



Flip the Pharmacy (FtP) Call for Applications

Priority Theme – Pharmacist Practitioner/Pharmacy Billing Opportunity

Application Period: August 27, 2024 – October 15, 2024

Duration of Award Performance Period: 1 Year

Range of Awards Offered: \$10k - \$50k

Call to Action

Product-based reimbursement models in community pharmacy practice are not sustainable nor reflective of current community pharmacy practice that is patient care focused. Due to the unsustainable reimbursement models, community pharmacies across the country are closing at an alarming rate.¹ There is a clear need for community pharmacy payment reform but unfortunately, the system is not changing fast enough. Over the last few years there have been some positive changes in community pharmacy practice. Pharmacy practice act expansions have created new opportunities for community pharmacies in some states recently. Payer opportunities are expanding, and community pharmacies are exploring ways to implement innovative patient care services/models of care. Given all these factors, there has never been a more important time to transform community pharmacy practice and help community pharmacies not only survive but thrive so they can continue to provide important services for patients in their communities.

Background of Flip the Pharmacy (FtP)

The Community Pharmacy Foundation (CPF) is dedicated to affecting positive change in community pharmacy practice. Over the last five years, CPF has invested over six million dollars towards community pharmacy practice transformation through its signature program, Flip the Pharmacy (FtP). FtP is a practice transformation initiative that aims to move community-based pharmacies beyond filling prescriptions at one moment-in-time to caring for patients over time.² FtP focuses on practice infrastructure efficiencies and resource optimization strategies and helping pharmacies identify and adopt best practices that promote the delivery of high quality, longitudinal patient care.

The FtP program provides valuable tools and resources along with critical coaching support to pharmacies that are committed to transforming their practices. Pharmacies engaged in FtP work with a practice transformation coach to set goals and implement workflow innovations within the six key FtP practice transformation domains (Figure 1).

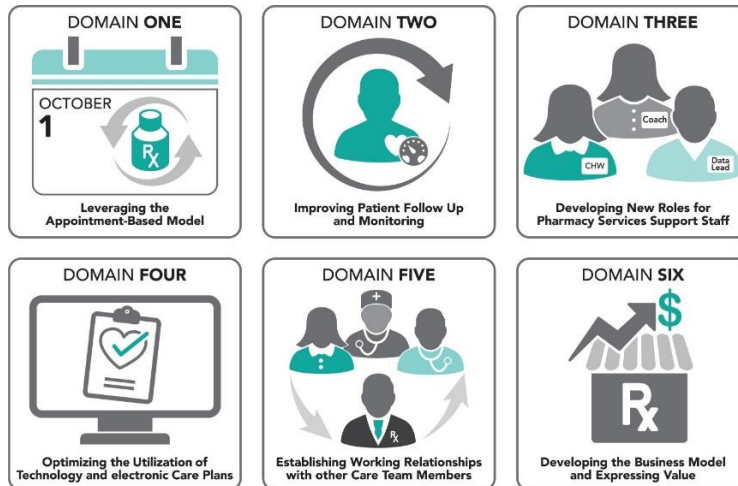


Figure 1 Flip the Pharmacy Domains

A brief description of each FtP Domain is provided below.

Domain 1: Leveraging the Appointment-Based Model. Medication synchronization is a proactive patient-care approach to align all the patient’s medication refills to a single appointment date each month. Medication synchronization helps control the pharmacy workflow and provides the time to offer additional patient care services. In addition, utilizing the appointment-based model allows the pharmacy to schedule a specific time to meet with the patient and deliver additional services.

Domain 2: Improving Patient Monitoring and Follow Up. To move from providing moment-in-time, prescription-level care to providing longitudinal patient-level care, pharmacies need to develop and implement processes to monitor and follow-up with patients and document within the patient care record.

Domain 3: Developing New Roles for Pharmacy Services Support Staff. To achieve efficient workflow and improve patient care processes, pharmacies need to optimize all the support staff in the pharmacy. This will create the capacity to optimize practice opportunities and free up the pharmacists to focus on patient care services.

