

2023 VIZIENT CONNECTIONS SUMMIT

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SEPT. 18–21, 2023  
WYNN, LAS VEGAS

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# Afternoon Session Learning Objectives

- Illustrate a plan for advancing technician roles while solving common regulatory compliance issues as part of DSCSA compliance.
- Examine the opportunity for strategic advertising of a clinical pharmacy career to a young, diverse student population.

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# DSCSA: Five Letters We've Been Putting Off for 10 Years

*Randy Braun, PharmD, Pharmacist Coordinator, Informatics and Automation, UNC Health*

*Kristen Kruszewski, PharmD, MBA, Director of Pharmacy Strategy, Geisinger*

*Eric Marshall, BA, JD, Principal, Leavitt Partners & Executive Director, PDG*

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# Disclosure of Financial Relationships

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An individual is considered to have a relevant financial relationship if the educational content an individual can control is related to the business lines or products of the ineligible company.

**Eric Marshall, JD**, speaker for this educational activity, is a consultant for the following companies:

AbbVie; Alexion; Alnylam; American Pharmacists Association (APhA); AmerisourceBergen; Apotex ;Association for Accessible Medicines (AAM); AstraZeneca ;Bayer; Biogen; Biomarin; Bristol-Myers Squibb; CardinalHealth; CVSHealth; Fresenius Kabi; Genentech; GlaxoSmithKline; Healthcare Distribution Alliance (HDA); Inmar; International Warehouse Logistics Association (IWLA); Johnson & Johnson; Merck; Novartis; Partnership for DSCSA Governance (PDG); Pfizer  
Pharmaceutical Research and Manufacturers of America (PhRMA); Takeda; United Parcel Service (UPS); Upsher-Smith Laboratories; Viatrix (formerly Mylan)

All relevant financial relationships listed for this individual has been mitigated.

All others in a position to control content for this educational activity have no relevant financial relationship(s) to disclose with ineligible companies.

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# DSCSA: Five Letters We've Been Putting Off for 10 Years

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# Regulatory Considerations

Eric Marshall, BA, JD, Principal, Leavitt Partners & Executive Director, PDG

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# Problems the DSCSA aims to solve



Threats to  
drug  
security and  
patient  
safety



Prevalence  
of stolen  
drug  
product



Little  
coordination  
between  
states to  
ensure  
security



Grey market  
and drug  
shortage  
risks

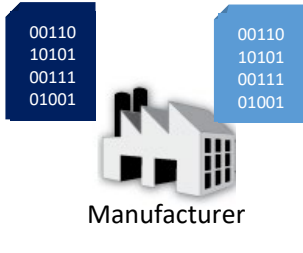
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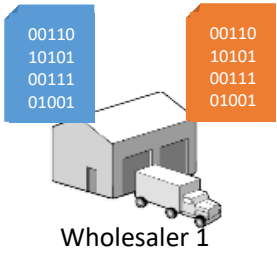
# Tracing



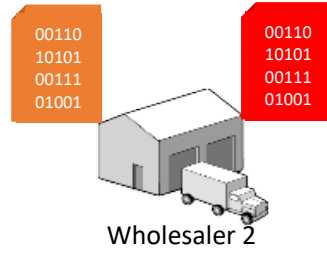
Product Identifier Verification



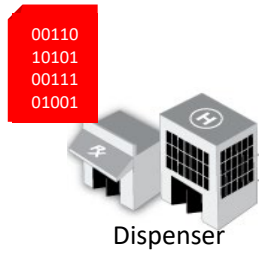
Product Flow



Product Flow



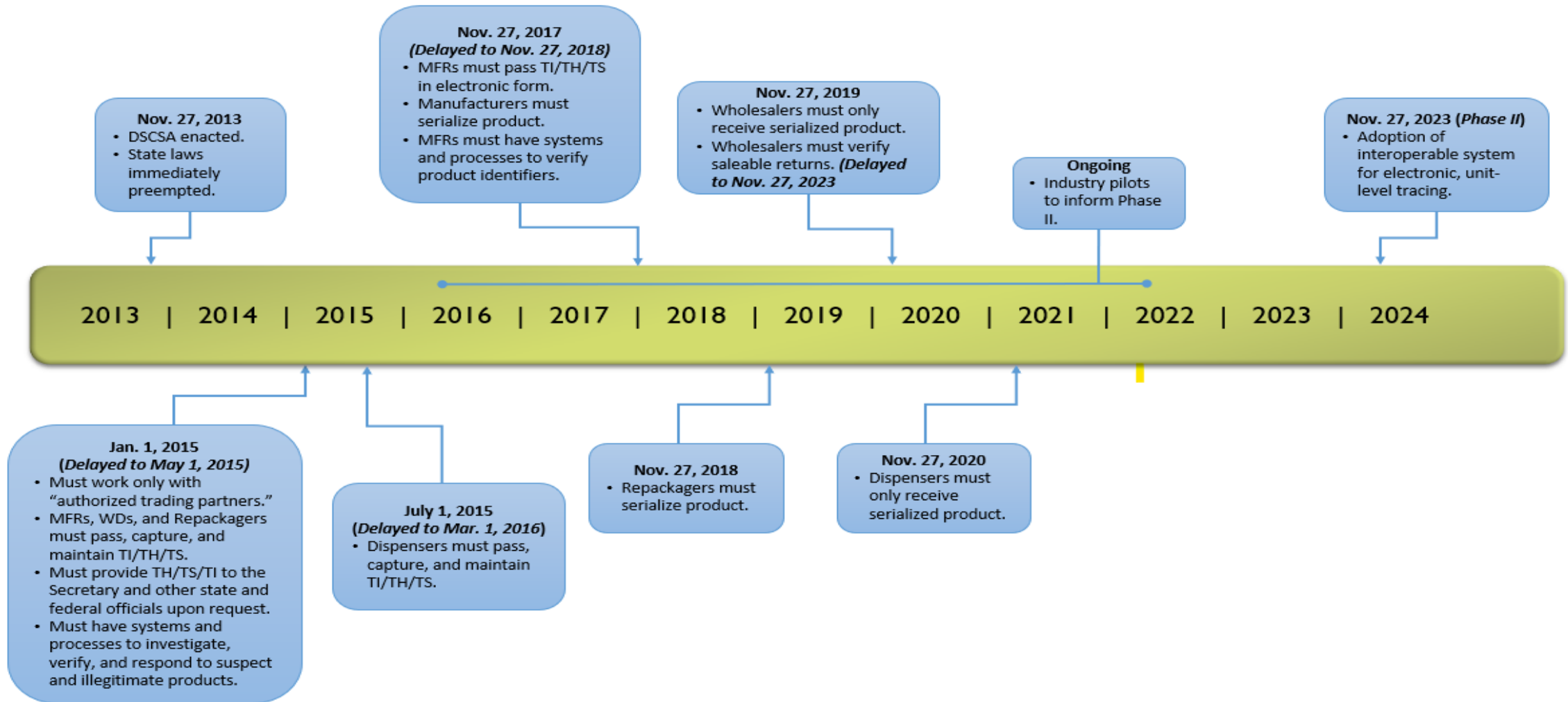
Product Flow



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# DSCSA Implementation Timeline



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# Stabilization Period for Enhanced Systems

- Enhanced Drug Distribution Security Requirements Under Section 582(g)(1) of the Federal Food, Drug, and Cosmetic Act— Compliance Policies, August 2023 (<https://www.fda.gov/media/171592/download>)

expiration date) at the package level for each package included in the transaction. FDA does not intend to take action to enforce this requirement until November 27, 2024. FDA is issuing this compliance policy to accommodate the additional time (beyond November 27, 2023) that may be needed by trading partners to achieve compliance and to help ensure continued access to prescription drugs as trading partners continue to refine processes for the inclusion of the product identifier at the package level for each package in a transaction into the transaction information in accordance with section 582(g)(1)(B).

This guidance is not intended to provide, and should not be viewed as providing, a justification for delaying efforts by trading partners to implement the enhanced drug distribution security requirements under section 582(g)(1) of the FD&C Act. FDA strongly urges trading partners to continue their efforts to implement necessary measures to satisfy these enhanced drug distribution security requirements.

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# Stabilization Period for Enhanced Systems

- Applies only to the enhanced requirements in FDCA Sec. 582(g)(1).
- Intended to allow industry to stabilize their systems and data and keep product flowing.
- Not a delay of implementation deadlines or effective dates.
- FDA is watching and has stressed it is a firm one year.

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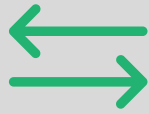
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# Key Requirements of the DSCSA



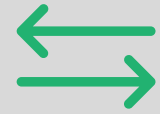
Entities must only work with “Authorized Trading Partners”



Entities must pass, capture, and maintain certain information with respect to each product transaction.



Entities must have processes to investigate, verify, and respond to suspect and illegitimate products.



