

Index

Page numbers followed by *f* denotes a figure, the letter *n* denotes an endnote, and the letter *t* denotes a table.

A

- Abubakar, Amina, 142, 149
- Academia, 78–83
- Accountable care organization (ACO), 212
- Accounting, 5*t*. See *also* Cost accounting; Predictive accounting
 - accrual basis, 9
 - Audit and Accounting Guide for Healthcare Organizations, 10
 - cash basis, 8–9
 - cycle, 6
 - fund, 9
 - methods, 9
 - patient system, 6
- Accounts
 - chart of, 9
 - general ledger, 10
 - payable, 5*t*
 - receivable, 6*t*
 - statistic, 18
- Accreditation Commission for Healthcare (ACHC), 262, 305
- Accreditation Council of Pharmacy Education (ACPE), 77
- Accreditation requirements, for doctor of pharmacy programs, 77
- Accrual basis accounting, 9
- Active pharmaceutical ingredients (APIs), 101
- Acuity, 86
- Acute care pharmacy, 35, 36*f*
- Acute kidney injury (AKI), 164*t*
- Administrative Law Judge (ALJ), 125, 128
- Administrative services agreement (ASA), 226
- Advance Beneficiary Notice (ABN), 118
- Advanced Pharmacy Practice Experiences (APPEs), 77
- Adverse drug events (ADE), 197
- Advisory Committee on Immunization Practices (ACIP), 231
- Advocacy support, 104
- Affordable Care Act (ACA), 3, 138, 225, 232, 232*t*
- Agency for Healthcare Research and Quality's National Quality Strategy, 180
- Aliquot, 213
- DOI 10.37573/9781585287130.BM
- Allocation methodologies, 22
- Alternative funding programs, 234
- Ambulatory pharmacy, 93*t*
- Ambulatory surgery centers, 122
- American Hospital Formulary Service-Drug Information (AHFS-DI), 117
- American Institute of Certified Public Accountants (AICPA), 10
- American Journal of Health-System Pharmacy*, 111
- American Society of Health-System Pharmacists (ASHP), 87, 104, 107, 196, 213, 288
 - Practice Advancement Initiative 2030, 170
- Amherst Pharmacy, 149
- Ancillary services, 115
- Angiotensin Converting Enzyme (ACE) inhibitors, 232*t*
- Annual plan, 27
- Antimicrobials, 157
- Antimicrobial service expansion, 168*f*
- Antimicrobial stewardship programs (ASPs), 156–157
- Antimicrobial stewardship system expansion
 - business case proposal
 - business/service description, 156–157
 - conclusion of, 156
 - core positional duties, 155
 - environmental/needs assessment, 157–159, 158*f*
 - executive summary, 155–156
 - financial implications, 156
 - financial plan, 163–164, 164*t*
 - implementation plan, 164–165
 - key benefits to health system, 156
 - legal or regulatory concerns, 164
 - lessons learned with, 165–166, 167*t*, 168*f*
 - operating plan, 159–163, 159*f*, 160*t*, 161*t*, 162*f*, 162*t*, 163*t*
 - proposal, 155
 - supporting materials for, 165
- Antiresorptive therapy, 232*t*
- Apexus, 44, 53–54
- Appeal process, 125
- Areas of waste, potential, 68
- Artificial intelligence (AI), 4, 58*t*, 126
- Aspirin, 233*t*
- Assets, short-term, 10–11
- Audit and Accounting Guide for Healthcare Organizations, 10
- Auditing services, 103
- Automation, 126–127

Autonomous pharmacy, 211–212
 Avant Pharmacy and Wellness, 142
 Average Sales Price (ASP), 303
 reimbursement formula, 110
 Average Wholesale Price (AWP), 227, 303

B

Back-end (BE) work, 268
 Backward integration, 134
 Balance metrics, 67
 Balance sheet, 8, 10–11, 11t–14t
 Baptist Health South Florida (BHSF), 169
 Barcode medication administration (BCMA), 213
 Base contract, 101
 Benchmarking, productivity analysis and, 85–86.
 See also External benchmarking; Internal benchmarking
 β -blockers, 232t
 β -lactam/ β -lactamase inhibitor combinations, 159, 159f
 Beyond-use Date (BUD), 214
 Big Data, 58t, 59
 characteristics, 59t
 medication management in, 60t
 Billing, 122–123
 claims, 6
 system, 6
 Biologics, 104
 growth of, 106–107
 Biosimilars, 52, 104, 239
 Blue Cross Blue Shield, 131
 Board Certification for Pharmacotherapy Specialists (BCPS), 148
 Board of Trustees, 27
 Boesen, Kevin, 150
 Botulinum toxin injections, 116
 Budget, 8, 29
 cycle, 30
 types of, 30
 variances, 39
 Business
 cases, 153–154
 office, 5t
 Business Analytics (BA), 58t
 Business Intelligence (BI), 58t

