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Payor Partnerships

Where Outcomes, Value, and Data Meet



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Disclosure

The following individual reports having no relevant conflicts of interest:

Joshua Weber



Learning Objectives

1. Describe different strategies and tactics health system specialty pharmacies can leverage to demonstrate clinical value to payor networks
2. Define value-based care pharmacy metrics contained within risk-sharing payor contracts
3. Express pharmacy's impact on clinical outcomes, revenue streams, and administrative value to payor networks
4. Outline different pharmacy-led interventions that improve health outcomes, expand access, and/or decrease cost of care

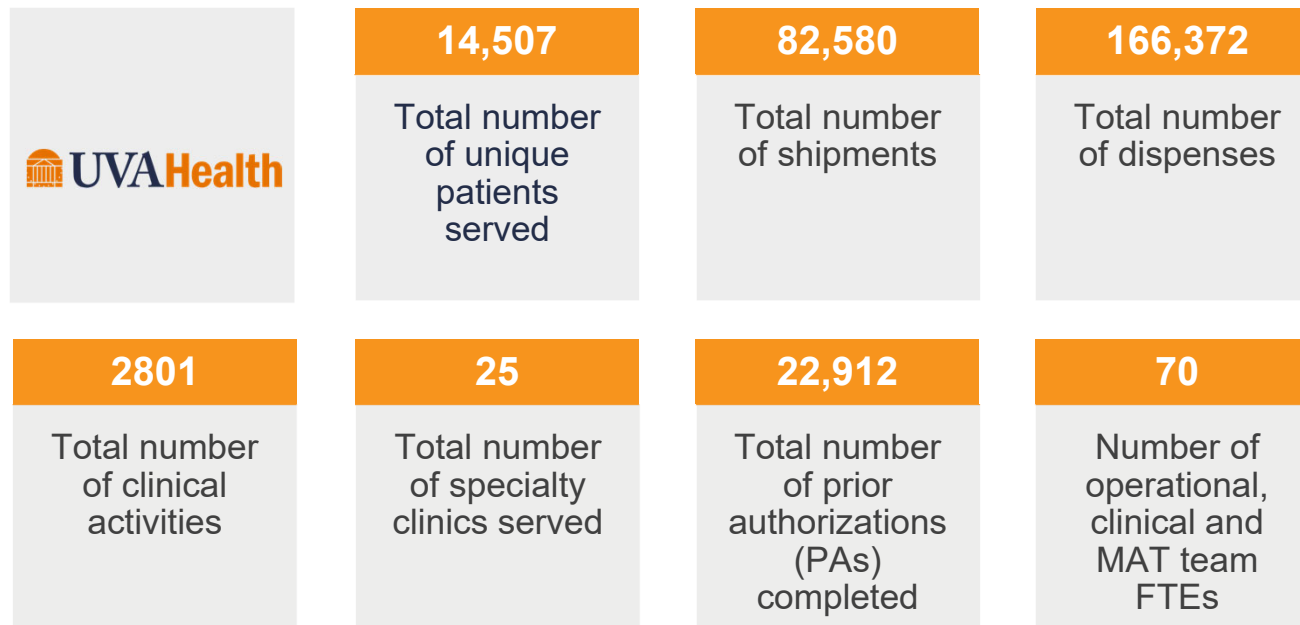
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UVA Health's Specialty Pharmacy

Performance Dashboard



MAT-Medication Access Technician(s)

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UVA Specialty Pharmacy Team

Medication Access Team (20 FTEs)

- Hybrid remote and centralized model
- Prior authorization support
- Foundations, grants, and patient assistance

Clinical Team (13 FTEs)

- Hybrid embedded (9) vs. centralized model (4)
- Initial education and counseling
- Accreditation-required check-ins and follow-up

Medication Access Team (20 FTEs)

- Hybrid remote and centralized model
- Prior authorization support
- Foundations, grants, and patient assistance

Clinical Services Program

Every intervention tied to improved outcomes

Initial education is provided prior to first shipment with UVA Specialty and includes, but is not limited to:

- Injection and administration training
- Drug interaction management
- Extensive chart review within UVA and CareEverywhere to determine patient safety and efficacy considerations
- **Right drug, right place of care, at the right cost!**

Follow-up education is conducted at regular intervals to maintain safe medication use with a focus on:

