The *voice* of the community pharmacist.

NCPA
NATIONAL COMMUNITY PHARMACISTS ASSOCIATION

Why SDoH and Why Now?

Tripp Logan, PharmD

SEMO Rx Pharmacies & Services

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Disclosure

There are no relevant financial relationships with ACCME defined commercial interests for anyone who was in control of the content of the activity.

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About Me…..

Vice President, SEMO Rx Pharmacies & Services

Board Member, NCPA Innovation Center

Luminary Advisory Council Member, CPESN USA

Lead Luminary, CPESN Missouri

Partner, Enhanced Service Pharmacy Alliance “ESPhA”

Chief Operating Officer, Serguridad, Inc.

Grantee/Participant/Vendor:

- Missouri Department of Health & Senior Services, Community Pharmacy Foundation, Health Resources & Services Administration (HRSA), CDC 1815/1817, Missouri Pharmacy Association

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All Pharmacies Are Not The Same

Common Perception

Rx Dispensing Only

Reality

Rx Dispensing + LOCAL Services

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Social Determinants of Health (SDoH)

"The social determinants of health (SDH) are the conditions in which people are born, grow, work, live, and age, and the wider set of forces and systems shaping the conditions of daily life."

World Health Organization (WHO) https://www.who.int/social_determinants/sdh_definition/en/

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Opportunity For Pharmacy

…..our pharmacies are located in the middle of where people ***“are born, grow, work, live and age”***

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Who's Buying SDoH Services

- ***Local Public Health***
- ***State Departments of Health***
- ***Federal Programs (HRSA, Etc.)***
- ***Health Systems (Pop health, Etc.)***
- ***RHCs / FQHCs***
- ***Medicaid (FFS & MCO)***
- ***Medicare***

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Who's Delivering SDoH Services?

"Community Health Workers (CHWs) are frontline public health workers who **are trusted members of and /or have an unusually close understanding of the community served.** This trusting relationship enables CHWs to **serve as a liaison/link/intermediary between health/social services and the community to facilitate access to services** and improve the quality and cultural competence of service delivery. CHWs also build individual and community capacity by increasing health knowledge and self-sufficiency through a range of activities such as outreach, community education, informal counseling, social support and advocacy."

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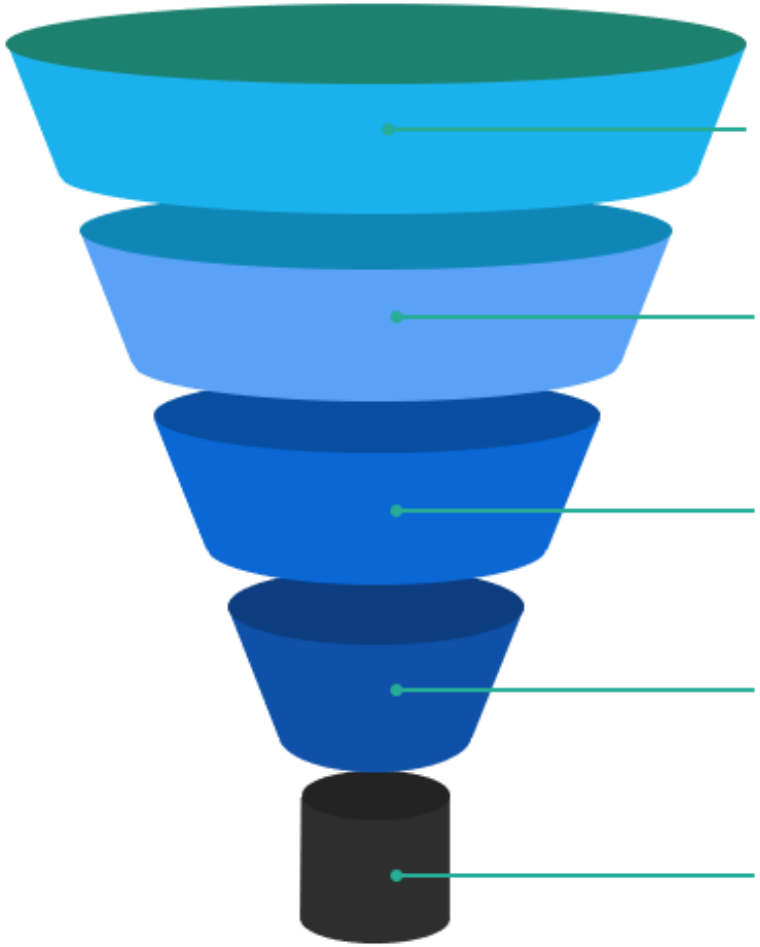
How To Sell SDoH Services



Build your infrastructure

Market as SDoH expert

Services are ALWAYS local

Payers are NOT ALWAYS local

Use SDoH wins to add services

Significant Growth Opportunity!

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Thank you!

Tripp Logan, PharmD

tlogan@semrox.com

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Post now at **meet.ps/mlc**

PEOPLE ONLINE: 0

Q&A

1

What do you think of this?

1 vote Bri Morris 11 hours ago no comments

ENABLE SLIDESHOW

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Take 5!
Hiring a People Manager

Troy Simons, Owner
Foster Corner Drug

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Disclosure

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Impact of COVID-19

- Employee turnover
  - Staffing concerns
- Employee and pharmacists burnout
  - “Feeling short staffed”
  - Overworked
  - Fear
- Daily prescription volume increase
- COVID-19 vaccine clinics
  - Schools
  - Community
  - Nursing homes
- Relationship with Pharmacist in Charge and staff vs. maintaining a positive culture

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Vision for Hiring “People Manager”

- Human Resources questions
  - Insurance start date
  - Evaluations
  - Employee concerns
- Hiring, Staffing, Training
  - Onboarding
  - New training process
- Support staff “go to person”
  - Requesting days off
  - Work schedule
- Work alongside Pharmacist in Charge
  - Developing and implementing new policies
- Building a positive culture through positive relationships

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Impact this far…

- Developing onboarding and training new hires
  - Setting expectations
  - Training staff
  - manages 90-day
- Implementation of new policies
  - Attendance
  - Positive Disciplinary Action
- Cross training
  - Compounding
  - Nursing home
  - Input/Fill stations
- Positive relationship with all pharmacists
- Controlling overhead

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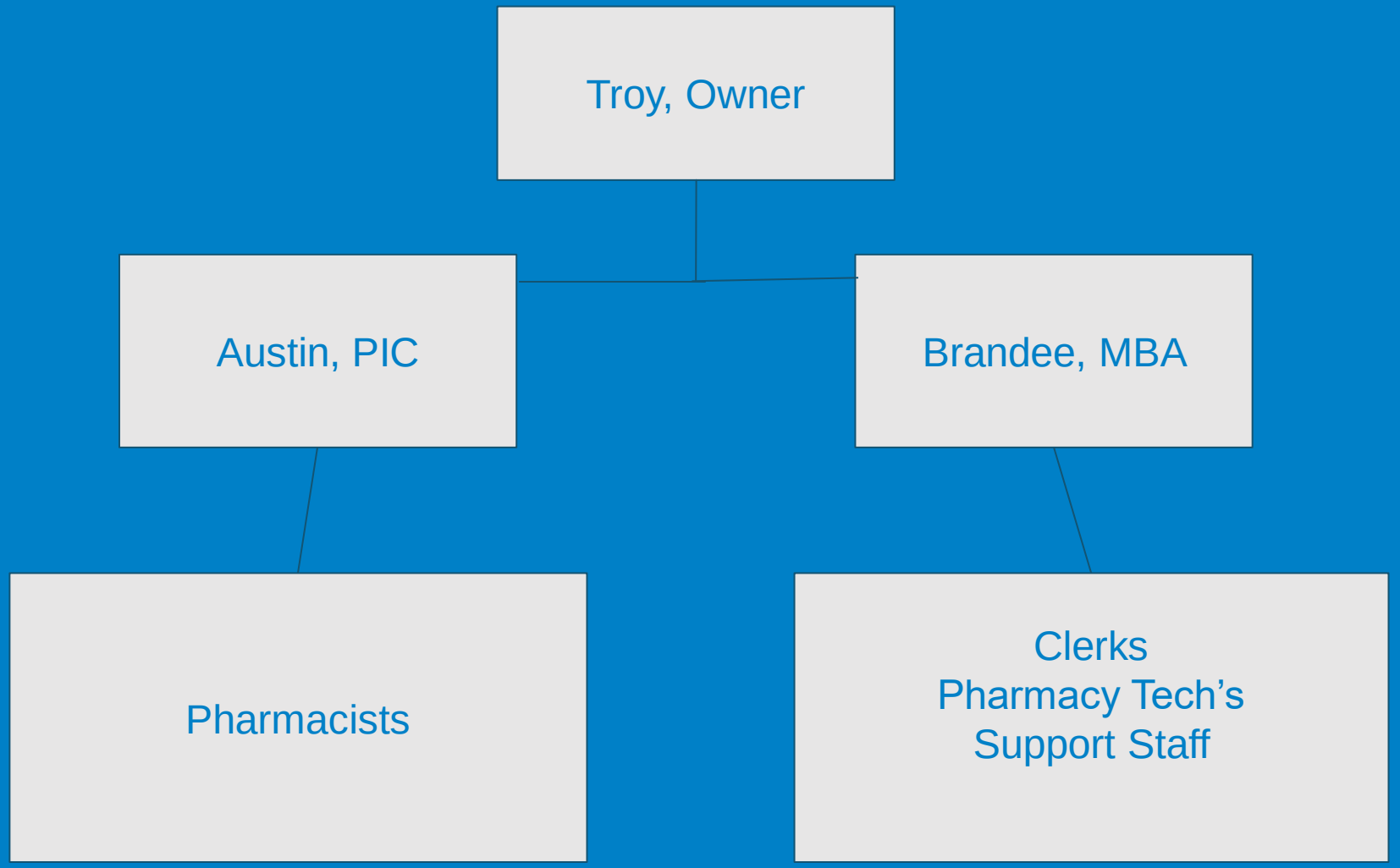
Busy Bee Pharmacy Organizational Chart



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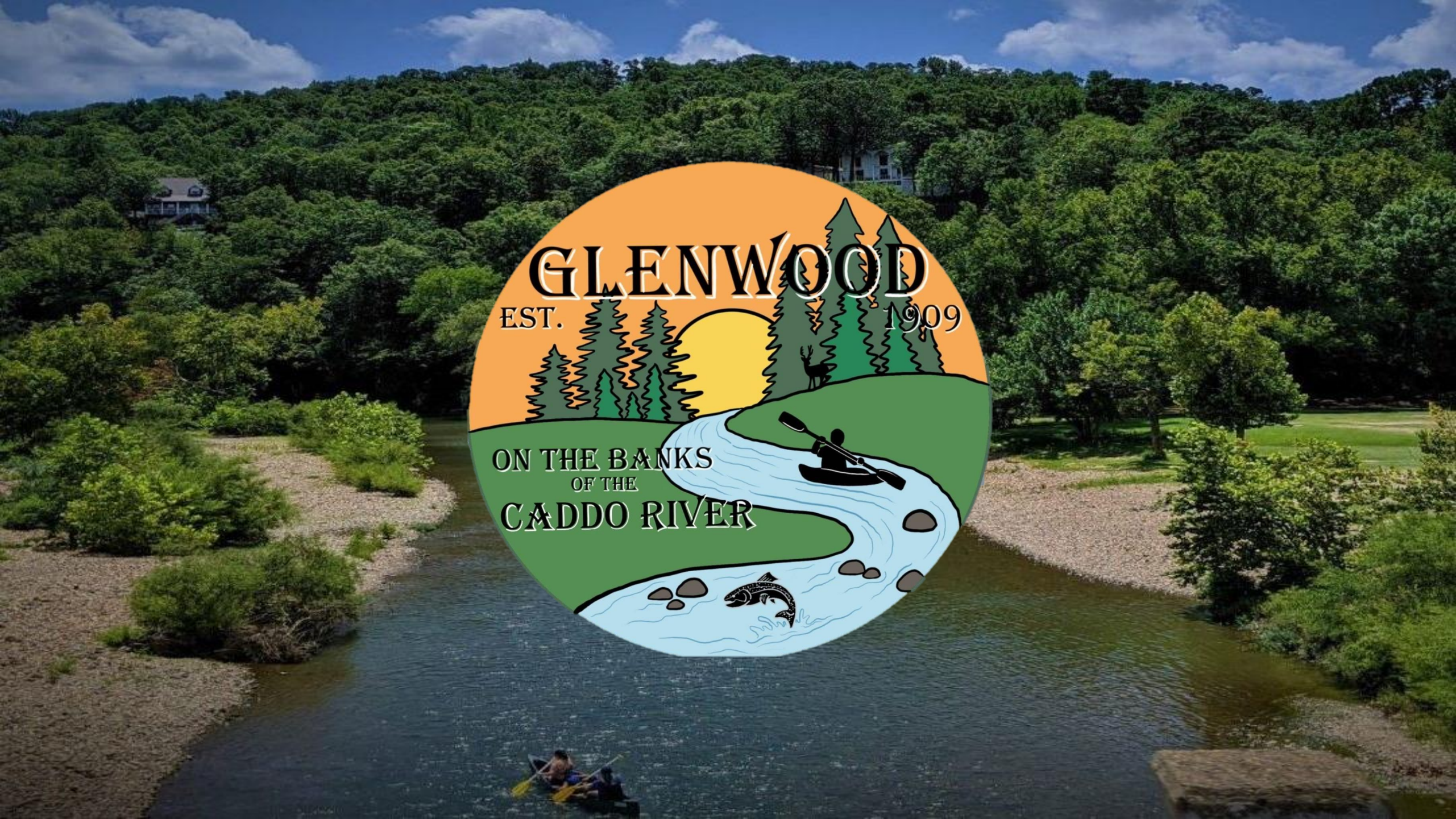

GLENWOOD
EST.
1909
ON THE BANKS
OF THE
CADDO RIVER

Buck’s Pharmacy

“We care *deerly about your health”*

Summary of Loan Request

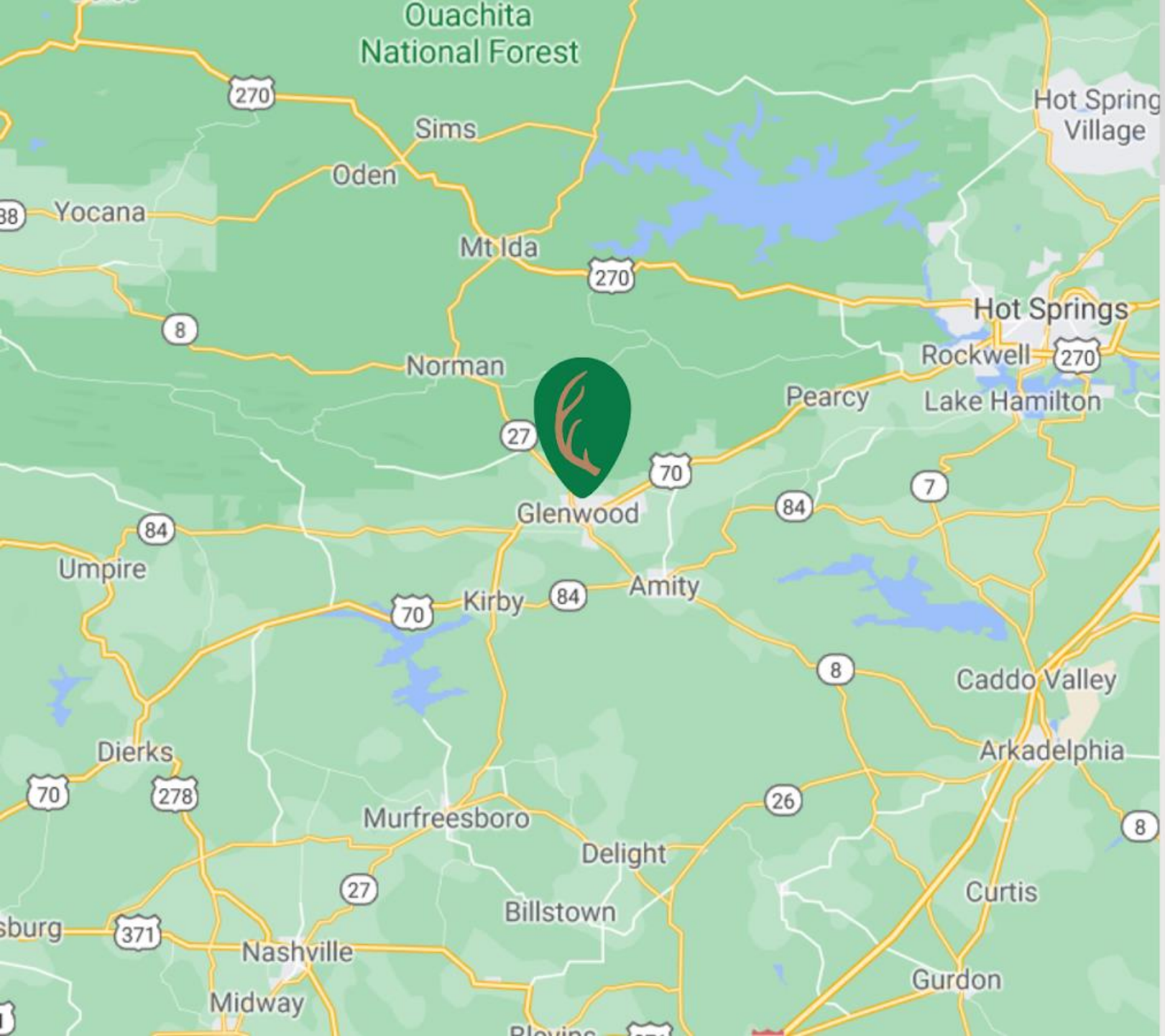
Name of Business:	**Buck's Pharmacy** **408 N First St** **Glenwood, AR 71943**
Purchase Price:	**Pharmacy ($1,100,150)** **Property ($433,290)**
Amount of Loan Request:	**$1,850,000**
Terms of Request:	**15-year term loan** **Fixed interest rate 6.0%** **Extended line of credit** **$100,000**

