State of California

Board of Chiropractic Examiners



# 2014-2017

# strategic plan

BOARD of CHIROPRACTIC EXAMINERS

STATE OF CALIFORNIA

# MEMBERS OF THE BOARD OF CHIROPRACTIC EXAMINERS

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# ABOUT THE BOARD OF CHIROPRACTIC EXAMINERS

The Board of Chiropractic Examiners (the Board) is the largest chiropractic regulatory board in the nation and is considered a leader by other chiropractic boards throughout the country. Recognized in 2010 by the Federation of Chiropractic Licensing Boards for excellence in chiropractic regulation, the Board has worked diligently to improve the standards of care in the chiropractic profession in California.

The Board's primary mandate is to enforce the Chiropractic Initiative Act (the ACT). The Act became effective on December 21, 1922, through an initiative measure approved by the electors of California on November 7, 1922. The Act created the Board to establish standards for chiropractic education and services. The Board protects and serves the consumers of California through enforcement of the chiropractic profession and oversight of approximately 14,000 California licensed chiropractors and 19 chiropractic schools and colleges.

The Board consists of seven members appointed by the Governor, comprised of five licensed doctors of chiropractic and two members who represent the public. There are three standing Board committees and each committee is comprised of at least two Board members and a staff resource that provides technical and administrative support. Each committee has a chairperson who coordinates the committee's work, ensures progress toward the Board's priorities, and provides a report at each Board meeting.

The three Board committees include:

| Committee | Responsibilities |
|---|---|
| Licensing, Continuing Education, & Public Relations | Proposes policies and standards regarding chiropractic colleges, doctors of chiropractic, satellite offices, corporation registration, and continuing education providers and courses. The Committee also develops strategies to communicate with the public through various forms of media. |
| Enforcement & Scope of Practice | Proposes regulations, policies, and standards to ensure compliance with chiropractic law and regulations. The Committee continuously seeks ways to improve the Board's enforcement activities. |
| Government Affairs & Strategic Planning | Proposes and reviews policies, procedures to address audit and sunset review deficiencies.<br><br>Works directly with the Executive Officer and staff to monitor budget expenditures, trends, and the Contingent Fund levels.<br><br>Reviews and recommends positions on legislative bills that affect the Board.<br><br>Oversees all administrative issues regarding Board operations.<br><br>Develops draft strategic plans and monitors the Board's progress in achieving goals and objectives, reporting on progress of plan completion annually. |

The Board appoints an Executive Officer to oversee a staff of 19 permanent positions that support three functional units:

- The Administrative/Licensing Unit is responsible for the Board of Chiropractic Examiners licensee application and renewals, continuing education, administrative, and policy functions.
- The Compliance Unit (CU) and the Field Investigations Unit (FIU), which are responsible for enforcement functions, handling complaint intake, investigations, disciplinary action, and probation monitoring.

All of these functions support the protection of Californians from licensed and unlicensed individuals who engage in fraudulent, negligent, or incompetent chiropractic practice.

The Board must ensure that only those applicants with the necessary education, examination, and experience receive a California license to practice chiropractic. Requirements for licensing include passing the California Law and Professional Practice Exam (CLPPE), completing 60 pre-chiropractic units of approved education courses, and graduation from a Council on Chiropractic Education (CCE) approved college or school. Licensees are required to complete 24 hours of continuing education credit each year for license renewal.

The Board continually strives to fulfill its state mandate and mission in the most efficient manner, by exploring new policies and revising existing policies, programs, and processes. The Board is continually committed to increasing the quality and availability of services it offers to stakeholders.

# OVERVIEW OF STRATEGIC PLANNING

SOLID begins strategic planning by conducting a preliminary meeting with the Executive Officer and Board staff management to learn about the background of the Board of Chiropractic Examiners, identify key areas of focus, define roles and responsibilities, and establish a customized strategic planning schedule.

To understand the environment in which the Board operates and identify factors that could impact the Board's success, SOLID conducted a scan and analysis of the internal and external environments by collecting information through the following methods:

- An online survey sent to twenty-four Board stakeholders, comprised of chiropractic professional associations, Board approved schools or colleges, and others who expressed interest in the strategic direction of the Board. Sixteen stakeholders responded to the survey.

- Telephone interviews with six Board members conducted during the month of May 2013.

- Focus group discussion on June 13, 2013, with Board staff, managers, and the Executive Officer.

