
MILLIONS SAVED. QUALITY IMPROVED. STAFF STABILIZED:

How a Leading Hospital Used its Own Pharmacy as a Change Agent

THE CHALLENGE:

A community hospital with 8,000 inpatient admissions and 60,000 ED visits had a major year of expansion, and its leadership sought to optimize performance to stay ahead of the growth curve. As a core part of their overall strategy, they focused on their third largest expense – hospital pharmacy operations.

They knew they needed sustainable cost reduction initiatives, value-based financial models, solutions to help reduce readmissions and unscheduled visits, technology to support the entire continuum of care even post discharge, and a shift to support an increase in outpatient care.

THE SOLUTION:

Comprehensive Pharmacy Services (CPS) forged a partnership with the hospital's pharmacy team and over six years focused on a three prongs approach:

1. Eliminating agency staff use to stabilize and improve service and overall team culture and performance
2. Building trust and collaborative relationships with medical staff specially hospital based physician groups
3. Moving pharmacist FTEs to frontline clinical work and clinical programs/services

The team laid out the key drivers of success, which included: supportive hospital leadership and organizational culture; excellent pharmacy staff; open communications and transparency driven by technology; and a sustained focus on continuous improvement.

The team developed and implemented a plan to achieve double-digit cost reductions, optimal quality care and patient safety, a reduction in readmissions and emergency department visits, an expanded role for clinical pharmacists, and clear therapeutic goals during transitions of care.

CLIENT PAIN POINTS

- Escalating pharmacy costs
- Readmission rates and unscheduled visits
- Rapid shift to outpatient care
- Lack of pharmacy technology across continuum of care

FINANCIAL PERFORMANCE:

Achieved 47% decrease in actual costs



THE RESULTS:

Overall financial performance resulted in a 47% rate of decrease in actual costs, and an 89% decrease in costs over projections without CPS. A key component of the initiative focused on an antibiotic stewardship program that reviewed antibiotic regimens on a daily basis for appropriateness, possible change or de-escalation, which saved \$1.9 million over the baseline during the six-year period that CPS has been involved. In addition, the team achieved:

- Successful ongoing ICU rounds by pharmacists
- Value-added just-in-time dosing services
- Night shift solutions powered by innovative technology
- A Joint Commission surveyors top performer designation (the only community hospital to do so)
- Stable pharmacy leadership and team with minimal turnover and high moral

ABOUT COMPREHENSIVE PHARMACY SERVICES:

Employing over 1,900 pharmacy professionals, CPS is the nation's largest provider of pharmacy services to over 475 hospitals and healthcare facilities in 45 States, Puerto Rico and U.S. territories. Since its founding in 1978, the company has firmly established itself as the leader in pharmacy management, helping its clients realize sustainable improved quality and reduced cost. CPS services are tailored to the needs of each client, and include pharmacy consulting, inpatient and outpatient pharmacy management, telepharmacy and transition of care services.