

SEPTEMBER 14, 2020

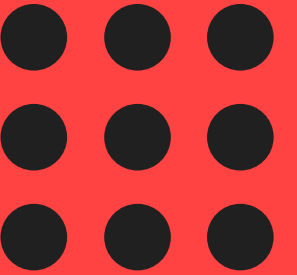
PATIENT SAFETY: PHARMACY METRICS

HOW YOUR TEAM CAN BETTER UNDERSTAND AND REACH GOALS

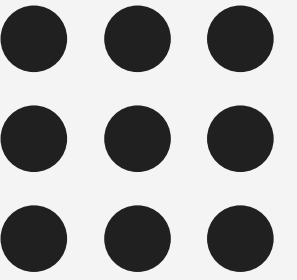
SARA E. MILLER, PHARM D
CVS PHARMACY
FOXBORO, MA 02035

KYRA DURFEE
PHARM D CANDIDATE 2022
UNIVERSITY OF CONNECTICUT
STORRS, CT 06269

GABRIELLA SCALA
PHARM D CANDIDATE 2022
UNIVERSITY OF CONNECTICUT
STORRS, CT 06269



Disclosure Statement



SARA MILLER, PHARM.D, KYRA DURFEE, AND GABRIELLA SCALA
HAVE NO ACTUAL OR POTENTIAL CONFLICT OF INTEREST
ASSOCIATED WITH THIS PRESENTATION.



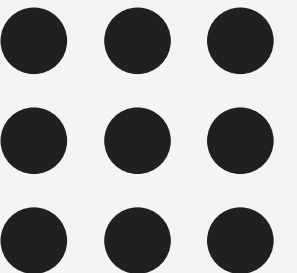


Learning Objectives

Describe the importance of pharmacy metrics for efficient and safe operation.

Define pharmacy metrics in various settings.

Describe how team members can effectively contribute to the workplace.



The Vital Role of the Pharmacy Technician



Collect patient information.



Input and prepare prescriptions.



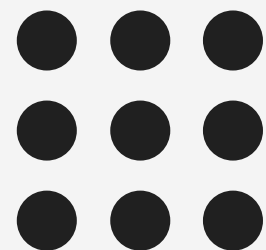
Process third party billing claims.



Maintain records and inventory.



Develop patient relationships.





**"You can't manage what
you don't measure."**

Metrics can be used to:

- **Quantify workflow**
- **Assess benchmarks**
- **Set goals**
- **Establish comparators**

Community vs. Institutional Metrics

TIME-TO-FILL

This metric is important in both settings, but may look a little different for each. Community time-to-fill is typically based on waiting patients. Clinical time-to-fill depends on orders, verification, compounding, and delivery.

INVENTORY

Pharmacy stock varies greatly between these two settings. Community pharmacies keep their stock all in one place, with deliveries of different medications each day. The clinical setting stocks medications throughout automated machines and in the central pharmacy.

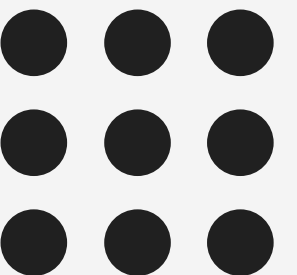
PATIENT SAFETY

Rates of errors are a crucial metric in both settings. Medications and dosages should always be double checked. Community pharmacies should make sure days supply is correct too. Clinical settings place more emphasis on delivery location and storage conditions.

A decorative graphic on the left side of the slide. It features a large red vertical rectangle. To its left, there are several black diagonal stripes of varying lengths and thicknesses, some overlapping the red rectangle. A thin black vertical line extends downwards from the bottom of the red rectangle.

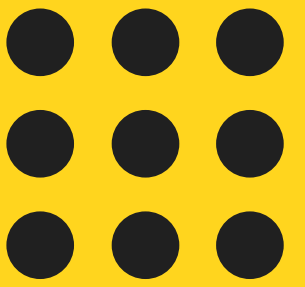
**What is a metric
you've run into in
the workplace?**

Tell us in the chat!



Metrics

Myth-Busting



Myth: “Metrics are a way for corporations to push pharmacies past their limits and punish employees when these measures are not met.”

Metrics are rather used to **evaluate** the limits, successes, and struggles of pharmacies and their employees.

In a study performed by Vizient:

37% of those surveyed indicate staffing changes based on productivity metrics.

