

## Isn't All of Pharmacy "Special"? Developing Specialty Pharmacy Services

Presented to: 2015 ICHP Annual Meeting  
 Presented on: September 10, 2015  
 Presented by: Lana Gerzenshtein, Pharm.D., BCPS  
*The speaker has no conflicts of interest to disclose in relation to this presentation.*

Illinois Council of Health-System Pharmacists 2015 Annual Meeting

### Learning Objectives

- Explain the unique benefits of an integrated health system specialty pharmacy program
- Identify operational and clinical metrics of a specialty pharmacy program
- Describe how certified pharmacy technicians play a role in delivering specialty pharmacy services
- Describe roles associated with the specialty pharmacy back office

Illinois Council of Health-System Pharmacists 2015 Annual Meeting

The New York Times  
BUSINESS DAY  
**Specialty Pharmacies Proliferate, Along With Questions**

**The Biggest in a Booming Pharmacy Field**  
The specialty pharmacy business grew to an estimated \$78 billion in sales last year from \$20 billion in 2006. A list of the top 10...

**PHARMACY PRACTICE NEWS**  
THE PHARMACEUTICALS NEWS SOURCE  
Home Departments Columns Medical Education Supplements Ads

**Operations & Management**  
ISSUE: MAY 2014 | VOLUME: 41

**Specialty Pharmacy: Why and How To Get In**  
Right strategy can yield huge revenue boost, better care

**UHC.**  
UHC to Launch New Specialty Pharmacy Program for Better Continuity of Patient Care, Improved Access to Specialty Pharmaceuticals

**Drug Topics**  
**A new era in specialty pharmacy**  
Higher priced meds will require high touch care

Illinois Council of Health-System Pharmacists 2015 Annual Meeting

## Specialty Pharmacy Definition

Illinois Council of Health-System Pharmacists 2015 Annual Meeting

“specialty pharmacy is a unique class of professional pharmacy practice that includes a comprehensive and coordinated model of care for patients with chronic illnesses and complex medical conditions. Specialty pharmacies provide expert therapy management services, coupled with patient education and counseling, that collectively drive adherence, compliance, and persistence, manage dosing, and monitor appropriate medication use. This unparalleled, patient-centric model is organized to dispense/distribute typically high cost, injectable/infusible/oral and other hard-to-manage therapies within a collaborative framework designed to achieve superior clinical, humanistic, and economic outcomes.”

*The Specialty Pharmacy Association of America (SPAARx)*

Illinois Council of Health-System Pharmacists 2015 Annual Meeting

Specialty Pharmaceutical	Specialty Pharmacy
Treats complex, chronic illnesses	Patient education Therapy Management Services
High cost	Adherence coaching/monitoring
Special storage/administration requirements	Benefits Investigation Prior Authorization
Require ongoing efficacy/toxicity monitoring	Enrollment in patient assistance programs
Risk Evaluation and Mitigation Strategy (REMS)	Refill reminders and shipping coordination
Oral, injectable, infusible	24/7 access to pharmacist
Limited distribution	Ongoing treatment monitoring

Illinois Council of Health-System Pharmacists 2015 Annual Meeting

## Specialty Pharmacy Spend & Patient Factors

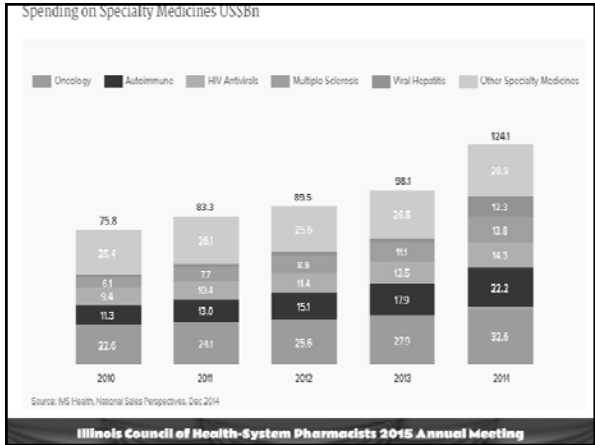
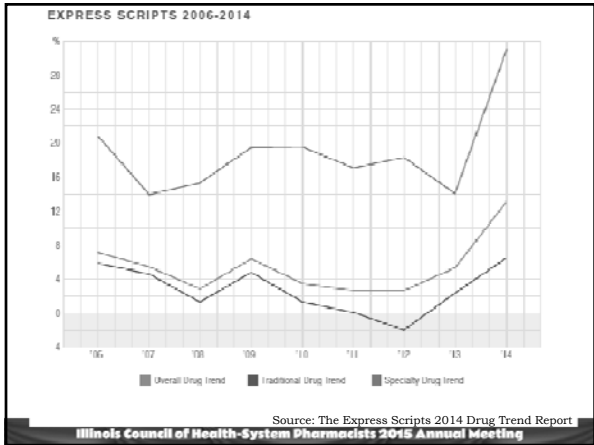
Illinois Council of Health-System Pharmacists 2015 Annual Meeting

