

Medical Board of California Strategic Plan 2008

Goal	Objective	Plan	Progress	Timeline	Staff
Professional Qualifications Promote the professional qualifications of medical practitioners by setting requirements for education, experience, and examinations, taking into account the state's need for more physicians, particularly in underserved populations; and promoting physician wellness.	1.1 Assure greater compliance of CME requirements. Measure: Improve compliance with CME requirements	1. Change regulations to define the requirements and timeframes.	1. Completed Spring 2009	1. February 1, 2008 Hearing adoption October 2008	Licensing Staff
		2. Enhance auditing process.	2. Pending regulatory process approval.	2. Begin Fiscal Year 2008-09	
		3. Review and enhance Cite & Fine Process.	3. Pending completion of the next audit.	3. Pending completion of the next audit	
	1.2 Develop a plan for addressing access to care and the shortage of doctors that is appropriate to the Board's Mission and resources. Measures: 1) Determine impact of the Board's plan to address access to healthcare. 2) Submit report to Legislature on outcome of Telemedicine Pilot Program at the end of two-year pilot. Increased number of physicians in underserved areas as a result of repayment funding.	1. Establish an Access to Care Committee to make recommendations to enhance/impact on workforce shortages.	1. Access to care committee has been established.	1. July 2007 to meet up to quarterly	Access to Care Committee
		2. Implementation of AB 329 to plan a telemedicine/health information technology pilot project to impact access to healthcare	2. Hired and trained a Telemedicine Program Manager. Telemedicine Pilot Program in partnership with UCD Medical Center implemented July 2009. Study for Malpractice Insurance completed. A Malpractice Task force was set up to meet in January 2010 prior to the Board meeting to discuss potential for legislation and to determine goals and objectives of the task force.	2. January 2008 to 2010	
		3. Review scope of practice issues that may impact workforce shortages	3. To be discussed in committee as issues arise.	3. January 2008 to 2010	
		4. Provide funding to the Health Professions Education Foundation for the Stephen M. Thompson Loan Repayment Program to increase the number of physicians working in underserved areas.	4. In 2008 Board approved \$500,000 for HPEF but the Governor vetoed the bill. Board supported legislation that became effective January 2009 requiring a surcharge for licensees to provide permanent funding for HPEF for the physician loan repayment.	4. Fiscal Year 2008-2009	

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<p>1.3 Create a plan to assist in addressing medical errors as appropriate to the Board’s Mission and resources.</p> <p>Measures: 1) Development of an educational program to inform medical students and physicians of medical errors and consequences with a recommendation of this as curriculum or CME.</p> <p>2).Educational program/link on medical errors is available on Medical Board Web Site.</p>	1 .Establish a Medical Errors Committee to study how to reduce medical errors by physicians.	1. Medical errors committee completed its work by developing materials on medical errors which are available on the Board’s website.	1.Summer 2007	Medical Error Committee
	2. Develop or link to educational programs regarding medical errors and their consequences and make available on Medical Board’s Web Site.	2. Completed.	2. 2008-2010	
	3. Evaluate the feasibility of the Medical Board developing this as a CME course.	3. Committee has learned that other organizations are focused on Medical Errors and decided not to replicate.	3. 2008-2010	
<p>1.4 Develop an on-line educational program on cultural and linguistic competency.</p> <p>Measures: 1) Determine the number of physicians using this program to enhance their skills and satisfaction with the course.</p> <p>2) Cultural and Linguistic Educational program/link is available on Medical Board Web Site.</p>	1. Establish a Cultural and Linguistic Committee to inform physicians of the various requirements related to this issue.	1. Committee was developed and has had presentations on Cultural and Linguistic issues	1. Completed	Cultural and Linguistic Committee
	2. 2. Develop and/or link to educational programs.	2. Committee to define Educational programs to link too.	2. 2008-2010	
	3. Link to resources and information related to the broader issue of cultural and language issues as relates to medical practice.	3. The Committee will determine what information needs to be posted on the web page.	3. 2008-2010	

