Executing the One UChicago Vision Through Pharmacy Integration

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One UChicago Medicine Vision

- Create an integrated delivery system that functions cohesively across the health system enterprise.
- Improve operational efficiencies and clinical practice environments.
- Allow for effective and efficient expansion of shared services and clinical service lines and departments.
- Improve capacity and access and prevent patient referral leakage.
- Strengthen the health system enterprise for potential future expansion.

Pharmacy Scope and Vision

- **Scope**: All inpatient and ambulatory pharmacy operations.
- **Vision**: Create a model for seamless integrated pharmacy operations to support improved operational efficiency and expanded access to care across the UCM Health System, to ensure success for current operations and future growth.

Strategy

1. Establish executive sponsorship
2. Create multidisciplinary steering committee to guide vision and for escalation as needed
3. Generate charter and receive approval from steering committee and executive sponsors. Charter should contain:
   - Background
   - Aims
   - Scope
   - Measures of success
   - Deliverables
   - Project approach and timeline
   - Constraints, risks, and assumptions
   - Team, Project structure and governance
4. Define specific initiatives within scope
5. Establish initiative workgroups to define current state and desired future state, and create detailed work plans.
6. Gain leadership buy in and approval for timelines
7. Execute against work plan, escalating barriers as needed

High Level Initiative Work Plan Example

<table>
<thead>
<tr>
<th>Topic</th>
<th>Priority</th>
<th>Hyde Park Current State</th>
<th>Ingalls Current State</th>
<th>Desired Future Integrated State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Home infusion</td>
<td>Medium – short priority</td>
<td>- One entity integrating pharmacy and infusion</td>
<td>- One entity integrating pharmacy and infusion, orienting agents to new locations</td>
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<tr>
<td>Status categories:</td>
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<td>* Priority categories:</td>
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<td>** Status categories:</td>
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Critical Success Factors Throughout

- Document decisions with go-live dates and communicate changes to affected parties ahead of go-live
- Create stakeholder accountability with documentation of action items and feasible due dates
- Foster equal stakeholder participation and collaboration through open and honest communication

Results to Date

**Established Pharmacy Workgroups**

<table>
<thead>
<tr>
<th>Accomplishments to Date</th>
<th>Benefits of Realized</th>
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<tbody>
<tr>
<td>Aligned PGY1 resident orientation</td>
<td>Increases opportunity for knowledge sharing and specialty rotations</td>
</tr>
<tr>
<td>Integrated IT governance structure</td>
<td>Establishes effective and collaborative decision-making structure for current needs and future planning</td>
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<tr>
<td>Integrated Medication Safety Committee</td>
<td>Ensures standardized approach to medication safety</td>
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<td>Integrated 340B Program legal and governance</td>
<td>Expands unified support to both programs</td>
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<td>Effective collaboration among pharmacy colleagues across the enterprise</td>
<td>Generates strong professional relationships which leads to further collaboration and continuous process improvement</td>
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Lessons Learned and Next Steps

**Lessons Learned:****

- Work closely with subject matter experts to develop work plans.
- Accountability is vital for work plan execution.
- IT systems alignment is necessary for full integration.
- Build upon successfully implemented current state workflows across the enterprise to avoid unnecessary reinvention.
- Enterprise support and enthusiasm from all employee levels is necessary for executing the OneChicago Medicine Vision.
- Achieving optimal integration provides a better environment for both UCM employees and our patients.

**Next Steps:**

- Align with leadership on future state of P&T structure.
- Determine priorities of pharmacy finance workgroup.
- Establish measures of success for pharmacy integration.

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