

MEDICAL QUALITY ASSURANCE QUARTERLY PERFORMANCE REPORT

JULY 1 - SEPTEMBER 30, 2017

As required by Section 456.025(9), Florida Statutes



Q1





MQA REPORTS

Review prior annual and quarterly performance reports for the division by visiting www.FLHealthSource.gov. Once you are on the main page, hover your mouse over “Consumer Services” in the top menu bar and select “Annual and Quarterly Reports.” You will then be redirected to the “MQA Annual and Quarterly Reports” page.

Section 456.005, Florida Statutes, requires the Florida Department of Health (Department), Division of Medical Quality Assurance (MQA) to develop and implement a long-range plan. This plan serves as a road map for accomplishing our mission, and it is communicated quarterly through MQA annual and quarterly performance reports. The quarterly performance report is required by Section 456.025(9), Florida Statutes, and it must be revised and modified to remain current with trends in health care services and regulation.

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DIRECTOR'S MESSAGE



It is my pleasure to present the Quarterly Performance Report for the first quarter of the fiscal year 2017-2018. If there were a defining theme to the quarter, it would be about the Department of Health leading the state in responding to health and medical needs of Floridians facing an unprecedented hurricane season. Although MQA performance measures and balanced score card primarily measure regulatory efficiencies, MQA's performance most certainly does not end there. MQA employees showed their giving spirit by volunteering in so many ways to assist during Hurricane Irma. From staffing Florida's Emergency Information Line (FEIL), to staging facility assessments on the road, MQA employees contributed significantly to Florida's preparedness and recovery efforts.

In spite of time away from regular tasks, performance in our key business areas continued to reflect a regulatory culture dedicated to ensuring health care professionals can get to work quickly in Florida. We truly demonstrate every day our commitment to the Department of Health's mission to promote, protect and improve the health of all people in Florida through integrated state, county and community efforts.

Lucy Gee,

MQA Division Director

ABOUT MQA

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

Vision: To be the Healthiest State in the Nation.

Values:

Innovation

We search for creative solutions and manage resources wisely.

Collaboration

We use teamwork to achieve common goals and solve problems.

Accountability

We perform with integrity and respect.

Responsiveness

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

Excellence

We promote quality outcomes through learning and continuous performance improvement.

BUREAU MESSAGES



BUREAU OF OPERATIONS

In August 2017, MQA hosted the Annual Strategic Planning Managers' Retreat. Nearly 30 managers from throughout the division discussed MQA's strategic focus for the new fiscal year. Attendees collaborated to perform a live SWOT analysis to evaluate MQA's strengths, weaknesses, opportunities and threats that affect the licensing, regulation and enforcement services MQA provides to Florida residents and health care professionals. Using the SWOT analysis, priorities were identified along with proposed actions that will allow MQA to make even more improvements to better serve its customers and stakeholders.

BUREAU OF HEALTH CARE PRACTITIONER REGULATION

MQA received 29,673 applications for licensure in the first quarter of FY 2017-2018. Approximately 15% of those applications were incomplete, either missing documentation or waiting for passing scores on examinations. There were 25,042 applicants who had complete applications and were issued initial licenses. MQA conducted a survey of its initial licensing processes and applications to determine where it could remove barriers to licensure and improve its processes. In addition, MQA made efforts through rule reduction to eliminate unnecessary regulation.

BUREAU OF ENFORCEMENT

When Hurricane Irma struck Florida in mid-September, many MQA employees assisted in the Department of Health's emergency preparedness and response efforts. In the Bureau of Enforcement, several employees from the Consumer Services Unit (CSU) and Investigative Services Unit (ISU) worked throughout the storm to coordinate and assist in the assessment of various facilities, including hospitals, nursing homes and assisted living facilities. Assessments consisted of documenting which facilities had power outages, generators, prescriptions, and the ability to prepare food. Several employees were deployed from headquarters and the Tampa and St. Petersburg field offices, while employees from the Jacksonville, Orlando and Jupiter field offices took day trips to coordinate assessments. Most involved averaged 15 hour workdays throughout the response, which began on Sunday, September 10, and ended on Friday, September 15.



