

Quality and Productivity Commission
33rd Annual Productivity and Quality Awards Program
"Empowering Innovative Solutions"

2019 APPLICATION

Title of Project (Limited to 50 characters, including spaces, using Arial 12 point font):

NAME OF PROJECT: Prescription Processing Time Reduction

DATE OF IMPLEMENTATION/ADOPTION: JANUARY 2017

(Must have been fully implemented for a minimum of at least one year - on or before July 1, 2018)

PROJECT STATUS: x Ongoing One-time only

HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT? Yes x No

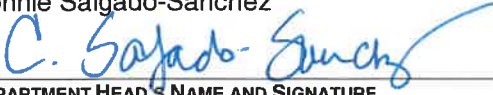
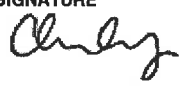
EXECUTIVE SUMMARY: Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 The pharmacy department is the last location that patients visit when attending a clinic
 2 appointment or being discharged from the hospital. It is critically important that we use
 3 this opportunity to release the patients happy, knowledgeable and safe. Patient care is
 4 the number one priority at Olive View Medical Center Outpatient Pharmacy.
 5 Considerable efforts have been made, to identify the factors that impact the
 6 inefficiencies in the pharmacy workflow that resulted in long wait times for the patient. A
 7 strategic plan was implemented with the goal of addressing each impedance in
 8 workflow whilst maintaining excellent quality of clinical care. Role assignments for the
 9 employees were introduced so that each part of the workflow could be divided up with
 10 the most suitably skilled employee, who was aptly trained and given a chance to master
 11 the role whilst understanding the larger picture. New processes were implemented
 12 involving prescription prioritization, a call center, maximizing the use of the central fill
 13 facility and promoting mail delivery. After implementation, Olive View Outpatient
 14 Pharmacy dramatically reduced the prescription time from 40 minutes (January 2017) to
 15 22 minutes (March 2019), increased the prescription volume and reduced waste.

BENEFITS TO THE COUNTY

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
\$	\$	\$	\$	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS Olive View Medical Center, Outpatient Pharmacy 14445 Olive View Dr Rm 2A219, Sylmar, CA 91342-1495		TELEPHONE NUMBER 747-210-3059
PROGRAM MANAGER'S NAME Dr. Nadrine Balady-Bouziane Dr. Lisa Osahon		TELEPHONE NUMBER 747-210-3059 EMAIL nbalady@dhs.lacounty.gov
PRODUCTIVITY MANAGER'S NAME AND SIGNATURE <small>(PLEASE CALL (213) 893-0322 IF YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER'S NAME)</small> Connie Salgado-Sanchez 	DATE 6/27/2019	TELEPHONE NUMBER 213-288-8483 EMAIL cosanchez@dhs.lacounty.gov
DEPARTMENT HEAD'S NAME AND SIGNATURE Christina R. Ghaly, M.D. 	DATE 6/27/19	TELEPHONE NUMBER 213-288-8050

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1st FACT SHEET – LIMITED UP TO 3 PAGES ONLY: Describe the **challenge(s), solution(s), and benefit(s)** of the project to the County. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success and specify assessment time frame. Use Arial 12 point font.

Challenge 1

To reduce the prescription processing time

The average time to process a prescription at Olive View Medical Center Outpatient Pharmacy before January 2017 was 41 minutes. This resulted in long lines at the patient care windows, negatively impacting patient satisfaction, patient confidence and a willingness to return. In addition, logistically, long lines translate as a fire risk to the hospital, blocking hallways and preventing patient flow. Operationally the lack of efficiency adds undue stresses and burdens on the pharmacy staff and ultimately can impact patient safety and even delay discharge from the hospital which is valued at approximately \$10,000 per day. To reduce the prescription processing time would require a significant improvement in workflow efficiency.

Challenge 2

To increase the number of prescriptions processed.

The more prescriptions filled at each 340B facility produces millions of dollars in cost savings to the Department of Health Services for Los Angeles County. The goal of Olive View Outpatient Pharmacy is to first create and then maintain a reputation that has been built on our level of first class patient care. Our mission is: To provide timely access to safe, low cost prescription medications and free on-demand, one on one pharmacist consultations to insure that the patient has all of the tools to manage their disease and improve the status of their overall health. To increase the number of prescriptions processed would require a significant improvement in workflow efficiency. The number of prescriptions processed during January 2017 was 22,689.

Challenge 3

To reduce waste

The prescriptions when processed require the patient to pick up their medication within 14 days of the fill date or be returned back into the inventory. The costs involved in procuring the inventory and the pharmacist and pharmacy technician time and payroll to fill and then return the medication to inventory demonstrates waste that could be avoided. In January 2017 the RTS (return to stock) rate was 50+%. By reducing the wait time it would encourage the patient to pick up their prepared prescriptions.

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Solutions for Challenges 1, 2 & 3

Workflow Efficiency

Each part of the pharmacy workflow was assessed for its level of efficiency and purpose and with an innovative approach, encouraged ‘smarter’ not ‘harder’ practices. The workflow as a whole was considered as a ‘pie’ and mini task/role assignments were developed to be manageable, owned by the employee assigned and controllable but collectively contributable. When a gap in the workflow was identified then the staff were empowered to handle the situation according to a predetermined best practice.

