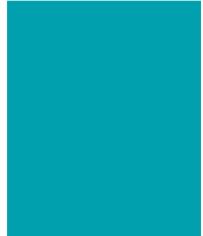


Florida Department of Health  
**Division of Medical Quality Assurance Strategic Plan**  
**2016-2020**



**Ron DeSantis**  
GOVERNOR



**Scott A. Rivkees, MD**  
STATE SURGEON GENERAL

**Version 5.0**

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**Produced by:**

**Florida Department of Health**

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# Executive Summary

The Florida Department of Health (Department or Agency) conducted a strategic planning process during the summer of 2015 to define the direction of the Agency for consumers, employees, administrators, and legislators for the next five years. The Agency Strategic Plan positions the Department to operate as a sustainable integrated public health system under the current economic environment and to provide our residents and visitors with high quality public health services. This is a living document that its contributors will evaluate and update regularly to address new challenges posed by the changing environment of public health in Florida.

After executive leadership approved the Agency Strategic Plan strategic priorities, goals, and objectives, each objective was assigned to a division to implement and monitor. The Division of Medical Quality Assurance (MQA) created its strategic plan that contains the objectives from the Agency Strategic Plan plus other goals, strategies, and objectives that emerged as supporting the Department's strategic priorities from their environmental scan and SWOT analysis.

MQA approached the strategic planning process with a few guiding principles in mind:

- Preserving the health, safety, and welfare of the public.
- Identifying barriers to health care licensure.
- Facilitating efficient and cost-effective regulation.
- Creating a veteran-friendly regulatory licensure environment.

## **Mission – Why do we exist?**

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

## **Vision – What do we want to achieve?**

To be the Healthiest State in the Nation.

## **Values – What do we use to achieve our mission and vision?**

**I**nnovation: We search for creative solutions and manage resources wisely.

**C**ollaboration: We use teamwork to achieve common goals & solve problems.

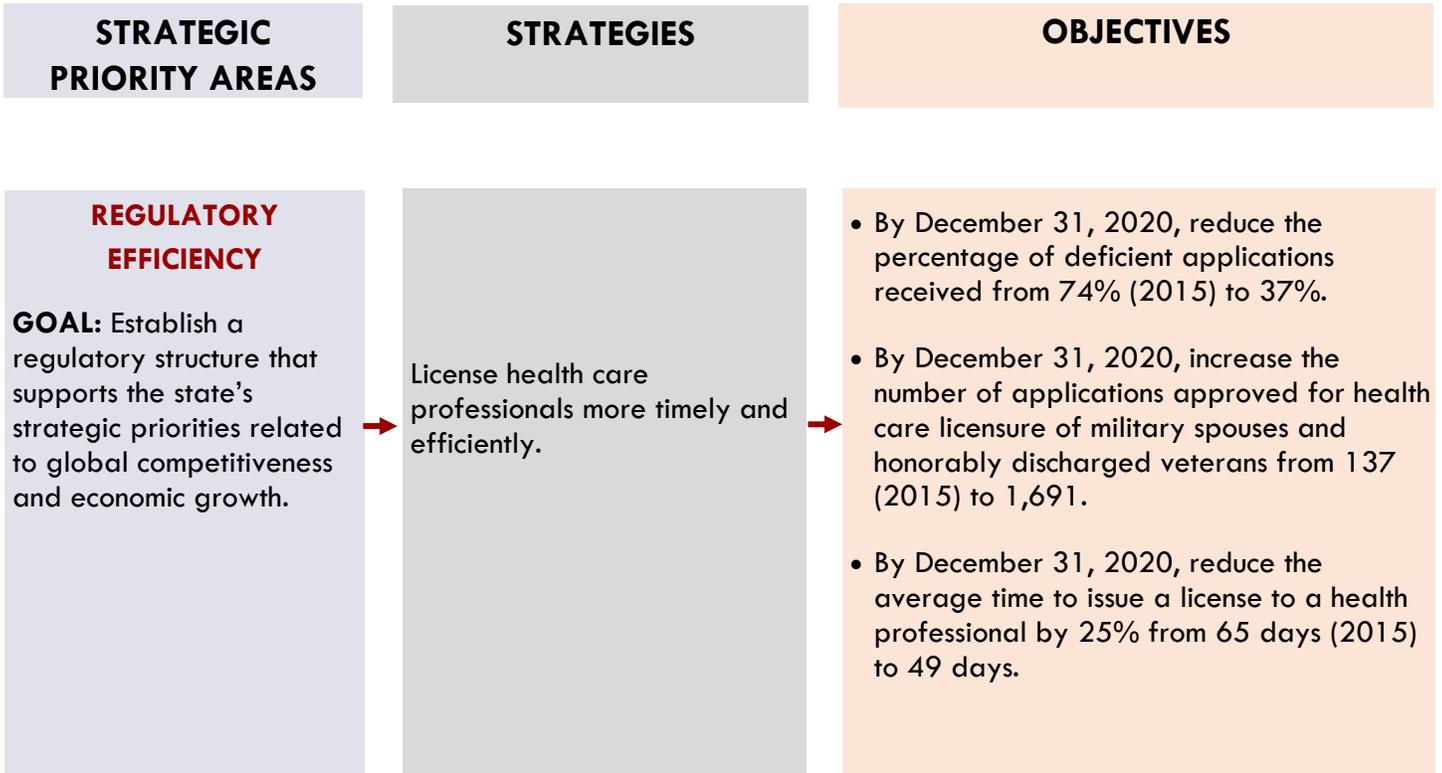
**A**ccountability: We perform with integrity & respect.

