



CALIFORNIA STATE
BOARD OF PHARMACY
STRATEGIC PLAN
2022–2026



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MESSAGE FROM THE BOARD PRESIDENT

On behalf of the California State Board of Pharmacy, I am pleased to present the Board's Strategic Plan for 2022–2026.

Although intended to serve as a guide for coming years, the plan is reviewed annually to ensure the Board addresses current issues consistently with its stated goals and objectives. It is a living document that provides flexibility in meeting ongoing changes in public health, the marketplace, legislation, and other spheres within a framework established by the Board. The 2022–2026 Strategic Plan evolved from a process that included a survey of stakeholders and Board staff, interviews with Board members, and a planning session facilitated by the Department of Consumer Affairs' Office of Strategic Organization, Leadership, and Individual Development (SOLID).

The Board historically carries out its mission of consumer protection through policies and initiatives that originate within its five standing committees: Communication and Public Education, Enforcement and Compounding, Legislation and Regulation, Licensing, and Organizational Development. The committees discuss respective strategic goals and objectives based on current and anticipated needs and demands of consumers and the pharmacy profession.

The Board's strategic goals and objectives reflect an ongoing commitment to continue improving its policies and performance to better serve consumers, licensees, and the public. In addition, specific objectives are updated annually to keep up with evolving trends in the practice of pharmacy, such as the addition of new types of facility licenses and changes in the roles of pharmacists, pharmacy technicians, and pharmacists-in-charge.

We invite stakeholders to review this Strategic Plan and to monitor and support the Board's progress toward its goals and objectives by participating in Board meetings, rulemakings, and other activities. Information can be found on the Board's website, www.pharmacy.ca.gov, and by signing up to receive “**News and Information**” alerts from the Board.



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ABOUT THE BOARD

A Brief History

Established in 1891, the California State Board of Pharmacy registered a total of 1,063 pharmacists and 369 pharmacist assistants in its first six years. Since then, the Board and the professionals and businesses it regulates have expanded tremendously. However, consumer protection remains at the forefront of its activities.

Today, the Board has 32 licensing programs with over 47,000 pharmacists, 550 advanced practice pharmacists, 6,500 intern pharmacists, and

70,000 pharmacy technicians. Its regulatory jurisdiction is varied and complex, ranging from large institutions to small programs. For example, in addition to nonresident sterile compounding pharmacies and outsourcing facilities that ship products into California, the Board physically inspects the locations of automated drug delivery system machines used to store prescription medications.

The Board has a highly diverse and complex licensing program for individuals and businesses. This structure reflects the careful and deliberative way the manufacturing, distribution and dispensing of prescription products are regulated in the United States. As the practice of pharmacy and the drug distribution system have evolved, the Board's regulatory programs have expanded. Likewise, as the complexity of services provided by pharmacies and drug distributors has grown, so has the Board's jurisdiction. The Board regulates licensees involved in distributing and dispensing medications into or from California from the time a drug leaves the manufacturer until it reaches the consumer.

Board Composition

The Board is comprised of 13 members: seven pharmacists and six public representatives.

Board Committees and Their Functions

The Board performs much of its advance work in committees. These committees develop and recommend policies that advance mission-related goals in the Board's strategic plan. The Board discusses, modifies, and acts upon committee recommendations at public meetings. In addition to standing committees, the Board has temporary task force or ad hoc committees and one specialized standing committee.

Committee Membership

Except for the Organizational Development Committee, each committee comprises licensee and public members. The board president designates the chairperson and vice chairperson. The chairperson coordinates the committee's work, leads the meetings, provides a report to the Board, and ensures progress on the Board's strategic priorities. Agendas and meeting materials are posted online before meetings. Committees typically meet quarterly; the public is encouraged to attend and provide comment. The chairperson provides a report on issues for members to discuss and consider at the Board meeting. After detailed study at one or more meetings, the committee may vote on a policy recommendation to the Board. Recommendations do not become Board policy until the topic is publicly noticed, discussed, and voted upon by the full Board. Committee meetings enable members, staff, and the public to discuss and resolve issues related to the Board's jurisdiction. The process encourages public participation and assists the Board in evaluating policy changes and carrying out its strategic goals.

