



**CALIFORNIA
STATE BOARD
OF PHARMACY**

Environmental Scan

2026

*Prepared by
SOLID Planning Solutions
for the California State Board of Pharmacy*



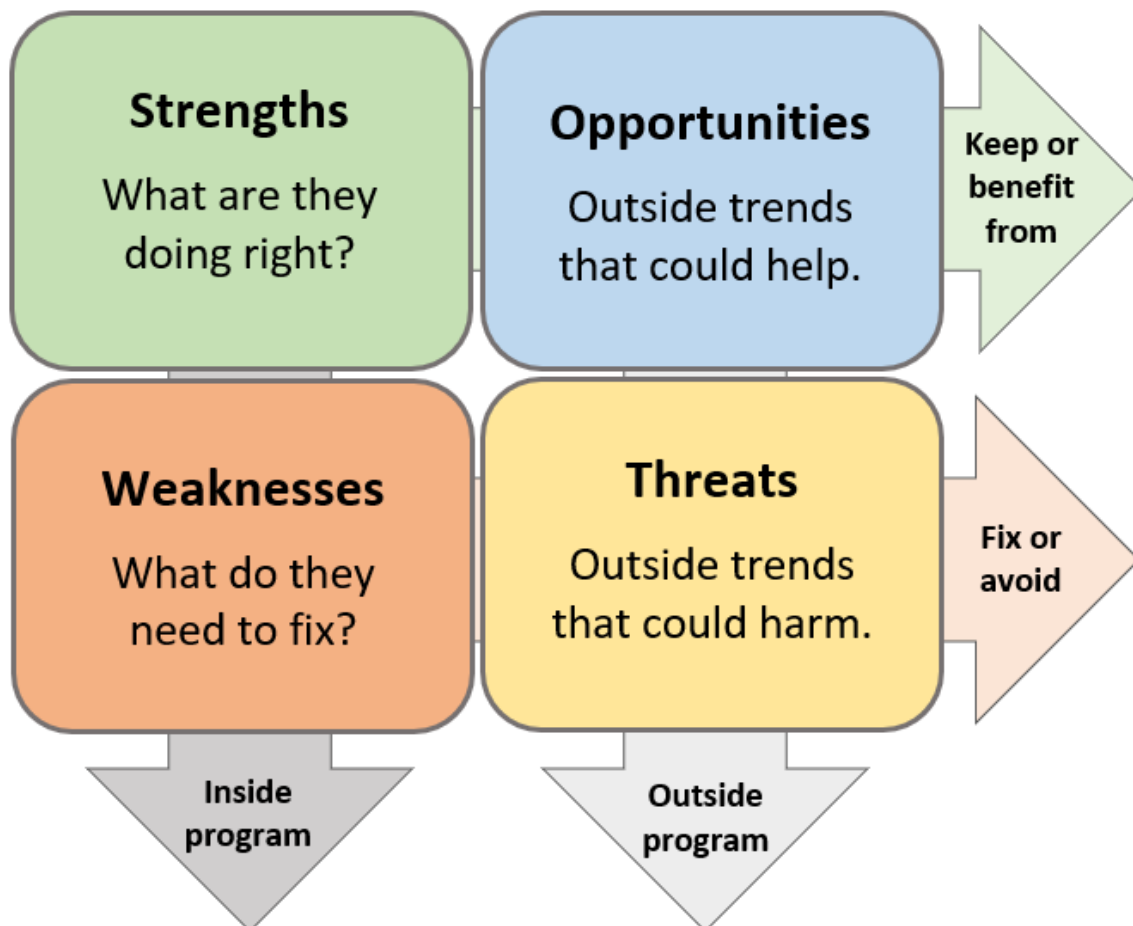
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Introduction

One of the first steps in developing a strategic plan is to conduct a scan and analysis of the internal and external environment in which an organization operates. This analysis allows the organization to look at the factors that can impact its success. This report is a summary of the environmental scan recently conducted by SOLID Planning (SOLID) for the California State Board of Pharmacy (Board) in the months of February and March 2026.

The purpose of this environmental scan is to provide a better understanding of external and internal stakeholder thoughts about the Board's performance and environment. SOLID followed the SWOT Analysis (strengths, weaknesses, opportunities, and threats) method to solicit feedback from stakeholders, where strengths and weaknesses refer to the Board's internal environment and opportunities and threats refer to the Board's external environment.



Diversity, Equity, Inclusion, and Accessibility in the Strategic Planning Process

In September of 2022, Governor Gavin Newsom, through [Executive Order \(N-16-22\)](#), strengthened the State's commitment to a "California For All" by directing state agencies and departments to take additional actions to embed equity analysis and considerations into their policies and practices, including but not limited to, the strategic planning process.

At the Department of Consumer Affairs, we are driven by our consumer protection mission and common goal to support our employees and the people and communities across California. As part of advancing the Governor's Executive Order, the Department's strategic planning process reflects our commitment to diversity, equity, inclusion, and accessibility (DEIA), incorporating inclusive public engagement and enhanced data collection and analysis.

The Department's DEIA Mission Statement: *To Advance a diverse, equitable, inclusive, and accessible California Department of Consumer Affairs for all.*

Diversity: *The inherent and acquired qualities, characteristics, and experiences that make us unique as individuals and the groups to which we belong.*

Equity: *Creating paths to equal outcomes by recognizing that some people and communities have unequal starting points driven by different histories, historical treatment, circumstances, strengths, and needs.*

Inclusion: *A practice to maintain a positive environment where all individuals feel recognized, understood, and valued.*

Accessibility: *Designing systems, environments, and experiences so that people of all abilities can access and engage with them, including people with disabilities.*

When reviewing feedback from the environmental scan and developing strategic objectives, consider the DEIA impacts of policy decisions. You may also want to review California Department of Health Care Access and Information (HCAI) data, available at: <https://hcai.ca.gov/data/data-and-reports/>.

Feedback

Feedback was solicited from external stakeholders, board members, and board executives, management, and staff regarding the Board's internal strengths and weaknesses as they relate to its goal areas (listed below) and external opportunities and threats as they relate to the profession and environment in which the Board operates.

1. Licensing
2. Enforcement and Compounding
3. Legislation and Regulation
4. Communication and Public Education
5. Organizational Development

This document summarizes responses, including areas where stakeholder groups agree and disagree, while providing insight to assist the Board in developing objectives for the upcoming strategic plan.

At the strategic planning session, the board executive team and board members will discuss and evaluate this information as a group to help create the objectives that the Board will focus on during its next strategic plan period.

If you have any questions about this report, please contact Sarah Irani with SOLID Planning at Sarah.Irani@dca.ca.gov.

Board Mission, Vision, and Values

The mission statement, vision statement, and/or values may be modified or recreated during the planning session.

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

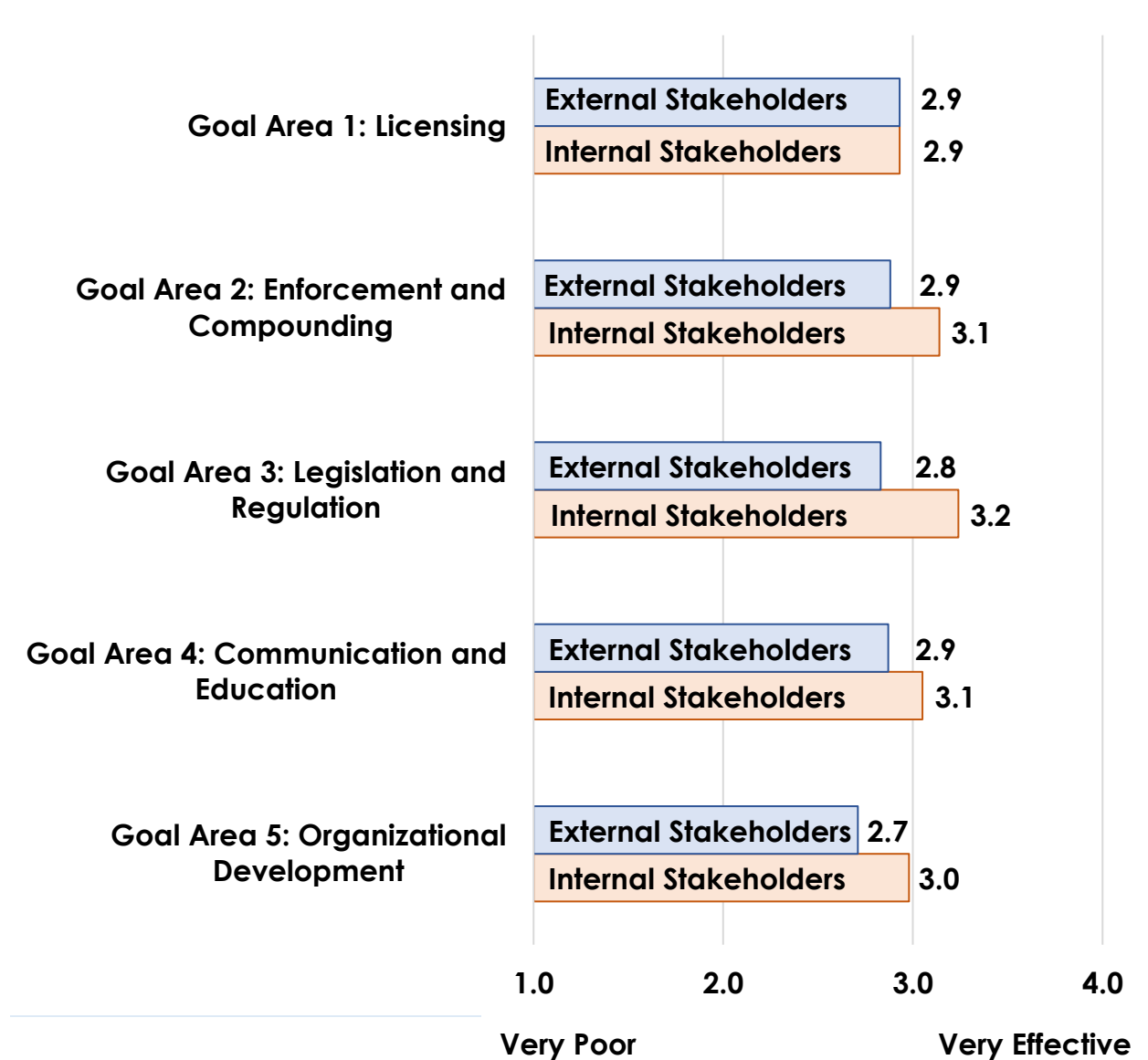
Healthy Californians through quality pharmacists' care.

Values

- Integrity
- Transparency
- Responsiveness
- Compassion

Overall Effectiveness

External stakeholders¹ and internal stakeholders² rated the Board's strategic goal areas on a scale of 1 (very poor) to 4 (very effective). The chart below displays the average ratings, with full details contained in the report.



¹ External stakeholders may include: licensees, those preparing to become a licensee, those who work in a related occupation, retired licensees, consumers/ consumer groups, professional associations/groups, schools, government agencies, and others. See [Appendix B](#) for a full list.

² Internal stakeholders include board staff, board management (e.g., senior managers, Career Executive Assignment (CEA), or supervising inspectors), and board members.

Goal Area #1: Licensing

Goal Area Definition: The Board promotes licensing standards to protect consumers and allow reasonable access to the profession.

Effectiveness Rating

Rating	External Stakeholders	Internal Stakeholders
Very Effective	25%	22%
Effective	52%	52%
Poor	15%	24%
Very Poor	8%	2%
Total %	100%	100%
Total Responses	1056	46

Summary of Licensing Strengths

1. External and internal stakeholders feel the Board does well with its communication.
 - a. External stakeholders say communication is clear, timely, and has improved over the years. They also appreciate the Board sending out surveys for feedback.
 - b. Internal stakeholders believe the Board does well in communicating with applicants and getting feedback from the public.
2. External stakeholders praise the Board for its clear requirements, saying the instructions and expectations for licensure are straightforward and easy to understand.
3. External and internal stakeholders appreciate the Board's high standards for licensing, saying the Board is very thorough and detailed oriented in its reviews of applications.
4. External stakeholders appreciate the Board's transition to online services, such as licensure applications, renewals, and payments. Stakeholders say the move has made the process more efficient, timely, and user-friendly.
5. External and internal stakeholders agree the Board has improved the timeliness of its responses and application processing.

6. Internal stakeholders praise licensing staff for their hard work, knowledge, patience, dedication to consumer protection, and strong customer service.
7. External and internal stakeholders both say the Board has a strong commitment to consumer protection.

Summary of Licensing Weaknesses

1. External and internal stakeholders agree that processing times could be improved.
 - a. External stakeholders say the application process across all license types is extremely slow, sometimes taking upwards of ten months to issue a license.
 - b. Internal stakeholders agree that processing times could be improved and note they are lengthy due to factors such as:
 - i. High influx of applications during graduation seasons.
 - ii. Renewals that are submitted less than one month prior to expiration.
 - iii. Time it takes to input information for inspectors.
2. Internal stakeholders say the Board's licensing unit is understaffed, stating the volume of work is too high for the number of staff available.
3. External and internal stakeholders both say that communication could be improved.
 - a. External stakeholders say it is difficult to contact the Board, stating there is a lack of response both over the phone and through email. Additionally, external stakeholders say information and feedback provided by staff can be unclear.
 - b. Internal stakeholders say the Board is not as responsive as it should be due to staff availability. They would like to see more direct communication, especially for deficient applications.
4. External stakeholders say response times need to be improved, stating that it often takes several days to receive a call or email back.
5. Internal stakeholders say the reliance on outdated licensing systems is a weakness and would like to see new technology and updated systems to streamline their processes.
6. External stakeholders say the costs for licensure are too high, especially as wages have not increased. Stakeholders would appreciate more transparency as to why fees keep increasing.

7. External stakeholders feel the relationship between the Board and licensees is poor, many stating the Board can be adversarial. External stakeholders would like to see the Board build better relationships through more educational and collaborative approaches.

Top Results in Licensing Strengths

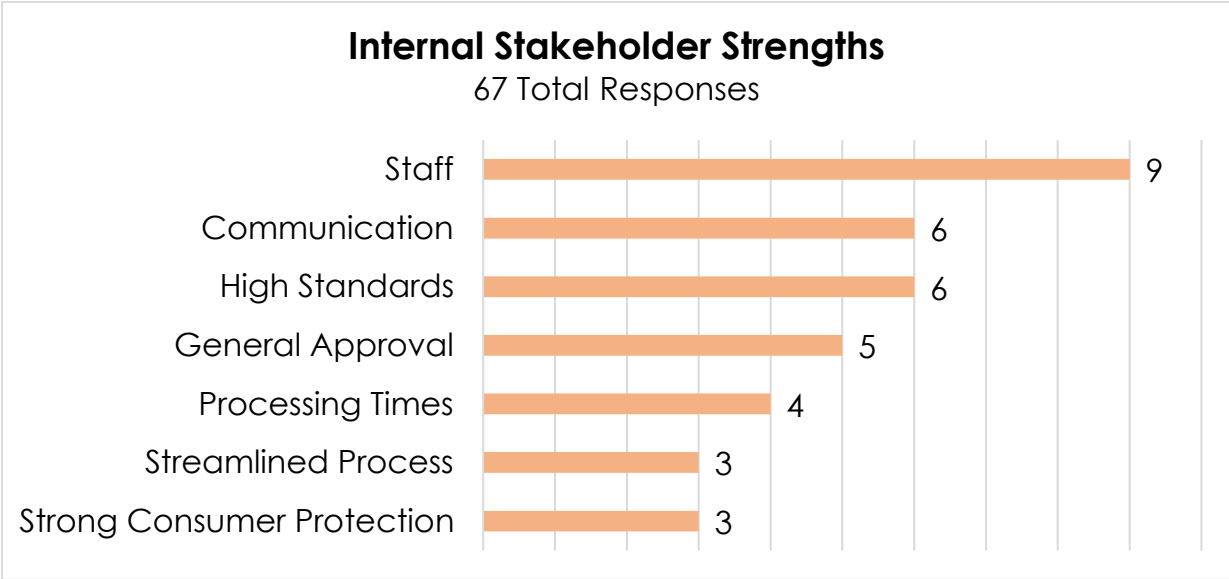
External Stakeholder Comment Top Results – Strengths

The chart below lists the top results along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Top Results – Strengths

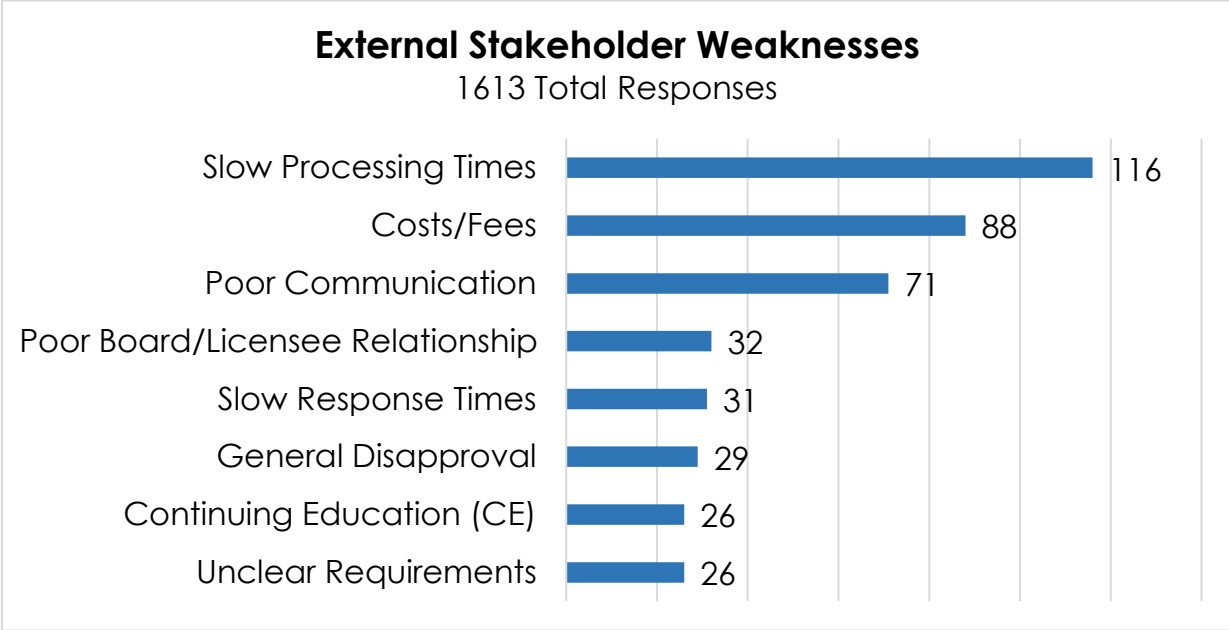
The chart below lists the top results along with the corresponding number of comments for feedback provided by internal stakeholders.



