# MEDICAL BOARD OF CALIFORNIA
**Executive Office**

## EXECUTIVE COMMITTEE MEETING

***MEMBERS OF THE COMMITTEE***

*Barbara Yaroslavsky, President*
*Janet Salomonson, M.D., Vice President*
*Gerrie Schipske, R.N.P., J.D., Secretary*
*Hedy Chang*
*Shelton Duruisseau, Ph.D.*
*Sharon Levine, M.D.*

**October 27, 2011**

Doubletree by Hilton – San Diego Mission Valley
Brickstones Room
7450 Hazard Center Drive
San Diego, CA 92108
619-297-5466 (directions only)

***Action may be taken on any item listed on the agenda.***

# AGENDA

4:00 p.m. – 5:00 p.m.
(or until completion of business)

**ALL TIMES ARE APPROXIMATE AND SUBJECT TO CHANGE**
**If a quorum of the Board is present, members of the Board who are not members of the Committee may attend only as observers.**

1. Call to Order / Roll Call
2. Public Comment on Items not on the Agenda
   *Note: The Board may not discuss or take action on any matter raised during this public comment section, except to decide whether to place the matter on the agenda of a future meeting. [Government Code Sections 11125, 11125.7(a)]*
3. Approval of Minutes of the July 27, 2011 Meeting
4. Discussion of Draft Strategic Plan Objectives and Measurements
5. Adjournment

**The mission of the Medical Board of California is to protect healthcare consumers through the proper licensing and regulation of physicians and surgeons and certain allied healthcare professions and through the vigorous, objective enforcement of the Medical Practice Act, and to promote access to quality medical care through the Board's licensing and regulatory functions.**

***Meetings of the Medical Board of California are open to the public except when specifically noticed otherwise in accordance with the Open Meetings Act. The audience will be given appropriate opportunities to comment on any issue presented in open session before the Board, but the President may apportion available time among those who wish to speak.***
***For additional information call (916) 263-2389.***

***NOTICE: The meeting is accessible to the physically disabled. A person who needs disability-related accommodations or modifications in order to participate in the meeting may make a request by contacting Cheryl Thompson at (916) 263-2389 or Cheryl.Thompson@mbc.ca.gov or sending a written request to Ms. Thompson. Providing your request at least five (5) business days before the meeting will help ensure availability of the requested accommodation.***



2005 Evergreen Street, Suite 1200, Sacramento, CA 95815 (916) 263-2389 Fax: (916) 263-2387 www.mbc.ca.gov

# MEDICAL BOARD OF CALIFORNIA
## Executive Office

## Executive Committee

**Medical Board of California**
**Lake Tahoe Room**
**2005 Evergreen Street**
**Sacramento, CA 95815**

**July 27, 2011**

**MINUTES**

DRAFT

**Agenda Item 1 Call to Order/Roll Call**
The Executive Committee of the Medical Board of California was called to order by the Chair, Barbara Yaroslavsky at 2:30 p.m. A quorum was present and notice had been sent to interested parties.

**Committee Members Present:**
Barbara Yaroslavsky, President
Hedy Chang, Secretary
Shelton Duruisseau, Ph.D.
Sharon Levine, M.D.
Janet Salomonson, M.D.

**Other Members Present:**
Gerrie Schipske, R.N.P., J.D.

**Staff Present:**
Janie Cordray, Research Analyst
Kurt Heppler, Legal Counsel
Diane Ingram, Information Systems Manager
Kimberly Kirchmeyer, Deputy Director
Ross Locke, Business Services Staff
Cindy Oseto, Licensing Manager
Letitia Robinson, Licensing Manager
Anthony Salgado, Licensing Manager
Kevin Schunke, Education Outreach Manager
Anita Scuri, Department of Consumer Affairs, Supervising Legal Counsel
Jennifer Simoes, Chief of Legislation
Laura Sweet, Deputy Chief of Enforcement
Kathryn Taylor, Licensing Manager
Cheryl Thompson, Executive Assistant
Renee Threadgill, Chief of Enforcement
Sarah Walton, Department of Consumer Affairs
Linda Whitney, Executive Director
Curt Worden, Chief of Licensing

**Members of the Audience:**
Julie D'Angelo Fellmeth, Center for Public Interest Law
Carlos Ramirez, Office of the Attorney General
Rehan Sheikh, Member of the Public

**Agenda Item 2 Public Comment on Items Not on the Agenda**
No public comment was offered.

**Agenda Item 3 Approval of Minutes from the May 6, 2011 Meeting**
***Dr. Levine made a motion to approve the minutes from the May 6, 2011 meeting; s/Duruisseau; motion carried.***

**Agenda Item 4 Discussion of Draft Strategic Plan Presented by Staff / Subcommittee**
Sarah Walton, Department of Consumer Affairs (DCA) Strategic Planning Unit, announced the objective for the session was to achieve conceptual concurrence with the Strategic Planning Subcommittee's plan and set priorities for the objectives. She advised members to consider whether or not the proposed objectives were measurable and, if so, how they would be measured.

The Committee members discussed an outline which was a compilation of ideas and suggestions of Board members and staff obtained from interviews and surveys conducted in June 2011. The mission statement adopted in the 2008 strategic plan was reviewed:

> *"The mission of the Medical Board of California is to protect healthcare consumers through proper licensing and regulation of physicians and surgeons and certain allied healthcare professionals and through the vigorous, objective enforcement of the Medical Practice Act, and to promote access to quality medical care through the Board's licensing and regulatory functions."*

Although there was concern that the portion of the mission statement "and to promote access to quality medical care through the Board's licensing and regulatory functions" might be beyond the function and ability of the Board, members agreed that it simply stated "promote" rather than "ensure" and was, therefore, appropriate to the Board's authority and mandate and should remain in the statement.

The Strategic Planning Committee proposed that there be some amendments to the 2008 goals as outlined in the report to the Executive Committee. The Committee proposed that the following should be the goals for the 2012 plan:

1. **Professional Qualifications:** Promote the professional qualifications of medical practitioners by setting requirements for education, experience, and examination.
2. **Regulations and enforcement:** Protect the public by effectively enforcing laws and standards to deter violations.
3. **Consumer and Professional Education:** Increase Public and Professional Awareness of the Board, its mission, activities and services.
4. **Organizational Relationships:** Improve effectiveness of relationships with related organizations to further the Board's mission and goals.

5. **Organizational Effectiveness:** Evaluate and enhance organizational effectiveness and systems to improve service.
6. **Access to Care, Workforce, and Public Health:** Understanding the implications of Health Care Reform and evaluating how it may impact access to care and issues surrounding healthcare delivery, as well as promoting public health, as appropriate to the Board's mission in exercising its licensing, disciplinary and regulatory functions.

The Executive Committee reviewed the ideas from Board members and staff that were selected by the Strategic Planning subcommittee for discussion. These ideas or concepts were selected as those with the potential to be developed into objectives for the Strategic Plan. As a result, the Executive Committee selected the following to be developed into objectives:

1. *Goal: Professional Qualifications: Promote the professional qualifications of medical practitioners by setting requirements for education, experience, and examination.*

- Examine and identify methods to ensure physicians remain current.
- Current CME should be examined. The Board should invite organizations that accredit CME (such as the ACCME, IMQ, or ABMS Boards and their member societies) to educate the members on how requirements have changed, what is required for course accreditation, what is done to ensure compliance, and so forth. In addition, the whole concept, practice, and the requirements should be evaluated to determine if they are relevant to keeping physicians current, including elements of the training that promote education in cultural issues that affect medical practice. Obtain and present to the Board membership statistical data on the scope of CME in California, as well as compliance data from the Board's audits.
- Conduct a study to define what is necessary to promote safe re-entry into medical practice after extended absences.
- Establish a committee to examine the FSMB Maintenance of Licensure initiative to study what should be adopted in California, and how it can collaborate with the FSMB and ABMS certifying boards.
- Develop a plan to conduct a comprehensive review of international schools to ensure the Board has accurate information in order to identify those that may need site visits or additional information. Also, names and locations should be updated in instances where schools have moved and changed their names. Part of this review should include an update of the schools' application process, updating the surveys and evaluations, determining if application fees cover the Board's cost, and identifying ways to expedite the approval process.
- Conduct a study of disciplinary actions, taking into consideration individual professional qualifications, including the performance of disciplined physicians while they were in training.

