

2023 HEALTHTRUST UNIVERSITY CONFERENCE

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OPTIMIZING OUTCOMES

Turning a Corner: Improving Pharmacy Technician Engagement & Turnover

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Meet the Presenters



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Disclosures

- The presenters have no real or perceived conflicts of interest related to this presentation

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Please respond via the
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Polling Question 1

What is your current role?

- A. Senior Executive
- B. Director of Pharmacy
- C. Pharmacy Manager
- D. Pharmacist
- E. Other



Please respond via the
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mobile app.

Polling Question 2

How many pharmacy technician vacancies have you filled in your department/organization in the past year?

- A. 0-5
- B. 5-10
- C. 10-20
- D. 20-30
- E. 30+



Please respond via the
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Polling Question 3

What percentage of your pharmacy technician staff have voluntarily resigned in your department/organization in the last year?

- A. 0-10%
- B. 10-25%
- C. 25-50%
- D. 50-75%
- E. >75%

Learning Objectives

At the end of this session, participants should be able to:

1. Identify factors that contribute to pharmacy technician turnover.
2. Recognize tactics that enhance pharmacy technician engagement within the workplace and reduce turnover.
3. Recall available resources to develop an expanded and advanced system for pharmacy technician roles.

Turnover Drivers



Image Source: "Long-exposure photo of car in traffic", Microsoft PowerPoint (2023).

Multiple Factors Contribute to Turnover



Layers Impacting Pharmacy Technician Turnover



U.S. Job Market

- Job Openings & Labor Turnover Survey
- March 2022
 - Largest job openings level in history — 12 million
 - Fueled by a historically high level of quits
 - Largest gap in history between hires/openings — 5.5 million
- Decrease in willingness to accept less than ideal positions due to competitive market

Source: Monthly Labor Review. U.S. Bureau of Labor Statistics: <https://www.bls.gov/opub/mlr/2023/article/job-openings-reach-record-highs-in-2022-as-the-labor-market-recovery-continues.htm>. Accessed June 9, 2023.

Layers Impacting Pharmacy Technician Turnover



Healthcare Sector — Pharmacy

- 74.6% of hospitals reporting technician turnover
 - 10% of hospitals report losing at least 40% of technician staff (2021)
- 22.2% average vacancy rate for inpatient technicians
- 5% increased need projected in 2021–2031
- 2021 ASHP Survey of pharmacy technicians:
 - 75% higher pay
 - 32% retention bonuses
 - 25% career ladder with clear pathways to promotion

Pedersen, Craig A. et al. "ASHP National survey of pharmacy practice in hospital settings: workforce – 2022," *Am J Health-Syst Phar*: 2023;80:719-741.

Sources: "Pharmacy's most pressing issue: a technician shortage," *Becker's Hospital Review*: <https://www.beckershospitalreview.com/pharmacy/the-next-pharmacy-issue-a-technician-shortage.html>. Accessed March 21, 2023.

"Pharmacy Technician Shortage Survey Findings Executive Summary" (2022). ASHP. Available at: <https://www.ashp.org/-/media/assets/pharmacy-technician/docs/Technician-Shortage-Survey-Exec-Summary.pdf> Accessed: March 21, 2023.

"Hospitals and health systems experiencing severe shortage of pharmacy technicians," *ASHP*: <https://www.ashp.org/news/2022/03/15/hospitals-and-health-systems-experiencing-severe-shortage-of-pharmacy-technicians?loginreturnUrl=SSOCheckOnly>. Accessed March 21, 2023.

Occupational projections and worker characteristics (2022) Employment Projections. U.S. Bureau of Labor Statistics. Available at: <https://www.bls.gov/emp/tables/occupational-projections-and-characteristics.htm> Accessed March 21, 2023.

CaroMont Health

Gastonia, North Carolina

- CaroMont Regional Medical Center (CRMC)
 - 471-bed, not-for-profit acute care community hospital
 - Level III Trauma Center
 - Pediatric Care Center
 - Nationally-accredited Cancer Center
 - Level III NICU
- Free-standing ED & urgent care (5)
- CaroMont ambulatory surgery & procedural centers
- CaroMont Medical Group (CMG)
 - 65 physician practices
- CaroMont imaging services
- Hospice & palliative care services
- Skilled nursing facility



Layers Impacting Pharmacy Technician Turnover



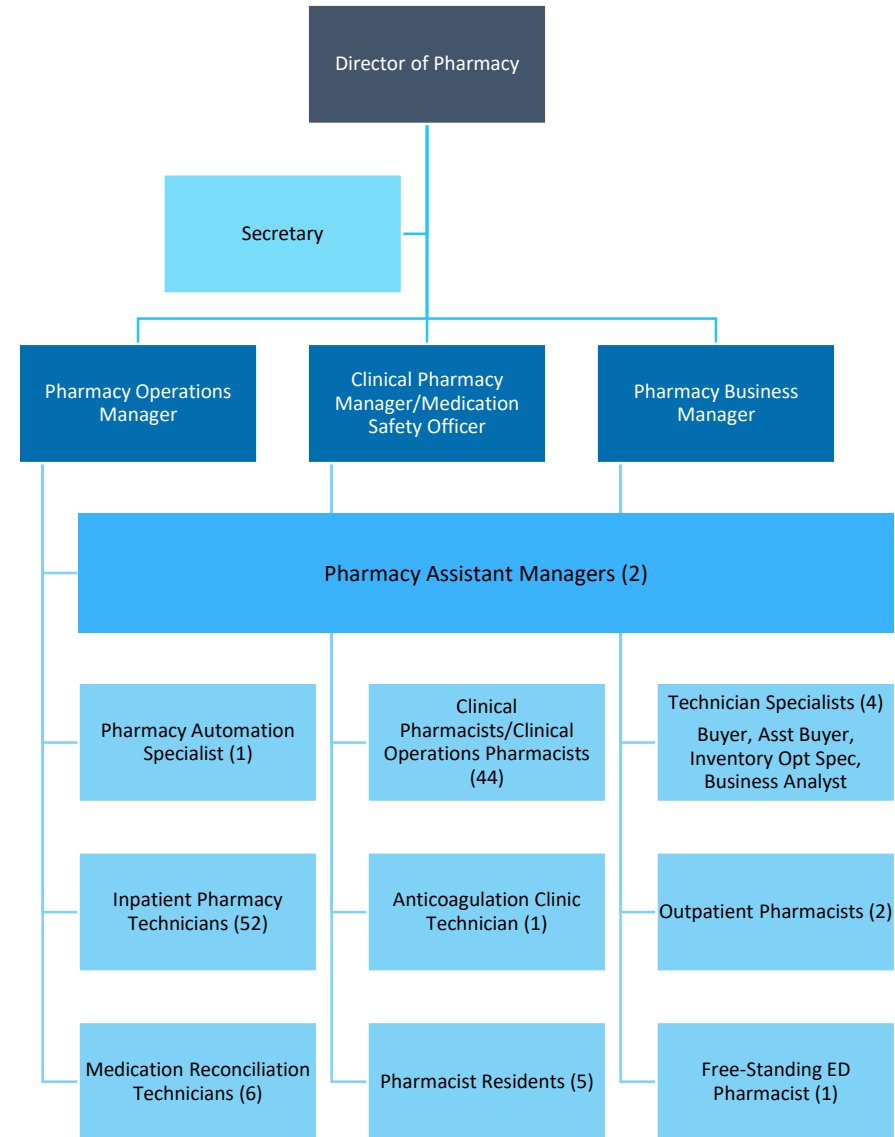
Organizational Factors

- Single-hospital community healthcare organization
- Investment in facilities to serve the community
 - State-of-the-art Critical Care Tower
 - Second Acute Care Hospital
- COVID impact: vaccination requirement
- Expanding pharmacy support needs throughout the organization

