

**Veterinary Medical Board
Strategic Plan Objective Tracker
2020-2024**

Goal 1: Enforcement			
1.1	Streamline the enforcement process to shorten cycle time, expedite consumer protection, and lower costs.		
Success Measure:	Decrease in average case cost and cycle time over the prior fiscal year.		
Objectives/Tasks		Target Completion	Current Status
1.1.1	Evaluate the intake processes and eliminate duplicative processes.	Q1 2020	Completed
	<ul style="list-style-type: none"> 1/2020: Management shadowed the intake team to review the intake process and reveal unnecessary tasks. 1/2020: Intake no longer utilizes a case tracking log, as the case information can be found in BreEZe and the analyst will be looking at BreEZe when they investigate the case. 1/2020: Paper files are no longer being actively utilized for cases in electronic format as it is costly to produce/store and can be lost. 1/2020: All electronic case information is uploaded into BreEZe and is mirrored on the shared drive. 1/2020: Intake checks new complaints to determine whether the subject has a case at the AG's office and informs the assigned analyst if this occurs. 		
1.1.2	Examine and improve the Expert Witness review process.	Q1 2020	Completed Ongoing
	<ul style="list-style-type: none"> 1/2020: The Multidisciplinary Committee, AG's office, and Board staff had multiple meetings to review the current Expert Witness process for inefficiencies. 1/2020: The Expert Witness guidelines were rewritten (as they were simply a copy of the Medical Board's guidelines) and tailored to relate to veterinary-specific examples and processes. 1/2020: Experts need to opine on the standard of care and whether there was a deviation from said standard, rather than providing a specific section of law, as that should be left to the AG's office. 1/2020: A veterinary-specific standard of care case review was drafted and included in the guidelines based on the new format. <p>1/2020: Board experts will attend the Medical Board's expert witness training, as some have in the past to ensure understanding of the administrative process.</p>		
1.1.3	Streamline the AG transmittal process for disciplinary cases.	Q1 2020	Completed
	<ul style="list-style-type: none"> 1/2020: Analysts no longer transmit cases to the Attorney General's (AG's) office without obtaining mitigation first. Prior to this change, the assigned Deputy Attorney General would perform this step, which incurs a greater cost. Failure to obtain mitigation prior to transmittal could also hinder our ability to properly assess the strength of a case. 1/2020: Analysts began utilizing the DCA cloud drive to transmit materials to the AG's office, providing a fast, secure method to send case documents. <p>1/2020: Communication between Board staff and the AG's office has increased and transmittals are marked as "expedite" due to the age of the cases.</p>		
1.1.4	Improve field investigation efficiency.	Q1 2020	Completed
	<ul style="list-style-type: none"> 1/2020: Management met with Division of Investigation (DOI) management to review all pending field investigations and communicate expectations. 1/2020: Field investigations which were determined to be unnecessary were returned to the Board for completion. 1/2020: Analyst have been trained to only utilize the DOI when an undercover, witness interview, or safety issue is involved. This usage reduction poses a significant cost reduction for the Board. 1/2020: VMB shifted field efforts previously serviced through DOI to the Board's Inspection Unit. This change saves the Board money, as an Inspector is significantly less costly. DOI is still utilized when necessary (as noted above). 		
1.1.5	Work with OIO to outline Enforcement processes.	Q1 2021	Completed
	<ul style="list-style-type: none"> 3/2021: Received enforcement tables from OIO to map processes 3/20201 - 6/2021: Enforcement managers met with OIO staff to complete process maps 		

	<ul style="list-style-type: none"> 6/2021: Final version process maps sent to Board from OIO 		
1.1.6	Examine and improve the complaints audit review committee process.	Q3 2020	Completed
	<ul style="list-style-type: none"> 3/2020: The Complaint Audit Subcommittee (Subcommittee) met with Board staff and determined that reviewing cases that were several years old was not useful to implement efficiencies. 9/2020: As a result of the above conclusion, the Subcommittee began reviewing cases which had been finalized for 30 days, permitting the Board to provide feedback and implement potential changes much more quickly. 12/2020: The Subcommittee is now provided with a variety of cases, not just those involving an expert witness, giving them a better picture of enforcement as a whole. 12/2020: The Subcommittee is now given with timeframes and costs for each step of the enforcement process, which helps to identify bottlenecks and unnecessary costs. 12/2020: The Subcommittee is able to access cases for review via the Board's cloud service, eliminating the need for them to visit the Board in-person. 12/2020: The Subcommittee completes a survey regarding the findings of their case reviews, the results of which are communicated to the appropriate parties (Board staff/management, expert witness, DAG, etc.). 		
1.1.7	Meeting with Enforcement teams from other Boards to identify best practices.	Q2 2021	Completed Ongoing
	<ul style="list-style-type: none"> 2/2020: The Board's Single Point of Contact began attending the BreEZe Enforcement User Group meetings to discuss the practices of other boards. 1/2020: Board staff and management have reached out to other DCA Boards such as: Nursing, Optometry, Architects, and Medical to discuss investigation, discipline, and probation procedures. 8/2021: Board staff and management reached out to other boards and DCA staff in the Enforcement User Group (EUG) to discuss when certain activity codes in BreEZe should be added and closed. 12/2021: Board management reached out to other boards and DCA staff in the EUG to discuss sending multiple cases concerning one licensee to the AG's office. 		
1.1.8	Implement Breeze changes to streamline the investigative process.	Q1 2022	Completed Ongoing
	<ul style="list-style-type: none"> 2/2021: List of BreEZe codes available obtained and compared to codes utilized by other boards 4/2021: Updated BreEZe module through BMO (not sure what breakdown of acronym is) 7/2021: Updated BreEZe module through BMO to automatically change dispositions on some activities when they're added or updated. 11/2021: Updated BreEZe module through BMO to automatically update case dispositions when certain Activities are added or completed. 		
1.2	Expand citation authority and increase usage to resolve less egregious violations through non-disciplinary actions.		
Success Measure:	Increased citations in enforcement and inspections as well as expanded authority.		
	Objectives/Tasks	Target Completion	Current Status
1.2.1	Review existing statutes and regulations regarding citation authority to identify improvements.	Q1 2020	Completed
	<ul style="list-style-type: none"> Board management met to discuss necessary improvements to the statutes and regulations attached to the citation process. 		
1.2.2	Propose statute and regulation changes to the Board for approval.	Q1 2020	Completed
	<ul style="list-style-type: none"> 1/2020: The Board met to discuss proposed amendments related to the statutes for contesting a citation. 1/2020: The Board met to discuss proposed amendments related to the regulations for issuance of a citation. 		
1.2.3	Include statutory proposal in sunset bill.	Q1 2021	Completed
	<ul style="list-style-type: none"> 7/2021: The Board's Sunset bill (AB1535) contains statutory changes regarding the issuance of a citation. 		
1.2.4	Evaluate citation process and increase citation usage for inspections.	Q1 2021	Completed
	<ul style="list-style-type: none"> 3/2021: Management met to discuss the current inspection process and determine when citations should be issued after a period of non-compliance. 		

