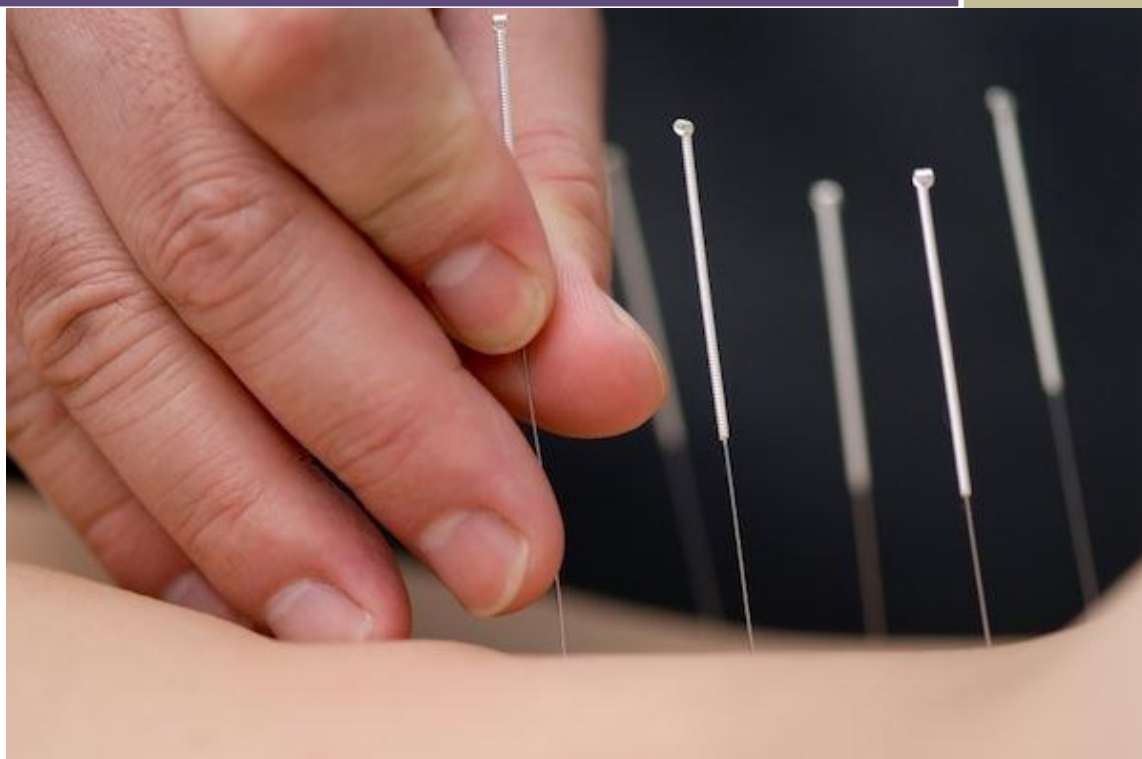


State of California
Board of Acupuncture

2013-2017



Strategic Plan

Adopted October 25, 2013

Action Planning Details Added on January 23, 2014

MEMBERS OF THE
CALIFORNIA ACUPUNCTURE BOARD

Nian Peng “Michael” Shi, L.Ac., Chair

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Jamie Zamora, Public Member

Terri A. Thorfinnson, J.D., Executive Officer

MESSAGE FROM THE BOARD CHAIR



On behalf of the California Acupuncture Board (CAB), I want to thank everyone involved in the strategic planning development process for their vision, strong effort and commitment to the CAB's role as regulator, facilitator, and leader in the field of Acupuncture in the State of California.

This plan reflects the CAB's commitment to work in partnership with the Acupuncture community including, the public, licensees, government, as well as educational providers. It is the result of input from and consultation with the Board staff, the public, and the profession.

This Strategic Plan is the cornerstone for the CAB as we move into the next five years of our mission as one of the leading regulatory agencies of the Acupuncture profession. It builds on some of the foundations of our Strategic Plan 2007-2012, which guided the CAB's work up until now. We believe the new plan offers a roadmap to the future with clear focus on building the basic framework for the regulation and oversight of the Acupuncture profession. We look forward to the mission ahead as we deliver on our Strategic Plan for 2013-2017 and meet the challenges and opportunities that are ahead.

NIAN PENG "Michael" SHI, L.Ac.

CHAIR

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ABOUT THE CALIFORNIA ACUPUNCTURE BOARD

The California Acupuncture Board (CAB) has evolved over the years as a state licensing entity for acupuncturists and progressed into a semi-autonomous decision-making body. Initially, in 1972, acupuncture was regulated by the Acupuncture Advisory Committee under the jurisdiction of The Board of Medical Examiners (i.e., Medical Board of California). In 1980, the Committee was replaced with the Acupuncture Examining Committee within the Division of Allied Health Professions. In 1999, the Committee became the Acupuncture Board, solely responsible for licensing and regulating the practice of acupuncture and Oriental medicine in the State of California.