EXECUTIVE SUMMARY

The Quarterly Performance Report (QPR), required by [section 456.005](#) and [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 performed in health care regulation.

MQA 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 level, and our regional investigative offices work with local officials and law enforcement agencies to stop and prevent dangerous unlicensed activity within Florida's communities. The QPR for the first quarter of the 2017-2018 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 29,673 licensee applications and issued 25,042 initial licenses in the first quarter. MQA has made comprehensive efforts through rule reduction and efficiency proposals to eliminate unnecessary regulation and barriers in licensure processes. The division will continue to make improvements throughout the year to better serve Florida's health care licensees and applicants.

ENFORCEMENT

In the first quarter, 232 complaints of unlicensed activity were received. Additionally, 118 cease and desist orders were issued to unlicensed individuals, whose unregulated and illegal activity could be disfiguring and even deadly to victims. MQA referred 111 complaints to law enforcement for potential criminal violations.

INFORMATION

MQA is committed to informing Florida health care professionals and residents about the licensing, regulation, and enforcement services it provides. For example, health care professionals who submitted fingerprints as a condition of licensure on or after Jan. 1, 2013, are required to have their fingerprints retained in Florida's Care Provider Background Screening Clearinghouse (Clearinghouse). MQA's communications services throughout the first quarter provided information about fingerprint retention requirements to affected health care practitioners. This included updating board websites, creating a new site page on www.flhealthsource.gov, and sending out mailers to licensees. For more information about this requirement, visit www.flhealthsource.gov/background-screening.

QUARTER 1 ACCOMPLISHMENTS

The strategic priorities in this section are taken from MQA's [2016-2018 strategic plan](#).



2.1

PRIORITY 2.1: LONG, HEALTHY LIFE

- MQA continued to do its part to increase healthy life expectancy of all Floridians, which included working with the Bureau of Chronic Disease Prevention to prepare Healthiest Weight Webinars, which will be available in the second quarter of the 2017-2018 fiscal year.



4.1

PRIORITY 4.1: EFFECTIVE AGENCY PROCESSES

- The Board of Chiropractic Medicine office assisted the Board of Pharmacy office in clearing its repository backlog. The office also assisted with processing Registered Pharmacy Technician applications after the Board of Pharmacy office experienced staffing changes. Chiropractic Medicine staff recognized that customers of both offices deserve nothing less than a demonstration of MQA's key values. Their collaborative effort positively impacts the work that MQA performs in health care licensing and regulation.
- The board offices participated in Rapid Process Improvement (RPI) workshops, a methodical approach to quickly identify, map, and improve the processes in the board offices. Through RPI, participants were able to reduce redundancies and identify process delays resulting in up to a 30% improvement in processes. In addition, MQA is working on pre-application informational brochures and videos for each profession to help applicants gather and present information necessary to their application, thereby decreasing the time to license.



