



UMassMemorial
Health Care

Improving Patient Care and Your Bottom Line with Specialty Pharmacy Services

Dr. Eric W. Dickson, MD, MHCM, FACEP

Brian Smith, PharmD

April 17, 2017

BECKER'S

Hospital Review

A TALE OF TWO PATIENTS



HIV Patient with
Specialty Pharmacy



HIV Patient
without
Specialty
Pharmacy

AGENDA

- 1 Role of Specialty Pharmacy In Our ACO
- 2 What Is Specialty Pharmacy
- 3 Trends in Specialty Pharmaceuticals
- 4 Lessons from Our Specialty Program
- 5 Care Management Platform 2.0

WHO WE ARE



6 Affiliated Hospitals

- ✦ Heywood
- ✦ Milford
- ✦ Harrington
- ✦ Day Kimball
- ✦ Holyoke
- ✦ Berkshire

4 Owned Hospitals on 8 Campuses

- ✦ Clinton
- ✦ Marlborough
- ✦ Health Alliance
 - Burbank
 - Leominster
- ✦ UMass Memorial Medical Center
 - Hahnemann Campus
 - University Campus
 - Memorial Campus
 - City Campus

1100 Employed MDs

550 Residents /Fellows

45 Physicians at 3 Federally Qualified Health Centers

1700 Physicians in the UMMHC MCN

70 Office based community practices

CHL Community Healthlink

UMass Memorial ACO, Inc.

