California State Board of Pharmacy
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ORGANIZATIONAL DEVELOPMENT COMMITTEE

Ken Schell, PharmD, Chairperson, Board President
D. Timothy Dazé, Esq., Board Vice President

Report of the Meeting of July 14, 2008
(a non-public meeting)

The meeting of the Organizational Development Committee took place via teleconference on July 14, 2008, from 9 through 10:30 a.m. Dr. Schell, Mr. Daze, Executive Officer Virginia Herold and Assistant Executive Officer Anne Sodergren participated in the meeting.

1. FOR ACTION: Recommendation to Update the Committee's Strategic Plan 2008-09

The committee suggested the addition of a new objective to the committee's strategic plan:

5.6 Perform succession planning to ensure continuity for board operations during staff retirements

A copy of the committee's strategic objectives is provided in **Attachment 1.**

2. FOR ACTION: Approval of the Board of Pharmacy's Strategic Plan for 2008-09

At the committee meetings held before this board meeting, the committees reviewed their current strategic plan objectives for updates. These proposed changes have been brought to this board meeting, where the board has discussed modifications needed to update its strategic plan for 2008-09.

The board needs to take a final vote to amend its strategic plan as modified during this board meeting. **Attachment 2** contains the committee's current plan. Amendments made to the plan during this meeting will be added. The plan will then be added to the board's Web site and distributed to staff and board members.

3. FOR INFORMATION: Proposed Board Meeting Dates for 2009

A proposed list of board meeting dates for 2009 is provided in **Attachment 3.** No vote is needed to approve these dates, but any conflicts with schedules of board members should be resolved. These dates will be added to the board's Web site

following this meeting.
Meeting dates of each committee during 2009 will be established at each committee's next meeting.

4. FOR INFORMATION: Budget Update and Report

1. 2007-08 Budget

Final budget figures will be available in August – at this time, the numbers below are estimates.

- *Revenue Projected: $6,776,000 (includes fee increase 1/1/08)*
- *Expenditures Projected: $9,383,000*

2. 2008-09 Budget

The new fiscal year started July 1, 2008, without a state budget being in place. Currently, legislative versions of the budget contain a $1 million loan from the board's fund to the state's general fund. This loan will be repaid in the future, in advance of any need for the board to increase fees because of a deficit in the board's fund.

The Governor's budget for 2008-09 proposes a 10 percent cut for all general fund agencies. As a special fund agency, the board is not included in these reductions.

The current proposed figures for 2008-09 are:

- *Revenue Projected: $7,556,000*
- *Expenditures Projected: $9,733,000*

3. Fund Condition Report

According to a fund condition report prepared by the department (**Attachment 4**): the board will have the following fund conditions at the end of the identified fiscal years:

2006/07	$10,914,000	13.8 months in reserve (actual)
2007/08	$8,245,000	10.2 months in reserve
2008/09	$5,068,000	6.1 months in reserve
2009/10	$2,703,000	3.3 months in reserve
2010/11	$1,339,000	1.6 months in reserve ($1 million repayment will occur this year)

Recognize that these estimates are built upon a conservative estimate of revenue (typically the board typically collects about 10 percent more revenue from licensing fees that we estimate), and revenue does not include cost recovery or cite and fine revenue that we collect during the year.

4. Fee Audit Initiated

The board will need to seek a statutory increase in fees to take effect about July 2010. Staff will continue to monitor the fund condition and provide a report to the board at each meeting. However, the board will need sponsor legislation to increase fees next year.

As part of the background for any fee increase, the board has initiated an audit of its fees to ensure the fees are set at the appropriate levels with respect to the expenses of providing services. This process, which will involve a cost allocation of all duties performed by board staff, is scheduled to be completed by the end of 2008.

5. I-Licensing Progress

The I-Licensing project will offer online application and renewal of licenses (a much needed relief from mail-in renewals). A feasibility study report was approved by the Department of Finance several years ago, and the board is in the first tier of new agencies that may be able to offer this service in the future. Nevertheless, the board is still a long way from implementing this system for its licensees.

The board spent $50,000 in 2006/07 on programming specifications needed for its programs. In the next three years, the board will spend $342,000 as its share of costs to implement this system department-wide.

Delays in securing vendors and hiring of new staff overseeing the project at the Department of Consumer Affairs have delayed the project. The board is about 2 years away from implementing I-Licensing according to current estimates and timelines.

The department continues to move forward with I-Licensing, but will soon lose a (another) key project manager this summer due to retirement. This priority project for the board potentially means additional delays before the board can achieve on-line renewals of licenses. Whereas the executive officer has been an executive sponsor of this project, there have not been routine meetings since last summer.

6. Reimbursement to Board Members

The quarterly report on reimbursement to board members will be provided in the board packet and is provided in **Attachment 5**.

5. FOR INFORMATION: Recognition of Pharmacists Who Have Been Licensed 50 Years

Since July 2005, the board has acknowledged 750 pharmacists with 50 or more years of licensure as pharmacists in California. Fifty-eight pharmacists reached this milestone between April and July 2008. Each was sent a certificate and invited to a future board meeting for public recognition.

6. FOR INFORMATION: Personnel Update and Training Report

1. Staff Changes

All board positions are filled except for the legislative/regulation coordinator, and an enforcement analyst (to complete criminal convictions and internet drug buys). Interviews have been held for both positions, but new employees have not been selected yet. Additionally, Licensing Unit Manager Christine Soto has given notice that she has accepted a position with another state agency and will leave the board in August. Ms. Soto has been with the board two years.

The board has recently hired Erin la Pere as the new public information analyst. Ms. la Pere formerly worked for the Department of Health Care Services as a drug rebate analyst.

The board has recently promoted Debbie Funes, who was an enforcement analyst, was promoted to the higher level associate analyst classification.

2. Staff Training

All board staff participated in the TCT–coordinated staff meeting and team building session held June 26. Among other events was solicitation of staff opinions on employee recognition programs for acknowledging each other, a viewing of the National Geographic Special on counterfeiting, and a drug-identification bingo game.

Inspectors had two days of meetings at the end of June, specifically June 25 and 27. The first day was taken up discussing the heparin inspections and findings, and training on new laws. The second day was spent discussing gray areas in the law to ensure all inspectors are similarly trained.

7. FOR INFORMATION: Joint Board Meeting in November 2008 with Other Departmental Boards and Bureaus

During the week of November 17, 2008, the Department of Consumer Affairs will host a Professionals Achieiving Consumer Trust Summit for all boards, bureaus and the public to showcase the department's regulatory agencies and consumer protection functions. The week-long meeting will take place at the Westin near LAX. On November 20, the board will hold a public meeting. We have intended to schedule a public discussion of SB 472 (standardized prescription container labels), and perhaps an e-prescribing meeting with the Medical Board, Dental Board and other healing arts boards as well.

On November 19, the department will hold a series of workshops for board members. **Attachment 6** contains a preliminary list of training sessions that will be offered.

Attachment 1

Strategic Plan Update Organizational Development Committee

ORGANIZATIONAL DEVELOPMENT COMMITTEE

Goal 5: Achieve the board's mission and goals.

Outcome: An effective organization

Objective 5.1 Measure:	Obtain 100 percent approval for identified program needs by June 30, 2011. Percentage approved for identified program needs
Tasks:	1. Review workload and resources to streamline operations, target backlogs and maximize services. 2. Develop budget change proposals to secure funding for needed resources. 3. Perform strategic management of the board through all committees and board activities. 4. Manage the board's financial resources to ensure fiscal viability and program integrity.
Objective 5.2 Measure:	Maintain 100 percent staffing of all board positions. Percentage staffing of board positions
Tasks:	1. Continue active recruitment of pharmacists for inspector positions. 2. Vigorously recruit for any vacant positions. 3. Perform annual performance and training assessments of all staff.
Objective 5.3 Measure:	Implement 10 strategic initiatives to automate board processes by June 30, 2011. Number of strategic initiatives implemented to automate board processes
Tasks:	1. Implement automated applicant tracking (ATS). 2. Implement online license renewal and application submission features (I-Licensing). 3. Integrate telephonic features to improve board services without adding staff resources. 4. Use the department's newly created "ad hoc" system to generate data for reports.
Objective 5.4 Measure:	Provide for communication venues to communicate within the board by June 30, 2011. Number of communication venues to communicate within the board
Tasks:	1. Continue the Communication Team to improve communication among staff and host biannual staff meetings. 2. Continue Enforcement Team meetings with board members and enforcement staff. 3. Convene annual inspector meetings to ensure standardized investigation and inspection processes, law and practice updates and earn continuing education credit.
Objective 5.5 Measure:	Annually conduct at least 2 outreach programs where public policy issues on health care are being discussed. Number of outreach programs conducted in one year
Tasks:	1. Convene the Subcommittee on Medicare Part D Implementation 2. Convene the Workgroup to implement the e-Pedigree 3. Host the National Association of Boards of Pharmacy District 7 and 8 Meeting in California 4. Attend outreach programs.

