

**OREGON BOARD OF PHARMACY**  
**STRATEGIC PLAN**  
**2024-2029**



**OREGON BOARD  
OF PHARMACY**  
**STRATEGIC PLAN**  
**2024-2029**



## EXECUTIVE SUMMARY

On behalf of the Oregon Board of Pharmacy and agency staff, I am pleased to present the board's Strategic Plan for 2024-2029. This Strategic Plan is the result of significant effort, input and deliberation of board members, agency staff and interested parties and a reflection of the many challenges that continue to face the practice of pharmacy in Oregon and nationally.

When the COVID-19 pandemic emerged in the Spring of 2020, the board and agency staff were engaged in a major effort to revise and update Chapter 855 Oregon Administrative Rules and processes to address ongoing changes in healthcare, demographics, professional roles, technology, and more. The pandemic forced the board to shift to "emergency" mode to cope with new demands and capacity needs. The one constant through the height of the pandemic has been the board's focus on safeguarding patient safety.

The COVID-19 pandemic served as a catalyst, highlighting the paramount need to prioritize three key areas for ongoing development of a more robust healthcare system: ensuring equitable access to essential medications, implementing safe pharmacy practices, and investing in a sustainable pharmacy workforce. These initiatives extend beyond ethical considerations; they represent strategic imperatives that will contribute to a more efficient and resilient healthcare infrastructure. This Strategic Plan acknowledges the ongoing need to balance the board's regulatory role with its commitment to service, support, equity, and diversity.

The pharmacy profession, like many other

healthcare professions, has taken on additional patient care services to improve public health and safety. This includes providing immunizations, performing laboratory tests, prescribing and dispensing medications under collaborative drug therapy management agreements and protocols adopted by board rule which increased a demand in pharmacy services. As public health needs continue to grow, Pharmacists remain the most accessible healthcare providers, making their role even more crucial. However, this expanded role comes with challenges. Pharmacies are facing staffing shortages and financial hardships, leading to reduced staff and closures. These issues, present before the pandemic, have intensified. The board has seen a significant rise in consumer complaints, likely reflecting these strains on the system.

The pandemic, along with these trends, underscores a vital connection: ensuring "safety" necessitates not only safeguarding patients but also enabling equitable access to healthcare, supporting environments conducive to safe pharmacy practices, and fostering a well-qualified and motivated pharmacy workforce. This reinforces the critical need for the agency to effectively balance its regulatory function with a commitment to service, support, equity, and diversity. I have had the honor to take over as Executive Director in October 2023, building on the leadership of Joseph Schnabel, R.Ph., who guided the board through the pandemic and who began to address these other broad changes. Thanks to the support of agency staff, board and committee members, professional associations, higher learning institutions and advisors from the Governor's

Office and other agencies, the transition has been a period of rapid learning as well as an opportunity to help the board express its guidance for the direction of the agency. These groups have been key contributors to the development of this plan and deserve recognition and appreciation for their efforts and commitment. The Oregon Board of Pharmacy prioritizes building a more inclusive and diverse workforce. By recruiting, developing, and retaining high performing staff, the board aims to better serve all Oregonians. The board is committed to and aligned with Governor Kotek's priorities on education, good governance, enhanced customer service, and advancing public safety. The strategic pillars outlined in this plan will be the guiding force for the board and agency staff, with goals that will help us establish the necessary regulatory framework to promote and integrate the best pharmacy practices, ultimately ensuring public health and safety. The six strategic pillars include:

- **Licensees**
- **Registrants**
- **Innovation**
- **Operations**
- **Regulation & Compliance**
- **Communication**

To achieve these goals, the board has conducted an analysis to guide the development of the best structure for our organization. This refined structure will allow us to operate with a strong focus on

customer service, efficient service delivery, and achieving the board's overall objectives. Building on this analysis, the board is committed to continuous improvement. The board will be evaluating its operations to ensure optimal service alignment while also preparing for the evolving needs of the pharmacy workforce. These ongoing realignments (2024-2029) will directly support us in meeting statutory obligations. Our success will be focused on:

- **Relationships** - to establish and build trust with key interested parties (internal/external: board/agency staff/community) through leadership that is transparent, collaborative, cohesive, and fosters an accountability culture.
- **Strategic Alignments** - to improve agency staff workload challenges and improve operational performance in meeting both the Governor's and board's priorities.
- **Brand Management** - to improve the agency's brand recognition and visibility with all Oregonians.

The board looks forward to receiving feedback on the Strategic Plan and encourages engagement with the Oregon Board of Pharmacy's work through regular public meetings, committee work, rulemaking process and other communication and activities.\* Thank you for your support and active engagement in the safe practice of pharmacy in Oregon.

  
**Jamal T. Fox, MPA**  
Executive Director

\* Oregon Board of Pharmacy board meeting agendas, meeting summaries and links to video recordings can be found at: <https://www.oregon.gov/pharmacy/Pages/board-Agendas-Minutes.aspx>

# TABLE OF CONTENTS

Executive Summary.....	1
Our Purpose .....	4
About The Oregon Board Of Pharmacy.....	6
2023 - 2025 Organizational Chart .....	7
Organizational Pillars.....	8
Licensees .....	9
Registrants .....	11
Innovation .....	13
Operations .....	15
Regulation & Compliance .....	17
Communication .....	20
Executing the Plan.....	22





## OUR PURPOSE

### MISSION

The Oregon Board of Pharmacy serves to promote and protect public health, safety, and welfare by ensuring high standards in the practice of pharmacy and through effective regulation of the manufacture and distribution of drugs.

### EQUITY STATEMENT

As noted above, the COVID pandemic and other factors have increased recognition of the impact of economic, geographic, racial, physical, and other disparities in society including access to quality health care and medications. Governor Kotek has challenged the Oregon Board of Pharmacy and all state agencies to look carefully at and directly address gaps that may have been misunderstood or ignored in the past.

The Oregon Board of Pharmacy is committed to Diversity, Equity, Inclusion, and Belonging (DEIB) within its organization and for the public it serves. This commitment is reflected in board membership, agency staffing, the services provided, and its efforts to promote patient safety and ensure access to quality pharmacy care. Our actions, outlined in our DEIB and Affirmative Action Plans, demonstrate this commitment.

