Strategic Planning

Guidelines for Developing Objectives

Acupuncture Board

solid
planning solutions

Instructions

1. Using the attached worksheets, determine potential objectives for each goal area for the 2017 Strategic plan based on:
    a. Review of the 2017 Environmental Scan
    b. Items outlined in Sunset Review (if applicable)
    c. Experience and previously identified needs

Guidelines for Developing Objectives

When developing objectives you should consider the SMART objectives method:

Specific	details what needs to be done
Measurable	success that can be measured
Action Oriented	uses action words
Realistic	possible to attain
Time based	timeframe is clear

To further assist your development of objectives consider using the following formula:

Action + Goal/Issue + Benefit/Why = Objective

Action - Action words give the objective movement. Avoid using words like maintain, or continue as effective statements should imply a beginning and an end.*

Goal/Issue - It should be descriptive and written in plain language, avoiding jargon.

Benefit/Why - objectives should be clear on the intent behind the action; why is the program spending resources on this? How will this propel the program forward? How does this support the program's mission?

**You may reference the Action Words chart attached at the end of this workbook. The action words may be helpful as you determine which action needs to be taken as you develop objectives for each goal area on the following worksheets.*

Examples

Below are examples of how to use the formula to develop objectives.

Action	+	Objective/Issue	+	Benefit/Why
Enforcement				
Create	+	*an "Expert Witness Manual" for Subject Matter Experts*	+	*to increase effectiveness of reports*
Recruit and train	+	*10 additional Subject Matter Experts for consultation on enforcement cases*	+	*to reduce investigation cycle times*
Licensing				
Create and implement	+	*an "Application Submittal Checklist" for applicants*	+	*to clarify application requirements.*
Develop	+	*an outreach strategy directed to Potential applicants*	+	*to educate regarding the Board's licensure process.*

Brainstorming

What issues or objectives come to mind and what are their corresponding goal areas? Use the formula charts in the next pages to develop objectives for each goal area.

_____

_____

_____

_____

_____

_____

_____

_____

Licensing				
Establishes and maintains licensing requirements that protect consumers through improving standards in licensing examination, continuing education, and reasonable access to the profession.				
Action	**+**	**Goal/Issue**	**+**	**Benefit/Why**
	+		+	
	+		+	
	+		+	
	+		+	

Enforcement

Protect the health and safety of consumers through the enforcement of the laws and regulations governing the practice of acupuncture.

Action	+	Goal/Issue	+	Benefit/Why
	+		+	
	+		+	
	+		+	
	+		+	

Education

Advance Higher education standards to increase the quality of education and ensure consumer protection.

Action	+	Goal/Issue	+	Benefit/Why
	+		+	
	+		+	
	+		+	
	+		+	

Legislation and Regulation

The Board advocates for statutes and adopts regulations, policies, and procedures that strengthen and support its mandate, mission, and vision.

Action	+	Goal/Issue	+	Benefit/Why
	+		+	
	+		+	
	+		+	
	+		+	

Outreach

The Board educates consumers, licensees, and stakeholders about the practice and regulation of the Acupuncture profession.

Action	+	Goal/Issue	+	Benefit/Why
	+		+	
	+		+	
	+		+	
	+		+	

Board Administration

The Board continues to build and maintain an excellent organization through the development of staff, responsible management, strong leadership, and effective Board governance.

