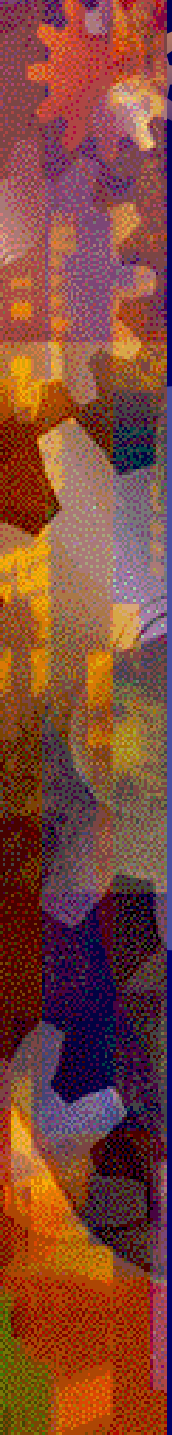




# Managing a Hospital and the Role of the Hospital Pharmacist

2/16/06

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Senior Associate Administrator, UWMC  
Clinical Assistant Professor, UW Dept. of Health  
Services



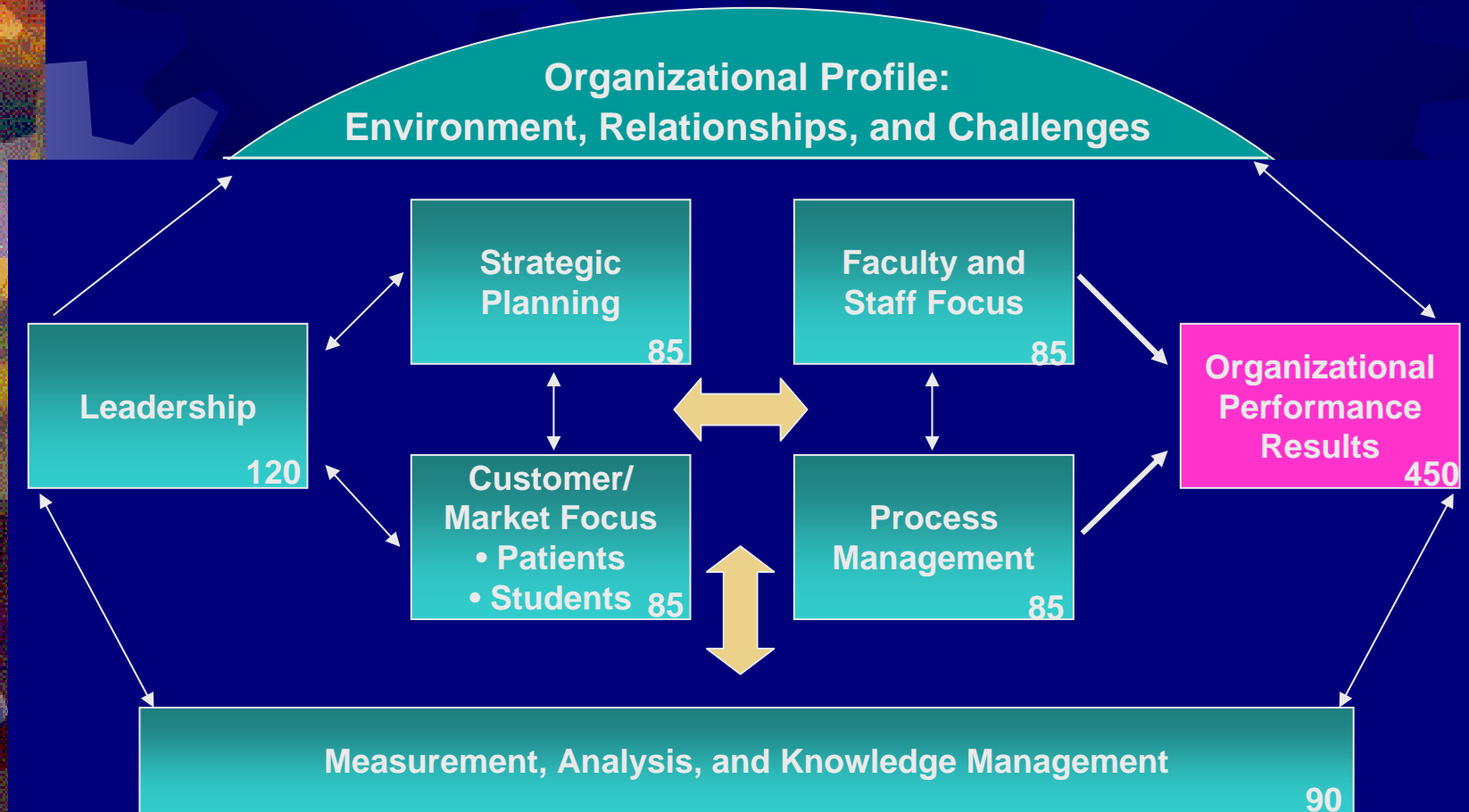
First.....What are you interested in hearing about today?

