



Medical Quality Assurance Quarterly Performance Report July 1 - September 30, 2016

As required by Section 456.025(9), Florida Statutes

Q1





MQA REPORTS

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GLOSSARY

DIRECTOR'S MESSAGE



Lucy Gee,

Lucy C. Gee
MQA Division Director

During the 2015-2016 fiscal year, the Division of Medical Quality Assurance (MQA) celebrated many great successes, many of which are highlighted in this report. As we begin the new fiscal year, the division assessed the goals previously established and enhanced our strategic initiatives in coordination with Florida's health care regulatory boards, councils and MQA staff.

MQA is constantly seeking ways to improve our business processes and better serve Florida's health care licensees, applicants and the general public. During the first quarter, MQA successfully completed its roll-out of the new MQA Online Services Portal. This portal provides users with the ability to directly manage and maintain their license or application. MQA also launched a new microsite which provides information regarding the Department's active duty, veteran and military spouse licensure programs.

The division is committed to collaborating with other state agencies and community stakeholders in upholding the Department's mission to protect, promote and improve the health of all people in Florida. Through MQA's Bureau of Enforcement, we continue to work with law enforcement officials across the state. In July, MQA's Unlicensed Activity (ULA) program attended the Florida Sherriff's Association Meeting in Orlando to promote our work to nearly 1,000 attendees. We are proud to enhance our relationships with these important community stakeholders.

BUREAU MESSAGES

Bureau of Operations

During the first quarter, the Bureau of Operations demonstrated the Department's core values of innovation and excellence by successfully completing the roll-out of the new MQA Online Services Portal to Florida's 1.2 million health care practitioners and applicants. The new system provides licensees and applicants with the ability to directly manage and maintain their license or application. Additionally, the bureau successfully launched a new microsite which provides important information regarding the Department's active duty military, veteran and military spouse licensure programs.

Bureau of Health Care Practitioner Regulation

During the first quarter, the Bureau of Health Care Practitioner Regulation demonstrated the Department's core values of accountability and responsiveness by making significant improvements in licensure processing time. The Boards of Massage Therapy and Physical Therapy, as well as the Dietetics and Nutrition Practice Council, significantly improved their processing performance, assisting applicants with beginning work quickly, and establishing a positive and long-lasting impact on Florida's economy. Additionally, the Board of Nursing reorganized the structure of its office in order to reduce the average number of days to process an application. A new team was established to dedicate attention to processing advanced practitioner registered nurse (ARNP) applications.

Bureau of Enforcement

During the first quarter, the Bureau of Enforcement continued to fulfill the Department's mission to protect, promote and improve the health of all people in Florida through integrated state, county and community efforts by significantly improving the average number of days to complete an initial inspection. In the fourth quarter of the 2015-2016 fiscal year, the average was 9.55 days. In the first quarter of the 2016-2017 fiscal year, the average number was 6.06 days, which is a 37 percent decrease from the previous quarter. This improvement demonstrates the bureau's dedication to the Department's core values of responsiveness and excellence.

EXECUTIVE SUMMARY

The Quarterly Performance Report (QPR) required by section 456.025(9), Florida Statutes, offers the Division of Medical Quality Assurance (MQA) an opportunity to update its 22 health care provider boards and four councils, as well as all stakeholders and health care consumers, on the important work undertaken in health care regulation.

The division upholds the Department's mission to protect, promote and improve the health of all people in Florida through integrated state, county and community efforts. MQA collaborates with other stakeholder agencies at the state and federal levels, and our regional investigative offices work with local officials and law enforcement agencies to stop dangerous activity within Florida's communities. The QPR for the first quarter of the 2016-2017 fiscal year provides statutorily required information on revenue, expenditures and performance measures, and highlights MQA's accomplishments, outstanding employees and successful partnerships.

LICENSING

MQA received 31,511 license applications and issued 28,107 initial licenses in the first quarter. The Department of Health has made concerted efforts to reduce regulation and eliminate unnecessary barriers to licensure. At the start of fiscal year 2016-2017, the division continued its implementation of the new MQA Online Services Portal. Now, 103 professional and six facility licenses are available in the new portal, and the division will continue to make improvements throughout the year to better serve Florida's health care licensees and applicants.

ENFORCEMENT

MQA received 313 complaints of unlicensed activity. This quarter, 138 cease and desist notices were given to unlicensed individuals, whose unregulated and illegal activity could be disfiguring and even deadly to its victims. One hundred thirty-seven (137) complaints were also referred to law enforcement for potential criminal violations.

FINANCES

MQA is committed to ensuring cost-effective regulation. The division regularly reviews its licensing fees and recommends fee adjustments so that it collects only what is needed to regulate each profession. The division is accountable for how it spends licensees' money, and strives to maintain efficient regulatory processes that save money and get practitioners to work faster.

ACCOMPLISHMENTS

I INNOVATION C COLLABORATION A ACCOUNTABILITY R RESPONSIVENESS E EXCELLENCE

This section showcases the Division of Medical Quality Assurance (MQA) employees who provide services that impact job creation and economic growth and affect access to health care services. Our excellent customer service and dedication to improving quality and efficiency are often recognized by our customers: license applicants, health care practitioners and health care consumers. We uphold the values of the Department—Innovation, Collaboration, Accountability, Responsiveness and Excellence—and are pleased to share some of the great work done this quarter.

INNOVATION We search for creative solutions and manage resources wisely.



MQA successfully completed roll-out of the new Online Services Portal

The Bureau of Operations successfully completed the final phase of the new Online Services Portal on July 18. The new user-friendly system provides licensees and applicants with the ability to directly manage and maintain their license or application. Licensees and applicants can add additional licenses or applications, update their contact information, upload pertinent documents and renew their license. Currently, there are 103 health care practitioner and six facility applications available online as a result of the new Online Services Portal.