C

Capital, 201, 301
 budget, 7
 expenditures, 27
 items, 7

Carbapenems, 159
 Care delivery, 97
 Case mix index (CMI), 86, 88, 90t
 Cash basis accounting, 8–9
 Catheter-associated urinary tract infections, 160t
 Cefepime, 159
 Ceftaroline, 158f, 163, 163t
 Ceiling price, 44
 Centers for Medicare & Medicaid Services (CMS), 3, 44, 156, 213, 251, 259, 298, 305
 CMS 855B, 305
 CMS 855S, 305
 Centers for Medicare Services (CMS), 157
 CenterX, 136
 Central line-associated blood stream infections, 160t
 Characteristic, 86
 survey, 88–89, 89t
 Charge capture, 6, 120–121
 Chargemaster (CDM), 122
 Charity care write-offs, 3
 Chart of accounts (COA), 9
 Chief Data Officer, 57
 Chief Digital Officer, 57
 Chief Executive Officer (CEO), 2, 4, 27
 Chief Financial Officer (CFO), 2, 4, 8, 27
 Chief Medical Officer (CMO), 2, 239
 Chief Nursing Executive, 2
 Chief Operating Officer, 2
 Chief Pharmacy Officer (CPO), 2, 108, 239
 Children's Hospital Association (CHA), 97
 Choosing Wisely campaign, 69
 Christensen, Clayton, 147, 151
 Chronic obstructive pulmonary disease (COPD), 278–279
 Cigna, 131
 Claim adjustment reason codes (CARC), 123
 Claims capture, 7
 Class
 composition, 79
 size, 78
 Class of trade (COT), 101
 Clean sites, 48
 Clinical care, of pharmacy revenue cycle
 charge capture, 120–121
 clinical documentation and coding for, 121–122
 prescriber order, 120
 Clinical documentation, coding and, 121–122
 Clinical pharmacist productivity, 35
 Clinical pharmacology, 117
 Clinical Pharmacy Enterprise, 169
 Clinical Pharmacy Manager, 158
 Clinical workload, 87, 93t

- Clostridioides difficile*, 156
- Clostridioides difficile* infections (CDI), 159–160, 160t
- CMS Healthcare Consumer Assessment of Healthcare Providers and Systems (HCAHPS), 114
- Collaborative Practice Agreement (CPA), 187f
- College of pharmacy, 78
- Collins, Jim, 147
- Commercial and government health plans, pharmacy benefits for, 138–139
- Commercially available vendors, 87–88
- Committed agreements, 101
- Community
 - benefit, 50
 - focus, 1–2
 - pharmacy operations, 27
- Community-based outpatient clinics (CBOCs), 278
- Competitive Generics Therapy Designation, 105
- Community Health Accreditation Partner, 305
- Compliance, 45, 156
- Complicated intra-abdominal infections (cIAI), 161
- Complicated skin and soft tissue infection (cSSTI), 161
- Complicated urinary tract infections (cUTI), 161
- Compounded sterile preparations (CSPs), 211, 213
- Compounded sterile preparations (CSPs), using
 - automation/robotics
 - autonomous pharmacy, 211–212
 - business/service description, 212–213
 - environmental/needs assessment, 213
 - executive summary, 211
 - financial plan, 215–219, 216f, 217f, 218f, 219f
 - future of IV robotics, 222
 - implementation plan, 219–220, 220f, 221f
 - legal or regulatory concerns, 221–222
 - lessons learned, 222–223
 - operating plan, 213–215
- Compounding complexity, 215
- Consultant groups, 87
- Consulting services, 104
- Continuing education programs, 80
- Contraceptives, 233t
- Contract
 - arrangement methodologies, 226–227, 227f
 - families, 101–102
 - pharmacy relationships, 53
- Contribution margin, 22
- Coronavirus Aid, Relief, and Economic Security (CARES Act), 105
- Corticosteroids, 232t
- Cost
 - centers, 34
 - of goods, 101
 - reporting, 5t
- Cost accounting, 5t, 6–11, 11t–17t, 14, 18, 19t, 20
 - definitions of, 3–4
 - reports, 22–23
 - systems, 21–22
- Cost-based productivity ratios, 90t, 91
- Cost of goods sold (COGS), 293
- Cost-to-Charge ratios, 23
- Covered entities, 43
- CoverMyMeds, 136
- COVID-19 pandemic, 29, 252–253
 - drug shortages and, 105
 - global supply chains and, 104, 134
 - impact of, 40
 - response to, 1
 - Schedule II drugs and, 105
 - societal impact of, 97
 - vaccinations and, 171
- Critical access hospital, 52
- Culture by Design*, 151
- Current procedural terminology (CPT) codes, 93, 300, 303
- CVS/Health (Aetna), 131–132
- ## D
- Dalbavancin, 163t
- Daptomycin, 158f, 163, 163t
- Darwin, Charles, 147
- Data
 - architecture, 62
 - characteristics, 58t
 - cleansing, 58t
 - consumers, 61
 - fluency, 58t
 - lake, 58t
 - literacy, 58t, 60, 60t, 63
 - mining, 58t
 - producers, 61
 - scientist, 58t
 - stewards, 61
 - strategy, 62–63
 - visualization, 58t
 - warehouse, 58t
- Data analytics and oversight
 - case study, 68–70
 - challenges with, 57, 58t, 59–60, 59t
 - driving value, optimizing utilization, and overall performance improvement with, 57, 58t, 59–73, 59t, 60t, 61f, 62t
 - introduction and background of, 57
 - literacy, governance, and supporting structures, 60–62, 60t, 61f, 62t

