

Memorandum

To: Board Members

Date: April 12, 2003

From: Organizational Development Committee

Subject: STRATEGIC PLAN UPDATE

Background:

At the April 2003 Board Meeting, the board will hold its annual strategic plan updating session – as the public meeting of the Organizational Development Committee. This session will be led by Lindle Hatton.

The objective is for the new plan to be restructured into a new format, a format that is more traditional than the current version of the board's plan. Over the last few weeks, each committee will have reviewed the reformatted goals for the committee.

During each committee report at the board meeting, the board will approve or modify the committee's goals. During the strategic planning session, the public and the board will have another opportunity to review and modify the plan.

FOR THIS MEETING:

Please come to the meeting with a list of revisions you believe are needed to the goals and objectives of the board. If you believe some items need to be prioritized for prominence (or reduced in priority), please identify these. While there will be time to review these items collectively during the meeting, your list will assure that all key objectives are included in the appropriate order within the plan.

An agenda prepared by Dr. Hatton for this portion of the meeting follows this page.

Following this page is the draft and reformatted strategic plan

**CSBP Board Meeting
Strategic Planning Session
April 30, 2003**

- 8:30 Introductions
- 8:40 Strategic Planning Overview – Lindle Hatton
- 8:50 Review Draft of Strategic Plan
- 9:00 Review Goals-Outcomes-Objectives-Measures (GOOMs)
- 10:00 Break
- 10:15 Breakout Session: Prioritize Strategic Objectives
- By Committees
- 10:40 Reconvene Committees: Board Review of Prioritizations
- 11:00 Gap Analysis: Draft of Strategic Plan
- 11:15 Resource Assumptions Review
- 11:25 Acceptance of Strategic Plan: Vote
- 11:45 Adjournment

California State Board of Pharmacy

STRATEGIC PLAN

2003-2007

Image of THE BOARD/Logo

Patricia Harris, Executive Officer
Virginia Herold, Assistant Executive Officer

California State Board of Pharmacy
400 R Street, Suite 4070
Sacramento, CA
(916) 445-5014
www.pharmacy.ca.gov

April 2003

TABLE OF CONTENTS

President's Message	3
Vision and Mission Statements	4
Shared Values/Core Principles	5
Agency Description – About the Board of Pharmacy	6
Scanning Assessment	7
Methodology	8
Strategic Issues To Be Addressed	9
Internal/External Assessment	11
Summary of Goals	12
Goals and Related Objectives, Measures, Tasks and Resource Assumptions	13

PRESIDENT'S MESSAGE

CALIFORNIA STATE BOARD OF PHARMACY

Picture/Logo

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 through education, communication, licensing, legislation, regulation, and enforcement.

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.

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 regulates all aspects of the practice of pharmacy in the state of California: the practitioner (the pharmacist), the practice site (the pharmacy), and the product (prescription drugs and devices). Even drug manufacturers and wholesalers are regulated. With an annual budget of over \$7 million and a staff of 50, the board licenses and provides enforcement to over 76,000 individuals and firms licensed through 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 board mission-related goal that is developed to achieve the board's mission.

The board supports an active Web site, www.pharmacy.ca.gov/, that provides information and application material for licensing and ensuring compliance for pharmacists and pharmacies. The Web site also provides times and data on board meetings as well as other critical forums vital to pharmacy services.

SCANNING ASSESSMENT

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 2002. The two primary scanning activities that were completed included STEP and SWOT analyses. Board members, all staff and key stakeholders participated in completing a survey questionnaire that was submitted to the strategic planning team for synthesis and analysis. A "STEP" analysis is an acronym for Socio-Cultural, Technologic, Economic, and Political-Legal issues that will impact the board over the next 3-5 years. All responses were aggregated for generalizations. All issues were further reviewed and prioritized at a board meeting held in April 2002. These issues are presented in **Strategic Issues to be Addressed**.

