

PHARMACY, BOARD OF

Annual Performance Progress Report (APPR) for Fiscal Year (2008-2009)

Proposed KPM's for Biennium (2009-2011)

Original Submission Date: 2009

Finalize Date: 12/30/2009

2008-2009 KPM #	2008-2009 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.

PHARMACY, BOARD OF

I. EXECUTIVE SUMMARY

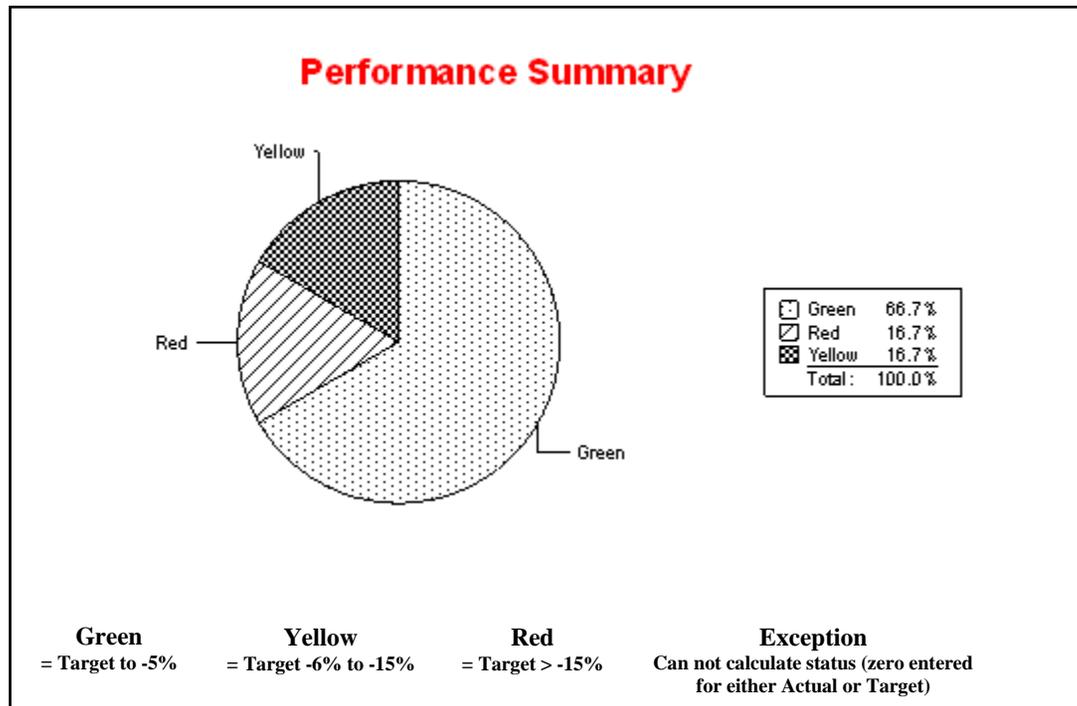
Agency Mission: The mission of the Oregon State Board of Pharmacy is to promote, preserve and protect the public health, safety and welfare by ensuring high standards in the practice of pharmacy and by regulating the quality, manufacture, sale and distribution of drugs.

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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 2008 calendar year. The 2009 data reflects 2008 results and will be updated for the 2009 Annual Performance Report due in September 2010.

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 2008, Board staff coordinated the implementation of updated 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.

A significant activity in 2008 was the ongoing offering of a "Pharmacist In Charge" or PIC Training. The outcome of this training was increased compliance in pharmacies across the state as indicated in KPM #1.

During 2008, the Board's Pharmacy Inspector positions were filled consistently for the first time in many years. This was due in part by the union negotiating an increase and more competitive salary range for these employees. The result of this is an increase in performance reflected in KPM #3.

The Board continues to emphasize that it is important to complete Pharmacist Continuing Education requirements on time. 2008 saw increased compliance related to KPM #2.