Role assignments

The following role assignments were created and each employee had an opportunity to apply for each that was of interest to them:

- CRx Pharmacist – Controlled Drug Pharmacist;
- Resolution Pharmacist – Pharmacist handling prescribing and prescription issues;
- Automated Dispensing Pharmacist – Parata inventory management;
- Workflow Pharmacist and Technician – monitors the pace of workflow and adjusts task according to the needs of the business;
- Call Center Pharmacy Technician – answers the phone, answers/directs questions, processes refills etc.
- Mail Order Pharmacy Technician – processes the in-house mail deliveries and call center;
- Prior Authorization Pharmacist and Pharmacy Technician – processes Prior Authorizations, DHS Non Formulary requests, billing issues;
- Procurement Pharmacy Technician – inventory and procurement;

Prescription Prioritization:

Olive View Outpatient Pharmacy receives many prescriptions that the patient may not require immediately. Prior to January 2017 all prescriptions were filled regardless of the patient need. A new process was necessary and executed requiring the patient to activate the prescription before we put it into workflow. This allows us to prioritize the patients with an immediate need and be able to focus our attention on these prescriptions.

Maximize Central Fill:

By utilizing the services of the offsite Central Fill pharmacy for the non-urgent refills we can reduce the number of in-house prescriptions needing to be prepared.

By critically analyzing the Central Fill formulary and comparing it to the prescribing habits of the Olive View providers we have been able to streamline to maximize our uptake.

Encourage Mail Order Services:

By encouraging the patients to use the mail delivery service less patients will need to use their time and expense to come to the pharmacy to pick up their prescriptions.

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Benefits

After the strategic pharmacy workflow efficiency plan implementation:

- The average prescription processing time was dramatically reduced from 41 minutes (January 2017) to 21 minutes (March 2019) [Table 1].
- The prescription volume increased by +17% from 22,689 in January 2017 compared with 26,618 in March 2019. [Table 2] It is anticipated that prescription volume will continue to increase on this trajectory.
- The RTS (return to stock) rate fell from 50+% January 2017 to 3.2% March 2019.

Table 1

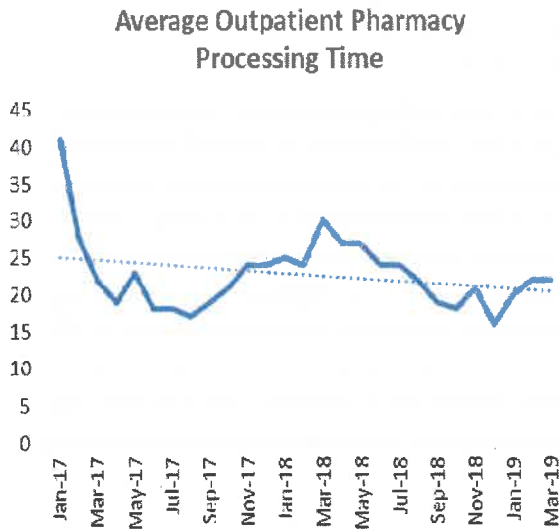
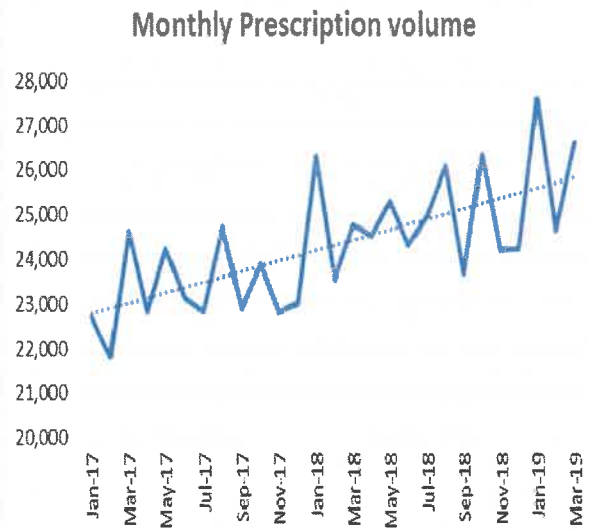


Table 2



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Linkage to the County Strategic Plan – 1 page only. Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12 point font.

The Olive View UCLA - Outpatient Pharmacy Workflow Efficiency plan aligns with the Los Angeles County’s Strategic Plan for 2016-2021, namely:

Strategy I.1 – Increase Our Focus on Prevention Initiatives

This program aims to implement pharmacy workflow practices to ensure that our residents’ have timely access to their medications and learn self-sufficiency in the management of their health, preventing long-term reliance on the County’s acute care health services.

Our mission is: To provide timely access to safe, low cost prescription medications and free on-demand, one on one pharmacist consultations to insure that the patient has all of the tools to manage their disease and improve the status of their overall health.

This program:

- **Reduces** the patient wait time, increasing convenience;
- **Minimizes** the gaps of care within the health system;
- **Empowers** the patient through disease-state education

As a result, of our improvement plan patients are utilizing our services by choice. We have access to their complete medication regimen and are ideally situated to provide the patient with the necessary tools and resources so that they can be more proactive in their own care and adhere to their life-saving medications. This improved access reduces acute health care utilization, which ultimately improves the patients’ quality of life.

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COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY): If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12 point font

Cost Avoidance: Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

Cost Savings: A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

Revenue: Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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