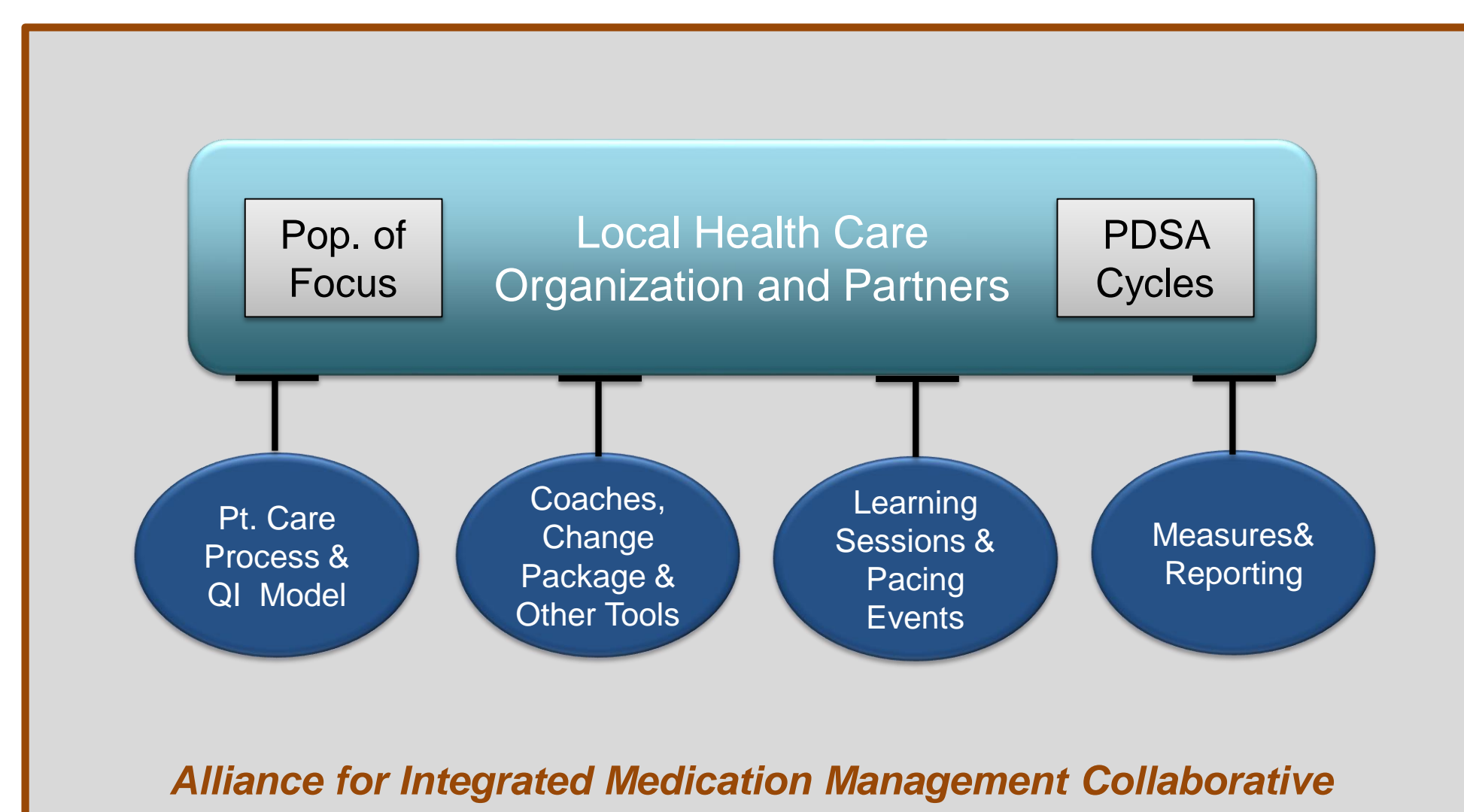


Purpose

The Alliance for Integrated Medication Management Collaborative (AIMMc) is an action learning network that supports health care organizations integrate comprehensive medication management (CMM) services into their delivery care system. Its intent is to ensure high-risk, medically complex patients are supported with care coordination that promotes optimal medication use, a role the pharmacy community can fulfill through CMM services. AIMMc strives to spread CMM practice to every community and then to bring it to full scale state by state. Its vision is to have delivery systems in every community that can bring high risk patients to health status goal incorporating CMM services.

