



CALIFORNIA BOARD OF PODIATRIC MEDICINE
June 7, 2019

SUBJECT: EXECUTIVE MANAGEMENT

**ACTION: THE CALIFORNIA BOARD OF PODIATRIC
MEDICINE'S STRATEGIC PLAN IMPLEMENTATION
PLAN UPDATE.**

VF1

DISCUSSION:

Discussion on The California Board of Podiatric Medicine's Strategic Plan Implementation Update That Assist the Board in Meeting the Strategic Plan Goals.

ATTACHMENTS:

- A. Strategic Plan Action Plan

Prepared by: Brian Naslund

Brian Naslund
Executive Officer

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Podiatric Medical Board of California

Action Plan

2019-2022



Podiatric Medical Board of California

Board Members

Michael Zapf, DPM, President

Judith Manzi, DPM, Vice President

Darlene Trujillo Elliot, Secretary

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Gavin Newsom, Governor

Alexis Podesta, Secretary, Business, Consumer Services and Housing Agency

Dean R. Grafilo, Director, Department of Consumer Affairs

Brian Naslund, Executive Officer, Podiatric Medical Board of California

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Acronym List

DOI – Division of Investigation

OAG – Office of the Attorney General

DCA – Department of Consumer Affairs

DOJ – Department of Justice

EO – Executive Officer

CME – Continuing medical education

OIS – Office of Information System

BreZE – DCA’s Licensing and Enforcement System

DPM – Doctor of Podiatric Medicine

BPM – Board of Podiatric Medicine

PMBC – Podiatric Medical Board of California

IDP – Individual Development Plan

Message from the Board President

On behalf of the Podiatric Medical Board of California (Board), I am pleased to present our 2019-2022 Strategic Plan.

Through the process of updating its Strategic Plan, the Board re-evaluated its current mission, values, successes and challenges. The current plan could be viewed as a “road map” for the Board and stakeholders. The Board tried to ensure that the focus remain on established goals while allowing for flexibility in meeting new challenges as they arise.

The Board’s mission is to protect the public through the licensing and regulation of Doctors of Podiatric Medicine in the State of California. The current plan revisits the goals of achieving excellence in implementing current laws and regulations applicable to our licensees, as well as continuing to strengthen our commitment, encouraging increased participation of all stakeholders, and meeting the challenges of the everchanging healthcare environment.

The profession of podiatric medicine continues to evolve and demands that the Board strategically plan for the future. It is through the strategic planning process that the Board has achievable goals that will allow the Board to continually make and monitor improvements in its efforts to meet its sole mission, which is to protect the public.

Sincerely,

Michael Zapf, DPM, President



About the Podiatric Medical Board of California

The Podiatric Medical Board of California (Board)—functioning semi-autonomously as one of 36 regulatory entities under the guidance of the Department of Consumer Affairs (DCA)—has historical roots that can be traced back to as early as 1957 when State licensure of Doctors of Podiatric Medicine (DPMs) was separately handled by a legislatively created podiatric examining committee under the auspices of the California Board of Medical Examiners. To this day, the Board continues to independently carry out its primary mission of public protection through its close statutory association with the Medical Board of California.

Headed by a professional majority, the Board is composed of seven members serving four-year terms with no more than a maximum of two consecutive terms permitted. The Governor appoints four professional members and one public member, while the Senate Rules Committee and the Assembly Speaker each appoint one of the two remaining public members of the body. To avoid conflicts of interest during their service to the people of the State, no member of the Board may own or acquire any interest in an institution engaged in podiatric medical instruction.

The Board's important mission for advancing public protection is carried out by its Executive Officer, who is appointed by the Board and serves at its pleasure. Through faithful execution of the laws and regulations governing the practice of podiatric medicine, the Board's Executive Officer diligently carries out the Board's mission and directives in the administration, licensing, and enforcement of a licentiate base consisting of approximately 2,000 DPMs.

Existing solely to serve the public, the Board's mission is accomplished without reliance on taxpayer monies from the State's General Fund. Through careful fiscal and budgetary discipline, the Board operates well within funding levels generated exclusively from fees set by State statute and collected from licensees and applicants.

