

Division of Medical Quality Assurance

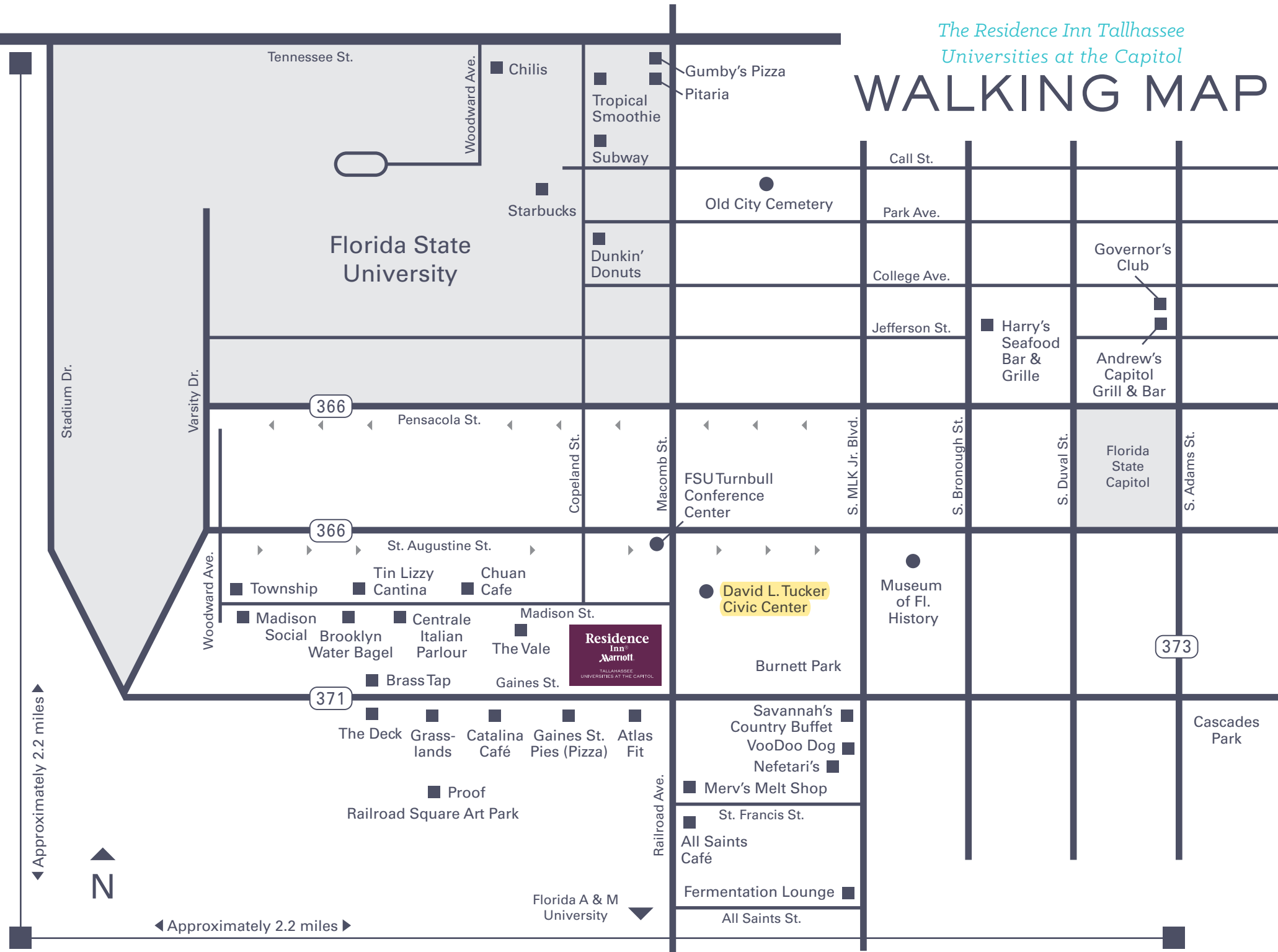
Board Chairs/Vice Chairs Annual Long Range Planning Meeting

2019



The Residence Inn Tallahassee
Universities at the Capitol

WALKING MAP



**Division of Medical Quality Assurance
Board Chairs/Vice-Chairs Annual Long-Range Planning Meeting
Donald L. Tucker Civic Center, 505 W. Pensacola, St., Tallahassee, FL 32301
October 18, 2019**

Instructions: Please evaluate the effectiveness of this meeting by checking the box under the word(s) that most accurately reflect(s) your level of agreement or disagreement with each statement.

	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Applicable
The information was presented in an understandable manner.					
The presenters gave useful examples.					
The information was organized in an easy-to-understand format.					
Overall I was satisfied with the meeting.					

What information did you find MOST helpful?

What information did you find LEAST helpful?

What can we do to improve next year's meeting?

Please provide any additional comments about the meeting. Your feedback is important and will be considered for next year's meeting.

Please check one of the following that best describes your role:

- ☐ Board/Council Member ☐ MQA Employee ☐ DOH Employee
☐ Other (please explain): _____

Agenda

Mission, Vision, and Values

Legislative Update

Prosecution Services Update

Enforcement Update

Financial Update

Customer Service Enhancements

Long-Range Policy Planning

Unlicensed Activity

MQA Strategic Plan 2016-2020

Commonly Used Acronyms

Agenda

Mission, Vision, and Values

Board Chairs/Vice Chairs Annual Long Range Planning Meeting

Friday, October 18, 2019 | 8:30am to 4:30pm

Tallahassee Civic Center, 505 W. Pensacola St., Tallahassee, FL 32301

AGENDA

8:00 – 8:30 a.m.	Registration	
8:30 – 8:50 a.m.	Welcome and Introductions	Lucy C. Gee, MS, Director Division of Medical Quality Assurance
8:50 – 9:15 a.m.	Opening Remarks	Scott A. Rivkees, MD State Surgeon General Florida Department of Health
9:15 – 10:05 a.m.	Legislative Update	Mark Whitten, Chief of General Operations for Bureau of Health Care Practitioner Regulation Division of Medical Quality Assurance
10:05 – 10:30 a.m.	Prosecution Services Unit Update (PSU)	John Wilson, Deputy General Counsel Office of General Counsel
10:30 – 10:45 a.m.	Break	
10:45 – 11:00 a.m.	Enforcement Update	Christopher Ferguson, Chief of General Operations for Bureau of Enforcement Division of Medical Quality Assurance
11:00 – 11:15 a.m.	Financial Update	Melinda Simmons Senior Health Budget Analyst Division of Medical Quality Assurance
11:15 – 11:25 a.m.	Customer Service Enhancements	Lola Pouncey, Chief of General Operations for Bureau of Operations Division of Medical Quality Assurance
11:25 – 11:45 a.m.	Long-Range Policy Planning	Denise Simpson, MPA Strategic Planning Strategy Manager Division of Medical Quality Assurance
11:45 – 1:00 p.m.	Lunch <i>(on your own)</i>	
1:00 – 1:20 p.m.	Unlicensed Activity (ULA)	Chilo Casas, ULA Liaison Division of Medical Quality Assurance

Board Chairs/Vice Chairs Annual Long Range Planning Meeting

Friday, October 18, 2019 | 8:30am to 4:30pm

Tallahassee Civic Center, 505 W. Pensacola St., Tallahassee, FL 32301

AGENDA

1:20 – 3:30 p.m.

Group Discussion (Live SWOT)

1. ULA
2. Workforce Shortage
3. Telehealth

Facilitators/Note Takers

Christopher Ferguson, Chief of General Operations for Bureau of Enforcement
Division of Medical Quality Assurance

Jennifer Wenhold, MSW, Executive Director
of the Board of Dentistry and Board of Pharmacy
Division of Medical Quality Assurance

Claudia Kemp, JD, Executive Director
of the Board of Medicine
Division of Medical Quality Assurance

Joe Baker, Executive Director
of the Board of Nursing
Division of Medical Quality Assurance

Allen Hall, Executive Director
of Medical Therapies and Psychology
Division of Medical Quality Assurance

3:30 – 3:45 p.m.

Break

3:45 – 4:15 p.m.

Open Forum

Facilitators/Note Takers

Janet Hartman, Executive Director
of Boards of Podiatric Medicine, Opticianry, Athletic Training, Hearing Aid Specialists, Orthotists & Prosthetists, and Clinical Social Work, Marriage & Family Therapy and Mental Health Counseling
Division of Medical Quality Assurance

Kama Monroe, JD, Executive Director
of Boards of Osteopathic Medicine, Massage Therapy, Acupuncture, Speech Language Pathology and Audiology, and Council of Licensed Midwifery
Division of Medical Quality Assurance

Anthony B. Spivey, DrBA, Executive Director
of Boards of Chiropractic Medicine, Clinical Laboratory Personnel, Nursing Home Administrators, Optometry, EMT/Paramedics, Radiology Technologists, and Medical Physicists
Division of Medical Quality Assurance

4:15 – 4:30

Closing Remarks & Evaluation

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



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?

- 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.

Legislative Update

Department of Health

Legislative Update

Mark Whitten, Chief of General Operations
of Bureau of Health Care Practitioner Regulation
Division of Medical Quality Assurance
Florida Department of Health

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Department of Health

Overview

- **Review 2019 legislation**
 - Implementation status
- **Proposed 2020 legislation**

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Department of Health

HB 19 – Prescription Drug Importation Programs

- Creates two prescription drug importation programs
 - AHCA to establish Canadian Prescription Drug Importation Program
 - DBPR to establish International Prescription Drug Importation Program
- Establishes eligibility criteria for the types of prescription drugs which may be imported and the entities that may export or import prescription drugs.
- Outlines the importation process, the safety standards that must be adhered to, drug distribution requirements, and measures that may be taken against those who violate any program requirements.

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Department of Health

HB 19 – Prescription Drug Importation Programs

- Establishes an international export pharmacy permit for participation in the International Prescription Drug Importation Program under the Florida Board of Pharmacy.
- Requires AHCA and DBPR, in collaboration with DOH, to negotiate a federal arrangement to operate a pilot program for importing prescription drugs into FL, etc.
 - AHCA submitted Florida's Canadian Prescription Drug Importation Concept Paper on August 20, 2019
- Effective Date: July 1, 2019

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Department of Health

HB 23 – Telehealth

House Bill 23 created s. 456.47, F.S., which defines telehealth, authorizes its use in this state, and establishes standards of practice for services provided using telehealth.

