

Medical Board of California

Strategic Planning Objectives Worksheet

Planning Session Date: August 26, 2022

Instructions

Please complete this worksheet in preparation for the strategic planning session.

What would you like MBC to spend its time and resources on over the next 2 to 5 years?

Consider the following:

- a. Review of the Environmental Scan Executive Summary and Environmental Scan Report (documents attached)
- b. Items outlined in Sunset Review (if applicable)
- c. Experience and previously identified needs

Licensing

Enforcement

Legislation and Regulation

Outreach

Board Administration

2022 MBC Environmental Scan Executive Summary

Board Effectiveness

Stakeholders rated the Board’s strategic goal areas on a scale of 1 (very poor) to 4 (very effective). The chart below displays the average rating, with full details contained in report.



2022 MBC Environmental Scan Executive Summary

Strengths and Weaknesses

Stakeholders were asked to share strengths and weaknesses for each of the Board’s strategic goal areas. The lists below contain a list summary of trends, with full details contained in report.

Licensing

Strengths	Weaknesses
<ul style="list-style-type: none"> • Appropriately issues licenses • Business modernization • Communication • Flexibility • Licensing requirements • Licensure renewal process • Online licensing and renewals • Staff • Staff thoroughness • Timeliness • Vetting applicants and licensees 	<ul style="list-style-type: none"> • Communication • Costs and fees • Cross training • Licensing chief’s authority • Management approach • Reliance on paper • Scope of practice • Staffing/vacancies • Streamlined processes • Timeliness/timeframes • Vetting applicants and licensees

Enforcement

Strengths	Weaknesses
<ul style="list-style-type: none"> • Appropriate and reasonable enforcement • Attention to detail • Clearing backlogs • Decision-making process • Dedication • Investigations, enforcement, and discipline • Licensure restriction and removal • Processing times • Reporting of enforcement actions • Responsiveness and follow up • Staff quality and knowledge 	<ul style="list-style-type: none"> • Addressing licensees practicing “quack” medicine • Communication • Complaint intake process • Discipline cases follow through • Educational outreach • Enforcement consistency • Judicial system • Leadership skills and knowledge • Leniency • Subject matter experts • Timeliness/timeframes • Treatment of licensees

2022 MBC Environmental Scan Executive Summary

Legislation and Regulation

Strengths	Weaknesses
<ul style="list-style-type: none"> • Advocates for physicians • Collaboration with stakeholders • Communication of changes and updates • Consumer protection • Extraordinary staff • Reasonable and well-considered policies, regulations, and procedures • Support during pandemic • Investigating impact of legislations and regulations • Up to date and knowledgeable 	<ul style="list-style-type: none"> • Advocacy for physicians and consumers • Educating stakeholders • Political limitations • Politically motivated • Resources • Regulation timeliness • Relationships with stakeholders • Special interest influence • Too many laws and regulations

Outreach

Strengths	Weaknesses
<ul style="list-style-type: none"> • Accessible information • Awareness of Board’s purpose • Communication frequency • Communication methods • Creativity • Digital outreach • Efforts • Public stakeholder meetings • Website and social media 	<ul style="list-style-type: none"> • Commitment • Communicating Board purpose • Communication • Efforts • In-person outreach • Promoting Board role and effectiveness • Reactive outreach • Relationships building • Responsiveness • Stakeholder feedback • Supporting licensees • Visibility

2022 MBC Environmental Scan Executive Summary

Board Administration

Strengths	Weaknesses
<ul style="list-style-type: none"> • Board administration supportive of staff • Board member quality • Communication • High performance • Leadership • Responsiveness • Staff competence • Staff dedication • Staff implements constructive changes • Staff seeks improved outcomes 	<ul style="list-style-type: none"> • Accountability • Administration leadership • Board focus • Board member quality • Communication • Number physicians on the board • Supporting licensees • Timely distribution of meeting materials • Transparency

Opportunities and Threats

Stakeholders were asked to share opportunities and threats in the Board’s external environment. The lists below contain a list summary of trends, full details contained in report.

Opportunities	Threats
<ul style="list-style-type: none"> • Board improvement attitude • Building/improve working relationships • Communication • Educate about the Board’s purpose • Engage legislators • Focus on problems within purview • Partnering with patient safety advocates • Reform enforcement • Response to COVID-19 • Stakeholder input • Streamlining processes • Supporting physicians 	<ul style="list-style-type: none"> • Blending of health care providers’ scope of practice • Corporate decision making • Costs/funding • Non-scientific information • Politics • Special interest groups • Staff retention • Stakeholder expectations • Stakeholder perception of the Board



Environmental Scan

2022



Prepared by:

SOLID Planning Solutions
for the Medical Board of California

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Acronym Legend

Acronym	Definition
BreEZe	BreEZe is the California Department of Consumer Affairs' web-based licensing and enforcement system.
COVID	Coronavirus Disease 2019
DCA	Department of Consumer Affairs
HQIU	Health Quality Investigation Unit
MBC	Medical Board of California
PTL	Postgraduate Training License
SWOT	Strengths, Weaknesses, Opportunities, and Threats

Introduction

One of the first steps in developing a strategic plan is to conduct a scan and evaluation of the internal and external environment in which an organization operates. This evaluation allows the organization to look at the factors that can impact its success. This report is a summary of the environmental scan recently conducted by SOLID Planning (SOLID) for the Medical Board of California (Board) in the months of August, September, and October of 2021.

The purpose of this environmental scan is to provide a better understanding of external and internal stakeholder thoughts about the Board's performance and environment. SOLID followed the SWOT Analysis (strengths, weaknesses, opportunities, and threats) method to solicit feedback from stakeholders. Feedback was solicited from external stakeholders, Board members, and Board executives, management, and staff. regarding the Board's internal strengths and weaknesses as it relates to its goal areas (listed below) and external opportunities and threats as it relates to the profession and environment in which the Board operates in.

Goal 1: Licensing

Goal 4: Outreach

Goal 2: Enforcement

Goal 5: Board Administration

Goal 3: Legislation and Regulation

This document summarizes trends including areas where stakeholder groups agree and disagree, while providing additional insight to assist the Board in developing objectives for the upcoming strategic plan. Please review this information carefully in preparation for the upcoming strategic planning session. At the strategic planning session, the Board's executive team and Board members will discuss and evaluate this information as a group and identify new strategic objectives that the Board will focus on during its next strategic plan period.

If you have any questions about this report, please contact Elizabeth Coronel with SOLID Planning at Elizabeth.Coronel@dca.ca.gov.

Licensing

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

Effectiveness Rating

	External Stakeholders	Board Members	Executives, Management, and Staff
Very Effective	22%	50%	14%
Effective	62%	50%	70%
Poor	12%	0%	16%
Very Poor	4%	0%	0%
Total %	100%	100%	100%
Number of Responses	2,543	8	57

Summary of Licensing Strengths

A complete list of survey responses was provided to executive management.

1. External stakeholders identify the Board's vetting of applicants and licensees as a strength. There are comments which praise the Board's background checks, credentialing, review of legal or troubling past, confirmation of documentation, confirmation of education, experience and competence, application of requirements, licensure of qualified and legitimate individuals, and overall thorough work. Board members say the Board issues licenses appropriately, effectively, and efficiently. Executives, management, and staff praise the licensing team's thoroughness, stating it does a good job of making sure all documents, fees, and forms are correctly done.
2. External stakeholders identify the availability of the Board's online licensing and renewals as a strength. There are comments which praised the ease, convenience, and efficiency of the online licensing and renewals process. Board members commend the Board for carrying out business modernization by shifting operations to an online system, saying this has increased transparency and efficiency. Board members also express appreciation for the online licensing and renewal system, saying it reduces timeframes and improves efficiency.

3. External stakeholders identify the Board's licensure renewal process as a strength. There are comments which say the process is easy and straightforward, efficient, and quick, and provides reminders to licensees. Executives, management, and staff cite timeliness as a strength, pointing to decreased processing times, maintained review times, and met deadlines.
4. External stakeholders identify the Board's communication as a strength and say communication is good, effective, and clear, and provides information, updates, and reminders. Comments also praise the online and email delivery methods. Board members identify communication with licensees as a strength, stating there is little confusion about licensing requirements and deadlines. Executives, management, and staff agree that they communicate well with each other.
5. External stakeholders identify the Board's licensing requirements as a strength. There are comments praising the Board's efforts in establishing and enforcing requirements. Executives, management, and staff describe the Board as flexible, ready to quickly implement necessary changes, as well as dedicated to ensuring all candidates and licensees meet education and training requirements.
6. Board members praise licensing staff for being high quality, working well as a team, and taking on additional tasks when necessary. Executives, management, and staff list leadership and staff dedication as a strength, stating that everyone is committed to the Board's mission and works hard to ensure only qualified individuals are licensed.

Summary of Licensing Weaknesses

A complete list of survey responses was provided to executive management.

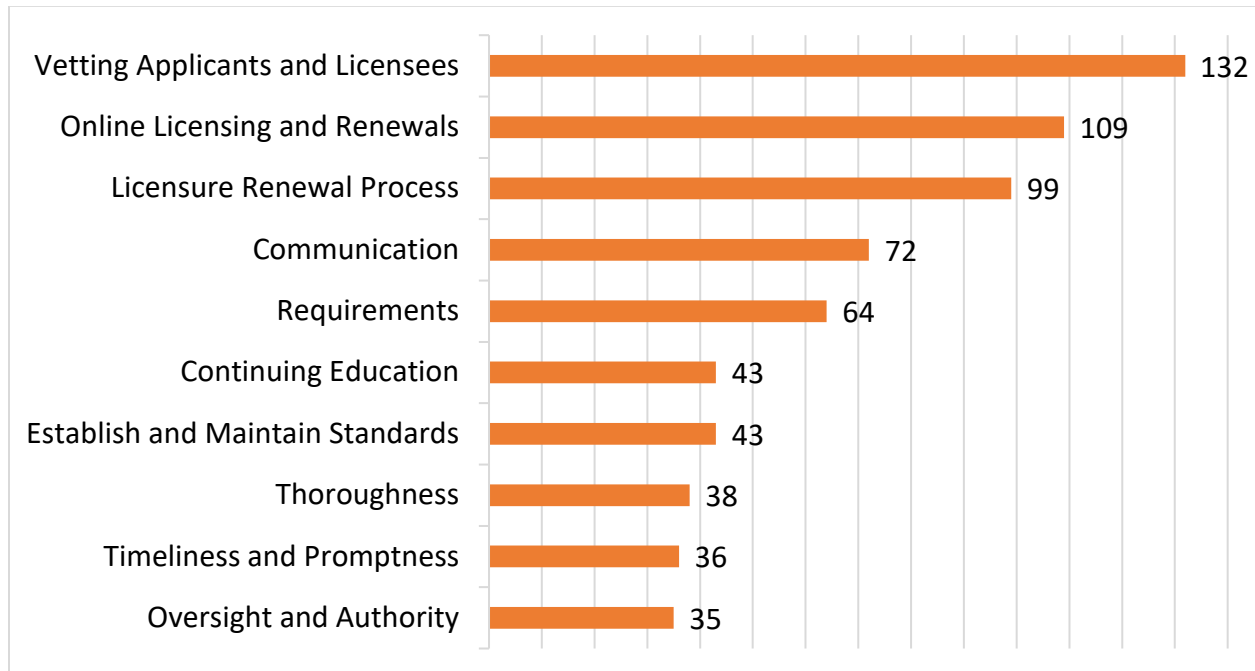
1. External stakeholders identify the Board's timeliness and lengthy processing times as weaknesses. Board members cite processing and overall licensing timeframes as a weakness.
2. Board members state the licensing process could be streamlined by evaluating it and finding efficiencies, improving the review of licensure candidacy, and going paperless. Executives, management, and staff say the Board lacks enough staff and needs to fill vacancies to increase overall effectiveness. Executives, management, and staff would also like to see the licensing process decrease its reliance on paper.
3. External stakeholders identify the Board's costs and fees as weaknesses. There are comments specifically stating that licensing fees are high.

4. External stakeholders identify the Board's stance on scope of practice changes in the field and lack of oversight of related practices, as areas of weaknesses. There are comments stating that the Board did not limit the scope of practice expansion for nurse practitioners and physician assistants.
5. External stakeholders identify the Board's process of vetting applicants and licensees as an area of weakness. Trends in the comments include the inadequate assessment for competency and checking of background/history. Board members suggest the head of licensing needs more authority to prevent legal counsel from overruling decisions and forcing the Board to offer probationary licenses rather than simply denying licensure.
6. External stakeholders identify the Board's communication as an area of weakness. There are comments which mentioned the poor communication and a lack of progress updates. Executives, management, and staff cite the need to increase cross training.
7. Executives, management, and staff agree management could improve its approach, helping to form a more cohesive management team. Executives, management, and staff suggest the Board could develop better teamwork.