Objective 5.6 Measure:	Respond to all public record requests within 10 days. Percentage response to public record requests within 10 days
Tasks:	1. Respond to public records requests within 10 days (e.g., license verifications, investigative information, licensing information). 2. Respond to subpoenas within the timeline specified. 3. Respond to specific requests for data reports

Attachment 2

Strategic Plan Update
Board of Pharmacy

STRATEGIC PLAN

2006 – 2011

CALIFORNIA STATE BOARD OF PHARMACY

Healthy Californians Through Quality Pharmacist's Care

REVISED 2007

STATE OF CALIFORNIA

dca

DEPARTMENT OF CONSUMER AFFAIRS

Strategic Plan

California State Board of Pharmacy

2006
2011

Members:

William Powers, Public Member, President
Ruth Conroy, Pharm.D., Pharmacist Member, Vice President
D. Timothy Dazé Esq., Public Member, Treasurer

Kenneth Schell, Pharm.D., Pharmacist Member
Clarence Hiura, Pharm.D., Pharmacist Member
Stanley Goldenberg, Pharmacist Member
Henry Hough, Public Member
Susan Ravnan, Pharm.D., Pharmacist Member
Robert Swart, Pharm.D., Pharmacist Member
Andrea Zinder, Public Member
Robert Graul, Pharmacist Member

Virginia Herold, Executive Officer

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President's Message

The strategic planning process of the California State Board of Pharmacy is an annual effort of the board members, staff and the public to anticipate and plan for events and issues for the coming year. Although the board considers its current strategic plan when going through the planning exercise, the board also attempts to predict upcoming changes in pharmacy practice, consumer needs and demands and health care trends. After a lengthy discussion of potential and existing issues, the participants go through a process to categorize, consolidate and finally prioritize the issues and then set the goals for the coming year. The resulting strategic plan keeps the board focused on established goals while allowing the flexibility of handling new questions and challenges as they arise.

Each board committee considers its individual strategic plan goals at every meeting and the progress on the goals are reviewed at each of the quarterly full board meetings. The careful planning and continuous monitoring of the strategic plan assures that the board achieves its stated objectives and performs with optimal efficiency.

The board publishes advance notice for each strategic planning meeting and encourages participation and contribution by all interested citizens of California who attend. Involvement of the board, its staff and the public results in a strategic plan that truly represents the public interest and serves the consumers of this state.

CALIFORNIA STATE BOARD OF PHARMACY

VISION STATEMENT

Healthy Californians through quality pharmacist's care.

MISSION STATEMENT

The Board of Pharmacy protects and promotes the health and safety of Californians by pursuing the highest quality of pharmacist's care and the appropriate use of pharmaceuticals through education, communication, licensing, legislation, regulation, and enforcement.

ABOUT THE CALIFORNIA STATE BOARD OF PHARMACY

The California State Board of Pharmacy (board) was established in 1891 to protect consumers by licensing and regulating those responsible for dispensing medications to the public. Today the board oversees all aspects of the practice of pharmacy in California: the practitioner (the pharmacists), the practice site (the pharmacies), and the product (drugs and devices). Additionally the board regulates drug wholesalers and other practitioners and specialized facilities. With an annual budget of nearly $9.4 million and a staff of just over 50, the board licenses over 100,000 individuals and firms, and enforces 12 complex and varied regulatory programs.

The board has five policy development committees to fulfill its charge. The five committees are: Enforcement, Communication and Public Education, Licensing, Legislation and Regulation, and Organizational Development. Each of these committees corresponds to a mission-related goal.

The board supports an active Web site, www.pharmacy.ca.gov, that provides consumer education material, application material for licensing and information for ensuring compliance with California Pharmacy Law . The Web site also provides times and information on board meetings as well as other critical forums vital to pharmacy services were public comments and input are sought and encouraged.

STRATEGIC ISSUES TO BE ADDRESSED

1. Cost of medical/pharmaceutical care

Providing necessary medication for all Californians is a concern; there is an increasing demand for affordable health care services. Also, spiraling medical care and prescription drug costs may influence people to take short cuts on their drug therapy or to seek medications from nontraditional pharmacy sources. Tiered pricing is a global reality. Due to global communication, patients can access drugs at different prices, worldwide. Patients seek lower cost medications from these sources because patients assume that prescription drugs are of the same quality as they are accustomed to obtaining from their neighborhood pharmacies. However, the cost of drugs drives unscrupulous individuals (such as counterfeiters and diverters) as well as conscientious health care providers to operate in this marketplace, the former endanger public health and confidence in the prescription drugs patients take.

2. Aging population

There are increasingly more senior citizens, and that population is living longer. Aging consumers often have decreased cognitive skills, eyesight and mobility. Consequently as the senior population increases so will the volume of prescriptions and the impact on pharmacists and pharmacy personnel to meet the demand. Specialized training of pharmacists may be necessary to better serve the needs of aging patients.

Many senior citizens, who previously may not have had prescription drug insurance coverage, will benefit from the new prescription drug benefit of Medicare that started in January 2006. However, this new benefit has been implemented with significant problems for some seniors, and as a complicated new program, will require public education and perhaps statutory modification.

3. Pharmacists' ability to provide care

The ability of pharmacy to provide optimal care for patients with chronic conditions is being challenged. Drugs are becoming more powerful and it is anticipated that more intervention by pharmacists will be required. The challenge is even greater when consumers fill multiple prescriptions at different pharmacies. The pharmacist shortage, increased consumer demand for prescription drugs, patient compliance in taking medications and polypharmacy are issues which will impact pharmacists' ability to provide care.

4. Changing demographics of California patients

The diversity of California's population is growing with respect to race, ethnicity and linguistic skills, as is the segment that seeks drugs and products from foreign countries. This requires greater knowledge, understanding and skills from health care practitioners. The increasing diversity of patients is coupled with culturally-based beliefs that undervalue the need for licensed pharmacists and pharmacies, and instead encourage purchase of prescription drugs from nontraditional locations and providers.

There also is widespread belief that there must be a medication solution for every condition or disease state.

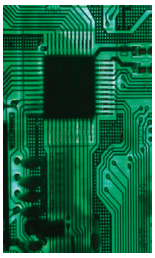
5. Laws governing pharmacists

New laws enhancing pharmacists' roles as health care providers are needed. The laws must address several key issues including: expansion of the scope of pharmacy practice, the ratio of personnel overseen by pharmacists, delineation of the role of pharmacists relative to selling versus nonselling duties of personnel, and the responsibility for legal and regulatory compliance of the pharmacist-in-charge.

6. Integrity of the drug delivery system

Implementation of the e-pedigree for prescription drugs will reduce the growing incidence of counterfeit, damaged, adulterated or misbranded medications in California's pharmacies. Additionally the federal government has demonstrated an increasing interest in regulating health care to safeguard consumer interests. New legislation and regulation may be created in response to emergency preparedness, disaster response and pandemics. Changes in the prescription drug benefits provided to Medicare beneficiaries will continue to command attention.

7. Technology Adaptation



Technology will greatly impact the processing and dispensing of medication. Electronic prescribing and "channeling" to locations other than a traditional pharmacy may become the business model Automated pharmacy systems and electronic prescribing will impact pharmacy. New methods of dispensing medications raise additional liability issues. New medication, perhaps engineered for specific patients, will become available at high costs and require special patient monitoring systems.

8. Internet issues

The availability of prescription drugs over the Internet is on the rise. Multiple and easy access of drugs without pharmacist participation is dangerous. Entities promoting illegal drug distribution schemes have taken advantage of the Internet. Monitoring and protecting the public from improper drug distribution from these Internet pharmacies is severely impaired with continued resource constraints by both the federal and state agencies with jurisdiction.

9. Disaster planning and response

Pharmacists need to be ready to be positioned to provide emergency care and medication in response to natural disasters, pandemics and terrorism. This requires specialized knowledge, advance planning and integration of local, state and federal resources that can be quickly mobilized. Specialized drug distribution channels will need to be authorized to permit emergency response.

Additionally, regulatory adjustments to the September 11 terrorism may affect persons' rights to privacy.

10. Qualified staff and Board Members

The state's fiscal crisis has affected the board's ability to investigate customer complaints or hire staff. The board lost 20 percent of its staff positions during the prior five years due to the state's hiring freezes. Loss of these staff has altered the provision of services by the board. The salary disparity between the private and public sectors in compensation for pharmacists will make it difficult to recruit and retain pharmacist inspectors. Moreover, for all staff, if wages remain essentially frozen, the retention of current employees could be impacted.

The diversity and involvement of all board members in policy development is important for public health and protection. At least a quorum of board members is needed to ensure the board can make decisions and act timely.

11. Pharmacy/health care in the 21st century

The state's health care practitioners (pharmacists, physicians, nurses) are being influenced by a variety of internal and external factors that affect and will continue to effect health care provided to patients. Improved patient care will result from improved integration among these professions. Also, a renewed emphasis on patient consultation will benefit patient knowledge about their drug therapy and thus improve their care.

12. Information Management

Creation, maintenance and transfer of electronic patient records and prescription orders will be the norm in the future. Patient records need to remain confidential and secured from unauthorized access. Pharmacies and wholesalers need to ensure the availability of an e-pedigree for drugs obtained, transferred and dispensed. It is likely that all controlled drugs dispensed in California will be tracked electronically by the CURES system.

Patient records need to remain confidential and secured from unauthorized access. Pharmacies and wholesalers need to ensure the availability of an e-pedigree for drugs obtained, transferred and dispensed.

Summary of Goals

Goal One

Exercise oversight on all pharmacy activities.

Goal Two

Ensure the qualifications of licensees.

