



# Division of Medical Quality Assurance

**LEADERSHIP**  
+  
**STRATEGIC PLANNING**  
+  
**CUSTOMER &  
MARKET FOCUS**  
+  
**INFORMATION  
& ANALYSIS**  
+  
**HUMAN RESOURCE  
FOCUS**  
+  
**PROCESS MANAGEMENT**  
+  
**BUSINESS RESULTS**

2002–2003 Annual Report to the Florida Legislature



Jeb Bush, Governor • John O. Agwunobi, M.D., M.B.A., Secretary



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# MQA

2002–2003 Annual Report

# Message from the Secretary

It has been my honor to serve as Florida's Health Secretary since 2001.

Since then, I have had ample opportunity to get a first-hand look at employee dedication, passion and self-sacrifice to ensure our mission: to promote and protect the health and safety of all people in Florida.

I watch with pride as our DOH teams confront each and every challenge that threatens public health and safety. I see their commitment to the people of Florida as they dedicate time and personal resources to support and promote healthy communities. For example, during the 2002 Florida State Employees Charitable Campaign, DOH employees gave nearly \$471,000 to hundreds of local community organizations throughout the state. Their commitment to our state's youth and youth organizations is also evident by their 7,734 hours of community service through the first nine months of this year.

Overall, the Florida Department of Health provides the state's primary infrastructure for preparing and responding to acute and chronic health threats and for promoting optimum health for Floridians. The department's central offices, county health departments (CHDs) in each of the state's 67 counties, and partnerships throughout the health care community, work toward a common goal of serving the public's well-being.

Our division of Medical Quality Assurance (MQA) serves a vital role in Florida's health care process, working closely with the boards in the licensure and regulation of health care professionals. MQA's role of maintaining the highest standard of care is more vital than ever, as our state and health care system have been at the forefront facing many unprecedented public health challenges and our responses are visible to the world. Recent challenges have included developing the state's smallpox vaccination plan that created a safety net of first responders if an outbreak were to occur; monitoring the state's arboviral activity to aid in the control of the growing threat of West Nile and other mosquito-borne viruses; responding to the nation's first-ever intentional anthrax attack; helping to reduce and discourage youth tobacco use; reducing the number of hepatitis cases; and continuously offering education for the health care community to help spread awareness of health consequences associated with obesity that plague our nation and state.

We also recognize the importance of reading and that it is instrumental for growth and learning about health issues. We proudly sponsor the Read for Health Initiative that incorporates reading into department services. Mentoring is an important aspect of health promotion, and the hundreds of employees who volunteer as mentors recognize their contributions dramatically influence the behavior and attitudes of youth throughout the state.

It is rewarding to work each day with colleagues who strive to make a difference for others.



Agwunobi

**John O. Agwunobi, M.D., M.B.A.**  
Secretary, Florida Department of Health

# Message from the Director

On behalf of all the health care practitioners, their boards and councils, it is my pleasure to present this year's annual report and long-range plan for the Department of Health, Division of Medical Quality Assurance (MQA). I am pleased with the achievements that are reflected in this report. In FY 2001–2002, the division approached its mission with a strong emphasis on customer service and refocused energies on customers by better identifying MQA's customers, soliciting their ideas, and offering these customers the services they want.



This year we have maintained that focus and expanded it to include all aspects of the Sterling Criteria of management. This year's report is organized around those seven criteria of leadership, strategic planning, customer and market focus, information and analysis, human resource focus, process management, and business results. While many accomplishments cover multiple principles, we have tried to group them in the primary category; however, each accomplishment has an underlying customer focus. We have worked diligently this year to incorporate these principles into our daily activities and hope the achievements contained in this report reflect our success.

Leadership is the first and most extensive criteria in this year's report, due in large part to the work of the boards and councils that regulate the health care practitioners. In addition, we began developing a continuing education tracking system and transferred the enforcement functions from the Agency for Health Care Administration to the Department of Health. We continue to emphasize strategic planning through our annual planning meetings with our board chairpersons and professional associations. While our legislative package did not pass last session, we are committed to its passage during the 2004 legislative session. Customer focus continues to be at the forefront of our work and, based on the results of our customer satisfaction surveys, we continue to improve our services.

The cornerstone of management is the development and utilization of good information and analysis. We began the process of upgrading our data management system to an enterprise system that will be more robust and user-friendly than the current one. This two-year project is well underway and will facilitate our goal of a paperless licensing system. Human resource development has been very active this year with enhanced training for all staff, in addition to development of task inventories and performance measures by which staff gauge their success. We strongly believe our employees are our strongest assets and we are dedicated to their satisfaction. Process management has been a strong focus this year. While process mapping, process documentation and policy development aren't complete, we are well on the way. Finally, the business results contained in this report demonstrate our accomplishments in the first six Sterling Criteria.

While this is a long and impressive list, we recognize that we must continue to evaluate ourselves to meet our customers' needs and to use every difficulty as an opportunity to improve and progress. The staff of MQA is proud of the significant progress they have made over the past year in better serving our customers, and is enthusiastic about new opportunities to improve. We look forward to more fully developing a greater awareness among the people of Florida about MQA's mission of protecting the public health and the services we can provide.

Amy Jones, Director  
Division of Medical Quality Assurance

# Unlicensed Activity Update

This has been a year of change and enhancements in our unlicensed activity (ULA) functions. By way of background, the statewide unlicensed activity program protects Florida residents and visitors from the potentially serious and dangerous consequences of receiving medical and healthcare services from an unlicensed person. The unlicensed activity unit works in conjunction with local law enforcement and the state attorney's offices to prosecute individuals practicing without a license. Unlicensed activity is, in most cases, a felony-level criminal offense.

The changes and enhancements made last fiscal year focused on improving performance, accountability, integration of our enforcement activities, and customer service. With the transfer of the enforcement functions from the Agency for Health Care Administration, it was decided that the unlicensed activity functions should be merged under the Division of Medical Quality Assurance (MQA). Previously, the unlicensed media campaign functions were in MQA but the investigation function was housed in the department's General Counsel's Office. Merging them into a single division solidified focus and performance.

In order to do this, a workgroup was formed to identify issues and find solutions. The workgroup developed a plan to accomplish a number of objectives. First, a single data system was created using the PRAES system so all unlicensed activity complaints could be tracked and managed. This required the merging of two systems and resulted in a better utilization of our resources. Second, cases needing legal review and closing orders were identified and submitted for action. Third, a single triage system was created in the Consumer Services Unit. This system receives all unlicensed activity complaints; determines if the facts represent health care services that are regulated; and determines if the perpetrator(s) is a licensed person practicing beyond the scope of his/her license, an unlicensed person, or both. If it is an unlicensed person, it is referred to the unlicensed activity office for a criminal investigation. If it is a licensed person, practicing beyond the scope of his/her license, it is referred to the Investigative Services Unit. If it involves both licensed and unlicensed individuals, it is referred to the unlicensed activity office and investiga-

tive services for a joint investigation. Fourth, a better system for conducting joint investigations and sharing information was developed and implemented. Fifth, communications with our customers about unlicensed activities were enhanced through media campaigns, presentations, lectures, brochures and press releases of arrests. Other minor enhancements are continuing to be made to improve performance.

