

Stewardship of the Pharmacy Technician Workforce for Health- System Leaders: Part 1

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Facilitators: Perry Sweeten, Andrew Harsh &
Deidra Dickerson



Learning Objectives

- Identify current trends in the pharmacy technician workforce
- Choose tactics to build intrinsic motivation and engagement
- Develop a job description to position the technician workforce for the future

Where Have We Come From?

“A legion of technicians exist in the nation’s hospitals”

Harvey A.K. Whitney, *Drug Intelligence and Clinical Pharmacy*,
Jan 1977

Where Are We Now?

“A majority of administrators reported turnover rates of at least 21%...10% lost at least 41% of technicians”

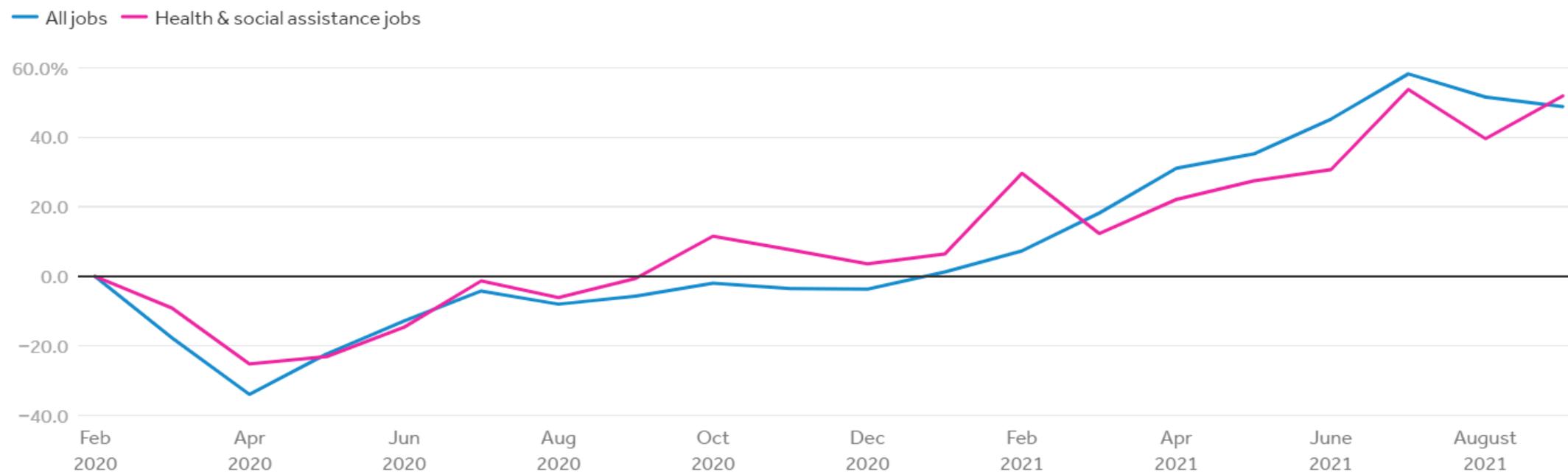
2022 ASHP Pharmacy Technician Survey

Overview of Current State

- Challenges with technician recruitment
 - Pandemic impacts
 - Changes to staffing due to pandemic; closure for lack of patients
 - Inpatient and clinic exposure to COVID positive patients
 - Pressures of closures on child- care/education
 - Expansion of work from home positions
 - Community college training programs suspended programs due to low enrollment

Overview of Current State

Cumulative % change in job openings since February 2020, by month, health & social assistance jobs, and all jobs



Note: "All jobs" includes nonfarm jobs only

Source: Bureau of Labor Statistics Job Openings & Labor Turnover Survey (JOLTS) • Get the data • PNG

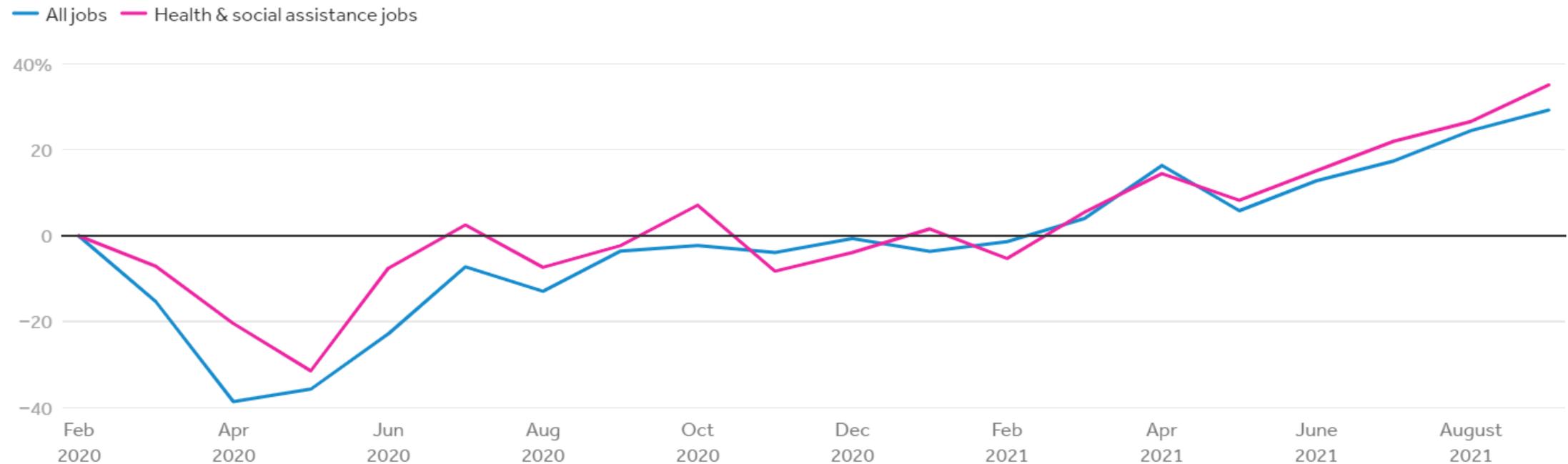
Peterson-KFF
Health System Tracker

<https://www.healthsystemtracker.org/chart-collection/what-impact-has-the-coronavirus-pandemic-had-on-healthcare-employment/#Cumulative%20%20change%20in%20job%20quits%20since%20February%202020,%20by%20month,%20health%20&social%20assistance%20jobs,%20and%20all%20jobs%20> accessed July 17 2022



Overview of Current State

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Overview of Current State

- ASHP Technician Survey
 - Challenges with technician recruitment during the Pandemic
 - Inpatient and clinic exposure to COVID positive patients
 - Pressures of closures on child/family care & education
 - Expansion of work from home positions
 - Fewer applicants with Tech Training Program completion
 - Competition for applicants in this pay range

Regional Labor Challenges: Nashville Job Market

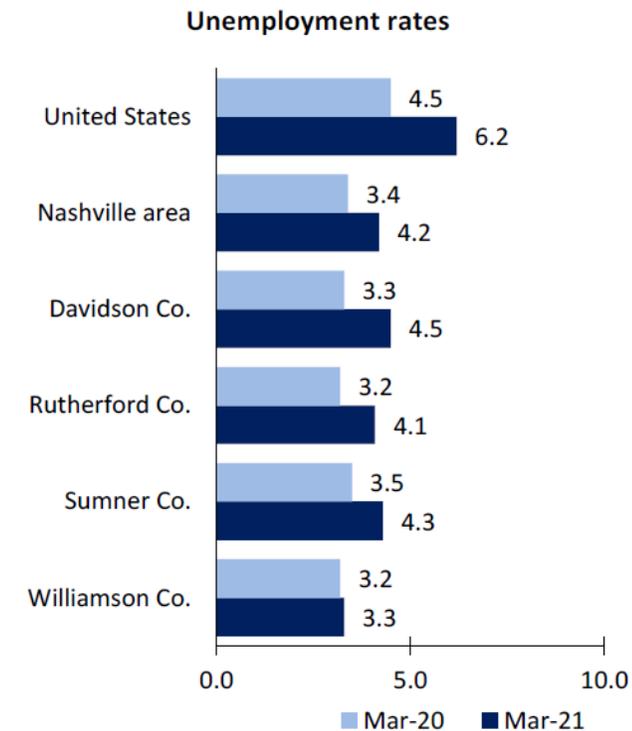


ECONOMY

Austin, Nashville Rank at Top of Hottest U.S. Job Markets

Apple is building \$1 billion corporate campus in Texas capital; Amazon is investing in Tennessee city

Unemployment rates for the nation and selected areas



Source: U.S. BLS, Local Area Unemployment Statistics.

