



ASHP Pharmacy Executive Leadership Alliance<sup>®</sup>  
and Section of Pharmacy Practice Leaders

# CENTRALIZED SHARED SERVICES SURVEY

2021

Hospitals and health systems continue to optimize the opportunities and value resulting from mergers and acquisitions. A key area being explored and developed by pharmacy executives is the development of centralized share service (CSS) models. In 2018, the Section of Pharmacy Practice Leaders' (SPPL) Multi-Hospital Pharmacy Executive Committee conducted its first survey on CSS. This 2018 survey provided an early review of where pharmacy executives were and what was being planned, with 42 health systems participating and 21 systems with CSS and 21 without.

In 2021, the SPPL Advisory Group on Business Development and System Integration identified the need to update the survey instrument and surveyed the ASHP Pharmacy Executive Leadership Alliance (PELA®) multi-hospital systems vice presidents of pharmacy and chief pharmacy officers. The survey resulted in responses from 36 organizations with CSS and 34 without and included questions on respondents' levels of planning.

The following results capture the outcomes of the survey. Key differences from the 2018 survey include:

- Systems surveyed with centralized services have increased since 2018 but remains around a 50/50 split
- Many systems are moving towards models with multiple central site locations, likely due to an increase in horizontal integration
- While acute care central services was a focus in the 2018 survey, there continues to be an increase in entry to ambulatory central services

For questions and comments please contact David Chen, ASHP Assistant Vice President for Pharmacy Leadership and Planning at [dchen@ashp.org](mailto:dchen@ashp.org).

## SPECIAL ACKNOWLEDGEMENT

Thank you to **Heather Dalton**, Health-System Pharmacy Administration & Leadership Resident, Wake Forest Baptist Health for her work in analyzing the data and compiling information.



## TABLE OF CONTENTS

OVERVIEW OF RESULTS, MODELS, AND PLANNING .....	4
PRACTICE SITES SERVED AND LOGISTICS .....	5
IV SERVICES AND DRUG MANAGEMENT .....	8
CENTRALIZED CLINICAL SERVICES .....	10
CENTRALIZED MANAGEMENT AND COMPLIANCE .....	12
SPECIALTY PHARMACY, MAIL ORDER, AND HOME INFUSION .....	14
PLANNING PRIORITIES FOR HEALTH SYSTEMS WITHOUT CSS .....	16

## SPPL ADVISORY GROUP ON BUSINESS DEVELOPMENT AND SYSTEM INTEGRATION WORKGROUP

### **Heather Dalton, PharmD**

PGY2 Health System Pharmacy Administration  
and Leadership Resident  
Wake Forest Baptist Health

### **Eric Friestrom, PharmD, MS**

340B Program Manager  
UW Health

### **Nick Gazda, PharmD, MS, BCPS, CSP**

Assistant Director, Specialty Pharmacy Services  
Cone Health

### **Bill Kernan, PharmD, MBA, FASHP**

Executive Director of Pharmacy  
Cleveland Clinic Florida

### **Wesley McMillian, PharmD, BCPS, FCCM**

Director of Pharmacy  
The University of Vermont Medical Center

### **Natalie Russell, PharmD, MBA, MSHA, BCPS**

Pharmacy Program Director I, Supply Chain  
Wake Forest Baptist Health

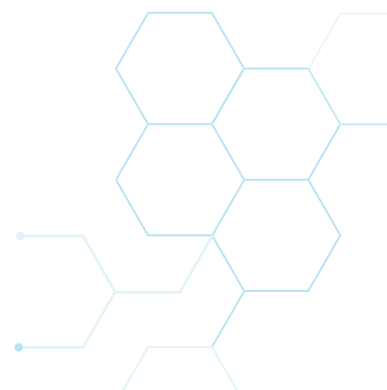
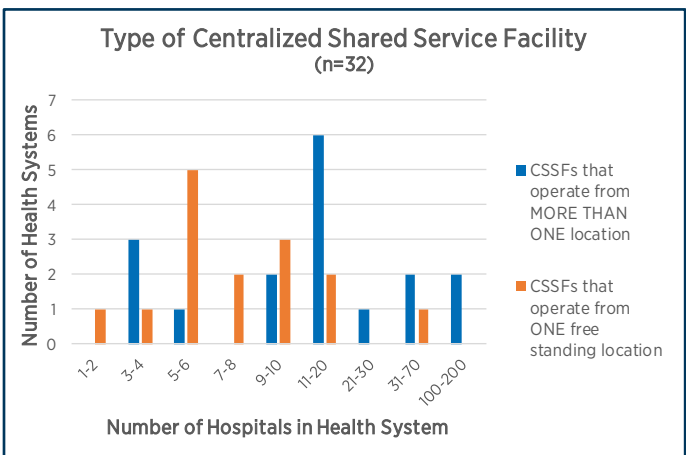
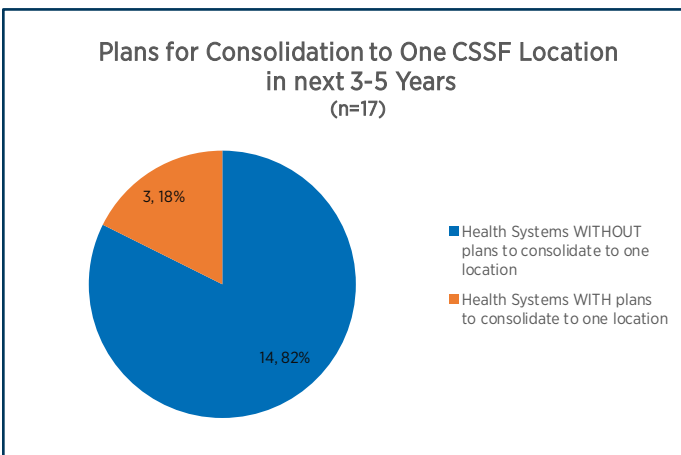
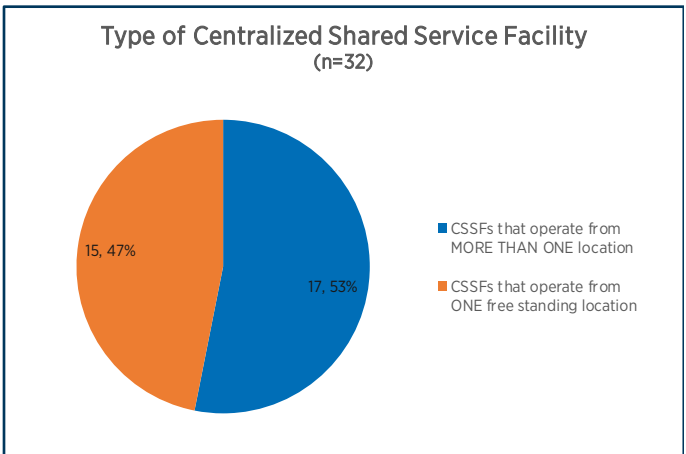
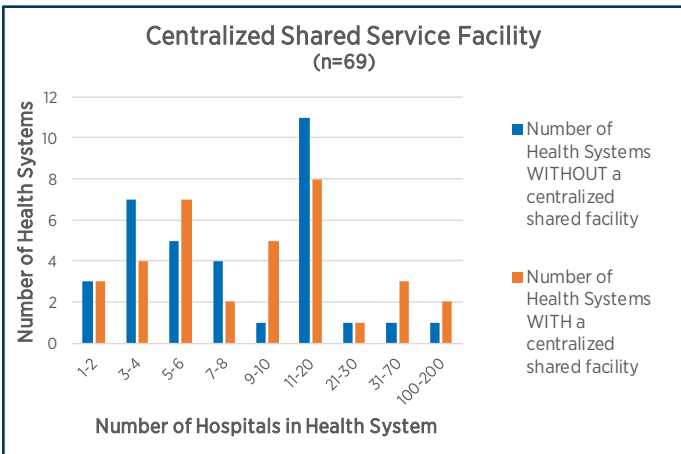
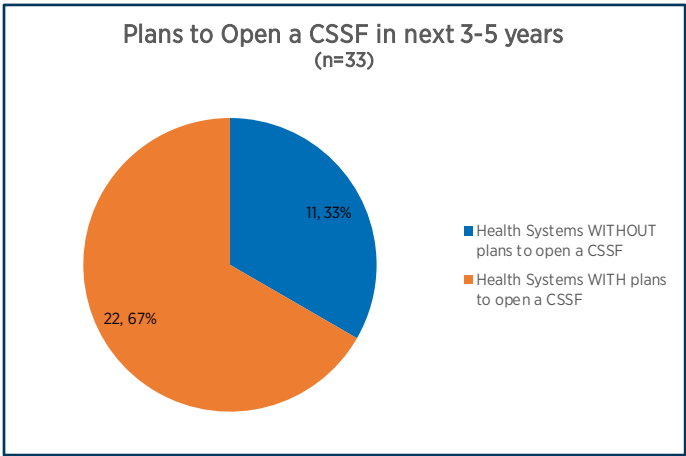
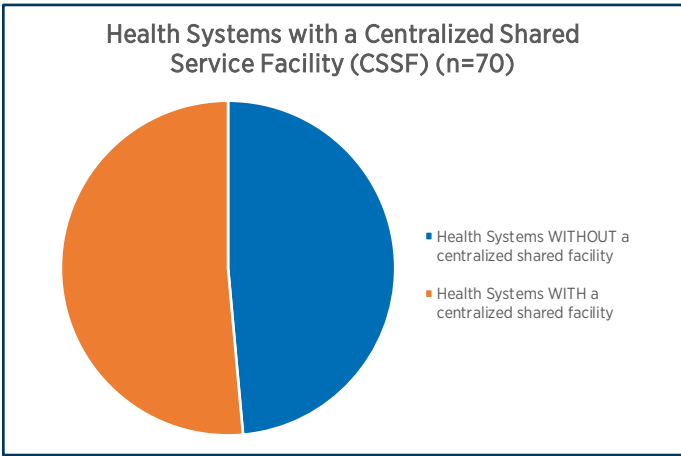
### **Jacob Sumner, PharmD, MBA, BCPS**

