California State Board of Pharmacy
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STATE AND CONSUMER SERVICES AGENCY
DEPARTMENT OF CONSUMER AFFAIRS
ARNOLD SCHWARZENEGGER, GOVERNOR

BOARD OF PHARMACY COMMITTEE ASSIGNMENTS

2004

Communication and Public Education Committee

Andrea Zinder (chair)
Richard Benson
William Powers
Kenneth Schell

Enforcement Committee

William Powers (chair)
David Fong
Stanley Goldenberg

Legislation and Regulation Committee

John Jones (chair)
James Acevedo
Kenneth Schell

Licensing Committee

Ruth Conroy (chair)
Richard Benson
Clarence Hiura
Kenneth Schell - Compounding
John Tilley - Compounding

Competency Committee

Kenneth Schell

Organizational Development Committee

John Tilley (chair)
Stanley Goldenberg

Revised 06/29/04

State of California | Department of Consumer Affairs

Memorandum

To: **Board Members** **Date: June 28, 2004**

From: **Organizational Development Committee**

Subject: **Action Items and Report on the Meeting of June 22, 2004**

The Organizational Development Committee met on June 22, 2004, in a teleconferenced meeting. Minutes of this meeting are provided in this tab section as Attachment A (following the numbered attachments referenced below).

Action Items

Item 1:

Proposed Modification of the Board's Strategic Plan 2004/05

Recommendation 1: Modify Item 1 of the environmental scan of the board's strategic plan for 2004/05, to include issues arising from consumers purchasing drugs from foreign sources.

At the last board meeting, the board approved its strategic plan for 2004/05. When compiling the final changes to the plan, staff noticed that there was no mention of consumers purchasing drugs from foreign sources in the environmental scan (which was completed in early 2002). The environmental scan identifies issues that impact the board's operations and policies. The committee believes that such an inclusion is necessary in the board's strategic plan for 2004/05. Some of the sentences below have been reordered. New material is indicated by underscore; recommended deletions are indicated in strikeout.

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.

~~Regardless~~ 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 pharmacy. 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.

~~Consequently, tier or bid pricing strategies may evolve by manufacturers.~~
~~expanded patient rights will lead to higher costs to everyone.~~

Item 2:

Proposed Board Member Voting Policies

Recommendation 2: Establish parameters for board quorum and counting votes during board meetings and on mail ballots

Background:

During the January Board Meeting, a question arose about whether board members who vote as "abstain" during a board vote were actually voting or not. And if voting, how the votes should be tallied.

The committee has worked with the department's Legal Office to craft guidelines for board votes during board meetings and on mail ballots. The committee discussed the need to clarify voting parameters for the board with respect to quorum requirements and when a motion passes or fails. The Legal Office was asked to draft guidelines, but did not complete this process. Instead the board's legal counsel suggested that the board develop its own polices.

The board generally follows Robert's Rules of Order when a parliamentary question arises; however, these rules were developed for the public sector. The committee discussed various quorum and voting issues and developed recommendations for the board.

Motion: that the board adopt the following as voting parameters for public meetings and mail votes:

Quorum

Under law, quorum is defined as seven members (California Business and Professions Code section 4200(b)).

The board will use the following criteria in counting votes on a given motion or decision (this includes motions during board meetings and mail votes on disciplinary matters).

The board must have a quorum of members present to take an action.

- There must be at least seven members voting for the board to take an action or position on an item.
- A motion passes if a majority of those voting votes for the measure.
- Abstentions count as votes for purposes of establishing a quorum, but do not count as votes for or against the measure. Abstentions simply mean that the abstaining board member will go along with the majority decision of the board.

  For example, if seven members are present, and four members abstain from voting, then:

  A vote of 2 Aye, 1 Nay and 4 Abstain would mean that the motion passes

  (the majority vote is 2 versus 1, with 4 agreeing to go along with the majority of those voting)
- The board president may determine to vote or not vote on any matter before the board.

The final policy adopted by the board will be included in the *Board Member Procedure Manual.* This manual revision to reflect current board policies and operations, and is a future project of the committee. Proposed modifications to the entire manual will be brought to the board for review and approval during a future board meeting.