MQA has launched new licensure website for military members and their spouses

MQA has launched a new microsite, which offers information regarding the Department’s active duty military, veteran and military spouse licensure programs. This website provides a comprehensive overview of the many military licensure support programs offered by the Department and reflects the new updates to these services now effective by law. As of July 1, spouses of active duty service members seeking licensure in most health care professions are eligible for expedited licensure through the Veterans Application for Online Licensure Response (VALOR) system. Additionally, active duty service members may now apply for a temporary certificate to practice on a military platform.



COLLABORATION We use teamwork to achieve common goals and solve problems.

MQA hosted 5K event at the Florida Pharmacy Association Conference

MQA’s Strategic Planning Services (SPS) hosted a 5K fun run event at the Florida Pharmacy Association Conference on July 2 in Ft. Lauderdale. The event promoted the Department’s Healthiest Weight initiative, as well as MQA’s new Online Services Portal and the Are You Renewal Ready? campaign, which promotes the continuing education and renewal requirements for health care practitioners. Over 140 conference attendees registered for the 5K event and 32 people participated in the race. Lead marketer Caroline Roth and Regulatory Supervisor Alexandra Meredith facilitated this event.





MQA investigators met with dental college to discuss insurance industry and dentistry

Investigators from MQA’s Investigative Services Unit’s (ISU) Ft. Lauderdale field office met with the Executive Associate Dean of Admissions and Student Services for the College of Dental Medicine at Nova Southeastern University, Hal Lippman, DMD. During the meeting, Dr. Lippman shared his insights on how the insurance industry impacts the business of dentistry, which may have a direct correlation on the number of dental cases MQA’s investigators will work. Sharing this information will increase our collective knowledge base and promote quality dental investigations.

Patricia Day presented on emergency preparedness to Board of Nursing staff



Regulatory Specialist Patricia Day with the Florida Board of Nursing provided a presentation on emergency preparedness at the team’s staff meeting on September 7. The presentation was planned weeks prior to the arrival of Hurricane Hermine, and served as a timely reminder about disaster readiness. Ms. Day, a former volunteer with the Federal Emergency Management Agency (FEMA) and staff member with Volunteer Florida, has an extensive background in emergency management. Included in her presentation was a list of website resources, a disaster supplies checklist to use when preparing for future natural disasters, and a visual overview of what should be in a “bucket” of items for each individual and family.

ACCOUNTABILITY We perform with integrity.

Board of Massage Therapy completed fiscal year with significant improvements and conducted outreach to licensees



In the 2015-2016 fiscal year, the Board of Massage Therapy experienced significant improvements in their licensure processing time. The number of days to issue an initial massage therapist license was reduced by 20 percent, while the number of applications increased 18 percent. There was a 26 percent decrease in the overall processing time and a 25 percent reduction in the number of days to issue an initial massage establishment license. Board staff also attended the Florida State Massage Therapy Association (FSMTA) annual convention, where they promoted licensure and provided information regarding the Department’s Unlicensed Activity program, Healthiest Weight, MQA’s new Online Services Portal and current license renewal requirements. Through these efforts, this team demonstrated the Department’s core values and provided exceptional customer service to the state of Florida.

Bureau of Health Care Practitioner Regulation trained staff on strategic plan



MQA’s Bureau of Health Care Practitioner Regulation began training sessions designed to improve staff knowledge of how their work impacts the division’s strategic plan. Program Operations Administrator for the Boards of Osteopathic Medicine and Massage Therapy, Alexandra Alday, began the sessions with presentations to the executive directors and middle management on the use of the Balanced Scorecard in managing business processes and reporting those efforts outside of the division.



Bureau of Enforcement promoted ULA program to law enforcement

Bureau of Enforcement Investigator Charlotte McLeroy and Unlicensed Activity (ULA) Liaison Chilo Casas, JD, presented to nearly 1,000 attendees about the Department's ULA program during the Florida Sheriff's Association meeting July 11 and 12 in Orlando. This was an excellent forum to inform law enforcement about the positive efforts the Department provides to protect Florida residents and visitors from the potentially serious and dangerous consequences of receiving medical and health care services from an unlicensed person. The ULA unit investigates and refers for prosecution unlicensed health care activity complaints and allegations.

RESPONSIVENESS

We achieve our mission by serving our customers and engaging our partners.



Board of Athletic Training presented on pre-participation exam and updated legislation

Randy Schwartzberg, MD, member of the Florida Board of Athletic Training, and Jennifer Wenhold, MSW, executive director for the Florida Board of Athletic Training, presented at the Athletic Training Association of Florida (ATAF) 28th Annual Symposium and Business Meeting on July 16 in Orlando. Dr. Schwartzberg presented information on the pre-participation exam, an evidence-based approach, to attendees who could earn continuing education (CE) credit. Ms. Wenhold gave symposium attendees an update on legislation, an overview of the board's functions and answered questions about the application process.

Sherri Sutton-Johnson appointed by the NCSBN to the Marijuana Regulatory Guidelines Committee

Sherri Sutton-Johnson, MSN, RN, director of nursing education with the Florida Board of Nursing, was appointed by the National Council of State Boards of Nursing (NCSBN) to the Marijuana Regulatory Guidelines Committee for a two-year term. The NCSBN Board of Directors charged the committee with the following tasks: (1) develop model guidelines for the advanced practitioner registered nurse (APRN) authorization of marijuana in patient care; (2) develop model guidelines for the APRN, registered nurse (RN) and licensed practical nurse (LPN) care of patients using marijuana; (3) develop recommendations for marijuana-specific curriculum content in APRN, RN and LPN education programs; and, (4) develop model guidelines for assessing safeness to practice of licensees who use marijuana.



Florida Dietetics and Nutrition Practice Council processing performance

MQA's Regulatory Supervisor Katrina Adams and Regulatory Specialist LaQuadra Simmons demonstrated significant improvements in application processing performance from the past fiscal year. Despite a 28 percent increase in applications processed, this team reduced the time required to initially process an application by 22 percent. Total application processing time was reduced by 28 percent. The annual mean wage in Florida for a dietitian/nutritionist is \$55,920, so the ability to begin work quickly has a positive and long-lasting impact on the state's economy.

