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# Session V: Scaling and Sustaining Workforce Transformation for Pharmacists

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WASHINGTON, DC



Leadership is having a  
compelling vision, a  
comprehensive plan,  
relentless implementation,  
and talented people  
working together.

Alan Mulally

BrainyQuote®

# Scaling and Sustaining Workforce Transformation for Pharmacists



## Objective

Identify key strategies to scale workforce transformation initiatives and apply sustainable models that support the evolving roles of pharmacists across diverse healthcare settings—ultimately enabling a resilient pharmacy workforce equipped to meet current and future healthcare demands.



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Hosted by Don Berwick, MD, MPP, FRCP, and Kedar Mate, MD, Founder and CMO of Qualified Health, and Former President and CEO of Institute for Healthcare Improvement (IHI),

Turn on the Lights is a podcast that aims to improve health care worldwide by shedding light on health care issues through thought-provoking conversations.

By demystifying health care problems, we hope to activate both the public and health care professionals to help us accelerate changes leading to health and health care improvements worldwide.



Our discussions cover various topics such as health care delivery, health equity, quality, and social justice. The podcast features solutions from around the world and encourages listeners to take action.

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# TURN ON THE LIGHTS PODCAST

*Simplifying Health Care,  
Accelerating Change*



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# Drivers for Workforce Transformation for Pharmacists

- (1) Clinical practice: advances in pharmacist roles as direct patient care providers and population health team members;
- (2) Adaptive leadership: bold leadership required to navigate rapidly evolving and dynamic environments;

# Drivers for Workforce Transformation for Pharmacists

3. **Change management**: building a sense of the urgency as well as engaging and enabling stakeholders to implement and sustain change; and

4. **Implementation science**: Scientific study and application of strategies to promote the systematic uptake of research findings and other evidence-based practices into real-world settings.

# Implementation Science: A Combination of Fields

## Implementation *practice*

- Focus is on the “doing” or “how-to” of implementation



## Implementation *research*

- Evaluating the most effective approaches for implementing an innovation

To generate knowledge that will provide guidance in adapting an evidence-based practice to a particular context to maximize its previously demonstrated effectiveness.

Both are guided by a set of implementation frameworks.

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# Key Takeaways

## **Understanding Implementation Science**

Implementation science investigates the factors that influence the successful adoption of evidence-based practices in real-world settings. It aims to understand "what works, for whom, and when," facilitating the translation of research into practice.

## **Building Capacity in Health Professions Education**

Introducing and training leaders, faculty, and health workforce researchers in implementation science can enhance the adoption of effective teaching and clinical practices. This approach supports the development of a learning health professions education system.

