

2012



# Medical Board of California

## Strategic Plan

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### **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 Practice Act, and to promote access to quality medical care through the Board’s licensing and regulatory functions.”*

### **Goals:**

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.
3. **Consumer and Licensee Education:** Increase public and licensee 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 the changing healthcare environment and evaluate 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.

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

**Objective 1.1: Examine current continuing medical education (CME) structure, its effectiveness, the current California requirements, and opportunities for improvement.**

<b>Activity</b>	<b>Date</b>	<b>Staff</b>	<b>Priority<sup>+</sup></b>
<ul style="list-style-type: none"> <li>• Provide annual CME audit statistics to the Medical Board members.</li> </ul>	Winter 2012	Licensing	A
<ul style="list-style-type: none"> <li>• Examine and verify the current CME Audit effectiveness.</li> </ul>	Winter 2013	Licensing	A
<ul style="list-style-type: none"> <li>• Educate the Board and staff on current CME structure. Invite organizations that accredit CME [such as the Accreditation Council for Continuing Medical Education (ACCME), the Institute for Medical Quality (IMQ), or the American Board of Medical Specialties (ABMS) Boards and their member societies] to educate the members on how requirements have changed, what is required for course accreditation, and what is done to ensure compliance. If needed, revise the paper written in 2009, and distribute.</li> </ul>	Spring 2012	Licensing	A
<ul style="list-style-type: none"> <li>• Examine current CME environment and California’s requirements 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.</li> </ul>	Summer 2012	Licensing	A

<sup>+</sup>Key to priority categories:

- A. Mission critical
- B. Secondary to mission critical activities
- C. Tertiary to mission critical activities
- D. Non-mission critical, but important to consumer protection

Objective 1.1 (cont.)

<ul style="list-style-type: none"> <li>Examine how CME requirements may relate to the Federation of State Medical Board's (FSMB) Maintenance of Licensure (MOL) initiative. (See objective 1.4)</li> </ul>	Winter 2012-13	Licensing	B
<ul style="list-style-type: none"> <li>Under the Board's current regulatory authority, determine if the CME regulations are sufficient or need to be amended.</li> </ul>	Winter 2013	Licensing	A
<ul style="list-style-type: none"> <li>Develop and promulgate regulations or develop and seek legislation, as appropriate.</li> </ul>	Fall 2014	Licensing	A

**Objective 1.2: Examine and identify methods available to the Medical Board to ensure physicians remain current in knowledge and skills.**

Activity	Date	Staff	Priority
<ul style="list-style-type: none"> <li>Educate the Board members and staff. Establish a workgroup, consisting of licensing and enforcement staff, to identify problems caused by physicians not remaining current.</li> </ul>	Spring 2013	Licensing	B
<ul style="list-style-type: none"> <li>Gather information about other states and other professions in their approach to this issue.</li> </ul>	Summer 2013	Licensing	B
<ul style="list-style-type: none"> <li>Identify the most feasible methods for the Board to promote licensees remaining current, and identify the Board's authority in taking action.</li> </ul>	Spring 2014	Licensing	B
<ul style="list-style-type: none"> <li>Draft an issue paper for the Board.</li> </ul>	Summer 2014	Licensing	B
<ul style="list-style-type: none"> <li>Depending upon the Board's authority, establish policies or programs, promulgate regulations, develop and seek legislation, or a combination.</li> </ul>	Fall 2014	Licensing	B

**Objective 1.3: Define what is necessary to promote safe re-entry into medical practice after extended absences.**

Activity	Date	Staff	Priority
<ul style="list-style-type: none"> <li>Conduct a review of current data, including the ongoing work of the FSMB, to determine what physicians re-entering practice after long absences need/require prior to resuming clinical practice.</li> </ul>	Spring 2012	Licensing	B
<ul style="list-style-type: none"> <li>Determine what the Board's role should be, and how it should be involved in determining the safety of those reentering practice for the purpose of public protection.</li> </ul>	Winter 2013	Licensing	B
<ul style="list-style-type: none"> <li>As necessary and appropriate, develop and promulgate regulations or develop and seek legislation.</li> </ul>	Spring 2013	Licensing	B

**Objective 1.4: The Licensing Committee (or subcommittee) will examine the FSMB Maintenance of Licensure (MOL) and ABMS Maintenance of Certification (MOC) initiatives and study what should be adopted in California, and determine how it can collaborate with the FSMB and ABMS certifying boards.**

<b>Activity</b>	<b>Date*</b>	<b>Staff</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Appoint a subcommittee to evaluate the FSMB MOL Initiative and determine what is feasible in California.</li> </ul>	Fall 2012	Licensing	B
<ul style="list-style-type: none"> <li>Invite a participant in the FSMB Working Group to make a presentation to the Full Board/Committee.</li> </ul>	Winter 2013	Licensing	B
<ul style="list-style-type: none"> <li>Conduct a study of other states' actions relating to the FSMB MOL Initiative, and examine the experience of states participating in the FSMB pilot program.</li> </ul>	Winter 2013- Winter 2014	Licensing	B
<ul style="list-style-type: none"> <li>Identify what should be adopted in California, and examine what is needed for implementation.</li> </ul>	Fall 2014	Licensing	B
<ul style="list-style-type: none"> <li>Depending on what is determined to be needed, develop and promulgate regulations or develop and seek legislation.</li> </ul>	Winter 2015	Licensing	B
<p><b>*The dates of these objectives may need to be reconsidered, as they are dependent upon when the FSMB has concluded and published sufficient data from their MOL pilot programs.</b></p>			