**R**esponsiveness: We achieve our mission by serving our customers & engaging our partners.

**E**xcellence: We promote quality outcomes through learning & continuous performance improvement.

MQA is dedicated to the mission, vision, and values of the Department. Working in conjunction with 22 boards and four councils, we established the strategic priorities set forth in this plan beginning January 2016 through December 2020 and continue to work diligently to accomplish these goals to further contribute to the Department's vision to be the healthiest state in the nation.

# STRATEGY MAP



NOTE: Priority 1, Health Equity, Priority 2, Long, Healthy Life, Priority 3, Readiness for Emerging Health Threats and Priority 4, Effective Agency Processes are not applicable.

# Strategic Priorities

**Priority 1: Health Equity**

**Priority 2: Long, Healthy Life**

**Priority 3: Readiness for Emerging Health Threats**

**Priority 4: Effective Agency Processes**

**Priority 5: Regulatory Efficiency**

Goal 5.1: Establish a regulatory structure that supports the state’s strategic priorities related to global competitiveness and economic growth.

Strategy	Objective
 <p>5.1.2 License health care professionals more timely and efficiently.</p>	<p>A. By December 31, 2020, reduce the percentage of deficient applications received from 74% (2015) to 37%.</p> <p><b>Lead: Division of Medical Quality Assurance</b></p>
	<p>B. By December 31, 2020, increase the number of applications approved for health care licensure of military spouses and honorably discharged veterans from 137 (2015) to 1,691.</p> <p><b>Lead: Division of Medical Quality Assurance</b></p>
	<p>C. By December 31, 2020, reduce the average time to issue a license to a health professional by 25% from 65 days (2015) to 49 days.</p> <p><b>Lead: Division of Medical Quality Assurance</b></p>

# Appendix A

## Division of Medical Quality Assurance (MQA) 2019 Strategic Planning Participants

The following list features all attendees of the division's strategic planning process meetings, including the MQA Annual Strategic Planning Managers meeting held on October 10, 2019. MQA staff completed a live strengths, weaknesses, opportunities, and threats (SWOT) activity on June 14, 2019, and an analysis report was completed in July 2019. Board members and professional associations completed a survey in July 2019. The results were included in the 2019 Board/Council Long-Range Planning survey report and later presented at the Board Chairs/Vice Chairs Annual Long-Range Planning meeting held on October 18, 2019.