1.2.5	Train inspection team on the citation process. <ul style="list-style-type: none"> 8/2021: Meeting held with enforcement team and inspections team to train inspections team on citation process. 	Q2 2021	Completed
1.2.6	Prepare rulemaking package.	Q3 2022	Pending
1.3	Increase the utilization of existing tools to combat unlicensed practice.		
Success Measure:	Board Utilizes BPC Section 149. Increased Referrals to District Attorney.		
Objectives/Tasks		Target Completion	Current Status
1.3.1	Research process to utilize BPC Section 149. <ul style="list-style-type: none"> 3/2019: Board staff/management began reaching out to the California Public Utilities Commission to obtain information regarding BPC Section 149. 	Q1 2020	Completed
1.3.2	Utilize Public Utilities Commission authority to disconnect telephone service for advertising unlicensed services. <ul style="list-style-type: none"> 1/2020: Board staff began regularly issuing citations which utilize the authority via BPC section 149 to disconnect phone services related to advertisements of unlicensed individuals. 	Q1 2020	Completed Ongoing
1.3.3	Continue usage of DOI for cases which require an undercover investigation. <ul style="list-style-type: none"> 2/2020: Management met with DOI management to discuss VMB needs and review cases which would require an undercover investigation. 	Q1 2020	Completed Ongoing
1.3.4	Pursue criminal allegations at local district attorney's office. <ul style="list-style-type: none"> 4/2020: Board staff began submitting investigation involving potential criminal activity (unlicensed practice, animal cruelty, etc.) to the local district attorney's office for prosecution. 	Q1 2020	Completed Ongoing
1.3.5	Utilize the board's inspection program whenever possible to substantiate allegations of unlicensed practice. <ul style="list-style-type: none"> 2/2020: Board staff examined unlicensed practice cases at DOI and determined whether some of these could be shifted to the Board's Inspections Program for field investigation. 	Q1 2020	Completed Ongoing
1.3.6	Finalize citation template utilizing existing regulatory authority. <ul style="list-style-type: none"> 1/2021: The Board's legal counsel provided a citation template at the end of 2019; however, incremental changes were made afterward, and it was updated a year later to better serve VMB's needs. 	Q1 2020	Completed
1.3.7	Train staff on new citation template and how to implement existing regulatory authority. <ul style="list-style-type: none"> 3/2020: Board staff was trained on the citation process and began utilizing the initial citation template approved by legal. 	Q1 2020	Completed
1.3.8	Continue to contact alleged unlicensed facilities posing as potential clients to further investigations. <ul style="list-style-type: none"> 1/2021: Analysts began contacting facilities via phone/email posing as clients when investigating cases with murky allegations of unlicensed practice. 	Q1 2021	Completed Ongoing
1.3.9	Launch social media campaign to have public verify licenses.	Q1 2023	Pending
1.4	Analyze effectiveness of current complaint prioritization defined in BPC section 4875.1.		
Success Measure:	Present analysis of the effectiveness to the Board.		
Objectives/Tasks		Target Completion	Current Status
1.4.1	Create data report over last couple fiscal years of where complaints fall within the complaint prioritization.	Q2 2023	Pending
1.4.2	Draft memo to present potential recommendations to the Board.	Q3 2023	Pending

1.5	Re-evaluate performance measures of enforcement to improve accountability.		
	Objectives/Tasks	Target Completion	Current Status
1.5.1	Ensure proper coding is utilized in Breeze to contribute to accurate tracking of activities.	Q3 2020	Completed Ongoing
	<ul style="list-style-type: none"> 5/2020: Board staff was directed to utilize the appropriate BreEZe activity codes whenever a process is completed (document sent/received, case transfer, etc.). 2/2021: Staff was informed that missing BreEZe codes, which would contribute to accurate data should be tracked and reported to management/SPOC to raise an appropriate ticket. 		
1.5.2	Research performance measures for other boards.	Q2 2021	Completed
	<ul style="list-style-type: none"> 6/2021: Management performed an initial review of the performance measures of other boards via their respective annual reports. 		
1.5.3	Clarify internal performance measurements for all steps in the investigative process.	Q2 2021	Completed
	<ul style="list-style-type: none"> 6/2021: Management met with Board staff after drafting realistic time frames for the noteworthy steps in major processes, including: expert transmittal; AG transmittal; citation procedure; issuing a Decision; and Board voting. 		
1.5.4	Compare cycle times to existing performance measures.	Q2 2022	Pending
1.5.5	Implement necessary performance measure changes.	Q3 2022	Pending
Goal 2: Licensing & Examinations			
2.1	Decrease licensure processing times by issuing a license to any candidate who completes the licensure requirements within 4 weeks to increase consumer access to veterinary care and to increase candidate access to licensure.		
Success Measure:	Licensing processing times for complete applications are decreased to 4 weeks.		
	Objectives/Tasks	Target Completion	Current Status
2.1.1	Review and identify Breeze efficiencies.	Q1 2020	Completed Ongoing
	<ul style="list-style-type: none"> Staff continually have discussions to update and improve BreEZe functions for internal and external users. Some of the changes that have been made are: <ul style="list-style-type: none"> Removed RVT exam requirement and updated the application to a single process Included required information (fingerprints, transcript/diploma, examinations) available on all screens for ease of access to staff Removed application expiration dates Updated text for COVID-19 Automated assigning applications to staff Created an interface with AAVSB to import examination scores electronically Added license relationships for temporary licensees and VACSP to licensees 		
2.1.2	Recruit and fill licensing vacancies.	Q3 2020	Completed
	<ul style="list-style-type: none"> There are no vacancies in licensing. 		
2.1.3	Generate processing time reports to capture the entire process from start to finish and ensure accurate processing time reporting on website.	Q1 2021	Completed
	<ul style="list-style-type: none"> Completed June 2020. Included in October 2020 Board meeting materials under the Licensing Report. The Board's processing times website is updated to reflect the processing times here. Revisions to the report: <ul style="list-style-type: none"> Include renewal applications – completed December 2020 Include underlying data accessibility – completed January 2021 		