Goal Three

Advocate legislation and promulgate regulations that advance the vision and mission of the Board of Pharmacy.

Goal Four

Provide relevant information to consumers and licensees.

Goal Five

Achieve the board's mission and goals.

GOALS, OUTCOMES, OBJECTIVES, AND MEASURES

ENFORCEMENT COMMITTEE

Goal 1: Exercise oversight on all pharmacy activities.

Outcome: Improve consumer protection.

Objective 1.1 Measure:	Achieve 100 percent closure or referral on all cases within 6 months by June 30, 2011: Percentage of cases closed or referred within 6 months
Tasks:	1. Mediate all consumer complaints within 90 days. 2. Investigate all other cases within 120 days. 3. Close (e.g. issue citation and fine, refer to the AG's Office) all board investigations and mediations within 180 days.
Objective 1.2 Measure:	Manage enforcement activities for achievement of performance expectations Percentage compliance with program requirements
Tasks:	1. Administer the Pharmacists Recovery Program. 2. Administer the probation monitoring program. 3. Issue citations and fines within 30 days 4. Issue letters of admonition within 30 days 5. Obtain immediate public protection sanctions for egregious violations. 6. Pursue petitions to revoke probation within 90 days for noncompliance with probationary conditions.
Objective 1.3 Measure:	Achieve 100 percent closure on all administrative cases within one year by June 30, 2011. Percentage closure of administrative cases within 1 year
Objective 1.4 Measure:	Inspect 100 percent of all licensed facilities once every 3 years by June 30, 2011. Percentage of licensed facilities inspected once every 3 years
Tasks:	1. Inspect licensed premises to educate licensees proactively about legal requirements and practice standards to prevent serious violations that could harm the public. 2. Inspect sterile compounding pharmacies annually before renewal or before initial licensure. 3. Initiate investigations based upon violations discovered during routine inspections.

Objective 1.5 Measure:	Initiate policy review of 25 emerging enforcement issues by June 30, 2011 The number of issues
Tasks:	1. Monitor the implementation of e-pedigree on all prescription medications sold in California 2. Implement federal restrictions on ephedrine, pseudoephedrine or phenylpropanolamine products 3. Monitor the efforts of the DEA and DHHS to implement electronic prescribing for controlled substances. 4. Evaluate establishment of an ethics course as an enforcement option. 5. Participate in emerging issues of the national level affecting the health of Californians regarding their prescription medicine.

LICENSING COMMITTEE

Goal 2: Ensure the qualifications of licensees.

Outcome: Qualified licensees

Objective 2.1 Measure:	Issue licenses within three working days of a completed application by June 30, 2011. Percentage of licenses issued within 3 work days
Tasks:	1. Review 100 percent of all applications within 7 work days of receipt. 2. Process 100 percent of all deficiency documents within 5 work days of receipt. 3. Make a licensing decision within 3 work days after all deficiencies are corrected. 4. Issue professional and occupational licenses to those individuals and firms that meet minimum requirements. • Pharmacists • Intern pharmacists • Pharmacy technicians • Pharmacies • Non-resident pharmacies • Wholesaler drug facilities • Veterinary food animal drug retailers • Designated Representatives (the non-pharmacists who may operate sites other than pharmacies) • Out-of-state distributors • Clinics • Hypodermic needle and syringe distributors 5. Withdraw applications of applicants not meeting board requirements or where the application has been abandoned. 6. Deny applications to those who do not meet California standards.
Objective 2.2 Measure:	Cashier 100 percent of all application and renewal fees within two working days of receipt by June 30, 2011. Percentage of cashiered application and renewal fees within 2 working days
Tasks:	1. Cashier application fees. 2. Cashier renewal fees 3. Secure online renewal of licenses

Objective 2.3 Measure:	Update 100 percent of all information changes to licensing records within 5 working days by June 30, 2011. Percentage of licensing records changes within 5 working days
Tasks:	1. Make address and name changes. 2. Process discontinuance of businesses forms and related components. 3. Process changes in pharmacist-in-charge and designated representative-in-charge. 4. Process off-site storage applications. 5. Transfer of intern hours to other states
Objective 2.4 Measure:	Implement at least 25 changes to improve licensing decisions by June 30, 2011. Number of implemented changes
Tasks:	1. Determine why 26 states do not allow the use of a CA license as the basis for transfer a pharmacist license to that state. 2. Work with the University of California to evaluate the drug distribution system of its clinics and their appropriate licensure. 3. Work with the Department of Corrections on the licensure of pharmacies in prisons. 4. Work with local and state officials on emergency preparedness and planning for pandemic and disasters. Planning to include the storage and distribution of drugs to as sure patient access and safety. 5. Evaluate the need to issue a provisional license to pharmacy technician trainees. 6. Evaluate use of a second pharmacy technician certification examination (ExCPT) as a possible qualifying route for registration of technicians. 7. Implement the Department of Consumer Affairs Applicant Tracking System to facilitate implementation of I-Licensing system, allowing online renewal of licenses by 2008. 8. Participate with California's Schools of Pharmacy in reviewing basic level experiences required of intern pharmacists, in accordance with new ACPE standards. 9. Implement new test administration requirements for the CPJE.
Objective 2.5 Measure:	Evaluate five emerging public policy initiatives affecting pharmacists' care or public safety by June 30, 2011. Number of public policy initiatives evaluated
Tasks:	

LEGISLATION AND REGULATION COMMITTEE

Goal 3: Advocate legislation and promulgate regulations that advance the vision and mission of the Board of Pharmacy.

Outcome: Improve the health and safety of Californians.

Objective 3.1	Annually identify and respond with legislative changes to keep pharmacy laws current and consistent with the board's mission.
Measure:	100 percent successful enactment of promoted legislative changes
Tasks:	1. Secure extension of board's sunset date (SB 1476). 2. Sponsor legislation to update pharmacy law (SB 1475). 3. Advocate the board's role and its positions regarding pharmacists' care and dispensing of dangerous drugs and devices (AB 2408). 4. Secure statutory standards for pharmacies that compound medications (AB 595) 5. Secure implementation of e-pedigrees on prescription drugs dispensed in California (SB 1476)
Objective 3.2	Annually identify and respond with regulatory changes to keep pharmacy regulations current and consistent with the board's mission.
Measure:	Percentage successful enactment of promoted regulatory changes
Tasks:	1. Authorize technicians to check technicians in inpatient pharmacies with clinical pharmacist programs (sections 1793.7-1793.8). 2. Authorize the use of prescription drop boxes and automated delivery machines for outpatient pharmacies (sections 1713 and 1717(e)) 3. Make technical changes in pharmacy regulations to keep the code updated Section 1706.2 criteria for abandonment of files Section 1775.4 contested citations Section 1709.1 designation of pharmacist-in-charge Section 1780 standards for wholesalers Section 1780.1 standards for veterinary food animal drug retailers Section 1781 Designated Representative certificate Section 1786 Designated Representative 4. Notice of posting regarding electronic files (section 1717.2) 5. Disciplinary guidelines revision and update (section 1760) 6. Self-assessment of a wholesaler by the designated representative section (1784) 7. Exempt the address of records of interns from display on the board's Web site (section 1727.1) 8. Modification of building standards for pharmacies – rulemaking by the California Building Standards Commission 9. Update Notice to Consumers Poster in conformance with AB 2583 (Chapter 487, Statutes 2006)(Section 1707.2)

Objective 3.3	Review 5 areas of pharmacy law for relevancy, currency and value for consumer protection by June 30, 2011.
Measure:	Number of areas of pharmacy law reviewed
Tasks:	

COMMUNICATION AND PUBLIC EDUCATION COMMITTEE

Goal 4: Provide relevant information to consumers and licensees.

Outcome: Improved consumer awareness and licensee knowledge.

Objective 4.1 Measure:	Develop a minimum of 10 communication venues to the public by June 30, 2011. Number of communication venues developed to the public
Tasks:	1. Assess the effectiveness of the board's educational materials and outreach: survey consumers to identify whether board-produced materials are valued and what new materials are desired. 2. Restructure the board's Web site to make it more user friendly. 3. Work with the California Health Communication Partnership on integrated public information campaigns on health-care topics. 4. Continue collaboration with UCSF's Center for Consumer Self Care for pharmacist interns to develop consumer fact sheets on health topics. 5. Develop a Notice to Consumers to comply with requirements of SB 2583 (Nation) on patients' rights to secure legitimately prescribed medication from pharmacies. 6. Evaluate the practice of pill splitting as a consumer protection issue. 7. Evaluate the SCR 49 Medication Errors Report for implementation.
Objective 4.2 Measure:	Develop 10 communication venues to licensees by June 30, 2011. Number of communication venues developed to licensees
Tasks:	1. Publish *The Script* two times annually. 2. Develop board-sponsored continuing education programs in pharmacy law and coordinate presentation at local and annual professional association meetings throughout California. 3. Maintain important and timely licensee information on Web site.
Objective 4.3 Measure:	Participate in 12 forums, conferences and public education events annually Number of forums participated
Tasks:	1. Participate in forums, conferences and educational fairs.

ORGANIZATIONAL DEVELOPMENT COMMITTEE

Goal 5: Achieve the board's mission and goals.

