



**California State Board of Pharmacy**  
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STATE AND CONSUMER SERVICES AGENCY  
DEPARTMENT OF CONSUMER AFFAIRS  
GOVERNOR EDMUND G. BROWN JR.

## ORGANIZATIONAL DEVELOPMENT COMMITTEE

Stan Weisser, RPh, Chairperson, Board President  
Randy Kajioka, PharmD, Board Vice-President

The Organizational Development Committee has not met this quarter.

### a. Budget Update/Report

#### 1. Budget Report for 2010/11

#### **Attachment 1**

The budget year began July 1, 2011 and will end June 30, 2012. For the first time in many years, a budget was in place by July 1, 2011. We are waiting for the specific line item authorizations for FY 2011/12, but the governor's budget included \$14.4M spending authorization for our board. A more detailed budget will be provided during the next meeting.

Although the final FY 2010/11 numbers will not be available until the beginning of August, **Attachment 1** displays various graphs depicting board revenue and expenditures for fiscal year 2010-11 as well as comparisons from FY 2008/09, FY 2009/10 and estimated expenditures and revenue for FY 2011/12. Also included in this attachment is a comparison of the board's travel expenditures for the last several years.

**Expenditures (as of June 2011): 10,622,285**

Maximum spending authority for year: \$12,800,000

**Revenue Collected (as of June 2011): 12,328,678**

Regarding expenditures: Last year the board spent 61 percent of its budget to date on personnel expenses, 18 percent on AG and OAH expenses, and 1 percent(!) on travel.

Regarding revenue: the board collected 89 percent of its revenue from fees, 3 percent from cost recovery and 8 percent from citations and fines.

Also of note in the 2010/11 budget, was an augmentation of \$2,668,000 to establish 22.5 new positions in the board's enforcement unit and 2 new positions in the licensing unit. Regrettably

due to hiring freeze restrictions, and mandated budget reductions in staffing, many of these positions remain vacant. The need for these staff were demonstrated during the prior fiscal year as necessary to meet the department established goal to ensure the average case closure time for formal discipline, from receipt of the complaint to final vote of the board, occurs within 12 to 18 months. This was a primary outcome of the Consumer Protection Enforcement Initiative (CPEI).

## **2. Fund Condition Report**

### **Attachment 2**

According to a fund condition report prepared by the department (**Attachment 2**), the board will have the following fund conditions at the end of the identified fiscal years:

2009/10	\$12,411,000	13.9 months in reserve (actual)
2010/11	\$13,791,000	11.6 months in reserve
2011/12	\$11,407,000	9.5 months in reserve
2012/13	\$9,843,000	8 months in reserve

The board will continue to closely monitor its fund condition to ensure the fiscal integrity of the board's operations and pursue a fee increase only when necessary.

## **3. Update on BreEZe and DCA's Plans for a New Computer System**

For a number of years, the department has worked to replace and/or enhance its legacy licensing and enforcement tracking systems used by most DCA agencies that were developed in the 1980s. A few years ago, the department initiated an "I-Licensing" project which would have offered online application and renewal of licenses (a much needed relief from mail-in renewals).

Nearly two years ago, DCA's proposed Consumer Protection Enforcement Initiative also sought computer system upgrades with a new proposal for a department-wide computer system called BreEZe. Once in place the new system would allow for online renewal and application processing, and will also replace the board's Consumer Affairs Systems and the Applicant Tracking System. BreEZe will piggyback on the efforts of the initial I-Licensing system and will ultimately allow for improved services for applicants and licensees as well as provide for a more robust internal computer system.

This new system is vital to the board's operations as the current system limitations significantly impede our ability to perform efficiently. Based on the current timeline for implementation, the board will be in the second phase of programs transitioning to the new system. As such, the board is about 2 years away from changing to this new system.

The board has committed a significant amount of resources to this project to ensure the board's operational needs are met. The executive officer continues to serve as an executive sponsor of this project and was recently nominated to serve on a change control board, part of the established governance plan for this project. The assistant executive officer continues to chair a work group to standardize many of the forms that will be produced by the new system (this is a very diverse and complex project since boards over the years have developed their own forms to fit their needs, which if not standardized will add substantial expense to a new system). Two board staff are working part-time for this project, assisting the department in documenting system requirements that meet the needs of our board as well as others throughout the project. Further as the implementation date approached will be need to redirect other staff to ensure the necessary transition plans and data clean-up are in place to mitigate problems during the transition.

This major commitment of board resources to BreZE is justified by the board's need for the system.

#### **4. Reimbursement to Board Members**

**Attachment 3**

Expenses and per diem payments to board members are provided in **Attachment 3**. These are hours and expenses claimed by board members during the indicated periods. Board members are paid for each day of a board meeting, but in accordance with board policy, may also submit hours for work performed doing additional board business.

#### **b. FOR INFORMATION: Recognition Program of Pharmacists Who Have Been Licensed 50 Years in California**

Since July 2005, the board has acknowledged 1,091 pharmacists with 50 or more years of licensure as pharmacists in California. There were 4 pharmacists who reached this milestone between May and July 2011. When a pharmacist reaches this milestone, the board sends a certificate and an invitation to attend a future board meeting for public recognition.

#### **c. FOR INFORMATION: Personnel Update**

##### **1. Board Member Vacancies**

As of today, the board has 10 board members, and three board member vacancies. The vacant positions are Governor Appointments and are for professional members.

##### **2. Staff Changes**

Effective August 30, 2010, a statewide hiring freeze was implemented which has prohibited the board from filling any vacancies. At the time the freeze order was issued, the board was

actively recruiting for several vacancies for office and inspector staff. These vacancies were as a result of employees transferring to other state agencies, retirements, and additional staff positions the board received through the BCP process.

Today, this hiring freeze is still in effect. However, since January, the board has been allowed to hire staff currently employed by other DCA agencies (as transfers within the same “hiring authority”).

During the May Board Meeting, the board was advised that the board received eight freeze exemptions for investigative staff from the Administration. Since that time the board has hiring seven pharmacists for these eight positions.

Additionally, earlier in the month the board received 4 additional freeze exemptions to hire three more investigators as well as one clerical position. Recruitment for the four investigator positions is underway. The board has finalized recruitment for the clerical position and the new employee begins August 1, 2011 and will be responsible for processing pharmacy technician applications.

The board currently has a total of 22 positions vacant. The breakdown is as follows:

- 13 – Supervising inspector and inspector positions
- 4 – Associate analysts responsible for the following duties:
  - Criminal Conviction Investigations
  - Legislation and Probation Monitoring
  - Public Outreach and HIPDB reporting
  - Enforcement
  - Responding to requests for public information and subpoenas
- 1 – Staff analyst who performs application investigations & fingerprint reviews
- 3 – Office technicians responsible for the following duties:
  - Processing pharmacy technician applications (One of two approved positions will be filled August 1, 2011)
  - Processing change of pharmacist-in-charge and designated representative-in-charge applications as well as discontinuance of business notices.
- 1 – Office assistant providing clerical support

These positions equate to over a 25 percent vacancy rate.

Board staff continues to work diligently, focusing their efforts on the highest priorities and most essential functions. We have a tremendous staff that truly cares about the board and its mission, and are tremendously flexible.

**d. FOR INFORMATION and POSSIBLE ACTION: Future Sunset Review of the Board of Pharmacy by the California Legislature**

As shared during the May Board Meeting, this summer the board's staff will prepare the board's sunset report to the Legislature, responding to a number of questions asked by the Legislature about the board's activities, and reporting specific data requested. This report is due November 1, 2011. The report will be discussed during the October 2011 Board Meeting.

The board last underwent a sunset review in 2002.

The process is typically:

- Fall 2011: submission of the sunset report to the Legislature
- Fall to spring: legislative assessment of the board's performance, both in writing and during legislative hearings
- Ideally during the 2012 legislative year, a bill is introduced extending the board's sunset date and recommending specific modifications to the board's legislative provisions

**Attachment 4** contains a copy of the invitation to participate in the Sunset Review process as well as the questionnaire.

**e. FOR INFORMATION: Future Evaluation of the Board's Executive Officer**

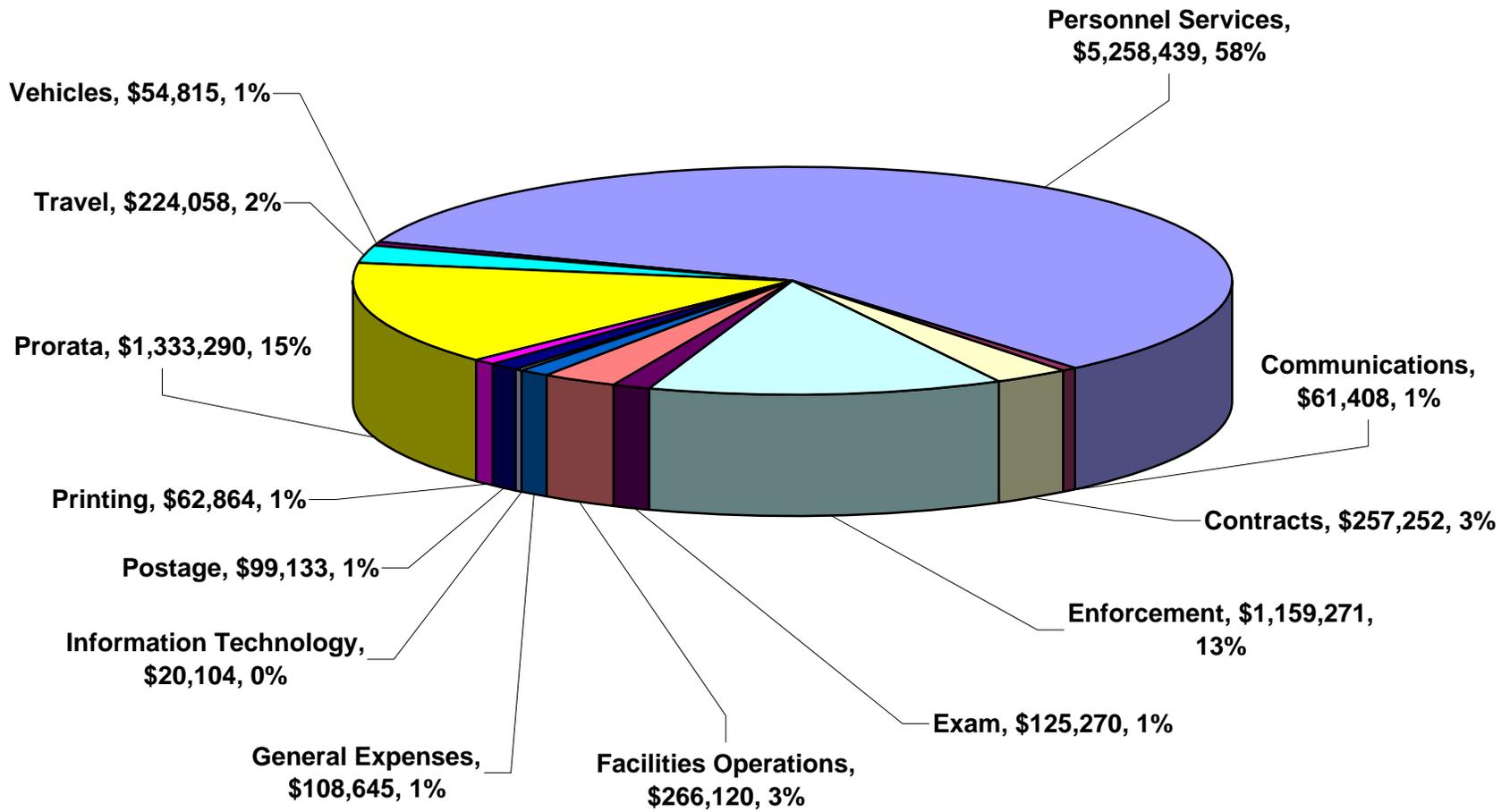
During the meeting the Board President will discuss the process to evaluate the Executive Officer during a future board meeting.

