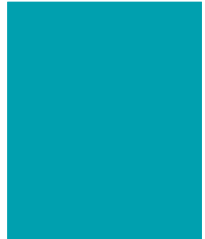


Florida Department of Health
Division of Medical Quality Assurance Strategic Plan
2016-2020



Rick Scott
GOVERNOR



Celeste Philip, MD, MPH
Surgeon General and Secretary

Version 3.0

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Produced by:

Florida Department of Health

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Executive Summary

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

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

The Division of Medical Quality Assurance (MQA) approached the strategic planning process with a few guiding principles in mind:

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

Mission – Why do we exist?

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

Vision – What do we want to achieve?

To be the Healthiest State in the Nation.

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

Innovation: We search for creative solutions and manage resources wisely.

Collaboration: We use teamwork to achieve common goals & solve problems.

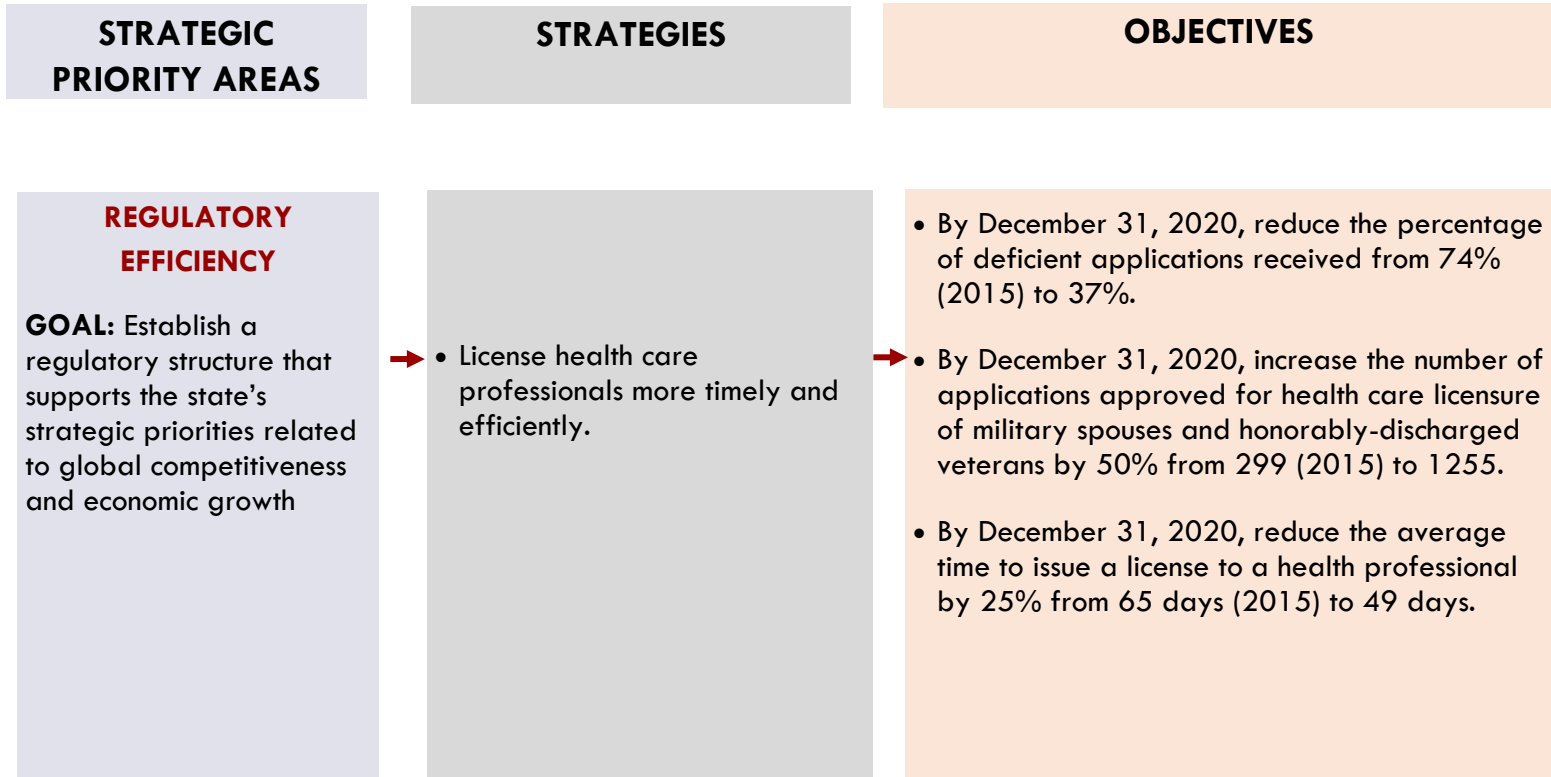
Accountability: We perform with integrity & respect.

