Creating a Hospital Based Bedside Delivery Program to Enhance the Patient Experience

Thursday, April 10 2014
4:00-4:30pm
Ohio Society of Health Systems Pharmacists
Learning Objectives

• Describe the steps needed to create an effective hospital bedside delivery program.
• List 2 options to consider in developing a program.
• Describe how a tool kit can help develop your program.
• Discuss utilizing Pharmacy technicians to develop your delivery program.
Cleveland Clinic Statistics

Vital Statistics (2012)
• #4 Hospital in U.S. according to US News and World Report

Patient Care
• 4.6 million...... Total Visits
• 160,400........ Admissions
• 187,900........ Surgical Cases
• 2,800 .......... Physicians/Scientists

Education
• 1,300.......... Residents and Fellows
• 65 ................. Accredited Residency Training Programs

Research
• $171M .......... Total Grant and Contract Revenue
• $112M .......... Total Federal Revenue
• Pharmacy staff across the system:
  - ~ 900 total pharmacy caregivers
  - ~400 pharmacists
  - ~40 pharmacy residents

• Main Hospital Campus - 180 acres and 50 buildings
• Family Health Centers - 17 family health centers
• Cleveland Clinic Regional Hospitals
  - Eight regional hospitals, a children’s hospital for rehabilitation, and one affiliate hospital in Ohio.
• Cleveland Clinic Florida - Weston medical campus
• Cleveland Clinic Lou Ruvo Center for Brain Health – Las Vegas
• Cleveland Clinic Canada
• Cleveland Clinic Abu Dhabi
• 43,000 employees system wide
• 17 freestanding outpatient pharmacies
• Non-Profit System
• Medical Group Model
• Institute Structure
- **Marymount Hospital**
  - A Cleveland Clinic hospital
  - 315 bed community based hospital with 1400 employees and 500 medical staff
  - Catholic Hospital sponsored by the Sisters of Saint Joseph of the Third Order of St. Francis
  - 11,944 Admissions
  - 49,141 Emergency Room Visits
  - 3,971 Observation cases
  - 10,561 Surgical cases

- **South Pointe Hospital**
  - A Cleveland Clinic hospital
  - 173 bed acute care community teaching hospital with 1000 employees and 140 medical staff
  - Osteopathic based hospital with an osteopathic teaching program with 58 residents
  - 7,444 Admissions
  - 39,293 Emergency Room Visits
  - 3,546 Observation cases
  - 9,293 Surgical cases
What is a Bedside Delivery Program?

- Bring outpatient pharmacy services to the patient’s bedside
- Pharmacy staff explain and offer program to patient prior to discharge
- Prescriptions are retrieved, processed, and delivered to patient’s room following discharge orders
- Pharmacist counseling and education provided face-to-face in patient’s room
- Payment for medications processed at bedside
1. Benefits for patients
   - Saves patient a trip to outside pharmacy
   - Prior authorizations, dosing questions, and medication reconciliation handled before discharge
   - Eliminates barriers for patients with transportation or ambulation issues
   - Program advocates cost effective medications
2. Benefits for prescribers

- Dosing, drug availability, insurance issues identified before patient leaves
- Development of personal relationship with providers and nurses (can get answers quickly)
- Optimizes medication regimen that patient is more likely to take for an extended period of time
3. Benefits for pharmacy

- Increase in prescription volume & revenue
- Ability to turn a short term patient into a long term relationship
- Pharmacy staff are a valuable member of the healthcare team
- Greater opportunity to establish a relationship with patient for appropriate “transitions of care”
4. Benefits for hospital

- Improves patient experience including HCAHPS scores
- Improves patient’s hospital discharge experience and enhances patient’s understanding of medication side effects
- Improves patient safety
- Develops a new profitable service line
- Supports the transition of care and anecdotally reduce hospital readmissions
5. Overall benefits

- Supports a growing pharmacy practice model
- Supports the transition of care model
- Facilitates using pharmacy extenders (e.g., students) to support business model
- Fun to do!
Patient Care Areas to Consider

- Inpatient medical-surgical units
- Inpatient psychiatry/behavioral medicine units
- Rehab/assisted living/skilled care facilities
- Emergency department (treat and release)
- Outpatient radiology procedures
- Same-day ambulatory surgery
- Oncology clinics
Two Logistical Models

- **Marymount Hospital**
  - Existing full service ambulatory pharmacy
  - Located in a medical office building attached to the hospital
  - 1000 square feet with $250,000 of inventory

- **South Pointe Hospital**
  - No existing ambulatory pharmacy on hospital campus
  - A small outpatient area carved into the existing inpatient pharmacy department footprint
  - 138 square feet with $25,000 of inventory
South Pointe Hospital Space

- With limited space, resources were used to design a compact area with effective workflow
- Final product: 138 sq feet

