

# Legacy Pharmacy Services Annual Report

Fiscal Year 2024





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## Message from Majid Tanas, PharmD, MHA, MS, FASHP Vice President of Pharmacy and Chief Pharmacy Officer



*Majid Tanas, PharmD, MHA, MS, FASHP,  
Vice President of Pharmacy and  
Chief Pharmacy Officer*

**This past year yielded new vendor partnerships and a bright future ahead. Departmental transformation comes with the opportunity to rethink how we provide care for our patients and our community. We are blessed to have a team that can ride the wave of transformation.**

After nearly twenty years, the Inpatient team upgraded the automated dispensing machines at all our hospitals. This change standardizes practices Legacy-wide and will take us forward for another ten years. I am proud of how the team pulled through to ensure the project was a success. Many on our team made the sacrifice of traveling distances to support our entire system. I appreciate all that the team did to make this improvement a reality.

Our outpatient and ambulatory services have been expanding to enhance patient care areas with new services and the development of a service line that can transition patients out of the inpatient arena back into their homes. When patients establish their care within Legacy, we coordinate their care throughout our system. We aligned our outpatient service to ensure that every patient receives the same level of care everywhere in our system. This coordination and alignment aims to ensure a future where patients receive the care they deserve from Legacy Pharmacy Services.

Our shared services team at the downtown office helped us navigate our evolution in the current healthcare landscape. From helping improve our financial performance across the organization to managing system-wide practice changes, our team has been diligently working behind the scenes to make everything run efficiently and effectively.

As a system, this growth could not have been done without our fantastic staff and leadership teams. They are the unsung heroes who help provide exemplary care for our patients, getting them well and allowing them to live their best lives.

Though we do not know what the future holds, the one thing that holds my confidence is that the Legacy Pharmacy Enterprise can meet any challenge we face and thrive.

With respect,  
Majid

# Legacy Pharmacy Services

## Core Beliefs, Vision and Mission

### **Our Why**

To strengthen, unify and innovate the way we care for one another and our world.

### **Our Vision**

#### ***Be Engaged***

Provide the safest medication therapy and to empower patients for better health.

#### ***Be Connected***

Care for one another. Be vital to our community and world.

#### ***Be Innovative***

Invest in activities that make Legacy Pharmacy Services essential.

#### ***Be a Leader***

Be a market leader and practice excellence.

### **Our Mission**

Our mission is to provide safe, sustainable and effective pharmacy services that promote health and healing.

## Legacy Pharmacy Services

### BY THE NUMBERS

#### Pharmacy Services Team

<b>253</b>	Pharmacists
<b>19</b>	Pharmacy interns
<b>221</b>	Technicians
<b>1</b>	Administrative staff
<b>6</b>	Residents PGY1
<b>3</b>	Residents PGY2
<b>18,200</b>	Hours of student training
<b>91</b>	Rotations
<b>29</b>	Unique students

#### Pharmaceutical purchases

<b>\$90,345,695</b>	Inpatient
<b>\$61,552,789</b>	Apothecary

#### Hospital bed capacity

<b>1,261</b>	Average hospital beds staffed
<b>947</b>	Average census

#### Pharmaceuticals

<b>1.7M</b>	Items processed by distribution center
<b>7,173,702</b>	Doses dispensed per year
<b>11,700</b>	Orders verified per day
<b>3,129</b>	Compassionate care scripts
<b>442,525</b>	Prescriptions filled in apothecaries
<b>33,392</b>	Medication histories completed on patients admitted to hospital from ED
<b>42,233</b>	Meds-to-Beds patients served
<b>31,211</b>	Pharmacist visits in LMG clinics

#### Publications and presentations

<b>4</b>	Peer-reviewed publications
<b>8</b>	Platform or poster presentations

# Legacy Health HOSPITAL LOCATIONS



*Legacy Emanuel Medical Center*



*Legacy Salmon Creek Medical Center*



*Legacy Good Samaritan Medical Center*



*Randall Children's Hospital at Legacy Emanuel*



*Legacy Meridian Park Medical Center*



*Legacy Mount Hood Medical Center*



*Legacy Silverton Medical Center*



*Unity Center for Behavioral Health*

## Legacy Health Outpatient Pharmacy Division

The Outpatient Pharmacy Division embarked on a transformative journey last year under the leadership of the new Director of Outpatient Pharmacy Services. With six outpatient pharmacies, the team set ambitious goals and strategies to enhance pharmacy services, optimize efficiency, and foster growth. This annual report encapsulates our achievements, challenges, and aspirations for the upcoming year.

