

2022



BOARD *of*
CHIROPRACTIC
EXAMINERS
STATE OF CALIFORNIA

Strategic Plan 2022–2026

Adopted: October 27, 2022

SOLID PLANNING



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Board Members

David Paris, D.C., Board Chair

Laurence Adams, D.C., Vice Chair

Rafael Sweet, J.D., Secretary

Janette N. V. Cruz, MBA

Pamela Daniels, D.C.

Gavin Newsom, Governor

Lourdes M. Castro Ramírez, Secretary, Business, Consumer Services and Housing Agency

Kimberly Kirchmeyer, Director, Department of Consumer Affairs

Kristin Walker, Executive Officer, Board of Chiropractic Examiners

Message from the Board Chair

On behalf of the Board of Chiropractic Examiners, I am pleased to share our 2022–2026 Strategic Plan.

The planning process included gathering feedback and suggestions from the public, licensees, continuing education providers, Board members, and staff, and we thank all who shared their thoughtful perspectives with us. We also thank the Department of Consumer Affairs SOLID Training and Planning Solutions for their valuable facilitation services and guiding the Board in the development of this strategic plan.

For the past 100 years, the Board has been committed to protecting Californians through the regulation of the chiropractic profession. We are proud to have accomplished most of our goals from our last strategic plan, and look forward to focusing on our new goals in five main areas:

1. Licensing and Professional Qualification
2. Enforcement
3. Public Relations and Outreach
4. Laws and Regulations
5. Organizational Development

We welcome and encourage your ideas and contributions as we collaborate to achieve the goals and objectives of this plan.

As always, we invite you to participate in the meetings of the Board and our four committees – Continuing Education, Enforcement, Government and Public Affairs, and Licensing – or share your comments and suggestions with our staff.

David Paris, D.C.
Chair, Board of Chiropractic Examiners

About the Board

The Board of Chiropractic Examiners (Board) regulates the chiropractic profession in California.

The Board protects the public by overseeing approximately 12,500 licensees and 19 chiropractic colleges located throughout the United States and Canada, approving continuing education providers and courses, and taking enforcement action against licensees and unlicensed individuals who violate the Chiropractic Initiative Act of California (Act) or Board regulations.

The Board was created through the Act 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 has four standing committees:

Continuing Education Committee

This committee proposes regulations, policies, and standards regarding continuing education providers and courses, oversees staff's auditing of annual continuing education, and monitors and assesses the continuing education requirements to ensure they reflect the current knowledge and skills necessary for competent practice of the chiropractic profession.

Enforcement Committee

This committee proposes regulations, policies, and standards to protect the health, welfare, and safety of the public and continuously seeks ways to improve the Board's enforcement activities and ensure public safety.

Government and Public Affairs Committee

This committee proposes and reviews policies and procedures to address sunset review issues, monitors the Board's budget, reviews and recommends positions on legislative bills, develops strategies to communicate with the public through various forms of media, oversees all administrative issues regarding the Board's operations, and monitors the Board's progress in achieving strategic plan goals and objectives.

Licensing Committee

This committee proposes regulations, policies, and standards regarding chiropractic colleges, the licensure of doctors of chiropractic, and the registration of satellite offices and chiropractic corporations.

The Board employs an executive officer to lead a professional staff responsible for carrying out the Board's licensing, continuing education, enforcement, and administrative functions. The Board does not receive any general fund monies and its annual budget is exclusively funded by the chiropractic profession through licensing and regulatory fees. The Board allocates approximately 70% of its total operating budget to enforcement related activities.

Accomplishments

Since the adoption of the Board's prior strategic plan, the Board achieved the following significant accomplishments:

- Collaborated with the Department of Consumer Affairs Office of Information Services and three other programs on the planning, development, and implementation of the new Connect licensing and enforcement system
- Participated in additional outreach opportunities with stakeholders to share insights and solicit feedback
- Developed comprehensive updates and improvements to the continuing education requirements
- Enhanced the Board's expert witness selection criteria, standards, application and review process, and training materials
- Strengthened the patient notification requirement for licensees placed on probation by the Board

Mission, Vision, and Values

Our Mission

Our mission is to protect the health, welfare, and safety of the public through licensure, education, engagement, and enforcement in chiropractic care.

Our Vision

Ensuring California consumers receive high-quality, patient-centered and collaborative care.

