

Comfort, Motivation & Role Expansion: The Effect of Perceptions & Motivators on Pharmacy Technician Role Expansion

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Agenda

- A Review of Advanced Pharmacy Technician Roles
- The Importance of Pharmacist Beliefs in Role Expansion
- Factors Affecting Pharmacist Comfort Levels with Advanced Pharmacy Technician Role Expansion
- Motivation and Role Expansion
- Pharmacy Technician Motivation and Perceptions of Pharmacists
- The Effects of Motivation and Messaging on Role Expansion

Objectives

- Fall Seminar attendees will be able to:
 1. Understand why pharmacist comfort levels with advanced roles for pharmacy technicians are important for the successful implementation of expanded pharmacy technician roles.
 2. Examine and recognize occupational values and how those values are involved in motivation within the workplace.
 3. Understand how motivation and communication are important in the likelihood of successful role expansion for pharmacy technicians.

Pharmacist's Comfort with Advanced Technician Tasks

Pharmacy Technician Opportunities

- Currently, the job market for pharmacy technicians is expected to grow by 7% through 2028, which is faster than the national average according to the Bureau of Labor Statistics.
- Pharmacy technicians, like all other aspects of the practice of pharmacy, are regulated at the state level. Variations exist in terms of necessary training, state registration, and tasks which can be conducted by technicians.
- Calls have been made to create a more standard level of training and a more uniform scope of practice for technicians by professional organizations, but variation remains in training, licensure, certification, and scope of practice.

A Review of Expanded Pharmacy Technician Roles

- Over the past 25 years, there has been a tremendous growth in the roles of pharmacy technicians.
- The institutional setting was the first to find new ways to use technicians to improve pharmacy efficiencies.
- Community pharmacy has been slower but has followed suit to find ways to use technicians to create opportunities in the pharmacy.

At the Pharmacist's Discretion

- State Boards of Pharmacy are, by and large, very explicit with what tasks are and are not allowed for technicians to complete as part of their normal scope of practice
- Many of these regulations are written with a specific caveat “at the pharmacist’s discretion”.



Factors Affecting Pharmacist Comfort with Advanced Technician Roles

- The primary objective of this study was to determine the predictors of pharmacists' comfort level with certified technicians performing higher-level function that respondents will assume they have been trained in, including:
 - Giving and receiving verbal prescriptions (17 States)
 - Performing non-clinical MTM tasks (All 50 States & DC)
 - Verifying prescriptions (2 States)
 - Administering immunizations (3 States at study launch, 5 States at publication)
- The secondary objective of this study was to compare pharmacists' comfort level with technicians performing each task.

Respondent Characteristics

Characteristic		N	%
Gender	Male	111	54.1%
	Female	94	45.9%
Level of Education	Bachelor's Degree	70	34.1%
	Doctor of Pharmacy	120	58.5%
	Post-Graduate Residency Training	15	7.3%
Years as a Practicing Pharmacist	Less than 5 years	16	7.8%
	5-10 years	50	24.4%
	11-15 years	38	18.5%
	16-20 years	28	13.7%
	More than 20 years	73	35.6%
Type of Pharmacy	Independent Pharmacy	98	47.8%
	Chain Pharmacy	107	52.2%
Pharmacy Setting	Urban	71	34.6%
	Suburban	101	49.3%
	Rural	33	16.1%
Geographic Region	Northeast	40	19.5%
	Midwest	53	25.9%
	South	82	40.0%
	West	30	14.6%

Pharmacist Comfort Levels with Each Measured Task

	Giving/Receiving Verbal Prescriptions		Performing Non-Clinical MTM Tasks		Administering Immunizations		Verifying Prescriptions	
	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation	Mean	Standard Deviation
How comfortable would you be with a technician completing the task?	3.9	1.915	4.79	1.884	3.32	1.981	2.79	1.75
ABILITY	4.26	1.88	4.87	1.861	3.79	1.931	3.21	1.86
INTEREST	4	1.642	4.03	1.812	3.23	1.794	3.32	1.808
WILLINGNESS	4.39	1.625	4.4	1.705	3.35	1.733	3.68	1.818