74% of those surveyed indicate productivity metrics were accounted for in organization annual budget reviews.

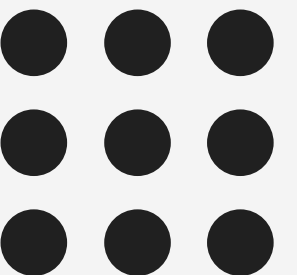




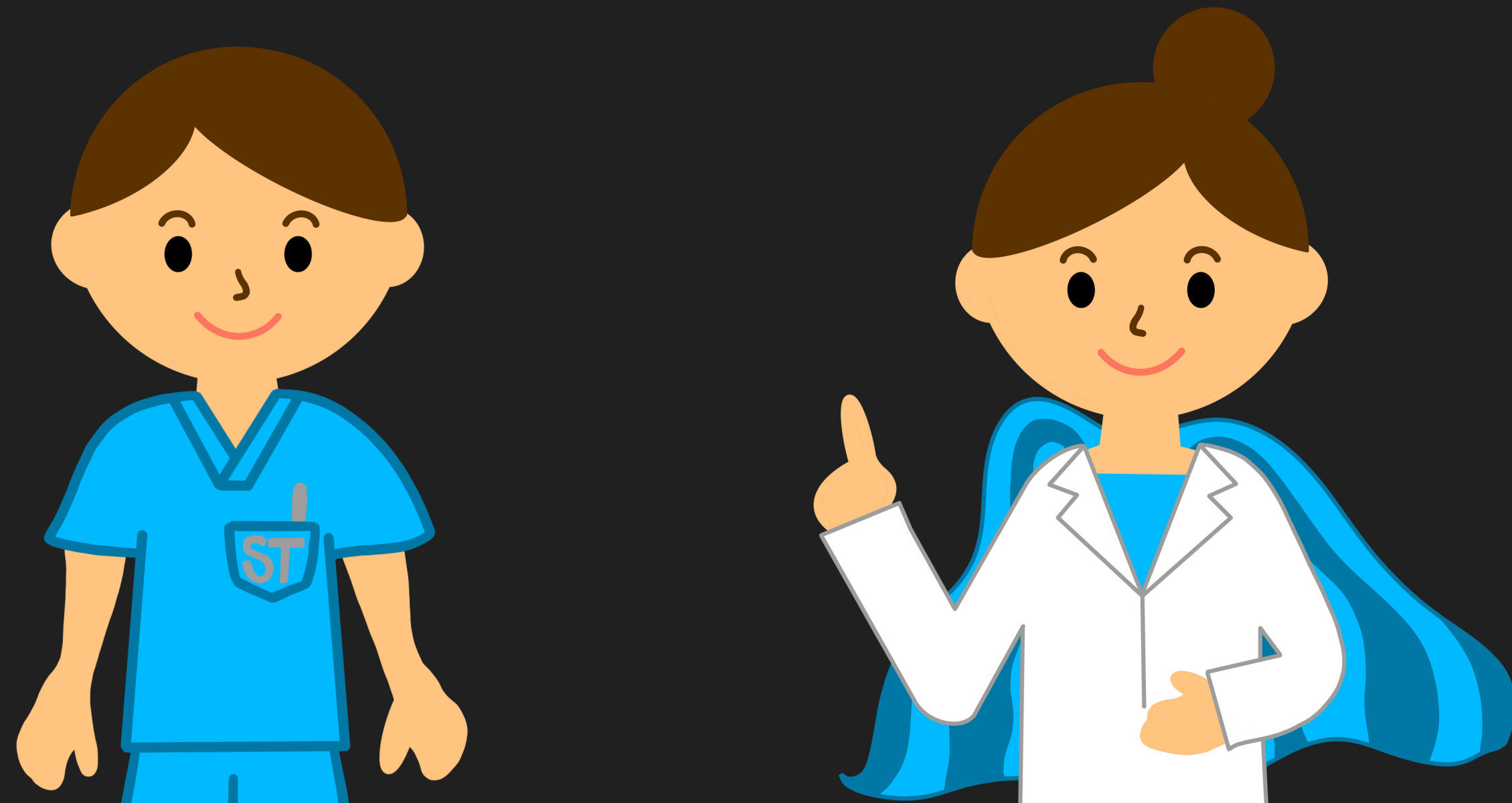
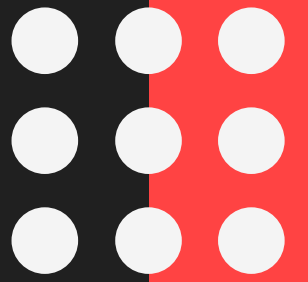
Active Learning Question:

Which of the following is NOT a use for pharmacy metrics?

