

# ESCENARIOS PARA BAILAR JUNTOS EN TECNOLOGÍA, INNOVACIÓN Y PERSONAS



2024  
**POST-MIDYEAR**  
12 FEBRERO 2025 • BARCELONA





- **Formación y desarrollo profesional**
  - **Aprender y enseñar en el S. XXI**
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# Formación y desarrollo profesional



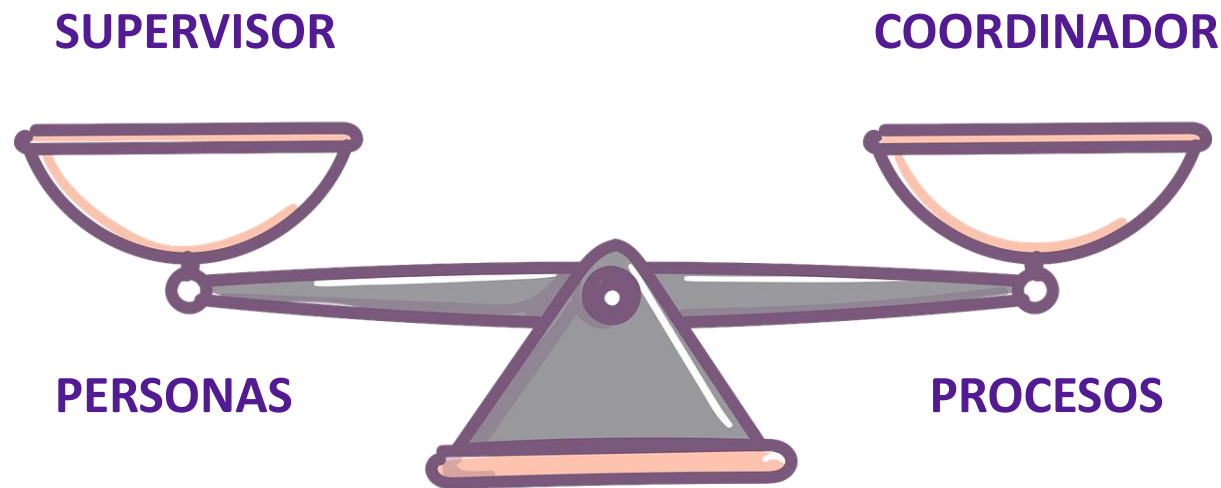
- **Management Case Studies**
  - ✓ How **Specializing Your Technician Leaders** Will Reduce Turnover and Improve Job Satisfaction
  - ✓ Implementation of a **Pharmacy Technician Leadership Series**
  - ✓ Better Together: **Leveraging Frontline Pharmacy Technician Insights** and Data Analytics to Optimize Workflows
- From Pills to Progress: **Developing New Heights in Pharmacy Technician Advancement**
- **Empowering Tomorrow's Pharmacy Technicians:** Fostering Partnerships with Academia to Develop Cutting-Edge Technician Training Programs
- **Expanding Roles:** Development of a Dedicated Pharmacy Technician Clinic Liaison Team

## How Specializing Your Technician Leaders Will Reduce Turnover and Improve Job Satisfaction



### Caso de éxito University of Kansas Health System

- Contexto de cambio y expansión, incorporación de nuevos técnicos



## Implementation of a Pharmacy Technician Leadership Series

ASHP Statement on Pharmacy Technician Roles  
Am J Health-Syst Pharm. 2016; 73: 928-30



### Caso de éxito Cleveland Clinic

- Formación y habilidades de liderazgo para técnicos



- ✓ Técnicos actuales con roles avanzados sin formación formal en liderazgo
- ✓ Oportunidad de apoyar a los técnicos en roles avanzados de liderazgo
- ✓ Importancia de medir el beneficio y/o impacto

#### Formación en

- Comunicación
- Relaciones de trabajo
- Resolución de conflictos

- Gestión del cambio
- Diversidad cultural
- Mejora continua
- Habilidades para entrevistas



#### Experiencias similares

- AJHP 2019; 76 (8): 543-550
- 2023 ASHP Best Practices Award  
AJHP 2023; 81 (6): 235-240.
- AJHP 2022; 79 (14): 1192-1197

## ***From Pills to Progress: Developing New Heights in Pharmacy Technician Advancement*** ***Desarrollo profesional de los técnicos***



