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NATIONAL COMMUNITY
PHARMACISTS ASSOCIATION

Unlocking Your Team's Potential: Maximizing the Role of Technicians and Support Staff

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Meredy Ayers, CPhT-Adv, CHW

Development Specialist, Bremo Pharmacy

Disclosure Statement

Jake Galdo has/had a financial interest with Eli Lilly, Prime Therapeutics, Takeda, and Pfizer and the relationships have been mitigated through peer review of this presentation. There are no relevant financial relationships with ACPE defined commercial interests for anyone else in control of the content of the activity.

Pharmacist and Technician Learning Objectives

1. Review data showcasing how elevated support staff roles positively impact pharmacy operations and outcomes.
2. Identify non-dispensing areas where non-pharmacist staff can make operations more cost-effective.
3. Discuss opportunities for rebranding non-pharmacist staff titles and roles to coincide with enhanced responsibilities.
4. Summarize strategies for compensating non-pharmacist staff beyond their salary.

Speakers



Jake Galdo, PharmD, MBA, BCPS, BCGP
Managing Network Facilitator
CPESN Health Equity



Meredy Ayers, CPhT-Adv, CHW
Development Specialist
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“The counting and pouring now often alleged to be the pharmacist’s chief occupation will in time be done by technicians and eventually by automation. The pharmacist of tomorrow will function by reason of what he knows, increasing the efficiency and safety of drug therapy and working as a specialist in his own right. It is in this direction that pharmaceutical education must evolve without delay.”

—Linwood F. Tice, D.Sc., Dean, Philadelphia College of Pharmacy and Science (1966)



Why Elevate Technician Roles?

- Pharmacy technicians possess unique skills and capabilities that benefit the pharmacy and the patient
- Leveraging the skills of technicians effectively is a game changer
 - Optimizes Pharmacy Services
 - Supports Pharmacist-led Care
 - Enhances Patient Care
 - Increases Job Satisfaction (Reducing Staff Turnover)

But what about the ROI?

The ROI Paradigm

A data-driven approach to optimizing profitability

Speak the Same Vernacular

Return on Investment

Return on investment (ROI) is a ratio that measures the profitability of an investment by comparing the gain or loss to its cost

$$\text{ROI} = \frac{\text{Net Return on Investment}}{\text{Cost of Investment}} \times 100\%$$

Profitability

Profitability and profit are metrics that are used to analyze the financial success of a company.

Profitability refers to the extent to which a company earns a profit.

Companies can determine profitability through a number of factors, such as expenses, demand, productivity, and competition.

Profitability is commonly expressed as a ratio, such as the gross profit margin, net profit margin, operating margin, or EBITDA.

While profitability is a concept, profit is an absolute amount, which means it is the total amount of income or revenue earned above any costs or expenses.

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$$\text{ROI} = \frac{\text{Net Return on Investment}}{\text{Cost of Investment}}$$

Profitability

Profitability and profit are metrics used to measure a company's performance.

Profitability refers to the extent to which a company is able to generate profit.

