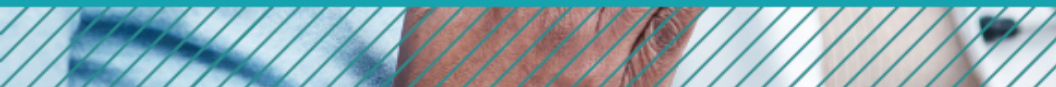




# 2024–2028 STRATEGIC PLAN

OSTEOPATHIC MEDICAL BOARD OF CALIFORNIA



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## Board Members

*Denise Pines, MBA, President, Public Member*

*Hemesh Patel, D.O., Vice President, Licensed Member*

*Gor Adamyan, Secretary, Public Member*

*John Cummins, JD, Public Member*

*Brett Lockman, D.O., Licensed Member*

*Nageen Mirreghabie, Esq., Public Member*

*Matthew Swain, D.O., Licensed Member*

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*Gavin Newsom, Governor*

*Tomiquia Moss, Secretary  
Business, Consumer Services and Housing Agency*

*Christine Lally, Acting Director  
Department of Consumer Affairs*

*Erika Calderon, Executive Director  
Osteopathic Medical Board of California*



# Osteopathic Medical Board of California

## About the Board

The Osteopathic Medical Board of California (OMBC) was established in 1922 when the Osteopathic Initiative Act was passed. Initially, the Board was comprised of five Osteopathic Physicians appointed by the governor to staggered three-year terms. In 1991, two public members were added to the Board, also serving three-year terms.

In 2002, the Board volunteered to be included under the umbrella of the California Department of Consumer Affairs (DCA). The affiliation with DCA and access to its resources has strengthened OMBC. To publish the Board's longevity in 2023, the Board added its establishment year to its logo.

OMBC is charged with a mission of public protection as defined in the Medical Practice Act. This charge is met through the Board functions of licensing and enforcement.

OMBC is a fully functioning regulatory board within DCA with the responsibility and sole authority to issue licenses to Doctors of Osteopathy (D.O.s) to practice osteopathic medicine as a physician and surgeon or training licenses for residents and fellows in California. OMBC is also responsible for ensuring the enforcement of legal and professional standards to protect California consumers from incompetent, negligent, or unprofessional D.O.s.

D.O.s are fully licensed to prescribe medication and practice in all medical and all surgical specialty areas, just as their M.D. counterparts. D.O.s are trained to consider the health of the whole person and use their hands in an integrated approach to help diagnose and treat their patient.

## Message from the President

On behalf of the Osteopathic Medical Board of California (OMBC), it is my sincere pleasure to present the **OMBC's amended** 2024–2028 Strategic Plan. I want to thank the California Department of Consumer Affairs' SOLID unit for their leadership in the process, all Board members, the executive director, Board managers, Board staff, and the public for putting together this plan.

The primary function of the Board remains consumer protection. The mission of the Board is to protect the public by requiring competency, accountability, and integrity in the safe practice of medicine by osteopathic physicians and surgeons.

The Board's mission is a commitment to California consumers about the practice of osteopathic medicine. The Board stands by our oath to protect the public from hurt or harm through the practice of medicine. It is our duty to uphold principles to ensure that we honor the mission statement. Those principles make sure that there is proper evaluation of applicants when it comes to licensure, enforcing and administering investigations, disciplinary actions when appropriate, and providing consumer outreach by sharing information with all regarding the practice of medicine. Our dedication to protecting consumers from unsafe practices is highly regarded and each Board member takes that responsibility seriously.

Our physicians and surgeons **shall** give the highest quality of care for all, striving for excellence in public protection.

The Board continually strives to attain meaningful improvement to service our physicians, protect the public, and maintain the highest standards in health care.

The success of this strategic plan depends on an ever-evolving relationship with all the stakeholders in California. The Board is committed to improve its licensure, enforcement, outreach and communication, regulation and legislation, and Board administration efforts.

**Denise Pines, MBA**

President, Osteopathic Medical Board of California

## MISSION

To protect the public by requiring competency, accountability, and integrity in the safe practice of medicine by osteopathic physicians and surgeons.

## VISION

Our physicians and surgeons give the highest quality of care for all, striving for excellence in public protection.