History

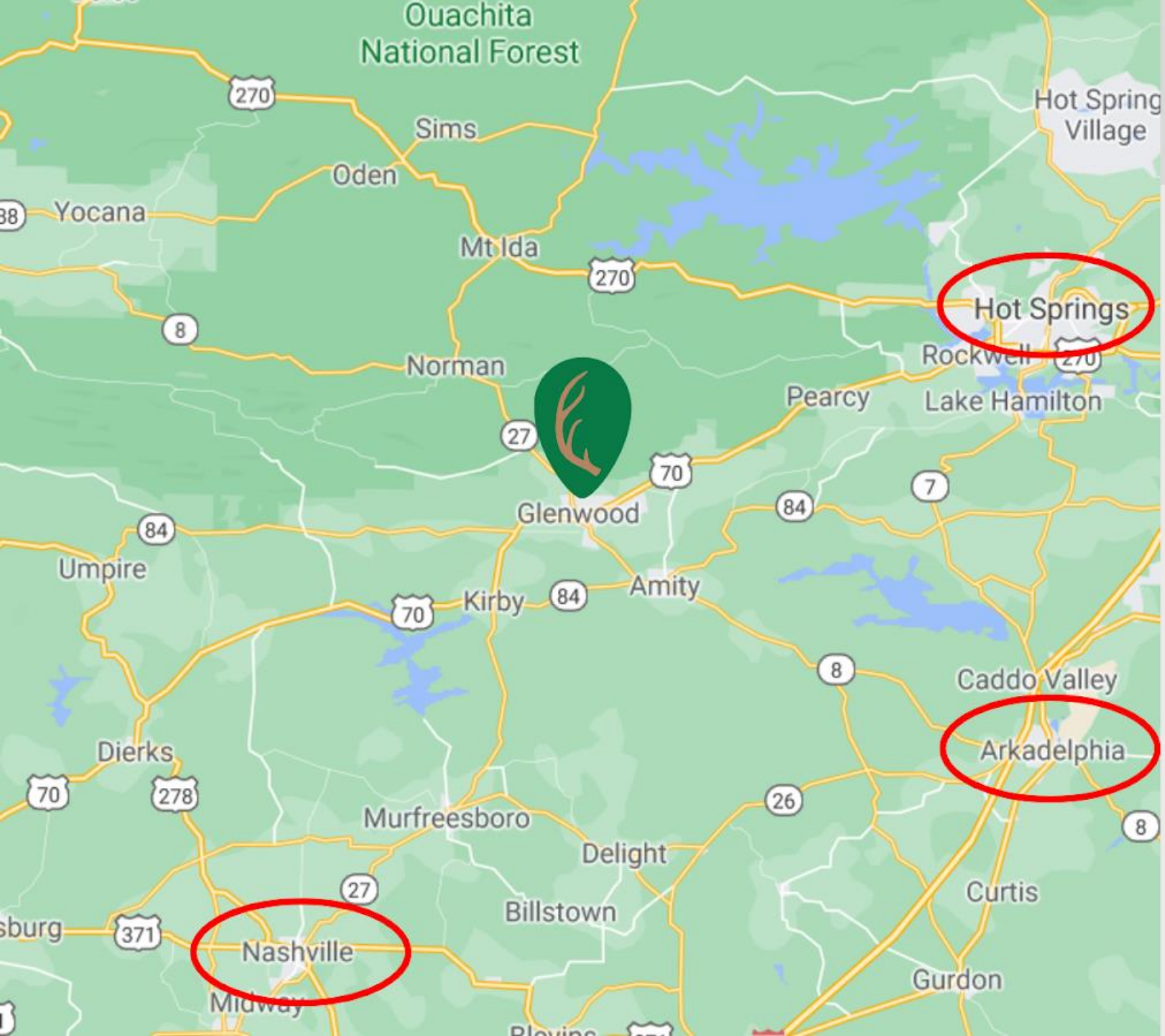
Main St. Glenwood, 1910

Buck's Pharmacy, Present

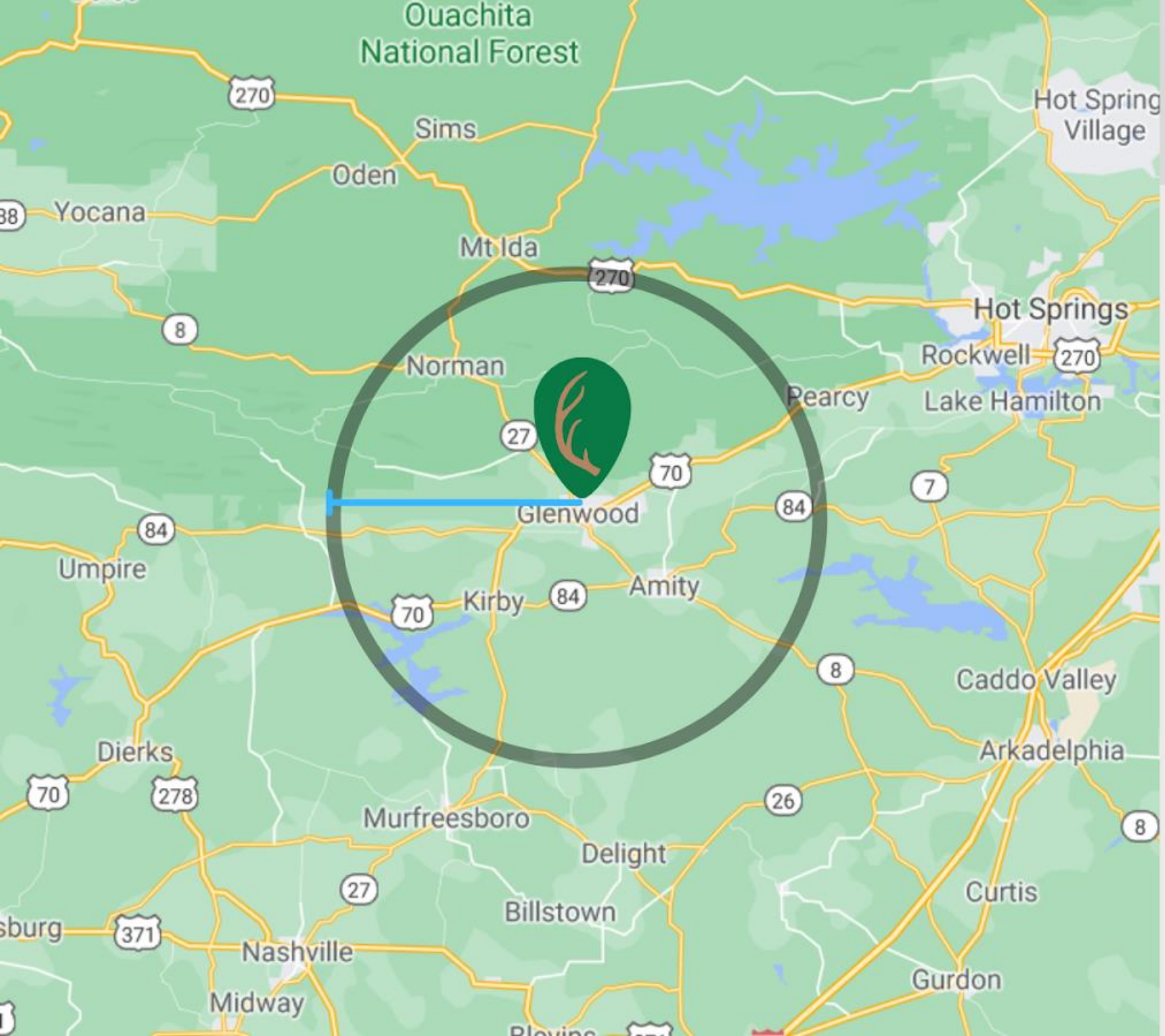
Location Analysis



Buck's Pharmacy

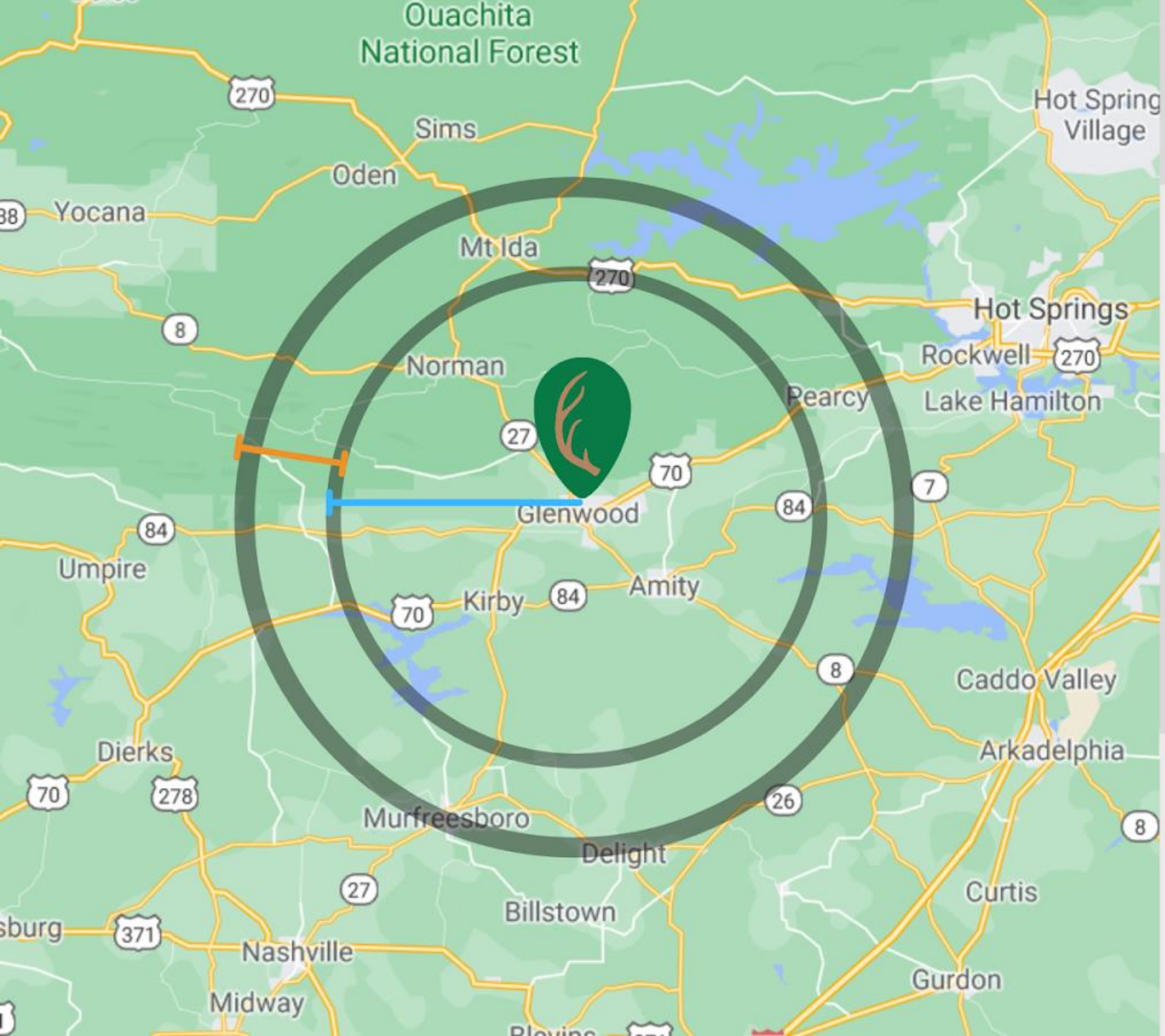


Buck's Pharmacy



Buck's Pharmacy

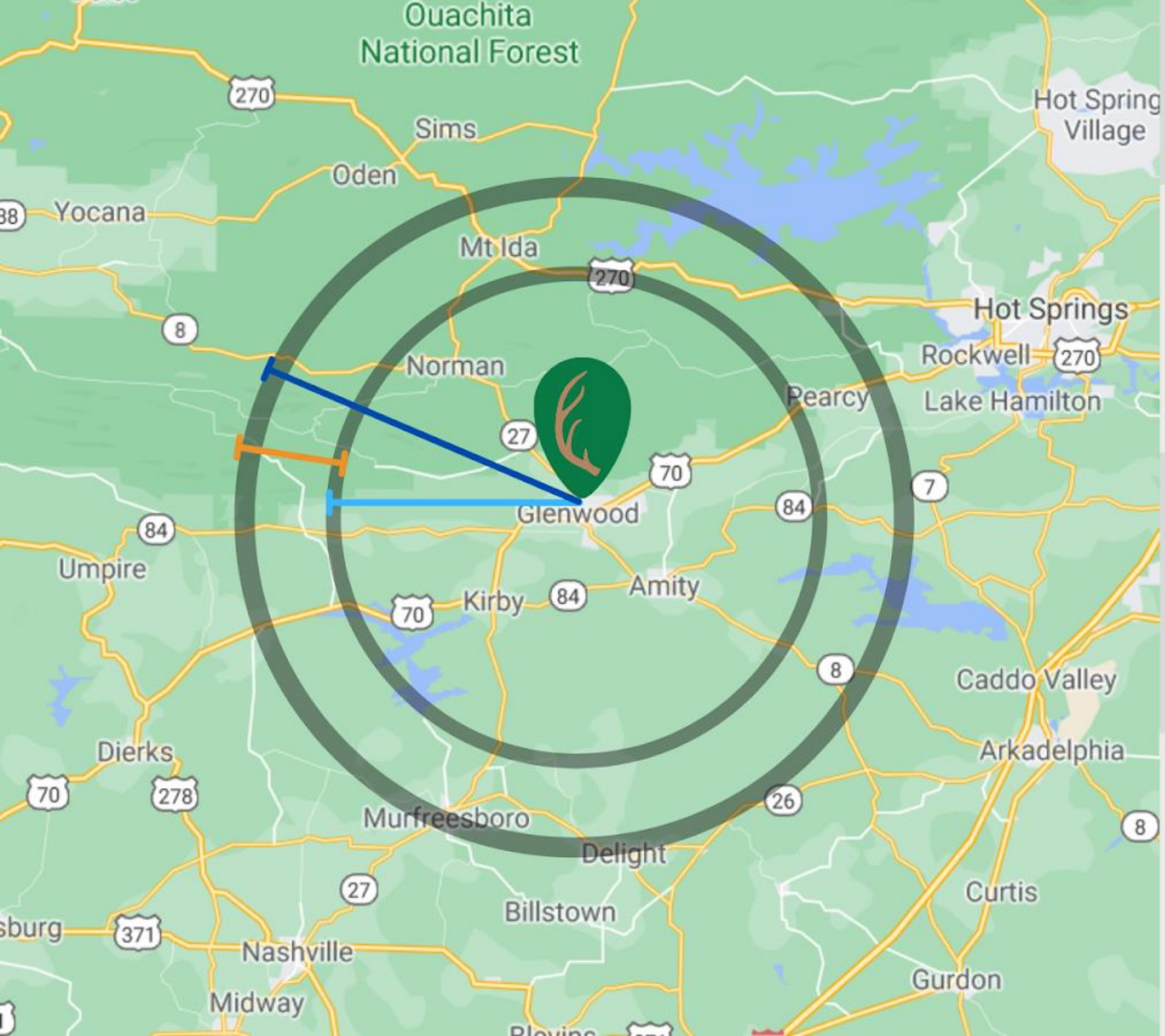
Primary Trade Area
(15 Mile Radius)
Population: **12,992**



Buck's Pharmacy

Primary Trade Area
(15 Mile Radius)
Population: **12,992**

Secondary Trade Area
(+5 Mile Radius)
Population: **14,125**



Buck's Pharmacy

Primary Trade Area
(15 Mile Radius)
Population: **12,992**

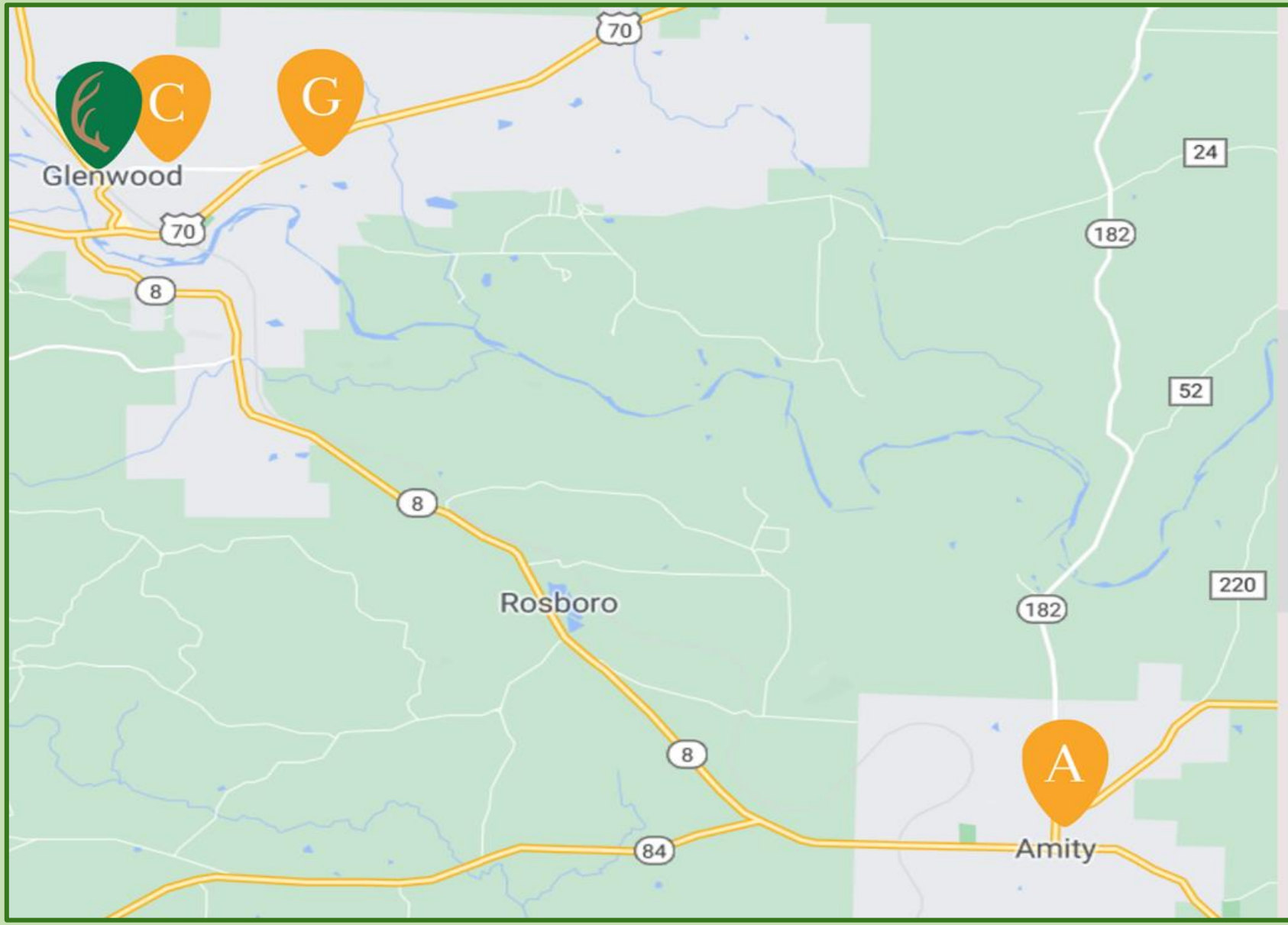
Secondary Trade Area
(+5 Mile Radius)
Population: **14,125**