- A. Quantify workflow
- B. Exhaust staff
- C. Establish comparators



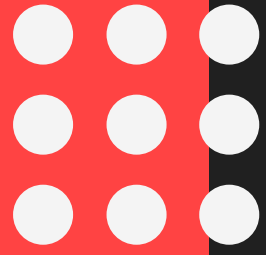
**Have no fear,
Wonder Pharmacist and
Super Tech are here!**





**Let's take a look at how
these team members
contribute to various metrics,
without cutting corners or
jeopardizing patient safety...**





Before Filling

Wonder Pharmacist and Super Tech have various responsibilities that impact **time-to-fill and rates of medication errors.**



Prescription Input

ENTRY

Super Tech double checks that patient, medication, dosage, and days supply match the prescription, even when he's working quickly to meet time-to-fill metrics.



ERRORS

Wonder Pharmacist works swiftly to check for errors in patient, medication, dosage, and days supply. Doing this as prescriptions are entered helps ensure patient safety, and avoid consequential time-to-fill delays later in the fill process.



Insurance and Billing

CODES

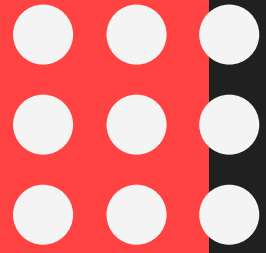
While often times seen as pesky and tedious, Super Tech always makes sure the billing code entered for a prescription is correct. He also explores in stock, formulary, and generic options in the system when a medication is unavailable.



SOLUTIONS

Wonder Pharmacist is an insurance problem-solver. Even when issues are time consuming, she knows the importance of cost saving substitutions and obtaining prior authorizations. She checks all medication changes due to stock and generic availability.





While Filling

Wonder Pharmacist and Super Tech have various responsibilities that impact **time-to-fill and rates of medication errors.**



Medication Errors

ACCURACY

Super Tech always scans and fills one prescription at a time. Most corporations have inaccurate scan metrics, so attention to detail here is important. Just in case, he visually ensures that the count and medication is correct, rather than relying only on the barcode or automatic counting tools.



VERIFICATION

Wonder Pharmacist always visually checks that the medication and count is correct in addition to scanning the prescription barcode. She also assesses for drug allergies and interactions, which is critical for patient safety and can reduce negative outcomes in the future.



Workflow

WAITER PRIORITY AND MOVING SCRIPTS ALONG

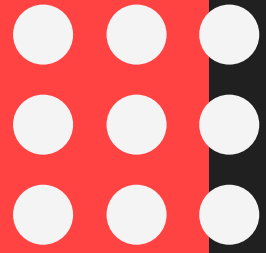
Both Wonder Pharmacist and Super Tech make sure that prescriptions for waiting patients are entered, filled, and verified before others in the queue. Many corporations have metrics the focus on promised pick up time windows, so it's important to agree on a mutually doable time with patients.

Super Tech does his best to make sure the queue doesn't increase too greatly.



Wonder Pharmacist does her best to make sure that prescriptions needing verification don't pile up.





After Filling

Wonder Pharmacist and Super Tech have various responsibilities that impact **patient adherence, outcomes, and satisfaction.**



In-Person Patient Interaction

REGISTER PROMPTS

Super Tech has many items to ask the patient here, such as:

- Can you verify your information?
- Do you have questions for the pharmacist? (Make sure they are relevant!)
- Would you like to sign up for text message alerts?
- Would you like to request a 90-day supply or automatic refills?
- Are you interested in a flu vaccine?

Even when lines are long, remembering to prompt patients can be helpful in meeting metrics.



COUNSELING

Wonder Pharmacist ensures that patient questions are answered. She also identifies key opportunities for counseling on lifestyle modifications and device teachings.



Distant Patient Interaction

OUTREACH AND PROGRAMS ENROLLMENT

More often than not, patients are in a rush when picking up their medications. Register prompts can go in one ear and out the other. This is where patient phone calls come in!

