


TEXAS STATE BOARD OF PHARMACY

STRATEGIC PLAN For the Fiscal Years 2025-2029



Board Member	Dates of Term	Hometown
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Jenny Downing Yoakum, R.Ph.	10/06/2015-08/31/2027	Kilgore

May 7, 2024

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

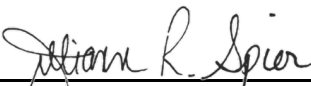
Approved: 
Julie Spier, R.Ph.
President

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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 ensure that all licensees and registrants meet minimum licensing 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 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.]

Specific Action Items to Achieve Goal

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 resolve complaints received within an average of 180 days.

AGENCY GOAL OR ACTION ITEMS THAT SUPPORT STATEWIDE OBJECTIVES

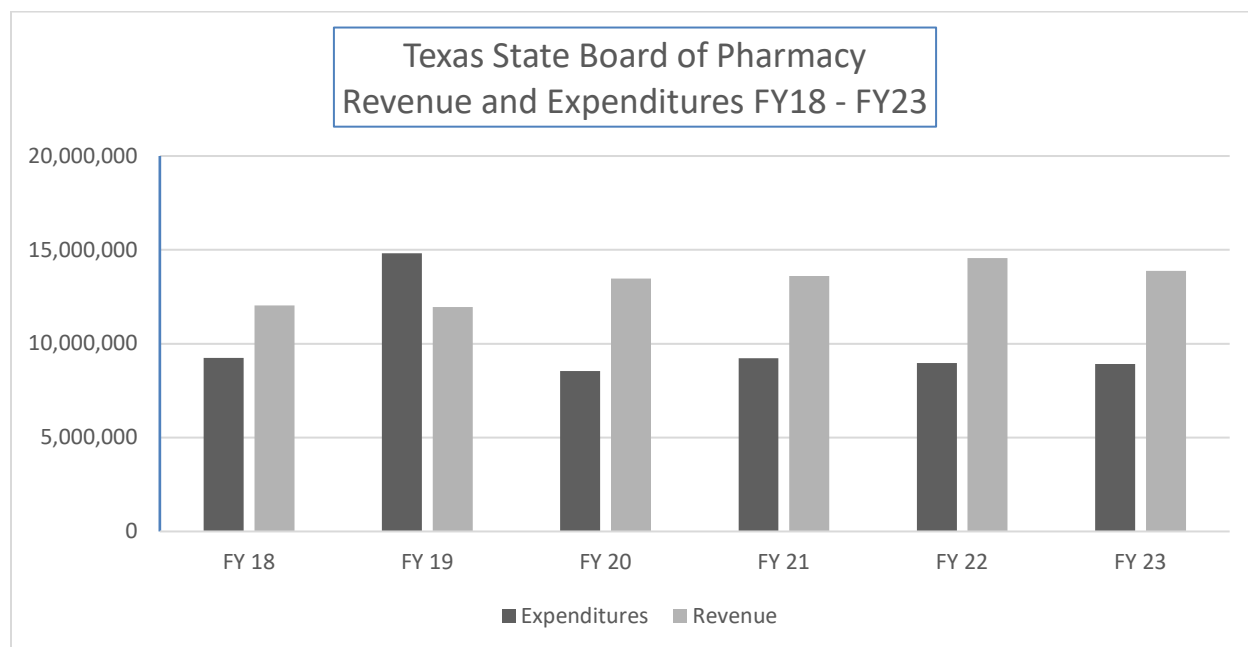
The Texas State Board of Pharmacy Operational Goals and Action Items should be achieved through August 31, 2029. The agency's Operational Goals and Action Items support the following statewide objectives:

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 six-year period (FY2018 - FY2023).



Note: FY 19 Expenditures include a payment of \$5,469,125 to a vendor to pay for Statewide Integration of the Texas Prescription Monitoring Program for the FY20-21 biennium. The funds for this subscription were received by the agency as a one-time supplemental appropriation from the Texas Economic Stabilization, or "Rainy Day" fund as mandated by Senate Bill 500, 86th Regular Legislature.

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, by not wasting taxpayer funds and by always trying to identify agency functions or provisions considered redundant or not cost-effective while operating a licensure system and enforcing all laws related to the practice of pharmacy.

The Sunset Advisory Commission's Staff Report for the 85th Texas Legislature concluded in the report that the Texas State Board of Pharmacy is an "effective, well-run agency that should be continued." Building on this accomplishment, the agency continues to improve agency efficiency by identifying and implementing new initiatives in licensure and enforcement.

Over the biennium, the agency continued to transition away from paper processes wherever possible.

The agency continued to utilize technology in its Mobile Inspection Program for multiple classes of pharmacy. The Mobile Inspection Program replaced a paper-based inspection system and allows for easier posting of mobile pharmacy inspections on the TSBP website. Staff expanded the Mobile Inspection Program to include more license types which increased efficiency and cost savings as less forms were printed and less paper came into the office to process.

