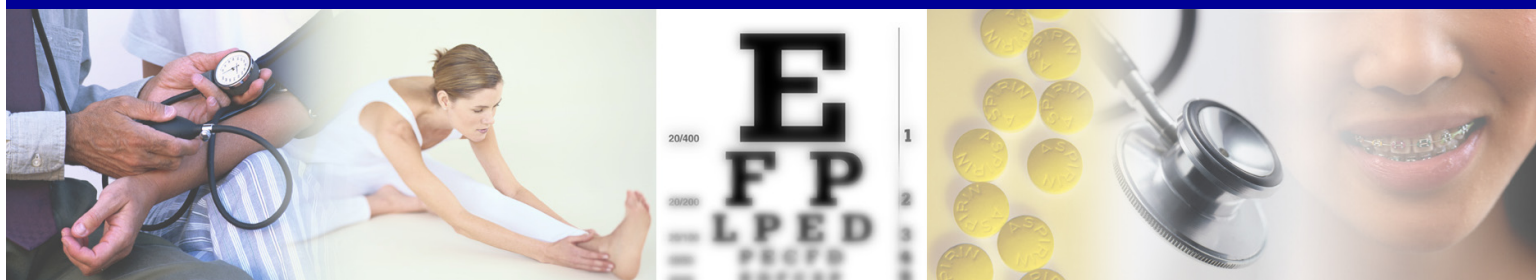


# THE FLORIDA DEPARTMENT OF HEALTH DIVISION OF MEDICAL QUALITY ASSURANCE

... protecting the public through healthcare licensure, enforcement and information.



## ANNUAL REPORT: JULY 1, 2005 – JUNE 30, 2006

JEB BUSH  
GOVERNOR

M. RONY FRANÇOIS, M.D., M.S.P.H., PH.D.  
SECRETARY

LUCY C. GEE, M.S.  
DIRECTOR



*the road to quality health care*  
**MQA**  
*begins here<sup>SM</sup>*



THE DIVISION OF MEDICAL QUALITY ASSURANCE

---

ANNUAL REPORT: JULY 1, 2005 – JUNE 30, 2006



# CONTENTS

Executive Summary.....	1
Message from the Secretary.....	2
Message from the Director.....	3
Creation of the Strategic Planning Services Unit .....	4
Structure of MQA .....	5
Leadership .....	6
Strategic Planning .....	8
2005-2006 Long Range Plan.....	9
2006-2007 Long Range Plan.....	12
Customer & Market Focus .....	18
Measurement, Analysis, & Knowledge Management .....	20
Human Resource Focus .....	21
Process Management .....	22
Organizational Results.....	24
Appendices .....	26

# EXECUTIVE SUMMARY



During 2005-2006, the Department of Health's Division of Medical Quality Assurance (MQA) continued to fulfill its mission "to protect the public through healthcare licensure, enforcement, and information." This report, which was prepared pursuant to section 456.005, *Florida Statutes (F.S.)*, details MQA's long-range policy planning and monitoring process. The information has been organized around the Sterling Criteria of management – leadership; strategic planning; customer and market focus; measurement, analysis, and knowledge management; human resource focus; process management; and organizational results – based on the Malcolm Baldrige Criteria. The Malcolm Baldrige Criteria are nationally recognized as the world-class standard for organizational excellence.

MQA continues its focus on **leadership**. Employees and board members received a number of national regulatory appointments, as well as numerous state and national accolades. The division also established the Strategic Planning Services Unit within the division director's office to provide support to all of MQA. This unit is responsible for coordinating the implementation of the Sterling Management System, training, project management, strategic planning, process mapping, developing and monitoring performance measures, data reports, publications, and many other responsibilities.

The division continues to use its long-range plan (LRP) as the cornerstone to its **strategic planning** efforts. This year, in addition to holding annual strategic planning meetings with the board/council chairs and professional associations, the division also held a strategic planning meeting that included all MQA managers. This will help ensure that all levels of the division are contributing to the planning and success of MQA.

As part of its **customer and market focus**, the division has continued to work with its key customer groups to obtain information about customers' expectations, needs, and wants; utilized customer satisfaction surveys; continued to conduct meetings with partners to build relationships; and trained employees to deal more effectively with customers.

MQA's **measurement, analysis, and knowledge management** is based on a wealth of data and information. This past year, the division completed the upgrade of its licensure data management system from the Practitioner Regulatory Administration and Enforcement System (PRAES) to the Customer Oriented Medical Practitioner Administration System (COMPAS). The upgrade offers greater flexibility in enhancing web-based services for licensees.

Realizing the importance of its employees, the division places a strong emphasis on **human resource focus**. This past year, the division participated in the Department of Health Employee Satisfaction Survey. The division will use the survey results to improve upon areas of need and enhance areas of strength. The division has also continued its focus on its Employee Recognition Program, which recognizes employees for meritorious achievement, including leadership, exemplary customer service, teamwork, and quality improvement.

As part of MQA's **process management**, the division has continued to refine work processes. Workgroups identified, mapped, reviewed, and standardized key processes, and recommended process improvements and performance measures to monitor the productivity and efficiency of the key processes.

MQA's commitment to **organizational results** was demonstrated by four work-unit Davis Productivity Awards, a continued reduction in examination costs, and an online renewal cost savings of more than \$324,000.

# MESSAGE FROM THE SECRETARY

It has been my honor to serve this past year as Florida's Secretary of Health.

During the last year, I have witnessed firsthand the accomplishments and extraordinary work that our Florida Department of Health (DOH) employees have done together as a team, and all the individual acts of excellence that have brought our department to where it is today. I am honored to work alongside so many individuals—not only DOH employees, but also board and council members who volunteer their time and talents—who give of themselves each time communities are threatened by a host of challenges. It is an amazing thing to see how, in the face of storms, floods and other natural disasters, we are able to band together, break down barriers, and protect those in our care. Our expertise in this area has gained us national recognition, and we serve as a model for other states in disaster planning and recovery.

Our Division of Medical Quality Assurance (MQA) serves an essential role in Florida's healthcare process, working closely with the boards and councils in licensing, regulating, and providing information about the one million healthcare professionals and facilities licensed in our state. MQA's role of maintaining the highest standard of care is more vital than ever, as our state prepares for the ever-present risk of pandemic flu, and the unique challenges and opportunities it brings.

While a pandemic event would undoubtedly place a tremendous strain on the public health system of Florida, the threat of such an event has helped bring public health officials and public health messages to audiences that have never been reached before. It has provided an opportunity for our local experts to reach out to community segments who had little or no contact with public health; contacts that will allow us to interact with community members who have been silent in the past.

We see health disparities across a wide range of social, ethnic, and economic strata. It is a challenge to the very concept of public health, and we must do more than just recognize its existence, we must take action to eliminate it. It will take all of us working together to find the pieces and parts of the solution to this challenge. It will take us partnering with other agencies and organizations to multiply our effect and effectiveness.

This year, the department hosted the first Governor's Conference on Women's Health. The conference brought together state agencies, providers, consumer representatives and advocates with the goal of improving their understanding of factors affecting women's health across their lifespan, and their recognition that women's health encompasses more than physical health.

To continue our journey to excellence, we must always create new goals and understand that challenges will always exist. These challenges should be looked upon as opportunities to improve both our work and ourselves. There will always be a next step in our journey, whether eliminating disparities, preparing for natural or man-made disasters, or the overarching challenge of a pandemic; but, together no challenge is too great.

M. Rony François, M.D., M.S.P.H., Ph.D.  
Secretary, Department of Health



# MESSAGE FROM THE DIRECTOR



*The future is not a result of choices among alternative paths offered by the present, but a place that is created—created first in the mind and will, created next in activity. The future is not some place we are going to, but one we are creating. The paths are not to be found, but made, and the activity of making them changes both the maker and the destination*

These words from American writer and theorist John Schaar are the embodiment of what MQA is striving to achieve—blazing our own path on the way to achieving our vision of “being the nation’s leader in quality healthcare regulation.” The Sterling Model for Organizational Excellence continues to provide the framework for the path we’ve chosen to achieve our vision. MQA managers and staff continue to embrace the Sterling Criteria, devise paths to achieving them, and reap the benefits of their results.

As the Director of the Division of Medical Quality Assurance, I am proud to present our 2005-2006 Annual Report, which reflects upon the successful results achieved along our path over the past 12 months. More importantly, I am excited to provide our stakeholders a glimpse into the future this path holds for MQA and the customers it serves.

We are proud of the achievements of this past year, especially the receipt of four Davis Productivity Awards for efficiencies that resulted in more than \$324,000 in savings, and a number of our staff being recognized with national and state awards and appointments. You will also notice this year’s table of active licensees includes emergency medical technicians, paramedics and radiologic technologists three additional professions successfully transitioned and housed under MQA.

Many seek to follow us down the path we’ve created. We are frequently invited to speak at national conferences to share the success of our unlicensed activity program, our online services, our practitioner profiling, and much more. We hear from other organizations that we set the benchmark for so much of the work regulatory agencies do, but we want to take it one step further and have concrete evidence. Establishing and tracking performance measures will show us how well we are performing and how much better we can be, while ensuring that we identify and respond to changing trends in the health-care industry. One consistent activity to which all of MQA and its employees are dedicated is continuous improvement.

As we continue on our five-year odyssey to earn the Governor’s Sterling Award for organizational excellence, I am confident that we all will learn much that will change us and make us even better leaders, partners, and service providers. As Mr. Schaar so eloquently put it, we are creating our future – a future filled with unparalleled success.

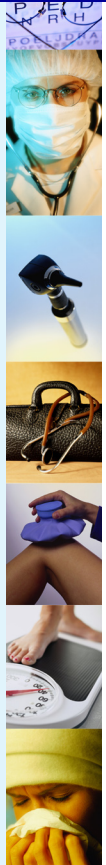
Lucy C. Gee, M.S.  
Director, Division of Medical Quality Assurance

# CREATION OF THE STRATEGIC PLANNING SERVICES UNIT

To support and enhance the division's Sterling focus, during fiscal year (FY) 2005-2006, three key components of the division's strategic planning functions – Community Relations, Strategic Management, and Data Management – were combined into the Strategic Planning Services Unit (SPS). Located within the MQA's director's office, the unit manages the strategic plan for the division, and offers a wide-range of services, including:

- Staff development and training
- Development of performance measures
- Statistical reporting
- Oversight of the division's implementation of the Sterling Management System
- Project management
- Identifying and reporting data integrity issues
- Assistance with presentations
- Survey development and analysis
- Oversight of marketing campaigns
- Generating mailing lists

SPS functions as a project management office, with MQA employees requesting the unit's services by submitting a request form located on the division's Intranet homepage. The SPS member assigned as project manager works with the project owner to determine responsibilities, identify resources, and ensure that the project stays on schedule.





# STRUCTURE OF MQA



Healthcare professions are established within individual practice acts and are further regulated by Chapter 456, *F.S.*, under the Department of Health within the Division of Medical Quality Assurance. It is the Legislature's intent that healthcare professions shall be regulated only for the preservation of the health, safety, and welfare of the public. We regulate, as directed by law, because the unregulated practice of a healthcare profession has the potential to cause harm or endanger the public; the public is not already effectively protected by other laws or local regulation; and, a less restrictive way to regulate the profession is not available.

Boards are responsible for approving or denying applicants for licensure and routinely handle requests for declaratory statements (interpretations of statutes and rules) and waivers or variances from their rules. Boards conduct disciplinary hearings, promulgate rules, and develop proposed legislation. The range of disciplinary actions taken by boards includes citations, fines, suspensions, reprimands, probation, and revocations, as well as continuing education requirements and mandatory participation in intervention programs. When provided for in their individual practice acts, board members approve continuing education providers and/or courses for their licensees. Board members partner with the division to develop and implement a long-range policy plan that is submitted to the Governor and Legislature each year.

Boards and councils are composed of consumer and professional members with the number and other requirements established under each individual practice act. Board members are appointed by the Governor. Each board member is accountable to the Governor for the proper performance of duties as a member of the board. Council members are appointed by either the DOH Secretary or the supervising board.

Persons interested in an appointment to any regulatory board may obtain a gubernatorial questionnaire from the Governor's Executive Office at [www.myflorida.com](http://www.myflorida.com). Choose the Governor's Webpage link and click on "The Bush Team." Next, click on "Join the Bush Team," then "2006 Board and Commission Vacancies," and then "Gubernatorial Appointments Questionnaire." Interested persons can also call the Governor's Appointments Office at (850) 488-2183 to obtain an application. Persons who are interested in being considered for an appointment to any advisory council may also contact the Department of Health at [www.doh.state.fl.us/mqa](http://www.doh.state.fl.us/mqa).

# LEADERSHIP

Leadership addresses how senior leaders guide an organization in setting organizational values, directions, and performance expectations. An emphasis is placed on communication with employees, review of organizational performance, the creation of an environment that encourages high performance, and how the organization practices good citizenship.

The Division of Medical Quality Assurance (MQA) prides itself on finding ways to create an environment for empowerment, innovation, and organizational agility. By focusing on employee satisfaction and empowerment, the division has experienced a number of positive results.

## HIGHLIGHTS/ACCOMPLISHMENTS

**Completing Certified Nursing Assistant (CNA) Renewal Project:** MQA informed the state's 300,000-plus CNAs about their first-ever renewal. More than 99% of the estimated 90,000 active CNAs eligible for renewal have renewed their certificate and have been issued new license numbers. The project involved mailing 15,000-plus letters to agencies and facilities, coordinating the informational workshops for facilities and educators, mailing 324,000 renewal notices, and processing 85,000-plus address changes.

**Serving on National Regulatory Boards:** Board of Chiropractic Medicine Executive Director Joe Baker, Jr., was elected vice-president of the Association of Chiropractic Board Administrators and continues to serve as the Executive Fellow on the Board of Directors of the Federation of Chiropractic Licensing Boards; Board of Optometry Immediate Past Chair Robert Easton, O.D., was elected president of the Association of Regulatory Boards of Optometry (ARBO); Board of Osteopathic Medicine Immediate Past Chair James Andriole, D.O., was elected as Secretary/Treasurer of the American Association of Osteopathic Examiners and continues to serve on the nominating committee for the Federation of State Medical Boards; Board of Osteopathic Medicine Executive Director Pamela King was elected as vice chair to the Administrators in Medicine (AIM) Board of Directors. Investigative Services Unit Chief Tom Hannah was appointed to the AIM/Federation of State Medical Boards Committee on National Investigator Certification.

**Receiving National Honors:** Sara Helen Lowe, Senior Pharmacist in the Pensacola Investigative Services Unit, won the Lester E. Hosto Distinguished Service Award for her role in surfacing a disciplinary case that ultimately resulted in a conviction on 98 counts of a 100-count federal indictment. Board of Athletic Training member Joseph Underwood was named to the USA Today All-USA Teacher Team.

**Conducting National Presentations:** MQA Division Director Lucy C. Gee, M.S., spoke at the Citizen Advocacy Center Annual Conference about board performance measures. Investigative Services Unit Chief Tom Hannah conducted a number of national presentations, including: a presentation on the division's Unlicensed Activity Program at the Federation of Regulatory Boards (FARB) in San Diego, California; and a presentation on State to State Cooperation in Medical Investigations at the Administrators in Medicine (AIM) meeting in Albuquerque, New Mexico. Hannah also served as an instructor at the National Certified Investigator Training (NCIT) in Hartford, Connecticut, Sacramento, California, and Rio Rancho, New Mexico.

