Data-Driven Decision Making: A Specialty Pharmacy Framework

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Disclosure

The following individual reports having no relevant conflicts of interest:

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Learning Objectives

1. Describe various sources of operational metrics

2. Interpret opportunity, capacity, and performance calculations

3. Evaluate opportunity using capacity and performance metrics

Background

University of Illinois Hospital and Health Sciences System Specialty Pharmacy Services

Specialty team started in 2012

Centralized model

- Patient access team (prior authorizations)
- Centralized call center team (refill coordination and patient education)
- Dispensing team (filling and shipping)

Patients

- ~1,200 unique patients managed in 2022
- ~30% oncology

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UIC Model

Patients seen at our facility

Patients filling externally

Patients filling at our pharmacy

Patients managed by clinics, external pharmacies
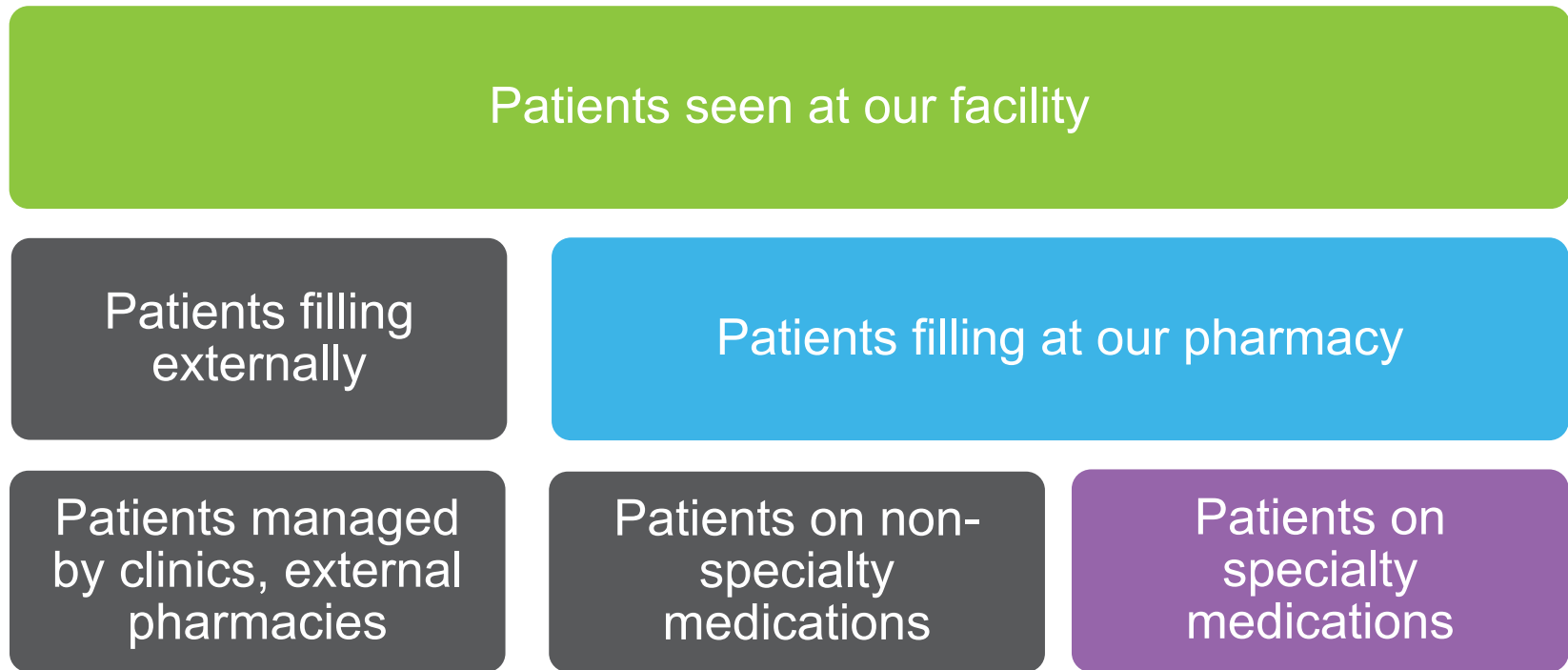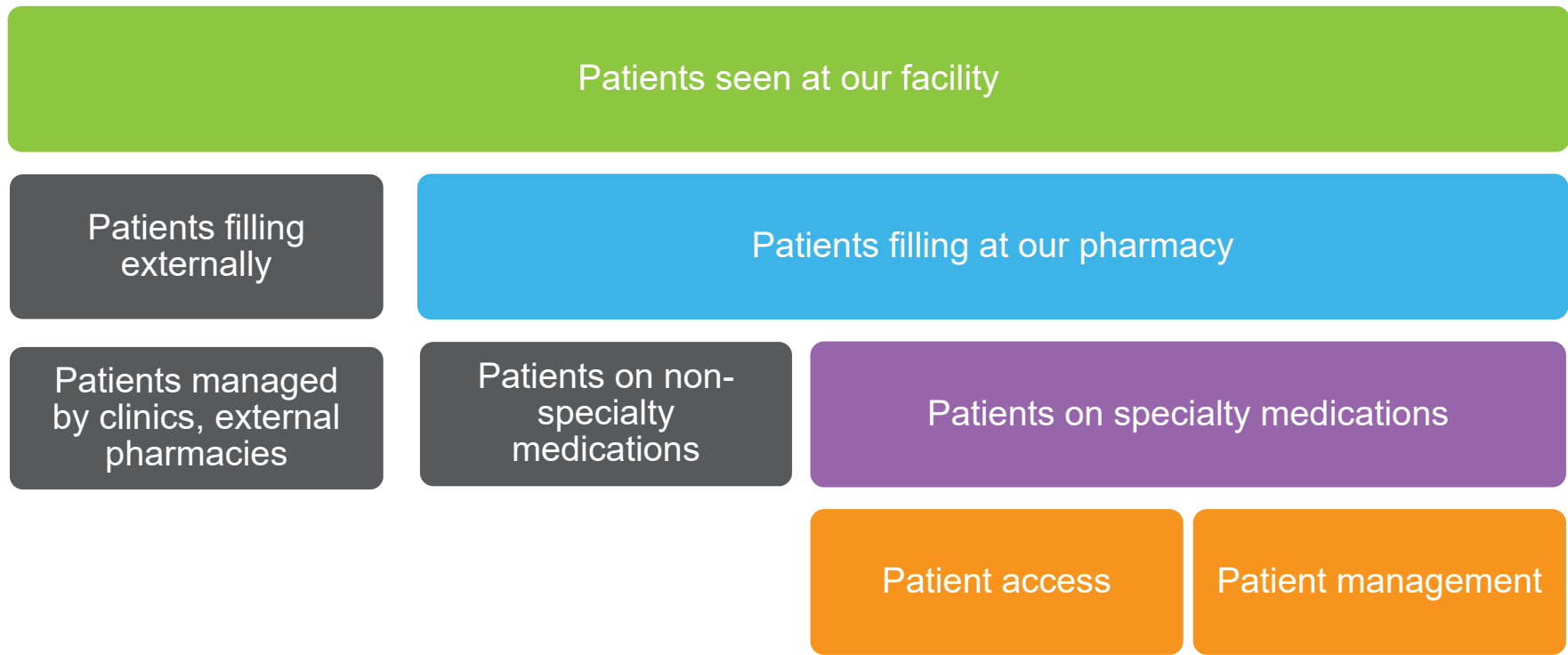
Patients on non-specialty medications

