



# Strategic Plan and Action Plan 2018-2021

Adopted:

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## MEMBERS OF THE MEDICAL BOARD OF CALIFORNIA

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Dev GnanaDev, M.D., President

Denise Pines, Vice President

Ronald H. Lewis, M.D., Secretary

Michelle Anne Bholat, M.D.

Judge Katherine Feinstein (ret.)

Randy W. Hawkins, M.D.

Howard R. Krauss, M.D.

Kristina D. Lawson, J.D.

Sharon Levine, M.D.

Brenda Sutton-Wills, J.D.

David Warmoth

Jamie Wright, J.D.

Felix C. Yip, M.D.

Edmund G. Brown, Jr., Governor

Alexis Podesta, Secretary, Business Consumer Services and Housing Agency

Dean Grafilo, Director, Department of Consumer Affairs

Kimberly Kirchmeyer, Executive Director, Medical Board of California

Christine Lally, Deputy Executive Director, Medical Board of California

## MESSAGE FROM THE PRESIDENT

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On behalf of the Medical Board of California (Board), it is my honor and privilege to present the Board's *Strategic Plan & Action Plan 2018-2021*. I want to thank everyone involved in the plan's development. The strategic planning process has been a collaborative effort between Board Members, Board staff, and the public, which has produced a useful tool for shaping the Board's near-term future.

This plan will advance the Board's goal of increasing and enhancing consumer protection through the Board's licensing and enforcement programs, creating a more efficient organization. It will also provide useful guidance to physicians, empower patients through education, build better communication and relationships with relevant organizations, and provide assistance to increase access to quality medical care.

While the Board has made significant accomplishments in the past, this ambitious four-year Strategic Plan allows the Board to re-examine current challenges with a renewed dedication to improving consumer protection. As President of the Board, I welcome input from all interested parties to join in working with the Board over the next four years to achieve the goals as put forward in this plan. The Board publishes advance notices of all its Board meetings and encourages participation and contribution.

Sincerely,

Dev GnanaDev, M.D.  
Board President

## ABOUT THE BOARD

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The Medical Board of California (MBC or Board) was the first board started for consumer protection (of those currently within the Department of Consumer Affairs (DCA), and its history dates back to 1876 with the passage of the first Medical Practice Act.

As a consumer protection agency, the Board is comprised of programs whose functions, duties, and goals are to meet the mandate of consumer protection. The Board's Licensing Program processes renewals for all licensees/registrants and ensures that only qualified applicants receive a license or registration to practice; the Enforcement Program investigates allegations of wrongdoing and takes action as appropriate; and the Information Systems Branch (ISB) performs information technology functions by ensuring that the Board's computer systems are functioning and looks for areas where technological improvements can help streamline the Board's enforcement and licensing processes.

The Board is comprised of fifteen (15) Board Members, eight (8) physician members, and seven (7) public members. The Board has six standing committees, five two-member task forces/committees, two panels, and one council that assist with the work of the Board.

## STRATEGIC GOALS

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### **1 *LICENSING***

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### **2 *ENFORCEMENT***

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### **3 *LEGISLATION AND REGULATIONS***

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### **4 *OUTREACH***

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### **5 *BOARD ADMINISTRATION***

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## Mission and Vision

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### Mission

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*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.*

### Vision

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*Protecting California patients and promoting professional excellence to advance high quality, safe medical care.*

**OR**

*To be the premier patient safety organization leading the effort to make health care safer, higher quality and more equitable.*

## GOAL 1: LICENSING

- *Protect consumers by setting requirements for licensure, including education, experience, and demonstrated competence, and efficiently issue licenses to individuals meeting those requirements.*

1.1 Examine the ability to automate the licensing process to eliminate the potential for loss of documentation and to streamline the licensing process.			
Start Date: Q2 2018		End Date: Q4 2021	
Success Measure: Reduced licensing timeframe.			
Major Tasks		Responsible Party	Completion Date
1.1.1	Identify processes that can be automated.	Chief of Licensing, Information Systems Branch Manager	Q2 2018+
1.1.2	Develop enhancements based on findings.	Information Systems Branch Manager	Q3 2018+
1.1.3	Communicate changes to staff via training.	Chief of Licensing, Information Systems Branch Manager	Q1 2019+
1.1.4	Communicate automated changes to and enroll education providers.	Chief of Licensing, Information Systems Branch Manager	Q1 2019+
1.2 Create a phone application for real time license identification to promote efficiency.			
Start Date: Q1 2018		End Date: Q4 2018	
Success Measure: More informed consumers and licensees.			
Major Tasks		Responsible Party	Completion Date
1.2.1	Determine feasibility of including a QR code or other mechanism for interested parties to directly access licensees profile.	Information Systems Branch Manager	Q1 2018
1.2.2	Educate licensees how to use QR codes and/or permalinks to their license profile.	Information Systems Branch Manager, Public Information Officer	Q3 2018
1.2.3	Educate interested parties on how to directly view licensee information on their phone.	Information Systems Branch Manager, Public Information Officer	Q4 2018

