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Medical Board of California
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PUBLIC EDUCATION COMMITTEE
FEBRUARY 19, 2015

14

SUBJECT: STRATEGIC PLANNING PROCESS UPDATE

ACTION: RECEIVE AND FILE UPDATE REGARDING STRATEGIC PLANNING PROCESS

RECOMMENDATION

Receive and file status update regarding the strategic planning process.

ISSUE

This following is a status report on the progress of the strategic planning process.

DISCUSSION

The discussion below summarizes the actions taken by staff in consultation with SOLID Planning Solutions ("SOLID") professionals over the last several weeks since the December 19, 2014, meeting of the Board of Podiatric Medicine.

Committee members may recall that the SOLID team facilitated the strategic planning development session with the Board at the meeting held at the Department of Consumer Affairs, HQ2 located at 1747 N. Market Street, Sacramento, California. Through moderated discussion, members and executive staff were able to identify and highlight recent accomplishments of the Board in addition to reviewing and discussing the most significant trends identified from findings contained in the completed environmental scan of both internal and external environments. The scan collected information through a variety of different methods including interviews conducted with members of the Board, executive staff and through an online survey of Board stakeholders. These sources were used to guide the Board in development of the agency's mission, vision and values in addition to setting the foundation for directing the strategic direction and goals for the next four years.

During the last several weeks a draft strategic plan document had been developed containing the new mission, vision and values of the Board in addition to outlining the strategic goal areas for the agency which covers the mission critical functions of enforcement and licensing in addition to objectives for administration, legislation/regulation and organizational relationship development. (Attachment A.)

Pertinently, committee members may draw special attention to page 13 of the draft Strategic Plan which covers areas specifically falling under the jurisdiction of the Public Education Committee. Specifically, the strategic goals that have been identified for BPM to accomplish during the next for years to enhance organizational relationships and partnerships and to improve the levels of customer service include the three following identified objectives:

1. Increase outreach to DPMs and stakeholders to strengthen cooperation, answer questions and provide transparency;

2. Increase outreach to consumers to strengthen consumer confidence in the effectiveness of the Board, answer questions and provide transparency; and

3. Increase the Board's and DPM's presence at other DCA professional board meetings and events to establish the Board's position with stakeholders, mitigate organizational, administrative and/or governmental biases in an effort to further the Board's mission.

Should it please committee, staff requests a motion for recommendation of approval to the Board for its meeting on March 6, 2015.

NEXT STEPS

The draft strategic plan in its entirety will be presented to the Board at its March 6th meeting in Los Angeles for proposed adoption.

Should the Board approve and adopt the plan, the executive office will facilitate a session with the SOLID team for the creation of an action plan likely to be scheduled for the week of March 9th.

The action plan will serve as a guide for the completion of the strategic objectives through the identification of major tasks, establishment of target due dates, and assignment of responsible parties which will be presented to Committee in May.

ATTACHMENTS

A. Draft Board of Podiatric Medicine Strategic Plan 2015-2018
B. BPM Strategic Plan Development Roadmap

Prepared by: Jason S. Campbell, JD

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Executive Officer

ATTACHMENT A

DRAFT

Board of Podiatric Medicine Strategic Plan

Adopted:

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Board of Podiatric Medicine Strategic Plan

Message from the Board President

As President of the Board of Podiatric Medicine, it is my pleasure to introduce the 2015-2018 strategic plan.

The strategic planning process was truly a collaborative effort on the part of Board members, Board Staff, licensees and consumers. I am grateful to everyone who committed to the strategic planning process by providing valuable input, remaining engaged, and staying the course to create a renewed mission, vision, and values for the Board that will guide the Board's work over the next four years.

The Board will focus on the following objectives:

- Protecting consumers by preventing violations and effectively enforcing laws, codes and standards when violations occur.
- Promoting licensing of those practicing podiatric medicine by maintaining examination standards.
- Enhancing legislation, regulations, policies and procedures to meet the challenges of the evolving industry, while protecting consumers.
- Continuing effective leadership to proficiently utilize its resources and personnel to meet its objectives; in an effort to achieve regulatory efficiency, excellent customer service and consumer protection.
- Enhancing organizational relationships and partnerships while striving to improve the quality of customer service; supporting collaboration and cooperation between stakeholders.