5.1

PRIORITY 5.1: REGULATORY EFFICIENCY

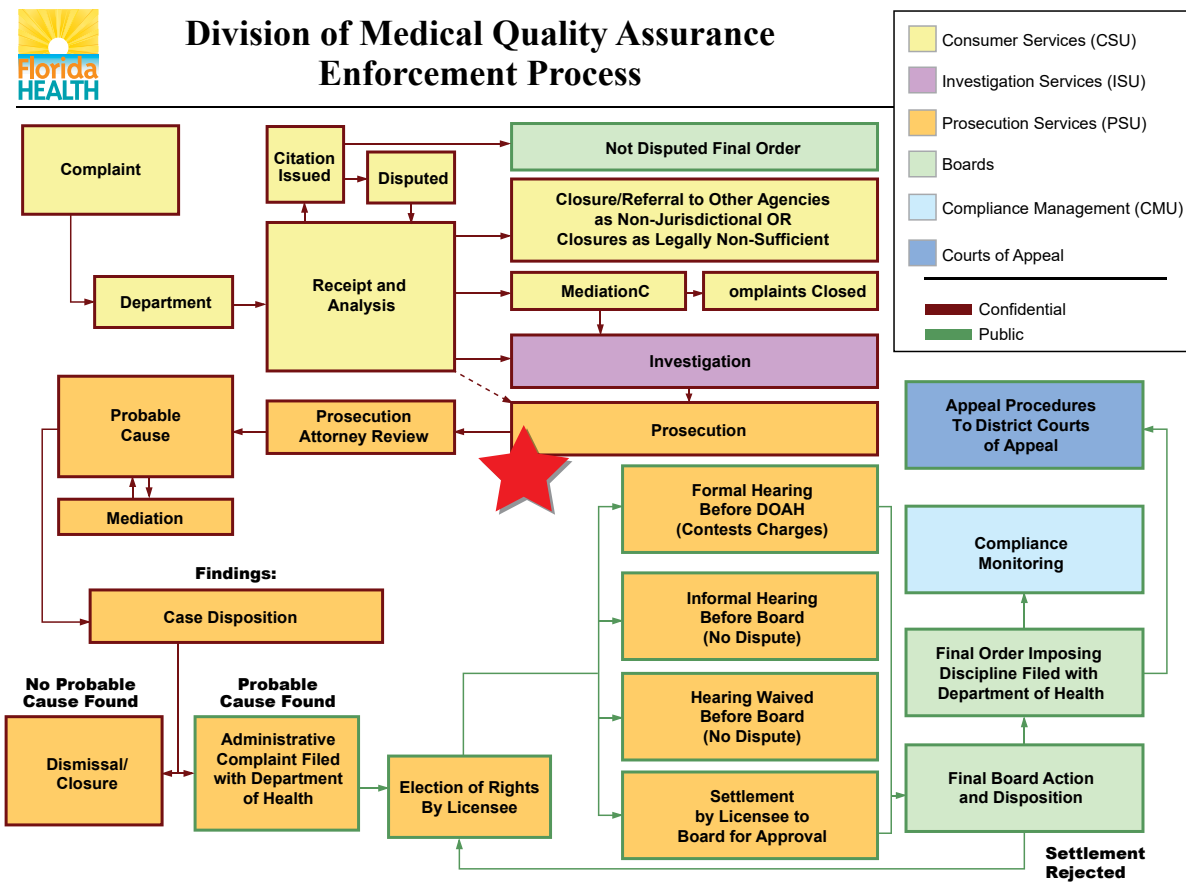
- Florida's Board of Respiratory Care implemented an electronic submission process that reduced the licensure process by four days for two applicants.
- Board staff attend and present at professional association and federation meetings, such as the Federation of State Medical Boards, National Association of Boards of Pharmacy, and National Board of Respiratory Care. These meetings help MQA identify trends and best practices that can be incorporated into its processes. MQA demonstrated significant improvements in application processing performance for psychology applicants. Despite an increase of 20.4% in the number of applications processed, the team reduced the average number of days to issue a license by 15.41 days or 9.4%. The annual mean wage in Florida for a psychologist is \$91,920, so the ability to begin work quickly has a positive and long-lasting impact to the state's economy. MQA also reduced the number of days to issue a school psychologist license by 28%. MQA hosted a Multi-Board Workgroup meeting in Orlando. The focus of the discussion, which was held with members of the Boards of Dentistry, Medicine, Nursing, Osteopathic Medicine, and Pharmacy, primarily related to looking at a multi-disciplinary team approach to health care regulation.

I AM MQA

The Prosecution Services Unit (PSU) is responsible for providing legal services in the regulation of all health care boards and councils.

MQA's enforcement process begins when the Consumer Services Unit (CSU) receives and processes a complaint within MQA's jurisdiction. CSU refers complaints to the Investigative Services Unit (ISU) field office closest to where the incident occurred. Complaints that present an immediate threat to public safety are given priority; however, all complaints are investigated as timely as possible. PSU attorneys review the investigative report to recommend a course of action which may include Emergency Order, Expert Review, Closing Order and/or Administrative Complaint. Emergency Orders are issued by the Department's State Surgeon General against licensees who pose an immediate threat to the health, safety, and welfare of the people of Florida. For a detailed illustration of MQA's enforcement process, please see the Enforcement Process diagram below.

