

Expanding Specialty Pharmacy – Improving Patient Care & Financial Impact

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» CLIENT OVERVIEW

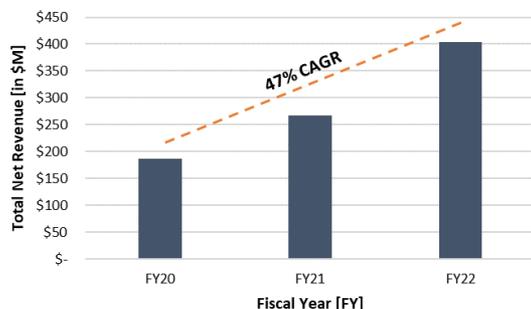
MUSC Health LLC
MUSC Health is the clinical delivery arm of the Medical University of South Carolina [MUSC]. The \$4B health system is comprised of a large academic medical center, seven regional community hospitals, a dedicated children’s hospital, an NCI designated cancer center, hundreds of ambulatory clinics, and numerous community hospital affiliations.

MUSC’s \$710M Pharmacy department spans the system with services supporting both inpatient and ambulatory settings – its Specialty Pharmacy division was the focus of our work.

By the Numbers – Specialty Pharmacy



Net Revenue Growth [FY20-FY22]



» THE CHALLENGE

MUSC Health’s Specialty Pharmacy [SP] supports patients with serious health conditions that require complex medications and therapies. The SP team had effectively managed the highly regulated area and grown revenues and contribution margin; however, they were only offering services in a limited number of clinics. While SP leaders believed there was an opportunity to grow further, they had insufficient resources to expand and needed help to creating a viable business plan.

» THE SOLUTION

KCG partnered with Pharmacy leadership to assess its SP operations, creating recommendations for optimization as well as a successful business plan that enabled SP to increase its investment and grow revenue >50% year-over-year in FY22.

Optimization of Current Clinics

- **Staffing:** Assessed clinic staffing to ensure # of pharmacists and technicians aligned with patient and SP prescription volumes
- **Capture rate:** Analyzed SP prescription orders vs dispensed metrics to develop clinic-specific action plans to increase capture rate
- **System support:** Recommended transitioning contract management and revenue cycle activities to health system operations

Growth / Expansion Opportunities

- **New specialties:** Developed priority list of specialties not currently covered by SP, considering # of SP prescriptions written, complexity of cases and potential margin
- **Regional hospitals:** Identified opportunity to expand operations to support smaller, regional hospitals, offering patients access to SP medication in the convenience of their local market
- **Infrastructure:** Developed a successful business case and ROI to secure 16 additional FTEs to staff additional clinics

» THE IMPACT

“ KCG helped us build a strong business case and better articulate the need for funding. As a result, we garnered support to hire new staff for our expansion efforts and outperformed our budgeted ROI, improving the quality of care for our patients and the financial impact to the system. I highly recommend KCG for any leader looking for a collaborative partner to bring fresh ideas on optimization and performance opportunities. ”

– Kelly Crowley, PharmD
System Director Ambulatory Pharmacy Services, MUSC Health



KCG is a boutique healthcare consulting firm specializing in strategy and organizational transformation. We partner with hospital & health system leaders to devise innovative solutions to their toughest challenges converting issues into opportunities, inefficient processes into best practices, and marginal outcomes into sustainable results.