**f. FOR DISCUSSION: Fourth Quarterly Report on the Committee's Goals for 2010/11**

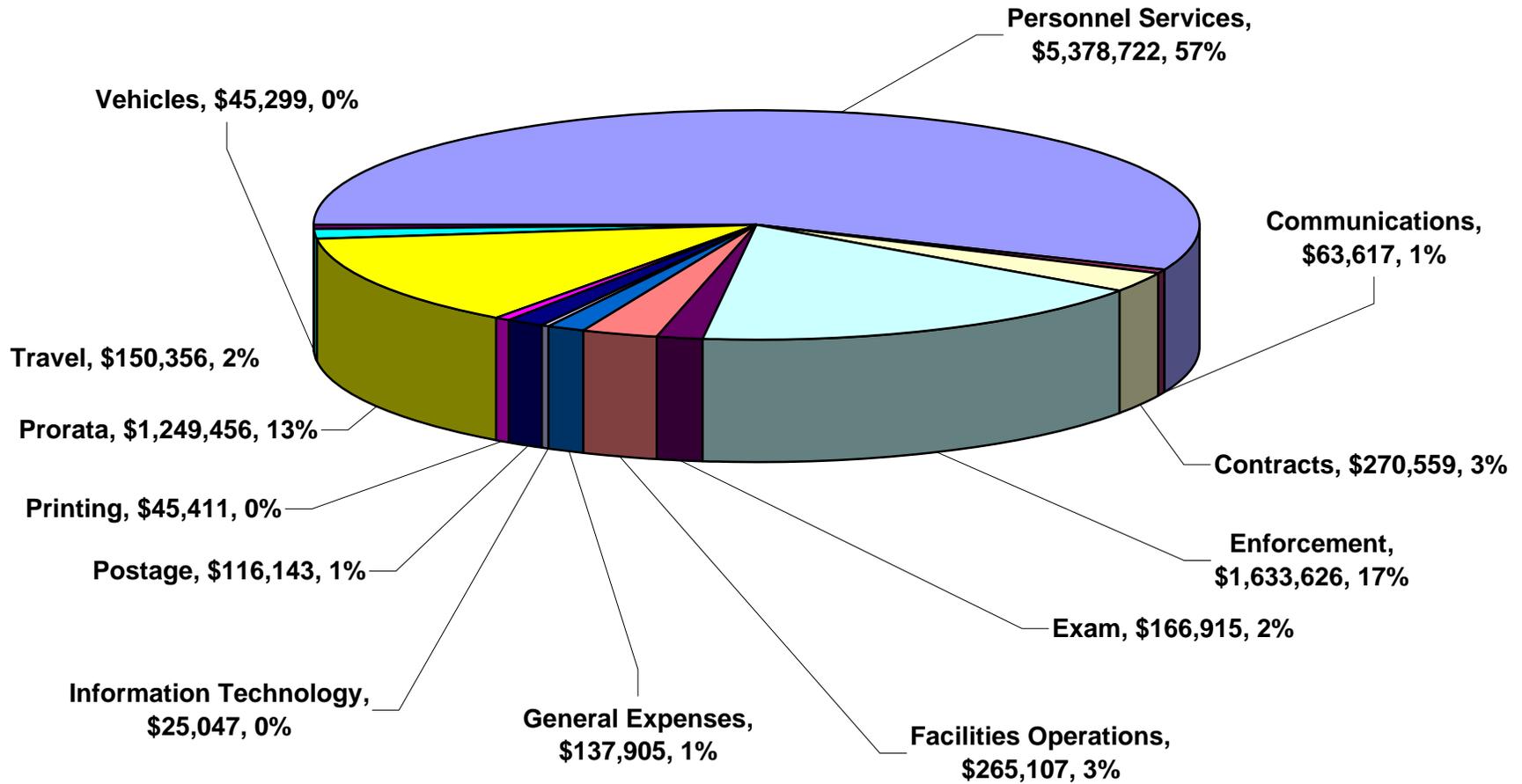
**Attachment 5**

The fourth quarterly report on the Organizational Development Committee's goals is provided in **Attachment 5**.

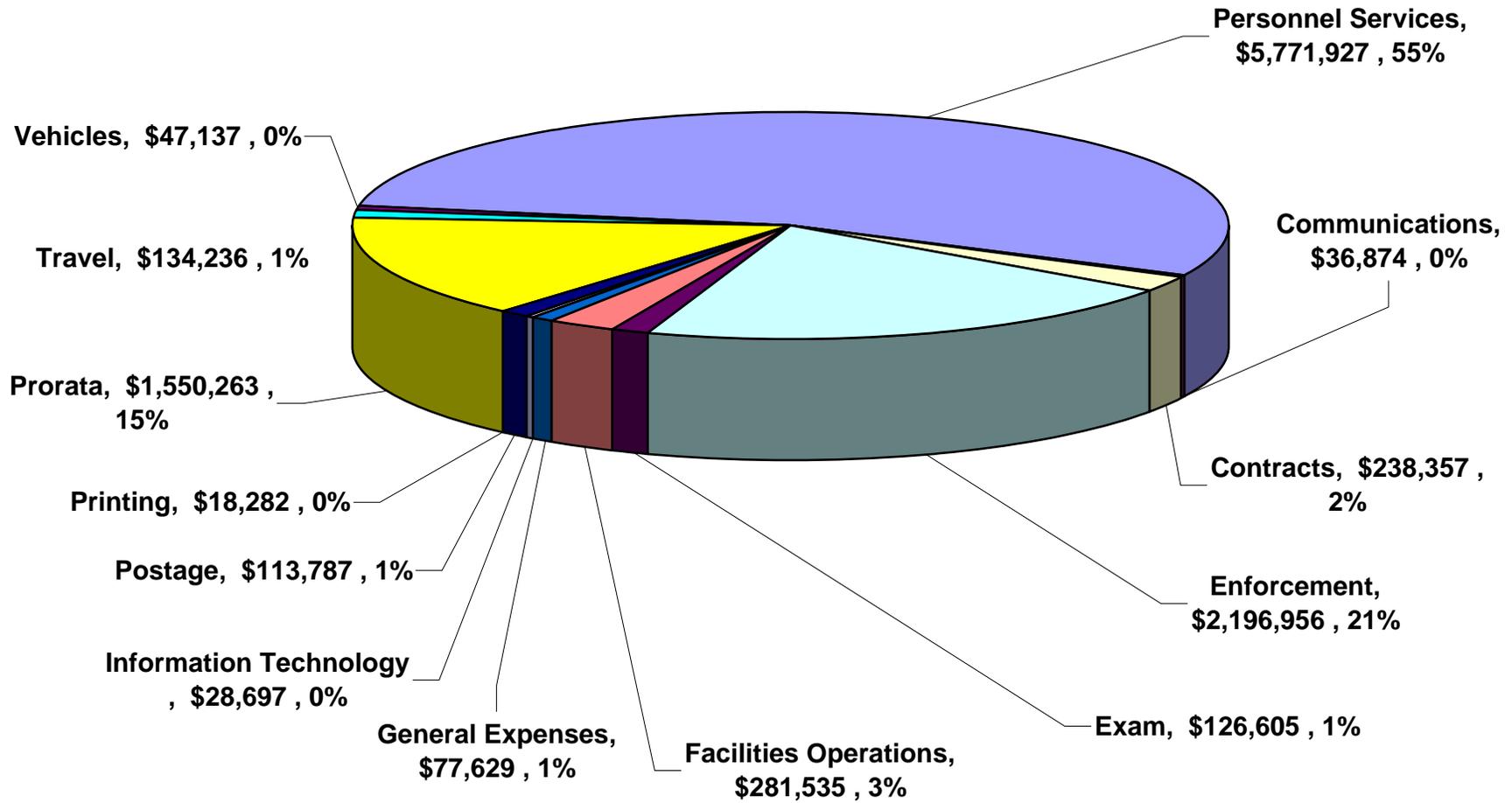
**Expenditures  
2008/2009  
FM 13  
\$9,030,669**



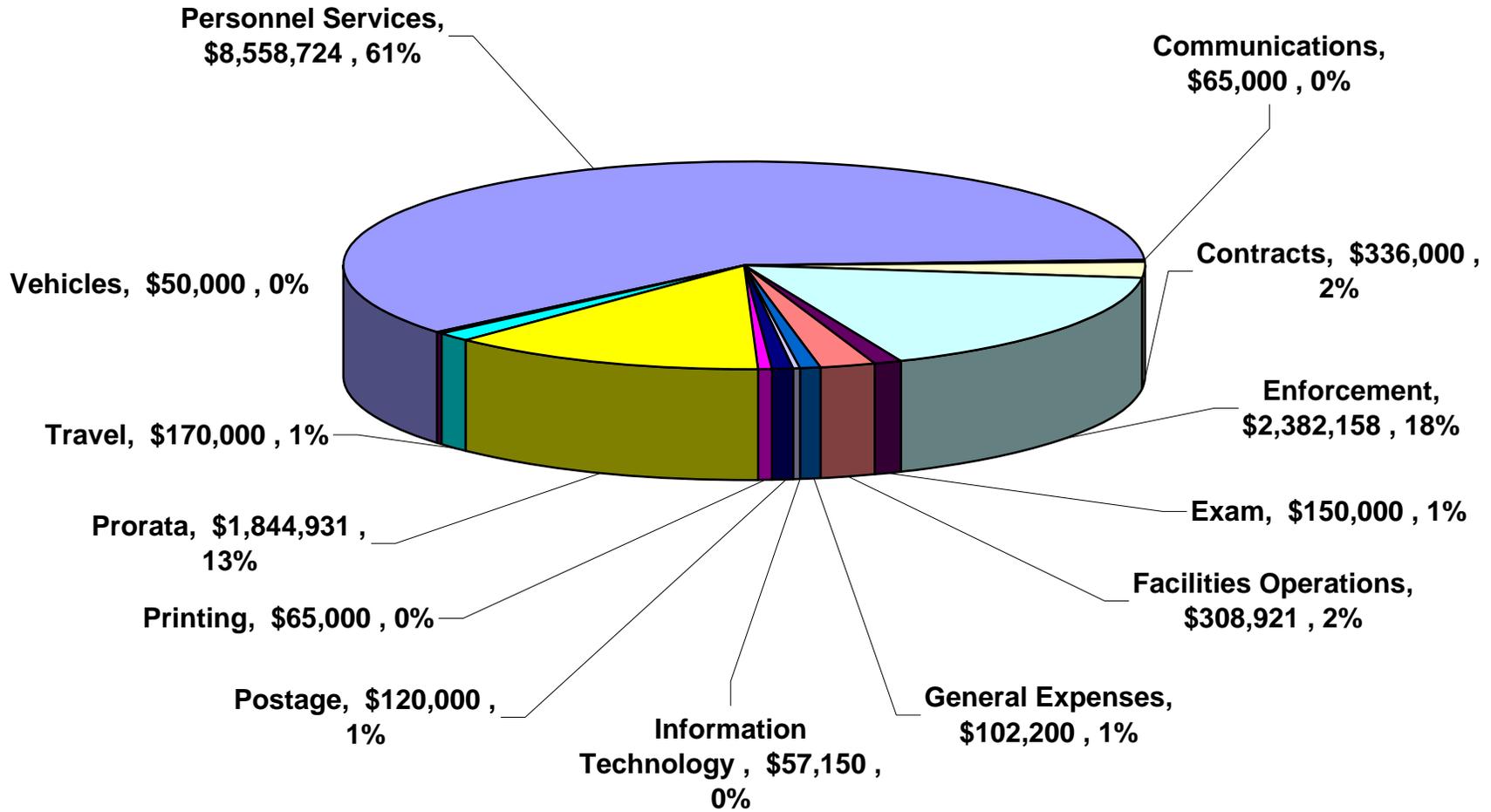
**Expenditures  
FY 2009/2010  
FM 13  
\$9,548,163**



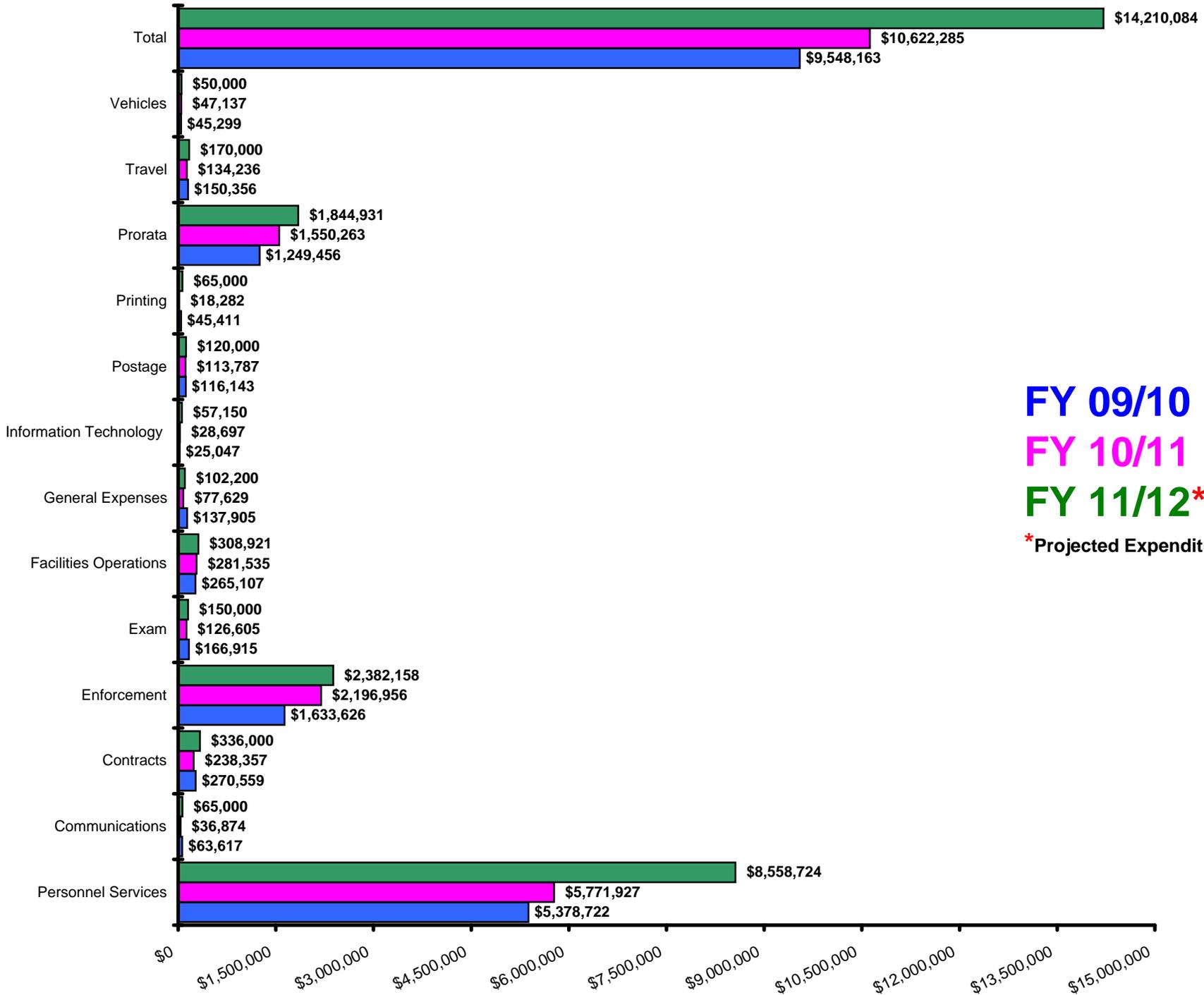
**Expenditures  
FY 2010/2011  
FM 12  
\$10,622,285**



