

# Goal 1. Enforcement

Current	Proposed
<p><b>1.1</b> Streamline the enforcement process to shorten cycle time, expedite consumer protection, and lower costs.</p> <p><b>1.10</b> Review current enforcement processes to improve efficiency.</p> <p><b>1.11</b> Collaborate with high-profile health boards to increase efficiency in processing large complaint loads.</p>	<p><b>1.1</b> Streamline the enforcement process to shorten cycle time, expedite consumer protection, and lower costs.</p> <p><i>How:</i></p> <ul style="list-style-type: none"> <li>• <i>Map out and analyze current enforcement processes.</i></li> <li>• <i>Collaborate with high profile boards.</i></li> </ul>
<p><b>1.2</b> Evaluate limitations on citation criteria and penalties to resolve violations through non-formal disciplinary actions.</p> <p><b>6.7</b> Utilize cite and fine authority to address violations to ensure consumer protection through an effective inspection program.</p>	<p><b>1.2</b> Expand citation authority and increase usage to resolve less egregious violations through non-disciplinary actions.</p>
<p><b>1.3</b> Maximize enforcement actions against unlicensed practice to protect California consumers and animals from illegal practice.</p> <p><b>1.4</b> Increase the utilization of existing tools to combat unlicensed practice.</p> <p><b>1.5</b> Update the Board’s website to include unlicensed practice citations to discourage future unlicensed activity.</p>	<p><b>1.3</b> Increase the utilization of existing tools to combat unlicensed practice.</p> <p><i>How:</i></p> <ul style="list-style-type: none"> <li>• <i>Update Board’s website to include unlicensed practice citations to discourage future unlicensed activity.</i></li> <li>• <i>Utilize BPC section <a href="#">149</a> to disconnect phone services.</i></li> </ul>
<p><b>1.12</b> Prioritize complaints to more effectively rank and process cases.</p>	<p><b>1.4</b> Analyze effectiveness of current complaint prioritization defined in BPC section <a href="#">4875.1</a>.</p>
<p><b>1.13</b> Re-evaluate performance measures of enforcement to improve accountability.</p>	<p><b>1.5</b> Re-evaluate performance measures of enforcement to improve accountability.</p>
<p><b>1.7</b> Review the effectiveness of new minimum Vaccine Practice Regulation standards to ensure appropriate implementation.</p>	<p>RECOMMEND STRIKING. The Vaccine Practice Regulation standards are still moving through the rulemaking process and could take a couple years. It may be more appropriate for the Board to consider reviewing effectiveness in the next Strategic Plan.</p>
<p><i>Notes: 1.6, 1.8, 1.9 and 1.14 have been moved to Goal 3. Customer Service and Administration (Proposed 3.4, 3.1, 3.4 and 3.2 respectively)</i></p>	

## Goal 2. Licensing and Examinations

Current	Proposed
<p><b>2.1</b> 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.</p>	<p><b>2.1</b> 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.</p>
<p><b>2.4</b> Innovate BreEZe communication of license initial/renewal status updates to improve communication with involved parties.</p> <p><b>3.1</b> Re-engineer the BreEZe user account dashboard to provide more information about current status and more personalized licensee information.</p> <p><b>3.5</b> Encourage the increased applicant/licensee usage of BreEZe to increase process efficiencies.</p>	<p><b>2.2</b> Encourage increased applicant/licensee usage of BreEZe to increase process efficiencies.</p>
<p><b>2.2</b> 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.</p> <p><b>2.5</b> Coordinate with the American Association of Veterinary State Boards (AAVSB) to enhance the evaluation of licensees' eligibility for licensure.</p> <p><b>4.9</b> 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.</p>	<p><b>2.3</b> Increase the access to veterinary care.</p> <p><i>How:</i></p> <ul style="list-style-type: none"> <li>• <i>Analyze existing requirements, including clinical practice hours.</i></li> <li>• <i>Eliminate unnecessary barriers to licensure.</i></li> <li>• <i>Coordinate with AAVSB on candidate eligibility evaluation.</i></li> </ul>
<p><b>2.7</b> Communicate changes in requirements to licensing/renewals to educate current licensees and applicants, improve compliance, and improve efficiencies.</p>	<p><b>2.4</b> Educate license applicants and licensees on changes to requirements to licensing/renewals to improve compliance and improve efficiencies.</p>
<p><b>2.6</b> Determine the feasibility of limited liabilities of shelter MGLs to ensure compliance with the minimum standards for shelters.</p>	<p>RECOMMEND STRIKING. The shelter minimum standards are still moving through the rulemaking process and could take a couple years. It may be more appropriate for the Board to ensure compliance in the next Strategic Plan.</p>
<p><i>Notes: 2.3 has been moved to Goal 3. Customer Service and Administration (Proposed 3.2)</i></p>	

