

Mission:
To protect, promote & improve the health
of all people in Florida through integrated
state, county & community efforts.



Rick Scott
Governor

John H. Armstrong, MD, FACS
State Surgeon General & Secretary

Vision: To be the Healthiest State in the Nation

Division of Medical Quality Assurance Long-Range Plan 2013-2015

Mission: To protect, promote, and improve the health of all people in Florida through integrated state, county, and community efforts

Vision: To be the Healthiest State in the Nation

Strategic Priorities

1. Enforce regulation of facilities and practitioners involved with prescribing or dispensing controlled substances in Florida to reduce inappropriate and over prescribing.
2. Reduce the time it takes to impose emergency action against a health care practitioner or facility that poses an immediate threat to public health and safety.
3. Enhance and enforce regulation of pharmacies that engage in sterile and non-sterile compounding to ensure patient safety.
4. Ensure cost-effective regulation.

Operational Goals

1. Enforce health care standards through timely discipline, education, and remediation of health care professionals found in violation of the law.
2. Minimize licensure fees through cost-effective operations.
3. Inform stakeholders and consumers to enable them to make health care decisions and promote accessible health care.
4. Provide an efficient licensure process that meets statutory requirements.
5. Recruit, hire, retain skilled and motivated employees that exemplify DOH's mission, vision, and values.

STRATEGIC PLANNING

MQA's Strategic Planning Process:

How we do it...

MQA's strategic planning process is conducted yearly with input from MQA employees (SWOT* analysis), board/council members, and the division's many other stakeholders. It is designed to align MQA's strategic objectives with those of DOH. It also ensures that services, resources and capabilities are aligned with MQA's mission and vision. MQA's management team conducts strategic planning using a 10-step process (Figure ➔).

MQA's Strategic Plan:

Where we are going and how we are getting there...

The result of the yearly strategic planning process is MQA's Strategic Plan. This plan serves as a five year road map for accomplishing our mission, vision, purpose, and focus, as well as our key processes of licensure, enforcement and information. The Strategic Plan consists of strategic objectives, goals and strategies as well as strategic action steps detailing the steps required to accomplish each goal and strategy.

MQA's Balanced Scorecard:

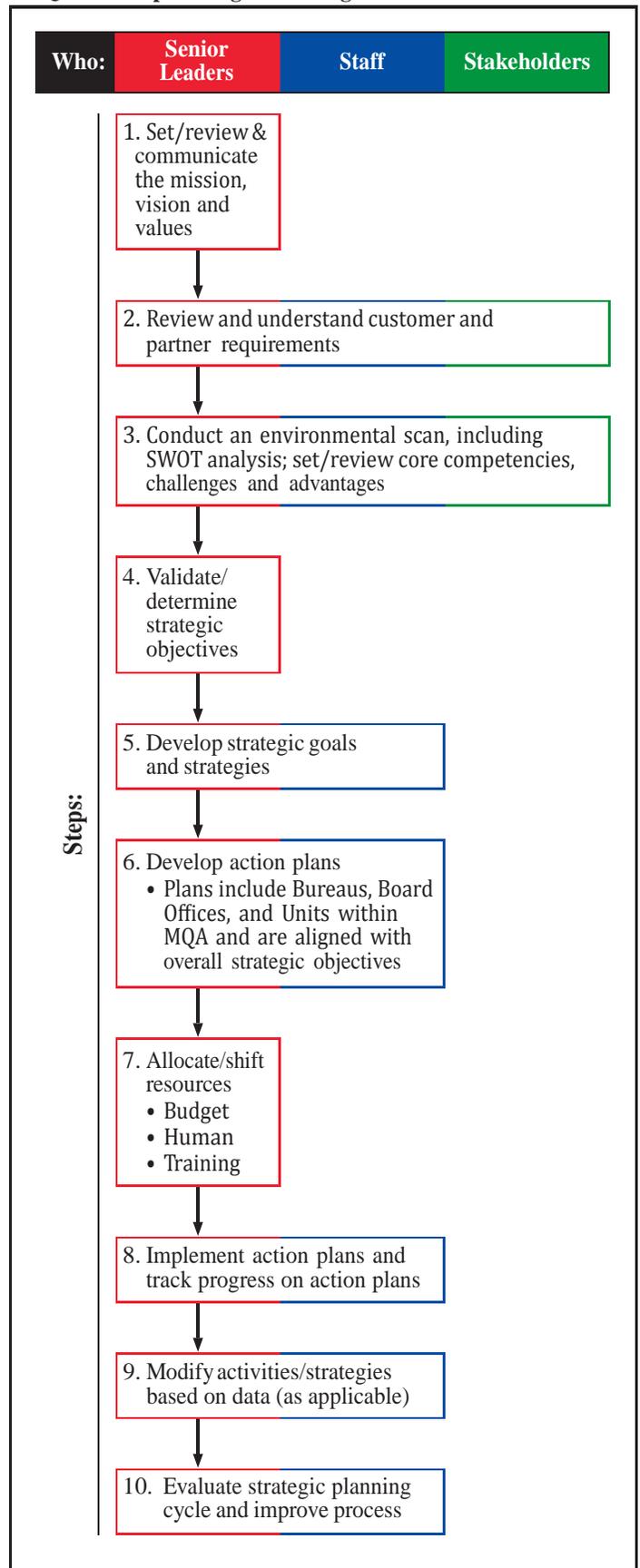
Measuring our progress along the way...