Responsiveness: We achieve our mission by serving our customers & engaging our partners.

Excellence: We promote quality outcomes through learning & continuous performance improvement.

MQA is dedicated to the mission, vision, and values of the Department. Working in conjunction with 22 boards and four councils, we established the strategic priorities set forth in this plan beginning January 2016 through December 2018. Over the next three years, we will work diligently to accomplish these goals and further contribute to the Department's vision to be the healthiest state in the nation.

STRATEGY MAP



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

Strategic Priorities

Priority 1: Health Equity


Priority 2: Long, Healthy Life

Priority 3: Readiness for Emerging Health Threats

Priority 4: Effective Agency Processes

Priority 5: Regulatory Efficiency

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

Strategy	Objective
 <p>5.1.2 License health care professionals more timely and efficiently</p>	<p>A. By December 31, 2020, reduce the percentage of deficient applications received from 74% (2015) to 37%. Lead: Division of Medical Quality Assurance</p>
	<p>B. By December 31, 2020, increase the number of applications approved for health care licensure of military spouses and honorably-discharged veterans by 50% from 299 (2017) to 1255. Lead: Division of Medical Quality Assurance</p>
	<p>C. By January 31, 2020, reduce the average time to issue a license to a health professional by 25% from 65 days (2015) to 49 days. Lead: Division of Medical Quality Assurance</p>

Appendix A

Division of Medical Quality Assurance (MQA) Strategic Planning Participants

The following list features all attendees of the division's strategic planning process meetings, including the MQA Strategic Planning Retreat held in August 2017. An internal workforce survey was disseminated to MQA employees on April 10, 2017, and an analysis report was completed in June 2017. The Board Chairs/Vice Chairs Annual Long-range Planning meeting initially scheduled for September 18, 2017 was postponed due to inclement weather from hurricane Irma. In October 2017, a Strengths, Weaknesses, Opportunities, and Threats (SWOT) survey was released to board members and professional associations. The results are shown in the 2017 Board Member SWOT Analysis report. The Board Chairs/Vice Chairs Annual Long-range Planning meeting was successfully held on April 23, 2018.

MQA Executive Leadership

Lucy C. Gee, MS
Director, Division of Medical
Quality Assurance

Lola Pouncey
Chief, Bureau of Operations

Adrienne Rodgers, JD, BSN
Chief, Bureau of Health Care
Practitioner Regulation

Mark Whitten
Chief, Bureau of Enforcement

DOH Executive Leadership

Celeste Philip, MD, MPH
Surgeon General and Secretary

Nichole Geary
General Counsel

Michele Tallent
Deputy Secretary for Operations

MQA Management

Brittain Keen
Operations and Management
Consultant II

Sylvia Sanders
Operations and Management
Consultant II

Melinda Simmons
Senior Health Budget Analyst A

Gwendolyn Bailey
Operations and Management
Consultant Manager

Tamara Garland
Senior Management Analyst
Supervisor

Denise Simpson
Senior Management Analyst
Supervisor

Cynthia Boland
Operations and Management
Consultant Manager

Jessica Rogers
IT Business Consultant Manager

Anthony Jusevitch
Investigation Manager

Christopher Ferguson
Assistant Chief of Investigative
Services

Chris Veal
Manager, MQA Applications,
Information Technology

Jennifer Wenhold, MSW
Executive Director, Boards of
Dentistry, Athletic Training, Hearing
Aid Specialists, Clinical Social
Work, Marriage and Family
Therapy, and Mental Health
Counseling, and Opticianry

