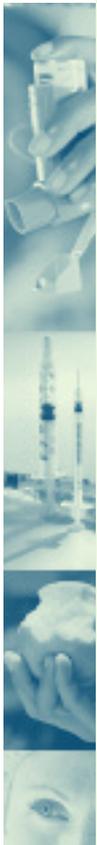


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Executive Summary



Under the leadership of Director Amy M. Jones, J.D.,

the Department of Health's Division of Medical Quality Assurance (MQA) fulfilled its mission in 2003–2004 "to protect and promote the health of all persons in Florida by diligently regulating healthcare practitioners and facilities." This report, which was prepared pursuant to section 456.005, Florida Statutes, details MQA's long-range policy planning and monitoring process. The information has been organized around the Sterling Criteria of management— leadership; strategic planning; customer and market focus; measurement, analysis, and knowledge management; human resource focus; process management; and organizational performance results — based on the Malcolm Baldrige Criteria, which are nationally recognized as the world-class standard for organizational excellence.

MQA continues its focus on leadership. The vision of a newly established MQA Sterling Team, development of policies and procedures, and an underlying atmosphere of employee empowerment, were instrumental to the division's award-winning results.

The division continues to use its long-range plan (LRP) as the cornerstone to its strategic planning efforts. Grounded in the Sterling Criteria, the LRP solicits and incorporates stakeholder input; is the basis for improved process management and business results; depends heavily on measurement, analysis, and data management; and requires employee and board member participation.

As part of its customer and market focus, the division has initiated the following actions on its journey to creating a culture of customer-driven excellence: identified key customer groups; established processes for obtaining information about customers' expectations, needs, and wants; implemented customer satisfaction surveys; conducted meetings with partners to build relationships; realigned systems to meet the customers' expectations; and trained employees to deal more effectively with customers.

MQA's measurement, analysis, and knowledge management is based on a wealth of data and information. The division compares Florida's licensing and enforcement outcomes to those of other states as a benchmark for improving organizational performance, providing opportunities for improvement at both the strategic and performance levels.

Realizing the importance of its employees and the need for them to have one unified voice, the division places a strong emphasis on the human resource focus. This year, MQA began putting in place a staff development and training system to support its goal more fully. MQA empowered a staff development and training committee to specify the roles of supervisors and required training for all MQA employees. It focused on supervisors having a more active role in ensuring that employees have essential knowledge to do their jobs.

Under process management, MQA has continued to adhere to its standard process-documenting system to compile policies and procedures for the various functions provided throughout the division. This ensures a comprehensive review of how functions are performed, providing the opportunity for process improvement. It also provides a standardized process for ensuring continuous quality throughout the division.

MQA's commitment to organizational performance results was demonstrated by two work-unit and three individual Davis Productivity Awards, recognition of its boards as national leaders, and the division spending \$8.8 million less than authorized in its legislatively mandated spending plan.

Message from the Director

On behalf of all the healthcare practitioners, their boards and councils, it is my pleasure to present this year's annual report and long-range plan in compliance with the requirements of section 456.026, Florida Statutes (F.S.) for the Department of Health's Division of Medical Quality Assurance (MQA). During this past year, we have continued our customer-focused initiatives, continued gathering information, and continued finding ways to improve the services we provide to our state's healthcare consumers and licensees. Through focus groups, online and telephone surveys, long-range planning meetings, and a host of other activities, we continued soliciting their ideas, ensuring that we offer these customers the services they want.

The division has continued to use the Sterling Criteria of management as our roadmap to success. Like last year, this year's annual report is organized around those criteria—leadership; strategic planning; customer and market focus; measurement, analysis, and knowledge management; human resource focus; process management; and organizational performance results—with an underlying customer focus.

As you review this year's report, you will undoubtedly notice fewer references to specific bureaus and units within the division. This follows our focus of making MQA a “one-stop shop,” where our customers do not have to remember the bureau or unit that provides the service—just that MQA will handle their needs.

We have been busy this past year upgrading our data management system to an enterprise system that will be more robust and user-friendly than the current one, in addition to incorporating a less-paper licensing system. We have also continued our focus on enhanced training for all staff, as well as development of task inventories and performance measures by which staff gauge their success. We truly believe our employees are our strongest assets, and we are dedicated to their satisfaction.

Speaking of assets, I would be remiss not to mention the fine work of the volunteers who give so selflessly of their time to serve on our boards and councils. In addition to the hundreds of hours they devote each year to their board and council duties, many of them volunteer hundreds more to provide services to the people of our state. Providing physicals to the children of migrant workers, volunteering as surrogate parents, mentoring, serving as leaders of civic organizations, and on and on, these fine men and women epitomize public service.

As I emphasized in last year's message, we recognize the need to continuously evaluate ourselves to meet our customers' needs and to use every difficulty as an opportunity to improve and progress. Although we are proud of the significant progress we have made in better serving our customers, we are excited about new opportunities for improvement during the coming year. We look forward to the results of our continued efforts to develop a greater awareness among the people of Florida about MQA's mission of protecting the public health and the services we can provide.

Amy M. Jones, J.D.

Director

Division of Medical Quality Assurance



Unlicensed Activity Program Expands to Meet Growing Need

This past year was a busy one for MQA's Unlicensed Activity (ULA) Program, including an increased number of investigators, expansion to additional cities, and an all-time high in complaints received and cases resolved.



The ULA program protects Florida's residents and visitors from the potentially serious and dangerous consequences— further injury, disease, or even death— of receiving medical and healthcare services from an unlicensed person. The unlicensed activity unit works in conjunction with law enforcement and the state attorney's offices to prosecute individuals practicing without a license.

Begun in late 1998 with a staff of four working out of one office in Fort Lauderdale, the ULA Program is now comprised of 11 individuals working in Fort Lauderdale, Miami, Tampa, St. Petersburg, and West Palm Beach. In fiscal year (FY) 2003–2004, 664 complaints were received, resulting in the issuance of more than 100 cease and desist orders, and over 100 criminal court convictions.

DOH has several resources to combat unlicensed activity:

- **Consumers are encouraged to use the department's web site at: <http://www.doh.state.fl.us/mqa/PRAES/index.html>, where they can conveniently view the license information for their healthcare practitioner.**
- **Complaints may be filed anonymously by completing and mailing the complaint form, also located on the DOH web site, or by calling 1-877-HALT-ULA.**
- **Victims of unlicensed practice may contact the Florida Attorney General's Division of Victim Services at 1-800-226-6667.**

During the coming year, the ULA Program expects to see an even greater number of complaints received and cases resolved as additional investigators are placed in Jacksonville, Orlando, and Tallahassee.

Structure of MQA

Healthcare regulatory boards are created in Chapter 456, Florida Statutes, under the Department of Health within the Division of Medical Quality Assurance.

Advisory councils are created within individual practice acts. It is the Legislature's intent that healthcare professions shall be regulated only for the preservation of the health, safety, and welfare of the public. We regulate, as directed by law, because the unregulated practice of a healthcare profession has the potential to cause harm or endanger the public; the public is not already effectively protected by other laws or local regulation; and, a less restrictive way to regulate the profession is not available.

Boards are responsible for approving or denying applicants for licensure and routinely handle requests for declaratory statements (interpretations of statutes and rules) and waivers or variances from their rules. Boards are involved in disciplinary hearings, rule promulgations, and developing proposed legislation. The range of disciplinary actions taken by boards includes citations, suspensions, reprimands, probations, and revocations, as well as continuing education requirements and mandatory participation in intervention programs. When provided for in their individual practice acts, board members approve continuing education providers and/or courses for their licensees. Board members partner with the division to develop and implement a long-range policy plan that is submitted to the Governor and Legislature each year.

Boards and councils are composed of consumer and professional members with the number and other requirements established under each individual practice act. Board members are appointed by, and serve at the pleasure of, the Governor. Each board member is accountable to the Governor for the proper performance of duties as a member of the board. Council members are appointed by, and accountable to, the DOH Secretary. Persons who are interested in being considered for appointment to any regulatory board may contact the Governor's Appointments Office at (850) 488-2183, or via the Governor's web site at: http://www.myflorida.com/myflorida/government/bushteam/boardsCommissions_2004.html. The Gubernatorial Appointments Office questionnaire can be downloaded from this web site, and a current board vacancy listing can be viewed. Persons who are interested in being considered for an appointment to any advisory council may also contact the Department of Health at: www.doh.state.fl.us/mqa.



Leadership

Leadership addresses how senior leaders guide an

organization in setting organizational values, directions, and performance expectations. An emphasis is placed on communication with employees, review of organizational performance, the creation of an environment that encourages high performance, and how the organization practices good citizenship.

The Division of Medical Quality Assurance (MQA) prides itself on finding ways to create an environment for empowerment, innovation, and organizational agility. By focusing on employee satisfaction and empowerment, the division has experienced a number of positive results.

During fiscal year (FY) 2003–2004, the board office for the Florida Board of Nursing successfully implemented self-directed work teams (SDWT) to review licensure processing procedures, organization of work, and assignment of responsibilities among team members; and, to establish problem-solving and decentralized decision-making, problem escalation strategies, communications systems, and performance measures. The implementation of these teams has a projected positive economic impact of more than \$28 million in Florida communities.

Establishment of the SDWT in the board office resulted in: a reduction of processing time from more than 33 days in January 2002 to a current average of 14.2 days; a cost savings in personnel of more than \$18,000; a reduction in customer complaints; an increase in the supply of nurses in Florida during a critical shortage; and, an estimated value of \$11.6 million in added wages for licensees (due to the ability to start work earlier). The board office was recognized for its innovative thinking with a Davis Productivity Award and was selected by the Council of State Governments as a 2004 Innovations Awards Program regional finalist.

Highlights/Accomplishments

MQA Sterling Team A MQA Sterling Team was established to oversee the division's journey to performance excellence.

Development of Policies and Procedures The division continued development of policies and procedures, and task analyses for all core functions to utilize best practices.

Board of Osteopathic Medicine Drug Diversion Initiative In a proactive effort to save lives, the board required osteopathic physicians to have a course about the uses and abuses of controlled substances.

Respiratory Care Practice Act The Board of Respiratory Care worked closely with the Florida Society for Respiratory Care during the Legislative Session to amend the Respiratory Care Practice Act, ultimately streamlining the application process. The board office sent letters to schools and hospitals advising them of the changes to take place in January 2005.

National Regulatory Board Appointments Board of Optometry Vice Chair Robert Easton, O.D., served as Secretary/Treasurer for the Association of Regulatory Boards of Optometry; and Board of Nursing member Mary Kay Habgood, Ph.D., R.N., served on National Council of State Boards of Nursing Examination Committee.

Patient Safety The Board of Medicine implemented the "Pause Rule" to reduce office surgery, wrong-site incidents. The board also took a leadership role in reducing internet-prescribing abuses.

Volunteer Hours Board and council members reported in excess of 3,000 hours of community service, in addition to the thousands of combined volunteer hours dedicated to their board and council duties.

Development of National Dental Examination Board of Dentistry members began taking part in national meetings to discuss the development of a national clinical examination.



Strategic Planning

Although all the Sterling Criteria are significant, strategic planning is the only means that exclusively looks to the future of the organization. The Division of Medical Quality Assurance, established in 1988, is a relatively new organization in state government; but our leaders have consistently acknowledged the importance of strategic (or long-range) planning to bring our vision into reality. The Legislature recognized the importance of this effort by creating a section in MQA's statute addressing long-range planning (section 456.005, Florida Statutes).

There are several key principles that guide MQA in creating our strategic plan:

1. It is grounded in the Sterling Criteria.
2. It solicits and incorporates input from our stakeholders on a periodic basis.
3. It is the basis for improved process management and our noteworthy business results.
4. It depends heavily on our measurement, analysis, and data management.
5. It requires the participation of all our employees and board members to achieve success.

In this section, you can view our previous long-range plan alongside our new plan for the next five years. Our current five-year plan was developed after gathering input from our board chairs, health associations and societies, and division managers. It will continue to be refined during the next year as employees contribute to developing action plans to give "feet" to our vision.

Highlights/Accomplishments

Healthcare Practitioner Disciplinary Workgroup The group completed its work and published a report of its findings.

Establishment Inspections Training for County Health Departments The Investigative Services Unit completed a successful pilot in Pinellas County, training county health department inspectors on inspections of dental labs, as well as electrolysis, massage therapy, and optical establishments.

Expansion of Unlicensed Activity Investigative Offices The division oversaw the successful expansion of the unlicensed activity investigative offices in the West Palm Beach and Tampa/St. Petersburg areas.

