

IDAHO STATE BOARD OF MEDICINE
STRATEGIC PLAN



Fiscal Years 2020 - 2023

Mission

To protect and enhance the public's health, safety and welfare by establishing and maintaining standards of excellence used in regulating the practice of medicine and ensuring quality health care for the citizens of Idaho through licensure, discipline, and education.

The Idaho State Board of Medicine, established in 1892, is a self-governing agency operated with dedicated funds from licensees of the agency. It operates with five boards, two advisory committees and 39 board/committee members. The Board has primary responsibility for licensure and regulation of physicians, doctors of osteopathy, naturopathic medical doctors, physician assistants, dietitians, respiratory therapists, and athletic trainers. The Board's mission is to protect and enhance the public's health, safety and welfare by establishing and maintaining standards of excellence used in regulating the practice of medicine and ensuring quality health care for the citizens of Idaho through licensure, discipline, and education.

Outcome Based Vision

The Idaho State Board of Medicine is dedicated to promoting excellence, transparency and efficiency in licensing and regulation. This is accomplished through effective, cost efficient licensing processes that insure public protection while minimizing redundant requirements for the licensee, providing transparent access to information on licensees of the Board to all customers/constituents and insuring professionalism in all aspects of operation.

Operating Philosophy

The Idaho Board of Medicine is committed to protection of the public. This is accomplished through licensure by insuring adequate education and training for the delivery of healthcare service to the public within an appropriate scope of practice commensurate with the education and training level of the licensee, along with responsible and balanced regulation of those who hold a license. The Board is dedicated to continuous quality improvement with training, knowledge, management, and a commitment to providing the highest quality, most cost-effective service. The main services provided by the Idaho Board of Medicine include:

- Licensure of qualified applicants;
- Enforcing the Medical Practice Act and Rules through the investigation of complaints against license holders, with the subsequent discipline of those found to be in violation of the Medical Practice Act or Rules;
- Promoting the rehabilitation of impaired health care providers regulated by the Board; and
- Providing information to interested consumers.

Key External Factors

Shifting economic, political, social and professional climates that are beyond the Board's control may impact the accomplishment of long-range goals and objectives. These include:

- Economic conditions within the state are dynamic and constantly evolving and have the potential to influence the recruitment and retention of health care professionals in Idaho;
- Federal and state initiatives, insurance carriers, and technological advances could impact the health care delivery system and professional regulation, specifically with regards to the practice of medicine across state lines, health care reform, access to health care information, and telemedicine;
- State legislation can alter or significantly impact the functions of the Board;
- Emergencies necessitate a mobile, competent healthcare workforce;
- The delivery of healthcare via a remote delivery system can provide for additional challenges with skill sets and technology; and
- Public health events as seen in the current opioid epidemic greatly impact the healthcare workforce.

GOALS

GOAL #1: Maintain and refine Idaho Medical Practice Acts (Physicians – MD, DO; Naturopathic Medical Physicians; Physician Assistants, Athletic Trainers; Dietitians; Respiratory Therapists and Polysomnographers) to ensure they facilitate innovation and eliminate unnecessary regulation while protecting public safety.

OBJECTIVES:

1. Identify opportunities for improvement.
 - a. Monitor federal and state law changes relevant to the practice of medicine
 - b. Assess comparative data and information from other states, including their experiences and outcomes
 - c. Participate in the Federation of State Medical Boards (FSMB) and the national Administrators of Medicine (AIM) to identify innovative concepts that may be replicated in Idaho
 - d. Cultivate ideas and feedback from relevant stakeholders, including licensees and registrants of the Board of Medicine

2. Pursue agency legislation to operationalize identified opportunities and reduce unnecessary barriers to licensure.
 - a. Review and revise statutes and policies as necessary to maintain the highest standards
 - b. Work closely with the Division of Financial Management (DFM) and the Governor’s Office to ensure alignment of agency legislation with executive priorities
 - c. Submit requisite forms and draft legislative language within established deadlines

3. Pursue rule changes to operationalize identified opportunities
 - a. Review and revise rules and policies as necessary to maintain the highest standards and reduce unnecessary barriers to licensure.
 - b. Ensure robust negotiated rulemaking with multiple opportunities for public input and engagement
 - c. Work closely with the Division of Financial Management (DFM), the Governor’s Office, and the Legislative Service Office (LSO) ensure all requisite forms are submitted within established deadlines
 - d. Exceed expectations in terms of transparency and openness of rulemaking process

