



State of California Veterinary Medical Board

DRAFT

2011 Strategic Plan

(rev. 9/2010)

Mission

The mission of the Veterinary Medical Board (VMB) is to protect consumers and animals through development and maintenance of professional standards, licensing of veterinarians, registered veterinary technicians, and veterinary premises and diligent enforcement of the California Veterinary Medicine Practice Act.

Vision

The vision of the California Veterinary Medical Board is that professional, quality veterinary medical care exists for all animals.

Values and Guiding Principles

Quality Service

The service provided by the VMB to its consumers, employees and other stakeholders is characterized by:

- Compassion
- Courtesy
- Promptness
- Respect
- Integrity
- Professionalism
- A “willing” attitude
- Easy accessibility
- Exceeding expectations

Communication

The communications between the VMB and its consumers, employees and other stakeholders is characterized by:

- Openness
- Honesty
- Promptness
- Decisiveness
- Public access

Education

The VMB values continuous learning for consumers, licensees and staff members that is characterized by:

- Innovation
- Creativity
- Collaboration
- Promptness

Accountability

The VMB values being accountable to consumers, employees and stakeholders in a way that promotes:

- Ownership
- Responsibility
- Protection of the public trust
- Justice, equity and impartiality in decision-making

Strategic Goals

The VMB has established five strategic goals which provide the framework for furthering its mission.

Goal 1 – Enforcement

The rights of consumers and the health and safety of their animals are protected from the illegal, negligent, incompetent and unprofessional practice of veterinary medicine.

Goal 2 – Customer Service & Administration

Consumers, licensees, schools and all other stakeholders receive service in a prompt, courteous, accurate and cost-effective manner.

Goal 3 – Education

Consumers and licensees are able to make informed decisions regarding the purchase and provision of veterinary medical services.

Goal 4 – Examinations

Only qualified individuals are licensed as veterinarians or registered veterinary technicians.

Goal 5 – Licensing

Applicants for initial licensure or renewal receive their licenses promptly without error or unnecessary cost.

Enforcement Program

Goal 1 – Enforcement

The rights of consumers and the health and safety of their animals are protected from illegal, negligent, incompetent and unprofessional practice of veterinary medicine.

Board Committee Lead Responsibility

Enforcement Committee

Strategic Objectives:

- 1.1. By 1/31/2011, require all licensee members of the veterinary health care team to wear identification that includes name and title – **carry over or delete** (formerly 1.3).
- 1.2. By 7/31/2011, partner with the DCA in its unlicensed activity program, Take Charge California, and report back to the Board on action taken (formerly 1.5 – **leave in plan, change date and continue to give Board updates.**
- 1.3. By 1/31/2011, further define unprofessional conduct, drug and alcohol abuse and address sexual misconduct for licensees and permit holders in the Board's Disciplinary Guidelines and then consider regulations – **carry over** (formerly 1.1 and 1.17).

Future objectives:

1. Physical therapy regulations
2. Update minimum standards, dental operation definition and other changes related to requirements for a veterinary premise and the practice of veterinary medicine.
3. Citation and fine program changes
 - a. Increase fine levels
 - b. Define rationale for citations
 - c. Focus on non-controversial issues to expedite process
4. Finalize Disciplinary Guidelines
5. Upgrade Enforcement Program Manager position to SSMI
6. Post filed accusations and final decisions on web
7. Consumer and licensee surveys on web
8. Owned animal exemption

Administrative Program

Goal 2 – Customer Service and Administration

Consumers, licensees, schools and all other stakeholders receive service in a prompt, courteous, accurate and cost-effective manner.

Board Committee Lead Responsibility

Administrative/Budget Committee
Sunset Review Committee

Strategic Objectives:

- 2.1 By ~~6/30/2010~~ 8/31/11, complete the sunset review report – **change date and keep.**
- 2.2 By ~~6/30/2010~~ 12/31/2011, evaluate existing temporary license program for interns/residents for ways to expedite licensing process – **keep and change date. Requiring a license prior to application may be restrictive to a new grad.**

Future objectives:

1. Sunset Review – complete report by August 2011 and submit to Legislature by September 2011.
2. Implement Breeze – new technology for enforcement and examination application processing.
3. Update web site to provide user friendly access to consumer information
4. Develop a succession plan for Executive Officer and Assistant Executive Officer positions.
5. Develop written desk manuals for each staff position.
6. Review all board processes to insure timely review of applications, complaints, monies, renewals, etc.
7. If necessary, move forward with fee increase regulations.
8. Update organizational chart to reflect current staffing and proposed staffing levels.