2. *Goal: Regulations and \Enforcement: Protect the public by effectively enforcing laws and standards to deter violations.*

- Develop a plan to conduct a complete review of all laws and regulations relating to licensing to identify which are no longer relevant, and what needs to be added or eliminated. Identify requirements that may no longer be necessary to the safety of practice but may be serving as barriers for qualified applicants, as well as simply updating requirements to be congruent with current educational environments.
- Develop a plan to conduct a complete review of all laws and regulations relating to enforcement to identify those that are no longer useful, and augment those that are needed for public protection. Identify the Board's regulatory authority for promulgating new regulations and also identify those issues that require legislation.
- Conduct a review of the Vertical Enforcement model to assure uniform implementation in all offices and identify any redundancies that are increasing cost without producing benefits. Part of this review should include examining enforcement timelines to identify which areas may delay the process.
- Examine complaint handling priorities. Educate members on how complaints are prioritized, as well as the legislatively mandated priorities. Determine if there is a need to change the priorities.
- Study disciplinary cases and final decisions to identify trends or issues that may signal dangerous practices or risks.
- Examine the Expert Reviewer Program and policies to determine how it may be improved, including recruitment, evaluation of experts, opportunities for education, and policies governing the Board's use of experts.
- Identify opportunities to better educate experts and Administrative Law Judges/Hearing Officers.
- Work to clarify the Board's responsibility to regulate Outpatient Surgery Centers, and obtain the resources to be effective.
- Examine Board responsibilities that could be eliminated or moved to a more appropriate board, bureau, or program. (Midwives, Registered Dispensing Opticians, Research Psychoanalysts, approval of non-ABMS specialty boards, etc.)

3. *Goal: Consumer and Professional Education: Increase Public and Professional Awareness of the Board, its mission, activities and services.*

- Improve and expand professional educational outreach, including outreach to students and new graduates, about the laws and regulations that govern medical practice. Utilize the website and newsletters to inform licensees of issues relating to legal responsibilities, changes in law and regulation, practice patterns and tools (telemedicine, translation methods and opportunities, etc.), issues of public health and cultural and linguistic literacy. Educate physicians about complying with the law. Initiate programs to promote the Board's information and programs to its licensees. If resources permit, send every physician a new handbook with license renewals (at present, they are

only sent to new licensees). Perhaps re-establish a speakers' bureau, expand the newsletter, and conduct outreach to various organizations such as hospitals and practice groups.

- Improve public education by expanding current outreach efforts and initiating more outreach programs to educate the public on the Board's programs, the rights of patients, and how to file complaints.
- Identify more effective methods to promote the Expert Reviewer Program to recruit qualified physicians.
- Evaluate the appropriateness and effectiveness of the Physician Recognition Award, and the methods used to promote nominations.
- Establish a more assertive approach in communicating with the media to educate consumers and publicize disciplinary cases and criminal investigations, including those done in cooperation with other agencies.
- Expand the newsletter to better educate physicians, if the cost is not too great.
- Evaluate and improve the Board's website.
- Expand the Board's website to create a portal that provides an intuitive and searchable web experience. Develop more online services and surveys to help improve the Board's programs.
- Examine how the Board might provide training to the profession via the Internet, including hosting webinars on subjects of importance to public protection and public health.
- Establish a method of holding public briefings taught by legal or enforcement personnel on disciplinary cases, the laws violated, and other issues of importance to the profession and public.

4. *Goal: Organizational Relationships: Improve effectiveness of relationships with related organizations to further the Board's mission and goals.*

- Improve relationships with elected officials and their staffs. Build and tighten collaborative relationships to work toward common goals – create partnerships on areas of common interests.
- Work with California medical schools and training programs on common needs and goals. Create a better partnership with them on educational issues beyond licensing requirements, such as those relating to professionalism, ethics, unprofessional behavior, etc.
- Work to establish better relationships with the accreditation agencies, associations representing hospitals and medical groups, professional associations and societies, the Federation, Federal government agencies, and other state agencies, including Department of Consumer Affairs and State & Consumer Services Agency.
- Improve educational outreach to hospitals, health systems, and similar organizations about the Board and its programs. Educate the profession not only about the Medical Board, but all of the health boards in DCA. Re-establish a speakers' bureau or some other outreach for this purpose.

5. *Goal: Organizational Effectiveness: Evaluate and enhance organizational effectiveness and systems to improve service.*

- Conduct a review of all outside agencies' billing (Department of Consumer Affairs, Attorney General, Office of Administrative Hearings, etc.) to identify redundancies, save money, and promote better efficiency.
- Conduct an annual review of all of the Committees established by the Board to determine if they are still needed, if they are fulfilling the purpose for which they were established, and determine if they should continue, be eliminated, or be merged with other committees.
- Evaluate and enhance organizational effectiveness through the establishment of criteria for a periodic self-evaluation procedure.
- Establish a means of better educating staff about the Board's activities and priorities set by the membership, including encouraging field staff to attend meetings, and board members to visit field offices when they are at or near the location of Board meetings.
- Establish a means of better educating the Board membership about operational activities by providing tours of headquarters, district or regional offices when they are at or near the location for Board meetings.

6. *Goal: Access to Care, Workforce, and Public Health: Understanding the implications of Health Care Reform and evaluating how it may impact access to care and issues surrounding healthcare delivery, as well as promoting public health, as appropriate to the Board's mission in exercising its licensing, disciplinary and regulatory functions.*

- Educate the Board on the new healthcare reform law and how it may impact physicians' practice, workforce (possible shortages), and utilization of allied healthcare professionals.
- Study and identify appropriate methods to deal with the evolving medical practice environment in how it affects patient care, such as examining methods to deal with workforce shortages, scope of practice of physician extenders, technological changes (including use of diagnostic and communication technologies), licensing requirements, among other relevant issues to be identified.
- In general, identify issues and areas in which the Board may assist in promoting better public health.

At the Friday, July 29th Board meeting, members will be asked to review the above outline of the Executive Committee, and be asked for their concurrence so that staff may move forward in drafting a strategic plan for future discussion by the members.

Once there is a conceptual consensus of the ideas presented, staff will work to draft fully formed objectives that are measurable, including developing benchmarks and methods of evaluation. These objectives will serve as a blueprint for staff to develop action plans and reporting methods.

Between the July and October Board meetings, the subcommittee and Executive Committee will meet to provide input to staff on refining the plan outline, developing objectives, and identifying measurement methods and evaluations. Once they have completed their work, the first draft of the plan will be presented to the full Board membership. If a consensus has been reached, there will be a half-day meeting scheduled with the full Board in October. Staff is anticipating that the full membership will reach agreement on most of the important issues at the October meeting, enabling staff to present a fully written plan for adoption at the February 2012 Board meeting.

During public comment, Julie D'Angelo Fellmeth suggested that the Board examine the trend of the decline of reports required by Business & Professions Code Section 805 and add this as an objective for Goal #2 – Regulations and Enforcement.

Rehan Sheikh supported the concept of studying Administrative Law Judges' decisions under Goal #2. He suggested that the term "Administrative Law Judge" (ALJ) be changed to "Hearing Officer" and that the factors for determining an ALJ's competency be examined.

Ms. Cordray will serve as the repository of the Board and staff's ideas. Members were encouraged to contact Ms. Cordray with ideas or suggestions.

**Agenda Item 5**
***Dr. Duruisseau made a motion to adjourn the meeting; s/Salomonson. The meeting was adjourned at 4:44 p.m.***

DRAFT

# Medical Board of California

**Department of Consumer Affairs**

**Date:** October 10, 2011

**To:** Members, Executive Committee

**From:** Janie Cordray, Research Consultant

**Subject:** **Strategic Plan Discussions on October 27, 2011**

On October 27th, the Executive Committee will meet to discuss the first draft of the complete Strategic Plan. The draft plan is attached, as well as a chart showing the priorities of the objectives.