Lastly, staff facilitated remote Informal Conferences (IC), held via videoconference. These remote ICs had an impact on agency staff and Board members in that no travel was required by two Board members each month to attend ICs in person. This allowed for greater flexibility in scheduling and attendance by Board members which allowed for consistent scheduling of disciplinary hearings by Board staff throughout the biennium. Staff also noted an increase in attendance by technician and technician trainee respondents as there was less impact on them in relation to missed work time and personal travel expenses.

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 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 consumer advocacy groups.

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 has developed customer service standards and has conducted a survey of agency customers regarding the quality of service delivered by the agency since FY2000.

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.

TSBP utilizes Survey Monday to facilitate the agency customer satisfaction survey on-line. The TSBP survey is accessible to all TSBP customers via a link on TSBP's website.

The agency made it 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 2023, the agency accomplished the following related to the provision of information:

- Agency Staff gave 46 presentations to approximately 2,617 persons.
- Twenty 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.
- Eleven notices of open meetings scheduled were submitted by Team staff to the *Texas Register* for publication.
- Team staff processed 2,397 individual open records requests. 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.
- TSBP 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 14,403 subscribers at the end of the FY2023 (approximately 5.20% increase as compared to FY2022).
- 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.
- Facebook, Twitter, and YouTube continued to be useful tools to provide information. At the end of FY2023, over 7,435 individuals "followed" TSBP on Facebook and over 2,221 individuals "followed" TSBP on Twitter. Over 1,249 individuals followed TSBP on Instagram. A total of 207 posts were made on TSBP's Facebook, Twitter, and Instagram.
- The Team offered two high-quality on-demand programs. A total of 2,053 individuals completed the on demand law course, and a total of 439 individuals completed the on demand opioid-related course.
- Ten educational videos were produced and posted on YouTube, all Board meeting-related videos. Total video views were approximately 22,200 (a slight decrease of 9.09% from FY2022). Subscriber count increased by 151 for a total of 1,736 subscribers by the end of FY2023.

- TSBP Board Meeting agendas, materials, and minutes are also posted on the agency's website and TSBP has begun livestreaming its quarterly Board Meetings to increase access to the proceedings.
- Team staff reviewed and processed 2,591 subpoenas, warrants, and court orders for Prescription Monitoring Program information submitted to the Law Enforcement Access Portal, an increase of 40.3% from FY2022. 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 profession 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: FISCAL YEARS 2025-2029 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. 551-569)].
2. 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.]

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 minimum licensing standards.

Outcome Measure

- Percent of Licensees with No Recent Violations
- Percent of Licensees who Renew Online
- Percent of New Individual Licenses Issued Online

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.

Outcome Measures

- Percent of Complaints Resolved Resulting in Disciplinary Action

- Recidivism Rate of Those Receiving Disciplinary Action
- Percent of Documented Complaints Resolved Within Six Months
- Recidivism Rate for Peer Assistance Program
- One-Year Completion Rate for Peer Assistance Program

AGENCY STRATEGIES AND OUTPUT, EFFICIENCY, AND EXPLANATORY MEASURES

STRATEGY 01.01.01

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

Output Measures

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

Explanatory Measures

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

STRATEGY 02.01.01

Emphasize preventive 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 Inspections
- Jurisdictional Complaints Resolved

Efficiency Measure

- Average Resolution Time for Resolving Jurisdictional Complaints

Explanatory Measure

- Jurisdictional Complaints Received

STRATEGY 02.01.02

Operate a Peer Assistance Program by monitoring the growth, development, and compliance of a program to aid pharmacists and eligible pharmacy students impaired by chemical abuse or mental or physical illness and monitor the success of individuals in the program.

Output Measure

- Number of Licensed Individuals Participating in Peer Assistance Program

STRATEGY 02.01.03

Operate the Prescription Monitoring Program for the State of Texas.

Explanatory Measure

- 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 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 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 minimum licensing 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 current fiscal year and the two prior fiscal years (a total of three fiscal years).

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 current fiscal year (reporting period);

- (2) Number of new licenses issued to facilities (pharmacies) in current fiscal year (reporting period);
- (3) Number of pharmacist licenses renewed in current fiscal year (reporting period); and
- (4) Number of pharmacy licenses renewed in current fiscal year (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

Percent of Licensees who Renew Online

Definition - Percent of the total number of licensed, registered, or certified individuals who renewed their license, registration, or certification online during the reporting period.

Purpose - To track use of online license renewal technology by the licensee population.

Data Source - The TSBP computerized data base calculates the total number of licenses or registrations renewed for a specific period of time, including the number of renewals that are issued as a result of the user accessing the Texas online application system.