Top Results in Licensing Weaknesses

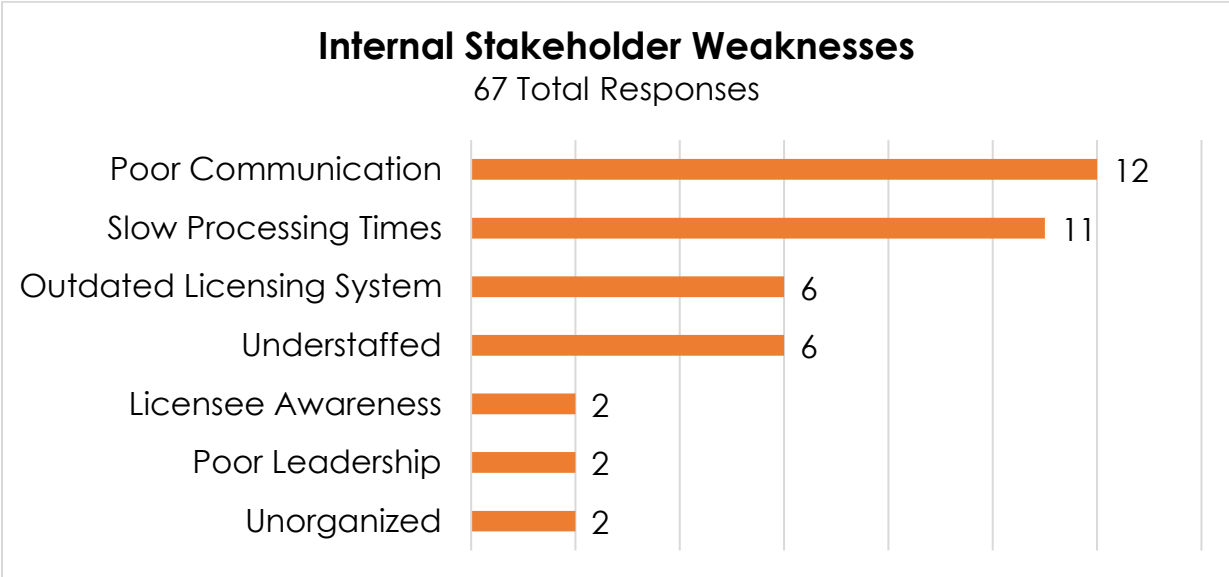
External Stakeholder Comment Top Results – Weaknesses

The chart below lists the top results along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Top Results – Weaknesses

The chart below lists the top results along with the corresponding number of comments for feedback provided by internal stakeholders.



Goal Area #2: Enforcement and Compounding

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

Effectiveness Rating

Rating	External Stakeholders	Internal Stakeholders
Very Effective	19%	19%
Effective	57%	77%
Poor	16%	4%
Very Poor	8%	0%
Total %	100%	100%
Total Responses	693	43

Summary of Enforcement and Compounding Strengths

1. External and internal stakeholders agree the Board demonstrates strong consumer protection in its enforcement.
 - a. External stakeholders say the Board prioritizes patient care and understands needs from a consumer perspective.
 - b. Internal stakeholders state the Board has great oversight and goes above and beyond to protect the public.
2. External stakeholders appreciate the Board's inspectors, stating they are strict but fair when it comes to enforcement. Additionally, stakeholders say inspectors are well-trained, knowledgeable, and professional.
3. External stakeholders report that the Board upholds high standards in enforcement and compounding. They note that the Board takes actions seriously and is a national leader in advancing compounding practices.
4. Internal stakeholders praise the Board's compounding regulations, noting that the Board collaborated effectively with the public.
5. Internal stakeholders praise enforcement staff for their dedication, expertise, and preparedness in providing solutions.
6. External and internal stakeholders report that the Board communicates effectively.

- a. External stakeholders state that the Board is good at responding to public concerns and keeping stakeholders informed.
- b. Internal stakeholders note that information is easily accessible and easy to understand.

Summary of Enforcement and Compounding Weaknesses

1. Internal stakeholders report that investigation and case resolution times can be slow, especially when it comes to non-jurisdictional and customer service complaints.
2. Internal stakeholders state the enforcement unit does not have sufficient staff to manage the high volume of complex cases.
3. External stakeholders believe the Board is overly punitive in its enforcement actions and would like to see the Board adopt a more collaborative and educational approach.
4. External stakeholders report that board inspectors are a weakness for several reasons:
 - a. Limited experience in compounding.
 - b. Insufficient understanding of regulations.
 - c. Poor attitude and interactions with licensees.
 - d. Inaccurate interpretation of the law.
 - e. Unwillingness to provide education during inspections.
5. External stakeholders state the Board is inconsistent in its inspections. They note inspectors can be subjective during inspections and that licensees often receive conflicting information from the "Ask an Inspector" service.
6. External stakeholders found the compounding regulations to be too strict, excessive, and impractical for pharmacies to follow.

Top Results in Enforcement and Compounding Strengths

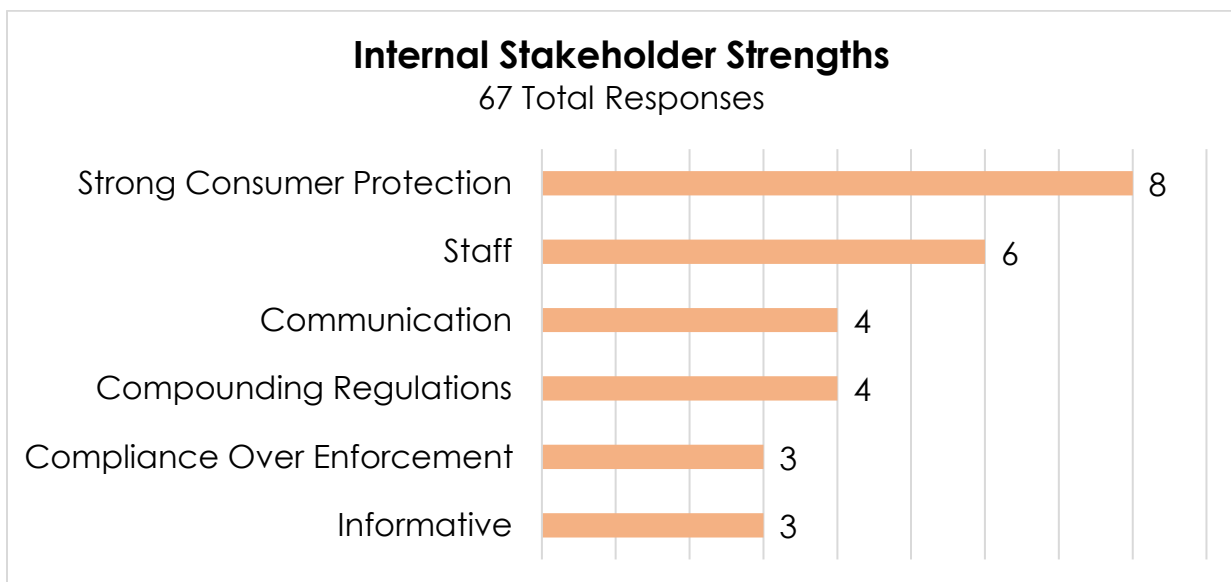
External Stakeholder Comment Top Results – Strengths

The chart below lists the top results along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Top Results – Strengths

The chart below lists the top results along with the corresponding number of comments for feedback provided by internal stakeholders.



Top Results in Enforcement and Compounding Weaknesses

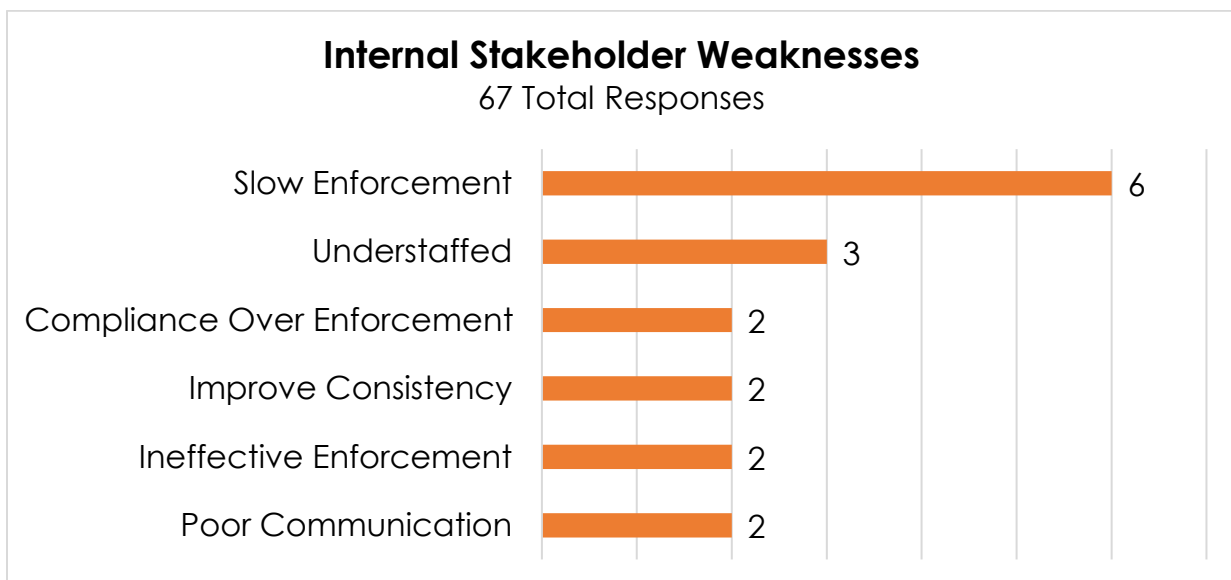
External Stakeholder Comment Top Results – Weaknesses

The chart below lists the top results along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Top Results – Weaknesses

The chart below lists the top results along with the corresponding number of comments for feedback provided by internal stakeholders.



Goal Area #3: Legislation and Regulation

Goal Area Definition: The Board pursues statutes, regulations, and procedures that strengthen and support the Board’s mandate and mission.

Effectiveness Rating

Rating	External Stakeholders	Internal Stakeholders
Very Effective	20%	29%
Effective	52%	66%
Poor	18%	5%
Very Poor	10%	0%
Total %	100%	100%
Total Responses	782	38

Summary of Legislation and Regulation Strengths

1. External stakeholders state that the Board does a good job communicating regulation updates and upcoming bills to their stakeholders.
2. External stakeholders praise the Board for keeping stakeholders informed of new laws and regulations.
3. External stakeholders report that the Board demonstrates engagement in legislation and regulation, noting that they frequently seek stakeholder feedback and encourage discussion.
4. External and internal stakeholders agree the Board has strong consumer protection in its laws and regulations.
 - a. External stakeholders state the Board is very public-minded and prioritizes patient safety.
 - b. Internal stakeholders state that removing barriers to patient care helps with promoting consumer safety.
5. Internal stakeholders state the Board is thorough and proactive in its reviews of upcoming legislation and bills. They appreciate the staff’s recommendations and analysis of proposed language.
6. Internal stakeholders report that staff are aware of upcoming bills and do a really good job of tracking legislation.

Summary of Legislation and Regulation Weaknesses

1. External and internal stakeholders agree that the Board's regulations can be unclear.
 - a. External stakeholders state the regulations are unclear, vague, poorly worded, and overly complex, which makes compliance challenging.
 - b. Internal stakeholders note that many regulations conflict with one another and contain dense language that is difficult for the average person to interpret. They would like clearer rules and more guidance from the Board to help the public understand how to apply the laws.
2. External stakeholders state the number of regulations is excessive, making it difficult for licensees to practice effectively.
3. Internal stakeholders would like increased engagement with legislators to strengthen relationships and ensure the Board's positions are clearly understood.
4. External stakeholders would like the Board to improve stakeholder feedback and engagement by listening and collaborating with the public from the beginning of the regulatory process.
5. External stakeholders feel the Board does not advocate for licensees in matters of legislation and regulation. They would like to see stronger protections for those working in chain pharmacies and improvements to overall working conditions.

Top Results in Legislation and Regulation Strengths

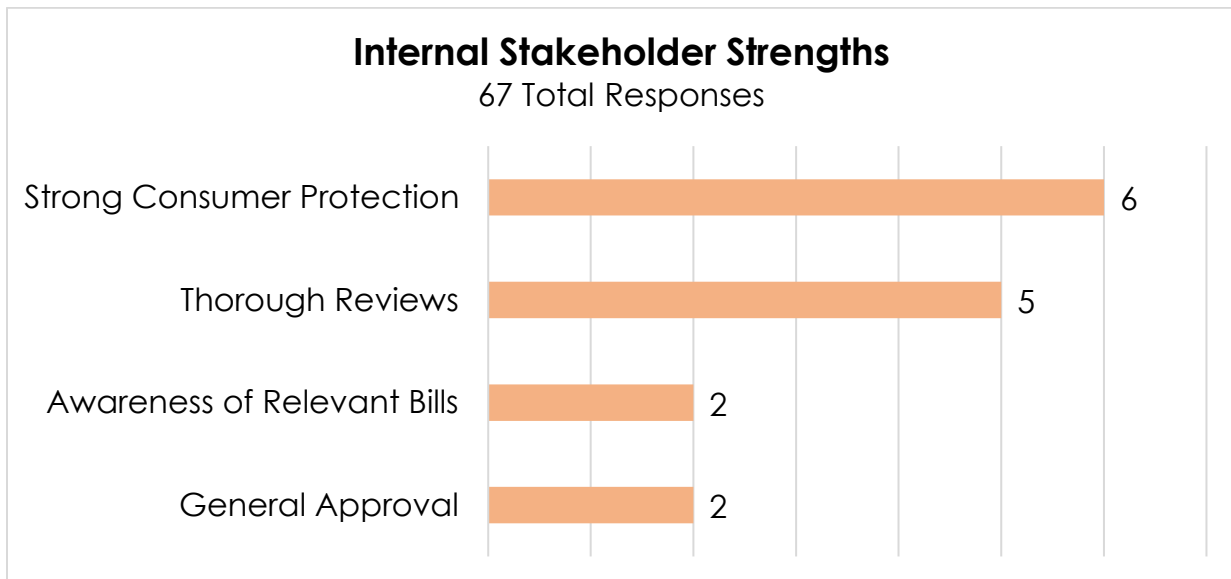
External Stakeholder Comment Top Results – Strengths

The chart below lists the top results along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Top Results – Strengths

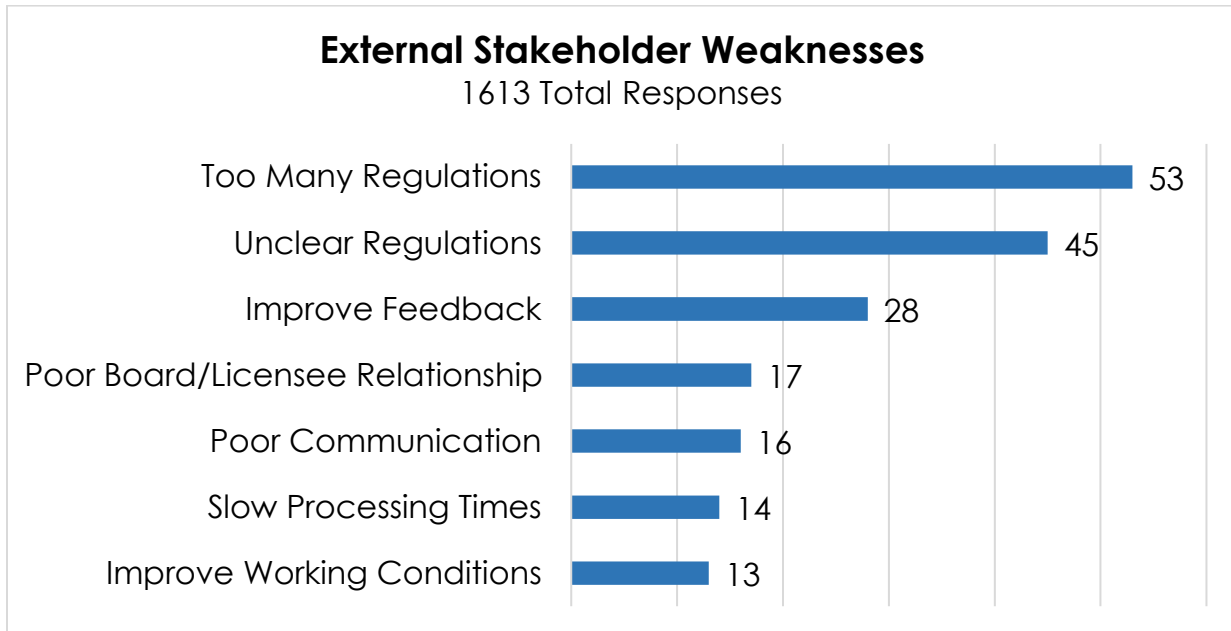
The chart below lists the top results along with the corresponding number of comments for feedback provided by internal stakeholders.