Domain 4: Optimizing the Utilization of Technology and Electronic Care Plans. Technology should be used to improve pharmacy operations and workflow, assist in patient care activities, and provide a way to document patient care or care planning (eCare Plan platforms). Each pharmacy should assess their needs and identify how to optimize the use of technology to add efficiencies to their pharmacy.

Domain 5: Establishing Working Relationships with Other Care Team Members. Pharmacists are part of the health care team and have a professional responsibility to ensure that each patient’s medications are optimized. To do so, pharmacists must identify and make appropriate clinical interventions to resolve medication-related problems (MRP). This requires working collaboratively with other healthcare providers and coordinating the care of mutual patients.

Domain 6: Developing the Business Model and Expressing Value. Each pharmacy must be able to evaluate potential opportunities to determine if the opportunity is valuable to the practice and the patients they serve and if it will generate enough revenue to support implementation and sustainability.

Success of Flip the Pharmacy (FtP)

The Community Pharmacy Foundation (CPF) is proud to be the founding sponsor of FtP. The impact from the first five years of FtP is far reaching and a few highlights are summarized below.

- Data provided by the FtP Coordinating Center
 - 1,384 pharmacies in 43 states participated in FtP
 - 4,818,842 eCare plans were generated and transmitted
 - 27,273 A1c readings were documented
 - 662,526 blood pressure readings were documented
 - 1,948 SDOH screenings were completed
 - 786 depression screenings were completed
- Two projects evaluating FtP were completed by teams of researchers from the ACT Pharmacy Collaborative.
 - The first project, an evaluation of Year 1 of the FtP program, found that the pharmacies participating in FtP established capabilities of providing a diverse set of enhanced pharmacy services and reported them in eCare plans.³ The seven categories of services reported by the FtP pharmacies included medication synchronization, medication reviews, medication adherence activities, immunizations, medication monitoring, making clinical recommendations and providing patient education.
 - The second project found that community pharmacies engaged in FtP demonstrated they were able to sustain patient care services after completing the FtP program. The researchers also found that continued use of FtP resources supported their ability to sustain the services they had established.⁴
- Another project, completed by Herbert et.al., found that pharmacies in the Pennsylvania CPESN network that participated in FtP showed greater engagement and completion of encounters within a payer program for comprehensive medication management.⁵ The authors concluded that continued practice transformation efforts in community pharmacy practice are needed as opportunities to be paid for patient care services grow.
- A recent report from CPESN USA showed that pharmacies in Tennessee and Virginia that have participated in FtP closed statin adherence gaps for 50% of assigned Medicare Advantage patients, helping HMG Health System score a 4.5 CMS Star Rating.

New Funding Opportunity Available

CPF wants to broaden the reach of FtP and support nationwide community pharmacy practice transformation efforts. There are community pharmacy practices across the country that have sustainable billing opportunities available in their pharmacies and CPF recognizes there is a need to help community pharmacies deliver on these critical opportunities. CPF is offering a new funding opportunity through the CPF grantmaking model. Pharmacies with sustainable pharmacist practitioner/pharmacy billing opportunities can apply to receive an FtP grant. Pharmacies selected from the competitive pool of applicants will participate in the FtP program and receive coaching to support practice transformation efforts to facilitate successful implementation, documentation, and billing of the pharmacist practitioner/pharmacy billing opportunity. Awardees will report how they transformed their practices and identify best practices and lessons learned from the transformation process which will support CPF's goal to scale practice transformation beyond the initial grantee.