- Total on-hand physical medication inventory is $25,000
DCT Logistics

- Decentralized Technician (DCT) meets with patient in their room
  - Notified by nurse, inpatient pharmacist, EPIC, etc.
- If patient consents to service, DCT obtains Rx
- Rx filled in outpatient pharmacy
- Rx delivered by DCT to patient’s bedside
- Payment is collected, Rxs signed for, offer to counsel is made
Promotion

1. Meet with medical and nursing leadership
2. Meet with key stakeholders (e.g., case managers, floor nurses, health unit coordinators, Respiratory Therapists, operators)
3. Print flyers for nursing units and admitting packets
4. Communication in employee, physician newsletters
5. Presentations at Medical Executive Committee, Leadership Conference, Department of Medicine
Prescription Volume Over Time

Marymount Hospital
South Pointe Hospital
Net Profit Over Time

- **Marymount**
- **South Pointe**
Pre-Launch Checklist

1. Hire and train DCT
   - Organized, personable, independent thinker, physically able to handle job duties

2. Materials
   - Phone, pager, credit card scanner, change bag, shoulder bag, computer access

3. Train pharmacy staff on incorporating deliveries into workflow
# Reporting

1. Total patients a
2. Prescription volume
3. Prescriptions per patient
4. Revenue
5. Profit

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<th>Avg GP$ per Script</th>
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Lessons Learned

- **Marymount Hospital**
  - Market early and often
  - Competition with patient’s community pharmacy
  - Expect the unexpected
  - Success requires a hospital-wide commitment

- **South Pointe Hospital**
  - Number of RXs that physicians wrote was different than actual RXs filled
  - Model needs to include cash paying patients
  - Patient perception was that program was expensive while it was not
  - Low capture rate of refills via home delivery pharmacy
Key Take-Aways

- Development of a pharmacy bedside delivery program takes at least 6 months to implement.
- A program can be successful in a hospital setting either with or without an outpatient pharmacy.
- C-suite leadership needs to understand the business model to support its development.
- Dedicated staff are needed to support the program, but not necessary to lead the program.
- The program can be profitable and improve patient satisfaction.
Appendix/Resources

- Sample Cleveland Clinic Flyers
- Discharge Hospital Prescription Delivery Procedure
- Sample Job Description: Pharmacy Tech
- Sample Cleveland Clinic printed brochure
- Sample Cleveland Clinic Pharmacy Uniform
- Questions
Prescription Delivery

Have your medications delivered to your bedside before you go home!

Marymount Family Pharmacy will deliver your medications to you before you leave, saving you a timely trip to an outside pharmacy.

- We will rectify any prescription related problems with your doctor before you leave
- You will know prices of all medication before you leave, and we can help find cheaper alternatives for costly medication
- We have hundreds of coupons and vouchers we can use to get you free or discounted medication
- Cheap prices on over-the-counter medication

After you leave, we can continue to deliver medication to your home for free!

Talk to your nurse about this service.
Attention Nurses!

Do You Have a Patient Being Discharged Home? Use The Bedside Delivery Program For Your Patient

This new program:

- Delivers medications to the bedside before the patient leaves, avoiding a stop at the pharmacy
- Offers pharmacist consultation on any medication questions
- Allows us to use our prescription discount program along with vouchers and coupons to get the patients free or discounted medications
- Rectifies any insurance or dosage issues before the patient leaves

Patients can continue to have all of their medications filled and delivered to their home through the Cleveland Clinic Home Delivery Pharmacy.

Service is available Monday - Friday, 8:00 a.m - 5:30 p.m.
Call the Pharmacy at x4844 or page 216.207.6435
Bedside Prescriptions

- Our pharmacy can fill your discharge medications and bring them to your room before you leave the hospital
- Most prescription insurance plans accepted
- You can pay by cash, check or credit card
- Hours of operation: Monday- Friday, 9:30am-5:30pm
- If you are interested, please let your nurse know or call extension x40020
Objective: To provide continuity of medication therapy from inpatient through discharge into ambulatory setting. Delivering medication upon discharge ensures the patient receives their medicine with pharmacist consultation to improve adherence and reach health treatment goals.