While endeavoring to meet the aforementioned objectives, the Board will uphold the mission of the organization which is "To protect and educate consumers of California through licensing, enforcement and regulation of Doctors of Podiatric Medicine." As a consumer protection program, I look forward to continuing our efforts in making sure that all California licensed podiatric physicians will provide safe and competent foot and ankle care.

The Board is committed to operating in an environment that is open as well as transparent while meeting its mandates. This plan will provide the opportunity for both consumers and licensees to provide input on issues related to podiatric medicine.

We welcome input from all of our stakeholders and hope you will join in our efforts to work towards acheiving the goals and objectives outlined in this strategic plan.

Kristina M. Dixon, MBA
Board President

About the Board

The Board of Podiatric Medicine (the "Board")—functioning semi-autonomously as one of 36 regulatory entities under the guidance of the Department of Consumer Affairs ("DCA")—has historical roots that can be traced back to as early as 1957 with state licensure of Doctors of Podiatric Medicine ("DPMs") being separately handled by a legislatively created podiatric examining committee under the auspices of the California Board of Medical Examiners. To this day, the Board continues to independently carry out its primary mission of public protection through its close statutory association with the Medical Board of California.

Headed by a professional majority, the Board is composed of seven members serving four-year terms with no more than a maximum of two consecutive terms permitted. The Governor appoints four professional members and one public member while the Senate Rules Committee and the Assembly Speaker each appoint one of the two remaining public members of the body, respectively. To avoid conflicts of interest during their service to the people of the state, no member of the Board may own or acquire any interest in an institution engaged in podiatric medical instruction.

The Board's important mission for advancing public protection is carried out by its Executive Officer who is appointed by the Board and serves at its pleasure. Through faithful execution of the laws and regulations governing the practice of podiatric medicine, the Board's Executive Officer diligently carries out the Board's mission and directives in the administration, licensing and enforcement of a licentiate base consisting of approximately 2,000 DPMs.

Existing solely to serve to the public, the Board's mission is accomplished without reliance on tax payer monies from the state's general fund. Through careful fiscal and budgetary discipline, the Board operates well-within funding levels generated exclusively from fees set by state statute and collected from licensees and applicants.

How the Board Accomplishes Its Mission

The California Board of Podiatric Medicine (the "Board") strives to provide effective licensing and enforcement of podiatric physicians as a means to protect the public against unfit and incompetent doctors from practicing in this specialty field.

Through the years, these efforts have been greatly assisted by a number of unique initiatives advanced and adopted by the Board that have sought not simply to maintain entry-level standards for podiatric physicians but also to elevate professional competency standards, reduce medical error and prevent patient harm.

The Board accomplishes these mission objectives by:

- Requiring candidates for licensure to possess a Certificate of Podiatric Medical Education, representing a minimum of 4,000 hours of academic instruction from a Board approved school.
- Requiring applicants to pass Parts I, II and III of the national board exam for assessing a candidate's knowledge, competency and skills.
- Requiring applicants to complete two years of graduate medical education residency for licensure as a podiatric physician rather than just merely one year as is standard for other physicians.
- Annual review of California-based podiatric graduate medical education residency programs.
- Requiring licensed Doctors of Podiatric Medicine (DPMs) to complete 50 hours of approved continuing medical education every two years.
- Requiring DPMs to demonstrate compliance with Board-mandated continuing competency requirements; the only doctor-licensing board in the country to implement such a program over and above continuing education alone.

Who the Board Regulates

The California Board of Podiatric Medicine regulates licensed Doctors of Podiatric Medicine.

DPMs are highly specialized independent medical practitioners with unmatched training and education in diagnosing and treating podiatric conditions affecting the lower extremity comprised of the foot, ankle and related structures governing their function. With intense expert knowledge and expertise in the care of the lower extremity some podiatric physicians specialize in conservative care while others practice mostly as surgeons. DPMs practice in areas as varied as sports medicine, biomechanics or the care and management of diabetic foot among others. What is clear however, whether practicing as generalists or specialists, this highly elite cadre of physicians is unsurpassed in its knowledge and understanding of the human foot and ankle.