Methodology - Total number of individual licenses, registrations, or certifications renewed online divided by the total number of individual licenses, registrations, or certifications renewed during the reporting period. The result should be multiplied by 100 to achieve a percentage.

Data Limitations - TSBP has no control over the number of individuals who choose to submit an online license, registration, or certification.

Calculation	New Measure	Target Attainment
Noncumulative	No	Higher than Target

Percent of New Individual Licenses Issued Online

Definition - Percent of all new licenses, registrations, or certifications issued to individuals during the reporting period, using the Texas online technology for initial payment. (Denominator = number of all new licenses issued, regardless of whether they have paid in any manner. Because TSBP issues a 30-day initial license, the payment for that license may not occur in the quarter reported. Numerator = number of initial license payments using the Texas online technology for payment.)

Purpose - To track use of online license renewal application technology by the licensee population.

Data Source - The TSBP computerized data base can calculate the total number of new licenses or registrations issued for a specific period of time.

The TSBP computerized data base calculates the total number of initial licenses or registrations issued for a specific period of time, including the number that was issued as a result of the user using the Texas online application system.

Methodology - Total number of new licenses, registrations, or certifications issued to individuals online divided by the total number of new licenses, registrations, or certifications issued to individuals during the reporting period. The result should be multiplied by 100 to achieve a percentage.

Data Limitations - TSBP has no control over the number of individuals who choose to submit an online license, registration, or certification.

Calculation	New Measure	Target Attainment
Noncumulative	No	Higher than Target

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 180 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

Recidivism Rate of Those Receiving Disciplinary Action

Definition - Percent of licensees/registrants that have been the subject of two or more disciplinary orders within the past three fiscal years.

Purpose - To show how effectively TSBP enforces the laws and rules governing the practice of pharmacy. It is important that TSBP enforce its laws and rules to ensure and protect consumers from unsafe and unprofessional practice by licensees.

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

Methodology - Divide the number of licensees/registrants who were the subject of more than one disciplinary order in the current fiscal year and the two prior fiscal years by the number of all licensees/registrants that have been subject to a disciplinary order in the last three fiscal years, and multiply by 100 to achieve a percentage.

For purposes of calculating the numerator of this performance measure only, the following types of Disciplinary Orders would not be included: (1) Orders that grant or deny an application for a license or registration, unless the disciplinary action to deny/grant an application involved a repeat offense; (2) Orders that grant or deny a petition to modify a previously entered Order, unless the disciplinary action to deny/grant the petition involved a repeat offense; and (3) Orders that would result in double counting (additional disciplinary orders entered on the same licensee/registant). In addition, education letters are not disciplinary orders and are not included in this calculation.

The license numbers/registration numbers that were subject to orders entered during the current fiscal year are checked with the information in the agency's computerized database to determine if the person was subject to another order that was entered in the prior two fiscal years. If the individual does not have a license number (e.g., applicant), matching of names is required.

For purposes of calculating the denominator of this performance measure only, the following types of Disciplinary Orders would not be included: (1) Orders denying the reinstatement of license, 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; (2) Orders granting or denying the modification of a previously entered Order, unless the Order included allegations of violations committed by the licensee after the date of the modification; and (3) Orders that would result in double counting (additional disciplinary orders entered on the same licensee/registant).

Data Limitations.- TSBP actively monitors licensees and registrants subject to probation (as a result of a sanction imposed by a Disciplinary Order) and employs education and communication with licensees and registrants to avert violations of Disciplinary Orders and

prevent future violations.

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

Note: this statement is based upon the assumption that a lower percentage of repeat offenders is an indication of the agency's effectiveness of enforcement. This assumption may or may not be true.

Percent of Documented Complaints Resolved Within Six Months

Definition - The percentage of documented jurisdictional complaints resolved (closed) during the reporting period, that were resolved (closed) within a six-month period (180 calendar days) from the date of the receipt of the complaint by the agency.

Purpose - This measure gives an indication of the agency's timeliness in resolving (closing) complaints. It is important to ensure the swift enforcement of the laws and rules governing the practice of pharmacy, which is an agency goal.

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

Methodology - Divide the number of jurisdictional complaints closed within 6 months or less from date of receipt of the complaint by the number of jurisdictional complaints resolved/closed, multiply by 100 to achieve a percentage.

Regarding the denominator, the date of the receipt of the complaint is documented on the complaint form and is entered into the agency's computerized complaint tracking system. The date the complaint is closed by the agency is also documented on the complaint form and entered into the agency's computerized complaint tracking system. The computer calculates the total number of days it took the agency to resolve (close) each one of the complaints closed during the reporting period. The computer also calculates the number of complaints closed within six months and the number of complaints that were not closed within six months, as well as the percentage for each. The computer generates a report that: (a) lists all jurisdictional complaints closed during the reporting period, by complaint number; (b) identifies the complaints that took only six months to close; and (c) produces the information with regard to the percentage of complaints closed within six months.

