



# MEMORANDUM

|                |   |
|----------------|---|
| <b>DATE</b>    | October 2, 2023                         |
| <b>TO</b>      | Veterinary Medical Board (Board)        |
| <b>FROM</b>    | Jessica Sieferman, Executive Officer    |
| <b>SUBJECT</b> | <b>Agenda Item 16.E. Strategic Plan</b> |

**Background**

The Board’s [2020-2024 Strategic Plan](#) includes 39 objectives within six individual goal areas broken out as follows:

1. **Enforcement:** 5 Objectives
2. **Licensing & Examinations:** 4 Objectives
3. **Customer Service & Administration:** 5 Objectives
4. **Legislation & Regulation:** 13 Objectives
5. **Outreach:** 6 Objectives
6. **Inspections:** 6 Objectives

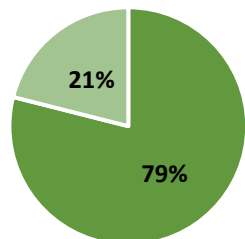
Once the Board adopted the Strategic Plan, staff, with the assistance of DCA’s SOLID Planning Solutions, created an Action Plan that identified 179 tasks to be completed within the four-year period. The attached Strategic Plan Objective Tracker outlines the Board’s progress in completing the Board’s Strategic Plan.

As of October 2, 2023, 91% of the tasks have been completed, and the remaining 9% will either be completed by the end of 2023 or should be carried over to the new plan. Due to the Board completing the majority of its Strategic Plan a year early, the Board has initiated the process to create a new Strategic Plan. The Board’s next Strategic Planning Session will be in-person on Friday, October 20.

**Attachment:**

1. Strategic Plan Objective Tracker

## Objectives



## Veterinary Medical Board 2020-2024

### Goal 1: Enforcement

| 1.1              | Streamline the enforcement process to shorten cycle time, expedite consumer protection, and lower costs.   |                   |                      |
|------------------|--|-------------------|----------------------|
| Success Measure: | Decrease in average case cost and cycle time over the prior fiscal year.   |                   |                      |
|                  | Objectives/Tasks   | Target Completion | Current Status       |
| 1.1.1            | Evaluate the intake processes and eliminate duplicative processes.   | Q1 2020           | Completed            |
|                  | <ul style="list-style-type: none"> <li>1/2020: Management shadowed the intake team to review the intake process and reveal unnecessary tasks.</li> <li>1/2020: Intake no longer utilizes a case tracking log, as the case information can be found in BreZE and the analyst will be looking at BreZE when they investigate the case.</li> <li>1/2020: Paper files are no longer being actively utilized for cases in electronic format as it is costly to produce/store and can be lost.</li> <li>1/2020: All electronic case information is uploaded into BreZE and is mirrored on the shared drive.</li> <li>1/2020: Intake checks new complaints to determine whether the subject has a case at the AG's office and informs the assigned analyst if this occurs.</li> <li>1/2023: Began holding monthly intake meetings to discuss processes and determine areas where greater efficiencies can be achieved.</li> <li>9/2023: Increase meetings to bi-weekly.</li> </ul>  |                   |                      |
| 1.1.2            | Examine and improve the Expert Witness review process.   | Q1 2020           | Completed<br>Ongoing |
|                  | <ul style="list-style-type: none"> <li>1/2020: The Multidisciplinary Committee, AG's office, and Board staff had multiple meetings to review the current Expert Witness process for inefficiencies.</li> <li>1/2020: The Expert Witness guidelines were rewritten (as they were simply a copy of the Medical Board's guidelines) and tailored to relate to veterinary-specific examples and processes.</li> <li>1/2020: Experts need to opine on the standard of care and whether there was a deviation from said standard, rather than providing a specific section of law, as that should be left to the AG's office.</li> <li>1/2020: A veterinary-specific standard of care case review was drafted and included in the guidelines based on the new format.</li> <li>1/2020: It was announced that Board experts will attend the Medical Board's expert witness training, as some have in the past to ensure understanding of the administrative process.</li> <li>3/2022: The Board held a veterinary-specific training for its experts to clarify the review process and field expert questions.</li> <li>12/2022: Quarterly expert trainings planned.</li> <li>2/2023: Initial quarterly training held.</li> <li>5/2023: Second quarterly training held.</li> <li>8/2023: Third quarterly training held.</li> </ul> |                   |                      |
| 1.1.3            | Streamline the AG transmittal process for disciplinary cases.  | Q1 2020           | Completed            |
|                  | <ul style="list-style-type: none"> <li>1/2020: Analysts no longer transmit cases to the Attorney General's (AG's) office without obtaining mitigation first. Prior to this change, the assigned Deputy Attorney General would perform this step, which incurs a greater cost. Failure to obtain mitigation prior to transmittal could also hinder our ability to properly assess the strength of a case.</li> <li>1/2020: Analysts began utilizing the DCA cloud drive to transmit materials to the AG's office, providing a fast, secure method to send case documents.</li> <li>1/2020: Communication between Board staff and the AG's office has increased and transmittals are marked as "expedite" due to the age of the cases.</li> <li>9/2023: Met with new DAG liaison to discuss Board goals.</li> </ul>  |                   |                      |
| 1.1.4            | Improve field investigation efficiency.  | Q1 2020           | Completed            |

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|       |   |         |                      |
|-------|---|---------|----------------------|
|       | <ul style="list-style-type: none"> <li>1/2020: Management met with Division of Investigation (DOI) management to review all pending field investigations and communicate expectations.</li> <li>1/2020: Field investigations which were determined to be unnecessary were returned to the Board for completion.</li> <li>1/2020: Analyst have been trained to only utilize the DOI when an undercover, witness interview, or safety issue is involved. This usage reduction poses a significant cost reduction for the Board.</li> <li>1/2020: VMB shifted field efforts previously serviced through DOI to the Board's Inspection Unit. This change saves the Board money, as an Inspector is significantly less costly. DOI is still utilized when necessary (as noted above).</li> </ul>   |         |                      |
| 1.1.5 | <p>Work with OIO to outline Enforcement processes.</p> <ul style="list-style-type: none"> <li>3/2021: Received enforcement tables from OIO to map processes</li> <li>3/2021 - 6/2021: Enforcement managers met with OIO staff to complete process maps</li> <li>6/2021: Final version process maps sent to Board from OIO</li> </ul>  | Q1 2021 | Completed            |
| 1.1.6 | <p>Examine and improve the complaints audit review committee process.</p> <ul style="list-style-type: none"> <li>3/2020: The Complaint Audit Subcommittee (Subcommittee) met with Board staff and determined that reviewing cases that were several years old was not useful to implement efficiencies.</li> <li>9/2020: As a result of the above conclusion, the Subcommittee began reviewing cases which had been finalized for 30 days, permitting the Board to provide feedback and implement potential changes much more quickly.</li> <li>12/2020: The Subcommittee is now provided with a variety of cases, not just those involving an expert witness, giving them a better picture of enforcement as a whole.</li> <li>12/2020: The Subcommittee is now given with timeframes and costs for each step of the enforcement process, which helps to identify bottlenecks and unnecessary costs.</li> <li>12/2020: The Subcommittee is able to access cases for review via the Board's cloud service, eliminating the need for them to visit the Board in-person.</li> <li>12/2020: The Subcommittee completes a survey regarding the findings of their case reviews, the results of which are communicated to the appropriate parties (Board staff/management, expert witness, DAG, etc.).</li> <li>12/2021: The Subcommittee has paused its review of finalized cases until the Board is able to send them cases that reflect the new processes put in place.</li> <li>12/2021: The Subcommittee shifted its focus to work with Board staff to implement a training for expert witnesses, examine current expert resources, review expert qualifications, and update expert witness sample scenarios.</li> <li>3/2022: The Subcommittee conducted a veterinary-specific training for Board experts.</li> <li>12/2022: Quarterly expert trainings planned.</li> </ul> | Q3 2020 | Completed            |
| 1.1.7 | <p>Meeting with Enforcement teams from other Boards to identify best practices.</p> <ul style="list-style-type: none"> <li>2/2020: The Board's Single Point of Contact began attending the BreEZe Enforcement User Group meetings to discuss the practices of other boards.</li> <li>1/2020: Board staff and management have reached out to other DCA Boards such as: Nursing, Optometry, Architects, and Medical to discuss investigation, discipline, and probation procedures.</li> <li>8/2021: Board staff and management reached out to other boards and DCA staff in the Enforcement User Group (EUG) to discuss when certain activity codes in BreEZe should be added and closed.</li> <li>12/2021: Board management reached out to other boards and DCA staff in the EUG to discuss sending multiple cases concerning one licensee to the AG's office.</li> <li>3/25/22: Following EUG meeting regarding pending BreEZe Maintenance and Operations (BMO) requests, the EUG elected to resume quarterly meetings. Matt McKinney will serve as co-chair of the EUG.</li> <li>6/15/2022: The EUG met to discuss the status of current BMOs including global BMOs. Requested a list of global changes and prioritization to ensure releases are prioritized appropriately.</li> <li>6/16/2022: The EUG met to discuss changes to DCA's Annual and Sunset Reports.</li> <li>9/21/2022: The EUG met to discuss BreEZe coding and active BMOs.</li> <li>6/2023: Reached out to other healing art boards regarding case prioritization.</li> </ul>  | Q2 2021 | Completed<br>Ongoing |
| 1.1.8 | <p>Implement Breeze changes to streamline the investigative process.</p> <ul style="list-style-type: none"> <li>2/2021: List of BreEZe codes available obtained and compared to codes utilized by other boards</li> <li>4/2021: Updated BreEZe module through BMO</li> <li>7/2021: Updated BreEZe module through BMO to automatically change dispositions on some activities when they're added or updated.</li> </ul>  | Q1 2022 | Completed<br>Ongoing |

