

MEDICAL BOARD STAFF REPORT

DATE REPORT ISSUED: April 15, 2014
ATTENTION: Members, Executive Committee
SUBJECT: Strategic Plan Revisions
STAFF CONTACT: Kimberly Kirchmeyer, Executive Director

RECOMMENDED ACTION:

Review and approve the Board's Strategic Plan and make a recommendation to the full Board for final approval.

BACKGROUND AND ANALYSIS:

The Board's Executive Committee (Committee) revised the goals and objectives of the Board's 2012 Strategic Plan due to the need to incorporate issues from the Sunset Review Report and to bring it in line with the direction of the Board. Board staff and the Department of Consumer Affairs' Solid Planning Solutions team met and identified tasks or activities to meet those goals and objectives.

The final draft of the Strategic Plan is attached. The second attachment is a version that identifies the Committee's final recommended changes with text ~~strikeouts~~ for deletions and text underlined for additions. The Committee should review the final draft to determine if any edits are necessary. If approved, the Committee will need to make a recommendation to the Board for final approval of the Board's 2014 Strategic Plan.

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Medical Board of California
2014 Strategic Plan

	Goals and Objectives	Priority/Date	Responsible Parties
	Goal 1: Professional Qualifications: Promote the professional qualifications of medical practitioners by setting requirements for licensure and relicensure, including education, experience, and examination. demonstrated competence.		
1.1	Define what is necessary to demonstrate competency and promote safe re-entry into medical practice after extended absences, including looking at the current difference between the requirement for retraining for re-entry (5 years) and the disciplinary re-entry (18 months).	HIGH - 1	
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

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	Goals and Objectives	Priority/Date	Responsible Parties
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	
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

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	Goals and Objectives	Priority/Date	Responsible Parties
	effectively enforcing laws and standards.		
2.1	Effectively transition the investigators from the Board to Department of Consumer Affairs in order to improve investigative time frames.	High - 1	
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

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	Goals and Objectives	Priority/Date	Responsible Parties
2.2	Review the laws and regulations pertaining to the Board's responsibility to regulate outpatient surgery centers and suggest amendments.	High - 2	
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.	May-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

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	Goals and Objectives	Priority/Date	Responsible Parties
2.3	Identify methods to help ensure the Board is receiving all the mandated reports.	High - 3	
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
2.4	Determine whether the Registered Dispensing Optician Program should remain within the authority of the Board.	High - 4	
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 and Executive Director
b.	Write a summary report of the discussions for the Board's review and approval.	Oct-2014	Chief of Legislation and Executive Director
c.	Make recommendations to the Business and Professions Committees and seek legislation if necessary.	Nov-2014	Chief of Legislation and Executive Director

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	Goals and Objectives	Priority/Date	Responsible Parties
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	
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

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

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	Goals and Objectives	Priority/Date	Responsible Parties
	Goal 3: Consumer and Licensee Education: Increase Public and Licensee awareness of the Board, its mission, activities and services.		
3.1	Review the Board's public disclosure laws regarding posting postgraduate information and move forward with rescinding the 10-year time limit for posting disciplinary information/documents.	High - 1	
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	
a.	Engage in at least two 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.	Apr-2014	Public Information Officer
d.	Provide at least two articles to appropriate media outlets regarding laws and regulations and what they mean to stakeholders.	Quarterly	Public Information Officer

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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	
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

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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.	Med - 4	
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. Provide update to 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

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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	
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

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	Goals and Objectives	Priority/Date	Responsible Parties
	Goal 4: Organizational Relationships: Improve effectiveness of Build relationships with related organizations to further the Board's mission and goals.		
4.1	Build collaborative relationships with elected officials and their staffs to work toward shared interests in consumer protection and advancing the profession.	High - 1	
a.	Develop a plan to visit Senate and Assembly Business and Professions Committee members and staff with Board members.	May-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	
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

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	Goals and Objectives	Priority/Date	Responsible Parties
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	
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.	March-2014 and ongoing	Public Information Officer
e.	Provide activity reports to the Education and Wellness Committee.	At each committee meeting	Public Information Officer

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	Goals and Objectives	Priority/Date	Responsible Parties
	Goal 5: Organizational Effectiveness: Evaluate and enhance organizational effectiveness and systems to improve service.		
5.1	Review licensing applications within 45 days. Reduce complaint processing, investigations, and discipline timelines by 10% from prior fiscal year; reduce complaint processing median to less than 70 days, with 50-60% less than 50 days.	High - 1	
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
5.2	Obtain and monitor feedback from those who access Board services and provide a report to Board.	High - 2	
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