Joe Baker, Jr.
Executive Director, Board of
Nursing and Council on
Nursing Assistants

C. Erica White, MBA, JD

Executive Director, Board of
Pharmacy, Orthotists and
Prosthetists, Podiatric Medicine,

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

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

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

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

Board Legal Counsel

Ed Tellechea
Chief Assistant Attorney General

David Flynn
Assistant Attorney General

Donna McNulty
Senior Assistant Attorney General

Board and Council Members

Nicholas Pappas, ATC, LAT
Chair, Board of Athletic Training

Billy 'Bo' McDougal, ATC, LAT
Vice Chair, Board of Athletic Training

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

Susan Gillespy, LMFT
Vice Chair, Board of Clinical Social Work, Marriage & Family Therapy, and Mental Health Counseling

Leonard Britten, DDS
Vice Chair, Board of Dentistry

William Kochenour, DDS
Chair, Board of Dentistry

Catherine Cabanzon, RDH
Member, Board of Dentistry

Douglas Moore, HAS
Member, Board of Hearing Aid Specialists

Byron D. Shannon, OD
Chair, Board of Opticianry

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

Kathryn L. Whitson MSN, RN
Vice Chair, Board of Nursing

Lori Desmond, MSN, RN, NE-BC
Member, Board of Nursing

Debra Glass, BPharm
Vice Chair, Board of Pharmacy

Joylynn M. Greenhalgh, DNP, ARNP
Chair, Electrolysis Council

Jackie Shank, MS, RD, LDN
Vice Chair, Dietetics and Nutrition Practice Council

Sheah Rarback, MS, RD, LDN
Member, Dietetics and Nutrition Practice Council

Peggy Cooper, MS, RD, LDN

Chair, Dietetics, and Nutrition Practice Council

Anthony J. Hicks, OTR
Chair, Board of Occupational Therapy

Heidi Roeck-Simmons, DOT/OTR
Member, Board of Occupational Therapy

Christina L. Pettie, PT, MHA
Vice Chair, Board of Physical Therapy

Steven Chenoweth, PT
Member, Board of Physical Therapy

Dean Aufderheide, PhD
Chair, Board of Psychology

Andrew S. Rubin, PhD
Vice Chair, Board of Psychology

J. Drake Miller, PsyD
Member, Board of Psychology

Roberto Garcia, RRT
Member, Board of Respiratory Care

Raymond J. Hulley, PA
Chair, Council on Physician Assistants

Bernardo Fernandez, MD
Chair, Board of Medicine

Sarvam TerKonda, MD
Vice Chair, Board of Medicine

Kevin Fogarty, DC, FICA
Chair, Board of Chiropractic Medicine

Danita Heagy, DC
Member, Board of Chiropractic Medicine

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

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

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

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

Christine Hankerson, MSN, MS/P, PhD, RN
Member, Board of Nursing Home Administrators

