ASHP Pharmacy Forecast Student Workshop

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Disclosures

- Neither Jaclyn Boyle, Kellie Musch, or Tyler Vest have relevant financial relationships to disclose nor any actual or potential conflicts of interest in relation to this presentation.
Learning Objectives

❖ Pharmacists and Pharmacy Technicians:

• Describe health-care imperative changes and impact on pharmacy practice

• Review the Pharmacy Forecast and its role in strategic planning

• Discuss the role of the Pharmacy Forecast on student professional development
Today’s Agenda

- Review trends in healthcare landscape
- Review the 2018-2022 Pharmacy Forecast Report
- Case study activities
- Leadership pearls
Changing Healthcare Landscape

- US Healthcare System is the most expensive in the world
- US ranked last compared to other nations
  - Quality care, **Access, Efficiency, Equity**, Healthy Lives
- Triple Aim Theory:
  - Health outcome
  - Patient experience
  - Cost
- Affordable Care Act and Bundle Payment
  - Shift from volume to value
  - Shift from acute care to preventative care

Changing Healthcare Landscape (Continued)

- Increasing US health care spending (GDP ~17.7%)
- Aging population with extended lives
- Rising prevalence of adults with multiple chronic diseases
- Almost half of US population with least one chronic disease
  - ≥ 2 prescription drugs: 25-31%
  - ≥ 5 prescription drugs: 6-11%

Changing Healthcare Landscape (Continued)

- Shortage of primary care
  - HRSA estimates ~7,000 additional primary care physicians needed in underserved areas
- Egregious drug price increases and shortages
- CMS 'Meaningful Use’ requirements in information technology
- Big data analytics


10 Challenges and Opportunities

- Population health
- Shifting from volume- to value-based reimbursement
- Regulatory demands
- Infection control, especially in light of Ebola
- Demonstrating the value of M&A consumers
- Truly Integrating systems
- Overspecialization of the physician workforce and questions over the physician shortage
- Hospital closures
- Reimbursement rate differences
- Data, data everywhere

Opportunities and Impact on Pharmacy Practice

- Population health management
  - Ambulatory clinics
  - Adherence packaging and mail order
  - Specialty Pharmacy
  - Partnerships
- Big data and predictive analytics
- Formulary management to mitigate impact due to drug price increases and shortages
American Society of Health-System Pharmacists (ASHP)

❖ Vision
   • Medication use will be optimal, safe, and effective for all people all of the time

❖ Mission
   • The mission of pharmacists is to help people achieve optimal health outcomes. ASHP helps its members achieve this mission by advocating and supporting the professional practice of pharmacists in hospitals, health systems, ambulatory clinics, and other settings spanning the full spectrum of medication use. ASHP serves its members as their collective voice on issues related to medication use and public health.

ASHP’s Core Strengths

- Advocacy
- Career Services
- Continuing Education
- Drug Information
- Meeting and Conferences
- Professional Policies and Practice Standards
- Publishing
- Residency and Technician Training Accreditation
Vision

- As the philanthropic arm of ASHP, our vision is that patient outcomes improve because of the leadership and clinical skills of pharmacists, as vital members of the healthcare team, accountable for safe and effective medication use.

Mission

- The mission of the ASHP Foundation is to improve the health and well-being of patients through appropriate, safe and effective medication use.
ASHP Foundation Core Strengths

- Leadership Program Development
- Clinical Training Program Development
- Research Designed to Support Practice Advancement
- Pharmacy Practice Tool Development
- Convening Consensus-Building Conferences

ASHP and ASHP Foundation Collaboration

- 2004 Sara White Scholar-in-Residence
- 2005 AJHP Article: *Will There be a Leadership Crisis*
- 2006 Center for H-S Pharmacy Leadership established in ASHPF
- 2007 Pharmacy Leadership Academy (PLA) established
- 2011 PLA recognized for graduate credit (MS, MHA, MBA)
- 2012 Visiting Leaders Program established
- 2012 Pharmacy Forecast established
ASHP Pharmacy Forecast

❖ Purpose
  • To improve the effectiveness of leaders in hospital and health-system pharmacy practice

❖ Overview
  • Predicts developments in eight domains likely to challenge pharmacy leaders in hospitals and health-systems
  • Presents more than 40 authoritative, actionable strategic recommendations to pharmacy practice leaders
  • Reports survey results of trend watchers in health-system pharmacy and analyzes predicted trends
  • Trend reports from ASHP Research and Education Foundation’s Center for Health-System Pharmacy Leadership
  • Supported by the David A. Zilz Leaders for the Future Fund

