CALIFORNIA
STATE BOARD
OF PHARMACY

California State Board of Pharmacy

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FY 2027-2031 Strategic Plan

Adopted: [Month Day, Year]

Prepared by:
SOLID Planning Solutions
Department of Consumer Affairs

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Board Members

Seung Oh, PharmD, President

Jessica Crowley, PharmD, Vice President

Renee Armendariz Barker, PharmD, Treasurer

Jeanette Dong

Jeff Hughes

Kartikeya Jha, R.Ph.

Claudia L. Mercado

Jason Newell

Ricardo Sanchez

Satinder Sandhu, PharmD

Maria D. Serpa, PharmD

Nicole Thibeau, PharmD

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Gavin Newsom, Governor
Rohit Chopra, Secretary, Business and Consumer Services Agency
Christine Lally, Acting Director, Department of Consumer Affairs
Anne Sodergren, Executive Officer, California State Board of Pharmacy
Julia Ansel, Deputy Executive Officer, California State Board of Pharmacy

About the Board

The California Board of Pharmacy was established in 1891 as a state health regulatory agency. In 1971, it became part of the Department of Consumer Affairs, within the executive branch of California's state government.

Today, the Board oversees 47 licensing programs and regulates more than 50,416 pharmacists, 1,635 advanced practice pharmacists, 4,084 intern pharmacists, and 66,076 pharmacy technicians. Its responsibilities are broad and complex, covering both large institutions and small operations.

The Board inspects nonresident sterile compounding pharmacies and, as of October 2025, under Assembly Bill 1503, was given the authority inspect nonresident pharmacies. It also inspects outsourcing facilities that ship products to California and conducts on-site inspections of automated drug delivery system locations where prescription medications are stored.

The Board maintains a comprehensive licensing framework for both individuals and businesses. This structure reflects the rigorous approach used nationally to regulate the manufacturing, distribution, furnishing, and dispensing of prescription products. As the practice of pharmacy and the drug distribution system have evolved, the Board's regulatory programs have grown accordingly. Its jurisdiction now extends across nearly the entire lifecycle of a prescription drug– from the point it leaves the manufacturer to the point it reaches the consumer.

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The Board consists of 13 members appointed to four-year terms. The governor appoints seven registered pharmacists from different regions of the state and four public members. The Senate Rules Committee and the Speaker of the Assembly each appoint one public member. Public members are not licensed by this Board.

Message from the President

On behalf of the California State Board of Pharmacy, I am pleased to present the Board's Strategic Plan for 2027–2031.

This plan serves as a long-term roadmap for the Board's priorities and direction, and it will be reviewed annually to ensure alignment with current legislation, emerging trends, and the Board's established goals and objectives. As a living document, it provides the flexibility needed to respond to evolving patient care practices while maintaining a clear framework for decision-making. The 2027–2031 Strategic Plan was developed through a comprehensive 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 fulfills its consumer protection mandate through policies and initiatives developed within its committees: Communication and Education, Compliance, Legislation and Regulation, Licensing, and Organizational Effectiveness. Each committee evaluates current and anticipated needs of consumers and the pharmacy profession and advances strategic goals and objectives consistent with those priorities.

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 pace with evolving trends in the practice of pharmacy, including the recent transition to a more robust standard of care practice model established under Assembly Bill 1503 (Berman, Chapter 196, Statutes of 2025). Under AB 1503, prescriptive requirements that historically applied to certain pharmacist-provided patient care services are removed, and pharmacists can now rely on their professional judgment when providing these services – an approach that reinforces the Board's focus on strengthening a pharmacist's autonomy, promoting high-quality patient care and removing barriers for Californians wanting to access pharmacist care.

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" emails from the Board.

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Board Mission, Vision, and Values

Mission

Protect, promote, and advocate for the health and safety of all Californians by enhancing access to quality health care through education, communication, licensing, legislation, regulation, and compliance.

Vision

Quality health care for all Californians.

Values

- Compassion
- Diversity, Equity, Inclusion, and Accessibility
- Integrity
- Responsiveness
- Transparency

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Goal 1: Licensing

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

1.1 Enhance the licensing process by implementing business-modernization recommendations that improve innovation, efficiency, and processing times.

1.2 Explore and evaluate methods to improve communication with applicants by providing clearer, more accessible information about the licensing process.

1.3 Evaluate and clarify licensing standards and related regulatory requirements for businesses to ensure greater specificity and consistency and remove barriers to care in underserved areas.

