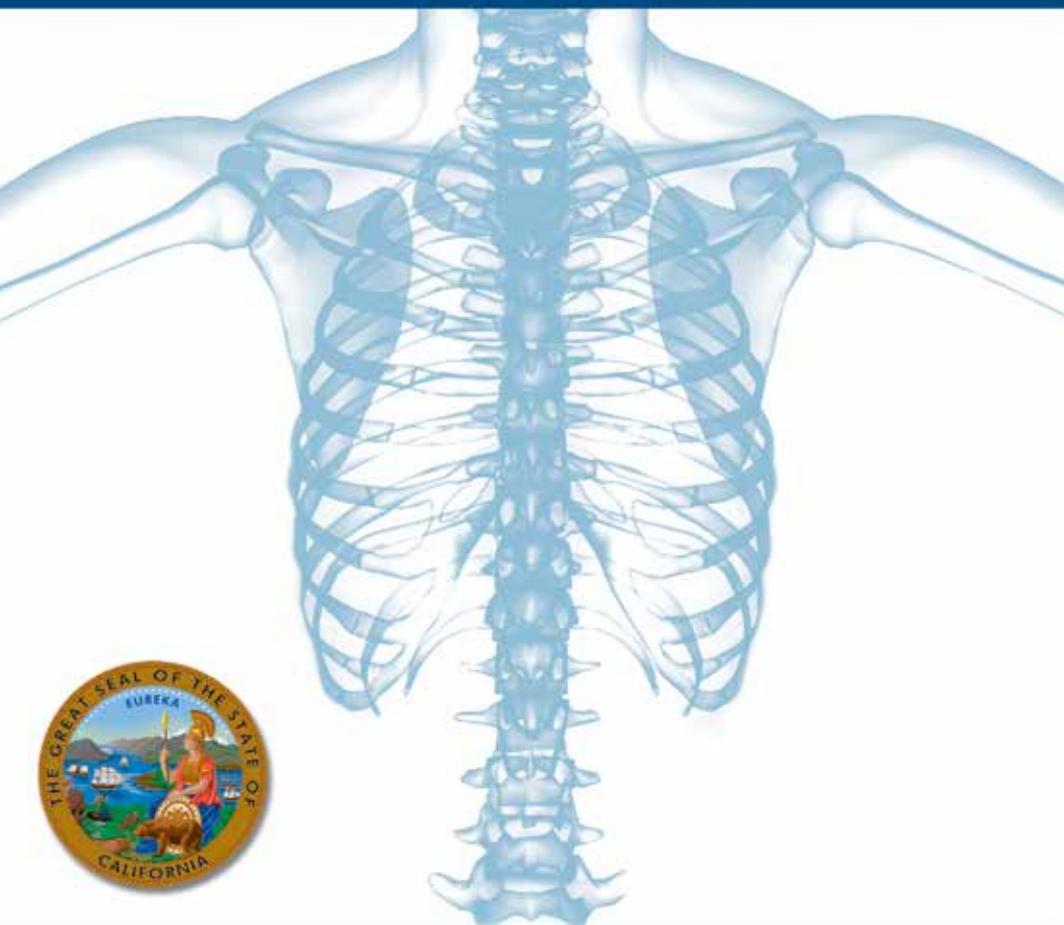


# 2014–2017 Strategic Plan



## *Board of* Chiropractic Examiners

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State of California

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**Awet Kidane, Director, Department of Consumer Affairs**



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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	<p>Proposes and reviews policies, procedures to address audit and sunset review deficiencies.</p> <hr/> <p>Works directly with the Executive Officer and staff to monitor budget expenditures, trends, and the Contingent Fund levels.</p> <hr/> <p>Reviews and recommends positions on legislative bills that affect the Board.</p> <hr/> <p>Oversees all administrative issues regarding Board operations.</p> <hr/> <p>Develops draft strategic plans and monitors the Board's progress in achieving goals and objectives, reporting on progress of plan completion annually.</p>

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.

## Strategic Goals and Objectives

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# 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
<b>1.1.1</b> Conduct evaluation of workload and processing timeframes (e.g., monthly reports, quarterly statistics, process goals), and determine discrepancies.
<b>1.1.2</b> Compare internal processes to similar health profession boards to identify best practice processing timeframes.
<b>1.1.3</b> Review statistics and existing policies/procedures to identify areas for improvement.
<b>1.1.4</b> Adjust workload policies and procedures and/or goals for greater efficiency.

**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
<b>1.2.1</b> Correspond regularly with DCA's BreEZe team until phase 3 rollout is completed.
<b>1.2.2</b> Actively work with Breeze development team to define business needs, test system, and clean up data in preparation for Breeze implementation.
<b>1.2.3</b> Train all BCE staff on Breeze.

**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	
<b>1.3.1</b>	Evaluate the curriculum of foreign schools to ensure it meets BCE requirements.
<b>1.3.2</b>	Determine standards of the Chiropractic Council of Education (CCE) and the Councils on Chiropractic Education International (CCEI) to meet minimum standards of equivalence.
<b>1.3.3</b>	Identify needed changes to existing regulations.
<b>1.3.4</b>	Present findings to the Licensing, Continuing Education, & Public Relations Committee.

