

TEXAS STATE BOARD OF PHARMACY

STRATEGIC PLAN For the Fiscal Years 2027-2031



Board Member	Dates of Term	Hometown
Julie Spier, R.Ph., President	06/01/2018-08/31/2029	Katy
Donna Montemayor, R.Ph., Vice President	10/09/2019-08/31/2031	San Antonio
Donnie Lewis, R.Ph., Treasurer	06/01/2018-08/31/2031	Athens
Rick Fernandez, R.Ph.	06/01/2018-08/31/2029	Argyle
Heisha Freeman	02/26/2025-08/31/2029	Fate
Stacy Hightower, Ph.T.R.	10/02/2025-08/31/2031	Aubrey
Randy Martin, Pharm.D., R.Ph.	01/04/2024-08/31/2029	Fort Worth
Ian Shaw	12/20/2019-08/31/2027	Dallas
Suzette Tijerina, R.Ph.	10/06/2015-08/31/2027	Castle Hills
Rick Tisch	10/09/2019-08/31/2031	Spring
Jenny Downing Yoakum, R.Ph.	10/06/2015-08/31/2027	Kilgore

May 5, 2026

Signed: _____
Daniel Carroll, Pharm.D., R.Ph.
Executive Director/Secretary

Approved: _____
Julie Spier, R.Ph.
President

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AGENCY MISSION

Mission Statement

The Texas State Board of Pharmacy, as a leader in protecting the public health of the citizens of Texas, shall uphold quality standards for licensing and facilitate regulation that promotes innovative, multidisciplinary, and collaborative practices and education which produce quality care and positive patient outcomes.

Action Statement

The Texas State Board of Pharmacy approaches its mission with integrity and prioritizes the health and safety of the citizens of Texas in all aspects of facilitating pharmacy regulation. Our processes and services are built on our core values of protecting public health and acting in accordance with the highest standards of ethics. We carry out our mission through the following functions:

- License/Registration issuance and regulation
- Rulemaking in accordance with applicable Texas and federal laws
- Complaint processing and adjudication when appropriate
- Conducting compliance inspections
- Educating our constituency
- Providing practice and information resources
- Hosting our state Prescription Monitoring Program
- Offering excellent customer service

OPERATIONAL GOALS AND ACTION PLANS

Agency Operational Goal 1

To establish and implement reasonable standards for pharmacist, pharmacy technician and pharmacy technician trainee education and practice, and for the operations of pharmacies to assure that safe and effective pharmaceutical care is delivered to the citizens of Texas [Texas Pharmacy Act (Occupations Code, Sec. 551-569)].

Specific Action Items to Achieve Goal

Continue to operate a licensure system for pharmacists, pharmacy technicians, pharmacy technician trainees and pharmacies that will assure that all licensees and registrants meet minimal licensure standards.

Agency Operational Goal 2

To assertively and swiftly enforce all laws relating to the practice of pharmacy to ensure that the public health and safety is protected from the following: incompetent pharmacists, pharmacy technicians and pharmacy technician trainees; unprofessional conduct, fraud, and misrepresentation by licensees; and diversion of prescription drugs from pharmacies; and to promote positive patient outcomes through the following: reduction of medication errors by encouraging or requiring licensees to implement self-assessment programs and continuous quality improvement programs, including peer review processes; and enforcement of rules relating to patient counseling and drug regimen review, including prevention of misuse and abuse of prescription drugs. [Texas Pharmacy Act (Occupations Code, Sec. 551-569), and Health and Safety Code, Chapter 481, Controlled Substances, and Chapter 483, Dangerous Drugs.]

Specific Action Items to Achieve Goal

Deter and reduce the incidence of violations of the law through compliance inspections of 40 percent of the licensed pharmacies located in Texas and through technical assistance to licensees; educate and increase licensee access to information by contacting all licensees; and resolve complaints received within an average of 200 days.

AGENCY GOAL OR ACTION ITEMS THAT SUPPORT STATEWIDE OBJECTIVES

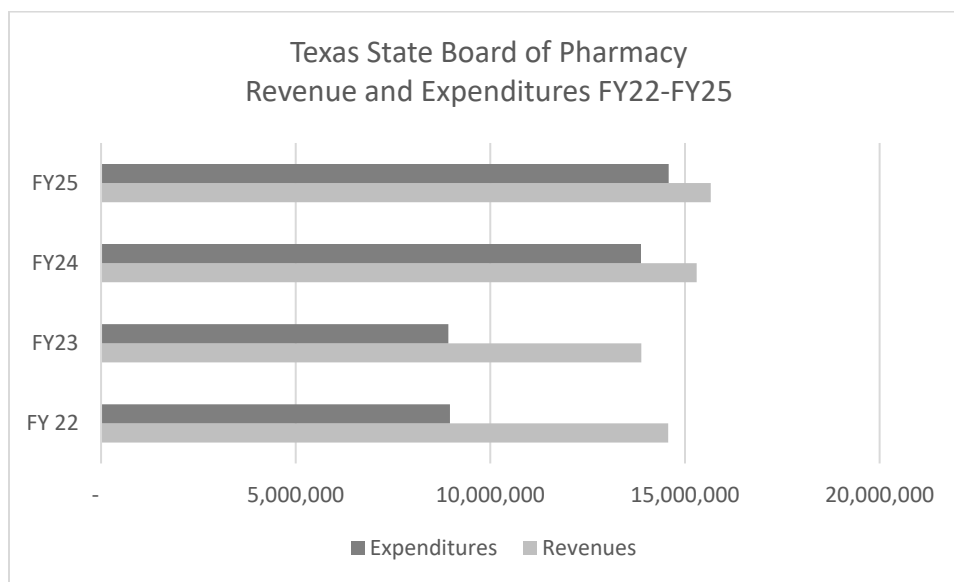
The Texas State Board of Pharmacy Operational Goals and Action Items should be achieved through August 31, 2031. The agency's Operational Goals and Action Items support the following statewide objectives:

Accountable to Tax and Fee Payers of Texas

The Texas State Board of Pharmacy is accountable to tax and fee payers of Texas. The Texas State Board of Pharmacy consists of eleven (11) members appointed by the Governor. Board members include pharmacists, a pharmacy technician, and members who represent the public. Agency board members must vote to approve staff recommendations for a yearly agency operating budget, any proposed agency fee increases or decreases necessary to fund the agency operations, and any proposed agency budget exceptional item requests in regularly scheduled board meetings that are open to the public.

The operations of the agency are supported primarily from fees related to licensing, reciprocity, and examinations. Agency staff with the approval of the Board, the Texas Legislature, and the Governor's Office are committed to operating a licensure system and enforcing all laws relating to the practice of pharmacy in a fiscally responsible manner.

The chart below shows the agency's revenues and expenditures for a four year period (FY22-FY25).



Efficient by producing maximum results with no waste of taxpayer funds and by identifying any function or provision considered redundant or not cost-effective.

The Texas State Board of Pharmacy is efficient by producing maximum results while not wasting taxpayer funds. The Board is diligent in assessing processes so as to improve efficiency and increase the agency's ability to provide timely and relevant information to our licensees and the

general public. The agency is focused on ways to replace paper heavy processes with more efficient electronic submissions and notifications.

Effective by successfully fulfilling core functions, achieving performance measures, and implementing plans to continuously improve

The Texas State Board of Pharmacy is effective in successfully fulfilling its core functions, measuring success in achieving performance measures, and implementing plans to continuously improve. The strategy for the continued success of the agency consists of three distinct but interrelated elements:

- Leadership – The creative process comes from the ability of the organization and all its members to learn, improve, and innovate. The Board and management staff must establish a climate that allows the creative process to continue;
- Feedback from Employees – The *Survey of Employee Engagement*, administered by the School of Social Work at The University of Texas at Austin provides a uniform benchmark for all Texas government to compare employees' perceptions of organizational achievement from agency to agency and over time. The agency's scores are consistently higher than the statewide average for workplace dimensions; and
- Feedback from External Customers – The agency provides an opportunity to external customers to submit a survey regarding the quality of service delivered by the agency. Survey links are available via our website as well as in agency team emails.

The agency continued to enjoy an excellent reputation, within the state as well as nationally, with a broad range of customers as a consumer protection advocate and has the support of its activities by the regulated profession.

Providing Excellent Customer Service

In carrying out the Texas State Board of Pharmacy mission, the agency strives to provide excellent customer service. Our customer service standards include: (1) being courteous, professional, flexible, honest, and helpful in all dealings with customers; (2) providing customers with clear, easy to understand, and accurate information about services; and (3) actively listening to better anticipate the needs of customers and be fully responsive to customer concerns regarding services. The agency also seeks customer input to make informed decisions on policies, programs, and rules.

The Board utilizes Survey Monkey to facilitate the agency customer satisfaction survey and a link to the survey is accessible to all customers on the agency website.

It is a priority to provide current and relevant law, rule, and procedural information to all of its customers and staff maintained a webpage on the agency website dedicated to that goal.

The TSBP Rules Queue is also an agency customer service initiative that provides timely information to licensees, consumers, and governmental entities. The TSBP Rules Queue is a telephone hotline available to discuss issues related to Texas Pharmacy Laws and rules. The information provided by TSBP staff does not serve to substitute for legal advice, to interpret rule provisions, or to provide an official statement of TSBP but it is intended to generally inform of the

laws and rules applicable to the practice of pharmacy and to enumerate specific citations that may apply to certain questions.

