CPS™: The Comprehensive Solution to Hospital Pharmacy Management Challenges
Comprehensive Pharmacy Services™ (CPS) is the nation’s leading independent provider of pharmacy management services. Being privately owned, CPS’ incentives are always aligned with those of their clients, not a parent corporation whose incentives may differ depending on the pharmaceutical vendor or GPO scenarios.

The information contained within will detail CPS’ operational approach, program concepts, goals, cost saving strategies and experience in the market. CPS can also bring additional “unique to the market” cost saving approaches and revenue enhancing strategies to Hospital and Health System partners, including the benefits of Clinical Trials implementation and management through Summit Research Solutions (SRS), a division of CPS.

Since 1971, CPS has provided their clients a full range of pharmacy management services, with the core of their experience centering on comprehensive pharmacy management. There are many modular components of this service, as well as additional progressive programs that together provide a wide range of pharmacy consulting and management expertise and client options. The client can choose any option from a single component to total pharmacy management.

CPS Clients Include:

- Hospitals and Health Systems
- Hospital Corporations
- Specialty Hospitals:
  - Rehabilitation
  - Long Term Care
  - Psychiatric
  - Sub Acute

Although pharmacy is CPS’ primary focus, integration with other services and disciplines is necessary and is also given considerable focus in any management or consulting project. As regulatory standards become more interdisciplinary and medication usage applications more universal, alignment of pharmacy, nursing, dietary, medical staff, administration and other areas becomes a necessity. Only through coordination of all involved parties can optimum cost savings and improved patient care be realized. CPS drives this coordination.
Client Services Include:

- **Pharmacy Financial and Operational Management**
  Assume all departmental costs and responsibilities

- **Inventory Management**
  Optimize inventory levels, buying group compliance and purchasing

- **Process and Work Flow Redesign**
  Optimize all aspects of operations, staffing, productivity and clinical management

- **Productivity Enhancement**
  Optimize staffing levels, resource utilization, and inter-departmental processes

- **Pharmaceutical Care Program Development**
  Coordinate the clinical and distributional functions for patient focused care

- **Clinical Services Development and Support**
  Optimize and improve the provision of clinical pharmacy services needs.

- **Automation Development, Integration and Support**
  Optimize computer applications and supporting systems and provide a support network.

- **JCAHO Preparedness and Mock Surveys**
  Assist in successfully completing the survey process

- **Pharmacist Intervention and Outcomes Management Program Development**
  Optimize documentation of interventions and improve patient outcomes

- **Health System Expansion into Home Infusion, Outpatient and Clinic Initiatives**
  Permit health systems to control all levels of care relative to its patient base and responsibilities

- **340B Pricing, Analysis, Qualification and Implementation**
  Manage the 340B drug-purchasing program and negotiate sub-ceiling prices.
CPS has developed a series of case studies to analyze management impact in actual client facilities across all pharmacy practice and performance disciplines: clinical, operational, regulatory, financial, etc. Following are examples of those case study analyses – CPS can provide documented impact studies upon request.

With agencies reporting 17.3% and 12.6% annual drug cost increases, respectively, for this County Medical Center’s Market, CPS had a challenge to hold inpatient and outpatient drug expenditures in-line. Add to that CPS’ 20-year tenure at the facility, and the ability to further impact costs beyond existing programs would appear difficult, at best. Through innovative new clinical programs, therapeutic interchange initiatives and empowered relationships with physicians and nursing staff, CPS held overall drug increases to 1.1% over the two-year period. This case study demonstrates CPS’ ability to preserve long-term relationships as a result of consistently exceeding expectations. The ability of their programs and services to withstand the test of time and the strength of CPS’ initiatives deliver results straight to the bottom line.

