



Arizona Medical Board

Strategic Plan

FY 2025-2029

Agency Summary

Arizona Medical Board

Raquel Rivera, 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 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
▶ Licensing, Regulation, & Rehabilitation	8,271.0	8,472.7	8,784.4
Agency Total:	8,271.0	8,472.7	8,784.4

Funding:

	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
Other Appropriated Funds	8,271.0	8,472.7	8,784.4
Total Funding	8,271.0	8,472.7	8,784.4

FTE Positions	63.5	63.5	66.5
----------------------	-------------	-------------	-------------

5 Year Plan

Issue 1 Investigate and Resolve Pending Complaints within 180 Days as Recommended per Auditor General's Guidelines

Description: The Agency continues to receive and investigate a large volume of complaints, some of which can be complex and require significant investigative resources. Additionally, each legislative session brings forward new legislation, which creates additional regulations that may result in Board investigations. In FY 25, the Agency opened 1556 (MD 1399;PA 157) cases and completed 1480 investigations. At this time, the Board has 12 investigators who have been with the Agency for over one year and continue to increase their investigative experience each day. The Investigators currently average a caseload of 100 cases. It is noted that despite the addition of 2 investigators, there was a minimal decrease in the number of days to complete investigations from 264 days in FY 24 to 253 days in FY 25. The Agency continues to reassess its processes to identify solutions to support more expeditious resolution of complaints; therefore, the Agency believes adding 3 investigative aides would better assist the Investigations department in completing cases closer to 180 days. The Agency also notes that there has been a significant increase in disciplinary actions taken by the Medical Board in FY 25 (see chart below) evidencing an increase in the seriousness and complexity of the matters investigated by Staff and adjudicated by the Medical and PA Boards.

Solutions:

1. Request an additional appropriation for FY27 to hire three full-time investigative aide positions as employees of the State of Arizona.
2. 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 investigators to focus on more substantive tasks such as interviewing witnesses, reviewing and analyzing documents and report writing.
3. Engage, monitor, and incentivize investigator performance to retain qualified medical board investigators and ensure cases are proceeding appropriately through the investigative process.

Issue 2 Improve Data Retrieval Tools and Access to Board Data While Maintaining Data Security and Integrity

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 internal and external customers. IT strives to blend the efficiency of existing and burgeoning technologies to keep the Agency on the path to digital transformation. 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. IT continues to develop dashboards for real time Agency data to aid staff in reviewing performance as well as estimations with budgetary and staffing needs. The IT team is also working on making the Licensee search functionality more user friendly for consumers.

Solutions:

- 1 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 and mass e-mail communication.
- 2 Continue to collaborate with the Department of Health Services and other health regulatory boards to implement the Health Professional Workforce Data Repository.
- 3 Develop reporting and tracking queries to assist with managerial oversight of staff performance and compliance with key timeframes in the licensing and investigation process.

Issue 3 Continue Cooperation with Agency Partners to Disseminate and Provide Info and Data Related to Healthcare

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 collaborate and coordinate with Agency partners to requested data and utilize the Board's available internal communication tools to inform Agency licensees of important information related to healthcare. IT has been recently notified of the CSPMP's ability to integrate data from the Board's licensing system; therefore, IT staff will also research this option as a way to improve CSPMP registration rates for each Board.

Solutions:

1. Work with the Pharmacy Board to share licensee rosters to assist in reviewing compliance with Prescription Monitoring Program (PMP) registration 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 partners and allow for Agency partners to request the Board's assistance in communicating relevant healthcare information and state sponsored surveys to licensees.

Issue 4 Modernization of Agency Public Facing Websites

Description: The Agency would like to modernize its current websites and move to the Agency Platform provided by the Digital Government group at ADOA-ASET. The Agency has requested additional funding of \$150,000 in FY27 to fund the redesign the public-facing websites for the Arizona Medical Board and the Arizona Regulatory Board of Physician Assistants. The Agencies' current websites were developed more than 10 years ago by internal IT staff. The websites use older technology, are not fully ADA compliant and do not meet the increasing expectations of the citizens of Arizona. The new platform will improve dissemination of regulatory and healthcare information to licensees and comply with all policies, standards and security standards set forth by the ADOA ASET and AZ Homeland security. It will also align with the new state branding guidelines including ADA compliance and technical specifications.

