PRACTICE MODEL TRANSFORMATIONS:
Achieving excellence through accountability and innovation

Leading the Pharmacy Enterprise
Kathleen S. Pawlicki, M.S., B.S. Pharm., FASHP
Administrative Director of Professional Services and Director of Pharmaceutical Services
William Beaumont Hospital
Royal Oak, MI

Learning Objectives

• Discuss the allies in your health system that will help you to move forward with your new practice model.
• Describe health care mega trends that are forcing pharmacy leadership actions.

Hospitals in Health Systems

Chart 2.4: Number of Hospitals In Health Systems, 1990 – 2009
Prescription Drug Expense as % of Hospital Costs

Health Care Mega Trends

• Healthcare Policy and Payment
  – Patient Protection and Affordability Act
  – Accountable Care Organizations (ACOs)
  – Medical Home Model
  – Value-Based Purchasing
  – Hospital Acquired Conditions
  – Readmissions

Health Care Mega Trends

• Physician Practice
  – ACO model: physicians and hospitals payment mechanisms are co-dependent
  – Increased interest in physician employment/alliance with hospitals
  – Hospitals will expand their mission statements to include care in pre- and post-hospital setting
  – Growing demand for primary care services with expanded coverage
Health Care Mega Trends

• Quality and Safety
  – Core Measures
  – Hospital Acquired Conditions
  – Readmissions
• Service
  – Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS or HCAPS)

Health Care Mega Trends

• Health Information Technology
  – Hospital spending on IT likely to double in next 5 years
  – Connecting Hospitals, Physicians, and Patients
  – Integrated IT and the ACO model
  – New technology: wireless patient monitoring, web-based care, etc.

Mandate for Change in Health System Pharmacy

• There is a public demand for improvements in medication availability, healthcare ability, safety, and effectiveness
• Our response to this mandate – our ability to change our practice models to achieve better outcomes – will likely be a key determinant to our professional survival

What is the Pharmacy Enterprise?

- A business unit
- A readiness to engage in daring action
- Both

Enterprise

1: a project or undertaking that is esp. difficult, complicated or risky 2: readiness to engage in daring action : INITIATE
3 a: a unit of economic organization or activity; esp: a business organization b: a systematic purposeful activity

Enterpriser

One who undertakes an enterprise
Enterprising

Marked by an independent energetic spirit and by readiness to undertake or experiment

Webster's Collegiate Dictionary

Ingredients of a Pharmacy Enterprise

Enterpriser (one who leads an enterprise)

+ Independent Energetic Spirit (enterprising)

+ Enterprise

- a project or undertaking that is esp. difficult, complicated or risky

- a unit of economic organization or activity, a business unit

The Leader of an Enterprise

“Great leaders are those who see themselves as having a responsibility, not those who view themselves as having a job”

- Jim Collins
Level 5 Leadership

- Good-to-great companies had Level 5 leadership during pivotal transition years
- Level 5 executive capabilities
  - Personal humility and professional will
  - Set up successors for even greater success
  - Compelling modesty
  - Fanatically driven
  - More plow horse than show horse
  - Out the window when success, in the mirror when things go poorly


Pharmacy Enterprise

Define your Current Pharmacy Enterprise
- a unit of economic organization or activity; esp: a business organization; a systematic purposeful activity
- A project or undertaking that is esp. difficult, complicated or risky

Current Pharmacy Services

- Drug Product
  - Purchasing
  - Storing
  - Preparation
  - Medication order review
  - Medication distribution
  - Billing
- Clinical Services
  - Inpatient Pharmacokinetic Dosing and Anticoagulation Services
  - Antimicrobial Stewardship
  - Patient Education upon request
  - ADR reporting
Defining the Future Pharmacy Enterprise

- Have you taken full accountability for medication therapy for your patients?
- What is your health systems approach to ACOs, Medical Homes, physician alignment?
- How is your organization doing with Core Measures, HCAPS, Readmissions, HAC?