Case Study 2 affords the opportunity to compare Year 1 CPS performance with historical (pre-CPS) performance and actual trends. Considering prior-year actual performance, this hospital exhibited 11.0% and 11.7% increases in drug expenditures and labor costs per APD, respectively. In the first year of CPS’ contract, drug costs per APD decreased to near base-year 1 level and labor costs beat the two-year previous level by nearly 4%. Combined, CPS saved this client over $380,000 compared to actual performance trends. Case Study 2 exhibits CPS’ experience in impacting the client’s bottom line from the very beginning.
With a 12.6% one-year drug increase forecast, this community-based hospital was looking at a potential total drug expenditure increase in excess of $130,000 in Year 1. Through the continued success of CPS’ management, programs and relationships, the hospital not only beat forecast, but lowered drug cost per APD by greater than 6% compared to prior year. This resulted in greater than $180,000 in savings compared to forecast, and an actual expenditure decrease of greater than $60,000 versus prior year (accounts for reduced patient days). Case Study 3 supports CPS’ ability to lower drug costs in hospitals of all sizes.

CPS relationships establish quantified baseline performance standards for the department, which reflects their commitment to set goals and deliver measurable performance. Case Study 4 shows CPS’ drug expenditure performance, relative to baseline target, for the first four years of the agreement with this regional medical center. As the data shows, CPS exceeded expectations, by double digits, in each year – with year 4 performance in excess of 15% below baseline. Over these 4 years, CPS exceeded forecasts by greater than $4 million. Case Study 4 reveals the true value of a CPS relationship-improved service combined with effective, efficient operations results in cost savings to their client facilities.
CPS offers a customer focused service that is second to none. With over 30 years of pharmacy management experience, and greater than 450 service-level employees, CPS has steadily augmented its products and services to meet the needs of their clients in this dynamic environment.

Some of the significant advantages a hospital will derive from this partnership are as follows:

- **CPS will provide regional and national corporate support for the operational and clinical programs and systems.**

  CPS will support the implementation of the most cost efficient pharmaceutical care program to patients. CPS utilizes tools and experience to teach accelerated clinical skills to traditionally distributive pharmacists. In-service programs will be initiated to help physicians learn the most pharmacoeconomically sound methods of medication utilization. Client pharmacist(s) will be part of a national network of practicing and teaching clinicians.

- **CPS’ programs and systems are tailored to the unique needs of each hospital.**

  CPS conducts a thorough analysis of pharmacy operations to develop an action plan that would best meet the needs of the client hospital.

- **CPS has a history of long-term relationships with client facilities.**

  CPS has many contracts that continue to be renewed. These long-term relationships attest to the fact that CPS is dedicated to provide the best services to the patients, hospital staff, and medical staff. Additionally, CPS is flexible in its contractual structure to create a partnership with individual hospitals and health systems to meet the challenges of the changing healthcare reimbursement environment.

- **CPS has an impeccable reputation for service and quality.**

  CPS ensures that each hospital is provided competent and service-oriented staff to serve its patients. CPS’ track record allows them to guarantee that the pharmacy will pass all regulatory inspections.

- **CPS’ goal is to create a seamless relationship.**

  CPS works within the organizational structure of the client institution. CPS employees are part of the organization and follow client policies and procedures. Examples of how effective CPS has been in accomplishing this goal include the fact that four (4) CPS Directors of Pharmacy have recently been named “Employee of the Year” by their respective hospitals. Hospital Administrators have remarked, on many occasions, that CPS employees have adapted very easily and have become integral members of the hospital staff.
CPS has experience in all aspects of pharmacy practice.

CPS has years of experience in acute care inpatient pharmacy practice. In addition, they have extensive pharmacy experience in outpatient, psychiatric, sub acute, home infusion and long term care practice.

CPS is flexible with GPOs, wholesalers and automation vendors.

CPS has strategic alliances that can be offered to their clients. If the client hospital requires participation in particular vendor programs, CPS will work effectively with other vendors.

As a leader in pharmacy management, CPS’ experience directly benefits their clients in a manner that yields the most sophisticated and progressive services available. CPS utilizes its management expertise and resources to ensure the highest quality of pharmacy services. The direction and management of pharmacy services is a coordinated and organized program. A set of goals and objectives are adopted. Then the needs of the client are assessed to determine the specific transition, implementation plan and approach required to achieve those goals and objectives. The client approves all such programs prior to implementation.