- Florida-licensed health care professionals may use telehealth to deliver health care services within their profession's scope of practice.
- Out-of-state licensed health care professionals may use telehealth to deliver health care services to Florida patients, within the scope of practice established by Florida law and rule and meet the eligibility requirements to register as an out-of-state telehealth provider.
- Telehealth providers must practice in a manner consistent with their scope of practice and the prevailing professional standard of practice for a health care professional who provides in-person health care services to patients in Florida.
- Effective July 1, 2019

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Department of Health

SB 182 – Medical Use of Marijuana

- Amends the definition of “medical use” to include the medical use of marijuana by smoking.
- Requires qualified physicians to submit specific documentation to the Boards of Medicine and Osteopathic Medicine if they determine that smoking is an appropriate route of administration for a qualified patient.
- Amends the standardized consent form to include negative health risks associated with smoking marijuana.
- Directs the Boards of Medicine and Osteopathic Medicine to adopt practice standards for the certification of smoking as a route of administration by July 1, 2021.
- Effective Date: July 1, 2019

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Department of Health

HB 375 –Prescription Drug Monitoring Program

- Authorizes DOH to enter into reciprocal agreements to share prescription drug monitoring information with specified federal agencies.
- Exempts from requirement to check patient's dispensing history the prescribing of or dispensing controlled substance to patients admitted to hospice for alleviation of pain related to terminal condition or to patients receiving palliative care for terminal illnesses.
- Effective Date: July 1, 2019

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Department of Health

HB 451 – Nonopioid Alternatives

- Requires DOH to develop and publish on its website an educational pamphlet about nonopioid alternatives for the treatment of pain.
- Provides requirements for health care practitioners to discuss nonopioid alternatives and provide the pamphlet to patients.
- Effective Date: July 1, 2019

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Department of Health

HB 501 – Alternative Treatment Options for Veterans

- Authorizes DVA to contract with state university or Florida College System institution to furnish specified alternative treatment options for veterans.
- Provides university or institution responsibilities.
- Provides requirements for provision of alternative treatment options & related assessment data.
- Provides eligibility requirements.
- Requires direction & supervision by certain licensed providers.
- Requires annual report to Governor & Legislature.
- Effective Date: July 1, 2019

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Department of Health

HB 549 – Continuing Education for Dentists

- Amends dental practice act to require minimum of 2 hours of continuing education on prescribing of controlled substances.
 - *Includes all dentists and dental hygienists, not just those registered with the DEA*
- Effective Date: January 1, 2020

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Department of Health

SB 732 – Office Surgery

- Requires DOH to issue an emergency order suspending or restricting the registration of certain facilities upon specified findings.
- Inspections may be unannounced
- Each office surgery center must:
 - Demonstrate financial responsibility equal to the minimum required for physicians
 - Have a designated physician who is responsible for ensuring compliance with laws and rules governing office surgeries
- Effective Date: January 1, 2020

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Department of Health

HB 831 – Electronic Prescribing

- Requires certain health care practitioners, who maintain electronic health care records, to electronically generate and transmit prescriptions for medicinal drugs upon license renewal or by July 1, 2021, whichever is earlier.
- Provides for exemptions to electronic prescribing.
- Revises the authority for electronic prescribing software to display information regarding a payor's formulary under certain circumstances, etc.
- Effective Date: January 1, 2020

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Department of Health

HB 843 – Health Care

- Establishes the Dental Student Loan Repayment Program to support dentists who practice in public health programs located in certain underserved areas.
- Requires DOH to establish the Donated Dental Services Program to provide comprehensive dental care to certain eligible individuals.
- Requires a hospital to notify a patient's primary care provider within a specified timeframe after the patient's admission.
- Requires a licensed facility, upon placing a patient on observation status, to immediately notify the patient of such status using a specified form.
- Prohibits certain health maintenance organizations from employing step-therapy protocols under certain circumstances, etc.
- Effective Date: July 1, 2019

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Department of Health

HB 851 – Human Trafficking

- Affects Acupuncture, Medicine, Osteopathic Medicine, Chiropractic Medicine, Podiatric Medicine, Optometry, Pharmacy, Dentistry, Nursing Home Administration, Occupational Therapy, Dietetics and Nutrition, Respiratory Care, Massage Therapy, Physical Therapy.
- By January 1, 2021, the health care professionals licensed by these boards must:
 - Complete one hour of continuing education on human trafficking, and
 - Post a sign in a conspicuous place in their office that has information about who should be contacted regarding human trafficking.
 - The language for the sign is prescribed by statute and downloadable pdfs of the required signs are available at: <http://www.flhealthsource.gov/humantrafficking/#signs>

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Department of Health

HB 851 – Human Trafficking Continued...

- Massage establishments must:
 - Implement a procedure for reporting suspected human trafficking and post a sign in an area accessible to employees with the relevant provisions of that procedure by January 1, 2021.
 - Name a Designated Establishment Manager (DEM) by January 1, 2020. A DEM must be a licensed Massage Therapist with a clear and active license without restriction, practice at the establishment, and be responsible for the operation of the establishment in accordance with the laws and rules.

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Department of Health

SB 1418 – Mental Health

- Requires service providers to disclose information from a clinical record under certain circumstances relating to threats to cause serious bodily injury or death.
- Requires psychiatrists to disclose certain patient communications for purposes of notifying law enforcement agencies of certain threats.
- Revises responsibilities of DOE and the Statewide Office for Suicide Prevention, etc.
- Effective Date: July 1, 2019

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Department of Health

2020 PROPOSED LEGISLATION

- HB 41/SB 180 - Defines conversion therapy and prohibits the practice of performing conversion therapy on a person under the age of 18. Establishes authority for disciplinary action by the department or board.
- SB 66/HB 77/HB 115 - These bills delete the authority for taking disciplinary action against health care practitioners who are in default on a student loan guaranteed by the state or federal government.

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Department of Health

2020 PROPOSED LEGISLATION

- SB 230 - Amends various provisions of practice acts under MQA to streamline licensure and eliminate obsolete language; gives department authority to adopt rules for federal Conrad 30 Waiver Program.
- SB 58/HB 177 - Creates Prescription Drug Donation Repository Program within DOH; provides criteria & conditions for donation of prescription drugs and supplies from certain authorized entities for dispensing to eligible patients; authorizes DOH to establish direct-support organization; authorizes Governor to waive program patient eligibility requirements during declared state of emergency.

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Department of Health

2020 PROPOSED LEGISLATION

- SB 100/HB 57 - Authorizes individuals licensed to prescribe medicinal drugs to dispense a 48-hour supply, rather than a 24-hour supply, of such drugs to any patient, including a discharged patient, under certain circumstances, etc. Authorizes such individuals to dispense a 72-hour supply if a state of emergency has been declared in the area and to provide prescriptions for an additional supply of such drugs.
- SB 120 - Authorizes a public school to purchase a supply or enter into an agreement to receive a supply of the opioid antagonist naloxone; specifies the requirements for the maintenance of naloxone and requires school districts to adopt a protocol for the administration of naloxone.

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Department of Health

2020 PROPOSED LEGISLATION

- HB 59 - This bill allows community pharmacies to use automated pharmacy systems under certain circumstances.
- SB 152 - This bill amends various sections of the dental practice act and establishes a new licensed and regulated profession in Florida, Dental Therapy. A dental therapist is an emerging midlevel provider in dentistry.
- SB 226 - Amends eligibility requirements for licensure to include athletic trainers who completed Board of Certification internship programs. The bill further specifies that athletic trainers must practice within his or scope as established in rule adopted by the board.

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Department of Health

2020 PROPOSED LEGISLATION

- SB 218 - Revises licensure requirements for person seeking licensure or certification as an osteopathic physician.
- SB 64 - Requires the Board of Medicine and the Board of Osteopathic Medicine to jointly create a medical exemption review panel.
- SB 350 – Creates the student evaluation program within DOH; provides certain eligibility standards for students; requires consultants to redact students' personal information prior to invoicing DOH for evaluations; requires DOH to pay for evaluations from the MQA trust fund if funds are available; requires consultants to provide certain monthly reports to DOH; provides that program operations cease when funds are exhausted.

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Department of Health

Questions or Discussion?

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Department of Health

Contact Information

Mark Whitten

Chief of General Operations
for Bureau of Health Care Practitioner Regulation
(850) 245-4123
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DIVISION OF MEDICAL QUALITY ASSURANCE

LEGISLATION FILED IN 2020

BILL #	SPONSOR	PROFESSION	SUMMARY	ANTICIPATED OPPOSITION? (Y/N)
HB 41 Conversion Therapy	Grieco Co- Sponsors: Casello, Duran, Eskamani, Fernández, Geller, Gottlieb, Hattersley, Jacobs, Jenne, Mercado, Polsky, Silvers, Slosberg, Willhite	Medicine, Osteopathic Medicine, Social Work, Marriage & Family Therapy, and Mental Health Counseling	Defines conversion therapy and prohibits the practice of performing conversion therapy on a person under the age of 18. Establishes authority for disciplinary action by the department or board.	No
SB 180 Conversion Therapy	Rodriguez (J) Co-Sponsors: Stewart	Psychology		
SB 66 Student Loans	Cruz	Multiple Professions	These bills delete the authority for taking disciplinary action against health care practitioners who are in default on a student loan guaranteed by the state or federal government.	
HB 77 Student Loans	Goff-Marcil, Co- Sponsors: Eskamani	Chapter 456		
HB 115 Keep Graduates Working	Duran			

BILL #	SPONSOR	PROFESSION	SUMMARY	ANTICIPATED OPPOSITION? (Y/N)
SB 230 Department of Health	Harrell	Multiple Professions	Amends various provisions of practice acts under MQA to streamline licensure and eliminate obsolete language; gives department authority to adopt rules for federal Conrad 30 Waiver Program.	No
SB 58 Prescription Drug Donation Program	Book, Co- Sponsor Harrell	Pharmacy	Creates Prescription Drug Donation Repository Program within DOH; provides criteria & conditions for donation of prescription drugs and supplies from certain authorized entities for dispensing to eligible patients; authorizes DOH to establish direct-support organization; authorizes Governor to waive program patient eligibility requirements during declared state of emergency.	No
SB 100 HB 57 Dispensing Medicinal Drugs	Harrell Wilhite	Pharmacy	Authorizing individuals licensed to prescribe medicinal drugs to dispense a 48-hour supply, rather than a 24-hour supply, of such drugs to any patient, including a discharged patient, under certain circumstances, etc. Authorizing such individuals to dispense a 72-hour supply if a state of emergency has been declared in the area and to provide prescriptions for an additional supply of such drugs.	No
SB 120 Naloxone In Schools	Pizzo, Co- Sponsor Book	Pharmacy	Authorizes a public school to purchase a supply or enter into an agreement to receive a supply of the opioid antagonist naloxone; specifies the requirements for the maintenance of naloxone and requires school districts to adopt a protocol for the administration of naloxone.	No

BILL #	SPONSOR	PROFESSION	SUMMARY	ANTICIPATED OPPOSITION? (Y/N)
HB 59 Automated Pharmacy Systems	Willhite	Pharmacy	This bill allows community pharmacies to use automated pharmacy systems under certain circumstances.	No
SB 152 Dental Therapy	Brandes	Dentistry	This bill amends various sections of the dental practice act and establishes a new licensed and regulated profession in Florida, Dental Therapy. A dental therapist is an emerging midlevel provider in dentistry.	Yes
SB 226 Athletic Trainers	Harrell	Athletic Trainers	Amends eligibility requirements for licensure to include athletic trainers who completed Board of Certification internship programs. The bill further specifies that athletic trainers must practice within his or scope as established in rule adopted by the board.	No
SB 218 Licensure Requirements for Osteopathic Physicians	Harrell	Osteopathic Medicine	Revising licensure requirements for person seeking licensure or certification as an osteopathic physician	
SB 64 Exemptions from School- entry Health Requirements	Book	Medicine Osteopathic Medicine	Requiring the Board of Medicine and the Board of Osteopathic Medicine to jointly create a medical exemption review panel.	

DIVISION OF MEDICAL QUALITY ASSURANCE

ANTICIPATED LEGISLATION

FILED IN PREVIOUS SESSION(S)? (Y/N)	ANTICIPATED SPONSOR	PROFESSION	SUMMARY	ANTICIPATED OPPOSITION (Y/N)
Yes	Pigman	Nursing and Physician Assistants	Authorizes autonomous practice for eligible Physician Assistants and Advanced Practice Registered Nurses	Yes
Yes	Professionals Resource Network	Medicine	To expand pilot program that pays for evaluations of medical students in hardship cases.	
Yes		Pharmacy	Testing for Influenza and Streptococcus - Last year's bill amends subsection 465.003(13), F.S., changing the definition of the "practice of the profession of pharmacy," and creates section 465.1895, F.S., allowing a pharmacist to treat influenza and streptococcus within the framework of an established written protocol with a supervising physician who is licensed under chapter 458 or chapter 459, F.S.	Yes
Yes		Pharmacy	Collaborative Practice Agreements - Last year's bill changes the definition of the practice of pharmacy and creates s. 465.1895, F.S., and s. 465.1865, F.S., allowing a pharmacist to test for and treat minor, nonchronic health conditions using collaborative pharmacy practice agreements.	Yes

FILED IN PREVIOUS SESSION(S)? (Y/N)	ANTICIPATED SPONSOR	PROFESSION	SUMMARY	ANTICIPATED OPPOSITION (Y/N)
Yes		Pharmacy	Drug Safety - Last year's bill requires warning stickers be placed on prescription bottles or containers for newly-prescribed Schedule II prescription opioids, requires that pharmacies offer prescription lock boxes for sale at each store location, and provides that the Department of Health may develop a written educational pamphlet relating to consumers regarding controlled substances.	No
	Florida Psychological Association	Psychology	Enacts the Psychology Interjurisdictional Compact (PSYPACT) and authorizes Florida to enter the compact with other compact jurisdictions.	
	Florida Physical Therapy Association	Physical Therapy	Amends the definitions of "physical therapy assessment" and the "practice of physical therapy" to modernize the language so it reflects current practice.	
	External Sources	Chiropractic	No pending legislation items except for something that may come from external sources for the chiropractic board.	
		Social Work, Marriage & Family Therapy, and Mental Health Counseling	individual bills may be filed to streamline licensure by endorsement for clinical social workers, marriage and family therapists, and mental health counselors.	

