



Clearway
Health

CASE STUDY

Nonprofit, Rural Community-Directed Health System Realizes Full Potential of 340B Program

SUMMARY

To provide improved access and comprehensive care to patients in need of specialty medications, Clearway Health and a nonprofit, rural community-directed health system partnered in 2022 to bring a reliable, robust and scalable specialty pharmacy program to the health system. The health system had previously offered retail pharmacy services and outside contract specialty pharmacy medications to patients on campus. However, they understood the importance of offering a specialty pharmacy service line that would:

- Decrease medication costs
- Overcome insurance and financial barriers
- Prevent care fragmentation and keep the continuum of care under the health system
- Unlock access to innovative medications that were previously unavailable

Through optimizing the 340B Drug Pricing Program, maximizing savings and providing enhanced clinical support for patients facing complex illnesses, the health system achieved extraordinary growth over the course of the partnership maturing into a specialty pharmacy powerhouse. The program has improved and grown clinically, operationally and financially and will continue to give back to the patients, hospital and community for years to come.

OVERVIEW

The health system, located in the Midwest region of the United States, is a Disproportionate Share Hospital (DSH), serving a large percentage of low income, uninsured and Medicaid patients. Therefore, they receive special federal and state payments (DSH funds) to help cover the costs of care for these vulnerable populations.

Staffing shortages, high labor costs and the pandemic recovery were some of the challenges the health system was experiencing when they selected Clearway Health as their specialty pharmacy partner. Hospitals located in rural communities were significantly impacted during the pandemic and they needed a partner to help them compensate for staffing and labor challenges.

Prior to their collaboration with Clearway Health, the health system was experiencing barriers in keeping up with specialty pharmacy regulations and manufacturer restrictions. The challenges included mandates from insurance plans to use specific contract pharmacies, clinical policies on medication coverage and manufacturer restrictions on the 340B Program. Drug manufacturers imposed stringent cuts to restrict safety-net hospitals (covered entities) like this health system from accessing the 340B Program for medications dispensed by a contract pharmacy. Instead, they relied on contracted pharmacies to serve the hospital's rural community, which had a negative financial impact on the health system, decreasing their ability to provide affordable and comprehensive medication services to their community.

The health system chose Clearway Health to help them overcome these challenges. The partners set out to improve medication access, adherence and clinical outcomes for patients, optimize the 340B Program, earn specialty pharmacy accreditation, gain access to limited distribution drugs (LDDs) and restrictive payor networks and manage a successful specialty pharmacy program that would bring financial stability to the health system. Clearway Health's team would also help unburden physicians and clinical staff from cumbersome tasks like prior authorization approvals and medication logistical support so that they could focus more time on taking care of their patients.

APPROACH

The health system already had existing retail pharmacies on campus and was eligible for the 340B Program through their DSH status. Clearway Health assessed their pharmacy inventory process and conducted a detailed analysis of the health system's full 340B Program opportunity to determine how they could optimize eligibility and maximize savings for eligible medications. The Clearway Health team projected the long-term growth and viability of an expanded specialty pharmacy program and made several recommendations for improving the health system's supply chain opportunities including gaining competitive pricing on 340B medications and unlocking access to LDDs to improve access to medications for their patients.

"The health system needed a partner who fully understood our challenges and could help us analyze and understand our data to make informed decisions about the future of our health system that would take us in the right direction. The Clearway Health team has exceeded expectations; our specialty pharmacy program is performing at a pace and standard we never anticipated."

Vice President of Hospital and Ancillary Services

Specialty Pharmacy Expansion

Clearway Health's focus was to help expand their outpatient specialty pharmacy and build the infrastructure of a centralized specialty pharmacy within the health system. The partners worked to identify 340B savings opportunities including converting additional prescriptions to qualify under the hospital's DSH status umbrella, implemented a margin maintenance plan to better manage inventory purchases, sales and turnover rates, improved access to oncology medications and LDDs and achieved Utilization Review Accreditation Commission (URAC) accreditation. In addition to these strategic adjustments to position the specialty pharmacy for sustainable long-term patient care, the partners embarked on additional clinical, operational and technology improvements to significantly expand and grow the program over the course of four years:

Clinical Improvements

- **Embedded Pharmacists and Pharmacy Liaisons Into Clinics –**
A team including clinical pharmacists, pharmacy technicians, specialty pharmacy patient liaisons and a Director of Specialty Pharmacy were hired and trained by Clearway Health to lead the specialty pharmacy. This team became dedicated on-site partners, fulfilling specialty prescriptions, supporting program operations and ensuring patients received coordinated, personalized care.

