

# MEDICAL QUALITY ASSURANCE

## QUARTERLY PERFORMANCE REPORT

APRIL 1 - JUNE 30, 2018

As required by Section 456.025(9), Florida Statutes



Q4



## 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](#).

# TABLE OF CONTENTS

DIRECTOR'S MESSAGE	4
BUREAU MESSAGES	5
EXECUTIVE SUMMARY	6
QUARTER 4 ACCOMPLISHMENTS	7
I AM MQA	8
UNLICENSED ACTIVITY (ULA)	9
BALANCED SCORECARD MEASURES	11
BY THE NUMBERS	14
GLOSSARY	17





# DIRECTOR'S MESSAGE



Lucy Gee,  
MQA Division Director

A handwritten signature in black ink that reads "Lucy C. Gee".

Medical Quality Assurance (MQA) finished the 2017-2018 fiscal year strong, and this fourth Quarterly Performance Report (QPR) illustrates the division's commitment to protecting the public through its three key business processes of licensure, enforcement, and information.

On March 19, 2018, Governor Rick Scott signed the Controlled Substances Bill to help combat the opioid abuse that has impacted so many lives across Florida. The bill establishes prescribing limits and mandates continuing education for health care professionals, as well as expanding the use of Florida's Prescription Drug Monitoring Program. MQA staff have worked hard to inform the public and health care professionals to ensure compliance with this important legislation.

On April 23, 2018, MQA hosted its Annual Long Range Planning Meeting, which gathered board chairs and vice chairs, professional association members, and other stakeholders to share information and best practices. A strengths, weaknesses, opportunities, and threats (SWOT) analysis was completed at this meeting, and the ideas generated will be used to help MQA further its goals throughout the next year. MQA also completed a SWOT analysis with its own employees on June 1, 2018. The results from the MQA SWOT will be used at this year's Strategic Planning Managers meeting and later as part of the 2018-2019 Strategic Plan.

Finally, MQA staff showed their commitment to teamwork by working to renew thousands of Certified Nursing Assistants (CNAs) whose licenses were set to expire on May 31, 2018. MQA received thousands of calls and emails dealing with the renewal, and staff members worked diligently to get licensees the information they needed to renew their licenses.

These are only a few of the many ways the people of MQA show their commitment to our vision. I am proud to present this Quarterly Performance Report and proud of the service MQA provides to the people of Florida.

**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

Certified Nursing Assistants (CNAs) are one of the largest groups of health care licensees in the state of Florida, and May 31, 2018, was the expiration date for nearly 108,000 of their licenses. Although the number of licensees who renewed online was up by 28.9% this year, Licensure Support Services and the Call Center received thousands of calls and emails with questions about the renewal process. Plans had been put in place ahead of time, and many Bureau of Operations (BOO) staff had undergone intensive cross-training with the Call Center, allowing them to assist in fielding these inquiries. Many volunteers stayed as late as midnight on multiple days answering emails and phone calls.

## BUREAU OF HEALTH CARE PRACTITIONER REGULATION

The Bureau of Health Care Practitioner Regulation (HCPR) conducted widespread outreach throughout the quarter to the public, stakeholders and licensed health care practitioners, primarily on the implementation of House Bill 21, controlled substance legislation aimed at combating opioid abuse in Florida. HCPR provided invaluable assistance in MQA's efforts in implementing the legislation, starting with a telephone conference call on April 18, 2018, to introduce the key changes in the law. HCPR hosted a multidisciplinary workgroup charged with establishing standards for the prescribing of controlled substances for the treatment of acute pain on June 21, 2018. Members of the Boards of Medicine, Osteopathic Medicine, Podiatric Medicine, Dentistry, Nursing, Pharmacy, Optometry, and the Council on Physician Assistants, along with legal counsel and staff, met in Orlando and collaborated on language offering guidance to health care practitioners authorized to prescribe controlled substances. Another example of HCPR's targeted outreach was Executive Director Jennifer Wenhold's attendance at the Florida Dental Convention June 21-23, 2018, in Orlando to help educate dentists on the new law and answer questions. HCPR staff also helped staff the Prescription Drug Monitoring Program (PDMP) or E-FORSCE call center to answer questions related to the new controlled substance law.