Director of Pharmacy  
Overland Park Regional Medical Center

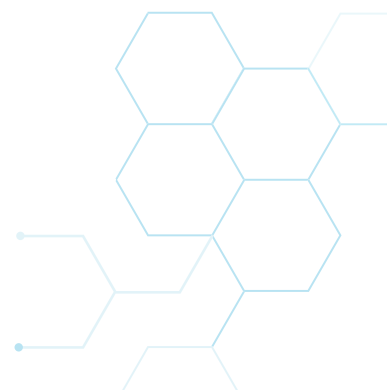
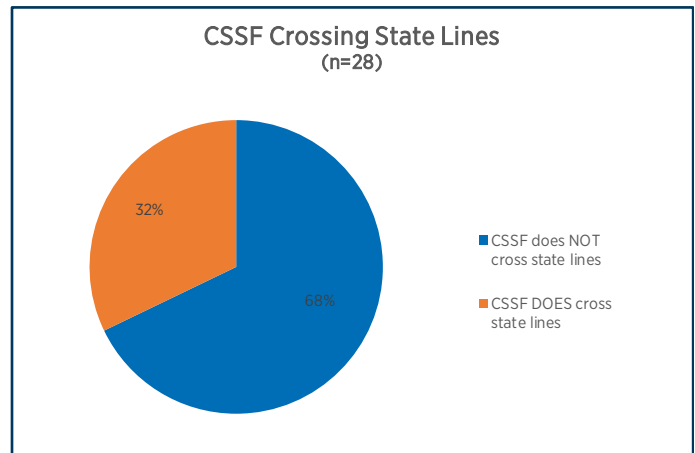
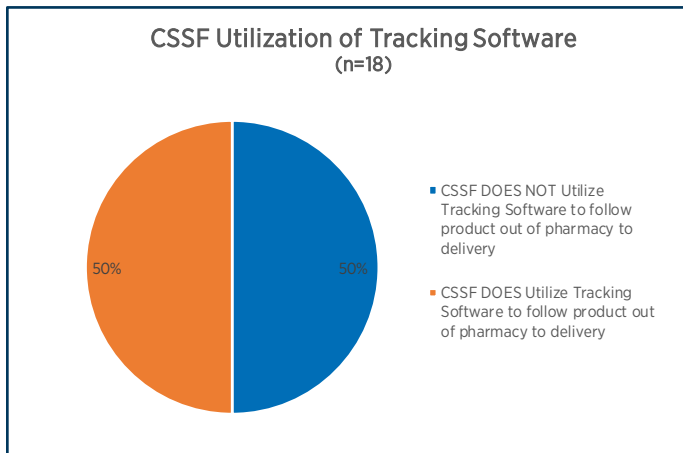
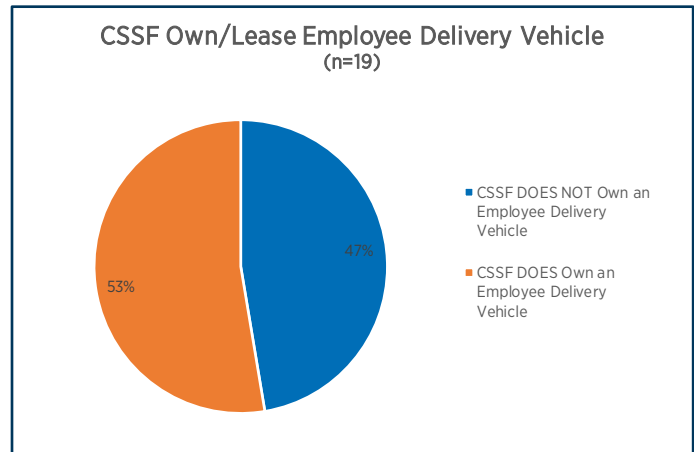
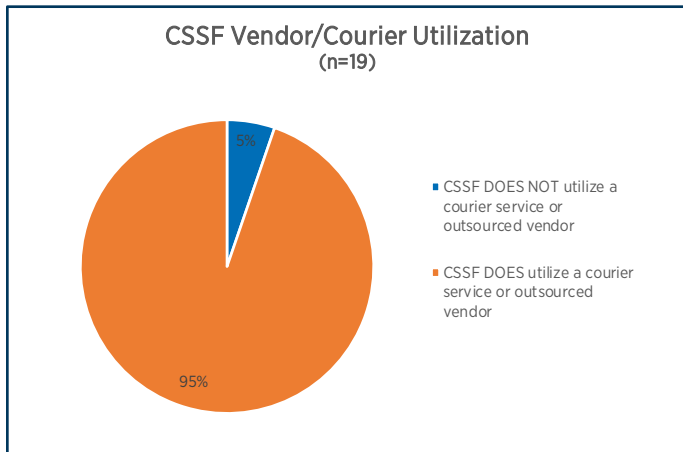
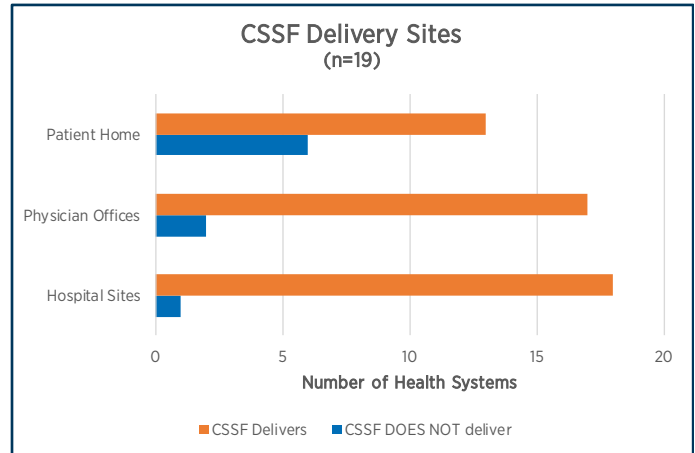
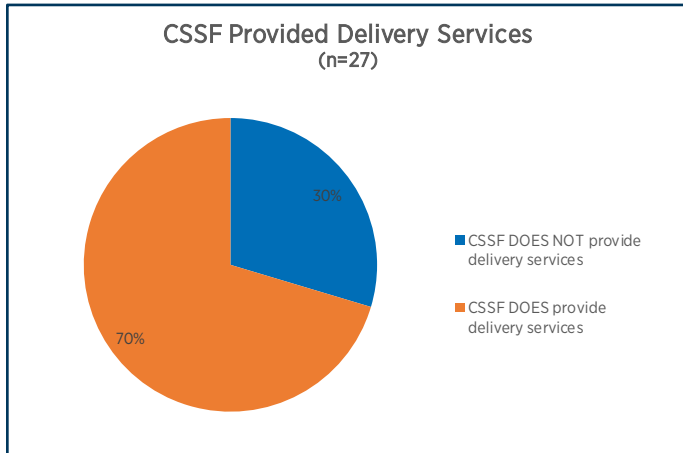
### **Mark Hamm, PharmD, MBA**

