



Medical Board of California

Strategic Plan 2023-2027

Prepared by:

SOLID Planning Solutions

Department of Consumer Affairs

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Board Members

Kristina D. Lawson, J.D., President

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Laurie Rose Lubiano, J.D., Secretary

Michelle Anne Bholat, MD, MPH

Ryan Brooks

James M. Healzer, M.D.

Nicole A. Jeong, J.D.

Asif Mahmood, M.D.

David E. Ryu

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Veling Tsai, M.D

Eserick "TJ" Watkins

Gavin Newsom, Governor

Lourdes Castro Ramírez, Secretary, Business, Consumer Services and Housing Agency

Kimberly Kirchmeyer, Director, Department of Consumer Affairs

Reji Varghese, Deputy Director

About the Board

The Medical Board of California was the first board within the Department of Consumer Affairs, and dates back to 1876 with the passage of the Medical Practice Act. The Board is a consumer protection agency that licenses and regulates physicians and surgeons; licensed midwives; medical assistants; polysomnographic technologists, technicians, and trainees; and research psychoanalysts.

The Board is comprised of fifteen Board Members: eight physician members and five public members appointed by the Governor, one public member appointed by the Speaker of the Assembly, and one public member appointed by the Senate Rules Committee.

The Board is comprised of programs whose functions, duties, and goals are to meet its mandate of consumer protection. The Board accomplishes this through its Licensing and Enforcement Programs. The Board's Licensing Program processes renewals for all licensees and registrants and ensures that only qualified applicants receive a license. The Enforcement Program investigates allegations of wrongdoing and takes appropriate action.

Message from the Board President

On behalf of the Medical Board of California (Board), it is my privilege to present the Board's Strategic Plan 2023 - 2027. I want to thank Board members, Board staff, and the public for collaborating on developing this strategic plan to help guide the Board's work during the next five years.

Through this plan, the Board added the prevention of harm to its mission and vision statements and agreed on a set of values that will guide the Board's work during the next five years: accountability, consumer protection, empathy, fairness, integrity, and trust.

This plan establishes goals in the areas of licensing, enforcement, legislation and regulation, outreach, and Board administration. In each of these areas, the Board set ambitious goals to further the Board's mission to protect health care consumers and prevent harm through its licensing and enforcement programs. This strategic plan also focusses the Board on its goal to improve communications and trust with its stakeholders and to continue developing more efficient ways to accomplish its mission.

The Board welcomes and encourages input from interested parties as we work toward achieving the goals identified in this strategic plan.

Mission

The mission of the Medical Board of California is to protect health care consumers and prevent harm through the proper licensing and regulation of physicians and surgeons and certain allied health care professionals and through the vigorous, objective enforcement of the Medical Practice Act, and to promote access to quality medical care through the Board's licensing, policy, and regulatory functions.

Vision

To be the premier consumer protection agency by leading and partnering in the effort to prevent harm and advance high quality, safe medical care.

Values

Accountability

Consumer Protection

Empathy

Fairness

Integrity

Trust

Goals

Goal 1 – Licensing

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

Goal 2 – 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 licensees and consumers on the laws and regulations governing safe practices in California.

Goal 3 – 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.

Goal 4 – Outreach

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

Goal 5 – Board Administration

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

Goal 1 – Licensing

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

- 1.1 Reduce the timeframe to obtain a license to increase and retain licensees/workforce in California.
- 1.2 Streamline the licensing requirements verification process to facilitate licensure of high-quality candidates in California.
- 1.3 Expand the ability of applicants to track the progress of their license application to increase the efficiency and effectiveness of the licensing staff.
- 1.4 Review and increase the efficiency of the online application and renewal process to expedite the application process and to increase staff bandwidth.

Goal 2 – 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 licensees and consumers on the laws and regulations governing safe practices in California.

