Medical Board of California

STRATEGIC PLAN 2014

July 2015 Update

Goal 1: Professional Qualifications: Promote the professional qualifications of medical practitioners by setting requirements for licensure and relicensure, including education, experience, and demonstrated competence.

1.1	Define what is necessary to demonstrate competency and promote safe re-entry into medical practice after extended absences, including looking at the current difference between the requirement for retraining for re-entry (5 years) and the disciplinary re-entry (18 months).	HIGH - 1	
Activities	**Date**	**Responsible Parties**	**Status**
a. Examine and identify other states' definitions and requirements for re-entry into practice.	Jan-2015	Licensing Outreach Manager	
b. Compare the elements with California's existing practices for re-entry and determine if there are differences.	Jan-2015	Licensing Outreach Manager	
c. Consult with experts in the field of professional skills and competency.	May-2015	Licensing Outreach Manager	
d. Draft a report based upon this research, then propose appropriate length of non-practice to Board for review and approval.	Oct-2015	Chief of Licensing; Licensing Outreach Manager	June 30, 2015 - Held Interested Parties Meeting on the issue of reentry to begin discussions. Need to schedule a second Interested Parties meeting in Southern California.
e. Make recommendations to the Business and Professions Committees and seek legislation.	Nov-2015	Chief of Legislation	

Green activity is complete. Yellow activity is in process or ongoing. Red activity has not been completed in the timeframe requested.

Goal 1: Professional Qualifications: Promote the professional qualifications of medical practitioners by setting requirements for licensure and relicensure, including education, experience, and demonstrated competence.

1.2	**Examine the Federation of State Medical Boards' (FSMB) Maintenance of Licensure (MOL) and the American Board of Medical Specialties' (ABMS) Maintenance of Certification (MOC) initiatives to determine if changes are needed to existing requirements in California (continuing medical education) in order to ensure maintenance of competency of California physicians.**	**HIGH - 2**	
Activities		**Date**	**Responsible Parties**	**Status**
a.	Review the FSMB MOL and the ABMS MOC documents and identify the various components.	Jan-2015	Licensing Outreach Manager	July 24, 2014 – ABMS provided a presentation to the Licensing Committee on MOC.
b.	Compare the elements with California's laws and regulations regarding continuing medical education and determine if there are differences.	Apr-2015	Licensing Outreach Manager	
c.	Staff will draft changes to laws and regulations as necessary.	May-2015	Licensing Outreach Manager	
d.	Hold an interested parties meeting to discuss the proposed changes.	Jun-2015	Chief of Licensing	
e.	Present the final changes to the laws and regulations to the Board for consideration.	Jul-2015	Chief of Legislation	
f.	Based on the discussion by the Board, if legislative changes are needed, find an author and initiate the legislative process.	Oct-2015	Chief of Legislation	
g.	Based on the discussion by the Board, if regulatory changes are needed, have staff initiate the rule-making process.	Oct-2015	Licensing Outreach Manager	

Green activity is complete. Yellow activity is in process or ongoing. Red activity has not been completed in the timeframe requested.

Goal 2: Regulations and enforcement: Protect the public by effectively enforcing laws and standards.

2.1	Effectively transition the investigators from the Board to Department of Consumer Affairs in order to improve investigative time frames.		High - 1	
Activities		**Date**	**Responsible Parties**	**Status**
a.	Identify existing investigative timeframes.	Dec-2013	Executive Director and Chief of Enforcement	Completed – however, due to BreEZe only have statistics as of October 3, 2013.
b.	Hold regular meetings with DCA to discuss the transition of the investigators.	Oct-2013 and ongoing	Executive Director and Chief of Enforcement	Completed
c.	Review and approve the Memorandum of Understanding to identify how the transition will be implemented and DCA/Board responsibilities.	Mar-2014	Executive Director, Chief of Enforcement and Senior Staff Counsel	Completed
d.	Update the Board on the transition of staff.	Quarterly	Executive Director and Chief of Enforcement	Ongoing; Updates at each Board meeting.
e.	Meet with labor relations to discuss transition issues.	Apr-2014	Executive Director and Chief of Enforcement	Completed
f.	Meet with staff to discuss the transition.	Ongoing	Executive Director and Chief of Enforcement	Completed
g.	Finalize the transition and movement of staff.	Jul-2014	Executive Director and Chief of Enforcement	Completed
h.	Gather and review investigative timeframes.	Monthly	Executive Director and Enforcement Manager	Due to the transition to the BreEZe system, unable to obtain reports indicating these timeframes.
i.	Report investigative timeframes to the Board.	Quarterly	Executive Director and Enforcement Manager	Due to the transition to the BreEZe system, unable to obtain reports indicating these timeframes.

