



HEALTHTRUST
UNIVERSITY CONFERENCE



2024 Executive Pharmacy Exchange

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Disclosures



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Learning Objectives



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

1. Recall key challenges of leading a pharmacy enterprise in the current healthcare landscape.
2. Recognize strategies to address the key challenges facing the pharmacy at the healthcare system and facility level.
3. Identify opportunities to apply to practice and/or advance the pharmacy enterprise.



PANELIST INTRODUCTIONS



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Source: Getty Images. Used with permission of HealthTrust.

Panelist Chris Saboura

Vice President, Pharmacy

Ardent Health

As a leading provider of healthcare services in communities across the country, Ardent Health is passionate about making healthcare better and easier to access. With a comprehensive network of hospitals, outpatient facilities and providers, we are building an ecosystem of care that puts people at the center.

- 30 hospitals
- 200+ sites of care
- 23,000+ team members
- 1,700+ aligned providers
- \$5+ billion annual revenue



Source: Ardent Health. Not for reuse without permission of Ardent Health.

Panelist Heather Weese

Vice President, Pharmacy

Community Health Systems

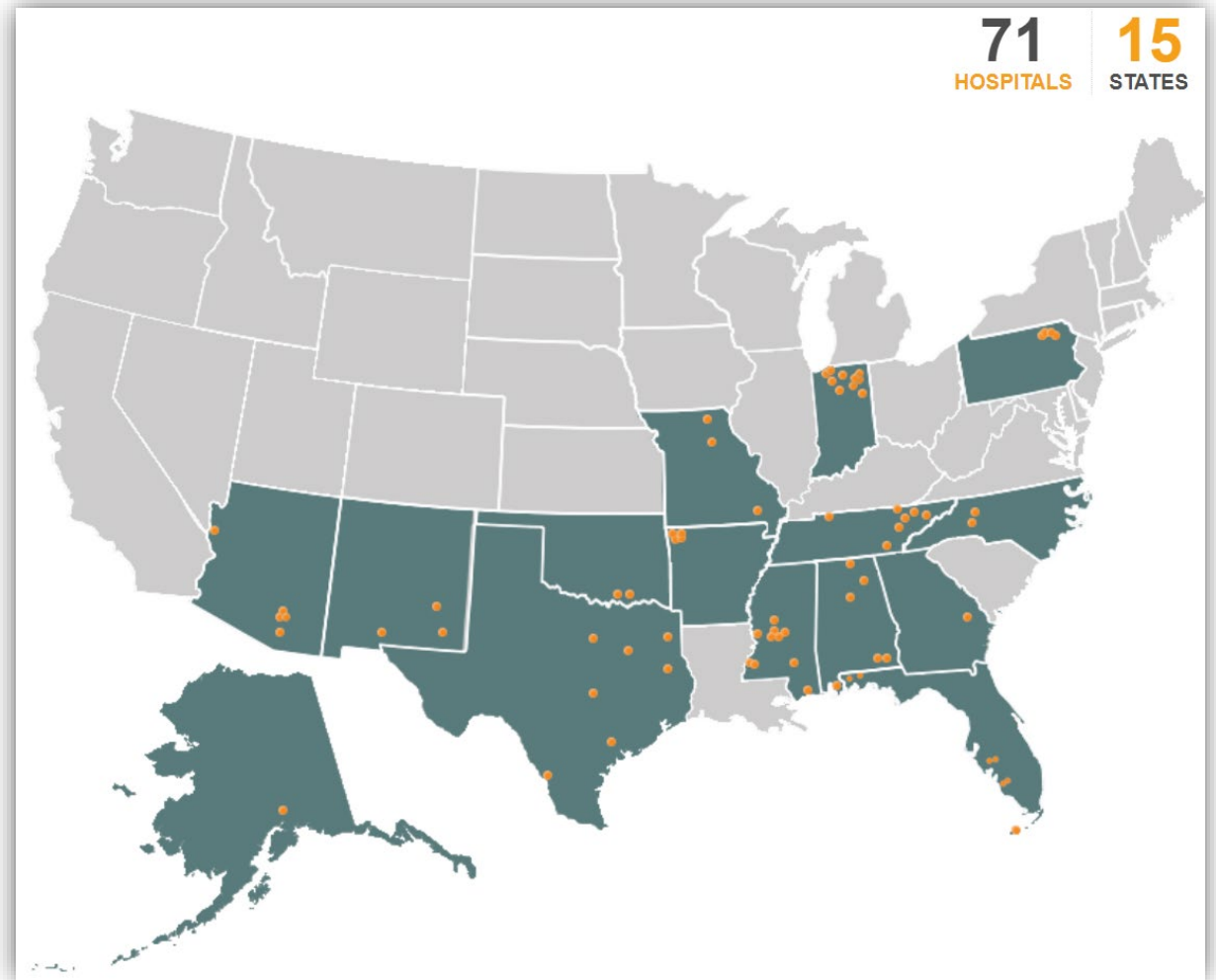
71 hospitals in 15 states

18-423 licensed beds

Acute care community hospitals, free-standing emergency departments, ambulatory surgery centers, and physician clinics

Medical, surgical, cardiac, oncology, trauma, behavioral health, women's and children's, emergency

\$300M+ annualized Rx spend



Source: Community Health Systems. Not for reuse without permission of CHS.

Poll Question 1



What is your role with your health system or hospital/facility?

- Hospital/Facility Pharmacy Team Member
- Hospital/Facility Supervisor or Manager
- Hospital/Facility Director or Senior Director
- Hospital/Facility AVP, VP or CPO
- System Pharmacy Team Member
- System Supervisor or Manager
- System Director or Senior Director
- System AVP, VP or CPO