MQA's Balanced Scorecard measures MQA's performance in meeting our strategic goals and strategies. These performance measures are tracked quarterly to determine our progress in meeting our targets.

Please take a moment to review our Strategic Plan and Balanced Scorecard to determine how your job impacts MQA's future success in meeting its goals and objectives. You can do this by locating the performance measures and action steps that your job directly impacts and reviewing the corresponding goals and objectives.

*SWOT – Strengths, Weaknesses, Opportunities, and Threats

MQA's 10-Step Strategic Planning Process



MQA STRATEGY MAP

DOH STRATEGIC ISSUE AREAS/GOALS	STRATEGIES	OBJECTIVES
<p>HEALTH PROTECTION & PROMOTION</p> <p>DOH Goal 1.1 - Protect the population from health threats.</p> <p>DOH Goal 1.2 – Reduce Chronic Disease Morbidity and Mortality.</p>	<p>MQA Strategy 1.1.1 -Enhance and enforce regulation of pharmacies that engage in sterile and non-sterile compounding to ensure patient safety.</p> <p>MQA Strategy 1.1.2 – Reduce the time it takes to impose emergency action against a health care practitioner or facility that poses an immediate threat to public health and safety.</p> <p>MQA Strategy 1.1.3 – Enforce health care standards through timely discipline of health care professionals and facilities found in violation of the law.</p> <p>DOH Strategy 1.2.1 – Increase the proportion of adults and children who are at a healthy weight.</p>	<ul style="list-style-type: none"> • June 30, 2015, increase the percent of sterile compounding pharmacies with no serious inspection deficiencies from 81% (FY12/13) to 95%. • By June 30, 2015, increase the percent of emergency actions on priority investigations taken within 30 days from receipt of complaint from 54% (FY12/13) to 75%. • By June 30, 2015, decrease average number of days from legal sufficiency to final order for non-priority and non-unlicensed activity cases by 10%. • By June 30, 2015, collaborate with federal, state, and county agencies to increase by 10% the number of cases investigated and prosecuted involving PIP fraud. • By June 30, 2015, reduce by 10% the number of complaints closed due to lack of legal sufficiency or non-jurisdiction. • By June 30, 2015, reduced by 10% the number of cases closed by the probable cause panel with or without a letter of guidance. • By June 30, 2015, increase the public’s awareness of the Healthiest Weight Florida initiative throughout Florida by partnering with the boards and councils and professional associations.
<p>Financial and Business Excellence</p> <p>DOH Goal 2.1 – Improve efficiency and effectiveness.</p> <p>DOH Goal 2.3 – Promote a culture of organizational excellence.</p> <p>DOH Goal 2.4 – Optimize communications.</p>	<p>MQA Strategy 2.1.1 – Ensure cost-effective regulation.</p> <p>MQA Strategy 2.1.2 – Minimize licensure fees through cost-effective operations.</p> <p>MQA Strategy 2.1.3 – Streamline operations and increase efficiencies to support sustainable business practices.</p> <p>MQA Strategy 2.1.4 – Build a sustainable state of the art technology infrastructure.</p> <p>DOH Strategy 2.3.2 – Maintain a sustainable performance management framework.</p> <p>DOH Strategy 2.4.1 – Develop, implement and improve internal and external communication strategies and plans.</p>	<ul style="list-style-type: none"> • By June 30, 2015, decrease the percent of professions that are greater than 10% over cost to regulate from 12% (FY12/13) to 8.2%. • By June 30, 2015, decrease the average cost of a license from \$54.57 (FY12/13) to \$52.20. • By June 30, 2015, increase the number of online applications available to health care professions from 60 (FY12/13) to 104. • By June 30, 2016, expand MQA’s online service options to include the ability to conduct business using smartphone technology. • By June 30, 2015, reduce by 10% the number of public records requests received by MQA that require staff resources. • By June 30, 2015, increase the collection of fines and costs from 80% (FY12/13) to 90%. • By June 30, 2015, reduce regulatory costs associated with continuing education non-compliance violations from \$228,810 annually (FY10/11) to \$1,686 annually. • By December 31, 2014, improve the agenda process for board meetings to increase transparency, timeliness, and usefulness for board decision-making and improve satisfaction from 96% (FY11/12) to 100%. • By December 30, 2014, optimize server and network infrastructure to ensure reliable technology supported services 24/7 to MQA’s key customers and stakeholders with high availability of 99.999% or better. • By June 30, 2014, update and deploy 50% of MQA’s public facing online service applications. • By June 30, 2015, increase by 50% the number of automated performance measure reports that are available to be used by management to inform process improvements from 45 to 90. • By June 30, 2015, analyze and evaluate the impact of significant legislation passed by the Florida Legislature. • By June 30, 2015, assess MQA’s readiness to pursue the Governor’s Sterling Award.

