MEDICAL BOARD STAFF REPORT

DATE REPORT ISSUED:	July 20, 2012
ATTENTION:	Members, Medical Board of California
SUBJECT:	Strategic Plan Update
STAFF CONTACT:	Kimberly Kirchmeyer, Deputy Director

RECOMMENDED ACTION:
Review the updates and status on each Objective to determine how the Board is meeting the goals of the Strategic Plan.

BACKGROUND AND ANALYSIS:
Attached is the progress on the Board's Strategic Plan as of July 3, 2012, including a status on each item that has a current or past due date.

Please be aware that if the Objective did not have a current or past due date it has not been included in the attached document. These Objectives will be part of the update as their dates become due.

If you have any questions concerning this memorandum, please telephone me at (916) 263-2389.

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

Objective 1.1: Examine current continuing medical education (CME) structure, its effectiveness, the current California requirements, and opportunities for improvement.

Activity	Date	Staff	Priority	STATUS
• Provide annual CME audit statistics to the Medical Board members.	Winter 2012	Licensing	A	7/20/12 – To be provided to the Licensing Committee at the July 2012 meeting.
• 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 Accreditation Council for Continuing Medical Education (ACCME), the Institute for Medical Quality (IMQ), or the American Board of Medical Specialties (ABMS) Boards and their member societies] to educate the members on how requirements have changed, what is required for course accreditation, and what is done to ensure compliance. If needed, revise the paper written in 2009, and distribute.	Spring 2012	Licensing	A	7/20/12 - Presentation to be made at the July 2012 Licensing Committee meeting.
• Examine current CME environment 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	7/20/12 – Discussion after the above-mentioned presentation at the July 2012 Licensing Committee meeting.

Objective 1.1 (cont.): Examine current continuing medical education (CME) structure, its effectiveness, the current California requirements, and opportunities for improvement.

• Examine how CME requirements may relate to the Federation of State Medical Board's (FSMB) Maintenance of Licensure (MOL) initiative. (See objective 1.4)	Winter 2012-13	Licensing	B	7/20/12 - The FSMB gave a presentation at the May 2012 Board meeting regarding MOL and discussion will ensue at future Board meetings. There are other States beginning pilot programs for MOL. The Board will await the findings from these programs.
• 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	Status
• Conduct a review of current data, including the ongoing work of the FSMB, to determine what physicians re-entering practice after long absences need/require prior to resuming clinical practice.	Spring 2012	Licensing	B	7/20/12 - The FSMB gave a presentation at the May 2012 Board meeting regarding physician re-entry and discussion will ensue at future Board meetings. Staff is beginning to look into this issue to determine what steps need to be taken in California.
• Determine what the Board's role should be, 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 necessary and appropriate, develop and promulgate regulations or develop and seek legislation.	Spring 2013	Licensing	B	

Objective 1.4: The Licensing Committee (or subcommittee) will examine the FSMB Maintenance of Licensure (MOL) and ABMS Maintenance of Certification (MOC) initiatives and study what should be adopted in California, and determine how it can collaborate with the FSMB and ABMS certifying boards.

Activity	Date*	Staff	Priority	Status
• Appoint a subcommittee to evaluate the FSMB MOL Initiative and determine what is feasible in California.	Fall 2012	Licensing	B	7/20/12 - The FSMB gave a presentation at the May 2012 Board meeting regarding MOL and discussion will ensue at future Board meetings. There are other States beginning pilot programs for MOL. The Board will await the findings from these programs.
• 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 published sufficient data from their MOL pilot programs.**

Objective 1.5: Conduct a comprehensive review of international schools.