Outcome: An effective organization

Objective 5.1 Measure:	Obtain 100 percent approval for identified program needs by June 30, 2011. Percentage approved for identified program needs
Tasks:	1. Review workload and resources to streamline operations, target backlogs and maximize services. 2. Develop budget change proposals to secure funding for needed resources. 3. Perform strategic management of the board through all committees and board activities. 4. Manage the board's financial resources to ensure fiscal viability and program integrity.
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Objective 5.3 Measure:	Implement 10 strategic initiatives to automate board processes by June 30, 2011. Number of strategic initiatives implemented to automate board processes
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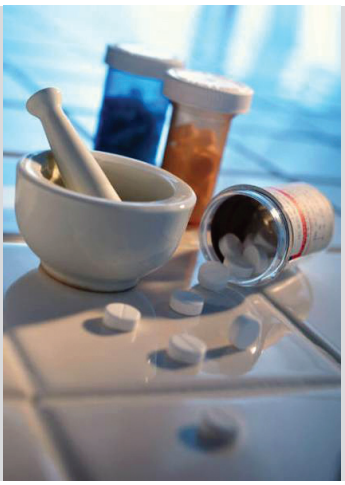
Objective 5.5 Measure:	Annually conduct at least 2 outreach programs where public policy issues on health care are being discussed. Number of outreach programs conducted in one year
Tasks:	1. Convene the Subcommittee on Medicare Part D Implementation 2. Convene the Workgroup to implement the e-Pedigree 3. Host the National Association of Boards of Pharmacy District 7 and 8 Meeting in California 4. Attend outreach programs.

Objective 5.6 Measure:	Respond to all public record requests within 10 days. Percentage response to public record requests within 10 days
Tasks:	1. Respond to public records requests within 10 days (e.g., license verifications, investigative information, licensing information). 2. Respond to subpoenas within the timeline specified. 3. Respond to specific requests for data reports

Goal Alignment Matrix – Strategic Issues					
Strategic Issues	**Goal 1: Exercise oversight on all pharmacy activities**	**Goal 2: Ensure the qualifica-tions of licensees.**	**Goal 3: Advocate legislation and promulgate regulations that advance the Vision and Mission of BOP.**	**Goal 4: Provide relevant information to consumers and licensees.**	**Goal 5: Achieve the Board's Mission and Goals.**
1. Cost of medical/ pharma-ceutical care	X		X	X	X
2. Aging population	X	X		X	X
3. Pharmacists' ability to provide care	X	X	X	X	X
4. Changing demographics of CA patients	X	X	X	X	X
5. Laws governing pharmacists	X	X	X	X	
6. Integrity of the drug delivery system	X	X	X		
7. Technology adaptation	X		X	X	X
8. Internet Issues	X			X	X
9. Disaster planning and Response	X	X	X	X	X
10. Qualified staff	X	X			X
11. Pharmacy/ Healthcare Integration in the 21st century	X	X	X	X	X
12. Information Management	X	X	X	X	X



SCANNING ASSESSMENT AND METHODOLOGY

In assessing the critical data that will influence the board's ability to fulfill its vision and mission, the strategic planning team completed several scanning activities in 2006. Board members, all staff and stakeholders participated in completing a survey questionnaire that was submitted to the strategic planning team for synthesis and analysis. This included review of the board's mission, vision, goals and strategic issues. Additionally a "SWOT" analysis (an acronym for strengths, weaknesses, opportunities and threats) was conducted during the survey as part of the scanning assessment.

In developing its strategic plan, the board relied upon the full participation of its entire staff, its board members and its interested stakeholders. The participation of each group has provided important information necessary for a dynamic strategic plan, capable of guiding the board in fulfilling its mission for several years.

In developing its strategic plan, the board relied upon the full participation of its entire staff, its board members and its interested stakeholders.

After each group performed the SWOT analyses described above, the board refined the strategic issues to be addressed during the April 2006 Meeting, and the results are summarized in this plan under **"Strategic Issues to be Addressed."**

Additional refinement of board objectives and activities was conducted during late spring 2006 by each of the board's strategic committees, and the final strategic plan for 2006-11 was approved at the July 2006 Board Meeting.

SHARED VALUES/CORE PRINCIPLES

The Board of Pharmacy will exhibit:

- Vision
- Integrity
- Flexibility
- Commitment
- Loyalty to its mission
- Relevance to important issues
- Compassion, and
- Open-mindedness

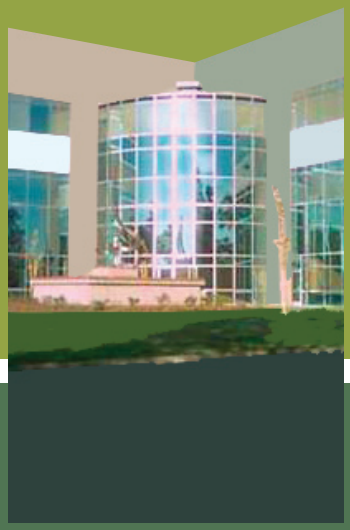
These values will be exhibited when considering all matters before the board affecting the consumers of California and the profession of pharmacy.

INTERNAL/EXTERNAL ASSESSMENT

The critical data stemming from the SWOT analysis is reflected below. The information represents a deliberative process of multiple iterations conducted with the board members, staff and stakeholders.

Strengths	Weaknesses
1. Staff/Inspectors: Staff's teamwork, dedication, diversity, and knowledge. Pharmacist inspectors provide necessary, specialized knowledge. 2. Leadership: Support and communication provided by management, diversity and experience of board members.	1. Resources: Budget constraints and insufficient resources to meet mandated duties at desired levels 2. Staffing Shortages: Insufficient staff to perform, manage, and review consumer protection activities of licensing, enforcement, and education programs.
Opportunities	**Threats**
1. Pharmacist's Role: Pharmacy profession has large potential role in healthcare delivery. Pharmacists have opportunities in roles associated with patient care and not exclusively dispensing. 2. Technology/Automation: Promoting legislation and regulations to foster the use of technological advances by pharmacies, attainment of operational efficiencies, decreased administrative burdens, and enhanced patient care services. 3. Consumer Safety/Privacy: Promoting a nonpunitive learning environment approach to improving pharmacy patient safety. Continuing emphasis on patient safety by involving the pharmacist in patient care. 4. Public education: Increasingly informed consumers means the profession must be able to deliver public education on drug use safety and healthcare issues.	1. Board of Pharmacy staffing is insufficient to perform mandated duties at desired levels. 2. Board funding: Lack of funding for new programs; lack of fiscal control of board over much of its budget; budget constraints and deficits; hiring freeze. 3. Cost of pharmaceuticals: Impacts of the increasing costs of pharmaceuticals cannot be managed or controlled by the consumer or the board. 4. Pharmacy personnel shortage: Lack of licensees impedes the ability of patients to receive quality pharmacists care.

Healthy Californians Through Quality Pharmacist's Care



STRATEGIC PLAN

California State Board of Pharmacy
1625 North Market Blvd., Suite N-219
Sacramento, CA 95834
916 574.7900
916 574.8618 fax
www.pharmacy.ca.gov

Attachment 3

2009 Board Meeting Dates

California State Board of Pharmacy
1625 N. Market Blvd, Suite N 219, Sacramento, CA 95834
Phone (916) 574-7900
Fax (916) 574-8618
www.pharmacy.ca.gov

STATE AND CONSUMERS AFFAIRS AGENCY
DEPARTMENT OF CONSUMER AFFAIRS
ARNOLD SCHWARZENEGGER, GOVERNOR

Board of Pharmacy
Meeting Dates for 2009

Here are proposed meeting dates for the rest of 2008 and 2009.

2008

- July 23 and 24 – Orange County
- October 29 and 30 – San Francisco *(CSHP's Seminar is October 9-12 in Anaheim)*
- November 19 and 20 – LAX Westin Hotel *(joint meeting with other DCA entities and training sessions for board members 11/19)*

2009

- January 28 and 29 – San Diego *(CPhA's Outlook is February 19-22 in Anaheim)*
- April 22 and 23 – Sacramento
- July 22 and 23 – Los Angeles
- October 21 and 22 – San Francisco/Bay Area *(CSHP's Seminar is October 1-4 San Diego)*

Attachment 4

Fund Condition

0767 - State Board of Pharmacy
Analysis of Fund Condition

(Dollars in Thousands)

