

IDAHO STATE BOARD OF MEDICINE
STRATEGIC PLAN



Fiscal Years 2021 - 2024

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 ("Board"), 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 medical doctors, doctors of osteopathy, naturopathic medical doctors, physician assistants, dietitians, respiratory therapists, and athletic trainers.

Outcome Based Vision

The Board is dedicated to promoting excellence, transparency and efficiency in licensing and regulation. This is accomplished through effective, cost efficient licensing processes that ensure 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 Board is committed to protection of the public. This is accomplished through licensure of medical professionals who are appropriately educated and trained to deliver healthcare services to the public within an appropriate scope of practice, along with responsible and balanced regulation of the Board's licensees. The Board is dedicated to continuous quality improvement with training and education, effective management, and a commitment to providing the highest quality, most cost-effective services. The main services provided by the Board 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/emergencies such as COVID-19 response and as seen in the current opioid epidemic greatly impact the healthcare workforce.

Goal #1: Provide outreach and education to licensees, partners, stakeholders, and the public to increase awareness of the Board as an impactful resource.

OBJECTIVES:

1. Develop and implement the Board's outreach and communication plan addressing all key stakeholder groups.
2. Improve outreach to medical and allied health schools and programs, associations, licensees, and the public.
3. Leverage technology to ensure board access to educational information regarding the agency
4. Identify opportunities for improvement.

Performance Measure	Benchmark
Conduct a stakeholder survey in most effective platform to 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. ¹
Measure web analytics on the Board of Medicine website.	Review web analytics data to enhance usability of the Board of Medicine website by 7/1/2021 ²
Present at 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, Idaho Society for Respiratory Care, etc.</i>)	Annually and as requested ³
Develop and send timely newsletters to all licensees and Board	Distribute quarterly (4) newsletters each year and e-bulletins monthly or as needed to licensees with time-sensitive information ⁴
<ol style="list-style-type: none"> 1. Indicates statewide access for communities to learn more about BOM. 2. Internal target for Board staff. 3. Based on goal to provide timely information for licensees and registrants. 4. Indicates majority notification coverage of the state. 	

Goal #2: Increase efficiency in licensing processes.

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 Board.
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 process improvement (analysis, redesign, implement) by gathering feedback from stakeholders.

Performance Measure	Benchmark
Convert all features of initial or renewal applications of physicians to electronic/online, including payment of fees	100% by 07/2022 ¹
Supervising Physician Delegation of Service Forms completed online	100% by 7/2022 ²
Convert all features of initial or renewal applications of physician assistants to electronic/online, including payment of fees	100% by 7/2022 ³
Online application processes in place for all other Allied Health Professionals	70% of all other Allied Health licensing functions online by 7/2022 ⁴
Key stakeholders and employers are able to access online information for credentialing or hiring of licensees	Fully accessible online availability by 7/2022 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

- | |
|--|
| <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 Board. 5. Based on goal to solicit input from licensees. 6. Based on goal to solicit input from licensees. |
|--|

Goal #3: Fairly and transparently adjudicate complaints, ensuring due process for licensees while protecting the public.

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.
4. Identify opportunities for process improvement (analysis, redesign, implement) by gathering feedback from stakeholders.

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 compliant 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 7/2022) • 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 7/2022 ⁴
Conduct a survey on the complaint process.	<ul style="list-style-type: none"> • Generate and send survey on complaint process to key stakeholders by 7/2021. • Analyze survey results from key stakeholders to determine opportunities for improvement and licensees on their perceptions and attitudes related to the process. • Compare results to national standards. • Report survey results to Board by 10/31/2021⁵
<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 Board staff. 4. Based on goal to reduce restrictions and barriers. 5. Based on goal to solicit input from licensees. 	

Goal #4: Enhance services to licensees and the public through the effective use of innovative technology, with a focus on improving the user experience.

OBJECTIVES:

1. Implement Board technology improvement effort.
2. Improve the user interface/experience on the Board's website to better serve constituents and the public.

Performance Measure	Benchmark
Evaluate licensing processes and timeframes to determine where slowdowns occur.	Measure current processing time for initial licensure in each profession and provide data to Board by 07/2021 ¹
Gather and analyze information on best practices and innovations in technology for faster licensing processing and other Board services and prioritize which practices to pursue.	Research other agencies' and other state boards' licensing processes and provide report to Board by 07/2021 ²
Review website analytics data and research other state board/agency websites (functionality, layout, etc.) to incorporate into BOM website upgrade.	Enhance website content with enhanced layout, improved functionality, robust FAQ, updated links, and appealing graphics by 7/1/2021 ³
<ol style="list-style-type: none"> 1. Internal target for Board staff. 2. Internal target for Board staff. 3. Based on goal to improve user experience on Board website for licensees and registrants. 	

Goal #5: Expand the peer assistance program funded by the Board, emphasizing compassion and confidentiality in responding to licensee support, rehabilitation, and treatment needs.

OBJECTIVES:

1. Develop the Board's peer assistance program implementation plan.
2. Research best practices and outcomes and apply to the peer assistance program design.
3. Identify program improvements based on stakeholder survey feedback and implement changes into peer assistance program.

Performance Measure	Benchmark
Conduct a stakeholder survey to gather data about program satisfaction.	<ul style="list-style-type: none"> • Analyze survey results on provider perceptions of the current peer assistance program (pre/post), program satisfaction (post), and the program's impact on providers (short/long term) and provide report of results to Board by 07/1/2021¹
Work with company administering peer assistance program to ensure that changes based on stakeholder feedback are incorporated into the program.	<ul style="list-style-type: none"> • Board to provide peer assistance company requested program changes by 12/31/2021 and to request that peer assistance company incorporate program changes by 07/1/2022²
Communicate details of updated peer assistance program to stakeholders to increase awareness and perceptions of the program and increase voluntary participation in the program by licensees.	<ul style="list-style-type: none"> • Board to market the updated program directly to licensees and other stakeholders, addressing concerns/barriers to use and emphasizing confidentiality and professionalism by 7/1/2021 • Include information about the peer assistance program in a 2021 edition of the Board's newsletter highlighting provider mental health and physician burnout³
<ol style="list-style-type: none"> 1. Based on goal to improve peer assistance experience and access for licensees and registrants. 2. Internal target for Board staff. 3. Based on goal to improve peer assistance experience and access for licensees and registrants. 	

Addendum 1:
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 deleted another 47% of its rules by word count (for a total reduction over 2 years of 69%) and reduced regulation in the total amount of 80%, which significantly streamlined the Board's rules for the 2020 legislative session. In response to Executive Order 2020-10 related to rules suspended for COVID-19, the Board is in the process of further streamlining its rules by removing additional restrictions and deleting redundant or outdated language.