Recent Accomplishments

1. Continued to maintain the highest standards in protecting the public and regulating licensees throughout the state.
2. Achieved recognition as the third medical board in California with a title change from “California Board of Podiatric Medicine” to “Podiatric Medical Board of California.” This change, effective July 1, 2019 provides consistency with the Medical Board of California and the Osteopathic Medical Board of California.
3. Collaborated with various stakeholders to broaden the scope of practice so that doctors of podiatric medicine (DPMs) with proper training are now allowed to provide medical treatments or wound care for patients suffering from the complications of diabetes and other diseases of the lower limb.
4. Achieved many technological advancements that have allowed the Board to work more effectively. These items include laptops, copier, scanner, and phones. This provides many benefits in the ability to create more documents in-house rather than sending them for professional printing, and the ability to network more efficiently.
5. Collaborated with the Strategic Organizational Leadership and Individual Development (SOLID) Unit of the Department of Consumer Affairs to create an online expert witness training tutorial to ensure experts are trained regarding report writing, record review, and providing testimony prior to case assignment.
6. Implemented electronic processing for licensees to make payments to the Board. This includes initial licensure, renewal, and cost recovery. Since this service has been available, licensees have reported that the electronic payment process is much easier and more efficient.
7. Developed relationships with legislators and enhanced involvement of stakeholders in communicating and ultimately pursuing active legislative goals, such as increasing the scope of practice, maintaining an independent medical board, and attending many legislative hearings and meetings relating to legislation directly impacting the Board.
8. Increased outreach to DPMs and all stakeholders through numerous communication channels including the biannual printing of the topical newsletter, Footnotes. Additionally, through attending various legislative and professional events, the Board has made itself available to strengthen cooperation among stakeholders, answer questions, and provide transparency.

Mission, Vision, and Values

Mission

To protect and educate consumers of California through licensing, enforcement, and regulation of Doctors of Podiatric Medicine.

Vision

All California-licensed podiatric doctors will provide safe and competent foot and ankle care.

Values

Consumer Protection

Effectiveness

Fairness

Professionalism

Service

Transparency

Strategic Goals

1. Enforcement

The Podiatric Medical Board of California (Board) protects consumers by preventing violations and effectively enforcing laws, codes, and standards when violations occur.

2. Licensing

The Board licenses those practicing podiatric medicine by ensuring that licensing requirements are met. This includes initial application, continuing education, and renewals.

3. Legislation/Regulations

The Board participates and promulgates legislation, regulations, policies, and procedures to meet the challenges of the evolving industry, while protecting consumers.

4. Administration

The Board utilizes all available resources to fulfill its mission.

5. Outreach

The Board educates, communicates, and interacts with licensees, consumers, and key stakeholders.

Goal 1: Enforcement

The Podiatric Medical Board of California protects consumers by preventing violations and effectively enforcing laws, codes, and standards when violations occur.

- 1.1 Coordinate with the Department of Consumer Affairs and other licensing and regulatory agencies to evaluate and update performance measured timeframes to accurately reflect realistic processing times for adjudication and enforcement of cases.

Completion Date: Q4 2019		
Success Measure: Cases are processed within set timeframes.		
Tasks	Responsible Party	Completion Date
1. Continue to participate with DCA Board and Bureau Services Reports User Group task force on performance measures.	Enforcement Coordinator	Ongoing
2. Reach out to point of contact at DCA Board and Bureau Services for more options specific to PMBC.	Enforcement Coordinator	Q4 2019
3. Watch and monitor DOI and OAG case processing times.	Enforcement Coordinator	Ongoing
4. Collaborate with DCA healing art boards.	Enforcement Coordinator	Ongoing

- 1.2 Educate licensees concerning potential infractions and ways to mitigate them to reduce violations and improve consumer protection.

Completion Date: Q4 2019		
Success Measure: Successful completion and distribution of educational materials.		
Tasks	Responsible Party	Completion Date
1. Write newsletter articles to educate licensees on potential violations and disciplinary actions taken.	Enforcement Coordinator	Ongoing
2. Keep website updated regarding enforcement matters.	Enforcement Coordinator	Q4 2019 and ongoing
3. Start sending email alerts regarding disciplined licensees via ListServ.	Enforcement Coordinator	Q3 2019
4. Encourage people to sign-up to the ListServ.	PMBC	Ongoing

- 1.3 Plan and execute the recruitment of consultants and experts to maintain an adequate pool of qualified providers to accomplish the enforcement goal.