**Randy Yarborough praised for excellent customer service**

Randy Yarborough, computer program analyst for MQA's Systems Support Services (SSS) unit, was commended by a consumer for his excellent customer service. The licensee, who is the director of operations for a prescription pad printer, praised Mr. Yarborough for his assistance in recovering the password to an account that was created by a previous employee of the company. While the task was tedious, the consumer stated "Mr. Yarborough was patient throughout the entire process," and that "the Department is lucky to have a dedicated, hardworking employee."

Rebecca Poston received an award at Florida Pharmacy Association conference

Rebecca Poston, BPharm, MHL, FCCM, for the Prescription Drug Monitoring Program (PDMP), was awarded the 2016 Cardinal Health Generation Rx Champions Award at the Florida Pharmacy Association summer conference. Dr. Poston received this honor due to her work in drug abuse prevention and awareness in the state of Florida. As a part of the Generation Rx award, the National States Pharmacy Association donated \$500 to the PDMP Foundation in her honor.

**Lamya Mollay recognized by massage therapy licensee for excellent customer service**

Lamya Mollay, call center agent for MQA, was recognized by Mary Lewinski, a Florida licensed massage therapist, for her excellent customer service. Ms. Lewinski called the MQA Customer Contact Center seeking assistance in registering for MQA's new Online Services Portal. In a letter to the Board of Massage Therapy, Ms. Lewinski stated "Ms. Mollay offered patience" as she guided her through the registration process. Through her dedication to providing exceptional customer service, Ms. Mollay exemplified the Department's core values of responsiveness and excellence.



BOARD ACCOMPLISHMENTS



Board of Nursing had its final Controlled Substances Formulary Committee meeting

On July 14, the Board of Nursing's Controlled Substances Formulary Committee had its second and final meeting. The committee voted to recommend no additions to a negative formulary for ARNP prescriptive authority. The Board moved forward with a rule promulgation at its August 2016 meeting to fulfill the statutory requirement in HB 423 from the 2016 legislative session. Committee Chair Doreen Cassarino, DNP, ARNP, said, "I was proud to have been the chair of this dedicated team effort, which resulted in no additional restrictions being added into the formulary."



The Board of Physical Therapy processing performance

Program Operations Administrator Traci Zeh and Regulatory Specialists Shinita Miller, Heather Barnes, Melodee McCoy and Kayla Karpp, all with the Board of Physical Therapy, have demonstrated significant improvements in application processing performance over the 2015-2016 fiscal year. Despite a five percent increase in applications processed, this team reduced the average number of days to issue a license by 39 days, or 36 percent. Total application processing time was reduced by four days, or 45 percent. The annual mean wage in Florida for a physical therapist is \$85,110 and \$61,610 for physical therapist assistants, so the ability to begin work quickly has a positive and long-lasting impact on the state's economy.



Board of Nursing reorganized structure of office and experienced drastic improvements

The Board of Nursing adjusted the organizational structure of their office in order to reduce the average number of days to process a file. The history review team was moved under the unit focused on building board agendas in order to maintain focus on processing board files. Additionally, a new team dedicated to processing ARNP applications was created under the licensure unit to solely focus on processing ARNP applications. Due to these changes, the processing time for new files has drastically decreased from an average of 28-29 days to an average of 9-10 days to process.



Board of Nursing attended national council's annual meeting to discuss nursing regulation

Members of the Florida Board of Nursing, Diana Forst, RN, and Lisa Johnson, LPN, RN, represented the board as voting delegates to the National Council of State Boards of Nursing's annual meeting in Chicago on August 17-19. The conference theme of "Leading Transformation: Architects of Nursing Regulation" provided an excellent opportunity for attendees to meet and network with nursing regulators from around the country to discuss important regulatory issues. Highlights included the Nurse Licensure Compact Administrators meeting, a keynote address on being a "risk-based regulator" by Malcolm Sparrow of the John F. Kennedy School of Government at Harvard University, and the election of new officers to the Council's board of directors.

I AM MQA

In order to promote and educate the strategic plan among its employees, MQA launched the “I AM MQA” strategic plan integrated marketing campaign. This campaign is designed to help employees determine the role they play in steering the strategic plan forward, and to spark thoughtful conversations regarding MQA’s strategic initiatives over the next three years. Each quarter, a different office within the division will be highlighted. This quarter, it is the Bureau of Health Care Practitioner Regulation.

In the Spotlight: Bureau of Health Care Practitioner Regulation

The Bureau of Health Care Practitioner Regulation (HCPR) works in coordination with MQA’s 22 boards and four councils to provide licensing services to over 1.2 million health care professionals and facilities and 128,924 applicants. HCPR oversees the policy-making and programmatic activities related to licensure of health care practitioners and regulated facilities. Additionally, HCPR staff coordinates board and council meetings to discuss administrative issues, rule-making workshops and disciplinary hearings.

Quarter 1 Accomplishments

PRIORITY 2.1: Long, Healthy Life

MQA hosted its third annual Boards and Councils Healthiest Weight Florida Liaison Meeting on Tuesday, September 27. At this meeting, board and council liaisons received an update regarding Healthiest Weight Florida and learned about the services the Healthiest Weight Florida office provides health care practitioners and Florida’s residents and visitors.

PRIORITY 3.1: Readiness for Emerging Health Threats

The MQA team has continued to decrease the amount of time to issue emerging health threats to health care practitioners. Currently, staff is distributing important health care messages in less than two hours. In particular, MQA has collaborated with the Department’s Division of Disease Control and Health Protection and has focused its efforts on updating health care practitioners of important Zika virus information.

PRIORITY 4.1: Effective Agency Process

The division increased the percentage of employees who registered to participate in professional development opportunities from 22 percent to 32 percent. Additionally, the division offered a total of 17 professional development opportunities in the third quarter.