**Presenting to Professional Associations and Student Organizations:** As part of its educational outreach program, Investigative Services Unit team members conducted numerous presentations to both professional and student organizations on a range of topics, including background about common violations, as well as laws and rules education and combating unlicensed activity.





**Receiving State Awards:** Florida Board of Osteopathic Medicine Executive Director Pamela King received the Florida Osteopathic Medicine Association's (FOMA) 2006 Distinguished Service Award. Florida Board of Osteopathic Medicine Immediate past Chair James Andriole, D.O., received FOMA's 2006 Presidential Achievement Award. Florida Board of Massage Therapy Chair Dave Quiring, L.M.T., was awarded the Florida State Massage Therapy Association's (FSMTA) Canfield Award. Florida Board of Massage Therapy Vice Chair Lynda Solien-Wolfe, L.M.T., was awarded the Biofreeze Humanitarian Award.

**Creating the MQA Covenant:** The division developed the MQA Covenant, whereby all MQA employees agreed to uphold the MQA values of Respect, Excellence, Accountability, Empowerment, Commitment, Integrity, and Teamwork.

**Implementing Chat with Lucy:** The division implemented "Chat with Lucy"—monthly meetings held where employees can meet with the director in a relaxed, unstructured setting to hear more about the mission and vision of MQA, current and future issues, to ask questions and to get to know each other better.

**Holding Retreats:** Several bureaus held leadership retreats, where they developed plans and business strategies.

**Establishing Strategic Planning Services Unit:** The division created the Strategic Planning Services Unit within the Division Director's Office to provide support to the entire division. This unit is responsible for Sterling development, training, project management, strategic planning, process mapping, developing and monitoring performance measures, data reports, publications, and many other responsibilities.

**State and Federal Partnerships:** Enforcement team members have been appointed to work specifically with several state and federal task forces on a number of healthcare practitioner investigations, including drug diversion, fraud and unlicensed practice.

# STRATEGIC PLANNING

Although each of the Sterling Criteria are significant, strategic planning is the only means that exclusively looks to the future of the organization. Although a strategic plan is a road map for accomplishing our mission 2 to 5 years into the future, it must be refreshed and modified as circumstances change and as objectives are accomplished.

The division developed past strategic plans based upon input received from annual strategic planning meetings with the board/council chairs and professional associations. The 2006-2007 strategic plan reflects input from these groups, as well as input received from all of MQA's employees, which was provided at a strategic planning meeting for all MQA managers. Before the meeting, all managers met with their employees to ask them questions about the division's strengths, weaknesses, opportunities and threats, along with ideas about how each could be addressed. By continuing to gather this input, the division can ensure that the strategic plan remains the effective "map" that guides MQA to realize its vision.

In this section, you can view our previous and current long-range plans. There are several key principles that guide MQA in creating its strategic plan.

1. It is grounded in the Sterling Criteria.
2. It solicits and incorporates input from all stakeholders on a periodic basis.
3. It is the basis for improved process management and our noteworthy business results.
4. It depends heavily on measurement, analysis, and data management.
5. It requires the participation of all employees and board members to achieve success.

## HIGHLIGHTS/ACCOMPLISHMENTS

**Addressing Board Deficits:** The Electrolysis Council, Board of Podiatric Medicine, and Board of Orthotists and Prosthetists adopted a one-time assessment to bring in additional revenue to offset actual and anticipated deficits.

**Continuing Long-Range Planning:** The division continued holding annual strategic planning meetings with the board/council chairs and professional associations. The division also held a strategic planning meeting that included all MQA managers.

**Ensuring Disaster Preparedness:** The division developed and tested a system disaster recovery plan for essential systems.

**Holding Inaugural Executive Director/Attorney Summit:** An inaugural summit was held with the board/council executive directors and attorneys to further define processes, and identify and resolve issues.

**Ensuring Compliance and Awareness of Regulatory Issues:** The Florida Board of Chiropractic Medicine instituted a new aspect to the Certified Chiropractic Physician's Assistants (CCPA) application/modification process, whereby the CCPA applicant and proposed supervising Chiropractic Physician(s) are interviewed by a committee of one board member to ensure compliance and awareness of regulatory issues. The Florida Board of Medicine continued its statewide education program for licensees, students, and residents, including presentations at county medical associations, residency programs, and the Florida State University School of Medicine.

**Developing Communications Plans:** The division worked with the department's communications office to develop communication plans for the boards and councils.



**2005-2006 Long Range Plan**

**1. LEADERSHIP**

**Goal: Create a self-sustaining culture where every employee is invested in our shared values.**

**Goal Owner: Lucy Gee**

OBJECTIVES/TASKS	START DATE	DUE DATE	STATUS & COMMENTS
1.1 Establish a leadership enhancement system available to all staff that includes mentoring at all levels.	7/1/05	6/30/06	ON-GOING Graduates of the Certified Public Managers Program assigned to various division wide projects
1.2 Develop and employ a systematic review of key performance results to improve organizational and leader success .	6/1/05	6/30/07	ON-GOING SPS Unit rotating between bureaus to develop performance standards and streamline business processes

**2. STRATEGIC PLANNING**

**Goal: Align work processes with our organization's long-range plan, thereby ensuring that improvement and learning reinforce our mission.**

**Goal Owner: Diane Orcutt**

OBJECTIVES/TASKS	START DATE	DUE DATE	STATUS & COMMENTS
2.1 Create and employ a strategy development process.	5/1/05	9/30/05	ON-GOING Process should include risk assessment. Initial Strategic Planning Team appointed 6/6/05.
2.2 Annually develop/update strategic objectives.	On-going	10/31 of each year	COMPLETE
2.3 Deploy strategic objectives through action plans aligned with performance measures.	6/1/05	6/30/06	ON-GOING Awaiting results of 4.1 to incorporate into action plans. Other performance measures being reviewed and/or developed.

**3. CUSTOMER & MARKET FOCUS**

**Goal: Integrate customer-driven excellence into our culture.**

**Goal Owner: Lola Pouncey**

OBJECTIVES/TASKS	START DATE	DUE DATE	STATUS & COMMENTS
3.1 Develop a system to determine, understand, anticipate, and respond to key customer requirements and expectations.	7/1/05	6/30/06	ON-GOING Implemented the following systems: <ul style="list-style-type: none"> <li>• established annual planning meetings with professional associations;</li> <li>• developed procedures for partnering with the professional associations to decrease the number of delinquent renewals;</li> <li>• expanded online services; and developed and implemented customer service training courses and established mandatory training requirements in our customer service policy DOHP 385-OD03-03.</li> </ul> Implemented a division-wide committee to review the success of existing systems and to discuss developing additional systems that will respond to customer requirements and expectations. This committee established three teams focused on reviewing the existing policies and procedures, training, and the existing systems used to determined customer satisfaction.

2005-2006 Long Range Plan

**4. MEASUREMENT, ANALYSIS, & KNOWLEDGE MANAGEMENT**

Goal: Systematically use information and data to manage change and improve processes.

Goal Owner: Charlene Willoughby

OBJECTIVES/TASKS	START DATE	DUE DATE	STATUS & COMMENTS
4.1 Develop and employ a performance measurement system that evaluates meaningful data for monitoring daily operations and supporting organizational decision-making related to core functions.	3/15/05	6/30/06	<p>ON-GOING</p> <p>Bureau of Health Care Practitioner Regulation (HCPR) – 3 teams were created to map processes, recommend improvements and performance measures. Recommendations will be submitted to the Bureau Chief and Executive Directors.</p> <p>Bureau Chief and Executive Directors approved recommendations. Implementation planning meeting is scheduled.</p> <p>Bureau of Management Services (BMS) – Met with unit managers. Teams are created to map processes, recommend improvements and performance measures.</p> <p>Expanding to other Bureaus of MQA.</p>
4.2 Develop an enhanced data integrity system applicable to all staff	6/15/05	12/31/06	Created Data Management Unit within the Bureau of Operations.

**5. HUMAN RESOURCE FOCUS**

Goal: Develop motivated and empowered staff enabled to reach their full potential and achieve a high level of performance aligned with the division's objectives and action plans.

Goal Owner: Lorene Wilson

OBJECTIVES/TASKS	START DATE	DUE DATE	STATUS & COMMENTS
5.1 Develop employee work plans and provide feedback to employees that supports high performance and focuses on our customers.	7/1/04	ON-GOING	<p>ON-GOING</p> <p>Work plans are included as part of the Employee Development plan.</p>
5.2 Develop and employ a training and career development support system that achieves our objectives and contributes to high performance.	7/1/04	ON-GOING	<p>Division has developed a Staff Development Training Policy.</p> <p>A model Employee Development Plan for Supervisors and Managers has been developed and implemented in conjunction with their 20/20 evaluation.</p> <p>A Training Development Plan is being developed for new employees and current employees (updated 5/15/06).</p>
5.3 Use employee feedback for improving our workplace and support climate.	7/1/05	6/30/06	<p>ON-GOING</p> <p>Division training needs assessment tool is being developed to obtain employee feedback.</p> <p>Focus groups will be conducted with employees to obtain feedback on training needs (updated 5/15/06).</p>

**6. PROCESS MANAGEMENT**

Goal: Manage our core and key processes to deliver ever-increasing value to our customers and improve our organizational effectiveness

Goal Owner: Charlene Willoughby

OBJECTIVES/TASKS	START DATE	DUE DATE	STATUS & COMMENTS
6.1 Design and re-engineer key processes to provide value to the division and its stakeholders.	12/99	ON-GOING	<p>ON-GOING</p> <p>2/06 HCPR Analysis teams developed improvement &amp; measure recommendations and gave chief implementation plans.</p>
6.2 Design and re-engineer support processes to provide value to the division and its stakeholders.	12/99	ON-GOING	<p>ON-GOING</p> <p>2/06 BMS teams analyzing, mapping, identifying improvements, and developing measures for support processes</p>

**2005-2006 Long Range Plan**

**7. ORGANIZATIONAL RESULTS**

**Goal: Achieve superior performance results in customer satisfaction, products and services, fiscal soundness, human resources, and overall organizational effectiveness that meet or exceed those of our competitors.**

**Goal Owner: Cassandra Pasley**

OBJECTIVES/TASKS	START DATE	DUE DATE	STATUS & COMMENTS
7.1 Identify competitors and their performance levels on like services and products.	2/28/05	12/31/06	Completed for Bureau of Health Care Practitioner Regulation. Expanding to other bureaus within MQA.
7.2 Compile data comparing our performance with those of our competitors.	2/28/05	ON-GOING	HCPR - Identified available data from competitors. Expanding to other bureaus within MQA.
7.3 Develop and modify organizational performance measures that utilize comparative data from competitors.	3/15/05	12/31/06	ON-GOING In progress-3 workgroups formed to develop measures for Bureau of Health Care Practitioner Regulation. Expanding to other bureaus within MQA.

**2006-2007 Long Range Plan**

**GOAL 1: EVERY MQA EMPLOYEE IS INVESTED IN THE DIVISION'S MISSION AND VISION AND UNDERSTANDS HOW EACH ONE'S JOB RELATES**

OBJECTIVE	MEASURE(S)	TARGET	STRATEGIES	TARGET DATE	STERLING CRITERIA
Every employee knows the mission, vision and values of the Division.	Percentage of employees who pass the Bureau of Operations' certification test	100% of employees	Assess knowledge of new employees within 60 days of hire.	12/31/07	Leadership Human Resource Focus
			Produce and administer a bureau certification exam that includes our mission and vision.	12/31/07	Leadership Human Resource Focus
			Tie the mission and vision into all of our business practices.	12/31/07	Leadership Human Resource Focus
	Percentage of employees indicating on the Bureau of Management Services' mission/vision survey they understand the division's mission/vision	90%	Mission, vision will be displayed throughout the bureau.	Survey instrument developed by 12/31/06	Leadership
			Mission/vision will be discussed during initial; job interviews, BMS new employee orientations and staff meetings.	Surveying of employees ON-GOING	Leadership
	Percentage of employees who attend MQA New Employee Orientation	90%	Every new employee attends orientation within 60-days of employment.	7/1/08	Human Resource Focus
Increased employee understanding of the relationship of the mission/vision to their job.	Percentage of employees indicating on the mission/vision survey they understand their job relates to the division's mission/vision	90%	Mission, vision will be displayed throughout the bureau.	Survey instrument developed by 12/31/06	Leadership
			Mission/vision will be discussed during initial; job interviews, BMS new employee orientations and staff meetings.	Surveying of employees ON-GOING	Leadership
	Percentage of employees who answer positively to ESS survey question #76 and other determined questions	80%	Promote all employee recognition endeavors as specific to MQA's mission, vision and values.	7/1/08	Organizational Results
			Incorporate review of status of SP goals and objectives into regular staff meetings.	7/1/08	Leadership
			Revise performance plans and complete performance evaluations for all employees in alignment with SP goals and objectives.	7/1/08	Measurement, Analysis & Knowledge Management Human Resource Focus
	Improve employee satisfaction in the clarity dimension of the employee satisfaction survey.	Increase the % of employees who respond favorably to the employee satisfaction from 76% in 2006 to 80%	80% employee satisfaction	Develop a training module for new employees designed to educate staff on how services within MQA fit into the "big picture."	1/1/07
Emphasize the division's mission and vision at the new employee orientation.				1/1/07	Leadership Human Resource Focus



2006-2007 Long Range Plan

**GOAL 2: ALL WORK PRODUCTS AND SERVICES ARE HIGH QUALITY, COST EFFECTIVE, AND TIMELY**

OBJECTIVE	MEASURE(S)	TARGET	STRATEGIES	TARGET DATE	STERLING CRITERIA
All services will be provided with the highest quality in a timely manner.	Percentage of online renewals	95%	Implement mandatory online renewals or a business process which would reduce the number of manual renewals.	9/30/07	Strategic Planning Customer & Market Focus Measurement, Analysis & Knowledge Management Human Resource Focus Process Management Organizational Results
	Percentage of written requests to change status	5%	Allow practitioners to change their license status online.	9/30/07	Customer & Market Focus
	Percentage of written requests for duplicate license	5%	Expand the ability to request a duplicate license online to all professions.	9/30/07	Customer & Market Focus
	1. Percentage of customer satisfaction surveys	75%	Improve quality of website.	7/1/07	Customer & Market Focus
	2. Percentage of employees cross trained	75%	Encourage staff to cross train in other areas of their unit to ensure steady work flow in times of staff turnover, etc.	7/1/10	Process Management Human Resource Focus
	3. Percentage of employees recognized for innovative ideas	75%	Create a culture that encourages staff to be innovative in technological skills to increase performance and improve the quality of the product.	7/1/08	Process Management Organizational Results Human Resource Focus
Deliver excellent customer service every time.	Percentage of calls received vs. calls answered	100%	Increase the # of calls answered per month on the Licensure Services Renewal Help Desk.	6/30/07	Strategic Planning Customer & Market Focus Measurement, Analysis & Knowledge Management Human Resource Focus Process Management Organizational Results
	Percentage of satisfied testing services customers surveyed at examination sites	100%	Increase customer satisfaction at examination sites.	6/30/07	Customer & Market Focus
	Percentage of system support requests received online via the ticketing system	100%	Reduce the number of phone calls and emails received reporting system errors/issues.	6/30/07	Customer & Market Focus Measurement, Analysis & Knowledge Management
Increased knowledge of customer expectations regarding quality, cost-effectiveness and timeliness of products and services.	Percentage of processes for which surveys are performed	90%	Survey customers, stakeholders and partners.	12/31/07 survey process developed	Process Management
Improve quality, cost-effectiveness and timeliness of products and services.	Percentage of processes meeting established performance measures	To be determined after baseline established	Establish performance measures and implement process improvements.	12/31/08 Complete baseline data collection	Process Management