- Side effect mitigation and management
- Provider involvement/notification
- Increasing follow-up visit capture
- Improved outcomes and medication adherence

Direct contact with medication access technicians (MATs) for urgent needs relating to changes in coverage/affordability

- **≥85% medication adherence rate**



Medication Access Technicians—Services

Driving access to ALL patients

Serving 25 clinics within the UVA Medical Center

- Dedicated to UVA providers and UVA Health System patients
- Use a centralized model supported by
 - Real-time prescription benefits (RTBP)
 - Electronic PAs
- Drive value-based and cost-effective care

Prior authorization assistance for specialty and non-specialty medications

- Average PA turnaround time is industry leading **<24 hours**
- Assistance with denials/appeals



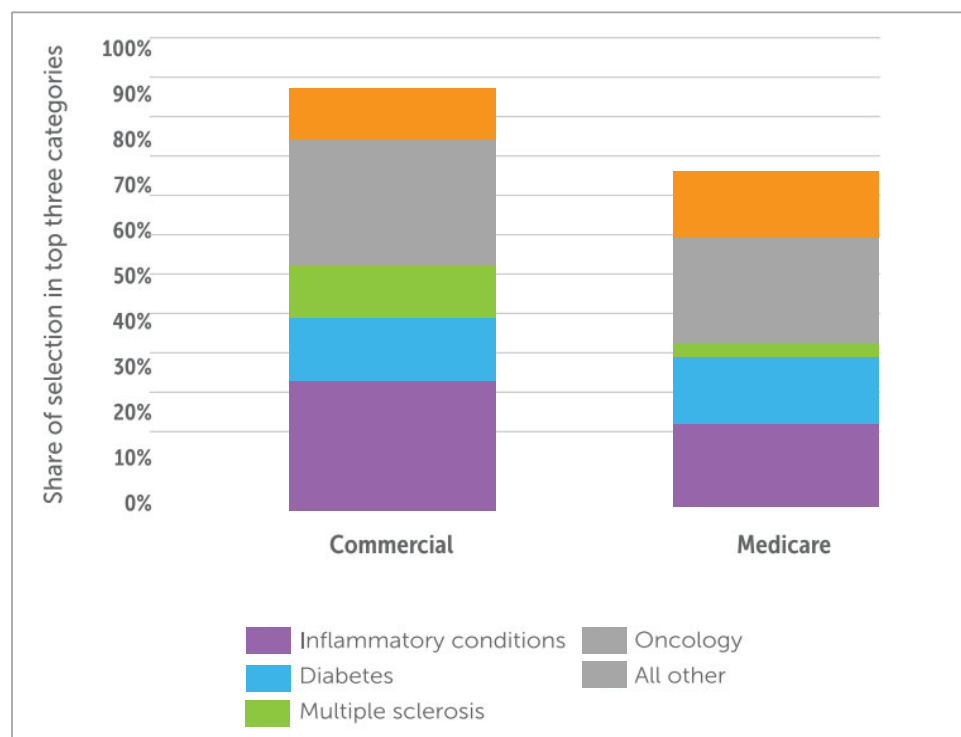
Approval rate

Patient access experts who have experience in and can assist with acquiring:

- Manufacturer assistance
 - Free drugs
 - Copay assistance
- Grants/foundations
- UVA financial services