The primary responsibility of the Acupuncture Board is to protect California consumers from incompetent, and/or fraudulent practice through the enforcement of the Acupuncture Licensure Act and the Board's regulations. Under the Department of Consumer Affairs, the Board promotes safe practice through the improvement of educational training standards, continuing education, administering the California Acupuncture License Examination (CALE), enforcement of the Business and Professions (B&P) Code, and public outreach. The Board establishes and maintains entry standards of qualification and conduct within the acupuncture profession, primarily through its authority to license. The Acupuncture Licensure Act commences with the B&P Code, Section 4925 et seq., and the Board is authorized to adopt regulations that appear in Title 16, Division 13.7, of the California Code of Regulations (CCR). The Board regulates over 11,000 licensed acupuncturists and establishes standards for approval of institutions and colleges that offer education and training programs in the practice of acupuncture and Oriental medicine.

The Board consists of seven members with a public majority (i.e., 4 public members and 3 professional members). Five members are appointed by the Governor, one by the Speaker of the Assembly and one by the Senate Pro Tempore. The Legislature has mandated that the acupuncture members of the Board must represent a cross-section of the cultural backgrounds of the licensed members of the profession, which assists Board members in their critical role as policy and decision makers in disciplinary hearings, approval of new schools, contracts, budget issues, legislation and regulatory proposals.

Committees serve as an essential component of the full Board to address specific issues referred by the public or recommended by staff. Committees are composed of two Board members who are charged with gathering public input, exploring alternatives to the issues, and making a recommendation to the full Board.

The Acupuncture Board has four committees as follows:

Committee	Responsibilities
Executive Committee	Address issues related to expenditures/revenue/fund condition, executive officer selection/evaluation, legislation/regulations, committee policy/procedures, and special administrative projects.
Education Committee	Address issues related to acupuncture educational standards, school application and approval process, tutorial programs, and continuing education.
Examination Committee	Address issues related to development and administration contracts, administration, and miscellaneous issues.
Enforcement Committee	Address enforcement issues, propose regulations, policies, and standards to ensure compliance with the Board’s statutes and regulations.

The Board appoints an Executive Officer to oversee a staff of seven full-time staff and three part-time staff that support six major Board functions: licensing, exam, education – enforcement and school oversight, enforcement, and regulatory.

- Licensing Unit is responsible for issuing licenses and processing initial applications and renewals, fingerprint/live scans, ensuring continuing education compliance and other related functions.
- Exam Unit processes and evaluates all exam applications from graduates of California approved schools and accredited foreign schools, processes ADA special accommodations, oversees exam development and actual exam offered twice a year, releases exam results, analyzes results and posts to

the Board's website exam statistics by school, first time, and repeat test takers.

- Education has two units: School Oversight and Enforcement. The School Oversight Unit approves and monitors schools and conducts site visits. The Education Enforcement Unit monitors schools for compliance, approves continuing education courses and providers, and conducts audits of continuing education compliance among licensees.
- Enforcement Unit processes and investigates complaints or conviction reports. Cases are referred for further investigation and evaluation by subject matter experts (SMEs) for standards of care and patient safety. The Executive Officer determines which disciplinary actions to pursue or issues citations based on the results of investigations. Disciplinary actions are posted on the website for consumer protection.
- Regulatory unit prepares regulatory packages, monitors legislation, and pursues Board sponsored legislation.
- Administration unit handles purchasing, personnel, fiscal duties, and travel reimbursement for the office.

Together, all of these functions protect the health and safety of Californians. Enforcement efforts protect consumers from licensed and unlicensed individuals who engage in fraudulent, negligent, or incompetent acupuncture practice. Education oversight and enforcement protects consumers from unqualified licensees providing care that may harm health and public safety. Similarly, the California Acupuncture Licensing Exam protects the public by evaluating the competence of those seeking to be licensed to practice in the California.

The Board's acupuncture curriculum requirements include completion of 3,000 hours of theoretical and clinical training from a Board approved school within the United States or accredited foreign school or completion of the Board approved Tutorial Training Program.

To be eligible to sit for the CALE, applicants must demonstrate that they have either graduated from a Board approved tutorial program or completed the required coursework from either a Board approved school or accredited foreign school.

Consumers are also protected by the Board's ongoing professional requirements for licensees. Licensees are required to renew their license every two years and are

required to complete 50 hours of continuing education as a condition of licensure renewal.

The Board is committed to fulfill its statutory and regulatory mandates, mission and vision. The Board continually re-evaluates its business operations and systems, improves its infrastructure and explores new ways of doing business and delivering its services. The Board is continually committed to increasing the quality and availability of services it offers to stakeholders.