Pharmacy Department Structure

CaroMont Health

- Primary Sites: 5
 - CaroMont Regional Medical Center - Gastonia
 - CaroMont Outpatient Surgery
 - CaroMont Cancer & Infusion Center
 - CaroMont Regional Medical Center - Mt. Holly
 - CaroMont Specialty Surgery
 - CaroMont Endoscopy Center - Belmont
 - Lincoln Cancer Center
- Pharmacy Team: 123
 - Leadership: 6
 - Pharmacists: 47
 - Residents: 5
 - Technicians: 64
 - Other: 1
- 340B Program



Pharmacy Technician-driven Activities

- Maintain medication inventory
 - Complete cycle counts
 - Receive vendor order(s)
 - Update & maintain current expiration dates in system
 - Maintain storage of patient home medications
- Prepare & collect medication for distribution
 - Automated dispensing cabinets (ADC)
 - Patient specific doses
- Deliver medications
 - ADC restocks
 - Patient specific doses via pneumatic tube system or hand delivery



Pharmacy Technician-driven Activities

- Preparation of unit dose barcoded medications
- Sterile & non-sterile compounding
- Triage medication messages, phone calls & walk-up window in the main pharmacy
- Prepare emergency carts, kits, trays & boxes
- Trouble-shoot/resolve ADC equipment issues
- Perform medication history interviews in ED
- Coordinate patient visits in anti-coagulation clinic
- Train new employees



Specialized Pharmacy Technician Roles

- Purchasing Team (Buyer, Assistant Buyer & Business Analyst)
 - Procurement of medication & supplies for CRMC & beyond
 - Perform cost-analysis to contribute to internal formulary product selection
 - Monitor & communicate recommendations regarding drug shortages
 - Monitors 340B & GPO compliance
- Automation Specialist
 - Maintain overall automation operating system
 - User management
 - Configuration & updates of equipment
 - Audit controlled substance use & lead diversion monitoring
- Inventory Optimization Specialist
 - Optimize inventory based on usage data & need
 - Maintain off-site medication inventory



Pharmacy Technician Structure

- Career Ladder
 - Pharmacy Technician I
 - Pharmacy Technician II (CPhT) + 10%
 - Pharmacy Technician III (CPhT) + 10%
 - Pharmacy Technician III – Oncology (CPhT/CSPT) + 2.5%
- Limited opportunities for growth/involvement
 - Pharmacy Excellence Committee
 - 5 technicians

Reactive-based leadership interactions

Layers Impacting Pharmacy Technician Turnover



Department of Pharmacy

- Increasing workload (34% increase in volume FY19 to FY22)
 - Growth of organization
 - Staff shortages
- Compensation lower than the local market
- Undesirable schedules
- Limited opportunities for formal professional advancement & leadership
- Inconsistent communication from pharmacy leadership
- Unstructured mentorship
- Unclear expectations

Occupational projections and worker characteristics (2022) Employment Projections. U.S. Bureau of Labor Statistics. Available at: <https://www.bls.gov/emp/tables/occupational-projections-and-characteristics.htm> (Accessed: March 21, 2023).

Road to Retention



Image Source: "Red pinpointers pinned on a road", Microsoft PowerPoint (2023).



Compensation Analysis

Pharmacy Technician Voluntary Resignations

	FY20	FY21	FY22	FY23	Total
Full Time	1	2	6	4	13 (30%)
Part Time	0	5	2	3	10 (23%)
Relief	3	6	7	4	20 (47%)
Total	4	13	15	11	43
Reason for Leaving					
Personal Reasons	2	7	12	6	47 (63%)
School	2	4	1	3	10 (23%)
In Lieu of Termination	0	1	2	1	4 (9%)
Pay	0	1	0	0	1 (2%)
Schedule	0	0	0	1	1 (2%)

Nationally Reported Turnover & Destination

- 74.6% of hospitals had inpatient technician turnover

Destination	All hospitals – 2022
External pharmacy technician positions	68.0%
Leaving healthcare	51.1%
College or other education	35.2%
Internal positions that are higher paying	32.9%
Retiring	22.5%
Other	11.3%

Source: Pedersen, Craig A. et al. "ASHP National survey of pharmacy practice in hospital settings: workforce – 2022," *Am J Health-Syst Phar*: 2023;80:719-741.

Pharmacy Technician Positions Recruited

	FY20	FY21	FY22	FY23	Total
Interviews Completed	67	63	92	33	255
Total Positions Filled	21	31	51	33	136
Full Time	5	7	17	9	42
Part Time	10	15	23	18	66
Relief	6	9	11	6	32
Filled Position Source					
Internal Candidate	4	10	15	15	44 (32%)
External Candidate	17	21	36	18	92 (68%)
Hourly Rate					
Base Rate	\$13	\$14	\$14.50	-	-

Competitors initial base rate offers were 12.3-24.8% higher than CaroMont Health

Compensation Analysis Components

1. Historical department data collected & analyzed:

- Interviews completed by pharmacy leadership
- Positions recruited
 - Offers declined due to pay/benefits
- Estimated department costs: Pharmacy administration time to screen/schedule/complete interviews; bonus, overtime & training paid

2. Local hospital market pay scales collected & analyzed:

- Information from current/former employees & active job offers for existing staff
- Base rates, differentials, certification & incentive pay
- Years of experience maximum considered in initial offer

Compensation Analysis Components, *continued*

3. Local hospital market professional development support collected & analyzed:

- Licensure/registration costs & renewals
- Certification fees & renewals
- Financial support for CE, conference attendance, study materials
- Paid education days

4. Proposal for changes

- Base rates
- Bonus/incentive pay
- Criteria & plan for professional development support

Compensation Analysis Results

- February 2022
 - Call with Human Resources (HR) to discuss data, challenges to department & learn about HR process
- Summer 2022
 - Provided feedback to HR for purposed market adjustment rates
 - Implemented weekend differential rate for hourly staff
- September 2022
 - Market adjustments released to department
 - Base rate increased to \$16/hr. for pharmacy technicians
 - Revised bonus pay rates & criteria via policy

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Pharmacy Technician III Restructure