"The specialty pharmacy program has greatly improved the way we help our patients on complex medications. Many of our patients are dealing with difficult diagnoses, complex illnesses and affordability challenges, and it's been incredible to watch how this program has grown over the years to provide this much needed support and service to these patients."

System Pharmacy Director

- **Reduced Clinical Staff Burden and Improved Staffing** – Under a new Collaborative Practice Agreement (CPA) that Clearway Health helped to initiate, clinical pharmacists manage medications for complex diseases. This has helped to relieve the health system's staffing challenges and reduced burden on physicians and clinical teams.

"As a provider who backed the inception of the collaborative practice agreement, I can't say enough about how this additional support has reshaped and enhanced the way we take care of our patients."

With the help of clinical pharmacists to help with medication management, adherence, adverse event remediation and provide ongoing support to our patients with complex medical conditions, we as providers can now focus more time practicing at the top of our license to care for our patients. The additional support has relieved us from tasks that can now be directed to our clinical pharmacists, and this has made all the difference."

Chief Medical Officer

- **Prior Authorization (PA) Efficiency** – When a PA is approved quickly and the patient has their medication in hand without delay, it's more likely they will begin treatment and stay engaged in their care. Reducing the PA turnaround time positively impacts patients' adherence to their medications, helping to improve their overall clinical results.

Clearway Health pharmacy liaisons excel in PA efficiency, ensuring short turnaround times and a simplified process for the clinic. They investigate benefits available to patients who are

newly prescribed for specialty treatment, submit PA approval requests to health plans and manage initial and renewal authorizations. Over the past four years, the specialty pharmacy team has successfully processed more than 3,500 PAs for this health system.

Operational Improvements

- **New Medication Therapy Management (MTM) program Improves 340B Eligibility** – A key initiative in the program's success was establishing a new MTM program to help improve 340B eligibility. A MTM program is a term used to describe a process where pharmacists provide clinical support to patients while converting prescriptions to 340B eligibility status.

Prescriptions fulfilled through the health system's DSH facility are 340B eligible. Since DSH was established to reimburse hospitals for some of the uncompensated care costs associated with caring for uninsured or underinsured patients, it has the most advantageous 340B designation. Clearway Health helped to optimize the health system's 340B strategy, enabling them to navigate both optimization and compliance through appropriate MTM program visits, patient enrollments, audits and ongoing compliance checks.

To maintain eligibility, hospitals must keep accurate records of patient appointments, prescriptions and 340B-eligible locations. To manage this complex process, Clearway Health guided the health system to select and implement a third-party administrator (TPA). These external partners are responsible for processing, evaluating and recording transactions related to 340B medications. TPAs also manage the flow of data needed to demonstrate compliance with HRSA requirements so they can maintain program eligibility.

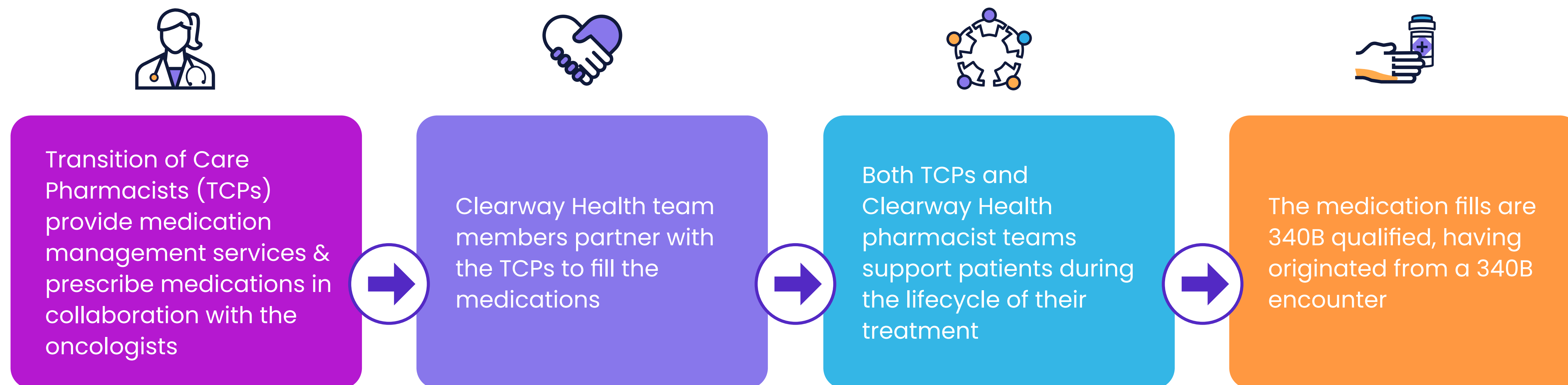
Through these efforts, the Clearway Health team helped to unlock access to additional medications, including orphan drugs, to mitigate 340B exclusions.

