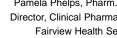
Pharmacy Services Providing Value In An Accountable Care Organization

The Fairview Experience

Pamela Phelps, Pharm.D., FASHP Director, Clinical Pharmacy Services Fairview Health Services Minneapolis, MN



Presentation Outline

Fairview Pharmacy Services, LLC Overview

Pharmacy's ACO-Related Goals and **Objectives**

Pharmacy's Strategies - Current and **Future**



FPS' success is based upon core strategies

Exceptional patient care

Exceptional patient/customer and provider experience

Engaged pharmacy employees

Comprehensive & integrated view of pharmacy services*

Pharmacy-specific infrastructure**



Strategic growth & efficient use of resources

FPS is a comprehensive provider of pharmacy services

Retail Pharmacies (33) Hospital Pharmacies (8) Infusion Therapy (home and ambulatory service) On-site Infusion Pharmacies (4) Specialty Pharmacy - Nationwide coverage 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 SM PBM Hemophilia Clinic

Health system consulting



Pharmacy- an integral part of becoming an ACO

- 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 optimization goals

- Health outcomes
 Patient
- Patient experience
 Provider experience
 Financial outcomes
- The *main* objective is to constantly develop and implement new pharmacy capabilities and services to support ACO goals

 - Partner with providers to expand panel size Special focus on complex and costly patients

FPS' current and future strategies support Fairview's aggressive ACO development

11 Primary Strategies:

- Formulary Strategies
- Supply Chain Management
- Drug Policy
- CMS Core Measures / Hospital Associated



Pain Stewardship

FPS' current and future strategies support Fairview's aggressive ACO development

Transitions in care

Chronic disease and wellness

Contributions to clinic care model

Retail clinical services

Continuum of care services

Direct to employer capabilities

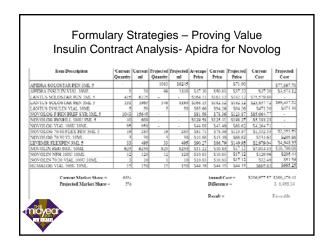


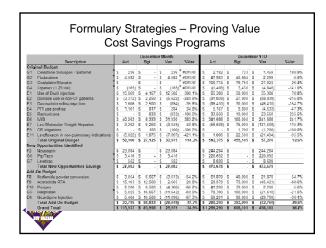
Formulary Strategies

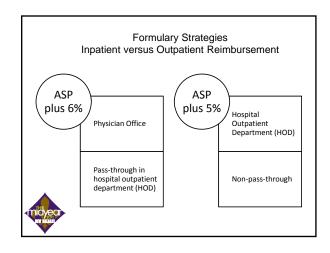
- Consolidate formularies across systems
- Pursue contract and market share agreements
- Pursue cost savings programs aggressively
- Evaluate inpatient reimbursement versus outpatient reimbursement

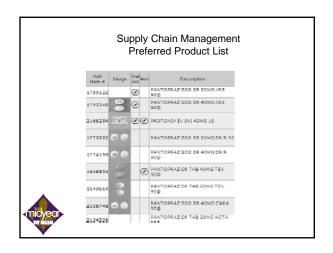


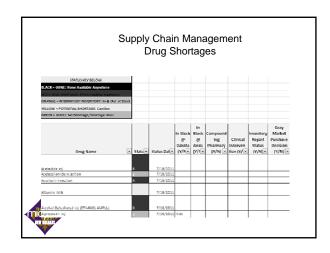
Formulary Strategies – Proving Value						
Facility	Total Orders Processed	Total Non- Formulary Orders	Total Doses Dispensed	Total Non- Formulary Doses	Total Cost of Non- Formulary Agents	
Northland	77,973	134 (<1%)	113,376	272 (<1%)	\$1898	
Lakes	98,006	149 (<1%)	199,571	415 (<1%)	\$2086	
Ridges	245,598	512 (<1%)	490,439	2772 (<1%)	\$15,785	
Southdale	566,391	1031 (<1%)	941,346	3486 (<1%)	\$50,744	
Riverside	401,731	642 (<1%)	838,276	3325 (<1%)	\$24,884	
University	677,766	1907 (<1%)	1,700,208	10,902 (<1%)	\$193,867	
TOTAL	2,067,465	4375	4,283,216	21,172	\$292,964	