The most significant themes and trends identified from the environmental scan were discussed by the Board during a strategic planning session facilitated by SOLID. This information guided the Board in development of its Vision, Mission, and Values, and directed the strategic goals and objectives outlined in this strategic plan for the Board to accomplish over the next four years 2014–2017.

# SIGNIFICANT ACCOMPLISHMENTS

As a part of strategic planning, the Board evaluated its previous strategic plan goals and identified which objectives were accomplished. The following are the significant Board accomplishments since the 2008 strategic plan was adopted:

- Established a Board culture that fosters and promotes consumer protection, effective Board governance, and accountability.

- Developed and maintain a Board Member Administrative Manual, which is used as a model for other Boards, and assists Board members in carrying out their responsibilities of developing policy, adjudicating disciplinary matters and protecting the public's interest.

- Analyzed core business processes and implemented improvements that resulting in decreased processing times and the elimination of backlogs for Licensing, Enforcement, and Continuing Education.

- Developed and implemented an internal control system for monitoring timeliness of case reviews, complaint processing, and created compliance and investigation procedure manuals.

- Established and filled field investigator positions to investigate consumer complaints, monitor probationers, and onsite inspections of chiropractic offices.

- Maintained proactive consumer protection and enforcement by staying current and recognizing when changes to laws are needed. Promulgated and adopted regulations for consumer protection to raise requirements, and institute a citation and fine program, which improved enforcement operations.

- Adopted regulations to increase the required annual continuing education from 12 hours to 24 hours, and allowed for online courses and courses approved by other health care Boards.

- Restructured the Board's eight committees into three committees.
- Began live webcasting Board meetings in May 2009 and posting these recorded meetings on the Board's website.
- Reduced enforcement case closure rates to within nine months.
- Began teleconferencing committee meetings to save costs and allow for increased public access.
- Completed a successful Sunset Review.

## OUR VISION

To promote excellence in chiropractic care.

## OUR MISSION

To protect the health, welfare, and safety of the public through licensure, education, and enforcement in chiropractic care.

## OUR VALUES

**Consumer Protection** – We make effective and informed decisions in the best interest and for the safety of the consumer.

**Service** – We are professional and responsive to the needs of our stakeholders.

**Innovation** – We value new ideas and concepts, which are fundamental to our successful delivery of services to consumers and the efficient regulation of the Chiropractic marketplace.

**Quality** – We will deliver service, information, and products that reflect excellence.

**Transparency** – We hold ourselves accountable to the people of California.

**Efficiency** – We diligently identify the best ways to deliver high-quality services with the most efficient use of our resources.

**Integrity** – We are honest, fair, respectful, and ethical.

# GOAL 1: LICENSING

Promote licensing standards to protect consumers and allow reasonable access to the profession.

The objectives and action items to meet this goal are listed below in order of priority:

**1.1** Evaluate internal procedures to identify areas for improvement to maintain prompt and efficient processing of applications and renewals.

| **Objective Measurement** | | |
|---|---|---|
| Adherence to timeframes and completed review of existing policies/procedures. | | |
| **Action Item** | **Responsible Party** | **Completion Date** |
| 1.1.1 Conduct evaluation of workload and processing timeframes (e.g., monthly reports, quarterly statistics, process goals), and determine discrepancies. | Administration Manager | Q1 2014 (Quarterly) |
| 1.1.2 Compare internal processes to similar health profession boards to identify best practice processing timeframes. | Administration Manager | Q4 2014 (Annually) |
| 1.1.3 Review statistics and existing policies/procedures to identify areas for improvement. | Administration Manager | Q4 2014 (Annually) |
| 1.1.4 Adjust workload policies and procedures and/or goals for greater efficiency. | Administration Manager | Q4 2014 (Annually) |

**1.2** Collaborate with the Department of Consumer Affairs (DCA) to implement a new licensing and enforcement system (BreEZe) for online processing of initial and license renewals, including acceptance of credit card payments.

| **Objective Measurement** | | |
|---|---|---|
| Successful implementation of BreEZe. | | |
| **Action Item** | **Responsible Party** | **Completion Date** |
| 1.2.1 Correspond regularly with DCA's BreEZe team until phase 3 rollout is completed. | Administration Manager/DCA (BreEZe) | Dependent on BreEZe (Q4 2017) |
| 1.2.2 Actively work with Breeze development team to define business needs, test system, and clean up data in preparation for Breeze implementation. | Administration Manager/DCA (BreEZe) | Dependent on BreEZe (Q4 2017) |
| 1.2.3 Train all BCE staff on Breeze. | DCA (BreEZe) | Dependent on BreEZe (Q4 2017) |