Primary + Secondary
Trade Area
(20 Mile Radius)
Total Population: 27,117

Potential Prescription Market Based on Geographical Assessment

Area	Total Population	Average Rx/Person	NCPA Average Rx Price	Percentage of Target Market	Potential Prescription Volume
Primary Trade Area 15 mi radius	12,992	15.7	$55.86	100%	$11,394,010
Secondary Trade Area 20 mi radius	14,125	15.7	$55.86	25%	$3,096,913
Totals	27,117				

Providers Within 20 Miles of Buck's Pharmacy



C

CHI St. Vincent Primary Care

Dr. Verser

0.5 Miles

G

Glenwood Family Medicine

Dr. Hulsey

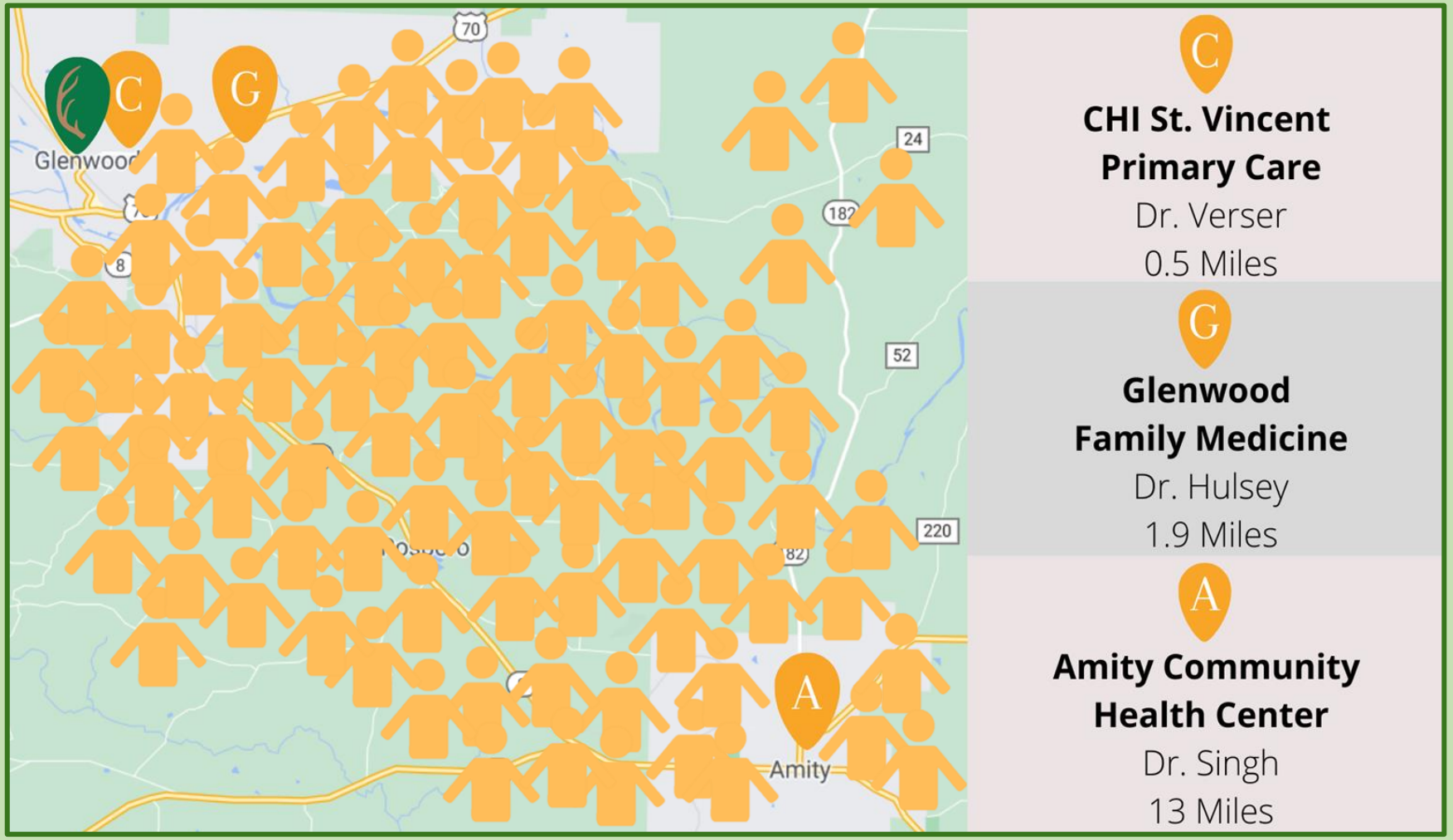
1.9 Miles

A

Amity Community Health Center

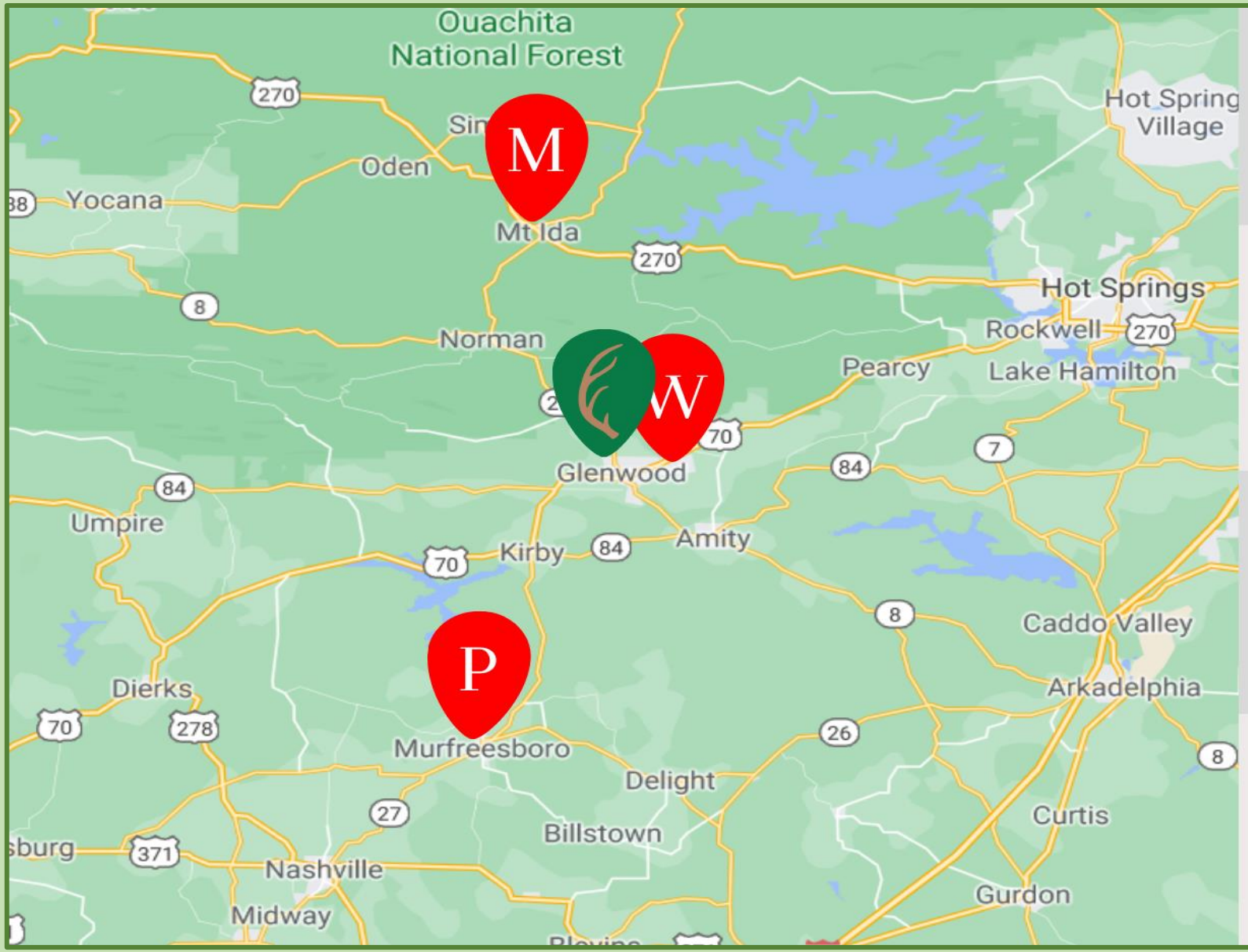
Dr. Singh

13 Miles



Providers Within 20 Miles of Buck's Pharmacy

Competition Analysis



Buck's Pharmacy

W

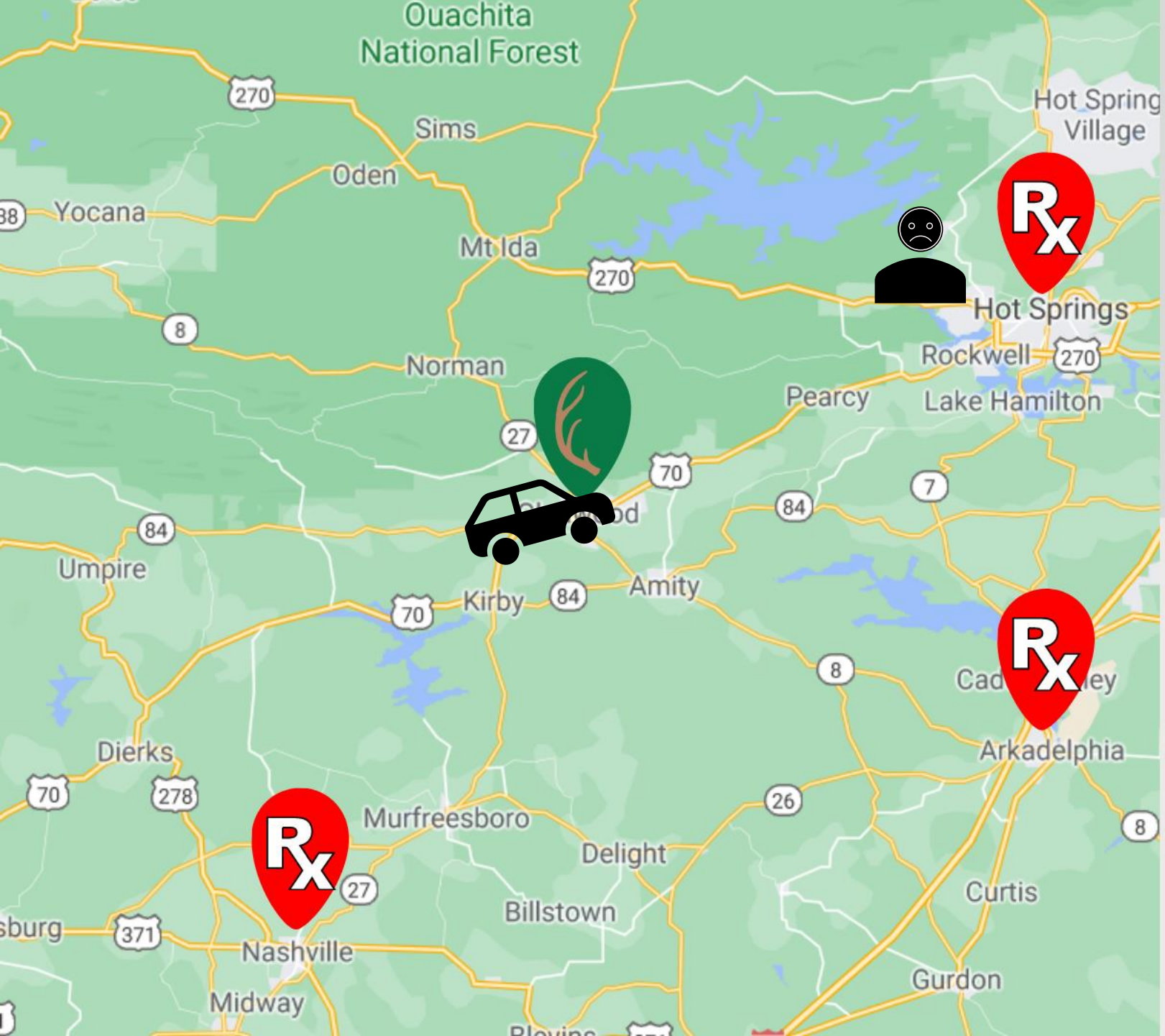
Woodard Drug
5 Minutes

M

Mt. Ida Pharmacy
26 Minutes

P

Peoples Pharmacy
30 Minutes

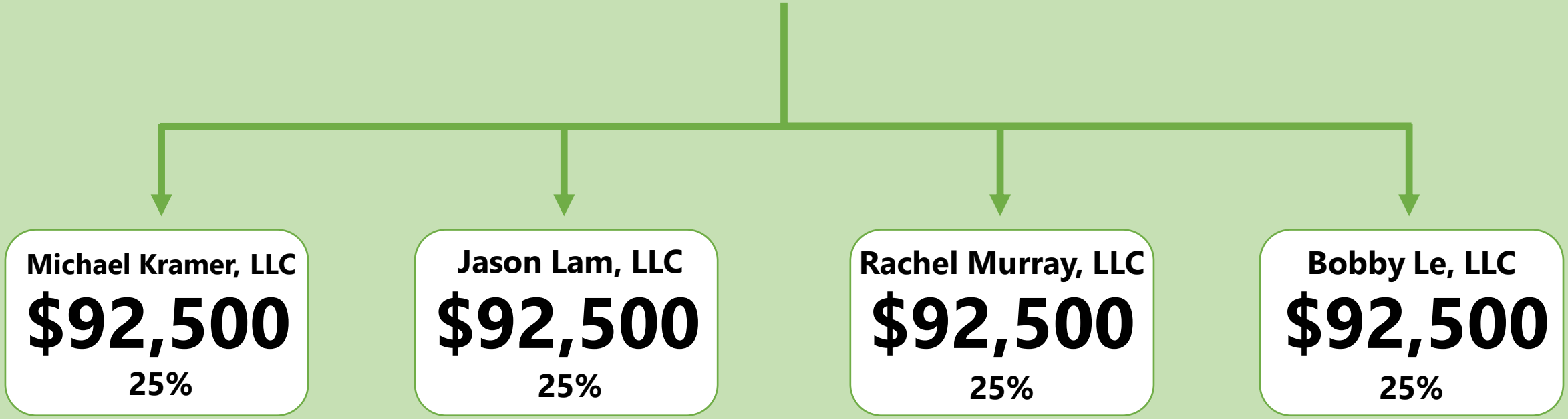


Buck's Pharmacy

Pharmacies
With EPS

Legal Structure / Personal Assets

BUCK'S PHARMACY, LLC



Management Structure

pharmacists mutual

TOMORROW. IMAGINE THAT.

BlueCross BlueShield

UnitedHealthcare

UnitedHealthOne

Golden Rule
A UnitedHealthcare Company

aetna

ASSURANT

Humana.

HUMANA.

one

CarePlus
HEALTH PLANS, INC.

FREEDOM HEALTH

WellCare

Cigna.

OPTIMUM HealthCare, Inc.

UA United American Insurance Company
Since 1947

COVENTRY
Health Care

ARKANSAS STATE BOARD OF PHARMACY
★ 1891 ★

AmerisourceBergen®

Security

vivint.

Mr. Foshee,
The Farmer

- **Diabetes Management**
- **Medication Therapy Mgmt**
- **Durable Medical Equipment**
- **Adherence Packaging**
- **Delivery**

Mrs. Turner,
The Teacher

- **Drive-Thru**
- **Pediatric Care**
- **Gym Membership**
- **Buck's Pharmacy Website**
  - **Refill Requests**
  - **Scheduling Appointments**
  - **Front Store Item Purchases**

Products & Services

Traditional Pharmacy Services

- Acceptance of All Major Insurance Plans
- OTC Medications, Supplements & First Aid
- Compliance to State Board of Pharmacy Regulations & Requirements
- Fast and Accurate Prescription Processing
- Prescription Transfers
- Patient Counseling and Motivational Interviewing
- Extraordinary Customer Service

PRONG 1: Enhanced Pharmacy Services

- Medication Synchronization
- Adherence Packaging
- Medication Therapy Management (MTM)
- Point of Care Testing
- Smoking Cessation
- Medical Equipment
- Delivery Services
- Drive-Thru
- Immunizations

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OUTCOMESMTM™
The Face-to-Face Difference

CPESN®
EXPECT MORE

brightree®
by ResMed

Respiratory Therapist

Diabetic Shoes

Diabetic Shoes (1 Pair/Year)

Estimated Profit (1 pair)
$38.82

Diabetic Shoe Inserts (3 Pairs/Year)

Estimated Profit (3 pairs)
$97.23

Potential Annual Profitability

Estimated Diabetic Population in Trade Area: ~ 2,000
Potential Annual Profitability: **$272,000**

PRONG 2: Disease State Management (DSM)

- DSM Protocols with Local Physicians
- Diabetes Prevention Program (DPP)
- Buck's Wellness Coaching Program
- Weight Loss Management
- Increased STAR Ratings
- Educational Classes
- Glucose Testing
- Diabetic Shoes
- Gym Memberships