## First a little about UWMC

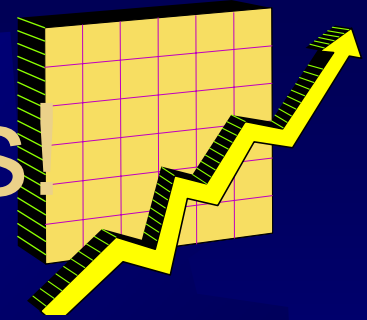
### General Information

- ✦ **Location:** University of Washington campus in Seattle
- ✦ **Beds:** 470
- ✦ **Type:** Licensed, comprehensive medical care facility
- ✦ **National Ranking:** Among the top ten medical centers in the United States as rated by *U.S. News & World Report*
- ✦ **Patient Focus:** Patients benefit from state-of-the-art care, an advanced-trained staff, and a commitment to quality and value
- ✦ **Teaching Role:** One of two major teaching hospitals for the University of Washington School of Medicine.
- ✦ **Research Role:** Site of a national Clinical Research Center and other major clinical research programs
- ✦ **Medical Staff:** Nearly 650 attending physicians which are faculty members at the University of Washington School of Medicine.
- ✦ \$563,000,000 in Operating Revenues in FY05 and \$558,000,000 in expense. Approximately 3,700 FTEs on staff.

# Baldrige Health Care Criteria Framework: A Systems Perspective



# Why Baldrige? Results



## Healthcare Imperatives 2005-2008

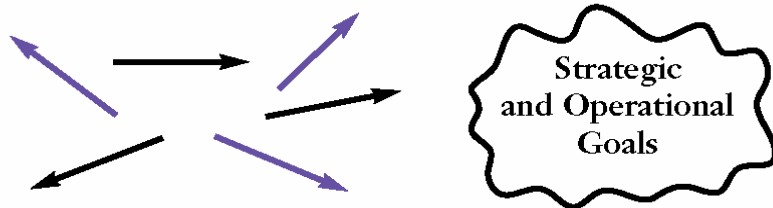
- ✱ Patient Safety
- ✱ Clinical Outcomes
- ✱ Customer Service
- ✱ Growth in Revenue and Market Share
- ✱ Cost Reduction and Productivity

Adapted, Washington State Quality  
Award Council

# Steps Toward Mature Processes

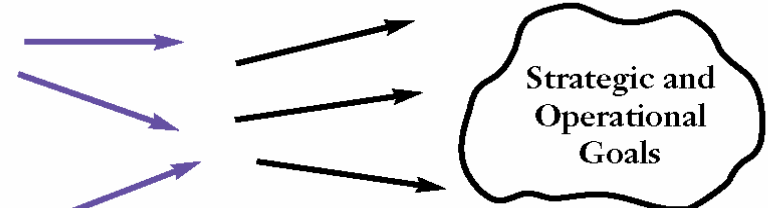
## Steps Toward Mature Processes An Aid for Scoring Process Items

### (1) Reacting to Problems



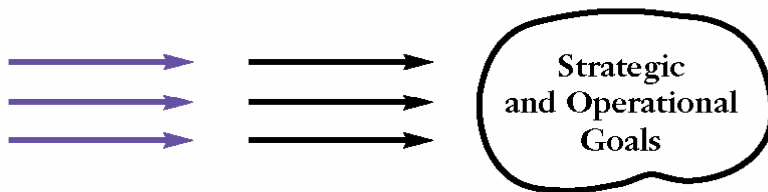
Operations are characterized by activities rather than by processes, and they are largely responsive to immediate needs or problems. Goals are poorly defined.