In response to a growing number of complaints involving unlicensed health care practitioners, MQA has expanded the unlicensed activity program (ULA) by opening a second specialized office in the Tampa Bay area. The first unlicensed activity office opened in Hollywood, Florida in 1998. Additional offices will be opened in West Palm Beach, Jacksonville and Orlando.

"Unlicensed activity is a crime that puts the health of our citizens at risk," said Florida Department of Health (DOH) Secretary John O. Agwunobi, M.D., M.B.A. "The opening of this new office reflects our commitment to stopping the perpetrators performing unlicensed, unregulated health care services."

Additional enhancements are scheduled for the next fiscal year, including further expansion of specialized offices and the addition of more staff. Performance measures and standards are being developed along with uniform procedures and policies. MQA is committed to having the best unlicensed activity program in the country. Our thanks go to the licensees who provide financial support, law enforcement who work closely with us in apprehending unlicensed individuals, state attorneys who prosecute them, and the boards and councils who develop media campaigns to educate the public. Our success in protecting the public is due in large part to their efforts individually and collectively.

# Structure of MQA

Health care regulatory boards are created in Chapter 456, Florida Statutes under the Department of Health (DOH), within the Division of Medical Quality Assurance (MQA). Advisory councils are created within individual practice acts. It is the Legislature's intent that health care 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 health care 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 MQA 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 can contact the Governor's Appointments Office at (850) 488-2183 or via the web at [http://www.myflorida.com/myflorida/government/bushteam/boardsCommissions\\_2003.html](http://www.myflorida.com/myflorida/government/bushteam/boardsCommissions_2003.html). The Gubernatorial Appointments Questionnaire can be downloaded from this website and a current board vacancy listing can be viewed. Persons who are interested in being considered for an appointment to any advisory council may contact the department at [www.doh.state.fl.us/mqa](http://www.doh.state.fl.us/mqa).



# Leadership Boards & Councils

## with highlights & accomplishments for FY 02–03



**Acupuncture** “I am honored to be the chair of the Board of Acupuncture. My goal is to emphasize the quality assurance of education and practice of Acupuncture and Oriental Medicine to better serve and protect our citizens in this Great Sunshine State.” Zong Lan Xu, A.P., Chair of the Board of Acupuncture

**Re-formatted the board’s website for a more user-friendly look and better manageability.**

**Reduced fees, thereby providing a benefit to licensees without hindering the regulatory work of the board. The board’s one-person Budget Committee, with the assistance of Department of Health personnel, reviewed the statistical data regarding the board’s cash balance versus expenditures.**

**Appointed PRAES “Wizards” (team leaders) to assist co-workers with the utilization of MQA’s computer system. These “wizards” provide localized assistance, support, and instruction to co-workers, ensuring easy access and accurate information regarding the data entry system.**

**Developed a “committee system” as a means to better utilize time and resources in credentialing applicants for licensure, reviewing continuing education provider programs, and approving school programs. This process improvement reduced processing time by 3 months for individual and school applications. Additionally, continuing education review was reduced by 33 percent, and the content of paper agendas and review time was reduced by 50 percent.**

**Recommended many amendments to rules related to the regulation of acupuncturists. These modifications reflect the current needs of the public and ensure that better safety standards are in place for the protection of the state’s citizens.**



**Athletic Trainers** “I do this to help ensure that someone is looking out for the welfare of the state’s athletes.” Tim McLane, Chair of the Board of Athletic Trainers



McLane

**Streamlined the renewal process by implementing e-renewals.**

**Re-formatted the board’s website for a more user-friendly look and better manageability.**

**Certified Nursing Assistant** “Not only has it been a distinct honor to serve as the first chairperson for the Florida Certified Nursing Assistant Council, but it is an added pleasure to implement new rules, procedures and guidelines that directly benefit Florida’s oldest and frailest citizens.” Lois M. Gackenheimer, RN, NHA, Chair of the Certified Nursing Assistant Council



Gackenheimer

**Recommended rules on discipline, training programs, and in-service hours.**

**Implemented background screening procedures on CNA applicants.**

**Initiated credential review of CNA candidates.**

**Revised application process for CNA Training Programs.**

**Chiropractic Medicine** “Always keeping the public as the focus of our commitment, our board embraces the core leadership values of honor, character and integrity. In our experience, it is the vision of service which impacts most positively the delivery of quality health care to the residents of Florida.” Wayne C. Wolfson, DC, Chair of the Board of Chiropractic Medicine



Wolfson

**Chairman Wayne Wolfson, D.C., served as president of the Federation of Chiropractic Licensing Boards.**

**Executive Director Joe Baker, Jr., was elected as treasurer of the Association of Chiropractic Board Administrators.**

**Notified all licensees via postcard to utilize the website for up-to-date regulatory information.**

**Administered chiropractic laws and rules exam via computer-based testing (CBT).**

## Clinical Laboratory Personnel

“Representing the people of Florida on the Board of Clinical Laboratory Personnel is a privilege all of our board members appreciate. We approach our role as regulators hand-in-hand with our partners at the Department of Health and will continue to strive toward doing whatever we need to do to successfully implement the requirements of our practice act.” Alice R. Barr, Chair of the Board of Clinical Laboratory Personnel

**Notified all licensees via postcard to utilize the website for up-to-date regulatory information.**

**Entered into a Memorandum of Understanding with the American Society for Clinical Pathology, allowing candidates to become licensed utilizing their examination.**

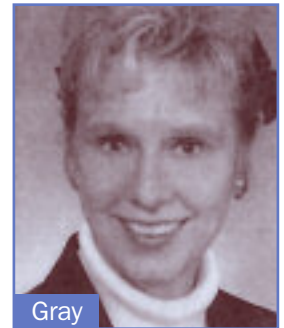
## Clinical Social Work/Marriage and Family Therapy/Mental Health Counseling (491)

“I am honored to be the chair of a board where members distinguish themselves by their tireless efforts to protect the citizens of our state. Public service above self interest characterizes each member of the Board of Clinical Social Work, Marriage and Family Therapy and Mental Health Counseling.” Dr. Susan Gray, LCSW, Chair of the Board of Clinical Social Work/Marriage and Family Therapy/Mental Health Counseling (491)

**Implemented a procedure to reduce processing time of applications.**

**Streamlined the renewal process by implementing e-renewals.**

**Re-formatted the board’s website for a more user-friendly look and better manageability**



## Dentistry

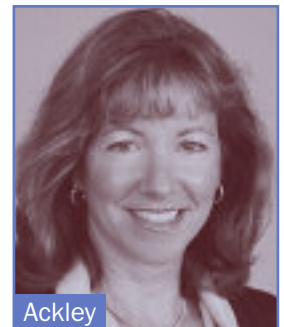
“I receive gratification knowing that our efforts will help the citizens of Florida to receive better dental care and it makes the volunteering and time I spend well worth it.” Dr. Eva Ackley, D.M.D., Chair of the Board of Dentistry