	<ul style="list-style-type: none"> ○ Correct the processing time to pull from the later of the application received or payment received dates – completed March 2021 ● Removed canceled/withdrawn/expired applications from processing times – completed June 2021 		
2.1.4	Include application deficiencies on Breeze.	Q2 2021	Delayed
	<ul style="list-style-type: none"> ● This BreEZe modification request has been submitted; however, due to the limited fixes that can be completed each release, this has been delayed. New implementation target is Q4 2021. 		
2.1.5	Implement an interface between AAVSB and the Board to automatically transmit VTNE scores.	Q2 2021	Completed
	<ul style="list-style-type: none"> ● This was completed in June 2021, and prior candidate scores were imported from October 2020 to current. ● Included in the July 2021 Examination Report 		
2.1.6	Implement an interface between AAVSB and the Board to automatically transmit NAVLE scores.	Q3 2021	Completed
	<ul style="list-style-type: none"> ● This was completed in June 2021, and prior candidate scores were imported from December 2020 to current. <ul style="list-style-type: none"> ○ Included in the July 2021 Examination Report 		
2.1.7	Create training videos with OPA, for applicants on how to file an application.	Q3 2021	Completed Ongoing
	<ul style="list-style-type: none"> ● Completed veterinarian CA Graduate and non-CA Graduate training video in May 2021. ● Completed reciprocity veterinarian training videos in July 2021 ● Completed the RVT training video in August 2021 		
2.2	Encourage increased applicant/licensee usage of BreEZe to increase process efficiencies.		
Success Measure:	Increased applicant and licensee usage of Breeze.		
	Objectives/Tasks	Target Completion	Current Status
2.2.1	Direct applicants to submit record changes in Breeze.	Q1 2020	Completed
	<ul style="list-style-type: none"> ● Staff inform applicants and licensees to keep their information up to date through their BreEZe accounts. They encourage applicants and licensees to update their address, name, renew, request license replacements, and apply for other licenses through their accounts. This is also communicated through the Board's email subscriber list. 		
2.2.2	Remove paper applications from website.	Q1 2020	Completed
	<ul style="list-style-type: none"> ● The Board's paper applications were removed in February 2020 and replaced with instructions on how to apply. 		
2.2.3	Encourage applicants to access their license through their Breeze account.	Q1 2021	Completed
	<ul style="list-style-type: none"> ● The Board modified its renewal notices in 2019 to remove the paper application and renew online. 		
2.2.4	Online campaign to encourage applicants to check their status on Breeze.	Q2 2021	Delayed
	<ul style="list-style-type: none"> ● BreEZe has not been updated to show deficiencies. Once this is complete, staff will direct applicants to their BreEZe account for updates. 		
2.2.5	Encourage applicants with missing documents to use the 8025 transaction in Breeze.	Q4 2021	Pending
2.2.6	Review and revise the 4th year student presentations to educate on how to avoid deficiencies and/or delays.	Q1 2022	Pending
2.3	Increase the access to veterinary care.		

Success Measure:	Increased veterinarian license population.		
	Objectives/Tasks	Target Completion	Current Status
	Evaluate the licensing statutes and regulations to identify improvements and remove barriers to licensure.	Q1 2020	Completed
2.3.1	<p>The Board has discussed potential regulatory and statutory changes at its Board meetings. The identified changes were approved and included in the Board's Sunset Bill (AB 1535).</p> <p>Changes include:</p> <ul style="list-style-type: none"> Eliminating the California Veterinary Technician Examination (discussed at April 2019 Board meeting) Eliminating the California State Board Examination (included with AB 1535) discussed initially as part of the occupational analysis and linkage study at the October 2020 Board meeting and again at the January 2021 Board Meeting for inclusion with the sunset bill. Updating and clarifying the requirements for obtaining a license (included with AB 1535) Eliminating obsolete license types (included with AB 1535) 		
	In partnership with OPES, conduct an occupational analysis and linkage study on veterinary examinations.	Q4 2020	Completed
2.3.2	<ul style="list-style-type: none"> Completed and presented to Board at the October 2020 Board meeting. Determined the California State Board Examination overlapped the national examination and was therefore duplicative and unnecessary. Subsequent legislation was proposed and included at the October meeting, and added to the Board sunset bill (AB 1535) 		
	Propose legislative changes to remove unnecessary barriers to licensure to the Board.	Q1 2021	Completed
2.3.3	<ul style="list-style-type: none"> The Board has included changes to its applications and through its sunset bill, AB 1535. Discussions of these changes occurred at the January 2021 Board meeting. 		
	Monitor legislative proposal through the legislative session.	Q4 2021	Completed
2.3.4	<ul style="list-style-type: none"> AB 1535 was signed by the Governor in October 2021 and will take effect January 1, 2022. 		
	Outreach to schools, licensees, and other stakeholders.	Q4 2021	Pending
2.3.5			
	Work with Breeze team to update Breeze	Q4 2021	Pending
2.3.6			
	Outreach to applicants who failed CSBE regarding legislative changes.	Q1 2022	Pending
2.3.7			
2.4	Educate license applicants and licensees on changes to requirements to licensing/renewals to improve compliance and improve efficiencies.		
Success Measure:	Applicants/licensees are educated on changes to requirements.		
	Objectives/Tasks	Target Completion	Current Status
	Outreach to applicants and licensees regarding changes to requirements.	Q1 2022	Completed Ongoing
2.4.1	<ul style="list-style-type: none"> Staff continue to communicate via telephone and email regarding updates to licensing requirements. Changes to requirements have included: <ul style="list-style-type: none"> Elimination of the CVTE 		
Goal 3: Customer Service and Administration			
3.1	Innovate BreZE communication of complaint status updates to improve communication with involved parties.		
Success Measure:	Increased communication through BreZE.		
	Objectives/Tasks	Target Completion	Current Status