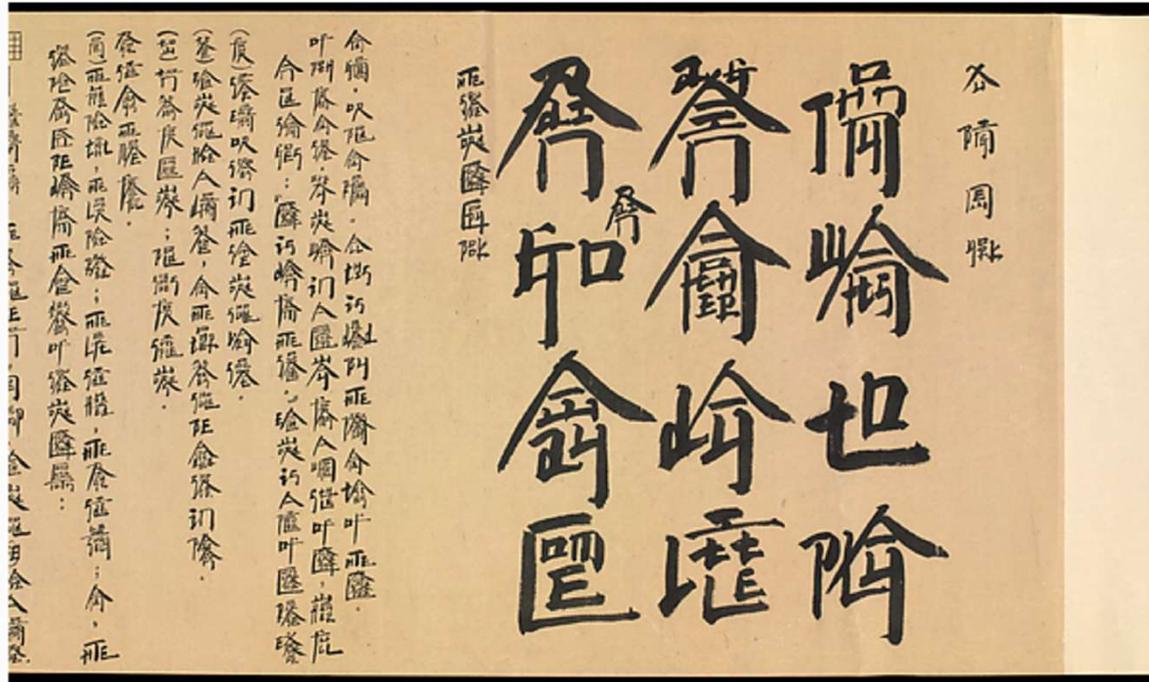
Companies can determine profitability by analyzing various factors, such as sales, demand, productivity, and competition.

Profitability is commonly expressed as a percentage of revenue, such as profit margin, operating margin, or EBITDA.

While profitability is a concept, profit is a specific amount of money earned above any costs or expenses.

ROI \neq PERSON

What Language is This?