Top Results in Legislation and Regulation Weaknesses

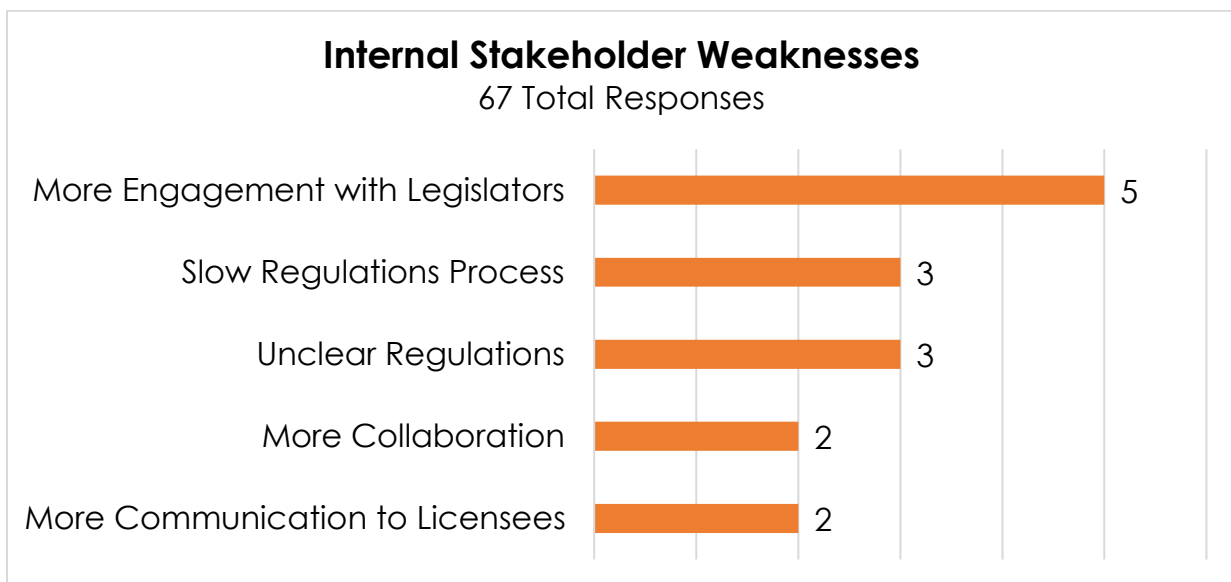
External Stakeholder Comment Top Results – Weaknesses

The chart below lists the top results along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Top Results – Weaknesses

The chart below lists the top results along with the corresponding number of comments for feedback provided by internal stakeholders.



Goal Area #4: Communication and Public Education

Goal Area Definition: The Board educates consumers, licensees, and stakeholders about the practice and regulation of the profession.

Effectiveness Rating

Rating	External Stakeholders	Internal Stakeholders
Very Effective	22%	23%
Effective	52%	62%
Poor	17%	13%
Very Poor	9%	2%
Total %	100%	100%
Total Responses	766	39

Summary of Communication and Education Strengths

1. External and internal stakeholders praise the Board's email communications.
 - a. External stakeholders appreciate the frequent emails providing updates on regulatory activity, announcements, and public health issues.
 - b. Internal stakeholders note that these emails help keep licensees informed about changes to pharmacy laws and recall notices.
2. External and internal stakeholders appreciate the Board's newsletter, The Script.
 - a. External stakeholders consider the newsletter a valuable resource with strong educational content.
 - b. Internal stakeholders state that it provides comprehensive information on a wide range of topics.
3. External and internal stakeholders agree that the Board keeps them well-informed about Board activities and a wide range of professional topics.
 - a. External stakeholders note that the Board does a great job providing resources and guidance during major emergencies, such as the Southern California fires.

- b. Internal stakeholders state that the Board provides a lot of good educational materials for consumers and licensees on the following topics:
 - i. Care for Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual, Two-Spirit, and others (LGBTQIA2S+) individuals.
 - ii. Contraceptives.
 - iii. Controlled substances.
 - iv. Designation of Pharmacist-in-Charge (PIC).
 - v. Online pharmacies.
 - vi. Opioid safety.
 - vii. The value of pharmacist consultations.
4. External and internal stakeholders agree the Board's website is a strength.
 - a. External stakeholders appreciate the user-friendliness of the website in addition to readily accessible information and webinars.
 - b. Internal stakeholders note the website has a lot of information on educational topics and upcoming events.
5. External stakeholders state that required signage and posters in pharmacies informing patients of their rights are a valuable resource to consumers.

Summary of Communication and Education Weaknesses

1. External and internal stakeholders agree that the Board could improve its outreach to consumers.
 - a. External stakeholders would like increased public outreach through Public Service Announcements (PSAs) to help combat misinformation. They also suggest educational programs and outreach events on topics such as:
 - i. Consultation requirements.
 - ii. Proper medication disposal.
 - iii. Standard of care.
 - iv. Telehealth and ePrescriptions.
 - v. Vaccines.
 - b. Internal stakeholders would like to expand educational resources and outreach to consumers to increase public awareness on topics such as:

Goal #4: Communication and Education

- i. Confidentiality for reproductive care.
 - ii. Contraceptives.
 - iii. Gender-affirming healthcare.
 - iv. Hypodermic needles.
2. External stakeholders report that the Board's communication is unclear and vague. They would like more clear communication and better examples.
3. Internal stakeholders note that the Board currently lacks the resources to expand communication and education efforts.
4. External stakeholders feel the Board does not help support licensees in its communication and education and feel the Board reinforces a poor perception of pharmacists to the public.
5. Internal stakeholders report engagement with licensees is poor, noting that pharmacists are too busy to participate in outreach efforts. Some internal stakeholders suggest that increased use of social media may help improve engagement.

Top Results in Communication and Education Strengths

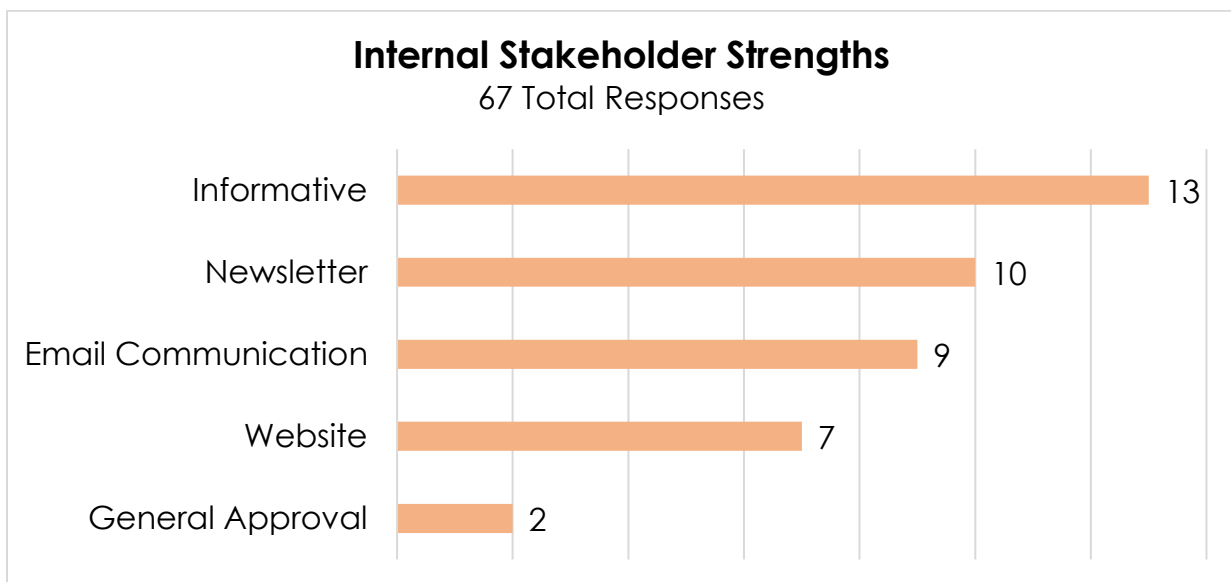
External Stakeholder Comment Top Results – Strengths

The chart below lists the top results along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Top Results – Strengths

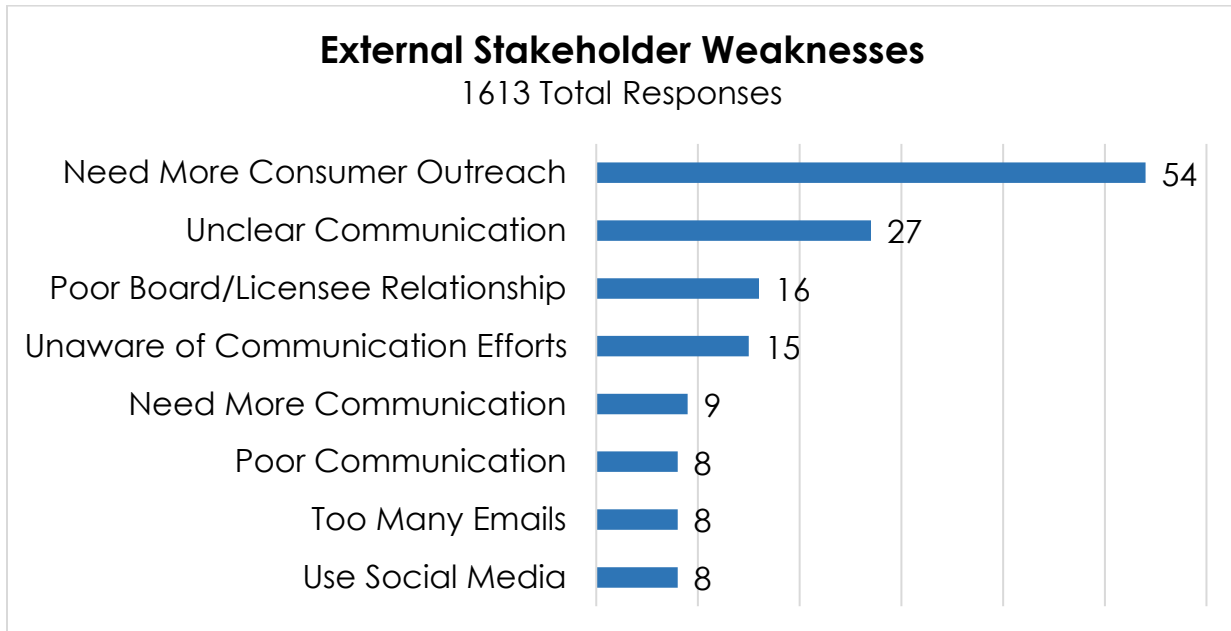
The chart below lists the top results along with the corresponding number of comments for feedback provided by internal stakeholders.



Top Results in Communication and Education Weaknesses

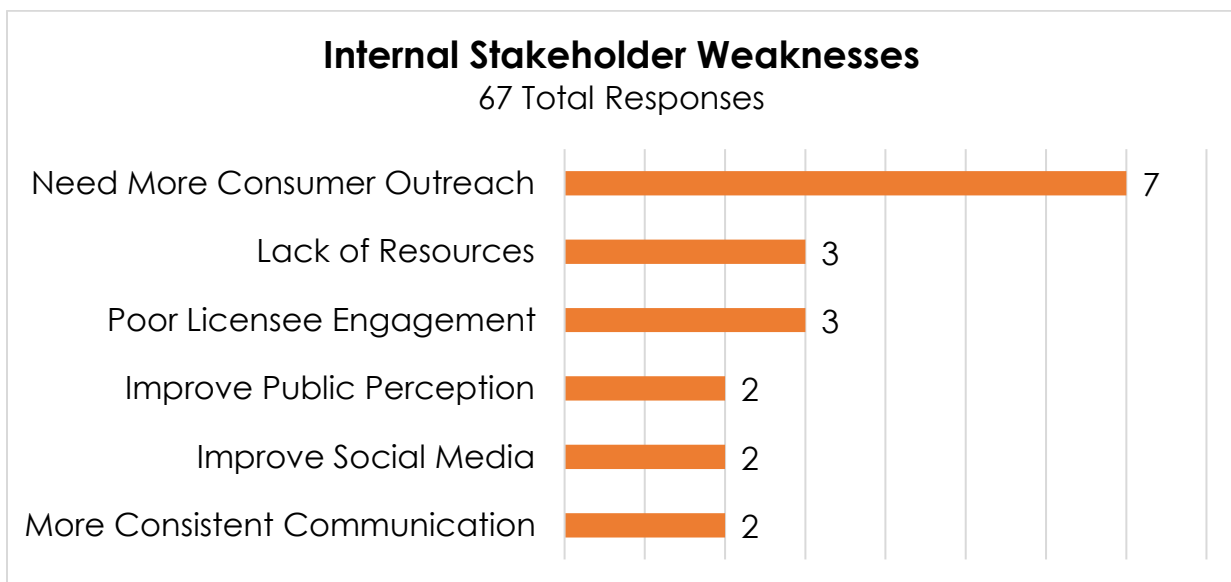
External Stakeholder Comment Top Results – Weaknesses

The chart below lists the top results along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Top Results – Weaknesses

The chart below lists the top results along with the corresponding number of comments for feedback provided by internal stakeholders.



Goal Area #5: Organizational Development

Goal Area Definition: The Board provides excellent customer service, effective leadership, and responsible management.

Effectiveness Rating

Rating	External Stakeholders	Internal Stakeholders
Very Effective	15%	30%
Effective	53%	46%
Poor	20%	17%
Very Poor	12%	7%
Total %	100%	100%
Total Responses	535	41

Summary of Organizational Development Strengths

1. External and internal stakeholders agree that the Board has organized processes.
2. External stakeholders appreciate the board meetings, stating they create transparency and a space for public.
3. External and internal stakeholders praise the Board for its strong leadership.
 - a. External stakeholders state that the Board demonstrates effective leadership with its stable management structure that focuses on customer service.
 - b. Internal stakeholders appreciate the Executive Officer (EO), Assistant Executive Officer (AEO), Board President, and Board Chiefs for their wealth of knowledge and passion for the subject matter.
4. Internal stakeholders praise staff for their knowledge, communication, and dedication.
5. External stakeholders state that the Board's website provides a lot of good information for licensees about the Board's structure.

Summary of Organizational Development Weaknesses

1. External stakeholders state that the Board's customer service needs improvement.
2. External stakeholders report that the Board is unresponsive to calls and emails, noting the difficulty of reaching a live person for questions.
3. Internal stakeholders state the Board needs additional rank-and-file staff to complete the work more efficiently and in a timelier manner.
4. Internal stakeholders would like improved communication within the Board, particularly between management and staff.
5. Internal stakeholders cite low staff morale for several reasons:
 - a. Biases and favoritism from management.
 - b. Lack of consistency.
 - c. Poor performance not being addressed.
 - d. Unprofessional behavior from both staff and management.
6. External stakeholders state that the relationship between the Board and its licensees is poor, expressing that the Board comes across as combative and disrespectful towards licensees.

