Managing a Hospital and the Role of the Hospital Pharmacist

2/16/06

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First…..What are you interested in hearing about today?
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.**
Strategic Planning
Faculty and Staff Focus
Customer/Market Focus
• Patients
• Students
Process Management
Measurement, Analysis, and Knowledge Management

Organizational Profile:
Environment, Relationships, and Challenges

Leadership 120
Strategic Planning 85
Faculty and Staff Focus 85
Customer/Market Focus 85
• Patients
• Students
Process Management 85

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

(1) Reacting to Problems

Operations are characterized by activities rather than by processes, and they are largely responsive to immediate needs or problems. Goals are poorly defined.

(2) Early Systematic Approaches

The organization is at the beginning stages of conducting operations by processes with repeatability, evaluation and improvement, and some early coordination among organizational units. Strategy and quantitative goals are being defined.

(3) Aligned Approaches

Operations are characterized by processes that are repeatable and regularly evaluated for improvement, with learnings shared and with coordination among organizational units. Processes address key strategies and goals of the organization.

(4) Integrated Approaches

Operations are characterized by processes that are repeatable and regularly evaluated for change and improvement in collaboration with other affected units. Efficiencies across units are sought and achieved through analysis, innovation, and sharing. Processes and measures track progress on key strategic and operational goals.
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”
Role of the Hospital Pharmacist

CMS Core Measures

- Heart Attack Care Quality Measures
- Heart Failure Care Quality Measures
- Pneumonia Care Quality Measures
- Surgical Infection Prevention Quality Measures
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
Pharmacists rank high in Gallup poll

Gallup releases annual update of the public’s ratings of the honesty and ethics of professions.

The CNNUSA Today/Gallup poll, conducted Nov 22-24, asked the public to rate the honesty and ethics of 21 professions.

Nurses, whose honesty and ethics are rated as “high” or “very high” by 79% of Americans, top the list again this year. Nurses have been the highest rated profession since they were first included in Gallup’s survey in 1999, except for 2001, when firefighters surpassed them in the wake of the Sept. 11 terrorist attacks (firefighters were not included in this year’s survey).

Pharmacists (at 67%), and the highest rated profession prior to the introduction of nurses to the list) came in a close second followed by military officers (66%, a new addition to the list), high school teachers (64%) and medical doctors (63%).

More information can be found at http://www.gallup.com

Contact the writer: Amy K. Erickson (ame Erickson@aphanet.org), Pharmacy Today
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
    - Contracting/charges – business perspective
    - Education – tools – formulary
    - PDCA
    - Technology
  - How do you measure your success – many ways
    - Results - Benchmarking
    - ADRs and ADEs
    - Testing
    - Operational/clinical measures – TATs, 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
Supply and Demand Dilemma

Wednesday
December 15, 2004

<table>
<thead>
<tr>
<th>Order fulfillment (dispensing)</th>
<th>Estimated Pharmacists In 2001</th>
<th>Estimated Need By 2020</th>
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<tbody>
<tr>
<td>Patient care (outpatient; collaborative drug therapy management)</td>
<td>48,000</td>
<td>295,000</td>
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<tr>
<td>Other</td>
<td>12,300</td>
<td>22,000</td>
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<tr>
<td>Total need</td>
<td>196,700</td>
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<tr>
<td>Total supply</td>
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</tbody>
</table>

Project Shortfall 157,000

Source: Pharmacy Manpower Project Inc., 2003 2003
Role of the Hospital Pharmacist

Questions?