

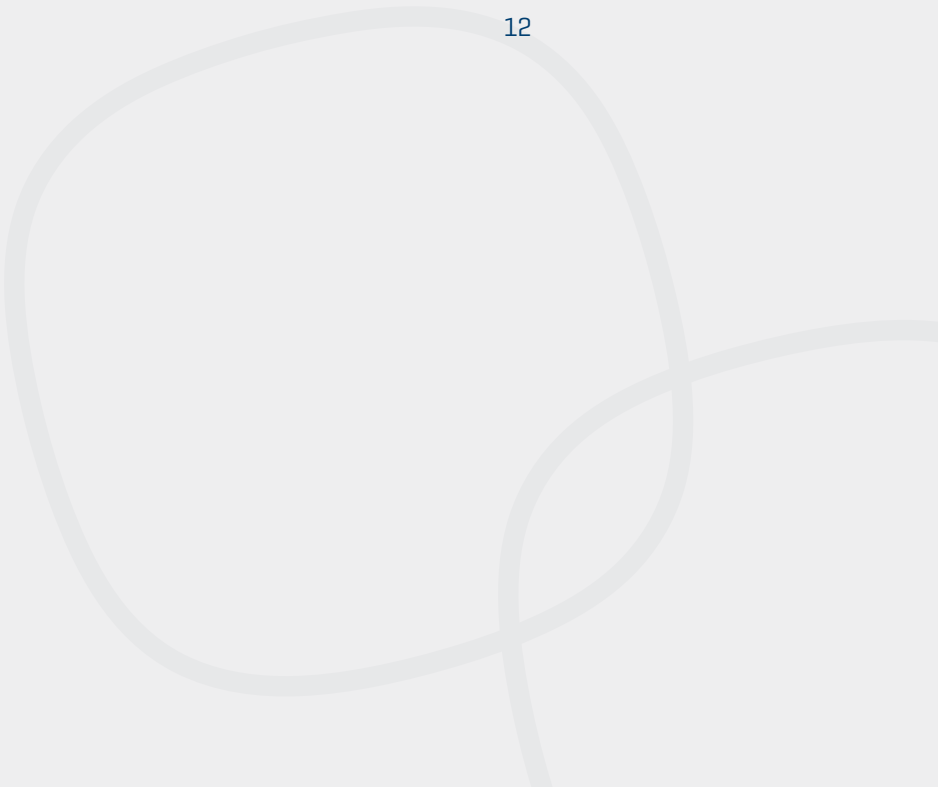


ICON GROUP OUTLINE OF PHARMACY SERVICES 2023



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ABOUT ICON GROUP PHARMACY

Icon Group operates a national network of 74 Epic and Slade pharmacies across Australia that specialise in hospital and oncology pharmacy services. From regional to metropolitan sites, we have experience in both public and private hospitals that range from 31 to 900 beds.

We offer partner hospitals best-practice in medication supply and clinical pharmacy services, combined with a deep knowledge of pharmacy governance and quality management practices.

Icon Group Pharmacy supports partner hospitals in a flexible way to meet the needs of each service. This includes inpatient and discharge dispensing, cost-effective imprest management, best market pricing for pharmaceuticals, onsite compounding, clinical trials, innovative digital ehealth applications, clinical pharmacy services, and accreditation support.

OUR LOCATIONS

Auchenflower x 3	Mornington
Box Hill	Mt Lawley
Brisbane Waters	Mulgrave
Brunswick	Murdoch x 2
Burnside	Newcastle x 2
Camberwell	Noble Park
Canberra x 2	North Gosford
Chermside x 2	North Lakes
Currumbin	North Sydney
East Melbourne x 3	Northern Beaches
Epping	Port Macquarie x 2
Fitzroy	Richmond
Forster	Robina
Frankston	Rockingham
Geelong	South Brisbane
Hervey Bay	Southport
Hobart x 2	Spring Hill x 2
Hollywood	Sunshine Coast
Hunter Valley	Taree
Hurstville	Tennyson
Kangaroo Point	Toowoomba x 2
Kempsey	Toronto
Kew	Townsville x 2
Launceston	Warragul
Lismore	Werribee
Mackay	Westmead
Maitland	Whyalla
Merewether	Windsor Gardens
Midland	



ABOUT ICON GROUP

Icon Group is Australia's largest dedicated private provider of cancer care. The Group brings together medical oncology, haematology, radiation oncology, research, chemotherapy compounding, and pharmacy to deliver a true end-to-end offering.