2016–2021 ACCOMPLISHMENTS

Throughout the COVID-19 pandemic, the Board has relied heavily on its extraordinary authority to issue waivers to provisions of Pharmacy Law and its regulations that, in the Board’s opinion, will aid in the protection of the public and the provision of patient care. It is with this authority the Board has taken quick and meaningful action to ensure continuity of patient care while balancing safety considerations for patients and licensees.

The Board has balanced focused opportunities to expand consumer access to pharmacist care in certain areas by adopting regulations governing pharmacist-provided HIV preexposure and postexposure prophylaxis, by adopting community pharmacy staffing regulations, and securing legislative changes to expand authority for pharmacists working under collaborative practice agreements and provisions for pharmacist-provided CLIA (Clinical Laboratory Improvement Amendments) waived tests.

The Board advanced on multiple fronts to combat the opioid epidemic and prevent prescription drug abuse in California. The Board also adopted a stringent inventory reconciliation regulation—California Code of Regulations, title 16, section 1715.65—requiring pharmacies to complete physical counts and reconciliation of Schedule II controlled substances every three months to help prevent loss or theft of opioids and other dangerous drugs. In addition, the Board implemented comprehensive regulations enabling pharmacists to establish prescription drug take-back services, which provide a safe and convenient means for consumers to dispose of unused, unwanted or expired drugs, created a statewide billboard campaign to raise awareness of prescription drug abuse, and provided comprehensive training programs on prescription drug abuse prevention.

The Board expanded its services to applicants and licensees by implementing systems to allow for the renewal of certain license types online and online licensure process for individuals seeking licensure as pharmacists.

MISSION



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

VISION



Healthy Californians through quality pharmacists' care.

VALUES



- Integrity
- Transparency
- Responsiveness
- Compassion

GOAL 1: LICENSING

The Board promotes licensing standards to protect consumers and allow reasonable access to the profession.

- 1.1** Evaluate, and change if appropriate, legal requirements for authorized duties that can occur outside of a pharmacy to reflect the dynamic nature of the practice of pharmacy.
- 1.2** Consider and pursue necessary changes in the law regarding various pharmacy practice settings to ensure variances in the practice are appropriate.
- 1.3** Explore, and pursue changes in law as appropriate, for the authorized duties of a pharmacy technician and potential expansion based on other jurisdictions to expand authorized duties.
- 1.4** Determine if application requirements for a pharmacist-in-charge (PIC) are appropriate to ensure sufficient knowledge, skills, and abilities for individuals seeking to serve as a PIC.
- 1.5** Engage with the California Division of Occupational Safety and Health (Cal/OSHA) on pharmacy working conditions to ensure sufficient resources and appropriate conditions exist to facilitate safe patient care.
- 1.6** Consider results, and change laws as appropriate, regarding the Office of Professional Examination Services audit of the California Multi-State Jurisprudence Pharmacy Examination and pharmacy law requirements to ensure exams are relevant.
- 1.7** Decrease licensing processing times to improve customer service and support applicants and licensees.
- 1.8** Streamline the licensing process to improve efficiency and staff performance.
- 1.9** Migrate the entire licensing process online to promote timeliness, reduce staff workload, and provide better customer service.

GOAL 2: ENFORCEMENT

The Board protects consumers by effectively enforcing laws, codes, and standards when violations occur.

- 2.1** Evaluate, and take necessary actions, regarding the causes and effects of medication errors to reduce errors.
- 2.2** Analyze enforcement outcomes to identify trends to educate licensees of common violations and improve patient outcomes.
- 2.3** Complete routine inspections of all licensed pharmacies at least every four years to proactively assess pharmacy operations and educate licensees.
- 2.4** Determine and reduce barriers to timely case resolution to improve consumer protection.
- 2.5** Assess, and pursue where appropriate, further use of a Standard of Care Enforcement Model to protect consumers.
- 2.6** Establish greater consistency in how inspectors interpret the law and carry out inspections to improve compliance, support licensees, and further patient care.
- 2.7** Write a Budget Change Proposal to increase the number of enforcement staff to ensure more regular inspections and investigations, and to improve case processing times.
- 2.8** Educate licensees about enforcement responsibilities to improve compliance and build relationships.
- 2.9** Assess pharmacist involvement in medication handling at locations not regulated by the Board of Pharmacy to increase patient safety and standardize care.
- 2.10** Evaluate if regulations align with federal regulations and standards governing the practice of compounding and pursue changes if appropriate, to ensure patient safety and assist licensees with education about standards.

