

ANNUAL PERFORMANCE PROGRESS REPORT - EXECUTIVE SUMMARY

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency: Oregon Board of Pharmacy	Date Submitted: 10/25/06	Version No.:1
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PERFORMANCE TARGET ACHIEVEMENT	#
Total Number of Key Performance Measures (KPMs)	7
# of KPMs at target for most current reporting period	4
# of KPMs not at target for most current reporting period	3

- Degree and type of agency influence on agency’s chosen benchmarks and high-level outcomes.
 - The following is our agency’s mission statement. It serves as our high-level outcome: *“Promote, Preserve, And Protect The Public Health, Safety And Welfare By Establishing High Standards In The Practice Of Pharmacy And By Regulating The Quality And Distribution Of Drugs In Oregon. (Mandate On Regulation Of Pharmacies And Drug Outlets ORS Chapter 689)”*

- Summarize the year’s successes and barriers to achieving performance measure targets.
 - *Protect Oregon consumers by regulating the practice of pharmacy and distribution of drugs*

Successes: During the 2004-2005 reporting period, the Board and staff spent a considerable amount of time addressing public safety issues relating to methamphetamine, distribution of pseudoephedrine products and how the Board’s rules could be revised to restrict the sale of pseudoephedrine and therefore limit access to this over the counter drug for illegal purposes. A temporary rule was implemented in October 2004 to move this product behind the pharmacy counter or a restricted area. Between November 2004 and February 2005, there was a 50% reduction in the incidence of meth labs in Oregon according to the Oregon State Police.

The Board worked with stakeholders to draft a permanent rule that was implemented in July 2005. The Board also continues to actively work with the Governor's Meth Task Force. Oregon now has the most restrictive rules in the country to combat this serious public safety issue.

Performance Measure data shows that there have been some decreases in compliance, however they are not unusually high or low as compared to prior years. In fact, these numbers may more accurately reflect what is happening in pharmacies around the state since the Agency implemented having one inspector out on the road full time.

Barriers: One challenge that continues to be an issue for the Board is the fact that turn-over for the Pharmacy Inspector position is high due to the low salary. Additionally, the agency continues to expend a significant level of resources toward consumer and professional education and education regarding importation of prescription drugs into the state from foreign countries. Finally, the Board has seen a significant increase in the number of drug diversion cases involving Pharmacists and Pharmacy Technicians within the last year that have been very time consuming for agency staff and costly for the agency in attorney fees.

- *Provide excellent customer service*

Successes: As mentioned in the previous goal the Agency implemented having one inspector on the road full time. One of the primary objectives of this includes conducting regular on site inspections of pharmacies with an emphasis on education for compliance. The Board has received a number of favorable comments from pharmacy managers on this direction and we believe it will help pharmacies and pharmacists increase their level of compliance as well as provide an increased level of service to their customers in the interest of patient safety.

Licensing and registration performance continues to meet expected targets. The Agency's Compliance staff has also done an admirable job in streamlining documentation and completing investigations for presentation to the Board in a timely manner.

For many years, licensees, employers, stakeholders and the public have asked, "Can we verify licenses online?" In June of 2005, the Board was finally able to publish an online License Look up and Verification system. This allows people to verify licensure and refers people to the Board if there has been any disciplinary action taken against a license. This has been helpful to the public as well as reducing the amount of staff time takes to respond to these public information requests.

Barriers: The most significant barrier continues to be the vacant pharmacist position in the Compliance department. As noted above, the challenge is the non-competitive salary range. Pharmacists are interested and inquire about the position; however the low salary often prevents them from even applying.

- *Conduct business in a manner that supports a positive environment for the pharmacy industry*

Successes: The Board’s Research Council process described in this report last year continues to be an effective way to support a collaborative review of OAR Chapter 855 and address topics that require specific research. Stakeholders are involved and have been very helpful in identifying issues that support the Boards goal to conduct business in a “business friendly” manner.

Barriers: Agency workload and vacancies within the Compliance section have severely challenged our ability to follow through on Administrative rule updates. The Board did a thorough review of Division 041 over two years ago; however the staff has not had time to make the revisions for proposed rule making. The Board requested and received Legislative approval to implement a Project Manager position in the 05-07 Biennium. This position will be responsible for keeping track of projects such as this and moving them along. Recruitment efforts are in process.