The Bureau of Enforcement strives to make a positive impact on the health of Floridians by working to achieve compliance with Florida laws and rules by health care practitioners, and by ensuring the appropriate action is taken to protect Florida's residents and visitors from illegal and dangerous health care practices.



This is a diagram of the Enforcement Process. PSU officially takes control of cases at the Prosecution stage (see red star), but the unit may be involved earlier at CSU or ISU's request.

UNLICENSED ACTIVITY

Individuals who perform regulated activities without the proper licensing in Florida are generally committing a felony-level criminal offense. Treatment by an unlicensed provider is dangerous and could result in injury, disease or even death. When practitioners pay their licensing fees, \$5 is designated specifically for the enforcement of health care regulations to reduce and eliminate unlicensed activity.

From educating the public to conducting complex investigations and issuing cease and desist orders, the MQA's Unlicensed Activity (ULA) program is dedicated to protecting the people of Florida and remaining at the forefront of health care regulation.

OUTREACH

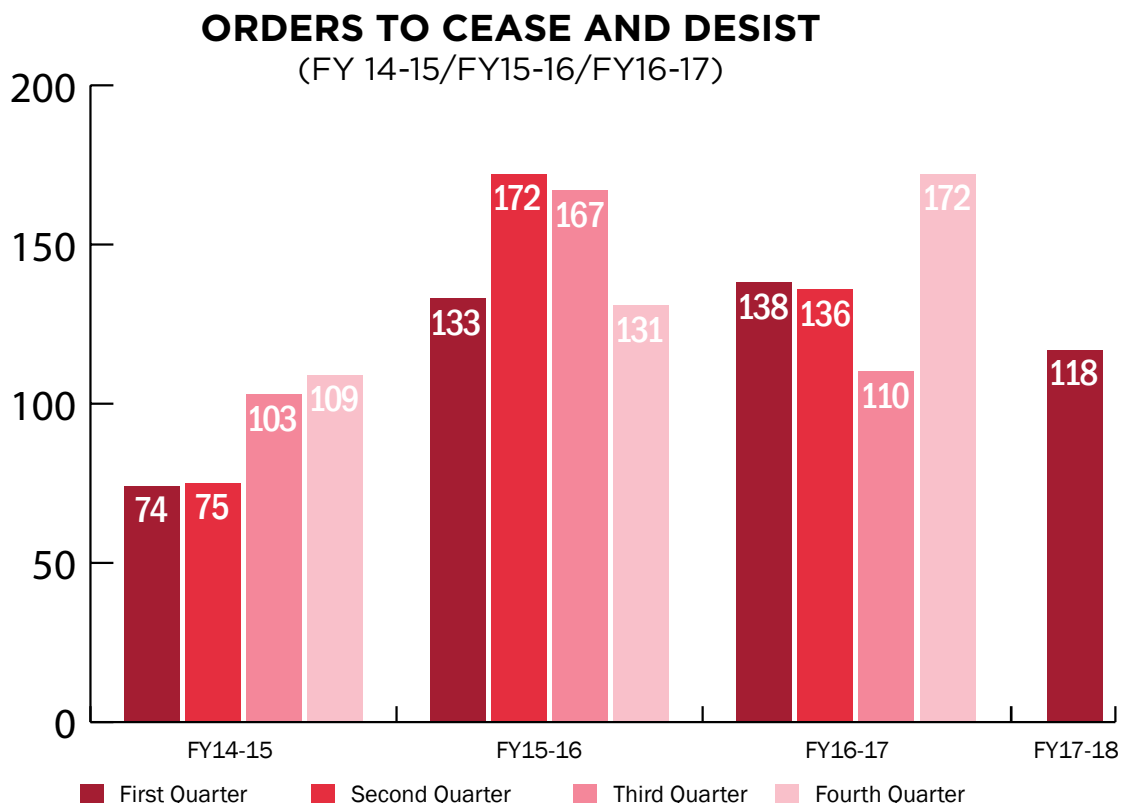
The Bureau of Enforcement conducted the following ULA outreach and educational activities during the first quarter of FY 2017-18:

- Florida Sheriff's Association Conference, July 23 - 26, 2017
- Worker's Compensation Institute, August 6 - 9, 2017
- Meet & Greet with Key West Law Enforcement Community, August 21 - 24, 2017
- Florida Council on Crime & Delinquency, August 28 - 30, 2017

Additionally, a bus and bus-shelter public service awareness campaign was launched. It included the ULA marketing graphic in English, Spanish and Creole that was displayed on 46 buses and 25 bus shelters within the Miami-Dade transit system. The campaign ran for six weeks and resulted in 20 million impressions.