### VISION

All Oregonians have equitable access to medication and pharmacy services, provided safely and conveniently, through a network of highly skilled and dedicated Pharmacists, Interns and Pharmacy Technicians along with a well-regulated drug manufacturing and distribution network.

The following principles guide our approach:

- Promote a welcoming, safe, and inclusive culture for people of all backgrounds.
- Foster an inclusive environment where all current and prospective licensees and registrants receive fair and unbiased service from the agency staff and board.
- Advance Diversity and Equity in access through culturally responsive service delivery that addresses the changing climate within the pharmacy profession.
- Ensure all patients needing pharmacy services are able to receive safe and timely access to medications, regardless of place of residence, economic or social status, physical ability, ethnicity, or gender identity.



## VALUES

These values reflect both how the board and agency staff strive to conduct ourselves, and the behaviors the board seeks to instill across the practice of pharmacy in Oregon.

### Equity

*Each individual and group are valued, respected, and treated fairly ensuring equal access to medications and support for their unique and diverse requirements.*

### Professionalism

*We are committed to promoting excellence in pharmacy practice through expertise, commitment, and competence.*

### Service

*We deliver a consistent standard of excellence in all work and respond promptly to the needs of patients, Licensees, Registrants, providers, and partners.*

OREGON  
BOARD  
OF  
PHARMACY

### Integrity & Accountability

*Transparency and honesty govern the board's work. We accept responsibility for our actions, products, decisions, and policies.*

### Safety

*We are committed to protecting the health, safety, and welfare of the public. Safety is the foundation of the board's Mission.*

### Adaptability

*We are open to new ideas and to responding to the changing needs and challenges in the field of healthcare and pharmacy.*

# ABOUT THE OREGON BOARD OF PHARMACY

## Agency Background

The Oregon Board of Pharmacy was created by the Oregon State Legislature in 1891. Today, the board consists of nine board members; five members are licensed Pharmacists, two are licensed Pharmacy Technicians and two are representatives of the public. The Governor appoints each member of the board for a term of four years, subject to approval by the State Senate, and they may be reappointed.

The Oregon Board of Pharmacy is headquartered in Portland and currently consists of 24 dedicated agency staff members who, in addition to supporting the board, provide services in Licensing, Compliance, Administrative Services, and Operations.

The Licensing Department is responsible for the processing of license and registration applications and renewals. There are 37 license categories, including Pharmacists, Interns, Pharmacy Technicians, and multiple types of drug outlets including retail, institutional, non-prescription, wholesaler, manufacturer, and others. This team manages over 32,000 active licenses.

The Compliance Department is responsible for investigations and inspections to ensure that Licensees and Registrants meet standards for safe and legal dispensing, distribution, and delivery of drugs. In addition, this team actively responds to inquiries and assists in providing educational outreach. The department relies on close collaboration with various state and federal regulatory agencies to regulate practice, and ensure patient safety, health, and welfare.

The Administrative Services Department is responsible for ensuring the agency is in compliance with State processes of financial management, procurement, information technology, public record requests, agency policy, training, or program coordination, and overall office management.

The Executive Department is responsible for day-to-day agency operations, strategy, personnel management, legislative processes, communications including public outreach, rulemaking, records management, agency staff committee management, affirmative action, and diversity, equity, and inclusion, and succession planning.