Nashville Job Market

- Per Indeed.com – 16,871 jobs in the \$15/hr. range
- Per Simplyhired.com – 8,204 jobs in the \$20/hr. range
- Per Indeed.com – 10,899 jobs in the \$25/hr. range

- Over 35,000 jobs available in the \$15-25/hr. pay scale

US Labor Statistics – Pharmacy Technicians

- 2020 Median pay \$35,100 per year; \$16.87 per hour
- Entry level education – high school diploma
- No previous experience generally required.
- Moderate term on the job training generally offered.
- 422,300 jobs in 2019; 4% growth expected 2019-2029.

- Per Department for Professional Employees (AFL-CIO)
 - 2005-2015 wage growth just 2.73%

Pharmacy Technician Job Satisfaction

- Per Careerexplorer.com – 2.8 out of 5 stars, which puts them in the bottom 15% of careers

Job	Satisfaction	Avg Salary
Psychiatric Tech	2.8	\$35k
LPN	2.8	\$45
Clinical Nurse Specialist	2.8	\$73K
Healthcare Social Worker	2.8	\$57K

Employee engagement is an ongoing opportunity.

Polling Slide – Tactics Being Used

- A. Recruiting bonus
- B. Incentive pay for overtime/extra time
- C. Use of agency staffing
- D. Repeated market compensation assessment
- E. Hiring pharmacists in place of technicians

Tactics Being Used

Approved hiring bonus for all technician positions – paid over 18-24 months

Approved referral bonus for staff referring a candidate who stays 18-24 months

Approved incentive pay for difficult to fill shifts

Approved use of agency for key technician position hires

Reclassified certified technician positions to noncertified

Approved free tuition to technician training program

Approved coverage for relocation expenses as appropriate

Continued market assessment of compensation and increasing where warranted

Continue justification document for retention bonus

Hiring pharmacists in place of technicians

Where Is the Industry Going?

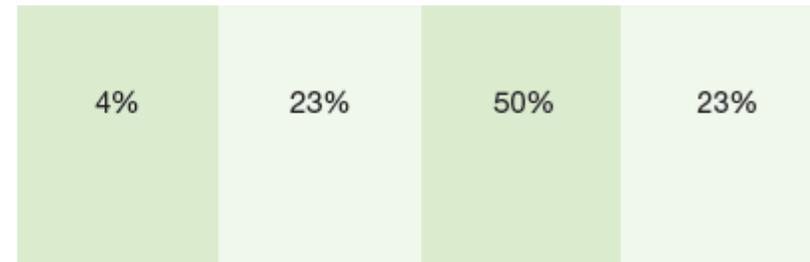


Pharmacy Forecast – Technicians

- Innovative scheduling and work arrangements
- Sustainable career advancement programs
- Professional development for technicians
- Continued focus on well-being and workforce resilience
- Further expansion of technician roles

3

Pharmacy technicians with advanced training providing patient care support services (e.g., by conducting medication reconciliation, taking medication histories, extracting data from health records).



Pharmacy Forecast – Technicians

3

In at least 75% of health systems, pharmacy technicians with advanced training will provide patient care support services (e.g., by conducting medication reconciliation, taking medication histories, extracting data from health records).



● VERY UNLIKELY ● SOMEWHAT UNLIKELY ● SOMEWHAT LIKELY ● VERY LIKELY

6

Innovative scheduling and remote work solutions will be required to recruit and retain pharmacists and pharmacy technicians.



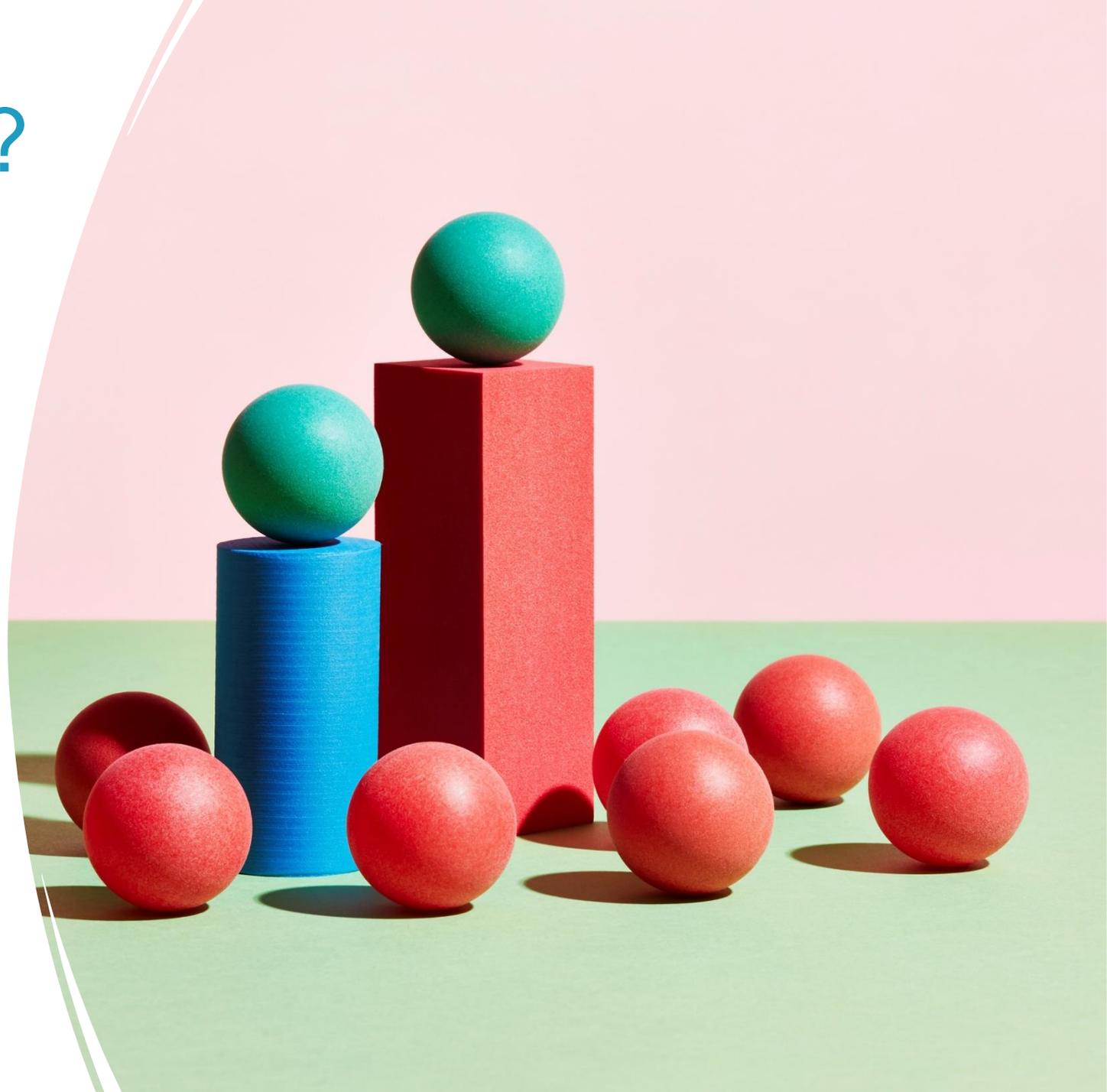
PAI 2030 – Technicians

- Continue to advance competence and professionalism while supporting practice in advanced roles in all practice settings
- Have complete responsibility for advanced technical and supporting activities
- Organizations should support technician certification and foster development of professional career paths.
- Practice should focus on the development of scope of practice competencies in acute care and ambulatory settings

Future for the Industry

- Jobs requiring physical proximity to the patient are forecast to change the most
- Advancements in automation and AI will focus on these jobs
- Continued aging of the US population will support continued healthcare job growth
- Continued shortages in the Nursing workforce and focus on advancement of technician roles will create a gap in front line technician staffing as pharmacy's role in medication administration shifts

What Motivates Us?