Transparent Agency Action

The Texas State Board of Pharmacy is transparent such that agency actions can be understood by any Texan. The provision of agency information and transparency is a key function of the Texas State Board of Pharmacy.

Three major groups of Texans communicate with the agency on a regular basis are licensees, consumers, and governmental entities:

1. Licensees. Licensees request information regarding the laws and rules relating to licensure and the practice of pharmacy.
2. Consumers. Generally, questions about consumer issues include the use of generic drugs, patient counseling requirements, and the provision of public information regarding complaint and disciplinary actions.
3. Governmental Entities. These entities, including the Texas Legislature and other state and federal agencies request information regarding provision of the laws and rules relating to the practice of pharmacy and information regarding complaint and disciplinary actions.

In FY 2025, the agency accomplished the following related to the provision of information:

- Agency Staff gave 42 presentations to approximately 3,101 persons.
- Twenty-two submissions to the *Texas Register* were made that proposed, adopted, reviewed, repealed, or withdrew amendments or new rules. Team staff met all deadlines for submissions to the *Texas Register*, monitored the submissions for action, and notified Board members, TSBP staff, and other interested parties of the status of rules.
- Six notices of open meetings scheduled were submitted by Team staff to the *Texas Register* for publication.
- Team staff processed 2,358 individual open records request, an increase of 15.5% from FY2024. Team staff continued to utilize an entirely electronic open records intake, processing, and approval process, which allows requests to be handled more efficiently. The agency also made more information available on the agency's website decreasing the need to submit an open records request for this information.
- Team staff continued to use MailChimp, an online email system to manage email addresses and send email notices. The use of MailChimp improved agency efficiency by using less paper and postage. The number of subscriptions to the account steadily increased with over 15,410 subscribers at the end of FY2025 (approximately 1.94% increase as compared to FY2024).
- Twelve issues of the *TSBP Newsletter* were published on TSBP's website to keep pharmacists, pharmacy owners, pharmacy technicians, and the public informed about law and rule changes, news, and other updates relating to the practice of pharmacy in Texas.

- Thirty-six educational and Board meeting-related videos were produced and posted on YouTube. Total video views were approximately 27,810 (a significant increase of 29.45% from FY2024). Subscriber count increased by 200 for a total of 2,121 subscribers at the end of FY2025. Facebook, Twitter, and YouTube continued to be useful tools to provide information. At the end of FY2025, over 7,503 individuals “followed” TSBP on Facebook and over 2,154 individuals “followed” TSBP on X (formerly known as Twitter). Over 1,427 individuals followed TSBP on Instagram and 2,681 individuals followed on LinkedIn. A total of 256 posts were shared between the agency Facebook, X, Instagram, and LinkedIn accounts.
- TSBP Board Meeting agendas, materials, and minutes are posted on the agency’s website and TSBP livestreams its quarterly Board Meetings to increase access to the proceedings.
- Team staff reviewed and processed 2,405 subpoenas, warrants, and court orders for Prescription Monitoring Program information submitted to the Law Enforcement Access Portal, an increase of 19.7% from FY2024. Additionally, Team staff reviewed and processed requests for Prescription Monitoring Program information submitted to the Patient Access Program.

Other Relevant Considerations

External/Internal Assessment:

In preparation for this Strategic Plan, the agency sought the input of Board Members, staff, officials of national and state pharmacy organizations, pharmacy academicians, and officials of consumer advocacy groups. With this input, and our agency mission as a guiding principle, the Texas State Board of Pharmacy will continue to focus on the following external/internal assessment issues that impact our agency’s goals of operating a licensure system and enforcing all laws related to the practice of pharmacy:

1. Monitor increased use of technology in the practice of pharmacy to integrate advances to allow greater flexibility in pharmacy practice while maintaining the Board’s ability to protect the public through licensure and enforcement.
2. Monitor utilization of the Prescription Monitoring Program and dispensation of controlled substances to bring awareness and increase the Board’s ability to protect public health and safety.
3. Assess training and supervision of Pharmacy Technicians to increase Pharmacist’s ability to perform duties while maintaining the Board’s ability to protect the public through licensure and enforcement.
4. Utilize technology to increase communication and awareness regarding the Laws and Rules relating to the practice of pharmacy to increase compliance.
5. Develop and expand relationships with other health professions agencies to promote collaboration.

Information Resources Planning:

Pursuant to Texas Government Code, Section 2056.002(b)(11), the Texas State Board of Pharmacy also has the goal of examining technology solutions that advance the mission of the agency and align with statewide technology principles and priorities. Our agency technology goals are as follows:

1. Advance the business processes and operational efficiencies of the agency through effective implementation of information technology.
 - a. Evaluate and implement solutions for the evolving computing, printing, and scanning needs of the agency with the approval of the Executive Director to increase agency productivity and efficiency.
 - b. Evaluate Mobile Inspection Program for improvements and increase efficiency, accuracy, and provide additional features and inspection types
2. Maintain a secure agency information technology environment insuring the confidentiality, integrity and availability of critical data and systems
 - a. To participate in the development and implementation of the Continuity of Operations (COOP) and Disaster Recovery (DR) procedures and ensure the availability of these systems through COOP and DR planning, testing and execution.
 - b. To provide reliable and secure services by prioritizing security, connectivity, and continuity of operations.
 - c. Enforce secure and effective access to technology resources through use of authentication and identity management technologies, staff awareness training, and policies to secure the agencies system against internal and external threats.
3. Provide information technology education through training opportunities and the adoption of technology enabled business processes.
 - a. Provide technological professional development and training for IT staff.
 - b. To support the agency's effort to identify and implement opportunities for technology education to allow staff to develop and improve technology understanding.

SCHEDULE A: BUDGET STRUCTURE**AGENCY GOALS**

1. To establish and implement reasonable standards for pharmacist, pharmacy technician and pharmacy technician trainee education and practice, and for the operations of pharmacies to assure that safe and effective pharmaceutical care is delivered to the citizens of Texas. [Texas Pharmacy Act (Occupations Code, Sec. 555-569)].
2. To assertively and swiftly enforce all laws relating to the practice of pharmacy to ensure that the public health and safety is protected from the following: incompetent pharmacists, pharmacy technicians and pharmacy technician trainees; unprofessional conduct, fraud, and misrepresentation by licensees; and diversion of prescription drugs from pharmacies; and to promote positive patient outcomes through the following: reduction of medication errors by encouraging or requiring licensees to implement self-assessment programs and continuous quality improvement programs, including peer review processes; and enforcement of rules relating to patient counseling and drug regimen review, including prevention of misuse and abuse of prescription drugs. [Texas Pharmacy Act (Occupations Code, Sec. 551-569), and Health and Safety Code, Chapter 481, Controlled Substances, and Chapter 483, Dangerous Drugs.]

AGENCY OBJECTIVES AND OUTCOME MEASURES***OBJECTIVE***

Continue to operate a licensure system for pharmacists, pharmacy technicians, pharmacy technician trainees and pharmacies that will assure that all licensees and registrants meet minimal licensure standards.

Outcome Measure

- Percent of Licensees with No Recent Violations

OBJECTIVE

Deter and reduce the incidence of violations of the law through compliance inspections of 40 percent of the licensed pharmacies located in Texas and through technical assistance to licensees; educate and increase licensee access to information by contacting all licensees; and resolve complaints received within an average of 200 days.

Outcome Measures

- Percent of Complaints Resolved Resulting in Disciplinary Action

AGENCY STRATEGIES AND OUTPUT, EFFICIENCY, AND EXPLANATORY MEASURES

STRATEGY 01.01.01

Operate a timely, cost-effective application and renewal licensure system for pharmacies, pharmacists, pharmacy technicians, and pharmacy technician trainees.

Output Measures

- Number of New Licenses Issued to Individuals
- Number of Licenses Renewed (Individuals)
- Number of New Registrations Issued to Individuals
- Number of Registrations Renewed (Individuals)

Explanatory/Input Measures

- Total Number of Individuals Licensed
- Total Number of Business Facilities Licensed

Explanatory/Input Measures – Non-Key

- Total Number of Individuals Registered

STRATEGY 02.01.01

Emphasize preventative enforcement by conducting compliance inspections of pharmacies; promote voluntary compliance by providing information, education, and technical assistance to licensees; and protect public health and safety by receiving, investigating, and resolving complaints, disciplining licensees, and monitoring compliance with disciplinary orders resulting from board adjudication.

Output Measures

- Number of Jurisdictional Complaints Resolved

Output Measures – Non-Key

- Number of Pharmacy Inspections

Efficiency Measure

- Average Resolution Time for Resolving Jurisdictional Complaints (days)

Explanatory/Input Measure

- Number of Jurisdictional Complaints Received

STRATEGY 02.01.02

Operate a Peer Assistance Program to aid pharmacists and eligible pharmacy students impaired by chemical abuse or mental or physical illness.

Explanatory/Input Measure

- Number of Individuals Participating in a Peer Assistance Program

STRATEGY 02.01.03

Educate and control misuse of controlled substances by managing the Prescription Monitoring Program. The Prescription Monitoring Program (PMP) is an electronic database used to collect and monitor prescription data for all Schedule II, III, IV, and V controlled substances dispensed by a pharmacy in Texas or to a Texas resident from a pharmacy located in another state.

