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Project #48 Advancing Pharmacy Advantage Processes through Automation

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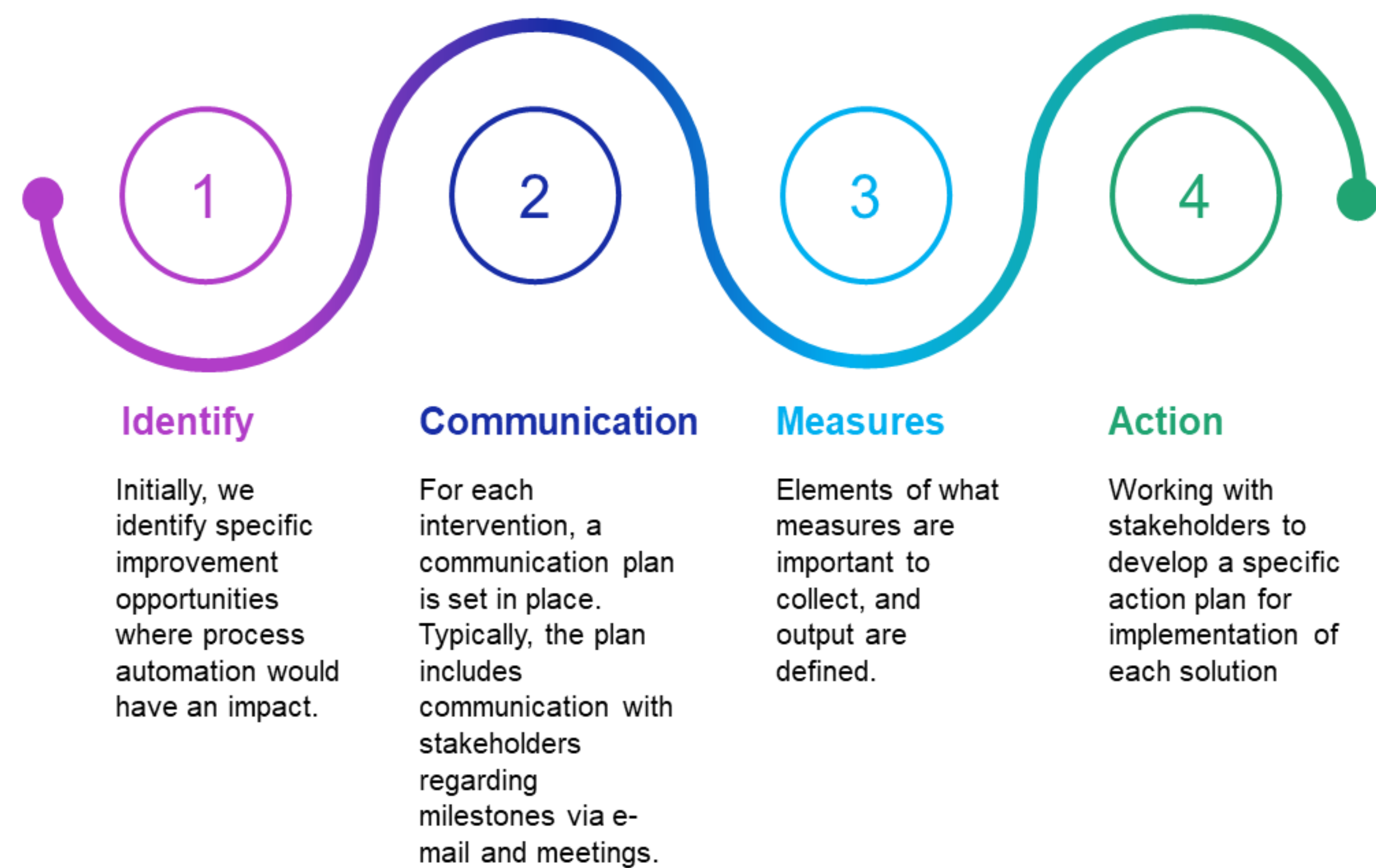
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AIM