Green activity is complete. Yellow activity is in process or ongoing. Red activity has not been completed in the timeframe requested.

Goal 2: Regulations and enforcement: Protect the public by effectively enforcing laws and standards.

2.2	Review the laws and regulations pertaining to the Board's responsibility to regulate outpatient surgery centers and suggest amendments.		High - 2	
Activities		**Date**	**Responsible Parties**	**Status**
a.	Review existing laws to determine which laws/regulations need to be revised to meet the current needs for consumer protection and medical education.	Oct-2013	Chief of Licensing	Completed
b.	Provide a summary of the proposed changes to the interested parties.	Jan-2014	Chief of Licensing	Completed
c.	Determine which changes can be done with regulations versus legislation.	Jan-2014	Senior Staff Counsel	Completed
d.	Hold an interested parties meeting to discuss the proposed changes.	Jan-2014	Chief of Licensing	Completed
e.	Present the proposed changes to the Board to initiate the legislative process, if needed.	Oct-2014	Chief of Legislation	These changes are in SB 396 (Hill) and this bill is currently moving through the Legislature.
f.	Initiate the rule-making process.	Oct-2014	Chief of Licensing and Senior Staff Counsel	May 2015 Board meeting – approved moving forward with regulatory changes. July 31, 2015 – a regulatory hearing is scheduled to approve the regulatory changes.
g.	Work with the stakeholders to facilitate implementation of regulatory and statutory changes.	Jan-2015 and Jan-2016	Chief of Licensing and Senior Staff Counsel	Awaiting finalization of regulatory and legislative changes.

Green activity is complete. Yellow activity is in process or ongoing. Red activity has not been completed in the timeframe requested.

Goal 2: Regulations and enforcement: Protect the public by effectively enforcing laws and standards.			
2.3	**Identify methods to help ensure the Board is receiving all the mandated reports.**	**High - 3**	
Activities	**Date**	**Responsible Parties**	**Status**
a. Send individual notifications to all mandated reporters regarding the reporting requirements.	Annually	Enforcement Manager	Pending the hiring of the Chief of Enforcement and will be done in October 2015.
b. Obtain a list of reports from the National Practitioner Databank to cross check with the Board's information.	May annually	Research Program Specialist	Board staff has received the 2015 data put has not completed the verification process.
c. Identify opportunities for placement of articles on mandatory reporting in professional newsletters/publications and provide content to be used.	July-2014 and ongoing	Public Information Officer	The Fall Newsletter had an article addressing “Mandatory Reporting Requirements for Physicians and Others” that included requirements for physicians not only reporting to the Board, but to other entities. Board staff is still looking to work with the California State Coroners Association on getting the word out to the various county Coroners regarding Business and Professions Code section 802.5
d. Conduct outreach on reporting requirements to all mandated reporters, as resources allow.	July-2014 and ongoing	Public Information Officer	In November 2014 Staff provided a Presentation to Los Angeles County Department of Health Services Quality Improvement and Patient Safety Program on mandatory requirements.

Green activity is complete. Yellow activity is in process or ongoing. Red activity has not been completed in the timeframe requested.

Goal 2: Regulations and enforcement: Protect the public by effectively enforcing laws and standards.

2.4	Determine whether the Registered Dispensing Optician (RDO) Program should remain within the authority of the Board.		High - 4
Activities		**Date**	**Responsible Parties**	**Status**
a.	Initiate discussions with the DCA, Board of Optometry, stakeholders, professional groups, and consumer representatives to discuss the potential transfer of the RDO program.	Aug-2014	Chief of Legislation; Executive Director	Completed Fall/Winter 2014.
b.	Write a summary report of the discussions for the Board's review and approval.	Oct-2014	Chief of Legislation; Executive Director	Completed at January 2015 Board Meeting.
c.	Make recommendations to the Business and Professions Committees and seek legislation if necessary.	Nov-2014	Chief of Legislation; Executive Director	Completed. Decided no action needed at this time.