**Streamlined processes for CE; non-profit permits; limited licenses; and signing of final orders.**

**Eliminated the Dentistry backlog of cases by instituting a case management system, which earned our prosecutorial staff a Davis productivity award.**

**Implemented automated agendas.**

**Offered exams at both Nova Southeastern University and the University of Florida.**



**Initiated computer-based testing to provide greater flexibility and convenience to candidates.**

**Held meetings with the Department of Health Secretary, the Florida Dental Association, and the Florida Dental Hygiene Association to discuss outsourcing certain functions.**

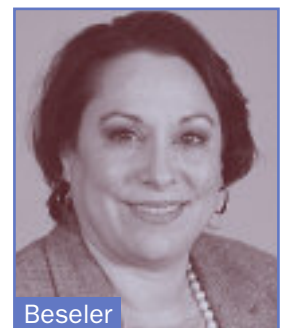
**Discussed issue of local anesthesia by dental hygienists, changed the definition of minimal sedation and titration of oral medication; approved remedial task language to allow dental assistants to make impressions for the study casts under direct supervision.**

**Re-formatted the board's website for a more user-friendly look and better manageability. The site averages over 10,000 hits per month.**

**Dietetics and Nutrition Practice** “It has been my honor to serve and protect the citizens of Florida as the chair of the Dietetics and Nutrition Practice Council. I speak for all the council members: Protecting Florida citizens from individuals who practice Dietetics/Nutrition Counseling without a license is our number one concern. Nutrition advice from unlicensed and unqualified individuals can cause harm and must be stopped. The Council on Dietetics and Nutrition Practice works diligently to do just that.” Lucille Beseler, Chair of the Dietetics and Nutrition Practice Council

**Analyzed statistical information on complaints received from consumer services and through consumer contact with the board office to plan an effective unlicensed activity campaign.**

**Ran an unlicensed activity billboard campaign throughout Florida from March—June 2003 in an effort to increase community awareness of the dangers associated with receiving healthcare from unlicensed practitioners. The billboards stated that unlicensed practice is dangerous, advised the use of a licensed practitioner, and provided the website to check the license of a practitioner. Several thousand more visits to the site occurred during the campaign.**



**Re-formatted the board's website for a more user-friendly look and better manageability.**

**Revised all applicant database-generated letters to be more customer-friendly and informative.**

**Streamlined the renewal process by implementing e-renewals.**

**Increased the number of acceptable home study hours that licensees could obtain for biennial license renewal.**

**Promulgated a rule for additional public protection, which affects the unlicensed practice of the profession through technological media.**

**Provided team building and management workshops for staff.**

**Acknowledged staff at monthly unit meetings who were recognized personally by satisfied customers.**

**Received the Gold Medal Award at the MQA Quality Showcase.**

**Revised the telephone menu system.**

## Electrolysis

“It has been personally rewarding to serve Florida consumers who are seeking safe hair removal treatments. I am honored and very proud to be a part of the good work that has been accomplished in order to incorporate the new equipment that has reshaped the electrolysis profession.” Sara Alvarez, Chair of the Electrolysis Council



**Coordinated a meeting between the chair of the council and the Board of Medicine to communicate electrolysis laser hair removal issues.**

**Held quarterly meetings with the program administrator and staff to discuss and develop improved business processes.**

**Attended investigator training workshops to give instruction concerning electrolysis facility inspections.**

**Re-formatted the council's website for a more user-friendly look and better manageability.**

**Included a new banner on the website specifically for information on laser hair removal.**

**This serves as a customer protection issue as well as a means of informing electrologists on how to obtain this specialty.**

**Revised application package, simplifying it for persons applying for licensure.**

**Revised and updated all generated license system letters to applicants to be more customer-friendly and informative.**

**Provided team building and management workshops for staff.**

**Acknowledged staff at monthly unit meetings who were recognized personally by satisfied customers.**

**Implemented a new client code for approval of training courses for laser and light-based hair removal or reduction.**

**Established consistent information regarding laser hair removal between the council, Board of Medicine, and the Board of Nursing.**

**Joined with state associations in solving complaints regarding laser hair removal.**

**Received the Gold Medal Award at the MQA Quality Showcase.**

**Revised the telephone menu system.**



Lowell

**Hearing Aid Specialists** “I am honored to serve as the Chair of the Board of Hearing Aid Specialists where I make every possible effort to protect the hearing impaired consumers of this state.” Allen Lowell, Chair of the Board of Hearing Aid Specialists

**Released grades by way of the Internet.**

**Streamlined the renewal process by implementing e-renewals.**

**Re-formatted the board’s website for a more user-friendly look and better manageability.**

**Massage Therapy** “I am excited about being part of the growth of massage therapy and its acceptance as a health care practice. I believe that it is crucial at this juncture in massage therapy to ensure the highest of standards of care for the continued protection of the citizens of Florida.” Dave Quiring, L.M.T., Chair of the Board of Massage Therapy



Quiring

**Presented information to licensees and students regarding the licensure process, current rules and regulations, the renewal process, and other regulatory processes at a state convention held in conjunction with the Massage Associations.**

**Re-formatted the board’s website for a more user-friendly look and better manageability.**

**Reviewed and revised the application process for massage therapy licensure to better facilitate the application review process. This process improvement has reduced the number of calls regarding the licensure process and the number of complaints about this process.**

**Continued use of “One Person” Committees to review board issues.**

**Developed a “committee system” as a means to better utilize time and resources in credentialing applicants for licensure, reviewing continuing education provider programs, and approving school programs. This process improvement reduced processing time by three months for individual and school applications. Additionally, continuing education review was reduced by 33 percent, and the content of paper agendas and review time was reduced by 50 percent.**

**Appointed PRAES “Wizards” (team leaders) to assist co-workers with the utilization of MQA’s computer system. These “wizards” provide localized assistance, support and instruction to co-workers, ensuring easy access and accurate information regarding the data entry system.**

**Adopted amendments to board’s CE requirements. The amendments alleviate undue hardships to newly licensed massage therapists, while enhancing the knowledge base of currently licensed massage therapists, by requiring completion of one hour of continuing education for each month or partial month of licensure per biennium.**

# Medical Physicists

**Notified all licensees via postcard to utilize the website for up-to-date regulatory information.**

**Re-formatted the board's website for a more user-friendly look and better manageability.**



**Medicine** “Congratulations to the hardworking board members and board staff at MQA in helping the board accomplish its mission to protect health care consumers by licensing qualified health providers, establishing and enforcing health care standards, and disseminating appropriate information to consumers and practitioners. Streamlined licensure and agenda processes and effective use of conference calls saved time and money. Concern for patient safety is well reflected in the dedication of the board, the staff and the inspectors that made the