**MQA Annual Report: July 1, 2005- June 30, 2006**

**2006-2007 Long Range Plan**

**GOAL 2: ALL WORK PRODUCTS AND SERVICES ARE HIGH QUALITY, COST EFFECTIVE, AND TIMELY**

OBJECTIVE	MEASURE(S)	TARGET	STRATEGIES	TARGET DATE	STERLING CRITERIA
All services provided will be cost effective and delivered in a timely manner.	Percentage of licensees renewing on-line	90%	Decrease cost of renewals by increasing the number of licensees renewing on-line.	7/1/08	Measurement, Analysis & Knowledge Management
	Retention rate	100%	Prepare staff for succession leadership roles (position succession, etc.) to decrease human resource costs.	7/1/10	Leadership Human Resource Focus
	Percentage applicants deemed complete at first review	75%	Streamline the application process by meeting with stakeholders for ideas to update application process.	7/1/08	Process Management
Reduce the average number of days from receipt of a complaint to completion.	Percentage of days reduced within a fiscal year	20%	Maximize use of ADR.	7/1/10	Leadership  Customer & Market Focus  Human Resource Focus
			Increase pool of expert consultants.	7/1/09	Process Management
			Continue plan to increase 180-day compliance.	7/1/08	Process Management
			Reduce # of days cases are in 40 statuses.	7/1/09	Process Management
			Develop and implement a document scanning system for PSU.	7/1/10	Process Management
Reduce time to initiate the process of compliance with final orders.	Percentage of final orders analyzed & updated in database within 5 working days	95%	Capitalize on conversion of the Compliance module to the enforcement database by adding performance measures for the CMU compliance officers.	7/1/08	Process Management
	Percentage of compliance packets mailed to licensees within 10 working days of final order receipt.	90%	Capitalize on conversion of the Compliance module to the enforcement database by adding performance measures for the CMU compliance officers.	7/1/08	Process Management
	Percentage of DERs sent to ISU within 15 days of final order receipt	90%	Develop training plan and workload distribution plan to efficiently handle workload peaks.	7/1/07	Process Management

**GOAL 3: OUR CUSTOMERS, STAKEHOLDERS AND PARTNERS ARE INFORMED OF, HAVE CONFIDENCE IN AND VALUE OUR SERVICES**

OBJECTIVE	MEASURE(S)	TARGET	STRATEGIES	TARGET DATE	STERLING CRITERIA
Customers, stakeholders and partners are informed of the services we offer.	Percentage of customers, stakeholders, and partners who are able to properly identify BOO services	100%	Educate all customers, stakeholders and partners about the services provided in the Bureau of Operations.	6/30/07	Strategic Planning  Customer & Market Focus  Measurement, Analysis & Knowledge Management  Process Management  Organizational Results

## 2006-2007 Long Range Plan

**GOAL 3: OUR CUSTOMERS, STAKEHOLDERS AND PARTNERS ARE INFORMED OF, HAVE CONFIDENCE IN AND VALUE OUR SERVICES**

OBJECTIVE	MEASURE(S)	TARGET	STRATEGIES	TARGET DATE	STERLING CRITERIA
Improve confidence in the services we offer.	Percentage of customers satisfied with services offered	100%	Survey customer satisfaction for bureau's core business processes.	6/30/07	Customer & Market Focus Measurement, Analysis & Knowledge Management
	Percentage of internal partners satisfied with enforcement products	90%	Develop satisfaction surveys.	7/1/10	Customer & Market Focus
			Implement case management system to interface with database.	7/1/09	Process Management
			Maximize use of document generation in COMPAS.	ON-GOING — 7/1/11	Process Management
Improve customer perception of bureau processes/ services.	Percentage of processes for which surveys are performed	90%	Survey customers, stakeholders and partners.	12/07 survey process developed	Process Management
Improve communication with customers, stakeholders and partners.	Percentage increase in the number of methods utilized to communicate with customers, stakeholders and partners	To be determined once baseline is established	Identify current method of communication.	12/31/08 complete baseline data collection	Process Management
			Determine available methods.	12/31/08 complete baseline data collection	Process Management
			Implement appropriate methods.	12/31/08 complete baseline data collection	Process Management
Medical Quality Assurance is the leading resource for healthcare provider information in Florida.	Accuracy of COMPAS data	90 %	Integrate changes in to COMPAS (data base) system to safeguard data integrity.	7/1/07	Leadership Measurement, Analysis & Knowledge Management
	Number of customers, partners, and stakeholders that use of MQA services (identified through survey)	75%	Work with SPS to formalize a Division-wide communication plan to market and increase awareness of licensure, enforcement, and information.	7/1/09	Customer & Market Focus Strategic Planning
Medical Quality Assurance is consistently communicating with its internal partners as well as its external stakeholders/customers.	Usage of central directory as demonstrated by external vendor audit (L. Wilson – phone service)	90%	Access to central directory by all MQA internal partners to provide consistent information to our stakeholders/customers.	7/1/07	Measurement, Analysis & Knowledge Management
	Percentage of employees that implement process improvements based on information provided internally	75%	Sharing best practices with our internal partners to refine the way we conduct business.	7/1/10	Customer & Market Focus
Opening inspections will be performed to satisfaction of permit holder.	Percentage satisfied with inspections	80%	Develop customer survey for inspected facilities.	7/1/08	Customer & Market Focus
			Develop action plan for improvement based on customer feedback.	7/1/09	Measurement, Analysis & Knowledge Management Process Management
Advise the public of our enforcement successes.	Percentage of serious actions referred for press release	75%	Do press releases on unstayed suspensions, revocations and disciplinary voluntary relinquishments.	7/1/08	Customer & Market Focus
			Review Board outcomes for notable successes for publications.	7/1/08	Customer & Market Focus Organizational Results
			Develop plan for disseminating internally enforcement victories that recognize all employees involved.	7/1/08	Human Resource Focus

**2006-2007 Long Range Plan**

**GOAL 4: WE FULLY UTILIZE TECHNOLOGY TO MANAGE THE DIVISION**

OBJECTIVE	MEASURE(S)	TARGET	STRATEGIES	TARGET DATE	STERLING CRITERIA
Offer a web solution for all MQA services.	Percentage of MQA services online	100%	Identify and develop web solutions for all MQA services.	6/30/10	Process management Customer & Market Focus Organizational Results
Automate business processes.	Percentage of MQA core business processes that are automated	100%	Identify and automate core processes currently completed manually.	6/30/10	Process management Customer & Market Focus Organizational Results
Increased knowledge of technology to improve service delivery and maintenance of information.	Percentage of processes reviewed	95%	Analyze documented processes.	12/31/09	Process Management
			Research available technology.	12/31/09	Process Management
Improved service delivery and maintenance of information.	Percentage of processes improved through technology	50%	Implement appropriate technology improvements.	9/30/11	Process Management
Use technology to obtain data that measures performance.	Percentage of performance standards that COMPAS can report on	100%	Modify COMPAS to report on performance standards.	7/1/08	Leadership Human Resource Focus Process Management Measurement, Analysis, & Knowledge Management
Use technology to enhance application process.	Percentage of applicants using online applications	80%	Develop an online application and the ability to pay online.	7/1/10	Customer & Market Focus
Use technology to enhance renewal process.	Percentage of licensees using online renewal	90%	Online renewal offered 365 day a year	7/1/08	Customer & Market Focus
Enhance the efficiency of our processes.	Reduction in equivalent FTEs required to enter data	5% per year for 5 years	Institute bar coding.	7/1/10	Process Management
			Integrate time-tracking into database.	7/1/09	Process Management
			Implement PRAES/COMPAS interface for AHCA reports.	7/1/09	Strategic Planning Process Management
			Analyze process maps to eliminate redundancies and enhance efficiencies.	7/1/08	Process Management Measurement, Analysis, & Knowledge Management
	Percentage of processes reviewed annually	5% per year for 5 years	Review and analyze processes.	9/30/07	Process Management
			Implement improvement opportunities.	9/30/07	Process Management
Monitor performance measures.			9/30/07	Process Management	
Increase average number of routine pharmacy/dispensing practitioner inspections per inspector.	Average number of routine inspections completed monthly per inspector	10%	Implement mobile inspection technology.	7/1/08	Organizational Results

**MQA Annual Report: July 1, 2005- June 30, 2006**

**2006-2007 Long Range Plan**

**GOAL 5: THE MQA TRUST FUND MEETS STATUTORY MANDATES**

OBJECTIVE	MEASURE(S)	TARGET	STRATEGIES	TARGET DATE	STERLING CRITERIA
Reduce cost of services.	Percentage of cost reduction	10%	Review business process and create automated systems to support core business functions.	9/30/10	Leadership Strategic Planning Customer and Market Focus Organizational Results
Eliminate Unfunded Legislative Mandates.	Percentage of unfunded mandates eliminated	100%	Educate Legislature.	9/30/07	Leadership Strategic Planning Customer and Market Focus Organizational Results
Improve Financial Management.	Percentage of processes realizing an efficiency improvement	25%	Review and analyze processes.	ON-GOING	Process Management
			Implement process improvements.	ON-GOING	Process Management
Assure each profession is financially self sustaining, where possible.	Percentage of professions that are self sustaining	90%	Sunset review study for each profession.	7/1/10	Measurement, Analysis, & Knowledge Management
			Develop and propose language for legislation that would eliminate fee caps for all professions.	7/1/10	Process Management
All monetary transactions will be automated to ensure solvency of the trust fund.	Percentage of Professions implementing the online services	100%	Develop and propose language for legislation.	12/30/06	Customer and Market Focus
	Percentage of applicants and licensees utilizing online services	100%	Develop technology to collect and maintain these services.	6/30/07	Measurement, Analysis, & Knowledge Management
			Automate applications, renewals, compliance/enforcement, verification of licensure, etc.	6/30/07	Measurement, Analysis, & Knowledge Management
			Train appropriate staff.	6/30/07	Measurement, Analysis, & Knowledge Management
Reduce average cost per enforcement case.	Reduce copying costs for medical records.	10 %	Obtain copy of original records only when necessary for prosecution or probable cause determinations.	7/1/09	Measurement, Analysis, & Knowledge Management
	Reduce travel expenditures	5%	Travel policy for enforcement presence at board meetings that uses funds efficiently.	7/1/09	Leadership
Recoup costs for compliance management.	Percent of CSU and ISU costs covered by recoupment	10%	Obtain statutory authority for reimbursement from practitioners for the cost of compliance management.	7/1/09	Leadership

# CUSTOMER & MARKET FOCUS

The customer and market focus category of the Sterling Criteria examines an organization's processes for determining customer satisfaction and obtaining information about current and future customers with the aim of understanding longer-term and emerging customer requirements and expectations. This criterion also examines how an organization builds relationships with customers and determines the key factors that lead to customer satisfaction, retention, loyalty, and organizational expansion.

The division established a goal of creating a culture of customer-driven excellence. As an organization focused on our customers, we realize that nothing is more important than the quality of service we provide. As such, this year we looked at how our services and modes of customer access to our services contribute value to our customers. This was achieved using of focus groups, customer satisfaction survey instruments, billboard campaigns, and the development of consumer educational tools (brochures, videos).

## HIGHLIGHTS/ACCOMPLISHMENTS

**Promoting Dangers of Unlicensed Activity to the Public:** The division oversaw an unlicensed practice education campaign for the Board of Chiropractic Medicine, as well as numerous media releases about individuals arrested for practicing various healthcare professions without a license.

**Working with Other Entities to Address Unlicensed Activity:** The division provided the Department of Business and Professional Regulation with information on licensure requirements for some of the health-related services provided in spas and salons, including massage therapy and selling contact lenses. The Dietetics and Nutrition Practice Council completed a second educational mail-out to all Florida registered health studios to aid in the prevention of unlicensed activity.

**Promoting Patient Safety:** In February 2006, the Board of Medicine organized a joint meeting with the Board of Osteopathic Medicine, Board of Nursing, Patient Safety Corporation and the Florida Medical Association Patient Safety Committee to reduce the incidence of wrong site surgeries 50% by 2007. Posters will be placed in prominent places in hospitals, surgery centers and physician's office reminding the patients and medical personnel to practice the 3Rs: right patient, right procedure, right site.

**Continuing Renewal Outreach Program:** The division continued its successful outreach program with professional associations to improve customer service during the renewal cycle.

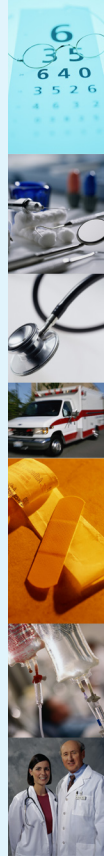
**Promoting Online Services:** The division continued its focus on promoting online renewal and address updates for licensees. This effort resulted in an E-Renewal Usage Percentage (number of online renewals processed/number of renewals mailed) of more than 42%.

**Conducting Customer Satisfaction Surveys:** The division continued developing surveys for its various units to measure customer satisfaction.

**Facilitating a Focus Group:** The division conducted a focus group in Tallahassee to obtain information from several practitioners about the user-friendliness and practicality of the Practitioner Profile and Online Services websites. This session was held after implementing improvements recommended by focus group sessions held in FY 2004-2005.

**Creating a Board Meeting:** Evaluation Sheet Board of Pharmacy staff implemented a board meeting evaluation sheet, so pharmacists can receive continuing education credits for attending a Pharmacy board meeting.

**Enhancing Online Search Capabilities :** The division developed and implemented an online search site





for final orders and emergency actions, providing consumers access to copies of final order and emergency actions online. The division also modified the online license lookup search site adding a link to final orders and emergency actions, providing consumers access to disciplinary information if the search indicates disciplinary actions have occurred.

**Recognizing Exemplary Physicians:** The Board of Medicine, Board of Osteopathic Medicine and Board of Chiropractic Medicine continued their recognition award programs to honor exemplary physicians.

**Educating Students:** Board members and staff continued to attend schools throughout Florida to educate students about the application and licensure process.

**Providing Public Outreach Investigative Services:** team members made numerous presentations to public, professional and educational groups on the complaint process and how to avoid complaints being filed. ISU staff also spoke in several national forums to share their successes in the investigative process.

**Creating a New Tracking System:** The division implemented the Purchasing, Travel, and Check Services Database System (PTC) for all of the healthcare professions. The PTC database system automates the process for: (1) tracking more than 240 board member travel reimbursements; (2) tracking licensee checks received in the MQA mail room and forwarded to Image API for processing; and (3) manages board office print requests. Establishing this database brings accountability to processes by requiring our partners to respond to requests quicker due to more readily available and reliable information.

**Launching FLHealthSource.com:** Following three rounds of statewide focus groups, MQA launched a more user-friendly version of its online services website – [www.FLHealthSource.com](http://www.FLHealthSource.com). The division promoted the launch with mall displays and brochure distribution throughout the state.

**Using WebBoards:** The Boards of Medicine, Nursing and Pharmacy continue to provide a subscription service to their customers through the use of WebBoards. At the present time, the three (3) MQA WebBoards are providing information access to nearly 9,000 customers. Because of the demonstrated success of WebBoards with no out-of-pocket money, there are plans to upgrade the software that supports the service and expand the number of WebBoards within MQA.

**Assisting with Pandemic Flu Summit:** A number of the division's employees served as ambassadors at Florida's Pandemic Flu Summit.