CPS will:

- Assess clinical and distributive functions and processes that can be reengineered, redesigned and/or consolidated.
- Review and update the pharmacy policy and procedure manual.
- Provide physician and nursing in-service programs as required by JCAHO, State and Federal regulations.
- Assure compliance with all JCAHO, State, Federal and Local laws and regulations.
- Assure that the pharmacy meets P&T and other committee obligations as requested by the hospital.
- Assure that all performance improvement standards for both internal and external operations meet approval by the client.
- Optimize staffing and other resources to deliver efficient drug distribution and clinical management of each patient’s drug regimen.
- Provide the appropriate tools, training, and systems to achieve the pharmaceutical care model approach to patient care.
- Use benchmark criteria to evaluate medication use processes.
Operations:

CPS will:

- Supervise Pharmacy Operations, all personnel working within the Pharmacy Department and all procedures within the Hospital that require supervision by licensed pharmacist.
- Assure all Pharmacy employees receive the level of training necessary to insure the highest level of Pharmacy Operations.
- Assess workflow, time-motion issues, and distributive activities to identify redesign opportunities that will benefit the client facility from a hospital-wide approach.
- Assess the effectiveness of actions taken to improve care and service.
- Report to the client Administration and the Medical Staff of the Hospital.

CPS will assure all employees receive the level of training necessary to assure the highest level of pharmacy operations.

Purchasing:

- CPS will supervise the purchasing of all pharmacy supplies and pharmaceuticals.
- CPS’ purchasing management system monitors contract compliance each month to ensure the lowest possible pricing.
- CPS has national agreements with a Group Purchasing Organization, a Drug Wholesaler, and Pharmaceutical Manufacturers, but they will honor any contract in which the client is obligated.

Distribution System:

- CPS will assist in identifying distributive activities, which will benefit the client facility from a hospital-wide approach.
- CPS will implement a pharmacy charge recovery system that will ensure total charge capture.

Clinical and Educational Services:

CPS will provide the following:

- Therapeutic Drug Monitoring
- Total Parenteral Nutrition Management
- Performance Improvements and Medication Use Evaluation (MUE).
- Information Services
Formulary Management:

CPS will provide the client with an individual formulary management program through their proprietary PHARMACOECONOMIC FORMULARY MANAGEMENT SYSTEMS (PFMS). This system is designed to control the rising cost of medications and supplies while maintaining the highest level of patient care.

By using the PFMS, CPS will:

- Develop the formulary in cooperation with the Medical Staff and the Hospital’s Pharmacy and Therapeutics Committee.
- Continually provide therapeutic equivalent alternative that are cost effective and therapeutically efficacious.
- Provide educational in-services on cost effective therapy to the client’s Medical and Nursing Staff.

Education and Training:

CPS maintains and continually develops an extensive set of education and training programs for their employees and those of the clients.

In all medium to long-term consulting and pharmacy management engagements, CPS personnel on-site at client facilities participate in the individual Hospital’s orientation, safety and training programs. Additionally, CPS has established considerable internal safety, development and training modules to be conducted consistently with appropriate employees.

CPS manages the American Society of Health-System Pharmacist accredited Pharmacy Residency Programs at Arrowhead Regional Medical Center in Colton, California. Additionally, CPS is currently affiliated with the Western University of Pharmacy, University of Southern California School of Pharmacy, University of California San Francisco School of Pharmacy and Pacific School of Pharmacy in teaching capacities.

CPS has been accredited as a provider of continuing pharmacy education by the American Council on Pharmaceutical Education (ACPE). CPS clinical pharmacists identify educational needs and develop programs that impact day-to-day activities of the pharmacists.

Please find the following sample of CPS’s clinical Continuing Education programs. These proprietary modules have been created by CPS and are accredited by American Council on Pharmaceutical Education.
Recognizing and supporting the interdisciplinary nature of patient care, programs developed by CPS apply to the educational needs of physicians, nurses, respiratory care practitioners and other health care professionals. CPS will create a plan that tailors the goals and objectives, as well as the examination materials, to the needs of the various educational accrediting organizations for the purpose of providing continuing education credits. These programs include discipline-specific live programs, self-study modules, newsletters and interdisciplinary symposia.