2.5	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.		High - 5
Activities		**Date**	**Responsible Parties**	**Status**
a.	Continue to evaluate, revise, and update the training program and materials for experts.	Ongoing	Enforcement Manager	Pending the hiring of the Chief of Enforcement.
b.	Require the Deputies Attorney General who use the experts to provide evaluations on each expert report and each expert that testifies.	Within 30 days of completion of each expert task	Enforcement Manager	This is being completed as cases proceed through the enforcement process.
c.	Examine the evaluations to determine if there is a need for remediation or elimination of the experts.	Within 30 days of the evaluation	Enforcement Manager	The Expert Reviewer Program Analyst watches the evaluations to determine appropriate action, and when necessary forwards the information to appropriate parties. Full assessment is pending the hiring of the Chief of Enforcement.
d.	Continue to provide statewide trainings for the expert reviewers.	Provide two trainings	Enforcement Manager	Pending the hiring of the Chief of Enforcement.
e.	Provide a status report to the Board on the Expert Reviewer Program.	Quarterly	Enforcement Manager	Completed – July 2015

Green activity is complete. Yellow activity is in process or ongoing. Red activity has not been completed in the timeframe requested.

Goal 2: Regulations and enforcement: Protect the public by effectively enforcing laws and standards.				
2.6	**Partner with the Office of Administrative Hearings (OAH) and Health Quality Enforcement Section (HQES) of the Attorney General's (AG) office to identify opportunities, and design curriculum, for the ongoing education of judges.**		**Med - 6**	
Activities		**Date**	**Responsible Parties**	**Status**
a.	Examine recent disciplinary decisions to identify any training needed for the Administrative Law Judges.	Monthly	Enforcement Manager	Currently the Executive Director is performing this function but will be transitioned to the Chief of Enforcement.
b.	Identify subject matter experts and arrange OAH training at least every other month.	Six times annually	Enforcement Manager	Pending hiring of the Chief of Enforcement. Training has been identified and the Chief of Enforcement will identify speakers and assist OAH.
c.	Provide OAH with updates on the Board issues and changes to disciplinary guidelines.	Annually	Executive Director and Enforcement Manager	Meeting will be scheduled with OAH in August 2015.
2.7	**Study disciplinary and administrative cases, including looking at physicians in training, to identify trends or issues that may signal dangerous practices or risks.**		**Med - 7**	
Activities		**Date**	**Responsible Parties**	**Status**
a.	Identify the metrics to be used to examine disciplinary cases within last five years.	Aug-2014	Research Program Specialist	Pending initiation due to other important projects and lack of staff.
b.	Identify the red flags that could be used to predict patterns before serious harm occurs.	Nov-2014	Research Program Specialist	
c.	Draft a report based upon the findings to present to the Board for possible action.	Jan-2015	Research Program Specialist	

Green activity is complete. Yellow activity is in process or ongoing. Red activity has not been completed in the timeframe requested.

Goal 3: Consumer and Licensee Education: Increase Public and Licensee awareness of the Board, its mission, activities and services.				
3.1	**Review the Board's public disclosure laws regarding posting postgraduate information and move forward with rescinding the 10-year time limit for posting disciplinary information/documents.**		**High - 1**	
Activities		**Date**	**Responsible Parties**	**Status**
a.	Seek legislation to rescind the 10-year time limit for posting disciplinary information/documents.	Feb-2014	Chief of Legislation	AB 1886 – passed and became effective January 1, 2015.
b.	Discuss the proposal to remove the posting of postgraduate training information with interested parties, specifically consumer interest groups.	Aug-2014	Chief of Legislation and Chief of Licensing	Due to the ability in BreEZe to gather this information, at the July 2014 Board Meeting staff presented, and the Board approved, the recommendation to not seek legislation to remove the posting of postgraduate information.
c.	Provide the recommendation on postgraduate training information to the Board for approval.	Oct-2014	Chief of Legislation and Chief of Licensing	Due to the ability in BreEZe to gather this information, at the July 2014 Board Meeting staff presented, and the Board approved, the recommendation to not seek legislation to remove the posting of postgraduate information.
d.	Make recommendations to the Business and Professions Committees and seek legislation.	Nov-2014	Chief of Legislation	Board will not seek legislation.