Office Surgery Inspection and Registration Program a model for the country.” R. Vijayanagar, M.D., Chair of the Board of Medicine

**Completed realignment of staff functions.**

**Developed new medical faculty certificate application.**

**Streamlined the application process and agenda preparation.**

**Utilized conference calls, eliminating costs associated with face-to-face meetings.**

**Replaced manual agenda reports with automated agendas.**

**Combined medical licensure and activation applications.**

**Made improvements to Office Surgery Registration & Inspection Program.**

**Completed audit of In-Training Licensees (Licensees in training receive a fee reduction. By identifying licensees that are no longer in training, the board receives additional revenue).**

**Implemented the Negative Drug Formulary.**

**Implemented the Wrong Site Surgery Initiative.**

**Improved 5-year budget projections.**

**Implemented the Internet Prescribing Rule.**

**Presented the Web Board Project to the Federation of State Medical Boards.**

**Expanded the Chairman's Recognition Award to recognize outstanding Florida physicians.**

**Participated in a national review of the physician licensure process through Administrators in Medicine.**

**Proposed and supported successful legislative improvements to Florida's disciplinary process and patient safety.**

**Presented to Florida medical schools to assist students applying for licensure.**

Revised rules on disciplinary guidelines, physician office registration, continuing medical education, application for licensure, fellowships, fees, probationary conditions, citations and physician assistant licensure and prescribing.



Joseph

**Midwifery** “The Midwifery Practice Act (Chapter 467) states, ‘the Legislature recognizes the need for a person to have the freedom to choose the manner, cost and setting for giving birth.’ I believe wholeheartedly in that need and know that the Council of Licensed Midwifery stands to protect that right. I serve in order to ensure that the women of Florida will always have access to safe and knowledgeable practitioners.” Jennie Joseph, LM, Chair of the Council on Midwifery

**Developed a mission statement to reflect the council’s purpose and goals: “To promote and protect the health of women and families in Florida, by establishing and enforcing health care standards and licensing of qualified health care practitioners. To disseminate midwifery information to the public with the goal of enhancing the awareness of health care choices during the childbearing year.”**

**Re-formatted the council’s website for a more user-friendly look and better manageability.**

**Notified all licensees about major changes that had occurred to the rules regulating their profession. This notification ensured that all licensees were made aware of regulatory changes that would facilitate the safer practice of midwifery in Florida.**

**Collected and reviewed data on the Midwifery Practice in Florida. A review of the data collected from licensed midwives in Florida demonstrated a lack of clarity in the information needed; therefore, a committee of one was charged with the review of the form to better enable the council to collect and use the data in a more efficient manner.**

**Reviewed the process for approving and auditing midwifery schools in Florida. The department, based on the council’s recommendations, will continue with the implementation of statutory protocols for approval and auditing of midwifery schools.**

**Continued use of “One Person” Committees to review council issues.**

**Developed a “committee system” as a means to better utilize time and resources in credentialing applicants for licensure, reviewing continuing education provider programs, and approving school programs. This process improvement reduced processing time by 3 months for individual and school applications. Additionally, continuing education review was reduced by 33 percent, and the content of paper agendas and review time was reduced by 50 percent.**

**Recommended many amendments to rules related to the regulation of licensed midwives. Seventeen rules were amended during the 2002–2003 Fiscal Year. These modifications were needed to ensure that the rules reflected the current needs of the public and to ensure that better safety standards were in place.**

**Instituted an e-mail interested parties list. The interested parties list is used to provide up-to-date information regarding board meetings, rule changes, and important regulatory information. Previously the information was provided in a “hard-copy” format. The new process drastically reduces staff time in preparing information, saves**

money, and ensures information provided is received in a timely manner.

Appointed PRAES “Wizards” (team leaders) to assist co-workers with the utilization of MQA’s computer system. These “wizards” provide localized assistance, support and instruction to co-workers, ensuring easy access and accurate information regarding the data entry system.



**Nursing** “Serving on the Board Of Nursing has increased my knowledge of the profession at the national, state and local levels. The nursing issues that the board deals with are very complex and challenging. Board members have a great sense of responsibility in preparing for the meetings to make informed decisions on education, credentials, legislation, rules, and discipline within the profession.” Rosa Ramos, RN, Chair of the Board of Nursing

**Celebrated 90th Anniversary of the Florida Board of Nursing.**

**Received the MQA Leadership Award and the MQA Team Award.**

**Presented to Florida Corrections, Orlando.**

**Presented to Florida Health Care Recruiters, Orlando.**

**Presented to Florida Homes for the Aging, Boca Raton.**

**Presented to Forum for Health Care Leadership, Washington, DC.**

**Served on the National Council of State Boards of Nursing Member Board Leadership Development Committee and Examination Committee.**

**Served on Sigma Theta Tau International Honor Society of Nursing Eligibility Committee.**

**Participated in statewide planning for nurses week.**

**Developed 5-year goals.**

**Participated in National Council of State Boards of Nursing study on board effectiveness.**

**Began customer service survey with initial licensure.**

**Developed a temporary permit to show on Internet look-up screen.**

**Established one-on-one support for recruitment firms.**

**Instituted an extended hours program on Tuesday and Thursday evenings.**

**Piloted an electronic application process.**

**Revised applications for RN/LPN, RN/ARNP re-exam.**

**Revised the telephone menu system.**

**Instituted a workshop for CE providers.**

**Listed NCLEX scores by school on website.**



**Provided lists of approved nursing programs on website.**

**Met with the Florida Nurses Association, Florida Organization of Nurse Executives, Quality in Nursing Council, and the Commission on Independent Education.**

**Participated in Prep4 Patient Safety conference.**

**Provided updates to deans and directors of nursing programs.**

**Provided workshop on Multi-state Nurse Licensure Compact.**

**Re-formatted the board's website for a more user-friendly look and better manageability.**

**Worked with the Florida Center for Nursing on research studies.**

**Completed an internal review by the Inspector General's Office, finding high employee morale and satisfaction.**

**Provided team building and management workshops for supervisors.**

**Initiated self-directed work teams.**

**Received a Davis Productivity Award for Board of Nursing Relocation.**

**Received a Davis Productivity Honorable Mention for Automated Agenda.**

**Received the MQA Showcase Award for Self-Directed Teams.**

**Expanded methods to meet English competency standards.**

**Implemented the Public School Health Care Practitioner Volunteer Program.**

**Implemented rules for Certified Nursing Assistants on discipline, training programs, and in-service hours.**

**Joined 30 other states in the NURSIS system for license verification.**

**Reduced the number of state verifications required for endorsement to original licensure state and one active state.**

**Instituted request for contributions for Florida Center for Nursing Trust Fund.**

**Revised nursing program application and renewal processes for compliance with rules.**

**Transitioned to new NCLEX vendor.**

**Developed automated indices for performance measurement for issuing a license, or issuing eligibility, or a deficiency letter within 30 days of receipt of fees: average for 2003 was 17 days; range, high, August 2002 was 26 days; range, low, June 2003 was 9 days.**