On July 27th, the Executive Committee met to refine the draft of the mission statement and goals, and to consider ideas for objectives, ultimately to form recommendations to the full Board membership. At the July 28th Board meeting, at the recommendation of the Executive Committee, members adopted the mission statement and goals that are contained in the attached plan.

In addition, members reached a consensus on ideas and concepts to be developed into objectives. In the attached draft plan, staff has incorporated the ideas into objectives, as well as developed activities and tasks to fulfill and measure the objectives to meet the goals.

We have worked to draft objectives that rightly reflect the conceptual ideas agreed-upon by the members. In addition, we have categorized the objectives into priorities in light of the mission statement and the Board's legal authority and responsibilities. Please note that the dates and priorities may not appear to coincide. That is to say, the highest priority may not have been assigned the most immediate date. This is due to a number of factors, including timing of mandated reports, Sunset Review, the ability to hire personnel, and so forth.

The dates for the activities have been categorized by season and year, and the season coincides with the Board's meeting dates. (Winter = February, Spring = May, Summer = July, and Fall = October)

At the October 27th Executive Committee meeting, members will be asked to review the objectives, activities and priorities in the draft plan. (As the mission statement and goals have already been adopted by the Board.)

In order to prepare for the meeting, staff would ask the members to pay special attention to the priorities in the enclosed plan and chart. As you can see from the chart, there are 14 objectives listed in "Priority A," 10 in "Priority B," and 12 in "Priority C." Although all of the objectives are important and could be categorized as a first priority, the Board does not have full staffing and therefore the objective priorities may not be realistic or achievable within the times identified.

At the meeting, staff will be asking the members to:

1. Adopt, reject, amend, or add to the draft objectives and supporting tasks, and determine whether or not they fully represent the concepts agreed upon at the July Board meeting;

2. Consider the objectives' assigned priorities, and determine if they correctly represent the opinions of the Committee; and

3. Adopt a recommendation to the full Board that will be discussed at the October 28th quarterly Board meeting.

I will be at the October 27th meeting to answer the members' questions. In the meantime, if you have any questions or suggestions, feel free to contact me at janie.cordray@mbc.ca.gov.

# Priority of Objectives:

Key to priority categories:

A. Mission critical

B. Secondary to mission critical activities

C. Tertiary to mission critical activities

D. Non-mission critical, but important to consumer protection

E. Non-mission critical, but deemed by members as important to consumer protection or physician practice

The charts that follow categorize the Board's objectives by the above categories.

| Priority A | |
|---|---|
| **Objective #** | |
| 1.2: | Examine current CME structure, its effectiveness, the current California requirements, and how it should be examined. |
| 1.5 | Conduct a comprehensive review of international schools |
| 2.1 | Develop a plan to conduct a complete review of all laws and regulations relating to licensing to identify those no longer relevant, and what needs to be added or eliminated. Identify requirements that are not necessary to the safety of practice but may be serving as barriers to qualified applicants, as well as simply updating requirements to be congruent with current educational environments. (To be done in conjunction with Objective 2.2) |
| 2.2 | Develop a plan to conduct a complete review of all laws and regulations relating to enforcement to identify those that are no longer useful, and augment those that are needed for public protection. Identify the Board's regulatory authority for promulgating new regulations and also identify those issues that require legislation. (To be done in conjunction with Objective 2.1) |
| 2.3 | Conduct a review of the Vertical Enforcement model to assure uniform implementation in all offices and identify and redundancies that are increasing cost without producing benefits. |
| 2.4 | Examine complaint handling priorities. Educate members on how complaints are prioritized, as well as the legislatively mandated priorities. Determine if there is a need to change the priorities. |
| 2.6 | Examine the Expert Reviewer Program and policies to determine how it may be improved, including recruitment, evaluation of experts, opportunities for education, and policies governing the Board's use of experts. |
| 2.8 | Work to clarify the Board's responsibility to regulate outpatient surgery centers, and obtain the resources to be effective. |
| 3.3 | Identify more effective methods to promote the Expert Review Program to recruit qualified physicians. |
| 3.4 | Evaluate the appropriateness and effectiveness of the Physician Recognition Award, and the methods used to promote nominations. (Please note: This is placed in both A & E categories --- to be determined by the Board members.) |
| 5.1 | Licensing applications to be reviewed within 45 days. |
| 5.2 | Reduce disciplinary timelines, complaint processing and investigations by 10%; Complaint processing averaging under 90 days with 50% under 60 days. |
| 5.4 | Conduct an annual review of all of the Committees established by the Board to determine if they are still needed, if they are fulfilling the purpose of which they were established, and determine if they should continue, be eliminated, or be merged with other committees. |
| 5.5 | Evaluate and enhance organizational effectiveness through the establishment of criteria for a periodic self-evaluation procedure. |

| Priority B | |
|---|---|
| **Objective #** | |
| 1.1 | Examine and identify Methods to ensure physicians remain current. |
| 1.3 | Define what is necessary to promote safe re-entry into medical practice after extended absences. |
| 1.4 | Establish a committee to examine the FSMB Maintenance of Licensure initiative to study what should be adopted in California, and how it can collaborate with the FSMB and ABMS certifying boards. |
| 2.7 | Identify opportunities to better educate judges/hearing officers. |
| 2.9 | In light of reduced membership and funding, examine Board responsibilities that could be eliminated or moved to a more appropriate board, bureau, or program. (Midwives, Registered Dispensing Opticians, Spectacle Lens Dispensers, Research Psychoanalysts, approval of non-ABMS specialty boards, etc.) |
| 3.1 | Improve and expand professional educational outreach, including outreach to students and new graduate, about the laws and regulations that govern medical practice. |
| 3.7 | Expand the website to create a portal to provide intuitive and searchable web experience. Develop more online services and surveys to help improve Board's program (see Objective 3.2) |
| 4.1 | Improve relationships with elected officials and their staffs. Build and tighten collaborative relationships to work toward common goals – create partnerships on areas of common interests. |
| 4.2 | Work with California medical schools and training programs on common needs and goals. Create a better partnership with them on educational issues beyond licensing requirements, such as those relating to professionalism, ethics, unprofessional behavior, etc. |
| 5.3 | Conduct a review of all outside agencies' billing (Department of Consumer Affairs, Attorney General, Office of Administrative Hearings, etc.) to identify redundancies, save money, and promote better efficiency. |
| 5.8 | Establish a method of obtaining feedback about services provided from our users. |

| Priority C | |
|---|---|
| **Objective #** | |
| 1.6 | Conduct a study of the performance of physicians in training and how it may predict later performance in practice. (See objective 2.5) |
| 2.5 | Study disciplinary cases to identify trends or issues that may signal dangerous practices or risks. (Done in conjunction with Objective 1.6) |
| 2.10 | Examine the decline of reports required by Business & Professions Code Section 805. |
| 3.2 | Improve public education by expanding current outreach efforts and initiating more outreach programs to educate the public on the board's programs, the rights of patients, and how to file complaints. |
| 3.5 | Establish a more assertive approach in communicating with the media to educate consumers and publicize disciplinary cases and criminal investigations, including those done in cooperation with other agencies. |
| 3.6 | Expand the newsletter to better educate physicians and medical students. |
| 3.9 | Establish a method of holding public briefings taught by legal or enforcement personnel on disciplinary cases, the laws violated, and other issues of importance to the profession and public. |
| 3.10 | Conduct Outreach to ethnic and other language publications and groups. |
| 4.3 | Work to establish better relationships with the accreditation agencies, associations representing hospitals and medical groups, professional associations and societies, the Federation, Federal government agencies, and other state agencies, including Department of Consumer Affairs and State and Consumer Services Agency. |
| 4.4 | Improve educational outreach to hospitals, health systems, and similar organizations about the Board and its programs. Educate the profession not only about the Medical board, but all of the health boards in DCA. Re-establish a speakers' bureau or some other outreach for this purpose. |
| 5.6 | Establish a means of better educating staff about the Board's activities and priorities set by the membership, including encouraging staff to attend meetings. |
| 5.7 | Establish a means of better educating the Board membership about operational activities by providing tours of headquarters, district or regional offices when they are at or near the location for Board meetings. |

| Priority D | |
|---|---|
| **Objective #** | |
| 3.8 | Examine how the Board might provide training to the profession via the Internet, including hosting webinars on subjects of importance to public protection and public health. |
| 6.1 | Educate the Board on the new healthcare reform law and how it may impact physicians' practice, workforce (Possible shortages), and utilization of allied healthcare professionals. |
| 6.2 | Study and identify appropriate methods to deal with the evolving medical practice environment in how it effects patient care, such as examining methods to deal with workforce shortages, scope of practice of physician extenders, technological changes (including the use of diagnostic and communication technologies), licensing requirements, among other relevant issues to be identified. |
| 6.3 | In general, identify issues and areas in which the Board may assist in promoting better public health. |

| Priority E | |
|---|---|
| **Objective #** | |
| 3.4 | Evaluate the appropriateness and effectiveness of the Physician Recognition Award, and the methods used to promote nominations. (Please note: This is placed in both A & E categories --- to be determined by the Board members.) |

