

# MEDICAL QUALITY ASSURANCE

## QUARTERLY PERFORMANCE REPORT

### OCTOBER 1 - DECEMBER 31, 2017

As required by Section 456.025(9), Florida Statutes



Q2



## MQA REPORTS

[Section 456.005, Florida Statutes](#), requires the Florida Department of Health, 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



You will notice in this, the MQA Quarterly Performance Report for the second quarter of the 2017-2018 fiscal year, a recurring theme on regulatory efficiencies that reduce the time to issue a license to a qualified health care practitioner. Other than the most obvious result, a boost to Florida's economy, longer term outcomes such as reducing the gap between health care supply and demand, is what we envision as a division and as part of the Department's strategic goals. We calculated the benefit of reducing the time to process an initial application by just five days and the results are startling. If we look at six of our largest professions five days faster equals roughly \$16 million additional dollars into Florida's economy!

Although a year-round commitment, November gives us a dedicated opportunity to recognize our veterans in health care service. It also highlights our nationally recognized VALOR program that expedites licensure for our honorably discharged veterans—a small token of our appreciation for their service and sacrifice for us all.

I'm proud to present our Quarterly Performance Report and the valuable data it contains about our division and the service we provide to our key customers: applicants, licensees, and health care consumers.

Lucy Gee,

MQA Division Director

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

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

**A**ccountability  
We perform with integrity and respect.

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

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

# BUREAU MESSAGES



## BUREAU OF OPERATIONS

As part of the annual strategic planning process, MQA released a survey requesting input from board/council members and professional associations to identify our organization's strengths, weaknesses, opportunities and threats (SWOT). The SWOT analysis aims to identify key internal and external factors. Internal factors include the strengths and weaknesses internal to the organization, while external factors include opportunities and threats presented by the environment external to the organization. The information collected from the SWOT will be used to evaluate current strategic priorities and develop future opportunities at MQA's Board Chairs/Vice Chairs Annual Long Range Planning Meeting scheduled for April 23, 2018.

## BUREAU OF HEALTH CARE PRACTITIONER REGULATION

The Bureau of Health Care Practitioner Regulation (HCPR) continuously strives to reduce regulation, expedite licensing for qualified applicants, and engage in process improvements to meet the Department's strategic goal of establishing a regulatory structure that supports the state's strategic priorities related to global competitiveness and economic growth. In November 2017, HCPR also worked to protect, promote and improve the health of people in Florida by assembling a workgroup of all health care professions to discuss working together to use alternative methods to reduce pain and reliance on opioids for either acute or chronic, non-malignant pain management. The workgroup made recommendations for promoting change that will become a part of the implementation of HB 21. More information about improvements can be found in the Quarter 2 Accomplishments section.

## BUREAU OF ENFORCEMENT

On October 3, 2017, the Miami Investigative Services Unit announced their collaborative investigation with the Miami Dade Police Department's Medical Crimes Unit within the Economic Crimes Bureau. Operation Karim led to the arrest of Karim Selene Cordova Rivera for the alleged unlicensed practice of dentistry. The Florida Department of Health issued Rivera a notice to cease and desist and a citation totaling \$2,984.66.



# EXECUTIVE SUMMARY

The Quarterly Performance Report (QPR), required by [section 456.005](#) and [section 456.025\(9\)](#), Florida Statutes, offers 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. The QPR for the second 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.

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. To carry out the mission, MQA collaborates with other stakeholder agencies at the state and federal level, and our regional investigative offices work with local, state, and federal law enforcement agencies to stop and prevent dangerous unlicensed activity within Florida's communities. The Consumer Services Unit (CSU) and Compliance Management Unit (CMU) both serve a valuable purpose within MQA's enforcement process and are highlighted in this publication.

## LICENSING

MQA received 30,284 applications for licensure and issued 20,474 initial licenses in the second quarter. As expected, in Q2 the average number of days from the date an applicant is deemed qualified to the date a license is issued trended downward as the post hurricane recovery period concluded. Second quarter showed a significant change from first quarter in processing time for deficient applications, trending downward from an average of 13.15 days to 9.13 days. Also reduced was the average number of days for initial applications approved or denied within 90 days, going from 6.58 days in Q1 to 5.61 days in Q2.