1.3 Increase online license renewal to improve efficiency and resources.			
Start Date: Q1 2018		End Date: Q4 2019	
Success Measure: Increase online renewals by 10%.			
Major Tasks		Responsible Party	Completion Date
1.3.1	Develop early electronic notification process for license types already able to renew online.	Information Systems Branch Manager, Chief of Licensing	Q4 2018
1.3.2	Identify and prioritize additional license types to renew online.	Information Systems Branch Manager, Chief of Licensing	Q1 2018
1.3.3	Add ability for additional license types to renew online.	Information Systems Branch Manager, Chief of Licensing	Q4 2019
1.3.4	Educate and encourage licensees to renew online.	Public Information Officer	Q4 2019

## GOAL 2: ENFORCEMENT

- *Protect the health and safety of consumers by effectively investigating complaints, by enforcing the laws and regulations of the Medical Practice Act when violations occur, and by educating consumers on the laws and regulations governing safe practices in California.*

2.1 Modify vertical enforcement to provide timely and effective consumer protection.			
Start Date: Q1 2018		End Date: Q4 2021	
Success Measure: Board approved changes are made to the Vertical Enforcement (VE) law.			
Major Tasks		Responsible Party	Completion Date
2.1.1	Meet with stakeholders (specifically Governor’s office) to discuss changes to the Vertical Enforcement (VE) model.	Executive Director, Chief of Legislation	Q4 2018
2.1.2	Review legislative amendments.	Executive Director, Chief of Legislation	Q4 2018
2.1.3	Monitor changes to VE.	Executive Director, Information Systems Branch Manager	Q2 2019 +

2.2 Advocate and support for recruitment and retention of investigators to improve the enforcement process and decrease enforcement timelines.			
Start Date: Q1 2018		End Date: Q4 2021	
Success Measure: 5% vacancy rate with individuals staying for at least 3 years at DCA HQIU			
Major Tasks		Responsible Party	Completion Date
2.2.1	Place information regarding investigation recruitments on Board website and social media.	Public Information Officer, Information Systems Branch Manager	Q2 2018
2.2.2	Advocate during presentations about the recruitment of investigators.	Public Information Officer, Executive Director	Q2 2018
2.2.3	Support any effort by the DCA to retain investigators by utilizing multiple modalities.	Executive Director, Deputy Director	Q2 2018+

2.3 Identify [and utilize] reports that provide staff with timely and actionable information to more aggressively monitor case processing.			
Start Date: Q3 2018		End Date: Q4 2021	
Success Measure: Reduce overall timelines by 10%.			
Major Tasks		Responsible Party	Completion Date
2.3.1	Identify the report criteria.	Information Systems Branch Manager, Enforcement Managers	Q3 2018+
2.3.2	Generate and validate report.	Information Systems Branch Manager	Q1 2019+
2.3.3	Deploy reports for management to use to monitor case status.	Information Systems Branch Manager	Q1 2019+
2.3.4	Use reports to reduce case aging.	Enforcement Managers	Q1 2019+
2.3.5	Update the Board on pending timelines.	Chief of Enforcement	Q1 2019+

