

# MEDICAL BOARD OF CALIFORNIA

# STRATEGIC PLAN 2018 2021



Adopted: January 18, 2018



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# MEMBERS OF THE MEDICAL BOARD OF CALIFORNIA

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*Deputy Director*

# MESSAGE FROM THE PRESIDENT



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This plan advances the Board's goal of increasing and enhancing consumer protection.

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On behalf of the Medical Board of California (Board), it is my honor and privilege to present the Board's Strategic Plan 2018–2021. I want to thank everyone involved in the plan's development. The strategic planning process has been a collaborative effort between Board Members, Board staff, and the public, which has produced a useful tool for shaping the Board's near-term future.

This plan advances the Board's goal of increasing and enhancing consumer protection through the Board's licensing and enforcement programs, creating a more efficient organization. It will also provide useful guidance to physicians, empower patients through education, build better communication and relationships with relevant organizations, and provide assistance to increase access to quality medical care.

While the Board has made significant accomplishments in the past, this ambitious four-year Strategic Plan allows the Board to re-examine current challenges with a renewed dedication to improving consumer protection. As President of the Board, I welcome input from all interested parties to join in working with the Board over the next four years to achieve the goals as put forward in this plan. The Board publishes advance notices of all its Board meetings and encourages participation and contribution.

Sincerely,

A handwritten signature in black ink that reads "Dev GnanaDev MD". The signature is written in a cursive, professional style.

Dev GnanaDev, M.D.  
Board President

# 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 has six standing committees, five two-member task forces/committees, two panels, and a Midwifery Advisory Council that assists with the work of the Board.

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 action as appropriate.



## MISSION

The mission of the Medical Board of California is to protect health care consumers 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 and regulatory functions.

## VISION

To be the premier consumer protection agency leading the effort to advance high quality, safe medical care.

# STRATEGIC GOALS

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1

## LICENSING

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

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 consumers on the laws and regulations governing safe practices in California.

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.

4

## OUTREACH

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

5

## BOARD ADMINISTRATION

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



# 1

## LICENSING

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

- 1.1 Examine the ability to automate the licensing process to eliminate the potential for loss of documentation and to streamline the licensing process.
- 1.2 Develop an iOS application for real-time license identification to promote efficiency.
- 1.3 Increase online license renewal to improve efficiency and resources.

# 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 consumers on the laws and regulations governing safe practices in California.

- 2.1 Modify vertical enforcement to provide timely and effective consumer protection.
- 2.2 Advocate and support recruitment and retention of investigators to improve the enforcement process and decrease enforcement timelines.
- 2.3 Identify and utilize reports that provide staff with timely and actionable information to more aggressively monitor case processing.
- 2.4 Identify current processes and streamline the areas that need improvement to reduce cycle times and improve consumer protection.
- 2.5 Research and identify the mechanisms to hold other governmental agencies collaborating with the Board accountable in order to improve enforcement processes and provide adequate consumer protection.
- 2.6 Develop and implement effective communication with consumers from intake of complaint to when it is closed without discipline.
- 2.7 Identify methods to help ensure the Board is receiving all mandated reports.
- 2.8 Examine the Expert Reviewer Program and policies to determine how it may be improved, including recruitment, evaluation of experts, opportunities for training, and policies governing the Board's use of experts.

# 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 Plan an annual legislative day to educate and establish relationships regarding key issues relating to the Board with the legislators and staff.
- 3.2 Identify necessary changes to legislation and regulations, including the disciplinary guidelines, to support the Board's mission and functions to enhance consumer protection.
- 3.3 Improve education to the public and licensees on pending laws and regulations pertaining to the Board, including opportunities for input.