**Talk to your health care provider about how to treat your pain.
Create a safe and effective treatment plan that is right for you.**

Alternatives to Opioids: Medications

ADVANTAGES:

- Can control and alleviate mild to moderate pain with few side effects.
- Can reduce exposure to opioids and dependency.

DISADVANTAGES:

- May not be covered by insurance.
- May not be effective for severe pain.

**Florida
HEALTH**

NON-OPIOID MEDICATIONS	DESCRIPTIONS, ADDITIONAL ADVANTAGES & DISADVANTAGES
Acetaminophen (Tylenol)	Relieves mild-moderate pain, and treats headache, muscle aches, arthritis, backache, toothaches, colds and fevers. <i>Overdoses can cause liver damage.</i>
Non-steroidal Anti-inflammatory Drugs (NSAIDs): Aspirin, Ibuprofen (Advil, Motrin), Naproxen (Aleve, Naprosyn)	Relieve mild-moderate pain, and reduce swelling and inflammation. <i>Risk of stomach problems increases for people who take NSAIDs regularly. Can increase risk of bleeding.</i>
Nerve Pain Medications: Gabapentin (Neurontin), Pregabalin (Lyrica)	Relieve mild-moderate nerve pain (shooting and burning pain). <i>Can cause drowsiness, dizziness, loss of coordination, tiredness and blurred vision.</i>
Antidepressants: Effexor XR, Cymbalta, Savella	Relieve mild-moderate chronic pain, nerve pain (shooting and burning pain) and headaches. <i>Depending on medication, side effects can include: drowsiness, dizziness, tiredness, constipation, weight loss or gain.</i>
Medicated Creams, Foams, Gels, Lotions, Ointments, Sprays and Patches: Anesthetics (Lidocaine), NSAIDs, Muscle Relaxers, Capsaicin	Can be safer to use because medication is applied where the pain is. Anesthetics relieve mild-moderate nerve pain (shooting and burning pain) by numbing an area; NSAIDs relieve mild-moderate pain of osteoarthritis, sprains, strains and overuse injuries; and capsaicin relieves mild-moderate musculoskeletal and neuropathic pain. <i>Skin irritation is the most common side effect. Capsaicin can cause warmth, stinging, or burning on the skin.</i>
Interventional Pain Management	Includes anesthetic or steroid injections around nerves, tendons, joints or muscles; spinal cord stimulation; drug delivery systems; or permanent or temporary nerve blocks. Medicates specific areas of the body. Can provide short-term and long-term relief from pain. <i>Certain medical conditions and allergies can cause complications.</i>
Non-opioid Anesthesia	Opioids can be replaced with safer medications that block pain during and after surgery. A health care provider or an anesthesiologist can provide options and discuss side effects.

Alternatives to Opioids: Therapies

ADVANTAGES:

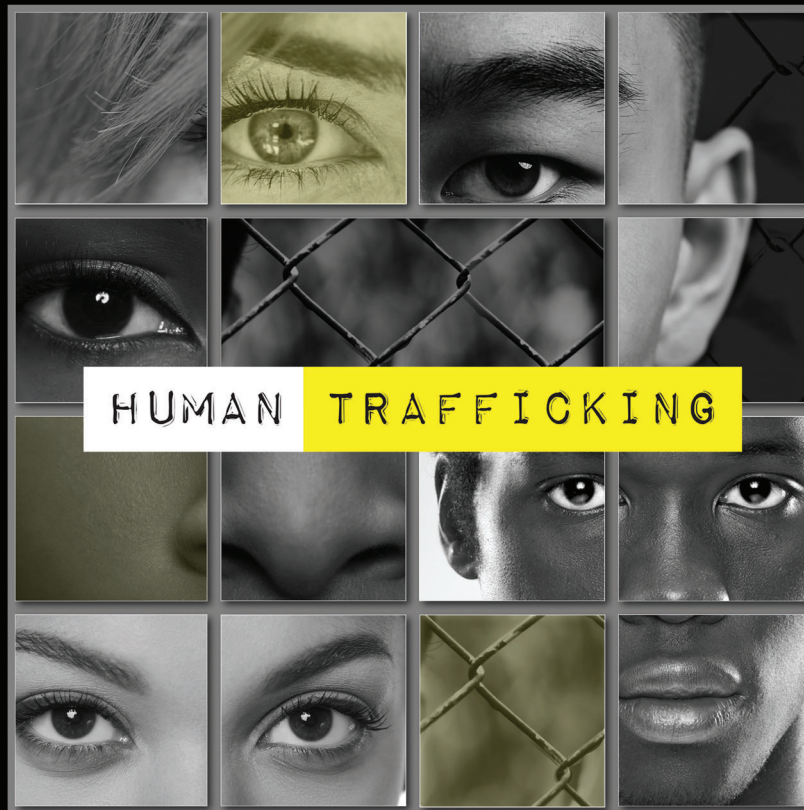
- Can control and alleviate mild to moderate pain with few side effects.
- Can reduce exposure to opioids and dependency.
- Treatment targets the area of pain—not systemic.
- Providers are licensed and regulated by the State of Florida.* (apps.mqa.doh.state.fl.us/MQASearchServices)

DISADVANTAGES:

- May not be covered by insurance.
- Relief from pain may not be immediate.
- May not be effective for severe pain.

Sources: American College of Surgeons, Centers for Disease Control and Prevention, National Institutes of Health, the Food and Drug Administration, Harvard Health and Wexner Medical Center (Ohio State University)

THERAPIES	DESCRIPTIONS, ADDITIONAL ADVANTAGES & DISADVANTAGES
Self-care	<p>Cold and heat: Ice relieves pain and reduces inflammation and swelling of intense injuries; heat reduces muscle pain and stiffness. Can provide short-term and long-term relief from pain. <i>Too much heat can increase swelling and inflammation.</i></p> <p>Exercise and movement: Regular exercise and physical activity can relieve pain. Simply walking has benefits. Mind-body practices like yoga and tai chi incorporate breath control, meditation and movements to stretch and strengthen muscles. <i>Maintaining daily exercise and overcoming barriers to exercise can be a challenge.</i></p>
Complementary Therapies	<p>Acupuncture: Acupuncturists* insert thin needles into the body to stimulate specific points to relieve pain and promote healing. Can help ease some types of chronic pain: low-back, neck and knee pain, and osteoarthritis pain. Can reduce the frequency of tension headaches. <i>Bleeding, bruising and soreness may occur at insertion sites.</i></p> <p>Chiropractic: Chiropractic physicians* practice a hands-on approach to treat pain including manual, mechanical, electrical and natural methods, and nutrition guidance. Can help with pain management and improve general health. <i>Aching or soreness in the spinal joints or muscles sometimes happens—usually within the first few hours after treatment.</i></p> <p>Osteopathic Manipulative Treatment (OMT): Osteopathic physicians* use OMT—a hands-on technique applied to muscles, joints and other tissues—to treat pain. Clinically-proven to relieve low-back pain. <i>Soreness or stiffness in the first few days after treatment is possible.</i></p> <p>Massage therapy: Massage therapists* manually manipulate muscle, connective tissue, tendons and ligaments. Can relieve pain by relaxing painful muscles, tendons and joints. Can relieve stress and anxiety—possibly slowing pain messages to and from the brain. <i>At certain points during a massage, there may be some discomfort—especially during deep tissue massage.</i></p> <p>Transcutaneous electrical nerve stimulation (TENS): TENS is the application of electrical current through electrodes placed on the skin with varying frequencies. Studies have shown that TENS is effective for a variety of painful conditions. The intensity of TENS is described as a strong but comfortable sensation. <i>Allergic reactions to adhesive pads are possible.</i></p>
Rehabilitation Therapies	<p>Occupational therapy: Occupational therapists* treat pain through the therapeutic use of everyday activities. Can relieve pain associated with dressing, bathing, eating and working. Therapy includes activities that increase coordination, balance, flexibility and range of motion. <i>Therapy interventions and recommendations will not help if the patient does not practice as instructed.</i></p> <p>Physical therapy: Physical therapists* treat pain by restoring, enhancing and maintaining physical and functional abilities. <i>Therapy interventions and recommendations will not help if the patient does not practice as instructed.</i></p>
Behavioral and Mental Health Therapies	<p>Psychiatrists*, clinical social workers*, marriage and family therapists* and mental health counselors* provide therapies that identify and treat mental disorders or substance abuse problems that may be roadblocks to pain management. <i>When used to manage pain, these therapies can take time.</i></p>



If you or someone you know is being forced to engage in an activity and cannot leave,

whether it is prostitution, housework, farm work, factory work, retail work, restaurant work, or any other activity, call the National Human Trafficking Resource Center at **888-373-7888** or text **INFO** or **HELP** to **233-733** to access help and services. Victims of slavery and human trafficking are protected under United States and Florida law.

Si usted o alguien que conoce está siendo obligado a participar en una actividad y no puede dejarla,

ya sea prostitución, tareas domésticas, labores agrícolas, labores en una fábrica, labores en un comercio minorista, labores en un restaurante o cualquier otra actividad, comuníquese con el Centro Nacional de Recursos contra la Trata de Personas (National Human Trafficking Resource Center) llamando al **888-373-7888** o envíe un mensaje de texto con la palabra **INFO** o **HELP (AYUDA)** al **233-733** para acceder a asistencia y servicios. Las víctimas de la esclavitud y de la trata de personas están protegidas por la leyes de Florida y de los Estados Unidos.

如果您本人或您认识之人被迫从事某种活动并禁止离开，

无论是卖淫、家务劳作、农场工作、工厂工作、零售工作、餐厅工作或其他任何工作，请致电 **888-373-7888** 或发送短信 **“INFO”** 或 **“HELP”** 至 **233-733**，以联系国家人口贩卖资源中心 (National Human Trafficking Resource Center) 寻求帮助和服务。

奴役和人口贩卖的受害者受美国和佛罗里达州法律保护。



For more information, visit the Florida Department of Health's website at <http://www.floridahealth.gov/programs-and-services/prevention/human-trafficking/index.html>

Para obtener más información, visite el sitio web del Departamento de Salud de Florida (Florida Department of Health) en <http://www.floridahealth.gov/programs-and-services/prevention/human-trafficking/index.html>

如需更多信息，请访问佛罗里达州卫生署 (Florida Department of Health) 的网站 <http://www.floridahealth.gov/programs-and-services/prevention/human-trafficking/index.html>

Prosecution Services Update

Department of Health

Prosecution Services Unit (PSU) Update

John Wilson, Deputy General Counsel
Office of General Counsel
Florida Department of Health

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Department of Health

PSU Total Inventory

- Total Inventory: 5,016
 - Nursing: 2184
 - Allied: 1831
 - Medical: 1001
- Presented to PCP: 3,010
- Resolved by Final Order: 940
- Overall Trend: Inventory for most boards is down
- PSU carries roughly 100 cases per attorney position

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Department of Health

Year and Older Inventory

- Current Total Cases: 1963
 - 39% of Inventory
- Year and older inventory has decreased by 200 cases since start of 2019
 - Massage -150
 - Nursing -70
- An old case is not necessarily mismanaged.
 - Truly complex, fully contested case often will not be resolved within one year.