**Objective 1.5: Conduct a comprehensive review of international schools.**

Activity	Date*	Staff	Priority
<ul style="list-style-type: none"> <li>Establish a working task force including the Chief of Licensing and an experienced Medical Consultant.</li> </ul>	Winter 2012	Licensing	A
<ul style="list-style-type: none"> <li>An experienced medical consultant should present a history of the issue to the Board so that they may understand the law and history of off-shore medical school evaluation.</li> </ul>	Spring 2012	Licensing	A
<ul style="list-style-type: none"> <li>Staff to present a complete overview of the California Code of Regulations and educate the Board on the extent and limits of its legal authority.</li> </ul>	Fall 2011	Licensing	A
<ul style="list-style-type: none"> <li>Identify those schools that may need site visits or additional information.</li> </ul>	Summer 2012- Winter 2014	Licensing	A
<ul style="list-style-type: none"> <li>Research all international medical schools to create a comprehensive database.</li> </ul>	Summer 2012 - Summer 2014, ongoing	Licensing	A
<ul style="list-style-type: none"> <li>Update school names and locations on the Board's database in instances where schools have moved or changed their names.</li> </ul>	Summer 2013	Licensing	A
<ul style="list-style-type: none"> <li>Update the schools' application process, including the surveys and evaluations, identify ways to expedite the approval process, and determine if application fees cover the Board's cost.</li> </ul>	Winter 2012- Summer 2012	Licensing	A

**\*The dates of these objectives may need to be reconsidered, as they are dependent upon the hiring and training of AGPA staff in Licensing. Tasks to be conducted in approximate 6 month intervals.**

**Objective 1.6: Conduct a literature review and internal study of the performance of physicians in training and how it may predict later performance in practice. (See objective 2.5)**

Activity	Date	Staff	Priority
<ul style="list-style-type: none"> <li>Review the 2004 report prepared by Maxine Papadakis M.D. on performance and behavior in medical school as a predictor of future practice problems.</li> </ul>	Winter 2014	Research Program Specialist	B
<ul style="list-style-type: none"> <li>Review disciplinary files in conjunction with licensing applications to determine if a link can be established between performance problems in medical school and future practice problems.</li> </ul>	Winter 2014 - Spring 2015	Research Program Specialist	B
<ul style="list-style-type: none"> <li>Evaluate whether such a study should be expanded or whether there is an opportunity with a medical school to do a retrospective study on the correlation between medical practice and behavior in medical school.</li> </ul>	Spring 2015	Research Program Specialist	B
<ul style="list-style-type: none"> <li>If there is significant data obtained, determine how the information may be communicated to those who may find it useful (Goal 3).</li> </ul>	Fall 2015	Research Program Specialist	B



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

**Objective 2.1: Develop a plan to conduct a complete review of all laws and regulations relating to licensing to identify those no longer relevant and what needs to be added or eliminated. Identify requirements that are not necessary to the safety of practice but may be serving as barriers for qualified applicants, as well as simply updating requirements to be congruent with current educational environments. (To be done in conjunction with Objective 2.2)**

<b>Activity</b>	<b>Date</b>	<b>Staff</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Staff will develop an outline of priorities and a calendar/timeline for the evaluation of statutes and regulations, taking into account the timing for Sunset Review. (Including the development of an interested parties contact list for inclusion in discussions.)</li> </ul>	Spring 2012 – Fall 2012	Legislative/ Licensing	A
<ul style="list-style-type: none"> <li>Schedule interested parties meetings by legal topic and statute/regulation under analysis.</li> </ul>	Summer 2012 - Winter 2015	Legislative/ Licensing	A
<ul style="list-style-type: none"> <li>Work is delegated to the Licensing Committee; updates provided to full Board as actions are needed. As each section of the evaluation concludes, proposals will be taken to the full Board for regulations to be promulgated and legislation sought.</li> </ul>	Summer 2012 - Winter 2015	Legislative/ Licensing	A
<ul style="list-style-type: none"> <li>As appropriate, develop and promulgate regulations; develop and seek legislation.</li> </ul>	Various 2013-15	Legislative/ Licensing	B

**Objective 2.2: Develop a plan to conduct a complete review of all laws and regulations relating to enforcement. Identify those laws /regulations that are no longer useful and augment those that are needed for public protection. Identify the Board's regulatory authority for promulgating new regulations and also identify those issues that require legislation. (To be done in conjunction with Objective 2.1)**

Activity	Date	Staff	Priority
<ul style="list-style-type: none"> <li>Staff will develop an outline of priorities and a calendar/timeline for the evaluation of statutes and regulations, taking into account the timing for Sunset Review. (Including the development of an interested parties contact list for inclusion in discussions.)</li> </ul>	Spring 2012 – Fall 2012	Legislative/ Enforcement	A
<ul style="list-style-type: none"> <li>Schedule interested parties meetings by legal topic and statute/regulation under analysis.</li> </ul>	Summer 2012 - Winter 2015	Legislative/ Enforcement	A
<ul style="list-style-type: none"> <li>Work is delegated to the Enforcement Committee; updates provided to full Board as actions are needed. As each section of the evaluation concludes, proposals will be taken to the full Board for regulations to be promulgated and legislation sought.</li> </ul>	Summer 2012 - Winter 2015	Legislative/ Enforcement	A
<ul style="list-style-type: none"> <li>As appropriate, develop and promulgate regulations; develop and seek legislation.</li> </ul>	Various 2012- 15	Legislative/ Enforcement	B