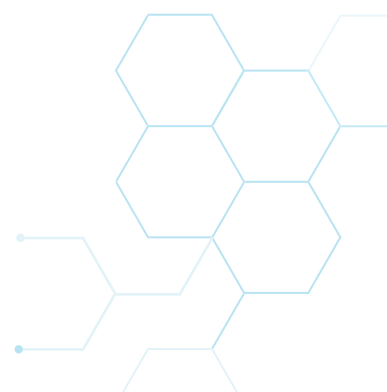
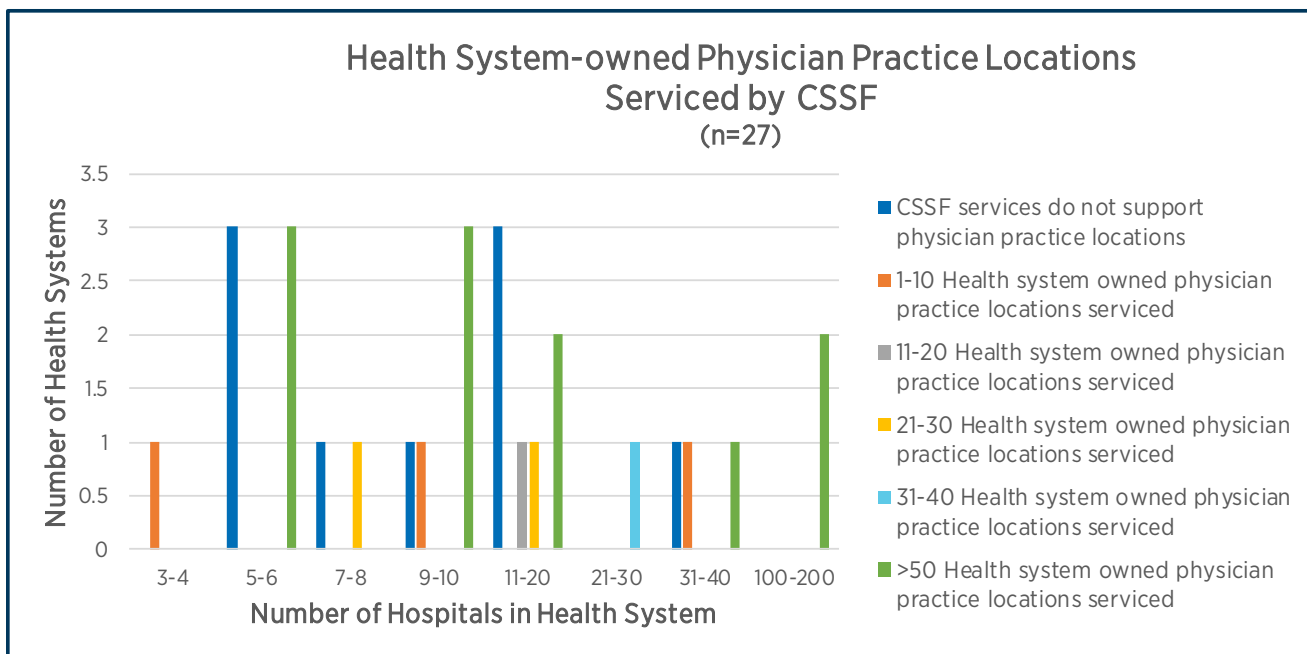
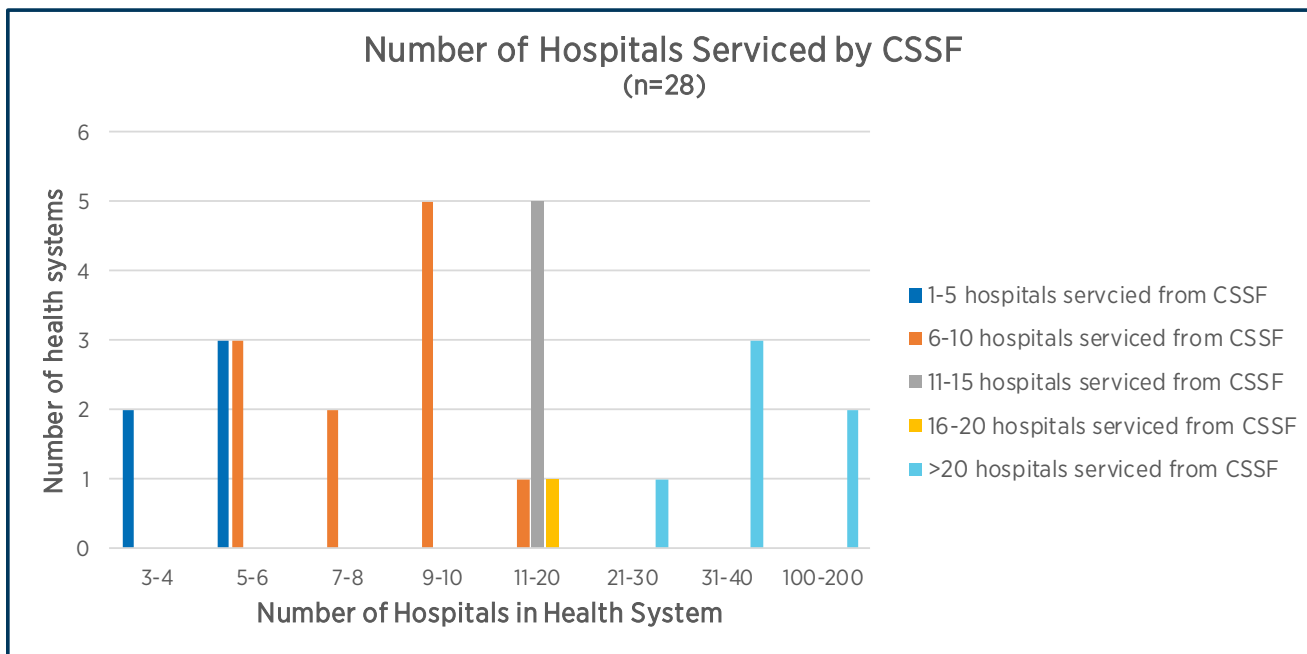
Director of Pharmacy Oncology Services  
Advocate Aurora Health

# OVERVIEW OF RESULTS, MODELS, AND PLANNING

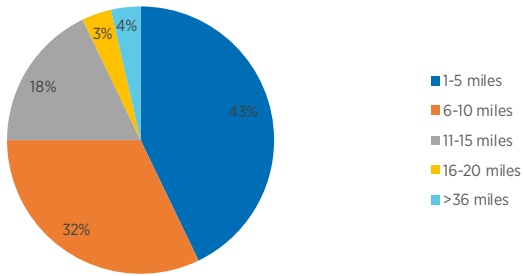


## PRACTICE SITES SERVED AND LOGISTICS

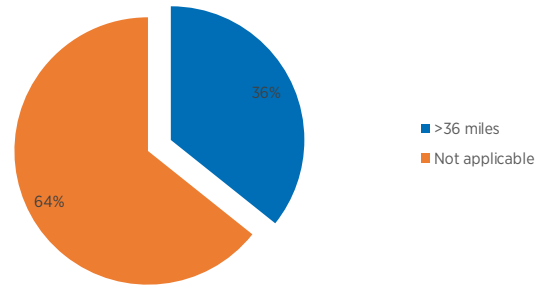




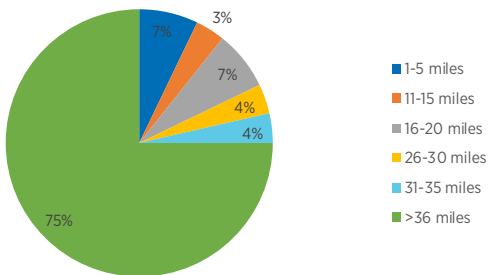
Shortest Distance Between CSSF and a Serviced Hospital (n=28)



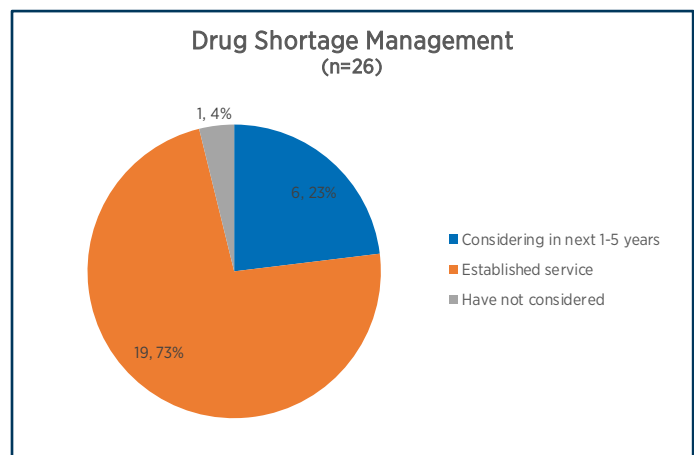
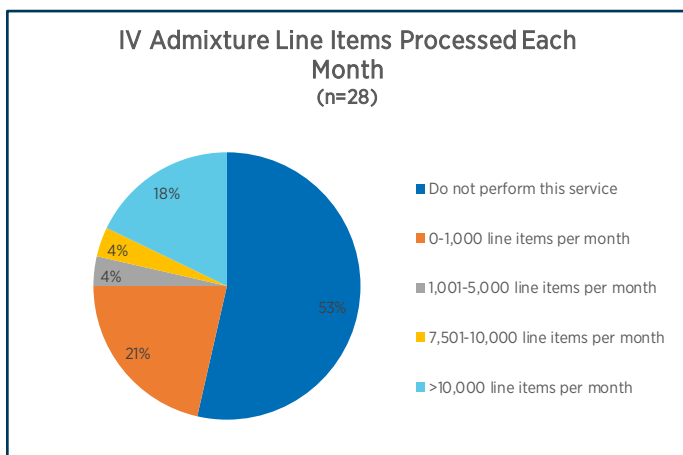
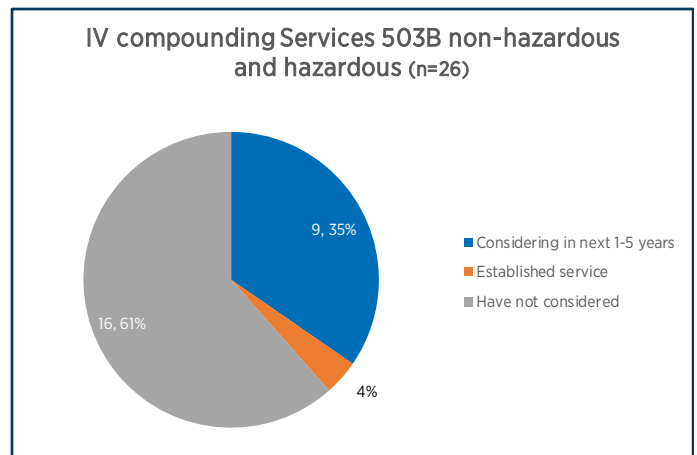
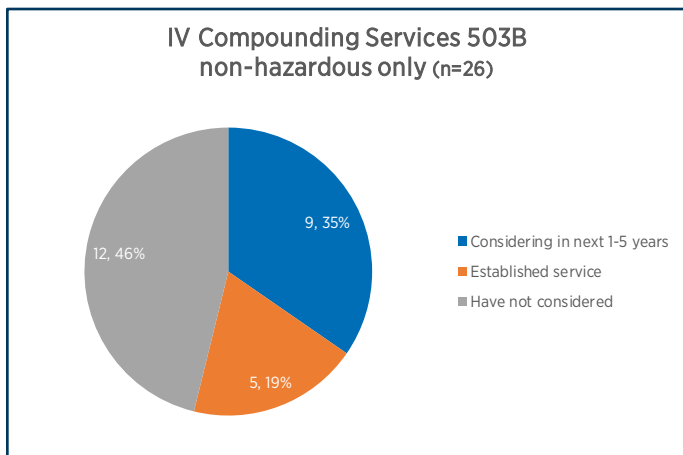
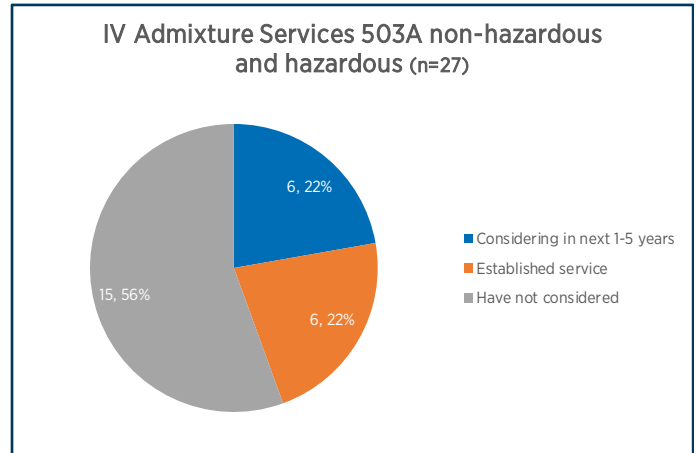
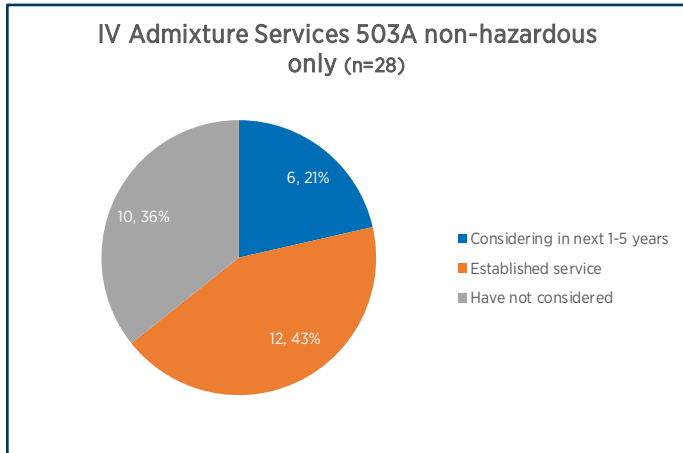
Longest Distance between CSSF and Home Infusion Patient Residence (n=28)



