

MEMORANDUM

DATE	April 4, 2025
TO	California Veterinary Medical Board (Board)
FROM	Matt McKinney, Deputy Executive Officer
SUBJECT	Agenda Item 22.E. Strategic Plan

Background

The Board's 2024-2028 Strategic Plan includes 41 objectives within five individual goal areas, broken down as follows:

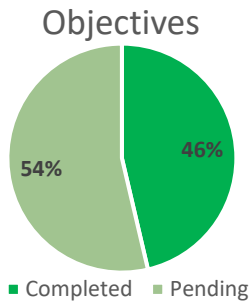
1. **Customer Service:** 4 Objectives
2. **Licensing & Examinations:** 3 Objectives
3. **Enforcement:** 7 Objectives
4. **Legislation & Regulations:** 19 Objectives
5. **Outreach:** 8 Objectives

After the Board adopted the Strategic Plan, staff, along with DCA's Strategic Organizational Leadership and Individual Development Planning Solutions unit created an Action Plan that identified 191 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 2024-2028 Strategic Plan.

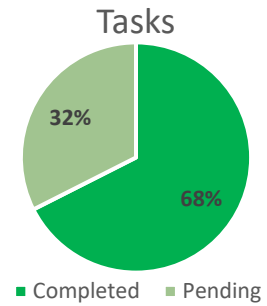
As of March 27, 2025, 46% of the Objectives and 68% of the Tasks have been completed. Board staff prioritizes completing Objectives and Tasks by the Target Completion dates in the Strategic Plan Objective Tracker.

Attachments:

1. 2024-2028 Strategic Plan Objective Tracker



California Veterinary Medical Board 2024-2028



Goal 1: Customer Service			
1.1	Create better tracking mechanisms of response times to questions and requests for information to improve response times for all inquiries.		
Success Measure:	Tracking mechanisms have been implemented.		
Objectives/Tasks		Target Completion	Current Status
1.1.1	Explore possibility of using Artificial Intelligence (AI) responses.	Q2 2025	In Progress
	<ul style="list-style-type: none"> 9/2024: The Board's Executive Officer (EO) has met with DCA's Chief Information Officer and Chief Technology Officer to discuss this objective. Based on Board discussion during the Strategic Planning Session, it appears the Board would like to utilize a chat-bot feature rather than AI. 4/2025: The Board's EO confirmed DCA is still working through two different options for the Board. 		
1.1.2	Create monthly reports for phone calls.	Q3 2025	In Progress
1.1.3	Create audit processes for main and enforcement email inboxes.	Q3 2025	Complete
	<ul style="list-style-type: none"> 2/2025: Main email inbox audit process created 3/2025: Audit process created for enforcement emails 		
1.1.4	Research ability to shadow calls for training.	Q3 2024	Complete
	<ul style="list-style-type: none"> 8/2024: Licensing/Admin Unit researched varying training headsets for shadow calls and submitted a purchase order to BSO. 		
1.1.5	Research and log commonly asked questions.	Q1 2025	Complete
	<ul style="list-style-type: none"> 11/2024: Licensing/Admin Unit compiled a list of commonly asked questions and is developing answers for management and legal review. 		
1.2	Begin regular customer service training for staff to improve stakeholder satisfaction.		
Success Measure:	Regular customer service training implemented.		
Objectives/Tasks		Target Completion	Current Status
1.2.1	Collaborate with SOLID to create custom customer service training for all staff.	Q2 2024	Complete
	<ul style="list-style-type: none"> 10/2024: DEO met with SOLID Training Manager to discuss training needs and established training dates. 		
1.2.2	Collaborate with SOLID on de-escalation training for all staff.	Q2 2024	Complete
	<ul style="list-style-type: none"> 10/2024: DEO met with SOLID Training Manager to discuss training needs and established training dates. 		
1.2.3	Implement regular trainings.	Q4 2024	Complete & Ongoing

	<ul style="list-style-type: none"> 12/2024: Quarterly training dates established for 2025. 		
1.3	Provide training on translation services and resources to improve accessibility for stakeholders.		
Success Measure:	Training and resources provided to staff.		
Objectives/Tasks		Target Completion	Current Status
1.3.1	Research translations services available from DCA.	Q1 2025	Complete
	<ul style="list-style-type: none"> 11/2024: Admin/Licensing manager obtained information from DCA's Consumer Information Center. 		
1.3.2	Contact EEO office for ideas on increasing accessibility.	Q1 2025	Complete
	<ul style="list-style-type: none"> 3/2025: Board staff contacted EEO for suggestions on increasing accessibility. 		
1.3.3	Research translation services for complaint forms.	Q1 2025	Complete
	<ul style="list-style-type: none"> 3/2025 Reached out to Office of Information Services, who stated that the online form could not be translated directly, but the user's browser has the translation option. 		
1.3.4	Create processes for requesting translation services.	Q2 2025	Complete
	<ul style="list-style-type: none"> 11/2024: Admin/Licensing manager disseminated process for requesting translation services to staff. 		
1.3.5	Prepare and provide presentation to staff.	Q1 2026	Complete
	<ul style="list-style-type: none"> 11/2024: Translation services information presented to staff. 		
1.4	Review and update the website as necessary to ensure it is accurate.		
Success Measure:	Website is updated with accurate information.		
Objectives/Tasks		Target Completion	Current Status
1.4.1	Contact OIS for link-tree on website.	Q4 2024	Complete
	<ul style="list-style-type: none"> 11/14/2024: Contacted OIS for link tree. 		
1.4.2	Establish process for regular spot-checks of website.	Q1 2025	Complete
	<ul style="list-style-type: none"> 2/2025: Process established for spot-checks of website. 		
1.4.3	Assign groups to review/audit areas of the website that need to be updated.	Q1 2025	Complete
	<ul style="list-style-type: none"> 3/2025: Groups assigned to review/audit website. 		
1.4.4	Compile list of issues on website.	Q3 2025	In Progress
	<ul style="list-style-type: none"> 3/2025: Staff began compiling list of website issues. 		
1.4.5	Collaborate with legal counsel on new/updated content.	Q3 2025	Pending
	<ul style="list-style-type: none"> 		
1.4.6	Submit corrected information/forms to OIS for updating.	Q2 2026 & ongoing	Pending

