

Looking Back, Moving Forward

The PSW Board reflects on first six years and where we're headed now

The PSW Board of Directors, representatives from the Pharmacy Examining Board, members of the former One Voice-One Vision steering committee, and PSW staff met in Madison in October to reflect upon the progress and future of PSW. Launched on January 1, 1998, PSW is now entering its seventh year as the single voice for Wisconsin pharmacy. The October meeting was held to assess whether PSW has fulfilled its envisioned purpose, to make necessary revisions to the PSW mission statement (see following page), and to identify priority areas and specific initiatives for the future.

The One Voice-One Vision (OVOV) process that led to the creation of PSW in 1998 identified several reasons to create our organization. Participants at this retreat examined each of them and issued a progress report for the last six years (see right). From this analysis, several general priority areas and specific initiatives were identified for the future (see following page).

The PSW Board and staff will address these priority areas during 2004. Specific initiatives will be developed and presented to the membership.

While the emphasis of PSW is on the future, a look at the past is important. Beginning on page ??, PSW Executive Vice President Chris Decker offers an analysis of significant Society achievements during 2003. ●

 COMPLETE OVOV PROGRESS REPORT
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REASONS FOR THE CREATION OF PSW		
Rationale	Accomplishments	Areas for Improvement
To promote public awareness and optimum patient outcomes through appropriate and rational drug therapy and to increase the public awareness of the pharmacist's role.	<ul style="list-style-type: none"> • Successful relationships with other Wisconsin medical organizations • Advocate for patient safety • Consistent public message of the importance of drug therapy • Increased awareness of Wisconsin pharmacy within Legislature • Timely responses to health care issues • A health care resource for the media 	<ul style="list-style-type: none"> • Lack of public awareness of PSW and pharmacy practice • Lack of public education about medications and pharmacy services • Lack of public demand for pharmacist services • PSW is often reactive rather than proactive
To meet future information, research, and practice needs	<ul style="list-style-type: none"> • PSW Web site • JPSW • Fast-Facts • Educational resources for pharmacy technicians • Offering of accredited CE programs • Practice Interest Networks (PINs) • Resources provide by PSW staff 	<ul style="list-style-type: none"> • Lack of activity by PSW Research and Education Foundation • Address needs of employee pharmacists • Lack of involvement by young practitioners • Strengthen PSW's resource base • Develop more focused organizational goals
To provide a unified public policy voice for pharmacy on political, financial, and social issues	<ul style="list-style-type: none"> • A major strength of PSW • Perceived as the sole voice for Wisconsin pharmacy 	<ul style="list-style-type: none"> • Focus on the right issues • Disproportional allocation of PSW resources on legislative issues • Balance between needs of individual members vs the needs of the entire profession • Lack of unified voice to 3rd party payors
To expand professional education programs through synergistic relationships between the School of Pharmacy and the profession	<ul style="list-style-type: none"> • Immunization program • Enhanced involvement of pharmacy students • Technician Forum • Quality of educational programs 	<ul style="list-style-type: none"> • Programming needs of highly specialized practitioners • Further synergy with the School of Pharmacy • Further definition of educational needs of members
To enhance services for members and relationships among pharmacists from different practice settings	<ul style="list-style-type: none"> • Increased awareness of different practice sites • Practice networks for membership 	
To consolidate the activities of the two organizations and decrease competition for resources	<ul style="list-style-type: none"> • Accomplished 	
To provide a common, noncompetitive forum to explore, develop, discuss, demonstrate, and implement practice models	<ul style="list-style-type: none"> • Evaluation of possible creation of PBM • Young Leadership Conference • PSW Board of Directors representative of spectrum of practice • Culture of cooperation within Wisconsin pharmacy • Expansion of pharmacy residency programs 	<ul style="list-style-type: none"> • Lack of representation of current professional demographics (young pharmacists, females)