- **Improved Workflow Enhances Access to Oncology Medications** – Before collaborating with Clearway Health, the health system's specialty pharmacy was only capturing about 22% of oncology medications for their cancer patients. Due to 340B status and drug lockouts, oncology medication had not been a primary focus. About 65% of the oncology prescriptions were subject to the orphan drug exclusion. Therefore, the oncology medications were being purchased at wholesale acquisition cost (WAC) with associated contract pharmacy fees.

Utilizing existing pharmacists and the clinic's Transition of Care Pharmacists (TCPs) workflow process, the Clearway Health team was able to qualify prescriptions for 340B eligibility. In the workflow, the TCPs provide medication management services through the health system's oncology practice and prescribe medication in collaboration with the oncologist. This workflow helps to maximize patient clinical care and optimize the 340B financial benefit to the health system. Clearway Health's specialty pharmacy software solution, Charter, is also helping the TCPs better manage workflows by streamlining patient enrollment, tracking medication access and usage, managing medication accessibility, tracking and prioritizing tasks and role-based procedures, analyzing actionable data and providing a real-time view to monitor patient prescriptions and fulfillment.

Clearway Health's team tracked all the new oncology medications that previously could not be filled and identified prescriptions that were previously sent to a contracted pharmacy that could now be filled by the health system's pharmacy.

Major changes in the utilization of the 340B Program drove higher gross margins. The specialty pharmacy became a multi-million-dollar asset to the health system, generating a 27% gross margin growth over four years. Driving additional capture from the oncology practice has resulted in a gross margin of \$25 million, thus far, and will continue to grow.



- **Unlocking Access to LDDs**

Clearway Health helped the health system implement creative solutions for furthering relationships with manufacturers, payors and Pharmacy Benefit Manager (PBMs) and created more accessibility for new medications. Creative solutions included:

- *Comprehensive reporting* –
This data on new medications includes how often the medication is dispensed, patients' adverse effects that may lead to discontinuing medication and favorable clinical outcomes.
- *Alignment with clinical performance standards* –
Policies and procedures were reviewed and followed by the Clearway Health team to ensure they met specific metrics to prove the pharmacy was prepared for access and able to serve patients.
- *Strategic contract negotiation* –
An extensive application process is required where supporting documentation is necessary to meet requirements.
- *Wholesaler coordination* –
Clearway Health evaluated wholesalers to equip the health system's decision to choose a wholesaler that best supports their specific patient medication needs.

As a result of these efforts, chronic disease management and patient care improved, which helped to lower healthcare costs for all parties involved. The care of patients stayed within the health system leading to better care coordination. This initiative required discipline and focus but made a tremendous difference in improving access to limited distribution specialty medications.