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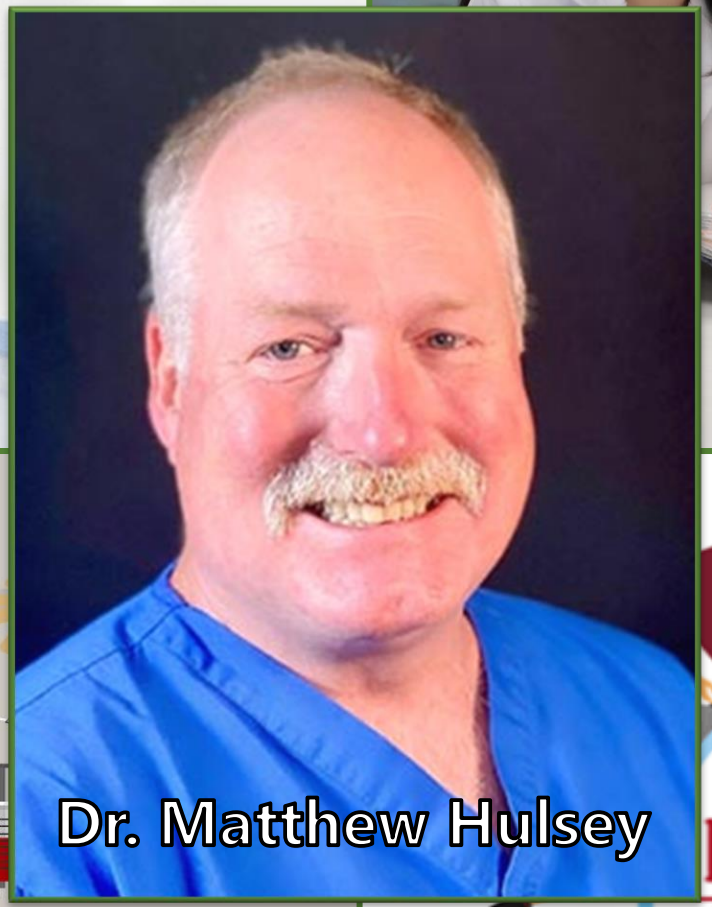
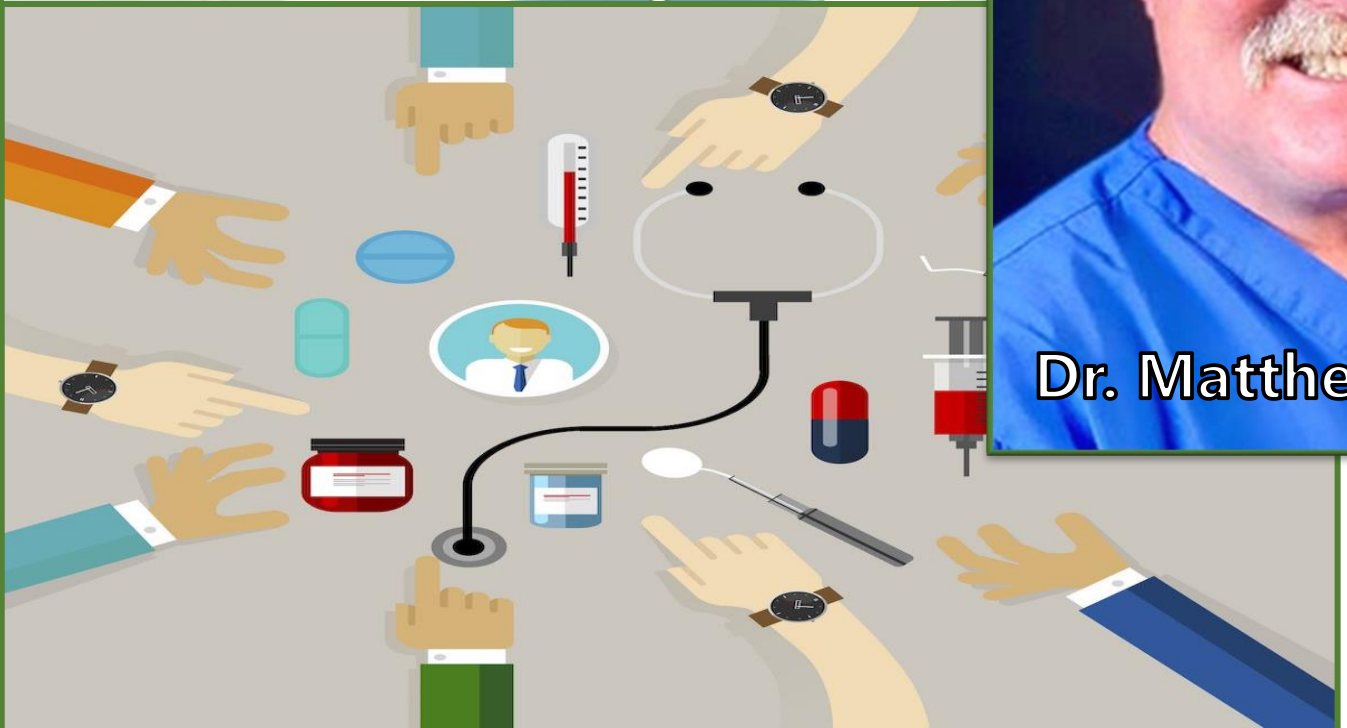
Pike County Arkansas
Provider to Patient Ratio **1:2,706**

OCTOBER 2021

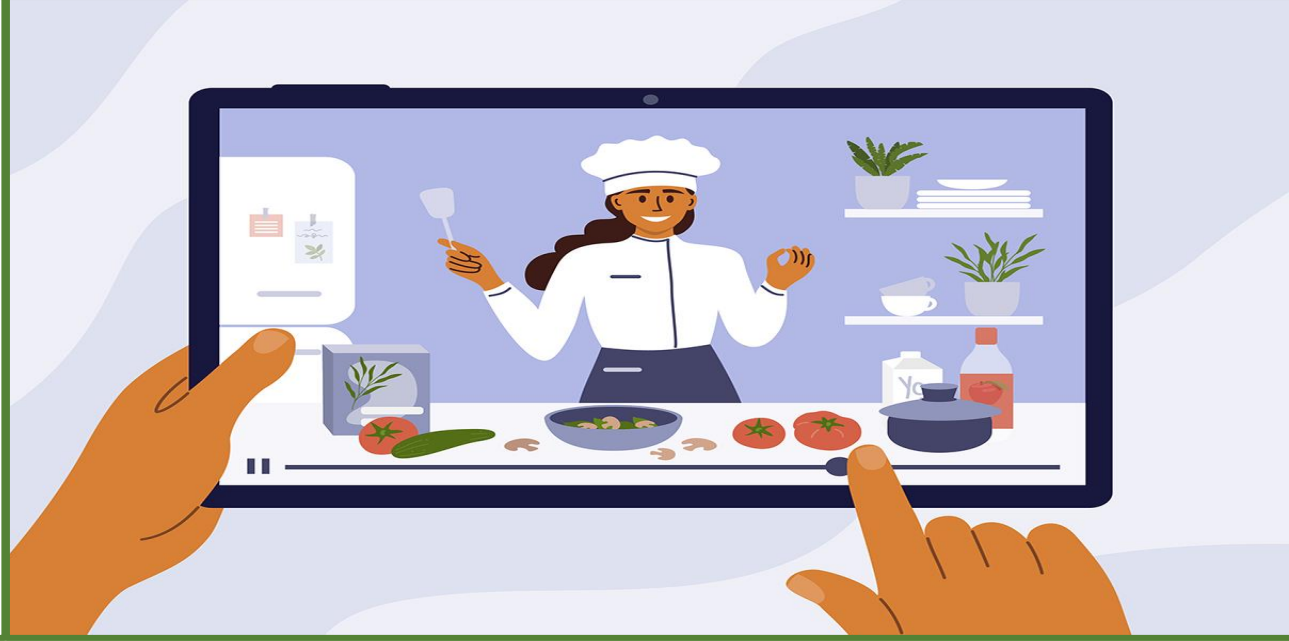
SUN	MON	TUE	WED	THU	FRI	SAT
					1	2
3	4	5	6 **US Average**	7	8	9 **NCPA BPC**
10	11 Columbus Day	12	13	14	15	16
17	18	19	20	21	22 **Glenwood Average**	23
24	25	26	27	28	29	30
31 Halloween						


Dr. Matthew Hulsey



FIGHTING
DIABETES
TOGETHER AS
ONE

NATIONAL DIABETES PREVENTION PROGRAM



Annual Profit: $49,875

RECOGNIZED BY THE CDC

TO PREVENT OR DELAY TYPE 2 DIABETES

PRONG 3: Pediatric Care

- Point of Care Testing (POCT)
- Protocol for POCT Treatment
- Non-Sterile Compounding
- Children's OTC Items and Multivitamins
- Routine Vaccinations
- Flavoring of Medications using FLAVORx

PRONG 2: Disease State Management (DSM)

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Dr. Loren Deputy

FlavoRx® **Point of Care Testing** **Immunizations**

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Marketing

Buck's Pharmacy

"We care *deerly* about your health."

Come learn about our new services!

Delivery - Drive Thru - Medical Equipment
Medication Packaging - Medication Synchronization
Diabetes Management - Pediatric Care
Weight Loss - Wellness Coaching - Point of Care Testing

Scan this QR code to visit our new website for more info, refill requests, or transfer your prescriptions today!

Live Performances
FREE Food - FREE Prizes
Community Guests
Family Friendly Event

Grand Re-Opening!

- Food Provided by Fish Nest Family Restaurant
- Blessings for Success Provided by Glenwood Church of Christ
- Ribbon Cutting by Mayor BT Smith

Friday January 21st, 2022
408 N First St Glenwood

DEER

149
175
133

DASH

DEER
DASH
Buck's Pharmacy
Annual 5K Run

WRIGHT'S FOOD CENTER
John Plyler
HOME CENTER
FOSMEE EQUIPMENT
GLENWOOD
Eye Care
ARVEST
BANK
SUTTON LUMBER
AMITY, AR.

Digital Marketing

1

PHASE 1: Brand Creation & Blitzing (Months 1-3)

- Establishment of a New Brand
- Creation of Social Media Platforms
- Pay-Per-Click Ads

PHASE 2: Brand Augmentation & Diversification (Months 3-6)

- Email and Text Messaging

2

1

PHASE 1: Brand Creation & Blitzing (Months 1-3)

- Establishment of a New Brand
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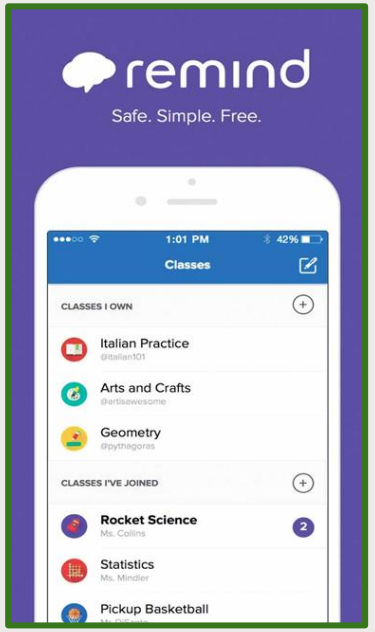
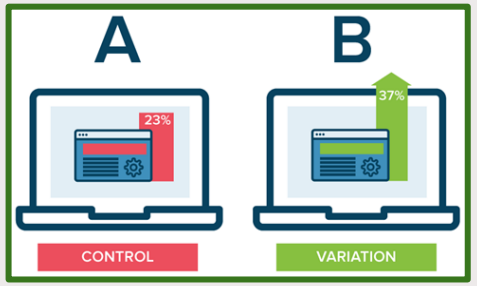
- Pay-Per-Click Ads



PHASE 2: Brand Augmentation & Diversification (Months 3-6)

- Email and Text Messaging



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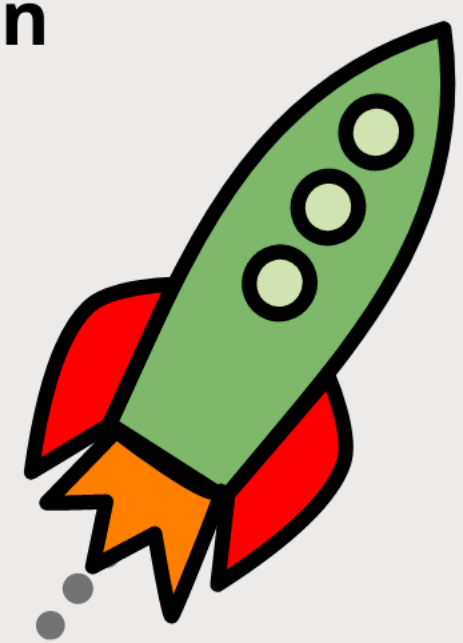

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3

PHASE 1: Brand Creation & Blitzing (Months 1-3)

- Establishment of a New Brand
- Creation of Social Media Platforms
- Pay-Per-Click Ads

PHASE 3: Brand Domination (Months 6+)

Physical Description of Business

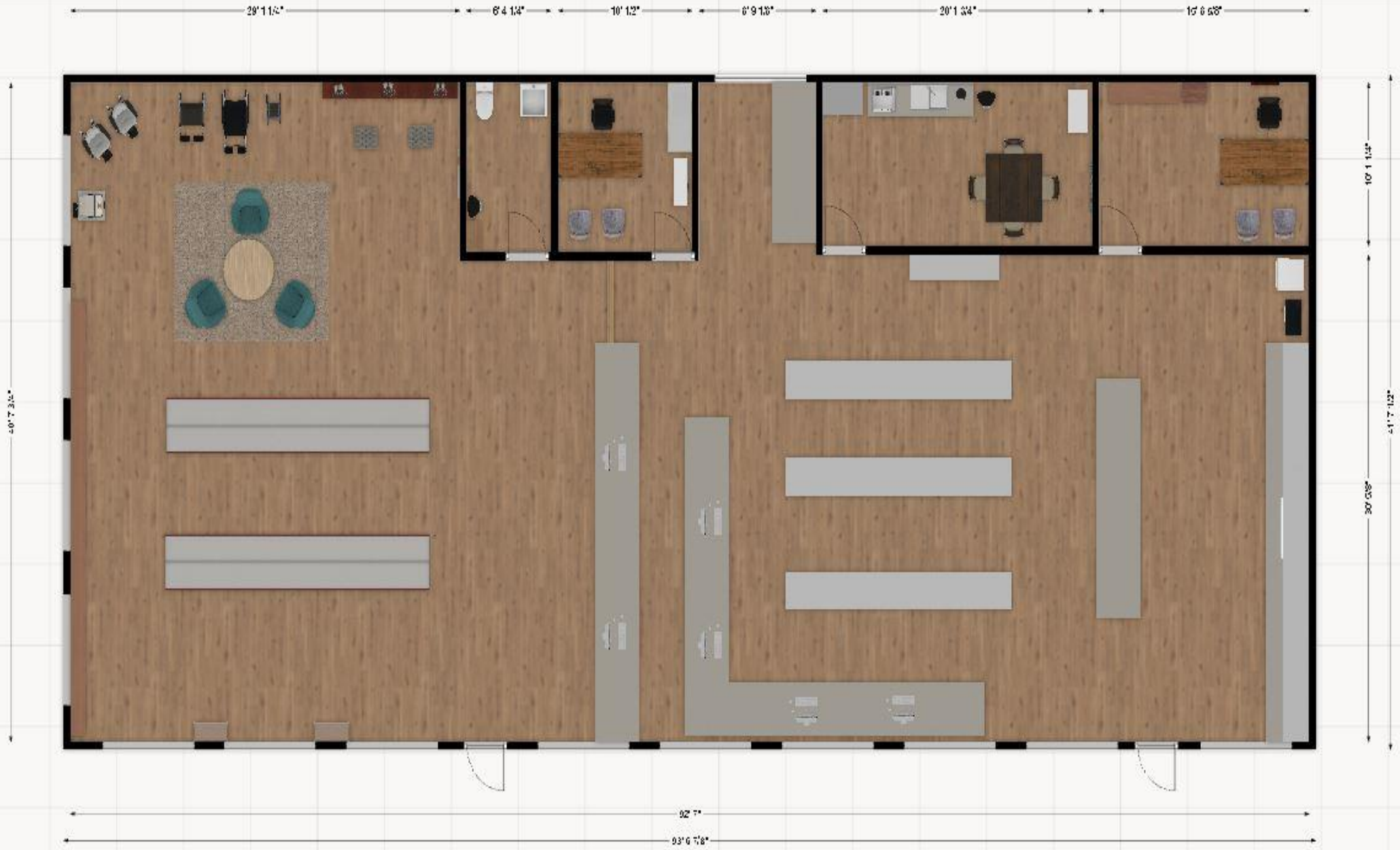
PHARMACY
PEDIATRIC CLINIC
GYM
BUCK'S PHARMACY
Glenwood Pediatrics
GLENWOOD FITNESS

Buck's Pharmacy's New Drive-Thru

BEFORE

AFTER

Glenwood
Fitness


29' 1 1/4"
6' 4 1/4"
10' 1/2"
6' 9 1/8"
20' 1 3/4"
15' 6 5/8"
40' 7 3/4"
10' 1 1/4"
30' 5/8"
41' 7 1/2"
92' 7"
93' 6 7/8"

Financials

	Buck's Pharmacy	Top 25% Pharmacies
Total Sales	$4.5M	$3.7M
Cost of Goods Sold	75%	72%
Gross Profit	24%	28%
Operating Expenses	23%	18.6%
Net Income	1.3%	9.4%

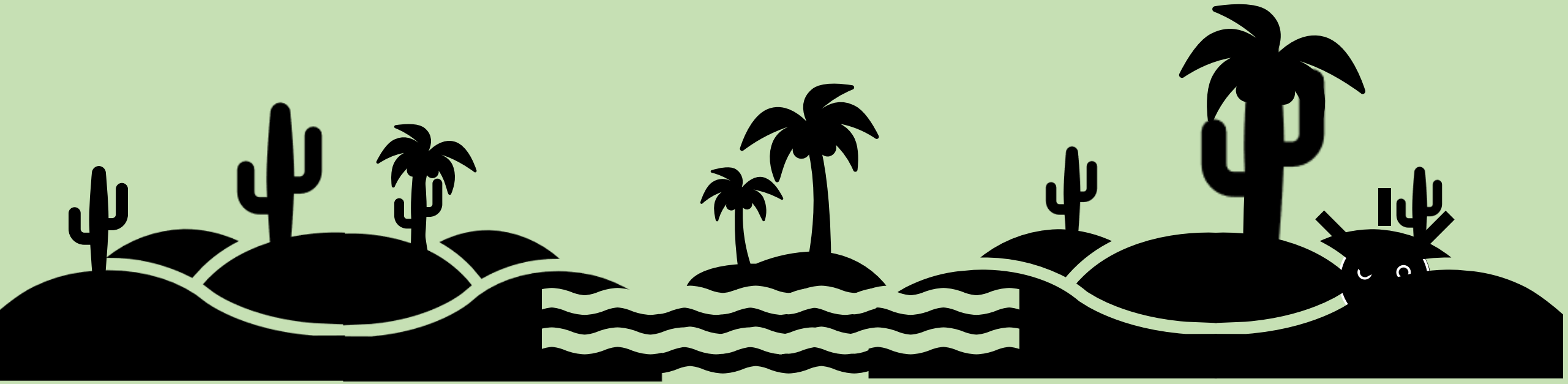
Fiscal Recommendations

	Buck's Pharmacy	NCPA Average
Total Sales	$4.1M ↑ $5.8M	$3.4M
Cost of Goods Sold	75% ↓ 71%	78%
Gross Profit	25% ↑ 29%	22%
Operating Expenses	23% ↓ 19%	19.8%
Net Income	1.3% ↑ 9.8%	2.1%