### Recent achievements

- **Record-Breaking Gross Revenue:** In the past fiscal year, our division witnessed substantial growth in gross revenue, reaching its all-time high of 74 million dollars. This remarkable achievement reflects our commitment to delivering exceptional pharmaceutical care and meeting the diverse needs of our patients.
- **URAC and ACHC Reaccreditations:** Upholding the highest standards of quality and safety in healthcare delivery, we are proud to announce the successful renewal of our URAC and ACHC accreditations. This accolade reaffirms our dedication to compliance, patient safety, and continuous improvement.
- **Strategic Partnership with Specialty Pharmacy Solutions (CPS):** Our ongoing collaboration with CPS has proven instrumental in expanding the scope of pharmacy services and enhancing patient outcomes. By leveraging synergies and expertise, we have fortified our position as a premier provider of specialty pharmaceutical care in the region.

### Looking ahead

- **Expansion of Meds to Bed:** In pursuit of enhancing patient care and convenience, the pharmacy department has implemented a strategic initiative to expand the availability of discharge medications directly to patients' beds. This innovative service aims to streamline

the transition from hospital to home, ensuring continuity of care and medication adherence. Delivering medications directly to patients before discharge mitigates potential gaps in treatment and empowers patients with the necessary tools for their recovery journey. This initiative not only improves patient satisfaction but also demonstrates Legacy's commitment to providing comprehensive pharmaceutical care tailored to the evolving needs of our community. Through collaborative efforts and a patient-centric approach, the team continues to redefine the standards of excellence in pharmacy services, fostering healthier outcomes and stronger connections within our healthcare ecosystem.

- **Enhanced Patient Engagement:** Central to our mission is the delivery of patient-centered care. In the coming year, we aim to enhance patient engagement initiatives, expand medication home delivery services, leverage digital platforms, and personalize communication channels. By fostering meaningful connections and empowering patients to take an active role in their healthcare journey, we strive to foster trust, satisfaction, and loyalty.



Quang Nguyen and Raquel Calderon



## Legacy Emanuel Medical Center, Randall Children’s Hospital and Unity Center for Behavioral Health Inpatient Pharmacies

Pharmacy services at Legacy Emanuel Medical Center, Randall Children’s Hospital (RCH) at Legacy Emanuel and Unity Center for Behavioral Health provides comprehensive pharmaceutical services to some of the most complex patients in the Portland metro area, including patients suffering the highest levels of physical and psychological trauma, burn injuries and congenital diseases. The team of 119 pharmacy professionals are entirely committed to ensuring patients receive the right medication for the right reason and that patients are empowered to advocate on behalf of their own health. Pharmacists are integrated into all intensive care (neurotrauma, cardiovascular, burn, pediatric, neonatal), emergency department, internal medicine, and psychiatric teams.

### Strategic changes

Fiscal year 2024 theme was that of change. Emergent repairs of a sewer leak impacting the entire hospital forced the Emanuel pharmacy to move its entire operation in a short timeframe; regulatory requirements were maintained, and workflow resumed while upholding patient safety standards. After returning, the Randall pharmacy consolidated with the Emanuel pharmacy to facilitate a remodel. The two displacements opened the opportunity to review operations that have historically remained unchanged for decades. This work continues through FY25, with the goal of ensuring the safety of our patients and our people in the department. Unity pharmacy has been integral in the inaugural work to expand access

### Pharmacy staff report

#### Legacy Emanuel, Randall Children’s, Unity Center

Pharmacists	65
Board-certified pharmacists	35
Pharmacy residents	2
Technicians	43
Interns	8

to patients suffering from substance use disorder, and those who lack outpatient care in acute need of high cost, long-acting medications. Unity, with assistance from pharmacy operations systems team (POST), qualified mixed-use spaces for 340B savings.

### Recent Achievements

- Best Possible Medication History within 24 hours of admission:
  - Emanuel: 94%
  - Randall Children’s Hospital: 84%
  - Unity Center for Behavioral Health: 70%
- Legacy Emanuel inpatient pharmacists completed 14,684 Tier 1 protocols in FY24.
- Legacy Emanuel inpatient pharmacists completed 3,699 Tier 2 (therapeutic interchange, IV to PO and renal dosing) protocols in FY24.
- Randall Children’s Hospital inpatient pharmacists completed 4,022 Tier 1 protocols in FY24.
- Randall Children’s Hospital inpatient pharmacists completed 503 Tier 2 (therapeutic interchange, IV to PO and renal dosing) protocols in FY24.

*(continued)*

- Unity Center inpatient pharmacists completed 45 Tier 1 protocols in FY24.
- Unity Center inpatient pharmacists completed 189 Tier 2 (therapeutic interchange, IV to PO and renal dosing) protocols in FY24.
- Doses dispensed in FY24:
  - Emanuel: 2,031,171
  - Randall Children’s Hospital: 497,453
  - Unity Center for Behavioral Health: 431,269

## Looking ahead

- Evolving Legacy Operating System Tier 1 and 2 huddle to facilitate collective problem solving through leveraging the shared expertise of frontline caregivers.
- Supporting Emanuel construction and expansion of west surgery tower.
- Participating in RCH construction of a Bridge Clinic.
- Supporting Unity construction of a substance use disorder unit in the psychiatric emergency services (PES) department and construction of a Bridge Clinic.