- It is essential to develop automation at Pharmacy Advantage Specialty Pharmacy on an ongoing basis to enhance business operations. This project aims to assess the impact of several automated solutions put in place at Pharmacy Advantage to help advance our practice. The focus of this project is to reduce costs, errors, and employee time on manual processes. The goals differ among all solutions developed but aim for a significant and sustained reduction from baseline. The timeframe to reach our targets varies for different solutions, but impact is expected immediately. Typically, the data is analyzed every 6-12 months. The intended impact is to provide benefit to our pharmacy staff and patient care at Pharmacy Advantage Specialty and Mail Order Pharmacy.

PLAN: CURRENT STATE

INTERVENTION STEPS



DO: CORRECTIVE ACTIONS / INTERVENTIONS

INTERVENTION STEPS CONT...



CHECK (EVALUATION OF CHANGES)

- Determine whether the interventions lead to reduction of costs, errors, and employee time spent for the pharmacy by analyzing key measures before and after the implementation.
- To provide optimal solutions, adjustments were regularly made after compiled data was analyzed and reviewed by stakeholders.
- Shipping:**
 - Measures: Shipping errors; Shipping cost per package
 - Improvements: After monitoring error rates, constant updates were made to the Shipping Tool to ease interpretation of suggestions. Feedback was also obtained via employee survey and changes were made accordingly. The ability to select alternative shipping options was also added to meet the requests of team leaders. Criteria was constantly updated to suggest the most cost-effective couriers.
- Auditing:**
 - Measures: Prescription claim reimbursement, Patient copay amount, Over the counter (OTC) orders with expedited shipping
 - Improvements:
 - Identification of patients enrolled in copay maximizers has been enhanced to automatically pull patient information from enrollment emails sent by vendor.
- Workflow automation- Specialty Call Assignment:**
 - Measures: Employee time spent
 - Feedback by specialty department leaders is provided and adjustments are continuously made to this logic with the goal to support changes in workflow and to decrease time spent to distribute calls.

