I’m pleased to present our 2016-2017 annual report highlighting our network members’ outstanding accomplishments. This past year, our committee members engaged in a wide array of projects designed to meet the core elements of our network mission—transforming health care through collaboration, innovation and adoption of best practices.

We shared the results of these projects with our entire network membership and senior leaders through live presentations, webinars, white papers, poster presentations and publications in peer-reviewed journals. The value of this work to our members is clear: attendance at our December meeting continues to increase, network Listserv™ use continues to expand, and webinar and poster session participation are at all-time highs. I’m proud and impressed with the depth, breadth and scope of our projects that reflect the enormous talent of our committee members in leadership, innovation, technology, business and clinical care.

As I began my term in January, our Executive Committee and committee vice-chairs convened to evaluate the state of our network and set strategic priorities to ensure we stay relevant to our members and organizations. The result is a newly simplified network strategic plan that I’m happy to share with you in this annual report.

Our Executive Committee carefully crafted this plan that will guide our work to maximize our members’ success over the next three years. The creativity, passion and dedication displayed by our network leaders in developing this strategic plan ensures that we’re well on our way to achieving our vision, mission and strategic goals.

The plan centers around three pillars: collaboration, performance and discovery. Ongoing network priorities will focus on practice advancement, driving positive financial performance for member organizations, and assisting members in expanding ambulatory and transitional care pharmacy services. A few new priorities include expanding member effectiveness in cancer care, helping members derive value in pharmacy through “systemness” and fostering improved communication with senior leaders about the value of a well-run pharmacy enterprise.

Our network has a rich history of leading the rollout of innovative practices nationwide and continuously reshaping pharmacy practice. We also have a reputation for outstanding leadership, continuing education, networking and information-sharing to help members succeed in an increasingly complex health care environment. Thank you all for your commitment to our network. I couldn’t be more proud to serve as your chair in guiding our collective efforts to lead the advancement of pharmacy.
Collaboration: making a positive impact on our members
- Drive engagement through member networking and information sharing
- Ensure excellence in continuing education
- Share knowledge and innovative management strategies
- Engage in advocacy efforts with others on high-priority issues
- Align with Vizient® networks and leaders in other health care disciplines
- Identify and develop the next generation of pharmacy leaders
- Advance the success of pharmacy executives and leadership teams of the future

Performance: maximizing pharmacy’s impact in high-value care delivery
- Reduce non-value-added medication use variation
- Achieve “systemness” in pharmacy as health systems grow, consolidate and integrate
- Support pharmacy business growth to improve revenue and financial margins, with emphasis on the evolving retail, specialty and infusion markets
- Optimize supply and revenue operations to drive integration and efficiency
- Improve medication and chronic disease management through patient education, adherence programs and collaborative therapy agreements
- Produce tools and resources that enhance compliance and patient safety
- Expand adoption of best practices in pursuit of quality and lower total cost of care

Discovery: new ideas, practices or technologies successfully applied
- Identify and disseminate newly emerging opportunities and ideas
- Diffuse innovation using technology as appropriate
- Support resource creation and deployment to make a positive impact
- Develop patient-centered strategies to improve the effectiveness of cancer care pharmacy programs
- Design new pharmacy clinical models of care and business models across the continuum
- Advance research and publish the value of pharmacy
- Build the pharmacy workforce for the future through layered learning, expanding residency programs, advancing technician roles and competencies, developing students, and strengthening college of pharmacy partnerships
2016–2017 by the numbers

• 1,705 attendees from 168 Vizient member hospitals attended the December 2016 Pharmacy Network meeting
• 905 residents from 136 Vizient member hospitals presented 873 posters at the December 2016 Pharmacy Network meeting
• 24 national surveys on pharmacy practice were conducted
• More than 5,000 member representatives attended 54 educational webinars on regulatory issues, technology and residency-focused topics
• Published three papers in peer-reviewed pharmacy and medical journals
• 354 members from 85 hospitals participated on 11 network committees
• 2,900 pharmacists connected on network Listservs

Collaboration and knowledge sharing

You can review all 2016 and 2017 network knowledge sharing online.

Committees

2017 Executive Committee

This committee prepares and develops the network’s strategic plan, which supports both member institutions’ needs and the Vizient strategic plan; supports and evaluates committee progress and goals; and develops meeting content and direction.