THE EXCHANGE: MANAGING THE WORKFORCE

Defining Workforce Challenges

Advancing Practice Models

The Pharmacy Leader Voice





WORKFORCE CHALLENGES



Defining Workforce Challenges



Pharmacists

Vacancies – 4.3%

Turnover – 10.9%

- 6.8% in 2014

Technicians

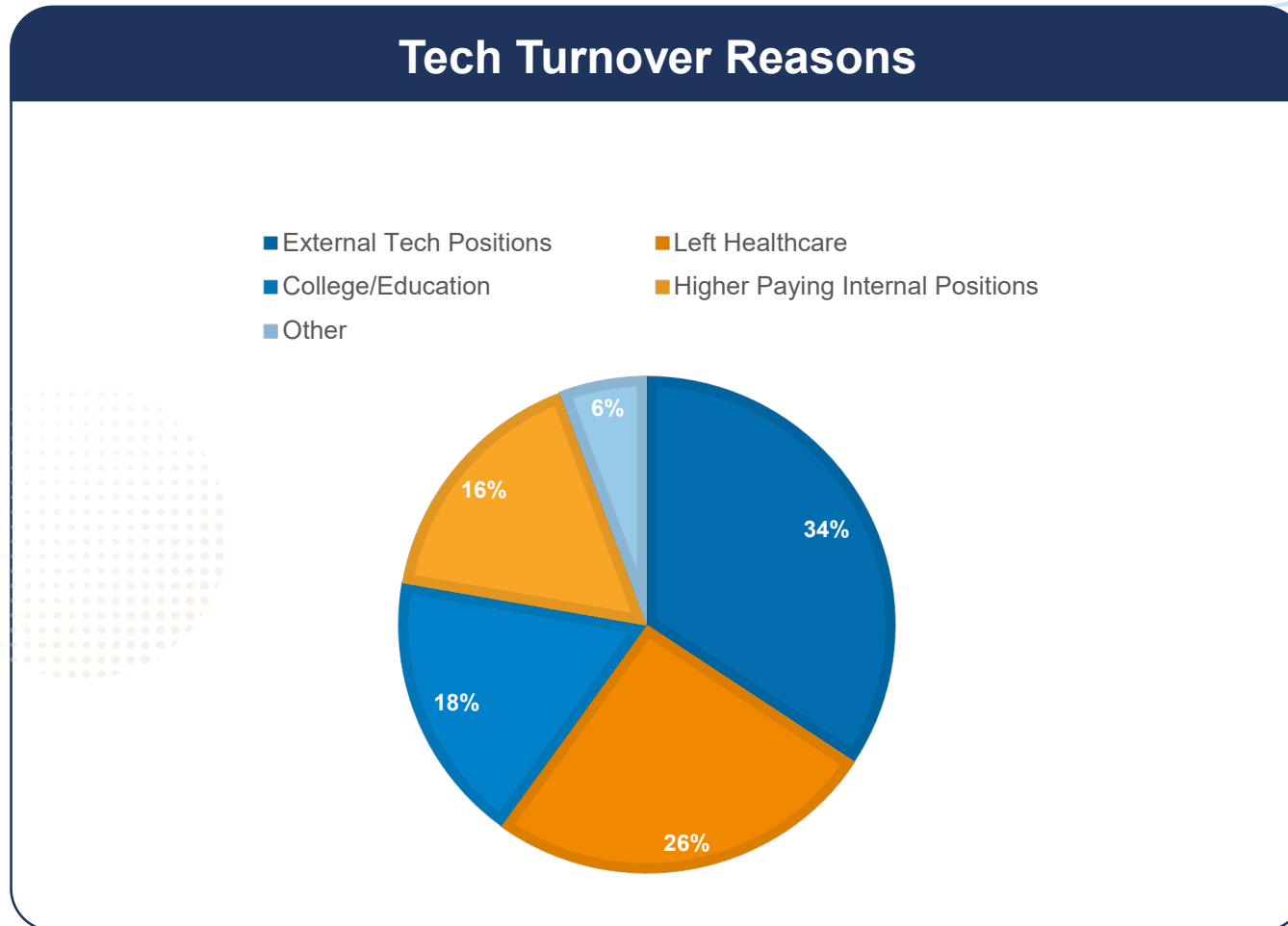
Vacancies – 9%

Turnover – 25.1%

- 13.2% in 2014

Source: Schneider PJ, Pedersen CA, Ganio MC, Scheckelhoff DJ. ASHP National