Fostering Intrinsic Motivation

“Maintenance Factors”

- Company policy & administration
- Technical supervision
- Interpersonal relations with supervisors, peers & subordinates
- Salary
- Job security
- Personal life
- Working conditions
- Status

“Motivational Factors”

- Achievement
- Recognition
- Advancement
- Work Itself
- Possibility of Growth
- Responsibility

Going “Beyond the Job”

- “Above and beyond” = Encouraged or expected?
 - “Expectancy x value” formula
- Development of “citizenship behaviors”
 - Do I want to, or do I have to?
 - Parallel to job crafting

Melissa S. Medina, Ed.D., Assessing students’ motivation during advanced pharmacy practice experiences, *American Journal of Health-System Pharmacy*, Volume 68, Issue 23, 1 December 2011, Pages 2230–2235, <https://doi.org/10.2146/ajhp110275>

Mark C. Bolino & Anthony C. Klotz. How to Motivate Employees to Go Beyond Their Jobs. *Harvard Business Review*, September 15, 2017.



Lateral Leaders

Lead from alongside

Harness the abilities of others

Ask questions, solicit suggestions,
delegate

Treat staff as colleagues

Communicate through open
discussion

Empower

Lead from front

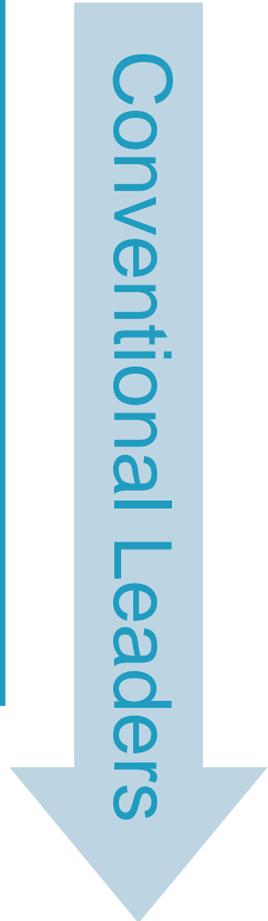
Think they know best

Give directions and orders

Treat staff as subordinates

Communicate through memos and
email

Instruct



Conventional Leaders

Leadership Development for Technicians

Teams of Big "L"
& Little "l" Leaders



The Engagement Dilemma



How do we engage our pharmacy technicians to inherit a vested interest in the profession?



The Engagement Dilemma

Workshops #1A and #1B: 10 MINUTES
Debrief Time: 5 MINUTES



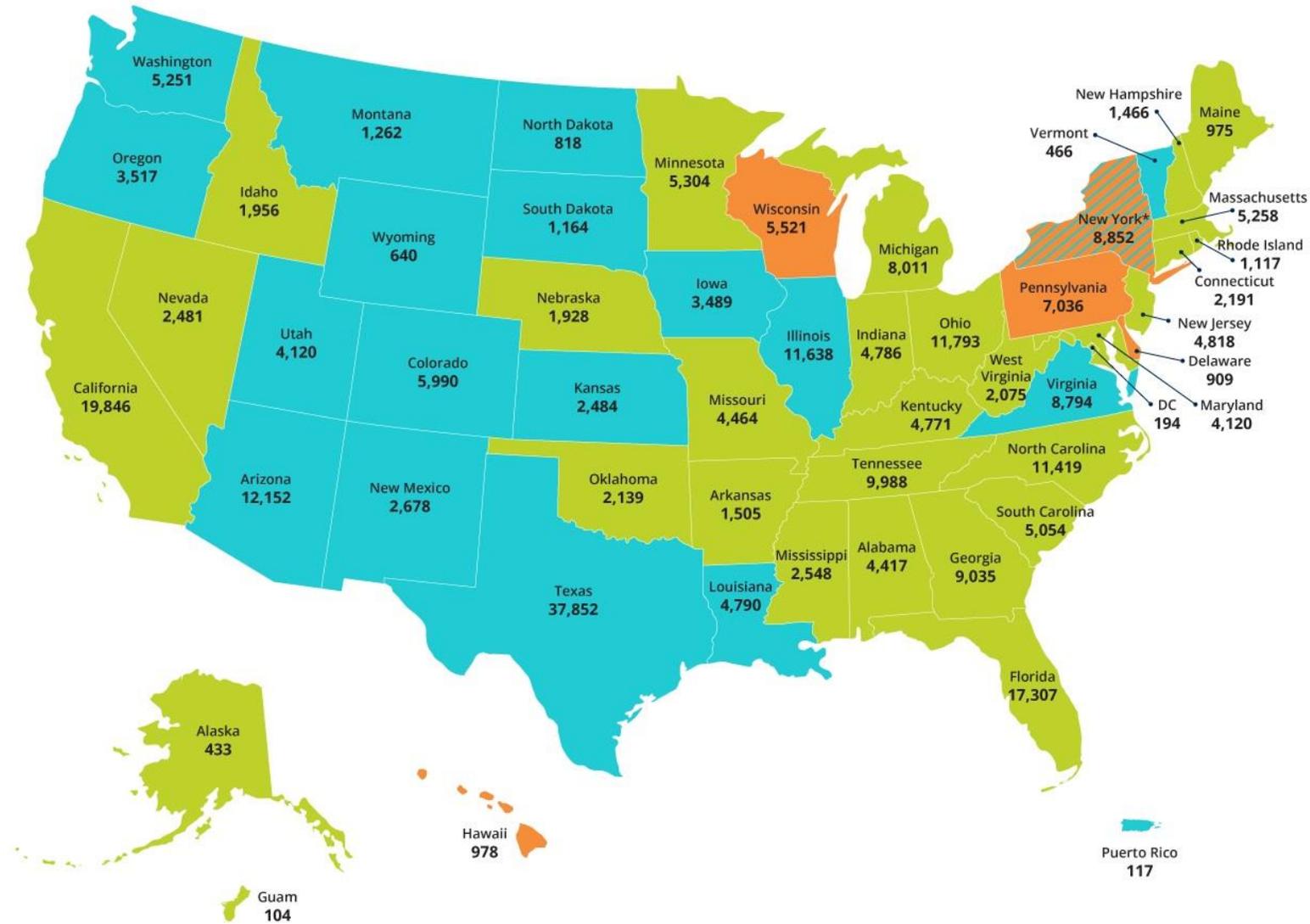
Workshops: 10 MINUTES

	1A. Engagement Starts with Job Description Marketing	1B. Innovative Engagement Campaign
Group:	<u>LEFT</u> Side of Room	<u>RIGHT</u> Side of Room
Goal:	Identify pharmacy technician job description marketing factors and offers that are compelling, accurate and resonate with the target candidate.	Design an engagement initiative that you would like to see implemented at your institution, incorporating the ideas presented that you feel would have positive impact on your pharmacy technicians.
Task:	<p>How would you best market this position? (i.e., what is your 30 second elevator pitch?)</p> <ul style="list-style-type: none"> Who is the target audience? How will you differentiate the job from other settings? Is your pay competitive to the market value? What are different scheduling options? What are the education requirements? Which benefits are offered? Will you provide other fringe benefits? 	<p>As a group, discuss options for an engagement initiative targeting pharmacy technicians.</p> <ul style="list-style-type: none"> What activities will be included? Who will execute this plan? What resources do you need? What is the anticipated impact on technicians? How will you measure this? How will you sustain/build upon this?

Debrief Time: 5 MINUTES



Current Trends: Licensing/Registration & Certification



PHARMACY TECHNICIAN REQUIREMENTS

- Must be registered or licensed
- Must be nationally certified and registered or licensed
- No requirements

*New York requires registration and certification for health-system technicians only.