Immunizations

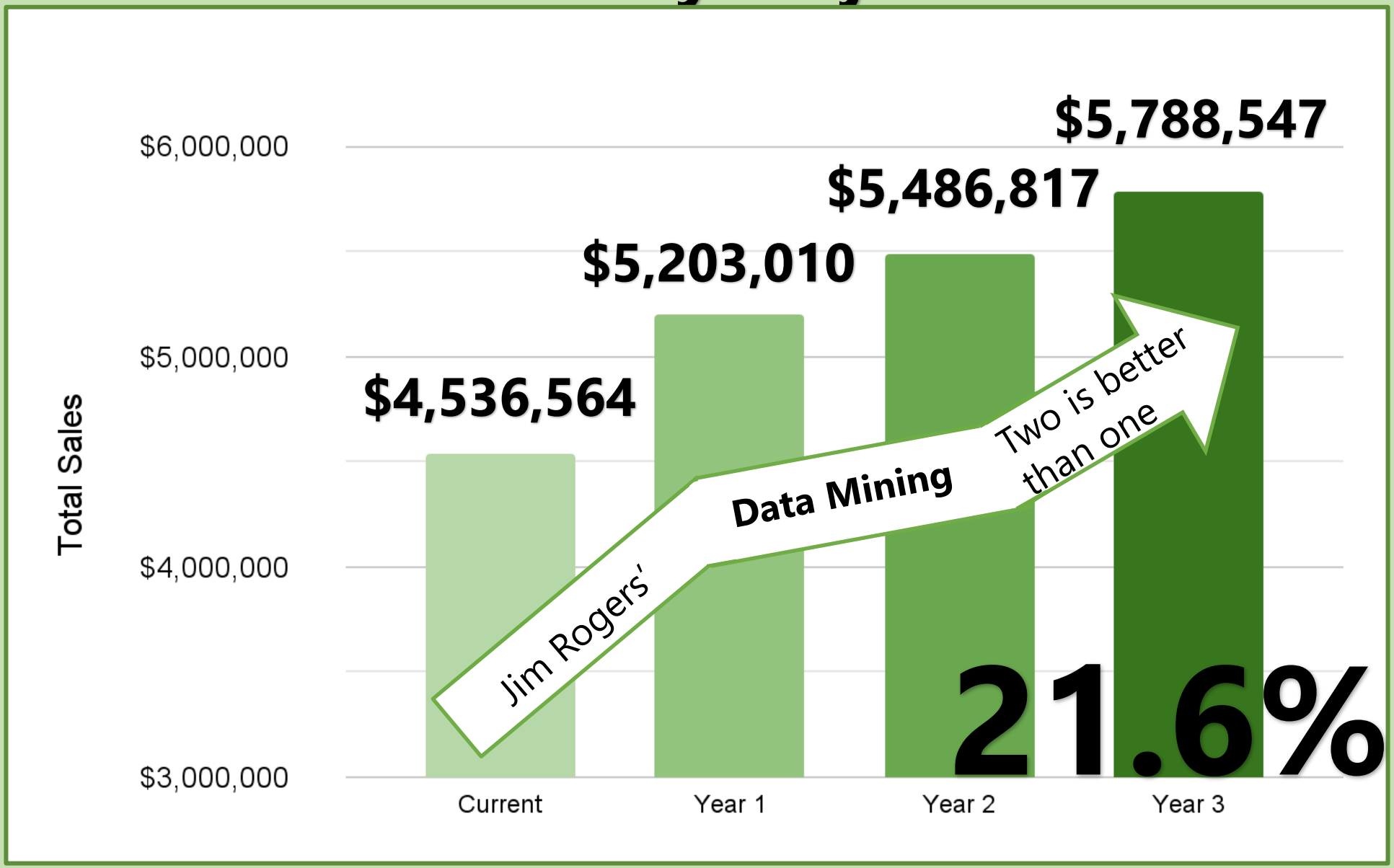
Dispensing

OTC/Gift Sales



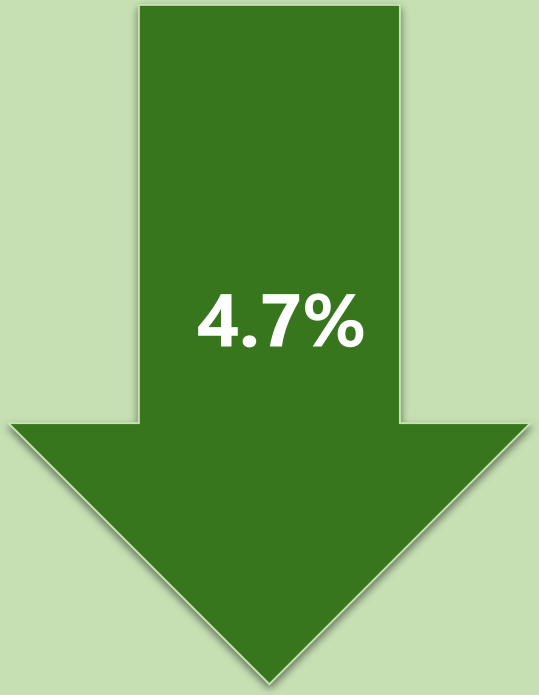
Year 3 Total Sales: $5.8M

Buck's Pharmacy Projected Sales



Cost of Goods Sold Strategies

- ***PioneerRx Patient Risk Scores***
- ***PioneerRx VIP Search***
- *Freshen the Stock*
- *Shop the Drugs*
- *Walk the Walk*
- *Leave Nothing on the Table*



70.8%

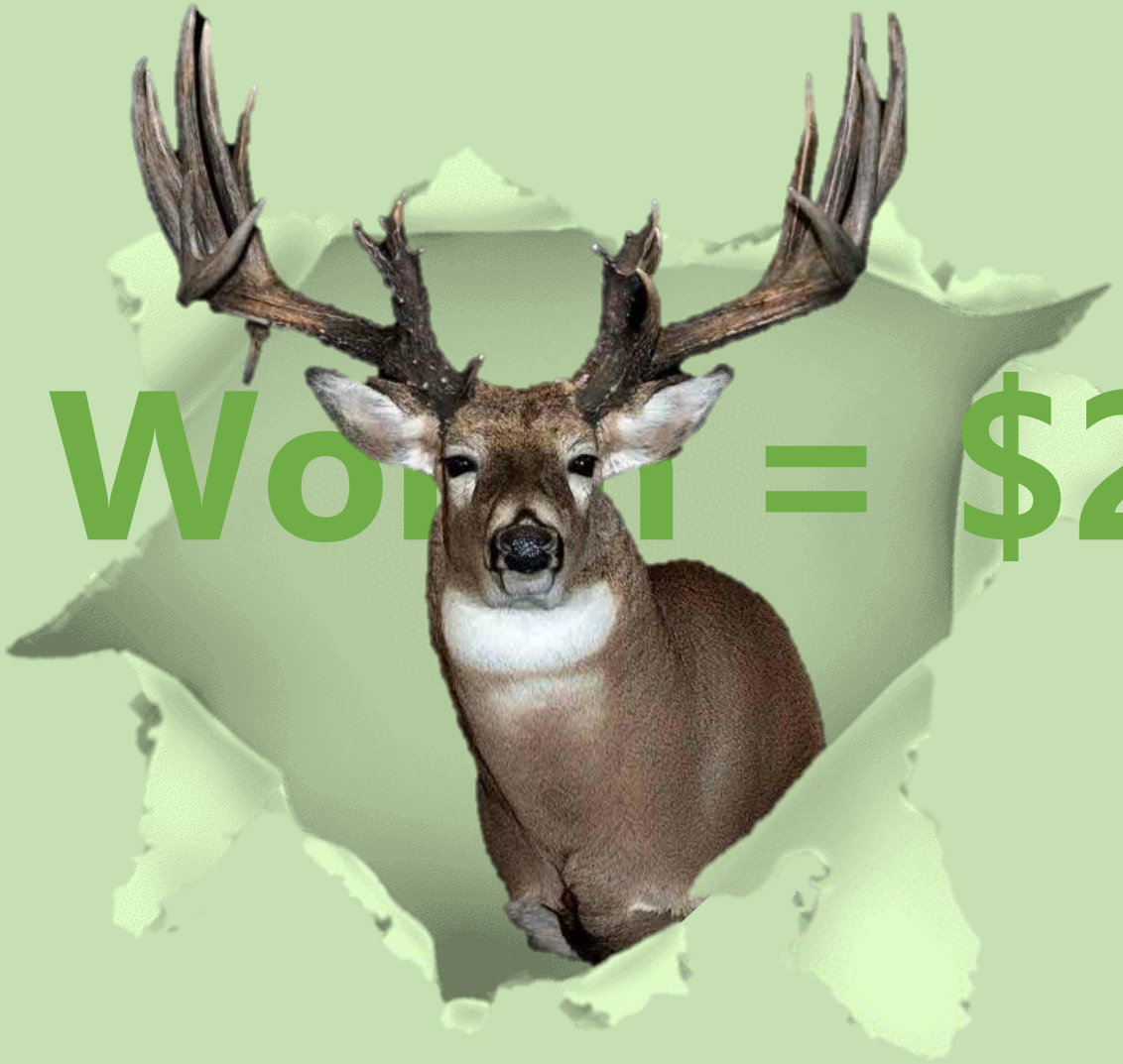
Net Profit

Year 3 Net Profit: $546K

Commercial Real Estate

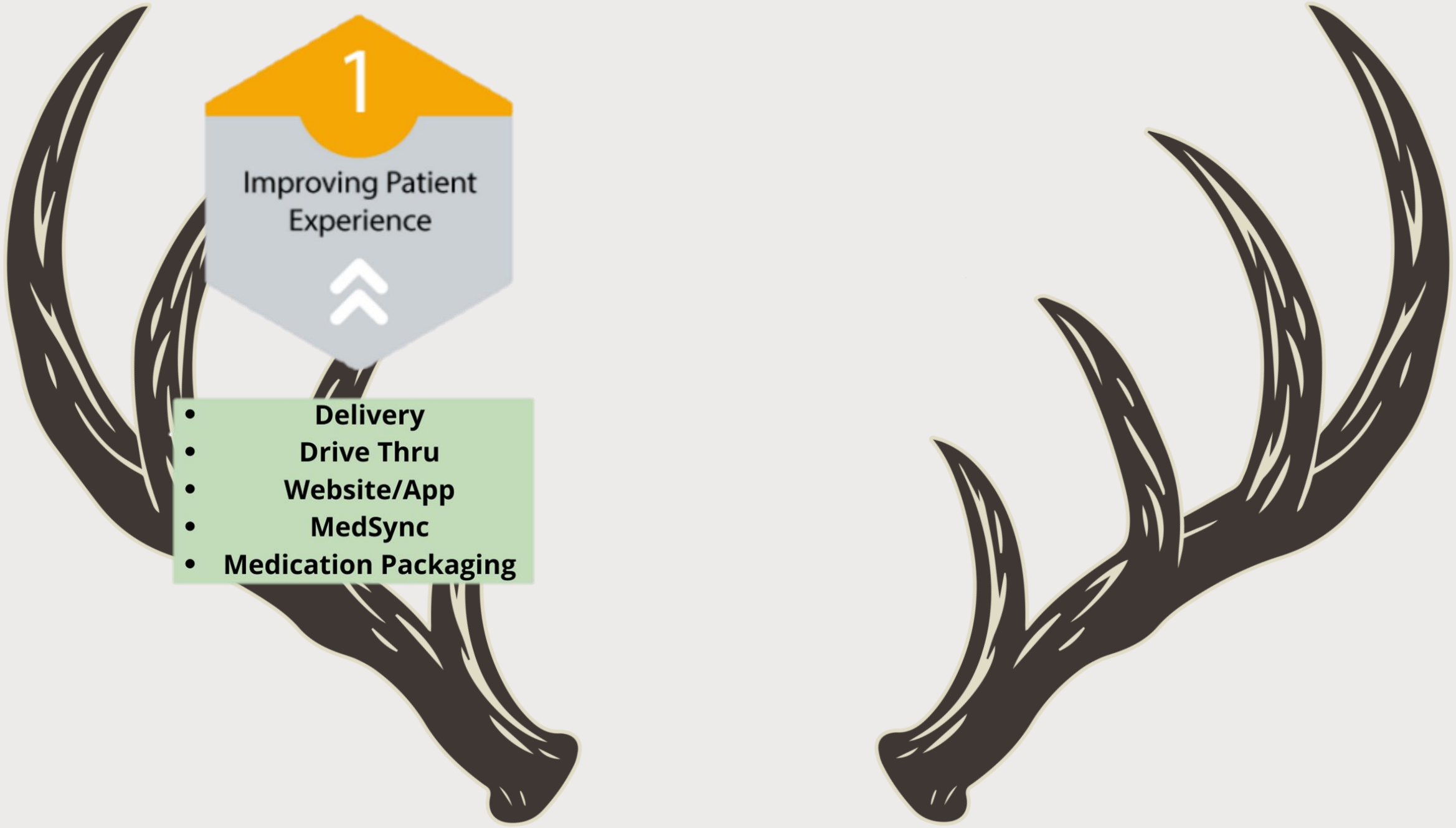
- **Increase cash flow**
- **Eliminate pharmacy rent**
- **Pay bank loan off earlier**
- **Longer loan term**