Creation of Partnerships to Address Over-Prescribing A partnership was formed with the Department of Health (DOH), Agency for Health Care Administration (AHCA), and the Attorney General's Office to reduce prescription fraud violations. The agreement calls for AHCA to share data with DOH regarding the prescribing patterns of physicians, allowing the department to be more proactive regarding possible instances of over-prescribing or improper prescribing of controlled substances.

Creation of Case Analysis System The division began developing a case analysis system with the Florida Department of Law Enforcement (FDLE), AHCA, and the Attorney General's office at a regional level.

Long-Range Planning The division continued holding annual strategic planning meetings with the board/council chairpersons and professional associations.

Developed Certification Exam for Bureau of Statewide Pharmaceutical Services The division developed the Certified Designated Representative Certification Examination for DOH's Bureau of Statewide Pharmaceutical Services.

Practitioner Profile Website Focus Groups The division conducted focus groups in major cities around the state to obtain information from customers about the user-friendliness and practicality of the Practitioner Profile web site. The information is being used for planned enhancements to the site, which will be made and tested by additional focus groups next fiscal year.

Expanded Licensure The Board of Clinical Laboratory Personnel approved licensure in the areas of andrology and embryology.



2003—2004 Long Range Plan

Goals

I. Leadership

Stakeholders who participate in and support MQA's mission.

II. Strategic Planning

An efficient organizational structure with appropriately aligned human resources that will enable MQA to achieve its mission.

Efficient and cost-effective regulation that ensures a viable MQA trust fund.

III. Customer and Market Focus

Communications from and within MQA that are accurate, clear, and customer sensitive.

IV. Information and Analysis

V. Process Management

Effective systems for measuring and improving organizational performance.

Business processes that deliver products and services that delight MQA stakeholders.

VI. Human Resource Focus

A motivated and empowered staff enabled to reach their full potential and achieving a high level of performance.

VII. Business Results

Improved performance levels in customer satisfaction, product and service performance, fiscal soundness, and human resources development that meet or exceed those of MQA's competitors.



Project Tasks	Staff	Start	Anticipated Completion Date	Status Comments
1. LEADERSHIP				
<p>Goal: Stakeholders who participate in and support MQA's mission.</p>	<p>Goal Owner: Amy Jones</p>			
<p>Develop a plan for ongoing stakeholder and customer participation in MQA's LRP. (Includes board members, associations, attorneys and encompasses budget and legislative liaisons.)</p>	<p>AP Leader: Amy Jones/Bill Parizek</p>	<p>7/1/02</p>	<p>Ongoing</p>	<p>Annual spring LRP meeting with associations. Annual fall LRP meeting with board chairs. Posting of LRP progress in Quarterly Management reports sent to all board members. Updated LRP report published in MQA Annual Report. Legislative proposal for 2004 Session: amendment to s. 456.005, F.S. to include input from licensees in annually updating the LRP (Legislation died). Next project: planning LRP meeting with consumer advocates and associations.</p>
2. STRATEGIC PLANNING				
<p>Goals: An efficient organizational structure with appropriately aligned human resources that will enable MQA to achieve its mission. Efficient and cost-effective regulation that ensures a viable MQA trust fund.</p>	<p>Goal Owner: Diane Orcutt/Lucy Gee</p>			
<p>A. Evaluate and redesign, as necessary, the existing division organizational structure to maximize the efficiency and effectiveness of all internal and external services. Develop a board-approved revenue structure that will address the current trust fund weaknesses and establish a platform for the future viability of the fund.</p>	<p>AP Leader: Amy Jones/Diane Orcutt</p>	<p>7/1/02</p>	<p>12/04</p>	<p>Enforcement: (1) Pilot project under contract with Attorney General to provide prosecution services to 13 boards. Project began 1/1/03. Evaluation in Spring 04 resulted in decision for discontinuation to be effected by 12/04. (2) Re-organization of Prosecution Services into 4 units: Probable Cause/Boards, Litigation, Appellate, and Administration (Completed). New section for Emergency Orders added—7/04. (3) ULA: Plan proceeding for the establishment of a state-wide unlicensed activity program (ULA). Investigators will be identified and dedicated in certain field offices to respond to unlicensed activity. First expansion office was Tampa, opened in April 2003 with WPB in August 2003. Next offices will be Jacksonville, Tallahassee, and Orlando. Director's Office: Establishment of a Community Relations Office under MQA COMPLETED.</p>

Project Tasks	Staff	Start	Anticipated Completion Date	Status Comments
<p>B. Develop a board-approved revenue structure that will address the current trust fund weaknesses and establish a platform for the future viability of the fund.</p>	<p>AP Leaders: Jim Hentz/Diane Orcutt</p>	<p>07/31/02</p>	<p>12/03</p>	<p>Conducted a conference call on July 30 with association partners. Discussed process for developing strategies and determined what additional information was needed. E-mailed financial reports. Met October 11 to discuss project task. Outcomes were: (1) MQA was urged to form a closer working relationship with the associations to include establishing an Advisory Council. (2). Committee concurred that a definition of reasonable cash balance would be one year's estimated expenditures. (3). Committee did not offer any solutions on how to overcome problem of some professions having insufficient licensee base to cover their expenditures.</p> <p>2003 five-year projections indicate that trust fund weaknesses have been alleviated. DOH efforts in cutting costs and boards efforts in raising revenues successful in eliminating financial crisis.</p> <p>2004 needs to resolve deficit for remaining professions.</p>
<p>C. Evaluate current disciplinary structure to design a more proactive and educational vs. punitive approach.</p>	<p>AP Leaders: Charlene Willoughby/Tom Hannah/Wings Benton</p>	<p>10/1/02</p>	<p>9/05</p>	<p>Issues include: (1) Pro-active educational outreach on enforcement to students, applicants, new licensees; Status: (1) Employees in CSU/ISU established "MQA on the Move" to track presentations to associations, schools, licensee groups, and the public. Published in QMR.</p> <p>(2) Implementation and education about ADR methods, including citations and mediation. Status: (2) Workgroup established 1/04. The workgroup identified possible grounds for disciplines that may meet the mediation and citation criteria and will be making proposals to boards and councils to expand rules to include the workgroup's recommendations. Training of mediators has been arranged for Nov. 04.</p> <p>(3) Research/evaluation of reports to develop information on trends of types of violations, demographic profiles of violators, etc. to help craft appropriate legislation and processes. Status: (3) Information from Physician Office Incident Reports analyzed to determine trends, e.g., adverse outcomes from abdominoplasty when patient underwent subsequent liposuction to provide information to Board of Medicine in future in developing rules pertaining to office surgery.</p> <p>CSU created broad-based MQA employee team to develop methods of soliciting feedback from customers to identify improvement opportunities. First meeting occurred 8/26/03; 1st survey to be taken in Jan. 05 3/31/04 Survey is complete, developing implementation plan and process of disseminating survey and analyzing results.</p> <p>PSU contracted a consultant to process map entire legal disciplinary process. Workgroup issued a final report with 54 recommendations in 12/03. PSU working with MQA Performance Improvement to evaluate and implement.</p>

Project Tasks	Staff	Start	Anticipated Completion Date	Status Comments
D. Establish competency-based assessment system(s) that more accurately measures practitioners' ability (to replace current CE system).	AP Leaders: Dan Coble	10/1/02	12/03	Enrolled BON in national study of CE and competency with 5 other professions; led CE workshop in Feb 2003 on competency/CE issues. Staff participated in CAC program on alternatives to discipline/competency assessment in May 2003. Report received 6/04 and will be evaluated for recommendations by 9/04.
E. Research the present status of national credentialing or other outsourced options for selected professions and assess the appropriate level of involvement of MQA.	AP Leader: Larry McPherson/Pam King	10/1/02	12/03	Matrix of national credentialing organizations, by profession, developed. Draft report and matrix submitted 5/9/03. Report under evaluation. Evaluation completed and no action taken. 3/04
3. CUSTOMER/MARKET FOCUS				
Goal: Communications from and within MQA that are accurate, clear, and customer sensitive.	Goal Owner: Amy Jones			
Develop a comprehensive communication plan that will assist division in building coalitions with internal and external stakeholders.	AP Leader: Bill Parizek, Communications Director	7/1/02	Ongoing	Initial plan completed and approved 10/02. Plan will be reviewed and updated annually.
4.&5. INFORMATION & ANALYSIS/PROCESS MANAGEMENT				
Goals: Effective systems for measuring and improving organizational performance. Business processes that deliver products and services that delight MQA stakeholders.	Goal Owners: Lola Pouncey/Lucy Gee			
A. Develop performance measures to gauge division's effective and efficient performance in reaching its mission.	AP Leader: Susan Winter	7/1/02	6/05	3/04 BON PLAN PIG for application review measures and issuing initial licenses. MQA has system to develop performance measurement & instructed all managers & supervisors how to use system. Has drafted guide. Director created Sterling Steering Committee to guide MQA in carrying out performance analysis and measurement. Team will address status of MQA entities in measuring their performance and how to implement current plan.
B. Enhance Practitioner Regulatory Administration Enforcement System to align it with MQA business rules and needs and customer service requirements.	AP Leader: David Goldstein Team Members: Lauren Kennedy Elisa Floyd	10/02	6/05	MQA contracted with VERSA Management Systems, Inc. to upgrade the existing database system and to convert existing data and processes by June 2005. The upgrade will be web-based, supporting future implementation of online services. Our focus will be to standardize our business processes across licensed professions.

Project Tasks	Staff	Start	Anticipated Completion Date	Status Comments
<p>C. Develop electronic CE tracking system that cost-effectively meets renewal requirements and needs of licensees, and continuing education providers.</p>	<p>AP Leaders: Amy Jones/Jim Knepton</p>	<p>6/1/02</p>	<p>12/31/03</p>	<p>MQA contracted with Information Systems of Florida, Inc. to develop a customer-focused, electronic continuing education tracking system. Subscription services were available by late November 2003. Status: System is developed and operational.</p>
<p>E. Identify and address access-to-care licensing issues and manpower shortages in certain professions. (includes "fast-track" concept)</p>	<p>AP Leader: Sue Foster</p>	<p>7/15/02</p>	<p>12/03</p>	<p>Meeting held via TCC on 8/23/02. Statistics on manpower shortages obtained for physicians, dentists, pharmacists, RN's and LPN's 4/1/03. E-mail to all board directors regarding anti-competitive licensing issues sent on 4/3/03. Matrix summarizing access-to-care issues in individual practice acts developed. Edits made and final draft submitted 5/6/03. Report under evaluation.</p>
<p>6. HUMAN RESOURCE FOCUS</p>				
<p>Goal: A motivated and empowered staff enabled to reach their full potential and achieving a high level of performance.</p>	<p>Goal Owner: Lorene Wilson</p>			<p>A team has been developed and action plan for the team is being developed.</p>
<p>A. Develop a division-wide education and training plan for board members and employees.</p>	<p>AP Leaders: Lola Pouncey/Betty Erdman Team Members: Crystal List, Julie Weeks, Becky Reed, Adrian Washington, Gwen Bailey, Pamela King, Judy Jordan, K. L. Redfearn, Tracie Natalie</p>			<p>A team has been developed and action plan for the team is being developed. Sent questionnaire to all board members 9/4/02 and requested response by 9/20/02. A draft employee training needs assessment and action plan was developed and reviewed with board executive directors in July 2003. 7/03 Draft employee training needs assessment and action plan reviewed by board executive directors. 8/03 Draft SDT Plan Policy distributed to Management Team for review and comment. 1/29/04 SDT team reviewed drafted base policy. 2/12/04 SDT team reviewed required training & individual development plan drafted policy for submittal to Management Team. 04/01/04 Management Team approved Trakit as the system to schedule and track employee training. 07/8/04 Staff Development Committee is reviewing various individual development plans in order to develop a standardized plan for the division.</p>
<p>7. BUSINESS RESULTS</p>				
<p>Goal: Improved performance levels in customer satisfaction, product and service performance, fiscal soundness, and human resources development that meet or exceed those of MQA's competitors.</p>	<p>Goal Owner: Lucy Gee</p>	<p>7/10/02</p>	<p>Ongoing</p>	<p>Query Executive Directors as to National State Board Associations who partner with Boards to provide services. 9/23/02. Query National Organizations. Query completed and matrix prepared summarizing results. Edits made and report submitted 5/6/03. Report under evaluation. Evaluation completed and no action taken. 3/10/04</p>
<p>Identify competitors for resources required by MQA to achieve its objectives.</p>	<p>AP Leaders: Kaye Howerton/Joe Baker</p>	<p>7/15/02</p>	<p>12/03</p>	

COMPLETED Project Tasks	Staff	Start	Anticipated Completion Date	Status Comments	Association Members Assigned
1. Produce a timely, professional and accurate annual report.	Director's office/Jones	7/8/02	11/1/02	Sent members an e-mail asking their preferred method of communicating, both said via e-mail. Sent an electronic copy of last year's annual report and the outline which has been approved by Dr. Agwunobi for this year's report asking for input. Sent reminder for feedback 8/15/02.	Joy Marcus Larry Gonzales
3. Revise the existing policy on meeting records to achieve established MQA meeting record objectives.		7/1/02	8/1/02	COMPLETE	
14.1 Pursue transfer of costs of prosecuting ULA office.				COMPLETE	
15.3 Establish uniform language and procedures for administrative complaints that include multiple charges imposing fines for each violation.				COMPLETE	
15.4 Establish uniform language and procedure for requiring violators to pay for all costs of their discipline.				COMPLETE	
15.6 Schedule regular meetings for board members to educate inspectors.	Hannah	7/1/02	9/1/02	COMPLETE. Annual state-wide meetings will be re-instituted. Next meeting will be June 2003 Update: Held annual inspector training March 2004.	
25. Establish policies and procedures for handling all division final orders.	Wilson	06/11/02	10/30/02	A policy has been developed and reviewed by the management team. As of August, 2002, all final orders are now posted to the Web at www.doh.state.fl.us/mqa/enforcement/enforce_home.htm Click on "Discipline Reports" to access images. COMPLETED Policy Developed DOHP 385-HC03-03	
29.1 Set-up meeting with Inter-Tel Representatives to discuss options and possible upgrades to current system.	Bailey	7/12/2002	7/12/2002	Meet with Dan Reeves and received information on IVR systems.	