**Assisting Displaced Healthcare Professionals:** A number of board offices processed the application files of individuals displaced by Hurricane Katrina prior to other applicants. In addition, the Board of Medicine approved Emergency Rule 64B8ER05-3, *Florida Administrative Code (F.A.C.)*, which for a 90 day period, waived the requirement of primary source verifications from facilities that were affected by the hurricane, and upon licensure, the applicant was given 6 months to provide letters of recommendation. In addition, the application fees for physicians in training adopted by a Florida training program were waived.

# MEASUREMENT, ANALYSIS, & KNOWLEDGE MANAGEMENT

Measurement, analysis, and knowledge management is a vital component in the daily management of MQA's core processes. MQA collects license and enforcement data and uses this data to make key decisions regarding processes and management of workload. This constant analysis provides the ability to:

- Determine priorities
- Make strategic and daily decisions
- Identify needs for improvements and process revisions for a more effective workflow
- Identify best practices
- Measure and monitor MQA's performance
- Measure and monitor MQA's customer satisfaction
- Identify and respond to changing trends in the organization and healthcare industry

## HIGHLIGHTS/ACCOMPLISHMENTS

**Completing Upgrade of Licensure Data Management System:** The division completed the upgrade of its licensure data management system from the Practitioner Regulatory Administration and Enforcement System (PRAES) to the Customer Oriented Medical Practitioner Administration System (COMPAS). The system upgrade is based on an Oracle database platform, which assists the agency's migration to a consolidated database platform and offers greater flexibility in enhancing web-based services for licensees.

**Maintaining Strong Disciplinary Program:** The 2006 annual report of the Federation of State Medical Boards entitled, "Trends in Physician Regulation" reflects that the Florida Board of Medicine continues to maintain a strong disciplinary activity rating. Although state disciplinary numbers are not the key to demonstrating an effective regulatory system, it certainly reflects that Florida takes healthcare regulation very seriously.

**Developing Board-Specific Strategic Plans:** The boards continued work on developing specific goals and measures for their boards in strategic plans.

**Developing Online Data Reports:** The division developed online data management reports.

**Developing Performance Measures:** Specific performance measures were developed for the division's Bureau of Management Services.

**Adding Professions:** The division added emergency medical technicians (EMTs), paramedics, and radiologic technologists to the list of professions it licenses and regulates.





# HUMAN RESOURCE FOCUS



The human resource goal of the Division of Medical Quality Assurance's strategic plan is to "develop motivated and empowered staff enabled to reach their full potential and achieve a high level of performance aligned with our objectives and action plans."

Using the Sterling Criterion, Human Resource Focus, the division will address key human resource practices – those directed toward creating a high performance workplace and toward developing employees to enable them and the organization to adapt to change. Included in the focus on human resources is a focus on the work environment and the employee support climate.

## HIGHLIGHTS/ACCOMPLISHMENTS

**Participating in Employee Satisfaction Survey:** The division participated in the Department of Health Employee Satisfaction Survey in order to determine the key factors that affect employee satisfaction. Work groups are identifying strategies to address opportunities for improvement.

**Conducting Training Needs Assessment Focus Groups:** Focus groups were conducted with various employee groups to obtain feedback on training needs for the development of a comprehensive training plan for each employee.

**Providing Annual Investigator Training:** The Investigative Services Unit provided a statewide annual training for investigators and prosecutorial staff from Consumer Services, Compliance Management, Investigative Services, Unlicensed Activity and Prosecution Services units. The training was for staff to meet and discuss updates in statutes, rules and policies, to promote teambuilding and to provide advanced knowledge of medical and healthcare related subjects.

**Holding Annual Consumer Services Unit Retreat:** The Consumer Services Unit provided a one-day off-site training for staff to meet and discuss updates in statutes, rules, policies and procedures related to complaint analysis and investigation of medical and healthcare related complaints.

**Providing Basic Investigator Training:** The Investigative Services Unit provided two Basic Investigator Trainings in Tallahassee for new investigators. The training was for all new investigators in Consumer Services, Investigative Services, and Compliance Management units to receive a basic training and orientation of statutes, rules, policies and procedures.

**Supporting Employee Enhancement:** The division continued supporting employees enhancing their job skills by sponsoring the Certified Public Manager (CPM) training program for 25 MQA employees. The division also continued supporting employees obtaining their secondary education.

**Recognizing Employees:** MQA's Employee Recognition Program encompasses meritorious achievement awards, Thanks-a-Million, and years of service. In March, the division held its inaugural Employee Appreciation Day.

**Providing Unlicensed Activity Training:** The division continued annual training for unlicensed activity investigators and law enforcement throughout the state.

# PROCESS MANAGEMENT

To deliver effective, efficient and quality services to our customers, MQA must manage its core processes. Our core processes, Licensure, Enforcement and Information/Data, include sub-processes of application intake and review, testing, issuing and renewing licenses, complaint intake and analysis, investigation, prosecution, and monitoring disciplinary actions imposed by the regulatory boards. Additionally, we provide information and data related to our processes to our customers. Data analysis and customer satisfaction surveys are examples of tools used to improve our processes and services.

## HIGHLIGHTS/ACCOMPLISHMENTS

**Establishing Platinum Odyssey:** The division established a team to facilitate MQA's focus on the Sterling Management System. The team, comprised of members from all bureaus and units within the division, chose the name Platinum Odyssey to make the system MQA's own. The thought behind the name being that platinum is a precious metal of higher quality than sterling silver and an odyssey is an adventurous journey.

**Tracking Abandoned Pharmacies:** Board of Pharmacy staff has implemented a tracking system for all abandoned pharmacies. With the use of two new modifiers, inspectors are able to determine if a pharmacy was abandoned or closed. This process will help the inspectors in the field in their cooperative effort with the state's diversion response teams to reduce drug diversion.

**Making Process Improvements:** The Central Records Unit improved the efficiency in processing increased numbers of records of appeal with the scanning and serving of the notices of appeal. This process has eliminated the Appellate attorneys delay in responding to said appeals, as well as reduced paper used (cost savings), provides proof of delivery, and reduces the potential for loss of documents. In addition, the on-going project of scanning images of closed investigative cases, current cases, and images retrieved from microfilm has reduced the response time to public records requests from 10 to 14 days to 7 to 10 days. With more than 4,500 new images saved to CD this will allow the continued operation of this function off-site if a disaster were to occur as we now have almost a complete history of disciplinary orders on CD for the past 10 years.

**Establishing Record Custodians:** MQA established and trained Records Custodians for every unit within the division and established uniform procedures for record retention.

**Revising Forms and Templates:** The Consumer Services Unit revised the MQA Practitioner Complaint Form to achieve greater user-friendliness. The Investigative Services Unit revised subpoena templates and implemented them for use.

**Working with State Partners:** The division partnered with representatives from the Agency for Health Care Administration (AHCA) and the Attorney General's Office and initiated business processes through the development and use of an online data report to identify eligible complaints for documentation referral to the Medicaid Fraud Control Unit (MFCU) for potential federal healthcare program exclusion.

**Expediting Release of Examination Scores:** The division developed and implemented the Production of Grades System (POGS) for examination scoring and reporting, improving overall score release for all examinations to an average of 11 days. The division also implemented electronic posting of examination scores, providing candidates with quicker access to score information and eliminating the costs of mailing the results to exam candidates.

**Creating Forms:** The Investigative Services Unit created and implemented a case planning form for use in investigative reports. The unit also implemented a new drug destruction form for field staff to use when destroying drug evidence.





**Modifying DEA Notification Process:** Board of Pharmacy staff developed an Excel spreadsheet used by staff and e-mailed to the Drug Enforcement Agency (DEA) three times a week. The improvement offers the DEA a better product and allows permittees to receive their DEA permit in a timely manner. Previously, staff faxed the DEA a print screen for every permit issued in Florida.

**Streamlining Processes:** The Prosecution Services Unit reorganized from a system under which multiple attorneys handled various aspects of a case to a system under which one attorney handles a case from start to finish. This reorganization streamlined the prosecution process to reduce the amount of time necessary to complete a case, to eliminate duplication of efforts by attorneys, and to provide continuity for board members, complainants and respondents.

**Developing Computer-based Examinations:** The division successfully transitioned the Emergency Medical Technicians (EMT) examination to a computer-based national examination.

**Ensuring Consistency:** In an effort to bring consistency to the Unlicensed Activities (ULA) Program, the South Florida ULA manager now supervises the work product of all the ULA investigators throughout the state. With this change, the ULA Program, which is now part of the Investigative Services Unit, can make the procedures, criteria and outcomes of investigations more consistent.

**Improving Processes:** As a result of discussions regarding the disciplinary and complaint process by the Electrolysis Council, the Consumer Services Unit developed a checklist for electrolysis complaints. The checklist attempts to provide the minimum information upon which legal sufficiency can be determined for the purposes of the most common violations of Chapter 478, F.S.

**Revising Rules:** The Board of Psychology revised rule 64B19-13.003, F.A.C. The revised rule will encourage additional individuals to perform expert review of disciplinary cases by allowing two hours of continuing education credit for each case reviewed up to a maximum of 10 hours per biennium. Volunteer expert witnesses are expected to perform a review of the psychological, medical, legal, and/or ethical literature, as appropriate to the case being reviewed.

**Mapping Processes:** The Bureau of Management Services established workgroups made up of bureau employees and internal customers to map the bureau's key processes. The teams were challenged to identify, map, review and standardize key processes, and recommend process improvements and performance measures to monitor the productivity and efficiency of the key processes.

# ORGANIZATIONAL RESULTS

The Organizational Results criteria provide a results focus that encompasses customers' evaluations of organizational products, services, and programs, as well as overall financial, budgetary, and market performance. It also encompasses employee- and work-system results, governance structure and social responsibility, and results of all key processes and process improvement activities. These criteria provide "real-time" information for evaluation and improvement.

The tables listed in the appendices of this report detail the key data, including number of licensed practitioners, revenue/expenditures, projected cash balances, and a review of the adequacy of existing fees.

## HIGHLIGHTS/ACCOMPLISHMENTS

**Davis Productivity Awards:** The division received four work-unit Davis Productivity Awards: the Consumer Services Unit for the creation and implementation of an alternative dispute resolution program; Florida Board of Nursing Management Team for reduced processing time for nursing applications; the MQA Trak-It Administrative Team for the development and implementation of a learning management system; and the Prosecution Services Unit Nursing Team for increased nursing final actions and revenue.

**Increasing Productivity:** The Prosecution Services Unit had a 22% increase in the number of probable cause determinations and a 23% increase in the total number of cases resolved compared to 2004-2005. This continues the unit's trend in increased production, as this year's number of probable cause determinations is a 61% increase since 2002-2003, and the total number of cases resolved is a 50% increase since 2002-2003.

**Reducing Examination Costs:** The division reduced the examination site costs for the Chiropractic exam by \$70,000 by relocating the exam from a hotel setting to Palmer Chiropractic College Florida. The division also outsourced the dental prosthetic clinical examination to the North East Regional Board of Dental Examiners (NERB), resulting in a cost savings of \$17,000.

**Saving through Online Renewal:** Online license renewals resulted in a cost savings of more than \$324,000 for the MQA Trust Fund.

**Succeeding at DOAH:** The division Prosecution Services Unit (PSU) had an 85% success rate at formal hearings before the Division of Administrative Hearings (DOAH), with 22 victories and four losses.

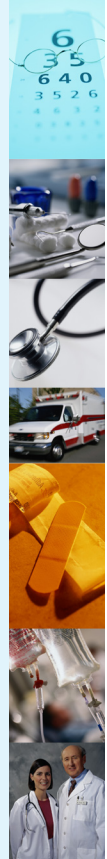
**Issuing Emergency Orders:** The Department of Health Secretary signed an all-time high of 220 emergency orders, covering 18 different professions.

### **The Customer Call Center:**

- Assisted 349,607 telephone customers
- Mailed 61,956 applications packets
- Mailed 12,122 laws and rule packets
- Completed 15,095 address change updates
- Completed 2,823 name change updates

### **The Central Records Unit:**

- Processed 46 appeals
- Responded to more than 17,000 public records requests
- Scanned to CD more than 4,500 images for permanent retention





**The Healthcare Integrity Databank Protection team:**

- Analyzed 1,802 final orders
- Reported final board actions on 1,302 practitioners to the Federal Healthcare Integrity Protection Databank.

**The Client Services Unit :**

- Processed 2604 public records
- Processed 14,530 requests for licensure certification; 99.7% of the requests processed within 10 days of receipt

# APPENDICES

Table 1 • Summary of Licensed Practitioners . . .	27
Table 2 • Summary of Licensed Establishments . . . . .	29
Table 3 • Recognized CE Providers . . . . .	30
Table 4 • Workload Summary of Applications Received and Licenses Issued . . . . .	31
Table 5 • Performance Statistics for Examinations Developed And Administered by MQA. . . . .	32
Table 6a • Emergency Orders Issued Against Healthcare Licensees . . . . .	32
Table 6b • Complaints and Reports Received and Investigations Completed . . . . .	34
Table 7 • Performance Statistics for Probable Cause Actions . . . . .	35
Table 8 • Performance Statistics on Disposition of Disciplinary Cases Against Healthcare Licensees . . . . .	36
Table 9 • Performance Statistics for Medical Malpractice Claims . . . . .	38
Table 10 • Hospital Annual Report (Source 75) Complaints. . . . .	39
Table 11 • Performance Statistics on Unlicensed Activity . . . . .	39
Table 12 • Revenue/Expenditures/ Cash Balances . . . . .	41
Table 13 • Projected Cash Balances. . . . .	42
Table 14 • A Review of the Adequacy of Renewal Fees. . . . .	43
Table 15 • Internet Traffic Board/Council or Department Administered Professions . . . . .	45
Table 16 • Online Renewals . . . . .	46
Table 17 • Student Loan Defaults . . . . .	46

**MQA Annual Report: July 1, 2005- June 30, 2006**

**Table 1 • Summary of Licensed Practitioners**

PROFESSION	FLORIDA ACTIVE	FLORIDA INACTIVE	FLORIDA DELINQUENT ACTIVE	FLORIDA DELINQUENT INACTIVE	OUT-OF-STATE ACTIVE	OUT-OF-STATE INACTIVE	OUT-OF-STATE DELINQUENT	RETIRED
Acupuncturist	1,420	38	89	16	146	54	48	8
Anesthesiologist Assistant	2	0	0	0	3	0	0	0
Athletic Trainer	1,293	26	198	2	86	13	35	0
Audiologist	760	17	50	3	44	5	11	7
Audiology Assistant	18	0	6	0	0	0	0	0
Provisional Audiologist	80	0	0	0	7	0	0	0
Certified Nursing Assistant	113,806	0	222,280	0	2,245	0	5,212	1
Chiropractic Physician	4,039	104	142	29	619	353	138	75
Registered Chiropractic Assistant	3,363	0	1	0	7	0	0	0
Certified Chiropractic Physician's Assistant	202	19	94	7	3	2	6	0
Clinical Laboratory Personnel	13,014	642	695	151	1,120	339	280	45
Clinical Laboratory Trainee	715	0	0	0	29	0	0	0
Clinical Laboratory Training Program	34	0	7	0	6	0	0	0
Clinical Social Worker	5,794	189	151	67	406	177	87	0
Provisional Clinical Social Worker	52	0	0	0	9	0	0	0
Clinical Social Worker Intern	1,988	0	237	0	29	0	13	0
Certified Master Social Worker	4	0	1	0	0	0	0	0
Dentist	9,258	56	220	21	1,819	146	184	192
Dental Hygienist	9,292	111	289	36	1,497	139	180	141
Dental Radiographer	21,019	0	1	0	152	0	1	0
Dental Teaching Permits	253	0	0	0	0	0	0	0
Dental Residency Permit	266	0	144	0	1	0	0	0
Dietitian/Nutritionist	2,973	21	238	14	170	8	53	0
Nutrition Counselors	188	13	23	6	20	1	2	0
Electrologist	574	13	111	14	20	4	15	21
Emergency Medical Technician	30,010	3	6	0	428	0	0	0
Emergency Insect Sting Treatment	204	2	14	0	11	0	0	0
Hearing Aid Specialist	843	10	110	5	29	2	15	0
Marriage and Family Therapist	1,248	74	40	24	91	46	17	0
Provisional Marriage and Family Therapist	8	0	0	0	1	0	0	0
Registered Marriage and Family Therapy Intern	490	0	63	0	7	0	4	0
Massage Therapist	23,157	433	2,506	160	1,770	156	462	3
Medical Doctor	39,016	275	797	109	11,391	976	1,373	355
Medical Doctor Public Psychiatry Certificate	2	0	0	0	0	0	0	0
Medical Doctor Public Health Certificate	4	0	0	0	0	0	0	0
Medical Doctor Limited to Mayo Clinic	5	0	1	0	0	0	0	0
Medical Doctor Limited to Cleveland Clinic	0	0	0	0	0	0	0	0
Limited License Medical Doctor	215	2	29	2	7	0	2	6
Medical Doctor Area Critical Need	60	0	5	2	5	1	2	2
Medical Doctor Medical Faculty Certificate	56	0	23	0	18	0	1	0