Timothy Underhill, OD
Chair, Board of Optometry

Stuart Kaplan, OD
Vice Chair, Board of Optometry

Tommy Chmielewski, LPO
Chair, Board of Orthotists and Prosthetists

Ruphlal R. Gooljar, CPO, MA
Member, Board of Orthotists and Prosthetists

Chet Evans, MS, DPM
Chair, Board of Podiatric Medicine

Katherine Teisinger, AP, DOM
Chair, Board of Acupuncture

Bridget K. Burke-Wammack, LMT, CLT
Chair, Board of Massage Therapy

Lydia Nixon, LMT
Vice Chair, Board of Massage Therapy

Jonathan E. Walker, LM
Member, Board of Massage Therapy

Bridget Bellinger, DO
Vice Chair, Board of Osteopathic Medicine

Frederick Rahe, AuD
Member, Board of Speech-Language Pathology and Audiology

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

Andrew S. Rubin, PhD
Board of Psychology

Brett Saunders, CPO, FAAOP
Board of Orthotists & Prosthetists

Bridget Bellinger, DO
Board of Osteopathic Medicine

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

Chet Evans, MS, DPM
Board of Podiatric Medicine

Christine Hankerson, MSN, MS/P,
PhD, RN Board of Nursing Home
Administrators

Danita Heagy, DC
Board of Chiropractic Medicine

David Colter
Board of Chiropractic Medicine

Dr. Patrick Pabian, PT, DPT, SCS,
OCS, CSCS
Board of Physical Therapy

Herman Vega, AMD, PhD, AP,
LMHC
Board of Acupuncture

James F. Spafford, MBA
Board of Occupational Therapy

Joseph J. Thomas, DDS
Board of Dentistry

Joseph Frey, MBA-HCM, BS, RRT
Board of Respiratory Care

Katherine Teisinger, AP, DOM
Board of Acupuncture

Kathryn L. Whitson, MSN, RN
Board of Nursing

Kevin Fogarty, DC, FICA (hon)
Board of Chiropractic Medicine

Lori Desmond, MSN, RN, NE-BC
Board of Nursing

Lydia Nixon, LMT Board of
Massage Therapy

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

Michael K. Helmer, BA
Board of Nursing Home
Administrators

Michele Weizer, PharmD, BCPS
Board of Pharmacy

Michelle R. Mendez, DO
Board of Osteopathic Medicine

Peter Johnson, PhD
Board of Speech-Language
Pathology and Audiology

Raymond J. Hulley, PA-C
Council on Physician Assistants

Robert Morris, PhD
Board of Podiatric Medicine

Robyn Dohn Havard
Board of Massage Therapy

Ruben Colon, CRT
Board of Respiratory Care

Ruphlal Gooljar, CPO, MA
Board of Orthotists & Prosthetists

Sarvam TerKonda, MD
Board of Medicine

Stephanie Petrosky, MHA, RD,
LDN
Dietetics & Nutrition Practice
Council

Stuart Kaplan, OD
Board of Optometry

Susan "Robyn" Mattox, LM
Council of Licensed Midwifery
Tamara Maule, OD
Board of Optometry

Timothy S. Pyle
Board of Dentistry

Victoria Drago, LMT
Board of Massage Therapy

Prosecution Services Staff

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Deputy General Counsel

Yolonda Green
Attorney Supervisor

Candace Rochester
Attorney Supervisor

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Vernice David
Government Operations
Consultant I

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Government Analyst I

Kimberly Young
Strategy Manager

Peggy Taff
Strategy Manager

Brian Labus
Strategy Manager

William Butler
Strategy Manager

Geoffrey Willoughby
Strategy Manager

Faye Jones
Administrative Assistant II

Scott Flowers
Consumer/Investigative Services
Administrator

Sidronio Casas
Government Analyst I

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Nursing Education Director

Janet Doke, BSN, RN
Registered Nursing Education
Consultant

William Spooner
Program Operations Administrator
Board of Massage Therapy

Brad Dalton
Deputy Press Secretary

Paul Runk
Legislative Planning Director

Healthiest Weight Florida Program Staff

Shannon Hughes
Director, Division of Community
Health Promotion

Catherine Howard, PhD, MSPH
Director, Healthiest Weight Florida

Kathryn Williams, MPH
Coordinator, Healthiest Weight
Florida

Geoffrey Kneen
Program Specialist, Healthiest
Weight Florida

Ernest Bradley
Program Specialist, Healthiest
Weight Florida

Julie Dudley

Program Manager, Bureau of
Chronic Disease Prevention

Jamie Forrest, MS
Epidemiology and Evaluation
Program Administrator, Bureau of
Chronic Disease Prevention

M. R. Street, MPH
Medical/Health Care Program
Analyst, Bureau of Chronic
Disease Prevention

**Association and Community
Representatives**

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

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

Janet DuBois, ARNP
President, Florida Nurse
Practitioner Network

William Hightower
Director of Governmental
Relations, Florida Osteopathic
Medical Association

Karin Kazimi
Project Director, Florida Healthcare
Workforce Initiative

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

Alisa LaPolt
Lobbyist, Florida Nurses
Association

Marcia Mann
State Contract Manager, CE
Broker

Mandy O'Callaghan
Attorney, Florida Senate

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

Casey Stoutemire
Lobbyist, Florida Dental
Association
Glenn Thomas

Attorney, Lewis, Longman and
Walker, PA

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

Dennis Willerth
Executive Director, Florida Society
for Respiratory Care

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

Bob MacDonald
Executive Director, PDMP
Foundation, Inc.