Patients on specialty medications

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Patient management

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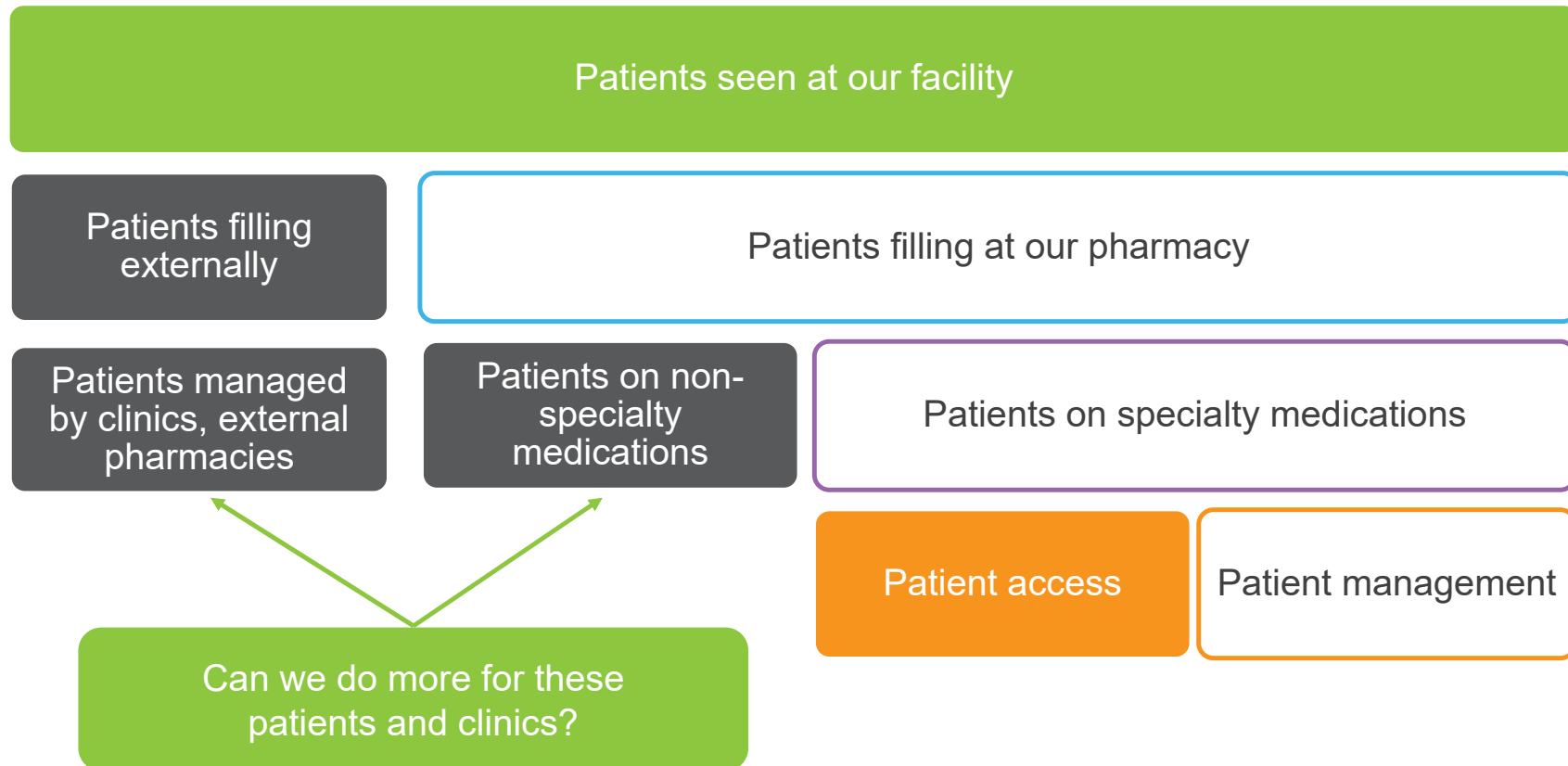Patients filling externally

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Can we do more for these patients and clinics?
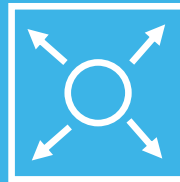
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Strategic Goal and Opportunity: Growth

What is the best way to determine whether we can and should grow?

Consider:

Do we have the opportunity?	**Do we have the capacity?**	**Are we performing well with our current work?**

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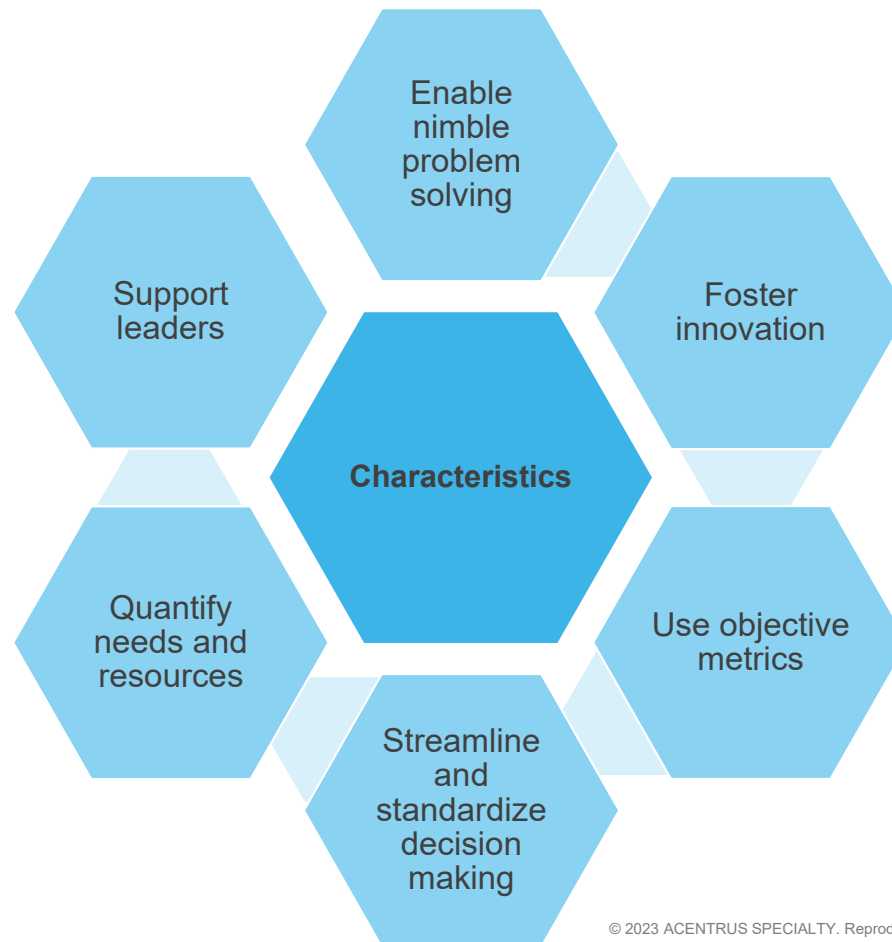2023
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Effective Decision-Making Frameworks

Help to answer key questions when:

- Evaluating new opportunities
- Re-evaluating existing operations
- Evaluating the health of an operation
- Ensuring high-quality services

Metrics must be:

- Relevant
- Accessible
- Actionable

Enable nimble problem solving

Foster innovation

Support leaders

Characteristics

Use objective metrics

Quantify needs and resources

Streamline and standardize decision making

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Decision-Making Framework For Service Implementation

Opportunity

Capacity

Performance

Decision

Estimate available work opportunity work. Is there an opportunity to capture? — NO → Reassess after maximizing higher opportunity work

↓ YES

Does your team have the capacity to take on this work? — NO → Increase FTE, gain efficiency

↓ YES

Are you meeting performance metric goals? — NO → Review the missed performance metric, implement changes for improvement

↓ YES

More forward with planning

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Decision-Making Framework For Service Implementation

Opportunity

Estimate available work opportunity work. Is there an opportunity to capture?

NO → Reassess after maximizing higher opportunity work

YES ↓ ↓ YES

Capacity

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YES ↓ ↓ YES

Performance

Are you meeting performance metric goals?