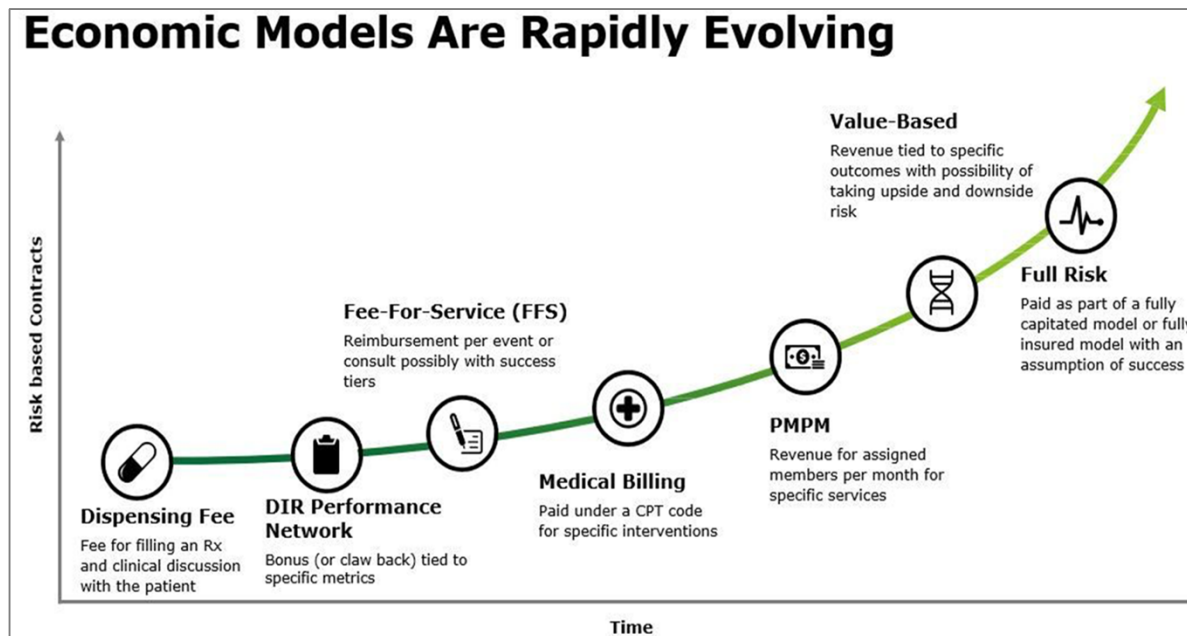
Payor Access—Largest Opportunity

Top conditions of budget impact concern



Alternate Payment Models in Health Care

Reimbursement tied to quality, outcomes, and cost containment



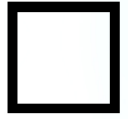
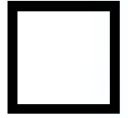
Deloitte. (2021). The future of pharmacy [Figure]

CPT—current procedural terminology, DIR—direct and indirect remuneration, PMPM—per member per month.

1st Quarter

Establish Your Footprint

- Implement industry-leading care model
- Incorporate robust data analytics platform
- Immediately start trending operational, financial, and clinical outcomes impact
- Constantly improve on provider/health system buy-in and building trust
- Capture all available opportunities



Understand the Key Players—4 “P”s

P Payor

Payor

Health System
Pharmacy—
IDN

P Product

Network Access

Patient

P Provider

Reimbursement

Provider

P Patient

Product

2nd Quarter

Scale Operations and Reach

Patient lives

Data

Products

Providers

Health system partners

IT support resources

External vendors



3rd Quarter

Leverage Competitive Advantages

TCOC-total cost of care,
APS-average provider score,
NPS-net promoter score





Pharmacy Interventions

- Medication titration and optimization
- Adherence support
- Prior authorization assistance
- Real-time prescription benefits
- Side effect mitigation
- Split fills
- Therapeutic interchange—preferred products
- Refill management
- Comprehensive Medication Therapy Management services



4th Quarter

Partner to Create Disruption

- Work to establish standardized specialty pharmacy metrics
- Performance and value-based contracting opportunity
- Predictive data analytics
- Centralized contracting—specialty pharmacy services administrative organization (PSAO)
- Prime's IntegratedRx—Oncology model

