

MEDICAL BOARD STAFF REPORT

DATE REPORT ISSUED: October 10, 2013
ATTENTION: Members, Executive Committee
SUBJECT: Strategic Plan Revisions
STAFF CONTACT: Kimberly Kirchmeyer, Interim Executive Director

RECOMMENDED ACTION:

Review and approve recommended changes to revise the Board's 2012 Strategic Plan.

BACKGROUND AND ANALYSIS:

The Board's Organizational Effectiveness Committee (Committee) has revised the Strategic Plan due to the Board's 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 have been working with the Committee to create a strategic plan which accurately reflects the Board's future goals and objectives.

Two versions of the recommended changes to revise the Board's Strategic Plan are attached. The first version has the recommended changes incorporated into a final document. The second version has the recommended changes with text strike-outs for deletions and text underlined in red for additions.

Please note that all activities for each objective have been removed. After the full Board approves the revisions to the goals and objectives, Board staff and the Solid team will develop activities for each objective. The Strategic Plan will be brought to the Board at the February Board meeting for review of the entire plan and approval.

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

Objective 1.X

Examine the Federation of State Medical Boards' (FSMB) Maintenance of Licensure and the American Board of Medical Specialties' (ABMS) Maintenance of Certification initiatives to determine if changes are needed to existing requirements (continuing medical education) in order to ensure maintenance of competency of California physicians.

Objective 1.3: Define what is necessary to promote safe re-entry into medical practice after extended absences, including looking at the difference between the licensure requirement of re-entry (5 years) and the disciplinary re-entry (18 months).

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

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.

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: 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 the Board's responsibility to regulate outpatient surgery centers and, if necessary, suggest amendments.

Objective 2.9: Determine whether the Registered Dispensing Optician Program should remain within the authority of the Board.

Objective 2.10: Identify methods of ensuring the Board is receiving the required reports pursuant to Business and Professions Code section 805.

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 3.7: 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.

Objective 3.8: Establish a method of holding 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.X: Review the Board's public disclosure laws regarding posting postgraduate information and the 10-year retention of disciplinary information/documents.

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

Objective 4.1: Build relationships with elected officials and their staffs. Build and strengthen collaborative relationships to work toward shared interests in consumer protection and advancing the profession.

Objective 4.3: Optimize relationships with the accreditation agencies, associations representing hospitals and medical groups, professional associations and societies, the Federation of State Medical Boards, Federal government agencies, and other state agencies, including Department of Consumer Affairs and 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.

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 5.4: 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.

Objective 5.6: 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.

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

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 Affordable Care Act and how it may will impact physician practice, workforce, and utilization of allied healthcare professionals.

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 and the American Board of Medical Specialties' (ABMS) Maintenance of Certification initiatives to determine if changes are needed to existing requirements (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 promote safe re-entry into medical practice after extended absences, including looking at the difference between the licensure requirement of 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.~~

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, if necessary, 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 of ensuring the Board is receiving the required reports pursuant to Business and Professions Code section 805.

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 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 the 10-year retention of 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 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 interests 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, professional associations and societies, the Federation of State Medical Boards, Federal 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 5.3: 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.**

~~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 **Board** services.

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