



To: Board Members

Subject: Discussion and Consideration on the Board's Strategic Plan

Background

During its September 2021 Board Meeting, the Board completed its [Strategic Plan 2022-2026](#).

For Board Discussion and Consideration

In preparation for the annual review Committees have review the status of their respective strategic objectives. During the meeting the Chairperson from the respective committee will provide a summary and where appropriate offer recommendations consistent with the committee discussion.

Goal 1: Licensing Committee

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

1.1 Evaluate, and change in appropriate, legal requirements for authorized duties that can occur outside of a pharmacy to reflect the dynamic nature of the practice of pharmacy.

Status: The board sponsored legislation to make permanent provisions for remote work for pharmacists currently being performed via a broad waiver. The legislation was controversial and did not move forward.

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 authorized duties of a pharmacy technician and potential expansion based on other jurisdictions to expand authorized duties.

Status: The Committee convened listening sessions and released surveys soliciting feedback from licensees on potential changes to pharmacy technician authorities. The Committee continues its evaluation of the results of the information received.

1.4 Determine if application requires for a pharmacist-in-charge (PIC) are appropriate to ensure sufficient knowledge, skills, and abilities for individuals seeking to serve as a PIC.

Status: October 2021, Board approved development of regulations to establish minimum requirements for pharmacists seeking to serve as a PIC. Further, development of a training program is underway.

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 exists to facilitate safe patient care.

Status: The Medication Error Reduction and Workforce Committee continues its assessment of working conditions and medication errors.

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.

Status: January 2022, Board receives results of audit conducted by OPES, which concludes that OPES does not recommend use of the MPJE as it would be inconsistent with Business and Professions Code section 139.

Status: Results of the audit performed by OPES was released

1.7 Decrease licensing processing items to improve customer service and support applicants and licensees.

Status: July 1, 2022, Board secures authority to hire two additional staff to assist with the processing of site applications.

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.

Status: Business Process Mapping for cashiering and licensing related functions completed.

Committee Recommendation: No changes recommended.

Goal 2: Enforcement and Compounding Committee

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.

Status: Medication Error Reduction and Task Force Ad Hoc Committee established and has begun convening public meetings.

2.2 Analyze enforcement outcomes to identify trends to educate licensees of common violations and improve patient outcomes.

Status: Annual presentation on the Board's Citation and Fine Program and Board's Inspection Program provided and top violations published in the Board's newsletter.

2.3 Complete routine inspections of all licensed pharmacies at least every four years to proactively assess pharmacy operations and educate licensees.

Status: In FY 2021/22, Board staff conducted 1,598 routine inspections.

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.

Status: Standard of Care Ad Hoc Committee established and has begun convening public meetings.

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.

Status: New inspector position received to perform inspections and related investigations stemming from new legislative mandates.

2.8 Educate licensees about enforcement responsibilities to improve compliance and build relationships.

2.9 Assess pharmacist involved 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 standard governing the practice of compounding and pursue changes, if appropriate, to ensure patient safety and assist licensees with education about standards.

Committee Recommendation: No changes recommended.

Goal 3: Legislation and Regulation Committee

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.**
Status: As part of promulgation process, Board transition to gender-neutral language, including changes in the Board's Disciplinary Guidelines and various self-assessment regulations.
- 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.**
Status: Board establishes a support position on Senate Bill 958, Medication and Patient Safety Act of 2022.
- 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.**
Status: Board supports Assembly Bill 1328, Clinical Laboratory Technology and Pharmacists.
- 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.**
Status: The Board establishes a support position on Senate Bill 362, Chain Community Pharmacies: Quotas, and following enactment releases information for pharmacy personnel on how to file a complaint with the Board.

Committee Recommendation: No changes recommended.

