



EDUCATIONAL RESOURCES

Pillars of a High-Performing Specialty Pharmacy

Building Sustainable, Scalable, and Patient-Centered Services

 PHARMACY



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Speakers



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Visante's mission is to transform healthcare through pharmacy

A trusted partner to 17 of the U.S. News & World Report's Top 20 Hospitals to improve their patient care, operational performance, and financial results.



140+
Health Systems



46
States



\$1B+
Value for clients
over past 3 years

Agenda

- Understanding the Value of Specialty Pharmacy Services
- Starting a Specialty Pharmacy Program: Years 0-1
- Toddler to Teen, Scaling a Maturing Program
- Achieving Best Practice: Years 5+
- Operations & Staffing: Evolving from Launch to Maturity



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Understanding the Value of Specialty Pharmacy Services

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Understanding the Value



Fragmented care burdens complex specialty patients and families



In-house specialty pharmacy keeps care within the health system



Pharmacy staff have unique access to the healthcare team and EHR



Supports providers with more time for patient care



Revenue helps expand services and improve patient support



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From Vision to First Dispense: Launching a Specialty Pharmacy

Years: 0-1

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Laying the Foundation

Identify your provider and executive leadership champions who understand the value of specialty pharmacy services

Use data to drives decisions

- Identify where you have opportunity to drive immediate value
- Develop an ROI and roadmap for expansion
- Focus on the right disease states for your organization

Build clinic partnerships, and describe the value of specialty pharmacy services

- Medication access support
- Impact to patient out of pocket expense
- Decreasing time to therapy

Build Infrastructure

- 1 Build a foundation that is accreditation compliant and replicable for future growth and standardization of services
- 2 Pursue early payor and manufacturer contracts to secure medication access and reimbursement
- 3 Develop a single referral source for specialty prescription capture

Space, Technology & Staffing Readiness

Space: Plan for Growth from Day One

- Ensure space supports current operations and long-term scalability
- Include areas for medication storage, private counseling, and interdisciplinary collaboration

Technology Infrastructure: Confirm Readiness of Essential Systems

- Patient Management – Centralize patient data, documentation, and communication
- Dispensing Software – Ensure drug workflows are supported
- Phone Systems – Route efficiently, enable patient callbacks and coordination
- 340B TPA – Confirm integration and data exchange capabilities
- EMR Access – Support collaboration and documentation within clinical teams

Staffing & Capacity

- Assess current team bandwidth and role clarity
- Identify gaps in coverage for clinical, operational, and access functions
- Begin onboarding early to avoid delays in go-live



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Toddler to Teen, Scaling a Maturing Specialty Program:

Years 2 – 4

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Scaling a Maturing Specialty Program

Define your Performance Metrics & Evaluate

Develop a dashboard for continuous program evaluation

- ▶ Capture rate by disease state

- ▶ Adherence & clinical outcome metrics

- ▶ Call center responsiveness

- ▶ PA approval rates, Copay savings

- ▶ Financial health and sustainability

Move from Compliance to Excellence

Prepare for accreditation by closing foundational gaps

- ▶ Strengthen clinical management and documentation

- ▶ Perform a comprehensive policy & procedure gap analysis

- ▶ Leverage external expertise to fast-track progress

Sustaining Momentum and Strategic Growth

Strengthen Clinic Relationships Post Go-Live

- Maintain regular check-ins with clinical stakeholders
- Share outcome metrics and success stories to reinforce value
- Embed pharmacy touchpoints into clinic workflows

Strategically Expand to New Disease States

- Use referral and access data to identify growth opportunities
- Scale infrastructure intentionally to support new therapeutic areas
- Ensure expansion efforts align with organizational goals and available contracting opportunities

Staffing Evolution: From Generalist to Specialists

Disease State
Specific Model
Implementation

Role
Differentiation &
Cross Training

Workflow
Optimization



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Achieving Best Practice: Optimizing at Full Maturity

Years 5+

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Achieving Best Practice

1 Investigate available technology and vendors to improve efficiencies in your core service lines

- Patient access platforms
- Digital communication methods
- Dispensing automation
- Shipping vendors
- Artificial intelligence for prior authorizations
- Conduct a continuous review of your medication and department grouper lists
 - Add new specialty agents
 - Evaluate biosimilars
 - Include emerging specialty-lite medications
 - Ensure all departments treating specialty patients are captured and referred

Achieving Best Practice *continued*

- 2 Partner with your institution's 340B program to assess the following:**
 - Identify and expand Medication Therapy Management (MTM) services that generate revenue and improve patient outcomes through maximization of the 340B drug pricing program
 - Evaluate WAC spend by department to target opportunities for clinic conversion

- 3 Understand the changing landscape of the profession and how this may potentially impact specialty pharmacy performance**
 - Inflation Reduction Act
 - Impacts to Medicaid

- 4 Perform and publish outcomes research to show the value of your program both internally and externally**

- 5 Don't lose sight of the patient**

Structural and Operational Best Practices

Professional Development

Formalize workforce development through structured performance evaluations, mentorship programs, and internal advancement pathways to promote retention and expertise

Operational Leadership

Create specialty leadership roles responsible for mentoring, cross-site standardization, and piloting innovations in care delivery and access

Enterprise Integration

Engage pharmacists and access team members in enterprise committees (value-based care, formulary, medication safety, outcomes, drug diversion)

Operational Innovation

Leverage automation and AI in refill reminders, financial screening, triage routing, and documentation to reduce manual burden and boost efficiency



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Actionable Takeaways for Every Stage

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Lessons from the Field: What Enables vs. Inhibits Progress

Enables Growth:

- Starting with accreditation-aligned documentation and workflows even in early phases
- Hiring people with both operational and clinical insight to bridge pharmacy and provider workflows
- Scaling with a centralized access model to reduce redundancy and enhance patient experience

Inhibits Momentum:

- Delayed investment in quality and compliance infrastructure
- Inadequate onboarding for complex clinical or access scenarios
- Rigid workflows that don't evolve with clinical or payer changes

Actionable Takeaways: New Programs

Newly Implemented Pharmacies:

- ✓ Start small but build smart
- ✓ Design workflows, policies, and roles that will support future growth
- ✓ Invest early in staff training and process documentation
- ✓ Use accreditation standards as a guidepost for operational decisions

Actionable Takeaways: Mature Programs

Mature Pharmacies:

- ✓ Conduct operational “health checks” regularly, revisit workflows, FTE models, and integration touchpoints
- ✓ Focus on retention, specialization, and leadership development
- ✓ Use your maturity to innovate
- ✓ Pilot new care models, leverage data, and position pharmacy as a strategic partner



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Thank you!

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