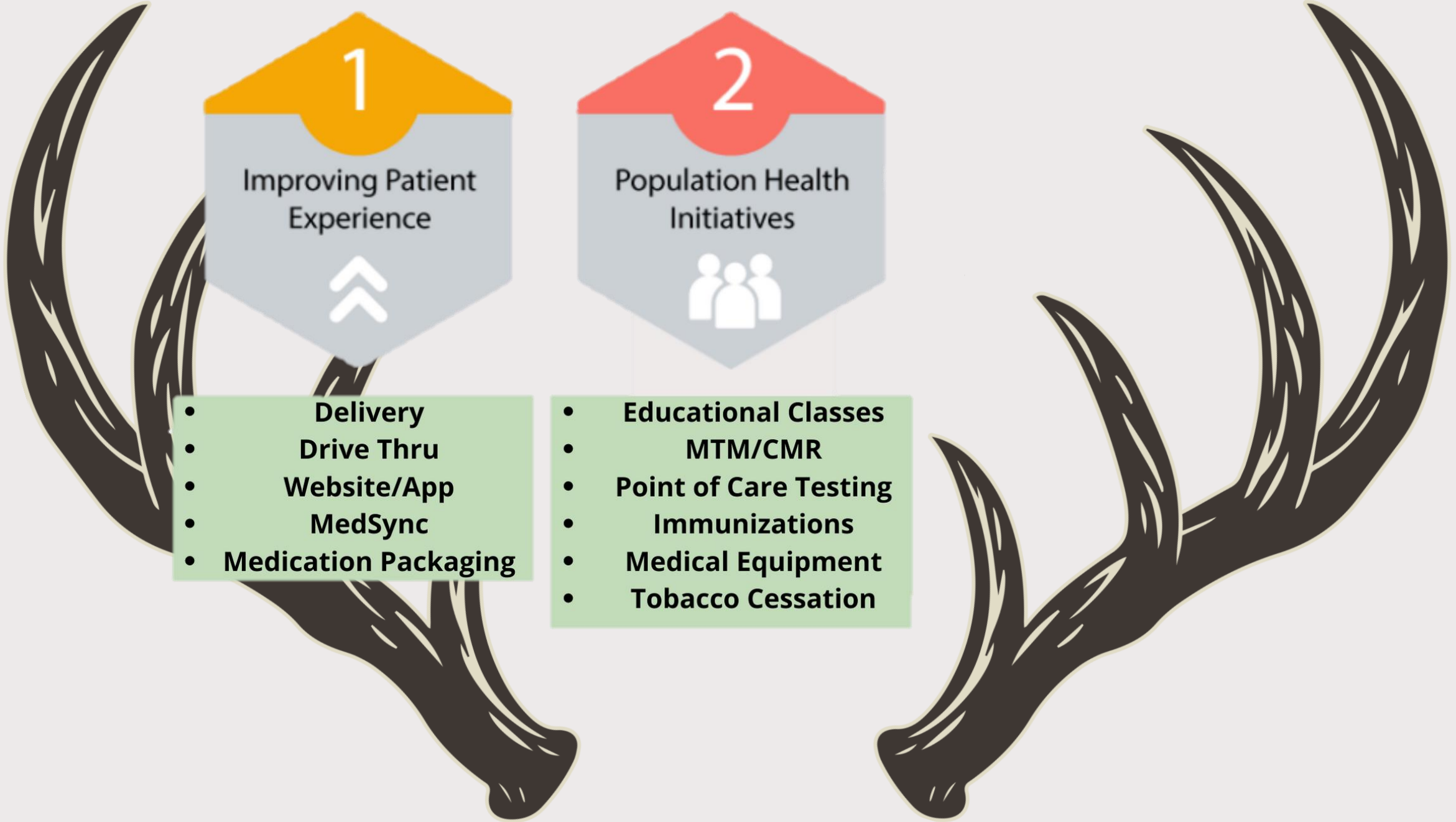
Pro Forma Balance Sheet

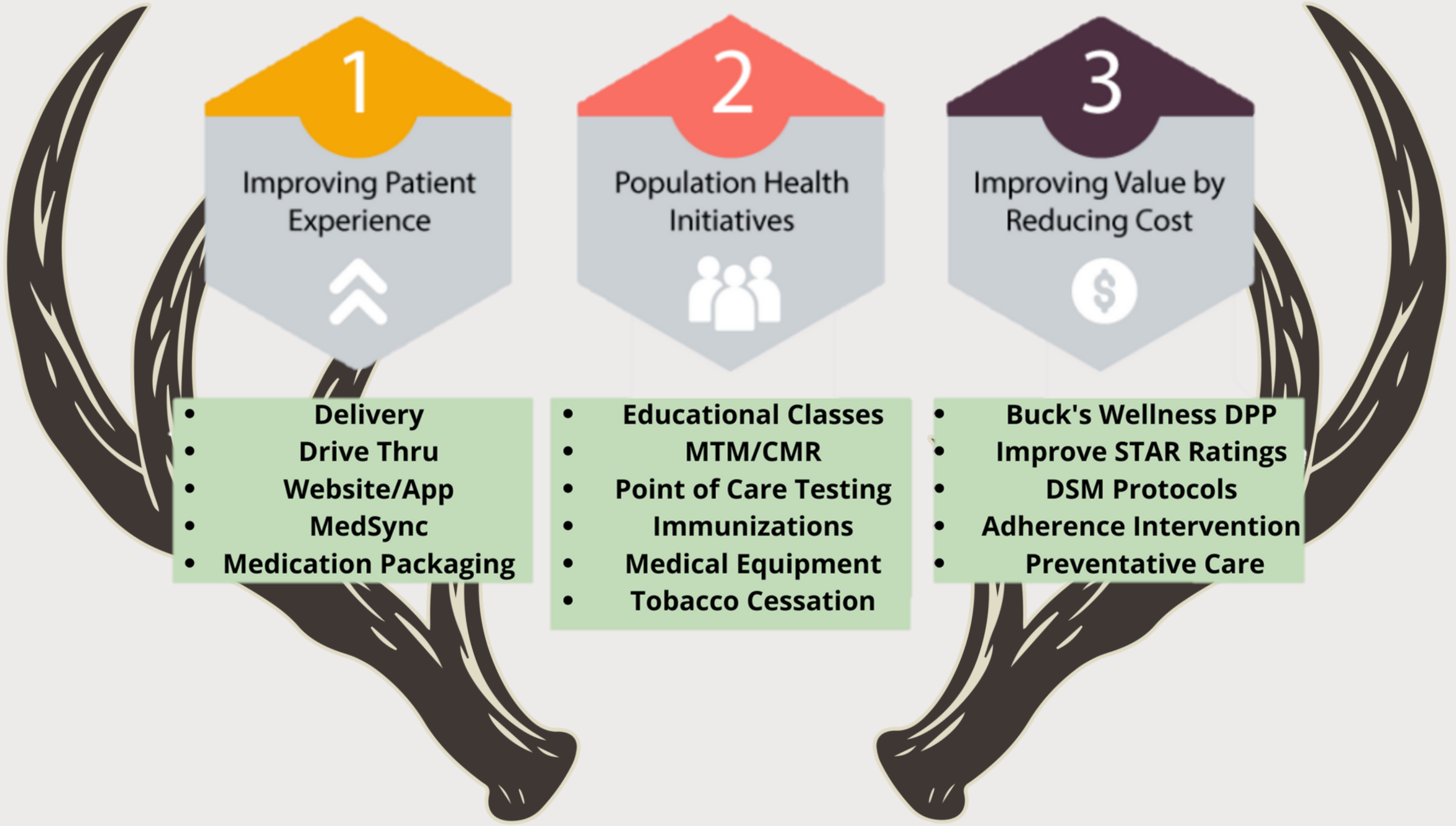


Net Worth = $2.4M

Triple Aim


1
Improving Patient Experience
Delivery
Drive Thru
Website/App
MedSync
Medication Packaging


1
Improving Patient Experience
2
Population Health Initiatives
Delivery
Drive Thru
Website/App
MedSync
Medication Packaging
Educational Classes
MTM/CMR
Point of Care Testing
Immunizations
Medical Equipment
Tobacco Cessation


1
Improving Patient Experience
2
Population Health Initiatives
3
Improving Value by Reducing Cost
$
Delivery
Drive Thru
Website/App
MedSync
Medication Packaging
Educational Classes
MTM/CMR
Point of Care Testing
Immunizations
Medical Equipment
Tobacco Cessation
Buck's Wellness DPP
Improve STAR Ratings
DSM Protocols
Adherence Intervention
Preventative Care

Buck’s Pharmacy

“We care *deerly about your health”*

Post now at **meet.ps/mlc**

PEOPLE ONLINE: 0

Q&A

1

What do you think of this?

1 vote Bri Morris 11 hours ago no comments

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Point of Care Testing and Beyond: Pharmacy's New Revenue Categories

Anne Pace, PharmD Owner, Kavanaugh Pharmacy

Scott Pace, PharmD, JD, Owner Kavanaugh Pharmacy, Partner Impact Management Group

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Disclosure

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Pharmacist and Technician Learning Objectives

1. Differentiate opportunities in point-of-care testing as it pertains to chronic disease management and acute infectious disease management.
2. Describe successful strategies for increasing point-of-care testing services to make it a sustainable patient care offering.

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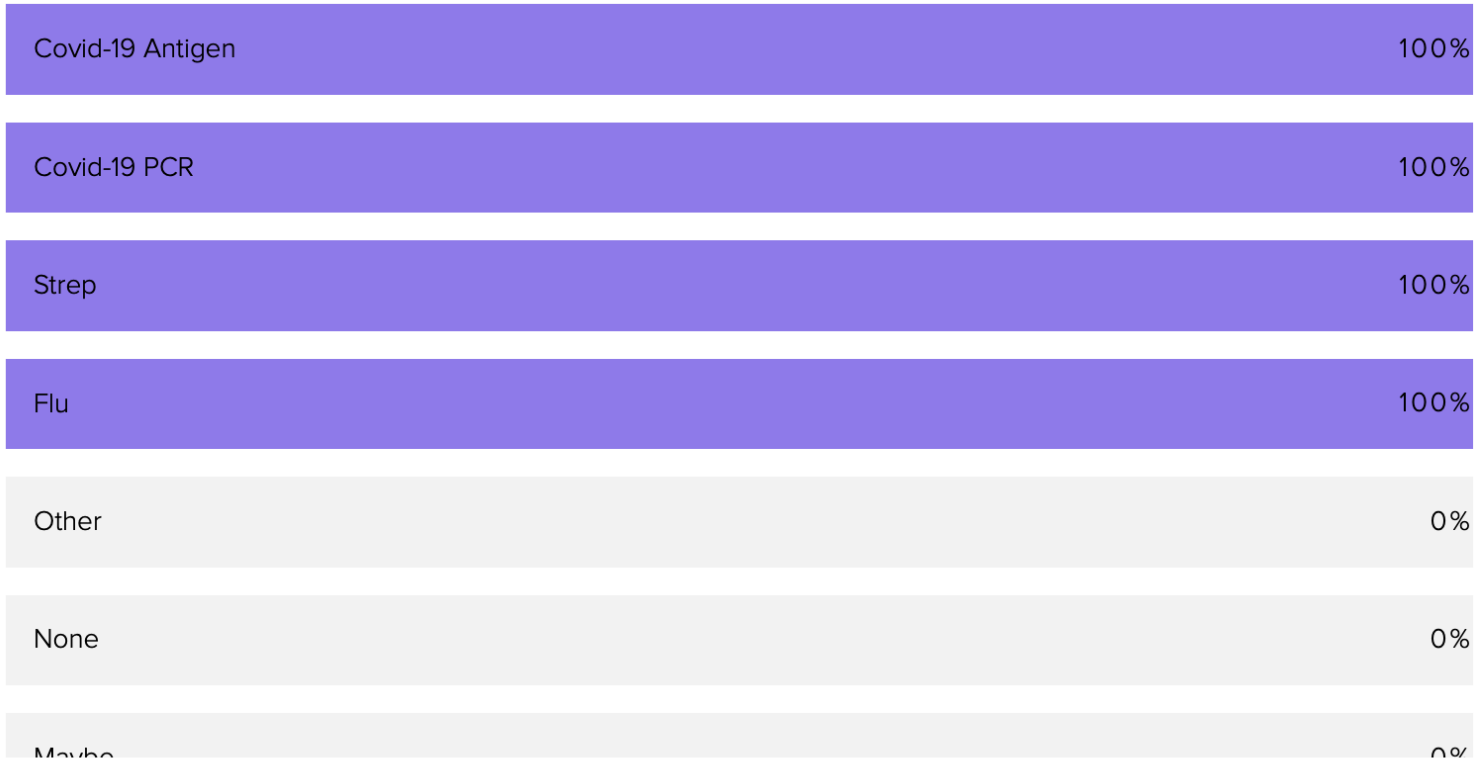
Vote now at: **meet.ps/mlc**

PEOPLE ONLINE: 0

What point of care testing are you doing in your pharmacies (check all that apply)?



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The Basics & Beyond…

- CLIA waiver
- Appointments vs. Walk-in
- Types of tests to offer
- Staffing considerations
- Reliable source of testing supplies

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Covid-19 Rapid Antigen & Combo

- Many choices have come to market
- Choose manufacturer, tests, and supplier carefully
- Individual and Employer-based models

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Covid-19 PCR Testing

- Multiple rapid PCR test options
- Marketing beyond acutely ill patients
- Billing insurance vs cash pay

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Marketing of Tests

Kavanaugh PHARMACY

FOR IMMEDIATE RELEASE
Contact Info:
Kavanaugh Pharmacy
Anne Pace, Pharm.D.
501-664-3844
anne@kavanaughrx.com

July 9, 2020

Kavanaugh Pharmacy Announces 15-Minute Rapid Covid-19 Antigen Test Available Today
Rapid test lets patients know if they are currently Covid-19 positive

Kavanaugh Pharmacy, a locally-owned community pharmacy in the Heights neighborhood of Little Rock, announces today that it is now set up to perform rapid COVID-19 antigen tests with results in 15 minutes. The test marks a breakthrough in the ability of patients to know in a very short period of time whether or not they are actively SARS-CoV-2 (COVID-19) positive. The test is also useful for individuals who are attending summer camps or traveling and need to have proof of a negative COVID-19 test prior to their camp or trip.

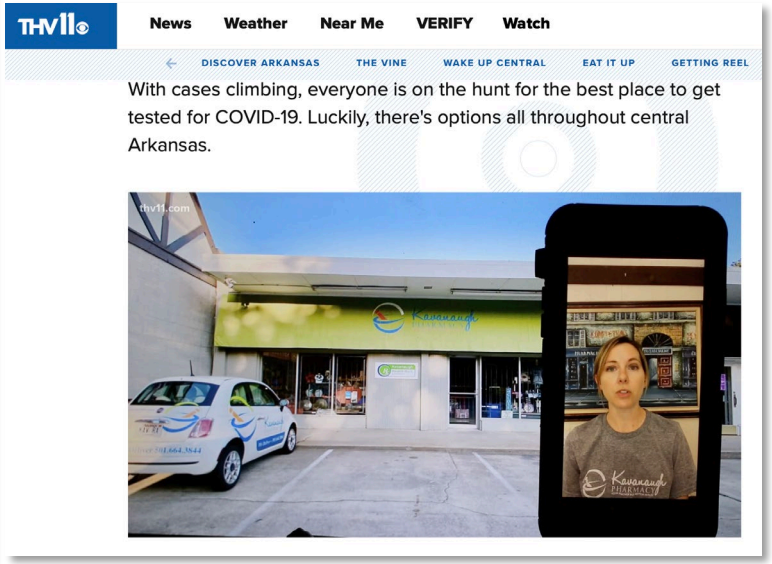
"We are thrilled to be able to offer this important service to the community," said Anne Pace, Pharm.D., owner of Kavanaugh Pharmacy. "As the virus continues to grow in numbers throughout Pulaski County, the antigen test will assist patients and healthcare providers in rapidly knowing if someone currently has the COVID-19 virus."

The test being offered is the Sofia SARS Antigen FIA test by Quidel Corporation. The United States FDA has made this test available under an emergency access mechanism called an Emergency Use Authorization (EUA). The test received its EUA from the FDA on May 8, 2020.

The test is available by appointment only. Appointment times are available at www.kavanaughrx.com/covid or by calling 501-664-3844. Businesses are welcome to call and schedule screenings for their employees.

Kavanaugh Pharmacy opened in 1955 and has been serving Little Rock for 65 years. Located in the historic Heights neighborhood, Kavanaugh Pharmacy offers traditional prescription filling services, immunization services, and a full line of over the counter medications. They are also home to K-Paks, a popular medication packaging service that assists patients and their caregivers with managing multiple medications in personalized medication pouches. Kavanaugh Pharmacy is located at 5008 Kavanaugh Boulevard in Little Rock and is open Monday through Friday 9am – 6pm and Saturday 9am – 1pm. Kavanaugh Pharmacy has been selected as one of *AY Magazine's* Best Pharmacies of 2018, 2019, and 2020.

###



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Technology

- Appointment Scheduling
  - Acuity
  - Wix
  - Jotform
  - Can be used for POCT as well as vaccines
  - Payment collection

- Patient Documentation
  - Home grown
  - GoRev

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Technology Examples

Kavanaugh PHARMACY SINCE 1955

Returning? Log in

1 Choose Appointment

Covid-19 Rapid Antigen Test **Most Popular Test** $95.00

Nasal swab test to to see if a person has a current Covid-19 infection. Test results available in an hour. This type of test may be particularly useful if a person has exposure to someone who is Covid-19 positive. If you are testing after an exposure to an individual who is COVID-19 positive that you've had close contact with, it is best practice to wait 4 days prior to testing.

Symptomatic patients should test within 5 days after the onset of their symptoms.

Covid-19 Rapid Antigen Test - Next Generation test with longer detection time $125.00

The LumiraDx SARS-CoV-2 Ag Test is a rapid point of care (POC) microfluidic immunofluorescence assay for use with the LumiraDx Instrument intended for the qualitative detection of the nucleocapsid protein antigen to SARS-CoV-2 directly from anterior nasal swab] samples collected from individuals suspected of, or at increased risk of, COVID-19.

Symptomatic patients should test within 12 days after the onset of their symptoms.

Covid-19 PCR Test - Onsite Analysis 1 hr Result $190.00

Nasal swab test to to see if a person has a current Covid-19 infection. Test results available in an hour. This type of test may be particularly useful if a person requires a PCR test prior to travel or has exposure to someone who is Covid-19 positive. If you are testing after an exposure to an individual who is COVID-19 positive that you've had close contact with, it is best practice to wait 5 days prior to testing.

Covid-19 & Flu COMBO Rapid Antigen Test $130.00

Nasal swab test to to see if a person has a current Covid-19 and/or influenza infection. Test results available in an hour. This type of test may be particularly useful if a person has exposure to someone who is Covid-19 positive. If you are testing after an exposure to an individual who is COVID-19 positive that you've had close contact with, it is best practice to wait 5 days prior to testing.

Kavanaugh PHARMACY SINCE 1955

Kavanaugh Pharmacy
5008 Kavanaugh Blvd.
Little Rock, AR 72207

Lab Director: Anne C Pace
CLIA Number: 04D2157281

Patient Name			Date of Birth	Gender	Ordering Physician
Patient, Second			1/1/1988	M	Pace, Anne C
Specimen ID	**Specimen Type**	**Collected Date**	**Reported Date**	**Passport #**	
100161	Nasal Swab	12/22/2021 2:53:08 PM	12/29/2021 8:38:41 PM		

TRAVEL QR CODE VALIDATION

This QR code can be shown to any requesting party to retrieve a validated result

COVID-19		
Test	**Result**	**Comment**
Influenza A	**Positive**	
Influenza B	Negative	
SARS CoV-2 COVID-19 Antigen	Negative	

Notes:

The Quidel Sofia2 SARS-CoV-2 Antigen Test has been authorized for emergency use by the US Food and Drug Administration (FDA).

The test is an antigen test, which looks for the detection of nucleocapsid proteins from SARS-CoV-2 (COVID-19), Influenza A, and Influenza B.

Anne Pace,PharmD
Laboratory Director
Kavanaugh Pharmacy

Today 10:27 AM

Kavanaugh Pharmacy has provisioned a patient portal account for you. Click here to access or use the included QR code to retrieve a validated lab result. https://portal.gorev.com/tiny.aspx?u=U7F8UQ--

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Beyond Covid-19: Flu and Strep

- Arkansas law recently changed allowing pharmacists to prescribe antivirals after positive flu test and antibiotics after positive strep test

- Pharmacist prescribing following other CLIA-waived tests in Arkansas

- How to help your state move to this?

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Pharmacies Role In Treatment

- Relationships with Department of Health and health systems has been critical

- Antivirals: Paxlovid and Molnupiravir
  - Billing concerns
  - Opportunities to develop relationships with providers
  - New patients?

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Pharmacies Role In Treatment Cont.

- Monoclonal Antibodies:
  - Regen-Cov
  - Sotrovimab
  - Evusheld
- Billing
- Administration: workflow concerns

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Discussion

Questions & Share Your Best Practices

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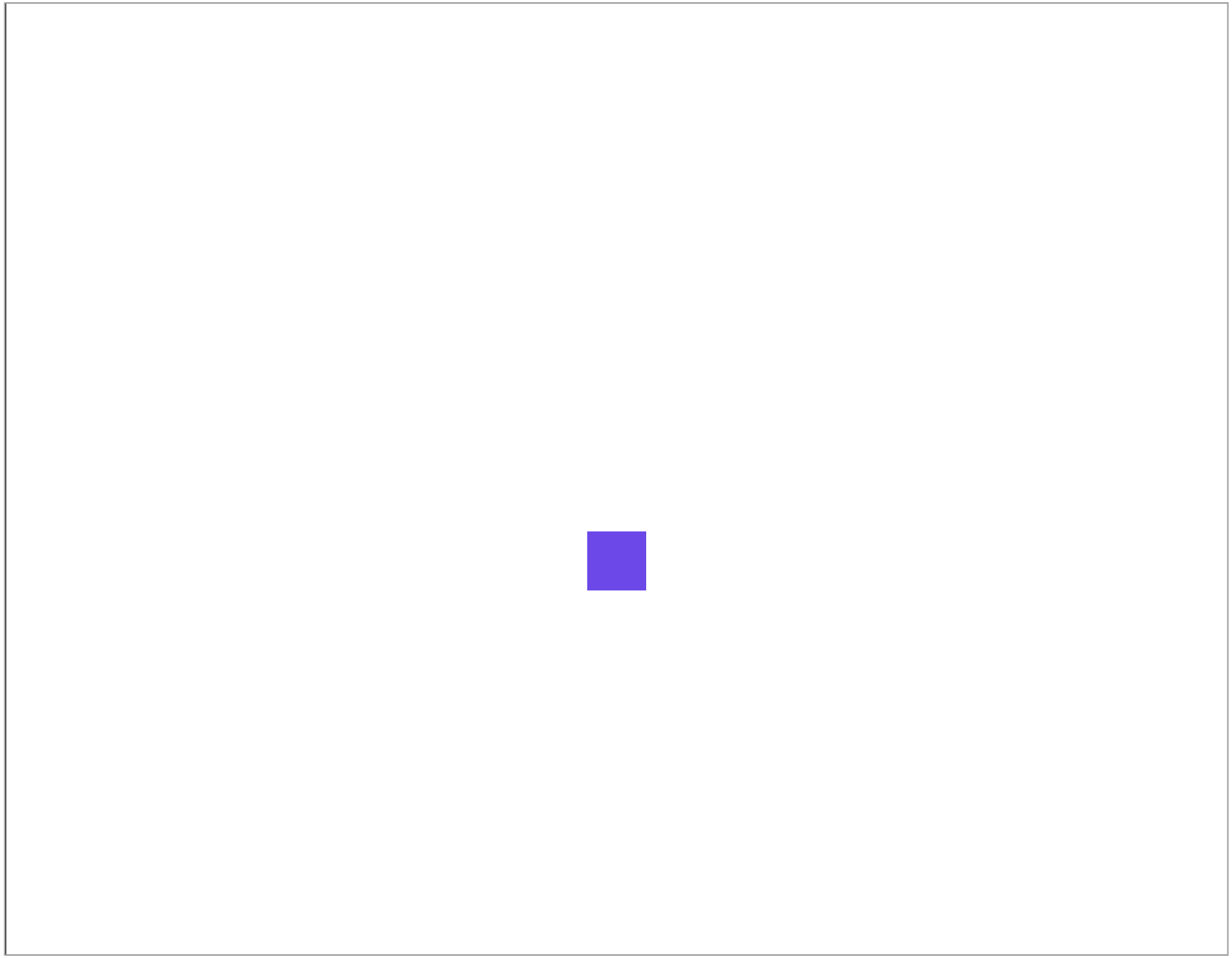

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Health Benefits Re-Imagined

Dan Strause
President and CEO, Hometown Pharmacy

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Pharmacist and Technician Learning Objectives

1. Discuss strategies for structuring health benefits for employees.

2. List opportunities to collaborate with employers and the community to lower health care costs.

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WHERE DID IT START?