Top Results in Organizational Development Strengths

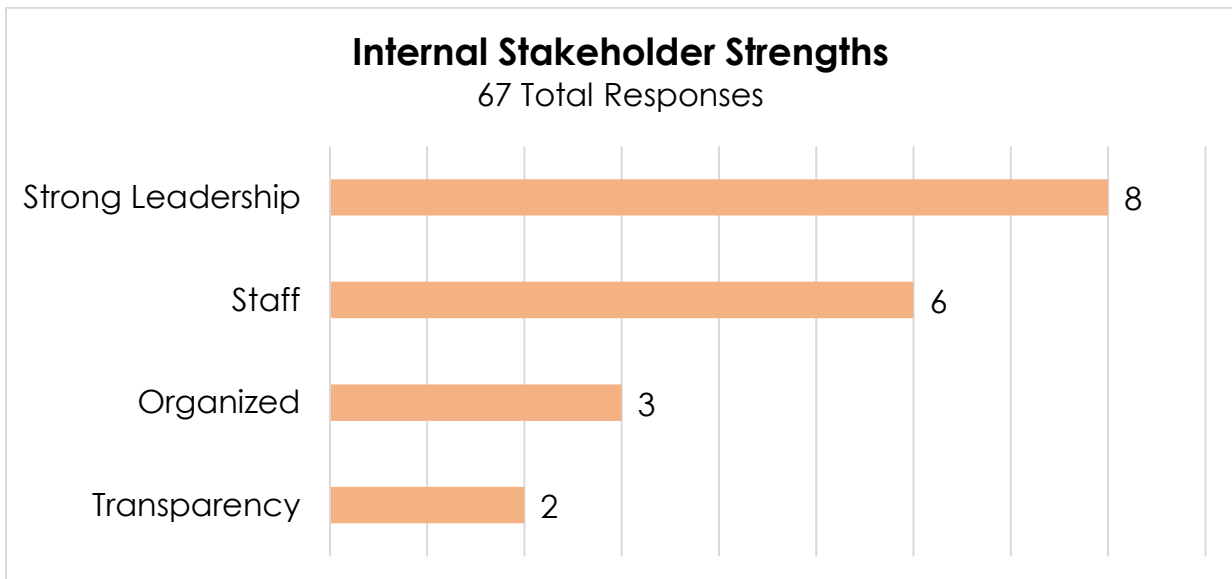
External Stakeholder Comment Top Results – Strengths

The chart below lists the top results along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Top Results – Strengths

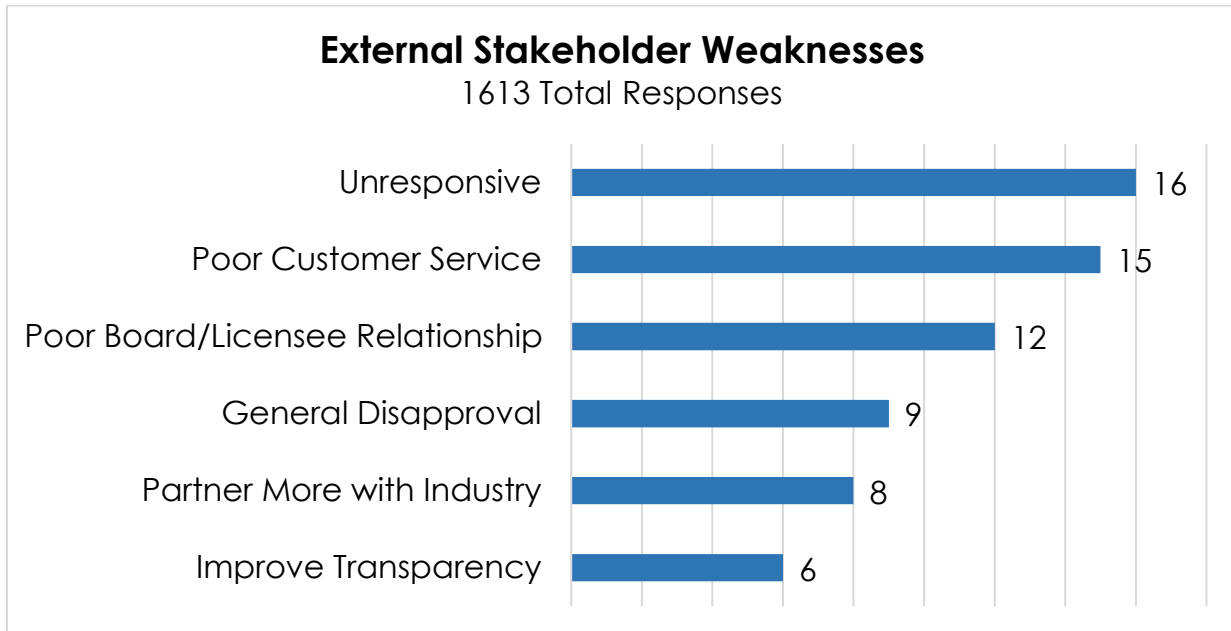
The chart below lists the top results along with the corresponding number of comments for feedback provided by internal stakeholders.



Top Results in Organizational Development Weaknesses

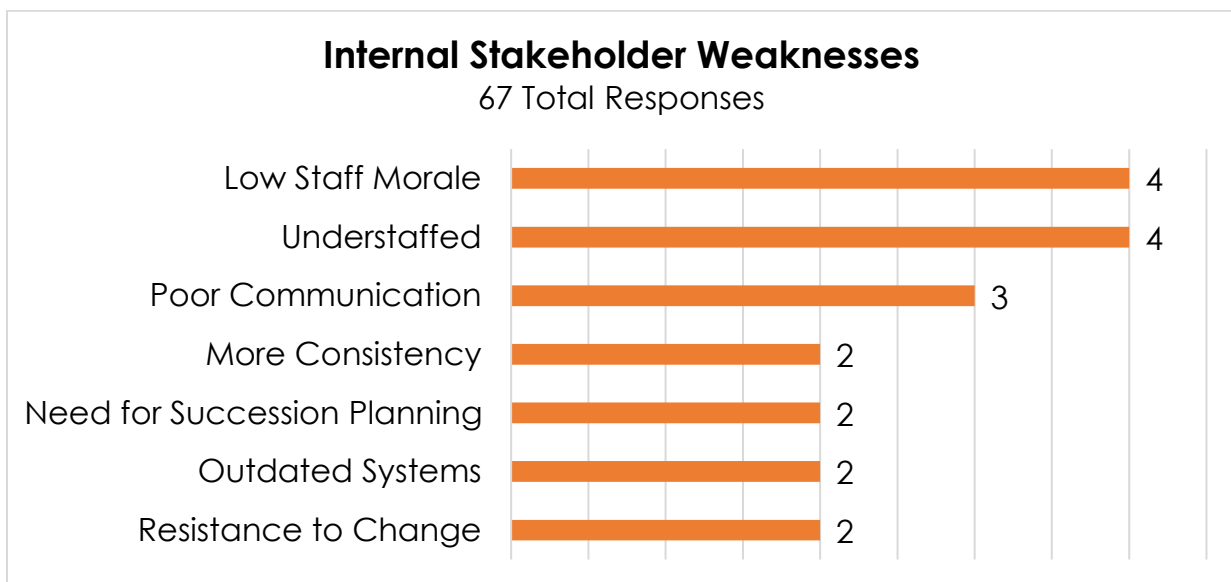
External Stakeholder Comment Top Results – Weaknesses

The chart below lists the top results along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Top Results – Weaknesses

The chart below lists the top results along with the corresponding number of comments for feedback provided by internal stakeholders.



Opportunities and Threats Summary

There are many factors that may impact the future direction of the profession. These could be opportunities the Board may want to capitalize on or threats it needs to mitigate or prepare for.

Stakeholders were asked to list potential opportunities and threats in the Board's external environment that they felt could impact the profession and the Board's regulatory role. The following are common responses that the Board might reference when creating its strategic plan.

Summary of Opportunities

1. External and internal stakeholders view artificial intelligence (AI) as an opportunity.
 - a. External stakeholders believe AI and automation can help reduce errors and eliminate routine tasks. Additionally, they see an opportunity for the Board to provide more guidance and regulations on the use of AI in pharmacies.
 - b. Internal stakeholders similarly recognize an opportunity to address the use of AI in pharmacies.
2. External stakeholders see an opportunity to increase the scope of practice for pharmacists and pharmacy technicians to allow them to practice as health care providers.
3. Internal stakeholders say advancements in technology, such as three dimensional (3D) printed medications or automated drug delivery systems (ADDS) could allow pharmacists more time to focus on patient care and counselling.
4. External stakeholders say there is an opportunity to promote the profession to help the public to fully understand the role of pharmacists.
5. External and internal stakeholders see telehealth and remote consultation as an opportunity.
 - a. External stakeholders believe telehealth can improve access to medications. Additionally, they see an opportunity for the Board to provide more guidance and regulations on telehealth to ensure a safe environment.
 - b. Internal stakeholders would like to see the Board update their regulations regarding telehealth and remote prescription processing.

6. Internal stakeholders see an opportunity for the Board to increase its social media presence and provide more resources to consumers.

Summary of Threats

1. External and internal stakeholders see AI as a threat.
 - a. External stakeholders are concerned that AI could replace the roles of pharmacists and pharmacy technicians as a cost-saving measure. They note that AI can generate incorrect information and may reduce opportunities for patient consultation, which they believe could compromise patient safety.
 - b. Internal stakeholders express concern that AI could be used to replace pharmacists and pharmacy technicians. They are also worried that consumers may rely on AI for medication information.
2. Internal stakeholders have concerns with telehealth in pharmacy, stating that online pharmacies have little interaction with the patient, which poses a risk to consumer safety.
3. External and internal stakeholders both see Pharmacy Benefit Managers (PBMs) as a threat to the profession, saying PBM influence has reduced the reimbursements pharmacists receive for medication which leads to pharmacy closures and reduced access to care for consumers.
4. External stakeholders see direct-to-consumer online pharmacies, such as Amazon and Hims & Hers Health as a threat. They say these online pharmacies provide little oversight over the medication being distributed and could cause an increase in medication errors.
5. External stakeholders see a concern with corporate and retail pharmacies such as CVS, stating they prioritize profits over patient care.
6. External and internal stakeholders say pharmacy closures are a threat.
 - a. External stakeholders say pharmacy closures, especially small independent pharmacies, remove access to care for vulnerable populations.
 - b. Internal stakeholders are concerned that increased pharmacy closures could reduce consumer access to vital medications.
7. External stakeholders say overregulation of the profession is a threat as it is driving pharmacies out of the state.
8. External stakeholders also see the federal government as a threat to the profession, such as criminalization of birth control and medications used for abortions.

Top Results in Opportunities

External Stakeholder Comment Top Results – Opportunities

The chart below lists the top results along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Top Results – Opportunities

The chart below lists the top results along with the corresponding number of comments for feedback provided by internal stakeholders.



Top Results in Threats

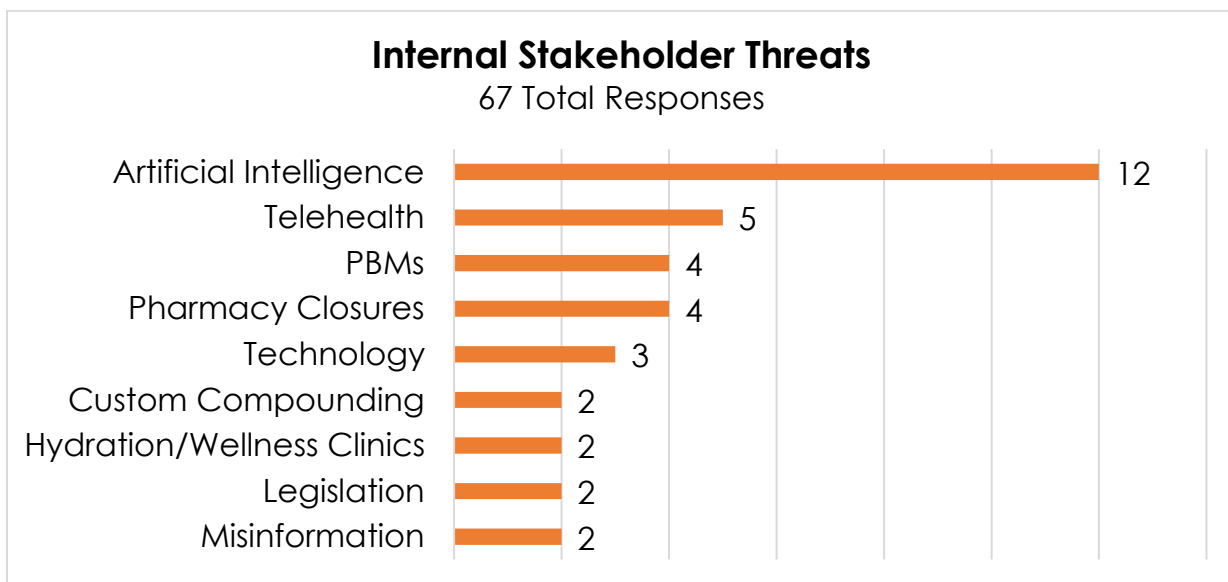
External Stakeholder Comment Top Results – Threats

The chart below lists the top results along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Top Results – Threats

The chart below lists the top results along with the corresponding number of comments for feedback provided by internal stakeholders.



Diversity, Equity, Inclusion, and Accessibility

Specific questions have been incorporated into the environmental scan surveys to gather demographic data and for strategic planning participants to consider DEIA impacts of policy decisions such as regulatory, statutory, and continuing education requirements, when developing strategic objectives. Consider:

- Who will benefit from or be burdened by the particular decision or proposal?
- Are there needs that may be different for demographic or geographic groups?
- Once implemented, how will the Board measure effect on impacted populations?
- What data/metrics will be used to evaluate the impacts?

Summary of Methods to Expand Outreach and Engagement

Survey question: What are effective methods to expand outreach and engage more people or groups?

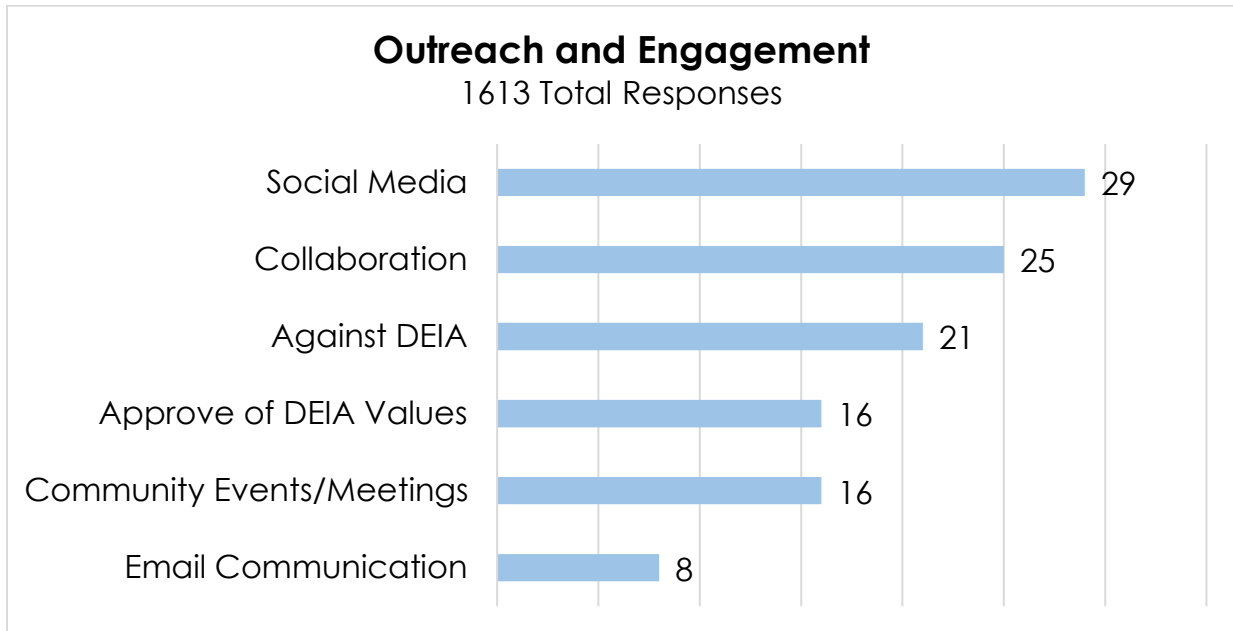
1. External and internal stakeholders say social media could help expand outreach and engagement. They suggest the following platforms:
 - a. Bluesky.
 - b. Instagram.
 - c. LinkedIn.
 - d. Podcasts.
 - e. TikTok.
 - f. YouTube.
2. External and internal stakeholders also agree the Board could increase its collaboration with the following groups:
 - a. American Society of Health-System Pharmacists (ASHP).
 - b. California Society of Health-System Pharmacists (CSHP).
 - c. California Pharmacists Association. (CPhA)
 - d. Community clinics.
 - e. Community partners.
 - f. Faith-based organizations.
 - g. Federally Qualified Health Centers (FQHC).

- h. Healthcare personnel.
 - i. Indian Pharmacists Association. (IPA)
 - j. LGBTQIA2S+ communities.
 - k. Medical schools.
 - l. National Hispanic Pharmacists Association. (NHPA)
 - m. Other state agencies.
 - n. Pharmacists.
 - o. Pharmacy schools.
 - p. Pharmacy technicians.
 - q. The United Food and Commercial Workers International Union (UFCW).
3. Internal stakeholders say increasing the public's awareness of the Board would help with expanding outreach and engagement.
 4. External stakeholders are against any form of diversity, equity, inclusion, and accessibility (DEIA) when it comes to outreach and engagement.
 5. External stakeholders approve of DEIA values in outreach and engagement such as treating everyone equally and providing consistent messaging.
 6. Internal stakeholders say more communication with the public, seniors, people of color, and low-income communities would be an effective way to enhance outreach and engagement.
 7. External stakeholders say attending more events and meetings could increase outreach and engagement. They provide the following meeting types:
 - a. Community events.
 - b. Cultural festivals.
 - c. Health fairs.
 - d. Job fairs.
 - e. LGBTQIA2S+ pride events.
 - f. Online conferences.
 - g. Street fairs.
 - h. Town hall meetings.