Pharmacy Technician III Role

Qualifications

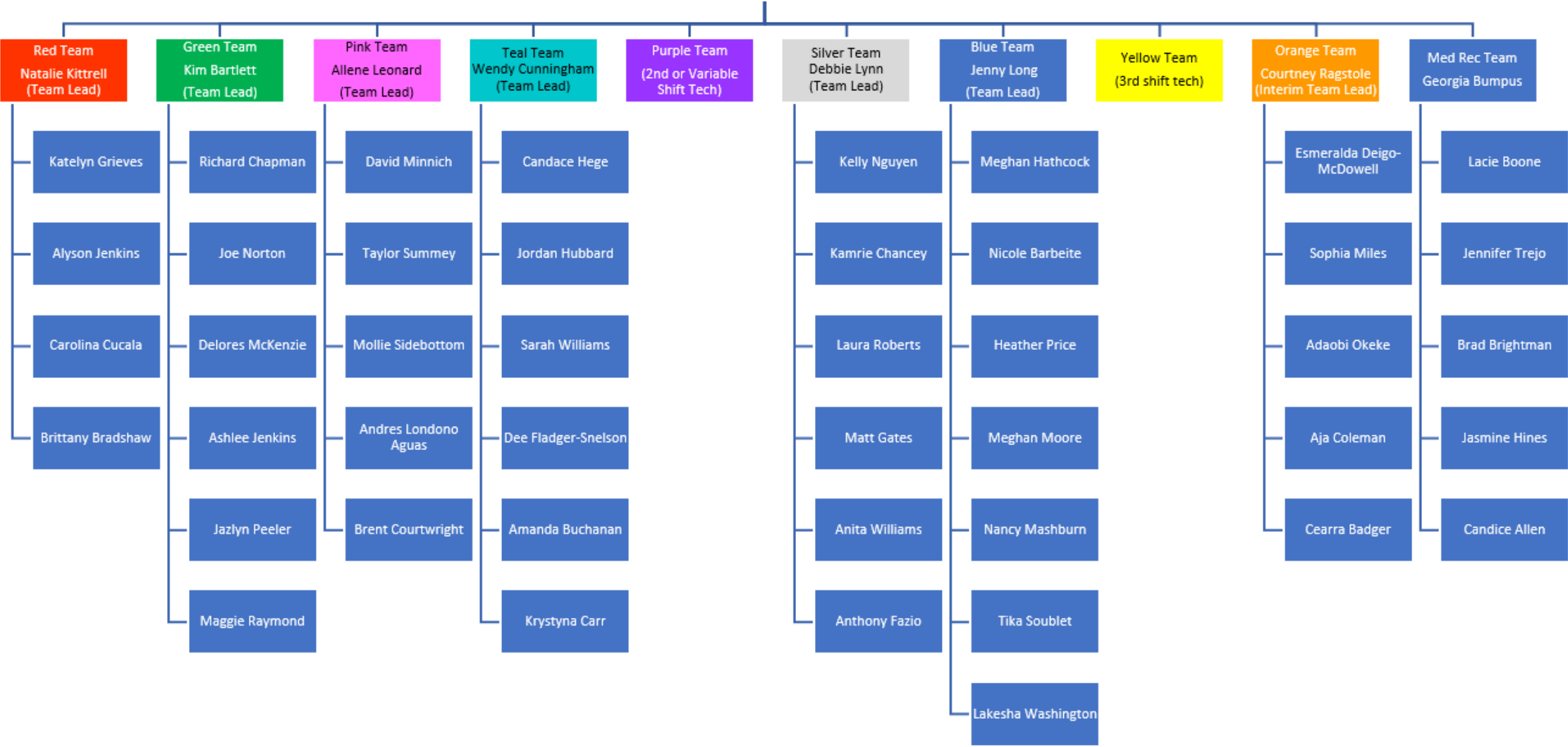
- Job description revision
 - Demonstrate 2 areas of expert competency
 - Medication distribution
 - Non-hazardous sterile compounding
 - Hazardous sterile compounding
 - OR pharmacy support
 - Medication reconciliation
 - Pharmacy Technician trainer certification program
- Application process established

Pharmacy Technician III Role

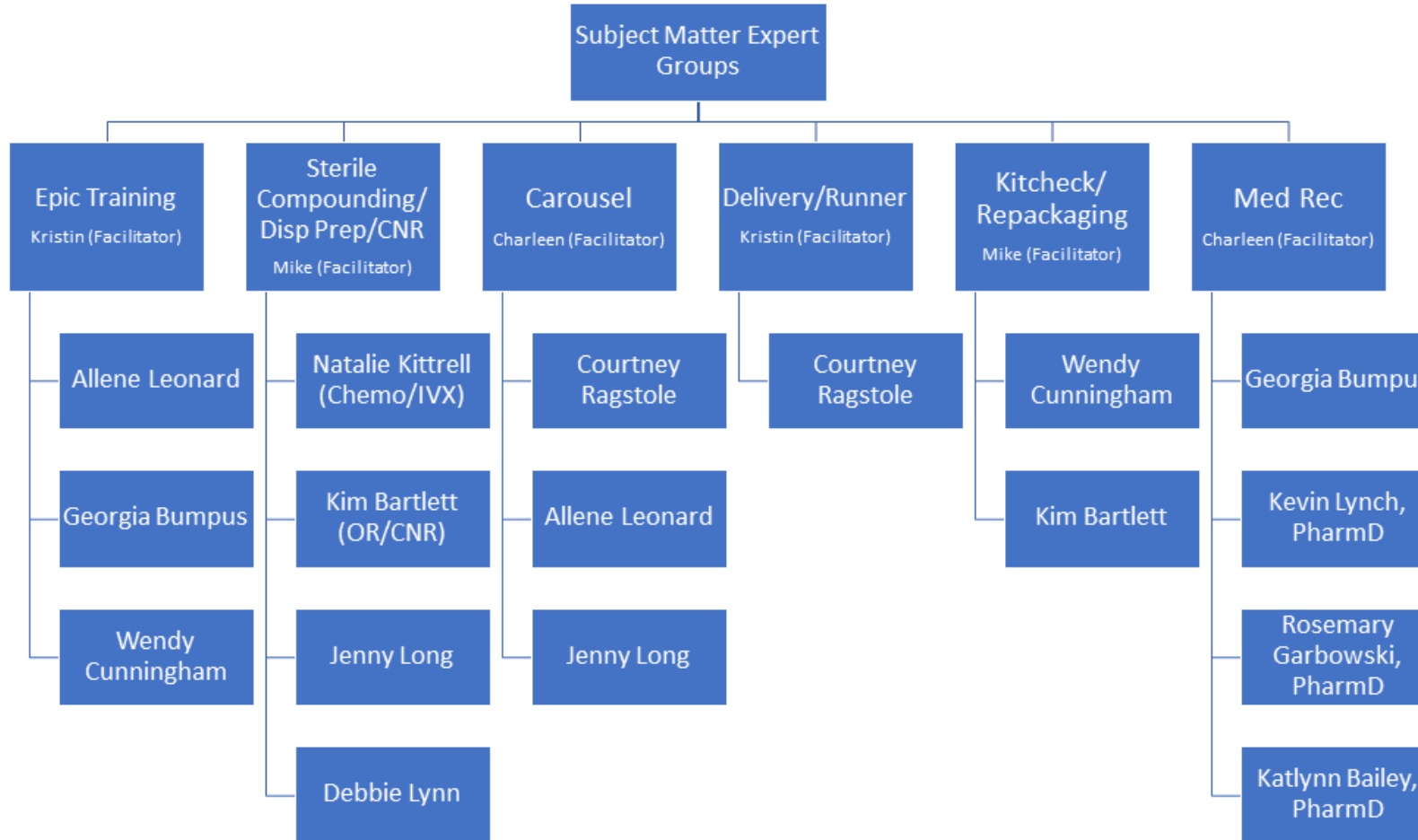
Expectations

- Team Commitment
 - Serve as a team lead for group of technicians
 - Serve on at least one subject matter expert (SME) team
- Personal Commitment
 - Schedule & attend monthly 1-on-1 meeting with Operations Manager
 - Attend majority of weekly Pharmacy Technician III meetings
 - Complete monthly team reach outs

Pharmacy Technician III Team Structure



Pharmacy Technician III Subject Matter Expert (SME) Groups



Pharmacy Technician III Team Weekly Meetings

- Weekly focus
 - Week 1: New items for SMEs (from team feedback)/SME previous report out
 - Week 2: Preceptor development item
 - Week 3: Professional development
 - Week 4: Team feedback/Wildly Important Goal (WIG) update
- Standing items
 - Training report outs
 - Team reach outs
 - Working agenda items
 - Workflow revision discussions, job description updates, standardized training curriculum, etc.