MQA STRATEGY MAP

DOH STRATEGIC ISSUE AREAS/GOALS	STRATEGIES	OBJECTIVES
		<ul style="list-style-type: none"> • By December 31, 2014, develop a communication plan focused on engaging MQA's key customers and stakeholders. • By June 30, 2015, develop a marketing communication strategy that generates awareness of MQA's brand (services). • By June 30, 2015, develop strategies for improving communication with the media. • By December 31, 2014, develop a Social Media Tactical Plan for engaging MQA's key customers through social media outlets.
<p>Service to Customers and Community</p> <p>DOH Goal 3.3 – Expediently license all health care professionals who meet statutorily mandated standards of competency.</p>	<p>DOH Strategy 3.3.1 – Provide an efficient licensure process that meets statutory requirements.</p> <p>MQA Strategy 3.3.2 – Provide a consistent positive customer experience.</p>	<ul style="list-style-type: none"> • By June 30, 2015, decrease the average number of days to process initial licensure applications from 14 days (FY12/13) to 10 day. • By June 30, 2015, increase the percent of external customers satisfied with services provided by MQA from 95% (FY12/13) to 96%.
<p>Workforce Development</p> <p>DOH Goal 4.1 – Attract, recruit and retain a competent and credentialed workforce.</p> <p>DOH Goal 4.2 – Ensure partnerships, systems and processes to support the future workforce.</p>	<p>MQA Strategy 4.1.1 – Recruit, hire, and retain skilled and innovative employees that exemplify the department's mission, vision, and values.</p> <p>MQA Strategy 4.1.2 – Develop best in class succession management plan that ensures top talent to support organizational goals.</p> <p>MQA Strategy 4.2.1 – Establish a division-wide operational framework for the planning and delivery of all workforce learning and performance activity.</p>	<ul style="list-style-type: none"> • By June 30, 2015, increase MQA's overall employee satisfaction from 76% (FY12/13) to 80%. • By June 30, 2015, track pivotal roles that are emerging as resource pressure points. • By June 30, 2015, proactively source and develop a strong talent pool of future leaders. • By June 30, 2015, establish standards for workplace learning and performance excellence based on proven world-class performance criteria.