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	Higher than Target

Recidivism Rate for Peer Assistance Program

Definition - The percent of individuals who relapse within three years of the end of the reporting period as part of the total number of individuals who have been through or participated in the program during the previous three years.

Purpose - This measure is intended to show the three-year recidivism rate for those individuals who are participating in a peer assistance program. It is important because it indicates that consumers are being protected from unsafe, incompetent, and unethical (professional) practice as a result of the peer assistance program.

Data Source - The PRN program will review its records and report the following numbers to TSBP: Data regarding the denominator [total number of individuals who have been reported to the PRN program in X4 (where X is the current fiscal year), and who achieved a one year sobriety date during X3] is determined by a manual review of contracts entered during the reporting period. Data regarding the information needed to calculate the numerator (any individual who became the subject of a related disciplinary order anytime between the end of the one-year sobriety date and the end of the current fiscal year; or who has relapsed during this same period of time, as determined by PRN's review of individual files) is determined by a manual review of individuals' files. For individuals on PRN contracts only, the PRN program will determine if the individual relapsed.

TSBP will review its records and determine the following numbers: Data regarding the denominator [number of individuals who have been the subject of a disciplinary order in X-4 (where X is the current fiscal year), and who achieved a one-year sobriety date during x-3] is determined by manual review of disciplinary orders entered during the reporting period. Data regarding the information needed to calculate the numerator (any individual who became the subject of a related disciplinary order anytime between the end of the one-year sobriety date and the end of the current fiscal year) is determined by a manual review of disciplinary orders.

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

Methodology - Of all individuals successfully completing the program in fiscal year X-3, (where X is the current fiscal year), the percent of individuals receiving related disciplinary action from the Board anytime between the beginning of the fiscal year X-3 and the end of fiscal year X (i.e., the current fiscal year).

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

NUMERATOR – For individuals being monitored by TSBP, “X” is any individual who became the subject of a related Disciplinary Order anytime between successfully completing the program and the end of the current fiscal year. For individuals who are being monitored by the PRN program, “X” is any individual who has relapsed during this same period of time, as determined by PRN's review of individual files. Individuals who have had their pharmacist license revoked or retired between the end of the one-year sobriety date and the end of the current fiscal year will be considered as having relapsed.

Applicable terms are defined below:

- (1) “Individuals” are defined as pharmacists licensed by TSBP or applicants for licensure, who are participating in the PRN program or are subject of a Disciplinary Order.

“Individuals” are defined as pharmacists licensed by TSBP, applicants for licensure, and eligible pharmacy students (students enrolled in the professional sequence of an accredited pharmacy degree program approved by TSBP), who are participating in the PRN program or are subject of a Disciplinary Order.

- (2) The term “Disciplinary Order” is defined in the performance measure entitled “Percent of Licensees with no Recent Violations.”
- (3) A “related” Disciplinary Order would be an Order containing one or more violations or alleged violations (i.e., charges or counts) that directly relate to relapse of impairment (e.g., unauthorized use of controlled drugs for personal use). An “unrelated” Order would not be included in this figure. Unrelated Orders would include the following types of disciplinary orders: (a) orders based upon an individual’s failure to submit to a drug screen (i.e., a “no-show” is not considered a “relapse”); (b) orders based upon an individual’s failure to submit required reports (e.g., self-performance reports and reports from supervising pharmacist and/or mental health professional); and (c) orders based upon violations or alleged violations of the laws and rules governing the practice of pharmacy, other than impairment (e.g., failure to produce required continuing education records upon audit).
- (4) “Successfully completing the program” means individuals who have completed one-year sobriety (i.e., 12 months of sobriety from “start date” - see explanation of “start date” below).

DENOMINATOR - Total number of individuals who have been reported to the PRN program (regardless of the referral source) or who were the subject of a disciplinary order in X4 (where X is the current fiscal year), and who achieved a one year sobriety date during X3.

These figures would include individuals in the PRN known only to the PRN program, as well as individuals in the PRN program known to the PRN program and TSBP. Year-end figures would not include individuals who did not participate in the program (“dropped out” of the program) during the reporting period due to reasons such as: (a) the individual allowed his/her pharmacist license to expire during the reporting period (i.e., the individual no longer holds a valid license and thereby, is not under TSBP’s jurisdiction); (b) the individual dies during the reporting period (regardless of the reason for the death of the individual) and (c) the individual moves out of state. Accordingly, such an individual may be included in the calculations during one or two of the three-year reporting period, but not in the remaining years of the reporting period.

If an individual was reported to the PRN program in one fiscal year, and reported to TSBP in a subsequent fiscal year (or vice versa), the following is applicable:

- (A) the individual would be counted only once;
- (B) for individuals reported to TSBP, the “start date” (for calculating the one year sobriety period) would be the date of the entry of the Disciplinary Order*;
- (C) for individuals reported to PRN program, the “start date” (for calculating the one year sobriety period) would be the date the individual signed a contract with the PRN program, or an equivalent date*;

- (D) for purposes of calculating the one-year sobriety period, the “start date” would be earlier of (B) or (C).