Goal 4: Communication and Public Education Committee

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.**
Status: Staff has launched this campaign with an effort to update the Board's Notice to Consumers poster and regulation, [CCR section 1707.6](#), to give consumers more relevant information about their rights and an explicit reminder to speak to their pharmacist about their medications.
- 4.2 Reevaluate, and update if necessary, educational materials related to pharmacy law to assist licensees in operating in compliance.**

Status: The Board continuously updates key resources to keep licensees informed on pharmacy law and regulations. The online [Pharmacy Lawbook](#) is updated regularly with newly adopted laws and regulations. The Board also creates a new [pharmacy law webinar](#) each year. In addition, the Board posts constant updates to [pharmacy law waivers](#) online and proactively disseminates updates about laws, regulations, and waivers in subscriber alerts and The Script.

4.3 Promote the self-assessment process to educate licensees about the importance of the tool.

Status: Staff is currently working with DCA's Office of Information Services to evaluate the feasibility of transforming the self-assessment forms to an online, more interactive process that would actively engage pharmacists in ensuring their operations comply with pharmacy law.

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.

Status: Board staff provide outreach at pharmacy schools by providing presentations to pharmacy students on licensing requirements and how to complete applications for both pharmacist and intern pharmacist licenses.

4.5 Increase outreach and education to licensees to expand knowledge of the Board and to promote compliance.

Status: Staff continue to provide continuing education to pharmacists on preventing drug abuse and drug diversion. The online platform has enabled staff to provide the training to more pharmacists statewide than live events permitted before the pandemic. As conditions improve, staff hopes to offer more outreach events in person as well as via WebEx. In addition, licensing staff has started providing presentations at California schools of pharmacy on how to apply for an intern pharmacist license and how to apply to take the pharmacist exam. Staff provides in-person and live WebEx presentations on Board activities and changes in pharmacy law.

4.6 Create more webinars to post on the website to disseminate basic information.

Status: The Board recently posted a training webinar for pharmacists furnishing HIV PrEP/PEP medications pursuant to SB 159. To gauge participants' comprehension of the training material, the webinar includes a 10-question assessment that participants must pass in order to receive a certificate of completion. The training program is the latest in a series of educational webinars of important topics – including law, ethics, furnishing naloxone, and preparing for an inspection – that the Board has developed and made available for free to inform and educate licensees.

4.7 Improve communication to licensees by personalizing it and decreasing verbiage to encourage licensee engagement.

Status: The Board has established listservs for each type of personal license to better target subscriber alerts to pharmacists, pharmacy technicians, designated representatives, and intern pharmacists. In addition, staff keep communications in subscriber alerts and Script article as succinct and direct as possible.

4.8 Research creating a recognition program for pharmacists to help build relationships between public, licensees, and the Board.

Status: The Board honors pharmacists who have maintained their California pharmacy license on active status for 40 years or more. These pharmacists are identified publicly in The Script and [online](#) and invited to be recognized and honored at Board meetings.

Committee Recommendation: No changes recommended.

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.

Status: The Board secures 3.5 permanent full-time positions and 1 limited term position to address growth in licensing programs and to address new workload stemming from legislative mandates.

5.2 Develop a formal onboarding program for new Board members to ensure new members are prepared.

Status: Board member orientation materials reviewed and update. Orientation meetings conducted with Board President and Executive Officer.

5.3 Promote staff training and development to ensure staff retention and a positive work environment.

Status:

- In FY 2021-22, Board staff completed a combined 323 training courses offered by DCA SOLID training and CalHR. Topics variety; however, generally focused on job performance and growth. Two managers completed mandatory training for new managers, one manager completed a 40-hour manager development program, and one executive manager completed a 20-hour executive development program. Seventeen inspections attended specialized investigation training and four staff attend training on building an inclusive regulatory community.
- Licensing Unit develops a Licensing Unit Resource Guide for new and existing employees
- Onboard for new inspections includes a series of weekly presentations covering a range of topics.

5.4 Continue Business Modernization activities to determine technology needs.

Status: Staff complete and approve all business process maps documenting licensing and cashiering processes.

5.5 Develop staff through training and setting clear expectations to increase staff retention and support staff.

Status: Standardized onboarding procedures developed and training plans. Implement telework for staff including clear guidelines and expectations.

5.6 Improve public and licensee access to staff to provide better customer service and support licensees.

Status: Individual licensing unit team develops call response triage to provide better customer service to applicants seeking intern licenses and approval of exam applications.