Explanatory/Input Measure – Non-Key

- Number of Queries Received by the Prescription Monitoring Program (PMP)
- Number of Controlled Substances Prescriptions Submitted to the Prescription Monitoring Program (PMP)

SCHEDULE B: PERFORMANCE MEASURE DEFINITIONS

Agency:	Texas State Board of Pharmacy
Goal One:	To establish and implement reasonable standards for pharmacist, pharmacy technician and pharmacy technician trainee education and practice, and for the operations of pharmacies to assure that safe and effective pharmaceutical care is delivered to the citizens of Texas. [Texas Pharmacy Act (Occupations Code, Sec. 555-569)].
Goal Two:	To assertively and swiftly enforce all laws relating to the practice of pharmacy to ensure that the public health and safety is protected from the following: incompetent pharmacists, pharmacy technicians and pharmacy technician trainees; unprofessional conduct, fraud, and misrepresentation by licensees; and diversion of prescription drugs from pharmacies; and to promote positive patient outcomes through the following: reduction of medication errors by encouraging or requiring licensees to implement self-assessment programs and continuous quality improvement programs, including peer review processes; and enforcement of rules relating to patient counseling and drug regimen review, including prevention of misuse and abuse of prescription drugs. [Texas Pharmacy Act (Occupations Code, Sec. 551-569), and Health and Safety Code, Chapter 481, Controlled Substances, and Chapter 483, Dangerous Drugs.]

OBJECTIVE 1.1.0: Continue to operate a licensure system for pharmacists, pharmacy technicians, pharmacy technician trainees and pharmacies that will assure that all licensees and registrants meet minimal licensure standards.

OUTCOME MEASURES:***Percent of Licensees with No Recent Violations***

Definition - The percentage of the total number of licensees (pharmacists and pharmacies) at the end of the reporting period who have not been subject to a disciplinary order within the current and preceding two years (three years total).

Purpose - To show the Board's regulatory function regarding disciplinary action taken in proportion to the number of its licensees (pharmacists and pharmacies).

Data Source - The agency's computerized database provides the number of licensees (the denominator). Data regarding the information needed to calculate the number of licensees who have been the subject of a disciplinary order within the past three fiscal years (the numerator) is determined by counting all disciplinary orders entered during the three-year reporting period. The Orders are maintained in readily retrievable electronic format.

TSBP Licensing Manager is responsible for the licensure data. TSBP Director of Enforcement is responsible for the disciplinary data and calculating the measure.

Methodology - This measure is calculated by dividing the numerator by the denominator and multiplying by 100 to achieve a percentage.

NUMERATOR - Denominator minus "X"

"X" is the total number of licensees that have been the subject of a Disciplinary Order within the reporting period.

Types of disciplinary orders included in this calculation would be orders imposing the following types of sanctions: granting a license (with or without restrictions), revocation, suspension with or without probation, cancellation, retirement, restriction, administrative penalty (fine), reprimand, or a combination of any of these sanctions. Education letters are not considered as sanctions and are not included in this calculation.

There are some types of disciplinary orders that are NOT included in this calculation. Excluded Disciplinary Orders, for purposes of this performance measure only, are described below:

- (1) Reinstatement of a previously revoked license is not counted, unless the Order included allegations of violations committed by the licensee after the date the license was revoked, or not included in the prior order. Orders reinstating a license will generally not be included in this calculation because these types of orders generally do not include allegations (charges) of violations of laws/rules. Orders that deny a petition for reinstatement may include allegations or findings of new violations.
- (2) Denial of an individual's application to obtain a new or to renew a pharmacist or pharmacy license is not counted. Because this type of order would not result in the person being counted in the denominator (in that the person would not be a licensee), the order should not be counted in the numerator.
- (3) Modification of a previously entered order, unless the order included allegations of "new" violations (violations committed by the licensee after the date the order was entered, or not included in the prior order) is not counted. Orders that grant modifications will generally not be included in this calculation because these types of orders generally do not include allegations (charges) of violations of laws/ rules. Orders that deny modifications may include allegations or findings of new violations.
- (4) Disciplinary Orders would not be included in this calculation if the order would result in "double counting" of a licensee, i.e., regardless of the number of Disciplinary Orders entered in a three-year period against a licensee, the license is only counted one time in the numerator.

DENOMINATOR - total number of licensees (pharmacists and pharmacies) licensed by the agency in this reporting period. This number is calculated by adding the totals of the following categories of licenses:

- (1) Number of new licenses issued to individuals (pharmacists) in the reporting period;
- (2) Number of new licenses issued to facilities (pharmacies) in the reporting period;
- (3) Number of pharmacist licenses renewed in the reporting period

- (4) Number of pharmacy licenses renewed in the reporting period.

Data Limitations - TSBP does not determine the number of licensees applying for or holding a license, or complaints it receives, and consequently, has no control over the number of complaints that require disciplinary action to be taken.

Calculation	New Measure	Target Attainment
Noncumulative	No	To be consistent with Board rule

OBJECTIVE 2.1.0: Deter and reduce the incidence of violations of the law through compliance inspections of 40 percent of the licensed pharmacies located in Texas and through technical assistance to licensees; educate and increase licensee access to information by contacting all licensees; and resolve complaints received within an average of 200 days.

OUTCOME MEASURES:

Percent of Complaints Resolved Resulting in Disciplinary Action

Definition - Percent of documented jurisdictional complaints that were resolved through the entry of a Disciplinary Order during the reporting period.

Purpose - To show the extent to which the agency exercises its disciplinary authority in proportion to the number of complaints received.

Data Source - Data is obtained from the agency's computerized database (complaint-tracking system). Disciplinary Orders are maintained in a readily retrievable electronic format. The TSBP Director of Enforcement is responsible for the data.

Methodology - Divide the number of jurisdictional complaints resolved (closed) by entry of a disciplinary order by the total number of jurisdictional complaints resolved (closed) in the reporting period, then multiply by 100 to achieve a percentage.

All Disciplinary Orders are included in the total of resolved (closed), including: (1) orders that grant or deny an application for a pharmacist or pharmacy license, intern registration, or technician registration; (2) petition to reinstate a previously revoked license; and (3) petition to modify a previously entered order.

Data Limitations - TSBP has no control over the number of complaints it receives, and consequently, has no control over the number of complaints that require disciplinary action to be taken (i.e., complaints that following an investigation, produce evidence to prove that a licensee or applicant has committed a substantive violation of the laws and/or rules governing the practice of pharmacy).

Calculation	New Measure	Target Attainment
Non-Cumulative	No	To be consistent with Board Rules

Strategy A.1.1.1 - Licensing.

Operate a timely, cost-effective application and renewal licensure system for pharmacies, pharmacists, pharmacy technicians, and pharmacy technician trainees.

OUTPUT MEASURES:***Number of New Licenses Issued to Individuals***

Definition - The number of licenses issued to previously unlicensed individuals during the reporting period.

Purpose - To determine the number of new licenses issued to Texas pharmacists. This measure can be used to assist in determining the extent of a pharmacist surplus or shortage in Texas.

Data Source - The licensing computer applications as developed and maintained by agency database system under master contract with the Department of Information Resources. TSBP Licensing Manager is responsible for data.

Methodology - The unduplicated number of individuals initially licensed in a reporting period.

Data Limitations - Data is dependent on the actual number of individuals who are initially licensed as a Texas pharmacist. This measure is only useful as an explanatory piece of information. The data can give the reader an idea of the workload in the licensing area. The data (number of people who choose Texas as their state of licensure) however, is not a factor that can be controlled by the agency.

Calculation	New Measure	Target Attainment
Cumulative	No	Higher than Target

Number of Licenses Renewed (Individuals)

Definition - The number of licenses issued to previously licensed individuals during the reporting period.

Purpose – To determine the number of pharmacists who renew their Texas license. This measure can be used to assist in determining the extent of a pharmacist surplus or shortage in Texas and determine the impact to the agency workload as this number increases.

Data Source - The licensing computer applications, as developed and maintained by agency database system under master contract with the Department of Information Resources. TSBP Licensing Manager is responsible for data.

Methodology - The unduplicated number of individuals who renew a license in a reporting period.

Data Limitations - Data is dependent on the actual number of individuals who choose to continue their Texas pharmacist license. This measure is only useful as an explanatory piece of information. The data can give the reader an idea of the workload in the licensing area. The data (number of people who choose Texas as their state of licensure) however, is not a factor that can be controlled by the agency.

Calculation	New Measure	Target Attainment
Cumulative	No	Higher than Target

Number of New Registrations Issued to Individuals

Definition - The number of registrations issued to previously unregistered individuals during the reporting period.

Purpose - To determine the number of new registrations issued to Texas pharmacy technicians and technician trainees.

Data Source - The licensing computer applications as developed and maintained by agency database system under master contract with the Department of Information Resources. TSBP Licensing Manager is responsible for data.

Methodology - The unduplicated number of individuals initially registered in a reporting period.

Data Limitations - Data is dependent on the actual number of individuals who are initially registered as a Texas pharmacy technician and technician trainee. This measure is only useful as an explanatory piece of information. The data can give the reader an idea of the workload in the licensing area. The data (number of people who choose Texas as their state of registration) however, is not a factor that can be controlled by the agency.

Calculation	New Measure	Target Attainment
Cumulative	No	Higher than Target

Number of Registrations Renewed (Individuals)

Definition – The number of registrations issued to previously registered individuals during the reporting period.

Purpose - To determine the number of pharmacy technicians who renew their Texas registration. This measure can be used to assist in determining the extent of a pharmacy technician surplus or shortage in Texas and determine the impact to the agency workload as this number increases.

Data Source - The licensing computer applications, as developed and maintained by agency database system under master contract with the Department of Information Resources. TSBP Licensing Manager is responsible for data.

Methodology - The unduplicated number of individuals who renew a registration in a reporting period.

