



Arizona Medical Board

Strategic Plan

FY 2024-2028

MULTI-YEAR AGENCY STRATEGIC PLAN (FY 2024-2028)
ARIZONA MEDICAL BOARD
 And
ARIZONA REGULATORY BOARD OF PHYSICIAN ASSISTANTS
 Contact: Patricia E. McSorley, Executive
 Director Phone (480) 551-2720
 A.R.S. §32-1401 *et.seq.* and A.R.S. §32-2501 *et.seq.*

Mission:

The mission of the Arizona Medical Board and the Arizona Regulatory Board of Physician Assistants(“Agency”) is to protect public safety through the judicious licensing, regulation, and education of physicians and physician assistants.

Vision:

Protection of the Public through Regulatory Excellence

Agency Description:

The Agency staff supports the Arizona Medical Board (AMB), which licenses and regulates allopathic physicians (‘MDs’), and the Arizona Regulatory Board of Physician Assistants (‘PAs’), which licenses and regulates physician assistants. The Agency processes applications for licenses, handles public complaints against licensees, and disseminates information pertaining to licensees and the regulatory process. The Agency determines and administers disciplinary action of the respective Arizona practice acts. Together, the Agency regulates over 36,000 licensees.

	FY23	FY24	Percentage Increase
Total number of licensed MD’s	29,421	31,152	5.8%
Total number of licensed PA’s	4,616	5009	18.17%

Agency Core Values:

- Public Protection
- Integrity and Teamwork
- Competent, Courteous and Professional Service
- Responsible Fiscal Management

Strategic Issues:

Issue #1:

Investigate and resolve pending complaints within 180 days as recommended by the Auditor General’s guidelines.

Description:

The Agency is continuing to receive a large volume of complaints and is continuously reassessing its processes to introduce methods that will allow for a more expeditious resolution of complaints. In FY 24, the Agency opened 1,430 cases and completed 1,182 investigations. The efforts to meet the Auditor General’s guidelines have been stymied by the high turnover in the investigator positions and the need for increased funding to hire and retain qualified

investigators. It is noted that there has been a marked increase in the number of days to complete investigations from 240 days in FY 23 to 264 days in FY 24. A reduction in the number of days to complete an investigation should decrease in FY 25, as the Agency was provided with an increased appropriation for FY25 of \$174,000 earmarked for the hiring of two additional investigators. However, the Agency believes another two investigators are needed to meet the Auditor General’s guidelines to complete cases within 180 days. The Agency also notes that there has been a significant increase in disciplinary actions taken by the Medical Board in FY 24 (see chart below) evidencing an increase in the seriousness and complexity of the matters investigated by Staff and adjudicated by the Medical Board.

	FY23	FY24
Letter of Reprimand	13	37
Decree of Censure	1	6
Practice Restriction	3	16

Solutions:

1. Hire two full-time investigator positions as employees of the State of Arizona by using the FY25 appropriation to hire two investigators and requesting an additional appropriation for FY26 to hire two more investigators.
2. Incentivize and reward investigator performance to retain qualified medical board investigators.
3. Continue the process of reevaluation and assessment of the investigative process to reduce administrative tasks that may be assigned to administrative support staff to allow for investigative staff to focus on more substantive tasks such as interviewing witnesses, reviewing and analyzing documents and report writing.

Issue #2: Continue to Improve Data Retrieval Tools, Improve Access to Board Data While Maintaining Data Security and Integrity, and Expanding Online Services

Description:

The Information Technology Department (IT) oversees all technology related aspects of the Agency. The main responsibilities of this team relate to governance of the Agency’s technological systems, maintenance of the infrastructure and providing integrated technology solutions, all while providing superior service to our customers, internal and external. IT strives to blend the efficiency of existing and burgeoning technologies to keep the Agency on the path to digital transformation.

In FY 24, IT successfully migrated to a new and improved version of our licensing and regulation system with enhanced security and online services. IT continues to develop dashboards for financial and other Agency data.

