

CHAPTER
2

Planning and Steps to Building the Ambulatory Practice Model

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INTRODUCTION

The goal of this chapter is to assist you in collecting the evidence and resources needed to support a proposal for your new service and help you develop a successful, sustainable clinical practice. This process will require you to conduct a review of the goals and objectives of your institution to identify and address any unmet needs. The key to developing a successful ambulatory care pharmacy practice is to align your professional knowledge and skills with the needs of potential clients, including patients, other healthcare team members, administrators, and payers. Population characteristics of the community you serve can determine your patient's healthcare needs and goals, while providers and other healthcare team members can provide insight on opportunities for improving patient care. Administrators will help you identify organizational goals and the quality measures that need the most improvement. Payers are looking to control costs while providing reliable,

Chapter Objectives

- Discuss the rationale behind conducting a needs assessment.
- Explain methods for identifying and engaging stakeholders.
- Summarize techniques for effective integration into the healthcare team.
- Identify the resources necessary to support your service.
- Describe strategies to demonstrate the value of your service.
- Discuss considerations for anticipating and managing growth of your service.
- Define the processes of credentialing and privileging.

high-quality, evidence-based care and eliminating inappropriate or ineffective care.¹ To ensure your success, we suggest that you consult with these potential clients throughout the process of developing your service.

There are also four key attributes that you should consider during the process of developing your service. Your service should meet the following characteristics:

- Valuable
- Scalable
- Reproducible
- Sustainable

In the language of quality improvement, *value* is simply the quality divided by the cost for a service or product ($V = Q/C$); therefore, one can provide value by improving quality, decreasing cost, or both. Your goal should be to assist the institution in improving clinical and humanistic outcomes while using the least amount of resources, which aligns with the Institute of Medicine's Triple Aim.² In recent years, pharmacists have demonstrated value in the ambulatory care setting and alleviated physician workload by participating in the management of various chronic disease states, which aligns with the recently proposed Quadruple Aim. Keeping this in mind, it is necessary that the outcomes of your service are measurable to demonstrate value.



With the variety of areas of opportunity, it is critical that the service you desire to provide is well aligned with your unique skill set and knowledge base, as well as the needs of the institution.³

In addition to providing value, your service should also be *scalable*, which means it can easily grow to accommodate the increase in demand as it matures. After spending ample time researching the needs of your patients, planning your service, and setting it up for success, demand will likely grow significantly, so you will need to design your model to allow for expansion. It is also important to be adaptable and prepare for expected change as the healthcare system is continuously evolving. This will allow for continued opportunities for growth.

Similarly, your service should be *reproducible*—the ability to be replicated and implemented elsewhere. A practice model that is easily reproducible can allow for recreation of your “best practice” by another practice site. Solid planning and standardized roles and processes allow models to be reproduced or transferred with an increased likelihood of producing similar outcomes.

Finally, it is most important that your model is *sustainable*—able to be maintained at a high-quality level. The survival of your service will be a reflection of your ability to maintain its value as the needs and resources of your institution fluctuate in a changing healthcare environment. The dynamic healthcare landscape requires continuous quality improvement and responsible resource management to maintain your model.

With these four attributes in mind, you can begin the process of developing a service proposal using the key steps addressed as follows:

1. Determine how to build support for your service
2. Construct your practice model