JV MRI Facilities with Shields Healthcare Group

- ✦ 9 Magnets
- ✦ 1 PET/CT

Specialty Pharmacy JV with Shields Health Solutions

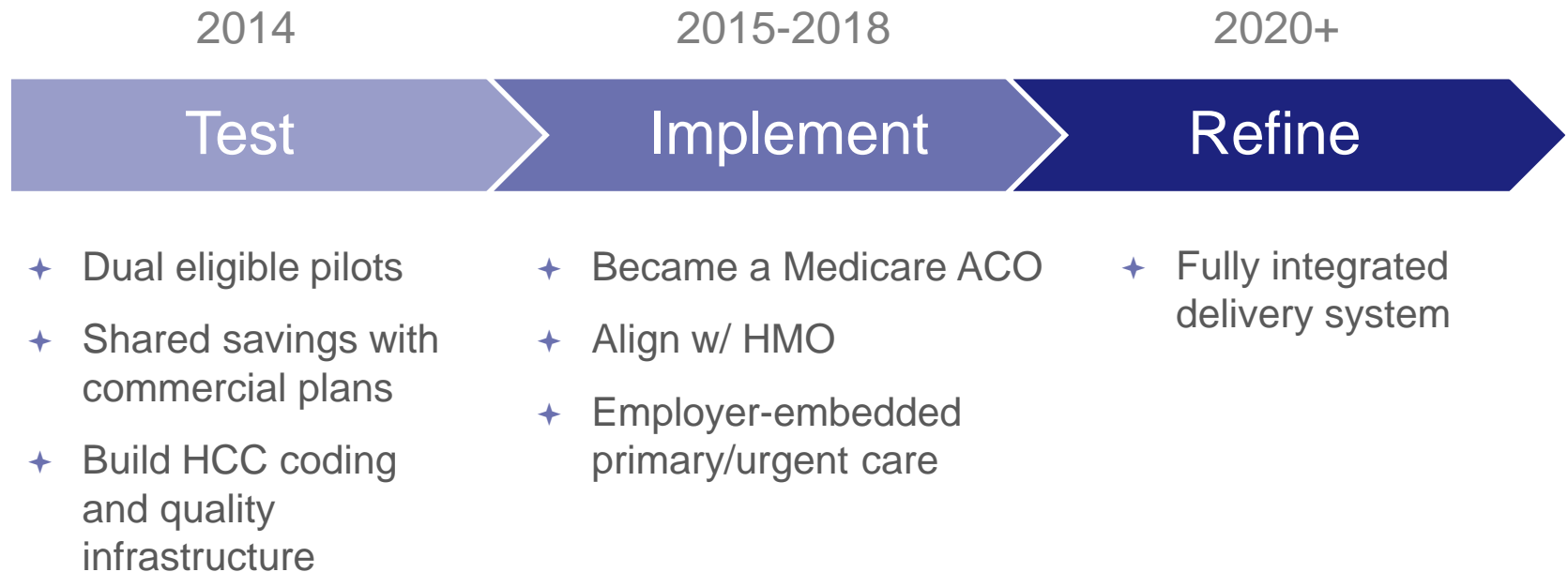
Outreach Laboratory JV with Quest

7 Urgent Care Sites; 5 through a JV With CareWell, 2 hospital based

Fairlawn Rehabilitation Hospital & Outpatient Center



FOCUS ON POPULATION HEALTH



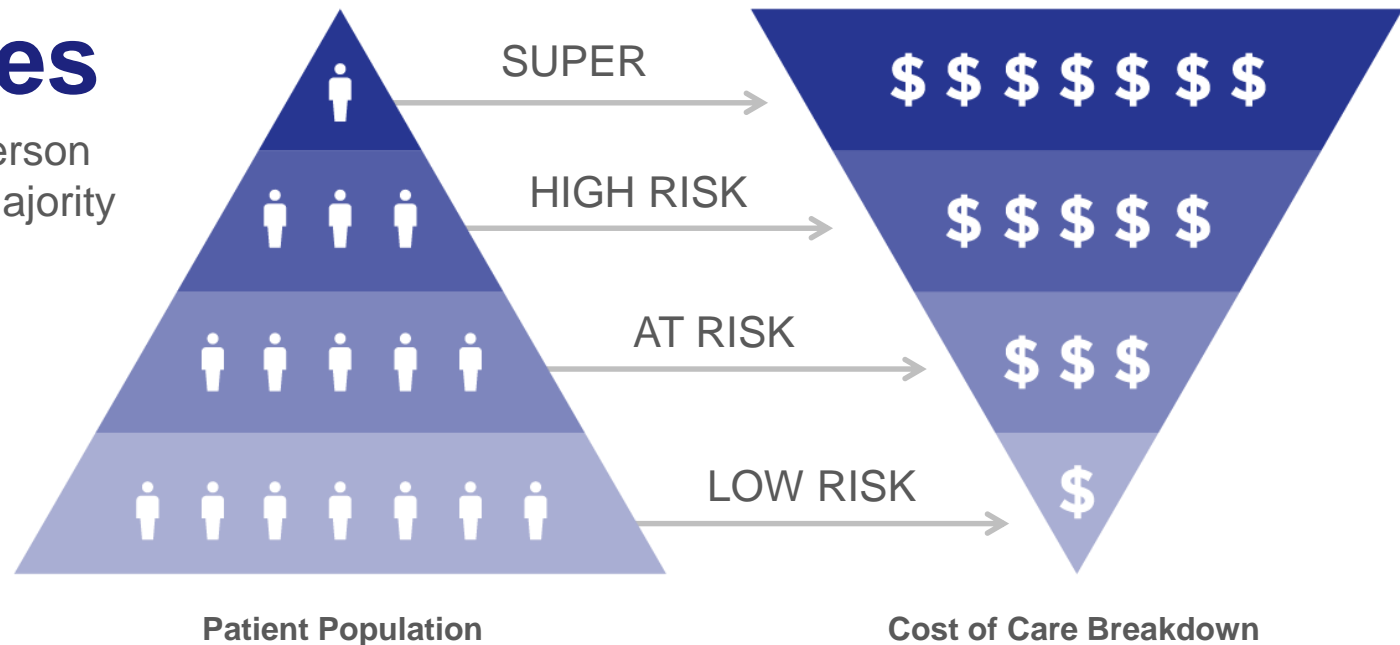
UNDERSTANDING YOUR PATIENT POPULATION

The sickest 5%

of the population spends

50 times

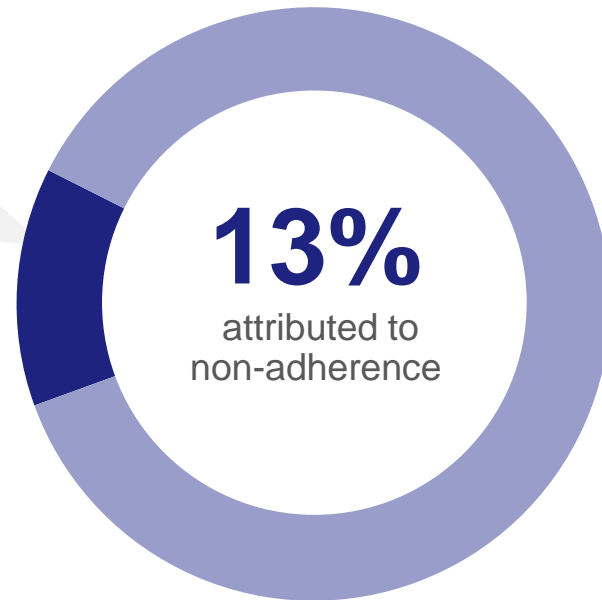
as much per person
as the healthy majority



COST OF MEDICATION NON-ADHERENCE

Medication non-adherence adds an estimated
\$290 billion
of unnecessary cost to the US health care system.

Total Health System Costs



■ Costs Attributed to Non-Adherence ■ Other

Source: NEHI Research Brief, "Thinking Outside the Pillbox: A System-wide approach to Improving Patient Medication Adherence for Chronic Disease." NEHI, 2009.

SPECIALTY PHARMACY AS THE FOUNDATION OF AN ACO

“This really is an innovative approach, but I’m afraid we can’t consider it. It’s never been done before.”



DEFINITION OF SPECIALTY PHARMACY

“ Specialty pharmacy focuses on
HIGH COST, HIGH TOUCH
medication therapy for patients
with complex disease states.”



WHAT DEFINES SPECIALTY PHARMACY



High cost



Requires special handling, storage, and distribution



Treats complex disease requiring special monitoring



Limited distribution from manufacturer



Treats orphan, uncommon, or rare disease



Indicated for disease already classified as specialty

Source: EMD Serono Specialty Digest, 10th Edition. 2014.