Data analytics and oversight (*cont.*)

- looking forward, 70–73
- problem to solution, 64–66
- strategic data choices, 67–68
- strategy, 62–63
- summary, 64
- terminologies, definitions, and metaphors for, 57

Data and information best practices, 62t

Data-centric culture, 61–63

Data-centric organization, 64

Data-driven improvement, 71

Days of Therapy (DOT), 159

DEA, see United States Drug Enforcement

Administration

Debt expense, 3

Decision support system (DSS), 21

Degree programs, 79

Delegation protocols, 167t

Delphi approach, 92

Delphi consensus of clinical pharmacists, 35

Delphi process, 91

Department of Veterans Affairs, 44

Det Norske Veritas (DNV), 262

Dexmedetomidine, 69–70

Diagnosis related groups (DRGs), 69

Direct expenses, 25

Discharge service, 69

Discriminatory reimbursement scenarios, 49

Disease-intervention specific approach, 69

Disproportionate share adjustment percentage

(DSH percentage), 44, 47, 99

Disproportionate Share Hospital (DSH), 247

Diversion, 46

DNV Healthcare (DNV), 3

Donovan, John, 151

Dose optimization, 213–214

Drug cost savings, 47

hospitals not subject to GPO prohibition, 48

hospitals subject to GPO prohibition, 48

over time, 48–49

physical inventories (clean sites), 48

retail pharmacies and, 49

Drug(s)

COVID-19 pandemic and, 105

pricing, 227

shortage challenges, 29, 102, 104

sourcing, 234–235

Drug utilization review (DUR) screening, 271

Durable medical equipment (DME), 115, 302

Durable Medical Equipment, Prosthetics/Orthotics,
and Supplies (DMEPOS) program, 305**E**Earnings before interest, depreciation, taxes, and
amortization (EBIDTA), 22

Electronic health record (EHR), 51, 53, 57, 181, 255

Electronic medical record (EMR), 126, 159

Electronic remittance advice (ERA), 123

Element, 86

Emergency department (ED), 195

Emergency Medical Treatment and Labor Act
(EMTALA), 119

Emmer, Marc, 150

Enterprise-wide multidisciplinary medication
management analytics program, 64

Entity-owned pharmacy, 52–53

Entrepreneur (EP), 141

attributes of, 144–145

business development and, 143–144

as career choice, 142–143

decision making methodology for, 145–146

The Entrepreneur-Intrapreneur, 151

Environmental factors, 3

Epic, 136

Epropofol, 105

Equity, 10–11

Equipment and supply codes, 302

Ertapenem, 159, 163, 163t

Essential drugs list, 105

Essentialism, 151Executive summary medication history expansion
proposal, 207–209, 208f, 209f