Top Results in Expanding Outreach and Engagement

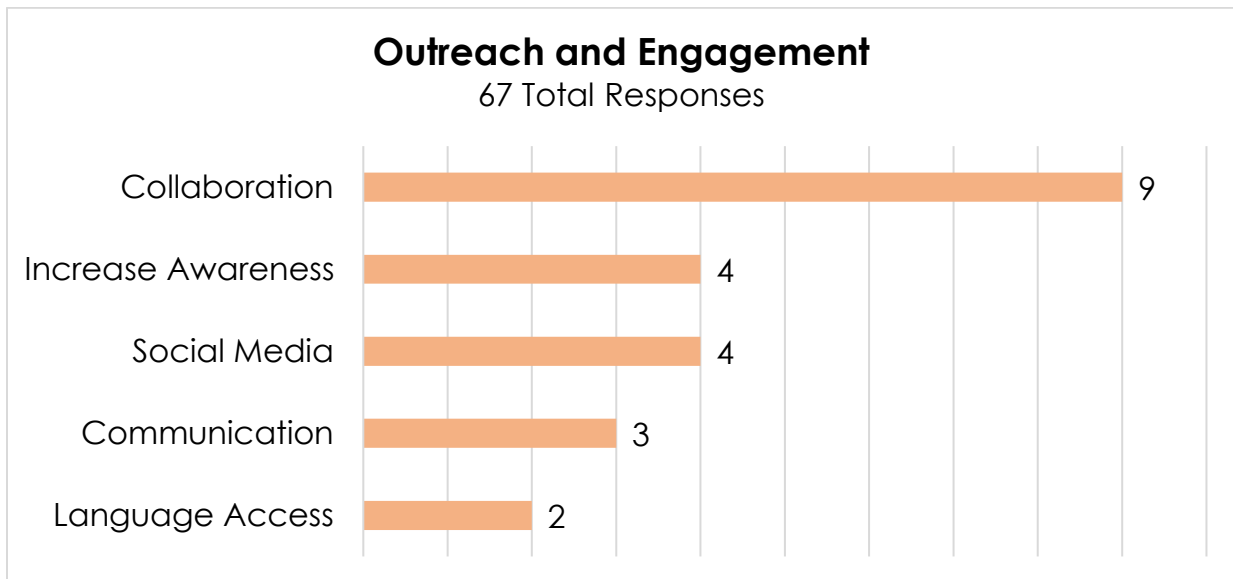
External Stakeholder Comment Top Results

The chart below lists the top results along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Top Results

The chart below lists the top results along with the corresponding number of comments for feedback provided by internal stakeholders.



Summary of Barriers to Licensure

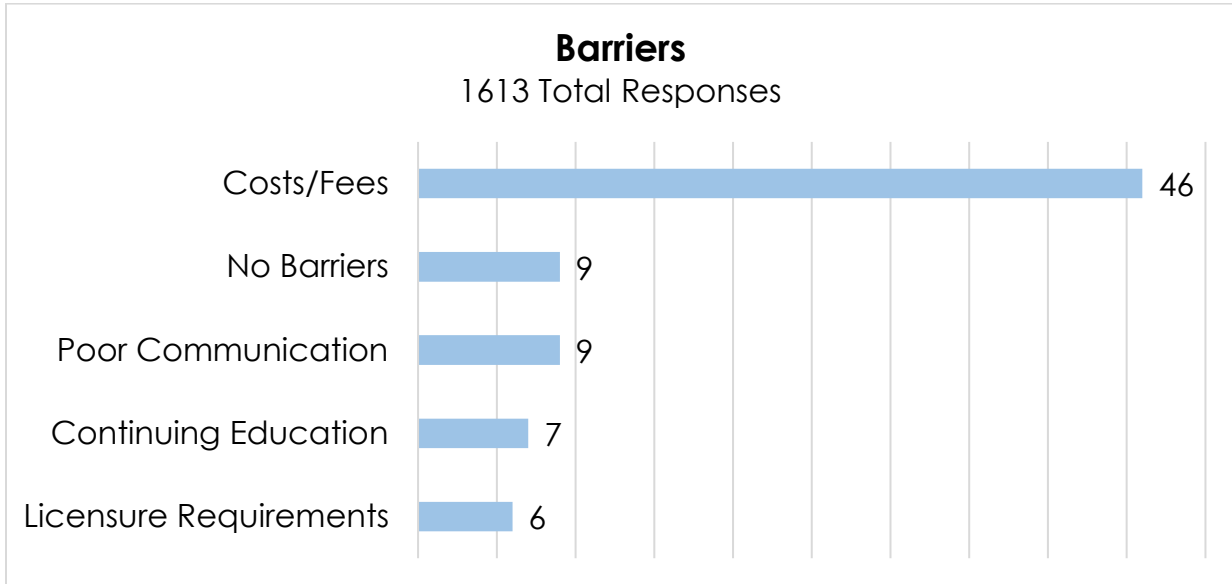
Survey question: Are there any barriers to licensure that need to be addressed to ensure equitable access for all Californians?

1. External and internal stakeholders agree that high education costs and licensing fees are a barrier to licensure.
2. Internal stakeholders would like to see more equitable access to pharmacy schools.
3. External stakeholders say poor communication from the Board creates a barrier.
4. Internal stakeholders say slow processing times can be financially burdensome to some applicants.
5. Internal stakeholders also say lack of awareness of pharmacy as a career is a barrier and suggest more promotion of the profession to high schools.
6. Some external stakeholders do not believe there are any barriers to licensure.

Top Results in Barriers to Licensure

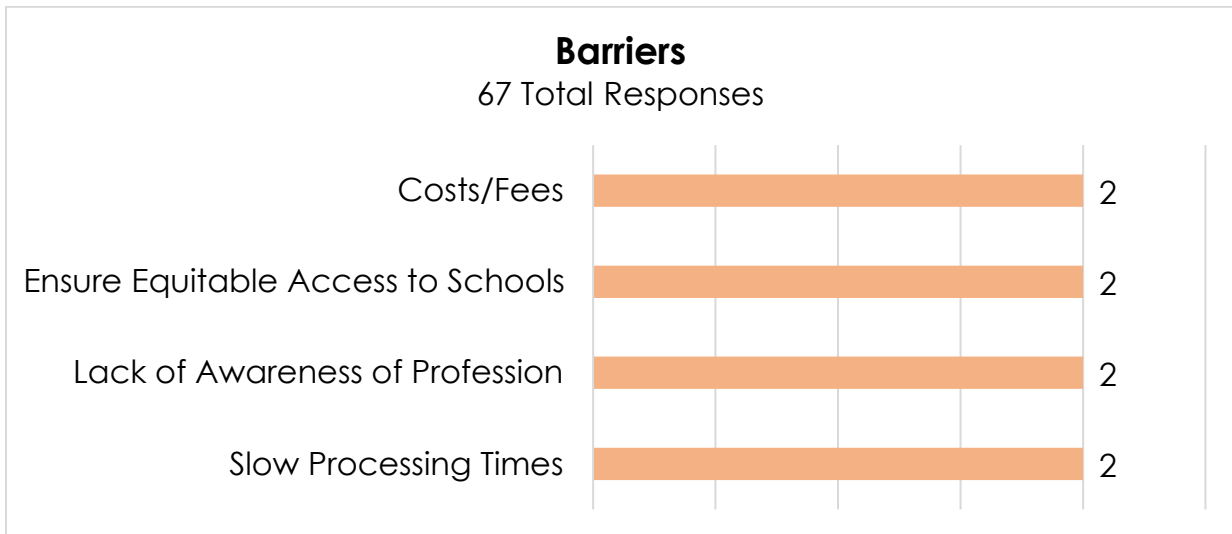
External Stakeholder Comment Top Results

The chart below lists the top results along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Top Results

The chart below lists the top results along with the corresponding number of comments for feedback provided by internal stakeholders.



Summary of Additional Actions to Ensure Equitable Access

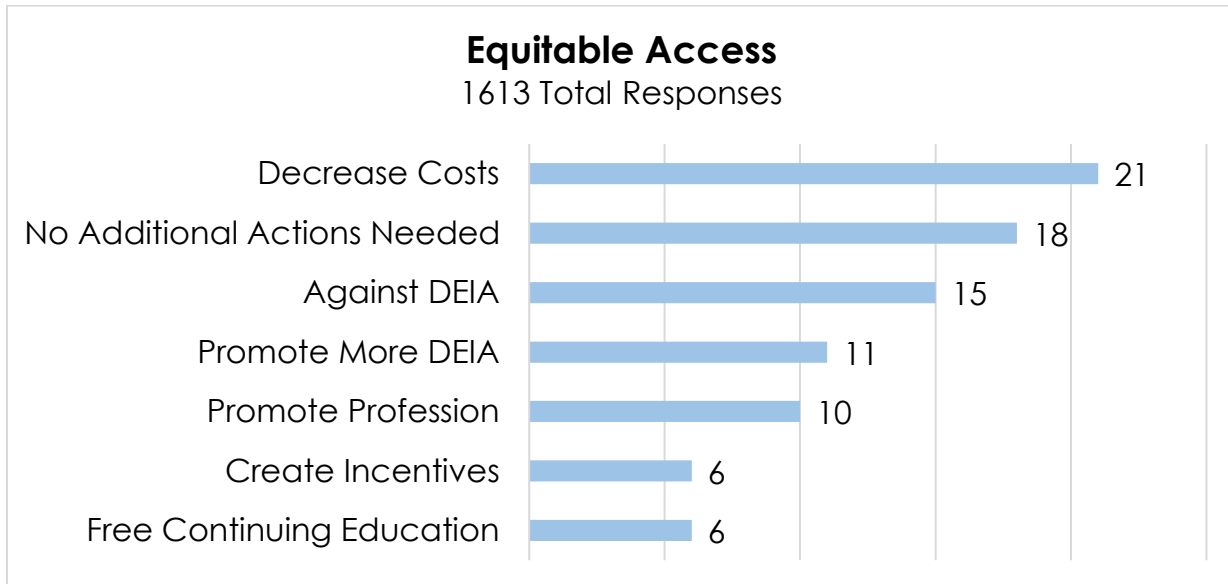
Survey question: What additional actions should the Board take to ensure equitable access for all Californians?

1. External stakeholders say decreasing the costs of education, licensing, and continuing education would ensure equitable access.
2. Internal stakeholders say the Board could increase public awareness of the Board's roles and responsibilities as well as increasing public knowledge of the profession.
3. Internal stakeholders say more language access and translation services could help with equitable access.
4. External stakeholders say there needs to be more promotion of DEIA to ensure equitable access for all Californians.
5. External and internal stakeholders say there are no further actions to be taken by the Board to ensure equitable access.
6. Some external stakeholders are against diversity, equity, inclusion, and accessibility (DEIA) initiatives to ensure equitable access for all Californians.

Top Results in Additional Actions to Ensure Equitable Access

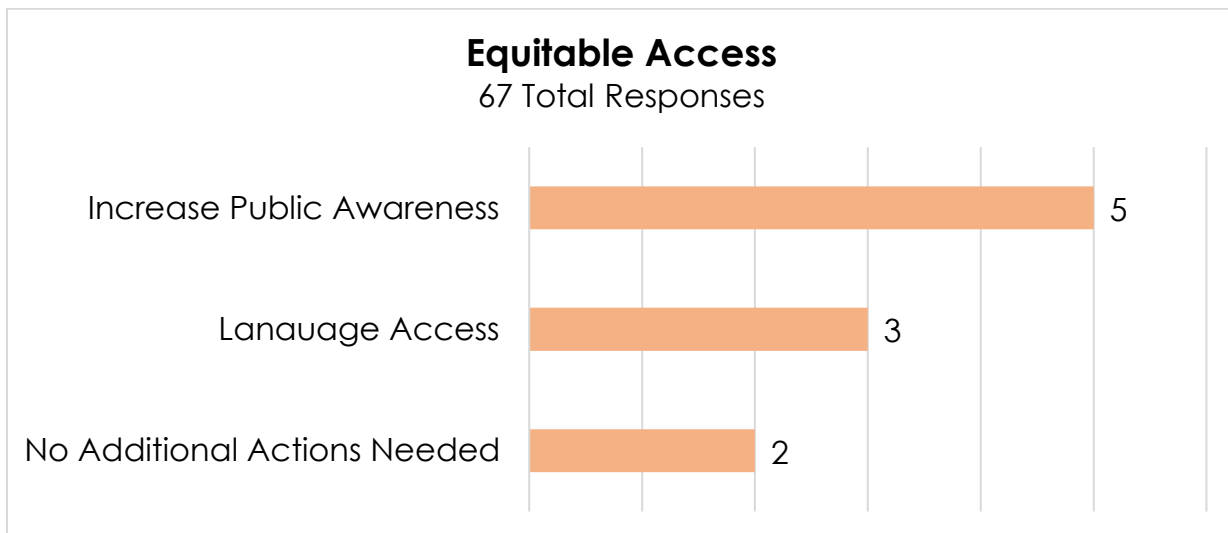
External Stakeholder Comment Top Results

The chart below lists the top results along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Top Results

The chart below lists the top results along with the corresponding number of comments for feedback provided by internal stakeholders.



Appendix A – Acronym List

Acronym	Definition
3D	Three Dimensional
ADDS	Automated Drug Delivery System
AEO	Assistant Executive Officer
AI	Artificial Intelligence
ASHP	American Society of Health-System Pharmacists
CEA	Career Executive Assignment
CPhA	California Pharmacists Association
CSHP	California Society of Health-System Pharmacists
DEIA	Diversity, Equity, Inclusion, and Accessibility
EO	Executive Officer
FQHC	Federally Qualified Health Centers
HCAI	Department of Health Care Access and Information
IPA	Indian Pharmacists Association
LGBTQIA2S+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual, Two-Spirit, and others
NHPA	National Hispanic Pharmacists Association
PBM	Pharmacy Benefit Manager
PIC	Pharmacist in Charge
PSA	Public Service Announcement
SOLID	Strategic Organizational Leadership and Individual Development
UFCW	The United Food and Commercial Workers International Union
UPJE	Uniform Multistate Pharmacy Jurisprudence Examination

Appendix B – Data Collection Method

Data for this report was gathered by surveying stakeholder groups that are important to the success of the Board. Stakeholders include any individual or group who is influenced by or influences a program. Information for this survey was gathered by surveying external stakeholders and internal stakeholders using the following methods:

- SOLID conducted an online survey for the Board's management and staff during the months of February and March 2026.
- SOLID conducted interviews with the Board's executive leadership during the month of March 2026.
- SOLID conducted interviews with board members during the months of February and March 2026.
- SOLID conducted an online survey for external stakeholders during the months of February and March 2026.
 - The survey link was distributed in the following methods:
 - Posted on the Board website.
 - Posted on the Department website.
 - Emailed to the Interested Parties email subscription list.

Classification of Stakeholder Relationship with the Board.

Relationship with the Board	Number of Responses	Response Rate
Executive and Management	11	55%
Staff	45	35%
Board Members	11	85%
Preparing to Become a Licensee	18	1
Licensee	1484	1
Retired Licensee	57	1
Related Occupation	42	1
Consumer	28	1
Government Agency	14	1
Professional Association/Group	29	1
Educational/School Association/Group	18	1
Other ²	30	1

¹ A response rate cannot be determined for these external stakeholders because of the undetermined number having access to the survey link.