Trends in Licensing Strengths

External Stakeholder Licensing Strengths Comment Trends

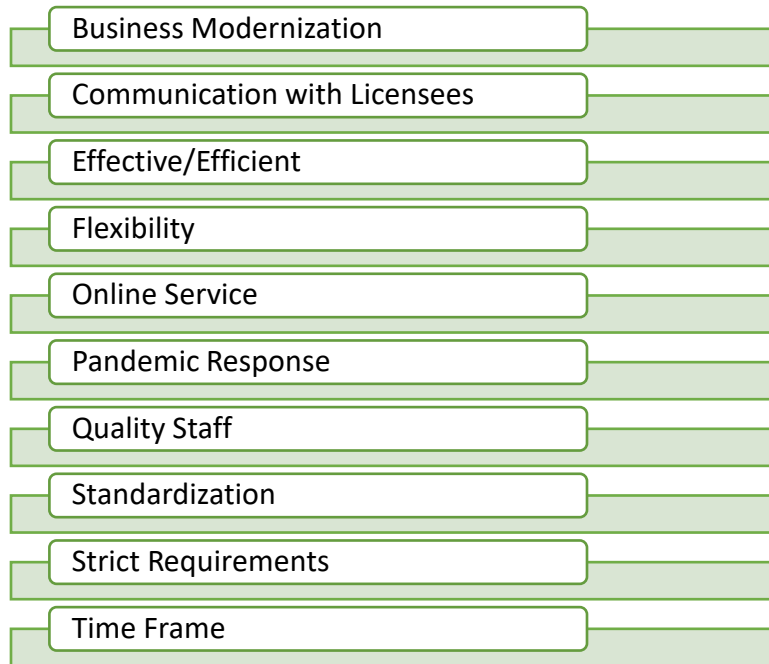
The bar chart and table below list the top ten trends along with corresponding number of comments for feedback provided by external stakeholders. A complete list of survey responses was provided to executive management.



Trend	Number of Responses
1. Vetting Applicants and Licensees	132
2. Online Licensing and Renewals	109
3. Licensure Renewal Process	99
4. Communication	72
5. Requirements	64
6. Continuing Education	43
7. Establish and Maintain Standards	43
8. Thoroughness	38
9. Timeliness and Promptness	36
10. Oversight and Authority	35

Board Member Licensing Strengths Summarized Comments

The list below displays terms that summarize comments provided by Board members. A complete list of survey responses was provided to executive management.



List of terms: Business Modernization, Communication with Licensees, Effective/ Efficient, Flexibility, Online Service, Pandemic Response, Quality Staff, Standardization, Strict Requirements, and Time Frame.

Board Executives, Management, and Staff Licensing Strengths Trends

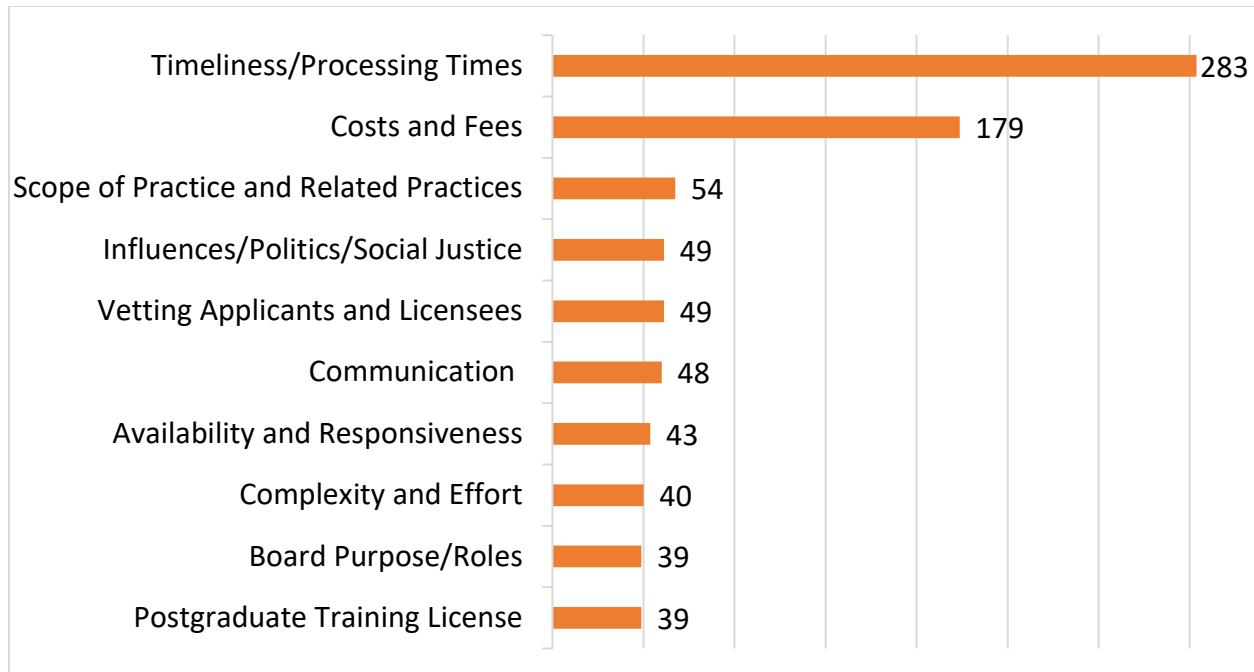
The bullet list below displays top referenced topics from the executives, management, and staff stakeholder group. A complete list of survey responses was provided to executive management.

- Internal Communication
- Commitment/Dedication
- Leadership/Management
- Timeliness

Trends in Licensing Weaknesses

External Stakeholder Licensing Weaknesses Comment Trends

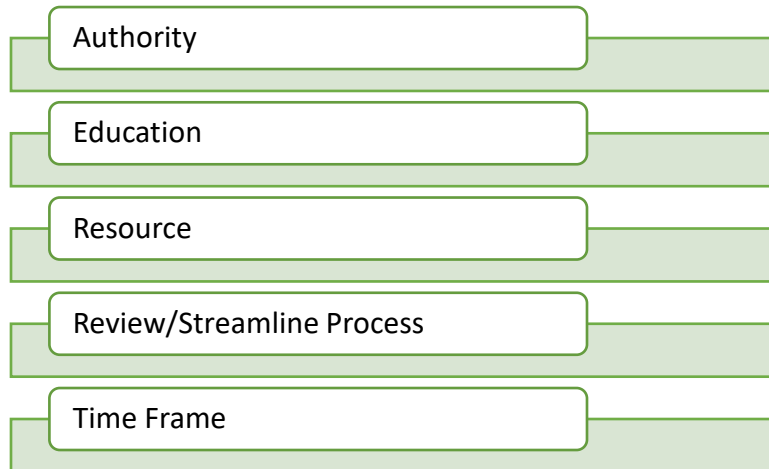
The bar chart and table below list the top ten trends along with corresponding number of comments for feedback provided by external stakeholders. A complete list of survey responses was provided to executive management.



Trend	Number of Responses
1. Timeliness/Processing Times	283
2. Costs and Fees	179
3. Scope of Practice and Related Practices	54
4. Influences/Politics/Social Justice	49
5. Vetting Applicants and Licensees	49
6. Communication	48
7. Availability and Responsiveness	43
8. Complexity and Effort	40
9. Board Purpose/Roles	39
10. Postgraduate Training License	39

Board Member Licensing Weaknesses Summarized Comments

The list below displays terms that summarize comments provided by Board members. A complete list of survey responses was provided to executive management.



List of terms: Authority, Education, Resource, Review/Streamline Process, and Time Frame.

Board Executives, Management, and Staff Licensing Weaknesses Trends

The bullet list below displays top referenced topics from the executives, management, and staff stakeholder group. A complete list of survey responses was provided to executive management.

- Reduce Reliance on Paper
- Leadership Experience and Expertise
- Leadership Communication and Teamwork
- Staff Shortage

Suggested Licensing Objective Topics

The list below categorizes objective topics recommended by the Board executives and Board members. The objective topics below are shown as provided by stakeholders.

1. Business Modernization

- a. Implement a document management system to help reduce the reliance on printing, mailing, etc.
- b. Outreach/Expansion of online services to stakeholders to increase Board efficiency and empower licensure candidates and licensees.
 - i. Web-portal for application status check for employers, schools, credentialing organizations.
 - ii. Ability to upload/download list of current and potential training licensees to track licensure status of residents (PTL).
 - iii. Ability to upload/download list of licensees with privileges at each facility.
- c. Reducing the Board's reliance on paper by expanding its online services, expanding electronic resources. The Board doesn't have all its applications online yet. This needs to be a goal. Get all applications online.
- d. The applicants are very limited in what they can see in BreEZe, so the Board should expand what applicants can see, electronic communication tools to better inform applicants. Expanding electronic tools to make the licensing process more efficient and effective.
- e. Investment in the deployment of additional technologies to achieve processing time frame improvements. Perhaps investigate approaches and technologies used by other California boards or medical boards from other states. For example, automate processes by eliminating the use of paper.
- f. Evolving to a total electronic platform.
- g. Continue working towards a paperless process.
- h. eliminating paper/mail processes

2. Education Resources

- a. increasing education resources

3. Fees/Budget

- a. Petition for a fee increase to address increased workload and the lack of budget.

4. Improve/Streamline Processes

- a. Reduce the cycle time in issuing initial license to below 30 days to invite doctors to move to California.
- b. Streamlining online operations
- c. Improving efficiency by streamlining the licensing process.
- d. Improve and make the licensing process more efficient to facilitate the licensure of out-of-state candidates.

5. Legislation/Regulation Implementation

- a. Continue to come up with legislative ideas to improve consumer protection on the licensing side.
- b. Implement Licensing requirements that became Statute this year.

6. Outreach

- a. Expanding the Board's outreach to programs and applicants. The Board needs to find ways to outreach remotely to programs and/or applicants in regard to the licensing process, the application process.

7. Requirements

- a. Candidate honesty should be a key requirement.
- b. Issue licenses to qualified candidates.

8. Staffing/Recruitment

- a. Acquire more staff to address the increased workloads which may come from the amendments to the PTL post graduate training license.

Enforcement

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

Effectiveness Rating

	External Stakeholders	Board Members	Executives, Management, and Staff
Very Effective	12%	0%	8%
Effective	65%	63%	55%
Poor	18%	25%	33%
Very Poor	5%	12%	4%
Total %	100%	100%	100%
Number of Responses	2,270	8	49

Summary of Enforcement Strengths

A complete list of survey responses was provided to executive management.

1. External stakeholders identify the Board's investigations, including investigation of complaints, as strengths.
2. External stakeholders identify the Board's enforcement and discipline as a strength. There are comments which state that the Board disciplines licensees in need of discipline and that it enforces the laws. Board members describe enforcement as appropriate and reasonable, and they describe the Board's decision-making process as sound.
3. External stakeholders identify the Board's restriction and removal of licensure as strengths.
4. External stakeholders identify the Board's reporting of enforcement actions as a strength stating that it informs stakeholders.
5. External stakeholders identify the Board's responsiveness and follow up in the area of complaints and investigations as a strength. Board members list enforcement processing

times as a strength, calling out the central complaint unit for making strides to review cases more promptly. Board members commend the enforcement unit for being effective and efficient, identifying the enforcement monitor plan, completing cases, and handling a high volume of cases as strengths. Executives, management, and staff compliment the enforcement team's processing times, especially considering the high volume of cases they work with.

6. Executives, management, and staff describe the enforcement team as effective and efficient, collaborating well with other agencies. Executives, management, and staff state the enforcement team is knowledgeable and pays attention to details by doing such things as subscribing to alerts from other agencies.
7. Board members praise enforcement for clearing backlogs of cases. Executives, management, and staff praise the enforcement team for its hard work and dedication to the Board's mission.
8. Board members appreciate the quality of enforcement staff, saying the investigative team is well-trained and enforcement staff are experienced, hardworking, and committed. Executives, management, and staff say the enforcement unit is open-minded, looking for improvements and different perspectives, while also making informed decisions about complaints and cases.

Summary of Enforcement Weaknesses

A complete list of survey responses was provided to executive management.