* If an individual is subject to a new/revised PRN contract or a second related Disciplinary Order (other than revocation, cancellation, or retirement), the date of the entry of the second contract or order would serve as a new “start date” for calculating the one year sobriety period.

Data Limitations - With regard to the Denominator, TSBP has no control over the number of individuals who enter into PRN contracts. With regard to the numerator, the number of disciplinary orders (that are entered by TSBP each year) is limited by the number of individuals who commit violations involving relapse or impairment.

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

One-Year Completion Rate for Peer Assistance Program

Definition - Percent of individuals who successfully completed the peer assistance program during the year prior to the reporting period and have not relapsed during the one-year period.

Purpose - It is important because it indicates that consumers are being protected from unsafe, incompetent, and unethical (professional) practice as a result of the peer assistance program.

Data Source - The PRN program will review its records and report the following to TSBP: Data regarding the denominator (number of individuals who have entered contracts with the PRN program in the prior fiscal year) is determined by a manual review of contracts entered during the reporting period. Data regarding the information needed to calculate the numerator (the number of individuals who achieved their one-year sobriety date in the current fiscal year) is determined by a manual review of individuals’ files. For individuals on PRN contracts only (not subject to TSBP Disciplinary Orders), the PRN program will determine if the individual relapsed.

TSBP will review its records and determine the following numbers: Data regarding the denominator (total number of individuals subject to TSBP Disciplinary Order for impairment during the prior fiscal year) is determined by manual review of disciplinary orders entered during the prior fiscal year. Data regarding the information needed to calculate the numerator (number of individuals who were subject to an order during the prior fiscal year and who achieved one-year sobriety) is determined by a manual review of individuals’ files and disciplinary orders.

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

Methodology - Of all the individuals who have been referred to the peer assistance program in fiscal year X-1 (where X is the current fiscal year), the percent who have successfully participated in the program for one year with no relapses. For the purposes

of this performance measure, the definition of the term “individual” is the same definition contained in the performance measure entitled “Recidivism Rate for Peer Assistance Programs.”

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

NUMERATOR - the number of individuals who signed a PRN contract in the previous year and who achieved their one year sobriety date in the current fiscal year and the number of individuals who were subject to a related disciplinary order during the prior fiscal year (and subject to a PRN contract after the date of the TSBP Disciplinary Order) and who achieved a one year sobriety during the current fiscal year. Applicable terms are defined below:

- (1) “Participation in the peer assistance program” - individuals who have signed a contract with the PRN program or been the subject of a disciplinary order during FYX-1.
- (2) “One-year sobriety date” - this term refers to individuals who have not had a relapse within 12 months of the entry of their contract or their disciplinary order. Individuals who die (regardless of the reason for the death of the individual) within 12 months of the entry of their contract or disciplinary order would not be considered as not having achieved their one-year sobriety date). Individuals who have had their pharmacist license revoked or retired within 12 months of the entry of their contract or their disciplinary order, regardless of the reason, would be considered as not achieving their one-year sobriety date.

DENOMINATOR - The number of all individuals who signed a contract with the PRN program during the prior fiscal year and all individuals who were subject to a TSBP Disciplinary Order for impairment during the prior fiscal year. For purposes of this performance measure, unrelated Disciplinary Orders would not be included in this calculation (i.e., Disciplinary Orders not related to relapse).

Data Limitations - TSBP has no control over the number of individuals who enter into PRN contracts or the number of individuals who relapse.

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

Strategy A.1.1.1 - Licensing.

Operate a timely, cost-effective application and renewal licensure system for pharmacies and 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 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 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 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

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 preventive 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 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

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

EFFICIENCY MEASURES:

Average Resolution Time for Resolving Jurisdictional Complaints

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

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 by monitoring the growth, development, and compliance of a program to aid pharmacists and eligible pharmacy students impaired by chemical abuse or mental or physical illness, and monitor the success of individuals in the program.

OUTPUT MEASURES:

Number of Licensed Individuals Participating in Peer Assistance Program

Definition - The number of licensed individuals who participated in a peer assistance program sponsored by the agency during the fiscal year (FY).

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 during the current fiscal year.

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 during the current FY.

"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

Operate the Prescription Monitoring Program for the State of Texas.