Survey of Pharmacy Practice in Hospital Settings: Operations and Technology – 2023. Am J Health-Syst Pharm. 2024. <https://doi.org/10.1093/ajhp/zxae118>.

Defining Workforce Challenges, cont'd.

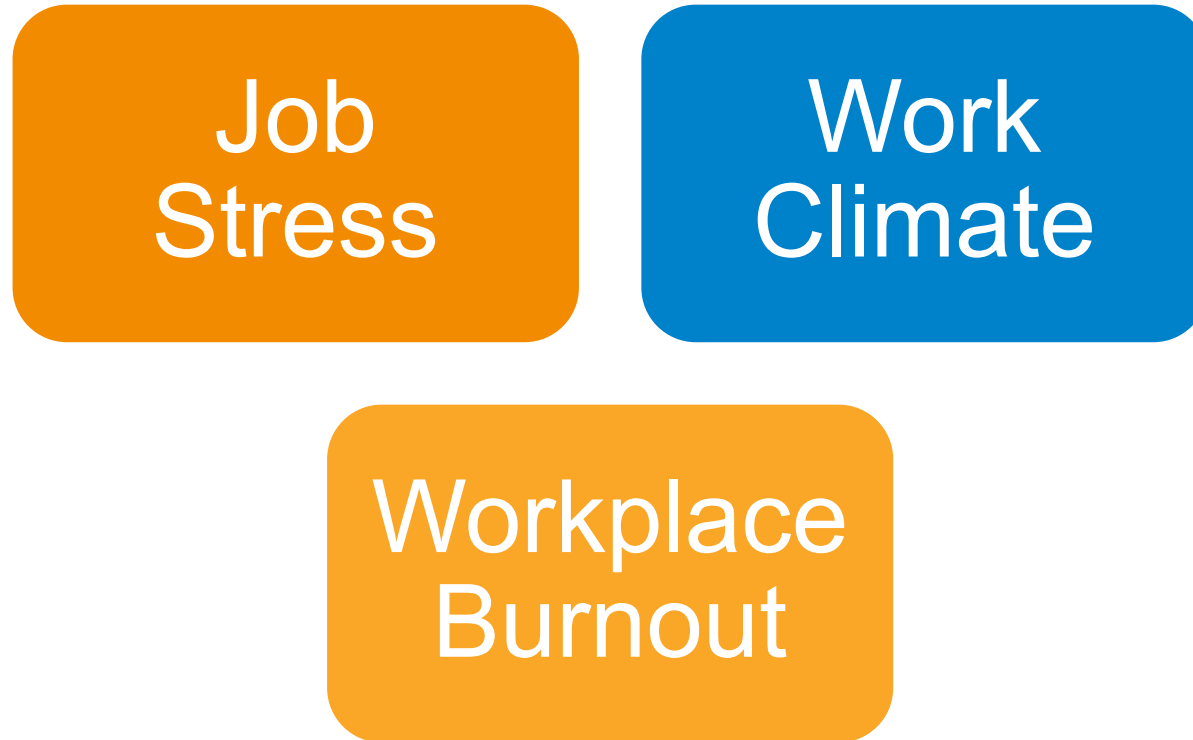


Source: Pedersen CA, Schneider PJ, Ganio MC, Scheckelhoff DJ. ASHP National Survey of Pharmacy Practice in Hospital Settings: Workforce – 2022. AM J Health-Syst Pharm. 2023;80:719-741.

