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UNIVERSITY CONFERENCE

July 25, 2022

Executive Pharmacy Exchange

Panelists: David Blazo, RPh, Jennifer Higdon, PharmD, MBA, Timothy Lise, PharmD, BCPS

Moderator: Aigner George, PharmD

| 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 challenges of leading the pharmacy enterprise
2. Recognize the organizational structure for consolidated service centers (CSCs)
3. Identify helpful strategies to manage workforce challenges

Panelist Introductions

David Blazo, RPh

Vice President, Pharmacy Services



- 14 hospitals South Indianapolis, IN area to South Suburban Chicago, IL area
 - 12 Community hospitals, small (25) to large-size (519) with general medical-surgical services
 - 3 Trauma III hospitals in Indianapolis, Lafayette and Crown Point
 - Specialized hospital services include, bone marrow transplant , medical oncology, heart & vascular surgery, and orthopedic surgery
 - 1 Specialty Orthopedic hospital
 - 2 Micro-hospitals
 - 6 hospitals participate in Federal 340B drug purchasing program, 3-DSH, 2-RRC, 1-CAH
 - 6 Franciscan Alliance Retail Pharmacies
 - Over 300 Franciscan Physician Practices (Approx. 700 employed physicians)
- Annual Rx Spend est. 2022 = \$213M

Jennifer Higdon, PharmD, MBA

Assistant Vice President, Pharmacy Operations & Expense Management

- 182 facilities in 20 states and the United Kingdom
- 24 – 1000 licensed beds
- Acute care community hospitals
- Medical, surgical, cardiac, transplant, oncology, trauma, burn, behavioral health, women's and children's, emergency
- \$1.4B annualized Rx spend



| Timothy Lise, PharmD, BCPS

Executive Director, Pharmacy Services



Atlantic
Health System

- Facility Count
 - 6 acute care sites + 434 Atlantic Medical Group locations +16 urgent care centers
- Bed Size Range
 - 92-735
- Facility Types (e.g. community, academic, trauma assignment)
 - Community teaching, academic affiliation with Thomas Jefferson University
 - Level 1 trauma center
- Key Service Lines
 - Cardiac/Cardiac Surgery, Pediatrics, Neurology/Neurosurgery
- Annual Rx Spend (2022 annualized)
 - ~\$260 million

The Exchange

Workforce Challenges

Pharmacy Technicians

Turnover

Technician Compensation Gaps & Demand

Demand

| Workforce Challenges

Turnover, Compensation, Demand

How are you managing pharmacy technician workforce challenges amid burnout & financial constraints?

Other Pharmacy Leadership Challenges

Data Analytics
Technology Needs

| Data Analytics & Technology Needs

- Analytics/Technology is in ASHP PAI 2030 Recommendations¹
 - Artificial intelligence
 - Staff competence and expertise
- 96% of organizations deploying or in planning for data analytics²

How have you incorporated data analytics & technology into your business operations?

Sources:

1 - <https://www.ashp.org/-/media/assets/pharmacy-practice/pai/docs/PAI-Recommendations.ashx>