To solve our own health plan

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WHAT DID WE FIND OUT?

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WHAT DID WE FIND OUT?

Current plans have a broker hire a broker to hire 4 areas and no one is legally on your side

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Typical Path

- You hire an insurance broker
- They shop your plan to competing health plans
- Health plans select their own choices in four different areas

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Four Areas of Health Plans

TPA - Third Party Administrator

PBM - Pharmacy Benefit Manager

Hospital/ Provider Network

Stop Loss Carrier

ALL SELECTED FOR HEALTH PLAN BENEFIT

YOU GET A QUOTE & SELECT

NEGOTIATE LOWER BENEFITS FOR LOWER COST

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What Did We Find Out?

- You don’t need two brokers - select a consultant
- Consultants should have a fiduciary duty
- Select the four areas based on serving the company
- Design plan based on science and common sense vs. solely on “Standards of Care”
- Your own data and ability to make selections based on your employee needs

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Results

- Significantly more transparency
- Lower costs
- Can add benefits based on science/common sense to enhance outcome
- Better patient outcomes, lower costs, and lower stop-loss premiums

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Thank You

Please reach out with any additional questions!

dstrause@hometownpharmacywi.com

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Q&A

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Addressing Employee Burnout

Burnout causes, symptoms and retention planning

Alex Barker, PharmD

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Disclosure

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Pharmacist and Pharmacy Technician Learning Objectives

1. Define causes of burnout as they relate to staff attrition.
2. Describe practical tactics to identify burnout within your current staff.
3. Create a retention plan by using strategies described to retain highly engaged employees.

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Objective 1

Define causes of burnout as they relate to staff attrition

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Signs of the Times

Reimbursement rates declining

Declining Pharmacy Reimbursement: The Facts

News, independent pharmacies, Blog, profit, MAC, PBMs, pharmacy benefit managers, reimbursement

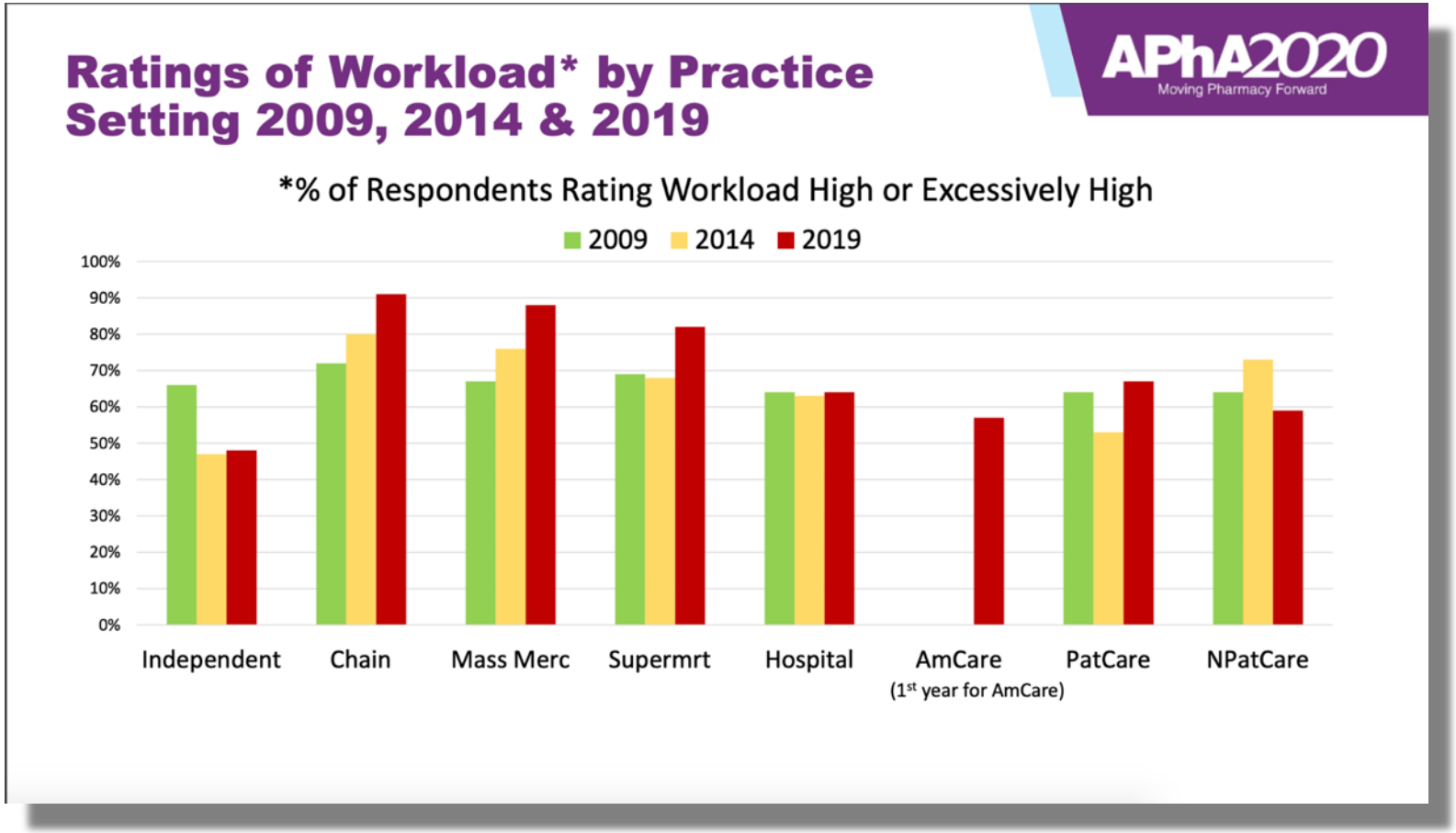
People will always need healthcare. For pharmacies and other medical providers, that's the good news. In the United States, patients are expected to pay an astounding $360.2 billion on prescription medications in 2018. This is an increase of 35% over the last five years. [i] The rise of drug prices has dramatically outpaced the nation's average inflation of 7% during the same period.[ii]

Then, there's the bad news. For independent pharmacies in the US, drug reimbursement is shrinking. In 2016, the latest year for which data are available, independent pharmacies' overall gross margin from prescription and non-prescription products was 22.1%. The margin has dropped 190 basis points since its peak of 24.0% in 2010.

https://info.rxsafe.com/blog/declining-reimbursement-the-facts

Signs of the Times

Increasing Work Demands



https://www.aacp.org/article/2019-national-pharmacist-workforce-study

Signs of the Times

Doctors Are Calling It Quits Under Stress of the Pandemic

Thousands of medical practices are closing, as doctors and nurses decide to retire early or shift to less intense jobs.

The Great Resignation

"No, you can't quit. You'd be abandoning your job."
- Pharmacy Manager to Pharmacist

"I feel so good since quitting."
- Pharmacist Who Quit

https://www.nytimes.com/2020/11/15/health/Covid-doctors-nurses-quitting.html

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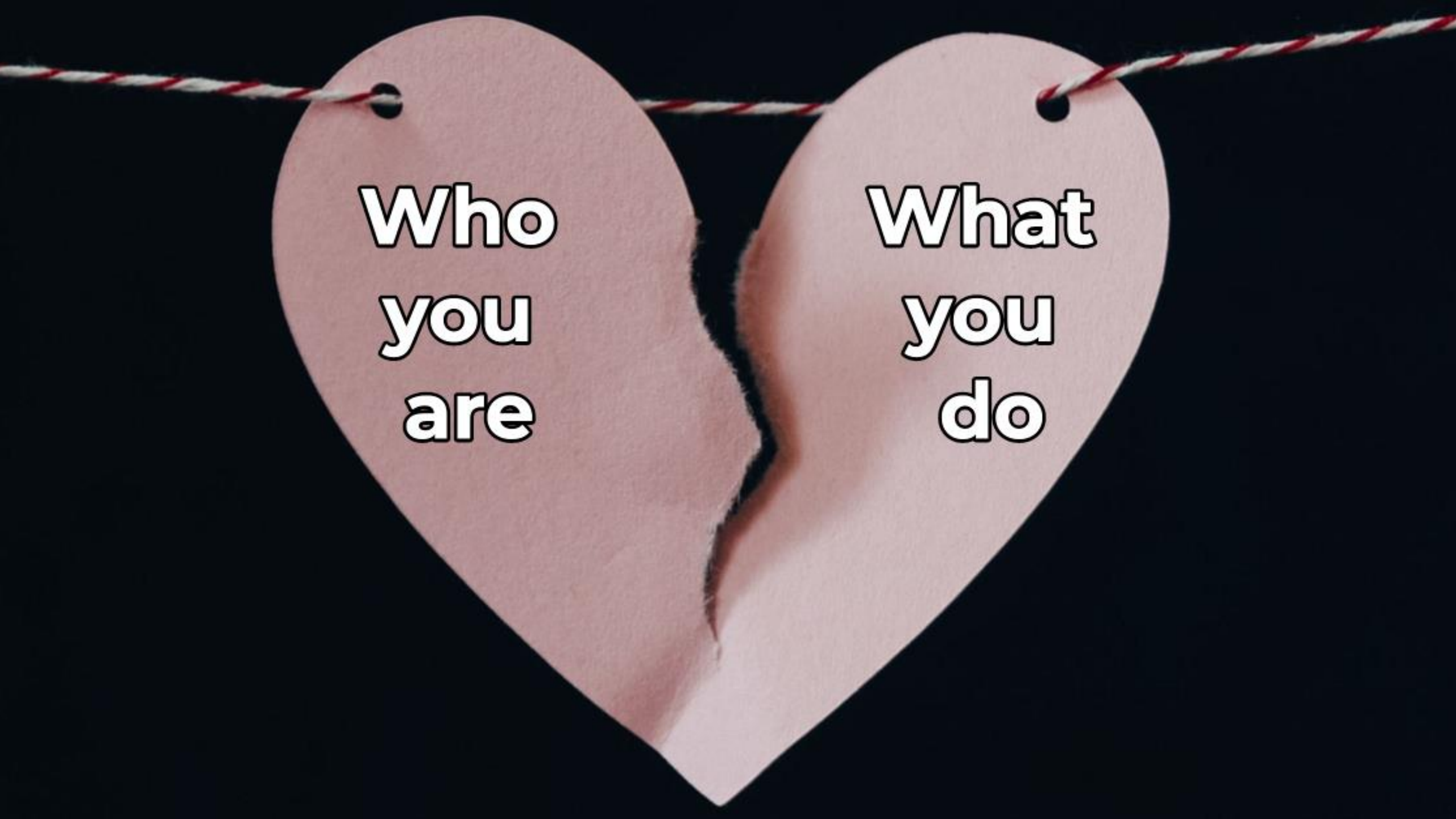
Who you are
What you do

Burnout

Characterized by 3 Dimensions in the Workplace context:

- Emotional exhaustion
- Depersonalization
- Reduced personal accomplishments

InformedHealth.org [Internet]. Cologne, Germany: Institute for Quality and Efficiency in Health Care (IQWiG); 2006-. Depression: What is burnout? 2012 Dec 5 [Updated 2017 Jan 12].

Burnout Symptoms

- **Emotional Exhaustion** (EE)
  - People affected feel drained, unable to cope, tired and down, and do not have enough energy.
  - Find job increasingly stressful and frustrating

Informed.org [Internet]. Cologne, Germany: Institute for Quality and Efficiency in Health Care Health (IQWiG); 2006-. Depression: What is burnout? 2012 Dec 5 [Updated 2017 Jan 12].

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Burnout Symptoms

- **Depersonalization** (Dp)
  - Feeling disconnected or detached from oneself or others
  - May start being cynical about working conditions and colleagues
  - May increasingly distance themselves emotionally and start feeling numb about their work, like their thoughts are not their own

InformedHealth.org [Internet]. Cologne, Germany: Institute for Quality and Efficiency in Health Care (IQWiG); 2006-. Depression: What is burnout? 2012 Dec 5 [Updated 2017 Jan 12].

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Burnout Symptoms

- **Reduced personal accomplishments** (RPA)
  - Affects everyday tasks at work, at home or when caring for family members
  - People with burnout are very negative about their tasks
  - Find it hard to concentrate
  - Tasks feel listless and lack creativity

InformedHealth.org [Internet]. Cologne, Germany: Institute for Quality and Efficiency in Health Care (IQWiG); 2006-. Depression: What is burnout? 2012 Dec 5 [Updated 2017 Jan 12].

Burnout Symptoms

- Increasing anger
- Easily frustrated
- Suspicion and paranoia regarding colleagues' influences on one's own personal career ambitions
- Excessive rigidity and inflexibility in practice
- The appearance of characteristics of one who suffers from depression

InformedHealth.org [Internet]. Cologne, Germany: Institute for Quality and Efficiency in Health Care (IQWiG); 2006-. Depression: What is burnout? 2012 Dec 5 [Updated 2017 Jan 12].

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Burnout Consequences

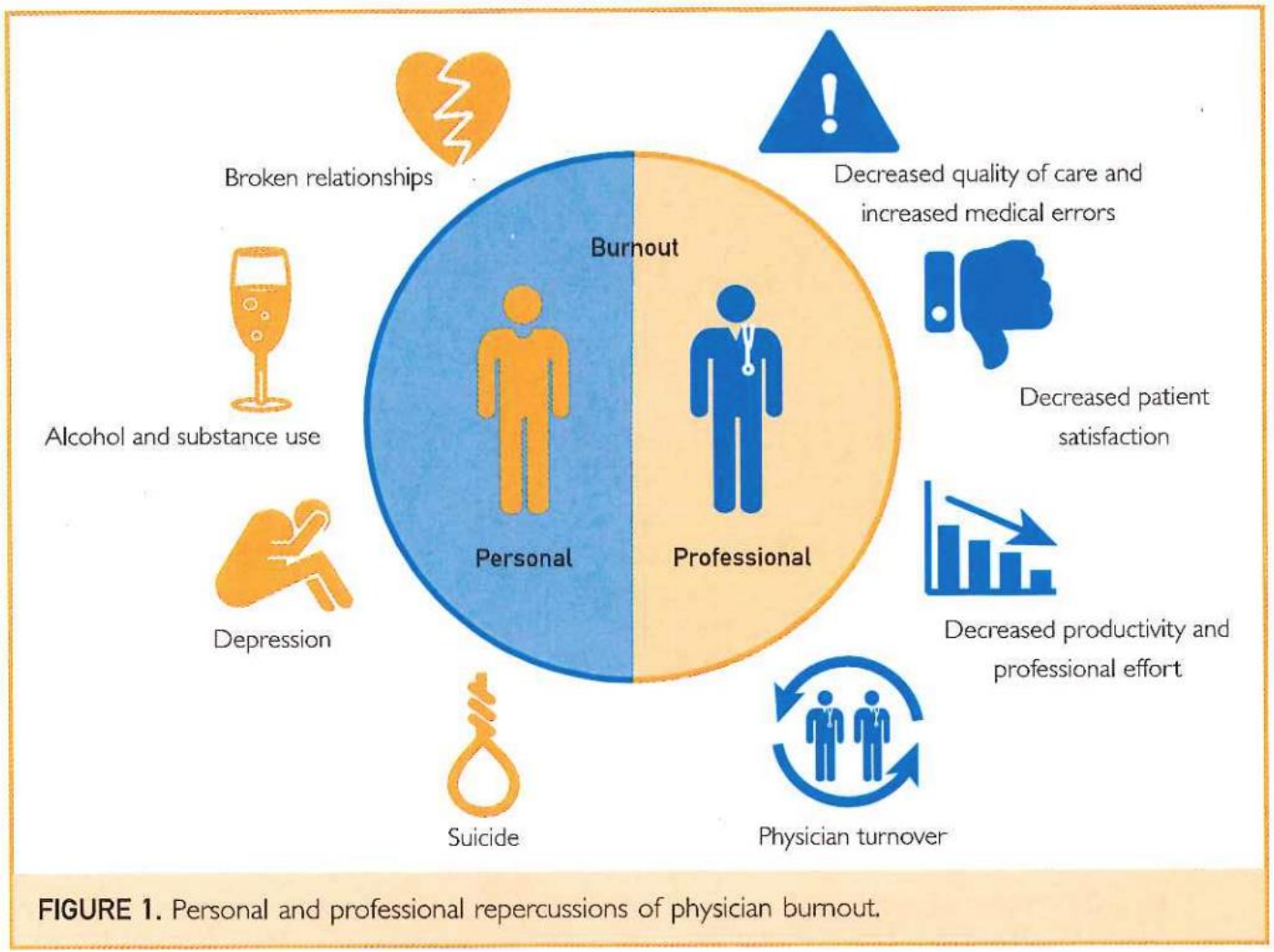

FIGURE 1. Personal and professional repercussions of physician burnout.

