Purpose
- ASHP has encouraged the development and growth of the pharmacy technician role.
- Recent technician turnover rates are greater than 20%.
- Surveys indicate more than 20% of workers leave their jobs due to their direct manager.
- Technicians were previously promoted based on technical skills alone with no formal training.
- HSPAL residencies have demonstrated the benefits of a hospital-based pharmacist technician program.

Description of the Program

Program Goals
- Improve technician recruitment and retention.
- Decrease the time to fill pharmacy technician leadership positions.
- Develop the role and responsibilities of the Lead Technician position.
- Establish a standard technician leadership development program that can be replicated at other health-systems.

Program Structure
- Six-month residency started in Fall of 2020.
- Mirrors HSPAL residencies for pharmacists but adapted for technicians.
- Goals and objectives adjusted for technicians.
- Rotations range from one to four weeks (Figure 2).

Program Highlights
- Mix of preceptors, which include current technician leadership, pharmacist leadership, educators, and medication safety team.
- Repurposed FTE from inpatient staffing model.
- Targeting three cohorts annually (January, April, July).
- Internal applications from any of our pharmacy teams.
- Residency Advisory Committee (RAC) provides feedback on resident to program director who facilitates program that can be replicated at other health-systems.

Application Process
- Four lead technicians with plans to expand.
- Established internal Technician Training Program.
- Established career ladder with five separate levels.

Interview and Selection Process
- On 1 and panel interviews.
- 10-minute presentation with Q&A session.
- Objective tool utilized to rate application, interview, and presentation.
- Selections are made from RAC members utilizing both objective and subjective scores with the needs of the department as a focus.

Pharmacy Technician I
- Pharmaceutical Consultation
- Medication Safety
- Medication Reconciliation

Pharmacy Technician II
- Established Technician Training Program
- Lead Technician
- Pharmacy Automation
- Education and Training

Pharmacy Technician III
- Selected from internal candidates
- Medication Therapy Management
- Pharmacy Operations
- Supporting Leadership

Figure 2: Sample Schedule

Table: Select Resident Experiences

Select Resident Projects Completed
- Coordinated all transition planning and workflow.
- Developed of COVID-19 vaccine tracking, preparation, and distribution process.

Discussion / Conclusion

Lessons Learned
- Resume, letter of intent, and interview workshops should be provided consistently to potential candidates.
- Significant effort to demonstrate the value of residency to technicians is required until program is established.
- Preceptor development is key for new pharmacist and technician preceptors.
- Feedback consistent with level of training and managing preceptor expectations.

Key Takeaways
- Formal leadership development for technicians is a necessity given the evolving workforce.
- HSPAL residency experiences can be adapted to develop a technician leadership program that benefits the resident, technician workforce, and department.
- Development of a pharmacy technician leadership program provides a sustainable pipeline of highly trained technician leaders.
- Significant effort is required to build and demonstrate the value of a residency to the technician workforce.
- CCHMC pharmacy technician leadership residents reported most improvement in management skills, functional skills and knowledge, and communication skills.

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References