Completion Date: Q1 2020		
Success Measure: Broadened pool of consultants and experts.		
Tasks	Responsible Party	Completion Date
1. Increase pay for experts.	Enforcement Coordinator	Q1 2019
2. Continue outreach at annual Foot and Ankle Conference.	Enforcement Coordinator	Ongoing
3. Continue recruitment efforts through newsletter articles.	Enforcement Coordinator	Ongoing
4. Ask stakeholders to advocate for PMBC (e.g. associations).	Enforcement Coordinator	Ongoing
5. Place a recruitment flyer in licensee renewal packets.	Enforcement Coordinator	Q1 2020

- 1.4 Develop an enforcement communication plan for parties involved in the enforcement process to improve communication with stakeholders.

Completion Date: Q3 2021		
Success Measure: Positive feedback regarding internal and external enforcement communications.		
Tasks	Responsible Party	Completion Date
1. Distribute and post the enforcement process.	Enforcement Coordinator	Q2 2020
2. Increase enforcement related information on website.	Enforcement Coordinator	Q3 2021
3. Maintain and update records for accuracy and follow up regularly with stakeholders on cases.	Enforcement Coordinator	Ongoing

Goal 2: Licensing

The Podiatric Medical Board of California (Board) licenses those practicing podiatric medicine by ensuring that licensing requirements are met. This includes initial application, continuing education and renewals.

- 2.1 Investigate the role of the Board in enforcing Controlled Substance Utilization Review and Evaluation System (CURES) registration and compliance according to California Department of Justice specifications.

Completion Date: Q2 2019		
Success Measure: Report to the Board the statistical compliance.		
Tasks	Responsible Party	Completion Date
1. Continue to update licensees on CURES compliance via website, ListServ, and newsletter.	Licensing Coordinator and Administration Coordinator	Ongoing
2. Monitor CURES compliance.	Administration Coordinator	Q2 2019 and ongoing
3. Continue to process CURES payments.	Program Support	Ongoing
4. Process violations as they occur and take appropriate actions.	Enforcement Coordinator	Ongoing
5. Work with DCA healing art boards and DOJ to discover best practices.	EO, Licensing Coordinator and Enforcement Coordinator	Ongoing

- 2.2 Inform and educate stakeholders about the continuing medical education requirements and processes to improve the quality of podiatric medicine.

Completion Date: Q1 2019		
Success Measure: Increased communication with stakeholders regarding CME requirements.		
Tasks	Responsible Party	Completion Date
1. Communicate CME requirements to stakeholders via website, ListServ, newsletter, and social media.	Licensing Coordinator	Q1 2019 and ongoing
2. Perform yearly CME audits for compliance.	Licensing Coordinator	Q1 2019 and ongoing

2.3 Enhance and streamline the online portal to facilitate paperless licensing and communication.

Completion Date: Q1 2020		
Success Measure: Determine what communications can go paperless.		
Tasks	Responsible Party	Completion Date
1. Continue to work with OIS to enhance BreEze and paperless communication.	Licensing Coordinator	Ongoing
2. Work with OIS to determine if applications can be editable by applicants.	Licensing Coordinator	Q2 2019
3. Coordinate and obtain feedback from DCA healing arts boards at (Licensing User Group meetings) who have paperless communication for guidance.	Licensing Coordinator	Q1 2020

2.4 Encourage the increase of doctors of podiatric medicine in the workforce to meet increasing public demand while maintaining California standards.

Completion Date: Q3 2020		
Success Measure: Information provided to potential doctors of podiatric medicine.		
Tasks	Responsible Party	Completion Date
1. Update informational brochures (e.g. Become a DPM) and distribute to stakeholders including educational institutions via website, ListServ, and social media.	PMBC	Q3 2020 and ongoing

Goal 3: Legislation/Regulations

The Podiatric Medical Board of California (Board) participates and promulgates legislation, regulations, policies, and procedures to meet the challenges of the evolving industry, while protecting consumers.

- 3.1 Collaborate with healing arts associations and boards of California to maintain high quality healthcare.

Completion Date: Q2 2019		
Success Measure: Continued positive relationships with DCA healing art boards and associations.		
Tasks	Responsible Party	Completion Date
1. Attend, when invited to, association meetings (e.g. Legislative Day and Foot and Ankle meeting).	EO and Administration Coordinator	Q1 2019 and ongoing
2. Vary the Board’s meeting location throughout California to allow for broadened participation.	EO and Administration Coordinator	Q2 2019 and ongoing
3. Maintain working relationships with association staff.	EO and Administration Coordinator	Ongoing
4. Continue discussions with DCA healing art boards.	EO and Administration Coordinator	Ongoing
5. Attend Executive Officer Meetings with DCA healing art boards.	EO	Ongoing

- 3.2 Educate the Board and staff on the legislative process to better advocate for consumer protection.