|                         |  |                          |                       |
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|                         | <ul style="list-style-type: none"> <li>11/2021: Updated BreEZe module through BMO to automatically update case dispositions when certain Activities are added or completed.</li> <li>3/25/2022: Facilitated meeting with DCA's EUG to discuss changes to BreEZe requested by the Board.</li> <li>9/26/2022: Updated BreEZe module to retire unused activity/disposition codes and activate replacements as necessary.</li> <li>3/2023: Submitted BMO to add new Activity Code to track cases under Consultant/SME review.</li> <li>6/2023: Implemented new Activity Code.</li> </ul> |                          |                       |
| <b>1.2</b>              | <b>Expand citation authority and increase usage to resolve less egregious violations through non-disciplinary actions.</b>   |                          |                       |
| <b>Success Measure:</b> | <b>Increased citations in enforcement and inspections as well as expanded authority.</b>   |                          |                       |
|                         | <b>Objectives/Tasks</b>  | <b>Target Completion</b> | <b>Current Status</b> |
| 1.2.1                   | Review existing statutes and regulations regarding citation authority to identify improvements.  | Q1 2020                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>Board management met to discuss necessary improvements to the statutes and regulations attached to the citation process.</li> </ul>   |                          |                       |
| 1.2.2                   | Propose statute and regulation changes to the Board for approval.  | Q1 2020                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>1/2020: The Board met to discuss proposed amendments related to the statutes for contesting a citation.</li> <li>1/2020: The Board met to discuss proposed amendments related to the regulations for issuance of a citation.</li> </ul>   |                          |                       |
| 1.2.3                   | Include statutory proposal in sunset bill.   | Q1 2021                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>7/2021: The Board's Sunset bill (AB1535) contains statutory changes regarding the issuance of a citation.</li> </ul>  |                          |                       |
| 1.2.4                   | Evaluate citation process and increase citation usage for inspections.   | Q1 2021                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>3/2021: Management met to discuss the current inspection process and determine when citations should be issued after a period of non-compliance.</li> </ul>   |                          |                       |
| 1.2.5                   | Train inspection team on the citation process.   | Q2 2021                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>8/2021: Meeting held with enforcement team and inspections team to train inspections team on citation process.</li> </ul>   |                          |                       |
| 1.2.6                   | Prepare rulemaking package.  | Q3 2022                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>3/2022: Rulemaking package submitted to Reg Unit for review.</li> </ul>   |                          |                       |
| <b>1.3</b>              | <b>Increase the utilization of existing tools to combat unlicensed practice.</b>   |                          |                       |
| <b>Success Measure:</b> | <b>Board Utilizes BPC Section 149. Increased Referrals to District Attorney.</b>   |                          |                       |
|                         | <b>Objectives/Tasks</b>  | <b>Target Completion</b> | <b>Current Status</b> |
| 1.3.1                   | Research process to utilize BPC Section 149.   | Q1 2020                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>3/2019: Board staff/management began reaching out to the California Public Utilities Commission to obtain information regarding BPC Section 149.</li> </ul>   |                          |                       |
| 1.3.2                   | Utilize Public Utilities Commission authority to disconnect telephone service for advertising unlicensed services.   | Q1 2020                  | Completed<br>Ongoing  |
|                         | <ul style="list-style-type: none"> <li>1/2020: Board staff began regularly issuing citations which utilize the authority via BPC section 149 to disconnect phone services related to advertisements of unlicensed individuals.</li> </ul>  |                          |                       |
| 1.3.3                   | Continue usage of DOI for cases which require an undercover investigation.   | Q1 2020                  | Completed<br>Ongoing  |
|                         | <ul style="list-style-type: none"> <li>2/2020: Management met with DOI management to discuss VMB needs and review cases which would require an undercover investigation.</li> </ul>  |                          |                       |
| 1.3.4                   | Pursue criminal allegations at local district attorney's office.   | Q1 2020                  | Completed<br>Ongoing  |

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|                         | <ul style="list-style-type: none"> <li>4/2020: Board staff began submitting investigation involving potential criminal activity (unlicensed practice, animal cruelty, etc.) to the local district attorney's office for prosecution.</li> </ul>  |                          |                       |
| 1.3.5                   | Utilize the board's inspection program whenever possible to substantiate allegations of unlicensed practice.   | Q1 2020                  | Completed<br>Ongoing  |
|                         | <ul style="list-style-type: none"> <li>2/2020: Board staff examined unlicensed practice cases at DOI and determined whether some of these could be shifted to the Board's Inspections Program for field investigation.</li> </ul>  |                          |                       |
| 1.3.6                   | Finalize citation template utilizing existing regulatory authority.  | Q1 2020                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>1/2021: The Board's legal counsel provided a citation template at the end of 2019; however, incremental changes were made afterward, and it was updated a year later to better serve VMB's needs.</li> </ul>  |                          |                       |
| 1.3.7                   | Train staff on new citation template and how to implement existing regulatory authority.   | Q1 2020                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>3/2020: Board staff was trained on the citation process and began utilizing the initial citation template approved by legal.</li> </ul>   |                          |                       |
| 1.3.8                   | Continue to contact alleged unlicensed facilities posing as potential clients to further investigations.   | Q1 2021                  | Completed<br>Ongoing  |
|                         | <ul style="list-style-type: none"> <li>1/2021: Analysts began contacting facilities via phone/email posing as clients when investigating cases with murky allegations of unlicensed practice.</li> </ul>   |                          |                       |
| 1.3.9                   | Launch social media campaign to have public verify licenses.   | Q1 2023                  | Completed<br>Ongoing  |
|                         | <ul style="list-style-type: none"> <li>9/2023: Messaging for license verification launched.</li> </ul>   |                          |                       |
| <b>1.4</b>              | <b>Analyze effectiveness of current complaint prioritization defined in BPC section 4875.1.</b>  |                          |                       |
| <b>Success Measure:</b> | <b>Present analysis of the effectiveness to the Board.</b>   |                          |                       |
| <b>Objectives/Tasks</b> |  | <b>Target Completion</b> | <b>Current Status</b> |
| 1.4.1                   | Create data report over last couple fiscal years of where complaints fall within the complaint prioritization.   | Q2 2023                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>6/2023: Data report created and provided to MDC Complaint Audit Subcommittee.</li> <li>9/2023: Subcommittee meeting regarding prioritization.</li> </ul>  |                          |                       |
| 1.4.2                   | Draft memo to present potential recommendations to the Board.  | Q3 2023                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>9/2023: Complaint Audit Subcommittee drafted memo for Board meeting in October.</li> </ul>  |                          |                       |
| <b>1.5</b>              | <b>Re-evaluate performance measures of enforcement to improve accountability.</b>  |                          |                       |
| <b>Objectives/Tasks</b> |  | <b>Target Completion</b> | <b>Current Status</b> |
| 1.5.1                   | Ensure proper coding is utilized in Breeze to contribute to accurate tracking of activities.   | Q3 2020                  | Completed<br>Ongoing  |
|                         | <ul style="list-style-type: none"> <li>5/2020: Board staff was directed to utilize the appropriate BreEZe activity codes whenever a process is completed (document sent/received, case transfer, etc.).</li> <li>2/2021: Staff was informed that missing BreEZe codes, which would contribute to accurate data should be tracked and reported to management/SPOC to raise an appropriate ticket.</li> <li>4/2022: Utilizing BreEZe codes and examples were discussed during the enforcement unit meeting.</li> </ul> |                          |                       |
| 1.5.2                   | Research performance measures for other boards.  | Q2 2021                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>6/2021: Management performed an initial review of the performance measures of other boards via their respective annual reports.</li> </ul>  |                          |                       |
| 1.5.3                   | Clarify internal performance measurements for all steps in the investigative process.  | Q2 2021                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>6/2021: Management met with Board staff after drafting realistic time frames for the noteworthy steps in major processes, including: expert transmittal; AG transmittal; citation procedure; issuing a Decision; and Board voting.</li> </ul>   |                          |                       |
| 1.5.4                   | Compare cycle times to existing performance measures.  | Q2 2022                  | Pending               |
|                         |  |                          |                       |
| 1.5.5                   | Implement necessary performance measure changes.   | Q3 2022                  | Pending               |