**Objective 2.3: Conduct a review of the Vertical Enforcement/Prosecution (VEP) model to assure uniform implementation in all offices and identify any aspects of the model that are increasing cost without producing benefits.**

Activity	Date	Staff	Priority
<ul style="list-style-type: none"> <li>Initiate a review of the VEP performance data.</li> </ul>	Summer 2011	Enforcement	A
<ul style="list-style-type: none"> <li>Begin to conduct a statistical analysis of performance in the various geographic areas on number of cases, number of personnel hours, and results, including the time taken in various steps of the process. Identify similar and inconsistent data in various regions.</li> </ul>	Summer 2011 - Fall 2012	Enforcement	A
<ul style="list-style-type: none"> <li>Begin to conduct a statistical analysis of the enforcement timelines to indentify which steps may be delaying the process.</li> </ul>	Summer 2011	Enforcement	A
<ul style="list-style-type: none"> <li>Compare the California process to other states' and other California licensing Boards, including those handled by the Attorney General's (AG) licensing section rather than Health Quality Enforcement Section (HQES). (As an example, how default decisions are handled.)</li> </ul>	Summer 2011- Fall 2012	Enforcement	A
<ul style="list-style-type: none"> <li>Draft a report to the Board on the analysis of statistical data, including recommendations for actions by the Board to reduce the timeline, increase efficiency, and obtain better outcomes for public protection.</li> </ul>	Fall 2012	Enforcement	A
<ul style="list-style-type: none"> <li>Depending upon findings and within budgetary restraints, amend policies and procedures, promulgate regulations, or seek legislation.</li> </ul>	Fall 2012	Enforcement	A

**Objective 2.4: Examine complaint handling priorities. Educate Board members on how complaints are prioritized, as well as the legislatively mandated priorities. Determine if there is a need to change the priorities.**

<b>Activity</b>	<b>Date</b>	<b>Staff</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Educate the Board members on the current policy and legislative priorities in complaint handling.</li> </ul>	Winter 2012	Enforcement	A
<ul style="list-style-type: none"> <li>Review and evaluate the complaints and their relation to physician disciplinary action.</li> </ul>	Winter - Summer 2012	Enforcement	A
<ul style="list-style-type: none"> <li>Present a report on review of complaint handling, including whether current priorities are congruent with public safety or what other priorities might better serve public protection.</li> </ul>	Summer 2012	Enforcement	A
<ul style="list-style-type: none"> <li>Depending upon the Board's authority and resources, amend policies, develop and promulgate regulations, or develop and seek legislation.</li> </ul>	Summer 2012- Spring 2013	Enforcement/ Legislative	A

**Objective 2.5: Study disciplinary cases to identify trends or issues that may signal dangerous practices or risks. (Done in conjunction with Objective 1.6)**

Activity	Date	Staff	Priority
<ul style="list-style-type: none"> <li>Staff to perform a study to identify risk factors for patient harm and physician discipline. Study should examine disciplinary cases causing serious harm and determine if there are trends and “red flags” that could be used for the purpose of identifying patterns before serious harm occurs.</li> </ul>	Winter 2014 - Spring 2015	Research Program Specialist	B
<ul style="list-style-type: none"> <li>Report of study will be presented to the Board, including recommendations for establishing priorities, wellness initiatives, remedial actions, further study, other initiatives, etc.</li> </ul>	Spring 2015	Research Program Specialist	B
<ul style="list-style-type: none"> <li>Dependent upon findings and opinion of the board, and in keeping with the Board’s authority and resources, establish or amend policies and procedures, develop and promulgate regulations, or develop and seek legislation.</li> </ul>	Fall 2015	Research Program Specialist	B

**Objective 2.6: Examine the Expert Reviewer Program and policies to determine how it may be improved, including recruitment, evaluation of experts, opportunities for education, and policies governing the Board's use of experts.**

<b>Activity</b>	<b>Date</b>	<b>Staff</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Evaluate, revise, and update the training program and materials for experts.</li> </ul>	Fall 2011	Enforcement	A
<ul style="list-style-type: none"> <li>Educate the Board as to the current policies, laws, and regulations governing the Expert Reviewer program.</li> </ul>	Winter 2012	Enforcement	A
<ul style="list-style-type: none"> <li>Examine the training and evaluation measures, as well as policies to identify problem areas and those that should be amended.</li> </ul>	Spring 2012	Enforcement	A
<ul style="list-style-type: none"> <li>Examine the use of experts by other states and by other California boards and commissions.</li> </ul>	Spring – Fall 2012	Enforcement	A
<ul style="list-style-type: none"> <li>Examine which policies and regulations (under the Board’s authority) should be amended to further the program’s efficiency.</li> </ul>	Fall 2012	Enforcement	A
<ul style="list-style-type: none"> <li>Based on the study and review of the current program, as appropriate to the Board’s authority and resources, revise policies and procedures, promulgate regulations, or seek legislation.</li> </ul>	Fall 2012	Enforcement/ Legislative	A