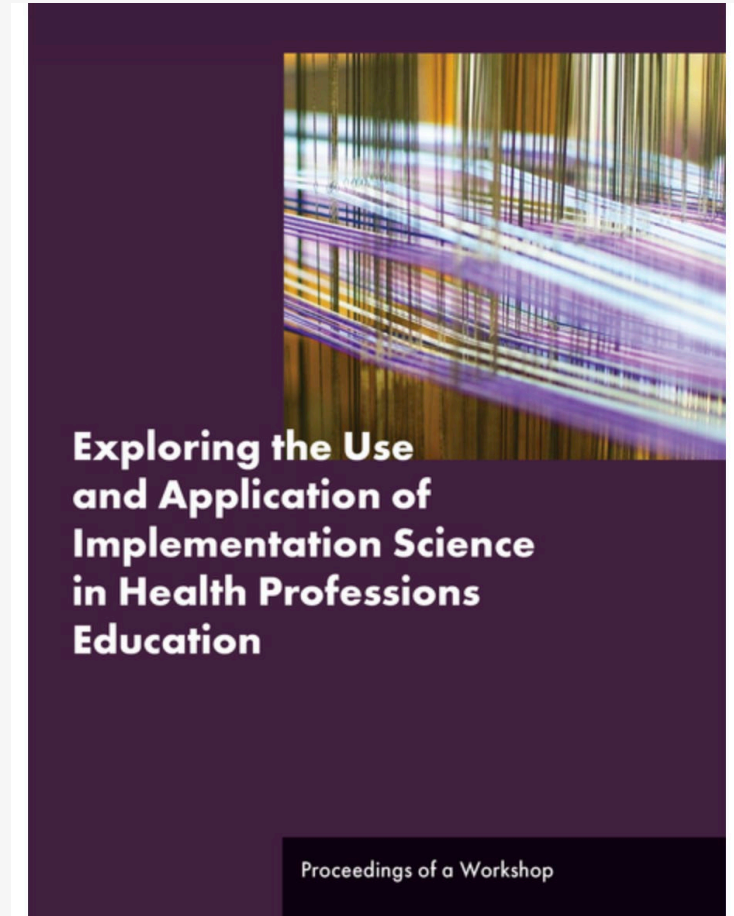
## **Application Through Case Studies**

The workshop presented case studies demonstrating the application of implementation science concepts in various educational contexts, highlighting practical strategies and challenges.

## **Future Directions**

Emphasizing the need for ongoing research and collaboration, the workshop encouraged the integration of implementation science into health professions education to continuously improve educational outcomes and healthcare delivery.

For a comprehensive understanding, you can access the full workshop proceedings [here](https://www.nationalacademies.org/event/06-15-2022/exploring-the-use-and-application-of-implementation-science-in-health-professions-education-final-session#sectionEventMaterials).



## **Access here:**

<https://www.nationalacademies.org/event/06-15-2022/exploring-the-use-and-application-of-implementation-science-in-health-professions-education-final-session#sectionEventMaterials>



# Exposing Pharmacy Residents to IS

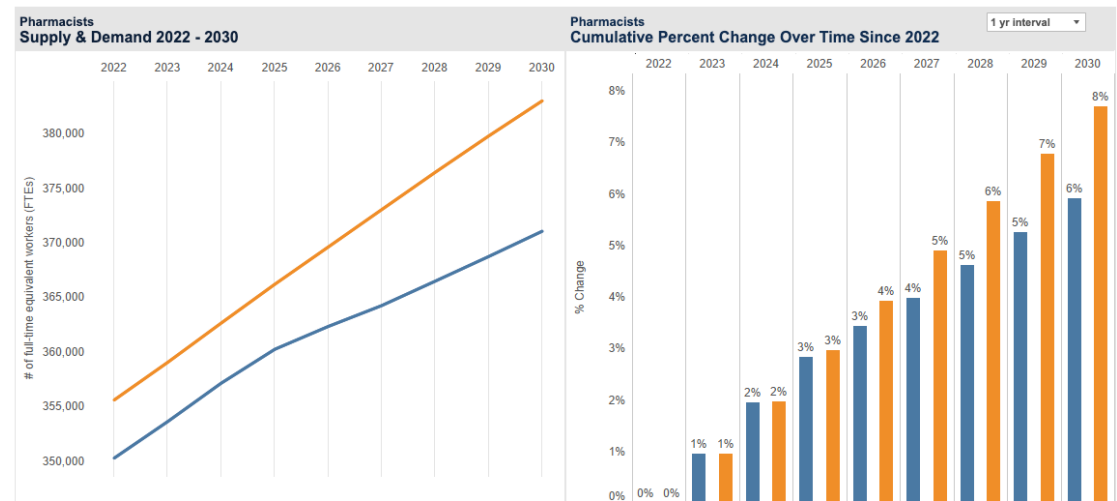
- American Society of Health-System Pharmacists (ASHP) Strategic Plan:
  - "To advance patient care through pharmacy practice innovation"
- Bolsters the capacity to learn from unsuccessful interventions by leveraging counterfactual thoughts and understanding contextual influences – informing better decisions in future implementations.
- The application of IS enriches patient care: standardization across healthcare settings, error reduction, tailoring innovative services to the need of the institution.

# Examples of Pharmacy-Based Services, & IS efforts: Implications on Workforce

- Medication therapy management (MTM)
- Immunizations
- Point-of-care testing
- Transitions of care (ToC)
- Antibiotic stewardship program (ASP)

Curran GM, Shoemaker SJ. Advancing pharmacy practice through implementation science. Res Social Adm Pharm. 2017;13(5):889-891.

Ryan Pinto A, Nkemdirim Okere A. Exposing pharmacy residents to Implementation Science. Inov Pharm. 2024;15(2):3.



