

# Strategic Plan 2015-2019



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# Message From the President



It is with great pride that I present to you the 2015 Strategic Plan for the California Veterinary Medical Board (VMB or Board).

The contents of this plan will help guide the members of the Veterinary Medical Board and staff as we prioritize resources to address pressing practice issues and regulatory matters over the next five years.

I would like to thank the staff members of the Department of Consumer Affairs' SOLID Training and Planning Solutions, who helped organize, drive, and complete this plan. In particular I would like to recognize Noël Cornelia and Elisa Chohan for their outstanding work.

The process started at the beginning of 2015 with an environmental scan. This included a survey sent out to over 800 stakeholders requesting input in six specific areas to identify the strengths, weaknesses, threats, and opportunities VMB will face over the next five years. Staff and Board members were also asked to take part in the analysis.

The program areas include:

1. Enforcement
2. Licensing, examinations, and permitting
3. Customer service and administration
4. Legislation and regulations
5. Outreach
6. Hospital inspection program

Beginning with our previous mission statement and by using the input of our various stakeholders, we have been able to develop a Strategic Plan that will not only allow us to refine our current strengths to meet our primary mandate of consumer protection, but also prepare us for the challenges ahead.

I believe this plan helps our California veterinary community serve as an example to the rest of the nation and the world. By practicing safe and efficacious veterinary medical care, we respect and support the important roles that animals play in our lives and our communities.

With warmest regards,  
Mark T. Nunez, DVM  
Board President





# CONTENTS

<b>2012–2014 ACCOMPLISHMENTS</b>	<b>3</b>
<b>MISSION, VISION, AND VALUES</b>	<b>4</b>
<b>STRATEGIC GOAL AREAS</b>	<b>7</b>
Enforcement Objectives . . . . .	8
Licensing, Examinations, and Permitting Objectives . . . . .	8
Legislation and Regulations Objectives . . . . .	9
Customer Service and Administration Objectives . . . . .	9
Outreach Objectives . . . . .	10
Hospital Inspection Program Objectives . . . . .	10
<b>STRATEGIC PLANNING PROCESS</b>	<b>11</b>





# 2012–2014 ACCOMPLISHMENTS

In keeping with its commitment to reduce the amount of unlicensed activity occurring in the marketplace, the Board revisited its partnerships and protocols for initiating unlicensed activity investigations and continues to work with local law enforcement on imposing stiff penalties for those practicing veterinary medicine without a license.

The Board has dedicated resources to its enforcement program in order to decrease enforcement cycle times for case review, improve its probation monitoring efforts with in-person probation interviews and compliance checks, and partner with the Office of the Attorney General to conduct expert witness training in November 2014 to enhance the quality of the Board expert review process.

The Board has also added 12 new inspectors to its Hospital Inspection Team and almost tripled the number of hospital inspections performed in 2014 from previous years. The quality of training for hospital inspectors was enhanced to include best practices for troubleshooting common compliance issues and by incorporating training from outside agencies, such as the Drug Enforcement Agency and the Department of Public Health.

Staff provided lectures and educational presentations to universities and local association chapters on minimum standards of practice—including common record-keeping violations, communication issues and how to notify the Board about practice concerns.

The Board developed draft regulations for implementing an approval program for alternate pathways to becoming a registered veterinary technician (RVT). The occupational analysis for the California State Board Examination was completed. Additionally, the jurisprudence test for the RVT examination was written and implemented, which serves to complete the transition to the national RVT examination prerequisite to RVT licensure.

Finally, the Board successfully implemented continuing education requirements for RVTs.

# MISSION, VISION, AND VALUES

## Mission Statement

To protect consumers and animals by regulating licensees, promoting professional standards, and diligent enforcement of the California Veterinary Medicine Practice Act.

## Vision Statement

An environment in which Californians have access to high-quality veterinary care for all animals.



## Values

- ▶ Consumer protection
- ▶ Integrity
- ▶ Professionalism
- ▶ Responsiveness
- ▶ Transparency





# STRATEGIC GOAL AREAS

## Enforcement

The goal of the Board is to safeguard consumers and the health and safety of their animals by preventing the unlicensed, illegal, incompetent, and unprofessional practice of veterinary medicine.

## Licensing, Examinations, and Permitting

The goal of the Board is to make certain that only qualified individuals are issued a license to practice as veterinarians or registered veterinary technicians, and that those holding a Veterinary Assistant Controlled Substance Permit have not engaged in the unlawful consumption or sale of controlled substances.