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Department of Health

Division of Administrative Hearings

- 2019 Recommended Orders Imposing Discipline: 8-5
- Total Referrals: 49
 - Not all referrals result in hearings
- DOAH Reminders:
 - DOAH exists to limit agency authority
 - DOAH is the most risky and most expensive way to resolve a case

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Department of Health

Recent Cases and Outcomes

- Altman - Podiatrist PRN Termination
- Litsch - Paramedic Student Loan Default
- Denbow - APRN Malpractice
- Stern - MD Sexual Misconduct
- Moye - Dentistry Crime Related to Practice
- Skidmore - MD Marijuana Prescription
- Utegg - CNA Impairment

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Department of Health

Emergency Action

- Emergency Petitions Filed: 201
- Mandatory: Convictions and Student Loans
- Standards and Requirements for discretionary actions:
 - Immediate, serious danger
 - Likely to continue
 - Then: least restrictive means
- Reviewed strictly by District Courts of Appeal
- Issued by Surgeon General

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Department of Health

Staffing

- Staffing is PSU's greatest obstacle
 - Annual Turnover Rate: 30%
- Currents status:
 - 55 Attorneys/11 Vacancies
 - Average response for two-week advertisement: 8
 - Includes internal candidates seeking promotion
- **Staff Attorney** Average Tenure: 11 Months
 - 20% of Workforce
- **Senior Attorney** Average Tenure: 16 Months
 - 50% of Workforce

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Department of Health

Questions?

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Department of Health

Contact Information

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Deputy General Counsel

Prosecution Services

(850) 558-9915

John.Wilson@flhealth.gov



Enforcement Update

Department of Health

Enforcement Program Update

**Christopher Ferguson, Chief of General
Operations for Enforcement**

Division of Medical Quality Assurance
Florida Department of Health

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Department of Health

Consumer Services Unit

- Analyzes all complaints and reports for legal sufficiency
- Conducts investigations
- Conducts alternative dispute resolution

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Department of Health

Investigative Services Unit

- 11 field offices
- Conducts investigations
- Conducts inspections

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Department of Health

Compliance Management Unit

- Monitors compliance with disciplinary orders
- Monitors payment of citations
- Refers non-payment of fines to collections

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Department of Health

Percentage of Cases Completed In Established Timeframes

Case	FY15-16	FY16-17	FY17-18	FY18-19
Priority 1 (12 Days)	60.5%	73.12%	75.44%	85.1%
Priority 2/3 (16 Days)	76.9%	81.4%	90.3%	94.9%
Priority 4 (90 Days)	99.09%	99.45%	99.9%	99.8%

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Department of Health

Number of Inspections Completed

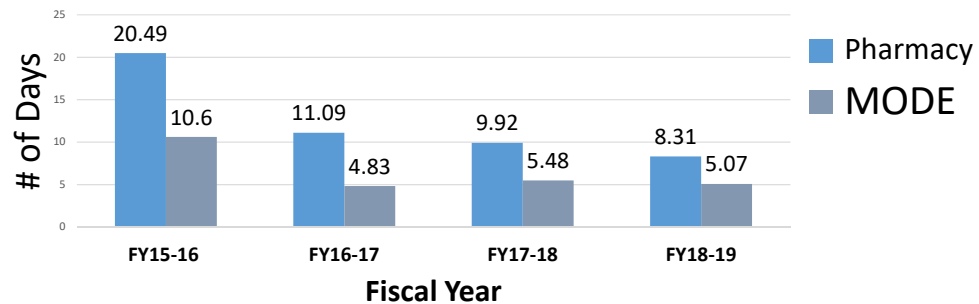
	FY 15-16	FY 16-17	FY17-18	FY18-19
Dental Laboratories	1,096	1,065	1,021	930
Massage Establishments	11,352	10,191	10,883	10,366
Optical Establishments	673	869	707	958
Pharmacies	6,207	6,042	5,452	5,998
Pharmacies – Resident Sterile Compounding Pharmacy	484	478	460	473
Pharmacies– Non-Resident Sterile Compounding Pharmacy	0	17	7	7
Pain Mgmt. Clinics	295	247	255	280

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Department of Health

New Business and Change of Location Inspections

Inspection Times



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Department of Health

Questions?

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Department of Health

Contact Information

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Chief of General Operations

Bureau of Enforcement
(850) 245-4206
Chris.Ferguson@flhealth.gov



Financial Update

Department of Health

Financial Update

Melinda Simmons, Senior Health Budget Analyst
Division Director's Office
Division of Medical Quality Assurance

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Department of Health

MQA Trust Fund

- June 30, 2019, actual trust fund balance (excluding ULA, PRN Project and NICA): \$25,245,613
- June 30, 2019, actual ULA balance: \$7,166,653
- June 30, 2025, projected trust fund balance (excluding ULA and NICA): \$48,683,806

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Department of Health

2019 General Appropriations Act

Impact to the MQA trust fund (TF):

- Addition of 11 FTEs and associated budget authority
- Addition of 4 FTEs and associated budget authority as provided in HB23 - Telehealth Providers
- \$500,000 reduction of operating budget authority in contracted services
- Cash sweep for \$12,000,000 in the 2019-2020 fiscal year

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Department of Health

Cash Sweep Method of Allocation

Cash Balance <i>as of 7/1/2019</i>		%	Cash Sweep
Licensed	\$25,245,613	77.89%	\$ 9,346,689
Unlicensed	\$ 7,166,653	22.11%	\$ 2,653,311
MQA Trust Fund Total	\$32,412,266	100.00%	\$12,000,000

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Department of Health

Fee Adjustments

- MQA has provided 61 fee scenarios over the past six years resulting in:
 - 50 professions reducing 79 fee types
- Estimated biennial cost savings to health care practitioners are \$14,437,707

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Department of Health

Reporting

- Six-year revenue and expenditure projections provided to boards annually
- Review of adequacy of fees provided to boards annually
- Actual revenues, expenditures and cash balance provided to boards quarterly
- Ad hoc reports on demand

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Department of Health

Strategic Priority

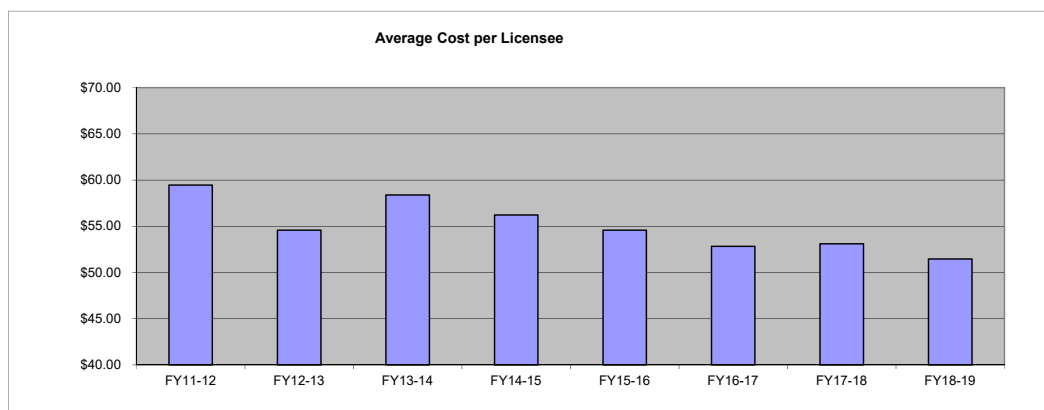
Ensure cost-effective regulation

- Review adequacy of renewal fees and cash trend analysis
- Proactively recommend fee adjustments
- Reduce cost and increase efficiencies
- Ensure efficient use of human resources

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Department of Health

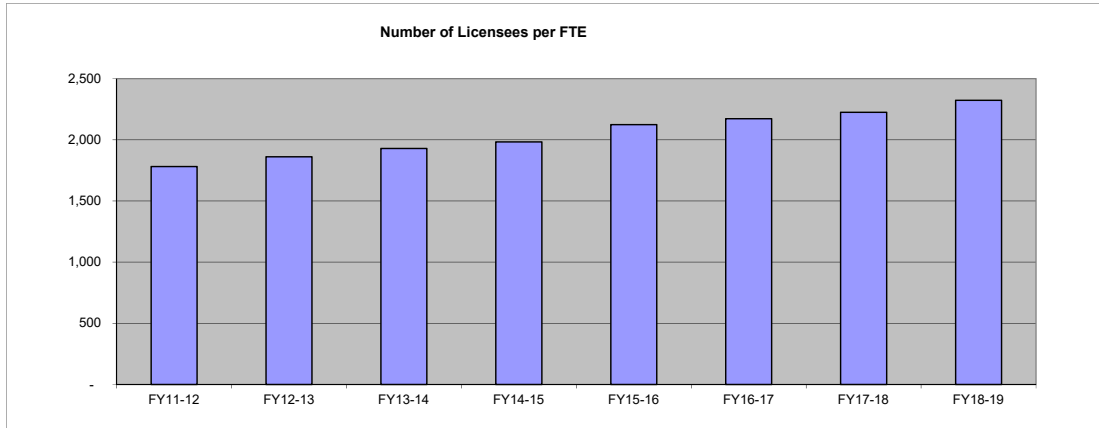
Average Cost Per Licensee



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Department of Health

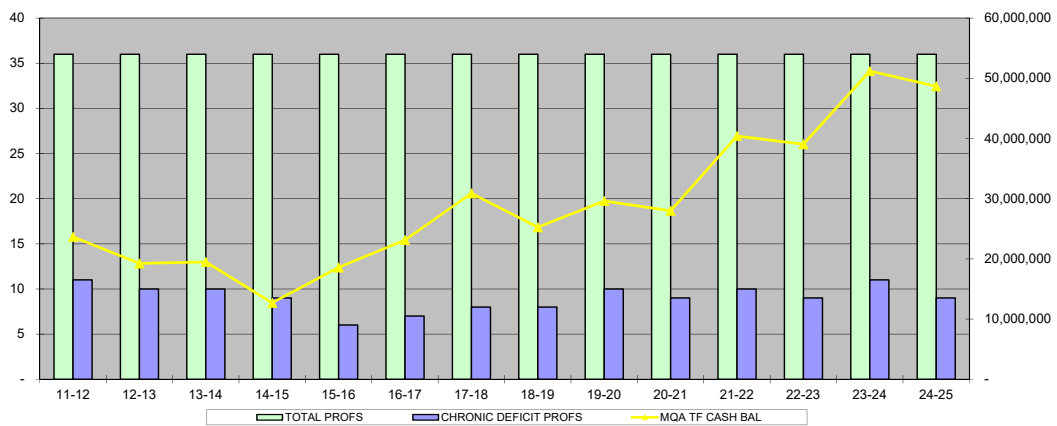
Number of Licensees Per FTE



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Department of Health

Cash Balance History & Projections



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Department of Health

Questions?