AIMMc's action learning method supports communities installation of integrated comprehensive medication management using a rapid-cycle quality improvement process. In April of 2014, AIMM received a Community Pharmacy Foundation grant to create a cohort of teams comprised of community pharmacies.

AIMM's National Learning and Action Community



Objectives

Project objectives are to: (1) expand the engagement of community pharmacists in organized care delivery systems, (2) support pharmacists in adopting the principles of performance improvement to expand CMM into the care of patients with complex health care needs, (3) evaluate the power of a defined community pharmacy learning cohort embedded within the existing AIMMc model, directly supporting the unique opportunities and challenges of community pharmacy practitioners.

References

1. The Model for Improvement was developed by Associates in Process Improvement. [Langley GL, Moen R, Nolan KM, Nolan TW, Norman CL, Provost LP. *The Improvement Guide: A Practical Approach to Enhancing Organizational Performance* (2nd edition). San Francisco: Jossey-Bass Publishers; 2009.]
2. Patient Centered Primary Care Collaborative. *The Patient-Centered Medical Home: Integrating comprehensive medication management to optimize patient outcomes: A resource guide*. 2012.

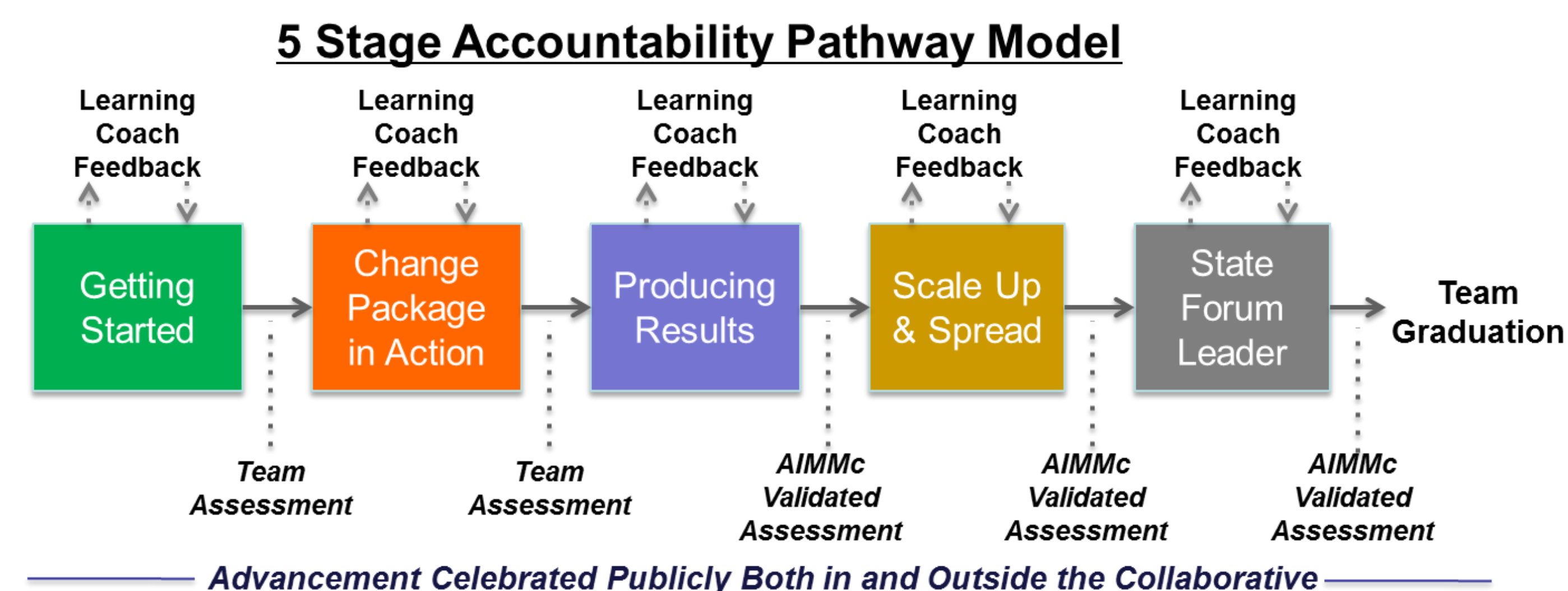
Partners

In January of 2015, ten community pharmacy organizations agreed to participate in the learning collaborative cohort. Participation is by either an *initial track* to establish the capability to get results quickly for a manageable population of high-risk patients, or an *advanced track* to bring successes to scale and work with payers on value-based payment programs. For this cohort, 9 pharmacies were initial and 1 pharmacy was advanced.

Site	State
Kroger Pharmacy J-909	Indiana
CarePro Health Services	Iowa
Meyer Pharmacy	Iowa
Towncrest Pharmacy	Iowa
Apple Discount Drugs	Maryland
Goodrich Pharmacy	Minnesota
HealthPartners	Minnesota
SUPERVALU Pharmacy	Minnesota
Walgreens	New Mexico
CareSouth Carolina	South Carolina

Methods

AIMMc convened the cohort in February 2015 and introduced the Model for Improvement, developed by Associates in Process Improvement and adopted by the Institute for Healthcare Improvement, as a powerful tool for accelerating positive change in their organizations. It is a proven quality improvement framework for rapidly testing, evaluating and implementing successful changes. Additionally, participants were introduced to several leadership concepts including the use of requests and offers, the power of a leadership story and using declarations and assertions to lead change in their organizations. These concepts, coupled with several other principles are collectively known together as the "Signature Style" of AIMM and are a foundation of how change is taught in the collaborative. Each organization was also asked to create an aim statement. This statement reflects the articulation of a specific quantifiable goal that is to be achieved within a specified period of time. The aim statement created an accountability for the team to produce a result. A designated AIMM learning coach would periodically check in with the team leads on their progress and monthly webinars were held where teams shared their progress and insights in achieving their aim.