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1.4.7	Conduct quality assurance check for first update	Q2 2026	Pending
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1.4.8	Conduct regular spot checks on website.	Q3 2026 & ongoing	Pending
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Goal 2: Licensing & Examinations			
2.1	Streamline the hard card fingerprint process of background checks to decrease processing times for out-of-state applicants.		
Success Measure:	Hard card fingerprint process streamlined.		
Objectives/Tasks		Target Completion	Current Status
	Research ways to streamline the hard card process.	Q4 2024	Complete
2.1.1	<ul style="list-style-type: none"> 10/2024: EO met with DCA Director, Chief Information Officer, and Department of Justice (DOJ) to discuss the following streamlined processes: accepting alternative methods for obtaining hard cards (printing directly from Board websites, purchasing from Amazon, mail pre-printed hard cards) and allowing licensees to send completed hard cards directly to the DOJ. DOJ is researching the feasibility of these requests and will update DCA. 		
	Work with other state boards to find ways to streamline the licensure process with out-of-state licensees.	Q4 2024	Completed Ongoing
2.1.2	<ul style="list-style-type: none"> State veterinary boards now meet on a quarterly basis to, among other things, discuss and address bottlenecks in the out-of-state licensure process. State veterinary boards now use an online verification spreadsheet to quickly identify those states who utilize online verification systems, like DCA's license search page, for license verifications. For those who don't, the spreadsheet identifies the point of contact for those verifications. State veterinary boards also use AAVSB's online verification system, when applicable. 		
2.1.3	Collaborate with DCA Executive Office.	Q4 2024	Completed Ongoing
	<ul style="list-style-type: none"> 10/2024: EO met with DCA Director, Chief Information Officer, and Department of Justice (DOJ) to discuss streamlined processes. EO will continue to collaborate with DCA Executive Office. 		
	Create streamlined hard card instructions for out-of-state applicants.	Q3 2025	In Progress
2.1.4	<ul style="list-style-type: none"> 4/2025: DCA is working with DOJ to develop the instructions for out of state applicants. The goal is for applicants to have the option to have a hard card mailed to them, print one out on card stock, or purchase a hard card from a fingerprint vendor or Amazon. Allowing applicants other options could streamline the process by a number of weeks. 		
2.1.5	Collaborate with OIS.	Q4 2024	Completed Ongoing

	<ul style="list-style-type: none"> 10/2024: EO met with DCA Director, Chief Information Officer, and Department of Justice (DOJ) to discuss streamlined processes. EO will continue to collaborate with DCA Executive Office. 		
2.1.6	Establish process in BreEZe to streamline hard cards.	Q3 2025	In Progress
	<ul style="list-style-type: none"> 4/2025: OIS is working on solutions to streamline the process through BreEZe for hard cards and livescan services. 		
2.2	Pursue ways for Registered Veterinary Technician (RVT) candidates to take the national examination prior to graduation to address RVT shortages and decrease application processing times.		
Success Measure:	New ways established.		
Objectives/Tasks		Target Completion	Current Status
2.2.1	Collaborate with other state executive directors.	Q1 2024	Completed
2.2.2	Collaborate with AAVSB.	Q1 2024	Completed
2.2.3	Submitted formal request to revise their approval criteria for the national exam.	Q1 2024	Completed
2.2.4	Attend AAVSB board of director meetings.	Q1 2024	Completed
2.3	Identify ways the exam can better assess licensee applicants' communication skills to better prepare them for interacting with consumers.		
Success Measure:	New assessment method created.		
Objectives/Tasks		Target Completion	Current Status
2.3.1	Partner with ICVA to identify ways to better assess communication skills of licensee candidates.	Q2 2025	In Progress
	<ul style="list-style-type: none"> 3/2025: Emailed ICVA to set up meeting to discuss options with National Examinations Subcommittee. 4/2025: ICVA created a Communication Skills Assessment Task Force. The mandate of the Task Force is to review communication skills assessment practices across the health professions, not just at the licensure (NAVLE) level. This group performed a systematic review identifying communication skills assessment methods used across the health professions (currently in review for publication). The primary finding was that there needs to be a clear definition of communication skills and the components that can be assessed. To that end, ICVA is building a communication skills blueprint that 		

	can be used by veterinary medicine to guide the selection and use of assessment methods. The first step in this blueprinting process will commence in June.		
Goal 3: Enforcement			
3.1	Implement automatic complaint status updates to increase communication with complainants and respondents throughout the complaint process.		
Success Measure:	Automatic complaint status implemented.		
	Objectives/Tasks	Target Completion	Current Status
3.1.1	Research what MBC did to implement an automatic complaint status.	Q1 2025	Completed
	<ul style="list-style-type: none">2/2025: MBC is planning to leverage the Courtesy Email Notification (CEN) Interface to sending automated email messages to patients and their authorized representatives when certain activity code events are added to a complaint in BreZE. Which specific activity code events will trigger these automated email messages have not yet been finalized but MBC is analyzing the critical milestones to notify users that information will be available in our Complaint Tracking System in development. Since emails themselves are not considered secure, the automated email message will be more of a notice to check the Complaint Tracking System for the actual update. The content that can be included in the email hasn't been fully vetted by legal but they expect it to be fairly basic with the confidential information being provided through the secure Complaint Tracking System portal.		
3.1.2	Collaborate with legal on what information can be provided to involved parties.	Q2 2025	Completed
	<ul style="list-style-type: none">3/2025: Legal confirmed staff's concern with providing more notices to the complainant than required under BPC section 129.		
3.1.3	Identify meaningful points of investigation to provide updates to involved parties.	Q2 2025	Completed
	<ul style="list-style-type: none">3/2025: The points of investigation will only include the following:<ul style="list-style-type: none">When the <u>complaint</u> was receivedWhen the case was assigned to a desk analyst (included in the acknowledgment letter)When <u>an initial administrative action is taken on the complaint</u>, e.g., a public document was served (including citation, Accusation/SOI)Final <u>action taken on complaint</u> (when cases are closed, when PD/Stips are effective)<u>When the complaint is transmitted to another agency whose authority would provide the most effective means to secure the relief sought and notice of any other means that may be available to the complainant to secure relief</u> (BPC § 129, subd. (b)).		
3.1.4	Collaborate with OIS to update BreZE.	Q2 2025	Pending
	<ul style="list-style-type: none">		
3.1.5	Submit BMOs to update BreZE.	Q3 2025	Pending
	<ul style="list-style-type: none">		
3.1.6	Add information about how to check status on acknowledgement letter.	Q4 2025	Pending
	<ul style="list-style-type: none">		