# Medical Board of California
# Strategic Plan, 2012

(1st Draft for discussion by Executive Committee on October 27, 2011)

**Mission:**

*"The mission of the Medical Board of California is to protect healthcare consumers through proper licensing and regulation of physicians and surgeons and certain allied healthcare professions and through the vigorous, objective enforcement of the Medical Practice Act, and to promote access to quality medical care through the Board's licensing and regulatory functions."*

**Goals:**

1. **Professional Qualifications:** Promote the professional qualifications of medical practitioners by setting requirements for education, experience, and examination
2. **Regulations and Enforcement:** Protect the public by effectively enforcing laws and standards to deter violations.
3. **Consumer and Licensee Education:** Increase public &and licensee awareness of the board, its mission, activities and services.
4. **Organizational Relationships:** Improve effectiveness of relationships with related organizations to further the Board's mission and goals.
5. **Organizational Effectiveness:** Evaluate and enhance organizational effectiveness and systems to improve service.
6. **Access to Care, Workforce, and Public Health:** Understanding the implications of the changing healthcare environment and evaluate how it may impact access to care and issues surrounding healthcare delivery, as well as promoting public health, as appropriate to the Board's mission in exercising its licensing, disciplinary and regulatory functions.

# Objectives:

***Goal 1: Professional Qualifications*: Promote the professional qualifications of medical practitioners by setting requirements for education, experience, and examination.**

**Objective 1.1: Examine and identify Methods to ensure physicians remain current.**

| Activity | Date | Staff | Priority |
|---|---|---|---|
| • Educate the Board members & staff: Establish a workgroup, consisting of licensing and enforcement staff, to identify problems caused by physicians not remaining current. | Spring 2013 | Licensing | + B |
| • Gather information about other states and other professions in their approach to this issue. | Summer 2013 | Licensing | B |
| • Analyze the information: Identify the most feasible methods for the Board to promote licensees remaining current, and identify the board's authority in taking action. | Spring 2014 | Licensing | B |
| • Draft a Whitepaper to the Board. | Summer 2014 | Licensing | B |
| • Take action: Depending upon the Board's authority, establish policies or programs, promulgate regulations, develop and seek legislation, or a combination. | Fall 2014 | Licensing | B |

**+ Key to priority categories:**

**A. Mission critical**

**B. Secondary to mission critical activities**

**C. Tertiary to mission critical activities**

**D. Non-mission critical, but important to consumer protection.**

**E. Non-mission critical, but deemed by members as Important to public protection or physician practice**

**Objective 1.2: Examine current CME structure, its effectiveness, the current California requirements, and how it should be examined.**

| Activity | Date | Staff | Priority |
|---|---|---|---|
| • Provide annual CME audit statistics to the Medical Board members. | Winter 2012 | Licensing | A |
| • Examine and verify the current CME Audit effectiveness. | Winter 2013 | Licensing | A |
| • Educate the Board and staff on current CME structure. Invite organizations that accredit CME (such as the ACCME, IMQ, or ABMS Boards and their member societies) to educate the members on how requirements have changed, what is required for course accreditation, what is done to ensure compliance. Reissue the white paper written in 2009, and revise if outdated. | Spring 2012 | Licensing | A |
| • Examine current CME environment and delivery and California's requirements to determine if they are relevant to keeping physicians current, including elements of the training that promote education in cultural issues that affect medical practice. | Summer 2012 | Licensing | A |
| • Examine how CME requirements may relate to FSMB MOL initiative. (See objective 1.4) | Winter 2012-13 | Licensing | B |
| • Under the Board's current regulatory authority, determine if the CME regulations are sufficient, or need to be amended. | Winter 2013 | Licensing | A |
| • Develop and promulgate regulations, or develop and seek legislation, as appropriate. | Fall 2014 | Licensing | A |

**Objective 1.3: Define what is necessary to promote safe re-entry into medical practice after extended absences.**

| Activity | Date | Staff | Priority |
|---|---|---|---|
| • Conduct a review of current data, including working with FSMB, to determine if physicians re-entering practice after long absences need additional requirements prior to readmittance. | Spring 2012 | Licensing | B |
| • Determine if there is something more the Board should do, if anything, and how it should be involved in determining the safety of those reentering practice for the purpose of public protection. | Winter 2013 | Licensing | B |
| • As appropriate, develop and promulgate regulations or develop and seek legislation. | Spring 2013 | Licensing | B |

**Objective 1.4: Establish a committee to examine the FSMB Maintenance of Licensure initiative to study what should be adopted in California, and how it can collaborate with the FSMB and ABMS certifying boards.**

| Activity | Date* | Staff | Priority |
|---|---|---|---|
| • Appoint a Task Force to evaluate the FSMB Maintenance of Licensure Initiative and determine what is feasible in California. | Fall 2012 | Licensing | B |
| • Invite a participant in the FSMB Working Group to make a presentation to the Full Board/Committee. | Winter 2013 | Licensing | B |
| • Conduct a study of other States' actions relating to the FSMB MOL Initiative, and examine the experience of states participating in the FSMB pilot program. | Winter 2013-Winter 2014 | Licensing | B |
| • Identify what should be adopted in California, and examine what is needed for implementation. | Fall 2014 | Licensing | B |
| • Depending on what is determined to be needed, develop and promulgate regulations or develop and seek legislation. | Winter 2015 | Licensing | B |
| ***The dates of these objectives may need to be reconsidered, as they are dependent upon when the FSMB has concluded and has compiled and published sufficient data from their MoL pilot programs.** | | | |

**Objective 1.5 Conduct a comprehensive review of international schools.**

| Activity | Date* | Staff | Priority |
|---|---|---|---|
| • Establish a working task force, including Chief of Licensing and an experienced Medical Consultant. | Winter 2012 | Licensing | A |
| • An experienced medical consultant should present a history of the issue to the Board so that they may understand the law and history of off-shore medical school evaluation. | Spring 2012 | Licensing | A |
| • Staff to present a complete overview of the CCR codes, and educate the Board on the extent and limits of its legal authority. | Spring 2012 | Licensing | A |
| • Identify those schools that may need site visits or additional information. | Spring 2013-Winter 2014 | Licensing | A |
| • Research all international medical schools to create a comprehensive database. | Summer 2012 - Summer 2014, ongoing | Licensing | A |
| • Update school names and locations on the Board's database in instances where schools have moved or changed their names. | Summer 2013 | Licensing | A |
| • Update the schools' application process, including the surveys and evaluations, and identify ways to expedite the approval process, as well as determine if application fees cover the Board's cost. | Winter 2012-Summer 2012 | Licensing | A |

***The dates of these objectives may need to be reconsidered, as they are dependent upon the hiring and training of AGPA staff in Licensing. Tasks to be conducted in approximate 6 month intervals.**