2.4 Identify current processes and streamline the areas that need improvement to reduce cycle times and improve consumer protection.			
Start Date: Q2 2018		End Date: Q4 2021	
Success Measure: Reduce overall timelines by 10%.			
Major Tasks		Responsible Party	Completion Date
2.4.1	Identify each step of enforcement process.	Enforcement Managers, Chief of Enforcement	Q2 2018
2.4.2	Evaluate each step of the enforcement process.	Enforcement Managers, Chief of Enforcement	Q2 2018
2.4.3	Meet with staff and Identify ways to streamline the enforcement process.	Enforcement Managers, Chief of Enforcement	Q3 2018
2.4.4	Update procedure manuals.	Enforcement Managers, Chief of Enforcement	Q2 2019
2.4.5	Train staff and implement changes.	Enforcement Managers, Chief of Enforcement	Q3 2019
2.4.6	Monitor and track improvements of the enforcement process.	Enforcement Managers, Chief of Enforcement, Information Systems Branch Manager	Q4 2019
2.4.7	Evaluate success of implementation.	Enforcement Managers, Chief of Enforcement	Q4 2020+

2.5 Research and identify the mechanisms to hold other government agencies collaborating with the Board accountable to improve enforcement processes and provide adequate consumer protection.			
Start Date: Q1 2018		End Date: Q4 2021	
Success Measure: Milestones are being met on 80% of the cases.			
Major Tasks		Responsible Party	Completion Date
2.5.1	Establish a year-end review to address areas of concern.	Chief of Enforcement, Deputy Director, Executive Director	Q1 2018
2.5.2	Establish milestones to trigger communication with governmental agencies.	Chief of Enforcement, Deputy Director, Executive Director	Q1 2018
2.5.3	Establish a process to contact the governmental agencies when milestones have not been reached.	Chief of Enforcement, Deputy Director, Executive Director	Q2 2018
2.5.4	Contact the governmental agencies.	Chief of Enforcement, Deputy Director, Executive Director	Q3 2018
2.5.5	Provide reports to the Board on compliance with the milestones.	Information Systems Branch Manager, Executive Director	Q2 2019+

2.6 Develop and implement effective communication with consumers from intake of complaint to when it is closed without discipline.			
Start Date: Q3 2018		End Date: Q4 2021	
Success Measure: Decrease in the number of complaints received after closure.			
Major Tasks		Responsible Party	Completion Date
2.6.1	Review the consumer feedback to identify the information that is lacking to consumers.	Chief of Enforcement	Q3 2018
2.6.2	Develop a new brochure with frequently asked questions.	Public Information Officer	Q1 2019
2.6.3	Review all letters to complainants and make necessary edits to the letters.	Enforcement Managers	Q1 2019
2.6.4	Monitor the feedback and adjust as necessary.	Chief of Enforcement	Q1 2020+

## GOAL 3: LEGISLATION AND REGULATION

- *Advocate for and sponsor legislation and adopt regulations, policies, and procedures that strengthen and support the Board's mandate, mission, vision, and goals.*

3.1 Plan an annual legislative day to educate and establish relationships regarding key issues relating to the Board with the legislators and staff.			
Start Date: Q1 2018		End Date: Q4 2021	
Success Measure: Legislative day happens every year.			
Major Tasks		Responsible Party	Completion Date
3.1.1	Work with Board members to identify dates.	Chief of Legislation	Q2 2018+
3.1.2	Identify legislative members to meet with.	Chief of Legislation	Q2 2018+
3.1.3	Set up Board member and staff teams.	Chief of Legislation	Q2 2018+
3.1.4	Develop materials and talking points.	Chief of Legislation, Executive Director	Q2 2018+
3.1.5	Schedule meetings with legislative members.	Chief of Legislation	Q2 2018+
3.1.6	Develop social media campaign.	Chief of Legislation, Public Information Officer	Q2 2018+

3.2 Identify necessary changes to legislation and regulations, including disciplinary guidelines to support the Board’s mission and functions to enhance consumer protection.			
Start Date: Q3 2018		End Date: Q4 2021	
Success Measure: Effective current laws and regulations.			
Major Tasks		Responsible Party	Completion Date
3.2.1	Annually review the Board’s laws and regulations to identify needed changes.	Unit Managers	Q3 2018+
3.2.2	Request input from staff on needed changes.	Unit Managers	Q3 2018+
3.2.3	Gather and review ideas from outside entities (other state boards, healing art boards, interested parties) for legislative and regulatory change.	Chief of Legislation, Deputy Director, Executive Director	Q3 2018+
3.2.4	Identify legislative and regulatory changes needed.	Chief of Legislation, Deputy Director, Executive Director, Staff Counsel	Q3 2018+
3.2.5	Obtain Board approval.	Chief of Legislation, Executive Director	Q4 2018+
3.2.6	Seek legislative changes.	Chief of Legislation	Q1 2019+
3.2.7	Initiate regulatory process.	Program Managers, Staff Counsel	Q1 2019+