Entities must only sell and purchase product that is serialized

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# Suspect Investigation Process



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# New Product Identifier Requirements

**Standard Product License Plate GS1 Compliant with 2D Data Matrix**

**Used for Component Control**

**60 Tablets**  
NDC 59676-562-01  
(darunavir) tablets  
600 mg  
Each tablet contains darunavir ethanolate equivalent to 600 mg of darunavir.  
Rx only

Store at 26°C (77°F); with excursions permitted to 15°-30°C (59°-86°F).  
USUAL DOSAGE: See package insert for full Prescribing Information.  
Keep out of reach of children.  
**ALERT**  
Find out about medicines that should NOT be taken with

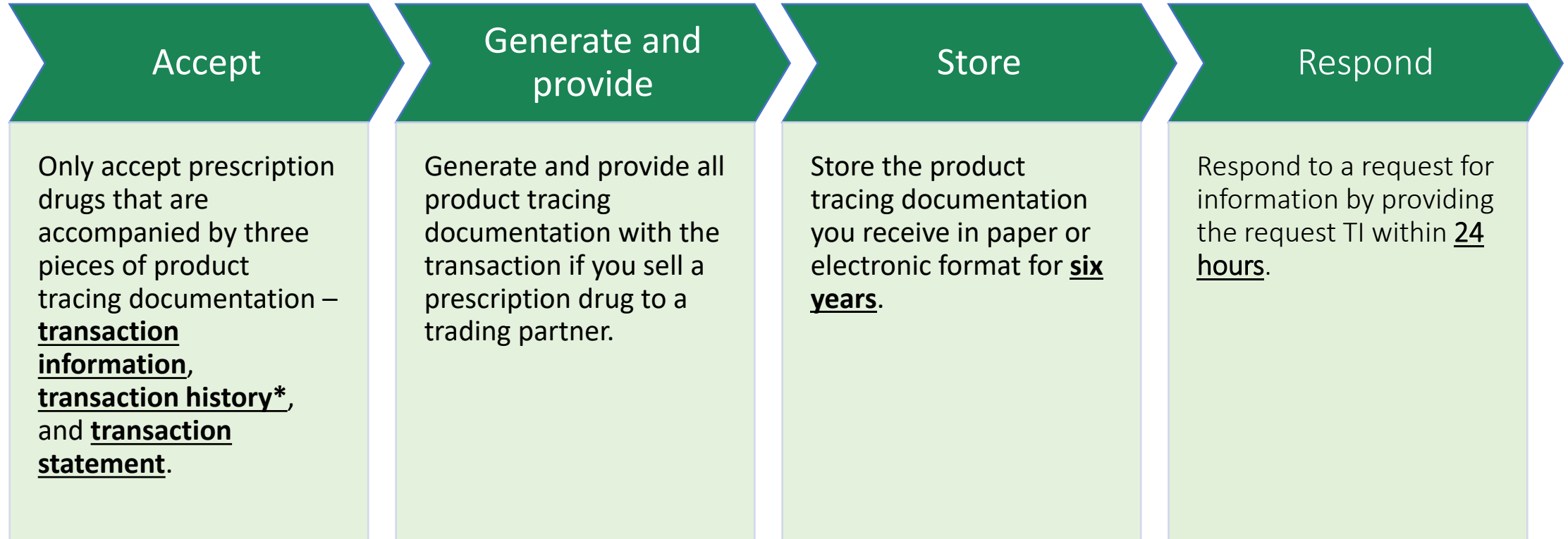
- Source: From [FDA implementation guideline](#)

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# Specific Dispenser *Data* Requirements



- \*Transaction history sunsets on November 27, 2023.

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TI Data Exchange Requirements Apply To Every  
Transaction of a Product

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Today

Several-hundred-thousand lots  
tracked by TI and TH

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# November 27, 2023

~4.5 Billion Units  
Traced by TI



~2 Transactions per  
Unit



~8-10 Billion  
Transactions



~16-20 Billion  
Instances of TI



6 Years or Record Retention



**~100 Billion  
Instances of TI**

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Today

Post-November

*10,000 – 20,000  
times as many  
DSCSA instances  
recorded*

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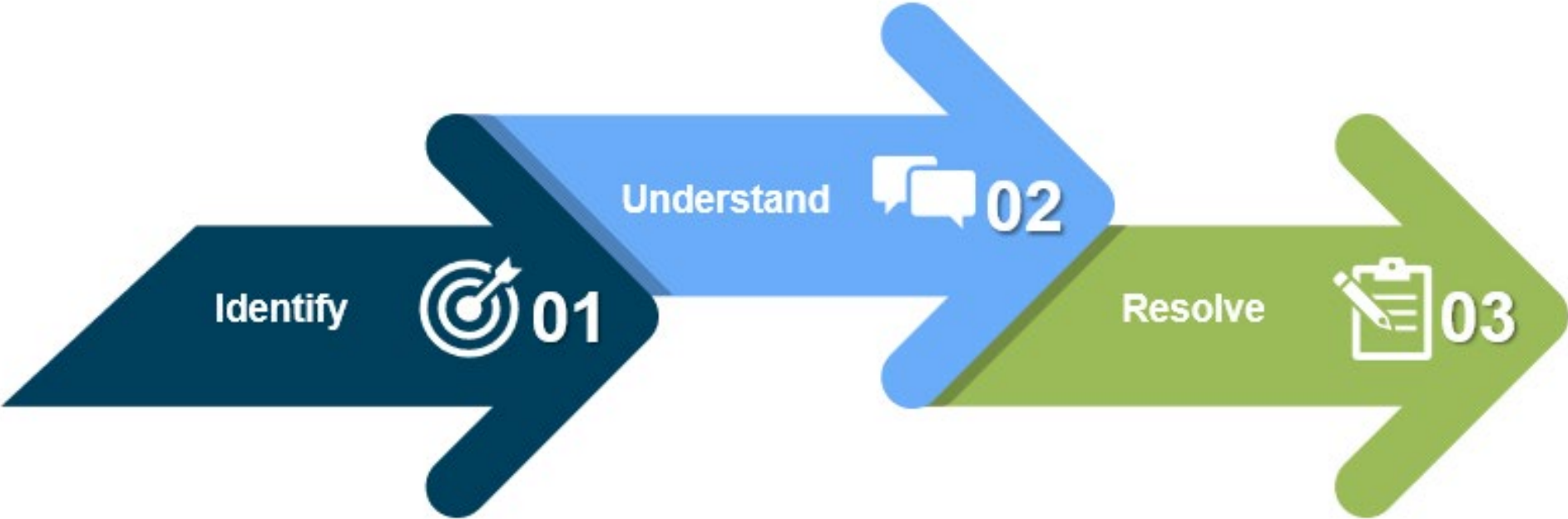
# To Scan or Not to Scan



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# Misalignment Exception Processing



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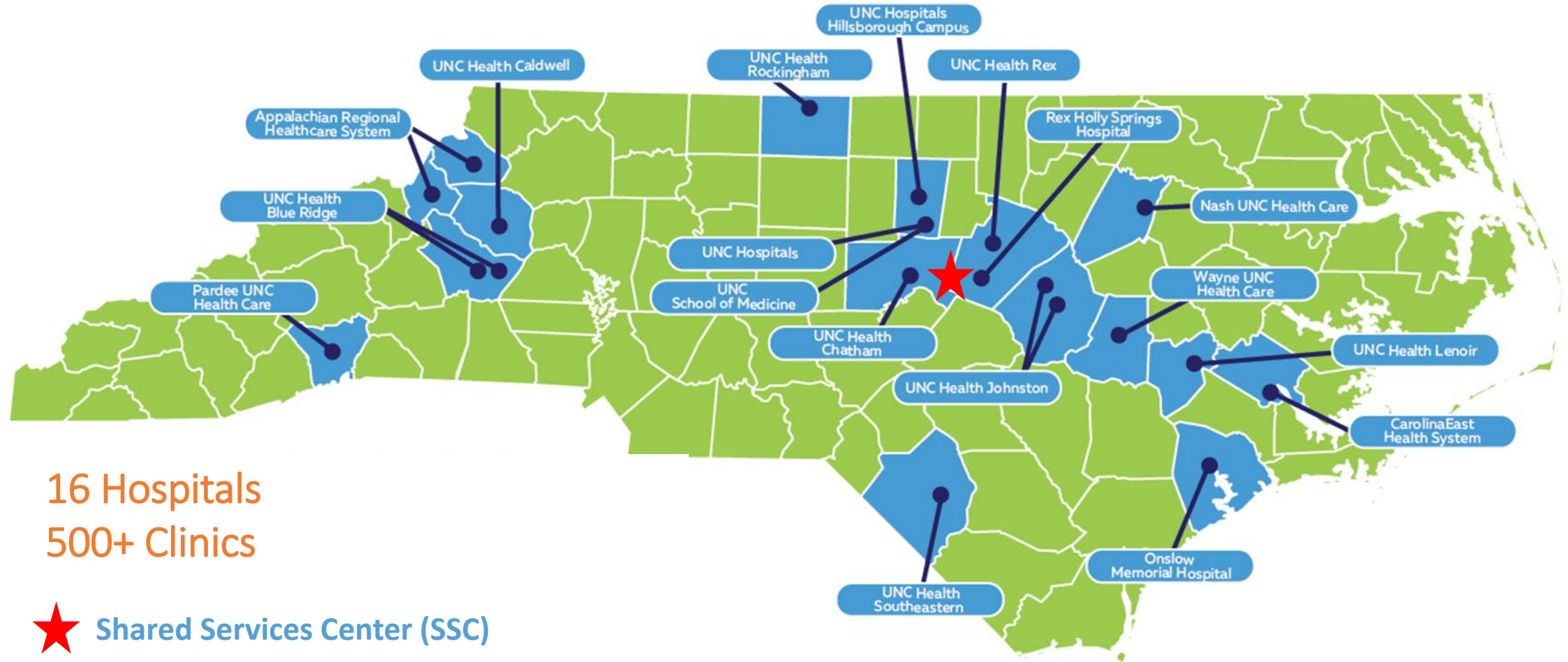
# Technology Considerations

Randy Braun, PharmD, Pharmacist Coordinator, Informatics and Automation,  
UNC Health

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# UNC Health Provides Care Across North Carolina



16 Hospitals  
500+ Clinics

★ Shared Services Center (SSC)  
aka Consolidated Services Center (CSC)

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# Pharmacy Supply Chain Transaction Channels

## Purchasing Groups

- Retail/Specialty
  - Purchase independently
- Hospitals
  - Managed
  - Affiliated
  - Purchase centrally through SSC or independently
- Infusion/Oncology Centers
  - Purchase centrally through SSC or independently
- Clinics
  - Hospital Owned
  - Physician Owned
  - Purchase centrally through SSC or independently

## Transaction Pathways

- Direct Vendor shipment to dispenser
- Vendor shipment to Contract Repackagers
  - Possess medications, but owned by Dispenser
- Vendor shipment to 340B Contract Pharmacies
  - Possess medications, but owned by Covered Entity

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# How is Compliance Changing?