Defining Workforce Challenges, cont'd.



Pharmacist Turnover Intention



Source: Thin SM, Nakpun T, Nitadpakorn S, Sorofman BA, Kittisopee T. What drives pharmacists' turnover intention: A systematic review. Pharm Pract (Granada). 2021 Oct-Dec; 19(4):2559. doi: 10.18549/PharmPract.2021.4.2559. Epub 2021 Nov 9. PMID: 35474650; PMCID: PMC9013197.

Panelist Question



How do you navigate workforce challenges as a pharmacy leader?

- Productivity Models
- Staffing Models
- Technology
- Succession Planning
- Pharmacist Shortage Planning

Pharmacy Productivity: Ardent Health



Hybrid Model (fixed & variable)

- Fixed hours – Sum of:
 - Baseline (based on orders verified)
 - Leadership hours (based on patient days, affects size of team)
 - “Specialty” programs (interns, drug recovery...)
 - ED hours (annual visits)
 - Infusion business
 - Remote order verification consideration

Pharmacy Productivity: Ardent Health, cont'd.



Hybrid Model (fixed & variable)

- Variable hours – Sum of:
 - Standard multiplier (for all facilities)
 - Decentralized services (incentive)
 - Pharmacy runners (tube system vs. not)
 - Orders verified vs. adjusted patient days

Pharmacy Productivity: CHS



- Hybrid Fixed + Flexible model
 - Hours of operation
 - Minimum service expectations
- Key considerations
 - Pharmacy technician recruitment/retention
 - Pharmacist models
 - Using language/strategies/approaches appropriate for the audience/stakeholder

Assessment Q1



True or False: The work climate is a key challenge facing the pharmacy workforce.

- A. True
- B. False

Assessment Q1: Correct Response



True or False: The work climate is key challenge facing the pharmacy workforce.