NO → Review the missed Performance metric, Implement changes for improvement

YES ↓

Decision

More forward with planning

Opportunity metrics →

Capacity metrics ↓

Performance metrics →

Decision-making framework

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Decision-Making Framework
For Pharmacy Service Implementation

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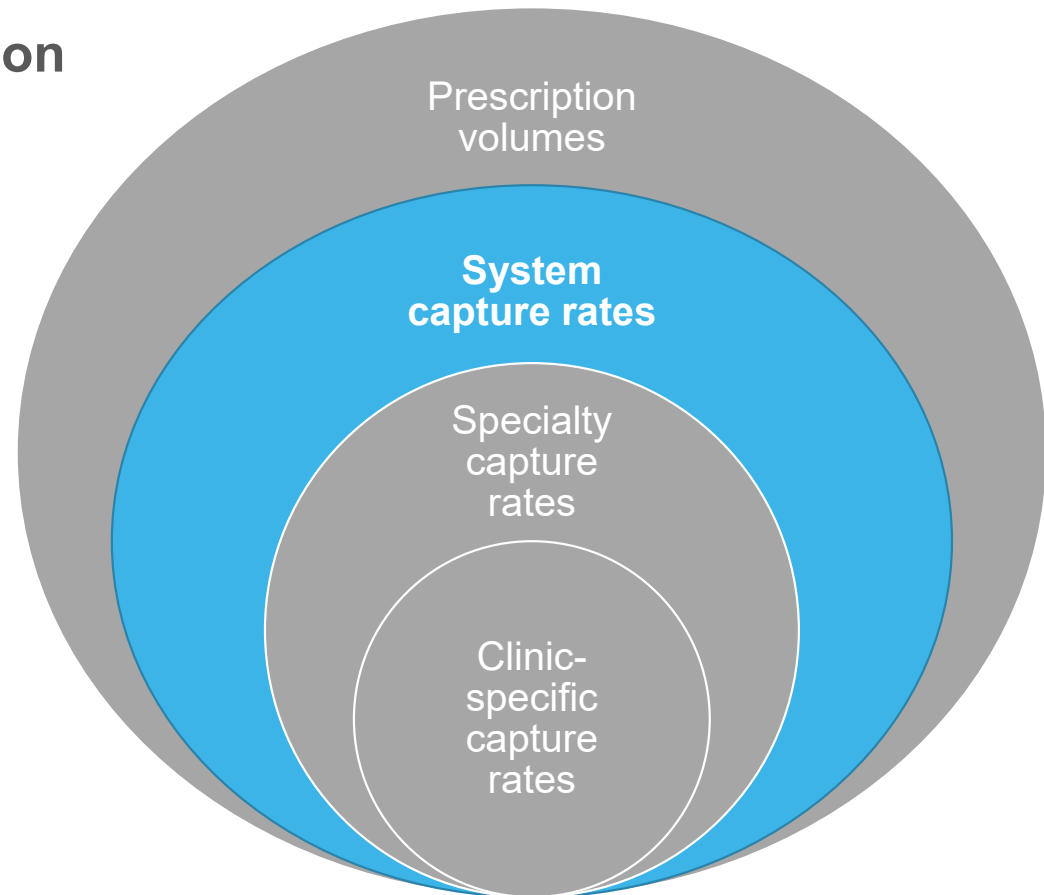# Decision-Making Framework
For Pharmacy Service Implementation

Opportunity Metric: Capture Rate

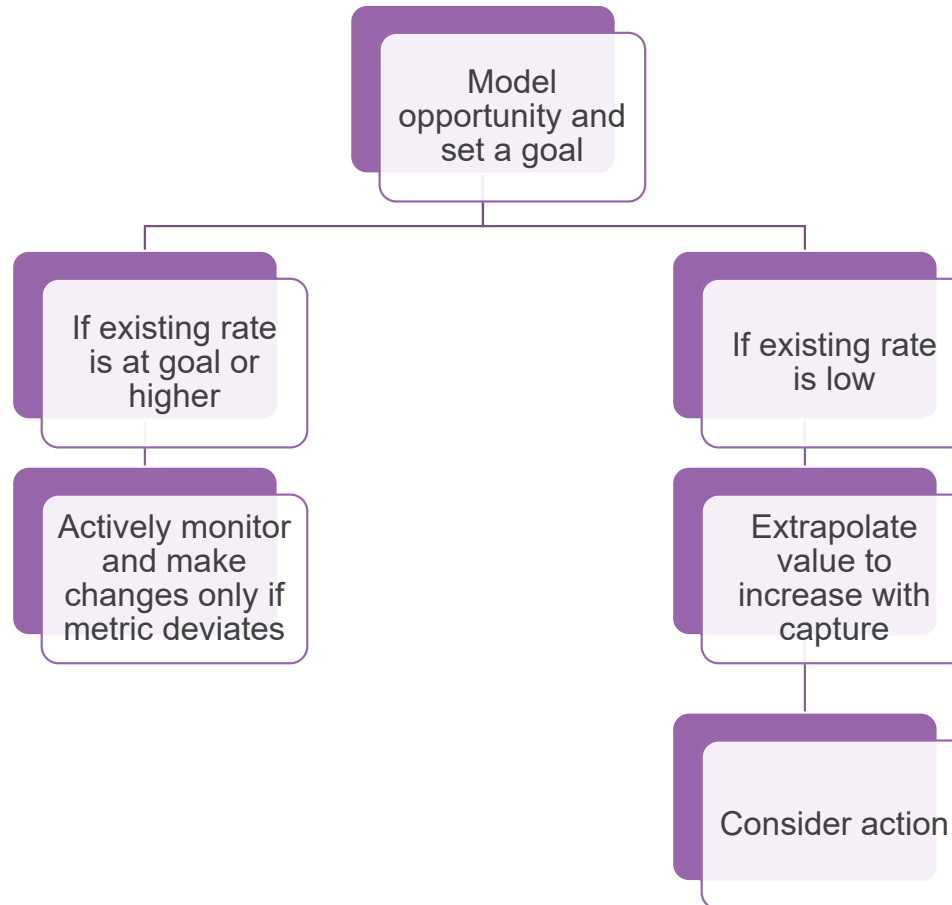## Understand pharmacy utilization

Operational metric sources:

- Electronic medical record
- Dispensing system
- Patient management program

Prescription volumes

System capture rates

Specialty capture rates
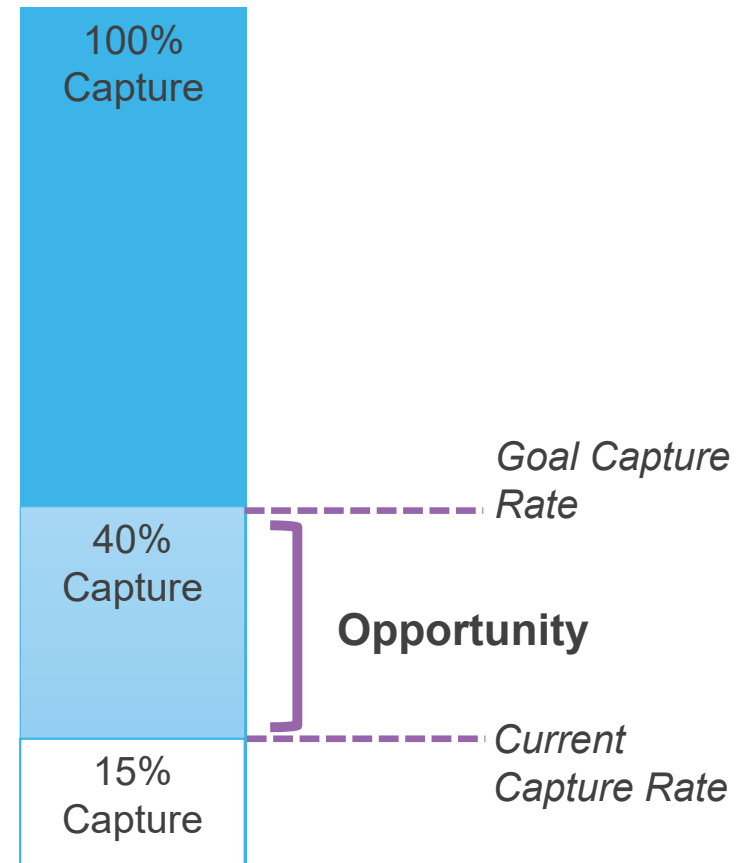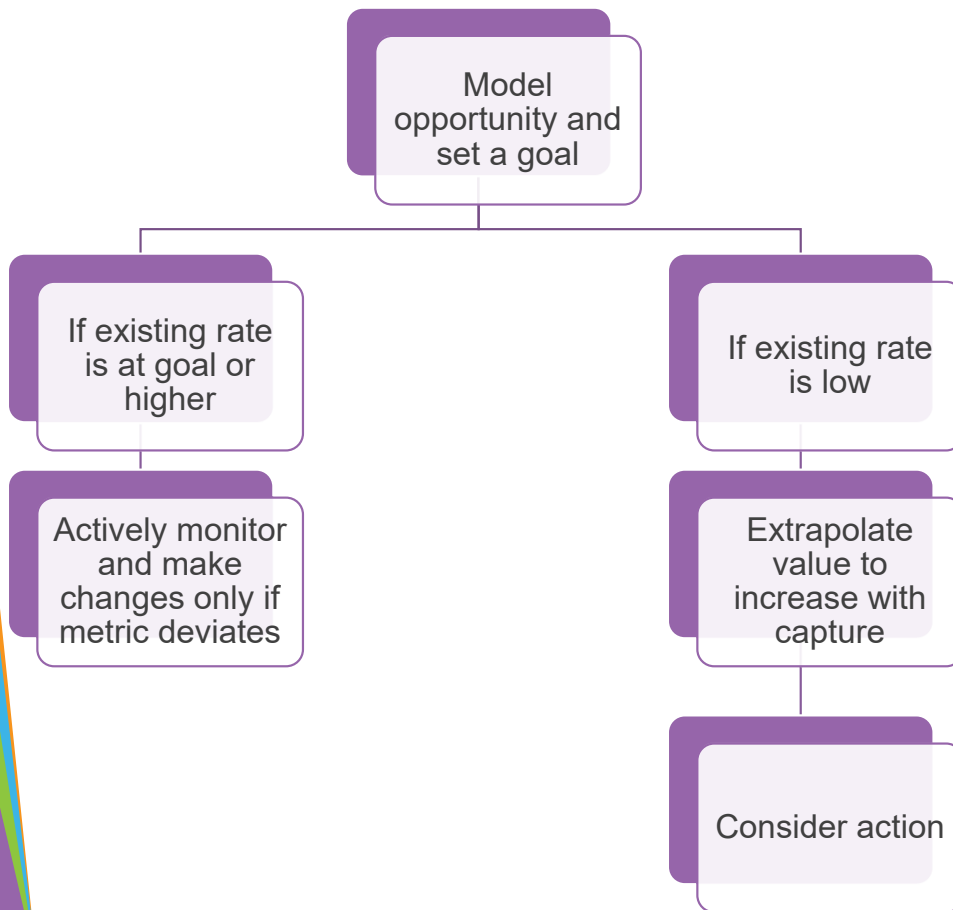
Clinic-specific capture rates