Solutions:

1. Refresh licensing related websites and create online applications and renewal functionality where this is not currently available. The goal is to expand online services for providers to apply, renew and check the status of their applicants.

2. Refresh the Agency's public facing websites to allow for ease of use and responsiveness.
3. Continue to improve the Agency's cybersecurity standing by leveraging the enterprise level offerings through the State and continue to participate in Statewide technological committees in order to test products and provide feedback prior to adoption by ASET (Arizona State Administration of Technology).

Issue #3:

To continue to cooperate with Agency partners to disseminate and provide information and data related to healthcare and regulatory issues.

Description:

The Agency maintains data that is useful for those involved in healthcare and regulation to set policies and make informed decisions using Agency data. The Agency will continue to provide its partners with requested data and use available internal communication tools to inform Agency licensees of important information related to healthcare.

Solutions:

1. Continue to work with the Pharmacy Board to gain licensee compliance in reviewing data from the Prescription Monitoring Program (PMP) prior to prescribing controlled substances.
2. Continue to collaborate with the Department of Health Services and other health regulatory boards to implement the Health Professional Workforce Data Repository.
3. Continue to disseminate regulatory and healthcare information to Agency licensees to educate and inform licensees of important developments, particularly by providing a quarterly newsletter to licensees.

Agency Summary

Arizona Medical Board

Patricia E. McSorley, Executive Director

Phone: 480-551-2720

A.R.S. §§ 32-1401 et seq. and A.R.S. §§ 32-2501 et seq.

Mission:

To protect public safety through the judicious licensing, regulation, and education of physicians and physician assistants.

Description:

The Agency staff supports the Arizona Medical Board, which licenses and regulates allopathic physicians ('MDs'), and the Arizona Regulatory Board of Physician Assistants, which licenses and regulates physician assistants ('PAs'). The Agency processes applications for licenses, handles public complaints against licensees, and disseminates information pertaining to licensees and the regulatory process. The Agency determines and administers disciplinary action of the respective Arizona practice acts. Together, the Agency regulates over 30,500 licensees.

Agency Summary: (\$ Thousands)

Program	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
► Licensing, Regulation, & Rehabilitation	8,118.7	8,424.9	8,686.1
Agency Total:	8,118.7	8,424.9	8,686.1

Funding:

	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Other Appropriated Funds	8,118.7	8,424.9	8,686.1
Total Funding	8,118.7	8,424.9	8,686.1

FTE Positions	48.0	63.5	65.5
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5 Year Plan

Description:

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	63.5	63.5	63.5
General Fund	-	-	-
Other Appropriated Funds	8,598.9	8,598.9	8,598.9
Non-Appropriated Funds	-	-	-
Federal Funds	-	-	-



Goal 1

To increase activities devoted to addressing public safety, healthcare and regulatory issues of importance to licensees, stakeholders, and the general public through collaboration with others, policy making and information dissemination.

Performance Measures

	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Number of substantive policy statements, guidelines, rules, or rule revisions adopted	1	2	1	2	2

Number of instances where a Board or staff member attends a professional training event relevant to the Board's functions and or the appropriate delivery of healthcare.	13	20	29	20	20
Number of public awareness activities, training opportunities, and other public notifications published on the Board website or transmitted to licensees via e-mail blasts.	5	16	19	16	16

◆ **Goal 2** To improve efficiency processes related to licensing, regulatory, and information dissemination through the successful application of e-licensing and the automated features of the available database.

Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
Average time to approve an MD license from receipt of application.	66	70	57	70	70
Average number of days to complete an medical doctor investigation	240	240	264	155	155
Average time to approve a PA license from receipt of application.	57	40	42	40	40
Average number of days to complete an physician assistant investigation	206	206	240	130	130
Average number of days to process an initial medical doctor license upon receipt of completed application	4	7	7	7	7
Average number of days to resolve a medical doctor case	302	190	332	180	190
Average number of days to resolve a physician assistant case	309	180	240	180	130
Average score of agency-wide customer service satisfaction surveys (scale of 1-8)	7.5	7.5	7.3	7.5	7.5
Medical doctor cases referred to formal hearing	19	18	17	18	18