Supply Chain Management – Proving Value Drug Shortages Metrics

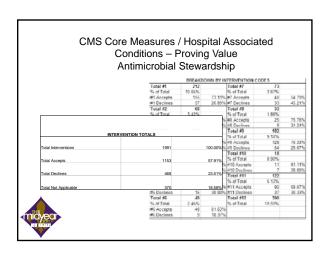
- Number of "RED" items and/or absolute outages
- Number of adverse events due to shortages
- SBARs: Processes Fairview follows to keep patients safe
- Therapy either delayed or denied to Fairview patients
- "Gray Market" purchases
- Incremental costs incurred due to drug shortages

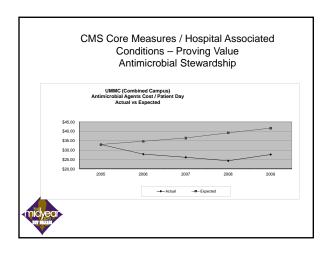


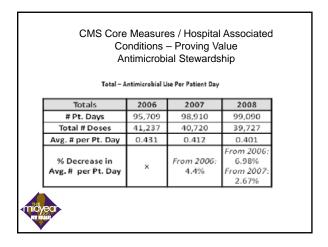
Drug Policy - Proving Value

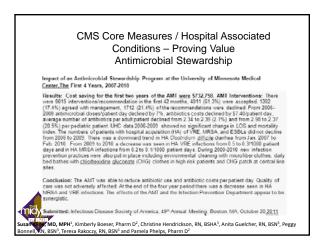
- Standardized 601 Epic order sets
- Standardized 482 Beacon protocols
- Decision Support
- Medication Safety
- Disease Management
- Symptom Management

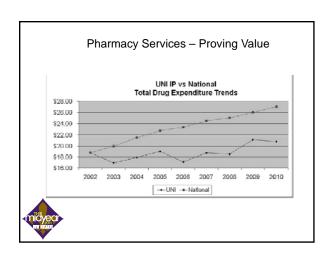












Pain Stewardship Program

- Daily report oral long-acting opioids, fentanyl formulations, and methadone
- PMP profile checked for consistency with patient history
- "opioid review" note documented by the pain medication stewardship pharmacist
- Plan for transition to oral, weaning of acute pain medications, and continuity of care is developed
- Marker of success numerous physician consults

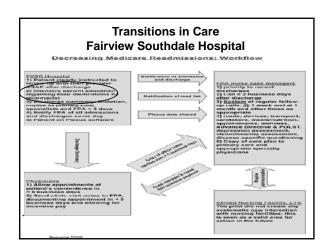


Pain Stewardship Program June – Dec, 2010

- Opioid therapy screened on 1,393 patients
- 586 (42%) met criteria for opioid medication reconciliation



Pain Stewardship Program June - Dec, 2010 Type of Intervention Number of Patients Note documented under "pharmacist medication review" (note contains all 499 ecommendations for involvement of other services (pain team, chem. dep, etc) Contact floor pharmacist over the phone regarding EMR discrepancies with 45 inpatient opioid medications/doses Contact physician on recommendation for a pain or palliative care consult 17 Pain team request for PMP review by the stewardship program with 21 documentation in FCIS Contact physician on opioid medication issues (multiple providers outside, need 16 for continuity of care, need social worker intervention Document discharge recommendations and include referral to pain clinic 2 Contact retail pharmacy to verify medication on the PMP report 3 Contact methadone treatment program to verify patient dose 1 Total number of interventions 604



Transitions in Care Fairview Southdale Hospital

· Results after one year:

FPA/FSH readmission rate = 9.6%

95% confidence limits are +/- 2.9% for eligible

Therefore, we can be reasonably sure the true readmit rate for eligible patients lies between 6.7% and 12.5%