Expenditures, planning and forecasting of, 27

Expense cycle, 7, 27

Experiential partnerships, 81

Explanation of Benefits (EOB) statement, 6

Express Scripts, 132

External benchmarking, 35, 85, 89t, 90t

definitions in, 86

deriving value from, 89–90, 91t

in health systems, 86–87

External reporting, 156

F

Facilities and administrative costs (F&A), 79

Faculty salaries, 80

Federal poverty level, 3

Fidaxomicin, 163, 163t

Finance

analysis control, 27

analytics, 5t

cost and predictive accounting, 3–4

operations, 5t

- performance, 23
- for pharmacy education and research programs, 77–83
- planning and assessment, 77–83
- reporting, 10
- statements, 37
- Financial Accounting Standards Board (FASB), 10
- Financial assistance programs, 179
 - workflow, 184f
- Financial counseling, 118–119
- Financial donations, 80
- Financial management
 - accounting cycle, 6
 - balance sheet, 10–11, 11t–14t
 - budget, 8
 - cost accounting reports, 22–23
 - cost accounting systems, 21–22
 - cost and predictive accounting, 3–4
 - environmental factors, 3
 - expense cycle, 7
 - fiscal services department, 4, 5t, 6
 - governance, 2–3
 - income or operating statement, 14, 15t–16t, 17t
 - mission and community focus in, 1–2
 - monthly close, 8–9
 - performance review process, 23–25, 24t
 - revenue cycle, 6–7
- Fiscal services department
 - accounting, 5t
 - accounts payable, 5t
 - business office/revenue cycle management, 5t
 - cost reporting, 5t
 - development, 5t
 - financial operations/analytics, 5t
 - managed care contracting, 5t
 - overview of, 4, 5t, 6
 - payroll, 5t
 - supply chain or purchasing and materials management, 5t
 - treasury, 5t
 - typical, 4, 5t, 6
- Fiscal year pharmacy expenditures, 27, 28t
- Fiscal year retail pharmacy expenditures, 29t
- Fixed budget, 30
- Fixed costs, 23
- Fixed expenses, 22
- Flex budget, 37
- Flexible budget, 30
- Flexible data stores, 63
- Fluoroquinolones, 159–161, 159f
- Food, Drug, and Cosmetic Act, 45
- Food and Drug Administration (FDA), 73, 100, 104

- Formularies, 133
- Formulary management, 229
- Forward integration, 134
- Free clinics, 3
- Friedman, David, 151
- Front-end (FE) work, 268
- Full-time equivalents (FTEs), 36, 36f, 90t, 159, 165, 280
 - costs, 49, 277
 - definitions, 18, 85
 - financial plan for, 249t
 - proposal, 155
 - staffing of, 259t
- Fund accounting, 9
- Fund balance, 10–11

G

- General ledger
 - accounts, 10
 - chart, 9–10
 - close, 8
- Generally Accepted Accounting Principles (GAAP), 10
- Global supply chains, COVID-19 pandemic and, 104
- Governance, 2–3
 - literacy and, 60–62, 60t, 61f, 62t
- Governmental Accounting Standards Board (GASB), 10
- Gross domestic product (GDP), 1, 68
- Group purchasing organization (GPO), 45, 97, 188
 - bid process, 100–101
 - biologics and specialty pharmaceuticals and, 106–107
 - contracting, 98–104
 - contract types, 101–103
 - engagement opportunities, 103–104
 - evolution of, 104–107
 - prohibition, 48
 - relationship, 107–111
 - as resilient supply chain, 104–106
 - services overview, 98

H

- Healthcare
 - “business” of, 1
 - spending in, 1
 - utilization, unnecessary, 180
- Healthcare-acquired infections (HAIs), 155–156
- Healthcare Common Procedure Coding System (HCPCS), 121–122, 260, 300
 - HCPCS Level II, 302

- Healthcare Effectiveness Data and Information Set (HEDIS), 279
- Healthcare Supply Chain Association (HSCA), 97
- Health Impact Profile, 50
- Health Insurance Portability and Accountability Act (HIPAA), 59, 251
- Health literacy, 180
- Health maintenance organizations (HMOs), 138, 230
- Health plan financial models, managed care pharmacy and, 136–138
- Health Resources and Services Administration (HRSA), 43, 231, 252
- Health savings account (HSA), 230
- Health system mail order pharmacy
business/service description, 267–268
environmental/needs assessment, 268
executive summary, 267
financial plan, 271–272, 272t
implementation plan, 273
legal and regulatory concerns, 273
lessons learned, 273, 274t, 275–276
operating plan, 268–269, 269t, 270t, 271
- Health system pharmacists, 78
- Health system specialty pharmacy (HSSP)
background, 287
business/service description, 290–291, 291t
environmental/needs assessment, 288–290, 289t, 290t
executive summary, 287–288
financial plan, 293
future directions and resource needs, 293–294, 294t
lessons learned, 295
operating and implementation plans, 291–293
- HealthTrust, 97–98
- Helling, Dennis, 148, 151
- High-deductible health plans (HDHPs), 230
- Higher education, 81
financing for, 78
- High performing revenue cycle team, 128
- High reliability organization (HRO), 222
- Home health care, 115, 302
- Home infusion pharmacy
environmental and needs assessment, 298–299
executive summary, 297
financial plan, 301–304, 301t–302t, 304t
implementation plan, 305–306, 306t
legal and regulatory concerns, 305
lessons learned, 307
operating plan, 299–300
service description, 298
supporting materials, 307
- Horizontal approach, 69
- Horizontal integration, 134
- Hospital-based infusion center
business/service description, 256
environmental/needs assessment, 256–257
executive summary, 255
financial plan, 261–262, 261t, 262t
legal or regulatory concerns, 262, 263t
lesson learned, 264
operating plan, 257–261, 258t, 259t, 260t
supporting materials, 264
- Hospital-Issued Notices of Noncoverage (HINN), 118
- Hospital-owned home infusion pharmacy, 298
- Hospital outpatient (retail) pharmacy
business description, 247–248
executive summary, 247
financial plan, 249, 249t–251t
implementation plan, 252
legal and regulatory concerns, 251–252
lessons learned, 252–253
needs assessment, 248–249
operating plan, 249
- Hospital Readmissions Reduction Program (HRRP), 298
- Hospital(s)
eligibility, 43–44
for-profit, 2
nonprofit/community, 2
pharmacy, 23
- How Will You Measure Your Life?*, 151
- Humana Pharmacy Solutions, 132
- Important Message from Medicare (IM), 119
- Income statement, 8, 14, 15t–16t, 17t
- Incremental budgeting, 78
- Infectious Disease (ID), 158
consult services, 156
pharmacist, 155
- Infectious Diseases Society of America Center of Excellence, 156
- Information technology (IT), 256
- Injectable iron agents, 100
- Innovatix, 97
- Inpatient volume indicators, 93t
- Institute for Safe Medication Practices (ISMP), 213
- Insulin, 100, 232t
- Insurance carrier, 6
- Integrated delivery networks (IDNs), 110, 134
- Integrating teams, 127–128, 127f
- Intentional culture, 146–147