### Specialty Pharmaceuticals

- Account for ~33% of spend in 2014
  - \$124.1Bn (up from 23% ~5 years ago)
  - \$54Bn increase in 5 years (73% overall spend)
- Medicare specialty spend increased 45.9%
  - biggest drivers were oncology, multiple sclerosis and hepatitis C (57.8% of total specialty spend)
- Represent 42% of late-stage pipeline drugs

1. IMS, Medicines Use and Spending Shifts. Available at <http://www.imshealth.com/journal/site/imshealth>. Accessed July 28<sup>th</sup>, 2015.  
 2. The Express Scripts Drug Trend Report 2014. Available at <http://ohs.express-scripts.com/drug-trend-report>. Accessed July 28<sup>th</sup>, 2015.

Illinois Council of Health-System Pharmacists 2015 Annual Meeting

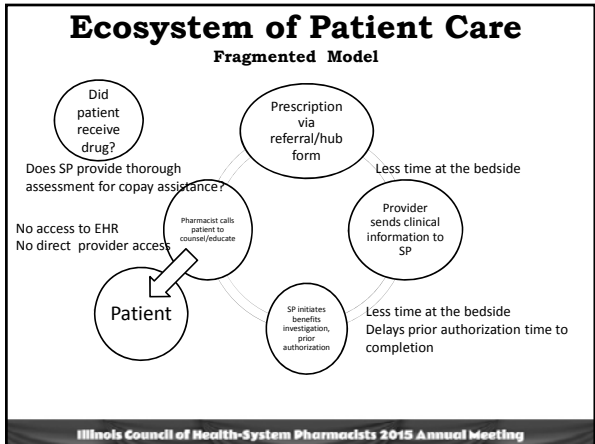


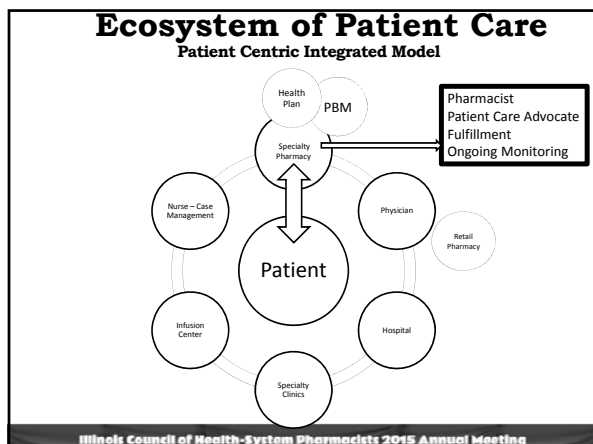
### Ecosystem of Patient Care

**Focus: Quality, Cost, Access**  
**Goal: Total Patient Care**

- Provider
- Hospital
- Health Plan
- Pharmacy Benefit Manager
- Specialty Pharmacy
- Retail Pharmacy
- Urgent Care Clinic / Retail Care Clinic
- Infusion Center
- Nurse – Case Management