| <b>Goal 2: Licensing &amp; Examinations</b> |  |                          |                       |
|---|--|--------------------------|-----------------------|
| <b>2.1</b>                                  | <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.</b>   |                          |                       |
| <b>Success Measure:</b>                     | <b>Licensing processing times for complete applications are decreased to 4 weeks.</b>  |                          |                       |
| <b>Objectives/Tasks</b>                     |  | <b>Target Completion</b> | <b>Current Status</b> |
|   | Review and identify Breeze efficiencies.   | Q1 2020                  | Completed<br>Ongoing  |
| 2.1.1                                       | <ul style="list-style-type: none"> <li>• Staff continually have discussions to update and improve BreEZe functions for internal and external users. Some of the changes that have been made are:                             <ul style="list-style-type: none"> <li>○ Removed RVT exam requirement and updated the application to a single process</li> <li>○ Included required information (fingerprints, transcript/diploma, examinations) available on all screens for ease of access to staff</li> <li>○ Removed application expiration dates</li> <li>○ Updated text for COVID-19</li> <li>○ Automated assigning applications to staff</li> <li>○ Created an interface with AAVSB to import examination scores electronically</li> <li>○ Added license relationships for temporary licensees and VACSP to licensees</li> </ul> </li> </ul>  |                          |                       |
| 2.1.2                                       | Recruit and fill licensing vacancies. <ul style="list-style-type: none"> <li>• There are no vacancies in licensing.</li> </ul>   | Q3 2020                  | Completed             |
| 2.1.3                                       | Generate processing time reports to capture the entire process from start to finish and ensure accurate processing time reporting on website. <ul style="list-style-type: none"> <li>• Completed June 2020. Included in October 2020 Board meeting materials under the <a href="#">Licensing Report</a>. The Board's processing times website is updated to reflect the processing times <a href="#">here</a>.<br/>Revisions to the report:                             <ul style="list-style-type: none"> <li>○ Include renewal applications – completed December 2020</li> <li>○ Include underlying data accessibility – completed January 2021</li> <li>○ Correct the processing time to pull from the later of the application received or payment received dates – completed March 2021</li> </ul> </li> <li>• Removed canceled/withdrawn/expired applications from processing times – completed June 2021</li> </ul> | Q1 2021                  | Completed             |
| 2.1.4                                       | Include application deficiencies on Breeze. <ul style="list-style-type: none"> <li>• This BreEZe modification request has been submitted; however, due to the limited fixes that can be completed each release, this has been delayed. New implementation target is Q4 2021.</li> <li>• 2/2022: Staff can now add deficiencies to applicant files, which then show up on the applicant's BreEZe account.</li> </ul>  | Q2 2021                  | Completed             |
| 2.1.5                                       | Implement an interface between AAVSB and the Board to automatically transmit VTNE scores. <ul style="list-style-type: none"> <li>• This was completed in June 2021, and prior candidate scores were imported from October 2020 to current.</li> <li>• Included in the July 2021 <a href="#">Examination Report</a></li> </ul>  | Q2 2021                  | Completed             |
| 2.1.6                                       | Implement an interface between AAVSB and the Board to automatically transmit NAVLE scores. <ul style="list-style-type: none"> <li>• This was completed in June 2021, and prior candidate scores were imported from December 2020 to current.                             <ul style="list-style-type: none"> <li>○ Included in the July 2021 <a href="#">Examination Report</a></li> </ul> </li> </ul>  | Q3 2021                  | Completed             |
| 2.1.7                                       | Create training videos with OPA, for applicants on how to file an application.   | Q3 2021                  | Completed<br>Ongoing  |

|                         |  |                          |                       |
|-------------------------|--|--------------------------|-----------------------|
|                         | <ul style="list-style-type: none"> <li>Completed veterinarian <a href="#">CA Graduate</a> and <a href="#">non-CA Graduate</a> training video in May 2021.</li> <li>Completed <a href="#">reciprocity</a> veterinarian training videos in July 2021</li> <li>Completed the <a href="#">RVT</a> training video in August 2021</li> </ul>   |                          |                       |
| <b>2.2</b>              | <b>Encourage increased applicant/licensee usage of BreEZe to increase process efficiencies.</b>  |                          |                       |
| <b>Success Measure:</b> | <b>Increased applicant and licensee usage of Breeze.</b>   |                          |                       |
|                         | <b>Objectives/Tasks</b>  | <b>Target Completion</b> | <b>Current Status</b> |
| 2.2.1                   | Direct applicants to submit record changes in Breeze.  | Q1 2020                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>Staff inform applicants and licensees to keep their information up to date through their BreEZe accounts. They encourage applicants and licensees to update their address, name, renew, request license replacements, and apply for other licenses through their accounts. This is also communicated through the Board's email subscriber list.</li> </ul>  |                          |                       |
| 2.2.2                   | Remove paper applications from website.  | Q1 2020                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>The Board's paper applications were removed in February 2020 and replaced with instructions on how to apply.</li> </ul>   |                          |                       |
| 2.2.3                   | Encourage applicants to access their license through their Breeze account.   | Q1 2021                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>The Board modified its renewal notices in 2019 to remove the paper application and renew online.</li> </ul>   |                          |                       |
| 2.2.4                   | Online campaign to encourage applicants to check their status on Breeze.   | Q2 2021                  | Completed<br>Ongoing  |
|                         | <ul style="list-style-type: none"> <li>BreEZe has not been updated to show deficiencies. Once this is complete, staff will direct applicants to their BreEZe account for updates.</li> <li>2/2022: Applicants are informed by staff to check their status in BreEZe for deficiencies as well as via email.</li> </ul>  |                          |                       |
| 2.2.5                   | Encourage applicants with missing documents to use the 8025 transaction in Breeze.   | Q4 2021                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>Upon further discussion, staff has decided to not proceed with this modification as it would not reduce processing times.</li> </ul>  |                          |                       |
| 2.2.6                   | Review and revise the 4th year student presentations to educate on how to avoid deficiencies and/or delays.  | Q1 2022                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>First and fourth year student presentations have been updated; each year, they will continue to be updated to reflect deficiencies and/or delays.</li> </ul>  |                          |                       |
| <b>2.3</b>              | <b>Increase the access to veterinary care.</b>   |                          |                       |
| <b>Success Measure:</b> | <b>Increased veterinarian license population.</b>  |                          |                       |
|                         | <b>Objectives/Tasks</b>  | <b>Target Completion</b> | <b>Current Status</b> |
| 2.3.1                   | Evaluate the licensing statutes and regulations to identify improvements and remove barriers to licensure.   | Q1 2020                  | Completed             |
|                         | <p>The Board has discussed potential regulatory and statutory changes at its Board meetings. The identified changes were approved and included in the Board's Sunset Bill (<a href="#">AB 1535</a>).</p> <p>Changes include:</p> <ul style="list-style-type: none"> <li>Eliminating the California Veterinary Technician Examination (discussed at April 2019 <a href="#">Board meeting</a>)</li> <li>Eliminating the California State Board Examination (included with AB 1535) discussed initially as part of the <a href="#">occupational analysis and linkage study</a> at the October 2020 <a href="#">Board meeting</a> and again at the <a href="#">January 2021 Board Meeting</a> for inclusion with the sunset bill.</li> <li>Updating and clarifying the requirements for obtaining a license (included with AB 1535)</li> <li>Eliminating obsolete license types (included with AB 1535)</li> </ul> |                          |                       |
| 2.3.2                   | In partnership with OPES, conduct an occupational analysis and linkage study on veterinary examinations.   | Q4 2020                  | Completed             |

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|  | <ul style="list-style-type: none"> <li>Completed and presented to Board at the October 2020 <a href="#">Board meeting</a>. Determined the California State Board Examination overlapped the national examination and was therefore duplicative and unnecessary. Subsequent <a href="#">legislation was proposed</a> and included at the October meeting, and added to the Board sunset bill (<a href="#">AB 1535</a>)</li> </ul> |                          |                       |
| 2.3.3  | Propose legislative changes to remove unnecessary barriers to licensure to the Board.  | Q1 2021                  | Completed             |
|  | <ul style="list-style-type: none"> <li>The Board has included changes to its applications and through its sunset bill, <a href="#">AB 1535</a>. Discussions of these changes occurred at the January 2021 <a href="#">Board meeting</a>.</li> </ul>  |                          |                       |
| 2.3.4  | Monitor legislative proposal through the legislative session.  | Q4 2021                  | Completed             |
|  | <ul style="list-style-type: none"> <li>AB 1535 was signed by the Governor in October 2021 and will take effect January 1, 2022.</li> </ul>   |                          |                       |
| 2.3.5  | Outreach to schools, licensees, and other stakeholders.  | Q4 2021                  | Completed             |
|  | <ul style="list-style-type: none"> <li>1/2022: Listserv was sent informing stakeholders of AB 1535 changes, including waiver of the CSB as a requirement for licensure.</li> </ul>   |                          |                       |
| 2.3.6  | Work with Breeze team to update Breeze   | Q4 2021                  | Completed             |
|  | <ul style="list-style-type: none"> <li>2/2022: CSB was waived in BreEZe and a new application was created, condensing several applications into one.</li> </ul>  |                          |                       |
| 2.3.7  | Outreach to applicants who failed CSBE regarding legislative changes.  | Q1 2022                  | Completed             |
|  | <ul style="list-style-type: none"> <li>1/2022: Candidates who had not passed the CSB were contacted regarding the examination waiver. Additionally a listserv was sent to all subscribers informing them of the CSB elimination.</li> </ul>  |                          |                       |
| <b>2.4</b>   | <b>Educate license applicants and licensees on changes to requirements to licensing/renewals to improve compliance and improve efficiencies.</b>   |                          |                       |
| <b>Success Measure:</b>                            | <b>Applicants/licensees are educated on changes to requirements.</b>   |                          |                       |
|  | <b>Objectives/Tasks</b>  | <b>Target Completion</b> | <b>Current Status</b> |
| 2.4.1  | Outreach to applicants and licensees regarding changes to requirements.  | Q1 2022                  | Completed<br>Ongoing  |
|  | <ul style="list-style-type: none"> <li>Staff continue to communicate via telephone and email regarding updates to licensing requirements. Changes to requirements have included: <ul style="list-style-type: none"> <li>Elimination of the CVTE</li> </ul> </li> </ul>   |                          |                       |
| <b>Goal 3: Customer Service and Administration</b> |  |                          |                       |
| <b>3.1</b>   | <b>Innovate BreEZe communication of complaint status updates to improve communication with involved parties.</b>   |                          |                       |
| <b>Success Measure:</b>                            | <b>Increased communication through BreEZe.</b>   |                          |                       |
|  | <b>Objectives/Tasks</b>  | <b>Target Completion</b> | <b>Current Status</b> |
| 3.1.1  | Participate in EUG meetings to identify BreEZe best practices  | Q4 2020                  | Completed<br>Ongoing  |
|  | <ul style="list-style-type: none"> <li>2/2021: Due to COVID, many EUG meetings were canceled in 2020; however, the Board's Single Point of Contact did begin attending the BreEZe Enforcement User Group meetings to discuss the practices of other boards.</li> </ul>   |                          |                       |
| 3.1.2  | Research BreEZe capabilities regarding complaint status updates  | Q4 2022                  | Completed             |
|  | <ul style="list-style-type: none"> <li>Tracking Medical Board BreEZe update to update parties on complaint status.</li> </ul>  |                          |                       |
| 3.1.3  | Raise system BMOs to provide complaint status updates to all involved parties  | Q4 2022                  | Completed             |
|  | <ul style="list-style-type: none"> <li>6/2023 Request to DCA's Office of Information Services to develop an automatic notifications/update to be provided to all involved parties of complaint as complaint progresses.</li> </ul>   |                          |                       |
| 3.1.4  | Implement the system changes to improve communication with involved parties  | Q1 2023                  | Pending               |
|  |  |                          |                       |