Minimum Requirements for FtP Grant Applicants

- The grant applicant must identify a pharmacy/team of pharmacies that are implementing a pharmacist practitioner/pharmacy billing opportunity that has a sustainable revenue model and billing mechanism.
- Applicants will be asked to describe the revenue model that will support sustainability of the service opportunity. Important note: applicants will **not** be asked to disclose specific contract terms but will be asked to describe the revenue model and billing mechanism for how pharmacists/pharmacies will be paid for the services provided.
- Pharmacies that receive FtP grant funding must be committed and ready to engage in practice transformation. Each pharmacy that will participate in the practice transformation effort must complete the FtP Pharmacy Readiness Self-Assessment ([FtP Pharmacy Readiness Self-Assessment](#)). The applicant will be required to submit each individual pharmacy's score as part of the application process.
- Pharmacies that participate in FtP must be actively engaged throughout the transformation effort. Pharmacies will be required to work with their FtP coach to set goals, report data and identify best practices and lessons learned from the transformation process that can be shared with others.
- The applicant must identify an FtP Team Lead, who will be the primary point of contact for CPF. The FtP Team Lead will be responsible for coordinating the FtP Coaches and overseeing the FtP team's progress throughout the grant period. The FtP Team Lead will be responsible for ensuring the FtP team meets the requirements of FtP and reporting to CPF.
- Each FtP team must have an appropriate number of qualified FtP coaches to support the number of pharmacies that are involved in the transformation effort. The number of FtP pharmacies that can be coached by one FtP coach may vary depending on the experience and the time and resources the coach has available to dedicate to each FtP pharmacy.
- FtP coaches must have experience in community pharmacy practice to be a coach.
- FtP coaches must be willing to tailor their coaching approach depending on the needs of each participating FtP pharmacy. The minimum requirements for FtP coaches are: 1) meeting with each FtP site in person (at least quarterly); 2) meeting with each FtP site virtually (at least monthly); and 3) providing ongoing support that holds the pharmacy accountable to their practice transformation efforts.
- FtP coaches will be required to participate in monthly group setting practice transformation programming and will be supported by the FtP Director of Practice Transformation.
- Pharmacies participating in FtP will be required to work through the FtP practice transformation domains with their FtP coaches, set goals for practice transformation and report how they transformed in each of the six FtP domains. Best practices and lessons learned from the transformation process will be collected and formalized using a change package template that will be submitted to CPF as a grant deliverable so it can be shared with others.
- All participating pharmacies will be required to collect and report a standardized minimum data set to CPF to support value expression of each transformation effort.
- Grantees will work with CPF to establish goals and milestones throughout the grant period. Grantees must meet their designated milestones to receive grant payments.

- The FtP grant funding must be used to support practice transformation efforts that facilitate the successful implementation, documentation, and billing of the pharmacist practitioner/pharmacy billing opportunity.

FtP Grant Application Process

CPF has created a new pathway in the CPF grant system designated for FtP grants. To submit an application for an FtP grant, the applicant must have an account through myCPF, which can be accessed at www.communitypharmacyfoundation.org. The application questions included in the FtP Grant application in myCPF are listed below in the first column. Additional guidance intended to help the applicant complete the grant application is provided in the second column. Applicants are strongly encouraged to review this guidance carefully before applying.

| FtP Grant Application Questions | Guidance for Applicant |
|---|--|
| Which type of grant funding are you applying for? Please select from the following options: 1) CPF Grant 2) Flip the Pharmacy Grant – Priority Theme | When applying for a new CPF grant in myCPF, there will be two options listed. Applicants with a sustainable pharmacist practitioner/pharmacy billing opportunity applying for an FtP Grant to support implementation and practice transformation should select “Flip the Pharmacy Grant – Priority Theme.” |
| Background: Provide a brief description of the project/program that will be implemented with support from this grant funding. (5-7 sentences) | Applicants should provide a succinct description of the pharmacist practitioner/pharmacy billing opportunity that will be implemented in the pharmacies that will be participating in FtP. For this round of FtP funding, CPF is prioritizing funding pharmacies that are implementing a pharmacist practitioner/pharmacy billing opportunity that has a sustainable revenue model and billing mechanism and has strong potential for scalability to other pharmacies. |
| Needs Assessment/Rationale for the Project/Program: How will this project/program contribute to widespread change in community pharmacy practice? (5-7 sentences) | Applicants should describe how this project/program can contribute to widespread change in community pharmacy practice. CPF will prioritize funding projects/programs that have potential to change the landscape of community pharmacy practice. |
| Explain how you will leverage the Flip the Pharmacy program to support implementation of this project/program. (5-7 sentences) | Applicants should describe how the FtP program will help support implementation of this opportunity. Applicants should describe the coaching model that will be used to support practice transformation efforts in each of the pharmacies and how the tools and resources provided by the FtP program will be leveraged to support implementation. |