SIGNIFICANT BOARD ACCOMPLISHMENTS

As a part of strategic planning, the Board evaluated its previous strategic plan goals and identified which objectives were accomplished. The following are the significant Board accomplishments since the 2007 strategic plan was adopted.

Adopted Regulations Improving Continuing Education Standards

In 2007-2008, the Board evaluated continuing education standards and implemented the following regulatory changes:

- Categorized all continuing education coursework requirements into two categories. Category one are coursework requirements related to clinical matters or the actual provision of health care to patients. Category two is coursework unrelated to clinical matters or the actual provision of patient care. There is no limitation in the number of category one coursework that can be counted towards the continuing education requirement. Category two coursework is limited to five hours that can count toward the requirements.
- Increased the number of continuing education hours from 30 to 50 hours every two years. Although this change was approved by the Board in 2006, the work was completed and implemented during 2007-2008.
- Clarified and defined eligible distance learning coursework that would meet continuing education requirements. A streamline application process for distance learning was created that required an online course for providers to submit the exam in addition to the regular C.E. application requirements. Distance learning was allowed to account for 50% of continuing education requirements.

Enforcement and Licensure Regulatory Changes

- In 2010, the Board implemented retroactive fingerprinting requirements for licensees who were initially licensed prior January 1, 2001, as a condition of license renewal.
- The Board adopted regulations in 2011 to create a licensure exemption for Sponsored Free Health Care Events. This is a pending regulation package.

- In 2013, the Board approved the regulatory requirement that Acupuncturists must include their license number in all of their advertisements. This is a pending regulatory package.
- In 2012, the Board adopted continuing education requirements that licensees must take no less than four hours of professional ethics coursework. This is a pending regulatory package.

Improved the Board's Education Enforcement Process

- The Board resumed site visits for schools seeking initial program approval and education enforcement. The site visit team was reengineered to include a licensed subject matter expert or licensed Board member to assist in the evaluation of curriculum standards compliance.
- The Board increased the number of continuing education desk audits to a random sampling of 5% of licensees to ensure compliance.
- The Education Enforcement Unit is collecting data by school on exam application irregularities including questionable transcripts, transfer credit violations, and abuse of course-in-progress credits.

Improved Administration of the California Acupuncture Licensing Exam (CALE)

- The Board conducted a comprehensive evaluation of the August 2012 California Acupuncture Licensing Exam (CALE) and determined it to be validated, credible, and reliable, and not the cause of the low pass rate.
- The Board adjusted the exam calendar to allow more time to evaluate transcripts to ensure accuracy and to meet exam administrators' preparation timeline.
- The Board tightened exam security to ensure fair testing.
- The Board posted multi-lingual exam guides to the website to ensure applicant understanding of the exam process and security protocols.

Improved Board Administration

- The Board improved customer service to Board callers by shifting call center responsibility to the Department of Consumer Affairs (DCA)'s Consumer Information Center. This allows the Board to better handle the high call volume and provide callers with improved service by minimizing voicemail overflow and call wait times.
- In November 2012, the Board expanded stakeholder accessibility to Board meetings by webcasting all Sacramento-based public meetings to maximize licensee and consumer access to Board discussions, decisions, and actions.

OUR VISION

A California with the greatest health and well-being through access to excellent primary health care in acupuncture.

OUR MISSION

To protect, benefit, and inform the people of California by exercising the licensing, regulatory, and enforcement mandates of the Acupuncture Licensure Act and Acupuncture Regulations.

OUR VALUES

CONSUMER PROTECTION

We make effective and informed decisions in the best interest and for the safety of Californians.

EXCELLENCE

We support outstanding achievement in our employees, driven by a passion for quality, as we strive for continuous improvement. Teamwork is demonstrated at all levels through cooperation and trust by working with and soliciting the ideas and opinions of stakeholders, consumers, and staff.

RESPECT

We value and celebrate California's ever-changing cultural and economic diversity. We are responsive, considerate, and courteous to all stakeholders.

LEADERSHIP

We strive to set the standard for professional regulation by creating, communicating, and implementing inspirational visions for results.

SERVICE

We serve the needs of the public with integrity and through meaningful communication. We are professional and responsive to the needs of our stakeholders.

ACCOUNTABILITY

We operate transparently and encourage public participation in our decision-making whenever possible. We accept personal responsibility for our actions, exemplifying high ethical standards, always striving to improve our effectiveness.

INTEGRITY

We are honest, fair, and respectful in our treatment of everyone by honoring the dignity of each individual. We foster long-term relationships with stakeholders and employees through open, authentic communication, earning trust by demonstrating a commitment to ethical conduct and responsibility.

GOAL 1: LICENSING

Promote licensing standards to protect consumers and allow reasonable access to the profession.