Both Wonder Pharmacist and Super Tech call patients eligible for a 90-day supply, aligning multiple prescriptions for same day pickup, and automatic refills.

They share the goal of enrolling patients in reminder phone calls or text alerts, as these can increase medication adherence.



Vaccinations

A RELEVANT PUBLIC HEALTH INITIATIVE

Flu season around the corner? Have lots of elderly patients?

In-pharmacy immunizations have grown increasingly popular thanks to their accessibility and community need. Corporations hope to continue growing these programs each year.

Super Tech does a great job of screening and prompting patients. Wonder Pharmacist identifies patients due for vaccines or those eligible for multiple vaccines in one visit.

Reminding patients to get their annual flu shot, recommending a pneumonia or Shingrix vaccine, or setting up clinics can help meet immunization metrics.

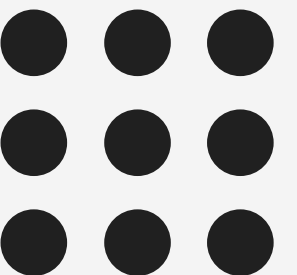


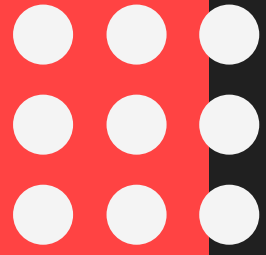


Active Learning Question:

**Patient-centered
metrics are based on
which of the
following?**

- A. Profits
- B. Public health initiatives
- C. Patient complaints






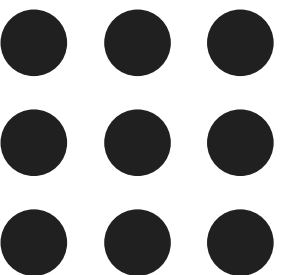
The Key: Finding the right balance of efficiency and accuracy.

Meeting metrics shouldn't require compromising the roles of technicians and pharmacists.

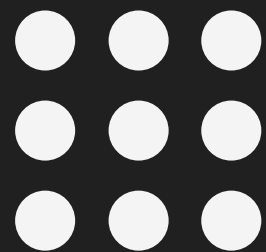




**What is one metric area
(before, during, or after
filling) in which your
pharmacy could
improve?**



**My pharmacy is
falling behind...
Now what?**





Setting **SMART** Goals for Metrics



SPECIFIC

MEASURABLE

ACHIEVABLE

RELEVANT

TIME-BOUND



Setting SMART Goals for Metrics



SPECIFIC

Focus on a single metric or staff role.

- Time-to-fill
- Rates of medication errors
- 90-day or automatic refill enrollment
- Text and phone alert sign ups
- Patient adherence and satisfaction
- Vaccinations

Identify how both technicians and pharmacists contribute to the metric in question.



Setting SMART Goals for Metrics



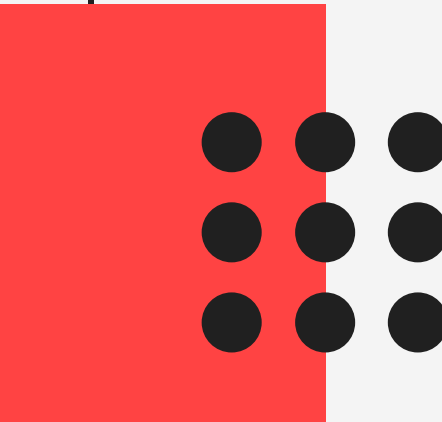
MEASURABLE

Metrics are measures, which makes this part easy.

Example:

	AUG	SEP	OCT	TOTAL	'19 TOTAL	TARGET
# of patients offered 90-day	20	-	-	-	250	260
% accepted	75%	-	-	-	75%	80%
# of patients offered automatic refills	50	-	-	-	650	650
% accepted	50%	-	-	-	50%	60%
# of patients offered flu shot	100	-	-	-	1300	1500
% accepted	55%	-	-	-	60%	55%

Transparency and understanding expectations is important.





Setting SMART Goals for Metrics



ACHIEVABLE

Try to use previous metrics as benchmarks.

Your pharmacy has done the work before, now see if there is a way to do things differently to improve the result.

Scoring can help with making comparisons and determining what is reasonable for your pharmacy.



