PHARMACY, BOARD OF

Annual Performance Progress Report (APPR) for Fiscal Year (2007-2008)

Proposed KPM's for Biennium (2009-2011)

Original Submission Date: 2008

2007-2008 KPM #	2007-2008 Approved Key Performance Measures (KPMs)
1	Percent of inspected pharmacies that are in compliance annually.
2	Percent of audited pharmacists who complete continuing education on time.
3	Percent of pharmacies inspected annually.
4	Average number of days to complete an investigation from complaint to board presentation.
5	Percent of Customers Rating Their Satisfaction With the Agency's Customer Service as "Good" or "Excellent" : Overall Customer Service, Timeliness, Accuracy, Helpfulness, Expertise, and Availability of Information.
6	Board Best Practices - Percent of total best practices met by the Board.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2009-2011
NEW	**Title:** None **Rationale:** The Board reviewed the current measures and elected not to propose anything new at this time.

PHARMACY, BOARD OF	I. EXECUTIVE SUMMARY

Agency Mission: The mission of the Oregon State Board of Pharmacy is to promote, preserve and protect the public health, safety and welfare by ensuring high standards in the practice of pharmacy and by regulating the quality, manufacture, sale and distribution of drugs."

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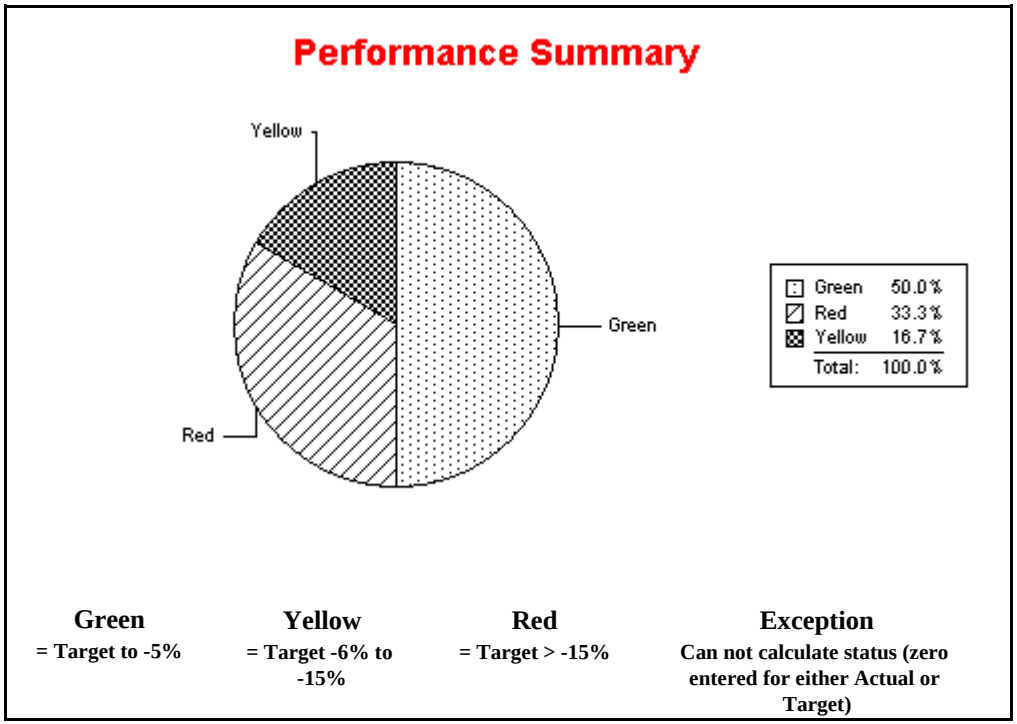


1. SCOPE OF REPORT

The Board of Pharmacy is identified as one program. Current key performance measures specifically address issues relating to the Compliance and Licensing programs in the agency as well as general overall agency performance for customer service and the Board's Best Practices.
The Agency has five operational components: Licensing, Compliance, Administration, Operations and the Pharmacy Recovery Network (PRN).
The PRN program monitors pharmacy professionals and support staff (pharmacy technicians) who are recovering from alcohol or drug dependence.