**Objective 2.7: Identify opportunities to better educate judges/hearing officers.**

<b>Activity</b>	<b>Date*</b>	<b>Staff</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Evaluate the current training and information furnished to the Office of Administrative Hearing judges/hearing officers.</li> </ul>	Winter 2012	Enforcement	B
<ul style="list-style-type: none"> <li>Conduct OAH training semiannually.</li> </ul>	Spring 2012- Ongoing	Enforcement	B
<ul style="list-style-type: none"> <li>Examine disciplinary decisions to determine if they meet the Board’s mission to protect the public.</li> </ul>	Winter 2012- Spring 2012	Enforcement	B
<ul style="list-style-type: none"> <li>Identify any inconsistent outcomes in disciplinary cases and present the findings to the Board.</li> </ul>	Spring 2012	Enforcement	B
<ul style="list-style-type: none"> <li>Determine if the disciplinary guidelines are being utilized consistently or if the guidelines need amending to create greater consistency in decisions.</li> </ul>	Spring 2012 - Fall 2012	Enforcement/ Research Program Specialist/ Legislative	B
<p><b>*The dates of implementation and completion of these tasks may need to be reconsidered, as they are dependent upon the hiring of the Supervisor I in the Standards &amp; Training Unit in the Enforcement Program.</b></p>			

**Objective 2.8: Work to clarify the Board's responsibility to regulate outpatient surgery centers, and obtain the resources to be effective.**

<b>Activity</b>	<b>Date *</b>	<b>Staff</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Evaluate the impact of SB 100. Begin developing goals and timelines for SB 100 implementation.</li> </ul>	Fall 2011	Licensing/ Enforcement	A
<ul style="list-style-type: none"> <li>Examine the current Board responsibility and authority to regulate outpatient surgery facilities. Identify what can be done under current authority. Begin implementation of SB 100.</li> </ul>	Fall 2011- Fall 2012	Licensing/ Enforcement	A
<ul style="list-style-type: none"> <li>Identify the resources needed to implement an effective program</li> </ul>	Spring 2012	Licensing/ Enforcement	A
<ul style="list-style-type: none"> <li>Communicate to all interested parties what is within the Board's authority in regards to outpatient surgery centers and what is outside of the Board's authority</li> </ul>	Spring 2012	Licensing/ Enforcement	A
<ul style="list-style-type: none"> <li>Work with the Legislature to enact legislation or gain resources and procure what is necessary for California to have an effective program, ensuring a minimum standard of safety in outpatient settings.</li> </ul>	Fall 2012	Licensing/ Enforcement/ Legislative	A
<p><b>*Dates for these tasks are pending the hiring of staff for the outpatient surgery regulation program.</b></p>			



**Objective 2.9: Examine Board responsibilities that could be eliminated or moved to a more appropriate board, bureau, or program. (Midwives, Registered Dispensing Opticians, Spectacle Lens Dispensers, Research Psychoanalysts, approval of non-ABMS specialty boards, etc.)**

Activity	Date	Staff	Priority
<ul style="list-style-type: none"> <li>Educate the membership about the Board’s authority over allied health professions. Staff should make a presentation at a Board meeting.</li> </ul>	Summer 2012	Executive	B
<ul style="list-style-type: none"> <li>Identify those areas where the Board may not have sufficient expertise or resources to adequately provide consumer protection.</li> </ul>	Fall 2012 through Spring 2013	Executive	B
<ul style="list-style-type: none"> <li>Depending upon areas identified by the membership, seek legislation to move or eliminate responsibilities of the Board that appear to be inappropriate. (To be completed to coincide with Sunset Review.)</li> </ul>	Summer 2013	Executive	B

**Objective 2.10: Examine the decline of the number of reports received pursuant to Business and Professions Code section 805 (reporting peer review actions).**

Activity	Date	Staff	Priority
<ul style="list-style-type: none"> <li>Review the history of Business and Professions Code (BPC) section 805 reports, the history of the law, statistical data, and how they relate to the Board’s disciplinary actions.</li> </ul>	Spring 2012	Research Program Specialist	C
<ul style="list-style-type: none"> <li>Obtain information from those required to file BPC section 805 reports (individual hospitals, medical groups, societies and associations) and the reasons the reports have declined over the years.</li> </ul>	Spring – Fall 2012	Research Program Specialist	C
<ul style="list-style-type: none"> <li>Evaluate Peer review – what it does, how it impacts what the Board does, what institutions file BPC section 805 reports.</li> </ul>	Fall 2012	Research Program Specialist	C
<ul style="list-style-type: none"> <li>Study practices not subject to peer review to determine if quality of care can be monitored.</li> </ul>	Fall 2012	Research Program Specialist	C
<ul style="list-style-type: none"> <li>Invite the CDPH to share information on how they determine violations and how they may relate to compliance with B&amp;P 805.</li> </ul>	Summer 2013	Research Program Specialist	C
<ul style="list-style-type: none"> <li>Review how other states handle peer review and mandatory reporting, and how, or if, they correlate with disciplinary action.</li> </ul>	Summer 2013	Research Program Specialist	C
<ul style="list-style-type: none"> <li>Determine if there are problems with the reporting system. Is there anything that could and should be done by the Board to improve patient protection by legislation, regulation, greater enforcement, greater investigatory authority, etc. Seek legislation, if needed.</li> </ul>	Winter 2013	Research Program Specialist/ Legal/ Legislative	C