Illinois Council of Health-System Pharmacists 2015 Annual Meeting





### Patient Case: Fragmented Care

- Patient with breast cancer prescribed lapatinib and capecitabine for treatment.
  - Health Plan is BCBS IL and PBM is Prime Therapeutics
  - Prime Therapeutics Specialty Pharmacy unable to fill lapatinib (limited distribution; no access to medication)
  - Patient directed to go to Walgreen's Specialty Pharmacy for lapatinib and Prime Therapeutics Specialty Pharmacy for capecitabine
  - Patient has to coordinate with 2 mail order pharmacies for her oncology medications
- **Benefits of a Health-System Specialty Pharmacy**
  - NM Specialty Pharmacy would have been able to provide seamless transition from clinic to home for this patient.
  - As an NCI designated center, NM Specialty Pharmacy has access to both lapatinib and capecitabine

Illinois Council of Health-System Pharmacists 2015 Annual Meeting

### Patient Case: Coordinated Care

- Avoiding treatment discontinuation
  - during follow-up phone call for new HIV therapy, patient c/o rash since starting regimen but denied any other concerning symptoms
  - component of regimen known to cause rash-usually benign
  - Timely discussion with prescriber: pharmacist called patient and instructed to continue ART with symptomatic relief from an OTC product
  - Able to get an appointment with provider for the next day to assess rash: **AVOIDED DISRUPTION IN THERAPY IN PATIENT WITH INCREASED RISK OF PROGRESSING TO AIDS**

Illinois Council of Health-System Pharmacists 2015 Annual Meeting

### Benefits Of A Health System Specialty Pharmacy

Illinois Council of Health-System Pharmacists 2015 Annual Meeting

### Patient Perspective

Benefits of a Health-System Specialty Pharmacy

- Coordination of care
  - 24/7 access to pharmacist
- Access to high cost medication
  - Prior authorization, appeals
  - Copay assistance enrollment
- Ongoing monitoring for safety/efficacy
- Adherence coaching
- Documentation in the health-record
  - Timely communication with team

Illinois Council of Health-System Pharmacists 2015 Annual Meeting

### Health System Perspective

Benefits of a Health-System Specialty Pharmacy

- Improve quality of care
  - Hanson et al. (UI Health)
  - Barada et al. (NMH)
- New revenue opportunity
  - ~\$1000/prescription
- Managing your "own" patient
  - Outcomes data
- Building relationships
  - Providers
  - Patients
- Improved customer satisfaction

3. Calgan K. et al. Importance of specialty pharmacy to your system. *Am J Health-Syst Pharm.* 2015; 72:753-6  
 4. Hanson et al. *J Manag Care Pharm.* 2013;19(1):49-67  
 5. Barada et al. Pending poster presentation at ID Weeks, October 7-11, 2015 San Diego Convention Center

Illinois Council of Health-System Pharmacists 2015 Annual Meeting

## Opportunities to Optimize Care

- Collaboration!
- Continuity of care
- Adherence
- Side effect management
- Drug-drug interaction potential
- Access
  - Prior Authorization/Patient Assistance Programs
- Documentation (health record)

Illinois Council of Health-System Pharmacists 2015 Annual Meeting

## Development & Implementation Considerations

Illinois Council of Health-System Pharmacists 2015 Annual Meeting

## Big Picture Overview

- Pharmacists performing medication management in specialty clinics
- Staff to provide benefits investigation, prior authorization and payment assistance services
- Payer contracts
- 24/7 access for patients
- Space for fulfillment and shipping
- Accreditation as a future goal

Illinois Council of Health-System Pharmacists 2015 Annual Meeting

## Current State/Opportunities

- Fulfillment services already in place vs establishing completely new infrastructure
- Meet with clinical staff within specialty clinics
  - What works currently, what are their needs?
- Assess number of prescriptions within each clinic
  - Payer mix?
  - Revenue potential?

Illinois Council of Health-System Pharmacists 2015 Annual Meeting

## Northwestern Medicine (NM) Specialty Pharmacy

### Business Plan/Goals brought to Growth Committee:

- Offer NM patients specialty pharmacy services through a closed door setting
  - Improved continuum of care
  - Improved medication safety and patient outcomes
  - Improved patient and provider satisfaction

### Rationale

- Providing specialty pharmacy services can improve the continuity of care in the health system. It can also improve health outcomes through safe and effective medication use through a closed loop system.