Carolyn Stimel, PhD, ABPP
Florida Psychological Association

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

Kay Ferguson
American Medical Technologists,
Florida Chapter

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

Corinne Mixon
Lobbyist, Mixon and Associates

Ashley Kalifeh
Attorney, Capital City Consulting

Joy Ryan
Regulatory Attorney, Meenan P.A.

Appendix B

Planning Summary

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

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

The following is the strategic plan schedule of meetings:

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

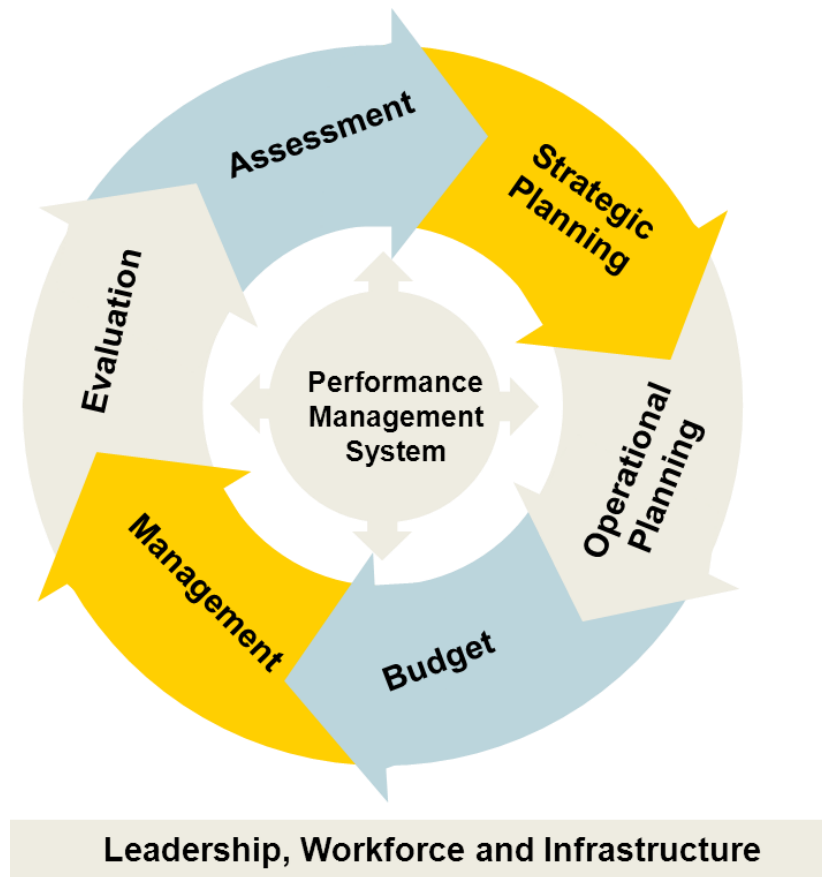
		Services Team
02/09/2016	Manager presentation about educating employees on DOH and MQA Strategic Plan 2016-2018	Executive Management Team, MQA Management,
04/27/2016	MQA Strategic Plan 2016-2018 Version 1.1 <i>Updates with aligning action plans with DOH's Strategic Plan 2016-18 version 1.2</i>	Executive Management Team, Strategic Planning Services Team
05/19/2016	Long-range Planning Survey sent to board/council members	Executive Management Team, Strategic Planning Services Team
05/16/2016	MQA Strategic Plan 2016-2018 Version 1.2 <i>Updates with aligning action plans with DOH's Strategic Plan 2016-18 version 1.5</i>	Executive Management Team, Strategic Planning Services Team
05/25/2016	MQA Strategic Plan 2016-2018 Version 1.3 <i>Change our main objectives for Goal 5.1 back to what they were originally</i>	Executive Management Team, Strategic Planning Services Team
06/24/2016	MQA Strategic Plan 2016-2018 Version 1.4	Executive Management Team, Strategic Planning Services Team
06/30/16	MQA Employee SWOT survey	Executive Management Team, Strategic Planning Services Team
07/14/2016	MQA Manager's SWOT survey	Executive Management Team, Strategic Planning Services Team
08/18/16	Strategic Planning Retreat: discussed MQA's strategic focus aligned with DOH's strategic plan	Executive Management Team, MQA Management, Strategic Planning Services Team
09/08/16	SWOT survey results sent out to MQA management and board members	Executive Management Team, MQA Management, Strategic Planning Services Team, External Partners
09/27/16	3 rd Annual Healthiest Weight Liaison meeting	Executive Management Team, MQA Management, Strategic Planning Services Team, External Partners
09/27/16	Budget Liaisons Training and Information meeting	Executive Management Team, Executive Directors, Strategic Planning Services Team, External Partners
09/28/16	Annual Board Chairs/ Vice Chairs Long-range Planning Meeting	See Appendix A
10/07/2016	Long-range Planning Survey Report	Executive Management Team, MQA Management, Strategic Planning Services Team, External Partners
