

# **California State Board of Pharmacy**

## **STRATEGIC PLAN**

**2003-2006**



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**William Powers, Public Member, Vice President**

**David Fong, Pharmacist Member, Treasurer**

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## **PRESIDENT'S MESSAGE**

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

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

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

# **CALIFORNIA STATE BOARD OF PHARMACY**

## **Vision Statement**

Healthy Californians through quality pharmacist's care.

## **Mission Statement**

The Board of Pharmacy protects and promotes the health and safety of Californians by pursuing the highest quality of pharmacist's care 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 board oversees all aspects of the practice of pharmacy in California: the practitioner (the pharmacists), the practice site (the pharmacies), and the product (drugs and devices). Additionally the board regulates drug wholesalers and other practitioners and specialized facilities. With an annual budget of nearly \$8 million and a staff of 50, the board licenses over 90,000 individuals and firms, and enforces 12 complex and varied regulatory programs.

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

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

## 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."**

Several times since 2002, the board has updated the strategic issues to keep them current.

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.

The STEP and SWOT analyses were reviewed in April 2003 as part of the annual strategic plan update.

## **METHODOLOGY**

In developing its strategic plan, the board relied upon the full participation of its entire 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 a 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 early 2003.

The plan was again reviewed and updated during the April 2004 and April 2005 Board Meetings. Thus, at least four 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\***

## **1. Cost of medical/pharmaceutical care**

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

## **2. Aging population**

There are increasingly more senior citizens, and that population is living longer. Many senior citizens who are without the benefit of prescription drug insurance coverage and the ability to purchase medications may be able to benefit from the new prescription drug benefit of Medicare in January 2006. Aging consumers often have decreased cognitive skills, eyesight and mobility. Consequently as the senior population increases so will the volume of prescriptions and the impact on pharmacists and pharmacy personnel to meet the demand.

## **3. Pharmacists' ability to provide care**

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

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\* Revised in April 2003, 2004 and 2005. Developed in April 2002 following STEP and SWOT analyses by Board of Pharmacy members, staff and stakeholders

#### **4. Changing demographics of California patients**

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

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

#### **5. Laws governing pharmacists**

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

#### **6. Legislative issues for pharmacies**

There are several legislative trends that will impact pharmacies. The federal government has demonstrated an increasing interest in regulating health care to safeguard consumer interests. New legislation and regulation may be created in response to the September 11 disaster. Changes are coming in the prescription drug benefits to Californians and Medicare beneficiaries.

#### **7. Electronic prescribing/automation**

Technology will greatly impact the processing and dispensing of medication. Electronic prescribing and 'channeling' to locations other than a traditional pharmacy may become the business model. Automated pharmacy systems and electronic prescribing will impact pharmacy. New methods of dispensing medications raise additional liability issues.

#### **8. Internet issues**

The availability of prescription drugs over the Internet is on the rise. Multiple and easy access of drugs without pharmacist participation is dangerous. Entities promoting illegal drug distribution schemes have taken advantage of the Internet. Monitoring and protecting the public from

improper drug distribution from these Internet pharmacies is severely impaired with continued resource constraints by both the federal and state agencies with jurisdiction.

## **9. Disaster planning and response**

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

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

## **10. Qualified staff**

The state's fiscal crisis has affected the board's ability to investigate customer complaints or hire staff. The board lost 20 percent of its staff during the prior four years due to the state's hiring freezes. Loss of these staff has altered the provision of services by the board. Moreover, if wages remain essentially frozen, the retention of current employees could be 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
<p>1. Staff/Inspectors: Staff's teamwork, dedication, diversity, and knowledge. Pharmacist inspectors provide necessary, specialized knowledge.</p> <p>2. Leadership: Support and communication provided by management, diversity and experience of board members.</p>	<p>1. Resources: Budget constraints and insufficient resources to meet mandated duties at desired levels</p> <p>2. Staffing Shortages: Insufficient staff to perform, manage, and review consumer protection activities of licensing, enforcement, and education programs.</p>