2008-09 Governor's Budget
Funding Available for General Fund Loan

	ACTUAL 2006-07	CY 2007-08	Governor's Budget BY 2008-09	BY+1 2009-10	2010-11
BEGINNING BALANCE	$ 7,285	$ 10,914	$ 8,245	$ 5,068	$ 2,703
Prior Year Adjustment	$ 128	$ -	$ -	$ -	$ -
Adjusted Beginning Balance	$ 7,413	$ 10,914	$ 8,245	$ 5,068	$ 2,703
REVENUES AND TRANSFERS					
Revenues:					
125600 Other regulatory	$ 474	$ 44	$ 52	$ 52	$ 52
125700 Other regulatory	$ 1,477	$ 1,407	$ 1,531	$ 1,531	$ 1,531
125800 Renewal fees	$ 4,796	$ 5,115	$ 5,699	$ 5,699	$ 5,699
125900 Delinquent fees	$ 95	$ 84	$ 147	$ 147	$ 147
131700 Misc. revenue from local agencies	$ 6	$ -	$ -	$ -	$ -
141200 Sales of documents	$ -	$ -	$ -	$ -	$ -
142500 Miscellaneous services to the public	$ -	$ -	$ -	$ -	$ -
150300 Income from surplus money investments	$ 535	$ 165	$ 127	$ 127	$ 127
150500 Interest Income From Interfund Loans	$ 298	$ -	$ -	$ -	$ -
160400 Sale of fixed assets	$ -	$ -	$ -	$ -	$ -
161000 Escheat of unclaimed checks and warrants	$ 4	$ -	$ -	$ -	$ -
161400 Miscellaneous revenues	$ 3	$ -	$ -	$ -	$ -
Totals, Revenues	$ 7,688	$ 6,815	$ 7,556	$ 7,556	$ 7,556
Transfers from Other Funds					
F00001 GF loan per Item 1490-011-0767, BA of 2002	$ 3,000				
F00683 Teale Data Center (CS 15.00, Bud Act of 2005)					
Transfers to Other Funds					
T00001 GF loan per Item 1490-011-0767, BA of 2002	$ -	$ -	$ -	$ -	$ -
DOF POTENTIAL GF LOAN			$ (1,000)		$ 1,000
Totals, Revenues and Transfers	$ 10,688	$ 6,815	$ 6,556	$ 7,556	$ 8,556
Totals, Resources	$ 18,101	$ 17,729	$ 14,801	$ 12,624	$ 11,259
EXPENDITURES					
Disbursements:					
0840 State Controller (State Operations)	$ 5	$ 6	$ 7	$ -	$ -
1110 Program Expenditures (State Operations) - Galley 3	$ 7,173	$ 9,478	$ 9,726	$ 9,921	$ 9,921
9670 Equity Claims / Board of Control (State Operations)	$ 9	$ -	$ -	$ -	$ -
Total Disbursements	$ 7,187	$ 9,484	$ 9,733	$ 9,921	$ 9,921
FUND BALANCE					
Reserve for economic uncertainties	$ 10,914	$ 8,245	$ 5,068	$ 2,703	$ 1,339
Months in Reserve	13.8	10.2	6.1	3.3	1.6

KEEPING REVENUE STABLE AT THE 08/09 RATE RESULTS IN OVERSTATED REVENUE OF $286,000

NOTES:

A. ASSUMES WORKLOAD AND REVENUE PROJECTIONS ARE REALIZED FOR 2007-08 AND 2008-09

B. ASSUMES NO GROWTH IN EXPENDITURES IN FY 2009-10

Attachment 5

Reimbursement to Board Members

Board Member Reimbursement
And Expenses

July 1, 2007-June 30, 2008

Board Member	Attendance Hours	Travel Expenses
James P. Burgard	101.5	$1155.36
Ruth Conroy	88	$1047.46
Tim Dazé	136.5	$675.91
Stanley Goldenberg	245.5	$4154.70
Robert Graul	56	$0
Clarence Hiura	60	$977.63
Henry Hough	123.25	$1209.31
William Powers	195.25	$2070.81
Susan Ravnan	77	$2064.08
Kenneth Schell	60.5	$1017.00
Robert Swart	142	$2264.96
Stanley Weisser	40	$1822.61
Shirley Wheat	85.5	$490.71
Andrea Zinder	73.5	$1226.88

Attachment 6

Professionals Achieving Consumer Trust: Joint Meeting of DCA Agencies
November 2008

Department of Consumer Affairs
Professionals Achieving Consumer Trust

Wednesday, November 19, 2008 Department of Consumer Affairs Training

10:15 AM - 11:45 AM

Board Development

1A: So you want to be a Public Board Member?

Public Board members represent a wide variety of constituents and stakeholders. This workshop will review the powers, responsibilities and duties of care and loyalty required of public board members.

1B: Extra, Extra, Learn all about it!

Get to know DCA's Consumer and Community Empowerment Division, its programs, and its staff. Learn how the Division's outreach, unlicensed activity, compliant resolution, consumer information, correspondence and publication services can help your board or bureau.

1C: How do I...? Understanding Basic Board Meeting Procedures

Knowing how to properly frame, withdraw or amend a motion is essential; so is knowing when, how, and if you are required to vote. Join a discussion with DCA legal staff and learn important Board procedure basics.

1D: Board or Bust: Running an Effective Board Meeting

An effective board meeting is essential to the success of the board. While the board is typically composed of qualified individuals, the board meeting itself can be complex and difficult to conduct. This workshop will explain how to structure an agenda and a meeting and the role of the chair, as well as provide helpful meeting tips.

Professional Licensing & Enforcement

1E: The New Frontier: Virtual Practitioners

Emerging technology presents opportunities for increased access to customers and also challenges to existing practice standards. How can standards be enforced when practitioners go online? What are the rules for online practice? Should existing standards be adapted to promote online practice?

1F: Disaster Strikes – Are we ready?

A disaster can strike at any moment, and the Department of Consumer Affairs oversees the licensed professionals that would help in the event of a disaster. Is there an efficient policy in place for boards and bureaus to react and provide assistance? Who is qualified to help in a disaster and are there liabilities associated with volunteering? This workshop will focus on an emergency response policy for all boards and bureaus that would assist in the event of a disaster.

Consumer Issues and Trends

1G: Are you Insecure?

This workshop will focus on how government agencies and industry can properly dispose of confidential documents, which includes how long they are required to maintain hard copies and what is the best method of

disposal. In addition, this workshop will discuss the possibility of identity theft when confidential documents are not properly disposed of and the right and recourse of consumers.

1H: Serving the Underserved Deserving

Recently immigrated, non-English speaking and impoverished Californians are often unaware or afraid of government. Traditional methods of consumer outreach are typically ineffective. This session will discuss California's current demographic profile, how to reach underserved consumers, and the barriers that make outreach difficult.

1I: Got a Gripe? Get a Grip!

The sharing of information is a best practice. So let's ask the experts in complaint handling how they handle complaints. This workshop will focus on the different ways to intake complaints from the public, the best ways to process and distribute complaints, and the problems that arise in complaint response.

2:00 PM - 3:15 PM

Board Development

2A: Sunset, Sunrise: Is it on your Horizon?

When the need to protect the health, safety and welfare of consumers in a new and significant way is demonstrated, a new board or bureau can be created. When a board or bureau undergoes its periodic legislative review and is found to be no longer necessary for consumer protection, it is retired. Learn about these statutory "sunrise" and "sunset" provisions and about the four boards that have sunsetted this year.

2B: Who are Bagley and Keene?

State boards and commissions are required by law to conduct different types of meetings in different ways. This workshop will review procedural and reporting requirements for each type of meeting and discuss when it is appropriate to meet in closed session.

2C: Success is No Accident

Strategic thinking involves finding a balance between meeting today's expectations and requirements and monitoring the opportunities, issues and concerns that may affect tomorrow's. This workshop will discuss the principles and techniques of strategic thinking, the agility strategic thinking requires, and the best way to monitor your strategic thinking success.

2D: Humility Ability: Appropriate Use of Board Power and Position

As gubernatorial and legislative appointees, board members possess intrinsic power and influence. Learn how to recognize and respect the appropriate limits of your power and position when dealing with the public.

Professional Licensing & Enforcement

2E: Ensuring Workforce Supply is Consumer Protection

Demographers predict a nationwide shortage of skilled workers over the next two decades. Because of its size and complexity, California will be more hard-hit than most. From nurses to engineers, DCA's boards and bureaus play a key role the professional pipeline. This panel will address the trends and challenges in professional training and licensure, and in ensuring an adequate supply of professionals to meet growing needs.

Consumer Issues and Trends

2F: Inquire Before You Hire

Unlicensed business activity can place consumers at significant physical, emotional and financial risk. Learn about DCA's efforts to educate consumers about the risks involved when hiring unlicensed contractors. Efforts to protect licensees, promote licensing, and prosecute unlicensed practitioners will also be discussed.

2G: Economic Downturn: Survival 101

The economic downturn has deeply affected consumers by making them more vulnerable to the rising number of schemes, scams, and rip-offs. Discover how you can help protect consumers and licensees during these difficult economic times.

3:30 PM - 4:45 PM

Board Development

3A: So you want to be a Public Board Member?

Public Board members represent a wide variety of constituents and stakeholders. This workshop will review the powers, responsibilities and duties of care and loyalty required of public board members.

3B: Walk the Line: Ethics 101

Board membership comes with heightened responsibility and accountability to the Board, to the public and to licensees. Come learn about current ethical standards, ethical decision-making, ethical dilemmas, and common ethical mistakes associated with public board membership.

3C: Us vs. Them: Effective Conflict Management

Conflict can arise with any group of people, especially with boards that are designed to be diverse. This workshop will discuss techniques for building rapport with board members and licenses and how do handle conflict with fellow board members, the public, and licensees.

Professional Licensing & Enforcement

3D: Have License, will Travel: Portability and Cross State Issues

This workshop will discuss the issues and concerns with the portability of professional licenses, cross-border practices, and DCA's goal of becoming a national leader in professional licensing, regulation, and enforcement. How do boards and bureaus encourage professional mobility and improve access to services while also ensuring public protection?

Consumer Issues and Trends

3E: Inquire Before You Hire

Unlicensed business activity can place consumers at significant physical, emotional and financial risk. Learn about DCA's efforts to educate consumers about the risks involved when hiring unlicensed contractors. Efforts to protect licensees, promote licensing, and prosecute unlicensed practitioners will also be discussed.