PRIORITY 5.1: Regulatory Efficiency



MQA marked the beginning of the 2016-2017 Fiscal Year with a continued effort to meet the Department’s strategic goals and priorities. Dr. Celeste Philip, Florida’s Surgeon General, highlighted those accomplishments during her opening remarks at the 2016 Board Chairs/Vice Chairs Annual Long-Range Planning Meeting; the full address is available in the link below.

Opening Remarks

LISTEN



In addition, the division decreased the amount of time to complete an initial inspection of facilities prior to licensure to just over six days. This allows qualified applicants to open their businesses and get to work faster.

On July 1, 2016, the Veterans Application for Licensure Online Response (VALOR) system expanded its eligibility requirements to allow spouses of active duty service members access to expedited licensure. For more information, please visit flhealthsource.gov/valor.

TRAININGS AND COMMUNICATIONS

This section explains how MQA is working to better meet the needs of over 1.2 million licensed health care professionals and applicants in Florida. SPS works in collaboration with SSS to provide training and communication to licensees and applicants around the state. The division's two main campaigns include Are You Renewal Ready? (AYRR) and promoting the new and improved MQA Online Services Portal.



The new portal aligns with current technological standards and gives health care licensees and applicants a greater ability to manage and maintain their license online. The Are You Renewal Ready? campaign focuses on educating Florida's licensees on the Department's continuing education/continuing medical education (CE/CME) tracking system and requirements for health care professions.

SPS and SSS have worked together to develop and conduct outreach. MQA has two staff members dedicated to traveling the state of Florida, meeting one-on-one with health care professionals to educate them on the online systems. Additionally, MQA conducts regular webinars, issues promotional materials, conducts marketing through social media, and travels to association meetings. The Department has partnered with professional associations to organize 5K fun runs that promote MQA's online systems and the Healthiest Weight Florida initiative. The 5K fun runs provide participants the opportunity to make healthy choices and educate them on the services the Healthiest Weight Florida program provides.

DURING THE FIRST QUARTER

In the first quarter, training and communication opportunities provided to licensees and applicants around the state of Florida included:

- **3,036** attendees at the annual conferences of the Florida Pharmacy Association, Florida Athletic Trainers Association, Florida Medical Association, Florida College of Emergency Physicians, Florida Academy of Pediatric Physicians, Florida Chapter of American College of Physicians, Florida Physical Therapy Association and the Florida Medical Directors Association reached
- **11,389** webinar attendees participated
- **1,629,683** Active Campaign emails sent
- **39,200** Twitter followers reached
- **180,289** calls about the Online Services Portal and AYRR by MQA Call Center received

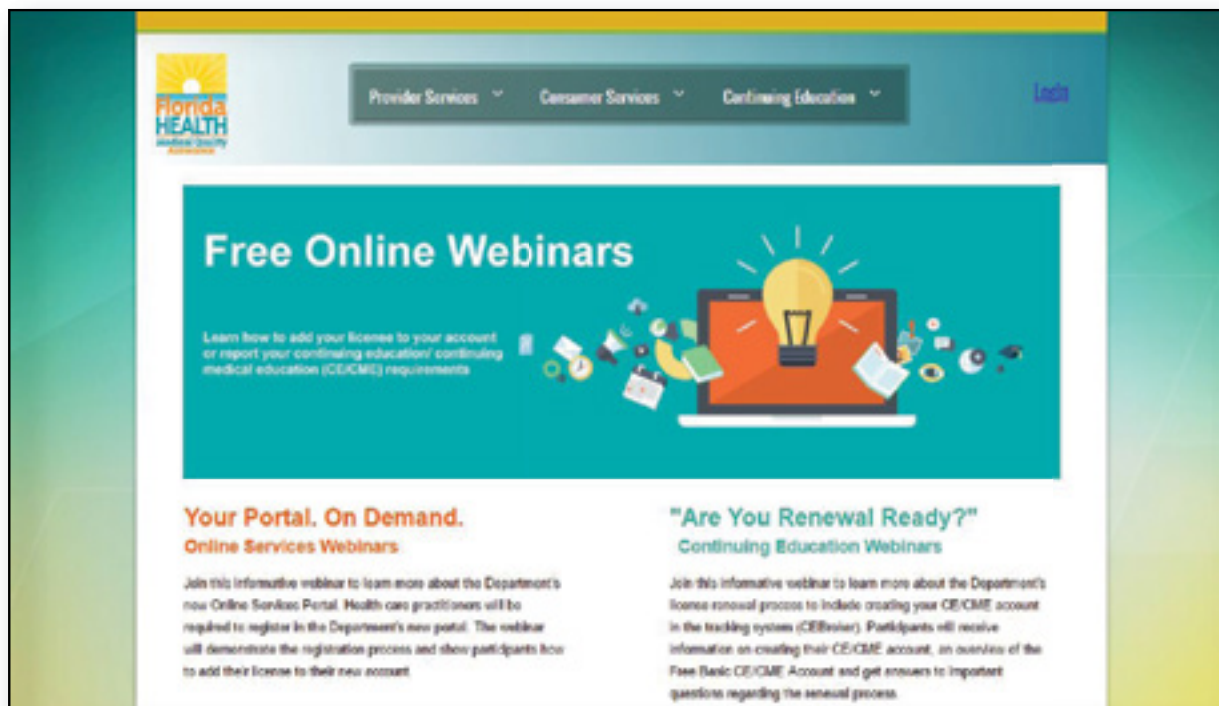
Online Services Portal allows licensees and applicants to complete a one-time registration that takes approximately 5-10 minutes.

Once the registration process is complete, health care practitioners will be able to do more via their account dashboards, including:

- ✓ add additional licenses or applications
- ✓ request a name or status change
- ✓ update an address and add a secondary practice location
- ✓ upload documents
- ✓ complete an application that has already been started
- ✓ renew a license

Step-by-step online portal video tutorials are available at www.FLHealthSource.gov/mqa-services-ondemand.