1. External stakeholders identify the Board's timeliness as an area of weakness. The comments mention the Board is slow and its process is lengthy. They also mention the Board's timeliness in addressing complaints, conducting investigations, and applying discipline. Board members find enforcement timelines slow and unacceptable. Executives, management, and staff consider timeframes a weakness, saying the time from when a case is initiated to when discipline is imposed needs to decrease.
2. External stakeholders identify the Board's leniency as an area of weakness. They comment on the Board's lack of strictness, lack of enforcement, and lack of restricting and removing licenses. Commentors stated that serious or repeat offenders do not get appropriate penalties. Board members state that subject matter experts are a weakness, claiming the Board uses unqualified medical experts and assigns inappropriate experts to cases. Board members also suggest the judicial system weakens enforcement by forcing the Board to offer probation rather than revocation and limiting how soon cases can be evaluated and completed. Executives, management,

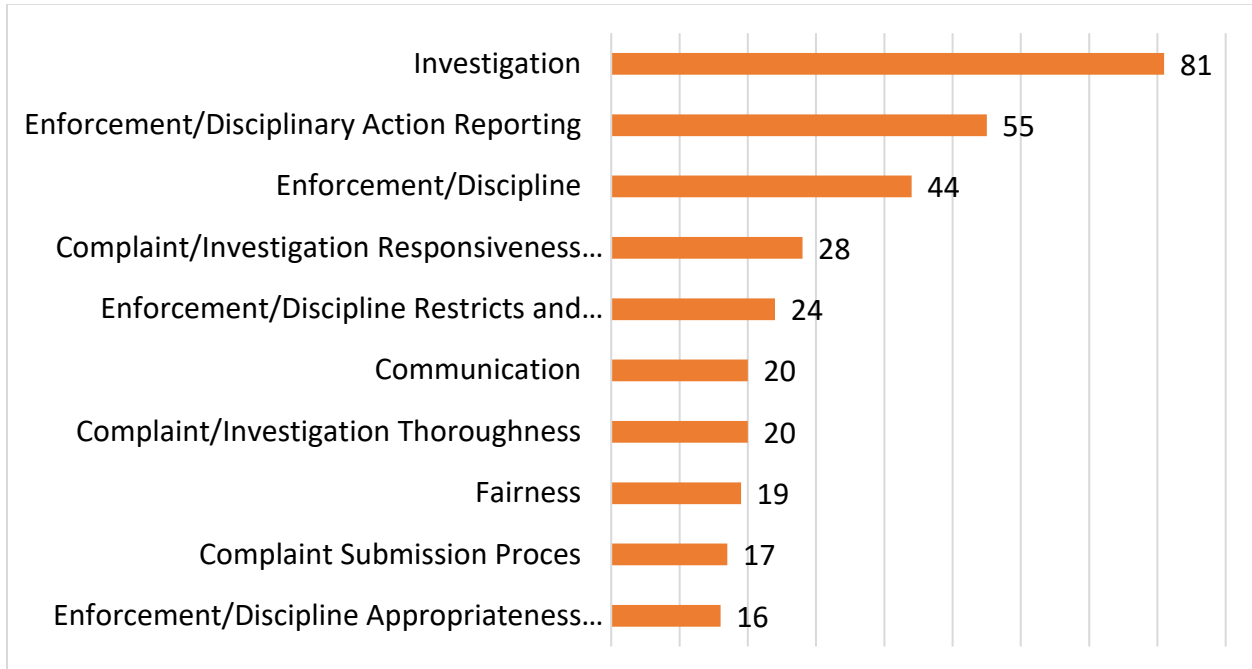
and staff do not see enough follow through with discipline cases and feel licensees are not being held accountable for misbehavior.

3. External stakeholders believe the Board does not appropriately address licensees who practice “quack” medicine and who do not believe in science, vaccines, or COVID-19.
4. External stakeholders identify the Board's treatment of licensees as an area of weakness. They also describe the Board's treatment towards licensees as aggressive, bullying, fear instilling, carrying a tone of guilty until proven innocent, and targeting. Board members express concern that enforcement lacks consistency, failing to administer guidelines in a uniform and fair manner.
5. External stakeholders identify the Board's complaint intake process as an area of weakness. They state their concerns with the Board's practice of automatic investigation of a complaint without appropriately validating the complaint or determining whether it was frivolous or fraudulent. There are some stakeholders who claim that the Board did not protect licensees from frivolous complaints and that unfounded investigations are costly and stressful to licensees. Some stakeholders state that complainants are intimidating physicians and recommend that the Board act against the complainant if the complaint is found to be fraudulent. Others mention the Board places a lot of weight on the complainant's allegations and treats licensees as guilty until proven innocent. There are a few stakeholders who report that the Board took no action on their complaints. Executives, management, and staff say the public and stakeholders lack awareness of the enforcement process and would like the Board to offer educational outreach in this regard.
6. Board members cite that the enforcement team fails to communicate promptly and transparently with complainants. Executives, management, and staff state that the enforcement unit needs to communicate more often with complainants and improve its customer service skills.
7. Executives, management, and staff suggest enforcement unit leadership lacks skills and knowledge and is resistant to streamlining processes, contributing to high employee turnover rates.

Trends in Enforcement Strengths

External Stakeholder Enforcement Strengths Comment Trends

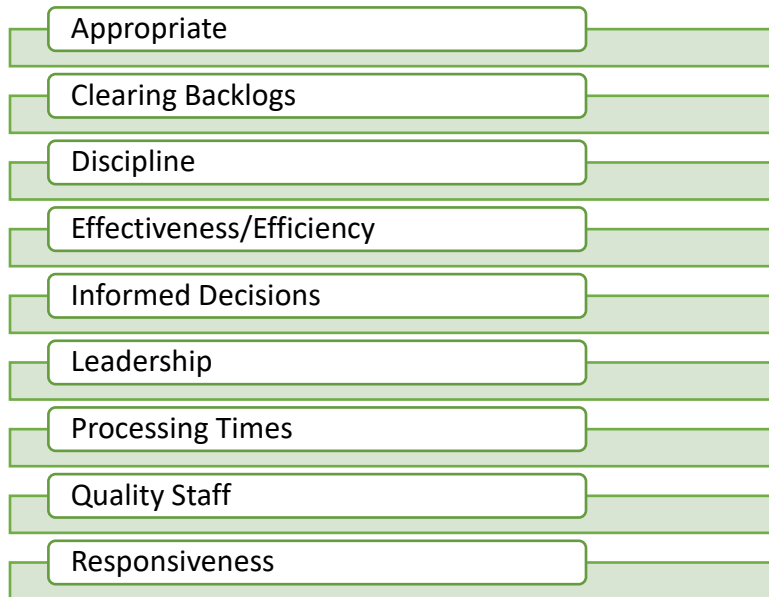
The bar chart and table below list the top ten trends along with corresponding number of comments for feedback provided by external stakeholders. A complete list of survey responses was provided to executive management.



Trend	Number of Responses
1. Investigation	81
2. Enforcement/Disciplinary Action Reporting	55
3. Enforcement/Discipline	44
4. Complaint/Investigation Responsiveness and Follow Up	28
5. Enforcement/Discipline Restricts and Removes License	24
6. Communication	20
7. Complaint/Investigation Thoroughness	20
8. Fairness	19
9. Complaint Submission Process	17
10. Enforcement/Discipline Appropriateness and Fairness	16

Board Member Enforcement Strengths Summarized Comments

The list below displays terms that summarize comments provided by Board members. A complete list of survey responses was provided to executive management.



List of terms: Appropriate, Clearing Backlogs, Discipline, Effectiveness/Efficiency, Informed Decisions, Leadership, Processing Times, Quality Staff, and Responsiveness.

Board Executives, Management, and Staff Enforcement Strengths Trends

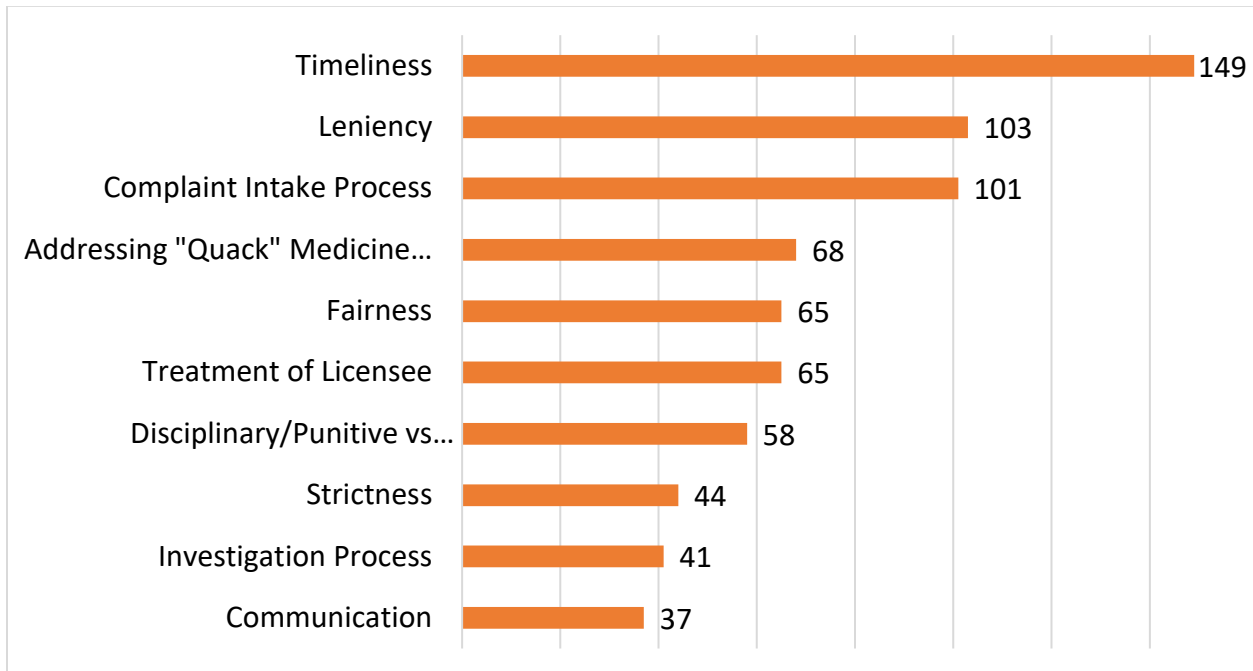
The bullet list below displays top referenced topics from the executives, management, and staff stakeholder group. A complete list of survey responses was provided to executive management.

- Leadership and Staff Dedication
- Effectiveness/Efficient
- Leadership and Staff Attentiveness and Knowledge

Trends in Enforcement Weaknesses

External Stakeholder Enforcement Weaknesses Comment Trends

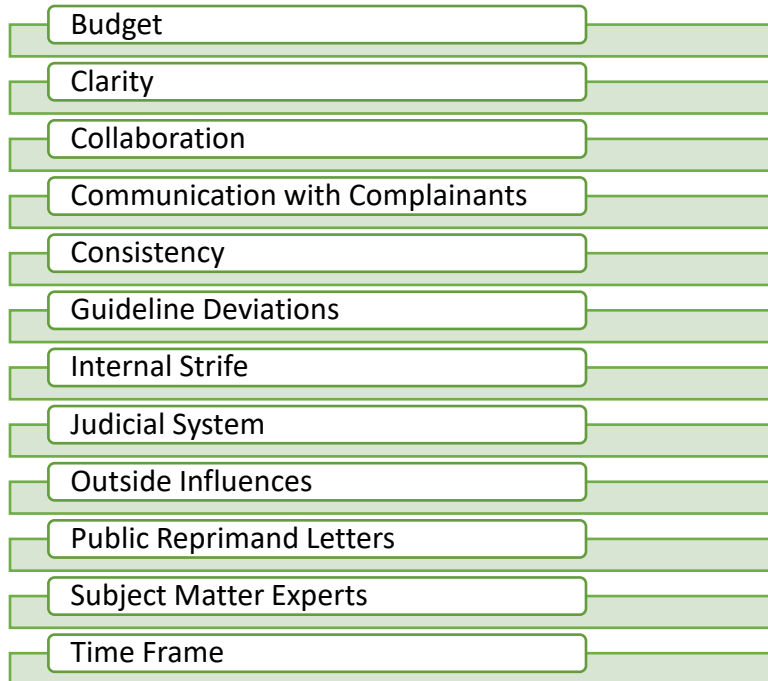
The bar chart and table below list the top ten trends along with corresponding number of comments for feedback provided by external stakeholders. A complete list of survey responses was provided to executive management.