Pharmacy Technician III Team Professional Development

- Crucial Accountability training
- Emotional Intelligence training
- The 4 Disciplines of Execution training
- Providing Effective Feedback training
- Difficult Learner situations
- CoreStrengths workshop

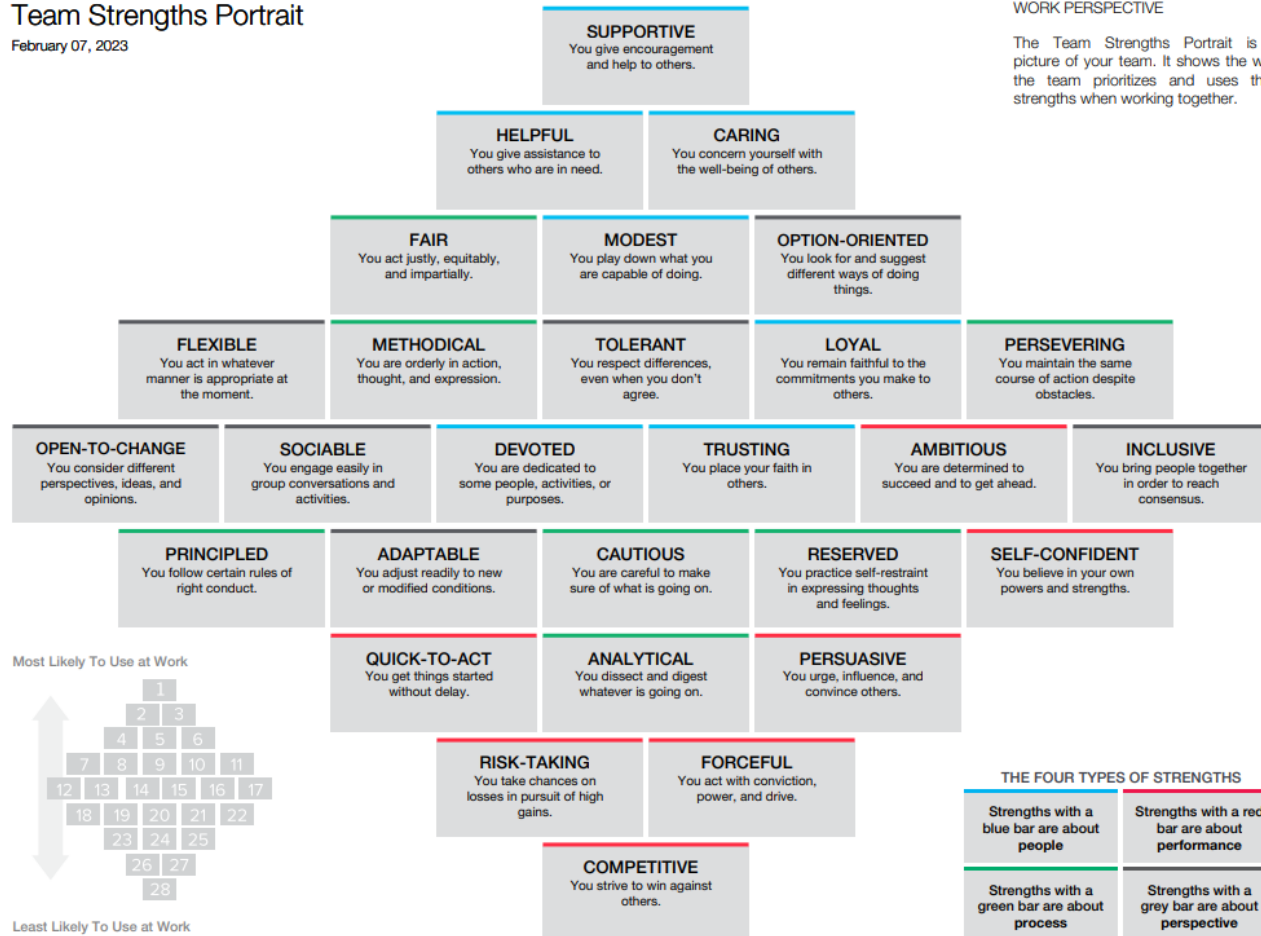
Pharmacy Technician III Team Strength Portrait

Team Strengths Portrait

February 07, 2023

WORK PERSPECTIVE

The Team Strengths Portrait is a picture of your team. It shows the way the team prioritizes and uses their strengths when working together.



corestrengths © Copyright 2023 by PSP, Inc.

Strength Deployment Inventory 2.0 results provided by PSP, Inc. 1

Pharmacy Technician III Team Department Improvements

Process	Description	Difficulty (1-5)	Impact (1-5)	SME Group
New Technician Training Consistency	Variety of training methods and styles	3	5	All SMEs
Handoff/tracking sheet/board for each shift	Move to workflow board	2	5	Carousel
Better process for items stored in refrigerator for delivery	Things are forgotten daily	3	5	Delivery/Runner
Pulling items that are going to expire before leaving for delivery	No planning ahead for items to expire or the next couple days/ Guide to short date/mfr expiring items	2	5	Delivery/Runner
Redo Sorting bins to include pop-up units	No longer need to be able to sort by hallway	1	5	Done-Carousel
Shift Lead to manage workflow?	Manager or supervisor to manage triaging of responsibilities when not fully staffed	4.5	5	Tech III
Use whiteboard with positions	Include notes on board of other responsibilities/out/etc; Designated person to update the board	2	4.5	Done

Communication to Pharmacy Department

- Monthly Department Meetings
- Weekly Tech meetings
- Weekly Pharmacist meetings
- Stoplight board
- Individual conversations
- Emails