## Goal 3. Customer Service and Administration

Current	Proposed
<p><b>1.8</b> Innovate BreEZe communication of complaint status updates to improve communication with involved parties.</p>	<p><b>3.1</b> Innovate BreEZe communication of complaint status updates to improve communication with involved parties.</p>
<p><b>1.14</b> Communicate expectations of enforcement processing, procedures, performance measures, and updates to educate stakeholders and the public and to promote transparency.</p> <p><b>2.3</b> Develop informational material and website enhancements to answer licensing questions and alleviate the number of incoming calls.</p> <p><b>3.2</b> Update the VMB website to make it more user friendly.</p> <p><b>3.9</b> Update frequently asked questions on the Board website to address consumer and licensee questions to improve customer service.</p> <p><b>5.3</b> Implement timely updates to the website on changes in the law, licensure applications, and fee increases, to better inform consumers, licensees, and stakeholders</p>	<p><b>3.2</b> Redesign Board website to enhance stakeholder communication.</p> <p><i>How:</i></p> <ul style="list-style-type: none"> <li>• <i>Work with OIS to redesign the Board’s website into a more use-friendly format.</i></li> <li>• <i>Update Board website to include answers to licensing questions, frequently asked questions, expectations of enforcement processing, enforcement procedures, enforcement updates, changes in the law, application processes, and fee increases in a user-friendly format.</i></li> </ul>
<p><b>3.3</b> Improve public access to communication with Board staff to update and inform licensees and the public in a timely manner.</p> <p><b>3.4</b> Evaluate the incoming mail process to streamline the customer service experience and avoid duplication of efforts.</p> <p><b>3.6</b> Evaluate the phone system to improve service to callers.</p>	<p><b>3.3</b> Improve public access to communication with Board staff.</p> <p><i>How:</i></p> <ul style="list-style-type: none"> <li>• <i>Evaluate/revise the phone system and incoming mail process.</i></li> </ul>
<p><b>1.6</b> Analyze and implement the training of enforcement staff to improve efficiency and response time.</p> <p><b>1.9</b> Develop enforcement procedure manuals to promote consistent and efficient investigations.</p> <p><b>3.7</b> Increase access to professional development training for staff to improve the effectiveness and efficiency of staff.</p> <p><b>3.8</b> Review and refine desk manuals and new employee orientations to reduce staff training time and increase effectiveness and consistency.</p>	<p><b>3.4</b> Improve staff effectiveness, consistency, and efficiency.</p> <p><i>How:</i></p> <ul style="list-style-type: none"> <li>• <i>Develop/refine manuals, new employee orientations.</i></li> <li>• <i>Increase access to professional development training.</i></li> </ul>

<b>3.10</b> Improve team morale to improve staff retention, decrease turnover, and increase staff productivity.	<b>3.5</b> Improve staff retention, decrease turnover, and increase staff productivity. <i>How: Improve team morale.</i>
<i>Notes: <b>3.1 and 3.5</b> moved to Goal 2: Licensing and Examinations (Proposed <b>2.2</b>)</i>	

## Goal 4. Legislation and Regulations

Current	Proposed
<b>4.1</b> Review and develop statutes and regulations regarding violations of premises owners to hold the premises registrant liable for violations.	<b>4.1</b> Review and develop statutes and regulations to hold premises registrants liable for violations.
<b>4.2</b> Develop legislation that enhances the penalties the VMB can impose for unlicensed activities to protect consumers and prevent harm to animals	<b>4.2</b> Develop legislation that enhances unlicensed practice penalties to protect consumers and prevent harm to animals.
<b>4.3</b> 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.	<b>4.3</b> 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.
<b>4.4</b> Pursue consumer protections in telemedicine to ensure the appropriate implementation of telemedicine for animal protection.	<b>4.4</b> Pursue consumer protections in telemedicine to ensure the appropriate implementation of telemedicine for animal protection.
<b>4.5</b> Define regulatory oversight to protect against non-veterinarians influencing the practice of veterinary medicine.	<b>4.5</b> Define regulatory oversight to protect against non-veterinarians influencing the practice of veterinary medicine.
<b>4.6</b> Increase statutory license fee caps to maintain the stability of the Board.	<b>4.6</b> Increase statutory license fee caps to maintain the financial stability of the Board.
<b>4.7</b> Examine the licensure exemptions (excluding livestock) to protect consumers and their animals from unlicensed practitioners.	<b>4.7</b> Examine licensure exemptions in BPC section <a href="#">4827</a> (excluding livestock) to protect consumers and their animals from unlicensed practitioners.
<b>4.8</b> Create regulations on how to remove a DEC member to give the Board president the authority if necessary.	<b>4.8</b> Create regulations on how to remove a DEC member to give the Board president the authority, if necessary.
<b>4.10</b> Implement the regulations for substance abusing licensees to fully comply with the statutory requirement.	<b>4.9</b> Implement regulations for substance abusing licensees to fully comply with the statutory requirement.
<b>4.11</b> Address false and misleading advertising of specialty and board certification to provide and enhance consumer protection.	<b>4.10</b> Address false and misleading advertising of specialty and board certification to provide and enhance consumer protection.
<b>4.12</b> Analyze existing statutes and regulations regarding rodeos to identify enhancements and improvements.	<b>4.11</b> Analyze existing statutes and regulations regarding rodeos to identify enhancements and improvements.
<b>4.13</b> Pursue funding for cannabis research in veterinary medicine to protect consumers and their animals.	<b>4.12</b> Pursue funding for cannabis research in veterinary medicine to protect consumers and their animals.
<b>4.14</b> Update all applications/registrations to reflect statutory/regulatory changes.	<b>4.13</b> Update all applications/registrations to reflect statutory/regulatory changes.