12/20/2016	MQA Strategic Plan 2016-2018 Version 1.5	Executive Management Team
03/14/17	Strength, weaknesses, opportunities, and threats (SWOT) analysis. Developed SWOT surveys.	Executive Management Team Strategic Planning Services Team
05/10/17	SWOT sent out to MQA management and employees	MQA management and employees
06/08/17	MQA Employee and management SWOT result analysis	Strategic Planning Services Team
08/18/17	Strategic Planning Retreat: discussed MQA's strategic focus aligned with DOH's strategic plan	Executive Management Team, MQA Management, Strategic Planning Services Team
10/16/17	SWOT survey sent out to board/council members and professional associations	Executive Management Team, MQA Management, Strategic Planning Services Team, External Partners
11/21/17	External SWOT survey results analysis.	Lola Pouncey Strategic Planning Services Team
09/30/15	EMT Strategic Plan Development	Executive Management Team, MQA Management, Strategic Planning Services Team
02/20/18	Draft 2018 Strategic Plan Development	Executive Management Team, Strategic Planning Services Team
04/23/18	Annual Board Chairs/ Vice Chairs Long-range Planning Meeting	See Appendix A
5/10/18	Discussed new strategic plan format and assigned strategy managers	Executive Management Team, MQA Management, Strategic Planning Services Team
5/10/18	MQA Strategic Plan 2016-2020 Version 3 aligned with DOH Strategic Plan 2016-2018	Executive Management Team, MQA Management, Strategic Planning Services Team

Monitoring Summary

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

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

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



Appendix C

The table below represents feedback the Division received from the SWOT survey conducted in 2017:

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

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

Appendix E

Work Plan and Alignment

Objective	LRPP	SHIP	QI Plan	Agency Strategic Plan Alignment	Bureau Assigned To
By December 31, 2020, reduce by 50% the percentage of deficient applications received from 74% (2015) to 37%.	Goal 7	NA	NA	5.1.2	Health Care Practitioner Regulation
By December 31, 2020, increase the number of applications approved for health care licensure of military spouses and honorably discharged veterans by 50% from 299 (2017) to 1255.	Goal 7	NA	NA	5.1.2	Health Care Practitioner Regulation
By December 31, 2020, reduce the average time to issue a license to a health professional by 25% from 65 days to 49 days.	Goal 1	NA	NA	5.1.2	Health Care Practitioner Regulation

LRPP: Long Range Program Plan

SHIP: State Health Improvement Plan

QI: Quality Improvement

Environmental Scan Resources

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