**MQA Annual Report: July 1, 2005- June 30, 2006**

**Table 1 • Summary of Licensed Practitioners**

PROFESSION	FLORIDA ACTIVE	FLORIDA INACTIVE	FLORIDA DELINQUENT ACTIVE	FLORIDA DELINQUENT INACTIVE	OUT-OF-STATE ACTIVE	OUT-OF-STATE INACTIVE	OUT-OF-STATE DELINQUENT	RETIRED
Medical Doctor Visiting Faculty Certificate	0	0	0	0	1	0	0	0
Unlicensed Medical House Doctor	352	0	1	0	0	0	0	0
Unlicensed Medical Doctor In-Training	3,252	0	60	0	778	0	37	0
Medical Doctor Restricted	3	0	0	0	0	0	0	0
Diagnostic Radiological Physicist	48	0	4	0	36	0	2	0
Therapeutic Radiological Physicist	162	1	4	0	47	1	6	0
Medical Nuclear Radio Physicist	35	0	2	0	26	0	2	0
Medical Health Physicist	30	1	0	0	14	1	1	0
Medical Physicist in Training	37	0	1	0	8	0	0	0
Mental Health Counselor	6,271	278	136	73	367	151	61	0
Provisional Mental Health Counselor	94	0	0	0	8	0	0	0
Registered Mental Health Counselor Intern	1,985	0	282	0	48	0	22	0
Midwife	103	4	23	2	7	0	12	1
Naturopathic Physician	7	0	0	0	0	0	0	0
Advanced Registered Nurse Practitioner	10,305	63	247	23	1,729	118	306	56
Registered Nurse	166,701	2,662	7,271	1,017	26,591	2,371	6,432	1,030
Licensed Practical Nurse	55,176	784	5,226	366	4,030	289	1,235	5
Nursing Home Administrator	1,392	53	85	16	206	13	54	2
Nursing Home Admin. Provisional	17	0	0	0	0	0	0	0
Occupational Therapist	5,334	63	218	26	630	59	151	0
Occupational Therapy Assistant	1,543	15	83	9	148	14	36	0
Optician	3,293	89	144	44	167	39	44	0
Apprentice Optician	851	0	0	0	7	0	0	0
Optometrist	2,133	10	17	3	581	68	49	0
Optometric Faculty Certificate	16	0	0	0	2	0	0	0
Orthotist	97	1	8	0	5	0	1	4
Orthotic Fitter	85	2	13	0	1	0	0	3
Orthotic Fitter Assistant	93	0	28	0	1	0	0	1
Prosthetist	68	0	6	0	2	0	2	3
Prosthetist-Orthotist	152	0	4	0	9	0	3	3
Pedorthist	91	0	8	0	2	0	0	0
Osteopathic Physician	3,439	21	92	12	975	264	187	50
Unlicensed Osteopathic Registration	348	0	516	0	127	0	187	0
Osteopathic Limited License	7	0	1	0	0	0	0	0
Osteopathic Faculty Certificate	0	0	0	0	0	0	0	0
Paramedic	18,456	1	0	0	500	0	0	0
Pharmacist	16,392	135	280	29	6,225	391	538	5
Pharmacist Intern	4,517	0	0	0	2,033	0	0	0
Consultant Pharmacist	2,250	78	290	82	138	21	51	0
Nuclear Pharmacist	141	5	13	0	43	9	8	1
Physical Therapist	9,416	187	257	47	1,132	581	322	35
Physical Therapist Assistant	4,276	118	147	37	236	104	86	7
Physician Assistant	3,675	22	192	17	336	38	110	26



Table 1 • Summary of Licensed Practitioners

PROFESSION	FLORIDA ACTIVE	FLORIDA INACTIVE	FLORIDA DELINQUENT ACTIVE	FLORIDA DELINQUENT INACTIVE	OUT-OF-STATE ACTIVE	OUT-OF-STATE INACTIVE	OUT-OF-STATE DELINQUENT	RETIRED
Podiatric Physician	1,215	15	32	7	367	71	74	29
Certified Podiatric X-Ray Assistant	346	3	158	0	2	0	2	0
Psychologist	3,396	22	105	5	332	41	64	99
Provisional Psychologist	30	0	0	0	2	0	0	0
Limited License Psychologist	0	1	1	0	0	0	1	2
Radiologic Technologist	21,200	76	7,432	0	1,930	26	2,581	0
Registered Respiratory Therapist	4,965	123	251	55	362	62	147	0
Certified Respiratory Therapist	4,184	123	502	60	246	39	98	0
Respiratory Care Practitioner Critical Care	79	2	8	3	2	0	2	0
Respiratory Care Practitioner Non-Critical Care	32	2	2	2	1	0	0	0
Respiratory Care Registered Student Exemption	72	0	377	0	0	0	1	0
School Psychologist	559	23	19	8	14	9	7	9
Speech-Language Pathologist	5,318	59	310	22	273	39	94	23
Speech-Language Pathology Assistant	268	18	127	5	6	0	2	0
Provisional Speech-Language Pathologist	833	0	1	0	27	0	0	0
<b>Total:</b>	<b>650,865</b>	<b>7,108</b>	<b>253,555</b>	<b>2,638</b>	<b>72,956</b>	<b>7,241</b>	<b>21,159</b>	<b>2,250</b>

**Definitions:**

**Florida Active** – The licensed practitioner has a Florida address of record and is clear to practice his/her profession in the state of Florida.

**Florida Inactive** – The licensed practitioner has a Florida address of record and is not authorized to practice his/her profession in the state of Florida because the practitioner inactivated their license.

**Florida Delinquent Active** – The licensed practitioner has a Florida address of record and is not authorized to practice his/her profession in the state of Florida, because he/she failed to renew his/her active license by the expiration date.

**Florida Delinquent Inactive** – The licensed practitioner has a Florida address of record and is not authorized to practice his/her profession in the state of Florida, because he/she failed to renew his/her inactive license by the expiration date.

**Out-of-State Active** – The licensed practitioner has an out-of-state address of record and is clear to practice his/her profession in the state of Florida.

**Out-of-State Inactive** – The licensed practitioner has an out-of-state address of record and is not authorized to practice his/her profession in the state of Florida, because the practitioner inactivated his/her license.

**Out-of-State Delinquent** – The licensed practitioner has an out-of-state address of record and is not authorized to practice his/her profession in the state of Florida, because they failed to renew their license by the expiration date.

**Retired** – The licensed practitioner is not practicing in the state of Florida, but maintains a retired license status. The licensed practitioner is not authorized to practice in the state of Florida. The practitioner is not obligated to update his/her profile data.

Table 2 • Summary of Licensed Establishments

PROFESSION	CLEAR	DELINQUENT
Dental Laboratory	1,020	167
Electrolysis Facility	241	72
Massage Establishment	7,553	0
Office Surgery Registration	286	0
Optical Establishment Permit	1,089	0
Optometry Branch Office	694	0
Pharmacy	7,421	0
<b>Total</b>	<b>18,304</b>	<b>239</b>

Table 3 • Recognized CE Providers

BOARD NAME	TOTAL PROVIDERS	RECEIVED APPLICATIONS	APPROVED APPLICATIONS	SUBMITTED COURSES
Florida Board of Acupuncture	66	42	35	480
Florida Board of Athletic Training	24	27	8	189
Florida Board of Chiropractic Medicine	26	23	11	369
Florida Board of Clinical Laboratory Personnel	187	34	12	4,604
Florida Board of Clinical Social Work, Marriage & Family Therapy and Mental Health Counseling	620	114	59	5,777
Florida Board of Dentistry	208	66	47	1,062
Florida Board of Hearing Aid Specialists	15	16	7	97
Florida Board of Massage Therapy	354	70	45	737
Florida Board of Medicine	49	23	13	626
Florida Board of Nursing	1,031	95	90	21,862
Florida Board of Nursing Home Administrators	79	42	42	782
Florida Board of Occupational Therapy Practice	192	71	47	1,597
Florida Board of Opticianry	16	9	2	791
Florida Board of Optometry	126	38	32	1,633
Florida Board of Orthotists and Prosthetists	6	11	6	116
Florida Board of Osteopathic Medicine	19	10	6	347
Florida Board of Pharmacy	120	43	17	2,098
Florida Board of Physical Therapy Practice	86	94	70	2,215
Florida Board of Podiatric Medicine	11	10	2	516
Florida Board of Psychology	126	28	21	3,532
Florida Board of Respiratory Care	124	38	17	3,413
Florida Board of Speech-Language Pathology and Audiology	525	536	533	2,612
Florida Council of Dietetics and Nutrition	52	32	23	936
Florida Council of Licensed Midwifery	4	10	3	2,433
Florida Council of Medical Physicists	4	7	1	19
Florida Electrolysis Council	15	27	8	252
Florida Office of School Psychology	18	10	1	2,740
Florida Physician Assistants	21	13	10	508

## MQA Annual Report: July 1, 2005- June 30, 2006

**Table 4 • Workload Summary of Applications Received and Licenses Issued**

PROFESSION	INITIAL APPLICATIONS RECEIVED	LICENSES ISSUED	UPGRADES APPROVED
Acupuncturist	169	145	5
Anesthesiologist Assistant	4	1	0
Athletic Trainer	175	174	0
Audiologist	57	51	0
Audiology Assistant	6	4	0
Provisional Audiologist	39	30	0
Certified Nursing Assistant	27,106	19,387	0
Chiropractic Physician	228	189	68
Registered Chiropractic Assistant	964	922	0
Certified Chiropractic Physician's Assistant	87	60	1
Clinical Laboratory Personnel	786	588	295
Clinical Laboratory Trainee	381	364	18
Clinical Laboratory Training Program	5	5	0
Clinical Social Worker	572	342	14
Provisional Clinical Social Worker	39	40	0
Clinical Social Worker Intern	456	448	0
Certified Master Social Worker	3	0	0
Dentist	438	417	73
Dental Hygienist	787	757	18
Dental Radiographer	715	675	0
Dental Teaching Permits	25	20	0
Dental Residency Permit	73	65	0
Dietitian/Nutritionist	235	229	0
Nutrition Counselors	0	0	0
Electrologist	172	158	102
Emergency Medical Technician	5,416	4,103	0
Emergency Insect Sting Treatment	123	103	0
Hearing Aid Specialist	167	156	14
Marriage and Family Therapist	100	61	3
Provisional Marriage and Family Therapist	5	5	0
Registered Marriage and Family Therapy Intern	150	130	0
Massage Therapist	3,644	3,071	91
Medical Doctor	2,933	2,656	666
Medical Doctor Public Psychiatry Certificate	0	0	0
Medical Doctor Public Health Certificate	0	0	1
Medical Doctor Limited to Mayo Clinic	0	0	0
Medical Doctor Limited to Cleveland Clinic	0	0	0
Limited License Medical Doctor	29	24	0
Medical Doctor Area Critical Need	29	14	0
Medical Doctor Medical Faculty Certificate	27	20	0
Medical Doctor Visiting Faculty Certificate	0	0	0
Unlicensed Medical House Doctor	85	64	0
Unlicensed Medical Doctor In-Training	1,124	1,062	0
Medical Doctor Restricted	3	0	0
Diagnostic Radiological Physicist	3	4	0
Therapeutic Radiological Physicist	20	17	0
Medical Nuclear Radio Physicist	0	0	0
Medical Health Physicist	0	0	0
Medical Physicist in Training	18	15	1
Mental Health Counselor	473	364	6
Provisional Mental Health Counselor	65	65	0
Registered Mental Health Counselor Intern	562	535	0
Midwife	17	10	0
Naturopathic Physician	0	0	0
Advanced Registered Nurse Practitioner	967	921	0
Registered Nurse	13,502	13,316	1,841
Licensed Practical Nurse	6,657	6,535	210
Nursing Home Administrator	94	92	20
Nursing Home Admin. Provisional	5	4	0
Occupational Therapist	500	440	122
Occupational Therapy Assistant	224	198	61
Optician	130	127	63
Apprentice Optician	190	179	0
Optometrist	112	117	5
Orthotist	8	5	0
Orthotic Fitter	28	17	0
Orthotic Fitter Assistant	29	24	0
Prosthetist	4	4	0
Prosthetist-Orthotist	10	9	0
Pedorthist	27	23	0
Osteopathic Physician	309	290	126
Unlicensed Osteopathic Registration	177	152	0
Osteopathic Limited License	3	3	0
Osteopathic Faculty Certificate	0	0	0
Paramedic	1,961	1,754	0
Pharmacist	1,166	1,151	29
Pharmacist Intern	1,616	1,448	0
Consultant Pharmacist	105	109	3
Nuclear Pharmacist	13	14	0
Physical Therapist	935	654	30
Physical Therapist Assistant	417	329	15
Physician Assistant	527	422	527
Podiatric Physician	53	52	16
Certified Podiatric X-Ray Assistant	135	131	0
Psychologist	246	203	3
Provisional Psychologist	14	13	0
Limited License Psychologist	1	0	0
Radiologic Technologist	2,074	1,320	27
Registered Respiratory Therapist	385	392	12
Certified Respiratory Therapist	399	409	11
Respiratory Care Practitioner by Exam	0	0	0
Respiratory Care Practitioner Critical Care	0	0	0
Respiratory Care Practitioner Non-Critical Care	0	0	0
Respiratory Care Registered Student Exemption	0	0	0
School Psychologist	34	30	2
Speech-Language Pathologist	567	525	7
Speech-Language Pathology Assistant	124	94	0
Provisional Speech-Language Pathologist	284	277	32
<b>Total</b>	<b>82,547</b>	<b>69,333</b>	<b>4,538</b>

