2017–2019 Strategic Plan

Board of Chiropractic Examiners
STATE OF CALIFORNIA

Adopted: 10/14/2016

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Message From the Board Chair

The Board of Chiropractic Examiners (BCE/Board) is pleased to present its *2017–2019 Strategic Plan*. The strategic planning process has been a collaborative effort between BCE members, staff, and the public.

This plan reflects the Board's continued commitment to work closely with stakeholders (chiropractic professionals, professional associations, California chiropractic colleges, and others who expressed interest in the strategic direction of the Board) to meet its mission to protect the health, welfare, and safety of the public through licensure, education, and enforcement in chiropractic care.

We are proud to have accomplished the overwhelming majority of the goals from the *2014–2017 Strategic Plan*, and with this new blueprint, we will continue to move forward as an effective and efficient organization. In the 2017–2019 plan, we have identified key issues and goal areas for which the Board will be accountable, and actions we will take to get there.

As the Board embarks upon this exciting time in the profession's history, we continue to invite all stakeholders to work with us over the next three years to achieve the goals outlined in the strategic plan.

The Board remains committed to providing the highest level of service as we undertake these endeavors.

Sergio Azzolino, D.C.
Chair, Board of Chiropractic Examiners

About the Board

The Board regulates the chiropractic profession in California. We protect Californians from licensed and unlicensed individuals who engage in the fraudulent, negligent, or incompetent practice of chiropractic. BCE oversees approximately 13,000 licensees and 20 chiropractic schools and colleges located throughout the United States and Canada.

BCE was created on December 21, 1922, as the result of an initiative measure approved by the people on November 7, 1922. Governed by a seven-member board appointed by the Governor, the Board is comprised of five licensed doctors of chiropractic and two members who represent the public. Board members serve four-year terms. The Board employs an executive officer (EO) to lead a professional staff responsible for licensing, continuing education, enforcement, administrative, and other regulatory responsibilities. The EO serves at the pleasure of the Board.

BCE's annual budget is funded exclusively by the profession through licensing and other regulatory fees. BCE does not receive any general fund monies. BCE allocates approximately 70 percent of its total operating budget to enforcement-related activities.

MISSION

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

VISION

Excellence in chiropractic care for all Californians.

VALUES

Consumer Protection
Service
Innovation
Quality
Transparency
Efficiency
Integrity

Strategic Goals

1 Ensure the continuous competency of all Doctors of Chiropractic by promoting licensing standards, professional conduct, and requirements for continuing education.

2 Enforce laws and regulations to ensure consumer protection.

3

4 Ensure that statutes and regulations strengthen and support the Board's mandate and mission.

5 Effectively utilize resources to meet goals and objectives.

Licensing and Professional Qualification

Ensure the continuous competency of all Doctors of Chiropractic by promoting licensing standards, professional conduct, and requirements for continuing education.

1.1

Interface with the Council on Chiropractic Education (CCE) to explore the possibility of revising entrance requirements at chiropractic colleges to enhance the quality and caliber of graduates.

Objective Measurement	
Made determination of the path to take.	
Action Item	**Carry-Over Item**
1.1.1 Discuss objective scope with Licensing Committee at next meeting.	2014*
1.1.2 Invite CCE representative to participate in a Licensing Committee meeting to discuss possibility of enhancing entrance requirement.	2014*
1.1.3 Depending on results of CCE meeting, partner with SOLID to possibly convene a task force to discuss entrance requirements (Federation of Chiropractic Licensing Boards [FCLB], CCE, California Chiropractic Association [CCA], American Chiropractic Association [ACA]).	2014*
1.1.4 Determine if there is data to share with Board regarding national discussion.	2014*

*Action items from BCE's *2014–2017 Strategic Plan*.

1.2

Establish approval standards for continuing education (CE) providers to enhance the quality of education being provided.