Information Only

Item 3:

Budget Issues:

1. **Workload Priorities Adjusted:** The board has had to reprioritize workload to address staffing shortages. Changes enacted by SB 361 in January on pharmacy technician and pharmacist licensure examination processing functions have been implemented. A great deal of staff time is now being invested in education activities surrounding SB 151, which alters the requirements for prescribing and dispensing controlled substances.

The state hiring freeze, which has been in effective since 2001, will expire July 1. The board will hire additional staff to perform some office functions. These will be temporary staff except for one inspector position, because we have no other vacant positions. Money will be redirected principally from printing to fund these positions.

2. **E-Mail Notification Planned to Reduce Printing and Postage Costs:** A major efficiency planned for the future is the Public Education Committee's subscriber e-mail system that will allow interested parties to list their e-mail address with the board, and then they will be e-mailed when new items are posted on the board's Web site, which the subscribers can then download. This system has the potential to increase communication with licensees and others at virtually no cost to the board. It could eliminate publishing and postage costs for newsletters and *Health Notes.* It would allow the board to advise licensees of new law changes, new regulations, product recalls, and even action items from board meetings. The board will be the first agency to use this new system, which supposedly will occur around July 31.

1. **AG Office's Hourly Rates Increase:** The AG's hourly rates for legal services increased April 1, and will increase again on July 1. These higher rates will increase the costs for legal services from the AG's Office. For next year the board has received a $135,000 augmentation to permit the board to buy the same number of legal services hours (at the April 1 rate) as we were budgeted for in 2003/04.

	Rate Previously	Rate April 1	Rate July 1
Attorneys in the LA Office	$120/hr	$132/hr	$139
Attorneys in other AG Offices	112	132	139
Legal Assistants	53	91	91

Until this fiscal year, for the last five years, the board's AG budget has been under-funded. Despite budget change proposals seeking augmentation, the board's AG budget has not been adequately funded. In 2003/04, the board did not use its full AG budget of $780,000, due to the new citation and fine program, case management and because the Board of Registered Nursing received extra funding so that the AG could work its cases. The work on the BRN cases reduced the number of attorneys available to work on board cases.

2. **CURES Support From Board to Increase?:** Last year, in response to the board's omnibus legislation in 2001 to extend CURES, certain regulatory boards (Pharmacy, Medical Board, Nursing Board, Dental Board, Osteopathic Board) were tapped to fund CURES data collection costs because the state's General

Fund could not support it. Last year, the board funded $68,000 for CURES data collection and analysis contracts. For 2003/04, the board was notified in January that the DOJ was seeking $92,000 from the board. The documentation for the additional expenses was inadequate to justify the expenditures, so the board approved funding for CURES at $68,000. The DOJ was advised to attend this meeting to seek the additional $24,000 if it still wished to seek this funding.

3. **DOI Repayment:** The department owes the board about $135,000 in overpayment collected for Division of Investigation Services the board did not use over the last four years. The department will repay this amount at the end of 2003/04.
4. **Board Member Expenditures and Reimbursements:** Chart 1 lists the expenses of board members that have been submitted this fiscal year. Board members will be reimbursed for time spent performing board business outside of board meetings at the end of the fiscal year. (Hours spent in board meetings have been reimbursed.)

Item 4:

Budget Update for 2003/04:

The fiscal year ended June 30, 2004. Final budget figures for the year will not be available until late August.

As a review, since July 1, 2003 (the beginning of this fiscal year), the board has:

- Lost six positions vacant on June 30, 2003
- Taken a 12 percent (or $411,000) cut in Personnel Services. Most of this was linked to the loss of the six positions; additionally $12,000 in board member compensation was lost as was all overtime and $9,000 from operating expenses. No staff at the board was laid off to meet the 12 percent reduction.

