

Background

- High engagement has been shown to improve employee satisfaction.
- A trend identified through an annual health system employee engagement survey was lack of career growth for specialty pharmacy technicians (SPTs). This gap complemented the growing volume and diversity of patients managed by the health system specialty pharmacy (HSSP) requiring SPTs with specialized skills.
- Our approach to increase satisfaction, while meeting the expanding demand was to implement a career ladder and create new opportunities for career growth for SPTs.

Objectives

- To create career growth and additional career pathways for SPTs to help improve employee engagement and job retention.
- To turn our opportunity of career development, identified on our annual health system employee engagement survey, into a strength.

Methods

- SPT career ladder allowed for promotion within certain roles. Advancement as a SPT required competency in current role and completion of two projects around personal and professional growth. Advancement to the highest step of the career ladder required five professional and personal growth projects to demonstrate leadership and expertise. Similar career ladders were created for Med B and MAP.
- Evaluation of the career ladder spanned from implementation in November 2019-June 2022. The number of employees who transitioned/advanced into new roles were collected. Employee engagement scores were collected in 2020 and 2021 for comparison.
- New advanced roles were introduced to support operations and infrastructure, including medication assistance (MAP), financial clearance (PA), billing (Med B), customer service, staff educator, regulatory, purchasing, and leadership. New non-SPT roles (shipping) were created for entry-level candidates.

Results

Key Employee Engagement Survey Results

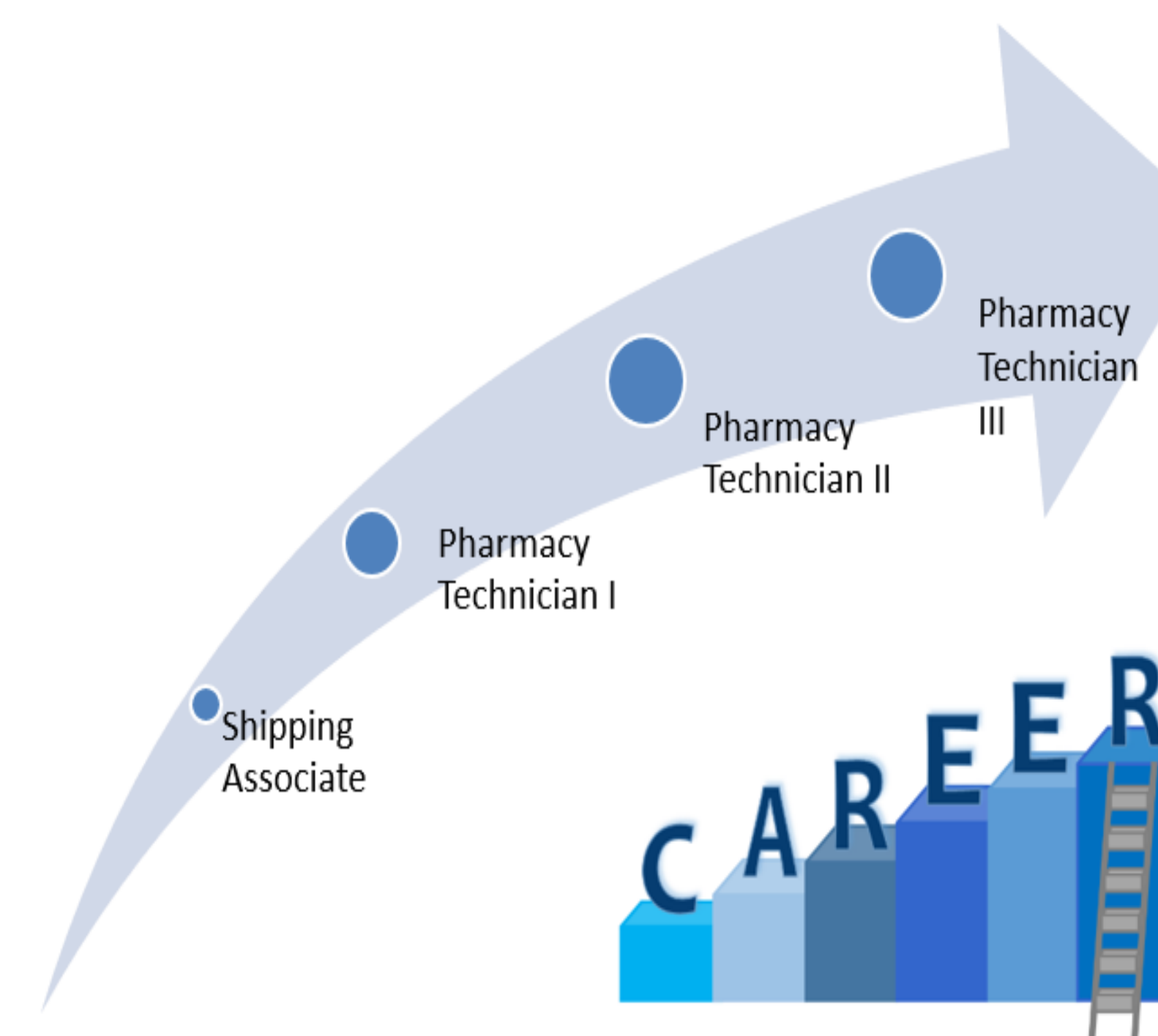
Opportunities		
2019	2020	2021
My work is adequately staffed	Career Development	Accountability
Job Stress	Environment makes employees go above and beyond	Action Taking
Sufficient time to provide best care	Recognition	Recognition