Data Limitations – Data is dependent on the actual number of individuals who choose to continue their Texas pharmacy technician registration. This measure is only useful as an explanatory piece of information. The data can give the reader an idea of the workload in the licensing area. The data (number of people who choose Texas as their state of registration) however, is not a factor that can be controlled by the agency.

Calculation	New Measure	Target Attainment
Cumulative	No	Higher than Target

EXPLANATORY MEASURES:

Total Number of Individuals Licensed

Definition - The unduplicated number of individuals currently licensed (active and inactive) by the agency.

Purpose - An information tool to report the number of pharmacists who are currently licensed by the agency, at any given point in time.

Data Source - This number is obtained from licensing computer applications, as developed and maintained by agency database system under master contract with the Department of Information Resources. TSBP Licensing Manager is responsible for the data.

Methodology - See Collection of Data above.

Data Limitations - Data is dependent on the actual number of individuals who choose to continue their Texas pharmacist license. This measure is only useful as an explanatory piece of information. The data can give the reader an idea of the workload in the licensing area. The data (number of people who choose Texas as their state of licensure) however, is not a factor that can be controlled by the agency.

Calculation	New Measure	Target Attainment
Non-Cumulative	No	Higher than Target

Total Number of Business Facilities Licensed

Definition - The unduplicated number of facilities currently licensed by the agency.

Purpose - An information tool to report the number of pharmacies that are currently licensed by the agency, at any given point in time.

Data Source - This number is obtained from licensing computer applications as developed and maintained by agency database system under master contract with the Department of Information Resources. TSBP Licensing Manager is responsible for the data.

Methodology - See Collection of Data above.

Data Limitations - Data is dependent on the actual number of pharmacies that choose to continue their licensure status in Texas. This measure is only useful as an explanatory piece of information. The data can give the reader an idea of the workload in the licensing area. The data (number of people who choose to operate a pharmacy in Texas) however, is not a factor that can be controlled by the agency.

Calculation	New Measure	Target Attainment
Non-Cumulative	No	Higher than Target

Non-Key Total Number of Individuals Registered

Definition - The unduplicated number of individuals currently registered by the agency.

Purpose - An information tool to report the number of pharmacy technicians and pharmacy technician trainees who are currently registered by the agency, at any given point in time.

Data Source - This number is obtained from licensing computer applications, as developed and maintained by agency database system under master contract with the Department of Information Resources. TSBP Licensing Manager is responsible for the data.

Methodology - See Collection of Data above.

Data Limitations - Data is dependent on the actual number of individuals who choose to initiate or continue their Texas pharmacy technician registration. This measure is only useful as an explanatory piece of information. The data can give the reader an idea of the workload in the licensing area. The data (number of people who choose Texas as their state of registration) however, is not a factor that can be controlled by the agency.

Calculation	New Measure	Target Attainment
Non-Cumulative	No	Higher than Target

B.1.1 Strategy: Enforcement

Emphasize preventative enforcement by conducting compliance inspections of pharmacies; promote voluntary compliance by providing information, education, and technical assistance to licensees; and protect public health and safety by receiving, investigating, and resolving complaints, disciplining licensees, and monitoring compliance with disciplinary orders resulting from board adjudication.

OUTPUT MEASURES:

Number of Jurisdictional Complaints Resolved

Definition – The total number of jurisdictional complaints resolved (closed) during the reporting period.

Purpose - To show the agency's workload with regard to the number of complaint investigations conducted and final actions taken by the agency.

Data Source - Data is generated by the agency's computerized database (complaint tracking system). TSBP Director of Enforcement is responsible for data.

Methodology - All jurisdictional complaints resolved (closed) during the reporting period will be included in this calculation, regardless of the method of resolution. If a complaint is referred to the TSBP Legal Division (for possible institution of disciplinary action), the complaint will not be considered closed until final action is taken (e.g., entry of a disciplinary order, adjudicative warning letter, closing of complaint with no formal action, or institution of disciplinary action with subsequent dismissal). If the complaint is not referred to the Legal Division, the complaint will be considered closed as of the date of action (e.g., date of warning letter, if complaint was closed with a warning letter; date of the telephone call, if the complaint was closed with a telephone call; date of the final review by the division director, or designee, such as when a complaint is closed with investigation/no violation).

Data Limitations - TSBP has no control over the number of complaints that it receives, which has a direct relationship to the number of complaints it resolves (closes). Complaints resulting in formal disciplinary action are adjudicated in accordance with the Administrative Procedures Act, which require more time to resolve than complaints that are closed without disciplinary action.

Calculation	New Measure	Target Attainment
Cumulative	No	Higher than Target

Non-Key Number of Pharmacy Inspections

Definition - Total number of compliance inspections/visits during the reporting period.

Purpose - This measure is an indication of the output of the agency's field Compliance Officers/Inspectors. In addition, the number of inspections/visits can be reflective of compliance with requirements. The more often an inspection occurs in a facility, the more likely they are to be in compliance.

Data Source - Data is generated by the agency's computerized database and is verified through a manual reporting system. TSBP Director of Compliance is responsible for data.

Methodology - The date of the inspection or inspection-visit is entered into the agency's computerized system. The computer calculates the number of inspections per reporting period. Compliance Officers/Inspectors complete weekly activity reports, indicating the number of pharmacies that were inspected or visited. The two reports are checked/verified against each other.

Data Limitations - The number of inspections conducted is dependent on the number of field Compliance Officers/Inspectors who are available to conduct the inspections. If the agency experiences any turnover in this area, the number of inspections conducted is decreased.

Calculation	New Measure	Target Attainment
Cumulative	No	Higher than Target

EFFICIENCY MEASURE:

Average Resolution Time for Resolving Jurisdictional Complaints (days)

Definition - The average length of time to resolve (close) a jurisdictional complaint, for all jurisdictional complaints resolved (closed) during the reporting period.

Purpose - This measure gives an indication of the agency's timeliness in closing complaints.

Data Source - Data is generated by the agency's computerized database (complaint tracking system). TSBP Director of Enforcement is responsible for data.

Methodology - The date of the receipt of the complaint is entered into the agency's computerized complaint tracking system. The date the complaint is closed by the agency is also entered into the agency's computerized complaint tracking system. For each complaint, the agency's computer system calculates the total number of calendar days elapsed from the date of the receipt of the complaint by the agency to the date that the complaint is closed (i.e., the date final action is taken by the agency). Then the computer calculates the total number of calendar days for all closed complaints and divides this number by the total number of complaints closed by the agency (resulting figure is the average time for complaint resolution).

Data Limitations - Complaints resulting in formal disciplinary action are adjudicated in accordance with the Administrative Procedures Act, which require more time to resolve than complaints that are closed without disciplinary action.

Calculation	New Measure	Target Attainment
Non-Cumulative	No	Lower than Target

EXPLANATORY/INPUT MEASURE:

Number of Jurisdictional Complaints Received

Definition - The total number of jurisdictional complaints received by TSBP during the reporting period filed against licensees, registrants, or applicants for a licensure or registration issued by TSBP. In other words, this does not include a complaint that alleges a violation of the Texas Pharmacy Act or the Texas Dangerous Drug Act by persons or businesses who are not licensed or registered by TSBP.

Purpose - To show the workload of the agency's enforcement staff.

Data Source - Data is generated by the agency's computerized database (complaint tracking system). TSBP Director of Enforcement is responsible for the data.

Methodology - After a complaint is received, agency staff determine whether the complaint is a jurisdictional complaint or a non-jurisdictional complaint to input such designation in the agency's computer system. The computer calculates the number of jurisdictional complaints received during the reporting period and produces a report that (1) lists the

total number of jurisdictional complaints received; (2) identifies all jurisdictional complaints received during the reporting period, by complaint number; and (3) lists the number of non-jurisdictional complaints. Again, although TSBP keeps track of the total number of non-jurisdictional complaints, TSBP does not use that figure in its calculation of this performance measure.

Data Limitations - TSBP has no control over how many complaints it receives.

Calculation	New Measure	Target Attainment
Cumulative	No	Higher than Target, indicating the public's awareness and confidence in the Board.

B.1.2. Strategy: Peer Assistance Operate a Peer Assistance Program to aid pharmacists and eligible pharmacy students impaired by chemical abuse or mental or physical illness.

EXPLANATORY/INPUT MEASURE

Number of Individuals Participating in a Peer Assistance Program

Definition - The number of licensed individuals who participated in a peer assistance program sponsored by the agency in the reporting period.

Purpose - This measure shows licensed individuals who continue to practice in their respective field who are participating in a peer assistance program.

Data Source - The PRN program will manually review its records and report the following to TSBP: the total number of licensed individuals who have signed a contract during the reporting period and are being monitored by the PRN program (minus any TSBP program participants). TSBP will manually review its records and determine the number of licensed individuals who been subject to a disciplinary order requiring participation in the peer assistance program and/or that includes allegations or findings of one or more counts of impairment during the reporting period and are being monitored by TSBP (TSBP program participants).

TSBP will add the PRN numbers to its numbers and calculate totals. The TSBP Enforcement Administrator is responsible for the collection of the data. The data is maintained in manual files.

The first quarter's report will include all licensed individuals carried forward from the prior year as well as those individuals who have had Disciplinary Orders entered/signed contracts during the quarter. However, the report for the second, third, and fourth quarters will be only the number of licensed individuals who have had Disciplinary Orders entered/signed contracts during the respective quarter, in order for the cumulative number to be the total number of licensed individuals who participated in the peer assistance program in the reporting period.

