



**Baptist
Health**

Pharmacy Forecast

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Objectives

- Introduce the Pharmacy Forecast and explain its development process
- Highlight key elements of 2024 Pharmacy Forecast
- Summarize findings from the 2024 Forecast Survey, and present major strategic recommendations
- Provide information on additional ASHP resources to support your professionals needs



What is the Pharmacy Forecast?



- Annual report published by ASHP and the ASHP Foundation
- Provides insightful perspectives on emerging issues and trends that influence health systems, patient care, the health of populations, and pharmacy profession
- Designed to assist pharmacists and pharmacy leaders as they navigate through key developments in areas of opportunities or challenges over the next 5 years:
 - Identifying new trends and providing recommendations that should prompt action by pharmacists and pharmacy leaders
 - Intended to guide strategic planning, help prioritize initiatives, and support advocacy efforts
 - Covers a range of topics: clinical practice, medication use, technology, healthcare environment, equity, policies, workforce development, and pharmacy professional trends



What is the Pharmacy Forecast?

- Not indented to predict future events:
 - Rather to be a provocative stimulant for thinking, discussion, and planning
- Report reflects a consensus of the national direction and may not reflect what is likely to occur in your geographic region
- Published through the American Journal of Health-System Pharmacy (AJHP)



Neurology | The evolution of multiple sclerosis disease-modifying therapies: An update for pharmacists

Infectious Diseases | Management of severe BK viremia in a patient receiving a kidney transplant from a hepatitis C virus-positive donor: A case report

Pediatrics | Direct transition from rapid-infusion originator to rapid-infusion biosimilar tumor necrosis factor inhibitor in children with inflammatory bowel disease: A case series

Specialty Pharmacy | Provision of ambrisentan from a health-system specialty pharmacy affiliated with a pulmonary hypertension Center of Comprehensive Care

Service Implementation | Implementation of a pharmacy-driven rapid bacteremia response program



How the Forecast Comes Together

The Pharmacy Forecast is compiled through a systematic and collaborative process:

- Pharmacy Forecast Advisory Committee:
 - each year, diverse panel of experts, including pharmacy practitioners, educators, and researchers, is organized. Advisory committee members are based on their knowledge, experience, and leadership within the field
- Forecast panelists (FPs):
 - selected by ASHP Staff after nomination by the leaders of the 8 ASHP sections. Nominations are limited to individuals known to have expertise in health-system pharmacy and knowledge of trends and new developments in healthcare and pharmacy practice



2024

Strategic Planning Guidance for Pharmacy Departments in Hospitals and Health Systems

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2022

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for Pharmacy Departments in Hospitals and Health Systems

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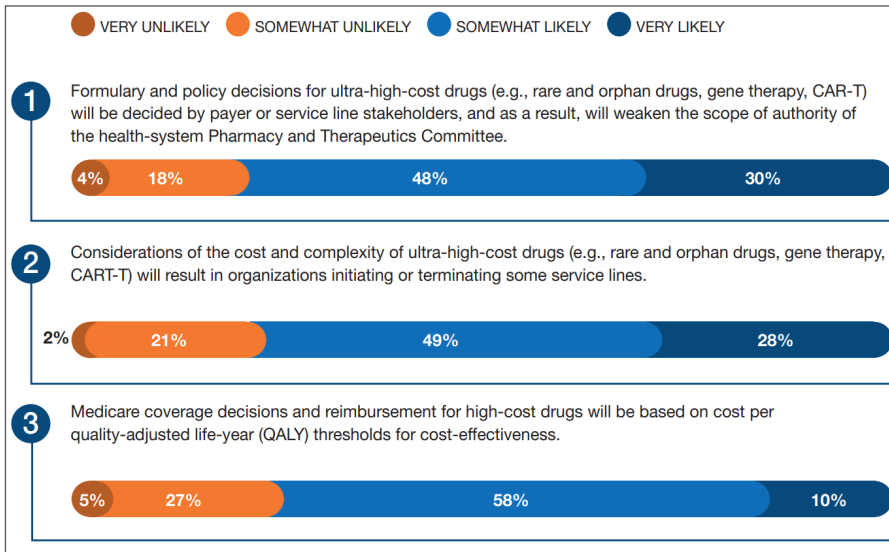