² Respondents listed in the “Other” category identified themselves as follows:

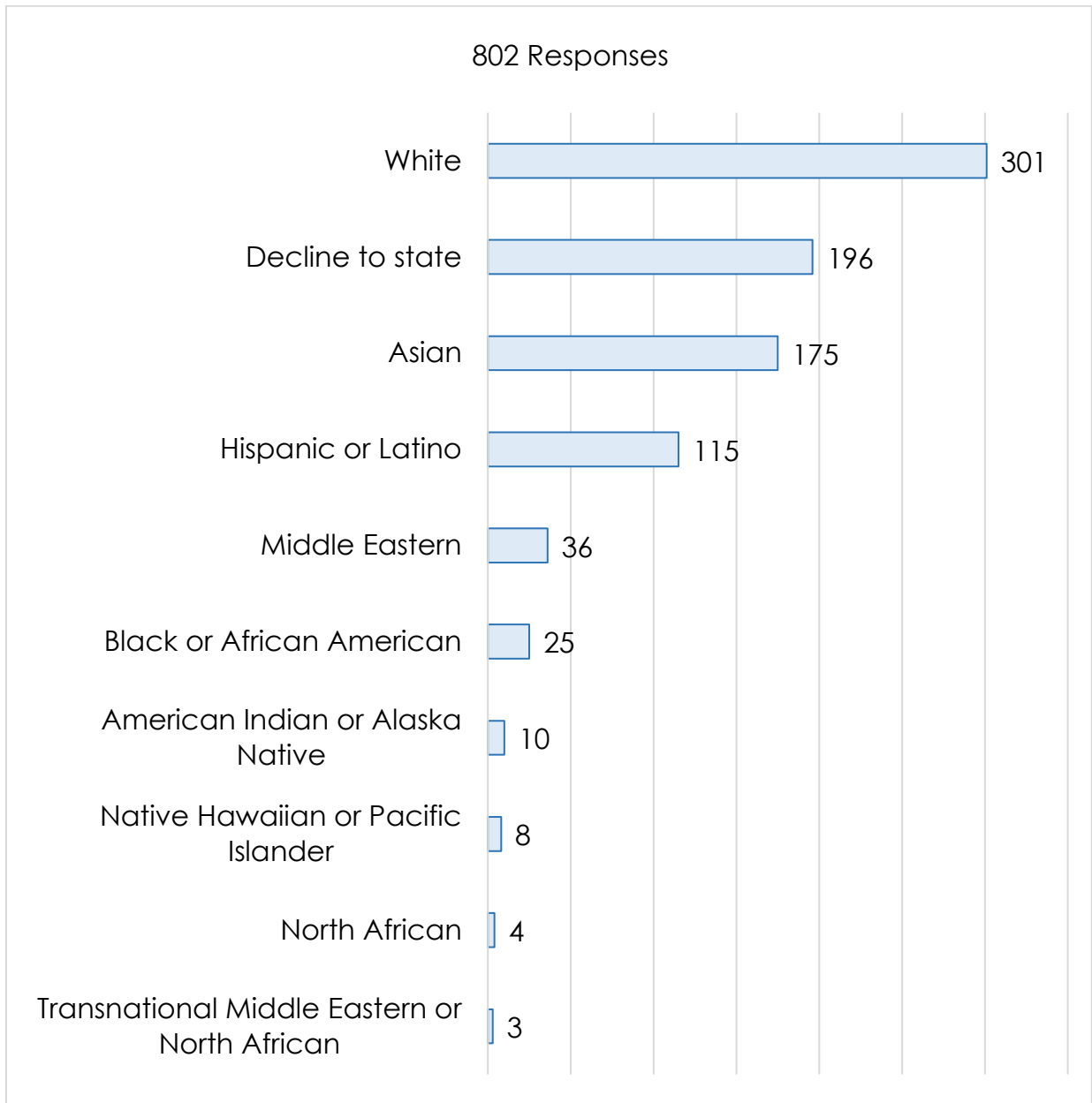
- Attorney (2)
- Board of Pharmacy Specialties (BPS) Representative
- Compliance Manager
- Director for Residency Program
- Former Licensee (3)
- Manage a Facility License with the Board
- Non-Resident Pharmacy Licenses
- Organizational Representative (5)
- Out-of-State Licensee (2)
- Pharmacy Licensed by the Board
- Pharmacy Technician (3)
- Preceptor for Interns
- Wholesaler
- Work at a Pharmacy
- Work at the Board

Appendix C – Demographic Data

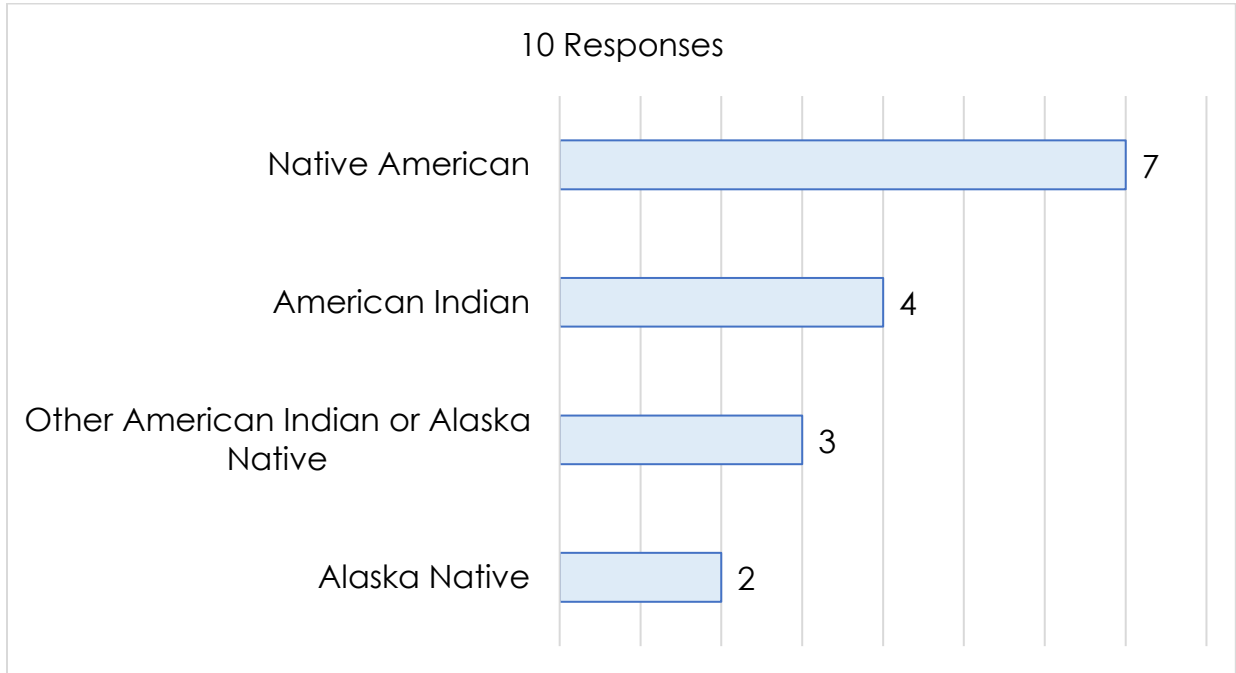
Demographic questions were solicited from external stakeholders only and were optional.

Race and/or Ethnicity

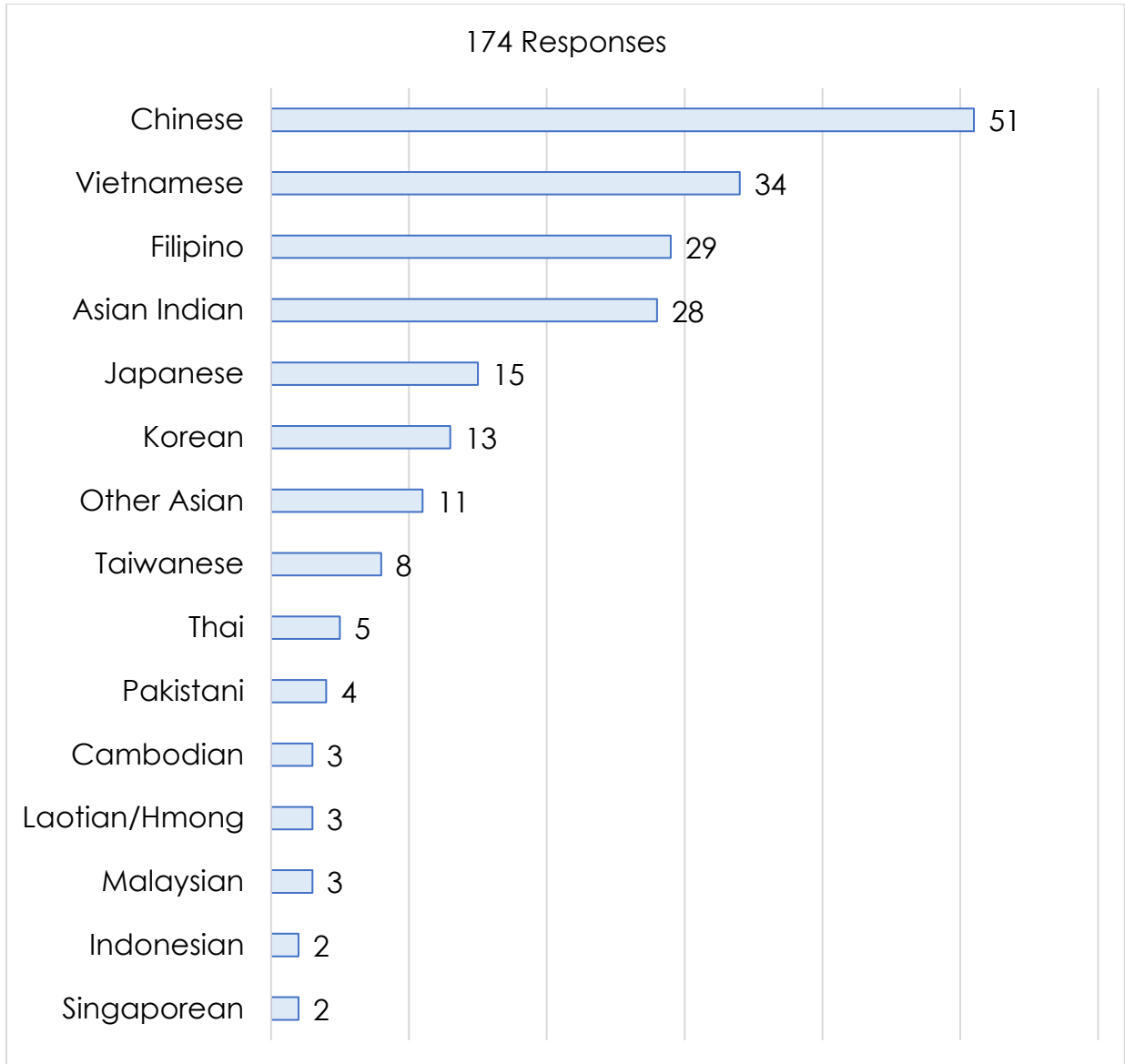
Races/Ethnicities Stakeholders Identified With (Multiple options could be selected.)



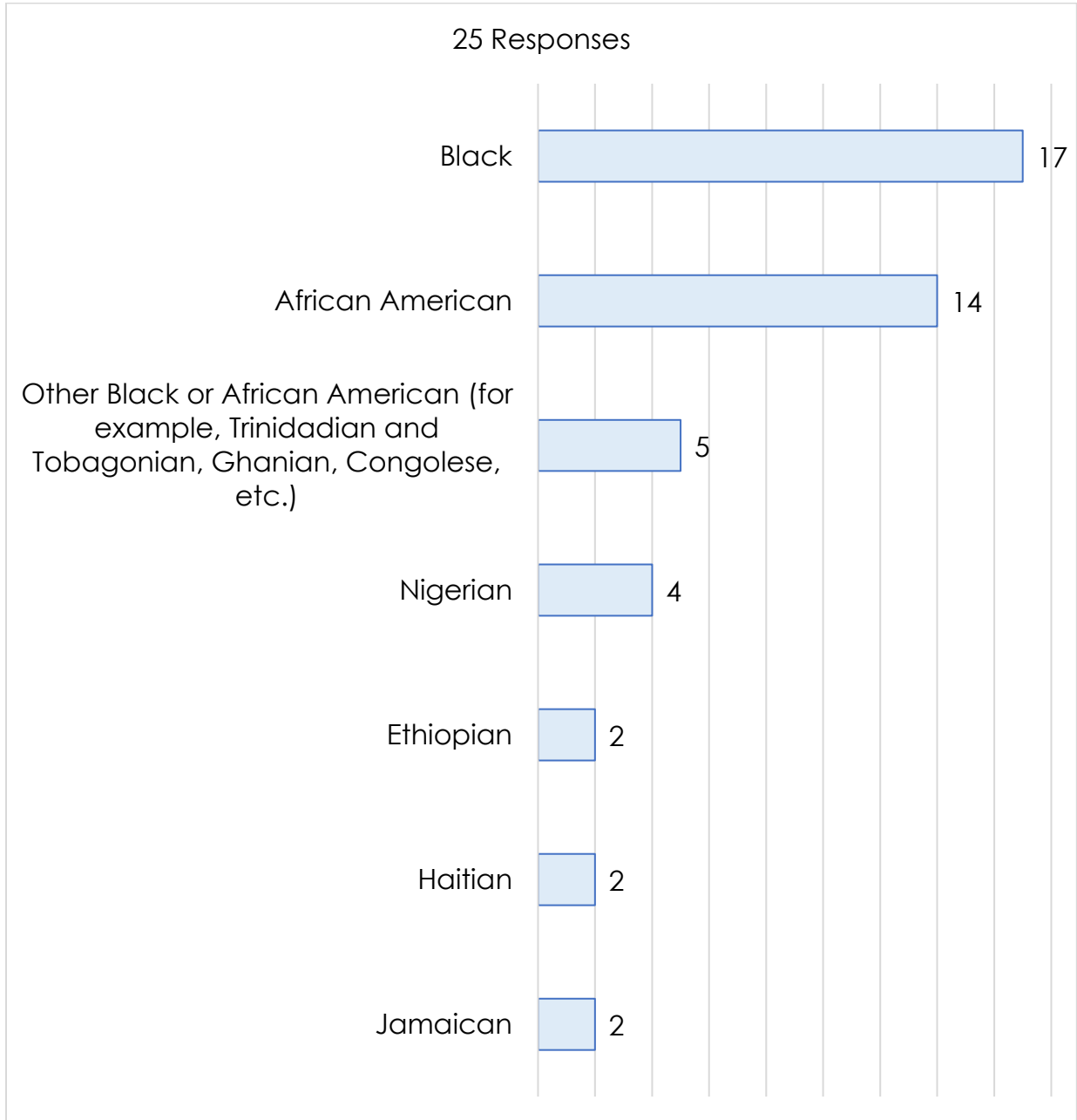
American Indian or Alaska Native Stakeholders Identified With (Multiple options could be selected.)



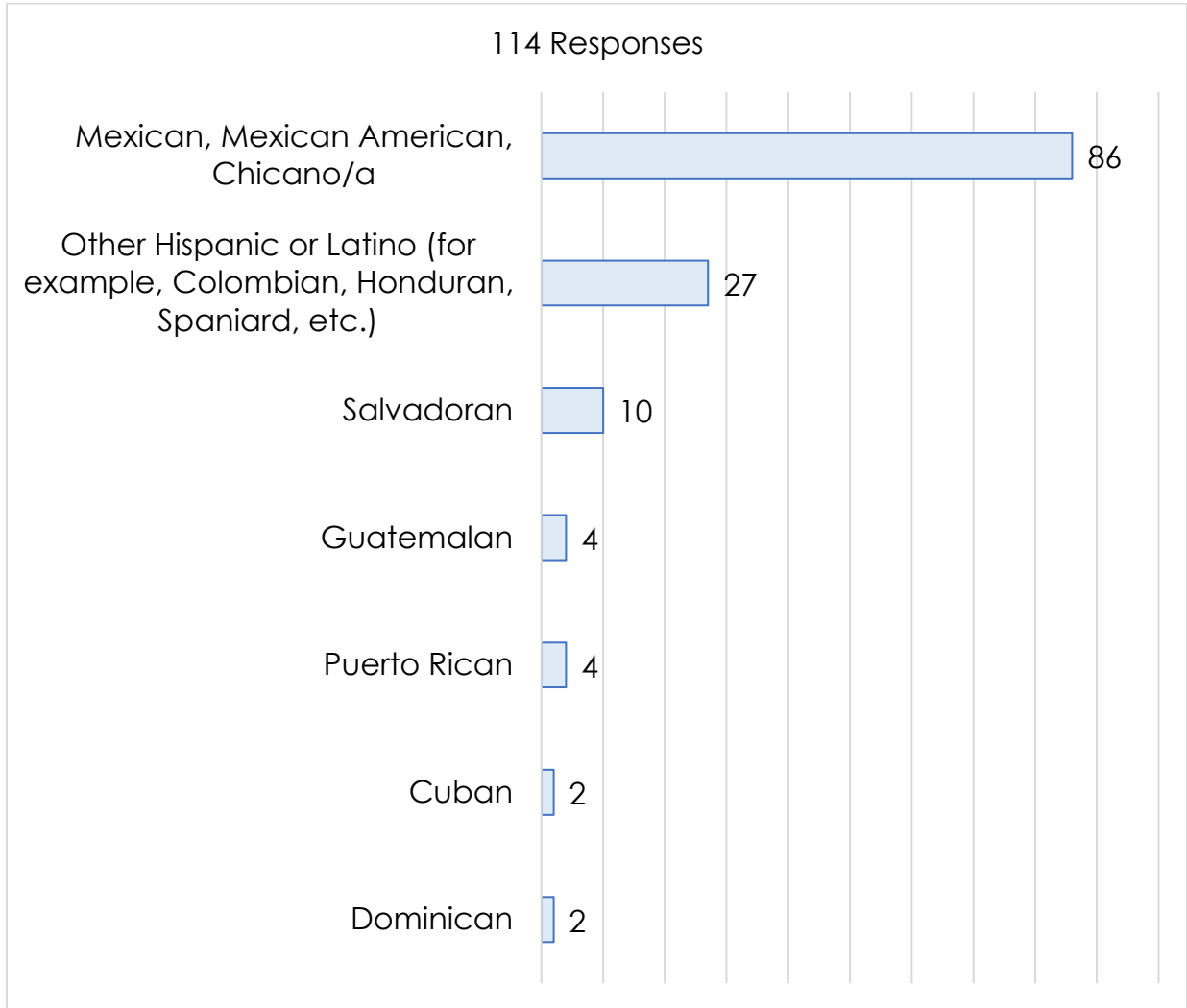
Asian Stakeholders Identified With (Multiple options could be selected.)



