Managing a Hospital and the Role of the Hospital Pharmacist
2/16/06

Preston M. Simmons MHA, CHE
Senior Associate Administrator, UWMC
Clinical Assistant Professor, UW Dept. of Health Services

First, a little about UWMC

General Information
- Location: University of Washington campus in Seattle
- Beds: 470
- Type: Licensed, comprehensive medical care facility
- National Ranking: Among the top ten medical centers in the United States as rated by U.S. News & World Report
- Patient Focus: Patients benefit from state-of-the-art care, an advanced-trained staff, and a commitment to quality and value
- Teaching Role: One of two major teaching hospitals for the University of Washington School of Medicine
- Research Role: Site of a national Clinical Research Center and other major clinical research programs
- Medical Staff: Nearly 650 attending physicians which are faculty members at the University of Washington School of Medicine
- $563,000,000 in Operating Revenues in FY05 and $558,000,000 in expense. Approximately 3,700 FTEs on staff.

First, what are you interested in hearing about today?
Strategic Planning

Customer/Market Focus
- Patients
- Students

Process Management

Leadership

Organizational Profile: Environment, Relationships, and Challenges

Strategic Planning

Faculty and Staff Focus

Organizational Performance Results

Measurement, Analysis, and Knowledge Management

2006 Criteria for Performance Excellence

Baldrige National Quality Program

Why Baldrige? Results

Healthcare Imperatives 2005-2008

- Patient Safety
- Clinical Outcomes
- Customer Service
- Growth in Revenue and Market Share
- Cost Reduction and Productivity

Adapted, Washington State Quality Award Council

Steps Toward Mature Processes

Steps Toward Mature Processes - An Aid for Solving Process Items

(1) Reacting to Problems

(2) Early Systematic Approaches

(3) Aligned Approaches

(4) Integrated Approaches

- Strategic and Operational Goals
- Strategic and Operational Goals
- Strategic and Operational Goals
- Strategic and Operational Goals

Adapted, Washington State Quality Award Council

Baldrige Health Care Criteria Framework: A Systems Perspective

2006 Criteria for Performance Excellence

Baldrige National Quality Program
Pharmacists are key members of the Health Care Team.

- A Balanced Scorecard approach
  - Patient Safety
  - Access
  - Satisfaction/Service
  - Cost
  - Outcomes
Role of the Hospital Pharmacist

- Patient Safety – National Agenda Items – What’s Hot

JCAHO

2006 Hospital National Patient Safety Goals

- Goal 1 Improve the accuracy of patient identification.
- Goal 2 Improve the effectiveness of communication among caregivers.
- Goal 3 Improve the safety of using medications.
- Goal 7 Reduce the risk of health care-associated infections.
- Goal 8 Accurately and completely reconcile medications across the continuum of care.

100,000 Lives Campaign

- Deploy Rapid Response Teams...at the first sign of patient decline
- Deliver Reliable, Evidence-Based Care for Acute Myocardial Infarction...to prevent deaths from heart attack
- Prevent Adverse Drug Events (ADEs)...by implementing medication reconciliation
- Prevent Central Line Infections...by implementing a series of interdependent, scientifically grounded steps called the “Central Line Bundle”
- Prevent Surgical Site Infections...by reliably delivering the correct perioperative care
- Prevent Ventilator-Associated Pneumonia...by implementing a series of interdependent, scientifically grounded steps called the “Ventilator Bundle”

CMS Core Measures

- Heart Attack Care Quality Measures
- Heart Failure Care Quality Measures
- Pneumonia Care Quality Measures
- Surgical Infection Prevention Quality Measures
Role of the Hospital Pharmacist

- **Access**
  - Importance of convenient and timely access by patients to Rxs
  - Inpatient, outpatient, mail order, drive through, on-line, hospitals have them all.

Role of the Hospital Pharmacist

- **Satisfaction and Service**
  - Who is your customer?
    - Patients
    - Each other
    - Other Clinicians
    - Visitors and the community
  - What should you measure?
    - Customer satisfaction
    - Your employee satisfaction – They are correlated
  - How do you build trust with Your customer
    - Accountability – do what you say you will do
    - Values
Role of the Hospital Pharmacist

- Cost (and creating value)
  - When your responsible for a budget bigger than most small hospitals.
  - Example UWMC Pharmacy – $68,772,480 Million total Revenue and $46,351,432 Million Expense for FY2005 ……..and growing. Supply cost was $35,728,722.

Role of the Hospital Pharmacist

- Outcomes
  - How Pharmacy leads the Rx effectiveness and efficiency effort
    - P&T committees
    - Clinical Pathways
    - Appropriate ordering – right drug – right time – JIT intervention
    - Education – tools – formulary
    - PDCA
    - Technology

  - How do you measure your success – many ways
    - Results - Benchmarking
    - ADRs and ADEs
    - Testing
    - Operational/clinical measures – TAT’s, functional outcomes
    - Look for levels, trends, comparisons, Gaps and linkages to desired objectives
Role of the Hospital Pharmacist

• Bottom Line

Pharmacists are key members of the Health Care Team
and We need you on our team

Role of the Hospital Pharmacist

Questions?