Outreach continued on April 14, 2018, when Board of Nursing staff attended the Florida Nurses Association's North Central Region Conference in Gainesville, Florida. The theme of the conference was "The Role of the Nurse in Emergency Preparedness." The group of 40 nurses in attendance were given an overview of MQA, the Board, and the enhanced Nurse Licensure Compact, among other topics. Likewise, Claudia Kemp, Executive Director for the Board of Medicine, and Kama Monroe, Executive Director for the Board of Osteopathic Medicine, attended the Federation of State Medical Boards' (FSMB) annual meeting in April in Charlotte, North Carolina. The meeting provided an opportunity for executive directors, board chairs, staff, and interested parties to exchange ideas and discuss developments in their respective jurisdictions. The meeting sessions included presentations and panel discussions on disaster preparedness, physician wellness, and stem cell therapy. This focus on outreach allows HCPR to share MQA's message as well as learn best practices from outside entities, strengthening MQA's commitment to process improvement.

## BUREAU OF ENFORCEMENT

During the fourth quarter of fiscal year 17-18, the Bureau of Enforcement (BOE) continued efforts to improve regulatory efficiency. BOE completed opening inspections for health care establishments within 8.37 days, a 49% decrease from the first quarter of fiscal year 15-16. BOE also completed 83.87% of priority 1 investigations within 12 days, a 98.5% increase from the first quarter of fiscal year 15-16.



# 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 fourth 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. 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.

## LICENSING

MQA received 39,327 licensee applications and issued 26,120 initial licenses in the fourth quarter.

## ENFORCEMENT

The Bureau of Enforcement (BOE) continued efforts to strengthen collaborative relationships with stakeholders. On April 11, 2018, the Tallahassee Investigative Services Unit (ISU) hosted a meet-and greet with the Consumer Services Unit (CSU) and Leon County Sheriff's Office. Attendees shared information on each organization's outreach efforts, including a weekly task force meeting that is hosted by the LCSO and which BOE plans to attend moving forward. These relationships are integral in helping MQA combat unlicensed activity. MQA received 185 complaints of unlicensed activity in the fourth quarter and issued 120 cease and desist orders to unlicensed individuals whose unregulated and illegal activity could be disfiguring or even deadly to victims. MQA referred 112 complaints to law enforcement for potential criminal convictions.

## INFORMATION

The Bureau of Operations created rack cards and brochures to inform health care providers and the public about the newly-passed House Bill 21, the Controlled Substances Bill, which is intended to combat opioid abuse. A website was launched to further inform the public on the legislation, which can be accessed at [www.FIHealthSource.gov/FloridaTakeControl/](http://www.FIHealthSource.gov/FloridaTakeControl/).

# QUARTER 4 ACCOMPLISHMENTS

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

## 4.1

### PRIORITY 4.1: EFFECTIVE AGENCY PROCESSES

- Lisa Bolhouse, Chair for the Board of Clinical Social Work, Marriage & Family Therapy and Mental Health Counseling, and Jennifer Wenhold, Executive Director, attended the Association of Social Work Boards' (ASWB) first-ever leadership training June 1-2, 2018, in Arlington, Virginia. ASWB invited all Chairs and Executive Directors from each member state to ensure a highly effective and well-functioning board. This training also provided an opportunity for each member state to discuss emerging issues in the profession of social work.
- MQA held a division-wide SWOT analysis on June 1, 2018. Each work unit within the division gathered together to brainstorm the strengths, weaknesses, opportunities, and threats unique to their offices as well as those facing the entire division. The insights gained during this exercise will be compiled and presented during the Annual Strategic Planning Manager's Retreat, to be held on August 10, 2018.