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).

Resource Assumptions

	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate
Full-Time Equivalent Positions	66.5	66.5	66.5
General Fund	-	-	-
Other Appropriated Funds	8,634.3	8,634.3	8,634.3
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 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
Number of substantive policy statements, guidelines, rules, or rule revisions adopted	1	2	2	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.	29	20	9	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.	19	16	5	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 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
Average time to approve an MD license from receipt of application.	57	70	54	70	70
Average number of days to complete an medical doctor investigation	264	155	253	155	155
Average time to approve a PA license from receipt of application.	42	40	49	40	40
Average number of days to complete an physician assistant investigation	240	130	268	130	130
Average number of days to process an initial medical doctor license upon receipt of completed application	7	7	4	7	7
Average number of days to resolve a medical doctor case	332	180	360	190	190

Average number of days to resolve a physician assistant case	240	180	337	130	180
Average score of agency-wide customer service satisfaction surveys (scale of 1-8)	7.3	7.5	7.4	7.5	7.5
Medical doctor cases referred to formal hearing	17	18	27	18	18

Agency 5 Year Plan

IEA Arizona Medical Board

Issue 1 Investigate and Resolve Pending Complaints within 180 Days as Recommended per Auditor General's Guidelines

Description: The Agency continues to receive and investigate a large volume of complaints, some of which can be complex and require significant investigative resources. Additionally, each legislative session brings forward new legislation, which creates additional regulations that may result in Board investigations. In FY 25, the Agency opened 1556 (MD 1399;PA 157) cases and completed 1480 investigations. At this time, the Board has 12 investigators who have been with the Agency for over one year and continue to increase their investigative experience each day. The Investigators currently average a caseload of 100 cases. It is noted that despite the addition of 2 investigators, there was a minimal decrease in the number of days to complete investigations from 264 days in FY 24 to 253 days in FY 25. The Agency continues to reassess its processes to identify solutions to support more expeditious resolution of complaints; therefore, the Agency believes adding 3 investigative aides would better assist the Investigations department in completing cases closer to 180 days. The Agency also notes that there has been a significant increase in disciplinary actions taken by the Medical Board in FY 25 (see chart below) evidencing an increase in the seriousness and complexity of the matters investigated by Staff and adjudicated by the Medical and PA Boards.

Solutions:

1. Request an additional appropriation for FY27 to hire three full-time investigative aide positions as employees of the State of Arizona.
2. 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 investigators to focus on more substantive tasks such as interviewing witnesses, reviewing and analyzing documents and report writing.
3. Engage, monitor, and incentivize investigator performance to retain qualified medical board investigators and ensure cases are proceeding appropriately through the investigative process.

Issue 2 Improve Data Retrieval Tools and Access to Board Data While Maintaining Data Security and Integrity

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 internal and external customers. IT strives to blend the efficiency of existing and burgeoning technologies to keep the Agency on the path to digital transformation. 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. IT continues to develop dashboards for real time Agency data to aid staff in reviewing performance as well as estimations with budgetary and staffing needs. The IT team is also working on making the Licensee search functionality more user friendly for consumers.

Solutions:

- 1 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 and mass e-mail communication.
- 2 Continue to collaborate with the Department of Health Services and other health regulatory boards to implement the Health Professional Workforce Data Repository.
- 3 Develop reporting and tracking queries to assist with managerial oversight of staff performance and compliance with key timeframes in the licensing and investigation process.

Issue 3 Continue Cooperation with Agency Partners to Disseminate and Provide Info and Data Related to Healthcare

Agency 5 Year Plan

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 collaborate and coordinate with Agency partners to requested data and utilize the Board's available internal communication tools to inform Agency licensees of important information related to healthcare. IT has been recently notified of the CSPMPs ability to integrate data from the Board's licensing system; therefore, IT staff will also research this option as a way to improve CSPMP registration rates for each Board.

