

Vasco M. Pontinha, M.Pharm, MA; David A. Holdford, M.S., PhD

Department of Pharmacotherapy and Outcomes Sciences, VCU School of Pharmacy, Richmond, VA USA.

Introduction

- Point-of-Care testing (POCT) innovations are becoming more prevalent and seen as a way to expand the scope of pharmacy practice.¹
- The POCT practice implications include: rapid disease identification, follow-up, therapy initiation/modification, or referrals to specialists as part of collaborative practice.^{2,3}
- In addition to the clinical effectiveness, pharmacy innovators should consider aspects that determine the financial sustainability of providing this service (e.g., determining the business model).⁴
- The Resource-Based View of Competitive Advantage (RBT) is an established framework in the business literature, explicitly designed to judge the sustainability of business models (Figure 1).⁵

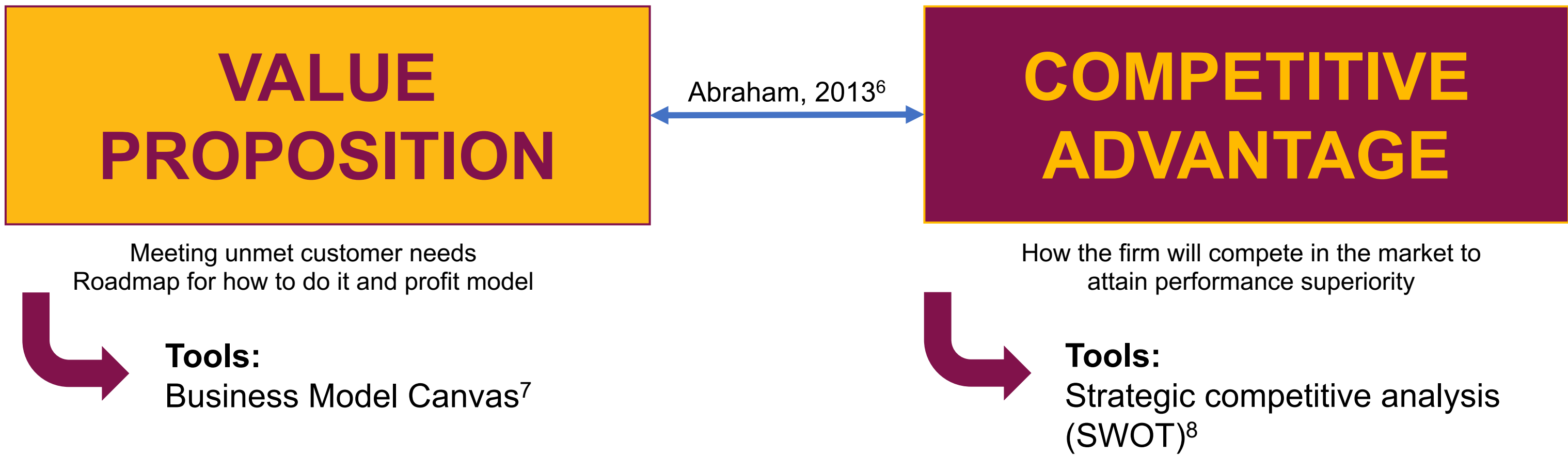


Figure 1 – Tools of the Resource-Based View of the Firm & Competitive Advantage

Strong body of evidence showing that pharmacy practice innovations are effective

Yet, too many innovations fail to survive past the initial implementation and study phases

Objectives

- Evaluate the POCT pharmacy practice innovation literature through the lens of the RBT.
- The Strengths Weaknesses Opportunities and Threats (SWOT) matrix and the Business Model Canvas provided a checklist to operationalize and systematically assess the dimensions of the RBT in light of the design and reporting of POCT pharmaceutical innovations.

Can POCT pharmacy practice innovations in outpatient services be evaluated from a Resource-Based View of Competitive Advantage?

What innovations?

- Business
- Service
- Process

Pharmacy practice?

- Pharmacist-led

Evaluate how?

- SWOT Matrix
- Business Model Canvas

Methods

- A systematic literature review (Figure 2) was conducted to explore how POCT research articles describe the elements associated with sustainable interventions and identify gaps that allow for recommendations to enhance the sustainability of POCT innovations.