## ENFORCEMENT

MQA received 245 complaints of unlicensed activity (ULA) in the second quarter and issued 146 cease and desist orders to unlicensed individuals whose unregulated and illegal activity could be disfiguring or even deadly to victims. MQA referred 136 ULA complaints to law enforcement for potential criminal violations.

## INFORMATION

Citizens across the United States paused to commemorate our nation's veterans on November 11, Veterans Day. MQA participated in the Veterans Day Parade and Festival, sponsored by Vet Events Tally, in Tallahassee, Florida. Employees staffed a booth promoting the Armed Forces licensure support services programs, including the Veterans Application for Licensure Online Response (VALOR) system, which offers expedited licensure processing in a health care profession for veterans and their spouses.

Additionally, information was provided about other licensure support services for military members and veterans including the Military Platform, which allows active duty military health care professionals to practice in non-military medical facilities, initial licensure fee waivers, and license renewal exemptions for active duty service members and their spouses.

Staff also promoted MQA's 2017 Florida Veteran Health Heroes publication, which highlighted five health care practitioners who served in the United States Armed Forces or the United States Public Health Service Commissioned Corps. Many citizens stopped by to receive information and enjoy patriotic-themed candy.

For information about VALOR and other programs and publications for veterans visit:

[www.flhealthsource.gov/valor](http://www.flhealthsource.gov/valor)

# QUARTER 2 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 a Healthiest Weight Webinar that was held on November 14, 2017.



4.1

## PRIORITY 4.1: EFFECTIVE AGENCY PROCESSES

- Staff from the Licensure Units in the Boards of Nursing and Pharmacy participated in Rapid Process Improvement (RPI) exercises during this quarter. RPI focuses on enhancing and improving timeliness and efficiencies for processing applications. The Boards' management teams then worked toward implementing the recommendations.
- Board of Occupational Therapy staff demonstrated significant improvements in application processing performance in the first half of fiscal year 2017/2018. This team reduced the average number of days to issue a license by 15.36 days or 62.5%. Licenses were issued in an average of 9.2 days.
- Florida Electrolysis Council staff demonstrated significant improvements in application processing performance in the first half of fiscal year 2017/2018. Despite a commensurate number of applications processed, this team reduced the average number of days to issue a license by 28.41 days or 38.2%. The annual mean wage in Florida for skincare specialists, which includes Electrologists, is \$33,500. The ability to begin work quickly has a positive and long-lasting impact on the state's economy.
- Office of School Psychology staff demonstrated significant improvements in application processing performance in the first half of fiscal year 2017/2018. This team reduced the average number of days to issue a license by 12.77 days or 22.6%. Total processing time for a school psychology application was reduced by 11.87 days or 78.9%.
- Board of Respiratory Care staff demonstrated significant improvements in application processing performance in the first half of fiscal year 2017/2018. This team reduced the average number of days to license by 7.13 days or 21.8% and overall processing time by 4.04 days or 70.1%.



5.1

## PRIORITY 5.1: REGULATORY EFFICIENCY

- Staff in HCPR began working to streamline and standardize reports used daily and quarterly by the board offices. Making reports more user friendly and geared toward the needs of the offices served to make the offices more efficient in processing applications.
- The HCPR Quality Assurance Team began drafting desk guides for transactions used across all professions. Having standardized guides promotes uniformity and efficiency of processes. In this quarter, 4 processes were documented.





# I AM MQA



Consumer Services Unit (CSU) and Compliance Management Unit (CMU)

The Consumer Services Unit (CSU) and Compliance Management Unit (CMU) both serve a valuable purpose within MQA's enforcement process. The CSU process starts primarily at the beginning of the enforcement process and CMU's responsibilities pick up toward the end of the process.

When an entity has a complaint against a health care practitioner, the request is sent to CSU. While many complaints are submitted by consumers through the online complaint portal, CSU also receives complaints from other agencies, insurance companies, media, and law enforcement. The most common complaints are based on the standard of care, practitioner impairment, or criminal convictions.

When a complaint is received, one of the first steps CSU employees take is to determine whether a complaint is legally sufficient. The simple litmus test used to determine legal sufficiency is to ask: "If I presume that this complaint is true, would it violate the Practice Act?" The Practice Act is the set of rules and regulations that govern each health care profession.

