A Vision for Sustained Excellence in Pharmacy Services & Patient Care

The Pharmacy Department at UW Health has a long standing tradition as one of the premier high performing pharmacy departments in the nation. Over the past several years, we have experienced tremendous change within our department and hospital. During this change, it has been my pleasure to work with our exemplary staff to capitalize on many new opportunities afforded to us to advance our practice and service.

As we look ahead to the future, there will be many challenges to our practice and the health system as a whole. But with these great challenges, lie great opportunities for us to advance the quality of patient care, the financial position of our health system, and the success of our employees. Working collaboratively with colleagues across all disciplines, we will continually strive to provide the best overall care and experience for our patients.

Our strategic plan will build upon the continued successes we have made in service, scholarship, science, and social responsibility over the last decade. The following pages outline core areas where pharmacy provides value to our patients and organization and the key initiatives that we aspire to achieve. These important initiatives will serve as a framework for departmental priorities in the coming years.

I must express my sincere gratitude to all members of the pharmacy department for their dedication and commitment to providing outstanding care and service on a daily basis. I look forward to serving them in our continued effort to be the best pharmacy department in the nation.

Sincerely,

Steve Rough, MS, RPh, FASHP
Director of Pharmacy
MISSION: OUR REASON FOR BEING

Our mission is to ensure patients achieve optimal health outcomes through safe and effective medication use. We do this through excellence in:

SERVICE
Providing the best possible patient care experience and drug therapy outcomes by serving as the accountable resource for UW Health and our partners in ensuring a medication use process that is safe, timely, efficient, equitable, effective, and patient-centered.

SCHOLARSHIP
Developing current and future practitioners, technicians, and leaders in pharmacy practice while participating in the education and training of all health professionals.

SCIENCE
Conducting and supporting a broad range of clinical and translational research and quality improvement initiatives to advance patient care, health outcomes and medication use systems.

SOCIAL RESPONSIBILITY
Improving individual and population health through education and public policy initiatives, promoting fiscally responsible medication use and optimizing access to pharmacy services for the communities we serve.

VISION: OUR PLACE IN THE WORLD

The UW Health Department of Pharmacy will be a national leader in pharmacy practice across the full spectrum of care.

VALUES: THE IDEALS WE LIVE BY

INTEGRITY: Doing the right things at the right time and place. Focus on the best interest of patients. Be honest with patients, learners, and each other.

INNOVATION: Finding new and better ways to enhance quality of care and all aspects of our work.

COMPASSION: Treat patients, families, learners and each other with kindness and empathy. Connect with patients and families individually and personally and engage them as partners in their care decisions.

ACCOUNTABILITY: Be individually and collectively responsible for the work we do and for the outcomes and experience of every patient, every learner, everyday.

RESPECT: Honor patients’ right to privacy and confidentiality. Value differences among individuals and groups. Actively listen, encourage feedback and choose the best way to deliver timely and meaningful information.

EXCELLENCE: Strive to be the best and work continuously to improve performance and exceed expectations.

Working together, we make a remarkable difference.
Integration
Communicate and collaborate effectively across UW Health and the communities we serve acting as one pharmacy enterprise.

Quality Distinction
Collaborate with physicians and other providers to ensure medications are used safely and appropriately in both inpatient and ambulatory settings, balancing clinical outcomes with financial performance and advancing UW Health as a national quality and patient safety leader.

Clinical Model of Care
Participate in the patient- and family-centered, team-based model of care across UW Health to achieve excellent health outcomes through assuring appropriate medication use for the populations we serve.

Scholarship & Professional Leadership
Advance the professional practice of technicians, students, interns, residents, pharmacists and other healthcare professionals to help achieve the goals of UW Health. Present and publish our results locally and nationally. Serve as the premier training site for the UW School of Pharmacy. Maintain national preeminent pharmacy residency training programs. Engage our employees to be national leaders in pharmacy practice.

Evidence-Based Medication Use Systems
Assure exceptional patient care and strong financial health through evidence-based, cost-effective medication use and by maximizing the use of information technology, automation, and appropriate pharmacy personnel to maintain efficient medication use systems.

Supply Chain Optimization
Apply fundamental supply chain management principles to maximize drug product integrity and handling efficiency and to ensure drugs are purchased at the best possible advantage.

