Pharmacy Services FY16 – FY20 Strategic Plan

Our Mission
UK HealthCare Pharmacy Services is dedicated to the provision of patient-centered medication therapy across the continuum of care. We foster a culture of scholarly inquisition, lifelong learning, and original research that supports a safe, evidence-based and cost effective medication management system. Throughout the Commonwealth and beyond, this culture will promote the health of our patients through improved medication therapy.

Our Goals
The goals of UK HealthCare Pharmacy Services support our Mission Statement and align with UK HealthCare’s strategic foundation of Patient Centered Care focusing on Growth in Complex Care, Strengthening Partnership Networks, Value-Based Care and Payments, and Strategic Enablers.

UK HealthCare Strategic Foundation: Patient Centered Care

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<thead>
<tr>
<th>Growth in Complex Care</th>
<th>Strengthen Partnership Networks</th>
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<tr>
<td>Increase transitions of care initiatives throughout the enterprise</td>
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<td>Augment oncology pharmacy services with phase I studies</td>
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<td>Increase patient access to all pharmacy services</td>
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<td>Implement staff development initiatives for all pharmacy employees</td>
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<td>Implement master space plan</td>
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<td>Create new PGY2 residency programs</td>
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<td>Create pharmacy partnerships with hospitals throughout the CommonWealth</td>
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<td>Optimize opportunities within the Kentucky Health Collaborative</td>
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<tr>
<td>Strengthen the relationship between UK HealthCare and the University of Kentucky College of Pharmacy</td>
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<tr>
<th>Value-Based Care and Payments</th>
<th>Strategic Enablers</th>
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<td>Expand prior authorization services for ambulatory pharmacy</td>
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<tr>
<td>Leverage technology to optimize inventory</td>
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<td>Increase financial resources including patient assistance and vouchers programs</td>
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<td>Increase cost containment and medication utilization initiatives</td>
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<td>Augment the pharmacy and therapeutics committee with a utilization dashboard</td>
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<td>Transition to a new electronic medical record</td>
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<td>Expand pharmacy information technology to support broad pharmacy initiatives</td>
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<td>Streamline the hiring and training of all pharmacy employees</td>
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<tr>
<td>Create and expand infusion services including oncology, non-oncology, and home infusion</td>
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<td>Create dashboards to demonstrate pharmacy value within the enterprise</td>
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Transitions of care within UK HealthCare are represented by the dark blue intersections of the pharmacy services Venn diagram. Integrating inpatient and outpatient pharmacy staff will allow for safer and more efficient care transitions.

**Acute Care Central Pharmacy Operations**

- Implement an investigational drug service satellite in Markey to accommodate for Phase 1 study expansion
- Expand pharmacy coverage at Good Samaritan Hospital to 24 hours a day
- Implement carousel technology inside the IV room creating a perpetual inventory and increasing financial reporting
- Convert the operating room pharmacy satellite to a perpetual inventory
- Explore Pyxis upgrade to the ES based system
- Implement the electronic medical record and bar code medication administration in the center for advanced surgery and procedural areas at Good Samaritan and Chandler Hospitals
- Transition 90% of medication distribution to third shift which will allow for increased customer service and decreased delivery times on first and second shift
  - Allowing Pyxis replenishment to occur on third shift to optimize technician efficiency as nursing staff interruptions will be less frequent
- Create a central distribution center allowing for Chandler inpatient pharmacy to serve as a primary distributor utilizing AutoPharm technology
- Increase ICU based pharmacy technicians by demonstrating benefit by decreased medication waste
- Successfully complete a pharmacy remodel at Good Samaritan Hospital’s central pharmacy to allow for a more efficient workflow and further USP <797> compliant sterile compounding
- Create a third shift replenishment model at GSH with UKCMC central pharmacy
Pharmacy Services FY16 – FY20 Strategic Plan

**Acute Care Clinical Pharmacy Services**
- Streamline transitions of care between GSH and Chandler hospitals including the implementation of BOOST/ITIM processes on hospital medicine services and increase pharmacist involvement with discharge medication education on non-BOOST appropriate teams
- Optimize transition of care technician staffing to assist with the BOOST/ITIM initiatives
- Increase ambulatory care pharmacists in the clinics to increase transitions of care services as well as schedule follow up upon discharge to prevent readmissions
- Increase antimicrobial stewardship efforts with the infection prevention and control (IPAC) team utilizing the electronic medical record
- Increase vaccinations after discharge and document the administration in the national registry to meet CMS standards
- Expand staff opportunities for precepting students on experiential rotations through the University of Kentucky College of Pharmacy
- Develop a process for communicating cost containment initiatives and increase cost containment efforts from a medication use and utilization standpoint by averaging a $3 million savings each year
- Increase inpatient pharmacist efficiencies through technology including internal transfers between teams
- Further support publication efforts by leveraging technology to allow more time for scholarly activities

**Infusion Pharmacy Services**
- Increase USP <797> and <800> compliance in all infusion related locations
- Develop tools to track and reconcile infusion related revenue associated with all infusion locations
- Centralize infusion prior authorizations to streamline copay support, denials management, and revenue management
- Create a scorecard for the infusion pharmacy service line to track and measure service expansion and growth
- Optimize the UK Patient Assistance Program for non-oncology infusion services
- Optimize the UK Patient Assistance Program for all infusion service lines by increasing access to patient copay cards and by cross training employees on the UK Patient Assistance Program
- Implement electronic physician prescribing in the Gill Infusion Center
- Create and accredit a home infusion pharmacy service line to provide home care to our patients focused on nutrition, oncology, and infectious disease services