- A. True
- B. False



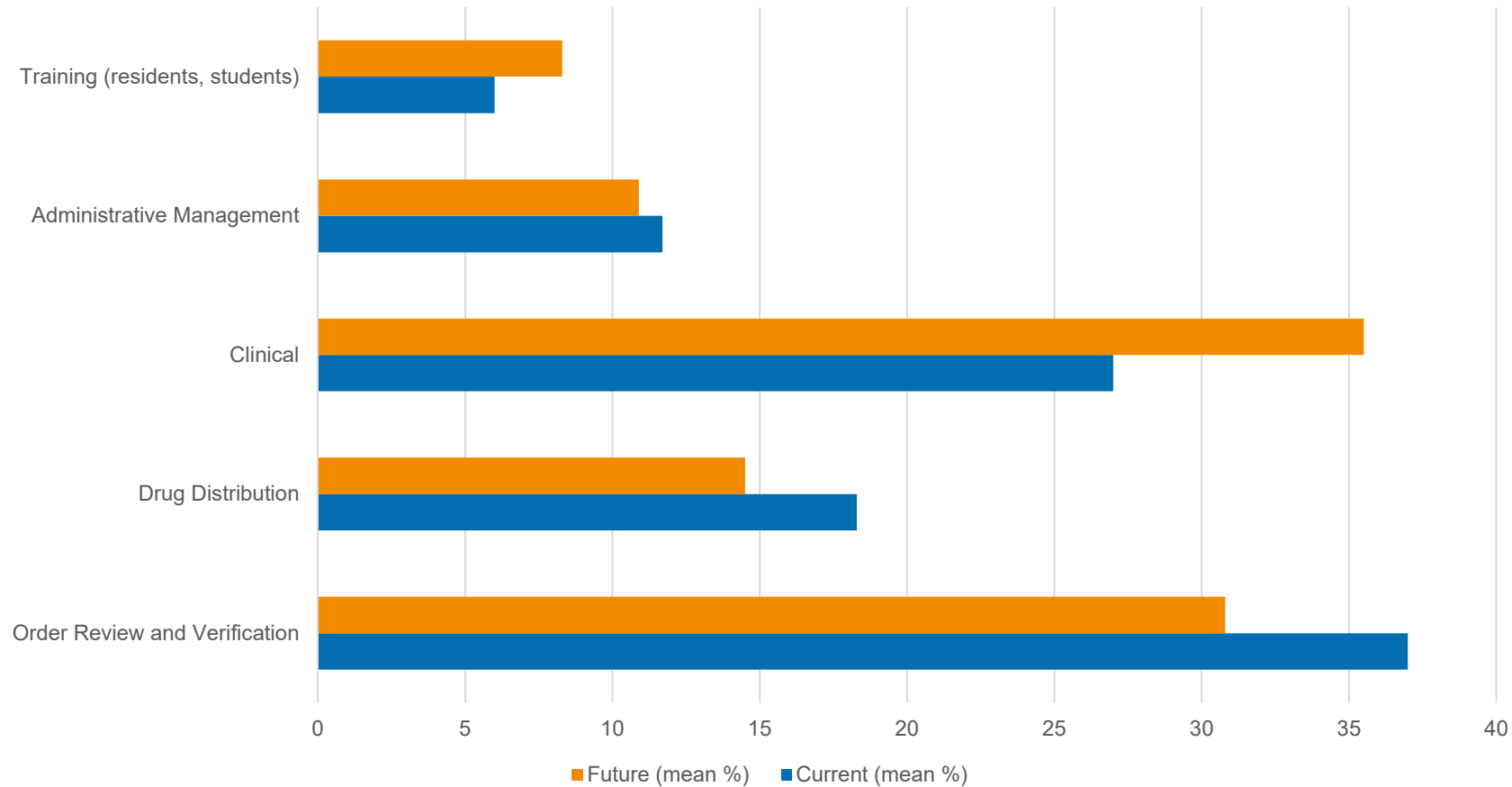
ADVANCED PRACTICE MODELS



Advancing Pharmacy Practice



Pharmacist Time Allocation



Source: Schneider PJ, Pedersen CA, Ganio MC, Scheckelhoff DJ. ASHP National Survey of Pharmacy Practice in Hospital Settings: Operations and Technology – 2023. Am J Health-Syst Pharm. 2024. <https://doi.org/10.1093/ajhp/zxae118>.

Advancing Pharmacy Practice – Pharmacists



Individualized
Continuing
Professional
Development Plans

Leverage &
Expand Scope of
Practice (including
prescribing)

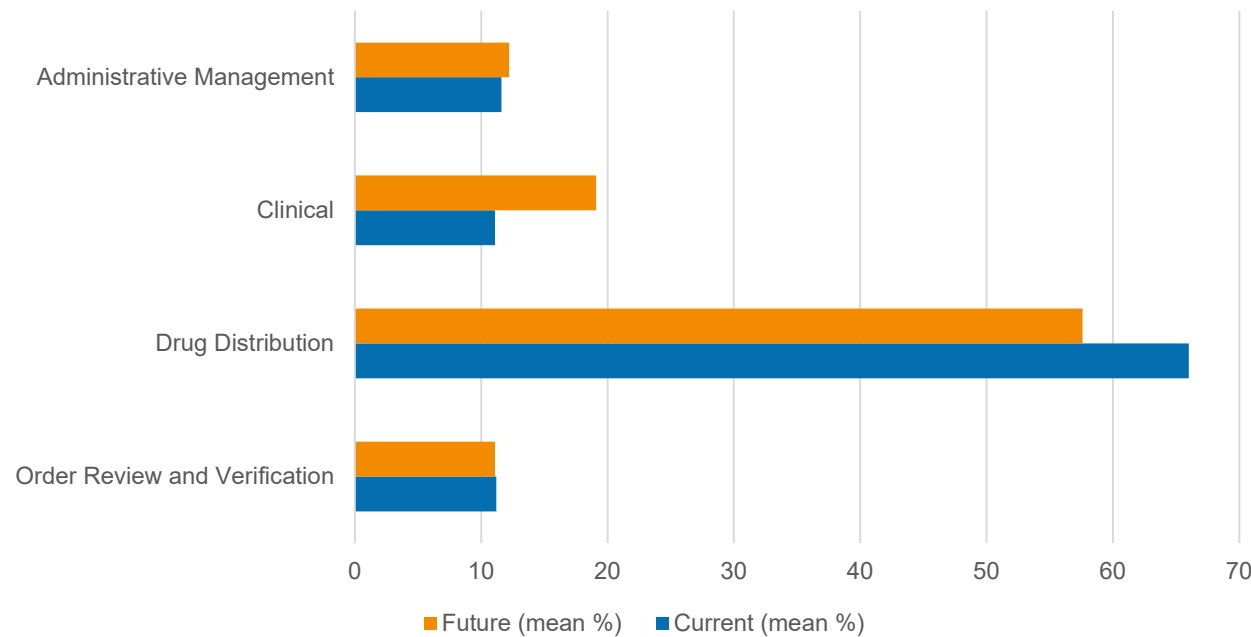
Participate in and
Assume Key Roles
on Emergency
Response Teams

Source: ASHP Practice Advancement Initiative 2030. American Society of Health-System Pharmacists <https://www.ashp.org/-/media/assets/pharmacy-practice/pai/docs/PAL-Recommendations.pdf>, accessed 6/25/24.