How the Forecast Comes Together

- Forecast Survey:

- Instruct FPs to answer each of the statements in the survey, constructed with 6 general themes (6-9 statements) and a 7th theme on preparedness (58 survey items in total)
- Survey instructed panelists to consider the likelihood of the events/scenarios described in the statements in the next 5 years
 - FPs asked to provide Top-of-mind response: very likely, somewhat likely, somewhat unlikely, and very unlikely to occur
 - FPs assessed the preparedness (from very unprepared to very prepared) on 12 statements

Figure 4. (Treatment Innovations). Forecast Panelists' responses to the question "How likely is it that the following will occur, by the year 2028, in the geographic region where you work?"



Appendix A (Preparedness). Forecast Panelists' responses to the question "If the following occurs by the year 2028, how prepared is your health system, pharmacy department, or staff to respond?"

	Very Unprepared	Somewhat Unprepared	Somewhat Prepared	Very Prepared
1. Pharmacists will routinely initiate and modify medications for opioid use disorder.	10%	19%	52%	19%
2. 50% of health systems will expand screening, prevention, and treatment services to address adolescent substance use disorder.	11%	41%	36%	12%
3. The frequency of public health emergencies doubles, impacting health systems (e.g., preparedness, temporary facilities, workforce deployment).	6%	39%	42%	13%
4. Inadequate vaccination rates will result in an epidemic of previously eradicated diseases in the U.S. (e.g., polio, measles).	9%	37%	41%	13%



How the Forecast Comes Together

- Data Analysis:
 - Survey responses are analyzed to identify consensus opinions and key trends
 - Uses concepts described in James Surowiecki's book *The Wisdom of Crowds*, the collective of opinions of "wise crowds"—creating crowd-based knowledge and establishing a systematic method of combining individual beliefs into a collective opinion
- Report Compilation:
 - Findings are compiled into a comprehensive report, providing strategic recommendations and actionable insights for pharmacists and pharmacy leaders

STRATEGIC RECOMMENDATIONS FOR PRACTICE LEADERS

1. Pharmacy leaders should collaborate with health-system finance experts to model the budget impact and measure financial risk associated with the provision of ultra-high-cost drugs through service lines to ensure long-term program feasibility and sustainability.
2. Health-system leaders should interpret the results from any financial analysis related to decision-making around the provision of ultra-high-cost therapies with input from service line stakeholders and the P&T committee.
3. Health-system leaders should expand affiliation agreements and referral networks beyond their immediate self-owned delivery network to ensure all patients with need will have access to innovative therapies.
4. Health-system leaders should quantify revenue impact associated with the potential limitation of the 340B program to a unique contract pharmacy per entity and develop plans to capture prescriptions and facilitate patient access to medications through in-house or self-owned specialty pharmacies.
5. Health-system leaders should develop, adopt, and implement artificial intelligence applications that accelerate the identification and referral of patients who are most likely to benefit from rare disease treatments while ensuring that these applications do not exacerbate inequities.
6. Health systems should establish artificial intelligence as a strategic priority to inform decisions about high-cost therapies and form a multidisciplinary team including pharmacists to ensure optimal implementation.



ASHP Pharmacy Forecast 2024



Pharmacy Forecast 2024

Forecast Survey Demographics:

FPs Recruited	284
FPs Responses Received	250
FPs Response Rate	88% (like previous years)
FPs Practice Experience	80% in practice greater than 10 years 40% in practice greater than 20 years
FPs Practice Setting	63% from teaching hospital or health system 16% from academia 12% other settings 9% from nonteaching hospitals or health system
FPs Titles/Roles	18% Clinical Pharmacist/Clinical Coordinator 16% Director of Pharmacy 14% Faculty Members 10% Chief Pharmacy Officers 7% Associate/Assistant Director of Pharmacy 35% Other leaders and practitioners, varying levels/titles
FPs Response Rate by U.S. Region	32% Midwestern 32% Southern 19% Eastern 18% Western



Pharmacy Forecast 2024 - Themes

- Each section of the report provides:
 - Summary of the survey findings
 - Assessment and perspective of the chapter authors
 - Strategic recommendations
- Discussion in each theme is broad