Webinars provide a format for health care practitioners to learn from an expert with a live question and answer session at the end of each webinar. To register for an upcoming webinar, go to www.FLHealthSource.gov/webinars.



The image is a screenshot of the Florida Health Source website. At the top left is the Florida Health Source logo. A navigation bar contains 'Provider Services', 'Consumer Services', and 'Continuing Education' with dropdown arrows, and a 'Login' link on the right. The main content area features a large teal banner with the text 'Free Online Webinars' and a graphic of a laptop with a glowing lightbulb and various icons. Below the banner are two columns of text. The left column is titled 'Your Portal. On Demand. Online Services Webinars' and describes a webinar about the new Online Services Portal. The right column is titled '"Are You Renewal Ready?" Continuing Education Webinars' and describes a webinar about the license renewal process.

Free Online Webinars

Learn how to add your license to your account or report your continuing education/ continuing medical education (CE/CME) requirements

Your Portal. On Demand.
Online Services Webinars

Join this informative webinar to learn more about the Department's new Online Services Portal. Health care practitioners will be required to register in the Department's new portal. The webinar will demonstrate the registration process and show participants how to add their license to their new account.

"Are You Renewal Ready?"
Continuing Education Webinars

Join this informative webinar to learn more about the Department's license renewal process to include creating your CE/CME account in the tracking system (CE/Proviser). Participants will receive information on creating their CE/CME account, an overview of the Free Basic CE/CME Account and get answers to important questions regarding the renewal process.

CRIME SCENE

UNLICENSED ACTIVITY

The Florida Department of Health's Unlicensed Activity (ULA) program is dedicated to protecting the people of Florida and remaining at the forefront of health care regulation.

INVESTIGATIVE SPOTLIGHT

The Unlicensed Activity (ULA) Unit's Fort Lauderdale office announced its joint investigation with state and federal law enforcement agencies has led to the arrest of two dozen people for allegedly misrepresenting themselves as licensed massage therapists and operating without a license in Hollywood.

The investigation culminated in officers from the Hollywood Police Department and U.S. Immigration and Customs Enforcement's Homeland Security Investigations raiding 20 different massage establishments around the city in September. That operation, five months in the making, targeted prostitution and human trafficking at those suspected locations. Undercover operatives cited evidence of the purported massage therapists performing sexual acts on customers and that some workers were living on the premises, which is a violation of the Practice Act.

The ULA Unit's Miami Office also announced its investigation in concert with the Miami Dade Police Department has led to the arrest of Gabriela Alegria for practicing medicine without a license in connection with allegedly performing Botox injections.

The operation, dubbed "De-Wrinkle," was conducted at a residence on Southwest 149th Court, where Alegria had arranged to perform

the procedure on an undercover detective on August 4, 2016. She was arrested after breaking the seal of a Botox vial and filling a syringe with the fluid. Alegria, who is not licensed to practice medicine in the state of Florida, faces one count each of practicing medicine without a license and possession of a prescription drug with intent to sell. The Department of Health later issued her a cease and desist notice from practicing without a license.



Unlicensed Activity booth at the Florida Hospital Association Conference. Shown left to right: Unlicensed Activity Liaison Sidronio "Chilo" Casas, State Surgeon General and Secretary Celeste Philip, MD, MPH, and Unlicensed Activity Investigator Charlotte McLeroy.



UNLICENSED ACTIVITY OUTREACH

During the first quarter, personnel from the Investigative Services Unit attended the following conferences in order to promote the unlicensed activity program and to develop, maintain and foster working relationships with law enforcement, other agencies and the public:

July

- Tourist Crime Intelligence Meeting, Orlando
- Florida Sheriffs Association Summer Conference, Orlando
- Board of Orthotics & Prosthetics (O&P), Orlando
- Florida Association of O&P Annual Conference, Orlando
- Spanish radio interview with Sandra Carrasquillo
- Florida Police Chiefs Association Summer Conference, Bonita Springs

August

- Radio interview with Regan Smith
- Worker's Compensation Institute Conference, Orlando
- Board of Dentistry, Gainesville
- Florida Council on Crime & Delinquency Conference, Daytona Beach

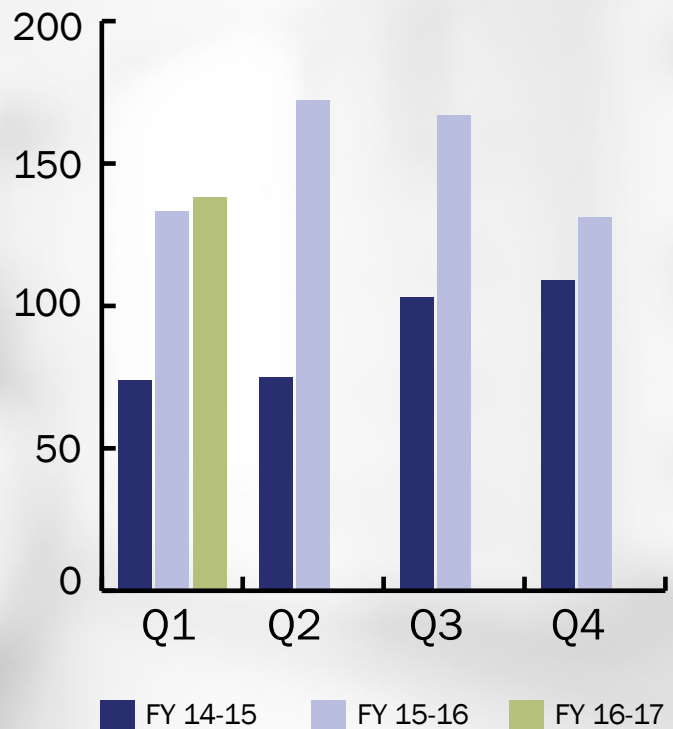
September

- Florida Department of Health Hillsborough Staff Meeting, Tampa
- Board Chairs & Vice Chairs meeting, Tallahassee

INCREASED SUCCESS

The ULA program has seen a steady increase in cease and desists issued. Below is a comparison of the last four quarters.