Advancing Pharmacy Practice



Technician Time Allocation



Source: Schneider PJ, Pedersen CA, Ganio MC, Scheckelhoff DJ. ASHP National Survey of Pharmacy Practice in Hospital Settings: Operations and Technology – 2023. Am J Health-Syst Pharm. 2024. <https://doi.org/10.1093/ajhp/zxae118>.

Advancing Pharmacy Practice – Technicians



Participate in
Advanced Roles to
Promote Efficiency &
Improve Patient Care
Access

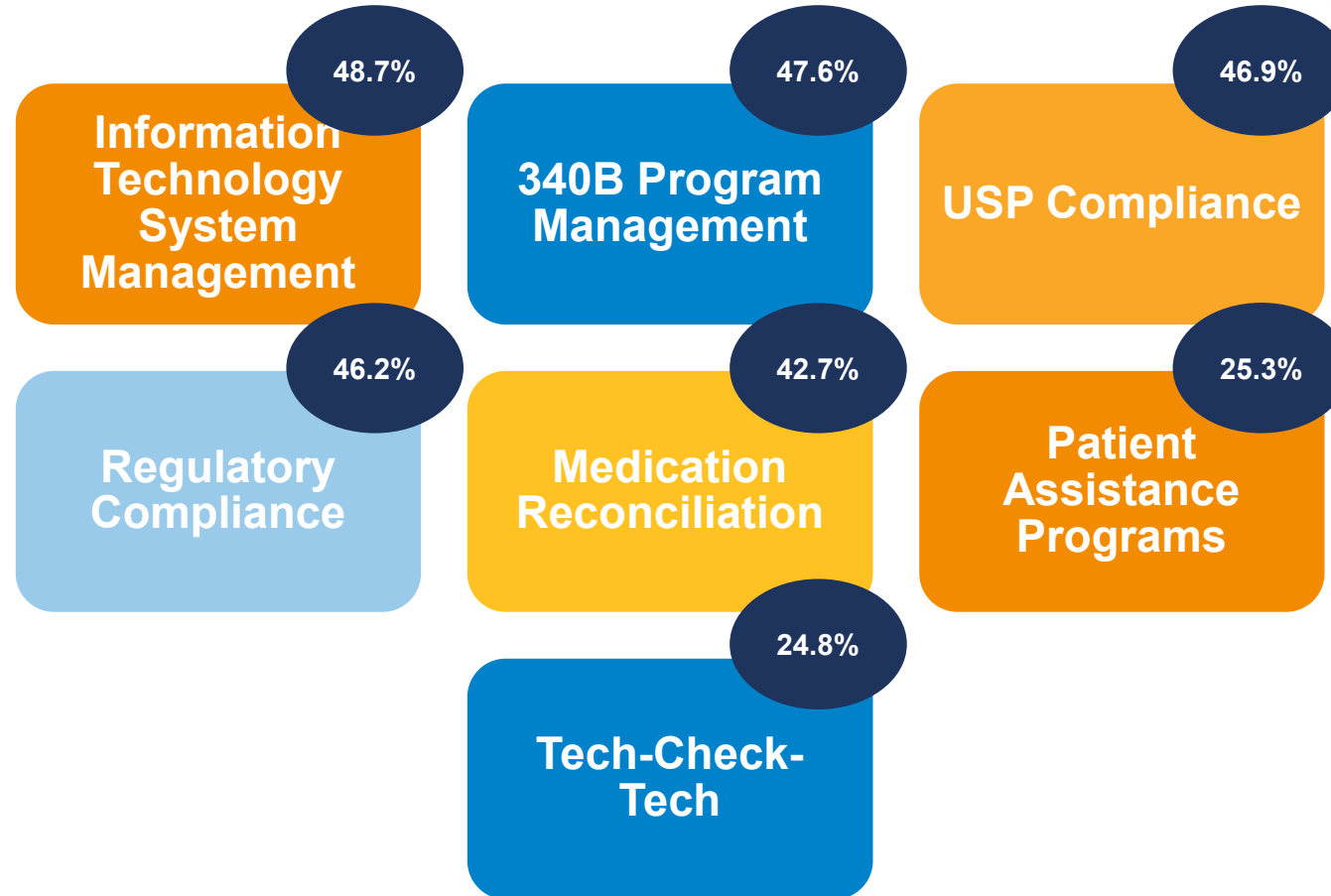
Complete
Responsibility for
Advanced Activities