## 5.1

### PRIORITY 5.1: REGULATORY EFFICIENCY

- MQA held its Annual Long Range Planning Meeting on April 23, 2018, during which staff shared information, analyzed trends, and planned for the upcoming year with Florida's health care board members, professional associations, and other stakeholders.
- Many MQA staff volunteered to work overtime to help answer thousands of emails and calls the division received related to the Certified Nursing Assistant (CNA) renewal period that ended on May 31, 2018. Over 107,000 renewal postcards were sent to licensees, and many of these CNAs had questions that required help from MQA staff. Because of the overwhelming volume of correspondence, many of MQA's employees stayed long past the end of their shifts to ensure that these questions were answered in as timely a manner as possible.





# I AM MQA



MQA's Background Screening Unit (BGS) is one of the newer units within the Bureau of Operations, but the service they provide is invaluable in keeping the application and renewal processes operating efficiently. Whenever an applicant submits an application or renewal form and indicates that he or she has a criminal history, MQA staff must investigate further to help ensure the safety of the public by licensing only qualified applicants. Prior to October 2015, this was performed by staff from each individual board office, but since that time the Background Screening Unit has taken on the responsibility for all MQA professions.

When the BGS assumed this responsibility, it inherited a backlog of files, and long wait times were commonplace. Since then, the unit has made great strides, and now prides itself on beginning research on applications the day they are received. Brandi Smith, a Senior Management Analyst II with the unit, says, "We have a great group, and we work together to identify improvements and root causes." This strong emphasis on communication has allowed the team to pinpoint system issues that in the past caused computer errors. These errors affected nearly 45% of the applications that the unit processed, which could potentially cause delays in processing, thereby preventing applications from being processed. Due to the diligence of the Background Screening Unit, this number is now under 5%. This increase in speed and efficiency has also allowed for processing of a far greater number of files. BGS processed 2283 files in the first quarter of the 2017-2018 fiscal year. In the fourth quarter, BGS more than doubled that number to 5212.

MQA is committed to efficiently licensing qualified applicants and protecting the citizens of Florida. The Background Screening Unit helps the division achieve both goals.



# UNLICENSED ACTIVITY



Performing regulated health care 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.

From educating the public to conducting complex investigations and issuing cease and desist orders, 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.

## OUTREACH

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

- On May 31 and June 1, 2018, Jacksonville Investigative Services Unit (ISU) staff attended the 33rd National Conference on Preventing Crime in the Black Community and shared a booth with the Duval County Health Department. Staff members distributed information regarding the ULA program and answered questions from the public regarding ULA and Medical Quality Assurance.
- On May 30 thru June 1, 2018, BOE staff attended the 2018 International Association of Human Trafficking Investigators Conference in Clearwater Beach, Florida, to promote the Department of Health's ULA program. Staff members promoted the Department's ULA program to attendees from across the state, and distributed promotional items and information to over 300 Federal, State & Local law enforcement officers, prosecutors, and other attendees.
- On June 6, 2018, BOE staff attended the Florida Insurance Fraud Education Committee meeting in Orlando. Staff provided information regarding the ULA program and made contacts within the fraud investigation community in Florida.
- BOE staff attended the St. Pete Pride Festival in St. Petersburg, FL on June 24, 2018. Staff promoted the ULA program and the importance of knowing the license status of health care providers. There were approximately 50,000 people in attendance.