**1.3** Determine the feasibility of recognizing equivalent educational standards with other countries.

| **Objective Measurement** | | |
|---|---|---|
| Presentation of findings to the Licensing, Continuing Education, & Public Relations Committee. | | |
| **Action Item** | **Responsible Party** | **Completion Date** |
| 1.3.1 Evaluate the curriculum of foreign schools to ensure it meets BCE requirements. | Administration Manager/ Executive Officer | Q2 2014 |
| 1.3.2 Determine standards of the Chiropractic Council of Education (CCE) and the Councils on Chiropractic Education International (CCEI) to meet minimum standards of equivalence. | Administration Manager/ Executive Officer | Q2 2014 |
| 1.3.3 Identify needed changes to existing regulations. | Administration Manager/ Executive Officer | Q2 2014 |
| 1.3.4 Present findings to the Licensing, Continuing Education, & Public Relations Committee. | Administration Manager/ Executive Officer | Q3 2014 |

# GOAL 2: REGULATION AND ENFORCEMENT

Enforce laws and regulations to ensure consumer protection.

The objectives and action items to meet this goal are listed below in order of priority:

**2.1** Establish standardized training and evaluation of Expert Consultants to improve effectiveness and consistency.

| **Objective Measurement** | | |
|---|---|---|
| Successful creation of standards, training, and an Expert Consultant evaluation. | | |
| **Action Item** | **Responsible Party** | **Completion Date** |
| 2.1.1 Consult with DCA's Legal Affairs about the ability to test and evaluate expert consultants to ensure consistency in reporting. | Executive officer | Q1 2014 |
| 2.1.2 Develop qualifications and proficiency standards for expert consultants with the Enforcement & Scope of Practice Committee to define criteria and standards for expert consultant selection. | Compliance Manager/ Lead Investigator | Q3 2014 |
| 2.1.3 Review regulations to more clearly define standards of care to establish consistency among expert consultants. | Compliance Manager/ Lead Investigator | Q3 2014 |
| 2.1.4 Conduct a needs assessment to identify existing materials, gaps, and determine what is needed for training expert consultants. | Compliance Manager/ Lead Investigator | Q4 2014 |
| 2.1.5 Consult with SOLID to create a training course for expert consultants to provide more in-depth training. | Compliance Manager/ Lead Investigator | Q4 2014 |

**2.2** Protect the Board's authority to interpret and clarify the Chiropractic Initiative Act to ensure public protection.

| **Objective Measurement** | | |
|---|---|---|
| Communication updates of trends and areas of concern provided at Board meetings. | | |
| **Action Item** | **Responsible Party** | **Completion Date** |
| 2.2.1 Monitor legislation that impacts the Board and its authority during the legislative cycle (Jan – Sept). | Policy Analyst/ Executive Officer | Q1 to Q3 2014 (Annually) |
| 2.2.2 Communicate with legislative staff throughout the legislative process: Analyze legislation, send position letters and testify at hearings. | Policy Analyst/ Executive Officer | Q1 to Q3 2014 (Annually) |
| 2.2.3 Monitor the legislative activities of special interest groups and determine the impact to the Chiropractic Act. | Policy Analyst/ Executive Officer | Q1 2014 (Quarterly) |
| 2.2.4 Work with the Government Affairs & Strategic Planning Committee to keep lines of communication open with the legislative staff and the Legislature. | Policy Analyst/ Executive Officer | Q2 2014 (Bi-quarterly) |
| 2.2.5 Update Board members on trends and special interest group areas of concern at Board meetings. | Policy Analyst/ Executive Officer | Q2 2014 (Quarterly) |

**2.3** Review and revise the Board's disciplinary guidelines.

| **Objective Measurement** | | |
|---|---|---|
| Completion of regulatory process. | | |
| **Action Item** | **Responsible Party** | **Completion Date** |
| 2.3.1 Conduct review of new laws and current disciplinary guidelines. Work with the Enforcement & Scope of Practice Committee to identify changes. | Compliance Manager | Done 2013 |
| 2.3.2 Identify areas of improvement and prepare a draft with proposed changes. | Compliance Manager | Done 2013 |
| 2.3.3 Prepare proposed regulatory language in document and display changes. | Compliance Manager | Q4 2013 |
| 2.3.4 Submit document to Board for review and approval. | Policy Analyst | Q1 2014 |
| 2.3.5 Complete the regulatory process. | Policy Analyst | Q4 2015 |