3.2	Update the website's information on the complaint process to educate consumers on what types of complaints the Board can and cannot address.		
Success Measure:	Website updated.		
	Objectives/Tasks	Target Completion	Current Status
3.2.1	Update website to include quick link to file a complaint.	Q2 2024	Completed
	<ul style="list-style-type: none"> 6/2024: Quick link added to website's header 		
3.2.2	Research information provided by other state boards on complaint process.	Q1 2025	Completed
	<ul style="list-style-type: none"> 12/2024 compiled potential changes from all other state boards 		
3.2.3	Draft updated information.	Q3 2025	In Progress
	<ul style="list-style-type: none"> 3/2025: Enforcement Unit drafting updates 		
3.2.4	Submit updated information for legal review.	Q4 2025	Pending
	<ul style="list-style-type: none"> 		
3.2.5	Submit request to post updated information on website.	Q4 2025	Pending
	<ul style="list-style-type: none"> 		
3.3	Track types of complaints the Board receives for improved data on consumer complaints.		
Success Measure:	Tracking types of complaints received.		
	Objectives/Tasks	Target Completion	Current Status
3.3.1	Work with Complaint Audit Subcommittee (CAS) to identify what types of complaints to add to the complaint form.	Q2 2025	Completed
	<ul style="list-style-type: none"> 1/2025: During the January meeting, the Board specified the types of complaints it wants added to the complaint form: Small Animal, Livestock, Equine, and Other. 		
3.3.2	Get new complaint form approved by legal.	Q3 2025	Completed
	<ul style="list-style-type: none"> 1/2025: Legal attended the January meeting and was there when the Board decided which complaint types were added. No additional review was necessary. 		
3.3.3	Submit BMO to update in BreZE.	Q4 2025	Completed
	<ul style="list-style-type: none"> 3/2025: Small Animal, Livestock, Equine, and Other were requested to be added to the online complaint form. 		
3.3.4	Create reports to track different complaint types.	Q1 2026	Pending
	<ul style="list-style-type: none"> 		
3.3.5	Update the online complaint form to include more specific details.	Q2 2026	Pending
	<ul style="list-style-type: none"> 		
3.4	Increase number of subject matter experts (SME) and consultants reviewing cases to decrease processing times.		
Success Measure:	Increased number of SMEs and consultants.		

Objectives/Tasks		Target Completion	Current Status
3.4.1	Reach out to potential consultants for contracts.	Q2 2024	Completed Ongoing
	<ul style="list-style-type: none"> Additional consultant added to pool in May 2024. 		
3.4.2	Research and update website to identify ease of access for recruitment.	Q1 2025	Completed
	<ul style="list-style-type: none"> 11/2024 Sent email to Subject Matter Experts for suggestions on recruitment. 3/2025 Sent email to Internet Team to update the website with SME suggestions. 		
3.4.3	Identify SMEs to participate in recruitment video.	Q1 2025	Completed
	<ul style="list-style-type: none"> 11/2024 Identified potential participants for a recruitment video. 		
3.4.4	Create social media campaign to recruit more SMEs.	Q2 2025	Pending
	<ul style="list-style-type: none"> 		
3.4.5	Collaborate with OPA on recruitment video.	Q2 2025	Pending
	<ul style="list-style-type: none"> 		
3.4.6	Create recruitment videos.	Q1 2026	Pending
	<ul style="list-style-type: none"> 		
3.4.7	Submit ticket to post recruitment videos on website.	Q2 2026	Pending
	<ul style="list-style-type: none"> 		
3.4.8	Launch social media campaign.	Q2 2026	Pending
	<ul style="list-style-type: none"> 		
3.4.9	Collaborate with local VMAs to distribute recruitment video.	Q2 2026	Pending
	<ul style="list-style-type: none"> 		
3.5	Develop specific disciplinary guidelines for RVTs and Veterinary Assistant Controlled Substances Permit (VACSP) to increase the consistent application of guidelines.		
Success Measure:	Guidelines are developed.		
Objectives/Tasks		Target Completion	Current Status
3.5.1	Meet with RVT Subcommittee regarding disciplinary guidelines for RVTs and VACSPs.	Q1 2025	Pending
	<ul style="list-style-type: none"> 		
3.5.2	Evaluate existing terms for necessity and applicability.	Q1 2025	Completed
	<ul style="list-style-type: none"> 3/2025: Enforcement Unit reviewed existing terms for necessity and applicability 		
3.5.3	Develop recommendations for Multidisciplinary Advisory Committee (MDC) meeting.	Q3 2025	Pending
	<ul style="list-style-type: none"> 		
3.5.4	Present to MDC for approval.	Q3 2025	Pending
	<ul style="list-style-type: none"> 		
3.5.5	Develop new terms, if necessary.	Q3 2025	Pending
	<ul style="list-style-type: none"> 		
3.5.6	Present recommendations for Board approval	Q3 2025	Pending

