

## MEDICAL BOARD STAFF REPORT

DATE REPORT ISSUED:

July 8, 2011

ATTENTION:

Medical Board Members

SUBJECT:

Strategic Planning

STAFF CONTACT:

Janie Cordray, Consulting Research Specialist

### EXECUTIVE SUMMARY:

The Medical Board is embarking on a new strategic planning process. In preparation, many of you participated in phone interviews about your ideas for a successful process and what should be incorporated into the next plan.

On Wednesday, July 27<sup>th</sup>, the Executive Committee will be discussing the results of the interviews and giving direction to staff on how to proceed. Committee members will review the 2008 Strategic Plan's mission and goals but also review the new ideas and suggestions for objectives. They will then identify the ideas provided by members they believe have merit to pursue and staff can develop these into objectives.

After Wednesday's meeting, staff will incorporate the issues identified by the members, and create an outline for discussion at the Board Meeting on Friday, July 29<sup>th</sup>. The full Board membership will be given an opportunity to provide input on the ideas presented, and provide feedback to the Executive Committee and staff about their views for the strategic plan and the process.

Between the July and November Board Meetings, another Executive Committee meeting will be scheduled to work on refining the plan outline based upon the input received. If a consensus has been reached, there will be a half-day meeting scheduled with the full Board in November. Staff is anticipating that the full membership will reach a consensus on most of the important issues at the November meeting, enabling staff to present a fully written plan for adoption at the February 2012 Board meeting.

You may find it interesting to review the memo to the Executive Committee in their meeting packet which will be mailed under separate cover. It summarizes the interviews with the members, staff survey responses, and ideas of former Executive Directors. Attached to this memo is the Board's 2008 Strategic Plan for your review prior to the meeting.

I will be assisting the members and staff throughout the planning process, and will serve as a scribe and repository for members' ideas. If you have any suggestions throughout the process, please feel free to contact me by email at [janie.cordray@mbc.ca.gov](mailto:janie.cordray@mbc.ca.gov).

**2008**



# Medical Board of California

## Strategic Plan **2008**

# **MEDICAL BOARD OF CALIFORNIA**

## **STRATEGIC PLAN 2008**

*Developed 2008*

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**Barb Johnston, Executive Director**

***Protecting the Public  
Promoting Wellness***

## **INTRODUCTION**

The Medical Board of California (Board) is mandated to make public protection its first priority. This mandate is articulated in Business and Professions Code Section 2001.1, which states:

*Protection of the public shall be the highest priority for the Medical Board of California in exercising its licensing, regulatory, and disciplinary functions.*

While the mandated functions of the Board generally fall into two categories, licensing and discipline, there are other, more broadly defined issues relating to healthcare that impact the protection of the public. Acknowledging that California's healthcare landscape is ever changing, that the current environment of healthcare delivery is under great strain, and that the business of medicine may contribute to preventing access to healthcare or promote substandard care, this plan addresses issues beyond the simple issuing of licenses and rendering of disciplinary actions.

## MISSION

The Mission of the Medical Board of California is to protect healthcare consumers through proper licensing and regulation of physicians and surgeons and certain allied healthcare professions and through the vigorous, objective enforcement of the Medical Practices Act, and, to promote access to quality medical care through the Board's licensing and regulatory functions.

## GOALS AND OBJECTIVES

### **Professional Qualifications**

Promote the professional qualifications of medical practitioners by setting requirements for education, experience, and examinations, taking into account the states needs for more physicians, particularly in underserved populations; and promoting physician wellness.

### **Regulations and Enforcement**

Protect the public by effectively enforcing laws and standards to deter violations.

### **Consumer Education**

Increase public awareness of Board's Mission, activities and services.

### **Organizational Relationships**

Improve effectiveness of relationships with related organizations to further Board's Mission and goals.

### **Organizational Effectiveness**

Enhance organizational effectiveness and systems to improve service.