Procedure:
1. Every morning, Certified Pharmacy Technician looks at daily discharge orders
   a) Check board on each unit for names of patients as possible discharge
   b) Check with Discharge Coordinator or Nurse
   c) Check in EPIC
      i. Patient Lists
      ii. System Lists
      iii. Discharge Order or Discharge Med Reconciliation
      iv. Check periodically through out the day
2. Review patients and identify possible candidates
   a) A good candidate for delivery is one with "Drugs to Start" in EPIC
   b) Patient whose prescriptions are already written.
3. Go to the nurses station in charge of the patients room and pull the physical chart
   a) Check for hard copy prescriptions
   b) If there are no prescriptions and there are discharge drugs in the D/C summary, check with the nurse on the status when the prescriptions will be ready.
   c) If there are no prescriptions and no discharge drugs listed on the summary, it's possible the patient will be discharged without prescriptions or at a later date.
Discharged Hospital Prescription Delivery Procedure

4. If there are prescriptions available Check board on each unit for names of patients as possible discharge
   a) Make a copy of the originals with a note detailing the current status/location of the originals "Original scripts at the outpatient pharmacy for filling" (your name, pharmacy)
   b) Compare inpatient vs. discharge medicine - is there a change in dose, duplication, are directions clear and understandable?
   c) Is complete information on the prescription?
   d) Look for insurance information in EPIC- Scanned Docs (uncheck)
      i. Look for “insurance” or “Rx insurance”

5. Visit the patient and offer the service. When possible, already have the prescriptions- It is extremely important to be amiable. A person’s response can be significantly affected by simply being personable and attentive.
   a) Introduce yourself and explain the service
   b) Ask the patient how they are feeling, how their hospital stay has been, etc. This allows us to identify any shortcomings outside of pharmacy service and possibly address.
   c) Go over the prescriptions and verify the patient wants them filled.
   d) Offer to fill the prescriptions at the outpatient pharmacy on campus while the patient is packing up to leave the hospital.
Discharged Hospital Prescription Delivery Procedure

6. If patient agrees to have prescription(s) filled at a Cleveland Clinic Pharmacy, ask the following questions to ensure safety
   a. Verify home address, phone number, birth date, allergies
   b. Verify prescription insurance information
      i. Verify information from EPIC is correct
      ii. If no information is in EPIC, ask for the card and make a copy at the nurses station
   c. Offer to contact the patient once the prescriptions are processed with a total copayment

7. Fax the prescription to the pharmacy and call the pharmacy to let them know a prescription is waiting. Bring the original when picking up the medicine.

8. Take the prescriptions to the pharmacy and wait for them to be filled these prescriptions are placed as priority 'waiting'.

9. Collect method of payment
   a. Credit card is preferred method for delivery
   b. Cash and checks are processed in the pharmacy
Discharged Hospital Prescription Delivery Procedure

10. Deliver and Counsel
   a. A credit card scanner will be used in the patients room to collect payment upon delivery
   b. Prescriptions will be ready and waiting in the pharmacy for patients or family members who choose to pay by cash or check.
   c. The offer to counsel is made upon delivery.
      i. Patients in the hospital bed may Skype with a pharmacist
      ii. Consultation with a Clinical Pharmacist on the floor, if available (preferred if this is the pharmacist already speaking to the patient while they were inpatient)
      iii. Inform patient of NAME of med, PURPOSE of med, and SIDE EFFECTS
   d. For bedside delivery, patients must sign completed acknowledgment form stating all medication is received and payment is correct.
   e. Certified Pharmacy Technician will record patients discharge delivery in Sharepoint.
Job Title: PHARMACY TECHNICIAN

- **Job Summary:** Prepares orders for dispensing in the assigned pharmacy by performing all tasks associated with the Ambulatory Pharmacy Technician job description. In addition to those responsibilities, further job assignments will include multi-pharmacy support in an assigned area of focus. Focus areas include inventory control, informatics systems, training, billing & finance, and decentralized technician.

- **Job Responsibilities:** Takes ownership and accountability in a multi-pharmacy setting for one of the following technical categories: Inventory control, informatics systems, training, billing & finance, or decentralized technician.
  - Assists management in creating, implementing and monitoring quality control in assigned technical area in a multi-pharmacy setting. Ensures staff is adequately trained and oriented to the area of focus and provides feedback to management regarding performance.
  - Serves as technical resource for pharmacy-oriented, area of focus projects in a multi-pharmacy setting. Performs technical functions within assigned pharmacy to ensure timely and accurate outpatient prescription services.

- **Education:** High school diploma. Strong background in Biology, Chemistry and Mathematics (normally attained through coursework beyond high school) sufficient to understand pharmaceutical terminology.

- **Licensure/ Certification/ Registration:** Pharmacy Technician Certification Board (PTCB) requirements

- **Required Experience:** One year of experience in a pharmacy related position at the Cleveland Clinic or 3 years experience in a related pharmacy position. Demonstrated ability to operate a computer. Must be detail oriented and have the ability to identify and develop solutions applying appropriate pharmacy standards and policies. Must be able to educate/train others including how to plan and direct their efforts. Ability to communicate both verbal and written information to all administrative levels throughout the organization. Ability to work independently and prioritize workload effectively.
Prescription Delivery Services
Cleveland Clinic Pharmacies
Questions?

- Jason Milner, Director of Pharmacy, South Pointe Hospital, jmilner@ccf.org, 216-491-6250
Cleveland Clinic

Every life deserves world class care.