Objective Measurement	
Put regulations in place.	
Action Item	**Completion Date**
1.2.1 Convene two focus groups (Northern and Southern California) to gather information from stakeholders regarding potential standards.	Q1 2016
1.2.2 Licensing Committee determines final regulatory language regarding approval standards.	Q1 2017
1.2.3 Prepare regulatory package.	Q1 2018

1.3

Develop and implement an auditing process for CE courses to confirm compliance with requirements and conduct quality control of the courses.

Objective Measurement	
Developed auditing mechanism to maintain quality of CE courses and integrity of the CE process.	
Action Item	**Completion Date**
1.3.1 Review regulations to determine criteria for course content.	Q2 2017
1.3.2 Develop an auditing form/checklist for CE courses.	Q3 2017
1.3.3 Provide a quarterly list of new CE providers and dates for upcoming courses to the Licensing, Continuing Education, and Public Relations Committee.	Q3 2017 (Quarterly)

1.3.4 The Licensing, Continuing Education, and Public Relations Committee assigns auditors to attend CE courses and audit providers.	Q3 2017 (Quarterly)
1.3.5 Submit audit forms to the CE Manager and take action as appropriate.	Q3 2017

1.4

In order to enhance efficiency and convenience of Board services, research and implement possible technological solution(s) that address stakeholders' current inability to utilize online services.

Objective Measurement	
Provided successful online services to stakeholders.	
Action Item	**Completion Date**
1.4.1 Meet with Department of Consumer Affairs' (DCA's) Office of Information Services (OIS) to discuss the current IT system and possible alternatives.	Q3 2016
1.4.2 Partner with SOLID to map licensing and enforcement processes to determine business needs.	Q4 2016
1.4.3 Provide OIS with assessment and obtain recommendations for possible IT options.	Q2 2017
1.4.4 If determination is made that BreEZe meets business needs, work with OIS to implement BreEZe.	Q3 2017
1.4.5 If determination is made that BreEZe does not meet business needs, work with OIS to implement alterative.	Q3 2017

1.5

Continue to explore updating chiropractic college curriculum requirements to better align them with contemporary healthcare education.

Objective Measurement	
Implemented new regulations regarding curriculum requirements.	
Action Item	**Completion Date**
1.5.1 Ask California chiropractic colleges to recommend necessary and preferred changes to BCE curriculum regulations.	Q1 2017
1.5.2 Bring recommended regulatory language to Licensing Committee to make a determination.	Q4 2017
1.5.3 Licensing Committee makes recommendation to full Board.	Dependent on Licensing Committee
1.5.4 Begin regulatory process.	Q4 2019

1.6

Develop and implement a new CE course regarding BCE laws.

Objective Measurement	
Put new regulation in place regarding the "Top 10 Violations."	
Action Item	**Completion Date**
1.6.1 Collect data on enforcement statistics for recently licensed chiropractors and determine trends.	Q1 2018
1.6.2 Identify the top 10 most common violations.	Q2 2018
1.6.3 Present trends to Licensing Committee for their review.	Q3 2018

1.6.4 Licensing Committee makes recommendation to full Board. *Note: Incorporate with 1.2 regulation package.*	Q4 2017
1.6.5 Create a regulation to require CE providers to incorporate the top 10 violations in ethics and law course. *Note: Incorporate with 1.2 regulation package.*	Q4 2019

1.7

Evaluate and make a determination about amending the Chiropractic Practice Act (Practice Act) to affirm that the Board's mandate maintains consistency with contemporary practice.

Objective Measurement	
Made determination regarding the direction to take in dealing with the Practice Act.	
Action Item	**Completion Date**
1.7.1 Partner with SOLID to convene stakeholder focus groups to discuss the direction of the profession.	Q1 2018
1.7.2 Determine if consensus is met among stakeholders.	Q2 2018
1.7.3 Determine whether amending the Practice Act is necessary to achieve goals.	Q3 2018
1.7.4 Make determination regarding further action.	Q4 2018

Enforcement

Enforce laws and regulations to ensure consumer protection.

2.1

Develop and disseminate educational tools and materials that better inform stakeholders of the enforcement process.