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<p>1.5 Ensure that qualified internationally trained physicians are allowed to obtain license exemption under Business and Professions Code sections 2111, 2113, and 2168 through the work of the Special Programs Review Committee.</p> <p><i>Measure: 1) Site audits indicate these physicians are compliant with regulation and a decrease of complaints on this group. 2) There will be 100% compliance with requirements for all special program participants.</i></p>	<p>1. Review and establish procedures for licensing staff to assure the Medical Board is providing adequate education and technical support on an ongoing basis to organizations and participants interested in utilizing these programs.</p>	<p>1. Chief of Licensing developed the first policy and procedure manual for licensing in 2008/2009. Staff held a training session on special programs for the medical schools to educate/ answer questions on the program. Staff working on regulations revision to all special programs sections.</p>	<p>1. July 2007 and ongoing</p>	<p>Licensing</p>
	<p>2. Conduct site visits to assure compliance with requirements of these special programs.</p>	<p>2. Site visits to be scheduled as required. Site visit protocols are being developed.</p>	<p>2. July 2008 and ongoing</p>	
<p>1.6 Ensure international medical schools meet the Board's requirements for recognition. Measures: 1) Site inspections indicate compliance. 2) There will be 100% compliance for these programs.</p>	<p>1. Review established procedures within licensing to assure the Medical Board is providing adequate technical support and evaluation</p>	<p>1. Amended regulations regarding the international medical schools were completed at the end of 2009.</p>	<p>1. July 2007 with completion Dec 2009</p>	<p>Licensing</p>
	<p>2. Conduct site visits as appropriate to assure compliance.</p>	<p>2. Once regulations are completed, staff will be conducting re-evaluation of schools and site visits as required. New school site visits will be conducted as needed.</p>	<p>2. July 2007 and ongoing</p>	

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	<p>1.7 Promote physician wellness by providing an on-line educational programs and links to other resources. <i>Measure: 1)</i> Determine the number of physicians using these resources. <i>2)</i> Track the number of participants who access information provided on the Medical Board Web site.</p>	<p>1. Develop resources related to physician wellness and make available in various forms that may include Web site, newsletter articles and/or in person meetings</p>	<p>1. Articles on Wellness have been published in the newsletter. The board's Wellness bill in 2008 was vetoed by the Governor. Staff has developed a webpage on Wellness with related articles and appropriate links. Staff is coordinating Wellness presentations for all medical school students and other interested parties.</p> <p>2. Wellness committee in 2009 began development of an online Physician Wellness education tool in collaboration with UC Davis.</p>	<p>1. July 2007 and ongoing</p> <p>2. July 2009 and ongoing</p>	<p>Wellness Committee</p>
<p>Regulation and Enforcement</p> <p>Protect the public by effectively enforcing laws and standards to deter violations.</p>	<p>2.1 Submit vertical enforcement report to the Legislature by December 2007 and implement the vertical enforcement model long term. <i>Measure: 1.</i> Report submitted and vertical enforcement model fully integrated including implementation of fully interoperable information technology software used by the Department of Justice.</p>	<p>1. Develop and submit vertical enforcement report to the Legislature.</p>	<p>1. Report was submitted November 2007 and July 2009.</p>	<p>1. November 2007</p>	<p>Enforcement & Information Technology</p>
		<p>2. Implement the vertical enforcement model long term.</p>	<p>2. VE has been fully implemented. VE Pilot program has been extended until 2013 legislation.</p>	<p>2. 2008 and ongoing</p>	
		<p>3. Submit a feasibility study report and budget change proposal to authorize purchase and implementation of fully interoperable information technology software used by Department of Justice.</p>	<p>3. The feasibility study report was approved winter 2008. The budget change proposal requesting funding and staff to implement this IT enhancement was deemed premature in 2008 and has been resubmitted in 2009 for approval in budget year 10/11.</p>	<p>3. 2008 and ongoing</p>	

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2.2 Evaluation of peer review study and address the issues identified. <i>Measure:</i> Study is completed and recommendations are provided to the Board for review and possible action.	1. Report by contracted vendor pursuant to Business and Professions Code section 805.2 submitted to the Legislature.	1. Report was completed and submitted to the Legislature July 2008.	1. July 2008	Executive
	2. Review the report and seek action as appropriate to implement recommendations.	2. Senate B&P held a hearing in 2009 on the report and its recommendations. Legislation was introduced in 2009 session	2. July 2008 through 2009	
2.3 Re-establish the Board's Operation Safe Medicine Unit to target unlicensed activity, corporate practice of medicine, and lack of supervision violations. <i>Measure:</i> Track the number of complaints and outcomes to this unit.	1. Develop budget change proposal to authorize appropriate funding and staffing to re-establish program.	1. The BCP for staffing was approved for fiscal year 09/10 with staff extension and funding to be requested for fiscal year 11/12.	1. Spring 2008	Enforcement
	2. Re-establish operation safe medicine.	2. OSM re-established July 2008.	2. July 2008 through 2009 and ongoing	