Background

- 6th Edition
- ASHP Research and Education Foundation
- 2017 and 2018 Pharmacy Forecast are published in AJHP
- All editions freely accessible at: www.ashpfoundation.org/pharmacyforecast
Purpose

- Support and improve strategic planning effectiveness
- Value of a nationwide environmental scan
- Assist pharmacy departments in looking beyond immediate operational challenges
- Trends outside of pharmacy’s direct purview
- Stimulate thinking and discussion
Components of the Pharmacy Forecast Process

- Environment scan
- Advisory Committee discussion
- Survey of trend-watchers
- Analysis of survey results
- Preparation of forecast with actionable recommendations
ASHP Pharmacy Forecast Methodology

- Appointed Forecast Panel (FP) completes a questionnaire

- Survey asks likelihood of certain trends occurring over next five years

- Experts recruited to write a brief chapter for each domain

- Each chapters presents the survey results, authors assessment of predictions and strategic recommendations

How is this relevant for pharmacy students?

- Understand emerging trends and predicted challenges
- Promote thought provoking discussions and research
- Potential topic for journal clubs, rotational presentations and interview questions (i.e. internship, residency)
Previous Pharmacy Forecast Domains

2017:
- Population health management, health-system operations, health information technology, therapeutics, managing medication costs, regulatory requirements, pharmacy work force, and presidential election

2016:
- Health care delivery and financing, population health management, drug development and therapeutics, pharmaceutical marketplace, data and technology, pharmacy work force, patient empowerment, and ethics

2015:
- Health-system and hospital practices, ambulatory care, quality improvement, technology applications, patient empowerment, health-system work force, drug development and therapeutics, and pharmacy policies and practices

2014:
- Fiscal issues, quality of care, health care analytics, pharmaceutical marketplace, pharmacy practice model, ambulatory care, pharmacy department operations, and leadership

2013:
- Health care delivery and financing, pharmacy practice model, pharmacy work force, technology, drug development and therapeutics, pharmaceutical marketplace, physician and nurse work forces, and consumer-driven health care
2018 Pharmacy Forecast: Domains

- Therapeutic innovation
- Data, analytics, and technology
- Business of pharmacy
- Pharmacy and health-system leadership
- Advanced pharmacy technicians roles
- Population health management
- Public policy
- Coping with uncertainty and chaos
2018 Pharmacy Forecast: Advisory Committee

- Stephen Allen, BSPharm, MS, FASHP
- Stephanie Brown
- David Chen, BSPharm, MBA
- James M. Hoffman, PharmD, MS
- Scott Knoer, MS, PharmD, FASHP
- Barbara Nussbaum, BSPharm, PhD
- Pamela Phelps, PharmD, FASHP

- Kenneth M. Shermock, PharmD, PhD
- Mark H. Siska RPh, MBA/TM
- Shabir Somani MS, MBA
- Shelly Wiest, PharmD, BCPS, FASHP
- Cynthia Williams, BSPharm, FASHP
2018 Pharmacy Forecast: Forecast Panel Characteristics

- **Time in practice**
  - 86% > 10 years
  - 50% > 20 years

- **Site of practice**
  - 49% from teaching hospital or health systems
  - 16% non-teaching hospitals or health systems
  - 18% academia

- **Leaders of diverse services**
  - Home health or infusion care (54% of FPs)
  - Specialty pharmacy (58% of FPs)
  - Ambulatory care (80% of FPs)
  - Pediatric care (59% of FPs)
  - Hospice care (47% of FPs)

- **Geographically diverse**
  - South Atlantic (MD, DC, VA, WV, NC, SC, GA, and FL), 21%
  - Great Lakes (OH, IN, IL, MI, and WI), 24%
  - Other regions ranged from 5% to 11%
  - At least 7 FP respondents from each region

- **Varying titles**
  - Chief Pharmacy Officer, 19%
  - Director of Pharmacy, 12%
  - Faculty, 19%

- **Size of institution**
  - Hospital with > 400 beds, 61%
  - Hospital with < 400 beds, 15%
  - Not a hospital, 24%
2018 Pharmacy Forecast: Survey

- Respondents nominated by leaders of the five ASHP sections
- Recognized experts in an area of pharmacy practice
- Demonstrated ability to identify and respond to future trends
- 165 individuals surveyed on Forecast Panel
- Balanced geographic distribution
- 88.5% response rate
2018 Pharmacy Forecast: Survey Format

- 48 questions
  - 6 questions for each domain
- Assessing likelihood of a development within the next five years
- Scaled response from “Very Likely” to “Very Unlikely”
- “Top of mind” response
- Reference to “geographic region where you work”
How likely is it that the following will occur, by the year 2022, in the geographic region where you work?