A "SWOT" analysis is an acronym for Strengths, Weaknesses, Opportunities, and Threats. The SWOT data were collected during the survey activity in April 2002 as part of the scanning assessment. Similar to the STEP analysis, the SWOT data were aggregated for generalizations. The final SWOT analysis was completed by the board and is contained in the **Internal/External Assessment** section.

METHODOLOGY

In developing its strategic plan, the board relied upon the full participation of all its staff, its board members and its stakeholders. After each group performed the SWOT and STEP analyses described above, the board identified the strategic issues to be addressed during the April 2002 Meeting. Additionally, the board developed new mission and vision statements, shared values, and refocused the objectives of its committees into an outcome-oriented strategic plan, with refined objectives and tasks.

At the April 2003 Board Meeting, as part of the annual strategic plan update, the board prioritized board objectives for each committee and goal area, and modified the plan's objectives and tasks. These modifications followed comments from board staff and the public obtained during committee meetings in the winter of 2003. The final prioritization is reflected in the objectives listed for each committee.

Thus at least two iterations by board staff, board members and stakeholders have gone into producing this strategic plan. 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.

STRATEGIC ISSUES TO BE ADDRESSED

*Developed in April 2002 following STEP and SWOT analyses
by Board of Pharmacy members, staff and stakeholders*

1. Cost of medical/pharmaceutical care

Providing necessary medication for retired people on fixed incomes is a concern. There is an increasing demand for and cost of health care services. Also, high cost of medical care and prescription costs may influence people to take short cuts or less ideal measures. Extended patient rights will lead to higher costs to everyone. Consequently, tier or bid pricing strategies may evolve by manufacturers. Regardless it is anticipated that cost of prescriptions and medical services will rise.

2. Aging population

There is a trend of senior citizens living longer as well as a larger percentage of the population getting older. Many senior citizens are without the benefit of medical insurance and ability to purchase medications. Also, the increase in age of consumers brings about decreased cognitive skills, eyesight, and mobility. Consequently as the growing seniors' population increases so will the volume of prescriptions and the impact to pharmacists or pharmacy personnel to meet the demand.

3. Pharmacist's ability to provide care

Pharmacists' in general will be challenged to provide quality pharmacy services to patients. There is a need to enhance the availability of community pharmacy patient care services for patients with chronic conditions to promote optimal cost-effective use of prescription drugs. Drugs are going to get more powerful and it is anticipated that more intervention by pharmacists will be required. Pharmacists' ability to respond to patients will be further impacted where consumers have multiple drugs that are not filled from the same pharmacy. The issues of pharmacists shortage, crowded hospitals, patient compliance in taking medications, and polypharmacy will impact the pharmacist's ability to provide care.

4. Laws governing pharmacists

The expectation is high for laws that will govern the practice of pharmacists for compliance and quality control. The laws will need to

address several key issues that include: expanding the scope of practice of pharmacists, ratios of personnel directed by pharmacists, delineating the role of pharmacists relative to selling versus nonselling duties of personnel, and extent of responsibility by pharmacy in charge involving prescription violations. The intent will be to have a quicker response in removing 'bad' pharmacists from practicing pharmacy patient care services.

5. Legislation issues for pharmacies

There are several trends that will lead to legislation that will impact pharmacies. The federal government has demonstrated an increasing interest in regulating health care. They perceive that current laws may be ineffective in safeguarding consumers' interests. New legislation and regulation may be created in response to the September 11 disaster. It is expected that the outcome of the 2002 elections will affect legislation that provides medical and pharmaceutical care to the indigent, elderly, and non-citizen population. Also, there is currently no regulatory body for internet usage that will require legislation to ensure quality care.

6. Electronic prescribing/automation

Technology will greatly impact the processing and dispensing of medications. Electronic prescribing and 'channeling' to locations other than a traditional pharmacy is becoming the business model. Automated pharmacy systems and electronic prescribing will be the conventional norms replacing pharmacists. Dispensing medications through nonconventional norms raises additional liability issues. Pharmacists will need to determine how to more effectively use technology as a tool to improve administrative efficiencies as they are developed in the future.