**2.4** Utilize BreEZe and online resources to coordinate receipt of disciplinary documents more efficiently.

| **Objective Measurement** | | |
|---|---|---|
| Successful implementation of BreEZe. | | |
| **Action Item** | **Responsible Party** | **Completion Date** |
| 2.4.1 Correspond regularly with DCA's BreEZe team until phase 3 rollout is completed. | Administration Manager/DCA (BreEZe) | Dependent on BreEZe (Q4 2017) |
| 2.4.2 Actively work with Breeze development team to define business needs, test system, and clean up data in preparation for Breeze implementation. | Administration Manager/DCA (BreEZe) | Dependent on BreEZe (Q4 2017) |
| 2.4.3. Train all BCE staff on Breeze. | DCA (BreEZe) | Dependent on BreEZe (Q4 2017) |

# GOAL 3: PROFESSIONAL QUALIFICATIONS AND CONTINUING EDUCATION

Ensure the initial and continuous competency of all Doctors of Chiropractic.

The objectives and action items to meet this goal are listed below in order of priority:

**3.1** Establish provider review standards for continuing education providers.

| **Objective Measurement** | | |
|---|---|---|
| Completion of regulatory process. | | |
| **Action Item** | **Responsible Party** | **Completion Date** |
| 3.1.1 Define proficiency standards for Continuing Education (CE) providers with the Licensing, Continuing Education, & Public Relations (LIC/CE/PR) Committee. | Administration Manager/ Sponsor: LIC/CE/PR Committee | Q4 2014 |
| 3.1.2 Prepare proposed regulatory language in document and display changes. | Administration Manager | Q1 2015 |
| 3.1.3 Submit document to the Board for review and approval. | Policy Analyst | Q1 2015 |
| 3.1.4 Complete the regulatory process. | Policy Analyst | Q3 2016 |

**3.2** Develop a continuing education course auditing system to ensure providers are delivering quality instruction to licensees and take action against those providers who fail to meet these standards.

| **Objective Measurement** | | |
|---|---|---|
| Developed auditing mechanism to maintain quality of CE courses and integrity of the CE process. | | |
| **Action Item** | **Responsible Party** | **Completion Date** |
| 3.2.1 Review regulations to determine criteria for course content. | CE Manager | Q2 2013 |
| 3.2.2 Develop an auditing form/checklist for CE courses. | CE Manager | Q3 2013 |
| 3.2.3 Provide a quarterly list of new CE providers and dates for upcoming courses to the Licensing, Continuing Education, & Public Relations Committee. | CE Manager | Q3 2013 (Quarterly) |
| 3.2.4 The Licensing, Continuing Education, & Public Relations (LIC/CE/PR) Committee assigns auditors to attend CE courses and audit providers. | CE Manager/ Sponsor: LIC/CE/PR Committee | Q3 2013 (Quarterly) |
| 3.2.5 Submit audit forms to the CE Manager and take action as appropriate. | CE Manager | Q3 2013 |

**3.3** Evaluate effectiveness of compliance with continuing education regulations to ensure competency.

| **Objective Measurement** | | |
|---|---|---|
| Presentation of findings to the Licensing, Continuing Education, & Public Relations (LIC/CE/PR) Committee. | | |
| **Action Item** | **Responsible Party** | **Completion Date** |
| 3.3.1 Collect and evaluate complaints and compile statistics regarding enforcement trends and new laws related to CE course work. | CE Manager | Q1 2014 |
| 3.3.2 Develop a process to conduct random audits of licensees' compliance with CE regulations and course completion. | CE Manager | ? |
| 3.3.3 Identify the top 10 licensee violations and disseminate to CE providers as topics for CE courses. | CE Manager | ? |
| 3.3.4 Present findings to the LIC/CE/PR Committee to determine the next action items. | CE Manager/ Sponsor: LIC/CE/PR Committee | ? |

**3.4** Establish and document protocols for ongoing communication with chiropractic oversight organizations to ensure consistent standards.

| **Objective Measurement** | | |
|---|---|---|
| Chair appoints a Board member liaison who provides bi-annual reports to the Board. | | |
| **Action Item** | **Responsible Party** | **Completion Date** |
| 3.4.1 Assign a professional Board member to serve as a liaison to professional organizations and BCE. | Executive Officer/ Appointed Board Liaison | Q2 2014 |
| 3.4.2 Update Board member manual to reflect new duties and responsibilities of the Board liaison role. | Executive Officer/ Appointed Board Liaison | Q4 2014 |
| 3.4.3 Board member liaison regularly communicates with other chiropractic oversight organizations. | Appointed Board Liaison | Q1 2015 (Quarterly) |
| 3.4.4 Report findings to the Board. | Appointed Board Liaison | Q2 2015 (Bi-annually) |

# GOAL 4: ORGANIZATIONAL EFFECTIVENESS

Efficiently utilize resources to meet goals and objectives.