**Expenditures  
FY 2011/2012  
*Projections*  
\$14,210,084**



# Expenditure Comparison

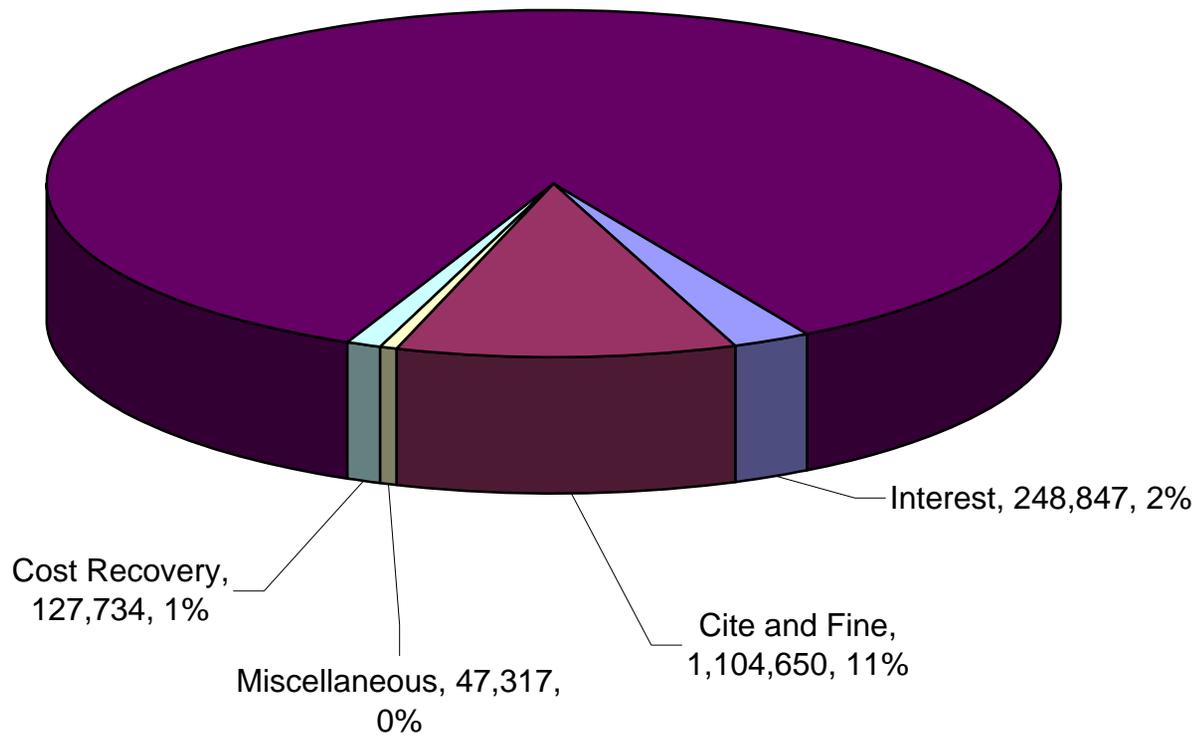


**FY 09/10 FM 13**  
**FY 10/11 FM 12**  
**FY 11/12\***

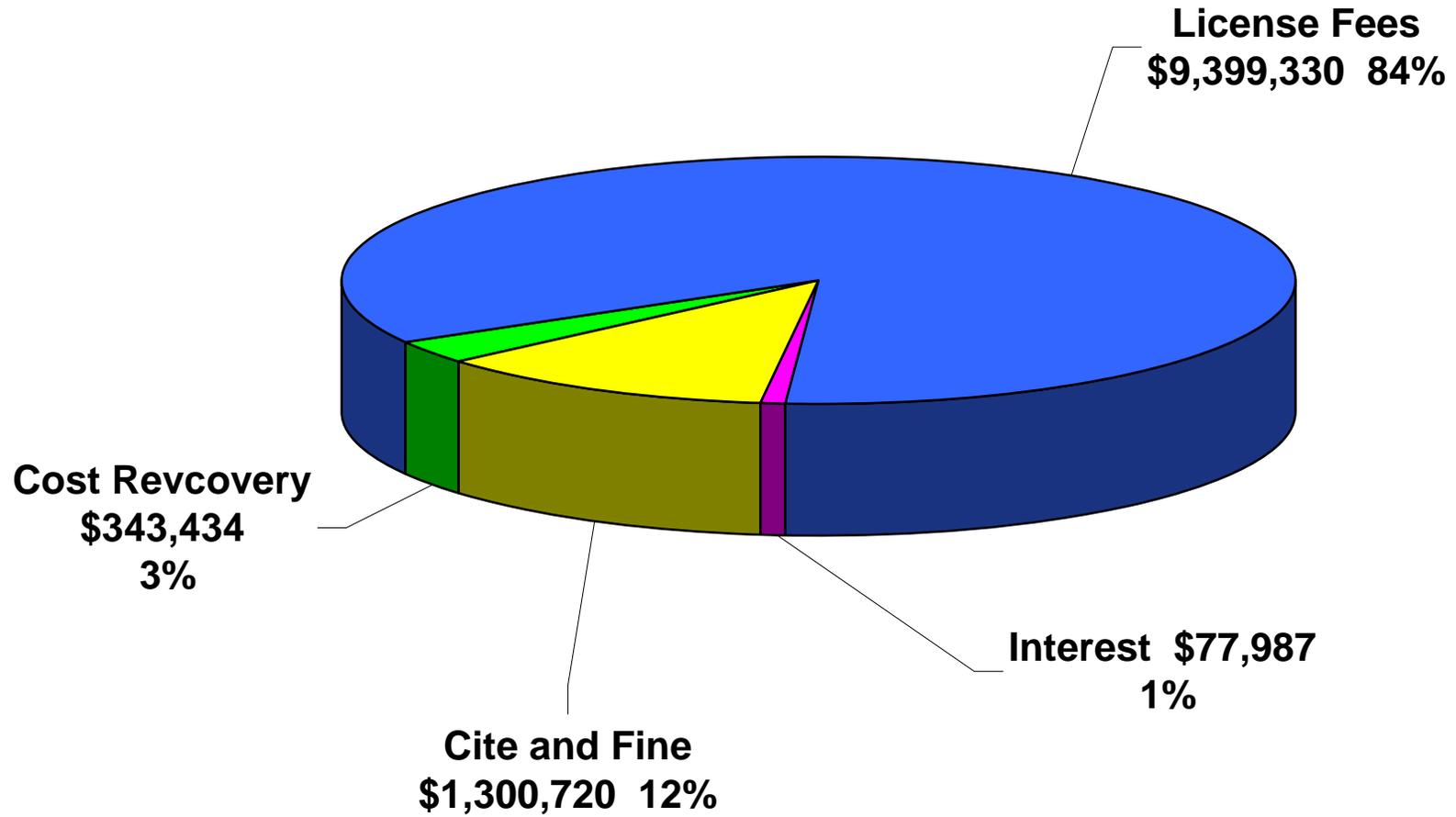
\*Projected Expenditures

**FY 2008/2009  
Origin of Revenue  
\$10,178,871**

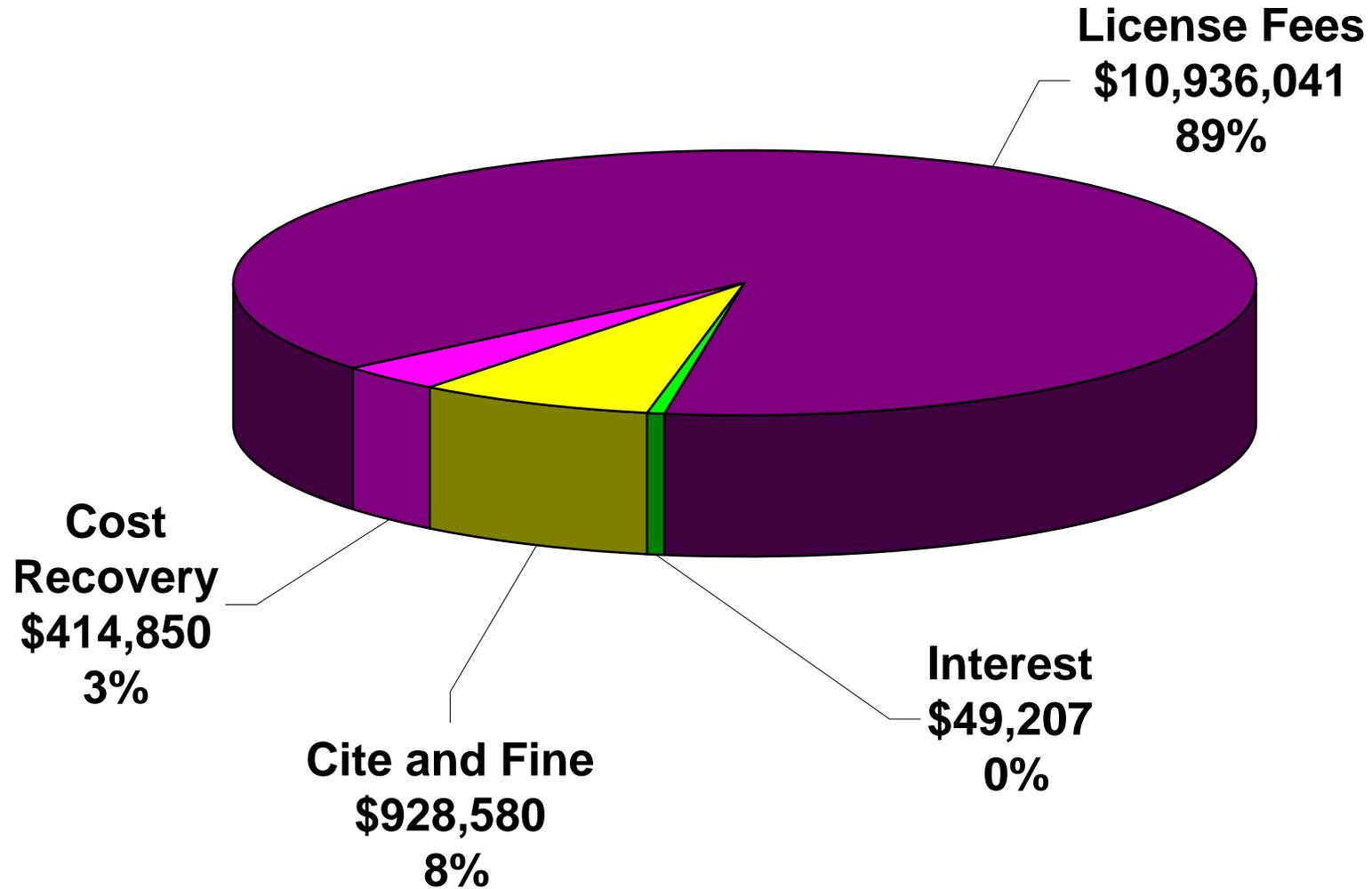
License Fees,  
8,650,322, 86%



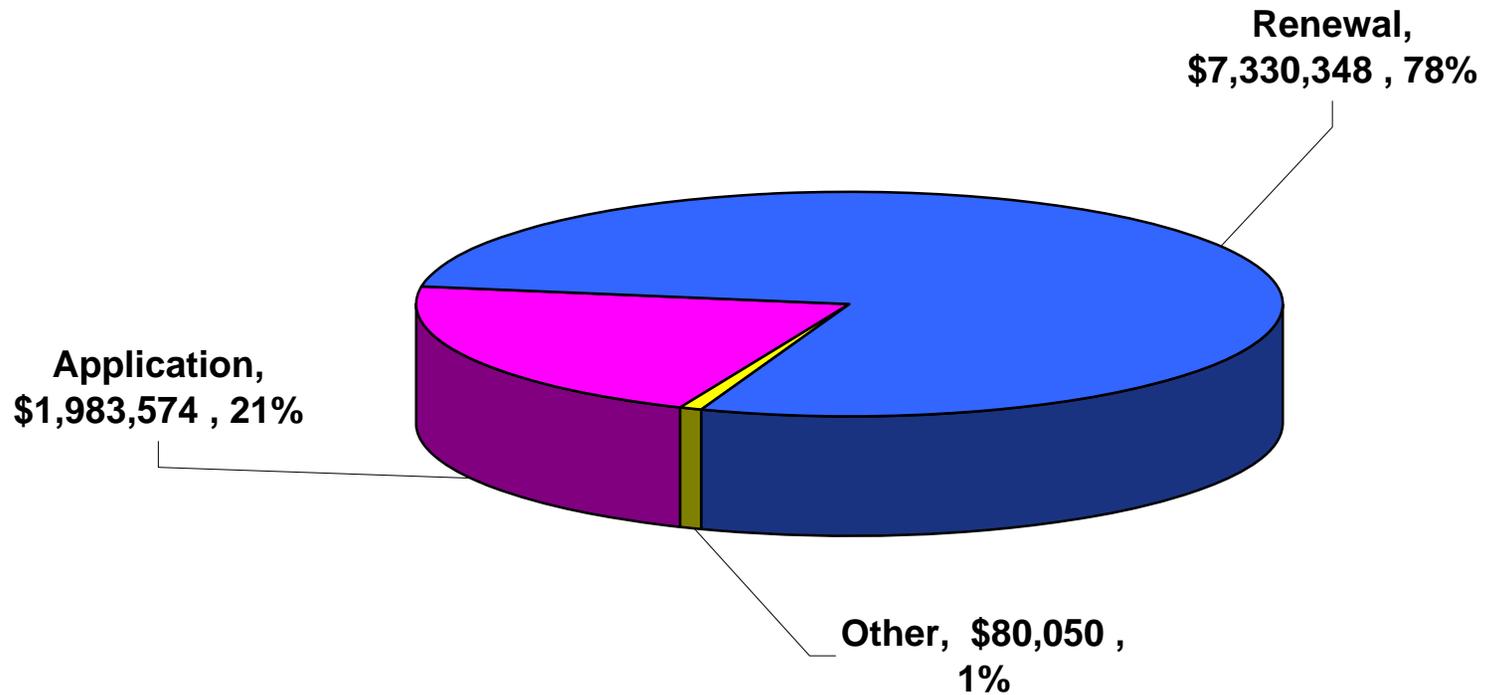
**FY 2009/2010  
Origin of Revenue  
FM 13  
\$11,121,471**