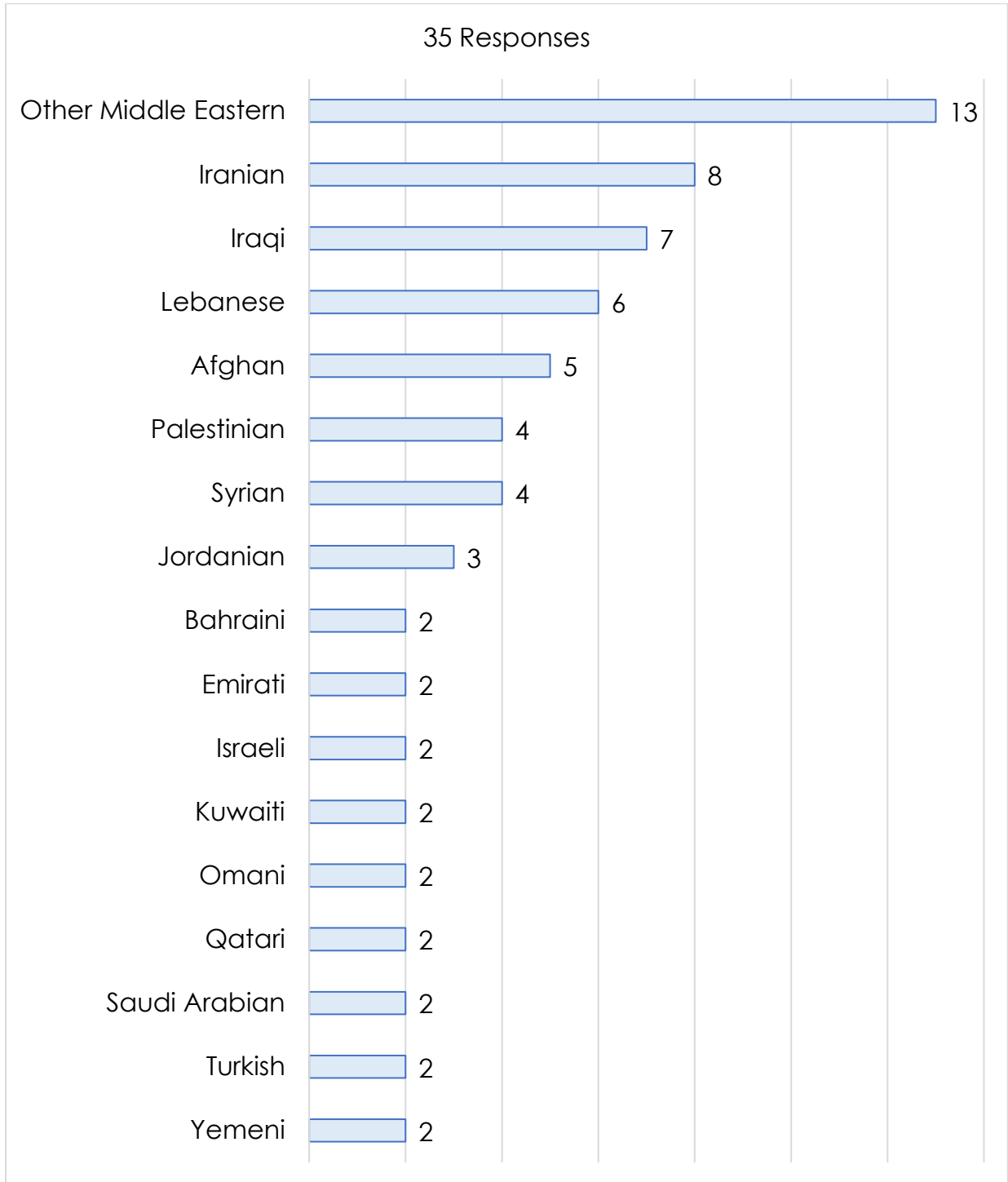
Black or African American Stakeholders Identified With (Multiple options could be selected.)



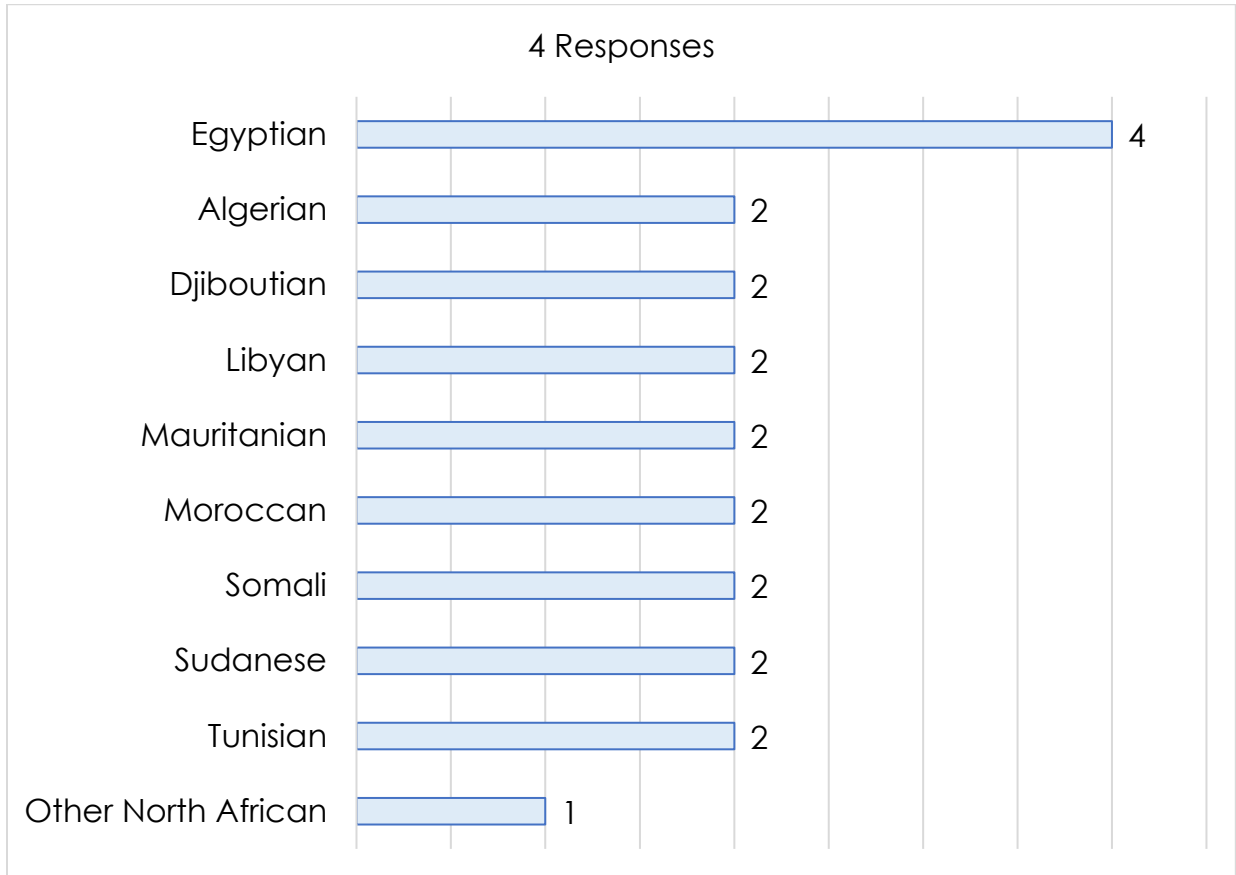
Hispanic or Latino Stakeholders Identified With (Multiple options could be selected).



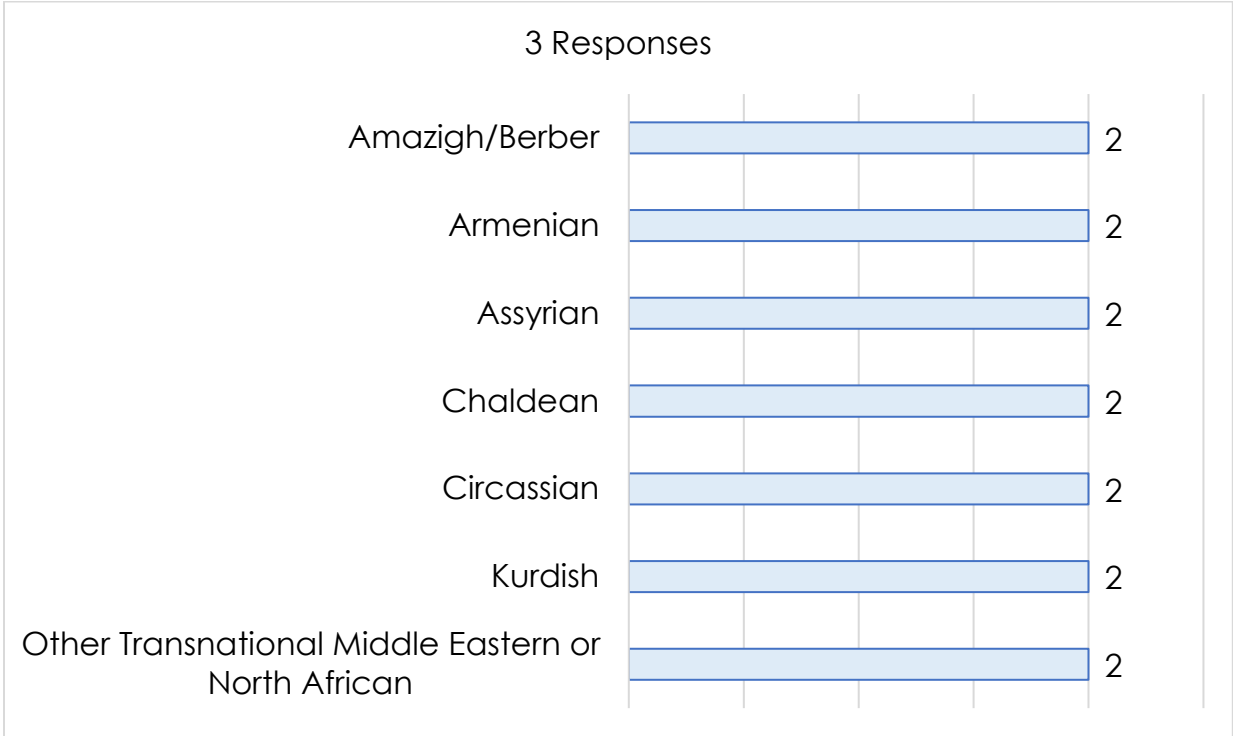
Middle Eastern Stakeholders Identified With (Multiple options could be selected.)



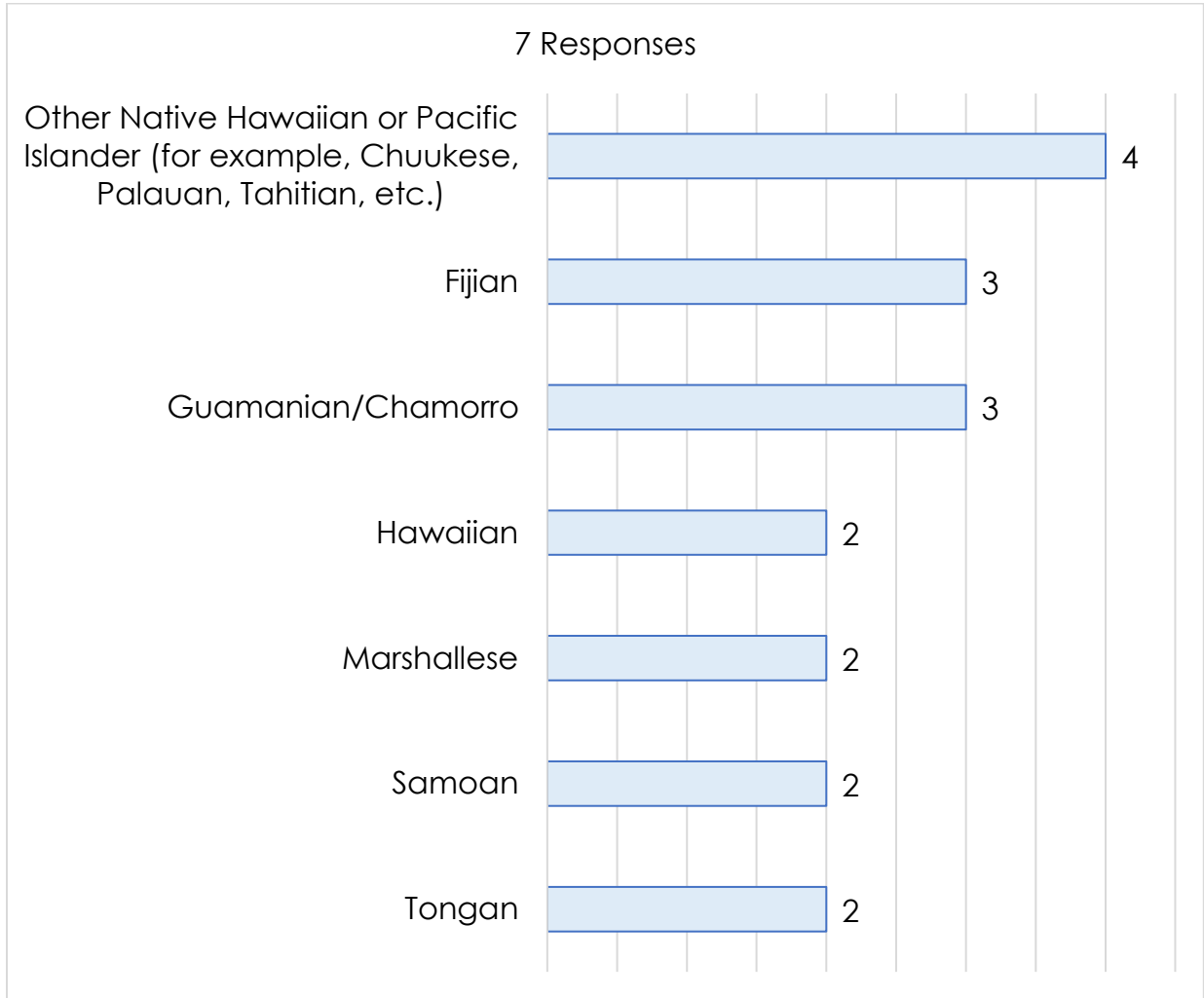
North African Stakeholders Identified With (Multiple options could be selected.)



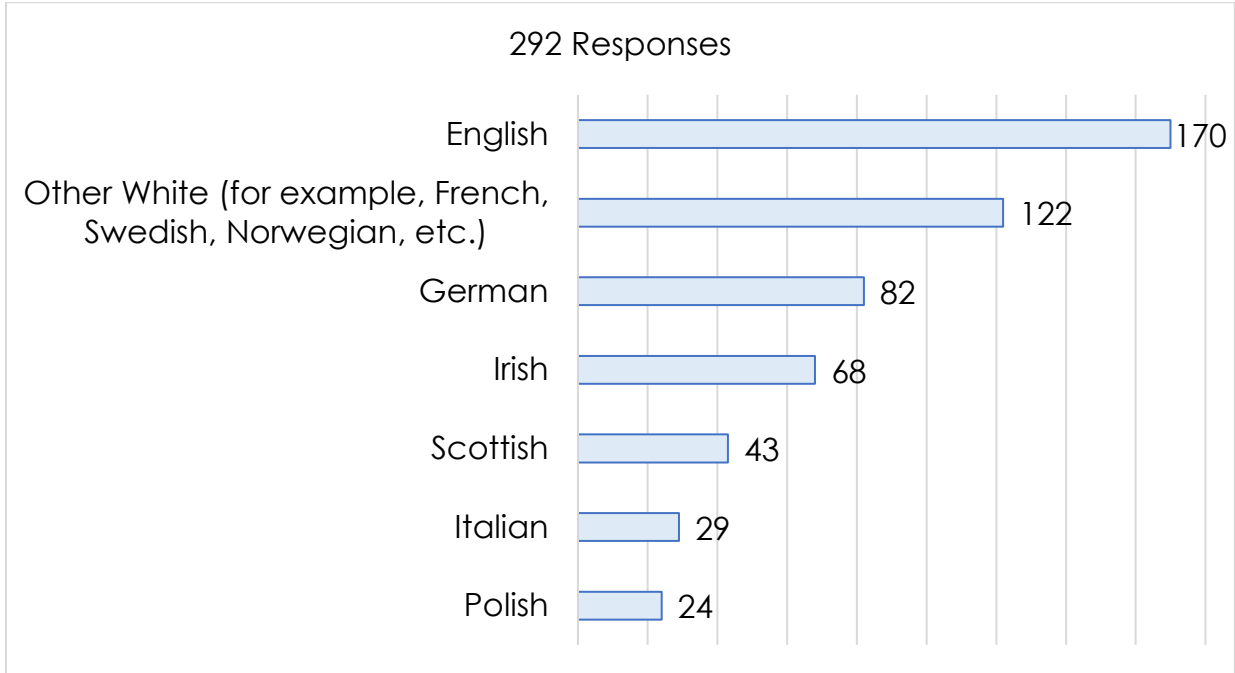
Transnational Middle Eastern and North African Stakeholders Identified With
(Multiple options could be selected.)



Native Hawaiian or Pacific Islander Stakeholders Identified With (Multiple options could be selected.)