There are no specific performance measures for this program.
This report covers the 2007 calendar year. The 2008 data reflects 2007 results and will be updated for the 2009 Annual Performance Report due in September 2009.

2. THE OREGON CONTEXT

The Board's mandate is to promote, preserve and protect the health, safety and welfare of the citizens of Oregon. The desired outcome is safe practices within the profession that result in a healthier and safer Oregon. The Board's role is to make sure that only competent individuals are allowed to practice or work in the profession and that Oregon citizens have confidence in the security and integrity of our drug supply.

There are not currently any high level societal outcome measures that exist within the Oregon Benchmarks.

3. PERFORMANCE SUMMARY

A) Protect Oregon consumers by regulating the practice of pharmacy and distribution of drugs

Successes: During 2007, the Board and staff worked on rules relating to pharmacy compounding, pharmacist licensure and requirements, criminal background checks and rules that implement federal laws relating to tamper resistant prescriptions. In addition, the Board participated with a stakeholder group regarding safe destruction of unwanted drugs.

A significant activity in 2007 was the development of a "Pharmacist In Charge" or PIC Training Course. This was established to train pharmacy managers on the requirements of the Board's Administrative Rules that relate specifically to the operation of a pharmacy. Board Compliance Staff created a training program and it has been well received and appreciated by our licensees. The Board hopes to see greater compliance by those pharmacies that are inspected in 2008 leading to a higher percentage in KPM #1.

Board staff coordinated the implementation of the updated the rules for drug Wholesalers and Pharmacy Technicians that were adopted in 2006. These rule changes established significant changes to licensing requirements and were effective October 1, 2008.

During 2007, the Board had three out of four Pharmacy Inspector positions vacant for over six months. The result of these vacancies was a lack of trained staff to conduct inspections throughout the year and a less than desirable outcome for the actual number of inspections completed. The Board continues to have a primary objective of conducting annual on-site inspections of pharmacies with an emphasis on education and voluntary

compliance.

The Board continues to emphasize that it is important to complete Pharmacist Continuing Education requirements on time. 2007 saw a small decrease in compliance related to KPM #2.

Over all, the Performance Measure data shows that in those pharmacies inspected, there continues to be an improvement in compliance during 2007. These numbers reflect what is happening in pharmacies and the profession around the state.

B) Provide excellent customer service
Successes: The customer service measure (KPM #5) clearly identifies in all categories that the Board is rated as excellent or good. There is always room for improvement, but the Board is pleased to see the outstanding results. The Board continues to streamline processes and procedures while focusing on efficiency and effective use of resources as we serve.

The Board's website is a primary method of communication to licensees and the public. We are able to more timely post lengthy documents on the website to reduce the cost of printing and mailing.

C) Conduct business in a manner that supports a positive environment for the pharmacy industry
Successes: The Board does not currently have a performance measure attached to this goal; however this is something that the Board considers with regularity.

The Board's Research Council process, described in past reports, continues to be an effective way to support a collaborative review of Administrative Rules and address topics that require specific research and stakeholder input. Stakeholders are invited to participate and have been very helpful in identifying issues that support the Board's goal to conduct business in a "business friendly" manner.

The Board continues to work with stakeholders on administrative rule revisions. In addition, the Board regularly evaluates what is happening in other states and nationally. The Board also encourages participation at Board meetings by providing continuation education credit for attendance.

In 2007, performance has remained consistant overall with the exception of pharmacy inspections due to vacancies.