The objectives and action items to meet this goal are listed below in order of priority:

**4.1** Improve onboarding of new Board members by creating a Board specific orientation program.

| **Objective Measurement** | | |
|---|---|---|
| Updated onboarding program and materials for Board members. | | |
| **Action Item** | **Responsible Party** | **Completion Date** |
| 4.1.1 Establish a process to invite new Board members to visit the BCE office to gain understanding of office functions. | Administration Manager/ Executive Officer | Q1 2014 (Annually with appointment of new members.) |
| 4.1.2 Develop a Board member mentor program. | Administration Manager/ Executive Officer | Q1 2014 |
| 4.1.3 Survey Board members to assess needs and determine the types of materials to include in the new Board member manual. | Administration Manager/ Executive Officer | Q2 2014 |
| 4.1.4 Based on the needs assessment results, develop a new employee/welcome binder for new Board members with BCE overview, BCE budget, administrative processes, and historical information. | Administration Manager/ Executive Officer | Q2 2016 |
| 4.1.5 Work with the Government Affairs & Strategic Planning Committee to update the Board Administration Manual. | Administration Manager/ Executive Officer/ | Q3 2016 |
| 4.1.6 Present the onboarding manuals for Board approval. | Administration Manager/ Executive Officer | Q4 2016 |

**4.2** Increase Board awareness of staff functions, responsibilities, and timeframes for completing tasks.

| **Objective Measurement** | | |
|---|---|---|
| Board member satisfaction of materials and awareness of BCE staff functions. | | |
| **Action Item** | **Responsible Party** | **Completion Date** |
| 4.2.1 Schedule BCE office visits for Board members. | Administration Manager/ Executive Officer | Q1 2014 |
| 4.2.2 Implement email blasts of Board related events to notify Board members of BCE, DCA BMOT, and association meetings. | Administration Manager/ Executive Officer | Q1 2014 |
| 4.2.3 Survey Board members to determine the types of materials requested. | Administration Manager/ Executive Officer | Q2 2014 |
| 4.2.4 Based on feedback, develop materials that provide overview of BCE staff functions. | Administration Manager/ Executive Officer | Q2 2016 |
| 4.2.5 Provide Board program overview information to Board members. | Administration Manager/ Executive Officer | Q3 2016 |

**4.3** Explore alternative ways to engage public participation in Board and committee meetings that leverage new technologies.

| **Objective Measurement** | | |
|---|---|---|
| Increased public attendance and participation at Board Meetings. | | |
| **Action Item** | **Responsible Party** | **Completion Date** |
| 4.3.1 Establish a process that would encourage licensees to attend Board meetings (e.g., credit earned toward professional development). | Administration Manager/ Executive Officer | Q1 2014 |
| 4.3.2 Invite school representatives as guest speakers at Board meetings. | Administration Manager/ Executive Officer | Q2 2014 (Bi-annually) |
| 4.3.3 Send Board meeting calendar to schools, colleges, and associations to disseminate. | Administration Manager/ Executive Officer | Q2 2014 |
| 4.3.4 Ask professional associations to publicize Board meeting dates. | Administration Manager/ Executive Officer | Q2 2014 |
| 4.3.5 Work with DCA's Office of Public Affairs to regularly update Twitter, Facebook, and other social media channels to increase awareness of Board meeting dates. | Administration Manager/ Executive Officer | Q3 2014 |
| 4.3.6 Identify and implement methods to increase accessibility to Board meetings. | Administration Manager/ Executive Officer | Q1 2017 |

# GOAL 5: PUBLIC RELATIONS AND OUTREACH

Communicate with consumers, licensees and stakeholders about the current and evolving practice of chiropractic and regulation of the profession.