## DSCSA Compliance (Pre-2023)

- Receive, Store, Provide Product Tracing Documentation
  - 3rd party solutions, Wholesaler portals, Custom application
- Verify Authorized Trading Partners (ATP) are licensed and registered
  - Internal Policy and SOPs
  - FDA/State Portals
- Investigate and Properly Handle Suspect and Illegitimate Products
  - Internal Policy and SOPs
  - 3<sup>rd</sup> party solutions, Custom Application

## DSCSA Compliance (11/27/2023)

- Existing requirements plus...
- Tracing to Package Level (serialized)
- Dispensers may only transact serialized product
  - Cannot accept/dispense without receiving TI and TS
- Ensure physical product serial matches invoice for returns to trading partner
  - Wholesaler saleable return requirement
- Interoperable system for unit level tracing
  - TH will sunset and be created ad-hoc
  - Respond to tracing requests within 2 business days

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# The Ideal Technology Solution

- Homogenous across locations/system
- Involves the least amount of extra work for staff
- Integrates with electronic vendor feeds (EDI, EPCIS)
- Integrates with existing procurement and/or inventory management software
  - Reconcile transaction information to product at time of receipt 100% of the time
  - Inference/aggregation
- Inline quarantine management and exception handling documentation
  - Virtual quarantine, reporting, and investigation documentation
- Management of authorized trading partner status
- Initiation of and response to product verification traces

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# Recent Headlines

1. Covid-19: After the Emergency Ends (Drug Topics)
2. 9 new drug shortages (Becker's Hospital Review)
3. Drug Shortages Continue to Plague FDA and Manufacturers (Pharmaceutical Technology)
4. Workforce Shortages Present Serious Challenges (Pharmacy Times)



1. Lauren Biscaldi. COVID-19: After the Emergency Ends. Drug Topics. <https://www.drugtopics.com/view/covid-19-after-the-emergency-ends>
2. Paige Twenter. 9 new drug shortages. Becker's Hospital Review. <https://www.beckershospitalreview.com/pharmacy/9-new-drug-shortages.html>
3. Jill Wechsler. Drug Shortages Continue to Plague FDA and Manufacturers. Pharmaceutical Technology. <https://www.pharmtech.com/view/drug-shortages-continue-to-plague-fda-and-manufacturers>
4. William Schimmel. Workforce Shortages Present Serious Challenges. Pharmacy Times. <https://www.pharmacytimes.com/view/workforce-shortages-present-serious-challenges>
5. Image used with permission under Microsoft 365 Organizational License. <https://support.microsoft.com/en-us/topic/what-am-i-allowed-to-use-premium-creative-content-for-0de69c76-ff2b-473e-b715-4d245e39e895>

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# Working With What You Have

- Compliance versus a spectrum of risk
- Identify your target state
- Create your roadmap and phase it in based on risk tolerance



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# Our Pragmatic Approach

- Centralized team managing DSCSA
  - Focused on policy development first
  - Regular ATP verification
  - Regular vendor account audit
  - Regular dispenser and 340B contract pharmacy audit
- Utilize a DSCSA solution provider to Receive/Store/Provide transaction documentation
  - Respond to verification traces
- Identify locations with high value:effort ratio
  - CSC, infusion centers, high value and shortage medications
- Hybrid approach to reconciliation
  - Use procurement/inventory management software with integrated DSCSA functionality at retail locations
  - Utilize DSCSA solution at high value:effort ratio locations
  - Phase in full reconciliation
- Suspect & illegitimate product process
  - Virtual quarantine, tracing, reporting, and investigation documentation

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# Where to Start

## Policy/SOP Considerations

- Definitions
- General dispenser requirements
- Data maintenance
- Receiving, verification, reconciliation
- Suspect/illegitimate product handling, investigation, notification, etc.
- Exception handling
- Returns, recalls, waste
- Transactions to outside ATPs
- Information requests
- Auditing

## Helpful Organizations

- Food and Drug Administration (FDA)
- National Association of Boards of Pharmacy (NABP)
- Partnership for DSCSA Governance (PDG)
- Pharmaceutical Distribution Security Alliance (PDSA)
- Healthcare Distribution Alliance (HDA)

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# Staffing Considerations

Kristen Kruszewski, PharmD, MBA, Director of Pharmacy Strategy, Geisinger

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# Staffing Challenges in Pharmacy

## Pharmacy Technicians

- >24K advertised vacancies<sup>1</sup>
- Turnover rates up to 30% in 2021<sup>2</sup>
- Heavy workloads, inadequate staffing, and inadequate compensation<sup>2</sup>
- Local competition → Increased salaries
- Outsourcing medication preparation<sup>2</sup>

## Pharmacists

- >20K advertised vacancies<sup>1</sup>
- 2% decline over next 10 years<sup>3</sup>
- Burnout, overtime, fulfilling technician work<sup>2</sup>
- Reducing hours of outpatient services<sup>2,4</sup>
- Stalling expansion of or reducing services<sup>2,4</sup>

1. Gooch, K. Advertised salaries, vacancies for 50 healthcare jobs. Becker's Hospital Review. <https://www.beckershospitalreview.com/compensation-issues/advertised-salaries-vacancies-for-50-healthcare-jobs.html>. Published July 19, 2023. Accessed July 20, 2023.
2. Pharmacy technician shortage survey findings – Executive summary. ASHP. <https://www.ashp.org/-/media/assets/pharmacy-technician/docs/Technician-Shortage-Survey-Exec-Summary.pdf>. Published March 15, 2022. Accessed June 23, 2023.
3. Occupational employment wage statistics. 29-1051 Pharmacists. U.S. Bureau of Labor Statistics. <https://www.bls.gov/oes/current/oes291051.htm>. Modified April 2, 2023. Accessed June 30, 2023.
4. Garg, A. Pharmacist shortage is becoming more acute – Is there a way out? Market Realist. <https://marketrealist.com/p/pharmacist-shortage-2022/>. Published August 31, 2022. Accessed June 15, 2023.

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# Pharmacy Technician Staffing - Future Direction<sup>1</sup>

## Increased Salaries

- Compensate for Necessary Skills/Training/Responsibilities
- Sponsorship for Meetings/CEs

## Expanded Opportunities

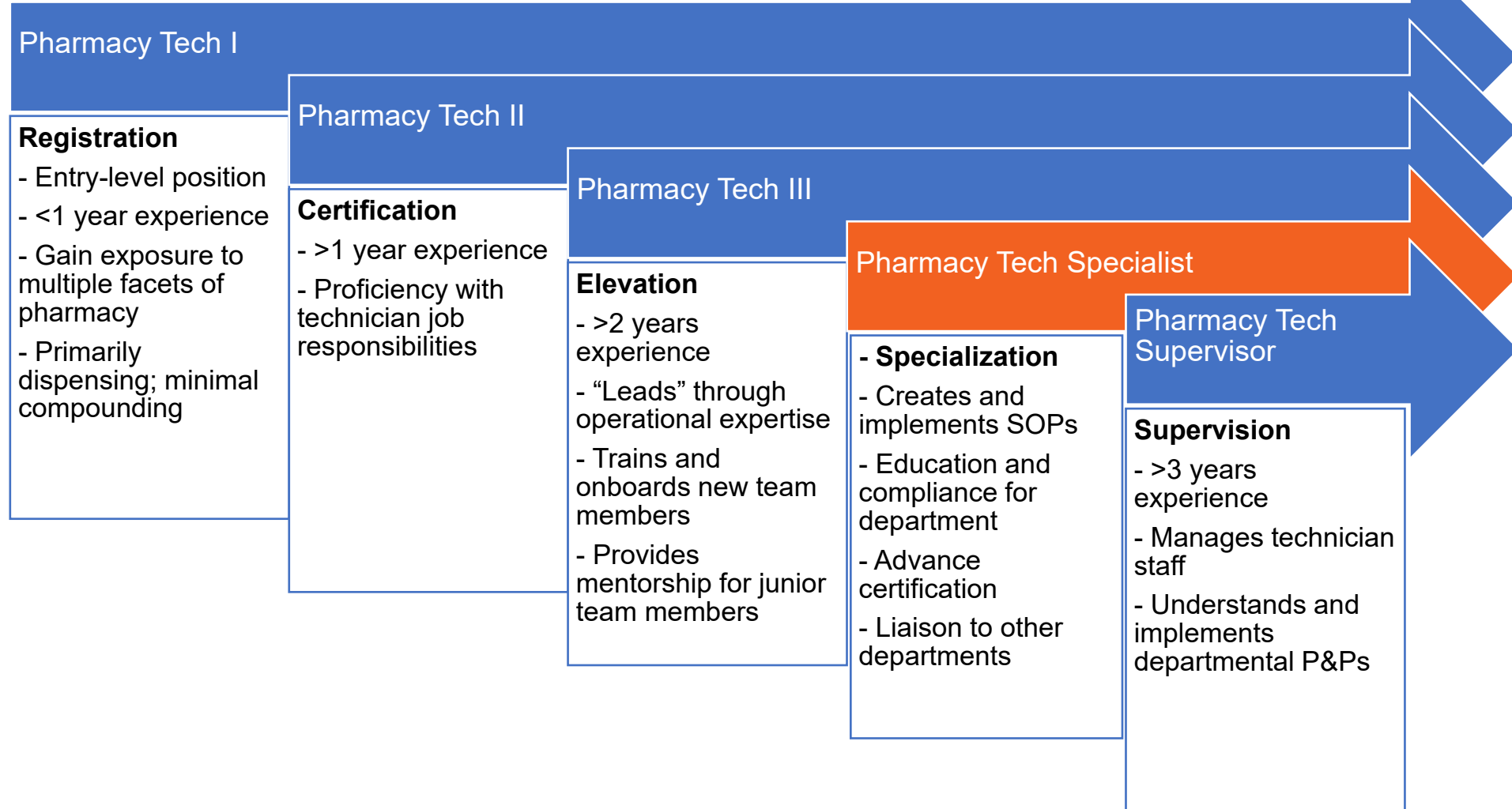
- Innovative Roles/Job Flexibility
- Skill and Training Development