Front: Kyle Kojiro, Angela Schoepp, Teresa Tran, Michelle Zhou, Nicole Procopoi  
 Back: Jen Engen, Victor Tran, Vie Hoefling, Katie Yabut, Addison Pang, Kim Stout

## Legacy Good Samaritan Medical Center Inpatient Pharmacy

Legacy Good Samaritan Medical Center is a 230-bed acute care hospital located in the heart of Northwest Portland. The campus includes the Legacy Devers Eye Institute, which receives patients from around the world; an award-winning donor recovery center; and the Legacy Rehabilitation Institute of Oregon. Additional specialties include oncology and gender care services. Pharmacists are decentralized and play an integral role in each of the specialized areas, in addition to the core services of critical care, medical-surgical, perioperative, and emergency medicine.

### Recent Achievements

- Completed a major pharmacy remodel project, ensuring compliance with sterile compounding requirements for both hazardous and non-hazardous medications.
- Consistently meet or exceed organizational goals for preparing and checking drug products using Epic software, as well as image capture for compounded intravenous products.
- The Transitions of Care (TOC) team completed 92% of best possible Medication Histories for patients admitted from the Emergency Department. This exceeds the organizational goal of 85%.
- The kidney transplant program at Good Samaritan celebrated its 2,000 kidney transplant this year. Transplant pharmacists played an integral role in reaching this milestone.
- Good Samaritan maintains an satellite pharmacy, staffed with a clinical pharmacist. This service greatly enhances the pharmacy support available to surgeons, anesthesia providers, and nurse teams in the OR.
- ICU pharmacists and sterile compounding pharmacy technicians continue to make key contributions to the pharmacotherapy provided to patient with pulmonary artery hypertension.

### Pharmacy staff report

Legacy Good Samaritan Medical Center	
Pharmacists	31
Board-certified pharmacists	15
Pharmacy resident	1
Technicians	24
Interns	4

- Inpatient pharmacists completed 8,480 Tier 1 protocols in FY24.
- Inpatient pharmacists completed 4,192 Tier 2 (therapeutic interchange, IV to PO, and renal dosing) protocols in FY24.
- Doses dispensed in FY24: 1,197,866

### Looking ahead

- Pharmacists will continue interventions on antibiotics started for asymptomatic bacteriuria as part of the antimicrobial stewardship program.
- Continue ongoing standardization efforts for workflows and process across the Legacy system, ensuring regulatory compliance.
- The Transitions of Care team will continue work with congestive heart failure patients to ensure they are discharged on appropriate pharmacotherapy.
- Pharmacists will continue to participate with multidisciplinary discharge rounds, contributing to system inpatient throughput work.



Front: Trang Duc, Michelle Trang, Kelly Tolbert, Swemi Tejero-Argaez, Raul Labrada-Galvez, Christine So, and Ann Tong  
 Back: Jimmy Nguyen, Tayla Ebanks-Coye, Joe Hayes, and Rob Roberson

## Legacy Meridian Park Medical Center Inpatient Pharmacy

Meridian Park Pharmacy Services provides clinical and distributive services for hospitalized patients, an Apothecary Pharmacy for employee and patient discharge medications, Meds-to-Beds for patients being discharged, a Medication Management Services clinic providing anticoagulation management and other clinical outpatient services, and a Centralized Pharmacy Distribution Center (CPDC), which repackages oral medications for all Legacy sites. We strive to do what is best for our patients, while fostering a family atmosphere in the department. Our team is focused, collaborative and proud of what they do for our patients.

### Strategic Change

Meridian Park has been working to incorporate the Legacy Operating System into our daily work and huddles to improve patient safety and solve problems in real time (“RTPS”/real time problem solving). We discuss safety or risk concerns at our daily Tier 1 department safety huddle and utilized the TAG methodology (Target, Actual, Gap) to work on correcting issues. We have used the RTPS model to focus on and improve our processes in the best possible medication history process, nursing handling of medications delivered to the floor, and standard work for the pharmacist checking process in central pharmacy.

### Recent Achievements

- Beginning structured, individual rounding with all staff to address concerns, facilitate KUDOS to peers and improve their engagement.
- Implemented provision of methadone doses to patients discharging over a weekend to facilitate their discharges and reduce length of stay while preventing a gap in their needed medication therapy.
- The CPDC (Centralized Pharmacy Distribution Center) is located on the Meridian Park campus. The team repackages oral liquid and solid unit dose medications for all Legacy Health hospital sites, add barcodes to items, and prepared ED take

### Pharmacy staff report

#### Legacy Meridian Park Medical Center

Pharmacists	18
Board-certified pharmacists	6
Pharmacy resident	1
Technicians: Inpatient	15
Technicians: Repack Center (CPDC)	4
Technicians: Transitions of Care	3
Interns	3

home packs. In 2023, the CPDC processed over 1,688,400 products!