3.1.1	Participate in EUG meetings to identify BreEZe best practices	Q4 2020	Completed Ongoing
	<ul style="list-style-type: none"> 2/2021: Due to COVID, many EUG meetings were canceled in 2020; however, the Board's Single Point of Contact did begin attending the BreEZe Enforcement User Group meetings to discuss the practices of other boards. 		
3.1.2	Research BreEZe capabilities regarding complaint status updates	Q4 2022	Pending
3.1.3	Raise system BMOs to provide complaint status updates to all involved parties	Q4 2022	Pending
3.1.4	Implement the system changes to improve communication with involved parties	Q1 2023	Pending
3.2	Redesign Board website to enhance stakeholder communication.		
Success Measure:	Website updated.		
Objectives/Tasks		Target Completion	Current Status
3.2.1	Hold meetings with Board members and DCA's Internet team to identify web site improvements	Q2 2020	Completed
	<ul style="list-style-type: none"> Staff worked with OIS and Board members throughout 2020 to redesign the Board's website which was completed in December 2020. Participants identified website improvements such as updating the layout to be concise, consolidate information to separate relevant web pages, and remove obsolete information. This was discussed during the administration report at the Board meeting in January 2021. 		
3.2.2	Create student web page to provide direct communication for students	Q2 2020	Completed
	<ul style="list-style-type: none"> Completed the student website in May 2020, which provides important information for those students currently in school and seeking licensure. 		
3.2.3	Work with DCA Internet team to provide feedback on design changes	Q3 2020	Completed
	<ul style="list-style-type: none"> Staff worked with Board members and OIS to identify a new design for the Board's website which was implemented in early December 2020. The discussions identified solutions to consolidate information, remove obsolete information and relocate items to separate web pages for ease of accessibility and a cleaner looking website. 		
3.2.4	Launch new website design	Q4 2020	Completed
	<ul style="list-style-type: none"> The new Board website was launched in early December 2020 and was discussed during the administration report at the January 2021 Board meeting. 		
3.2.5	Revise Board reporting on processing times on the website	Q1 2021	Completed
	<ul style="list-style-type: none"> The Board's processing times website was updated to the new format in January 2021. 		
3.3	Improve public access to communication with Board staff.		
Success Measure:	Increased consumer satisfaction on consumer satisfaction surveys.		
Objectives/Tasks		Target Completion	Current Status
3.3.1	Increase communication through Social Media	Q1 2020	Completed
	<ul style="list-style-type: none"> Since March 2020, the Board has been posting important updates to its Facebook and Twitter accounts as well as emailing monthly updates to stakeholders. 		
3.3.2	Eliminate generic email accounts and direct stakeholders to a specific person	Q1 2021	Completed
	<ul style="list-style-type: none"> The Board eliminated two email addresses, VACSP.vmb@dca.ca.gov and licensing.vmb@dca.ca.gov in March 2021. 		
3.3.3	Provide office coverage when receptionist is away from the desk	Q1 2021	Completed
	<ul style="list-style-type: none"> Clear office coverage was established in March 2020 when our new receptionist was hired and licensing and admin had a full team. 		

3.3.4	Assign staff to monitor voice mails and main email	Q1 2021	Completed
	<ul style="list-style-type: none"> Since July 2020, the main voicemails and emails are assigned to specific staff 		
3.3.5	Create automatic email response to include answers to FAQs	Q2 2021	Completed
	<ul style="list-style-type: none"> Auto responder was set up for the VMB email in August 2021. 		
3.3.6	Eliminate the standard phone lines and transition to MS Teams	Q4 2021	Pending
	<ul style="list-style-type: none"> All staff have fully utilized MS Teams phone numbers since April 2021. Management is on final steps to eliminate standard phone lines to complete the transition. 		
3.3.7	Respond to emails and voice messages on average within 1 business day	Q4 2021	Pending
3.4	Improve staff effectiveness, consistency, and efficiency.		
Success Measure:	Increased consumer and staff satisfaction on consumer satisfaction surveys.		
Objectives/Tasks		Target Completion	Current Status
3.4.1	Create training plans for each unit, including milestones and utilizing OIO process maps.	Q2 2021	Delayed
	<ul style="list-style-type: none"> Staff worked with OIO to create as-is process maps throughout 2020 and the beginning of 2021. Completed process maps were provided June 2021. With the number of changes to BreZE applications and internal process efficiencies, much of what has been documented has changed. We anticipate implementing new processes when new licensing process are implemented upon passing of AB 1535. 		
3.4.2	Implement cross-training across all units	Q2 2021	Delayed
	<ul style="list-style-type: none"> Since June 2021, inspections and enforcement units have been cross training and merged units as of October 2021. After staff has had time to fully adjust to the changes, they will begin cross training with licensing and admin. This target completion is now Q4 2022. 		
3.4.3	Evaluate process maps for improvements (Breeze, Procedure Manuals).	Q3 2021	Complete Ongoing
	<ul style="list-style-type: none"> Staff received the completed process maps in June 2021. Existing processes are continually review and discussed to identify improvement and make changes as necessary. 		
3.4.4	Attend SOLID's "How to Build a Procedure Manual" training.	Q3 2021	Delayed
	<ul style="list-style-type: none"> The class is not currently being offered. 		
3.4.5	Drafting procedure manuals to reflect process improvements.	Q4 2021	Pending
3.4.6	Create training videos in partnership with OPA (Office of Public Affairs).	Q4 2021	Completed Ongoing
	<ul style="list-style-type: none"> Licensing and OPA to created applications videos beginning April 2021. Enforcement has created and will continue to create internal training videos. 		
3.5	Improve staff retention, decrease turnover, and increase staff productivity.		
Success Measure:	Increased staff retention and productivity; decreased turnover.		
Objectives/Tasks		Target Completion	Current Status
3.5.1	Have daily team meetings	Q1 2020	Completed Ongoing
	<ul style="list-style-type: none"> Staff began having daily team meetings in March 2020. 		
3.5.2	Hold one-on-ones with staff members to increase productivity and to identify any challenges staff is facing	Q1 2020	Completed Ongoing
	<ul style="list-style-type: none"> Since March 2020, Managers hold one-on-ones with staff. 		
3.5.3	Roundtable meetings to discuss specific cases	Q1 2020	Completed Ongoing
	<ul style="list-style-type: none"> Since in March 2020, staff have been holding these discussions 		