| <b>3.2 Redesign Board website to enhance stakeholder communication.</b> |  |  |                       |
|---|--|--|-----------------------|
| <b>Success Measure:</b>   |  | <b>Website updated.</b>  |                       |
| <b>Objectives/Tasks</b>   |  | <b>Target Completion</b>   | <b>Current Status</b> |
| 3.2.1   | Hold meetings with Board members and DCA's Internet team to identify web site improvements   | Q2 2020  | Completed             |
|   | <ul style="list-style-type: none"> <li>Staff worked with OIS and Board members throughout 2020 to redesign the <a href="#">Board's website</a> which was completed in December 2020. Participants identified website improvements such as updating the layout to be concise, consolidate information to separate relevant web pages, and remove obsolete information. This was discussed during the <a href="#">administration report</a> at the Board meeting in January 2021.</li> </ul> |  |                       |
| 3.2.2   | Create student web page to provide direct communication for students   | Q2 2020  | Completed             |
|   | <ul style="list-style-type: none"> <li>Completed the <a href="#">student website</a> in May 2020, which provides important information for those students currently in school and seeking licensure.</li> </ul>  |  |                       |
| 3.2.3   | Work with DCA Internet team to provide feedback on design changes  | Q3 2020  | Completed             |
|   | <ul style="list-style-type: none"> <li>Staff worked with Board members and OIS to identify a new design for the <a href="#">Board's website</a> which was implemented in early December 2020. The discussions identified solutions to consolidate information, remove obsolete information and relocate items to separate web pages for ease of accessibility and a cleaner looking website.</li> </ul>  |  |                       |
| 3.2.4   | Launch new website design  | Q4 2020  | Completed             |
|   | <ul style="list-style-type: none"> <li>The new <a href="#">Board website</a> was launched in early December 2020 and was discussed during the <a href="#">administration report</a> at the January 2021 Board meeting.</li> </ul>  |  |                       |
| 3.2.5   | Revise Board reporting on processing times on the website  | Q1 2021  | Completed             |
|   | <ul style="list-style-type: none"> <li>The Board's <a href="#">processing times website</a> was updated to the new format in January 2021.</li> </ul>  |  |                       |
| <b>3.3 Improve public access to communication with Board staff.</b>     |  |  |                       |
| <b>Success Measure:</b>   |  | <b>Increased consumer satisfaction on consumer satisfaction surveys.</b> |                       |
| <b>Objectives/Tasks</b>   |  | <b>Target Completion</b>   | <b>Current Status</b> |
| 3.3.1   | Increase communication through Social Media  | Q1 2020  | Completed             |
|   | <ul style="list-style-type: none"> <li>Since March 2020, the Board has been posting important updates to its <a href="#">Facebook</a> and <a href="#">Twitter</a> accounts as well as emailing monthly updates to stakeholders.</li> </ul>   |  |                       |
| 3.3.2   | Eliminate generic email accounts and direct stakeholders to a specific person  | Q1 2021  | Completed             |
|   | <ul style="list-style-type: none"> <li>The Board eliminated two email addresses, <a href="mailto:VACSP.vmb@dca.ca.gov">VACSP.vmb@dca.ca.gov</a> and <a href="mailto:licensing.vmb@dca.ca.gov">licensing.vmb@dca.ca.gov</a> in March 2021.</li> </ul>   |  |                       |
| 3.3.3   | Provide office coverage when receptionist is away from the desk  | Q1 2021  | Completed             |
|   | <ul style="list-style-type: none"> <li>Clear office coverage was established in March 2020 when our new receptionist was hired and licensing and admin had a full team.</li> </ul>   |  |                       |
| 3.3.4   | Assign staff to monitor voice mails and main email   | Q1 2021  | Completed             |
|   | <ul style="list-style-type: none"> <li>Since July 2020, the main voicemails and emails are assigned to specific staff</li> </ul>   |  |                       |
| 3.3.5   | Create automatic email response to include answers to FAQs   | Q2 2021  | Completed             |
|   | <ul style="list-style-type: none"> <li>Auto responder was set up for the VMB email in August 2021.</li> </ul>  |  |                       |
| 3.3.6   | Eliminate the standard phone lines and transition to MS Teams  | Q4 2021  | Completed             |
|   | <ul style="list-style-type: none"> <li>All staff have fully utilized MS Teams phone numbers since April 2021. Management is on final steps to eliminate standard phone lines to complete the transition.</li> <li>2/2022: Board transitioned phones to MS Teams.</li> </ul>  |  |                       |
| 3.3.7   | Respond to emails and voice messages on average within 1 business day  | Q4 2021  | Completed Ongoing     |
|   | <ul style="list-style-type: none"> <li>Staff have been instructed to return phone calls within 1 business day.</li> </ul>  |  |                       |

| <b>3.4 Improve staff effectiveness, consistency, and efficiency.</b>                                |   |                          |                       |
|---|---|--------------------------|-----------------------|
| <b>Success Measure: Increased consumer and staff satisfaction on consumer satisfaction surveys.</b> |   |                          |                       |
| <b>Objectives/Tasks</b>   |   | <b>Target Completion</b> | <b>Current Status</b> |
| 3.4.1   | Create training plans for each unit, including milestones and utilizing OIO process maps.   | Q2 2021                  | Completed<br>Ongoing  |
|   | <ul style="list-style-type: none"> <li>Staff worked with OIO to create as-is process maps throughout 2020 and the beginning of 2021. Completed process maps were provided June 2021. With the number of changes to BreEZe applications and internal process efficiencies, much of what has been documented has changed. We anticipate implementing new processes when new licensing process are implemented upon passing of <a href="#">AB 1535</a>.</li> <li>3/2022: Staff developed procedure and desk manuals and submitted to DCA Audits. Staff will update manuals as needed.</li> </ul> |                          |                       |
| 3.4.2   | Implement cross-training across all units   | Q4 2022                  | Pending               |
|   | <ul style="list-style-type: none"> <li>Since June 2021, inspections and enforcement units have been cross training and merged units as of October 2021. After staff has had time to fully adjust to the changes, they will begin cross training with licensing and admin.</li> <li>9/2023: Initiated cross training in Licensing unit.</li> </ul>   |                          |                       |
| 3.4.3   | Evaluate process maps for improvements (Breeze, Procedure Manuals).   | Q3 2021                  | Complete<br>Ongoing   |
|   | <ul style="list-style-type: none"> <li>Staff received the completed process maps in June 2021. Existing processes are continually review and discussed to identify improvement and make changes as necessary.</li> </ul>  |                          |                       |
| 3.4.4   | Attend SOLID's "How to Build a Procedure Manual" training.  | Q3 2021                  | Completed             |
|   | <ul style="list-style-type: none"> <li>The class is not currently being offered, however, multiple team members attended in the past, and they're using their knowledge to update the procedure manual training.</li> </ul>   |                          |                       |
| 3.4.5   | Drafting procedure manuals to reflect process improvements.   | Q4 2021                  | Completed<br>Ongoing  |
|   | <ul style="list-style-type: none"> <li>3/2022: Staff created and updated procedure manuals and sent to DCA Audits. Staff will update the manuals as necessary.</li> </ul>   |                          |                       |
| 3.4.6   | Create training videos in partnership with OPA (Office of Public Affairs).  | Q4 2021                  | Completed<br>Ongoing  |
|   | <ul style="list-style-type: none"> <li>Licensing and OPA to created applications videos beginning April 2021.</li> <li>Enforcement has created and will continue to create internal training videos.</li> </ul>   |                          |                       |
| <b>3.5 Improve staff retention, decrease turnover, and increase staff productivity.</b>             |   |                          |                       |
| <b>Success Measure: Increased staff retention and productivity; decreased turnover.</b>             |   |                          |                       |
| <b>Objectives/Tasks</b>   |   | <b>Target Completion</b> | <b>Current Status</b> |
| 3.5.1   | Have daily team meetings  | Q1 2020                  | Completed<br>Ongoing  |
|   | <ul style="list-style-type: none"> <li>Staff began having daily team meetings in March 2020.</li> </ul>   |                          |                       |
| 3.5.2   | Hold one-on-ones with staff members to increase productivity and to identify any challenges staff is facing   | Q1 2020                  | Completed<br>Ongoing  |
|   | <ul style="list-style-type: none"> <li>Since March 2020, Managers hold one-on-ones with staff.</li> </ul>   |                          |                       |
| 3.5.3   | Roundtable meetings to discuss specific cases   | Q1 2020                  | Completed<br>Ongoing  |
|   | <ul style="list-style-type: none"> <li>Since in March 2020, staff have been holding these discussions</li> </ul>  |                          |                       |
| 3.5.4   | Review processes and identify manageable workloads as much as possible  | Q3 2020                  | Completed<br>Ongoing  |
|   | <ul style="list-style-type: none"> <li>Staff routinely communicate and review workloads to assign work as needed and have done so since October 2020 when the BCP for additional enforcement positions were filled.</li> </ul>  |                          |                       |
| 3.5.5   | Evaluate meeting frequency so improvements can be made for effectiveness  | Q1 2021                  | Completed<br>Ongoing  |
|   | <ul style="list-style-type: none"> <li>Since March 2020, staff evaluate and discuss the necessity for meeting with each other and address as needed.</li> </ul>   |                          |                       |