7. Internet issues

Internet usage is on the rise. Internet makes possible for people to get drugs from anywhere. Multiple and easy access of drugs without pharmacist intervention is dangerous. Internet access will promote illegal drug distribution. It will allow consumers to purchase drugs off the net via email pharmacies. Consequently the Board's ability to effectively protect consumers will be severely handicapped with continued budget reductions.

8. Qualified staff

State fiscal crisis will affect the board's ability to investigate customer complaints or hire qualified staff. Currently there is a shortage of qualified employees. The duration of the state hiring freeze is unknown. If wages are also frozen the retention of current employees will be further impacted.

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 2. Leadership	1. Resources 2. Staffing Shortages

Opportunities	Threats
1. Pharmacist's Role 2. Technology/Automation 3. Consumer Safety/Privacy 4. Public Education	1. Board of Pharmacy Manpower Issue 2. Funding

SUMMARY OF GOALS

ENFORCEMENT

Goal 1: The Board of Pharmacy will exercise oversight on all pharmacy activities.

- Objective 1.1: To achieve 100 percent closure on all cases within six months by June 30, 2005
- Objective 1.2: To achieve 100 percent closure on all administrative cases within one year by June 30, 2005
- Objective 1.3: Inspect 100 percent of all licensed facilities once every three years by June 30, 2004
- Objective 1.4: Develop four communication venues in addition to the inspection program to educate board licensees by June 30, 2005
- Objective 1.5: To monitor alternative enforcement programs for 100 percent compliance with program requirements by June 30, 2005
- Objective 1.6: Respond to 95 percent of all public information requests within 10 days by June 30, 2005

ORGANIZATIONAL DEVELOPMENT

Goal 2: Ensure the achievement of the board's mission and goals.

- Objective 2.1: Issue licenses within three days of a completed application
- Objective 2.2: Implement at least 50 changes to improve licensing decisions by June 30, 2005
- Objective 2.3 Evaluate five emerging public policy initiatives affecting pharmacists care or public safety by June 30, 2005
- Objective 2.4: Cashier 100 percent of all application and renewal fees within two working days by June 30, 2005

- Objective 2.5: Respond to 95 percent of all requests for verification of licensing information within 10 working days by June 30 , 2005
- Objective 2.6: Update 100 percent of all information changes to licensing records within 10 days

LICENSING

Goal 3: Ensure the professional qualifications of pharmacists.

- Objective 3.1: Promote or advocate 25 legislative changes to keep pharmacy law requirements current and consistent with the board's mission by June 30, 2005
- Objective 3.2: Promulgate 15 regulation changes to keep pharmacy law current and consistent with the board's mission by June 30, 2005
- Objective 3.3: Review five areas of pharmacy law for relevancy, currency and value for consumer protection by June 30, 2005

LEGISLATION AND REGULATION

Goal 4: Advocating legislation and promulgating regulation that advances the vision and mission of the Board of Pharmacy.

- Objective 4.1: Develop 10 communication venues to the public by June 30, 2005
- Objective 4.2: Develop 10 communication venues to licensee by June 30, 2005
- Objective 4.3: Participate in 20 forums, conferences and public education events by June 30, 2005
- Objective 4.4: Respond to 100 percent of information requests from governmental agencies regarding board programs and activities

COMMUNICATION AND PUBLIC EDUCATION

Goal 5: Provide relevant information to consumers and pharmacists.

- Objective 5.1: Obtain 100 percent approval for identified program needs by June 30, 2005
- Objective 5.2: Maintain 100 percent staff of all board positions

- Objective 5.3: Implement 10 strategic initiatives to automate board processes by June 30, 2005
- Objective 5.4: Maximize public participation in board decision making
- Objective 5.5: Provide four communication venues to communicate within the board by June 30, 2005

**California State Board of Pharmacy
Strategic Plan**

Enforcement

Goal: 1: Exercise oversight on all pharmacy activities.