2003 Achievements

by Christopher J. Decker, RPh, PSW Executive Vice President

I will remember 2003 as a year filled with challenges—big ones. From an unprecedented state budget cut proposal to pharmacy providers, to the launch of a new campaign to raise money necessary for PSW to conduct its business; from the recruitment of key staff at a difficult time, to new statewide health plan efforts that threaten Wisconsin pharmacy practices; and now public proposals and private initiatives launched in Wisconsin designed to import prescription drugs from Canada and bypass PSW members altogether—challenges abound. PSW is at pharmacy's forefront, responding to challenges and advancing our cause. And, it is a good thing that PSW is prepared to represent Wisconsin's pharmacists and pharmacy practices because there is no end in sight for the challenges that everyone involved in health care delivery will face as the financing limitations collide with the aging population's needs. I'm pleased to report that PSW is better prepared to respond to these challenges than the vast majority of state pharmacy organizations. The credit for PSW's ability and preparedness belongs to our entire group, with special commendation to our volunteer leaders and dedicated staff members. PSW's organizational success has not happened by chance. PSW's organizational strength and capability is the direct result of the investment made by Wisconsin's pharmacy organizations and Wisconsin's pharmacy practitioners.

PROGRESS ON PSW'S 2003 PRIORITIES

The PSW Board of Directors established the following 10 priorities for 2003 (in addition to the core PSW activities like educational programming, communications and legislative activities). PSW's Board members volunteered to work with PSW staff in each of the priority areas, as well as several of the core business activities. Following is a list of the priori-

ty areas and a brief review of the activities pursued in each item. In addition, a brief synopsis of PSW's core activities and services provided to its members is also described.

● **Showcase and development of innovative practice models**

Activity related to this priority occurred primarily through PSW's educational programming at the Educational Conference and Annual Meeting. Each conference included specific programs designed to showcase innovative practices and share methods for replication. The *Journal* also contained a feature in each issue showcasing an innovative practice. PSW served as a conduit for the work of past president and member Brian Jensen in the development and launch of the Lakeshore Diabetes Management Project. Expansion of the project to other pharmacy practices will require further investment from PSW and a sound strategy to enable replication. In addition, PSW initiated a series of meetings throughout the year to determine how new practice models could be expanded into a common practice system recognized by Wisconsin health care purchasers. Pharmacy residency projects were also showcased by PSW as practice development examples.

● **Launch Wisconsin Pharmacy Forum with PEB, SOP**

The Forum was formally launched in early 2003 and by the end of the year each of the participating organizations hosted a meeting of the Forum. Representatives of each organization met and discussed activities and concerns of each group, as well as how the groups could work to support one another. The Forum is scheduled to continue indefinitely and the new dean at the UW School of Pharmacy, Jeanette Roberts, has pledged her commitment to provide the leadership and resources necessary for the School to actively engage and collaborate with PSW and the Pharmacy Examining Board.

PSW MISSION STATEMENT

(Revised October, 2003)

The Mission of the Pharmacy Society of Wisconsin is to provide leadership in advocacy, education and pharmacy practice that improves patient care through the safe and effective use of medications.

Our Mission Includes:

- Leadership in change management
-
- Patient care and public awareness
-
- Advocacy for pharmacy professionals
-
- Member support through programs, services, and communications
-
- Expansion and growth of the Pharmacy Society of Wisconsin as a central forum for pharmacy professionals within all health care networks

PRIORITY AREAS AND GENERAL STRATEGIES

Practice advancement

- Create greater public awareness of pharmacists and pharmacy practice
- Increase the level and consistency of practice throughout the state

Membership

- Greater involvement of employee pharmacists and technicians
- Further partnership with School of Pharmacy to develop student membership and foster PSW membership of graduating practitioners
- Enhanced organizational participation by members

Advocacy

- Greater presence in the media
- Strong and unified message to 3rd party payors
- Strong and unified message to the legislature

Financial stability of PSW

- Increase membership in various membership categories
- Foundation development
- New business development
- Expansion of corporate membership program

● **Address pharmacist workload issues**

Balancing the increasing volume of prescription orders with stable or slightly increasing numbers of pharmacists statewide is a continued challenge for most pharmacy practices. It is a serious problem for practices to be understaffed. PSW has worked throughout the year to assist in the recruitment of new pharmacists to Wisconsin. Simplifying the Wisconsin licensure process and promoting Wisconsin practices are both activities advanced by PSW during the year. The organization also featured new pharmacy technologies and practice ideas that improve efficiency at its educational conferences. In addition, the PSW Technician Section sponsored programming on ways technicians can assist pharmacists by introducing new work flow procedures and practice standards that improve practice productivity.