- Repacked tabs and capsules: 1,400,000
- Filled oral syringes: 51,400
- Filled oral unit dose cups: 14,025
- Take home packs prepared: 4,440
- Added labels or bar codes to products: 218,600
- Inpatient pharmacists completed 5,232 Tier 1 protocols in FY24.
- Inpatient pharmacists completed 1,778 Tier 2 (therapeutic interchange, IV to PO and renal dosing) protocols in FY24.
- Doses dispensed in FY24: 700,941

### Looking ahead

- Working with the system to develop strategic goals and prioritization of work across Legacy pharmacy services. The goal will be to focus on system initiatives that grow the service line.



Front: Kennda Zoffka, Katie Yabut, Angela Schoepp, Nicole Procopoi, Jenny Guov  
Back: Doug Meyer, Nate Mah, Dennis Choi, Ben Vermillion, Chris Cipolla, Job Anderson, Tom Vo, Sean Ottum

## Legacy Mount Hood Medical Center Inpatient Pharmacy

Legacy Mount Hood's pharmacy team is composed of nearly 40 pharmacists and pharmacy technicians. Pharmacists and pharmacy technicians work together at the top of their respective licenses to provide comprehensive pharmaceutical services to the entire east Portland area, which includes east Multnomah County and a vast number of surrounding and nearby rural communities.

### Strategic changes

The inpatient pharmacy completed several phases of its remodel project, including a dedicated non-sterile compounding area and expanded workspace. Transitional care services, such as meds-to-beds and medication history collection, continue to be strategic priorities that have further developed in the past year.

### Recent Achievements

- Close collaboration with nursing and anesthesia partners, along with implementation of daily standard work led to successful initiatives related to medication distribution operations and the diversion prevention program.
- Maintained a high quality, safe environment during the first of several phases of an inpatient pharmacy remodel.
- Inpatient pharmacists completed 4,206 Tier 1 protocols in FY24.
- Inpatient pharmacists completed 2,757 Tier 2 (therapeutic interchange, IV to PO and renal dosing) protocols in FY24.
- Doses dispensed in FY24: 641,426

### Pharmacy staff report

#### Legacy Mount Hood Inpatient Pharmacy

Pharmacists	21
Board-certified pharmacists	9
Pharmacy resident	1
Technicians	12
Interns	2

### Looking ahead

- Continuing the inpatient pharmacy remodel project, with a new clean room suite at completion
- Integrating transitions of care elements into decentralized pharmacist standard work, to provide patients with greater access to Legacy pharmacy services

## Legacy Salmon Creek Medical Center Inpatient Pharmacy

Built in 2005, Legacy Salmon Creek Medical Center (LSCMC) offers a range of innovations to improve the health and life of residents in Clark and Cowlitz counties of Southwest Washington. With a spacious lobby livened with piano music and an espresso bar, Legacy Salmon Creek is known for its warm atmosphere and for meeting the needs of patients and families.

Pharmacy services at Legacy Salmon Creek includes inpatient pharmacy, an apothecary retail pharmacy, medication management service and two day treatment unit/infusion clinics. The team of more than 70 employees is committed to providing expert, patient-centered services across the continuum of care.

### Strategic changes

There has been a renewed focus on inpatient throughput and care in our ambulatory areas, primarily Infusion, and Medication Management. The team continues to look to treat patients across the care continuum and in the correct care setting for the patient.

### Recent Achievements

- Legacy Salmon Creek Medical Center was recognized as an ASHP (American Society of Health-System Pharmacists) Certified Center of Excellence in Medication-Use Safety and Pharmacy Practice.
- Throughout FY24, the Legacy Salmon Creek inpatient pharmacy team tested several enhancements to workflows, including refinement of the medication history process, taking care of a record number of patients.
- The percutaneous coronary intervention (PCI) program expanded, performing its 200th procedure in March.
- Inpatient pharmacists completed 10,698 Tier 1 protocols in FY24.

### Pharmacy staff report

#### Legacy Salmon Creek Inpatient Pharmacy

Pharmacists	35
Board-certified pharmacists	14
Pharmacy resident	1
Technicians	37
Interns	2

- Inpatient pharmacists completed 4,331 Tier 2 (therapeutic interchange, IV to PO and renal dosing) protocols in FY24.
- Doses dispensed in FY24: 1,486,694

### Looking ahead

- The IV preparation space at the 87th avenue Infusion will be receiving a major remodel. An oncologist clinic will start operations at Salmon Creek in the summer, increasing oncology volume
- Continued work will standardize clinical services across the system, as a part of the strategic plan.