Methodology - The 1st first quarter report includes all licensed individuals participating in a peer assistance program carried forward from the prior FY plus those who have had disciplinary orders entered/signed contracts with the PRN program during the quarter. The 2nd, 3rd and 4th quarter reports include only the number of licensed individuals who have had disciplinary orders entered/signed contracts during the quarter. The year-to-date number is the cumulative number of licensed individuals who participated in the peer assistance program in the reporting period.

“Licensed individuals” refers only to pharmacists licensed by TSBP, including those who have been subject to an order granting or reinstating their license. An individual licensed as a pharmacist as of September 1 of the current FY will be counted as being licensed, for the purpose of this measure. Licensed pharmacists include individuals who have a licensure status of active, inactive, delinquent, suspended, probation, or restricted.

Note: TSBP may not count an individual who has a revoked or expired license. However, PRN may count an individual with a revoked or expired status, if that individual is being monitored under a current PRN contract.

Data Limitations - TSBP has no control over the number of licensed individuals who develop a physical, mental, or chemical impairment. In addition, the agency has no control over the number of licensed individuals reported to and monitored by the Professional Recovery Network (PRN) program.

Calculation	New Measure	Target Attainment
Cumulative	No	Higher than Target

B.1.3. Strategy: Prescription Monitoring Program

Educate and control misuse of controlled substances by managing the Prescription Monitoring Program. The Prescription Monitoring Program (PMP) is an electronic database used to collect and monitor prescription data for all Schedule II, III, IV, and V controlled substances dispensed by a pharmacy in Texas or to a Texas resident from a pharmacy located in another state

EXPLANATORY/INPUT MEASURES:

Non-Key Number of Queries Received by the Prescription Monitoring Program (PMP)

Definition - The number of queries recorded by the PMP System during the reporting period.

Purpose - To determine the number of queries performed by users of the system. This measure can be used to assist in determining if additional educational/outreach efforts are needed to maximize use of the system.

Data Source - The computer application system as developed and maintained by the agency vendor. TSBP PMP Manager is responsible for data.

Methodology - Same as definition above.

Data Limitations - Data is dependent on the actual number of queries received by the PMP System. This measure is only useful as an explanatory piece of information as the data is not a factor that can be controlled by the agency.

Calculation	New Measure	Target Attainment
Cumulative	No	Higher than Target

Non-Key Number of Controlled Substances Prescriptions Submitted to the Prescription Monitoring Program (PMP)

Definition - The number of controlled substances prescriptions submitted by dispensers during the reporting period.

Purpose - To determine the number of controlled substances prescriptions submitted by authorized users. This measure can be used to assist in determining the extent of the prescribing of controlled substances in Texas.

Data Source - The computer application system as developed and maintained by the agency vendor. TSBP PMP Manager is responsible for data.

Methodology - Same as definition above.

Data Limitations - Data is dependent on the actual number of dispensers who report data to the PMP System. This measure is only useful as an explanatory piece of information as the data is not a factor that can be controlled by the agency.

Calculation	New Measure	Target Attainment
Cumulative	No	Higher than Target

SCHEDULE C: HISTORICALLY UNDERUTILIZED BUSINESS PLAN

Prior to the December 2025, guidance by the Comptroller, each state agency receiving appropriations were required to make a good-faith effort to include historically underutilized businesses (HUB). The following statistics were included in the Annual Non-Financial Report:

Category	Actual FY2025
Professional Service Contracts	100.00%
Other Services Contracts	99.20%
Commodities Contracts	51.74%

At the time, the agency utilized HUB vendors as directed for all delegated purchases and, and had an agency HUB policy. Agency data regarding goals, and actual performance, and constraints were noted in the Annual Non-Financial Report.

In accordance with the December 2025, emergency rule guidance offered by the Comptroller's office in relation to compliance with VetHUB requirements, the agency makes good faith efforts to increase VetHUB participation, prepare and submit VetHUB reports, monitor contracts for VetHUB compliance and coordinate VetHUB marketing and outreach efforts.

The agency utilizes the Centralized Master Bidders List (CMBL)- VetHUB Directory search on the Texas Comptrollers of Public Accounts website for active VetHUB vendors for delegated purchases. The agency has a VetHuB plan.

CONTRACT MANAGER TRAINING

The agency purchaser maintains a Certified Texas Contract Manager (CTCM) and a Certified Texas Contract Developer certification. All Board members take the required Governing Bodies Webinar related to contracts and state purchasing.

SCHEDULE F: AGENCY WORKFORCE PLAN

I. Agency Overview

The Texas State Board of Pharmacy (Board) is comprised of eleven Governor-appointed Board members to include seven pharmacists, one pharmacy technician, and three members who represent the public.

The Board employs and over 100 staff members who oversee a licensee population that at the end of fiscal year 2023 consisted of 39,914 licensed pharmacists, 75,314 registered pharmacy technicians and pharmacy technician trainees, and 8,370 licensed pharmacies (facilities). In addition, the Board operates the Texas Prescription Monitoring Program (PMP) which collects and monitors prescription data for all Schedule II, III, IV, and V Controlled Substances (CS) dispensed by a pharmacy in Texas or to a Texas resident from a pharmacy located in another state. The PMP also provides a database for monitoring patient prescription history for practitioners and the ordering of Texas Schedule II Official Prescription Forms.

A. Agency Mission

Mission - The Texas State Board of Pharmacy, as a leader in protecting the public health of the citizens of Texas, shall uphold quality standards for licensing and facilitate regulation that promotes innovative, multidisciplinary, and collaborative practices and education which produce quality care and positive patient outcomes.

Agency Action Plan - The Texas State Board of Pharmacy approaches its mission with integrity and prioritizes the health and safety of the citizens of Texas in all aspects of facilitating pharmacy regulation. Our processes and services are built on our core values of protecting public health and acting in accordance with the highest standards of ethics.

We carry out our mission through the following functions:

- License/Registration issuance and regulation
- Rulemaking in accordance with applicable Texas and federal laws
- Complaint processing and adjudication when appropriate
- Conducting compliance inspections
- Educating our constituency
- Providing practice and information resources
- Hosting our state Prescription Monitoring Program
- Offering excellent customer service

B. Agency Strategic Goals and Organizational Structure

Goal One	To establish and implement reasonable standards for pharmacist, pharmacy technician and pharmacy technician trainee education and practice, and for the operations of pharmacies to assure that safe and effective pharmaceutical care is delivered to the citizens of Texas [Texas Pharmacy Act (Occupations Code, Sec. 551-569)].
Objective	Continue to operate a licensure system for pharmacists, pharmacy technicians, pharmacy technician trainees, and pharmacies that will assure that all licensees and registrants meet minimum licensing standards.
Goal Two	To assertively and swiftly enforce all laws relating to the practice of pharmacy to ensure that the public health and safety are protected from the following: incompetent pharmacists, pharmacy technicians and pharmacy technician trainees; unprofessional conduct, fraud, and misrepresentation by licensees; and diversion of prescription drugs from pharmacies; and to promote positive patient outcomes through the following: reduction of medication errors by encouraging or requiring licensees to implement self-assessment programs and continuous-quality improvement programs, including peer review processes; and enforcement of rules relating to patient counseling and drug regimen review, including prevention of misuse and abuse of prescription drugs, and to operate the Prescription Monitoring Program for the State of Texas. [Texas Pharmacy Act (Occupations Code, Sec. 551-569), and Health and Safety Code, Chapter 481, Controlled Substances, and Chapter 483, Dangerous Drugs.]
Objective	Deter and reduce the incidence of violations of the law through compliance inspections of 40% of the licensed pharmacies located in Texas each year; through technical assistance to licensees; through education and increased licensee access to information by contacting all licensees; and to resolve complaints received within an average of 180 days.

The Board's functional structure at the end of FY2023 comprised the following teams.

Office of the Executive Director

- Operations
- Licensing
- Compliance
- Enforcement
- Legal
- Prescription Monitoring Program (PMP)
- Information Technology

C. Anticipated Changes to the Mission, Strategies and Goals over the Next Five Years

No changes to the Agency Mission or Action Plan are anticipated in the next five years. The Texas State Board of Pharmacy constantly seeks ways to be effective in fulfilling its core functions, achieving performance measures, and implementing plans to continuously improve.

II. Workforce Analysis

A. Current Workforce Profile

As of the end of fiscal year 2025, TSBP employed 108.75 full-time equivalent (FTE) staff. Key workforce demographics are summarized below:

- 63% of TSBP employees are females, and 37% are males.
- The agency's workforce ethnicity distribution includes approximately:
 - 46% Caucasian employees
 - 31% Hispanic employees
 - 16% African American employees
 - 4% Asian employees, and
 - 3% of two or more race employees.
- The age distribution of the agency's workforce is as follows:
 - 11% of employees are in the 16-29 age group.
 - 29% are in the 30-39 age group.
 - 26% are in the 40-49 age group.
 - 20% are in the 50-59 age group.
 - 11% are in the 60-69 age group, and
 - 2% are in the 70 or older age group.
- The agency's workforce tenure distribution is as follows:
 - 32% for less than two years.
 - 17% for 2-4.99 years
 - 24% for 5-9.99 years
 - 10% for 10-14.99 years
 - 10% for 15-19.99 years
 - 3% for 20-24.99 years
 - 3% for 25-29.99 years, and
 - 1% for 30-34.99 years

** Percentages may not total 100% due to rounding.

- Projected employee retirement eligibility by calendar year is as follows:
 - In 2026 - 14 employees will be eligible for retirement (12 currently eligible; 2 additional employees will be eligible in October)
 - In 2027 - 2 employees will be eligible.