### **Goal 1: 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.

### **Objectives**

- Assure greater compliance of CME requirements.  
*Measure:* Improve compliance with CME requirements.
- Develop a plan for addressing access to care and the shortage of doctors that is appropriate to the Board's Mission and resources.  
*Measure:* Determine impact of the Board's plan to address access to healthcare.
- Create a plan to assist in addressing medical errors as appropriate to the Board's Mission and resources.  
*Measure:* 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.
- Develop an on-line educational program on cultural and linguistic competency.  
*Measure:* Determine the number of physicians using this program to enhance their skills and satisfaction with the course.
- Ensure that qualified internationally trained physicians are allowed to obtain license exemption under Business and Professions Code 2168 through the work of the Special Programs Review Committee.  
*Measure:* Site audits indicate these physicians are compliant with regulation and a decrease of complaints on this group.
- Ensure international medical schools meet the Board's requirements for recognition.  
*Measure:* Site inspections indicate compliance.
- Promote physician wellness by providing an on-line educational programs and links to other resources.  
*Measure:* Determine the number of physicians using these resources.

## **Goal 2: Regulation and Enforcement**

Protect the public by effectively enforcing laws and standards to deter violations.

### **Objectives**

- Submit vertical enforcement report to the Legislature by December 2007 and implement the vertical enforcement model long term.  
*Measure:* Report submitted and vertical enforcement model fully integrated including implementation of fully interoperable information technology software used by the Department of Justice.
- Evaluation of peer review study and address the issues identified.  
*Measure:* Study is completed and recommendations are provided to the Board for review and possible action.
- Re-establish the Board's Operation Safe Medicine Unit to target unlicensed activity, corporate practice of medicine, and lack of supervision violations.  
*Measure:* Track the number of complaints and outcomes to this unit.
- 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.

## **Goal 3: Consumer Education**

Increase public awareness of the Board's Mission, activities and services.

### **Objectives**

- 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.
- Recognition of excellence in medicine by California physicians  
*Measure:* Ensure annual award of recognition given to recipient.
- Improve education about the Board and its services to consumers including obtaining information on physicians.  
*Measure:* High levels of satisfaction reported by consumers who access educational material and other information on the Board's Web site.

## **Goal 4: Organizational Relationships**

Improve effectiveness of relationships with related organizations to further the Board's Mission and goals.

### **Objectives**

- Establish a plan to include board members in meetings with legislators and other key stakeholders on various legislative proposals.  
*Measure:* Increase support of the Board's legislative proposals.
- Develop a plan for Supervising Investigators to meet with legislative staff in district offices.  
*Measure:* Increased awareness of the Board by legislative district offices.

## **Goal 5: Organizational Effectiveness**

Enhance organizational effectiveness and systems to improve service to constituents.

### **Objectives**

- Develop better ways of assessing Board "customer satisfaction" and implement changes that would better serve applicants, licensees and the public.  
*Measure:* High levels of satisfaction reported by customers who receive services or who access information on the Board's Web site.
- 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.
- Implement the restructuring of the Board to ensure greater communication and synergy between enforcement and licensing divisions of the Board.  
*Measure:* Implementation is completed and all board members are educated regarding all Board issues.
- Perform a complete evaluation of the Licensing Program to identify areas for improvement.  
*Measure:* Evaluation completed and any recommendations for efficiency are implemented.

- Coordinate relocation of the Board's headquarters facilities and staff to improve operational efficiencies and to improve customer service.  
*Measure:* Consumers, staff and other interested parties have improved access to the Board's services.
- Develop consumer and licensee focused educational programs made available on-line 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.
- Improve organizational business processes through replacement of current information technology systems with state of the art user-friendly fully interoperable information technology software.  
*Measure:* When fully implemented staff reports significant improvement in business processes.

### **Conclusion**

This plan seeks improve the efficiency and effectiveness of the Board to assure protection of the public and provide better service to licensees and consumers. This Board is also committed to making wellness of physicians a priority for the Medical Board of California.

# Medical Board of California

Department of Consumer Affairs

July 29, 2011

**To:** Members of the Board

**From:** Janie Cordray, Consulting Research Specialist

**Subject:** Strategic Planning Progress

As reported in your meeting materials, the Board is embarking on a new strategic planning process. On Wednesday, the Executive Committee met to discuss an outline prepared by staff. (See Executive Committee meeting packet, materials for agenda # 4) The outline was a compilation of ideas and suggestions of board members and staff obtained from interviews and surveys conducted in June.

The Committee reviewed the mission statement, goals and ideas for objectives proposed to be included in the 2012 Strategic Plan. They reached a consensus on the following, and are asking the full Board to weigh-in with their opinions.