COMPLETED Project Tasks	Staff	Start	Anticipated Completion Date	Status Comments	Association Members Assigned
46.1 Set-up meeting with Inter-Tel Representative to discuss options and possible upgrades to current system. —See Project 29	Bailey, Tyre, Paulson	7/10/2002	12/1/2002	Complete—Met with Dan Reeves on 7/12/2002 discussed different IVR programs. Mr. Reeves will be coordinating efforts with another Rep within Inter-Tel for written materials on IVR systems and fee schedules.	
55. Establish a protocol for developing, publishing, and updating MQA policy and procedures.	Bureau of Operations	10/01/01	6/21/02	COMPLETE	
61. Perform “gap analysis” of the use of RAES model and business practices of the licensing functions of the Department of Business and Professional Regulation.		5/02	10/30/02	COMPLETE	
D. Develop plan for establishing a paperless environment for all feasible MQA business processes.	Pouncey	10/01/02	12/04	COMPLETE Updating address online effective 9/03. Online licensure verification implemented 4/03. Online practitioner profiling updates implemented 10/03. Online initial licensure application available for nurses effective 8/03. Online request for duplicate licenses implemented 1/04. Processing delinquent renewals online scheduled to begin 3/04. Expansion of online applications for other professions scheduled to begin 5/04. Enforcement program launched employee team on 7/1/03 to develop paperless plan. Established an Imaging Online System for storing and maintaining licensure records 6/03.	

2004–2005 Long Range Plan

	1. LEADERSHIP
	Goal: Create a self-sustaining culture where every employee is invested in our shared values.
1.1 a (1)	1.1 Define our shared values.
1.1 a (1) 1.1 b 1.2a & b	1.2 Establish performance expectations that shape the behaviors that exemplify our shared values, further our mission, and focus on our customers.
1.1 a (1) and (2)	1.3 Integrate our performance expectations into the organization.
1.1 c	1.4 Develop and employ a systematic review of key performance results to improve organizational and leader success.
	2. STRATEGIC PLANNING
	Goal: Align work processes with our organization's long-range plan, thereby ensuring that improvement and learning reinforce our mission.
2.1 a	2.1 Create and employ a strategy development process.
2.1 b	2.2 Annually develop strategic objectives.
2.2	2.3 Deploy strategic objectives through action plans aligned with performance measures.
	3. CUSTOMER & MARKET FOCUS
	Goal: Integrate customer-driven excellence into our culture.
3.1 a (1)	3.1 Identify customers aligned with each core/key business process.
3.1 3.2	3.2 Develop a system to determine, understand, anticipate, and respond to key customer requirements and expectations.
	4. MEASUREMENT, ANALYSIS, AND KNOWLEDGE MANAGEMENT
	Goal: Systematically use information and data to manage change and improve processes.
4.1	4.1 Develop and employ a performance measurement system that evaluates meaningful data for monitoring daily operations and supporting organizational decision-making related to core functions.
4.2	4.2 Develop a knowledge management system that makes needed data and information available to stakeholders.
	5. HUMAN RESOURCE FOCUS
	Goal: Develop motivated and empowered staff enabled to reach their full potential and achieve a high level of performance aligned with the division's objectives and action plans.
5.1 c	5.1 Develop and implement a recruitment plan that supports our culture.
5.1 c	5.2 Develop and deploy an effective succession plan for leadership and management positions.
5.1 a	5.3 Evaluate and improve work systems to assess and promote cooperation, initiative, recognition of excellence, innovation, and communication.
5.1 b	5.4 Develop employee work plans and provide feedback to employees that supports high performance and focuses on our customers.

5.2	5.5	Develop and employ a training and career development support system that achieves our objectives and contributes to high performance.
5.3	5.6	Use employee feedback for improving our workplace and support climate.
6. PROCESS MANAGEMENT		
	Goal:	Manage our core and key processes to deliver ever-increasing value to our customers and improve our organizational effectiveness
6.1. a (1), (2) and (3)	6.1	Design and re-engineer key processes to provide value to the division and its stakeholders.
6.1 a (2) and (4)	6.2	Develop a mechanism for feedback from stakeholders in each key process.
6.2	6.3.	Design and re-engineer support processes to provide value to the division and its stakeholders.
7. ORGANIZATIONAL PERFORMANCE RESULTS		
	Goal:	Achieve superior performance results in customer satisfaction, products and services, fiscal soundness, human resources, and overall organizational effectiveness that meet or exceed those of our competitors.
7.1–7.6	7.1	Identify competitors and their performance levels on like services and products.
7.1–7.6	7.2	Compile data comparing our performance with those of our competitors.
7.1–7.6	7.3	Develop and modify organizational performance measures that utilize comparative data from competitors.

Customer and Market Focus

The customer and market focus category of the Sterling

Criteria examines an organization's processes for determining customer satisfaction and obtaining information about current and future customers with the aim of understanding longer-term and emerging customer requirements and expectations. The criteria also examines how an organization builds relationships with customers and determines the key factors that lead to customer satisfaction, retention, loyalty, and organizational expansion.

The senior leaders of MQA understand that quality and performance are judged by an organization's customers and have established a goal of creating a culture of customer-driven excellence within the division. The division has initiated the following actions on its journey to creating a culture of customer-driven excellence: identified key customer groups; established processes for obtaining information about customers' expectations, needs, and wants; implemented customer satisfaction surveys; conducted meetings with partners to build relationships; realigned systems to meet the customers' expectations; and trained employees to deal more effectively with customers.

Highlights/Accomplishments

Division of Medical Quality Assurance Survey Guide A survey guide was developed to standardize the process for obtaining information from a sample group about the customers' needs, requirements, and satisfaction. The guide provides a systematic, scientific, and impartial way of designing the survey, collecting and analyzing information, and presenting the results. The information will be used to make decisions about redesigning services to meet the needs and expectations of our customers.

Enhanced Customer Functional Directory The customer functional directory has been enhanced utilizing data from our internal customers—the office liaisons. These enhancements will improve the response time to customers by allowing for easier navigation through the system and by updating information about specific positions. The web-based intranet system gives all MQA employees access to current information about personnel locations and job functions, creating a single point of contact for information.

Association Long Range Planning Meetings The division conducted its second annual meeting with representatives from healthcare practitioner professional organizations on May 17, 2004, to obtain input about trust-fund issues, recruiting and retaining expert witnesses, MQA image and perception, methods of obtaining customer input, online services and web sites, and analysis of the long-range plan and annual report.

Staff Training The division's Quality Management Office conducted training classes in "Writing to Customers" to improve the effectiveness of staff in communicating with our customers. The course teaches employees how to write to customers in clear, reader-friendly language.

Annual Board/Council Chairs Meeting The Annual Board/Council Chairs meeting was held in Tampa, Florida, on September 29, 2003, to provide information to the members and obtain their feedback about issues affecting the boards and councils. Staff presented updates on the long-range plan, financial status of each profession, enforcement reports, and MQA online systems. Breakout roundtable sessions were used to obtain board and council chairs' perception about several topics — scope of practice disputes, Continuing Education Tracking System, mediations and citations, and the MQA Communication Plan.

Customer Surveys The division's Bureau of Management Services conducted in-depth, face-to-face surveys of internal customers to determine their needs and perceptions of the services offered by the Compliance Services Unit. The data from the internal customers, and data gathered from planned surveys of external customers, will be used to identify and implement future improvements of the section's processes and customer interaction. In fact, one such improvement coming out of the customer focus meetings is the weekly Compliance Officer meeting, which provides a forum for customer service training and sharing best practices.





Online Services Enhancement Online services were enhanced, offering licensed practitioners the ability to view their imaged license records, update their practitioner profile, request a duplicate license, and print a temporary license. User IDs and passwords were issued to all practitioners, enabling them to take advantage of services offered by MQA online, 24 hours a day, seven days a week.

Reduction of Application Processing Times The Board of Nursing (BON) reduced in one year the average processing time for an initial application by nine days. Their efforts won BON staff the highest Davis Productivity cash award of \$1,500.

Faster Release of Exam Scores The division's Testing Services Unit reduced the average time to release examination grades, including a reduction from 33 days to 8 days for dental and dental hygiene examination grades.

Promotion of Dangers of Unlicensed Activity The division oversaw unlicensed practice educational campaigns for physical therapy, pharmacy, and dietetics/nutrition, as well as numerous media releases about individuals arrested for practicing without a license.

Customer Satisfaction Survey The division implemented an online, customer satisfaction survey for new licenses with an overall satisfaction rating of 83 percent.

Patient Safety The Board of Dentistry passed a rule requiring automatic external defibrillators in every dental office by February 28, 2006.

Creation of Board of Pharmacy Web Board The Board of Pharmacy implemented a web board allowing interested parties to stay more current. Subscribers have the opportunity to be notified each time new information is posted. The web board has been well received and continues to be promoted to licensees and pharmacy organizations.

Measurement, Analysis, and Knowledge Management

Measurement, analysis, and knowledge management is the main point within the Sterling Criteria for all key information about effectively measuring and analyzing performance and managing organizational knowledge to drive improvement and organizational competitiveness. It is the “brain center” for the alignment of MQA’s operations and strategic objectives.

MQA has a wealth of data and information that is used to monitor, manage, and improve our licensure and enforcement programs. Our data collection and management systems include specific processes for ensuring reliability, accuracy, timeliness, security, accountability, and accessibility for the specific data set. Data are used to monitor MQA’s performance measures, as well as to track licensure and enforcement issues and trends.

MQA compares Florida’s licensing and enforcement outcomes to those of other states as a benchmark for improving organizational performance. Comparison data are a key input into MQA’s planning process. We believe the data highlights opportunities for improvement at both the strategic and performance levels.

Highlights/Accomplishments

Boards Recognized as National Leaders The Board of Medicine was recognized by the Federation of State Medical Boards (FSMB) as the nation’s top board among large states for the amount of discipline. The Board of Osteopathic Medicine was recognized by FSMB as the nation’s top board among medium states for the amount of discipline. The determination is based on disciplinary actions taken against current licensees, as well as licensure denials and restrictions placed against applicants for licensure. The boards have continued to step up their efforts to ensure only the best physicians practice in Florida.

Electronic CE Tracking The division implemented an electronic continuing education tracking system.

Improved Reporting The division improved reporting of financial information and discipline compliance data to the boards/councils.

Update of Data System The division updated its data system from PRAES to COMPAS, which is scheduled to go live in the fall of Fiscal Year 2004–2005.

Increased Use of Online Renewal System The division improved practitioner usage of the online renewal system from 34 percent to 50 percent.

Renewal Outreach Program The division established an outreach program with professional associations to improve customer service during the renewal cycle, resulting in a potential increase in the number of timely renewals.

Patient Safety/Patient Advocacy The Dietetic and Nutrition Practice Council passed a rule specifying that the initial nutritional assessment must be done in a face-to-face setting. This will protect the public by ensuring appropriate standards of high quality in nutrition-care services. After learning about the effect on federally funded programs, the council, in collaboration with representatives of DOH’s Women, Infants, and Children Program (WIC), amended the rule to allow exemptions for licensees working in federally funded programs.