### (2) Early Systematic Approaches



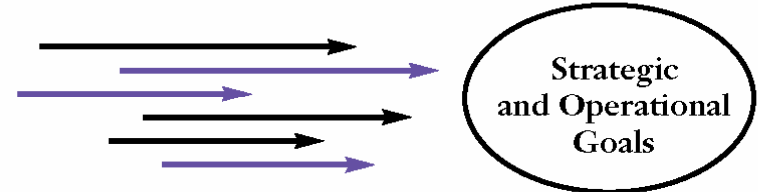
The organization is at the beginning stages of conducting operations by processes with repeatability, evaluation and improvement, and some early coordination among organizational units. Strategy and quantitative goals are being defined.

### (3) Aligned Approaches



Operations are characterized by processes that are repeatable and regularly evaluated for improvement, with learnings shared and with coordination among organizational units. Processes address key strategies and goals of the organization.

### (4) Integrated Approaches

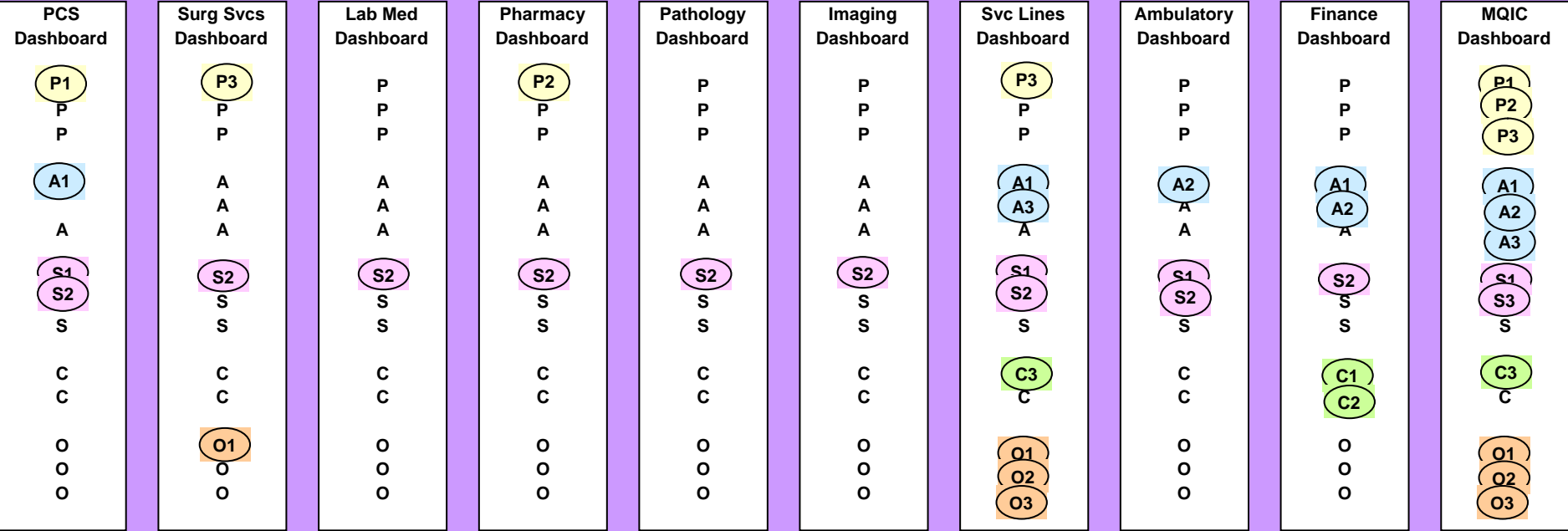


Operations are characterized by processes that are repeatable and regularly evaluated for change and improvement in collaboration with other affected units. Efficiencies across units are sought and achieved through analysis, innovation, and sharing. Processes and measures track progress on key strategic and operational goals.

# University of Washington Medical Center Conceptual Diagram: Measure Alignment

**Executive Quality Council  
(EQC)**

UWMC Operating Plan				
<u><b>Patient Safety</b></u> P1 - Patient Falls P2 - Drug Events P3 - Surgical Infections	<u><b>Access</b></u> A1 - Admissions A2 - Clinic Visits A3 - ALOS	<u><b>Satisfaction</b></u> S1 - Patient S2 - Employee S3 - Physician	<u><b>Cost</b></u> C1 - Days in AR C2 - Operating Income C3 - Cost Per Case	<u><b>Outcomes/Other</b></u> O1 - SIP O2 - Readmission O3 - HF Core Meas