3.5.4	Review processes and identify manageable workloads as much as possible	Q3 2020	Completed Ongoing
	<ul style="list-style-type: none"> Staff routinely communicate and review workloads to assign work as needed and have done so since October 2020 when the BCP for additional enforcement positions were filled. 		
3.5.5	Evaluate meeting frequency so improvements can be made for effectiveness	Q1 2021	Completed Ongoing
	<ul style="list-style-type: none"> Since March 2020, staff evaluate and discuss the necessity for meeting with each other and address as needed. 		
3.5.6	Have all staff meetings.	Q2 2021	Completed Ongoing
	<ul style="list-style-type: none"> Since December 2020, all staff meetings have been occurring each quarter following a Board meeting. 		
3.5.7	Add knowledge sources in procedure manuals/work guides	Q4 2021	Pending
3.5.8	Implement more training/Create video training on business processes	Q3 2022	Completed
	<ul style="list-style-type: none"> Since May 2021, Enforcement has created internal training videos . 		
3.5.9	Automate as many processes through BreEZe as possible to alleviate staff workload	Q4 2022	Completed Ongoing
	<ul style="list-style-type: none"> Staff have been working with OIS to identify and automate processes and eliminate unnecessary staff intervention. Significant changes will occur for licensing in this regard when AB 1535 is signed and becomes effective. Additionally, since July 2020, the enforcement unit has worked on scanning decisions, attaching to licensee files, and uploading to the DCA search. Once this has been completed, we can refer license verifications to the Board's website rather than have staff manually process. In June 2021, and discussed at the July 2021 Board meeting examination report, the Board and AAVSB implemented a direct score upload to BreEZe for VTNE and NAVLE scores, which removed the necessity for manual staff entry of those scores. 		

Goal 4: Legislation and Regulations

4.1	Review and develop statutes and regulations to hold premises registrants liable for violations.		
Success Measure:	Statutes and regulations are developed.		
Objectives/Tasks		Target Completion	Current Status
4.1.1	Research statutes & regulations regarding premises registrants	Q1 2020	Completed
	<ul style="list-style-type: none"> The MDC Corporate Practice Subcommittee researched from June 2019 to October 2019 and presented its research to the MDC at its October 2019 meeting 		
4.1.2	Develop legislative proposals for Board consideration	Q1 2020	Completed
	<ul style="list-style-type: none"> The January 2020 MDC meeting, developed legislative proposal was presented and approved. 		
4.1.3	Present to Board during Board meetings	Q1 2020	Completed
	<ul style="list-style-type: none"> The Board was presented information at the following meetings: <ul style="list-style-type: none"> May 2020 – summary of discussions and proposed language Board approved legislative proposal and was included in AB 1535. 		
4.2	Develop legislation that enhances unlicensed practice penalties to protect consumers and prevent harm to animals.		
Success Measure:	Legislation is developed.		
Objectives/Tasks		Target Completion	Current Status
4.2.1	Research other DCA Board unlicensed practice statutes	Q4 2022	Pending
4.2.2	Develop legislative proposals for Board consideration	Q4 2022	Pending

4.2.3	Present to Board during Board meetings	Q4 2022	Pending
4.3	Pursue protections for veterinary drug compounding at the state and federal level to enable veterinary patients to receive compounded medications in an economical and timely manner.		
Success Measure:	Veterinary patients can receive compounded medications in an economical and timely manner.		
Objectives/Tasks		Target Completion	Current Status
4.3.1	Participate in state and federal meetings regarding drug compounding	Q1 2020	Completed Ongoing
4.3.2	Participate in FDA stakeholder meetings regarding drug compounding	Q1 2020	Completed Ongoing
4.3.3	Participate in meetings with Board of Pharmacy	Q3 2020	Completed Ongoing
4.3.4	Engage stakeholders throughout the drug compounding rule making process	Q4 2020	Completed Ongoing
	<ul style="list-style-type: none"> The Board discussed drug compounding at the following meetings: <ul style="list-style-type: none"> October 2019 to discuss proposed regulatory language January 2020 and discussed proposed revised regulatory language October 2020 and discussed responses to public comment January 2021 and discussed responses to public comment July 2021 and discussed concerns raised by legal and modified text The regulatory package was published on July 17, 2020 which opened the 45-day comment period. The Board received three comments and discussed the comments at its October meeting. A 15-day comment period was opened on November 19, 2020 based on modified text. One comment was received during this time. A second 15-day notice of modified text was opened on July 28, 2021. Two comments were received during this time. On October 21, 2021, the Board will be asked to approve proposed responses to written comments received on the Second Modified Text and direct staff to incorporate the responses into the FSR. The Board will also be asked to direct staff to takes all steps necessary to complete the rulemaking process. 		
4.4	Pursue consumer protections in telemedicine to ensure the appropriate implementation of telemedicine for animal protection.		
Success Measure:	Board decides on appropriate implementation of telemedicine for animal protection.		
Objectives/Tasks		Target Completion	Current Status
4.4.1	Hold MDC meetings to evaluate telemedicine requirements and engage stakeholders on telemedicine	Q2 2021	Completed
	MDC held discussions regarding telemedicine at the following meetings: <ul style="list-style-type: none"> October 2020 – discussion regarding the VCPR and telemedicine COVID waiver January 2021 – discussion regarding telemedicine and information gathered – public comments, definitions. April 2021 – discussion regarding proposed language to include definitions for telemedicine, telehealth, telerriage, and teleconsultation July 2021 – further discuss language proposals and make recommendation to Board 		
4.4.2	Present MDC recommendations to the Board	Q3 2021	Completed
	<ul style="list-style-type: none"> MDC presented its recommendation to the Board at its July 2021 meeting. 		