1. **Revenue for 2003/04:** The board's projected revenue for the year is now $6,397,387. This is comprised of $5,399,034 in fee revenue (84.4 percent) and $92,246 in interest and misc. fees (1.4 percent).
   - The board collected $750,973 in citation revenue during the first 11 months of the year (11.7 percent).
   - Additionally $155,135 has been collected as cost recovery through June 1 (2.4 percent).
2. **Expenditures for 2003/04:** The most recent estimates prepared by the Department of Consumer Affairs (March 2004) now set estimated expenditures for the year at $6,901,670. This figure does includes the 12 percent reduction in personnel expenditures.
   The projected expenditures for the year are:

Personnel:	53.5 percent
Pro rata to DCA:	13.9 percent

Enforcement (AG. OAH):	11.8 percent
Facilities Operation:	4.9 percent
Contracts:	3.9 percent
Travel:	3.3 percent
General Expense:	3.2 percent
Exam:	2.3 percent
Postage:	1.3 percent
Communications:	1.0 percent
Printing:	1.0 percent

3. **Update: Board Fund Condition:** Last year the board loaned $6 million from its fund (the board's "savings account") to the state's General Fund. Repayment of this loan is required if the board will enter a deficit situation. This year, the board is expected to spend at least $600,000 more than it projects it will collect in revenue. As such, the amount of money in reserve in the board's fund is important. The board will not have a deficit in its fund until sometime in 2005/06. A new fund condition will be provided at the October Board Meeting that contains the final budget figures for 2003/04.

For 2004/05:

4. **2004/05 Board Budget Approved:** As of today, the new state budget is not yet signed. The board's budget contains no new spending proposals, and as such, the board will continue to operate in the same manner, and with the same resources, as in 2003/04.
5. **No Funding Increases for New Programs:** The Governor's Office and the Department of Finance have stated in recent budget instructions that there will be "no discretionary funds available from any fund source for new initiatives or program expansion." As such, any new legislative mandates or program modifications must be funded within existing funding. The board has not sought additional funding for future years' budgets due to this directive.

Item 4:

Personnel Update

In January, Inspector Rosie Yongvanich resigned from the board to become a full-time parent. The board is seeking has begun recruitment to fill the vacancy.

Three board staff are on parental leave: Manager Anne Sodergren, Legislative Coordinator Paul Riches, and Inspector Cindy Drogichen Rich.

Inspector Bob Venegas recently completed a two week training in Virginia, provided by the FBI. The Drug Enforcement Administration pay for this investigator training. This was an honor for both the board and Inspector Venegas.

Chart 1

Board Member Reimbursement and Expenses

Chart 1
Board Member Reimbursement and Expenses
2003/04

Board Member	Hours	Travel	
	Bd Meeting	Expense	Airfare through April 2004
James E. Acevedo	40	$0.00	$1,186.58
Richard L. Benson	83	$777.07	$472.96
Ruth M. Conroy	40	$0.00	$740.16
David J. Fong	91	$866.67	$387.20
Stanley Goldenberg	265	$2,074.02	$1,298.84
Clarence Hiura	132	$1,533.90	$585.00
John D. Jones	281	$1,896.16	$2,268.00
William Powers	163	$326.35	$617.98
Kenneth H. Schell	40	$655.15	$1,530.68
John Tilley	88	$0.00	$482.60
Andrea Zinder	51	$232.70	$624.00
Don Gubbins	27	$174.55	$184.00
Total Hours	1300 hours (163 Days) $16,300.00	$8,536.57	$10,378.00

Attachment A

Minutes of the Organizational Development Committee

June 22, 2004

California State Board of Pharmacy
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STATE AND CONSUMERS AFFAIRS AGENCY
DEPARTMENT OF CONSUMER AFFAIRS
ARNOLD SCHWARZENEGGER, GOVERNOR

ORGANIZATIONAL DEVELOPMENT COMMITTEE
June 22, 2004
Meeting Minutes

Board of Pharmacy
400 R Street, Suite 4070
Sacramento, CA 95814

Via Teleconference with Committee Members

Present: **John Tilley, President via telephone**
Stan Goldenberg, Member
Patricia Harris, Executive Officer
Virginia Herold, Assistant Executive Officer

Call to Order

Chairperson Tilley called the meeting to order at 3:30 p.m.

