

Medical Board of California



**Strategic Plan
2014**

Mission:

The mission of the Medical Board of California is to protect health care consumers through the proper licensing and regulation of physicians and surgeons and certain allied health care 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.

Medical Board of California Members:

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Kimberly Kirchmeyer, Executive Director

Medical Board of California Strategic Plan -- 2014

Goals:

1. **Professional Qualifications**: Promote the professional qualifications of medical practitioners by setting requirements for licensure and relicensure, including education, experience, and demonstrated competence.
2. **Regulations and Enforcement**: Protect the public by effectively enforcing laws and standards.
3. **Consumer and Licensee Education**: Increase Public and Licensee awareness of the Board, its mission, activities and services.
4. **Organizational Relationships**: Improve effectiveness by building 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 evaluate how it may impact access to care and issues surrounding healthcare delivery, as well as promote public health, as appropriate to the Board's mission in exercising its licensing, disciplinary and regulatory functions.

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

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| 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 |
| 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 Legislation |
| e. | Make recommendations to the Business and Professions Committees and seek legislation. | Nov-2015 | Chief of Legislation |

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 | |
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| Activities | | Date | Responsible Parties |
| a. | Review the FSMB MOL and the ABMS MOC documents and identify the various components. | Jan-2015 | Licensing Outreach Manager |
| 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 Legislation |
| 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 |

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

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| 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 |
| a. | Identify existing investigative timeframes. | Dec-2013 | Executive Director and Chief of Enforcement |
| b. | Hold regular meetings with DCA to discuss the transition of the investigators. | Oct-2013 and ongoing | Executive Director and Chief of Enforcement |
| 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 |
| d. | Update the Board on the transition of staff. | Quarterly | Executive Director and Chief of Enforcement |
| e. | Meet with labor relations to discuss transition issues. | Apr-2014 | Executive Director and Chief of Enforcement |
| f. | Meet with staff to discuss the transition. | Ongoing | Executive Director and Chief of Enforcement |
| g. | Finalize the transition and movement of staff. | Jul-2014 | Executive Director and Chief of Enforcement |
| h. | Gather and review investigative timeframes. | Monthly | Executive Director and Enforcement Manager |
| i. | Report investigative timeframes to the Board. | Quarterly | Executive Director and Enforcement Manager |

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

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| 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 |
| 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 |
| b. | Provide a summary of the proposed changes to the interested parties. | Jan-2014 | Chief of Licensing |
| c. | Determine which changes can be done with regulations versus legislation. | Jan-2014 | Senior Staff Counsel |
| d. | Hold an interested parties meeting to discuss the proposed changes. | Jan-2014 | Chief of Licensing |
| e. | Present the proposed changes to the Board to initiate the legislative process, if needed. | Oct-2014 | Chief of Legislation |
| f. | Initiate the rule-making process. | Oct-2014 | Chief of Licensing and Senior Staff Counsel |
| 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 |
| 2.3 | Identify methods to help ensure the Board is receiving all the mandated reports. | | High - 3 |
| Activities | | Date | Responsible Parties |
| a. | Send individual notifications to all mandated reporters regarding the reporting requirements. | Annually | Enforcement Manager |
| b. | Obtain a list of reports from the National Practitioner Databank to cross check with the Board's information. | May annually | Research Program Specialist |
| 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 |
| d. | Conduct outreach on reporting requirements to all mandated reporters, as resources allow. | July-2014 and ongoing | Public Information Officer |

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

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| 2.4 | Determine whether the Registered Dispensing Optician (RDO) Program should remain within the authority of the Board. | High - 4 | |
| Activities | | Date | Responsible Parties |
| 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 |
| b. | Write a summary report of the discussions for the Board's review and approval. | Oct-2014 | Chief of Legislation; Executive Director |
| c. | Make recommendations to the Business and Professions Committees and seek legislation if necessary. | Nov-2014 | Chief of Legislation; Executive Director |

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

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| 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 |
| a. | Continue to evaluate, revise, and update the training program and materials for experts. | Ongoing | Enforcement Manager |
| 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 |
| 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 |
| d. | Continue to provide statewide trainings for the expert reviewers. | Provide two trainings | Enforcement Manager |
| e. | Provide a status report to the Board on the Expert Reviewer Program. | Quarterly | Enforcement Manager |

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

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| 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 |
| a. | Examine recent disciplinary decisions to identify any training needed for the Administrative Law Judges. | Monthly |
| b. | Identify subject matter experts and arrange OAH training at least every other month. | Six times annually |
| c. | Provide OAH with updates on the Board issues and changes to disciplinary guidelines. | Annually |
| Responsible Parties | | Enforcement Manager |
| Responsible Parties | | Enforcement Manager |
| Responsible Parties | | Executive Director and Enforcement Manager |
| 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 |
| a. | Identify the metrics to be used to examine disciplinary cases within last five years. | Aug-2014 |
| b. | Identify the red flags that could be used to predict patterns before serious harm occurs. | Nov-2014 |
| c. | Draft a report based upon the findings to present to the Board for possible action. | Jan-2015 |
| Responsible Parties | | Research Program Specialist |
| Responsible Parties | | Research Program Specialist |
| Responsible Parties | | Research Program Specialist |