**Instituted quality controls for automated agenda.**

**Revised delegated authority for licensure, education, discipline, and nursing assistant programs.**

**Improved nursing workforce supply in Florida through application processing:**

**2.2-percent increase in active RN (181,497)**

**8.0-percent increase in active LPN (57,038)**

**15.6-percent increase in RN exam candidates newly licensed**

**28.7-percent increase in RN endorsements newly licensed**

**25.1-percent increase in LPN exam candidates newly licensed**

**7.6-percent increase in LPN endorsements newly licensed**

**11 new nursing programs: 2 ADN; 1 BSN; and 8 LPN.**



Gallagher

**Nursing Home Administrators** “I take great pride in serving the citizens of Florida by being a part of the board that regulates the practice of nursing home administration. The elderly in our state are one of the most vulnerable types of citizens and I am dedicated to providing quality care to them in their time of need.” Duane Gallagher, NHA, Chair of the Board of Nursing Home Administrators

**Re-formatted the board’s website for a more user-friendly look and better manageability.**

**Delegated authority to board staff to approve applicants for the exam. The board will ratify all applicant approvals at the board meeting, thus reducing the application processing time by three months and enabling candidates to sit for the exam sooner.**

**Arranged for candidates to now be able to take both the state and federal exams via computer. Grade results are released online, enabling candidates to receive scores much quicker, and candidates passing the exam to be issued licenses much sooner.**

**Recommended amendments to the CE rule, allowing for the use of Internet courses for continuing education purposes. The rule reflected the current need of licensees to obtain the necessary hours needed for license renewal.**

**Occupational Therapy** “The Board of Occupational Therapy Practice has continued to focus on providing quality occupational therapy services for the public sector of Florida. During the past year, we have not only licensed therapists, but have studied and improved requirements for continuing education in an attempt to encourage therapists to continually update their practice skills. Members of the board are conscientious and committed to the profession of occupational therapy and its delivery to the public.” Judie Johnson, Chair of the Board of Occupational Therapy



Johnson

**Worked with the American Occupational Therapy Association and the Florida Occupational Therapy Association in developing more clearly defined continuing education rules.**

**Held quarterly meetings with the program administrator and board staff to discuss and develop improved business processes.**

**Re-formatted the board’s website for a more user-friendly look and better manageability.**

**Revised the telephone menu system.**

**Developed rules suggested by board staff to protect the public by requiring applicants re-entering the profession after five years to complete 50 hours of continuing education to refresh their clinical skills.**

**Worked with the Florida Occupational Therapy Association to enhance communication with licensees.**

**Received the Gold Medal Award at the MQA Quality Showcase.**

**Revised and updated all generated license system letters to applicants to be more customer-friendly and informative.**

**Informed all Florida programs of revised fees in order for graduates to be knowledgeable of costs prior to application and licensure.**

**Provided team building and management workshops for staff.**

**Acknowledged staff at monthly unit meetings who were recognized personally by satisfied customers.**

**Streamlined rules and updated in order to provide efficiency to the licensure process.**

**Streamlined the renewal process by implementing e-renewals.**

**Opticianry** “I serve on the board to help make Opticianry one of the best professions in Florida and I'm loving it!” Harry Rowley, Chair of the Board of Opticianry

**Changed the board's laws and rules exam to a course to save money and to make it more accessible to applicants.**

**Changed the Opticianry exam months from March and September to April and October to permit staff to process the influx of applications more efficiently and relieve stress on the applicants who have had difficulty obtaining their ABO and NCLE scores.**

**Changed the annual report submitted by opticianry apprentices to an affidavit which is submitted at the end of the apprenticeship program in order to save money and staff time.**



**Optometry** “I am extremely proud to serve on a board comprised of extraordinary colleagues and outstanding consumer members. Florida optometric physicians provide quality eye care services to their patients and the Board of Optometry ensures this standard of care is maintained.” Raymond W. Pierie, O.D., Chair of the Board of Optometry

**Robert Easton, O.D., Board of Optometry vice-chairman, was elected to the Board of Directors for the Association of Regulatory Boards of Optometry.**

**Notified all licensees via postcard to utilize the website for up-to-date regulatory information.**

**Administered Optometry Laws and Rules Exam via computer-based testing (CBT).**

**Endorsed the National Board of Examiners in Optometry's TMOD Exam in lieu of DOH administered Certification Exam.**



**Orthotists and Prosthetists** “The Board of Orthotists and Prosthetists continues to enjoy working with the leadership of the department towards protecting the public’s health, safety and welfare. We are fortunate to have a superb group of professionals to help guide us in decisions affecting our applicants and licensees.” Jeff Fredrick, Chair of the Board of Orthotists and Prosthetists

**Notified all licensees via postcard to utilize website for up-to-date regulatory information.**

**Re-formatted the board’s website for a more user-friendly look and better manageability.**



**Osteopathic Medicine** “It has been an honor for me to serve as Chair for the Board of Osteopathic Medicine, and to represent the accomplishments and hard work of the board—to the Governor, to my colleagues, and to the citizens of Florida. During my tenure on the board, we have taken strong action to address critical public safety issues, including telemedicine, office surgery, and medical errors. We have also supported measures to ensure that physician workforce needs are met, helping to alleviate patient access to health care concerns. I am proud of the work the board has done to ensure that the patients of osteopathic physicians in Florida receive the best possible medical care.” Susan Yahia, D.O., Chair of the Board of Osteopathic Medicine

**Dr. Ronald Kaufman was elected to serve on the Federation of State Medical Boards’ Nominating Committee.**

**Ranked number one by the Federation of State Medical Boards in terms of discipline among boards having 2,000–15,000 licensees, and third overall in the nation for 2002.**

**Provided information to students regarding the licensure process, current rules and regulations, the renewal process and other regulatory processes at Nova Southeastern University. This presentation was done in an effort to educate physicians on the regulatory requirements that they will be required to meet once they are licensed in Florida.**

**Presented information to the Directors of Medical Educations for all of the state teaching hospitals in Florida regarding the regulations for physicians-in-training. This presentation was an effort to assist the directors in complying with the state licensure requirements for interns, residents and fellows.**

**Re-formatted the board’s website for a more user-friendly look and better manageability.**

**Developed a rule, in conjunction with the Department of Health’s volunteer services program, which would allow physicians to obtain a certain amount of continuing education when volunteering at specific area of need facilities. The establishment of this rule will be a benefit to physicians, facilities caring for the underserved, and indigent patients.**

**Implemented the use of an automated agenda system. This system allows the board to review meeting materials with the use of a CD and laptop. The implementation of this system has reduced copying errors and increased the quality of materials provided to the board members for review. The benefits of the board convert-**

ing to a paperless agenda system include increased efficiency, timesavings in staff agenda preparation, elimination of duplicate work processes, and improvement in the quality of information provided to the board members.