The objectives and action items to meet this goal are listed below in order of priority:

**5.1** Partner with DCA to establish internal and external communication protocols.

| **Objective Measurement** | | |
|---|---|---|
| Developed communication plan is approved by the Licensing, Continuing Education & Public Relations (LIC/CE/PR) Committee. | | |
| **Action Item** | **Responsible Party** | **Completion Date** |
| 5.1.1 Forward the DCA Board/Bureau/Program meeting schedule email to Board members. | Executive Officer | Q1 2014 (Ongoing) |
| 5.1.2 Contact the DCA Office of Public Affairs for information on development of a BCE Communication Plan. | Executive Officer | Q1 2015 |
| 5.1.3 Identify DCA resources and examples for the communication plan. | Executive Officer/ | Q1 2015 |
| 5.1.4 Executive Officer shares the gathered information with the LIC/CE/PR Committee. | Executive Officer/ Sponsor: LIC/CE/PR Committee | Q2 2015 |
| 5.1.5 Establish Board communication protocols and best practices for the communication plan. | Executive Officer/ Sponsor: LIC/CE/PR Committee | Q3 2015 |
| 5.1.6 Develop the BCE Communication Plan. | Executive Officer/ Sponsor: LIC/CE/PR Committee | Q4 2015 |

**5.2** Through the DCA Office of Publications, Design, and Editing, develop consumer education materials in different languages to assist consumers in making informed decisions.

| Objective Measurement | | |
|---|---|---|
| Consumer education material is created, approved by the Board, and distributed to stakeholders and target audiences. | | |
| **Action Item** | **Responsible Party** | **Completion Date** |
| 5.2.1A Contact the DCA Office of Publications, Design, and Editing about creating publications to educate consumers, licensees, and students. | Executive Officer/ Administration Manager | Q3 2013 |
| 5.2.2A Present samples from the DCA Office of Publications, Design, and Editing to the LIC/CE/PR Committee. | Executive Officer/ Administration Manager Sponsor: LIC/CE/PR Committee | Q4 2013 |
| 5.2.3A LIC/CE/PR Committee Chair will form a task force to develop publication content. | Executive Officer/ Administration Manager Sponsor: LIC/CE/PR Committee | Q2 2014 |
| 5.2.4A Convene the task force to develop a prototype for the LIC/CE/PR Committee's review. | Executive Officer/ Administration Manager Sponsor: LIC/CE/PR Committee | Q2 2014 to Q2 2015 |
| 5.2.5A Present the prototype to the Board for approval. | Executive Officer/ Administration Manager Sponsor: LIC/CE/PR Committee | Q3 2015 |
| 5.2.6A Prepare approved materials for electronic distribution to stakeholders and target audiences. | Executive Officer/ Administration Manager | Q1 2016 |

| Objective Measurement | | |
|---|---|---|
| Quarterly newsletter is created and distributed to stakeholders and target audiences. | | |
| **Action Item** | **Responsible Party** | **Completion Date** |
| 5.2.1B Research areas of interest for quarterly newsletter articles and identify targeted consumers and licensees. | Executive Officer/ Administration Manager | Q2 2014 |
| 5.2.2B Draft newsletter articles for the LIC/CE/PR Committee's review. | Executive Officer/ Administration Manager/ Sponsor: LIC/CE/PR Committee | Q2 2014 |
| 5.2.3B DCA Office of Publications, Design, and Editing formats the newsletter. | Executive Officer/ Administration Manager | Q3 2014 |
| 5.2.4B DCA Legal Affairs reviews the newsletter and BCE staff submit the newsletter for Board approval. | Executive Officer/ Administration Manager | Q3 2014 |
| 5.2.5B Approved newsletter is prepared for electronic distribution to consumers and licensees. | Executive Officer/ Administration Manager | Q4 2014 (Quarterly) |

**5.3** Collaborate with DCA to optimize the Board's website.

| Objective Measurement | | |
|---|---|---|
| Identified website enhancements are approved by the Board and updated on the BCE website. | | |
| **Action Item** | **Responsible Party** | **Completion Date** |
| 5.3.1 Conduct a needs assessment of the BCE website with Board members to identify gaps and areas of improvement. | Executive Officer/ Administration Manager | Q1 2017 |
| 5.3.2 Review the needs assessment findings and identify ideas for website enhancements. | Executive Officer/ Administration Manager/Sponsor: LIC/CE/PR Committee | Q2 2017 |
| 5.3.3 Present recommendations to the Board for approval. | Executive Officer/ Administration Manager/Sponsor: LIC/CE/PR Committee | Q3 2017 |
| 5.3.4 Consult with the Office of Publications, Design, and Editing web team to enhance the BCE website with the Board's approved enhancements. | Executive Officer/ Administration Manager | Q4 2017 |

# GOAL 6: PROFESSIONAL ADVANCEMENT

The Board of Chiropractic Examiners embraces innovation and supports the advancement of the practice of chiropractic.