Annual Update the Board's Strategic Plan

At the April Board Meeting, the board approved its strategic plan for 2004/05. Upon final compilation of the plan, Ms. Herold noted that there is no mention of Canadian drugs, or importing drugs from outside the US in the environmental scan. The committee agreed that this needs to be modified.

The committee drafted a new entry for issue 1 of the environmental scan -- the cost of medical/pharmaceutical care.

Motion: Modify issue 1 of the Environmental Scan:

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. ~~Regardless~~ 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 pharmacy. 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.

~~Consequently, tier or bid pricing strategies may evolve by manufacturers. Expanded patient rights will lead to higher costs to everyone.~~

Board Member Procedures and Procedure Manual

The committee discussed the need to clarify voting parameters for the board with respect to quorum requirements and when a motion passes or fails. The Legal Office was asked to draft guidelines, but did not complete this process. Instead the board's legal counsel suggested that the board develop its own polices.

The board generally follows Robert's Rules of Order when a parliamentary question arises; however, these rules were developed for the public sector. The committee discussed various quorum and voting issues and developed recommendations for the board.

Motion: that the board adopt the following as voting parameters for public meetings and mail votes:

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- A motion passes if a majority of those voting votes for the measure.
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  For example, if seven members are present, and four members abstain from voting, then:

A vote of 2 Aye, 1 Nay and 4 Abstain would mean that the motion passes (the majority vote is 2 versus 1, with 4 agreeing to go along with the majority of those voting)

- The board president may determine to vote or not vote on any matter before the board.

Once the final components are adopted by the board, they will be added to the *Board Member Procedures Manual.*

360-Day Status Report on the Department of Consumer Affairs' Internal Audits Office Operational Audit of the Board

The Board of Pharmacy had a number of action items arise from its Sunset Review; most of the items have been initiated or completed.

Additionally as part of the sunset review, the department's Internal Audit Office reviewed the board's operations from October 2002 to February 2003. The audit looked at the board's internal controls, compliance with all state requirements, the licensing of pharmacists and technicians, enforcement matters and cashiering. (The department typically audits every agency undergoing sunset review.)

The Organizational Development Committee has been tracking these recommendations to review board progress. Ms. Herold shared the board's 360-day post audit status report as a final response to the audit.

The committee reviewed this report. Ms. Herold noted that this ends our reporting requirement to the department on the audit.

Budget Update Report

The committee initiated its quarterly review of the board's budget and economic condition. Deficits in the state budget are projected for the next few years, and budget restrictions are in place.

Since July 1, 2003 (the beginning of this fiscal year), the board has:

- Lost six positions vacant on June 30, 2003
- Identified a 12 percent (or $411,000) cut in Personnel Services. Most of this was linked to the loss of the six positions; additionally $12,000 in board member compensation was lost as was all overtime and $9,000 from operating expenses. No staff at the board were laid off to meet the 12 percent reduction.
- Been advised that it cannot purchase three vehicles to replace existing vehicles assigned to inspectors (these vehicles were scheduled for replacement last year).

New Budget Items and Issues:

- ***2004/05 and Future Year Budgets***

Ms. Herold stated that the Legislature is still holding hearing to review the state's budget for the next year (that starts July 1). The budget contains no new spending proposals for the board, and as such, the board will continue to operate in the same manner, and with the same resources, as this year.

No budget augmentations are being sought by the board for 2005/06 and future years via the budget change proposal process.

- ***Redirections and Program Efficiencies to Offset Budget and Staffing Shortages***

The committee reviewed the backlog report dated June 1, that was submitted to the administration. This report reflects the status of the board's licensing and enforcement activities with respect to processing times. .

Ms. Herold stated that workload priorities will continue affect how the board performs duties. For example, the board's priorities are to process consumer complaints and review and issue licenses. The board has recently begun issuing pharmacists' licenses, and is doing so within two business days of receipt of the fee.

The committee also reviewed materials about the California Performance Review, which seeks to reorganize government into a more logical and beneficial arrangement.