Activity	Date*	Staff	Priority	Status
• Establish a working task force including the Chief of Licensing and an experienced Medical Consultant.	Winter 2012	Licensing	A	5/3/12 – Completed. The Chief of Licensing has established a task force.
• 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	7/20/12 – Presentation to be made at the July 2012 Licensing Committee meeting.
• Staff to present a complete overview of the California Code of Regulations and educate the Board on the extent and limits of its legal authority.	Fall 2011	Licensing	A	5/3/12 – Completed. A presentation was conducted at the October 27, 2011 Board Meeting. The presentation can be viewed at http://www.dca.ca.gov/publications/multimedia/mbc_20111027a.wmv
• Identify those schools that may need site visits or additional information.	Summer 2012-Winter 2014	Licensing	A	7/20/12 - The Licensing Program will provide the plan to the Licensing Committee at the July 2012 meeting.
• Research all international medical schools to create a comprehensive database.	Summer 2012 - Summer 2014, ongoing	Licensing	A	7/20/12 – The Licensing Program has begun the research to develop this database now that the staff for this program has been hired and trained.
• 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, identify ways to expedite the approval process, and determine if application fees cover the Board's cost.	Winter 2012-Summer 2012	Licensing	A	5/3/12 - Due to the lack of staff this review and update had been delayed until Summer 2012 – Fall 2012. 7/20/12 - Now that the staff has been hired for this program, they are beginning the process of reviewing the application, surveys, and evaluations.

*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.

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

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	Status
• Staff will 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	Legislative/ Licensing	A	5/3/12 - The Chief of Legislation and Chief of Licensing developed a licensing staff task force and held an introductory meeting to discuss the process for reviewing the laws and regulations. A timeline will be established and presented at future meetings. 7/20/12 – Due to the inability to move forward with hiring a legal counsel retired annuitant, a revised timeline will need to be developed and presented in Fall 2012.
• Schedule interested parties meetings by legal topic and statute/regulation under analysis.	Summer 2012 - Winter 2015	Legislative/ 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, proposals will be taken to the full Board for regulations to be promulgated and legislation sought.	Summer 2012 - Winter 2015	Legislative/ Licensing	A	
• As appropriate, develop and promulgate regulations; develop and seek legislation.	Various 2013-15	Legislative/ Licensing	B	

Objective 2.2: Develop a plan to conduct a complete review of all laws and regulations relating to enforcement. Identify those laws /regulations 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	Status
• Staff will 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	Legislative/ Enforcement	A	5/3/12 - The Chief of Legislation and Chief of Enforcement developed an enforcement staff task force and held an introductory meeting to discuss the process for reviewing the laws and regulations. A timeline will be established and presented at future meetings. 7/20/12 – Due to the inability to move forward with hiring a legal counsel retired annuitant, a revised timeline will need to be developed and presented in Fall 2012.
• Schedule interested parties meetings by legal topic and statute/regulation under analysis.	Summer 2012 - Winter 2015	Legislative/ 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, proposals will be taken to the full Board for regulations to be promulgated and legislation sought.	Summer 2012 - Winter 2015	Legislative/ Enforcement	A	
• As appropriate, develop and promulgate regulations; develop and seek legislation.	Various 2012- 15	Legislative/ Enforcement	B	

Objective 2.3: Conduct a review of the Vertical Enforcement/Prosecution (VEP) model to assure uniform implementation in all offices and identify any aspects of the model that are increasing cost without producing benefits.

Activity	Date	Staff	Priority	Status
• Initiate a review of the VEP performance data.	Summer 2011	Enforcement	A	5/3/12 –In October 2011 a task force was established to review the Board's enforcement data. This task force, made up of a Board Member, the AG's office, and staff, will provide quarterly reports of their findings to the Enforcement Committee.
• Begin to 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 2012	Enforcement	A	5/3/12 – The review of the enforcement data by the task force has begun. However, the task force is awaiting further data from the Attorney General's Office so a comparative review can be performed. 7/20/12 – The Board continues to work with the Attorney General's office on reconciling the data provided.
• Begin to conduct a statistical analysis of the enforcement timelines to indentify which steps may be delaying the process.	Summer 2011	Enforcement	A	5/3/12 – See notes above – a task force has been established and it has begun to look at the timelines. The task force has identified the length of time it takes for the Central Complaint Unit expert review as an issue and steps are being performed to improve this delay.
• Compare the California process to other states' and other California licensing Boards, including those handled by the Attorney General's (AG) licensing section rather than Health Quality Enforcement Section (HQES). (As an example, how default decisions are handled.)	Summer 2011- Fall 2012	Enforcement	A	5/3/12 – Board staff have begun to look at other states' processes by reviewing information from the FSMB. Staff will also be looking at other California agencies' processes. 7/20/12 – Staff continues to research the information from other states and will provide a report on the data in the future.