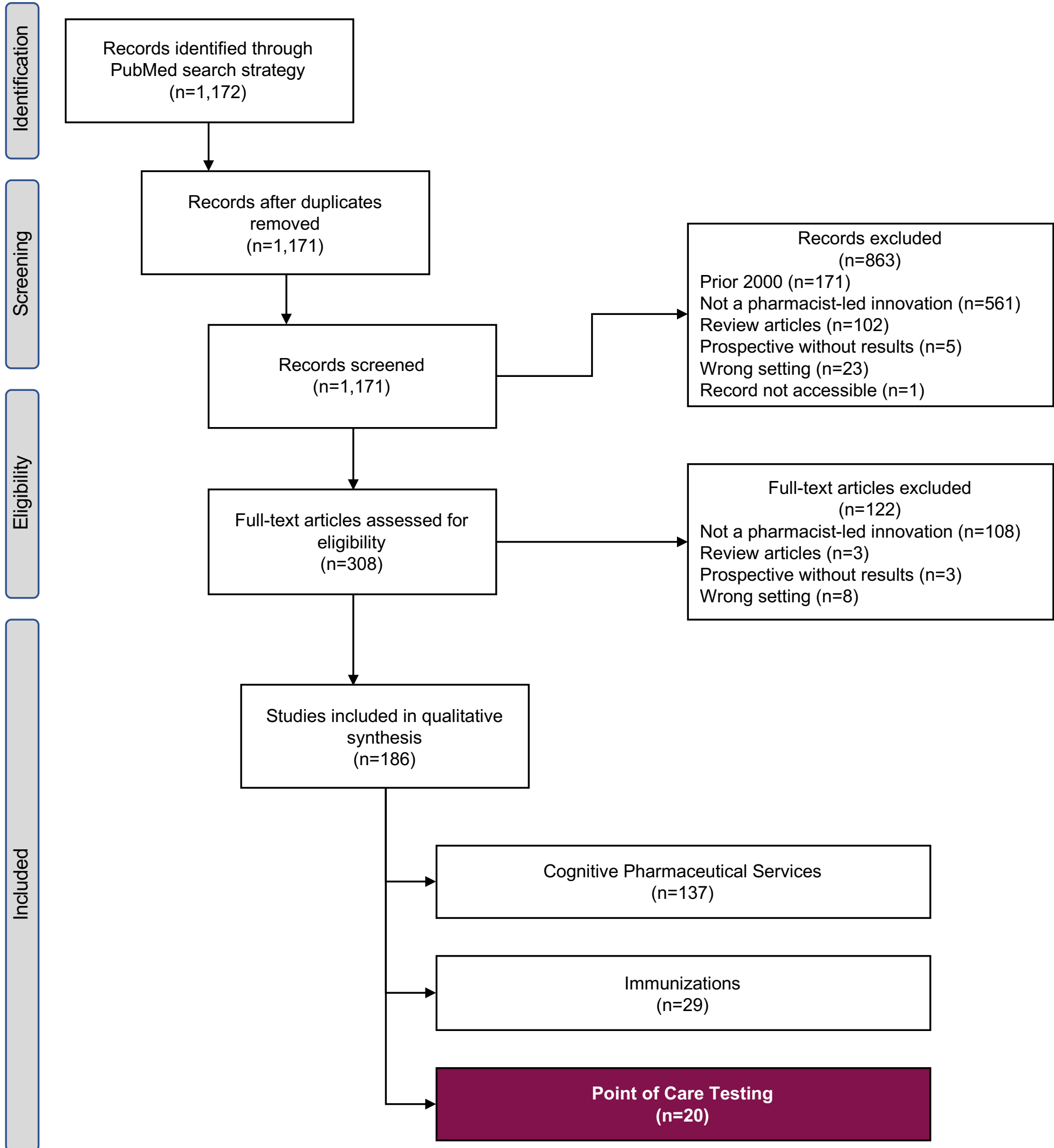


Figure 2 – PRISMA Flowchart of the literature search and study selection process

0 (+) – No mention or reference to the topic
1 (++) – Mention or reference to the topic
2 (+++) – Clear articulation of the topic

Example of the application of the scoring tool:
Score of 1 – “Over the course of the proposed monitoring and management services, participating pharmacists would maintain ongoing communications with patients and physicians”

Score of 2 – “The osteoporosis screening were offered for a fee with all participants paying a \$25 out-of-pocket for theses services”