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Find Common Ground

1

→ Curb unsustainable cost trends

2

→ Reduce waste

3

→ Maximize adherence

4

→ Promote a positive patient and provider experience

5

→ Ensure that therapy is providing intended value

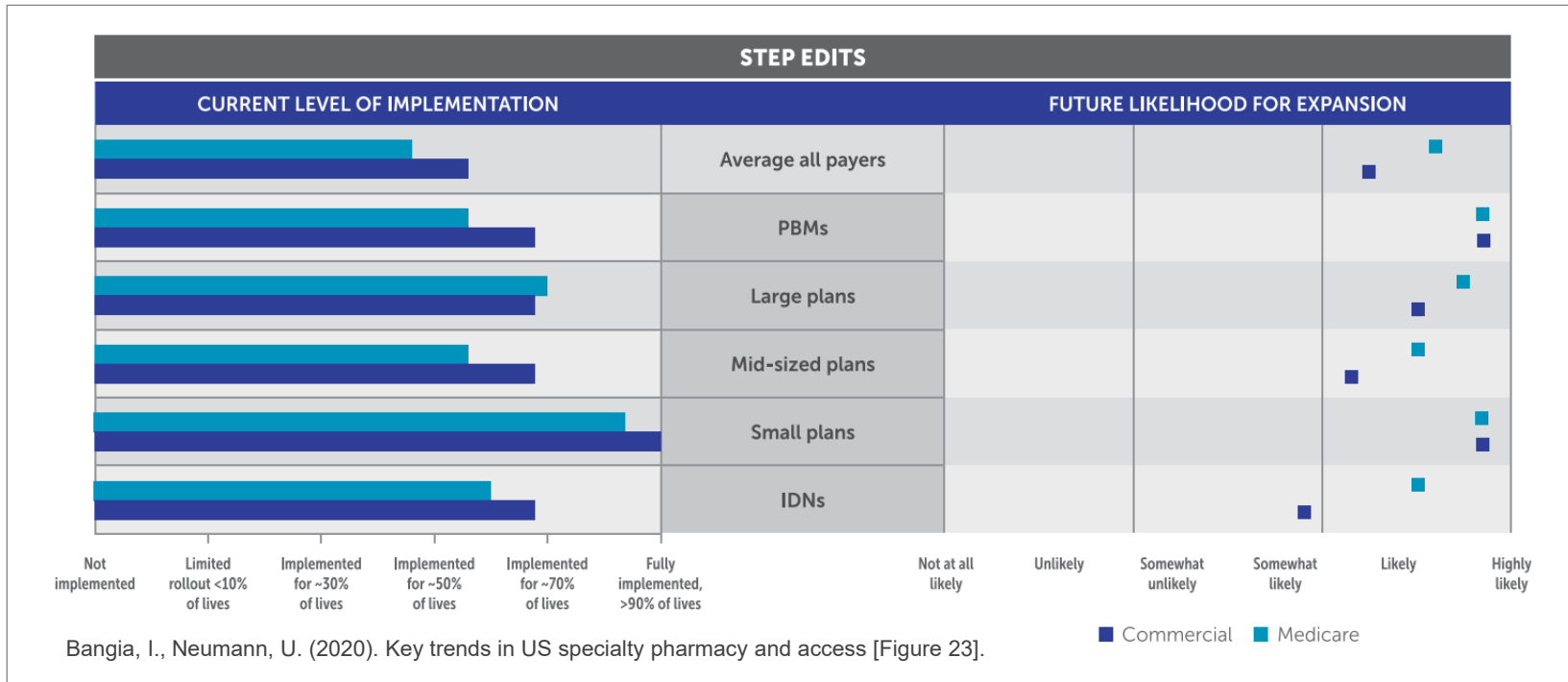
Split-Fill Programs to Reduce Waste

Non-split fill cost difference from split-fill (Walgreens' study for oral oncolytics)	
Month filled	AWP \$*
1	3,118.90
2	2,259.80
3	2,796.20
3-month average	2,714.97

Staskon et al. (2019). Estimated Cost and Savings in a Patient Management Program for Oral Oncology Medications.

Plan Cost and Formulary Impact

Current and future utilization of Brand A before B step edits



Pharmacy-Led Value-Based Care

Key components

Leadership and Provider Buy-In

- Health system partners, payors, and industry

Population Health Approach

- Look for trends, outliers, and gaps in care

Data Analytics

- Identify the biggest bang for your buck
- Leverage claims, EHR, and dispensing data sources

Integrated Delivery Network

- Centers resources around shared values and goals
- Coordinates care and improves overall capabilities

Pharmacy-Led Value-Based Care

Pay-for-Performance Medicare STARS Program—Single Payor Example

- Financial kicker opportunity of \$325K
- Based off 2020 attribution and 2020 original incentives