Survey Data

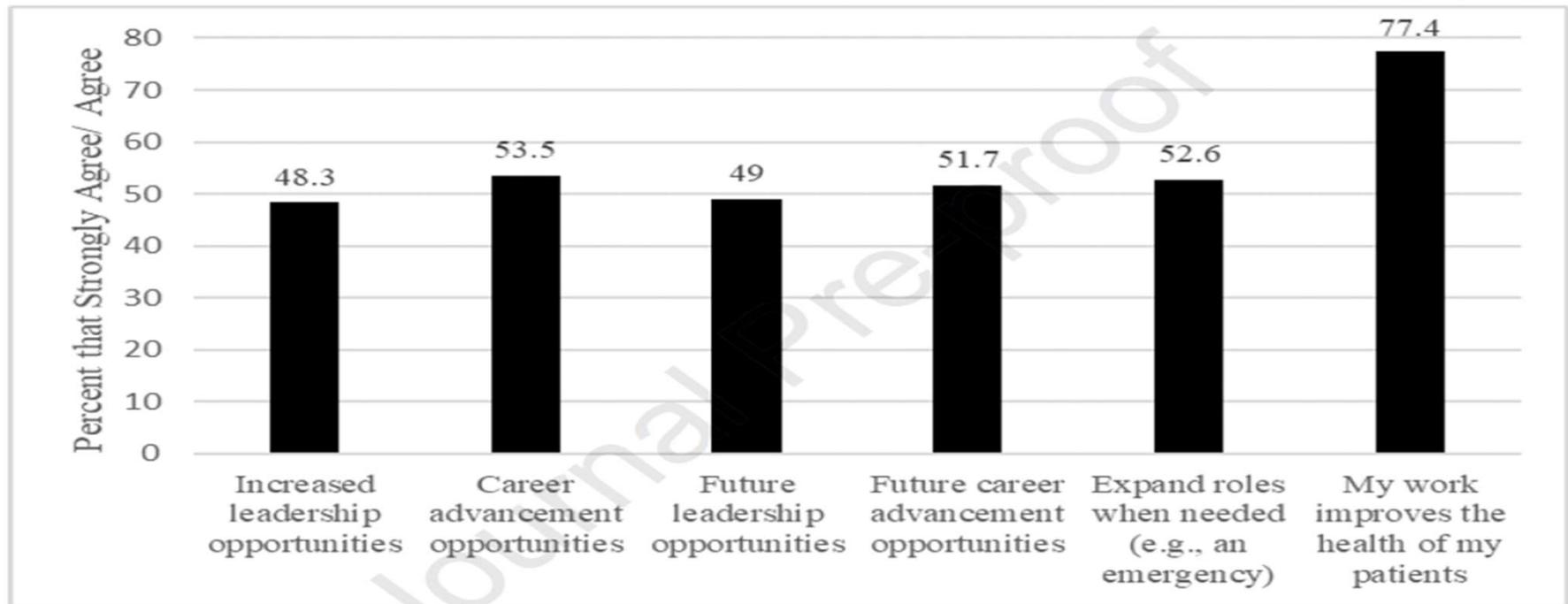


Figure 1: Benefits of being a CPhT. 23,007 survey responders reported benefits of having earned a pharmacy technician certification during their career.

Survey Data, Cont.

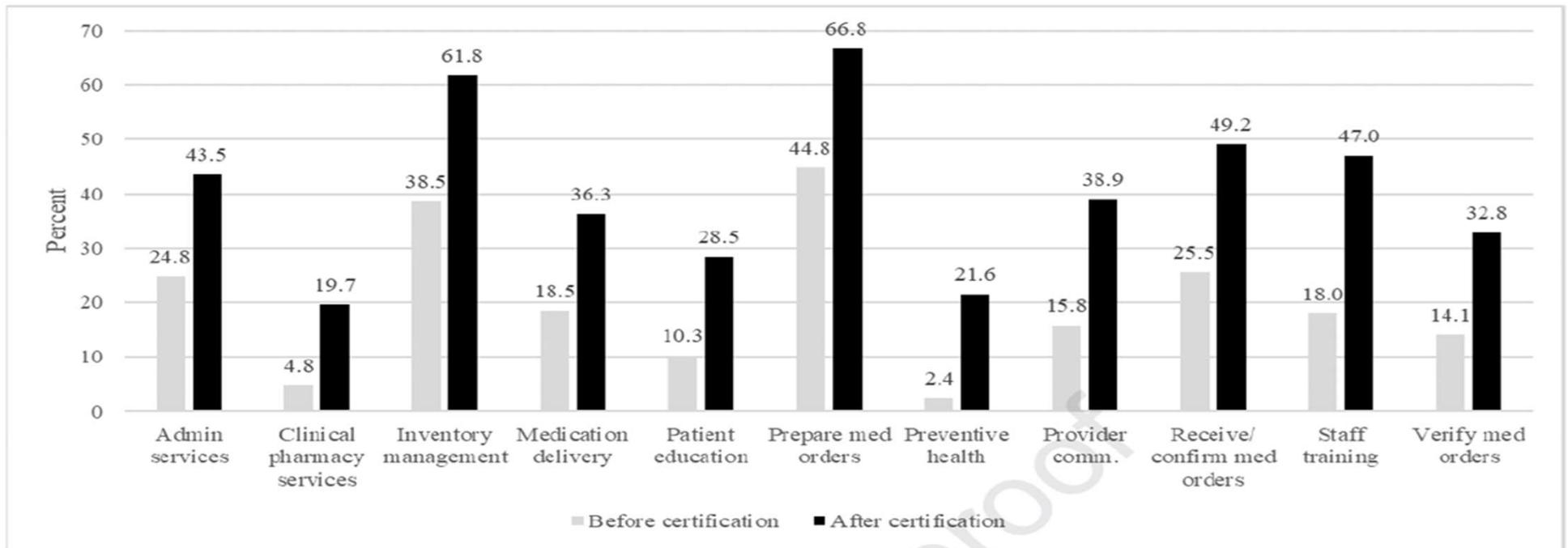


Figure 2: Pharmacy technician involvement in traditional pharmacy roles before and after certification

Survey Data, Cont.