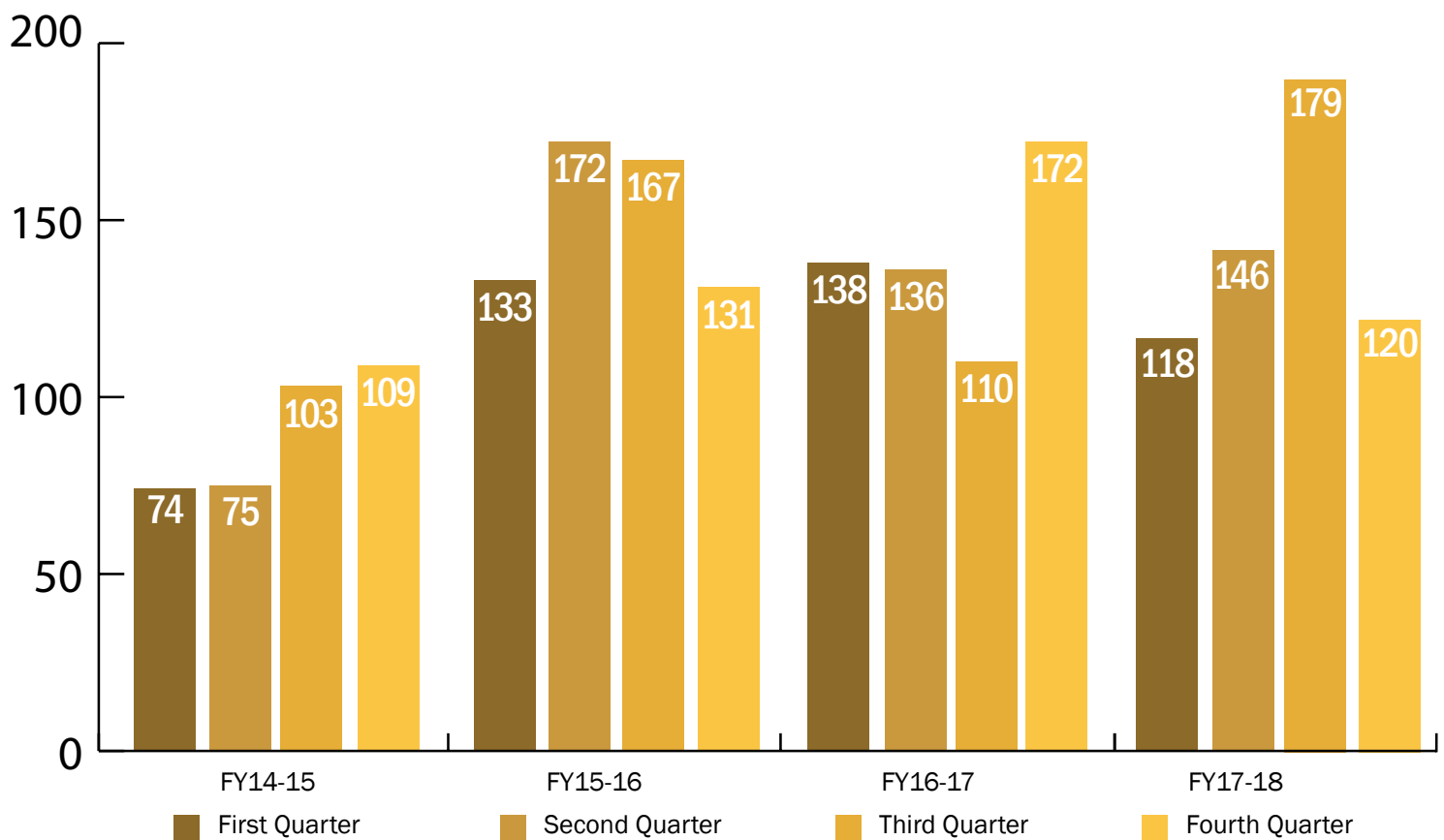


# UNLICENSED ACTIVITY

## ORDERS TO CEASE AND DESIST

Below is a comparison of the results from FY 2014-2015 to the fourth quarter of FY 2017-2018, highlighting each quarter.