Opportunity Metric: Capture Rate

$$\text{System capture rate} = \frac{\text{\# electronic prescriptions routed to our internal pharmacies}}{\text{Total \# prescriptions written within our health system}}$$

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Opportunity Metric: Capture Rate

Model opportunity and set a goal

If existing rate is at goal or higher

Actively monitor and make changes only if metric deviates

If existing rate is low

Extrapolate value to increase with capture

Consider action

Opportunity Metric: Capture Rate

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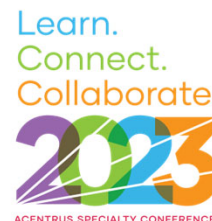100% Capture

40% Capture

15% Capture
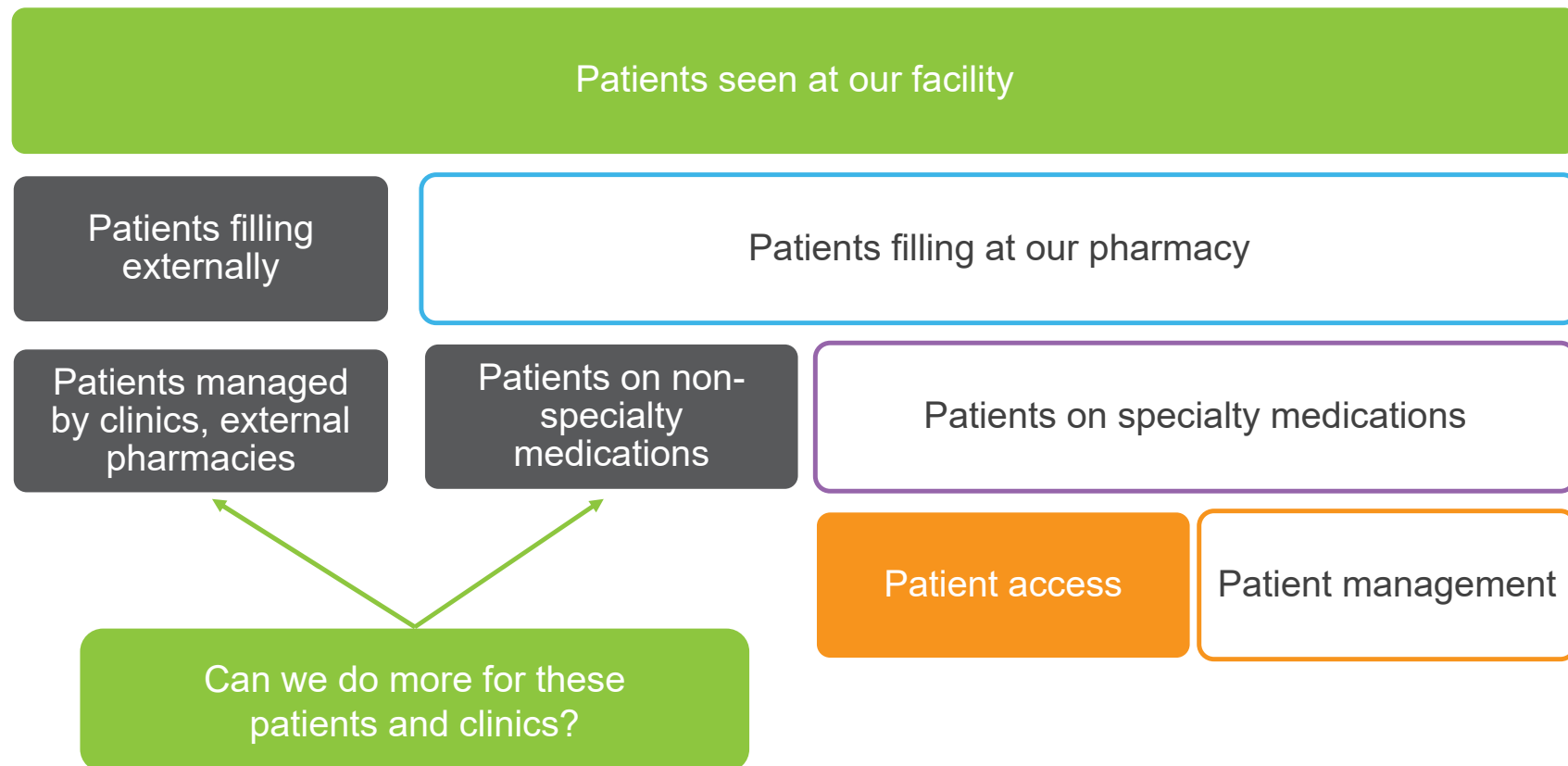
Goal Capture Rate

Opportunity

Current Capture Rate

On review, a clinic has 65% capture rate. Your system goal is 40%.   Would you consider this a clinic with additional opportunity to develop?
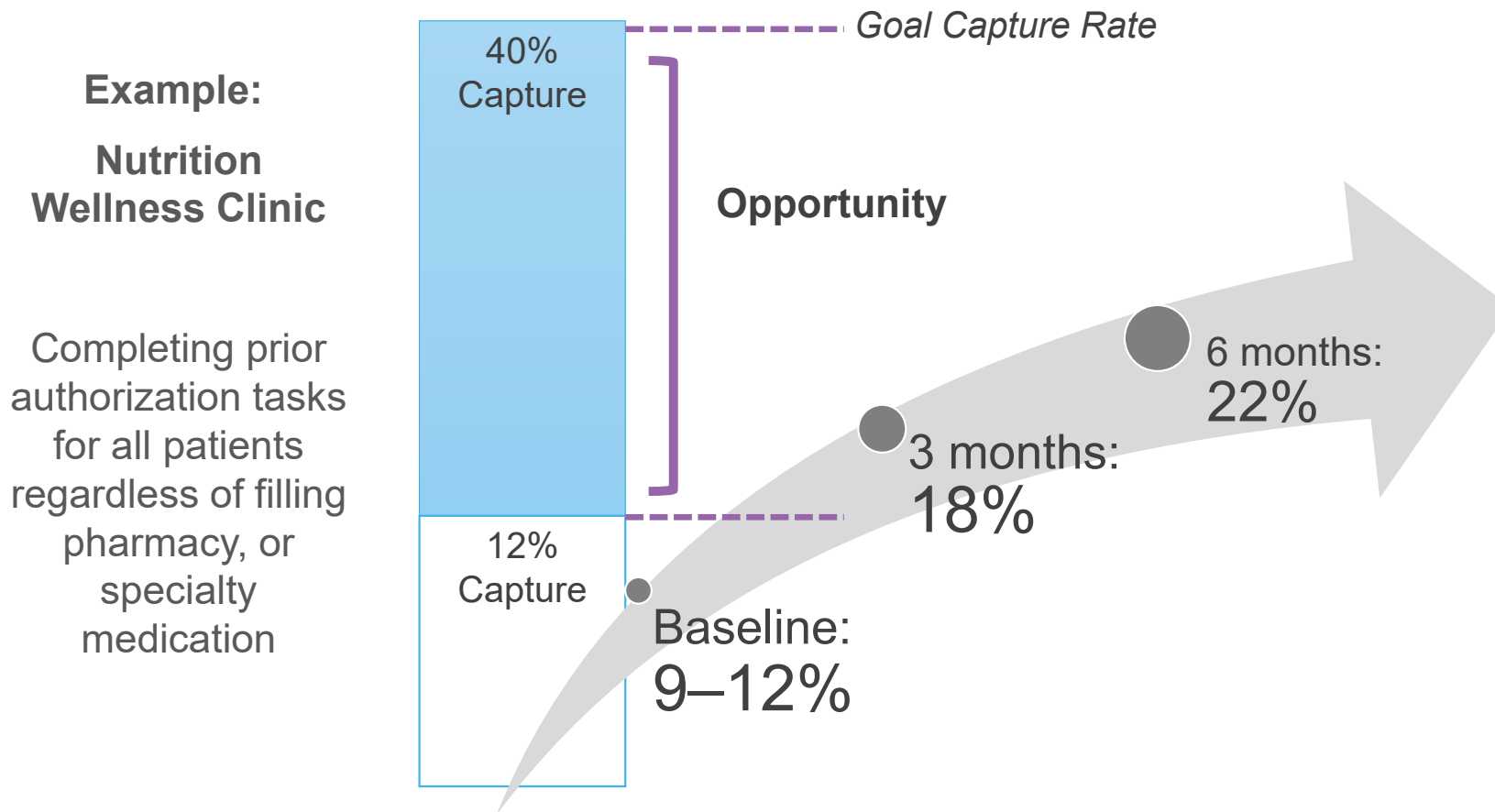
A.   Yes
B.   No