3.3 Improve education to the public and licensees on pending laws and regulations pertaining to the Board, including opportunities for input.			
Start Date: Q1 2018		End Date: Q4 2021	
Success Measure: Webpage created and promoted.			
Major Tasks		Responsible Party	Completion Date
3.3.1	Develop content for webpage for pending legislation.	Chief of Legislation	Q2 2018+
3.3.2	Create a webpage and link from the Board’s homepage of pending laws and regulations.	Information Systems Branch Manager	Q2 2018+
3.3.3	Update regulatory and legislative webpages as needed.	Chief of Legislation, Information Systems Branch Manager	Q3 2018+
3.3.4	Develop a newsletter article and social media blasts promoting the webpage, the Board’s position and methods for stakeholder input.	Public Information Officer	Q2 2018+

## GOAL 4: OUTREACH

- *Promote consumer protection through increasing public, licensee, and community partner awareness of the Board, its mission, activities, and services.*

4.1 Improve outreach to medical schools to encourage medical school admission boards to be more attentive to applicant’s ethics and integrity.			
Start Date: Q4 2018		End Date: Q2 2019	
Success Measure: Fewer probationary licenses and denials.			
Major Tasks		Responsible Party	Completion Date
4.1.1	Identify sample cases where the Board identified issues with applicants that should have been identified during or prior to medical school.	Research Program Specialist	Q4 2018
4.1.2	Research trends from medical schools based on disciplinary cases.	Research Program Specialist	Q4 2018
4.1.3	Meet with medical school administrator staff to determine applicant admission criteria is being used.	Chief of Licensing, Executive Director	Q2 2019
4.1.4	Provide suggestion and findings to medical schools regarding their admissions process and recommend changes to curriculum.	Chief of Licensing, Executive Director	Q2 2019

4.2 Improve outreach to medical schools, postgraduates and initial and renewed licensees to start at ground zero in terms of education in ethics, professionalism and the law in order to prevent future violations.			
Start Date: Q3 2018		End Date: Q3 2019	
Success Measure: Fewer citations and disciplinary actions.			
Major Tasks		Responsible Party	Completion Date
4.2.1	Revise regulations regarding Continuing Medical Education (CME) so physicians can obtain credit for Board-offered training.	Staff Counsel, Chief of Licensing	Q2 2019
4.2.2	Identify issues to educate initial and renewed licensees in ethics, laws and regulations.	Chief of Licensing, Public Information Officer	Q3 2018
4.2.3	Review existing outreach content and develop new content as needed.	Chief of Licensing	Q3 2018
4.2.4	Identify methods to disseminate educational materials. (Videos, podcast, webinars, workshops, social media and other digital outreach, etc.)	Public Information Officer	Q3 2018
4.2.5	Develop educational materials.	Public Information Officer	Q2 2019
4.2.6	Solicit the medical schools and post-graduate programs for opportunities to provide the Board’s educational materials.	Chief of Licensing, Public Information Officer	Q3 2019
4.2.7	Disseminate educational materials.	Chief of Licensing, Public Information Officer	Q3 2019

4.3 Evaluate and improve the current outreach methods and technological opportunities in order to increase outreach to consumers and licensees.			
Start Date: Q1 2018		End Date: Q4 2021	
Success Measure: To increase the level of consumer and licensee engagement and awareness. A 10% increase in web hits and social media followers.			
Major Tasks		Responsible Party	Completion Date
4.3.1	Evaluate current outreach methods and technological opportunities. Review current outreach metrics.	Public Information Officer	Q1 2018+
4.3.2	Develop new and innovative outreach methods to increase consumer and licensee engagement.	Public Information Officer	Q2 2018
4.3.3	Execute new methods.	Public Information Officer	Q3 2018
4.3.4	Monitor effectiveness of methods and opportunities.	Public Information Officer	Q3 2018+