4.5	Define regulatory oversight to protect against non-veterinarians influencing the practice of veterinary medicine.		
Success Measure:	Implementation of the legislative changes.		
	Objectives/Tasks	Target Completion	Current Status
4.5.1	Hold stakeholder meeting regarding non-veterinarian influence over the practice of veterinary medicine	Q1 2020	Completed
	<ul style="list-style-type: none"> At the April 2019 MDC meeting, the Corporate Practice Subcommittee presented survey results. At its October 2019 meeting, the MDC discussed a letter provided by the APG. The issue was further discussed at the January 2020 MDC meeting where language was proposed. 		
4.5.2	Draft legislative proposals to address non-veterinarian influence	Q1 2020	Completed
	<ul style="list-style-type: none"> Proposal was drafted and presented to the MDC at its January 2020 meeting. 		
4.5.3	Present legislative proposal to the Board for consideration	Q1 2020	Completed
	<ul style="list-style-type: none"> The Board reviewed the language at its May 2020 meeting. 		
4.5.4	Monitor legislative proposal through the sunset process	Q4 2021	Completed
	<ul style="list-style-type: none"> AB 1535 was signed by the Governor in October 2021. 		
4.5.5	Implement legislative changes	Q1 2022	Pending
4.6	Increase statutory license fee caps to maintain the financial stability of the Board.		
Success Measure:	All statutory license fee caps are increased.		
	Objectives/Tasks	Target Completion	Current Status
4.6.1	Hire third party to conduct fee audit	Q1 2024	Pending
4.6.2	Present fee audit recommendations to the Board	Q4 2024	Pending
4.6.3	Approve and pursue legislative proposal for the 2025 legislative session.	Q4 2024	Pending
4.7	Examine licensure exemptions in BPC section 4827 (excluding livestock) to protect consumers and their animals from unlicensed practitioners.		
Success Measure:	Licensure exemptions have been examined, and recommendations have been proposed.		
	Objectives/Tasks	Target Completion	Current Status
4.7.1	Examine the exemptions in BPC Section 4827 at an MDC meeting	Q1 2024	Pending
4.7.2	Bring MDC recommendations/potential legislative proposal to the Board	Q4 2024	Pending
4.8	Create regulations on how to remove a DEC member to give the Board president the authority, if necessary.		
Success Measure:	Statute added to allow Board to remove DEC member.		

Objectives/Tasks		Target Completion	Current Status
4.8.1	Draft legislative proposal	Q1 2020	Completed
	<ul style="list-style-type: none"> Proposal was approved by the Board in January 2020. 		
4.8.2	Present legislative proposal to Board for consideration	Q1 2020	Completed
	<ul style="list-style-type: none"> Language has been included in the Board's sunset bill, AB 1535. 		
4.8.3	Monitor legislative changes through the legislative session for the Board's sunset bill	Q4 2021	Completed
	<ul style="list-style-type: none"> AB 1535 was signed by the Governor in October 2021. 		
4.9	Implement regulations for substance abusing licensees to fully comply with the statutory requirement.		
Success Measure:	Regulations implemented.		
Objectives/Tasks		Target Completion	Current Status
4.9.1	Draft uniform standard regulations	Q1 2020	Completed
	<ul style="list-style-type: none"> Proposed language was submitted to the Board for review at its September 2019 meeting, and chose the option to proceed. Proposed regulations were again discussed by the Board at its October 2019 meeting. 		
4.9.2	Present regulatory proposal to Board for consideration	Q1 2020	Completed
	<ul style="list-style-type: none"> The Board reviewed language at its September 2019 and October 2019 meetings. 		
4.9.3	Prepare rulemaking file for initial submission to DCA	Q3 2021	Delayed
	<ul style="list-style-type: none"> Due to rulemaking backlog, this has yet to be submitted to DCA. The new target implementation is Q2 2022. 		
4.9.4	Monitor rulemaking package through the rulemaking process	Q3 2022	Pending
4.9.5	Implement the regulations	Q1 2023	Pending
4.10	Address false and misleading advertising of specialty and board certification to provide and enhance consumer protection.		
Success Measure:	Statute added to allow Board to address false and misleading advertising of specialty and Board certification to provide and enhance consumer protection.		
Objectives/Tasks		Target Completion	Current Status
4.10.1	Draft legislative proposal	Q1 2020	Completed
	<ul style="list-style-type: none"> Legislative proposal drafted and approved by the Board in Q1 2020 		
4.10.2	Present legislative proposal to Board for consideration	Q1 2020	Completed
	<ul style="list-style-type: none"> Legislative proposal drafted and approved by the Board in Q1 2020 		
4.10.3	Monitor legislative changes through the legislative session for the Board's sunset bill	Q4 2021	Completed
	<ul style="list-style-type: none"> Legislative proposal was included in AB 1535, which was signed by the Governor in October 2021. 		
4.11	Analyze existing statutes and regulations regarding rodeos to identify enhancements and improvements.		
Success Measure:	Analysis provided to the Board.		
Objectives/Tasks		Target Completion	Current Status
4.11.1	Analyze existing statutes and regulations and present to Board members	Q 1 2020	Completed

	<ul style="list-style-type: none"> Analysis was completed and presented to the Board at its January 2020 meeting. 		
4.11.2	Present analysis to Board at Board meeting and engage stakeholders	Q1 2020	Completed
	<ul style="list-style-type: none"> The Board was presented with information at its January 2020 meeting (minutes) and heard from stakeholders. 		
4.12	Pursue funding for cannabis research in veterinary medicine to protect consumers and their animals.		
Success Measure:	Board pursued funding for cannabis research.		
Objectives/Tasks		Target Completion	Current Status
4.12.1	Engage sponsors of cannabis bills to pursue the funding for cannabis research	Q1 2020	Completed
4.12.2	Take positions on cannabis related bill requesting funding for research	Q1 2020	Completed
4.12.3	Engage in legislative staff meetings regarding cannabis related bills to educate them on the importance of funding cannabis research	Q1 2020	Completed
4.13	Update all applications/registrations to reflect statutory/regulatory changes.		
Success Measure:	Applications/regulations have been updated to reflect statutory/regulatory changes.		
Objectives/Tasks		Target Completion	Current Status
4.13.1	Review and update all license applications to reflect statutory/regulatory changes	Q4 2022	Pending
Goal 5: Outreach			
5.1	Deliver programs (webinars, newsletters, etc.) to local associations to update them on Board actions and programs.		
Success Measure:	Programs are delivered to local associations.		
Objectives/Tasks		Target Completion	Current Status
5.1.1	Participate virtually in local association meetings	Q2 2020	Completed Ongoing
5.1.2	Develop electronic newsletters	Q1 2022	Completed Ongoing
5.1.3	Develop educational webinars	Q4 2021	Pending
5.2	Increase licensee outreach on regulatory matters, most common problems/complaints, and topics of interest.		
Success Measure:	Increased outreach on regulatory matters, most common problems/complaints, and topics of interest.		
Objectives/Tasks		Target Completion	Current Status
5.2.1	Increase social media usage on regulatory matters, most common problems/complaints, and topics of interest.	Q2 2020	Completed