**MQA Annual Report: July 1, 2005- June 30, 2006**

**Table 5 • Performance Statistics for Examinations Developed And Administered by MQA**

PROFESSION	SCHEDULED	EXAMINED	FAILED	%FAILED	PASSED	%PASSED
Certified Designated Representative Laws & Rules (CBT)	723	567	277	48.9%	290	51.1%
<b>Chiropractic Medicine</b>						
Laws & Rules (CBT)	228	219	7	3.2%	212	96.8%
Physical Diagnosis Clinical	249	236	67	28.4%	169	71.6%
Technique Clinical	240	228	14	6.1%	214	93.9%
X-Ray Interpretation (CBT)	249	239	31	13.0%	208	87.0%
<b>Dentistry</b>						
Clinical	466	440	40	9.1%	400	90.9%
Laws & Rules (CBT)	549	511	58	11.4%	453	88.6%
<b>Dental Hygiene</b>						
Clinical	730	663	11	1.7%	652	98.3%
Laws & Rules (CBT)	852	790	132	16.7%	658	83.3%
Massage - Colonics (CBT)	33	27	0	0.0%	27	100.0%
Nursing Home Admin. Laws & Rules (CBT)	127	97	14	14.4%	83	85.6%
<b>Opticianry</b>						
Clinical	146	143	13	9.1%	130	90.9%
Lens Neutralization Clinical	162	156	23	14.7%	133	85.3%
<b>Optometry</b>						
Laws & Rules (CBT)	123	120	1	0.8%	119	99.2%
Clinical	136	131	13	9.9%	118	90.1%
Pharmacology & Ocular Disease Clinical (CBT)	134	129	17	13.2%	112	86.8%
Paramedic - Certification	2875	2592	940	36.3%	1652	63.7%
Psychology - Laws & Rules (CBT)	263	163	32	19.6%	131	80.4%
<b>TOTALS</b>						
Clinical Exams (non-CBT only)	2129	1997	181	9.1%	1816	90.9%
Laws & Rules Exams	2865	2467	521	21.1%	1946	78.9%
CBT Exams	6156	5454	1509	27.7%	3945	72.3%
<b>ALL EXAMS</b>	<b>8285</b>	<b>7451</b>	<b>1690</b>	<b>22.7%</b>	<b>5761</b>	<b>77.3%</b>

CBT = Computer Based Testing

**Note:** This table includes statistics for only Department developed examinations

**Table 6a • Emergency Orders Issued Against Healthcare Licensees**

PROFESSION	EMERGENCY RESTRICTION ORDERS	EMERGENCY SUSPENSION ORDERS	TOTAL EMERGENCY ORDERS
Acupuncture	0	1	1
Anesthesiology Assistants	0	0	0
Athletic Trainers	0	0	0
Certified Nursing Assistant	0	13	13
Certified Social Workers	0	0	0
Chiropractic Medicine	0	8	8
Clinical Laboratory Personnel	0	2	2
Dental Hygienists	0	0	0
Dental Laboratories	0	1	1
Dentistry	2	3	5
Dietetics & Nutrition	0	0	0
Electrolysis	0	0	0

Table 6a • Emergency Orders Issued Against Healthcare Licensees

PROFESSION	EMERGENCY RESTRICTION ORDERS	EMERGENCY SUSPENSION ORDERS	TOTAL EMERGENCY ORDERS
Electrolysis Facilities	0	0	0
Emergency Medical Technician	0	0	0
Hearing Aid Specialists	0	0	0
Marriage & Family Therapists	0	0	0
Massage Establishments	0	0	0
Massage Therapy	0	4	4
Medical Physicists	0	0	0
Medicine	5	26	31
Mental Health Counseling	0	0	0
Midwifery	0	0	0
Naturopathic Medicine	0	0	0
Nursing – ARNP	0	4	4
Nursing – RN	0	78	78
Nursing - LPN	0	34	34
Nursing Home Administrators	0	0	0
Occupational Therapy	0	0	0
Optical Establishments	0	0	0
Opticianry	0	0	0
Optometry	0	0	0
Optometry Branch Offices	0	0	0
Orthotists & Prosthetists	0	0	0
Osteopathic Medicine	1	3	4
Paramedics	0	0	0
Pharmacies	0	8	8
Pharmacists	0	18	18
Physical Therapy	0	1	1
Physician Assistants	0	2	2
Podiatric Medicine	0	0	0
Psychology	0	0	0
Radiologic Technology	0	3	3
Respiratory Care	0	3	3
School Psychology	0	0	0
Speech-Language Path/Audio	0	0	0
<b>Total</b>	<b>8</b>	<b>212</b>	<b>220</b>

**Definitions:**

**Emergency Restriction Order** – An order issued by the Florida Department of Health stating that a practitioner may only practice in the state of Florida under restrictions specified by the Department.

**Emergency Suspension Order** – An order issued by the Florida Department of Health suspending the license of a practitioner. A practitioner may not practice in the state of Florida while under an emergency suspension order.

**MQA Annual Report: July 1, 2005- June 30, 2006**

**Table 6b • Complaints and Reports Received and Investigations Completed**

PROFESSION	STATUTORY REPORTS	COMPLAINTS RECEIVED	LEGALLY SUFFICIENT <sup>1</sup>	INVESTIGATIONS COMPLETED <sup>2</sup>	INSPECTIONS COMPLETED
Acupuncture	0	34	25	20	N/A
Anesthesiologist Assistant	0	0	0	0	N/A
Athletic Trainer	0	4	1	3	N/A
Certified Nursing Assistant	738	654	886	733	N/A
Certified Social Worker	0	0	0	0	N/A
Chiropractic Medicine	29	445	259	247	N/A
Clinical Laboratory Personnel	4	33	23	30	N/A
Clinical Social Worker	1	68	27	33	N/A
Dental Hygienists	0	26	16	16	N/A
Dental Labs	0	16	15	15	872
Dentistry	114	844	520	481	168
Dietetics and Nutritionist	0	15	6	4	N/A
Electrolysis	1	19	11	10	N/A
Electrolysis Facilities	0	2	1	1	151
Emergency Medical Technicians	4	214	85	96	N/A
EMS – Vehicles	1	63	0	51	N/A
Hearing Aid Specialists	0	185	103	94	N/A
Marriage and Family Therapy	0	16	10	10	N/A
Massage Establishments	0	211	138	103	6,755
Massage Therapy	0	202	147	129	N/A
Medical Physicist	0	48	40	6	N/A
Medicine	2,587	4952	2,690	2,306	2,765
Mental Health Counseling	1	102	53	47	N/A
Midwifery	2	14	11	6	N/A
Naturopathic Medicine	0	3	1	1	N/A
Nursing - ARNP	51	245	160	135	706
Nursing - RN	292	1,157	940	825	N/A
Nursing – LPN	211	707	658	562	N/A
Nursing Home Administrators	56	427	397	148	N/A
Occupational Therapy	3	17	15	9	N/A
Optical Establishments	0	32	26	24	306
Opticianry	0	45	32	32	N/A
Optometry	1	61	34	30	36
Optometry Branch Offices	0	0	0	0	N/A
Orthotists & Prosthetists	0	35	21	13	N/A
Osteopathic Medicine	186	518	264	207	463
Paramedics	3	162	126	137	N/A
Pharmacies	4	591	432	362	7,884
Pharmacists	7	530	451	443	N/A
Physical Therapy	10	74	49	44	N/A
Physician Assistant	14	440	327	70	N/A
Podiatric Medicine	69	109	70	62	65
Psychology	1	104	38	39	N/A
Radiologic Technology	16	168	75	83	N/A
Respiratory Care	5	48	40	32	N/A
School Psychology	0	4	2	2	N/A

<sup>1</sup>Excludes 406 cases found not legally sufficient following commencement of investigation.

<sup>2</sup>Includes 9 cases found not legally sufficient upon completion of investigation.

Table 6b • Complaints and Reports Received and Investigations Completed

PROFESSION	STATUTORY REPORTS	COMPLAINTS RECEIVED	LEGALLY SUFFICIENT <sup>1</sup>	INVESTIGATIONS COMPLETED <sup>2</sup>	INSPECTIONS COMPLETED
Speech-Language Pathology & Audiology	1	28	19	12	N/A
Total	4,412	13,672	9,244	7,714	20,171
Referred Non-Jurisdictional	14,714	883	16	20	0
Grand Totals	19,126	14,555	9,260	7,734	20,171

<sup>1</sup>Excludes 406 cases found not legally sufficient following commencement of investigation.

<sup>2</sup>Includes 9 cases found not legally sufficient upon completion of investigation.

**Definitions:**

**Statutory Reports** – Reports required by statute to be submitted and investigated by the Florida Department of Health

**Legally Sufficient** – Complaints that, if found to be true, show a potential violation of Florida statutes or rules.

Table 7 • Performance Statistics for Probable Cause Actions

PROFESSION	NO PROBABLE CAUSE FOUND	PROBABLE CAUSE FOUND	ADMINISTRATIVE COMPLAINTS FILED
Acupuncture	14	7	4
Anesthesiologist Assistant	0	0	0
Athletic Trainer	0	3	0
Certified Nursing Assistant	406	228	168
Certified Social Worker	0	0	0
Chiropractic Medicine	87	93	77
Clinical Laboratory Personnel	24	20	0
Clinical Social Work	25	13	11
Dental Hygienists	6	9	7
Dental Labs	17	8	8
Dentistry	390	88	79
Dietetics and Nutritionist	4	1	0
Electrolysis	8	5	3
Electrolysis Facilities	1	1	0
Emergency Medical Technicians	2	32	8
EMS - Vehicles	1	14	0
Hearing Aid Specialists	29	15	13
Marriage and Family Therapy	5	4	3
Massage Establishments	14	20	3
Massage Therapy	24	64	12
Medical Physicist	0	0	0
Medicine	2,032	324	224
Mental Health Counseling	29	18	9
Midwifery	3	3	2
Naturopathic Medicine	0	0	0
Nursing – ARNP	109	38	30
Nursing – RN	528	494	389
Nursing - LPN	318	311	222
Nursing Home Administrators	23	21	3
Occupational Therapy	11	2	2
Optical Establishments	24	2	1
Opticianry	12	17	14

Table 7 • Performance Statistics for Probable Cause Actions

PROFESSION	NO PROBABLE CAUSE FOUND	PROBABLE CAUSE FOUND	ADMINISTRATIVE COMPLAINTS FILED
Optometry	21	4	4
Optometry Branch Offices	0	0	0
Orthotists & Prosthetists	16	6	6
Osteopathic Medicine	200	31	30
Paramedics	3	33	4
Pharmacies	398	94	87
Pharmacists	406	191	196
Physical Therapy	22	25	19
Physician Assistant	32	11	8
Podiatric Medicine	33	10	4
Psychology	31	16	15
Radiologic Technology	0	5	2
Respiratory Care	18	14	12
School Psychology	3	0	0
Speech-Language Pathology & Audiology	14	7	3
Total	5,346	2,302	1,682
Referred Non-Jurisdictional	14	0	0
Grand Totals	5,360	2,302	1,682

**Definitions:**

**Probable Cause** – When a panel of a board or the Florida Department of Health finds sufficient evidence to bring formal charges against a licensee.

**Administrative Complaint** – Legal document that charges violation(s) of Florida statutes or rules against a licensee.

Table 8 • Performance Statistics on Disposition of Disciplinary Cases Against Healthcare Licensees

PROFESSION	REVOCATION	VOLUNTARY SURRENDER	SUSPENSION	PROBATION	LIMITATION/OBLIGATION	FINE	REPRIMAND	CITATION	DISMISSAL	*RESOLVED THROUGH FINAL ORDERS
Acupuncture	0	1	1	2	0	2	1	0	0	3
Anesthesiologist Assistant	0	0	0	0	0	0	0	0	0	0
Athletic Trainer	0	1	1	1	1	1	0	10	0	2
Certified Nursing Assistant	57	38	53	23	70	83	83	10	26	194
Certified Social Worker	0	0	0	0	0	0	0	0	0	0
Chiropractic Medicine	6	0	18	13	44	45	8	16	13	66
Clinical Lab Personnel	6	2	1	1	1	1	1	10	6	11
Clinical Social Work	1	1	1	1	3	6	2	3	1	9
Dental Hygienists	0	1	2	2	2	1	1	0	2	4
Dental Labs	0	1	1	0	2	4	0	0	1	4
Dentistry	1	3	5	6	42	41	15	30	9	46
Dietetics and Nutritionist	0	0	0	0	0	0	0	2	0	0
Electrolysis	0	1	1	0	2	2	1	1	1	4
Electrolysis Facilities	0	0	0	0	0	0	0	0	0	0
Emergency Med. Tech.	9	7	4	29	26	34	28	0	0	56
Hearing Aid Specialists	4	2	0	0	4	10	4	9	2	22
Marriage & Family Therapy	1	0	0	0	2	1	0	1	1	2
Massage Establishments	1	2	2	1	2	16	3	15	0	20
Massage Therapy	4	13	4	1	3	43	12	4	12	69
Medical Physicist	0	0	0	0	0	0	0	29	0	0



Table 8 • Performance Statistics on Disposition of Disciplinary Cases Against Healthcare Licensees

PROFESSION	REVOCAION	VOLUNTARY SURRENDER	SUSPENSION	PROBATION	LIMITATION/OBLIGATION	FINE	REPRIMAND	CITATION	DISMISSAL	*RESOLVED THROUGH FINAL ORDERS
Medicine	17	35	37	14	190	185	41	472	45	299
Mental Health Counseling	1	1	0	3	4	6	5	4	2	7
Midwifery	0	0	1	1	2	3	3	0	0	5
Naturopathic Medicine	0	0	0	0	0	0	0	0	0	0
Nursing	57	62	148	61	278	252	302	125	110	715
Nursing Home Administrators	0	1	0	0	1	3	2	196	0	7
Occupational Therapy	1	0	0	2	3	3	1	3	0	6
Optical Establishments	0	0	0	0	1	2	2	0	1	2
Opticianry	0	1	0	0	2	4	3	1	0	7
Optometry	1	0	4	2	6	6	5	7	5	7
Optometry Branch Offices	0	0	0	0	0	0	0	0	0	0
Orthotists & Prosthetists	0	0	1	0	0	0	0	0	2	17
Osteopathic Medicine	2	3	6	7	12	17	7	28	8	26
Paramedics	10	13	1	22	15	31	23	0	0	58
Pharmacies	0	10	1	4	9	43	5	3	38	66
Pharmacists	0	2	16	19	99	93	11	7	22	140
Physical Therapy	3	0	5	1	10	11	3	2	2	25
Physician Assistant	1	3	5	2	10	10	3	98	2	18
Podiatric Medicine	0	0	0	0	2	3	0	24	2	9
Psychology	0	0	0	1	1	1	1	1	0	1
Radiologic Technology	0	0	0	0	0	0	0	0	3	3
Respiratory Care	6	1	1	0	2	6	2	6	0	18
School Psychology	0	0	0	0	0	0	0	0	0	0
Speech-Language Pathology & Audiology	0	1	1	0	7	4	4	0	2	10
<b>Total</b>	<b>189</b>	<b>206</b>	<b>321</b>	<b>219</b>	<b>858</b>	<b>973</b>	<b>582</b>	<b>1,117</b>	<b>318</b>	<b>1,958</b>

\*This number represents the actual number of cases resolved by the issuance of a final order, not the number of final orders issued. A final order may contain more than one type of discipline, such as, probation, fine, and reprimand.

#### Definitions:

**Revocation** – The licensing board or department disciplined licensed practitioner and his/her license was removed.

**Voluntary Relinquishment** – The licensed practitioner elected to give up his/her license to practice in the state of Florida.

**Suspension** – The licensing board or department disciplined licensed practitioner, prohibiting practitioner from practicing in Florida for a specified period of time outlined in the final disciplinary order.

**Probation** – The licensing board or department disciplined practitioner and placed his/her license in a probationary status as specified by final disciplinary order.