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3.6	Create a national inspection workgroup to create best practices and identify emerging issues.		
Success Measure:	Inspection workgroup best practices created.		
Objectives/Tasks		Target Completion	Current Status
3.6.1	Identify state boards that have inspection programs.	Q2 2025	Completed
	• Ten boards responded to an AAVSB survey that they had inspection programs.		
3.6.2	Reach out to other state boards for interest in joining workgroup.	Q3 2025	Completed
	• 11 state boards expressed interest in joining the workgroup (one board does not have an established program, but is interested in starting one).		
3.6.3	Create regular quarterly meeting schedule for inspection workgroup.	Q3 2025	Completed
	• The inspection workgroup will meeting quarterly, starting in February 2025.		
3.6.4	Develop best practices.	Q4 2025	Pending
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3.7	Update the self-inspection checklist to help licensees remain in compliance with regulations.		
Success Measure:	Updated self-inspection checklist is distributed.		
Objectives/Tasks		Target Completion	Current Status
3.7.1	Review self-inspection checklist to identify out of practice standards and outdated language.	Q1 2025	Completed
	• Inspection Subcommittee (ISC) identified out of practice standards and outdated language.		
3.7.2	Meet with ISC.	Q1 2025	Completed
	• 2/25-3/25 ISC met to discuss updates to self-inspection checklist.		
3.7.3	Draft self-inspection checklist for each type of premises.	Q2 2025	Completed
	• 2/25-3/25 ISC drafted checklist for each type of premises.		
3.7.4.	Legal review of self-inspection checklist.	Q3 2025	Completed
	• 4/2025: Legal reviewed checklist and provided edits.		
3.7.5.	Develop recommendations for MDC meeting.	Q3 2025	Completed
	• 3/2025: Recommendations developed		
3.7.6	Present to MDC for feedback.	Q3 2025	Completed
	• 4/2025: ISC presented checklist to MDC.		
3.7.7	Present recommendation for Board approval	Q3 2025	Completed
	• The Board is not required to approve all information posted on the website. Staff recommends seeking Board approval on controversial items, such as FAQs for confusing/controversial bills or topics. Any document that is approved by the Board would then need to go back to the Board for amendments and could significantly delay providing timely information to our stakeholders. Since this document is		

	not controversial and is subject to change with each regulation update, it is better to not require this be approved by the Board each time.		
3.7.8	Collaborate with OPA on graphics and design of checklist	Q3 2025	Pending
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3.7.9	Distribute updated self-inspection checklist.	Q1 2026	Pending
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Goal 4: Legislation and Regulations			
4.1	Engage legislature and stakeholders regarding any legislation to expand RVT’s scope of practice.		
Success Measure:	Board actively engaged in legislation to expand RVT scope of practice.		
Objectives/Tasks		Target Completion	Current Status
4.1.1	Monitor all legislation related to expanding RVT scope of practice.	Q1 2024 & ongoing	Completed Ongoing
	• 2024: Monitored RVT scope of practice legislation: AB 2133 (Board: Opposed)		
4.1.2	Engage legislators and stakeholders whenever legislation is introduced.	Q1 2024 & ongoing	Completed Ongoing
	• 2024: Engaged legislators and stakeholders: AB 2133		
4.2	Seek statutory changes to enhance unlicensed practice penalties to decrease unlicensed veterinary practice.		
Success Measure:	Statutes updated.		
Objectives/Tasks		Target Completion	Current Status
4.2.1	Establish Unlicensed Practice Subcommittee (UPSC)	Q3 2024	Completed
	• 6/2024: UPSC established		
4.2.2	Meet with UPSC.	Q4 2024	Completed Ongoing
	• 8/2024: UPSC held initial meeting and developed plan to complete objectives and hold multiple one-hour stakeholder meetings. • 9/2024: UPSC held first unlicensed practice stakeholder meeting focusing on equine unlicensed practice. • 11/2024: UPSC held second unlicensed practice stakeholder meeting focusing on small animal practice.		
4.2.3	Research existing unlicensed practice enforcement mechanisms.	Q2 2025	Completed
	• 8/2024: EO requested AAVSB survey from other veterinary jurisdictions regarding their unlicensed practice mechanisms (awaiting results). • 9/2024: EO led AAVSB regional discussions with multiple jurisdictions discussing unlicensed practice. • 9/2024: EO/Board President participated in AAVSB’s Executive Director Session regarding unlicensed practice during the 2024 Annual Conference.		
4.2.4	Develop recommendations and legislative proposal for MDC meeting.	Q3 2025	Completed

	<ul style="list-style-type: none"> 12/2024: UPSC met to review and discuss legislative proposals regarding unlicensed practice exemptions and unlicensed practice citations. 		
4.2.5	Present to MDC for approval. <ul style="list-style-type: none"> 1/2025: Presented to MDC 	Q4 2025	Completed
4.2.6	Present to the Board for approval. <ul style="list-style-type: none"> 1/2025: Presented to Board 	Q4 2025	Completed
4.2.7	Pursue legislative proposal. <ul style="list-style-type: none"> 1/2025: The Board approved legislative proposal. Staff to submit proposal to the Legislature. 	Q4 2025	In Progress
4.3	Pursue legislation to narrow licensure exemptions in Business and Professions Code (BPC) section 4827 to prevent unintended consequences.		
Success Measure:	Legislation pursued.		
Objectives/Tasks		Target Completion	Current Status
4.3.1	Meet with UPSC <ul style="list-style-type: none"> 8/2024: UPSC held initial meeting and developed plan to complete objectives and hold multiple one-hour stakeholder meetings. 9/2024: UPSC held first unlicensed practice stakeholder meeting focusing on equine unlicensed practice. 11/2024: UPSC held second unlicensed practice stakeholder meeting focusing on small animal practice. 	Q4 2024	Completed
4.3.2	Evaluate and identify unintended consequences of BPC section 4827. <ul style="list-style-type: none"> 9/2024: UPSC held first unlicensed practice stakeholder meeting focusing on equine unlicensed practice. 11/2024: UPSC held second unlicensed practice stakeholder meeting focusing on small animal practice. 	Q4 2024	Completed
4.3.3	Develop recommendations and legislative proposal. <ul style="list-style-type: none"> 12/2024: UPSC met to review and discuss legislative proposals regarding unlicensed practice exemptions and unlicensed practice citations. 	Q1 2025	Completed
4.3.4	Hold stakeholder meetings for their input on legislative proposal <ul style="list-style-type: none"> Stakeholder meetings were held prior to developing the proposal to seek input on what should be included. The Subcommittee and Board staff then reached out to individual entities (e.g., equine veterinarians, food production veterinarians) to see if they had concerns with the direction. 	Q2 2025	Completed
4.3.5	Update legislative proposal, if necessary.	Q2 2025	Completed
4.3.6	Present to MDC for approval. <ul style="list-style-type: none"> 1/2025: Presented to MDC 	Q2 2025	Completed
4.3.7	Present to the Board for approval.	Q2 2025	Completed