UIC Model

Patients seen at our facility

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Patients on specialty medications

Patient access

Patient management

Can we do more for these patients and clinics?

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Opportunity Metric: Capture Rate Example

Example:

Nutrition Wellness Clinic

Completing prior authorization tasks for all patients regardless of filling pharmacy, or specialty medication

40% Capture

Goal Capture Rate

Opportunity

12% Capture

6 months: 22%

3 months: 18%

Baseline: 9–12%

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Decision-Making Framework for Pharmacy Service Implementation

Capacity metrics

Opportunity metrics
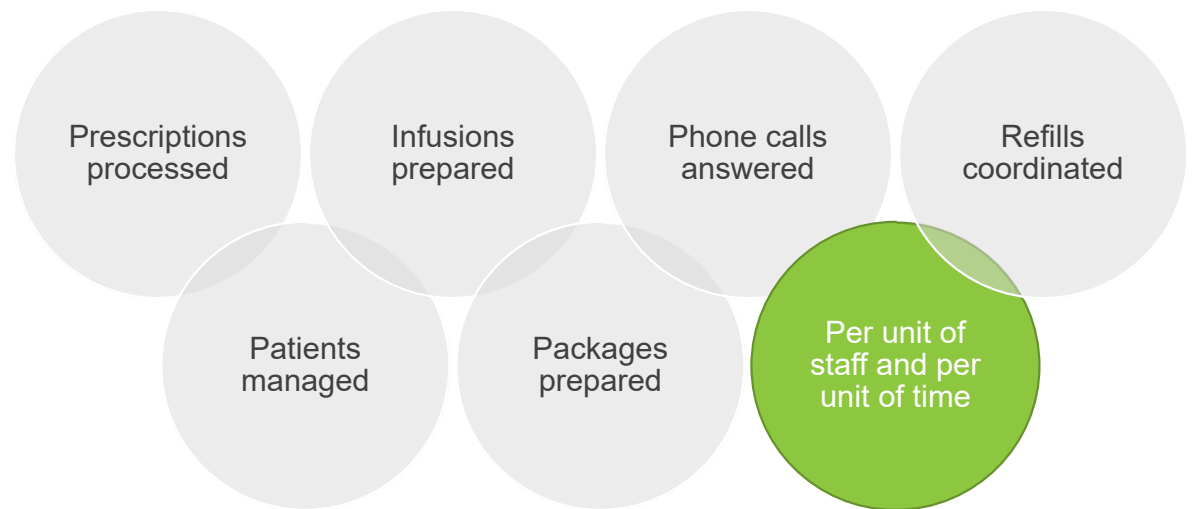
Performance metrics

Decision-making framework
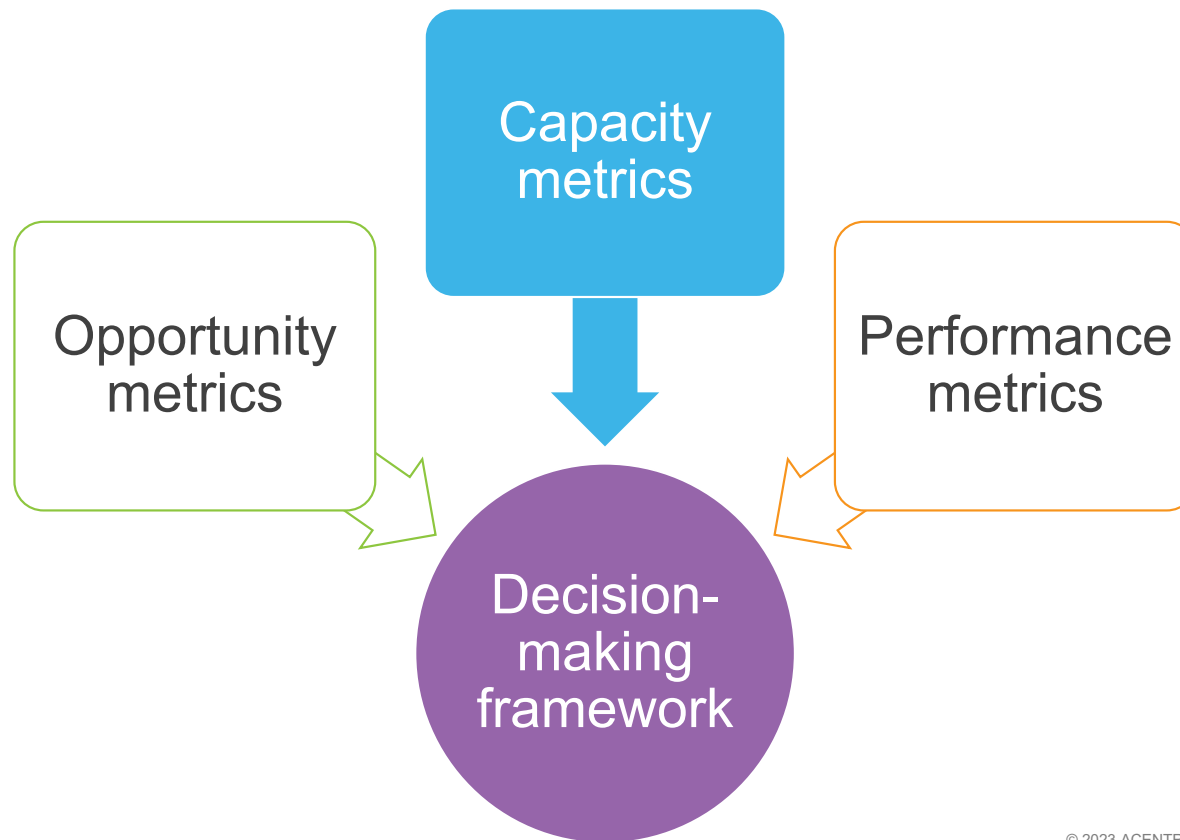
Capacity Metrics: Staffing Ratios

Understand available resources

Operational metric sources:

- Electronic medical record
- Dispensing system
- Patient management program

Prescriptions processed

Infusions prepared

Phone calls answered

Refills coordinated

Patients managed

Packages prepared

Per unit of staff and per unit of time

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Patient access	Patient management