Interactive voice response (IVR), 268

Intermediate preparations in standardized concentrations, production of, 214

Internal benchmarking, 35, 85, 92, 93t
 definitions, 91
 getting started with, 94
 standardized comparisons within, 93–94

Internal Health System legal counsel, 164

Internal productivity monitoring, 91
 methods for, 92

Internal Revenue Service (IRS), 232, 232t
 regulations, 2

International drug importation, 235

International IV Robotics Summit, 211–212

Intersectta, 97

Intrapreneur (IP)
 attributes of, 144–145
 business development and, 143–144
 as career choice, 142–143
 decision making methodology for, 145–146

Intravenous immune globulin (IVIG), 69

Introductory Pharmacy Practice Experiences (IPPEs), 77

Investment, 148–150

J

Johnson, Samuel, 151

The Joint Commission (TJC), 86, 156–157, 305

K

Kaiser Permanente, 148, 151

Key performance indicators (KPIs), 4, 18, 19t, 164, 181, 260, 271

L

Label, default, 215

Labor, 119, 172
 expense, 24
 market, 97
 productivity ratios, 88, 90t, 91
 productivity report, 24t

Leadership: Pharmacist, Entrepreneur, or Intrapreneur, 141–151

Letters of commitment (LOCs), 102

Lexi-Drugs, 117

Liabilities, 11

Liabilities, short-term, 11

Licensed independent practitioner (LIP), 259

Limited distribution drugs (LDDs), 288

Liquidity, 18

Local Coverage Articles (LCAs), 117

Local Coverage Determinations (LCDs), 117

Long-term assets, 11

Long-term liabilities, 11

Low-Income Subsidy (LIS) program, 139

Low-value care, 68

M

Machine learning (ML), 58t, 126–127

Mail Order Pharmacy, 133

Managed care
 contracting, 5t
 function of, 133
 future of, 139–140
 organization, 132

Managed care pharmacy, 131–132
 function of, 133
 health plan financial models and, 136–138
 pharmaceutical value chain, 135–136, 136f
 program types, 136–140
 vertical integration in ecosystem, 135
 vertical integration in supply chain, 134–135

Manual admixtures, displacement of, 214

Market dynamics, 106

Marketing, sales and, 150–151

Master Patient Index Number (MPI), 116

Maximum allowable cost (MAC), 303

McKeown, Greg, 151

Medicaid, 44, 119, 138

Medicaid Drug Rebate Program (MDRP), 44

Medically unlikely edit (MUE), 124

Medical necessity denials, 124

Medical record number (MRN), 116

Medical support assistant (MSA), 278

Medicare, 44, 116, 181
 Advantage, 118, 123
 appeals council, 125
 benefit manual, 117
 fee-for-service, 123
 Modernization Act, 110
 Part A home health benefit, 303
 Part B drugs, 110
 Part D, 138–139, 185f, 302
 Prescription Drug Benefit, 118
 reimbursement, 175, 175t

Medicare Administrative Contractors (MACs), 116

Medicare Advantage prescription drug plan (MA-PD), 139

Medicare+ Choice Nursing and Allied Health Education (NAHE) programs, 175

Medicare cost report (MCR), 44

Medicare Home Infusion Therapy (HIT), 302
 Medicare Outpatient Observation Notice (MOON), 119
 Medicare Severity-Diagnosis Related Group (MS-DRG), 86
 Medication
 access, 53
 adherence, 4, 180
 costs of, 180
 discrepancies, 197
 management, 60t
 reconciliation, 197
 Medication Access Program (MAP)
 executive summary, 179
 financial assistance workflow, 184f
 financial plan, 188–190, 188f, 189f
 implementation plan, 190, 190f–192f
 legal/regulatory concerns, 190
 lessons learned, 192–193
 Medicare Part D coverage, 185f
 needs assessment, 180
 operating plan, 180–181, 182f, 183f, 184f, 185f, 186f, 187f
 prior authorization workflow, 182f
 refill authorization workflow, 187f
 service description, 179–180
 supporting materials, 192
 for uninsured, 186f
 Medication Therapy Management (MTM), 135, 248
 Medigap policy, 123
 Medimpact Healthcare Systems, 132
 MEDS Act, 105
 Member cost share, 230, 230f
 Meropenem, 159, 163t
 Metadata, 58
 Methicillin-resistant *Staphylococcus aureus* (MRSA), 160t
 Midcycle, of pharmacy revenue cycle
 billing for, 122–123
 chargemaster, 122
 Minibid, 100
 Mission organizations, 1–2
Momentum, 150
 Monthly budget performance report, 40
 Monthly close, 8–9
 Morgan, John, 141

