

## **PANEL ON ACCELERATING EFFECTIVE PHARMACY PRACTICE MODELS: CHALLENGES OF STANDARDIZATION FROM THE PROVIDER AND PAYER PERSPECTIVES - The Kaiser Permanente Experience**

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Variation exists on multiple levels within even the most effective pharmacy practice models. Random variation is inherent to all health care delivery processes, but can be effectively managed by developing new processes with levels of random variation that are superior to the original process. Process standardization is foundational to achieving consistency which leads to transformational change. As examples of this concept, I will describe clinical pharmacy services at Kaiser Permanente that have transformed the care of patients receiving various pharmacy-based interventions through development of new care delivery processes. I will further discuss the ongoing challenge of measuring and improving the quality of clinical pharmacy services. Themes to be discussed will include the need for and challenge of defining standardized quality measures and the challenge of balancing protocol-driven care processes with the use of individual clinical judgment. I will present real-life examples illustrating these concepts.