Revenue Cycle Performance
Manage the revenue cycle to maximize accurate reimbursement for medications and pharmacist patient care services.

Entrepreneurial Diversification
Identify and pursue entrepreneurial opportunities that will positively add to UW Health’s bottom line and contribute to organizational success.

Leadership in Clinical & Operational Research
Advance science by conducting and supporting clinical, translational and practice research to improve the patient and family experience, care delivery systems, medication utilization, and population-based health outcomes.

Best Work & Academic Environment
Be socially responsible by creating a work environment which attains the highest level of staff engagement, advancement, performance, success, and customer satisfaction for all whom we serve.
INTEGRATION

GOAL
Communicate and collaborate effectively across UW Health and the communities we serve acting as one pharmacy enterprise.

Strategic Initiatives
- Deploy a comprehensive pharmacy practice model in all care settings to advance the role of pharmacists within the team-based care model in all settings (see Appendix A).
- Develop and recruit pharmacists with specialized training in all strategic service line areas.
- Become an integral part of UW Health service lines by collaborating to share valuable drug utilization and financial data to promote optimal patient care.
- Collaborate with key stakeholders to develop efficient pharmacy service models at the Digestive Health Center and the East Side Campus.
- Integrate evidence-based drug policy decisions governing clinic-administered medication use throughout all areas of UW Health.
- Expand the existing Pharmacy & Therapeutics Committee scope to a new comprehensive model that is inclusive of Unity, UW Medical Foundation, and UW Department of Family Medicine.
- Continue to provide leadership and drug benefit management to Unity and use this as a platform to drive system integration, improve cost-effectiveness and outcomes of care to help UW Health succeed.

QUALITY DISTINCTION

GOAL
Collaborate with physicians and other providers to ensure medications are used safely and appropriately in both inpatient and ambulatory settings, balancing clinical outcomes with financial performance and advancing UW Health as a national quality and patient safety leader.

Strategic Initiatives
- Expand pharmacist patient care services and collaborative drug therapy management.
- Increase the patient care role of the pharmacist in key chronic disease and therapeutic areas (e.g. infectious disease, anticoagulation management, diabetes, heart failure) as well as the hospital core service lines.
- Be a top 10% performer in our peer group with regards to medication-related health reform payment metrics (core measures, HCAHPS, readmissions, HACs, bundled payments, etc.).
- Develop pharmacist clinical expertise in targeted specialty pharmacy patient populations.
- Build a premier ambulatory specialty pharmacy program with a focus on outcomes and goal of marketing this program to third party payers.
- Advance our integrated clinical practice model while developing and maximizing pharmacist competency and knowledge in areas of specialty practice.
- Implement automated clinical decision support tools to improve efficiency of the medication use process and clinical effectiveness of medication therapy.
- Establish a meaningful pharmacist direct-patient care role within the UW Health primary care team and measure the financial and quality outcomes to enable role expansion.
- Increase pharmacist involvement in medication teaching and education for our patients throughout UW Health.
- Lead medication safety and regulatory compliance efforts throughout UW Health.
- Assure UW Health compliance with all
CLINICAL MODEL OF CARE

GOAL

Participate in the patient- and family-centered, team-based model of care across UW Health to achieve excellent health outcomes through assuring appropriate medication use for the populations we serve.

Strategic Initiatives

- Explore and optimize the use of technology to extend the scope of remote patient care services and improve the efficiency of care.
- Leverage technology to maximize UW Health pharmacy service and profitability.
- Maintain processes to assure the integrity and efficient handling of medication use systems from the point of purchase to administration through the use of innovative technology and automated solutions.
- Develop and continuously monitor internal productivity and other performance indicators to demonstrate the effectiveness and efficiency of medication use systems.
- Determine pharmacy space needs through the hospital facility plan and assure adequate space for pharmacy operations of the future.
- Maximize barcode medication scanning compliance throughout every phase of the medication use process.
- Lead organizational efforts to optimize medication reconciliation efforts across the continuum of care.
- Provide leadership in maximizing the speed and efficiency of the hospital discharge process through expanding the role of Transitional Care Pharmacy Specialists.
- Maximize the number of doses administered in unit-of-use and other ready to administer dosage forms to improve patient safety.
- Advance the role of technicians and assure all medication distribution activities are performed by a well-trained, competent technical workforce in order to enhance the pharmacist’s clinical role in the medication use process.
- Develop infrastructure to automate our intravenous medication preparation practices.
- Implement provider order entry for medications throughout all ambulatory care and procedural areas of UW Health.
GOAL