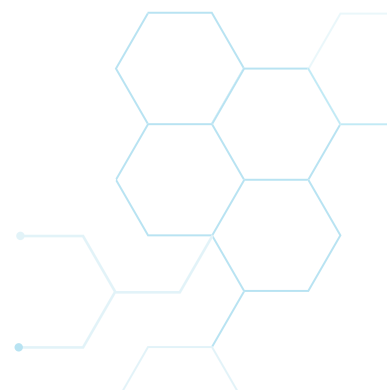
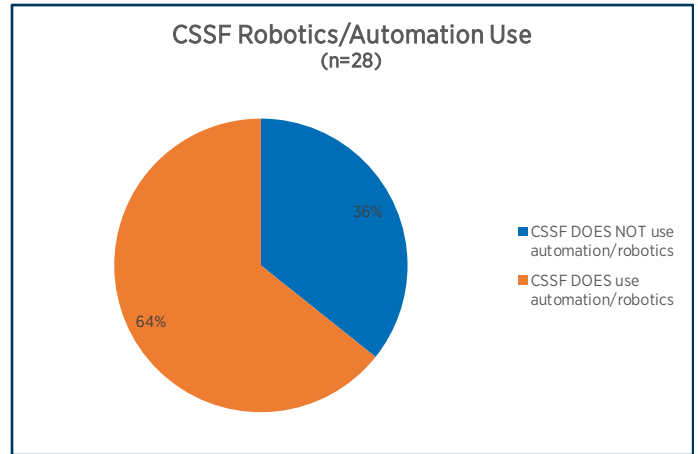
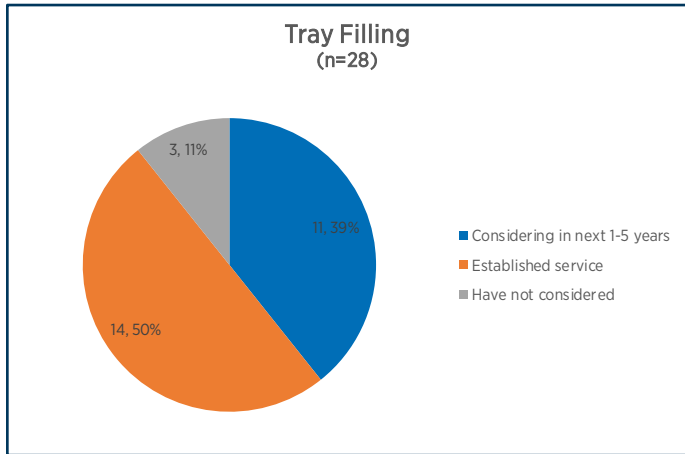
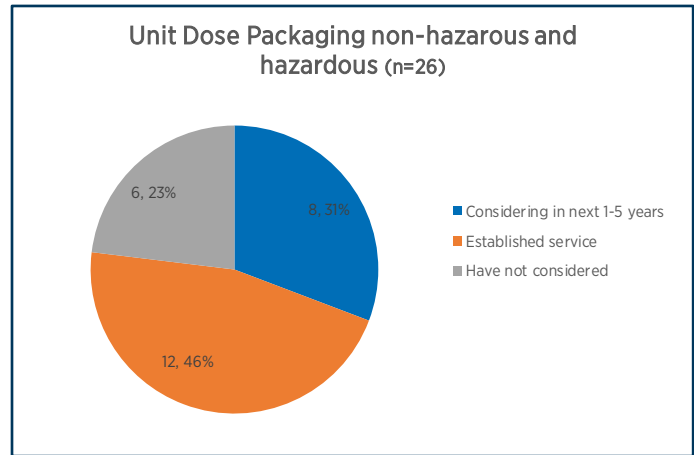
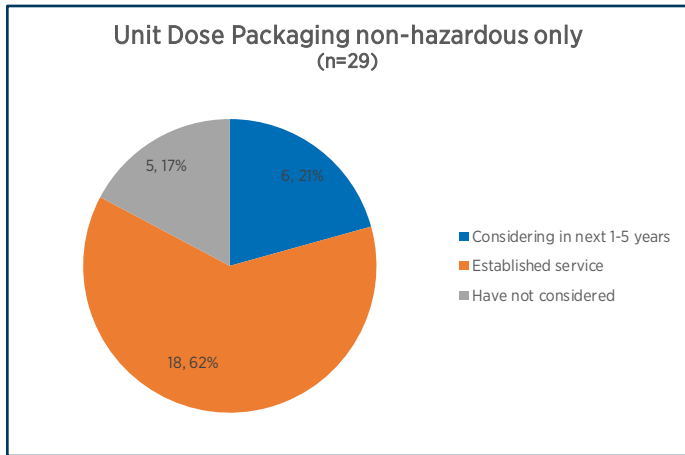
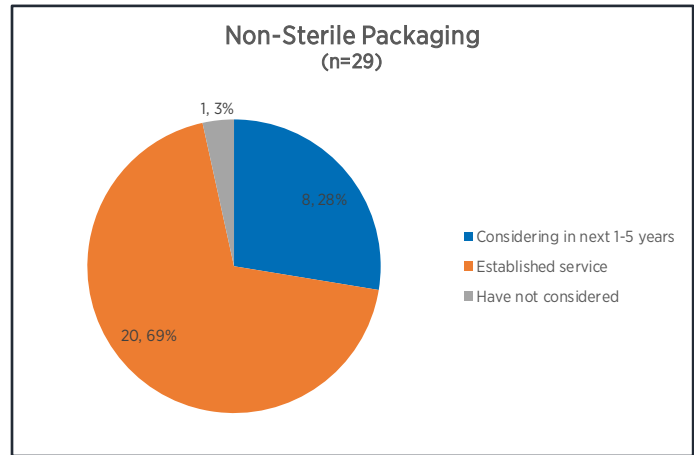
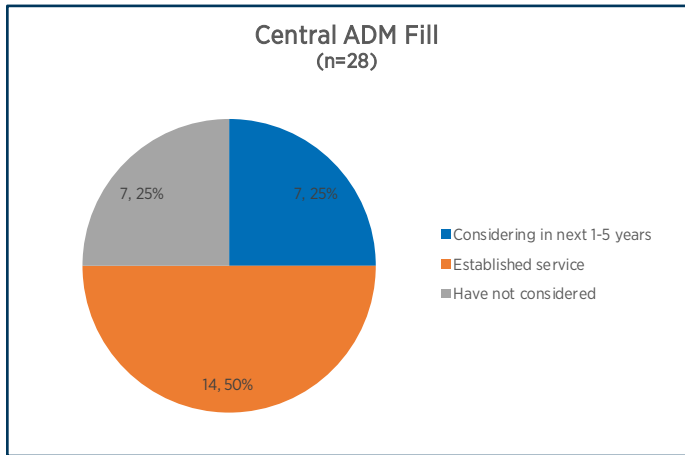
Longest Distance between CSSF and a Serviced Hospital (n=28)