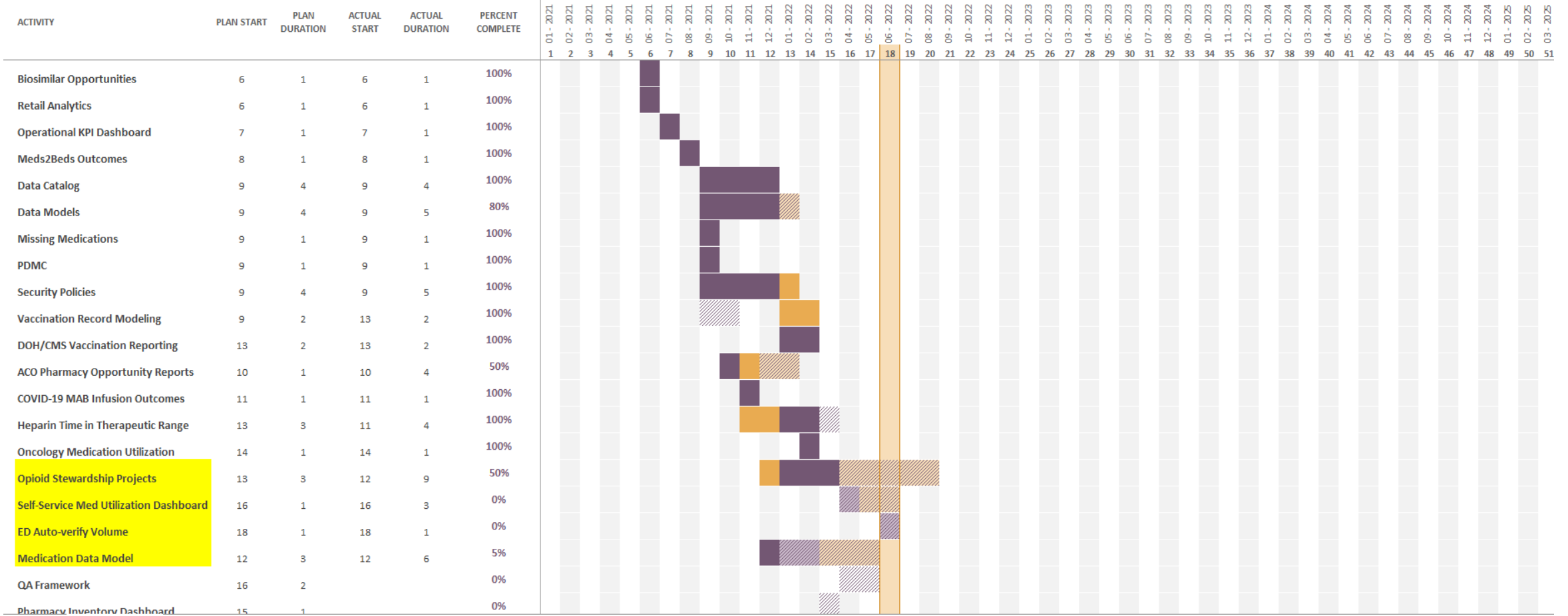
2 - https://www.bdo.com/BDO/media/Report-PDFs/Digital%20Transformation/2021-Healthcare-Digital-Transformation-Survey_web.pdf

Pharmacy Data Roadmap

Select a period to highlight at right. A legend describing the charting follows.

Period Highlight: 18

Plan Duration Actual Start % Complete Actual (beyond plan) % Complete (beyond plan)