4. CHALLENGES

a. Protect Oregon consumers by regulating the practice of pharmacy and distribution of drugs
As noted above, one challenge that continues to be an issue for the Board is the fact that turn-over for the Pharmacy Inspector positions is high due to the low salary. Fortunately, this salary was increased as part of the 2007 Collective Bargaining Agreement. We expect these positions to be

more stable as a result of a more competitive salary range. With licensure of Pharmacy Technicians transitioning to Certified Oregon Pharmacy Technicians, the Board continues to identify a significant number of Technicians that have a record of drug or alcohol abuse and therefore, the number of Technicians that are being referred to the Pharmacy Recovery Network for evaluation. This process as well as dealing with other drug diversion cases within the last year have been very time consuming for agency staff and costly for the agency.

b. Provide excellent customer service

The most significant barrier continues to be the vacant pharmacist positions in the Compliance department. As noted above, the challenge has been the non-competitive salary range, however that has been somewhat corrected through the bargaining process. However, even when we are fully staffed, we have challenges due to the large number of diverse license types we regulate. Another barrier that often arises is the demand on the Agency's workload requests from other agencies and outside organizations. The Agency is regularly called on to assist with projects that require pharmacist expertise such as requests from DHS to define a "Tamper Resistant Prescription" in rule and to assist in development of protocols and rules that would be effective in the case of a declared Public Health Emergency such as Hurricane Katrina.

c. Conduct business in a manner that supports a positive environment for the pharmacy industry

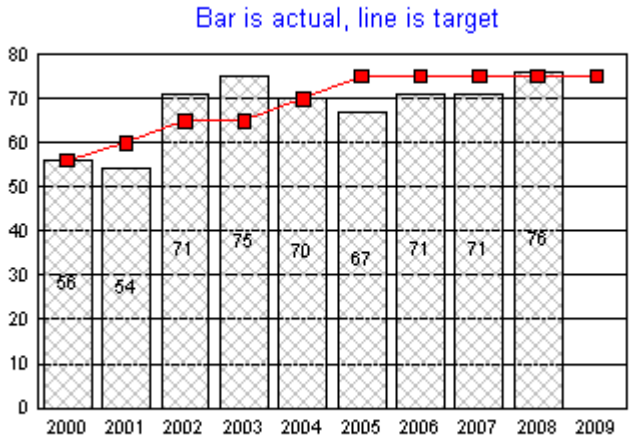
As mentioned above, the biggest challenge is the number of different types licensees we regulate such as: the pharmacy industry which includes community and hospital pharmacies, pharmaceutical industry which includes wholesalers and manufactures and the practitioners/support personnel which includes pharmacists, pharmacy interns, preceptors and pharmacy technicians. These distinct categories with their diverse issues are all subject to the Board's authority and require the Board's attention.

5. RESOURCES AND EFFICIENCY

None of the existing key performance measures specifically speak to efficiency measures, but rather to the Agency's goals. The Agency has some internal efficiency measures that were removed from the KPM's in 2005 that relate to timing of licensure processes.

KPM #1	Percent of inspected pharmacies that are in compliance annually.	2000
Goal	Protect Oregon consumers by regulating the practice of pharmacy and distribution of drugs.	
Oregon Context	KPM #1 - Agency mission.	
Data Source	Query database.	
Owner	Board of Pharmacy – Compliance Director (971) 673-0001	

Percentage of Pharmacies that are in compliance annually.



Data is represented by percent

1. OUR STRATEGY

The Boards goal is to complete inspection of all Oregon pharmacies annually. To achieve this goal, it is necessary to have trained pharmacist Compliance staff.

2. ABOUT THE TARGETS

Ideally, the target should be 100% compliance, however, that is not realistic. The legislature set this target to 75%.

3. HOW WE ARE DOING

This performance measure indicates that the number of inspected pharmacies that were in compliance in 2007 increased to 76%. Ideally, this percentage will continue to increase as a result of an upgraded self inspection process and PIC training courses.

4. HOW WE COMPARE

The Board established a self-inspection report that has assisted pharmacies in complying with Oregon laws and rules. The variance shows that pharmacies were more compliant during calendar year 2007. This performance ties directly to the pharmacies maintaining compliance with agency laws and rules. This appears to compare favorably with rates of compliance with laws and rules of other Oregon agencies.

5. FACTORS AFFECTING RESULTS

Vacancies in the Compliance staff make it difficult to respond to questions and counsel on best practices leading to increased non-compliance. Annually updated self inspection forms provide the pharmacists with information and references to issues the Board feels are important which leads to increased levels of compliance.