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

**Objective 3.1: Improve and expand professional educational outreach, including outreach to students and new graduates, about the laws and regulations that govern medical practice.**

<b>Activity</b>	<b>Date</b>	<b>Staff</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Review the Board Web site to determine what can be improved.</li> </ul>	Winter 2012	Public Affairs	B
<ul style="list-style-type: none"> <li>Utilize the Board Web site and newsletters to inform licensees of issues relating to legal responsibilities, changes in law and regulations, practice patterns and tools (telemedicine, translation methods and opportunities, etc.), issues of public health, and cultural and linguistic literacy.</li> </ul>	Fall 2012	Public Affairs	B
<ul style="list-style-type: none"> <li>Work with state, county and federal agencies to inform licensees.</li> </ul>	Fall 2012	Public Affairs	B
<ul style="list-style-type: none"> <li>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.</li> </ul>	Fall 2012	Public Affairs	B
<ul style="list-style-type: none"> <li>Re-establish a speakers' bureau, and reinstitute the "teams of 2" consisting of one staff person and one board member to talk to professional meetings. (This can only begin after hire, resources, and travel restrictions are lifted.)</li> </ul>	Winter 2012	Public Affairs	B
<ul style="list-style-type: none"> <li>Conduct outreach to various organizations such as hospitals and group practices through providing speakers or articles for their publications.</li> </ul>	Spring – Fall 2012	Public Affairs	B

**Objective 3.2: Improve public education by expanding current outreach efforts and initiating more outreach programs to educate the public on the board's programs, the rights of patients, and how to file complaints.**

<b>Activity</b>	<b>Date</b>	<b>Staff</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Review the Board Web site to determine what can be improved.</li> </ul>	Winter 2012	Public Affairs	C
<ul style="list-style-type: none"> <li>Identify consumer education groups and publications to distribute Board material.</li> </ul>	Various 2012-13	Public Affairs	C
<ul style="list-style-type: none"> <li>Schedule meetings with editorial boards of major media at least once a year; more, when necessary.</li> </ul>	Various 2012-13	Public Affairs	C
<ul style="list-style-type: none"> <li>Update the content of brochures to reflect the current practice environment.</li> </ul>	Various 2012-13	Public Affairs	C
<ul style="list-style-type: none"> <li>Work with other state agencies to provide Board materials to consumers</li> </ul>	Various 2012-13	Public Affairs	C
<ul style="list-style-type: none"> <li>Work with the Department of Consumer Affairs (DCA) and State and Consumer Services Agency (SCSA) to develop an integrated communications plan that would promote the Board and its services.</li> </ul>	Various 2012-15	Public Affairs	C
<ul style="list-style-type: none"> <li>Explore the use of social media in outreach to the public.</li> </ul>	Summer 2012	Public Affairs	C
<ul style="list-style-type: none"> <li>Add Board information to the California Healthcare Insurance Exchange Web site, with timing to be established after discussion with California Health Benefit Exchange (HBEX) Executive Director and the Board.</li> </ul>	Fall 2013	Public Affairs	C

**Objective 3.3: Identify more effective methods to promote the Expert Review Program to recruit qualified physicians.**

<b>Activity</b>	<b>Date</b>	<b>Staff</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Establish a committee to work with staff and professional associations to promote the Expert Reviewer program through various methods, including articles in Board newsletters and other professional publications, speakers at facilities and professional societies, etc. (See Objective 3.1)</li> </ul>	Fall 2011 Ongoing	Enforcement/ Public Affairs	A

**Objective 3.4: Establish a more proactive approach in communicating with the media to educate consumers and publicize disciplinary cases and criminal investigations, including those done in cooperation with other agencies.**

<b>Activity</b>	<b>Date</b>	<b>Staff</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Build relationships with major media so that all disciplinary cases are provided to the appropriate outlets.</li> </ul>	Winter 2012	Public Information Officer	C
<ul style="list-style-type: none"> <li>Work with the DCA and the District Attorney's office to establish joint news release procedures to use on joint investigations or actions.</li> </ul>	Winter 2012	Public Affairs	C
<ul style="list-style-type: none"> <li>When the budget allows, provide press kits about the Board to all media outlets.</li> </ul>	Winter 2013	Public Affairs	C
<ul style="list-style-type: none"> <li>Participate in professional/public outreach programs (see Objective 3.2)</li> </ul>	Various 2012-15	Public Affairs	C