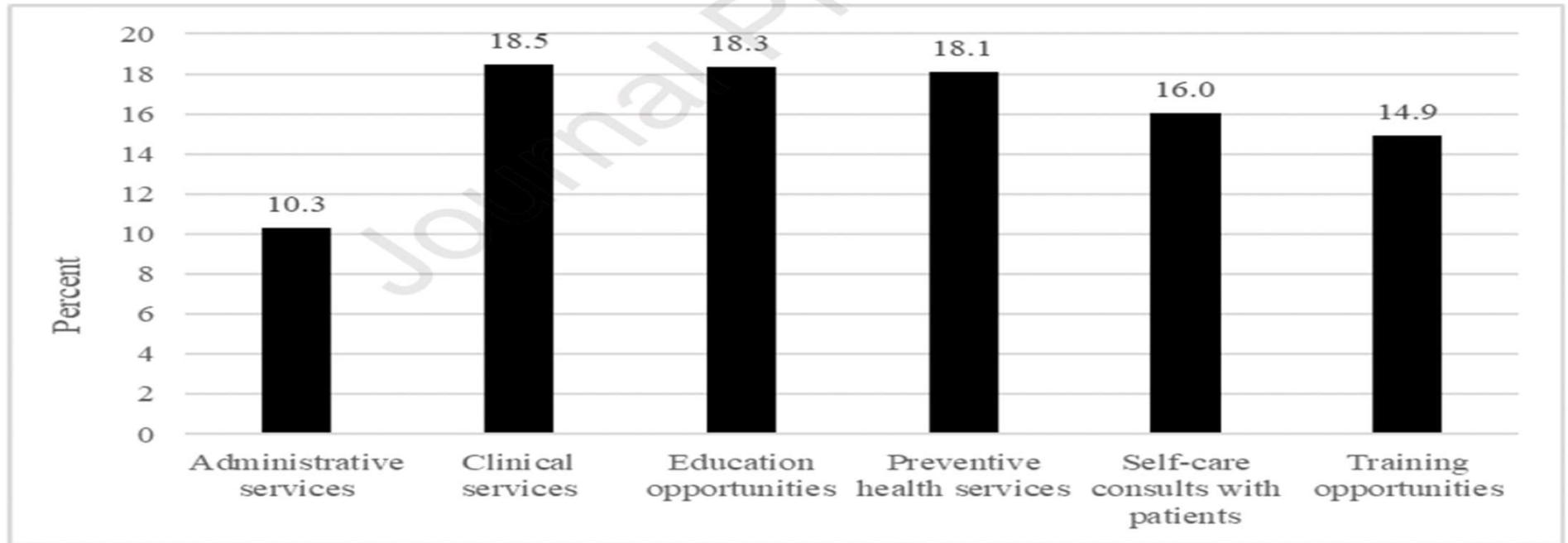


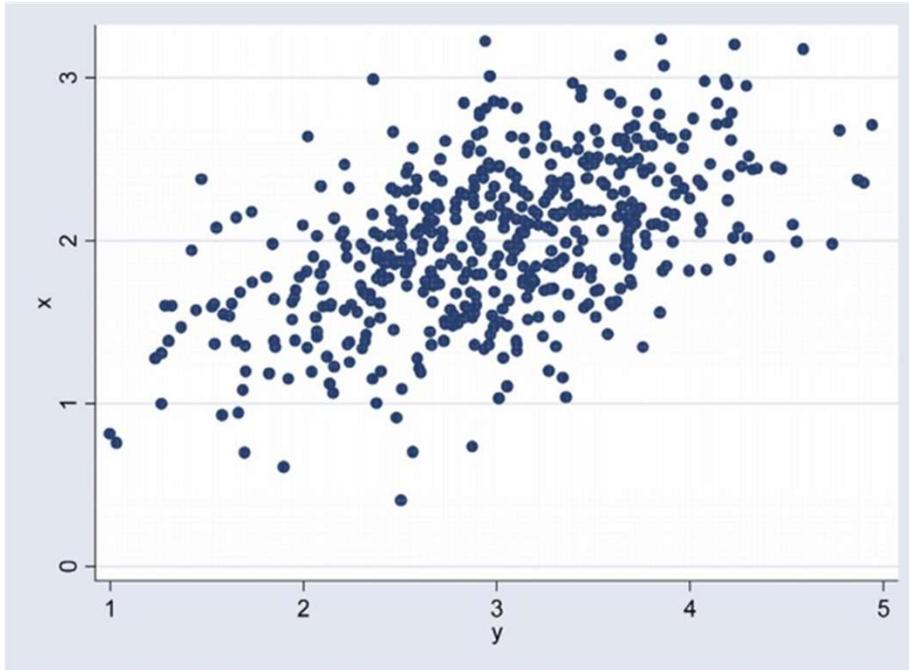
Figure 3: Certified pharmacy technicians identified non-dispensing services which expanded after the technician earned certification.

**Based on the survey data, does an
'ROI' exist for advanced pharmacy
technicians?**

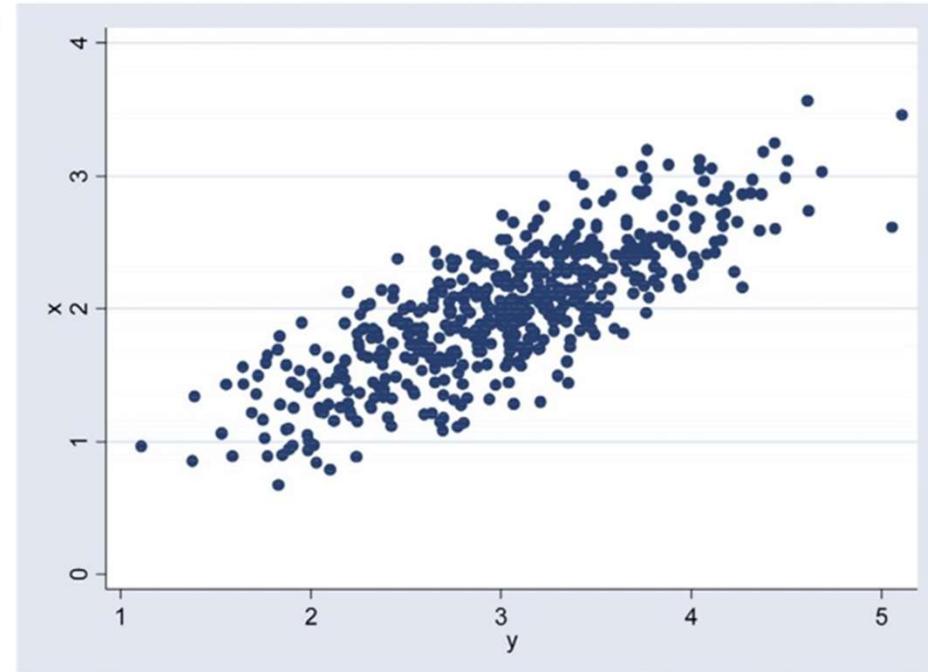
Measurement Science

- **Validity** refers to the degree to which evidence, clinical judgement, and theory support interpretations of a measure score
 - According to the Centers for Medicare and Medicaid Services (CMS) Measures Management System (MMS)
- A variety of methods exist to test validity: construct validity, discriminant validity, predictive validity, convergent validity, criterion validity, and face validity
- **Predictive validity**, the ability of measure scores to predict scores of other related measures or outcomes in the future, particularly if the original measure scores predict a subsequent patient-level outcome of undisputed importance
 - Typically calculated using Linear Regression analysis over the sample

Pearson's Correlation



Scatterplot of x and y: Pearson's correlation = 0.5



Scatterplot of x and y: Pearson's correlation = 0.8

What *IS* the Value of an Advanced Pharmacy Technician?