1.1 Work with the Department of Consumer Affairs executive team to resolve cashiering issues causing licensing delays.*

Objective Success Measurement		
Implementation of an action plan to decrease license renewal delays resulting from cashiering functions.		
Action Item	Responsible Party	Completion Date
1.1.1 Develop a problem description of the issues and bottlenecks in the DCA cashiering function causing license renewal delays for acupuncturists.	Policy Coordinator	Q2 2013
1.1.2 Identify a cashiering liaison to work with for resolving licensing delays.	Policy Coordinator/DCA	Q3 2014
1.1.3 Map out the cashiering process and evaluate the cashiering payment processing timeline.	Policy Coordinator/DCA	Q2 2015
1.1.4 Educate DCA cashiering staff of issues posing problems for CAB and educate them on CAB's procedures and functions to decrease license renewal delays.	Policy Coordinator/DCA	Q3 2015
1.1.5 Actively work with the Breeze development team to define business needs, develop a licensing and cashiering design plan for BreEZe rollout in 2015, prepare data, licensing forms, and pilot in preparation for Breeze implementation.	Policy Coordinator/DCA (BreEZe)	Q3 2015 (Dependent on BreEZe)
1.1.6 Research other boards handling their own cashiering and evaluate the feasibility of CAB implementing an in-house cashiering process.	Policy Coordinator	Q4 2015
1.1.7 Develop a resource evaluation memo with the findings and recommendations for the Board.	Policy Coordinator	Q4 2015
1.1.8 Implement a weekly monitoring process to ensure that standards for licensing and cashiering are met.	Policy Coordinator	Q3 2016
1.1.9 Evaluate licensing data to develop a BCP for an additional analyst position.	Policy Coordinator	Q4 2016

**Objectives for each goal area are listed in order of priority.*

GOAL 2: ENFORCEMENT

Protect the health and safety of consumers through the enforcement of the laws and regulations governing the practice of acupuncture.

2.1 Review disciplinary guidelines and regulatory standards to determine if standards need revision.

Objective Success Measurement		
Revision to the disciplinary guidelines are implemented through regulatory change.		
Major Actionable Tasks to Accomplish	Responsible Party	Completion Date
2.1.1 Review existing disciplinary guidelines to identify revisions and update the regulatory standards language.	Enforcement Coordinator	Q3 2014
2.1.2 Draft revisions to the disciplinary guidelines.	Enforcement Coordinator	Q2 2015
2.1.3 Present the updated guidelines and regulations for Board approval.	Executive Officer	Q3 2015
2.1.4 Create a regulations package.	Policy Coordinator	Q2 2016
2.1.5 File a regulatory package with the Office of Administrative Law.	Policy Coordinator	Q3 2016
2.1.6 Implement the regulations.	Enforcement Coordinator	Q4 2017

2.2 Strengthen the Board’s enforcement authority through Implementation of Uniform Standards Related to Substance Abuse and Recommended Guidelines for Disciplinary Orders and Probation, and the Consumer Protection Enforcement Initiative.

Objective Success Measurement		
Revision to the disciplinary guidelines are implemented through regulatory change.		
Major Actionable Tasks to Accomplish	Responsible Party	Completion Date
2.2.1 Develop uniform standards language related to substance abuse and the Consumer Protection Enforcement Initiative.	Enforcement Coordinator	Q1 2013
2.2.2 Present Uniform Standards and Consumer Protection Enforcement Initiative packages for Board approval.	Executive Officer	Q4 2013
2.2.3 Create regulations packages.	Policy Coordinator	Q4 2013
2.2.4 File regulatory packages with the Office of Administrative Law.	Policy Coordinator	Q2 2014
2.2.5 Implement the regulations and guidelines.	Enforcement Coordinator	Q3 2015

2.3 Seek legislation to expand non-complaint based clinic inspection authority to further public protection.

Objective Success Measurement		
Develop a bill package to expand non-complaint based clinic inspection authority.		
Major Actionable Tasks to Accomplish	Responsible Party	Completion Date
2.3.1 Identify the need for inspection authority.	Enforcement Coordinator	Q1 2013
2.3.2 Research other boards with inspection authority and identify how they use the authority.	Enforcement Coordinator	Q2 2016
2.3.3 Present findings to the Enforcement Committee for review and recommendations to the Board.	Enforcement Coordinator/ Sponsor: Enforcement Committee	Q4 2016
2.3.4 Propose recommendations for Board approval.	Executive Officer/ Sponsor: Enforcement Committee	Q1 2017
2.3.5 Identify a legislative author or seek a statutory change.	Policy Coordinator	Q3 2017
2.3.6 Implement the law.	Enforcement Coordinator	Q3 2018

2.4 Determine feasibility of strengthening the recertification process for reinstatement of an inactive license to further public safety. Promulgate regulations to do so, if found feasible.