|  |  |                          |                       |
|--|--|--------------------------|-----------------------|
| 3.5.6                                      | Have all staff meetings.   | Q2 2021                  | Completed<br>Ongoing  |
|  | <ul style="list-style-type: none"> <li>Since December 2020, all staff meetings have been occurring each quarter following a Board meeting.</li> </ul>  |                          |                       |
| 3.5.7                                      | Implement more training/Create video training on business processes  | Q3 2022                  | Completed             |
|  | <ul style="list-style-type: none"> <li>Since May 2021, Enforcement has created internal training videos .</li> </ul>   |                          |                       |
| 3.5.8                                      | Automate as many processes through BreEZe as possible to alleviate staff workload  | Q4 2022                  | Completed<br>Ongoing  |
|  | <ul style="list-style-type: none"> <li>Staff have been working with OIS to identify and automate processes and eliminate unnecessary staff intervention. Significant changes will occur for licensing in this regard when AB 1535 is signed and becomes effective.</li> <li>Additionally, since July 2020, the enforcement unit has worked on scanning decisions, attaching to licensee files, and uploading to the DCA search. Once this has been completed, we can refer license verifications to the Board’s website rather than have staff manually process.</li> <li>In June 2021, and discussed at the July 2021 Board meeting <a href="#">examination report</a>, the Board and AAVSB implemented a direct score upload to BreEZe for VTNE and NAVLE scores, which removed the necessity for manual staff entry of those scores.</li> </ul> |                          |                       |
| <b>Goal 4: Legislation and Regulations</b> |  |                          |                       |
| <b>4.1</b>                                 | <b>Review and develop statutes and regulations to hold premises registrants liable for violations.</b>   |                          |                       |
| <b>Success Measure:</b>                    | <b>Statutes and regulations are developed.</b>   |                          |                       |
| <b>Objectives/Tasks</b>                    |  | <b>Target Completion</b> | <b>Current Status</b> |
| 4.1.1                                      | Research statutes & regulations regarding premises registrants   | Q1 2020                  | Completed             |
|  | <ul style="list-style-type: none"> <li>The MDC Corporate Practice Subcommittee researched from June 2019 to October 2019 and presented its research to the MDC at its <a href="#">October 2019</a> meeting</li> </ul>  |                          |                       |
| 4.1.2                                      | Develop legislative proposals for Board consideration  | Q1 2020                  | Completed             |
|  | <ul style="list-style-type: none"> <li>The <a href="#">January 2020</a> MDC meeting, developed legislative proposal was presented and approved.</li> </ul>   |                          |                       |
| 4.1.3                                      | Present to Board during Board meetings   | Q1 2020                  | Completed             |
|  | <ul style="list-style-type: none"> <li>The Board was presented information at the following meetings:                             <ul style="list-style-type: none"> <li><a href="#">May 2020</a> – summary of discussions and proposed language</li> </ul> </li> <li>Board approved legislative proposal and was included in AB 1535.</li> </ul>  |                          |                       |
| <b>4.2</b>                                 | <b>Develop legislation that enhances unlicensed practice penalties to protect consumers and prevent harm to animals.</b>   |                          |                       |
| <b>Success Measure:</b>                    | <b>Legislation is developed.</b>   |                          |                       |
| <b>Objectives/Tasks</b>                    |  | <b>Target Completion</b> | <b>Current Status</b> |
| 4.2.1                                      | Research other DCA Board unlicensed practice statutes  | Q4 2022                  | Pending               |
|  |  |                          |                       |
| 4.2.2                                      | Develop legislative proposals for Board consideration  | Q4 2022                  | Pending               |
|  |  |                          |                       |
| 4.2.3                                      | Present to Board during Board meetings   | Q4 2022                  | Pending               |
|  |  |                          |                       |
| <b>4.3</b>                                 | <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>   |                          |                       |
| <b>Success Measure:</b>                    | <b>Veterinary patients can receive compounded medications in an economical and timely manner.</b>  |                          |                       |

| Objectives/Tasks        |   | Target Completion | Current Status       |
|-------------------------|---|-------------------|----------------------|
| 4.3.1                   | Participate in state and federal meetings regarding drug compounding  | Q1 2020           | Completed<br>Ongoing |
| 4.3.2                   | Participate in FDA stakeholder meetings regarding drug compounding  | Q1 2020           | Completed<br>Ongoing |
| 4.3.3                   | Participate in meetings with Board of Pharmacy  | Q3 2020           | Completed<br>Ongoing |
| 4.3.4                   | Engage stakeholders throughout the drug compounding rule making process <ul style="list-style-type: none"> <li>The Board discussed drug compounding at the following meetings:                             <ul style="list-style-type: none"> <li><a href="#">October 2019</a> to discuss proposed regulatory language</li> <li><a href="#">January 2020</a> and discussed proposed revised regulatory language</li> <li><a href="#">October 2020</a> and discussed responses to public comment</li> <li><a href="#">January 2021</a> and discussed responses to public comment</li> <li><a href="#">July 2021</a> and discussed concerns raised by legal and modified text</li> </ul> </li> <li>The regulatory package was published on <a href="#">July 17, 2020</a> which opened the 45-day comment period. The Board received three comments and discussed the comments at its October meeting. A 15-day comment period was opened on <a href="#">November 19, 2020</a> based on modified text. One comment was received during this time. A second 15-day notice of modified text was opened on <a href="#">July 28, 2021</a>. Two comments were received during this time. On October 21, 2021, the Board will be asked to approve proposed responses to written comments received on the Second Modified Text and direct staff to incorporate the responses into the FSR. The Board will also be asked to direct staff to takes all steps necessary to complete the rulemaking process.</li> </ul> | Q4 2020           | Completed<br>Ongoing |
| <b>4.4</b>              | <b>Pursue consumer protections in telemedicine to ensure the appropriate implementation of telemedicine for animal protection.</b>  |                   |                      |
| <b>Success Measure:</b> | <b>Board decides on appropriate implementation of telemedicine for animal protection.</b>   |                   |                      |
| Objectives/Tasks        |   | Target Completion | Current Status       |
| 4.4.1                   | Hold MDC meetings to evaluate telemedicine requirements and engage stakeholders on telemedicine   | Q2 2021           | Completed            |
|                         | MDC held discussions regarding telemedicine at the following meetings: <ul style="list-style-type: none"> <li><a href="#">October 2020</a> – discussion regarding the VCPR and telemedicine COVID waiver</li> <li><a href="#">January 2021</a> – discussion regarding telemedicine and information gathered – public comments, definitions.</li> <li><a href="#">April 2021</a> – discussion regarding proposed language to include definitions for telemedicine, telehealth, telerriage, and teleconsultation</li> <li><a href="#">July 2021</a> – further discuss language proposals and make recommendation to Board</li> </ul>  |                   |                      |
| 4.4.2                   | Present MDC recommendations to the Board <ul style="list-style-type: none"> <li>MDC presented its recommendation to the Board at its <a href="#">July 2021</a> meeting.</li> </ul>  | Q3 2021           | Completed            |
| <b>4.5</b>              | <b>Define regulatory oversight to protect against non-veterinarians influencing the practice of veterinary medicine.</b>  |                   |                      |
| <b>Success Measure:</b> | <b>Implementation of the legislative changes.</b>   |                   |                      |
| Objectives/Tasks        |   | Target Completion | Current Status       |
| 4.5.1                   | Hold stakeholder meeting regarding non-veterinarian influence over the practice of veterinary medicine <ul style="list-style-type: none"> <li>At the <a href="#">April 2019</a> MDC meeting, the Corporate Practice Subcommittee presented survey results. At its <a href="#">October 2019</a> meeting, the MDC discussed a letter provided by the APG. The issue was further discussed at the <a href="#">January 2020</a> MDC meeting where language was proposed.</li> </ul>   | Q1 2020           | Completed            |

