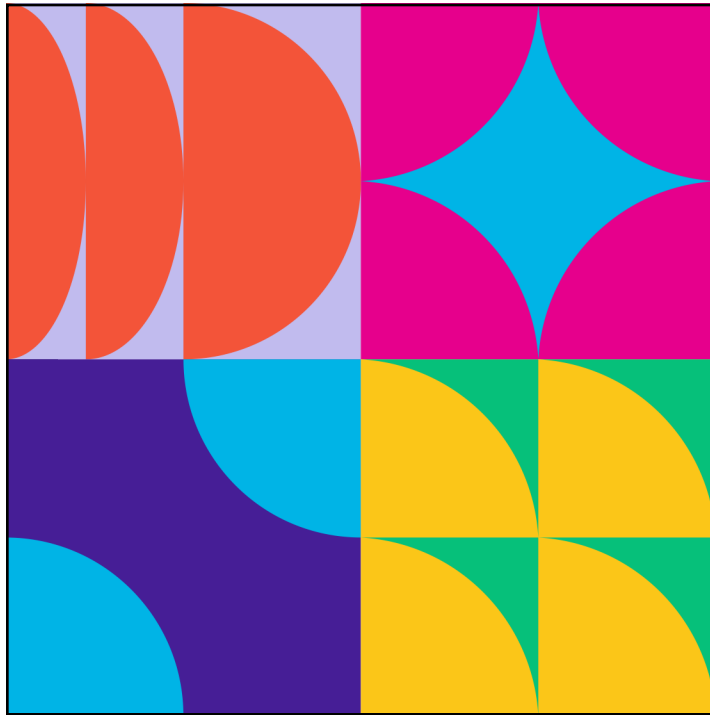




To Infinity and Beyond: Building Career Pathways and Sustainable Teams

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Description

See how pharmacy leaders are rethinking team design to address staffing shortages and burnout. Hear practical strategies for building a sustainable workforce through role redesign, delegation, and career pathways. Apply approaches that improve retention, strengthen engagement, and expand capacity for patient care and business growth.

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Meet the Faculty



Zachary Green,
CPhT
Director of Professional Affairs
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Operations Manager
Kinston Clinic Pharmacy, Inc

Zack Green

Zachary Green, CPhT is Director of Professional Affairs at the Pharmacy Technician Certification Board (PTCB), where he leads national and state stakeholder engagement and advances pharmacy technician certification and medication safety. He also serves as Director of the Pharmacy Technician Educators Council (PTEC), guiding strategic initiatives and supporting pharmacy technician educators nationwide.

Zachary represents professional associations on the National Consortium of Health Science Education Executive Council and holds a Certificate for Credentialing Specialist from the Institute for Credentialing Excellence (ICE). Before joining PTCB, he practiced as a pharmacy technician in both hospital and community settings. He earned a Bachelor of Arts in Public Affairs from The Ohio State University.

Carson Deaver Patzer

Carson Deaver Patzer, CPhT, CDCES, is the Operations Manager at Kinston Clinic Pharmacy, Inc., where she leads pharmacy operations and supports the delivery of high-quality patient care. As a Certified Pharmacy Technician and Certified Diabetes Care and Education Specialist, Carson is dedicated to improving health outcomes through medication management, diabetes education, and patient-centered services. She has extensive experience in community pharmacy practice, operational leadership, and workflow optimization. Carson is passionate about expanding access to care, supporting innovative pharmacy services, and advancing the role of pharmacy professionals in improving the health and well-being of the patients and communities they serve.

Disclosures

- Zachary Green and Carson Deaver Patzer have no relevant financial relationships with ineligible companies to disclose.
- Zachary Green discloses that AI tools were not utilized for this presentation.

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Learning Objectives

Upon completion of this activity, learners should be able to:

- Analyze workforce challenges contributing to staffing strain, burnout, and reduced capacity.
- Identify three opportunities to expand technician roles and support progression.
- Evaluate task allocation and delegation to improve efficiency and patient care.
- Assess career pathways and strategies that strengthen recruitment, retention, and engagement.
- Outline a high-level workforce sustainability plan that balances workload, staffing, and service expansion.

Key Questions for Today's Discussion

- What's straining the pharmacy workforce?
- Where are technicians underutilized?
- How can delegation create ownership?
- What does technician career progression look like?
- How can pharmacies build a sustainable workforce plan?

Workforce Challenges

Staffing strain, burnout, and reduced capacity

Poll the Audience:
Are you or your technicians
feeling burned out?

- A. Yes
- B. No
- C. I don't know

Poll the Audience:

Is your technician staff underutilized?

- A. Yes
- B. No
- C. I don't know

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The Workforce Challenge

- Technicians often outnumber pharmacists, but many are underutilized
- When pharmacists perform technician-level tasks, clinical opportunities are lost
- Staffing shortages cannot be solved by hiring alone
- Sustainable pharmacies will be the ones that redesign how work gets done

Technician Role Expansion

Transition from helpers to operational owners.

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What tasks in your pharmacy could be delegated, redesigned, or technician-owned?