Date created: May 20, 2025

Source: Department of Health and Human Services, Health Resources and Services Administration, Health Workforce Projections. Available at <https://bhwr.hrsa.gov/data-research/review-health-workforce-research>

<https://data.hrsa.gov/topics/health-workforce/workforce-projections>



## Implementation Example of Scaling and Sustaining Workforce Transformation for Pharmacists: Leveraging Pharmacists as Age-Friendly 4Ms Champions

The [Bridge Podcast- Transforming Age-Friendly Care](#)

The PATIENTS Program, a program at the University of Maryland School of Pharmacy, centers on Patient-Centered Outcomes Research (PCOR) in order to improve patient care. In a May 2025 episode of the Bridge podcast, they hosted Dr. Brandt as their guest to discuss Age-Friendly patient care during Older Americans Month



# Age-Friendly Health Systems (AFHS)

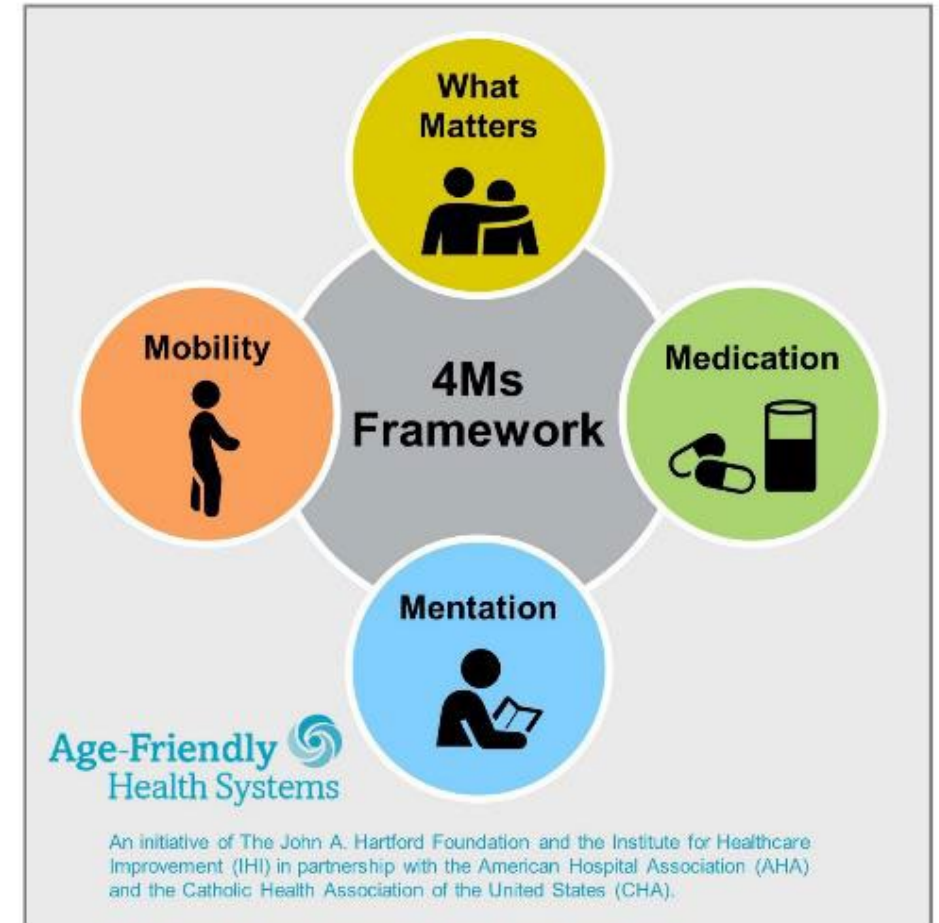
The aim: build a movement so ***all care*** with older adults is **equitable age-friendly care**:

- Guided by an essential set of evidence-based practices (**4Ms**)
- Causes no harm
- Is consistent with **What Matters** to the older adult and their family