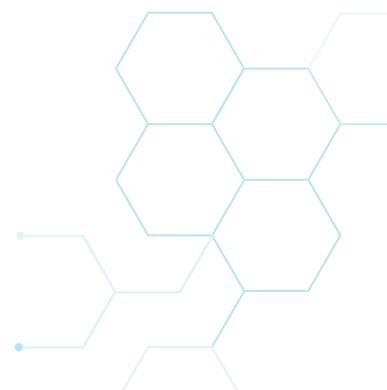
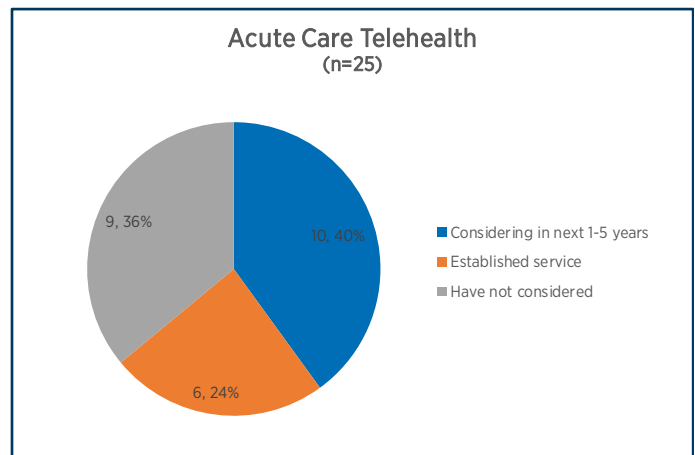
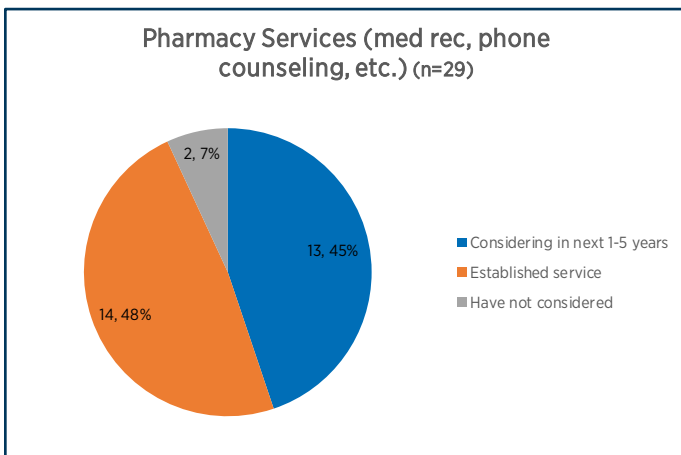
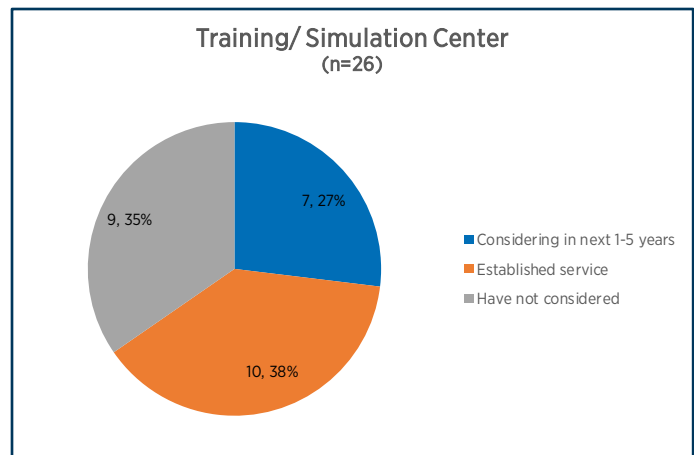
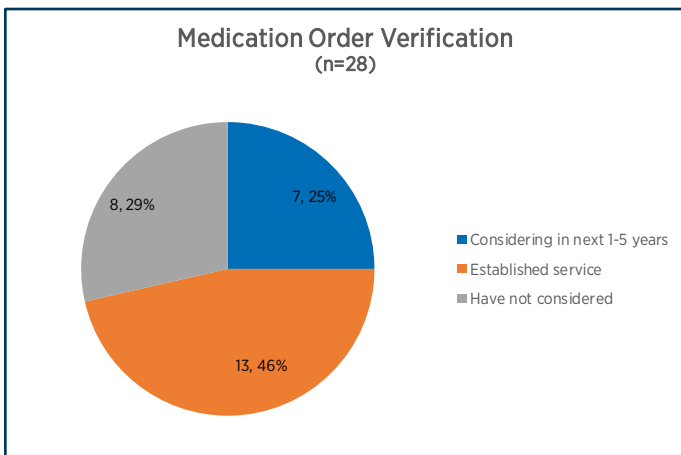
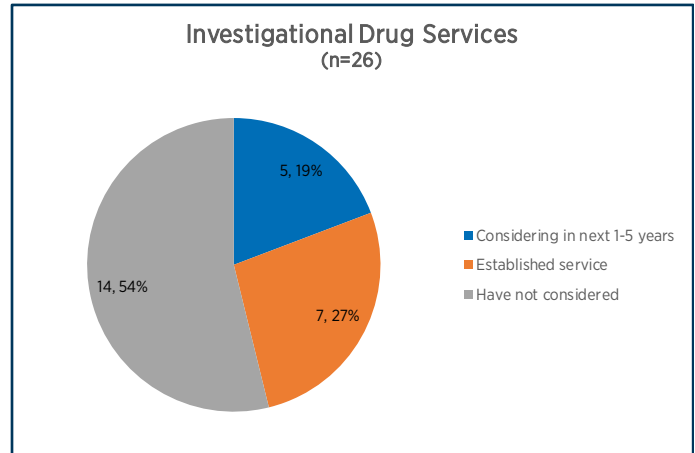
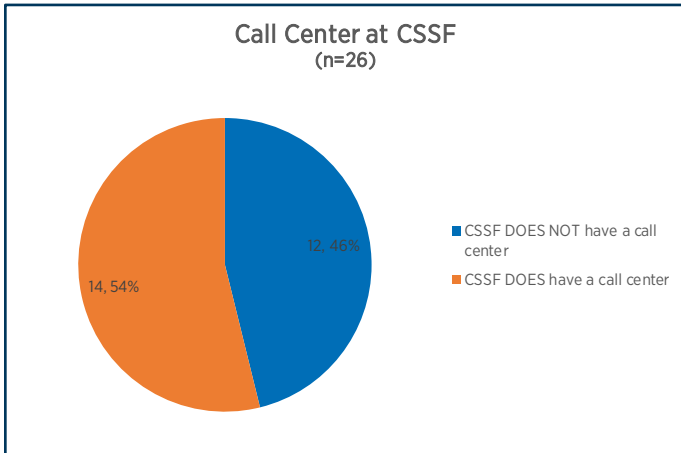
## IV SERVICES AND DRUG MANAGEMENT

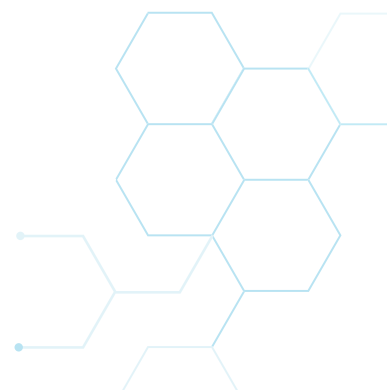
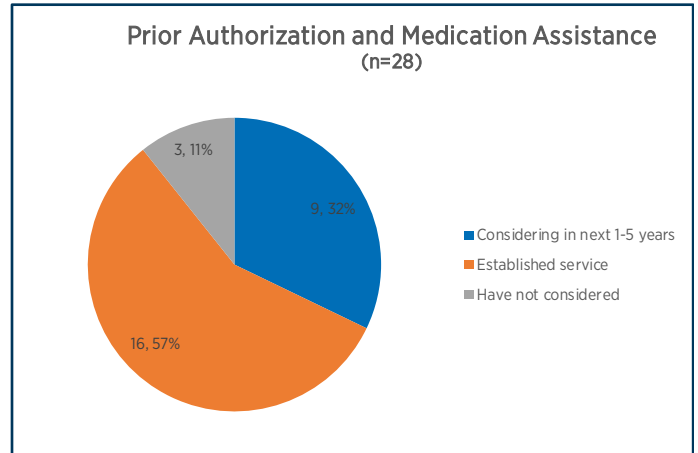
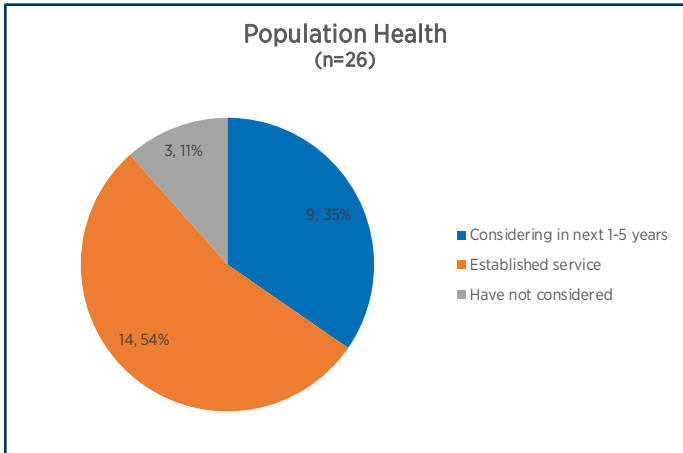
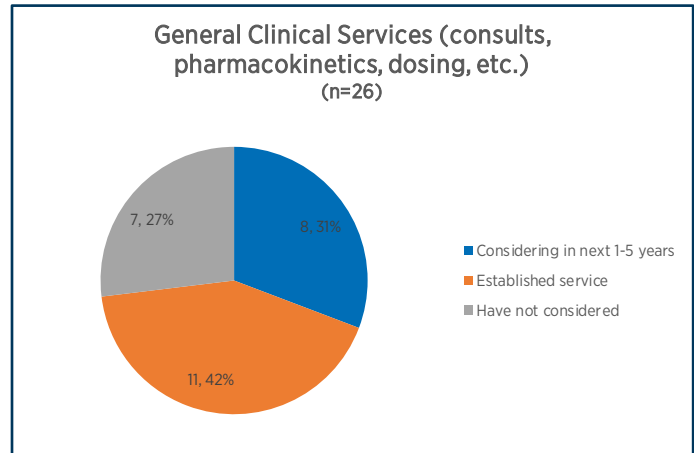
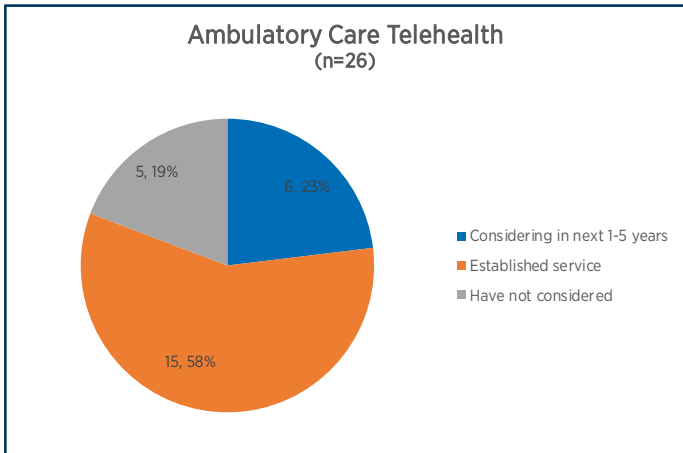