Computer-Based Testing After extensive planning, research, and testing, the Board of Physical Therapy, in conjunction with the Federation of State Boards of Physical Therapy, implemented the “Computer-Based Testing” laws and rules exam. Staff developed a candidate information booklet, which is now being used as an example nationwide for preparing candidates for the exam.



Human Resource Focus

Aligned with the Sterling Criteria, MQA uses a human

resource focus to reach our mission more effectively and efficiently. Through our work systems, and by motivating and engaging our employees in learning, we enable them to use their full potential for reaching our mission. This year, we enriched our employee-support services and climate so that these more rigorously support our performance excellence.

To increase employee cooperation and initiative, MQA promoted an internal organizational image aligned with our core processes and Sterling quality, rather than the traditional approach of individual work units. The purpose of the image is to foster pride in working together for excellence, rather than competing against each other. MQA deploys the image in our daily messages, web pages, posters, meetings, news releases, and our recognition program.

Highlights/Accomplishments

Staff Development MQA's staff development and training strategic goal is to create staff who are enabled to reach their full potential while achieving a high level of performance in reaching our mission. This year, MQA began putting into place a staff development and training system to support its goal more fully. MQA empowered a staff development and training committee to specify the roles of supervisors and required training for all MQA employees. It focused on supervisors having a more active role in ensuring that employees have the essential knowledge to do their jobs.

Employee Enhancement The division continues to seek ways to enhance its employees and their job skills, including continued support for those attending Certified Public Management (CPM) training.

Employee Training Information System MQA piloted and helped modify a training information system, called "TrakIt," that allows employees to register for training from their desktops. Instructors use it to announce training and manage their class rosters, attendance, and certificates. Supervisors receive reports to manage and monitor their employees' training. "TrakIt" increases effectiveness and decreases the time required to announce, register for, and manage class attendance and monitor knowledge requirements.

Enhanced Writing to Customers To support improved customer service, MQA began offering its required "Writing to Customers" courses on a regular basis. The courses teach a writing style that ensures customers find our instructions and correspondence easy-to-read and understand, as well as know that we care about them.

Employee Recognition MQA's Employee Recognition Program recognizes employees for meritorious achievement and years of service. For merits, MQA recognizes leadership, exemplary customer service, teamwork, and improving processes. In 1999, an employee satisfaction survey found MQA's rating for reward and recognition needed improvement. Based on these findings, early this year, MQA implemented improvements to the recognition program. The 2004 employee satisfaction survey results showed a 12-point increase to MQA's rating. The department invited MQA to display its employee recognition program in a statewide quality showcase.

Evaluating and Improving Customer Service The Client Services Unit within the Bureau of Management Services conducts training sessions with staff about responding to customers, complying with operating procedures, and preparing and utilizing board reports. Leadership consistently conducts training in conjunction with board staff to assure the staff responded to customers' request with accurate information and in an efficient manner. The training included initial licensure, renewal workshops, and the on-line application system.

Investigator Training The division established annual basic training, continuing training, and inspector training for the Investigative Services Unit.

Unlicensed Activity Training The division established annual training for unlicensed activity investigators throughout the state.



Process Management

Process Management is the focal point within the Sterling Criteria for all key work processes, including those that support the production and delivery of MQA's products, programs, and services.

MQA has continued to adhere to its standard process-documenting system to compile policies and procedures for the various functions provided throughout the division. Documenting processes ensures a comprehensive review of how functions are performed, providing the opportunity for process improvement. It also provides a standardized process for ensuring continuous quality throughout the division.

Processes are documented following a common format and template, then indexed in relationship to core processes. The system ensures that processes can be easily applied to programs or units within the division providing similar services or performing similar job functions.

Highlights/ Accomplishments

COMPAS Training Development Team A COMPAS Navigator Training Team was established to develop a preliminary, comprehensive, and functional user guide for the new COMPAS system. Team members will serve as "Master Users and Trainers" for future users of the system. They were also essential in developing a guide for navigating through COMPAS.

Upgrading Administrative Section of MQA Customer Functional Directory Input from MQA's office liaisons revealed a need to update the directory to make sure that job functions, phone numbers, and other job-specific information remained in the system when employees left the position. Previously, if someone vacated a position, all of the information related to the position had to be re-entered with the new employee.

Board of Medicine Improvement Project The Board of Medicine formed five teams to examine and recommend improvements to: business processes; workload distribution; defining efficiency standards and linking them to individual and office success; communicating with customers and themselves (including mail, phone calls, e-mail); office organization (including realignment of functions, changing positions, and, creating new positions); and, improving the physical layout of the office.

Compliance Section of Client Services The Compliance Section of Client Services was created to monitor compliance with disciplinary actions taken by the various licensing boards of MQA. In the beginning, the section's primary focus had to be process management so that a single, effective methodology could be put in place to monitor compliance across all professions with diverse licensee populations, and differing laws and rules. Process improvement continues to be critical to ensure the section's ability to handle a continuously growing number of orders of increased complexity, as well as new responsibilities such as monitoring Citations and Certified Nursing Assistants. During this fiscal year, the unit took a long hard look at its business practices and processes. This included process mapping to identify and delete non-value-added steps, as well as initiating a series of meetings with customers, staff, and other stakeholders to pinpoint specific areas for improvement. As a result, the unit has begun weekly educational and information sharing meetings for compliance staff, initiated new business practices to better respond to customer needs, and continued working on a program of customer surveys and reports to ensure continuous improvements in customer services and compliance monitoring.

Osteopathic Unit Cross-Training Team The Osteopathic Unit, which is made up of four regulatory boards and one council, developed a cross-training team that created manuals and instituted training sessions for cross training among employees in the office.

Prosecution Services Unit Process Improvement Project The Process Improvement Project for the Prosecution Service Unit was completed, and included a report with 54 recommendations and a detailed process map published December 2003.





Unlicensed Activity Complaints The tracking and processing of unlicensed activity complaints was reviewed and improved.

EMT and Paramedic Certification Examination The division assumed responsibility for managing and administering the Emergency Medical Technician (EMT) and Paramedic certification examination.

Standardized Best Practices Best practices were standardized across all board offices as a result of task analyses and development of uniform policies and procedures.

Organizational Performance Results

The Organizational Performance Results criteria provide a results focus that encompasses customers' evaluations of organizational products, services, and programs, as well as overall financial, budgetary, and market performance. It also encompasses employee- and work-system results, governance structure and social responsibility, and results of all key processes and process improvement activities. These criteria provide "real-time" information for evaluation and improvement.

The tables listed in the appendices of this report detail the key data, including number of licensed practitioners, revenue/expenditures, projected cash balances, and a review of the adequacy of existing fees.

Highlights/Accomplishments

Reduction of Renewal Fees The Boards of Acupuncture, Occupational Therapy, Opticianry, and Clinical Social Work/ Marriage and Family Therapy/Mental Health Counseling reduced renewal fees.

MQA Trust Fund MQA Trust Funds appropriated for FY 2003-2004 that were NOT SPENT: \$8.8 million.

Customer Correspondence The compliance rate for MQA in completing customer correspondence was consistently at 99 percent or higher.

Board Appointments All board appointments for the 2003 cycle were completed by the deadline.

CSU and ISU Performance Goals The Consumer Services Unit and Investigative Services Unit consistently met performance goals in completing cases (more than 99 percent on average were on time).

Davis Productivity Awards The division received two work-unit and three individual Davis Productivity Awards.

Backlog of Cases Eliminated The backlog of dentistry disciplinary cases was eliminated.



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Table 1 • Summary of Licensed Practitioners • July 1, 2003–June 30, 2004

PROFESSION	FLORIDA ACTIVE	FLORIDA INACTIVE	FLORIDA DELINQUENT ACTIVE	FLORIDA DELINQUENT INACTIVE	OUT-OF-STATE ACTIVE	OUT-OF-STATE INACTIVE	OUT-OF-STATE DELINQUENT, ACTIVE	OUT-OF-STATE DELINQUENT, INACTIVE
Acupuncturist	1,177	30	54	9	239	55	29	11
Athletic Trainer	1,141	7	132	11	111	5	24	9
Certified Nursing Assistants: 307,933 CNAs with in-state addresses; 7,209 with out-of-state addresses listed in the registry. Listings may be duplicate; CNAs do not renew their license and registration information is not periodically updated or purged								
Chiropractic Physician	3,185	104	104	20	1,303	387	125	68
Registered Chiropractic Assistant	1,694	0	1	0	20	0	0	0
Certified Chiropractic Physician's Assistant	188	11	56	3	8	8	1	2
Clinical Laboratory Personnel	12,065	534	635	272	2,067	422	212	103
Clinical Laboratory Trainee	296	0	0	0	11	0	0	0
Clinical Laboratory Training Program	33	0	5	0	7	0	0	0
Clinical Social Worker	4,615	136	80	26	1,140	217	98	73
Clinical Social Worker Intern	1,774	0	176	0	67	0	18	0
Certified Master Social Worker	3	0	0	0	1	0	1	0
Provisional Clinical Social Worker Licensee	29	0	0	0	5	0	0	0
Dental	6,488	49	109	65	4,192	94	230	136
Dental Hygienist	7,383	75	202	39	2,752	170	228	54
Dental Teaching Permits	196	0	0	0	11	0	0	0
Dental Radiographer	7,648	0	1	0	305	0	1	0
Dietetics/Nutritionist	2,258	19	174	9	753	22	103	32
Nutrition Counselor	130	8	28	5	105	5	9	3
Electrologist	436	23	125	5	35	5	14	2
Hearing Aid Specialist	675	8	76	2	152	1	28	0
Massage Therapist	18,549	272	2,740	278	3,407	205	726	238
Massage School	110	0	0	0	30	0	0	0
Medical Doctor	29,956	231	259	47	17,849	1,079	702	144
Medical Doctor Public Health Certificate	4	0	0	0	0	0	0	0
Limited License Medical Doctor	188	2	26	0	28	0	6	0
Medical Doctor Area Critical Need	40	1	4	0	9	1	1	0
Medical Faculty Certificate	42	0	10	0	34	0	14	0
Unlicensed Medical Doctor	2,720	0	57	0	989	0	41	0
Medical Doctor Restricted	33	0	0	0	1	0	0	0
Medical Doctor Public Psychiatrist	2	0	0	0	0	0	0	0
Medical Doctor Limited to Mayo Clinic	6	0	0	0	1	0	0	0
Visiting Medical Faculty Certificate	0	0	0	0	0	0	0	0
Medical Doctor Limited to Cleveland Clinic	0	0	0	0	0	0	0	0
Office Surgery Registration	284	0	0	0	0	0	0	0
Diagnostic Radiological Physicist	45	0	1	0	37	0	0	0
Therapeutic Radiological Physicist	140	1	3	0	49	0	7	0
Medical Nuclear Radiological Physicist	33	0	2	0	27	0	1	0
Medical Health Physicist	27	1	1	0	19	0	2	0
Medical Physicist In Training	17	0	0	0	7	0	0	0
Marriage & Family Therapist	935	49	25	9	367	74	19	23
Marriage & Family Therapist Intern	383	0	39	0	17	0	6	0
Provisional Marriage & Family Therapist Licensee	12	0	0	0	2	0	0	0
Mental Health Counselor	5,041	193	103	39	1,078	211	69	61
Mental Health Counselor Intern	1,838	0	270	0	98	0	28	0
Provisional Mental Health Counselor Licensee	74	0	0	0	12	0	0	0
Midwifery	94	3	11	1	15	1	5	0
Naturopathic Physician	8	0	0	0	0	0	0	0
Nursing Home Administrator	1,248	47	66	5	380	42	55	11
Nursing Home Admin. Providers	11	0	0	0	1	0	0	0