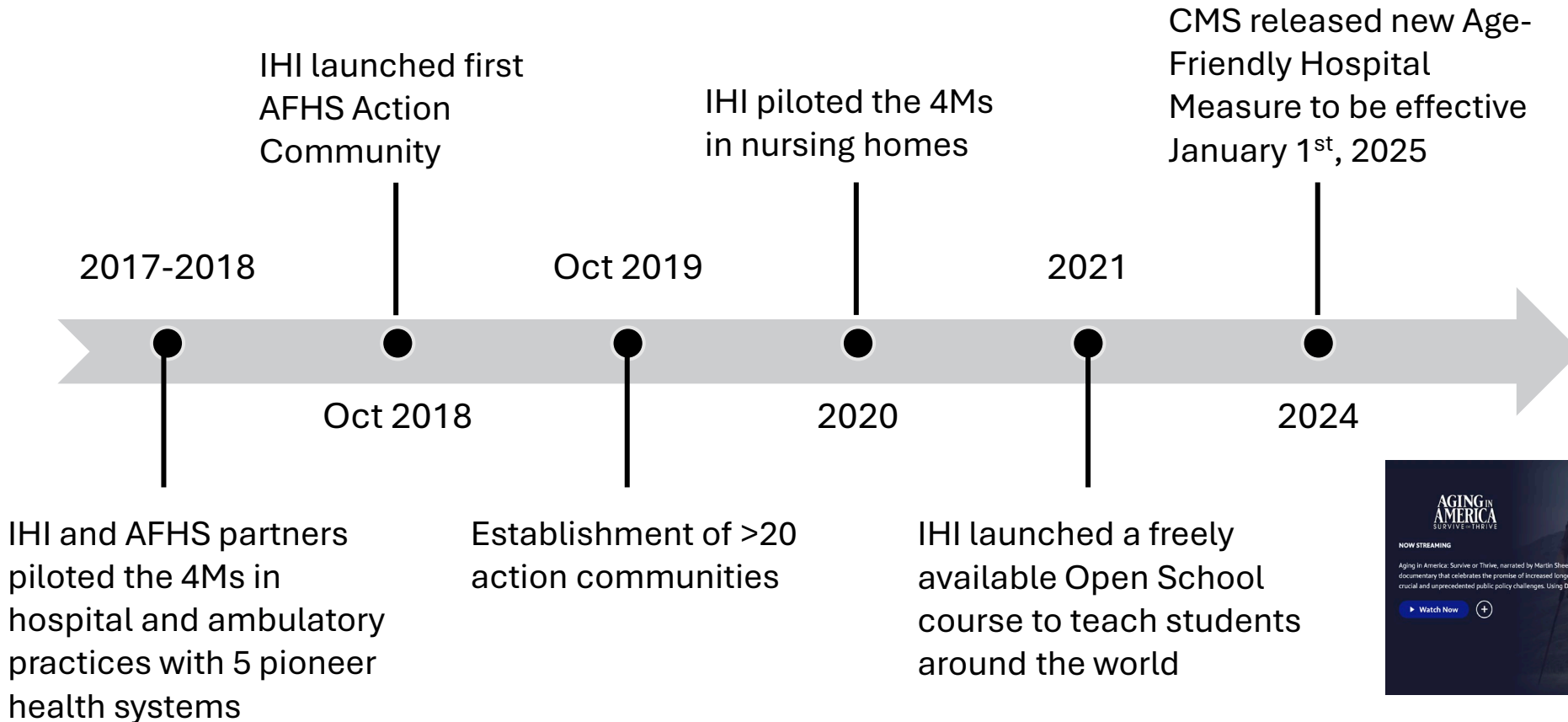


Fulmer, T., Mate, K. S., & Berman, A. (2018). The age-friendly health system imperative. *Journal of the American Geriatrics Society*, 66(1), 22-24.

Accessed at: [www.urban.org/sites/default/files/2024-08/Creating\\_Age\\_Friendly\\_Health\\_Systems\\_The\\_Role\\_of\\_the\\_Hartford\\_Foundation\\_and\\_Lessons\\_for\\_Issue\\_Based\\_Movements.pdf](http://www.urban.org/sites/default/files/2024-08/Creating_Age_Friendly_Health_Systems_The_Role_of_the_Hartford_Foundation_and_Lessons_for_Issue_Based_Movements.pdf)



# Age-Friendly Health Systems Movement



AGE-FRIENDLY PHARMACIST CHAMPIONS | #PHARMACISTS4MS | [www.ascp.com/page/agefriendly](http://www.ascp.com/page/agefriendly)