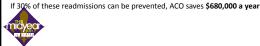
Since the 2009 rate was 16.5%

readmits are ~ 42% lower this year

Transitions in Care Fairview Southdale Hospital Potential Savings

U Care Patients with Top 3 diagnoses 2008				
University of Minnesota readmits	89			
Fairview Southdale readmits	86			
Fairview Lakes readmits	18			
Fairview Ridges readmits	29			
Fairview Northland readmits	4			
Total 2008 U Care readmits	226			

If 42% of these readmissions can be prevented @ \$10,000 each, the ACO saves \$950,000 a year on UCare patients alone



Transitions in Care Amplatz Children's Hospital

- Medication Teaching Pharmacist
 - 1 FTE from Discharge Pharmacy
 - Monday Friday 0900-1700 Every 5th Saturday 0900-1700
- Discharge Liaison
- 1 FTE from Discharge Pharmacy Monday – Friday 0800-1600
- 2 PD4 Students
 - Monday Friday 0900-1700 and 1000-1800
 - Plus 2 Saturdays each per 5 week rotation 0900-1700

Medication Teaching Pharmacist and Discharge Liaison are members of the inpatient Pediatric Team!

Transitions in Care Amplatz Children's Hospital

- What does the Discharge Liaison do?
- Meets with patient/family on admission
- · Reviews services offered by FPS
- Orients to discharge medication process Obtains insurance and allergy information
- Sets up account in outpatient Rx system
- Attends discharge rounds/meets with charge RN to identify discharging patients
- Schedules teaching appointments and interpreters
- Runs test claims
- Ensures completed discharge medication orders are sent for filling
- Delivers medications to the unit for the pharmacist



Transitions in Care Amplatz Children's Hospital

- What does the Medication Teaching Pharmacist do?

- Pharmacist do?

 Reviews all discharge medication orders

 Discharge Reconciliation

 Resolves are fung therapy problems
 Enters corect auspension concentrations to discharge orders

 Brings medications to the teaching appointment
 Creates a MedActionPlan® for complex regimens (SOT, BMT)

 Conducts medication teaching for the patient/family

 Focus is on new medications/dose changes

 Teaching points addressed (as appropriate)

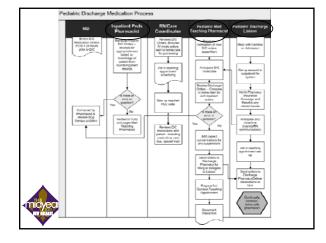
 Name, description, purpose, adesisteration did in diving medications to children

 Special storage requirements, common side effects, food/medications to avoid
 Action to be talkent floes is missed, when to call MD, sade disposal of unused medications, how to obtain refilis

 Documents teaching activities and interventions

 Provides a follow-up call to the patient/family after discharge

- Trains pharmacy students participating in the service



Measurement

Process Measures:

- Percent of patients taught/offered teaching at discharge
- Percent of patients with discharge medication reconciliation completed by pharmacist
 Time spent teaching/preparing for teaching/reconciling meds
- Fairview Discharge Pharmacy prescription capture rate

Patient Care Measures:

- Type/number of interventions made by pharmacist during reconciliation
- Readmission rates

Patient Satisfaction Measures:

- NRC Picker survey results specific medication teaching questions
- Follow-up call satisfaction question



Process Results

10/15/10-12/15/10

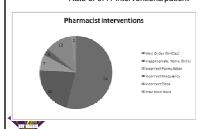
- 273 patients discharged from 5A
- 132/237 (56%) had medication teaching documented
- Most recently, teaching an average of 5-6 patients/day on fully staffed days

	Average Time Spent (minutes)
Discharge Medication Reconciliation	9.6
Teaching Appointment Preparation	12.6
(MedActionPlan*, color coding, review, etc)	
Teaching Appointment	17.3



Patient Care Results 12/16/10-1/26/11

- 59 Documented Interventions
 - N = 143 patients seen by the pharmacist
 - Rate of 0.41 interventions/patient



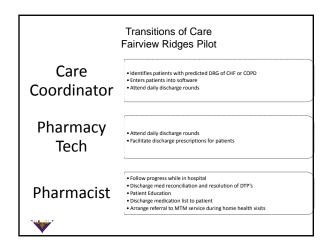
Intervention Examples •Wrong dose of insulin ordered on discharge •Multiple steroid inhalers ordered on discharge