Once the complaint is deemed legally sufficient, the complaint is investigated. If the complaint involves a "desk investigation" — meaning only paperwork and/or phone calls are required to evaluate a complaint — it remains in CSU. If site visit interviews and/or further investigation is needed, the complaint is sent to the Investigation Services Unit (ISU).

Anthony Jusevitch, manager of both the CSU and CMU, says CSU is a vital part of the Department's mission to protect, promote, and improve the health of all people in Florida because CSU is the front line of protecting the public.

In the 2017-2018 fiscal year, CSU plans to continue technological upgrades to the complaint process to better serve Floridians. The team is currently working to place the online complaint form into the Licensing and Enforcement Information Database System (LEIDS), which will allow for better efficiency in processing complaints. This is expected to be completed by the close of the fiscal year.

While CSU is tasked with analyzing and investigating complaints, CMU is tasked with monitoring compliance. Once a case is completed and a final order is issued, CMU ensures the licensee adheres to the disciplinary measures outlined in the order.

Through both CSU and CMU, Floridians can be confident health care practitioners are held accountable through mediation, citation, and discipline.



# UNLICENSED ACTIVITY



Performing regulated activities without the proper licensing in Florida is a crime. Treatment by an unlicensed person 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 (ULA).

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

## OUTREACH & MARKETING

The Bureau of Enforcement conducted the following ULA outreach and educational activities during the second quarter of the 2017-2018 fiscal year:

- On October 2, 2017, investigators from Tampa and Orlando attended the 2017 Human Trafficking Summit in Orlando, Florida. The Statewide Council on Human Trafficking organized the event, and Florida Attorney General Pam Bondi led the summit.
- On October 3, 2017, ULA representatives attended the 2017 Mount Dora Police Department Night Out in Mt. Dora, Florida. The event provided participants with a unique opportunity to cultivate a strong relationship between local law enforcement agencies, businesses, community groups and guests to promote safety and security within the community.
- On October 9 through 10, 2017, ULA representatives attended the Florida Public Safety Institute 2017 Conference in Tallahassee, FL. A ULA presentation was given to attendees.
- On October 18 through 20, 2017, ULA representatives attended the Florida Hospital Association 2017 conference in Orlando, FL. Also in attendance was State Surgeon General Dr. Celeste Philip.
- On November 15, 2017, ULA representatives attended the 5th Annual Central Florida Anti-Human Trafficking Forum at the Valencia College School of Public Safety in Orlando, FL.
- On December 1, 2017, investigators participated in Career Day at Everglades Center. A presentation was provided to children in middle school regarding the MQA Enforcement Process as well as the ULA Program.
- The Unlicensed Activity Marketing Manager attended the World AIDS Day Dance Showcase, hosted by the Department of Health in Leon County, at Florida A&M University on December 8, 2017. Information was distributed to attendees about how to spot and report unlicensed health care activity as well as how to verify a health care provider's license on the Department's website.

The following marketing efforts were conducted during the second quarter:

- On December 4, two billboards featuring ULA messaging and imagery were posted on I-10 to inform the public about how to verify their providers' licenses and report unlicensed activity.
- In November, a new PSA was created warning the public about the dangers of receiving unlicensed health care services. The PSA was shared on Department social media pages and websites.
- In December, the Department created a Florida Health Minute video to explain what unlicensed activity is, as well as how to spot and report unlicensed providers.
- During the second quarter, a total of 82 ULA themed tweets and 20 Facebook posts were shared on the social media pages of the Department and board offices.

