



COMPLETED GRANT SYNOPSIS

Effects of a Practice Transformation Initiative in a Large Community Pharmacy Chain

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Objectives

Kroger, Inc. conducted a practice transformation initiative for their pharmacy enterprise. Their targeted these efforts at enhancing four services: automated refills, 90-day fills, vaccinations and medication adherence interventions. They adopted concepts from the Flip the Pharmacy program to guide the initiative. Kroger's efforts initially focused on 22 of their pharmacies, which were the main practice sites for this study.

- 1) Report on the practice changes made during a practice transformation initiative refined in 22 Kroger "Flip the Pharmacy" pharmacies and then implemented in the broader Kroger pharmacy enterprise,
- 2) Identify factors that were obstacles and facilitators of planned practice changes and
- 3) Describe the impact of those changes during the 2023 calendar year.

Methods

Design	<ul style="list-style-type: none"> A retrospective case study design was used Personal interviews were conducted with 5 personnel of Kroger involved with the practice transformation initiative Aggregate performance data for the 22 Flip the Pharmacy sites were obtained and analyzed
Study endpoints	<ul style="list-style-type: none"> Qualitative analyses of interview transcripts guide by the Systems Engineering Initiative for Patient Safety (SEIPS) model Performance assessment for Flip the Pharmacy sites during 2023

Results

- Overall, the findings show Kroger was able to adopt key concepts from Flip the Pharmacy.
- Six lessons can be stated.
 1. Automated refill can create efficiencies for pharmacy operations while meeting patient needs.
 2. A centralized technology hub can identify and push evidence-based tasks to each pharmacy for specific patients.
 3. When trained and supported, pharmacy staff can learn and perform new tasks to fulfill emerging roles.
 4. Enhanced use of technology is needed to make and sustain practice changes.
 5. Coaching from fellow employees can support learning new skills as workflows change.
 6. Frequent feedback and adjustments in operations facilitates learning and helps establish feasible approaches to workflow for new activities.
- Performance at the Flip the Pharmacy sites improved in key metrics, including use of automated refills, 90-day fills, reduced phone calls and adherence measures.

Conclusion

Kroger adapted key components of the Flip the Pharmacy program in transforming their pharmacies to better provide automated refills, 90-day fills, vaccinations and medication adherence activities. They utilized regular team meetings and coaching to guide the changes. Training and technology supported pharmacy staff members in performing new activities and assuming expanded roles. Improvements in a clinical information system added operational efficiency and allowed proactive care for patients. Performance at the Flip the Pharmacy sites improved in key metrics, including use of automated refills, 90-day fills, reduced phone calls and adherence measures. Overall, this study supports the use of Flip the Pharmacy principles in transforming pharmacy practice in a large community pharmacy chain.