Outcome: Improve consumer protection.

Objective 1.1:	<i>To achieve 100 percent closure on all cases within 6 months by June 30, 2005:</i>
Tasks:	<ol style="list-style-type: none"> 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. 4. Seek legislation to grant authority to the executive officer to issue a 30-day Cease and Decease Order to any board-licensed facility when the operations of the facility poses an immediate threat to the public. 5. Integrate data obtained from computerized reports into drug diversion prevention programs and investigations (CURES, 1782 reports, DEA 106 loss reports). 6. Re-establish the CURES workgroup that includes other regulatory and law enforcement agencies to identify potential controlled substance violations and coordinate investigations. 7. Secure sufficient staffing for a complaint mediation team and to support an 800 number for the public. 8. Improve public service of the Consumer Inquiry and Complaint Unit. 9. Automate processes to ensure better operations and integrate technology into the board’s investigative and inspection activities.
Objective 1.2:	<i>To achieve 100 percent closure on all administrative cases within one year by June 30, 2005:</i>
Tasks:	<ol style="list-style-type: none"> 1. Pursue permanent funding to increase Attorney General expenditures for the prosecution of board administrative cases. 2. Aggressively manage cases, draft accusations and stipulations and monitor AG billings and case costs. 3. Establish a disciplinary cause of action for fraud convictions similar to current cash compromise provisions related to controlled

	<p>substances.</p> <ol style="list-style-type: none"> 4. Automate processes to ensure better operations and integrate technology into the board's investigative and inspection activities. 5. Review and update disciplinary guidelines.
Objective 1.3:	<i>Inspect 100 percent of all licensed facilities once every 3 years by June 30, 2004:</i>
Tasks:	<ol style="list-style-type: none"> 1. Automate processes to ensure better operations and integrate technology into the board's investigative and inspection activities. 2. Inspect licensed premises to educate licensees proactively about legal requirements and practice standards to prevent serious violations that could harm the public. 3. Seek legislation to mandate that periodic inspections of all board-licensed facilities.
Objective 1.4:	<i>Develop 4 communication venues in addition to the inspection program to educate board licensees by June 30, 2005:</i>
Tasks:	<ol style="list-style-type: none"> 1. Develop the board's website as the primary board-to-licensee source of information. 2. Prepare two annual <i>The Scripts</i> to advise licensee of pharmacy law and interpretations. 3. Update pharmacy self-assessment annually. 4. Develop board-sponsored continuing education programs for pharmacists in the area of pharmacy law and the expectations of the pharmacist-in-charge and coordinate presentations at local and annual professional association meetings throughout California.
Objective 1.5:	<i>To monitor alternative enforcement programs for 100 percent compliance with program requirements by June 30, 2005:</i>
Tasks:	<ol style="list-style-type: none"> 1. Administer effective alternative enforcement programs to ensure public protection (Pharmacists Recovery Program, probation monitoring program, citation and fine program). 2. Automate processes to ensure better operations and integrate technology into the board's investigative and inspection activities.

Objective 1.6:	<i>Respond to 95 percent of all public information requests with 10 days by June 30, 2005:</i>
Tasks:	<ol style="list-style-type: none">1. Activate public inquiry screens to expand public information. Establish web look-up for disciplinary and administrative (citation) actions.2. Establish on-line address of record information on all board licensees.3. Respond to specialized information requests from other agencies about board programs, licensees (e.g. subpoenas) and Public Record Act requests.