Figures are current as of December 31, 2021

Current Trends: Education & Training



Offering Organization (Top 4 Types)

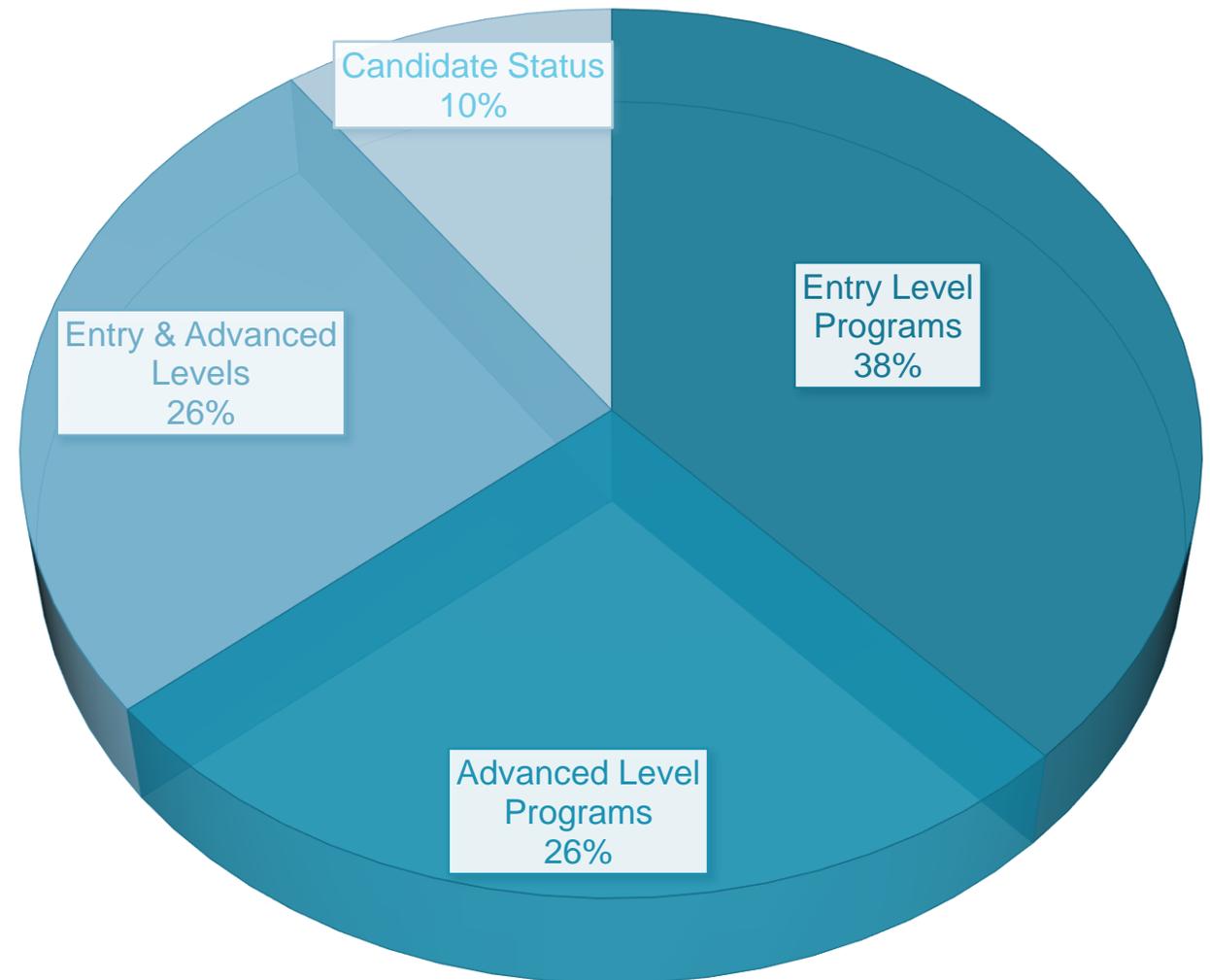
Higher Education – Community College

Technical Schools

Higher Education – Private for Profit

Health Systems

PROGRAM TYPE (N=238)



Current Trends: Education & Training



Other types of programs

PTCB-recognized education and training program

- *NOTE: All ASHP/ACPE-accredited programs meet this recognition*

On-the-job training programs

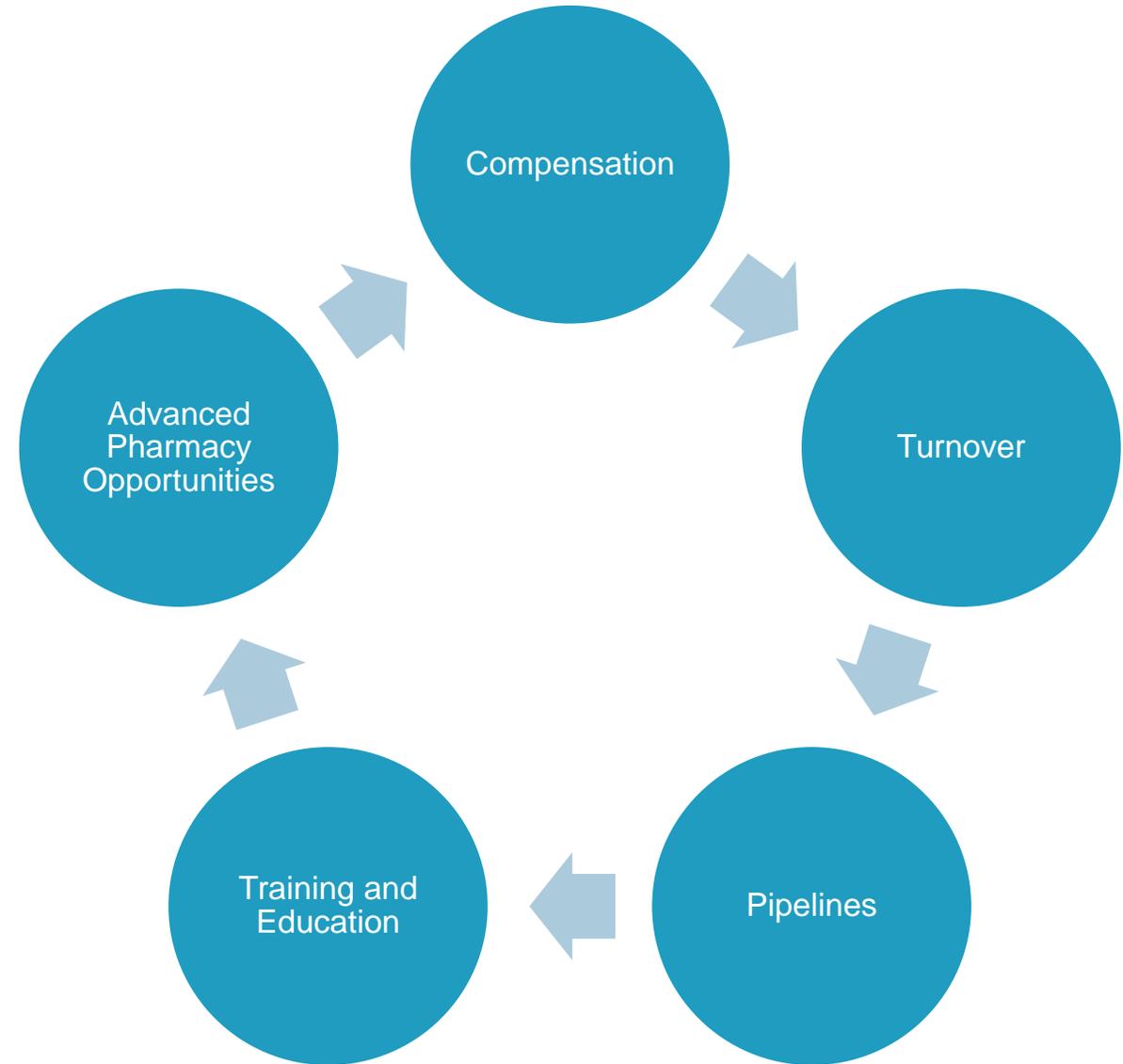
Apprentice/trainee programs

Board of Pharmacy-approved training programs

*No formal training

Current Trends: Recruitment

Types of Bonuses being utilized
Hiring
Referral
Retention



Current Trends: Challenges re: Worklife Balance

Monetary Tactics	Nonmonetary Tactics
Incentive pay to cover open shifts	Alternative scheduling options
Career development ladders	Onsite childcare
Revised salary minimums	Use of 10-hour shifts

Commitment to Diversity, Equity & Inclusion



“Diverse and inclusive teams are 3 times as likely to be high performing and 6 times more likely to be innovative and agile.”

Diversity:

The condition or fact of being different or varied; a range of different things or people
(Cambridge Dictionary)

Inclusion (to include):

To take in or comprise as a part of a whole or group
(Merriam-Webster Dictionary)

Equality:

Each individual or group of people is given the same resources or opportunities

Equity:

Each person has different circumstances and allocates the exact resources and opportunities needed to reach an equal outcome

Ensuring Diversity, Equity & Inclusion (DEI)

Why is ensuring DEI critical to healthcare?