Trend	Number of Responses
1. Timeliness	149
2. Leniency	103
3. Complaint Intake Process	101
4. Addressing "Quack" Medicine, Anti-Science, Anti-Vaccine, and Anti-COVID Licensees	68
5. Fairness	65
6. Treatment of Licensee	65
7. Disciplinary/Punitive vs Educational/Rehabilitative	58
8. Strictness	44
9. Investigation Process	41
10. Communication	37

Board Member Enforcement Weaknesses Summarized Comments

The list below displays terms that summarize comments provided by Board members. A complete list of survey responses was provided to executive management.



Budget
Clarity
Collaboration
Communication with Complainants
Consistency
Guideline Deviations
Internal Strife
Judicial System
Outside Influences
Public Reprimand Letters
Subject Matter Experts
Time Frame

List of terms: Budget, Clarity, Collaboration, Communication with Complainants, Consistency, Guideline Deviations, Internal Strife, Judicial System, Outside Influences, Public Reprimand Letters, Subject Matter Experts, and Time Frame.

Board Executives, Management, and Staff Enforcement Weaknesses Trends

The bullet list below displays top referenced topics from the executives, management, and staff stakeholder group. A complete list of survey responses was provided to executive management.

- Timeframes
- Communication with Complainants
- Discipline
- Knowledge About the Enforcement Process

Suggested Enforcement Objective Topics

The list below categorizes objective topics recommended by the Board executives and Board members. The objective topics below are shown as provided by stakeholders.

- 1. Accountability**
 - a. Build a matrix with key performance indicators to hold Board accountable.
- 2. Budgeting**
 - a. Cut down cost.
- 3. Communication with Complainants**
 - a. Better communication with complainants.
 - b. Focus on communication with complainants during the enforcement process, increase it.
 - c. More effective and timely communication with complainants regarding the status of complaints. Construct language that explains to the complainant why the specific outcome occurred.
 - d. Better communication with complainants.
- 4. Discipline**
 - a. Take bolder stances on discipline. Set Board policies for zero tolerance on certain infractions.
- 5. Enforcement Reform**
 - a. Revamping the entire enforcement function.
- 6. Guideline Adherence**
 - a. Creating uniformity in our of adherence the guidelines
- 7. Investigators**
 - a. Regaining control of investigators.
- 8. Outreach**
 - a. Outreach to stakeholders
- 9. Subject Matter Experts**
 - a. increasing the quality and diversity of our medical consultants and experts
 - b. Better quality experts.
 - c. Improvement to the expert reviewer training and outreach to find new experts.
- 10. Staffing/Recruitment**
 - a. Obtain the enforcement monitor.
- 11. Streamline Processes**
 - a. Revise and streamline the enforcement process to make it less complex because there are many roadblocks in the way to achieve consumer protection.
 - b. Seek a streamlined process which includes consistency across the board for all areas of enforcement.
- 12. Time Frames**

- a. Reducing enforcement timeline
- b. Continue to work with HQIU and the Attorney General's Office to improve timelines.
- c. Heavy reduction of enforcement timelines.
- d. Close cases on a timelier manner realizing that the Board has to allow due process.
- e. Cut down the timelines.

13. Transparency

- a. Focus on transparency around the enforcement process.
- b. Transparency in the process.

Legislation and Regulation

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

Effectiveness Rating

	External Stakeholders	Board Members	Executives, Management, and Staff
Very Effective	8%	0%	4%
Effective	59%	75%	79%
Poor	26%	25%	17%
Very Poor	7%	0%	0%
Total %	100%	100%	100%
Number of Responses	2,118	8	48

Summary of Legislation and Regulation Strengths

A complete list of survey responses was provided to executive management.

1. External stakeholders praise the Board for supporting them during the pandemic and protecting their rights and profession.
2. External stakeholders agree the Board advocates effectively on behalf of physicians, patients, regulations, and legislation. Executives, management, and staff believe consumer protection is a strength for the Board in the areas of Legislation and Regulation, stating the Board is active in the legislative process and advocates for consumer protection in the laws.
3. External stakeholders appreciate that the Board communicates changes and updates to legislation, as well as keeping them informed in general. Board members commend the Board for staying on top of and investigating the impact of legislation and regulations, while looking for opportunities to weigh in and support legislation and regulations where applicable. Executives, management, and staff commend the Board’s staff for being up to date and knowledgeable on the Board’s legislative needs.
4. External stakeholders commend the Board's ability to collaborate with legislators and professional organizations, such as the California Medical Association. Board members

Goal Area 3: Legislation and Regulation

praise the Board for actively engaging with legislators and staff to optimize and adjust any concerns with a bill. Board members say the Board builds good relationships with Business and Professions Committee staff as well as with legislators. Executives, management, and staff highlight collaboration for legislation changes as a strength for the Board with stakeholders saying Board staff and liaisons collaborate well with external stakeholders to discuss and evaluate legislative changes.

5. External stakeholders believe the Board adopts reasonable and well-considered policies, regulations, and procedures. Board members describe Board staff as extraordinary.

Summary of Legislation and Regulation Weaknesses

A complete list of survey responses was provided to executive management.

1. External stakeholders believe there are too many laws and regulations, wasting their time and causing them stress. Board members see an opportunity for the Board to educate legislators in general, and to educate the public and patient advocates in the legislative and regulatory processes.
2. External stakeholders suggest the Board allows itself to be influenced by too many special interests and is too politically motivated. Executives, management, and staff say that lobbyist resistance to the Board's regulatory efforts is a weakness, stating that lobbyists make it difficult to get meaningful improvements through and that the Board could use resources to help rebut misinformation and gain support from the public and legislature.
3. External stakeholders encourage the Board to increase and strengthen its advocacy for physicians and consumers. They want Board to support them more in the practice of medicine and to protect them from frivolous lawsuits, as well as corporate and political agendas. They also call for the Board to protect patients from sub-par care or lack of access to care. Board members characterize the Board's barriers to advocacy as a lack of willingness to advocate more strongly, not listening to all available feedback, and political pushback.
4. Board members would like the Board to continue improving its relationship with the legislature and for staff to cultivate relationships with constituents. Executives, management, and staff believe that the Board could increase efforts to collaborate and foster relationships with the legislature to help strengthen consumer protection in California.
5. Board members describe the Board as ineffective, citing the Board's failure to achieve legislative goals in the sunset process or to push public protection legislation and be

Goal Area 3: Legislation and Regulation

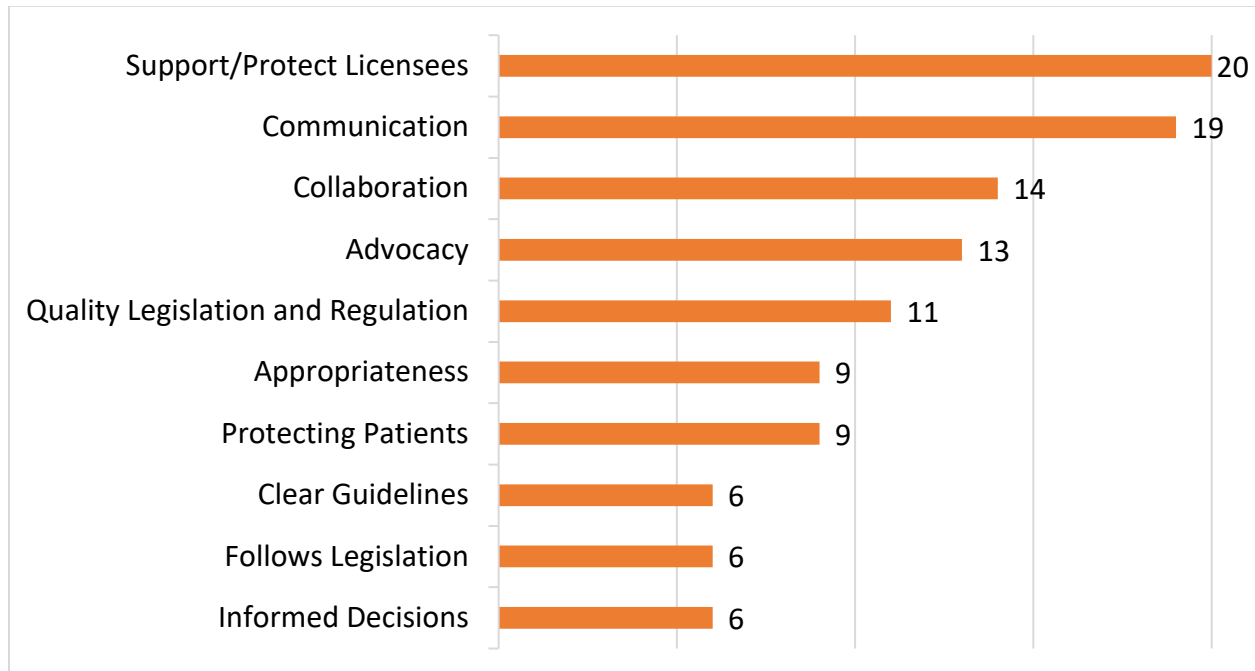
proactive. Executives, management, and staff all agree that the regulation timelines are a weakness, stating the process is time-consuming and documents are repetitive.

6. Board members say the Board lacks resources, citing there is only one legislative liaison and that the Board lacks an independent budget.

Trends in Legislation and Regulation Strengths

External Stakeholder Legislation and Regulation Strengths Comment Trends

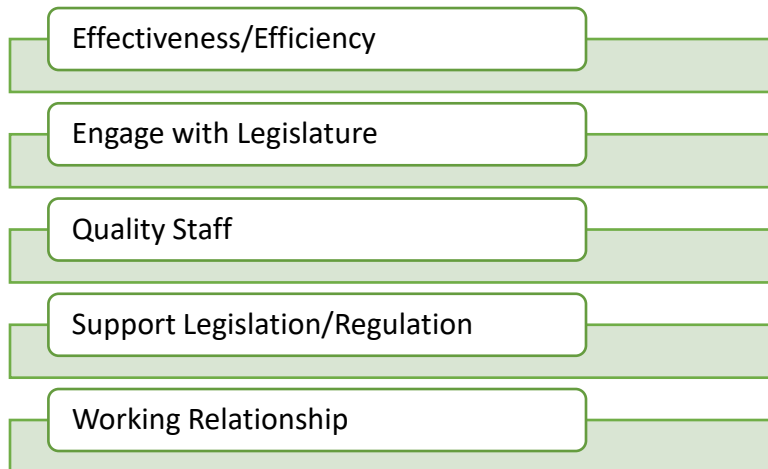
The bar chart and table below list the top ten trends along with corresponding number of comments for feedback provided by external stakeholders. A complete list of survey responses was provided to executive management.



Trend	Number of Responses
1. Support/Protect Licensees	20
2. Communication	19
3. Collaboration	14
4. Advocacy	13
5. Quality Legislation and Regulation	11
6. Appropriateness	9
7. Protecting Patients	9
8. Clear Guidelines	6
9. Follows Legislation	6
10. Informed Decisions (Licensing Strengths, Maintaining Standards, and Proactiveness also received 6 responses)	6

Board Member Legislation and Regulation Strengths Summarized Comments

The list below displays terms that summarize comments provided by Board members. A complete list of survey responses was provided to executive management.



List of terms: Effectiveness/Efficiency, Engage with Legislature, Quality Staff, Support Legislation/Reregulation, and Working Relationship.

Board Executives, Management, and Staff Legislation and Regulation Strengths Trends

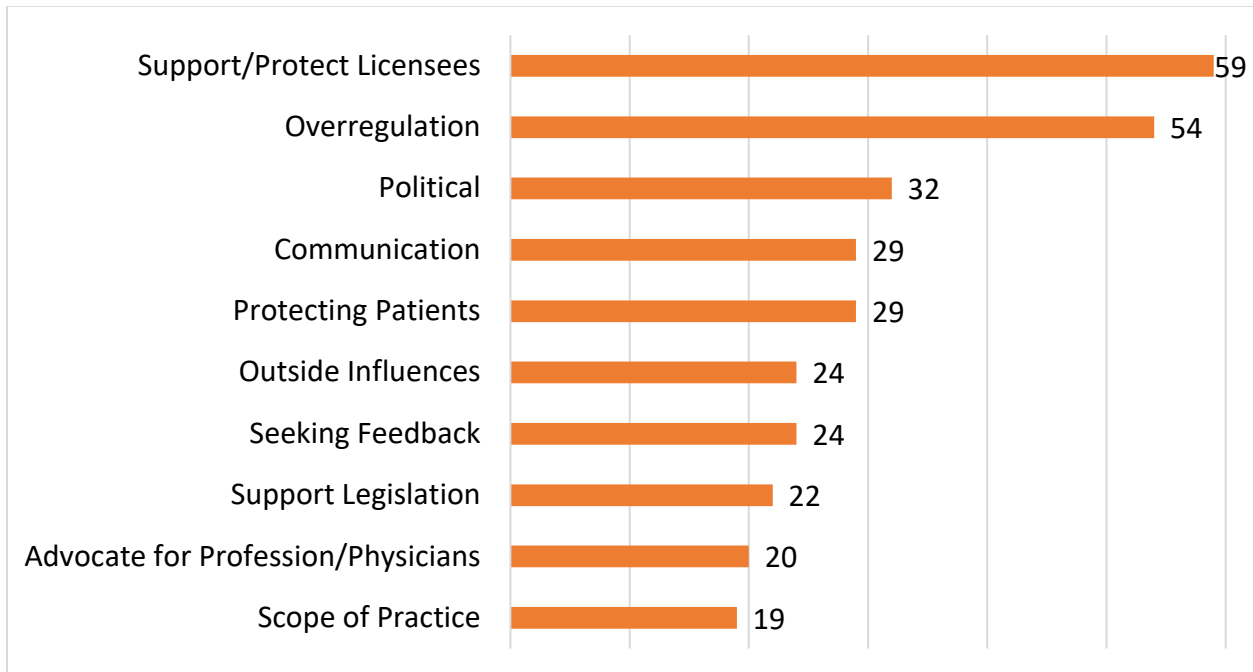
The bullet list below displays top referenced topics from the executives, management, and staff stakeholder group. A complete list of survey responses was provided to executive management.