Objective 2.3 (cont.): Conduct a review of the Vertical Enforcement/Prosecution (VEP) model to assure uniform implementation in all offices and identify any aspects of the model that are increasing cost without producing benefits.

• 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.	Fall 2012	Enforcement	A	
• Depending upon findings and within budgetary restraints, amend policies and procedures, promulgate regulations, or seek legislation.	Fall 2012	Enforcement	A	

Objective 2.4: Examine complaint handling priorities. Educate Board 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	Status
• Educate the Board members on the current policy and legislative priorities in complaint handling.	Winter 2012	Enforcement	A	7/20/12 – Presentation to be made at the July 2012 Enforcement Committee meeting.
• Review and evaluate the complaints and their relation to physician disciplinary action.	Winter – Summer 2012	Enforcement	A	7/20/12 – The presentation above will include information obtained by the Department of Consumer Affairs' Internal Audits Office during their review of the Central Complaint Unit and its processing/complaint prioritization.
• Present a report on review of complaint handling, including whether current priorities are congruent with public safety or what other priorities might better serve public protection.	Summer 2012	Enforcement	A	7/20/12 – Presentation to be made at the July 2012 Enforcement Committee meeting.
• Depending upon the Board's authority and resources, amend policies, develop and promulgate regulations, or develop and seek legislation.	Summer 2012-Spring 2013	Legislative/ Enforcement	A	7/20/12 – Discussion will ensue after above presentations.

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	Status
• Evaluate, revise, and update the training program and materials for experts.	Fall 2011	Enforcement	A	5/3/12 – The Enforcement Program has established a new Expert Reviewer Training Program, which will provide CME to the experts attending. At the February 2012 Enforcement Committee meeting a presentation on the components of this new training was provided.
• Educate the Board as to the current policies, laws, and regulations governing the Expert Reviewer program.	Winter 2012	Enforcement	A	5/3/12 - At the February and May 2012 Enforcement Committee meetings a presentation on the components of the new Expert Reviewer Training Program was provided.
• Examine the training and evaluation measures, as well as policies to identify problem areas and those that should be amended.	Spring 2012	Enforcement	A	7/20/12 - Board staff provided the new training to the Northern California Expert Reviewers on May 19, 2012. An update on the training will be provided at the July 2012 Enforcement Committee meeting.
• Examine the use of experts by other states and by other California boards and commissions.	Spring – Fall 2012	Enforcement	A	5/3/12 – The Board will offer the Board's Expert Reviewer Training Program to other states and will be obtaining any information regarding differences in the programs at that time.
• Examine which policies and regulations (under the Board's authority) should be amended to further the program's efficiency.	Fall 2012	Enforcement	A	7/20/12 – An evaluation will be performed after the roll out of this new program to identify where changes, if any, need to be made. Already identified that more feedback needs to be provided to the experts after their review, testimony, and examinations. Enforcement staff is working on the implementation of this feedback process.
• 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	Legislative/ Enforcement	A	