	<ul style="list-style-type: none"> 1/2025: Presented to Board 		
4.3.8	Pursue legislative proposal.	Q2 2025	Completed
	<ul style="list-style-type: none"> 1/2025: The Board approved a legislative proposal. Staff to submit proposal to the Legislature. 		
4.4	Pursue legislation to remove the 20% Veterinary Premises Inspection Mandate.		
Success Measure:	Legislation pursued.		
Objectives/Tasks		Target Completion	Current Status
4.4.1	Meet with Inspection Subcommittee.	Q2 2024	Completed
	<ul style="list-style-type: none"> 6/2024: Inspection Subcommittee met to discuss objective, reviewed reports from previous Subcommittee members, and reviewed the progress the Board has made in the last couple of years. 		
4.4.2	Develop recommendations and legislative proposal to remove mandate.	Q2 2024	Completed
	<ul style="list-style-type: none"> 6/2024: Inspection Subcommittee developed recommendations and a legislative proposal. 		
4.4.3	Present to MDC.	Q3 2024	Completed
	<ul style="list-style-type: none"> 7/2024: Inspection Subcommittee presented legislative proposal to MDC. MDC approved proposal and recommended Board adoption. 		
4.4.4	Present to the Board for approval.	Q3 2024	Completed
	<ul style="list-style-type: none"> 7/2024: MDC Chair presented recommendation to the Board. Board approved. 		
4.4.5	Pursue legislation.	Q1 2025	Completed
	<ul style="list-style-type: none"> The Board is pursuing the legislative amendment through the Board's Sunset Report (New Issue #3). 		
4.5	Pursue legislation to add another RVT to the Board to increase representation and perspective of the RVT profession.		
Success Measure:	Legislation pursued.		
Objectives/Tasks		Target Completion	Current Status
4.5.1	Pursue legislation already approved by the Board through the Sunset process.	Q1 2025	Completed
	<ul style="list-style-type: none"> The Board is pursuing the legislative amendment through the Board's Sunset Report (New Issue #4). 		
4.6	Pursue legislation to revise the complaint prioritization statute to increase effectiveness.		
Success Measure:	Legislation pursued.		
Objectives/Tasks		Target Completion	Current Status
4.6.1	Meet with Complaint Audit Subcommittee (CAS) regarding BPC section 4875.1.	Q1 2025	Completed

	<ul style="list-style-type: none"> 9/2024; 12/2024; 3/2025: CAS met to discuss BPC 4875.1. 		
4.6.2	Evaluate existing complaint prioritization criteria.	Q1 2025	Completed
	<ul style="list-style-type: none"> 9/2024; 12/2024; 3/2025: CAS evaluated existing complaint prioritization criteria. 		
4.6.3	Develop recommendations and legislative proposal.	Q1 2025	Completed
	<ul style="list-style-type: none"> 3/2025: CAS developed legislative proposal for BPC 4875.1 4/2025: CAS to discuss potential legislative changes with MDC 		
4.6.4	Hold stakeholder meetings for their input on legislative proposal.	Q2 2025	Completed
	<ul style="list-style-type: none"> Due to the minor amendment, stakeholder meetings were unnecessary. 		
4.6.5	Update legislative proposal, if necessary.	Q2 2025	Completed
	<ul style="list-style-type: none"> Unnecessary 		
4.6.6	Present to MDC for approval.	Q2 2025	Completed
	<ul style="list-style-type: none"> 4/2025: Presented to the MDC during April Meeting 		
4.6.7	Present to the Board for approval.	Q2 2025	Completed
	<ul style="list-style-type: none"> 4/2025: Presented to the Board during April Meeting 		
4.6.8	Pursue legislative proposal.	Q2 2025	Pending
	<ul style="list-style-type: none"> 		
4.7	Propose legislation to provide VACSP holders the authority to compound drugs to increase access to veterinary care.		
Success Measure:	Legislation pursued.		
Objectives/Tasks		Target Completion	Current Status
4.7.1	Pursue legislation already approved by the Board through Sunset process.	Q1 2025	Completed
	<ul style="list-style-type: none"> The Board is pursuing the legislative amendment through the Board's Sunset Report (New Issue #5). 		
4.8	Explore solutions to clarify the Board's authority to inspect boarding facilities.		
Success Measure:	Solutions explored.		
Objectives/Tasks		Target Completion	Current Status
4.8.1	Meet with Inspection Subcommittee (ISC) regarding current industry confusion surrounding authority to inspect boarding facilities.	Q1 2025	In Progress
	<ul style="list-style-type: none"> Initial meeting scheduled 4/25 		
4.8.2	Identify potential solutions and develop recommendations.	Q1 2025	Pending
	<ul style="list-style-type: none"> 		

