

Leading health system reimagines the pharmacy enterprise

The vision

A national health system set out to reimagine its pharmacy enterprise to advance health system growth, financial sustainability, and clinical excellence. Leaders aimed to create a vision that would align pharmacy strategy with the organization's overarching strategic priorities. The plan also would need to address rising drug costs, workforce pressures, changing payer site-of-care policies, and 340B uncertainty.

Co-creating the solution

The health system partnered with Chartis to assess its current pharmacy operations and define its future pharmacy enterprise. The team reviewed performance across key areas such as governance, ambulatory services, revenue cycle, 340B strategy, and cost management. They worked closely with system leaders to map workflows and strengthen care coordination. Leveraging technology to ensure staff operated at the top of their licenses, the team also identified opportunities to reduce operational variation for greater efficiency. They established a clear, multi-year roadmap to guide priorities and investments.

Believe in better

Armed with an enterprise pharmacy vision and prioritized roadmap, the health system is shifting its in-house pharmacy from a collection of functions to an integrated enterprise capability. Standard enterprise practices will allow the health system pharmacy to sustainably operate at scale. This, in turn, will strengthen financial performance and enable growth in specialty, infusion, and ambulatory care.

Meaningful outcomes

5

core dimensions assessed
across enterprise pharmacy

~\$65M-\$120M

cost savings
opportunities identified

\$11.8M

net revenue pharmacy expansion
opportunity projected

Building to better

Creating enterprise value through a health system pharmacy requires:

- Aligning pharmacy strategy to enterprise growth priorities
- Reducing operational variation through system governance
- Designing scalable pharmacy models to support new sites of care

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