Opportunities	Threats
<p>1. Pharmacist's Role: Pharmacy profession has large potential role in healthcare delivery. Pharmacists have opportunities in roles associated with patient care and not exclusively dispensing.</p> <p>2. Technology/Automation: Promoting legislation and regulations to foster the use of technological advances by pharmacies, attainment of operational efficiencies, decreased administrative burdens, and enhanced patient care services.</p> <p>3. Consumer Safety/Privacy: Promoting a nonpunitive learning environment approach to improving pharmacy patient safety. Continuing emphasis on patient safety by involving the pharmacist in patient care.</p> <p>4. Public education: Increasingly informed consumers means the profession must be able to deliver public education on drug use safety and healthcare issues.</p>	<p>1. Board of Pharmacy staffing is insufficient to perform mandated duties at desired levels.</p> <p>2. Board funding: Lack of funding for new programs; lack of fiscal control of board over much of its budget; budget constraints and deficits; hiring freeze.</p> <p>3. Cost of pharmaceuticals: Impacts of the increasing costs of pharmaceuticals cannot be managed or controlled by the consumer or the board.</p> <p>4. Pharmacy personnel shortage: Lack of licensees impedes the ability of patients to receive quality pharmacist's care.</p>

## **SUMMARY OF GOALS**

### **Goal One**

Exercise oversight on all pharmacy activities.

### **Goal Two**

Ensure the professional qualifications of licensees.

### **Goal Three**

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

### **Goal Four**

Provide relevant information to consumers and licensees.

### **Goal Five**

Achieve the board's mission and goals.

# Goals, Outcomes, Objectives, and Measures

## Enforcement Committee

<p><b>Goal 1:</b> Exercise oversight on all pharmacy activities.</p> <p><b>Outcome:</b> Improve consumer protection.</p>
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<p><b>Objective 1.1:</b></p>	<p><b>To achieve 100 percent closure or referral on all cases within 6 months by June 30, 2005:</b></p>
<p><b>Measure:</b></p>	<p><b>Percentage of cases closed or referred within 6 months</b></p>
<p><b>Tasks:</b></p>	<ol style="list-style-type: none"> <li>1. Mediate all consumer complaints within 90 days.</li> <li>2. Investigate all other cases within 120 days.</li> <li>3. Close (e.g. issue citation and fine, refer to the AG's Office) all board investigations and mediations within 180 days.</li> <li>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.</li> <li>5. Integrate data obtained from computerized reports into drug diversion prevention programs and investigations (CURES, 1782 reports, DEA 106 loss reports).</li> <li>6. Re-establish the CURES workgroup that includes other regulatory and law enforcement agencies to identify potential controlled substance violations and coordinate investigations.</li> <li>7. Secure sufficient staffing for a complaint mediation team and to support an 800 number for the public.</li> <li>8. Improve public service of the Consumer Inquiry and Complaint Unit.</li> <li>9. Automate processes to ensure better operations and integrate technology into the board's investigative and inspection activities.</li> </ol>

<b>Objective 1.2:</b>	<b>To achieve 100 percent closure on all administrative cases within one year by June 30, 2005.</b>
<b>Measure:</b>	<b>Percentage closure on administrative cases within 1 year</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Pursue permanent funding to increase Attorney General expenditures for the prosecution of board administrative cases.</li> <li>2. Aggressively manage cases, draft accusations and stipulations and monitor AG billings and case costs.</li> <li>3. Establish a disciplinary cause of action for fraud convictions similar to current cash compromise provisions related to controlled substances.</li> <li>4. Automate processes to ensure better operations and integrate technology into the board's investigative and inspection activities.</li> <li>5. Review and update disciplinary guidelines.</li> </ol>

<b>Objective 1.3:</b>	<b>Inspect 100 percent of all licensed facilities once every 3 years by June 30, 2004.</b>
<b>Measure:</b>	<b>Percentage of licensed facilities inspected once every 3 years</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Automate processes to ensure better operations and integrate technology into the board's investigative and inspection activities.</li> <li>2. Inspect licensed premises to educate licensees proactively about legal requirements and practice standards to prevent serious violations that could harm the public.</li> <li>3. Seek legislation to mandate that periodic inspections be done of all board-licensed facilities.</li> </ol>

<b>Objective 1.4:</b>	<b>Develop 4 communication venues in addition to the inspection program to educate board licensees by June 30, 2005.</b>
<b>Measure:</b>	<b>Number of communication venues (excluding inspection program)</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Develop the board's website as the primary board-to- licensee source of information.</li> <li>2. Prepare two annual <i>The Scripts</i> to advise licensee of pharmacy law and interpretations.</li> <li>3. Update pharmacy self-assessment annually.</li> <li>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.</li> </ol>