Across Australia, New Zealand and Asia we're dedicated to delivering the best care possible, to as many people as possible, as close to home as possible.

OUR VALUES

Icon Group is a values-driven organisation. We are committed to our values of Energy, Purpose, Innovate, Connect and Nurture. It is important to us that our values align with our hospital partners, and we have developed a high-performance organisational culture that encourages and supports our people to deliver excellence in patient care.



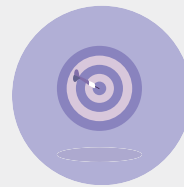
ENERGY



INNOVATE



CONNECT



ON-PURPOSE



NURTURE



MEDICATION SUPPLY

ANNUAL PHARMACEUTICAL TENDER

Icon Group conducts a regular business-wide pharmaceutical tender that focuses on securing the best price for medications. Icon Group tender pricing extends to all client hospitals, with previous tenders achieving year-on-year savings. Our process includes market change clauses which allows us to take advantage of shifts in the market. If a lower price is identified, we will work to match the price with an equivalent product.



IMPREST MANAGEMENT SERVICE

Our imprest management teams work in partnership with each hospital provider to facilitate a transparent imprest management service that includes the purchase, supply, and management of all hospital imprest medications. This service includes:

- supply of imprest as per approved ward imprest lists
- management of and communication regarding drug shortages
- maximise the use of the PBS for inpatients to minimise costs
- review of high-risk medication on imprest to ensure their clinical appropriateness for the specific wardcase mix
- provide recommendations based on usage history for optimal ward stock holdings to prevent overstocking
- provide either detailed invoices or monthly purchase summaries specific to each ward/department
- leverage the Icon Group network of more than 70 pharmacies across Australia, to redistribute stock nearing expiry, in order to minimise financial risk to partner hospitals

Ward imprest systems are designed with patient safety in mind. To reduce the likelihood of adverse events, ward imprest barcode labels use the national standard Tallman lettering system and a colour-coded system to further highlight look-alike and sound-alike [LASA] drug names.

EFFICIENT USE OF PBS

As part of our cost management program, we identify medications where it is more cost effective to PBS dispense prescriptions to hospital patients rather than supply on imprest.

DISPENSING SERVICES

Icon Group pharmacies adhere to the SHPA Practice Standards to ensure that the supply of dispensed medication is delivered according to industry standards.

Our clinical ward pharmacists liaise with nursing and medical teams when urgent medication is requested and provide a responsive link to the dispensary team. This helps to ensure that inpatient and discharge requirements are clearly articulated and medication is organised seamlessly, without delay to the patient.

HIGH-COST DRUG MANAGEMENT

Our pharmacies have detailed high-cost drug (HCD) procedures that exist to assess the clinical need for HCDs and minimise the cost exposure to the hospital.

Procedures include:

- provision of costs prior to treatment and assistance with applications to health funds for ex-gratia payments
- hospital executive notification and sign off prior to supply

AFTER HOURS SERVICE

We offer 24-hour, seven days a week on-call service to hospital partners. Our on-call service requires the pharmacist respond to all calls after hours within 15 minutes. Where the pharmacist is required to attend the hospital, this will occur within a maximum of 90 minutes from the initial call [or sooner if clinically urgent]. We also offer an after-hours phone service that is available 24 hours a day, seven days a week as clinical support for pharmacy queries.

WASTE REDUCTION INITIATIVES

To minimise wastage Icon Group imprest management systems, use barcode technology to ensure efficient ordering, management, and rotation of all stock. Our system electronically tracks, monitors, and reports all short-dated [within six months] and expired imprest stock, and reports the cost value of these items as part of KPI reporting.

Changes to imprest lists, including drug type and stock levels, are made by the pharmacy on receiving written approval by the Nurse Unit Manager.