## Legislation and Regulations

The goal of the Board is to monitor and uphold the law and participate in regulatory and legislative processes.

## Customer Service and Administration

The goal of the Board is to confirm that consumers, licensees, schools, and all other stakeholders receive service in a prompt, courteous, accurate, and cost-effective manner.

## Outreach

The goal of the Board is to educate consumers and licensees so that they are able to make informed decisions regarding the purchase and provision of veterinary medical services.

## Hospital Inspection Program

The goal of the Board is to proactively educate veterinarians regarding the minimum standards requirements as provided by the California Veterinary Practice Act.

## Enforcement Objectives

1. Maximize recourse against unlicensed persons to protect animal patients.
2. Expedite all disciplinary case actions through proactive management of the Division of Investigation and Attorney General's services to reduce the average disciplinary case time frames.
3. Improve and measure the quality of subject matter expert services, reports, and testimony to encourage fair resolution of all cases.
4. Create a review committee for complaints to increase objectivity of the complaint investigation process.
5. Increase and support probation monitoring and quarterly contact with probationers for compliance with disciplinary orders.

## Licensing, Examinations, and Permitting Objectives

1. Complete a cost-benefit analysis of the registered veterinary technician (RVT) exam to determine reasonable and equitable fees.
2. Monitor and approve the education and training offered by RVT alternative route programs to measure quality and consistency.
3. Resolve faculty licensure issue to enforce the minimum standards for licensing applicable to all practice settings.
4. Implement a continuing education audit program for licensees and providers in order to verify compliance.
5. Coordinate with the Department of Consumer Affairs on creating and monitoring performance measures for licensing cycle times to expedite eligibility and renewals.

## Legislation and Regulations Objectives

1. Take a Board position on issuing temporary licenses for out-of-state veterinarians during disasters in order to provide adequate veterinary care.
2. Create statutory authority for veterinarians to compound drugs for animal medicine, within Food and Drug Administration guidelines, to enforce minimum standards.
3. Create public and private animal shelter regulations to address minimum standards for shelter medicine.
4. Develop regulation language for large animal practice to establish minimum standards.

## Customer Service and Administration Objectives

1. Review and refine desk manuals and new employee orientation to reduce staff training time.
2. Update frequently asked questions on the Board website to address consumer and licensee questions in order to improve customer service.
3. Streamline the e-mail inquiry submission process to improve timeliness and efficiency.
4. Implement online applications and renewals to improve license processing time frames.
5. Implement a consumer satisfaction survey to measure the Board's effectiveness.
6. Complete, deliver, and testify to the 2015–2016 supplemental Sunset Review Report.

## Outreach Objectives

1. Encourage submission of e-mail addresses for all licensees for efficient and timely communication.
2. Develop and circulate newsletter (at least twice per year) to provide updates on regulatory matters and topics of interest.
3. Provide outreach presentations to local associations, consumer groups, and schools to inform and educate stakeholders.
4. Strengthen social media outlets and information posted on the Board's website to provide convenient, timely, and accessible information.

## Hospital Inspection Program Objectives

1. Improve Board member post-inspection feedback to address training issues relevant to hospital inspection processes.
2. Inspect new hospitals within one year of registration to validate compliance.
3. Increase number of training sessions of hospital inspectors to twice a year to encourage ongoing consistency and timely application of minimum standards.
4. Develop and publicize workshops and other educational tools to educate stakeholders on minimum standards.
5. Distribute hospital inspection checklist with initial premise permits and encourage self-evaluation on minimum standards.



# 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, including the Chair of the Multi-Disciplinary Committee, completed in January of 2015, to assess the strengths, challenges, opportunities, and threats the Board is facing or will face in upcoming years.
- ▶ Interviews conducted with Board staff management, including the Executive Officer, completed in January of 2015, to identify the strengths and weaknesses of the Board from an internal perspective.
- ▶ A focus group conducted with a select group of Board staff in February of 2015.
- ▶ An online survey sent to 850 Board stakeholders in February of 2015 to identify the strengths and weaknesses of the Board from an external perspective. Just over 270 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 April 1–2, 2015. This information guided the Board in the revision of its mission, vision, and values while directing the strategic goals and objectives outlined in this 2015–2019 Strategic Plan.



STATE OF CALIFORNIA



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