**Objective 1.6: Conduct a study of the performance of physicians in training and how it may predict later performance in practice. (See objective 2.5)**

| Activity | Date | Staff | Priority |
|---|---|---|---|
| • Re-review the report of Dr. Maxine Papadakis on performance and behavior in medical school as a predictor of future practice problems. | Winter 2014 | TBD | C |
| • Review disciplinary files in conjunction with licensing applications to determine if a link can be established between performance problems in medical school and future practice problems. | Winter 2014 - Spring 2015 | TBD | C |
| • Evaluate whether such a study should be expanded, or whether there is an opportunity with a medical school to do a retrospective study on the correlation between medical practice and behavior in medical school. | Spring 2015 | TBD | C |
| • If there is significant data obtained, determine how the information may be communicated to those who may find it useful (Goal 3). | Fall 2015 | TBD | C |

***Goal 2: Regulations and enforcement: Protect the public by effectively enforcing laws and standards to deter violations.***

**Objective 2.1: Develop a plan to conduct a complete review of all laws and regulations relating to licensing to identify those no longer relevant, and what needs to be added or eliminated. Identify requirements that are not necessary to the safety of practice but may be serving as barriers for qualified applicants, as well as simply updating requirements to be congruent with current educational environments. (To be done in conjunction with Objective 2.2)**

| Activity | Date | Staff | Priority |
|---|---|---|---|
| • Staff to develop an outline of priorities and a calendar/timeline for the evaluation of statutes and regulations, taking into account the timing for Sunset Review. (Including the development of an interested parties contact list for inclusion in discussions.) | Spring 2012 – Fall 2012 | Legal/ Licensing | A |
| • Schedule interested parties meetings by legal topic and statute/regulation under analysis. | Summer 2012 - Winter 2015 | Legal/ Licensing | A |
| • Work is delegated to the Licensing Committee; updates provided to full Board as actions are needed. As each section of the evaluation concludes, as appropriate to the legislative and regulatory calendar, proposals will be taken to the Full board for regulations to be promulgated and legislation sought. | Summer 2012 - Winter 2015 | Legal/ Licensing | A |
| • As appropriate, development and promulgation of regulation, and develop and seek legislation. | Various 2013-15 | Legal/ Licensing/ Legislative | B |

**Objective 2.2: Develop a plan to conduct a complete review of all laws and regulations relating to enforcement to identify those that are no longer useful, and augment those that are needed for public protection. Identify the Board's regulatory authority for promulgating new regulations and also identify those issues that require legislation. (To be done in conjunction with Objective 2.1)**

| Activity | Date | Staff | Priority |
|---|---|---|---|
| • Staff to develop an outline of priorities and a calendar/timeline for the evaluation of statutes and regulations, taking into account the timing for Sunset Review. (Including the development of an interested parties contact list for inclusion in discussions.) | Spring 2012 – Fall 2012 | Legal/ Enforcement | A |
| • Schedule interested parties meetings by legal topic and statute/regulation under analysis. | Summer 2012 - Winter 2015 | Legal/ Enforcement | A |
| • Work is delegated to the Enforcement Committee; updates provided to full Board as actions are needed. As each section of the evaluation concludes, as appropriate to the legislative and regulatory calendar, proposals will be taken to the Full board for regulations to be promulgated and legislation sought. | Summer 2012 - Winter 2015 | Legal/ Enforcement | A |
| • As appropriate, development and promulgation of regulation, and develop and seek legislation. | Various 2012- 15 | Legal/ Enforcement Legislative | B |

**Objective 2.3: Conduct a review of the Vertical Enforcement model to assure uniform implementation in all offices and identify and redundancies that are increasing cost without producing benefits**

| Activity | Date | Staff | Priority |
|---|---|---|---|
| • Conduct a review the VE performance data. | Summer 2011 | TBD | A |
| • Conduct a statistical analysis of performance in the various geographic areas on number of cases, number of personnel hours, and results, including the time taken in various steps of the process. Identify similar and inconsistent data in various regions. | Summer 2011 - Fall 2011 | TBD | A |
| • Conduct a statistical analysis of the enforcement timelines to indentify which steps may be delaying the process. | Summer 2011 | TBD | A |
| • Compare the California process to other states' and other California licensing boards, including those handled by the AG's licensing section rather than HQES. (How default decisions are handled, as an example) | Summer - Fall 2011 | TBD | A |
| • Draft a report to the Board on the analysis of statistical data, including recommendations for actions by the Board to reduce the timeline, increase efficiency, and obtain better outcomes for public protection. | Winter 2012 | TBDt | A |
| • Depending upon findings of evaluation, and within budgetary restraints, amend policies and procedures, promulgate regulations, or seek legislation. | Winter 2012 | TBD | A |

**Objective 2.4 Examine complaint handling priorities. Educate members on how complaints are prioritized, as well as the legislatively mandated priorities. Determine if there is a need to change the priorities.**

| Activity | Date | Staff | Priority |
|---|---|---|---|
| • Educate the members on the current policy and legislative priorities in complaint handling. | Winter 2012 | Enforcement | A |
| • Review and evaluate the complaints and their relation to physician disciplinary action. | Winter - Summer 2012 | Enforcement | A |
| • Present a report on review of complaint handling, including whether current priorities are congruent with public safety, or that other priorities might better serve public protection. | Summer 2012 | Enforcement | A |
| • Depending upon the Board's authority and resources, amend policies, develop and promulgate regulations, or develop and seek legislation. | Summer 2012- Spring 2013 | Enforcement Legal/ Legislative | A |

**Objective 2.5: Study disciplinary cases to identify trends or issues that may signal dangerous practices or risks. (Done in conjunction with Objective 1.6)**

| Activity | Date | Staff | Priority |
|---|---|---|---|
| • Staff to perform a study to identify risk factors for patient harm and physician discipline. Study should look at disciplinary cases causing serious harm and determine if there are trends and "red flags" that could be used for the purpose of identifying troubling patterns before serious harm occurs. | Winter 2014 - Spring 2015 | Enforcement | C |
| • Report of study to be presented to the Board, including recommendations for establishing priorities, wellness initiatives, remedial actions, greater record review authority, further study, or other initiatives, if identified. | Spring 2015 | Enforcement | C |
| • Dependent upon findings and opinion of the board, and in keeping with the Board's authority and resources, establish or amend policies and procedures, develop and promulgate regulations, or develop and seek legislation. | Fall 2015 | Enforcement Legal/ Chief of Legislation | C |

**Objective 2.6 Examine the Expert Reviewer Program and policies to determine how it may be improved, including recruitment, evaluation of experts, opportunities for education, and policies governing the Board's use of experts.**

| Activity | Date* | Staff | Priority |
|---|---|---|---|
| • Evaluate, revise, and update the training program and materials for experts. | Fall 2011 | Enforcement | A |
| • Educate the Board as to the current policies, laws, and regulations governing the Expert Reviewer program. | Winter 2012 | Enforcement | A |
| • Study the training and evaluation measures, as well as policies to identify problem areas and those that should be amended. | Spring 2012 | Enforcement | A |
| • Study the use of experts by other states' and by other California boards and commissions. | Spring – Fall 2012 | Enforcement | A |
| • Examine which policies and regulations (under the Board's authority) should be amended to further the program's efficiency. | Fall 2012 | Enforcement | A |
| • Based on the study and review of the current program, as appropriate to the Board's authority and resources, revise policies and procedures, promulgate regulations, or seek legislation. | Fall 2012 | Enforcement Legal/ AGHQES/ Chief of Legislation | A |

**Objective 2.7: Identify opportunities to better educate judges/hearing officers.**

| Activity | Date | Staff | Priority |
|---|---|---|---|
| • Evaluate the current training and information furnished to the OAH judges/hearing officers. | * Winter 2012 | Enforcement HQES | B |
| • Conduct OAH training semiannually. | Spring 2012-Ongoing | Enforcement HQES | B |
| • Examine disciplinary decisions to determine if they meet the mission to protect the public. | Winter 2012-Spring 2012 | Enforcement HQES | B |
| • Identify if there may be inconsistent outcome in disciplinary cases. Present findings to the Board. | Spring 2012 | Enforcement HQES | B |
| • Examine the decision to determine if the disciplinary guidelines are being utilized consistently, or, if the guidelines need amending to create greater consistency in sentencing. | Spring 2012 - Fall 2012 | Enforcement HQES/ Legal/ Chief of Legislation | B |
| ***The dates of implementation and completion of these tasks may need to be reconsidered, as they are dependent upon the hiring of the Supervisor I in the Standards & Training Unit in the Enforcement Program.** | | | |