## 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	
<b>2.1.1</b>	Consult with DCA's Legal Affairs about the ability to test and evaluate expert consultants to ensure consistency in reporting.
<b>2.1.2</b>	Develop qualifications and proficiency standards for expert consultants with the Enforcement & Scope of Practice Committee to define criteria and standards for expert consultant selection.
<b>2.1.3</b>	Review regulations to more clearly define standards of care to establish consistency among expert consultants.
<b>2.1.4</b>	Conduct a needs assessment to identify existing materials, gaps, and determine what is needed for training expert consultants.
<b>2.1.5</b>	Consult with SOLID to create a training course for expert consultants to provide more in-depth training.

**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	
<b>2.2.1</b>	Monitor legislation that impacts the Board and its authority during the legislative cycle (Jan – Sept).
<b>2.2.2</b>	Communicate with legislative staff throughout the legislative process: Analyze legislation, send position letters and testify at hearings.
<b>2.2.3</b>	Monitor the legislative activities of special interest groups and determine the impact to the Chiropractic Act.
<b>2.2.4</b>	Work with the Government Affairs & Strategic Planning Committee to keep lines of communication open with the legislative staff and the Legislature.
<b>2.2.5</b>	Update Board members on trends and special interest group areas of concern at Board meetings.

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

Objective Measurement	
Completion of regulatory process.	
Action Item	
<b>2.3.1</b>	Conduct review of new laws and current disciplinary guidelines. Work with the Enforcement & Scope of Practice Committee to identify changes.
<b>2.3.2</b>	Identify areas of improvement and prepare a draft with proposed changes.
<b>2.3.3</b>	Prepare proposed regulatory language in document and display changes.
<b>2.3.4</b>	Submit document to Board for review and approval.
<b>2.3.5</b>	Complete the regulatory process.

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

Objective Measurement	
Successful implementation of BreEZe.	
Action Item	
<b>2.4.1</b>	Correspond regularly with DCA's BreEZe team until phase 3 rollout is completed.
<b>2.4.2</b>	Actively work with Breeze development team to define business needs, test system, and clean up data in preparation for Breeze implementation.
<b>2.4.3</b>	Train all BCE staff on Breeze.

## 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	
<b>3.1.1</b>	Define proficiency standards for Continuing Education (CE) providers with the Licensing, Continuing Education, & Public Relations (LIC/CE/PR) Committee.
<b>3.1.2</b>	Prepare proposed regulatory language in document and display changes.
<b>3.1.3</b>	Submit document to the Board for review and approval.
<b>3.1.4</b>	Complete the regulatory process.

**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
<b>3.2.1</b> Review regulations to determine criteria for course content.
<b>3.2.2</b> Develop an auditing form/checklist for CE courses.
<b>3.2.3</b> Provide a quarterly list of new CE providers and dates for upcoming courses to the Licensing, Continuing Education, & Public Relations Committee.
<b>3.2.4</b> The Licensing, Continuing Education, & Public Relations (LIC/CE/PR) Committee assigns auditors to attend CE courses and audit providers.
<b>3.2.5</b> Submit audit forms to the CE Manager and take action as appropriate.

**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
<b>3.3.1</b> Collect and evaluate complaints and compile statistics regarding enforcement trends and new laws related to CE course work.
<b>3.3.2</b> Develop a process to conduct random audits of licensees' compliance with CE regulations and course completion.
<b>3.3.3</b> Identify the top 10 licensee violations and disseminate to CE providers as topics for CE courses.
<b>3.3.4</b> Present findings to the LIC/CE/PR Committee to determine the next action items.

**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	
<b>3.4.1</b>	Assign a professional Board member to serve as a liaison to professional organizations and BCE.
<b>3.4.2</b>	Update Board member manual to reflect new duties and responsibilities of the Board liaison role.
<b>3.4.3</b>	Board member liaison regularly communicates with other chiropractic oversight organizations.
<b>3.4.4</b>	Report findings to the Board.

## 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	
<b>4.1.1</b>	Establish a process to invite new Board members to visit the BCE office to gain understanding of office functions.
<b>4.1.2</b>	Develop a Board member mentor program.
<b>4.1.3</b>	Survey Board members to assess needs and determine the types of materials to include in the new Board member manual.
<b>4.1.4</b>	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.
<b>4.1.5</b>	Work with the Government Affairs & Strategic Planning Committee to update the Board Administration Manual.
<b>4.1.6</b>	Present the onboarding manuals for Board approval.

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

<b>Objective Measurement</b>
Board member satisfaction of materials and awareness of BCE staff functions.
<b>Action Item</b>
<b>4.2.1</b> Schedule BCE office visits for Board members.
<b>4.2.2</b> Implement email blasts of Board related events to notify Board members of BCE, DCA BMOT, and association meetings.
<b>4.2.3</b> Survey Board members to determine the types of materials requested.
<b>4.2.4</b> Based on feedback, develop materials that provide overview of BCE staff functions.
<b>4.2.5</b> Provide Board program overview information to Board members.