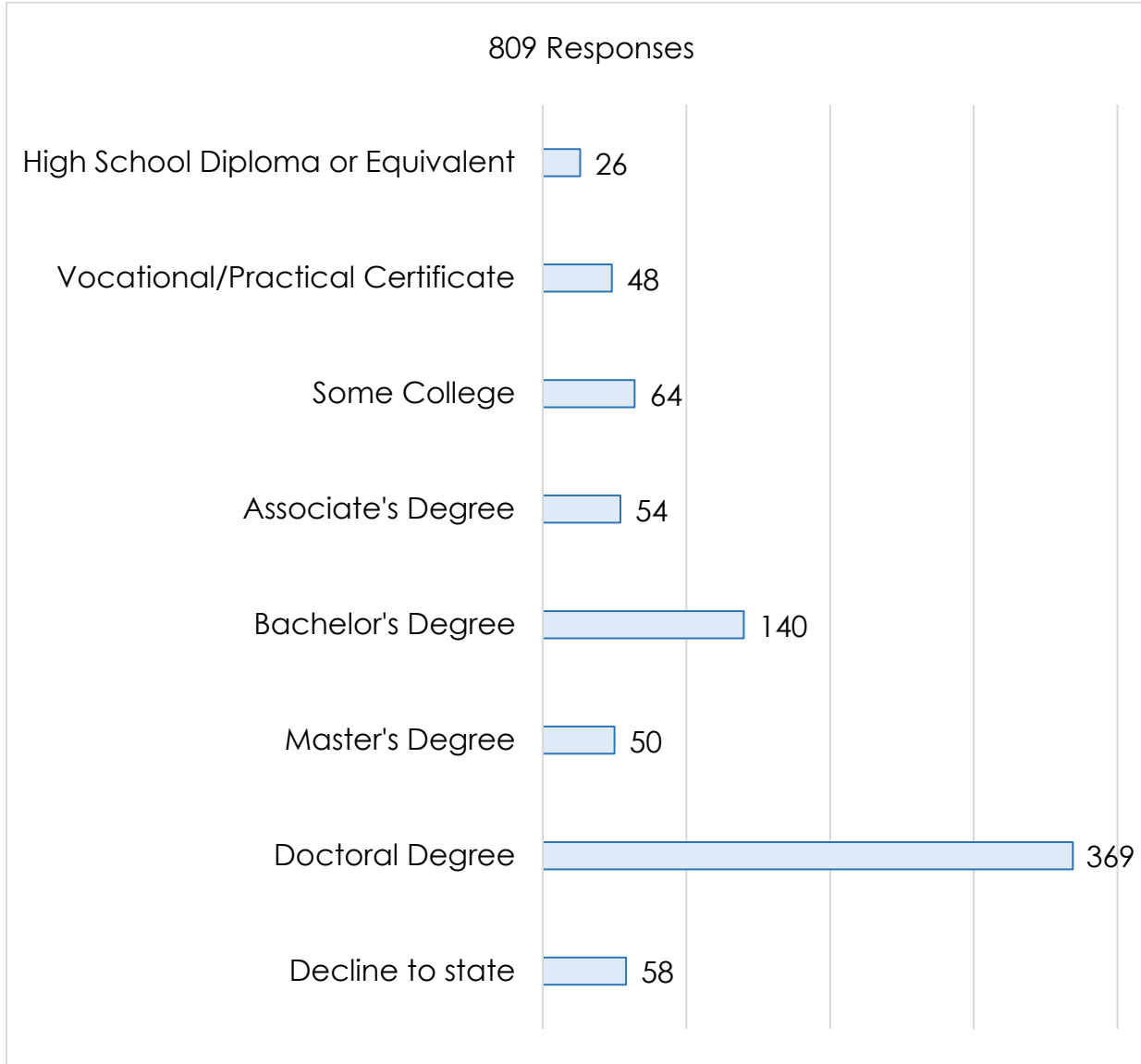


White Stakeholders Identified With (Multiple options could be selected.)



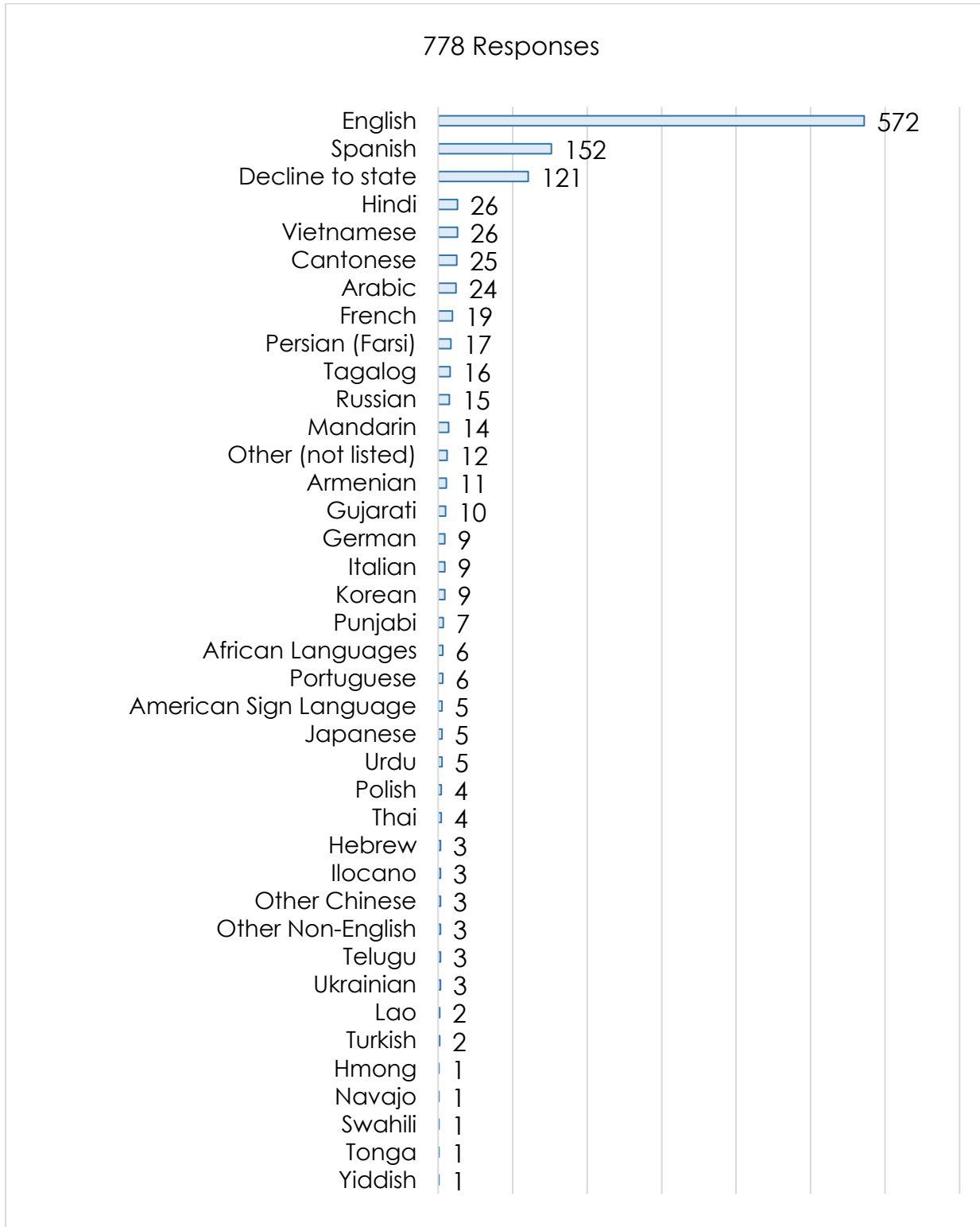
Education

External Stakeholders' Highest Level of Education



Languages

Languages Stakeholders Speak Fluently (Multiple options could be selected.)

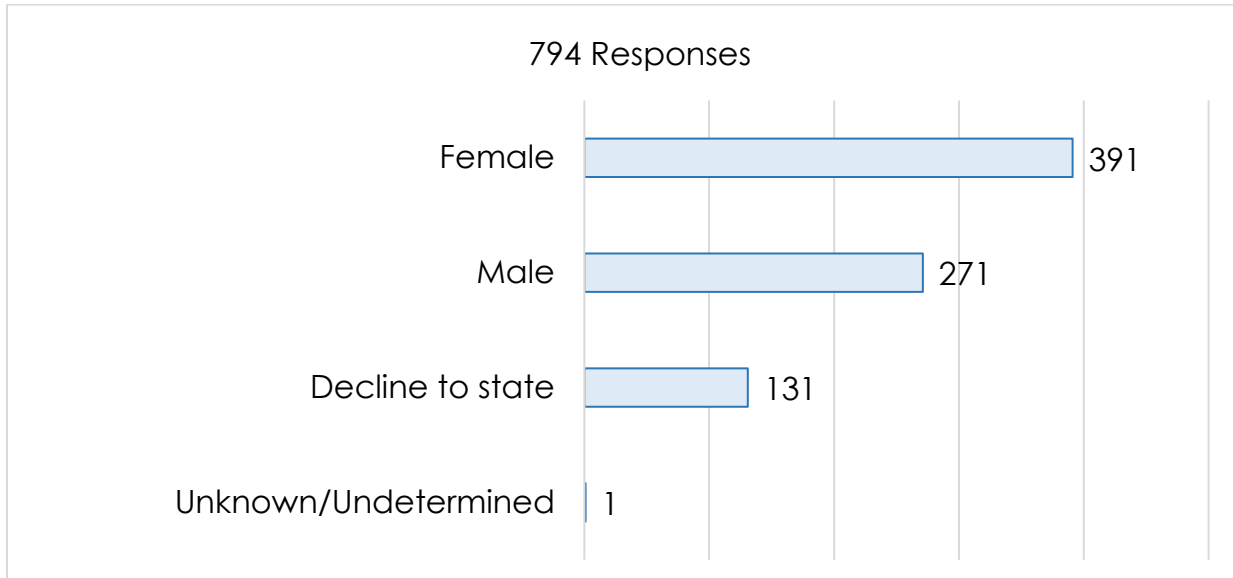


Language Options Offered

- African Languages
- American Sign Language
- Amharic
- Arabic
- Armenian
- Cantonese
- English
- Fijian
- Formosan (Amis)
- French
- French (Creole)
- German
- Greek
- Gujarati
- Hebrew
- Hindi
- Hmong
- Hungarian
- Ilocano
- Indonesian
- Italian
- Japanese
- Korean
- Lao
- Mandarin
- Mien
- Mon-Khmer
- Navajo
- Persian (Farsi)
- Polish
- Portuguese
- Punjabi
- Russian
- Samoan
- Scandinavian Languages
- Serbian
- Spanish
- Swahili
- Tagalog
- Telugu
- Thai
- Tonga
- Turkish
- Ukrainian
- Urdu
- Vietnamese
- Xiang Chinese
- Yiddish
- Yoruba
- Other Chinese
- Other Non-English
- Other Sign Language
- Other (not listed)
- Decline to State

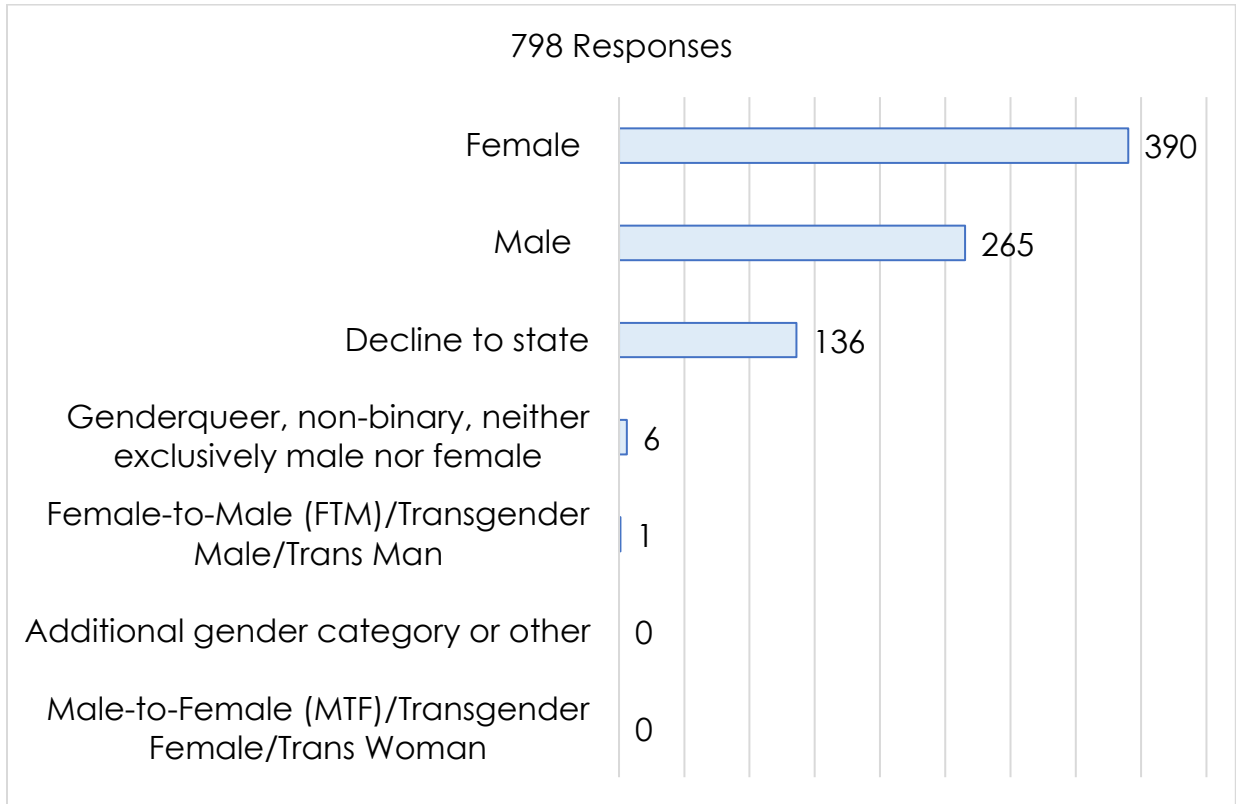
Birth Sex

External Stakeholders' Assigned Sex at Birth



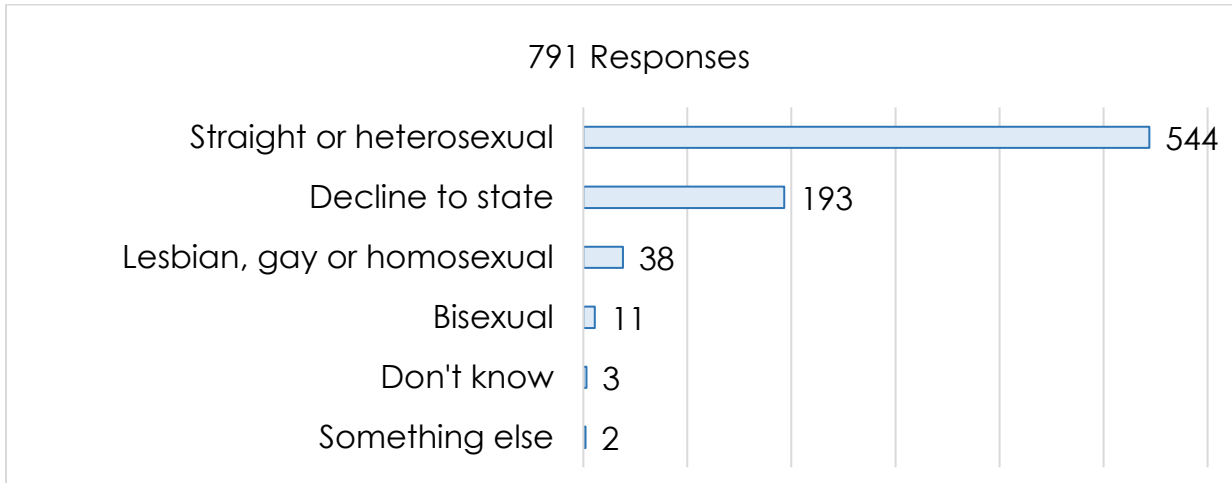
Current Gender

How External Stakeholders Describe Themselves



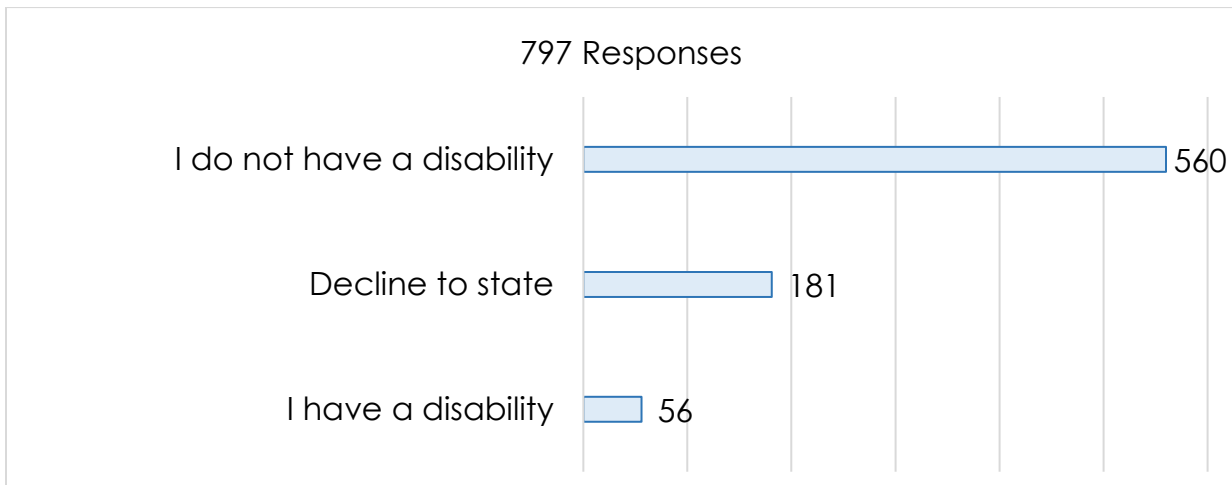
Orientation

External Stakeholders' Orientation



Disability Status

External Stakeholders' Disability Status





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