Back row: Kobe Ma, Franklin Phan, Ellen Smith  
 Middle row: Chelsea Harmon, Katie Yabut, Lisa Rice, Ryan Erlewine  
 Front row: Kalina Rivera, Julia Courtney, Kate Farthing, Tram Pham

## Legacy Silverton Medical Center Inpatient Pharmacy

Pharmacy services at Legacy Silverton Medical Center are provided by a progressive team serving a rural hospital population in the heart of Oregon’s Willamette Valley. The team provides pharmacy services to patients in the inpatient settings at Legacy Silverton, including medical, surgical, family birth, intensive care, and emergency services. A new pharmacy manager position was recently created at Legacy Silverton Medical Center

### Recent Achievements

- Successfully implemented advanced pharmacy practice experience (APPE) rotations for pharmacy students
- Improved the unit dose repackaging workflow to ensure compliance regulatory requirements.
- Implemented image-capture technology in the IV room to improve patient safety.
- Inpatient pharmacists completed 578 Tier 1 protocols in FY24.
- Inpatient pharmacists completed 609 Tier 2 (therapeutic interchange, IV to PO and renal dosing) protocols in FY24.
- Doses dispensed in FY24: 186,882

### Looking ahead

- Increase pharmacy completion of best possible medication history within 24 hours of admission.
- The team plans to establish a decentralized pharmacy model.

### Pharmacy staff report

Legacy Silverton Inpatient Pharmacy	
Pharmacists	10
Board-certified pharmacists	3
Certified Compounded Sterile Preparation Technician (CSPT)	1
Technicians	8



Brock Parker



Left to right: Samantha Domingo, Shawn Pasco, Todd Bodnar, Catherine Wangari, Cammy Sullivan, Fidelis Chow, Melody Carroll



Taylor Goodman

## Legacy Medical Group-Based Pharmacy Services

Our clinic-based and population health pharmacy services provide a layer of medication support and safety to the Legacy Medical Group (LMG) primary care clinic sites and select specialty clinics with additional support to independent Legacy Health Partner clinics from our population health team. The pharmacists function as physician extenders under collaborative practice agreements to help patients use their medications safely and achieve wellness goals. Additionally, our population health pharmacists facilitate various initiatives to improve clinical and quality outcomes for patients attributed to our value-based agreements. Pharmacy technicians embedded in these sites support refill and prior authorization workflows — thereby improving turnaround time and improving medication safety consistency. The LMG pharmacy team also provides oversight of medication rooms and support for patient enrollment in medication assistance programs. In 2023, pharmacist time expanded at several clinic sites, along with increased technician time, to help with greater workload in covered clinics.

### Strategic changes

Ambulatory Pharmacy continues to develop collaborative practice agreements to better serve LMG’s patients and providers. The team began experiments in different models to identify patients that will benefit from extra pharmacist support for medication optimization and access. This work includes identifying and engaging with patients with uncontrolled diabetes as well as patients with heart failure. Additionally, the team worked on enhancement of processes for managing medication care gaps for Med Advantage patients enrolled in our value-based contracts.

### Pharmacy staff report

Legacy Medical Group and Population Health	
Pharmacists	24
Pharmacy residents	2
Board-certified pharmacists	18
Diabetes Care and Education Specialist Certification	7
Pharmacy Technicians	37

### Recent achievements

Pharmacists are embedded in 22 clinics and utilize 18 collaborative practice agreements for patient management. The team saw year-over-year growth in volume and continued to demonstrate positive clinical impact through A1c reduction.

Medication technicians provided refill and prior authorization support in 38 clinics, processing most of the 502,684 refills and 12,628 prior authorization requests for the year. The medication assistance program helped approximately 700 patients this year and estimating a value of more than \$3.4 million in benefit. The ambulatory pharmacy team maintains a continuing medical education series for primary care providers, including 14 presentations with continuing medical education offered.

### Looking ahead

Clinic embedded pharmacy services will expand in FY25, to bring support to a total of 25 clinics. The team anticipates development of more robust services within the medication assistance program (MAP) and improved coverage for refill and prior authorization support. In line with LMG’s strategic initiatives, there will be a focus on ways pharmacy services can improve provider access and the patient experience.



## Medication Management Services

Medication Management Services (MMS) offers pharmacist services, like those provided by the clinic-based pharmacists at Legacy medical Group. This model enhances accessibility for patients in the wider legacy Health Partners (LHP) provider community and supports patient access to care. These hospital outpatient departments provide a way to optimize management for a wide array of drug therapies that benefit for providers and their patients. MMS departments serve as clinical care sites for patients who require specific specialty pharmacy medications as well.

### Strategic changes

The team has begun piloting and testing workflows for high-cost injection services and guideline directed medication therapy for heart failure. These initiatives have brought great engagement from clinic partners and there is excitement in developing these services further.

### Looking ahead

This year will bring standardization to the MMS clinic sites for which services are offered. In addition to expanding the pilots started this past year, the team will soon be piloting opioid management for patients with chronic, stable pain and developing post-discharge transitional visits to support system goals of patient throughput and safe and efficient patient discharges.