- 2.1 Increase the number of specialized medical expert reviewers to ensure adequate, competent, and timely review of cases.
- 2.2 Collaborate with the Office of the Attorney General (AG) to review and update the qualifications, criteria, and compensation for medical expert reviewers as appropriate, and assess their effectiveness to lead to successful case outcomes.
- 2.3 Explore alternative dispute processes to identify new, innovative ways to address complaints.
- 2.4 Evaluate and consider updates to the disciplinary guidelines to improve their effectiveness and consistency with public protection.
- 2.5 Analyze and clarify the current legal review of probation violation criteria terms to ensure their effectiveness and consistency with public protection.
- 2.6 Reduce timelines for case processing and accusation resolution to improve efficiency.
- 2.7 Analyze Business and Professions Code 2220.08 to determine its basis and appropriateness, and whether changes are necessary for consumer protection.
- 2.8 Assess the effectiveness of medical consultants in the Central Complaint Unit (CCU) to determine whether cases are appropriately referred for further investigation.

Goal 3 – 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.

- 3.1 Consider possible statutory changes to improve transparency of the enforcement process.
- 3.2 Advocate to restore the sunset review to a four-year interval to avoid diversion of time and resources from the Board’s active priorities.
- 3.3 Evaluate additional opportunities for patient communication in the enforcement process to determine if statutory changes need to be made.
- 3.4 Evaluate licensing statutes to identify areas of improvement to promote the Board’s mission.

Goal 4 – Outreach

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

- 4.1 Create and implement a stakeholder meeting structure to encourage two-way communication with interested parties.
- 4.2 Educate medical students, physicians in training, licensees, and consumers regarding the mission of the Board to protect health care consumers and prevent harm through proper licensing and regulation of its licensees.
- 4.3 Develop an online video course in collaboration with CCU, the Health Quality Investigation Unit, and the AG’s office on how to write a complaint to reduce the number of complaints dismissed in CCU.
- 4.4 Improve the accessibility of outreach materials, resources, and trainings for ease of use.
- 4.5 Conduct public outreach through all appropriate means to clarify the role of the Board.

Goal 5 – Board Administration

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

- 5.1 Update procedures to improve timely access to meeting materials for board members and the public.
- 5.2 Review panel voting processes to streamline Board operations, improve dialogue quality, and ensure appropriate input in disciplinary cases.
- 5.3 Improve and increase communication between executive staff and board members to build relationships and keep board members informed of important developments in a timely manner.
- 5.4 Review the Board committee, task forces, and the Board Member Administrative Procedural Manual to explore opportunities to increase board member involvement in important Board initiatives, improve effectiveness, communication, and trust with interested parties.
- 5.5 Develop and implement Diversity, Equity, and Inclusion programs and strategies to reduce health inequities, mitigate bias, increase education on cultural safety, encourage humility, and decrease systemic racism.
- 5.6 Advocate for appropriate funding to support the Board’s operational needs and support the Board’s mission of consumer protection.
- 5.7 Explore ways to work with the AG’s Office and other state agencies to reduce costs and improve service.

Strategic Planning Process

To understand the environment in which the Board operates as well as identify factors that could impact the Board's success in carrying out its regulatory duties, the Department of Consumer Affairs' SOLID Planning Unit conducted an environmental scan of the Board's internal and external environments by collecting information from various stakeholders through the following methods:

- External Stakeholders
 - Via an online survey distributed in September 2021. The online survey received 5,061 responses.
- Board Members
 - Via interviews and an online survey. Interviews and online survey (based on member preference) were conducted in September 2021. A total of eight responses were received.
- Executives, Management, and Staff
 - Via interviews, focus group, and online surveys. Interviews, focus group, and online surveys were conducted from September to October 2021. A total of 62 responses were received.

The most significant themes and trends identified from the environmental scan were discussed by the Board during two strategic planning sessions facilitated by SOLID on August 26 and October 28, 2022. This information guided the Board in the development of its strategic objectives outlined in this 2023-2027 strategic plan.



Medical Board of California

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Strategic plan adopted on **TBD**.

This strategic plan is based on stakeholder information and discussions facilitated by SOLID for the Medical Board of California on August 26 and October 28, 2022. Subsequent amendments may have been made after the adoption of this plan.



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