A major efficiency planned for the future is that the Public Education Committee is seeking a subscriber e-mail system that will allow interested parties to list their e-mail address with the board, and then they will be notified of new items posted on the board's Web site, which they can then download. This system has the potential to increase communication with licensees and others at virtually no cost to the board. It could eliminate publishing and postage costs for newsletters and *Health Notes.* It would allow the board to advise licensees of new law changes, new regulations, product recalls, and even action items from board meetings. The goal is to implement this system by July 31. The department is working to aid the board in this, and plans to offer this software to other boards in the department as well.

- ***Attorney General's Office Hourly Rates Increase***

The Attorney General's Office hourly rates for legal services have increased effective April 1. The board will have to absorb this increase for this year, and may not receive any increase in funding for the same level of service for next year. Additionally, the rates will increase again on July 1.

	Previously	Rate April 1	Rate July1
Attorneys in the LA Office	$120/hr	$132/hr	$139
Attorneys in other AG Offices	112	132	139
Legal Assistants	53	91	91

Ms. Herold explained that the overall impact of this will be to increase overall spending for AG services (last year the board spent $865,000, and down from $1 million the year before) if the board continues to use the same number of hours. For the last five years, the board's AG budget has been underfunded, and despite budget change proposals seeking augmentation, the board's AG budget has not been adequately funded, requiring the board to redirect money from other program areas (AG spending is a priority).

This year, the board's AG spending is down. This is due to multiple reason, the implementation of new citation and fine provisions, the one-time augmentation of AG services for the Board of Registered Nursing (which reduces the number of AG hours available for other agencies), and due to board case management, AG expenditures are projected at $712,000.

- ***CURES Support by Board to Increase?***

Last year, in response to the board's omnibus legislation in 2001 to extend CURES, certain regulatory boards (Pharmacy, Medical Board, Nursing Board, Dental Board, Osteopathic Board) were tapped to fund CURES data collection costs because the state's General Fund could not support it. Last year, the board funded $68,000 for CURES data collection and analysis contracts. For 2003/04, we learned in January that the DOJ is seeking $92,000 from the board. The board received minimal documentation for the additional expenses, and this documentation does not support the increase. Since the additional $24,000 is not funded, staff has amended the contract to $68,000 and advised the Department of Justice that additional funding would have to be approved by the board during the July Board Meeting if the Department of Justice wanted to pursue the additional $24,000. To date, we have not heard back from the DOJ.

- ***Repayment of Division of Investigation Overcharges***

The department's Division of Investigation (DOI) provides investigation services to most agencies within the department. The DOI's investigators are peace officers (the board's inspectors are not), and so can undertake criminal investigations and prosecutions. About six years ago, the board sought a limited number of DOI's investigators' time to pursue some of the most serious cases criminally. The board received funding for approximately 100 hours per year of investigative time. However, this arrangement never worked out as the board had hoped, and the board did not use the hours allocated to the DOI.

The method by which agencies fund DOI is based on actual use two years before (actual hours used times the DOI's hourly rate). For several years and because the board never used DOI as much as projected, the board was overcharged for DOI services. Currently the board is seeking repayment for this overcharge, which is approximately $153,000 ($56,000 more was repaid to the board's fund last year). The department has advised the board that it will repay the board for this overcharge this year.

- ***Revenue for 2003/04***

  The board's projected revenue for the year is $5,640,544. This is comprised of $5,420,423 in fee revenue and $220,121 in interest.

  Actual fee revenue is likely to be approximately 10 percent higher than the $5.4 million, but interest revenue will be substantially less (this figure is calculated by the Department of Finance, and is $100,000 more than last year's actual interest income, which was collected on a larger balance in our fund).

  Not included in the projections is revenue collected from citations, which as of June1 was $875,000. Additionally $110,719 has been collected as cost recovery as of March 1 this year.

- ***Update: Board Fund Condition***

  Last year the board "loaned" $6 million from its fund (the board's "savings account") to the state's General Fund. Repayment of this loan is required if the board will enter a deficit situation.

  This year, the board is expected to spend at least $1.6 million more than it projects it will collect in revenue. As such, the amount of money in reserve in the board's fund is important. However, current projections are that we will not have a deficit in our fund until sometime in 2005/06.