3F: Forewarned and Forearmed: The Empowered Consumer

What is the reality of the 21st century? The demographics have changed significantly over time and issues that were once important are no longer a concern. This workshop will discuss the challenges that consumer advocates will face in the coming years and how we will address the changing needs of consumers in the next decade.

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ORGANIZATIONAL DEVELOPMENT COMMITTEE

Goal 5: Achieve the board's mission and goals.

Outcome: An effective organization.

Objective 5.1 Measure:	Obtain 100 percent approval for identified program needs by June 30, 2011. Percentage approved for identified program needs.
Tasks:	1. Review workload and resources to streamline operations, target backlogs and maximize services. *1st Qtr 06/07:* *Monthly statistics of workload reviewed to identify backlogs.* *Sept. 2006:* *Supervising Inspector Meeting where management reviews all cases under investigation.* *Dec. 2006:* *Licensing processes converted to department's applicant tracking system (ATS).* *2nd Qtr 06/07:* *Monthly statistics of workload reviewed to identify backlogs.* *Feb. 2007:* *Inspectors Meeting convened to prioritize investigation cases.* *April 2007:* *Inspectors Meeting convened to prioritize investigation cases.* *3rd Qtr 06/07:* *Licensing and Enforcement office staff meet with Supervisors to reduce emerging workload issues.* *June 2007:* *Inspectors Meeting convened to prioritize investigation cases.* *4th Qtr 06/07:* *Licensing and Enforcement office staff meet with Supervisors to reduce emerging workload issues.* *1st Qtr 07/08:* *Monthly statistics of workload reviewed to identify backlogs.* *Staff in Licensing work overtime at least one day a month to maintain processing time.* *2nd Qtr 07/08:* *Monthly and weekly statistics reviewed to identify back logs.* *Duties for support staff for executive office and board members reclassified.* *Monthly meetings of licensing unit address integration issues of ATS system including new exam vendor.* *Prepare for conversion to I-Licensing in several years and fee increase to take effect January 2008.* *Licensing unit staff and several analysts in enforcement unit work overtime to address workload.* *3rd Qtr 07/08:* *Monthly and weekly statistics reviewed to identify back logs.* *Monthly meetings of licensing unit address integration issues of ATS system including new exam vendor.* *4th Qtr 07/08:* *Initiate contract for fee auditor to review board fees.* *Monthly and weekly statistics reviewed to identify and resolve backlogs.*

	2. **Develop budget change proposals to secure funding for needed resources.** *July 2006:* *Budget Change Proposals submitted for Administration review.* *Jan. 2007:* *Governor's proposed budget for 2007/08 contains two BCPs:* *(1) $576,000 for recruitment and retention differential of $2,000 per month for each board inspector/pharmacist.* *(2) restoration of three positions lost during the hiring freezes of the early 2000s (receptionist, complaint analyst, licensing technician).* *Mar. & Apr. 07:* *Legislature begins review of Governor's 2007/08 proposed budget.* *July 2007:* *Board-submitted proposals still in Governor's budget for 2007/08.* *Aug. 2007:* *Proposals approved.* *Dec. 2007:* *All three positions filled.* *June 2008:* *No Budget Change Proposals proposed due to lack of projected funding at current fee levels that would be needed to finance new positions.* 3. **Perform strategic management of the board through all committees and board activities.** *Aug. 2006:* *Strategic plan approved at July 2006 Board Meeting. Staff redesigns quarterly reporting format for committee reports to the board.* *Oct. 2006:* *Quarterly report of each committee's progress toward strategic goals reported to board.* *Jan. 2007:* *Quarterly report of each committee's progress toward strategic goals reported to board.* *Mar.-Apr. 2007:* *Each board committee reviews strategic plan for 2007/08. Board acts on 2007/08 Strategic Plan.* *April 2007:* *Quarterly report of each committee's progress toward strategic goals made during board meeting.* *July 2007:* *Quarterly report of each committee's progress toward strategic goals made during board meeting.* *Revised Strategic Plan and distributed to all staff and board members.* *Oct. 2007:* *Quarterly report of each committee's progress toward strategic goals made during board meeting.* *Jan. 2008:* *Quarterly report of each committee's progress toward strategic goals made during board meeting.* *April 2008:* *Quarterly report of each committee's progress toward strategic goals made during board meeting.* *July 2008:* *Quarterly report of each committee's progress toward strategic goals made during board meeting.*

	4. Manage the board's financial resources to ensure fiscal viability and program integrity. *Oct. 2006:* *Committee and board review budget figures for revenue and expenditures for 2005/06 and 2006/07. A fund condition report is also reviewed; possible fee increase is possibly needed to take effect July 1, 2008.* *Oct. 2006:* *Committee and board review budget figures for revenue and expenditures for 2005/06 and 2006/07. New BCPs and salary adjustments for all staff continue to increase annual expenditures. A fund condition report is also reviewed; possible fee increase is possibly needed to take effect July 1, 2008.* *Jan. 2007:* *Board reviews, revenue, expenditures, and budget forecast for 2007/08 and future years. Fee increase may be needed by January 2008 if inspector salary differential is approved.* *April 2007:* *Committee recommends board act to increase fees to statutory maximum levels effective January 1, 2008 to secure board operations and staffing.* *May 2007:* *Staff release proposed fee increase regulations for 45-day comment period.* *July 2007:* *Board adopts fee regulation.* *Aug. 2007:* *Rulemaking file submitted to DCA.* *Oct. 2007:* *Rulemaking file submitted to OAL.* *Nov. 2007:* *Rulemaking approved, programming changes made to cashiering and licensing systems to notify applicants and licensees of new fees.* *Jan. 2008:* *New fees take effect.* *March 2008:* *Solicitation for fee auditor initiated to ensure adequacy and appropriateness of Board fees.* *April 2008:* *Board reviews, revenue, expenditures, and budget forecast for 2007/08 and future years.* *June 2008:* *Fee auditor selected.* *July 2008:* *Staff begin budget forecasts for 2009/2010 workload and revenue.* *Fee auditor begins work.*

Objective 5.2	Maintain 100 percent staffing of all board positions.
Measure:	Percentage staffing of board positions.
Tasks:	1. Continue active recruitment of pharmacists for inspector positions. *Oct. 2006:* *Board has four inspectors and one supervising inspector vacancies. Staff is working with DCA on new civil service exams, and job analyses for both classifications have been done by incumbent board staff. Efforts to secure a $2,000 monthly recruitment and retention differential for inspectors is required before release of examination announcement. Meetings held with the Department of Finance, DCA and Department of Personnel Administration to secure the differential, which will provide parity with salaries paid to other state-employed pharmacists.* *Jan. 2007:* *Board has four inspector and one supervising inspector vacancies. Exam announcement for inspector and supervising inspector classes, results in more than 60 applicants for the inspector classification and 18 for supervising inspector, which are record numbers of applicants for both classifications.* *Efforts continue to secure $2,000 monthly salary differential for inspectors before 2007/08.* *April 2007:* *Board has four inspector and one supervising inspector vacancies. Exam announcement for inspector and supervising inspector classes, results in more than 60 applicants for the inspector classification and 18 for supervising inspector, which are record numbers of applicants for both classifications.* *Efforts continue to secure $2,000 monthly salary differential for inspectors before 2007/08.* *July 2007:* *Inspector civil service exam conducted of approximately 70 applicants.* *Sept. 2007:* *Supervising Inspector exam conducted along with make up interviews for inspectors.* *Oct. 2007:* *Recruitment begins for inspector and supervising inspector exam, interviews held at end of month.* *Nov. 2007:* *Tentative commitments made to prospective inspectors.* *Recruitment for supervising inspector position begins.* *Dec. 2007:* *New supervising inspector selected and hired.* *Authority granted to hire five inspectors after all clearances received; new inspectors to start in February.* *March 2008:* *All inspector and supervising inspector positions filled.* *Training underway for new inspectors hired in February and March.* *Inspector training conducted for all board inspectors.*

	2. **Vigorously recruit for any vacant positions.** *July-Oct. 2006:* *Board vacancies filled for: Enforcement Technician, Office Technician, Filing Clerk, and Public Records Request Analyst.* *Jan. 2007:* *Board vacancies filled for: Receptionist, Enforcement Technician, Enforcement Analyst, Budget Analyst, Cashier, Executive Office Technician, Business Services Analyst, and Public Outreach Analyst.* *April 2007:* *All board staff positions filled except for inspector, supervising inspector and assistant executive officer (where a reclassification request is underway).* *July 2007:* *All board staff positions filled except for public information analyst, inspector, supervising inspector and assistant executive officer (where a reclassification request is underway).* *Oct. 2007:* *Board vacancies filled for: Receptionist, Enforcement Technician, Enforcement Analyst, and Administrative Technician.* *Dec. 2007:* *Reclassification of assistant executive officer position approved by State Personnel Board, all other staff positions in office filled or job offers conveyed. Four analysts promoted in place to associate analysts, reflecting expertise and more autonomy in these staff.* *Jan. 2008:* *Recruitment underway for Assistant Executive Officer position, and one vacant analyst position.* *March 2008:* *Interviews conducted for Assistant Executive Officer position and candidate selected.* *Recruitment for remaining board vacancies underway.* *June 2008:* *Recruitment underway for Staff Manager for Legislation, Public Information Analyst, and Enforcement Analyst.* 3. **Perform annual performance and training assessments of all staff.** *2nd Qtr 06/07:* *All probationary employees receive assessments.*