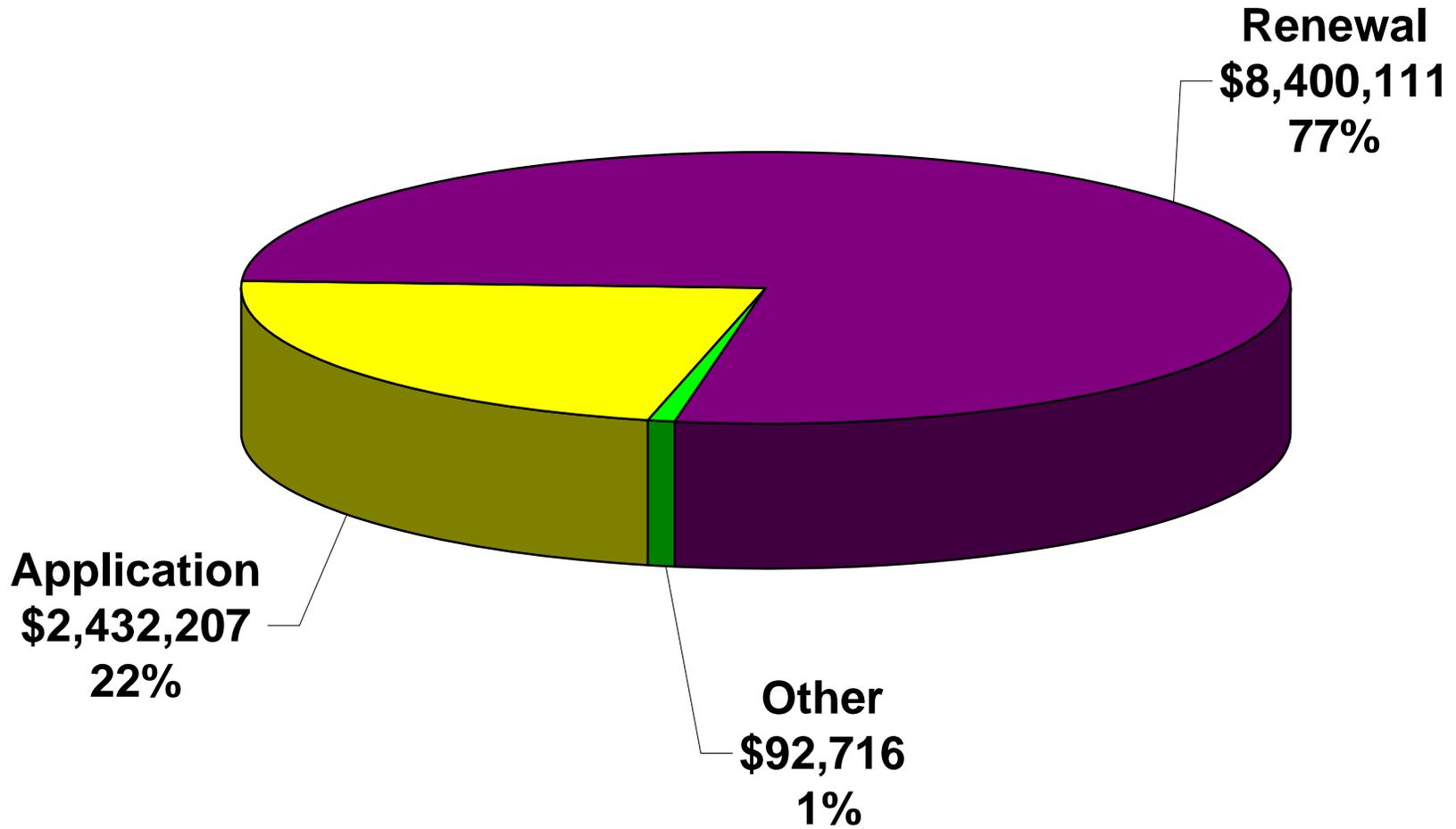
**Origin of Revenue  
FY 2010/2011  
FM 12  
\$12,328,678**



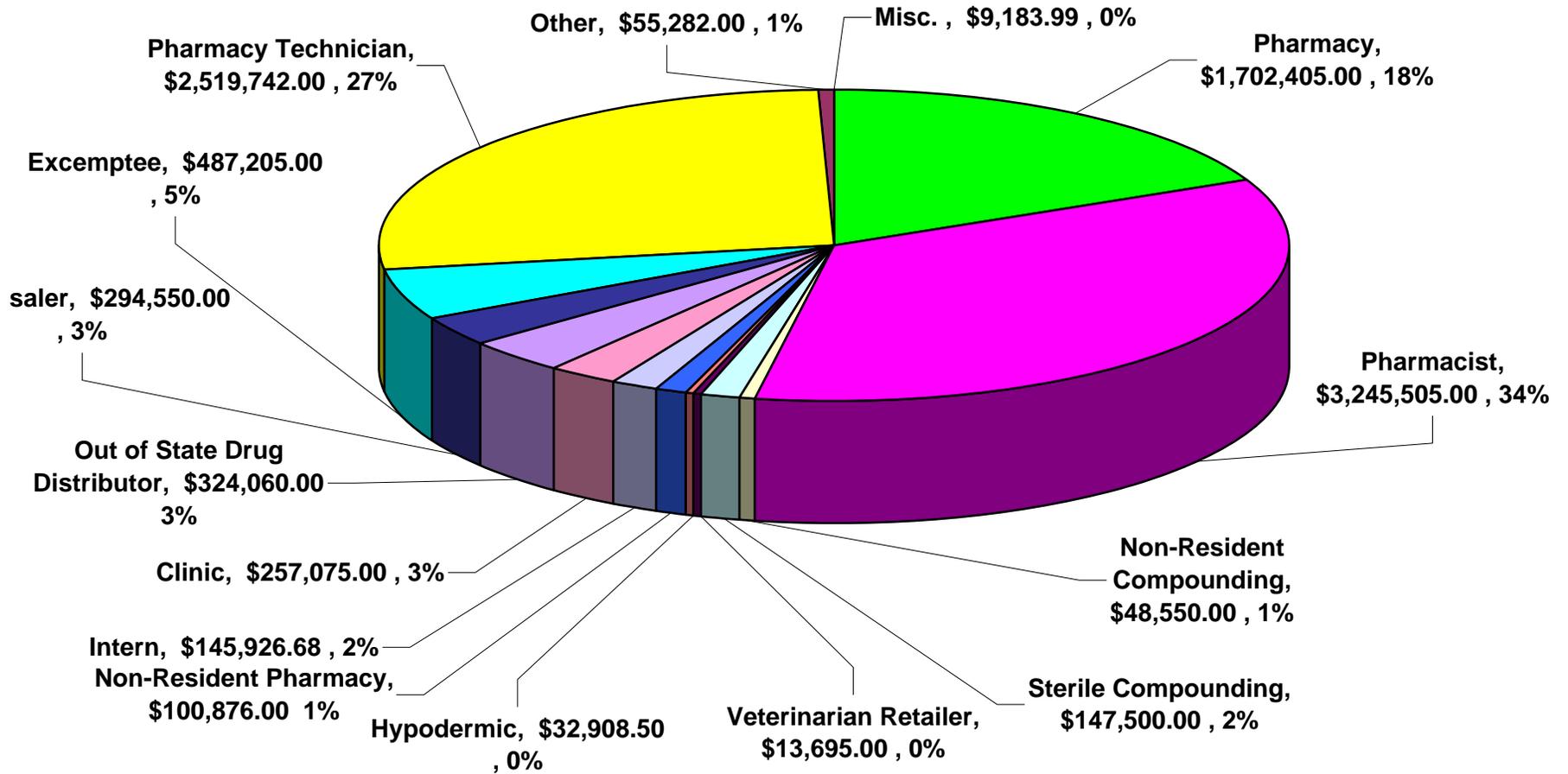
**Application vs. Renewal Fees Collected  
FY 2009/2010  
FM 13  
\$9,393,972**



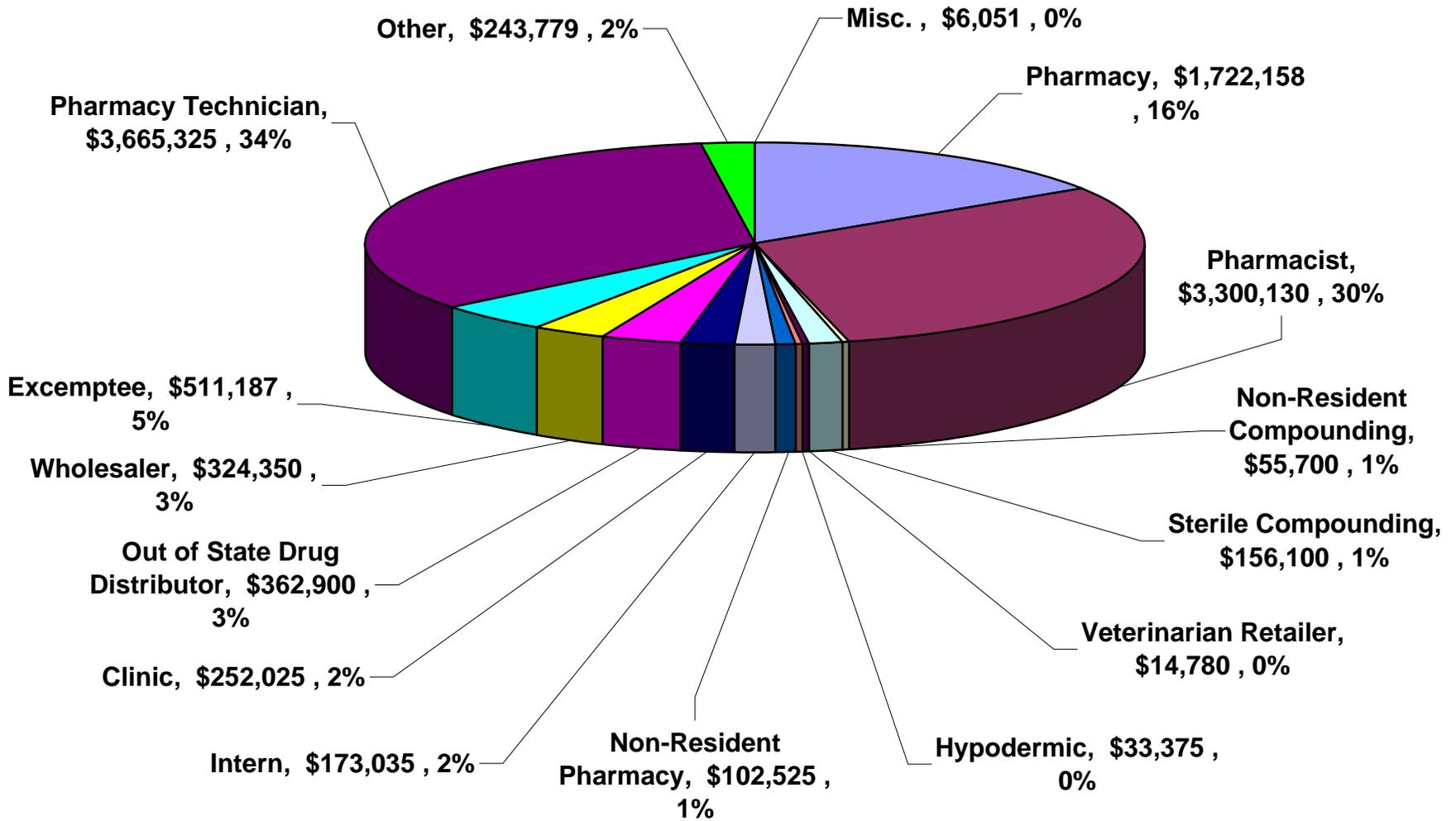
**Application vs. Renewal Fees Collected  
FY 2010/2011  
FM 12  
\$10,925,034**