**21%** Recambio en los puestos de técnicos

**41%** En 1/10 Servicios de Farmacia perdieron en 2021 el 41% de sus técnicos

**21%** La escasez de técnicos subió en 2019-2021 del 6% al 21%

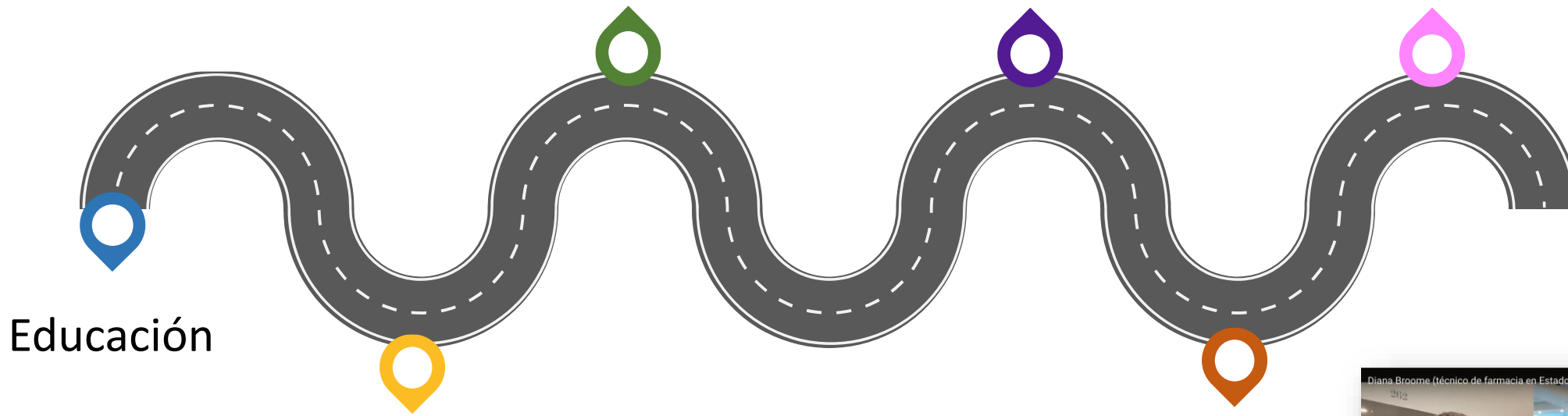
**90%** Farmacéuticos realizan tareas que tradicionalmente hacen los técnicos