UIC Model

Patients seen at our facility

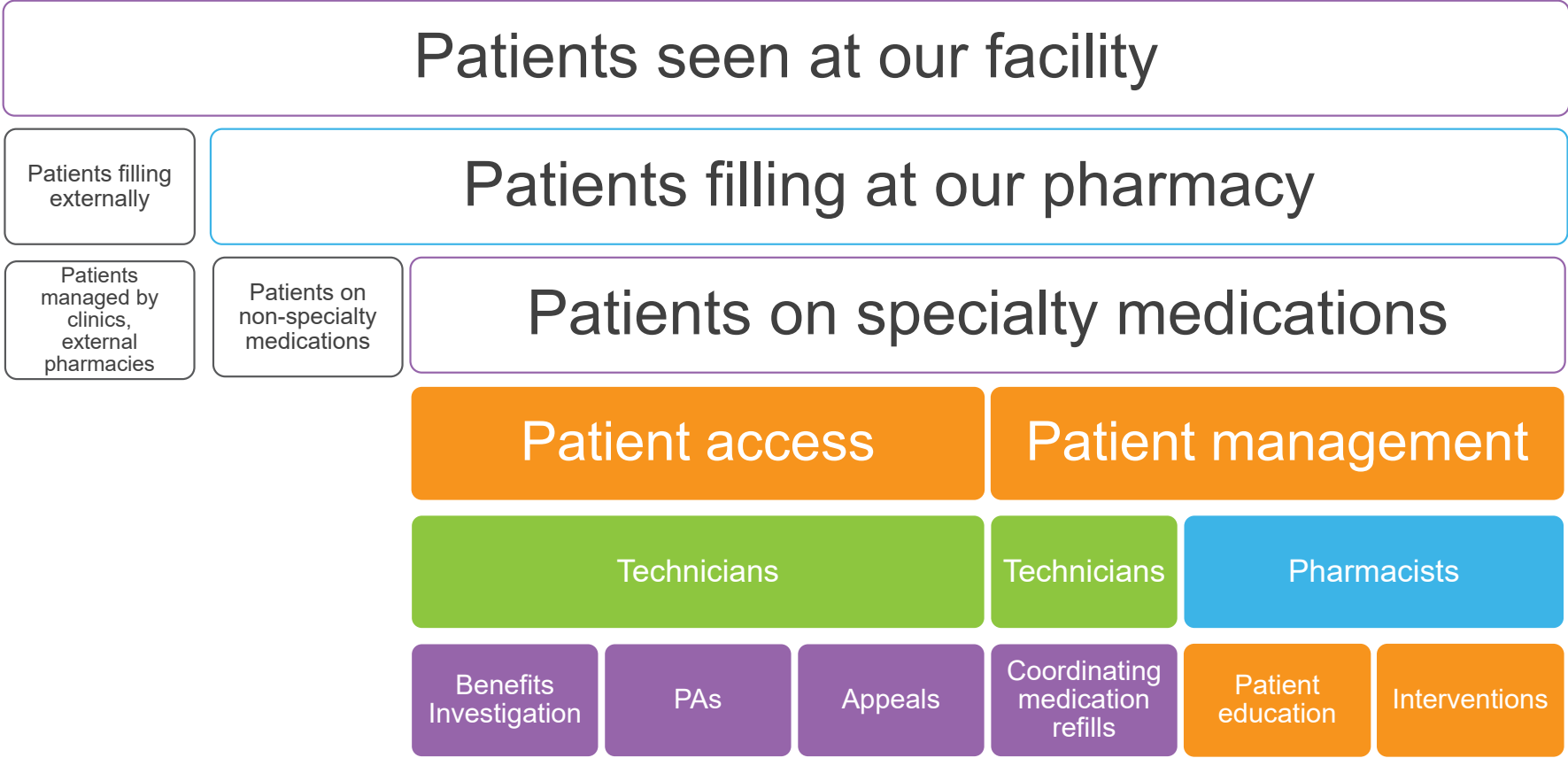| Patients filling externally	Patients filling at our pharmacy

Patients managed by clinics, external pharmacies	Patients on non-specialty medications	Patients on specialty medications

Patient access	Patient management

Technicians	Technicians	Pharmacists

Benefits Investigation	PAs	Appeals	Coordinating medication refills	Patient education	Interventions

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Capacity Metrics: Staffing Ratios

Patient access	Patient management	
Technicians	Technicians	Pharmacists
Benefits investigation, PAs, appeals	Coordinating medication refills	Patient education, interventions
120 referrals processed*	140 activities completed*	200 active patients managed*

*Per 1 full-time equivalent (FTE) per 21-business-day month

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Capacity Metrics: Staffing Ratio Example

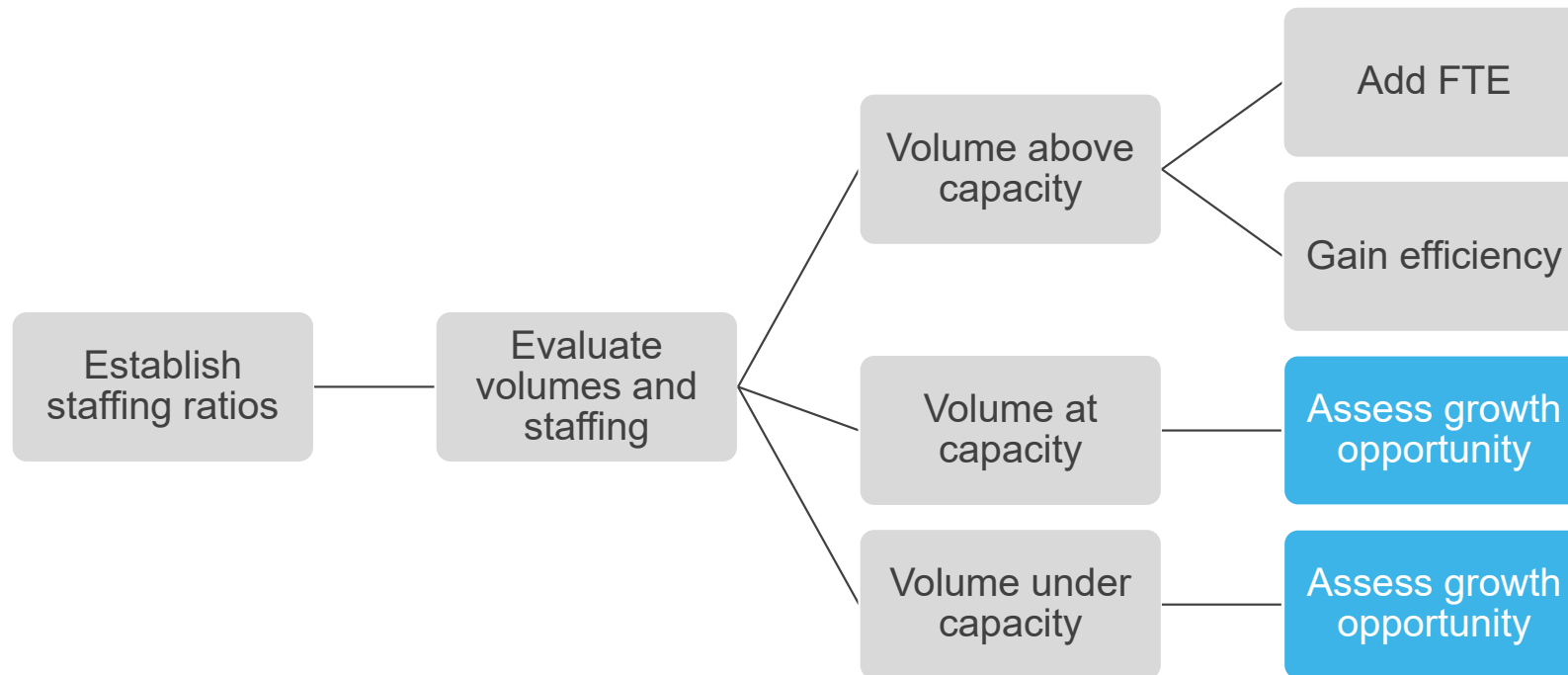| Activity	Volume (current month)	Staffing ratio (per month per FTE)	#FTE	Capacity (staffing ratio × FTE)	Evaluation (volume / capacity)
Patient education	900	200	5 RPh	200 × 5 = 1000	900/1000 × 100% = 90%
Coordinating medication refills	890	140	5 Tech	140 × 5 = 700	890/700 × 100% = 127%