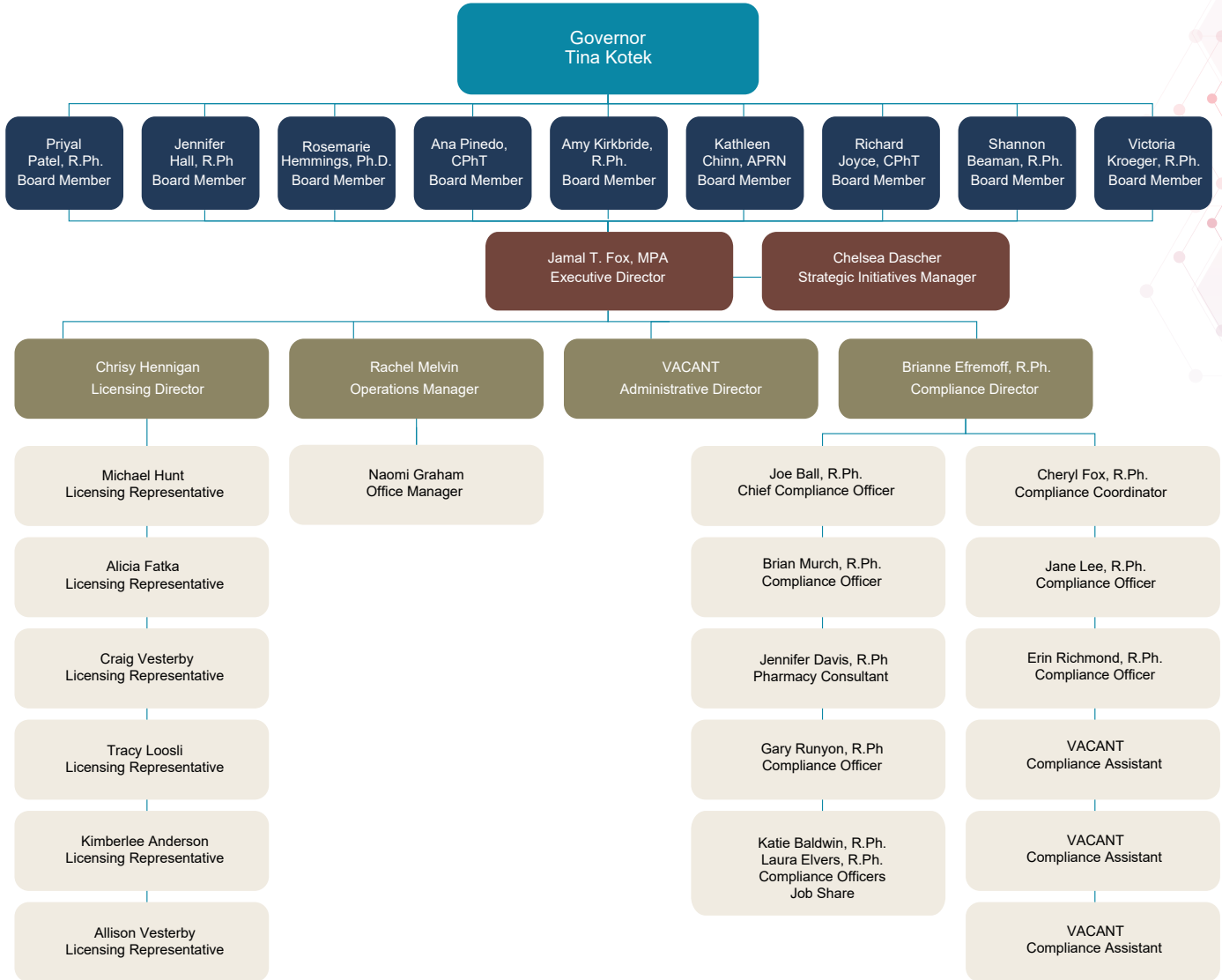




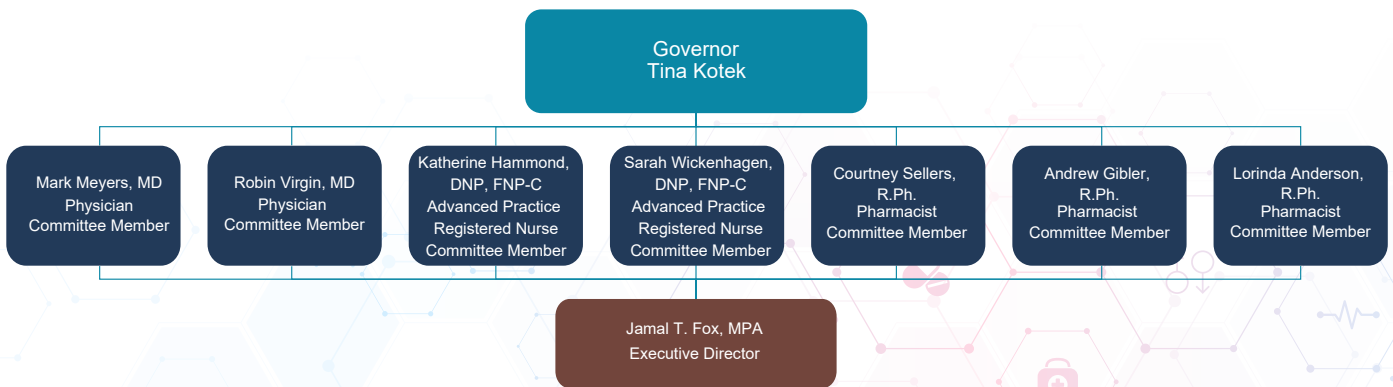
# ORGANIZATIONAL CHART

## Oregon Board of Pharmacy Organizational Chart

24 FTE (9 Board Members & 7 Member Public Health & Pharmacy Formulary Advisory Committee)



## Public Health and Pharmacy Formulary Advisory Committee



# ORGANIZATIONAL PILLARS

## Overview

At its annual Strategic Planning workshop in November 2023, the board, Executive Director Fox, and agency staff identified and shared views on a wide range of trends and challenges facing the practice of pharmacy and the agency. The ensuing discussion led to agreement on six redefined Pillars that encompass the role and responsibilities of the board. These Pillars, distinct and yet highly interdependent, serve as the structure for the goals and key actions outlined in this Strategic Plan.

**LICENSEES:** Individual Pharmacists, Interns and Pharmacy Technicians who provide the knowledge, judgment and service that is central to the practice of pharmacy.

**REGISTRANTS:** Organizations and locations that dispense prescription and non-prescription medications to patients and/or care providers, as well as those that manufacture and distribute drugs.

**INNOVATION:** Practices and technologies that further the practice of pharmacy while maintaining a high standard of safety, access, and equity.

**OPERATIONS:** Processes, procedures, and systems that support safe and equitable pharmacy practice in Oregon as well as the agency's own ability to deliver high quality services, while serving as a careful steward of public resources.

**REGULATION & COMPLIANCE:** Systematic review and updates to Oregon Administrative Rules that govern pharmacy practice and drug dispensing, distribution, and delivery. Continuous assessment of Licensees and Registrants which includes investigations and inspections to ensure adherence to regulations.

**COMMUNICATION:** Information conveyed to the public, Licensees and Registrants ensuring transparency, fostering effective collaboration, and promoting safety and equity in all aspects of pharmacy practice.

In identifying and selecting goals and key actions under each pillar described in the next section the board gave clear direction to the Executive Director and agency staff that meaningful progress on these items should be made over the next two to five years, while recognizing that some of these items will remain important issues over an even longer time span. The board and agency staff will regularly assess the progress of these goals.