Table 1 • Summary of Licensed Practitioners • CONTINUED

PROFESSION	FLORIDA ACTIVE	FLORIDA INACTIVE	FLORIDA DELINQUENT ACTIVE	FLORIDA DELINQUENT INACTIVE	OUT-OF-STATE ACTIVE	OUT-OF-STATE INACTIVE	OUT-OF-STATE DELINQUENT, ACTIVE	OUT-OF-STATE DELINQUENT, INACTIVE
Registered Nurse	133,309	1,658	4,996	394	58,524	3,428	6,434	883
Licensed Practical Nurse	43,355	462	3,770	122	12,665	549	1,606	168
Occupational Therapist	4,386	43	262	13	1,073	65	262	27
Occupational Therapy Assistant	1,253	19	135	14	191	13	51	6
Optician	2,673	76	75	27	744	60	49	22
Apprentice Optician	686	0	0	0	14	0	0	0
Optometrist	1,584	2	15	0	953	74	44	12
Osteopathic Physician	2,727	25	66	6	1,375	240	162	73
Unlicensed Osteopathic Registration	346	0	453	0	93	0	177	0
Osteopathic Limited License	4	0	2	0	1	0	0	0
Osteopathic Faculty Certificate	20	0	0	0	0	0	0	0
Pharmacist	11,901	53	188	15	9,221	365	825	81
Consultant Pharmacist	1,623	81	107	18	850	46	52	21
Nuclear Pharmacist	120	2	9	1	57	11	12	1
Pharmacist Intern	3,402	0	0	0	1,483	0	0	0
Physical Therapist	7,576	106	384	24	2,477	470	467	120
Physical Therapist Assistant	3,595	81	213	27	599	93	101	24
Physician Assistant	2,877	23	117	6	506	34	101	8
Podiatric Physician	927	19	28	8	635	78	60	24
Certified Podiatric X-Ray Assistant	265	1	115	0	5	0	1	0
Prosthetist-Orthotist	145	1	4	0	10	0	1	0
Prosthetist	62	0	2	0	6	0	6	0
Pedorthist	58	0	8	0	1	0	3	0
Orthotist	102	0	11	0	10	0	3	0
Orthotic Fitter	82	0	25	0	2	0	0	0
Orthotic Fitter Assistant	89	0	24	0	0	0	3	0
Psychologist	2,607	17	98	5	905	65	110	29
Limited License Psychologist	2	0	1	0	1	1	1	0
Provisional Psychologist	12	0	0	0	3	0	0	0
Registered Respiratory Therapist	3,975	95	222	28	1,033	96	114	26
Certified Respiratory Therapist	3,531	96	575	38	827	38	137	29
Respiratory Care Practitioner by Exam	4	0	0	0	4	0	0	0
Respiratory Care Practitioner Critical Care	53	3	2	2	40	2	6	1
Respiratory Care Practitioner Non-Critical Care	20	2	6	0	15	2	8	1
Respiratory Care Registered Student Exemption	135	0	322	0	1	0	6	0
School Psychologist	425	13	18	3	130	17	16	9
Speech-Language Pathologist	4,515	44	258	16	479	41	80	8
Audiologist	693	10	51	5	81	5	19	5
Speech-Language Pathology Assistant	219	11	107	5	7	0	3	0
Audiology Assistant	14	0	8	0	0	0	0	0
Provisional Speech-Language Pathologist	393	0	1	0	12	0	0	0
Provisional Audiologist	34	0	0	0	0	0	0	0
	33	0	5	0	7	0	0	0
Total	353,053	4,747	18,253	1,622	132,774	8,797	13,723	2,548

*Inactive Delinquent—a licensee that is in inactive status that failed to renew their license by the expiration date

Table 2 • Summary of Licensed Establishments • July 1, 2003–June 30, 2004

PROFESSION	ACTIVE	DELINQUENT
Dental Laboratory	1,036	153
Massage Establishment	6,376	5
Office Surgery Registration	287	0
Optometry Branch Office	681	1
Optical Establishment Permit	1,270	0
Pharmacy	7,082	2
Electrolysis Facility	220	76
Total	16,952	237

Table 3 • Approved CE Providers • as of June 30, 2004

PROFESSION	ACTIVE CE PROVIDERS	NUMBER OF APPROVED CE PROVIDERS	FULL CE PROVIDERS AT CONTRACT	SINGLE CE PROVIDERS	PRE-APPROVED CE PROVIDERS
Board of Acupuncture	54		44		10
Board of Athletic Training	6		1		5
Board of Chiropractic Medicine	32	42	17		15
Board of Clinical Laboratory Personnel	215	240	207		8
Board of Clinical Social Work, Marriage and Family Therapy & Mental Health Counseling	641	564	625		16
Board of Dentistry	177	41	128		49
Board of Hearing Aid Specialists	3	1	1		2
Board of Massage Therapy	354	355	354		
Board of Medicine	30				30
Board of Nursing	1,189	1,139	1,189		
Board of Nursing Home Administrators	34	11	27		7
Board of Occupational Therapy Practice	168	124	162		6
Board of Opticianry	15	17	15		
Board of Optometry	133	225	133		
Board of Orthotists and Prosthetists	2		2		
Board of Osteopathic Medicine	10				10
Board of Pharmacy	104	90	64	6	34
Board of Physical Therapy Practice	6				6
Board of Podiatric Medicine	6	8	3		3
Board of Psychology	91	52	52		39
Board of Respiratory Care	108	98	100		8
Board of Speech-Language Pathology & Audiology	72	56	60	12	
Council of Dietetics & Nutrition	23				23
Council of Licensed Midwifery	1		1		
Electrolysis Council	6			5	1
Medical Physicists	3		1		2
Office of School Psychology	15	8	9		6
Physician Assistants	10				10
Total	3,508	3,071	3,195	23	290

Table 4a • Workload Summary of Applications Received and Licenses Issued • July 1, 2003–June 30, 2004

PROFESSION	NO. OF INITIAL APPS RECEIVED	NO. OF LICENSES ISSUED	NO. OF UPGRADES APPROVED	PROFESSION	NO. OF INITIAL APPS RECEIVED	NO. OF LICENSES ISSUED	NO. OF UPGRADES APPROVED
Chiropractic Physician	458	333	44	Speech-Language Pathologist	570	501	11
Registered Chiropractic Assistant	1,649	1,528	0	Audiologist	71	59	2
Certified Chiropractic Physician's Assistant	140	115	3	Speech-Language Pathology Assistant	99	78	0
Chiropractic Continuing Education Provider	1	0	0	Audiology Assistant	6	4	0
Chiropractic Continuing Education Courses	13	8	0	Provisional Speech-Language Pathologist	319	293	29
Dental	664	547	87	Provisional Audiologist	29	25	2
Dental Hygienist	974	771	19	Speech/Audiology Continuing Education Provider	11	5	0
Dental Radiographer	686	641	0	Speech and Audiology Continuing Education Provider 1 Time Approval	20	14	0
Dental Laboratory	83	74	0	Prosthetist-Orthotist	17	12	1
Dental Continuing Education Provider	47	33	0	Prosthetist	8	6	0
Dental Teaching Permits	16	16	0	Orthotist	10	8	0
Dental Residency Permits	75	75	0	Orthotic Fitter	30	13	0
Nursing Home Administrator	95	90	40	Orthotic Fitter Assistant	42	40	0
Nursing Home Administrator Prov.	4	2	0	Pedorthist	11	6	0
Nursing Home Administrator Continuing Education Provider	12	9	0	Midwifery	13	13	2
Athletic Trainer	199	168	1	Temp Midwife	0	0	0
Massage Therapist	3,356	2,805	116	Hearing Aid Specialist	108	97	49
Massage Establishment	2,846	2,592	308	Hearing Aid Specialist Continuing Education Course	1	0	0
Approved Massage School	20	17	0	Acupuncturist	207	169	9
Massage Therapy Continuing Education Provider	51	39	0	Acupuncture Continuing Education Provider	14	0	0
Massage Therapy Continuing Education Courses	153	153	0	School Psychologist	40	35	2
Medical Doctor	3,367	2,382	433	School Psychology Continuing Education Provider	3	2	0
Limited License Medical Doctor	39	21	1	Certified Nursing Assistant	4,002	3,678	0
Medical Doctor Area Critical Need	14	8	0	Clinical Social Worker	590	292	17
Medical Faculty Certificate	36	27	0	Marriage and Family Therapist	117	28	5
Medical Doctor Visiting Faculty Certificate	0	0	0	Mental Health Counselor	594	386	17
Unlicensed Medical Doctor	1,221	1,096	0	Provisional Clinical Social Worker Licensee	30	29	0
Physician Assistant	540	431	510	Provisional Marriage and Family Therapist Licensee	7	7	0
Medical Doctor Restricted	1	1	3	Provisional Mental Health Counselor Licensee	70	67	0
Office Surgery Registration	28	25	29	Registered Clinical Social Worker Intern	447	413	0
Registered Nurse	17,044	15,199	8,185	Registered Marriage and Family Therapist Intern	119	96	0
Licensed Practical Nurse	5,139	4,736	1,359	Registered Mental Health Counselor Intern	487	436	0
Nurse Continuing Education Provider	76	35	0	CSW, MFT, MHC Continuing Education Provider	80	60	0
Optometrist	308	170	2	Certified Master Social Worker	1	1	0
Optometry Branch Office	142	96	0	Physical Therapist	644	499	24
Board of Optometry Continuing Education Provider	22	12	0	Physical Therapist Assistant	255	204	13
Board of Optometry Continuing Education Courses	150	140	0	Occupational Therapist	516	437	154
Optometric Faculty Certificate	5	3	0	Occupational Therapy Assistant	149	120	29
Osteopathic Physician	330	247	69	Occupational Therapy Continuing Education Provider	32	23	0
Limited License Osteopathic Physician	5	5	0	Registered Respiratory Therapist	504	309	13
Unlicensed Osteo Registration	302	177	0	Certified Respiratory Therapist	353	316	69
Osteopath Faculty Certificate	2	1	0	Respiratory Care Practitioner Critical Care	0	0	0
Optician	183	125	60	Registered Student Exemption	127	125	0
Apprentice Optician	133	124	3	Respiratory Care Continuing Education Provider	5	3	0
Optical Establishment Permit	107	99	0	Diagnostic Radiological Physicist	10	7	0
Opticianry Continuing Education Provider	4	1	0	Therapeutic Radiological Physicist	25	16	0
Podiatric Physician	113	82	12	Medical Nuclear Radiological Physicist	3	1	0
Podiatry Continuing Education Provider	0	0	0	Medical Physicist Continuing Education Provider	0	0	0
Podiatry Continuing Education Course	3	2	0	Medical Physicist In Training	10	8	0
Certified Pod X-Ray Assistant	139	123	0	Dietetics/Nutritionist	220	191	2
Pharmacist	1,137	1,123	71	Electrologist	100	86	37
Pharmacist Intern	1,729	1,568	0	Electrolysis Facility	28	20	19
Consultant Pharmacist	124	110	2	Electrolysis Laser Provider	5	4	0
Nuclear Pharmacist	9	8	1	Clinical Laboratory Personnel	1,187	869	364
Pharmacy	1,450	1,344	16	Clinical Laboratory Trainee	352	325	21
Pharmacist Continuing Education Provider	56	47	0	Clinical Laboratory Training Program	3	2	0
Psychologist	358	149	10	Clinical Laboratory Personnel Continuing Education Provider	7	6	0
Limited License Psychologist	1	1	0	Health Care Clinic Registration	0	0	0
Provisional Psychologist	13	5	0	TOTALS	58,587	50,184	12,275
Psychology Continuing Education Provider	7	1	0				

Table 4b • Approved CE Providers—Licenses Issued • June 30, 2004

PROFESSIONS	PROVIDER APPLICATION RECEIVED	LICENSE ISSUED	RENEWALS ON LINE
Board of Acupuncture	27	25	24
Board of Athletic Training	13	4	2
Board of Chiropractic Medicine	18	10	18
Board of Clinical Laboratory Personnel	40	32	29
Board of Clinical Social Work, Marriage & Family Therapy Mental Health Counseling	99	80	3
Board of Dentistry	84	71	38
Board of Hearing Aid Specialists	4	3	
Board of Massage Therapy	55	32	1
Board of Medicine	23	16	
Board of Nursing	115	103	8
Board of Nursing Home Administrators	19	11	
Board of Occupational Therapy Practice	53	38	5
Board of Opticianry	3	2	
Board of Optometry	24	21	1
Board of Orthotists and Prosthetists			
Board of Osteopathic Medicine	9	5	
Board of Pharmacy	64	49	2
Board of Physical Therapy Practice	12	2	2
Board of Podiatric Medicine	2	2	3
Board of Psychology	42	34	38
Board of Respiratory Care	24	16	11
Board of Speech-Language Pathology and Audiology	23	17	5
Council of Dietetics & Nutrition	18	13	
Council of Licensed Midwifery	1		
Electrolysis Council	7	5	
Medical Physicists	1	1	
Office of School Psychology	5	4	
Physician Assistants	9	5	
Total	794	601	190

**Table 5 • Performance Statistics for Examinations Developed and Administered by MQA
• July 1, 2003—June 30, 2004**

PROFESSION	SCHEDULED	EXAMINED	FAILED	% FAILED	PASSED	% PASSED
Chiropractic Acupuncture (CBT)	28	26	4	15.4%	22	84.6%
Chiropractic Medicine						
Laws & Rules CBT	237	224	3	1.3%	221	98.7%
Physical Diagnosis Clinical	294	276	65	23.6%	211	76.4%
Technique Clinical	273	257	13	5.1%	244	94.9%
X-Ray Interpretation Clinical	302	288	31	10.8%	257	89.2%
Dentistry						
Clinical	526	494	78	15.8%	416	84.2%
Laws & Rules CBT	542	506	49	9.7%	457	90.3%
Dental Hygiene						
Clinical	881	820	120	14.6%	700	85.4%
Laws & Rules CBT	802	747	79	10.6%	668	89.4%
Massage - Colonics (CBT)	33	33	0	0.0%	33	100.0%
Nursing Home Admin. Laws & Rules CBT	90	90	16	17.8%	74	82.2%
Opticianry						
Clinical	158	157	43	27.4%	114	72.6%
Lens Neutralization Clinical	149	148	18	12.2%	130	87.8%
Optometry						
Laws & Rules CBT	104	95	1	1.1%	94	98.9%
Clinical	107	98	9	9.2%	89	90.8%
Pharmacology Clinical	123	114	19	16.7%	95	83.3%
Psychology—Laws & Rules CBT	271	253	18	7.1%	235	92.9%
TOTALS						
Clinical Exams	2813	2652	396	14.9%	2256	85.1%
Laws & Rules Exams (CBT)	2046	1915	166	8.7%	1749	91.3%
CBT Exams	61	59	4	6.8%	55	93.2%
ALL EXAMS	4,920	4,626	566	12.2%	4,060	87.8%

Note: This table includes statistics for only those examinations developed by the Department.