- Uncertainty in health care financing will lead health system executives to reduce investment in new programs by at least 25%.

- A. Very Likely
- B. Somewhat Likely
- C. Somewhat Unlikely
- D. Very Unlikely
ASHP Pharmacy Forecast Question #1

- The annual number of new molecular entities, including biologics, approved by the FDA will double by 2022.
  - A. Very Likely
  - B. Somewhat Likely
  - C. Somewhat Unlikely
  - D. Very Likely

1. Therapeutic Innovation: Impact of Precision Medicine

- New molecular entities

- Changes in regulation of FDA drug approvals
Becoming Experts and Leaders in Precision Medicine

- Apply next-generation sequencing, emerging technologies, and targeted therapies to patient care

- Enhance documentation in preparation of FDA new drug approval applications

- Develop institutions policies addressing Right To Try (R2T) legislation

- Develop an advocacy platform around R2T laws

- Educate patients about the implications of receiving medication under R2T laws
ASHP Pharmacy Forecast Question #1

The annual number of new molecular entities, including biologics, approved by the FDA will double by 2022.

- A. Very Likely
- B. Somewhat Likely
- C. Somewhat Unlikely
- D. Very Likely

1. The annual number of new molecular entities, including biologics, approved by the FDA will double by 2022.

- Very Likely: 25%
- Somewhat Likely: 56%
- Somewhat Unlikely: 15%
- Very Unlikely: 4%
ASHP Pharmacy Forecast Question #2

- In at least 25% of health systems, advanced data analytic techniques (e.g. cognitive computing, artificial intelligence, machine learning) will be employed to guide therapeutic decision making.

- A. Very Likely
- B. Somewhat Likely
- C. Somewhat Unlikely
- D. Very Likely
2. The Future of Data, Analytics, and Information Technology

Utilizing Data to Transform Care Delivery

Developing Strategy to Transform Practice

Utilizing Patient Monitoring & Outcomes Data

Use of artificial intelligence to increase value

Use of Statistical Prediction in Practice

Developing an Action Agenda for the Health IT Industry

ASHP Pharmacy Forecast Question #2

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In at least 25% of health systems, advanced data analytic techniques (e.g., cognitive computing, artificial intelligence, machine learning) will be employed to guide therapeutic decision-making.
ASHP Pharmacy Forecast Question #3

- The number of full-time equivalent health-system pharmacists dedicated to clinical roles in primary care will increase by 50%.

  - A. Very Likely
  - B. Somewhat Likely
  - C. Somewhat Unlikely
  - D. Very Likely

3. The Future Business of Pharmacy

- Demonstrating value by impacting patient outcomes
- Manage supply chain (503b facility creation?)
- Expand ambulatory care services
- Developing Pharmacy Benefit Manager (PBM) services
- Stay ahead of impact from legislative and regulatory change

The number of full-time equivalent health-system pharmacists dedicated to clinical roles in primary care will increase by 50%.

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- B. Somewhat Likely
- C. Somewhat Unlikely
- D. Very Likely
The number of full-time equivalent health-system pharmacists dedicated to clinical roles in primary care will increase by 50%.
ASHP Pharmacy Forecast Question #4

- At least 25% of seasoned leaders of health-system pharmacy enterprises will leave their positions earlier than expected because of increasing stress and complexity of the role.

  - A. Very Likely
  - B. Somewhat Likely
  - C. Somewhat Unlikely
  - D. Very Likely

4. Complex Times: Leaders Thinking and Acting Differently

- Succession planning
- Talent
- Staff engagement and process improvement
- Learner expansion
- Leader and staff development

ASHP Pharmacy Forecast Question #4

- At least 25% of seasoned leaders of health-system pharmacy enterprises will leave their positions earlier than expected because of increasing stress and complexity of the role.

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  - C. Somewhat Unlikely
  - D. Very Likely

At least 25% of seasoned leaders of health-system pharmacy enterprises will leave their positions earlier than expected because of increasing stress and complexity of the role.
ASHP Pharmacy Forecast Question #5

❖ At least 50% of health systems will require accredited education and training for new entry-level pharmacy technicians. (Note: This is a separate issue from certification. In the 2015 ASHP national hospital survey, 18% of all hospital pharmacy technicians had received accredited education and training.)

