



# **Strategic Plan**

## **2017-2020**

Adopted: December 1, 2016

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# MEMBERS OF THE DENTAL BOARD OF CALIFORNIA

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Steven Morrow, DDS, MS, President

Judith Forsythe, RDA, Vice President

Steven Afriat, Secretary

Fran Burton, MSW

Steven D. Chan, DDS

Yvette Chappell-Ingram

Katie Dawson, BS, RDHAP

Kathleen King

Ross Lai, DDS

Huong Le, DDS, MA

Meredith McKenzie, ESQ.

Thomas Stewart, DDS

Bruce L. Witcher, DDS

Debra Woo, DDS, MA

Edmund G. Brown, Jr., Governor

Alexis Podesta, Acting Secretary, Business Consumer Services and Housing Agency

Awet Kidane, Director, Department of Consumer Affairs

Karen Fischer, MPA, Executive Officer, Dental Board of California

## MESSAGE FROM THE PRESIDENT

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It is with a strong sense of pride that I present the Dental Board’s Strategic Plan (Plan) for 2017 – 2020. This Plan is a result of the combined efforts of members of the Dental Board, and Board staff. The process was very professionally facilitated by members of the Department of Consumer Affairs SOLID Unit.

This Strategic Plan is best viewed as a “road map” to guide the Board as it moves forward to better achieve its mission, vision, and values. It is also an important tool to ensure that the Board, its staff, and other interested and committed stakeholders are working together to accomplish common goals and outcomes, as identified in the Plan. This Strategic Plan also identifies the actions needed to achieve the Board’s goals and provides for strategic performance feedback needed for decision making that will enable the plan to evolve and grow as requirements and other circumstances change.

The members of the Dental Board, individually and collectively, are dedicated to the legislative mandate that protection of the public shall be its highest priority. Whenever the protection of the public is inconsistent with other interests sought to be promoted, the protection of the public will always be paramount.

Steven G. Morrow, DDS, MS  
Dental Board of California President  
2016

## ABOUT THE BOARD

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The Dental Board of California licenses and regulates dentists, registered dental assistants, and registered dental assistants in extended functions. The Board assures the initial and continued competence of its licensees through licensure, investigation of complaints against its licensees, and discipline of those found in violation of the Dental Practice Act (Business and Professions Code Sections 1600 et seq.), monitoring licensees whose licenses have been placed on probation, and managing the Diversion Program for licensees whose practice may be impaired due to abuse of dangerous drugs or alcohol.

The Board's objective is to protect and promote the health and safety of consumers in the State of California. To accomplish this objective, the Board must ensure that only those persons possessing the necessary education, examination and experience qualifications receive licenses; all licentiates obtain the required continuing dental education training; consumers are informed of their rights and how complaints may be directed to the Board; consumer complaints against licentiates are promptly, thoroughly and fairly investigated; and appropriate action is taken against licentiates whose care or behavior is outside of acceptable standards.

The composition of the Board is defined in Business & Professions Code Section 1603 to be fifteen (15) members and includes eight dentists, one licensed Registered Dental Hygienist and one licensed Registered Dental Assistant, all appointed by the Governor; and five public members, three appointed by the Governor, one by the Speaker of the Assembly and one by the Senate President ProTempore. The Board appoints the Executive Officer who oversees a staff of 70. In 2012, the Dental Assisting Council was established as a result of the Board's 2011 Sunset Review (Senate Bill 540, Chapter 385, Statutes of 2011) The Council is comprised of seven members: the Registered Dental Assistant member of the Board, another member of the Board, and five Registered Dental Assistants.