## Integrated Medical Center Measurement Data

\*\*\*\*\*  
 Measurement attributes attached to Patient Encounters or Operating Departments

# UW Medical Center OPERATING PLAN

Making a Difference...Achieving Our Goals

FY2005

Area	STRATEGY	GOALS	MEASURABLE
<b>Patient Safety</b>	<ul style="list-style-type: none"> <li>Provide the safest clinical care available</li> </ul>	<ul style="list-style-type: none"> <li>Communicate and implement a strategic vision for safety and quality</li> <li>Create processes that enhance patient safety</li> <li>Successfully complete Joint Commission Accreditation of Healthcare Organizations (JCAHO) survey</li> <li>Full compliance with all national patient safety goals</li> <li>Reduce patient fall rates to or below the University HealthSystem Consortium benchmark</li> <li>Reduce deep vein thrombosis rates to or below the University HealthSystem Consortium benchmark</li> </ul>	<ul style="list-style-type: none"> <li>Increase reporting of patient safety events by 20%</li> <li>Achieve JCAHO accreditation within 90 days post survey</li> <li>Achieve 100% adherence for each of the national patient safety goals                             <ul style="list-style-type: none"> <li>Improve accuracy of patient identification</li> <li>Improve the effectiveness of communication among caregivers</li> <li>Improve the safety of using medications</li> <li>Eliminate wrong site, wrong patient, and wrong procedure surgery</li> <li>Improve the safety of using infusion pumps</li> <li>Improve the effectiveness of clinical alarm systems</li> <li>Reduce the risk of health care acquired infections</li> </ul> </li> <li>Reduce patient falls by 50%</li> <li>Reduce deep vein thrombosis rate by 50%</li> </ul>
<b>Access</b>	<ul style="list-style-type: none"> <li>Ensure timely access to our clinical services</li> <li>Improve patient flow</li> </ul>	<ul style="list-style-type: none"> <li>Improve specialty clinic availability to UW Medicine primary care patients</li> <li>Expand cardiac services through the UW Medicine Regional Heart Center</li> <li>Continue service line development to increase total admissions</li> <li>Complete implementation of the operational efficiency goals for the surgical services</li> <li>Improve patient flow</li> </ul>	<ul style="list-style-type: none"> <li>Increase overall clinic waits by 5%</li> <li>Increase overall clinic new patient waits by 10%</li> <li>Decrease explained clinic cancellations below 5%</li> <li>Grow electrophysiology business by 10%</li> <li>Increase cardiac outpatient procedures by 2%</li> <li>Increase admissions                             <ul style="list-style-type: none"> <li>Regional Heart Center by 2%</li> <li>Orthopedics by 4%</li> <li>Obstetrics by 2%</li> <li>Liver, Lung, and Kidney care by 2%</li> <li>Otolaryngology by 2%</li> </ul> </li> <li>Reduce variation in surgical case output per day of the week</li> <li>Turn over time between cases <math>\leq</math> 30 minutes in main operating room and <math>\leq</math> 20 minutes in ambulatory operating room</li> <li>Increase surgical cases by 5%</li> <li>Reduce average length of stay by 10% in three service lines</li> <li>Emergency Department dwell time will be <math>\leq</math> 1%</li> </ul>
<b>Satisfaction</b>	<ul style="list-style-type: none"> <li>Surpass the needs and expectations of our patients, their families, the community, our referring partners, our faculty, and our staff</li> </ul>	<ul style="list-style-type: none"> <li>Be a patient and family centered organization</li> <li>Improve patient, faculty and staff satisfaction in the clinic</li> <li>Improve referral provider satisfaction</li> <li>Increase service to the community</li> <li>Strengthen our commitments to service excellence</li> <li>Be the health care employer of choice in the region</li> <li>Create a