Provided by Timothy Lise, PharmD, BCPS, Atlantic Health System

Pharmacy Disposes Dashboard

1/1/2022 6/12/2022

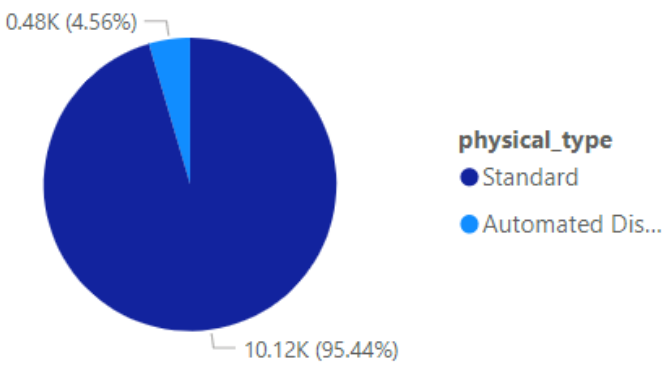
location_name

All

pharmacy_name

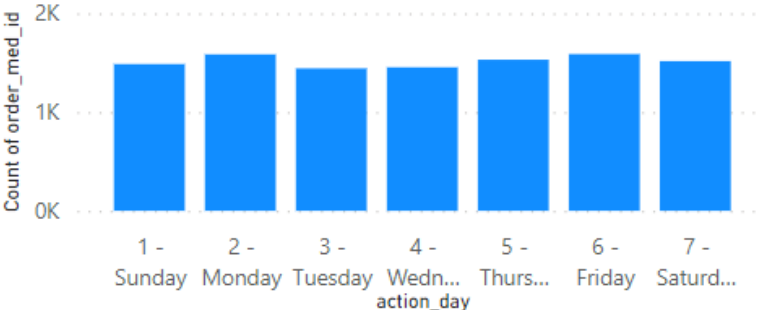
pharmacy_name	Count of order_med_id
MMC CARD ELECTROPHYS (MMEPS) OMNICELL	60
MMC CARD ELECTROPHYS (MMEPS2) OMNICELL	55
MMC CARD ELECTROPHYS (MMEPS3)	28
Total	10598

Count of order_med_id by physical_type

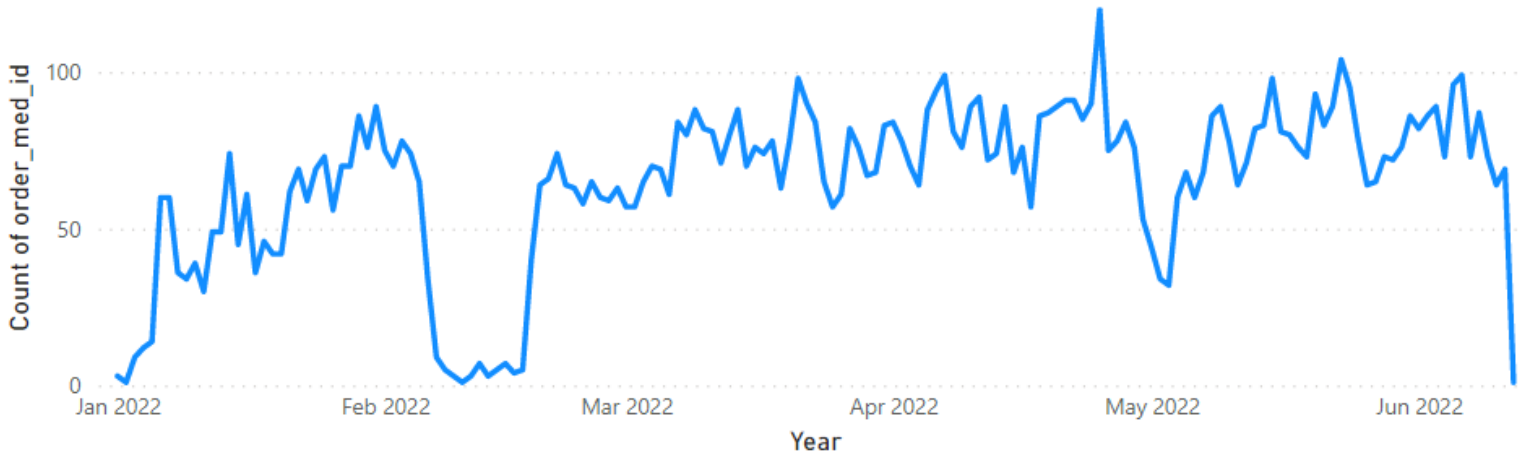


department_name	Count of order_med_id
MMC GAGNON 5	1150
MMC CARDIAC CARE UNIT	694
MMC KAHN 3 SDU	631
MMC GAGNON 1	622
MMC ED	541
MMC GAGNON A	527
MMC GAGNON 4	525
MMC CVICU	507
MMC SURGICAL ICU	496
Total	10598