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Department of Health

Contact Information

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Senior Health Budget Analyst
Division Director’s Office

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Melinda.Simmons@flhealth.gov

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	PROFESSION-BY-PROFESSION REVENUE AND EXPENDITURE PROJECTIONS																			
	(NOT INCLUDING UNLICENSED ACTIVITY)																			
		LICENSED																		
	ENDING	ALLOCATION	ESTIMATED	ESTIMATED	ENDING	ESTIMATED	ESTIMATED	ENDING	ESTIMATED	ESTIMATED	ENDING	ESTIMATED	ESTIMATED	ENDING	ESTIMATED	ESTIMATED	ENDING	ESTIMATED	ESTIMATED	ENDING
	CASH BAL	OF CASH	REVENUES	EXPEND	CASH BAL	REVENUES	EXPEND	CASH BAL	REVENUES	EXPEND	CASH BAL	REVENUES	EXPEND	CASH BAL	REVENUES	EXPEND	CASH BAL	REVENUES	EXPEND	CASH BAL
	6/30/2019	WITHDRAWAL	FY 19-20	FY 19-20	06/30/20	FY 20-21	FY 20-21	06/30/21	FY 21-22	FY 21-22	06/30/22	FY 22-23	FY 22-23	06/30/23	FY 23-24	FY 23-24	06/30/24	FY 24-25	FY 24-25	06/30/25
MQA TRUST FUND																				
Acupuncture	\$ 858,950	\$ 164,835	\$ 783,749	\$ 268,352	\$ 1,209,512	\$ 78,024	\$ 187,611	\$ 1,099,925	\$ 783,749	\$ 274,541	\$ 1,609,133	\$ 78,024	\$ 186,951	\$ 1,500,206	\$ 783,749	\$ 275,472	\$ 2,008,483	\$ 78,024	\$ 189,910	\$ 1,896,597
Anesthesiologist Asst	\$ 255,582	\$ 49,047	\$ 17,035	\$ 19,229	\$ 204,341	\$ 100,235	\$ 40,444	\$ 264,132	\$ 17,035	\$ 19,673	\$ 261,494	\$ 100,235	\$ 40,302	\$ 321,427	\$ 17,035	\$ 19,739	\$ 318,722	\$ 100,235	\$ 40,940	\$ 378,017
Athletic Trainers	\$ 531,326	\$ 101,963	\$ 89,452	\$ 92,572	\$ 426,243	\$ 330,962	\$ 116,628	\$ 640,577	\$ 89,452	\$ 94,707	\$ 635,322	\$ 330,962	\$ 116,217	\$ 850,067	\$ 89,452	\$ 95,028	\$ 844,491	\$ 330,962	\$ 118,057	\$ 1,057,396
Chiropractic	\$ 1,884,737	\$ 361,686	\$ 2,056,372	\$ 1,277,730	\$ 2,301,692	\$ 364,090	\$ 1,164,579	\$ 1,501,203	\$ 2,678,472	\$ 1,307,199	\$ 2,872,475	\$ 364,090	\$ 1,160,481	\$ 2,076,084	\$ 2,678,472	\$ 1,311,631	\$ 3,442,926	\$ 364,090	\$ 1,178,850	\$ 2,628,166
Clinical Lab	\$ 440,084	\$ 84,453	\$ 722,258	\$ 1,015,091	\$ 62,797	\$ 1,243,418	\$ 987,918	\$ 318,297	\$ 722,258	\$ 1,038,503	\$ 2,052	\$ 1,243,418	\$ 984,442	\$ 261,028	\$ 722,258	\$ 1,042,023	\$ (58,737)	\$ 1,243,418	\$ 1,000,024	\$ 184,657
Cert Nurs Asst	\$ (157,301)	\$ -	\$ 4,236,284	\$ 5,130,185	\$ (1,051,202)	\$ 4,236,284	\$ 4,728,346	\$ (1,543,265)	\$ 4,236,284	\$ 5,248,506	\$ (2,555,486)	\$ 4,236,284	\$ 4,711,706	\$ (3,030,908)	\$ 4,236,284	\$ 5,266,297	\$ (4,060,921)	\$ 4,236,284	\$ 4,786,287	\$ (4,610,925)
CSW,MF&MHC	\$ 1,546,548	\$ 296,787	\$ 974,529	\$ 2,411,333	\$ (187,043)	\$ 4,014,064	\$ 2,885,380	\$ 941,641	\$ 974,529	\$ 2,466,946	\$ (550,776)	\$ 4,014,064	\$ 2,875,225	\$ 588,063	\$ 974,529	\$ 2,475,309	\$ (912,717)	\$ 4,014,064	\$ 2,920,737	\$ 180,609
Dentistry	\$ (4,449,098)	\$ -	\$ 5,195,606	\$ 3,733,336	\$ (2,986,828)	\$ 605,776	\$ 3,248,918	\$ (5,629,970)	\$ 5,195,606	\$ 3,819,440	\$ (4,253,804)	\$ 605,776	\$ 3,237,484	\$ (6,885,512)	\$ 5,195,606	\$ 3,832,387	\$ (5,522,293)	\$ 605,776	\$ 3,288,730	\$ (8,205,247)
Dental Hygienist	\$ 1,008,879	\$ 193,607	\$ 1,303,708	\$ 589,705	\$ 1,529,276	\$ 142,598	\$ 404,922	\$ 1,266,952	\$ 1,303,708	\$ 603,306	\$ 1,967,355	\$ 142,598	\$ 403,497	\$ 1,706,457	\$ 1,303,708	\$ 605,351	\$ 2,404,814	\$ 142,598	\$ 409,884	\$ 2,137,529
Dental Labs	\$ 311,121	\$ 59,705	\$ 179,921	\$ 62,155	\$ 369,182	\$ 16,721	\$ 36,732	\$ 349,171	\$ 179,921	\$ 63,588	\$ 465,503	\$ 16,721	\$ 36,603	\$ 445,621	\$ 179,921	\$ 63,804	\$ 561,738	\$ 16,721	\$ 37,183	\$ 541,277
Dietetics & Nutrition	\$ 748,192	\$ 143,580	\$ 140,909	\$ 224,793	\$ 520,728	\$ 491,249	\$ 216,017	\$ 795,960	\$ 140,909	\$ 229,978	\$ 706,891	\$ 491,249	\$ 215,256	\$ 982,884	\$ 140,909	\$ 230,757	\$ 893,035	\$ 491,249	\$ 218,664	\$ 1,165,621
Electrolysis	\$ (1,033,082)	\$ -	\$ 276,177	\$ 246,187	\$ (1,003,092)	\$ 100,227	\$ 330,316	\$ (1,233,182)	\$ 276,177	\$ 251,865	\$ (1,208,870)	\$ 100,227	\$ 329,154	\$ (1,437,797)	\$ 276,177	\$ 252,719	\$ (1,414,340)	\$ 100,227	\$ 334,364	\$ (1,648,477)
EMS (EMT & PMT)	\$ (4,266,474)	\$ -	\$ 314,427	\$ 1,270,329	\$ (5,222,376)	\$ 2,426,327	\$ 1,741,540	\$ (4,537,589)	\$ 314,427	\$ 1,299,627	\$ (5,522,789)	\$ 2,426,327	\$ 1,735,411	\$ (4,831,873)	\$ 314,427	\$ 1,304,033	\$ (5,821,479)	\$ 2,426,327	\$ 1,762,881	\$ (5,158,033)
Hearing Aid Specialist	\$ 599,373	\$ 115,021	\$ 87,736	\$ 165,998	\$ 406,090	\$ 451,411	\$ 206,300	\$ 651,201	\$ 87,736	\$ 169,827	\$ 569,110	\$ 451,411	\$ 205,574	\$ 814,947	\$ 87,736	\$ 170,402	\$ 732,281	\$ 451,411	\$ 208,828	\$ 974,864
Massage Therapy	\$ (12,309,226)	\$ -	\$ 5,370,565	\$ 6,305,343	\$ (13,244,004)	\$ 1,983,915	\$ 5,858,582	\$ (17,118,671)	\$ 5,370,565	\$ 6,450,767	\$ (18,198,873)	\$ 1,983,915	\$ 5,837,964	\$ (22,052,922)	\$ 5,370,565	\$ 6,472,634	\$ (23,154,991)	\$ 1,983,915	\$ 5,930,373	\$ (27,101,449)
Medical Physicists	\$ 247,203	\$ 47,439	\$ 39,316	\$ 36,857	\$ 202,223	\$ 123,366	\$ 45,441	\$ 280,148	\$ 39,316	\$ 37,707	\$ 281,758	\$ 123,366	\$ 45,281	\$ 359,843	\$ 39,316	\$ 37,835	\$ 361,324	\$ 123,366	\$ 45,998	\$ 438,692
Medicine	\$ 13,641,686	\$ 2,617,879	\$ 20,382,986	\$ 16,830,804	\$ 14,575,989	\$ 20,382,986	\$ 16,753,834	\$ 18,205,141	\$ 20,382,986	\$ 17,218,982	\$ 21,369,145	\$ 20,382,986	\$ 16,694,872	\$ 25,057,259	\$ 20,382,986	\$ 17,277,352	\$ 28,162,893	\$ 20,382,986	\$ 16,959,135	\$ 31,586,744
Midwifery	\$ (821,707)	\$ -	\$ 122,019	\$ 52,416	\$ (752,104)	\$ 18,269	\$ 54,450	\$ (788,285)	\$ 122,019	\$ 53,625	\$ (719,891)	\$ 18,269	\$ 54,258	\$ (755,881)	\$ 122,019	\$ 53,807	\$ (687,669)	\$ 18,269	\$ 55,117	\$ (724,517)
Nursing	\$ 13,050,343	\$ 2,504,399	\$ 20,274,672	\$ 16,997,906	\$ 13,822,709	\$ 20,274,672	\$ 18,156,438	\$ 15,940,943	\$ 20,274,672	\$ 17,389,938	\$ 18,825,676	\$ 20,274,672	\$ 18,092,540	\$ 21,007,807	\$ 20,274,672	\$ 17,448,888	\$ 23,833,591	\$ 20,274,672	\$ 18,378,927	\$ 25,729,335
Nursing Home Admin	\$ 820,245	\$ 157,407	\$ 157,143	\$ 193,185	\$ 626,796	\$ 665,643	\$ 256,628	\$ 1,035,811	\$ 157,143	\$ 197,640	\$ 995,314	\$ 665,643	\$ 255,725	\$ 1,405,231	\$ 157,143	\$ 198,310	\$ 1,364,064	\$ 665,643	\$ 259,773	\$ 1,769,934
Occupational Therapy	\$ 599,337	\$ 115,015	\$ 302,384	\$ 617,173	\$ 169,533	\$ 1,262,984	\$ 732,767	\$ 699,750	\$ 302,384	\$ 631,407	\$ 370,727	\$ 1,262,984	\$ 730,188	\$ 903,523	\$ 302,384	\$ 633,548	\$ 572,359	\$ 1,262,984	\$ 741,746	\$ 1,093,597
Opticianry	\$ (16,036)	\$ -	\$ 77,638	\$ 408,722	\$ (347,120)	\$ 578,888	\$ 511,210	\$ (279,441)	\$ 77,638	\$ 418,148	\$ (619,951)	\$ 578,888	\$ 509,410	\$ (550,474)	\$ 77,638	\$ 419,566	\$ (892,402)	\$ 578,888	\$ 517,474	\$ (830,987)
Optometry	\$ 1,748,837	\$ 335,607	\$ 122,288	\$ 306,425	\$ 1,229,093	\$ 1,135,988	\$ 477,967	\$ 1,887,114	\$ 122,288	\$ 313,493	\$ 1,695,909	\$ 1,135,988	\$ 476,285	\$ 2,355,612	\$ 122,288	\$ 314,555	\$ 2,163,345	\$ 1,135,988	\$ 483,824	\$ 2,815,509
Ortho & Proth	\$ 434,854	\$ 83,450	\$ 362,809	\$ 141,668	\$ 572,545	\$ 77,519	\$ 82,735	\$ 567,329	\$ 362,809	\$ 144,935	\$ 785,202	\$ 77,519	\$ 82,444	\$ 780,277	\$ 362,809	\$ 145,427	\$ 997,660	\$ 77,519	\$ 83,749	\$ 991,429
Osteopathic	\$ 2,588,270	\$ 496,697	\$ 3,971,387	\$ 1,822,777	\$ 4,240,184	\$ 676,817	\$ 1,377,919	\$ 3,539,082	\$ 3,971,387	\$ 1,864,816	\$ 5,645,653	\$ 676,817	\$ 1,373,069	\$ 4,949,400	\$ 3,971,387	\$ 1,871,138	\$ 7,049,649	\$ 676,817	\$ 1,394,804	\$ 6,331,663
Pharmacy	\$ 29,315	\$ 5,626	\$ 8,288,211	\$ 7,716,207	\$ 595,693	\$ 6,382,401	\$ 7,651,250	\$ (673,156)	\$ 8,288,211	\$ 7,894,170	\$ (279,115)	\$ 6,382,401	\$ 7,624,323	\$ (1,521,037)	\$ 8,288,211	\$ 7,920,930	\$ (1,153,756)	\$ 6,382,401	\$ 7,745,008	\$ (2,516,363)
Physical Therapy	\$ 237,026	\$ 45,486	\$ 2,671,560	\$ 1,598,257	\$ 1,264,843	\$ 532,940	\$ 1,333,520	\$ 464,263	\$ 2,671,560	\$ 1,635,119	\$ 1,500,704	\$ 532,940	\$ 1,328,827	\$ 704,818	\$ 2,671,560	\$ 1,640,661	\$ 1,735,716	\$ 532,940	\$ 1,349,861	\$ 918,795
Physician Assistant	\$ 2,711,737	\$ 520,390	\$ 4,301,736	\$ 1,287,417	\$ 5,205,666	\$ 329,661	\$ 1,020,590	\$ 4,514,736	\$ 4,301,736	\$ 1,317,109	\$ 7,499,363	\$ 329,661	\$ 1,016,999	\$ 6,812,025	\$ 4,301,736	\$ 1,321,574	\$ 9,792,187	\$ 329,661	\$ 1,033,097	\$ 9,088,751
Podiatry	\$ 306,373	\$ 58,794	\$ 761,398	\$ 421,067	\$ 587,910	\$ 93,203	\$ 337,655	\$ 343,459	\$ 761,398	\$ 430,778	\$ 674,078	\$ 93,203	\$ 336,466	\$ 430,815	\$ 761,398	\$ 432,238	\$ 759,975	\$ 93,203	\$ 341,792	\$ 511,385
Psychology	\$ 2,105,790	\$ 404,107	\$ 1,323,252	\$ 533,302	\$ 2,491,633	\$ 222,227	\$ 555,052	\$ 2,158,808	\$ 1,323,252	\$ 545,601	\$ 2,936,458	\$ 222,227	\$ 553,099	\$ 2,605,586	\$ 1,323,252	\$ 547,451	\$ 3,381,387	\$ 222,227	\$ 561,854	\$ 3,041,760
Radiological Tech	\$ (406,764)	\$ -	\$ 1,000,315	\$ 749,179	\$ (155,628)	\$ 800,315	\$ 853,830	\$ (209,143)	\$ 800,315	\$ 766,458	\$ (175,286)	\$ 800,315	\$ 850,825	\$ (225,796)	\$ 800,315	\$ 769,056	\$ (194,537)	\$ 800,315	\$ 864,293	\$ (258,515)
Respiratory Therapy	\$ 672,958	\$ 129,143	\$ 209,424	\$ 763,709	\$ (10,469)	\$ 1,613,104	\$ 762,354	\$ 840,280	\$ 209,424	\$ 781,323	\$ 268,382	\$ 1,613,104	\$ 759,671	\$ 1,121,815	\$ 209,424	\$ 783,971	\$ 547,268	\$ 1,613,104	\$ 771,696	\$ 1,388,675
School Psychology	\$ 96,871	\$ 18,590	\$ 190,646	\$ 55,792	\$ 213,136	\$ 26,686	\$ 96,999	\$ 142,823	\$ 190,646	\$ 57,078	\$ 276,390	\$ 26,686	\$ 96,657	\$ 206,419	\$ 190,646	\$ 57,272	\$ 339,793	\$ 26,686	\$ 98,187	\$ 268,292
Speech-Language	\$ 1,229,664	\$ 235,976	\$ 1,450,615	\$ 706,957	\$ 1,737,346	\$ 441,655	\$ 630,013	\$ 1,548,988	\$ 1,450,615	\$ 723,262	\$ 2,276,341	\$ 441,655	\$ 627,796	\$ 2,090,200	\$ 1,450,615	\$ 725,714	\$ 2,815,102	\$ 441,655	\$ 637,733	\$ 2,619,024
Total	\$ 25,245,613	\$ 9,346,689	\$ 87,758,527	\$ 74,052,159	\$ 29,605,292	\$ 72,224,625	\$ 73,844,886	\$ 27,985,031	\$ 88,180,627	\$ 75,760,064	\$ 40,405,593	\$ 72,224,625	\$ 73,585,004	\$ 39,045,214	\$ 88,180,627	\$ 76,016,880	\$ 51,208,961	\$ 72,224,625	\$ 74,749,779	\$ 48,683,806
		77.89%																		
Unlicensed Activity, NICA, and PRN Project are not included in the above projections.																				
Total Cash Sweep is \$12,000,000																				