<b>Objective 1.5:</b>	<b>To monitor alternative enforcement programs for 100 percent compliance with program requirements by June 30, 2005.</b>
<b>Measure:</b>	<b>Percentage compliance with program requirements</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Administer effective alternative enforcement programs to ensure public protection (Pharmacists Recovery Program, probation monitoring program, citation and fine program).</li> <li>2. Automate processes to ensure better operations and integrate technology into the board's investigative and inspection activities.</li> </ol>

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

<b>Objective 1.7:</b>	<b>Initiate policy review of 25 emerging enforcement issues by June 30, 2005</b>
<b>Measure:</b>	<b>The number of issues</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Reimportation.</li> <li>2. Modification to the Quality Assurance Regulation Regarding Patient Notification.</li> <li>3. Proposals Regarding Wholesale Transactions.</li> <li>4. Clarification Regarding Prescription Records by Authorized Officers of the Law.</li> <li>5. Review of Pharmacy Law Regarding the Delivery of Medications After the Pharmacy is Closed and a Pharmacist is not Present.</li> <li>6. Off-Site Order Entry of Hospital Medication Orders (Bus. &amp; Prof. Code Section 4071.1).</li> <li>7. Prescriber Dispensing.</li> <li>8. Implementation of federal HIPAA Requirements.</li> <li>9. Prohibition of Pharmacy-Related Signage.</li> <li>10. Implementation of Enforcement Provisions from SB 361 (Sunset Review items).</li> <li>11. Implementation of SB 151 (Elimination of the Triplicate).</li> <li>12. Dispensing Non-Dangerous Drugs/Devices Pursuant to a Prescriber's Order for Medi-Cal Reimbursement.</li> <li>13. Authorized Activities in a Pharmacy.</li> <li>14. Review of Quality Assurance Program.</li> <li>15. Limited Distribution and Shortage of Medications.</li> <li>16. Conversion of Paper Invoices to Electronic Billing.</li> <li>17. Automated Dispensing.</li> </ol>

## Licensing Committee

**Goal 2: Ensure the professional qualifications of licensees.**

**Outcome: Qualified licensees**

<b>Objective 2.1:</b>	<b>Issue licenses within three working days of a completed application by June 30, 2006.</b>
<b>Measures:</b>	<b>Percentage of licenses issued within 3 work days</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Review 100 percent of all applications within 7 workdays of receipt.</li> <li>2. Process 100 percent of all deficiency documents within 3 workdays of receipt.</li> <li>3. Make a licensing decision within 3 workdays after all deficiencies are corrected.</li> <li>4. Issue professional and occupational licenses to those individuals and firms that meet minimum requirements. <ul style="list-style-type: none"> <li>• Pharmacists</li> <li>• Intern pharmacists</li> <li>• Pharmacy technicians</li> <li>• Foreign educated pharmacists (evaluations)</li> <li>• Pharmacies</li> <li>• Non-resident pharmacies</li> <li>• Wholesaler drug facilities</li> <li>• Veterinary food animal drug retailers</li> <li>• Exemptees (the non-pharmacists who may operate sites other than pharmacies)</li> <li>• Out-of-state distributors</li> <li>• Clinics</li> <li>• Hypodermic needle and syringe distributors</li> </ul> </li> <li>5. Deny licenses to applicants not meeting board requirements.</li> </ol>

<p><b>Objective 2.2:</b></p> <p><b>Measure:</b></p>	<p><b>Implement at least 50 changes to improve licensing decisions by June 30, 2006.</b></p> <p><b>Number of implemented changes</b></p>
<p><b>Tasks:</b></p>	<ol style="list-style-type: none"> <li>1. Review Pharmacist Intern Program.</li> <li>2. Implement changes to the Pharmacy Technician Program. <ol style="list-style-type: none"> <li>a. Use PTCB as a qualifying method for registration.</li> <li>b. Eliminate clerk-typist from pharmacist supervisory ratio.</li> <li>c. Change education qualifications from A.A. degree in health science to A.A. degree in Pharmacy Technology.</li> </ol> </li> <li>3. Administer a pharmacist licensure exam more than twice a year.</li> <li>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 outside agencies (schools of pharmacy and private educational organizations) develop exam workshops that prepare applicants for the California Pharmacist Exam.</li> <li>5. Develop statutory language to give the Board of Pharmacy the authority to grant waivers 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.</li> <li>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.</li> <li>7. Implement the sterile compounding pharmacy licensing requirements by July 1, 2003.</li> <li>8. Issue temporary permits whenever change of ownership occurs.</li> <li>9. Establish means for licensee to renew permits on line.</li> </ol>