6. WHAT NEEDS TO BE DONE

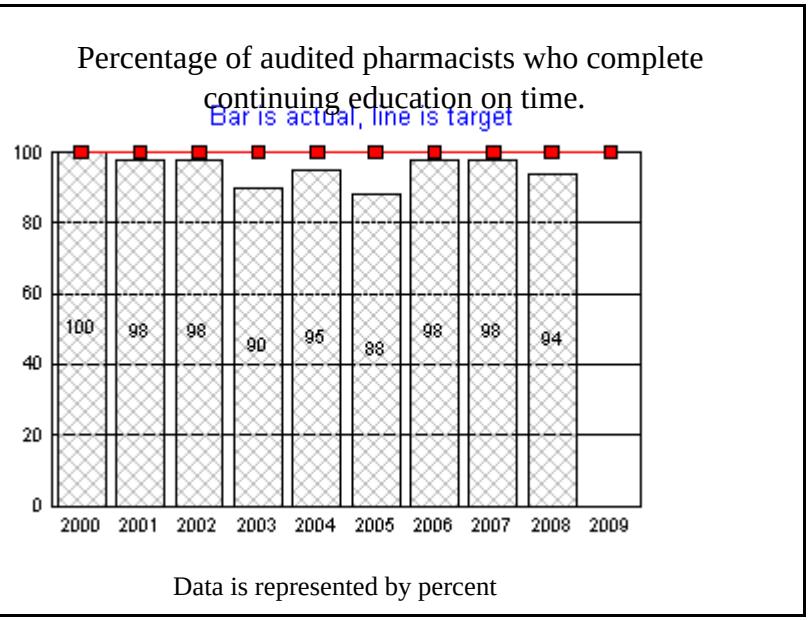
During 2007 Collective Bargaining pharmacist salaries throughout the state were evaluated and increased. This will help the Board retain existing pharmacist staff and recruit based on a more competitive salary despite the pressure on current budget limitations, as these positions are filled more consistently, the Board has a greater ability to serve the pharmacy community and the public. Additionally, regular updates to the self inspection form based on the analysis of the compliance statistics or new rules of significance identified by the Board help pharmacies stay in compliance.

7. ABOUT THE DATA

Calendar year 2007 shows increased compliance for this measure. This is strong data because it is easy to determine whether the pharmacy is in compliance or out of compliance. During inspections, Compliance staff use the self inspection form to identify deficiencies and educate pharmacy managers where improvement is necessary. Pharmacies have 30 days to report back to the Board on corrections to the deficiencies. This continues

to be a useful tool for the Board and pharmacies.

KPM #2	Percent of audited pharmacists who complete continuing education on time.	2000
Goal	Protect Oregon consumers by regulating the practice of pharmacy and distribution of drugs.	
Oregon Context	KPM # 2 - Agency mission.	
Data Source	Manual review of license renewal data.	
Owner	Board of Pharmacy – Licensing (Administrative Director) (971) 673-0001	



1. OUR STRATEGY

Continuing education is one strategy to ensure pharmacist competency to practice. The Board adopted rules requiring a minimum of 15 hours of continuing education annually. The 2005 Legislature added a new requirement for Pain Management continuing education for pharmacists. The Board communicated the new requirement in 2006 and compliance is required for all existing pharmacists by June 30, 2008.

The Board annually audits 10% of pharmacists for compliance. The 2007 Education Ways & Means Sub-Committee discussed the percentage for this audit and concurred that this was appropriate for statistical purposes.

2. ABOUT THE TARGETS

The 100% target is maintained because pharmacists are required to achieve 15 hours of continuing education annually in order to renew their license.

3. HOW WE ARE DOING

For calendar year 2007, there was a slight decrease in compliance for this measure. Statistics reflect that most audited individuals are in compliance annually. Any pharmacist not in compliance is subject to disciplinary action. The Board continues to emphasize the importance of keeping up with continuing education by participating in the previously mentioned Pharmacist in Charge training and various professional meetings held around the state. The Board Compliance Director also regularly reviews CE programs offered in Oregon for approval and the Compliance staff periodically audits these programs to make sure the content is appropriate for credit hours as directed by the Board.