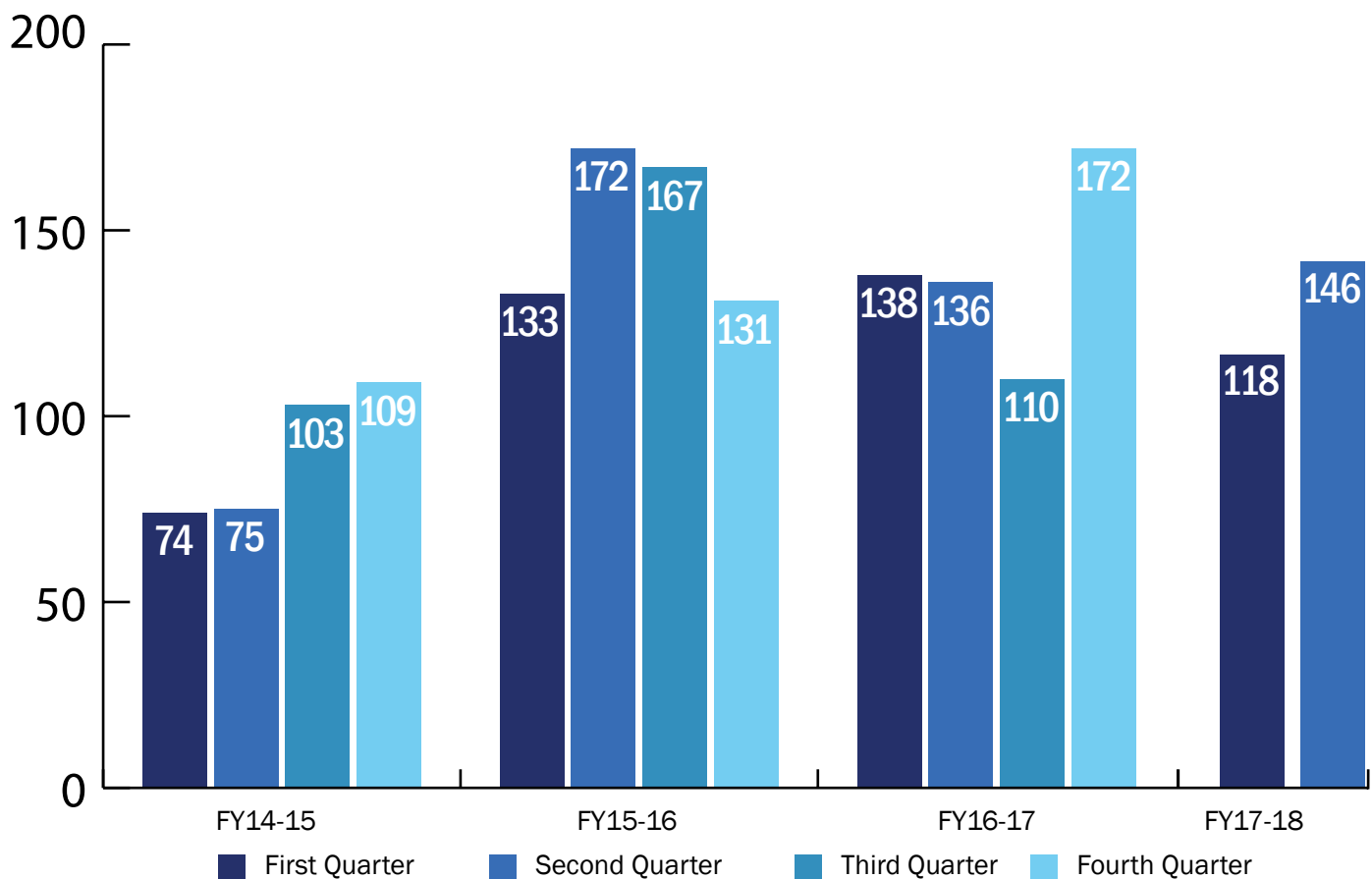


# UNLICENSED ACTIVITY

## 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 the results from FY 2014-2015 to the second quarter of FY 2017-2018, highlighting each quarter.

### ORDERS TO CEASE AND DESIST (FY 14-15/FY15-16/FY16-17)



### Call Out

Consumers are encouraged to verify the license of their health care provider by utilizing the [www.FLHealthSource.gov/ula](http://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](mailto:HALTULA@FLHealth.gov).