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

<b>Objective Measurement</b>
Increased public attendance and participation at Board Meetings.
<b>Action Item</b>
<b>4.3.1</b> Establish a process that would encourage licensees to attend Board meetings (e.g., credit earned toward professional development).
<b>4.3.2</b> Invite school representatives as guest speakers at Board meetings.
<b>4.3.3</b> Send Board meeting calendar to schools, colleges, and associations to disseminate.
<b>4.3.4</b> Ask professional associations to publicize Board meeting dates.
<b>4.3.5</b> 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.
<b>4.3.6</b> Identify and implement methods to increase accessibility to Board meetings.

## 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	
<b>5.1.1</b>	Forward the DCA Board/Bureau/Program meeting schedule email to Board members.
<b>5.1.2</b>	Contact the DCA Office of Public Affairs for information on development of a BCE Communication Plan.
<b>5.1.3</b>	Identify DCA resources and examples for the communication plan.
<b>5.1.4</b>	Executive Officer shares the gathered information with the LIC/CE/PR Committee.
<b>5.1.5</b>	Establish Board communication protocols and best practices for the communication plan.
<b>5.1.6</b>	Develop the BCE Communication Plan.

**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	
<b>5.2.1A</b>	Contact the DCA Office of Publications, Design, and Editing about creating publications to educate consumers, licensees, and students.
<b>5.2.2A</b>	Present samples from the DCA Office of Publications, Design, and Editing to the LIC/CE/PR Committee.
<b>5.2.3A</b>	LIC/CE/PR Committee Chair will form a task force to develop publication content.
<b>5.2.4A</b>	Convene the task force to develop a prototype for the LIC/CE/PR Committee's review.
<b>5.2.5A</b>	Present the prototype to the Board for approval.
<b>5.2.6A</b>	Prepare approved materials for electronic distribution to stakeholders and target audiences.

Objective Measurement	
Quarterly newsletter is created and distributed to stakeholders and target audiences.	
Action Item	
<b>5.2.1B</b>	Research areas of interest for quarterly newsletter articles and identify targeted consumers and licensees.
<b>5.2.2B</b>	Draft newsletter articles for the LIC/CE/PR Committee's review.
<b>5.2.3B</b>	DCA Office of Publications, Design, and Editing formats the newsletter.
<b>5.2.4B</b>	DCA Legal Affairs reviews the newsletter and BCE staff submit the newsletter for Board approval.
<b>5.2.5B</b>	Approved newsletter is prepared for electronic distribution to consumers and licensees.

### 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
<b>5.3.1</b> Conduct a needs assessment of the BCE website with Board members to identify gaps and areas of improvement.
<b>5.3.2</b> Review the needs assessment findings and identify ideas for website enhancements.
<b>5.3.3</b> Present recommendations to the Board for approval.
<b>5.3.4</b> Consult with the Office of Publications, Design, and Editing web team to enhance the BCE website with the Board’s approved enhancements.

## 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
<b>6.1.1</b> 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.
<b>6.1.2</b> Update the Board member manual to reflect new duties and responsibilities of the Board Liaison.
<b>6.1.3</b> Board Liaison regularly communicates with other health care organizations.
<b>6.1.4</b> Report updates to the Board.

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

<b>Objective Measurement</b>
Bi-annual report of chiropractic care trends provided to the Board.
<b>Action Item</b>
<b>6.2.1</b> Review chiropractic trends and identify what chiropractors can do within existing regulations.
<b>6.2.2</b> 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.
<b>6.2.3</b> Monitor trends in chiropractic care and communicate with organizations to stay current.
<b>6.2.4</b> Report to the Board on chiropractic care trends.

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

<b>Objective Measurement</b>
The Enforcement/SOP Committee provides recommendations to the Board.
<b>Action Item</b>
<b>6.3.1</b> Explore the possibility of amending the Chiropractic Act or regulation to recognize chiropractic specialties.
<b>6.3.2</b> Develop recommendations for the Board's decision of the next action items.

## 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
<b>7.1.1</b> Subscribe to other DCA health care boards email subscriptions to receive email blasts of information updates.
<b>7.1.2</b> Review email updates and identify important information to communicate to Board members.
<b>7.1.3</b> Participate in the Executive Officer Roundtable Meeting and forward information to Board members.
<b>7.1.4</b> Monitor the Office of Administrative Law regulatory notices of current and pending regulation packages, and disapprovals from other DCA health care programs and boards.
<b>7.1.5</b> Report to the Board on regulatory notices impacting the BCE.

**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.

<b>Objective Measurement</b>
Identified outreach events and implemented Board approved recommendations.
<b>Action Item</b>
<b>7.2.1</b> Work with the Government Affairs & Strategic Planning Committee to identify target groups for outreach.
<b>7.2.2</b> Research and work with the DCA Outreach Unit to identify events for outreach.
<b>7.2.3</b> Provide recommendations to the Government Affairs & Strategic Planning Committee.
<b>7.2.4</b> Provide recommendations to the Board.
<b>7.2.5</b> Implement the Board approved recommendations to increase awareness.



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