NOTICES TO CEASE & DESIST
(FY 14-15/FY15-16/FY16-17 COMPARED)



Consumers are encouraged to verify the license of their health care provider by utilizing the www.FLHealthSource.gov website, or calling **1-877-HALT-ULA** where they can speak directly with an investigator in the Consumer Services Unit. Suspicious or potentially unlicensed activity tips can also be emailed to haltula@flhealth.gov.

BALANCED SCORECARD MEASURES

This section highlights three measures from MQA's Balanced Scorecard that the division uses to track its strategic long-range plan. It includes short- and long-range goals and performance measures, and helps the executive management team monitor progress toward the goals. Three measures are identified as critical components of MQA's strategic priorities. They are: average number of days to process a renewal application for a qualified applicant, average number of days to issue an initial license for qualified applicants, and the average number of days to complete initial inspection prior to licensure.

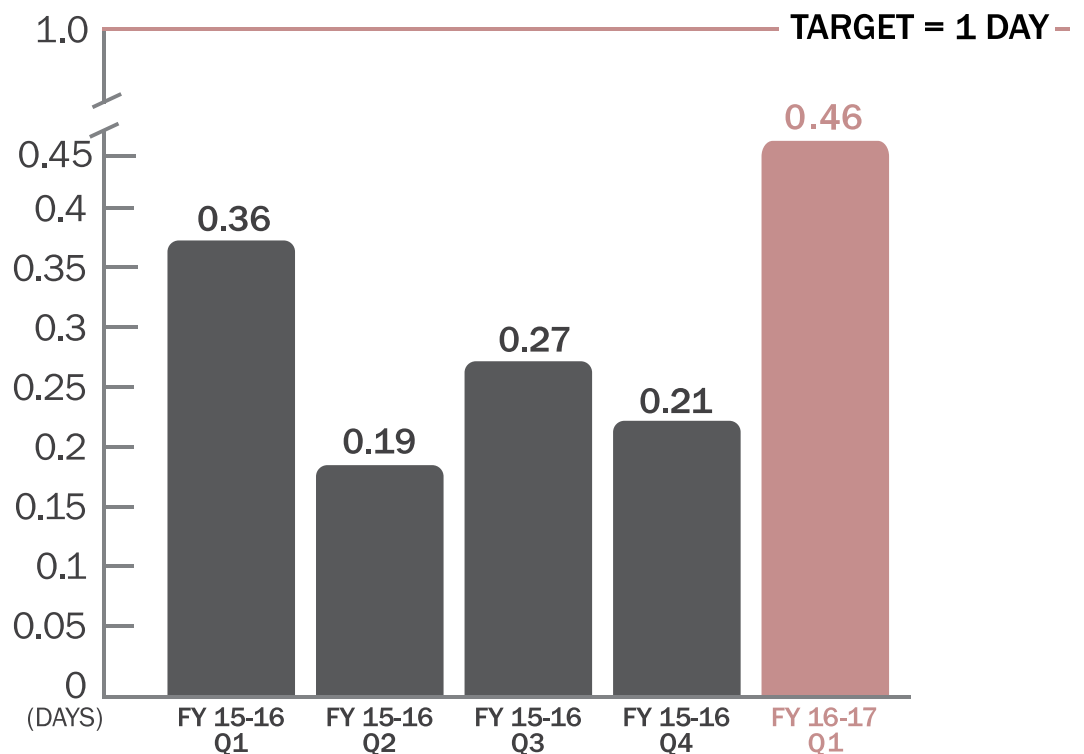
MEASURE: Average number of days to process a renewal application for a qualified applicant.

TARGET: 1 Day

DEFINITION: This measure calculates the average number of days to renew a license for health care professionals and facilities. The measure includes electronic renewal applications that are processed online and paper renewal applications that are processed through the U.S. mail. This measure does not include delinquent renewals. For practitioners who renew their license online, the measure includes the average number of days from the date the transaction was initiated online to the date the renewal application was approved. For practitioners who renew their license by mail, the measure includes the average number of days from the date the renewal fee is received in its entirety (e.g. the batch received date in the cash batch header) to the date the renewal application is approved. If a deficiency letter was sent, the measure is adjusted to the number of days from the date the renewal fee and/or documents are received in their entirety to the date the first deficiency letter was sent plus the number of days from the renewal cleared letter to the application approved date.

INITIATIVE: No action steps are currently needed to improve performance.

LICENSE RENEWAL



Data source: MQA Licensing and Enforcement Information Database System (LEIDS).