Advance the professional practice of technicians, students, interns, residents, pharmacists and other healthcare professionals to help achieve the goals of UW Health. Present and publish our results locally and nationally. Serve as the premier training site for the UW School of Pharmacy. Maintain national preeminent pharmacy residency training programs. Engage our employees to be national leaders in pharmacy practice.

Strategic Initiatives

- Maximize pharmacist achievement of board certification or specialty-specific training & credentialing across all pharmacy practice areas.
- Establish and maintain a highly competent technical workforce whose skills support and align with the goals of the department and the patient care model.
- Contribute to the Wisconsin Idea by sharing our unique knowledge and extending our high quality services and programs across the country.
- Define and maintain a succession plan for key pharmacy personnel.
- Be the premiere site in the nation for pharmacy residency and technician training.
- Grow pharmacy residency training programs in areas strategic to the profession and UW Health and document the benefits of the expansion.
- Maintain a continuous feedback loop between students, residents, and pharmacists to ensure the highest quality of training for the next generation of pharmacy practitioners.
- Maximize pharmacist-led training and education of health care professionals from all disciplines across UW Health.
- Maintain professional relationships with the UW School of Pharmacy, Nursing, and Medicine and Public Health to maximize the pharmacist role in didactic coursework.
- Create and maintain an effective, ongoing preceptor development program.
- Develop and implement a competency program and peer review process for professional staff.
EVIDENCE-BASED MEDICATION USE SYSTEMS

GOAL

Assure exceptional patient care and strong financial health through evidence-based, cost-effective medication use and by maximizing the use of information technology, automation, and appropriate pharmacy personnel to maintain efficient medication use systems.

Strategic Initiatives

- Maximize the effectiveness of pharmacist drug therapy management protocols, policies, guidelines and ordersets.
- Prospectively forecast the impact of newly approved medications and employ strategies to drive evidence-based use of these therapies.
- Maintain an effective medication use evaluation program that maximizes compliance with all UW Health medication use policies.
- Develop a standardized approach for managing medications that have associated risk evaluation and mitigation strategies (REMS).
- Maintain a system for succinctly communicating drug policy decisions to healthcare providers and ensuring they are implemented in practice.
- Integrate drug policy development throughout all areas of the UW Health enterprise, including inpatient areas, outpatient clinics, hospital outpatient departments (HOD), and procedural areas.

SUPPLY CHAIN OPTIMIZATION

GOAL

Apply fundamental supply chain management principles to maximize drug product integrity and handling efficiency and to ensure drugs are purchased at the best possible advantage.

Strategic Initiatives

- Maintain best practice strategies for the prevention and detection of diversion of controlled substances and other medications with a high risk of potential diversion.
- Explore strategies for using Radio-Frequency Identification (RFID) technology to improve medication control systems.
- Maintain efficient medication storage and inventory management systems to maximize inventory accuracy and turns while assuring medication availability for providing patient care.
- Assure effective management and communication to all providers about medication shortages and recalls to minimize their impact on patient care.
REVENUE CYCLE PERFORMANCE

GOAL

Manage the revenue cycle to maximize accurate reimbursement for medications and pharmacist patient care services.

Strategic Initiatives

- Optimize provider workflows and electronic medical record systems to ensure appropriate documentation and coding to maximize the organization's reimbursement for medications administered to patients in all care settings.
- Collaborate with the fiscal department to establish and maintain effective accounts receivable and claims reconciliation system to assure appropriate reimbursement for retail pharmacy and clinic administered medications.
- Perform prospective financial and clinical review for clinic-administered medications to ensure that the appropriate measures (i.e. prior authorizations and advance beneficiary notices) are in place to maximize evidence-based medication use and reimbursement.
- Streamline the prior authorization process for patients receiving high cost medications and maximize specialty pharmacy prescription capture in UW Health retail pharmacies.
- Effectively manage the receipt and issuance of medications through industry-sponsored indigent drug programs within the Medication Assistance Program (MAP) to increase access to essential medications for patients without the necessary financial resources.