**California State Board of Pharmacy
Strategic Plan**

Licensing

Goal: 2: Ensure the professional qualifications of pharmacists and other board licensees

Outcome: Licensing quality and efficiency

Objective 2.1:	<i>Issue licenses within three days of a completed application:</i>
Tasks:	<ol style="list-style-type: none"> 1. Process 100 percent of all application within 7 days of receipt. 2. Process 100 percent of all deficiency documents within 3 days of receipt. 3. Make a licensing decision within 3 days after all deficiencies are corrected. 4. Issue professional and occupational licenses to those individuals and firms that meet minimum requirements. <ul style="list-style-type: none"> • Pharmacists • Intern pharmacists • Pharmacy technicians • Foreign educated pharmacists (evaluations) • Pharmacies • Non-resident pharmacies • Wholesaler drug facilities • Veterinary food animal drug retailers • Exemptees (the non-pharmacists who may operate sites other than pharmacies) • Out-of-state distributors • Clinics • Hypodermic needle and syringe distributors 5. Deny licenses to applicants not meeting board requirements.
Objective 2.2:	<i>Implement at least 50 changes to improve licensing decisions by June 30, 2005:</i>
Tasks:	<ol style="list-style-type: none"> 1. Review Pharmacist Intern Program. 2. Implement changes to the Pharmacy Technician Program. <ol style="list-style-type: none"> a. Use PTCB as a qualifying method for registration. b. Eliminate clerk-typist from pharmacist supervisory ratio. c. Change education qualifications from A.A. degree in

	health science to A.A. degree in Pharmacy Technology.
	<ol style="list-style-type: none"> 3. Administer a pharmacist licensure exam more than twice a year. 4. Assist applicants in preparing to take the California pharmacist licensure examination by developing (or fostering the development of) educational programs and information on how to prepare for the pharmacist exam and by requesting that out side agencies (schools of pharmacy and private educational organizations) develop exam workshops that prepare applicants for the California Pharmacist Exam. 5. Develop statutory language to grant the Board of Pharmacy the authority to grant waiver for innovative, technological and other practices to enhance the practice of pharmacy and patient care that would have oversight by an independent reviewing body during the study. 6. Continuously review and develop written exams to ensure they fairly and effectively test the knowledge, skills and abilities of importance to the practice of pharmacy in California. 7. Implement the sterile compounding pharmacy licensing requirements by July 1, 2003. 8. Issue temporary permits whenever change of ownership occurs. 9. Establish means for licensee to renew permits on line.
Objective 2.3:	<i>Evaluate five emerging public policy initiatives affecting pharmacists care or public safety by June 30, 2005:</i>
Tasks:	<ol style="list-style-type: none"> 1. Explore the need to regulate pharmacy benefit managers. 2. Explore the need to regulate drugs labeled for “veterinary use only.” 3. Explore the importation of drugs from foreign countries. 4. Develop language and pursue a regulation change to allow the central fill of medication orders for inpatient hospital pharmacies.
Objective 2.4:	<i>Cashier 100 percent of all application and renewal fees within two working days by June 30, 2005.</i>
Objective 2.5:	<i>Respond to 95 percent of all requests for verification of licensing information within 10 working days by June 30, 2005.</i>
Objective 2.6:	Update 100 percent of all information changes to licensing records within 10 days.

Tasks:	<ol style="list-style-type: none">1. Make address and name changes.2. Process discontinuance of businesses forms and related components.3. Process changes in pharmacist-in-charge and exemptee-in-charge.4. Process off-site storage applications.
---------------	--