BALANCED SCORECARD MEASURES

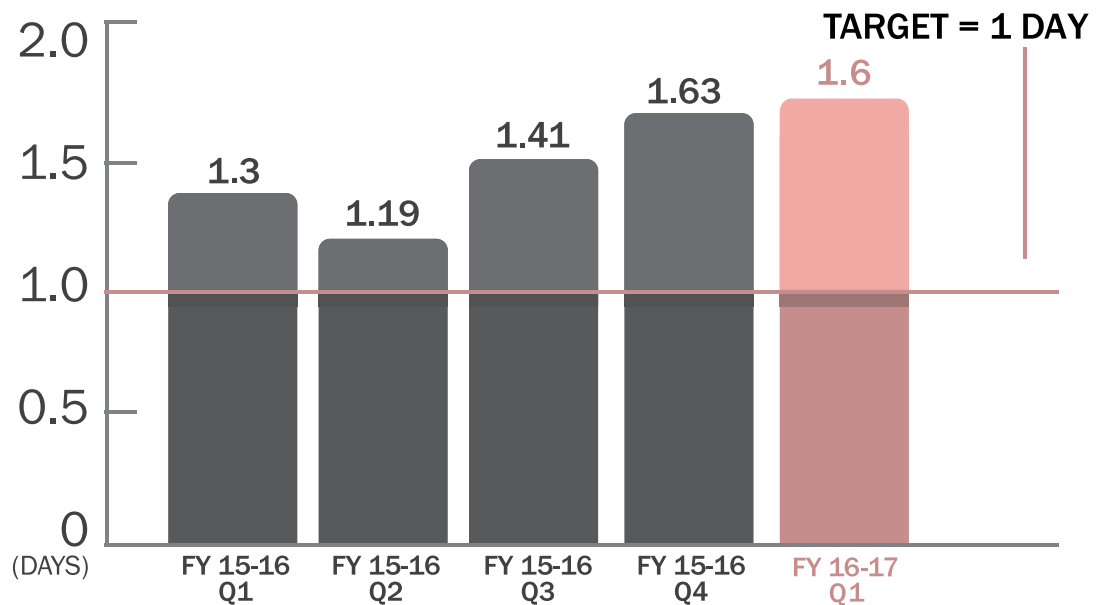
MEASURE: Average number of days to issue an initial license for a qualified applicant.

TARGET: 1 Day

DEFINITION: This measure calculates the average number of days from the date an application is deemed qualified to the date a license is issued. This measures all applications for health care professions under the Florida Department of Health submitted for licensure and registration and which are not withdrawn or generated in error.

INITIATIVE: To improve the time to issue a license to qualified applicants, the Bureau of Health Care Practitioner Regulation is reviewing and analyzing all aspects of the application process. An MQA Transformation Project Workflow Assessment was presented to each board office to provide recommendations for improving the use of the workflow features within the Licensing and Enforcement Information Database System (LEIDS). In addition, each Board office was tasked with identifying trends in the deficiencies found in applications and providing a work plan to eliminate or ameliorate the delays caused by these deficiencies. The Boards remain committed to finding and implementing innovative methods to increase efficiency and help Floridians in public health to begin work faster.

INITIAL LICENSES



Data source: MQA Licensing and Enforcement Information Database System (LEIDS).

BALANCED SCORECARD MEASURES

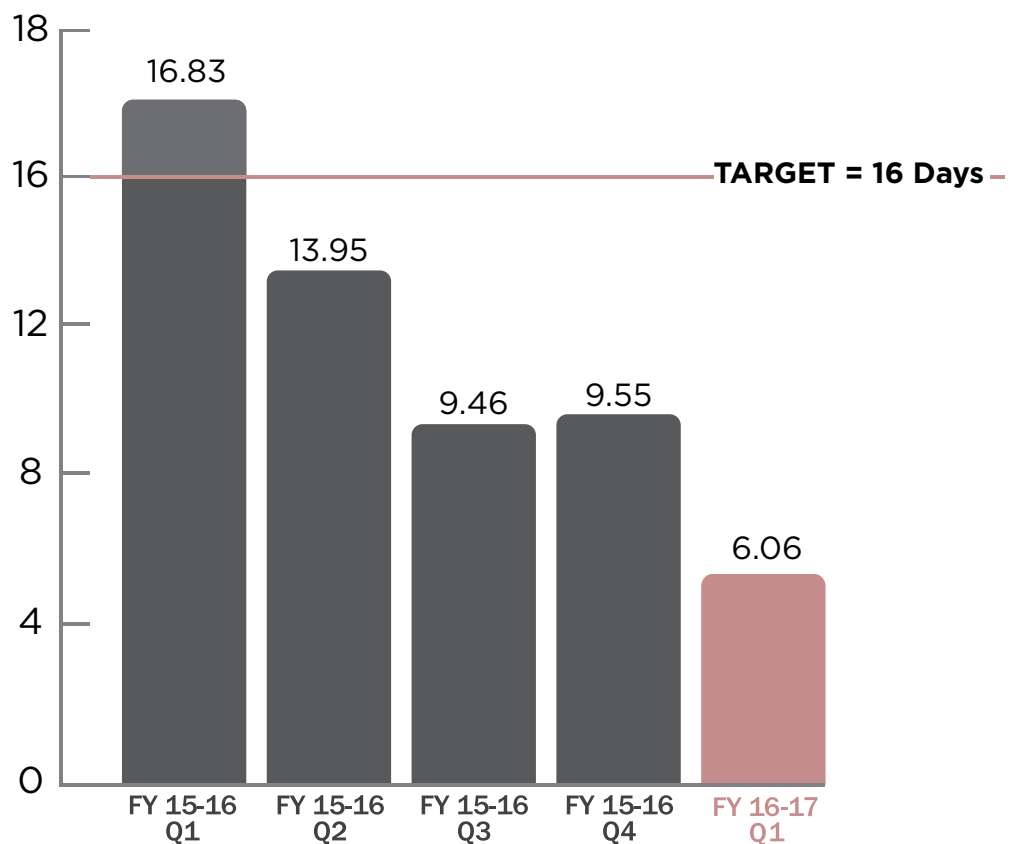
MEASURE: Average number of days to complete initial inspection prior to licensure.

TARGET: 16 days

DEFINITION: This measure calculates the average number of days from the date an applicant is ready for an opening inspection to the date the inspection is completed. This measures all initial inspections where the applicant did not ask for the inspection to be delayed.

INITIATIVE: To improve the time to complete an initial inspection, the Bureau of Enforcement has begun calling establishment owners within five days of a request for inspection to schedule the inspection. This process is monitored by managers and supervisors on a weekly basis. The bureau has also created a new code to track inspections where the owner asked for the inspection to be delayed, so that our inspectors can focus on establishments that are ready for inspection. In addition to these steps, staff has continued to cross-train to ensure there are personnel available to complete new requests as soon as possible.

**AVERAGE
NUMBER
OF DAYS TO
COMPLETE
AN INITIAL
INSPECTION**



Data source: MQA Licensing and Enforcement Information Database System (LEIDS).