- Future Challenges

The Board has had a number of priorities which have not been able to move forward due to a lack of resources. These include: evaluating the need for increased education and training requirements for Pharmacy Technicians, Pharmaceutical Wholesaler licensing and Division 041 (Operation of Pharmacies) rule revisions. Staff and Research Councils have worked on each of these, but competing priorities, many requested by the Legislature and the Governor’s office continue to redirect resources. Until additional staffing is implemented, it remains a challenge to move these projects forward. In addition, salary limitations continue to severely hamper the agencies ability to recruit and retain qualified pharmacists for the Compliance staff positions.

As with all state agencies, this agency continues to be challenged by the General Fund shortfall even though it operates solely on Other Funds generated by license and registration fees. The agency is required to identify service reductions, which will mean that the level of performance is continually challenged. Staff resources go toward the identification of reductions and how they can be implemented, documented and reported. The Agency’s first and foremost priority is to promote, preserve and protect the public health, safety and welfare of Oregonians through regulation of the practice of pharmacy and the quality and distribution of drugs. The Board of Pharmacy will continue to serve the People of Oregon in the best and most efficient way that it can with the resources allotted through Legislative limitation.

• ***ANNUAL PERFORMANCE PROGRESS REPORT - PART I, MANAGING FOR RESULTS***
TIME PERIOD: FISCAL YEAR 2004 – 2005

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Agency Name: Oregon Board of Pharmacy	Agency No.: 833000
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The following questions shed light on how well performance measures and performance data are leveraged within your agency for process improvement and results-based management.

1 How were staff and stakeholders involved in the development of the agency’s performance measures?	Performance measures were developed by agency management, Progress Board staff and are reviewed by the Board annually at the Strategic Planning session. This meeting is open to the public and held in different locations around the state to encourage participation.
2 How are performance measures used for management of the agency?	Performance measures are used to develop policies and procedures that facilitate customer service and further the agency’s mission to protect public health, safety and welfare.
3 What training has staff had in the use performance measurement?	No new training was held during this reporting period.
4 How does the agency communicate performance results and for what purpose?	The agency communicates performance results in the Biennial Budget process as required. These documents and Annual Report are posted @ www.pharmacy.state.or.us . We also anticipate developing an annual report for the agency which will include this information when workload and resources are available.
5 What important performance management changes have occurred in the past year?	During this reporting period, the agency was able to establish an online license look up and verification system and begin developing reports to capture information electronically from the new agency database that was implemented in 2003. The new system significantly changed our business processes in a positive manner. Both of these items were formerly done by hand and extremely time consuming. Licensees and prospective employers are very happy to be able to access license verification information via the agency’s website.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency Name: Oregon Board of Pharmacy		Agency No. 833000:								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# - 1 Percent of inspected pharmacies that are in compliance annually.	Target		56%	60%	65%	65%	70%	75%	75%	75%
	Data		56%	54%	71%	73%	70%	67%		

Data Source: Database query

Key Performance Measure Analysis

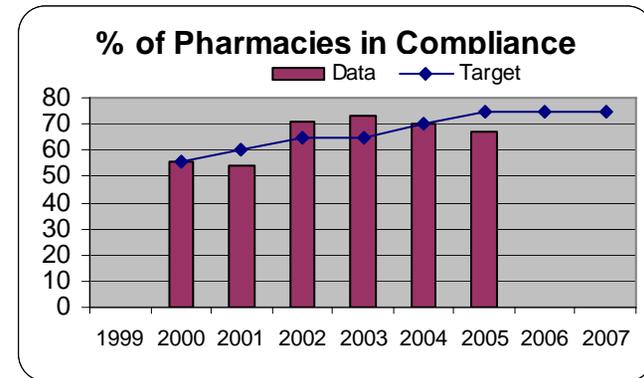
To what goal(s) is this performance measure linked? Goal 1 - Protect Oregon consumers by regulating the practice of pharmacy and distribution of drugs.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)?

What is the impact of your agency?

This performance measure is not linked to an Oregon benchmark, but is linked to the agency mission.

How does the performance measure demonstrate agency progress toward the goal? This performance measure indicates that the number of inspected pharmacies that were in compliance in 2005 dropped to 67%. Ideally, this percentage will continue to increase as a result of self inspection compliance.