Quality?

- 60% of pediatric antibiotics are prescribed with the incorrect dose
- *Assessments of Weights in Pediatrics* is a quality measure to evaluate safety and quality of community pharmacies
- *Advanced Pharmacy Technician* has a positive predictive validity ($r^2 = 0.51$) to improve the **safety** of community pharmacies

Is there an ROI now?

SEGURIDAD CHOOSE MY PHARMACY
HEALTH MEASURES REPORT CARD

Pharmacy Name: Rose Bridge Pharmacy
Address: 3601 Market Street
County: Jefferson State: Alabama Year: 2022
Pharmacist in Charge: John Smith

PREVIOUS SCORE: 88 PREVIOUS GRADE: B PREVIOUS YEAR: 2021

Measure	Quarterly Result	Score Card Measurements		Average
		Previous Year	Current Year	
Assessment of Renal Function in Older Adults	20%	0%	17%	20%
Assessment of Weights in Pediatrics	70%	50%	60%	76%
Known Allergy Status	85%	50%	30%	70%
Medication Indication	20%	10%	100%	70%
Electronic Care Plan Accessibility	100%	100%	100%	50%
Point of Care Testing Structure	100%	100%	70%	35%
Employee Vaccination Rate	20%	50%	50%	10%
Advanced Pharmacy Technicians	40%	30%	30%	10%
Improving Pain Management Safety	35%	10%	10%	10%
Improving Diabetes Safety	15%	10%	10%	10%

NEARBY PHARMACY SCORE CARDS

Pharmacy	Address	Current Grade
Mills Pharmacy	2148 Tyler Road, Hoover, AL 35226	B
CVS Pharmacy	2201 Tyler Road, Hoover, AL 35226	A

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Financial?

- Advanced Pharmacy Technician has a positive predictive validity ($r^2 = 0.83$) to increased monthly immunizations
- Technicians immunizing 50% of patients **increases profitability by 65%**

PREVIOUS GRADE	PREVIOUS YEAR	PREVIOUS SCORE	PREVIOUS GRADE	CURRENT GRADE
B	2021	85	B	A

Measure	Quarterly Result	Previous Year	Current Year	Average
Assessment of Renal Function in Older Adults	70%	90%	17%	20%
Assessment of Weights in Pediatrics	85%	55%	60%	70%
Known Allergy Status	20%	100%	100%	12%
Medication Reconciliation	100%	100%	100%	100%
Electronic Care Plan Accessibility	70%	50%	30%	70%
Point of Care Testing Structure	40%	30%	10%	10%
Employee Vaccination Rate	15%	10%	10%	1%
Advanced Pharmacy Technicians				
Improving Pain Management Safety				
Improving Diabetes Safety				

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Data analysis conducted by PTCB and CPENS Health Equity.
Data provided by CPENS Health Equity pharmacies.
CPENS Measure Management System - Validity.
Makubela SM. Statistics primer: A guide to appropriate use of correlation coefficient in medical research. *Malawi Med J.* 2012 Sep;24(3):69-71. PMID: 23638278; PMCID: PMC3576830; Massick, 1994
Ramchandran S, Maharian S, Nisiah I, Unick BY, Carr A, Foster M. Review of the National Quality Forum's Measure Enforcement Process. *J Healthc Qual.* 2023 May-Jun 01;45(3):148-159. doi: 10.1097/JHQ.0000000000000378. Epub 2023 Jan 25. PMID: 36698673
Hollister C, Christopoulos S, Spitzer K. Evaluating medication safety-based antibiotic dosing in a community pharmacy. *J Am Pharm Assoc (2003).* 2023 Jul-Aug;63(45):552-556. doi: 10.1016/j.japh.2022.12.011. Epub 2022 Dec 11. PMID: 36588061.