Completion Date: Q4 2019		
Success Measure: Board has a better understanding of the legislative process.		
Tasks	Responsible Party	Completion Date
1. Continue to post summaries of recent laws on the website and in the newsletter.	Administration Coordinator	Ongoing
2. Report quarterly updates to the Board on legislative processes.	Administration Coordinator	Ongoing
3. Legislative staff presenting to the Board on the legislative process.	EO	Q4 2019

4. EO communicates potential legislation to the Board.	EO	Ongoing
5. Annual education and training of Board and staff.	EO	Ongoing
6. Provide flow chart of legislative process to Board members.	EO	Q2 2019

3.3 Monitor and develop legislation that impacts podiatric medical care to ensure quality healthcare for consumers.

Completion Date: Q3 2019		
Success Measure: Continue developing relationships with stakeholders including, DCA healing art boards and legislators, for appropriate legislation that impacts podiatric medicine.		
Tasks	Responsible Party	Completion Date
1. Name change from BPM to PMBC for clearer consumer understanding of the Board’s purpose.	PMBC	Q3 2019
2. Contract with Capitol Track to monitor legislation.	Administration Coordinator	Q2 2019
3. Work with the associations and their resources on legislation that impacts podiatric medicine.	EO and Administration Coordinator	Ongoing
4. Work with DCA healing art boards on legislation that may impact podiatric medicine.	EO and Administration Coordinator	Ongoing

Goal 4: Administration

The Podiatric Medical Board of California (Board) utilizes all available resources to fulfill its mission.

- 4.1 Utilize guidelines for Board governance to ensure operational continuity.

Completion Date: Q4 2021		
Success Measure: Compliance with existing law is maintained.		
Tasks	Responsible Party	Completion Date
1. Maintain, update, and utilize the Board administrative manual.	EO and Administration Coordinator	Q4 2021 and ongoing
2. Follow the laws as outlined in Bagley-Keene Open Meeting Act.	EO and Administration Coordinator	Ongoing

- 4.2 Assess and streamline operational workflow to increase efficiencies.

Completion Date: Q2 2022		
Success Measure: Maintain a high level of office efficiencies.		
Tasks	Responsible Party	Completion Date
1. Review and update the content of duty statements.	PMBC	Q4 2019
2. Review and update the content of desk manuals.	PMBC	Q4 2020
3. Cross-train staff on various Board programs.	PMBC	Ongoing
4. Evaluate and research various applications and technology to streamline workflow efficiencies.	PMBC	Ongoing
5. Work with DCA Organizational Change Management to evaluate business processes.	PMBC	Q2 2022

- 4.3 Enhance opportunities for Board training and professional development to ensure effective oversight.

Completion Date: Q4 2022		
Success Measure: Competent staff and Board members.		
Tasks	Responsible Party	Completion Date
1. Board training through DCA.	PMBC	Ongoing
2. Board training through external providers.	PMBC	Ongoing
3. Track training of staff members and Board members to measure compliance.	Program Support	Ongoing
4. Fulfill IDP objectives for staff.	EO and PMBC	Ongoing
5. Cross-train and support staff for succession planning.	EO and PMBC	Ongoing

- 4.4 Manage budgetary revenue and expenditures to ensure sustainability.

Completion Date: Q2 2019		
Success Measure: PMBC maintains a healthy fund condition.		
Tasks	Responsible Party	Completion Date
1. Added a temporary licensing fee increase until 2021 to maintain a solid fund condition.	EO	Q1 2019
2. Increased the Board's unscheduled fees.	EO	Q1 2019
3. Continue to work with DCA budget office for continuity of timely reports and staying within budgetary allotment.	Administration Coordinator	Ongoing
4. Conduct a fee study to evaluate PMBC's budget and fund condition.	Administration Coordinator and PMBC	Q2 2019

Goal 5: Outreach

The Podiatric Medical Board of California (Board) educates, communicates, and interacts with licensees, consumers, and key stakeholders.

- 5.1 Collaborate with stakeholders and other regulatory agencies to advocate for and increase awareness of the Board and its mission.