Compare actual performance to target and explain any variance. The Board established a self-inspection report that has assisted pharmacies in complying with Oregon laws and rules. The variance shows that pharmacies were less compliant during fiscal year 2004-2005. This performance ties directly to the pharmacies maintaining compliance with agency laws and rules. More pharmacies were inspected in 2005 and this is probably a more accurate reflection of compliance than in prior years when fewer pharmacies were inspected.

Summarize how actual performance compares to any relevant public or private industry standards. none

What is an example of a department activity related to the measure? Annual on site pharmacy inspection and self inspection review is a department activity that relates to this measure.

What needs to be done as a result of this analysis? Continue to encourage pharmacies to complete the self-inspection report and make improvements that will assist them in complying with laws and rules. Continue to evaluate and modify realistic targets.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency Name: Oregon Board of Pharmacy		Agency No. 833000:								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# - 2 Percent of audited pharmacists who complete continuing education on time	Target		100%	100%	100%	100%	100%	100%	100%	100%
	Data		100%	98%	98%	90%	95%	88%		

Data Source: Manual review of license renewal

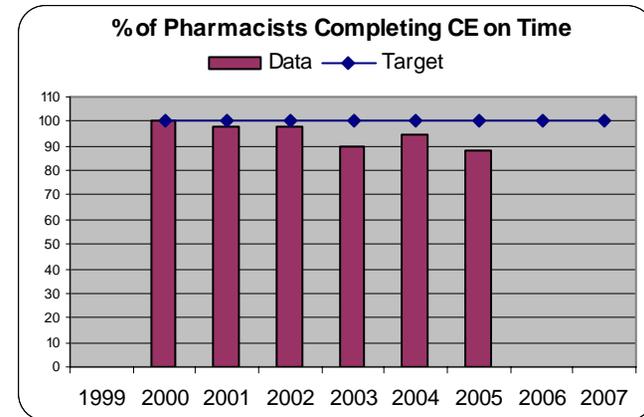
Key Performance Measure Analysis

To what goal(s) is this performance measure linked? Goal 1 Protect Oregon consumers by regulating the practice of pharmacy and distribution of drugs.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

This performance measure is not linked to an Oregon benchmark, but is linked to the agency mission.

How does the performance measure demonstrate agency progress toward the goal? Continuing education is imperative to professional growth. Annually, pharmacists are required to complete and report at least 15 hours of continuing education with their renewal. Approximately 10% are audited and required to send in proof of completion. This measure shows that the number of people in compliance annually decreased in the 2004-2005 reporting period.



Compare actual performance to target and explain any variance. It appears that the number of audited individuals in the past year who were in compliance at the time of renewal decreased. These individuals failed to be in compliance with agency laws and rules. The deadline for completion of CE was changed by administrative rule in 2002. This may have caused some confusion for some individuals. We expect to continue working towards a target of 100%.

Summarize how actual performance compares to any relevant public or private industry standards. None available

What is an example of a department activity related to the measure? Licensing staff review audited records annually. Compliance staff actively participates in audit if pharmacists are not in compliance.

What needs to be done as a result of this analysis? For those licensees who are not in compliance upon audit, the Board began taking disciplinary action requiring compliance or an exam retake of the MPJE (Multistate Pharmacy Jurisprudence Exam) and staff is beginning to do continuing education in-services to increase the availability of CE and the ability of pharmacists meet the requirement. The Board of Pharmacy continues to work with the National Association of Boards of Pharmacy and the Accreditation Council for Pharmacy Education to identify and develop alternative methods of promoting and addressing professional competency.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency Name: Oregon Board of Pharmacy		Agency No. 833000:								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# -3 Percent of pharmacies inspected annually.	Target				New	70%	80%	90%	50%	50%
	Data			68%	35%	27%	38%	100%		

Data Source: Query database

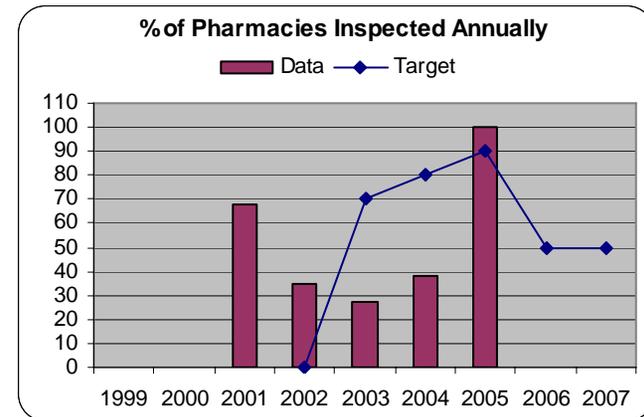
Key Performance Measure Analysis

To what goal(s) is this performance measure linked? Goal 1 – Protect Oregon consumers by regulating the practice of pharmacy and distribution of drugs.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)?
What is the impact of your agency?