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

Activity	Date*	Staff	Priority	Status
• Evaluate the current training and information furnished to the Office of Administrative Hearing judges/hearing officers.	Winter 2012	Enforcement	B	5/3/12 – Completed. The Executive Director, Chief of Enforcement and a Board Member have reviewed the training being provided to the Administrative Law Judges (ALJ). Based upon this review, they have been working with the Presiding ALJs to identify training that would be appropriate for the ALJs. 7/20/12 – The Board and OAH performed training for the ALJs on June 22, 2012. An update will be provided at the July 2012 Enforcement Committee meeting.
• Conduct OAH training semiannually.	Spring 2012-Ongoing	Enforcement	B	7/20/12 – On June 22, 2012 the training was held and staff will continue this in the future, although it has been suggested that a full day of training may not be the best format on a semi-annual basis. Quarterly lunch presentations or half day sessions may work better for ALJ schedules.
• Examine disciplinary decisions to determine if they meet the Board's mission to protect the public.	Winter 2012-Spring 2012	Enforcement	B	7/20/12 – Due to staffing vacancies this item has deferred; however, it will begin during Spring 2013.
• Identify any inconsistent outcomes in disciplinary cases and present the findings to the Board.	Spring 2012	Enforcement	B	7/20/12 – Due to staffing vacancies this item has deferred; however, it will begin during Spring 2013.
• Determine if the disciplinary guidelines are being utilized consistently or if the guidelines need amending to create greater consistency in decisions.	Spring 2012 -Fall 2012	Enforcement/ Research Program Specialist/ Legislative	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	Status
• Evaluate the impact of SB 100. Begin developing goals and timelines for SB 100 implementation.	Fall 2011	Licensing/ Enforcement	A	5/3/12 – Completed. The Chief of Legislation has worked with both the Chief of Licensing and the Chief of Enforcement on the implementation of SB 100. A presentation was provided at the Licensing Committee Meeting in February 2012 on the implementation of SB 100.
• 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	5/3/12 – Completed initial review and will continue to evaluate the Board's role with outpatient surgery facilities. 7/20/12 – Implementation has begun and will continue throughout the year.
• Identify the resources needed to implement an effective program.	Spring 2012	Licensing/ Enforcement	A	5/3/12 – Board staff will review the need for more investigators based upon this new legislation. If necessary, more staff will be requested. 7/20/12 – SB 100 must be fully implemented before the need for additional staff can be fully realized.
• Communicate to all interested parties what is within the Board's authority in regards to outpatient surgery centers and what is outside of the Board's authority	Spring 2012	Licensing/ Enforcement	A	7/20/12 – A presentation was made to the Licensing Committee in February 2012. Additionally, a presentation will be made at the July 2012 Enforcement Committee meeting. Both Committees will receive quarterly updates on this legislation.
• Work with the Legislature to enact legislation or gain resources and procure what is necessary for California to have an effective program, ensuring a minimum standard of safety in outpatient settings.	Fall 2012	Licensing/ Enforcement / Legislative	A	

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

Objective 2.9: 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	Status
• Educate the membership about the Board's authority over allied health professions. Staff should make a presentation at a Board meeting.	Summer 2012	Executive	B	7/20/12 – A presentation will be made at the July 2012 Licensing Committee meeting on the other allied health professions within the Board's authority.
• Identify those areas where the Board may not have sufficient expertise or resources to adequately provide consumer protection.	Fall 2012 through Spring 2013	Executive	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	Executive	B	

Objective 2.10: Examine the decline of the number of reports received pursuant to Business and Professions Code section 805 (reporting peer review actions).

Activity	Date	Staff	Priority	Status
• Review the history of Business and Professions Code (BPC) section 805 reports, the history of the law, statistical data, and how they relate to the Board's disciplinary actions.	Spring 2012	Research Program Specialist	C	5/3/12 – Board staff have begun an internal study of 805 reporting and will provide a report to the Board at its October 2012 Board meeting. Based upon the study, this information may be provided to the legislature during the Sunset Review Hearings.
• Obtain information from those required to file BPC section 805 reports (individual hospitals, medical groups, societies and associations) and the reasons the reports have declined over the years.	Spring – Fall 2012	Research Program Specialist	C	5/3/12 – Board staff have begun an internal study of 805 reporting and will provide a report to the Board at its October 2012 Board meeting.
• Evaluate Peer review – what it does, how it impacts what the Board does, what institutions file BPC section 805 reports.	Fall 2012	Research Program Specialist	C	
• Study practices not subject to peer review to determine if quality of care can be monitored.	Fall 2012	Research Program Specialist	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	Research Program Specialist	C	
• Review how other states handle peer review and mandatory reporting, and how, or if, they correlate with disciplinary action.	Summer 2013	Research Program Specialist	C	

Objective 2.10 (cont.): Examine the decline of the number of reports received pursuant to Business and Professions Code section 805 (reporting peer review actions).

• Determine if there are problems with the reporting system. 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	Research Program Specialist/ Legal/ Legislative	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 graduates, about the laws and regulations that govern medical practice.