GOAL 3: LEGISLATION AND REGULATION

The Board pursues statutes, regulations, and procedures that strengthen and support the Board's mandate and mission.

- 3.1** Consider, and advocate for necessary changes, regarding recognition for provider status for pharmacists to improve patient access.
- 3.2** Review, and update if necessary, existing regulations and statutes, to keep pharmacy law and its regulations current and inclusive for all.
- 3.3** Evaluate, and if appropriate, advocate, regarding barriers to patient care driven by outside entities, e.g., pharmacy benefit manager practices and drug manufacturers, to remove barriers to prescription and (specialty) medications.
- 3.4** Identify opportunities to leverage pharmacist knowledge, skills, abilities, and accessibility to create appropriate access points to care to improve health outcomes for the public.
- 3.5** Support legislation that increases scope of practice for pharmacists and pharmacy technicians to increase access and improve health outcomes for the public.
- 3.6** Promote legislation that ensures pharmacists are adequately provided with qualified resources to promote working conditions that minimize errors and improve health outcomes for the public.



GOAL 4: COMMUNICATION AND PUBLIC EDUCATION

The Board educates consumers, licensees, and stakeholders about the practice and regulation of the profession.

- 4.1** Develop a consumer education campaign to educate consumers about the Board and the importance of pharmacy services, including patient consultation.
- 4.2** Reevaluate, and update if necessary, educational materials related to pharmacy law to assist licensees in operating in compliance.
- 4.3** Promote the self-assessment process to educate licensees about the importance of the tool.
- 4.4** Create an educational program for the colleges of pharmacy and a required training prior to obtaining an intern license to ensure an understanding of the Board and its consumer protection mandate.
- 4.5** Increase outreach and education to licensees to expand knowledge of the Board and to promote compliance.
- 4.6** Create more webinars to post on the website to disseminate basic information.
- 4.7** Improve communication to licensees by personalizing it and decreasing verbiage to encourage licensee engagement.
- 4.8** Research creating a recognition program for pharmacists to help build relationships between public, licensees, and the Board.



GOAL 5: ORGANIZATIONAL DEVELOPMENT

The Board provides excellent customer service, effective leadership, and responsible management.

- 5.1** Secure the necessary resources to fulfill the Board's strategic goals to meet the Board's Vision.
- 5.2** Develop a formal onboarding program for new Board members to ensure new members are prepared.
- 5.3** Promote staff training and development to ensure staff retention and a positive work environment.
- 5.4** Continue Business Modernization activities to determine technology needs.
- 5.5** Develop staff through training and setting clear expectations to increase staff retention and support staff.
- 5.6** Improve public and licensee access to staff to provide better customer service and support licensees.






STRATEGIC PLANNING PROCESS

Information for this survey was gathered by surveying external stakeholders, board members, board management, and board staff using the following methods:

Interviews were conducted with nearly all board members and board executive management, completed during the months of March through July 2021, to assess the challenges and opportunities the Board is currently facing or will face in the upcoming years.

Online surveys were sent to board staff and stakeholders on April 4, 2021, closing on April 30, 2021. In the survey, employees and stakeholders provided anonymous input regarding the challenges and opportunities the Board is currently facing or will face in the upcoming years. A total of 31 employees and 2,261 stakeholders participated in the surveys.



The most significant themes and trends identified by the environmental scan were discussed by the Board members and the executive officer during the strategic planning session facilitated by SOLID Planning on September 23, 2021. This information guided the Board in the review of its mission, vision, and values while directing the objectives created for its new strategic plan.



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