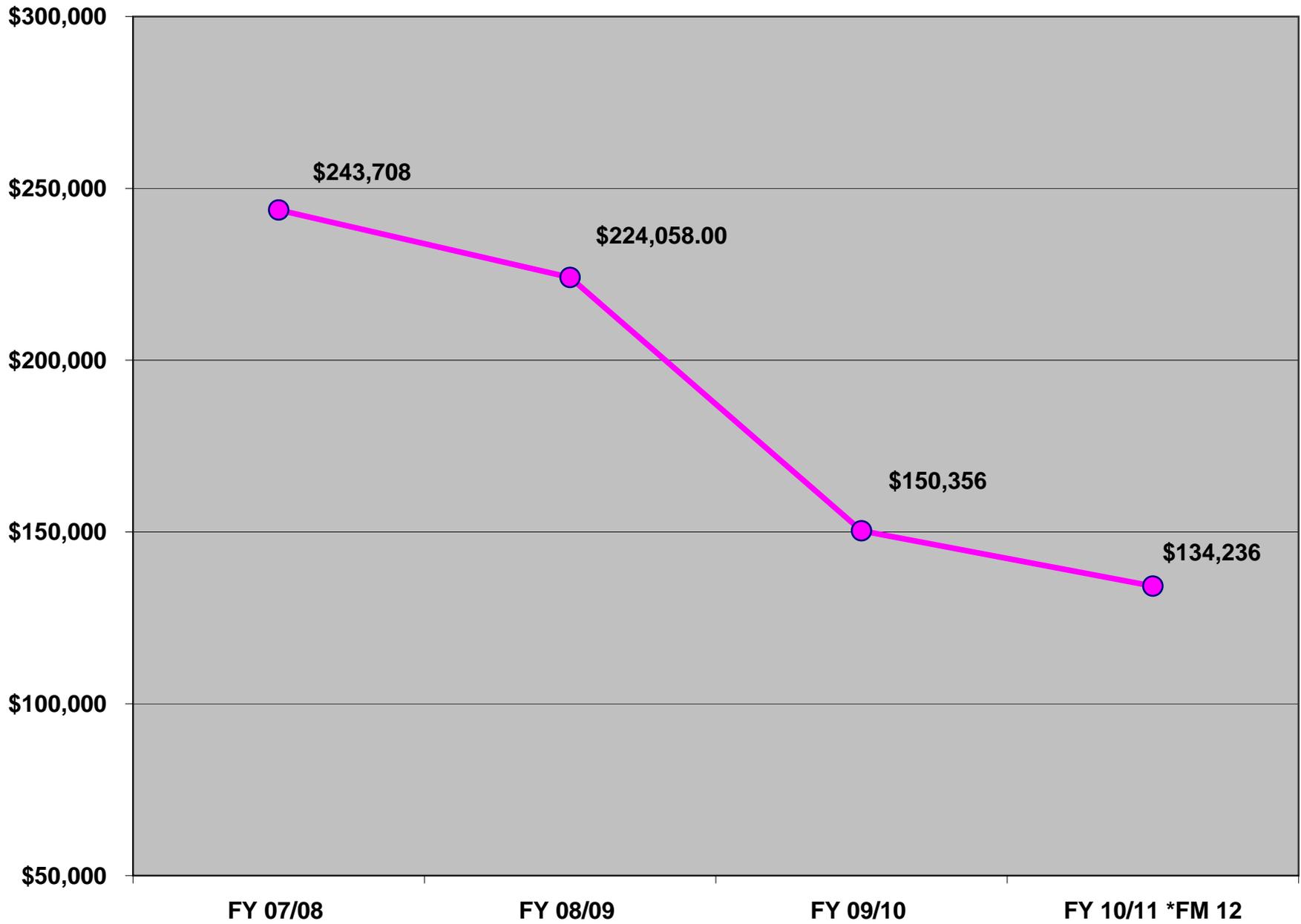
**Revenue By Program  
2009/2010  
FM13  
\$9,384,464**



**Revenue by Program  
FY 2010/2011  
FM 12  
\$10,923,420**



# Travel Expenses



# 0767 - State Board of Pharmacy Analysis of Fund Condition

Prepared 7/14/2011

(Dollars in Thousands)

## FY 2011-12 Governor's Budget

	Actual 2009-10	Budget Act CY 2010-11**	Governor's Budget BY 2011-12	BY +1 2012-13
<b>NOTE: \$1.0M GF Loan Repayed in FY 2012-13</b>				
<b>BEGINNING BALANCE</b>	\$ 11,001	\$ 12,411	\$ 13,791	\$ 11,407
Prior Year Adjustment	\$ -101	\$ -	\$ -	\$ -
Adjusted Beginning Balance	\$ 10,900	\$ 12,411	\$ 13,791	\$ 11,407
<b>REVENUES AND TRANSFERS **</b>				
Revenues:				
125600 Other regulatory fees	\$ 1,381	\$ 1,215	\$ 76	\$ 76
125700 Other regulatory licenses and permits	\$ 1,984	\$ 2,432	\$ 2,432	\$ 2,432
125800 Renewal fees	\$ 7,203	\$ 8,258	\$ 8,258	\$ 8,258
125900 Delinquent fees	\$ 113	\$ 139	\$ 139	\$ 139
131700 Misc. revenue from local agencies	\$ 7	\$ 8	\$ 8	\$ 8
141200 Sales of documents	\$ -	\$ -	\$ -	\$ -
142500 Miscellaneous services to the public	\$ -	\$ -	\$ -	\$ -
150300 Income from surplus money investments	\$ 78	\$ 49	\$ 55	\$ 88
150500 Interest Income From Interfund Loans	\$ -	\$ -	\$ -	\$ -
160400 Sale of fixed assets	\$ 5	\$ 3	\$ 3	\$ 3
161000 Escheat of unclaimed checks and warrants	\$ 8	\$ 8	\$ 8	\$ 8
161400 Miscellaneous revenues	\$ 4	\$ 5	\$ 5	\$ 5
164300 Penalty assessments - Cite and Fine	\$ -	\$ -	\$ 900	\$ 900
Totals, Revenues	\$ 10,783	\$ 12,117	\$ 11,884	\$ 11,917
Transfers from Other Funds				
F00001 General Fund Loan Repayment	\$ -	\$ -	\$ -	\$ 1,000
Transfers to Other Funds				
Totals, Revenues and Transfers	\$ 10,783	\$ 12,117	\$ 11,884	\$ 12,917
Totals, Resources	\$ 21,683	\$ 24,528	\$ 25,675	\$ 24,324
<b>EXPENDITURES</b>				
Disbursements:				
0840 State Operations	\$ 7	\$ 17	\$ 14	\$ -
1110 Program Expenditures (State Operations) **	\$ 9,265	\$ 10,714	\$ 14,197	\$ 14,481
8880 FISC (State Operations)	\$ -	\$ 6	\$ 57	\$ -
9670 Equity Claims / Board of Control (State Operations)	\$ -	\$ -	\$ -	\$ -
Total Disbursements	\$ 9,272	\$ 10,737	\$ 14,268	\$ 14,481
<b>FUND BALANCE</b>				
Reserve for economic uncertainties	\$ 12,411	\$ 13,791	\$ 11,407	\$ 9,843
Months in Reserve	13.9	11.6	9.5	8.0

\*\* REFLECTS PRELIMINARY FY 10-11 FM13 EXPENDITURE AND REVENUE FIGURES

### NOTES:

- ASSUMES WORKLOAD AND REVENUE PROJECTIONS ARE REALIZED FOR 2011-12 AND ON-GOING.
- ASSUMES INTEREST RATE AT 1%.
- ASSUMES APPROPRIATION GROWTH OF 2% PER YEAR.

**Board Member Reimbursement  
And  
Travel Expenses**

**July 1, 2010 through June 30, 2011**

<b>Board Members</b>	<b>Attendance Hours*</b>	<b>Travel Expenses</b>
Badlani, Neil	64	\$791.54
Brooks, Ryan	40	0
Castellblanch, Ramón	48	0
Hackworth, Rosalyn	88	\$1,532.91
Kajioka, Randy	56	\$571.49
Lippe, Gregory	40	0
Schell, Kenneth	56	\$56.00
Veale, Deborah	56	\$1,657.10
Weisser, Stanley	192	\$4,003.76
Wheat, Shirley	40	0
Zee, Tappan	16	0

**\*Board Member Attendance Hours reflects the number of hours for which board members have been reimbursed. Board members may choose not to seek reimbursement for work performed for the board.**

# Memorandum

**To:** Boards Subject to Review in 2011-12

**From:** Senator Curren D. Price, Jr.

**Date:** May 10, 2011

**Subject:** Request for Information and Issues to be Addressed for 2011-12 Oversight Review

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This is to inform you that the Senate Committee on Business, Professions and Economic Development (Committee) will begin its oversight review of the following boards in the fall of 2011:

- Acupuncture Board
- Board of Behavioral Sciences
- Chiropractic Board
- Court Reporters Board
- Pharmacy Board
- Physical Therapy Board
- Physician Assistant Committee
- Podiatric Medicine Board
- Psychology Board

You will receive separately by email a Report Form that should be completed and submitted to the Committee by November 1, 2011. The Report has been significantly revised from the Report used by the Committee in prior years. The revisions are intended to simplify the reporting process for the boards, and focus more clearly on issues of interest to the Committee. The first sections of the Report provide an overview of the board's current regulatory program, and gives pre-formatted tables and charts to be filled in by the board. The latter sections focus on responses by the board to

particular issues that are raised by the Committee or that are raised by the individual board.

We ask that you complete the tables and charts and provide the appropriate statistical information for the fiscal years indicated. In the event that some information may not pertain to your particular board, please note it on your response, but please be sure to include information that is relevant to your activities and programs.

In completing your Report, please note the following sections:

Section 10 – Board Action and Response to Prior Sunset Issues. This should reflect the board's response to each individual issue and recommendation that was raised by the Committee during the prior review of the board.

Section 11 – New Issues. The Committee may have additional issues that the board will have to address during this review. The board also has an opportunity to raise new issues and make recommendations to the Committee within this section. We encourage the board to request a meeting with Committee staff to review possible issues to be addressed within this document for the 2011 review.

Along with the Report Form, you are also being sent a Guide to complete the tables in the Report. Most of the tables may be completed from data in standard reports that the board already receives. If your board does not use the Department's report and data processes, please report information using the definitions given in the Guide.

Each board should submit 15 printed copies of its final Report to the Committee, and also submit an electronic copy to the Committee (you may submit a PDF version, but we also request a MS-Word copy).

Committee staff will be responsible for investigating and analyzing information provided by the board, and then preparing a background paper with issues to be addressed by the board and, when possible, preliminary recommendations for the board and interested parties to consider during our public hearings to be held early in 2012.

We expect to announce the dates for the hearings sometime in December. We would like to request that once the hearing dates are set that the board send out letters of interest (by mail or email) to your mailing list of organizations, groups, or individuals who would be interested in attending the Committee's public hearings.

If you have any questions about the attached documents or the review process, please contact G. V. Ayers of my staff at (916) 651-4104.

Attachments to be sent by email

**[BOARD NAME]**  
**BACKGROUND INFORMATION AND OVERVIEW OF THE CURRENT REGULATORY PROGRAM**  
**As of [date]**

**Section 1 –  
 Background and Description of the Board and Regulated Profession**

Provide a short explanation of the history and function of the board.<sup>1</sup> Describe the occupations/profession that are licensed and/or regulated by the board (Practice Acts vs. Title Acts).

1. Describe the make-up and functions of each of the board’s committees.

<b>Table 1a. Attendance</b>			
[Enter board member name]			
Date Appointed:	[Enter date appointed]		
<b>Meeting Type</b>	<b>Meeting Date</b>	<b>Meeting Location</b>	<b>Attended?</b>
Meeting 1	[Enter Date]	[Enter Location]	[Y/N]
Meeting 2	[Enter Date]	[Enter Location]	[Y/N]
Meeting 3	[Enter Date]	[Enter Location]	[Y/N]
Meeting 4	[Enter Date]	[Enter Location]	[Y/N]

<b>Table 1b. Board/Committee Member Roster</b>					
<b>Member Name</b> (Include Vacancies)	<b>Date First Appointed</b>	<b>Date Re-appointed</b>	<b>Date Term Expires</b>	<b>Appointing Authority</b>	<b>Type</b> (public or professional)

2. In the past four years, was the board unable to hold any meetings due to lack of quorum? If so, please describe. Why? When? How did it impact operations?
3. Describe any major changes to the board since the last Sunset Review, including:
  - Internal changes (i.e., reorganization, relocation, change in leadership, strategic planning)

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<sup>1</sup> The term “board” in this document refers to a board, bureau, commission, committee, department, division, program or agency, as applicable. Please change the term “board” throughout this document to appropriately refer to the entity being reviewed.

- All legislation sponsored by the board and affecting the board
  - All proposed regulations initiated since the board's last sunset review.
4. Describe any major studies conducted by the board.
  5. List the status of all national associations to which the board belongs.
    - Does the board's membership include voting privileges?
    - List committees, workshops, working groups, task forces, etc., on which board participates.
    - How many meetings did board representative(s) attend? When and where?
    - If the board is using a national exam, how is the board involved in its development, scoring, analysis, and administration?

**Section 2 – Performance Measures and Customer Satisfaction Surveys**

6. Provide each quarterly and annual performance measure report as published on the DCA website
7. Provide results for each question in the customer satisfaction survey broken down by fiscal year. Discuss the results of the customer satisfaction surveys.

**Section 3 – Fiscal and Staff**

**Fiscal Issues**

8. Describe the board's current reserve level, spending, and if a statutory reserve level exists.
9. Describe Budget Change Proposals (BCPs) submitted by the board in the past four fiscal years.
10. Describe if/when deficit is projected to occur and if/when fee increase or reduction is anticipated. Describe the fee changes anticipated by the board.