Objective Success Measurement		
Provide feasibility recommendations for the recertification process to the Board.		
Major Actionable Tasks to Accomplish	Responsible Party	Completion Date
2.4.1 Identify the weaknesses in the existing recertification process.	Policy Coordinator	Q2 2015
2.4.2 Develop an action plan to address these findings.	Policy Coordinator	Q3 2015
2.4.3 Research the inactive recertification processes used by other boards.	Policy Coordinator	Q4 2015
2.4.4 Develop a plan and present to the Education Committee to review and provide recommendations for Board approval.	Policy Coordinator/ Sponsor: Education Committee	Q1 2016
2.4.5 Promulgate and implement regulations through the regulation process.	Policy Coordinator/ Sponsor: Education Committee	Q3 2016
2.4.6 Monitor compliance with regulations through a tracking process.	Licensing Technician	Q3 2017

GOAL 3: EDUCATION

Advance higher education standards to increase the quality of education and ensure consumer protection.

3.1 Evaluate curriculum standards to ensure professional qualification and public safety. The Board will evaluate whether financial standards for schools are needed.

Objective Success Measurement		
Board completed the evaluation of curricula standards for schools.		
Major Actionable Tasks to Accomplish	Responsible Party	Completion Date
3.1.1 Host a series of stakeholder meetings with schools to discuss curricula standards.	Education Coordinator/ Executive Officer	Q2 2015
3.1.2 Assess how the Bureau for Private Postsecondary Education (BPPE) evaluates finances for schools.	Education Coordinator	Q2 2015
3.1.3 Review the new occupational analysis for professional qualifications of acupuncturists.	Education Coordinator/ Exam Coordinator	Q3 2015
3.1.4 Present new curricula standards to the Education Committee to review and provide recommendations for Board approval.	Education Coordinator/ Sponsor: Education Committee	Q4 2015

3.2 To ensure that students are qualified to successfully complete Acupuncture training programs, the Board will explore increasing initial licensure qualifications to a Bachelor's degree or set a score for the Medical College Admission Test (MCAT).

Objective Success Measurement		
Education Committee review of report regarding initial licensure qualifications.		
Major Actionable Tasks to Accomplish	Responsible Party	Completion Date
3.2.1 Research other California allied health fields entry requirements to explore licensure qualifications.	Education Coordinator	Q4 2014
3.2.2 Host a series of expert panels with schools and industries to assess minimum requirements for acupuncture entry level requirements for training program acupuncture requirements.	Education Coordinator	Q2 2015
3.2.3 Present new requirements to the Education Committee to determine the next action.	Education Coordinator/ Sponsor: Education Committee	Q3 2015

3.3 The Education Committee will evaluate school courses and course materials to ensure compliance with the Board's curriculum requirements.

Objective Success Measurement		
Completed enforcement site visits for approved training programs in California.		
Major Actionable Tasks to Accomplish	Responsible Party	Completion Date
3.3.1 Create position authority for an Educational Consultant (a licensed acupuncturist).	Executive Officer	Q2 2016
3.3.2 Chart curriculum changes through Annual School Reports (historical evaluation of curriculum).	Education Coordinator	Q2 2016
3.3.3 Evaluate school courses to identify whether regulatory standards need to be revised.	Education Coordinator	Q2 2016
3.3.4 Conduct enforcement site visits of schools	Education Coordinator	Q2 2017
3.3.5 Assess the need to establish a time table that identifies the frequency of enforcement site visits.	Education Coordinator	Q3 2017

3.4 Promulgate regulations to require international applicants and students attending non-English track schools to pass the TOEFL exam before being eligible to sit for the California Acupuncture Licensing Exam (CALE).

Objective Success Measurement		
Implement new Test of English as a Foreign Language (TOEFL) exam standards.		
Major Actionable Tasks to Accomplish	Responsible Party	Completion Date
3.4.1 Research the current requirements that exist in schools/universities and other boards for the TOEFL exam requirements.	Education Coordinator	Q2 2016
3.4.2 Conduct stakeholder meetings about the TOEFL exam to gather input from schools, licensees, and consumers.	Education Coordinator	Q2 2016
3.4.3 Propose minimum standards for the TOEFL exam to the Education Committee to review and provide recommendations for Board approval.	Education Coordinator/ Sponsor: Education Committee	Q3 2016
3.4.4 Promulgate new TOEFL exam minimum standards.	Education Coordinator/ Sponsor: Education Committee	Q4 2016
3.4.5 Implement new TOEFL exam standards.	Education Coordinator/ Sponsor: Education Committee	Q4 2017