- Consumer Protection
- Collaboration for Legislative Changes

Trends in Legislation and Regulation Weaknesses

External Stakeholder Legislation and Regulation Weaknesses Comment Trends

The bar chart and table below list the top ten trends along with corresponding number of comments for feedback provided by external stakeholders. A complete list of survey responses was provided to executive management.



Trend	Number of Responses
1. Support/Protect Licensees	59
2. Overregulation	54
3. Political	32
4. Communication	29
5. Protecting Patients	29
6. Outside Influences	24
7. Seeking Feedback	24
8. Support Legislation	22
9. Advocate for Profession/Physicians	20
10. Scope of Practice	19

Board Member Legislation and Regulation Weaknesses Summarized Comments

The list below displays terms that summarize comments provided by Board members. A complete list of survey responses was provided to executive management.



List of terms: Barriers to Advocacy, Board Member Knowledge, Budget/Resources, Communication with Stakeholders, Educating Legislators, Effectiveness/Efficiency, and Working Relationships.

Board Executives, Management, and Staff Legislation and Regulation Weaknesses Trends

The bullet list below displays top referenced topics from the executives, management, and staff stakeholder group. A complete list of survey responses was provided to executive management.

- Regulation Timelines
- Collaboration with Legislature
- Lobbying Resources
- Lobbying Resistance

Suggested Legislation and Regulation Objective Topics

The list below categorizes objective topics recommended by the Board executives and Board members. The objective topics below are shown as provided by stakeholders.

- 1. Outreach Opportunities**
 - a. Establish legislative day.
 - b. Establish a calendar of outreach opportunities that the Board can do reach out to law makers, consumer groups, public groups, and medical groups.
- 2. Proactiveness/Responsiveness**
 - a. Be proactive in our legislative and regulatory endeavors. Be proactive through the entire regulatory process.
 - b. Developing a more responsive means of interacting in the legislative process; we are often stymied by being unable to take or alter positions pending the next Board meeting.
- 3. Protecting Public**
 - a. Focus on public protection legislation.
- 4. Pushing Legislation/Regulation**
 - a. Continue to put forth legislative and regulatory proposals to protect consumers.
 - b. Continue to sponsor legislation that is reflective of the board members statutory priorities.
 - c. Using our influence to more actively push for legislation that we support
- 5. Sunset Legislation**
 - a. Clean up the problems from previous sunset legislation on licensing issues.
- 6. Update Laws and Regulations**
 - a. Update Laws and Regulations
- 7. Working Relationships**
 - a. Research and identify methods to educate legislature on licensing and enforcement processes.
 - b. Continue to improve relationship with the legislator.
 - c. To build relationships with legislators who are willing to put forth or author a legislation that more greatly impact the Board and consumers.

Outreach

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

Effectiveness Rating

	External Stakeholders	Board Members	Executives, Management, and Staff
Very Effective	8%	0%	4%
Effective	57%	50%	56%
Poor	28%	38%	33%
Very Poor	7%	12%	7%
Total %	100%	100%	100%
Number of Responses	2,048	8	45

Summary of Outreach Strengths

A complete list of survey responses was provided to executive management.

1. External stakeholders believe that the Board does a good job at making the public aware of the Board’s purpose and outreach efforts.
2. External stakeholders cite email and newsletter communication from the Board as a strength, saying the emails and newsletters provide licensees with updates and relevant information. Executives, management, and staff enjoy knowing they are getting regular communication from the Board, including newsletters and emailed updates.
3. External stakeholders note that the Board provides regular and consistent communication to licensees and the public to inform them about the Board’s activities. Board members list implementation of the Public Stakeholder meeting as an outreach strength. Executives, management, and staff encourage the Board to do more outreach, recognizing positive intentions and current forums, including meetings and pamphlets. Executives, management, and staff also admire the continuing development of a variety of formats, including the outreach toolkit and leveraging technology.
4. External stakeholders believe the Board’s website and social media to be a strength, saying that the information provided online is informative and easy to access. Board

members praise the Board's outreach for its creativity, for example, creating a phone app that allows anyone to check a doctor's license or status. Executives, management, and staff appreciate the Board's digital and social media use and find these to be valuable outreach.

5. External stakeholders praise the Board for making information accessible to licensees and the public, stating the website is easy to navigate and Board staff are available to assist with consumer inquiries. Board members commend the Board for continuously improving its website and making it user friendly. Executives, management, and staff praise the Board's website and appreciate the recent upgrades.

Summary of Outreach Weaknesses

A complete list of survey responses was provided to executive management.

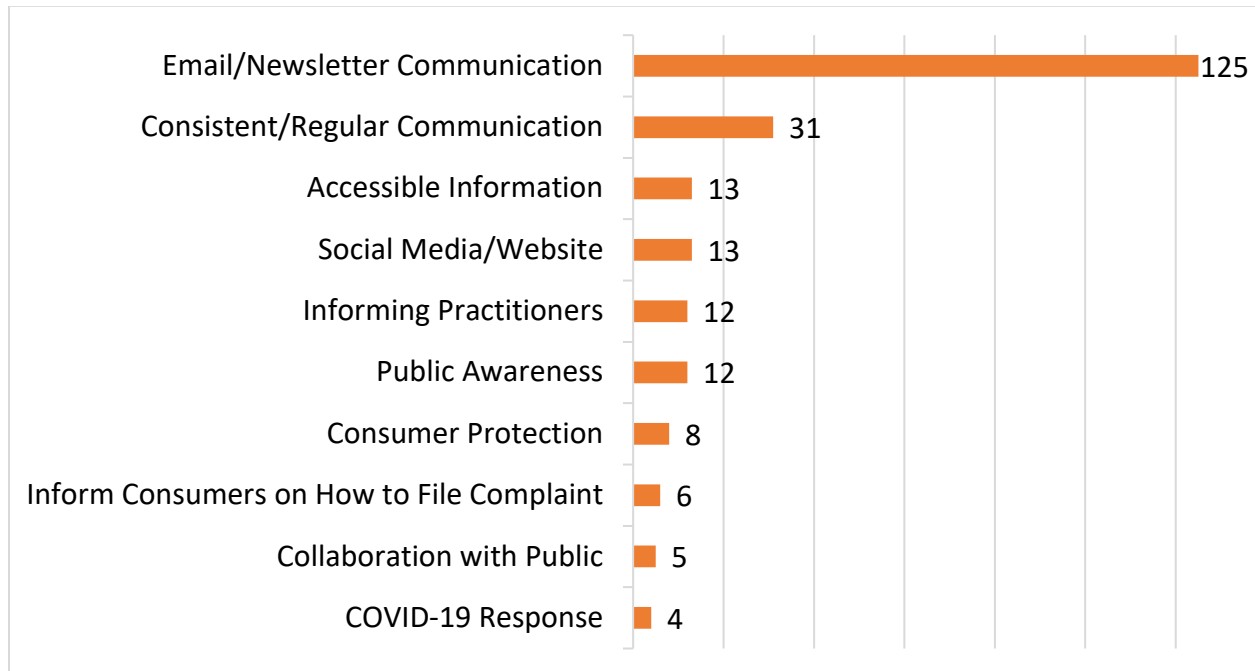
1. External stakeholders note that many consumers and licensees are unaware of the Board's outreach efforts with many saying there is minimal impact to the public. Board members would like to see the Board more committed to outreach and responsive to topics and issues of concern for stakeholders. Executives, management, and staff recognize that the COVID-19 restrictions on in-person outreach set the program's efforts back. Executives, management, and staff would like to see an overall increase in the Board's outreach efforts to promote its role and effectiveness.
2. External stakeholders believe that the Board's lack of visibility is a weakness, saying the Board should focus on improving their presence on social media and reach more consumers. Executives, management, and staff see value in disseminating the Board's enforcement successes and processes.
3. External stakeholders feel the Board is not supportive of licensees, stating the Board has a negative image of being an enforcer. External stakeholders feel that the Board could improve on advocating for providers and physicians, stating that they would like to see the Board provide more education, support, and rehabilitation over punitive measures for its licensees.
4. Board members suggest neither licensees nor members of the public know the purpose of the Board or its functions. Board members see a need for the Board to seek feedback from stakeholders so it can better achieve its mission. Executives, management, and staff note that much of the outreach done currently is reactive, and they would like to see a more proactive approach to presenting the Board's story.
5. Board members believe the Board needs to work on building relationships with consumers, public advocacy groups, and organized physicians' groups.

6. External stakeholders believe the Board could improve its communication to the public, applicants, and licensees, stating that the Board is often punitive or unclear in its messaging. Board members recommend that the Board update its communication strategy and establish clear communication channels with stakeholders.

Trends in Outreach Strengths

External Stakeholder Outreach Strengths Comment Trends

The bar chart and table below list the top ten trends along with corresponding number of comments for feedback provided by external stakeholders. A complete list of survey responses was provided to executive management.



Trend	Number of Responses
1. Email/Newsletter Communication	125
2. Consistent/Regular Communication	31
3. Accessible Information	13
4. Social Media/Website	13
5. Informing Practitioners	12
6. Public Awareness	12
7. Consumer Protection	8
8. Inform Consumers on How to File Complaint	6
9. Collaboration with Public	5
10. COVID-19 Response	4

Board Member Outreach Strengths Summarized Comments

The list below displays terms that summarize comments provided by Board members. A complete list of survey responses was provided to executive management.



List of terms: Carrying Out Mandate, Communication, Creativity, Newsletter, Phone App, Quality Staff, Stakeholder Meetings, Timeliness, Updating Recommendations, and Website.

Board Executives, Management, and Staff Outreach Strengths Trends

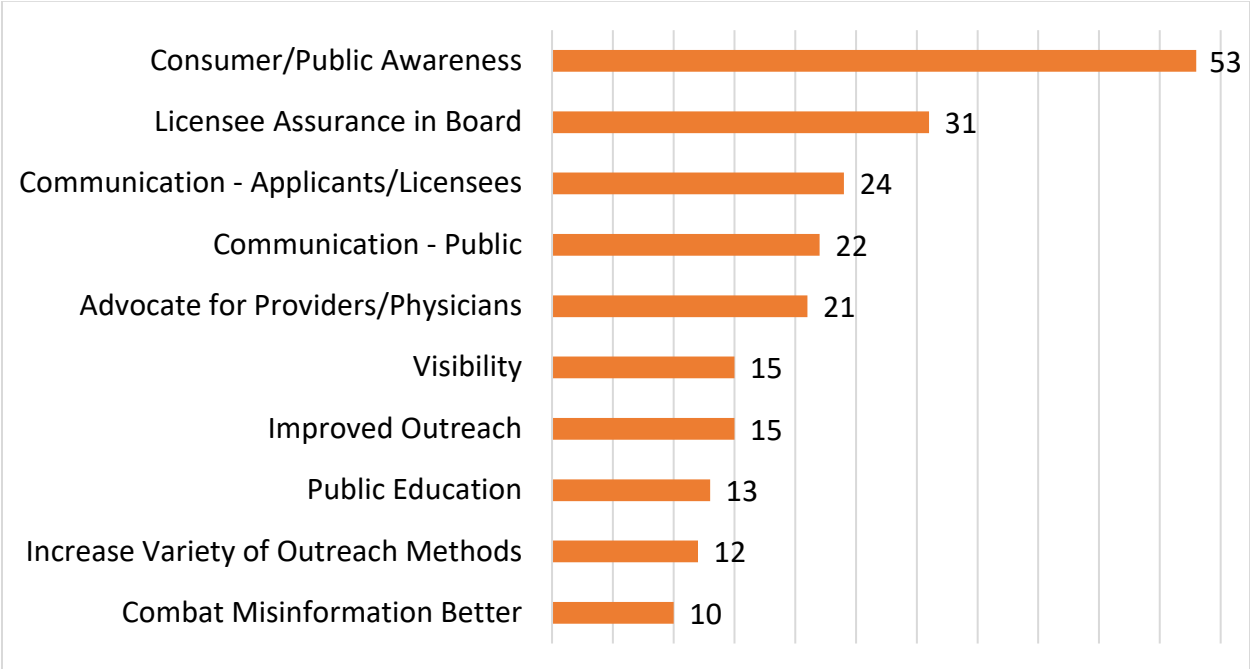
The bullet list below displays top referenced topics from the executives, management, and staff stakeholder group. A complete list of survey responses was provided to executive management.