The objectives and action items to meet this goal are listed below in order of priority:

**6.1** Embrace the non-surgical, non-pharmaceutical role of the Chiropractor to increase consumer access to healthcare.

| **Objective Measurement** | | |
|---|---|---|
| Board Liaison is appointed by the Chair and reports bi-annual updates to the Board. | | |
| **Action Item** | **Responsible Party** | **Completion Date** |
| 6.1.1 Appoint a professional Board member to serve as a liaison to monitor national trends related to scope of practice and report information to the Board. | Executive Officer/ Board Chair/ Appointed Board Liaison | Q2 2014 |
| 6.1.2 Update the Board member manual to reflect new duties and responsibilities of the Board Liaison. | Executive Officer/ Appointed Board Liaison | Q4 2014 |
| 6.1.3 Board Liaison regularly communicates with other health care organizations. | Executive Officer/ Appointed Board Liaison | Q1 2015 (Quarterly) |
| 6.1.4 Report updates to the Board. | Executive Officer/ Appointed Board Liaison | Q2 2015 (Bi-annually) |

**6.2** Evaluate trends in chiropractic care in other states to determine potential impact to regulations in California.

| **Objective Measurement** | | |
|---|---|---|
| Bi-annual report of chiropractic care trends provided to the Board. | | |
| **Action Item** | **Responsible Party** | **Completion Date** |
| 6.2.1 Review chiropractic trends and identify what chiropractors can do within existing regulations. | Executive Officer/ Board Chair/ Sponsor: Enforcement/ SOP Committee | Q1 2017 |
| 6.2.2 Explore the possibility of amending the Chiropractic Act and Section 302 of regulations to clarify or expand the scope of practice and provide recommendations to the Board. | Executive Officer/ Board Chair/ Sponsor: Enforcement/ SOP Committee | Q1 2017 |
| 6.2.3 Monitor trends in chiropractic care and communicate with organizations to stay current. | Appointed Board Liaison | Ongoing |
| 6.2.4 Report to the Board on chiropractic care trends. | Appointed Board Liaison | Q2 2017 (Bi-annually) |

**6.3** Embrace the role of the chiropractic specialties.

| **Objective Measurement** | | |
|---|---|---|
| The Enforcement/SOP Committee provides recommendations to the Board. | | |
| **Action Item** | **Responsible Party** | **Completion Date** |
| 6.3.1 Explore the possibility of amending the Chiropractic Act or regulation to recognize chiropractic specialties. | Executive Officer/ Board Chair/ Sponsor: Enforcement/SOP Committee | Q1 2017 |
| 6.3.2 Develop recommendations for the Board's decision of the next action items. | Executive Officer/ Board Chair/ Sponsor: Enforcement/SOP Committee | Q2 2017 |

# GOAL 7: GOVERNMENT AFFAIRS

Establish and maintain collaborative partnerships in government to ensure the Board of Chiropractic Examiners is well informed regarding priorities and initiatives.

