



MEMORANDUM

DATE	April 12, 2021
TO	Veterinary Medical Board (Board)
FROM	Jessica Sieferman, Executive Officer
SUBJECT	Agenda Item 15.H. Strategic Plan

During the Board’s October 11, 2019 meeting, the Board developed its 2020-2024 Strategic Plan, which included 63 objectives. In January 2020, however, the Board discussed concerns with the draft plan, given the difficulty completing 29 objectives in the prior four-year period ([2015-2019 Strategic Plan](#)). As such, the Board created a subcommittee to re-evaluate and re-organize the objectives.

Throughout 2020, Board staff continued operating under the draft 2020-2024 Strategic Plan. The Plan was officially adopted by the Board in October 2020 and posted to the Board’s website [here](#).

On March 11, 2021, Board staff met with DCA’s SOLID Planning Solutions to develop an Action Plan identifying necessary actions that must occur to meet the Board’s Strategic Plan objectives within the four-year period. Specific measurable outcomes were created with targeted completion dates.

The Action Plan is attached for reference. All future meetings will include specific updates on the status of each Action Plan task.

Attachment:

1. Board Action Plan 2021



ACTION PLAN

2021



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Goal 1: 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.

1.1	Streamline the enforcement process to shorten cycle time, expedite consumer protection, and lower costs.		
Start Date: Q1 2020		End Date: Q1 2022 and ongoing	
Success Measure:	Decrease in average case cost and cycle time over the prior fiscal year.		
	Major Tasks	Responsible Party	Target Completion Date
1.1.1	Evaluate the intake processes and eliminate duplicative processes.	Management and Enforcement Tech	Q1 2020 - ongoing
1.1.2	Examine and improve the Expert Witness review process.	Board consultants, DAG Liaison, Management, and EO	Q1 2020
1.1.3	Streamline the AG transmittal process for disciplinary cases.	DAG Liaison, Enforcement Manager, and EO	Q1 2020
1.1.4	Improve field investigation efficiency.	Inspection Team, Enforcement Manager, DOI, and EO	Q1 2020
1.1.5	Work with OIO to outline Enforcement processes.	OIO, Enforcement Manager	Q1 2021

1.1.6	Examine and improve the complaints audit review committee process.	MDC Members, Management, and EO.	Q3 2020
1.1.7	Meeting with Enforcement teams from other Boards to identify best practices.	Enforcement Leads and SPOC	Q2 2021 - ongoing
1.1.8	Implement Breeze changes to streamline the investigative process.	Enforcement Manager and SPOC	Q1 2022 - ongoing

1.2	Expand citation authority and increase usage to resolve less egregious violations through non-disciplinary actions.		
Start Date: Q1 2020		End Date: Q3 2022	
Success Measure:	Increased citations in enforcement and Inspection as well as expanded authority.		
	Major Tasks	Responsible Party	Target Completion Date
1.2.1	Review existing statutes and regulations regarding citation authority to identify improvements.	EO	Q1 2020
1.2.2	Propose statute and regulation changes to the Board for approval.	EO and Board Members	Q1 2020
1.2.3	Include statutory proposal in sunset bill.	EO	Q1 2021
1.2.4	Evaluate citation process and increase citation usage for Inspection.	Inspection Team	Q1 2021
1.2.5	Train inspection team on the citation process.	Inspection Manager and Enforcement Manager	Q2 2021
1.2.6	Prepare rulemaking package.	Policy Analyst	Q3 2022

1.3	Increase the utilization of existing tools to combat unlicensed practice.		
Start Date: Q1 2020		End Date: Q1 2023	
Success Measure:	Utilizing BPC Section 149. Increased usage of existing tools and increased citations from unlicensed practice.		
	Major Tasks	Responsible Party	Target Completion Date
1.3.1	Research process to utilize BPC Section 149.	Enforcement Manager	Q1 2020
1.3.2	Utilize Public Utilities Commission authority to disconnect telephone service for advertising unlicensed services.	Enforcement Manager	Q1 2020 - Ongoing
1.3.3	Continuing usage of DOI for cases which require an undercover investigation.	Enforcement Manager	Q1 2020 - ongoing
1.3.4	Pursue criminal allegations at local district attorney's office.	Enforcement Manager	Q1 2020 - ongoing
1.3.5	Utilize the board's inspection program whenever possible to substantiate allegations of unlicensed practice.	Enforcement Manager and Inspection Manager	Q1 2020 - ongoing
1.3.6	Finalize citation template utilizing existing regulatory authority.	Enforcement Manager, Legal Counsel, and EO	Q1 2020
1.3.7	Train staff on new citation template and how to implement existing regulatory authority.	Enforcement Manager	Q1 2020
1.3.8	Continue to contact alleged unlicensed facilities posing as potential clients to further investigations.	Enforcement Manager	Q1 2021 - ongoing
1.3.9	Launch social media campaign to have public verify licenses.	Enforcement Lead and Policy Analyst	Q1 2023