SPECIALTY MARKET

U.S. Pharma Market

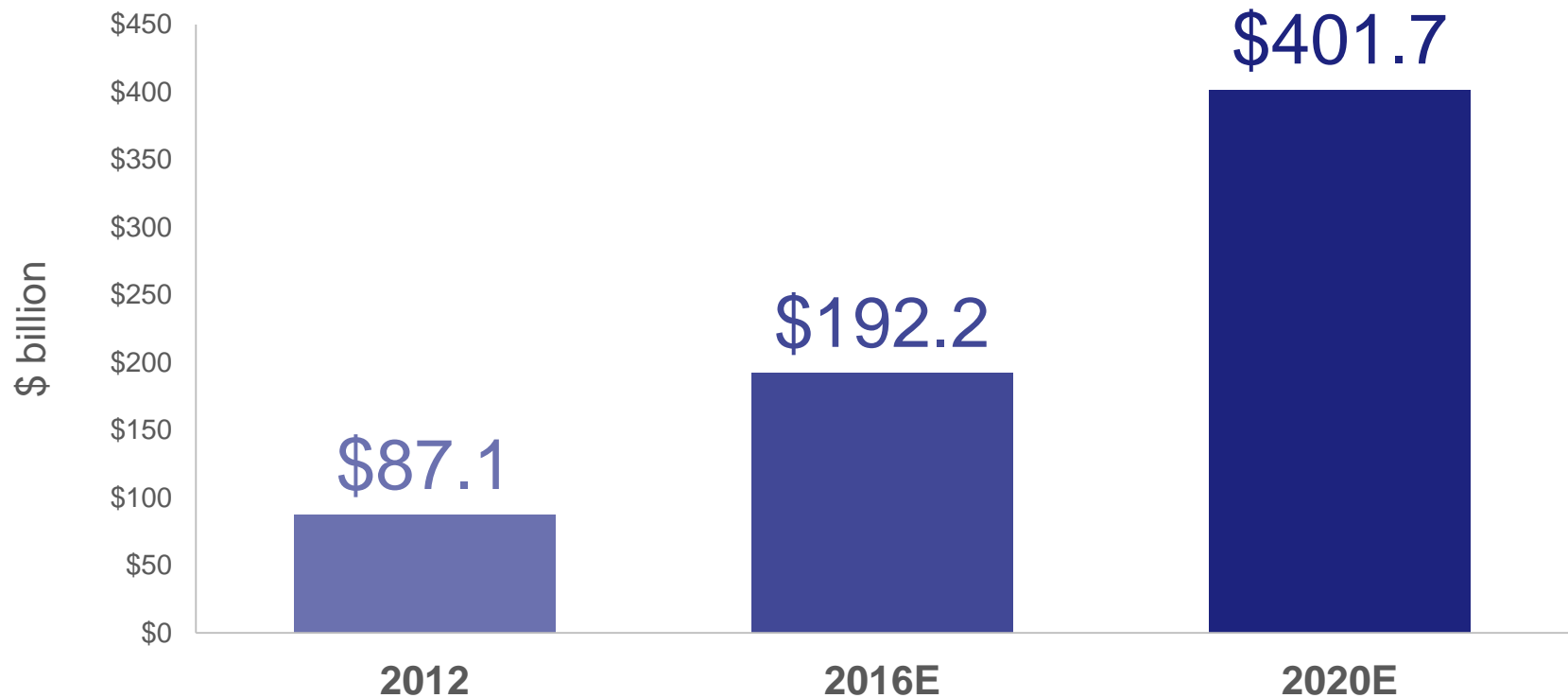


Specialty Market Breakdown (2014)

Oncology (including oral solids)	\$41.2
Rheumatoid Arthritis/Crohn's	\$20.6
HIV/AIDS (including oral solids)	\$13.8
Multiple Sclerosis	\$13.8
Renal	\$6.1
IVIG/Hemophilia	\$5.6
Hepatitis	\$9.7
Macular Degeneration	\$3.5
Anti-Coagulant	\$1.9
Growth Hormone	\$1.7
Transplant	\$1.6
Pulmonary Arterial Hypertension	\$2.4
Other	\$13.1
Total (\$ billion)	\$135.1

Source: JP Morgan "Healthcare Technology & Distribution" 08 January 2015.

SPECIALTY PHARMACY IS RAPIDLY GROWING



THE UMASS MEMORIAL SPECIALTY PHARMACY OPENED IN 2012



UMASS MEMORIAL
Specialty Pharmacy

UMASS MEMORIAL SPECIALTY PHARMACY CARE MODEL



Traditional Pharmacy



Patient leaves hospital, fills script at local pharmacy

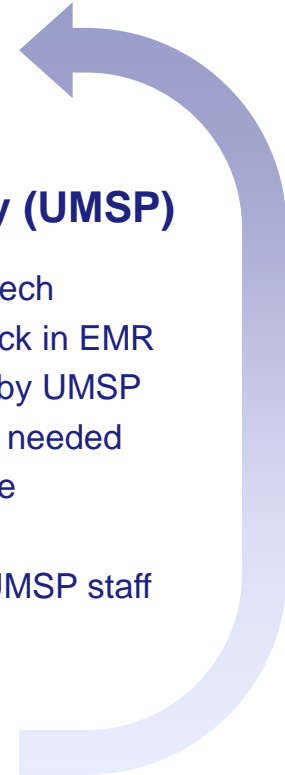


UMass Specialty Pharmacy (UMSP)

- ✦ Dedicated pharmacist/pharm-tech
- ✦ Complete drug interaction check in EMR
- ✦ Prior authorization completed by UMSP
- ✦ Co-pay assistance advocate if needed
- ✦ Delivery in the clinic or to home
- ✦ Patient Support Center
- ✦ Feedback to care team from UMSP staff































