

AGENCY SELF-EVALUATION

KEY AGENCY EVENTS/AREAS OF CHANGE AND IMPACT SINCE THE LAST UPDATE OF THE STRATEGIC PLAN

Since the publication of the 2004 agency *Strategic Plan*, the following events and changes have had a major impact on the strategic and operational planning of the agency, and are referenced (where applicable) within this *Strategic Plan* where they are specifically addressed:

- The Texas Legislature, through amendments to the Texas Pharmacy Act, extended the agency's existence for another 12 years following the agency's review by the Sunset Advisory Commission. Significant amendments to the Act are addressed in the *Overview of Agency Scope and Functions, Texas Time Line*.
- TSBP promulgated rules that required the agency to register pharmacy technicians. This single event has caused the most significant impact to agency operations since the initial registration and licensing of pharmacists and pharmacies in 1907. Certainly, it must be stated that the registration of pharmacy technicians has had positive public benefits by requiring that this critical member of the pharmacy healthcare team be regulated. However, this regulation has severely taxed the resources of the agency as indicated below:

| Increases in Workload Caused by the Pharmacy Technician Registration Program | | | | | |
|---|--|----------------|---------------|---------------|------------------------------|
| | | FY 2003 | FY2004 | FY2005 | % Change over 3 years |
| Administrative Services and Licensing Division | | | | | |
| | Total Number of Licensees | 27,568 | 50,289 | 55,432 | 101% |
| | Number of Telephone Calls Received | 10,000 | 19,737 | 20,600 | 106% |
| | Number of E-mail Inquiries Answered | 4,000 | 10,880 | 13,000 | 225% |
| Enforcement Division | | | | | |
| | Number of Complaints Received | 1,893 | 4,436 | 3,086 | 63% |
| | Number of Complaints Resolved | 1,887 | 3,018 | 3,327 | 76% |
| | Number of Telephone Calls Received | 6,706 | 8,661 | 7,995 | 19% |
| | Number of Disciplinary Orders Entered that Required Monitoring | 185 | 444 | 531 | 149% |
| | Number of Days to Resolve a Complaint | 153 | 118 | 196 | 28% |

| Legal Division | | | | | |
|----------------|---|------|-----|-----|------|
| | Number of Disciplinary Orders Entered | 213 | 469 | 552 | 159% |
| | Number of Days of Informal Conferences | 23.5 | 30 | 30 | 28% |
| | Number of Preliminary Notice Letters Mailed | 240 | 652 | 618 | 158% |

- The role of pharmacists and the Board with regard to the delivery of prescription drugs during national crisis. The widespread Katrina and Rita hurricane disasters quickly illustrated the importance of not only the immediate distribution of critical supplies and medicines, but the value of the pharmacists' knowledge in such a crisis. The TSBP acted swiftly and immediately by coordinating efforts to ensure that information was relayed regarding emergency refills, pharmacist and pharmacy temporary licensure, pharmacist and technician volunteer opportunities, Medicaid information, and other relevant notices. Strict compliance with rules that would in any way prevent, hinder, or delay necessary action in coping with this disaster were waived.
- The success of the Health Professions Council in accomplishing efficiency and effectiveness through administrative sharing and cooperative teamwork.
- Continued development of a comprehensive and user-friendly web site to improve services and accessibility to its customers. Major features include:
 - comprehensive consumer information, including procedures regarding the complaint process and an online complaint form; new and ongoing licensing information; a reference site for pharmacy-related information; and important information regarding the agency's laws and rules;
 - a license verification link that enables the user to verify the licensing and disciplinary status of pharmacists, pharmacies, interns, and pharmacy technicians; and
 - the implementation of all agency fee-paying applications available electronically on Texas Online.

Evaluation Process

As covered in the section titled *The Organizational Perspective*, the agency continually operates by implementing and measuring performance against strategic and operational *Goals and Objectives* and through customer feedback. Therefore, the agency is continually self-evaluating, through each division and every employee. In addition to this continuous process, and 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 state consumer advocacy groups. The list of the recipients of the survey letters is included in *Appendix A* with a list of the questions asked of these *interested parties*.