# LICENSEES

## Current Situation

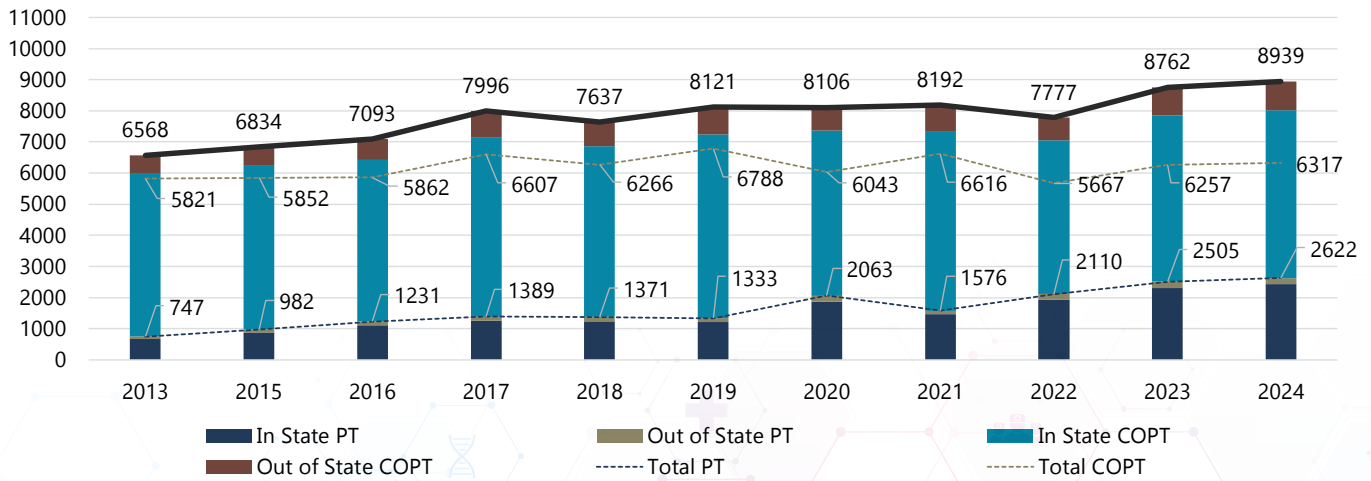
The anticipated challenges impacting pharmacy service providers, identified in the board’s previous Strategic Plan, have further intensified. Staffing constraints, closures, and the pressure to meet patient needs continue to weigh heavily on the morale and professional well-being of Pharmacists, Interns, and Pharmacy Technicians. This critical workforce demand presents a strategic opportunity to expand and diversify the population of professionals within the field, fostering inclusivity and bolstering long-term sustainability.

## Accomplishments

The board has fulfilled a commitment from the previous Strategic Plan by completing a major overhaul of the specific divisions of rules governing the roles, responsibilities and expectations of individuals engaged in or assisting in the practice of pharmacy. The newly adopted rules are expected to provide clarity concerning the roles of Pharmacists, Interns and Pharmacy Technicians.

The board also addressed unintentional barriers to licensing for Pharmacy Technicians by permitting a person licensed as a Pharmacy Technician to renew their license. These unintentional barriers included educational standards that did not recognize homeschooling or college degrees, pharmacy training hour requirements set by national certification programs, and associated certification costs. By removing these barriers, the board has promoted equity in Pharmacy Technician licensing which has resulted in an increase in the total number of licensed Pharmacy Technicians by approximately 1000.

### Number of Pharmacy Technician Licensees in Oregon per Year (by type)



Note: PT = Pharmacy Technician, COPT = Certified Oregon Pharmacy Technician

---

## Goals

- A. Promote deployment and effective implementation of newly adopted Licensee rules to ensure they achieve intended outcomes of clarity, diversity, professional competency and commitment to patient care and safety.

### Key Actions:

1. Monitor questions, concerns, and impacts of new Licensee rules to assess their effectiveness in promoting safety and equity, and identify any unintended consequences and/or need for clarification.
2. Act as needed to potentially amend Licensee rules, to ensure clarity and achieve the intended results in line with the board's mission to promote and protect public health, safety, and welfare for all Oregonians.

- B. Enhance and/or support factors that can positively impact the well-being and ability of Licensees to serve patients safely and equitably.

### Key Actions:

1. Collect and analyze data to gain insights into trends, challenges and opportunities related to Licensee diversity, job competence and satisfaction.
2. Collaborate with and learn from professional associations, other agencies, and employers to build and sustain Licensee competency and promote their ability to effectively serve patients.
3. Explore options for national certification and/or enhanced training standards for licensees while ensuring these measures support equity and diversity in the profession.
4. Support Licensee access to and prompt utilization of resources to address behavioral and mental health service needs.





# REGISTRANTS

## Current Situation

Entities that make up the pharmacy supply chain, from manufacturers and distributors to retail and institutional pharmacies, continue to deal with economic challenges and supply chain disruptions in the wake of the COVID pandemic. Particularly troubling are the increasing closures and reduced operating hours of community pharmacies. These closures disproportionately impact underserved urban and rural communities. The remaining pharmacies struggle to serve a larger customer base, leading to strained service capacity, extended wait times and increased stress and workload for pharmacy employees. When access to medications is delayed or unavailable, it puts patients' health at risk. The rules that govern Registrants need to be revised to clarify registration requirements and be flexible enough to address industry evolution and future trends.

## Accomplishments

To address concerns regarding pharmacy access, the board implemented regulations mandating timely communication of operational hours and notification of retail pharmacy closures. These rules have been effective, and further targeted interventions need to be explored to mitigate the impact to all communities, specifically to historically underserved areas. Additionally, the board has begun to revise Registrant regulations prioritizing patient safety while simultaneously seeking to eliminate access barriers for vulnerable individuals and communities. This multi-pronged approach aims to enhance healthcare accessibility and equity, optimize communication, and minimize disruptions to care for all patients.



---

## Goals

- A. Amend existing rules for pharmacy Registrants to clarify categories and operating standards, support safe and equitable access, and avoid unnecessary administrative effort.

### Key Actions:

1. Establish clear goals, priorities, and a high-level plan for the pharmacy Registrant rule revision process.
2. Evaluate and refine each proposed rule amendment to minimize compliance and registration challenges while prioritizing public safety, equity, and access to medication.

- B. Update rules for non-pharmacy Registrants: manufacturers, wholesalers, outsourcing facilities, third-party logistics providers, drug distribution agents and non-prescription drug outlets, to address changes in federal regulations.

### Key Actions:

1. Harmonize existing rules with Federal regulations to ensure consistency and alignment.
2. Identify and address gaps in rules to mitigate risks to patients, support efficient drug distribution and provide clear operating guidelines for non-pharmacy Registrants.

- C. Engage with public and other interested parties to tackle challenges faced by Registrants in ensuring equitable access to medication, addressing workforce shortages, and ensuring patient safety.

### Key Actions:

1. Identify individuals, groups and locations facing obstacles to accessing pharmacy services and/or ability to join the practice of pharmacy.
2. Continue the Safe Pharmacy Practice Conditions initiative, considering enhancements to promote diverse representation and more effectively address safe practice challenges.