magnet hospital for our faculty</li> </ul>	<ul style="list-style-type: none"> <li>Improve patient satisfaction at or above the 80th percentile for peer organizations</li> <li>Outpatient satisfaction at or above the 75th percentile for peer organizations</li> <li>Improve clinic employee satisfaction by 2% from e-survey</li> <li>100% lab results reported to patients</li> <li>90% pharmacy refill process response within 48 hours</li> <li>Increase referrals from targeted counties by 5%</li> <li>Increase survey rating of "Best Community Health Program" by 5%</li> <li>Train more than 750 Service Champions</li> <li>Formation of at least 15 Service Improvement Teams</li> <li>Employee satisfaction measures within the top 25% of comparable medical centers in trust, pride and job satisfaction</li> <li>Woman's retention rate <math>\geq</math> 90%</li> <li>Improve physician satisfaction by 5% as measured by repeated satisfaction survey</li> </ul>
<b>Cost</b>	<ul style="list-style-type: none"> <li>Achieve budgeted operating margin and cash flow</li> </ul>	<ul style="list-style-type: none"> <li>Increase cash availability by reducing gross days in accounts receivable</li> <li>Achieve operating margin</li> <li>Allocate capital effectively to meet programmatic and strategic need</li> <li>Use capital per capital allocation plan</li> <li>Achieve cost savings and revenue enhancements through the Value Analysis Program (VAP)</li> </ul>	<ul style="list-style-type: none"> <li>Gross days in A/R <math>\leq</math> 75</li> <li>Operating margin of \$15.5 million for FY2005</li> <li>Capital allocation decisions for the FY2006 plan result in at least a net present value <math>\geq</math> 0</li> <li>Achieve 90% of milestones on approved schedule of facilities projects</li> <li>Facilities projects completed on budget</li> <li>Information Technology Services availability at or above 99.9%</li> <li>Total VAP = \$11M                             <ul style="list-style-type: none"> <li>TIGER = \$5M</li> <li>Other = \$2M</li> <li>Price vendor management = \$1M</li> <li>Service Lines = \$2.5M                                     <ul style="list-style-type: none"> <li>UW SMC = \$1,000,000</li> <li>Obstetrics = \$400,000</li> <li>Liver, Lung, Kidney = \$800,000</li> <li>Orthopedics = \$600,000</li> <li>Otolaryngology = \$400,000</li> </ul> </li> </ul> </li> </ul>
<b>Outcomes/Other</b>	<ul style="list-style-type: none"> <li>Demonstrate the highest clinical outcomes</li> <li>Maintain regulatory compliance through a robust compliance program</li> </ul>	<ul style="list-style-type: none"> <li>Improve JCAHO core measures</li> <li>Improve clinical outcomes</li> <li>Train clinical managers and support staff in research pricing policies, billing procedures and compliance risk issues</li> <li>Train physicians and applicable staff in targeted departments on device billing policy and procedures</li> <li>Develop an appropriate audit program for the Health Insurance Portability and Accountability Act (HIPAA)</li> </ul>	<ul style="list-style-type: none"> <li>Improve JCAHO core measures within 80% of UNC benchmarks                             <ul style="list-style-type: none"> <li>Cardiome Heart Failure (CHF)</li> <li>Acute Myocardial Infarction (AMI)</li> <li>Community Acquired Pneumonia (CAP)</li> <li>Surgical Infection Prophylaxis (SIP)</li> </ul> </li> <li>Reduce complication rates to or below UNC targets of 12.7%</li> <li>Decrease 30-day readmission rate to or below UNC targets of 14.4%</li> <li>Train 100% of clinical managers and supervisors on research pricing policies, billing procedures and compliance risk issues</li> <li>Train 100% of physicians and applicable staff in targeted departments on device billing policy and procedures</li> <li>Achieve <math>\geq</math> 80% score on Internal HIPAA audit</li> </ul>