**Table 6A • Emergency Orders Issued Against Healthcare Licensees
• July 1, 2003—June 30, 2004**

Profession	Emergency Restriction Orders	Emergency Suspension Orders	Total Emergency Orders
Certified Nursing Assistant	0	9	9
Chiropractic Physician	0	9	9
Clinical Social Worker	0	1	1
Dental	1	11	12
Dental Hygienist	0	1	1
Massage Therapist	0	4	4
Medical Doctor	5	24	29
Mental Health Counselor	0	4	4
Nurse	1	70	71
Osteopathic Physician	0	4	4
Pharmacist	0	12	12
Pharmacy	0	8	8
Physician Assistant	1	0	1
Psychologist	1	0	1
Respiratory Therapy	0	2	2
Total	9	159	168

**Table 6B • Workload Summary: Complaints and Reports Received and Investigations Completed
• July 1, 2003–June 30, 2004**

PROFESSIONS	STATUTORY REPORTS	COMPLAINTS RECEIVED	LEGALLY SUFFICIENT	INVESTIGATIONS COMPLETED	INSPECTIONS COMPLETED
Acupuncture	0	15	6	6	N/A
Athletic Trainer	0	3	0	2	N/A
Certified Nursing Assistant	1,586	481	813	811	N/A
Certified Social Worker	0	0	0	0	N/A
Chiropractic Medicine	13	202	106	145	N/A
Clinical Laboratory Personnel	0	51	28	26	N/A
Clinical Social Work	0	70	24	27	N/A
Dental Hygienists	0	15	13	15	N/A
Dental Labs	0	29	22	21	1,050
Dentistry	109	808	406	397	134
Dietetics and Nutritionist	0	10	5	5	N/A
Electrolysis	0	7	2	2	N/A
Electrolysis Facilities	0	2	2	0	117
Hearing Aid Specialists	0	180	84	60	N/A
Marriage and Family Therapy	0	24	13	8	N/A
Massage Establishments	0	155	123	77	7,158
Massage Therapy	1	206	132	117	N/A
Medical Physicist	0	1	1	1	N/A
Medicine	3,233	4,829	2,287	1,824	1,807
Mental Health Counseling	2	98	36	38	N/A
Midwifery	2	5	2	2	N/A
Naturopathic Medicine	0	0	0	0	0
Nursing	712	2,022	1,633	1,462	411
Nursing Home Administrators	167	29	37	42	N/A
Occupational Therapy	6	14	15	15	N/A
Optical Establishments	0	9	6	7	N/A
Opticianry	0	13	8	10	N/A
Optometry	2	144	83	30	26
Optometry Branch Offices	0	0	0	1	N/A
Orthotists & Prosthetists	0	119	107	37	N/A
Osteopathic Medicine	181	420	212	151	302
Pharmacies	1	601	261	227	7,314
Pharmacists	8	504	410	306	N/A
Physical Therapy	11	69	40	39	N/A
Physician Assistant	16	92	67	40	N/A
Podiatric Medicine	48	99	45	61	36
Psychology	4	102	35	39	N/A
Registered Health Care Clinic	0	207	138	139	N/A
Respiratory Care	9	43	34	37	N/A
School Psychology	0	6	3	3	N/A
Speech-Language Pathology & Audiology	0	28	13	18	N/A
Total	6,111	11,712	7,252	6,248	18,355
Referred Non-Jurisdictional	22,036	708	1	0	0
Grand Totals	28,147	12,420	7,253	6,248	18,355

*Statutory reports—Closed medical malpractice claims, Code 15 Reports (adverse or untoward incident reports from hospitals, ambulatory surgical centers, HMOs), Nursing Home or Assisted Living Facility Incident Reports, Physician Office Incident Reports, Physician Office Inspections, Florida Birth Neurological Injury Reports, reports of discipline taken by hospitals, Civil Court Claims (Reference Sections 627.912, 395.0197, 400.147, 400.423, 458.351, 458.309, 766.302, 458.337, 459.016 and 766.106, Florida Statutes)

*Legally sufficient—possible violation of applicable statutes or rules governing the practice of the profession; the complaint warrants investigation (Reference 456.073, Florida Statutes)

*Inspection—periodic, on-site evaluation of licensed facility premises to determine compliance with established requirements as mandated by statute or rule

Table 7 • Performance Statistics for Probable Cause Actions • July 1, 2003–June 30, 2004

PROFESSIONS	NO PROBABLE CAUSE FOUND	PROBABLE CAUSE FOUND	ADMINISTRATIVE COMPLAINTS FILED
Acupuncture	0	0	0
Athletic Trainer	0	0	2
Certified Nursing Assistant	520	61	74
Certified Social Worker	0	0	0
Chiropractic Medicine	23	57	53
Clinical Laboratory Personnel	15	13	8
Clinical Social Work	22	8	10
Dental Labs	9	3	4
Dentistry	346	86	102
Dietetics and Nutritionist	7	0	0
Electrolysis	1	2	1
Electrolysis Facilities	0	0	0
Hearing Aid Specialists	16	9	9
Marriage and Family Therapy	3	1	1
Massage Establishments	26	60	44
Massage Therapy	38	80	62
Medical Physicist	0	0	0
Medicine	1,516	250	287
Mental Health Counseling	18	13	13
Midwifery	3	3	6
Naturopathic Medicine	0	0	0
Nursing	385	434	471
Nursing Home Administrators	9	1	1
Occupational Therapy	7	2	0
Optical Establishments	3	0	0
Opticianry	3	14	11
Optometry	45	22	23
Optometry Branch Offices	2	0	0
Orthotists & Prosthetists	8	5	2
Osteopathic Medicine	158	24	42
Pharmacies	150	36	37
Pharmacists	110	81	84
Physical Therapy	23	16	11
Physician Assistant	28	15	14
Podiatric Medicine	45	15	13
Psychology	35	8	11
Registered Health Care Clinic	150	0	0
Respiratory Care	12	20	23
School Psychology	6	0	0
Speech-Language Pathology & Audiology	8	4	0
Total	3,750	1,343	1,419
Referred Non-Jurisdictional	0	0	0
Grand Totals	3,750	1,343	1,419

*Probable cause—determination by a probable cause panel of a board, or by the department if there is no board, that there is sufficient evidence and cause to proceed with a disciplinary action to be instituted by the filing of a formal administrative complaint

*Administrative complaint—formal charging document used to initiate a disciplinary action against a licensed practitioner.

**Table 8 • Performance Statistics on Disposition of Disciplinary Cases Against Healthcare Licensees
• July 1, 2003–June 30, 2004**

PROFESSIONS	REVOCAION	VOLUNTARY SURRENDER	SUSPENSION	PROBATION	LIMITATION/OBLIGATION	FINE AND/OR REPRIMAND	CITATION	DISMISSALS	NO. OF CASES RESOLVED THROUGH FINAL ORDERS
Acupuncture	0	0	0	0	0	0	0	0	0
Athletic Trainer	0	0	0	0	0	0	1	0	0
Certified Nursing Assistant	33	18	4	15	60	70	0	6	78
Certified Social Worker	0	0	0	0	0	0	0	0	0
Chiropractic Medicine	2	1	12	7	41	38	31	0	46
Clinical Laboratory Personnel	1	0	3	1	9	7	4	2	10
Clinical Social Work	1	1	0	1	6	11	0	2	9
Dental Labs	0	1	0	0	2	3	3	0	3
Dentistry	3	10	6	11	60	92	26	21	79
Dietetics and Nutritionist	0	0	0	0	0	0	3	0	0
Electrolysis	0	0	0	0	0	0	2	0	0
Electrolysis Facilities	0	0	0	0	0	0	2	0	0
Hearing Aid Specialists	7	3	1	2	9	14	6	0	21
Marriage and Family Therapy	0	2	1	0	1	1	0	2	5
Massage Establishments	7	7	7	6	52	58	29	1	61
Massage Therapy	15	9	16	6	66	74	6	6	98
Medical Physicist	0	0	0	0	0	0	0	1	1
Medicine	6	24	25	32	163	192	341	40	203
Mental Health Counseling	1	0	4	4	9	15	0	3	14
Midwifery	0	1	1	1	0	0	0	0	3
Naturopathic Medicine	0	0	0	0	0	0	0	0	0
Nursing	20	80	92	57	256	395	14	29	422
Nursing Home Administrators	0	0	0	0	0	0	0	0	0
Occupational Therapy	0	0	0	0	1	1	0	0	2
Optical Establishments	0	0	0	0	0	0	0	0	0
Opticianry		0	0	2	8	9	2	2	12
Optometry	1	1	7	5	14	23	33	14	19
Optometry Branch Offices	0	0	0	0	1	2	0	0	1
Orthotists & Prosthetists	1	0	0	0	0	0	24	0	1
Osteopathic Medicine	3	2	3	3	21	26	26	2	27
Pharmacies	1	5	0	1	8	10	2	8	13
Pharmacists	6	4	10	4	63	39	54	25	72
Physical Therapy	8	6	4	2	20	22	0	1	34
Physician Assistant	2	1	2	1	9	7	20	1	12
Podiatric Medicine	2	2	7	4	25	24	1	0	28
Psychology	0	0	1	1	3	5	0	2	4
Registered Health Care Clinic	0	0	0	0	0	0	0	0	0
Respiratory Care	6	3	4	2	10	10	3	0	30
School Psychology	0	0	0	0	0	0	0	0	0
Speech-Language Pathology & Audiology	0	5	0	0	3	1	0	0	7
Total	127	186	210	168	920	738	633	168	1,314

*This number represents the actual number of cases resolved by the issuance of a final order, not the number of final orders issued. A final order may contain more than one type of discipline, e.g., probation, fine, and reprimand.

*Limitation/obligation—a penalty, including restrictions and requirements placed on a practitioner, in a disciplinary proceeding against the practitioner's license.