Goal 3: Consumer and Licensee Education: Increase Public and Licensee awareness of the Board, its mission, activities and services.				
3.2	**Expand all outreach efforts to educate physicians, medical students, and the public, regarding the Board's laws, regulations, and responsibilities.**		**High - 2**	
Activities		**Date**	**Responsible Parties**	**Status**
a.	Engage in two or more consumer outreach events with area organizations, as travel permits.	Quarterly	Public Information Officer	Board staff held or attended 16 events from January 1, 2015 to June 30, 2015, including town halls, presentations at Rainbow Chamber of Commerce, senior centers, high schools, health care classes at CSU, etc.
b.	Continue to provide articles and information in the Newsletter regarding potential violations to assist physicians in understanding the laws and regulations.	Quarterly	Public Information Officer	Four articles were included in the Spring 2015 Newsletter. The Board anticipates it will have at least six articles in the Summer 2015 Newsletter. The PIO is assisting the Department of Consumer Affairs with an Article on Midwifery for their Consumer Connection Magazine.
c.	Launch a Twitter account to provide stakeholders with updates on best practices, changes in laws and regulations, and recent Board activities.	Aug-2014	Public Information Officer	Launched in January 2015; Sent out 37 Tweets during the period of January to June 2015. Twitter impressions have grown to 4,771 with 203 followers. The Natalie Coughlin PSA, which won the State's Gold Award, has been re-tweeted many times and has garnered the most response.
d.	Provide two or more articles to appropriate media outlets regarding laws and regulations and what they mean to stakeholders.	Quarterly	Public Information Officer	The Board's Prescribing Guidelines were shared with several agencies and media outlets who have provided links to the Guidelines in their stories. Staff worked with the County of Los Angeles Department of Consumer Affairs assisting them with information they published about the Board. On June 3, 2015, Staff worked with Telemundo on a story for their audience "It's Safe for Undocumented Immigrants in the Hispanic Community to File a Complaint When Concerned About Their Medical Care."

Green activity is complete. Yellow activity is in process or ongoing. Red activity has not been completed in the timeframe requested.

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

3.3	Examine opportunities for the Board to provide training to licensees via the internet, including hosting webinars on subjects of importance to public protection and public health.		High - 3	
Activities		**Date**	**Responsible Parties**	**Status**
a.	Work with DCA to establish webinar protocol and the tools needed to hold successful webinars.	Jun-2014	Public Information Officer	The Board recently obtained editing software and plan to start a tutorial on "How to File a Complaint". In addition, a tutorial on "How to Look Up Your Physician" is also being planned.
b.	Work with healthcare agencies and organizations regarding topics of interest for training purposes.	Sep-2014	Public Information Officer	The Board continues to partner with the California Department of Public Health regarding the Statewide work group that seeks to curb prescription drug misuse and abuse. Additional plans for this campaign are in discussion. The Board has partnered with the California State Bar and the legislature to educate consumers and stakeholders on the joint mission of consumer protection. Board staff are working with the California Medical Association on the corporate practice of medicine and utilization review. In March 2015 Board staff gave a presentation and update on the Outpatient Surgery Settings Program to the California Ambulatory Surgery Association. On May 15, 2015 Board staff was a panelist during a session entitled "Bring State-level Organizations Together for Surgical and Procedural Patient Safety in California" as part of a conference entitled "Eliminating Serious Patient Safety Events in Surgical and Procedural Areas: A Statewide Conference and Call to Action for California Hospitals."
c.	Develop interactive webinar content for licensees to promote public protection.	Jan-2015	Public Information Officer	
d.	Conduct webinars to promote public protection.	Apr-2015 and bi-annually	Public Information Officer	Please see above tutorial project on "How to File a Complaint" and "How to Look Up Your Physician."

Green activity is complete. Yellow activity is in process or ongoing. Red activity has not been completed in the timeframe requested.