PATIENT SAFETY

ACCESS

SATISFACTION

COST

OUTCOMES/OTHER

## Mission

- Care for patients
- Provide primary, secondary, and tertiary services
- Serve as a teaching and research resource
- Assure long-term stability in the delivery of healthcare

## Vision

- To be a regional leader in primary care
- To be the Northwest's most valued source for advanced specialist care and incentives in primary healthcare practice
- To be known for responsiveness to the needs of the people of the region for superior, cost-effective, appropriate and accessible medical care

## Values

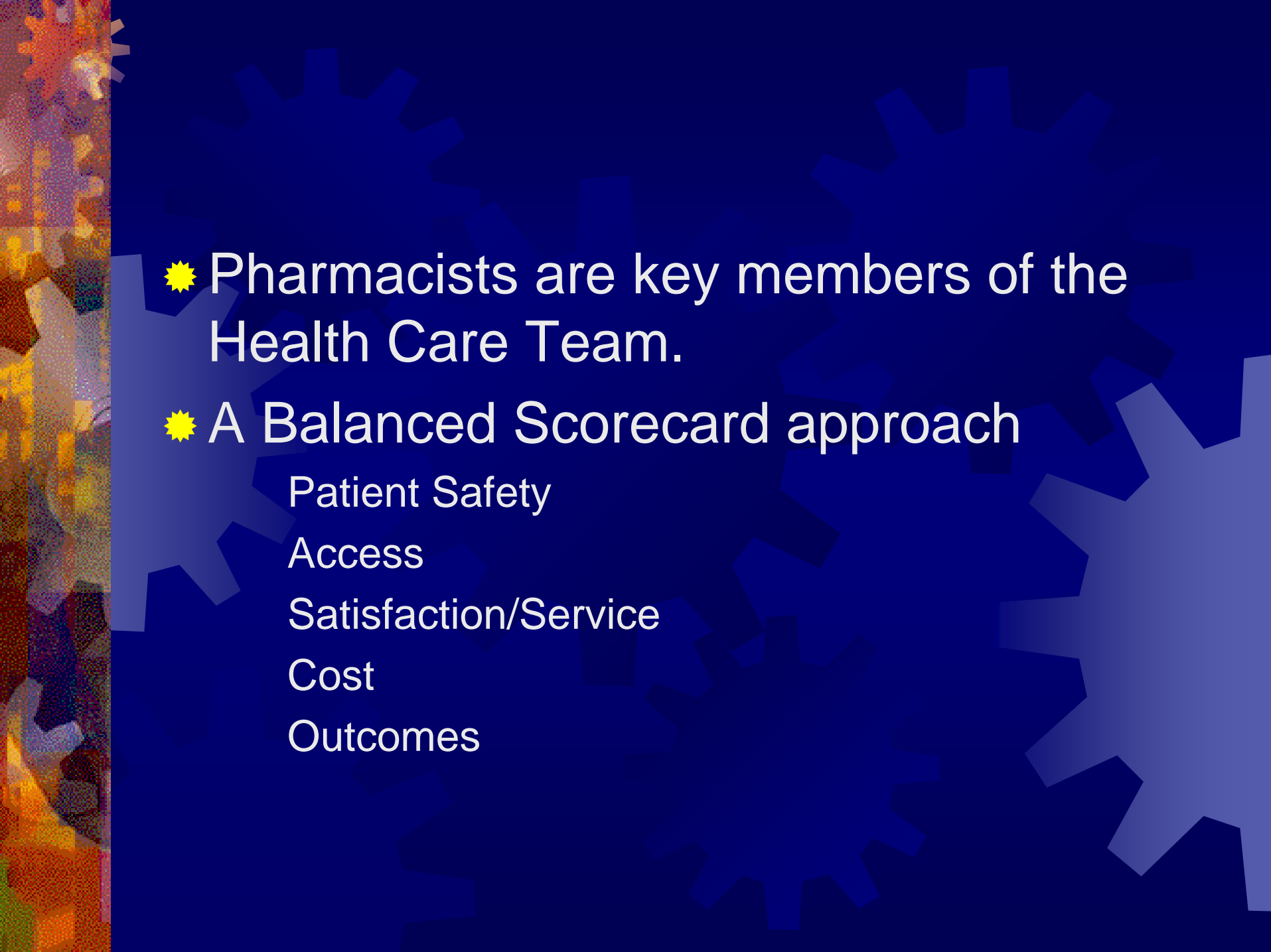
- Accountability
- Respect
- Innovation
- Service
- Excellence

## Balanced Commitments

Balanced Commitments is a performance reporting and organizing system that endorses a balanced approach to achieving an organization's strategic goals. Each goal set can be categorized into one of five Balanced Commitments areas:

- Patient Safety
- Access
- Satisfaction
- Cost
- Outcomes/Other





☀ Pharmacists are key members of the Health Care Team.

☀ A Balanced Scorecard approach

Patient Safety

Access

Satisfaction/Service

Cost

Outcomes

# ☀ Patient Safety – National Agenda Items – What's Hot

## JCAHO

### *2006 Hospital National Patient Safety Goals*

- Goal 1 Improve the accuracy of patient identification.
- Goal 2 Improve the effectiveness of communication among caregivers.
- Goal 3 Improve the safety of using medications.
- Goal 7 Reduce the risk of health care-associated infections.
- Goal 8 Accurately and completely reconcile medications across the continuum of care.