Action	+	Goal/Issue	+	Benefit/Why
	+		+	
	+		+	
	+		+	
	+		+	

Action Words

All-Purpose		**Investigative** *Checking it out*		**Consultative** *Doing the research*	**Communication** *Sharing knowledge*
Adapt	Perform	Analyze	Locate	Address	Communicate
Administer	Plan	Anticipate	Measure	Advise	Discuss
Adopt	Promote	Appraise	Monitor	Benchmark	Disseminate
Combine	Provide	Assess	Prioritize	Coach	Introduce
Compare	Raise	Calculate	Quantify	Consult	Re-write
Decide	Recommend	Conduct	Re-evaluate	Counsel	Write
Decrease	Revise	Confirm	Research	Demonstrate	
Define	Select	Determine	Seek	Guide	
Discontinue	Serve	Divide	Survey	Inform	
Enhance	Simplify	Evaluate	Validate	Mentor	
Expand	Streamline	Explore	Verify	Model	
Gather	Strengthen	Find		Negotiate	
Help	Supervise	Hypothesize		Resolve	
Increase	Use	Identify		Review	
Initiate	Utilize	Interview		Suggest	
Lead		Investigate		Teach	
Generative *Making things happen*		**Coordinative** *Organize it*		**Collaborative** *Working with others*	
Acquire	Generate	Accelerate	Rank	Accommodate	Synchronize
Activate	Innovate	Systematize	Systematize	Assist	Unite
Advance	Invent	Arrange		Co-create	
Allocate	Launch	Assimilate		Collaborate	
Assemble	Make	Clarify		Compile	
Apply	Maximize	Condense		Contribute	
Automate	Modify	Connect		Educate	
Build	Organize	Coordinate		Encourage	
Consolidate	Outline	Decide		Facilitate	
Construct	Prepare	Direct		Guide	
Contract	Preserve	Establish		Help	
Create	Produce	Facilitate		Leverage	
Deliver	Propose	Fund		Mitigate	
Design	Publish	Harmonize		Offer	
Develop	Redesign	Implement		Participation	
Devise	Re-engineer	Include		Partner with	
Document	Require	Intervene		Persuade	
Draft	Restructure	Itemize		Recognize	
Establish	Revise	Lead		Resolve	
Execute	Simplify	Manage		Share	
Extend	Start	Merge		Steer	
Formalize	Update	Organize		Support	
Formulate		Pursue		Synthesize	

2018-2021 STRATEGIC AREAS OF FOCUS

GOAL 1: LICENSING

Establishes and maintains licensing requirements that protect consumers through improving standards in licensing examination, continuing education, and reasonable access to the profession.

GOAL 2: ENFORCEMENT

Protect the health and safety of consumers through the enforcement of the laws and regulations governing the practice of acupuncture.

GOAL 3: EDUCATION

Advance Higher education standards to increase the quality of education and ensure consumer protection.

GOAL 4: LEGISLATION AND REGULATION

The Board advocates for statutes and adopts regulations, policies, and procedures that strengthen and support its mandate, mission, and vision.

GOAL 5: OUTREACH

The Board educates consumers, licensees, and stakeholders about the practice and regulation of the Acupuncture profession.

GOAL 6: BOARD ADMINISTRATION

The Board continues to build and maintain an excellent organization through the development of staff, responsible management, strong leadership, and effective Board governance.

ACUPUNCTURE BOARD

MISSION, VISION, VALUES

STRATEGIC PLAN

MISSION

To protect, benefit, and inform the people of California by exercising the licensing, regulatory, and enforcement mandates of the Acupuncture Licensure Act and Acupuncture Regulations.

VISION

A California with the greatest health and well-being through access to excellent primary health care in acupuncture.

VALUES

Accountability – We operate transparently and encourage public participation in our decision-making whenever possible. We accept personal responsibility for our actions, exemplifying high ethical standards, always striving to improve our effectiveness.

Consumer Protection – We make effective and informed decisions in the best interest and for the safety of Californians.

Excellence – We support outstanding achievement in our employees, driven by a passion for quality, as we strive for continuous improvement. Teamwork is demonstrated at all levels through cooperation and trust by working with and soliciting the ideas and opinions of stakeholders, consumers, and staff.

Integrity – We are honest, fair, and respectful in our treatment of everyone by honoring the dignity of each individual. We foster long-term relationships with stakeholders and employees through open, authentic communication, earning trust by demonstrating a commitment to ethical conduct and responsibility.

Leadership – We strive to set the standard for professional regulation by creating, communicating, and implementing inspirational visions for results.