## Career Ladder

- Professional Growth Pathway
- Formal Education and On-the-Job Training

1. Stokes, J. The Domino Effect: Pharmacy Technician Staffing Challenges. <https://newsroom.vizientinc.com/en-US/releases/blogs-the-domino-effect-pharmacy-technician-staffing-challenges>. Published March 20, 2023. Accessed June 26, 2023.

# Potential Technician Ladder Cascade



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# Pharmacy Technicians as DSCSA Specialists

## Current Skills

- Task Based
- Follows Complex Instructions
- Strong Peer-to-Peer Communication
- Pharmacy Operational Knowledge; NDCs/Procurement
- Broad Understanding of Departmental Responsibilities

## Skills to Develop

- Problem Solving
- Independent Thinking
- Communication Beyond Pharmacy Personnel
- Detailed Knowledge of Pharmacy Supply Chain and Federal Regulations
- Subject Matter Expertise

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# Pharmacy Technicians as DSCSA Specialists

## Job Duties / Requirements<sup>1</sup>

- Assist in a successful implementation of Drug Supply Chain Security Act traceability
- Demonstrate a high degree of independence and ownership
- Lead project efforts to align with compliance regulations
- Collaborate with other pharmacies or supply chain trading partners to escalate or problem solve DSCSA related events
- Develop and maintain all DSCSA specific SOP's and Job Aid
- Expand knowledge and experience by regular engagement with key stakeholders to understand business processes, policies, strategies and evolving business trends
- Display technical competency working with various data sources, facilitate a request for information, and identify the best sources to retrieve/resolve the in the information

1. Supervisor DSCSA Compliance. Teva Worldwide. <https://careers.teva/job/Weston-Supervisor-DSCSA-Compliance-Unit-33331/1054057800/>. Published July 19, 2023. Accessed July 20, 2023.

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# Lessons Learned

## Plus

- Skilled and motivated technicians can be successful as a DSCSA specialist
- Technicians desire elevated roles and are willing to put in extra effort to succeed
- Utilizing technicians allows for better allocation of resources for staff to practice at top of license

## Delta

- Didactic learning is not sufficient to obtain subject matter expertise
- Previous technician roles may not have prepared them for independent thinking
- Salaries must be competitive to reduce turnover

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# Key Takeaways

1. DSCSA is a complex regulatory requirement designed to increase patient safety by ensuring that medications purchased and administered are legitimate products.
2. The initial law was enacted in 2013, however complexity will increase in November 2023(expected) with the enforcement of the unit-level tracing requirement.
3. Pharmacies are regulated by Federal law and state BOP requirements; work with internal stakeholders and regulatory bodies to ensure compliance.
4. Achieve compliance targets by adopting a systematic and practical approach to your implementation.
5. Pharmacy technicians with developed skills and a desire to learn about DSCSA may provide health-systems with the resources needed to successfully implement requirements.

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# Helpful Resources

- <https://www.fda.gov/drugs/drug-supply-chain-security-act-dscsa/drug-supply-chain-security-act-law-and-policies>
- <https://dscsa.pharmacy/>
- <https://dscsagovernance.org/>
- <https://www.gs1us.org/industries-and-insights/by-industry/healthcare/standards-in-use/pharmaceutical>
- Your trade association

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# Questions?



## Contact:

Randy Braun, [randy.braun@unchealth.unc.edu](mailto:randy.braun@unchealth.unc.edu)

Kristen Kruszewski, [kmkruszewski@geisinger.edu](mailto:kmkruszewski@geisinger.edu)

Eric Marshall, [eric.marshall@leavittpartners.com](mailto:eric.marshall@leavittpartners.com)

*This educational session is enabled through the generous support of the  
Vizient Member Networks program.*

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# Background Resources

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# When is PI Verification Required?



Suspect  
Product  
Investigations



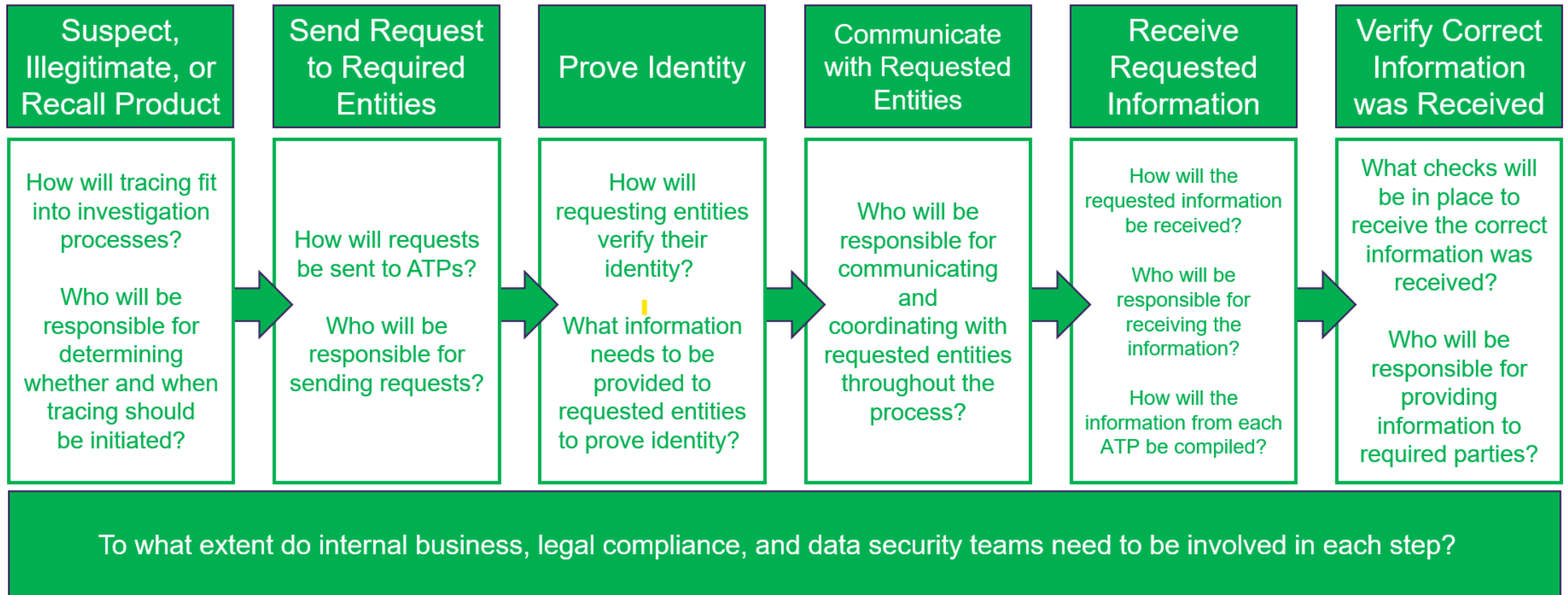
Saleable  
returns

Key Consideration: When is Verification Helpful? Heightened Scrutiny in higher risk situations.