# CMS Age-Friendly Hospital Measure

- FY2025 Hospital Inpatient Quality Reporting Program (pay-for-reporting)
- All participating hospitals required to report on all elements within 5 domains:
- Data collected will be publicly available on Medicare Care Compare
- Age-Friendly Health Systems and related initiatives can help hospitals meet measure



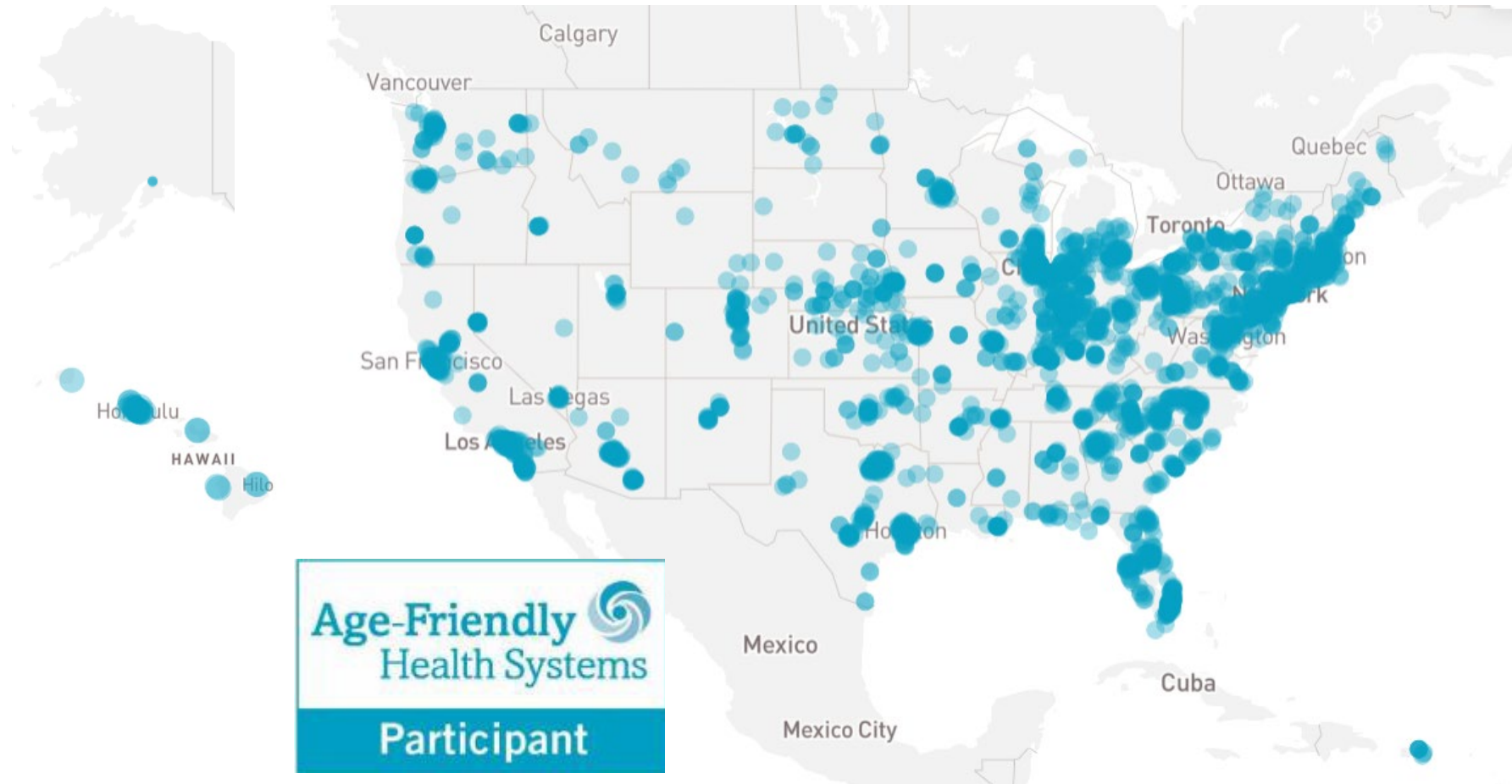
CMS Age Friendly Measure domains (from the [Federal Register](#)) and the 4Ms