- Social/Digital Media
- Consistent/Regular Communication

Trends in Outreach Weaknesses

External Stakeholder Outreach Weaknesses Comment Trends

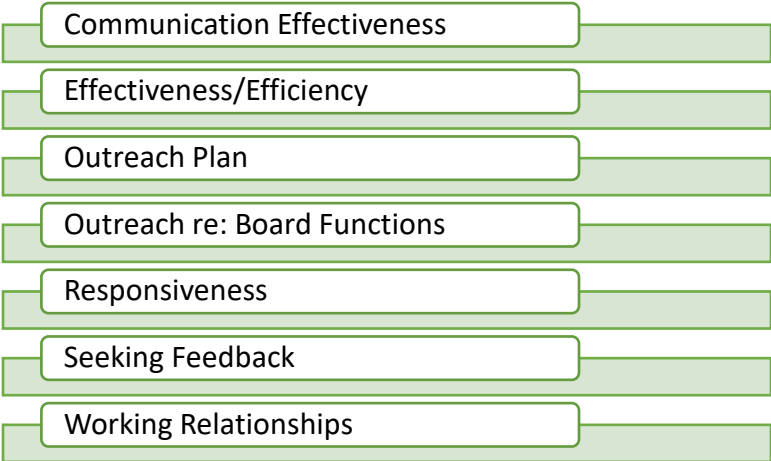
The bar chart and table below list the top ten trends along with corresponding number of comments for feedback provided by external stakeholders. A complete list of survey responses was provided to executive management.



Trend	Number of Responses
1. Consumer/Public Awareness	53
2. Licensee Assurance in Board	31
3. Communication - Applicants/Licensees	24
4. Communication - Public	22
5. Advocate for Providers/Physicians	21
6. Visibility	15
7. Improved Outreach	15
8. Public Education	13
9. Increase Variety of Outreach Methods	12
10. Combat Misinformation Better	10

Board Member Outreach Weaknesses Summarized Comments

The list below displays terms that summarize comments provided by Board members. A complete list of survey responses was provided to executive management.



List of terms: Communication Effectiveness, Effectiveness/Efficiency, Outreach Plan, Outreach re: Board Functions, Responsiveness, Seeking Feedback, and Working Relationships.

Board Executives, Management, and Staff Outreach Weaknesses Trends

The bullet list below displays top referenced topics from the executives, management, and staff stakeholder group. A complete list of survey responses was provided to executive management.

- COVID-19 Impact
- Enforcement Efforts
- Proactiveness

Suggested Outreach Objective Topics

The list below categorizes objective topics recommended by the Board executives and Board members. The objective topics below are shown as provided by stakeholders.

1. Communication/Outreach Plan

- a. Establish a clear communication strategy with patient advocates and implement their ideas to the Board's policy and legislation.
- b. To update and modernize the Board's communication strategy especially with respect to the public.
- c. Work on improving transparency, trust, and communication with all stakeholders and the citizens of California.
- d. A more comprehensive and engaging multimedia outreach plan.
- e. Review current outreach efforts and find methods to improve efforts to give stakeholders information that they want and need.

2. Internal Collaboration

- a. Find better ways to collaborate with other units within the Medical Board.

3. Leveraging Technology

- a. Better leverage technologies (webinars, live streams, and chat rooms) to communicate with the public.

4. Meetings

- a. To hold at least two Outreach Committee meetings per year.

5. Outreach Regarding Board Enforcement

- a. Find outreach opportunities to educate physicians on avoiding activities that get them before the Board.
- b. Outreach to consumers on the enforcement process/complaint process. This is crucial.

6. Outreach Regarding Board Functions

- a. Explain the Board's role and processes in clear, concise, and layman's terms.
- b. Address consumer misconception that the Board protects doctors.
- c. More outreach for physicians in training and medical students about the role of the Medical Board and decisions that impact their licenses.

7. Outreach Regarding Board Licensing

- a. Find more ways to engage with licensing stakeholders especially applicants and postgraduate training programs in the virtual realm or in person.

8. Responsiveness

- a. More timely responding to requests to address topics and issues of concerns for stakeholders.

9. Seeking Feedback

- a. The goal is to learn about patients' experiences with healthcare providers licensed by the MBC and to examine patients' and patient advocates'

interactions with the MBC to identify areas where improvement is needed and to develop action plans to pursue appropriate changes to statutes, regulations, and/or MBC policy to further patient protection.

- b. Continue to engage with patient advocates and listen to constructive criticism and make changes to promote consumer protection as appropriate.
- c. The Board should improve on its relationships with stakeholders and how it engages with stakeholders and make it effective to work towards solving problems with its stakeholders to increase public protection.
- d. More "listening" to public feedback.
- e. Need for more outreach to other stakeholder groups to get feedback on how the Board can improve its efforts in reaching its mission.
- f. Seeking more positive public participation. We are worn down by the same small group of MBC haters; more participation by supportive members of the public would be welcome.
- g. Better ways of reaching out to stakeholders

Board Administration

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

Effectiveness Rating

	External Stakeholders	Board Members	Executives, Management, and Staff
Very Effective	8%	0%	7%
Effective	66%	88%	65%
Poor	20%	12%	26%
Very Poor	6%	0%	2%
Total %	100%	100%	100%
Number of Responses	1,988	8	43

Summary of Board Administration Strengths

A complete list of survey responses was provided to executive management.

1. External stakeholders praise staff competence and dedication and identify strong leadership as a strength. Board members praise leadership and staff for continuously seeking to improve outcomes and implementing constructive changes. Board members also describe staff as superb, dedicated, experienced, and committed. Executives, management, and staff praise the leadership team, including their breadth of experience and dedication. Executives, management, and staff note that the Board administration is supportive of the staff, noting openness to new ideas and thoughtful efforts to offer incentives and protect health and safety. They also identify the quality, ability, and dedication of staff members as a strength of the Board.
2. External stakeholders cite the quality and standards of Board Members as a strength, contributing to Board stability.
3. External stakeholders feel that the Board is generally effective in its operations, including following regulations. External stakeholders find the staff to be efficient and organized in conducting their work. Executives, management, and staff are grateful for the overall high performance of Board administration and note specific units which are helpful.

4. External stakeholders praise the Board's communication, particularly the newsletter and its communication with licensees. Executives, management, and staff recognize the responsiveness of the Board administration, both in assisting internal clients via the Information Technology unit's Help Desk and Human Resources management, as well as the chance for callers to reach a live person in the enforcement unit.

Summary of Board Administration Weaknesses

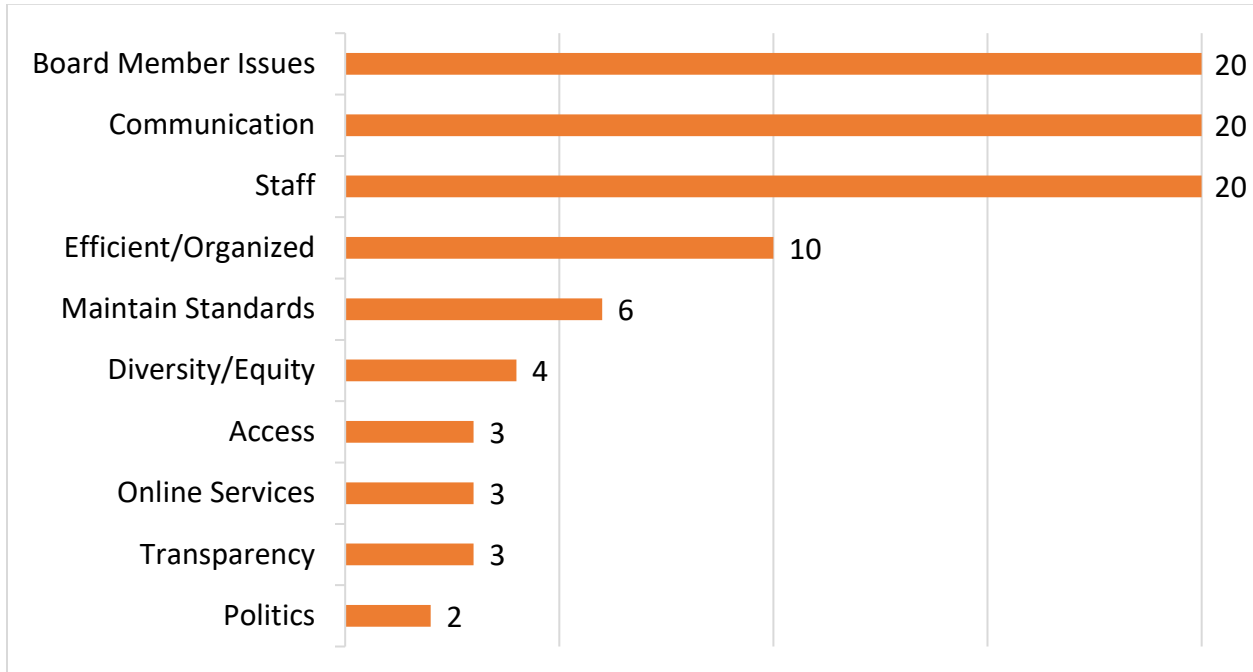
A complete list of survey responses was provided to executive management.

1. External stakeholders question the Board's general effectiveness, suggesting that bureaucracy has led to poor performance. Board members would like to receive meeting materials in a timelier manner. Executives, management, and staff mention a general desire for improvement in the area of Board administration.
2. Board members state administration leadership is weak, perhaps due to budget constraints, lack of data for informed decisions, disrespectful relationships, and Board divisiveness. Executives, management, and staff find leadership issues to be a weakness of the Board, citing concerns with knowledge of their unit processes and involvement in staff development. They also find some processes lacking, including onboarding and training, financial controls, and optimal allocation of work.
3. External stakeholders feel that the Board does not adequately support its licensees in the face of accusations.
4. External stakeholders express concern that not enough Board members are physicians, while some critique the Board members' quality or the extent of political influence on their performance. External stakeholders also question the Board's focus and state that a lack of accountability has led to an erosion of the Board's image.
5. External stakeholders find a lack of transparency concerning as it relates to Board issues and strategy. Board members suggest the Board lacks strategic communication, noting they receive information about issues and events too late, and communication with certain stakeholders could be more effective. Executives, management, and staff find Board focus and loyalty a weakness in this area.

Trends in Board Administration Strengths

External Stakeholder Board Administration Strengths Comment Trends

The bar chart and table below list the top ten trends along with corresponding number of comments for feedback provided by external stakeholders. A complete list of survey responses was provided to executive management.



Trend	Number of Responses
1. Board Member Issues	20
2. Communication	20
3. Staff	20
4. Efficient/Organized	10
5. Maintain Standards	6
6. Diversity/Equity	4
7. Access	3
8. Online Services	3
9. Transparency	3
10. Politics (Proactive also received 2 responses)	2

Board Member Board Administration Strengths Summarized Comments

The list below displays terms that summarize comments provided by Board members. A complete list of survey responses was provided to executive management.



List of terms: Policies and Procedures, Process Improvements, Staff Quality, Responsiveness, and Succession Planning.