| | |
|--|--|
| <p>Projects/programs must have a sustainable revenue model to be considered for FtP funding. Describe the revenue model that will support sustainability of this project/program beyond the grant funding.</p> | <p>Applicants should describe the scope of this opportunity. Applicants will be asked to identify the revenue model that will support sustainability of this project/program beyond the grant funding. Applicants should describe the revenue model (e.g., Fee for Service, Value Based Contract, Enhanced Dispensing Fee, etc.) and the billing mechanism (e.g., Pharmacy POS claim, eCare plan submission, CPT code (aka, "Medical Claim"), other platform adjudication (e.g. Part D MTM platform), Other) of this pharmacist practitioner/pharmacy billing opportunity. If possible, the applicant should provide an estimate of the anticipated total annual revenue (on average) to a pharmacy location at optimal workflow and clinical implementation. Applicants should not disclose any contract terms in the application.</p> |
| <p>Describe how this project/program will be replicated/scaled beyond the grant funding.</p> | <p>To truly transform community pharmacy practice, there needs to be widespread scalability. CPF's goal is to have a positive impact on as many pharmacies as possible. Applicants should describe how the best practices and lessons learned from this transformation process can be scaled to other pharmacies. For example, can this pharmacist practitioner/pharmacy billing opportunity be replicated through a network of pharmacies, a statewide effort supported by state association, an enterprise-wide initiative, etc.</p> |
| <p>Complete the table to identify the project team members</p> | <p>The project team must include a designated FtP Team Lead and FtP Coaches that will work directly with the community pharmacy practices that are engaged in the practice transformation effort. The FtP Team Lead will be the point of contact for CPF and will coordinate the FtP team effort. The FtP Coaches will work directly with the FtP pharmacies to help them identify opportunities and barriers to practice transformation, set goals, and monitor practice transformation progress. There must be an adequate number of FtP Coaches assigned to support the number of community pharmacies engaged in FtP. The grant review committee will review the experience of FtP Team Leads and Coaches and take this into consideration as they award FtP grants. Please be sure to describe each</p> |

| | |
|--|--|
| | team member’s experience in community pharmacy practice and with FtP. |
| Complete the table to identify the community pharmacies that will participate in the FtP practice transformation effort | The community pharmacies that will participate in FtP must demonstrate readiness to transform their practice and willingness to commit to the transformation process. Each pharmacy that will be involved in FtP must complete the FtP Pharmacy Self-Assessment Tool (FtP Pharmacy Readiness Self-Assessment). The Pharmacy Self-Assessment Tool will help community pharmacies assess their current practice and identify their readiness to transform. The applicant must have each pharmacy complete the Pharmacy Self-Assessment Tool and then complete the table in the application that includes the names of each pharmacy, their NPI and their baseline readiness score. |
| Please list any collaborative relationships/partnerships (e.g., State Pharmacy Association, College/School of Pharmacy) Department of Health, CDC, Health Plan, Technology Vendor, CPESN Network, Sponsor) that will support the success of this project/program and describe the support they will provide. | Applicants should identify all collaborative relationships/partnerships that will support this opportunity and describe the support each partner will provide to support the practice transformation efforts of the community pharmacies. The support may be financial or in-kind. Priority will be given to applicants that have strong collaborative relationships/partnerships to support this effort. |
| Budget/Funding: how much total funding is being requested? | The total budget request should be based on the number of pharmacies included in the practice transformation effort. Historically, based on past FtP cohorts, ~\$1500-\$2,000 was budgeted for each pharmacy participating in FtP. |
| Please provide a breakdown of how the funding will be used. | In the application, there is a table that requires the applicant to specify the breakdown of how the funding will be used to support the practice transformation effort. The budget must include funding for the FtP coaches as this is required component of the FtP program. CPF does not fund capital expenditures, infrastructure costs, startup costs, or indirect costs of any kind. |
| If you are requesting an amount that is more than \$2,000 per pharmacy, please provide an explanation for the additional resources requested. | If the budget requested is more than \$2,000 per pharmacy, applicants are asked to provide justification for the additional funds being requested. |
| Are there other funding streams being utilized to support this project/program? If so, what is the source and amount of the other funding streams? | Applicants are asked to describe the source and amount of any other funding streams that will support the practice transformation efforts of the community pharmacies. Priority will be given to |