Completion Date: Q3 2022		
Success Measure: Increased communications with stakeholders.		
Tasks	Responsible Party	Completion Date
1. Increase newsletter distribution.	PMBC	Q3 2022
2. Work with associations to carry the Board's message to reach stakeholders.	PMBC	Ongoing
3. Work with DCA to carry the Board's message to reach stakeholders.	PMBC	Ongoing
4. Expand, update and develop ListServ. (Send postcard to licensees requesting email address to increase listserv distribution.)	PMBC	Q1 2021

- 5.2 Inform the public about podiatric medicine and the Board's role to increase consumer awareness.

Completion Date: Q3 2020		
Success Measure: Increased communications with stakeholders.		
Tasks	Responsible Party	Completion Date
1. Continue to work on newsletter distribution.	PMBC	Ongoing
2. Continue using social media.	PMBC	Ongoing
3. Update informational brochures for distributions.	PMBC	Q3 2020
4. Research additional ways to increase awareness.	PMBC	Ongoing

- 5.3 Educate licensees about the shared roles and responsibilities of the Board to increase competency and awareness of the Board's functions.

Completion Date: Q3 2020		
Success Measure: Increased communications with stakeholders.		
Tasks	Responsible Party	Completion Date
1. Continue to work on newsletter distribution.	PMBC	Ongoing
2. Continue using social media.	PMBC	Ongoing
3. Update informational brochures for distribution.	PMBC	Q3 2020
4. Research additional ways to increase awareness.	PMBC	Ongoing

Planning Process

To understand the environment in which the Podiatric Medical Board of California (Board) operates, as well as identify factors that could impact the Board's success in carrying out its regulatory duties, the Department of Consumer Affairs' Strategic Organizational Leadership and Individual Development (SOLID) Unit conducted an environmental scan of the Board's internal and external environments by collecting information through the following methods:

- Online survey sent to the Board's external stakeholders in April 2018. The online survey received 54 responses.
- Online survey sent to Board members in April 2018. The survey received eight responses.
- Online survey sent to the Board's Executive Officer and staff in April 2018. The survey received 8 responses.

The most significant themes and trends identified from the environmental scan were discussed among the Board members, Executive Officer, and staff during a strategic planning session facilitated by SOLID on May 31, 2018. This information guided the Board in the development of its strategic objectives outlined in this 2019–2022 strategic plan.

Action plan was developed on April 5, 2019 by Executive Officer and staff.



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Prepared by:



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Strategic plan adopted in 2018.

This strategic plan is based on stakeholder information and discussions facilitated by SOLID for the Podiatric Medical Board of California in May 2018. Subsequent amendments may have been made after the Board's adoption of this plan.

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CALIFORNIA BOARD OF PODIATRIC MEDICINE
June 7, 2019

SUBJECT: EXECUTIVE MANAGEMENT

**ACTION: THE CALIFORNIA BOARD OF PODIATRIC
MEDICINE'S FEE STUDY TIMELINE**

VF2

DISCUSSION:

Discussion on The California Board of Podiatric Medicine's Fee Study and the Various time line for deliverables.

ATTACHMENTS:

A. Fee Study Timeline

Prepared by: Brian Naslund

Brian Naslund
Executive Officer

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Fee Study Time Line

1. Meet with Executive Officer and Administrative Analyst to review project scope, objectives, deliverables, deliverables and schedule.	May 23, 2019
2. Analyze activity/performance and Board revenue and expense line item information. Meet with staff to analyze functional work activities. Conduct and complete tasks on the work plan and provide verbal status reports as requested.	June 28, 2019
3. Prepare and deliver to the Executive Officer and Administrative Analyst a draft report with an executive summary, findings, conclusions and recommendations.	August 16, 2019
4. Receive report comments from the Executive Officer and Administrative Analyst and/or meet to discuss to review and revise the report.	September 20, 2019
5. Make all final edits/revisions to the draft report (integrating any concerns and/or comments from the Board) and deliver the final report to the Executive Officer and Administrative Analyst.	September 30, 2019

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CALIFORNIA BOARD OF PODIATRIC MEDICINE
June 7, 2019

SUBJECT: EXECUTIVE MANAGEMENT

**ACTION: THE CALIFORNIA BOARD OF PODIATRIC
MEDICINE'S SUNSET REVIEW REPORT**

VF3

DISCUSSION:

Discussion on The California Board of Podiatric Medicine's Sunset Review Report Process and Update from the May 24, 2019 Meeting with Senate Business and Profession Committee.

ATTACHMENTS:

A. N/A

Prepared by: Brian Naslund

Brian Naslund
Executive Officer

*"Boards are established to protect the people of California."
Section 101.6, B&P Code*