- **Accreditation**

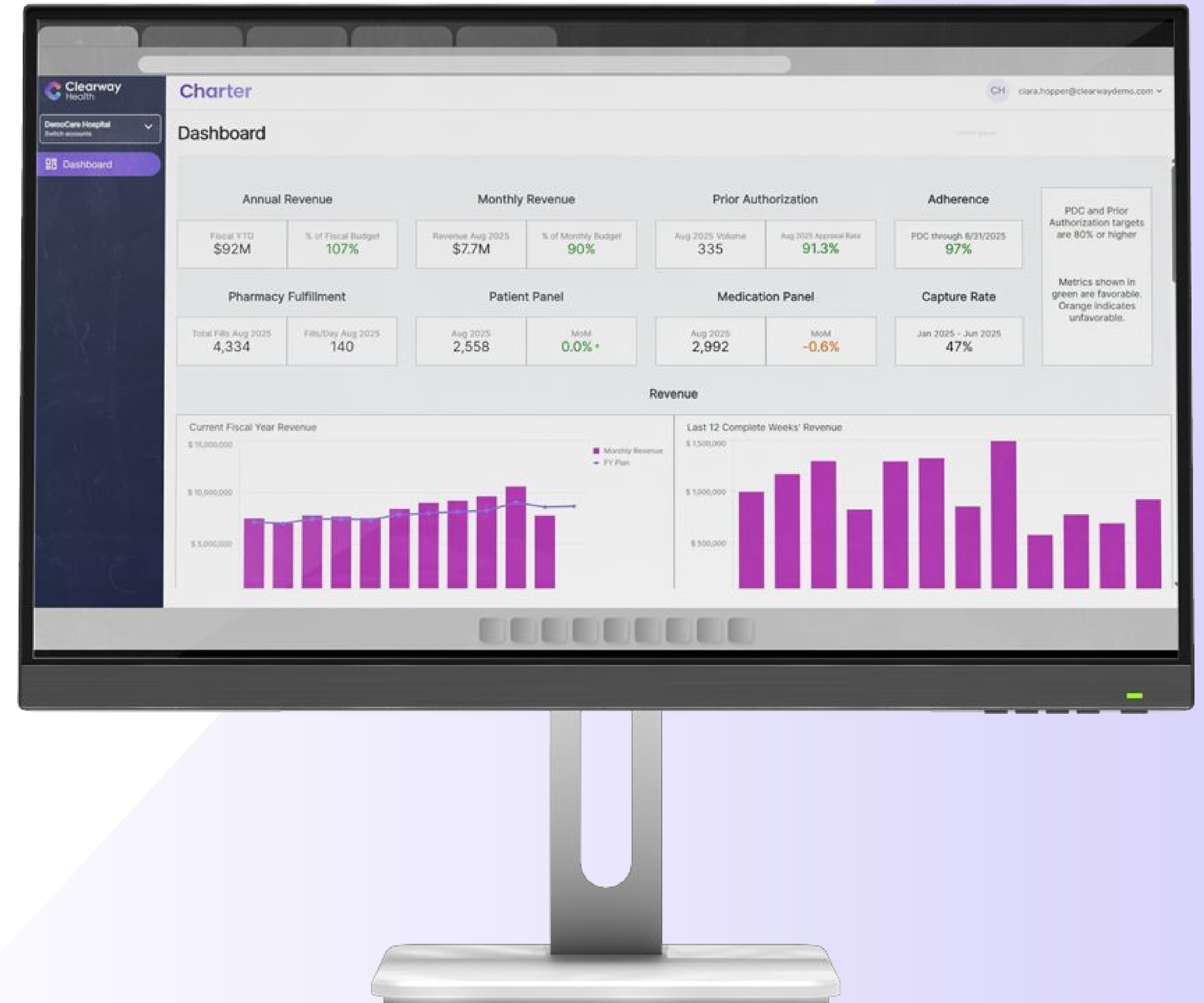
Specialty pharmacy accreditation demonstrates a seal of quality ensuring pharmacy operations and patient management services adhere to the highest set of standards. Clearway Health's accreditation experts worked alongside the pharmacy team to prepare their program for initial accreditation and then provided an ongoing compliance and audit roadmap for reaccreditation readiness. The health system achieved accreditation for the specialty pharmacy. This accreditation also helped to improve payor and manufacturer contracts and access to LDDs.

Charter

Technology Improvements

Charter is a proprietary patient management platform developed by Clearway Health to support the specific needs of specialty pharmacy programs. Charter is being used by Clearway Health liaisons, clinical pharmacists and team members who are collaborating with providers and clinicians to care for patients who are enrolled in the program. Charter helps to identify patients with a new diagnosis or newly received treatment that requires specialty pharmacy. Once identified, patients are continually supported while prescribed their specialty medication. This includes facilitating the monitoring of medication adherence and clinical outcomes and offering a more integrated approach to patient care management.

The Client Dashboards in Charter allows the health system to access their specialty pharmacy programs' performance data such as Key Performance Indicator (KPI) insights and month-over-month trends to help them make data-driven decisions and identify growth opportunities.



Infectious Disease Program Launch

Clearway Health's clinical pharmacists help to identify patients in need of treatment for infectious diseases such as the hepatitis C virus (HCV), Human Immunodeficiency Virus (HIV) and Sexually Transmitted Infections (STIs) and initiate medication therapies. They play a key role in eliminating barriers to screening services, improving medication access and affordability and facilitating continuity of care. Clinical pharmacists bridge the gap between screening the patient, identifying them as needing treatment and then attending to the patient until they get the desired clinical response. They support the treatment process while also supporting both the patient and the provider.

Clearway Health and the health system launched a comprehensive test-and-treat infectious disease screening and treatment program that was implemented at several care sites including the emergency department, primary care practices and specialty practices such as gastroenterology and oncology in early 2025. The goal of the program was to increase the

screening rate through patients' primary care physician engagements, minimize attrition in the HCV and HIV treatment cascade and improve medication access and cure rates for these diseases.