Goal 3: Consumer and Licensee Education: Increase Public and Licensee awareness of the Board, its mission, activities and services.				
3.4	**Establish a proactive approach in communicating via the media, and other various publications, to inform and educate the public, including California's ethnic communities, regarding the Board's role in protecting consumers through its programs and disciplinary actions.**		**High - 4**	
Activities		**Date**	**Responsible Parties**	**Status**
a.	Expand and continue to cultivate relationships with various ethnic communities through their individual media outlets by providing information and education on the Board's role and responsibilities.	Quarterly	Public Information Officer	On April 8, 2015, Board staff attended and participated in a State Information Officers Counsel presentation titles "Communicating Your Message to Culturally Diverse Media Groups." On June 8, 2015, Board staff attended a meeting with Editor and Senior Vice-President of the Sacramento Bee. Discussions ranged from the diversity of the community to the new approach for media.
b.	Engage in television and radio interviews promoting transparency and providing needed information as requested.	Ongoing	Public Information Officer	Staff continues to work with the San Jose Mercury News regarding the issue involving psychotropic drugs and foster kids. The PIO has given several interviews and quotes to a variety of media outlets on a variety of topics.
c.	Create PSAs and videos that can be placed online for viewing that address topics of interest as well as educate stakeholders.	Aug-2014 and ongoing	Public Information Officer	On May 20, 2015, the Board's video/PSA featuring Natalie Coughlin won the State Information Officer Counsel (SIOC) Gold Award for excellence. This resulted in over a thousand viewings on YouTube. On May 20, 2015, the Board's video for physicians featuring Dr. Bishop won the SIOC Silver Award for excellence. This resulted in over 600 viewings on YouTube.
d.	Promote the Board's website and provide consumer friendly information on how to file a complaint.	Ongoing	Public Information Officer	Currently, Board staff is working on a video explaining how to file a complaint. Next, Board staff will look to develop a video explaining how to verify a license.

Green activity is complete. Yellow activity is in process or ongoing. Red activity has not been completed in the timeframe requested.

Goal 3: Consumer and Licensee Education: Increase Public and Licensee awareness of the Board, its mission, activities and services.				
3.5	**Establish a method for hosting public seminars taught by legal or enforcement personnel on disciplinary cases, laws violated, and other issues of importance to the profession and the public.**		**Med - 5**	
Activities		**Date**	**Responsible Parties**	**Status**
a.	Develop a list of groups who have shown interest for Board speakers in the past, in order to identify similar groups that the Board can reach out to for potential seminars.	Sep-2014	Public Information Officer	Board staff has a list, and will continue to expand it in the future.
b.	Cultivate relationships with groups not previously engaged, in order to provide seminars.	Sep-2014	Public Information Officer	The Newsletter has a regular boxed article offering Board speakers to provide presentations at meetings and events regarding the Board's mission and functions/duties The PIO makes contacts at various outreach events that result in being invited to more outreach events.
c.	Revise and update presentations already developed for the purpose of providing seminars.	Jan-2015	Public Information Officer, Senior Staff Counsel, and Enforcement Manager	Corporate Practice of Medicine Presentation was provided on January 29, 2015 and is on the Board's website. A presentation for Board Members was updated and completed in June 2015 and is available when necessary for presentations.
d.	Conduct and record the seminar and post it on the Board's website.	Mar-2015 and ongoing	Public Information Officer, Senior Staff Counsel, and Enforcement Manager	Corporate Practice of Medicine Presentation was provided on January 29, 2015 and is on the Board's website.

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

4.1	**Build collaborative relationships with elected officials and their staffs to work toward shared interests in consumer protection and advancing the profession.**		**High - 1**	
Activities		**Date**	**Responsible Parties**	**Status**
a.	Develop a plan to visit Senate and Assembly Business and Professions Committee members and staff with Board members.	Oct-2014	Chief of Legislation	Completed February 2015.
b.	Invite legislative members and staff to Board meetings.	Quarterly	Chief of Legislation	Ongoing.
c.	Continue to reach out to new legislative members to inform them of the Board's roles and responsibilities.	Ongoing	Chief of Legislation	Ongoing as new Members join the Senate and Assembly Business and Professions Committee. Board staff and a Board Member met with the Speaker of the Assembly at her district office to discuss Board functions.
4.2	**Improve educational outreach to hospitals, health systems, and similar organizations about the Board and its programs.**		**High - 2**	
Activities		**Date**	**Responsible Parties**	**Status**
a.	Arrange licensing fairs and orientations at teaching facilities to educate applicants on the Board and its application and licensing processes.	Monthly	Licensing Outreach Manager	Held 17 events from January 1, 2015 to June 30, 2015.
b.	Provide presentations on the Board's roles, responsibilities, mandatory reporting requirements, and processes at hospitals, health systems, and similar organizations, as travel permits.	Quarterly	Public Information Officer and Appropriate Subject Matter Expert	In March 2015 staff gave a presentation and update on the Outpatient Surgery Settings Program to the California Ambulatory Surgery Association. Board staff attend two meetings with the UC Regents Graduate Medical Education to update the GME associate deans regarding Board issues including postgraduate training requirements, physician reentry to practice, and informed them of the interested parties meeting on June 30. Staff gave a presentation regarding disruptive and impaired physicians to 50-60 physicians at a medical center. In November 2014, Staff and a Board Member provided a presentation on discipline, drugs, and duties to health care providers at the Multidisciplinary Healthcare Conference.