*Citation—a disciplinary Final Order in a complaint resolved through the citation process; a formal alternative resolution of minor violations, usually involving a fine and obligations imposed as approved by a board rule (Reference Section 456.077, Florida Statutes)

*Final order—the official document that records the final decision which results from a disciplinary proceeding under chapter 120 and which has been filed with the department's Agency Clerk

Table 9 • Performance Statistics for Medical Malpractice Claims • July 1, 2003 –June 30, 2004

PROFESSIONS	CIVIL COURT CLAIMS RECEIVED	CLOSED CLAIMS RECEIVED	NICA CLAIMS	"3 IN 5" INITIATED	"3 IN 5" DISCIPLINES	CLOSED CLAIMS DISCIPLINED	CLOSED CLAIMS NON-DISCIPLINE
Acupuncture	0	0	0	0	0	0	0
Certified Nursing Assistant	4	0	0	0	0	0	0
Chiropractic Medicine	5	1	0	0	0	0	0
Dentistry	10	74	0	16	1	12	14
Dietetics and Nutritionist	0	0	0	0	0	0	0
Massage Therapy	1	0	0	0	0	0	0
Medicine	701	993	53	37	6	16	104
Mental Health Counselor	2	0	0	0	0	0	0
Midwifery	0	0	0	0	0	0	0
Nursing	141	7	4	0	0	0	0
Nursing Home Administrators	153	0	0	0	0	0	0
Occupational Therapy	0	0	0	0	0	0	0
Optometry	0	0	0	0	0	0	0
Osteopathic Medicine	48	70	2	0	0	0	8
Pharmacies	0	0	0	0	0	0	0
Pharmacists	3	0	0	0	0	0	0
Physical Therapy	1	0	0	0	0	0	0
Physician Assistant	11	1	0	0	0	0	0
Podiatric Medicine	12	13	0	0	0	0	0
Psychology	4	0	0	0	0	0	0
Total	1,096	1,159	59	53	7	28	126
Referred Non-Jurisdictional	136	12	1	0	0	0	0
Grand Totals	1,232	1,171	60	53	7	28	126

*Civil Court Claim—Suit alleging medical malpractice filed with a court of competent jurisdiction (Reference Section 766.106, Florida Statutes)

*Closed Claim—a claim or action for damages for personal injuries claimed to have been caused by error, omission, or negligence in the performance of professional services without consent which resulted in a final judgment or settlement in any amount. (Reference Section 627.912, Florida Statutes)

*NICA Claim—a claim against the Florida Birth Neurological Compensation Fund (Reference Sections 766.302–766.305, Florida Statutes)

*"3 in 5"—The Department is required to investigate reports of closed medical malpractice claims against medical, osteopathic or podiatric physicians when there are 3 or more received within a 5 year period with an indemnity paid in excess of \$25,000 each. The Department is required to investigate reports of closed medical malpractice claims received against a dentist when there is one claim received with an indemnity paid in excess of \$25,000 or 3 claims received within a 5 year period with an indemnity paid in any amount. (Reference Sections 458.331(6), 459.015(6), 461.013(5)(a), and 466.028(6), Florida Statutes)

Table 10 • Hospital Annual Report (Source 75) Complaints • July 1, 2003 –June 30, 2004

HOSPITALS/FACILITIES REPORTING	42
PRACTITIONERS REPORTED	185
Non-jurisdictional	32
Chiropractors	1
Medical Physicians	129
Physician Assistants	1
Registered Nurses	12
Osteopathic Physicians	8
Physical Therapists	1
Occupational Therapists	1

Table 11 • Performance Statistics on Unlicensed Activity • July 1, 2003–June 30, 2004

PROFESSIONS	COMPLAINTS RECEIVED	REFERRED FOR INVESTIGATION	INVESTIGATIONS COMPLETED	CEASE AND DESIST ISSUED	REFERRALS TO STATE ATTORNEY	ARRESTS	CONVICTIONS
Acupuncture	6	6	5	0	0	0	0
Athletic Trainer	6	6	4	0	0	0	1
Certified Nursing Assistant	10	11	11	4	1	3	3
Certified Social Worker	0	0	0	0	0	0	0
Chiropractic Medicine	9	9	3	0	0	1	4
Clinical Laboratory Personnel	2	1	0	1	0	0	0
Clinical Social Work	3	3	3	0	0	0	0
Dental Hygienists	6	6	5	0	0	0	0
Dental Labs	14	13	10	3	0	16	1
Dentistry	62	57	33	4	0	2	21
Dietetics and Nutritionist	14	9	5	4	0	0	1
Electrolysis	6	5	6	0	0	0	0
Electrolysis Facilities	1	1	1	1	0	0	0
Hearing Aid Specialists	4	6	6	1	0	0	2
Marriage and Family Therapy	4	4	2	0	0	0	0
Massage Establishments	80	76	52	20	1	20	1
Massage Therapy	88	85	44	22	0	0	15
Medical Physicist	2	2	0	0	0	10	0
Medicine	68	65	41	3	3	1	35
Mental Health Counseling	10	8	6	1	0	0	0
Midwifery	0	0	0	0	0	1	0
Naturopathic Medicine	3	3	2	0	0	3	0
Nursing	27	28	16	3	0	0	10
Nursing Home Administrators	0	0	0	0	0	0	0
Occupational Therapy	0	0	0	0	0	0	0
Optical Establishments	10	9	12	12	0	1	1
Opticianry	20	20	12	13	0	1	0
Optometry	7	5	2	0	0	0	3
Optometry Branch Offices	0	0	0	0	0	1	0
Orthotists & Prosthetists	14	14	14	9	0	0	0
Osteopathic Medicine	1	1	0	0	0	0	0
Pharmacies	99	77	42	14	0	3	0
Pharmacists	18	13	7	0	1	0	1
Physical Therapy	6	6	2	2	0	1	0
Physician Assistant	3	2	2	0	0	0	0
Podiatric Medicine	3	3	0	0	0	0	1
Psychology	21	20	13	2	0	0	1
Registered Health Care Clinic	33	34	28	0	0	0	0
Respiratory Care	0	0	1	0	0	0	0
School Psychology	0	0	0	0	0	0	0
Speech-Language Pathology & Audiology	4	4	1	2	0	0	0
Total	664	612	391	109	6	64	101
Referred Non-Jurisdictional	0	0	0	0	0	0	0
Grand Totals	664	612	391	109	6	64	101

Table 12 • Revenue/Expenditures/Cash Balances • July 1, 2003–June 30, 2004

PROFESSIONS	BEGINNING CASH BALANCE	REVENUES	EXPENDITURES	ENDING CASH BALANCE	UNLICENSED ACT CASH BAL
Acupuncture	\$1,246,219	\$573,971	\$265,719	\$1,554,470	\$13,330
Athletic Trainers	\$339,698	\$52,830	\$62,509	\$330,019	\$13,509
Chiropractic	\$(220,063)	\$3,173,890	\$1,343,440	\$1,610,388	\$75,445
Clinical Lab Personnel	\$(154,524)	\$811,643	\$762,324	\$(105,206)	\$102,291
Certified Nursing Assistants	\$(130,968)	\$426,683	\$2,438,402	\$(2,142,687)	\$(20,344)
Certified Social Worker	\$(129,113)	\$225	\$29	\$(128,917)	\$(6,561)
CSW,MFT,MHC	\$3,164,084	\$580,535	\$1,533,506	\$2,211,113	\$304,925
Dentistry	\$(476,662)	\$4,981,694	\$3,770,199	\$734,833	\$(25,623)
Dental Hygienist	\$(154,678)	\$1,981,582	\$760,470	\$1,066,434	\$64,631
Dental Labs	\$653,983	\$224,530	\$178,268	\$700,246	\$11,109
Dietetics & Nutrition	\$393,571	\$87,020	\$200,342	\$280,249	\$12,403
Electrolysis	\$(760,496)	\$154,624	\$117,066	\$(722,938)	\$(392)
Hearing Aid Specialist	\$(1,041,074)	\$145,487	\$285,882	\$(1,181,470)	\$(11,312)
Massage Therapy	\$1,708,533	\$4,588,931	\$2,674,931	\$3,622,533	\$244,240
Medical Physicists	\$126,373	\$16,904	\$8,054	\$135,223	\$1,503
Medicine	\$913,227	\$16,592,809	\$13,523,546	\$3,982,489	\$652,020
Midwifery	\$(649,570)	\$62,311	\$59,755	\$(647,014)	\$(9,033)
Naturopathy	\$(248,310)	\$21	\$3,885	\$(252,174)	\$(11,062)
Nursing	\$12,452,844	\$12,533,156	\$13,123,556	\$11,862,444	\$2,007,841
Nursing Home Administrator	\$(487,861)	\$124,872	\$267,349	\$(630,339)	\$14,596
Occupational Therapy	\$846,984	\$145,143	\$341,146	\$650,981	\$82,381
Opticianry	\$1,770,244	\$172,664	\$350,279	\$1,592,629	\$35,333
Optometry	\$530,632	\$297,646	\$641,489	\$186,789	\$13,326
Orthotist & Prosthetist	\$(508,931)	\$341,861	\$212,912	\$(379,982)	\$(13,778)
Osteopathic Medicine	\$792,706	\$2,251,519	\$1,376,623	\$1,667,602	\$23,308
Pharmacy	\$3,362,175	\$5,219,972	\$4,761,223	\$3,820,924	\$6,778
Physical Therapy	\$1,410,668	\$1,774,165	\$937,890	\$2,246,943	\$72,982
Physician Assistant	\$349,571	\$1,301,134	\$709,140	\$941,565	\$42,000
Podiatry	\$(510,869)	\$751,478	\$470,693	\$(230,084)	\$14,659
Psychology	\$656,901	\$1,753,665	\$804,748	\$1,605,818	\$55,173
Respiratory Therapy	\$646,806	\$186,395	\$556,670	\$276,531	\$97,783
School Psychology	\$20,435	\$164,908	\$59,560	\$125,782	\$9,167
Speech-Language & Audiology	\$2,239,403	\$1,003,477	\$517,486	\$2,725,395	\$246,988
Total	\$28,151,938	\$62,477,745	\$53,119,091	\$37,510,589	\$4,119,616

NOTE: NICA is a pass through and is excluded.

Table 13 • Projected Cash Balances • Medical Quality Assurance Trust Fund

PROFESSIONS	PROJECTED CASH BALANCE 2004-05	PROJECTED CASH BALANCE 2005-06	PROJECTED CASH BALANCE 2006-07	PROJECTED CASH BALANCE 2007-08	PROJECTED CASH BALANCE 2008-09	PROJECTED CASH BALANCE 2009-10
ACUPUNCTURE	\$1,460,953	\$1,815,339	\$1,716,992	\$2,066,182	\$1,961,586	\$2,304,431
Athletic Trainers	\$473,505	\$465,745	\$608,100	\$599,124	\$740,017	\$729,556
Chiropractic	\$886,123	\$2,631,783	\$1,880,284	\$3,596,646	\$2,809,913	\$4,490,502
Clinical Lab	\$685,137	\$648,518	\$1,423,034	\$1,369,389	\$2,123,430	\$2,048,996
Cert Nurs Asst	\$(2,444,539)	\$(4,298,249)	\$(6,142,649)	\$(8,042,130)	\$(9,941,574)	\$(11,896,942)
Cert Social Worker	\$(128,167)	\$(128,167)	\$(127,417)	\$(127,417)	\$(126,667)	\$(126,667)
CSW,MFT,MHC	\$3,544,519	\$2,400,989	\$3,702,227	\$2,524,092	\$3,783,714	\$2,563,326
Dentistry	\$(1,298,024)	\$(8,263)	\$(2,110,286)	\$(894,931)	\$(3,086,434)	\$(1,961,929)
Dental Hygienist	\$980,616	\$2,287,138	\$2,187,343	\$3,478,829	\$3,360,952	\$4,634,078
Dental Labs	\$569,433	\$662,852	\$528,956	\$619,058	\$481,173	\$567,226
Dietetics & Nutrition	\$489,288	\$332,471	\$537,091	\$375,520	\$574,422	\$407,046
Electrolysis	\$(798,828)	\$(786,390)	\$(864,850)	\$(855,176)	\$(936,960)	\$(930,661)
Hearing Aid Spec	\$(396,032)	\$(611,285)	\$(264,513)	\$(486,399)	\$(147,605)	\$(377,591)
Massage Therapy	\$3,110,178	\$4,850,584	\$4,293,009	\$5,984,770	\$5,368,694	\$7,001,058
Medical Physicists	\$200,636	\$206,524	\$271,732	\$277,398	\$342,340	\$347,737
Medicine	\$8,054,453	\$9,901,825	\$13,698,666	\$15,250,072	\$18,690,988	\$19,881,018
Midwifery	\$(694,040)	\$(681,169)	\$(729,326)	\$(717,671)	\$(767,290)	\$(757,120)
Naturopathy	\$(255,786)	\$(261,273)	\$(264,988)	\$(270,586)	\$(274,434)	\$(280,167)
Nursing	\$10,099,555	\$9,203,732	\$8,690,282	\$7,524,917	\$6,687,319	\$5,192,841
Nursing Home Admin	\$(489,708)	\$(695,093)	\$(560,628)	\$(772,646)	\$(646,159)	\$(866,277)
Occupational Therapy	\$895,022	\$666,901	\$904,057	\$668,529	\$896,777	\$652,204
Opticianry	\$1,870,058	\$1,596,558	\$1,865,663	\$1,583,208	\$1,841,543	\$1,548,154
Optometry	\$610,490	\$148,005	\$557,523	\$79,781	\$470,951	\$(25,420)
Ortho & Prosth	\$(489,847)	\$(278,557)	\$(392,328)	\$(185,240)	\$(304,063)	\$(102,104)
Osteopathic	\$642,107	\$1,432,772	\$379,015	\$1,139,277	\$48,956	\$772,095
Pharmacy	\$3,268,953	\$3,516,382	\$2,875,615	\$3,027,521	\$2,271,879	\$2,307,151
Physical Therapy	\$1,713,341	\$2,738,328	\$2,187,666	\$3,194,300	\$2,621,567	\$3,605,792
Physician Assistant	\$600,635	\$1,129,545	\$775,151	\$1,289,578	\$917,767	\$1,414,510
Podiatry	\$(578,111)	\$(290,608)	\$(647,165)	\$(368,839)	\$(736,431)	\$(469,309)
Psychology	\$1,134,982	\$2,163,527	\$1,677,583	\$2,689,876	\$2,184,387	\$3,176,836
Respiratory Therapy	\$1,117,377	\$677,245	\$1,506,684	\$1,054,280	\$1,868,960	\$1,401,572
School Psychology	\$102,551	\$234,413	\$210,257	\$341,124	\$315,771	\$445,423
Speech-Language	\$2,510,023	\$3,101,807	\$2,877,185	\$3,459,019	\$3,222,431	\$3,792,116
Total	\$37,446,853	\$44,773,929	\$43,249,965	\$49,471,455	\$46,617,920	\$51,489,481

Note: NICA and Unlicensed Activity are excluded from the amounts shown above.