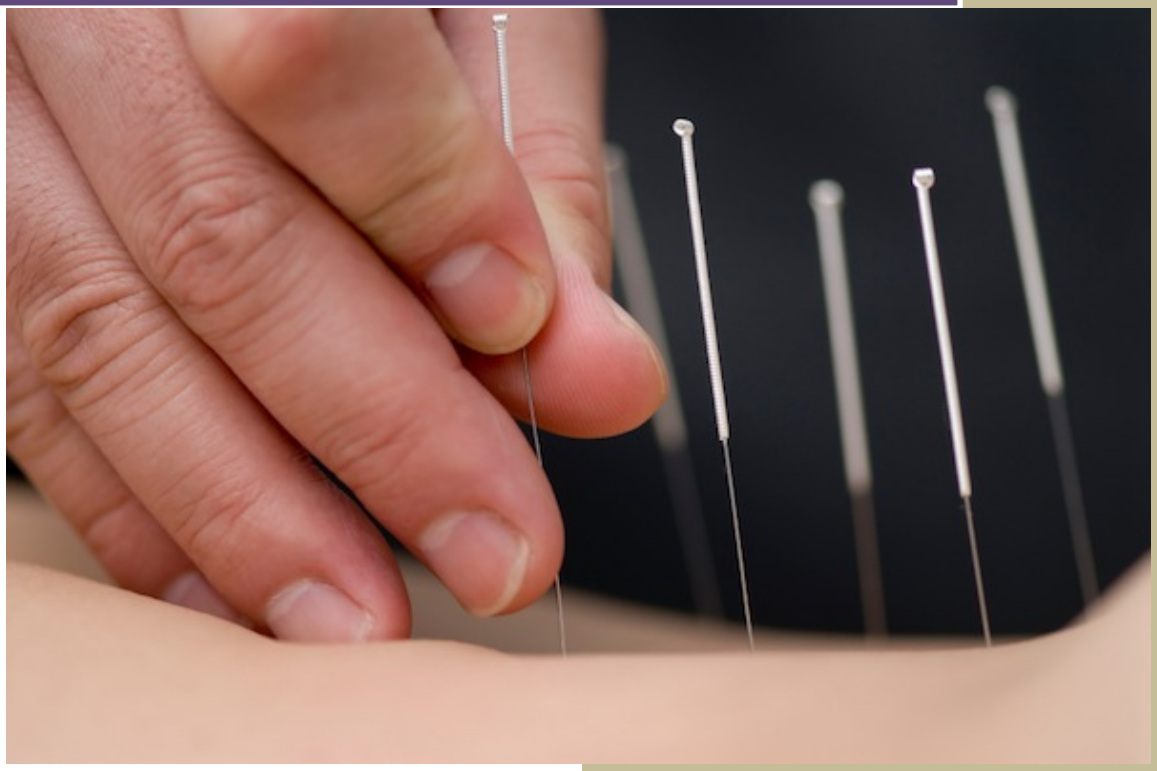
Respect – We value and celebrate California's ever-changing cultural and economic diversity. We are responsive, considerate, and courteous to all stakeholders.

Service – We serve the needs of the public with integrity and through meaningful communication. We are professional and responsive to the needs of our stakeholders.

State of California

Board of Acupuncture

2013-2017



Strategic Plan

MEMBERS OF THE CALIFORNIA ACUPUNCTURE BOARD

Nian Peng "Michael" Shi, L.Ac., Chair

Kitman Chan, Vice-Chair

Hildegarde Aguinaldo, J.D., Public Member

Jeannie Kang, L.Ac., Licensed Member

Francisco H. Hsieh, Public Member

Jamie Zamora, Public Member

Terri A. Thorfinnson, J.D., Executive Officer

MESSAGE FROM THE BOARD CHAIR

On behalf of the California Acupuncture Board (CAB), I want to thank everyone involved in the strategic planning development process for their vision, strong effort and commitment to the CAB's role as regulator, facilitator, and leader in the field of Acupuncture in the State of California.

This plan reflects the CAB's commitment to work in partnership with the Acupuncture community including, the public, licensees, government, as well as educational providers. It is the result of input from and consultation with the Board staff, the public, and the profession.

This Strategic Plan is the cornerstone for the CAB as we move into the next five years of our mission as one of the leading regulatory agencies of the Acupuncture profession. It builds on some of the foundations of our Strategic Plan 2007-2012, which guided the CAB's work up until now. We believe the new plan offers a roadmap to the future with clear focus on building the basic framework for the regulation and oversight of the Acupuncture profession. We look forward to the mission ahead as we deliver on our Strategic Plan for 2013-2017 and meet the challenges and opportunities that are ahead.