Podiatric physicians are in high-demand to assist other physicians and surgeons in performing non-podiatric surgeries of any kind as codified in the state Medical Practice Act since 2004. This high demand is due to DPM's close doctor-patient relationships, specialized skills and training, while embracing lifelong learning and prevention of patient harm.

DPM state licensure requires:

1) Graduation from a Board approved podiatric medical school that not only meets prescribed medical curriculum guidelines that closely parallel general medical schools but that also includes added emphasis on biomechanics and conditions affecting the lower extremity;
2) Completion of two years of postgraduate medical and surgical training as opposed to merely one year as required by other physician licensing boards; and
3) Satisfaction of not only 50 units of biennial continuing education requirements but also completion of peer reviewed continuing competency requirements.

No other licensed medical professional in the state of California receives more intensive foot and ankle training or meets higher licensure and renewal requirements than licensed California DPMs.

2011-2014 Accomplishments

The California Board of Podiatric Medicine has accomplished the following since the adoption of the 2011 Strategic Plan:

1) Successful participation and implementation of Release 1 of the Department of Consumer Affairs (DCA) BreEZe online database system for the Board's licensing and enforcement functions in 2013. The Board was one of the first consumer-regulatory boards to successfully adopt and migrate to the new BreEZe system which has offered both consumers and licensees improved data quality, technology and customer service including enhancements to the Board's licensing and enforcement efficiency.

2) Because the development of podiatric medicine and science continues moving forward, the Board successfully worked with stakeholders to raise the four-year cap on postgraduate medical education for Doctors of Podiatric Medicine to eight years in order to increase the health, safety and welfare of consumers by enabling podiatric physicians and surgeons to move forward educationally in lock-step with advancements of the field.

3) In an effort to enhance the Board's responsibility and effectiveness for its statutory function as a jury in deliberation of licensee disciplinary matters, the Board successfully achieved amendments to section 2335 of the California Business and Professions Code to permit one vote of the Board—rather than two—to defer a final disciplinary decision until consideration and discussion by the full body.

4) Guided both by the statutory scope of practice and the standards of professionalism by which Doctors of Podiatric Medicine are required to adhere, the Board successfully worked to amend section 2472 of the California Business and Professions Code removing confusing and obsolete language prohibiting podiatric physicians and surgeons from performing admitting history and physical examinations (H&P). As a result, California law fully and unquestionably recognizes a podiatric physician's unrestricted authority to independently perform full-body H&P examinations for any patient in any setting.

Mission Statement

* To protect and educate consumers of California through licensing, enforcement and regulation of Doctors of Podiatric Medicine.

Vision

* All California licensed podiatric physicians will provide safe and competent foot and ankle care.

Values

* Consumer Protection
* Effectiveness
* Fairness
* Transparency
* Professionalism
* Service

Strategic Goal Areas

* **Enforcement:** The Board protects consumers by preventing violations and effectively enforcing laws, codes and standards when violations occur.
* **Licensing:** The Board promotes licensing of those practicing podiatric medicine by establishing examination standards. This includes continuing education, initial applications and renewals.
* **Legislation/Regulations:** The Board enhances legislation, regulations, policies and procedures to meet the challenges of the evolving industry, while protecting consumers.
* **Administration:** Through effective leadership, the Board efficiently utilizes its resources and personnel to meet its objectives. It achieves regulatory efficiency, excellent customer service and consumer protection.
* **Organizational Relationships:** The Board enhances organizational relationships and partnerships and strives to improve the quality of customer service. It supports collaboration and cooperation between stakeholders.

Strategic Goal Area Objectives

Enforcement:

1. Reduce investigation cycle times in order to achieve performance measures for consumer protection set by the Department of Consumer Affairs.

2. Educate licensees about infractions and penalties concerning continuing education and compliance in order to be proactive in reducing future infractions.