N

National Association of Boards of Pharmacy, 305
 National Comprehensive Cancer Network (NCCN), 116

National Council for Prescription Drug Programs (NCPDP), 143, 251, 305
 National Coverage Determinations (NCDs), 117
 National Drug Code (NDC) number, 45, 123, 300, 302
 National Home Infusion Association (NHIA), 298, 301–303
 Reimbursement Training Center, 302
 National Home Infusion Foundation (NHIF), 299
 National Institutes of Health, 80
 National Provider Identification (NPI), 305
 Natural language processing (NLP), 127
 Natural language understanding (NLU), 127
 NCCN Drugs and Biologics Compendium, 117
 Nephrotoxicity, 162
 Net assets, 10
 Net income, 22
 Net present value (NPV), 267, 271
 New technology add-on payments (NTAP), 121
 Noncoverage, notice of, 118
 Normalization, 86
 Notice of Noncoverage, 118
 Novaplus, 98
 Novaplus Enhanced Supply (NES) strategy, 105
 Nursing budget expenditures, 27
 Nurse liaisons, 297, 299, 302t

O

Office of Medicare Hearings and Appeals (OMHA), 125
 Office of Pharmacy Affairs (OPA), 43
 Office of Pharmacy Affairs Information System (OPAIS), 45
 Operational benchmarking, 35
 Operation statistics, 34t
 Optimization, 45–46
 OptumRx (UnitedHealth), 132
 Orphan drugs, 45
 Outcome metrics, 67
 Outpatient Infusion Clinic Indicators, 93t
 Outpatient pharmacy
 contract pharmacy relationships, 53
 entity-owned, 52–53
 Outpatient Prospective Payment System (OPPS), 122
 Over-the-counter medications (OTCs), 199

P

Pareto Principle, 69
 Pasteur, Louis, 150

- Patient accounting system, 6
- Patient aligned care teams (PACTs), 277–278
- Patient care capacity, 82
- Patient Day (PD), 159
- Patient volumes, 22
- Payer contracts, 8, 126
- Payroll, 5t
- Peer group, 86, 88, 90
- Percentile, 86
- Performance
 - contract, 101–102
 - key indicators of, 4, 18, 19t, 164, 181, 260, 260t, 271
 - metrics, 18
 - monthly budget report, 40
 - ratios, 20t–21t
 - review process, 23–25, 24t
- Personal protective equipment (PPE), 97, 134
- Personnel costs, 27
- Pharmaceutical contracts
 - financial aspects of, 97–111
 - introduction to, 97
- Pharmaceutical manufacturers, 3
- Pharmaceuticals, 27
- Pharmaceutical value chain, 135–136, 136f
- Pharmacist, 141–151
- Pharmacist Coordinator, 155
- Pharmacist in Charge (PIC), 249
- Pharmacodynamics, 156
- Pharmacokinetics, 156
- Pharmacy
 - benefit contracts, 226–228, 227f, 228t
 - benefits, 138–139, 302
 - computer systems, 35
 - data elements, 89t
 - executive, 35, 64
 - informatics, 62
 - licensure, 251, 304t, 305, 306t
 - manager, 39
 - network, 133, 231
 - practice standards, 35
 - productivity monitoring, 93t
 - productivity ratios, 90t
 - services, financial components of, 35
 - technicians, 181
- Pharmacy Accountability Measures (PAM), 87
- Pharmacy and Therapeutics (P&T), 229
- Pharmacy and therapeutics committee formulary
 - review biosimilar financial analysis business case, 239
 - business/service description, 240
 - environmental/needs assessment, 240–241
 - executive summary, 239–240
 - financial plan, 241–243, 243t
 - implementation plan, 244
 - lessons learned, 244–245
 - operating plan, 241
 - supporting materials for, 244
- Pharmacy benefit management (PBM), 179, 226, 288
- Pharmacy benefit management (PBM) cost containment
 - drug sourcing, 234–235
 - executive summary, 225
 - formulary and utilization management programs, 229
 - introduction, 225–226
 - pharmacy benefit contracts, 226–228, 227f, 228t
 - pharmacy benefit managers (PBMs), 226
 - plan design, 229–233, 230f, 232t, 233t
 - summary, 235, 235t
 - terminology, 235t
- Pharmacy Benefit Manager (PBM), 6, 131–133, 132f
- Pharmacy budget
 - continuous financial planning and forecasting
 - in, 27, 28f, 29–30, 29f, 31t–33t, 34–37, 34t, 36f, 38t–39t, 39–40
 - management, 27, 28f, 29–30, 29f, 31t–33t, 34–37, 34t, 36f, 38t–39t, 39–40
 - preparation, 29
 - profile, 27
- Pharmacy education and research programs
 - financial economics of academia, 78–83
 - financial planning and assessment for, 77–83
- Pharmacy intensity score (PIS), 86, 88, 90t
- Pharmacy revenue cycle
 - categories of, 113
 - clinical care, 120–122
 - conclusion, 128–129
 - high performing team, 128
 - integrating teams, 127–128, 127f
 - midcycle, 122–123
 - phases, 114f
 - post access, 123–126
 - pre-access, 114–120, 114f, 115f
 - role of automation, 126–127
- Pharmapreneurship, 151
- Physical inventories, 48
- Piperacillin, 159, 163, 163t
- Plan cost share, 230, 230f
- Pneumonia, 160t
- Point of sale (POS) system, 251