ORDERS TO CEASE AND DESIST

Since the 2014-2015 fiscal year, the ULA program has strengthened investigative and enforcement efforts to ensure the safety of Florida's residents and visitors. Below is a comparison of results for the last three fiscal years and the first quarter of the 2017-2018 fiscal year, highlighting each quarter.



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



BALANCED SCORECARD MEASURES

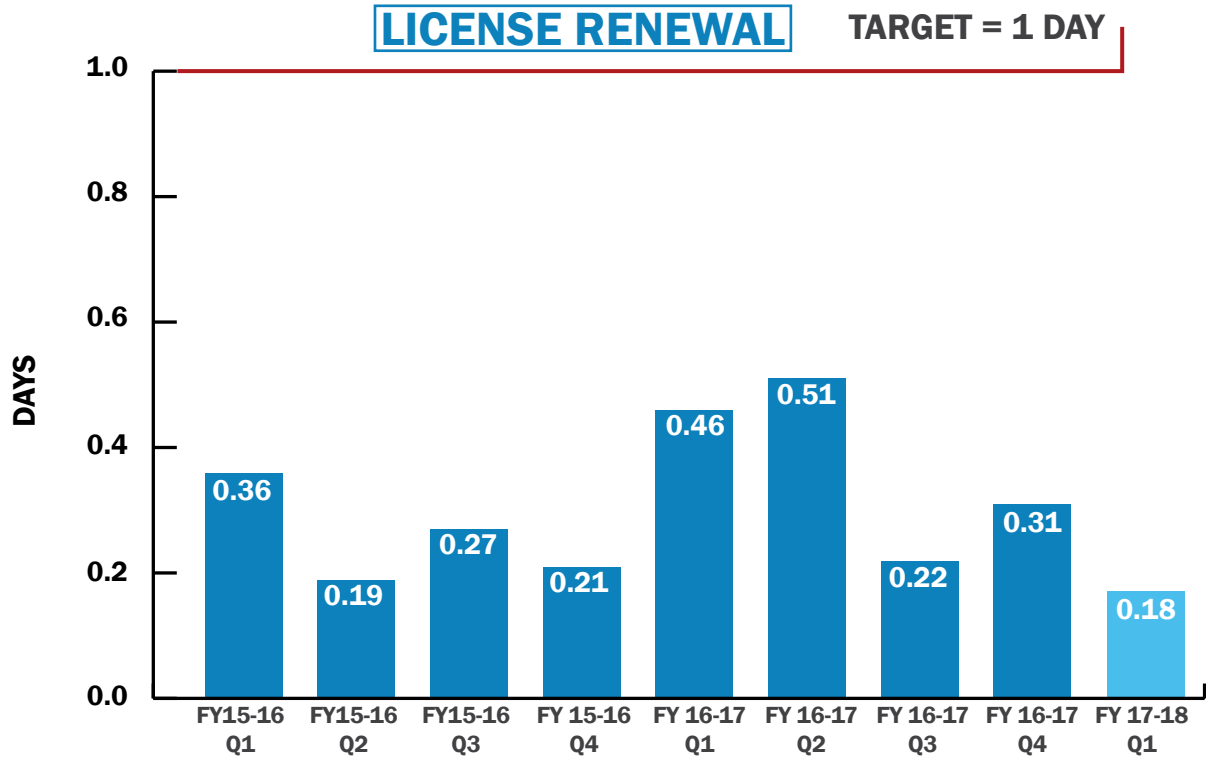
This section highlights three measures from MQA’s Balanced Scorecard that the division uses to track its strategic long-range plan. It includes short- and long-range goals and performance measures, and it helps the executive management team monitor all progress toward those goals. The following three measures are identified as critical components of MQA’s strategic priorities: average number of days to process a renewal application for qualified applicants, average number of days to issue an initial license for qualified applicants, and the average number of days to complete initial inspections 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. Paper renewals are small population as nearly 95% percent of licensees utilize the online renewal system. 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.