EXPLANATORY MEASURES:

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

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

It is the intent of the Legislature that each state agency receiving appropriations shall make a good-faith effort to include historically underutilized businesses (HUB) in the following categories, in acquiring, constructing, or equipping new or existing facilities, and in the operation implements of each strategy funded:

Category	Actual FY2023	Agency Goal for FY2024
Professional Service Contracts	32.3%	23.7%
Other Services Contracts	2.2%	26.0%
Commodities Contracts	70.9%	21.1%

The agency attempts to utilize HUB vendors for all delegated purchases and, in fact, has a HUB policy. In the event of performance shortfalls, the agency reviews the requirements listed in the overall bid process and notes any constraints that exist, specifically constraints relating to contracts that are propriety in nature. Agency data regarding goals, and actual performance, and constraints are noted in the Annual Non-Financial Report.

The agency has made a dedicated effort to satisfy the requirement for soliciting at least two HUB-certified minorities and one women-owned business in the bids solicited for each delegated spot purchase. The above constraints notwithstanding, the agency will increase its good-faith efforts by using an agency HUB Policy as the basis for obtaining the HUB participation goals.

CONTRACT MANAGER TRAINING

The agency purchaser maintains a Certified Texas Contract Manager (CTCM) 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 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

Based on data from the State Auditor's Office (SAO) and the Electronic Classification Analysis System (E-Class), the overall number of employees for FY 2023 was 96.75. The breakdown of this workforce is as follows:

- 65% of agency employees are females, and 35% are males.
- The agency's ethnic workforce includes approximately:
 - 49.9% Caucasian employees
 - 32.0% Hispanic employees
 - 15.8% African American employees
 - 1.3% Asian employees, and
 - 1.0% of two or more race employees.
- The agency's age distribution is as follows:
 - 7.5% of employees are in the 16-29 age group.
 - 26.9% are in the 30-39 age group.
 - 30.0% are in the 40-49 age group.
 - 25.3% are in the 50-59 age group.
 - 9.3% are in the 60-69 age group, and
 - 1.0% are in the 70 or older age group.
- The agency's tenure distribution is as follows:
 - 25.1% of TSBP employees have been with the agency for less than two years.
 - 20.2% for 2-4.99 years
 - 30.7% for 5-9.99 years
 - 9.0% for 10-14.99 years
 - 8.8% for 15-19.99 years
 - 4.1% for 20-24.99 years
 - 1.0% for 25-29.99 years, and
 - 1.0% for 30-34.99 years
- The retirement eligibility projections are as follows:
 - In 2024 - 12 employees will be eligible for retirement.
 - In 2025 - 1 employee will be eligible.
 - In 2026 - 2 employees will be eligible.
 - In 2027 - 1 employee will be eligible
 - In 2028 - 7 employees will be eligible, and
 - In 2029 - 3 employees will be eligible

** Between 2024 and 2029, 26 employees—24.8% of the TSBP workforce—will be eligible for retirement. When these employees retire, 6 of whom are in a supervisory role, will take a combined total of 636 years of TSBP knowledge and experience with them.

Turnover is a critical issue for agencies statewide; TSBP's turnover rate compared to the statewide rate for fiscal years 2021-2023 is as follows:

Fiscal Year	Agency Turnover	Statewide Turnover
2023	20.8%	18.7%
2022	20.5%	22.7%
2021	9.8%	21.5%

The SAO reported that the top three reasons employees reported in exit surveys for leaving state employment during the FY 2023 were better pay/benefits, retirement, and poor working conditions/environment. Additionally, TSBP results from the 2023 Survey of Organizational Excellence reported that agency employees' top three areas of concern were Pay, Benefits, and Employee Development.

* Sources for "Current Workforce" Data: Auditor's Office (SAO), Electronic Classification Analysis System (E-Class), SAO Annual Report on Classified Employee Turnover for Fiscal Year 2021-2023, CAPPS Retirement Forecast Report

B. Critical Workforce Skills

Several critical skills and knowledge areas are essential to the agency's operations. Without these, the TSBP employees could not provide critical business functions. These fundamental skills and areas of knowledge are as follows:

- extensive knowledge of healthcare systems and the practice of pharmacy and drug distribution, including legal and regulatory requirements
- extensive knowledge of state administrative rules and regulations, including the management of human resources, budgetary, and appropriations process
- extensive knowledge of information resource systems, including web-based applications
- thorough knowledge of the Texas Administrative Procedures Act, rules of evidence, and other administrative and criminal laws and procedures
- thorough knowledge of investigative procedures, and
- strong interpersonal skills and customer service.

Additionally, a license to practice pharmacy by the TSBP is a critical requirement for many of the agency's positions, including the Executive Director/Secretary.

C. Future Workforce Profile

The agency's ability to serve and protect the public interest continues to be affected by the ever-increasing demand for its services across all areas of operation. The complexity of modern health and pharmaceutical care further adds to the agency's challenges in responding to future needs.

All critical workforce skills previously listed continue to be necessary, but advanced competency in these skills will be required as technology progresses.

TSBP has a full-time equivalent (FTE) employee limitation of 117 employees; the agency currently has 93 employees, resulting in a 22-employee operating deficit. To ensure the continued success of its operations, the agency must prioritize hiring, retaining, and developing employees.