4. Monitor all introduced state legislation for implications on agency or medical practice.

Performance Measure	Benchmark
Strengthen collaboration among state medical boards for sharing of relevant best practices, emerging trends, legislation, etc. in effort to streamline and reduce regulation while ensuring public safety.	Participation annually in national and state medical board & health related committees/workgroups (Executive Director, Associate Director, Board Attorney, and other staff as assigned) ¹
Attend FSMB and AIM meetings	100% attendance annually by appropriate staff ²
Host public listening sessions and/or negotiated rulemaking statewide	Host sessions as needed with capability of statewide participation ³
Review and analyze all relevant extra-agency legislative proposals	Complete within three (3) days of introduction by print hearing ⁴
During negotiated rule making annually, ensure regulations do not impose unneeded restrictions or barriers to entry	Limit word count growth in Board rules to less than 5% of baseline across the life of strategic plan (excluding federal- or legislatively-imposed mandates). ⁵
1. Indicates full participation in Association meetings to leverage best practices. 2. Indicates full participation in Association and other Stakeholder meetings. 3. Indicates statewide access for communities to learn more about BOM. 4. Based on goal for interagency collaboration/cooperation. 5. Based on goal to reduce to reduce restrictions and barriers.	

Goal #2: Provide Outreach and Education to Licenses, Partners, Stakeholders, and Public to increase awareness of the Board, its mission, activities, and services.

OBJECTIVES:

1. Improve outreach to medical and allied health schools and programs, associations, licensees, and the public
2. Leverage technology to ensure broad access to educational information regarding the agency
3. Identify opportunities for improvement

Performance Measure	Benchmark
Present at all germane conferences, schools, associations, training events (e.g.: <i>Idaho College of Osteopathic Medicine, Idaho State University, Idaho Association of Athletic Trainers, Idaho Hospital Association, Idaho Medical Association, Idaho Association of Physician Assistants, Idaho Academy of Nutrition and Dietetics, Idaho Association of Medical Staff Services, etc.</i>)	Annually and as requested ¹
Develop and send timely newsletters to all licenses and Board	Distribute quarterly (4) newsletters a year and weekly e-bulletins with time-sensitive information ²
Evaluate and improve current outreach methods and technological opportunities in order to increase outreach to licensees and the public.	Survey licensees, facilities, associations, and the public annually to determine methods of communication that will reach a wider audience. ³
<ol style="list-style-type: none"> 1. Based on goal to provide timely information for licensees and registrants. 2. Indicates majority notification coverage of the state. 3. Indicates statewide access for communities to learn more about BOM. 	

Goal #3: Efficiently Manage Licensure & Renewal of Licensure.

OBJECTIVES:

1. Maintain an efficient, accurate, and responsive licensing system to ensure the minimum requirements are met for all health professionals under the purview of the Idaho State Board of Medicine
2. Improve processing time for initial licensure and re-licensure through increased accessibility/technology and sharing of primary source documents
3. Allow applicant online access to check the status of application
4. Leverage technology to ensure efficient agency operations
5. Identify opportunities for improvement

Performance Measure	Benchmark
Convert all features of initial or renewal applications of physicians to electronic/online, including payment of fees	100% by 07/2021 ¹
Supervising Physician Delegation of Service Forms completed online	100% by 7/2020 ²
Convert all features of initial or renewal applications of physician assistants to electronic/online, including payment of fees	100% by 7/2021 ³
Online application processes in place for all other Allied Health Professionals	70% of all other Allied Health licensing functions online by 7/2021 ⁴
Key stakeholders and employers are able to access online information for credentialing or hiring of licensees	Fully accessible online availability by 7/2021 ⁵
Customer satisfaction survey of licensing process	Develop and conduct biannual customer satisfaction surveys of medical doctors, doctors of osteopathy, naturopathic medical doctors, physician assistants, dietitians, respiratory therapists, and athletic trainers - Complete by 7/2022 ⁶
Integrate the Interstate Licensure Compact licensing processes with those of the Board of Medicine	All licensure and renewal processes, as determined by the Interstate Medical Licensure Compact Commission (IMLCC), are incorporated and functional by the deadlines set by IMLCC ⁷