Domain	Crosswalk to 4Ms
<b>Eliciting patient healthcare goals:</b> This domain focuses on obtaining patients' health-related goals and treatment preferences, which will inform shared decision-making and goal-concordant care.	What Matters
<b>Responsible medication management:</b> This domain aims to optimize medication management by monitoring the pharmacological record for drugs that may be considered inappropriate in older adults due to increased risk of harm.	Medication
<b>Frailty screening and intervention:</b> This domain aims to screen patients for geriatric issues related to frailty, including cognitive impairment/delirium, physical function/mobility, and malnutrition, for the purpose of early detection and intervention where appropriate.	Mentation, Mobility, and Medication
<b>Social vulnerability:</b> This domain seeks to ensure that hospitals recognize the importance of social vulnerability screening of older adults and have systems in place to ensure that social issues are identified and addressed as part of the care plan.	What Matters, Mentation
<b>Age-friendly care leadership:</b> This domain seeks to ensure consistent quality of care for older adults through the identification of an age-friendly champion and/or interprofessional committee tasked with ensuring compliance with all components of this measure.	All 4Ms, including measuring the 4Ms and sustaining 4Ms care

[Age-Friendly Health Systems Resources and News | Institute for Healthcare Improvement](#)

# A Growing Movement!

[www.ihl.org/Engage/Initiatives/Age-Friendly-Health-Systems/Pages/Background.aspx](http://www.ihl.org/Engage/Initiatives/Age-Friendly-Health-Systems/Pages/Background.aspx)



**5,100+** hospitals,  
practices, convenient care  
clinics and nursing homes  
(and growing globally)

**As of April 2025**

**Join the Movement!**  
[ihl.org/agefriendly](http://ihl.org/agefriendly)

**AGE-FRIENDLY PHARMACIST CHAMPIONS** | #PHARMACISTS4MS | [www.ascp.com/page/agefriendly](http://www.ascp.com/page/agefriendly)

# Steps to Earning a Digital Badge

## Step 1

- Complete Leveraging Pharmacists as Age-Friendly Champions  
OR Pharmacists as Age-Friendly 4Ms Champions

## Step 2

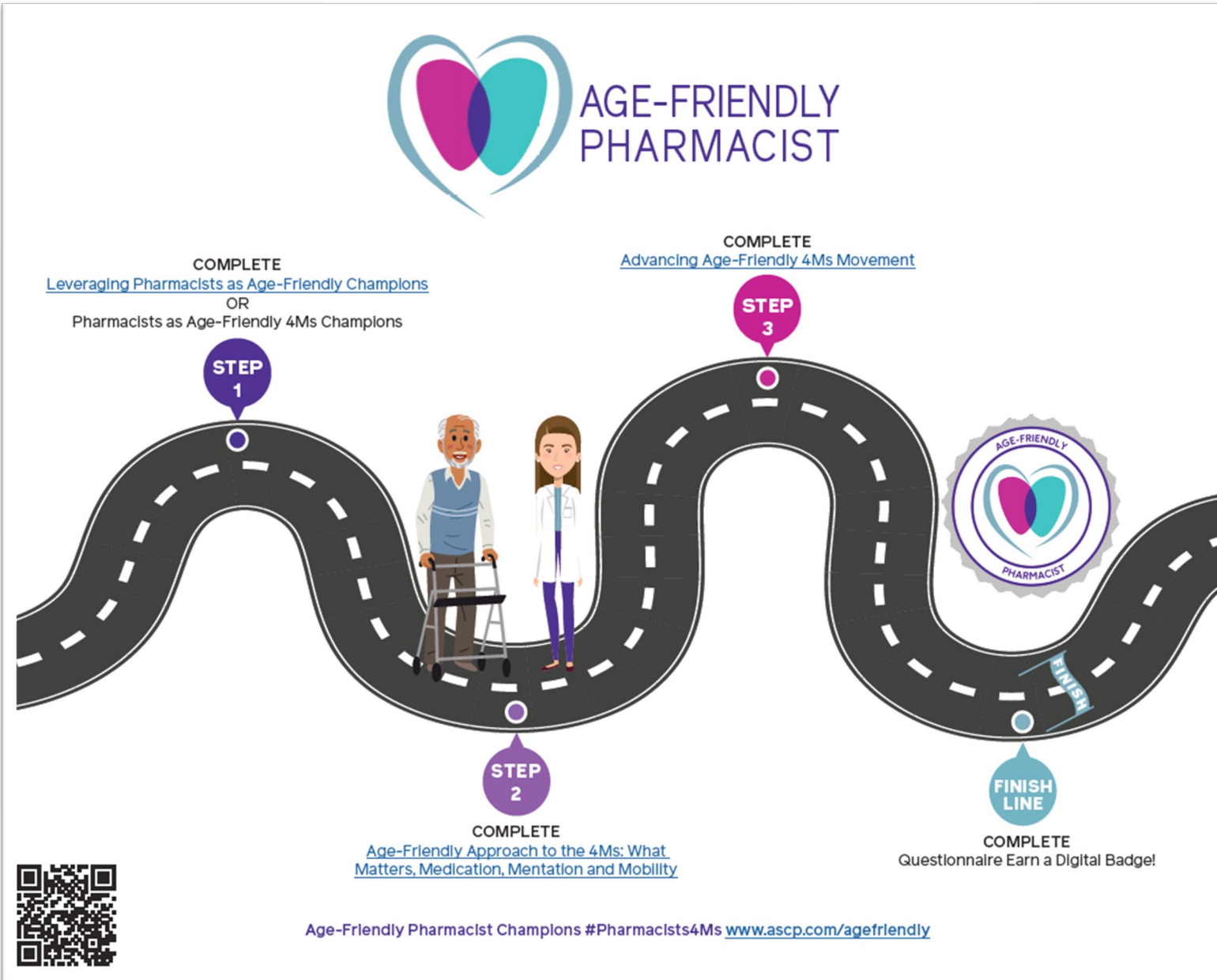
- Complete Age-Friendly Approach to the 4Ms: What Matters, Medication, Mentation and Mobility