Script filled through UMSP care team

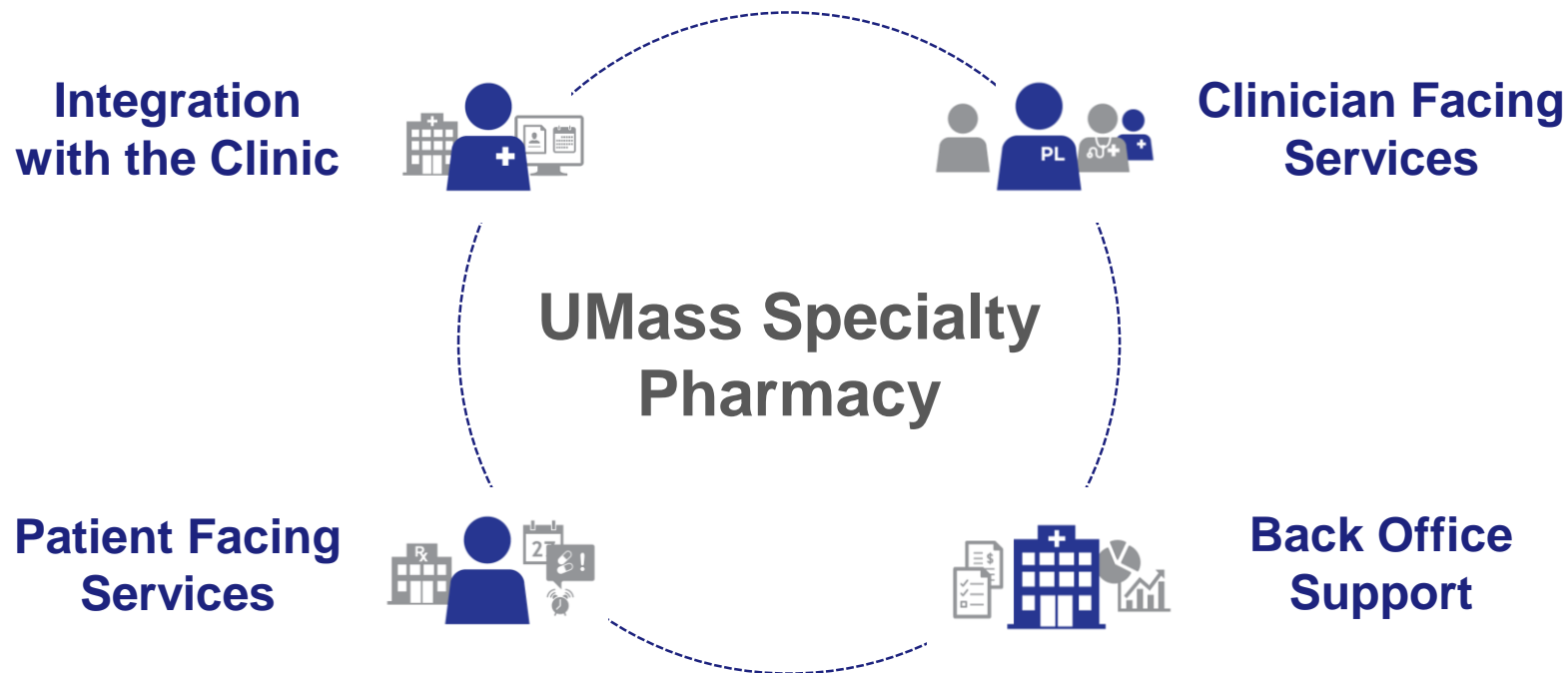


Information flows back to clinicians

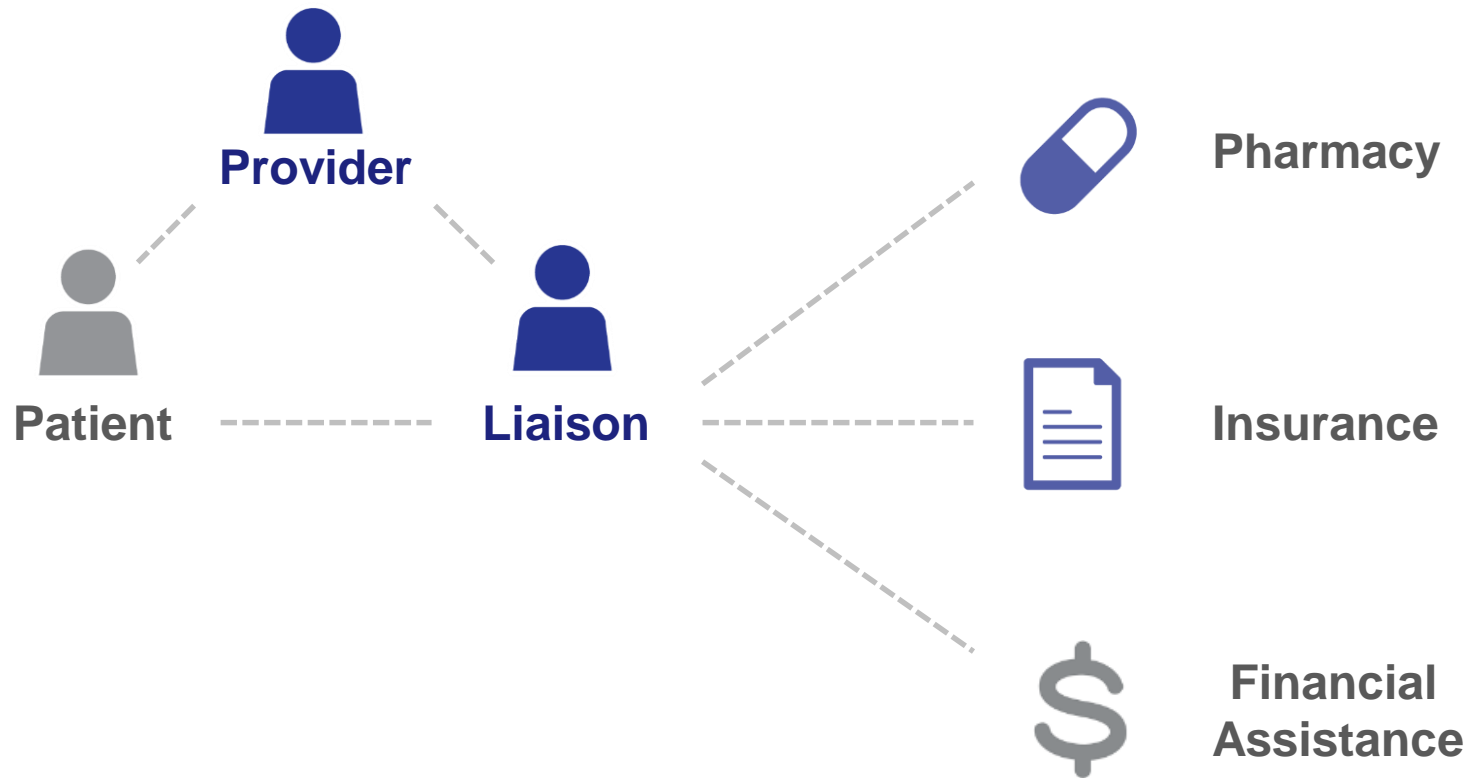
STRATEGIC POSITIONING – UMASS MEMORIAL SPECIALTY PHARMACY

	RETAIL	HOSPITAL	
Staff embedded in clinic			
Shared EMR			
Data Analytics			
Hospital Ownership			
Prior Authorization			
Billing			
Home Delivery			
Patient Support Center			
Adherence Monitoring			