1.4	Analyze effectiveness of current complaint prioritization defined in BPC section 4875.1.		
Start Date: Q2 2023		End Date: Q3 2023	
Success Measure:	Present analysis of the effectiveness to the Board.		
	Major Tasks	Responsible Party	Target Completion Date
1.4.1	Create data report over last couple fiscal years of where complaints fall within the complaint prioritization.	Enforcement Manager(s)	Q2 2023
1.4.2	Draft memo to present potential recommendations to the Board.	Enforcement Manager(s)	Q3 2023

1.5	Re-evaluate performance measures of enforcement to improve accountability.		
Start Date: Q3 2020		End Date: Q3 2022	
Success Measure:	Performance measures are updated.		
	Major Tasks	Responsible Party	Target Completion Date
1.5.1	Ensure proper coding is utilized in Breeze to contribute to accurate tracking of activities.	Enforcement Manager(s)	Q3 2020 - ongoing
1.5.2	Research performance measures for other boards.	EO	Q2 2021
1.5.3	Clarify internal performance measurements for all steps in the investigative process.	Enforcement Manager(s)	Q2 2021
1.5.4	Compare cycle times to existing performance measures.	Enforcement Manager(s)	Q2 2022
1.5.5	Implement necessary performance measure changes.	Enforcement Manager(s)	Q3 2022

Goal 2: Licensing and Examinations

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

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.		
Start Date: Q1 2020		End Date: Q3 2021	
Success Measure:	Licensing processing times for complete applications are decreased to 4 weeks.		
	Major Tasks	Responsible Party	Target Completion Date
2.1.1	Review and identify Breeze efficiencies.	Board SPOC	Q1 2020 - ongoing
2.1.2	Recruit and fill licensing vacancies.	Licensing Manager	Q3 2020
2.1.3	Generate processing time reports to capture the entire process from start to finish and ensure accurate processing time reporting on website.	Licensing Manager	Q1 2021
2.1.4	Include application deficiencies on Breeze.	Board SPOC	Q2 2021
2.1.5	Implement an interface between AAVSB and the Board to automatically transmit VTNE scores.	Board SPOC	Q2 2021
2.1.6	Implement an interface between AAVSB and the Board to automatically transmit NAVLE scores.	Board SPOC	Q3 2021
2.1.7	Create training videos with OPA, for applicants on how to file an application.	OPA and Licensing Manager	Q3 2021

2.2	Encourage increased applicant/licensee usage of BreEZe to increase process efficiencies.		
Start Date: Q1 2020		End Date: Q1 2022	
Success Measure:	Increased applicant and licensee usage of Breeze.		
	Major Tasks	Responsible Party	Target Completion Date
2.2.1	Direct applicants to submit record changes in Breeze.	Licensing Manager	Q1 2020
2.2.2	Remove paper applications from website.	Licensing Manager	Q1 2020
2.2.3	Encourage applicants to access their license through their Breeze account.	Licensing Lead	Q1 2021
2.2.4	Online campaign to encourage applicants to check their status on Breeze.	Licensing Lead and Policy Analyst	Q2 2021
2.2.5	Encourage applicants with missing documents to use the 8025 transaction in Breeze.	Licensing Lead	Q4 2021
2.2.6	Review and revise the 4th year student presentations to educate on how to avoid deficiencies and/or delays.	Licensing Lead	Q1 2022