4. HOW WE COMPARE

It is difficult to compare. Other Oregon health licensing boards are inconsistent in their requirements, or lack of, for continuing education.

5. FACTORS AFFECTING RESULTS

The decreased availability of live CE programs in rural areas is a barrier to achieving the required number of hours. The availability of some CE programs on the internet and in pharmacy journals provides an alternative to attending live CE programs. Out of state pharmacists have different CE requirements and time frames than Oregon and they may miss the required audit period for our state. The usually have everything they need, but not during the right time frame.

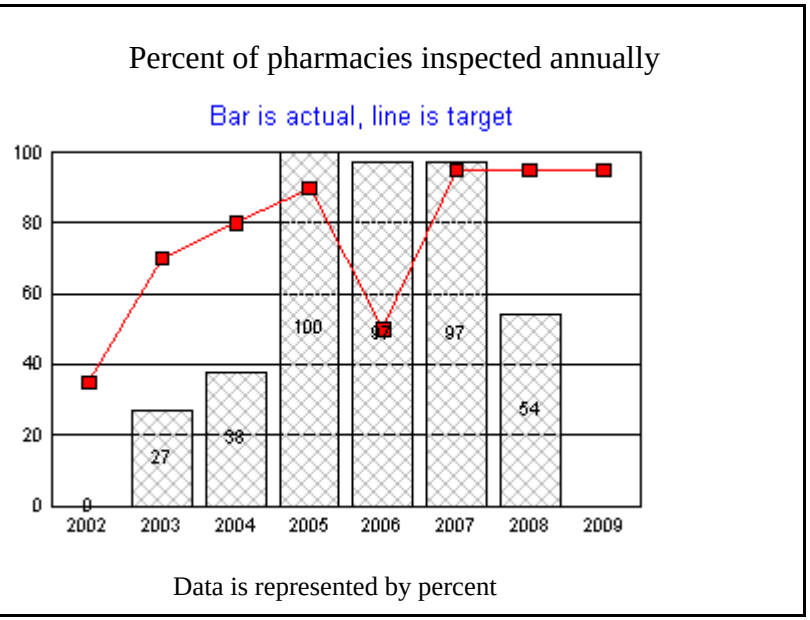
6. WHAT NEEDS TO BE DONE

We continue to audit pharmacists’ hours to ensure compliance with the CE requirement.

7. ABOUT THE DATA

This data reflects 10% of pharmacists audited annually. This is used to estimate compliance with the CE requirement across the profession.

KPM #3	Percent of pharmacies inspected annually.	2002
Goal	Protect Oregon consumers by regulating the practice of pharmacy and distribution of drugs.	
Oregon Context	KPM # 3 - Agency mission.	
Data Source	Query database	
Owner	Board of Pharmacy – Compliance Director (971) 673-0001	



1. OUR STRATEGY

The Boards goal is to complete inspection of all Oregon pharmacies annually. To achieve this goal, it is necessary to have positions filled with trained pharmacist Compliance staff.

2. ABOUT THE TARGETS

Up until September 2007, it has been very challenging to keep pharmacist staff positions filled due to the low salary. As a result, the ability to conduct inspections suffered due to a lack of staff. Targets have been adjusted in the past as a result and reflection of agency staffing. the 2007 Education Ways and Means Sub-Committee adjusted the target to assume full staffing for 07-09. If the positions are filled, a target of 90 to 100% is reasonable. If not, however, inspections suffer due to other pressing workload and investigation requirements.

3. HOW WE ARE DOING

In 2007, three of the Pharmacy Inspector positions were vacant for more than half the year due to recruitment challenges. The remainder of the year was spent training new staff, which reflects in the low number of inspections completed.

4. HOW WE COMPARE

Our data compares favorably to other states in which on site inspections occur every second or third year.