### **MQA Executive Leadership**

Cassandra G. Pasley, BSN, JD  
Director, Division of Medical  
Quality Assurance

Lola Pouncey  
Chief, Bureau of Operations

Jennifer Wenhold, MSW  
Chief, Bureau of Health Care  
Practitioner Regulation

Mark Whitten  
Chief, Bureau of Enforcement

### **DOH Executive Leadership**

Scott A. Rivkees, MD  
Surgeon General and Secretary

Louise St. Laurent  
General Counsel

Michele Tallent  
Deputy Secretary for Operations

Shamarial Roberson  
Deputy Secretary for Health

### **MQA Management**

Brittain Keen  
Operations and Management  
Consultant II

Sylvia Sanders  
Operations and Management  
Consultant II

Melinda Simmons  
Senior Health Budget Analyst A

Gwendolyn Bailey  
Operations and Management  
Consultant Manager

Tamara Garland  
Senior Management Analyst  
Supervisor

Denise Simpson, MPA  
Senior Management Analyst  
Supervisor

Cynthia Boland  
Operations and Management  
Consultant Manager

Logan Zimmerman  
IT Business Consultant Manager

Anthony Jusevitch  
Investigation Manager

Matthew Knispel  
Assistant Chief of Investigative  
Services

Keith Humphrey  
Section Manager

Eliana Swanson  
Field Operations Manager

Chris Veal  
Manager, MQA Applications,  
Information Technology

Janet Hartman  
Executive Director, Athletic  
Training, Hearing Aid Specialists,  
Clinical Social Work, Marriage and  
Family Therapy, and Mental Health  
Counseling, Opticianry, Orthotists

and Prosthetists, Podiatric  
Medicine

Joe Baker, Jr.  
Executive Director, Board of  
Nursing

Vacant  
Executive Director, Boards of  
Pharmacy and Dentistry

Kama Monroe, JD  
Executive Director, Boards of  
Osteopathic Medicine, Speech-  
Language Pathology and  
Audiology, Massage Therapy,  
Acupuncture, and the Council of  
Licensed Midwifery

Allen Hall  
Executive Director, Boards of  
Occupational Therapy, Physical  
Therapy, Psychology, School  
Psychology, Respiratory Care, and  
Councils of Dietetics and Nutrition  
and Electrolysis

Anthony B. Spivey, DBA  
Executive Director, Boards of  
Chiropractic Medicine, Clinical  
Laboratory Personnel, Nursing  
Home Administrators, Optometry,  
Emergency Medical Technicians  
and Paramedics, Radiologic  
Technology, and Medical  
Physicists

Claudia Kemp, JD  
Executive Director, Board of  
Medicine and Council on Physician  
Assistants

### **Program Staff**

Caroline Roth  
Consumer/Investigative Services  
Administrator

Sidronio Casas  
Government Analyst I

William Spooner  
Operations & Management  
Consultant Manager

Brad Dalton  
Deputy Press Secretary

Andrew Love  
Legislative Planning Director

### **Prosecution Services Staff**

John Wilson  
Deputy General Counsel

Allison Dudley  
Assistant General Counsel

Chad Dunn  
Senior Attorney

Kristen Summers,  
Senior Attorney

Matthew G. Witters  
Senior Attorney

### **Board Legal Counsel**

Ed Tellechea  
Chief Assistant Attorney General

David Flynn  
Senior Assistant Attorney General

Donna McNulty  
Senior Assistant Attorney General

### **Board and Council Members**

Hector Vila, M.D.  
Chair, Anesthesiology Assistant  
Joint Committee

Kathy Veon, AP, DOM  
Chair, Board of Acupuncture

Rodney Dunetz, DAOM, AP,  
Dipl.Ac.  
Vice-Chair, Board of Acupuncture

Billy J. "Bo" McDougal, ATC, LAT  
Vice-Chair, Board of Athletic  
Training

Kevin Fogarty, D.C., F.I.C.A. (hon)  
Board of Chiropractic Medicine

Danita Heagy, D.C.  
Chair, Board of Chiropractic  
Medicine

Carleen P. Van Siclen, MS, MLS  
(ASCP)  
Chair, Board of Clinical Laboratory  
Personnel

Linda Valdes, MS, MT(ASCP)  
Vice-Chair, Board of Clinical  
Laboratory Personnel

Lisa Bolhouse, LCSW  
Chair, Board of Clinical Social  
Work, Marriage & Family Therapy,  
and Mental Health Counseling