### ORDERS TO CEASE AND DESIST (FY 14-15/FY 15-16/FY 16-17/FY 17-18)



### Halt Unlicensed Activity

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

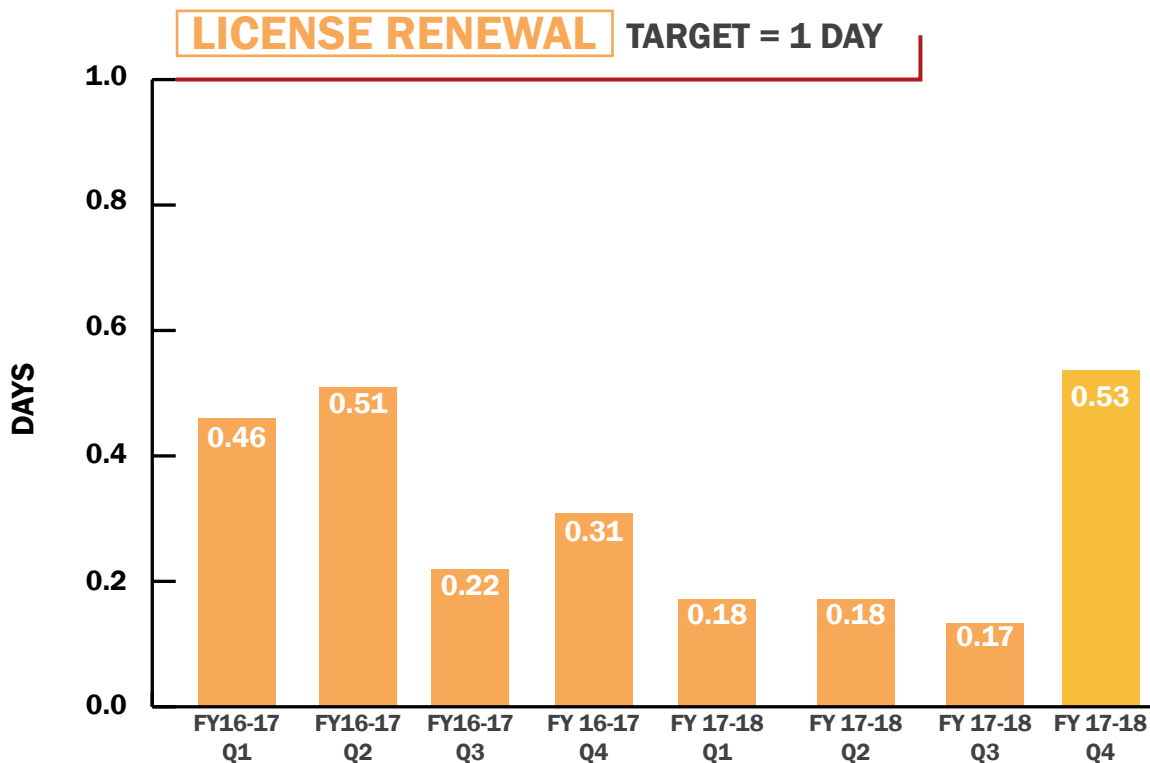
This section highlights three measures from MQA's Balanced Scorecard that the division uses to track its strategic long-range plan. It includes short- and long-range goals and performance measures and helps the executive management team monitor all progress toward those goals. The following three measures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