Activity	Date	Staff	Priority	Status
• Review the Board Web site to determine what can be improved.	Winter 2012	Public Affairs	B	5/3/12 – In January 2012, the new Public Information Officer (PIO) began looking at the Board's Web site layout and identified improvements that are needed. The Board also has developed a Web Design Committee that meets to review the Web Site for improvements. 7/20/12 - The PIO has developed a plan to implement the Objectives of Goal 3.1. This information will be provided to the Education & Wellness Committee at its July 2012 Meeting.
• Utilize the Board Web site and newsletters to inform licensees of issues relating to legal responsibilities, changes in law and regulations, practice patterns and tools (telemedicine, translation methods and opportunities, etc.), issues of public health, and cultural and linguistic literacy.	Fall 2012	Public Affairs		7/20/12 – Feature articles and sections are a part of the Newsletter, keeping licensees informed via News 2 Use, Tech Corner, and World Pulse. New sections are being developed for future issues.
• Work with state, county and federal agencies to inform licensees.	Fall 2012	Public Affairs	B	7/20/12 - The PIO has developed a plan to implement the Objectives of Goal 3. This information will be provided to the Education & Wellness Committee at its July 2012 Meeting.
• 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	Public Affairs	B	7/20/12 – Updated *Guide to the Laws Governing the Practice of Medicine* is being drafted with a tentative release date in September 2012.

Objective 3.1(cont.): Improve and expand professional educational outreach, including outreach to students and new graduates, about the laws and regulations that govern medical practice.

• 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	Public Affairs	B	7/20/12 – After the Education & Wellness Committee in July 2012 the Public Affairs Unit will provide a plan to Board Members about re-establishing the MBC speakers' bureau "Teams of 2". Board Members will be asked if they are willing to commit to being part of the team. Once teams of two are established, we will offer a catalog of speaking topics. This catalog will be made available to educational institutions and professional organizations that have a stake in the work of the MBC. Such groups will be asked to book a "Team of 2" presentation at a minimum of six months in advance. Teams and the catalog are projected to be available in late December 2012.
• Conduct outreach to various organizations such as hospitals and group practices through providing speakers or articles for their publications.	Spring – Fall 2012	Public Affairs	B	7/20/12 – Specific outreach will be identified in the PIO's plan provided to the Education & Wellness Committee at the July 2012 meeting.

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	Status
• Review the Board Web site to determine what can be improved.	Winter 2012	Public Affairs	C	5/3/12 – In January 2012, the new PIO began looking at the Board's Web site layout and identified improvements that are needed. The Board also has developed a Web Design Committee that meets to review the Web Site for improvements. 7/20/12 - The PIO has developed a plan to implement the Objectives of Goal 3.2. This information will be provided to the Education & Wellness Committee at its July 2012 Meeting.
• Identify consumer education groups and publications to distribute Board material.	Various 2012-13	Public Affairs	C	
• Schedule meetings with editorial boards of major media at least once a year; more, when necessary.	Various 2012-13	Public Affairs	C	7/20/12 – Phone discussions have occurred with KOVR 13, News10, Fox40, and KCRA3.
• Update the content of brochures to reflect the current practice environment.	Various 2012-13	Public Affairs	C	7/20/12 – Brochures are being updated on a priority basis; working on the older ones or those requiring immediate updating first.
• Work with other state agencies to provide Board materials to consumers	Various 2012-13	Public Affairs	C	7/20/12 – Relationships have been established with the California Medical Association, Los Angeles County Medical Association, Employment Development Department, Managed Risk Medical Insurance Board, and others will be identified.
• Work with the Department of Consumer Affairs (DCA) and State and Consumer Services Agency (SCSA) to develop an integrated communications plan that would promote the Board and its services.	Various 2012-15	Public Affairs	C	7/20/12 – The PIO has begun communicating with the DCA's Public Affairs Office and will establish a procedure on joint actions.

Objective 3.2 (cont.): 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.

• Explore the use of social media in outreach to the public.	Summer 2012	Public Affairs	C	7/20/12 – This process has begun and the Board staff is exploring social media as a conduit to the public. This information will be provided to the Education & Wellness Committee at its July 2012 Meeting.
• Add Board information to the California Healthcare Insurance Exchange Web site, with timing to be established after discussion with California Health Benefit Exchange (HBEX) Executive Director and the Board.	Fall 2013	Public Affairs	C	

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

Activity	Date	Staff	Priority	Status
• 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/ Public Affairs	A	5/3/12 - Due to the new Expert Reviewer Training Program, this objective has been suspended until this training is completed. However, an article regarding this program was placed in the Spring 2012 Newsletter; and the Chief of Enforcement contacted a society that agreed to post an advertisement on its Web site educating members about the Program and seeking experts.