# BALANCED SCORECARD MEASURES



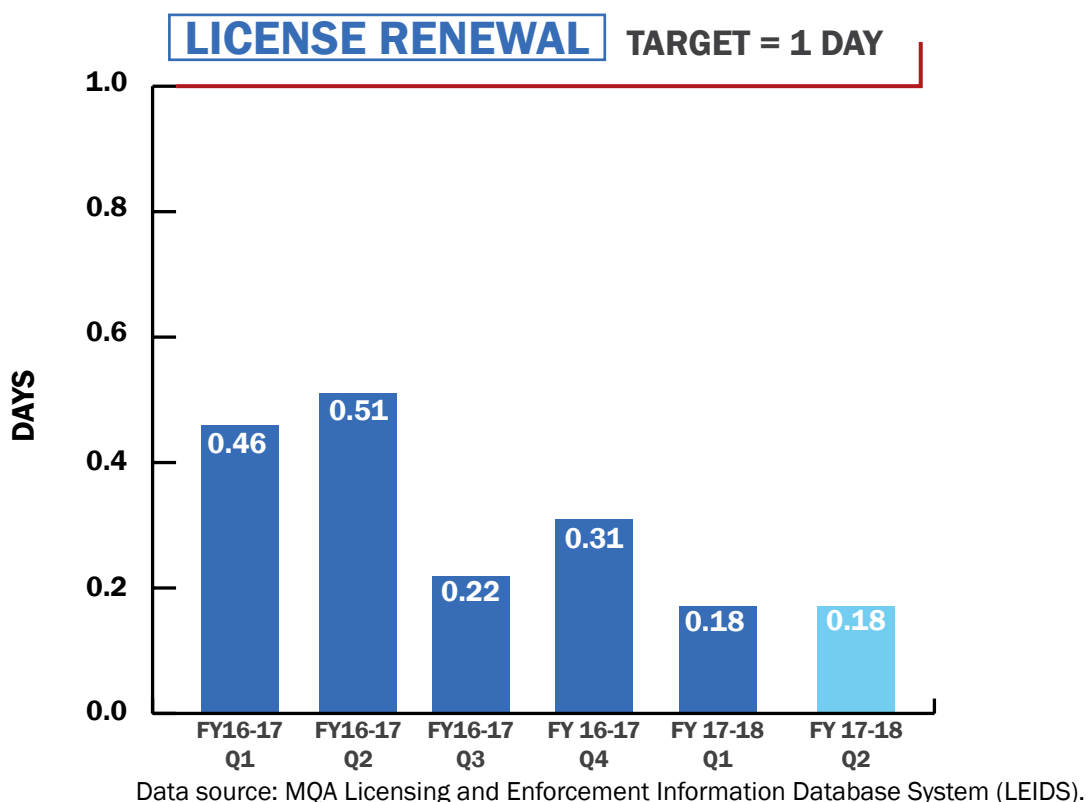
This section highlights three measures from MQA's Balanced Scorecard that the division uses to track its strategic long-range plan. It includes short- and long-range goals and performance measures and helps the executive management team monitor all progress toward those goals. The following three measures 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 a small percentage, 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.





# BALANCED SCORECARD MEASURES

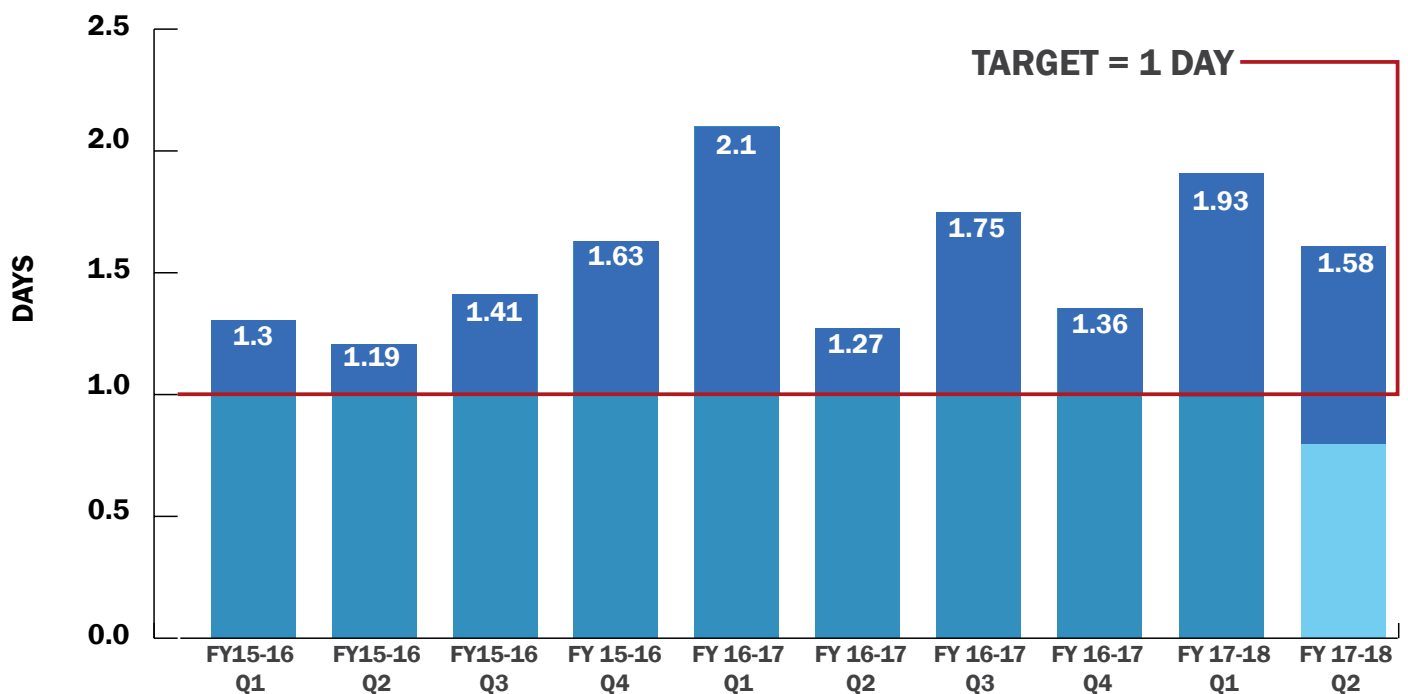
**MEASURE:** AVERAGE number of days to process an initial license for a qualified applicant.