Safety and Patient Outcomes – Clinician Well-Being Knowledge Hub. (n.d.).
Retrieved from https://nam.edu/clinicianwellbeing/effects/safety-and-patient-outcomes/

Burnout Consequence

Burnout was a significant predictor of diseases:

- Obesity
- Hyperlipidemia
- T2DM
- CHD
- Hospitalization for CV disease
- Hospitalization for musculoskeletal disorder
- Prolonged fatigue
- Headaches
- GI problems
- Respiratory infections

Salvagioni, D., Melanda, F. N., Mesas, A. E., González, A. D., Gabani, F. L., & Andrade, S. M. (2017). Physical, psychological and occupational consequences of job burnout: A systematic review of prospective studies. PloS one, 12(10).

What causes burnout?

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Burnout Causes

- **Work overload** - Too much to do in too little time with too few resources.
- **Lack of control** - The inability to make choices, to use problem-solving skills, and have personal input on how to achieve goals.
- **Insufficient reward** - The lack of recognition creates a devalued self.
- **Breakdown of community** - A work environment that does not create supportive work relationships.
- **Absence of fairness** - Fairness implies respect “and their self-worth is confirmed”.
- **Conflicting values** - A mismatch between the requirements of the job and our personal principles

Maslach, C., & Leiter, M. P. (2014). The truth about burnout: How organizations cause personal stress and what to do about it. San Francisco: Jossey-Bass, A Wiley Imprint.

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Burnout Causes - Predictive Factors

Predictive Demographic Factors

Systematic Review of 47 *Physician* burnout studies

- Younger age
- Female
- Long working hours
- Low reported job satisfaction

E. Amoafo, N. Hanbali, A. Patel, P. Singh, What are the significant factors associated with burnout in doctors?, Occupational Medicine, Volume 65, Issue 2, March 2015, Pages 117–121.

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Burnout Causes - Predictive Factors

- Interpersonal
  - **Role ambiguity** was the only significant predictor for all 3 dimensions
- Organizational
  - **Low job status** and **role conflict** were significant predictors of EE and Dp
- Demographic
  - **Work hours** (being a full-time) was a significant predictor of EE and Dp, and gender (being **male**) was a significant predictor of Dp

Vassos, Maria V.; Nankervis, Karen L. (2012). Investigating the importance of various individual, interpersonal, organisational and demographic variables when predicting job burnout in disability support workers. Research in Developmental Disabilities, 33(6), 1780–1791.

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Objective 2

Describe practical tactics to identify burnout within your current staff.

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Burnout Prevalence

- 40% of 2,000 U.S. adult workers surveyed in 2018 report burnout

Ruthumohnews. (2018, November 19). Nearly 40 percent of employees are so burned out they want to quit-and work-life balance isn't to blame. Retrieved from https://www.cnbc.com/2018/11/19/why-nearly-40-percent-of-employees-are-so-burned-out-they-want-to-quit.html

Burnout Prevalence

- 2004 – 70% national survey of pharmacists reported “job stress and role overload”
- 2017 – 61.2% of 974 Hospital Clinical Pharmacists burnout rate
- 2018 – 53.2% of 371 health system pharmacists “high degree of burnout”
- 2019 – 64% of 193 respondents met high burnout criteria
- 2020 - 64% of 123 critical care pharmacists reported at least one symptom of burnout

Pharmacy Practice News (2019. March 4). Battling Burnout: Nearly Two-Thirds of Pharmacists Say They’re Vulnerable. Retrieved from https://www.pharmacypracticenews.com/Operations-Management/Article/03-19/Battling-Burnout-Nearly-Two-Thirds-of-Pharmacists-Say-They’re-Vulnerable/54260
Mott DA, Doucette WR, Gaither CA, Pederson CA, Schommer JC. Pharmacists’ attitudes toward worklife: Results from a national survey of pharmacists. J Am Pharm Assoc. 2004;44(3):326–36.
Jones, G. M., Roe, N. A., Louden, L., & Tubbs, C. R. (2017). Factors Associated With Burnout Among US Hospital Clinical Pharmacy Practitioners: Results of a Nationwide Pilot Survey. Hospital pharmacy, 52(11), 742–751. doi:10.1177/0018578717732339
Durham ME, Bush PW, Ball AM. Evidence of burnout in healthsystem pharmacists. Am J Health-Syst Pharm. 2018; 75(suppl 4): S93-100.
Kate Traynor, Pharmacists examine risks, remedies for burnout, American Journal of Health-System Pharmacy, Volume 76, Issue 9, 1 May 2019, Pages 571–573

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Economic Impact

- Malpractice
- Absenteeism
- Employee turnover
- Decreased productivity

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Economic Impact

Malpractice

Burnout was an independent predictor of reporting malpractice

Recent malpractice suits were strongly related to burnout ($p < 0.0001$), depression ($p < 0.0001$), and recent thoughts of suicide ($p < 0.0001$) among surgeons.

- Burnout (odds ratio = 1.168; $p = 0.0306$)
- Depression (odds ratio = 1.273; $p = 0.0003$)

Balch CM, Oreskovich MR, Dyrbye LN, et al. Personal consequences of malpractice lawsuits on American surgeons. J Am Coll Surg 2011;213:657-67.

Economic Impact

Absenteeism

"In this review, we observed that workers who experienced medium or high levels of burnout were at higher risk of short or long-term sickness absences."

- High rate of cardiovascular diseases in those claiming absent

Salvagioni DAJ, Melanda FN, Mesas AE, González AD, Gabani FL, Andrade SM. Physical, psychological and occupational consequences of job burnout: A systematic review of prospective studies. PLoS One. 2017;12(10):e0185781. Published 2017 Oct 4. doi:10.1371/journal.pone.0185781

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Economic Impact

High Employee Turnover

The true cost of turnover is difficult as there are many factors to consider:

- Staffing costs: overtime payouts, temporary hires
- Continuity of care
- Training costs
- Staff workloads
- Accident rates
- Absenteeism
- Medical staff dissatisfaction

- Two studies support this relationship between burnout and leaving the clinical practice.

Linn LS, Brook RH, Clark VA, Davies AR, Fink A, Kosecoff J. Physician and patient satisfaction as factors related to the organization of internal medicine group practices. Med Care 1985;23:1171-8.
Sanborn, B. J. (n.d.). Cure for healthcare's high employee turnover is engagement, expert says.

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Economic Impact

Cost to Organizations

American College of Healthcare Executives

- $60,000 is the average cost of turnover of one employee
- The RN cost of turnover is estimated at 1.2 to 1.3 times their salary
- (estimated total costs of $82,000–$88,000 per RN in 2007)
- Some reports estimate that replacing a physician is at least $200,000 but can reach as high as $1 million per exiting doctor.

NSI Nursing Solutions Inc - National HealthCare Retention Report

- Pharmacists : 9.8% turnover in 2018 (164 facilities from 42 states)

No study has found the specific cost of pharmacist turnover or in relationship to burnout.

Sanborn, B. J. (n.d.). Cure for healthcare's high employee turnover is engagement, expert says. Retrieved from https://www.healthcarefinancenews.com/news/cure-healthcares-high-employee-turnover-engagement-expert-says

Jones CB. The costs of nurse turnover, part 2: Application of the Nursing Turnover Cost Calculation Methodology. J Nurs Adm 2005;35:41-9.

Jones CB. Revisiting nurse turnover costs: Adjusting for inflation. J Nurs Adm 2008;38:11-8.

https://www.nsinursingsolutions.com/Documents/Library/NSI_National_Health_Care_Retention_Report.pdf

Wright TA, Cropanzano R. Emotional exhaustion as a predictor of job performance and voluntary turnover. J Appl Psychol. 1998;83(3):486–93

https://www.nsinursingsolutions.com/Documents/Library/NSI_National_Health_Care_Retention_Report.pdf

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Maslach Burnout Inventory

22 Item Measurement of the 3 Burnout Dimensions

- Gold standard
- Excessively long

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Single Item Burnout (SIB)

Response options were as follows:
(1) “I enjoy my work. I have no symptoms of burnout”;
(2) “Occasionally I am under stress, and I don’t always have as much energy as I once did, but I don’t feel burned out”;
(3) “I am definitely burning out and have one or more symptoms of burnout, such as physical and emotional exhaustion”;
(4) “The symptoms of burnout that I’m experiencing won’t go away. I think about work frustrations a lot”
(5) “I feel completely burned out and often wonder if I can go on. I am at the point where I may need some changes or may need to seek some sort of help.”

Knox M, Willard-Grace R, Huang B, Grumbach K. Maslach Burnout Inventory and a Self-Defined, Single-Item Burnout Measure Produce Different Clinician and Staff Burnout Estimates. J Gen Intern Med. 2018;33(8):1344-1351. doi:10.1007/s11606-018-4507-6

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Objective 3

Create a retention plan by using strategies described to retain highly engaged employees.

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Burnout Solutions Match Causes

- **Work overload** - Too much to do in too little time with too few resources.
- **Lack of control** - The inability to make choices, to use problem-solving skills, and have personal input on how to achieve goals.
- **Insufficient reward** - The lack of recognition creates a devalued self.
- **Breakdown of community** - A work environment that does not create supportive work relationships.
- **Absence of fairness** - Fairness implies respect “and their self-worth is confirmed”.
- **Conflicting values** - A mismatch between the requirements of the job and our personal principles

Maslach, C., & Leiter, M. P. (2014). The truth about burnout: How organizations cause personal stress and what to do about it. San Francisco: Jossey-Bass, A Wiley Imprint.

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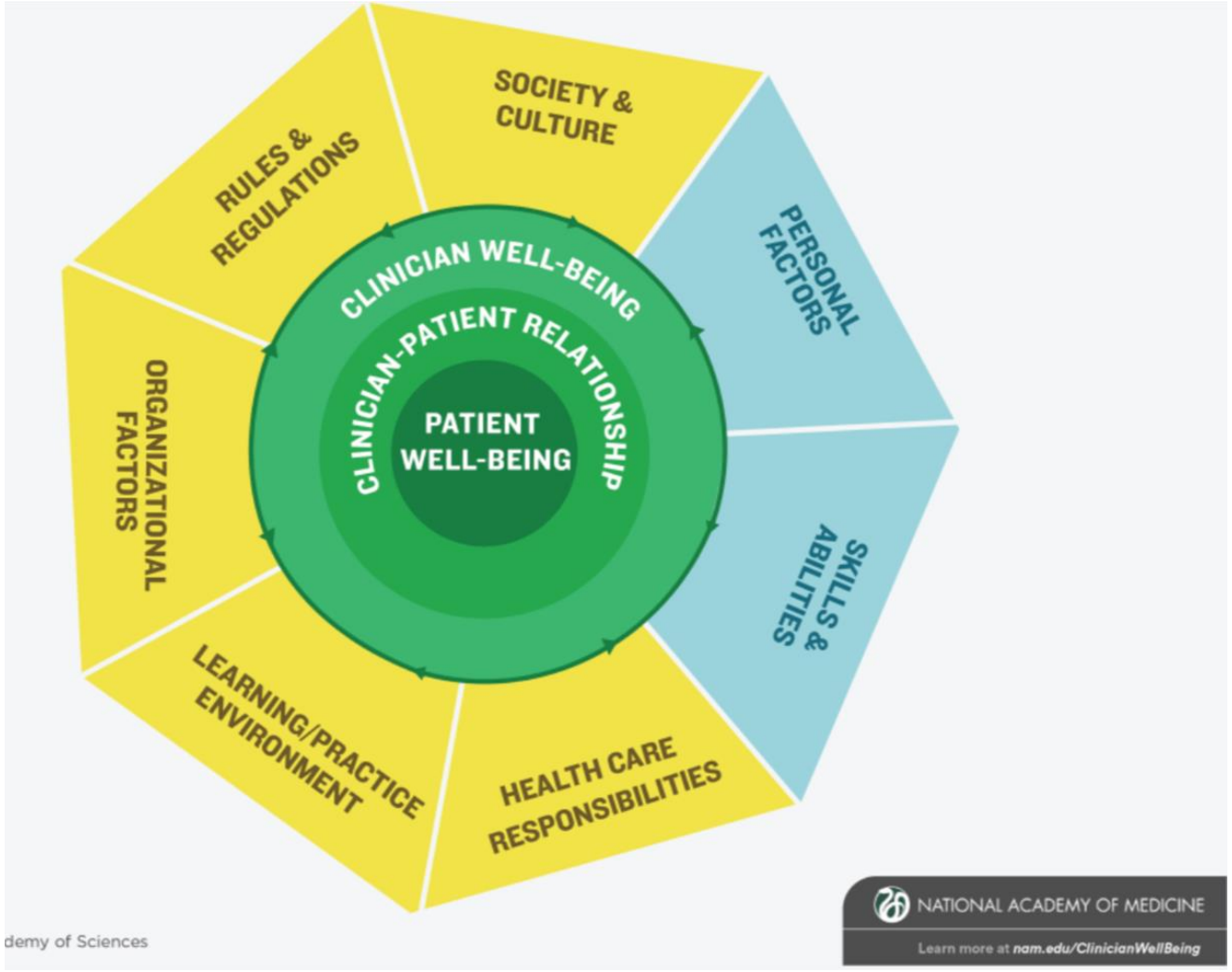
Treating Burnout



National Academy of Medicine. Clinical Well Being Knowledge Hub. Accessed May 28, 2019. https://nam.edu/clinicianwellbeing/effects/safety-and-patient-outcomes/

NAM's Well-Being Initiative

National Academy of Medicine - 6 Point Plan

- Create Positive Work Environments
- Reduce Stress Starting in Training
- Improve Usability and Relevance of Health IT
- Reduce Administrative Tasks That Don't Help Patients
- Reduce Stigma and Improve Burnout Recovery Services
- Create a National Research Agenda on Well-Being

National Academies of Sciences, Engineering, and Medicine. 2019. Taking Action Against Clinician Burnout: A Systems Approach to Professional Well-Being. Washington, DC: The National Academies Press. https://doi.org/10.17226/25521.

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NAM 2019 Report

Taking Action Against Clinician Burnout

- “Of the few systematic reviews and meta-analyses conducted to date, the evidence suggests that organization-focused interventions are more effective at reducing over-all burnout than individual-focused interventions.”

National Academies of Sciences, Engineering, and Medicine. 2019. Taking Action Against Clinician Burnout: A Systems Approach to Professional Well-Being. Washington, DC: The National Academies Press. https://doi.org/10.17226/25521.

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Create Positive Work Environments

“Positive Work Environments” is not well defined and under study

NAM lists 3 programs that guide institutions on how to achieve a positive work environment

- Pathway to Excellence® Program
- Magnet Recognition Program
- The Joy in Medicine Recognition Program
- The Leadership Alliance

National Academies of Sciences, Engineering, and Medicine. 2019. Taking Action Against Clinician Burnout: A Systems Approach to Professional Well-Being. Washington, DC: The National Academies Press. https://doi.org/10.17226/25521.

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Create Positive Work Environments

Overview

- Values, Systems Approach, and Leadership
  - Aligning leadership to building a systems approach of value execution
- Work System Redesign
  - Provide adequate resources and work systems that encourage collaboration and communication
- Implementation
  - Build infrastructure for assessing well-being, design reward systems, nurture change management and human-centered design processes

National Academies of Sciences, Engineering, and Medicine. 2019. Taking Action Against Clinician Burnout: A Systems Approach to Professional Well-Being. Washington, DC: The National Academies Press. https://doi.org/10.17226/25521.

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Organizational Interventions

CREW Model

- CREW (Civility, Respect, and Engagement at Work)
- Weekly meetings with trained facilitator to set goals
- Nurse intervention - Applied the CREW model
- Improvements in access to **support**, **resources**, **total empowerment**, **trust in management**, and job satisfaction
- Decrease in **supervisor incivility** and depersonalization and cynicism
- No change to emotional exhaustion

Organizational Interventions

Organization of Workload

- Reorganizing work to better distribute tasks.
- Primary Care Clinic Case Study
- Identify all tasks involved for patient care, then delegate or re-assign to team members based on workload, policy, and procedures
- Physicians' assessments of their workload, the emotional exhaustion dimension of burnout, and depersonalization were lower after 3 months.

Tomoaia-Cotisel A, Farrell TW, Solberg LI, et al. Implementation of Care Management: An Analysis of Recent AHRQ Research. *Med Care Res Rev*. 2018;75(1):46-65. doi:10.1177/1077558716673459

Organizational Interventions

Technology Implementation

- "To nominate anything in the EHR that they thought was poorly designed, unnecessary, or just plain stupid."
- EHR changes
  - (e.g., removing 10 of 12 most frequent alerts for physicians), additional staff training (e.g., regarding documentation tools), and other organizational changes (e.g., reducing the frequency of required evaluation and documentation).
- Did not measure burnout, organizational intervention seems promising since it removes activities and work that should not be performed, therefore reducing clinician workload (a major contributor to clinician burnout)

Ashton M. Getting Rid of Stupid Stuff. N Engl J Med. 2018 Nov 8;379(19):1789-1791. doi: 10.1056/NEJMp1809698. PMID: 30403948.

Organizational Interventions

Policy Change

- The Leadership Alliance
- “If you could break or change any rule in service of a better care experience for patients or staff, what would it be?”
- 22% of the rules identified were actual statutory and regulatory requirements.
- 62% organization-specific requirements.
- 16% organization behaviors with little or no legal or regulatory basis.

Panagioti, M., E. Panagopoulou, P. Bower, G. Lewith, E. Kontopantelis, C. Chew-Graham, S. Dawson, H. van Marwijk, K. Geraghty, and A. Esmail. 2017. Controlled interventions to reduce burnout in physicians: A systematic review and meta-analysis. JAMA Internal Medicine 177(2):195–205.

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Create Learning Environments that Reduce Stress

(HCO) Leaders who have positive relations with clinicians have lower rates of burnout

Leaders who implement learning environments create more supportive teams

National Academies of Sciences, Engineering, and Medicine. 2019. Taking Action Against Clinician Burnout: A Systems Approach to Professional Well-Being. Washington, DC: The National Academies Press. https://doi.org/10.17226/25521.

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Create Learning Environments that Reduce Stress

Management reviews: Discuss with individual a learning plan
Create contracts with colleges for student sites

Lead your team towards learning opportunities that build up others (tech trainings, patient education workshops, community events)

National Academies of Sciences, Engineering, and Medicine. 2019. Taking Action Against Clinician Burnout: A Systems Approach to Professional Well-Being. Washington, DC: The National Academies Press. https://doi.org/10.17226/25521.

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What is one strategy to retain talent you could implement this quarter?

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Post now at **meet.ps/mlc**

PEOPLE ONLINE: 0

Q&A

1

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