### Pharmacy staff report

#### Medical Management

Sites	5
Pharmacists	23
Board-certified pharmacists	6
Support staff	3

### Clinical outcomes

	MMS	Published benchmark
Total number of patient encounters	15,190	NA
Percentage of INRs in goal range	60.1%	55–64%
Clotting events per 100 patient years	1.7	11.8 for usual care, 3.3 for other anticoagulation clinics
Major bleeding events per 100 patient years	0.7	3.9 for usual care, 1.6 for other anticoagulation clinics

## Legacy Health Pharmacy Compliance Team

This team of eight people includes a pharmacy director of compliance, manager, coordinators, and four medication safety and compliance technicians. The service line is dedicated to supporting pharmacy leaders, the medication safety officer, and the organization to achieve and maintain compliance with pharmacy regulations that ensure employee and patient safety. This work assists in streamlining processes, helps safeguard completion of mandatory regulatory requirements and fosters continuous quality improvement.

### Recent achievements

- Implemented continuous process improvements to standard work for Controlled Substances Surveillance and Diversion Program.
- Improved Environmental Monitoring process to maintain compliance with U.S. Pharmacopeia (USP) surface sampling requirements (established October 2021).
- Implemented monthly surface sample reporting to share growth trends across all sampled sterile compounding suite locations and provide recommendations for remediation.
- Maintained Personnel Monitoring Program by completing 495 semi-annual sterile product competency tests.
- Assisted in temporarily relocating an entire inpatient pharmacy, then the recertification of the space for return.
- Provided education and training to revised and updated USP policies.
- Collaborated with each individual site to complete point of care Omnicell automated dispensing cabinet upgrade across the enterprise.

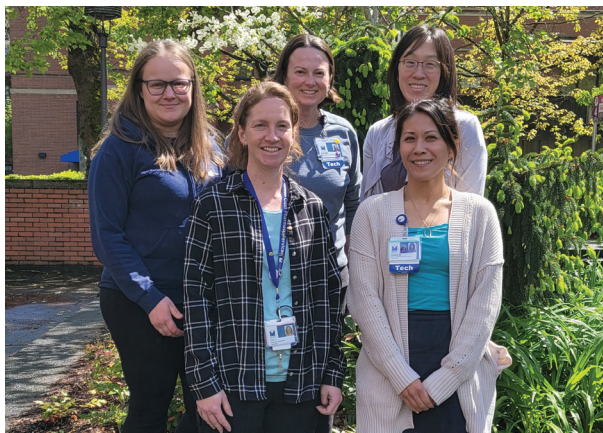
### Pharmacy staff report

#### System Support — Pharmacy Compliance

Pharmacists	1
Board-certified pharmacist	1
Pharmacy technicians	7
Certified Compounded Sterile Preparation Technician (CSPT)	4
CPhT-Adv certified	1

### Looking ahead

- Contribute to the evaluation and implementation of a new closed-system transfer device (CSTD) for hazardous drug admixture.
- Continue to lead and oversee cleanroom construction projects for USP 797 and 800 regulatory compliance at three sites.
- Support refrigerator and freezer temperature monitoring system upgrade.
- Develop a comprehensive accreditation readiness program.
- Design standard processes for staff education and training module maintenance.



Front: Teneil Anderson, Cherry Mayangitan  
Back: Yelena Zabolotskiy, Kim Boler, Peggy Mills

## Medication Safety

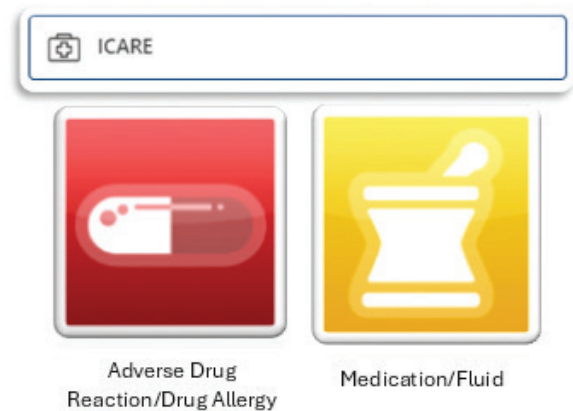
With one dedicated pharmacist Medication Safety Officer, the Medication Safety program promotes quality patient care by collaborating with multidisciplinary stakeholders to improve the safety of the medication use process for the protection of all Legacy Health patients. The Medication Safety Officer and Medication Safety Committee advocate for transparency and a culture of safety through initiatives driven by patient safety reports and best practices from national safety organizations.