5. FACTORS AFFECTING RESULTS

Factors affecting the Compliance staff's ability to complete annual on-site inspections include vacancies in the compliance staff, the compliance investigation schedule and other projects such as rule writing, committees and task forces and responding to public inquiries.

6. WHAT NEEDS TO BE DONE

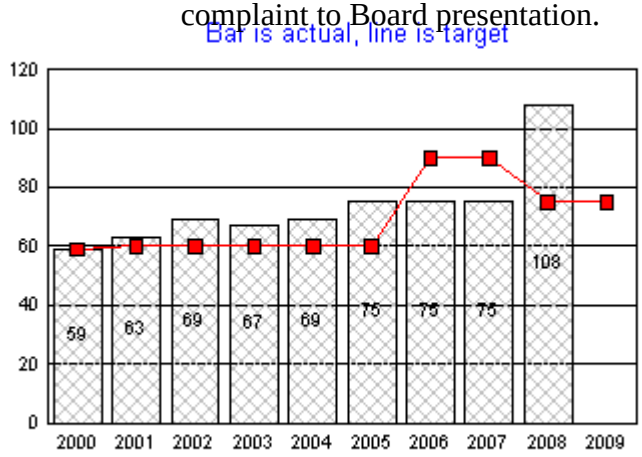
Continue the current practice of regular pharmacy inspection.

7. ABOUT THE DATA

This is strong data. The pharmacy was either inspected or not.

KPM #4	Average number of days to complete an investigation from complaint to board presentation.	2000
Goal	Provide excellent customer service.	
Oregon Context	KPM #4 - Agency mission.	
Data Source	Query database.	
Owner	Board of Pharmacy – Compliance Director (971) 673-0001	

Number of days to process complete investigation from complaint to Board presentation.



Data is represented by number

1. OUR STRATEGY

Decreasing the lag time from complaint to presentation is in the public interest. The Oregon Department of Justice and law enforcement and regulatory agencies both state and federal are regular partners in the Board's investigations.

2. ABOUT THE TARGETS

The Boards goal is to reduce the number of days between complaint to Board presentation.

3. HOW WE ARE DOING

Some years ago, the Board moved to bi-monthly Board Meetings in a cost saving effort which means the opportunity to present cases occurs approximately every 60 days rather than every thirty days. The time it takes to conduct investigations, criminal background checks and compliance staff vacancies continue to impact the lag time.

4. HOW WE COMPARE

Anecdotally this compares favorably to other Oregon regulatory boards and other state boards of pharmacy.

5. FACTORS AFFECTING RESULTS

2007 KPM results indicated a slower outcome than desired however, Compliance vacancies and the corporate culture of licensee's corporate legal departments and government relation teams contributes to delays and adds to the complexity of investigations. Other factors include the availability of Board general counsel resources and need for ongoing investigator training.