Population Health Management

- comprehensive COPD management, 282–284, 283t, 284t
- equity-focused diabetes care, 282
- executive summary, 277
- finances, 277
- implementation plan, 284, 285f
- lessons learned, 285
- needs assessment, 278–279
- operating plan, 279–280, 280f, 281f, 282
- organization, 277
- practice site, 277–278, 278t
- service, 278
- service description, 277–278, 278t
- supporting materials for, 284

Posaconazole, 163, 163t

Post access, of pharmacy revenue cycle

- allowed vs. actual, 125–126
- appeal process, 125
- payer contracting, 126
- remittance advice, 123–124

The Practice of Groundedness, 146, 151

Pre-access, of pharmacy revenue cycle

- financial counseling, 118–119
- notice of noncoverage, 118
- preregistration, 116
- prior authorization and medical necessity review, 116–118
- registration, 119–120
- scheduling for, 114–116, 115f
- simultaneous processes in, 115f

Preauthorization requirements, 116

Predictive accounting, 3–4

Predictive analytics, 4

Pre-exposure prophylaxis (PrEP), 232

Preferred provider organizations (PPO), 138, 230

Premier, Inc., 97–98, 105

PremierPro, 98

PremierProRx, 98

Premix drug shortage assistance, 214–215

Preregistration, 116

Prescription drug plan (PDP), 139

Price protection, 103

Prime Therapeutics, 132

Prime Vendor Program (PVP), 44, 50, 53–54

Prior authorization (PA), 116–118, 133, 179, 181

- management, 60t
- workflow, 182f

Process metrics, 97

Product

- formulation, 101
- substitution, 213

Productivity, 27

- analysis, 85–94, 89t, 90t, 93t
- benchmarking, 85
- index, 91
- ratio, 91

Profitability components, 22

Profit and loss statement (P&L) reports, 14, 23

Protocol efficiency, 215

ProvideGx® Program, 106

Provider Order Entry systems, 120

Provider Transaction Access Number (PTAN), 251

Provista, 97

Proxy metrics, 67

Pseudomonas, 160

Public universities, 78

Purchasing and materials management, 5t

Q

Qualified Independent Contractor (QIC), 125

R

Rabies, 122

Radio frequency identification (RFID)

- technology, 269

Radiology, 27

Ratios, 18, 19t, 20, 20t–21t

Readmissions, 4

Ready-to-administer (RTA), 211–212

Rebates, 102, 227–228, 228t

Refill authorization workflow, 187f

Registered nurse care manager (RNCM), 278

Registration, 119–120

Regulation, compliance, and optimization, 43–54

Regulatory exemptions, 137

Relative value unit (RVU), 91, 93–94

Remittance advice, 123–124

Remittance advice remark code (RARC), 123

Remote and telehealth services

- capital, 201
- executive summary, 195–196
- financial analysis/overview, 196
- financial plan, 201–203, 203f
- implementation plan, 196, 203–205, 204f
- legal/regulatory concerns, 203
- operating plan, 198–200, 200f, 201f
- operational, 202–203, 203f
- service description/needs assessment, 196–198, 197f

Research

- collaborations, 82
- grants, 79

Residency program expansion
 background, 169–171, 170t, 171t
 costs, 174t
 executive summary, 169
 financial sustainability, 174–176, 174t, 175t, 176t
 growth in, 171t
 implementation plan, 176–177
 labor pool and, 172
 lessons learned, 177
 net costs, 176t
 program infrastructure, 172–174, 173f
 program value, 171–172

Resiliency measures, 104

Resource allocation planning, 27

Responsibility Center Management (RCM), 78

Retail pharmacy, 36, 36f, 37
 budget, 30, 31t–33t

Return on investment (ROI), 188, 211, 215, 218–219

Revenue
 adjustment, 86
 center, 35
 cycle, 5t, 6–7, 27 (See also Pharmacy revenue cycle)
 streams, 78, 82