BY THE NUMBERS

Financial Data

MQA's financial data, specifically the fees that are deposited into the trust fund and expenses paid from it, are reported as required by law. At year end, MQA calculates the cost to regulate the professions, and reviews the adequacy of license renewal fees to make sure operations by the boards are sustainable.

Section 456.025(9), Florida Statutes: *The Department shall provide a management report of revenues and expenditures, performance measures, and recommendations to each board at least once a quarter.*

MQA is funded by a trust fund which consists of fees and fines collected through the licensing process. The funds are allocated to provide administrative support for the licensing and regulation of health care professionals. The division is committed to ensuring the administrative costs of regulation do not serve as a barrier to licensed health care practitioners practicing their profession in Florida.

MQA collaborates with individual boards in order to reduce fees whenever possible. A renewal fee analysis is performed annually to compare the cost of regulation against the current renewal fees.

MQA TRUST FUND	LICENSED	UNLICENSED	TOTAL
Beginning Cash Balance 07/01/2016	\$20,468,632	\$11,966,233	\$32,434,865
Total Revenues	\$11,498,031	\$459,872	\$11,957,903
Total Expenditures	\$17,047,965	\$399,611	\$17,447,576
Ending Cash Balance 09/30/2016	\$14,918,698	\$12,026,494	\$26,945,192

Licensee Data

This section summarizes MQA's licensee data. The division issues licenses in 44 different health care professions under more than 100 different types of licenses.

QUARTERLY SUMMARY

Initial Applications Received	31,511
Initial Licenses Issued	28,107

* Data for applications processed are not being reported this quarter due to changes in the data collection process.

[Click here for detailed report by profession](#)

BY THE NUMBERS

Unlicensed Activity Data

MQA's Unlicensed Activity data: complaint review and investigation occurs in the central office in Tallahassee, as well as the 11 regional offices located around the state. MQA can issue cease and desist notices and fines against unlicensed providers, but the division relies on partnerships with local law enforcement for criminal prosecution.

Section 456.065(3), Florida Statutes – *The Department shall include all financial and statistical data resulting from unlicensed activity enforcement as a separate category in the quarterly management report provided for in s. 456.025. For an unlicensed activity account, a balance which remains at the end of a renewal cycle may, with concurrence of the applicable board and the Department, be transferred to the operating fund account of that profession. The Department shall also use these funds to inform and educate consumers generally on the importance of using licensed health care practitioners.*

QUARTERLY SUMMARY	
Complaints Received	313
Referred for Investigation	312
Investigations Completed	317
Cease and Desist Orders Issued	138
Referrals to Law Enforcement	137

[Click here for detailed report by profession](#)



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Contact

1-877-HALT-ULA

HALTULA@flhealth.gov

BY THE NUMBERS

Enforcement Data

This section summarizes MQA's enforcement activities. The Bureau of Enforcement's key role is to investigate complaints and reports against licensed practitioners and unlicensed practitioners. Investigations are pursued at several levels, and the bureau has several specialized units: the Unlicensed Activity Program, Consumer Services Unit, Investigative Services Unit and Compliance Management Unit.

The Florida Department of Health, Division of Medical Quality Assurance receives about 20,000 complaints per year. The Department lacks the authority to pursue many of those complaints because they are not violations of statute or rule (e.g. billing disputes or bedside manner complaints). Nonetheless, MQA in conjunction with the boards that regulate the professions issued final orders against 1,489 health care practitioners last fiscal year. Some practitioners are determined to need additional training to prevent errors, some are reprimanded and some sanctioned. MQA takes emergency action for violations that pose an immediate and serious threat to the public and violations under section 456.074, Florida Statutes, including the commission of crimes, violations of standards of care, drug use, impairment, drug diversion, sexual misconduct or student loan defaults.

QUARTERLY SUMMARY	
Complaints Received	6,251
Legally Sufficient	1,775
Investigations Completed	1,584
Citations Issued	1
Dismissed by Panel	880
Probable Cause Found	596
Probable Cause Dismissed	62
Final Orders	375

EMERGENCY ORDERS ISSUED	
Emergency Restriction Orders	44
Emergency Suspension Orders	42
Total Emergency Orders	86

FINES AND COST DATA FOR CURRENT LICENSEES	
Dollar Amount Collected	\$414,992
Dollar Amount Imposed	\$697,390
Percentage Collected	60%

NUMBER OF ACTIVE CASES	
Consumer Services	5,029
Investigative Services	687
Prosecution Services	5,690

[Click here for detailed report by profession](#)

GLOSSARY

Balanced Scorecard: A way to measure whether the key processes performed by MQA (licensing, enforcing, and providing information) support our vision and our strategic objectives.

CE/CME Electronic Tracking System: The system used by the Department of Health to track licensee compliance with continuing education/continuing medical education (CE/CME) requirements for renewal.

Emergency Action: An action suspending or restricting the ability to practice taken by the State Surgeon General when a licensed health care practitioner poses an immediate and serious threat to the health, safety and welfare of the public.

Emergency Suspension Order (ESO): An order issued by the Florida Department of Health suspending the license of a practitioner. A practitioner may not practice in the state of Florida while under an emergency suspension order.

Emergency Restriction Order (ERO): An order issued by the Florida Department of Health restricting the practice of a practitioner in the state of Florida under conditions specified by the Department.

LEIDS: Licensing and Enforcement Information Database System – MQA’s licensure and enforcement database.

MQA Trust Fund Unlicensed Activity Fee: A \$5 fee collected at initial and renewal licensing that specifically funds the investigation and enforcement of unlicensed activity laws.



Health care resources for professionals and consumers are available 24 hours a day at **www.FLHealthSource.gov**. Apply for a license, verify a license, or renew a license.

Contact Us

Your feedback is important to us.
If you have questions or suggestions
about this report, please let us know.

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