**California State Board of Pharmacy
Strategic Plan**

Legislation and Regulation

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:	<i>Promote or advocate 25 legislative changes to keep pharmacy law requirements current and consistent with the board's mission by June 30, 2005.</i>
Tasks:	<ol style="list-style-type: none"> 1. Secure extension of board's sunset date. 2. Sponsor legislation to strengthen and update licensing requirements for pharmacy technicians. 3. Sponsor legislation to add enforcement options for non-compliance issues. 4. Sponsor legislation to update pharmacy law to standardize terminology regarding cancellation of licenses, waiving pharmacy law requirements during declared emergencies. 5. Advocate the board's role and its positions regarding pharmacists' care and dispensing of dangerous drugs and devices. 6. Sponsor clean-up language to B & P Code section 4312.
Objective 3.2:	<i>Promulgate 15 regulation changes to keep pharmacy law current and consistent with the board's mission by June 30, 2005.</i>
Tasks:	<ol style="list-style-type: none"> 7. Strengthen standards for compounding sterile injectable drug products. 8. Authorize the executive officer the authority to issue citations and fines. 9. Eliminate the clerk typist ratio. 10. Allow pharmacists to be pharmacist-in-charge of two locations. 11. Update pharmacy Self-Assessment document. 12. Allow central filling by hospital pharmacies. 13. Revise regulations concerning electronic prescribing to conform to

	AB 2245, and require that the pharmacist confirm the authenticity of any electronic prescription in which there is an uncertainty or ambiguity.
--	---

Objective 3.3:	<i>Review 5 areas of pharmacy law for relevancy, currency and value for consumer protection by June 30, 2005.</i>
Tasks:	<ol style="list-style-type: none">1. Evaluate electronic prescribing laws involving controlled substances.2. Evaluate the prescribing and dispensing of veterinary drugs.3. Evaluate group dispensing by prescribers.

**California State Board of Pharmacy
Strategic Plan**

Communication and Public Education

Goal: 4: Provide relevant information to consumers and pharmacists.

Outcome: Improved consumer awareness and pharmacist knowledge.

Objective 4.1:	<i>Develop 10 communication venues to the public by June 30, 2005:</i>
Tasks:	<ol style="list-style-type: none"> 1. Convert <i>Health Notes</i> articles into consumer columns or fact sheets for wide-dissemination to the public. 2. Develop and update public education materials. 3. Maintain a vigorous, informative Web site. 4. Sponsor “Hot Topics” seminars to the public.
Objective 4.2:	<i>Develop 10 communication venues to licensees by June 30, 2005:</i>
Tasks:	<ol style="list-style-type: none"> 1. Publish <i>The Script</i> two times annually. 2. Publish one <i>Health Notes</i> annually. 3. Develop board-sponsored continuing education programs in pharmacy law and coordinate presentation at local and annual professional association meetings throughout California. 4. Maintain important and timely licensee information on Web site.
Objective 4.3:	<i>Participate in 20 forums, conferences and public education events by June 30, 2005:</i>
Objective 4.4:	<i>Respond to 100 percent of information requests from governmental agencies regarding board programs and activities:</i>
Tasks:	<ol style="list-style-type: none"> 1. Prepare and submit Sunset Report.

	<ol style="list-style-type: none">2. By June 1, 2004, submit report to Legislature on Sunset Review.3. Provide information to legislators regarding board implementation of statutory requirements.4. Provide agency statistical data information to the department.
--	--

**California State Board of Pharmacy
Strategic Plan**

Organizational Development

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

Outcome: An effective organization.

Objective 5.1:	<i>Obtain 100 percent approval for identified program needs by June 30, 2005.</i>
Tasks:	<ol style="list-style-type: none"> 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:	<i>Maintain 100 percent staffing of all board positions.</i>
Tasks:	<ol style="list-style-type: none"> 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:	<i>Implement 10 strategic initiatives to automate board processes by June 30, 2005.</i>
Tasks:	<ol style="list-style-type: none"> 1. Perform a feasibility study to establish the board’s own computer system to track licensees and enforcement activities. 2. Continue to work with the Department on the development and implementation of Professional Licensing and Enforcement Management System (PLEMS).

Objective 5.4:	<i>Maximize public participation in board decision-making.</i> <i>Provide for communication venues to communicate within the board by June 30, 2005.</i>
Tasks:	<ol style="list-style-type: none">1. Continue the Communication Team to improve communication among staff and host quarterly staff meetings.2. Continue Enforcement Team meetings with board members and enforcement staff.3. Convene inspector meetings to develop standardized investigation and inspection processes and earn continuing education.