**Objective 3.5: Expand the Newsletter to better inform physicians, medical students, and the public.**

<b>Activity</b>	<b>Date</b>	<b>Staff</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Using focus groups, surveys, etc., evaluate how the current Newsletter is being utilized by licensees, what is useful and what is not.</li> </ul>	Spring 2012	Public Affairs	C
<ul style="list-style-type: none"> <li>Allow applicants to receive the Newsletter by e-mail or social media, as well as licensees.</li> </ul>	Various 2011-13	Public Affairs	C
<ul style="list-style-type: none"> <li>Establish some kind of feedback for the Newsletters' content to determine who is reading it, and for what information.</li> </ul>	Various 2012-13	Public Affairs	C
<ul style="list-style-type: none"> <li>Examine ways of promoting the Newsletter to encourage more readers.</li> </ul>	Winter 2012	Public Affairs	C
<ul style="list-style-type: none"> <li>Reach out to other agencies and foundations to contribute to the Newsletter.</li> </ul>	Various 2012-13	Public Affairs	C
<ul style="list-style-type: none"> <li>Incorporate into the Newsletter more information about Board activities, including encouraging attendance of Board meetings, topics discussed at meetings, and so forth.</li> </ul>	Various 2011-15	Public Affairs	C
<ul style="list-style-type: none"> <li>Encourage professional associations and societies to include a link to the Newsletter.</li> </ul>	Various 2011-13	Public Affairs	C

**Objective 3.6: Expand the Web site capabilities to create a portal to provide intuitive and searchable web experience. Develop more online services and surveys to help improve Board's program (see Objective 3.2).**

<b>Activity</b>	<b>Date</b>	<b>Staff</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Determine how and what can be done to improve the Web site and its search ability.</li> </ul>	Various 2012-13	Public Affairs / Information Systems Branch	B
<ul style="list-style-type: none"> <li>Determine if the current Web site is user friendly and how it might be improved.</li> </ul>	Various 2012-13	Public Affairs / Information Systems Branch	B
<ul style="list-style-type: none"> <li>Establish a program to periodically update frequently asked questions (FAQs) on the various subjects.</li> </ul>	Various 2012-13	Public Affairs	B
<ul style="list-style-type: none"> <li>Identify what areas of the Web site are utilized, and if users are finding what they need. Provide a survey to users to provide feedback.</li> </ul>	Winter 2013	Public Affairs	B

**Objective 3.7: 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.**

<b>Activity</b>	<b>Date</b>	<b>Staff</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Determine the feasibility of providing courses and the priority of this venture.</li> </ul>	Winter 2013	Public Affairs	D
<ul style="list-style-type: none"> <li>Work with DCA's current Information Officer and Public Affairs, to expand interactive webcasting. (As part of the Board's pro-rata funding)</li> </ul>	Winter 2013	Public Affairs	D

**Objective 3.8: Establish a method of holding public seminars taught by legal or enforcement personnel on disciplinary cases, the laws violated, and other issues of importance to the profession and public.**

<b>Activity</b>	<b>Date*</b>	<b>Staff</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Establish a method or procedure to identify issues that could benefit from holding a public briefing.</li> </ul>	2014	Public Affairs	C
<ul style="list-style-type: none"> <li>Identify AGs, legal counsels, investigators, that should be called upon to develop and deliver briefings.</li> </ul>	2014	Public Affairs	C
<ul style="list-style-type: none"> <li>Work with DCA's current Information Officer and Public Affairs, to expand interactive webcasting. (As part of the Board's pro-rata funding)</li> </ul>	2014	Public Affairs	C
<ul style="list-style-type: none"> <li>Publicize the briefings to foster viewership.</li> </ul>	2014	Public Affairs	C



**Objective 3.9: Conduct outreach to ethnic and other language publications and groups.**

<b>Activity</b>	<b>Date</b>	<b>Staff</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Identify the ethnic and cultural groups to be targeted.</li> </ul>	Summer 2012	Public Affairs	C
<ul style="list-style-type: none"> <li>Identify the media outlets for various ethnic groups and other-than-English publications, including community newspapers, radio, television stations, and web groups.</li> </ul>	Summer 2012	Public Affairs	C
<ul style="list-style-type: none"> <li>Identify those in staff or on the Board who may be able to communicate with the targeted groups, either through language fluency, or cultural sensitivity.</li> </ul>	Summer 2012	Public Affairs	C
<ul style="list-style-type: none"> <li>Establish a plan to coincide with the outreach to English language and general audience.</li> </ul>	Summer 2012	Public Affairs	C

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

**Objective 4.1: Improve relationships with elected officials and their staffs. Build and strengthen collaborative relationships to work toward common goals – create partnerships on areas of common interests.**

<b>Activity</b>	<b>Date</b>	<b>Staff</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Develop a plan to visit legislators and their staffs with Board members, at the Capitol and field offices.</li> </ul>	Fall 2011	Legislative	B
<ul style="list-style-type: none"> <li>Provide training and briefing to the Board members about the Board’s legislative initiatives, and who is contacted and why.</li> </ul>	Winter 2012	Legislative	B
<ul style="list-style-type: none"> <li>Prepare Board members to be effective when communicating with legislators and their staff.</li> </ul>	Various 2012-13	Legislative	B
<ul style="list-style-type: none"> <li>Invite legislative field staff to board meetings, and visit field offices.</li> </ul>	Winter 2012	Legislative	B

**Objective 4.2: Work with California medical schools and training programs on common needs and goals. Create a better partnership with them on educational issues beyond licensing requirements, such as those relating to professionalism, ethics, unprofessional behavior, etc.**