- In 2028 - 6 employees will be eligible.
- In 2029 - 3 employees will be eligible
- In 2030 - 1 employee will be eligible

Between 2026 and 2030, 26 employees (24%) of the agency's workforce will be eligible for retirement. Of these employees, 10 currently serve in leadership roles. Collectively, these employees represent 430 years of TSBP knowledge and experience that would be lost upon retirement.

The agency and state turnover rate have been steadily declining over the last two fiscal years. As mentioned in the Annual SAO report on Turnover, this decrease may be partially attributed to the employee increases approved by the 88th Legislature, as well as additional salary adjustments implemented by our agency. The 88th Legislature also approved reallocations for over 500 job classifications, improving market competitiveness. While these efforts have supported retention, TSBP must continue to focus on workforce development and succession planning due to anticipated retirements in the coming years.

Fiscal Year	Agency Turnover	Statewide Turnover
2025	8.4%	15.4%
2024	10.5%	16.5%
2023	20.8%	18.7%

* Sources for "Current Workforce" Data: Auditor's Office (SAO), Electronic Classification Analysis System (E-Class), SAO Annual Report on Classifies Employee Turnover for Fiscal Year 2024, CAPPS Retirement Forecast Report, State of Texas Classified Turnover Dashboard FY25, and CAPPS TX_HR_AGY_RETIREMENT_FORECAST report.

B. Critical Workforce Skills

To effectively carry out its mission of protecting the public health of the citizens of Texas, TSBP requires employees across all departments to possess a diverse set of technical, regulatory, and operational skills. Critical skills include:

- **Regulatory Knowledge and Application:** Understanding and consistent application of applicable laws, rules, and policies across all agency functions.
- **Analytical and Critical Thinking:** Ability to evaluate complex information, interpret data, identify risks, and support sound, objective, and consistent decisions.
- **Customer Service:** Ability to provide accurate, timely, and professional service while maintaining regulatory standards.
- **Technology Proficiency:** Competence in utilizing agency systems, databases, and digital tools to support daily agency operations.

- **Attention to Detail and Accuracy:** Ability to manage high volumes of information accurately and ensure compliance with regulatory requirements.
- **Adaptability:** Capacity to respond to changes in workloads, laws, regulations, technology, and agency priorities.
- **Collaboration:** Ability to work effectively across departments to support agency-wide initiatives and improve efficiency.
- **Ethical Judgment and Confidentiality:** Ability to appropriately handle highly confidential and sensitive information, while exercising sound judgment in accordance with applicable laws, regulations and agency policies.

Additionally, select positions require professional licensure or certifications, including Registered Pharmacist (RPh) and Pharmacy Technician credentials.

C. Future Workforce Profile

TSBP continues to experience increasing demand for its services across all areas of operation, resulting in a growing workload for the agency's workforce. In addition, the complexity of pharmaceutical practices continues to evolve, requiring the agency to adapt to changing regulatory and operational needs. While the critical workforce skills previously identified remain essential, a higher level of proficiency in these skills will be necessary to effectively meet future demands.

D. SWOT Analysis

Strengths TSBP employs a highly skilled and knowledgeable workforce with strong regulatory expertise across all departments. The agency's mission-driven focus supports consistent service delivery and effective regulatory oversight. Turnover has decreased over the last two fiscal years, resulting in improved workforce stability and continuity. The depth of experience among current staff also provides a strong foundation for mentorship, knowledge transfer, and leadership development.	Weaknesses TSBP faces workforce challenges related to a significant number of employees nearing retirement eligibility, which may result in the loss of critical institutional knowledge. Succession planning processes are still developing and will require continued focus to ensure effective knowledge transfer and leadership continuity. Additionally, as a smaller agency, TSBP relies on several manual and time-intensive processes due to the limited technological resources, which can impact operational efficiency and workload management.
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Opportunities Anticipated retirements provide an opportunity for the agency to strengthen succession planning, develop internal talent, and formalize knowledge transfer processes. Expanding training and mentorship opportunities will better position employees to assume critical roles and support leadership continuity. Additionally, recent increases in IT staffing provide an opportunity to enhance systems capabilities and improve operational efficiency. Continued evaluation and targeted investment in technology will allow the agency to reduce manual processes and better support future growth. Strategic recruitment efforts and partnership can further support the development of a sustainable and qualified workforce.	Threats A significant portion of the agency's workforce will become eligible for retirement in the coming years, which may impact operational continuity if not proactively addressed. The agency must also remain competitive in attracting and retaining qualified candidates in a labor market where private-sector salaries may be higher. Increasing service demands and the growing complexity of pharmaceutical practice may place further strain on agency resources. Additionally, limited technological resources and reliance on manual processes may hinder the agency's ability to efficiently scale operations and meet future demands.
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III. Workforce Strategies

Based on an analysis of the agency's workforce and operational needs, TSBP has identified two primary workforce gaps that will need to be addressed to support continued operational effectiveness and long-term sustainability.

- **Succession Planning and Knowledge Transfer:** A significant portion of the workforce is nearing retirement eligibility, creating a potential gap in institutional knowledge and leadership continuity. Succession planning and knowledge transfer process require further development to ensure operational continuity and prepare employees to assume key roles.
- **Workload Growth and Operational Efficiency:** Demand for agency services continues to increase, requiring staff to manage growing workloads across program areas. Continued evaluation of staffing capacity and resource alignment will be necessary to maintain efficient operations.

To effectively address gaps in the current workforce and proactively prepare for future demands, TSBP will work on the following action steps:

Gap	Succession Planning and Knowledge Transfer
Goal	Strengthen succession planning and knowledge transfer to ensure continuity of operations.

Rationale	A significant portion of TSBP's workforce is nearing retirement eligibility, creating a risk of loss of institutional knowledge and leadership continuity.
Action Steps	• Identify positions with higher retirement eligibility risk. • Document key duties, processes, and institutional knowledge. • Provide cross-training opportunities to increase staff familiarity with essential functions. • Encourage mentorship between experienced and newer employees. • Provide training and development opportunities to prepare employees for future roles.
Gap	Workload Growth and Operational Efficiency
Goal	Strengthen the agency's ability to manage increasing workload demands while continuing to meet operational expectations.
Rationale	The amount of work performed by the agency continues to increase each year. TSBP must ensure it can effectively manage this growth while continuing to meet expected timelines and responsibilities.
Action Steps	• Monitor workload trends across program areas. • Evaluate staffing needs based on changes in workload. • Review processes to identify opportunities to improve efficiency. • Continue system improvements that support employee productivity.

IV. Conclusion

TSBP's workforce is essential to the agency's ability to fulfill its mission of protecting the public health of the citizens of Texas. As workload demands continue to increase and the complexity of the agency's responsibilities evolved, maintaining a qualified and adaptable workforce remains a priority. Additionally, a portion of the workforce is approaching retirement eligibility, highlighting the importance of succession planning and effective knowledge transfer.

Through the strategies outlined in this workforce plan, TSBP is committed to strengthening its workforce and supporting continued operational effectiveness. By focusing on employee development, knowledge sharing, and process and system improvements, the agency will be better positioned to meet future demands and carry out its regulatory responsibilities.

TEXAS STATE BOARD OF PHARMACY

Report on Customer Service for Fiscal Years 2024-2025



Submitted June 1, 2026

SCHEDULE H: CUSTOMER SERVICE REPORT

In accordance with the Texas Government Code, Chapter 2114, the agency is required to develop customer service standards and implement customer satisfaction assessment plans. The agency accomplishes this through both the agency's Compact with Texans, <https://www.pharmacy.texas.gov/about/CompactwithTexans.asp>, and the agency Customer Service Survey.

INVENTORY OF EXTERNAL CUSTOMERS SERVED BY TSBP

TSBP identified the following categories of external customers who are direct recipients of agency services. These categories are listed below:

(1) Category #1 – termed “Licensees” and includes the following:

- pharmacists/preceptors
- pharmacist-interns
- pharmacy owners/employers
- pharmacy technicians/pharmacy technician trainees
- applicants for pharmacist licenses
- applicants for pharmacy licenses
- applicants for pharmacist intern registrations
- applicants for preceptor certificates
- applicants for pharmacy technician/pharmacy technician trainee registrations

TSBP provides the following direct services to Licensees: (1) information; (2) licensing or registration; and (3) enforcement. These three types of services cut across both strategies listed in the 2022-2023 General Appropriations Act (i.e., licensing and enforcement).

(2) Category #2 – termed “Non-Licensees” includes the following:

- general public
- complainants
- legislators
- media
- attorneys
- professional associations
- consumer associations
- colleges of pharmacy
- businesses who conduct license verifications for employers
- nursing homes/nursing home administrators
- governmental regulatory agencies or law enforcement agencies at the federal, state or local levels
- manufacturers of automated dispensing devices and other technological devices used by pharmacies
- representatives of drug manufacturers and wholesalers

TSBP provides the following direct services to Non-Licensees; (1) information about licensing (e.g., verification and status of license); (2) information regarding regulatory

actions (e.g., information regarding compliance inspections of pharmacies, complaints, and disciplinary orders); (3) information regarding pharmacy practice and laws/rules governing the practice of pharmacy; (4) information regarding TSBP policies and procedures; (5) information regarding Board meetings (e.g., items for discussion); and (6) information regarding the resolution of complaints that may involve adjudication (disciplinary action against a licensee).