Table 2. Budget Change Proposals (BCPs)								
BCP ID #	Fiscal Year	Description of Purpose of BCP	Personnel Services				OE&E	
			# Staff Requested (include classification)	# Staff Approved (include classification)	\$ Requested	\$ Approved	\$ Requested	\$ Approved

**Table 3. Fee Schedule and Revenue**

Fee	Current Fee Amount	Statutory Limit	FY 2007/08 Revenue	FY 2008/09 Revenue	FY 2009/10 Revenue	FY 2010/11 Revenue	% of Total Revenue

**Table 4. Fund Condition**

(Dollars in Thousands)	FY 2007/08	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12	FY 2012/13
Beginning Balance						
Revenues and Transfers						
<b>Total Revenue</b>	\$	\$	\$	\$	\$	\$
Budget Authority						
Expenditures						
<b>Fund Balance</b>	\$	\$	\$	\$	\$	\$

11. Describe license renewal cycles and history of fee changes in the last 10 years.
12. Describe history of general fund loans. When were the loans made? When were payments made? What is the remaining balance?
13. Describe the amounts and percentages of expenditures by program components. Use the attached Table 5a: Expenditures by Program Component Worksheet as the basis for calculating expenditures by program component. Expenditures by each component should be broken out by personnel expenditures and other expenditures.

**Table 5. Expenditures by Program Component**

	FY 2007/08		FY 2008/09		FY 2009/10		FY 2010/11	
	Personnel Services	OE&E						
Enforcement								
Examination								
Licensing								
Diversion (if applicable)								
<b>TOTALS</b>	\$	\$	\$	\$	\$	\$	\$	\$

## Staffing Issues

14. Describe any staffing issues/challenges, i.e., vacancy rates, efforts to reclassify positions, staff turnover, recruitment and retention efforts, succession planning.
15. Describe the board's staff development efforts and how much is spent annually on staff development. Provide year-end organizational charts for the last four fiscal years.

## Section 4 – Licensing Program

16. What are the board's performance targets/expectations for its licensing program? Is the board meeting those expectations? If not, what is the board doing to improve performance?
17. Describe any increase or decrease in average time to process applications, administer exams and/or issue licenses. Have pending applications grown at a rate that exceeds completed applications? If so, what has been done to address them? What are the performance barriers and what improvement plans are in place? What has the board done and what is the board going to do to address any performance issues, i.e., process efficiencies, regulations, BCP, legislation?

Table 6. Licensee Population					
		FY 2007/08	FY 2008/09	FY 2009/10	FY 2010/11
[Enter License Type]	Active				
	Out-of-State				
	Out-of-Country				
	Delinquent				
[Enter License Type]	Active				
	Out-of-State				
	Out-of-Country				
	Delinquent				
[Enter License Type]	Active				
	Out-of-State				
	Out-of-Country				
	Delinquent				
[Enter License Type]	Active				
	Out-of-State				
	Out-of-Country				
	Delinquent				

<b>Table 7a. Licensing Data by Type</b>											
Application Type	Received	Approved	Closed	Issued	Pending Applications			Cycle Times			
					Total (Close of FY)	Outside Board control*	Within Board control*	Complete Apps	Incomplete Apps	combined, IF unable to separate out	
FY 2008/09	(Exam)				-	-	-	-	-	-	-
	(License)				-	-	-	-	-	-	-
FY 2009/10	(Exam)				-	-	-	-	-	-	-
	(License)				-	-	-	-	-	-	-
FY 2010/11	(Exam)										
	(License)										

\* Optional. List if tracked by the board.

<b>Table 7b. Total Licensing Data</b>				
	FY 2008/09	FY 2009/10	FY 2010/11	
<b>Initial Licensing Data:</b>				
Initial License/Initial Exam Applications Received				
Initial License/Initial Exam Applications Approved				
Initial License/Initial Exam Applications Closed				
License Issued				
<b>Initial License/Initial Exam Pending Application Data:</b>				
Pending Applications (total at close of FY)				
Pending Applications (outside of board control)*				
Pending Applications (within the board control)*				
<b>Initial License/Initial Exam Cycle Time Data (WEIGHTED AVERAGE)</b>				
Average Days to Application Approval (All - Complete/Incomplete)				
Average Days to Application Approval (incomplete applications)*				
Average Days to Application Approval (complete applications)*				

\* Optional. List if tracked by the board.

18. How does the board verify information provided by the applicant?

- a. What process is used to check prior criminal history information, prior disciplinary actions, or other unlawful acts of the applicant?
- b. Does the board fingerprint all applicants?
- c. Have all current licensees been fingerprinted? If not, explain.
- d. Does the board check a national databank?
- e. Does the board require primary source documentation?

19. Describe the board's legal requirement and process for out-of-state and out-of-country applicants to obtain licensure.

**Continuing Education/Competency Requirements**

20. Describe the board's continuing education/competency requirements, if any. Describe any changes made by the board since the last review.
- How does the board verify CE or other competency requirements?
  - Does the board conduct CE audits on its licensees? Describe the board's policy on CE audits.
  - What are consequences for failing a CE audit?
  - How many CE audits were conducted in the past four fiscal years? How many fails?
  - What is the board's course approval policy?
  - Who approves CE providers? Who approves CE courses? If the board approves them, what is the board application review process?
  - How many applications for CE providers and CE courses were received? How many were approved?
  - Does the board audit CE providers? If so, describe the board's policy and process.
  - Describe the board's effort, if any, to review its CE policy for purpose of moving toward performance based assessments of the licensees' continuing competence.

<b>Table 8. Examination Data</b>			
<b>California Examination (include multiple language) if any:</b>			
	License Type		
	Exam Title		
FY 2007/08	# of 1 <sup>st</sup> Time Candidates		
	Pass %		
FY 2008/09	# of 1 <sup>st</sup> Time Candidates		
	Pass %		
FY 2009/10	# of 1 <sup>st</sup> Time Candidates		
	Pass %		
FY 2010/11	# of 1 <sup>st</sup> time Candidates		
	Pass %		
	Date of Last OA		
	Name of OA Developer		
	Target OA Date		
<b>National Examination (include multiple language) if any:</b>			
	License Type		
	Exam Title		
FY 2007/08	# of 1 <sup>st</sup> Time Candidates		
	Pass %		
FY 2008/09	# of 1 <sup>st</sup> Time Candidates		

	Pass %			
FY 2009/10	# of 1 <sup>st</sup> Time Candidates			
	Pass %			
FY 2010/11	# of 1 <sup>st</sup> time Candidates			
	Pass %			
Date of Last OA				
Name of OA Developer				
Target OA Date				

## Examinations

21. Describe the examinations required for licensure. Is a national exam used? Is there a California specific exam required?
22. What are pass rates for first time vs. retakes in the past 4 fiscal years? (*Refer to Table 8: Exam Data*)
23. Is the board using computer based testing? If so, for which tests? Describe how it works. Where is it available? How often are tests administered?
24. Are there existing statutes that hinder the efficient and effective processing of applications and/or examinations? If so, please describe.

## School approvals

25. Describe legal requirements regarding school approval. Who approves your schools? What role does BPPE have in approving schools? How does the board work with BPPE in the school approval process?
26. How many schools are approved by the board? How often are schools reviewed?
27. What are the board's legal requirements regarding approval of international schools?

## Section 5 – Enforcement Program

28. What are the board's performance targets/expectations for its enforcement program? Is the board meeting those expectations? If not, what is the board doing to improve performance?
29. Explain trends in enforcement data and the board's efforts to address any increase in volume, timeframes, ratio of closure to pending, or other challenges. What are the performance barriers? What improvement plans are in place? What has the board done and what is the board going to do to address these issues, i.e., process efficiencies, regulations, BCP, legislation?

<b>Table 9a. Enforcement Statistics</b>			
	FY 2008-09	FY 2009-10	FY 2010-11
<b>COMPLAINT</b>			
Intake (Use CAS Report EM 10)			
Received			
Closed			
Referred to INV			
Average Time to Close	-	-	
Pending (close of FY)			
Source of Complaint (Use CAS Report 091)			
Public			
Licensee/Professional Groups			
Governmental Agencies			
Other			
Conviction / Arrest (Use CAS Report EM 10)			
CONV Received			
CONV Closed			
Average Time to Close	-	-	
CONV Pending (close of FY)			
<b>LICENSE DENIAL (Use CAS Reports EM 10 and 095)</b>			
License Applications Denied			
SOIs Filed			
SOIs Withdrawn			
SOIs Dismissed			
SOIs Declined			
Average Days SOI	-	-	
<b>ACCUSATION (Use CAS Report EM 10)</b>			
Accusations Filed			
Accusations Withdrawn			
Accusations Dismissed			
Accusations Declined			
Average Days Accusations	-	-	
Pending (close of FY)			

<b>Table 9b. Enforcement Statistics (continued)</b>			
	FY 2008-09	FY 2009-10	FY 2010-11
<b>DISCIPLINE</b>			
Disciplinary Actions (Use CAS Report EM 10)			
Proposed/Default Decisions			
Stipulations			
Average Days to Complete	-	-	
AG Cases Initiated			
AG Cases Pending (close of FY)			
Disciplinary Outcomes (Use CAS Report 096)			
Revocation			
Voluntary Surrender			
Suspension			
Probation with Suspension			
Probation			
Probationary License Issued			
Other			
<b>PROBATION</b>			
New Probationers			
Probations Successfully Completed			
Probationers (close of FY)			
Petitions to Revoke Probation			
Probations Revoked			
Probations Modified			
Probations Extended			
Probationers Subject to Drug Testing			
Drug Tests Ordered			
Positive Drug Tests			
Petition for Reinstatement Granted			
<b>DIVERSION</b>			
New Participants			
Successful Completions			
Participants (close of FY)			
Terminations			
Terminations for Public Threat			
Drug Tests Ordered			
Positive Drug Tests			

<b>Table 9c. Enforcement Statistics (continued)</b>			
	FY 2008-09	FY 2009-10	FY 2010-11
<b>INVESTIGATION</b>			
All Investigations (Use CAS Report EM 10)			
First Assigned			
Closed			
Average days to close	-	-	
Pending (close of FY)			
Desk Investigations (Use CAS Report EM 10)			
Closed	-	-	
Average days to close	-	-	
Pending (close of FY)	-	-	
Non-Sworn Investigation (Use CAS Report EM 10)			
Closed	-	-	
Average days to close	-	-	
Pending (close of FY)	-	-	
Sworn Investigation			
Closed (Use CAS Report EM 10)			
Average days to close	-	-	
Pending (close of FY)			
<b>COMPLIANCE ACTION (Use CAS Report 096)</b>			
ISO & TRO Issued			
PC 23 Orders Requested			
Other Suspension Orders			
Public Letter of Reprimand			
Cease & Desist/Warning			
Referred for Diversion			
Compel Examination			
<b>CITATION AND FINE (Use CAS Report EM 10 and 095)</b>			
Citations Issued			
Average Days to Complete	-	-	
Amount of Fines Assessed			
Reduced, Withdrawn, Dismissed			
Amount Collected			
<b>CRIMINAL ACTION</b>			
Referred for Criminal Prosecution			

<b>Table 10. Enforcement Aging</b>						
	FY 2007/08	FY 2008/09	FY 2009/10	FY 2010/11	Cases Closed	Average %
<b>Attorney General Cases (Average %)</b>						
Closed Within:						
1 Year						
2 Years						
3 Years						
4 Years						
Over 4 Years						
Total Cases Closed						
<b>Investigations (Average %)</b>						
Closed Within:						
90 Days						
180 Days						
1 Year						
2 Years						
3 Years						
Over 3 Years						
Total Cases Closed						

30. What do overall statistics show as to increases or decreases in disciplinary action since last review.
31. How are cases prioritized? What is the board's compliant prioritization policy? Is it different from DCA's model? If so, explain why.
32. Are there mandatory reporting requirements? For example, requiring local officials or organizations, or other professionals to report violations, or for civil courts to report any actions taken against the licensee. Are there problems with receiving the required reports? If so, what could be done to correct the problems?
33. Does the board operate with a statute of limitations? If so, please describe and provide citation. If so, how many cases were lost due to statute of limitations? If not, what is the board's policy on statute of limitations?

### **Cite and Fine**

34. Discuss the extent to which the board has used its cite and fine authority. Discuss any changes from last review and last time regulations were updated. Has the board increased its maximum fines to the \$5,000 statutory limit?
35. How is cite and fine used? What types of violations are the basis for citation and fine?
36. How many informal office conferences, Disciplinary Review Committees reviews and/or Administrative Procedure Act appeals in the last 4 fiscal years?
37. What are the 5 most common violations for which citations are issued?
38. What is average fine pre and post appeal?
39. Describe the board's use of Franchise Tax Board intercepts to collect outstanding fines.

## Cost Recovery and Restitution

40. Describe the board's efforts to obtain cost recovery. Discuss any changes from the last review.
41. How many and how much is ordered for revocations, surrenders and probationers? How much do you believe is uncollectable? Explain.
42. Are there cases for which the board does not seek cost recovery? Why?
43. Describe the board's use of Franchise Tax Board intercepts to collect cost recovery.
44. Does the board have legal authority to order restitution? If so, describe the board's efforts to obtain restitution for individual complainants, the board's formal restitution program, and the types of restitution that the board attempts to collect, i.e., monetary, services, etc. Discuss any changes since last review.

<b>Table 11. Cost Recovery</b>				
	FY 2008/09	FY 2009/10	FY 2010/11	FY 2011/12
Total Enforcement Expenditures				
Potential Cases for Recovery *				
Cases Recovery Ordered				
Amount of Cost Recovery Ordered				
Amount Collected				
* "Potential Cases for Recovery" are those cases in which disciplinary action has been taken based on a violation(s) of the license practice act.				