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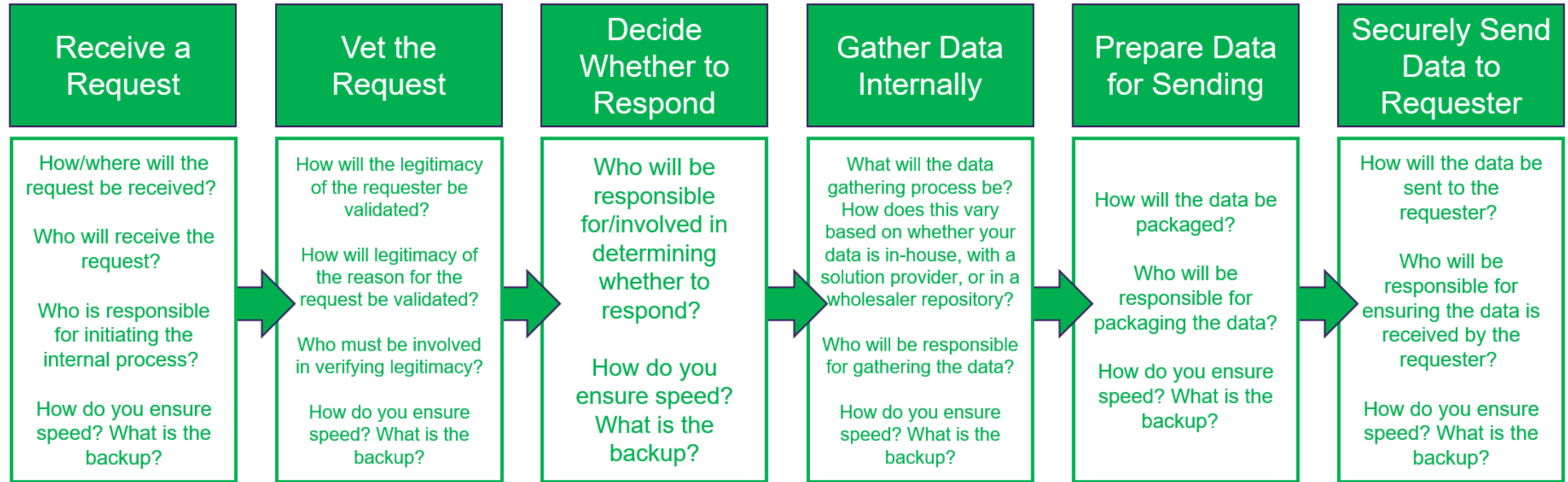
# Initiating a Tracing Request



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# Responding to a Tracing Request



To what extent do internal business, legal compliance, and data security teams need to be involved in each step?

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SEPT. 18–21, 2023

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# Maintaining a Robust Pharmacy Staff Pipeline

*Kavish Choudhary, PharmD, MS, Chief Pharmacy Officer, University of Utah Hospitals and Clinics*

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# Maintaining a Robust Pharmacy Staff Pipeline

*Kavish Choudhary, PharmD, MS, Chief Pharmacy Officer, University of Utah Hospitals and Clinics*

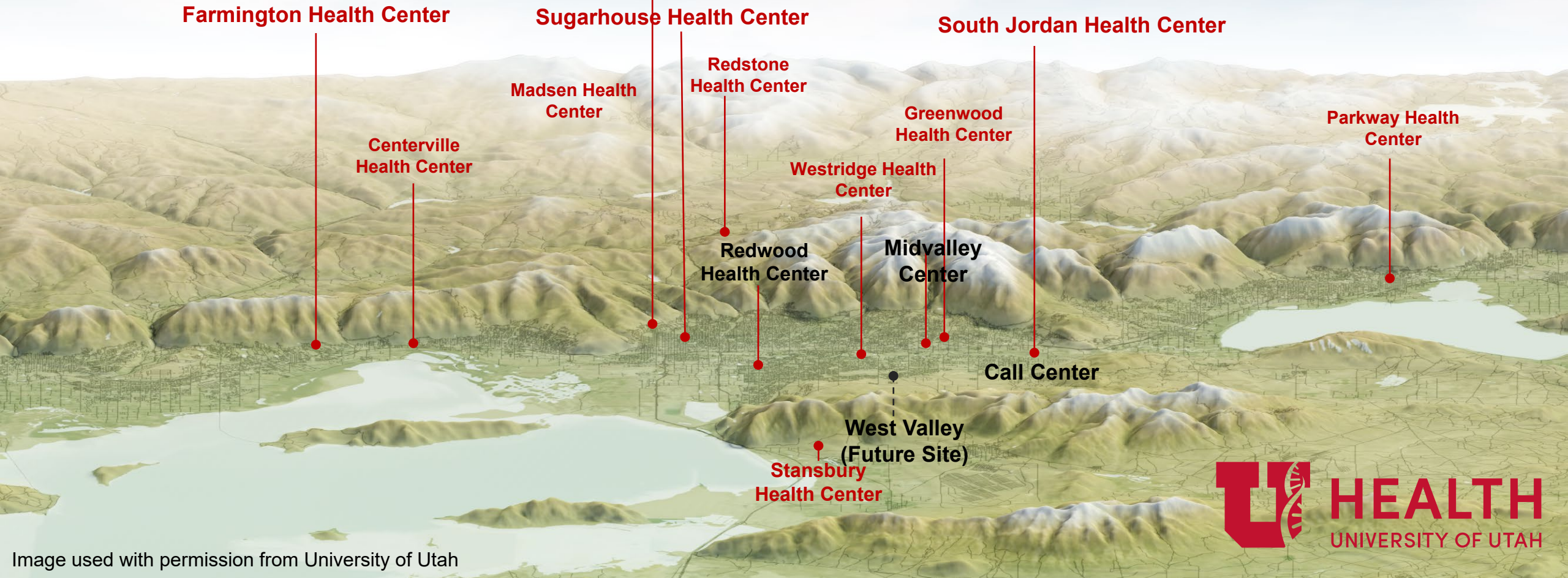
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- Region's only AMC
- 5 hospital system
- 17 retail pharmacies
- Specialty pharmacy accredited

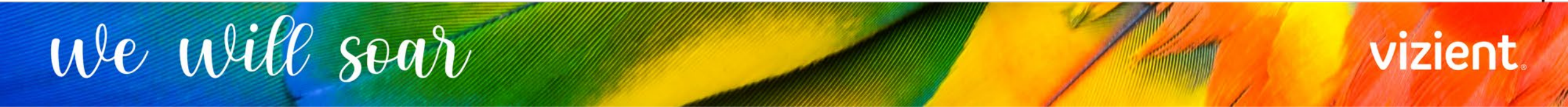
**Nielsen Rehabilitation Hospital**  
**University of Utah Hospital**  
**Huntsman Cancer Hospital**  
**University Orthopaedic Center**  
**Huntsman Mental Health Institute**





# The U Pharmacy - Then and Now

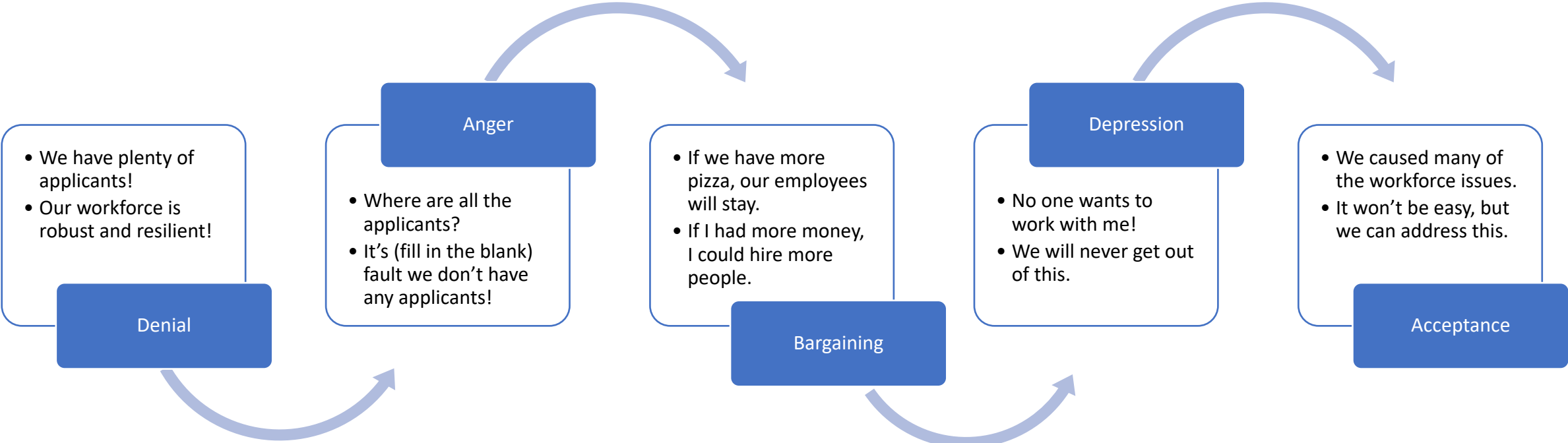
	2009	2023
Annual Drug Budget	\$80 million	\$530 million
Retail Pharmacies	14	17
Annual Retail Prescription Volume	840,000	1,740,000
Total Pharmacy FTE	343	763
Pharmacy Technician FTE	121	379
Pharmacy Technician Job Codes	1	14
Pharmacy Resident FTE	14	25
Pharmacy Intern Headcount	15	65



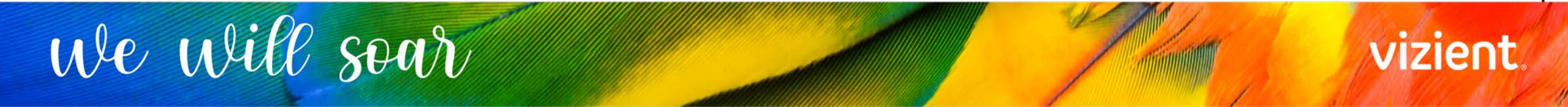
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# Yes, there is a problem



## Kubler-Ross Stages of Grief



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# The U Pharmacy – Our Current Openings

