

# Technician led observation sessions... Surging forward to empower, coach and engage.

Melanie Anderson, Paula Doherty, Tracey Meares – John Hunter Hospital

## Background

Gaps were identified in upskilling, coaching and ongoing supervision of our trained pharmacy technicians. Concerns around performance and depth of knowledge for new and existing staff were raised early 2019. Many factors including loss of a number of highly qualified technicians, an influx of new to hospital technicians and complacency, were contributing factors.

## Description

A sustainable professional development program was created for the senior technician to coach and perform ongoing observations with 12 rotating technicians in 5 imprest roles.

## Action

- Creating documentation tools
- Activating a workable and flexible timetable
- Dedicating time to personalise observation sessions
- Additional training attained by the senior technician
- Longer Imprest rotations to assist implementation

## Evaluation

### Staff Development

- Program implemented and ongoing for 12 rotational technicians

### Skills and Knowledge

- Improved and validated with follow up observation sessions

### Output and Quality of Core Imprest Tasks

- Increased and improved, validated by KPI's
  - ↓ in picking stock errors
  - ↑ reporting and actioning WHS issues
  - ↑ alertness to potential Medication Safety issues (eg, Urokinase look-a-like, expired imprest medicines, out of stocks)

### Opening Pathways

- Career development, succession planning, advancing roles

### Growth

- Building and developing coaching skills for senior technician

### Empowerment

- Creating an environment for team members to feel motivated and valued leading to self-directed quality improvements

### Feedback

- 9 Question, feedback survey, voluntary and anonymous
- 50% of Technicians completed the survey
- 100% agreed program was either extremely or very effective.
- 100% agreed their performance improved with this program

JHH Pharmacy Technician – Observation Support Session  
Agenda and Record of Discussion  
Procedure: **Imprest Scanning and Upload**

Technician: \_\_\_\_\_, Imprest Roles (circle all applicable) Imp 1 Imp 2 Imp 3 Senior I&ID  
Observer: \_\_\_\_\_, Date: \_\_\_\_\_, Length of session: \_\_\_\_\_, Ward Area Observed: \_\_\_\_\_

Key Discussion Points	What's working well	What could be improved or skills expanded	Actions	By whom and when
<b>Locations - WHS</b> * Cupboards * Fridge * Baskets/Drawers <b>Scanning</b> * Appropriate levels * Assessment of needs <b>Medication Safety Management</b> * Red Bar Codes * Alternates and alerts <b>Upload Process &amp; Communication</b> * Ward * Pharmacist * Senior Techs * Supply Services Manager				

**Celebrating Staff Achievements:**  
This is an agreed record of the observation support session – Imprest Scanning and Upload Process.

Signed Observer: \_\_\_\_\_, Signed Technician: \_\_\_\_\_

Technician Comments:  
Further Training Requirements:  
Reflection of Career Direction:  
Other:

### Example Observation Session Tools

JHH Pharmacy Technician – Observation Support Session  
Agenda and Record of Discussion  
Procedure: **iPharmacy Processes**

Technician: \_\_\_\_\_, Imprest Roles (circle all applicable) Imp 1 Imp 2 Imp 3 Senior I&ID  
Observer: \_\_\_\_\_, Date: \_\_\_\_\_, Length of session: \_\_\_\_\_

Key Discussion Points	What's working well	What could be improved or skills expanded	Actions	By whom and when
• Print a bar code for F1 for Ropivacaine Epidural 200mL • Print a complete bar code list for H3 Fridge (No need to laminate) • What wards keep Ergometrine • Identify any outstanding distributions for Imprest or Pharmacy? • How frequently does H2 get scanned for Ondansetron IV? - Show dates and quantity for the last 3 scans. • What is coming from Symbion for one of your wards today?				