Customer Service Enhancements

Department of Health

Customer Service Enhancements

**Lola Pouncey, Chief of General Operations for
Bureau of Operations**
Division of Medical Quality Assurance
Florida Department of Health

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Department of Health

Licensing Lucy

- MQA established a strategic task in 2018 to implement a technical solution that would assist with reducing the number of deficient applications received by the division
- Our strategic goal is to reduce deficient applications by 50%

Benefits to applicants include:


- Self-evaluation of licensure eligibility prior to submitting application
- Expedited licensure
- Licensure process transparency

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Department of Health

Home > Board/Profession > Question 1 > Question 2 > [Contact Us](#)

Are you ready to apply?



Board/Council: -- Select a Board --

Profession Code: -- Select ProfessionCode --

Please select your Board/Council and Profession then press Next button.

(In order to provide you the correct information, you must select your Board and Profession)


Next

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Florida Department of Health | Division of Medical Quality Assurance Web Portal

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Department of Health



What's your email address?

firstname.lastname@email.com ✓


✓ To help expedite your application processing, you will need to pay the \$110 Application Fee at time of submitting your application. How will you be paying your fee?

 Credit/Debit Card ✓

One you submit your application online, you will be prompted to enter your payment information. MQA Online services accepts all valid, major credit/debit cards.

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Department of Health



What's your email address?

firstname.lastname@email.com ✓

✓ To help expedite your application processing, you will need to pay the \$110 Application Fee at time of submitting your application. How will you be paying your fee?

Check/Money Order ✓

Check/Money Order

✗ Unfortunately at this time, MQA Online Services does not accept AHC check payments online. Payments submitted by mail must be in the form of a cashier's check or money order.


Mailed to:
Florida Board of Nursing
PO Box 6330
Tallahassee, FL 32314

Have you requested verification of your initial license and an active license be sent to Florida Board of Nursing?

Yes No

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Department of Health



Thank you for your time!

[Edit Responses](#)


[Get a Copy of the Response](#)

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Department of Health

Hello!

Here's the copy of your response, as requested

- 1 What's your email address?
firstname.lastname@email.com
- 2  To help expedite your application processing, you will need to pay the \$110 Application Fee at time of submitting your application. How will you be paying your fee?
Check/Money Order
- 3 Have you requested verification of your initial license and an active license be sent to Florida Board of Nursing?
Yes
- 4 Have you been fingerprinted by an approved Livescan provider?
No
- 5 Do you currently hold a Nursing License in another state?
Yes
- 6 Did you complete your studies in another country?
Yes
- 7 Do you have a Certified Education Documents/Translations?

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Department of Health

Artificial Intelligence Solution

- MQA established a strategic priority in 2019 to implement a technical solution within the Customer Contact Center
- Goal is to improve customer service, enhance customer satisfaction, and improve employee efficiency
- MQA reviewed multiple solutions and decided to pursue obtaining a vendor to develop and host a cloud-based Artificial Intelligence solution

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Department of Health

Artificial Intelligence Solution

Benefits of the AI solution will:

- Reduce the burden on customer service agents by automatically handling routine customer service questions
- Improve employee efficiency (a chat agent can handle 3 or 4 customers simultaneously)
- Resolve customer inquiries faster resulting in improved response time
- Improve customer satisfaction by providing customers an immediate response and better experience in their preferred communication channel

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Department of Health

Artificial Intelligence Solution

- MQA is in the process of procuring the solution that will be named ELI (Enforcement, Licensure and Information)
- MQA has formed the Information Automation Support section to run ELI
- Phased role out of the chatbot onto profession websites

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Department of Health

Questions?

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Department of Health

Contact Information

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Long-Range Policy Planning

Department of Health

Long-Range Policy Planning

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Division Director's Office

Division of Medical Quality Assurance



Department of Health

2019 Long-Range Planning Survey

Completed June 2019



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Purpose

- Section 456.005, Florida Statutes
- Obtain feedback from board members regarding health care regulation
- Set the direction of long-range policy planning

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Method

- Survey was developed by the Division of Medical Quality Assurance and sent to board, council and professional association members on July 8, 2019
- Results were analyzed by the Division's Strategic Planning Services Unit

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Results

- Total of 162 board, council and professional association members received the survey
- 81 board, council and professional association members completed the survey
- 50% response rate

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Conclusions and Trends

58% of respondents did not believe any statutes or rules in their professions prevent qualified applicants from entering their professions.

2016		2017		2019*		Trends	
%	Count	%	Count	%	Count	Desired	Actual
86%	55 of 64	66%	49 of 74	58%	46 of 80	↑	↓
No		No		No			

*2017 Board Chairs/Vice Annual Long-Range Planning meeting cancelled due to Hurricane Michael. Rescheduled for April 23, 2018 and 2017 results were used.

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Conclusions and Trends

79% of respondents did not think their professions had any regulations in place that restricts the ability of individuals to find employment or practice in their profession.

2016		2017		2019*		Trends	
%	Count	%	Count	%	Count	Desired	Actual
84%	54 of 64	76%	56 of 74	79%	63 of 80	↑	↑
No		No		No			

*2017 Board Chairs/Vice Annual Long-Range Planning meeting cancelled due to Hurricane Michael. Rescheduled for April 23, 2018 and 2017 results were used.

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Conclusions and Trends

86% of respondents think that the department and their board/council are operating efficiently.

2016		2017		2019*		Trends	
%	Count	%	Count	%	Count	Desired	Actual
86%	55 of 64	86%	64 of 74	79%	63 of 80	↑	↓
Yes		Yes		Yes			

*2017 Board Chairs/Vice Annual Long-Range Planning meeting cancelled due to Hurricane Michael. Rescheduled for April 23, 2018 and 2017 results were used.

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Conclusions and Trends

78% of respondents think that the department and their board/council are operating effectively.

2016		2017		2019*		Trends	
%	Count	%	Count	%	Count	Desired	Actual
84%	55 of 64	86%	64 of 74	78%	62 of 80	↑	↓
Yes		Yes		Yes			

*2017 Board Chairs/Vice Annual Long-Range Planning meeting cancelled due to Hurricane Michael. Rescheduled for April 23, 2018 and 2017 results were used.

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Conclusions and Trends

51% of respondents do not think that there is a need for their board/council to assist the department in cost-effective regulation.

2016		2017		2019*		Trends	
%	Count	%	Count	%	Count	Desired	Actual
67%	43 of 64	66%	49 of 74	51%	41 of 80	↑	↓
No		No		No			

*2017 Board Chairs/Vice Annual Long-Range Planning meeting cancelled due to Hurricane Michael. Rescheduled for April 23, 2018 and 2017 results were used.

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Conclusions and Trends

86% of respondents believe their profession is regulated effectively.

2016		2017		2019*		Trends	
%	Count	%	Count	%	Count	Desired	Actual
88%	56 of 64	85%	63 of 74	86%	69 of 80	↑	↑
Yes		Yes		Yes			

*2017 Board Chairs/Vice Annual Long-Range Planning meeting cancelled due to Hurricane Michael. Rescheduled for April 23, 2018 and 2017 results were used.