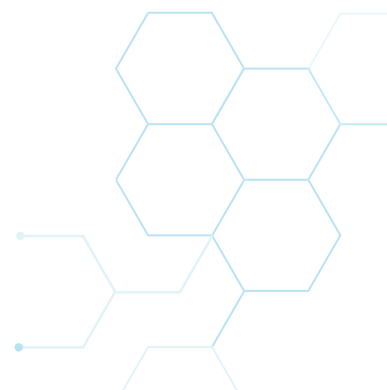
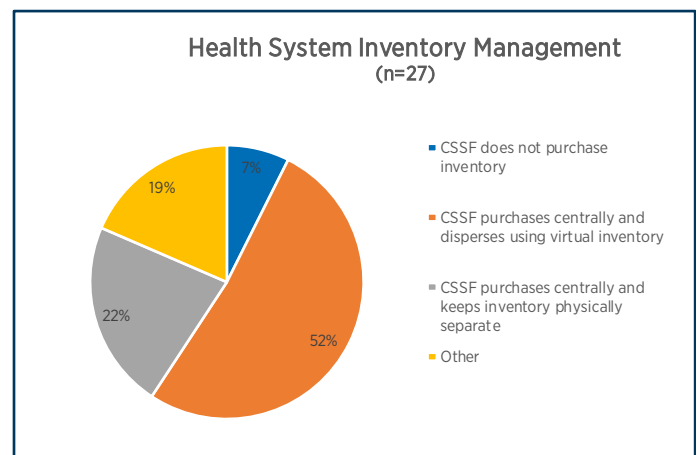
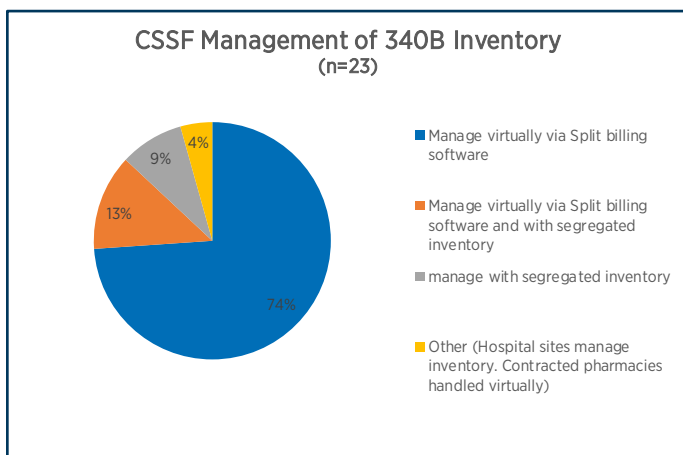
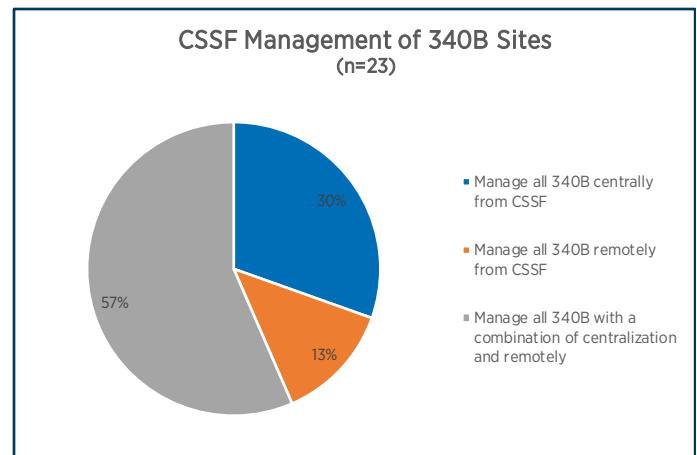
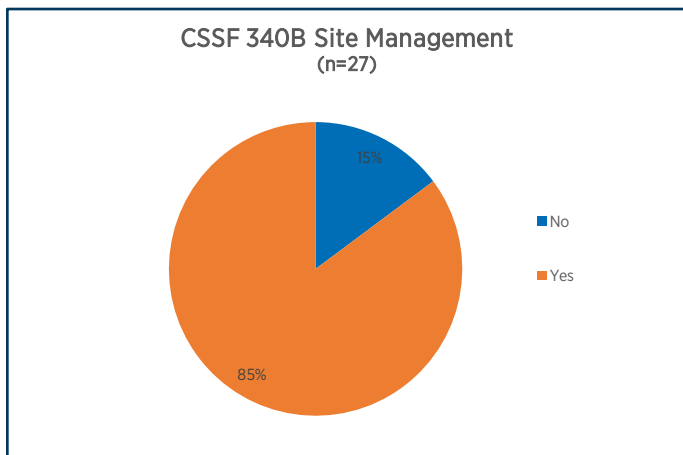
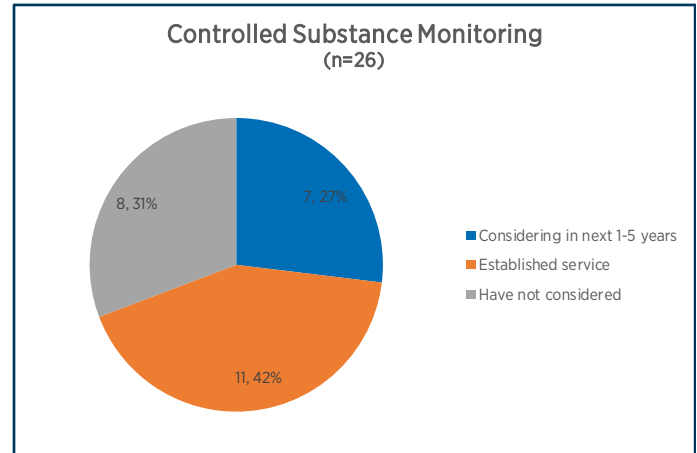
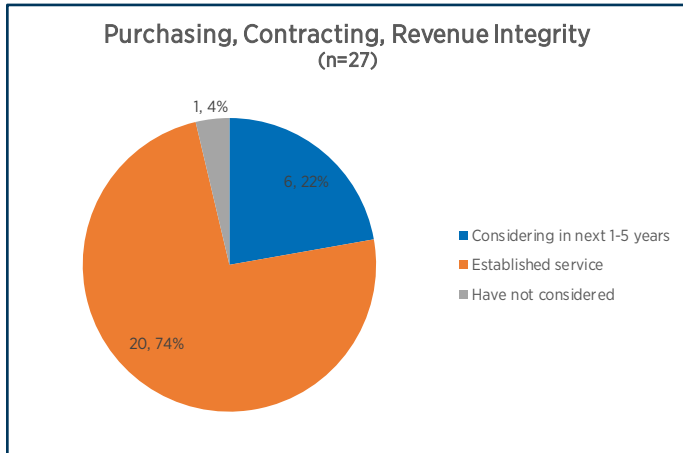


## CENTRALIZED CLINICAL SERVICES

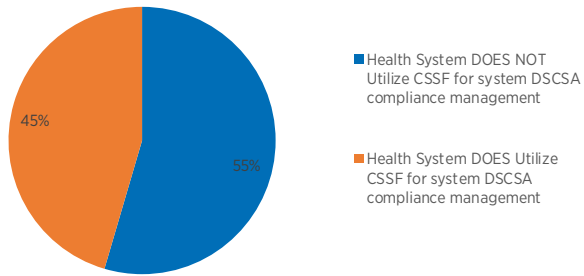




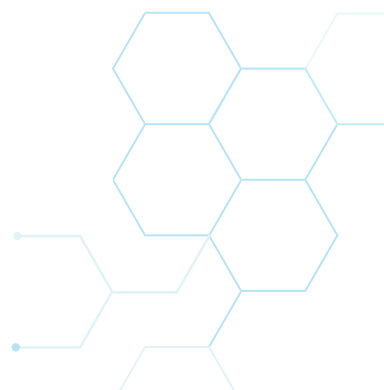
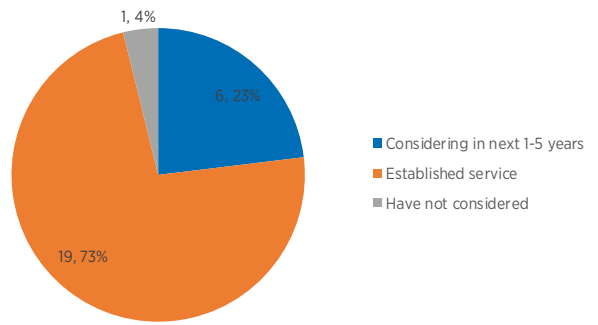
## CENTRALIZED MANAGEMENT AND COMPLIANCE