Capacity Metrics: Staffing Ratio Example
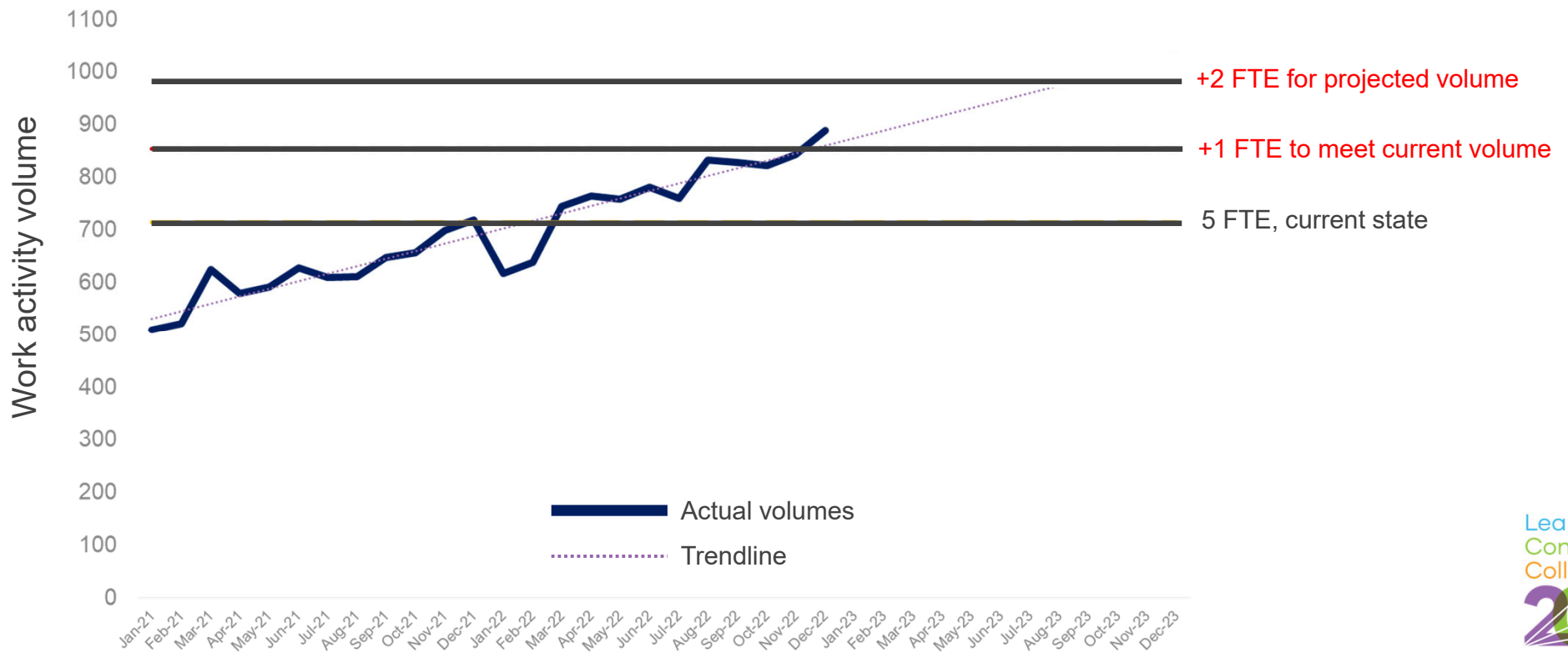
Does this team have the capacity to take on new work?

A. Yes, without adding FTE

B. Yes, with 1 new FTE

C. Yes, with 2 or more new FTE

D. No, this team is not adequately staffed

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Capacity Metric: Staffing Ratios

Decision-Making Framework for Pharmacy Service Implementation

Capacity metrics

Opportunity metrics

Performance metrics

Decision-making framework
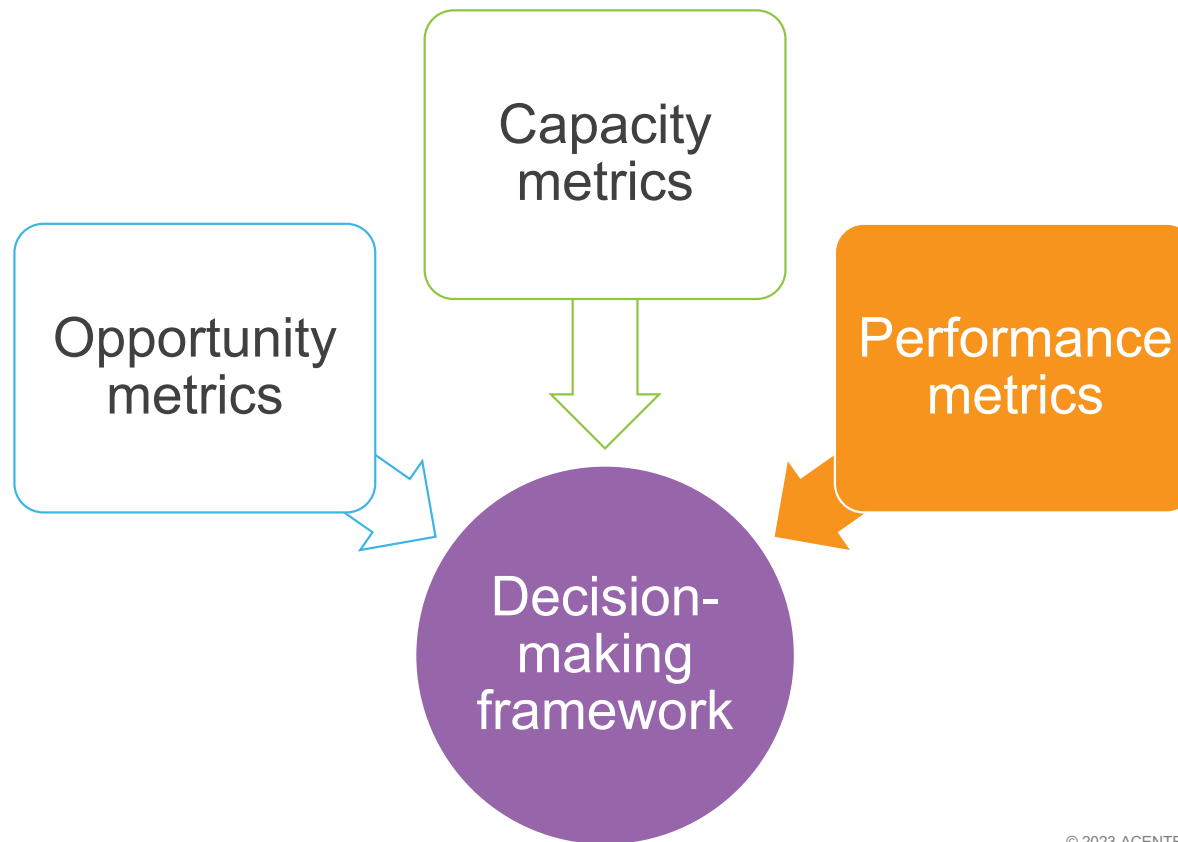
Performance Metrics