1.4 Enhance pharmacist-in-charge (PIC) legal provisions and licensing requirements to confirm they adequately ensure appropriate standards and autonomy.

1.5 Establish a process to regularly evaluate the dynamic nature of pharmacist practice and pursue further opportunities to transition to a more robust standard of care practice model.

1.6 Evaluate the current marketplace including unlicensed individuals and businesses and identify gaps in regulatory oversight, creating patient safety risks.

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Goal 2: Compliance

The Board protects consumers by effectively promoting compliance with legal requirements and standards.

2.1 Evaluate inspection outcomes to identify opportunities for further consistency.

2.2 Explore expanding routine inspections to additional license types to proactively educate and assess operations while maintaining routine inspections for hospitals and pharmacies, including evaluation of compliance with new legal requirements.

2.3 Strengthen compliance and cooperation with licensees by providing education about enforcement activities and outcomes.

2.4 Conduct post-implementation review of the Board's compounding regulations.

2.5 Identify challenges in completing investigations timely.

2.6 Review the California Medication Error Reporting (CAMER) results and other resources and address causes and effects of medication errors to protect consumers.

2.7 Enhance patient consultation requirements and compliance with a focus to improve patient outcomes and reduce medication errors.

2.8 Assess medication handling at non-Board-regulated locations to promote patient safety.

2.9 Identify and evaluate unlicensed individuals and businesses to implement preventative actions.

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Goal 3: Legislation and Regulation

The Board advocates for statutes, regulations, and policies that strengthen and support the Board's mandate and mission.

3.1 Collaborate with other healing arts boards to address gaps in patient safety.

3.2 Evaluate limitations governing pharmacist practice and eliminate those that serve as unnecessary barriers to patient care and access.

3.3 Assess and advocate for patient care on telehealth platforms to ensure patient safety.

3.4 Evaluate emerging technologies that alter pharmacy practice or bypass pharmacist authority and pursue appropriate regulatory and statutory actions.

3.5 Evaluate and advocate for regulatory and statutory actions that support health equity.

3.6 Promote policies that ensure pharmacists have the resources necessary to support safe working conditions, reduce errors, and improve public health outcomes.

3.7 Review and update, if necessary, statutes and regulations to streamline and clarify requirements governing Pharmacy Law.

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Goal 4: Communication and Education

The Board communicates with and educates consumers, licensees, policymakers, and other stakeholders about the access to, practice of, and regulation of the profession.

4.1 Educate the public on the roles and responsibilities of pharmacy personnel to improve awareness.

4.2 Create an outreach and communication plan to expand engagement efforts, strengthen relationships, and promote equitable, and accessible communication.

4.3 Explore opportunities to expand outreach via social media or other platforms.

4.4 Develop a public education campaign to promote patient consultation.

4.5 Promote best practices and disseminate education based on information learned through CAMER and other resources.

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Goal 5: Organizational Effectiveness

The Board efficiently and effectively uses resources and personnel to meet goals and objectives.

5.1 Provide innovative training to support continuous staff growth and development.

5.2 Evaluate current resources to identify gaps and take necessary steps to address such gaps.

5.3 Provide ongoing training for board members as part of good governance.

5.4 Evaluate organizational processes and ensure knowledge transfer to support continuity and succession planning.

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Strategic Planning Process

To understand the environment in which the Board operates as well as identify factors that could impact the Board's success in carrying out its regulatory duties, the Department of Consumer Affairs' SOLID Planning Unit (SOLID) conducted an environmental scan of the Board's internal and external environments. Information for the scan was collected through interviews and online surveys distributed to the listed stakeholder groups during February and March 2026:

- Internal staff[1]: interviews and online surveys.
- Board members: interviews.
- External stakeholders[2]: online survey link distributed to interested parties and posted on board and department websites.

The most significant themes and trends identified from the environmental scan were discussed by board members, board leadership, and members of the public during a strategic planning session facilitated by SOLID on June 24, 2026. This information guided the Board in the development of its strategic objectives outlined in this 2027 - 2031 strategic plan.

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[1] Executive leadership, managers, and staff

[2] Individuals preparing to become a licensee, licensees, retired licensees, work in related occupation, consumers, represents a government agency, represents a professional association/group, represents a school or educational association/group, and others.

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Strategic plan adopted on [type date here].
Subsequent amendments may have been made after the adoption of this plan.

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