### Recent achievements

- Supported investigations of 700 medication-related safety events per month on average
- Completed system-wide implementation of the Epic Dispense Suite workflow management system for compounded sterile preparations in alignment with Institute for Safe Medication Practices (ISMP) Targeted Medication Safety Best Practice #11
- Developed an intrathecal pain pump management practice guideline
- Modified the Epic electronic health record patient-controlled analgesia (PCA) flowsheet to include a concentration row to improve efficacy of independent dual verification workflows and reduce errors
- Standardized IV potassium infusion administration to improve utilization of Alaris infusion pump guardrail compliance
- In collaboration with the Clinical Systems team, removed injectable promethazine from formulary in response to more stringent FDA administration requirements and in alignment with ISMP Targeted Medication Safety Best Practice #13

### Looking ahead

- Collaborate in a system initiative to improve ease of reporter submission and accessibility to tracking/trending data for medication-related patient safety events
- Contribute to development of the Medication Management and Quality Committee to evaluate, strategically plan, and operationalize multidisciplinary medication use process initiatives
- Support revisions to the Alaris infusion pump library to improve guardrail utilization prior to implementation of bidirectional pump interoperability



## Clinical Systems

The pharmacy clinical team is supported by an interim Director of Clinical Services, seven clinical managers at the hospital site level, and three clinical coordinators. Clinical managers oversee day to day inpatient clinical operations, develop and implement practice initiatives, and lead an exceptional staff of inpatient clinical pharmacists. System clinical coordinators provide support for antimicrobial stewardship, outpatient parenteral antibiotic therapy, and formulary management and optimization.

### Strategic changes

With the retirement of Legacy's clinical services director after her 35 year career at Legacy, team members stepped up to continue excellent and seamless clinical services at Legacy.

### Recent achievements

- Developed and updated multiple guidelines and protocols, such as: diabetic ketoacidosis, renal dosing, total parenteral nutrition, management of opioid use disorder (OUD), IV to PO, antimicrobial lock therapy, intranasal naloxone dispensing and education for patients with OUD, and expansion of free trial program for long-acting antipsychotics and naltrexone for inpatients.
- Managed over 200 shortages, developing P&T approved mitigation strategies, when needed.
- Reviewed 28 drugs/drug classes, 6 clinical and cost savings initiatives, and 4 medication use evaluations, through the Pharmacy and Therapeutics (P&T) Committee.
- Implemented clinical initiatives such as intrapleural alteplase dosing, IVIG dosing and criteria, optimal setting criteria for high cost medications, parameters for use of IV levothyroxine, bedside Kcentra

mixing and administration, expansion of cefepime extended interval dosing, removal of cefdinir and injectable promethazine from formulary, dispensing of up to 72-hours of methadone to ensure on time discharge for the treatment of OUD, and heparin monitoring with anti-Xa levels.

- Antimicrobial stewardship released an evidence-based gram-negative bacteremia treatment pathway with order set and worked with the Legacy Salmon Creek pharmacy team on a community acquired pneumonia treatment pilot with an emphasis on transition to oral antibiotics.
- Outpatient parenteral antibiotic therapy (OPAT) enrolled 44 patients, saving 1,041 hospital days and contributing a total revenue of \$2 million in CY2023.

### Looking ahead

- Participate and engage with inpatient throughput work in support of the system strategic initiative.
- Expand transitions of care services at each site, to ensure optimal medication therapy across the continuum of care.
- Refine the comprehensive clinical pharmacy review process to provide consistent and high-quality pharmaceutical care for all patients in Legacy hospitals.
- Partner with high value care and infection prevention to continue work on urinary tract infection antimicrobial stewardship.



*Kyle Kojiro, Marianne Krupicka, Melanie Geer, Katie Yabut, Ellen Smith, Julianna Crain, Jerusha Taylor, Nate Mah, Karolina Kowalewska; front: Hita Bhagat*