Direct services to both categories are provided through the following mechanisms:

- telephone;
- email;
- agency website;
- social media including Facebook, Instagram, Twitter, and YouTube;
- letters;
- on-site visits/meetings at TSBP office;
- TSBP Newsletter;
- notices regarding proposed and final rules;
- presentations/exhibits at professional meetings;
- compliance inspections of pharmacies;
- investigation/adjudication of complaints;
- resolution of complaints filed by a licensee; and
- licensing services [includes the issuance of new licenses and renewal of licenses (pharmacists and pharmacies), registrations (interns, pharmacy technicians, and pharmacy technician trainees), and certifications (preceptors)].

INFORMATION-GATHERING METHODS

The TSBP Customer Service Survey is a live, online survey hosted through Survey Monkey. Access is available to TSBP customers via the agency website and a direct link given to customers in email and other communications.

A. Collection Time Frame

TSBP Customer Service Survey (survey) responses were collected via a link on the TSBP website for the period of September 1, 2023 through August 31, 2025. In addition to a link to the survey on the TSBP website, the survey was disseminated through the following mechanisms:

- notices included with new licenses and all individual license renewals;
- notices were included with letters to complainants, advising them about the dispositions of their complaints;
- notices were included with responses to the general public who were requesting copies of public records;
- notices were emailed to customers who called for information regarding pharmacy practice and laws/rules governing the practice of pharmacy; and
- notices were included in staff email signatures.

B. Data Limitations – Data limitations are set forth below:

- (1) TSBP had no control over the number of customers who wanted TSBP services (e.g., number of persons who want to obtain a pharmacist or pharmacy license, who want to obtain information, or who want to file a complaint). The types and groups of customers are somewhat specific (“targeted population”) as a result of the agency’s enabling legislation (agency’s mission and purpose).
- (2) TSBP had no control over the number of TSBP customers who completed the survey online.
- (3) TSBP had no control over the number of customers who did not answer all questions on the survey or provided “Not Applicable” responses.
- (4) TSBP had no control over the number of TSBP customers who had access to the Internet.

C. Number of Customers Surveyed

The survey was available online to all TSBP customers as well as the general public. TSBP cannot quantify the number of customers who may have encountered the on-line survey link via the agency website, licensee and registrant notifications, complainant communications, requestors for agency records, and other general correspondence.

A total of 1,101 respondents completed the online survey between September 1, 2023 and August 31, 2025.

D. Customer Groups Excluded

The only group excluded from the survey were individuals without Internet access, and TSBP has no way of determining the number of individuals in this group.

CUSTOMER SATISFACTION SURVEY RESULTS

My contact was primarily with our about:	Response Count	Percent of Response
Board Website	10	0.9%
Disciplinary Process	5	0.5%
Email Regarding Rules Questions	31	2.8%
Enforcement Regarding a Complaint	44	4.0%
Finance/Accounting	4	0.4%
Inspections	31	2.8%
Open Records	42	3.8%
Other (please specify)	103	9.4%
Pharmacist and Intern Licensing	88	8.0%
Pharmacy Licensing	246	22.3%
Pharmacy Technician and Technician Trainee Registration	273	24.8%
Prescription Monitoring Program (PMP)	27	2.5%
Reception	4	0.4%
Telephone Call Regarding Rules Questions	193	17.5%

(blank)		0.0%
Grand Total	1101	100.0%

Findings of the Customer Service Survey

#1 - How satisfied are you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?

Answer Options	Response Count	Response Percent
5 - Very satisfied	602	54.6%
4 - Satisfied	99	9.0%
3 - Neutral	45	4.1%
2 - Unsatisfied	19	1.7%
1 -Very unsatisfied	96	8.7%
N/A	241	21.9%
(blank)		0.0%
Total	1102	100%

* 81.4% of survey respondents indicated they were very satisfied or satisfied when non-responses were not considered.

#2 - How satisfied are you with the agency's staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability if applicable?

Answer Options	Response Count	Response Percent
5 - Very satisfied	599	54.7%
4 - Satisfied	98	8.9%
3 - Neutral	45	4.1%
2 - Unsatisfied	18	1.6%
1 -Very unsatisfied	95	8.7%
N/A	237	21.6%
(blank)	4	0.4%
Total	1096	100.0%

*81.5% of survey respondents indicated they were very satisfied or satisfied when non-responses were not considered.

#3 - How satisfied are you with the agency's communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?

Answer Options	Response Count	Response Percent
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5 - Very satisfied	597	54.7%
4 - Satisfied	97	8.9%
3 - Neutral	44	4.0%
2 - Unsatisfied	19	1.7%
1 -Very unsatisfied	94	8.6%
N/A	238	21.8%
(blank)	3	0.3%
Grand Total	1092	100.0%

*81.5% of survey respondents indicated they were very satisfied or satisfied when non-responses were not considered.

#4 - How satisfied are you with the agency's Internet site, including the ease of use, mobile access, info on the location of the site and the agency, and information accessible through the site such as a listing of services and programs, whom to contact for information, and to complain?

Answer Options	Response Count	Response Percent
5 - Very satisfied	591	54.5%
4 - Satisfied	96	8.8%
3 - Neutral	45	4.1%
2 - Unsatisfied	16	1.5%
1 -Very unsatisfied	94	8.7%
N/A	239	22.0%
(blank)	4	0.4%
Grand Total	1085	100.0%

*81.6% of survey respondents indicated they were very satisfied or satisfied when non-responses were not considered.

#5 - How satisfied are you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?

Answer Options	Response Count	Response Percent
5 - Very satisfied	591	54.8%
4 - Satisfied	95	8.8%
3 - Neutral	44	4.1%
2 - Unsatisfied	17	1.6%
1 -Very unsatisfied	94	8.7%
N/A	234	21.7%
(blank)	4	0.4%
Grand Total	1079	100.0%

*81.6% of survey respondents indicated they were very satisfied or satisfied when non-responses were not considered.

#6 - How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person if applicable?

Answer Options	Response Count	Response Percent
5 - Very satisfied	594	54.6%
4 - Satisfied	97	8.9%
3 - Neutral	45	4.1%
2 - Unsatisfied	18	1.7%
1 -Very unsatisfied	95	8.7%
N/A	235	21.6%
(blank)	4	0.4%
Grand Total	1088	100.0%

*81.4% of survey respondents indicated they were very satisfied or satisfied when non-responses were not considered.

#7 - How satisfied are you with any agency brochures or other printed information, including the accuracy of that information?

Answer Options	Response Count	Response Percent
5 - Very satisfied	590	54.6%
4 - Satisfied	96	8.9%
3 - Neutral	44	4.1%
2 - Unsatisfied	16	1.5%
1 -Very unsatisfied	94	8.7%
N/A	236	21.9%
(blank)	4	0.4%
Grand Total	1080	100.0%

*81.7% of survey respondents indicated they were very satisfied or satisfied when non-responses were not considered.

#8 - Please rate your overall satisfaction with the agency.

Answer Options	Response Count	Response Percent
5 - Very satisfied	594	54.6%
4 - Satisfied	96	8.8%
3 - Neutral	44	4.0%

2 - Unsatisfied	18	1.7%
1 -Very unsatisfied	95	8.7%
N/A	238	21.9%
(blank)	3	0.3%
Grand Total	1088	100.0%

*81.5% of survey respondents indicated they were very satisfied or satisfied when non-responses were not considered.

ANALYSIS OF FINDINGS

The final item in the survey is the statement that “Please rate your overall satisfaction with the agency.” TSBP considers a “satisfied customer” as one who responded “Very Satisfied” or “Satisfied.” Using this guideline, 63.4% of TSBP’s customers were satisfied when considering all data. This number increases to 81.5% when non-responses were not considered.

The TSBP survey asked customers to provide any comments or suggestions they may have for the agency . Approximately 655 respondents entered comments and the Executive Director reviewed them monthly with the agency Directors for content as well as follow up by staff if needed. Most of the comments were statements, either positive, negative, or neutral (e.g., complainant restated complaint allegations), rather than “suggestions.” Of the comments submitted, 29 were suggestions which included suggestions to improve the website, improve the search feature for licensing information as well as forms, and simplify the application directions. The agency reviews all responses received to identify ways to make improvements as needed.

The survey results were shared with Board Members at their regular scheduled meeting held on May 5, 2026. Positive and negative comments on specific employees were also provided by the Executive Director to employee supervisors for follow up.

CUSTOMER SERVICE STANDARDS AND PERFORMANCE MEASURES

In carrying out our mission and as stated in our Compact with Texans, we will strive to be courteous, professional, flexible, honest, and helpful in all dealing with our customers while carrying out the agency mission. We aim to provide our customers with clear, easy to understand, and accurate information about services. We work to actively listen so we can better anticipate the needs of our customers and be fully responsive to customer’s concerns regarding our services. We appreciate and seek customer input to make informed decisions on policies, programs.