Table 14 • A Review of the Adequacy of Existing Fees

PROFESSION	FY 04-05 & 05-06 ESTIMATED EXPEND	NUMBER OF LICENSEES	COST TO REGULATE (1)	RENEWAL FEE CAP	SUFFICIENT CURRENT RENEWAL FEE	CURRENT RENEWAL FEE
1. Acupuncture	\$511,883	1,600	\$320	\$500	\$300/\$150	Yes
2. Athletic Trainers	\$119,802	1440	\$83	\$200/\$100	\$125/\$50	Yes
3. Chiropractic A. Chiropractic B. Chiropractic PA C. Registered Chiro PA	\$2,886,150	7,269	\$397	\$500 \$250 \$25	\$500/\$250 \$50/\$28 \$25	Yes
4. Clinical Lab A. Director B. Supervisor C. Technologist D. Technician E. Training Program F. Inactive	\$1,677,234	16,309	\$103	\$150 \$150 \$150 \$150 \$300 \$50	\$150 \$143 \$121 \$82 \$300 \$50	Yes
5. Cert Social Worker	\$- 0	5	\$0	\$250	\$150	
6. CSW,MFT,MHC A. Active B. Inactive C. Interns	\$3,408,923	19,393	\$176	\$250 \$50 \$100	\$145 \$50 \$75	Yes
7. Dentistry	\$7,329,730	11,370	\$645	\$300	\$300	
8. Dental Hygienist	\$1,481,193	10,625	\$139	\$300	\$135	Yes
9. Dental Labs	\$326,734	1,189	\$275	\$300	\$200	Yes
10. Dietetics & Nutrition	\$468,318	3,669	\$128	\$500	\$100/\$95	Yes
11. Electrolysis	\$272,278	940	\$290	\$100	\$100	
12. Hearing Aid Spec	\$653,468	941	\$694	\$600	\$600	
13. Massage Therapy A. Massage Therapist B. Massage Establishment	\$4,792,097	32,810	\$146	\$200 \$200	\$150 \$150	Yes
14. Medical Physicists	\$42,019	410	\$102	\$500	\$150	Yes
15. Medicine	\$29,155,552	54,370	\$536	\$500	\$424	Yes
16. Midwifery	\$119,802	130	\$922	\$500	\$500/\$100	
17. Naturopathic	\$10,891	7	\$1,556	\$1,000	\$250	
18. Nursing A. Nurse B. ARNP	\$26,552,572	265,709	\$100	No Cap \$105	\$55 \$105	Yes
19. Nursing Home Admin	\$653,468	1,868	\$350	No Cap	\$250	
20. Occupational Therapy	\$729,706	7,812	\$93	No Cap	\$55	Yes
21. Opticianry	\$882,182	3,729	\$237	\$350/\$50	\$150/\$50	Yes
22. Optometry A. Optometrist B. Branch Office	\$1,502,976	3,365	\$447	\$300 \$100	\$300 \$100	
23. Orthotists & Prosthetics	\$413,862	654	\$633	\$500	\$500	
24. Osteopathic	\$2,995,061	5,459	\$549	\$500	\$400	Yes
25. Pharmacy A. Pharmacists B. Consultant Pharmacist C. Nuclear Pharmacist D. Pharmacies Permit	\$9,409,935	32,715	\$288	\$250 \$250 \$250 \$250	\$245 \$50 \$100 \$250	Yes
26. Physical Therapy A. Physical Therapist B. Physical Therapist Asst	\$1,807,927	16,364	\$110	\$200 \$150	100/\$50 100/\$50	Yes
27. Physician Assistant A. Physician Assistant B. Prescribing Phy Asst	\$1,426,738	3,736	\$382	\$500 \$400	\$150 \$300	Yes
28. Podiatry A. Podiatric Medicine B. Certified Podiatric Tech C. Cert Podiatric X-Ray Asst	\$903,964	2,162	\$418	\$350 No Cap No Cap	\$350 \$100/\$50 \$75	
29. Psychology	\$1,600,996	3,821	\$419	\$500	\$400	Yes
30. Respiratory Therapy	\$1,208,916	10,555	\$115	\$200	121/\$50	Yes
31. School Psychology	\$98,020	631	\$155	\$500	250/\$150	Yes
32. Speech-Lang, P & A	\$980,202	6,798	\$144	\$500	125/\$100	Yes

Notes:

1. Cost to regulate is computed by adding FY 04-05 and FY 05-06 estimated expenditures divided by the total number of active and inactive licensees as of June 30, 2004.
2. If there is a positive cash balance at FY 09-10 then the current renewal fee is deemed to be sufficient.
3. Two amounts in the column for fee caps and/or current fees represent two different amounts for active and inactive licensees.

Table 15 • Internet Traffic Board/Council or Department • July 1, 2003–June 30, 2004

BOARD/COUNCIL OR DEPARTMENT ADMINSTERED PROFESSIONS	VISITS*	DOWNLOADS*	HITS*
Clinical Social Work, Marriage & Family Therapy & Mental Health Counseling (491 Boards)	93,704	114,634	296,814
Acupuncture	20,409	13,182	48,585
Consumer Advocacy Program	7,798	12,786	35,238
Athletic Training	12,522	7,490	38,901
Certified Nursing Assistants	90,965	92,542	192,166
Chiropractic Medicine	39,454	36,175	112,898
Clinical Laboratory Personnel	39,693	34,972	144,009
Health Care Clinic Registration	18,142	19,313	38,580
Dentist, Dental Hygiene, or Dental Labs	70,627	68,492	202,108
Dietetics & Nutrition	14,853	18,625	59,133
Electrologist or Electrology Facilities	18,638	12,509	44,683
Hearing Aid Specialists	10,716	20,904	65,849
Massage Therapists or Establishments	92,701	98,237	267,522
Medical Physicists	13,034	5,013	29,083
Medicine	171,347	228,160	618,740
Midwifery	11,925	6,733	32,591
Naturopaths	3,727	3,100	10,956
Nursing	358,870	348,987	1,111,764
Nursing Home Administrators	23,140	18,846	62,000
Occupational Therapy	30,505	25,934	80,456
Optician or Optical Establishments	18,042	24,745	77,227
Optometry or Optometry Branch Facilities	22,808	21,159	77,306
Osteopathic Medicine	28,723	24,722	79,693
Pharmacists or Pharmacies	124,389	151,214	357,201
Physical Therapy	59,481	42,461	168,628
Physician Assistants	33,463	43,514	112,313
Podiatric Medicine	13,903	10,894	40,253
Orthotists & Prosthetists	13,941	15,020	46,952
Psychology	4,689	119,728	393,371
Respiratory Care	20,120	13,163	50,036
School Psychology	10,226	2,654	16,195
Speech Language Pathology & Audiology	24,274	28,868	71,481
Total	1,516,829	1,684,776	4,982,732
PROGRAM SERVICES SITES	VISITS*	DOWNLOADS*	HITS*
Client Services (Public Records Requests)	104,025	1,078	153,364
Compliance	5,786	N/A	56,755
Enforcement (Complaints & Discipline)	125,457	489,567	638,077
Exam	41,948	32,918	129,310
Florida Commission on Excellence Health Care - Legislation	5,491	23,797	36,533
Profiling (non-system content)	30,268	N/A	13,167
PRAES (non-system content)	424,832	N/A	471,089
Publications	46,658	228,925	726,569
Unlicensed	15,514	6,380	23,999
Total	799,979	782,665	2,248,863
MQA Services** (Program System Application) Total	1,140,958	N/A	9,218,176

N/A=Not applicable

***Visits:** A visit is a series of actions that begins when a visitor views their first page from the server, and ends when the visitor leaves the site or remains idle beyond the idle-time limit.

Downloads: Number of times the specified file was downloaded by a visitor. If an error occurred during a transfer, the transfer is not counted.

Hits: Each file requested by a visitor registers as a hit. There can be several hits on each page. While the volume of hits reflects the amount of server traffic, it is not an accurate reflection of the number of pages viewed.

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****The MQA Services System**

Consists of the several sub-systems which are listed below. The sub-systems have been grouped by their potential audience/user group:

CURRENT LICENSE HOLDERS

- License Renewal
- Address Change
- Practitioner Profile Update System—Five (5) profiled professions only
- Request Duplicate License System
- One Time Fee Assessment For selected professions as required/needed

POTENTIAL APPLICANTS OR LICENSE CANDIDATES:

- Initial Licensure Application—online initial application of selected profession(s)
- Examination Grade Report System & Online Testing Services Administration System—for license candidate to view exam information
- License Advisory System Public—accessible license evaluation tool for requirements of licensure of selected professions
- Application and Information Request System

PRIVATE CITIZENS, EMPLOYERS OR POTENTIAL EMPLOYERS, AND OTHER INTERESTED PARTIES:

- License Look-Up Application—public-accessible view of all MQA Regulated Professions' basic license information
- Practitioner Profile Application Public—accessible view of Practitioner Profiling information for the five (5) profiled professions only
- License CD Data Request System & License CD Data Request Administration System—purchase license information of professions
- Licensure Certification & Non-Certification System—purchase license certification letters from MQA Compliance unit of licensee's practicing status
- CNA Look-up Public—accessible view of CNA Registry information

Table 16 • Online Renewals • July 1, 2003–June 30, 2004

PROFESSIONS	NUMBER OF LICENSES RENEWED ONLINE	AMOUNT PAID ONLINE
Chiropractic Physician	1,756	\$907,430.00
Registered Chiropractic Assistant	158	\$4,740.00
Certified Chiropractic Phy Asst	48	\$2,797.50
Nursing (Group 1 & 2)	46,058	\$3,219,255.00
Dentist	4,026	\$1,285,630.00
Dental Hygienist	4,099	\$573,860.00
Dental Laboratory	147	\$30,135.00
Athletic Trainer	54	\$7,020.00
Medical Doctor (Group 1)	10,605	\$4,774,821.00
Medical Doctor Lmtd to Mayo Clinic	2	\$908.00
Physician Assistant	1,682	\$520,410.00
Osteopathic Physician	1,894	\$818,320.00
Podiatric Physician	709	\$270,270.00
Certified Podiatric X-Ray Asst.	56	\$4,480.00
Nuclear Pharmacist	112	\$11,760.00
Psychologist	1,813	\$734,265.00
Limited License Psychologist	1	\$30.00
School Psychologist	235	\$59,425.00
Speech-Language Pathologist	1,971	\$255,730.00
Audiologist	284	\$36,870.00
Speech-Language Pathology Asst	86	\$4,730.00
Audiology Assistant	8	\$440.00
Midwifery	38	\$19,190.00
Licensed Acupuncturist	587	\$176,935.00
Electrologist	152	\$15,960.00
Electrolysis Facility	67	\$13,735.00
Clinical Laboratory Personnel	2,216	\$284,075.00
Nursing Home Administrator	139	\$36,140.00
Physical Therapist	5,176	\$540,130.00
Physical Therapist Assistant	1,888	\$197,640.00
Prosthetist-Orthotist	49	\$24,745.00
Prosthetist	27	\$13,635.00
Orthotist	47	\$23,735.00
Orthotic Fitter	33	\$16,665.00
Orthotic Fitter Assistant	22	\$11,110.00
Pedorthist	19	\$9,595.00
Practical Nurse	9,015	\$585,975.00
Massage Therapist	6,061	\$939,455.00
Massage Establishment	611	\$94,705.00
Pharmacist	8,454	\$2,113,500.00
TOTAL	110,405	18,640,251.50







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