T.J. Tejera, D.M.D., M.D.  
Chair, Board of Dentistry

Naved Fatmi, D.M.D.  
Vice-Chair, Board of Dentistry

Leanne E. Polhill, H.A.S.  
Chair, Board of Hearing Aid  
Specialists

Randy Ellsworth, H.A.S.  
Vice-Chair, Board of Hearing Aid  
Specialists

Robyn Dohn Havard  
Chair, Board of Massage Therapy

Julie Hunt, D.C  
Vice Chair, Board of Chiropractic  
Medicine

Victoria Drago, LMT  
Vice-Chair, Board of Massage  
Therapy

Jorge Lopez, M.D.  
Chair, Board of Medicine

Steven Rosenberg, M.D.  
Vice-Chair, Board of Medicine

Jody Bryant Newman, EdD, EdS  
Chair, Board of Nursing

Diana Forst, BA, RN  
Vice-Chair, Board of Nursing

Henry Gerrity, III, NHA  
Chair, Board of Nursing Home  
Administrators

Scott Lipman, MHSA, NHA  
Vice-Chair, Board of Nursing Home  
Administrators

Christine Hankerson, MSN, MS/P,  
Ph.D., RN  
Board Member, Board of Nursing  
Home Administrators

Michael Helmer, BA  
Board Member, Board of Nursing  
Home Administrators

James F. Spafford, MBA  
Chair, Board of Occupational  
Therapy Practice

Tamkea German, OT  
Board Member, Board of  
Occupational Therapy Practice

Byron D. Shannon  
Chair, Board of Opticianry

John B. Girdler III  
Vice-Chair, Board of Opticianry

Stuart Kaplan, O.D.  
Chair, Board of Optometry

Carl Spear, O.D.  
Vice-Chair, Board of Optometry

Brett Saunders, CPO, FAAOP  
Chair, Board of Orthotists and  
Prosthetists

Wayne R. Rosen, CPO, CPED,  
FAAOP  
Vice-Chair, Board of Orthotists and  
Prosthetists

Sandra Schwemmer, D.O.,  
FACOEP-D, FACEP, FAAOE,  
LHRM  
Chair, Board of Osteopathic  
Medicine

Jeenu Philip, BPharm  
Chair, Board of Pharmacy

Jeffrey J. Mesaros, PharmD, J.D.  
Vice-Chair, Board of Pharmacy

Kay Tasso, PT, PhD, PCS  
Chair, Board of Physical Therapy  
Practice

Joseph Sindone, D.P.M.  
Chair, Board of Podiatric Medicine

Joseph Strickland, D.P.M.  
Vice-Chair, Board of Podiatric  
Medicine

Mark S. Block, D.P.M.  
Board Member, Board of Podiatric  
Medicine

Randi Mackintosh, Psy.D.  
Board Member, Board of  
Psychology

Roberto Garcia, RRT  
Chair, Board of Respiratory Care  
Ronald E. Mitchell, CRT  
Vice-Chair, Board of Respiratory  
Care

Peter Johnson, Ph.D.  
Chair, Board of Speech-Language  
Pathology and Audiology

Frederick Rahe, Au.D.  
Vice-Chair, Board of Speech-  
Language Pathology and  
Audiology

Sergio Guerreiro, AU.D.  
Board Member, Board of Speech-  
Language Pathology and  
Audiology

Melissa Conord-Morrow, LM & RN  
Chair, Council of Licensed  
Midwifery

Susan (Robyn) Mattox, LM  
Vi  
ce-Chair, Council of Licensed  
Midwifery

Jamie Buller, LCSW  
Vice Chair, Board of Clinical Social  
Work, Marriage & Family Therapy,  
and Mental Health Counseling

Christopher Brooks, LMT  
Chair, Board of Massage Therapy

Sharon Phillips, LMT, AP, DOM  
Vice Chair, Board of Massage  
Therapy

Kathryn Whitson, MSN, RN  
Chair, Board of Nursing

Paul Wilford  
Vice Chair, Board of Opticianry

John B. Girdler III  
Chair, Board of Opticianry

Chris King, O.D.  
Vice-Chair, Board of Optometry  
Jonathan Hickman, PharmD  
Board of Pharmacy

Rosanna Bermejo, EO  
Council Member, Florida  
Electrolysis Council

Dayne Alonso, P.A.  
Vice Chair, Physician Assistants  
Council

Stephanie Petrosky, MHA, RD,  
LDN, FAND  
Chair, Dietetics/Nutrition Practice  
Council

Carol Elliott, RDN, LDN, FAND  
Vice-Chair, Dietetics/Nutrition  
Practice Council