The Accelerated Clinical Skills Program (ACSP) has been designed to provide reviews and updates of therapeutic modalities and other topics of interest in pharmacy practice. It is the intent of this program to assess the clinical abilities of pharmacists in client hospitals and to provide tools that will enable them to enhance the clinical services and to provide high level, cost-effective pharmaceutical care.

**Program Objectives:**

Upon successfully completing all modules, the pharmacist should be able to:

- Evaluate a patient’s therapy from chart data and personal interviews.
- Develop and monitor medication regimens for several disease states.
- Provide pharmacoeconomic analysis in support of decision-making by the Pharmacy and Therapeutics Committee.
- Analyze outcomes and conduct medication use evaluations.
- Develop and implement interdisciplinary medication use protocols.
Review the medication use process and identify opportunities for the prevention of medication errors.

**Program Components:**

The program consists of several educational modules that reflect the activities most commonly performed by clinical pharmacists. The following modules have been developed:

- Patient Assessment and Chart Review
- The Medication Use Process
- Antimicrobial Therapy
- Pain Management
- Antidepressant Therapy
- Treatment of Bipolar Disorder
- Antipsychotic Therapy
- Parenteral Nutrition
- JCAHO and CMS Surveys
- Organophosphate Poisoning
- Advanced Cardiac Life Support
- Critical Care Pharmacology
- Cost-effective Anesthesia and Sedation
- Treatment of Hyperlipidemia
- Anticoagulation
- Treatment of Diabetes

All programs are continuously updated. Additional programs are currently being developed.

**Methods of Instruction:**

Each module features a slide presentation that can be viewed either on a personal computer or in monograph form. The modules are designed for individual study with support as needed from a clinical pharmacist preceptor. Most modules challenge the participant by providing real case scenarios and opportunities for designing medication regimens.

**Accreditation:**

CPS has been approved by the American Council on Pharmaceutical Education as a provider of continuing pharmaceutical education. Pharmacists who successfully complete each module receive continuing education credit that may be used for license renewal.
Summit Research Solutions (SRS), a division of CPS, is a national clinical trials management company with a reputation built on experience and dedication to the highest quality standards in the industry. Their progressive, innovative approach has allowed them to transform the way clinical trials are conducted.

A solid operational infrastructure, experienced management team, and sound strategic vision have well positioned SRS to provide all of their partners – pharmaceutical companies, hospitals, and physicians – the optimal, systematic way to conduct effective, outcome based clinical trials. Their clinical approach and opportunities for revenue enhancement have made Summit Research Solutions' management of clinical trials appealing to their affiliated partners.

SRS offers two different options to serve clients best.

**TKM™ Clinical Trials Management Program:**

SRS’ Turn Key Model (TKM™) clinical trials management program ensures smooth and successful trials while providing maximum ease of practice by minimizing the time and cost associated with clinical research.

The SRS approach is to reduce the hassles associated with clinical research by providing network members a dedicated and experienced corporate support staff focused on outcomes driven by patient compliance and study completion.

The TKM™ program capabilities and best practices provide solutions to complicated, time consuming, inefficient research by providing: Program Management, Study Procurement, Trained Clinical Research Coordinators, Tracking of Study Income and Expenses, Financial Analysis, Data Capture, Clinical Supply Management, Submission of Regulatory and IRB documents, Marketing, Advertising, Patient Enrollment and GCP, ICH, FDA, JCAHO and OSHA Compliance.

SRS provides in-depth trial management training for all Clinical Research Coordinators and Investigators.

SRS’ services are focused on meeting the needs of each hospital/physician practice based on enhanced financial outcomes. They will work with each partner to conduct an analysis to determine potential revenue opportunities.

Each network member has access to SRS’ corporate services including Regulatory, Financial Management, Marketing, Quality Assurance, Clinical Services and Operational Administration.