**Objective 2.8 Work to clarify the Board's responsibility to regulate outpatient surgery centers, and obtain the resources to be effective.**

| Activity | Date * | Staff | Priority |
|---|---|---|---|
| • Evaluate the impact of SB 100, and begin develop goals and timelines for implementation. . | Fall 2011 | Licensing/ Enforcement | A |
| • Examine the current Board responsibility and authority to regulate outpatient surgery facilities. Identify what can be done under current authority. Begin implementation of SB 100. | Fall 2011- Fall 2012 | Licensing/ Enforcement | A |
| • Identify the resources needed to implement an effective program | Spring 2012 | Licensing/ Enforcement | A |
| • Work with the Legislature to enact legislation or gain resources, or obtain what is necessary for California to have an effective program to ensure a minimum standard of safety in outpatient settings. Develop and seek legislation. | Fall 2012 | Licensing/ Enforcement Legal/ Legislative | A |

***Dates for these tasks are pending the hiring of staff for the outpatient surgery regulation program.**

**Objective 2.9: In light of reduced membership and funding, examine Board responsibilities that could be eliminated or moved to a more appropriate board, bureau, or program. (Midwives, Registered Dispensing Opticians, Spectacle Lens Dispensers, Research Psychoanalysts, approval of non-ABMS specialty boards, etc.)**

| Activity | Date | Staff | Priority |
|---|---|---|---|
| • Educate the membership about the Board's responsibility over allied health professions. Staff should prepare a paper and make a presentation at a Board meeting. | Summer 2012 | TBD | B |
| • Identify those areas where the Board may not have sufficient expertise or resources to adequately provide consumer protection. | Fall 2012 through Spring 2013 | TBD | B |
| • Depending upon areas identified by the membership, seek legislation to move or eliminate responsibilities of the Board that appear to be inappropriate. (To be completed to coincide with Sunset Review) | Summer 2013 | TBD | B |

**Objective 2.10 Examine the decline of reports required by Business & Professions Code Section 805.**

| Activity | Date | Staff | Priority |
|---|---|---|---|
| • Review the history of 805 reports; history of the law, statistical data, and how they relate to the Board's disciplinary actions. | Spring 2012 | Enforcement | C |
| • Obtain information from those required to file 805 reports and the reasons they have declined over the years. (Individual hospitals, medical groups, societies and associations.) | Spring – Fall 2012 | Enforcement | C |
| • Evaluate Peer review: what it does, how it impacts what the Board does, what institutions file 805 reports. | Fall 2012 | Enforcement | C |
| • Study practice in non-peer review environments to determine if quality of care can be monitored. | Fall 2012 | Enforcement | C |
| • Invite the CDPH to share information on how they determine violations and how they may relate to compliance with B&P 805. | Summer 2013 | Enforcement | C |
| • Review how other states handle peer review and mandatory reporting, and how or if they correlate with disciplinary action. | Summer 2013 | Enforcement | C |
| • Determine if, as it has been stated, the system is broken. Is there anything that could and should be done by the Board to improve patient protection by legislation, regulation, greater enforcement, greater investigatory authority, etc. Seek legislation, if needed. | Winter 2013 | Enforcement Legal/ Chief of Legislation | C |

***Goal 3: Consumer and Licensee Education: Increase Public and Licensee awareness of the Board, its mission, activities and services.***

**Objective 3.1 Improve and expand professional educational outreach, including outreach to students and new graduate, about the laws and regulations that govern medical practice.**

| Activity | Date* | Staff | Priority |
|---|---|---|---|
| • Re-examine the Website to determine what can be improved. | Winter 2012 | PIO | B |
| • Utilize the website and newsletters to inform licensees of issues relating to legal responsibilities, changes in law and regulation, practice patterns and tools (telemedicine, translation methods and opportunities, etc.), issues of public health and cultural and linguistic literacy. | Fall 2012 | Public Infor-mation Officer (PIO) | B |
| • Work with state, county and federal agencies to inform licensees. | Fall 2012 | PIO | B |
| • Educate physicians about complying with the law. Initiate programs to promote the Board's information and programs to its licensees. If resources permit, send every physician a new handbook with license renewals. | Fall 2012 | PIO | B |
| • Re-establish a speakers' bureau, and reinstitute the "teams of 2" consisting of one staff person and one board member to talk to professional meetings. (This can only begin after hire, resources, and travel restrictions are lifted.) | Winter 2012 | PIO | B |
| • Conduct outreach to various organizations such as hospitals and practice groups through providing speakers or articles for their publications. | Spring – Fall 2012 | PIO | B |

*** The start and completion dates of this objective are dependent upon the hiring and training of a new Information Officer.**

**Objective 3.2 Improve public education by expanding current outreach efforts and initiating more outreach programs to educate the public on the board's programs, the rights of patients, and how to file complaints.**

| Activity | Date* | Staff | Priority |
|---|---|---|---|
| • Re-examine the Website to determine what can be improved. | Winter 2012 | PIO | C |
| • Identify consumer education groups and publications to distribute MBC material. | Various 2012-13 | PIO | C |
| • Schedule meetings with all major papers and media editorial boards at least once a year; more, when necessary. | Various 2012-13 | PIO | C |
| • Update the current brochures to reflect the current insurance and practice environment. | Various 2012-13 | PIO | C |
| • Work with other state agencies to provide Board materials to consumers | Various 2012-13 | PIO | C |
| • Work with DCA and State and Consumer Services Agency to develop an integrated communications plan that would promote the Board and its services. | Various 2012-15 | PIO | C |
| • Explore the use of social media in outreach to the public. | Summer 2012 | PIO | C |
| *** The start and completion dates of this objective are dependent upon the hiring and training of a new Information Officer.** | | | |

**Objective 3.3 Identify more effective methods to promote the Expert Review Program to recruit qualified physicians.**

| Activity | Date | Staff | Priority |
|---|---|---|---|
| • Establish a committee to work with staff and professional associations to promote the Expert Reviewer program through various methods, including articles in Board newsletters and other professional publications, speakers at facilities and professional societies, etc. (See Objective 3.1) | Fall 2011 Ongoing | Enforcement PIO | A |

**Objective 3.4 Evaluate the appropriateness and effectiveness of the Physician Recognition Award, and the methods used to promote nominations.**

| Activity | Date | Staff | Priority |
|---|---|---|---|
| • The Committee should review its program to determine if it is appropriate in its current form. | Fall 2011 | TBD | A/E |
| • Conduct a review outreach methods to determine if more nominations could be recruited, including from and for student initiatives. | Spring 2012 | TBD | A/E |

**Objective 3.5 Establish a more assertive approach in communicating with the media to educate consumers and publicize disciplinary cases and criminal investigations, including those done in cooperation with other agencies.**

| Activity | Date* | Staff | Priority |
|---|---|---|---|
| • Create a media contact database so that all disciplinary cases are provided to the appropriate media outlet. | Winter 2012 | PIO | C |
| • Work with DCA and the DA's office to establish a joint press release procedure, if necessary, to use on joint investigations or actions. | Winter 2012 | PIO | C |
| • Meet with all major newspapers' editorial boards at least once a year. | Various 2012-13 | PIO | C |
| • When the budget allows, provide press kits about the Board to all media outlets. | Winter 2013 | PIO | C |
| • Participate in professional/public outreach programs (see Objective 3.2) | Various 2012-15 | PIO | C |
| *** The start and completion dates of this objective are dependent upon the hiring and training of a new Information Officer.** | | | |

**Objective 3.6 Expand the newsletter to better educate physicians and medical students.**

| Activity | Date* | Staff | Priority |
|---|---|---|---|
| • Evaluate how the current newsletter is being utilized by licensees, what is useful and what is not. | Spring 2012 | PIO | C |
| • Allow applicants to receive the newsletter by e-mail or social media, as well as licensees. | Various 2011-13 | PIO | C |
| • Establish some kind of feedback for the newsletters' content to determine who is reading it, and for what information. | Various 2012-13 | PIO | C |
| • Examine ways of promoting the newsletter to encourage more readership. | Winter 2012 | PIO | C |
| • Reach out to other agencies and foundations to contribute to the newsletter. | Various 2012-13 | PIO | C |
| • Incorporate into the newsletter more information about Board activities, including encouraging attendance of Board meetings, topics discussed at meetings, and so forth. | Various 2011-15 | PIO | C |
| *** The start and completion dates of this objective are dependent upon the hiring and training of a new Information Officer.** | | | |