Activity	Date	Staff	Priority
<ul style="list-style-type: none"> <li>Appoint a medical consultant(s) to work with staff and schools on developing a program to address ethical questions and emerging issues developing in the new practice environment (prescribing practices, enticements from pharmaceutical and medical device industries, boundary issues, social media, working for and in various industries, etc.).</li> </ul>	Winter 2013	Licensing/ Public Affairs	B
<ul style="list-style-type: none"> <li>Survey Directors of postgraduate training programs and invite comment from all schools on issues they are identifying as troubling trends.</li> </ul>	2013	Licensing/ Public Affairs	B
<ul style="list-style-type: none"> <li>Develop issue/position papers in coordination with the medical schools on trends found, to be shared with medical students and licensees.</li> </ul>	Winter 2014 Ongoing	Licensing/ Public Affairs	B

**Objective 4.3: Work to establish better relationships with the accreditation agencies, associations representing hospitals and medical groups, professional associations and societies, the Federation of State Medical Boards, Federal government agencies, and other state agencies, including Department of Consumer Affairs and State and Consumer Services Agency.**

<b>Activity</b>	<b>Date</b>	<b>Staff</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Identify areas of concern that may be of common interest among various organizations.</li> </ul>	Fall 2012	Executive	C
<ul style="list-style-type: none"> <li>Schedule meetings with organizations to establish better relationships as needed, and driven by emerging issues of common interest.</li> </ul>	Fall 2012	Executive	C
<ul style="list-style-type: none"> <li>Develop a communication plan for California agencies.</li> </ul>	2013	Executive	C
<ul style="list-style-type: none"> <li>Develop a communication plan for categories of agenda items for various groups.</li> </ul>	2013	Executive	C
<ul style="list-style-type: none"> <li>Utilize the “Teams of 2” or others in speaking to various professional groups.</li> </ul>	After lifting of travel restrictions.	Executive	C

**Objective 4.4: Improve educational outreach to hospitals, health systems, and similar organizations about the Board and its programs. Educate the health care profession not only about the Medical Board, but all of the health boards in the Department of Consumer Affairs. Re-establish a speakers' bureau or some other outreach for this purpose.**

<b>Activity</b>	<b>Date</b>	<b>Staff</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Identify and create a database of those organizations and groups that the Board wants to target.</li> </ul>	2012	Public Affairs	C
<ul style="list-style-type: none"> <li>Contact all appropriate practice groups, and associations and offer to provide speakers and contribute articles about the board for their newsletters or email broadcasts.</li> </ul>	2012	Public Affairs	C
<ul style="list-style-type: none"> <li>Utilize the speakers' bureau, or "Teams of two" to speak at lunch meetings, dinners, etc., and to annual meetings or conferences.</li> </ul>	2013	Public Affairs	C
<ul style="list-style-type: none"> <li>Work with various foundations and groups, such as the Hospital association, to provide information to their membership.</li> </ul>	Upon lifting of travel restrictions.	Public Affairs	C

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

**Objective 5.1: Licensing applications to be reviewed within 45 days.**

<b>Activity</b>	<b>Date</b>	<b>Staff</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>• Goal communicated to staff</li> </ul>	Fall 2011	Licensing	A
<ul style="list-style-type: none"> <li>• Monitor reports to be automatically sent to managers, and report when review has not been conducted in a specified amount of days.</li> </ul>	2011 Ongoing	Licensing	A
<ul style="list-style-type: none"> <li>• Report to the Board at every quarter on the time taken to review licensing applications.</li> </ul>	2011 Ongoing	Licensing	A

**Objective 5.2: Reduce discipline, complaint processing, and investigation timelines by 10-20%; reduce complaint processing average to less than 70 days, with 50-60% less than 50 days.**

<b>Activity</b>	<b>Date</b>	<b>Staff</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Analyze current process, including breaking down types of cases by time taken for each element of the process.</li> </ul>	Winter 2012	Enforcement	A
<ul style="list-style-type: none"> <li>Identify reasons for delays in the Board's processes from complaint handling through disposition.</li> </ul>	Various 2012-13	Enforcement	A
<ul style="list-style-type: none"> <li>Research and identify best practices from other states' processing of complaints and disciplinary actions. Identify areas in California's system that may be unnecessary and slowing the process.</li> </ul>	Various 2012-13	Enforcement	A
<ul style="list-style-type: none"> <li>Research and identify best practices from other California boards' processing of complaints and disciplinary actions. Identify areas in the Board's system that may be unnecessary and slowing the process. (Including the use of the AG's Licensing Section in comparison to HQES)</li> </ul>	Various 2012-13	Enforcement	A
<ul style="list-style-type: none"> <li>Survey regional deputies and supervising investigators on management tools needed to better monitor investigation handling.</li> </ul>	Various 2012	Enforcement	A
<ul style="list-style-type: none"> <li>In conjunction with Objective 2.3, identify how VEP model may be amended if it is slowing the process.</li> </ul>	Various 2012	Enforcement	A
<ul style="list-style-type: none"> <li>After analyzing all of the data collected, as appropriate, establish or amend policies and procedures, develop and promulgate regulations, or develop and seek legislation.</li> </ul>	Winter 2013	Enforcement	A

**Objective 5.3: Conduct a review of all outside agencies' billing (Department of Consumer Affairs, Attorney General, Office of Administrative Hearings, etc.) to identify redundancies, cost savings, and promote efficiency.**

