



# MEMORANDUM

<b>DATE</b>	January 30, 2020
<b>TO</b>	Veterinary Medical Board
<b>FROM</b>	Jessica Sieferman, Executive Officer
<b>SUBJECT</b>	<b>Agenda Item 9. Update, Discussion, and Possible Action on the Board’s Strategic Plan</b>

During the October Board meeting, the Board worked with DCA’s SOLID team to develop its new Strategic Plan. As shown in the attached draft Strategic Plan, the Board created 63 objectives for the following goal areas: Enforcement, Licensing/Examinations/Permitting, Legislation/Regulation, Customer Service/Administration, Outreach, and Hospital Inspection Program.

Comparatively, the Board’s [2015-2019 Strategic Plan](#) included 29 objectives for the same goal areas. Many objectives were completed; however, there were multiple objectives were not due to resource constraints. Given the Board was challenged to complete 29 objectives in four years, completing 63 objectives in the same time period does not appear practical.

Upon review, it appears many of the objectives are specific action items the team would do in order to implement an objective. Our management team is working on breaking out the action items and consolidating the objectives. A list of consolidated objectives and identified action items will be provided to the members prior to the meeting.

**Action Requested:**

Please review the attached draft Strategic Plan and determine what objectives must be included in the Board’s final version. In addition, please assign priorities to the objectives. This will assist staff with the action planning and implementation phases.

Attachments:

1. Draft Strategic Plan



# OCTOBER 2019 | VETERINARY MEDICAL BOARD STRATEGIC PLAN

Adopted:

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## Members of the Veterinary Medical Board

Jaymie Noland, DVM, President

Cheryl Waterhouse, DVM, Vice President

Kathy Bowler

Christina Bradbury, DVM

Jennifer Loreda, RVT

Mark Nunez, DVM

Dianne Prado

Alana Yanez

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Gavin Newsom, Governor

Alexis Podesta, Secretary, Business Consumer Services and Housing Agency

Kimberly Kirchmeyer, Director, Department of Consumer Affairs

Jessica Sieferman, Executive Officer, Veterinary Medical Board

## Message from the President

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## About the Board

The Veterinary Medical Board (VMB) has been regulating veterinary medicine in the State of California since 1848. The VMB is a governmental agency whose mission is the protection of California consumers and their animals through the regulation of veterinary medicine. The VMB fulfills its mission by developing, maintaining, and enforcing professional standards including licensing veterinarians, registered veterinary technicians (RVTs), veterinary assistant controlled substances permit holders (VACSPs) and veterinary premises.

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.

## 2015-2019 Accomplishments

The Veterinary Medical Board (Board) accomplished the following strategic objectives since the adoption of its 2015-2019 *Strategic Plan*:

- Solved faculty licensing issues by creating a University Veterinarian license.
- Completed a Cost Benefit Analysis RVT Exam
- Resolved faculty licensure issue to enforce minimum standards for licensing applicable to all practice settings.
- Coordinated with the Department of Consumer Affairs (DCA) on creating and monitoring performance measures for licensing cycle times to expedite eligibility and renewals.
- Through legislation, resolved the issue of out-of-state veterinarians by creating exemptions for licensure during disasters in order to provide adequate veterinary care.
- Developed animal shelter regulations to address minimum standards.
- Developed statutory and regulatory authority for veterinarians to perform drug compounding.
- Developed regulation language for large animal practice to establish minimum standards.
- Implemented online applications and renewals.
- Implemented a consumer satisfaction survey to measure the Board's effectiveness.
- Completed, delivered, and testified to the 2015-2016 supplemental Sunset Review Report.
- Encouraged submission of email addresses for all licensees for efficient and timely communication.
- Provided outreach presentations to local associations and schools to inform and educate stakeholders.
- Strengthened the Board's social media presence.

- Improved the quality of premises inspector training.
- Distributed the hospital inspection checklist with the initial premise permits and encouraged self-evaluation on minimum standards.
- Provided workshops for stakeholders on minimum standards for premises.

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## Strategic Goals

### **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 and Examinations**

The Board ensures consumer protection through appropriate licensing and examination standards.