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



# BALANCED SCORECARD MEASURES

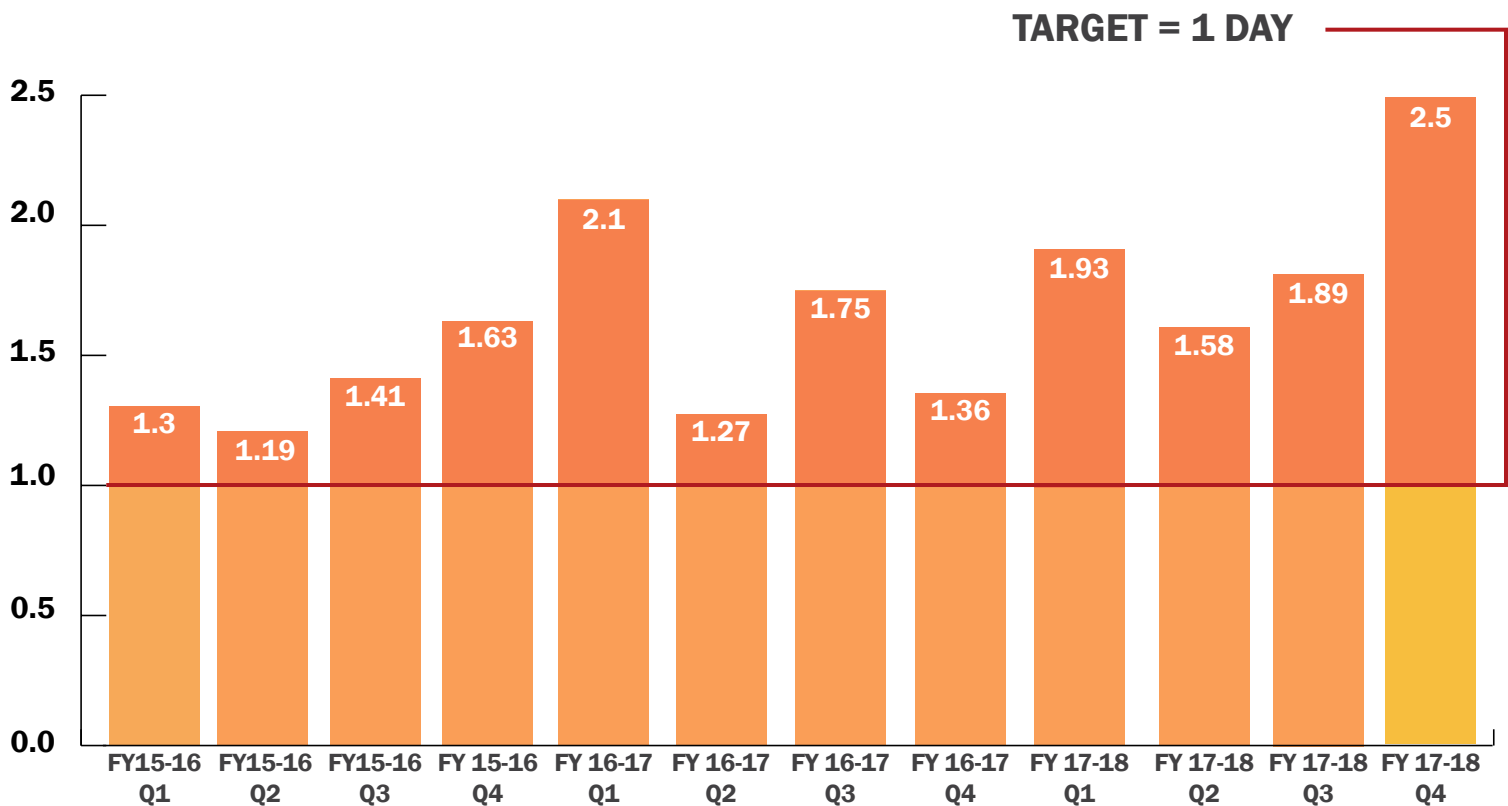
**MEASURE:** NUMBER OF DAYS TO ISSUE AN INITIAL LICENSE FOR QUALIFIED APPLICANTS.