2.3	Increase the access to veterinary care.		
Start Date: Q1 2020		End Date: Q1 2022	
Success Measure:	Increased veterinarian license population.		
	Major Tasks	Responsible Party	Target Completion Date
2.3.1	Evaluate the licensing statutes and regulations to identify improvements and remove barriers to licensure.	EO and Licensing Manager	Q1 2020
2.3.2	In partnership with OPES, conduct an occupational analysis and linkage study on veterinary examinations.	EO and Licensing Manager, OPES	Q4 2020
2.3.3	Propose legislative changes to remove unnecessary barriers to licensure to the Board.	EO	Q1 2021
2.3.4	Monitor legislative proposal through the legislative session.	EO and Policy Analyst and Licensing Lead	Q4 2021
2.3.5	Outreach to schools, licensees, and other stakeholders.	Policy Analyst and Licensing Lead	Q4 2021
2.3.6	Work with Breeze team to update Breeze	Board SPOC	Q4 2021
2.3.7	Outreach to applicants who failed CSBE regarding legislative changes.	Board SPOC and Policy Analyst	Q1 2022

2.4	Educate license applicants and licensees on changes to requirements to licensing/renewals to improve compliance and improve efficiencies.		
Start Date: Q1 2022		End Date: Q1 2022 - ongoing	
Success Measure:	Applicants/licensees are educated on changes to requirements.		
	Major Tasks	Responsible Party	Target Completion Date
2.4.1	Outreach to applicants and licensees regarding changes to requirements.	Licensing Manager and Policy Analyst	Q1 2022 - ongoing

Goal 3: 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.

3.1	Innovate BreEZe communication of complaint status updates to improve communication with involved parties.		
Start Date: Q1 2020		End Date: Q1 2023	
Success Measure:	Increased communication through BreEZe.		
	Major Tasks	Responsible Party	Target Completion Date
3.1.1	Participate in EUG meetings to identify BreEZe best practices	Board SPOC	Q4 2020 - ongoing
3.1.2	Research BreEZe capabilities regarding complaint status updates	Board SPOC	Q4 2022
3.1.3	Raise system BMOs to provide complaint status updates to all involved parties	Board SPOC	Q4 2022
3.1.4	Implement the system changes to improve communication with involved parties	Board SPOC	Q1 2023

3.2	Redesign Board website to enhance stakeholder communication.		
Start Date: Q2 2020		End Date: Q1 2021	
Success Measure:	Website updated.		
	Major Task	Responsible Party	Target Completion Date
3.2.1	Hold meetings with Board members and DCA’s Internet team to identify web site improvements	EO and DCA Internet Team	Q2 2020
3.2.2	Create student web page to provide direct communication for students	Licensing Manager	Q2 2020
3.2.3	Work with DCA Internet team to provide feedback on design changes	EO and DCA Internet Team	Q3 2020
3.2.4	Launch new website design	EO and DCA Internet Team	Q4 2020
3.2.5	Revise Board reporting on processing times on the website	Licensing Manager & OIS	Q1 2021

3.3	Improve public access to communication with Board staff.		
Start Date: Q1 2020		End Date: Q4 2021	
Success Measure:	Increased consumer satisfaction on consumer satisfaction surveys.		
	Major Tasks	Responsible Party	Target Completion Date
3.3.1	Increase communication through Social Media	Managers	Q1 2020
3.3.2	Eliminate generic email accounts and direct stakeholders to a specific person	Managers	Q1 2021
3.3.3	Provide office coverage when receptionist is away from the desk	Managers	Q1 2021
3.3.4	Assign someone to monitor voice mails and main email	Managers	Q1 2021
3.3.5	Create automatic email responses to include answers to FAQs	Managers	Q2 2021
3.3.6	Eliminate the normal phone lines and transition to MS Teams	Managers	Q4 2021
3.3.7	Respond to emails and voice messages on average within 1 business day	Managers	Q4 2021

3.4	Improve staff effectiveness, consistency, and efficiency.		
Start Date: Q2 2021		Start Date: Q4 2021	
Success Measure:	Increased consumer and staff satisfaction on consumer satisfaction surveys.		
	Major Tasks	Responsible Party	Target Completion Date
3.4.1	Create training plans for each unit, including milestones and utilizing OIO process maps.	Managers and Unit Leads	Q2 2021 - ongoing
3.4.2	Implement cross-training across all units	Unit Leads and Management	Q2 2021
3.4.3	Evaluate process maps for improvements (Breeze, Procedure Manuals).	OIO, Staff, Management	Q3 2021
3.4.4	Attend SOLID’s “How to Build a Procedure Manual” training.	Staff	Q3 2021
3.4.5	Drafting procedure manuals to reflect process improvements.	OIO, Staff, Management	Q4 2021
3.4.6	Create training videos in partnership with OPA (Office of Public Affairs).	Unit Leads and OPA	Q4 2021