Personnel Update Report

Ms. Herold again stated that this fiscal year the board had to take a 12 percent reduction in its personnel services budget. The majority of this cut came via the mandatory elimination of all positions vacant on June 30, 2003. In the case of the board, this was six positions. The positions we lost were:

- Three inspectors
- One associate analyst (licensing of sites)
- One office technician (licensing of sites)
- One office technician (receptionist)

Board members can receive compensation for the non-board meeting hours they contributed this year as board members. Last July, the board suspended its

payment of board members for hours spent performing non-board meeting duties due to budget reduction. However, because the board has not spent all of its funding for the year, board members may be reimbursed for the hours they have submitted performing board business outside of the four quarterly meetings.

Vacancies:

The Schwarzenegger Administration has indicated that it will end the hiring freeze on July 1.

Inspector Rosie Yongvanich resigned in mid-January to become a full-time parent. This created a vacant inspector position, for which the board is recruiting.

The board itself also has two public board member positions vacant; these positions were created January 1, 2004, and are Governor appointments.

The board has three staff on parental leave (Inspector Cindy Drogichen-Rich, Manager Anne Sodergren, and Legislative Coordinator Paul Riches).

Adjournment

There being no additional business, Chairperson Tilley adjourned the meeting at 4:55 p.m.

Board of Pharmacy
Fourth Quarterly Status Report

Strategic Goals
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, 2005.**
Measure:	**Percentage approved for identified program needs**
Tasks:	1. Review workload and resources to streamline operations, target backlogs and maximize services. *Oct. 2003: Board implements and identifies a number of legislative and regulatory proposals to streamline applications and application processing, complaint resolution and investigation procedures. These include:* - *citations and fines being issued by the executive officer instead of a committee of the board.* - *New requirements enacted for pharmacy technicians and use of NAPLEX exam* - *status calls on applications pending less than 8 weeks are not answered* - *processing of fingerprint clearances and conviction information altered* - *statutory or regulation changes proposed for applicants for pharmacist, pharmacy technicians, interns, wholesalers and non-resident wholesalers.* - *All Sacramento staff assigned to cover phones as routine duties* - *Board's Web site will be revamped to make information more accessible* - *Enforcement actions against licensees will be integrated into the License Verification function of the Web page to facilitate disclosure of information to the public* *Jan. 2004: Board modifies procedures for processing pharmacy technicians so that all information required to make a licensing decision is submitted at one time (previously the various required components could each be submitted at any time, creating a substantial workload to match information to files.). The goal is to reduce the volume of individual pieces of application information that are submitted at different times* - *All staff are assigned to answer phones in four-hour blocks to fill behind the board's part-time receptionists and still provide phone coverage for the public. The telephone tree is redesigned to place calls immediately on hold, without the direct intervention of a board operator.* - *Address of record information was placed online in mid-December. This eliminates the need for staff to provide this publicly releasable information.*

	-Enforcement information will be soon added to the Web site so complete license verification information will be available on the Web site. *-Board procedures for issuing citations and fines and changed to make it easier to respond to public inquiries.* *- Data systems for monitoring enforcement cases assigned to board staff are integrated so that only one report is prepared monthly instead of two.* *March 2004: Contracts for CPJE in place; board begins notification of candidates for pharmacist licensure they may take CPJE examination. Over 750 applications processed by end of month* *- Board seeks subscriber service to board's Web site as a possible means for future communication with licensees, applicants and the public.* *April 2004: Pilot testing of Web site enforcement look up completed and process made available online.* *- NAPLEX available to California applicants for pharmacist licensure.* *- Security processes for data transfer among entities providing examination services under development.* *June 2004: Exam scores released and licensure of new pharmacist begins under new examination structure.* 2. Develop budget change proposals to secure funding for needed resources. *August 2003: Budget instructions from Department of Finance specify that no program augmentations will be made this year; any increase in resources must come via redirection from within an agency's budget. As such the board dissolves plans for BCPs to augment AG resources and fund a job analysis.* 3. Perform strategic management of the board through all committees and board activities. *October 2003: Strategic plan updates from all committees provided to board for review during board meeting.* *January 2004: Strategic plan updates from all committees provide to board for review during board meeting. Additionally committee readies plan for 2004 update of board strategic plan, planned for the April 2004 meeting.* *April 2004: Strategic plan for each committee and overall plan for the board reviewed and approved by board for 2005.* *July 2004: Strategic plan modified to accommodate work done on Canadian drugs. Strategic plan updates from all committees provided to board for review during board meeting.* 4. Manage the board's financial resources to ensure fiscal viability and program integrity. *October 2003: Full budget report provided to board on fund condition, revenue, expenditures, and mandatory budget reductions.* *January 2004: Budget report provided to board on fund condition, revenue, expenditures and mandatory budget reductions.* *April 2004: Full budget report provided to board on fund condition, revenue, expenditures, and mandatory budget reductions. Board pursues departmental assistance for a funding augmentation for 2004/05 for legal services from the Attorney General's Office to retain same level of service at higher fee rates now in effect by the AG's staff.* *July 2004: Full budget report provided to board on fund condition,*