Count of order_med_id by action_day

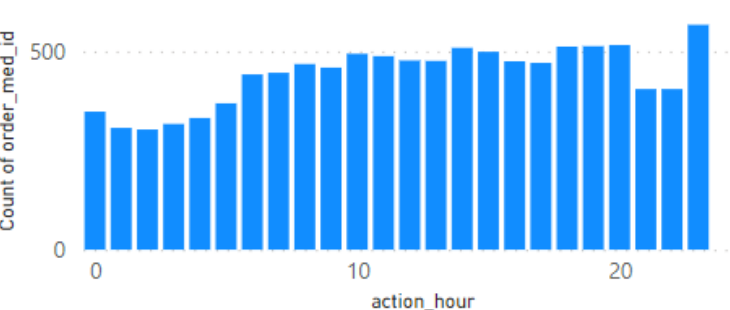


Count of order_med_id by Year, Quarter, Month and Day



medication_name	Count of order_med_id
CHLORHEXIDINE GLUCONATE 0.12 % MOUTHWASH	10716
LIDOCAINE (PF) 20 MG/ML (2 %) INTRAVENOUS SOLUTION	10611
HEPARIN (PORCINE) 25,000 UNIT/250 ML IN 0.45 % SODIUM CHLORIDE IV SOLN	10598
DOCUSATE SODIUM 50 MG/5 ML ORAL LIQUID	10588
AMPICILLIN-SULBACTAM 3 GRAM IN	10491
Total	4224180

Count of order_med_id by action_hour



Use EHR Data to Inform Objectives and Success Management Tools

		HOSPITAL PHARMACY PRODUCTIVITY: ACTUAL PAY PERIOD 11								
Division	Franciscan Health Hospital	PATIENT DAYS OF MEDICATION THERAPY (UOS)	UOS PP11 Vs. YTD AVG % Increase or Decrease	TARGET WHPUOS	ACTUAL WHPUOS	TARGET WORKED FTEs	ACTUAL WORKED FTEs	VARIANCE Under / Over Target	VAR %	SALARIES Under / Over Target
CID	Indianapolis	13,322	-0.53%	0.402	0.347	67.01	57.81	9.20	14%	\$ 33,424
	Mooresville	1,449	-5.62%	0.402	0.523	7.29	9.47	(2.18)	-30%	\$ (7,408)
WID	Lafayette	5,519	-5.91%	0.402	0.418	27.76	28.83	(1.07)	-4%	\$ (3,642)
	Rensselaer	531	-1.51%	0.402	0.424	2.67	2.81	(0.14)	-5%	\$ (531)
	Crawfordsville	840	-9.62%	0.402	0.309	4.22	3.24	0.98	23%	\$ 3,741
NID-MARGARET	Dyer	3,467	-5.69%	0.402	0.410	17.44	17.77	(0.33)	-2%	\$ (1,269)
	Munster	2,554	-3.09%	0.402	0.451	12.85	14.39	(1.54)	-12%	\$ (6,265)
NID-ANTHONY	Crown Point	5,350	-0.40%	0.402	0.353	26.91	23.63	3.28	12%	\$ 11,233
	Michigan City	4,062	-8.48%	0.402	0.420	20.43	21.33	(0.90)	-4%	\$ (3,138)
SSCD	Olympia Fields	5,609	-6.02%	0.402	0.390	28.21	27.35	0.86	3%	\$ 3,404
PP 11 Actual		42,703	-3.72%	0.402	0.404	214.78	206.63	8.15	4%	\$ 29,549