## Mission:

The Committee was of the opinion that the mission statement adopted in the 2008 strategic plan continues to be relevant, and that it should remain in the 2012 plan. It reads:

*"The mission of the Medical Board of California is to protect healthcare consumers through proper licensing and regulation of physicians and surgeons and certain allied healthcare 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."*

In the preparatory interviews, some members had voiced concerns that the portion "and to promote access to quality medical care through the Board's licensing and regulatory functions," might be beyond the function and ability of the Board. The Committee was of the opinion that it simply stated "promote" rather than "ensure" and therefore was appropriate to Board's authority and mandates, and should remain intact.

### **Goals:**

The Strategic Planning Committee proposed that there be some amendment to the 2008 goals as outlined in the report to the Executive Committee. (Agenda # 4 in the Executive Committee meeting packet). In summary, the Executive Committee was of the opinion that the following should be the goals for the 2012 plan:

1. **Professional Qualifications:** Promote the professional qualifications of medical practitioners by setting requirements for education, experience, and examination.
2. **Regulations and enforcement:** Protect the public by effectively enforcing laws and standards to deter violations.
3. **Consumer and Professional Education:** Increase Public Awareness of the Board, its mission, activities and services.
4. **Organizational Relationships:** Improve effectiveness of relationships with related organizations to further the Board's mission and goals.
5. **Organizational Effectiveness:** Evaluate and enhance organizational effectiveness and systems to improve service.
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.

### Ideas for Objectives:

The Executive Committee reviewed the ideas from Board members and staff that were selected by the Strategic Planning subcommittee for discussion. These ideas or concepts were selected as those with the potential to be developed into objectives for the Strategic Plan. As a result, the Executive Committee has selected the following to be developed into objectives:

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

- Examine and identify methods to ensure physicians remain current.
- Current CME should be examined. The Board should invite organizations that accredit CME (such as the ACCME, IMQ, or ABMS Boards and their member societies) to educate the members on how requirements have changed, what is required for course accreditation, what is done to ensure compliance, and so forth. In addition, the whole concept, practice, and the requirements should be evaluated to determine if they are relevant to keeping physicians current, including elements of the training that promote education in cultural issues that affect medical practice. Obtain and present to the Board membership statistical data on the scope of CME in California, as well as compliance data from the Board's audits.
- Conduct a study to define what is necessary to promote safe re-entry into medical practice after extended absences.
- Establish a committee to examine the FSMB Maintenance of Licensure initiative to study what should be adopted in California, and how it can collaborate with the FSMB and ABMS certifying boards.
- Develop a plan to conduct a comprehensive review of international schools to ensure the Board has accurate information in order to identify those that may need site visits or additional information.

Also, names and locations should be updated in instances where schools have moved and changed their names. Part of this review should include an update of the schools' application process, updating the surveys and evaluations, determining if application fees cover the Board's cost, and identifying ways to expedite the approval process.

- Conduct a study of disciplinary actions, taking into consideration individual professional qualifications, including the performance of disciplined physicians while they were in training.
2. *Goal: Regulations and enforcement: Protect the public by effectively enforcing laws and standards to deter violations.*
- Develop a plan to conduct a complete review of all laws and regulations relating to licensing to identify which are no longer relevant, and what needs to be added or eliminated. Identify requirements that may no longer be 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.
  - Develop a plan to conduct a complete review of all laws and regulations relating to enforcement to identify those 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.
  - Conduct a review of the Vertical Enforcement model to assure uniform implementation in all offices and identify any redundancies that are increasing cost without producing benefits. Part of this review should include examining enforcement timelines to identify which areas may delay the process.

- Examine complaint handling priorities. Educate members on how complaints are prioritized, as well as the legislatively mandated priorities. Determine if there is a need to change the priorities.
- Study disciplinary cases and final decisions to identify trends or issues that may signal dangerous practices or risks.
- 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.
- Identify opportunities to better educate experts and Administrative Law Judges/Hearing Officers.
- Work to clarify the Board's responsibility to regulate Outpatient Surgery Centers, and obtain the resources to be effective.
- Examine Board responsibilities that could be eliminated or moved to a more appropriate board, bureau, or program. (Midwives, Registered Dispensing Opticians, Research Psychoanalysts, approval of non-ABMS specialty boards, etc.)

*A member of the public offered the following suggestion:*

- Examine the trend of the decline of reports required by Business & Professions Code Section 805.

