Session 74X
Leveraging Your Hospital's Hidden Assets to Drive Meaningful Change

Presented by:
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Leveraging Your Hospital’s Hidden Assets to Drive Meaningful Change

Disclosure of Relevant Financial Relationships

The following faculty of this continuing education activity has no relevant financial relationships with commercial interests to disclose:

• Eileen L. Dohmann, MBA, BSN, RN, NEA-BC
• Dr. M. Stephen Mandell Jr., MD, FACP

The following faculty of this continuing education activity has financial relationships with commercial interests to disclose:

• James A. Vieira, PharmD – Cardinal Health - Employee
Faculty

- Eileen L. Dohmann, MBA, BSN, RN, NEA-BC
- Dr. M. Stephen Mandell Jr., MD, FACP
- James A. Vieira, PharmD

Learning Objectives

- Discover how data-driven clinical programs can be a hidden asset for financial and quality improvements throughout the hospital
- Identify best practices for change management in a health system
Agenda

Participants will hear how leveraging data-driven clinical improvements generated substantial cost savings and improved patient outcomes for one hospital, including:

- Realizing substantial savings within the first 12 months
- Achieving significant savings through redesigned workflows and improved productivity and staffing
- Standardizing formulary management processes with financial leadership, to optimize drug adoption and utilization.
- Leveraging programs for drug reimbursement for indigent patients

Challenges of a hospital pharmacy

- Growing and ever-present pressure to generate cost savings and make quality improvements
- Drug cost/availability/evidence-based applications are moving targets
- Data-driven clinical programs are essential for financial and quality improvements
Discover

• Best practices for change management in a health system

• How to develop the hospital pharmacy into a strategic asset

• Ways to position the pharmacy as a critical change agent

• The value of investing time into the journey

Meet Mary Washington Healthcare

Mary Washington Hospital  Stafford Hospital

Mary Washington Healthcare  Here for You.  MWHC.com
Meet Mary Washington Healthcare

- Two hospital system in Fredericksburg, VA
  - Mary Washington Hospital & Stafford Hospital
- Mission:
  - To improve the health of the people in the communities it serves
- Frequent pharmacy management changes over the past 10 years
- Effective clinical specialists & active P&T
- Lack of global vision and administrative direction
- Morale was low

What needed to change

- Clinical, operational, and quality improvements
- Reorganize resources
- Address system-wide financial pressures
- Reach an aggressive cost savings target
- Implement improvements in order to expand on the hospital’s mission
The goal of the journey

To bring change leadership to the pharmacy and develop the pharmacy as a strategic asset to the mission of Mary Washington Healthcare.

The hospital’s story

Eileen Dohmann, Senior Vice President and Chief Nursing Officer
Dr. M. Stephen Mandell Jr., Senior Medical Director and Vice President of Patient Care Services

• Pharmacy as a critical force behind driving clinical and quality improvements

• Pharmacy represented an engine to drive savings

• Our goal: To utilize pharmacy expertise to achieve system-wide change and improvement
What we needed
From an operations/administrative perspective:

Benchmark data to weigh their facility against hundreds of other like facilities
Decrease drug spend, while increasing quality of service
Align pharmacy staff with the Mary Washington pharmacy vision
Professional resources to empower pharmacy staff

What we needed
From a clinical perspective:

A comprehensive look at the health system
Subject matter experts to weigh in
Alignment, optimization and an umbrella of support
Develop clear goals and objectives
Analytics to identify the need for intervention and drug utilization
Taking steps towards change

- Establish clear goals: Leadership determined desired outcomes
- Conduct gap analysis
  - Independent analysis of four main pillars of a successful hospital pharmacy
    - Quality / Regulatory / Accreditation
    - Clinical services
    - Operations
    - Financial
  - Productivity assessment of pharmacy staff

Desired outcome:
The pharmacy will become a strategic asset

Taking action

Based on gaps discovered in the assessments, a proposal was developed which clearly outlined:

- Findings
- How we can close the gaps
- Deliverables
Moving towards results

Revamping pharmacy leadership

- Engage new partner to manage pharmacy
- New pharmacy leadership with deep support from pharmacy management partner
- Mary Washington Healthcare employees are aligned with leadership objectives
Identified over 40 clinical savings opportunities through use of benchmark initiatives
Redesigned workflows to improve productivity and staffing
Leveraged programs for drug reimbursement for indigent patients

Achieved over $1M in drug cost savings
Generated more than $270,000 in savings
Identified more than $125,000 in savings

Realized more than $1.4M in savings during the first 12 months

Making improvements
Improved formulary management processes and oversight
Ensured standard processes for approving new drugs
Ensured finance leadership engaged in formulary governance
MWH staff weighs in….

- Improved pharmacy staff morale
- Pharmacy aligned to support the hospital’s mission
- Access to subject matter experts was a huge benefit
- Pharmacy has become an integral part of the hospital’s existing antimicrobial stewardship program

Takeaways

- Data-driven clinical programs can be a hidden asset for your hospital, providing both financial and quality improvements
- Dynamic quality and economic pressures require effective and objective system-wide approaches
- To be successful, you must:
  - Prioritize goals through an administrative arm
  - Utilize effective decision support processes for drug utilization including proper drug dosing, duration and pricing
  - Effectively use analytics to sustain ongoing optimization of drug use
  - Commit to evidence-based processes for new initiatives
  - Partnerships require commitment to receiving, collaborating and acting on expertise offered.
Eileen L. Dohmann, MBA, BSN, RN, NEA-BC  
Senior Vice President and Chief Nursing Officer,  
Mary Washington Healthcare

Eileen L. Dohmann, has served as Senior Vice President and Chief Nursing Officer at Mary Washington Healthcare since March 2015. With over 30 years of nurse executive leadership in an acute and post-acute care setting, Eileen has expertise in operations management, program development and developing/leading employees through start-up, changes in reimbursement, organizational redesign and growth, while maintaining quality patient care outcomes, staff retention, physician engagement and financial viability. Eileen advocates for nurses’ professional development, autonomy and decision-making relative to clinical practice. Eileen is responsible for organizational quality improvement, hospice, home health, cardiac surgery, research, infection prevention and control and central sterile processing.

Eileen has authored several books and sits on many boards, including the Northern Virginia Healthcare Association, Spirit of Women Advisory Council and Virginia Cardiac Surgery Quality Initiative. She is a member of the American Nurses Association and American Organization of Nurse Executives.

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Senior Medical Director and Vice President of Patient Care Services  
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Dr. Mandell has served as Senior Medical Director and Vice President of Patient Care Services at Mary Washington Healthcare since 2014. Previously he served as Chief of Medicine, and part of the medical team, with Mary Washington Hospital since 1985. At Mary Washington, he also serves as Chairman of the Pharmacy Management and Therapeutics Committee, and was President of the Medical Staff. Committee leadership roles also include care management; diabetes inpatients advisory committee; antimicrobial stewardship; pain management; STEMI review committee; hospitalist division; readmission reduction team; and sepsis, stroke team, CPOE and order set development committees. Dr. Mandell is also in private practice in General Internal Medicine, and the owner of Bowling Green Professional Associates. He is a Fellow, American College of Physicians and Diplomate of the American Board of Internal Medicine.

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Jim Vieira serves as Director, Clinical Consulting and Operations for Cardinal Health, with responsibility for clinical pharmacy program development, including both quality and financial programs, for acute care hospital clients, from small critical access hospitals to large teaching medical centers. His 30-year healthcare career includes supporting the staffing, clinical and administrative functions of hospitals.

Dr. Vieira is a member of the American College of Clinical Pharmacy and American Society of Health-system Pharmacists. He was a recipient of the Massachusetts College of Pharmacy and Health Sciences Preceptor of the Year award. Dr. Vieira received a bachelor’s degree in Pharmacy from Massachusetts College of Pharmacy and Health Sciences and a Doctor of Pharmacy degree from Idaho State University.

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