D. SWOT Analysis

<p>Strengths</p> <p>TSBP's team comprises highly educated and qualified individuals who bring a wealth of expertise to the organization. TSBP's focus on work-life balance is reflected in its telework and alternative schedule initiatives, which have proven effective recruitment tools. These initiatives have helped create a positive work culture that fosters employee well-being. TSBP is well-positioned for growth, with retirement projections over the next five years creating new talent and leadership opportunities.</p>	<p>Weaknesses</p> <p>The agency faces challenges due to staff turnover and the need for more applicants to fill vacant positions. According to the data for FY 2023, the agency had a turnover rate of 20.8%, exceeding the statewide average of 18.7%. The primary reason behind this trend is inadequate compensation, which fails to compare to private-sector employers. As a result, employees seek better opportunities elsewhere, leading to a loss of skilled workforce and institutional knowledge. This, in turn, burdens the remaining staff with filling in the gaps.</p>
<p>Opportunities</p> <p>Due to the projected retirement of supervisory personnel, TSBP has an excellent opportunity to promote career growth among its employees. To achieve this, the agency must create and implement succession and action plans. These plans will ensure a smooth staff transfer and help identify potential skills gaps in current employees, which can be used as a long-term recruiting strategy when hiring new employees. In addition, TSBP is located next to a major university, which presents an excellent opportunity for the agency to develop relationships with relevant university departments in order to create candidate pipelines.</p>	<p>Threats</p> <p>Over the next five years, TSBP is projected to lose 24.8% of its employees due to possible retirements. This, coupled with an annual increase in employee turnover, threatens TSBP's ability to maintain the high level of service its clients have come to expect. TSBP has faced challenges in attracting and retaining qualified employees because its salaries do not match those in the private sector. This could eventually lead to hiring employees with significant skills and education gaps.</p>

III. Workforce Strategies

After analyzing the agency and its workforce, TSBP has determined two primary gaps that need to be addressed:

- Succession and action planning must be completed for supervisory roles to ensure a clear plan for filling critical positions due to retirement or unforeseen circumstances.
- TSBP has been limited in its ability to attract and retain qualified employees due to the agency's inability to offer competitive salaries compared to those paid in the private sector.

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

GAP	Lack of succession planning for supervisory staff
Goal	Develop a well-trained workforce that can fill critical positions within TSBP.
Rationale	The training and development of current employees is critical to the agency's success. With 24.8% of TSBP employees eligible for retirement within five years, the agency should continue analyzing existing staff to create succession and action plans.
Action Steps	<ul style="list-style-type: none"> • Enhance the agency's training and professional development programs. • Create a succession plan for all managerial roles. • Create action plans for employees identified in succession planning. • Use succession plans to help long-term recruiting strategy. • Create an agency-wide SOP library to help reduce knowledge loss.
GAP	Ability to attract and retain qualified employees
Goal	Become an employer of choice.
Rationale	TSBP is facing a shortage of active employees compared to the headcount limitation. Additionally, many employees are expected to retire in the near future. Therefore, TSBP must focus on attracting and retaining employees. To achieve this, TSBP should offer competitive pay packages that align with the job market in Austin. Furthermore, TSBP should adjust its recruiting strategies to reach a broader audience.
Action Steps	<ul style="list-style-type: none"> • Request increased agency appropriations for salaries to improve the attraction and retention of skilled employees. • Invest in recruitment programs such as career fairs, university partnerships, and paid job announcement boards. • Consider a main office internship program as a cost-effective solution for filling employment gaps

IV. Conclusion

Investing in our employees is essential for maintaining the efficiency and effectiveness of TSBP operations. In Texas government, as in the private sector, it is crucial to pay competitive wages to attract and retain quality employees. Our employees are imperative to our operations, and their expertise and dedication drive our success. Over the next five years, we have identified specific action steps to make TSBP an employer of choice. This includes investing more in our employees' professional development and continuing to seek competitive pay increases to attract and retain top talent. Our ultimate goal is to build a culture of excellence where our employees feel valued, supported, and empowered to achieve their full potential.

TEXAS STATE BOARD OF PHARMACY

Report on Customer Service for Fiscal Years 2025-2029



Submitted June 1, 2024

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, 2022 through August 31, 2023. 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 1,284 respondents completed the online survey between September 1, 2021 and August 31, 2023.