# INNOVATION

## Current Situation

Innovation has become a key focus for the board. This strategic plan reflects a shift in focus by broadening the “technology” pillar to encompass all aspects of “innovation.” This broadened focus allows the board to address not only specific technological advancements but also broader innovations impacting pharmacy practice, patient safety, and equity. The board will actively anticipate, assess, and manage the potential consequences of these innovations, both positive and negative. This shift in emphasis towards innovation permeates all sections of the plan and will remain a core area of development for the board moving forward.

## Accomplishments

The most recent achievements in innovation are tied to rules allowing for a range of new dispensing systems that are intended to broaden access to medication. These systems include Remote Dispensing Site Pharmacies (RDSP), Pharmacy Prescription Lockers (PPL), and Pharmacy Prescription Kiosks (PPK). In addition, the board has improved online access to registration and licensing information.



---

## Goals

- A. Proactively assess and manage the impact of emerging technologies on pharmacy practice, patient safety, diversity, and equity.

### Key Actions:

1. Monitor the adoption of innovative technologies in the pharmacy industry, evaluating their potential benefits and challenges in terms of pharmacy access, service, patient safety risks and equity.
2. Identify areas where the board can act to facilitate the safe and effective implementation of innovative technology solutions, including potential modifications to statutes and rules.
3. Examine potential applications and implications of Artificial Intelligence in the context of the board's work and the overall practice of pharmacy, highlighting both advantages and concerns.

- B. Explore and adopt innovative approaches to enhance access to board rules, information, and services.

### Key Actions:

1. Continue progress in providing online informational resources and interactive tools to foster engagement with the board's customers, patients, and communities, while ensuring these solutions do not exclude those with limited or no online access.
2. Collaborate with state enterprise and/or other agencies to leverage technology solutions and improve access to, and quality of, board services and information (e.g., translation services for non-English speakers, ADA accessibility guidelines, etc.).







# OPERATIONS

## Current Situation

Operations, a new Pillar in the Strategic Plan, was added due to growing work volumes and expanding priorities requiring the agency to become more efficient and customer focused. This focus on efficiency and customer service strengthens the agency's ability to support entities with the information and resources they need to deliver safe and effective pharmacy services.

## Accomplishments

Agency staff have applied Lean methods over the years to identify and eliminate unproductive tasks and focus on activities that contribute most to the board's mission. Staff intend to renew these efforts as a strategic priority, with special emphasis on how the agency can help Licensees and Registrants streamline their processes and ensure accuracy.

---

## Goals

- A. Address opportunities to promote efficiency and access to board provided services and support.

## Key Actions:

1. Continuously enhance the online information and tools provided to Licensees, Registrants, and the public prioritizing user-friendliness and accessibility.
  - a. Regularly evaluate the effectiveness of Registrant self-inspection forms and guidance documents to ensure they remain relevant, informative, and easy to understand.
  - b. Expand access to Pharmacist-in-Charge training and other high-demand training programs. Ensure adequate tracking mechanisms are in place to keep accurate records of participation and completion.
2. Refine application review and revision procedures to provide clarity, improve understanding and reduce application processing times.

B. Ensure the agency has capacity, capability and diversity to achieve operational and strategic priorities, deliver effective service to customers, and optimize resource utilization.

### Key Actions:

1. Conduct a comprehensive analysis of agency staff roles, diversity, skill levels, budgets, and organizational culture in relation to workload, priorities, and values.
2. Complete and execute a succession and development plan to promote growth in staff skills and avoid gaps related to potential turnover.
3. Implement realignments to agency staffing levels, roles and responsibilities as needed to achieve Key Performance Measures, promote agency staff diversity, foster strong morale, and deliver on key goals.
4. Evaluate existing processes, procedures, and systems/software tools to identify and take action to streamline operations and ensure high quality performance with an emphasis on patient safety.
5. Support the Governor's strategic initiatives and fulfill all agency requirements within the assigned timeframes.

C. Improve support for board member engagement and participation.

### Key Actions:

1. Strengthen and reinforce board member onboarding and orientation process, ensuring a regular review of procedures and responsibilities and supporting the diverse backgrounds and needs of each individual.
2. Review the agenda build process to broaden input and provide flexibility in addressing emerging priorities.
3. Develop and provide training on board guidelines and procedures for meeting decorum, using Roberts Rules of Order.



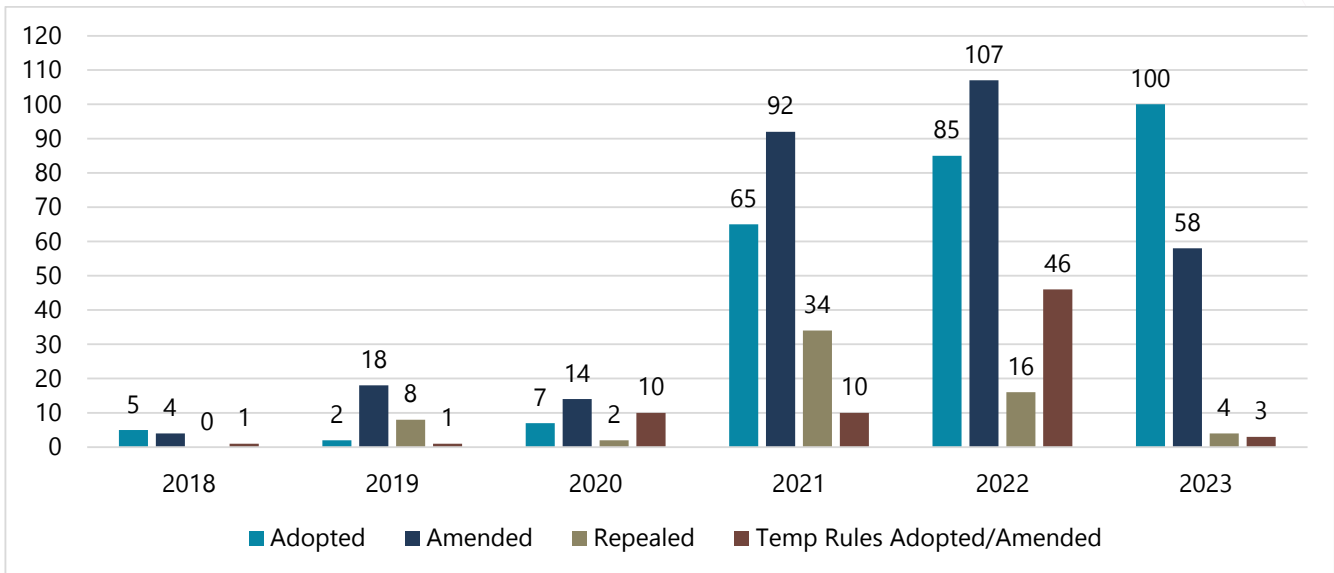
# REGULATION & COMPLIANCE

## Current Situation

Regulation and Compliance have seen significant change in recent years and will continue to be a focus of attention and action over the period of this strategic plan.