	<ul style="list-style-type: none"> The Board has increased usage of its Facebook and Twitter pages to increase communication to stakeholders and interested parties since March 2020. 		
5.2.2	Increase use of ListServ to all licensees regarding regulatory matters, most common problems/complaints, and topics of interest.	Q2 2020	Completed
	<ul style="list-style-type: none"> The Board sends monthly updates since May 2020 via ListServ to those who have signed up to receive notifications. 		
5.2.3	Regularly updating email addresses in ListServ to increase subscriber pool.	Q2 2020	Completed Ongoing
	<ul style="list-style-type: none"> Board staff update the ListServ email subscriber lists with licensees on a quarterly basis to ensure they all receive news. Additionally, subscribers can subscribe through the Board's website to receive emails. 		
5.2.4	Allow licensees to verify and update their email address upon renewal.	Q3 2021	Completed
5.2.5	Include regulatory matters, most common problems/complaints, and topics of interest on electronic newsletters.	Q1 2022	Completed Ongoing
5.3	Revamp consumer, licensee, and/or stakeholder satisfaction surveys to identify areas for customer service improvement.		
Success Measure:	Revamp consumer, licensee, and/or stakeholder satisfaction surveys to identify areas for customer service improvement.		
Objectives/Tasks		Target Completion	Current Status
5.3.1	Execute contract with Survey Monkey	Q1 2020	Completed
	<ul style="list-style-type: none"> Contract was executed in March 2020. 		
5.3.2	Revamp surveys	Q2 2020	Completed
	<ul style="list-style-type: none"> New surveys were completed for each Board unit and included with signatures in June 2020. Survey links are: <ul style="list-style-type: none"> Admin Enforcement Inspections Licensing/Examination 		
5.4	Strengthen the Board's social media presence to provide convenient, timely, and accessible information.		
Success Measure:	Board social media presence is increased.		
Objectives/Tasks		Target Completion	Current Status
5.4.1	Increase social media usage on regulatory matters, most common problems/complaints, and topics of interest.	Q2 2020	Completed Ongoing
	<ul style="list-style-type: none"> Since March 2020, staff have increased usage of the Board's Facebook and Twitter pages. 		
5.5	Collaborate with AAVSB and other national organizations to provide better balance of presentations and better inform all veterinary regulatory boards on current/emergency issues.		
Success Measure:	Collaboration with AAVSB and other national organizations.		
Objectives/Tasks		Target Completion	Current Status
5.5.1	Collaborate with AAVSB and other national organizations.	Q3 2020	Completed Ongoing

	<ul style="list-style-type: none"> Three Board members, an MDC member, and the Executive Officer serve on various committees throughout AAVSB. Board Executive Officer participated in AAVSB Board of Director interviews and specifically spoke to the necessity of balanced presentation. Board Executive Officer met with other Executive Officers from AAVSB member boards to discuss potential amendments to the AAVSB Bylaws in order to provide better balance of presentations and better inform all veterinary regulatory boards on current/emerging issues. 		
5.6	Establish student liaisons to the Board to increase communication with future licensees and include their perspective.		
Success Measure:	Student liaisons established.		
	Objectives/Tasks	Target Completion	Current Status
5.6.1	Research CVMA's process on how they establish student liaisons. <ul style="list-style-type: none"> Completed research in March 2021 	Q1 2022	Completed
5.6.2	Reach out to 2 colleges in CA to recruit student liaisons. <ul style="list-style-type: none"> Reached out to Western and UC Davis Deans in March 2021 	Q1 2022	Completed
5.6.3	Revise Board Administrative Procedure Manual to include student liaisons <ul style="list-style-type: none"> Board approved revisions to the Board Administrative Procedure Manual in July 2021. 	Q1 2022	Completed
5.6.3	Establish student liaison to the Board. <ul style="list-style-type: none"> Student Liaisons established in October 2021 	Q3 2022	Completed
Goal 6: Inspection Program			
6.1	Promote the Veterinary Premises Self-Evaluation Checklist by collaborating with professional/affiliated organizations to disseminate the checklist and manual to all veterinary premises.		
Success Measure:	Inspection Checklist is more accessible.		
	Objectives/Tasks	Target Completion	Current Status
6.1.1	Reach out to schools to provide inspection checklists to 4 th year students. <ul style="list-style-type: none"> 7/2021 Deans of California Veterinary schools were contacted and agreed to provide the checklist to 4th year students. 	Q2 2021	Completed
6.1.2	Promote Inspection Checklist over social media accounts. <ul style="list-style-type: none"> 7/2021 checklist was posted on Board's Facebook and Twitter accounts. This will be reposted on a quarterly basis. 7/2021 sample Inspection Report was posted on Board's Facebook and Twitter accounts. This will be reposted on a quarterly basis. 	Q2 2021	Completed Ongoing
6.1.3	Reach out to local association chapters to include Inspection Checklist link on their websites. <ul style="list-style-type: none"> 7/2021 Board staff sent emails to fourteen association chapters with websites inquiring if they would include the Checklist on their website. 7/2021 seven chapters agreed to include the Checklist on their association website. 	Q2 2021	Completed Ongoing
6.1.4	Include Inspection Checklist in virtual "Welcome Package" to new Veterinarian licensees. <ul style="list-style-type: none"> 7/2021 Board staff requested Breeze configuration change to address this; request is pending with OIS-Breeze staff. 	Q3 2021	Delayed
6.1.5	Provide link to Inspection Checklist to each MGLs Breeze account/renewal application.	Q4 2021	Pending
6.2	Evaluate the feasibility of the 20% annual inspections mandate.		