**Limitation/Obligation** – A penalty, including restrictions and requirements placed on a practitioner, in a disciplinary proceeding against the practitioner's license.

**Citation** – A disciplinary final order in a complaint resolved through the citation process; a formal alternative resolution of minor violations, usually involving a fine and obligations imposed as approved by a board rule.

**Dismissal** – Probable cause was found but the case was not prosecuted.

**Final Order** – The official document that records the final decision that results from a disciplinary proceeding under chapter 120 and that has been filed with the department's agency clerk.

Table 9 • Performance Statistics for Medical Malpractice Claims

PROFESSION	CIVIL COURT CLAIMS	CLOSED CLAIMS	NICA CLAIMS	"3 IN 5" INITIATED	"3 IN 5" DISCIPLINES	CLOSED CLAIMS DISCIPLINED	CLOSED CLAIMS NON-DISCIPLINE
Acupuncture	0	0	0	0	0	0	0
Anesthesiology Assistants	0	0	0	0	0	0	0
Athletic Trainers	0	0	0	0	0	0	0
Certified Nursing Assistant	3	0	0	0	0	0	0
Certified Social Workers	0	0	0	0	0	0	0
Chiropractic Medicine	7	13	0	0	0	0	0
Clinical Lab Personnel	0	0	0	0	0	0	0
Dental Hygienists	0	0	0	0	0	0	0
Dental Laboratories	0	0	0	0	0	0	0
Dentistry	3	101	0	12	1	1	6
Dietetics and Nutritionist	0	0	0	0	0	0	0
Electrolysis	0	0	0	0	0	0	0
Electrolysis Facilities	0	0	0	0	0	0	0
Emergency Medical Technician	0	0	0	0	0	0	0
Hearing Aid Specialists	0	0	0	0	0	0	0
Marriage & Family Therapists	0	0	0	0	0	0	0
Massage Establishments	0	0	0	0	0	0	0
Massage Therapy	0	0	0	0	0	0	0
Medical Physicists	0	0	0	0	0	0	0
Medicine	263	1,431	37	124	0	7	121
Mental Health Counselor	0	0	0	0	0	0	0
Midwifery	0	0	1	0	0	0	0
Naturopathic Medicine	0	0	0	0	0	0	0
Nursing – ARNP	18	3	1	0	0	0	1
Nursing - RN	44	1	0	0	0	0	0
Nursing - LPN	9	0	0	0	0	0	1
Nursing Home Administrators	53	0	0	0	0	0	0
Occupational Therapy	0	0	0	0	0	0	0
Optical Establishments	0	0	0	0	0	0	0
Opticianry	0	0	0	0	0	0	0
Optometry	0	1	0	0	0	0	0
Optometry Branch Offices	0	0	0	0	0	0	0
Orthotists & Prosthetists	0	0	0	0	0	0	0
Osteopathic Medicine	16	125	1	14	0	0	10
Paramedics	0	0	0	0	0	0	0
Pharmacies	1	0	0	0	0	0	0
Pharmacists	1	0	0	0	0	0	0
Physical Therapy	2	0	0	0	0	0	0
Physician Assistant	3	7	0	0	0	0	2
Podiatric Medicine	5	59	0	2	0	0	6
Psychology	0	1	0	0	0	0	0
Radiologic Technology	0	0	0	0	0	0	0
Respiratory Care	0	0	0	0	0	0	0
School Psychology	0	0	0	0	0	0	0
Speech-Language Path & Audiology	0	0	0	0	0	0	0
Total	428	1,742	40	152	1	8	147
Referred Non-Jurisdictional	47	1	0	0	0	0	0
Grand Totals	475	1,743	40	152	1	8	147

**Definitions:**

**3 in 5 Initiated** – Investigation started when the practitioner has had three or more closed medical malpractice claims within the last five years that meet certain statutory conditions.

**3 in 5 Disciplines** – Three in five initiated investigations that resulted in a disciplinary action.

Table 10 • Hospital Annual Report (Source 75) Complaints

Hospitals/Facilities Reporting	25
Practitioners Reported	58
Non-jurisdictional	36
Medicine	12
Nursing - ARNP	9
Osteopathic Medicine	1

Table 11 • Performance Statistics on Unlicensed Activity

PROFESSION	COMPLAINTS	REFERRED FOR INVESTIGATION	INVESTIGATIONS COMPLETED	CEASE & DESIST ISSUED	REFERRALS TO LAW ENFORCEMENT	ARRESTS	CONVICTIONS
Acupuncture	7	7	6	2	1	1	0
Anesthesiology Assistant	0	0	0	0	0	0	0
Athletic Trainer	3	3	3	0	0	0	0
Certified Nursing Assistant	19	20	14	6	4	1	1
Certified Social Worker	0	0	0	0	0	0	0
Chiropractic Medicine	9	9	13	4	0	2	1
Clinical Laboratory Personnel	6	6	2	0	0	0	0
Clinical Social Work	2	2	0	0	0	0	0
Dental Hygienist	0	0	4	0	0	2	0
Dental Labs	8	8	6	2	3	1	0
Dentistry	49	49	38	7	9	12	5
Dietetics and Nutritionist	9	9	7	5	2	0	0
Electrolysis	12	11	10	6	2	0	0
Electrolysis Facilities	13	12	8	4	2	0	0
Emergency Medical Technicians	10	10	8	1	0	0	0
Hearing Aid Specialists	12	12	5	2	1	0	0
Marriage and Family Therapy	1	1	1	1	0	0	0
Massage Establishments	111	111	125	65	14	5	0
Massage Therapy	93	93	84	26	13	28	10
Medical Physicist	0	0	0	0	0	0	0
Medicine	76	76	62	10	8	17	0
Mental Health Counseling	9	8	6	0	0	1	0
Midwifery	3	3	3	0	1	3	0
Naturopathic Medicine	3	3	3	2	0	1	0
Nursing - ARNP	0	0	0	0	0	0	0
Nursing - LPN	7	9	9	1	5	2	0
Nursing - RN	10	10	10	2	3	5	0
Nursing Home Administrators	0	0	0	0	0	0	0
Occupational Therapy	0	0	1	0	0	0	0
Optical Establishments	23	22	19	11	3	0	0
Opticianry	16	16	18	10	2	0	0
Optometry	3	3	3	0	0	1	0
Optometry Branch Offices	0	0	0	0	0	0	0
Orthotists & Prosthetists	15	16	21	5	2	6	0
Osteopathic Medicine	2	2	3	1	3	0	0
Paramedics	0	0	0	0	0	0	0

Note: "Referrals to Law Enforcement" replaces the column "Referrals to State Attorney" from previous Annual Report tables.

Table 11 • Performance Statistics on Unlicensed Activity

PROFESSION	COMPLAINTS	REFERRED FOR INVESTIGATION	INVESTIGATIONS COMPLETED	CEASE & DESIST ISSUED	REFERRALS TO LAW ENFORCEMENT	ARRESTS	CONVICTIONS
Pharmacies	42	28	20	2	34	2	0
Pharmacists	22	24	26	2	5	16	0
Physical Therapy	3	5	10	4	2	2	0
Physician Assistant	4	5	5	0	0	0	0
Podiatric Medicine	6	5	4	2	0	2	0
Psychology	12	11	13	5	4	0	0
Radiologic Technology	20	23	14	4	1	0	0
Respiratory Care	2	2	4	1	0	0	0
School Psychology	0	0	1	0	0	0	0
Speech-Language Pathology & Audiology	5	5	5	3	0	0	0
<b>Total</b>	<b>647</b>	<b>639</b>	<b>594</b>	<b>196</b>	<b>124</b>	<b>110</b>	<b>17</b>
Referred Non-Jurisdictional	22	22	16	1	1	5	0
<b>Grand Totals</b>	<b>669</b>	<b>661</b>	<b>610</b>	<b>197</b>	<b>125</b>	<b>115</b>	<b>17</b>

Note: "Referrals to Law Enforcement" replaces the column "Referrals to State Attorney" from previous Annual Report tables.

**MQA Annual Report: July 1, 2005- June 30, 2006**

**Table 12 • Revenue/Expenditures/Cash Balances**

<b>PROFESSION</b>	<b>BEGINNING CASH BALANCE</b>	<b>REVENUES</b>	<b>EXPENDITURES</b>	<b>ENDING CASH BALANCE</b>	<b>UNLICENSED ACTIVITY CASH BALANCE</b>
Acupuncture	\$1,433,978	\$561,621	\$350,366	\$1,645,233	\$39,942
Anesthesiologist Assistants	\$(52,088)	\$(5,439)	\$3,342	\$(60,869)	\$20
Athletic Trainers	\$411,801	\$45,839	\$81,689	\$375,951	\$10,458
Chiropractic	\$641,423	\$3,283,820	\$1,881,453	\$2,043,790	\$(8,144)
Clinical Lab Personnel	\$446,388	\$702,084	\$654,148	\$494,324	\$175,648
Certified Nursing Assistants	\$(3,321,897)	\$5,721,130	\$4,084,159	\$(1,684,927)	\$228,956
Certified Social Workers	\$(128,122)	\$526	\$244	\$(127,840)	\$(6,541)
CSW,MFT,MHC	\$3,331,032	\$601,553	\$1,469,594	\$2,462,991	\$370,390
Dentistry	\$(1,083,175)	\$4,548,783	\$3,239,254	\$226,353	\$(216,022)
Dental Hygienist	\$807,178	\$1,849,478	\$1,028,885	\$1,627,771	\$121,163
Dental Labs	\$532,910	\$210,988	\$104,218	\$639,680	\$7,444
Dietetics & Nutrition	\$400,444	\$111,842	\$199,526	\$312,759	\$13,282
Drugs, Devices & Cosmetics	\$(694)	\$125	\$270,643	\$(271,212)	\$(4)
Electrolysis	\$(816,528)	\$378,262	\$171,998	\$(610,264)	\$(33,006)
Emergency Medical Technicians	\$(392,902)	\$300,286	\$901,260	\$(993,876)	\$(9,124)
Hearing Aid Specialist	\$(734,662)	\$123,451	\$275,763	\$(886,975)	\$(20,272)
Massage Therapy	\$3,613,677	\$4,878,427	\$2,432,798	\$6,059,306	\$148,789
Medical Physicists	\$186,868	\$26,240	\$58,270	\$154,837	\$3,796
Medicine	\$5,039,689	\$17,495,620	\$14,572,124	\$7,963,186	\$285,035
Midwifery	\$(707,922)	\$72,033	\$53,839	\$(689,729)	\$(24,354)
Naturopathy	\$(252,411)	\$1	\$40,811	\$(293,221)	\$(19,791)
Nursing	\$9,668,193	\$10,361,029	\$13,679,279	\$6,349,943	\$3,197,386
Nursing Home Administrators	\$(631,647)	\$466,638	\$376,055	\$(541,064)	\$5,167
Occupational Therapy	\$722,020	\$164,431	\$321,671	\$564,780	\$120,482
Opticianry	\$1,772,625	\$176,256	\$432,058	\$1,516,823	\$(7,899)
Optometry	\$648,319	\$264,424	\$618,011	\$294,732	\$15,947
Orthotist & Prosthetist	\$(521,901)	\$412,914	\$266,235	\$(375,222)	\$(61,522)
Osteopathic Medicine	\$657,101	\$2,399,116	\$1,624,338	\$1,431,880	\$23,688
Paramedics	\$(119,355)	\$120,566	\$364,569	\$(363,358)	\$(1,426)
Pharmacy	\$2,645,471	\$5,532,294	\$5,047,609	\$3,130,156	\$(28,941)
Physical Therapy	\$1,920,017	\$1,947,219	\$963,194	\$2,904,042	\$103,546
Physician Assistants	\$660,480	\$994,314	\$792,100	\$862,694	\$55,602
Podiatry	\$(494,748)	\$726,699	\$385,794	\$(153,844)	\$9,692
Psychology	\$1,216,267	\$1,801,683	\$699,596	\$2,318,354	\$15,867
Radiological Technicians	\$-	\$293,781	\$864,589	\$(570,809)	\$(12,519)
Respiratory Therapy	\$902,946	\$214,370	\$574,095	\$543,221	\$147,750
School Psychology	\$116,621	\$169,349	\$42,525	\$243,445	\$8,814
Speech-Language Pathology & Audiology	\$2,488,008	\$1,068,807	\$505,869	\$3,050,946	\$72,342
<b>Total</b>	<b>\$31,005,404</b>	<b>\$68,020,560</b>	<b>\$59,431,971</b>	<b>\$39,593,987</b>	<b>\$4,731,641</b>

NOTE: Neurological Injury Compensation Association (NICA) is a pass through and is excluded.