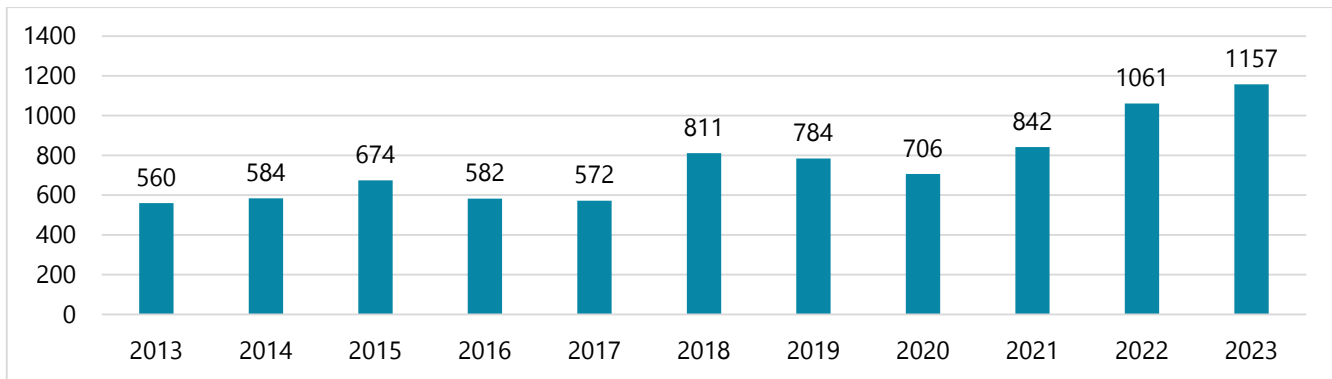
**Regulation:** In the past few years the board has revised a significant number of rules to improve clarity, respond to changes in practice, and address new state and federal laws.

Pharmacy-related Oregon Administrative Rule Changes Per Year (by type)



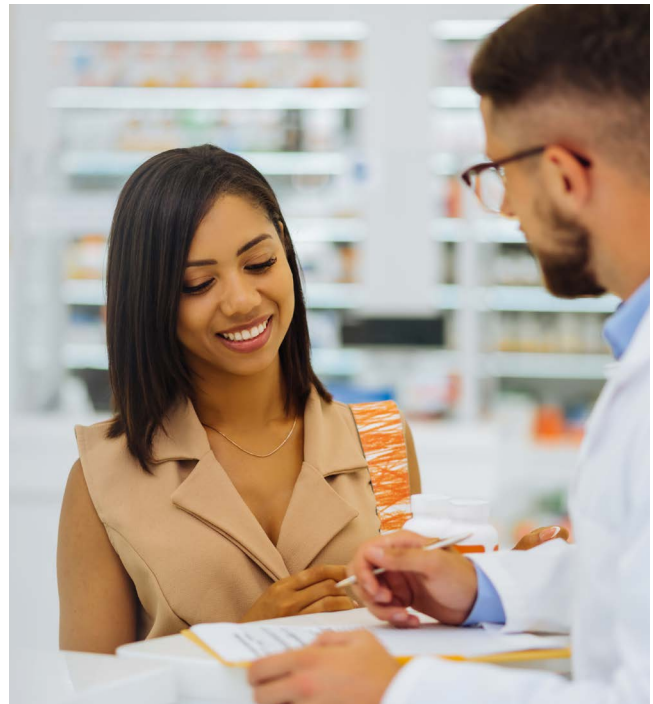
**Compliance:** Increased changes and pressures on the practice of pharmacy have resulted in a significant increase in the number of cases.

**Number of Compliance Cases Initiated per Year (all sources)**



## Accomplishments

Building on the previous strategic plan, the board has achieved significant progress in modernizing pharmacy practice regulations, enhancing patient safety, and improving compliance efforts. A comprehensive revision of rules governing the roles, responsibilities, and expectations of Pharmacists, Interns, and Pharmacy Technicians has been completed. This aims to provide greater clarity for all parties involved. A new, streamlined biennial inspection process has been adopted to focus more effectively on ensuring patient safety. A dedicated Compliance Officer has been hired to address the increased workload. This will allow for more efficient and thorough completion of compliance programs, inspections, and investigations.



## Goals

- A. Continue and refine rule review and revision efforts, balancing patient safety goals with speed of progress, volume of changes, and board/constituent capacity.

### Key Actions:

1. Proceed with planned overhaul of rules governing Registrants and implementation of recent Licensee rule updates and reorganization.
2. Expand opportunities for board review, discussion and input on rule priorities, rationale, and scoping.
3. Review current rule-writing process and implement measures to ensure early, diverse, and thoughtful input from various interested parties, through outreach to diverse audiences, Rule Advisory Committees, Workgroups, board standing committees and other approaches.
4. Continuously monitor the impact of newly adopted rules on safe and equitable practice of pharmacy and gather feedback from Licensees and Registrants. Act as needed to refine rule writing.

- B. Address causes and impact of significant growth in case and complaint volume.

### Key Actions:

1. Conduct thorough, fact-based review and analysis of cases submitted for board review and identify patterns and potential root causes of regulation violations.
2. Based on analysis and ongoing review of case trends, take appropriate mitigating action. This may include providing information for Licensees and Registrants to avoid violations, adding resources and/or adapting processes to manage case volumes.
3. Continue to improve organization of case information for effective board review.
4. Design and implement an enhanced case tracking process to improve monitoring and response to trends and compliance issues.