# 4

## OUTREACH

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

- 4.1 Improve outreach to medical schools to encourage medical school admission boards to be more attentive to applicant's ethics and integrity.
- 4.2 Improve outreach to medical schools, postgraduates, and initial and renewed licensees, to start at ground zero in terms of education in ethics, professionalism, and the law in order to prevent future violations.
- 4.3 Evaluate and improve the current outreach methods and technological opportunities in order to increase outreach to consumers and licensees.
- 4.4 Collaborate with and expand communication to community organizations to conduct outreach to enhance consumer protection and provide education to vulnerable populations.
- 4.5 Evaluate and improve the quality of customer service in the call center.
- 4.6 Promote the Board's telephone numbers as a resource for those who are less comfortable using online services to support accessible and effective communication.
- 4.7 Improve outreach to other healing arts boards to better inform other programs of the Board's role and functions.



# 5

## BOARD ADMINISTRATION

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

- 5.1 Strengthen the onboarding and ongoing training and development for Board members to have efficient and effective case reviews and discussion.
- 5.2 Explore opportunities for Board Member involvement in employee appreciation efforts throughout the year to enhance morale.
- 5.3 Re-evaluate Board programs to improve efficiency and maximize resources.
- 5.4 Advocate for Board Members to interact with national and state medical boards to bring back valuable information to the Board to enhance its mission and to identify best practices and national trends.
- 5.5 Identify and partner with other entities to provide educational presentations relating to health services that may not fall under the Board's jurisdiction to enhance staff's ability to provide accurate information.

# CONCLUSION

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The Department of Finance mandates that all California agencies have an approved strategic plan to guide each agency in achieving its long-term goals and objectives. This is the Board's sixth strategic plan. Each one has been carefully crafted to successfully carry out the Board's mission to protect health care consumers and to promote access to quality medical care.

Over the last four years the Board reached many of its goals laid out in the 2014 Strategic Plan. Some of the highlights include:

- ▶ The Licensing Program decreased the time frame to review physician and surgeon applications, reducing their average to less than 30 days, down from an average of 68 days.
- ▶ "All you need is a computer and a few minutes." The Board's Check up on Your Doctor's License print and digital advertising campaign encouraged all California patients to use the Board's website to make an informed decision when choosing a doctor by checking the Board's licensee profile to determine a doctor's status. This campaign potentially reached 17 million health care consumers.
- ▶ The Board adopted "Guidelines for the Recommendation of Cannabis for Medical Purposes" and "Guidelines for Prescribing Controlled Substances for Pain."
- ▶ The Board completely revamped its website, [www.mbc.ca.gov](http://www.mbc.ca.gov), which receives 1.9 million visits annually.

Building on the successes of the last four years, the Board is confident it will achieve the goals set forth in this Strategic Plan and continue to protect California's health care consumers.

# STRATEGIC PLANNING METHODOLOGY

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To understand the environment in which the Board operates and identify factors that could impact the Board's success, the California Department of Consumer Affairs' SOLID unit conducted an environmental scan of the internal and external environments by collecting information through the following methods:

- ▶ Interviews conducted with Members of the Board and the Executive Director were completed during the month of September 2017 to assess the challenges and opportunities the Board is currently facing or will face in the upcoming years.
- ▶ One focus group was held with Board executive managers in August 2017 to identify the strengths and weaknesses of the Board from an internal perspective.
- ▶ An online survey was sent to staff members to identify the strengths and weaknesses of the Board from an internal perspective. Fifty-two Board staff participated, which included rank and file staff, supervisors, managers, and subject matter experts.
- ▶ An online survey was sent to the Midwifery Advisory Council to identify the strengths and weaknesses of the Board from an internal perspective.
- ▶ An online survey was sent to 10,000 randomly selected external Board stakeholders in August 2017 to identify the strengths and weaknesses of the Board from an external perspective. 479 stakeholders completed the survey.

The most significant themes and trends identified from the environmental scan were discussed by the Board, the executive team, and the public during a public strategic planning session facilitated by SOLID on October 26, 2017. This information guided the Board in the development of its goals and objectives outlined in this 2018–2021 strategic plan.

# FIND THE BOARD

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 CAMedicalBoard

Prepared in Partnership with



This strategic plan is based on stakeholder information and discussions facilitated by SOLID for the Medical Board of California in September and October of 2017.

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