***Supporting technician growth can save up to \$35,000 per technician  
by reducing turnover costs***

Credenciales

Certificación

Advancement



Educación

Programas ASHP/ACPE

Technicians with accredited education  
report 30% **higher job satisfaction**

Training



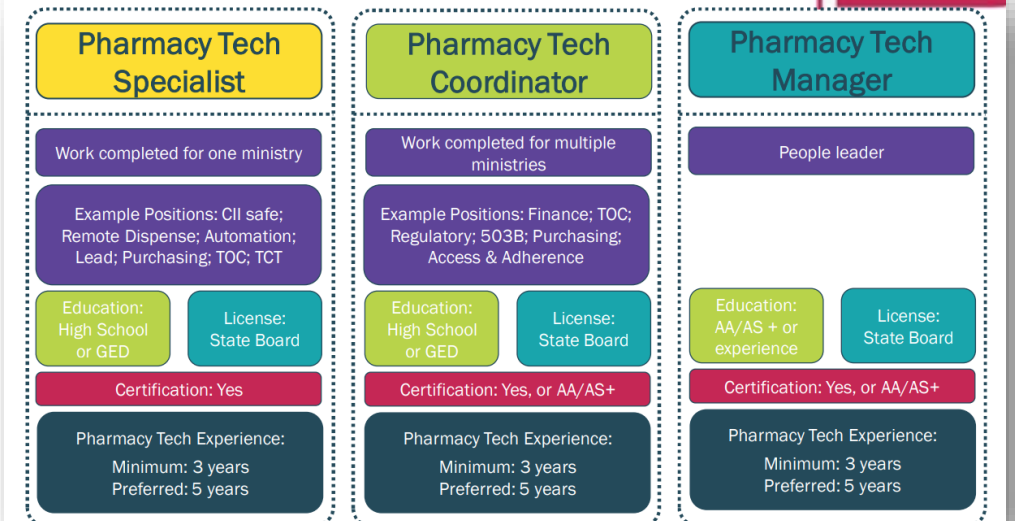
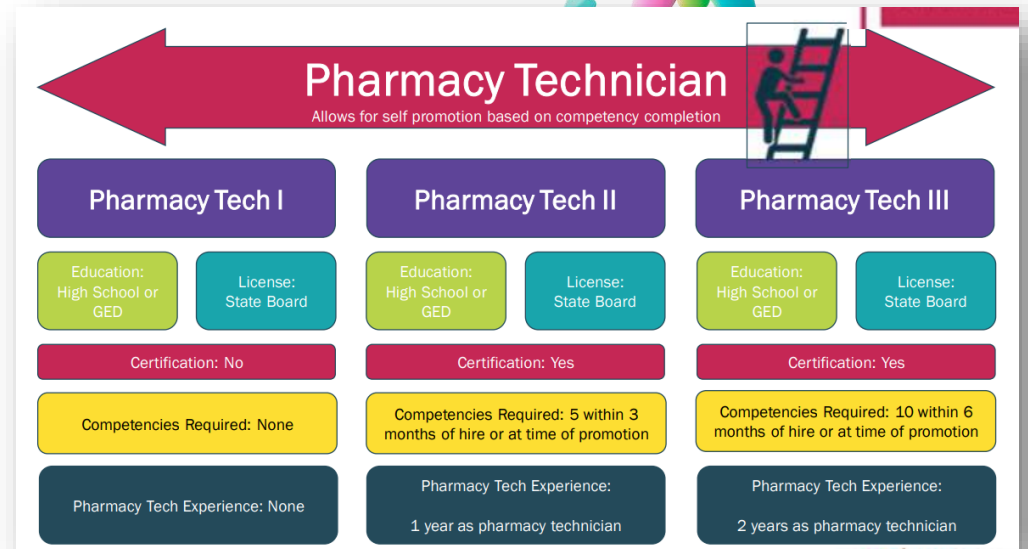
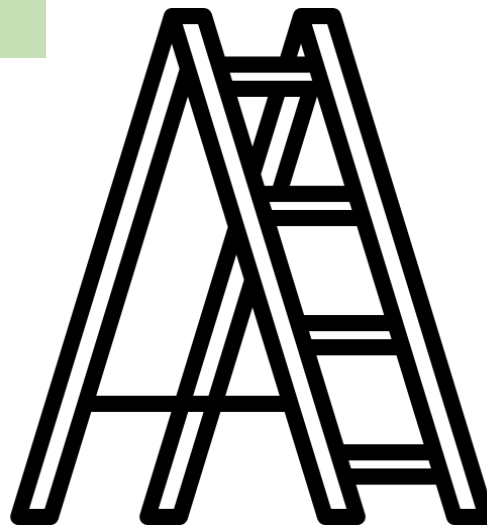
## Carrera profesional para técnicos

**Career Ladder:** marco estructurado que describe la progresión jerárquica de roles y responsabilidades.



## Características importantes:

- Camino definido
- Competencias clave
- Criterios claros
- Transparencia
- Oportunidades de desarrollo



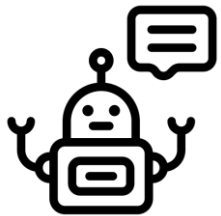
## *Empowering Tomorrow's Pharmacy Technicians: Fostering Partnerships with Academia to Develop Cutting-Edge Technician Training Programs*

Fomento de alianzas académicas para desarrollar programas de capacitación avanzada para técnicos

+ 1.700 programas,  
gran variabilidad

253 programas  
acreditados ASHP/ACPE

Distintos requisitos  
según estados





- Los trabajos que requieran proximidad física al paciente serán los que más cambien
- Crecimiento continuo de empleos en el sector salud
- Avances en automatización e inteligencia artificial
- Escasez en enfermería + roles avanzados técnicos → cambios en la administración de medicamentos

253 programas  
acreditados ASHP/ACPE

## ¿Quién ofrece estos programas?

- Universidades (públicas/privadas)
- Escuelas de técnicos
- Sistemas de salud (hospitales) – en aumento

Entry-Level	What works best for you?	Advanced Level
<b>Didactic:</b> 120 hours <b>Simulation:</b> 50 hours <b>Experiential:</b> 130 hours ( <i>minimum of 1 rotation; utilize entry-level skills</i> )  <b>Total:</b> 400 hours ( <i>minimum</i> )		<b>Didactic:</b> 160 hours <b>Simulation:</b> 100 hours <b>Experiential:</b> 200 hours ( <i>minimum of 2 rotations; 1 must utilize advanced-level skills</i> )  <b>Total:</b> 600 hours ( <i>minimum</i> )