•Prednisone taper instructions unclear on Rx Prednisone taper omitted •Wrong dose of antibiotic ordered at discharge

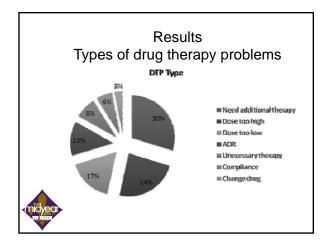
Patient Satisfaction Results 12/16/10-1/26/11

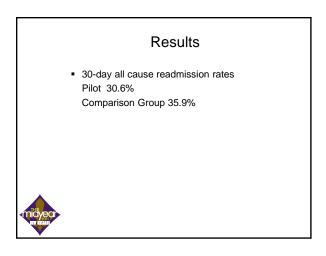
- "YES" Answers on Follow-Up Calls (N = 61):
 - Was the medication teaching session helpful? = 100%
 - Were you satisfied with the med teaching you received = 100%
- "...never experienced pharmacist med teaching like this before very impressed."
- "...appreciated the pharmacist making sure I understood how to give medicines to my son prior to leaving the hospital."
- "...med program would be awesome for moms with children who have complicated medication regimens."
- ...my daughter's asthma is controlled for the first time in 14 years I think in part to her now knowing how her meds work

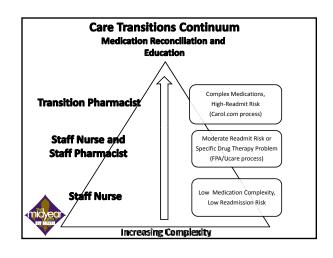


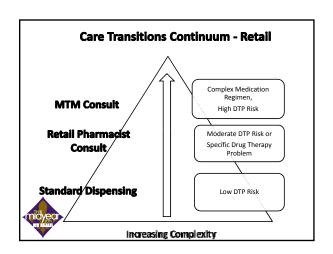


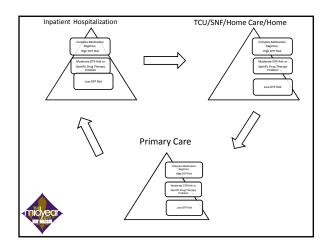
Results 4 month pilot 40 patients in intervention group 88 drug therapy problems identified (2.6/pt) MTM follow-up rate 25% (historically ~6%) Primary Care follow-up rate 65% Home Health follow-up rate 58%











Chronic Disease and Wellness

MTM services currently in 17 FMG clinics

- Working with Carol Corp, Fairview innovation team and FMG leadership to develop a "panel" of MTM patients
- 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, HTN, cholesterol



Chronic Disease and Wellness "Care Packages"

"Evidence-based practice meets Clinic Operations"

- Guidance Team which conditions need to be packaged
- Design Team What labs, visits should be included, who should see patient, what education do they need, etc
- Implementation Team operations focus
- 10 care packages including: Preventive Care, migraine, Hyperlipidemia, HTN, low back pain, asthma, diabetes



Contributions to Clinic Care Model

Direct involvement in clinic team

- C3PO's
- Huddles Clinical consults

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 protocolTravel Health

Refill Authorization & Therapeutic Interchange Protocol

- For Fairview clinic patients
- In pilot phase

Vaccination Program

■ Flu, pneumovax



Continuum of Care Services

Consulting Services

Medication Therapy Management

Fhenezer ITC Fairview Partners Assisted Living Community

Long Term Care Chart Review

Provider and Staff Education



Direct to Employer Services

ClearScript - PBM services

MTM- both live and virtual

- City of Minneapolis
- City of Duluth
- State of Minnesota
- Integration with Fairview's direct to employer initiatives



Conclusion

- Pharmacy Services bring value to the ACO
 - Transitions in Care
 - Chronic Disease and Wellness
 - Contribution to Clinic Care Model
 - Retail Services
 - Continuum of Care
 - Direct to Employer Services



Conclusion

- Pharmacy Services bring value to the ACO
 - Formulary Management
 - Supply Chain Management
 - Drug Policy
 - Core Measures
 - Pain Medication Stewardship