Over all, the Performance Measure data shows that in those pharmacies inspected, there continued to be an improvement in compliance during 2008. 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 continues to be 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 federally. The Board also encourages participation at Board meetings by providing continuation education credit for attendance.

In 2008, performance improved overall.

4. CHALLENGES

a. Protect Oregon consumers by regulating the practice of pharmacy and distribution of drugs –

With licensure of Pharmacy Technicians transitioning to Certified Oregon Pharmacy Technicians, the Board continued to identify a significant number of Technicians that have a record of drug or alcohol abuse and therefore, the number of Technicians that were referred to the Pharmacy Recovery Network for evaluation continued to increase. This process, as well as dealing with other drug diversion cases, is very time consuming for agency staff and costly for the agency.

b. Provide excellent customer service –

One of the most significant challenges continues to be 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 develop protocols and rules that would be effective in the case of a declared Public Health Emergency, such as Hurricane Katrina.

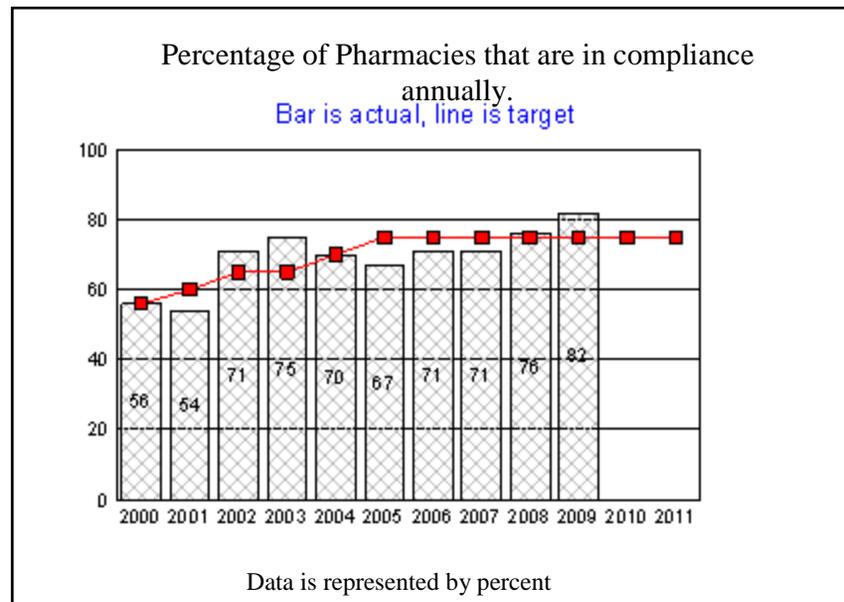
c. Conduct business in a manner that supports a positive environment for the pharmacy industry –

As mentioned above, the biggest challenge is the number of different types of 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	



1. OUR STRATEGY

The Board's 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 2008 increased from 76% to 82%. This percentage continues 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 2008. 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

The Compliance staff is available to respond to questions and counsel on best practices leading to increased 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.