Education Program

Goal 3 – Education

Consumers and licensees are able to make informed decisions regarding the purchase and provision of veterinary medical services.

Board Committee Lead Responsibility

Consumer Education/Newsletter Committee

Strategic Objectives:

- 3.1 By ~~7/31/2010~~ 7/31/2011, enhance and improve current outreach methods – **keep and change date.**
- 3.2 By ~~12/31/2010~~ 12/31/2011, publish of the VMB newsletter no less than two times per year (formerly 3.2) – **consider revising to one mail out newsletter per year combined with quarterly web newsletters and changing date.**

Future objectives:

1. Implement email contact list for distribution of consumer and licensee information state wide
2. Update consumer information/forms on web site
3. Hospital inspection checklist on web
4. Require written estimates/disclosure of fees
5. Implement on-line newsletter as an outreach to consumers and the profession.

Examination Program

Goal 4 – Examinations

Only qualified individuals are licensed as veterinarians or registered veterinary technicians.

Board Committee Lead Responsibility

Examinations and Licensure Committee

Strategic Objectives:

- 4.1 By ~~6/30/2010~~ 6/30/2011, explore replacing RVT exam with one that meets the needs of the VMB, e.g. national examination. **In progress – change date – consider a “make decision by” date rather than “explore” since exploring has already happened.**
- 4.2 By ~~7/31/2010~~ 7/31/2011, increase the pool of RVTs and veterinarians involved in the examination development process – **ongoing – change date.**
- 4.3 By ~~12/31/2010~~ 12/31/2012, complete the practice analysis for the CSB – **move date forward due to funding BCP being denied.**
- 4.4 By 1/31/2011, allow RVT students enrolled in a qualified program to practice restricted RVT tasks under the supervision of a veterinarian or RVT. – **AB 1980 – does that do this?**
- 4.5 By 7/31/2012, identify whether there are secure methods to allow for remote item writing – **consider deleting.**
- 4.6 By ~~12/31/2012~~ 12/31/2014, complete the practice analysis for the RVT exam – move date forward – **change date - funding denied.**

Future objectives:

1. RVT exam – consider using national exam/mail out jurisprudence exam
2. Discuss NAVMEC proposals when available and the possibility of a single standard for licensure for all candidates – a 3-step national exam – basic sciences, written practical and hands on clinical portions, thus eliminating the need for the foreign graduate equivalency programs.

Licensing Program

Goal 5 – Licensing

Applicants for initial licensure or renewal receive their licenses promptly without error or unnecessary cost.

Board Committee Lead Responsibility

Examinations and Licensure Committee

Continuing Education Committee

Strategic Objectives:

- 5.1 By ~~12/31/2010~~, support provisions for issuing temporary licenses under emergency disaster conditions and continue to work with the CVMA and the CDFR on standard language for Executive Orders – **AB 1980 – was this accomplished in that bill? If not – change date.**
- 5.2 By ~~6/30/2010~~ 6/30/13, implement the i-Licensing program within VMB in conjunction with the DCA department-wide conversion project – **in progress – change date.**
- 5.3 By ~~12/31/2010~~ 12/31/2011, develop and publish materials explaining how to get licensed in California – **in progress, suggest changing date.**
- 5.4 By ~~12/31/2010~~ 12/31/2012, increase by 10% the number of CE audits per year – **change date**

Future objectives:

1. Implement retroactive fingerprinting program for all licensees licensed prior to 2000.
2. Implement continuing education for RVTs by 2013.
3. Update applications for licensure and clarify process for each license type – 2011