*Notes: 4.2 moved to Goal 1: Enforcement (Proposed 1.3); 4.9 moved to Goal 2. Licensing and Examinations (Proposed 2.3)*

## Goal 5. Outreach

Current	Proposed
<p><b>5.1</b> Deliver programs (webinars, newsletters, etc.) to local associations to update them on Board actions and programs.</p>	<p><b>5.1</b> Deliver programs (webinars, newsletters, etc.) to local associations to update them on Board actions and programs.</p>
<p><b>5.2</b> Develop, re-implement, and circulate an electronic newsletter at least once a year to provide up-dates on regulatory matters and topics of interest.</p> <p><b>5.8</b> Educate licensees about the most common problems/complaints to inform licensees and improve their practice.</p>	<p><b>5.2</b> Increase licensee outreach on regulatory matters, most common problems/complaints, and topics of interest.</p> <p><i>How:</i></p> <ul style="list-style-type: none"> <li>• <i>Develop and circulate an electronic newsletter at least once a year to provide updates on regulatory matters and topics of interest.</i></li> </ul>
<p><b>5.4</b> Revamp consumer, licensee, and/or stakeholder satisfaction surveys to identify areas for customer service improvement.</p>	<p><b>5.3</b> Revamp consumer, licensee, and/or stakeholder satisfaction surveys to identify areas for customer service improvement.</p>
<p><b>5.5</b> Strengthen VMB's social media presence to provide convenient, timely, and accessible information.</p>	<p><b>5.4</b> Strengthen the Board's social media presence to provide convenient, timely, and accessible information.</p>
<p><b>5.6</b> 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.</p>	<p><b>5.5</b> Collaborate with AAVSB and other national organizations to provide better balance of presentations and better inform all veterinary regulatory boards on current/emergency issues.</p>
<p><b>5.7</b> Establish student liaisons to the Board to increase communication with future licensees and include their perspective.</p>	<p><b>5.6</b> Establish student liaisons to the Board to increase communication with future licensees and include their perspective.</p>
<p><i>Notes: 5.3 moved to Goal 3: Customer Service and Administration (Proposed 3.2)</i></p>	

## Goal 6. Inspection Program

Current	Proposed
<p><b>6.1</b> Promote the Veterinary Premises Self-Evaluation Checklist to increase knowledge and compliance.</p> <p><b>6.3</b> Collaborate with professional/affiliated organizations to disseminate the Veterinary Premises Self-Evaluation Checklist Manual to all veterinary premises.</p> <p><b>6.9</b> Develop additional educational tools for inspectors to present to educate and promote self-evaluation of practices.</p>	<p><b>6.1</b> Promote the Veterinary Premises Self-Evaluation Checklist by collaborating with professional/affiliated organizations to disseminate the checklist and manual to all veterinary premises.</p>
<p><b>6.2</b> Increase the number of inspections per year to comply with the statutory mandate.</p>	<p><b>6.2</b> Evaluate the feasibility of the 20% annual inspections mandate.</p>
<p><b>6.5</b> Analyze and maximize the inspection review process in BreZE to streamline the inspection process and increase efficiency.</p> <p><b>6.6</b> Provide and equip inspectors with useful tools and technology to efficiently conduct inspections and provide documentation to the Board.</p>	<p><b>6.3</b> Streamline the inspection process. <i>How:</i></p> <ul style="list-style-type: none"> <li>• <i>Map out and analyze existing processes.</i></li> <li>• <i>Evaluate how long it takes to complete an inspection from inspection assignment to closure.</i></li> <li>• <i>Utilize existing tools and technology, including BreZE.</i></li> </ul>
<p><b>6.4</b> Design minimum standards attestation for new premises to improve awareness and ensure compliance.</p>	<p><b>6.4</b> Design minimum standards attestation for new premises to improve awareness and ensure compliance.</p>
<p><b>6.8</b> Analyze and enhance the inspector recruitment process to obtain and retain capable and proficient inspectors.</p>	<p><b>6.5</b> Obtain and retain capable and proficient inspectors. <i>How:</i></p> <ul style="list-style-type: none"> <li>• <i>Analyze and enhance the inspector recruitment process.</i></li> </ul>
<p><b>6.10</b> Evaluate Post-Inspection Survey to improve effectiveness.</p>	<p><b>6.6</b> Improve inspection program effectiveness. <i>How:</i></p> <ul style="list-style-type: none"> <li>• <i>Evaluate post-inspection survey.</i></li> <li>• <i>Evaluate whether violations were repeated in subsequent inspections.</i></li> </ul>
<p><i>Notes: 6.7 moved to Goal 1: Enforcement (Proposed 1.2)</i></p>	