Objective 5.3	Implement 10 strategic initiatives to automate board processes by June 30, 2011.
Measure:	Number of strategic initiatives implemented to automate board processes.
Tasks:	1. Implement automated applicant tracking (ATS). *Oct. 2006:* *Progress continues on reviewing scenarios and pilot testing the system. DCA staff assigned to project leave and momentum is slowed. Anticipated completion date remains as December 2006.* *Jan. 2007:* *ATS activated for all board licensing programs.* *1st Qtr 07/08:* *ATS modified to accommodate new tests administrator company for CPJE.* *2nd Qtr 07/08:* *Modifications to system made to reflect new fees January 1, 2008 and exam administrator company.* 2. Implement online license renewal and application submission features (I-Licensing). *July 2006:* *Interim Executive Officer Herold put on DCA's executive sponsor committee for this project.* *Oct. 2006:* *The board meets with design staff to assure necessary program components are part of system specifications. The state's budget allocates $50,000 this year for development activities.* *Jan. 2007:* *Board executive officer continues as a member of the department's Executive Steering Committee as an executive sponsor. Work is focused on securing vendors for the project.* *April 2007:* *Board executive officer continues as a member of the department's Executive Steering Committee as an executive sponsor. Work is focused on securing vendors for the project. Project delayed due to contracting issues for service vendors six to nine months.* *July 2007:* *Board executive officer continues as a member of the department's Executive Steering Committee as an executive sponsor. Work is focused on securing vendors for the project. Project delayed due to contracting issues for service vendors six to nine months due to loss of all key DCA staff.* *2nd Qtr 07/08:* *Licensing staff review all board applications to conform to system requirements. Integrated work team formed of board staff to work closely with I-Licensing conversion, a major workload.* *DCA's new staff in place, work on securing I-Licensing vendor resumes.* *4th Qtr 07/08:* *Delays continue to plague I-Licensing.* *New implementation date for board is now mid 2010.* 3. Integrate telephone features to improve board services without adding staff resources. *July 2006:* *Phone system modified to allow "zeroing out" early in telephone message so consumers can reach a live operator more quickly.* *April 2008:* *Added Call Pilot feature to licensing and renewal phone lines that automatically places a copy of the call log into the appropriate staff's email. This saves time and improves customer service.* *June 2008:* *Conference line used to coordinate inspector staff meetings without need to travel to meeting.*

	4. Use the department's newly created "ad hoc" system to generate data for reports. *July 2007:* *Three staff trained in using enforcement or licensing reports.* *2nd Qtr 07/08:* *Board begins to use reports for management.* *4th Qtr 2008:* *Staff use reports.* 5. Deploy upgraded all-in-one printer/scanner/fax/copiers to all inspectors, along with Lotus Notes e-mail upgrades. (December 2006) 6. Inspectors get upgraded Blackberries to allow Internet connection through their laptop computers. (April 2007) 7. New photocopier purchased with improved scanning features. (July 2007 and June 2008) 8. Printer for poster-sized prints installed. (December 2007) 9. New laptop computers selected and purchased for inspectors. (December 2007) *April 2008:* *Staff developed image for the new laptops, installing upgraded software and modified Access programs. The laptops were distributed to all inspectors.* 10. Software to allow the board's IT staff to trouble shoot and fix field inspectors' computer issues remotely is installed and IT staff will be trained to use the software by mid April 2008. 11. New desktop computers selected for staff and will be purchased by the end of May 2008. 12. Implement automated program for drug audits. *4th Qtr 2008:* *Automated program developed for drug audits initiated by inspectors.* 13. Hospital inspections to identify recalled heparin conducted using standardized template. 14. "Hands-free" headsets purchased for all Blackberry users.

Objective 5.4	Provide for communication venues to communicate within the board by June 30, 2011.
Measure:	Number of communication venues to communicate within the board.
Tasks:	1. Continue the Communication Team to improve communication among staff and host quarterly staff meetings. *Dec. 2006:* *TCT hosts staff meeting.* *June 2007:* *TCT hosts staff meeting and picnic.* *Dec. 2007:* *TCT hosts staff meeting.* *June 2008:* *TCT hosts staff meeting and picnic. Interest in revitalizing team results in competitive elections of new members and a change in name to "The Totally Cool Team".* 2. Continue Enforcement Team meetings with board members and enforcement staff. *Dec. 2006:* *Inspector meeting convened to discuss new laws for 2007 and to review workload statistics.* *Jan. 2007:* *Inspector meeting convened to discuss workload.* *June 2007:* *Inspector workload and case management discussed.* *Sept. 2007:* *Inspector workload and case management discussed.* *Dec. 2007:* *Inspector workload and case management discussed.* *June 2008:* *Inspector staff meeting held.* 3. Convene annual inspector meetings to ensure standardized investigation and inspection processes, law and practice updates and earn continuing education credit. *Dec. 2006:* *Inspectors have day-long meeting with pharmaceutical consultants of the Department of Health Services Licensing and Certification staff; first such joint meeting of these pharmacists who perform similar duties. Also, board inspectors receive new equipment and software upgrades.* *June 2007:* *Inspectors have day-long meeting to discuss pharmacy laws and policies.* *Sept. 2007:* *Inspectors meeting to discuss inspector issues and cases.* *Dec. 2007:* *Inspectors meeting to discuss issues and cases, and new 2008 laws.* *March 2008:* *Inspectors training session to standardize inspection and investigation techniques, provide training on new laws, prepare and provide testimony in hearings and joint investigation issues with other agencies.* *June 2008:* *Inspectors training includes discussion of focused heparin recall inspections of hospitals, gray areas in law, and computer training.*

Objective 5.5	Annually conduct at least 2 outreach programs where public policy issues on health care are being discussed.
Measure:	Number of outreach programs conducted in one year.
Tasks:	1. Convene the Subcommittee on Medicare Part D Implementation. *Nov. 2006:* *Subcommittee meets, discusses on going problems impeding patient care.* *Feb. 2007:* *Public forum held in conjunction with Board Meeting with stakeholders, policymakers and patient advocates to problem solve issues impeding patient care.* *March 2007:* *Board holds second forum on Medicare Prescription Plans, a six-hour session following February's meeting, which was too short.* *May 2007:* *Planning begins for a public meeting with California Congressional representation.* *Aug. 2007:* *Telephone discussion with Pete Stark ends likelihood of such a meeting due to his assessment of the inability to secure federal changes in the Medicare Modernization Act.* *Oct. 2007:* *Board encourages ongoing vigilance to determine need to hold public discussions for problem resolution for patients.* 2. Convene the Workgroup to Implement the e-pedigree. *Sept. 28 2006:* *Meeting convened in Sacramento, about 80 people attend. Presentations by EPCglobal, Supervising Inspector Nurse, McKesson and Johnson & Johnson.* *Dec. 2006:* *Meeting convened in Sacramento at least 80 people attended. Presentations made by EPCglobal, AmerisourceBergen, Cardinal Health and a technology vendor. Pilots now conducted or underway at largest 3 wholesalers testing electronic pedigrees from manufacturers through wholesalers.* *Jan. 2007:* *EPCglobal completes work on electronic messaging standards for electronic pedigrees.* *Feb. 2007:* *Attend EPCglobal's regional summit on hospital implementation issues involving electronic pedigrees.* *March 2007:* *EPCglobal meets with two board members and executive staff to walk through messaging standards and scenarios to ensure the standard meets California's requirements.* *Public Meeting convened in Sacramento at least 80 people attend. Presentations are made by EPCglobal, AmerisourceBergen and SupplyScape.* *June 2007:* *Public meeting convened in Sacramento; well over 120 attend. Presentations made by EPCglobal, Pfizer, Walgreens, and PhRMA. Hospital pharmacies begin attending.*

	Sept. 2007:	*Enforcement Meeting has large audience (200 people).* *Presentations by PhRMA, GSK, Bracco, CPhA, EPCglobal, Walgreens, Rite Aid, CVS, rfXcel, and HDMA.* *Federal legislation enacted for the FDA supports California requirements.* *Major presentation made on California's standards to LogiPharma in Philadelphia.* *Major presentation made on California's standards at HDMA's conference.* *EPCglobal meets with two board members and executive staff to walk through messaging standards and scenarios to ensure the standard meets California's requirements.*
	Oct. 2007:	*Major presentation made by the board on California's standards at EPCglobal's annual US Exposition.* *Major presentation made by the board and EPCglobal on California's standards at the CSHP's Seminar.* *Provide information about e-pedigree to CSHP Seminar in Palm Springs.*
	Nov. 2007:	*Major presentation by staff at HDMA/NACDS conference on E-pedigree requirements.*
	Dec. 2007:	*Workgroup on E-pedigree consumes full day at Enforcement Committee, over 400 people attend this meeting.* *Strong desire from industry to delay requirements to 2011.* *Presentations at this meeting from CPhA, NCPA, GPhA, PhRMA, specific generic manufacturers, HDMA, CHI, EPCglobal, Alien Technology, Siemans, and others.*
	Jan. 2008:	*Over 500 people attend discussion regarding industry readiness to delay e-pedigree implementation.*
	March 2008:	*Approximately 500 attend board meeting to discuss implementation readiness. Board votes to delay requirements for e-pedigree until January 1, 2011.*
	April 2008:	*Approximately 300 attend Board Meeting in Sacramento. Presentations provided by GS1 and FBI on counterfeiting, and former FDA officials on e-pedigree and anticounterfeiting measures.*
	June 2008:	*Approximately 200 attend Board Meeting where e-pedigree issues are discussed including presentations by PhRMA, GS1, DDN, and a former FDA counterfeiting investigator.*
	July 2008:	*Board Meeting focusses on medication errors and prevention and e-prescribing.*
	3. **Host the National Association of Boards of Pharmacy District 7 and 8 Meeting in California.**	
	Oct. 2006:	*Meeting hosted by the board; nearly 100 individuals attended.*