Source: ASHP Practice Advancement Initiative 2030. American Society of Health-System Pharmacists <https://www.ashp.org/-/media/assets/pharmacy-practice/pai/docs/PAI-Recommendations.pdf>, accessed 6/25/24.

Advancing Pharmacy Practice



Technicians Performing Advanced Activities



Source: Schneider PJ, Pedersen CA, Ganio MC, Scheckelhoff DJ. ASHP National Survey of Pharmacy Practice in Hospital Settings: Operations and Technology – 2023. Am J Health-Syst Pharm. 2024. <https://doi.org/10.1093/ajhp/zxae118>.

Advancing Pharmacy Practice: Ardent Health



Pharmacy Technicians/other	Pharmacists/management
Pharmacy Tech - Clerk	Clinical Pharmacist I
Pharmacy Tech I	Clinical Pharmacist II
Pharmacy Tech II	Clinical Pharmacist - Specialist
Pharmacy Tech - Specialist	Clinical Pharmacist - Operations Specialist
Pharmacy Tech - Buyer	Clinical Pharmacist - Operations Manager
Pharmacy Tech - Coordinator	Clinical Pharmacist - Clinical Coordinator
Pharmacy Intern	Clinical Pharmacist - Clinical Manager
Clinical Pharmacist - Resident	Clinical Pharmacist - DOP

Advancing Pharmacy Practice: Ardent Health



AHS Pharmacy Job Titles and Career Ladder

Pharmacy Technician

Career Ladder:	Required Yrs. / Certifications	Minimum Qualifications	What differentiates roles?
Pharmacy Tech - Clerk	Non-Certified	High School diploma or equivalent, eligible for state licensure, strong communication and teamwork skills.	Not licensed by their state yet - licensure must be attained within 90 days of employment
Pharmacy Tech I	Non-Certified	Active Registered Pharmacy Technician in good standing with the appropriate Board of Pharmacy, high school diploma or equivalent, strong communication and teamwork skills.	State licensed, entry level position, limited or no hospital pharmacy experience
Pharmacy Tech II	National Pharmacy Technician Certification, BLS, and > 2 years hospital pharmacy experience	National Pharmacy Technician Certification, Active Registered Pharmacy Technician in good standing with the appropriate Board of Pharmacy, sterile compounding training/competency (as required by state BOP), high school diploma or equivalent, strong communication and teamwork skills.	National Pharmacy Technician Certification, licensed as a pharmacy technician in the state where practicing, > 2 years hospital pharmacy technician experience. Additional job duties assigned including special projects, training, documentation and record keeping, shift floater. Excels above other colleagues who are on staff.

Panelist Question



What tactics do you use to advance pharmacy practice ?

Poll Q2



Does your facility or health system have any of the below implemented as advanced activities for pharmacy technicians?

- Information Technology System Management
- 340B Program Management
- USP Compliance
- Regulatory Compliance
- Medication Reconciliation
- Patient Assistance Programs
- Tech-Check-Tech

Assessment Q #2



A strategy to face key pharmacy enterprise challenges includes advancing technician practice activities in:

- A. 340B Program Management
- B. USP Compliance
- C. Tech-Check-Tech
- D. All of the above

Answer Q #2



A strategy to face key pharmacy enterprise challenges includes advancing technician practice activities in:

- A. 340B Program Management
- B. USP Compliance
- C. Tech-Check-Tech
- D. **All of the above**



THE PHARMACY LEADER VOICE



The Pharmacy Leader Voice



For Pharmacy Practice Advancement:

- ❖ Leverage Pharmacy Services across the continuum of care
- ❖ Ensure formulary focuses on total health, driven by clinical efficacy
- ❖ Collaborate with healthcare executives to build cross-functional relationships & align interdisciplinary services
- ❖ Promote pharmacy leading practices with emerging technologies & innovative services
- ❖ Provide an environment free of discrimination & harassment & supportive of diversity, equity & inclusion

Source: Amerine LB, Granko RP, Brummond PW, et al. ASHP Statement on the Roles and Responsibilities of the Pharmacy Executive. Am J Health-Syst Pharm. 2022;79:497-499.