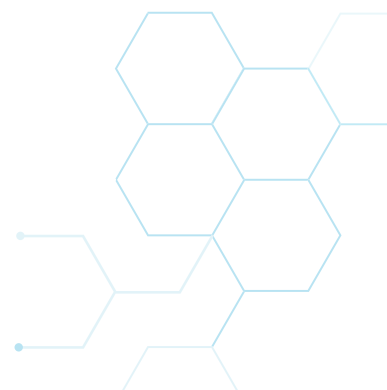
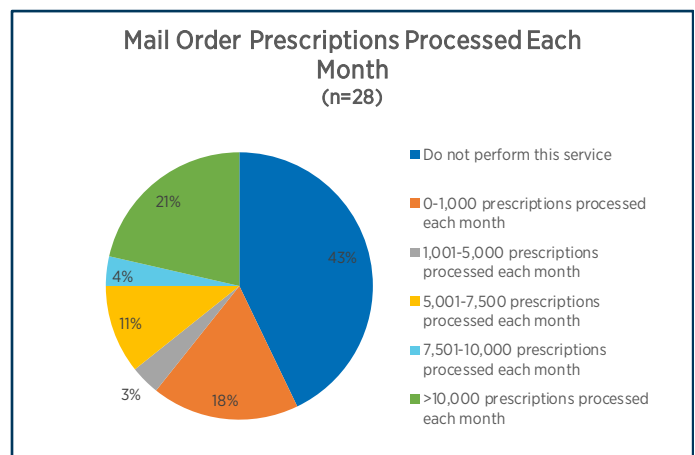
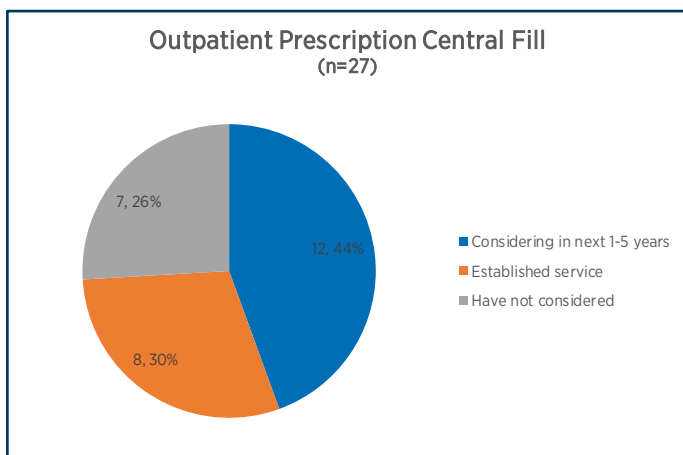
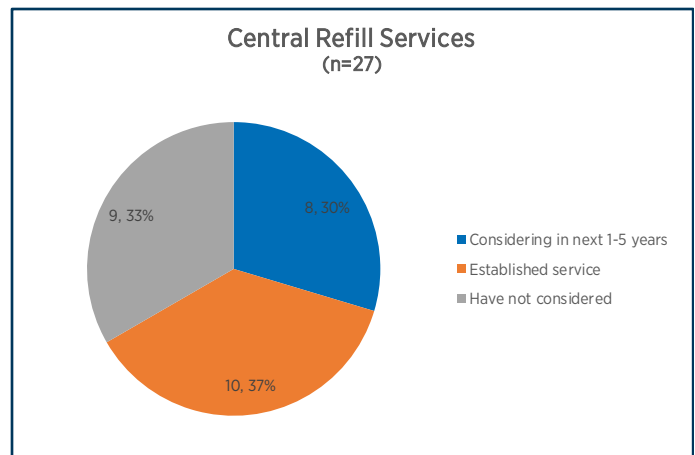
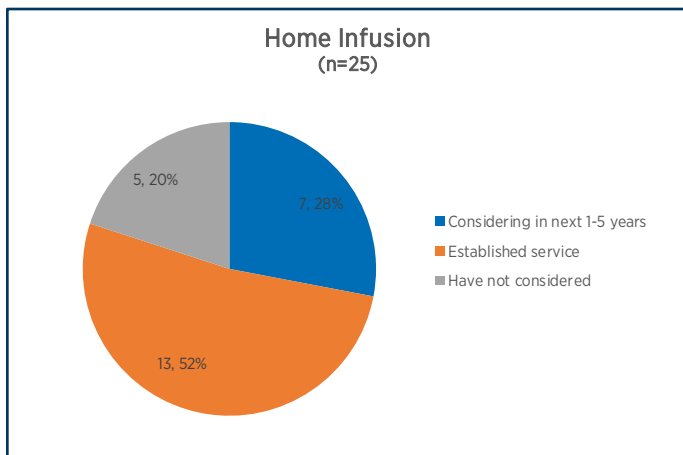
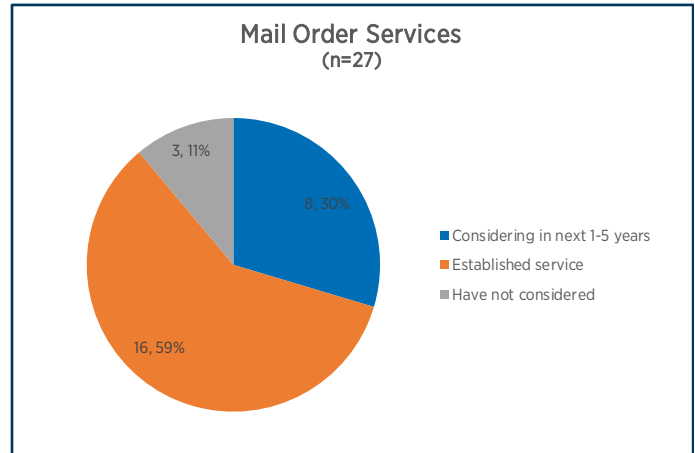
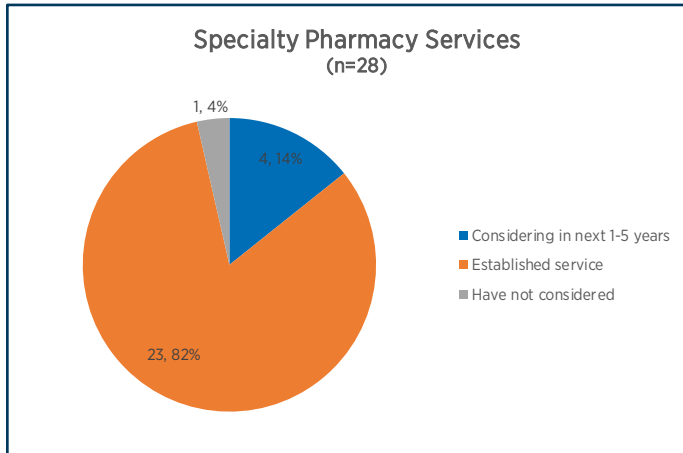
Health System CSSF Utilization for DSCSA Compliance Management  
(n=33)



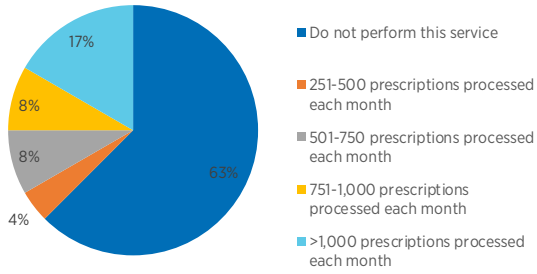
Drug Shortage Management  
(n=26)



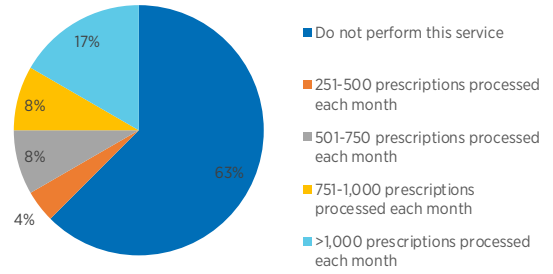
## SPECIALTY PHARMACY, MAIL ORDER, AND HOME INFUSION



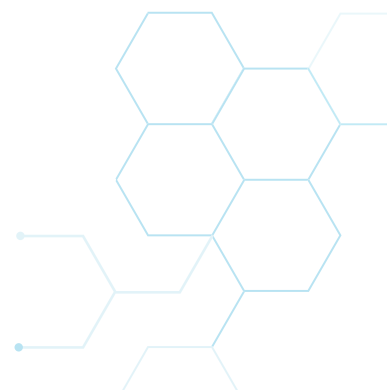
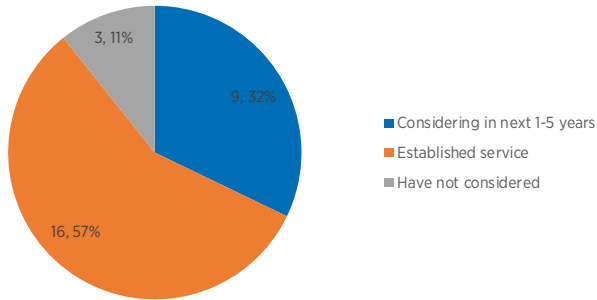
Home Infusion Prescriptions Processed Each Month (n=24)