	Giving/Receiving Verbal Prescriptions			Performing Non-Clinical MTM Tasks			Administering Immunizations ^a			Verifying Prescriptions ^b		
	B	Std. Error	Sig.	B	Std. Error	Sig.	B	Std. Error	Sig.	B	Std. Error	Sig.
(Constant)	-0.492	0.719	0.495	-0.03	0.548	0.956	-1.031	0.624	0.1	-0.043	0.581	0.941
II. Outer Setting												
Licensed but Not Certified	0.427	0.259	0.101	0.269	0.202	0.185	0.123	0.225	0.584	0.069	0.211	0.745
Licensed and Certified	0.366	0.286	0.202	0.089	0.223	0.69	0.09	0.249	0.719	0.125	0.238	0.6
III. Inner Setting												
Chain vs. Independent	0.102	0.195	0.602	-0.029	0.151	0.849	-0.075	0.17	0.662	-0.179	0.162	0.27
Urban vs. Suburban	0.104	0.207	0.615	0.291	0.16	0.071	0.62	0.182	<0.005	0.101	0.168	0.549
Urban vs. Rural	0.282	0.28	0.315	0.565	0.217	0.01	0.029	0.241	0.904	-0.344	0.238	0.15
Pharmacist Workload	0.005	0.006	0.441	0.003	0.005	0.587	-0.006	0.006	0.303	0	0.005	0.937
IV. Individual Characteristics												
PharmD vs. Bpharm	0.327	0.331	0.324	-0.08	0.261	0.76	0.614	0.287	0.033	0.443	0.269	0.102
Residency vs. Bpharm	-0.047	0.436	0.915	-0.179	0.341	0.599	0.303	0.38	0.427	0.935	0.358	0.01
5-10 years vs. Less than 5	-0.057	0.381	0.881	0.002	0.297	0.994	-0.618	0.33	0.063	-0.364	0.312	0.244
11-15 years vs. Less than 5	-0.181	0.393	0.645	-0.214	0.306	0.486	-0.442	0.342	0.198	-0.068	0.321	0.832
16-20 years vs. Less than 5	0.568	0.414	0.171	0.503	0.323	0.121	-0.135	0.357	0.705	0.042	0.334	0.899
21 years or more vs. Less than 5	0.374	0.437	0.393	-0.132	0.348	0.705	-0.254	0.379	0.504	0.147	0.357	0.681
Perception of Tech Ability	0.654	0.058	<0.005	0.759	0.052	<0.005	0.717	0.053	<0.005	0.525	0.058	<0.005
Perception of Tech Interest	0.227	0.077	0.004	0.13	0.057	0.024	0.102	0.08	0.206	0.238	0.077	0.002
Perception of Tech Willingness	-0.017	0.081	0.837	0.006	0.068	0.929	0.125	0.079	0.113	0.066	0.069	0.343
Attitudes Toward Expanded Clinical Services	-0.027	0.106	0.795	0.036	0.084	0.669	0.102	0.09	0.247	-0.025	0.087	0.773
	R ² = 0.585			R ² = 0.740			R ² = 0.712			R ² = 0.666		

Bold and Highlighted =Statistically significant (p<0.05)

a – Four responses from Rhode Island and Utah removed. No responses from Idaho.

b – Four responses from Iowa removed. No responses from Idaho.

What Was Seen in This Study



- As pharmacist scope of practice expands, it is likely that technician scope of practice will have to grow with it. This study gives insight into factors which could affect the success of implementation of expanded scope of practice for technicians.
- For pharmacists, the overriding theme of the results is that if the technician has the ability and the interest to complete these advanced tasks under the guidance and supervision of a pharmacist, the technician can take on additional responsibilities.

What Can Be Learned From This

- With such an importance placed on the technician's ability and interest in performing the task by pharmacists, technicians and pharmacists must communicate on what the technician has the capability of doing.
- If more states determine to expand the technician's responsibilities within a community pharmacy, the study gives evidence that it is important to understand the pharmacists in that state before enacting such legislation.

Motivation and Role Expansion

Motivation

- Motivation provides a person with a motive, or a cause or reason to act
- Motivation – the arousal, direction, and persistence of behavior.
 - Extrinsic motivators: Factors external to self
 - Intrinsic motivators: Internal factors
- Focuses on factors within the person that energize, direct, sustain, and stop behavior.