Illinois Council of Health-System Pharmacists 2015 Annual Meeting


## NM Specialty Pharmacy

### Mission:

To help patients with complex or chronic diseases receive exceptional care by delivering specialty pharmacy services in a safe and efficient manner at an affordable cost.

Illinois Council of Health-System Pharmacists 2015 Annual Meeting

## Starting From Scratch!



External Involvement	Intra/Inter-departmental Involvement
<ul style="list-style-type: none"> <li>•Group purchasing organization</li> <li>•Healthcare furniture</li> <li>•Manufacturer accounts</li> <li>•Packaging</li> <li>•Pharmacy Management System: ScriptPro®</li> <li>•Shipping: FedEx®, UPS®, Courier Service</li> <li>•Wholesaler accounts</li> </ul>	<ul style="list-style-type: none"> <li>•Clinic Administration</li> <li>•Environmental Services</li> <li>•Facilities</li> <li>•Finance</li> <li>•Human Resources</li> <li>•Informatics</li> <li>•Information Technology</li> <li>•Internal Audit</li> <li>•Managed Care</li> <li>•Marketing</li> <li>•Materials Management</li> <li>•Physician and Nurse Leaders</li> <li>•Revenue Cycle</li> <li>•Telecommunications</li> <li>•Treasury</li> </ul>

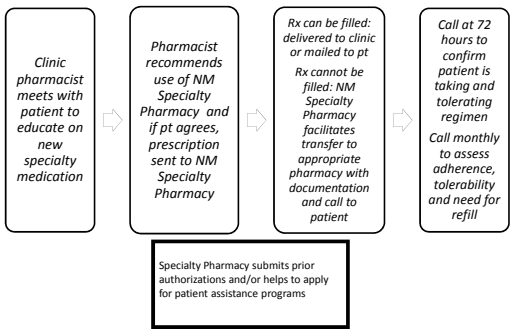
Illinois Council of Health-System Pharmacists 2015 Annual Meeting

## Planning

- Kick off presentations describing new services to key stake holders
- Hiring staff
- Licensing → Out of state delivery patients?
- Meetings with inter-department collaborators (Finance, Contracting, etc.)
- Contracting → Consultant:
  - Identify top 20 PBMs
  - Obtain applications
- Revenue cycle
  - Work-flow between front and back end
- Pharmacy Management System (ScriptPro®)
  - Hardware installation
  - Interface development
- Clinical Care Plans
- Case Management System

Illinois Council of Health-System Pharmacists 2015 Annual Meeting

## NM Specialty Pharmacy: Prescriptions Work-flow



```

    graph LR
      A[Clinic pharmacist meets with patient to educate on new specialty medication] --> B[Pharmacist recommends use of NM Specialty Pharmacy and if pt agrees, prescription sent to NM Specialty Pharmacy]
      B --> C[Rx can be filled: delivered to clinic or mailed to pt. Rx cannot be filled: NM Specialty Pharmacy facilitates transfer to appropriate pharmacy with documentation and call to patient]
      C --> D[Call at 72 hours to confirm patient is taking and tolerating regimen. Call monthly to assess adherence, tolerability and need for refill]
      E[Specialty Pharmacy submits prior authorizations and/or helps to apply for patient assistance programs]
  
```

Illinois Council of Health-System Pharmacists 2015 Annual Meeting

## Patient Care Advocates

Certified technicians engaged in direct patient care!

- Prescription fulfillment
- Prior authorization completion
- Copay assistance enrollment
- Monthly refill/adherence calls
- Documentation in clinical case management tool
- Documentation in EHR

Illinois Council of Health-System Pharmacists 2015 Annual Meeting

## New Opportunities: Back Office Roles

- Data Analyst
  - Metrics reporting (financial/clinical)
    - Value-based reimbursement
- Revenue Cycle/Finance
- Payer Contracting
- Communication with Pharma

Illinois Council of Health-System Pharmacists 2015 Annual Meeting

## Metrics

Operational

- Number of prescriptions filled
  - capture rate in each specialty clinic
- Number of prior authorizations completed
  - Rate of prior authorization approval
  - Time to prior authorization approval
- Time to first fill (prescription written to prescription filled)
- Number of enrollments into medication assistance programs
- Patient/provider satisfaction surveys