**MQA Annual Report: July 1, 2005- June 30, 2006**

**Table 13 • Projected Cash Balances**

<b>PROFESSION</b>	<b>PROJECTED CASH BALANCE 2006-2007</b>	<b>PROJECTED CASH BALANCE 2007-2008</b>	<b>PROJECTED CASH BALANCE 2008-2009</b>	<b>PROJECTED CASH BALANCE 2009-2010</b>	<b>PROJECTED CASH BALANCE 2010-2011</b>	<b>PROJECTED CASH BALANCE 2011-2012</b>
Acupuncture	\$1,463,458	\$1,789,020	\$1,601,164	\$1,920,037	\$1,725,401	\$2,037,403
Anesthesiologist Assistants	\$(86,645)	\$(116,863)	\$(143,247)	\$(174,134)	\$(201,196)	\$(232,770)
Athletic Trainers	\$510,201	\$470,916	\$603,464	\$562,306	\$692,955	\$649,873
Chiropractic	\$926,767	\$2,358,793	\$1,205,164	\$2,596,918	\$1,402,475	\$2,752,866
Clinical Lab Personnel	\$1,219,268	\$1,147,783	\$1,857,160	\$1,768,550	\$2,460,571	\$2,354,371
Certified Nursing Assistants	\$(4,948,304)	\$(5,987,347)	\$(9,326,611)	\$(10,449,141)	\$(13,873,016)	\$(15,081,295)
Certified Social Workers	\$(127,240)	\$(127,240)	\$(126,640)	\$(126,640)	\$(126,040)	\$(126,040)
CSW,MFT,MHC	\$3,907,238	\$2,859,914	\$4,270,961	\$3,187,112	\$4,561,142	\$3,439,777
Dentistry	\$(1,877,598)	\$(581,685)	\$(2,750,334)	\$(1,525,600)	\$(3,766,385)	\$(2,614,758)
Dental Hygienist	\$950,361	\$1,799,538	\$1,103,643	\$1,932,484	\$1,215,979	\$2,023,932
Dental Labs	\$505,736	\$559,691	\$422,707	\$473,317	\$332,943	\$380,118
Dietetics & Nutrition	\$528,095	\$387,772	\$598,244	\$452,569	\$657,617	\$506,445
Drugs, Devices & Cosmetics	\$(405,883)	\$(544,884)	\$(682,352)	\$(824,430)	\$(965,017)	\$(1,110,256)
Electrolysis	\$394,483	\$400,225	\$307,441	\$309,036	\$212,048	\$209,383
Emergency Medical Technicians	\$(1,273,305)	\$(1,571,371)	\$(1,862,840)	\$(2,174,151)	\$(2,479,044)	\$(2,803,960)
Hearing Aid Specialist	\$(484,814)	\$(693,756)	\$(298,283)	\$(514,584)	\$(126,569)	\$(350,428)
Massage Therapy	\$5,891,601	\$8,842,641	\$8,626,047	\$11,523,302	\$11,252,199	\$14,094,212
Medical Physicists	\$202,790	\$186,725	\$233,827	\$216,826	\$262,979	\$245,016
Medicine	\$11,398,780	\$14,345,313	\$17,464,955	\$20,063,892	\$22,831,261	\$25,073,183
Midwifery	\$(742,940)	\$(727,022)	\$(781,571)	\$(767,124)	\$(823,164)	\$(810,229)
Naturopathy	\$(314,892)	\$(339,066)	\$(361,224)	\$(385,933)	\$(408,633)	\$(433,892)
Nursing	\$6,479,788	\$6,163,304	\$6,004,804	\$5,371,095	\$4,891,101	\$3,931,571
Nursing Home Administrators	\$(391,755)	\$(698,750)	\$(557,467)	\$(873,292)	\$(740,958)	\$(1,065,853)
Occupational Therapy	\$807,742	\$549,627	\$784,076	\$516,596	\$741,554	\$464,454
Opticianry	\$1,738,802	\$1,425,534	\$1,637,663	\$1,313,557	\$1,514,703	\$1,179,466
Optometry	\$796,653	\$359,598	\$847,412	\$394,837	\$866,922	\$398,406
Orthotist & Prosthetist	\$(342,317)	\$(173,507)	\$(333,332)	\$(170,275)	\$(335,930)	\$(178,782)
Osteopathic Medicine	\$295,175	\$1,146,770	\$(21,555)	\$795,253	\$(408,326)	\$372,754
Paramedics	\$(482,857)	\$(610,074)	\$(734,559)	\$(867,262)	\$(997,306)	\$(1,135,643)
Pharmacy	\$1,025,300	\$2,707,376	\$498,418	\$2,065,966	\$(259,060)	\$1,190,858
Physical Therapy	\$2,438,024	\$3,564,625	\$3,081,338	\$4,188,941	\$3,686,400	\$4,774,489
Physician Assistants	\$398,500	\$905,392	\$426,240	\$916,675	\$420,845	\$894,378
Podiatry	\$232,336	\$568,967	\$260,121	\$587,922	\$270,127	\$588,858
Psychology	\$1,910,824	\$3,018,163	\$2,595,431	\$3,686,046	\$3,246,365	\$4,319,802
Radiological Technicians	\$(710,657)	\$(864,435)	\$(1,013,282)	\$(1,176,961)	\$(1,335,842)	\$(1,509,690)
Respiratory Therapy	\$1,418,253	\$1,011,142	\$1,873,647	\$1,452,756	\$2,301,295	\$1,866,249
School Psychology	\$223,954	\$363,884	\$343,664	\$482,791	\$461,757	\$600,060
Speech-Language Pathology & Audiology	\$2,786,939	\$3,326,737	\$3,052,636	\$3,581,330	\$3,295,975	\$3,813,263
<b>Total</b>	<b>\$36,261,861</b>	<b>\$47,223,450</b>	<b>\$40,706,930</b>	<b>\$50,330,587</b>	<b>\$42,458,128</b>	<b>\$50,707,591</b>

NOTE: Neurological Injury Compensation Association (NICA) and Unlicensed Activity are excluded from the amounts shown above.

**MQA Annual Report: July 1, 2005- June 30, 2006**

**Table 14 • A Review of the Adequacy of Renewal Fees**

PROFESSION	FY 06-07 & 07-08 ESTIMATED EXPENDITURES	LICENSEES	COST TO REGULATE <sup>1</sup>	RENEWAL FEE CAP	CURRENT RENEWAL FEE	SUFFICIENT CURRENT RENEWAL FEE
1. Acupuncture	\$594,939	1,811	\$329	\$500	\$300/\$150	Yes
2. Anesthesiologist Assistants	\$59,494	5	\$11,899	\$1,000	\$500	
3. Athletic Trainers	\$166,583	1653	\$101	\$200/\$100	\$125/\$50	Yes
4. Certified Nursing Assistants	\$7,424,838	343,495	\$22	\$50	\$20	
5. Chiropractic	\$3,581,532	9,123	\$393			Yes
A. Chiropractic				\$500	\$500/\$250	
B. Chiropractic PA				\$250	\$50/\$28	
C. Registered Chiro PA				\$25	\$25	
6. Clinical Lab	\$1,523,044	17,003	\$90			Yes
A. Director				\$150	\$150	
B. Supervisor				\$150	\$143	
C. Technologist				\$150	\$121	
D. Technician				\$150	\$82	
E. Training Program				\$300	\$300	
F. Inactive				\$50	\$50	
7. Certified Social Worker	\$-	5	\$0	\$250	\$150	
8. CSW,MFT,MHC	\$3,248,367	21,051	\$154			Yes
A. Active				\$250	\$145	
B. Inactive				\$50	\$50	
C. Interns				\$100	\$75	
9. Dentistry	\$6,330,150	11,804	\$536	\$300	\$300	
10. Dental Hygienist	\$1,808,615	11,544	\$157	\$300	\$135	Yes
11. Dental Labs	\$297,470	1,187	\$251	\$300	\$200	Yes
12. Dietetics & Nutrition	\$475,951	3,727	\$128	\$600	\$100/\$95	Yes
13. Electrolysis	\$368,862	1,062	\$347	\$100	\$100	See Notes
14. Hearing Aid Spec	\$654,433	1,014	\$645	\$600	\$600	
15. Massage Therapy	\$4,783,309	36,363	\$132			Yes
A. Massage Therapist				\$200/\$250	\$150	
B. Massage Establishment				\$200	\$150	
16. Medical Physicists	\$83,292	468	\$178	\$500	\$150	Yes
17. Medicine	\$30,913,027	59,111	\$523	\$500	\$424	Yes
18. Midwifery	\$130,887	151	\$867	\$500	\$500/\$100	
19. Naturopathic	\$47,595	7	\$6,799	\$1,000	\$250	
20. Nursing	\$28,212,005	292,674	\$96			Yes
A. Nurse				No Cap	\$55	
B. ARNP				\$105	\$105	
21. Nursing Home Admin	\$785,320	1,817	\$432	No Cap	\$250	
22. Occupational Therapy	\$832,915	8,340	\$100	No Cap	\$55	Yes
23. Opticianry	\$963,801	5,766	\$167	\$350/\$50	\$150/\$50	Yes
24. Optometry	\$1,380,258	3,571	\$387			Yes
A. Optometrist				\$300	\$300	
B. Branch Office				\$100	\$100	
25. Orthotist & Prosthetist	\$511,647	684	\$748	\$500	\$500	
26. Osteopathic	\$3,093,682	6,153	\$503	\$500	\$400/\$200	Yes

Table 14 • A Review of the Adequacy of Renewal Fees

PROFESSION	FY 06-07 & 07-08 ESTIMATED EXPAND	LICENSEES	COST TO REGULATE <sup>1</sup>	RENEWAL FEE CAP	CURRENT RENEWAL FEE	SUFFICIENT CURRENT RENEWAL FEE
27. Pharmacy	\$10,185,354	40,905	\$249			Yes
A. Pharmacists				\$250	\$245	
B. Consultant Pharmacist				\$250	\$50	
C. Nuclear Pharmacist				\$250	\$100	
D. Pharmacies Permit				\$250	\$250	
28. Physical Therapy	\$1,689,627	16,947	\$100			Yes
A. Physical Therapist				\$200	100/\$50	
B. Physical Therapist Assistant				\$150	100/\$50	
29. Physician Assistant	\$1,463,550	4,391	\$333			Yes
A. Physician Assistant				\$500	\$150	
B. Prescribing Physician Assistant				\$400	\$300	
30. Podiatry	\$785,320	2,356	\$333			See Notes
A. Podiatric Medicine				\$350	\$350	
B. Certified Podiatric Technician				No Cap	\$100/\$50	
C. Certified Podiatric X-Ray Assistant				No Cap	\$75	
31. Psychology	\$1,487,347	4,000	\$372	\$500	\$400	Yes
32. Respiratory Therapy	\$1,225,574	11,798	\$104	\$200	121/\$50	Yes
33. School Psychology	\$71,393	639	\$112	\$500	250/\$150	Yes
34. Speech-Lang Pathology & Audiology	\$987,599	8,403	\$118	\$500	125/\$100	Yes

**Notes:**

1. Cost to regulate is computed by adding FY 06-07 and FY 07-08 estimated expenditures divided by the total number of active and inactive licensees as of June 30, 2006.
2. If there is a positive cash balance at June 30, 2012 then the current renewal fee is deemed to be sufficient.
3. Two amounts in the column for fee caps and/or current fees represent two different amounts for active and inactive licensees.
4. Emergency Medical Technicians, Paramedics, Radiological Technicians and Drugs, Devices, and Cosmetics governed by Chapter 456. are not included since they are not governed by Chapter 456.
5. Electrologists and Podiatry are projected to have a positive cash balance at June 30, 2012 due to a one-time assessment. Renewal fee caps need to be raised to preclude future one time assessments.



Table 15 • Internet Traffic Board/Council or Department Administered Professions

BOARD/COUNCIL OR DEPARTMENT ADMINISTERED PROFESSIONS	VISITS	DOWNLOADS	HITS
Acupuncture	25,822	6,147	53,443
Anesthesiology Assistants	12,414	9,770	20,698
Consumer Advocacy Program	3,951	611	5,201
Athletic Training	17,505	3,599	34,996
Certified Nursing Assistants	157,021	128,832	395,727
Chiropractic Medicine	49,723	26,866	126,679
Clinical Laboratory Personnel	42,814	27,460	116,751
CSW,MFT,MHC (491Boards)	115,855	94,215	361,708
Healthcare Clinic Registration	5,884	0	86,780
Dentist, Dental Hygiene, or Dental Labs	109,972	93,308	306,014
Dietetics & Nutrition	23,834	14,321	51,958
Electrologist or Electrology Facilities	30,610	16,528	63,544
EMT-Paramedic	73,043	40,349	211,106
Hearing Aid Specialists	15,059	3,800	28,021
Massage Therapist or Establishments	103,309	94,867	273,995
Medical Physicists	13,456	1,866	25,345
Medicine	205,060	249,557	597,602
Midwifery	16,411	5,278	31,433
Naturopaths	2,703	0	3,230
Nursing	449,136	240,902	1,351,745
Nursing Home Administrators	33,094	20,959	78,755
Occupational Therapy	34,499	17,535	77,502
Opticianry or Optical Establishments	24,482	13,262	55,565
Optometry or Optometry Branch Facilities	30,209	15,641	66,928
Osteopathic Medicine	38,128	18,172	80,996
Pharmacists or Pharmacies	158,267	119,878	468,079
Physical Therapy	78,124	38,610	199,617
Physician Assistants	34,950	32,625	90,927
Podiatric Medicine	18,040	7,716	35,071
Orthotists & Prosthetists	18,311	7,930	36,869
Psychology	53,363	26,524	136,961
Radiation Technology	73,043	40,349	211,106
Respiratory Care	37,888	16,011	80,565
School Psychology	17,465	2,579	31,055
Speech Language Pathology & Audiology	47,147	39,807	112,033
Total	2,170,592	1,475,874	5,908,005

PROGRAM SERVICES SITES	VISITS	DOWNLOADS	HITS
Client Services (Public Record Requests)	696,387	0	978,537
Compliance	240	3	301
Enforcement (Compliants & Discipline)	148,505	466,747	643,329
Exam	84,968	63,060	233,727
Florida Commission on Excellence Healthcare - Legislation	8,194	11,587	18,007
Licensee Data	14,556	0	15,990
Profiling (non-system content)	261,272	107,795	476,594
PRAES (non-system content)	399,043	0	483,602
Publications	98,838	66,829	175,892
Unlicensed	16,565	3,567	23,809
Total	1,728,568	719,588	3,049,788
MQA Sevcies (Program System Application) Total	888,090	0	2,846,221

The MQA Services System consists of the several sub-systems, which are listed below. The sub-systems have been grouped by their potential audience/user group:

**Current License Holders:**

- License Renewal
- Address Change
- Practitioner Profile Update System – five (5) profiled professions only
- Request Duplicate License System
- One Time Fee Assessment - for selected professions as required/needed

**Potential Applicants or License Candidates:**

- Initial Licensure Application - online initial application of selected profession(s)
- Examination Grade Report System and Online Testing Services Administration System - for license candidate to view exam information
- License Advisory System - public-accessible license evaluation tool for requirements of licensure of selected professions
- Application and Information Request System

**Private Citizens, Employers or Potential Employers, and Other Interested Parties:**

- License Look-Up Application - public-accessible view of all MQA regulated professions' basic license information
- Practitioner Profile Application - public-accessible view of practitioner profiling information for the five (5) profiled professions only
- License CD Data Request System and License CD Data Request Administration System - purchase license information of professions
- Licensure Certification and Non-Certification System - purchase license certification letters from MQA compliance unit about a licensee's practicing status
- CNA Look-up - public-accessible view of CNA Registry information

**Definitions:**

**Visits** – A visit is a series of actions that begins when a visitor views their first page from the server, and ends when the visitor leaves the site or remains idle beyond the idle-time limit.

**Downloads** - Number of times the specified file was downloaded by a visitor. If an error occurred during a transfer, the transfer is not counted.

**Hits** – Each file requested by a visitor registers as a hit. There can be several hits on each page. While the volume of hits reflects the amount of server traffic, it is not an accurate reflection of the number of pages viewed.

Table 16 • Online Renewals

PROFESSION	RENEWALS PROCESSED ONLINE (NUMBER OF TRANSACTIONS)	E-RENEWAL USAGE PERCENTAGE (NUMBER OF ONLINE RENEWALS PROCESSED/ NUMBER OF RENEWALS PROCESSES ON TIME)
Massage	12389	47.15%
Pharmacy	14120	64.69%
Psychology	2424	57.44%
Orthotist & Prosthetist	244	48.41%
Physical Therapy	9393	63.47%
Speech Language/Audiology	3367	57.05%
Midwifery	0	0.00%
Certified Nursing Assistant	0	0.00%
Medical	12965	55.14%
Physician Assistant	2068	58.12%
Dental	11047	49.38%
Acupuncture	805	52.72%
Radiological Technologist	0	0.00%
Osteopathic	2500	55.53%
Chiropractic	2698	44.81%
Podiatry	888	47.56%
Nursing	67237	66.01%
Electrology	275	39.57%
Totals	142420	42.80%

Table 17 • Student Loan Defaults

PROFESSION	REPORTS OF DEFAULT RECEIVED	INVESTIGATIONS COMPLETED	ESO ISSUED	PROBABLE CAUSE FOUND	NO PROBABLE CAUSE FOUND	DISCIPLINARY ACTION TAKEN	FINE AMOUNTS COLLECTED
Chiropractic Medicine	8	4	5	4	0	7	\$23,886.33
Dentistry	2	0	0	0	1	0	\$0
Medicine	3	1	1	0	0	0	\$0
Pharmacists	0	0	0	0	1	0	\$0
Total	13	5	6	4	2	7	\$23,886.33
Referred Non- Jurisdictional	0	0	0	0	0	0	\$0
Grand Totals	13	5	6	4	2	7	\$23,886.33

**Definitions:**

**ESO (Emergency Suspension Order)** – An order issued by the Florida Department of Health suspending the license of a practitioner. A practitioner may not practice in the state of Florida while under an emergency suspension order.

**Probable Cause Found** – A panel of a Board or the Florida Department of Health found sufficient evidence to bring formal charges against a licensee.



*the road to quality health care*  
**MQA**  
*begins here*<sup>SM</sup>

[www.doh.state.fl.us/mqa](http://www.doh.state.fl.us/mqa)