THE VALUE OF BRINGING ON STRATEGIC PARTNERS



COORDINATING CARE THROUGH THE LIAISON



ASSESSING OUTCOMES

Patient Experience

Patient satisfaction
surveys monthly

Physician Experience

Clinician satisfaction
surveys annually

❖ “Couldn’t take it away from our
physicians” – Dr. Dickson

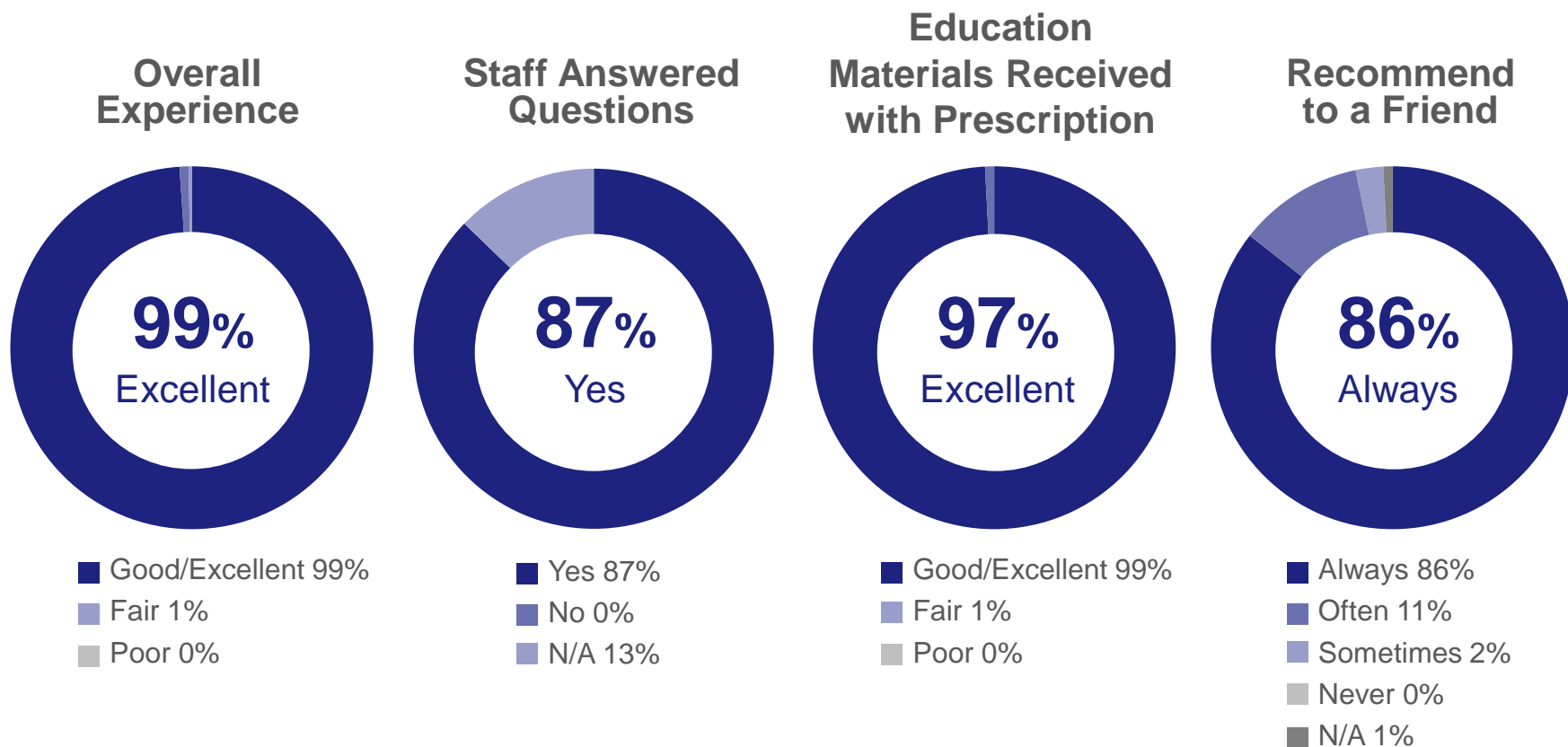
Adherence Metrics

Proportion days covered
(PDC) reported quarterly

Volume and Revenue Growth

Top-line specialty
pharmacy revenue

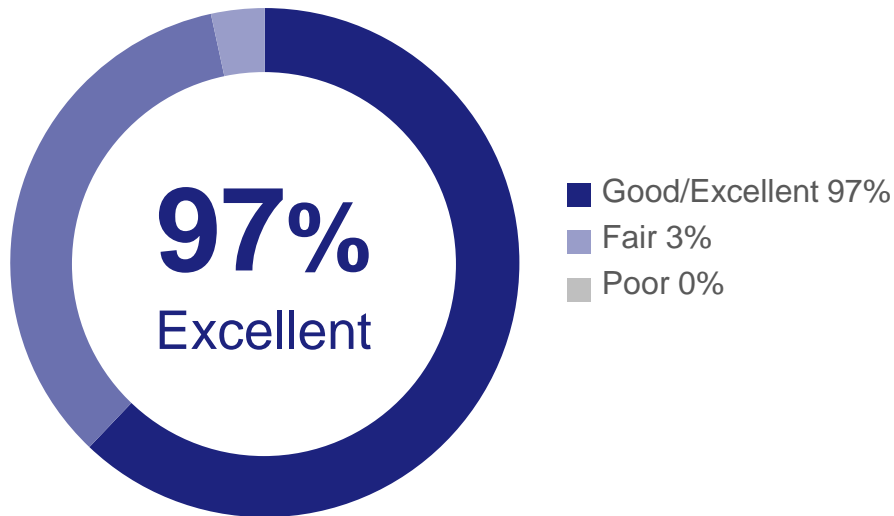
PATIENT EXPERIENCE SURVEY RESULT



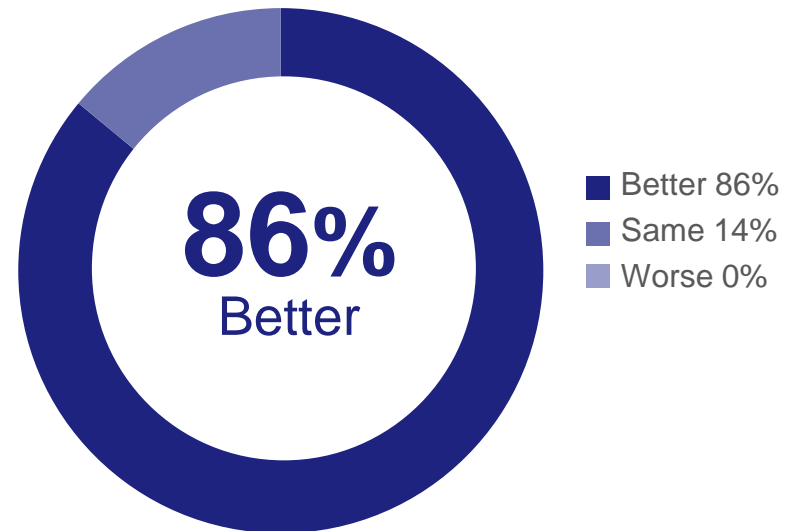
Note: Survey 2013-2016

COMPARISON TO OTHER SPECIALTY PHARMACIES

Overall Experience
with UMSP



Comparison to
Other Specialty Pharmacies