3.5 Enhance school curriculum regulations by adding a required course in Standardized Acupuncture terminology.

Objective Success Measurement		
Complete a feasibility study and provide recommendations to the Board.		
Major Actionable Tasks to Accomplish	Responsible Party	Completion Date
3.5.1 Convene an expert panel on standardizing acupuncture terminology across languages.	Education Coordinator/ Sponsor: Education Committee	Q4 2016
3.5.2 Review international terminology standards, including the World Health Organization (WHO).	Education Coordinator/ Sponsor: Education Committee	Q1 2017
3.5.3 Identify Subject Matter Experts (SMEs) for acupuncture terminology.	Education Coordinator/ Sponsor: Education Committee	Q2 2017
3.5.4 Collaborate with SMEs to identify acupuncture terminology problem areas and develop recommendations for the Education Committee.	Education Coordinator/ Sponsor: Education Committee	Q3 2017
3.5.5 Present findings to the Board and public to determine next action.	Education Coordinator/ Sponsor: Education Committee	Q4 2017

GOAL 4: PROFESSIONAL QUALIFICATIONS

Improve continuing education and examination standards to ensure excellence in practice and promote public safety.

4.1 Evaluate the approved continuing education course list and create a defined scope for continuing education coursework that focuses on improving practice knowledge, best practices, and updated research.

Objective Success Measurement		
Completed stakeholder meeting and proposed new continuing education requirements.		
Major Actionable Tasks to Accomplish	Responsible Party	Completion Date
4.1.1 Review continuing education requirements of other health boards.	Education Coordinator	Q1 2016
4.1.2 Review out-of-state acupuncture boards continuing education requirements to identify practice knowledge, best practices and updated research.	Education Coordinator	Q2 2016
4.1.3 Form a stakeholder/expert panel on industry practices and needs.	Education Coordinator/ Sponsor: Education Committee Chair	Q4 2016
4.1.4 Based on findings from the panel, propose new continuing education requirements to the Board.	Education Coordinator / Sponsor: Education Committee	Q1 2017

4.2 Formalize the continuing education audit process of the Education Committee’s review of potentially non-compliant continuing education courses and providers.

Objective Success Measurement		
Successful implementation of a continuing education audit process.		
Major Actionable Tasks to Accomplish	Responsible Party	Completion Date
4.2.1 Create position authority for an Educational Consultant (licensed acupuncturist).	Executive Officer	Q2 2016
4.2.2 Develop an internal process for the continuing education provider audit process.	Education Coordinator	Q3 2015
4.2.3 Select a pool of Subject Matter Experts (SMEs) to review continuing education courses.	Education Coordinator	Q3 2015
4.2.4 Identify questionable continuing education courses for SMEs to review.	Education Coordinator	Q4 2015
4.2.5 Identify questionable topics for the Education Committee to review and determine if topics are relevant to professional qualifications and continuing education.	Education Coordinator/ Sponsor: Education Committee	Q1 2016
4.2.6 The Education Committee will review and provide recommendations for Board approval.	Education Coordinator/ Sponsor: Education Committee	Q2 2016

4.3 Review past occupational analysis studies to identify improvements to the evaluation process and implement those improvements during the next analysis.

Objective Success Measurement		
Conduct stakeholder meetings to gather feedback to improve occupational analysis.		
Major Actionable Tasks to Accomplish	Responsible Party	Completion Date
4.3.1 Review past occupational analysis.	Executive Officer and Board Chair	Q4 2013
4.3.2 Conduct stakeholder meetings to solicit input related to improving the occupational analysis for acupuncturists.	Executive Officer and Board Chair	Q4 2013

4.4 Evaluate the CALE exam to ensure continued test validity and security.

Objective Success Measurement		
Confirm the California Acupuncture Licensing Exam (CALE) test validity and identify statistical tools to identify problem areas for training programs.		
Major Actionable Tasks to Accomplish	Responsible Party	Completion Date
4.4.1 Audit the CALE to confirm its validity.	Executive Officer	Q2 2013
4.4.2 Research costs and components of implementation of computer based testing.	Executive Officer	Q2 2014
4.4.3 Contract with the Office of Professional Examination Services (OPES) to increase questions in the item bank pending completion of the occupational analysis.	Executive Officer	Q3 2015
4.4.4 Propose a recommendation to establish a limit on the number of times a person can take the CALE for the Examination Committee to review and present for Board approval.	Executive Officer/ Sponsor: Examination Committee	Q2 2014
4.4.5 Create statistical tools to evaluate competencies and test validity of the CALE exam.	Examinations Coordinator	Q4 2015
4.4.6 Use statistical data to inform schools of possible competency issues related to training programs.	Examinations Coordinator	Q4 2015

GOAL 5: OUTREACH

Inform consumers, licensees, and stakeholders about the practice and regulation of the acupuncture profession.

5.1 Form a Licensee Education Committee to create educational materials for licensees and a "What You Need to Know" educational series that will be accessible from the website.