## Step 3

- Complete Advancing Age-Friendly 4Ms Movement

## Step 4

- Complete questionnaire and earn a digital badge! (Launched March 17, 2025)



# Reach and Implementation (utilizing the RE-AIM framework)

## IHI Tactics, Tools and Opportunities:

- [Age-Friendly Participants Spreadsheets](#)
- [Age-Friendly System Wide Collaborative](#)

Visit [johnhartford.org](http://johnhartford.org) for the latest policy and practice news, tools and training

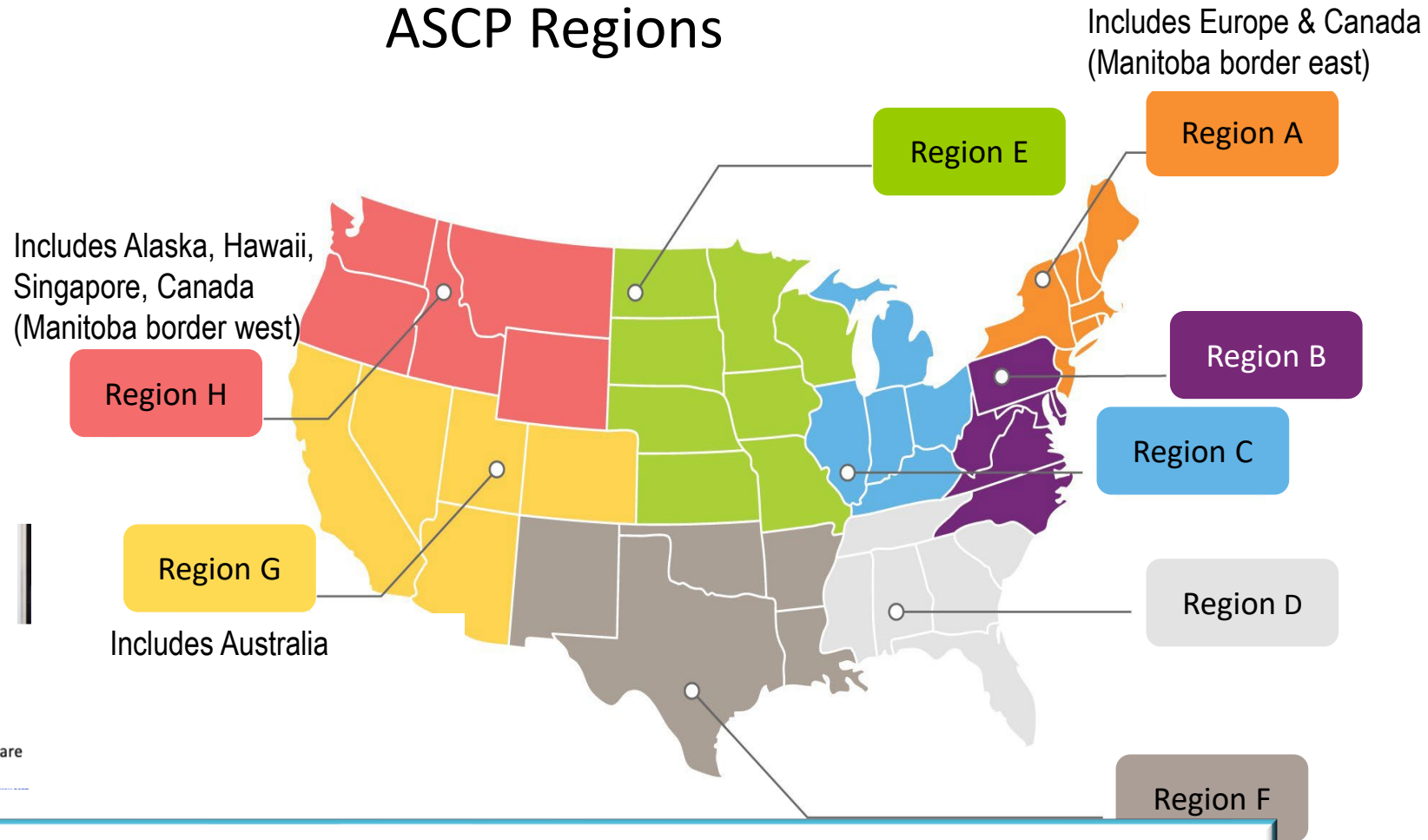


Stay up to date on:

- Age-friendly health systems/public health
- Family caregiving
- Serious illness & end-of-life care