**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.

**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 employ Floridians in public health expeditiously.

## INITIAL LICENSES



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



# BALANCED SCORECARD MEASURES



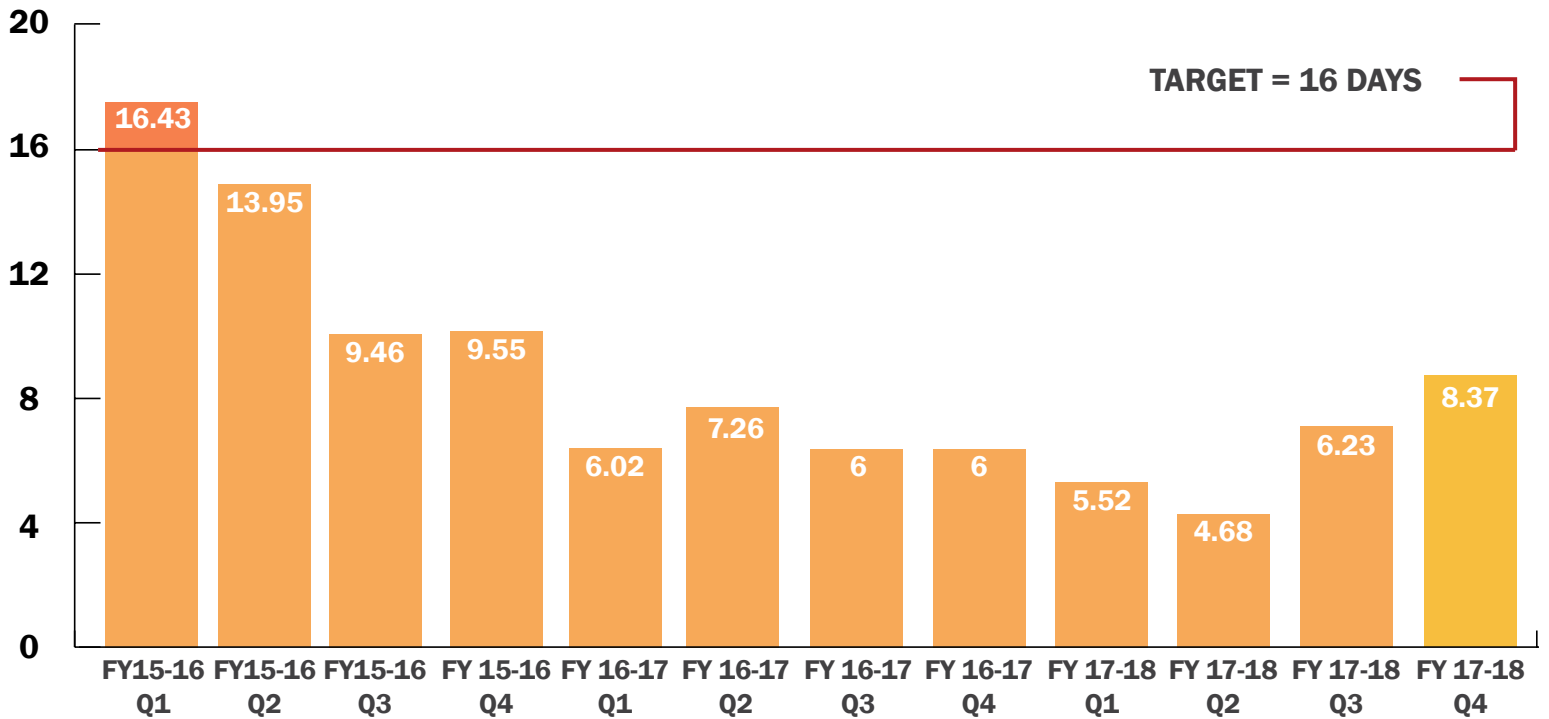
**MEASURE:** NUMBER OF DAYS TO COMPLETE INITIAL INSPECTION PRIOR TO LICENSURE.

**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 calls establishment owners within two business 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 inspectors can focus on establishments 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 and expenses paid from the trust fund, 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.

**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 04/01/2018	\$25,459,973	\$13,067,857	\$38,527,830
Total Revenues 06/30/2018	\$83,739,879	\$2,507,532	\$86,247,411
Total Expenditures 06/30/2018	\$81,334,755	\$1,025,332	\$82,360,087
Ending Cash Balance 06/30/2018	\$27,865,097	\$14,550,057	\$42,415,154

## Licensee Data

MQA issues licenses across 44 health care professions.

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

### QUARTERLY SUMMARY

Initial Applications Received	39,327
Initial Licenses Issued	26,120

[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 eleven regional offices located around the state. MQA issues cease and desist orders and fines against unlicensed persons. The division relies on partnerships with law enforcement for criminal prosecution.

### QUARTERLY SUMMARY

Complaints Received	185
Referred for Investigation	242
Investigations Completed	262
Cease and Desist Orders Issued	120
Referrals to Law Enforcement	112

*[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 (BOE) key role is to investigate complaints and reports against licensed practitioners and unlicensed persons. The bureau has several specialized units: The Unlicensed Activity Program, Consumer Services Unit, Investigative Services Unit, and Compliance Management Unit.