4.4 Collaborate and expand with community organizations to conduct outreach to enhance consumer protection and provide access to vulnerable population.			
Start Date: Q1 2018		End Date: Q4 2021	
Success Measure: Establish a network of organizations that serve vulnerable populations. Increase the number of people and organizations the Board reaches in its outreach efforts by 10%.			
Major Tasks		Responsible Party	Completion Date
4.4.1	Identify historical attendance at outreach events.	Public Information Officer	Q1 2018
4.4.2	Identify community organizations, groups, and events to provide outreach.	Public Information Officer	Q1 2018
4.4.3	Collaborate with other health care organizations to identify events to provide outreach.	Public Information Officer	Q2 2018
4.4.4	Develop content for comprehensive presentations on a variety of topics.	Public Information Officer	Q3 2018+
4.4.5	Develop content for health care organizations to disseminate to their stakeholders.	Public Information Officer	Q3 2018+
4.4.6	Use Facebook Live/social media to hold outreach events online.	Public Information Officer	Q4 2018
4.4.7	Develop evaluation to determine effectiveness of outreach events.	Public Information Officer	Q3 2018
4.4.8	Identify number of attendees at outreach events.	Public Information Officer	Q4 2018+

4.5 Evaluate and improve the quality of customer service in the call center.			
Start Date: Q1 2018		End Date: Q4 2021	
Success Measure: Improved customer service, reduced wait times, and fewer complaints.			
Major Tasks		Responsible Party	Completion Date
4.5.1	Develop a two-way communication plan with phone staff regarding trending issues.	Chief of Licensing, Public Information Officer	Q1 2018
4.5.2	Review call room statistics to evaluate training needs.	Chief of Licensing	Q1 2018
4.5.3	Develop training plan for staff.	Chief of Licensing	Q3 2018
4.5.4	Develop and implement an optional end-of-call survey.	Chief of Licensing, Public Information Officer, Deputy Director, Executive Director, Information Systems Branch Manager	Q2 2018
4.5.5	Evaluate and update existing scripts for phone staff.	Chief of Licensing	Q3 2018
4.5.6	Provide staff customer service training.	Chief of Licensing	Q3 2018
4.5.7	Measure training effectiveness.	Chief of Licensing	Q3 2018+

4.6 Promote the Board’s telephone numbers as a resource for those who are less comfortable using online services and to support accessible and effective communication.			
Start Date: Q3 2018		End Date: Q4 2018	
Success Measure: Fewer complaints regarding inaccessibility of Board information.			
Major Tasks		Responsible Party	Completion Date
4.6.1	Review and update all resources to include the Board’s telephone numbers.	Unit Managers	Q3 2018
4.6.2	Ensure all outreach and presentation materials include and promote the Board’s telephone numbers.	Unit Managers	Q3 2018
4.6.3	Review telephone scripts to ensure staff assists callers who are not comfortable using online resources.	Chief of Licensing	Q4 2018

4.7 Improve outreach to other healing arts boards to better inform other programs of the Board’s role and functions.			
Start Date: Q1 2018		End Date: Q4 2021	
Success Measure: More collaboration with healing arts boards.			
Major Tasks		Responsible Party	Completion Date
4.7.1	Establish bi-annual meetings with healing arts boards leadership to share information.	Executive Director	Q1 2018+
4.7.2	Collaborate with healing arts boards to have an area on board websites to direct to the Medical Board.	Executive Director	Q1 2018+
4.7.3	Collaborate on outreach opportunities.	Executive Director, Public Information Officer	Q1 2018+
4.7.4	Distribute the Board meeting agendas to healing arts boards with invitation to attend Board meetings.	Deputy Director	Q1 2018+

## GOAL 5: BOARD ADMINISTRATION

- *Protect the consumers of California by promoting organizational success through proper Board governance, effective leadership, and responsible management.*

5.1 Strengthen the onboarding and ongoing training and developments for Board members to have efficient and effective case reviews and discussion.			
Start Date: Q2 2018		End Date: Q2 2019	
Success Measure: Better informed Board members.			
Major Tasks		Responsible Party	Completion Date
5.1.1	Develop online training modules including video elements.	Executive Director, Deputy Director, Public Information Officer	Q2 2019
5.1.2	Identify training that can be provided during board meetings.	Executive Director, Deputy Director, Staff Counsel	Q3 2018
5.1.3	Review new Board member orientation to identify better training regarding the enforcement process.	Executive Director, Deputy Director	Q2 2018
5.1.4	Make necessary changes to training materials.	Executive Director, Deputy Director	Q2 2018
5.1.5	Develop fictitious case studies to use for training.	Executive Director, Deputy Director, Staff Counsel	Q2 2018