## 100,000 Lives Campaign

- Deploy Rapid Response Teams...at the first sign of patient decline
- **Deliver Reliable, Evidence-Based Care for Acute Myocardial Infarction...to prevent deaths from heart attack**
- **Prevent Adverse Drug Events (ADEs)...by implementing medication reconciliation**
- Prevent Central Line Infections...by implementing a series of interdependent, scientifically grounded steps called the “Central Line Bundle”
- **Prevent Surgical Site Infections...by reliably delivering the correct perioperative care**
- **Prevent Ventilator-Associated Pneumonia...by implementing a series of interdependent, scientifically grounded steps called the “Ventilator Bundle”**

## CMS Core Measures

- **Heart Attack Care Quality Measures**
- **Heart Failure Care Quality Measures**
- **Pneumonia Care Quality Measures**
- **Surgical Infection Prevention Quality Measures**

# Role of the Hospital Pharmacist

## ☀ Access

- ☀ Importance of convenient and timely access by patients to Rx's
- ☀ Inpatient, outpatient, mail order, drive through, on-line, hospitals have them all.

# Role of the Hospital Pharmacist

## ★ Satisfaction and Service

- Who is your customer?
  - Patients
  - Each other
  - Other Clinicians
  - Visitors and the community
- What should you measure?
  - Customer satisfaction
  - Your employee satisfaction – They are correlated
- How do you build trust with Your customer
  - Accountability – do what you say you will do
  - Values

# Role of the Hospital Pharmacist

Pharmacists rank high in Gallup poll - Microsoft Internet Explorer

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TOP STORIES - ARTICLE

## Pharmacists rank high in Gallup poll

*Gallup releases annual update of the public's ratings of the honesty and ethics of professions.*

The CNN/USA Today/Gallup poll, conducted Nov. 22-24, asked the public to rate the honesty and ethics of 21 professions.

Nurses, whose honesty and ethics are rated as "high" or "very high" by 79% of Americans, top the list again this year. Nurses have been the highest rated profession since they were first included in Gallup's survey in 1999, except for 2001, when firefighters surpassed them in the wake of the Sept. 11 terrorist attacks (firefighters were not included in this year's survey).

Pharmacists (at 67%, and the highest rated profession prior to the introduction of nurses to the list) came in a close second followed by military officers (65%, a new addition to the list), high school teachers (64%) and medical doctors (63%).

More information can be found at <http://www.gallup.com>


Contact the writer: [Amy K. Erickson \(aerickson@aphanet.org\)](mailto:aerickson@aphanet.org), [Pharmacy Today](#)


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## Role of the Hospital Pharmacist

### ★ Cost (and creating value)

- ★ When your responsible for a budget bigger than most small hospitals.
- ★ Example UWMC Pharmacy – \$68,772,480 Million total Revenue and \$46,351,432 Million Expense for FY2005 .....and growing. Supply cost was \$35,728,722.

