Collaborative Practice Models: Optimizing Patient Care and Health Outcomes

Goals & Objectives

- Discuss the mechanisms for delivering pharmacist-based clinical services in the form of a clinical practice model.
- Evaluate the current opportunities and challenges within your own practice setting.
- Outline foundation structures needed to develop a pharmacists practice model.
- Review essential steps and tools involved with building a successful practice model.

Outline

- Pharmacists clinical services
- Designing the practice model
- Practice systems & resources
- Practice model vignettes

Current Needs

- Expand and enhance existing services and programs
- Development of professional service revenue models
- Organization of clinical faculty into practice body
- Adopt electronic clinical documentation and outcomes reporting systems
- Improve and document impact on health outcomes
- Reduce medication related problems and adverse events
- Demonstrate practice model management as an advanced teaching tool and opportunity for students.

“Hospital X”
Department of Pharmacy

Pharmacist Clinical Services
Preparing for Growth and Healthcare Reform
Pharmacists’ Services

Personal Practice Setting

Market Demand
- Increased demand and recognition of value and utility of pharmacists’ clinical services
  - American Medical Association
  - Medpac
  - Institute of Medicine (IOM)
  - Medicare Part D / Medicaid
  - National Healthcare Reform
  - Commercial management
  - Self-Insured Employers
  - Correctional Healthcare
  - Indigent Care

Impact of Healthcare Reform
- Increased recognition of MTM
- Pilot funding for demonstrations
- Payment model changes
  - Fee-for-Service principles will continue to be relevant to point of care delivery models
- Estimated that approximately 40% of performance metrics are impacted by medication expenditures and utilization (i.e., quality and safety)

Pharmacy Practice Model Initiative (PPMI)
- Hospital and Health-System Pharmacy Practice Model Summit
- Social Marketing Campaign
- Demonstration Projects

http://www.ashp.org/ppmi

Professional Crossroad
Products
Services
Pharmacists' Services

Extreme Diversity

- Intensity
- Setting
- Practitioner relationships
- Funding structure
- Client
  - Payer
  - Patient
  - Prescriber

Pharmacists' Services

MTM Progression of Intensity of Service

- Payment Mechanisms
  - Contracted
  - Rate
  - Fee-for-Service
  - At-Risk

Pharmacists' Services

MTM Payer Types

- Insurance
- Managed Care
- Government
  - Medicare Part-D (via PDP or MAPDP)
  - Medicare
  - Corrections
  - Employee Plans
- Retirement Plans and Supplemental Insurance
- Self Insured Employers
- Fee-for-Service

American Medical Association


- AMA CPT Codes specific to pharmacist services
  - Initially approved at temporary codes in 2006
  - Converted to permanent codes in 2008
- Medication Therapy Management (MTM)
  - Medicine Chapter
  - Time-based billing model (similar to other Allied Health)
  - Not currently “valued” by AMA RUC Committee
- Codes 99605, 99606, and 99607
Medication therapy management service(s) (MTMS) describe face to face patient assessment and intervention as appropriate, by a pharmacist, upon request. MTMS is provided to optimize the response to medications or to manage treatment related medication interactions or complications.

MTMS includes the following documented elements: review of the pertinent patient history, medication profile (prescription and nonprescription), and recommendations for improving health outcomes and treatment compliance. These codes are not to be used to describe the provision of product specific information at the point of dispensing or any other routine dispensing related activities.

**MTM CPT Codes**

- **99605** - New patient, initial 15 minutes
- **99606** - Established patient, initial 15 minutes
- **99607** - 15 minute extended for either 99605 or 99606

Value dictated by the payer and payment model

Example - New patient – 45 minute consult
  - (1) 99605 + (2) 99607

Example – Established patient – 30 minute follow-up
  - (1) 99606 + (1) 99607

Pharmacists’ Services

Medical Billing Coding Options

Medicare-based Reimbursement

Pharmacists’ Payment

Designing The Practice Model

Redefining, Reconstructing, and Reinventing to Meet Our Current and Future Needs
Designing The Practice Model
Custom Designed Box to Fit Your Needs

Critical Initial Questions

Who – Department of Pharmacy’s Clinical Staff
What – Functional practice model that for managing clinical and consultative services.
Where - All clinical practice sites (hospitals, clinics, practices, pharmacies).
Why - Mechanism to develop enhanced clinical service delivery and establish practice revenue streams.
How - Emulate established medical practice models and practice management systems.
When - ASAP …time is of the essence.

Scope of Practice

Medical Billing / Revenue

Initial Practice Sites & Other Interested Practitioners
Designing The Practice Model

Practice Plan

Members
- Practitioners
  - Clinical staff
  - All staff?
- Existing service providers
  - Medical Directors
- Practice management
  - Administrative team
  - Support staff

Organizational Structure
- Corporate structure
- Management Model
- Contracting
- Organizational Chart
- Staffing & Support
- Outsourced Services

Financial Model
- Funding
- Banking
- Reimbursement
- Compensation
- Resources
- Benefits
- Overhead

Structure vs. Service

Medication Therapy Management
- Service Description
  - Any service, regardless of intensity, provided by a pharmacist to a patient

Collaborative Drug Therapy Management
- Practice Model
  - Provider Arrangement
  - Practice relationship between the pharmacist, physician, and patient that provides enhanced management of care and improved health outcomes

Staffing & Services

Essential Can Be Outsourced
- Management
- Legal
- Contracting
- Billing
- Scheduling
- Marketing
- Information Technology
Designing The Practice Model

Essential Practice Elements

- Organizational Structure
- Collaborative Practice Agreements
- Professional Liability Insurance
- Banking Services
- Reimbursement Services
- Clinical Documentation
- Payer Relations
- HIPAA Model

Practice Systems & Resources

Planning the Infrastructure and Communication System

Practice Systems & Resources

Information Technology

- Electronic Medical Record
- Practice Knowledgebase
- Scheduling
- Communications
- Contracts & Grants
- Billing
- Reporting

Recommended Reading:

Selling to the C-Suite

- New environment for pharmacists
- Gaining access for presentations
- Understanding what executives want to hear and see in a presentation
- Establishing credibility
- Securing support
- Cultivating loyalty in the C-Suite

Navigating Practice Development

Defining a successful business plan, practice model, and vision
Conclusions

- Increased demand for pharmacists’ services
- Payer driven opportunities
- Emulate established/proven practice model designs
- New revenue sources for clinical faculty
- Opportunity for community-wide leadership
- Low start up cost and efforts
- Limited opposition to new practice design

Questions…Ideas…Comments

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