The partners set up a collaborative practice agreement and Clearway Health provided a dedicated clinical pharmacist and liaison to support the program. The team assessed the current screening and treatment workflow and developed a more fluid and improved system-wide workflow. They connected with the hospital's IT team to access HCV screening data, set up a weekly screening monitoring dashboard and implemented electronic medical records (EMR) best practice alerts to identify internal referrals. They also connected with provider champions in primary care, infectious disease and the gastroenterology clinics to introduce the HCV clinical pharmacists and encouraged them to communicate this option to patients to help keep their medication access and treatment management under the care and supervision of the health system.

RESULTS

Specialty Pharmacy Outcomes Driving Overall Financial Performance

The strategic adjustments put in place such as optimizing 340B eligibility, gaining access to LDDs and earning URAC accreditation have driven exceptional growth at the specialty pharmacy. These efforts have resulted in:

1,755% total increase in program revenue over the first four years of the partnership and will continue to grow.

The enhanced focus on 340B optimization and the work through the MTM program resulted in \$25 million in margin from April 2024 through February 2026.

Gaining access to LDDs resulted in \$390,000 in margin over an eight-month period.

During a 12-month period (April 2025-March 2026) there was \$34M in savings attributed to 340B program optimization.

RESULTS

Clinical Improvements

Having additional support from Clearway Health pharmacy staff has freed up more time for providers and medical staff, allowing them to spend more valuable time taking care of their patients. In turn, patients are receiving better care and are more satisfied. Provider and clinician surveys returned a Net Promoter Score (NPS) of 100, with excellent feedback from providers and clinicians.

► Clinical interventions

made by Clearway Health clinical pharmacists have resulted in **1,153** patients being diagnosed, managed and treated for a complex health condition since the program began.

► Maximized treatment completion and cure rates

through patient engagement and providing medication adherence and adverse effect management services via telehealth.

► Expanded screening services

for high-risk communities. Thus far, the health system's infectious disease screening program has identified nearly **220** new HCV patients.

► Partnered with provider offices

to make sure patients follow through on their treatment.

► Streamlined treatment plans

allow the health system's patients to purchase their medications through the specialty pharmacy, making the transition from diagnosis to linkage to care seamless for patients.

► Added knowledgeable clinical staff

that were integrated into the health system's clinical teams to enhance care and medication coordination, allowing clinical teams to practice at the top of their license.

► Eliminated barriers for patients

through improved medication access, more efficient PAs, timely medication delivery as well as specialty pharmacy liaison and clinical support.

Clinical Care Team Feedback

The liaisons are very efficient when it comes to prior authorizations and dealing with insurance barriers. They do a fantastic job of communicating and collaborating with providers and nursing staff. This service saves a tremendous amount of time for providers and nursing staff and helps to ensure that patients receive their medication timely. They are wonderful about contacting patients and ensuring delivery of medications. They are always friendly and courteous, and happy to help. We are so thankful to have this service available as it functions as an essential bridge between providers, patients and insurance companies.



Registered Nurse

It has been very helpful when the liaison can come into the exam room to talk to my patients to tell them personally she is from the specialty pharmacy, and she does well with getting the patients to agree to keep the business in house. I honestly do not know how I would get this job done without her.



Registered Nurse in
Rheumatology Clinic

I very much appreciate the prompt response time and flexibility in workflows to optimize efficiency of processes regarding oral Oncolytics.



Provider

The liaisons are very knowledgeable and explain things very well when we have questions on patient medications, authorizations and general questions. It is beneficial having them in the office to be able to speak with patients as well when patients have questions.



Clinical Staff

Patient Feedback

Severe weather prevented the timely delivery of medication for multiple patients who were in dire need. Clearway Health's pharmacists have driven the medications to patients' homes on several occasions. The quote below is from one of the patients who was helped during severe weather.



I can't believe you would drop this off in person. No one else would have done this for me.



I've never had a medication like this go through so fast and your team contacted me right away. Both team members I spoke to were friendly and thorough. I also received the medication fast via delivery. A+



Over the last three years the specialty pharmacy has gone above and beyond every single time. They have helped me with billing and straightened out incorrect demographics. Each of these times it involved a 3rd party vendor, and they knocked it out of the park. I am impressed and so very grateful.



I was thoroughly impressed! From the pharmacy already having the prescription copay card from the drug manufacturer to the prompt delivery of the prescription. Amazing service!

“Our partnership serves as an ideal example of the value-driven results that come to fruition when a health system invests in a partner to expand or build a specialty pharmacy program. These results reflect Clearway Health’s mission of providing a service that’s been proven, lived and experienced by our team in helping patients navigate a path that ensures they are receiving affordable access to lifesaving medications.”



Derek Dennis, PharmD
Senior Vice President, Client Services,
Clearway Health



clearwayhealth.com
info@clearwayhealth.com