### **Customer Service and Administration**

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

### **Legislation and Regulations**

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

### **Outreach**

The goal of the Board is to inform consumers, licensees, and stakeholders regarding guidelines, statutes, and regulations affecting veterinary medicine.

### **Inspection Program**

The goal of the Board's Inspection Program is to ensure compliance with and understanding of the laws and regulations for Veterinary Premises.

## Veterinary Medical Board Mission, Vision, and Values

### **Mission**

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

### **Vision**

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

### **Values**

- Consumer protection
- Integrity
- Professionalism
- Responsiveness
- Transparency
- Efficiency

## Goal 1: Enforcement

- 1.1 Streamline the enforcement process to shorten cycle time, expedite consumer protection, and lower costs.
- 1.2 Evaluate limitations on citation criteria and penalties to resolve violations through non-formal disciplinary actions.
- 1.3 Maximize enforcement actions against unlicensed practice to protect California consumers and animals from illegal practice.
- 1.4 Increase the utilization of existing tools to combat unlicensed practice.
- 1.5 Update the Board’s website to include unlicensed practice citations to discourage future unlicensed activity.
- 1.6 Analyze and implement the training of enforcement staff to improve efficiency and response time.
- 1.7 Review the effectiveness of new minimum Vaccine Practice Regulation standards to ensure appropriate implementation.
- 1.8 Innovate BreZE communication of complaint status updates to improve communication with involved parties.
- 1.9 Develop enforcement procedure manuals to promote consistent and efficient investigations.
- 1.10 Review current enforcement processes to improve efficiency.
- 1.11 Collaborate with high-profile health boards to increase efficiency in processing large complaint loads.
- 1.12 Prioritize complaints to more effectively rank and process cases.
- 1.13 Re-evaluate performance measures of enforcement to improve accountability.
- 1.14 Communicate expectations of enforcement processing, procedures, performance measures, and updates to educate stakeholders and the public and to promote transparency.

## Goal 2: Licensing and Examinations

- 2.1 Deliver a license to any candidate that completes the requirements within 4 weeks to increase consumer access to veterinary care and to increase candidate access to licensure.
- 2.2 Analyze existing requirements for reciprocal/out-of-state/foreign license applicants to increase consumer access to veterinary care and to increase candidate access to licensure.
- 2.3 Develop informational material and website enhancements to answer licensing questions and alleviate the number of incoming calls.
- 2.4 Innovate BreEZe communication of license initial/renewal status updates to improve communication with involved parties.
- 2.5 Coordinate with the American Association of Veterinary State Boards (AAVSB) to enhance the evaluation of licensees' eligibility for licensure.
- 2.6 Determine the feasibility of limited liabilities of shelter **MGLs** to ensure compliance with the minimum standards for shelters.
- 2.7 Communicate changes in requirements to licensing/renewals to educate current licensees and applicants, improve compliance, and improve efficiencies.

## Goal 3: Customer Service and Administration

- 3.1 Re-engineer the BreEZe user account dashboard to provide more information about current status and more personalized licensee information.
- 3.2 Update the VMB website to make it more user friendly.
- 3.3 Improve public access to communication with Board staff to update and inform licensees and the public in a timely manner.
- 3.4 Evaluate the incoming mail process to streamline the customer service experience and avoid duplication of efforts.
- 3.5 Encourage the increased applicant/licensee usage of BreEZe to increase process efficiencies.
- 3.6 Evaluate the phone system to improve service to callers.
- 3.7 Increase access to professional development training for staff to improve the effectiveness and efficiency of staff.

3.8 Review and refine desk manuals and new employee orientations to reduce staff training time and increase effectiveness and consistency.

3.9 Update frequently asked questions on the Board website to address consumer and licensee questions to improve customer service.

3.10 Improve team morale to improve staff retention, decrease turnover, and increase staff productivity.

## Goal 4: Legislation and Regulations

4.1 Review and develop statutes and regulations regarding violations of premises owners to hold the premises registrant liable for violations.

4.2 Develop legislation that enhances the penalties the VMB can impose for unlicensed activities to protect consumers and prevent harm to animals.

4.3 Pursue protections for veterinary drug compounding at the state and federal level to enable veterinary patients to be able to receive compounded medications in an economical and timely manner.

4.4 Pursue consumer protections in telemedicine to ensure the appropriate implementation of telemedicine for animal protection.