**Objective 3.7 Expand the website to create a portal to provide intuitive and searchable web experience. Develop more online services and surveys to help improve Board's program (see Objective 3.2)**

| Activity | Date* | Staff | Priority |
|---|---|---|---|
| • ISB to work with the Web Working Group to determine how and what can be done to improve the Website and its searchability. | Various 2012-13 | PIO | B |
| • ISB to work with new Information Officer to determine if the current site is user friendly and how it might be improved. | Various 2012-13 | PIO | B |
| • Establish a program to periodically update FAQs on the various subjects. | Various 2012-13 | PIO | B |
| • Identify what areas of the website are utilized, and if users are finding what they are looking for. Provide a survey to users to provide feedback. | Winter 2013 | PIO | B |
| *** The start and completion dates of this objective are dependent upon the hiring and training of a new Information Officer.** | | | |

**Objective 3.8 Examine how the Board might provide training to the profession via the Internet, including hosting webinars on subjects of importance to public protection and public health.**

| Activity | Date* | Staff | Priority |
|---|---|---|---|
| • Determine the feasibility of providing courses and the priority of this venture. | Winter 2013 | PIO | D |
| • Work with DCA's current Information Officer and Public Affairs, to expand interactive webcasting. (As part of the Board's pro-rata funding) | Winter 2013 | PIO | D |
| *** The start and completion dates of this objective are dependent upon the hiring and training of a new Information Officer.** | | | |

**Objective 3.9 Establish a method of holding public briefings taught by legal or enforcement personnel on disciplinary cases, the laws violated, and other issues of importance to the profession and public.**

| Activity | Date* | Staff | Priority |
|---|---|---|---|
| • Establish a method or procedure to identify issues that could benefit from holding a public briefing. | 2014 | PIO | C |
| • Identify AGs, legal counsels, investigators, that should be called upon to develop and deliver briefings. | 2014 | PIO | C |
| • Work with DCA's current Information Officer and Public Affairs, to expand interactive webcasting. (As part of the Board's pro-rata funding) | 2014 | PIO | C |
| • Publicize the briefings to foster viewership. | 2014 | PIO | C |

**Objective 3.10 Conduct Outreach to ethnic and other language publications and groups.**

| Activity | Date* | Staff | Priority |
|---|---|---|---|
| • Identify the ethnic and cultural groups to be targeted. | Summer 2012 | PIO | C |
| • Identify the media outlets and publications for various ethnic groups and other-than-English publications, radio, television stations, and web groups. | Summer 2012 | PIO | C |
| • Identify those in staff or on the Board who may be able to communicate with the targeted groups, either through language fluency, or cultural sensitivity. | Summer 2012 | PIO | C |
| • Establish a plan to coincide with the outreach to English language and general audience. | Summer 2012 | PIO | C |

*** The start and completion dates of these objectives are dependent upon the hiring and training of a new Information Officer.**

***<u>Goal 4: Organizational Relationships</u>: Improve effectiveness of relationships with related organizations to further the Board's mission and goals.***

**Objective 4.1: Improve relationships with elected officials and their staffs. Build and tighten collaborative relationships to work toward common goals – create partnerships on areas of common interests.**

| Activity | Date | Staff | Priority |
|---|---|---|---|
| • Chief of Legislation to develop a plan to visit some legislators and their staffs with board members, at the Capitol and field offices. | Fall 2011 | Chief of Legislation | B |
| • Provide training and briefing to the Board members about the Board's legislative initiatives, and who is contacted and why. | Winter 2012 | Chief of Legislation | B |
| • Provide legislative training to all board members. | Various 2012-13 | Chief of Legislation | B |
| • Invite legislative field staff to board meetings, and visit field offices. | Winter 2012 | Chief of Legislation | B |

**Objective 4.2 Work with California medical schools and training programs on common needs and goals. Create a better partnership with them on educational issues beyond licensing requirements, such as those relating to professionalism, ethics, unprofessional behavior, etc.**

| Activity | Date | Staff | Priority |
|---|---|---|---|
| • Appoint a medical consultant(s) to work with staff and schools on developing a program to address ethical questions and emerging issues developing in the new practice environment. (Prescribing practices, enticements from pharmaceutical and medical device industries, boundary issues, social media, working for and in various industries, etc.) | Winter 2013 | Licensing/ PIO | B |
| • Invite comment from all schools on issues they are identifying as troubling trends, or those that will change the practice environment and make old rule obsolete. Survey Directors of postgraduate training programs. | 2013 | Licensing/ PIO | B |
| • Develop white papers in coordination with the medical schools, to be shared with medical students and licensees. | Winter 2014 Ongoing | Licensing/ PIO | B |

**Objective 4.3 Work to establish better relationships with the accreditation agencies, associations representing hospitals and medical groups, professional associations and societies, the Federation, Federal government agencies, and other state agencies, including Department of Consumer Affairs and State and Consumer Services Agency.**

| Activity | Date* | Staff | Priority |
|---|---|---|---|
| • Identify areas of concern that may be of common interest with various organizations. | Fall 2012 | PIO/ Chief of Legislation | C |
| • Schedule meetings with organizations to establish better relationships as needed, and driven by emerging issues of common interest. | Fall 2012 | PIO/ Chief of Legislation | C |
| • Develop a communication plan for California agencies. | 2013 | PIO | C |
| • Develop a communication plan for categories of agenda items for various groups. | 2013 | PIO | C |
| • Utilize the "Teams of two" or others in speaking to various professional groups. | After lifting of travel restrict-tions. | PIO | C |
| *** The start and completion dates of this objective are dependent upon the hiring and training of a new Information Officer.** | | | |

**Objective 4.4 Improve educational outreach to hospitals, health systems, and similar organizations about the Board and its programs. Educate the profession not only about the Medical board, but all of the health boards in DCA. Re-establish a speakers' bureau or some other outreach for this purpose.**

| Activity | Date* | Staff | Priority |
|---|---|---|---|
| • Identify and create a database of those organizations and groups that the Board wants to target. | 2012 | PIO | C |
| • Contact all appropriate practice groups, and associations and offer to provide speakers and contribute articles about the board for their newsletters or email broadcasts. | 2012 | PIO | C |
| • Utilize the speakers' bureau, or "Teams of two" to speak at lunch meetings, dinners, etc., and to annual meetings or conferences. | 2013 | PIO | C |
| • Work with various foundations and groups, such as the Hospital association, to provide information to their membership. | After lifting of travel restrict-tions. | PIO | C |
| *** The start and completion dates of this objective are dependent upon the hiring and training of a new Information Officer.** | | | |

***<u>Goal 5: Organizational Effectiveness</u>: Evaluate and enhance organizational effectiveness and systems to improve service.***

**Objective 5.1 Licensing applications to be reviewed within 45 days.**

| Activity | Date | Staff | Priority |
|---|---|---|---|
| • Goal communicated to staff | Fall 2011 | Licensing Chief | A |
| • Monitor reports to be automatically sent to managers, and report when review has not been conducted in a specified amount of days. | 2011 Ongoing | Licensing Chief & Managers | A |
| • Report to the Board at every quarter on the time taken to review licensing applications. | 2011 Ongoing | Licensing Chief | A |