A Deeper Financial Analysis

- Two major income statement benchmarks:
 - Gross Profit: ~\$13.51
 - Payroll Expense: 13%
- Holding payroll expense of '13%' with a gross profit of \$13.51
 - 28.6% of pharmacies do NOT make payroll
 - 86% of pharmacies can NOT afford all expenses

A Deeper Financial Analysis

- Two major income statement benchmarks:
 - Gross Profit: ~\$13.51
 - **‘Other’ Expense: 8%**
- Holding ‘other’ expense at 8% with a gross profit of \$13.51
 - \$7.21 is reserved for payroll.

	3 Pharmacist 1 Technician	1 Pharmacist 3 Technicians	4 Technicians
450 Rx / Day	\$ 5.39	\$ 3.09	\$ 1.94
300 Rx / Day	\$ 7.19	\$ 4.12	\$ 2.58
200 Rx / Day	\$ 10.78	\$ 6.18	\$ 3.87
Profitability Increase	18%	27%	37%

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Non-Dispensing Roles

1: Immunizations

- Cost-effective
- Beneficial to patients
- Workflow efficiency
- Professional development
- Engagement from technicians



Non-Dispensing Roles 2: Medication Therapy Management & Medication History

- Cost-effective
- Time-saving
- Efficient work-flow
- Engagement from technicians



Non-Dispensing Roles 3: Compression Specialist

- Meet customer needs
- Increase customer loyalty
- Additional revenue
- Comprehensive patient care
- Technician led
- Engagement from technicians



Non-Dispensing Roles 4: Community Health Worker

- Value-based/outcomes-based arrangement
- Increase customer loyalty
- Addresses social determinants of health
- Additional revenue
- Comprehensive patient care
- Technician led
- Engagement from technicians

AUGUST 2024

LEADERBOARD REPORT

Vaccine Gap Closure Program: Phase 1 & 2

1. J&D Pharmacy
2. Summers Pharmacy (Kearney)
3. Goldsmith Medcenter Pharmacy
4. Sinks Pharmacy (St. Clair)
5. Summers Pharmacy (Marshall)

TOTALS

Interventions: 57,226

Pharmacies Implementing: 118

Pharmacy \$ Generated: \$1,666,600



Internal Project Data. Missouri Pharmacy Association
Vaccine Gap Closure Program. August 2024

Rebrand Titles & Responsibilities

Lead Technician

Sync & Monthlies

Provides oversight for Sync & production team.

Dailies

Provides oversight for daily intake, vaccine intake, & production team.

Training & Development

- Identifying Talent Among Techs
- Training and Development
- Assist with Employee Conflict Resolution
- Assist in Employee Hiring & Reviews

Advanced IT

- Communication & Troubleshooting re:
 - Server
 - Software
 - Hardware
 - Evaluating new software/hardware
 - Go-to for errors

Specialty Technician

Compounding

- Daily compounding
- Maintains logs and accreditation standards
- Works with pharmacist on proper compounds and dosages

USP Chapter 800

- Maintains our protocol to ensure it is up to date
- Conducts annual spill drill and spill cleanup drill
- Trains employees on USP standards and proper procedure

Inventory Specialist

- Maintains regular perpetual inventory
- Schedules drug returns
- Coordinates expiration checks
- Coordinates fiscal-year inventory
- Coordinates biennial inventory
- Investigates negative margins and idle inventory
- Drug returns and recalls

Medical Equipment & Front End

- Maintain front-end inventory
- Assist patients with medical equipment
- Stay up to date with medical billing requirements

Rebrand Titles & Responsibilities

Meredith (Meredy) Ayers, CPhT-Adv, CHW
DEVELOPMENT SPECIALIST

Rebrand Titles & Responsibilities

**Meredith (Meredy) Ayers, CPhT-Adv, CHW
DEVELOPMENT SPECIALIST**

Noun the process in which someone or something grows or changes and becomes more advanced

