

MEDICAL COLLEGE OF WISCONSIN SCHOOL OF PHARMACY WRITING CLUB:

Business Member Spotlight: Froedtert and Medical College of Wisconsin 92nd Street Pharmacy

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Day to Day Practice

Located within the Froedtert Hospital campus at the Milwaukee Regional Medical Center, Froedtert & the Medical College of Wisconsin (Froedtert & MCW) 92nd Street Pharmacy serves a diverse population of patients. As a prominent community pharmacy within the health care system, the pharmacy provides high quality services every day including immunizations and delivering medications to a patient's bedside on hospital discharge.

Pharmacists at the Froedtert & MCW 92nd Street Pharmacy frequently collaborate with providers, acute care and clinic pharmacists, medical assistants, nurses, and a variety of other health care professionals in the Froedtert & MCW community to solve complex treatment problems and provide patients with the best care possible.

Kate Schaafsma, PharmD, is the pharmacy manager at the Froedtert & MCW 92nd Street Pharmacy, and she works closely with the pharmacy's strong leadership team to oversee the pharmacy's daily practice. With nearly 20 pharmacy staff members on any given day, Dr. Schaafsma states "communication is key." Tools such as twice weekly staff huddles and a communication board keep operations running smoothly. In any work setting as busy as the Froedtert & MCW 92nd Street Pharmacy, it could be easy for team members to become drained and shift their focus toward the fast pace and high demand of work flow. However, team members often remind each other to concentrate on the true significance of their work to improve patient health. To keep the work environment light and enjoyable, the team members host regular celebrations

and potluck meals. The pharmacy is also very involved in the community. Team members volunteer at events sponsored by a variety of partner organizations. Recent examples include a soup luncheon to fundraise for the United Way, the Greater Milwaukee Heart and Stroke Walk to help raise awareness for heart health, and offering influenza vaccine clinics at local food pantries.

As pharmacists continue to expand their role and integrate into the interprofessional health care team, residencies are becoming an attractive way for pharmacists to gain experience and skills. Dr. Schaafsma also serves as the Residency Program Director for the Post Graduate Year One (PGY1) Pharmacy Residency (Ambulatory Focus). There are three residents enrolled in the 12-month residency that takes place in multiple of ambulatory and community pharmacy settings, including the Froedtert & MCW 92nd Street Pharmacy. Dr. Schaafsma describes the program as "a flexible, comprehensive training program in a variety of ambulatory care and community patient care areas." Rotations and activities within this residency are tailored to meet the needs and interests of each resident. Residents in the program also have the opportunity to work with and serve as a preceptor for student pharmacists on practice experientials. Pharmacists at the site enjoy working with and precepting students from Concordia University Wisconsin, the University of Wisconsin-Madison, and the Medical College of Wisconsin. In addition, the pharmacy provides an internship program for student pharmacists and accepts pharmacy technician students from the Madison Area Technical College.

Similar to the Pharmacy Society of Wisconsin (PSW), the Froedtert & MCW 92nd Street Pharmacy is truly committed to advancing the profession of pharmacy with the purpose of improving the lives of their patients. Dr. Schaafsma is also involved with PSW, serving on the PSW board of directors and as a co-champion of the PSW Adherence Competence Collaborative (PACC). While attending the 2018 Annual Meeting, Dr. Schaafsma enjoyed the exciting updates on provider status as well as the National Community Pharmacists Association (NCPA) Innovation Center Enhanced Services Boot Camp. She said the boot camp provided her with valuable insight relevant to community pharmacy professionals on topics such as workflow best practices, financial planning, and billing for services.

Raising the Bar

Dr. Schaafsma is proud of the highly-trained staff at the Froedtert & MCW 92nd Street Pharmacy. All pharmacy technicians are required to receive certification from the Pharmacy Technician Certification Board within six months of hire. In addition, a new technician training program has been implemented. This program allows new employees without prior education or pharmacy experience to complete formal classes while being trained in the pharmacy. The program provides access to a new career path for those who are interested in becoming pharmacy technicians.

The Froedtert & MCW 92nd Street pharmacy provides many opportunities for pharmacy technicians to expand their roles in pharmacy practice. There is a formal technician advancement pathway



Above: 92nd Street Pharmacy entrance. Below: Staff members Jalisa Mickey, Tom McEmmel, and Taylor Clementz at 92nd Street Pharmacy.



which allows technicians to increase their responsibilities and compensation through promotions. Another way that technicians have expanded their roles in Froedtert pharmacies is through the PSW Tech-Check-Tech initiative. This allows technicians to perform the final verification of certain medications. Tech-Check-Tech is currently used in the inpatient setting at Froedtert Hospital and is being piloted at another Froedtert & MCW outpatient location. Dr. Schaafsma is evaluating the potential implementation of a Tech-Check-Tech pilot at the Froedtert & MCW 92nd Street Pharmacy. Programs like the technician advancement pathway and Tech-Check-Tech allow pharmacy technicians to practice at the top of their role.