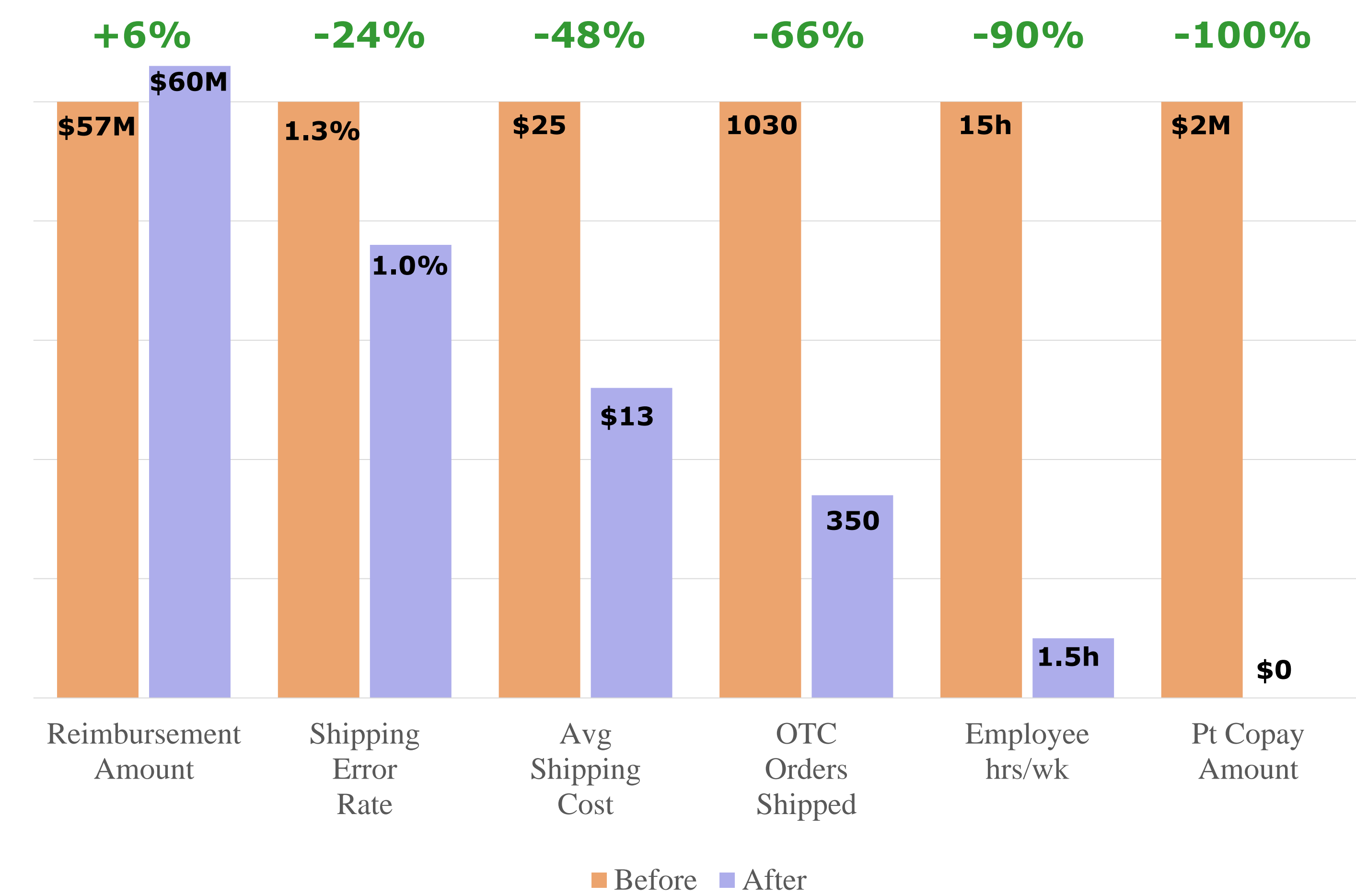
MEASURES

Intervention	Measure	Before	After	Change	Percent Change
Shipping Tool	Shipping errors	1.28% error rate	0.97% error rate	-0.31%	24%
Shipping Tool	Shipping cost	\$25.07/package	\$13.07/package	-\$12.00	48%
Reimbursement	Claim Reimbursement	\$56.9M	\$60.4M	\$3.5M	6%
OTC Orders	Orders Shipped	1028 orders	346 orders	-682	66%
Patient Copay	Copay Amount	\$1.9M	\$0	\$1.9M	100%
Call Assignment	Employee Time Spent	15 hrs/week	1.5 hrs/week	-13.5 hours/wk	90%

ACT: SUSTAIN AND SPREAD

- Shipping:**
 - After implementation, monthly shipping cost analyses were used to assess financial performance of the Tool and identify opportunities for cost savings. Six months after implementation, costs of same-day and next-day shipping couriers were reduced by an average of \$130,000 monthly.
 - Reports are generated daily to assess errors made in the shipment scheduling process. These reports are compiled into a dashboard for leaders to identify trends and areas of focus. Calculations show that 291 medication order delays were prevented during the post-intervention months.
- Auditing**
 - Auditing reports continue to run on a scheduled basis. Discrepancies are reviewed by team and forwarded to appropriate party.
- Workflow automation- Specialty Call Assignment:**
 - Changes in workflow and call distribution is an expectation. The report uses dynamic logic to help make requested changes easier to implement.

Improvement seen in all outcomes with intervention



KEYS TO SUCCESS / LESSONS LEARNED

- Incorporating solutions such as these can help centralize information and simplify processes.
- Proper planning and project management can lead to successful rollout of new solutions.
- Engaging employees and gathering their feedback during the implementation process can lead to more satisfied employees.
- Ongoing monitoring and maintenance of the solutions is important to ensure it continues to meet the needs of the organization.