3. Enhance reporting of the Board's mission critical functions relative to enforcement.

4. Improve public awareness that doctors of podiatric medicine are held to the same standard as medical doctors and doctors of osteopathy.

5. Streamline internal enforcement processes to improve workflow and quality.

Licensing:

1. Offer online renewal in order to facilitate efficiency and convenience.

2. Determine if the Board's schedule of service fees is sustainable and research opportunities to cover operating costs required to implement Board mandates.

3. Investigate ways to increase the DPM workforce to meet increasing public demand while maintaining California standards.

4. Evaluate the effectiveness of the current auditing regulation to meet the needs and standards of the profession.

Legislation/Regulations:

1. Facilitate and enhance awareness of legislation affecting the practice of podiatric medicine to achieve a proactive posture in addressing issues that protect consumers.

2. Assess methods to leverage contacts at the state capitol, so that legislation benefits consumers and Board of Podiatric Medicine stakeholders.

3. Pursue elimination of current limitations on education to expunge outdated regulation that limits post-graduate medical education caps.

4. Assess the role of the Board in achieving parity licensing between medical doctors/doctors of osteopathy in conjunction with the California Podiatric Medical Association's vision for 2015.

5. Increase stakeholder participation at Board meetings to improve communication between stakeholders and the Board concerning legislative priorities.

Administration:

1. Document clear guidelines for Board governance and operational continuity.

2. Assess and streamline operational workflow to increase efficiencies.

3. Identify and implement opportunities for Board training/professional development to enhance oversight effectiveness.

Organizational Relationships:

1. Increase outreach to DPMs and stakeholders to strengthen cooperation, answer questions and provide transparency.

2. Increase outreach to consumers to strengthen consumer confidence in the effectiveness of the Board, answer questions and provide transparency.

3. Increase the Board's and DPM's presence at other DCA professional board meetings and events to establish the Board's position with stakeholders, mitigate organizational, administrative and/or governmental biases in an effort to further the Board's mission.

Strategic Planning Process

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 all seven members of the Board completed during the month of October 2014 to assess the strengths, challenges, opportunities and threats the Board is currently facing or will face in the upcoming years.
- Interviews conducted with Board staff, including the executive officer, completed in the month of October 2014 to identify the strengths and weaknesses of the Board from an internal perspective. All Board staff participated.
- An online survey sent to 247 Board stakeholders in October 2014 to identify the strengths and weaknesses of the Board from an external perspective. Just over 46 stakeholders completed the survey.

The most significant themes and trends identified from the environmental scan were discussed by the Board during a strategic planning session facilitated by SOLID on December 19, 2014. This information guided the Board in the revision of its mission, vision and values, while directing the strategic goals and objectives outlined in this 2015 – 2018 strategic plan.

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This strategic plan is based on stakeholder information and discussions facilitated by SOLID for the Board of Podiatric Medicine in October through December, 2014. Subsequent amendments may have been made after Board adoption of this plan.

ATTACHMENT B

BOARD OF PODIATRIC MEDICINE STRATEGIC PLAN DEVELOPMENT ROADMAP

10 weeks | 6 weeks

Preliminary Meeting & Set-up

- Preliminary meeting with client
- Introduce facilitators
- Set schedule and decide dates
- Decide roles
- Define process
- Create customized development plan for client

August 2014

Environmental Analysis Scan

- Conduct focus group with program staff
- Survey external stakeholders
- Conduct Board member interviews
- Interview Executive Officer or Bureau Chief
- Compile and format data
- Analyze data
- Review findings with client

October 2014

Planning Session

- Create facilitation plan
- Conduct planning session(s)
- Review accomplishments
- Discover vision
- Determine mission
- Develop values
- Review environmental scan results
- Establish goals and objectives for the new plan

November 2014

Create & Finalize Plan

- SOLID drafts plan
- Review plan with client and make adjustments
- Board/Bureau approval or adoption
- Post plan to program's website

December 2014

Action Planning

- Prioritize objectives
- Establish timeframes
- Determine metrics
- Assign responsibilities
- Draft action plan
- Review plan with client and make adjustments

2015 TBD

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