## COMMUNICATION

### Current Situation

The evolving landscape of pharmacy, with its dynamic mix of activities, issues, and constant changes, necessitates the development of increasingly effective methods for communication and collaboration with Licensees, Registrants and interested parties. Licensees facing heavy workloads require innovative communication strategies to break through the noise and engage in meaningful dialogue. Existing channels of communication may miss crucial groups outside the mainstream. To address this, the board must adopt a more diverse, proactive, and creative communication approach. Simply informing is not enough- the board must foster an interactive exchange of ideas to build collaboration and strengthen the profession.

### Accomplishments

The board's communication efforts have a solid foundation to build upon, thanks to the progress made in recent years. The board has dramatically improved exposure to its professional and user-relevant communication through the GovDelivery platform. In just one year (2022 to 2023) public subscribers to board meeting information increased from about 1,100 to more than 3,750. Over the same period, Rulemaking subscribers grew from under 1,500 to nearly 4,500. GovDelivery allows the board to target email messages to specific license types, ensuring recipients receive information that is relevant to their needs and roles. In addition, the agency has made significant enhancements to its website to improve the user experience.

---

### Goals

- A. Enhance and increase understanding of board communications across the practice of pharmacy and drug supply chain to promote safe and equitable access to medications, and promote a culture of trust and professionalism.

### Key Actions:

1. Share and promote the board's Strategic Plan and Governor's Strategic Initiatives and Enterprise Accountability as a foundation for communication and collaboration with Licensees, Registrants and interested parties.
2. Expand outreach and networking with diverse organizations, colleges and schools of pharmacy, agencies, and individuals to gain a deeper understanding of shared needs, identify opportunities for collaboration, and develop joint actions to achieve mutual goals to address workforce shortages.

3. Evaluate the effectiveness of current communications methods and channels and identify approaches to enhance the impact of agency messaging.
4. Review clarity and usability of frequently used public-facing documents and revise as needed to enhance accessibility and understanding.

B. Promote awareness and knowledge of rule changes and other board actions to support understanding and compliance.

### Key Actions:

1. Implement comprehensive pre- and post-launch communication strategies for rule updates, targeting Licensees, Registrants and other affected or interested parties.
2. Establish accessible “inbound” communication channels to facilitate feedback and address questions on rule amendments.
3. Explore and implement more diverse and effective methods to strengthen communication and interaction between board and agency staff, ensuring clarity of goals, challenges, and decisions.

C. Develop a more responsive, service-oriented approach to providing timely and useful information to customers and the public.

### Key Actions:

1. Investigate and evaluate approaches and options for handling Licensee, Registrant, and interested party questions while maintaining a clear distinction between providing information and offering legal advice.
2. Identify and test various methods to enhance and streamline the processing of inquiries.
3. Evaluate and implement response strategies while continuously assessing their effectiveness in ensuring regulatory compliance, maintaining high service quality, and positively shaping the public perception of the Oregon Board of Pharmacy.
4. Agency staff will regularly monitor progress on the Strategic Plan and annually report status updates on implementation progress to the board. The reports will be posted publicly as part of the board’s meeting agenda and made available on the website for public review.

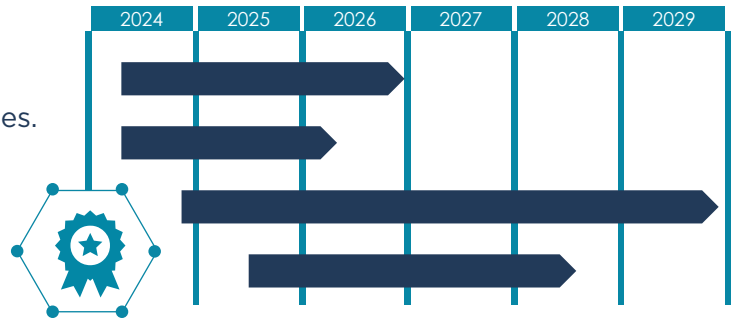
# EXECUTING THE PLAN

To achieve the goals outlined above, the board and staff have mapped a high-level implementation and assessment strategy. Details will be added to ensure effective execution and the board will continually review progress and refine the plan as needed.

## Licensees

### Selected Actions

- Monitor & respond to Licensee rule changes.
- Upgrade visibility of behavioral & mental health supports for Licensees.
- Collect & analyze Licensee data.\*
- Research options for certification & training.



### Progress Indicators

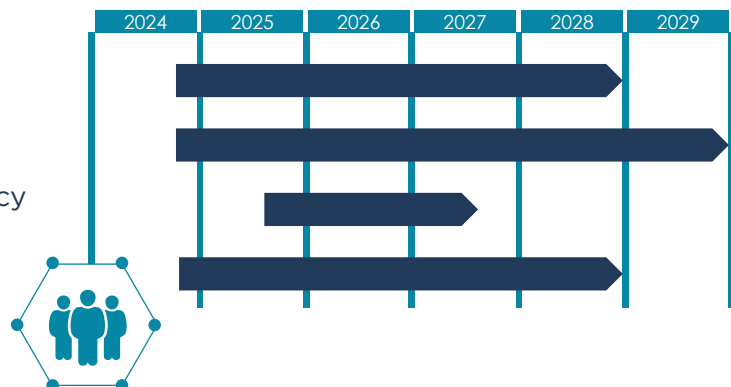
- Complete assessment of effectiveness and challenges of revised Licensee rules.
- Collect Licensee feedback on accessibility of behavioral and mental health service information.
- Implement processes to routinely collect and analyze Licensee data, with support from partners and interested parties.
- Show positive trend in one or more selected Licensee data measures.
- Provide results of research related to certification and training standards to the board.

\* Anticipated data points include job satisfaction, demographics by type, diversity trends, etc.

## Registrants

### Selected Actions

- Draft & adopt new rules for Pharmacy Registrants.
- Draft & adopt new rules for Non-Pharmacy Registrants.
- Study & propose ways to ensure access to medications and pharmacy services.
- Continue & enhance the Safe Pharmacy Practice Conditions Initiative.