**Corporate Management Services Program:**

SRS Corporate Management Services includes technical expertise along with a national reputation within the pharmaceutical industry.

**Study Recruitment:** SRS will be responsible for the marketing of the Investigator’s CV to the pharmaceutical industry in order to procure the appropriate studies to be conducted at the facility. SRS will present those studies to the Investigator for his approval.
**Regulatory:** SRS will be responsible for initial submission of all required regulatory documentation for initial IRB approval, submitting and tracking all SAE’s and IND safety reports, submitting protocol amendments and updates to the 1572.

**Contracts/Financial Services:** SRS will be responsible for the successful negotiation of sponsor/CRO budgets and contract to ensure the maximum budget allowable. They will be responsible for ensuring that payment is received from the sponsor/CRO. SRS will track study-related activities to ensure that the client is paid appropriately for work completed according to the terms of the contract.

**Marketing:** SRS will be responsible for procuring advertising dollars when possible from the sponsor for each study. We will be responsible for receiving both sponsor and IRB approvals on all advertising. SRS will also conduct initial screening of calls received from advertising to ascertain appropriateness of potential research candidate.

**Quality Assurance:** SRS will provide a minimum of two audits per year for randomly chosen studies. The investigator will receive a detailed audit report.

**Patient Recruitment:** SRS will assist client study coordinators in patient recruitment efforts when necessary.

**Clinical Support:** The SRS Medical Director will provide medical leadership and expertise to clients regarding research issues. The Medical Director may provide a variety of lectures to clients regarding research.

**Information Systems:** SRS is licensed to utilize an expert web-based proprietary database, SiteMinder, which represents extraordinary opportunities to manage multi-site clinical trials systematically.

CPS provides a wealth of pharmacy management experience, expertise and resources to their client facilities. CPS’ unique independent structure affords their clients access to expanded service offerings that are customized to best meet the situation, need and desired outcome. Below, please find a summary of unique attributes and service offerings that CPS clients can take advantage of:

**Drug Distributor Selection**
CPS works closely with AmerisourceBergen as their prime strategic distribution partner. CPS’ relationship with AmerisourceBergen has been in place for five (5) years and CPS works with AmerisourceBergen in many client facilities. However, considering the flexibility that results from our independent structure, CPS negotiates contracts with the vendor that is best for the client.

**Group Purchasing Organization**
CPS works closely with MedAssets/HSCA and Shared Services as a prime GPO partner. CPS’ relationship with MedAssets/HSCA has been in place for over seven (7) years and CPS has HSCA contracts in place in many client facilities. Again, CPS works with and participates in contracts through the GPO that is best for the client. Therefore, CPS will perform the analysis, make recommendations and help the client make the decision that will provide the best financial outcome for the client.
Technology
CPS can bring leading-edge technology to augment clinical initiatives and pharmacy operations. CPS works with a system that utilizes Personal Digital Assistants (PDAs) (handheld computer systems) for implementation, collection, monitoring and reporting of clinical pharmacy data. Results to the hospital are: reduced costs, increased productivity, enhanced reporting and other benefits that directly impact cost and patient care.

Drug Information Center
CPS, in partnership with Western University College of Pharmacy, operates the CPS Drug Information Center in Colton, California. The Drug Information Center is available exclusively for CPS clients and Western University College of Pharmacy affiliates. In addition to answering incoming questions, the Center distributes information about new drugs and therapies to its participants.

Automation
CPS is not affiliated with any manufacturer or distributor of medications or technologies. This allows their consultants to provide unbiased, objective evaluations of emerging technologies. This has allowed CPS to gain extensive experience with virtually every major manufacturer and distributor of pharmacy automation. CPS can analyze all of the needs of the hospital, obtain input from users in various departments within the facility and provide the best solutions for maintenance and upgrades of the existing technology. Manufacturers of pharmacy automation that CPS is currently working with include Pyxis, McKesson, Omnicell, Automed, Suremed, MedServ and Scriptpro.