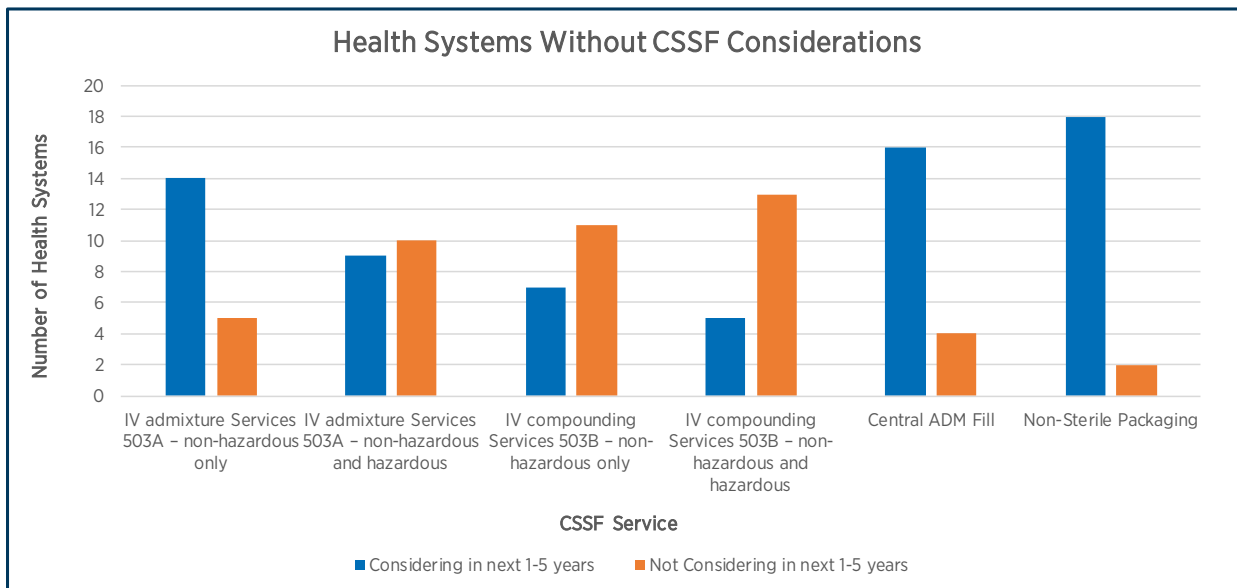
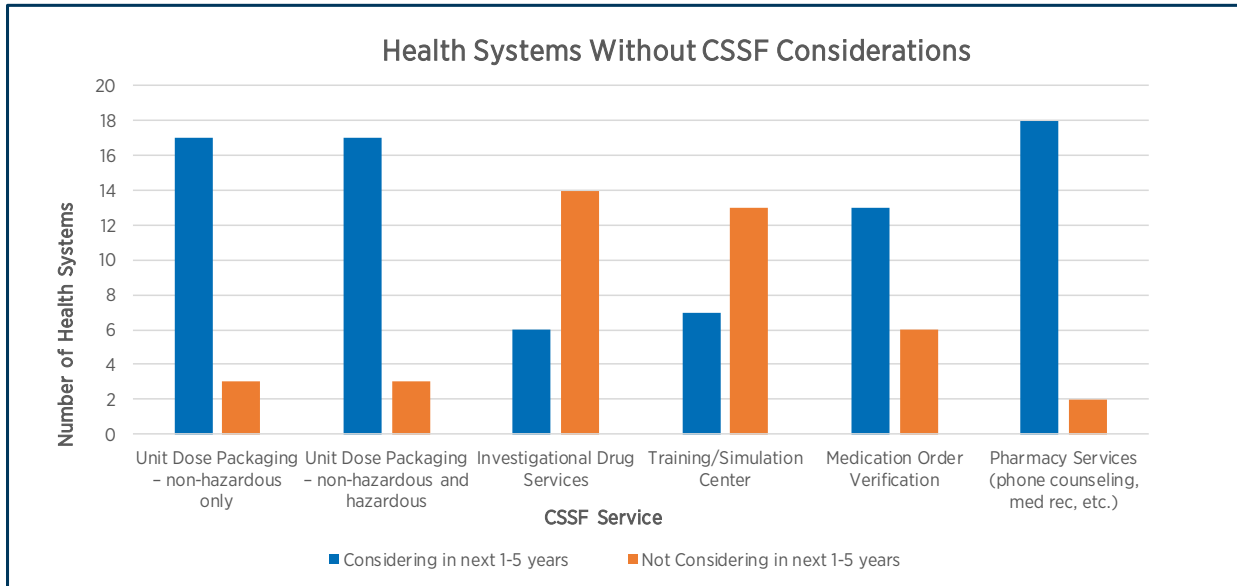
Home Infusion Prescriptions Processed Each Month (n=24)



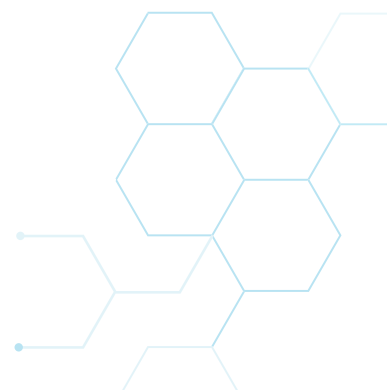
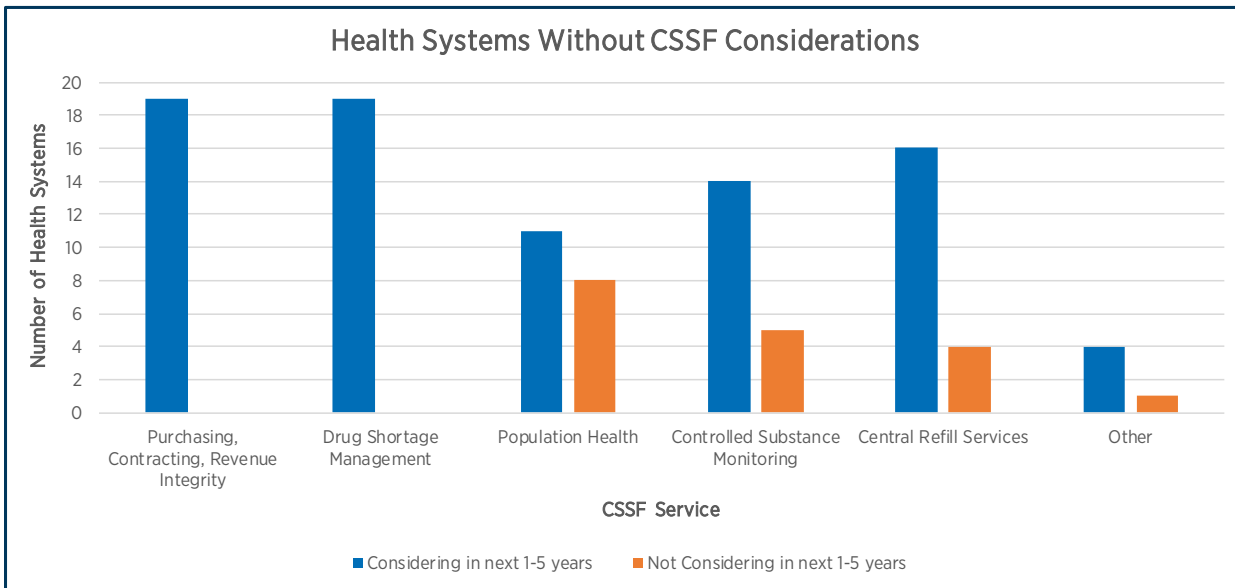
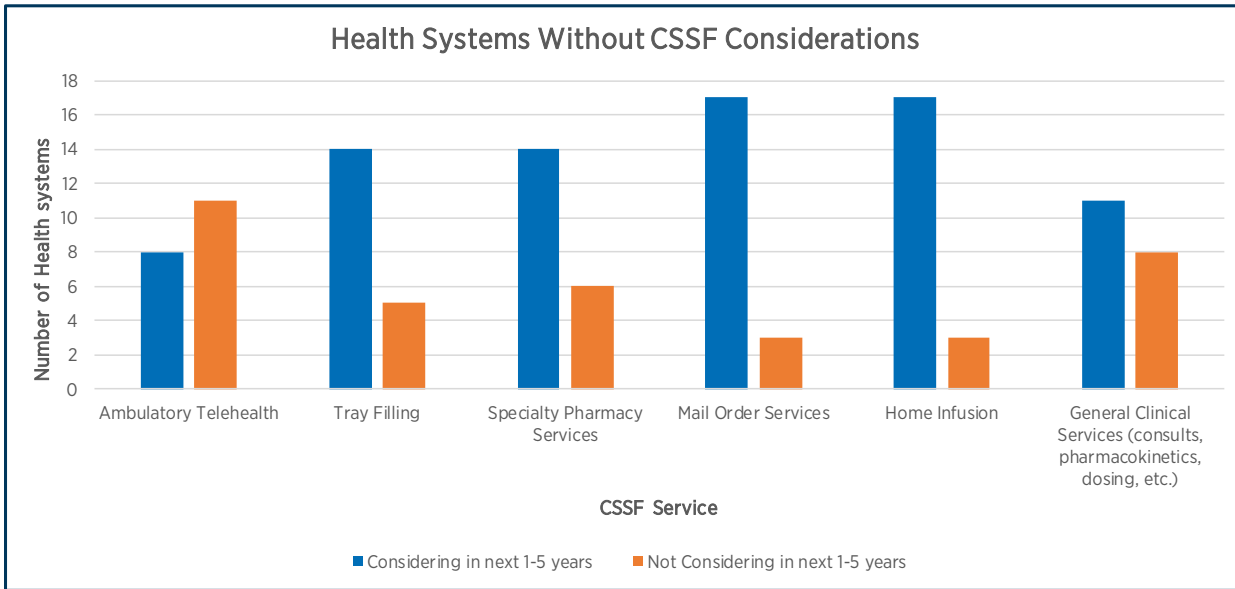
Prior Authorization and Medication Assistance (n=28)



## PLANNING PRIORITIES FOR HEALTH SYSTEMS WITHOUT CSS









pharmacists advancing healthcare<sup>®</sup>

ASHP is the collective voice of pharmacists who serve as patient care providers in hospitals, health systems, ambulatory clinics, and other healthcare settings spanning the full spectrum of medication use. The organization's more than 60,000 members include pharmacists, student pharmacists, and pharmacy technicians. For 80 years, ASHP has been at the forefront of efforts to improve medication use and enhance patient safety. For more information about the wide array of ASHP activities and the many ways in which pharmacists advance healthcare, visit ASHP's website, [ashp.org](https://www.ashp.org), or its consumer website, [SafeMedication.com](https://www.SafeMedication.com).