### Progress Indicators

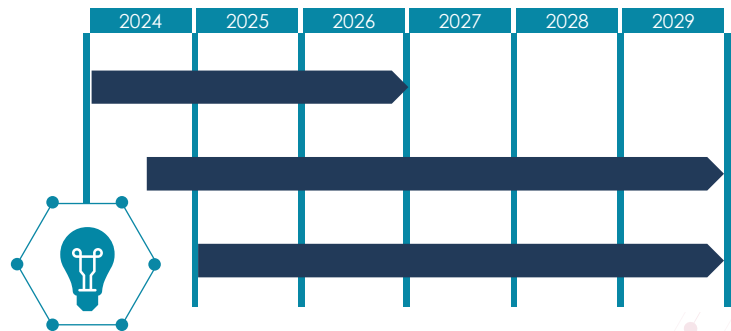
- Provide status reports on Registrant rules revision and review.
- Continue dialogue with Licensees, Registrants and interested parties to ensure access to medications and pharmacy services which includes workforce pipeline discussions.
- Provide regular updates on discussions and outcomes of the Safe Pharmacy Practice Conditions Initiative.



## Innovation

### Selected Actions

- Assess uptake & impact of pharmacy technology solutions.
- Collaborate & respond to proposals that support board goals through innovation and technology.
- Apply technology solutions to enhance accessibility to board information and resources.



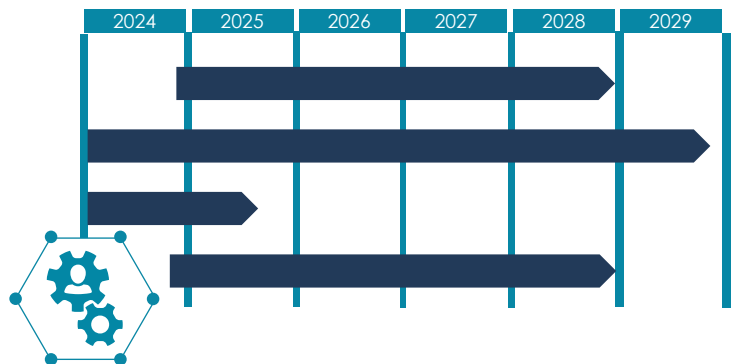
### Progress Indicators

- Collect baseline and trend data on volume and location of distribution technologies permitted in rule.
- Collaborate and respond to proposals from interested parties to utilize innovative technologies that address safety, access and equity objectives.
- Complete accessibility improvements to public-facing board resources —including non-English language and ASL offerings.

## Operations

### Selected Actions

- Review & improve usability of forms and documents.
- Analyze staffing levels and professional development needs.
- Adopt new procedures for board orientation and agenda development.
- Streamline agency operations.



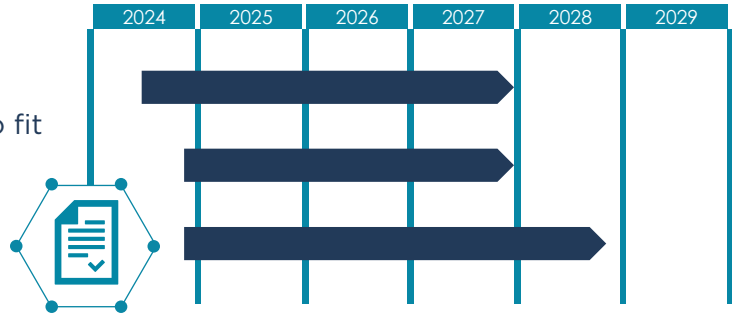
### Progress Indicators

- Increase the percentage of self-serve, online services and transactions by Licensees and Registrants.
- Track enrollment growth in key training courses, including the Pharmacist-in-Charge program.
- Right-size agency staff and track completion of professional development training.
- Timely completion of Governor’s strategic initiatives.
- Track board member feedback on and satisfaction with on-boarding and agenda-build processes.
- Monitor and report on impact of implemented process and system improvements.

## Regulation and Compliance

### Selected Actions

- Refine process & pace of rule revisions to fit board and public capacity.
- Conduct review & update of Registrant rules.
- Conduct thorough, fact-based review and analysis of cases.



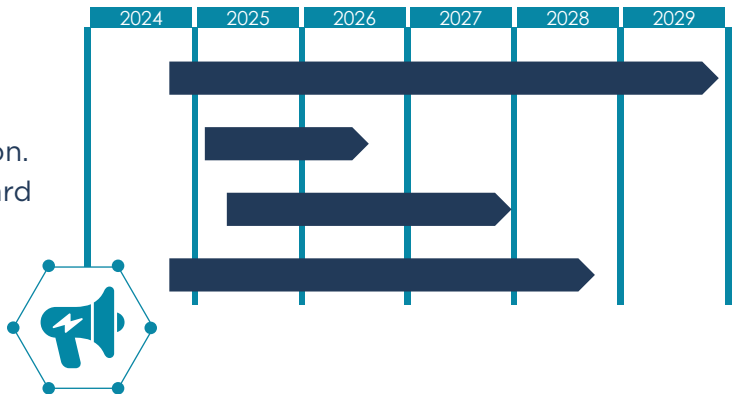
### Progress Indicators

- Monitor board and interested party feedback on rule revision volume and process.
- Increase diversity of groups providing input on board rule review and process effectiveness.
- Document impact and trends of rule revisions on safe practice of pharmacy, diversity and access.
- Track case root-cause assessments and provide rule revisions and outreach to increase compliance.

## Communication

### Selected Actions

- Outreach & networking to understand diverse needs of the public and profession.
- Enhance communication to promote board vision & impact of messaging.
- Boost pre- & post- rule revision communication.
- Develop strategies & resources to better respond to public questions.



### Progress Indicators

- Establish regular contact and collaboration with outside groups and partner agencies.
- Document improvements to agency communication resources.
- Enhance current rule feedback processes.
- Increase in percentage of customers rating their satisfaction with the agency’s customer service as “good” or “excellent.”







**OREGON BOARD OF PHARMACY**

800 NE Oregon St., Suite 150 Portland, OR 97232-2162

971-673-0001 | [pharmacy.board@oregon.gov](mailto:pharmacy.board@oregon.gov)

[www.oregon.gov/pharmacy](http://www.oregon.gov/pharmacy)