Various technologies are used throughout the Froedtert & MCW 92nd Street Pharmacy to improve patient care. One unique technology offered by the pharmacy is a medication management phone application called Froedtert Rx. The app provides patients with a complete medication list, reminders for when to take their medications, the ability to request refills, and text notifications for when their prescriptions are ready for pick-up. This makes it easier for patients to remain adherent to their medications. Another technological advancement used to improve workflow efficiency at Froedtert & MCW 92nd Street is a medication-dispensing robot. The use of the robot reduces wait times and frees up more time for pharmacists to perform direct patient care services, such as medication reconciliation and patient counseling.

The Froedtert & MCW 92nd Street team is committed to improving patient outcomes within transitions of care. The strong partnership between inpatient pharmacists at Froedtert Hospital and outpatient pharmacists at Froedtert & MCW 92nd Street facilitates communication when patients are discharged. Dr. Schaafsma reports that nearly 100% of Froedtert patients will have a complete medication reconciliation performed before discharge and 50% of patients receive medications prior to discharge through the meds-to-beds program. These services ensure that patients have every medication they need to stay healthy when they go home, resulting in

reduced readmission rates.

To support the expanding role of the pharmacist, one of the pharmacy's practice advancement initiatives for 2018 was to ensure that all staff pharmacists were immunization trained. This initiative improved patients' access to immunizations, decreased the patients' burden of clinical appointments, and increased the overall percentage of immunized individuals in the community. During the implementation of this practice advancement, staff buy-in was required due to limited time, workflow changes, and additional training requirements. For success, every team member needed to recognize the importance of the pharmacy's ability to provide this service and the required teamwork to provide an exceptional patient experience. The driving force that prompted this initiative was shifting attention back to high-quality patient care. Metrics such as the immunization rates in Wisconsin helped the staff visualize common goals for improving patient care.

Bumps in the Road

One of the major challenges the Froedtert & MCW 92nd Street Pharmacy faces, like many community pharmacies, is a small physical space that does not allow a unidirectional workflow. To combat this challenge, the pharmacy team utilizes strong communication and organizational skills. The communication board and staff huddles are essential to make sure that the lack of space does not impact patient care.

Another major challenge that affects the pharmacy team is the escalating complexity of insurance. To address this challenge, the technician training program focuses on problem-solving with insurance companies. The technician training and advancement initiatives allow pharmacists to leverage technician support, so the pharmacist can perform more direct patient care services. Froedtert Hospital is also pursuing technological solutions to improve workflow efficiencies.

Moving Forward

The Froedtert & MCW 92nd Street Pharmacy is focused on improving medication adherence and promoting healthy lifestyle habits for every patient

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I am thankful to work for a hospital that puts patient care first. I am proud of our discharge program and how it helps ensure patients get their medications after being discharged from the hospital. I sincerely believe all teams play an important role and do their best to come together to make sure a patient has everything they need upon discharge in hopes of reducing the chance of readmission.”

- Jennifer Talsky, Lead Discharge Pharmacy Technician

they serve. The Froedtert.com website and FroedtertRx mobile app are both excellent resources that improve patient experiences and medication adherence through easy to use features.

Recent professional development and training opportunities for Froedtert & MCW pharmacists include events sponsored by the Wisconsin Pharmacy Quality Collaborative (WPQC) and PSW, medication adherence seminars, and smoking cessation programs. Pharmacy technicians play a big part in the daily workflow, and they will continue to take on new responsibilities that leverage their skills, so pharmacists can provide individualized high-quality care to the community.

Dr. Schaafsma believes in a strategic planning and goal-setting model to effectively implement changes to her team's practice setting. Communication and constructive feedback from every team member, as well as patients, are focal points in establishing the pharmacy's long-term goals. Short-term goals are then created and used as stepping stones to achieve larger objectives. Recommendations made by the front-line staff have been incredibly valuable in adjusting workflow, which has allowed the 92nd Street Pharmacy to thrive in times of increasing demand. Team members prepare for obstacles to arise, however, collaboratively learn from these challenges to achieve success. Throughout the process of implementing change, Dr. Schaafsma expressed that it is crucial to keep an open mind to every team member's thoughts and suggestions to maintain a unified and motivated pharmacy team.

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