Our Values

- Collaboration – Working together with the public, licensees, government agencies, and stakeholders to carry out the Board’s mission.
- Excellence – Focusing on continuous improvement through a growth mindset.
- Professionalism – Serving the public with integrity and respect.
- Public Protection – Dedication to consumer safety through effective regulation.
- Responsive – Proactively and efficiently addressing emerging issues and trends in the chiropractic profession.

Goal Area 1: 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 Complete comprehensive updates to the Board's continuing education program and regulations to provide clarity and accessibility, and to ensure continuing licensee competency and public protection.
- 1.2 Establish a robust, effective Licensing Committee to identify issues and increase efficiency.
- 1.3 Review reciprocity requirements to minimize barriers to licensure in California.
- 1.4 Continue to monitor the Board's license fee structure to ensure the Board's financial stability, maintain access to the Board's services, and determine whether the Board needs to consider plans for restructuring its fees.

Goal Area 2: Enforcement

Ensure public protection and safety by establishing standards of practice for doctors of chiropractic, preventing violations of the Act, Board regulations, and professional standards, and taking effective action when violations occur.

- 2.1 Implement updated disciplinary guidelines, Uniform Standards for Substance Abusing Licensees, and Consumer Protection Enforcement Initiative (CPEI) regulations, to provide consistency and clarity in disciplinary penalties, help educate licensees and the public, and deter violations.
- 2.2 Streamline internal enforcement processes and standards, including complaint intake, investigations, and case management activities, to increase efficiency and ensure timely action.
- 2.3 Improve the effectiveness of the Enforcement Program by implementing Expert Witness program enhancements, including recruitment, training, and ongoing assessment of subject matter experts in specific areas of chiropractic practice.
- 2.4 Develop and implement clearly defined standards for licensee recordkeeping by updating regulations to provide consistency and clarity to licensees, the public, and other stakeholders.

Goal Area 3: Public Relations and Outreach

Consistently engage, communicate, and collaborate with consumers, licensees, governmental entities, and stakeholders about the current and evolving practice of chiropractic and the regulation of the profession.

- 3.1 Continue to foster relationships with legislators, healing arts boards, professional organizations, and government agencies to allow stakeholders to share ideas and perspectives.
- 3.2 Continue to increase the Board's presence and availability through outreach opportunities where the Board can collaborate and engage with stakeholders to allow for sharing of feedback, input, and suggestions.
- 3.3 Create an outreach plan to improve communication with stakeholders, share helpful information, and clarify the Board's role and duties.
- 3.4 Build an interactive social media presence to engage with stakeholders and assess stakeholder sentiment of the Board.
- 3.5 Improve the Board's website by providing informative content for applicants, licensees, the public, and other stakeholders and enhancing the functionality and user experience.

Goal Area 4: Laws and Regulations

Ensure that statutes and regulations strengthen and support the Board’s mandate and mission of public protection and enable the Board to effectively regulate the chiropractic profession.

- 4.1 Increase efficiency in rulemaking processes to move pending regulatory packages forward, prevent a backlog of packages, and improve staff and Board effectiveness.
- 4.2 Perform a comprehensive review of existing regulations to identify and address any unnecessary or obsolete regulations and to clarify current regulations as needed.

Goal Area 5: Organizational Development

Maintain an effective organization through the professional development of staff, efficient utilization of resources, and exemplary public service.

- 5.1 Update processes and procedures, key staff roles, and staff organizational structure to establish clear responsibilities and increase efficiency.
- 5.2 Maintain a high-performance and engaged culture focused on effective training, individual development, and continuous improvement, to recruit and retain quality staff.
- 5.3 Improve communication amongst staff and board members to facilitate effective collaboration.
- 5.4 Re-design the board member onboarding procedures and orientation process to create effective board members.

Strategic Planning Process

Information for the Board’s environmental scan report was gathered by surveying external and internal stakeholders (board members and executive management). All stakeholders were asked to assess the Board’s internal strengths and weaknesses and as well as external opportunities and threats.

- Interviews were conducted with all board members and board executive management during the month of March 2022.
- Two focus groups were held with staff on March 2, 2022.
- An online survey was available to external stakeholders from March 1–29, 2022. A total of 446 external stakeholders participated in the survey.

Prior to the Thursday, August 18, 2022 strategic planning session, all board members and board executive staff were provided the results of the environmental scan, along with an objectives worksheet. These results and information guided the Board in the review of its mission, vision, and values while directing the strategic goals and objectives outlined in its new strategic plan.

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