- Representation of the communities we serve (evolving patient population)
- Healthcare workers contribute to racial and ethnic disparities in healthcare

How does DEI affect pharmacy?

- Assist in addressing national shortage of technicians
- Access to educational opportunities

What role do pharmacy leaders play to ensure a diverse & inclusive workplace?



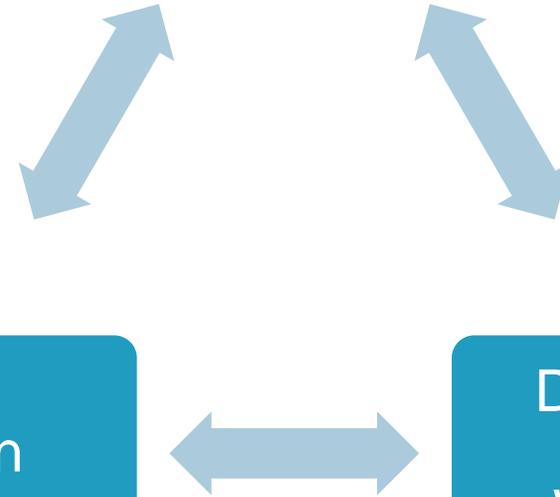
Ensuring Diversity, Equity & Inclusion



Recruitment

Retention

Diverse and
Inclusive
Workplace

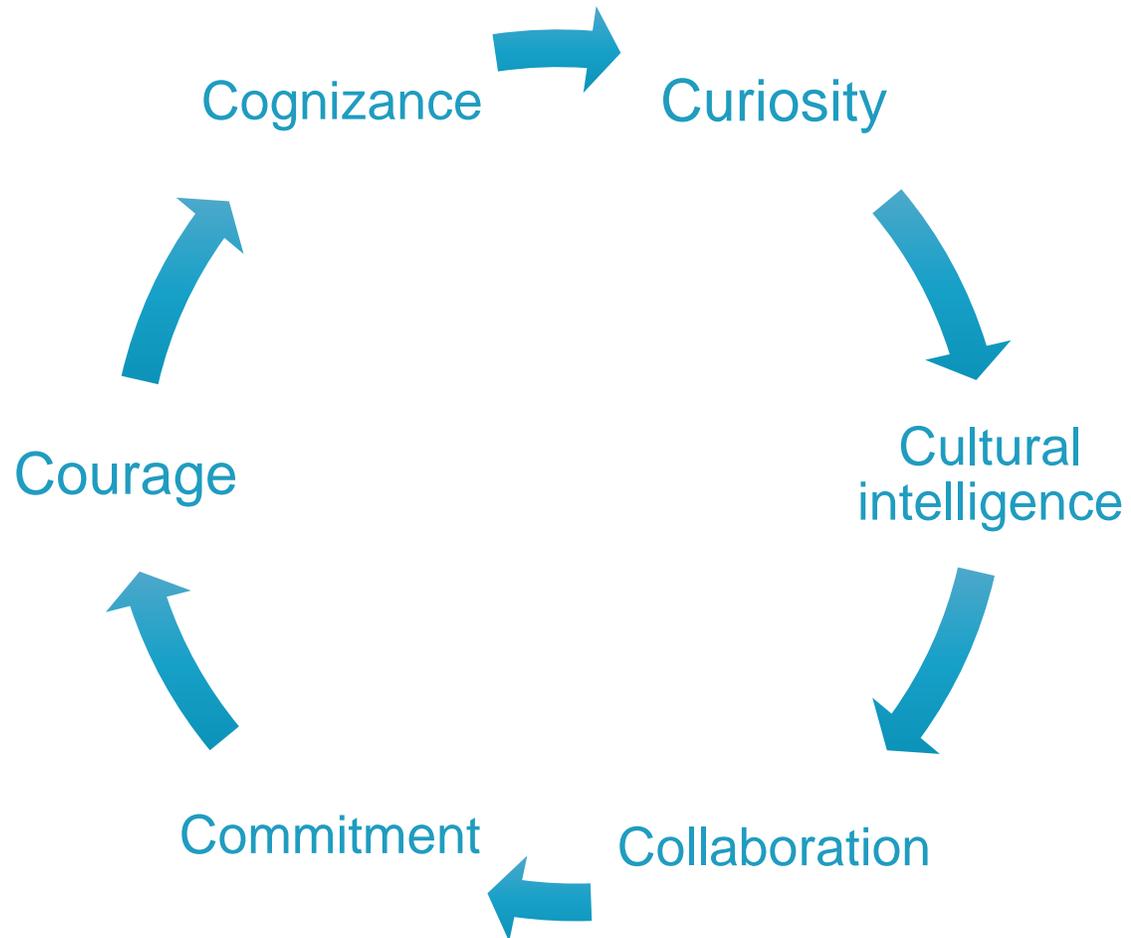


Ensuring Diversity, Equity & Inclusion



Ensuring Diversity, Equity & Inclusion

The Six Signature Traits of an Inclusive Leader



Tools to Ensure DEI

- Education and Training
 - Unconscious Bias
 - Antiracism
 - Cultural Competence
- Employee Resource Groups
 - e.g., MERG (Mayo Employee Resource Group)
- Representation of technicians in leadership/operational decision-making

Workshop #2: 10 MINUTES
Debrief Time: 5 MINUTES



Workshop: 10 MINUTES

2. Diversity, Equity, & Inclusion

Group: Complete this exercise with your table

Goal: Evaluate current and desired future state of diversity, equity, and inclusion efforts supporting pharmacy technicians within your organization.

Task: Diversity - Share diversity mix of current pharmacy technician staff.

How is that diversity mirrored in pharmacists and leaders? What goals can you make to reach an ideal diverse team mix? How important is that to you and your organization? How can you see this positively impacting your pharmacy technicians?

Equity - Discuss opportunities presented to team members to grow, learn, and develop; you may discuss opportunities offered by your current or previous organization/department.

What gaps do you see and in what groups? What resources are needed for those team members who would not normally receive them? What resources, education, etc. are needed to support your diversity goals previously discussed? For example, if there is a gap in female leadership, what programs need to be established to grow female leaders? What coaching, mentorship, sponsorship, support for education and training, etc. is needed to aide these emerging leaders in their growth.

Inclusion - Assess your work environment and share areas you excel in at creating an inclusive environment and areas where gaps exist.

Give an example of when a team member has not felt welcomed and what structural/cultural changes could have created a more welcoming environment. Have you assessed your pharmacy technician's sense of belonging within the department? Are there gaps within some groups? How do you or will you ensure your work environment supports a sense of belonging amongst all team members?

Debrief Time: 5 MINUTES



Key Takeaways

- 1) *Formal education and training is necessary to advance the pharmacy technician profession.*
- 2) *Intrinsic motivation for the pharmacy technician as a profession requires intentional programming.*
- 3) *Innovative tactics to attract a diverse workforce need to be built into our recruitment strategies and forward-thinking job descriptions.*

Stewardship of the Pharmacy Technician Workforce for Health-System Leaders: Part 2

Faculty: Mark Sullivan & Matthew Rewald

Facilitators: Perry Sweeten, Andrew Harsh & Deidra Dickerson



Learning Objectives

- Categorize knowledge and skills required for advanced technician roles in health system pharmacy
- Identify three innovative recruitment and retention strategies for the pharmacy technician workforce
- Select tactics to build an innovative technician development program for their facility

PAI 2030 – Recommendations Specific to Workforce (Includes Technicians)

- A2 lead medication reconciliation
- A3 establish models for seamless transitions of care
- A5 resolve barriers to medication access, adherence, literacy
- A7 access to patient medical records
- A9 lead medication education
- B6 competency to adapt to emerging healthcare needs
- B10 have resources to care for behavioral and mental health
- C4 competency in health information technology
- E10 mitigate risk in medication use systems

PAI 2030 – Recommendations Specific to Technicians

- D1 participate in roles to promote efficiency, improve access
- D2 responsibility for advanced functions
- D3 be graduates of accredited training program
- D4 be certified by PTCB
- D5 have a professional career path
- D6 have a scope of practice & core competencies in acute care and ambulatory settings

Technician Roles – Where Are We Now?