Performance Measures Related
to Customer Service Standards
and Customer Satisfaction

	FY2024-2025 Survey Performance	FY2026-27 Projected Performance
Outcome Measures		
Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services Received	63.4% (81.5%)*	85%*
Percentage of Surveyed Customer Respondents Identifying Ways to Improve Service Delivery	2%	3%
Output Measures		
Number of Customers Surveyed	n/a**	n/a**
Number of Customers Served	155,120	160,000
Efficiency Measures		
Cost Per Customer Surveyed	\$.07	\$.08
Explanatory Measures		
Number of Customers Identified (estimated)	155,120	150,000
Number of Customer Groups Inventoried	2	2

*percentage % when non-responses were not considered

**This number is not available as the survey was/is conducted online with information about the survey provided to all licensees and non-licensees through the agency website, newsletters,

Standard Customer Service-Related Performance Measures

OUTCOME MEASURES*Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services Received*

<u>Short Definition</u>	Total number of surveyed customer respondents who expressed an overall satisfaction with TSBP services, divided by the total number of surveyed customer respondents (during a specific report period).
<u>Purpose/Importance</u>	This measure is one mechanism to determine the percentage of TSBP customers who are satisfied with the agency's customer service.
<u>Source/Collection of Data</u>	TSBP provides an online survey to agency customers via SurveyMonkey. Customers may or may not complete the survey. TSBP staff tabulate the data through computerized and/or manual means.
<u>Method of Calculation</u>	NUMERATOR – Total number of surveys that are completed by satisfied TSBP customers. A satisfied customer is one who responded "strongly agree" or "agree" to the statement on the survey that reads: "Overall, I am satisfied with my experience." DENOMINATOR – Total number of customers who completed a survey and responded to the statement on the survey that reads: "Overall, I am satisfied with my experience." This performance measure is calculated by dividing the numerator by the denominator and multiply by 100 to achieve a percentage.
<u>Data Limitation</u>	The agency has no control over how many TSBP customers will complete the survey nor which questions they answer. In addition, the term "overall satisfaction" is very subjective. It is the agency's intention to conduct a biennial survey of customer service; therefore this performance measure does not lend itself to a quarterly or annual report.
<u>Calculation Type</u>	Non-cumulative
<u>New Measure</u>	No.
<u>Desired Performance</u>	Actual performance that is higher than targeted performance is desirable.

Percentage of Surveyed Customer Respondents Identifying Ways to Improve Service Delivery

<u>Short Definition</u>	Total number of surveyed customer respondents who have written a statement or comment on the survey that could be interpreted as a suggestion for improving service delivery, divided by the total number of surveyed customer respondents (during the specific reporting period).
<u>Purpose/Importance</u>	This measure is one mechanism to identify possible improvements to the agency's service delivery.
<u>Source/Collection of Data</u>	TSBP provides an online survey to agency customers via TSBP's website. Customers may or may not complete the survey. The survey will ask the customer to make comments or identify ways to improve service delivery.
<u>Method of Calculation</u>	NUMERATOR – Total number of TSBP customers who make a recommendation of some type to improve service delivery, from the customer's perspective. This number will be calculated manually, by reading the comments and determining if the comments could be interpreted as suggestions for improving service, from the customer's perspective. DENOMINATOR – Total number of surveys that are completed by TSBP customers. This performance measure is calculated by dividing the numerator by the denominator and multiplying by 100 to achieve a percentage.
<u>Data Limitation</u>	The agency has no control over how many TSBP customers will complete the survey or provide comments/suggestions. It is the agency's intention to conduct a biennial survey of customer service; therefore this performance measure does not lend itself to a quarterly or annual report.
<u>Calculation Type</u>	Non-cumulative.
<u>New Measure</u>	No.
<u>Desired Performance</u>	Based upon the assumption that more suggestions indicate poorer customer service, actual performance that is lower than targeted performance is desirable. However, since this assumption may or may not be true, it is unclear as to whether achieving a smaller percentage is better.

OUTPUT MEASURES*Number of Customers Surveyed*

<u>Short Definition</u>	Total number of TSBP customers surveyed in a report period.
<u>Purpose/Importance</u>	This measure is an indication of the agency's efforts to collect information from the public about the agency's customer service.
<u>Source/Collection of Data</u>	TSBP provides an online survey to agency customers via TSBP's website. Customers may or may not complete the survey. Notification that the survey is available online is available via the agency website, licensee and registrant notifications, complainant communications, requestors for agency records, and other general correspondence throughout a calendar year. For the purposes of this survey "Customers Surveyed" is defined as the number of individuals who received notice that the survey was available .
<u>Method of Calculation</u>	<u>TSBP manually calculates the approximate number of customers served during a reporting period.</u>
<u>Data Limitation</u>	There were several data limitations, as set for the below: (1) TSBP had no control over the number of customers who wanted TSBP services (e.g., number of persons who wanted to obtain a pharmacist or pharmacy license, who wanted to obtain information, or who wanted to file a complaint). The types and groups of customers are somewhat specific as a result of the agency's mission and purpose; and (2) TSBP had no control over how many TSBP customers completed surveys. It is the agency's intention to conduct a biennial survey of customer service; therefore, this performance measure does not lend itself to a quarterly or annual report.
<u>Calculation Type</u>	Non-cumulative.
<u>New Measure</u>	No.
<u>Desired Performance</u>	Actual performance that is higher than targeted performance is desirable.

Number of Customers Served

Short Definition Total number of TSBP customers identified in a report period.

Purpose/Importance This measure is an indication of the agency's workload.

Source/Collection of Data The number of customers served is the actual number of board customers in each of two identified major groups. Group 1 includes licensees (pharmacists, pharmacy owners, pharmacist-interns, pharmacy technicians, and pharmacy technician trainees). Group 2 includes non-licensees (complainants, attorneys, members of the general public who request public records, pharmacy associations, and pharmacy schools).

Method of Calculation TSBP manually calculates the approximate number of customers served during a reporting period.

Data Limitations TSBP had no control over the number of customers who wanted TSBP services (e.g., number of person who want to obtain a pharmacist or pharmacy license, who want to obtain information, or who want to file a complaint). The types and groups of customers are somewhat specific as a result of the agency's mission and purpose.

It is the agency's intention to conduct a biennial survey of customer service; therefore, this performance measure does not lend itself to a quarterly or annual report.

Calculation Type Non-cumulative.

New Measure No.

Desired Performance Actual performance that is higher than targeted performance is desirable, provided the agency has sufficient staff to handle the increased workload that results from having additional customers to serve.

EFFICIENCY MEASURES*Cost Per Customer Surveyed*

<u>Short Definition</u>	Total funds expended (including those encumbered) for the cost to survey the agency's customers, including costs of maintaining the survey online and costs of personnel time to develop the TSBP Customer Service Survey and evaluate the data collected. This total cost is divided by the number of customers surveyed. Denominator is the same number as the result of the performance entitled <i>Number of Customers Surveyed</i> .
<u>Purpose/Importance</u>	This measure reflects the cost to the agency to conduct a customer service survey.
<u>Source/Collection of Data</u>	Funds expended would include all direct costs attributable to the TSBP Customer Service Survey. These direct costs are identified in the agency's operating budget and, where applicable, will include: percent of exempt and classified salaries according to estimated time spent in this function, consumable supplies, computer expenses, training and education, capitalized equipment, and other operating expenses.
<u>Method of Calculation</u>	TSBP Accountant will keep record of costs.
<u>Data Limitation</u>	TSBP had no control over the number of customers who wanted TSBP services. The types and groups of customers are somewhat specific as a result of the agency's mission and purpose. It is the agency's intention to conduct a biennial survey of customer service; therefore, this performance measure does not lend itself to a quarterly or annual report.
<u>Calculation Type</u>	Non-cumulative.
<u>New Measure</u>	No.
<u>Desired Performance</u>	Actual performance that is lower than targeted performance is desirable.

EXPLANTORY MEASURES*Number of Customers Identified*

This explanatory measure is the same as the Output entitled “Number of Customers Served.”

Number of Customer Groups Inventoried

<u>Short Definition</u>	Total number of customer groups identified in a report period.
<u>Purpose/Importance</u>	This measure reflects the diversity of the agency’s customers and gives an indication of the agency’s workload.
<u>Source/Collection of Data</u>	The number of customer groups is determined by reviewing the external customer groups that might exist within each budget strategy listed in the agency Strategic Plan.
<u>Method of Calculation</u>	TSBP keeps an inventory (manual list) of its customer groups.
<u>Data Limitation</u>	The types and groups of customers are somewhat specific as a result of the agency’s mission and purpose. It is the agency’s intention to conduct a biennial survey of customer service; therefore, this performance measure does not lend itself to a quarterly or annual report.
<u>Calculation Type</u>	Non-cumulative.
<u>New Measure</u>	No.
<u>Desired Performance</u>	Actual performance that is higher than targeted performance is desirable, provided the agency has sufficient staff to handle the increased workload that results from having additional groups of customers to serve.

**SCHEDULE I: CERTIFICATION OF COMPLIANCE
WITH CYBERSECURITY TRAINING**



C E R T I F I C A T E

TEXAS STATE BOARD OF PHARMACY

Pursuant to the Texas Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the cybersecurity training required pursuant to the Texas Government Code, Sections 2054.5191 and 2054.5192.

Executive Director/Secretary

Board President

Signature

Signature

Daniel Carroll, Pharm.D., R.Ph.

Julie Spier, R.Ph.

Printed Name

Printed Name

Executive Director

Board President

Title

Title

Date

Date

**SCHEDULE I: CERTIFICATION OF COMPLIANCE
WITH ARTIFICIAL INTELLIGENCE TRAINING****C E R T I F I C A T E****TEXAS STATE BOARD OF PHARMACY**

Pursuant to Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the artificial intelligence training required pursuant to the Texas Government Code, Sections 2063.103 and 2063.104

Executive Director/Secretary**Board President**

Signature

Signature

Daniel Carroll, Pharm.D., R.Ph.

Julie Spier, R.Ph.

Printed Name

Printed Name

Executive Director

Board President

Title

Title

Date

Date