Note: Survey 2013-2016

MEDICATION ADHERENCE AND PATIENT OUTCOMES

Disease State

Outcomes Associated with High Medication Adherence

HIV

Viral suppression, CD4 count, viral resistance¹⁻³

Solid Organ Transplant

Rejection, graft survival^{4,5}

Chronic Myeloid Leukemia

Complete molecular response to therapy⁶

Hepatitis C

Sustained virologic response⁷

1. Ann Intern Med 2000; 133:21-30.
2. Clin Infect Dis 2002; 34:1115-21.
3. Aids 2001; 15:1701-6.
4. Transplantation 2009;87:839-847.

5. Transpl Int 2005;18:1121-1133.
6. J Clin Oncol 2010; 28:2381-2388.
7. Aliment Pharmacol Ther 2013; 38:16-27.

PATIENT GROWTH

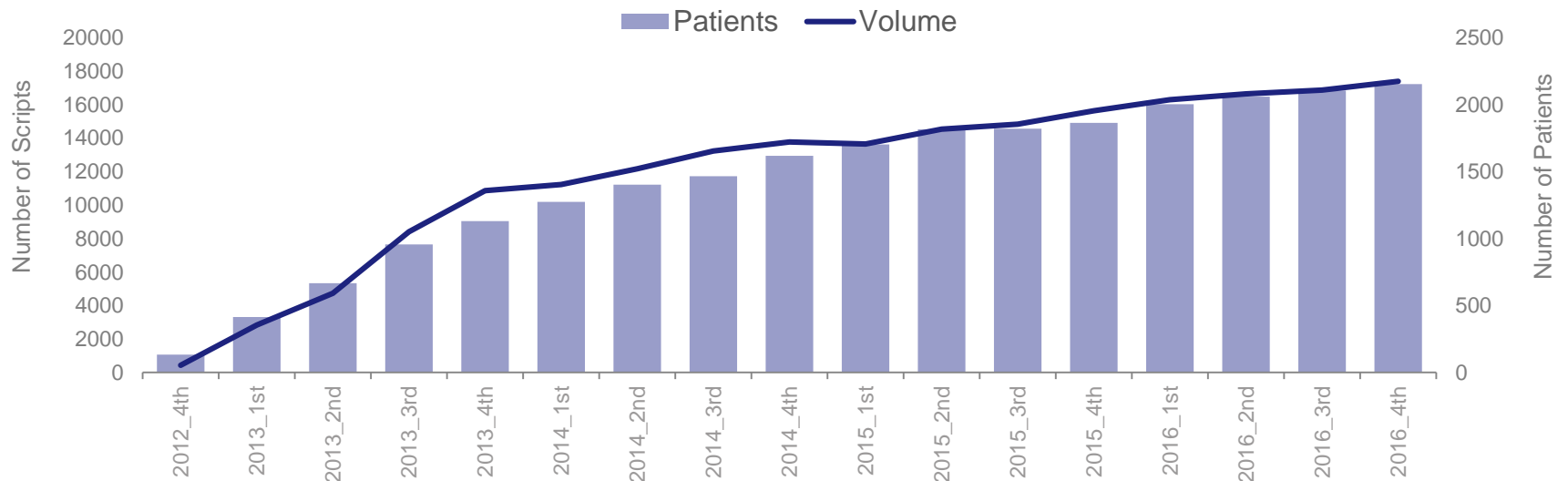
Excellent patient and
clinician satisfaction