DRUG RECALL SYSTEM

Icon Group manages drug recall notifications in accordance with the Therapeutic Goods Administration (TGA) Drug Recall Notice Procedure.

When a drug is recalled, Icon Group pharmacy teams are informed immediately of any impacted products via the automated GS1 Recall Portal. This automated portal creates an alert for each hospital and provides an audit trail to document that the recall has been actioned. The alert requires our pharmacists to record their actions upon receiving the notification. This audit trail and relevant documents are collated and reviewed by the Pharmacy Practice Unit (PPU) for presentation at Medication Safety Committees.

Recalled drugs are quarantined then processed in adherence to the guidelines issued by the manufacturer at the time of recall.

OUT OF STOCK MEDICATION

Over the last few years stock shortages have become an unwelcome but regular part of the drug supply chain. Icon Group has processes and procedures in place to notify key hospital staff of impending drug shortages and provide recommendations on suitable alternatives. Where possible, we purchase drugs directly from the manufacturer when there is a threat of impending shortage to ensure uninterrupted supply. The size of our pharmacy network allows our pharmacies to access alternative supply arrangements across Australia, which minimises the risk of stock shortages and the potential impact on patient care.

We maintain suitable levels of stock, particularly of critical stock, to minimise the effect of temporary shortages, and collaborate with hospital staff to support the supply of suitable alternatives in the event of long-term shortages.

Our centralised procurement team source products in emergencies to ensure that supply is continuous. Where required, we use the TGA special access scheme to facilitate medication supply for individual patients and complete the TGA section 19A approval process to approve the supply of medications during shortages.

MEDICATION SAFETY AND QUALITY SYSTEMS

Icon Group participates in the Pharmacy Guild's Quality Care Pharmacy Program (QCPP), the national pharmacy accreditation standard.

Icon Group runs continuous improvement programs to not only ensure service innovation and cost efficiencies but also to assist hospitals with the task of maintaining evidence of quality improvement for accreditation purposes.

Icon Group supports hospitals to meet medication safety requirements as set out in the National Standards.

This includes:

- participating in Pharmacy (Drugs and Therapeutics) Committees, Medication Safety committees
- providing education for hospital staff in the use of MMP forms and education around high-risk medications.
- conducting audits to assess compliance with drug storage requirements

TGA COMPOUNDING CAPABILITY

Icon Group, through its sister business, Slade Health, offers the robust quality and safety standards that only TGA-licensed compounding facilities can deliver, such as extended expiry and product barcoding.

With four facilities currently in operation across the eastern seaboard and capacity to compound around 1.7M products per year, Slade Health has capacity and redundancy across the compounding network.

Slade Health has recently built a stability lab that allows detailed testing of compounded products. The stability lab can extend product shelf life which particularly supports regional patients, when local access to a compounding facility is not available.

CLINICAL SERVICE

CLINICAL (WARD) PHARMACY SERVICES

Our clinical pharmacy services are a key component of the Icon Group pharmacy service model. Clinical services are designed to align with Standard 4 requirements.

Ward rounds include:

- ensuring drug orders are complete
- checking doses and drug names for accuracy and appropriateness of prescribing
- reviewing drug charts for regulatory compliance
- annotating charts to assist nurses
- contributing to medication management plans [MMP]
- ensuring antimicrobials are prescribed and dispensed using antimicrobial stewardship principles.

Ward pharmacists are also actively involved in:

- nurse education
- discharge planning
- patient counselling

DISCHARGE SERVICE

Our hospital pharmacies provide a discharge service to all patients, with a focus on high risk patients.

This includes:

- medication counselling, either at the bedside or at the pharmacy
- provision of a discharge medication profiles
- provision of patient information leaflets to ensure accurate dosage and side effect information
- providing a copy of the patients discharge medication list to the patient's general practitioner and specialist to reduce medication errors and minimises the risk of readmission.

ONGOING SERVICE ASSESSMENT AND REDESIGN

Icon Group is committed to continual improvement across our pharmacy network. We work closely with each hospital to ensure our service continues to meet and adapt to the needs of the hospital team, and openly share where digital and service-based innovations or redesign can be explored.