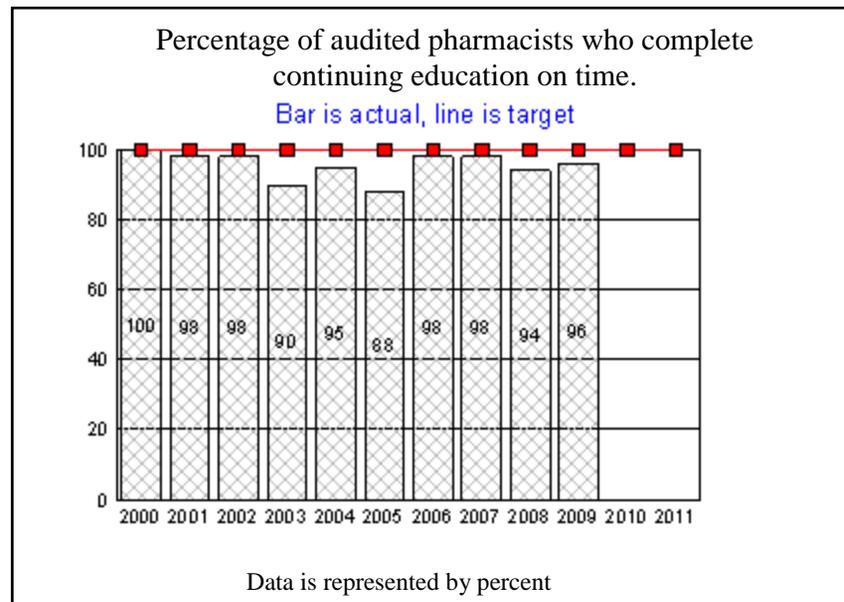
6. WHAT NEEDS TO BE DONE

During 2008, all the Pharmacy Inspector positions were filled. This helped the Board retain existing pharmacist staff. With these positions filled, 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 2008 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 was 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 2008, there was a small increase 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

Most other Oregon health licensing boards have requirements 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. They usually have everything they need, but not during the right time frame.

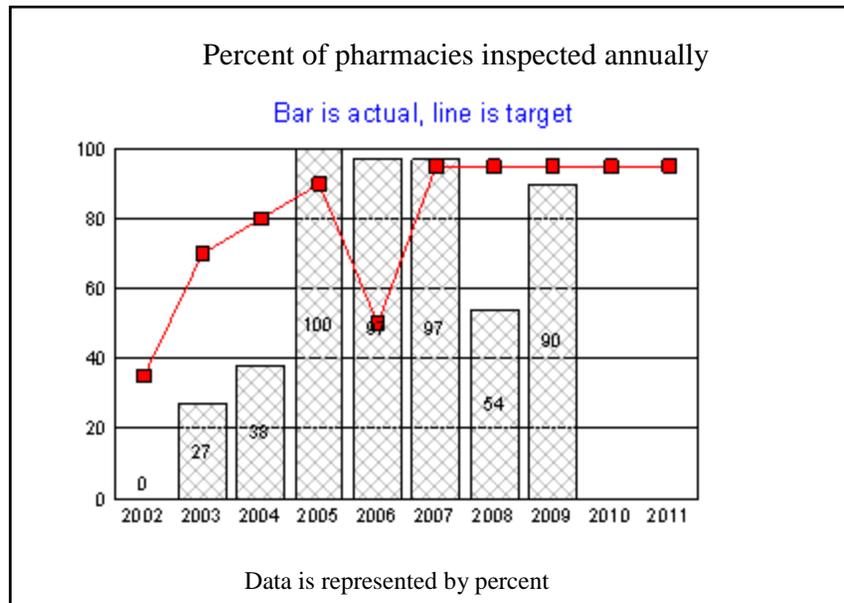
6. WHAT NEEDS TO BE DONE

We continue to audit pharmacist's 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 Board's 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

In 2008, all of the Pharmacy Inspector positions were filled. As a result, performance for this measure increased from 54% to 90%. The legislative target is 95%.

3. HOW WE ARE DOING

As mentioned above, in 2008 all of the Pharmacy Inspector positions were filled; as a result, most of the pharmacies were inspected in 2008. In addition, Board staff was able to inspect other outlets as well.

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 staffs ability to complete annual on-site inspections include staffing, the compliance investigation schedule and other projects such as rule writing, committees and task forces and responding to public inquiries.