This performance measure is not linked to an Oregon benchmark, but is linked to the agency mission.

How does the performance measure demonstrate agency progress toward the goal? This performance measure clearly shows that the agency was able to complete all pharmacy inspections within the state of Oregon in 2005.



Compare actual performance to target and explain any variance. Staffing the Pharmacy Inspector positions has been very challenging. In 2005, the agency decided to take a new approach by hiring an individual to be on the road full time. This has allowed the staff to be in more pharmacies on a regular basis. Staff has been able to identify the challenges and educate pharmacists on best practices and regulatory requirements more efficiently.

Summarize how actual performance compares to any relevant public or private industry standards. None available

What is an example of a department activity related to the measure? Hiring the new out of office, full time inspector has helped the agency achieve desired targets.

What needs to be done as a result of this analysis? Continue regular on-site inspections and re-evaluate target based on a full staff as 50% is inappropriately low.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency Name: Oregon Board of Pharmacy		Agency No. 833000:								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# -4 Average number of days to complete an investigation from complaint to board presentation.	Target		59	60	60	60	60	60	90	90
	Data		59	63	69	67	69	75		

Data Source: Manual review of investigative files

Key Performance Measure Analysis

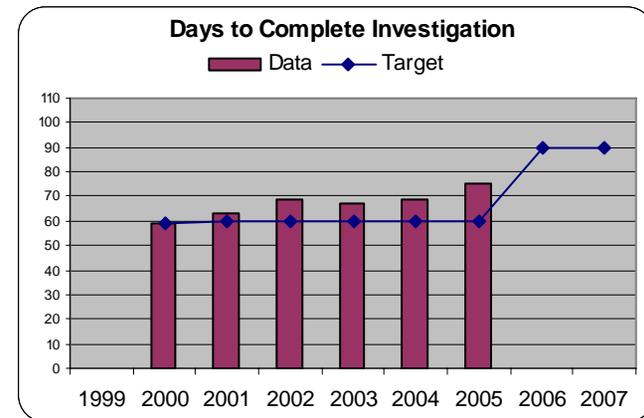
To what goal(s) is this performance measure linked? Goal 2 Provide excellent customer service.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)?
What is the impact of your agency?

This performance measure is not linked to an Oregon benchmark, but is linked to the agency mission.

How does the performance measure demonstrate agency progress toward the goal? This performance measure indicates that the Board is on track with its target goal that was revised in 2005 to more accurately reflect agency practices.

Compare actual performance to target and explain any variance. Data and target more accurately reflect agency practices.



Summarize how actual performance compares to any relevant public or private industry standards. As compared to other Health Related Licensing Boards, performance for this category is on target.

What is an example of a department activity related to the measure? Compliance staff takes complaints daily and investigate as required.

What needs to be done as a result of this analysis? Continue responding to the public in a timely manner. One way to reduce this timeframe would be for the Board to meet monthly. At this point, the Board has not considered this option.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency Name: Oregon Board of Pharmacy		Agency No. 833000:								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# - 5 Average number of days to process completed applications for original license/ registration.	Target		7 days	10 days	10 days	10 days	8 days	6 days	6 days	6 days
	Data		7 days	7 days	7 days	6 days	6 days	6 days		

Data Source: Manual review of audit reports

Key Performance Measure Analysis

To what goal(s) is this performance measure linked? Goal 1 – Provide excellent customer service.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)?
 What is the impact of your agency?

This performance measure is not linked to an Oregon benchmark, but is linked to the agency mission.