## ASCP Regions



GOAL: at least 2,500 pharmacists and 950 (of 1,900) LTC pharmacies are educated through live training and on-demand modules with 250 pharmacies becoming Age-Friendly.



# Key Take Aways

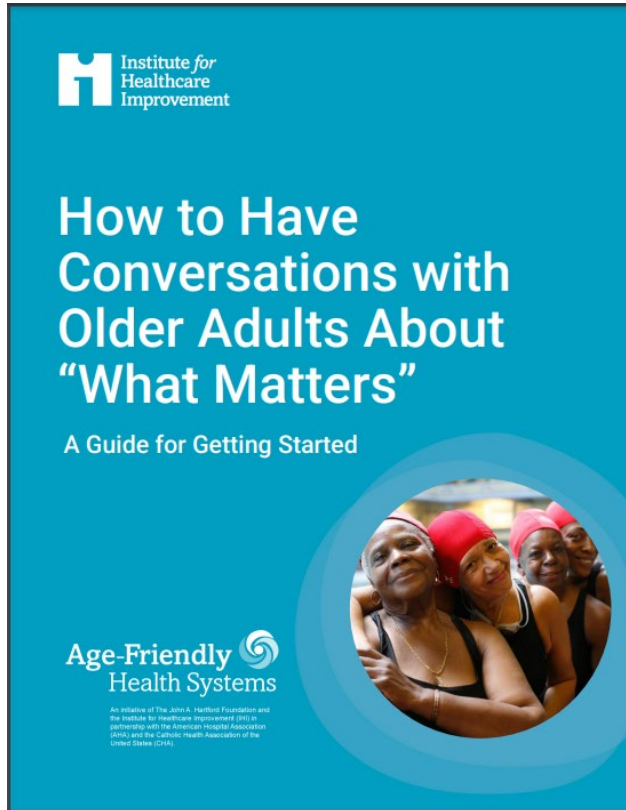
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- ✓ **Empowered pharmacists** are key to resilient health systems.
- ✓ **Transformation is continuous**—requires systemic support, not just individual change.
- ✓ **Collaboration, technology, and policy** must align to sustain a future-ready workforce.





# Other Resources



<https://www.ihl.org/age-friendly-health-systems-resources-and-news>



And more on [www.theconversationproject.org](http://www.theconversationproject.org)