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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	
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 could attend.	Quarterly	Executive Director
e.	Invite Board Members to all staff meetings.	Quarterly	Executive Director

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	Goals and Objectives	Priority/Date	Responsible Parties
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	
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

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	Goals and Objectives	Priority/Date	Responsible Parties
	Goal 6: Access to Care, Workforce, and Public Health: Understanding the implications of Health Care Reform and evaluating how it may impact access to care and issues surrounding healthcare delivery, as well as promoting public health, as appropriate to the Board's mission in exercising its licensing, disciplinary and regulatory functions.		
6.1	Educate the Board on the Affordable Care Act (ACA) and how it will impact physician practice, workforce, and utilization of allied healthcare professionals.	High	
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

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

Objective 1.X

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.

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

~~Objective 1.2: Examine and identify methods available to the Medical Board to ensure physicians remain current in knowledge and skills~~

Objective 1.3: 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).

~~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.~~

~~Objective 1.5: Conduct a comprehensive review of international schools.~~

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

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)~~

~~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)~~

~~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.~~

~~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. (Completed)~~

Objective 2.X: Effectively transition the investigators from the Board to Department of Consumer Affairs in order to improve investigative time frames.

Objective 2.5: Study disciplinary **and administrative** cases, **including looking at physicians in training**, to identify trends or issues that may signal dangerous practices or risks. ~~(Done in conjunction with Objective 1.6)~~

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.

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

Objective 2.8: Review the laws and regulations pertaining to ~~Work to clarify~~ the Board's responsibility to regulate outpatient surgery centers, ~~and obtain the resources to be effective~~ and suggest amendments.

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.)~~ Determine whether the Registered Dispensing Optician Program should remain within the authority of the Board.

Objective 2.10: ~~Examine the decline of the number of reports received pursuant to Business and Professions Code section 805 (reporting peer review actions).~~ Identify methods to help ensure the Board is receiving all the mandated reports.

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

Objective 3.X: Expand all outreach efforts to educate physicians, medical students, and the public, regarding the Board's laws, regulations, and responsibilities.

Objective 3.X: 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.

~~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.~~

~~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.~~

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

~~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.~~

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

~~Objective 3.6: Expand the Web site capabilities to create a portal to provide intuitive and searchable web experience. Develop more online services and surveys to help improve Board's program (see Objective 3.2)~~

Objective 3.7: Examine how the **opportunities for the** Board might **to** provide training to the profession **licensees** via the internet, including hosting webinars on subjects of importance to public protection and public health.

Objective 3.8: Establish a method of ~~holding~~ **hosting** public seminars taught by legal or enforcement personnel on disciplinary cases, ~~the~~ laws violated, and other issues of importance to the profession and public.

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

Objective 3.X: 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.

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

Objective 4.1: ~~Improve~~ Build collaborative relationships with elected officials and their staffs. ~~Build and strengthen collaborative relationships to work toward common goals create partnerships on areas of common interests~~ shared interest in consumer protection and advancing the profession.

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

Objective 4.3: ~~Work to establish better~~ Optimize relationships with the accreditation agencies, associations representing hospitals and medical groups, consumer organizations, professional associations and societies, the Federation of State Medical Boards, ~~F~~ederal government agencies, and other state agencies, including Department of Consumer Affairs and ~~State and Consumer Services Agency~~ Business, Consumer Services and Housing Agency.

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

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.~~

~~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.~~

Objective 5.X: 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.

~~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.~~

Objective 5.4: Conduct a review every two years of all **each** of the Committees established by the Board to determine if they are still needed, if they are fulfilling the purpose of **for** which they were established, and determine if they should continue, be **reconfigured, or** eliminated, ~~or be merged with other committees.~~

~~Objective 5.5: Establish and conduct an annual self-evaluation.~~

Objective 5.6: Establish a ~~means of better~~ **consistent approach to** educating staff about the Board's activities and priorities set by the membership **Board Members**, including **but not limited to** encouraging staff to attend meetings. **facilitating staff attendance at meetings and Board Member attendance at staff meetings.**

~~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.~~

Objective 5.8: ~~Establish a method of obtaining feedback from our users about services.~~
Obtain and monitor feedback from those who access Board services and provide a report to Board.

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~~ **Affordable Care Act (ACA)** and how it ~~may~~ **will** impact physicians' practice, workforce (~~possible shortages~~), and utilization of allied healthcare professionals.