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| <ol style="list-style-type: none"> 1. Based on goal to provide timely licensure to physicians 2. Based on goal to provide timely SPHY registration to physicians and PAs. 3. Based on goal to provide timely licensure to PAS 4. Based on goal to provide timely licensure to all other allied health licensees under BOM. 5. Based on goal to solicit input from licensees. 6. Based on goal to solicit input from licensees. 7. Based on requirements of the federal Compact statute. |
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Goal #4: Conduct Appropriate Investigation of Complaints against Applicants/Licensees.

OBJECTIVES:

1. Improve communication with the public in order to increase awareness regarding the Board's jurisdiction over complaints against licensees
2. Streamline investigative processes and improve processing time of cases under investigation to assure timely actions and public protection
3. Assure all actions are promptly and appropriately reported to the National Practitioner Data Bank (NPDB) and the Federation of State Medical Boards (FSMB) as required; and
4. Identify opportunities for improvement

Performance Measure	Benchmark
Conduct competent, fair, and timely investigations with clear communication to the complainant and respondent	<ul style="list-style-type: none"> • Correspond in writing to the complainant within 10 days, when possible, and provide written information regarding the complaint process including regular case status updates as allowed by statute and rule¹ • Correspond in writing to the provider within 10 days, when possible, explaining the nature of the complaint and provide written information regarding the complaint process including regular case status updates as allowed by statute and rule²
Continue to monitor timeliness and thoroughness of investigations	<ul style="list-style-type: none"> • Monitor the case to insure the provider has replied and/or is complaint with Board disciplinary orders; correspond in writing to the complainant and the provider advising of the case's status at least every 45 – 60 days (until online access is implemented by 7/2021) • 80% of disciplinary cases resolved within 12 months³
Inform licensees and applicants under investigation about the process	Provide online access to general status of investigation by 7/2021 ⁴
<ol style="list-style-type: none"> 1. Internal target that reflects timely response to complainant. 2. Internal target that reflects timely input from the licensee. 3. Internal target for BOM staff. 4. Based on goal to reduce to reduce restrictions and barriers. 	

Goal #5: Support a Culture of Excellence by Identifying and Addressing the Education and Training Needs of the Staff and Board Members.

OBJECTIVES:

1. Promote employee growth, enrichment and diversity to ensure that each staff member is equipped to serve the Idaho Board of Medicine
2. Foster a professional working environment
3. Optimize technology tools to simplify and streamline agency functions
4. Attract, train and retain quality staff and Board members
5. Provide appropriate training to staff and Board Members to enable them for success
6. Review and evaluate policies and procedures on an ongoing basis
7. Identify opportunities for improvement

Performance Measure	Benchmark
Deliver agency wide training that includes	Annually, and as needed ¹

safety, wellness, policies, confidentiality, information technology, changes to rules, statutes, and procedures and other training to meet evolving needs	
Conduct bi-annual strategic planning and/or training retreats with Board Members	Board Members and key staff—next strategic planning retreat with Board is scheduled for October 2019 ²
1. Indicates full participation by staff and board 2. Indicates full participation by Board members and key leadership staff.	

Goal #6: Continue Regulatory Innovation Initiated Through Compliance with Executive Order NO. 2017-06.

OBJECTIVES

1. Continue assessment and evaluation regarding how licensure requirements of the Board of Medicine are in the public interest;
2. Ensure public protection while also ensuring the Board of Medicine laws and rules do not create unnecessary barriers to commerce and employment; and
3. Provide ongoing recommendations for improvement, modification or elimination of licensure requirements in form of regular reports to the Lieutenant Governor.