Agency 5 Year Plan

MEA Arizona Medical Board

Description:

Resource Assumptions

	FY 2027 Estimate	FY 2028 Estimate	FY 2029 Estimate
Full-Time Equivalent Positions	63.5	63.5	63.5
General Fund	-	-	-
Other Appropriated Funds	8,598.9	8,598.9	8,598.9
Non-Appropriated Funds	-	-	-
Federal Funds	-	-	-

AGENCY SUMMARY

Program: MEA Arizona Medical Board
Director: Patricia E. McSorley, Executive Director
Phone: Board of Medical Examiners 480-551-2720
Statute: A.R.S. §§ 32-1401 et seq. and A.R.S. §§ 32-2501 et seq.
Plan Contact: Michelle Butler, Chief Operations Officer
 Board of Medical Examiners 480-551-2714

Mission:

To protect public safety through the judicious licensing, regulation, and education of physicians and physician assistants.

Description:

The Agency staff supports the Arizona Medical Board, which licenses and regulates allopathic physicians ('MDs'), and the Arizona Regulatory Board of Physician Assistants, which licenses and regulates physician assistants ('PAs'). The Agency processes applications for licenses, handles public complaints against licensees, and disseminates information pertaining to licensees and the regulatory process. The Agency determines and administers disciplinary action of the respective Arizona practice acts. Together, the Agency regulates over 30,500 licensees.

- ◆ **Goal 1 To increase activities devoted to addressing public safety, healthcare and regulatory issues of importance to licensees, stakeholders, and the general public through collaboration with others, policy making and information dissemination.**

Performance Measures:

ML	Budget	Type		FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC	Number of substantive policy statements, guidelines, rules, or rule revisions adopted	1	2	1	2	2
<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Number of instances where a Board or staff member attends a professional training event relevant to the Board's functions and or the appropriate delivery of healthcare.	13	20	29	20	20
<input checked="" type="checkbox"/>	<input type="checkbox"/>	OP	Number of public awareness activities, training opportunities, and other public notifications published on the Board website or transmitted to licensees via e-mail blasts.	5	16	19	16	16

- ◆ **Goal 2 To improve efficiency processes related to licensing, regulatory, and information dissemination through the successful application of e-licensing and the automated features of the available database.**

Performance Measures:

ML	Budget	Type		FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average time to approve an MD license from receipt of application.	66	70	57	70	70
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	EF	Average number of days to complete a medical doctor investigation	240	240	264	155	155
<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average time to approve a PA license from receipt of application.	57	40	42	40	40
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	EF	Average number of days to complete a physician assistant investigation	206	206	240	130	130

AGENCY SUMMARY

Program: MEA Arizona Medical Board
Director: Patricia E. McSorley, Executive Director
Phone: Board of Medical Examiners 480-551-2720
Statute: A.R.S. §§ 32-1401 et seq. and A.R.S. §§ 32-2501 et seq.
Plan Contact: Michelle Butler, Chief Operations Officer
 Board of Medical Examiners 480-551-2714

◆ **Goal 2 To improve efficiency processes related to licensing, regulatory, and information dissemination through the successful application of e-licensing and the automated features of the available database.**

Performance Measures:

ML	Budget	Type		FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	EF	Average number of days to process an initial medical doctor license upon receipt of completed application	4	7	7	7	7
<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average number of days to resolve a medical doctor case	302	190	332	180	190
<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average number of days to resolve a physician assistant case	309	180	240	180	130
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	QL	Average score of agency-wide customer service satisfaction surveys (scale of 1-8)	7.5	7.5	7.3	7.5	7.5
<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Medical doctor cases referred to formal hearing	19	18	17	18	18

Budget Related Performance Measures

MEA Arizona Medical Board

PROGRAM SUMMARY

Program: Arizona Medical Board (MEA)
Contact: Patricia E. McSorley, Executive Director 480-551-2720
2nd Contact: Michelle Butler, Chief Operations Officer 480-551-2714
Statute: A.R.S. §§ 32-1401 et seq. and A.R.S. §§ 32-2501 et seq.