3.5	Improve staff retention, decrease turnover, and increase staff productivity.		
Start Date: Q1 2020		End Date: Q4 2022	
Success Measure:	Increased staff retention and productivity, decreased turnover.		
	Major Tasks	Responsible Party	Target Completion Date
3.5.1	Have daily team meetings	Managers	Q1 2020 - ongoing
3.5.2	Hold one-on-ones with staff members to increase productivity and to identify any challenges staff is facing	Managers	Q1 2020 - ongoing
3.5.3	Roundtable meetings to discuss specific cases	Managers	Q1 2020 - ongoing
3.5.4	Review processes and identify manageable workloads as much as possible	Managers	Q3 2020 - ongoing
3.5.5	Evaluate meeting frequency so improvements can be made for effectiveness	Managers	Q1 2021 - ongoing
3.5.6	Evaluate meeting frequency so improvements can be made for effectiveness	Managers	Q1 2021 - ongoing
3.5.7	Have all staff meetings.	EO	Q2 2021
3.5.8	Add knowledge sources in procedure manuals/work guides	Managers	Q4 2021
3.5.9	Implement more training/Create video training on business processes	Managers	Q3 2022
3.5.10	Automate as many processes through BreEZe as possible to alleviate staff workload	Managers & SPOC	Q4 2022

Goal 4: Legislation and Regulations

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

4.1	Review and develop statutes and regulations to hold premises registrants liable for violations.		
Start Date: Q1 2020		End Date: Q1 2020	
Success Measure:	Statutes and regulations are developed.		
	Major Task	Responsible Party	Target Completion Date
4.1.1	Research statutes & regulations regarding premises registrants	EO, Inspection Manager, & Legal Counsel	Q1 2020
4.1.2	Develop legislative proposals for Board consideration	Legal Counsel	Q1 2020
4.1.3	Present to Board during Board meetings	EO	Q1 2020

4.2	Develop legislation that enhances unlicensed practice penalties to protect consumers and prevent harm to animals.		
Start Date:		End Date:	
Success Measure:	(To be revisited)		
4.2.1			
4.2.2			
4.2.3			

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.		
Start Date: Q1 2020		End Date: Q4 2020 - ongoing	
Success Measure:	Veterinary patients can receive compounded medications in an economical and timely manner.		
	Major Tasks	Responsible Party	Target Completion Date
4.3.1	Participate in state and federal meetings regarding drug compounding	EO and Lead Inspector	Q1 2020 - ongoing
4.3.2	Participate in FDA stakeholder meetings regarding drug compounding	EO and Board Members	Q1 2020 - ongoing
4.3.3	Participate in meetings with Board of Pharmacy	EO, Inspection Manager, & Lead Inspector	Q3 2020 - ongoing
4.3.4	Engage stakeholders throughout the drug compounding rule making process	EO and Policy Analyst	Q4 2020

4.4	Pursue consumer protections in telemedicine to ensure the appropriate implementation of telemedicine for animal protection.		
Start Date: Q1 2020		End Date: Q2 2021	
Success Measure:	Board decides on appropriate implementation of telemedicine for animal protection.		
	Major Tasks	Responsible Party	Target Completion Date
4.4.1	Hold MDC meetings to evaluate telemedicine requirements and engage stakeholders on telemedicine	EO and MDC Chair	Q12020 - ongoing
4.4.2	Present MDC recommendations to the Board	MDC Chair	Q2 2021

4.5	Define regulatory oversight to protect against non-veterinarians influencing the practice of veterinary medicine.		
Start Date: Q1 2020		End Date: Q1 2022	
Success Measure:	Implementation of the legislative changes.		
	Major Tasks	Responsible Party	Target Completion Date
4.5.1	Hold stakeholder meeting regarding non-veterinarian influence over the practice of veterinary medicine	MDC Chair & EO	Q1 2020
4.5.2	Draft legislative proposals to address non-veterinarian influence	Legal Counsel	Q1 2020
4.5.3	Present legislative proposal to the Board for consideration	Legal Counsel	Q1 2020
4.5.4	Monitor legislative proposal through the sunset process	EO & Policy Analyst	Q4 2021
4.5.5	Implement legislative changes	EO	Q1 2022

4.6	Increase statutory license fee caps to maintain the financial stability of the Board.		
Start Date:		End Date:	
Success Measure:	(To be revisited)		
	Major Tasks	Responsible Party	Target Completion Date
4.6.1			
4.6.2			