Strengths		
2019	2020	2021
Patient safety is high priority	High quality care	Patient care quality
Work is meaningful	Conducts business in ethical manner	Career
I care for all patients equally	Diversity and Inclusion related coaching	Growth

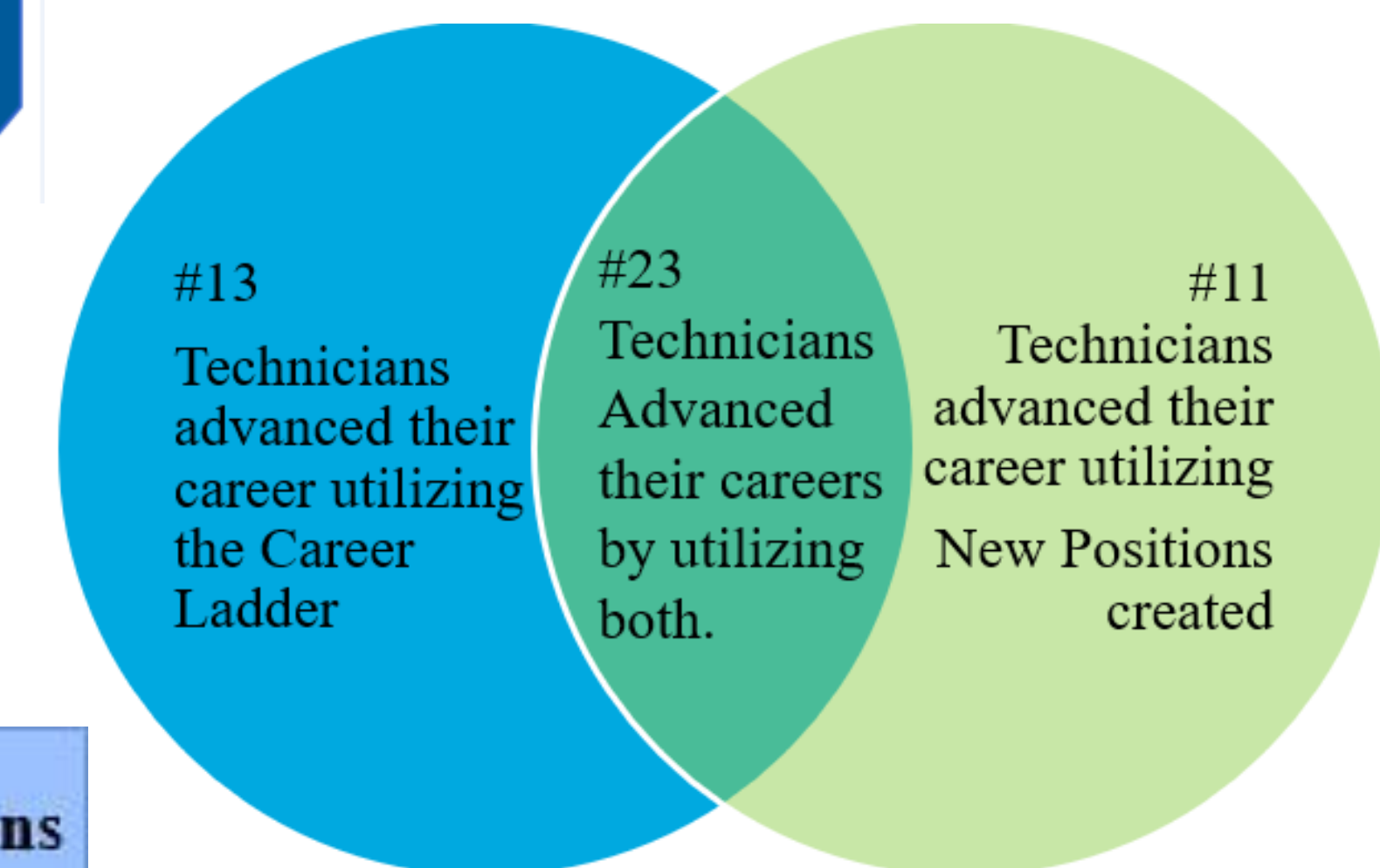
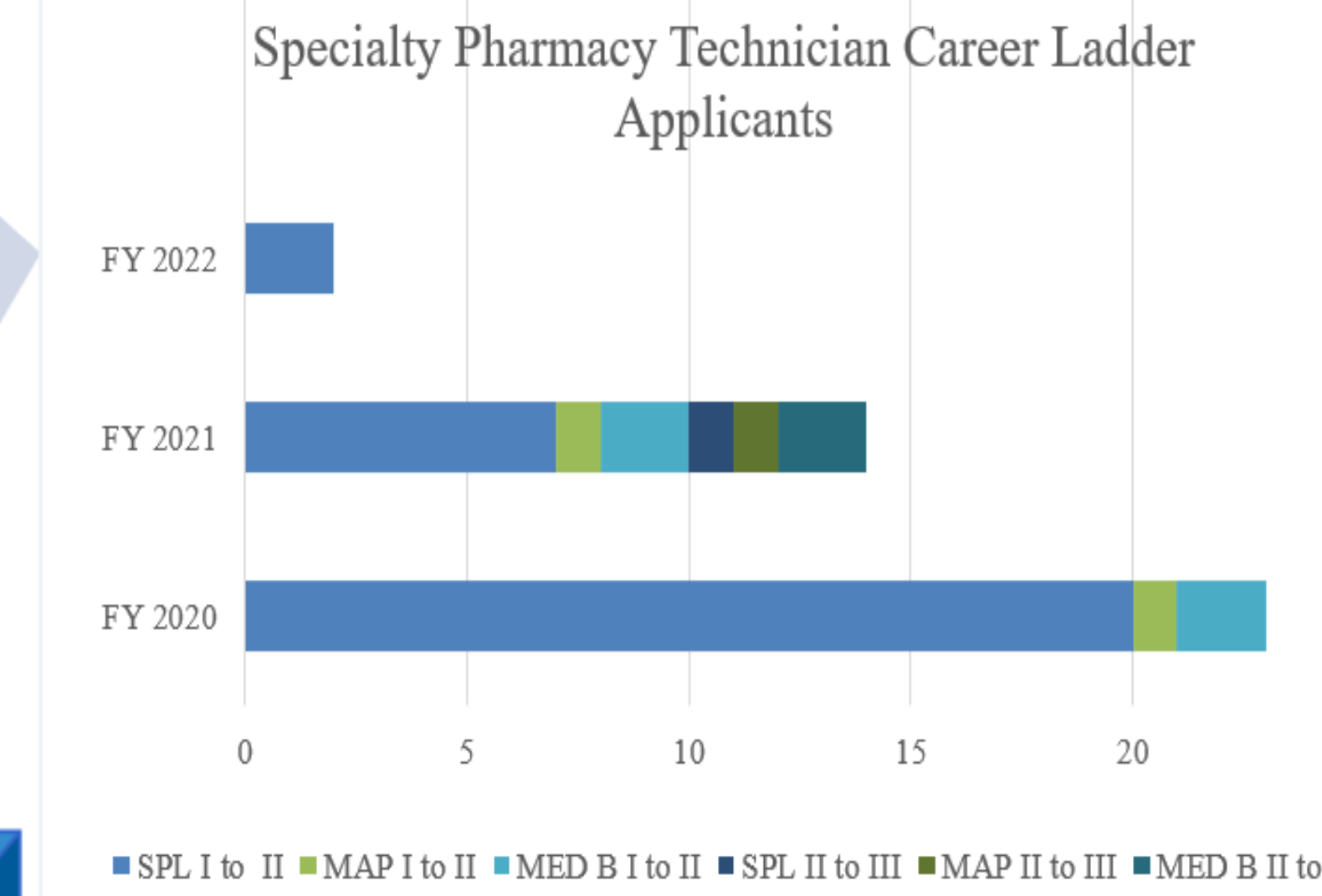
Action Taking