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Opportunities for Technician Role Expansion

Remote Patient Monitoring

- New patient visits/enrollment
- Review of patient device readings and alerts
- Provider/care team communication

Med Sync

- Identify eligible patients
- Review medication profile
- Calculate short fills
- Ongoing monthly maintenance

Full Prescription Intake

- Confirming patient identity
- Updating health demographics, known drug allergies, medical conditions
- Financial and insurance triage

Point-of-Care Testing

- Rapid strep tests
- Blood glucose monitoring
- COVID-19/flu tests

Clinical Program Coordination

- Scheduling vaccines
- Administering vaccines
- Diabetes education

Operations and Management

- Lead technician
- Technician manager
- Operations manager

Improving Efficiency and Patient Care

Delegation is about giving responsibility to an outcome, not a list of chores.

Improving Efficiency and Patient Care

Task Allocation and Delegation

- Explain the “why”
- Define clear expectations
- Dedicated feedback time
- This is not about offloading work, it is about assigning ownership
- If you're intimidated, delegate in layers and build trust through results

Flexible Staffing

- Hiring more may not be the answer
- Hybrid training opportunities
- Cross-training

Avoid the “Hero Mentality”

- Delegation is not micromanaging
- Just because you can, doesn't mean you should, or must
- Focus on team-based care and outcomes
- Allow technicians to make decisions within their scope

Building a Sustainable Workforce

Cross-training needs to be intentional, not incidental.

Building a Sustainable Workforce

Skills-Based Rotations

- Matches technicians to their interests and strengths
- Define areas that technicians can "own"

Cross-Training

- Increases versatility
- Prevents single-point-of-failure bottlenecks
- Matches tasks to individual technician strengths

Support Progression

- Dedicated feedback time
- Revisit workflow frequently to identify talent and to identify areas for improvement
- Ask for improvement ideas

Case Study

A journey from cashier to certified lead immunization technician.



Case Study

A journey from cashier to certified lead immunization technician.

Current Responsibilities:

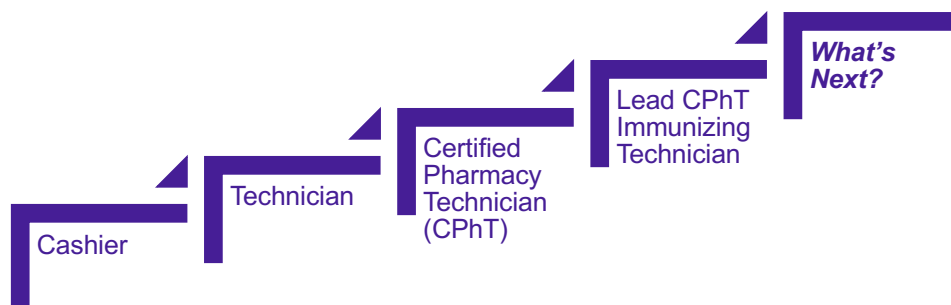
- Coordinate vaccine clinics
- Manage patient scheduling
- Maintain immunization registry
- Prepare patients for point-of-care testing
- Administer vaccines within scope
- Support patients with vaccine-related anxiety

What support, training,
and trust made this
progression possible?

What value did the pharmacy gain?

Case Study

A journey from cashier to certified lead immunization technician.

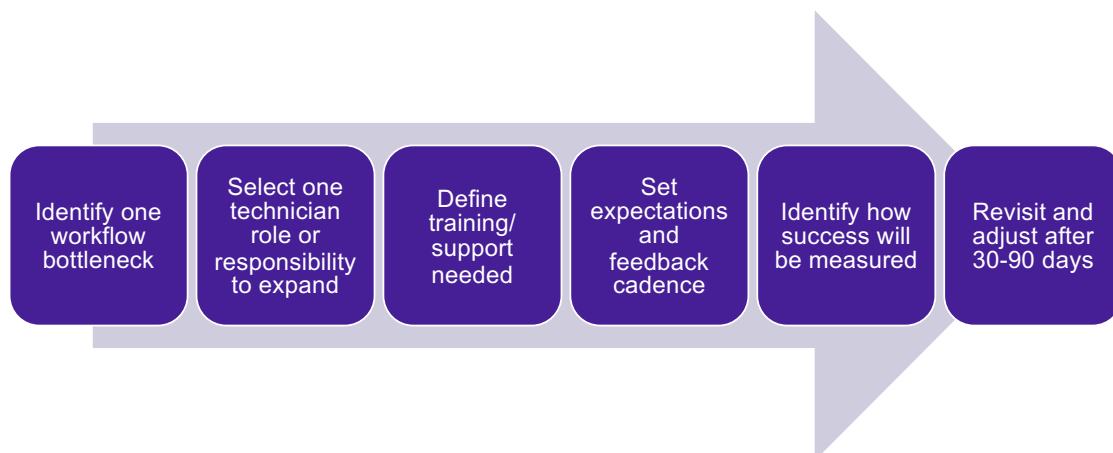


Ask the Audience:

What is one task you can delegate today to empower your technicians and free up your pharmacists to do what only they can do?

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Build Your Workforce Sustainability Plan



Key Takeaways

- Staffing shortages require workflow redesign, not just more hiring
- Delegation builds ownership when expectations, training, and feedback are clear
- Technician role expansion can improve efficiency, retention, and patient care capacity
- Career pathways help technicians see growth and help pharmacies retain talent
- Start with one workflow bottleneck and build a 30-90 day plan to expand technician ownership



Questions?