Success Measure:	Analysis presented to the Board.		
	Objectives/Tasks	Target Completion	Current Status
6.2.1	Hold meetings with other Inspection programs to develop best practices.	Q1 2021	Completed
	<ul style="list-style-type: none"> 3/2021, held meeting with Dental Board of California, Board of Barbering and Cosmetology and Board of Pharmacy to discuss their inspection processes. 		
6.2.2	Create report of last several fiscal years to determine how close the Board has come to reaching the 20% mandate.	Q2 2021	Complete
	<ul style="list-style-type: none"> 7/2021, MDC Inspections Subcommittee Report included percentage of inspections performed for several fiscal years. 		
6.2.3	Develop report to pull compliance timeframes.	Q2 2021	Delayed
6.2.4	Hold sub-committee and MDC meetings to evaluate the Inspections Checklist.	Q2 2021	Completed Ongoing
	<ul style="list-style-type: none"> 9/2021, Inspections Subcommittee met to discuss Checklist and possibility of reducing number of minimum standards examined during inspection. 		
6.2.5	Research origins and history of 20% mandate.	Q3 2021	Completed
	<ul style="list-style-type: none"> 7/2021, MDC Inspections Subcommittee Report included information regarding origins of 20% mandate. 		
6.2.6	Prepare analysis for Board consideration.	Q1 2022	Pending
6.3	Streamline the inspection process.		
Success Measure:	Inspection process streamlined.		
	Objectives/Tasks	Target Completion	Current Status
6.3.1	Utilize BOX for inspections and corrections photos and documents.	Q1 2020	Completed
	<ul style="list-style-type: none"> 8/2019, BOX rolled out at annual Inspector Training session. 		
6.3.2	Adhere to response times as outlined in the practice act regarding violations identified.	Q1 2020	Delayed
6.3.3	Exploring use of inspection mobile app	Q4 2020	Pending
	<ul style="list-style-type: none"> 12/2020, Board staff met with OIS staff to discuss use of Accela Mobile App. 		
6.3.4	Hold meetings with other Inspection programs to develop best practices.	Q1 2021	Completed
	<ul style="list-style-type: none"> 3/2021, staff met with Dental Board of California, Board of Barbering and Cosmetology and Board of Pharmacy to discuss their inspection processes. 		
6.3.5	Map inspection processes with OIO.	Q2 2021	Completed
	<ul style="list-style-type: none"> 6/2021, process mapping completed. 		
6.3.6	Staff participation in EUG meetings.	Q2 2021	Delayed
	<ul style="list-style-type: none"> Awaiting resumption of EUG meetings. 		
6.3.7	Work with OIS to improve Breeze's current configurations to better suit inspection needs.	Q3 2021	Completed Ongoing
	<ul style="list-style-type: none"> 2/2021, staff continues to work with SPOC and OIS to improve Breeze configurations. 		
6.3.8	Development of procedure manual for inspection unit.	Q3 2021	Delayed
	<ul style="list-style-type: none"> With the impending merger with Enforcement and evolving processes, this has been put on hold. 		
6.3.9	Design and implement inspection mobile app	Q4 2021	Pending

6.3.10	Refine reports to improve process tracking.	Q4 2021	Completed Ongoing
	<ul style="list-style-type: none"> 6/2021, staff continues to work with OIS' reports team to refine inspection reports 		
6.4	Design minimum standards attestation for new premises to improve awareness and ensure compliance.		
Success Measure:	Minimum standards added to Breeze application.		
Objectives/Tasks		Target Completion	Current Status
6.4.1	Craft regulatory changes on premise registration initial applications and renewals to propose for Board consideration.	Q2 2021	Delayed
6.4.2	Present regulatory proposal to the Board.	Q3 2021	Delayed
6.4.3	Monitor the regulatory package through the rulemaking process.	Q1 2023	Pending
6.4.4	Update Breeze application	Q3 2023	Pending
6.5	Obtain and retain capable and proficient inspectors.		
Success Measure:	Increase in and retention of capable and proficient inspectors.		
Objectives/Tasks		Target Completion	Current Status
6.5.1	Partner with state and local associations.	Q1 2020	Completed Ongoing
	<ul style="list-style-type: none"> 7/2021 Board staff sent emails to association chapters in areas where inspectors are needed inquiring if they would recruitment information. 		
6.5.2	Provide timely feedback to inspectors.	Q1 2021	Completed
	<ul style="list-style-type: none"> 1/2021, staff communicates regularly with Inspectors to provide inspection updates and performance feedback. 		
6.5.3	Reach out to inspectors to identify areas for improvement in inspector recruitment process.	Q2 2021	Completed
6.5.4	Re-evaluate criteria policy for inspectors.	Q4 2021	Pending
6.5.5	Provide additional tools to inspectors.	Q1 2022	Pending
6.5.6	Explore the feasibility of increasing the reimbursement rate for inspectors.	Q1 2022	Pending
6.5.7	Promote recruitment on social media.	Q2 2022	Pending
6.6	Improve inspection program effectiveness.		
Success Measure:	Increased compliance and reduced cycle times.		
Objectives/Tasks		Target Completion	Current Status
6.6.1	Adhere to response times as outlined in the practice act regarding violations identified.	Q1 2020	Delayed
6.6.2	Utilization of citation and fine tool to obtain compliance with minimum standards.	Q1 2021	Completed Ongoing

	<ul style="list-style-type: none"> 9/2021, staff began issuing Citations to Managing Licensees for outstanding violations identified during inspections. 		
6.6.3	Review website for possible updates.	Q1 2021	Completed
6.6.4	Develop templates for inspection reports.	Q1 2021	Completed
6.6.5	Create accurate processing timelines from start to finish.	Q1 2021	Delayed
6.6.6	Meeting with other inspection programs to identify best practices. <ul style="list-style-type: none"> 3/2021, staff met with Dental Board of California, Board of Barbering and Cosmetology and Board of Pharmacy to discuss their inspection processes. 	Q1 2021	Completed
6.6.7	Evaluate citation process and increase citation usage for inspections. <ul style="list-style-type: none"> 9/2021, staff began issuing Citations to Managing Licensees for outstanding violations identified during inspections. 	Q1 2021	Completed Ongoing
6.6.8	Train inspection team on the citation and disciplinary process. <ul style="list-style-type: none"> Training meetings began on citation and disciplinary process. 	Q1 2021	Completed Ongoing
6.6.9	Staff participation in EUG meetings. <ul style="list-style-type: none"> Awaiting resumption of EUG meetings. 	Q2 2021	Delayed
6.6.10	Consider requiring narrative reports on all inspections. <ul style="list-style-type: none"> 6/2021, staff began requiring narrative reports on all inspections. 	Q2 2021	Completed
6.6.11	Utilize Breeze dashboards to identify pending inspections and responsible parties. <ul style="list-style-type: none"> 7/2021, staffs' Breeze dashboards identify pending cases and responsible parties. 	Q2 2021	Completed