**Objective 5.2 Reduce disciplinary timelines, complaint processing and investigations by 10-20%; Complaint processing averaging under 70 days with 50-60% under 50 days.**

| Activity | Date* | Staff | Priority |
|---|---|---|---|
| • Analyze current process, including breaking down types of cases by time taken for each element of the process. | Winter 2012 | Enforcement | A |
| • Identify reasons for delays in the Board's system of complaint handling through disciplinary action. | Various 2012-13 | Enforcement | A |
| • Research, indentify, and compare other states' processing of complaints and disciplinary actions. Identify areas in California's system that may be unnecessary and slowing the process. | Various 2012-13 | Enforcement | A |
| • Research, indentify, and compare other California boards' processing of complaints and disciplinary actions. Identify areas in the Board's system that may be unnecessary and slowing the process. (Including the use of the AG's Licensing Section in comparison to HQES) | Various 2012-13 | Enforcement | A |
| • Survey regional deputies and supervising investigators on management tools needed to greater monitor investigation handling. (CAS v. new computer system's ability for reports, etc.) | Various 2012 | Enforcement | A |
| • In conjunction with Objective 2.3, identify how VE model may be amended if it is slowing the process. | Various 2012 | Enforcement | A |
| • After analyzing all of the data collected, as appropriate, establish or amend policies and procedures, develop and promulgate regulations, or develop and seek legislation. | Winter 2013 | Enforcement | A |

**Objective 5.3 Conduct a review of all outside agencies' billing (Department of Consumer Affairs, Attorney General, Office of Administrative Hearings, etc.) to identify redundancies, save money, and promote better efficiency.**

| Activity | Date | Staff | Priority |
|---|---|---|---|
| • Staff to prepare a report on all spending for past 4 years to all regularly used agencies (DCA pro-rata, Attorney General's HQES, and Office of Administrative Hearings) | Summer -Fall 2011 | TBD | B |
| • Conduct an analysis of spending through the years, broken down by function and region, to identify trends, and possible inconsistencies, if any. | Winter 2012 | TBD | B |
| • Identify areas that require discussion and examination by reviewing what areas have improved efficiency and those that have declined. (Incorporate data and analysis on Vertical Enforcement; See Objective 2.3) | Winter - Spring 2012 | TBD | B |
| • Establish a procedure to regularly evaluate the value of spending to outside areas. | Summer 2012 | TBD | B |
| • Establish a reporting method that will keep the Board updated, and also will be helpful in providing information at Sunset evaluation. | Fall 2012 | TBD | B |

**Objective 5.4 Conduct an annual review of all of the Committees established by the Board to determine if they are still needed, if they are fulfilling the purpose of which they were established, and determine if they should continue, be eliminated, or be merged with other committees.**

| Activity | Date | Staff | Priority |
|---|---|---|---|
| • At the fall meeting of the Board, prior to new committee appointments by the president, the Board should conduct a review of all committees/subcommittees/task forces. | Every Fall Board Meeting | Deputy Executive Director | A |

**Objective 5.5 Evaluate and enhance organizational effectiveness through the establishment of criteria for a periodic self-evaluation procedure.**

| Activity | Date | Staff | Priority |
|---|---|---|---|
| • At the Fall Executive Committee or full Board meeting, staff will provide a report on the progress of the Strategic Plan, highlighting successes, failures, and those areas that should be eliminated, expanded, or amended. | Begin 2012 | Deputy Executive Director | A |

**Objective 5. 6 Establish a means of better educating staff about the Board's activities and priorities set by the membership, including encouraging staff to attend meetings.**

| Activity | Date | Staff | Priority |
|---|---|---|---|
| • Executive Director to provide e-mail updates approximately every two months to inform staff of board activities and positions. | 2011 ongoing | Executive Director | C |
| • At the time of the Agenda mailing, Division Chiefs will contact appropriate staff about the meeting, what will be on the agenda, and encourage attendance, where appropriate. | Begin 2012 | Division Chiefs | C |

**Objective 5. 7 Establish a means of better educating the Board membership about operational activities by providing tours of headquarters, district or regional offices when they are at or near the location for Board meetings.**

| Activity | Date | Staff | Priority |
|---|---|---|---|
| • A report of these visits will be part of the Executive Directors/Enforcement Chiefs' report at the quarterly Board meetings. | 2011 ongoing | Executive Director | C |
| • At the time of agenda mailing, Division Chiefs will arrange for a tour of facilities where appropriate. (Chiefs to arrange for a tour of district offices in areas outside of Sacramento, and a tour of headquarters when in Sacramento) | Begin 2012 | Division Chiefs | C |

**Objective 5.8 Establish a method of obtaining feedback about services provided from our users.**

| Activity | Date* | Staff | Priority |
|---|---|---|---|
| • Continue Complaint survey/ evaluate how it might be improved | Winter 2012 Ongoing | TBD | B |
| • Establish a survey for newly licensed physicians about the application/licensing process | Spring 2012 Ongoing | TBD | B |
| • Establish a survey on the website on other areas, including the usefulness of the website | Summer 2012 Ongoing | TBD | B |
| • Provide an annual report to the Board on the results at the time of the Annual report. | Fall 2012 Ongoing | TBD | B |
| *** The start and completion dates of this objective are dependent upon the hiring and training of a new Information Officer.** | | | |

***Goal 6: Access to Care, Workforce, and Public Health: Understanding the implications of Health Care Reform and evaluating how it may impact access to care and issues surrounding healthcare delivery, as well as promoting public health, as appropriate to the Board's mission in exercising its licensing, disciplinary and regulatory functions.***

**Objective 6.1 Educate the Board on the new healthcare reform law and how it may impact physicians' practice, workforce (Possible shortages), and utilization of allied healthcare professionals.**

| Activity | Date | Staff | Priority |
|---|---|---|---|
| • Invite a speaker from AHRQ to speak about the new healthcare law, as well as speakers from CDPH, MediCal and Medicare offices on how it will impact care in California. | 2011 Ongoing | TBD | D |
| • Ask appropriate associations to share their view of the changing practice environment due to healthcare reform (Hospital association, etc.) | Summer 2012 | TBD | D |
| • Direct the Access to Care Committee to study the impact of healthcare reform and identify areas in which the Board can help, such as addressing shortages through telemedicine, if appropriate, or publicizing programs to help those in underserved populations, etc. | Fall 2012 | TBD | D |
| • Take appropriate action based on the remedies identified by the committee. | Winter 2013 | TBD | D |

**Objective 6.2 Study and identify appropriate methods to deal with the evolving medical practice environment in how it effects patient care, such as examining methods to deal with workforce shortages, scope of practice of physician extenders, technological changes (including the use of diagnostic and communication technologies), licensing requirements, among other relevant issues to be identified.**

| Activity | Date* | Staff | Priority |
|---|---|---|---|
| • Expand the Access to Care Committee to examine the issues relating to the changing medical practice environment. Issues to be studied should probably include:<br>o The use of physician extenders, and expanding scope of practice<br>o The use of hospitalists<br>o Difficulty of Medicare and MediCal patients finding willing providers<br>o Various payment schemes that may pose ethical dilemmas for physicians (referral issues, ownership issues, etc.)<br>o Appropriate/Inappropriate relationships with pharmaceutical and medical device representatives<br>o Issues relating to advertising and promotion<br>o Finding specialists where none exist locally and the use of telemedicine<br>o Billing issues, such as "balanced billing"<br>o Ethically dealing with differing religious issues of patients, doctors, and hospitals<br>o Appropriately advocating for patients<br>o Any other issues identified as important in the changing environment | 2011 Ongoing | TBD | D |

| Objective 6.2, continued... | | | |
|---|---|---|---|
| • After gathering information and inviting speakers on the above issues, identify those in which the Board has authority and can help practitioners comply with the law and protect patients. | Summer 2012 | TBD | D |
| • Post presentations broadcast on the web to educate the public and profession. | Winter 2012 | TBD | D |

**Objective 6.3 In general, identify issues and areas in which the Board may assist in promoting better public health.**

| Activity | Date* | Staff | Priority |
|---|---|---|---|
| • Expand the Access to Care Committee to include issues relating to promoting public health. The Committee will be available to study and identify issues identified by the Board, congruent to its mission and promoting appropriate medical care from its licensees. | 2012 Ongoing | TBD | D |

**Key to priority:**

**A. Mission critical**

**B. Secondary to mission critical activities**

**C. Tertiary to mission critical activities**

**D. Non-mission critical, but important to consumer protection.**

**E. Non-mission critical, but deemed by members as important to consumer protection or physician practice**