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	2.4 Restructure the Board's Probation Unit to transfer the monitoring of probations from investigators to inspectors. The investigators will be reassigned to the District Offices to decrease the length of time for investigations. Measure: A decrease in the length of time to conduct investigations.	1. Reclassify investigator assistant positions to inspector positions.	1. Re-classification done Spring 2008.	1. Fall 2007	Enforcement
		2. Hire new manager and supervisors.	2. New manager and supervisors employed, trained and in place 08/09.	2. Fall 2007 through Jan 2008	
		3. Transition probation investigators to district office positions.	3. Probation investigators transitioned to district office positions in 08/09.	3. Fall 2007 through Spring 2008	
		4. Draft budget change proposal for additional inspector positions.	4. The BCP for staffing was approved for fiscal year 09/10 and ongoing with funding to be absorbed.	4. Spring 2008	
Consumer Education Increase public awareness of the Board's Mission, activities and services.	3.1 Complete a study of the public disclosure laws and take actions necessary to address issues identified. Measure: Study completed and any actions necessary have been identified.	1. Receive the public information study from the California Research Bureau as mandated by the legislature.	1. Final report on Public Disclosure presented to the board at the January 2009 Board meeting.	1. July 2008	Public Information Officer
		2. Review the report and seek action as appropriate to implement recommendations.	2. Updated 805 summaries on the website.	2. July 2008 through 2009.	

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3.2 Recognition of excellence in medicine by California physicians. <i>Measures:</i> 1) Ensure annual award of recognition given to recipient. 2) Board presents award to recipient at a board meeting.	1. Solicit and review nominations for the board's physician humanitarian award.	1. Nomination sought and reviewed annually.	1. August to Dec Annually	Public Information Officer
	2. The Physician Recognition Committee will select awardee.	2. Selection is done by committee.	2. December Annually	
3.3 Improve education about the Board and its services to consumers including obtaining information on physicians. <i>Measure:</i> High levels of satisfaction reported by consumers who access educational material and other information on the Board's Web site.	1. Increase education material on the web site.	1. Educational materials have been added to the website and staff will under direction of the Board.	1. Ongoing	
	2. Represent the Board at professional and public events statewide.	2. Staff represents the Board at multiple meetings throughout the year including at all CA medical schools, the legislature, professions associations and other state agencies.	2. Ongoing	
	3. Develop a public service announcement educating the public about the board.	3. High cost with low benefit/impact was determined.	3. Canceled	
	4. Issue news releases and the board's Newsletter.	4. News releases and the newsletter are widely distributed.	4. Ongoing	
	5. Contact reporters to develop stories about issues related to the board.	5. Public Information Officer is in contact with reporters across the state on a regular basis.	5. Ongoing	

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Organizational Relationships Improve effectiveness of relationships with related organizations to further the Board's Mission and goals.	4.1 Establish a plan to include board members in meetings with legislators and other key stakeholders on various legislative proposals. <i>Measure:</i> Increase support of the Board's legislative proposals.	1. Set up meetings with legislative policy and fiscal committee members to discuss annual legislative agenda and issues of mutual concern.	1. Board members remain actively involved with meetings with staff and the legislature. Board members and staff have testified several times to the legislature on Board bills and issues related to the Board. Executive staff works closely with Board Members to prepare for all meetings	1. Fall 2007 to Spring 2008	Chief of Legislation
		2. Set up meetings with key stakeholders on issues of mutual concern.	2. MBC has met with CMA, CAPG, CHA, OSPHD, CDPH, GME Offices, Latino Coalition for a Healthy California, and other relevant stakeholders such as the University of California Office of The President and the Malpractice Insurers.	2. Fall 2007 and ongoing	
		3. Schedule members to attend legislative policy hearings on legislation sponsored by or pertaining to the board	3. Members have been scheduled to attend these meetings and will continue to do this.	3. 2008 and ongoing	
	4.2 Develop a plan for Supervising Investigators to meet with legislative staff in district offices. <i>Measure:</i> Increases personal contact with legislative district staff.	1. Develop board informational packets for the investigative staff to deliver to legislative district staff.	1. The informational packets were developed.	1. Fall 2007	Chief of Legislation and Supervising Investigators
		2. Set up meetings with legislative district offices and investigative staff.	2. Meetings with legislative district offices and investigative staff to 120 district offices.	2. Fall 2007 and ongoing	
Organizational Effectiveness Enhance organizational	5.1 Develop better ways of assessing Board "customer satisfaction" and implement changes that would better serve applicants, licensees and the public. <i>Measures:</i> 1) High levels	1. Develop an online system to allow potential licensees to access the status of their application.	1. Online system developed and launched in December 2009. Feedback will be encouraged to promote continuous improvements overtime.	1. 2008 and ongoing	All Staff