Objective Success Measurement		
Develop and successfully implement "You Need to Know" educational series.		
Major Actionable Tasks to Accomplish	Responsible Party	Completion Date
5.1.1 Identify members of the Licensee Education Committee to define the purpose and criteria of the educational materials.	Executive Officer and Board	Q4 2015
5.1.2 Research and survey the licensee population to identify the types of information to receive to increase their awareness.	Policy Coordinator	Q2 2016
5.1.3 Consult with Legal Counsel to determine what information can be provided and identify the appropriate technical information for licensees.	Policy Coordinator	Q4 2016
5.1.4 Develop a plan and present it to the Licensing-Education Committee to review and provide recommendations for Board approval.	Executive Officer/ Sponsor: Licensing-Education Committee	Q1 2017
5.1.5 Based on recommendations and approval from the Board, develop educational materials.	Policy Coordinator	Q3 2017
5.1.6 Coordinate dissemination of "What You Need to Know" educational series for licensees.	Policy Coordinator	Q4 2017
5.1.7 Make series public using different venues such as the CAB website.	Policy Coordinator	Q4 2017

5.2 Increase outreach to interested stakeholders by leveraging cost-effective technology to increase understanding of the Acupuncture profession and the Board.

Objective Success Measurement		
Implement an established process in which stakeholders are informed regularly.		
Major Actionable Tasks to Accomplish	Responsible Party	Completion Date
5.2.1 Create manager position authority through BCP to oversee outreach program.	Executive Officer	Q2 2014
5.2.2 Identify interested stakeholders and organize contact information.	Executive Officer	Q4 2015
5.2.3 Conduct a survey to identify the types of information stakeholders would like to receive to increase awareness of acupuncture rules and regulations.	Policy Coordinator	Q2 2016
5.2.4 Establish a staff taskforce to implement an informational plan.	Executive Officer	Q4 2016
5.2.5 Identify methods of dissemination to distribute information to stakeholders.	Policy Coordinator	Q1 2017
5.2.6 Implement the informational plan to inform stakeholders regularly.	Policy Coordinator	Q3 2017

5.3 Work collaboratively with state and national professional associations to increase awareness of the Board’s functions.

Objective Success Measurement		
Implement an established process in which professional associations are informed regularly.		
Major Actionable Tasks to Accomplish	Responsible Party	Completion Date
5.3.1 Identify acupuncture/Asian medicine state and national professional associations.	Executive Officer/Board Chair	Q2 2015
5.3.2 Conduct a meeting with professional association representatives to identify the types of information to receive to increase their awareness.	Executive Officer/Board Chair	Q4 2015
5.3.3 Establish a staff task force to develop an outreach plan.	Executive Officer	Q4 2016
5.3.4 Identify methods of dissemination to distribute information to associations.	Policy Coordinator	Q1 2017
5.3.5 Develop a schedule to regularly release information to associations.	Executive Officer	Q3 2017

5.4 Educate stakeholders on requirements of the Affordable Care Act and the implications for electronic records management.

Objective Success Measurement		
Completed FAQ's posted on the CAB website.		
Major Actionable Tasks to Accomplish	Responsible Party	Completion Date
5.4.1 Research resources for the Affordable Care Act (ACA) requirements for electronic record management.	Policy Coordinator	Q1 2017
5.4.2 Compile FAQs and identify a list of resources.	Policy Coordinator	Q2 2017
5.4.3 Post FAQs and identified resources on the CAB website.	Internet Coordinator	Q3 2017
5.4.4 Send email or newsletter to licensees to provide information and direct them to the CAB website.	Policy Coordinator	Q3 2017

5.5 Modify the Board’s website to ensure accessibility and increase usability.

Objective Success Measurement		
CAB website is updated to increase usability.		
Major Actionable Tasks to Accomplish	Responsible Party	Completion Date
5.5.1 Identify website shortcomings and complete comparative analysis of other board websites.	Policy Coordinator	Q4 2013
5.5.2 Work with the Office of Information Services (OIS) to successfully update the CAB website.	Policy Coordinator	Q2 2014
5.5.3 Determine the design of the website layout and how pages link.	Executive Officer	Q2 2014
5.5.4 Produce the content and update the website	Policy Coordinator	Q2 2014
5.5.5 Work with OIS to implement the website changes.	Policy Coordinator	Q4 2014
5.5.6 Publicize the website changes to stakeholders through emails and newsletters.	Executive Officer	Q4 2014

GOAL 6: ADMINISTRATION

Build an excellent organization through proper Board governance, effective leadership, and responsible management.

6.1 Ensure adequate staffing levels within all areas of the Board to fulfill the Board's mandate and achieve Board goals.

Objective Success Measurement		
Develop and submit BCP for additional staff.		
Major Actionable Tasks to Accomplish	Responsible Party	Completion Date
6.1.1 Identify staff shortage areas.	Executive Officer	Q2 2013
6.1.2 Analyze how staff shortage is impacting the Board's functions.	Executive Officer	Q2 2014
6.1.3 Create a BCP to obtain authority to increase staffing at CAB.	Executive Officer/ Administrative Coordinator	Q3 2014

6.2 Establish an ongoing working report of pending regulatory projects and priorities to inform the Board, the legislature, and the public of the ongoing status of these projects.