Performance Measure	Benchmark
Provide notice to the Governor's office and to all interested parties of the board of Medicine's intent to comply with the requirements set forth in Executive Order No. 2017-06	Completed √. Committee letter to comply with Executive Order NO. 2017-06 sent to the Honorable Brad Little, June 16, 2017 (Completed) ¹
Adopt a process affording interested parties reasonable opportunity to submit to the Board of Medicine and/or the Governor's office views, opinions, date concerning any matter related to the workings of the Board of Medicine	Completed √. Online and in-person feedback portals available, by July 14, 2017 (webpage link and in-office forms). Comments were accepted until June 25, 2018. The Board will continue to maintain feedback portals to receive comments ongoing for regulatory and process improvement ²
Publish additional notice of the Order, comment process, and comment period in each Board of Medicine quarterly newsletters	Completed √. Published in all BOM newsletters by July 1, 2018; the Board will continue publishing information related to regulatory reform in its quarterly newsletters, welcoming ongoing feedback for regulatory and process improvement ³
Develop a report outlining licensure improvements, modification, elimination, suspension, revocation or disciplinary actions related to licensure	Completed √. Report completed by July 1, 2018 √ ⁴
Continue generating annual reports to the Board, with copies to the Lieutenant Governor as appropriate, regarding licensure improvements, modification, elimination, suspension, revocation or disciplinary actions related to licensure	Ongoing, annually ⁵
1. Completed 2. Completed 3. Completed 4. Completed 5. Based on goal to reduce restrictions and barriers.	

Goal #7: In accordance with the Red Tape Reduction Act and the Licensing Freedom Act of 2019, the Idaho Board of Medicine will reduce eliminate unnecessary regulations and remove burdens to licensure.*

(*During the 2019 Legislative Session, the Board of Medicine deleted over 17% of the outdated and unnecessary provisions of the Medical Practice Act. In addition, the Board reworked 7 of its then 10 chapters of rules, deleting 22% of the language, combining like sections into a single new chapter, and repealing 5 chapters. As a result, the Board now operates with only 6 chapters of rules.)

OBJECTIVES:

1. The Board will conduct a comprehensive review the following administrative rules that were not addressed during the 2019 Legislative Session to identify costly, ineffective, or outdated regulations:
 - a. Respiratory Therapy Rules (includes Polysomnography rules)
 - b. Athletic Trainer Rules
 - c. Dietetic Rules
2. The Naturopathic proposed rules that will be introduced during the 2020 Legislative Session will have only the regulations that are necessary to meet the requirements set forth in the Naturopathic Practice Act, Idaho Code 54-5101- 5111.

Performance Measure	Benchmark
Designate Rules Review Officer	April 2019 (completed ✓) ¹
Reduce licensing requirements and enhance transparency regarding licensure by deleting outdated and unnecessary provisions of the Medical Practice Act and deleting outdated and unnecessary provisions of the Board's Rules, combining like chapters and repealing unnecessary chapters.	(See *note above). The Board will continue to work through its Allied Health Boards' Practice Acts and Rules to reduce regulation. (60% complete; the remaining 3 allied health rules chapters to be reworked by FY2021 and the remaining three allied health practice acts to be reworked by 7/2022). ²
Report on the number of applicants denied licensure or license renewal and the number disciplinary actions taken against license holders using the prescribed format.	To be completed annually. ³
1. Completed 2. Based on goal to reduce restrictions and barriers. 3. As required by the Act	

Addendum I:
Adoption of the NIST Cybersecurity Framework and Implementation of
CIS Critical Security Controls 1 – 5.

As a technology customer of the Office of Information Technology Services (ITS) in the Governor's Office, we are using the cybersecurity systems and technical expertise in ITS to fulfill requirements related to Executive Order 2017-02. Staff from ITS briefed the NIST Core Framework, CIS Controls 1-5, and their plan for adoption of the NIST Cybersecurity Framework. We participate in DHR and ITS administered cybersecurity training, as awareness is a critical component of an effective cybersecurity program. As briefed by ITS staff, implementation of the CIS Controls 1-5 will be their responsibility for the systems they operate and, as technological tools applied to the computer systems, largely invisible to us as a customer. ITS, working through the multi-agency Incident Response Task Force, has developed an Incident Response Program in support of our agency.

Addendum 2:
Red Tape Reduction Act

The Idaho Board of Medicine's efforts to reduce regulatory burden and streamline rules started before Executive Order 2019-02 was issued. Those efforts can be summarized by stating that the Board's Rules presented to and approved by the 2019 legislature reduced regulation by 22% (by word count). In accordance with the Red Tape Reduction Act, the Board of Medicine is in the process of cutting another 40-50% of all chapters of rules, both by word count and regulation reduction to streamline Rules for the 2020 legislative session.