Objective Measurement	
Created and disseminated materials.	
Action Item	**Completion Date**
2.1.1 Establish a two-member committee of the Board to review current enforcement data and publications available, and determine if content and format is sufficient for Board needs.	Q2 2017
2.1.2 New two-member committee to work with staff to develop new or revise existing materials, if necessary.	Q4 2017
2.1.3 Create outreach publications and materials educating public on complaint process. *Reference 3.2.2.	Q4 2017
2.1.4 Publish Expert Witness Guidelines in the "Licensees" and "Publications" sections of the Board website.	Q1 2017

2.2

Collaborate with professional associations to establish a code of ethics that promotes higher ethical standards for licensees.

Objective Measurement	
Made determination regarding next steps.	
Action Item	**Completion Date**
2.2.1 Review CCA's code of ethics at Enforcement Committee meeting.	Q2 2018
2.2.2 Determine whether additional action is necessary or not.	Q4 2018

2.3

Collaborate with other regulatory entities to increase their awareness of unlicensed practice (i.e., pastoral) and promote increased enforcement efforts to better safeguard the public.

Objective Measurement	
Increased other healthcare boards/bureaus awareness.	
Action Item	**Completion Date**
2.3.1 Communicate with other healthcare and healing arts boards/bureaus regarding cross-cutting enforcement issues.	Ongoing
2.3.2 Track complaints and outcomes related to cross-cutting enforcement issues.	Ongoing

2.4

Educate licensees about enforcement issues related to social media to mitigate occurrences of these violations.

Objective Measurement	
Posted documents and informed licensees.	
Action Item	**Completion Date**
2.4.1 Create an outreach document that provides information on potential violations resulting from social media activity.	Q3 2018
2.4.2 Post outreach document on BCE newsletter, website, and social media.	Q1 2019 and ongoing

Public Relations and Outreach

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

3.1

Establish a process to utilize media outlets to strengthen Board relationships with media and to increase public awareness of Board functions.

Objective Measurement	
Put in place process.	
Action Item	**Completion Date**
3.1.1 Partner with DCA's Office of Public Affairs to identify resources available to increase public awareness.	Q1 2017

3.2

Foster relationships with legislators to educate them about the role of the Board in regulating the chiropractic profession.

Objective Measurement	
Educated Legislature.	
Action Item	**Completion Date**
3.2.1 Continue to schedule annual meet-and-greets with legislative offices and provide relevant information.	Ongoing
3.2.2 Create outreach publications and materials educating the public on complaint process.	Ongoing

3.2.3 Be responsive to inquiries from legislators and their staff.	Ongoing

3.3

Identify and prioritize opportunities for Board member interactions with schools, associations, and CE providers to educate students and licensees about the role of the Board and better facilitate reciprocal communication.

Objective Measurement	
Increased number of events attended by Board members.	
Action Item	**Completion Date**
3.3.1 Establish a calendar of events sponsored by applicable entities.	Q2 2017
3.3.2 Request administrative approval to travel to out-of-state events.	Annually
3.3.3 Send a letter from Board Chair to appropriate entities offering to send a Board member representative to address meetings at schools and associations and provide information about Board activities, resources permitting.	Q2 2017 and ongoing
3.3.4 Encourage licensed Board members to become active in their local chiropractic community.	Q1 2017
3.3.5 Establish a tracking log to monitor Board member participation at outreach opportunities.	Q2 2017
3.3.6 Create standard presentation(s) for Board members to present; for example, regarding enforcement, licensing, role of the Board. *Note: Representing the Board at public or private events needs to be at the approval of the Board Chair and EO.*	Q4 2017

Laws and Regulations

4.1

Create a process in which the Board Chair establishes a two-person committee per regulation proposal that functions to aid in streamlining the time devoted to coordinating regulation packages.