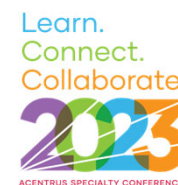
2020 STAR Baseline

- 3.90 STARS Before Pharmacy Intervention

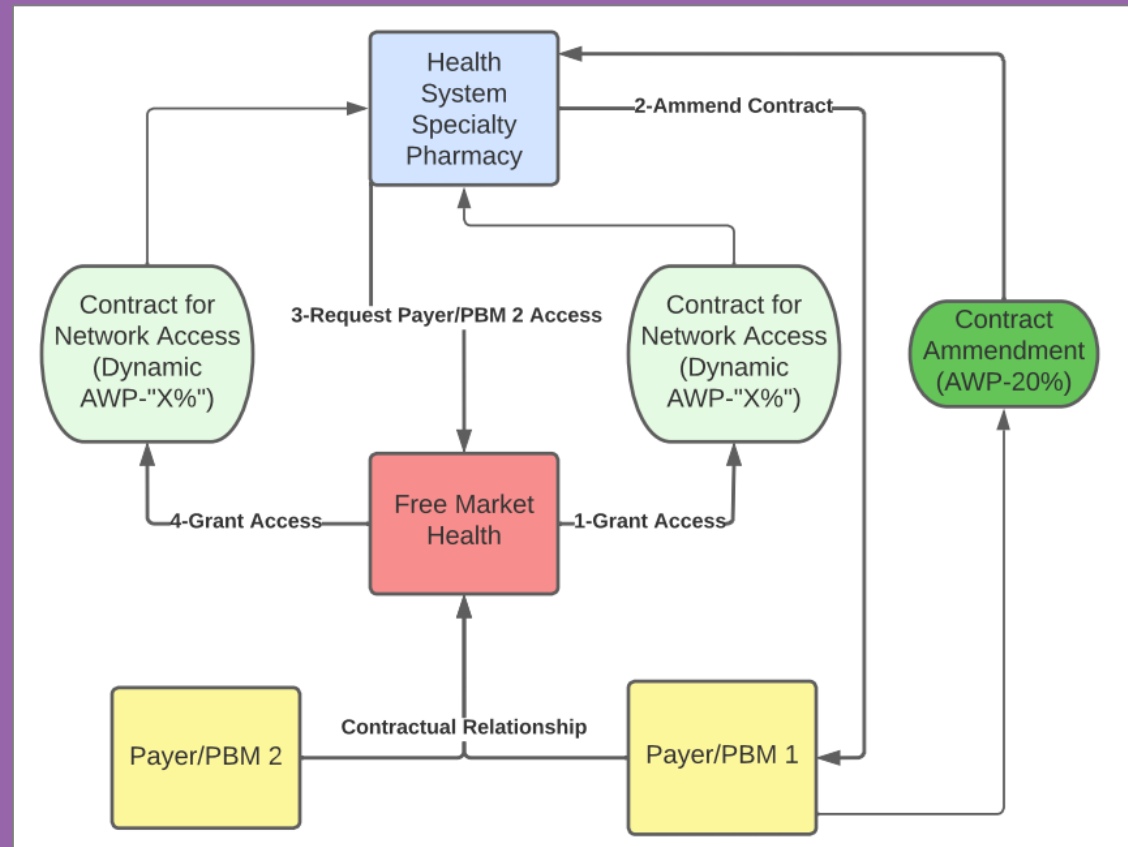
2020 Benchmark Improvement

- 4.75 STARS post-targeted pharmacy intervention

Measure	Population	Per-Member Benefit	Potential Earnings
4.2– 4.49 Aggregated STAR performance kicker achievement	2,500 members	\$75	\$187,500
>4.5 Aggregated STAR performance kicker achievement	2,500 members	\$100	\$250,000
SUPD with 5 STAR Achievement	400 members	\$30	\$12,000
Medication adherence 90% or greater	2,500 members	\$25	\$62,500



Look for Innovative Access Points



Specialty Pharmacy Value Timeline

Increasing operational, clinical, and financial value for all parties

Script Capture

- Internalize health system provider scripts
- Leverage 340B savings
- Manage refills
- Retention

Focus on Access and Outcomes

- Turnaround time
- Clinical outcomes (e.g., SRV12, PRO, PDC scores)
- Patient assistance dollars
- Total cost of care impact

Partner for Mutual Success

- High-quality yet most cost-effective care
- Shift from dispensing mindset to that of specialized services
- The patient is central to all involved
- Offset risk and reap the rewards

Value-Based Opportunities

- Pay-for-performance
- Predictive data analytics
- Risk-based contracting
- Capture quality-based payment incentives



SVR12—sustained virologic response at 12 weeks post-treatment, PRO—patient-reported outcomes, PDC—proportion of days covered, RTPB—real time prescription benefits

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Berwick et al., (2008). The triple aim: care, health, and cost



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Patient Outcomes-Our Purpose



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Questions

“Surround yourself with people who have dreams, desires, and ambition. They’ll help you push for, and realize, your own.”

—Anonymous

“You have to be willing to be misunderstood if you are going to achieve anything.”

—Jeff Bezos, CEO of Amazon

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