	4. Attend outreach programs. *1st Qtr 06/07:* *Presented information on e-pedigree requirements in California at the LogiPharma National Conference in Austin, Texas.* *Staffed a booth at the San Mateo Senior Fest where approximately 600 people attended.* *2nd Qtr 06/07:* *Provided information about California's pending changes to electronic pedigree requirements at the National EPCglobal conference in Los Angeles.* *Attended and presented information at the California Association of Health Facilities Convention in Palm Springs.* *Hosted an information booth at a AARP event for Seniors in Sacramento.* *Provided information about California's electronic pedigree requirements at Secure Pharma 2007, a national pharmaceutical supply chain security conference in Philadelphia.* *3rd Qtr 06/07:* *Provided information about the board and its priorities to pharmacists at CPhA's annual meeting. The board provided information about California's electronic pedigree requirements at the Generic Manufacturers Association Annual Meeting. The board staffed two booths, one for pharmacists at CPhA's annual meeting and one for the public at the 2007 Consumer Protection Day Forum in San Diego.* *4th Qtr 06/07:* *Presentation made at National Association of Boards of Pharmacy Annual Meeting on California's e-pedigree requirements. Also hosted a poster session.* *2nd Qtr 07/08:* *Supervising Inspector Nurse spoke about California's pedigree requirements at LogiPharma's annual conference in Philadelphia.* *Executive Officer Herold and AG Liaison Room spoke at the Healthcare Distribution Management Association's two-day conference, California Pedigree: Preparing for Implementation.* *Executive Officer Herold and Supervising Inspector Nurse spoke at EPCglobal's annual U.S. Exposition on California's pedigree requirements in Chicago.* *Executive Officer Herold and Supervising Inspector Nurse spoke about California's electronic pedigree requirements along with EPCglobal at CSHP's Seminar.* *Executive Officer Herold provided information about the board's emergency response activities at CPhA's Synergy Conference.* *The board also attended four public outreach events in Siskiyou County, Sacramento, Marin County, and Palm Springs.* *3rd Qtr 07/08:* *Public Outreach Coordinator staffed a booth at a DCA outreach event held at Cal Expo in Sacramento.*

	4th Qtr 07/08: *Public Outreach Coordinator attended a large public health fair at the Los Angeles Convention Center. Over 60,000 people attended. Board Inspector assisted part of one day.* *Board staff attended "Senior Day at the Park" and distributed consumer brochures and interviewed attendees about their prescription labels.* *Board staff attended a Senior Health Expo in Riverside, CA and distributed consumer brochures and interviewed attendees about their prescription labels as part of the board's initiative to implement a patient-centered prescription label.* *Board staff attended a Family Health & Safety Expo in Sacramento, CA and distributed consumer brochures and interviewed attendees about their prescription labels as part of the board's initiative to implement a patient-centered prescription label.* 5. Provide outreach programs. *1st Qtr 06/07:* *Provided five CE presentations to pharmacist groups and associations statewide.* *2nd Qtr 06/07:* *Provided four CE presentations to pharmacist groups and associations statewide.* *3rd Qtr 06/07:* *Provided six presentations to pharmacist groups and associations statewide.* *4th Qtr 06/07:* *Provided five CE presentations to pharmacist groups and associations statewide and two presentations to schools of pharmacy.* *1st Qtr 07/08:* *Provided three CE presentations to pharmacist groups and associations statewide.* *Attended and staffed a public education booth at five consumer outreach events including the State Fair.* *Provided information about pharmacy law and/or public policy at three events, and made four major speaking appearances at national or statewide association events.* *2nd Qtr 07/08:* *Provided two presentations at professional associations, four presentations at major conferences, three presentations at meetings involving policy and staffed a booth at four public events.*

	3rd Qtr 07/08: *Board Member Goldenberg provided a presentation on the board's citation and fine program to pharmacists attending a USC continuing education program in Ojai.* *Board Member Goldenberg presented information about the board's emergency response plans at a Kaiser Permanente CE Presentation.* *Board Member Schell provided information on the board's compounding requirements at CPhA's annual meeting.* *Executive Officer Herold and President Powers presented information about medication errors at CPhA's annual meeting.* *Supervising Inspector Nurse provided information about e-pedigree law via teleconference to a Secure Pharmacy Conference in Philadelphia.* *Inspector Bob Kazebee provided information about Board of Pharmacy inspections to 50 pharmacists at a continuing education program held through the USC School of Pharmacy.* *Inspector Ming provided information about pharmacy law to UCSF students.* *Executive Officer Herold provided a presentation along with FDA 's Ilisa Bernstein on counterfeit drugs at the American Pharmacists Association Annual Meeting in San Diego.* *4th Qtr 07/08:* *Board Member Graul provided information about the board's compounding regulations to a group of pharmacists, physicians and others.* *Executive Officer Herold provided information about Board of Pharmacy activities at a CSHP Board of Directors Meeting.* *Resource Analyst Debbie Anderson provided a presentation at Loma Linda University detailing the board's licensing process of pharmacists.* *Board Members Ruth Conroy and Stanley Goldenberg addressed pharmacy students at the University of the Pacific.* *The Executive Officer gave a poster presentation on the board's e-pedigree requirements at the annual National Associations of Boards of Pharmacy (NABP) meeting.* *The Assistant Executive Officer attended the California Pharmacy Foundations Board of Directors Meeting and provided information on SB 472 and the board's efforts to standardize the prescription label.* *Board staff attended a "Senior Seminar and Meet the Pharmacist Day" in San Diego. At the event the board distributed consumer brochures and interviewed attendees about their prescription labels. The Assistant Executive Officer was interviewed for local news programs.* *Board Members Ken Schell and Stan Weisser delivered the commencement address at Loma Linda University. Board Member Weisser received an honorary doctorate.* *Executive Officer Herold and Supervising Inspector Nurse provided a presentation via videoconference at the Fourth Global Forum on Pharmaceutical AntiCounterfeiting.* *Executive Officer Herold and Board Member Ravnan presented at the California Society of Health-Systems Pharmacist (CSHP) legislative day.* 6. **Attend National Association of Boards of Pharmacy District 7 and 8 Meeting.** *1st Qtr 07/08:* *Stan Goldenberg attended this meeting in Ashland, Oregon.*

Objective 5.6	Respond to all public record requests within 10 days.
Measure:	Percentage response to public record requests within 10 days.

Tasks:

1. Respond to public records requests within 10 days (e.g., license verifications, investigative/disciplinary information, licensing information).

	Qtr 1		Qtr 2		Qtr 3		Qtr 4	
a) License Verifications	N	%	N	%	N	%	N	%
≤ 10 days	40	33%	50	23%	97	45%	231	86%
11-30 days	66	55%	89	40%	105	48%	31	12%
31 + days	15	12%	81	37%	16	7%	5	2%
b) Disciplinary Information	N	%	N	%	N	%	N	%
≤ 10 days	13	93%	7	21%	18	56%	20	83%
11-30 days	1	7%	7	21%	12	38%	3	12%
31 + days	0	0%	20	58%	2	7%	1	5%
c) Other Information	N	%	N	%	N	%	N	%
≤ 10 days	15	79%	*5	21%	24	31%	30	64%
11-30 days	4	21%	*10	42%	35	44%	14	30%
31 + days	0	0%	*9	37%	20	25%	3	6%

* Does not include law questions

2. Respond to subpoenas within the timeline specified.

	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Subpoenas Received	4	4	2	4
Responded within required time	2	3	1	3
Not responded to within required time	2	1	1	1

3. Respond to specific requests for data reports list.

1st Qtr 06/07: *Submit agency statistical profile summarizing data for 2005-2006. Submit monthly report to director's office that highlights major activities of board licensing and enforcement statistics.*

Sept. 2006: *Submitted the board's emergency response disaster recovery and business continuity plans to the Department of Consumer Affairs as required annually by Executive order May 4, 2006.*

2nd Qtr 06/07: *Submit monthly report to director's office that highlights major activities of board licensing and enforcement statistics.*

3rd Qtr 06/07: *Submit monthly report to director's office that highlights major activities of board licensing and enforcement statistics.*

Dec. 2006: *Submitted revised software management plan and compliance certification to the Department of Consumer Affairs.*

4th Qtr 06/07: *Submit monthly report to director's office that highlights major activities of board licensing and enforcement statistics.*

1st Qtr 07/08: *Submit agency statistical profile summarizing data for 2006-2007. Submit monthly report to director's office that highlights major activities of board licensing and enforcement statistics.*

2nd Qtr 07/08: *Submit monthly report to director's office that highlights major activities of board licensing and enforcement statistics.*