Table 7. Activities of Pharmacy Technicians

% Hospitals Reporting Pharmacy Technician Involvement

Variable	n ^a	Restocking Of Floor Stock and/or Automated Dispensing Cabinets	Replenishing Unit Dose Carts (If Used) ^b	Purchasing	Packaging Activities	Compounding Sterile Preparations (Excluding Chemotherapy)	Compounding Chemotherapy Preparations (If Prepared) ^c	Billing	Quality Assurance Activities and/or Unit Inspections	Controlled Substance System Management	Information Technology System Management	Supervision of Other Technicians	Initiation Of Medication Reconciliation (Obtaining List)	Checking Dispensing by Other Technicians (Tech-Check-Tech)	Medication Assistance Program Management	Facilitating Transitions of Care	Order Entry Activities (for Pharmacist Verification)	Dispensing Medications With Remote Video Supervision
No. staffed beds																		
<50	200	100.0	91.9	93.0	88.0	69.5	66.7	83.0	69.0	43.5	36.0	12.5	14.0	10.5	3.5	4.5	10.5	3.0
50–99	101	98.0	97.4	96.0	97.0	91.1	74.5	73.3	75.2	51.5	37.6	29.7	24.8	25.7	9.9	8.9	11.9	4.0
100–199	126	100.0	100.0	96.8	96.0	94.4	74.1	72.2	76.2	48.4	48.4	34.9	27.8	19.0	17.5	10.3	9.5	4.8
200–299	81	100.0	100.0	93.8	91.4	95.1	75.0	70.4	67.9	64.2	46.9	37.0	34.6	21.0	16.0	18.5	8.6	7.4
300–399	72	100.0	100.0	98.6	95.8	97.2	74.6	66.7	72.2	69.4	55.6	36.1	38.9	15.3	20.8	22.2	2.8	2.8
400–599	70	100.0	85.2	98.6	90.0	95.7	91.0	65.7	77.1	78.6	67.1	57.1	44.3	24.3	35.7	30.0	8.6	8.6
≥600	31	100.0	92.3	90.3	93.5	96.8	80.6	71.0	87.1	87.1	64.5	77.4	48.4	32.3	45.2	48.4	6.5	9.7
All hospitals—2018	681	99.7 ^d	95.7 ^a	95.1	92.4 ^f	86.1 ^g	74.8 ^h	74.8 ⁱ	72.6	54.2 ^j	44.9 ^h	29.8 ⁱ	26.3 ^m	17.9 ⁿ	13.8 ^o	12.6 ^p	9.4	4.7
All hospitals—2016 ^q	370	98.8	...	96.2	95.7	87.7	...	73.9	79.2	60.7	40.7	34.5	30.1	17.6	9.3	9.6	15.0	2.4
All hospitals—2014 ^r	424	97.5	94.2	95.2	91.3	84.6	61.7	81.3	76.3	61.4	37.8	28.1	18.0	17.8	11.3	8.4	10.9	5.5
All hospitals—2013 ^s	410	99.5	95.4	93.6	92.6	87.2	68.5	76.2	76.4	54.8	38.4	29.5	14.3	16.4	12.4	7.7	14.9	1.6
All hospitals—2012 ^t	475	96.8	95.3	93.8	92.8	80.6	66.1	80.0	75.9	61.2	39.5	26.8	11.4	17.0	10.6	...	23.6	2.6

Mind the Gap

Roles today

- Packaging
- Compounding
- Inventory replenishment
- Purchasing/Billing
- Compliance/CS/QA
- TOC/MAP
- TCT/Video dispensing/Verification
- Informatics/Staff Management

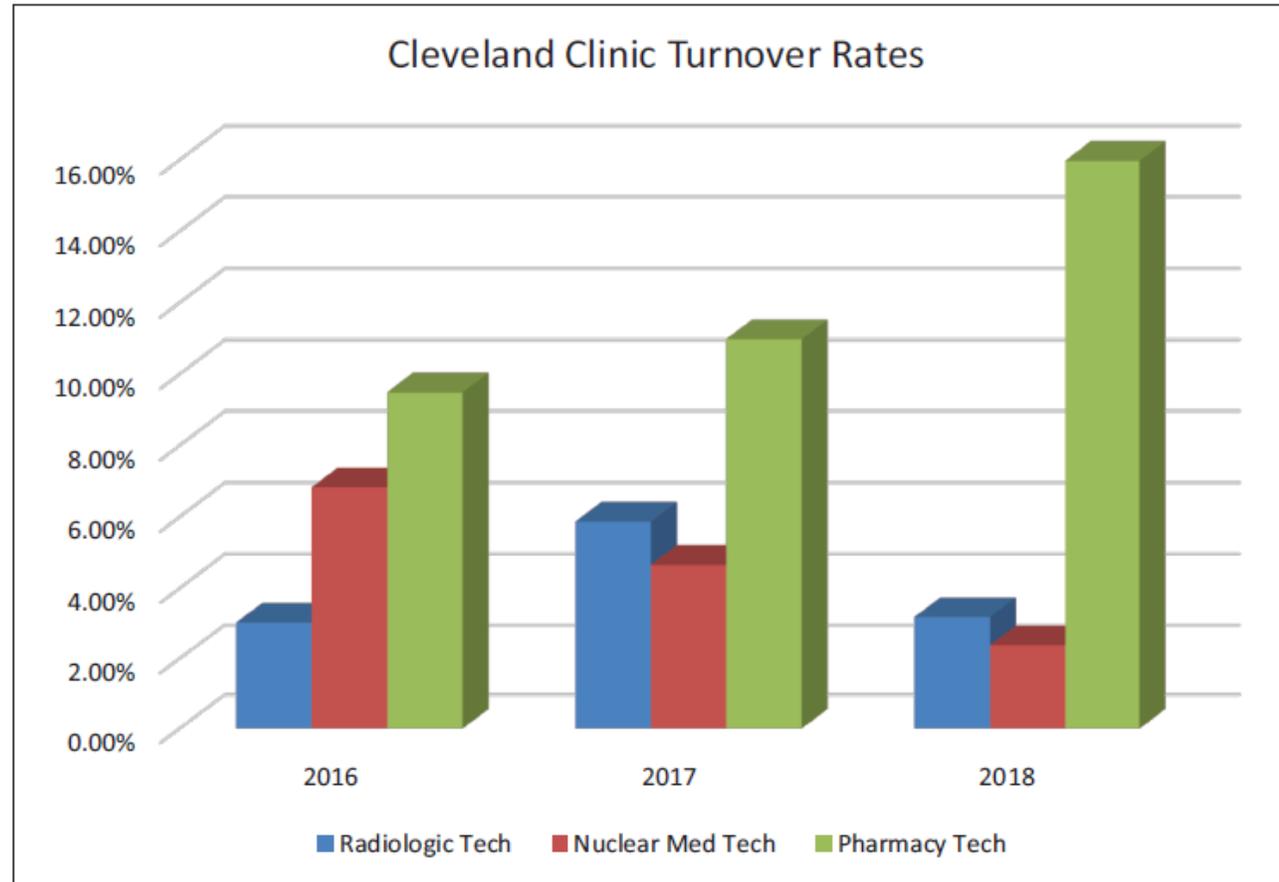
Roles in 2030

- Patient literacy assessment/education
- Behavioral/Mental Health
- Data Analytics/Informatics/Hardware support/System optimization
- Support of the Business enterprise
- Identification of and support for medication access and adherence

Priming the Pump – Knowledge, Skills, Abilities

- Advocacy for national degree requirements
- Advocacy for national certification requirements
- Advocacy for accessible and affordable programs
- Advocacy for voting level board representation on state boards, state and national professional organizations
- Support justification for higher compensation

Priming the Pump – Knowledge, Skills, Abilities



Workshop #1: 10 MINUTES
Debrief Time: 5 MINUTES



Workshop: 10 MINUTES

	1. Advanced Technician Roles
Group:	Complete this exercise with your table
Goal:	To increase the advancement of pharmacy technicians, each group will explore opportunities within pharmacy that represent a new, innovative, advanced role for pharmacy technicians.
Task:	<p>Reflect on the following as a group:</p> <ul style="list-style-type: none">Where are pharmacy services growing?What new roles for pharmacists or technicians had you never imagined that exist now?What opportunities do pharmacy services have to meet additional needs within health care organizations?How could pharmacy technicians serve in this space?What training, experience, skills would they need to be successful?How can you successfully pitch this role to your pharmacy organization? <p>Discuss the opportunities presented to leverage these roles in your department.</p> <p>Assess your conversation and share ideas that you plan to take back home for implementation.</p> <p><u>On your debrief notes</u>, state the name of the advanced pharmacy role your group created and feel free to leave a contact email in case someone would like to follow-up with you on the role.</p>