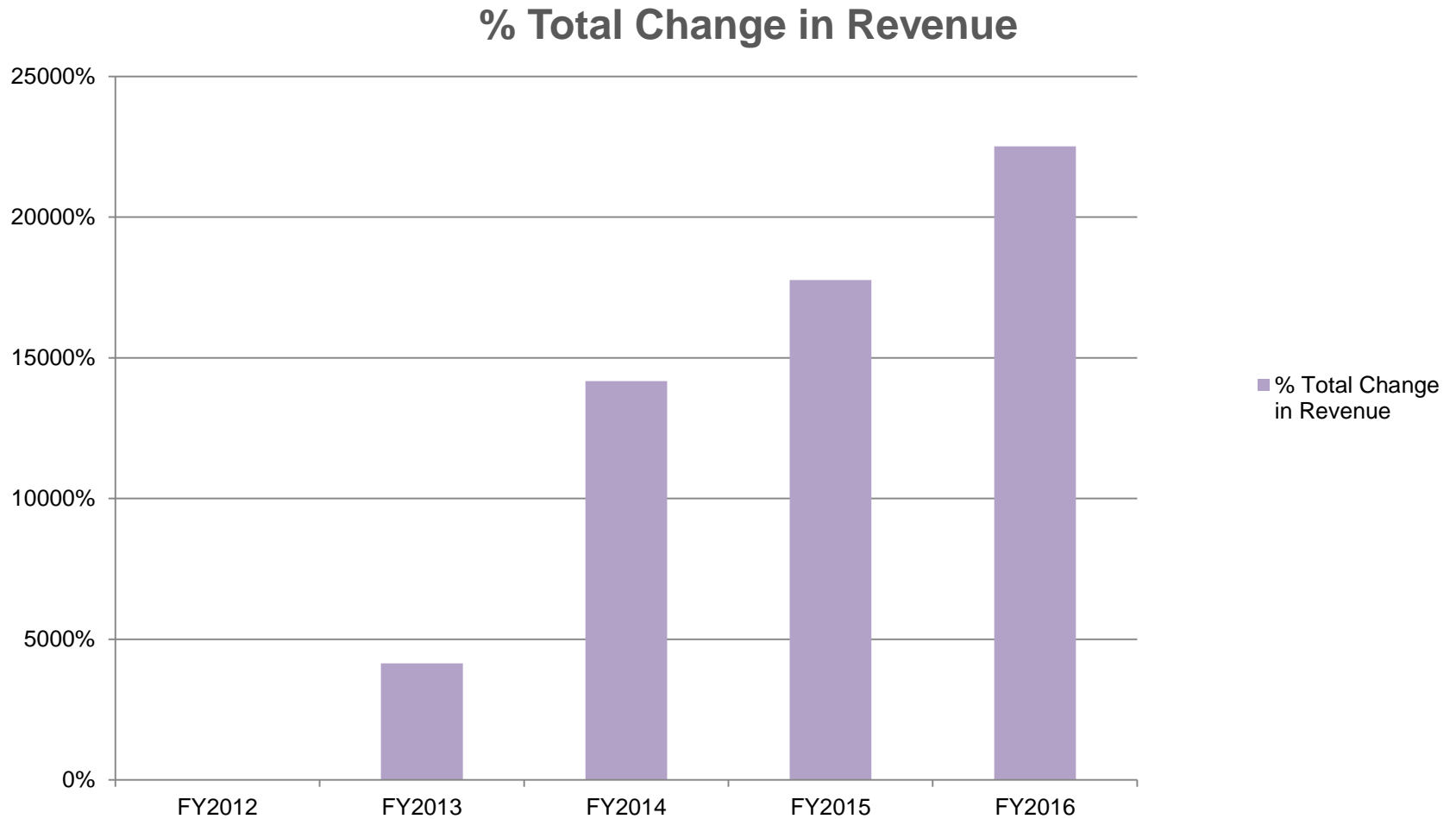
High rates of
medication adherence



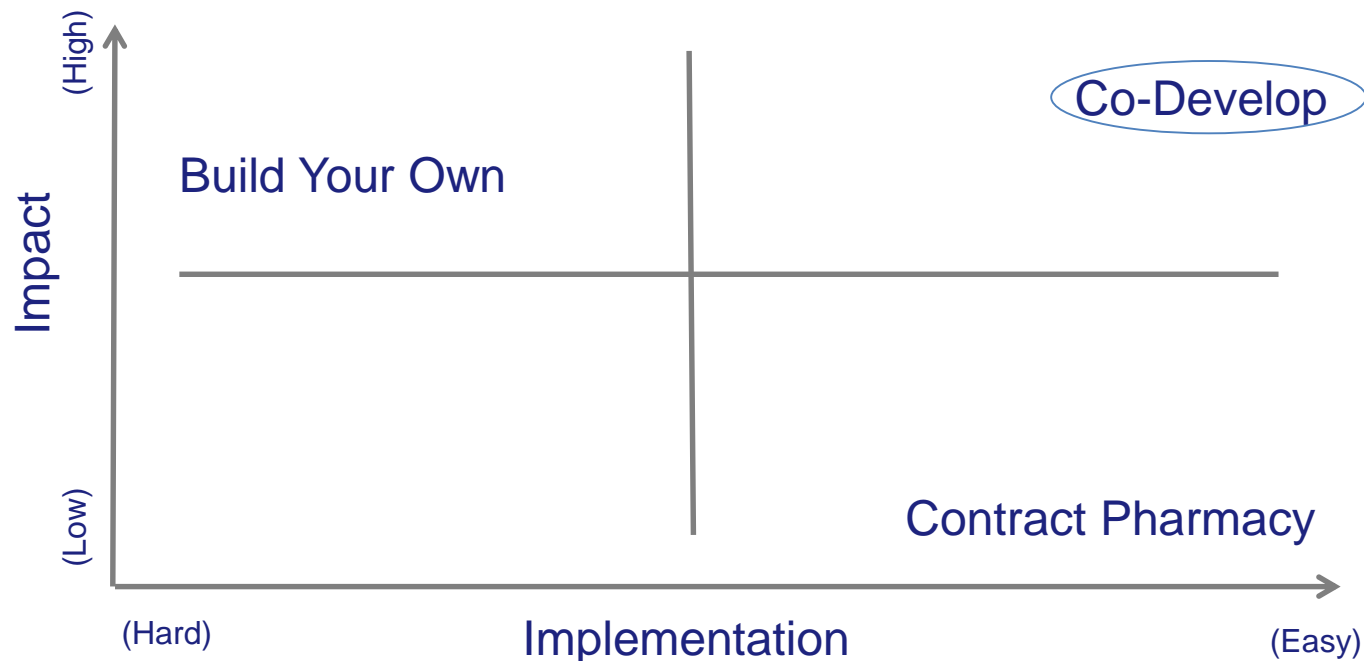
**Sustained and
continued growth**



SPECIALTY PHARMACY REVENUE INCREASE?



