The Next Step: Strategies to Advance Ambulatory Care Practice

The Practice Advancement Model: Tools & Initiatives for Your Practice

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Objectives/Agenda

- Discuss the basic structure and processes involved in the practice advancement plan
- Understand how key clinical service needs can be identified in order to support strategic goals
- Describe how to create an organized and prioritized list of service needs
- Create an execution plan that will enhance your ability to move your practice forward and optimize resource use

ASHP PPMI Charges and Ambulatory Care:
We have our marching orders!

B7. Hospital and health-system pharmacists must be responsible and accountable for patients’ medication-related outcomes.
B9. For hospitals and health systems that provide ambulatory care services, drug therapy management should be available from a pharmacist for each outpatient.
B11. Pharmacist-provided drug therapy management should be prioritized using a patient medication complexity index.
B12. A patient medication complexity index should be developed that includes factors such as severity of illness, number of medications, and comorbidities.
B14. Through credentialing and privileging processes, pharmacists should include in their scope of practice prescribing as part of the collaborative practice team.
B23. The following characteristics or activities should be considered essential to pharmacist-provided drug therapy management in optimal pharmacy practice models:
   - B23b. Medication reconciliation in the emergency department; upon admission, inter hospital transfer, and discharge; and in the ambulatory care setting.
   - B23i. Establishment of processes to ensure medication-related continuity of care for discharged patients.

A Story from the Section of Ambulatory Care Practitioners

- Executive Committee recognition that member needs in ambulatory care were escalating...
- Section not delivering fully developed tools & resources
- Resources were not being coordinated to address areas of greatest need or use efficiently

Goal
Develop a process and structure that would effectively and efficiently deliver on the strategic plan

Getting Started

- We verified goals and justifications
- Key focus → Support practice advancement
- “One stop shop” of toolkits and resources

Developing the Project Plan

Set out a project plan overview with key steps, stakeholders and timelines

5 Steps
1. Identify areas of need
2. Prioritize
3. Take current inventory
4. Perform gap analysis
5. Create execution plan

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Identifying Areas of Need
Brainstorming session...get it out on the table

Organizing the Ideas
- Reviewed and looked for relationships, redundancies, etc.
- Determined 4 Major Areas of Emphasis

Organizing 201
Map the components for each goal/need

"You Can't Do It All" Prioritization is a Must!
Example 1: Individual Ranking

Example 2: Group Scoring

SACP Gap Analysis Process
- Created list of current resources
- Cross-walked to needs lists
- Mapped out gaps
- Targeted high-priority areas
Execution Plan:
SACP Deliverables and Project Tracking Form

Applying the Model to Practice Advancement

The Problem:
Where to start with revamping your practice?

Practice Advancement Model
 Twist on a business plan
 Strategic and tactical approach to reaching goals

Goals and Needs Identification

- Collect and compile high-level organizational or practice goals
- Brain storm/white-board all the requirements that would need to be addressed to deliver on these goals
  - Consider the problems you are trying to solve
  - Consider needs: People, processes, tools, etc
- Organize these into groups
  - Consider relationships and hierarchies
  - Are there big boxes for most the goals or target areas?
  - Overlaps and redundancies are expected...don’t aim for perfect relationships.

Ranking and Prioritizing: Which projects/goals rise to the top?

- Design a process for prioritizing the projects
- Develop criteria for evaluation
  - How great is the need?
  - What is the value to organization? patients? staff?
- Engage a diverse group of knowledgeable stakeholders
- Refine the list of projects/needs
Determining the Target Areas: What are top initiatives?

- Refine your list to the top 3 high-level goals
- Prioritize the requirements under these

Determine Your Current Status: What resources are in place currently?

- Create an inventory of all the current resources available that address the high priority goals/problems
  - People (knowledge, skills, relationships staffing)
  - Processes (CDTM, care integration, workflow)
  - Tools (technology, protocols, EMR)

Conduct a Gap Analysis

- Where bases are covered?
  - Current resources
- What’s missing?
  - New resources must be obtained, created, etc
- Create a detailed list of each of these under each main service goal

Creating the Execution Plan

- Determine which projects get addressed first
- Determine timelines for completion and phasing of projects
- Determine accountability:
  - Who is responsible? Necessary skills, expertise?
  - What resources will be necessary? $\$, time, etc
  - Who has oversight for the projects?

Execution Plan:

Each line of the plan needs to be a defined project/task!

<table>
<thead>
<tr>
<th>Project/Task</th>
<th>Description</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project A</td>
<td>Implementation</td>
<td>Progress</td>
</tr>
<tr>
<td>Project B</td>
<td>Adoption</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Project C</td>
<td>Research</td>
<td>Completed</td>
</tr>
</tbody>
</table>

Metrics and Progress

- What are your success metrics?
  - Process
  - Structure
  - Intermediate indicators
  - Outcomes measures
    - Humanistic, Clinical, Economic
- Refer back to
  - PPMI targets
  - Organizational goals
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2013 Summer Meeting