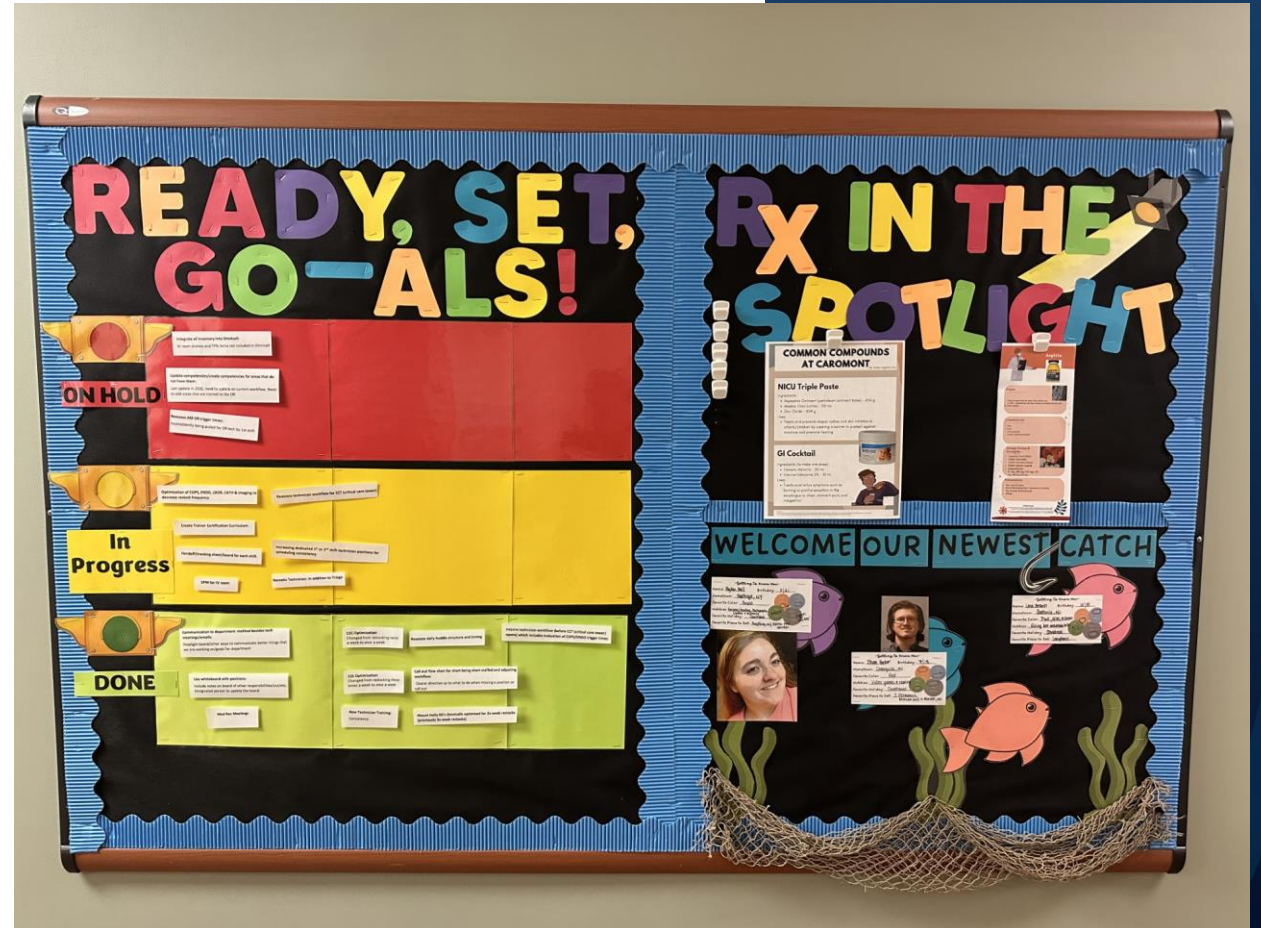


Photo Source: Property of Caromont Health. Do not reprint without permission.

Tracking Our Wildly Important Goal (WIG)

Lead Measures

Lead Measures	Jul 22	Aug 22	Sept 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23
Weekly Tech III Meetings Held (4)	25%	100%	100%	100%	50%	100%	100%	75%	50%	75%	75%	100%
Weekly Tech III Meetings Goal	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%	75%
Tech III Meetings with >70% attendance	100%	75%	100%	75%	50%	66%	25%	33%	0%	0%	66%	50%
Tech III Reach Outs Completed	0%	100%	100%	100%	100%	0%	0%	0%	50%	0%	100%	0%
Tech III Reach Out Goal	0%	90%	90%	90%	90%	0%	0%	0%	90%	0%	90%	0%
Tech III 1:1s completed (7)	0%	86%	71%	71%	60%	100%	80%	86%	86%	100%	86%	14%
Tech III 1:1 Goal	0%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	0%

Data Source: Property of Caromont Health. Please do not reprint without permission.

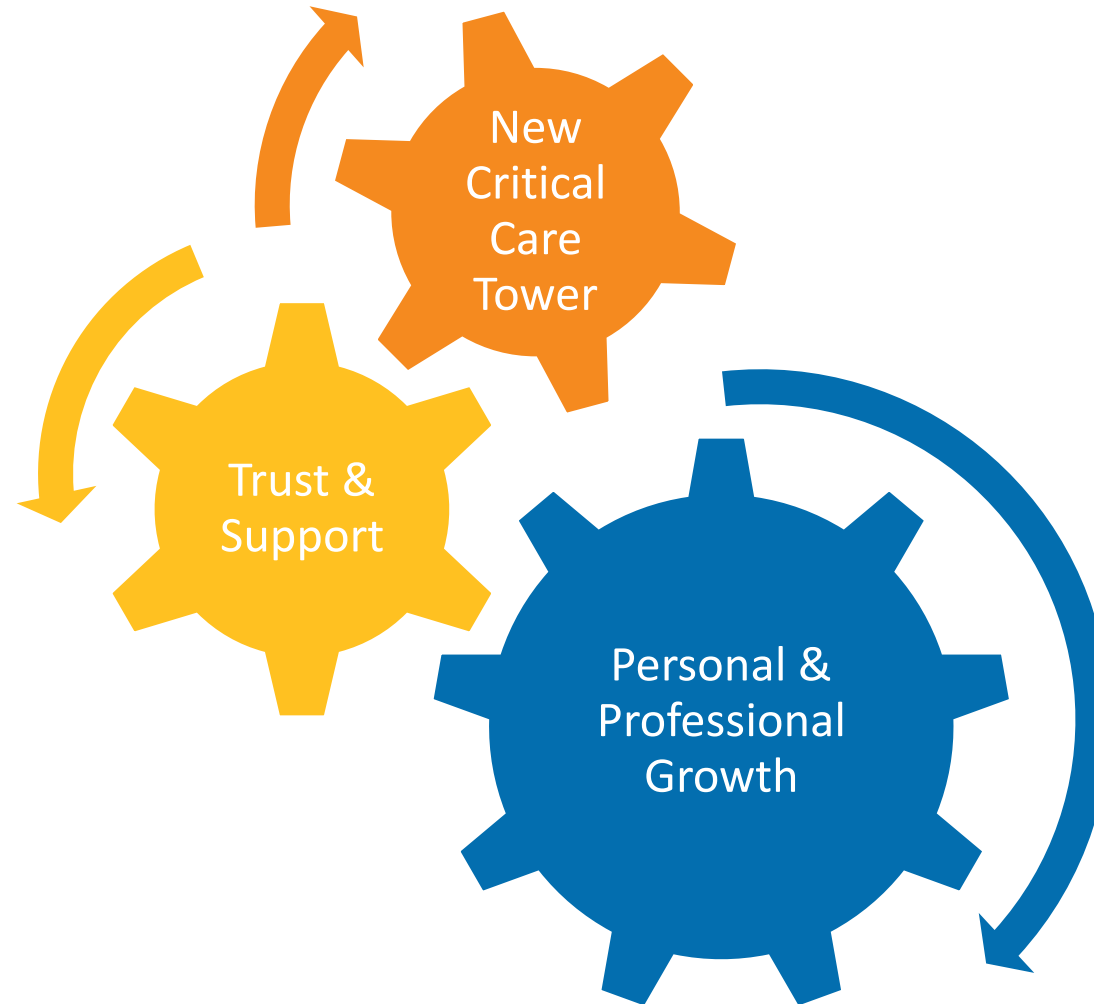
Tracking Our Wildly Important Goal (WIG)

Lag Measures

Lag Measures	Jul 22	Aug 22	Sept 22	Oct 22	Nov 22	Dec 22	Jan 23	Feb 23	Mar 23	Apr 23	May 23	Jun 23	Change from Baseline
CPhT Certified	26	27	29	30	30	30	30	29	29	29	29	28	8%
Cross Trained to IV Room	17	17	17	21	21	21	22	22	23	24	24	24	41%
Cross Trained to IV Chemo	13	12	12	12	12	11	13	13	13	13	13	12	-8%
Cross Trained to OR	5	4	5	5	5	5	5	5	6	6	6	6	20%
Cross Trained to Med Rec	13	14	14	14	15	15	14	16	16	16	16	15	15%
Cross Trained to Distribution	42	40	41	40	43	45	47	47	48	46	47	47	12%
Total Tech Positions	54	55	55	55	55	55	55	55	55	55	58	58	7%
Total Tech Vacancies	6	10	8	9	7	4	4	4	4	3	3	3	-50%
Total Voluntary Turnover	1	5	0	1	1	1	1	1	1	3	0	1	

Data Source: Property of Caromont Health. Please do not reprint without permission.