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## THE PHARMACY TECHNICIAN EDUCATION AND TRAINING TABLET

IN THIS ISSUE

- PTAC Biannual Meeting  
October 24-25, 2023
  - Program Accreditation and Reaccreditation Approvals
  - Promotion of the Pharmacy Technician Profession to High School Students
  - Review of Credit for Prior Learning (CPL) and Non-traditional Pharmacy Technician Education and Training Programs
  - PTCB Update
  - Annual Survey Update
  - Standard Revision 2024-2025



<https://www.ashp.org/professional-development/technician-program-accreditation/pharmacy-technician-tablet-newsletter>

## Expanding Roles: Development of a Dedicated Pharmacy Technician Clinic Liaison Team

Experiencia Vanderbilt University Medical Center

[Contexto: cambios normativos en auditorías]

### Identify the roles of the pharmacy technician clinic liaison team in medication management.

	Job Roles
Initial focus	<ul style="list-style-type: none"><li>• Medication surveys</li><li>• Joint Commission readiness</li><li>• Medication survey coordinator</li></ul>
Expanded focus	<ul style="list-style-type: none"><li>• Clinic education for medication manual</li><li>• Medication temperature excursions</li><li>• Controlled substance auditing</li><li>• Sample medication auditing</li><li>• Manage recalls in all ambulatory clinics</li><li>• Onboarding and closing clinics with pharmacy needs</li><li>• Operation support in sterile products</li></ul>

### Technician Role Expansion

#### Pharmacy Operations Technician

- Work in clinic pharmacies
- Roles:
  - Sterile compounding
  - Non-sterile compounding
  - Medication delivery and stocking
  - Troubleshoot operations challenges
  - Audit medication charges
  - Pharmacy inventory procurement

#### Pharmacy Liaison Technicians

- Hybrid work model
- Travels to clinics
- Roles:
  - Conduct regulatory medication inspections
  - Educate frontline clinic providers and staff
  - Audit clinic sample medication use
  - Audit and assists with overseeing clinic-controlled substance use
  - Support clinic pharmacy operations

#### Liaison Technician Manager

- Hybrid work model
- Travels to clinics
- Roles:
  - Manage the pharmacy liaison technicians
  - Assists with new clinic go-lives and moves
  - Educate clinic leaders on policies and SOPs
  - Assist with implementation of new policies or procedures
  - Facilitate support during regulatory audits

## Técnicos...



Roles avanzados para promover la eficiencia y mejorar la atención al paciente.



Responsabilidad completa de las actividades técnicas avanzadas y de apoyo.



Programa de educación y formación acreditado por ASHP/ACPE.



Certificación por Pharmacy Technician Certification Board



Desarrollo de carrera profesional para los técnicos de farmacia.



Definir competencias esenciales para los técnicos en entornos de atención aguda y ambulatoria.



# Aprender y enseñar en el S. XXI



- From Textbooks to TikTok: **Precepting the Gen Z Learner**
- All Aboard! Leveraging **Adult Learning Techniques** to Overcome Onboarding Overwhelm
- **Call Me Maybe: When to Say Yes or No to New Opportunities**
  
- Managing **Imposter Syndrome** and Building Confidence as a New Graduate
- Feeling Like a Fraud? How to Manage **Imposter Syndrome** in Learning
- The Upside of **Imposter Syndrome**
  
- Elevate Your Career: Creation of a **Personal Brand Strategy** That Is Distinctively You
- The Influential Pharmacist: Early-Career Strategies for **Building Your Brand in Interprofessional Teams**

## From Textbooks to TikTok: Precepting the Gen Z Learner



1997-2010

- Características y valores de las diferentes generaciones
- Estrategias de comunicación y feed-back para promover relaciones sanas con la generación Z
- Roles del tutor (*preceptor*) y claves para mejorar la interacción y el compromiso

***“Each generation imagines itself to be more intelligent than the one that went before it and wiser than the one that comes after it” (George Orwell)***

## The Silent Generation

“Traditionalist”, cautious conformists, stability, hard worker, rebellious tendencies, understanding

## The Baby Boomers

Ambitious, work-centric, conservative, competitive, empowered, stubborn, responsible, ethical