5.2 Explore opportunities for Board member involvement in employee appreciation efforts throughout the year to enhance morale.			
Start Date: Q1 2018		End Date: Q4 2021	
Success Measure: Positive employee feedback.			
Major Tasks		Responsible Party	Completion Date
5.2.1	Invite Board member to employee appreciation opportunities as soon as they arise.	Executive Director	Q1 2018+
5.2.2	Send reminders to Board members regarding opportunities including flyers.	Executive Director	Q1 2018+
5.2.3	Invite Board members to all-staff meetings and include satellite offices.	Executive Director	Q1 2018+
5.2.4	Collaborate with Board members on development of employee appreciation events.	Executive Director, Deputy Director	Q3 2018+
5.2.5	Establish annual president’s employee award that embodies the Board.	Executive Staff	Q4 2018+

5.3 Re-evaluate Board programs to improve efficiency and maximize resources.			
Start Date: Q3 2018		End Date: Q2 2020	
Success Measure: knowledgeable staff and reduced timelines			
Major Tasks		Responsible Party	Completion Date
5.3.1	Identify inefficiencies and areas of risk in all programs.	Executive Staff	Q3 2018+
5.3.2	Identify and implement areas of automation in all programs.	Executive Staff	Q4 2019+
5.3.3	Establishing onboarding programs for each classification in all programs.	Executive Staff	Q3 2018+
5.3.4	Update or establish desk procedural manuals.	Executive Staff	Q4 2018+
5.3.5	Develop refresher training for each program.	Executive Staff	Q4 2019+
5.3.6	Request feedback from staff.	Executive Staff	Q2 2020+

5.4 Advocate for Board members to interact with national/state medical boards to bring back valuable information to the Board to enhance its mission and to identify best practices and national trends.			
Start Date: Q1 2018		End Date: Q4 2021	
Success Measure: More out-of-state trips are approved.			
Major Tasks		Responsible Party	Completion Date
5.4.1	Meet with DCA Executive Leadership, Agency, and the Governor’s Office to discuss importance of attendance at national meetings.	Executive Director, Deputy Director	Q1 2019
5.4.2	Secure speaking roles for Board members and Board staff at national meetings.	Executive Director, Deputy Director	Q1 2018+

5.5 Identify and partner with other entities to provide educational presentations relating to health services that may not fall under the Board’s jurisdiction to enhance staff’s ability to provide accurate information.			
Start Date: Q1 2019		End Date: Q4 2019	
Success Measure: Accurate information provided to consumers.			
Major Tasks		Responsible Party	Completion Date
5.5.1	Identify external entities to provide education.	Executive Director	Q1 2019
5.5.2	Contact identified external agencies.	Executive Director	Q2 2019
5.5.3	Schedule presentations for Board staff.	Executive Director	Q3 2019
5.5.4	Update resource materials based upon information received.	Executive Director, Program Managers	Q3 2019
5.5.5	Develop a method to share information between stakeholders.	Executive Director	Q4 2019

## Strategic Planning Methodology

To understand the environment in which the Board operates and identify factors that could impact the Board's success, the California Department of Consumer Affairs' SOLID unit conducted an environmental scan of the internal and external environments by collecting information through the following methods:

- ◆ Interviews conducted with eight Members of the Board, including the Executive Director, completed during the month of September 2017 to assess the challenges and opportunities the Board is currently facing or will face in the upcoming years.
- ◆ One focus group with Board executive managers in August 2017 to identify the strengths and weaknesses of the Board from an internal perspective. Eight managers and supervisors participated.
- ◆ An online survey sent to staff members to identify the strengths and weaknesses of the Board from an internal perspective. 52 Board staff participated, which included rank and file staff, supervisors, managers, and subject matter experts.
- ◆ An online survey sent to the Midwifery Advisory Council to identify the strengths and weaknesses of the Board from an internal perspective. Two Council members participated.
- ◆ An online survey sent to 10,000 randomly selected external Board stakeholders in August 2017 to identify the strengths and weaknesses of the Board from an external perspective. Four hundred seventy-nine (479) stakeholders completed the survey.

The most significant themes and trends identified from the environmental scan were discussed by the Board the executive team, and the public during a public strategic planning session facilitated by SOLID on October 26, 2017. This information guided the Board in the development of its objectives outlined in this 2018 – 2021 strategic plan.



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*This strategic plan is based on stakeholder information and discussions facilitated by SOLID for the Medical Board of California in September and October 2017.*

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