Objective 3.4: Establish a more proactive 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	Status
• Build relationships with major media so that all disciplinary cases are provided to the appropriate outlets.	Winter 2012	Public Affairs	C	5/3/12 – The PIO is reaching out to major media outlets to ensure that all disciplinary cases are provided to the appropriate individuals. News releases are sent to local media in close proximity to the disciplined physician's practice location or the areas where the violation(s) occurred. Subscriber blasts also report disciplinary actions to media and interested partied.
• Work with the DCA and the District Attorney's office to establish joint news release procedures to use on joint investigations or actions.	Winter 2012	Public Affairs	C	5/3/12 – The PIO has begun to communicate with the DCA's Public Affairs Office and will establish a procedure on joint actions. Relationships with the San Francisco and Los Angeles District Attorney's Offices have been established.
• When the budget allows, provide press kits about the Board to all media outlets.	Winter 2013	Public Affairs	C	7/20/12 – Press kits were distributed at the May Board Meeting and will be provided at the July Board Meeting.
• Participate in professional/public outreach programs (see Objective 3.2)	Various 2012-15	Public Affairs	C	7/20/12 – The PIO participated a class at Sacramento State University discussing medical ethics.

Objective 3.5: Expand the Newsletter to better inform physicians, medical students, and the public.

Activity	Date	Staff	Priority	Status
• Using focus groups, surveys, etc., evaluate how the current Newsletter is being utilized by licensees, what is useful and what is not.	Spring 2012	Public Affairs	C	7/20/12 – This item will be addressed in the plan developed by the PIO and discussed with the Education & Wellness Committee at the July 2012 meeting.
• Allow applicants to receive the Newsletter by e-mail or social media, as well as licensees.	Various 2011-13	Public Affairs	C	5/3/12 – Completed via email, social media pending. Currently, approximately 6,000 applicants and 89,000 licensees and interested parties receive an email alert each quarter when the Newsletter is posted online. The PIO is working on developing social media (Facebook, Twitter, etc.) for the Board and these will be used to inform readers that the most recent Newsletter is available online.
• Establish some kind of feedback for the Newsletters' content to determine who is reading it, and for what information.	Various 2012-13	Public Affairs	C	7/20/12 – Each Newsletter contains information that encourages feedback. Additionally, the Fall Newsletter will have a feature where the reader can "click" to provide a comment directly to the Board.
• Examine ways of promoting the Newsletter to encourage more readers.	Winter 2012	Public Affairs	C	7/20/12 – This item will be addressed in the plan developed by the PIO and discussed with the Education & Wellness Committee. The Board currently sends out an email blast to subscribers and licensees notifying them of the Newsletter to encourage review/readership.
• Reach out to other agencies and foundations to contribute to the Newsletter.	Various 2012-13	Public Affairs	C	7/20/12 – Articles from the Employment Development Department, Board of Pharmacy, and Managed Risk Medical Insurance Board are included in the Summer Newsletter.
• 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	Public Affairs	C	5/3/12 – Completed and ongoing. The two most recent Newsletters included information about both Board activities and topics at the Board Meeting, including pictures of presenters.

Objective 3.5 (cont.): Expand the Newsletter to better inform physicians, medical students, and the public.

• Encourage professional associations and societies to include a link to the Newsletter.	Various 2011-13	Public Affairs	C	7/20/12 – This item will be addressed in the plan developed by the PIO and discussed with the Education & Wellness Committee at its July 2012 meeting.

Objective 3.9: Conduct outreach to ethnic and other language publications and groups.

Activity	Date	Staff	Priority	Status
• Identify the ethnic and cultural groups to be targeted.	Summer 2012	Public Affairs	C	7/20/12 – This item will be addressed in the plan developed by the PIO and discussed with the Education & Wellness Committee at its July 2012 meeting.
• Identify the media outlets for various ethnic groups and other-than-English publications, including community newspapers, radio, television stations, and web groups.	Summer 2012	Public Affairs	C	7/20/12 – This item will be addressed in the plan developed by the PIO and discussed with the Education & Wellness Committee at its July 2012 meeting.
• 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	Public Affairs	C	7/20/12 – This item will be addressed in the plan developed by the PIO and discussed with the Education & Wellness Committee at its July 2012 meeting.
• Establish a plan to coincide with the outreach to English language and general audience.	Summer 2012	Public Affairs	C	7/20/12 – This item will be addressed in the plan developed by the PIO and discussed with the Education & Wellness Committee at its July 2012 meeting.