Reverse auction, 100–101

Reverse distribution agreements, 103

Risk management, 4

Roberts, Jonathan, 141

Robotics, 103, 211–212, 223. See also Compounded sterile preparations (CSPs), using automation/robotics

RxRevu, 136

S

S-codes, 302

Safety, quality and, 156

Sales, marketing and, 150–151

Scaling Up, 148

Scheduled outpatients, 115

Scheduled patient, 114

Scheduled recurring series, 115

Schedule H (Form 990), 50

Schedule II drugs, 105

Scheduling, for pre-access, of pharmacy revenue cycle, 114–116, 115f

School of pharmacy, 78

The Schools of Experience, 147

Secretary of Veterans Affairs Federal Supply Schedule, 44

Sedative drugs, 69

Selective Serotonin Reuptake Inhibitors (SSRIs), 232t

Self-funded health plans, 137

Self-reporting, 92

Sepsis, 160t

Sheridan, Martin, 150

SinfoniaRx, 150

Skilled nursing facility, 115

Smart, Bradford, 147

Social Security Act, 98

Software data integrity, 51

Sole-source manufacturer products, 99

Specialty distributor agreements, 103

Specialty pharmacy, 37

Specialty pharmacy budget, 31t–33t

Stakeholders, 2, 69, 107

State board of pharmacy, 3

State department of health, 3

Statement of cash flows, 8, 18

Statins, 232t, 233t

Statistic accounts, 18

Step Therapy, 133

Strategic data, choices, 67–68

Strength, weakness, opportunity, and threat (SWOT) analysis, 290, 290t

Structures, 61–62, 62t

Stulberg, Brad, 146, 151

Supply chain, 5t
 management, 97–111
 payer impact on, 107

Surescripts, 136

Sweat equity, 148

SWOT Analysis, 150

System Community Hospital, 157

T

Tabula Rasa HealthCare, 150

Tax-exempt status, 2

Tazobactam, 159, 163, 163t

Tdap vaccine, 122

Technology innovation, 72

Telehealth, 113
 services, 195–205, 197f, 200f, 201f, 203f

Telepharmacy, 97

They Ask, You Answer, 150–151

Third-party administrator (TPA), 225

Thomson Micromedex DrugDex, 117

340B Drug Pricing Program
 compliance, 45–46
 compliance maintenance costs, 49
 documenting use of savings, 49–50
 drug cost savings, 47–49
 financial management of, 45–54
 forecasting pricing for, 52

340B Drug Pricing Program (*cont.*)

- formulary selections, 52
- hospital eligibility for, 43–44
- home infusion eligibility for, 299, 303, 307
- introduction to, 43–45
- new hospital departments or clinics, 51–52
- OPAIS function, 46–47
- optimization, 50–53
- outpatient pharmacy opportunities, 52–53
- oversight structure and internal resources for, 46
- patient eligibility for, 46
- pricing for, 44–45
- quarterly pricing changes, 50–51
- software data integrity, 51
- value, 47
- weighted average pricing, 51

340B Program Handbook, 54

Time standard, 91–92

To Err is Human, 70*Topgrading*, 147

Transition of Care (TOC), 247

Treasury, 5t

Tuition, 78–79

U

Uncomplicated skin and soft tissue infection (ucSSTI), 161

United Healthcare (UHC), 131

United States Drug Enforcement Administration, 251, 252, 305

Unit of service (UOS), 18, 260

Universities, public, 78

Unscheduled emergency, 115

Unscheduled inpatient, 115

Unscheduled observation, 115

Utilization management programs, 229

V

Valuation, 148

Value, 45, 47, 58t, 69

Vancomycin, 159–160, 159f, 162–163, 163t

Vancomycin-induced acute kidney injury avoidance, 162t, 164t

Variable co-pay programs, 234

Variable expenses, 22

Variety, 58t, 59

Velocity, 59, 59t

Veracity, 58t

Vertical approach, 69

Vertical integration, 101

in healthcare supply chain, 134–135

in pharmacy ecosystem, 135

Veterans Health Administration (VHA), 277

Vice President of Pharmacy (VP of Pharmacy), 239

Virality, 58t

Virtual care, 196

Virtual Medication History phase, 207

Viscosity, 58t

Visualization, 58t

Vizient, 97–98, 104–105, 107

Volume, 59, 59t

indicator, 91–92, 93t

in pharmacy productivity monitoring, 93t

W

Wage, 24

Wholesale acquisition cost (WAC), 102 variance, 48

virtual replenishment inventory, 45

Wilson, Andrew, 54

Workforce shortage, 82

Workload, 27

metrics, 35

Worksheet S10 (MCR), 50

Y

Year-over-year (YOY) growth, 188

Z

Zero-based budget, 30, 34