● **Collaborate with other Wisconsin health care groups**

PSW continues to expand its inter-professional outreach activities. This year I assumed the chairmanship of the Wisconsin Patient Safety Institute. Through WPSI we have been able to advance issues of interest for PSW to other health care groups such as quality medication use standards and the inherent need to compensate for quality pharmacy services. A significant side benefit of PSW's involvement in WPSI has been the development of business relationships with other health care organizational leaders that may not have otherwise occurred. PSW and its members have also contributed to other health care organizations' interests such as the medical society's antibiotic resistance network, the DHFS diabetes advisory network and the state's bioterrorism task force.

● **Preserve pharmacy reimbursement in state budget**

This priority recommendation was made prior to knowing what would be proposed in the Governor's state budget last February. Due to previous proposed cuts in prior years and the size of the state budget deficit, PSW's board anticipated a proposed cut. What was actually proposed dwarfed what most anticipated Governor Doyle to recommend. PSW

dedicated an enormous amount of time and resources in response to the proposed cut of \$65 million to pharmacy providers serving state funded health care programs. In the end, I believe we were remarkably successful. Although 100% of the proposed cuts were not restored, PSW's lobby effort resulted in the restoration of over 90%. Few Wisconsin groups, of any kind, were as successful in addressing the cuts precipitated by the state budget shortfall. In addition, very few pharmacy organizations in other states were able to overturn proposed budget cuts. PSW was very successful given the daunting challenge it faced.

Pharmacy's continued lobby strength will be necessary in order to retain equitable payment to pharmacy providers serving publicly funded state health care programs like Medicaid and SeniorCare.

● **Sponsor workshop on HIPAA**

At its November 2002 board meeting, the PSW Board directed the development and offering of an educational support program for PSW members who were required to comply with the new federal privacy regulations scheduled to take effect April 15, 2003. Within 10 weeks, PSW staff had worked to facilitate the development of an educational program and the publication of a 200-page resource manual prepared and conducted by a select group of Wisconsin and Iowa pharmacists. Converting the work of the pharmacy practice group into an educational program was very successful and assisted hundreds of Wisconsin pharmacy practices. PSW also marketed the resource manual nationally through joint promotion with several state and national pharmacy groups.

● **Advance state regulation of PBMs and/or create a PBM**

Following careful study and deliberation, PSW's Board determined it was necessary

to influence the way pharmacy benefits are managed for Wisconsin health plans. The Board commissioned the creation of a work group to consider the issue and determine the best method to proceed. The workgroup started with the evaluation of offering PBM services for state health care programs. The prospective clients selected alternate administrators; however, PSW will continue to advocate for certain quality standards to be incorporated into the programs' plan designs. PSW also questioned state regulators as to whether all PBMs operating in Wisconsin should be licensed according to current state insurance regulations. PSW

will continue the investigation with the Office of the Insurance Commissioner in 2004.

● **Implement new business model for PSW**

2003 was a significant year for PSW organizationally, if for no other reason than the launch of the pharmacy business support program. This new funding initiative

required a tremendous amount of volunteer time, professional staff development time and administrative staff support. The launch of the new program was very successful. With more volunteer assistance and more staff dedication to the effort, further growth should be achieved in 2004. The challenge of overcoming the unfamiliarity of some businesses contributing directly toward PSW's business activities is a significant one but it is also one area where persistence should prevail. PSW's success in lobbying for pharmacy business issues is unprecedented. Over half of the state's independent pharmacies have already enrolled in the pharmacy business support programs, as well as 40 percent of the traditional chain pharmacies and 15 percent of the state's hospitals, including the state's seven largest hospitals.

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● **Staff recruitment for professional services**

Three new individuals joined PSW's staff in 2003. Annette Esser, PSW's receptionist and administrative assistant; Rick Hayney, a pharmacist who serves as PSW's Director of Professional Services; and Curt Johnson, previously a professor at the UW School of pharmacy, who serves as the editor of PSW's professional journal. Those three individuals join PSW's additional five staff members who work on behalf of the organization and its members.