**Continued Use of “One Person” Committees to review board issues.**

Developed a “committee system” as a means to better utilize time and resources in credentialing applicants for licensure, reviewing continuing education provider programs, and approving school programs. This process improvement reduced processing time by 3 months for individual and school applications. Additionally, continuing education review was reduced by 33 percent, and the content of paper agendas and review time was reduced by 50 percent.

Upheld regulations on appeal that ensure the delivery of existing health care services through telemedicine are done so in a manner that protects Floridians from potential harm and abuse from the provisions of health information and medical treatment received.

Implemented Office Surgery Registration. Improvements in technology and surgical techniques, as well as changes in the health care system, including reimbursement and managed care factors, have resulted in a significant growth in the volume of elective procedures being performed in physician offices. Adverse incidents from office surgery, including deaths and serious disfigurement or impairment, prompted the board to develop a standard of care rule for office surgery. As part of those requirements the board implemented an office surgery registration program for those physicians performing certain types of surgery in their offices.

Instituted an e-mail interested parties list. The interested parties list is used to provide up-to-date information regarding board meetings, rules changes, and important regulatory information. Previously, the information was provided in a “hard-copy” format. The new process drastically reduces staff time in preparing information, saves money and ensures information provided is received in a timely manner.

Appointed PRAES “Wizards” (team leaders) to assist co-workers with the utilization of MQA’s computer system. These “wizards” provide localized assistance, support and instruction to co-workers, ensuring easy access and accurate information regarding the data entry system.



**Pharmacy** “The sole responsibility of the Board of Pharmacy is to protect the public’s health, safety and welfare. It is our duty to license those seeking to enter the profession and make certain they meet minimum legal competency standards necessary to practice the profession. The board disciplines those licensed pharmacists who fail to follow legal and professional standards of practice. Our goal is to facilitate the delivery of quality public health services and ensure the citizens we serve a higher standard of health care.” Rebecca Poston, Chair of the Board of Pharmacy

**Re-formatted the board’s website for a more user-friendly look and better manageability.**

Provided information to students at Florida A&M University and the University of Florida regarding the licensure process and current rules and regulations. This presentation was done in an effort to educate pharmacists on the requirements for becoming a Florida licensed pharmacist and the regulatory requirements they will be required to meet once they are licensed in Florida.

**Implemented a tracking system for all pharmacy-related correspondence. This process allows staff to answer the more detailed requests received from pharmacists regarding pharmacy practice. This has reduced the amount of correspondence placed on the agenda by 50 percent.**

**Reviewed the current schedule for Pharmacy Board meetings and decided to hold Probable Cause Panel meetings via conference call. This process has reduced the board's meeting schedule by one day. The department's cost for the meeting facilities and room rates were reduced as a result of this process.**

**Approved guidelines to allow staff to approve candidates who report minor disciplinary action to sit for the exam rather than wait for board approval. This process reduced the approval process by two months, allowing pharmacists to sit for the exam within 30 days from the date they applied.**

**Adopted a policy to allow pharmacists to complete their 30 hours of continuing education within the biennium instead of 15 per calendar year. This process is more convenient for licensees and reduced the number of requests for extensions to the board.**

**Adopted a policy to allow staff to approve hardship cases for licensees requesting an extension to complete their continuing education requirements. This process reduced the wait time for approval by two months, and reduced the number of requests on the board agenda.**

**Reviewing 64B16 in its entirety. The rules will reflect the current needs of the public to ensure that better safety standards are in place for the protection of the state's citizens. The rules will be easier to follow, allowing professionals to obtain the information they need.**

**Physical Therapy** “Accepting an appointment to the board is ‘Doing the right thing’ for the profession of physical therapy in order to maintain the highest standards for licensure and imposing appropriate discipline as needed to protect the public.” Dr. Martha Clendenin, Chair of the Board of Physical Therapy



Clendenin

**Dr. Martha Clendenin, Chair of the Board, has served for the last two years as a member of the Florida Delegation to the American Physical Therapy Association, House of Delegates. She has also served as a member of the Quality Review Committee, Foreign Credentialing Commission on Physical Therapy (FCCPT) of the FSBPT, for the past three years.**

**Executive Director Kaye Howerton served as Chair of the Nominating Committee of the Federation of State Boards of Physical Therapy (FSBPT), and also served on the Customer Survey Committee for FSBPT.**

**Steve Forbush, board member, and Executive Director Kaye Howerton attended FSBPT's annual meeting in Chicago to stay abreast of licensure, regulation and enforcement issues regarding the practice of physical therapy.**

**The Florida Physical Therapy Association continued to have a liaison in attendance at the quarterly Board of Physical Therapy Practice meetings to foster strong communication regarding physical therapy.**

**Developed an exam on the Florida laws and rules for initial licensure by examination and endorsement application.**

**Held monthly meetings with all supervisors, as well as quarterly meetings with the program administrator and board staff, to discuss and develop improved business processes.**

**Developed a television campaign spot on unlicensed activity to educate and protect Florida consumers against unlicensed activity.**

**Revised and updated all generated license system letters to applicants to be more customer-friendly and informative.**

**Developed online exam registration to facilitate and expedite licensure.**

**Re-formatted the board's website for a more user-friendly look and better manageability.**

**Provided team building and management workshops for staff.**

**Acknowledged staff at monthly unit meetings who were recognized personally by satisfied customers.**

**Amended rules in order to strengthen the licensure requirements for foreign-trained applicants, including: must demonstrate English language skills through successful completion of tests on both verbal and written English; increased the number of general education credits from 25 to a minimum of 60 and a minimum of 75 professional education credits for licensure; raised the education standards for U.S. approved physical therapy programs from a bachelor's degree to a master's degree.**



**Streamlined the renewal process by implementing e-renewals.**

**Revised the telephone menu system.**

**Received the Gold Medal Award at the MQA Quality Showcase.**

**Physician Assistants** “As a member of the Board of Medicine and as Chairman of the Council on Physician Assistants, I am very proud to be a part of setting the standards of health care for the citizens of this state. Together, our commitment to quality health care, by promoting and protecting the health and safety of all people in Florida, we are valued by those we serve and our partners as the leading public health organization in the nation.”