Employee Engagement Survey October 2020 Results	
Opportunities	Actions
This organization provides career development opportunities.	<ul style="list-style-type: none"> - Successful implementation of Career Ladder - New Roles (Tech Supervisor, Inventory & Training Coordinator etc.) - Individualized development plan - Planned Self Development sessions

Career Advancement Redesign



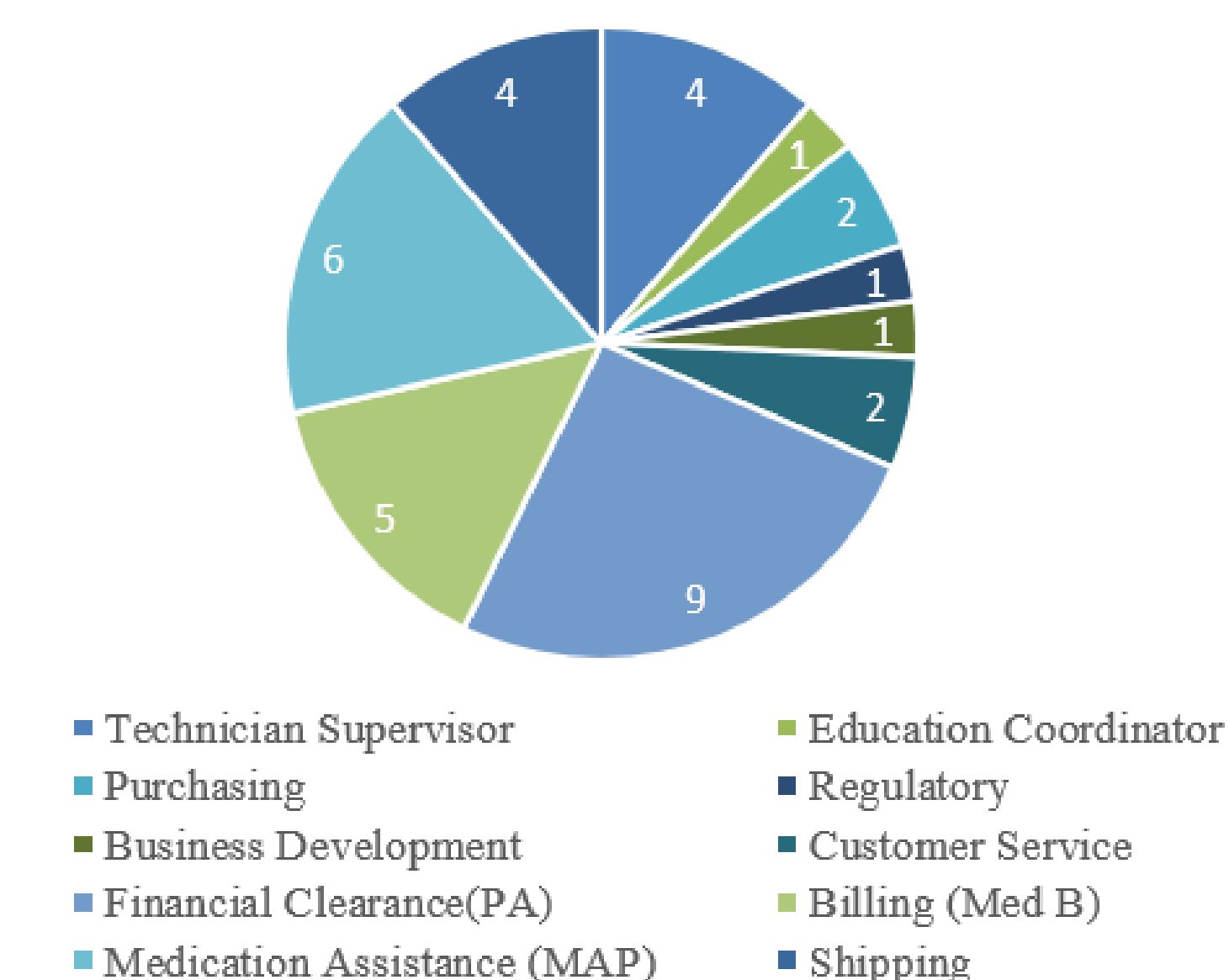
Career Pathways



New Roles Introduced to Support Operations

- SPT Roles**
 - Medication assistance (MAP)
 - Financial clearance (PA),
 - Billing (Med B)
 - Customer service
 - Staff educator
 - Regulatory
 - Business Implementation
 - Purchasing
 - Leadership.
- Non SPT Roles**
 - Shipping (for entry level positions)

New Positions Created



Discussion

- The following specialty positions have been created since 2019: Technician Supervisor, Customer Service Analyst, MAP Supervisor, Education Coordinator, PA Specialist, Business Implementation liaison, Safety/regulatory liaison, Shipping Associate, Purchasing/Inventory Specialist, and Ambulatory care technician. These new roles totaled 29 additional positions to support specialty pharmacy growth.
- Since implementation, 30 SPTs have advanced from SPT I to II. Two SPTs have advanced to the SPT III. Four SPTs were promoted to MAP coordinators, including one coordinator who achieved MAP III. Four billing analysts were promoted from Med B I to II, and two were promoted to III status. One shipping associate advanced to SPT I.
- Employee satisfaction scores increased from 68 to 83 in 2020 and 2021, respectively.

Conclusions

- Expanding opportunities for pharmacy technicians, via career ladder or new career pathway opportunities, can improve employee engagement while supporting specialty pharmacy operations and growth.

Barriers / Limitations

- Back filling positions
- Delay of releasing budget to hire additional staff
- Training staff in new roles
- Expectations for new roles
- Positions unique to each pharmacy model.

Future Directions

- Continue to support the growth and development of existing SPTs through the career ladder and via new career pathway opportunities.

Disclosure: The authors of this presentation have the following to disclose concerning possible financial or personal relationships with commercial entities that may have a direct or indirect interest in the subject matter of this presentation: Alijah Kosarko, CPhT, BA; Vanessa Batista, CPhT; Terri Sue Rubino, Pharm D, CSP; Vinay Sawant, RPh, MPH, MBA : nothing to disclose.