



Veterinary Medical Board

Strategic Plan 2024-2028

Prepared by SOLID Planning Solutions



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Veterinary Medical Board Members

Christina Bradbury, DVM, President

Maria Preciosa S. Solacito, DVM, Vice President

Barrie Grant, DVM

Dianne Prado

Jaymie Noland, DVM

Kristi Pawlowski, RVT

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Gavin Newsom, Governor

Melinda Grant, Undersecretary, Business, Consumer Services and Housing Agency

Kimberly Kirchmeyer, Director, Department of Consumer Affairs

Jessica Siefeman, Executive Officer, Veterinary Medical Board

Message from the Board President

[Most board presidents use this space to express enthusiasm for the new strategic plan. Let us know if you would like some examples.]

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About the Board

Created in 1893, the Veterinary Medical Board (Board) regulates the largest population of veterinarians, veterinary hospitals, registered veterinary technicians (RVT), and veterinary assistant-controlled substance permit holders in the nation. Its mission is to protect consumers and animals by regulating licensees, promoting professional standards, and diligently enforcing the Veterinary Medicine Practice Act (Act). Public protection is the Board's highest priority in exercising its licensing, regulatory, and disciplinary functions. Whenever the protection of the public is inconsistent with other interests sought to be promoted, the protection of the public is paramount.

An eight-member board serves as the decision-making body for the VMB that includes four veterinarians, one RVT and three public members. Additionally, the VMB's Multidisciplinary Advisory Committee (MDC) assists, advises, and make recommendations on various VMB laws and policies. Both the VMB and MDC meet at least four times per calendar year in meetings open to the public. VMB staff handle day-to-day functions of the VMB, that includes consumer outreach, licensing, enforcement, and veterinary premises inspections.

Mission, Vision, and Values

Mission

To protect all consumers and animals by regulating licensees, promoting professional standards, and enforcing the California Veterinary Medicine Practice Act.

Vision

To be the premier consumer protection agency leading the effort to advance quality veterinary medical care.

Values

- Integrity
- Professionalism
- Responsiveness
- Transparency
- Efficiency
- Diversity, Equity, and Inclusion
- Respectfulness

Goal 1: Customer Service

To ensure consumers, applicants, licensees, schools, and all other stakeholders receive service in a prompt, courteous, accurate, and cost-effective manner.

- 1.1 Create better tracking mechanisms of response times to questions and requests for information to improve response times for all inquiries.
- 1.2 Begin regular customer service training for staff to improve stakeholder satisfaction.
- 1.3 Provide training on translation services and resources to improve accessibility for stakeholders.
- 1.4 Review and update the website as necessary to ensure it is accurate.

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Goal 2: Licensing and Examinations

To ensure consumer protection through appropriate licensing and examination standards.

- 2.1 Streamline the hard card fingerprint process of background checks to decrease processing times for out-of-state applicants.
- 2.2 Pursue ways for Registered Veterinary Technicians (RVT) candidates to take the national examination prior to graduation to address RVT shortages and decrease application processing times.
- 2.3 Identify ways the exam can better assess licensee applicants' communication skills to better prepare them for interacting with consumers.

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Goal 3: Enforcement

To protect the public and their animals through education and enforcement of the laws pertaining to veterinary practice.

- 3.1 Implement automatic complaint status updates to increase communication with complainants and respondents throughout the complaint process.
- 3.2 Update the website's information on the complaint process to educate consumers on what types of complaints the Board can and cannot address.
- 3.3 Track the types of complaints the Board receives for improved data on consumer complaints.
- 3.4 Increase the number of subject matter experts and consultants reviewing cases to decrease processing times.
- 3.5 Develop specific disciplinary guidelines for RVTs and the Veterinary Assistant Controlled Substances Permit (VACSP) to increase the consistent application of guidelines.
- 3.6 Create a national inspection workgroup to create best practices and identify emerging issues.
- 3.7 Update the self-inspection checklist to help licensees remain in compliance with regulations.

Goal 4: Legislation and Regulations

To review, improve, implement, and participate in legislative and regulatory processes.