|                         |   |                          |                       |
|-------------------------|---|--------------------------|-----------------------|
| 4.5.2                   | Draft legislative proposals to address non-veterinarian influence   | Q1 2020                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>Proposal was drafted and presented to the MDC at its <a href="#">January 2020</a> meeting.</li> </ul>  |                          |                       |
| 4.5.3                   | Present legislative proposal to the Board for consideration   | Q1 2020                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>The Board reviewed the language at its <a href="#">May 2020</a> meeting.</li> </ul>  |                          |                       |
| 4.5.4                   | Monitor legislative proposal through the sunset process   | Q4 2021                  | Completed             |
|                         | <ul style="list-style-type: none"> <li><a href="#">AB 1535</a> was signed by the Governor in October 2021.</li> </ul>   |                          |                       |
| 4.5.5                   | Implement legislative changes   | Q1 2022                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>BreZze modifications have been completed for veterinarian premises applicants.</li> </ul>  |                          |                       |
| <b>4.6</b>              | <b>Increase statutory license fee caps to maintain the financial stability of the Board.</b>  |                          |                       |
| <b>Success Measure:</b> | <b>All statutory license fee caps are increased.</b>  |                          |                       |
|                         | <b>Objectives/Tasks</b>   | <b>Target Completion</b> | <b>Current Status</b> |
| 4.6.1                   | Hire third party to conduct fee audit   | Q1 2024                  | N/A                   |
|                         | <ul style="list-style-type: none"> <li>Raising statutory fee caps were not necessary during the lifetime of this strategic plan. The Board may need to consider requesting the fee caps be raised during the next Sunset review.</li> </ul> |                          |                       |
| 4.6.2                   | Present fee audit recommendations to the Board  | Q4 2024                  | N/A                   |
|                         |   |                          |                       |
| 4.6.3                   | Approve and pursue legislative proposal for the 2025 legislative session.   | Q4 2024                  | N/A                   |
|                         |   |                          |                       |
| <b>4.7</b>              | <b>Examine licensure exemptions in BPC section 4827 (excluding livestock) to protect consumers and their animals from unlicensed practitioners.</b>   |                          |                       |
| <b>Success Measure:</b> | <b>Licensure exemptions have been examined, and recommendations have been proposed.</b>   |                          |                       |
|                         | <b>Objectives/Tasks</b>   | <b>Target Completion</b> | <b>Current Status</b> |
| 4.7.1                   | Examine the exemptions in BPC Section 4827 at an MDC meeting  | Q1 2024                  | Pending               |
|                         |   |                          |                       |
| 4.7.2                   | Bring MDC recommendations/potential legislative proposal to the Board   | Q4 2024                  | Pending               |
|                         |   |                          |                       |
| <b>4.8</b>              | <b>Create regulations on how to remove a DEC member to give the Board president the authority, if necessary.</b>  |                          |                       |
| <b>Success Measure:</b> | <b>Statute added to allow Board to remove DEC member.</b>   |                          |                       |
|                         | <b>Objectives/Tasks</b>   | <b>Target Completion</b> | <b>Current Status</b> |
| 4.8.1                   | Draft legislative proposal  | Q1 2020                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>Proposal was approved by the Board in January 2020.</li> </ul>   |                          |                       |
| 4.8.2                   | Present legislative proposal to Board for consideration   | Q1 2020                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>Language has been included in the Board's sunset bill, <a href="#">AB 1535</a>.</li> </ul>   |                          |                       |
| 4.8.3                   | Monitor legislative changes through the legislative session for the Board's sunset bill   | Q4 2021                  | Completed             |
|                         | <ul style="list-style-type: none"> <li><a href="#">AB 1535</a> was signed by the Governor in October 2021.</li> </ul>   |                          |                       |



|                         |  |                          |                       |
|-------------------------|--|--------------------------|-----------------------|
|                         |  |                          |                       |
| <b>4.9</b>              | <b>Implement regulations for substance abusing licensees to fully comply with the statutory requirement.</b>   |                          |                       |
| <b>Success Measure:</b> | <b>Regulations implemented.</b>  |                          |                       |
|                         | <b>Objectives/Tasks</b>  | <b>Target Completion</b> | <b>Current Status</b> |
| 4.9.1                   | Draft uniform standard regulations   | Q1 2020                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>Proposed language was submitted to the Board for review at its <a href="#">September 2019</a> meeting, and chose the option to proceed. Proposed regulations were again discussed by the Board at its <a href="#">October 2019</a> meeting.</li> </ul>                      |                          |                       |
| 4.9.2                   | Present regulatory proposal to Board for consideration   | Q1 2020                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>The Board reviewed language at its September 2019 and October 2019 meetings.</li> </ul>   |                          |                       |
| 4.9.3                   | Prepare rulemaking file for initial submission to DCA  | Q3 2021                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>4/2022: Rulemaking package submitted to Reg unit for review.</li> </ul>   |                          |                       |
| 4.9.4                   | Monitor rulemaking package through the rulemaking process  | Q3 2022                  | Completed<br>Ongoing  |
|                         | <ul style="list-style-type: none"> <li>6/2022: Rulemaking package submitted to Director for review.</li> <li>7/2022: Rulemaking package submitted to Agency for review</li> <li>8/2023: Rulemaking package approved by the Director.</li> <li>8/2023: Rulemaking package submitted to Agency for review</li> </ul> |                          |                       |
| 4.9.5                   | Implement the regulations  | Q1 2023                  | Pending               |
| <b>4.10</b>             | <b>Address false and misleading advertising of specialty and board certification to provide and enhance consumer protection.</b>   |                          |                       |
| <b>Success Measure:</b> | <b>Statute added to allow Board to address false and misleading advertising of specialty and Board certification to provide and enhance consumer protection.</b>   |                          |                       |
|                         | <b>Objectives/Tasks</b>  | <b>Target Completion</b> | <b>Current Status</b> |
| 4.10.1                  | Draft legislative proposal   | Q1 2020                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>Legislative proposal drafted and approved by the Board in Q1 2020</li> </ul>  |                          |                       |
| 4.10.2                  | Present legislative proposal to Board for consideration  | Q1 2020                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>Legislative proposal drafted and approved by the Board in Q1 2020</li> </ul>  |                          |                       |
| 4.10.3                  | Monitor legislative changes through the legislative session for the Board's sunset bill  | Q4 2021                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>Legislative proposal was included in <a href="#">AB 1535</a>, which was signed by the Governor in October 2021.</li> </ul>  |                          |                       |
| <b>4.11</b>             | <b>Analyze existing statutes and regulations regarding rodeos to identify enhancements and improvements.</b>   |                          |                       |
| <b>Success Measure:</b> | <b>Analysis provided to the Board.</b>   |                          |                       |
|                         | <b>Objectives/Tasks</b>  | <b>Target Completion</b> | <b>Current Status</b> |
| 4.11.1                  | Analyze existing statutes and regulations and present to Board members   | Q 1 2020                 | Completed             |
|                         | <ul style="list-style-type: none"> <li>Analysis was completed and presented to the Board at its January 2020 meeting.</li> </ul>   |                          |                       |
| 4.11.2                  | Present analysis to Board at Board meeting and engage stakeholders   | Q1 2020                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>The Board was presented with information at its <a href="#">January 2020</a> meeting (<a href="#">minutes</a>) and <a href="#">heard from stakeholders</a>.</li> </ul>  |                          |                       |

|                         |   |                          |                       |
|-------------------------|---|--------------------------|-----------------------|
| <b>4.12</b>             | <b>Pursue funding for cannabis research in veterinary medicine to protect consumers and their animals.</b>  |                          |                       |
| <b>Success Measure:</b> | <b>Board pursued funding for cannabis research.</b>   |                          |                       |
| <b>Objectives/Tasks</b> |   | <b>Target Completion</b> | <b>Current Status</b> |
| 4.12.1                  | Engage sponsors of cannabis bills to pursue the funding for cannabis research   | Q1 2020                  | Completed             |
| 4.12.2                  | Take positions on cannabis related bill requesting funding for research   | Q1 2020                  | Completed             |
| 4.12.3                  | Engage in legislative staff meetings regarding cannabis related bills to educate them on the importance of funding cannabis research  | Q1 2020                  | Completed             |
| <b>4.13</b>             | <b>Update all applications/registrations to reflect statutory/regulatory changes.</b>   |                          |                       |
| <b>Success Measure:</b> | <b>Applications/regulations have been updated to reflect statutory/regulatory changes.</b>  |                          |                       |
| <b>Objectives/Tasks</b> |   | <b>Target Completion</b> | <b>Current Status</b> |
| 4.13.1                  | Review and update all license applications to reflect statutory/regulatory changes  | Q4 2022                  | Completed<br>Ongoing  |
|                         | <ul style="list-style-type: none"> <li>6/2023: Board modified BreEZe and revised the veterinarian, RVT, and VACSP application to comply with AB 1535</li> <li>8/2023: Board added veterinarian, RVT, and VACSP applications for temporary licenses to comply with AB 107</li> </ul> |                          |                       |
| <b>Goal 5: Outreach</b> |   |                          |                       |
| <b>5.1</b>              | <b>Deliver programs (webinars, newsletters, etc.) to local associations to update them on Board actions and programs.</b>   |                          |                       |
| <b>Success Measure:</b> | <b>Programs are delivered to local associations.</b>  |                          |                       |
| <b>Objectives/Tasks</b> |   | <b>Target Completion</b> | <b>Current Status</b> |
| 5.1.1                   | Participate virtually in local association meetings   | Q2 2020                  | Completed<br>Ongoing  |
| 5.1.2                   | Develop electronic newsletters  | Q1 2022                  | Completed<br>Ongoing  |
| 5.1.3                   | Develop educational webinars  | Q4 2021                  | Completed<br>Ongoing  |
| <b>5.2</b>              | <b>Increase licensee outreach on regulatory matters, most common problems/complaints, and topics of interest.</b>   |                          |                       |
| <b>Success Measure:</b> | <b>Increased outreach on regulatory matters, most common problems/complaints, and topics of interest.</b>   |                          |                       |
| <b>Objectives/Tasks</b> |   | <b>Target Completion</b> | <b>Current Status</b> |
| 5.2.1                   | Increase social media usage on regulatory matters, most common problems/complaints, and topics of interest.   | Q2 2020                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>The Board has increased usage of its <a href="#">Facebook</a> and <a href="#">Twitter</a> pages to increase communication to stakeholders and interested parties since March 2020.</li> </ul>  |                          |                       |