4.8.3	Hold stakeholder meetings for their input on recommendations.	Q2 2025	Pending
	•		
4.8.4	Update recommendations, if necessary.	Q2 2025	Pending
	•		
4.8.5	Present to MDC for approval.	Q2 2025	Pending
	•		
4.8.6	Present to the Board for approval.	Q2 2025	Pending
	•		
4.8.7	Pursue legislative proposal, if necessary.	Q2 2025	Pending
	•		
4.9	Seek a statutory change to remove the requirement for RVT programs to obtain Board approval to operate in California.		
Success Measure:	Legislation pursued.		
Objectives/Tasks		Target Completion	Current Status
4.9.1	Pursue legislation already approved by the Board through Sunset process.	Q1 2025	Completed
	• The Board is pursuing the legislative amendment through the Board's Sunset Report (New Issue #6).		
4.10	Complete the Section 100 regulatory package to remove all outdated regulations related to the California specific examination, temporary and intern licenses.		
Success Measure:	Package submitted.		
Objectives/Tasks		Target Completion	Current Status
4.10.1	Prepare Section 100 rule-making package.	Q3 2024	Completed
	• 9/2024: Policy Specialist prepared Section 100 package		
4.10.2	Present Section 100 package to EO for approval.	Q3 2024	Completed
	• 9/2024: Policy Specialist presented Section 100 package to EO and regulatory counsel. It was determined to separate into three packages. Staff is finalizing packages for submitting back to EO and reg counsel for further review/approval.		
4.10.3	Submit Section 100 package to regulatory counsel.	Q3 2024	Completed
	• 9/2024: Policy Specialist presented Section 100 package to EO and regulatory counsel. It was determined to separate into three packages. Staff is finalizing packages for submitting back to EO and reg counsel for further review/approval.		
4.10.4	Submit Section 100 package to OAL.	Q1 2025	Completed
	• 12/2024: Submitted Section 100 regulatory package to DCA regulation unit.		

	<ul style="list-style-type: none"> 2/2025: Section 100 regulatory package approved by OAL. 		
4.11	Pursue legislation to repeal the Board's authority to approve continuing education courses and providers.		
Success Measure:	Legislation and regulation pursued.		
Objectives/Tasks		Target Completion	Current Status
4.11.1	Meet with MDC Executive Committee.	Q1 2025	Completed
	<ul style="list-style-type: none"> 6/2024: MDC Executive Committee discussed the objective and decided it can go directly to the Board for consideration in the Sunset report. 		
4.11.2	Review existing statutes and regulations regarding continuing education courses and providers.	Q1 2025	Completed
	<ul style="list-style-type: none"> 6/2024: Statutes/Regulations reviewed. 		
4.11.3	Develop recommendations and legislative/regulatory proposals.	Q2 2025	Completed
	<ul style="list-style-type: none"> 6/2024: Recommendation to remove authority developed. 		
4.11.4	Present to MDC for approval.	Q2 2025	Completed
	<ul style="list-style-type: none"> Deemed unnecessary. 		
4.11.5	Present to the Board for approval.	Q2 2025	Completed
	<ul style="list-style-type: none"> 7/2024: Sunset Report, New Issue #8 presented to Board 		
4.11.6	Pursue legislative/regulatory proposals.	Q2 2025	Completed
	<ul style="list-style-type: none"> The Board is pursuing the legislative amendment through the Board's Sunset Report (New Issue #8). 		
4.12	Review regulations and statutes and repeal or amend them as necessary to keep them relevant and understandable.		
Success Measure:	Legislation and regulation pursued.		
Objectives/Tasks		Target Completion	Current Status
4.12.1	Meet with MDC executive committee.	Q1 2027	Completed Ongoing
	<ul style="list-style-type: none"> MDC Executive Committee meets monthly to discuss, among other things, statutes or regulations that should be amended or repealed and whether they should be vetted by the MDC or go straight to the Board. 		
4.12.2	Review regulations and statutes for relevancy and clarity.	Q1 2027	Completed Ongoing
	<ul style="list-style-type: none"> Statutes and regulations are reviewed on a regular basis. Potential recommendations are brought to the MDC Executive Committee for consideration. 		
4.12.3	Develop recommendations and legislative/regulatory packages.	Q2 2027	Completed Ongoing

	<ul style="list-style-type: none"> 12/2024: MDC Executive Committee developed a legislative proposal to clarify CE requirements for veterinarians and RVTs. This proposal will, among other things, make it much easier for licensees, CE providers, and staff to quickly identify and understand the CE requirements. 		
4.12.4	Present to MDC for approval.	Q2 2027	Completed Ongoing
	<ul style="list-style-type: none"> 1/2025: Presented to MDC 		
4.12.5	Present to the Board for approval.	Q2 2027	Completed Ongoing
	<ul style="list-style-type: none"> 1/2025: Presented to Board 		
4.12.6	Pursue legislative/regulatory proposals.	Q2 2027	Completed
	<ul style="list-style-type: none"> 1/2025: The Board approved a legislative proposal. Staff submitted proposal to the Legislature. 		
4.13	Educate the Legislature on the differences between human medicine and veterinary medicine to help reduce unlicensed practice of veterinary medicine.		
Success Measure:	Board has engaged with legislature.		
Objectives/Tasks		Target Completion	Current Status
4.13.1	Monitor all legislation related to expanding RVT scope of practice.	Q1 2024 & ongoing	Completed Ongoing
	<ul style="list-style-type: none"> Board discussed and ultimately opposed AB 2133 (Kalra, 2024) Veterinary Medicine: Registered Veterinary Technicians during its April 2024 meeting. The Board's Executive Committee and Board staff met with legislative staff, sponsors, and stakeholders regarding the Board's position and various concerns. AB 2133 was ultimately held under submission in Assembly Appropriations. 		
4.13.2	Engage legislators and stakeholders whenever legislation is introduced.	Q1 2024 & ongoing	Completed Ongoing
	<ul style="list-style-type: none"> The Board opposed AB 814 (Lowenthal, 2023) Veterinary medicine: Animal Physical Rehabilitation in April 2023. In June 2024, the Board submitted an updated opposition letter indicating increased concerns surrounding the 24/25 State budget. In June 2024, the Board's President and EO met with legislative staff to discuss concerns with potential amendments being discussed. In July 2024, the bill's hearing was canceled at request of the author. 		
4.14	Propose legislation further defining telemedicine terms to reduce confusion.		
Success Measure:	Legislation pursued.		
Objectives/Tasks		Target Completion	Current Status
4.14.1	Pursue legislation already approved by the Board through the Sunset process.	Q1 2025	Completed
	<ul style="list-style-type: none"> The Board is pursuing the legislative amendment through the Board's Sunset Report (New Issue #9). 		
4.15	Propose legislation to amend BPC section 4855 to allow consumers to obtain copies of animal patient records		
Success Measure:	Legislation proposed.		

