

**Department of Health
Division of Medical Quality Assurance
2010-2011 Strategic Plan and Balanced Scorecard**

Perspective	Goal	Strategy	Measure	Target 10-11	Target 11-12	Target 12-13	Target 13-14	Target 14-15
DOH/MQA Objective: Public Health Wellness, Access, Prevention & Protection								
1.0 Internal	1.1 License expeditiously all healthcare professionals who meet statutorily mandated minimum standards of competency	1.1.1 Provide an efficient licensure process that meets statutory requirements	1.1.1.1 Average # of days to issue an initial license (LRPP) (KPI)	60 - LRPP 52 days	60 - LRPP 49 days	60 - LRPP 46 days	60 - LRPP 43 days	60 - LRPP 43 days
			1.1.1.3 % of initial licensure applications deemed complete or deficient within 30 days (LRPP)	100% -LRPP	100% -LRPP	100% -LRPP	100% -LRPP	100% -LRPP
			1.1.1.4 % of complete initial licensure applications approved or denied within 90 days (LRPP)	100% -LRPP	100% -LRPP	100% -LRPP	100% -LRPP	100% -LRPP
			1.1.1.5 Average number of days to process an initial licensure application	24 days	21 days	19 days	17 days	17 days
			1.1.1.6 % of applications denied licensure	10%	10%	10%	10%	10%
			1.1.1.8 # of licenses issued (LRPP)	500,000 – LRPP	500,000 - LRPP	500,000 - LRPP	500,000 - LRPP	500,000 - LRPP
			% of examination scores released within 60 days from the administration of the exam. (LRPP)	100% -LRPP	100% -LRPP	100% -LRPP	100% -LRPP	100% -LRPP
					1.1.2 Expand online services	1.1.1.9 % of licensees renewing online	85%	90%
			% of applications submitted online	75%	77%	79%	81%	83%

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		1.1.3 Develop a board performance evaluation for all boards.	% cases dismissed after a finding of probable cause	TBD	TBD	TBD	TBD	TBD
			% citations dismissed by the board after citation was disputed	TBD	TBD	TBD	TBD	TBD
	1.2 Enforce healthcare standards through timely discipline, education, and remediation of healthcare professionals found in violation of the law	1.2.1 Provide an efficient enforcement process that meets statutory requirements	1.2.1.16 Average # of complaint investigations per FTE (LRPP)	352 - LRPP	352 - LRPP	352 - LRPP	352 - LRPP	352 - LRPP
			1.2.1.1 Average # of days to issue an order following board action	30 days	28 days	28 days	28 days	26 days
			Average # of days from date of legal sufficiency to final order (KPI)	TBD	TBD	TBD	TBD	TBD
			Average number of days from receipt of complaint to probable cause determination	180 days	150 days	120 days	100 days	100 days
			Average number of days from probable cause panel request for supplemental investigation until case is resubmitted to the panel	TBD	TBD	TBD	TBD	TBD
			1.2.1.7 % of initial investigations and recommendations as to the existence of probable cause completed within 180 days of receipt (LRPP) (KPI)	90% - LRPP 93%	90% - LRPP 94%	90% - LRPP 95%	90% - LRPP 96%	90% - LRPP 97%

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			1.2.1.3 % of ULA cases investigated and referred for criminal prosecution (LRPP) (KPI)	1.5% - LRPP 55%	1.5% - LRPP 55%	1.5% - LRPP 55%	1.5% - LRPP 55%	1.5% - LRPP 55%
			Average # of days to resolve ULA cases (LRPP)	410 - LRPP	400 - LRPP	390 - LRPP	380 - LRPP	369 - LRPP
			Percent of unlicensed activity cases investigated and resolved through remedies other than arrest (cease & desist, citation) (LRPP)	28% - LRPP	30% - LRPP	32% - LRPP	34% - LRPP	36% - LRPP
			1.2.1.4 # of ULA cases investigated (LRPP)	700 - LRPP	735 - LRPP	770 - LRPP	805 - LRPP	840 - LRPP
			1.2.1.20 % of legally sufficient complaints that result in a finding of probable cause	28%	30%	32%	34%	36%
			1.2.1.21 Average # of days from the filing of the AC to case being agendaed for board meeting	180 days	175 days	170 days	165 days	160 days
			# of cases presented to probable cause panel	TBD	TBD	TBD	TBD	TBD
			# of cases presented to the board	TBD	TBD	TBD	TBD	TBD
			Percent of disciplinary final orders issued within 90 days from issuance of the recommended order.(LRPP)	85% - LRPP	85% - LRPP	88% - LRPP	90% - LRPP	92%- LRPP
		1.2.2 Reduce the length of time to	1.2.1.6 Average # of days to take emergency action on priority 1	150 days – LRPP	150 days – LRPP	150 days – LRPP	150 days – LRPP	150 days – LRPP 90 days