<b>Table 12. Restitution</b>				
	FY 2007/08	FY 2008/09	FY 2009/10	FY 2010/11
Amount Ordered				
Amount Collected				

## Section 6 – Public Information Policies

45. How does the board use the internet to keep the public informed of board activities? Does the board post board meeting materials online? When are they posted? How long do they remain on the website? When are draft meeting minutes posted online? When does the board post final meeting minutes? How long do meeting minutes remain available online?
46. Does the board webcast its meetings? How far in advance does the board post future meeting dates?
47. Are the board's complaint disclosure policy consistent with DCAs complaint disclosure and public disclosure policies?
48. What information does the board provide to the public regarding its licensees (i.e., education completed, awards, certificates, certification, specialty areas, disciplinary action, etc.)?
49. What methods are used by the board to provide consumer outreach and education?

## Section 7 – Online Practice Issues

50. Discuss the prevalence of online practice and whether there are issues with unlicensed activity. How does the board regulate online practice? Does the board have any plans to regulate Internet business practices or believe there is a need to do so?

## Section 8 – Workforce Development and Job Creation

51. What actions has the board taken in terms of workforce development?
52. Describe any assessment the board has conducted on the impact of licensing delays on job creation.
53. Describe any efforts that the board takes to alleviate negative impact of its regulatory mission on California business, including small and micro business.
54. Describe any partnering or information sharing the board has with other government agencies, such as Workforce Investment Boards or Office of Statewide Health Planning and Development.
55. Describe the board's outreach to schools.
56. Provide any workforce development data collected by the board, such as:
- Workforce shortages and staffing needs
  - Successful training programs
  - Number of jobs created by its licensure program

## Section 9 – Current Issues

57. What is the status of the board's implementation of the Uniform Standards for Substance Abusing Licensees?
58. What is the status of the board's implementation of the Consumer Protection Enforcement Initiative (CPEI) regulations?
59. Describe how the board is participating in development of BreEZe and any other secondary IT issues affecting the board.
60. Describe the board's efforts to comply with OSHPD data collection efforts.
61. Describe the board's efforts to address unlicensed activity and the underground economy.
62. Does the board send No Longer Interested notifications to DOJ on a regular and ongoing basis? Is this done electronically? Is there a backlog? If so, describe the extent and efforts to address the backlog.

## **Section 10 – Board Action and Response to Prior Sunset Issues**

Include the following:

1. Background information concerning the issue as it pertains to the board.
2. Short discussion of recommendations made by the Committee/Joint Committee during prior sunset review.
3. What action the board took pursuant to the recommendation or findings made under prior sunset review.
4. Any recommendations the board has for dealing with the issue.

## **Section 11 – New Issues**

List new issues raised in this report. Give a short discussion of the issues, recommendations, or actions which could be taken by the board, Department of Consumer Affairs, or Legislature to deal with issues discussed in this report, i.e., legislative changes, policy direction, budget changes.

1. New issues raised by the Committee to be addressed by the board in this report.
2. New issues identified by the board that are previously addressed in this report or by prior Sunset Review. Include new proposals for legislation, policy direction or budget changes.

## **Section 12 – Attachments**

Please provide the following attachments:

- A. Board's administrative manual
- B. Current organizational chart showing relationship of committees to the board and membership of each committee
- C. Major studies, if appropriate
- D. Year-end organization charts for last four fiscal years. Each chart should include number of staff by classifications assigned to each major program area (licensing, enforcement, administration, etc.)
- E. Board's records retention schedule.

## ORGANIZATIONAL DEVELOPMENT COMMITTEE

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

Outcome: An effective organization.

Objective 5.1	Obtain 100 percent approval for identified program needs by June 30, 2011.
Measure:	Percentage approved for identified program needs.
Tasks:	<p>1. Review workload and resources to streamline operations, target backlogs and maximize services.</p> <p><i>1st Qtr 08/09: State government without budget and then facing severe deficit triggers layoffs, hiring freezes, contract suspensions that impact board operations</i></p> <ul style="list-style-type: none"> <li>• <i>Loss of six staff</i></li> <li>• <i>Suspension of all contracts for two months</i></li> <li>• <i>Inability to hire for three vacant positions, including two manager positions and three enforcement positions.</i></li> <li>• <i>Suspend response to all status inquiries in Licensing Unit to focus on application processing.</i></li> </ul> <p><i>3rd Qtr 08/09: Board undergoes 10 percent reduction in staff salaries and two working days furlough each month, effective February 2009 to reduce state expenses.</i></p> <p><i>4th Qtr 08/09: Waivers sought for 2009/2010 contracts to ensure necessary services are available to the board.</i></p> <p><i>1st Qtr 09/10: Staff furloughed three days per month through June 2010. Office to be closed three days per month. Workload expenses examined to ensure maximum effectiveness.</i></p> <p><i>2nd Qtr 09/10: Redirections continue to address workload demands.</i></p> <p><i>3rd Qtr 09/10: Deferred furloughs to address licensing backlog.</i></p> <p><i>4th Qtr 09/10: Deferred furloughs to address licensing backlog.</i></p> <p><i>1st Qtr 10/11: Furlough order reinstated for all office and management staff. Office closed 3 days a month.</i></p> <p><i>2nd Qtr 10/11: Hiring freeze in effect, but furloughs reduced to one day per month.</i></p> <p><i>3rd Qtr 10/11: Hiring freeze remains in effect. Board secures exemption to hire 8 investigation staff.</i></p> <p><i>4th Qtr 10/11: Hiring freeze remains in effect. Board secures exemption to hire 1 clerical and 3 investigation staff.</i></p>

- 2. Develop budget change proposals to secure funding for needed resources.**
- 1st Qtr 08/09: Board staff prepare legislative Budget Change Proposal to secure one half-time manager position to address workload associated with SB 1441 (Ridley-Thomas) Healing Arts Rehabilitation Program.*
- 2nd Qtr 08/09: Budget Change Proposal on SB 1441 denied due to language in bill preventing staff augmentations.  
Board submits Criminal Convictions Unit proposal for 6.5 staff positions to strengthen and expedite review of arrest and conviction notices involving board applicants and licensees, \$600,000 annually.*
- 3rd Qtr 08/09: Criminal Conviction Unit approved and inserted into 2009/2010 Governor's Budget.*
- 4th Qtr 08/09: Staff hired for Criminal Conviction Unit.*
- 2nd Qtr 09/10: Twenty-two enforcement staff added in Governor's 2010/2011 Budget to reduce investigation time.  
Two licensing staff proposed to address increase in applications.*
- 4th Qtr 09/10: Board staff prepare budget change proposal for budget year 2011/12.*
- 1st Qtr 10/11: Board focuses on securing DCA's BreEZe computer system and hiring the 22.5 enforcement staff added to the 2010/11 budget.*
- 3. Perform strategic management of the board through all committees and board activities.**
- 1st Qtr 08/09: Strategic Plan approved at the July 2008 Board Meeting. Staff initiates redesign of quarterly reporting format and incorporates changes to plan.*
- 2nd Qtr 08/09: Quarterly reports provided at board meeting updating Strategic Plan.*
- 3rd Qtr 08/09: Quarterly reports provided at board meeting updating Strategic Plan.*
- 4th Qtr 08/09: Strategic plans for each committee reviewed and revised for 2009/2010.  
Board will act on new Strategic Plan components at the July 2009 Board Meeting.*
- 1st Qtr 09/10: Quarterly reports provided at board meeting updating Strategic Plan.*
- 2nd Qtr 09/10: Quarterly reports provided at board meeting updating Strategic Plan.*
- 3rd Qtr 09/10: Quarterly reports provided at board meeting updating Strategic Plan.*
- 4th Qtr 09/10: Quarterly reports provided at board meeting updating Strategic Plan.  
Board committees consider strategic plan changes for fiscal year 2010/11.*
- 1st Qtr 10/11: Quarterly reports provided at board meeting updating Strategic Plan.  
Board approves updated strategic plan for 2010/2011.*
- 2nd Qtr 10/11: Quarterly reports provided at board meeting updating Strategic Plan.  
Staff begin search for a consultant to lead the board in developing the 2011/12 – 2016/17 strategic plan.*
- 3rd Qtr 10/11: Three consultants interviewed to lead board in new strategic plan.  
Board staff perform an environmental scan and assessment of board strengths and weaknesses.*
- 4th Qtr 10/11: Contract awarded for consultant to work with board on development of new strategic plan.*

**4. Manage the board's financial resources to ensure fiscal viability and program integrity.**

**1st Qtr 08/09:** *Fee audit initiated then suspended by state budget impasse. Staff successful in seeking exemption and work resumed.*

*Staff complete budget forecast for 2009/2010 workload and revenue.*

**2nd Qtr 08/09:** *Fee audit completed.*

**3rd Qtr 08/09:** *Fee audit submitted to board at January Meeting; proposed new fees for 2010 identified.*

**4th Qtr 08/09:** *Budget examined to identify expenses in future fiscal year.*

**1st Qtr 09/10:** *Fee bill (AB1077 , Emmerson) enacted to increase statutory maximum in fees, the first fee bill sought by the board since 1987.*

*New fees for nine classes will take effect 1/1/10; other fees will remain essentially the same.*

**Jan. 2010:** *New fees take effect.*

**3rd Qtr 09/10:** *Staff submit a 5% reduction plan to DCA.*

**4th Qtr 09/10:** *Budget examined to identify expenses in future fiscal years.*

**1st/2nd Qtr 10/11:** *Hiring freeze prevents board from filling vacant positions. Board required to reduce 5% of its personnel expenditures as required by the Governor.*

**3rd Qtr 10/11:** *Hiring freeze still in effect, but DCA allows employees to transfer within its agencies and divisions.*

*Executive orders reduce cellular telephones in use - board managers reduce 4 phones.*

Objective 5.2	Maintain 100 percent staffing of all board positions.
Measure:	Percentage staffing of board positions.
Tasks:	<ol style="list-style-type: none"> <li>1. <b>Continue active recruitment of pharmacists for inspector positions.</b> <ul style="list-style-type: none"> <li><i>1st Qtr 08/09: Board inspectors positions at full staffing.</i></li> <li><i>2nd Qtr 09/10: Two inspectors retire. Board secures continuous recruitment for inspector positions, and begins plans to hold a civil service exam for this class.</i></li> <li><i>3rd Qtr 09/10: Inspector Exam administered.</i></li> <li><i>4th Qtr 09/10: Board inspector retires.</i></li> <li><i>1st Qtr 10/11: Second inspector exam administered. Supervising inspector exam administered. Hiring freeze ordered effective August 30, 2010.</i></li> <li><i>2nd Qtr 10/11: Board submits exception seeking approval to hire inspectors &amp; supervising inspectors.</i></li> <li><i>3rd Qtr 10/11: Board submits new exception requests for 8 inspectors and supervising inspector positions.</i></li> <li><i>4th Qtr 10/11: Seven new staff hired. Exemption for 3 new inspectors, recruitment initiated.</i></li> </ul> </li> <li>2. <b>Vigorously recruit for any vacant positions.</b> <ul style="list-style-type: none"> <li><i>1st Qtr 08/09: Initiate recruitment for enforcement analyst and legislation and regulation manager. Recruitment suspended on vacant positions pursuant to the Executive Order. Board seeks exemptions to rehire key staff. All exemptions denied.</i></li> <li><i>2nd Qtr 08/09: Three staff vacancies exist.</i></li> <li><i>3rd Qtr 08/09: One staff vacancy exists.</i></li> <li><i>4th Qtr 08/09: All positions filled.</i></li> <li><i>2nd Qtr 09/10: One office technician (OT) position vacant, recruiting underway.</i></li> <li><i>3rd Qtr 09/10: Begin recruitment for SSA budget person.</i></li> <li><i>4th Qtr 09/10: Budget analyst position filled.</i></li> <li><i>1st Qtr 10/11: Hiring freeze ordered effective August 30, 2010. 27 staff vacancies exist, 22 of which are CPEI positions.</i></li> <li><i>2nd Qtr 10/11: Board submits exception requests to hire staff. All board requests denied by agency. Board initiates recruitment for non pharmacists positions via the DCA internal hiring process.</i></li> <li><i>3rd Qtr 10/11: Board resubmits exemption requests to hire 8 staff. Board continues to recruit for non pharmacist positions via the DCA internal hiring process. As of March 31, 2011 the board has 24.5 vacant positions.</i></li> </ul> </li> <li>3. <b>Perform annual performance and training assessments of all staff.</b> <ul style="list-style-type: none"> <li><i>1st Qtr 08/09: Complete annual performance review on 25% of staff.</i></li> <li><i>3rd Qtr 09/10: Management perform probation reports and annual performance for 20 staff.</i></li> <li><i>4th Qtr 09/10: Management performs probation reports required as part of hiring process.</i></li> <li><i>1st Qtr 10/11: Management performs probation reports required as part of hiring process.</i></li> <li><i>4th Qtr 10/11: As of July 1, 2011 board has 20 vacant positions.</i></li> </ul> </li> </ol>

Objective 5.3	Succession planning and workforce retention.
Measure:	Secure enhanced training of staff to improve job proficiency.
Tasks:	<p>1. Identify training for staff development.</p> <p><i>1st Qtr 08/09: Supervising Inspector Nurse and Assistant Executive Officer accepted into Department of Consumer Affairs Management Academy. Both complete course.</i></p> <p><i>2nd Qtr 08/09: Supervising Inspector Dang accepted into Department of Consumer Affairs Management Academy.</i></p> <p><i>3rd Qtr 08/09: Supervising Inspector Dang completes Academy training. Assistant Executive Officer Sodergren works with Department of Consumer Affairs training office on a mentoring program for the department.</i></p> <p><i>4th Qtr 08/09: Staff participate in team building exercises led by Department of Consumer Affairs training office and TCT.</i></p> <p><i>3rd Qtr 09/10: Two board managers attend supervisory training. One board manager accepted into Department of Consumer Affairs Management Academy. Assistant Executive Officer develops training materials for departments newly developed Enforcement Academy. Enforcement staff attend report writing class.</i></p> <p><i>4th Qtr 09/10: Board manager completes DCA Management Academy. Board staff attends training on new server software.</i></p> <p><i>2nd Qtr 10/11: Nine staff accepted into National Certified Investigator/Inspector Training to begin February 1, 2011.</i></p> <p><i>3rd Qtr 10/11: Staff complete National Certified Investigator/Inspector Training.</i></p> <p><i>4th Qtr 10/11: All training requiring travel is cancelled by department.</i></p>