Objectives/Tasks		Target Completion	Current Status
4.15.1	Hold stakeholder meetings for their input on recommendations	Q2 2024	Completed
	<ul style="list-style-type: none"> 2023: Held multiple stakeholder meetings to discuss legislative proposal. 4/2024: Held additional stakeholder meetings to address concerns 		
4.15.2	Update recommendations, if necessary.	Q2 2024	Completed
	<ul style="list-style-type: none"> 4/2024: Updated recommendations addressing stakeholder concerns. 		
4.15.3	Present to MDC for approval.	Q3 2024	Completed
	<ul style="list-style-type: none"> 1/2024: Presented to MDC for approval; MDC Approved 7/2024: Presented to revised proposal to MDC for new approval; MDC Approved 		
4.15.4	Present to the Board for approval.	Q3 2024	Completed
	<ul style="list-style-type: none"> 4/2024: MDC presented proposal to Board; Board sent back to MDC after hearing stakeholder concerns. 7/2024: MDC presented revised proposal to Board; Board Approved. 		
4.15.5	Pursue legislative proposal in the legislature.	Q1 2025	Completed
	<ul style="list-style-type: none"> The Board is pursuing the legislative amendment through the Board's Sunset Report (New Issue #10). 		
4.16	Propose legislation to amend BPC section 4825.1 to revise the definition of livestock to include commercial equines.		
Success Measure:	Legislation proposed.		
Objectives/Tasks		Target Completion	Current Status
4.16.1	Meet with the Equine Subcommittee (ESC) regarding definition of livestock to include commercial equines.	Q1 2025	Completed
	<ul style="list-style-type: none"> 10-12/2024: ESC discussed, among other things, amending the definition of livestock. 		
4.16.2	Identify potential solutions and develop recommendations.	Q1 2025	Completed
	<ul style="list-style-type: none"> 12/2024: ESC developed legislative proposal to amend "livestock" definition. 		
4.16.3	Hold stakeholder meetings for their input on recommendations.	Q2 2025	Completed
	<ul style="list-style-type: none"> Rather than hold stakeholder meetings for this specific definition, the ESC reached out to individual entities to see if there were any concerns with the proposal. No concerns were raised. 		
4.16.4	Update recommendations, if necessary.	Q2 2025	Completed
4.16.5	Present to MDC for approval.	Q2 2025	Completed
	<ul style="list-style-type: none"> 1/2025: Presented to MDC 		
4.16.6	Present to the Board for approval.	Q2 2025	Completed
	<ul style="list-style-type: none"> 1/2025: During the January meeting, the Board decided to leave the livestock definition as is. 		
4.16.7	Pursue legislative proposal in the legislature, if necessary.	Q2 2025	Completed
	<ul style="list-style-type: none"> 1/2025: Based on the Board's direction, a legislative proposal will not be pursued. 		

4.17	Amend BPC section 4857 to require veterinary premises to release animal medical records to treating licensees so these licensees can respond appropriately to Board inquiries.		
Success Measure:	BPC section 4857 amended.		
	Objectives/Tasks	Target Completion	Current Status
4.17.1	Meet with MDC executive committee. • 2/2024: Met with MDC Executive Committee and decided this can go straight to the Board.	Q3 2024	Completed
4.17.2	Review legislative proposal to amend BPC section 4857. • 2/2024: Reviewed proposal to amend BPC section 4857 and decided amending BPC section 4856 was a better recommendation to address the issue.	Q3 2024	Completed
4.17.3	Develop recommendations. • 3/2024: Developed legislative proposal.	Q4 2024	Completed
4.17.4	Present to MDC for approval. • Unnecessary.	Q4 2024	Completed
4.17.5	Present to the Board for approval. • 4/2024: Presented to Board for approval; Board approved.	Q4 2024	Completed
4.17.6	Pursue legislative proposal. • The Board is pursuing the legislative amendment through the Board's Sunset Report (New Issue #12).	Q1 2025	Completed
4.18	Propose legislation to amend BPC section 4887, subdivision (b) to require submission of fingerprints at the time of petition for reinstatement hearings so the Board can obtain necessary criminal history records in a timely manner.		
Success Measure:	Legislation proposed.		
	Objectives/Tasks	Target Completion	Current Status
4.18.1	Meet with MDC executive committee. • MDC Executive Committee believed this could go straight to the Board. The Board approved including this in its Sunset Review Report.	Q3 2024	Completed
4.18.2	Develop recommendations and legislative proposal. • 3/2025: Recommendations and legislative proposal completed.	Q2 2025	Completed
4.18.3	Present to MDC for approval. • 4/2025: Presented to MDC during April Meeting	Q2 2025	Completed
4.18.4	Present to the Board for approval. • 4/2025: Presented to Board during April Meeting	Q2 2025	Completed
4.18.5	Pursue legislative proposal. •	Q3 2025	Pending

4.19	Propose legislation to amend BPC section 4887 to exclude time tolling from the time to petition to further probation effectiveness.		
Success Measure:	Legislation proposed.		
Objectives/Tasks		Target Completion	Current Status
4.19.1	Meet with MDC executive committee.	Q3 2024	Completed
	• MDC Executive Committee believed this could go straight to the Board.		
4.19.2	Develop recommendations and legislative proposal.	Q2 2025	Completed
	• 3/2025: Recommendations and legislative proposal completed.		
4.19.3	Present to MDC for approval.	Q2 2025	Completed
	• 4/2025: Presented to MDC during April Meeting		
4.19.4	Present to the Board for approval.	Q2 2025	Completed
	• 4/2025: Presented to Board during April Meeting		
4.19.5	Pursue legislative proposal.	Q3 2025	Pending
	•		
Goal 5: Outreach			
5.1	Educate consumers on how to recognize unlicensed veterinary practice so they make informed decisions.		
Success Measure:	Outreach campaign launched.		
Objectives/Tasks		Target Completion	Current Status
5.1.1	Work with local DA/law enforcement/animal control/DEA jurisdictions to get more buy in.	Q1 2027	Pending
	•		
5.1.2	Explore feasibility of staffing booths at animal shows.	Q1 2027	Pending
	•		
5.1.3	Collaborate with UPSC to create outreach materials.	Q2 2027	Pending
	•		
5.1.4	Launch outreach campaign.	Q3 2027	Pending
	•		
5.2	Create materials to educate consumers and licensees on the impact and implementation of new laws to avoid confusion and increase compliance.		
Success Measure:	Materials disseminated.		
Objectives/Tasks		Target Completion	Current Status