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		issue emergency actions from the date of the event to the date the order is issued	investigations (LRPP) (KPI)	150 days	130 days	110 days	90 days	
		1.2.5 Regulate aggressively in response to the public health threat posed by pain clinics, over-prescribing of controlled drugs, and health care fraud	Average number of days to resolve complaints regarding pain clinics	TBD	TBD	TBD	TBD	TBD
2.0 Customer	2.1 Inform stakeholders and consumers to enable them to make health care decisions and promote accessible health care	2.1.3 Ensure customers are informed of, have confidence in, and value MQA services	1.3.1.1 Average # of days to fulfill a public record request (KPI)	10	9	8	7	7
			1.3.1.3 Average time (in seconds) customers are waiting in the queue	175	155	135	115	90
			3.1.1.5 % of external customers satisfied with services provided by MQA (KPI)	75%	80%	85%	90%	95%
			1.3.1.2 Average # of days to post initial final disciplinary actions on the web	1 day	1 day	1 day	1 day	1 day
			3.1.1.6 # of inquiries to the practitioner profile website (LRPP)	2,000,000 - LRPP	2,000,000 - LRPP	2,000,000 - LRPP	2,000,000 - LRPP	2,000,000 - LRPP

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DOH/MQA Objective: Organizational Development								
3.0 Learning and Growth	3.1 Motivate the workforce to achieve excellence	3.1.1 Recruit, hire and retain skilled and motivated employees that will exemplify MQA mission, vision and value	3.2.1.1 % of employee satisfaction	80%	83%	87%	89%	92%
			3.2.1.2 % of employee turnover (KPI)	10%	9%	8%	7%	7%
			3.2.1.3 Average # of training hours per employee	35	35	35	35	35
			3.2.1.4 % of employees satisfied with MQA training	95%	95%	95%	95%	95%
			% of employee performance evaluations completed timely	93%	95%	97%	98%	99%
4.0 Financial	4.1 Minimize licensure fees through cost-effective operations	4.1.1 Ensure all regulated professions have a positive cash balance	3.3.1.1 % fines and costs imposed that are collected by due date (LRPP)	65%	68%	71%	73%	75%
			3.3.1.5 % of professions operating with a positive or neutral cash balance	71%	71%	73%	75%	78%
			Average # of licensees per FTE	1637	TBD	TBD	TBD	1786
			3.3.1.6 % difference in actual expenditures from budgeted expenditures	TBD	TBD	TBD	TBD	TBD
			Average cost of a license (KPI)	\$63.00	\$63.00	\$62.00	\$61.00	\$60.00

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Action Plans (initiatives)

1.1.1 Provide an efficient licensure process that meets statutory requirements

- ◆ Ensure that systems are in place to anticipate and avert negative outcomes to customers
- ◆ Ensure decisions are data-driven.

1.1.2 Expand online services

- ◆ Ensure that systems are in place to anticipate and avert negative outcomes to customers
- ◆ Ensure decisions are data-driven.

1.1.3 Develop a board performance evaluation for all boards.

- ◆ Ensure that systems are in place to anticipate and avert negative outcomes to customers
- ◆ Ensure decisions are data-driven.

1.2.1 Provide an efficient enforcement process that meets statutory requirements

- ◆ Develop public service campaigns on the importance of using only licensed health care practitioners and use of the MQA website for license verification
- ◆ Ensure that systems are in place to anticipate and avert negative outcomes to customers
- ◆ Ensure decisions are data-driven.

1.2.2 Reduce the length of time to issue emergency actions from the date of the event to the date the order is issued

- ◆ Ensure that systems are in place to anticipate and avert negative outcomes to customers
- ◆ Ensure decisions are data-driven.

1.2.5 Regulate aggressively in response to the public health threat posed by pain clinics, over-prescribing of controlled drugs, and health care fraud

- ◆ Ensure that systems are in place to anticipate and avert negative outcomes to customers
- ◆ Ensure decisions are data-driven.

2.1.3 Ensure customers are informed of, have confidence in, and value MQA services

- ◆ Ensure that systems are in place to anticipate and avert negative outcomes to customers
- ◆ Ensure decisions are data-driven.
- ◆ Review all customer satisfaction surveys.
 - Re-write surveys to include common questions to determine overall satisfaction rate with services
 - Include renewal survey in MQA overall satisfaction rate.

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3.1.1 Recruit, hire and retain skilled and motivated employees that will exemplify MQA mission, vision and value

- ◆ Improve workforce understanding of an ethical culture and how to handle ethical issues
- ◆ Ensure that systems are in place to anticipate and avert negative outcomes to customers
- ◆ Ensure decisions are data-driven.
- ◆ Analyze data to determine main causes of turnover
 - Develop plan to decrease turnover

4.1.1 Ensure all regulated professions have a positive cash balance

- ◆ Develop a cash management plan