Jolynn M. Greenhalgh, DNP,  
ARNP  
Chair, Florida Electrolysis Council

Joel Rose, D.O.  
Chair, Physician Assistants Council

### **Association and Community Representatives**

Larry Barlow, PhD, LMFT  
Executive Director, Florida  
Association for Marriage and  
Family Therapy

Liz Brady  
Chief, Multistate Antitrust  
Enforcement, Office of Attorney  
General

Janet DuBois, APRN  
President, Florida Nurse  
Practitioner Network

William Hightower  
Director of Governmental  
Relations, Florida Osteopathic  
Medical Association

Karin Kazimi  
Project Director, Florida Healthcare  
Workforce Initiative

Jo Anne Koch Owens  
Government Affairs  
Representative, Florida Society for  
Clinical Laboratory Science

Alisa LaPolt  
Lobbyist, Florida Nurses  
Association

Marcia Mann  
State Contract Manager, CE  
Broker

Mandy O'Callaghan  
Attorney, Florida Senate

Christine Stapell, MS, RD, LDN  
Executive Director, Florida  
Academy of Nutrition and Dietetics

Casey Stoutemire  
Lobbyist, Florida Dental Association

Glenn Thomas  
Attorney, Lewis, Longman and  
Walker, PA

Mary Thomas, Esq.  
Assistant General Counsel, Florida  
Medical Association

Dennis Willerth  
Executive Director, Florida Society  
for Respiratory Care

Lynn Thames  
Dean of Oriental Medicine, Florida  
College of Integrative Medicine

Bob MacDonald  
Executive Director, PDMP  
Foundation, Inc.

Carolyn Stimel, PhD, ABPP  
Florida Psychological Association

Lee Ann Griffin  
Director of Quality and Regulatory  
Services, Florida Health Care  
Association

Kay Ferguson  
American Medical Technologists,  
Florida Chapter

Leslie Dughi  
Director of Government Law and  
Policy, Greenberg Traurig, LLP

Corinne Mixon  
Lobbyist, Mixon and Associates

Ashley Kalifeh  
Attorney, Capital City Consulting

Joy Ryan  
Regulatory Attorney, Meenan P.A.

Shannon Large, DNP, APRN,  
ANP-BC, CARN-AP  
CEO, Intervention Project for  
Nurses

Myrtle Greene, LMHC, CAP,  
ICADC  
COO, Intervention Project for  
Nurses

Mary Lou Brunell, MSN, RN  
Executive Director, Florida Center  
for Nursing

Dr. Andrea (Uitti) Bresnahan  
Associate Director, Florida Center  
for Nursing

Janice “Jan” Adams, DNP, MPA,  
RN, President, Florida Nurses  
Association

# Appendix B

## Planning Summary

The MQA management team, made up of the division director, bureau chiefs, and other key staff, oversaw the development of this strategic plan. MQA conducted many in-depth discussions to develop a strategic plan that promoted MQA's dedication to making Florida the healthiest state to live, work, practice, and retire. Prior to its first strategic planning meeting, a SWOT analysis was sent to MQA executive management and employees. The results (Appendix C) were analyzed to determine similarities and differences. Deficiencies were identified and addressed during a strategic planning retreat in which MQA management met with the division's Strategic Planning Unit to discuss best practices and solutions.

Another SWOT was developed and designed for MQA's executive management and board members to determine if the division's strategies and mission aligned with those of its health care boards. The division director presented the results of the survey at the Annual Board Chairs/Vice Chairs Long-range Planning meeting to executive management and board members. Meeting attendees took part in a facilitated discussion that included information management, communications, programs and services, budget (financial sustainability), and workforce development. Additionally, leadership staff conducted an environmental scan of the agency (sources listed in Appendix E). The scan results were reviewed, and the progress of the current Department of Health Strategic Plan was analyzed to formulate additional strategies and objectives for each priority area. The revised proposal was then routed back to executive leadership for comments and approval.