Pharmacy Technician III Team Year One: Challenges & Resilience





Pharmacy Strategic Planning

Creating a Strategic Vision for the Department

- Document:
 - Current state: Areas covered, pharmacist services, technician roles
 - Gaps & additional opportunities for top of license work
 - Future/advanced state
- Create phased implementation plan:
 - Up to 5 years
 - Table items outside of window for future reference
- Review upcoming year & prioritize focus

Collect Data

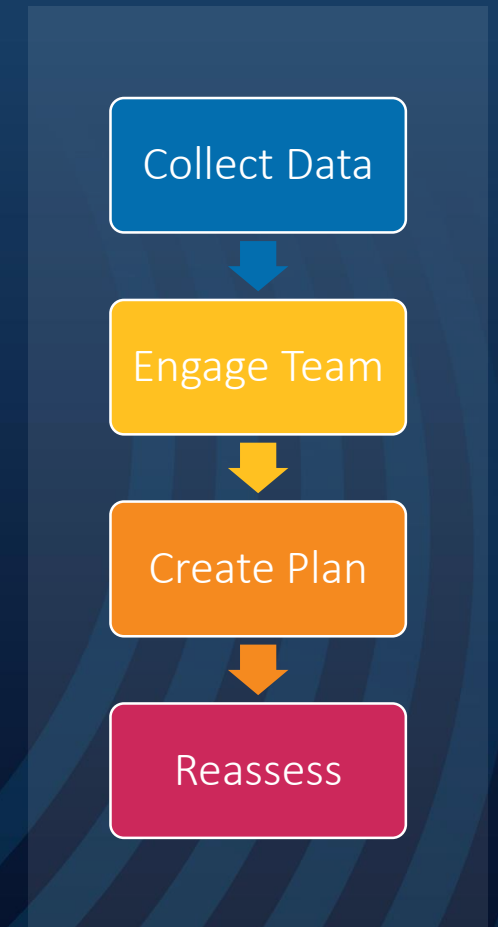
Engage Team

Create Plan

Reassess

Re-evaluate Plans Frequently

- Annual review
 - Set aside time to meet with team to incorporate:
 - Strategic goals of organization
 - Final volumes from previous year
 - Projected volumes for upcoming fiscal year
- Pharmacy Technician roles
 - Evaluate what pharmacist responsibilities could be completed by a technician before
 - IV to PO conversion
 - Unit based technicians
 - Product checking (validating technicians)
 - Pilot new services



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New & Advanced Pharmacy Technician Roles

New & Advanced Pharmacy Technician Roles

- Pharmacy Inventory Optimization Specialist
- Validating Pharmacy Technician
- Pharmacy Operations Supervisor
- Infusion Center/Oncology Triage Pharmacy Technician
- Decentralized Unit-based Pharmacy Technician

Decentralized Unit-based Pharmacy Technician Pilot

- PGY-1 Pharmacy Resident Research Project

Pharmacy Technician Responsibilities During Pilot	
Routine technician responsibilities	Routine nursing responsibilities
<ul style="list-style-type: none">• Restock automated dispensing cabinets• Deliver patient-specific controlled substances to nurses• Unit inspections• Optimization/supply chain management tasks as assigned	<ul style="list-style-type: none">• Maintain med bins/med rooms• Transfer medications when patients transfer off unit• Provide unit to pharmacy home medication storage services• Medication reconciliation services if not completed by a pharmacy technician in the ED

Decentralized Unit-based Pharmacy Technician Pilot Results

- 42% decrease in average daily medication re-dispensing from central pharmacy
 - \$28,365 annualized cost avoidance per unit
- Statistically significant improvement in medication management regulatory compliance observed in medication room inspections
- Anecdotal improvement in pharmacist & pharmacy technician job satisfaction



Strategies Across the Country

Nationally Reported Advanced Pharmacy Technician Activities

Activity	All hospitals – 2022
Purchasing/inventory managements	97.2%
Billing	69.1%
Information technology system management	49.8%
Regulatory compliance	48.9%
340B program management	48.7%
Responsible for USP <795>, <797>, or <800> compliance	47.5%
Controlled substance system management	46.5%

Source: Pedersen, Craig A. et al. "ASHP National survey of pharmacy practice in hospital settings: workforce – 2022," *Am J Health-Syst Phar*: 2023;80:719-741.

Nationally Reported Advanced Pharmacy Technician Activities

Activity	All hospitals – 2022
Initiation of medication reconciliation (obtaining list)	40.3%
Technician supervising other technicians	39.7%
Checking dispensing by other technicians (tech-check-tech)	22.0%
Medication assistance program management	20.1%
Facilitating transitions of care	18.1%
Vaccine administration	10.2%
Assist in patient care (outpatient clinic intake, vitals)	4.3%

Source: Pedersen, Craig A. et al. "ASHP National survey of pharmacy practice in hospital settings: workforce – 2022," *Am J Health-Syst Phar*: 2023;80:719-741.

Nationally Reported Strategies to Improve Recruitment & Retention

Strategy	All hospitals - 2022
Off cycle wage increases/pay scale increases	54.1%
Reimbursement for professional development (PTCB, CE, registration fees)	39.0%
Career ladder	32.3%
Sign-on bonus	31.0%
Incentivizing less-desirable shifts with pay premiums or creative scheduling (i.e., 7 on/7 off)	27.4%
Other bonus programs	23.2%

Source: Pedersen, Craig A. et al. "ASHP National survey of pharmacy practice in hospital settings: workforce – 2022," *Am J Health-Syst Phar*: 2023;80:719-741.

Nationally Reported Strategies to Improve Recruitment & Retention

Strategy	All hospitals - 2022
Pay education expenses for an external, formal technician training program	18.1%
Implemented a new, formal technician training program	17.0%
Partnered with external technician training programs to offer experiential rotation sites	17.0%
Implemented less-stringent hiring criteria & qualifications	16.0%
Job restructuring (remote work, job sharing)	11.8%
Create non-technician entry-level job title to assist in the basic tasks without credentialing	7.6%

Source: Pedersen, Craig A. et al. "ASHP National survey of pharmacy practice in hospital settings: workforce – 2022," *Am J Health-Syst Phar*: 2023;80:719-741.

Other Resources to Assist in Your Journey



Addressing the Pharmacy Technician Shortage in Hospitals and Health Systems.

Pharmacy leaders need strategies, tools, and resources to ensure they have a solid pharmacy technician recruitment, retention, and development program. This Resource Center will assist pharmacy teams, especially pharmacists in administrative and leadership roles, in managing the pharmacy technician shortage in hospitals and health systems.