Solutions:

1. Work with the Pharmacy Board to share licensee rosters to assist in reviewing compliance with Prescription Monitoring Program (PMP) registration 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 partners and allow for Agency partners to request the Board's assistance in communicating relevant healthcare information and state sponsored surveys to licensees.

Issue 4 Modernization of Agency Public Facing Websites

Description: The Agency would like to modernize its current websites and move to the Agency Platform provided by the Digital Government group at ADOA-ASET. The Agency has requested additional funding of \$150,000 in FY27 to fund the redesign the public-facing websites for the Arizona Medical Board and the Arizona Regulatory Board of Physician Assistants. The Agencies' current websites were developed more than 10 years ago by internal IT staff. The websites use older technology, are not fully ADA compliant and do not meet the increasing expectations of the citizens of Arizona. The new platform will improve dissemination of regulatory and healthcare information to licensees and comply with all policies, standards and security standards set forth by the ADOA ASET and AZ Homeland security. It will also align with the new state branding guidelines including ADA compliance and technical specifications.

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).

Resource Assumptions

	FY 2028 Estimate	FY 2029 Estimate	FY 2030 Estimate
Full-Time Equivalent Positions	66.5	66.5	66.5
General Fund	-	-	-
Other Appropriated Funds	8,634.3	8,634.3	8,634.3
Non-Appropriated Funds	-	-	-
Federal Funds	-	-	-

AGENCY SUMMARY

Program: MEA Arizona Medical Board
Director: Raquel Rivera, 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:			FY 2024	FY 2025	FY 2025	FY 2026	FY 2027
ML	Budget	Type	Actual	Estimate	Actual	Estimate	Estimate
<input checked="" type="checkbox"/>	<input type="checkbox"/>	OC Number of substantive policy statements, guidelines, rules, or rule revisions adopted	1	2	2	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.	29	20	9	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.	19	16	5	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 2024	FY 2025	FY 2025	FY 2026	FY 2027
ML	Budget	Type	Actual	Estimate	Actual	Estimate	Estimate
<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF Average time to approve an MD license from receipt of application.	57	70	54	70	70
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	EF Average number of days to complete a medical doctor investigation	264	155	253	155	155
<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF Average time to approve a PA license from receipt of application.	42	40	49	40	40
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	EF Average number of days to complete a physician assistant investigation	240	130	268	130	130

AGENCY SUMMARY

Program: MEA Arizona Medical Board
Director: Raquel Rivera, 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 2024	FY 2025	FY 2025	FY 2026	FY 2027
				Actual	Estimate	Actual	Estimate	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	7	7	4	7	7
<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average number of days to resolve a medical doctor case	332	180	360	190	190
<input checked="" type="checkbox"/>	<input type="checkbox"/>	EF	Average number of days to resolve a physician assistant case	240	180	337	130	180
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	QL	Average score of agency-wide customer service satisfaction surveys (scale of 1-8)	7.3	7.5	7.4	7.5	7.5
<input checked="" type="checkbox"/>	<input type="checkbox"/>	IP	Medical doctor cases referred to formal hearing	17	18	27	18	18

Budget Related Performance Measures

MEA Arizona Medical Board

PROGRAM SUMMARY

Program: Arizona Medical Board (MEA)
Contact: Raquel Rivera, 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 2024 Actual	FY 2025 Estimate	FY 2025 Actual	FY 2026 Estimate	FY 2027 Estimate
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	EF Average number of days to complete an medical doctor investigation	264	155	253	155	155
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	EF Average number of days to complete an physician assistant investigation	240	130	268	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	7	7	4	7	7
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	QL Average score of agency-wide customer service satisfaction surveys (scale of 1-8)	7.3	7.5	7.4	7.5	7.5

Not in Master List

Goals without any Performance Measures Marked for inclusion in the Master List

The display of the footnote: * = Agency, Program, or Sub Program has no goals with publishable performance measures.

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