Measure quality of care and demonstrate success

- Turnaround times
- PA approval rates
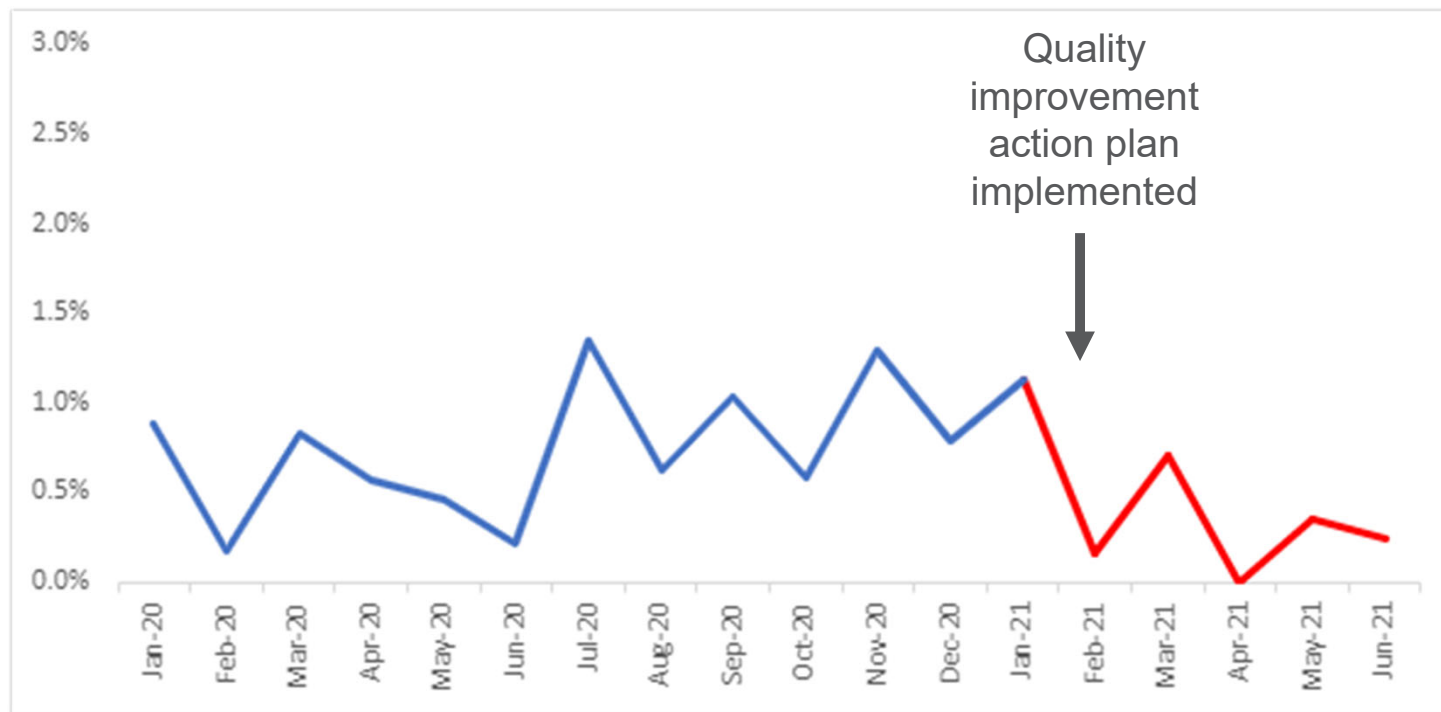- Time spent on hold
- Average speed of answer
- Error rates
- And more

Operational metric sources:

- Electronic medical record
- Dispensing system
- Patient management program
- Telephone management system

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Performance Metric: Abandonment Rate Example

Quality improvement action plan implemented

Performance Metrics Evaluation

Choose metric and evaluation method

Periodically evaluate performance metric

Develop improvement plan

Implement improvement plan

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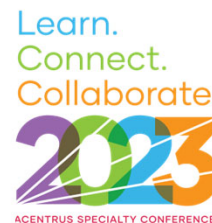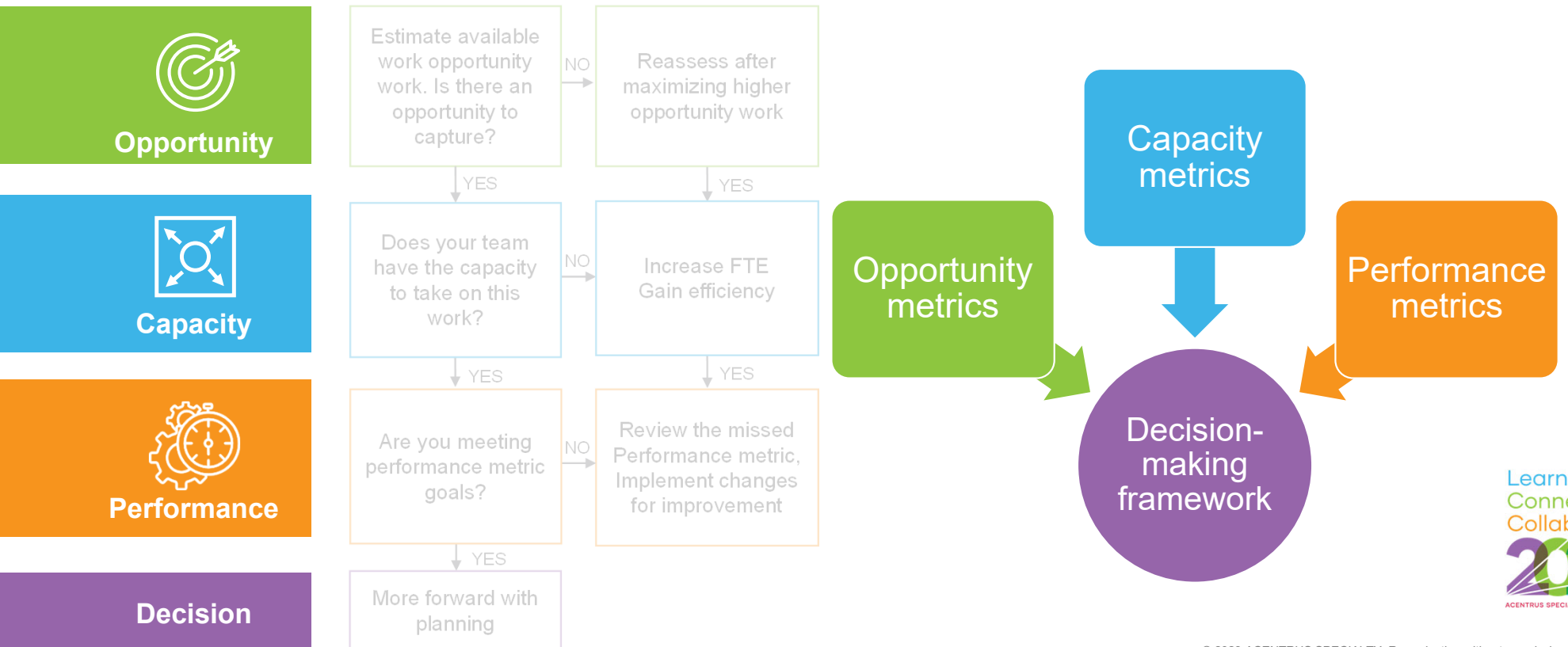
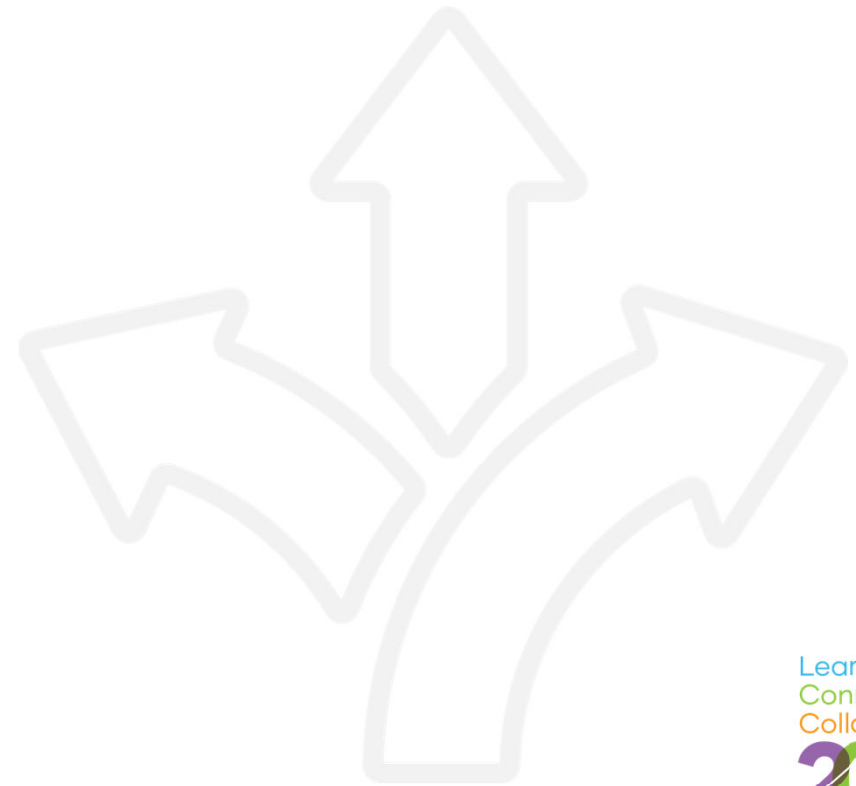# What is the purpose of evaluating performance metrics?

A.   Understand pharmacy utilization

B.   Measure quality of care and demonstrate success

C.   Understand available resources

D.   Strategic hospital staffing planning

Decision-Making Framework for Service Implementation

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Capacity

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↓ YES

More forward with planning

Opportunity metrics

Capacity metrics

Performance metrics

Decision-making framework

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Conclusions

1. Sources of operational metrics include the electronic medical record, dispensing systems, patient management systems, or telephone systems

2. Opportunity, capacity, and performance metrics inform decision making

3. Decision-making frameworks streamline and standardize decision-making and quantifying resources

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Thank you!

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