The Pharmacy Leader Voice



Identify

- What are your gaps/needs?
- How do they align to the organization?

Plan

- Build strategy incorporating business impact & resources (including non-people)
- Align to organizational strategy

Implement

- Pilot or Phase-in
- Socialize/Market

Monitor

- Assign success metrics
- Socialize value
- Obtain feedback

The Pharmacy Leader Voice



Assessment of Current State

- What is the organizational focus?
 - Which core services does Rx add the most benefit to?
 - Where is energy inserted that no longer adds value or aligns to organizational focus?
- What are the resource needs to effectively support strategic objectives?
 - Opportunities for role expansions or consolidation?

Moving Toward Leading Practice

- Set strategic objectives
 - Efficiency
 - Excellence
- Determine resource needs
 - People
 - Technology
 - Staff competency

Source: Rough S, Brummond P, Jorgenson J. Visante's Top 10 Issues Facing Health System Pharmacy for 2024.

Panelist Question



How do you amplify your voice as a pharmacy leader to tell the business story and needs of the pharmacy enterprise?

Pharmacy Dashboards: CHS

Journey

Informational → *Strategic* →
Analytical → *Operational*

Business Review

Antimicrobial Stewardship

ADC Overrides and Stock-outs

Key Considerations

- User(s)
- Timeliness
- Ability to drill



Assessment Q #3



Methods the pharmacy leader can use to amplify their voice and socialize the business story and needs of the pharmacy enterprise include:

- A. Creating a plan
- B. Identifying metrics
- C. Getting feedback
- D. A and B only
- E. All of the above

Answer Q #3



Methods the pharmacy leader can use to amplify their voice and socialize the business story and needs of the pharmacy enterprise include:

- A. Creating a plan
- B. Identifying metrics
- C. Getting feedback
- D. A and B only
- E. **All of the above**



RESOURCES

For the Pharmacy Leader



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Source: Brand Central stock image

Recommended for you

Welcome, get started here!

3 New

Welcome!
3 challenges

Innovation Insights

3 New

Innovation Insights
3 challenges

Advisory Board Insights

8 New

Advisor Insights
8 challenges

Get connected!



1 New

Get connected!
1 challenge



all categories ▾ Latest Top Categories

Topic	Replies	Views	Latest Reply
 Tech check Tech (Missouri) by Whitney Occhuzzo · 6d · Pharmacy	2	14	 3h by Kenneth Gagnon

Daily Bonus

Claim  2

4 6 8 10

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ashp PAI 2030
Practice Advancement Initiative

Practice Advancement Initiative 2030

ashp.org/pai

A banner for the ASHP Practice Advancement Initiative 2030. It features a photograph of five healthcare professionals in white lab coats standing in a clinical setting, engaged in a discussion. The text 'ashp PAI 2030 Practice Advancement Initiative' is in the top left. The main title 'Practice Advancement Initiative 2030' is in large, white, italicized font on a blue background. The website 'ashp.org/pai' is at the bottom right.

Source: Image ASHP. Accessed date 6/28/24.

References



1. Schneider PJ, Pedersen CA, Ganio MC, Scheckelhoff DJ. ASHP National Survey of Pharmacy Practice in Hospital Settings: Operations and Technology – 2023. Am J Health-Syst Pharm. 2024. <https://doi.org/10.1093/ajhp/zxae118>.
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3. Thin SM, Nakpun T, Nitadpakorn S, Sorofman BA, Kittisopee T. What drives pharmacists' turnover intention: A systematic review. Pharm Pract (Granada). 2021 Oct-Dec;19(4):2559. doi: 10.18549/PharmPract.2021.4.2559. Epub 2021 Nov 9. PMID: 35474650; PMCID: PMC9013197.
4. ASHP Practice Advancement Initiative 2030. American Society of Health-System Pharmacists <https://www.ashp.org/-/media/assets/pharmacy-practice/pai/docs/PAI-Recommendations.pdf>, accessed 6/25/24.
5. Amerine LB, Granko RP, Brummond PW, et al. ASHP Statement on the Roles and Responsibilities of the Pharmacy Executive. Am J Health-Syst Pharm. 2022;79:497-499
6. Rough S, Brummond P, Jorgenson J. Visante's Top 10 Issues Facing Health System Pharmacy for 2024.



Thank you...

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