ENTREPRENEURIAL DIVERSIFICATION

GOAL

Identify and pursue entrepreneurial opportunities that will positively add to UW Health’s bottom line and contribute to organizational success.

Strategic Initiatives

- Establish a pharmacy presence in areas where specialty pharmacy patient populations are served to maximize capture of profitable specialty prescription business within the UW Health pharmacy enterprise.
- Elevate the Ambulatory Medication Prior Authorization Coordinator (AMPAC) position to ensure optimal reimbursement for high cost, take home medications for patients receiving care in UW Health clinics.
- Develop and market a strategy for providing remote pharmacy services using virtual technology.
- Continue to provide pharmacy contract management and consulting services to regional health partners.
- Strengthen service provision contracts with Agrace HospiceCare, Inc., Wisconsin Dialysis, Inc (WDI), and Johnson Creek Cancer Center.
- Collaborate with Chartwell Midwest Wisconsin to develop an off-site sterile medication compounding business venture to improve patient safety.
LEADERSHIP IN CLINICAL & OPERATIONAL RESEARCH

GOAL
Advance science by conducting and supporting clinical, translational and practice research to improve the patient and family experience, care delivery systems, medication utilization, and population-based health outcomes.

Strategic Initiatives
- Create and sustain a responsive pharmacy environment that: supports and facilitates clinical and translational research, optimizes efficiency, minimizes the timeline between protocol receipt and first subject on study and actively engages in continuous quality improvement initiatives.
- Partner with the UW Schools of Pharmacy, Nursing and Medicine and Public Health and College of Engineering to regularly submit grants for operational and practice research.
- Create and sustain practice and research opportunities for clinical pharmacist scientists and UW School of Pharmacy faculty within UW Health.
- Lead the formation of a Midwest research pharmacy consortium/interest group to support regional research networks through the establishment of best practice standards, identification of quality and efficiency metrics and generation of innovative infrastructure approaches to advance drug research through the continuum of health care delivery.
- Participate in the creation and delivery of training programs for UW Health employees considered engaged in research and UW staff employed as research coordinators, research specialists or other applicable research support roles.
- Collaborate with UW Carbone Cancer Center (CCC) and UW Institute for Clinical & Transitional Research (ICTR) in advancing UW Health’s drug discovery and development infrastructure through assistance with drug protocol development and FDA submissions via expansion of the Pharmaceutical Research Center’s (PRC) novel drug preparation expertise and support.

BEST WORK & ACADEMIC ENVIRONMENT

GOAL
Be socially responsible by creating a work environment which attains the highest level of staff engagement, advancement, performance, success, and customer satisfaction for all whom we serve.

Strategic Initiatives
- Collaborate with Human Resources to implement and maintain a pharmacist professional advancement program and measure its impact on pharmacy practice.
- Continuously evaluate employee turn-over rates and develop strategies to improve employee satisfaction and retention.
- Expand and sustain the ASHP-accredited pharmacy technician training program offered through the UW Health Pharmacy Department to produce pharmacy technicians with a high level of skill and dedication to the profession.
- Elevate the practice and reputation of the UW Health Department of Pharmacy through the promotion of scholarly activities such as peer-reviewed journal publications and national professional organizational involvement.
Appendix A

UW Health Pharmacy Practice Model Vision
Recommendations, Assumptions, & Beliefs

Our vision is to create and maintain a comprehensive pharmacy practice model to optimize the care of patients and achieve organizational goals. A comprehensive model is one in which all pharmacists accept a broad range of responsibilities within an integrated staffing model for patient care services including orders management and some distributive functions and where pharmacists with specialized training or skills are essential and engaged in activities that advance practice, quality, education, and research. This model utilizes residency and/or fellowship trained pharmacists in all practice settings including but not limited to inpatient, primary care, ambulatory care, procedural areas, and specialty clinics. A comprehensive model is supported by a fully automated and reliable drug distribution system.