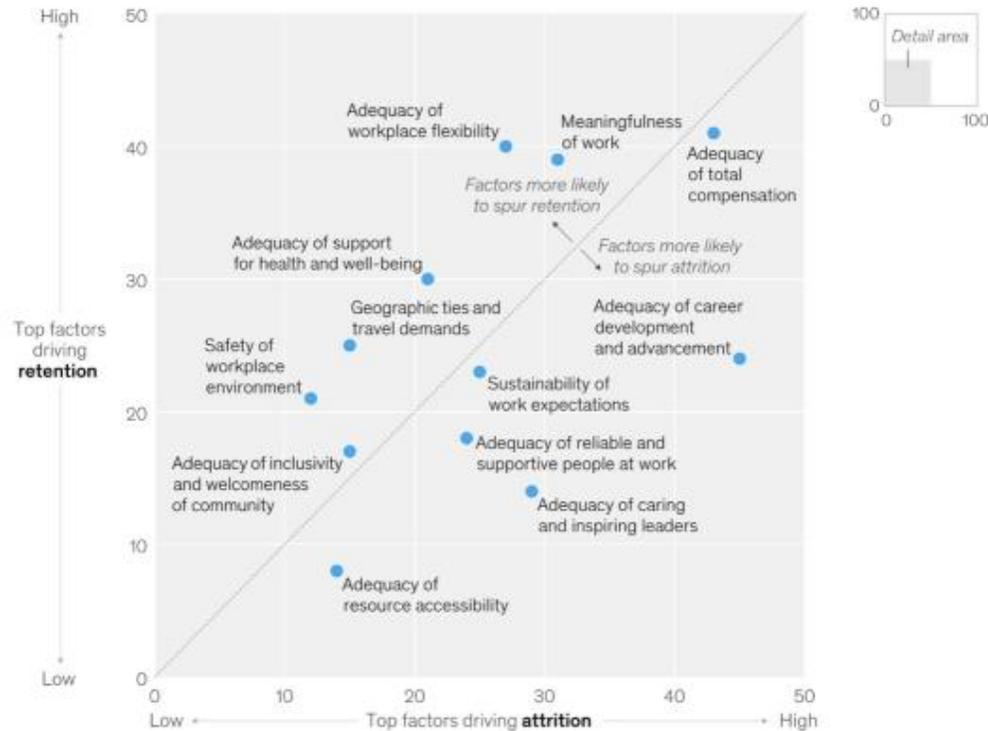
Debrief Time: 5 MINUTES



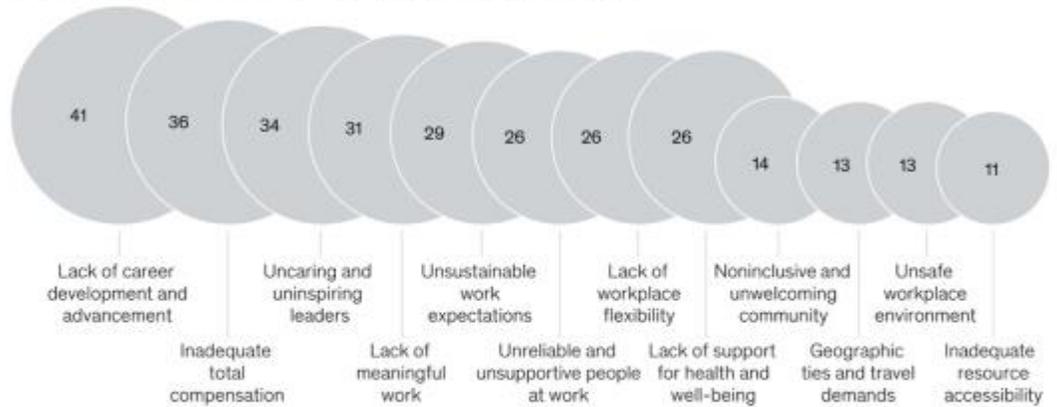
Motivators and Demotivators for Retention

Push and pull: Employers should understand the motivating factors that keep people in jobs—and the demotivators that drive workers away.

Employee experience factors driving attrition and retention,¹ % of respondents



Top reasons for quitting previous job, Apr 2021–Apr 2022, %



Source: Subset of respondents from McKinsey's 2022 Great Attrition, Great Attraction 2.0 global survey (n = 13,382), including those currently employed and planning to leave (n = 4,939), those currently employed and planning to stay (n = 7,439), and those who quit their previous primary jobs between Apr 2021 and Apr 2022 (n = 1,154)

McKinsey & Company

Wise Crowds – 15 minutes

- Client requesting input from group. Group serves as “consultant”
- In 2 minutes – Client shares the opportunity/background and what they want input on.
- In 3 minutes – Consultants ask clarifying questions from the Client
- Client goes on mute/turns away from group
- In 8 minutes – Consultants offer advice, recommendations, discuss questions while the client is off mute and turned away from the group.
- In 2 minutes – Client re-engages and provides feedback to the consultants on what was useful from their discussion.

Retention Strategies/Tactics

Compensation - market competitive

Incentives - service duration of sufficient time

Onboarding and training – efficient/effective

Relationships – coworkers/managers

Opportunity for advancement

Flexible work location/schedule

"Today's" Headlines

- Tennessee Has 1,000s of Jobs to Fill, Most Do Not Want Them
 - Tennessee's unemployment rate has remained at 3.3% for 3rd consecutive month, according to the [state's Department of Labor and Workforce Development](#)
 - Steady unemployment rate does not necessarily mean that people who are out of work cannot find jobs
 - Low wages and lack of benefits have kept people from taking up those positions
 - March and April 2022: Rate was at an all-time low of 3.2%
 - One reason for the state's low wages is Tennessee's stance as a right-to-work state
 - "... 'We want your business. Bring them on here. But it's OK if you don't pay people a living wage'"
 - Many labor and workers' rights advocates say that Tennessee is more friendly to employers than employees
 - Saying that creates economic and labor disparities, which make it harder for businesses to attract workers
 - "You can't pay for healthcare... can't pay for a babysitter. It's a bad situation for a lot of families in the state"
 - Urban League of Middle Tennessee President Clifton Harris says the COVID-19 pandemic also created an environment for people to create their own economic opportunities, after either being exposed to COVID or let go because of shutdowns
 - "People have options now..."
- Cleveland Clinic Nears Recruitment Goal
 - Cleveland Clinic (Ohio based) is well on its way to hitting goal of hiring 1,200 Cleveland residents by year-end 2022
 - As of August 22, 2022: 1,000+ city of Cleveland hires
 - Hiring initiative is a partnership between Cleveland Clinic and the city of Cleveland
 - Initiatives:
 - Knocked on doors with City Council members to raise awareness about career opportunities
 - March 2022: 1st career expo resulting in ~80 same-day hires
 - August 27, 2022: Next career expo at Cleveland Clinic South Pointe Hospital (Warrensville Heights)
 - [Website](#) even offers a virtual assistant
 - "At Cleveland Clinic, we believe in healing, hiring and investing in our community and we know that an employed community is a healthier community"

Mayo Clinic

Strategic Planning Initiative:

Attract and retain the best talent and foster a diverse, inclusive environment.