**Acute Care Oncology Pharmacy Services**
- Integrate the investigational drug service within the oncology service line to help coordinate the expansion of phase I clinical trials
- Integrate pediatric oncology services into the clinical care team within the outpatient setting
- Transition pediatric oncology services from Kentucky Clinic to Pavilion H 4th floor
Pharmacy Services FY16 – FY20 Strategic Plan

- Transition clinical and satellite oncology services to Pavilion A and backfill the Roach building during the Markey inpatient transition
- Create an interface between the EHR and Pharmacy MedKeeper to improve efficiency with chemotherapy compounding
- Develop an oncology pharmacy/information technology framework surrounding oncology ordersets with the transition to a new EHR

Ambulatory Pharmacy Services

- Increase patient centric care including medication therapy management services in the outpatient and inpatient setting
- Increase point of care services within the retail pharmacies including but not limited to screenings for hypertension, hypercholesterolemia, diabetes, depression, smoking cessation and refill compliance. Goal is to achieve 10 point of care touches per week.
- Increase immunization administration in the clinic space and be able to communicate the immunization history between the inpatient and outpatient team
- Expand the hours of operation for the Chandler retail pharmacy to a 24/7 service
- Conduct discharge point of contact counseling with patients within 7 days of discharge
- Offer durable medical equipment services in the retail environment
- Streamline patient financial assistance, vouchering programs, and prior authorization services
- Optimize ScriptPro® technology in the outpatient as well as the inpatient discharge setting
- Create a pharmacist and technician ladder to allow for increased employee retention and satisfaction
- Increase patient satisfaction survey responses by creating a consumer board through the marketing department
- Explore a retail pharmacy space within the Markey Cancer Center
- Increase retail pharmacy advertising both internally and externally
- Create a centralized retail mail order pharmacy that can accommodate both specialty and traditional retail prescriptions
- Remodel existing retail pharmacies to optimize the workflow and accommodate needs

Specialty Pharmacy Services

- Optimize the hemophilia treatment center through coordination with the UK Specialty Pharmacy
- Expand specialty pharmacy services including Dermatology, Allergy, and Infertility
- Expand into the contract Specialty Pharmacy marketplace for provision of care throughout the CommonWealth
- Increase access to payer networks and limited distribution specialty medications
- Create new revenue streams by leveraging data elements with manufacturers
- Adoption of standard operating procedures throughout all service lines
Pharmacy Services FY16 – FY20 Strategic Plan

- Exploring off site space to expand specialty pharmacy services in conjunction with sterile and non-sterile compounding
- Increase the number of opportunities for specialty pharmacy research, presentations, and publication of results
- Utilize the data warehouse to create benchmarking data for trending and analysis
- Increase the number of Board Certified Specialty Pharmacists
- Continue to meet and exceed URAC Specialty Pharmacy accreditation standards
- Develop the ScriptPro® APCS product to serve as the clinical documentation and patient management program, providing an all-in-one integrated specialty pharmacy solution capable of handling claims and producing reports

Pharmacy Quality and Medication Use Safety

- Reconcile formularies between GSH and UKCMC
- Streamline the transfer process between GSH and UKCMC to minimize medication errors
- Increase and track charge capture through BCMA
- Augment the pharmacy and therapeutics committee by developing a dashboard to track committee activities, medication utilization after approval, and financial impact
- Implement the electronic medical record and BCMA in the center for advanced surgery and procedural areas
- Develop a dashboard tracking BCMA compliance, adverse events, Pyxis stocks outs, and delivery times
- Develop a dashboard for tracking medication use evaluations and trends before and after implementation
- Implement technology for medication delivery tracking and refrigerator monitoring

Pharmacy Information Technology

- Successfully implement the first release of the Clinical Reasoning, Efficiency, & Surveillance Tools (CREST) in FY17
- Implement the electronic medical record in the CAS and procedural areas
- Create a dashboard for requests and properly triage the priority of various projects
- Increase IT training for students, technicians, and pharmacists

Pharmacy Finance and Strategic Planning

- Implement the master space plan which includes 23 initiatives throughout the pharmacy department
- Increase collaboration efforts within the Kentucky Health Collaborative which includes Appalachian Regional Healthcare, Baptist Health, Commonwealth Health Corporation, Ephraim McDowell Health System, Lifepoint Health, Norton Healthcare, Owensboro Health, St. Claire Regional Medical Center, and St. Elizabeth HealthCare
Pharmacy Services FY16 – FY20 Strategic Plan

- Integrate into an offsite pharmacy business models that encompasses prior authorizations, revenue management, and patient assistance
- Develop a tool to track auditing and demonstrate worth to the enterprise
- Create an analyst position specifically for acute care pharmacy services and specialty pharmacy services
- Fully implement TPMS within the ambulatory pharmacy setting

Residency and Education

Residency Training
- Create and achieve an accredited non-traditional PGY1 residency for staff
- Create and achieve an accredited PGY2 in pharmacy informatics
- Create and achieve an accredited PGY2 in specialty pharmacy
- Re-establish a PGY2 residency in ambulatory care

Technician Staff
- Enhance pharmacy technician student learning opportunities through experiential rotations at UK HealthCare pharmacy sites
- Increase the number of employed technicians who have completed an ASHP accredited pharmacy technician training program
- Create a technician ladder to increase employee engagement and satisfaction
- Gain ASHP accreditation for the pharmacy technician training program
- Develop standard operating procedures and competencies for each technician position within the UK HealthCare enterprise

Intern Staff
- Increase the number of publication opportunities
- Create a documentation system or scorecard to demonstrate the value of pharmacy interns within the enterprise