Illinois Council of Health-System Pharmacists 2015 Annual Meeting

## Metrics

### Clinical

- Pharmacist interventions on:
  - prescribing errors (correct indication, drug, dose, schedule)
  - drug interactions
- Adherence
  - adherence (MPR/PDC)
- Patients educated
- Time to treatment
- *Number of re-admissions avoided*
- *Number of admissions avoided*
- *Number of ED visits avoided*

Illinois Council of Health-System Pharmacists 2015 Annual Meeting

## Specialty Pharmacy Networks

- *UHC Specialty Pharmacy Program*
- *Excelera™ Specialty Pharmacy Network*
- Gain access to limited distribution agents
- Gain access to payer contracts
- Data management

Illinois Council of Health-System Pharmacists 2015 Annual Meeting

## Why Choose NM Specialty Pharmacy?

### Integrated specialty medication management

- Pharmacy staff integrated in clinic practice
- Face to face interaction with patient in clinic setting creating a seamless transition
- Experienced Clinical Pharmacists
  - Board certified pharmacists
  - Focused practice specialty area
- Educating future Clinical Pharmacists
  - Post graduate residency training in ID, Cancer, Transplant
- Access to EMR
  - Reduce time to obtain prior authorization
  - Communication and documentation of medication related issues in EMR
  - Research
  - Call Center
- Ongoing follow up and management of patients by pharmacy staff

Illinois Council of Health-System Pharmacists 2015 Annual Meeting

## Summary

- Health system specialty pharmacy can optimize patient care by facilitating access to medication and therapy management while at the same time generating a new revenue source
- Certified technicians can be utilized in advanced roles that allow for more direct patient care
- Specialty Pharmacy programs can provide metrics that support value based reimbursement

Illinois Council of Health-System Pharmacists 2015 Annual Meeting

## References

1. IMS: Medicines Use and Spending Shifts. Available at <http://www.imshealth.com/portal/site/imshealth>.
2. The Express Scripts Drug Trend Report 2014. Available at <http://lab.express-scripts.com/drug-trend-report>.
3. Colgan K., Beacher R. Importance of specialty pharmacy to your system. Am J Health-Syst Pharm. 2015; 72:753-6.
4. Hanson R L, Gannon M J, Khamo N, Sodhi M, Orr A M, Stubbings J. Improvement in Safety Monitoring of Biologic Response Modifiers After the Implementation of Clinical Care Guidelines by a Specialty Pharmacy Service in an Academic Health System. J Manag Care Pharm. 2013;19(1):49-67.
5. Barada, F. Identification of Patient Factors Associated with Hepatitis C Treatment Failure in a Pharmacist Managed Hepatitis C Program. Pending poster presentation at ID Week; October 7-11, 2015 San Diego Convention Center.

Illinois Council of Health-System Pharmacists 2015 Annual Meeting

## Isn't All of Pharmacy "Special"?

Lana Gerzenshtein

1. What are benefits of a health system based specialty pharmacy?
  - A. Coordination of care, education for patients and ongoing treatment monitoring
  - B. Pharmacy staff can send prior authorization paperwork back to providers
  - C. Pharmacists and technicians have less direct communication with providers
  - D. Pharmacists do not have access to the EHR
  
2. Which of the following is an *operational* metric that can be measured within specialty pharmacy services?
  - A. Number of patients that achieved successful clinical outcomes with completion of Hepatitis C therapy
  - B. Prescription capture rate within each specialty clinic
  - C. Number of patients that were able to go back to work after starting therapy with a specialty medication
  - D. Adherence rates
  
3. Which of the following can be performed by a certified pharmacy technician within specialty pharmacy?
  - A. Verifying prescriptions
  - B. Educating patients on new specialty medications
  - C. Filling out and submitting prior authorizations
  - D. Writing SOAP notes
  
4. Which of the following roles can be fulfilled within the specialty pharmacy back office?
  - A. Data analyst
  - B. Medical assistant obtaining patient vitals
  - C. Prior authorization review
  - D. Patient copay assistance enrollment