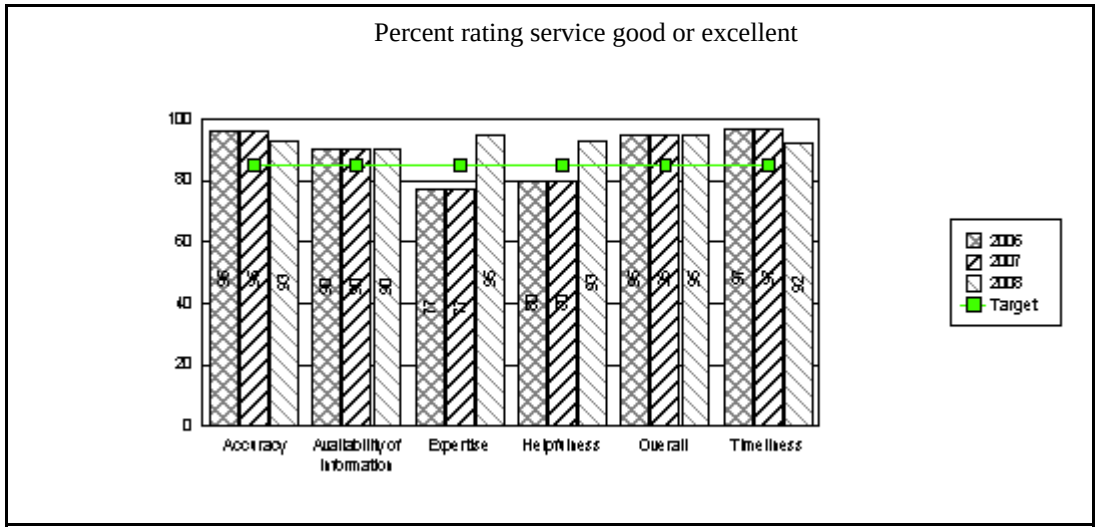
6. WHAT NEEDS TO BE DONE

Fill vacancies, retain staff, get more training and review and update investigation procedures.

7. ABOUT THE DATA

The Compliance staff enter the date a complaint is received or an investigation is initiated into the database. The Compliance Agenda for the Board helps us identify when a case is presented to the Board. Statute requires cases to be presented to the Board within 120 days.

KPM #5	Percent of Customers Rating Their Satisfaction With the Agency's Customer Service as "Good" or "Excellent" : Overall Customer Service, Timeliness, Accuracy, Helpfulness, Expertise, and Availability of Information.	2006
Goal	Provide excellent customer service	
Oregon Context	KPM #5 - Customer Service measure added by the 2005 Legislature.	
Data Source	Customer service survey	
Owner	Board of Pharmacy – Administrative Director (971) 673-0001	



1. OUR STRATEGY

The Board strives towards excellent customer services though the services it provides including investigations, licensing, examinations and consumer information.

2. ABOUT THE TARGETS

The goal is to achieve excellence. However, licensees who are disciplined by the Board are not likely to give the Board excellent scores.

3. HOW WE ARE DOING

The Board conducted several surveys of various licensees and the public during this reporting period. Combined results indicate a high service rating in all areas.

4. HOW WE COMPARE

Limited data available.

5. FACTORS AFFECTING RESULTS

The 2007 survey results indicate high scores in all areas of customer service.

6. WHAT NEEDS TO BE DONE

The Agency seeks to continue excellent customer service through ongoing staff training, the use of internet resources and regularly updated agency website.

7. ABOUT THE DATA

Please provide the following specific information: a) survey name; b) surveyor; b) date conducted; c) population; d) sampling frame; e) sampling procedure; f) sample characteristics; g) weighting. For clarification, see pages four through six of the Customer Service Guidance.

The Board used one “Customer Service Survey” that was distributed and conducted as follows:

The Oregon Board of Pharmacy used 2 surveys through SurveyMonkey to obtain results to the following Questions:

1. How would you rate the timeliness of services provided by the Board of Pharmacy?

2. How would you rate the ability of the Board of Pharmacy to provide services correctly the first time?

3. How would you rate the helpfulness of employees?

4. How would you rate the knowledge and expertise of Board of Pharmacy staff?

5. How would you rate the availability of information at the Oregon Board of Pharmacy?

6. How would you rate the overall quality of information and services provided by the Board of Pharmacy?

7. How does the service you received at the Oregon Board of Pharmacy compare to that provided by other states?

8. How would you rate the Oregon Board of Pharmacy's website?

9. What type of license do you hold?

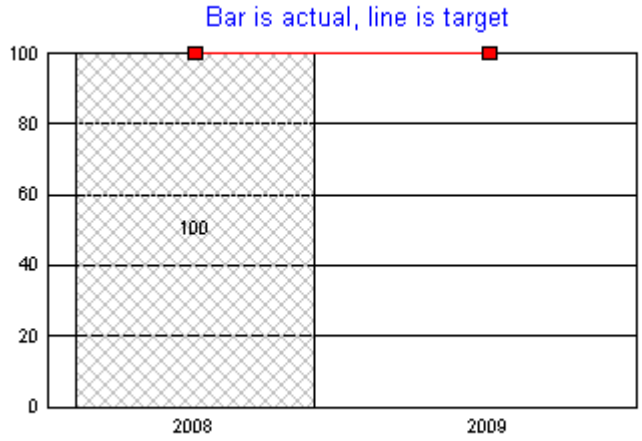
10. If you have contacted the Oregon Board of Pharmacy, what method did you use?