<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 strengthen collaborative relationships to work toward common goals – create partnerships on areas of common interests.

Activity	Date	Staff	Priority	Status
• Develop a plan to visit legislators and their staffs with Board members, at the Capitol and field offices.	Fall 2011	Legislative	B	5/3/12 – Completed and ongoing. The Chief of Legislation will report quarterly during the Legislative Report at the Board meetings on the status of any legislator visits.
• Provide training and briefing to the Board members about the Board's legislative initiatives, and who is contacted and why.	Winter 2012	Legislative	B	5/3/12 – The Chief of Legislation will provide a briefing at each quarterly Board meeting regarding any legislative initiatives and discuss any interested party contacts.
• Prepare Board members to be effective when communicating with legislators and their staff.	Various 2012-13	Legislative	B	
• Invite legislative field staff to board meetings, and visit field offices.	Winter 2012	Legislative	B	5/3/12 – Completed and ongoing. The Chief of Legislation has continued to invite legislative field staff, in the area of the Board meeting, to attend the meeting. The Chief will report on the invitations at the quarterly Board meetings.

***Goal 5: Organizational Effectiveness*: 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	Status
• Goal communicated to staff	Fall 2011	Licensing	A	5/3/12 – Completed and ongoing. The Chief of Licensing has communicated this goal to all of his staff and provides weekly statistics to each of the staff to indicate where they are in meeting this goal.
• 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	A	5/3/12 – Completed and ongoing. The Chief of Licensing sends out weekly reports to the Licensing Managers.
• Report to the Board at every quarter on the time taken to review licensing applications.	2011 Ongoing	Licensing	A	5/3/12 – Completed and ongoing. The Chief of Licensing sends out weekly reports to the Board Members regarding the Licensing statistics. In addition, the Chief of Licensing will report at the quarterly Board meeting where the Licensing Program is with meeting this goal.

Objective 5.2: Reduce discipline, complaint processing, and investigation timelines by 10-20%; reduce complaint processing average to less than 70 days, with 50-60% less than 50 days.

Activity	Date	Staff	Priority	Status
• Analyze current process, including breaking down types of cases by time taken for each element of the process.	Winter 2012	Enforcement	A	5/3/12 – Completed. The Chief of Enforcement has put together reports to review the complaint process by each element by the type of case. Additionally, the Chief of Enforcement will report at the quarterly Board meeting where the Enforcement Program is with reaching the goal stated in the Objective title.
• Identify reasons for delays in the Board's processes from complaint handling through disposition.	Various 2012-13	Enforcement	A	5/3/12 – This is an ongoing process for the task force within the Enforcement Committee. The task force and staff have already identified delays and have worked towards resolutions to the delays. The first delay was the time for obtaining certified medical records in the district offices; legislation amended current statutes to require certified medical records from the onset of the complaint. Time frames for interviewing the respondent were also identified as an issue; legislation was implemented which strengthened the requirement for the respondent to attend the interview. Lastly, the task force has identified the time frames for the initial expert review to be a problem; staff is working on streamlining the process and asking for the reviews to be done more timely.
• Research and identify best practices from 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	

Objective 5.2 (cont.): Reduce discipline, complaint processing, and investigation timelines by 10-20%; reduce complaint processing average to less than 70 days, with 50-60% less than 50 days.

• Research and identify best practices from 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 better monitor investigation handling.	Various 2012	Enforcement	A	5/3/12 – This will be done during the research and analysis for the Sunset Report.
• In conjunction with Objective 2.3, identify how VEP 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, cost savings, and promote efficiency.