<b>Objective 2.3:</b>	<b>Evaluate five emerging public policy initiatives affecting pharmacists' care or public safety by June 30, 2006.</b>
<b>Measure:</b>	<b>Number of public policy initiatives evaluated</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Explore the need to regulate pharmacy benefit managers.</li> <li>2. Explore the need to regulate drugs labeled for "veterinary use only."</li> <li>3. Explore the importation of drugs from foreign countries.</li> <li>4. Develop language and pursue a regulation change to allow the central fill of medication orders for inpatient hospital pharmacies.</li> </ol>

<b>Objective 2.4:</b>	<b>Cashier 100 percent of all application and renewal fees within two working days of receipt by June 30, 2006.</b>
<b>Measure:</b>	<b>Percentage of cashiered application and renewal fees within 2 working days</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Cashier application fees.</li> <li>2. Cashier renewal fees</li> <li>3. Secure online renewal of licenses</li> </ol>

<b>Objective 2.5:</b>	<b>Respond to 95 percent of all requests for verification of licensing information within 5 working days by June 30, 2006.</b>
<b>Measure:</b>	<b>Percentage response for verifying licensing information within 5 working days</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Respond to requests for licensing verification</li> </ol>

<b>Objective 2.6:</b>	<b>Update 100 percent of all information changes to licensing records within 5 working days by June 30, 2006.</b>
<b>Measure:</b>	<b>Percentage of licensing records changes within 5 working days</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Make address and name changes.</li> <li>2. Process discontinuance of businesses forms and related components.</li> <li>3. Process changes in pharmacist-in-charge and exemptee-in-charge.</li> <li>4. Process off-site storage applications.</li> </ol>

## Legislation and Regulation Committee

<b>Goal 3:</b>	<b>Advocate legislation and promulgate regulations that advance the vision and mission of the Board of Pharmacy.</b>
<b>Outcome:</b>	<b>Improve the health and safety of Californians.</b>

<b>Objective 3.1:</b>	<b>Annually identify and respond with legislative changes to keep pharmacy laws current and consistent with the board's mission.</b>
<b>Measure:</b>	<b>100 percent successful enactment of promoted legislative changes</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Secure extension of board's sunset date.</li> <li>2. Sponsor legislation to strengthen and update licensing requirements for pharmacy technicians.</li> <li>3. Sponsor legislation to add enforcement options for non-compliance issues.</li> <li>4. Sponsor legislation to update pharmacy law to standardize terminology regarding cancellation of licenses, waiving pharmacy law requirements during declared emergencies.</li> <li>5. Advocate the board's role and its positions regarding pharmacists' care and dispensing of dangerous drugs and devices.</li> <li>6. Sponsor clean-up language to B &amp; P Code section 4312.</li> <li>7. Sponsor public meetings 4 times a year to solicit comments on areas needing legislative changes.</li> </ol>

<b>Objective 3.2:</b>	<b>Annually identify and respond with regulatory changes to keep pharmacy regulations current and consistent with the board's mission.</b>
<b>Measure:</b>	<b>Percentage successful enactment of promoted regulatory changes</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Strengthen standards for compounding sterile injectable drug products.</li> <li>2. Authorize the executive officer the authority to issue citations and fines.</li> <li>3. Eliminate the clerk typist ratio.</li> <li>4. Allow pharmacists to be pharmacist-in-charge of two locations simultaneously.</li> <li>5. Update pharmacy Self-Assessment document.</li> <li>6. Allow central filling by hospital pharmacies.</li> <li>7. 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.</li> </ol>

<b>Objective 3.3:</b>	<b>Review 5 areas of pharmacy law for relevancy, currency and value for consumer protection by June 30, 2006.</b>
<b>Measure:</b>	<b>Number of areas of pharmacy law reviewed</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Evaluate electronic prescribing laws involving controlled substances.</li> <li>2. Evaluate the prescribing and dispensing of veterinary drugs.</li> <li>3. Evaluate group dispensing by prescribers.</li> </ol>