Rafael Miguel, M.D., Chair of the Council on Physician Assistants

**Re-formatted the council's website for a more user-friendly look and better manageability.**

**Podiatric Medicine** “We each feel a strong sense of pride and responsibility knowing we are the guardians of Florida's health care. We believe that we contribute significantly to the quality of medical care directly through the actions of the board as it reviews practices and practitioners.” Beth S. Pearce DPM, Chair of the Board of Podiatric Medicine

**Notified all licensees via postcard to utilize the website for up-to-date regulatory information.**



**Psychology** “Serving as chair of the Board of Psychology has allowed me to set a tone of compassion, impartiality, and flexibility in leadership to promote the highest respect and regard for both the consumer and the profession I represent” Dr. Jenkins-Hall, Chair of the Board of Psychology

**Dr. Herbert Goldstein won the American Psychological Association 1st Education Advocacy Award. He was responsible for the acquisition of federal grants totaling between \$6–8 million for a graduate psychology education to assist the underprivileged and underserved population across the United States.**

**Dr. Amy Swan, board member, and Executive Director Kaye Howerton attended the Association of State and Provincial Psychology Boards (ASPPB) annual meeting to become more informed of national issues affecting the practice of psychology, licensure and enforcement issues.**

**Held monthly meetings with all supervisors, as well as quarterly meetings with the program administrator and board staff, to discuss and develop improved business processes.**

**Re-formatted the board’s website for a more user-friendly look and better manageability.**

**Provided application information to interns of the psychology program at Florida State University.**

**Revised and updated all generated license system letters to applicants to be more customer-friendly and informative.**

**Analyzed the complaints filed against licensed psychologists in Florida. Since a large number of the complaints were filed against psychologists involved in custody evaluations, the board focused on assisting psychologists by developing best practice guidelines in preparation for child custody evaluations.**

**Initiated additional educational requirements for psychologists who are designated as juvenile sexual offender therapists or evaluators.**

**Presented laws and rules workshop to the Florida Psychological Association.**

**Provided team building and management workshops for staff.**

**Received the Gold Medal Award at the MQA Quality Showcase.**

**Acknowledged staff at monthly unit meetings who were recognized personally by satisfied customers.**

**Streamlined licensing process by allowing application processors to license applicants.**

**Implemented a quality assurance process to verify completion of application file.**





Grassi

**Respiratory Care** “We are here to focus on prohibiting the delivery of respiratory care services by persons who are determined to possess less than minimum competencies or who present a danger to the public.” Michele Grassi, Chair of the Board of Respiratory Care

**Michele Grassi, Chair of the Board of Respiratory Care, attended the National Board of Respiratory Care annual meeting in Kansas City, Missouri to stay abreast of licensure, regulation and enforcement issues regarding the practice of respiratory care.**

**The Florida Society of Respiratory Therapy continues to have a liaison in attendance at the quarterly Board of Respiratory Care meetings to foster strong communication regarding respiratory care.**

**Held monthly meetings with all supervisors, as well as quarterly meetings with the program administrator and board staff, to discuss and develop improved business processes.**

**Increased the home study continuing education hours making it easier and less costly to the licensees.**

**Provided guidelines for home study that were requested by the CE providers.**

**Increased the biennium active and delinquent renewal licensure fees and the continuing education provider application fees to strengthen the profession's operations.**

**Revised and updated all generated license system letters to applicants to be more customer-friendly and informative.**

**Developed an online exam registration to facilitate and expedite licensure.**

**Provided licensure and exam updates to respiratory therapy schools.**

**Revised the telephone menu system.**

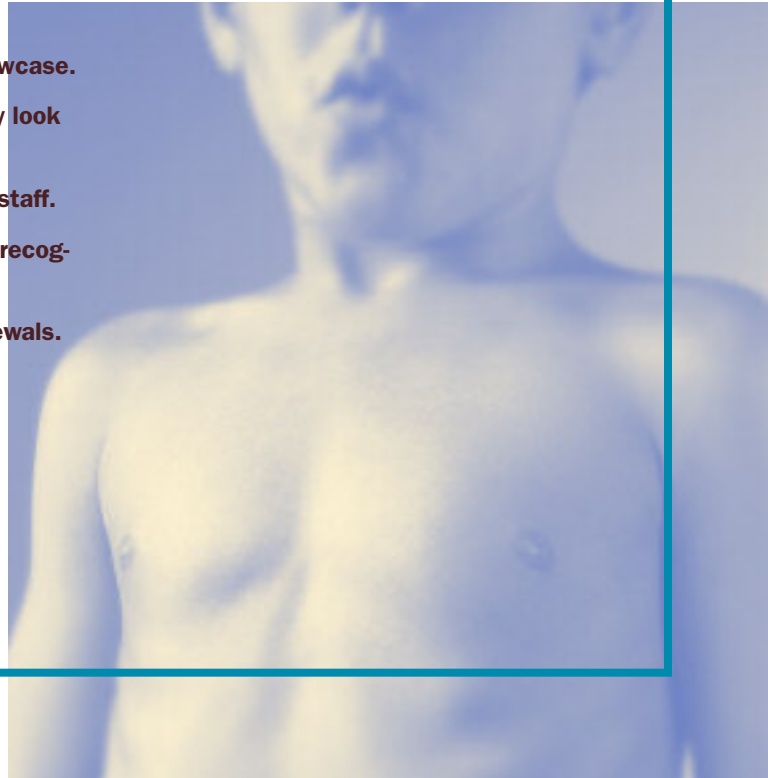
**Received the Gold Medal Award at the MQA Quality Showcase.**

**Re-formatted the board's website for a more user-friendly look and better manageability.**

**Provided team building and management workshops for staff.**

**Acknowledged staff at monthly unit meetings who were recognized personally by satisfied customers.**

**Streamlined the renewal process by implementing e-renewals.**



## School Psychology

**Mapped a strategy with staff to accomplish amending and drafting rules.**

**Initiated a procedure with testing services to determine validity and reliability of the national school psychology examination.**

**Held monthly meetings with all supervisors, as well as quarterly meetings with the program administrator and board staff, to discuss and develop improved business processes.**

**Re-formatted the board's website for a more user-friendly look and better manageability.**

**Revised and updated all generated license system letters to applicants to be more customer-friendly and informative.**

**Revised all rules, informed state association, and updated website with this information.**

**Provided team building and management workshops for staff.**

**Acknowledged staff at monthly unit meetings who were recognized personally by satisfied customers.**

**Streamlined licensing process by allowing application processor to license applicants.**

**Finalized disciplinary and citation rules to assist the enforcement unit with processing complaints.**

**Received the Gold Medal Award at the MQA Quality Showcase.**

## Speech-Language Pathology and Audiology

“Being on the Board of Speech-Language Pathology and Audiology has disclosed a new facet in my professional growth. The responsibility of interpreting the law to protect the rights of the consumer and, at the same time, interpreting and writing new laws and rules to provide professionals with a viable means to practice the professions is an energizing task. It is only with the support received from the state office that any of this is possible. They make it a pleasure to serve on the board.” Carole Goldsmith, Chair of the Board of Speech-Language Pathology and Audiology

**Continued with the unlicensed activity awareness campaign. This year, the board focused on awareness among state agencies of the requirements for licensure as a speech language pathologist or an audiologist.**

**Re-formatted the board's website for a more user-friendly look and better manageability.**

**Instituted a workgroup to review the practice of audiology assistants. This workgroup analyzed the regulations currently in effect for audiology assistants and the needs for modification based on patient need and safety. This group provided recommendations to the board that were approved for rule development, thereby improving patient access to care while maintaining high safety standards.**

**Instituted an e-mail interested parties list. The interested parties list is used to provide up-to-date information regarding board meetings, rules changes, and important regulatory information. Previously the information was provided in a “hard-copy” format. The new process drastically reduces staff time in preparing information, saves**

money and ensures information provided is received in a timely manner.