| | |
|--|--|
| | applicants that have matched funds or additional funding streams to support this project/program. |
| How will you measure the success of this practice transformation effort? What data/outcomes will you collect/monitor to evaluate the success of this project/program? Please explain how this data will be collected and evaluated. | Applicants should describe how they will measure the success of this pharmacist practitioner/pharmacy billing opportunity. Applicants should identify what data/outcomes will be collected/monitored (e.g., # of e-Care plans submitted, BP, A1c) to evaluate the success of the project/program that is being implemented. Applicants should explain how this data will be collected, evaluated, and shared to express the value of the opportunity. Priority will be given to applicants who have capabilities to collect, evaluate, and share data that demonstrates the success of the practice transformation effort. |
| CPF will be collecting a minimum data set from each grantee. The following is a list of data elements CPF would like to collect. Please indicate which of the following data you are willing and able to submit. Please only select the data elements you are capable of submitting. | <ul style="list-style-type: none"> ▪ Percentage of patients enrolled in the pharmacy’s medication synchronization program ▪ Number of eCare plans submitted by the pharmacist/pharmacy ▪ Anticipated total annual revenue (on average) to a pharmacy location at optimal workflow and clinical implementation (report at baseline) ▪ Total number of billable pharmacist practitioner/pharmacy encounters submitted ▪ Types of interventions made by the pharmacist/Actions taken by the pharmacist/Results of interventions ▪ Percentage of submitted claims adjudicated ▪ Actual revenue earned to date (report at midpoint and endpoint) ▪ Number of payer opportunities the pharmacy is engaged in outside of dispensing ▪ Percentage of non-dispensing revenue |

Timeline for FtP Grant Cycle

August 27, 2024 – October 15, 2024: grant application open
 October 15, 2024 – November 30, 2024: grant applications will be reviewed
 December 1, 2024 – December 10, 2024: awardees will be notified
 December 10, 2024 – January 31, 2025: grant implementation/processing will occur
 February 1, 2025 – January 31, 2026: FtP Grant Implementation

References

1. The ACT Pharmacy Collaborative. Pharmacy Closures in the U.S. A spotlight on pharmacy closures affecting communities across the United States. Available at: <https://www.actforpharmacy.com/pharmacy-closures>. Accessed May 15, 2024.
2. Kondic AMS, Trygstad T, McDonough R, Osterhaus M. Scaling Community Pharmacy Transformation with the 'Flip the Pharmacy' Implementation Model: Program Origins. *Innov Pharm*. 2020 Jul 31;11(3):10.24926/iip.v11i3.3399. doi: 10.24926/iip.v11i3.3399. PMID: 34007624; PMCID: PMC8075137.
3. Doucette WR, Bacci JL, Coley KC, Daly CJ, Ferreri SP, McDonough RP, McGivney MAS, Smith MG. A taxonomy for community pharmacy patient care services reported in Pharmacist eCare Plans. *J Am Pharm Assoc (2003)*. 2023 Jan-Feb;63(1):173-177. doi: 10.1016/j.japh.2022.08.026. Epub 2022 Aug 30. PMID: 36115760.
4. Ferreri S, et. al., Community Pharmacy Practice Transformation Initiative: Evaluating sustainability of patient care services. Publication in Progress. CPF Grant 234. Grant Synopsis available: communitypharmacyfoundation.org/grants/grants_list_details.asp?grants_id=72091.
5. Herbert SMC, Herbert BM, Hake KL, McGrath SH. Flip the Pharmacy's impact on comprehensive medication management performance. *J Am Pharm Assoc (2003)*. 2023 Jul-Aug;63(4):1070-1076. doi: 10.1016/j.japh.2023.04.006. Epub 2023 Apr 12. PMID: 37055010.