Board Executives, Management, and Staff Board Administration Strengths Trends

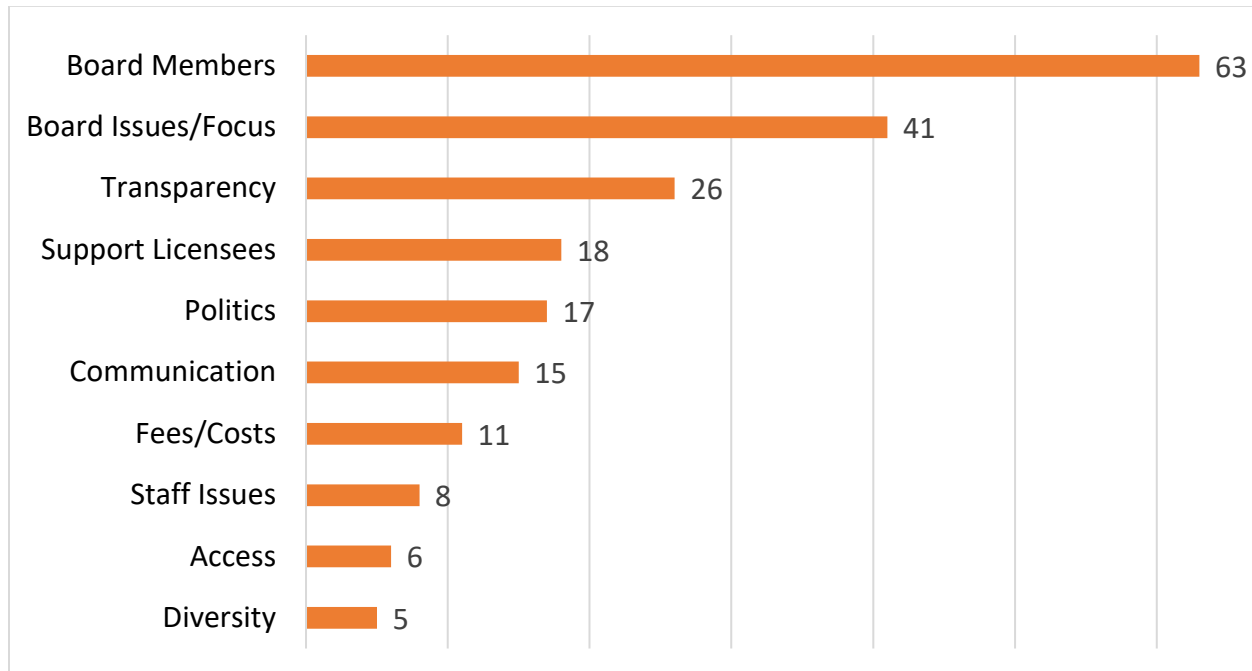
The bullet list below displays top referenced topics from the executives, management, and staff stakeholder group. A complete list of survey responses was provided to executive management.

- Leadership Team
- Staff
- Supportive of Staff

Trends in Board Administration Weaknesses

External Stakeholder Board Administration Weaknesses Comment Trends

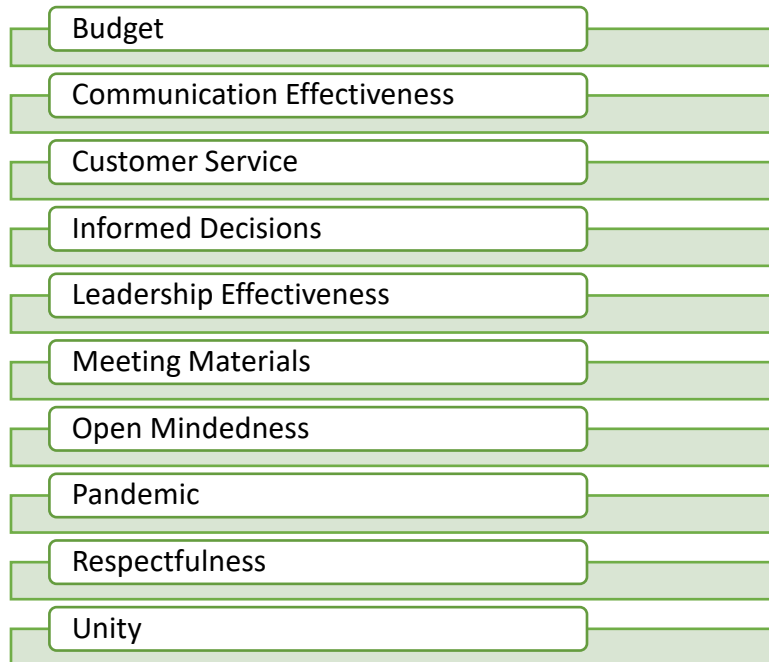
The bar chart and table below list the top ten trends along with corresponding number of comments for feedback provided by external stakeholders. A complete list of survey responses was provided to executive management.



Trend	Number of Responses
1. Board Members	63
2. Board Issues/Focus	41
3. Transparency	26
4. Support Licensees	18
5. Politics	17
6. Communication	15
7. Fees/Costs	11
8. Staff Issues	8
9. Access	6
10. Diversity (Efficient also received 5 responses)	5

Board Member Board Administration Weaknesses Summarized Comments

The list below displays terms that summarize comments provided by Board members. A complete list of survey responses was provided to executive management.



List of terms: Budget, Communication Effectiveness, Customer Service, Informed Decisions, Leadership Effectiveness, Meeting Materials, Open Mindedness, Pandemic, Respectfulness, and Unity.

Board Executives, Management, and Staff Board Administration Weaknesses Trends

The bullet list below displays top referenced topics from the executives, management, and staff stakeholder group. A complete list of survey responses was provided to executive management.

- Leadership Issues
- Processes

Suggested Board Administration Objective Topics

The list below categorizes objective topics recommended by the Board executives and Board members. The objective topics below are shown as provided by stakeholders.

- 1. Budget**
 - a. Securing the necessary resources to accomplish Board goals, which comes down to its budget. The Board needs to increase their fees. It needs sufficient funding.
- 2. Collaboration**
 - a. Board leadership work closely with the administrative team to implement changes
- 3. Communication Improvements**
 - a. Ensuring intra-unit communication is improved
 - b. Board administration to improve communication between administration and the board members.
- 4. Engaging Board Members**
 - a. Continue to develop relationships with board members to ensure board members are well educated about the Board's mission and processes.
 - b. Keeping board members engaged.
- 5. Following Policies/Procedures**
 - a. Follow the administration plan that was left by the previous Director.
- 6. Mission Statement**
 - a. Revise mission statement to more accurately represent the outcome of the Board's cases. Make the statement reflect more justice and fairness. For example, the Board permits physicians to practice medicine while having had serious issues that were addressed without removing licenses.
- 7. Process Improvements**
 - a. Explore how to improve process by engaging in a more engaging leadership dynamic
- 8. Public Relations**
 - a. Improving public perception.
 - b. Improved public relations
- 9. Retreat**
 - a. Schedule a retreat for the board members and board leadership to form new ideas.
 - b. Schedule a retreat for the board members and board leadership to improve relationships.
- 10. Subject Matter Experts**
 - a. help encourage subject matter experts/expertise/specialty positions.
- 11. Staffing/Recruitment**
 - a. Reduce attrition rate and employee turnover.

12. Workload Balance

- a. Look at which new positions can be created to relieve some people of the amount of work they do

Opportunities & Threats Summary

There are many factors that may impact the future direction of the profession. These could be opportunities the Board may want to capitalize on or threats it needs to mitigate.

Stakeholders were asked to list potential opportunities and threats in the Board's external environment that they felt could impact the industry and Board's regulatory role. The following are common responses and/or responses that the Board might reference when considering its strategic plan.

Summary of Opportunities

A complete list of survey responses was provided to executive management.

1. External stakeholders see an opportunity for the Board to build working relationships with licensees, training institutions, and health regulatory organizations, improving communication and empowering the physician workforce. Board members see an opportunity to improve or build relationships with legislators and stakeholders. Executives, management, and staff mention building relationships with special interest groups, stakeholders, and other patient advocates as an opportunity.
2. External stakeholders see an opportunity for the Board to seek more input from licensees and consumers, encouraging a wider variety of ideas and fostering helpful changes. Board members see an opportunity to fulfill the Board's mandate by focusing on problems within the Board's purview and partnering with patient safety advocates to improve medical practice in California.
3. External stakeholders see an opportunity for the Board to support physicians in their practice, enforcing proper titles, protecting against unnecessary lawsuits, and guarding physician autonomy.
4. Stakeholders see an opportunity for the Board to educate the public about the Board's purpose and health care in general while also educating licensees regarding laws and changes in the legal aspects of practice. Board members also see an opportunity in educating licensees and the public. Executives, management, and staff see a number of opportunities around communication with the public as well as internal communication with staff.
5. Stakeholders see an opportunity for the Board to reform enforcement, asking for stricter, more consistent punishment for doctors who endanger patients balanced with education and rehabilitation options for other licensees with violations. Board members

see an opportunity for engaging the new enforcement officer and continuing to engage legislators in crafting bills that support the Board's mission.

6. Executives, management, and staff highlight the Board's proactive response to COVID-19 and see the leadership's tone of seeking to improve as an opportunity.
7. Board members see an opportunity to streamline the Board's processes through implementing technological efficiencies. Executives, management, and staff see process opportunities through technology adoption, telework, and moving to a paperless work model.

Summary of Threats

A complete list of survey responses was provided to executive management.

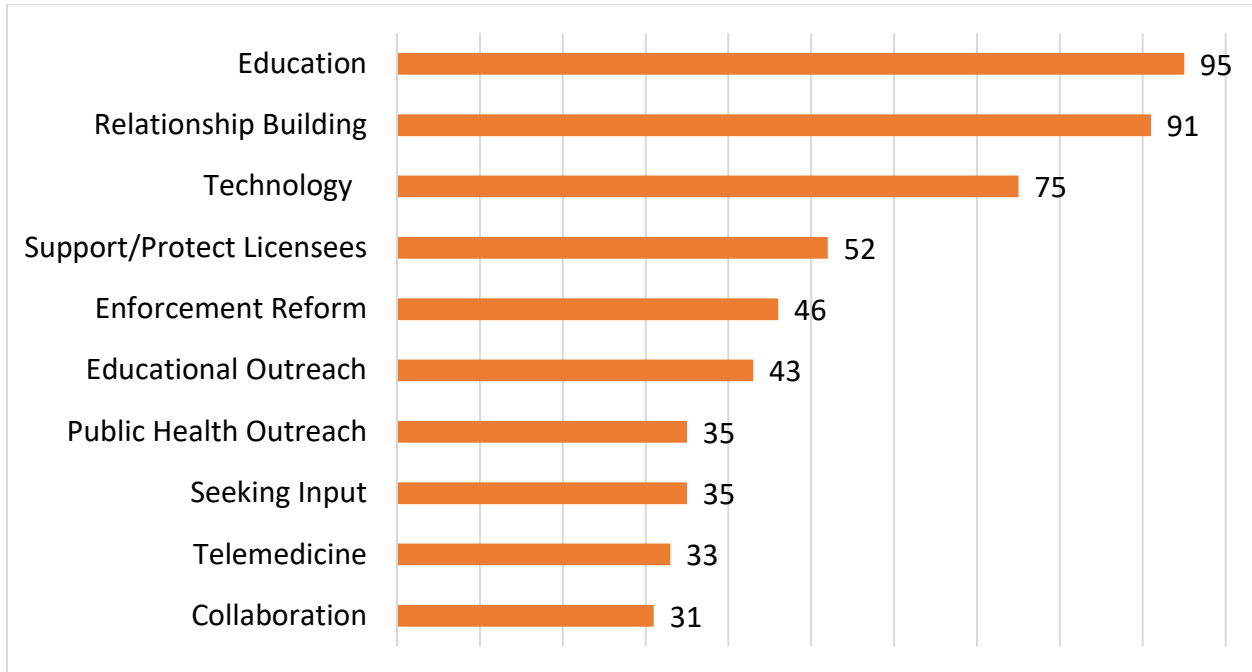
1. External stakeholders see politics as a threat to the Board in the future and urge the Board to avoid making decisions based on anything but science. Board members see a threat in outside parties or special interest groups influencing lobbyists or the Board. They also believe the Board is becoming too political and failing to protect consumers. Executives, management, and staff note that politics and lobbying may pose a threat to the Board.
2. External stakeholders warn against corporate decision making, wherein hospitals, insurance companies, pharmaceutical companies, and other for-profit organizations are involved in decisions about the care and treatment of patients.
3. External stakeholders caution the Board to beware of the trend of conflating physicians and their practice with those of nurse practitioners, physician assistants, and other health care providers. Board members see a threat in expectations for the Board to resolve issues outside its mandate or the Board pursuing legislation that harms its mandate.
4. External stakeholders see the trend of doctors and other entities distributing information about health issues that are at odds with standard medical practice or science as a threat to the Board. Board members see a threat in the negative public relations caused by lack of information or misunderstandings.
5. External stakeholders see some board operations being a challenge to physicians, including the confidentiality of investigative processes, extended licensing timeframes, and considering research as fulfillment of Continuing Medical Education.