Defining the Future Pharmacy Enterprise – Use Your Resources!

What are others doing to incorporate a Pharmacy Enterprise philosophy

Conferences
PPMI
Publications

Defining the Future Pharmacy Enterprise

Consider what your department can do differently:

Maximize use of technicians
Maximize use of technology
Maximize use of pharmacists
Defining the Future Pharmacy Enterprise

Consider different services/patient populations:
- Transitions of Care
- Medication Education/Compliance
- Bridging the gap for primary care services
- Wellness Programs

Don’t forget the lessons on Innovation

Step 1: Think Differently
Step 2: Change the Questions
Step 3: Write it Down

Develop a Strategy for the Pharmacy Enterprise

- Vision Statement
- Mission Statement
- Strategic Plan
Allies

No matter how important, reasonable or potentially helpful your mission is, you need allies at work.

True
False

Ten Tips to Developing Work Allies

1. Effective communication
2. Treat your allies as equals
3. Exhibit total professionalism
4. Spend time with your allies
5. Put forth your best efforts

Ten Tips to Developing Work Allies

6. Choose your battles wisely
7. Keep your promises
8. Resolve conflicts early
9. Support their work
10. Never back-stab or blind-side
Where to Look for Allies

Who is leading hospital initiatives?
- HCAPS
- Core Measures
- Medication Histories
- Discharges/Readmissions/Patient Flow
- Innovative Models of Care

Where to Look for Allies

Consider these areas:
- Nursing
- Physician/Hospitalists/Mid-level Providers
- Service Excellence
- Quality and Outcomes
- C-suite
- Peers in other health care organizations

Initiating the Alliance

- Ask how you can help
  - Have a few ideas in your back pocket
  - Ask to be involved, even when they “don’t need anything from pharmacy”
  - Deliver what you promise
- If they approach you first for help
  - Find a way to accomplish
  - NEVER say No
• Ineffective leaders/managers say: No, because . . .

• Effective leaders/managers say: Yes, if . . .

James Grant, M.D.
Director of Anesthesiology

Who do you consider your most important ally?

- C-Suite
- Nursing
- Your Pharmacy Staff

The Important Ally – Your Staff

- Do they understand the trends in health care?
- Do they view themselves as having a job or a responsibility?
- Do they participate in developing the strategy and the plan?
- Do you regularly invest in staff empowerment?
The Important Ally – Your Staff

- Provide education on health care trends
  - Take back what you learned
- Involve them in planning the Pharmacy Enterprise
- Share with them the key health system initiatives
- Ask how you can help them advance pharmacy practice
- Empower them to make the changes

Challenge

1. Look internally
   - Do you have the independent energetic spirit and readiness to engage in daring action and undertake the Pharmacy Enterprise?
   - Do you have a job or a responsibility?
   - Are you a Level 5 leader?
   - Have you been innovative in defining the Pharmacy Enterprise?

Challenge

2. Understand your organization and the connecting points to the Pharmacy Enterprise
   - Are you connected to the organizational dashboards and metrics at your organization?
   - Have you identified how pharmacy does/can impact the key initiatives at your organization?
   - Can you change from describing the current pharmacy services to describing the Pharmacy Enterprise?
Challenge

3. Develop and/or re-engage allies
   - Assess who are your current allies and what value you are providing to them.
   - Identify who can be your ally and how the pharmacy enterprise can assist.
   - Dig deep – are you someone that others want as an ally?

Challenge

4. Invest in your staff as your most important ally
   - Reaffirm that they are the Pharmacy Enterprise’s best asset
   - Help them see the need and the responsibility
   - Empower them to change pharmacy services to align with the strategic vision of the Pharmacy Enterprise

Challenge

5. Develop Opportunities
   - How can you help the organization accomplish it’s objectives
   - Become a yes, if . . .
   - Change from a push to a pull for pharmacy services