Urgent Public Health Priorities

- Gun violence
- Climate Change
- Gap between Urban and Rural Populations

Responding to Mental Health Crisis

- Recognition and Response
- Workforce Education and Training
- Pharmacist's role in Responding

Achieving Care Equity

- Digital Technology and Healthcare Equity
- Health Equity is an Essential Pillar of Quality
- Optimizing Rural Health Access

New Disease Paradigms and Treatment Innovations

- New Paradigms of Disease & Treatment Innovation
- Federal Insurance & Purchasing Programs
- Role of Artificial Intelligence

Workforce: Focus on Culture for the Future

- Demographics of the Future Workforce
- Pharmacy Workforce Shortage
- Culture of Workplace Safety

Artificial Intelligence: Can Ethics and Regulators Catch Up?

- Ethics and the Rapid Pace of Innovation
- Future Pharmacy Practice
- Regulations and AI Safety



New Disease Paradigms and Treatment Innovations

Rising Cost of New therapeutic Agents:

- Biological, cellular, and gene therapies are generating a shift in pharmacy practice and decision making in healthcare systems
- Growing influence of payer decisions:
 - Formulary and policy decisions for ultra-high-cost medications will be made by payers or service line stakeholders
 - Weakening the scope of Pharmacy and Therapeutics (P&T) Committees

Financial Considerations:

- Unustainable for healthcare systems to administer new medication therapies and treatment with unknown reimbursement status
- 50% of FPs indicated that cost and complexity of treatments will result in the initiation or termination of service lines
- 68% of FPs agreed that at least 50% of community hospitals will partner with centers of excellence to expand access to precision medicine
 - Affiliation agreements, referral networks, and other strategies



New Disease Paradigms and Treatment Innovations

Recommendations:

- Collaboration with health-system finance experts
- Expand affiliation agreements and referral networks
- Development, adoption, and implementation of artificial intelligence applications

STRATEGIC RECOMMENDATIONS FOR PRACTICE LEADERS

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6. Health systems should establish artificial intelligence as a strategic priority to inform decisions about high-cost therapies and form a multidisciplinary team including pharmacists to ensure optimal implementation.



Workforce: Focus on Culture for the Future

Demographics of the Future Workforce:

- FPs were evenly split on the Supreme Court reversal of affirmative action in college admissions and whether it can exacerbate the lack of diversity in healthcare workforce
 - Healthcare leaders should help ensure that the workforce remains representative of the population served
- 84% or greater of FPs indicated that training in health equity and unconscious bias will be required
 - Growing awareness to address these issues and for pharmacy workforce to apply skills and knowledge necessary to support a more inclusive workforce

Health equity training (including social determinants of health) will be required as a core competency for all healthcare professionals.



All health systems will mandate employee training concerning unconscious bias in patient care.



● VERY UNLIKELY ● SOMEWHAT UNLIKELY ● SOMEWHAT LIKELY ● VERY LIKELY



Workforce: Focus on Culture for the Future

Pharmacy Workforce Shortage:

- In the 2022 ASHP National Survey of Pharmacy Practice in Hospital Setting:
 - 24% of hospitals reported a shortage of entry-level pharmacists and 74% shortage of technicians
 - Over 50% of pharmacy technician job turnover was attributed to leaving healthcare
- Only 50% of FPs responded that pharmacy workforce shortages would be approached by policy makers with the same urgency as other healthcare professionals:
 - Call to action for pharmacists/techs to communicate to industry leaders, professional organizations, and advocacy partners that pharmacy professionals are critical for the delivery of healthcare and the urgent need of to address workforce shortages
- 60% of FPs indicated that 25% of states will allow licensure across state lines:
 - ASHP advocates for interstate pharmacist licensure to expand mobility of pharmacists' practice sites, especially during emergencies, and enhance opportunity for multistate practice



Workforce: Focus on Culture for the Future

Recommendations:

- Partner with professional organizations to advocate for solutions to the critical pharmacy technician shortage
- Advocate for and participate in the development of legislative action to support multistate pharmacy licensure and registration
- Create operational and clinical practice models that support virtual and hybrid work environments

STRATEGIC RECOMMENDATIONS FOR PRACTICE LEADERS

1. Pharmacy leaders should partner with professional organizations and policy makers to advocate for solutions to the critical pharmacy technician shortage and place more attention on pharmacy workforce sustainability.
2. Pharmacy organizations should advocate for and participate in the development of legislative actions that support multistate pharmacy licensure and/or registration.
3. Pharmacy leaders should develop operational and clinical practice models that support virtual and hybrid work environments.
4. Health systems should foster inclusive environments through meaningful health equity training, community partnerships, and recruitment of individuals from underrepresented populations.
5. Ensure health-system executive leaders have considered the impact of workplace violence on the pharmacy workforce, including pharmacy-specific risk factors, as best practices to deploy throughout the health system.