Appointed PRAES “Wizards” (team leaders) to assist co-workers with the utilization of MQA’s computer system. These “wizards” provide localized assistance, support and instruction to co-workers, ensuring easy access and accurate information regarding the data entry system.

Continued Use of “One Person” Committees to review board issues.

Developed a “committee system” as a means to better utilize time and resources in credentialing applicants for licensure, reviewing continuing education provider programs, and approving school programs. This process improvement reduced processing time by 3 months for individual and school applications. Additionally, continuing education review was reduced by 33 percent, and the content of paper agendas and review time was reduced by 50 percent.

# The Division of Medical Quality Assurance

## Strategic Planning

### Enforcement

Expanded the Unlicensed Activity program by opening of the Tampa Bay Area Office and training additional investigators.

### Prosecution Services Unit

Researched an electronic computerized program for entering work authorizations and query reports, and for producing spreadsheets.

### Consumer Services Unit

Expanded monthly, quarterly and annual management reports.

### Investigation Services Unit

Expanded weekly case management reports to field offices.

### Licensure Services

Improved renewal process, allowing release of renewal applications 120 days prior to expiration.

### Testing Services

Recruited over 150 new examiners/consultants.

## Customer & Market Focus

### Licensure Services

Implemented delinquent practitioner notification program.

Profiled and published on the web information about Advanced Registered Nurse Practitioners.

Imaged more than 300 boxes of nursing files, resulting in more than two million images stored on MQA's licensed practitioner imaging system.

Improved practitioner usage of the online renewal system from 20 percent to 34 percent and improved the percentage of practitioners renewing timely from 80 percent to 82 percent. Developed and fully implemented online licensed practitioner imaging system, and customer renewal surveys for renewal services offered to our internal customer and for renewal services. Improved renewal communications with board offices and professional associations.

Expanded online services, offering practitioners the convenience of using online services to renew their licenses, change their address, and update their profile information. Developed and released a Licensure Services Information Booklet.

### **Testing Services**

Successfully administered the Dental Licensure exam simultaneously at two sites.

Reduced the average time to release grades from 35 days to 14 days.

Implemented an on-line score reporting system, and increased the number of computer-based exams.

### **System Development Services**

Established a web address, providing our customers direct access to our most requested services.

### **Prosecution Services Unit**

Eliminated huge backlog of cases; working almost entirely with current caseload.

Worked to improve the quality of experts in our area.

Instituted Ombudsman for PSU.

### **Consumer Services Unit**

Implemented secure on-line reporting of discipline taken by hospitals, HMOs and ambulatory surgical centers.

Provided images of Disciplinary Final Orders to be included as link on on-line practitioner discipline report, providing direct public access to order.

### **Investigation Services Unit**

Participated in MQA's first annual Quality Showcase with an exhibit featuring the Enforcement Program.

Participated on a Customer Satisfaction Team to devise a new customer satisfaction survey.

## **Information & Analysis**

### **Testing Services**

Completed an optometry laws and rules task analysis, and a significant update of psychology laws and rules examination.

Completed certification process for seven national examinations.

### **Prosecution Services Unit**

Completed monthly production reports from the Business Center and the Expert Witness office.

### **Consumer Services Unit**

Received 31,225 complaints.

Achieved 97.5-percent compliance with internal timeframe of completing analysis within 10 days from receipt of complaint.

### **Investigation Services Unit**

Dedicated staff in three field offices to work full time on unlicensed activity cases.

Established a committee to review and provide input to proposed changes to inspection forms, and conducted quality assurance field office inspections.

## Human Resource Focus

### **Bureau of Management Services**

Established three employee satisfaction quality improvement teams to improve processes for employee recognition, staff development and communication within the Bureau of Management Services.

### **Enforcement**

Completed annual training of investigators in association with the USF School of Medicine.

### **Prosecution Services Unit**

Won Osteopath Team's Davis Productivity Award (Increase in Revenue for Osteopathic Medicine).

Won Davis Productivity Award—Dentistry Team.

Worked to develop and implement a new PSU Employee training; worked to develop and implement a plan for applying Sterling Criteria within PSU.

### **Consumer Services Unit**

Won Davis Productivity Awards—Final Order Process Action Team, Management of Nursing Home and ALF Incident Reports and On-line Hospital Discipline Reporting.

Held First Annual Complaint Services Unit Retreat.

### **Investigation Services Unit**

Conducted two Basic Investigator trainings, an annual Investigator training in conjunction with the USF School of Medicine, and an annual inspector training.

Participated on the MQA Awards Recognition Team to develop the MQA Awards policy and procedure and to rate the subsequent nominations.

Maintained lowest turnover of staff in several years.

## Process Management

### **Bureau of Management Services**

Developed and implemented a policy and procedure for use of collection agencies to recoup outstanding fines/costs and fees for goods/services owed to the Division of Medical Quality Assurance.

Collected \$46,454.06 across all professions—February 2003 (implementation) to end of fiscal year.

Developed an automated system in conjunction with the Division of Information Technology to track requests for copies of applications, laws and rules.

Implemented on-line ordering of licensure certifications for health care practitioners, to include an e-commerce component allowing payment by credit card.

Received and processed 13,168 requests for licensure certification through regular mail and 510 on-line from March 2003–June 30, 2003.

### **Enforcement**

Achieved an all-time high completion of inspections for fiscal year. Won Davis Productivity Awards for two investigative field offices for high productivity.

### **Prosecution Services Unit**

Completed reorganization of PSU along process lines.

Continued researching and implementing innovative ideas for speedier processing of expert witness cases.

### **Consumer Services Unit**

Average days to close complaints as not legally sufficient as of June 30, 2003 was 9.4 days. Average days to refer legally sufficient complaints for investigation as of June 30, 2003 was 4.1 days.

### **System Development Services**

Merged the division's technical initiatives together to form a single point of contact for customers.

## **Business Results**

### **Bureau of Management Services**

Processed 21,497 requests for copies of public records.

Filed 3,426 documents and indexed 1,512 during the fiscal year. Processed 3,899 requests for non-licensure certification.

Communication Services Unit responded to 380,113 telephone inquiries regarding licensure requirements.

Analyzed and reported 1,051 final disciplinary actions taken against health care practitioners to the Federal Healthcare Integrity Databank.

### **Prosecution Services Unit**

Achieved 3-day turnaround time for processing all invoices.

Reduced DOAH expenses while increasing DOAH cases.

### **Consumer Services Unit**

Analyzed 30,439 complaints.

Completed 652 desk investigations.

Resolved 346 complaints by Citation. Resolved 38 complaints by Notice of Non-Compliance.

### **Investigation Services Unit**

Conducted 16,907 inspections of pharmacies, dental labs, electrolysis and massage establishments, and dispensing practitioners.

Davis Productivity Awards received by 19 employees in unit.

Conducted 5,850 field investigations. 99.5-percent compliant statewide with the internal timeframe of completing investigations within 90 days.

### **Testing Services**

Successfully defended against all exam challenges.