Survey 1:
A link to a SurveyMonkey Customer Service Survey was put on the main page of the Board of Pharmacy Website. It was available from July 2007-December 2007. We received 29 responses.

Survey 2:
We emailed a link to the SurveyMonkey Customer Service Survey to Board customers that obtained a new license between the dates of January 1, 2007 and December 31, 2007. These were only sent to new licensees who provided an email address. As of 1/30/08 we have emailed the link to 1682 licensees. 136 of the email addresses came back to us as undeliverable. Of the 1546 remaining licensees that provided valid email addresses, 453 have responded to the survey. 431 licensees completed the entire survey. This is a response rate of 28%.

KPM #6	Board Best Practices - Percent of total best practices met by the Board.	2007
Goal	To have a high level of success in following board best practice	
Oregon Context	KPM #6 Board Best Practices, Legislatively added in 2007.	
Data Source	The Board reviews board best practices annually through a SurveyMonkey survey that includes each question.	
Owner	Board of Pharmacy - Administrative Director (971) 673-0001	

Is the Board following Best Practices?



Data is represented by percent

1. OUR STRATEGY

It is the Board's goal to regularly operate within the guidelines required statutorily and administratively. We regularly review new laws and rules and attend trainings to keep the Board informed.

2. ABOUT THE TARGETS

The Board intends to comply with all Board Best Practices.

3. HOW WE ARE DOING

A majority of Board members attended the Governor's training upon appointment. In addition, Board staff keep the Board up to date on statutory and administrative requirements. The Board is complying with all best practice areas.

4. HOW WE COMPARE

The Board is doing well.

5. FACTORS AFFECTING RESULTS

The Board Members, Executive Director and Management Staff work very well with each other.

6. WHAT NEEDS TO BE DONE

Continue reviewing best practice issues and educate as needed.

7. ABOUT THE DATA

The Board reviews the best practices each year.

PHARMACY, BOARD OF	III. USING PERFORMANCE DATA

Agency Mission: The mission of the Oregon State Board of Pharmacy is to promote, preserve and protect the public health, safety and welfare by ensuring high standards in the practice of pharmacy and by regulating the quality, manufacture, sale and distribution of drugs."

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The following questions indicate how performance measures and data are used for management and accountability purposes.

1. INCLUSIVITY	*** Staff :** The Executive Director along with the Management staff review measures annually and advise the Board. The Performance Measure Coordinator attends periodic traingings and meetings. *** Elected Officials:** Through the budget hearing process, legislators participate in review and revision of agency performance measures. This information is available to the public and posted on the agency website. *** Stakeholders:** This information is posted on the agency webiste and available for review and comment. *** Citizens:** This information is posted on the agency website and available for review and comment.
2 MANAGING FOR RESULTS	Performance measures are used to develop policies and procedures that facilitate customer service and further the agency's mission to protect the health, safety and welfare of the citizen's of Oregon. Performance measures are analyzed as part of the Board's annual strategic planning process. The Board established a new disciplinary outcome as a result of the KPM #2 data. In addition, order achieve our inspection goals, one pharmacist inspector was assigned to the road full time to focus on on-site inspections exclusively for KPM #3.
3 STAFF TRAINING	The Performance Measure Coordinator attends training as it becomes available.
4 COMMUNICATING RESULTS	*** Staff :** The staff communicat results at Board meetings and our report is available on the agency website. *** Elected Officials:** Any elected official can obtain information about agency performance measures through the website. The legislative sub-committee that reviews the agency budget is also provided up to date information. *** Stakeholders:** These documents and Annual Report are posted at www.pharmacy.state.or.us and available for all stakeholders to review.

	*** Citizens:** All information is posted on the website, or can be received by contacting the Board office.