Commonly Used Acronyms

AAVSB	American Association of Veterinary State Boards
ADA	Americans with Disabilities Act
AG	Attorney General
ALJ	Administrative Law Judge
ATS	Applicant Tracking System
AVMA	American Veterinary Medical Association
BCP	Budget Change Proposal
B & P	Business and Professions Code
CAC	California Administrative Code
CAS	Consumer Affairs System
CBT	Computer Based Testing
CCR	California Code of Regulations
CE	Continuing Education
CGC	California Government Code
COE	Council On Education (AVMA)
CPE	Clinical Proficiency Examination
CPIL	Center for Public Interest Law
CSB	California State Board
CVMA	California Veterinary Medical Association
DAG	Deputy Attorney General
DCA	Department of Consumer Affairs
DEA	Drug Enforcement Administration
DEC	Diversion Evaluation Committee
ECFVG	Educational Commission for Foreign Veterinary Graduates
ED	Executive Director
EO	Executive Officer
FARB	Federation of Associations of Regulatory Boards
FDA	Food & Drug Administration
MDC	Multidisciplinary Advisory Committee
NAFTA	North America Free Trade Agreement
NAVLE	North America Veterinary Licensing Examinations
NAVTA	National Association of Veterinary Technicians in America
NBME	National Board of Medical Examiners
NBVME	National Board of Veterinary Medical Examiners
OAH	Office of Administrative Hearings
OAL	Office of Administrative Law
OPES	Office of Professional Examination Services
PAVE	Program for the Assessment of Veterinary Education Equivalence
QE	Qualifying Examination
RACE	Registry of Approved Continuing Education
RFP	Request for Proposal
RVT	Registered Veterinary Technician
RVTC	Registered Veterinary Technician Committee
SAM	State Administrative Manual
VCSA	Veterinary Clinical Skills Assessment
VIVA	Veterinary Information Verifying Agency
VMAs	Veterinary Medical Associations
VMB	Veterinary Medical Board
VTNE	Veterinary Technician National Exam
VTTC	Veterinary Technician Testing Committee

COMPLETED AND/OR *PENDING OBJECTIVES FROM 2009

ENFORCEMENT PROGRAM

- 1.1. **Combined with 1.7.** By 1/31/2010, determine need for implementing a Code of Conduct for licensees and permit holders, consider combining with # 1.7 objective to further define parameters of unprofessional conduct.
- 1.2. **Completed** – discussion to begin at October 2010 Board meeting.
By 7/31/2010, initiate regulations to define the parameters of providing animal rehabilitation therapy in California.
- 1.4 **Completed – AB 1980.** By 12/31/2010, revise minimum standards to require proof of successful completion of Radiation Safety training by individuals operating radiographic equipment who are not veterinarians or RVTs.
- 1.6 **Completed – AB 1980.** By 1/31/2011, implement legislation for Registered Veterinary Technician title protection.
- 1.8 **Completed – AB 1980.** By 1/31/2011, change the composition of the VMB to include RVTs.
- 1.9. **Deleted – too vague.** By 7/31/2011, reduce the number and frequency of non-compliant hospitals.

ADMINISTRATIVE PROGRAM

- 2.3 By ~~6/30/2010~~ 8/31/11, complete the sunset review report – **change date and keep.**

EDUCATION PROGRAM

- 3.3 **On-going -** By ~~7/31/2010~~ 7/31/2011, enhance and improve current outreach methods – **keep and change date – project will always be ongoing.**
 - a. set up email contacts
 - b. meeting docs available on web
 - c. accusations/final decisions on web

EXAMINATION PROGRAM

- 4.7 **On-going -** By ~~7/31/2010~~ 7/31/2011, increase the pool of RVTs and veterinarians involved in the examination development process – **ongoing – change date.**

LICENSING PROGRAM

- 5.5 **Delete – BCP funding denied.** By 12/31/2010, complete a one time, 100% CE audit of all licensees.
- 5.6 By ~~6/30/2010~~ 6/30/13, implement the i-Licensing program within VMB in conjunction with the DCA department-wide conversion project – **in progress – change date.**

*Pending issues dependent on action from outside agencies