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

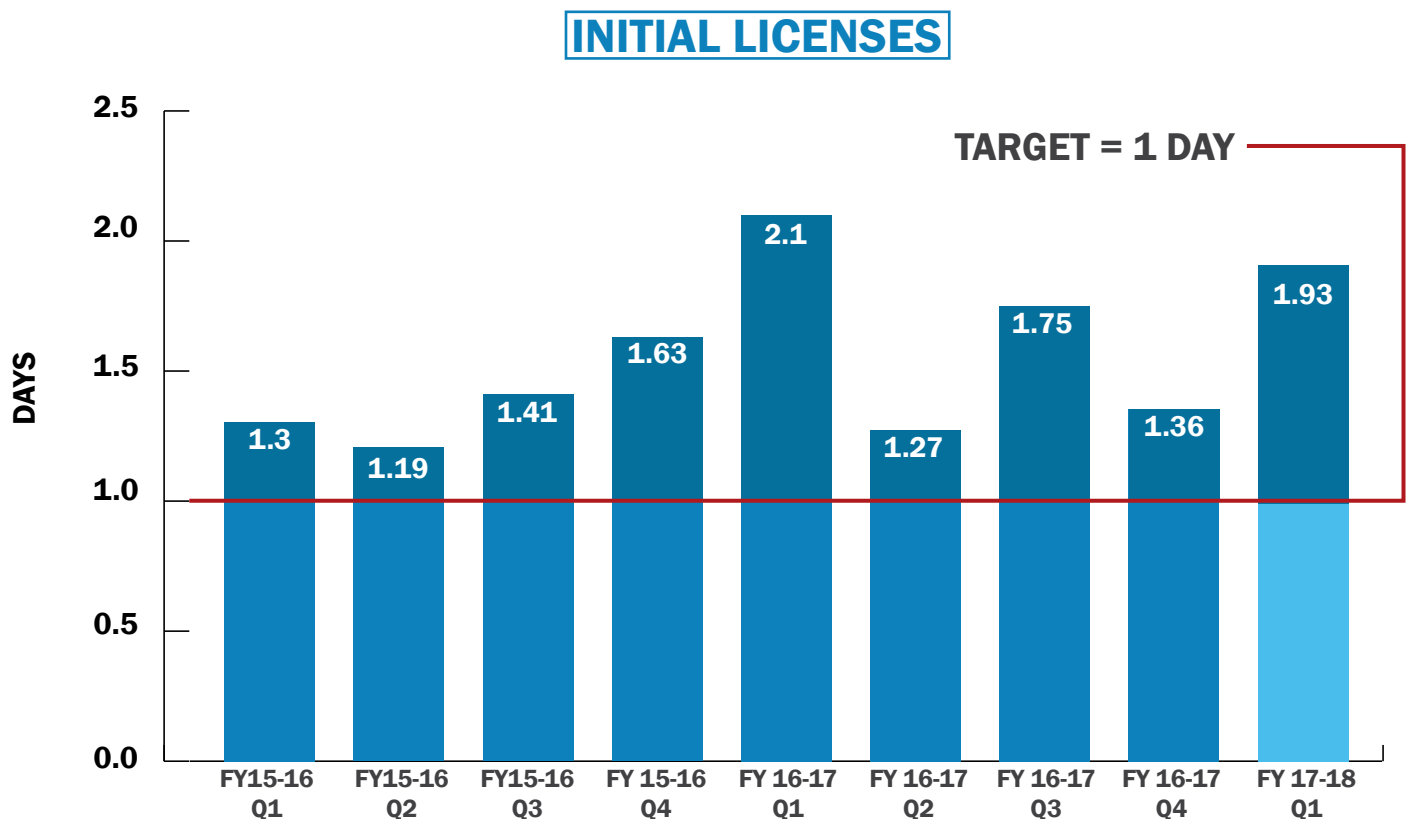
BALANCED SCORECARD MEASURES

MEASURE: AVERAGE number of days to process an initial license for a qualified applicant.