Pharmacy technicians are an integral part of the pharmacy team. They play



ASHP Announces New Membership Organization for Pharmacy Technician Workforce

The Pharmacy Technician Society to advocate for, advance, and support technicians across all practice settings

Sources: Pereda, M.C. (2023) *Developing a hospital-based Pharmacy Technician Training Program, Expert Insight*. Available at: <https://ashpadvantage.com/expert-insight/developing-a-hospital-based-pharmacy-technician-training-program/>. Accessed March 21, 2023. "ASHP announces new membership organization for pharmacy technician workforces," *ASHP*: <https://www.ashp.org/News/2023/05/17/ashp-announces-new-membership-organization-for-pharmacy-technician-workforce>. Accessed Jun 9, 2023. Pharmacy Technician Certification Board. <https://www.ptcb.org/>. Accessed June 9, 2023. Pharmacy technician recruitment & retention resource center. <https://rxtechteam.org/>. Accessed June 9, 2023.

Future Directions

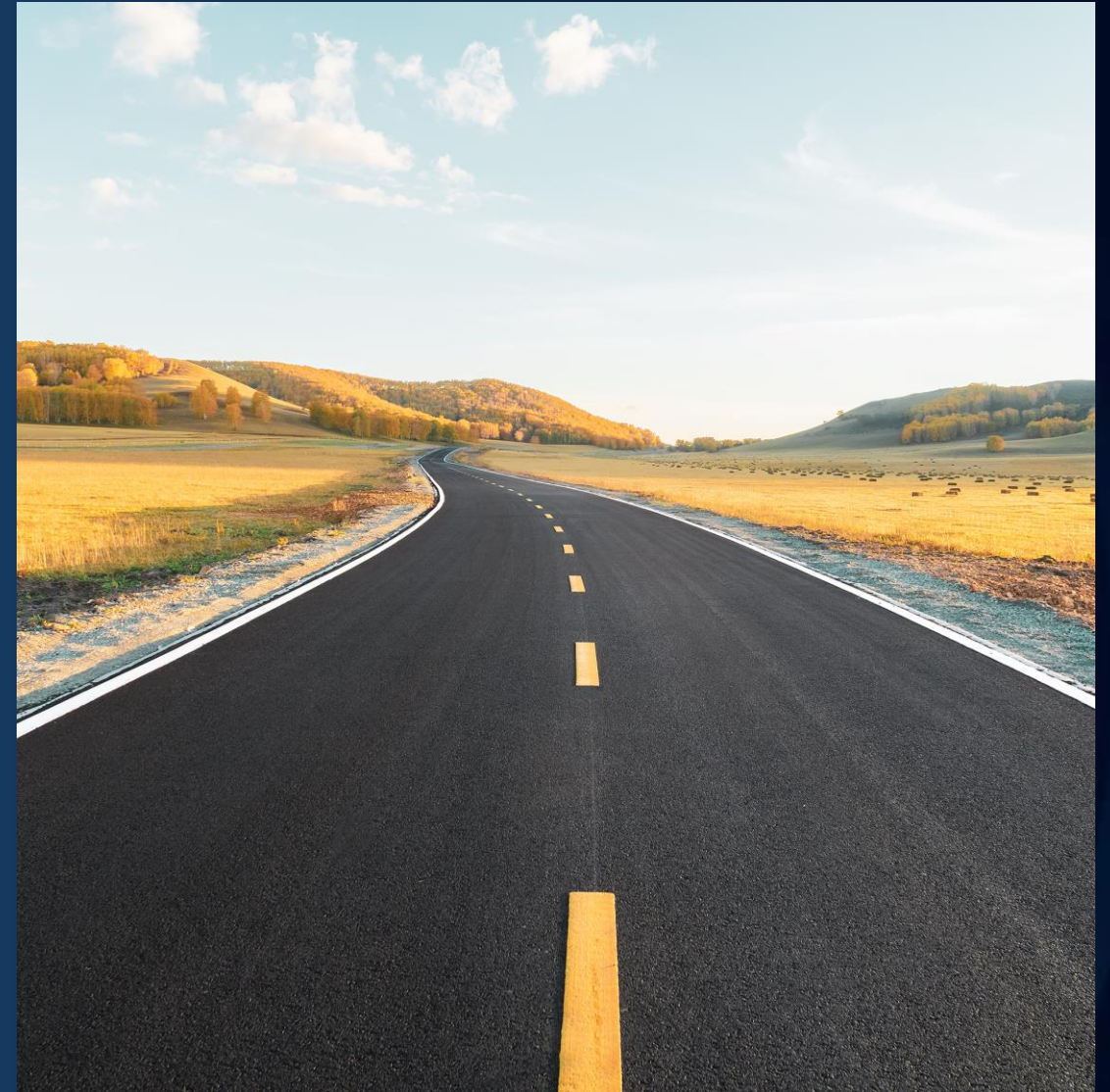


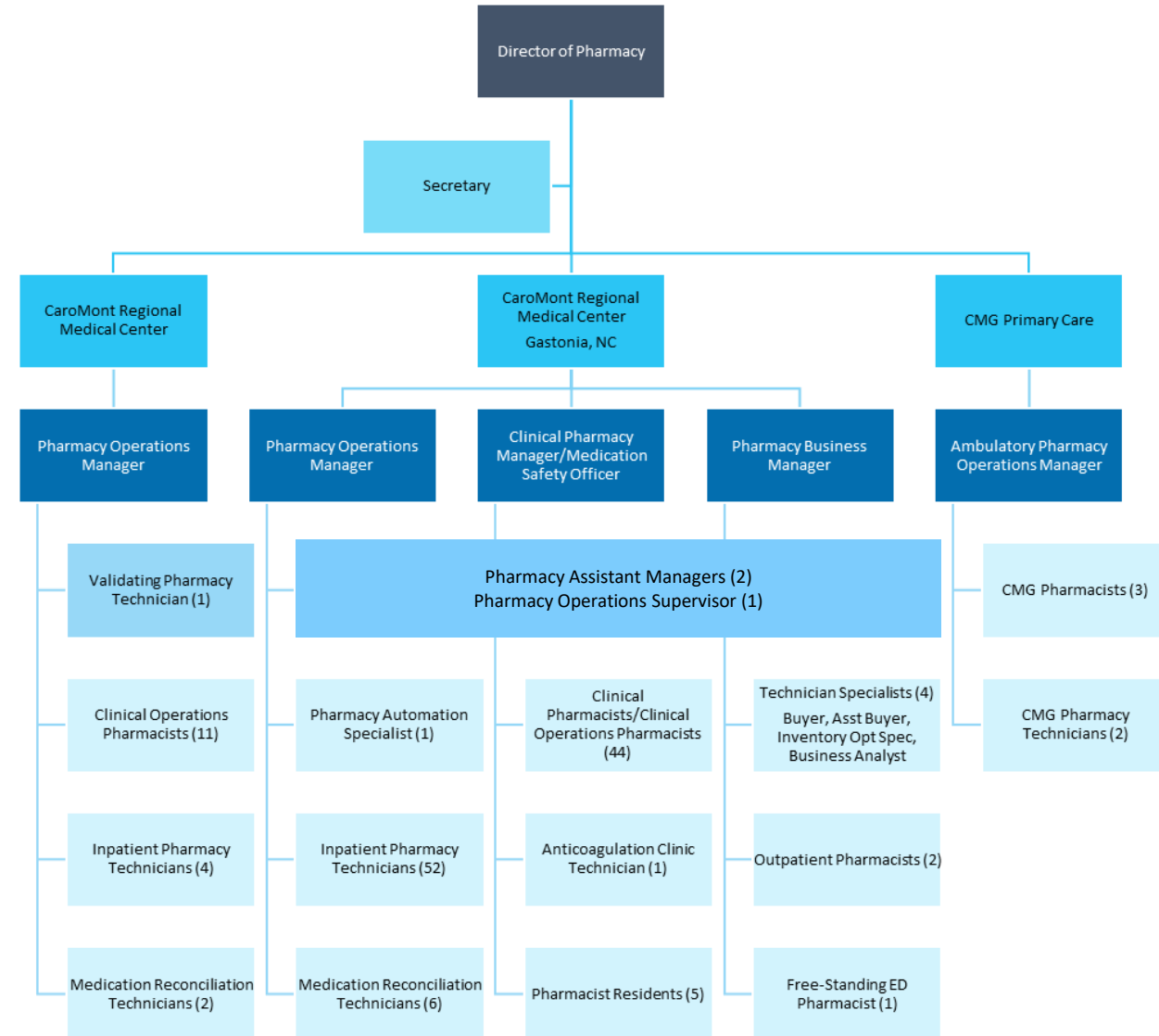
Image Source: "Open highway road", Microsoft PowerPoint (2023).