General Principles
- Advance our integrated practice model, while developing and maximizing pharmacists’ competency and knowledge in areas of specialty practice.
- Embrace and expand the role of pharmacy technicians.
- Maximize use of automation and decision support.
- We must be accountable for patient outcomes.
- We must document the positive outcomes of pharmacist care.
- Ambulatory practice (clinics, procedure areas, primary care) is equal priority with inpatient care.

Pharmacist Role
1. All patients cared for at UW Health will be able to tell a story about a pharmacist that positively impacted their care.
2. Pharmacists will practice at the top of their license.
3. Pharmacists will collaborate with patients and providers as active members of the healthcare team, accountable for assuring optimal, safe, evidence-based and cost-effective medication therapy to maximize medication related outcomes.
4. Inpatient pharmacists will maintain an active, defined and integral role in daily interdisciplinary patient care rounds.
5. Pharmacists will be accountable for ensuring UW Health is a top 10 performer among academic medical centers in medication-related quality and pay for performance metrics.
6. Pharmacists will document their patient care plans, activities, and related outcomes in the electronic health record (EHR) in an efficient manner which is integrated with documentation of other providers.
7. In order to assure optimal patient care, pharmacists will collaboratively develop and work within protocols, guidelines, and other documents that expand scope of practice in all care areas to include monitoring, initiating and/or adjusting medication therapy.
8. Pharmacists will be scheduled in a manner which optimizes consistent care for patients.

Pharmacist Education, Training, and Credentialing
9. Pharmacists will be credentialed (e.g. board certified) and trained at the highest level achievable within their area of practice.
10. We will only employ pharmacists with ASHP-accredited PGY1 residency training or equivalent experience.
11. We will prefer the completion of an ASHP-accredited PGY2 residency training program or attainment of equivalent experience for pharmacists practicing in highly specialized areas and caring for complex patients.
Resident Training and Practice
12. We will utilize an effective preceptor development program to maximize the quality of pharmacy student and resident teaching and mentoring.
13. Residents, students and interns will be fully integrated into the pharmacy practice model and be held accountable for the care of patients commensurate with their knowledge, skills, and abilities under the supervision of a precepting pharmacist.
14. Our pharmacy residency training programs will develop the skills and abilities of future practitioners to adequately meet the needs of patients, UW Health and the pharmacy profession.

Pharmacist Publication, Presentations and Research
15. We will maintain an environment where all pharmacists can fulfill their obligation to serve as leaders in advancing pharmacy practice, research, and education.
16. Pharmacists will collaborate and partner UW School of Pharmacy faculty on teaching and research initiatives and projects.
17. Pharmacy department leadership will provide resources to assist pharmacists and technicians to advance research, publications, grants, and presentations.

Technician Role, Training, and Credentialing
18. The role of the pharmacy technician will be expanded to the maximum extent possible to complete activities that do not require a pharmacist’s clinical or professional judgment, in order to increase time available for pharmacists to perform patient care activities and to optimize the safety and effectiveness of the medication use process.
19. We will maintain a competent, credentialed pharmacy technician workforce qualified to help manage the growing complexities of the medication use system in order to optimize pharmacist participation in direct patient care services and optimize our comprehensive practice model.

Automation and Information Technology
20. We will support and advocate for clinical decision support tools that help identify patients most in need of a pharmacists’ immediate attention to guide the most efficient use of pharmacy resources.
21. Practice will be supported by technology that facilitates remote pharmacy care and service when appropriate.
22. Technology and automation will be optimized to improve efficiency, reduce cost and better utilize resources to support practice and optimal patient care.

Transitions in Care
23. Pharmacists will be accountable for providing medication teaching in all care settings and throughout transitions of care with special attention to high risk patient populations, first dose teaching, post-care phone calls and development of teaching tools.
24. Pharmacists will provide advanced patient care services for high-risk patients in UW Health ambulatory pharmacies, primary care and specialty clinics. These services will be provided in an integrated fashion and incorporate standards of practice which enable reimbursement for their provision.
25. Pharmacists will maintain accountability for reconciling and communicating medication therapy plans between all care areas. All patients will receive at least an annual medication check-up by a pharmacist.
26. UW Health ambulatory pharmacies will strive to be recognized as the ambulatory pharmacy provider of choice in Dane County and the preeminent specialty medication provider in the state of Wisconsin.