Setting SMART Goals for Metrics



RELEVANT

Don't change what works!

Understanding your strengths, and knowing what specific metrics you excel in, can help to refocus your efforts and identify areas for improvement.



Setting SMART Goals for Metrics



TIME-BOUND

Track your progress. Don't wait until the day a metric is measured to assess where you are in terms of meeting it.

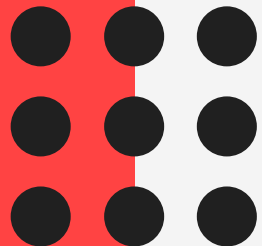
Benchmarks and deadlines within the time period for a metric helps numbers become more manageable.

Seeing tangible evidence of progress can help continue to motivate your staff!

Setting SMART Goals for Metrics

- SPECIFIC
- MEASURABLE
- ACHIEVABLE
- RELEVANT
- TIME-BOUND

ONCE YOU ESTABLISH A GOAL,
COMMUNICATION IS CRUCIAL
FOR PROGRESS, MOTIVATION,
AND SUCCESS!

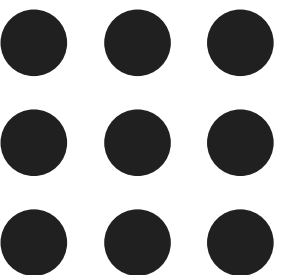


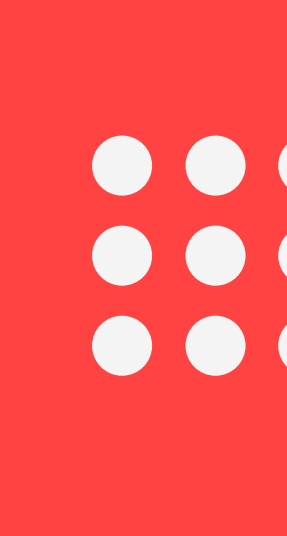


Active Learning Question:

What is the most important skill in the workplace for tackling metrics?

- A. Speed
- B. Communication
- C. Knowledge





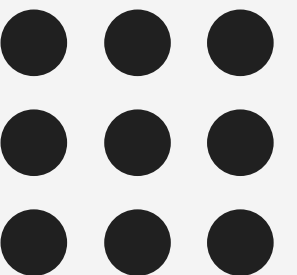
Wrapping up...





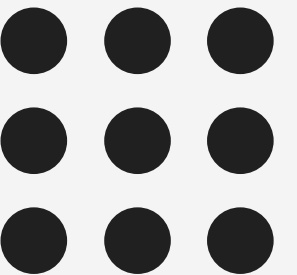
Learning Objective #1

Describe the importance of pharmacy metrics for efficient and safe operation.



Learning Objective #2

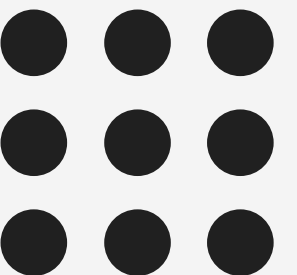
Define pharmacy metrics in various settings.





Learning Objective #3

Describe how team members can effectively contribute to the workplace.

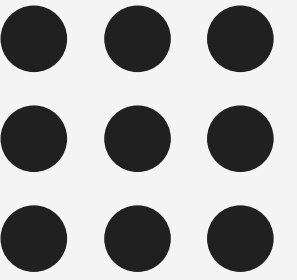




Questions?



References



Brummond P, Forsyth L, Johnson M, et al. A primer on pharmacy benchmarking and productivity monitoring. Vizient University Health System Consortium Pharmacy Practice Advancement Committee. 2018; 1-10.

https://www.stonybrookmedicine.edu/sites/default/files/PharmacyNetwork_BenchmarkingProductivityPrimer.pdf

Gamse P. Stress for success: managers can create a good stress environment and propel employees to success. HR Magazine 2003;48:101-4.

Pharmacy Technician Career Overview. ASHP. <https://www.ashp.org/Pharmacy-Technician/About-Pharmacy-Technicians/Pharmacy-Technician-Career-Overview?loginreturnUrl=SSOCheckOnly>. Accessed August 30, 2020.

Wick JY, Zanni GR. Working Smarter: Setting Ambitious Targets for Your Staff. Consult Pharm. 2004;19(4):378-380.