	revenue, expenditures, and mandatory budget reductions. Board receives notification it will receive a $135,000 funding augmentation for 2004/05 for legal services from the Attorney General's Office to retain same level of service at higher fee rates now in effect by the AG's staff.
Objective 5.2: **Measure:**	**Maintain 100 percent staffing of all board positions.** **Percentage staffing of board positions**
Tasks:	1. Continue active recruitment of pharmacists for inspector positions. *July 2003: Three vacant inspector positions lost due to executive order mandating elimination of any position vacant on June 30, 2003* *September 2003: Department of Consumer Affairs notifies board that it is discontinuing the continuous application process for board inspector positions. The board has no vacant inspector positions and DCA can no longer dedicate staff to this function without a corresponding need by the board to have the civil service exam given.* *January 2004: Two inspectors on parental leave; however the board has no vacancies. Board has requested the department to give an annual inspector exam so that the civil service list for this classification remains active.* *February 2004: One inspector formerly on parental leave resigns from board. Board seeks recruitment of pharmacists from other state agencies on layoff lists. No such pharmacists exist, and the board submits a freeze exemption to fill the position.* *April 2004: One inspector on parental leave. Freeze waiver for one vacant inspector position undergoing review by the Department of Finance.* *June 2004: Hiring freeze ends at end of fiscal year. Board initiates actions to fill vacant inspector position, and hire seasonal staff to aid with workload.* 2. Vigorously recruit for any vacant positions. *July 2003: Six vacant positions lost due to executive order mandating elimination of any position vacant on June 30, 2003 – three inspector positions, one receptionist, one office technician for site licensing, one associate analyst for site licensing. As a result, the board has no vacant positions.* *January 2004: The board has no vacant positions* *April 2004: The board is seeking a freeze exemption for its vacant inspector position.* *June 2004: Freeze waiver not processed by the Department of Finance because freeze will end June 30. Board begins recruitment for vacant inspector position, and to hire seasonal staff.* 2. Perform annual performance and training assessments of all staff. *December 2003: All inspectors have annual performance assessments done by their supervisors. State budget restrictions on training may impede the ability of the board to provide all training needed or desired by inspectors.*

Objective 5.3: **Measure:**	**Implement 10 strategic initiatives to automate board processes by June 30, 2005.** **Number of strategic initiatives implemented to automate board processes**
Tasks:	1. Perform a feasibility study to establish the board's own computer system to track licensees and enforcement activities. *July 2003: Department of Finance issues budget instructions stating all computer installation projects and proposals are postponed due to budget crisis.* 2. Continue to work with the Department on the development and implementation of the Professional Licensing and Enforcement Management System (PLEMS). *November 2003: Department of Finance denies Department of Consumer Affairs' PLEMS feasibility study report. Department discontinues project. Board suggests reassignment of existing information technology staff to resume programming modifications to existing CAS system which were reassigned to develop PLEMS. This will prevent board from realizing one finding of DCA's Internal Audits Office – to have only one tracking system in place at the board.* 3. CURES *November 2003: Board Inspector develops program to integrate CURES data into board's pharmacy inspection tracking program, so that summary CURES data is immediately retrievable when looking at a pharmacy's record.* 4. Board seeks software to allow subscribers to the board's Web site to be notified when the Web site is updated. 5. Miscellaneous Projects *January 2004: Board purchases new printers for board office to provide more efficient use of board's new file server.* *May 2004: Board meets with department's OIS staff on board strategic priorities for automation. The need to allow online renewal is the board's #1 priority. The board stated its desire for online submission of applications, an automated tracking system (PLEMS) and the ability of applicants to identify the status of their applications online.* 6. Pharmacist Licensure Examinations: *March –June 2004: New and secured systems developed to transmit data to and from vendors of the NAPLEX and CPJE exams, provide results to candidates in an automated fashion as much as possible.* 7. Provide equipment to facilitate performance of board duties *June 2004: New computers ordered for inspectors, new integrated communication systems ordered to allow access of e-mail from field. Provision of postage system in inspectors' home office to eliminate the need for frequent trips to the post office.*