## Legacy Pharmacy Systems Team

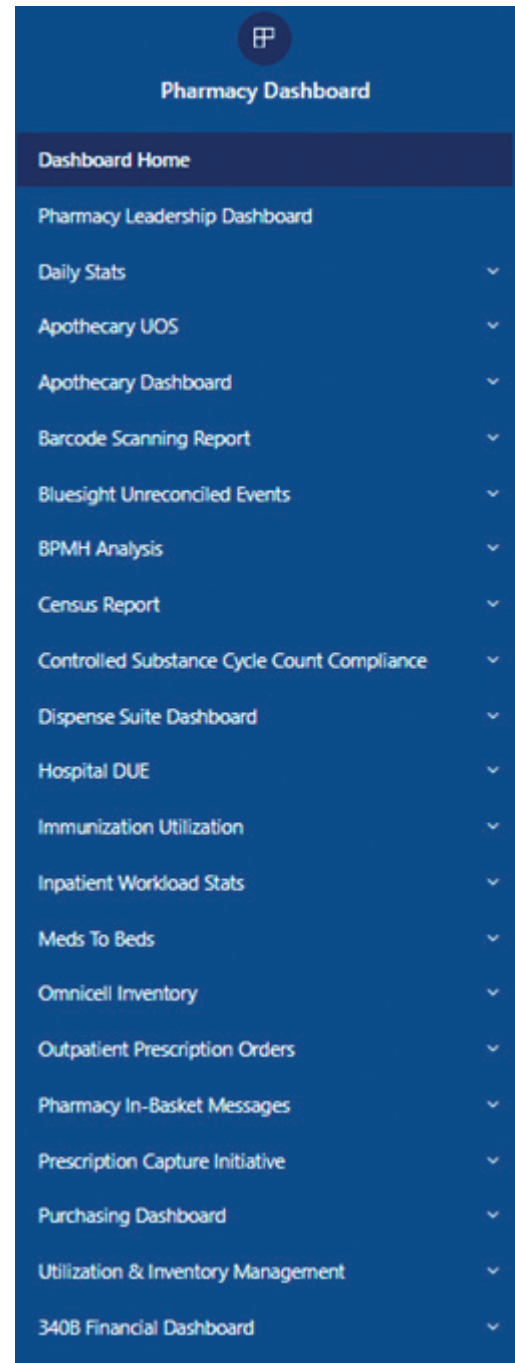
This team of 10 includes 3 pharmacists and 7 technicians. The team provides centralized support and oversight for the following areas: cost and charge integrity, data analytics and reporting, electronic health record (EHR) medication order build and maintenance, automated dispensing systems support, infusion pump library maintenance, pharmaceutical purchasing, and the 340B program.

### Recent achievements

- Saved \$1.4 million systemwide through use of a purchasing analytics platform.
- Increased 340B retail savings by \$750K through use of an updated prescription capture tool.
- Created dashboards to track pharmacy initiatives such as medication history and meds-to-beds.
- Completed hundreds of electronic health record build requests.
  - 501 inpatient requests
  - 864 outpatient requests
- Completed thousands of medication cost and charge reviews.
  - Monthly cost updates
  - 83,000 hospital medication charge reviews
- Completed thousands of 340B program audits to ensure program compliance.
  - 12,603 manual retail audits
  - 113,054 automated retail audits
  - 1,808 manual contract pharmacy audits
  - 24,792 automated contract pharmacy audits
  - 1,504 mixed use audits

### Looking ahead

- Analyze drug-drug interaction data to minimize nuisance alerts for clinicians.
- Identify additional opportunities for medication savings through purchasing analytics.
- Support multiple pharmacy strategic initiatives to expand outpatient services, improve inventory management, and standardize clinical services.



Marianne Krupicka, Rosa Avelar, Josh Turner, Pavel Panfilov, Paula Worlitz, Adam Kelsch, Skyler Kieran, Adam Beauchamp, Somalis Riga, Elena Valcarlos

## Pharmacy Residency Programs

Legacy Pharmacy Services has three postgraduate residency programs accredited by the American Society of Health-System Pharmacists (ASHP). The PGY1 program was established in 2001 and has over 70 graduates. There are 20 graduates from PGY2 programs, specializing in ambulatory care and infectious disease. Thirty-two former PGY1 and eight PGY2 residents are integrated across the Legacy Health system. The PGY1 program is a multisite program with six residents employed at medical centers. All PGY1 residents present a poster at ASHP's Midyear Clinical Meeting or at OSHP Annual Seminar in April. They will finish the year presenting their year-long longitudinal project at Northwestern States Residency Conference in May. There are 5 residency site coordinators for the program. These staff pharmacists and preceptors are responsible for coordinating recruitment, interviews, preceptor education and resident wellness. They also compile and edit the monthly residency newsletter.

Legacy's PGY2 program in infectious diseases has existed since 2018, accredited in 2019, and employs one resident each year. Residents train with the infectious diseases, microbiology, and antimicrobial stewardship teams.

Legacy's PGY2 program in ambulatory care employs two residents who rotate through the many Legacy Medical Group (LMG) internal medicine and specialty clinics. This program has existed since 2017, receiving accreditation in 2018. Both residents from this current training year plan to stay with LMG after program completion. This year, via the early commitment process, both PGY2 programs secured a current PGY1 resident into their training program for the 2024-2025 residency year.

Both the PGY1 and PGY2 residency programs have demonstrated a real commitment to diversity, equity, and inclusion initiatives to ensure they continue to foster a culturally competent, inclusive, and safe space for potential candidates and current residents.

Legacy pharmacy residency programs will undergo an accreditation survey from the American Society of Health-System Pharmacists in FY25. The team is excited to demonstrate its' high level of commitment to residency training and show off our amazing residents and preceptors. Thank you to all who participate in the survey and support the pharmacy residency program!



Front: Julia Courtney, Michelle Zhou, Lily He, Angela Schoepp, Teresa Tran  
Back: Jimmy Nguyen, Dennis Choi, Addison Pang, Lisa Rice, Nicole Procopoi, Kalina Rivera, Emily Gammill, Laikana Ly, Katie Yabut





**Legacy Pharmacy Services**