Target: 1 Day

Definition: This measure calculates the average number of days from the date an applicant is deemed qualified to the date a license is issued. This measure is used for all health care profession applications submitted for licensure in Florida. It does not include applications that are withdrawn or generated in error.

Initiative: To improve the time to issue a license to qualified applicants, the Bureau of Health Care Practitioner Regulation analyzes all aspects of the application process through process improvement reviews. In addition, each board office identifies trends regarding the deficiencies found in applications and provides a work plan to eliminate or reduce the delays caused by these deficiencies. The boards remain committed to finding and implementing innovative methods to increase efficiency and employ Floridians in public health expeditiously.



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



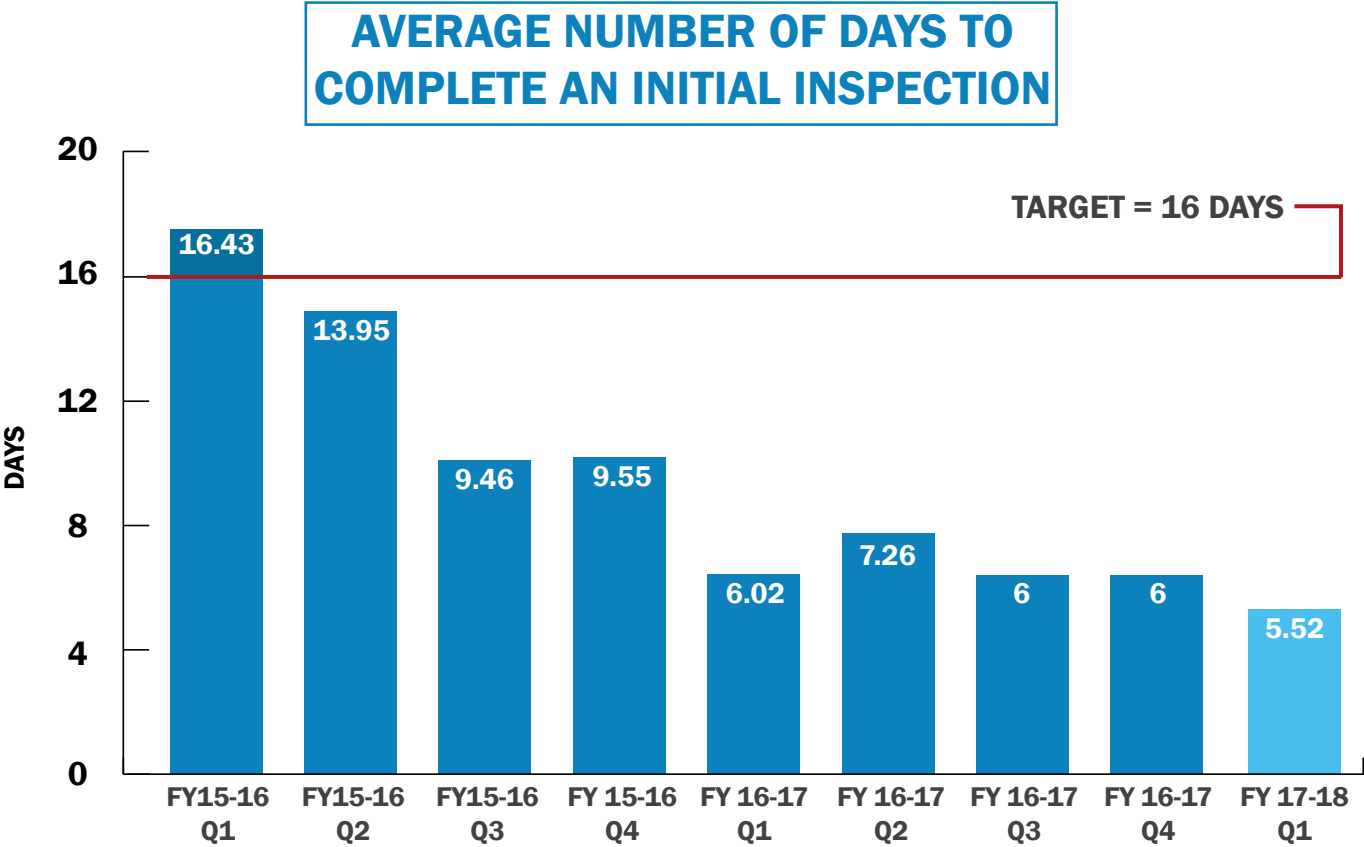
BALANCED SCORECARD MEASURES

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 measure includes all initial inspections where the applicant did not formally request a delay.

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 to schedule the inspection. Managers and supervisors monitor this process on a weekly basis. The Bureau has also created a new code to track inspections where the owner requested a delay, so our inspectors can then focus on establishments that are ready for inspection. In addition to these steps, staff continues to engage in cross-training to ensure personnel availability to complete new requests as soon as possible.



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 ensure professions cover their costs of regulation and to recommend lowering fees where feasible.

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 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 07/01/2017	\$25,459,973	\$13,067,857	\$38,527,830
Total Revenues 06/30/2017	\$17,899,781	\$639,491	\$18,539,272
Total Expenditures 06/30/2017	\$20,508,861	\$402,638	\$20,911,499
Ending Cash Balance 06/30/2017	\$22,850,893	\$13,304,710	\$36,155,603

Licensee Data

MQA issues licenses in 44 different health care professions for more than 100 different types of licenses.

MQA licenses qualified applicants in conjunction with the regulatory boards that oversee each profession.

QUARTERLY SUMMARY

Initial Applications Received	29,673
Initial Licenses Issued	25,042