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effectiveness and systems to improve service to constituents.	of satisfaction reported by customers who receive services or who access information on the Board's Web site. 2) Decrease number of complaints regarding the board's processes and accessibility.	2. Establish a centralized 800-line for all consumer, applicant, and licensee inquiries to the board with customer support staff.	2. The centralized call number was developed and a consumer focused Call center was implemented December 2008.	2. Spring 2008	
		3. Medical Board's new headquarters will have one central public reception area to better serve physicians, applicants, the public, and other visitors.	3. Moved to new headquarters in March 2008 and central reception provided	3. Spring 2008	
	5.2 Reverse loss of investigators by addressing imbalances that are contributing to investigator retention problem. Perform a study to determine the difference in work performed and pay between Board investigators and investigators from other State boards/agencies. Measure: Improve retention of Board investigators.	1. Hire a vendor to perform an analysis of investigator classifications statewide to determine correct classification and pay for board investigators.	1. CPS awarded contract and provided initial report of analysis of investigator classifications in summer 2009. Additional work was required on report due winter 2009.	1. Summer 2008 to 2009	Chief of Enforcement
		2. Take appropriate action based upon study results.	2. Awaiting results of study.	2. 2009	

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5.3 Implement the restructuring of the Board to ensure greater communication and synergy between enforcement and licensing divisions of the Board. Measures 1) : Implementation is completed and all board members are educated regarding all Board issues. 2) Training provided to all board members	1. Develop implementation plan of the board restructuring.	1. Board was restructured to operate as one unified Board January 2008.	1. December 2007	All Staff
	2. Implement plan and provide training to all board members on both licensing and enforcement programs.	2. Training sessions have begun and will continue to be developed. Staff continues to work with the Attorney General's office to provide training identified by Members as the highest priority.	2. 2008	
5.4 Perform a complete evaluation of the Licensing Program to identify areas for improvement. Measure: Evaluation completed and any recommendations for efficiency are implemented.	1. Initiate the evaluation process.	1. The Board contracted with an independent entity to perform this evaluation. The contractor began August 2009. Report to be provided to Board in Jan 2010.	1. August 2008	Licensing Staff
	2. Conduct review and analysis.	2. Initial staff analysis led to development of the first licensing policy and procedure manual in 08/09. This manual will require updating after independent review and report completed.	2. August 2008 to Sept 2009	
	3. Complete report and review recommendations for possible action.	3. Determine appropriate implementation after report received.	3. N/A	

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<p>5.5 Coordinate relocation of the Board’s headquarters facilities and staff to improve operational efficiencies and to improve customer service.</p> <p>Measure: Consumers, staff and other interested parties have improved access to the Board’s services.</p>	<p>1. Develop a space plan to optimize workflow</p>	<p>1. Space plan developed, approved and implemented at new facility.</p>	<p>1. August 2007</p>	<p>All Staff</p>
	<p>2. Reorganize record storage and retention systems by moving to online environments and eliminating wasted space.</p>	<p>2. Record storage has been reorganized to eliminate wasted space.</p>	<p>2. August 2007 and ongoing</p>	
	<p>3. Establish one central public counter and call center with a toll-free number</p>	<p>3. Established public counter in March 2008 and call center in December 2008.</p>	<p>3. March 2008</p>	
<p>5.6 Develop consumer and licensee focused educational programs made available online from the Board’s Web site to provide easy access statewide. Measure: Determine the number of individuals using these services and satisfaction with the courses.</p>	<p>1. Develop online educational programs for multiple topics including but not limited to filing applications and complaints, training, and/or mandatory reporting.</p>	<p>1. Project could not begin until move into headquarters completed due to telecommunication requirements. Draft of Licensing program content has been developed by staff. Submitted extensive plan for the purchase and implementation of a Videoconferencing system to run online content submitted February 2009. Due to Executive Order, the purchase order was denied by DCA. Will resubmit when funding is available – fiscal year 10/11.</p>	<p>1. Spring 2008 and ongoing</p>	<p>All Staff</p>

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<p>5.7 Improve organizational business processes through replacement of current information technology systems with state of the art user-friendly fully interoperable information technology software.</p> <p>Measure: When fully implemented staff reports significant improvement in business processes.</p>	<p>1. Evaluate existing business processes to determine those systems that could be improved by upgrading information technology (IT) environment.</p>	<p>1. Evaluation was completed in partnership with AGs office in Spring 2008 to assure technology could become interoperable with AGs system due to Enforcement program's VE model.</p>	<p>1. Spring 2008 and ongoing</p>	<p>Executive and Information Technology Staff</p>
	<p>2. Purchase and implement expanded and upgraded IT system to support a more efficient business environment.</p>	<p>2. The feasibility study report was approved winter 2008. The budget change proposal requesting funding and staff to implement this IT enhancement was deemed premature in 2008 and has been resubmitted in 2009 for approval in budget year 10/11. Staff has continued to meet with the State CIO, Agency and DCA leadership to discuss this project. DCA is developing a plan to replace both IT systems used by the Board with a new IT system to be used across all DCA Boards and Bureaus. MBC staff remains on the DCA IT committees for development and implementation of this new IT system.</p>	<p>2. In process</p>	