6. Board members see a threat in rising costs and not enough funds to function or continue to exist. Executives, management, and staff note a need for increased funding, perhaps through fees.
7. Executives, management, and staff raise concerns around staff retention and satisfaction as threats to the Board.

Trends in Opportunities

External Stakeholder Opportunities Comment Trends

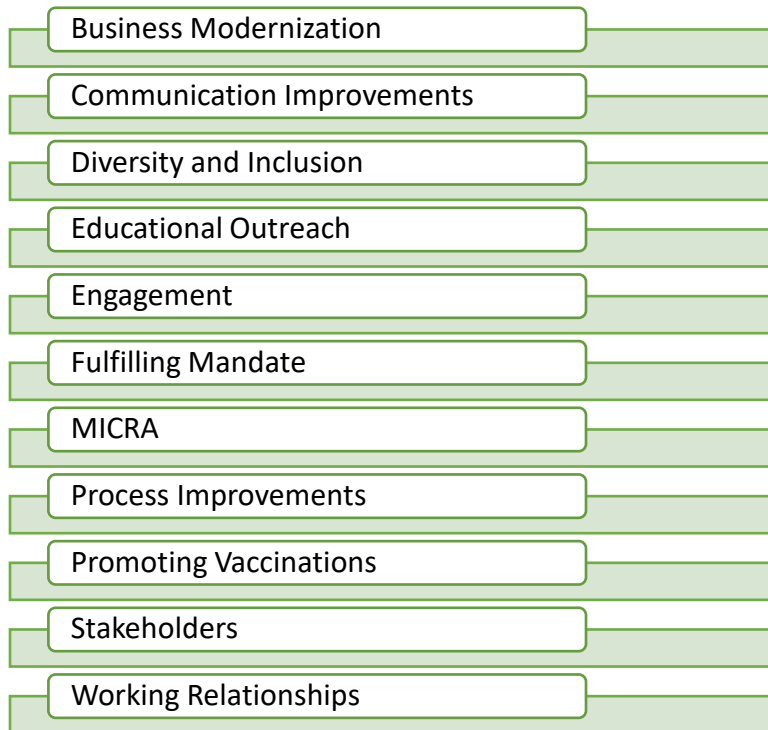
The bar chart and table below list the top ten trends along with corresponding number of comments for feedback provided by external stakeholders. A complete list of survey responses was provided to executive management.



Trend	Number of Responses
1. Education	95
2. Relationship Building	91
3. Technology	75
4. Support/Protect Licensees	52
5. Enforcement Reform	46
6. Educational Outreach	43
7. Public Health Outreach	35
8. Seeking Input	35
9. Telemedicine	33
10. Collaboration (Communication also received 31 responses)	31

Board Member Opportunities Summarized Comments

The list below displays terms that summarize comments provided by Board members. A complete list of survey responses was provided to executive management.



List of terms: Business Modernization, Communication Improvements, Diversity and Inclusion, Educational Outreach, Engagement, Fulfilling Mandate, MICRA, Process Improvements, Promoting Vaccinations, Stakeholders, and Working Relationships.

Board Executives, Management, and Staff Opportunities Trends

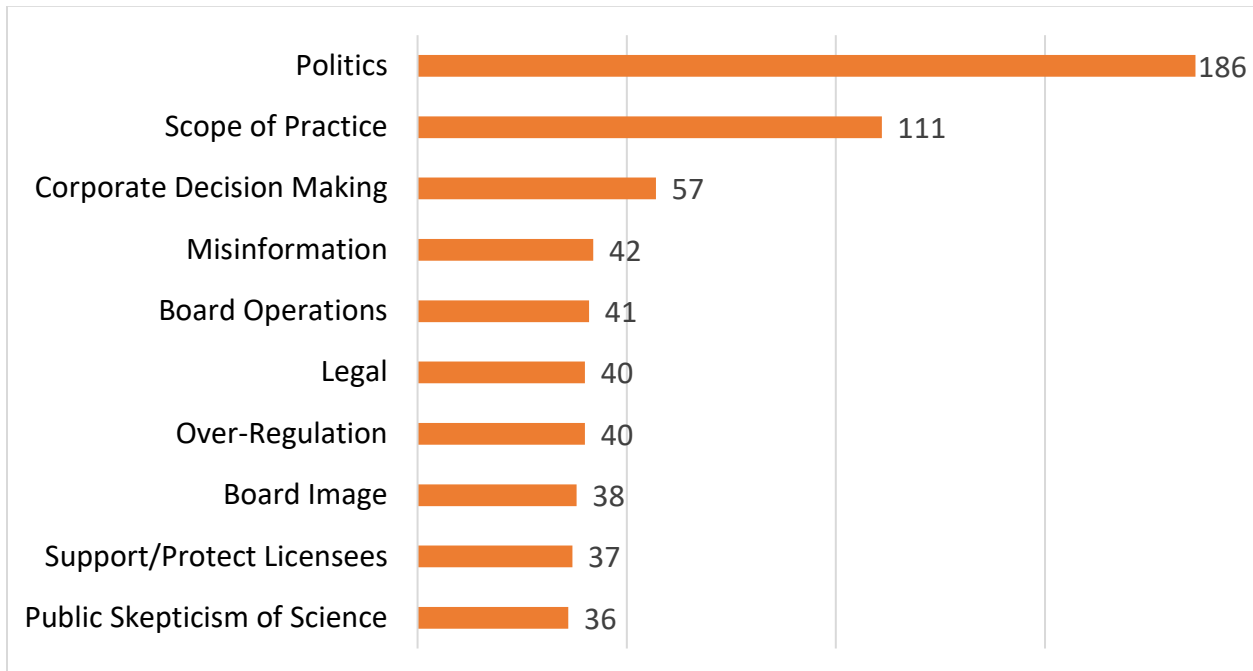
The bullet list below displays top referenced topics from the executives, management, and staff stakeholder group. A complete list of survey responses was provided to executive management.

- Communication
- Processes
- Relationships

Trends in Threats

External Stakeholder Threats Comment Trends

The bar chart and table below list the top ten trends along with corresponding number of comments for feedback provided by external stakeholders. A complete list of survey responses was provided to executive management.



Trend	Number of Responses
1. Politics	186
2. Scope of Practice	111
3. Corporate Decision Making	57
4. Misinformation	42
5. Board Operations	41
6. Legal	40
7. Over-Regulation	40
8. Board Image	38
9. Support/Protect Licensees	37
10. Public Skepticism of Science	36

Board Member Threats Summarized Comments

The list below displays terms that summarize comments provided by Board members. A complete list of survey responses was provided to executive management.

Budget
Business Modernization
Fulfilling Mandate
Legislation/Regulation Impact
MICRA
Mid-Level Practitioners
Miscellaneous
Misinformation
Outside Influences
Physician Shortage
Politics
Public Relations
Uncertainty
Vaccination Response
Working Relationships

List of terms: Budget, Business Modernization, Fulfilling Mandate, Legislation/Regulation Impact, MICRA, Mid-Level Practitioners, Miscellaneous, Misinformation, Outside Influences, Physician Shortage, Politics, Public Relations, Uncertainty, Vaccination Response, and Working Relationships.

Board Executives, Management, and Staff Threats Summarized Trends

The bullet list below displays top referenced topics from the executives, management, and staff stakeholder group. A complete list of survey responses was provided to executive management.

- Politics
- Staff Issues
- Resources/Funding

Appendix A – Data Collection Method

Data for this report was gathered by surveying stakeholder groups that are important to the success of the Board. A total of 5,131 responses were received from Board executives, management, and staff; Board members; and external Stakeholders. Survey methods may have differed; however, all stakeholder groups were asked the same questions.

Stakeholder Group	Surveying Method(s)	Date	Number of Responses	Response Rate
Board Executives, Management, & Staff	Interviews, Focus Group, and Surveys	September to October 2021	62 of 160	39% ¹
Board Members	Interviews and Online Survey	September 2021	8 of 13	62%
External Stakeholders	Online Survey	August to September 2021	5,061	n/a

The survey was distributed to external stakeholders via the Board’s website and email blasts. Email blasts were sent to 222,616 licensees, 4,804 new subscribers, and 4,380 applicants. A response rate cannot be determined for the external stakeholder group because of the undetermined number of website visitors.

Classification of External Stakeholder Relationship with MBC

Relationship with MBC	Number of Responses	Response Rate
MBC licensee	4,785	94.5%
Consumer/member of the public	55	1%
Consumer organization representative	16	about .3%
School or college representative	15	about .3%
Professional association representative	15	about .3%
Credentialing organization representative	22	about .4%
Government entity representative (outside MBC)	12	about .2%
Other	141	about 3%

The self-identifying relationship trends under the 144 “Other” responses include: 36 retired Licensee/Physician/Doctor, 27 “Other”, 21 applicants, and 15 physicians/doctors.

¹ Executives = 100% response rate, management = 95% response rate, and staff = 28% response rate.

Appendix B - Survey Data Reliability

This section discusses external stakeholder data only. The external stakeholder survey received 5,061 responses. Participants could skip questions or select “no comment/not applicable”; thus, individual questions may have less than 5,061 responses/comments.

Goal Area Effectiveness Data Reliability

Based on the number external stakeholder survey responses to each goal area’s effectiveness question, we can be 95% confident their opinions represent all California stakeholders plus or minus the confidence interval percentage indicated below. The table below provides data reliability for each goal area; for a narrative explanation see each goal area data reliability statement.

Goal Area Effectiveness Data Reliability Table

Goal Area	Number of Responses	Confidence %	Confidence Interval %	% of Responses with Very Effective and Effectiveness Ratings	% of Stakeholders that Would Rate Effectiveness the Same Way
Licensing	2,543	95%	2%	84%	82% to 86%
Enforcement	2,270	95%	2%	77%	75% to 79%
Legislation and Regulation	2,118	95%	2%	67%	65% to 69%
Outreach	2,048	95%	2%	65%	63% to 67%
Board Administration	1,988	95%	2%	74%	72% to 76%

Licensing Data Reliability Statement

Based on 2,543 external stakeholder survey responses regarding licensing, we can be 95% confident their opinions represent all California stakeholders plus or minus 2%. From the responses, 84% of external stakeholders rated the Board’s overall licensing effectiveness as Very Effective or Effective. Based on the response rate, we can be 95% confident between 82% and 86% of external stakeholders would rate the Board’s licensing effectiveness the same way.

Enforcement Data Reliability Statement

Based on 2,270 external stakeholder survey responses regarding enforcement, we can be 95% confident their opinions represent all California stakeholders plus or minus 2%. From the responses, 77% of external stakeholders rated the Board's overall enforcement effectiveness as Very Effective or Effective. Based on the response rate, we can be 95% confident between 75% and 79% of external stakeholders would rate the Board's enforcement effectiveness the same way.

Legislation and Regulation Data Reliability Statement

Based on 2,118 external stakeholder survey responses regarding legislation and regulation, we can be 95% confident their opinions represent all California stakeholders plus or minus 2%. From the responses, 67% of external stakeholders rated the Board's overall legislation and regulation effectiveness as Very Effective or Effective. Based on the response rate, we can be 95% confident between 65% and 69% of external stakeholders would rate the Board's legislation and regulation effectiveness the same way.

Outreach Data Reliability Statement

Based on 2,048 external stakeholder survey responses regarding outreach, we can be 95% confident their opinions represent all California stakeholders plus or minus 2%. From the responses, 65% of external stakeholders rated the Board's overall outreach effectiveness as Very Effective or Effective. Based on the response rate, we can be 95% confident between 63% and 67% of external stakeholders would rate the Board's outreach effectiveness the same way.

Board Administration Data Reliability Statement

Based on 1,988 external stakeholder survey responses regarding board administration, we can be 95% confident their opinions represent all California stakeholders plus or minus 2%. From the responses, 74% of external stakeholders rated the Board's overall board administration effectiveness as Very Effective or Effective. Based on the response rate, we can be 95% confident between 72% and 76% of external stakeholders would rate the Board's board administration effectiveness the same way.

Data Reliability Statement

Data reliability calculator: <https://www.surveysystem.com/sscalc.htm>

To help improve data integrity, the online survey did not provide a neutral option when asking about overall effectiveness. Instead, stakeholders completing the survey chose between a positive choice (Very Effective or Effective) and a negative choice (Very Poor or Poor). This allows the Board to better understand whether stakeholders have a positive or negative view of the Board in various areas.



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