● **Increase PIN activity**

Practice Interest Networks or PINs are groups of PSW members who communicate and learn from one another regarding issues of common interest. Two new PINs were created and announced at the 2003 PSW annual meeting for the areas of infectious disease and critical care. Pharmacists are now being enrolled into each. (The purpose and activities of the PINs are described in a related article on page ??.)

ACHIEVEMENT IN PSW CORE ACTIVITY AREAS

Core activities relate to educational programming, member communications, legislative and regulatory advocacy, PSW governance and general administration.

● **Education**

PSW offered 12 educational conferences, each at different Wisconsin locations and including dozens of individual educational programs. Attendance at the educational programs was also up 20% from the prior year. Participant evaluations of all programs were consistently high. In total, over 1,800 individuals participated in the 2003 PSW educational sessions. An additional 500 participants attended programs co-sponsored by PSW or completed PSW home study programs.

PSW also launched a new corporate sponsor program in 2003 that will expand and continue in 2004. The corporate sponsor program was led by a committee of pharmacist volunteers that engaged the support of corporate representatives of PhRMA companies. The work of the committee and the financial support of the educational conferences gen-

erated through the program contributed toward PSW's ability to continue to provide high quality, low cost educational opportunities to its members.

● **Communications**

Member communications in 2003 were better than PSW's peer group but plans are still underway to enhance PSW's communication vehicles for 2004. Nonetheless, PSW's Web site, *Fast Facts*, *JPSW*, and the new communication to business support program members are considered among the very best of state pharmacy societies in the United States.

● **Public Affairs**

Legislative activities for the year centered on the state budget, however PSW also conducted a successful legislative day and addressed more than a dozen pieces of state legislation impacting pharmacy practice in Wisconsin. PSW continued to raise and donate monies for political candidates. Nearly \$5,000 has already been contributed during the year and the PSW conduit will begin significant fund-raising early in 2004 to enable PSW to support favorable candidates in their fall state election bids.

PSW was also an active advocate for the Medicare pharmacy benefit through its service on the Pharmacy Benefits All coalition. The Medicare reform bill and the launch of a new prescription drug program within Medicare have the potential to forever change U.S. pharmacy practices. Some items included in the legislation passed by Congress will impact pharmacy positively through expanded service payment opportunities. Other components of the legislation could have a deleterious effect on pharmacy practice if safeguards are not put in place to ensure patients the ability to select their pharmacy provider and pharmacies are not paid adequately for the products and services they provide to recipients of the program. Most of the regulations necessary to implement the new expansive and expensive program will be written in 2004 and it will be imperative for pharmacy to positively influence their drafting.

The personal importation of prescription drugs from other countries became a lightning rod issue in 2003. PSW has challenged businesses in Wisconsin that pro-

mote the activity and has aggressively responded to Governor Doyle's insistence that the state of Wisconsin look to Canada for less expensive prescription drugs. PSW has engaged legal counsel in working with both state and federal authorities in an effort to halt the importation activities. This issue will continue to demand attention and resources in 2004. (See related story on page ??.)

● **Membership**

PSW's individual membership numbers continued to be stable for 2003. PSW finished the year within 1% of its budgeted figure for membership dues and 2% for membership growth. Approximately 40% of the state's pharmacists are members of PSW. Certainly there is room for increasing the number of pharmacist members and membership growth will continue to be a top priority of the organization.

PSW's membership committee has created a new strategy of targeting younger pharmacists as the best prospects for recruitment and their work looks promising. The committee will need greater staff support for it to advance its top recruitment strategies but a combined effort should generate sustainable growth. Selling the successes of PSW is the primary recruitment tool. Pharmacists, like anyone, want to be part of a strong and vibrant organization. PSW provides that opportunity and serves a professional purpose.

We strive to provide exceptional customer service to PSW's members. I believe it is identified as a hallmark of our organization. PSW's staff responds to an average of 75 member inquiries each week, in addition to daily calls from the media and the public at large.

In conclusion, PSW has been successful due a combination of committed members, strong volunteer leaders and productive staff. Others outside of Wisconsin who are familiar with pharmacy organizations readily identify PSW as one of the best pharmacy groups in the nation. A progressive agenda, a strong advocacy record, and a long-time culture of cooperation and mutual respect among Wisconsin's pharmacists have enabled PSW to be successful. ●