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|                         |   |                          |                       |
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| 5.2.2                   | Increase use of ListServ to all licensees regarding regulatory matters, most common problems/complaints, and topics of interest.  | Q2 2020                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>The Board sends monthly updates since May 2020 via ListServ to those who have signed up to receive notifications.</li> </ul>   |                          |                       |
| 5.2.3                   | Regularly updating email addresses in ListServ to increase subscriber pool.   | Q2 2020                  | Completed<br>Ongoing  |
|                         | <ul style="list-style-type: none"> <li>Board staff update the ListServ email subscriber lists with licensees on a quarterly basis to ensure they all receive news. Additionally, subscribers can subscribe through the Board's <a href="#">website</a> to receive emails.</li> </ul>  |                          |                       |
| 5.2.4                   | Allow licensees to verify and update their email address upon renewal.  | Q3 2021                  | Completed             |
| 5.2.5                   | Include regulatory matters, most common problems/complaints, and topics of interest on electronic newsletters.  | Q1 2022                  | Completed<br>Ongoing  |
| <b>5.3</b>              | <b>Revamp consumer, licensee, and/or stakeholder satisfaction surveys to identify areas for customer service improvement.</b>   |                          |                       |
| <b>Success Measure:</b> | <b>Revamp consumer, licensee, and/or stakeholder satisfaction surveys to identify areas for customer service improvement.</b>   |                          |                       |
|                         | <b>Objectives/Tasks</b>   | <b>Target Completion</b> | <b>Current Status</b> |
| 5.3.1                   | Execute contract with Survey Monkey   | Q1 2020                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>Contract was executed in March 2020.</li> </ul>  |                          |                       |
| 5.3.2                   | Revamp surveys  | Q2 2020                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>New surveys were completed for each Board unit and included with signatures in June 2020. Survey links are: <ul style="list-style-type: none"> <li><a href="#">Admin</a></li> <li><a href="#">Enforcement</a></li> <li><a href="#">Inspections</a></li> <li><a href="#">Licensing/Examination</a></li> </ul> </li> </ul> |                          |                       |
| <b>5.4</b>              | <b>Strengthen the Board's social media presence to provide convenient, timely, and accessible information.</b>  |                          |                       |
| <b>Success Measure:</b> | <b>Board social media presence is increased.</b>  |                          |                       |
|                         | <b>Objectives/Tasks</b>   | <b>Target Completion</b> | <b>Current Status</b> |
| 5.4.1                   | Increase social media usage on regulatory matters, most common problems/complaints, and topics of interest.   | Q2 2020                  | Completed<br>Ongoing  |
|                         | <ul style="list-style-type: none"> <li>Since March 2020, staff have increased usage of the Board's <a href="#">Facebook</a> and <a href="#">Twitter</a> pages.</li> </ul>   |                          |                       |
| <b>5.5</b>              | <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.</b>   |                          |                       |
| <b>Success Measure:</b> | <b>Collaboration with AAVSB and other national organizations.</b>   |                          |                       |
|                         | <b>Objectives/Tasks</b>   | <b>Target Completion</b> | <b>Current Status</b> |
| 5.5.1                   | Collaborate with AAVSB and other national organizations.  | Q3 2020                  | Completed<br>Ongoing  |
|                         | <ul style="list-style-type: none"> <li>Three Board members, an MDC member, and the Executive Officer serve on various committees throughout AAVSB.</li> </ul>   |                          |                       |

|                                   |   |                          |                       |
|-----------------------------------|---|--------------------------|-----------------------|
|                                   | <ul style="list-style-type: none"> <li>Board Executive Officer participated in AAVSB Board of Director interviews and specifically spoke to the necessity of balanced presentation.</li> <li>Board Executive Officer met with other Executive Officers from AAVSB member boards to discuss potential amendments to the AAVSB Bylaws in order to provide better balance of presentations and better inform all veterinary regulatory boards on current/emerging issues.</li> <li>Board Executive Officer attended the National Occupational Licensing Convention in June 2022 to learn best practices in eliminating unnecessary barriers to licensing while maintaining consumer protection.</li> </ul> |                          |                       |
| <b>5.6</b>                        | <b>Establish student liaisons to the Board to increase communication with future licensees and include their perspective.</b>   |                          |                       |
| <b>Success Measure:</b>           | <b>Student liaisons established.</b>  |                          |                       |
|                                   | <b>Objectives/Tasks</b>   | <b>Target Completion</b> | <b>Current Status</b> |
| 5.6.1                             | Research CVMA's process on how they establish student liaisons. <ul style="list-style-type: none"> <li>Completed research in March 2021</li> </ul>  | Q1 2022                  | Completed             |
| 5.6.2                             | Reach out to 2 colleges in CA to recruit student liaisons. <ul style="list-style-type: none"> <li>Reached out to Western and UC Davis Deans in March 2021</li> </ul>  | Q1 2022                  | Completed             |
| 5.6.3                             | Revise Board Administrative Procedure Manual to include student liaisons <ul style="list-style-type: none"> <li>Board approved revisions to the Board <a href="#">Administrative Procedure Manual</a> in July 2021.</li> </ul>  | Q1 2022                  | Completed             |
| 5.6.4                             | Establish student liaison to the Board. <ul style="list-style-type: none"> <li>Student Liaisons established in October 2021</li> </ul>  | Q3 2022                  | Completed             |
| <b>Goal 6: Inspection Program</b> |   |                          |                       |
| <b>6.1</b>                        | <b>Promote the Veterinary Premises Self-Evaluation Checklist by collaborating with professional/affiliated organizations to disseminate the checklist and manual to all veterinary premises.</b>  |                          |                       |
| <b>Success Measure:</b>           | <b>Inspection Checklist is more accessible.</b>   |                          |                       |
|                                   | <b>Objectives/Tasks</b>   | <b>Target Completion</b> | <b>Current Status</b> |
| 6.1.1                             | Reach out to schools to provide inspection checklists to 4 <sup>th</sup> year students. <ul style="list-style-type: none"> <li>7/2021 Deans of California Veterinary schools were contacted and agreed to provide the checklist to 4<sup>th</sup> year students.</li> </ul>   | Q2 2021                  | Completed             |
| 6.1.2                             | Promote Inspection Checklist over social media accounts. <ul style="list-style-type: none"> <li>7/2021 checklist was posted on Board's Facebook and Twitter accounts. This will be reposted on a quarterly basis.</li> <li>7/2021 sample Inspection Report was posted on Board's Facebook and Twitter accounts. This will be reposted on a quarterly basis.</li> </ul>  | Q2 2021                  | Completed Ongoing     |
| 6.1.3                             | Reach out to local association chapters to include Inspection Checklist link on their websites. <ul style="list-style-type: none"> <li>7/2021 Board staff sent emails to fourteen association chapters with websites inquiring if they would include the Checklist on their website.</li> <li>7/2021 seven chapters agreed to include the Checklist on their association website.</li> </ul>  | Q2 2021                  | Completed Ongoing     |
| 6.1.4                             | Include Inspection Checklist in virtual "Welcome Package" to new Veterinarian licensees. <ul style="list-style-type: none"> <li>7/2021 Board staff requested Breeze configuration change to address this; request is pending with OIS-Breeze staff.</li> <li>10/2021 BreEZE has been updated to send an email to newly licensed veterinarians with links and information.</li> </ul>  | Q3 2021                  | Completed             |
| 6.1.5                             | Provide link to Inspection Checklist to each MGLs Breeze account/renewal application.   | Q4 2023                  | Completed             |