## Communication and Public Education Committee

**Goal: 4: Provide relevant information to consumers and licensees.**

**Outcome: Improved consumer awareness and licensee knowledge.**

<b>Objective 4.1:</b>	<b>Develop 10 communication venues to the public by June 30, 2006.</b>
<b>Measure:</b>	<b>Number of communication venues developed to the public</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Convert <i>Health Notes</i> articles into consumer columns or fact sheets for wide-dissemination to the public.</li> <li>2. Develop and update public education materials.</li> <li>3. Maintain a vigorous, informative Web site.</li> <li>4. Sponsor “Hot Topics” seminars to the public.</li> </ol>

<b>Objective 4.2:</b>	<b>Develop 10 communication venues to licensees by June 30, 2006.</b>
<b>Measure:</b>	<b>Number of communication venues developed to licensees</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Publish <i>The Script</i> two times annually.</li> <li>2. Publish one <i>Health Notes</i> annually.</li> <li>3. Develop board-sponsored continuing education programs in pharmacy law and coordinate presentation at local and annual professional association meetings throughout California.</li> <li>4. Maintain important and timely licensee information on Web site.</li> </ol>

<b>Objective 4.3:</b>	<b>Participate in 20 forums, conferences and public education events by June 30, 2006.</b>
<b>Measure:</b>	<b>Number of forums participated</b>
<b>Tasks:</b>	1. Participate in forums, conferences and educational fairs.

<b>Objective 4.4:</b>	<b>Respond to 100 percent of information requests from governmental agencies regarding board programs and activities.</b>
<b>Measure:</b>	<b>Percentage response to information requests from governmental agencies</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. By June 1, 2004, submit report to Legislature on statutory requirements for remedial education after four failed attempts on the California pharmacist exam.</li> <li>2. Provide information to legislators regarding board implementation of statutory requirements.</li> <li>3. Provide agency statistical data information to the department.</li> </ol>

<b>Objective 4.5</b>	<b>Respond to 100 percent of public information requests regarding board programs and activities.</b>
<b>Measure:</b>	<b>Percentage response to information requests from the public</b>
<b>Tasks:</b>	1. Respond to public information requests.

## Organizational Development Committee

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

**Outcome: An effective organization**

<b>Objective 5.1:</b>	<b>Obtain 100 percent approval for identified program needs by June 30, 2006.</b>
<b>Measure:</b>	<b>Percentage approved for identified program needs</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Review workload and resources to streamline operations, target backlogs and maximize services.</li> <li>2. Develop budget change proposals to secure funding for needed resources.</li> <li>3. Perform strategic management of the board through all committees and board activities.</li> <li>4. Manage the board's financial resources to ensure fiscal viability and program integrity.</li> </ol>

<b>Objective 5.2:</b>	<b>Maintain 100 percent staffing of all board positions.</b>
<b>Measure:</b>	<b>Percentage staffing of board positions</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Continue active recruitment of pharmacists for inspector positions.</li> <li>2. Vigorously recruit for any vacant positions.</li> <li>3. Perform annual performance and training assessments of all staff.</li> </ol>

<b>Objective 5.3:</b>	<b>Implement 10 strategic initiatives to automate board processes by June 30, 2006.</b>
<b>Measure:</b>	<b>Number of strategic initiatives implemented to automate board processes</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Perform a feasibility study to establish the board's own computer system to track licensees and enforcement activities.</li> <li>2. Continue to work with the Department on the development and implementation of Professional Licensing and Enforcement Management System (PLEMS).</li> </ol>

<b>Objective 5.4:</b>	<b>Provide for communication venues to communicate within the board by June 30, 2006.</b>
<b>Measure:</b>	<b>Number of communication venues to communicate within the board</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Continue the Communication Team to improve communication among staff and host quarterly staff meetings.</li> <li>2. Continue Enforcement Team meetings with board members and enforcement staff.</li> <li>3. Convene inspector meetings to develop standardized investigation and inspection processes and earn continuing education.</li> </ol>

<b>Objective 5.5:</b>	<b>Annually conduct at least 2 outreach programs where public policy issues on health care are being discussed.</b>
<b>Measure:</b>	<b>Number of outreach programs conducted in one year</b>
<b>Tasks:</b>	<ol style="list-style-type: none"> <li>1. Attend outreach programs.</li> </ol>