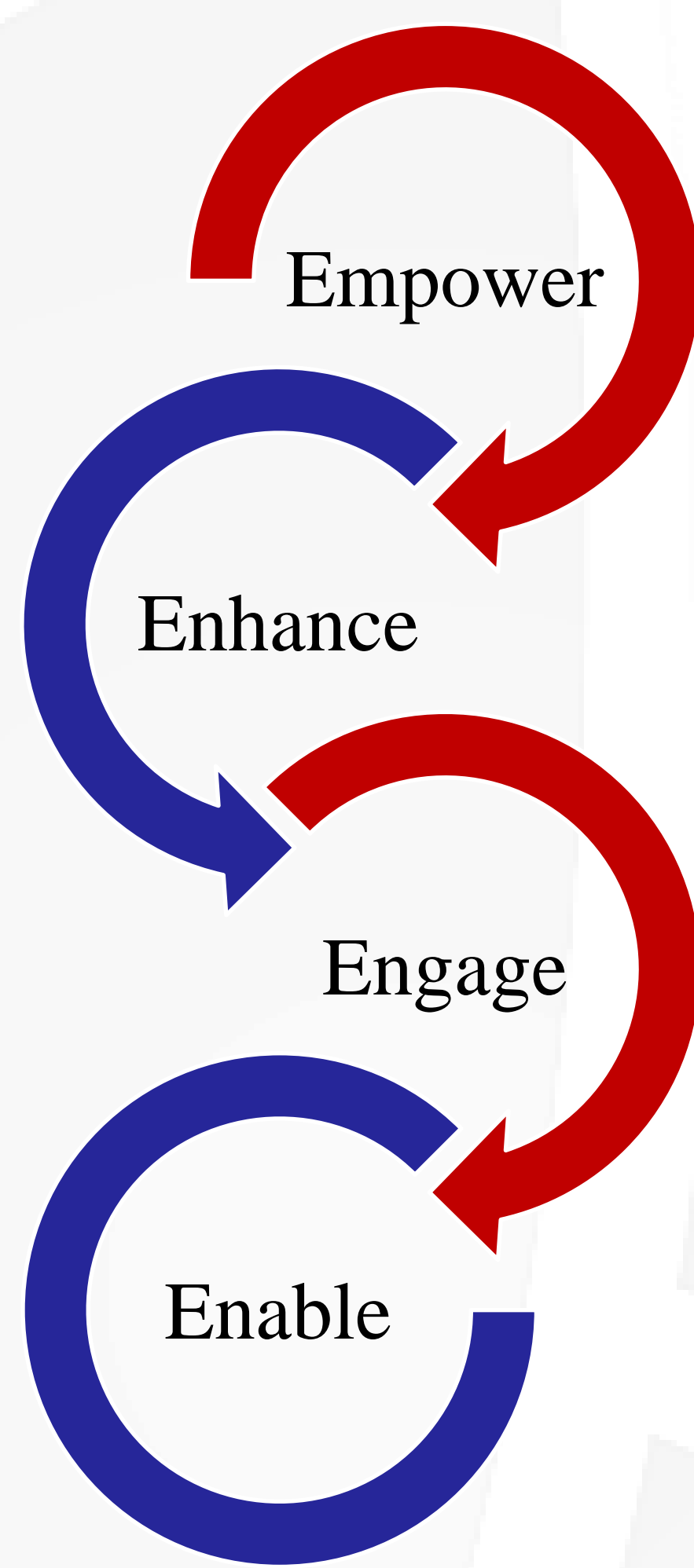
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Technician Comments:  
Further Training Requirements:  
Reflection of Career Direction:  
Other:

Week 5 July 1 <sup>st</sup> to 5 <sup>th</sup>	Monday	Tuesday	Wednesday	Thursday	Friday
Scan	Tech Ward	Tech Ward	Tech Ward	Tech SB Ward F2	Tech Ward
Deliver	Tech Ward	Tech SG Ward G3	Tech Ward	Tech Ward	Tech Ward
Satellite	Tech	Tech	Tech	Tech	Tech
Pyxis	Tech	Tech	Tech	Tech	Tech RL
Other		Upload Scanner Tech Mfa		Cycle Count Tech RL	

### Example Weekly Schedule



**Technician '1'**  
Imprest picking competency was **enhanced** with statistics improving from 0.97% error rate to 0.58% (acceptable rate is 0.5%)

**Technician '2'**  
Was **empowered** to self-direct communication with NUM to implement improved imprest cupboard layout and stock management

**Technician '3'**  
Demonstrated increased **engagement, responsibility & ownership** of her serviced ward area, management of imprest stock lists and WHS standards as a direct result of lengthened rotation time in imprest

**Technician '4'**  
Attended operating theatre refurbishment working party meetings with senior imprest to **enable** participation in upskilling and succession planning opportunities

## Implications

Technician observation sessions can push the coach and technician participant out of their comfort zone, however integrating sessions into regular workflow increases acceptance and is the new normal. The results speak for themselves as we close the gaps. Our technician team is growing in versatility, performance and knowledge.

## Acknowledgements

Thank you to the JHH Pharmacy Technicians who continue to embrace new challenges.



**Health**  
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