Activity: Rank how important each of the following values is to you as a technician.

1. The Income of the Job
2. The Prestige of the Career
3. The Chance to Exercise Leadership
4. The Chance to be Helpful to Others and to Society
5. The Chance to Work with People Rather than Things
6. The Chance to be Original and Creative
7. The Ability to Live and Work in the World of Ideas
8. The Hours and Security of the Job
9. Increased Autonomy within the Work

Motivation and Role Expansion

- Motivation and role expansion are connected because of the importance of messaging of managers to employees.
- Motivators are important for managers shaping messaging for two reasons.
 1. Those crafting messaging (i.e. pharmacists) understand the importance of tailoring messages to maximize their effectiveness with those receiving messages (i.e. pharmacy technicians)
 2. Vroom's Expectancy Theory of Work Motivation argues that "individuals are most likely to devote attention, time, and energy to an opportunity when they believe that the opportunity allows them to express or fulfill their values."

Pharmacy Technician Motivation and Perceptions of Pharmacists

- It is important for pharmacists to understand technician motivation to properly shape messaging regarding role expansion in the pharmacy.
- Studies have shown that pharmacists believe tailoring messaging is important when communicating new roles to technicians and motivations help to determine how messages are tailored.
- Pull up your scores from the 9 values a few slides ago

Pharmacists Perceptions of Technician Values

Values	N	Minimum	Maximum	Mean	Std. Dev.
Ex 1 - Income	20	4	5	4.85	0.366
Ex 2 - Prestige	20	2	4	3.1	0.788
Ex 3 - Leadership	20	1	5	2.95	0.887
In 1 - Helpful	20	2	5	3.95	0.759
In 2 - People	20	2	4	3.1	0.788
In 3 - Original	20	1	5	2.8	1.24
In 4 - Ideas	20	1	4	2.6	0.995
Ex 4 - Hours	20	3	5	4.75	0.55
Ex 5 - Autonomy	20	3	5	3.95	0.686
Extrinsic Average	20			3.920	0.369
Intrinsic Average	20			3.113	0.631

Tailored Messaging

- When looking at the effects of pharmacy technician motivators on role expansion messaging, pharmacists are likely to tailor messages according to what they believe is important to technicians.
- Research showed that if pharmacists believe extrinsic motivation was what drove technicians, messages would be more likely to focus on numbers and logic.
- The same research found that if a pharmacist believed a technician was more intrinsically driven, the message would be more inspirational and draw on the emotions of the technician.

Values-Tailored Messaging

- “I would like for you to take on the responsibility of supervising other technicians. By taking on this role, you will help increase the number of prescriptions filled per day, will demonstrate your leadership within the pharmacy, and will receive a more stable work schedule.”
- “I would like for you to take on the responsibility of supervising other technicians. By taking on this role, this is an opportunity for you to invest in other people and to have a stronger role of mentorship, make an impact on more of the department, have more direct interaction with patients and pharmacists, and help us to ensure our patients' health and wellbeing.”

Issues of Motivation, Messaging, and Likelihood to Take on Additional Roles

- While tailored messaging can be successful, studies have seen that the difference in importance between intrinsic and extrinsic values among pharmacy technicians is far less than the difference perceived by pharmacists.
- Research has produced mixed results on the relationship between messaging style and motivation on likelihood of role expansion. However, technicians who had a high importance of both motivation styles were more likely to take on additional roles.

What Does This Mean?

- Studied pharmacists generally agreed that it is important to tailor task expansion messaging for their specific technicians.
- As the roles of technicians continue to expand, it is important that pharmacists and technicians communicate and understand motivation to enable pharmacists to tailor their role expansion messaging to technicians.



Applications of Today's Discussion

- Communication is vital for the success of role expansion for pharmacy technicians.
- The biggest factor affecting pharmacist's comfort levels with pharmacy technicians taking on an additional role are the pharmacist's beliefs about a technician's ability and interest in taking on that role.
- If a role expansion is coming, pharmacist's will tailor their messages to what motivates the specific technician to increase the likelihood of the technician taking on that role.
- To have the most efficient pharmacy, pharmacists and technicians must communicate and communicate well.