ML	Budget Type	Performance Measures	FY 2023 Actual	FY 2024 Estimate	FY 2024 Actual	FY 2025 Estimate	FY 2026 Estimate
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	EF Average number of days to complete an medical doctor investigation	240	240	264	155	155
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	EF Average number of days to complete an physician assistant investigation	206	206	240	130	130
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	EF Average number of days to process an initial medical doctor license upon receipt of completed application	4	7	7	7	7
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	QL Average score of agency-wide customer service satisfaction surveys (scale of 1-8)	7.5	7.5	7.3	7.5	7.5

Explore Plans

P 0 MEA Arizona Medical Board

- G 1 To increase activities devoted to addressing public safety, healthcare and regulatory issues of importance to licensees, stakeholders, and the general public through collaboration with others, policy making and information dissemination.
 - P 1 Number of substantive policy statements, guidelines, rules, or rule revisions adopted
 - P 2 Number of instances where a Board or staff member attends a professional training event relevant to the Board's functions and or the appropriate delivery of healthcare.
 - P 3 Number of public awareness activities, training opportunities, and other public notifications published on the Board website or transmitted to licensees via e-mail blasts.
- G 2 To improve efficiency processes related to licensing, regulatory, and information dissemination through the successful application of e-licensing and the automated features of the available database.
 - P 1 Average time to approve an MD license from receipt of application.
 - P 2 Average number of days to complete a medical doctor investigation
 - P 3 Average time to approve a PA license from receipt of application.
 - P 4 Average number of days to complete a physician assistant investigation
 - P 5 Average number of days to process an initial medical doctor license upon receipt of completed application
 - P 6 Average number of days to resolve a medical doctor case
 - P 7 Average number of days to resolve a physician assistant case
 - P 8 Average score of agency-wide customer service satisfaction surveys (scale of 1-8)
 - P 9 Medical doctor cases referred to formal hearing

P 1 MEA-1-0 Licensing, Regulation, & Rehabilitation

- S 1 MEA-1-1 Licensing, Regulation, & Rehabilitation
- S 2 MEA-1-2 SLI Employee Performance Incentive Program

Explore Plans

P 0 MEA Arizona Medical Board

- G 1 MEA-G001 To increase activities devoted to addressing public safety, healthcare and regulatory issues of importance to licensees, stakeholders, and the general public through collaboration with others, policy making and information dissemination.
 - P 1 MEA-PM0002 Number of substantive policy statements, guidelines, rules, or rule revisions adopted
 - P 2 MEA-PM0003 Number of instances where a Board or staff member attends a professional training event relevant to the Board's functions and or the appropriate delivery of healthcare.
 - P 3 MEA-PM0001 Number of public awareness activities, training opportunities, and other public notifications published on the Board website or transmitted to licensees via e-mail blasts.
- G 2 MEA-G002 To improve efficiency processes related to licensing, regulatory, and information dissemination through the successful application of e-licensing and the automated features of the available database.
 - P 1 MEA-PM0004 Average time to approve an MD license from receipt of application.
 - P 2 MEA-PM0005 Average number of days to complete a medical doctor investigation
 - P 3 MEA-PM0006 Average time to approve a PA license from receipt of application.
 - P 4 MEA-PM0007 Average number of days to complete a physician assistant investigation
 - P 5 MEA-PM0008 Average number of days to process an initial medical doctor license upon receipt of completed application
 - P 6 MEA-PM0009 Average number of days to resolve a medical doctor case
 - P 7 MEA-PM0010 Average number of days to resolve a physician assistant case
 - P 8 MEA-PM0011 Average score of agency-wide customer service satisfaction surveys (scale of 1-8)
 - P 9 MEA-PM0012 Medical doctor cases referred to formal hearing

P 1 MEA-1-0 Licensing, Regulation, & Rehabilitation

- S 1 MEA-1-1 Licensing, Regulation, & Rehabilitation
- S 2 MEA-1-2 SLI Employee Performance Incentive Program