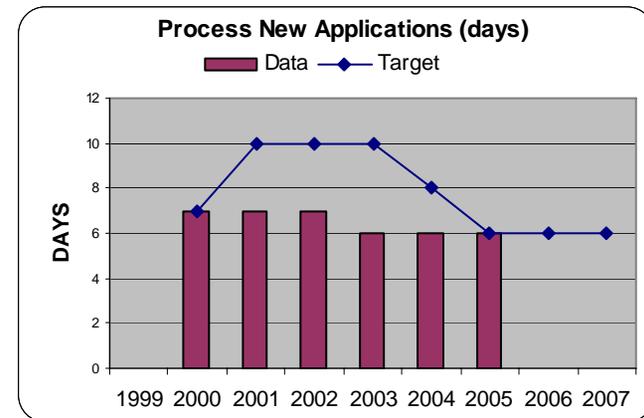
How does the performance measure demonstrate agency progress toward the goal? This performance measure indicates that the Board is meeting its goals in this area.

Compare actual performance to target and explain any variance. None.

Summarize how actual performance compares to any relevant public or private industry standards. None available.

What is an example of a department activity related to the measure? Efficient processing of applications by the Licensing staff .

What needs to be done as a result of this analysis? Continue providing excellent customer service.



ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency Name: Oregon Board of Pharmacy		Agency No. 833000:								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# - 6 Average number of days to process completed applications for renewal license/registration	Target		6 days	6 days	6 days	5 days	4 days	4 days	4 days	4 days
	Data		6 days	6 days	5 days	4 days	4 days	4 days		

Data Source: Manual review of audit report

Key Performance Measure Analysis

To what goal(s) is this performance measure linked? Goal 2 – Provide excellent customer service.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)?
What is the impact of your agency?

This performance measure is not linked to an Oregon benchmark, but is linked to the agency mission.

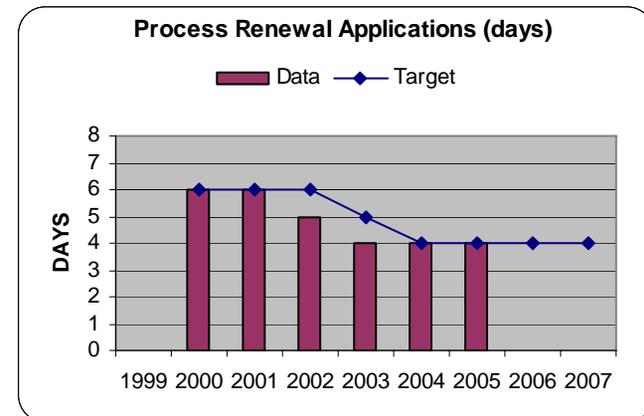
How does the performance measure demonstrate agency progress toward the goal? This performance measure indicates that the Board is meeting its goals in this area.

Compare actual performance to target and explain any variance. None

Summarize how actual performance compares to any relevant public or private industry standards. None available.

What is an example of a department activity related to the measure? Efficient processing of renewals by the Licensing staff .

What needs to be done as a result of this analysis? Continue providing excellent customer service.



ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2004 – 2005

Agency Name: Oregon Board of Pharmacy		Agency No. 833000:								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# - 7 Develop collaborative ongoing process with stakeholders to review Chapter 855 every three years.	Target				new	50%	75%	100%		
	Data				N/A	25%	N/A	75%		

Data Source: Manual review

Key Performance Measure Analysis

To what goal(s) is this performance measure linked? Goal 3 Conduct business in a manner that supports a positive environment for the pharmacy industry.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)?

What is the impact of your agency?

This performance measure is not linked to an Oregon benchmark, but is linked to the agency mission.

How does the performance measure demonstrate agency progress toward the goal? This performance measure shows that the agency has completed the development of a collaborative process for review of rules.

Compare actual performance to target and explain any variance. Performance shows that the Board met its goal to have this process in place by June 2005. The process establishes ad hoc Research Councils which invite stakeholder participation to assist on various pharmacy topics. Most topics result in rule writing and the Councils identify areas needed for rule change. Board Staff have also created a process to track rule changes and review the chapter on a regular basis.

Summarize how actual performance compares to any relevant public or private industry standards. Uncertain.

What is an example of a department activity related to the measure? This measure is driven by the Board’s ability to address pharmacy industry issues. The current number of issues far exceeds the amount of time the Board has had to work on this performance measure. Staff workload and retention issues have also prevented review of work the Board has completed.

What needs to be done as a result of this analysis? This process requires additional staff time. The Board requested two new positions at the 2005 Legislative Session which were approved and this process will be included among their responsibilities.