Team Experience

Most of the cohort teams were engaged throughout the year. Several organizations experienced personnel changes, system implementations and changes in leadership, disrupting progress on the team's quality improvement aim. Despite these challenges, several teams produced outstanding results. In order to assess team experience and engagement in the cohort there was a mid-collaborative cycle focus group with participants and 30 minute one-on-one phone based interviews at the end of the collaborative cycle. Findings from these discussions are presented in Tables 1 and 2.

Table 1. Team perception of the AIMMc design for developing CMM delivery systems	
Monthly calls	Teams found great value in the monthly calls. They indicated that these helped keep teams on track and in action.
Team networking	Teams reported that they valued the AIMMc experience as an opportunity to learn from other teams outside of their organization. Teams found that sharing stories of success and challenges was an effective way to learn about how to build an integrated CMM delivery system.
Population of Focus	Teams indicated that monitoring the progress of their Population of Focus and reporting was a motivating experience. Teams reported that tracking outcomes help drive the team to take better care of patients.

Table 2. Team reported benefits of the collaborative experience	
Recognition within the organization	New Opportunities for Services
Aligning goals with stakeholder priorities	Enhancing Revenue Capture
Communicating with Physicians	Adoption of Population-Based Measurements Strategies

Future Work

The following are elements that AIMMc has planned to incorporate into the team experience, in part based on the results of the interviews with the community pharmacy cohort (see Table 3).

Table 3: New items planned for the 2016 AIMM Collaborative Cycle	
Introduce new coaching model	This will be designed to provide enhanced opportunities for consultation with participants, support application of practice development tools and to better support monitoring of team progress on the AIMMc Accountability Pathway.
Revised orientation process	Enhance team orientation processes to support a stronger "kick off experience and enhance participant understanding of the AIMMc method and resources for support.
Utilize the Community Pharmacy Change Package	Teams were given the opportunity to share during the monthly calls, directly between teams outside of monthly calls, and also through the development of the Community Pharmacy Change Package. Teams found this Change Package to be a helpful tool. The final draft of the Change Package is an attachment to this report.
Establish a team charter	This formal document produced at the start of a team's experience will be designed to assist with attaining buy-in from organizational leadership in the site's participation in the collaborative.

Acknowledgement

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