The following is the strategic plan schedule of meetings:

DATE	MEETING TOPIC	ATTENDEES
06/30/15	SWOT sent out to MQA management and employees	MQA management and employees
07/15/15	MQA Employee and management SWOT result analysis	Strategic Planning Services Team
07/23/15	Strategic Planning Retreat: discussed MQA's strategic focus aligned with DOH's strategic plan	Executive Management Team
07/24/15	Strategic plan draft development for five years	Executive Management Team, Strategic Planning Services Team
07/24/15	Strength, weaknesses, opportunities, and threats (SWOT) analysis. Developed SWOT surveys.	Executive Management Team, Strategic Planning Services Team
08/12/15	SWOT survey sent out to MQA management and board members	Executive Management Team, MQA Management, Strategic Planning Services Team, External Partners
09/02/15	External SWOT survey results analysis.	Strategic Planning Services Team
09/23/15	2 <sup>nd</sup> Annual Healthiest Weight Liaison meeting	Executive Management Team, MQA Management, Strategic Planning Services Team, External Partners
09/24/15	Annual Board Chairs/ Vice Chairs Long-range Planning Meeting	See Appendix A
09/30/15	EMT Strategic Plan Development	Executive Management Team, MQA Management, Strategic Planning Services Team
11/12/15	Discussed new strategic plan format and assigned strategy managers	Executive Management Team, MQA Management, Strategic Planning Services Team
11/17/15	MQA Strategic Plan 2016-2018 Version 1.0 aligned with DOH Strategic Plan 2016-2018	Executive Management Team, MQA Management, Strategic Planning

		Services Team
02/09/16	Manager presentation about educating employees on DOH and MQA Strategic Plan 2016-2018	Executive Management Team, MQA Management,
04/27/16	MQA Strategic Plan 2016-2018 Version 1.1 <i>Updates with aligning action plans with DOH's Strategic Plan 2016-18 version 1.2</i>	Executive Management Team, Strategic Planning Services Team
05/19/16	Long-range Planning Survey sent to board/council members	Executive Management Team, Strategic Planning Services Team
05/16/16	MQA Strategic Plan 2016-2018 Version 1.2 <i>Updates with aligning action plans with DOH's Strategic Plan 2016-18 version 1.5</i>	Executive Management Team, Strategic Planning Services Team
05/25/16	MQA Strategic Plan 2016-2018 Version 1.3 <i>Change our main objectives for Goal 5.1 back to what they were originally</i>	Executive Management Team, Strategic Planning Services Team
06/24/16	MQA Strategic Plan 2016-2018 Version 1.4	Executive Management Team, Strategic Planning Services Team
06/30/16	MQA Employee SWOT survey	Executive Management Team, Strategic Planning Services Team
07/14/16	MQA Manager's SWOT survey	Executive Management Team, Strategic Planning Services Team
08/18/16	Managers' Strategic Planning Retreat: discussed MQA's strategic focus aligned with DOH's strategic plan	Executive Management Team, MQA Management, Strategic Planning Services Team
09/08/16	SWOT survey results sent out to MQA management and board members	Executive Management Team, MQA Management, Strategic Planning Services Team, External Partners
09/27/16	3 <sup>rd</sup> Annual Healthiest Weight Liaison meeting	Executive Management Team, MQA Management, Strategic Planning Services Team, External Partners
09/27/16	Budget Liaisons Training and Information meeting	Executive Management Team, Executive Directors, Strategic Planning Services Team, External Partners
09/28/16	Annual Board Chairs/ Vice Chairs Long-range Planning Meeting	See Appendix A
10/07/16	Long-range Planning Survey Report	Executive Management Team, MQA Management, Strategic Planning Services Team, External Partners
12/20/16	MQA Strategic Plan 2016-2018 Version 1.5	Executive Management Team
03/14/17	Strength, weaknesses, opportunities, and threats (SWOT) analysis. Developed SWOT surveys.	Executive Management Team Strategic Planning Services Team
05/10/17	SWOT sent out to MQA management and employees	MQA management and employees
06/08/17	MQA Employee and management SWOT result analysis	Strategic Planning Services Team
08/18/17	Managers' Strategic Planning Retreat: discussed MQA's strategic focus aligned with DOH's strategic plan	Executive Management Team, MQA Management, Strategic Planning Services Team
10/16/17	SWOT survey sent out to board/council members and professional associations	Executive Management Team, MQA Management, Strategic Planning Services Team, External Partners
11/21/17	External SWOT survey results analysis	Lola Pouncey Strategic Planning Services Team
09/30/17	EMT Strategic Plan Development	Executive Management Team, MQA Management, Strategic Planning Services Team
02/20/18	Draft 2018 Strategic Plan Development	Executive Management Team, Strategic Planning Services Team
04/23/18	Annual Board Chairs/ Vice Chairs Long-range Planning Meeting	See Appendix A
05/10/18	Discussed new strategic plan format and assigned strategy managers	Executive Management Team, MQA Management, Strategic Planning Services Team