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 Organizational Excellence (Appendix F)* (Survey), 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 rate consistently higher than the statewide average for all workplace dimensions.
 - *Agency Change Team (ACT)* – To get agency staff more involved in reviewing and learning about the results of the Survey of Organizational Excellence, the Executive Director established the ACT committee in FY2003. This committee, which is appointed after release of each Survey of Organizational Excellence report, is composed of front-line staff members who are asked to read the summary report regarding the agency's responses to the biennial surveys. Following team meetings, the ACT committee submits recommendations for changes to agency operations. Following review, the management team produces a written response listing the changes that will be implemented as a result of the ACT report. If a suggestion is not implemented, management's written response explains why a change is not made.
- Feedback from External Customers — The agency has developed customer service standards, and has been conducting a survey of agency customers regarding the quality of service delivered by the agency since FY2000.

Customer satisfaction can also be measured by the agency's progress in establishing credibility and recognition. The Board of Pharmacy has been recognized for its efficiency and effectiveness within Texas through:

- The agency met or exceeded all (100%) of its 13 key performance measures listed in the Appropriations Act and required to be reported on an annual basis to the Legislative Budget Board two consecutive years (FY2004 and FY2005).
- Monetary exception-free financial audit by the State Comptroller and continuous exception-free audits by the Texas Building and Procurement Commission on the Delegated Service Certification Program;
- Unqualified certification of the agency's performance measures, conducted by the State Auditor;

- An exceptional Management Audit from the Office of the State Auditor in FY1993. The final report stated in part, . . . *The Texas State Board of Pharmacy is operating efficiently. . . . The agency actively seeks ways to determine how to improve its operations. . . . We commend the agency's personnel for their efforts to improve both agency operations and the practice of pharmacy throughout the State.*
- Achievement, over the past five years (FY2001-FY2005), of an average settlement rate of approximately 98% of TSBP's contested cases resulting in a disciplinary order against a pharmacist or pharmacy license; additionally, following the implementation of the pharmacy technician registration program (FY2004-2005), achievement of an average settlement rate of 99.5% of TSBP's contested cases resulting in a disciplinary order against a technician; this achievement resulted in significant efficiencies, both in terms of complaint resolution time and costs; and
- Comments from external customer organizations, both national and statewide, were solicited in the *Strategic Plan* external assessment. The comments received were not only instructive, but extremely positive and complimentary to the agency.

The agency has also been an innovator in the field of proactive health regulation. This is well-documented in that Texas was the first state in the nation to:

- Pass legislation to establish drug therapy management and immunizations by pharmacists (2001);
- Pass laws that allowed for the remote provision of pharmacy services using automated dispensing systems and telepharmacy systems (2001); and
- Pass legislation to establish peer review committees that may be used to suggest improvements in pharmacy systems to enhance patient care, assess system failures, and make recommendations for continuous quality improvement processes (1999). Guidelines for Establishing Pharmacy Peer Review Committees were adopted by the Board in FY2000.

The Texas State Board of Pharmacy was the first board of pharmacy in the nation to:

- Use ad hoc task forces in its pre-rule-making process (The agency began using these task forces in 1981);
- Publish a *Newsletter* that is distributed to all licensees and other interested customers (The *Newsletter* has been continuously published since 1977 and is directed at educating pharmacists about the laws and rules relating to the practice of pharmacy. It also discloses the names of all pharmacists and pharmacies disciplined by the Board);

- Implement a preventive enforcement program that encourages pharmacists' voluntary compliance with governing laws and rules, through a combination of routine inspections and education efforts (the Compliance program began in 1977); and
- Develop and implement a strategic plan (the first agency *Strategic Plan* was developed in 1986).

The Texas State Board of Pharmacy is in a unique position to be able to impact the delivery of pharmaceutical care to the citizens of Texas. We constantly strive to improve on our performance and responsiveness to our customers. In order to fulfill that goal, we hope to see advancement in expanding and enhancing our capabilities for encouraging the delivery of pharmaceutical care to improve the quality of life for Texas consumers.

The agency's opportunities in these areas are virtually boundless. It is an exciting and demanding era, because of the uncertainty in the environment due to healthcare reform and quickly-changing market conditions. Never before in the nation's — or profession's history — have we been presented with such an opportunity to positively impact the healthcare of the citizens of Texas and the promotion of pharmaceutical care through proactive regulatory initiatives.

The agency has built credibility, momentum, and innovation in the advancement of patient care. Organizations don't stand still — they either progress or regress. For the agency to take advantage of its momentum, it must have the necessary resources.