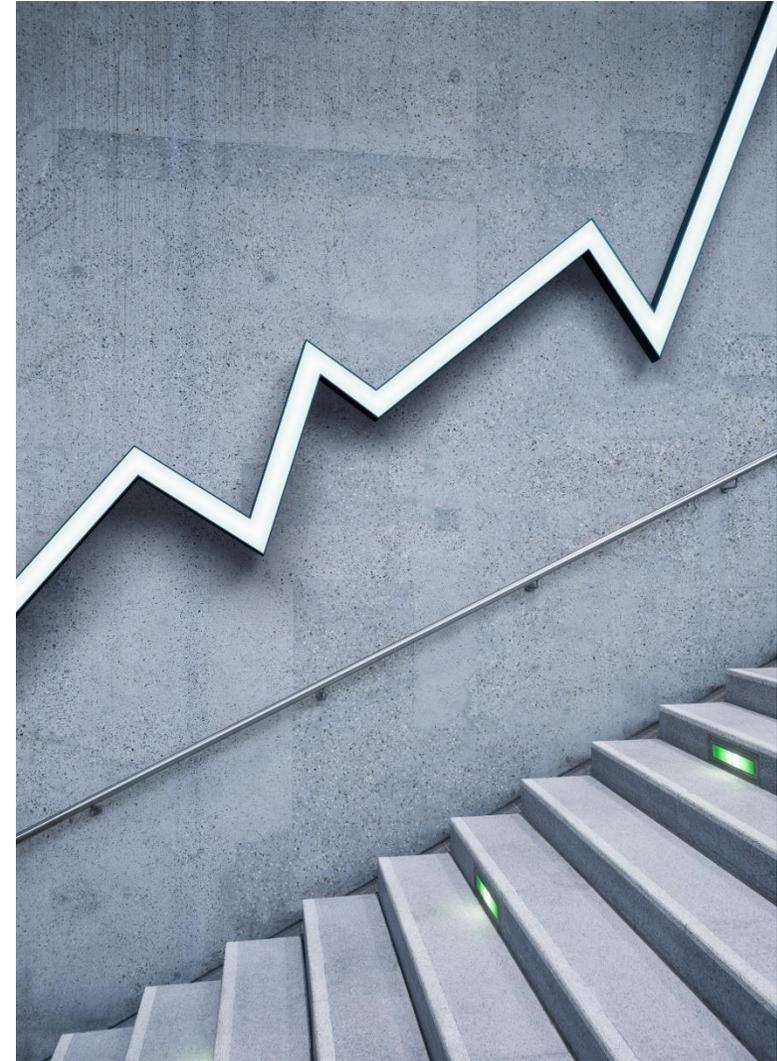
Tactics:

- Promote a pharmacist/technician led culture that positions the practice to make shared decisions, allow for non-traditional management and leadership opportunities, and establishes both individual development and business continuity plans
- Develop a comprehensive program to retain Pharmacy Technicians including but not limited to pay, schedule and professional growth



Career Lattice

- ***Increase equity*** by standardizing training obtained, certificate earned, or certification achieved
- ***Increase inclusion*** through self-guided advancement versus role hired
- ***Increase flexibility*** through a career lattice
- ***Increase financial incentive*** and reimbursement
- ***Increase retention*** through pharmacy specific professional development



DMAIC Process

1QTR21

- **Define** the problem
- **Measure** current state

2QTR21

- **Assessment** of opportunities
- Technician Survey

3QTR21

- **Improve** tracts
- Small changes with input

4QTR21

- **Control** Testing
- Tabletop scenarios

1QTR22

- **Inform** Technician Leaders

2QTR22

- **Inform** Technicians

3QTR22

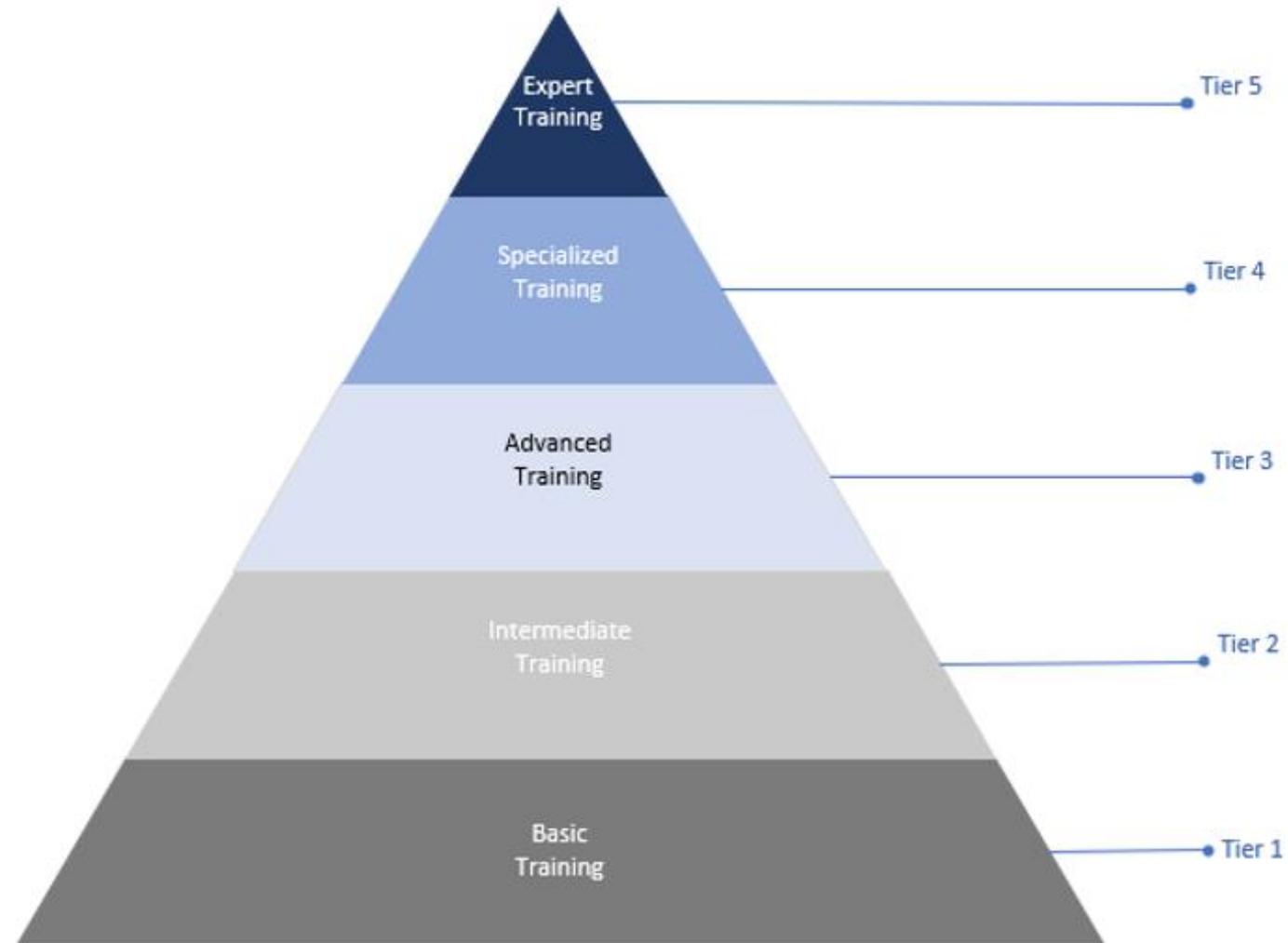
- **Target** Implementation

4QTR22

- **Progress** Assessment

Change Leadership

Career Progression



Workshop #2: 10 MINUTES
Debrief Time: 5 MINUTES



Workshop: 10 MINUTES

	2. Technician Career Progression
Group:	Complete this exercise with your table
Goal:	To identify tactics to elevate the role of the pharmacy technician.
Task:	<p>Share your current or future technician workforce development plan.</p> <p>How did you engage the technicians in developing this plan?</p> <p>Are there opportunities for all technicians to advance?</p> <p>How does pay, schedule, or other incentives align with your career progression strategy?</p>

Polling Slide – Does your practice have a technician career progression strategy?

A. Yes

B. No

Polling Slide – How do your technicians advance? (select all that apply)

- A. Hired into a new role
- B. Through internal training and development
- C. Through external training and certification
- D. Through seniority

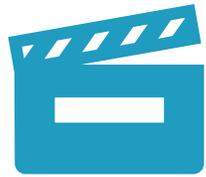
Polling Slide – What do you believe will be the hardest barrier to overcome?

- A. Limited or no work time for advance training or education
- B. Limited or no personal time for advance training or education
- C. Institution financial barriers
- D. Employee financial barriers
- E. Employee motivation

Key Takeaways

- 1) *The role of the pharmacy technician continues to evolve.*
- 2) *Innovative recruitment and retention strategies are vital to maintain the sustainability of the pharmacy technician workforce.*
- 3) *Pharmacy stewardship includes sustainable technician program development.*

Wrap Up



Call to Action

What will you take back for implementation?



Strategic Planning

How will you be intentional about including sustainable technician programs?



Metric Goals

What specific actions will you have for tracking progress over time?