## VALUES

Accountability  
Consumer Protection  
Collaboration  
Competency  
Diversity, Equity, and Inclusion  
Effective Leadership  
Innovation

## Goal 1: Board Administration

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

- 11 Establish a process for conducting an annual evaluation of the Board's strategic plan and achieved objectives to maintain accountability and effectiveness.
- 12 Establish licensing, education, and outreach advisory committees to support the advancement of the Board's efforts.
- 13 Conduct licensee salary, fee, and growth analyses to inform a regulatory proposal to increase application fees, address licensee population growth, and staffing needs.
- 14 Explore methods to utilize automated emails and maximize BREEZE functionality to increase consistency, timeliness, and accessibility of communication.
- 15 Register staff for customer service training to improve interactions between staff and licensees.
- 16 **Update the Board members with a monthly newsletter on office projects.**

## Goal 2: Regulation and Legislation

**Monitors and upholds the law and participates in the regulatory and legislative process.**

- 21 Create a dedicated legislation and regulation staff position to effectively track legislation that affects the Board, ensure the Board has a voice in the legislation process, and align regulations with statutory requirements necessary for the Board to carry out its mission.
- 22 Establish a legislative day for board staff to meet with legislators and inform legislators and the public of OMBC's role and to protect the scope of practice.
- 23 Conduct a comprehensive review of the Board's regulations and ensure they are up to date and communicated, ~~and establish a process for the regular review of regulations in the future.~~ **and establish a process for the regular review of legislation impacting the Board on a state and federal level.**



## Goal 3: Enforcement

**Protects the health and safety of consumers through the enforcement of laws and regulations governing the practice of osteopathic medicine.**

- 31 Publish disciplinary actions in the Board newsletter to keep the public informed of enforcement actions.
- 32 Create brochures, as well as complaint status letters and newsletter articles, to increase transparency and understanding of the complaint process.
- 33 Fully implement Senate Bill 815, including obtaining additional resources.
- 34 Recruit an additional investigator to improve communication, and allow for more effective enforcement.
- 35 Acquire specialty subject matter experts for the expert review program to improve efficiency and create a robust team of expert reviewers.





## Goal 4: Licensure

**Requires that only qualified individuals are licensed as osteopathic doctors.**

- 41 Communicate online application options to applicants and students to reduce processing times.
- 42 Seek statutory regulatory changes to establish a continuing education self-certification and follow-up audit to decrease license renewal processing times.
- 43 Conduct an annual assessment of staff workload and performance metrics to ensure proper staffing and workload management.
- 44 Pursue legislation that will require licensees to provide an email address to the Board to improve communication and renewal updates.



## Goal 5: Outreach and Communication

Consumers and licensees are making informed decisions regarding the safe practice of osteopathic medical services.

- 5.1 Regularly manage the Board's social media accounts to keep the public informed of Board activities and increase public awareness.
- 5.2 Attend more school events and promote best practices to increase outreach to students and aid in the accurate completion of applications.
- 5.3 Create an awareness campaign and partner with other healing arts boards to increase consumer knowledge of osteopathic doctors.
- 5.4 Partner with other healing arts boards within DCA on common issues facing the healing art professions to encourage collaboration and promote visibility.
- 5.5 Create a dedicated outreach position to improve outreach to the public.
- 5.6 Update the Board's logo to include the establishment year to publicize its longevity.



## Strategic Planning Process

To understand the environment in which the Board operates as well as identify factors that could impact the Board's success in carrying out its regulatory duties, the DCA's SOLID Planning Unit conducted an environmental scan of the Board's internal and external environments by collecting information through the following methods:

- Interviews with the executive director and Board management in June and July 2023.
- Interviews conducted with Board members in June and July 2023.
- Online surveys were distributed to staff and external stakeholders in June and July 2023.

The most significant themes and trends identified from the environmental scan were discussed by Board members and the executive director, licensing manager, and administrative manager during a strategic planning session facilitated by SOLID on September 28, 2023. This information guided the Board in the development of its strategic objectives outlined in this strategic plan.



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CALIFORNIA DEPARTMENT OF  
**CONSUMER**  
AFFAIRS

Strategic plan adopted on January 18, 2024.

This strategic plan is based on stakeholder information and discussions facilitated by SOLID for the Osteopathic Medical Board of California on September 28th, 2023. Subsequent amendments may have been made after the adoption of this plan.

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