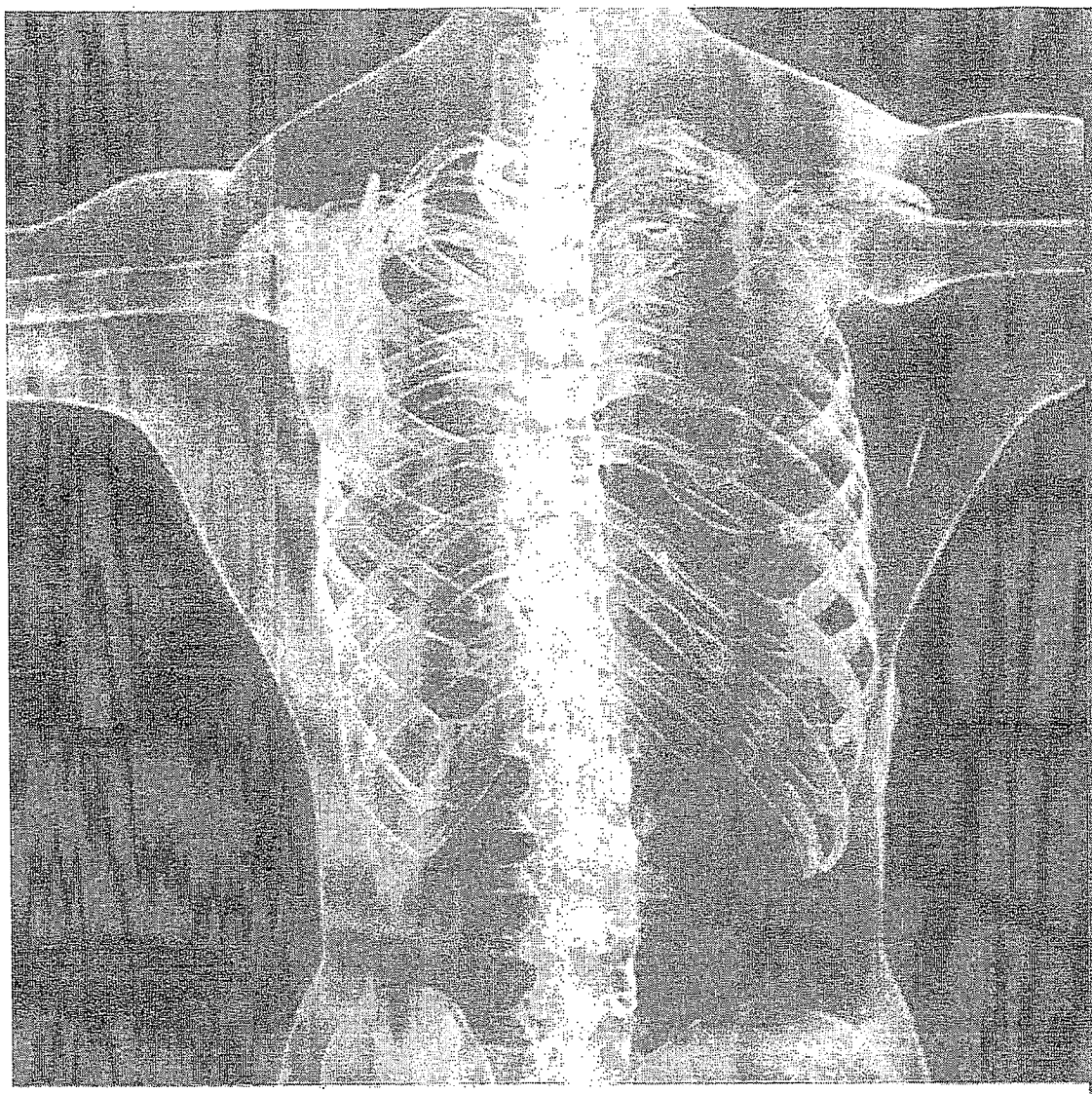
The objectives and action items to meet this goal are listed below in order of priority:

**7.1** Establish open lines of communication with government stakeholders to ensure the Board is well informed about information relevant to the chiropractic profession.

| **Objective Measurement** | | |
|---|---|---|
| Subscription and identification of regulatory notices impacting BCE. | | |
| **Action Item** | **Responsible Party** | **Completion Date** |
| 7.1.1 Subscribe to other DCA health care boards email subscriptions to receive email blasts of information updates. | Executive Officer/ Administration Manager | Q1 2014 |
| 7.1.2 Review email updates and identify important information to communicate to Board members. | Executive Officer/ Administration Manager | Q3 2014 (Quarterly) |
| 7.1.3 Participate in the Executive Officer Roundtable Meeting and forward information to Board members. | Executive Officer/ Administration Manager | Q3 2014 (Bi-annually) |
| 7.1.4 Monitor the Office of Administrative Law regulatory notices of current and pending regulation packages, and disapprovals from other DCA health care programs and boards. | Policy Analyst | Q3 2014 (Monthly) |
| 7.1.5 Report to the Board on regulatory notices impacting the BCE. | Policy Analyst | Ongoing (As needed) |

**7.2** Partner with state and local government to participate in consumer related events to increase awareness of the Board's mission and consumer protection services.

| **Objective Measurement** | | |
|---|---|---|
| Identified outreach events and implemented Board approved recommendations. | | |
| **Action Item** | **Responsible Party** | **Completion Date** |
| 7.2.1 Work with the Government Affairs & Strategic Planning Committee to identify target groups for outreach. | Policy Analyst/ Sponsor: Government Affairs & Strategic Planning Committee | Q2 2016 |
| 7.2.2 Research and work with the DCA Outreach Unit to identify events for outreach. | Policy Analyst Sponsor: Government Affairs Committee | Q2 2016 |
| 7.2.3 Provide recommendations to the Government Affairs & Strategic Planning Committee. | Policy Analyst Sponsor: Government Affairs Committee | Q3 2016 |
| 7.2.4 Provide recommendations to the Board. | Policy Analyst Sponsor: Government Affairs Committee | Q3 2016 |
| 7.2.5 Implement the Board approved recommendations to increase awareness. | Policy Analyst | Q4 2016 |

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