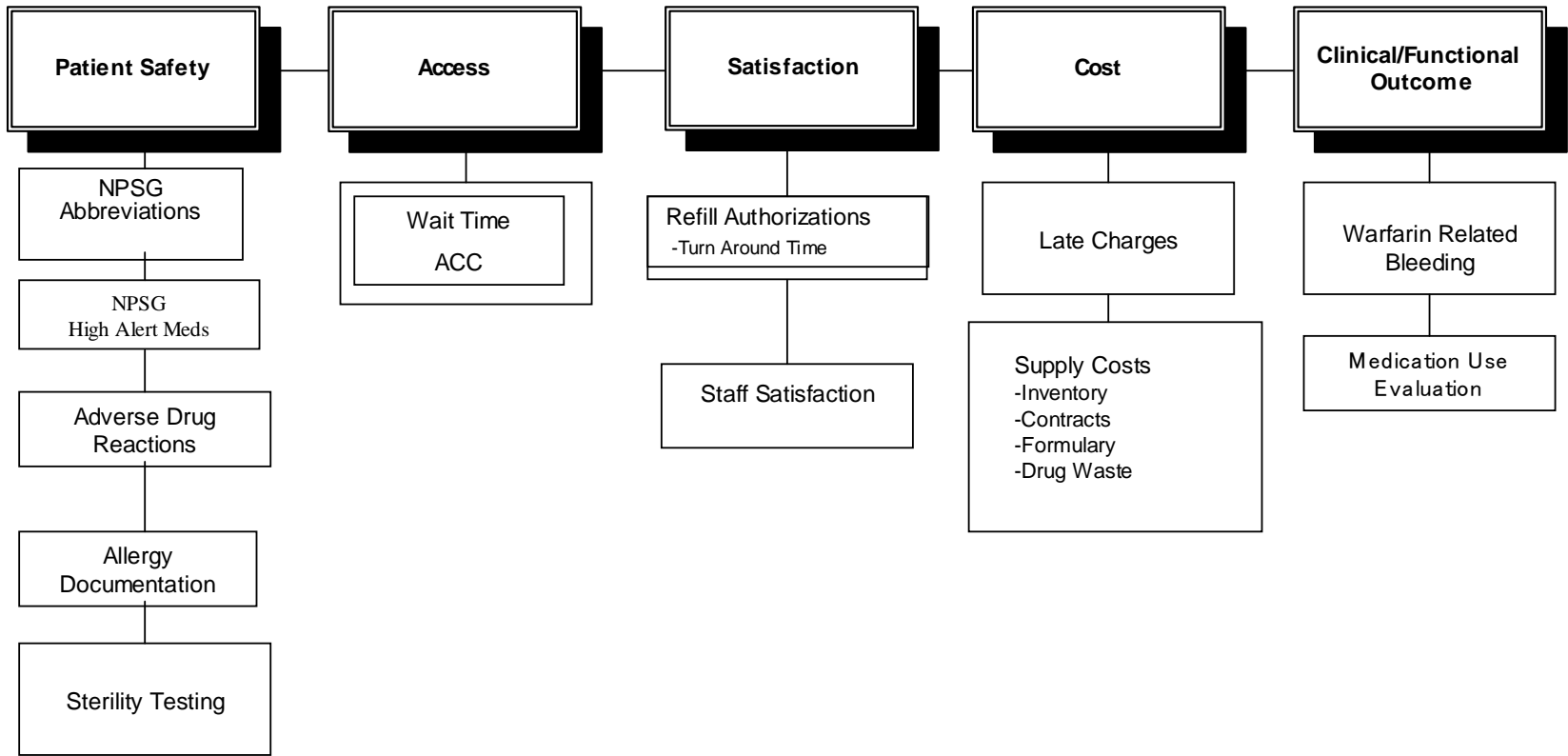










# Role of the Hospital Pharmacist

## ☀ Outcomes

- How Pharmacy leads the Rx effectiveness and efficiency effort
  - P&T committees
  - Clinical Pathways
  - Appropriate ordering –right drug –right time – JIT intervention
  - Contracting/charges – business perspective
  - Education –tools – formulary
  - PDCA
  - Technology
- How do you measure your success – many ways
  - Results - Benchmarking
  - ADRs and ADEs
  - Testing
  - Operational/clinical measures – TATs, functional outcomes
  - Look for levels, trends, comparisons, Gaps and linkages to desired objectives

# UWMC Pharmacy Services Quality Dashboard December 2005



 Meets or exceeds target	 No target set	 Improvement from last report
 Within 90% of target	 Infrequent measure	 Decline from last report
 Less than 90% of target		 No change from last report

# Role of the Hospital Pharmacist

## ☀ Bottom Line

Pharmacists are **key members** of the  
Health Care Team

and

We need you on our team

# Role of the Hospital Pharmacist

HHN: Supply and Demand Dilemma - Microsoft Internet Explorer

Address [http://www.hhnmag.com/hhnmag/hospitalconnect/search/article.jsp?dcrpath=HHNMAG/PubsNewsArticle/data/0412HHN\\_FEA\\_Pharmacy\\_SB2&domain=HHNMAG](http://www.hhnmag.com/hhnmag/hospitalconnect/search/article.jsp?dcrpath=HHNMAG/PubsNewsArticle/data/0412HHN_FEA_Pharmacy_SB2&domain=HHNMAG)

hospitalconnect.com

## Supply and Demand Dilemma

Wednesday  
December 15, 2004

	Estimated Pharmacists In 2001	Estimated Need By 2020
Order fulfillment (dispensing)	136,400	100,000
Patient care (outpatient; collaborative drug therapy management)	48,000	295,000
Other	12,300	22,000
Total need	196,700	417,000
Total supply		260,000
<b>Project Shortfall</b>		<b>157,000</b>

Source: Pharmacy Manpower Project Inc., 2003 2003

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Questions?