4.7	Examine licensure exemptions in BPC section 4827 (excluding livestock) to protect consumers and their animals from unlicensed practitioners.		
Start Date: Q1 2023		End Date: Q1 2024	
Success Measure:	Licensure exemptions have been examined.		
	Major Tasks	Responsible Party	Target Completion Date
4.7.1	Examine the exemptions in BPC Section 4827	EO	Q1 2024

4.8	Create regulations on how to remove a DEC member to give the Board president the authority, if necessary.		
Start Date: Q1 2020		End Date: Q4 2021	
Success Measure:	Statute added to allow Board to remove DEC member.		
	Major Tasks	Responsible Party	Target Completion Date
4.8.1	Draft legislative proposal	EO	Q1 2020
4.8.2	Present legislative proposal to Board for consideration	EO	Q1 2020
4.8.3	Monitor legislative changes through the legislative session for the Board’s sunset bill	EO and Policy Analyst	Q4 2021

4.9	Implement regulations for substance abusing licensees to fully comply with the statutory requirement.		
Start Date: Q1 2020		End Date: Q1 2023	
Success Measure:	Regulations implemented.		
	Major Tasks	Responsible Party	Target Completion Date
4.9.1	Draft uniform standard regulations	EO and Policy Analyst	Q1 2020
4.9.2	Present regulatory proposal to Board for consideration	EO	Q1 2020
4.9.3	Prepare rulemaking file for initial submission to DCA	Policy Analyst	Q3 2021
4.9.4	Monitor rulemaking package through the rulemaking process	Policy Analyst	Q3 2022
4.9.5	Implement the regulations	Enforcement Managers	Q1 2023

4.10	Address false and misleading advertising of specialty and board certification to provide and enhance consumer protection.		
Start Date: Q1 2020		End Date: Q4 2021	
Success Measure:	Statute added to allow Board to address false and misleading advertising of specialty and Board certification to provide and enhance consumer protection.		
	Major Tasks	Responsible Party	Target Completion Date
4.10.1	Draft legislative proposal	EO	Q1 2020
4.10.2	Present legislative proposal to Board for consideration	EO	Q1 2020
4.10.3	Monitor legislative changes through the legislative session for the Board’s sunset bill	EO and Policy Analyst	Q4 2021

4.11	Analyze existing statutes and regulations regarding rodeos to identify enhancements and improvements.		
Start Date: Q1 2020		End Date: Q1 2020	
Success Measure:	Analysis provided to the Board.		
	Major Tasks	Responsible Party	Target Completion Date
4.11.1	Analyze existing statutes and regulations and present to Board members	EO	Q 1 2020
4.11.2	Present analysis to Board at Board meeting and engage stakeholders	EO	Q1 2020

4.12	Pursue funding for cannabis research in veterinary medicine to protect consumers and their animals.		
Start Date: Q1 2020		End Date: Q1 2020 - ongoing	
Success Measure:	Board pursued funding for cannabis research.		
	Major Tasks	Responsible Party	Target Completion Date
4.12.1	Engage sponsors of cannabis bills to pursue the funding for cannabis research	EO	Q1 2020 - ongoing
4.12.2	Take positions on cannabis related bill requesting funding for research	The Board	Q1 2020 - ongoing
4.12.3	Engage in legislative staff meetings regarding cannabis related bills to educate them on the importance of funding cannabis research	EO	Q1 2020 - ongoing

4.13	Update all applications/registrations to reflect statutory/regulatory changes.		
Start Date: Q4 2021		End Date: Q4 2022	
Success Measure:	Applications/regulations have been updated to reflect statutory/regulatory changes.		
	Major Tasks	Responsible Party	Target Completion Date
4.13.1	Review and update all license applications to reflect statutory/regulatory changes	Licensing Manager	Q4 2022

Goal 5: Outreach

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

5.1	Deliver programs (webinars, newsletters, etc.) to local associations to update them on Board actions and programs.		
Start Date: Q2 2020		End Date: Q2 2022	
Success Measure:	Programs are delivered to local associations.		
	Major Tasks	Responsible Party	Target Completion Date
5.1.1	Participate virtually in local association meetings	EO and Managers	Q2 2020 - ongoing
5.1.2	Develop electronic newsletters	Policy Analyst	Q1 2022
5.1.3	Design webinars in partnership with OPA and SOLID	Managers, OPA, and SOLID	Q2 2022-ongoing