Pharmacy network chairperson

Steve Rough, MS, RPh, FASHP
Senior Director of Pharmacy
University of Wisconsin Health
Pharmacy Network Chairperson

Philip Brummond, PharmD, MS
Director of Pharmacy Services,
Froedtert Health–Froedtert Hospital
At Large Director

William Churchill, MS, RPh
Chief Pharmacy Officer
Brigham and Women’s Hospital
Pharmacy Network Immediate Past Chairperson

Frank Caldwell, PharmD
Director of Pharmacy
Children’s Memorial Hermann Hospital
Pediatric Pharmacy Committee Chairperson

John Clark, PharmD, MS, BCPS, FASHP
Director of Pharmacy
Michigan Medicine
At Large Director
Pharmacy Network committees

The Pharmacy Network’s goals are furthered by various committees comprising pharmacy leaders from our network member hospitals. Participation in these committees is strong, with 354 members from 85 hospitals. Committee members are expected to meet participation guidelines and a new process asks them to recommit each year. The network committees and a list of their accomplishments in 2016-2017 are listed below.

**Ambulatory Pharmacy Development (30 members)**
- Compiled vignettes for transitions of care and presented them during a webinar to more than 400 executives and pharmacy leaders
- Presented a webinar entitled “Pharmacy’s Role in Clinic Prescription Renewals”
- Created a benchmarking survey for outpatient pharmacy services to be completed annually by member organizations that provide these services
- Designed and compiled a toolkit for implementing outpatient pharmacy services
- Engaged committee members to be involved and present at the September 2017 Vizient Clinical Connections Summit

**Business of Pharmacy Enterprise (30 members)**
- Published a cost savings compendium with 2017 initiatives valued at $46.5 million that includes 137 initiatives from 27 institutions; since 2009, 887 initiatives have been added to the compendium representing $146.4 million in savings
- Presented a webinar on “Integration of Outpatient Infusion Formularies and Reimbursement” to 73 attendees
- Presented 10 webinars discussing 340B program audits and average manufacturer price rules
Medication Use Informatics and Technology (31 members)
- Conducted an environmental scan and developed a review paper on controlled substance diversion technologies and applications
- Completed a survey and write-up on competency development for informatics technicians
- Presented a two-part webinar series on smart pump integration
- Completed a survey and write-up on pharmacy informatics staffing
- Created multihospital system partnership guidelines on order set standardization and drug file management

Pediatric Pharmacy (22 members)
- Developed a nonpediatric pharmacist education framework outlining pediatric core competencies
- Created a Clinical Data Base-Resource Manager™ report that provides resource utilization benchmarking based on APR-DRG in patients under 18 years old
- Distributed surveys to Vizient members on pediatric pharmacy full-time employees, ready-to-use liquids and smart pump library utilization

Performance Improvement and Compliance (30 members)
- Solicited and submitted comments for draft guidance document on USP 797 and the Food and Drug Administration draft document for hospital compounding
- Presented “Effective Use of Complexity Scoring and Risk Stratification” at Vizient December meeting
- Surveyed and analyzed the best metrics for impact of pharmacy services; results are available for members to resource

Practice Advancement (35 members)
- Selected topics and created focused groups on relevant topics, including opioid stewardship, digital health and risk stratification
- Completed a project on the use of biosimilars and created a medication reconciliation tool kit

Professional Development and Workforce (36 members)
- Initiated a heavily attended webinar series for preceptors and continued the resident webinar series
- Published one manuscript, had four manuscripts accepted for publication and submitted one manuscript for publication
- Presented two posters at the National Pharmacy Preceptors Conference
- Updated committee charges and streamlined committee projects to align with committee charges

Programming, Innovation and Engagement (27 members)
- Coordinated programming in conjunction with the Vizient Clinical Connections Summit and American Society of Health System Pharmacists’ Midyear Clinical Meeting; both meetings set new member attendance records
- Set a new record with 28 Pharmacy Network webinars and 2,023 participants (an average of 72 per webinar)
- Completed a Pharmacy Network member engagement survey and used it to inform strategic planning related to member engagement

Research (31 members)
- Submitted two manuscripts and received acceptance for publication in Hospital Pharmacy on navigating the Institutional Review Board and facilitating collaborative research
- Created an additional project focusing on Investigational Drug Service complexity
- Started work on a University of North Carolina Hospitals collaborative research project

Specialty Pharmacy (63 members)
- Developed and presented a clinical guideline tool
- Provided an opportunity to share knowledge on market changes and considerations
- Held a return on investment workshop at the American Society of Health-System Pharmacists’ Midyear Clinical Meeting

Supply Chain Optimization (19 members)
- Provided a roundtable discussion at the December 2016 Pharmacy Network meeting regarding consolidated services
- Worked with 340B Health to provide advocacy letter to members regarding high drug costs
- Started a new project on consolidated services
- Established a relationship with Apexus liaison
For more information, contact Lynda Stencel, lead networks manager, at (312) 775-4339 or lynda.stencel@vizientinc.com.