- Overall turnover rate – less than 3%
- Technician turnover rate – less than 10%
  - Primarily entry level positions
  - Most located on main medical campus
  - Most are “replacement postings” for staff that have been promoted
- Pharmacist openings
  - Most due to growth
  - Extended vacancies have occurred – timing

## **Pharmacy Technician Trainee- PRN**

SALT LAKE CITY, UT

Job Category: Pharmacy

Facility Name: University of Utah Health Hospitals and Clinics

## **Pharmacy Technician II- HCH Inpatient**

SALT LAKE CITY, UT

Job Category: Pharmacy

Facility Name: University of Utah Health Hospitals and Clinics

## **Pharmacy Technician II- Retail Pharmacy**

SALT LAKE CITY, UT

Job Category: Pharmacy

Facility Name: University of Utah Health Hospitals and Clinics

## **Pharmacy Technician - South Jordan Health Center Retail Pharmacy**

SOUTH JORDAN, UT

Job Category: Pharmacy

Facility Name: University of Utah Health Hospitals and Clinics

## **Pharmacy Technician II, Medication Access Coordinator, full time**

SALT LAKE CITY, UT

Job Category: Pharmacy

Facility Name: University of Utah Health Hospitals and Clinics

## **Pharmacy Technician Certification Sponsorship Opportunity for UUHC Employees**

SALT LAKE CITY, UT

Job Category: Pharmacy

Facility Name: University of Utah Health Hospitals and Clinics

## **Pharmacy Technician II - Central Fill and Mail Order**

Murray, UT

Job Category: Pharmacy

Facility Name: University of Utah Health Hospitals and Clinics

<https://employment.utah.edu/jobs/?q=pharmacy%20technician&r=25&page=1&sort=relevance>, Accessed August 7, 2023

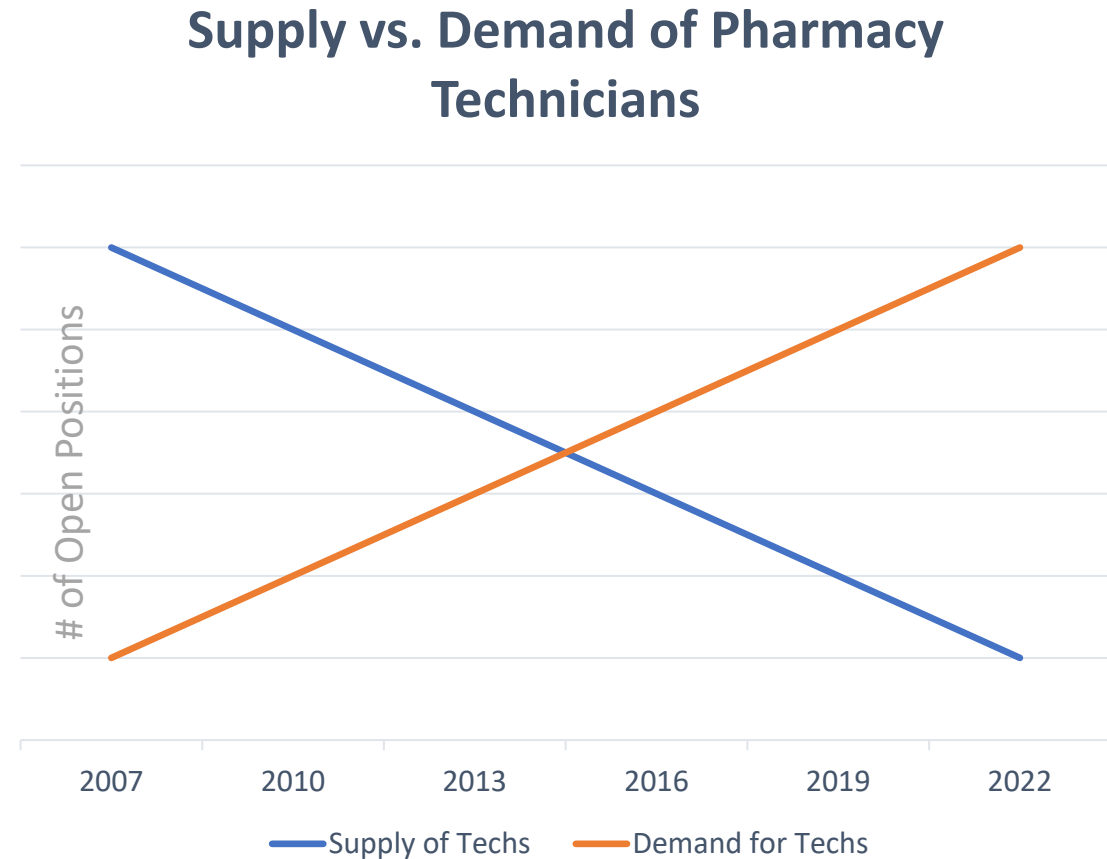
Image used with permission from University of Utah

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# Why are we talking about this (Pharmacy Techs)?

It feels like.....



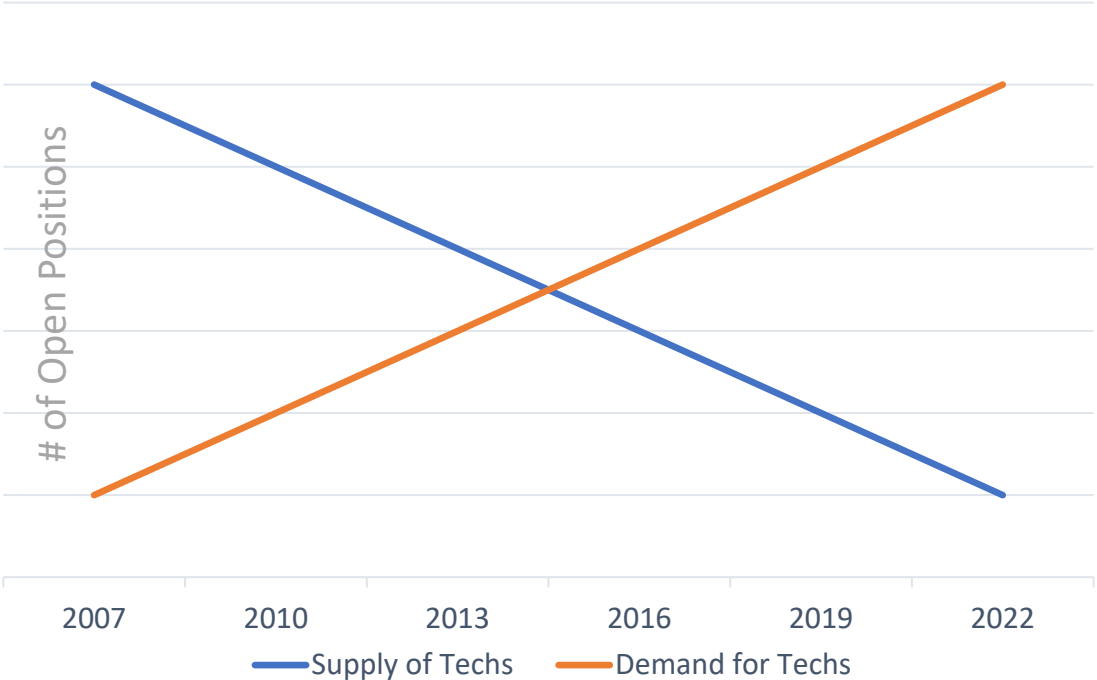
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# Why are we talking about this (Pharmacy Techs)?

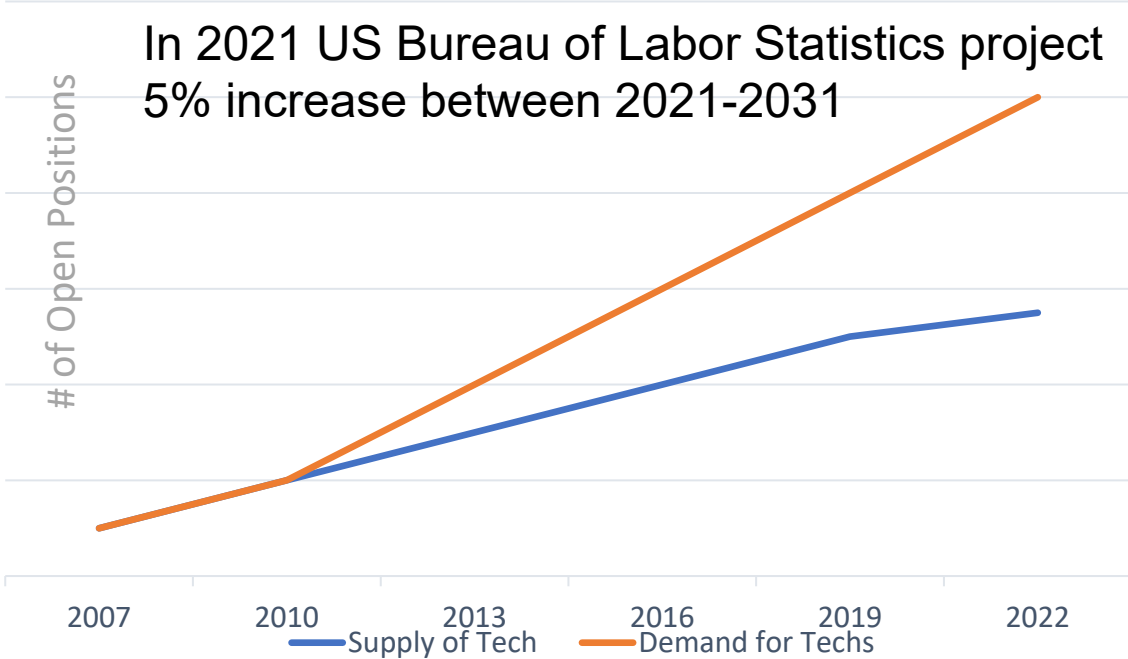
## It feels like.....