Use EHR Data to Inform Objectives and Success Management Tools

	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21
OVERALL	86.5%	89.9%	90.0%	88.6%	88.1%	87.1%	88.3%	89.1%	88.5%	88.9%	88.9%	89.2%
FHIN	95.7%	96.3%	97.2%	96.5%	95.2%	94.7%	95.2%	94.4%	95.3%	94.4%	94.6%	94.9%
FHMO	92.0%	96.6%	96.1%	93.7%	91.6%	92.7%	94.3%	94.2%	93.0%	93.9%	93.0%	91.6%
FHCA	92.9%	100.0%	100.0%	66.7%	100.0%	100.0%	100.0%	100.0%	100.0%	87.5%	100.0%	100.0%
FHLA	89.7%	88.8%	89.2%	86.2%	87.9%	85.6%	82.0%	85.8%	94.8%	87.5%	87.0%	87.0%
FHCR	89.4%	88.4%	91.0%	85.6%	87.0%	82.5%	87.7%	88.8%	85.5%	88.0%	86.5%	84.8%
FHRE	68.9%	84.9%	90.0%	85.7%	74.4%	84.8%	81.2%	71.4%	77.8%	83.1%	77.3%	80.5%
FHCP	83.4%	80.7%	84.5%	83.2%	85.2%	84.4%	86.0%	84.8%	81.2%	82.8%	78.9%	81.9%
FHMC	95.8%	95.8%	95.4%	96.0%	95.0%	94.7%	95.2%	95.7%	94.3%	95.0%	91.8%	94.8%
FHHA	95.8%	95.8%	95.4%	96.0%	95.0%	94.7%	95.1%	91.9%	87.3%	75.0%	79.5%	76.1%
FHDY	92.2%	91.2%	90.8%	95.4%	91.7%	93.3%	92.9%	91.3%	93.2%	90.9%	91.3%	91.1%
FHMU	94.1%	93.3%	93.2%	94.8%	93.8%	93.6%	96.0%	95.4%	95.0%	94.2%	96.4%	95.2%
FHOF	56.9%	79.3%	74.2%	67.0%	66.8%	61.7%	65.6%	77.5%	82.0%	78.8%	83.3%	81.1%

Use EHR Data to Inform Objectives and Success Management Tools

Medication Implied Unit	Service Date	MC	RS	OF	LAF	IN
⊕ ALBUTEROL SULFATE HFA 90 MCG/ACTUATION AEROSOL INHALER [17837] 6.7 g CANISTER		23	1	20	29	33
⊕ AMINOCAPROIC ACID 250 MG/ML INTRAVENOUS SOLUTION [403] 20 mL Vial		19		6	14	133
⊕ AMPICILLIN 1 GRAM SOLUTION FOR INJECTION [27280] Each		3		12	1	208
⊕ AMPICILLIN 2 GRAM SOLUTION FOR INJECTION [86990] Each		3		12	4	127
⊕ AMPICILLIN-SULBACTAM 1.5 GRAM SOLUTION FOR INJECTION [27282] Each		14		201	16	476
⊕ AMPICILLIN-SULBACTAM 3 GRAM SOLUTION FOR INJECTION [27283] Each		235	10	147	187	964
⊕ AZACITIDINE 100 MG SOLUTION FOR INJECTION [38536] Each						14
⊕ BIVALIRUDIN 250 MG INTRAVENOUS POWDER FOR SOLUTION [29396] Each		3			2	30
⊕ CALCIUM CHLORIDE 100 MG/ML (10 %) INTRAVENOUS SOLUTION [1306] 10 mL Vial					1	100
⊕ CEFTRIAXONE 1 GRAM SOLUTION FOR INJECTION [85862] Each		242	18	248	259	174
⊕ CEFTRIAXONE 2 GRAM SOLUTION FOR INJECTION [88360] Each		108	2	75	73	89
⊕ CLINDAMYCIN 600 MG/50 ML IN 5 % DEXTROSE INTRAVENOUS PIGGYBACK [9626] 50 mL Bag		26	1	53	18	35
⊕ CLINDAMYCIN 900 MG/50 ML IN 5 % DEXTROSE INTRAVENOUS PIGGYBACK [9627] 50 mL Bag		19		28	70	91
⊕ DAPTOMYCIN 350 MG INTRAVENOUS SOLUTION [189547] Each				86		46
⊕ DAPTOMYCIN 500 MG INTRAVENOUS SOLUTION [94408] Each		49		70	74	94
⊕ DEXAMETHASONE SODIUM PHOSPHATE 10 MG/ML INJECTION SOLUTION [2331] 1 mL Vial			1			
⊕ DEXAMETHASONE SODIUM PHOSPHATE 4 MG/ML INJECTION SOLUTION [2332] 1 mL Vial		100	3	201	229	857
⊕ DEXMEDETOMIDINE 200 MCG/50 ML (4 MCG/ML) IN 0.9 % SODIUM CHLORIDE IV [169415] 50 mL Bag				1		
⊕ DEXMEDETOMIDINE 200 MCG/50 ML (4 MCG/ML) IN 0.9 % SODIUM CHLORIDE IV [169415] 50 mL Bottle		307			156	
⊕ DEXMEDETOMIDINE 400 MCG/100 ML (4 MCG/ML) IN 0.9 % SODIUM CHLORIDE IV [169417] 100 mL Bag				1		
⊕ DEXMEDETOMIDINE 400 MCG/100 ML (4 MCG/ML) IN 0.9 % SODIUM CHLORIDE IV [169417] 100 mL Bottle				47		201
⊕ DEXMEDETOMIDINE 400 MCG/100 ML (4 MCG/ML) IN 0.9 % SODIUM CHLORIDE IV [169417] 100 mL Flex Cont				17		438