References

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Results

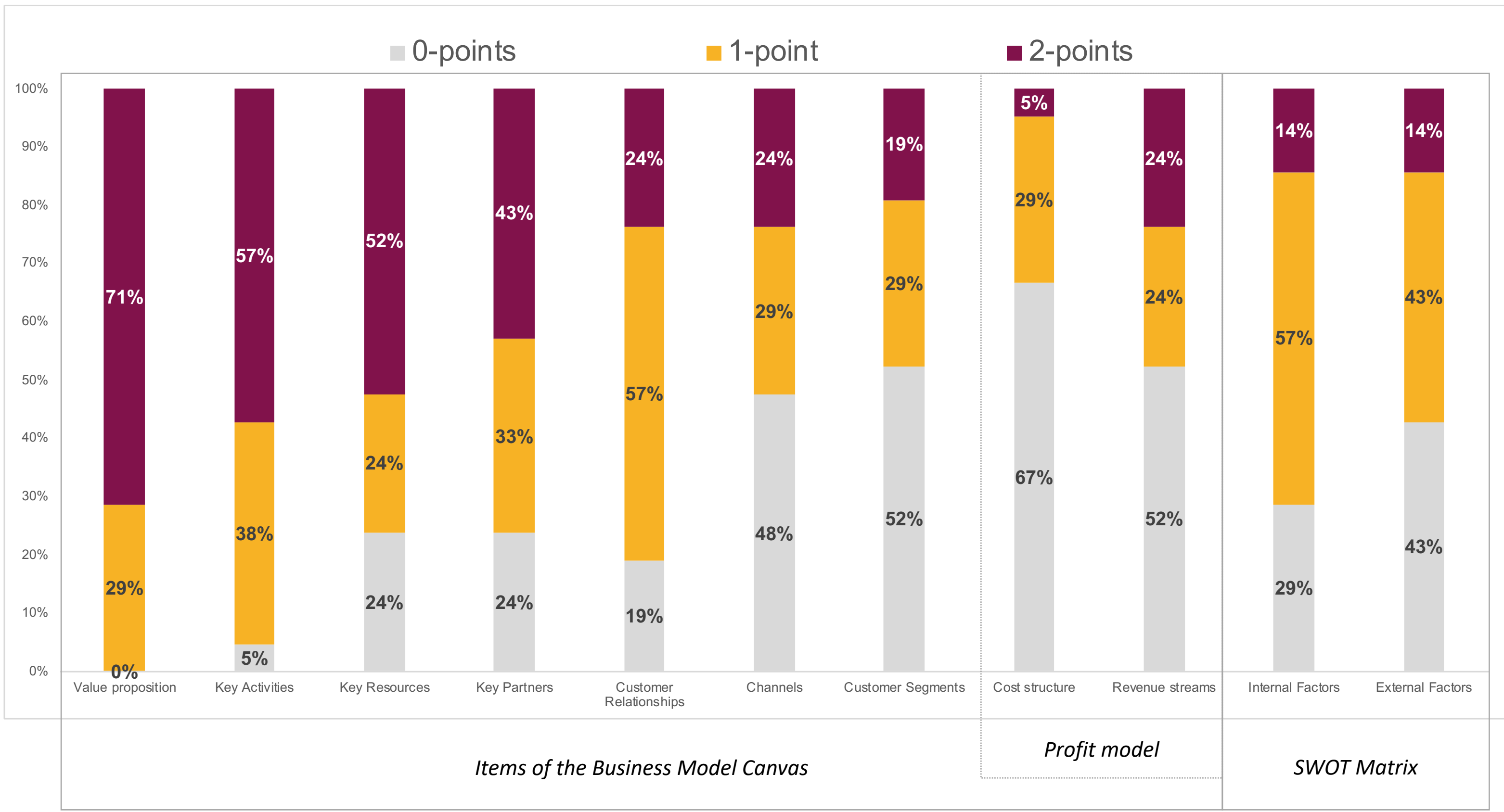


Figure 3 – Scores of the studies included in the analysis.
0 – no reference to topic; 1 – mention or reference to topic; 3 – clear articulation of topic.

BUSINESS MODEL

- Value proposition clearly articulated
- Good understanding of who to partner with
- Clear description of the resources required for the innovation
- Customer relationships, segmentation and channels to reach them seem to be overlooked

PROFIT MODEL

- Innovations do not seem to be reported with information about the cost structure or the revenue stream
- Innovations not designed with profitability in mind
- Lack of concrete idea of how to monetize practice innovations

SWOT MATRIX

- Mixed understanding of the need to analyze internal factors (resources) and external factors (partners);
- Analysis of the environment also entails looking at weaknesses and threats;
- Majority of the studies ignored the competitive aspect of being innovative and how to perform service better than competitors or other professionals whose responsibilities may overlap with the pharmacist’s

Conclusions

- The ability to assess the sustainability of pharmacist-led services requires more details about the business model of these innovations and the competitive environment into which they are introduced.
- Reporting guidelines are proposed based upon dimensions of the RBT for assessing both the effectiveness and sustainability of pharmacy innovations in the healthcare literature.

Limitations

The measurement tool used to assess the content of each dimension of the business model canvas and elements of the SWOT analysis have yet to be validated. This study evaluation is being replicated with additional scorers to demonstrate inter-rater reliability. It is possible that organizational aspects of POCT service innovations are not being reported in the studies.

Contact Information

Corresponding author: Vasco M. Pontinha, PhD student, VCU School of Pharmacy, e-mail address: vieiradasilvv@vcu.edu