MQA receives over 20,000 complaints a year. Practitioners who are disciplined may be directed to obtain additional training to prevent errors, reprimanded, and/or sanctioned. The Department takes emergency action for violations that pose an immediate and serious threat to the public and violations under section 456.074, FS, 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	7,134
Legally Sufficient	1,274
Investigations Completed	1,090
Citations Issued	24
Dismissals	713
Probable Cause Found	345
No Probable Cause Found	71
Final Orders	362

### EMERGENCY ORDERS ISSUED

Emergency Restriction Orders	42
Emergency Suspension Orders	45
Total Emergency Orders	87

### FINES AND COST DATA FOR CURRENT LICENSEES

Dollar Amount Collected	\$411,070
Dollar Amount Imposed	\$607,961
Percentage Collected	68%

### NUMBER OF ACTIVE CASES

Consumer Services	3,952
Investigative Services	1,057
Prosecution Services	4,899

[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.

**Controlled Substances, Ch. 2018-13, Laws of Florida:** Legislation intended to combat opioid abuse by establishing prescribing limits, mandating continuing education for health care professionals, and expanding the use of Florida's Prescription Drug Monitoring Program.

**E-FORCSE:** Electronic-Florida Online Reporting of Controlled Substance Evaluation Program, a prescription drug monitoring program encouraging safer prescribing of controlled substances that aims to reduce drug abuse and diversion within the state of Florida.

**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.

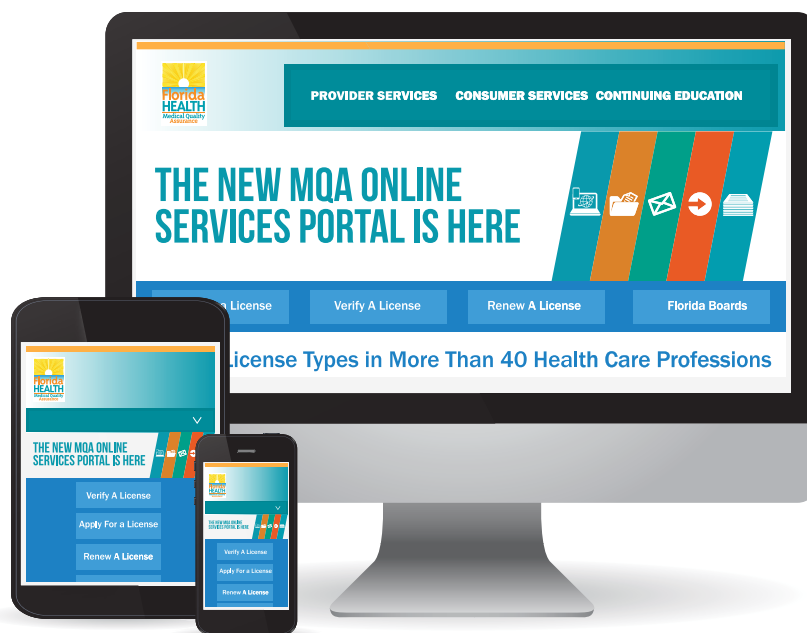
**Emergency Restriction Order (ERO):** An order issued by the Florida Department of Health restricting the practice of a practitioner in the state of Florida under conditions specified by the Department.

**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.

**SWOT:** Strengths, Weaknesses, Opportunities, and Threats. This is a tool used in the creation of MQA's strategic plan to ensure optimal operation and adaptability in the future.

**ULA:** Unlicensed activity. Potentially dangerous activity by an unlicensed person that could cause injury, disease, or death.



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

**Mailing Address**

Department of Health  
Medical Quality Assurance  
4052 Bald Cypress Way Bin C-00  
Tallahassee, Florida 32399

Phone: 850-245-4224

**Email**

[MedicalQualityAssurance@flhealth.gov](mailto:MedicalQualityAssurance@flhealth.gov)

**Website**

[www.FIHealthSource.gov](http://www.FIHealthSource.gov)