**3. Goal: Consumer and Professional Education: Increase Public and Professional Awareness of the Board, its mission, activities and services.**

- Improve and expand professional educational outreach, including outreach to students and new graduates, about the laws and regulations that govern medical practice. Utilize the website and newsletters to inform licensees of issues relating to legal responsibilities, changes in law and regulation, practice patterns and tools (telemedicine, translation methods and opportunities, etc.), issues of public health and cultural and linguistic literacy. Educate physicians about complying with the law. Initiate programs to

promote the Board's information and programs to its licensees. If resources permit, send every physician a new handbook with license renewals (at present, they are only sent to new licensees). Perhaps re-establish a speakers' bureau, expand the newsletter, and conduct outreach to various organizations such as hospitals and practice groups.

- 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.
- Identify more effective methods to promote the Expert Reviewer Program to recruit qualified physicians.
- Evaluate the appropriateness and effectiveness of the Physician Recognition Award, and the methods used to promote nominations.
- Establish a more assertive approach in communicating with the media to educate consumers and publicize disciplinary cases and criminal investigations, including those done in cooperation with other agencies.
- Expand the newsletter to better educate physicians, if the cost is not too great.
- Evaluate and improve the Board's website.
- Expand the Board's website to create a portal that provides an intuitive and searchable web experience. Develop more online services and surveys to help improve the Board's programs.
- Examine how the Board might provide training to the profession via the Internet, including hosting webinars on subjects of importance to public protection and public health.
- Establish a method of holding public briefings taught by legal or enforcement personnel on disciplinary cases, the laws violated, and other issues of importance to the profession and public.

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

- Improve relationships with elected officials and their staffs. Build and tighten collaborative relationships to work toward common goals—create partnerships on areas of common interests.
- 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.
- Work to establish better relationships with the accreditation agencies, associations representing hospitals and medical groups, professional associations and societies, the Federation, Federal government agencies, and other state agencies, including Department of Consumer Affairs and State & Consumer Services Agency.
- Improve educational outreach to hospitals, health systems, and similar organizations about the Board and its programs. Educate the profession not only about the Medical Board, but all of the health boards in DCA. Re-establish a speakers' bureau or some other outreach for this purpose.

5. *Goal: Organizational Effectiveness: Evaluate and enhance organizational effectiveness and systems to improve service.*

- Conduct a review of all outside agencies' billing (Department of Consumer Affairs, Attorney General, Office of Administrative Hearings, etc.) to identify redundancies, save money, and promote better efficiency.
- Conduct an annual review of all 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 eliminated, or be merged with other committees.
  - Evaluate and enhance organizational effectiveness through the establishment of criteria for a periodic self-evaluation procedure.
  - Establish a means of better educating staff about the Board's activities and priorities set by the membership, including encouraging field staff to attend meetings, and board members to visit field offices when they are at or near the location of Board meetings.
  - 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.
6. *Goal: 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.*
- Educate the Board on the new healthcare reform law and how it may impact physicians' practice, workforce (possible shortages), and utilization of allied healthcare professionals.
  - Study and identify appropriate methods to deal with the evolving medical practice environment in how it effects patient care, such as examining methods to deal with workforce shortages, scope of practice of physician extenders, technological changes (including use of diagnostic and communication technologies), licensing requirements, among other relevant issues to be identified.
  - In general, identify issues and areas in which the Board may assist in promoting better public health.

**Future Work to be Completed by the Subcommittee on Strategic Planning,  
the Executive Committee and Board:**

At the Friday, July 29<sup>th</sup> meeting, members will be asked to review the above outline of the Executive Committee, and asked for their concurrence so that staff may move forward in drafting a strategic plan for future discussion by the members.

Once there is a conceptual consensus of the ideas presented, staff will work to draft fully formed objectives that are measurable, including developing benchmarks and methods of evaluation. (These will serve as a blueprint for staff to develop action plans and reporting methods.)

Between the July and October Board meetings, the subcommittee and Executive Committee will meet to provide input to staff on refining the plan outline, developing objectives, and identifying measurement methods and evaluations. Once they have completed their work, the first draft of the plan will be presented to the full Board membership. If a consensus has been reached, there will be a half-day meeting scheduled with the full Board in October. Staff is anticipating that the full membership will reach agreement on most of the important issues at the October meeting, enabling staff to present a fully written plan for adoption at the February 2012 Board meeting.

I will be serving as scribe and repository of the Board and staff's ideas. If at any time members have ideas or suggestions, they are invited to contact me by e-mail at: [janie.cordray@mbc.ca.gov](mailto:janie.cordray@mbc.ca.gov).