- 4.1 Engage legislature and stakeholders regarding any legislation to expand an RVT's scope of practice.
- 4.2 Seek statutory changes to enhance unlicensed practice penalties to decrease unlicensed veterinary practice.
- 4.3 Pursue legislation to narrow licensure exemptions in the Business and Professions Code (BPC) Section 4827 to prevent unintended consequences.
- 4.4 Pursue legislation to remove the 20% Veterinary Premises Inspection Mandate.
- 4.5 Pursue legislation to add another RVT to the Board to increase representation and perspective of the RVT profession.
- 4.6 Pursue legislation to revise the complaint prioritization statute to increase effectiveness.
- 4.7 Propose legislation to provide Veterinary Assistant Controlled Substances Permit holders the authority to compound drugs to increase access to veterinary care.
- 4.8 Explore solutions to clarify the Board's authority to inspect boarding facilities.
- 4.9 Seek a statutory change to remove the requirement for RVT programs to obtain Board approval to operate in California.
- 4.10 Complete the Section 100 regulatory package to remove all outdated regulations related to the California specific examination, temporary and intern licenses.
- 4.11 Pursue legislation to repeal the Board's authority to approve continuing education courses and providers.
- 4.12 Review regulations and statutes and repeal or amend them as necessary to keep them relevant and understandable.

- 4.13 Educate the Legislature on the differences between human medicine and veterinary medicine to help reduce unlicensed practice of veterinary medicine.
- 4.14 Propose legislation further defining telemedicine terms to reduce confusion.
- 4.15 Propose legislation to amend BPC Section 4855 to allow consumers to obtain copies of animal patient records.
- 4.16 Propose legislation to amend BPC Section 4825.1 to revise the definition of livestock to include commercial equines.
- 4.17 Amend BPC Section 4857 to require veterinary premises to release animal medical records to treating licensees so these licensees can respond appropriately to Board inquiries.
- 4.18 Propose legislation to amend BPC Section 4887 (B) to require submission of fingerprints at the time of petition for reinstatement hearings so the Board can obtain necessary criminal history records in a timely manner.
- 4.19 Propose legislation to amend BPC Section 4887 to exclude time tolling from the time to petition to further probation effectiveness.
- 4.20 Propose legislation to clarify discipline requirements for premise registrations to promote fair processes and disciplinary outcomes.

Goal 5: Outreach

To inclusively engage and educate consumers, applicants, licensees, and other stakeholders on laws and issues affecting veterinary medicine.

- 5.1 Educate consumers on how to recognize unlicensed veterinary practice so they make informed decisions.
- 5.2 Create materials to educate consumers and licensees on the impact and implementation of new laws to avoid confusion and increase compliance.
- 5.3 Increase communication and outreach with all state board executive officers to develop best practices.
- 5.4 Create videos to expand reach to consumers and licensees explaining how to file a complaint as well as how to apply for a license or a permit.
- 5.5 Create a video demonstration of the inspection process to increase licensee understanding and compliance.
- 5.6 Develop tools and educational resources regarding treatment options available in veterinary medicine to ease licensee concerns.
- 5.7 Explore ways to make the website more user-friendly by enhancing language translation accessibility.
- 5.8 Develop racetrack/horse show specific materials regarding unlicensed practice to educate consumers.

Strategic Planning Process

Data for this report was gathered by surveying stakeholder groups that are important to the success of the VMB. Stakeholders include any individual or group who is influenced by or influences a program. Information for this survey was gathered by surveying external stakeholders, board members, and internal stakeholders (board leadership and staff) using the following methods:

- SOLID interviewed all current board members as well as two termed-out board members during June through August 2023.
- SOLID interviewed the Multidisciplinary Committee Chair and Vice Chair between June and August 2023.
- SOLID interviewed VMB's executive officer and management in June 2023.
- An online survey was emailed to all VMB staff. The survey opened on June 16, 2023, and closed on July 14, 2023.
- An online survey was sent to all stakeholders via LISTSERV and social media. A link to the survey was also posted on VMB's website as well as the Department of Consumer Affairs' website. The survey opened on June 16, 2023, and closed on July 14, 2023.

The most significant themes and trends identified in the environmental scan were discussed by board members, board executive leadership, and board management during a strategic planning session facilitated by SOLID Planning on October 20, 2023. This information guided the Board in the development of its objectives outlined in this 2024-2028 strategic plan.

Veterinary Medical Board

1747 North Market Blvd., Suite 230

Sacramento, CA 95834

(916) 515-5220

www.vmb.ca.gov

Strategic plan adopted on:



Prepared by:

SOLID Planning Solutions

1747 N. Market Blvd., Ste. 270

Sacramento, CA 95834