**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 time to license 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 expeditiously license health care practitioners so that services can be available to people in the state of Florida.

## INITIAL LICENSES



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



# BALANCED SCORECARD MEASURES



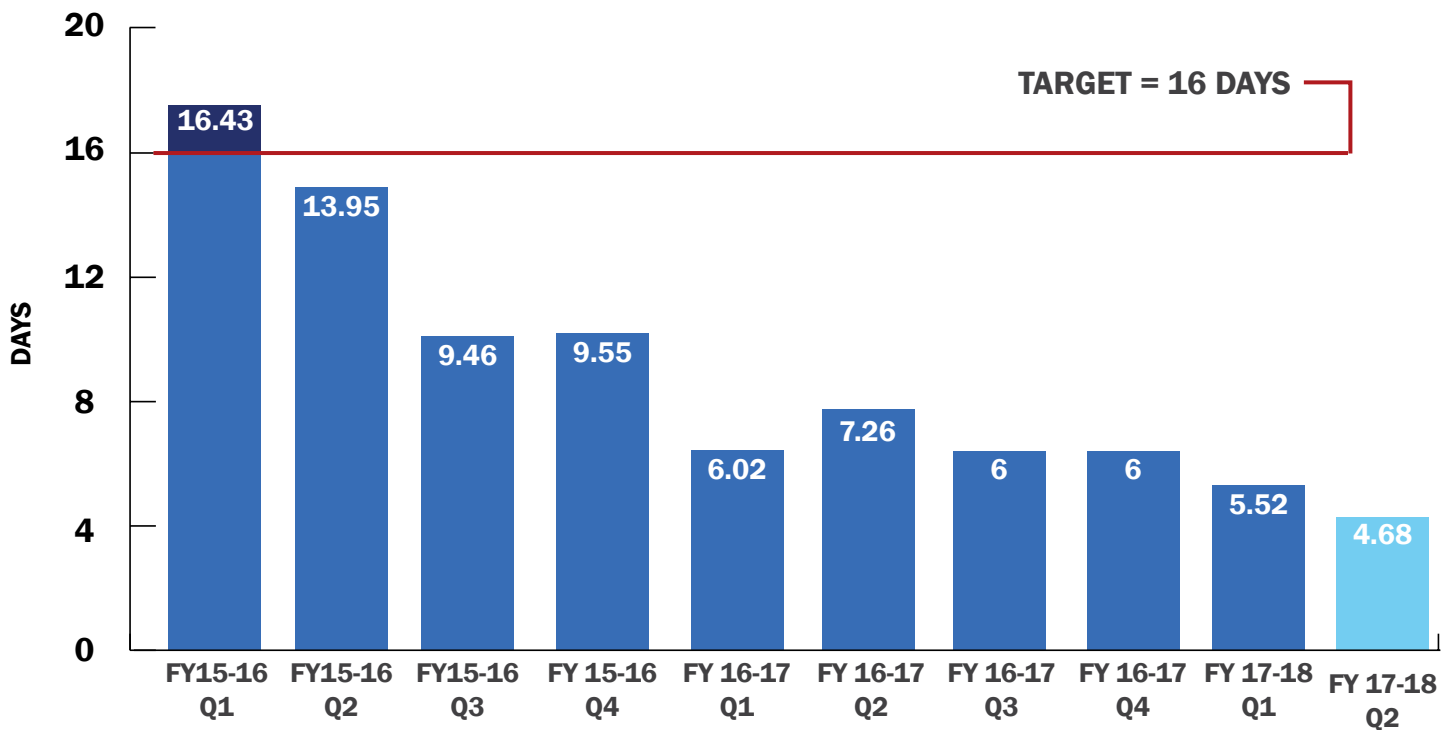
**MEASURE:** Average number of days to complete initial inspection prior to licensure.