PHARMACY AUDIT PROGRAM

The Pharmacy Audit Program is a quality assurance tool used across all Icon Group pharmacies. The pharmacy audit program allows standardised assessments to be conducted across all hospital pharmacies, facilitating benchmarking and reporting of key performance indicators and helps us maintain an exceptional level of service.

Audit areas include:

- drug storage
- controlled drug process compliance
- dispensing accuracy
- safe handling of cytotoxics
- sterile manufacturing (e.g oncology and clinical trials).

The Pharmacy Audit Program reduces the likelihood of adverse patient events by identifying areas of practice that are not compliant with the recommended standards and ensures remedial actions are taken to meet acceptable standards. This in turn improves medication safety in partner hospitals.

We also audit drug charts and drug storage within the hospital to ensure regulatory and best practice compliance.

ANTIMICROBIAL STEWARDSHIP (AMS)

Icon Group have a central AMS Working Group consisting of representatives from multiple pharmacy sites and the PPU, which ensures compliance with the principles of antimicrobial stewardship and the responsible use of antibiotics. AMS activities include:

- Annual National Antimicrobial Prescribing Survey (NAPS) Point Prevalence audit – all antimicrobials prescribed to every patient across the hospital are audited, or as directed by the AMS group
- monthly NAPS audits – all antimicrobials prescribed to one patient per ward per month are audited, or as directed by the AMS group
- National Antimicrobial Utilisation Surveillance Program (NAUSP) Data input – antimicrobial utilisation data per patient bed day is collated and submitted every two months to this nationally recognised antimicrobial utilisation group
- pharmacist participation in AMS rounds with an ID physician where practical
- quantification of AMS interventions made by pharmacists – including but not limited to 72 hour stop alerts, IV to oral conversion, inappropriate dose, inappropriate indication, allergy mismatch etc.
- implementation of an audit cycle targeting areas of poor prescribing (by antibiotic or specialty)
- act as a resource for all medical, nursing and pharmacy questions and issues relating to antimicrobial stewardship.



OPIOID STEWARDSHIP

Opioid stewardship is an emerging and important medication safety focus area. Our Opioid Analgesic Stewardship Program is a sector leading intervention designed to improve, monitor, and evaluate the use of opioids in pain management.

The program directly supports the Australian Commission of Safety Quality Healthcare (ACSQHC) National Opioid Analgesic Stewardship in Acute Pain Clinical Care Standard and the Society of Hospital Pharmacists of Australia Standard of Practice in Pain Management.

Through this surveillance program, Icon Group is committed to ensuring the quality use of opioids for the treatment of acute pain to promote optimal patient outcomes.

Reporting and benchmarking of opioid use is available.

ANNUAL CUSTOMER SATISFACTION SURVEY

Icon Group conducts an annual customer satisfaction survey across our pharmacies to gather feedback from hospital personnel and doctors. Results are benchmarked across the Group and the data used to improve patient and service outcomes for client hospitals.

PATIENT SAFETY AND INCIDENT MANAGEMENT FRAMEWORK

All pharmacy-related clinical incidents that are identified are reported internally via Icon Group's Riskman platform, and externally to our hospitals as required through relevant medication management groups. All adverse clinical events are reported directly to the PPU, in line with the Icon Group Pharmacy Managing Medication Incidents Policy.

REPORTING

Our team can design, develop, and deliver reports that assist hospitals in the clinical, operational, and financial management of their organisation.

In addition to the standard monthly billing reports, which detail drug usage and cost for both patient specific and imprest supply, the following can be provided:

- drug cost analysis by ward and prescriber
- differentiation of high-cost drugs
- predictions on future usage and associated cost implications
- imprest and script utilisation with recommendations on optimal ward stock holding levels
- KPI compliance
- clinical indicators
- pharmacy clinical activity
- expired drugs.

SEAMLESS WORKFORCE INTEGRATION

Icon Group has a strong history of change management, successfully transitioning pharmacy services in both the private and public hospital environment.

Our experience includes transitions in partnership with St Vincent's Health, UnitingCare Health (Qld) and NSW Health/ Healthscope (Northern Beaches Hospital).

We are cognisant of the requirements and sensitivities around large business changes, particularly the impact on staff, and work in a responsive and flexible way with each hospital to deliver the best possible transition for everyone involved.