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 reviews and investigates complaints of unlicensed activity through a central office in Tallahassee and 11 regional offices located around the state. MQA can issue cease and desist orders and fines against unlicensed persons, 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 in s. 456.025, FS. 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	232
Referred for Investigation	249
Investigations Completed	258
Cease and Desist Orders Issued	118
Referrals to Law Enforcement	111

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



CLICK TO PLAY VIDEO

Contact

1-877-HALT-ULA

www.FLHealthSource.gov/ula

HALTULA@flhealth.gov

BY THE NUMBERS



Enforcement Data

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

The Division of Medical Quality Assurance receives about 20,000 complaints a year. MQA, in conjunction with the boards that regulate the professions, issued final orders against 1,489 health care practitioners during the 2016-2017 fiscal year. Some practitioners are directed to obtain additional training to prevent errors; some are reprimanded; and some sanctioned. The Department 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	4,773
Legally Sufficient	1,085
Investigations Completed	1,118
Citations Issued	1
Dismissed by Panel	647
Probable Cause Found	394
Probable Cause Dismissed	154
Final Orders	430

EMERGENCY ORDERS ISSUED

Emergency Restriction Orders	36
Emergency Suspension Orders	28
Total Emergency Orders	64

FINES AND COST DATA FOR CURRENT LICENSEES

Dollar Amount Collected	\$545,634
Dollar Amount Imposed	\$714,082
Percentage Collected	76%

NUMBER OF ACTIVE CASES

Consumer Services	2,054
Investigative Services	760
Prosecution Services	4,154

[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.

CSU: The Consumer Services Unit is located within MQA's Bureau of Enforcement. It is the central intake for all complaints, including complaints alleging the practice of a healthcare profession or the operation of facilities/establishments without the appropriate license.

Emergency Action: An action taken by the State Surgeon General to suspend or restrict the ability to practice 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.

ISU: The Investigative Services Unit is located within MQA's Bureau of Enforcement. It investigates complaints against health care practitioners and facilities/establishments regulated by the Department of Health.

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

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

PSU: The Prosecution Services Unit is responsible for providing legal services in the regulation of all health care boards and councils.



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.

MQA Division Director

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