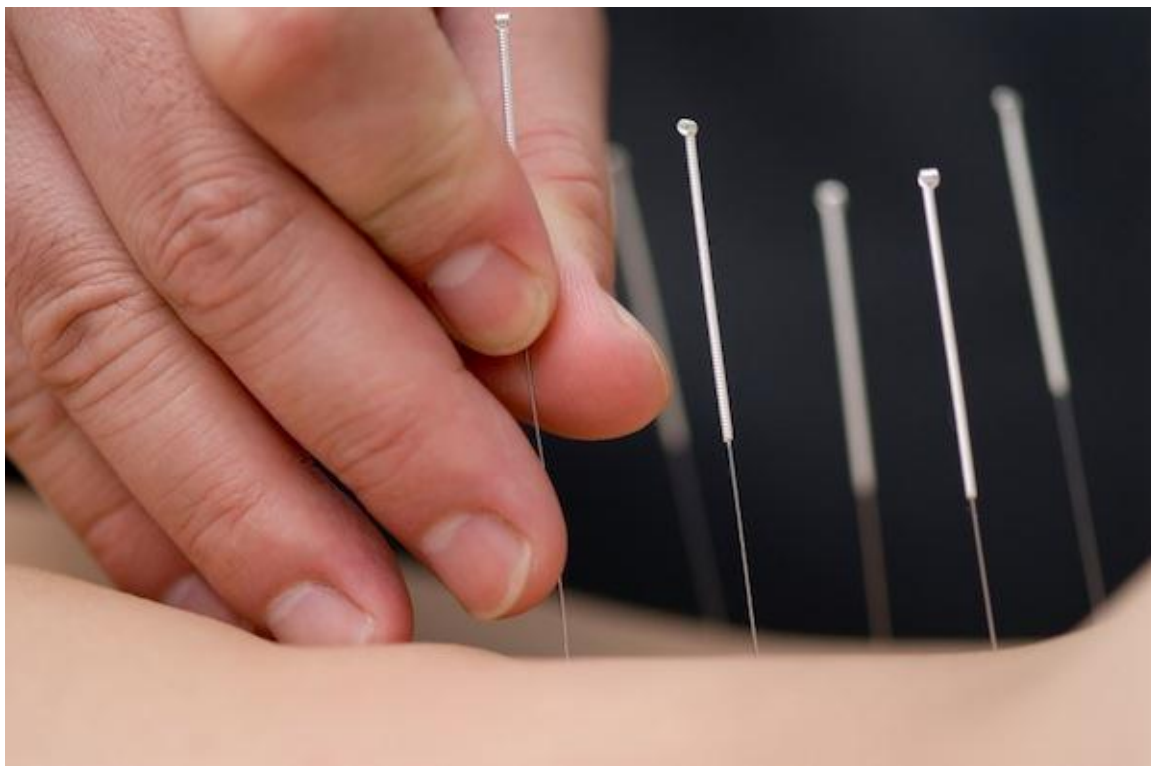
Objective Success Measurement		
Create an ongoing status report of regulations for the Board's review.		
Major Actionable Tasks to Accomplish	Responsible Party	Completion Date
6.2.1 Identify and clarify all regulation packages that are pending.	Policy Coordinator	Q2 2013
6.2.2 Determine the priority of regulation packages and organize into a status report for the Board.	Executive Officer	Q3 2013
6.2.3 Disseminate an ongoing status report of regulations to the Board.	Policy Coordinator	Q4 2013

6.3 Create targeted training for new Board members to provide further details on Board and government processes.

Objective Success Measurement		
Implement orientation training for Board members.		
Major Actionable Tasks to Accomplish	Responsible Party	Completion Date
6.3.1 Identify the current training needs for Board members	Executive Officer	Q3 2014
6.3.2 Meet with Legal Counsel to develop a training action plan that includes the legal aspect.	Executive Officer/Legal Counsel	Q4 2014
6.3.3 Develop training materials and refine training to meet the needs of Board members.	Executive Officer	Q2 2015
6.3.4 Coordinate with the Board to implement training for new Board members.	Executive Officer/Legal Counsel	Q4 2015

6.4 Develop desk manuals for all Board functions to ensure proficiency, performance, and for succession planning.

Objective Success Measurement		
Desk manuals created for each CAB function.		
Major Actionable Tasks to Accomplish	Responsible Party	Completion Date
6.4.1 Identify Board functions that do not have desk manuals.	Executive Officer	Q1 2013
6.4.2 Provide directive to staff to create desk manuals and required content.	Executive Officer	Q4 2014
6.4.4 Update desk manuals on an ongoing and regular basis to keep current with job function responsibilities.	Executive Officer	Q4 2017



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