Noun someone who has a lot of experience, knowledge, or skill in a particular subject

Slide 30

ED1 Updated slide to format as I think was intended.
Elise Damman, 2025-07-02T21:45:22.243

Other Best Practices

- Communicate clear vision and goals
- Create a culture of delegation
- Assign clear roles and responsibilities
- Find champions for particular tasks
- Provide adequate training so staff knows exactly how to perform the task
- Track and monitor performance and results/ accountability / KPIs

Other Best Practices

- Encourage technicians to take initiative and lead positive changes in their workplace
- Technician empowerment
- Promote ongoing education and training and proactive communication
- Lead by example and give your team grace
- Don't reinvent the wheel

The Profitability Model: Immunizations

	Pharmacy A	Pharmacy B
Number of IMZ 2023	6050	463
Average IMZ Sales	135.59	120.16
Gross Sales	\$ 820,319.50	\$ 55,634.08
COGS	\$ 605,000.00	\$ 46,300.00
Gross Profit	\$ 215,319.50	\$ 9,334.08
Operating Expense: RPh	\$ 151,250.00	\$ 11,575.00
Operating Expense: 50% Tech	\$ 113,437.50	\$ 8,681.25
Operating Income: RPh	\$ 64,069.50	\$ (2,240.92)
Operating Income: 50% Tech	\$ 101,882.00	\$ 652.83
	59%	71%

Takeaway: Technicians providing 50% of IMZ at a pharmacy increase profitability by 65%

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The Profitability Model: Immunizations

	Pharmacy A	Pharmacy B
Number of IMZ 2023	6050	463
<div style="background-color: red; color: white; padding: 20px; border-radius: 25px; display: inline-block;"> <p>Operating expense decrease of over \$35,000 annually</p> </div>		
Operating Income: 50% Tech	\$ 101,882.00	\$ 652.83
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The Profitability Model: Immunizations

	Pharmacy A	Pharmacy B
<p>Increases profitability (defined as operating income) by 65%!</p> <p>And this assumes the pharmacy technician is making 50% of the pharmacist's salary.</p>		
	59%	71%

Takeaway: Technicians providing 50% of IMZ at a pharmacy increase profitability by 65%

Know Your Worth

1. What's the best thing we can do for a great technician? PAY THEM MORE.
2. What does your employment package contain?
 1. Salary / Pay Rate
 2. Retirement Package (401k)
 3. Equity
 4. Health Insurance (Employer vs Employee)
 5. Bonus Plans
 6. Others?
3. *Review total package on an annual basis*
 1. What is the 5-year and 10-year outlook?
 2. What's your corporate structure?

Always talk with your accountant and financial advisors...

Impact of Advanced Pharmacy Technician

Technician Role Elevation

- Career satisfaction
- Lower turnover
- Stronger communication & teamwork
- Company growth & stability

KH1



Slide 42

KH1 The text is duplicated - please ask speaker to review
Kimberly Hsieh, 2025-05-16T18:47:35.806

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Elise Damman, 2025-07-02T21:52:57.612

Impact of Advanced Pharmacy Technician

Pharmacy Operations

- Improved efficiency and productivity
- Reduced administrative workload for pharmacists and owners
- Enhanced customer service and patient satisfaction

Value

- Improved workflow efficiency
 - Time is money
 - Cost avoidance
- Pharmacists' availability for direct patient care services
- Labor costs



Impact of Advanced Pharmacy Technician

- More advanced technicians – better safety
- More advanced technicians – better profitability
- More advanced technicians – better pharmacies

Call to Action!

- For every new clinical service, program, or opportunity you learn during the RBC – ask, what if my technician delivered this program?
- *And, what if I paid (COMPENSATE) them more to do it?*



Questions?

Jake Galdo

Managing Network Facilitator, CPESN
Health Equity

Meredy Ayers

Development Specialist, Bremo
Pharmacy