5.2.1	Monitor legislation signed by the governor annually.	Q4 2024 & ongoing	Completed & Ongoing
	<ul style="list-style-type: none"> Sept/Oct: Legislation signed by Governor reviewed and evaluated. SB 669 (Cortese, Chapter 882, Statutes of 2023) went into effect on January 1, 2024. AB 1399 (Friedman, Chapter 475, Statutes of 2023) went into effect on January 1, 2024. 		
5.2.2	Develop educational materials as laws are established.	Q4 2024 & ongoing	Completed & Ongoing
5.2.3	Submit for legal approval.	Q4 2024 & ongoing	Completed & Ongoing
5.2.4	Submit to applicable subcommittee, if necessary.	Q4 2024 & ongoing	Completed & Ongoing
5.2.5	Work with OPA for graphics when needed.	Q4 2024 & ongoing	Completed & Ongoing
	<ul style="list-style-type: none"> X/2024: SB 699 and SB 1399 FAQ flyers were created by OPA. 		
5.2.6	Disseminate educational materials.	Q4 2024 & ongoing	Completed & Ongoing
	<ul style="list-style-type: none"> 4/2024: SB 669 FAQs were approved by the Board; 7/2024: the SB 669 FAQs were posted on the Board's website. 4/2024: AB 1399 FAQs were approved by the Board; 7/2042: the AB 1399 FAQs were posted on the Board's website. 		
5.3	Increase communication and outreach with all state board executive officers to develop best practices.		
Success Measure:	Best practices developed.		
Objectives/Tasks		Target Completion	Current Status
5.3.1	Reach out to other state boards' executive officers for interest.	Q3 2024	Completed
	<ul style="list-style-type: none"> 9/2024: Board's EO met with various committees and all executive officers during AAVSB's annual conference and discussed the need to increased communication and the establishment of best practices. 10/2024: All state board executive directors virtually meet at least quarterly within regional groups and during quarterly roundtable meetings to discuss and develop best practices. 12/2024: 11 state boards expressed interest in creating an inspection workgroup to develop inspection related best practices. 		
5.3.2	Create regular quarterly meetings.	Q3 2024	Completed
	<ul style="list-style-type: none"> 10/2024: All state board executive directors virtually meet at least quarterly within regional groups and during quarterly roundtable meetings to discuss and develop best practices. 12/2024: Inspection Workgroup will meet quarterly starting in February 2025. 		
5.3.3	Develop best practices.	Q4 2024 & ongoing	Completed & Ongoing

	<ul style="list-style-type: none"> Created online verification spreadsheet for all state boards to use as “best practice” to verify quickly verify out-of-state license information. 		
5.4	Create videos to expand reach to consumers and licensees explaining how to file a complaint as well as how to apply for a license or a permit.		
Success Measure:	Videos posted to website.		
Objectives/Tasks		Target Completion	Current Status
5.4.1	Work with OPA to develop videos.	Q3 2025	Pending
	<ul style="list-style-type: none"> 		
5.4.2	Post videos on website and social media.	Q4 2025	Pending
	<ul style="list-style-type: none"> 		
5.5	Create a video demonstration of the inspection process to increase licensee understanding and compliance.		
Success Measure:	Video posted to website.		
Objectives/Tasks		Target Completion	Current Status
5.5.1	Work with OPA to develop video.	Q3 2025	In Progress
	<ul style="list-style-type: none"> 3/2025: Inspection video filmed with OPA. 		
5.5.2	Post video on website and social media.	Q4 2025	Pending
	<ul style="list-style-type: none"> 		
5.6	Develop tools and educational resources regarding treatment options available in veterinary medicine to ease licensee concerns.		
Success Measure:	Materials disseminated.		
Objectives/Tasks		Target Completion	Current Status
5.6.1	Meet with Outreach Subcommittee to identify spectrum of care options.	Q1 2025	Pending
	<ul style="list-style-type: none"> 		
5.6.2	Engage with external stakeholders, including schools, to identify and develop tools and educational materials.	Q1 2025	Pending
	<ul style="list-style-type: none"> 		
5.6.3	Develop outreach materials.	Q3 2025	Pending
	<ul style="list-style-type: none"> 		
5.6.4	Submit to legal for approval.	Q3 2025	Pending
	<ul style="list-style-type: none"> 		

5.7	Explore ways to make the website more user-friendly by enhancing language translation accessibility.		
Success Measure:	Website updated.		
Objectives/Tasks		Target Completion	Current Status
5.7.1	Work with OIS to identify ways to enhance language translation accessibility.	Q2 2025	In Progress
	<ul style="list-style-type: none"> 3/2025: Developed instructions on how to translate webpages using browser features to add Board's website 		
5.7.2	Update website as necessary.	Q3 2025	Pending
	<ul style="list-style-type: none"> 		
5.8	Develop racetrack/horse show specific materials regarding unlicensed practice to educate consumers.		
Success Measure:	Outreach campaign launched.		
Objectives/Tasks		Target Completion	Current Status
5.8.1	Meet with Equine Practice Subcommittee	Q1 2027	Pending
	<ul style="list-style-type: none"> 		
5.8.2	Partner with CHRB and CDFA to develop educational materials regarding unlicensed practice.	Q1 2027	Pending
	<ul style="list-style-type: none"> 		
5.8.3	Explore feasibility of staffing booths at racetrack/horse shows.	Q2 2027	Pending
	<ul style="list-style-type: none"> 		
5.8.4	Launch outreach campaign.	Q3 2027	Pending
	<ul style="list-style-type: none"> 		