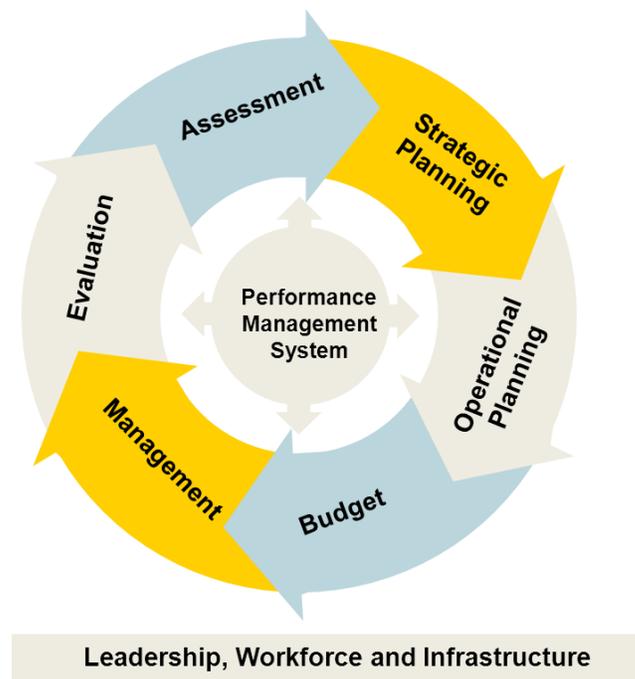
05/10/18	MQA Strategic Plan 2016-2020 version 3 aligned with DOH Strategic Plan 2016-2018	Executive Management Team, MQA Management, Strategic Planning Services Team
06/01/18	Internal Live SWOT with MQA management and employees	Strategic Planning Services Team
06/29/18	Internal Environmental Analysis 2018 SWOT Data Report	Strategic Planning Services Team
08/10/18	Managers' Strategic Planning Retreat: discussed MQA's strategic focus aligned with DOH's strategic plan	Executive Management Team, MQA Management, Strategic Planning Services Team
09/05/18	EMT Strategic Plan Development	Executive Management Team, MQA Management, Strategic Planning Services Team
02/28/19	MQA Strategic Plan 2016-2020 version 4 (update)	Executive Management Team, MQA Management, Strategic Planning Services Team
06/14/19	Strength, weaknesses, opportunities, and threats (SWOT) analysis. Developed SWOT surveys.	Executive Management Team Strategic Planning Services Team
07/08/19	Long-range Planning Survey Report	Executive Management Team, MQA Management, Strategic Planning Services Team, External Partners
10/10/19	Managers' Strategic Planning Retreat: discussed MQA's strategic focus aligned with DOH's strategic plan	Executive Management Team, MQA Management, Strategic Planning Services Team
10/18/19	Annual Board Chairs/ Vice Chairs Long-range Planning Meeting	See Appendix A
02/14/20	MQA Strategic Plan 2016-2020 version 5 update	

## Monitoring Summary

As depicted in the image below, strategic planning is a key component of the larger performance management system. This statewide performance management system is the cornerstone of the Department's organizational culture of accountability and performance excellence.

The MQA leadership team is responsible for monitoring and reporting progress on the goals and objectives of this strategic plan. The team meets quarterly to discuss recommendations about tools and methods that integrate performance management into sustainable business practices. Annually, MQA's strategic plan progress report is developed and presented to executive leadership to assess progress toward reaching goals, objectives, and achievements for the year. The plan will be reviewed and revised by January each year, based on an assessment of availability of resources, data, and progress.

In turn, the objectives from the Agency Strategic Plan that are assigned to this division for implementation and quarterly reporting to *Florida Health Performs* will be reviewed by the Agency's Performance Management Council (PMC) Team on a quarterly basis for progress toward goals, and an annual progress report will also be developed. The PMC Team will revise the *Agency Strategic Plan* annually, based on their assessment of resources, data, and progress.