Green activity is complete. Yellow activity is in process or ongoing. Red activity has not been completed in the timeframe requested.

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

4.3	**Optimize relationships with the accreditation agencies, associations representing hospitals and medical groups, consumer organizations, professional associations and societies, the Federation of State Medical Boards, federal government agencies, and other state agencies, including the Department of Consumer Affairs and the Business, Consumer Services and Housing Agency.**	**High - 3**	
Activities		**Date**	**Responsible Parties**	**Status**
a.	Develop a contact list of representatives for stakeholder organizations.	Mar-2014 and update annually	Public Information Officer	The Public Information Officer is maintaining a contact list for the stakeholder organizations who have contacted the Board and will continue to add to this list.
b.	Offer to make presentations to all stakeholder organizations to provide educational information and updates on the Board's current activities, as travel permits.	May-2014 and ongoing	Public Information Officer	In March 2015 Board staff met with staff from the Department of Business Oversight to discuss the Corporate Practice of Medicine. Staff attended the California Worker's Compensation Institutes 51st Annual Meeting to discuss utilization review. Staff provided a presentation at the Riverside District Attorney's Office during a consumer protection roundtable. Staff provided a presentation regarding the investigation process at the Department of Insurance Fraud training. Board staff provided a presentation for the Employers Fraud Task Force on utilization review.
c.	Maintain regular communication with stakeholders, including attending stakeholder meetings as appropriate, as travel permits.	Ongoing	Public Information Officer	Board staff continues to regularly meet with the California Medical Association and Consumer's Union on issues of interest as requested. Board staff have attended and provided comments on webinars provided by the Federation of State Medical Boards.
d.	Invite stakeholders to participate in the Board's Newsletter with articles and information, approved by the Editorial Committee, pertinent to licensees.	Mar-2014 and ongoing	Public Information Officer	In the Fall 2014 Newsletter there were articles on: POLST (physician orders for life sustaining treatment) from the Coalition for Compassionate Care of California; information for Medi-Cal providers on the Recovery Audit Contractor Program from the Department of Health Care Services; and Medi-Cal participation from the University of California, San Francisco. In the Spring 2015 Newsletter there were articles on: organ donors from the Donate Life Campaign; information on Million Hearts campaign from the Department of Health Care Services; information on Fentanyl from the Drug Enforcement Administration; and information on physician assistant delegation of services agreements from the Physician Assistant Board.
e.	Provide activity reports to the Education and Wellness Committee.	At each committee meeting	Public Information Officer	Presented at the January 29, 2015 Education and Wellness Committee.

Green activity is complete. Yellow activity is in process or ongoing. Red activity has not been completed in the timeframe requested.

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

5.1	**Review licensing applications within 45 days. Reduce complaint processing, investigations, and discipline timelines by 10% from prior fiscal year; reduce complaint processing median to less than 70 days, with 50-60% less than 50 days.**	**High - 1**	
Activities		**Date**	**Responsible Parties**	**Status**
a.	Gather and evaluate statistics regarding the Board's application review timeframes.	Quarterly	Chief of Licensing	Completed at January 2015 Board meeting. Will present at July 2015 Board meeting in the Licensing Chief's Report.
b.	Determine if the Board is reviewing applications within 45 days, and if not, identify possible problems and solutions.	Quarterly	Chief of Licensing	Completed at January 2015 Board meeting in the Licensing Chief's Report.
c.	Implement the possible solutions for licensing process enhancement.	As Necessary	Chief of Licensing	Ongoing; BreEZe online application deficiency status went online July 1, 2015
d.	Gather and evaluate statistics regarding the Board's enforcement timeframes.	Quarterly	Enforcement Manager	Due to BreEZe, the Board has been unable to obtain enforcement statistics.
e.	Determine if the Board is meeting enforcement timeframes goals, and if not, identify possible problems and solutions.	Quarterly	Enforcement Manager	Due to BreEZe, the Board has been unable to obtain enforcement statistics.
f.	Implement the possible solutions for enforcement process enhancements.	As Necessary	Enforcement Manager	

Green activity is complete. Yellow activity is in process or ongoing. Red activity has not been completed in the timeframe requested.