ASHP Resources and Tools



ASHP's Practice Advancement Initiative (PAI) 2030

ASHP's Practice Advancement Initiative (PAI) began in 2010 to drive pharmacy practice change at a local level. Building on this foundation, PAI 2030 includes recommendations to ensure that the pharmacy profession meets the demands of future practice and patient care delivery models.

As healthcare evolves, PAI 2030 provides pharmacists with the tools and guidance they need to continue to lead and shape the profession.

WHAT IS PAI 2030?



59 recommendations on providing optimal, safe, and effective medication use



Aspirational guidance serving as a roadmap to pharmacy practice advancement



Future-focused set of concepts looking beyond today's barriers to change

PAI 2030 THEMES FOR PRACTICE CHANGE



Optimize care via pharmacist-provided comprehensive medication management



Integrate pharmacy enterprise for convenient and cost-effective care



Harness data to improve patient health



Adopt personalized, targeted therapies



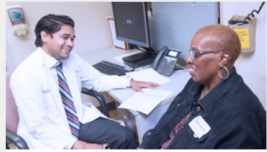
Increase public health opportunities in social determinants, chronic illness, and addiction



Advance pharmacy technician roles



ASHP Practitioners Resource Center



Ambulatory Care

Materials for ambulatory care practitioners and their practice

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Anticoagulation

Information on anticoagulation patient management

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ASHP Forecasts

ASHP surveys data and interactive data visualization

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ASHP Leadership Center

The ASHP Leadership Center has been created to help ASHP members achieve their full clinical and administrative leadership capacity.

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Home Infusion

Resources for new and experienced pharmacists practicing in the home infusion setting.

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Inclusion Center

Showcases our longstanding commitment to nurturing the principles of diversity, equity, and inclusion in the pharmacy community

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Informatics

Information for specialists in pharmacy informatics who share professional interest and goals

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Innovation Center

Elevate the vital roles that hospital and health-system pharmacy practitioners

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Biosimilar Adoption Breaking through Barriers

Meaningful information and resources that will allow pharmacists to better understand biosimilars

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Career Transitions

Resources for transitional stages in any New Practitioner's career

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Clinical Pharmacy Resources

Tools and information on clinical guidelines for practicing pharmacists

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Community Pharmacy Resources

Community-based practice allows pharmacy leaders and clinicians to improve the health of patients within the communities they serve.

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Interprofessional Practice and Education Resources

Interprofessional teams are essential to achieve optimal care for patients across all settings.

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Investigational Drug Services

Resources about practicing in investigational drug services

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Medication Safety Resource Center

Pharmacists leverage their medication expertise to significantly contribute to preventing medication errors.

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Medications and Suicidality

Medications associated with increased risk of suicidality

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ASHP Specialty Pharmacy Resource Center

- Resource Center is managed by the Section of Specialty Pharmacy Practitioners (SSPP)
- Contains information and tools for:
 - Developing specialty practice, expand knowledge base, and keep up-to-date with new advancements in specialty pharmacy
- Reassures commitment to the mission of the SSPP:
 - To advance Specialty Pharmacy care through research, continuous innovation, quality improvement, practitioner resources, removal of barriers to specialty medications, and increasing transparency in patient care

Specialty Pharmacy Resource Center



Podcasts



Publications and Presentations

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Best Practices Recorded Webinar Series



AJHP Specialty Pharmacy Article Collection



Specialty Pharmacy Summit Recommendations



Outcomes Literature Library



References

1. DiPiro, Joseph T., et al. "ASHP and ASHP Foundation Pharmacy Forecast 2024: Strategic Planning Guidance for Pharmacy Departments in Hospitals and Health Systems." *American Journal of Health-System Pharmacy* 81.2 (2024): 5-36.
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