✓	✓
Coordination of training of new coworkers		✓
Full time buying responsibility	yes	yes
Coordinates processes	yes	yes
Supervisor duties	no	no
Has direct reports	no	no

The Pharmacist Leader – HCA (Gulf Coast) Career Growth & Development

- Post Graduate Year One Residencies (PGY-1)
 - Medical City Dallas (2 residents)
 - HCA Houston Healthcare Clearlake (2 residents)
- Post Graduate Year Two Residencies (PGY-2)
 - HCA Houston Healthcare Kingwood
 - Pharmacy Management/Leadership
 - Master’s Degree completion in partnership with University of Houston Pharmacy School
 - HealthTrust Division supported 2nd year



Assessment Question 2

Focusing on pharmacist leadership skills to positively impact technician retention is a strategy to face the pharmacy workforce challenge.

- A. True
- B. False

Assessment Question 2

Focusing on pharmacist leadership skills can positively impact technician retention is a strategy to face the pharmacy workforce challenge.

A. True

B. False



The Pharmacist Leader

Evolution

The Pharmacist Leader

Our 20-Year Evolution

- Self (professional) development
- Deepened stakeholder relationships
- Standardization and alignment
- Service advancement
- Cost center to revenue center
- Information and technology advances
- Planning for public health emergencies and disaster preparedness
- Organizational culture nurture
 - DEI
 - Wellness
- Strategic planning



Source: Amerine LB, et al. ASHP Statement on the Roles and Responsibilities of the Pharmacy Executive. Am J Health-Syst Pharm. 2022;79:497-499. <https://doi.org/10.1093/ajhp/zxab340>.

Assessment Question 3

Opportunities to continue to advance the pharmacy enterprise include which of the following?

- A. Organizational culture
- B. Service advancement
- C. Strategic planning
- D. A and C
- E. All of the above

Assessment Question 3

Opportunities to continue to advance the pharmacy enterprise include which of the following?

- A. Organizational culture
- B. Service advancement
- C. Strategic planning
- D. A and C
- E. All of the above



Strategic Vision

2–3 Year Initiatives

Strategic Vision – HCA (Gulf Coast) Future Projects

- Streamlining and enhancing pharmacy services provided by free standing emergency departments
- Optimizing centralized distribution model
 - Leverage drug shortages
 - Formulary/contract compliance
 - Drug distribution efficiencies
- Partnerships with high schools, community colleges and pharmacy schools for employee recruitment
- StaRx–Pharmacy Technician Trainee Program
 - 12-week instructor-led program (Division Go Live in August)



Summary

- Data Analytics will continue to be a growing need to support the pharmacy enterprise
- The pharmacy workforce is a persistent challenge that must effectively embrace pharmacist proficiency to be successful
- The pharmacist leader has and continues to evolve into that of an executive



References

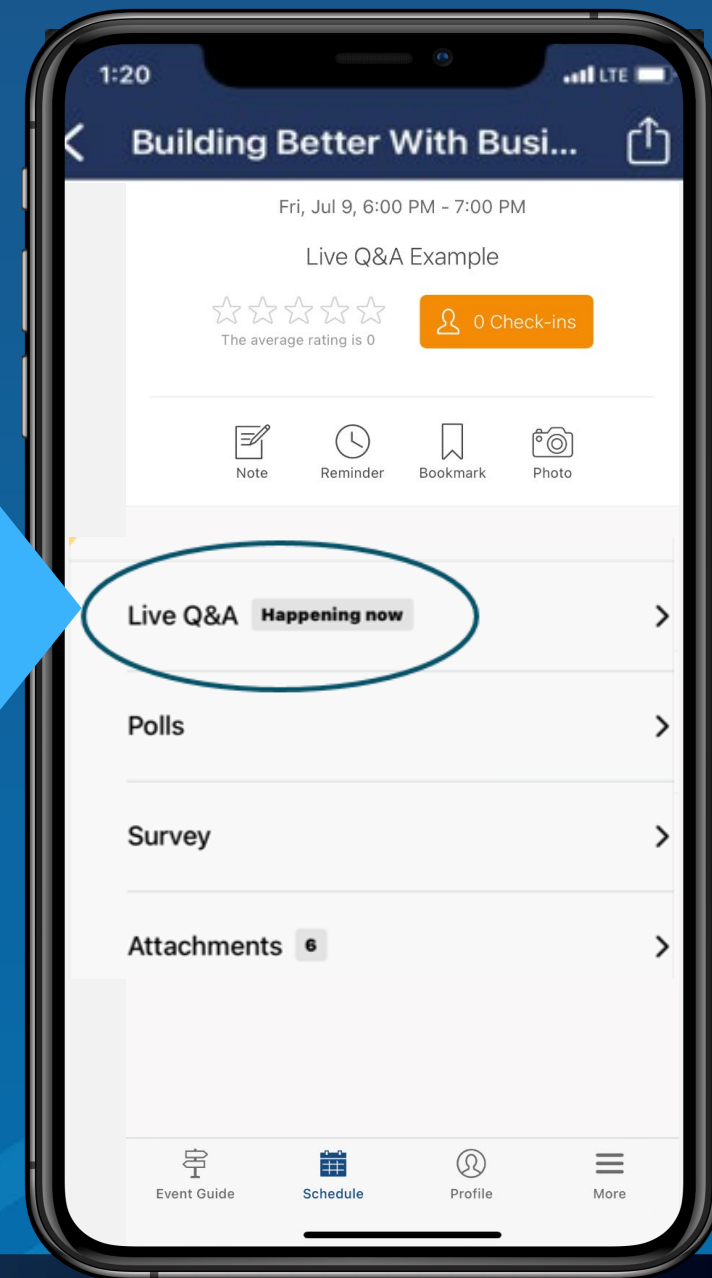
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Thank you...

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Aigner George – Aigner.George@HealthTrustPG.com



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