CREATING YOUR SPECIALTY PHARMACY



Considerations

- Likelihood of success
- Impact on patient health
- Time to impact
- Stress on organization
- Physician & staff buy-in
- Learning curve

TOOLS TO ENHANCE ADHERENCE



**Predictive
Analytics**



**Patient
Dashboards**

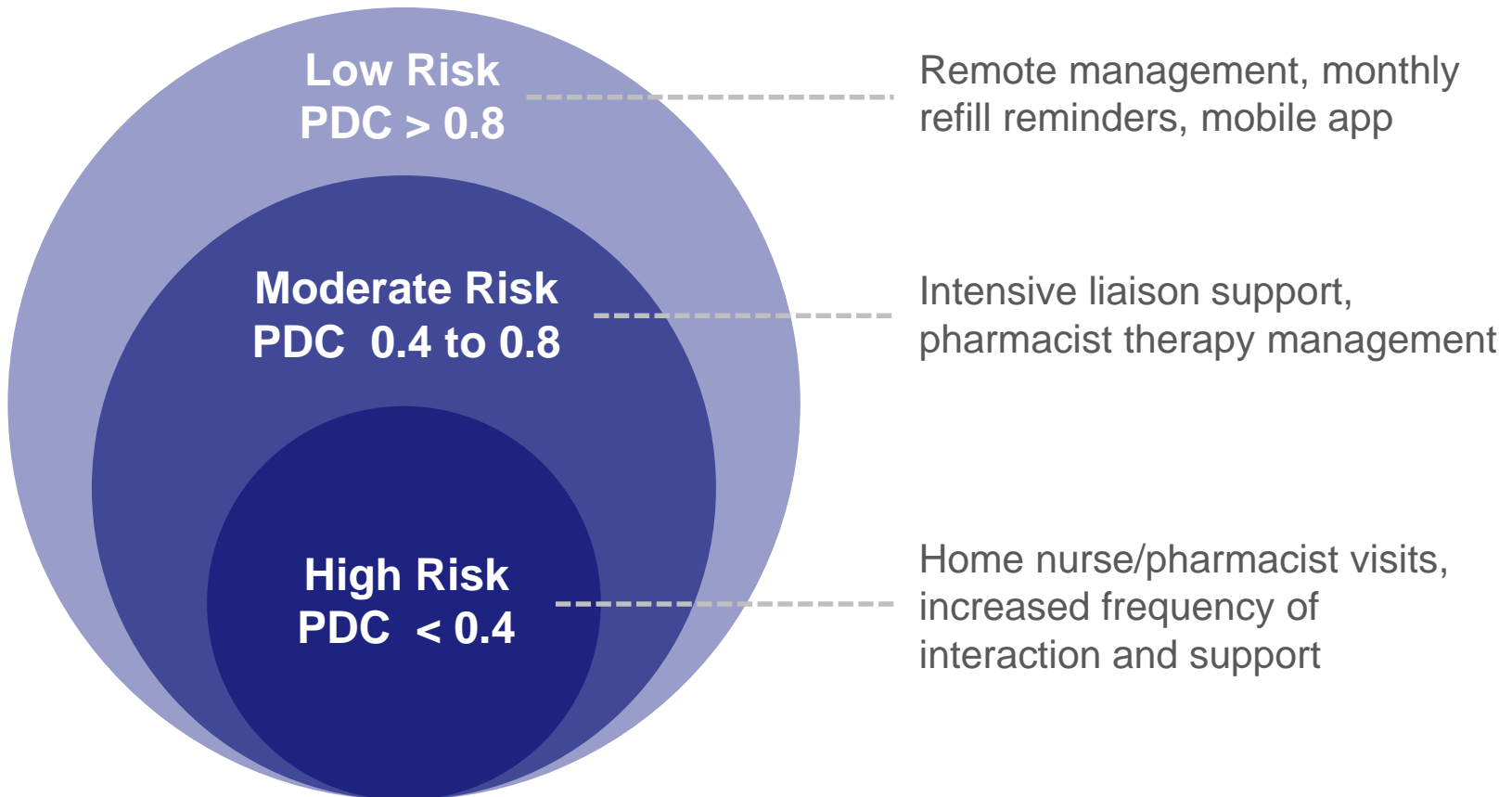


**Expanding Use
of Mobile App**



**Care
Navigators**

CARE MANAGEMENT 2.0



TAKEAWAYS



Specialty pharmacy
is a **fix for revenue
and care**



Offers **New models** for
treating patients outside
the hospital, and
**retaining them in your
care network**



Specialty provides a
great foundation
for long-term
stability, ACO
compliance, a new
world of **risk-based
payments**

APPENDIX

INTRODUCTION



Eric W. Dickson
MD, MHCM, FACEP

Dr. Dickson rejoined the faculty of the Department of Emergency Medicine in 2009 after serving in many capacities at the Carver College of Medicine and the University of Iowa Hospitals and Clinics including Founding Chair of the Department of Emergency Medicine.

He did his residency at the Emergency Medicine Residency Program of the University of Massachusetts Medical School and is a graduate of the University of Massachusetts Medical School. He received his Masters of Health Care Management from Harvard University.

Prior to being named president and CEO of the health care system, Dr. Dickson served as president UMass Memorial Medical Group and senior associate dean at the University of Massachusetts Medical School. The UMass Memorial Medical Group is a subsidiary of UMass Memorial Health Care and is a 1,100 physician, 1,000 employee multidisciplinary medical group with revenues of over \$470 million.

He was appointed the CEO of UMass Memorial Health Care system, the clinical partner of the University of Massachusetts Medical School. His research interests include hormonal opioids and tissue protection.

INTRODUCTION



Brian S. Smith
PharmD

Dr. Smith is currently the Vice President Clinical Services and Quality, Compliance Officer for Shields Pharmacy Services. In this role, Dr. Smith oversees the development of clinical protocols with physician practices, medication adherence programs, staff education, quality improvement, safety and compliance.

Dr. Smith graduated from Massachusetts College of Pharmacy and Health Sciences in 1997 with a Bachelor of Science in Pharmacy and 1999 with a Doctor of Pharmacy degree. In 2000, he completed an ASHP Accredited PGY1 Residency at UMass Memorial Medical Center. After residency training, Dr. Smith was hired as a Clinical Pharmacy Specialist, Trauma/Neurosurgery/Burn at UMass.

In 2012, Dr. Smith received the Massachusetts Society of Health-System Pharmacists Service Award. Dr. Smith is also an Assistant Professor of Surgery and Graduate Nursing at University of Massachusetts Medical School where he teaches in the Pharmacology and Advanced Therapeutics courses.