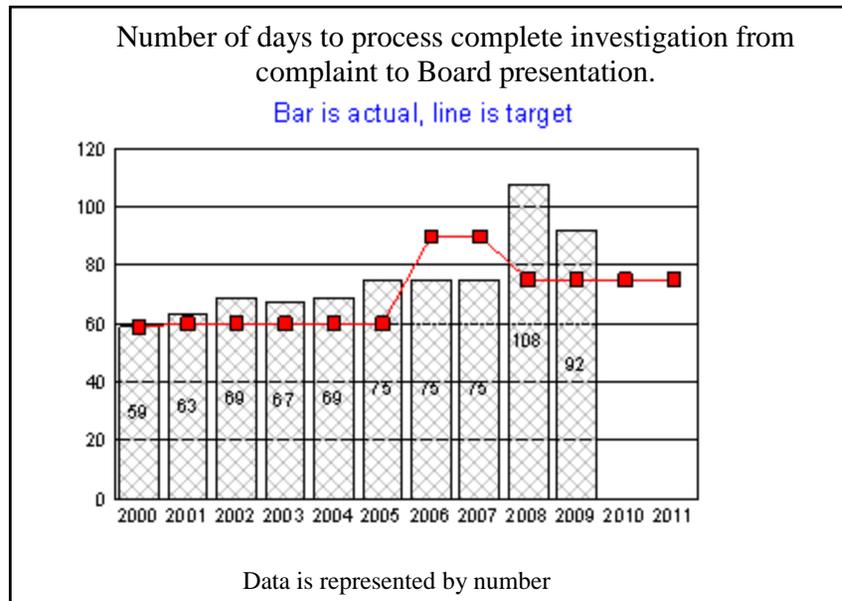
6. WHAT NEEDS TO BE DONE

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	



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 Board's 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 30 days. The time it takes to conduct investigations, criminal background checks, and prepare reports for the Board impacts the delivery of a completed report to the Board.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

2008 KPM results indicate an improvement from the 2007 performance outcomes. The corporate culture of licensee's 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.

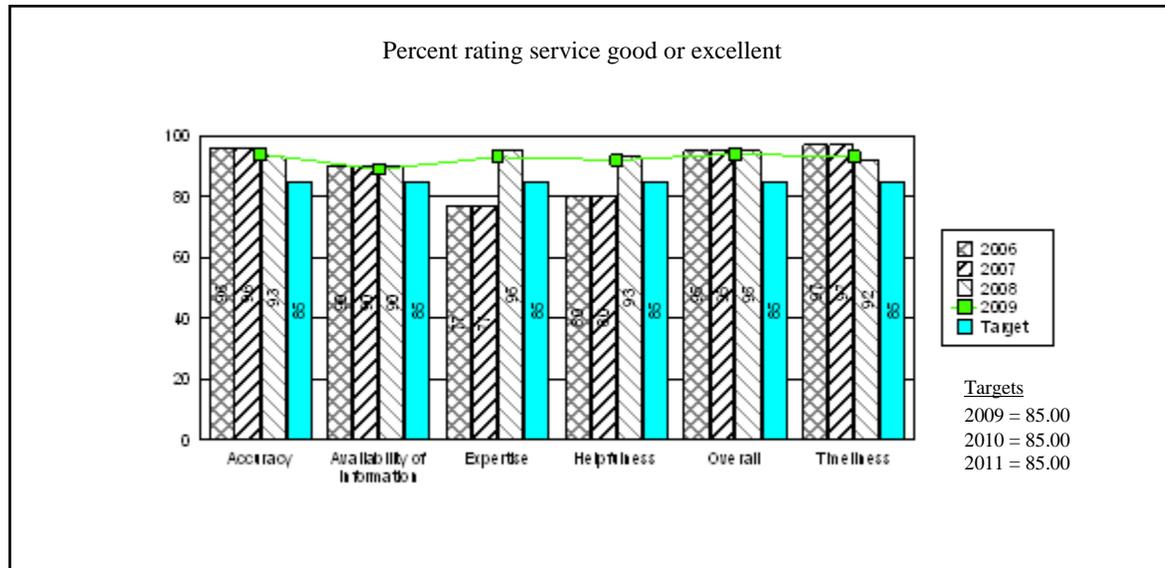
6. WHAT NEEDS TO BE DONE

Retain staff, get more training, and review and update investigation procedures. The Board plans to request a revision for this measure. The existing measure does not coincide with the statutory requirement of 120 days.