Goal 5: Organizational Effectiveness: Evaluate and enhance organizational effectiveness and systems to improve service.				
5.2	**Obtain and monitor feedback from those who access Board services and provide a report to the Board.**		**High - 2**	
Activities		**Date**	**Responsible Parties**	**Status**
a.	Evaluate consumer satisfaction statistics.	Quarterly	Research Program Specialist	The Board is revising all compliant closure letters to include the updated website link to the DCA's consumer satisfaction survey.
b.	Evaluate applicant satisfaction statistics.	Quarterly	Research Program Specialist	Ongoing.
c.	Evaluate web user satisfaction statistics.	Quarterly	Research Program Specialist	Ongoing.
d.	Evaluate Newsletter reader satisfaction statistics.	Quarterly	Research Program Specialist	Ongoing.
e.	Create a summary report of satisfaction statistics and present them to the Board.	Quarterly	Research Program Specialist and Executive Director	Statistics will be presented at the July 2015 Board meeting and ongoing.
f.	Implement changes as needed based upon the feedback received.	As Necessary	Research Program Specialist and Executive Director	

Green activity is complete. Yellow activity is in process or ongoing. Red activity has not been completed in the timeframe requested.

Goal 5: Organizational Effectiveness: Evaluate and enhance organizational effectiveness and systems to improve service.				
5.3	**Establish a consistent approach to educating staff about the Board's activities and priorities set by Board Members, including but not limited to facilitating staff attendance at meetings and Board Member attendance at staff meetings.**		**Med - 3**	
Activities		**Date**	**Responsible Parties**	**Status**
a.	Send an email to all staff after each Board meeting indicating the action taken by the Board and any projects that will need to be completed.	Quarterly	Executive Director	This is being completed after each Board meeting.
b.	Send emails to all staff updating them on projects of the Board.	Monthly	Executive Director	This has been done more on a quarterly or as-needed basis,
c.	Hold regular staff meetings and provide a Q and A time for staff.	Quarterly	Executive Director	Ongoing.
d.	Send an email to staff notifying them of upcoming meetings where they may attend.	Quarterly	Executive Director	Ongoing.
e.	Invite Board Members to all staff meetings.	Quarterly	Executive Director	Ongoing.

Goal 5: Organizational Effectiveness: Evaluate and enhance organizational effectiveness and systems to improve service.				
5.4	**Conduct a review every two years of each 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 reconfigured, or eliminated.**		**Med - 4**	
Activities		**Date**	**Responsible Parties**	**Status**
a.	Add an agenda item to the Board's October meeting to review the Committees.	Oct-2014 and Biennially	Executive Director	Completed at the October 2014 meeting.
b.	Review the Committee Roster in October and identify Committees that may no longer be needed or may need reconfigured.	Oct-2014 and Biennially	Executive Director	Completed at the October 2014 meeting.
c.	Prepare a memo for the Board Meeting Packet identifying the purpose of every committee and making staff recommendations.	Oct-2014 and Biennially	Executive Director	Completed at the October 2014 meeting.
d.	Discuss the Committee Roster at the Board meeting.	Oct-2014 and Biennially	Executive Director	Completed at the October 2014 meeting.
e.	Update the Committee Roster as approved by the Board.	Oct-2014 and Biennially	Executive Director	Completed at the October 2014 meeting.

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.

6.1	Inform the Board and stakeholders on the Affordable Care Act (ACA) and how it will impact the physician practice, workforce, and utilization of allied healthcare professionals, and access to care for patients.	High	
Activities	**Date**	**Responsible Parties**	**Status**
a. Continue to invite appropriate speakers to inform the Board about the ACA.	Bi-annually	Chief of Legislation and Executive Director	There will be a presentation at the July 2015 Board meeting.
b. Identify and obtain ACA articles to print in the Board's Newsletter.	Bi-annually	Public Information Officer	An article will be placed in the Fall Newsletter regarding the information from the presentation at the July 2015 Board meeting.
c. Educate physicians on opportunities to assist patients not within the ACA in obtaining access to care.	Bi-annually	Public Information Officer	

Green activity is complete. Yellow activity is in process or ongoing. Red activity has not been completed in the timeframe requested.