## RECENT ACCOMPLISHMENTS

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- Appointed a New Executive Officer
- Hired a New Assistant Executive Officer
- Hired a New Enforcement Chief
- The Governor appointed six new Board members and reappointed three members
- Appointed members to the Dental Assisting Council
- Completed the “Development and Validation of a Portfolio Examination for Initial Dental Licensure” report with the assistance of an outside contractor.
- Promulgated a regulation to implement the requirements of its Portfolio examination as a new pathway to dental licensure in California.
- Promulgated a rule-making to require an Administrative Law Judge (ALJ) to order revocation of a license when issuing a proposed decision that contains any findings of fact that: (1) a licensee engaged in any act of sexual contact with a patient, client, or customer; or, (2) the licensee has been convicted of or committed a sex offense. This proposal would prohibit the proposed decision issued by the ALJ under such circumstances from containing an order staying the revocation of the license or placing the licensee on probation.
- Revised the Orthodontic Assistant Permit Examination
- Conducted an Occupational Analysis of the Registered Dental Assistant profession
- Conducted an Occupational Analysis of the Registered Dental Assistant in Extended Functions profession
- The Enforcement Program’s ongoing efforts to address unlicensed activity resulted in five search warrants, four felony arrests for unlicensed dentistry, and 17 criminal filings.
- Provided educational presentations of the Board’s licensing and enforcement roles to graduating dental students at six California dental schools.
- Updated and published the Dental Practice Act in 2012-2016.
- Successfully completed the Board’s Sunset Review Report and participated in the Legislative Oversight Process to extend the Board’s operating authority until January 1, 2020.
- Successfully transitioned to a new computer system BreEZe
- Conducted a fee audit
- Sponsored legislation to establish the fees for initial dental licensure and biennial renewal of dental licensure at \$525 beginning January 1, 2015.
- Updated and adopted the Board Policy and Procedure Manual

# STRATEGIC GOALS

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**1** *LICENSING AND EXAMINATIONS*

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**2** *CONSUMER PROTECTION AND ENFORCEMENT*

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**3** *EDUCATION*

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**4** *LEGISLATION AND REGULATION*

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**5** *COMMUNICATION AND CUSTOMER SERVICE*

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**6** *ORGANIZATIONAL EFFECTIVENESS*

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**7** *DENTAL WORKFORCE*

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# Dental Board of California Mission, Vision, and Values

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## Mission

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*The Dental Board of California's mission is to protect and promote the oral health and safety of California consumers by ensuring the quality of dental health care within the State.*

## Vision

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*The Dental Board of California will be a recognized leader in public protection, promotion of oral health, and access to quality care.*

## Values

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*Consumer Protection*

*Professionalism*

*Accountability*

*Efficiency*

*Fairness*

*Diversity*



# GOAL 1: LICENSING AND EXAMINATIONS

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*Provide a licensing process that permits applicants timely access to the workforce without compromising consumer protection. Administer fair, valid, timely, comprehensive, and relevant licensing examinations.*

- 1.1 Develop and maintain communication with Western Regional Examining Board (WREB) and other regional testing agencies to sustain the integrity of the examination process.
- 1.2 Improve the Board's online license and permit renewal system to enhance convenience and effectiveness resulting in timely processing.
- 1.3 Promote the national movement to a curriculum integrated exam concept and gain further recognition of California's portfolio licensure pathway in other states.
- 1.4 Support dental schools' utilization of the portfolio licensure pathway.
- 1.5 Continue to review and improve the Registered Dental Assisting licensure pathway including communication with stakeholders and possible modification to the existing practical exam.

## **GOAL 2: CONSUMER PROTECTION AND ENFORCEMENT**

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*Ensure the Board's enforcement and diversion programs provide timely and equitable consumer protection.*

- 1.6 Research the feasibility of an anesthesia data collection plan in order to provide high quality and quantity data for future anesthesia regulations.
- 1.7 Research the feasibility of implementing in-house stipulations to expedite resolution, reduce costs and safeguard consumer protection.
- 1.8 Enhance training for subject matter experts in order to provide a more effective representation during the investigative and disciplinary process.
- 1.9 Contract with a vendor to audit and provide recommendations to improve the enforcement program's workload efficiency and effectiveness.
- 1.10 Explore the possibility of increasing per diem compensation for expert witnesses so that the Board can recruit the most qualified professionals.
- 1.11 Explore the feasibility of establishing a probationary unit to improve the effectiveness of probation monitoring and relieve investigator case workload.

## GOAL 3: EDUCATION

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*Set standards to ensure high quality educational services and programs, particularly in relation to international dental schools, registered dental assisting programs and continuing education for licensees.*

- 1.12 Regularly update dental school educational standards consistent with Commission on Dental Accreditation standards to ensure consistency in the approval of foreign dental schools whose education is equivalent to that of the United States.
- 1.13 Evaluate and improve the continuing education audit process to determine effectiveness.
- 1.14 Recruit subject matter experts for the dental assisting program, including course curriculum review and site visits, to ensure compliance with the Board's educational regulations.
- 1.15 Explore the feasibility of augmenting the continuing education program by regulating that providers administer a competency requisite to raise the standard of continuing education.