|                         |   |                          |                       |
|-------------------------|---|--------------------------|-----------------------|
|                         | <ul style="list-style-type: none"> <li>9/2022 Link to Inspection Checklist added to each application/renewal</li> </ul>   |                          |                       |
| <b>6.2</b>              | <b>Evaluate the feasibility of the 20% annual inspections mandate.</b>  |                          |                       |
| <b>Success Measure:</b> | <b>Analysis presented to the Board.</b>   |                          |                       |
|                         | <b>Objectives/Tasks</b>   | <b>Target Completion</b> | <b>Current Status</b> |
| 6.2.1                   | Hold meetings with other Inspection programs to develop best practices.   | Q1 2021                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>3/2021, held meeting with Dental Board of California, Board of Barbering and Cosmetology and Board of Pharmacy to discuss their inspection processes.</li> </ul>   |                          |                       |
| 6.2.2                   | Create report of last several fiscal years to determine how close the Board has come to reaching the 20% mandate.   | Q2 2021                  | Complete              |
|                         | <ul style="list-style-type: none"> <li>7/2021, MDC <a href="#">Inspections Subcommittee Report</a> included percentage of inspections performed for several fiscal years.</li> </ul>  |                          |                       |
| 6.2.3                   | Develop report to pull compliance timeframes.   | Q2 2023                  | Pending               |
| 6.2.4                   | Hold sub-committee and MDC meetings to evaluate the Inspections Checklist.  | Q2 2021                  | Completed<br>Ongoing  |
|                         | <ul style="list-style-type: none"> <li>9/2021, Inspections Subcommittee met to discuss Checklist and possibility of reducing number of minimum standards examined during inspection.</li> </ul>   |                          |                       |
| 6.2.5                   | Research origins and history of 20% mandate.  | Q3 2021                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>7/2021, MDC <a href="#">Inspections Subcommittee Report</a> included information regarding origins of 20% mandate.</li> </ul>  |                          |                       |
| 6.2.6                   | Prepare analysis for Board consideration.   | Q1 2024                  | Pending               |
| <b>6.3</b>              | <b>Streamline the inspection process.</b>   |                          |                       |
| <b>Success Measure:</b> | <b>Inspection process streamlined.</b>  |                          |                       |
|                         | <b>Objectives/Tasks</b>   | <b>Target Completion</b> | <b>Current Status</b> |
| 6.3.1                   | Utilize BOX for inspections and corrections photos and documents.   | Q1 2020                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>8/2019, BOX rolled out at annual Inspector Training session.</li> </ul>  |                          |                       |
| 6.3.2                   | Adhere to response times as outlined in the practice act regarding violations identified.   | Q1 2020                  | Completed             |
| 6.3.3                   | Exploring use of inspection mobile app  | Q4 2020                  | Complete              |
|                         | <ul style="list-style-type: none"> <li>12/2020, Board staff met with OIS staff to discuss use of Accela Mobile App.</li> <li>OIS, the Board and the Dental Board explored multiple options for a mobile inspection app. After conducting a thorough market research, the team selected TylerTech to develop the mobile app and integrate with the BreEZe system.</li> </ul> |                          |                       |
| 6.3.4                   | Hold meetings with other Inspection programs to develop best practices.   | Q1 2021                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>3/2021, staff met with Dental Board of California, Board of Barbering and Cosmetology and Board of Pharmacy to discuss their inspection processes.</li> </ul>  |                          |                       |
| 6.3.5                   | Map inspection processes with OIO.  | Q2 2021                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>6/2021, process mapping completed.</li> </ul>  |                          |                       |
| 6.3.6                   | Staff participation in EUG meetings.  | Q2 2021                  | Completed<br>Ongoing  |
|                         | <ul style="list-style-type: none"> <li>Awaiting resumption of EUG meetings.</li> </ul>  |                          |                       |
| 6.3.7                   | Work with OIS to improve Breeze's current configurations to better suit inspection needs.   | Q3 2021                  | Completed<br>Ongoing  |
|                         | <ul style="list-style-type: none"> <li>2/2021, staff continues to work with SPOC and OIS to improve Breeze configurations.</li> </ul>   |                          |                       |



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| 6.3.8                   | Development of procedure manual for inspection unit.   | Q1 2024                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>Unit has merged with Enforcement. A separate inspection unit procedure manual is no longer necessary. Procedures were developed and all enforcement staff were trained on the inspection process and have access to written procedures and videos related to inspection processes.</li> </ul> |                          |                       |
| 6.3.9                   | Design and implement inspection mobile app   | Q4 2022                  | Pending               |
|                         | The Board and Dental Board was granted a \$600,000 grant to develop mobile app. The mobile app is set to launch in March 2024.   |                          |                       |
| 6.3.10                  | Refine reports to improve process tracking.  | Q4 2021                  | Completed<br>Ongoing  |
|                         | <ul style="list-style-type: none"> <li>6/2021, staff continues to work with OIS' reports team to refine inspection reports</li> </ul>  |                          |                       |
| <b>6.4</b>              | <b>Design minimum standards attestation for new premises to improve awareness and ensure compliance.</b>   |                          |                       |
| <b>Success Measure:</b> | <b>Minimum standards added to Breeze application.</b>  |                          |                       |
| <b>Objectives/Tasks</b> |  | <b>Target Completion</b> | <b>Current Status</b> |
| 6.4.1                   | Craft regulatory changes on premise registration initial applications and renewals to propose for Board consideration.   | Q2 2023                  | Pending               |
|                         |  |                          |                       |
| 6.4.2                   | Present regulatory proposal to the Board.  | Q3 2023                  | Pending               |
|                         |  |                          |                       |
| 6.4.3                   | Monitor the regulatory package through the rulemaking process.   | Q1 2023                  | Pending               |
|                         |  |                          |                       |
| 6.4.4                   | Update Breeze application  | Q3 2023                  | Pending               |
|                         |  |                          |                       |
| <b>6.5</b>              | <b>Obtain and retain capable and proficient inspectors.</b>  |                          |                       |
| <b>Success Measure:</b> | <b>Increase in and retention of capable and proficient inspectors.</b>   |                          |                       |
| <b>Objectives/Tasks</b> |  | <b>Target Completion</b> | <b>Current Status</b> |
| 6.5.1                   | Partner with state and local associations.   | Q1 2020                  | Completed<br>Ongoing  |
|                         | <ul style="list-style-type: none"> <li>7/2021 Board staff sent emails to association chapters in areas where inspectors are needed inquiring if they would recruitment information.</li> </ul>   |                          |                       |
| 6.5.2                   | Provide timely feedback to inspectors.   | Q1 2021                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>1/2021, staff communicates regularly with Inspectors to provide inspection updates and performance feedback.</li> </ul>   |                          |                       |
| 6.5.3                   | Reach out to inspectors to identify areas for improvement in inspector recruitment process.  | Q2 2021                  | Completed             |
|                         |  |                          |                       |
| 6.5.4                   | Re-evaluate criteria policy for inspectors.  | Q4 2021                  | Completed             |
|                         | <ul style="list-style-type: none"> <li>Criteria for inspectors was evaluated and determined no changes needed to be made.</li> </ul>   |                          |                       |
| 6.5.5                   | Provide additional tools to inspectors.  | Q1 2022                  | Pending               |
|                         | <ul style="list-style-type: none"> <li>Pending approval and development of Accela Mobile App.</li> </ul>   |                          |                       |
| 6.5.6                   | Explore the feasibility of increasing the reimbursement rate for inspectors.   | Q1 2022                  | Completed             |
|                         |  |                          |                       |
| 6.5.7                   | Promote recruitment on social media.   | Q2 2022                  | Completed<br>Ongoing  |
|                         |  |                          |                       |
| <b>6.6</b>              | <b>Improve inspection program effectiveness.</b>   |                          |                       |

| Success Measure: | Increased compliance and reduced cycle times.  |                   |                      |
|------------------|--|-------------------|----------------------|
|                  | Objectives/Tasks   | Target Completion | Current Status       |
| 6.6.1            | Adhere to response times as outlined in the practice act regarding violations identified.  | Q1 2020           | Completed            |
| 6.6.2            | Utilization of citation and fine tool to obtain compliance with minimum standards.   | Q1 2021           | Completed<br>Ongoing |
|                  | <ul style="list-style-type: none"> <li>9/2021, staff began issuing Citations to Managing Licensees for outstanding violations identified during inspections.</li> </ul>                              |                   |                      |
| 6.6.3            | Review website for possible updates.   | Q1 2021           | Completed            |
| 6.6.4            | Develop templates for inspection reports.  | Q1 2021           | N/A                  |
| 6.6.5            | <ul style="list-style-type: none"> <li>Inspection Subcommittee and MDC recommended to keep inspection report templates the same.</li> </ul>  |                   |                      |
| 6.6.6            | Create accurate processing timelines from start to finish. The   | Q1 2021           | Completed            |
| 6.6.7            | <ul style="list-style-type: none"> <li>Unit has merged with Enforcement. As processes continue to evolve, this has been put on hold.</li> </ul>  |                   |                      |
| 6.6.8            | Meeting with other inspection programs to identify best practices.   | Q1 2021           | Completed            |
| 6.6.9            | <ul style="list-style-type: none"> <li>3/2021, staff met with Dental Board of California, Board of Barbering and Cosmetology and Board of Pharmacy to discuss their inspection processes.</li> </ul> |                   |                      |
| 6.6.10           | Evaluate citation process and increase citation usage for inspections.   | Q1 2021           | Completed<br>Ongoing |
| 6.6.11           | <ul style="list-style-type: none"> <li>9/2021, staff began issuing Citations to Managing Licensees for outstanding violations identified during inspections.</li> </ul>                              |                   |                      |
| 6.6.12           | Train inspection team on the citation and disciplinary process.  | Q1 2021           | Completed<br>Ongoing |
| 6.6.13           | <ul style="list-style-type: none"> <li>Training meetings began on citation and disciplinary process.</li> </ul>  |                   |                      |
| 6.6.14           | Staff participation in EUG meetings.   | Q2 2022           | Completed<br>Ongoing |
| 6.6.15           | <ul style="list-style-type: none"> <li>Awaiting resumption of EUG meetings.</li> </ul>   |                   |                      |
| 6.6.16           | Consider requiring narrative reports on all inspections.   | Q2 2021           | Completed            |
| 6.6.17           | <ul style="list-style-type: none"> <li>6/2021, staff began requiring narrative reports on all inspections.</li> </ul>  |                   |                      |
| 6.6.18           | Utilize Breeze dashboards to identify pending inspections and responsible parties.   | Q2 2021           | Completed            |
| 6.6.19           | <ul style="list-style-type: none"> <li>7/2021, staffs' Breeze dashboards identify pending cases and responsible parties.</li> </ul>  |                   |                      |