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

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| 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 |
| a. | Seek legislation to rescind the 10-year time limit for posting disciplinary information/documents. | Feb-2014 | Chief of Legislation |
| 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 |
| c. | Provide the recommendation on postgraduate training information to the Board for approval. | Oct-2014 | Chief of Legislation and Chief of Licensing |
| d. | Make recommendations to the Business and Professions Committees and seek legislation. | Nov-2014 | Chief of Legislation |
| 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 |
| a. | Engage in two or more consumer outreach events with area organizations, as travel permits. | Quarterly | Public Information Officer |
| 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 |
| 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 |
| d. | Provide two or more articles to appropriate media outlets regarding laws and regulations and what they mean to stakeholders. | Quarterly | Public Information Officer |

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

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| 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 |
| a. | Work with DCA to establish webinar protocol and the tools needed to hold successful webinars. | Jun-2014 | Public Information Officer |
| b. | Work with healthcare agencies and organizations regarding topics of interest for training purposes. | Sep-2014 | Public Information Officer |
| 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 |

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

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| 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 |
| 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. Provides updates to the Board. | Quarterly | Public Information Officer |
| b. | Engage in television and radio interviews promoting transparency and providing needed information as requested. | Ongoing | Public Information Officer |
| 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 |
| d. | Promote the Board's website and provide consumer friendly information on how to file a complaint. | Ongoing | Public Information Officer |

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

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| 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 |
| 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 |
| b. | Cultivate relationships with groups not previously engaged, in order to provide seminars. | Sep-2014 | Public Information Officer |
| c. | Revise and update presentations already developed for the purpose of providing seminars. | Jan-2015 | Public Information Officer, Senior Staff Counsel, and Enforcement Manager |
| 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 |

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

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| 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 |
| a. | Develop a plan to visit Senate and Assembly Business and Professions Committee members and staff with Board members. | Oct-2014 | Chief of Legislation |
| b. | Invite legislative members and staff to Board meetings. | Quarterly | Chief of Legislation |
| c. | Continue to reach out to new legislative members to inform them of the Board's roles and responsibilities. | Ongoing | Chief of Legislation |
| 4.2 | Improve educational outreach to hospitals, health systems, and similar organizations about the Board and its programs. | | High - 2 |
| Activities | | Date | Responsible Parties |
| 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 |
| 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 |

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

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| 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 |
| a. | Develop a contact list of representatives for stakeholder organizations. | Mar-2014 and update annually | Public Information Officer |
| 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 |
| c. | Maintain regular communication with stakeholders, including attending stakeholder meetings as appropriate, as travel permits. | Ongoing | Public Information Officer |
| 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 |
| e. | Provide activity reports to the Education and Wellness Committee. | At each committee meeting | Public Information Officer |

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

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| 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 |
| a. | Gather and evaluate statistics regarding the Board's application review timeframes. | Quarterly | Chief of Licensing |
| b. | Determine if the Board is reviewing applications within 45 days, and if not, identify possible problems and solutions. | Quarterly | Chief of Licensing |
| c. | Implement the possible solutions for licensing process enhancement. | As Necessary | Chief of Licensing |
| d. | Gather and evaluate statistics regarding the Board's enforcement timeframes. | Quarterly | Enforcement Manager |
| e. | Determine if the Board is meeting enforcement timeframes goals, and if not, identify possible problems and solutions. | Quarterly | Enforcement Manager |
| f. | Implement the possible solutions for enforcement process enhancements. | As Necessary | Enforcement Manager |

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

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| 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 |
| a. | Evaluate consumer satisfaction statistics. | Quarterly | Research Program Specialist |
| b. | Evaluate applicant satisfaction statistics. | Quarterly | Research Program Specialist |
| c. | Evaluate web user satisfaction statistics. | Quarterly | Research Program Specialist |
| d. | Evaluate Newsletter reader satisfaction statistics. | Quarterly | Research Program Specialist |
| e. | Create a summary report of satisfaction statistics and present them to the Board. | Quarterly | Research Program Specialist and Executive Director |
| f. | Implement changes as needed based upon the feedback received. | As Necessary | Research Program Specialist and Executive Director |

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

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| 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 |
| 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 |
| b. | Send emails to all staff updating them on projects of the Board. | Monthly | Executive Director |
| c. | Hold regular staff meetings and provide a Q and A time for staff. | Quarterly | Executive Director |
| d. | Send an email to staff notifying them of upcoming meetings where they may attend. | Quarterly | Executive Director |
| e. | Invite Board Members to all staff meetings. | Quarterly | Executive Director |

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

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| 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 |
| a. | Add an agenda item to the Board's October meeting to review the Committees. | Oct-2014 and Biennially | Executive Director |
| 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 |
| 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 |
| d. | Discuss the Committee Roster at the Board meeting. | Oct-2014 and Biennially | Executive Director |
| e. | Update the Committee Roster as approved by the Board. | Oct-2014 and Biennially | Executive Director |

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.

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| 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 |
| a. | Continue to invite appropriate speakers to inform the Board about the ACA. | Bi-annually | Chief of Legislation and Executive Director |
| b. | Identify and obtain ACA articles to print in the Board's Newsletter. | Bi-annually | Public Information Officer |
| c. | Educate physicians on opportunities to assist patients not within the ACA in obtaining access to care. | Bi-annually | Public Information Officer |