## GOAL 4: LEGISLATION AND REGULATION

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*Advocate legislation and promulgate regulations that advance the vision and mission of the Dental Board of California.*

- 1.16 Communicate with licensees and staff regarding updates to statutes and regulations to improve and maintain stakeholder awareness in a timely manner.
- 1.17 Identify and prioritize emerging issues that may be suitable for legislative proposals to stay current with professional standards while maintaining public protection.
- 1.18 Review and revise, if necessary, laws and regulations to ensure they align with current standard of care and emerging practices.
- 1.19 Train analytical staff regarding regulatory process and then assign regulations in need of revision to each to reduce regulatory backlog.

## GOAL 5: COMMUNICATION AND CUSTOMER SERVICE

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*Provide the most current information and quality customer service to the Board's stakeholders.*

- 1.20 Improve, update and redesign the Dental Board website to increase user friendliness, minimize frustration, educate stakeholders and result in the creation of a cost effective communication system.
- 1.21 Continually evaluate and monitor improvements to Versa Online BreEZe in order to maximize ease of use for applicants, licensees and consumers and consequently improve processing times and consumer protection.
- 1.22 Identify communication weaknesses and implement necessary changes to increase customer satisfaction, eliminate repeat callers, and re-establish trust with staff.
- 1.23 Research and evaluate various communication methods (print, website, and social media) and make determination on which method effectively communicates with licensees and consumers best.
- 1.24 Develop consumer centered forms in different languages that comply with the American Disability Act in order to be more inclusive.
- 1.25 Develop video tutorials to educate applicants, licensees and consumers regarding the application, licensing, BreEZe, complaint, and enforcement processes.

## GOAL 6: ORGANIZATIONAL EFFECTIVENESS

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*Build an excellent organization, with engaged employees, through effective leadership and responsible management.*

- 1.26 Establish, execute and continually evaluate the workforce engagement plan to improve morale and maintain partnership between management and staff.
- 1.27 Assess and streamline the process for prioritization of workload to improve efficiency.
- 1.28 Establish staff training in dental terminology and internal processes so staff have a basic understanding of dental terms and processes.

## GOAL 7: DENTAL WORKFORCE

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*Maintain awareness of the changes and challenges within the Dental community and serve as a resource to the Dental workforce.*

- 1.29 Advertise the availability of the loan repayment program to increase access to care in underserved areas.
- 1.30 Strengthen the relationship with California Dental Director to facilitate a needs assessment and improve access to care for vulnerable populations.
- 1.31 Develop and implement program to translate the data obtained from the workforce survey required at renewal to determine licensing trends and identify gaps with regards to access to care.
- 1.32 Support the virtual dental home model to increase access to oral health care for the most vulnerable populations.
- 1.33 Develop outreach to underserved communities regarding free clinics and communicate about free health care events to support access to care for underserved communities.

## Strategic Planning Process

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To understand the environment in which the Board operates and identify factors that could impact the Board's success, the California Department of Consumer Affairs' SOLID unit conducted an environmental scan of the internal and external environments by collecting information through the following methods:

- ◆ Interviews conducted with 14 Board and Council members completed during the months of July and August 2016.
- ◆ Three focus groups with DBC staff, on August 9, 10, and 17, 2016 to identify the strengths and weaknesses of DBC from an internal perspective. There were 51 participants.
- ◆ One focus group with BCE managers on August 11, 2016 to identify the strengths and weaknesses of DBC from an internal perspective. Five managers participated.
- ◆ Online surveys (qualitative and quantitative) sent to DBC stakeholders in August 2016 to identify the strengths and weaknesses of DBC from an external perspective. 381 completed the surveys. The below table shows how stakeholders identified themselves in the online survey.

The most significant themes and trends identified from the environmental scan were discussed by the Board and management team during a strategic planning session facilitated by SOLID on October 13 and 14, 2016. This information guided the Board in the development of its mission, vision, and values, while directing the strategic goals and objectives outlined in this 2017 – 2020 strategic plan.



## **DENTAL BOARD OF CALIFORNIA**

2005 EVERGREEN STREET, SUITE 1550  
SACRAMENTO, CA 95815  
916-263-2300  
WWW.DBC.CA.GOV

Prepared by:



Department of Consumer Affairs  
1747 N. Market Blvd., Suite 270  
Sacramento, CA 95834

*This strategic plan is based on stakeholder information and discussions facilitated by SOLID for the Dental Board of California in September and October 2016. Subsequent amendments may have been made after Board approval of this plan.*