• A. Very Likely
• B. Somewhat Likely
• C. Somewhat Unlikely
• D. Very Likely
5. Advanced Pharmacy Technician Roles: Professionalizing Pharmacy’s Technical Workforce

- Competitive job market
- Technician career ladder
- Advanced positions
- Career versus job

ASHP Pharmacy Forecast Question #5

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Federal regulations will mandate reduced use of heroic measures in end-of-life care.

- A. Very Likely
- B. Somewhat Likely
- C. Somewhat Unlikely
- D. Very Likely
6. Population Health Management: A Community Imperative

- Thinking beyond the individual and practice setting
- Understand the entire population
- Community activities
- Patient and provider responsibilities

Federal regulations will mandate reduced use of heroic measures in end-of-life care.

- A. Very Likely
- B. Somewhat Likely
- C. Somewhat Unlikely
- D. Very Likely
Federal regulations will mandate reduced use of heroic measures in end-of-life care.

- Very Likely: 6%
- Somewhat Likely: 27%
- Somewhat Unlikely: 49%
- Very Unlikely: 18%

ASHP Pharmacy Forecast Question #7

- At least 50% of health systems will have policies addressing the rationing of effective antimicrobials that are in short supply.

  - A. Very Likely
  - B. Somewhat Likely
  - C. Somewhat Unlikely
  - D. Very Likely

7. Public Policy Imperatives to Improve Medication Use

- Pharmacists are equip to optimize medication use and mitigate medication misuse
- Opioid Crisis
- New Chronic Disease: Cancer
- Managing ethical decisions created by drug shortages
Addressing Crises and Changing Landscapes

- Ensure access to naloxone without a prescription
- Review pharmacist contributions to combat opioid misuse
- Develop medication stewardship standards for addiction care
- Identify and implement programs that manage cancer patients who will need care over many years
- Create policies and practices for managing drug shortages that address the ethical concerns of rationing scarce medications

ASHP Pharmacy Forecast Question #7

- At least 50% of health systems will have policies addressing the rationing of effective antimicrobials that are in short supply.

  - A. Very Likely
  - B. Somewhat Likely
  - C. Somewhat Unlikely
  - D. Very Likely
At least 50% of health systems will have policies addressing the rationing of effective antimicrobials that are in short supply.
ASHP Pharmacy Forecast Question #8

- Uncertainty in healthcare financing will lead health-system executives to reduce investment in new programs by at least 25%.

  - A. Very Likely
  - B. Somewhat Likely
  - C. Somewhat Unlikely
  - D. Very Likely

8. Coping With Uncertainty and Chaos: Leading in Ambiguous Times

- The 2016 election led to uncertainty within healthcare

- Decrease in funding for new programs, rise in bankruptcies, lack of affordable insurance, rise in cost for charity care

- Drug prices continue to rise and more expensive agents coming to market

- Uncertainty with 340B program

- Pay for performance reimbursement structure

Importance of Strategic Planning

- Be prepared for significant reductions in revenue by ensuring good stewardship of your financial resources and focusing on core business operations

- Continually remind hospital leadership of the value of the pharmacy enterprise

- Engage your health system’s government relations team in supporting legislation to combat drug price inflation and advancement of pharmacy practice

- Quickly identify and seize opportunities to advance services and create successful business lines

ASHP Pharmacy Forecast Question #8

- Uncertainty in healthcare financing will lead health-system executives to reduce investment in new programs by at least 25%.

A. Very Likely
B. Somewhat Likely
C. Somewhat Unlikely
D. Very Likely

ASHP Pharmacy Forecast Response #8

1. Uncertainty in healthcare financing will lead health-system executives to reduce investment in new programs by at least 25%.

Role of the ASHP Pharmacy Forecast

- Strategic Planning

- C-Suite Education

- Preparing the next generation of pharmacists
  - School of pharmacy
  - Resident and student learning
  - Leadership courses
ASHP Pharmacy Forecast Case Study
Role of the ASHP Pharmacy Forecast

- Take home message
  - Landscape of pharmacy is changing
  - Position pharmacy departments to keep pace with healthcare changes
  - Prepare next generation of pharmacist to expect change in healthcare
  - Equip next generation of pharmacists to manage change in healthcare
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