4.5 Define regulatory oversight to protect against non-veterinarians influencing the practice of veterinary medicine.

4.6 Increase statutory license fee caps to maintain the stability of the Board.

4.7 Examine the licensure exemptions (excluding livestock) to protect consumers and their animals from unlicensed practitioners.

4.8 Create regulations on how to remove a **DEC** member to give the Board president the authority if necessary.

4.9 Evaluate the clinical practice hours regulation for reciprocity for license applicants to reduce unnecessary barriers for veterinarians who have practiced the last 2 years in another country.

4.10 Implement the regulations for substance abusing licensees to fully comply with the statutory requirement.

4.11 Address false and misleading advertising of specialty and board certification to provide and enhance consumer protection.

4.12 Analyze existing statutes and regulations regarding rodeos to identify enhancements and improvements.

4.13 Pursue funding for cannabis research in veterinary medicine to protect consumers and their animals.

4.14 Update all applications/registrations to reflect statutory/regulatory changes.

## Goal 5: Outreach

5.1 Deliver programs (webinars, newsletters, etc.) to local associations to update them on Board actions and programs.

5.2 Develop, re-implement, and circulate an electronic newsletter at least once a year to provide updates on regulatory matters and topics of interest.

5.3 Implement timely updates to the website on changes in the law, licensure applications, and fee increases, to better inform consumers, licensees, and stakeholders.

5.4 Revamp consumer, licensee, and/or stakeholder satisfaction surveys to identify areas for customer service improvement.

5.5 Strengthen VMB's social media presence to provide convenient, timely, and accessible information.

5.6 Collaborate with AAVSB and other national organizations regarding more balanced presentations of current/emerging issues to improve the balance of presentations and better inform all veterinary regulatory boards.

5.7 Establish student liaisons to the Board to increase communication with future licensees and include their perspective.

5.8 Educate licensees about the most common problems/complaints to inform licensees and improve their practice.

## Goal 6: Inspection Program

- 6.1 Promote the Veterinary Premises Self-Evaluation Checklist to increase knowledge and compliance.
- 6.2 Increase the number of inspections per year to comply with the statutory mandate.
- 6.3 Collaborate with professional/affiliated organizations to disseminate the Veterinary Premises Self-Evaluation Checklist Manual to all veterinary premises.
- 6.4 Design minimum standards attestation for new premises to improve awareness and ensure compliance.
- 6.5 Analyze and maximize the inspection review process in BreZE to streamline the inspection process and increase efficiency.
- 6.6 Provide and equip inspectors with useful tools and technology to efficiently conduct inspections and provide documentation to the Board.
- 6.7 Utilize cite and fine authority to address violations to ensure consumer protection through an effective inspection program.
- 6.8 Analyze and enhance the inspector recruitment process to obtain and retain capable and proficient inspectors.
- 6.9 Develop additional educational tools for inspectors to present to educate and promote self-evaluation of practices.
- 6.10 Evaluate Post-Inspection Survey to improve effectiveness.

## 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 Planning (SOLID) conducted an environmental scan of the internal and external environments by collecting information through the following methods:

- Interviews conducted with all members of the Board and the Executive Officer, completed during the months of August through September 2019, to assess the challenges and opportunities the Board is currently facing or will face in the upcoming years.
- An online survey was sent to staff in August, closing on September 10, 2019, followed by separate employee and management focus groups on September 20th. In the survey and during the focus groups, employees and management provided anonymous input regarding the challenges and opportunities the Board is currently facing or will face in the upcoming years.
- An online survey was sent to Board stakeholders in August and closed in September 2019. The survey's purpose was to identify the strengths and weaknesses of the Board from an external perspective. A total of 1,066 stakeholders completed the survey.

The most significant themes and trends identified from the environmental scan were discussed by the Board's executive team during a strategic planning session facilitated by SOLID on October 11, 2019. This information guided the Board in the review of its mission, vision, and values, while directing the strategic goals and objectives outlined in this [insert years to complete] strategic plan.





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This strategic plan is based on stakeholder information and discussions facilitated by SOLID for the Veterinary Medical Board in August through October of 2019. Subsequent amendments may have been made after Board adoption of this plan.