Supply vs. Demand of Pharmacy Technicians

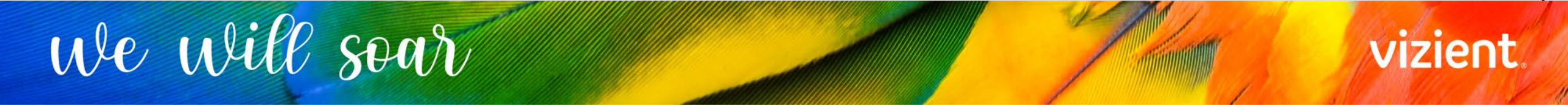


## It is more like.....

Supply vs. Demand of Pharmacy Technicians



<https://www.bls.gov/ooh/healthcare/pharmacy-technicians.htm>. Accessed 7 Aug 2023.



# Technician Growth at University of Utah Health

## 2009

Position	FTE
Technician	121

### Utah Technician in Training License

- Enrolled in grandfathered program; or
- Program accredited by the American Society of Health System Pharmacists (ASHP); or
- National Pharmacy Technician Association (NPTA) Online Program
- Pharmacy Technicians University; or
- Program conducted by a branch of the Armed Forces of the United States

## 2023

Position	FTE
Technician in Training	12.25 (30 people)
Technician I	3.45
Technician II	128.3
Technician III	189.65
Leadership, IT, Other	45.35
<b>Total Technician FTE</b>	<b>379</b>

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# Technician Workforce - Partnerships

- Pre-Pandemic Partnerships
  - Community colleges
  - Local high schools
  - Online programs

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# Partnerships with Local Community Colleges

- For 20+ years, the Department of Pharmacy Services has had ties to two local colleges
- Our team members teach the didactic lectures for the schools
- We serve as a training site for the students that choose to do their graduation-mandated 180 hours of experiential learning (\*UNPAID)
- We have hired countless team members from here over the years



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# Partnerships with Local High Schools

- For nearly 10 years, the Department of Pharmacy Services partnered with two local high schools
- The schools needed:
  - Faculty to conduct lectures
  - Proctors for skills assessments
  - Mentors
  - Sites for experiential rotations
- We serve as a training site for the students that choose to do their graduation-mandated 180 hours of experiential learning (\*UNPAID)
- We have hired 25+ team members from here over the years
  - We recruit students looking for a career out of high school and/or want to work near the U
  - They have a paid, benefitted position after high school

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# During the Pandemic

- We continued the community college and high school programs
  - There were temporary pauses, but overall, program continued
- We paused new recruitment for the online program
  - We were causing massive vacancies in key areas of the health system
  - Many that were enrolled during this time (early 2020 through mid 2021) withdrew from the program
    - Time commitment
    - Concerns about payback
    - Potential pay not as enticing
- Overall, we saw our technician applicant pool drop significantly

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# Re-thinking our Online Partnership

- Initially approached by the Utah Refugees Center to provide job training/education for the New American & Refugee population
  - Updates to Board of Pharmacy regulations to permit licensing
  - Internally, created job code for technician in training
    - This permits someone to work for us while completing didactic work
    - In the budget, we flipped open technician positions to trainee positions (FTE neutral)
- Set aside funds in department budget for sponsorship & scholarship

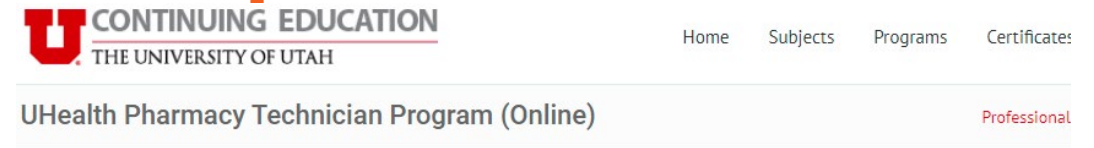
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# Re-thinking our Online Partnership

- Fully sponsoring eligible individuals
  - Committed \$200,000+ for both FY23 and FY24
  - No commitment to work for UUH at any time, but encouraged
  - As of July 2023
    - 200+ applications
    - 40+ offers; 30 started/employed
    - Mix of New Americans & Refugees, students, people pursuing second careers
- **Remove barrier of cost of education**



**Program Overview**

- Training includes 400 hours of curriculum, module exams and a final exam.
- Curriculum is web-based (including videos, simulations, and interactive games), with hands-on training kits, scheduled lab time and with online chat training available.
- Participants will learn:
  - Pharmacology

In less than a year, you can be onto a successful new career as a pharmacy technician and University of Utah Healthcare will help you pay for it!

**At no cost, we will sponsor you to complete an online pharmacy technician-training program, and by sponsor, we mean pay for full tuition fee.**

This online Pharmacy Technician (ASHP/ACPE) certificate covers: Pharmacology, Pharmacy law, regulations and standards, Business of a pharmacy (both retail and hospital), Prescriptions, Pharmaceutical Calculations, Nonsterile Compounding, and more.

This externship program focuses on helping students gain the skills needed to pass the

<https://continue.utah.edu/proed/academy/certificate/uhealth-pharmacy-technician-certificate>. Accessed August 7, 2023

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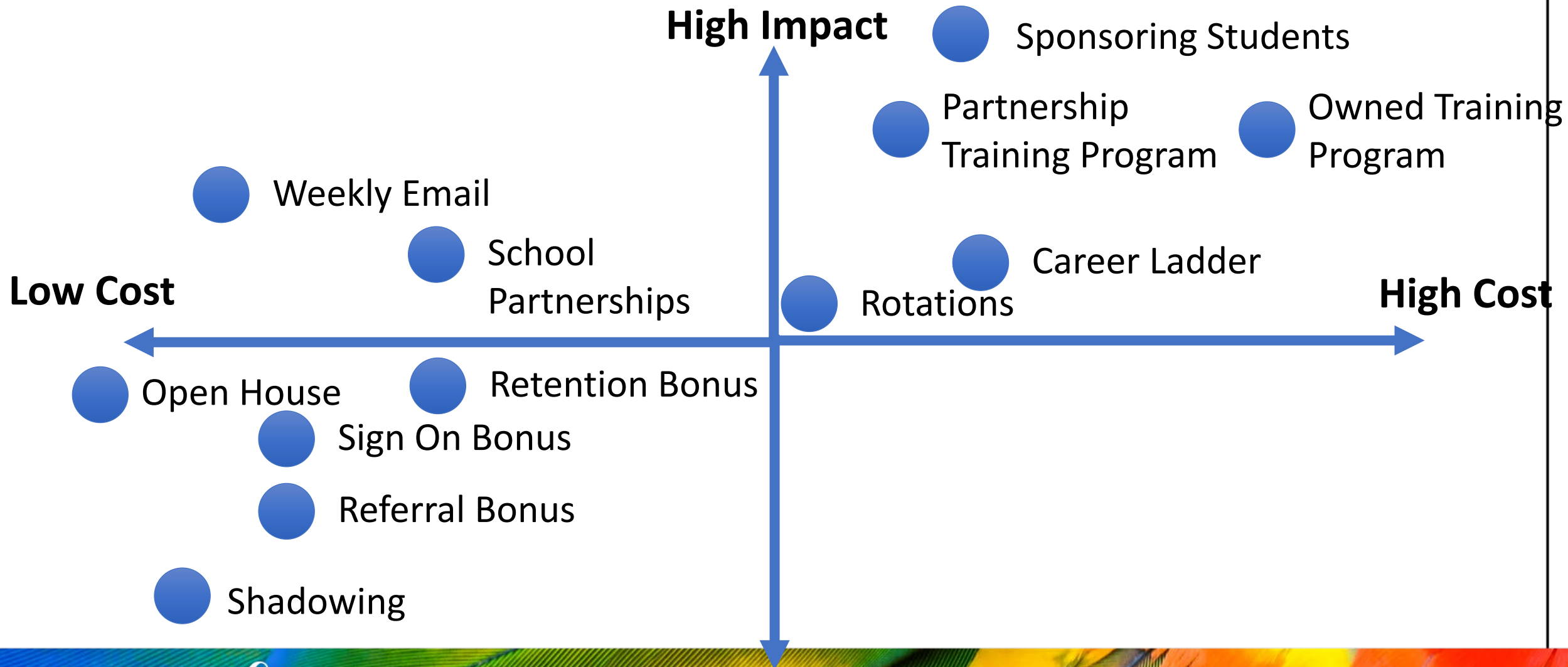
# Re-thinking our Online Partnerships

- We are paying technician students that are employed by us as technician in training during their 180 hour experiential block
  - We reviewed all our technician training agreements - high schools, community colleges and online – no language prohibiting this
  - We reviewed Board of Pharmacy language – no language prohibiting this