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Conclusions and Trends

95% of respondents thought there was a need to continue regulation of their profession.

2016		2017		2019*		Trends	
%	Count	%	Count	%	Count	Desired	Actual
98%	63 of 64	93%	69 of 74	95%	76 of 80	—	—
Yes		Yes		Yes			

*2017 Board Chairs/Vice Annual Long-Range Planning meeting cancelled due to Hurricane Michael. Rescheduled for April 23, 2018 and 2017 results were used.

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Conclusions and Trends

79% of respondents believe consumer protection is adequate for their profession.

2016		2017		2019*		Trends	
%	Count	%	Count	%	Count	Desired	Actual
83%	52 of 64	86%	64 of 74	79%	63 of 80	↑	↑
Yes		Yes		Yes			

*2017 Board Chairs/Vice Annual Long-Range Planning meeting cancelled due to Hurricane Michael. Rescheduled for April 23, 2018 and 2017 results were used.

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Conclusions and Trends

66% of respondents think there is consistency between the various practice acts.

2016		2017		2019*		Trends	
%	Count	%	Count	%	Count	Desired	Actual
72%	46 of 64	68%	50 of 74	66%	53 of 80	↑	↓
Yes		Yes		Yes			

*2017 Board Chairs/Vice Annual Long-Range Planning meeting cancelled due to Hurricane Michael. Rescheduled for April 23, 2018 and 2017 results were used.

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Conclusions and Trends

60% of respondents believe unlicensed activity is adequately enforced in their professions.

2016		2017		2019*		Trends	
%	Count	%	Count	%	Count	Desired	Actual
56%	36 of 64	68%	50 of 74	60%	48 of 80	↑	↓
Yes		Yes		Yes			

*2017 Board Chairs/Vice Annual Long-Range Planning meeting cancelled due to Hurricane Michael. Rescheduled for April 23, 2018 and 2017 results were used.

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Conclusions and Trends

91% of respondents think licensure fees are reasonable and do not serve as a barrier to licensure.

2016		2017		2019*		Trends	
%	Count	%	Count	%	Count	Desired	Actual
94%	60 of 64	91%	67 of 74	91%	73 of 80	↑	No Change
Yes		Yes		Yes			

*2017 Board Chairs/Vice Annual Long-Range Planning meeting cancelled due to Hurricane Michael. Rescheduled for April 23, 2018 and 2017 results were used.

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Conclusions and Trends

75% of respondents believe the department's operational costs are as efficient as possible.

2016		2017		2019*		Trends	
%	Count	%	Count	%	Count	Desired	Actual
84%	53 of 64	80%	59 of 74	75%	61 of 81	↑	↓
Yes		Yes		Yes			

*2017 Board Chairs/Vice Annual Long-Range Planning meeting cancelled due to Hurricane Michael. Rescheduled for April 23, 2018 and 2017 results were used.

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Questions?

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Unlicensed Activity

Department of Health

Unlicensed Activity (ULA)

Chilo Casas, Unlicensed Activity Liaison
Investigative Services Unit
Division of Medical Quality Assurance

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Unlicensed Activity Investigative Process

Where do complaints come from?

- Public
- Self-generated
- Licensees
- Boards

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Identifying Subject

- Surveillance
- Undercover visits
- Undercover telephone calls
- Online resources
- Verify licensure

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Looking for Probable Cause

- Verifying allegations
- Look for the offer
- Witness the service
- Sworn statement(s) and corroborating evidence
- Law enforcement arrest for ULA

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Probable Cause Found

- Issue Notice to Cease and Desist
- Issue Unlicensed Activity Citation
- Notify ULA Attorney and management
- Report to law enforcement
- Work with law enforcement if arrest warranted

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Probable Cause Determination

- DOH/ULA investigators determine PC
- Boards are not involved with discipline since subjects are not licensed
- Boards can educate stakeholders & report unlicensed activity

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Investigative Report

- Gather all pertinent information
- Write Final Investigative Report (IR)
- Forward Final IR to ULA Attorney

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Campaign Goals

- Increase awareness of unlicensed healthcare practice in Florida
- Drive user traffic to the FDOH ULA website
- Prompt users to report ULA, verify licenses & learn warning signs of ULA

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Promoting ULA Program

- Marketing campaign
- Digital & social media campaign
- Public Service Announcements (PSA) in movie theaters
- Billboards by Florida highways
- Conferences, Board meetings, public speaking & outdoor events

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Total Results of Campaigns

- New user traffic to the Department's website increased by 1,566%
- Earned more than 33 million impressions

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Public Service Announcement



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Unlicensed Activity Objectives

Measure	FY15-16	FY16-17	FY17-18	FY18-19
Complaints Received	1475	1376	1095	1161
Completed Investigations	1430	1255	1100	1093
Cease and Desists issued	628	573	573	593
% of Cases referred to Law Enforcement	55.75%	57.47%	63.22%	64.50%
Average days to resolve a ULA case	116.8	114.4	136.4	133.5



Department of Health

How You Can Help

1-877-HALT-ULA or 1-877-425-8852

Email: Haltula@flhealth.gov

Website: www.floridahealth.gov
www.flhealthsource.gov/ula

- You are our eyes and ears in the field
- If you see something, say something
- Talk to someone in our ULA unit



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Questions?



Department of Health

Contact Information

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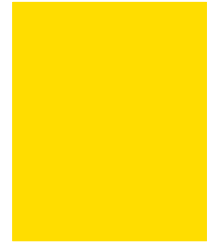


Department of Health

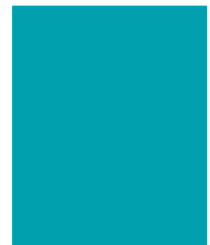
ULA HQ Contact

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



Ron DeSantis
GOVERNOR



Scott A. Rivkees, MD
STATE SURGEON GENERAL

Version 4.0
Revised March 2019
Created: January 2016

Produced by:
Florida Department of Health
4052 Bald Cypress Way, Bin # A00
Tallahassee, FL 32399-1701

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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, the Division of Medical Quality Assurance (MQA) 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.

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.

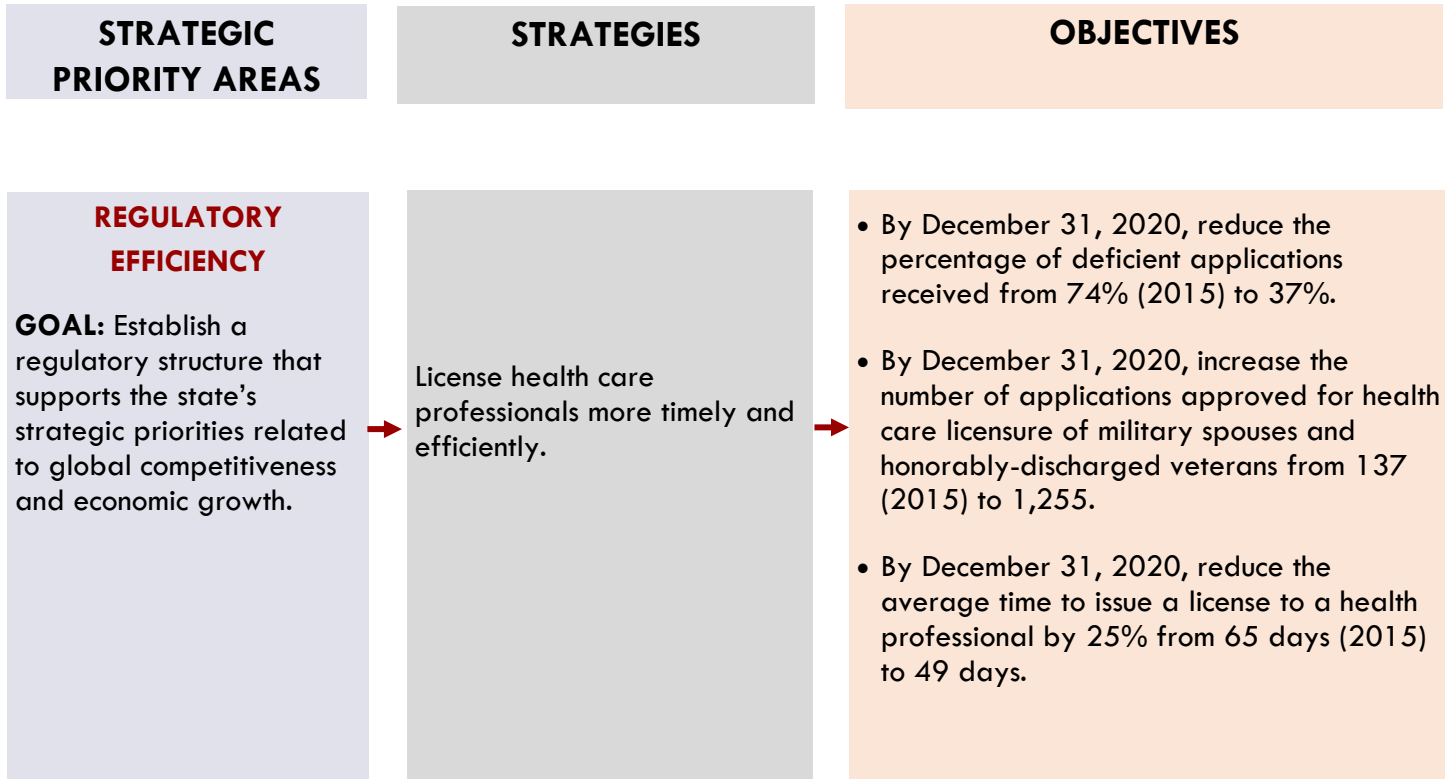
Accountability: We perform with integrity & respect.

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 2020. Over the next five 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
 5.1.2 License health care professionals more timely and efficiently.	A. By December 31, 2020, reduce the percentage of deficient applications received from 74% (2015) to 37%. Lead: Division of Medical Quality Assurance
	B. By December 31, 2020, increase the number of applications approved for health care licensure of military spouses and honorably-discharged veterans from 137 (2015) to 1,255. Lead: Division of Medical Quality Assurance
	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

Appendix A

Division of Medical Quality Assurance (MQA) 2018 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 2018. MQA staff completed a live strengths, weaknesses, opportunities, and threats (SWOT) activity was completed on June 1, 2018, and an analysis report was completed on June 29, 2018. Board members and professional associations completed a survey in October 2017. The results were included in the 2017 Board Member SWOT Analysis report and later presented at the Board Chairs/Vice Chairs Annual Long-range Planning meeting held on April 23, 2018.