5.2	Increase licensee outreach on regulatory matters, most common problems/complaints, and topics of interest.		
Start Date: Q2 2020		End Date: Q1 2022	
Success Measure:	Increased outreach on regulatory matters, most common problems/complaints, and topics of interest.		
	Major Tasks	Responsible Party	Target Completion Date
5.2.1	Increase social media usage on regulatory matters, most common problems/complaints, and topics of interest.	Policy Analyst	Q2 2020
5.2.2	Increase use of ListServ to all licensees regarding regulatory matters, most common problems/complaints, and topics of interest.	Policy Analyst	Q2 2020
5.2.3	Regularly updating email addresses in ListServ to increase subscriber pool.	Enforcement Manager	Q2 2020 - ongoing
5.2.4	Allow licensees to verify and update their email address upon renewal.	Board SPOC	Q3 2021
5.2.5	Include regulatory matters, most common problems/complaints, and topics of interest on electronic newsletters.	Policy Analyst	Q1 2022

5.3	Revamp consumer, licensee, and/or stakeholder satisfaction surveys to identify areas for customer service improvement.		
Start Date: Q1 2020		End Date: Q2 2020	
Success Measure:	Revamp consumer, licensee, and/or stakeholder satisfaction surveys to identify areas for customer service improvement.		
	Major Tasks	Responsible Party	Target Completion Date
5.3.1	Execute contract with Survey Monkey	Licensing Manager	Q1 2020
5.3.2	Revamp surveys	Managers	Q2 2020

5.4	Strengthen the Board’s social media presence to provide convenient, timely, and accessible information.		
Start Date: Q2 2020		End Date: Q2 2020 - ongoing	
Success Measure:	Board social media presence is increased.		
	Major Tasks	Responsible Party	Completion
5.4.1	Increase social media usage on regulatory matters, most common problems/complaints, and topics of interest.	Policy Analyst	Q2 2020 - ongoing

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.		
Start Date: Q1 2020		End Date: Q3 2020	
Success Measure:	Collaboration with AAVSB and other national organizations.		
	Major Tasks	Responsible Party	Target Completion Date
5.5.1	Collaborate with AAVSB and other national organizations.	EO	Q3 2020- ongoing

5.6	Establish student liaisons to the Board to increase communication with future licensees and include their perspective.		
Start Date: Q1 2022		End Date: Q3 2022	
Success Measure:	Student liaisons established.		
	Major Tasks	Responsible Party	Target Completion Date
5.6.1	Research CVMA’s process on how they establish student liaisons.	EO	Q1 2022
5.6.2	Reach out to 2 colleges in CA to recruit student liaisons.	EO	Q1 2022
5.6.3	Establish student liaison to the Board.	The Board	Q3 2022

Goal 6: Inspector Program

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

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.		
Start Date: Q2 2021		End Date: Q4 2021	
Success Measure:	Inspection Checklist is more accessible.		
	Major Tasks	Responsible Party	Target Completion Date
6.1.1	Reach out to schools to provide inspection checklists to 4th year students.	Inspection Manager	Q2 2021
6.1.2	Promote Inspection Checklist over social media accounts.	Inspection Manager	Q2 2021
6.1.3	Reach out to local association chapters to include Inspection Checklist link on their websites.	Inspection Manager	Q2 2021
6.1.4	Include Inspection Checklist in virtual “Welcome Package” to new Veterinarian licensees.	Inspection Manager	Q3 2021
6.1.5	Provide link to Inspection Checklist to each MGLs Breeze account/renewal application.	Board SPOC	Q4 2021

6.2	Evaluate the feasibility of the 20% annual Inspection mandate.		
Start Date:	Q1 2021	End Date:	Q1 2022
Success Measure:	Analysis presented to the Board.		
	Major Tasks	Responsible Party	Target Completion Date
6.2.1	Hold meetings with other Inspection programs to develop best practices.	Inspection Manager	Q1 2021
6.2.2	Create report of last several fiscal years to determine how close the Board has come to reaching the 20% mandate.	Inspection Manager	Q2 2021
6.2.3	Develop report to pull compliance timeframes.	Inspection Manager	Q2 2021
6.2.4	Hold sub-committee and MDC meetings to evaluate the Inspection Checklist.	Inspection Manager	Q2 2021 - ongoing
6.2.5	Research origins and history of 20% mandate.	Inspection Manager	Q3 2021
6.2.6	Prepare analysis for Board consideration.	Inspection Manager	Q1 2022