<b>Activity</b>	<b>Date</b>	<b>Staff</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Staff to prepare a report on all spending for past 4 years to all regularly used agencies (DCA pro-rata, Attorney General's HQES, and Office of Administrative Hearings)</li> </ul>	Spring-Fall 2012	Administration/Budget	B
<ul style="list-style-type: none"> <li>Conduct an analysis of spending through the years, broken down by function and region, to identify trends, and possible inconsistencies, if any.</li> </ul>	Spring-Fall 2012	Administration/Budget	B
<ul style="list-style-type: none"> <li>Identify areas that require discussion and examination by reviewing what areas have improved efficiency and those that have declined. (Incorporate data and analysis on VEP – see Objective 2.3)</li> </ul>	Spring-Fall 2012	Administration/Budget	B
<ul style="list-style-type: none"> <li>Establish a procedure to regularly evaluate the value of spending to outside areas.</li> </ul>	Spring-Fall 2012	Administration/Budget	B
<ul style="list-style-type: none"> <li>Establish a reporting method that will keep the Board updated, and also will be helpful in providing information at Sunset evaluation.</li> </ul>	Spring-Fall 2012	Administration/Budget	B



**Objective 5.4: Conduct a review every two years of all of the Committees established by the Board to determine if they are still needed, if they are fulfilling the purpose of which they were established, and determine if they should continued, be eliminated, or be merged with other committees.**

Activity	Date	Staff	Priority
<ul style="list-style-type: none"> <li>Prior to new committee appointments by the Board President, the Board should conduct a review of all committees/subcommittees/task forces.</li> </ul>	Every Other Fall Board Meeting	Deputy Director	A

**Objective 5.5 Establish and conduct an annual self evaluation.**

Activity	Date	Staff	Priority
<ul style="list-style-type: none"> <li>Staff will provide a report on the progress of the Strategic Plan, highlighting successes, failures, and those areas that should be eliminated, expanded, or amended.</li> </ul>	Fall 2012	Deputy Director	A

**Objective 5.6: Establish a means of better educating staff about the Board's activities and priorities set by the membership, including encouraging staff to attend meetings.**

<b>Activity</b>	<b>Date</b>	<b>Staff</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Executive Director to provide e-mail updates approximately every two months to inform staff of board activities and positions.</li> </ul>	2011 ongoing	Executive Director	C
<ul style="list-style-type: none"> <li>At the time of the Agenda mailing, Division Chiefs will contact appropriate staff about the meeting, what will be on the agenda, and encourage attendance, where appropriate.</li> </ul>	Begin 2012	Division Chiefs	C

**Objective 5.7: Establish a means of better educating the Board membership about operational activities by providing tours of headquarters, district or regional offices when they are at or near the location for Board meetings.**

<b>Activity</b>	<b>Date</b>	<b>Staff</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>A report of these visits will be part of the Executive Directors/Enforcement Chiefs' report at the quarterly Board meetings.</li> </ul>	2011 ongoing	Executive Director	C
<ul style="list-style-type: none"> <li>At the time of agenda mailing, Division Chiefs will arrange for a tour of facilities where appropriate. (Chiefs to arrange for a tour of district offices in areas outside of Sacramento, and a tour of headquarters when in Sacramento.)</li> </ul>	Begin 2012	Division Chiefs	C

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

<b>Activity</b>	<b>Date</b>	<b>Staff</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>Continue the complaint survey and evaluate how it might be improved.</li> </ul>	Winter 2012 Ongoing	Research Program Specialist	B
<ul style="list-style-type: none"> <li>Establish a survey for newly licensed physicians about the application/licensing process</li> </ul>	Spring 2012 Ongoing	Research Program Specialist	B
<ul style="list-style-type: none"> <li>Establish a survey on the Web site on other areas, including the usefulness of the Web site</li> </ul>	Summer 2012 Ongoing	Research Program Specialist	B
<ul style="list-style-type: none"> <li>Provide a report to the Board on the results at the time of the Annual report.</li> </ul>	Fall 2012 Ongoing	Research Program Specialist	B

***Goal 6: Access to Care, Workforce, and Public Health: Understanding the implications of Health Care Reform and evaluating how it may impact access to care and issues surrounding healthcare delivery, as well as promoting public health, as appropriate to the Board's mission in exercising its licensing, disciplinary and regulatory functions.***

**Objective 6.1: Educate the Board on the new healthcare reform law and how it may impact physicians' practice, workforce (possible shortages), and utilization of allied healthcare professionals.**

<b>Activity</b>	<b>Date</b>	<b>Staff</b>	<b>Priority</b>
<ul style="list-style-type: none"> <li>• Invite appropriate speakers to address the Board about implementation of the Affordable Care Act in the State, and how it will impact care delivery in California.</li> </ul>	2011 Ongoing	Legislative	D
<ul style="list-style-type: none"> <li>• Ask appropriate associations to share their view of the changing practice environment due to healthcare reform (California Medical Association, California Hospital Association, California Association of Physician Groups, etc.)</li> </ul>	Summer 2012	Legislative	D
<ul style="list-style-type: none"> <li>• Direct the Access to Care Committee to study the impact of healthcare reform and identify areas in which the Board can help, such as addressing shortages through telemedicine or publicizing programs to help those in underserved populations, etc.</li> </ul>	Spring 2013	Legislative	D
<ul style="list-style-type: none"> <li>• Take appropriate action based on the remedies identified by the committee.</li> </ul>	Winter 2013	Legislative	D