LEARNING AND DEVELOPMENT

Icon Group provides education programs for hospital staff. This includes scheduled presentations on topics relevant to the individual practice setting. The education program is underpinned by an annual training plan developed in consultation with each partner hospital.

Education and training topics include:

- procedures for pharmacy ward services
- antimicrobial stewardship
- orientation, education and training for all hospital personnel and junior medical officer seconded roster intakes
- National Health Act, drug restrictions and prescription writing
- ordering, procurement, and logistics
- clinical topics relevant to the partner hospital.

In addition to training, we provide regular drug-related information bulletins and newsletters. These include information on pharmacological issues, legislative requirements, and financial issues as well as clinical information on a disease state and new drugs that have been released.

Other educational publications include 'Did You Know?' and 'Risk of the Month'.

INFORMATION TECHNOLOGY AND SYSTEM INNOVATION

Icon Group is at the forefront of hospital pharmacy practice innovation. We provide ehealth and digital solutions that increase hospital efficiency in medication ordering, discharge delivery, and clinical practice.

Icon Group uses its proprietary, web-based software suite Health Director for the management and collection of pharmacy data and services.

Applications within Health Director suite include:

- Chartflow pharmacy workflow tool and nurse real-time ordering dashboard
- Medication Manager electronic medication management tool
- Intervention Manager – electronic intervention management program.



CLINICAL GOVERNANCE

PHARMACY PRACTICE UNIT

Icon Group is proud to lead the private hospital pharmacy services sector in clinical governance via its Pharmacy Practice Unit (PPU).

Consisting of clinical pharmacy specialists and operational managers, the PPU is an internal governance and quality team responsible for articulating best practice and medicine obligations that align with published pharmacy standards.

The PPU is responsible for developing a framework for innovation, continual quality improvement, and remaining at the forefront of changes in the pharmacy sector.

The PPU supports a variety of educational initiatives that offer professional development for Icon Group team members, guiding pharmacists in their clinical and regulatory obligations to deliver safe, high-quality medication and pharmaceutical advice to patients.

SKILLED WORKFORCE

Icon Group is committed to supporting its pharmacy team members in the continuous development of their knowledge and skills through several learning and development programs.

Icon Group offers a dedicated cancer clinical pharmacy training program for pharmacists and pharmacy technicians working in oncology and clinical trials. Other specialty training modules include critical care clinical pharmacy, cardiac, antimicrobial stewardship, medication safety, compounding, surgical and perioperative, IVF, mental health, leadership and management, and retail pharmacy.

CLINICAL SUPPORT PHARMACY TECHNICIANS

Icon Group's Clinical Support Pharmacy Technician (CSPT) development pathway provides experienced pharmacy technicians with dedicated training, support, and evaluation to allow them to perform selected and clearly defined activities in a hospital ward environment as a CSPT. CSPTs work alongside and under the direct supervision of pharmacists to provide safe, quality patient care, becoming an integral part of the hospital ward multidisciplinary team.

CSPTs support our pharmacists in clinical prioritisation, medication history taking, and medication information provision – liaising with dispensary staff, nursing, and medical staff where appropriate – allowing our team to deliver clinical pharmacy services more efficiently to a higher number of patients. The role of the CSPT is supported by SHPA.

PROFESSIONAL LEADERSHIP

Icon Group is committed to engaging and advocating through professional and governmental bodies as an active contributor to the growth of the pharmacy profession. Senior Pharmacy leaders hold elected positions on various national committees associated with the SHPA, providing representation for private hospital pharmacy services. In addition, Icon Group team members are regularly invited and contribute to government consultations on a wide range of issues relating to use of medicines and pharmacy practice.

Icon Group acknowledges the Traditional Custodians of all the lands on which we provide our services and recognise that these have long been places of healing. We pay our respect to Elders – past, present and emerging for they hold the memories, the traditions, the culture and hopes of First Nations peoples. We acknowledge the important role Aboriginal and Torres Strait Islander peoples play in teaching us how best to deliver health care to the Indigenous community and are honoured to be able to work on this land for the purpose of providing the best cancer care for all people.



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