Objective 5.4:	**Provide for communication venues to communicate within the board by June 30, 2005.**
Measure:	**Number of communication venues to communicate within the board**
Tasks:	1. Continue the Communication Team to improve communication among staff and host quarterly staff meetings. *July 2003: quarterly staff meeting made discretionary for board inspectors due to lack of a state budget. TCT hosts annual picnic for all Sacramento staff and a number of inspectors who travel to Sacramento.* *Sept. 2003: TCT conducts mail-ballot election to replace vacancy of one analyst on the TCT* *October 2003: to reduce travel expenses, quarterly staff meetings are converted to biannual meetings (July and December), as such no TCT quarterly meeting held.* *December 2003: TCT hosts staff meeting and team building activities for all board staff. Board members provide Christmas lunch to staff.* *March 2004: LA-based inspector staff attend Enforcement Team Meeting in Burbank.* *June 2004: TCT hosts staff meeting and annual staff picnic* 2. Continue Enforcement Team meetings with board members and enforcement staff. *July 2003: Enforcement team meeting held in Sacramento. To reduce travel expenses, quarterly team meetings with all enforcement staff will be converted to biannual meetings. Supervising inspectors will provide inspector meetings to update Los Angeles-based staff.* *Sept. 2003: Enforcement team meeting held in Sacramento. Los Angeles inspectors not present, but supervisors hold inspector meeting in LA for these staff to reduce travel expenses.* *Dec. 2004: Enforcement Committee and Enforcement Team meetings held with all board enforcement staff.* *March 2004: Enforcement Staff meet in Los Angeles as part of Enforcement Team Meeting.* *June 2004: Enforcement team meeting in Sacramento.* 3. Convene inspector meetings to develop standardized investigation and inspection processes and earn continuing education. *July 2003: inspector meeting held in conjunction with Enforcement Team meeting.* *Sept. 2003: inspector meeting held in Northern and Southern CA. Topics include development of new procedures, case presentation and review, and workload discussions.* *Dec. 2003: inspector meeting held with all inspectors. Computer modifications incorporated onto all inspectors' computers.* *March 2004: inspector meeting planned for late May to focus on improving investigation reports.* *May 2004: Inspectors hold four-day inspector workshop in Fresno to provide training and discussion of investigations.* *June 2004; Inspectors have one-day inspector meeting as part of semi-annual meetings.*

Objective 5.5:	**Annually conduct at least 2 outreach programs where public policy issues on health care are being discussed.**
Measure:	**Number of outreach programs conducted in one year**
Tasks:	1. Attend outreach programs. *September 2003: President Jones attends NABP's District VII and VIII meeting* *October 2003: Board participates in CSHP's Annual Seminar in Sacramento* *November 2003: Board participates in development of Emergency Contraception Protocol for pharmacists, as required by SB 490 (Alpert, Chapter 651, Statutes of 2003)* *December 2003: Staff attend USC Seminar in Balancing the Rx Cost/Benefit Equation* *January 2004: Board participates in CPhA's Outlook 2004* *April 2004: Board members attend NABP's annual meeting.* *June 2004: Board participates in public policy discussion regarding importation of Canadian drugs hosted by the Pharmacy Foundation of California..*