Objective Measurement	
Reduced timelines for completed regulation packages.	
Action Item	**Completion Date**
4.1.1 Board Chair appoints two-person committees.	Q1 2017
4.1.2 Policy analyst to gather relevant background information to inform two-person committee.	Ongoing
4.1.3 Review regulation information packet developed by staff.	Ongoing
4.1.4 Work with appropriate stakeholders to draft regulation language.	Ongoing
4.1.5 Two-person committee present proposed regulation to the full Board.	Ongoing
4.1.6 If approved, promulgate regulation.	Ongoing

4.2

Explore the feasibility of promulgating a regulation that requires licensees to provide their current e-mail address to the Board to facilitate better outreach and communication.

Objective Measurement	
Made determination regarding mandate of e-mail.	
Action Item	**Completion Date**
4.2.1 Discuss with legal counsel and obtain a legal opinion regarding requiring an e-mail address.	Q2 2017
4.2.2 Put an e-mail field on license application.	Q2 2017
4.2.3 If mandate is not feasible per 4.2.1, explore possibility of revising renewal form to capture e-mail address as an option.	Q4 2017

Organizational Development

Effectively utilize resources to meet goals and objectives.

5.1

Explore options for succession planning to better safeguard the Board with continuity of services.

Objective Measurement	
Seamless transition of leadership.	
Action Item	**Completion Date**
5.1.1 Board leadership prepares other members to take on increased responsibility, including chairing committees and serving as Board officers.	Q1 2017
5.1.2 Board management to utilize individual development plan to prepare staff to assume more responsibility.	Q1 2017
5.1.3 Board staff to participate in DCA mentorship program.	Q1 2017
5.1.4 Promote ongoing training and development of all staff.	Q1 2017
5.1.5 EO and Assistant EO determine best method for transferring knowledge to the next generation of leaders.	Q1 2017
5.1.6 Ensure all procedure manuals and instructional materials are up to date.	Q1 2017

5.2

Implement an annual review of staff duties and procedures to ensure that procedures manuals are current.

Objective Measurement	
Updated procedure manuals.	
Action Item	**Completion Date**
5.2.1 Engage with SOLID periodically to do process mapping.	Ongoing

5.3

Increase opportunities for team building that is inclusive of Board members and staff to educate staff and maintain team relationships.

Objective Measurement	
Improved staff/Board member satisfaction survey.	
Action Item	**Completion Date**
5.3.1 Schedule True Colors training for staff.	Q1 2017
5.3.2 Schedule True Colors training for future Board meeting.	Q1 2017
5.3.3 Work with SOLID to explore and identify other team-building opportunities.	Q1 2017
5.3.4 Partner with SOLID to establish a workforce engagement plan.	Q1 2017

5.4

Implement customer service training to better equip staff to meet the needs of stakeholders and the public.

Objective Measurement	
Improved customer service.	
Action Item	**Completion Date**
5.4.1 Contact SOLID to identify customer service training options.	Q4 2016
5.4.2 Enroll staff in appropriate customer service training.	Q1 2017
5.4.3 Enroll all staff in "Give 'Em the Pickle" team-building training.	Q2 2017

Strategic Planning Process

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

- An online survey sent to stakeholders, comprised of industry professionals, professional associations, California colleges, continuing education providers, and others who expressed interest in the strategic direction of the Board. The online survey received 159 responses.

- Phone interviews with seven Board members in May and June 2016.
- Two focus group discussions with Board staff and managers in May 2016.

Breakdown of Stakeholders

Stakeholder Group	Number	% of Total
Professional Licensees	143	90%
Retired Licensees	2	1%
Consumers/Members of the Public	0	0%
Professional Associations	6	4%
Schools or Chiropractic Colleges	4	3%
Continuing Education Providers	4	3%
TOTAL:	**159**	**100%**

The most significant themes and trends identified from the environmental scan were discussed by the Board during a strategic planning session facilitated by SOLID on July 28, 2016. This information guided the Board in the review of its mission, vision, and values, while directing the strategic goals and objectives outlined in this *2017–2019 Strategic Plan*.

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This strategic plan is based on stakeholder information and discussions facilitated by SOLID for the California Board of Chiropractic Examiners in May, June, and July 2016. Subsequent amendments may have been made after Bureau adoption of this plan.

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