Objective 5.4	Implement 10 strategic initiatives to automate board processes by June 30, 2011.
Measure:	Number of strategic initiatives implemented to automate board processes.
Tasks:	<ol style="list-style-type: none"> <li data-bbox="365 220 1494 325">1. <b>Implement automated applicant tracking (ATS).</b>  <i>1st Qtr 08/09: Full implementation of ATS achieved in 2007/2008. Staff continue to seek program changes as necessary.</i> </li> <li data-bbox="365 325 1494 1585">2. <b>Implement online license renewal and application submission features (I-Licensing).</b>  <i>1st Qtr 06/07: Interim Executive Officer Herold put on Department of Consumer Affairs' executive sponsor committee for this project.</i>  <i>2nd Qtr 06/07: 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.</i>  <i>3rd Qtr 06/07: 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. Staff changes at DCA may delay implementation.</i>  <i>4th Qtr 06/07: 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. DCA hires additional staff for I-Licensing project. Implementation for board programs delayed until mid-2009.</i>  <i>1st Qtr 07/08: 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.</i>  <i>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. Executive Officer continues on executive steering committee.</i>  <i>3rd Qtr 07/08: Department works on securing vendors. Board is up to date in performing implementation components.</i>  <i>4th Qtr 07/08: Delays continue to plague I-Licensing. New implementation date for board is now mid 2010.</i>  <i>1st Qtr 08/09: Board executive officer attends Steering Committee Meeting and conveyed boards concerns about continued delays of implementation.</i>  <i>3rd Qtr 08/09: Project undergoes additional delays due to need to revise Request for Proposal and new staff hired to implement project.</i>  <i>4th Qtr 08/09: Department of Consumer Affairs hires new staff to implement project. Request for Proposal prepared for release in next fiscal year.</i>  <i>2nd Qtr 09/10: Project rethought, revamped, and re-contracted.</i> </li> <li data-bbox="365 1585 1494 1915">3. <b>Integrate telephone features to improve board services without adding staff resources.</b>  <i>1st Qtr 06/07: Phone system modified to allow "zeroing out" early in telephone message so consumers can reach a live operator more quickly.</i>  <i>3rd Qtr 07/08: 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.</i>  <i>4th Qtr 07/08: Conference line used to coordinate inspector staff meetings without need to travel to meeting.</i> </li> </ol>

*2nd Qtr 09/10: Staff work with the department to secure reports to better manage phone systems. Work will continue in next quarter.*

*3rd Qtr 09/10: Management staff continue to advocate changes to telephone system to better meet caller needs.*

**4. Use the department's newly created "ad hoc" system to generate data for reports.**

*1st Qtr 07/08: Three staff trained in using enforcement or licensing reports.*

*2nd Qtr 07/08: Board begins to use reports for management.*

*4th Qtr 07/08: Staff use reports to:*

- Track unpaid citations*
- Track cite and fine aging*
- Find citations by violation type, such as prescription errors*
- Pull special cite and fine statistics upon request*
- Pull list of recently licensed pharmacists for wall certificates*
- Pull list of change of ownership applications for received dates*
- Develop ad hoc for licensing applicant tracking*
- Pull pending applications list for application inventory*
- Pull licensing information for sites required to report to CURES and send to the CURES vendor weekly*
- Pull enforcement case statistical data regarding received, pending and closed cases to report workload and status information monthly to management and quarterly to the board*
- Pull various enforcement statistical reports used to compile the Boards annual statistical profile report and quarterly strategic plan updates*
- Pull special ad hoc reports created to gather information specifically requested under the public records act*
- Pull case aging data for application investigations, complaint investigations and AC cases*

*3rd Qtr 09/10: Several staff trained in report functionality.*

**5. Secure equipment needed to perform staff duties optimally.**

*1st Qtr 08/09: Staff work with department to eliminate delay resulting from staff shortages in department's IT, delaying production of a new "image" of software for new computers.*

*2nd Qtr 08/09: Completed rollout of new computers.*

*4th Qtr 08/09: New PDAs purchased for some staff with worn out equipment.*

*2nd Qtr 09/10: Office reconfigured to establish workspace for 5 new positions.*

*4th Qtr 09/10: Board submitted equipment request to department for new staff.*

*1st Qtr 10/11: All purchase order requests suspended until budget is enacted.*

*3rd Qtr 10/11: Governor issued an executive order calling for a reduction in the number of state issued cell phones. Department required 50% reduction by program. Inspectors retain BlackBerries, but board managers BlackBerries surrendered. Contingency plans need to be developed.*

*4th Qtr 10/11: Board staff work with department to secure exemption to purchase blackberries for new field staff.*

**6. Implement automated program for staff-conducted drug audits.**

*4th Qtr 07/08: Automated program developed for drug audits initiated by inspectors.*

*1st Qtr 08/09: Automated program deployed to office staff assisting with drug audits.*

**7. Implement template for drug audits completed by pharmacies.**

**8. Develop template for hospital inspections to identify recalled heparin. (Completed April 2008)**

9. Participate in Department of Consumer Affairs (DCA) pilot program to achieve scanning of paper files.

*1st - 4th Qtrs 08/09: Staff participate in planning meetings with other DCA staff.*

*1st - 2nd Qtrs 09/10: Staff participate in planning meetings with other DCA staff.*

*4th Qtr 09/10: Staff approve feasibility study report developed by the department.*

*2nd Qtr 10/11: Scanning project consolidated into BreEze system.*

Objective 5.5	Provide for communication venues to communicate within the board by June 30, 2011.
Measure:	Number of communication venues to communicate within the board.
Tasks:	<ol style="list-style-type: none"> <li>1. <b>Continue the Communication Team to improve communication among staff and host biannual staff meetings.</b>  <i>2nd Qtr 08/09: TCT hosts staff meeting, team building and holiday party.</i>  <i>4th Qtr 08/09: TCT hosts staff meeting and team building.</i>  <i>2nd Qtr 09/10: TCT hosts staff meeting for Sacramento staff, Inspectors have team meetings</i>  <i>2nd Qtr 10/11: TCT hosts various "spirit" activities for staff to keep them engaged.</i>  <i>3rd Qtr 10/11: All staff strategic planning session convened.</i>  <i>TCT hosts lunch at conclusion of session.</i> </li> <li>2. <b>Continue Enforcement Team meetings with board members and enforcement staff.</b></li> <li>3. <b>Convene annual inspector meetings to ensure standardized investigation and inspection processes, law and practice updates and earn continuing education credit.</b>  <i>1st Qtr 08/09: Inspector workshop scheduled.</i>  <i>2nd Qtr 08/09: Inspector meeting convened with Department of Public Health Consultants.</i>  <i>Inspectors have staff meetings for training.</i>  <i>4th Qtr 08/09: TCT hosts staff meeting and team building training.</i>  <i>1st Qtr 09/10: Inspectors meeting where aggressive timelines for case completions put in place.</i>  <i>3rd Qtr 09/10: Inspector meeting held in conjunction with report writing training.</i>  <i>4th Qtr 09/10: One day inspector meeting convened.</i>  <i>3rd Qtr 10/11: Three day inspector meeting convened.</i>  <i>One day inspector meeting convened.</i> </li> <li>4. <b>Transition from paper packets for board meeting materials to e-copies.</b>  <i>1st-4th Qtrs 08/09: Board members begin transition with some members requesting only e-copies of these packets.</i>  <i>July 2009: Budget restrictions prevent the board from purchasing paper. Board packets released in e-copy form, saving upwards of five boxes of paper.</i> </li> <li>5. <b>Explore electronic voting of mail ballots for disciplinary decisions.</b>  <i>2nd Qtr 08/09: Meetings convened with Department of Consumer Affairs Information Technology staff to develop system.</i>  <i>1st Qtr 09/10: Meetings resume to develop and pilot test system.</i>  <i>Software licenses purchased.</i>  <i>2nd Qtr 09/10: Approval from outside agencies needed before purchase of software can occur.</i>  <i>3rd Qtr 09/10: Staff advised and order approved. Software not yet received.</i>  <i>4th Qtr 09/10: Software received and testing initiated.</i>  <i>1st Qtr 10/11: Process evaluation begins to determine effectiveness of new process.</i>  <i>2nd Qtr 10/11: Process of e-voting modified slightly. However, results of doing online voting have increased rather than decreased overall voting time.</i> </li> </ol>

Objective 5.6	Annually conduct at least two outreach programs where public policy issues on health care are being discussed.
Measure:	Number of outreach programs conducted in one year.
Tasks:	<ol style="list-style-type: none"> <li>1. <b>Outreach programs 2006/2007.</b>  <i>Convene subcommittee on Medicare Part D implementation.</i>  <i>Convene Workgroup to implement e-pedigree.</i>  <i>Host the National Association of Boards of Pharmacy District 7 &amp; 8 Meeting in California.</i>  <i>Attends and presents at annual association meetings.</i></li> <li>2. <b>Outreach programs 2007/2008.</b>  <i>Continue subcommittee on Medicare Part D implementation.</i>  <i>Continue workgroup to implement e-pedigree.</i>  <i>Initiates public campaign on SB 472 (Corbett) - Standardization of the prescription label.</i>  <i>Attends and presents at annual association meetings.</i></li> <li>3. <b>Outreach programs 2008/2009.</b>  <i>July 2008 Board Meeting focuses on medication errors and prevention.</i>  <i>Presentation on sharps disposal before the California Integrated Waste Management Board to a statewide audience in November 2008 and February 2009.</i>  <i>Nationwide presentations on implementation of e-pedigree.</i></li> <li>4. <b>Professionals Achieving Consumer Trust Summit - November 2008.</b>  <i>Board sponsors forum on e-prescribing.</i>  <i>Board hosts conference with experts presenting information designing patient-centered prescription container labels.</i></li> <li>5. <b>Board provides three presentations at the annual California Pharmacists Association Meeting.</b></li> <li>6. <b>Workgroup on E-Pedigree holds March 2009 meeting where presentations made on FDA proposed standards for a unique identification number for serialization, Congressman Buyer's Office on federal legislation, and standards setting by GS1.</b></li> <li>7. <b>Executive Officer attends National Association of Boards of Pharmacy Meeting with other state boards of pharmacy.</b></li> <li>8. <b>Executive Staff attend Consumer Advisory Councils day-long presentation in San Francisco on substance abuse recovery programs for health care licensees.</b></li> </ol>

**9. Outreach programs 2009/2010.**

*Executive Officer gives a presentation on new laws and regulations at the California Society of Health Systems Pharmacists (CSHP) Annual Meeting. Board Inspectors provide a presentation to the California Pharmacists Association (CPhA) as part of "Compounding Day".*

*Supervising Inspector Nurse provides information to national narcotics officers and officials at the National Association of Controlled Substances Authority Meeting.*

*Executive Officer Herold, Board President Schell, and Supervising Inspector Nurse attended California Integrated Waste Management Board Conference and advocated for use of their guidelines for pharmacies and other sites establishing drug "take back" programs.*

*Executive Officer Herold and several Board Members attended a conference on e-prescribing for practitioners and regulators, hosted by the California Healthcare Foundation.*

*Executive Officer Herold presents information on e-pedigree to the Healthcare Distribution Management Associations Track and Trace national meeting.*

*Executive Officer Herold and Board President Schell provides information to subcommittee on drug distribution in hospital meeting hosted by the California Hospital Association.*

*Executive Officer Herold provides information to CPhA's Long-Term Care Association on prescription container labels.*

*Executive Officer Herold provides information about drug "take back" to Local 20 Rural County Government representatives.*

*Presentation on the Medication Error Reporting Systems in California Hospitals, a*

*Presentation by Loriann De Martini, Pharm.D, California Department of Public Health*

*Presentation by Katherine Ellis of the Department of Justice on the Controlled Substance*

*Utilization Review and Evaluation System Online Access for Pharmacies.*

**10. Outreach programs 2010/2011.**

*Board holds forum on prescription drug abuse with presentations by the Drug Enforcement Administration.*

*Executive Officer Herold presented information about preventing medication errors, the Board of Pharmacy's mandate and ongoing projects at a DCA-hosted meeting of consumers in Sacramento. The FDA also provided information during event.*

*Executive Officer Herold provided information about the board's Intern Fact Sheet Project to students at the University of the Pacific who are working on fact sheets for the board.*

*Board Vice President Kajioka provided information about the board's consumer materials to a group of 150 consumers at a consumer education event in Assemblymember Hayashi's district.*

*Executive Officer Herold and Licensing Manager Mitchell provided information about the board's Pharmacist Recovery Program to 90 students at California Northstate School of Pharmacy in Sacramento.*

*Supervising Inspector Dang provided information about the board's compounding requirements at the CPhA's Compounder's Day meeting in Southern California.*

Objective 5.7	Perform succession planning to ensure continuity for board operations during staff retirements.
Measure:	Number of staff trained for advanced duties and promoted.
Tasks:	

Objective 5.8	Respond to all public record requests within 10 days.																																																																																																																																																	
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