Activity	Date	Staff	Priority	Status
• 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)	Spring-Fall 2012	Administra-tion/Budget	B	7/20/12 – A new report will be provided to the Board at the July 2012 Board meeting and ongoing.
• Conduct an analysis of spending through the years, broken down by function and region, to identify trends, and possible inconsistencies, if any.	Spring-Fall 2012	Administra-tion/Budget	B	7/20/12 – This activity is intended to relate to the VEP. Staff is preparing reports that look at the spending for the prosecution of cases by the Attorney General's Office and the Office of Administrative Hearings. This information will be provided as part of the sunset report.
• Identify areas that require discussion and examination by reviewing what areas have improved efficiency and those that have declined. (Incorporate data and analysis on VEP – see Objective 2.3)	Spring-Fall 2012	Administra-tion/Budget	B	7/20/12 – Staff is awaiting information from the Attorney General's Office on spending due to VEP and will compare to the reports prepared above. Additionally, staff will look into the spending at the Office of Administrative Hearings.
• Establish a procedure to regularly evaluate the value of spending to outside areas.	Spring-Fall 2012	Administra-tion/Budget	B	7/20/12 – Staff has begun reviewing the billing to determine the value of VEP and also determining if the spending is commensurate to the activities of the Board (e.g. when more stipulations are occurring the spending at the Office of Administrative Hearings is decreasing). Staff will continue tracking the spending data and verifying that when reductions occur the Board sees the decreases in the billing provided by the outside agencies.
• Establish a reporting method that will keep the Board updated, and also will be helpful in providing information at Sunset evaluation.	Spring-Fall 2012	Administra-tion/Budget	B	7/20/12 – A new report will be provided to the Board at the July 2012 Board meeting and ongoing. Any findings will be reported to the Board during the quarterly meetings.

Objective 5.4: Conduct a review every two years 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 continued, be eliminated, or be merged with other committees.

Activity	Date	Staff	Priority	Status
• Prior to new committee appointments by the Board President, the Board should conduct a review of all committees/subcommittees/task forces.	Every Other Fall Board Meeting	Deputy Director	A	5/3/12 – Completed. At the February 2012 Board meeting a full evaluation was completed. The next evaluation will be Fall 2013.

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	Status
• Executive Director to provide e-mail updates approximately every two months to inform staff of board activities and positions.	2011 ongoing	Executive Director	C	5/3/12 – Completed and ongoing. The Executive Director has and will continue to send an email to all staff prior to each meeting.
• 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	5/3/12 – Completed and ongoing. The Chiefs have begun to discuss the Board meetings with staff, and when meeting locations are nearby, staff will be encouraged to attend.

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	Status
• 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	5/3/12 – As appropriate, the Executive Director will provide an update. 7/20/12 – As time allows, a visit to the Sacramento office and headquarters may occur during the July 2012 Board meeting.
• 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	5/3/12 – These tours will be conducted when the meeting locations are near the district offices, but may also need to be completed on an individual basis rather than during the full Board meeting.

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

Activity	Date	Staff	Priority	Status
• Continue the complaint survey and evaluate how it might be improved.	Winter 2012 Ongoing	Research Program Specialist	B	7/20/12 – The Board will continue to send out the complaint survey form and will include information from it in the sunset review.
• Establish a survey for newly licensed physicians about the application/licensing process	Spring 2012 Ongoing	Research Program Specialist	B	7/20/12 – The Research Program Specialist has begun to establish a survey for applicants and licensees and is establishing a survey monkey tool to use for the survey.
• Establish a survey on the Web site on other areas, including the usefulness of the Web site	Summer 2012 Ongoing	Research Program Specialist	B	7/20/12 – The Research Program Specialist has begun to establish a survey for Web users and is establishing a survey monkey tool to use for the survey.
• Provide a report to the Board on the results at the time of the Annual report.	Fall 2012 Ongoing	Research Program Specialist	B	

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	Status
• Invite appropriate speakers to address the Board about implementation of the Affordable Care Act in the State, and how it will impact care delivery in California.	2011 Ongoing	Legislative	D	5/3/12 – Completed and ongoing. At the February Board meeting, a presentation was given by Catherine Dower, J.D. entitled "California's Health Care Workforce – Are We Ready for the Affordable Health Care Act?" Future presentations will also be provided.
• Ask appropriate associations to share their view of the changing practice environment due to healthcare reform (California Medical Association, California Hospital Association, California Association of Physician Groups, etc.)	Summer 2012	Legislative	D	5/3/12 – Completed and ongoing. The California Medical Association provided a presentation at the July 2011 Board meeting entitled "Five Issues Facing California's Physician Workforce". Future presentations will also be provided.
• 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 or publicizing programs to help those in underserved populations, etc.	Spring 2013	Legislative	D	
• Take appropriate action based on the remedies identified by the committee.	Winter 2013	Legislative	D	