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# Summary of Strategies



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Low Impact

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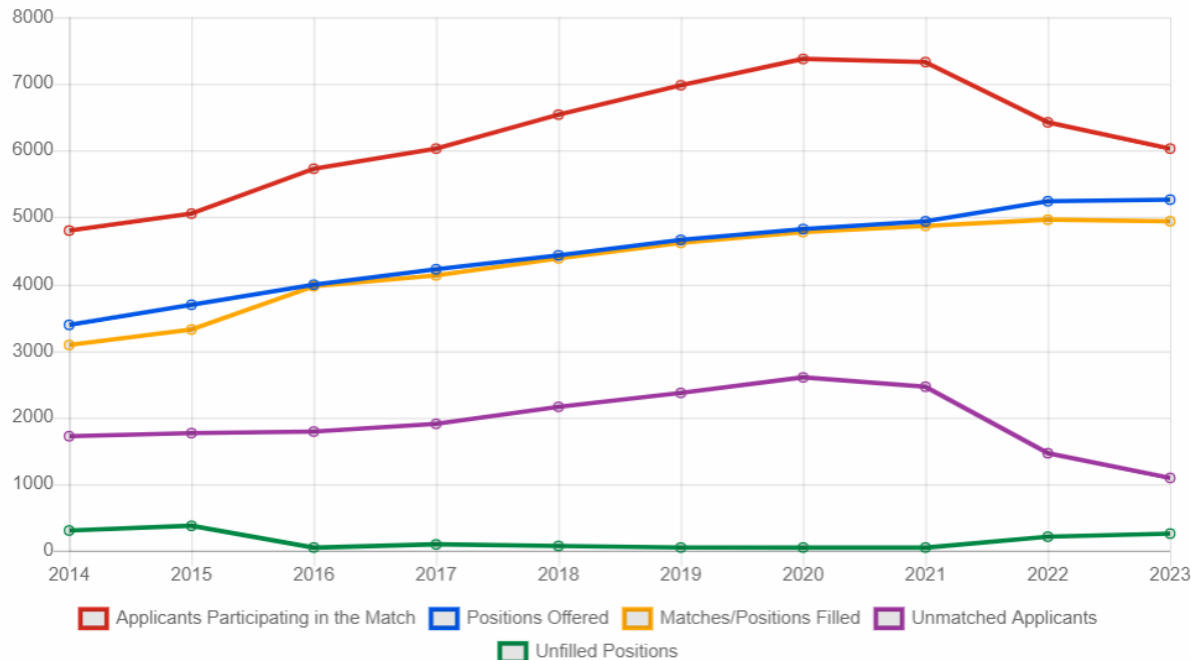


# Why are we talking about this (Pharmacists)?

## ASHP Match Statistics

The 2023 ASHP Match

### ASHP Match Trends



Decrease Rx School Applicants

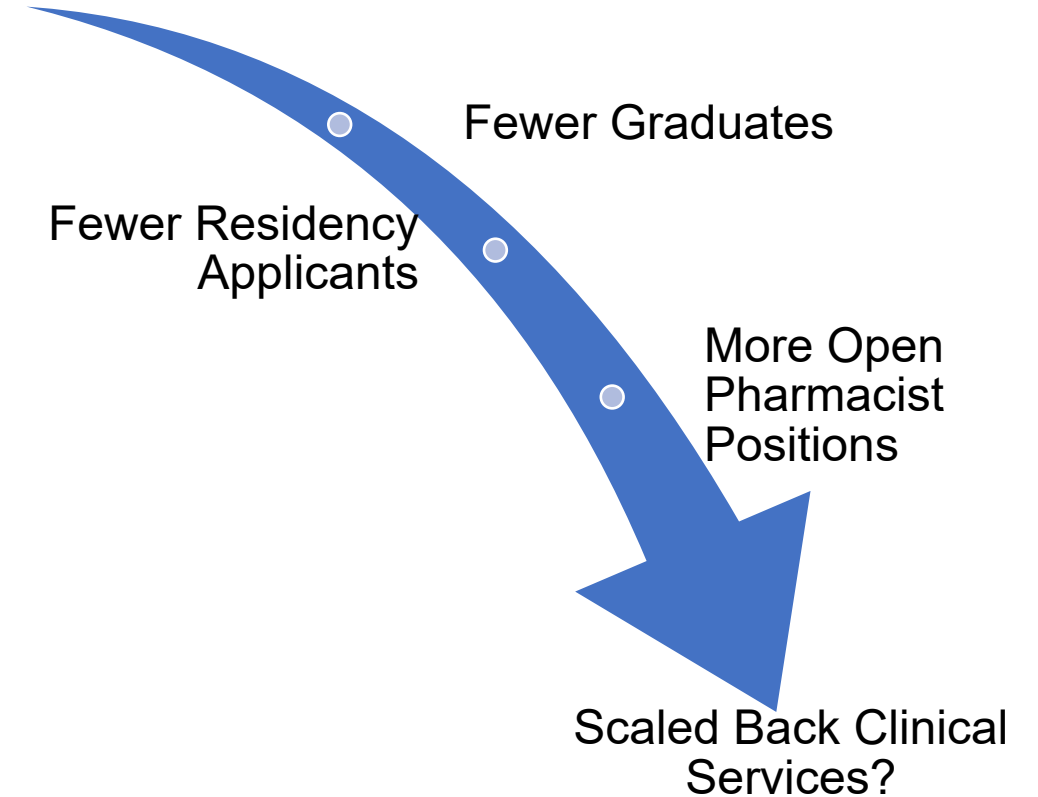


Image used with permission from NMS and ASHP

<https://natmatch.com/ashprmp/stats.html>. Accessed August 7, 2023.

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# Pharmacist Workforce - Concerns

- Scaling back clinical services
  - Impact on care
  - Impact on quality and safety
  - Correlation to increased costs and lost revenue opportunities
- Reducing hours of service in acute care, clinic, and community
- Reducing of training and education opportunities

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# Pharmacist Workforce - Opportunities

- Ask questions –
  - Who is thinking about leaving? Why?
  - What can we do to make this a better place?
  - How can we help you advance your career, whether it is here or somewhere else?
  - Why have you stayed?
  - Is there an opportunity to redesign the services we offer and how we deliver care?
- The responses may surprise you:
  - It's not always about pay
  - It may spur additional questions:
    - What are you doing for advancement?
    - Resiliency?
    - Balance?

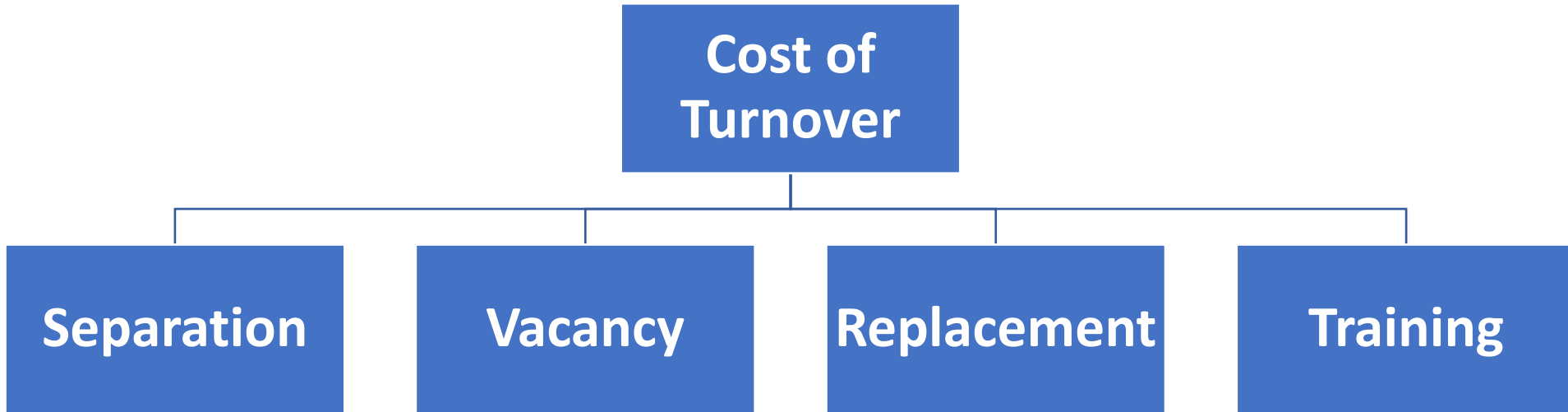
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# Lessons Learned

## Keep the ones you have!



Cost of an employee leaving can range from 25% to 200% of their salary!

Keeping the People Who Keep You in Business by Leigh Branham (Branham, 2000)

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# Lessons Learned

- Acknowledge the problems - Decreased applicant pools (techs, pharmacy school, residency, etc.)
  - Get out there!
  - Career fairs
  - Offering shadowing
  - Attend pre-professional club meetings
- Look internally for help
  - Public relations/media
  - Human resources
    - Highlighting postings
    - Enhancing social media presence
    - Market reviews and pay adjustments

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# Lessons Learned

- Embrace the learners –
  - We did a review of 100 past technicians that were concurrently enrolled in college
  - Their feedback
    - Environment that fostered high-achievers
    - We offered flexible scheduling
    - Mentorship and shadowing opportunities
  - Where are they now?

Occupational  
Therapist

Physician

Dietician

Nurse

Lawyer

Dentist

Researcher

Pharmacist

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# Key Takeaways

- The workforce shortages provide an opportunity to innovate
- Never stop recruiting
  - Succession planning is not just for leadership
  - Be creative with the outreach
  - Think about your workforce needs in the next 1, 2, 5, and 10 years
- Highlight your team, department, and organization
- Highlight why people stay
- Positive work environment and culture – applying it to recruitment and retention

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# Questions?



## Contact:

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