7. ABOUT THE DATA

The Compliance staff enters 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 service through 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 2008 survey results indicate high scores in all areas of customer service.

6. WHAT NEEDS TO BE DONE

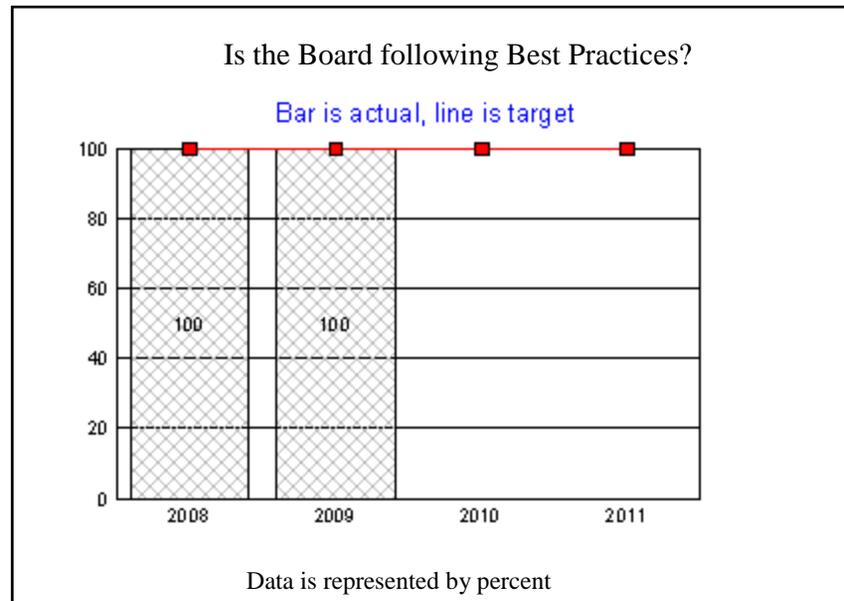
The Agency seeks to continue excellent customer service through ongoing staff training, the use of internet resources and regularly updated agency website.

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? We

Emailed a link to the SurveyMonkey Customer Service Survey to Board customers that obtained a new license between the dates of January 1, 2008, and December 31, 2008. These were only sent to new licensees who provided an email address. As of 1/30/09 we emailed the link to 4064 licensees. 225 of the email addresses came back to us as undeliverable. There was an increase of the number of new licenses issued in 2008, mainly due to the new Certified Technician licensing requirement that imposed a licensing deadline of 9/30/08. Of the 3893 remaining licensees that provided valid email addresses, 1065 have responded to the survey. 1010 licensees completed the entire survey. This is a response rate of 26.21%. This is a decrease of 1.79% over the 2007 response rate.

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	



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
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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	<p>* Staff : The Executive Director, along with the Management staff, reviews measures annually and advises the Board. The Performance Measure Coordinator attends periodic trainings and meetings.</p> <p>* 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.</p> <p>* Stakeholders: This information is posted on the agency website and is available for review and comment.</p> <p>* Citizens: This information is posted on the agency website and available for review and comment.</p>
2 MANAGING FOR RESULTS	<p>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 citizens 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.</p>
3 STAFF TRAINING	<p>The Performance Measure Coordinator attends training as it becomes available.</p>
4 COMMUNICATING RESULTS	<p>* Staff : The staff communicate results at Board meetings and our report is available on the agency website.</p> <p>* 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.</p> <p>* Stakeholders: These documents and Annual Report are posted at www.pharmacy.state.or.us and available for all stakeholders to review.</p> <p>* Citizens: All information is posted on the website, or can be received by contacting the Board office.</p>