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

Contact was Primarily with:	Response Count	Response Percent
Pharmacy Licensing	302	23.6%
Pharmacy Technician and Technician Trainee Registration	251	19.6%
Telephone Call Regarding Rules Questions	198	15.5%
Inspections	144	11.3%
Pharmacist and Intern Licensing	96	7.5%
Open Records	56	4.4%
Licensing	53	4.1%
Enforcement Regarding a Complaint	48	3.8%
Prescription Monitoring Program (PMP)	34	2.7%
Email Regarding Rules Questions	33	2.6%
Rules	16	1.3%
Other	14	1.1%
Compliance	10	0.8%
Board Website	8	0.6%
Disciplinary Process	7	0.5%
CE	5	0.4%
Executive Office	2	0.2%
Reception	2	0.2%
Finance/Accounting	1	0.1%
Grand Total	1280	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	708	55.3%
4 - Satisfied	99	7.7%
3 - Neutral	40	3.1%
2 - Unsatisfied	17	1.3%
1 -Very unsatisfied	107	8.4%
N/A	309	24.1%
(blank)	0	0.0%
Total	1280	100.0%

* 83.1% 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	698	55.1%
4 - Satisfied	99	7.8%
3 - Neutral	40	3.2%
2 - Unsatisfied	17	1.3%
1 -Very unsatisfied	105	8.3%
N/A	304	24.0%
(blank)	3	0.2%
Total	1266	100.0%

*83.1% 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
5 - Very satisfied	700	55.3%
4 - Satisfied	99	7.8%
3 - Neutral	40	3.2%
2 - Unsatisfied	17	1.3%
1 -Very unsatisfied	104	8.2%
N/A	303	24.0%
(blank)	2	0.2%
Grand Total	1265	100.0%

*83.2% 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	698	55.0%
4 - Satisfied	98	7.7%
3 - Neutral	40	3.2%

2 - Unsatisfied	16	1.3%
1 -Very unsatisfied	106	8.4%
N/A	307	24.2%
(blank)	3	0.2%
Grand Total	1268	100.0%

*83.1% 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	692	55.0%
4 - Satisfied	99	7.9%
3 - Neutral	39	3.1%
2 - Unsatisfied	17	1.4%
1 -Very unsatisfied	105	8.3%
N/A	304	24.1%
(blank)	3	0.2%
Grand Total	1259	100.0%

*83.1% 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	692	54.9%
4 - Satisfied	99	7.9%
3 - Neutral	40	3.2%
2 - Unsatisfied	17	1.3%
1 -Very unsatisfied	106	8.4%
N/A	305	24.2%
(blank)	2	0.2%
Grand Total	1261	100.0%

*82.9% 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	695	55.0%
4 - Satisfied	98	7.8%
3 - Neutral	40	3.2%
2 - Unsatisfied	17	1.3%
1 -Very unsatisfied	105	8.3%
N/A	306	24.2%
(blank)	3	0.2%
Grand Total	1264	100.0%

*83.0% 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	692	55.1%
4 - Satisfied	98	7.8%
3 - Neutral	39	3.1%
2 - Unsatisfied	17	1.4%
1 -Very unsatisfied	105	8.4%
N/A	303	24.1%
(blank)	3	0.2%
Grand Total	1257	100.0%

*83.1% 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, 62.9% of TSBP’s customers were satisfied when considering all data. This number increases to 83.1% when non-responses were not considered.

The TSBP survey asked customers to provide any comments or suggestions they may have for the agency . Approximately 653 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, 23 were suggestions which included suggestions to improve the website, improve the

search feature for laws and rules, 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 7, 2024. 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

	FY2022-2023 Survey Performance	FY2024-25 Projected Performance
Outcome Measures		
Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services Received	62.9% (82.9%)*	85%
Percentage of Surveyed Customer Respondents Identifying Ways to Improve Service Delivery	1%	3%
Output Measures		
Number of Customers Surveyed	n/a**	n/a**
Number of Customers Served	144,486	144,486
Efficiency Measures		
Cost Per Customer Surveyed	\$.07	\$.08
Explanatory Measures		
Number of Customers Identified (estimated)	144,486	140,000
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>	<p>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."</p> <p>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."</p> <p>This performance measure is calculated by dividing the numerator by the denominator and multiply by 100 to achieve a percentage.</p>
<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>	<p>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.</p> <p>DENOMINATOR – Total number of surveys that are completed by TSBP customers.</p> <p>This performance measure is calculated by dividing the numerator by the denominator and multiplying by 100 to achieve a percentage.</p>
<u>Data Limitation</u>	<p>The agency has no control over how many TSBP customers will complete the survey or provide comments/suggestions.</p> <p>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.</p>
<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>	<p>There were several data limitations, as set for the below:</p> <ol style="list-style-type: none"> (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. <p>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.</p>
<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>	<p>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.</p> <p>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.</p>
<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

Handwritten signature of Daniel P. Carroll in cursive script.

Signature_____
Daniel Carroll, Pharm.D., R.Ph._____
Printed Name_____
Executive Director_____
Title_____
05/07/2024_____
Date**Board President**

Handwritten signature of Julie R. Spier in cursive script.

Signature_____
Julie Spier, R.Ph._____
Printed Name_____
Board President_____
Title_____
05/07/2024_____
Date