**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 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.

## 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 the end of each year, MQA calculates the cost to regulate 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 among the boards and councils to provide administrative support for licensing and regulating 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. Renewal and initial fee analysis are performed periodically to compare the cost of regulation against the current renewal fees.

MQA TRUST FUND	LICENSED	UNLICENSED	TOTAL
Beginning Cash Balance 10/01/2017	\$25,459,973	\$13,067,857	\$38,527,830
Total Revenues 12/31/2017	\$35,618,013	\$1,044,060	\$36,662,073
Total Expenditures 12/31/2017	\$38,481,677	\$814,518	\$39,296,195
Ending Cash Balance 12/31/2017	\$22,596,309	\$13,297,399	\$35,893,708

## Licensee Data

MQA issues over 100 different types of licenses across 44 health care professions.

MQA licenses qualified applicants in conjunction with the regulatory board that oversees each profession.

### QUARTERLY SUMMARY

Initial Applications Received	30,284
Initial Licenses Issued	20,474

[Click here for a 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 issues cease and desist orders and fines against unlicensed persons, but the division relies on partnerships with local law enforcement for criminal prosecution.

### QUARTERLY SUMMARY

Complaints Received	245
Referred for Investigation	262
Investigations Completed	276
Cease and Desist Orders Issued	146
Referrals to Law Enforcement	136

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



CLICK TO PLAY VIDEO

Contact

**1-877-HALT-ULA**

[www.FLHealthSource.gov/ula](http://www.FLHealthSource.gov/ula)

[HALTULA@flhealth.gov](mailto: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, and Compliance Management Unit.

MQA receives about 20,000 complaints a year. Some practitioners are directed to obtain additional training to prevent errors, some are reprimanded, and some are 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	5,847
Legally Sufficient	1,104
Investigations Completed	1,097
Citations Issued	0
Dismissed by Panel	532
Probable Cause Found	405
Probable Cause Dismissed	368
Final Orders	343

### EMERGENCY ORDERS ISSUED

Emergency Restriction Orders	28
Emergency Suspension Orders	32
Total Emergency Orders	60

### FINES AND COST DATA FOR CURRENT LICENSEES

Dollar Amount Collected	\$540,137
Dollar Amount Imposed	\$905,378
Percentage Collected	60%

### NUMBER OF ACTIVE CASES

Consumer Services	4,134
Investigative Services	644
Prosecution Services	5,025

*[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.

**CHAI:** The CHAI system is offered by the Agency for Health Care Administration (AHCA) and allows practitioners to retain their prints in the Background Screening Clearinghouse and pay their fee online.

**Clearinghouse:** The Background Screening Clearinghouse is a single data source used to retain background screening results of persons required by law to be screened. The Clearinghouse allows the results of criminal history checks to be shared among participating agencies when a person has applied: to volunteer, be employed, be licensed, or enter a contract that requires a state and national fingerprint-based criminal history check. Section 435.12, Florida Statutes.

**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 health care profession or the operation of facilities/establishments without the appropriate license.

**Emergency Action:** 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 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.

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

**VALOR:** The Florida Veterans Application for Licensure Online Response system, which provides expedited licensing for honorably discharged veterans and their spouses seeking licensure in health care professions.

**Veteran Health Heroes:** A publication that highlights Florida health care practitioners who served in the United States Armed Forces or the U.S. Public Health Service Commissioned Corps.



Health care resources for professionals and consumers are available 24 hours a day at **[www.FLHealthSource.gov](http://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**

Lucy C. Gee, MS

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