# Appendix C

The table below represents feedback the Division received from the SWOT survey.

<b>Strengths, Weaknesses, Opportunities, and Threats</b>
<b>Strengths</b>
Continuous Improvement
Relationships (Internal and External)
Customer Service MQA Provides
Information and Communication (Internal and External)
Ability to Change/Organizational Agility
Culture and Work Environment (Culture of Accountability)
Rulemaking Authority
Trends in Health Care Regulations
Telehealth/Telemedicine
Expertise of Prosecutors
Emergency Action Disciplinary Process
Role of Board/Council Members
Public Board/Council Meetings
Board/Council Members
<b>Weaknesses</b>
Salary Structure/Staff Retention
Lack of Technical Resources/IT Support (i.e., Tablets, Equipment)
System Downtimes
New/Undocumented Processes
Media Relations
Joint Board Meetings
Legislative Changes/Restraints
Cash Sweeps/Fee Caps
Administrative Trust Fund
DOH Leadership
Timely Prosecution
Lack of Regulatory Authority
Costs to Prosecute
<b>Opportunities</b>
Technology
Relationships (Internal and External)
Increase visibility of what MQA does at Association Meetings and Schools
FTC (Anti-Regulatory climate restriction on licenses to achieve regulatory efficiencies)
Licensure Compacts in other boards (Portability)
Educate Legislators on MQA's Services

<b>Threats</b>
Medical Marijuana/Opioids
Cash Sweeps and Fee Caps (Rules passed on fees)
Lack of Regulatory Authorities of Office Surgery Centers (Human Trafficking, Massage Establishments, Things that make headlines)
Shaping Board Member Expectations (Recruitment, Retention, Appointments/Consumer Members)
Legislative/Procurement Restraints (Budgeting Authority)
Media Relations
Federal Trade Commission
Legislative Changes/Restraints
Administrative Trust Fund
Communications (external)/Meetings
DOH Leadership
Lack of Regulatory Authority
Health Care Fraud
Costs to Prosecute

# Appendix E

## Work Plan and Alignment

Objective	LRPP	SHIP	QI Plan	Agency Strategic Plan Alignment	Bureau Assigned To
By December 31, 2020, reduce by 50% the percentage of deficient applications received from 74% (2015) to 37%.	Goal 7	NA	NA	5.1.2	Health Care Practitioner Regulation
By December 31, 2020, increase the number of applications approved for health care licensure of military spouses and honorably discharged veterans from 137 (2015) to 1,691.	Goal 7	NA	NA	5.1.2	Health Care Practitioner Regulation
By December 31, 2020, reduce the average time to issue a license to a health professional by 25% from 65 days to 49 days.	Goal 1	NA	NA	5.1.2	Health Care Practitioner Regulation

**LRPP:** Long Range Program Plan

**SHIP:** State Health Improvement Plan

**QI:** Quality Improvement

## Environmental Scan Resources

1. [Agency Strategic Plan Status Report](#)
2. Division of Medical Quality Assurance Internal Environmental Analysis 2018 SWOT Data Report
3. Division of Medical Quality Assurance 2017 Board Member SWOT Analysis report
4. Division of Medical Quality Assurance Annual Report and Long-Range Plan FY 2016-2017
5. Division of Medical Quality Assurance Board/Council Long-Range Planning Survey Report 2017
6. Division of Medical Quality Assurance Strategic Planning and SWOT Analysis Training
7. Division of Medical Quality Assurance 2017 Board Member SWOT Data Report
8. MQA Training Needs Assessment
9. Training Budget FY 2017-2018
10. Employee Satisfaction Survey 2016 Results
11. Division of Medical Quality Assurance 2017 Managers Annual Strategic Planning Meeting Notes
12. [Florida Department of Health, Long Range Program Plan 2015-16 through 2019-20](#)
13. [Florida Department of Health Newsroom](#)
14. [Florida Department of Health, Florida Health Impact Report 2014-15 by the Numbers](#)
15. [Florida Strategic Plan for Economic Development](#)
16. [Healthiest Weight](#)
17. Florida Department of Health, Office of Inspector General Annual Report FY 2015-2016
18. [Florida Vital Statistics Annual Report 2015](#)
19. Health Status Assessment 2015
20. [Physician Workforce Annual Report 2016](#)
21. [State monthly economic updates](#)