6.3	Streamline the inspection process.		
Start Date: Q1 2020		End Date: Q4 2021	
Success Measure:	Inspection process streamlined.		
	Major Tasks	Responsible Party	Target Completion Date
6.3.1	Utilize BOX for Inspection and corrections photos and documents.	Inspection Manager	Q1 2020
6.3.2	Adhere to response times as outlined in the practice act in regards to violations identified.	Inspection Manager	Q1 2020 - ongoing
6.3.3	Exploring use of inspection mobile app	EO, Inspection Manager, and OIS	Q4 2020
6.3.4	Hold meetings with other Inspection programs to develop best practices.	EO	Q1 2021
6.3.5	Map inspection processes with OIO.	Inspection Manager	Q2 2021
6.3.6	Staff participation in EUG meetings.	Inspection Manager	Q2 2021
6.3.7	Work with OIS to improve Breeze’s current configurations to better suit inspection needs.	Board SPOC and Inspection Manager	Q3 2021
6.3.8	Development of procedure manual for inspection unit.	Inspection Manager	Q3 2021
6.3.9	Design and implement inspection mobile app	EO, Inspection Manager, and OIS	Q4 2021
6.3.10	Refine reports to improve process tracking.	Inspection Manager	Q4 2021

6.4	Design minimum standards attestation for new premises to improve awareness and ensure compliance.		
Start Date: Q2 2021		End Date: Q3 2023	
Success Measure:	Minimum standards added to Breeze application.		
	Major Tasks	Responsible Party	Target Completion Date
6.4.1	Craft regulatory changes on premise registration initial applications and renewals to propose for Board consideration.	Inspection Manager, Policy Analyst, and Legal Counsel	Q2 2021
6.4.2	Present regulatory proposal to the Board.	Inspection Manager	Q3 2021
6.4.3	Monitor the regulatory package through the rulemaking process.	Policy Analyst	Q1 2023
6.4.4	Update Breeze application	Board SPOC	Q3 2023

6.5	Obtain and retain capable and proficient inspectors.		
Start Date: Q1 2020		End Date: Q2 2022	
Success Measure:	Increase in and retention of capable and proficient inspectors		
	Major Tasks	Responsible Party	Target Completion Date
6.5.1	Partner with state and local associations.	Inspection Manager	Q1 2020 - ongoing
6.5.2	Provide timely feedback to inspectors.	Inspection Manager	Q1 2021 - ongoing
6.5.3	Reach out to inspectors to identify areas for improvement in inspector recruitment process.	Inspection Manager	Q2 2021
6.5.4	Re-evaluate criteria policy for inspectors.	Inspection Manager and EO	Q4 2021
6.5.5	Provide additional tools to inspectors.	EO	Q1 2022
6.5.6	Explore the feasibility of increasing the reimbursement rate for inspectors.	EO and Inspection Manager	Q1 2022
6.5.7	Promote recruitment on social media.	Policy Analyst	Q2 2022

6.6	Improve inspection program effectiveness.		
Start Date: Q1 2020		End Date: Q2 2021	
Success Measure:	Increased compliance and reduced cycle times.		
	Major Tasks	Responsible Party	Target Completion Date
6.6.1	Adhere to response times as outlined in the practice act in regards to violations identified.	Inspection Manager	Q1 2020 - ongoing
6.6.2	Utilization of citation and fine tool to obtain compliance with minimum standards.	Inspection Manager	Q1 2021
6.6.3	Review website for possible updates.	Inspection Manager	Q1 2021
6.6.4	Develop templates for inspection reports.	Legal Counsel	Q1 2021
6.6.5	Create accurate processing timelines from start to finish.	Inspection Manager	Q1 2021
6.6.6	Meeting with other inspection programs to identify best practices.	Inspection Manager and EO	Q1 2021
6.6.7	Evaluate citation process and increase citation usage for Inspection.	Inspection Manager	Q1 2021
6.6.8	Train inspection team on the citation and disciplinary process.	Inspection Manager and Enforcement Manager	Q1 2021 - ongoing
6.6.9	Staff participation in EUG meetings.	Inspection Manager	Q2 2021 - ongoing
6.6.10	Consider requiring narrative reports on all Inspection.	Inspection Manager	Q2 2021
6.6.11	Utilize Breeze dashboards to identify pending Inspection and responsible parties.	Inspection Manager	Q2 2021



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