Pharmacy Technician III Team Level

- Recruit & develop new Tech IIIs
- Revise weekly meeting structure to focus on working meetings
- Building team emotional intelligence & trust
- Create support structure for increased autonomy
 - Additional professional development needed for data collection & analysis skills
- Identify department management items that can be delegated to group
 - Evaluate shift length & schedules
 - Evaluate holiday rotation

Pharmacy Leadership Team Level

- Expansion of Pharmacy Leadership Team
 - CMG Ambulatory Operations Manager
 - 3rd Shift Pharmacy Operations Supervisor (Technician)
 - CRMC Belmont Pharmacy Operations Manager
 - Validating Pharmacy Technician
- Annual strategic planning
 - Creating updated mission & vision with front-line team
- Track & trend qualities of Pharmacy Technicians who are successful in the department



Pharmacy Department Level

- Enhanced engagement
 - Consider adopting Pharmacy Technician III team structure for pharmacists
- Professional development opportunities for all
 - Communication training
 - Team building
- Creation of CPhT preparation courses
- Reimbursement for Pharmacy Technician certification
- Adoption of layered learning models
 - Integrate pharmacists, residents, technicians & students

Executive Level

- Evaluate opportunities to support expansion of pharmacy services due to:
 - Expanded capacity & volumes
 - Growing or new areas of patient care
 - Updated & meticulous regulatory requirements
- Consider budgeted resources to financially support professional development of department
- Collaborate in reviewing automation solutions to improve reliability & accuracy in processes
- Support development of pharmacy technician pipeline through partnership with local community college

Tips for Successful Implementation

- Get buy-in from Senior & Pharmacy leadership
- Solicit feedback from those likely to be a part of founding team
- Help the team understand the “why” behind the changes
- Focus on culture of trust, transparency & relationships
- Be consistent & persistent with meetings as a group
- Support the work, time & each team member
- Help group set high, but realistic goals
- Expect challenges but provide a safe environment for discussion



Please respond via the
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mobile app.

Assessment Question 1

What factors drive the turnover of inpatient pharmacy technicians according to the 2022 ASHP National Survey of Pharmacy Practice in Hospital Settings??

- A. Acceptance of external pharmacy technician positions
- B. Pursuing opportunities outside of healthcare
- C. A & B
- D. None of the above



Please respond via the
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Assessment Question 1 | Answer...

What factors drive the turnover of inpatient pharmacy technicians according to the 2022 ASHP National Survey of Pharmacy Practice in Hospital Settings??

- A. Acceptance of external pharmacy technician positions
- B. Pursuing opportunities outside of healthcare
- C. A & B**
- D. None of the above



Please respond via the
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mobile app.

Assessment Question 2

Developing a robust Pharmacy Technician career ladder & professional development program is a tactic that can increase technician participation & engagement.

- A. True
- B. False



Please respond via the HTU conference mobile app.

Assessment Question 2 | Answer...

Developing a robust Pharmacy Technician career ladder & professional development program is a tactic that can increase technician participation & engagement.

- A. True
- B. False



Please respond via the HTU conference mobile app.

Assessment Question 3

Which of the following are resources that are available to guide the creation of advanced Pharmacy Technician roles:

- A. Pharmacy Technician Certification Board
- B. ASHP
- C. Your pharmacy team
- D. All of the above

Assessment Question 3 | Answer...

Which of the following are resources that are available to guide the creation of advanced Pharmacy Technician roles:

- A. Pharmacy Technician Certification Board
- B. ASHP
- C. Your pharmacy team
- D. All of the above**



Please respond via the HTU conference mobile app.

References

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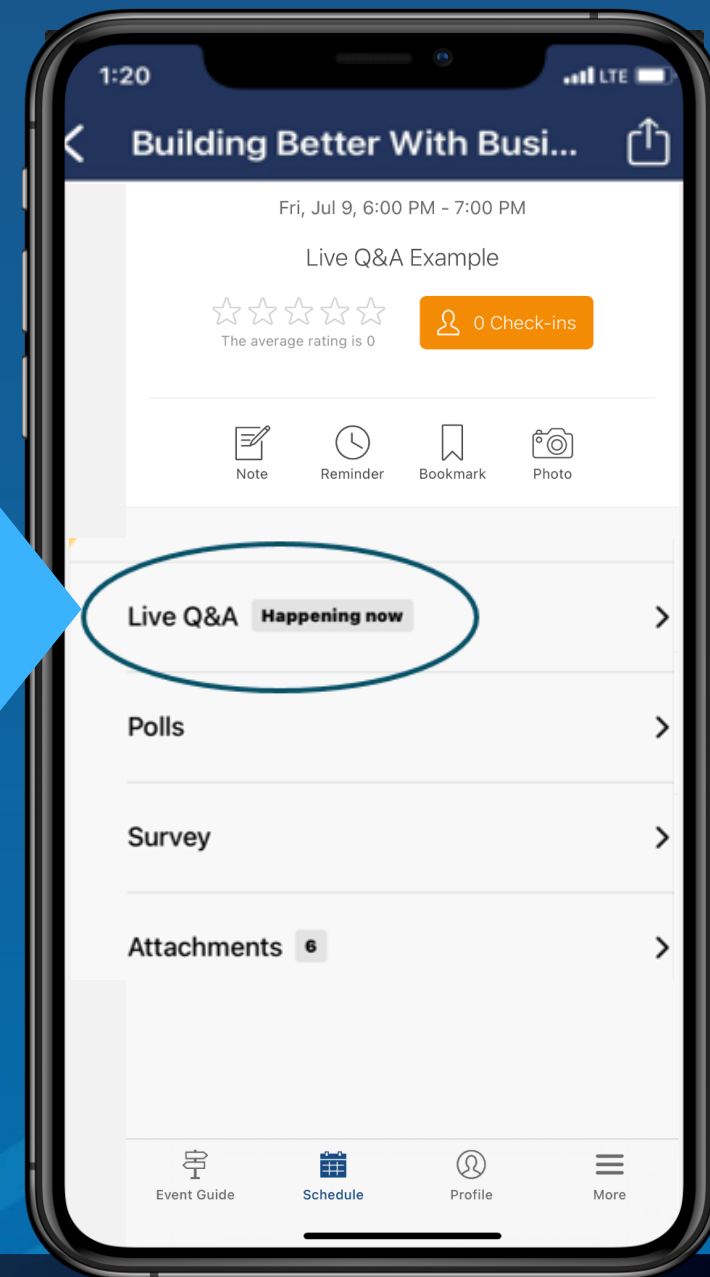
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Thank you...

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