Use EHR Data to Inform Objectives and Success Management Tools

CIVICA Customer # (SHIP TO)	Customer Name (SHIP TO)
V120160018	FH-MV CIVICA WAC
V120160002	FH-CM CIVICA WAC
V120160004	FH-CV CIVICA WAC
V120160003	FH-CP CIVICA WAC
V120160005	FH-DY CIVICA WAC
V120160017	FH-MN CIVICA WAC
V120160016	FH-MC CIVICA WAC
V120160020	FH-RN CIVICA WAC
V120160019	FH-OF CIVICA WAC
V120160015	FH-LE CIVICA WAC
V120160013	FH-IN CIVICA WAC
V120160014	FH-HEM & ONC CLINIC INDIANAPOLIS WAC
V120160030	FH-LE ONC CIVICA WAC
V120160024	FRANCISCAN SURGERY CENTER

6/1/22 to 6/30/22

1	PER PACK	
24	MOQ = (24 vls)	
PER PACK	ALBUTEROL SULFATE, 90 MCG MDI, 200 DOSES, 72572001401, MDI	
EACHES per Month	Bi-Weekly PACKS	MONTHLY PACKS
8		24
0		
12		24
78	48	
22		24
17		24
23		24
1		
33		24
34		24
42		48
PACKS	48	216
EACHES	48	216
MONTHLY TOTAL	312	

Consolidated Services

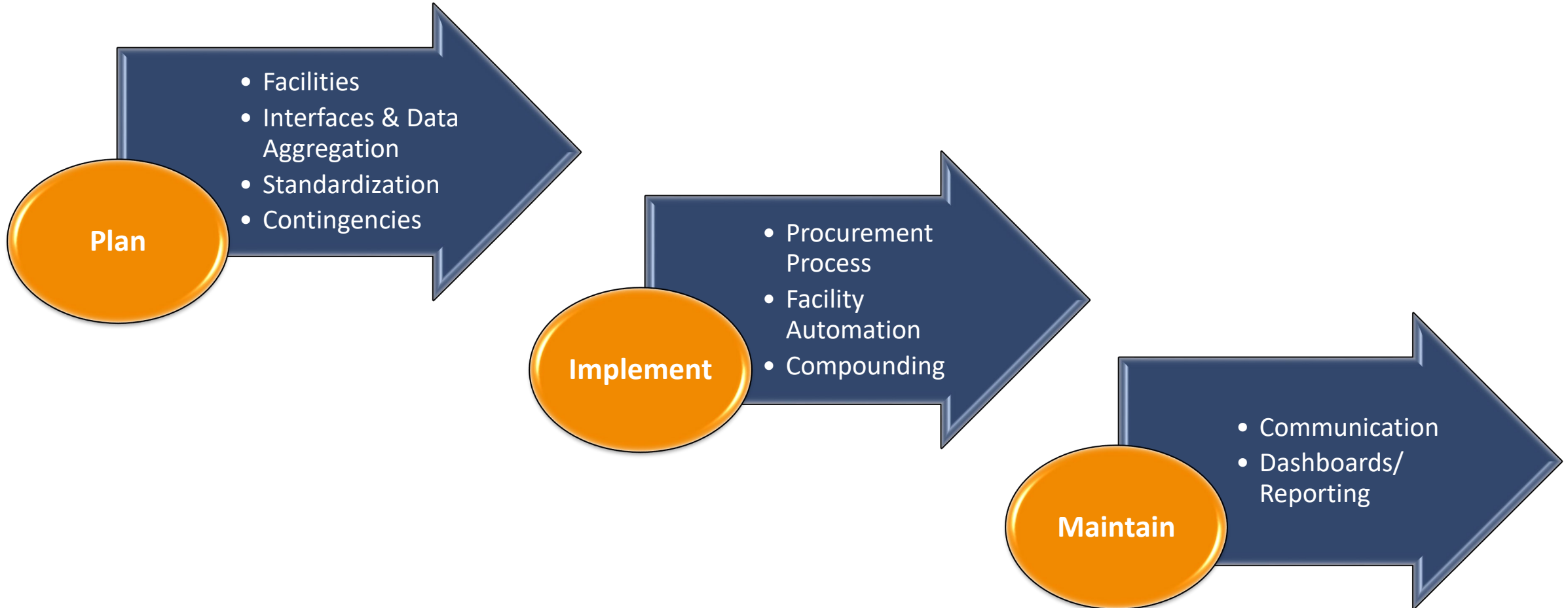
Distribution (CSC)