MQA Executive Leadership

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

Lola Pouncey
Chief, Bureau of Operations

Mark Whitten
Chief, Bureau of Health Care
Practitioner Regulation

Christopher Ferguson
Chief, Bureau of Enforcement

DOH Executive Leadership

Vacant
Surgeon General and Secretary

Louise St. Laurent
General Counsel

Michele Tallent
Deputy Secretary for Operations

Cindy Dick
Assistant Deputy Secretary for
Health

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, MPA
Senior Management Analyst
Supervisor

Cynthia Boland
Operations and Management
Consultant Manager

Jessica Rogers
IT Business Consultant Manager

Anthony Jusevitch
Investigation Manager

Matthew Knispel
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

Vacant
Executive Director, Boards 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, School
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 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
Senior Assistant Attorney General

Donna McNulty
Senior Assistant Attorney General

Board and Council Members

Hector Vila, M.D.
Chair, Anesthesiology Assistant
Joint Committee

Kathy Veon, AP, DOM
Chair, Board of Acupuncture

Rodney Dunetz, DAOM, AP,
Dipl.Ac.
Vice-Chair, Board of Acupuncture

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

Billy J. "Bo" McDougal, ATC, LAT
Vice-Chair, Board of Athletic
Training

Kevin Fogarty, D.C., F.I.C.A. (hon)
Board of Chiropractic Medicine

Danita Heagy, D.C.
Chair, Board of Chiropractic
Medicine

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

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

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

T.J. Tejera, D.M.D., M.D.
Chair, Board of Dentistry

Naved Fatmi, D.M.D.
Vice-Chair, Board of Dentistry

Leanne E. Polhill, H.A.S.
Chair, Board of Hearing Aid
Specialists

Randy Ellsworth, H.A.S.
Vice-Chair, Board of Hearing Aid
Specialists

Robyn Dohn Havard
Chair, Board of Massage Therapy

Victoria Drago, LMT
Vice-Chair, Board of Massage
Therapy

Jorge Lopez, M.D.
Chair, Board of Medicine

Steven Rosenberg, M.D.
Vice-Chair, Board of Medicine

Jody Bryant Newman, EdD, EdS
Chair, Board of Nursing

Diana Forst, BA, RN
Vice-Chair, Board of Nursing

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,
Ph.D., RN
Board Member, Board of Nursing
Home Administrators

Michael Helmer, BA
Board Member, Board of Nursing
Home Administrators

James F. Spafford, MBA
Chair, Board of Occupational
Therapy Practice

Tamkea German, OT
Board Member, Board of
Occupational Therapy Practice

Byron D. Shannon
Chair, Board of Opticianry

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

Stuart Kaplan, O.D.
Chair, Board of Optometry

Carl Spear, O.D.
Vice-Chair, Board of Optometry

Brett Saunders, CPO, FAAOP
Chair, Board of Orthotists and
Prosthetists

Wayne R. Rosen, CPO, CPED,
FAAOP
Vice-Chair, Board of Orthotists and
Prosthetists

Sandra Schwemmer, D.O.,
FACOEP-D, FACEP, FAAOE,
LHRM
Chair, Board of Osteopathic
Medicine

Jeenu Philip, BPharm
Chair, Board of Pharmacy

Jeffrey J. Mesaros, PharmD, J.D.
Vice-Chair, Board of Pharmacy

Kay Tasso, PT, PhD, PCS
Chair, Board of Physical Therapy
Practice

Joseph Sindone, D.P.M.
Chair, Board of Podiatric Medicine

Joseph Strickland, D.P.M.
Vice-Chair, Board of Podiatric
Medicine

Mark S. Block, D.P.M.
Board Member, Board of Podiatric
Medicine

Randi Mackintosh, Psy.D.
Board Member, Board of
Psychology

Roberto Garcia, RRT
Chair, Board of Respiratory Care

Ronald E. Mitchell, CRT
Vice-Chair, Board of Respiratory
Care

Peter Johnson, Ph.D.
Chair, Board of Speech-Language
Pathology and Audiology

Frederick Rahe, Au.D.
Vice-Chair, Board of Speech-
Language Pathology and
Audiology

Sergio Guerreiro, AU.D.
Board Member, Board of Speech-
Language Pathology and
Audiology

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

Susan (Robyn) Mattox, LM
Vice-Chair, Council of Licensed
Midwifery

Stephanie Petrosky, MHA, RD,
LDN, FAND
Chair, Dietetics/Nutrition Practice
Council

Carol Elliott, RDN, LDN, FAND
Vice-Chair, Dietetics/Nutrition
Practice Council

Jolynn M. Greenhalgh, DNP,
ARNP
Chair, Florida Electrolysis Council

Joel Rose, D.O.
Chair, Physician Assistants Council

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Melissa Greenfield
Program Operations Administrator

Anna King
Program Operations Administrator

Jessica Sapp
Program Operations Administrator

Tracy Zeh
Program Operations Administrator

Wanda Young
Program Operations Administrator

William Spooner
Operations & Management
Consultant Manager

Brad Dalton
Deputy Press Secretary

Vacant
Legislative Planning Director

Association and Community Representatives

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Executive Director, Florida
Association for Marriage and
Family Therapy

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

Janet DuBois, APRN
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 Fergason
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

The 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

02/09/16	Manager presentation about educating employees on DOH and MQA Strategic Plan 2016-2018	Executive Management Team, MQA Management,
04/27/16	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
05/19/16	Long-range Planning Survey sent to board/council members	Executive Management Team, Strategic Planning Services Team
05/16/16	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
05/25/16	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
06/24/16	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
07/14/16	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
10/07/16	Long-range Planning Survey Report	Executive Management Team, MQA Management, Strategic Planning Services Team, External Partners
12/20/16	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
09/30/17	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
05/10/18	Discussed new strategic plan format and assigned strategy managers	Executive Management Team, MQA Management, Strategic Planning Services Team

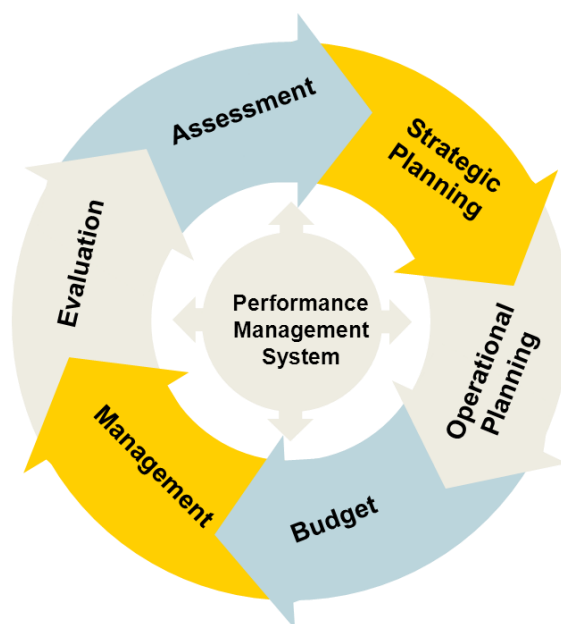
05/10/18	MQA Strategic Plan 2016-2020 Version 3 aligned with DOH Strategic Plan 2016-2018	Executive Management Team, MQA Management, Strategic Planning Services Team
06/01/18	Internal Live SWOT with MQA management and employees	Strategic Planning Services Team
06/29/18	Internal Environmental Analysis 2018 SWOT Data Report	Strategic Planning Services Team
08/10/18	Strategic Planning Retreat: discussed MQA's strategic focus aligned with DOH's strategic plan	Executive Management Team, MQA Management, Strategic Planning Services Team
09/05/18	EMT Strategic Plan Development	Executive Management Team, MQA Management, Strategic Planning Services Team
02/28/19	MQA Strategic Plan 2016-2020 Version 4 (<i>update</i>)	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 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.



Leadership, Workforce and Infrastructure

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 from 137 (2015) to 1,255.	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 Internal Environmental Analysis 2018 SWOT Data Report
3. Division of Medical Quality Assurance 2017 Board Member SWOT Analysis report
4. Division of Medical Quality Assurance Annual Report and Long-range Plan FY 2016-2017
5. Division of Medical Quality Assurance Board/Council Long-range Planning Survey Report 2017
6. Division of Medical Quality Assurance Strategic Planning and SWOT Analysis Training
7. Division of Medical Quality Assurance 2017 Board Member SWOT Data Report
8. MQA Training Needs Assessment
9. Training Budget FY 2017-2018
10. Employee Satisfaction Survey 2016 Results
11. Division of Medical Quality Assurance 2017 Managers Annual Strategic Planning Meeting Notes
12. [Florida Department of Health, Long Range Program Plan 2015-16 through 2019-20](#)
13. [Florida Department of Health Newsroom](#)
14. [Florida Department of Health, Florida Health Impact Report 2014-15 by the Numbers](#)
15. [Florida Strategic Plan for Economic Development](#)
16. [Healthiest Weight](#)
17. [Florida Department of Health, Office of Inspector General Annual Report FY 2015-2016](#)
18. [Florida Strategic Plan for Economic Development](#)
19. [Florida Vital Statistics Annual Report 2015](#)
20. Health Status Assessment 2015
21. [Physician Workforce Annual Report 2016](#)
22. [State monthly economic updates](#)

Commonly Used Acronyms

Acronym	Definition
ADA	American with Disabilities Act of 1990
AHCA	Agency for Healthcare Administration
AG	Attorney General
AMA	American Medical Association
ARNP	Advanced Registered Nurse Practitioner
BOM	Board of Medicine
BOE	Bureau of Enforcement
BOO	Bureau of Operations
BSC	Balanced Scorecard
BSCIP	Brain and Spinal Cord Injury Program
CCOC	Capital Circle Office Complex
CDC	Centers for Disease Control and Prevention
CE	Continuing Education
CHD	County Health Department
CME	Continuing Medical Education
CMS	Children's Medical Services
CMU	Compliance Management Unit
CMSW	Certified Master Social Worker
CNA	Certified Nursing Assistants
CNS	Certified Nursing Specialists
COB	Close of Business
COOP	Continuity of Operations Plan
CMU	Compliance Management Unit
CSU	Consumer Services Unit
DBPR	Department of Business and Professional Regulation
DCF	Department of Children and Family
DDC	Drugs, Devices and Cosmetics
DM	District Manager
DMS	Department of Management Services
D/N	Dietetics/Nutrition
DOH	Department of Health
DOAH	Division of Administrative Hearing
DP	Dispensing Practitioner
ED	Executive Director
EIS	Enterprise Information System
E-FORCSE	Electronic-Florida Online Reporting of Controlled Substance Evaluation Program
EMT	Executive Management Team
ERC	Employee Recognition Committee
ERIC	Employee Resource Information Center
ERO	Emergency Restriction Order
ESO	Emergency Suspension Order
ESS	Employee Satisfaction Survey
F.A.C.	Florida Administrative Code
FBI	Federal Bureau of Investigation
FIS	Financial Information System
FLSA	Fair Labor Standards Act
F.S.	Florida Statute
FY	Fiscal Year
HB	House Bill
HCPR	Bureau of Health Care Practitioner Regulation
HIPAA	Health Insurance Portability and Accountability Act of 1996
HW	Healthiest Weight
IG	Inspector General

Acronym	Definition
IPN	Intervention Project for Nurses
IR	Investigative Report
IRB	Institutional Review Board
IRQA	Investigative Report Quality Assurance
ISU	Investigative Services Unit
IT	Information Technology
LEIDS	Licensing and Enforcement Information Database System
LMS	Learning Management System
LPN	Licensed Practical Nurse
MBI	Metropolitan Bureau of Investigation
MFCU	Medical Fraud Control Unit
MFMP	My Florida Market Place
MODE	Massage, Optical, Dental Lab, Electrolysis Inspections
MOU	Memorandums of Understanding
MPI	Medicaid Program Integrity
MQA	Medical Quality Assurance
MQMS	Bureau of Management Services
MT	Massage Therapist
NICB	National Insurance Crime Bureau
OCE	Order Compelling an Evaluation
OCOM	Office of Communications
ODS	Office of Deputy Secretary
OGC	Office of General Counsel
OLP	Office of Legislative Planning
OMH	Office of Minority Health
OPQI	Office of Performance and Quality Improvement
OPS	Other Personal Services
OSSG	Office of State Surgeon General
PA	Physician Assistant
PF	People First
PDMP	Prescription Drug Monitoring Program
PMC	Pain Management Clinic
POA	Power of Attorney
PRN	Professional Resource Network
PSU	Prosecution Services Unit
PT	Physical Therapy
QA	Quality Assurance
QC	Quality Control
QPR	Quarterly Performance Report
RN	Registered Nurse
RPI	Rapid Process Improvement
SAO	State Attorney's Office
SB	Senate Bill
SPS	Strategic Planning Services
TB	Tuberculosis
TRAIN	TrainingFinder Real-time Affiliate Integrated Network
UCF	Uniform Complaint Form
ULA	Unlicensed Activity
VALOR	Veterans Application for Licensure Online Response System
VPN	Virtual Private Network
VR	Voluntary Relinquishment
WFD	Workforce Development