## Generation X

Work-life-balance, independent, materialistic, slackers, adaptable, self-starters, anti-establishment

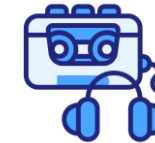
## Millennials

Community-oriented, environmentally-conscious, questioning, flexible, self-centered, impatient

## Generation Z

Communicative, open, short attention, diverse, collaborative, pragmatic, entitled, demanding

## Estereotipos de las generaciones



Cambian los estilos de comunicación

## Gen Z

Mayor % acceso a estudios

Mayor % de padres y madres con estudios

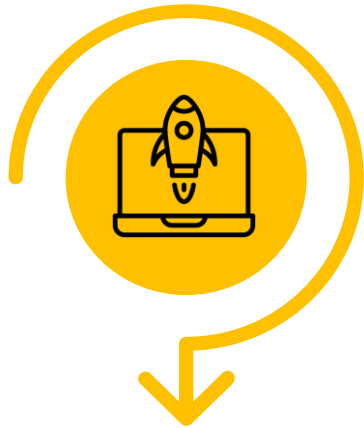
Mayor demanda de *feed-back*

Valores comunicación:

colaboración, relevancia, autenticidad, diversidad

Efecto COVID → mayor flexibilidad

## Estrategias de comunicación



### Herramientas digitales

Plataformas digitales  
Aprendizaje interactivo,  
entornos virtuales



### Información clara y concisa

“Bite-sized pieces”  
Establecer pronto las expectativas  
Indicar cuando se da *feedback*



### Promoción de valores

Casos de pacientes  
(vs didáctica tradicional)  
Incorporar las diferencias culturales

**Feed-back → con referencias, específico, a tiempo, coherente**

## Roles del tutor/mentor (preceptor)

JOURNAL ARTICLE

### Teaching A to Z for a new generation of pharmacy learners [Get access >](#)

Melissa S Medina, EdD ✉, Tracy K Pettinger, PharmD, Mary Niemczyk, PhD, Melinda Burnworth, PharmD, FASHP, FAzPA, BCPS

*American Journal of Health-System Pharmacy*, Volume 78, Issue 14, 15 July 2021, Pages 1273–1276, <https://doi.org/10.1093/ajhp/zxab174>

Published: 06 May 2021

**Precepting the newest generation.** Previous pharmacy literature has focused on developing the teaching skills of pharmacy preceptors in relation to the 4 major preceptor roles: instructing, modeling, coaching, and facilitating.<sup>5</sup> This training can be adapted to accommodate the newest generation of pharmacy learners that preceptors will encounter. In the following sections, we review strategies for how preceptors can fulfill their 4 main roles using the 4As of learning to structure the learning environment to help students (1) activate their prior knowledge, (2) actively engage with the material, (3) apply information to solve complex problems, and (4) be aware when their knowledge is lacking.<sup>2,10-12</sup>

## Implications for Preceptors and Educators: Generational Learning Styles



## All Aboard! Leveraging Adult Learning Techniques to Overcome Onboarding Overwhelm






Cambios en el colectivo profesional: **mayor diversidad (género, raza, edad)**

Diferentes expectativas, motivaciones y preferencias

DESAFÍOS EN LA INCORPORACIÓN Y CAPACITACIÓN

# pedagogy vs andragogy

## ANDRAGOGY – facilitation of adult learning

-  **Learners:** highly independent and learning occurs when they have a self-identified need to learn
-  **Learner Orientation:** problem focused learning
-  **Learner Experience:** crucial and fundamental
-  **Methods:** long-long process of curiosity and inquiry where the teacher helps and facilitates learning (e.g., discussion, simulations)
-  **Learning Goal:** develop competence

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Annual Meeting & Conference

## Programas de acogida (*onboarding*)

- centrados en la identidad del individuo
- considerando experiencias previas
- adultos + receptivos cuando necesitan nueva información para resolver problemas
- *real-life application*

## Onboarding With The Adult in Mind



"Earning and living are not two separate departments or operations in life" – Lawrence P. Jacks

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## Best Practices for Onboarding

- > soporte del supervisor > retención y satisfacción
- Desde el momento de la oferta
- Acogida en grupo → mayor compromiso
- Respeto individualidad, innovación e identidad
- Progresivo



- Expansión de roles para los técnicos
- Carrera profesional como herramienta para la retención de talento
- El reto de la convivencia generacional (+ diversidad)