Remote Order Entry (ROE)

Consolidated Services

Consolidated Service Centers

48% (n=31) surveyed systems are considering a CSC strategy



Source: <https://www.prnewswire.com/news-releases/new-data-shows-many-health-system-pharmacies-considering-consolidated-distribution-models-to-address-medication-management-challenges-300749101.html>

| Consolidated Services

Remote Order Entry (ROE)

- Dispersed consolidated model
 - 59% of ASHP Forecast panelists believe that 30% of the workforce will be remote in the next 5 years¹
- 7.5% of hospitals lack 24-hour med order review (2020)²
 - Decreased from 60% in 2005

Sources:

1 - DiPiro JT, Carmichael JM, Johnson VB, et al. ASHP Foundation Pharmacy Forecast 2022: Strategic Planning Guidance for Pharmacy Departments in Hospitals and Health Systems, *American Journal of Health-System Pharmacy*, Volume 79, Issue 2, 15 January 2022, Pages 23–51, <https://doi.org/10.1093/ajhp/zxab355>

2 - Kenneth A Kester, PharmD, JD, Karen M Finck, PharmD, Praveen Reehal, PharmD, MBA, Dorraine Reynolds, PharmD, Telepharmacy services in acute care: Diverse needs within a large health system, *American Journal of Health-System Pharmacy*, Volume 79, Issue 11, 1 June 2022, Pages 881–887, <https://doi.org/10.1093/ajhp/zxac026>

**What are the advantages of a CSC
respectively to financials,
inventory & visibility?**

Pros

- Workflow Efficiencies
- Drug Shortage Mitigation
- Increased Purchase Power & Resultant Savings
- System Formulary & Inventory

Cons

- Planning
- Coordination Efforts

| In Summary...

Workforce Challenges

- Salary and burn out are significant contributors to technician workforce challenges
- Solutions need to include long-term recruitment and retention strategies

Other Pharmacy Leadership Challenges

- Data analytics and technology should be incorporated into pharmacy strategic plans
- Pharmacist competence and expertise need to be established

Consolidated Service Centers

- CSC strategies allow enhanced alignment and efficiency
- Different CSC models should be evaluated for best strategic fit

References

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- 2021 Healthcare Digital Transformation Survey. BDO. https://www.bdo.com/BDO/media/Report-PDFs/Digital%20Transformation/2021-Healthcare-Digital-Transformation-Survey_web.pdf. Accessed June 14, 2022.

Thank you...

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