NIAN PENG “Michael” SHI, L.Ac.

CHAIR

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ABOUT THE CALIFORNIA ACUPUNCTURE BOARD

The California Acupuncture Board (CAB) has evolved over the years as a state licensing entity for acupuncturists and progressed into a semi-autonomous decision-making body. Initially, in 1972, acupuncture was regulated by the Acupuncture Advisory Committee under the jurisdiction of The Board of Medical Examiners (i.e., Medical Board of California). In 1980, the Committee was replaced with the Acupuncture Examining Committee within the Division of Allied Health Professions. In 1999, the Committee became the Acupuncture Board, solely responsible for licensing and regulating the practice of acupuncture and Oriental medicine in the State of California.

The primary responsibility of the Acupuncture Board is to protect California consumers from incompetent, and/or fraudulent practice through the enforcement of the Acupuncture Licensure Act and the Board's regulations. Under the Department of Consumer Affairs, the Board promotes safe practice through the improvement of educational training standards, continuing education, administering the California Acupuncture License Examination (CALE), enforcement of the Business and Professions (B&P) Code, and public outreach. The Board establishes and maintains entry standards of qualification and conduct within the acupuncture profession, primarily through its authority to license. The Acupuncture Licensure Act commences with the B&P Code, Section 4925 et seq., and the Board is authorized to adopt regulations that appear in Title 16, Division 13.7, of the California Code of Regulations (CCR). The Board regulates over 11,000 licensed acupuncturists and establishes standards for approval of institutions and colleges that offer education and training programs in the practice of acupuncture and Oriental medicine.

The Board consists of seven members with a public majority (i.e., 4 public members and 3 professional members). Five members are appointed by the Governor, one by the Speaker of the Assembly and one by the Senate Pro Tempore. The Legislature has mandated that the acupuncture members of the Board must represent a cross-section of the cultural backgrounds of the licensed members of the profession, which assists Board members in their critical role as policy and decision makers in disciplinary hearings, approval of new schools, contracts, budget issues, legislation and regulatory proposals.

Committees serve as an essential component of the full Board to address specific issues referred by the public or recommended by staff. Committees are composed of at least two Board members who are charged with gathering public input, exploring alternatives to the issues, and making a recommendation to the full Board.

The Acupuncture Board has four committees as follows:

Committee	Responsibilities
Executive Committee	Address issues related to expenditures/revenue/fund condition, executive officer selection/evaluation, legislation/regulations, committee policy/procedures, and special administrative projects.
Education Committee	Address issues related to acupuncture educational standards, school application and approval process, tutorial programs, and continuing education.
Examination Committee	Address issues related to development and administration contracts, administration, and miscellaneous issues.
Enforcement Committee	Address enforcement issues, propose regulations, policies, and standards to ensure compliance with the Board's statutes and regulations.

The Board appoints an Executive Officer to oversee a staff of seven full-time staff and three part-time staff that support six major Board functions: licensing, exam, education – enforcement and school oversight, enforcement, and regulatory.

- Licensing Unit is responsible for issuing licenses and processing initial applications and renewals, fingerprint/live scans, ensuring continuing education compliance and other related functions.
- Exam Unit processes and evaluates all exam applications from graduates of California approved schools and accredited foreign schools, processes ADA special accommodations, oversees exam development and actual exam offered twice a year, releases exam results, analyzes results and posts to

the Board's website exam statistics by school, first time, and repeat test takers.

- Education has two units: School Oversight and Enforcement. The School Oversight Unit approves and monitors schools and conducts site visits. The Education Enforcement Unit monitors schools for compliance, approves continuing education courses and providers, and conducts audits of continuing education compliance among licensees.
- Enforcement Unit processes and investigates complaints or conviction reports. Cases are referred for further investigation and evaluation by subject matter experts (SMEs) for standards of care and patient safety. The Executive Officer determines which disciplinary actions to pursue or issues citations based on the results of investigations. Disciplinary actions are posted on the website for consumer protection.
- Regulatory unit prepares regulatory packages, monitors legislation, and pursues Board sponsored legislation.
- Administration unit handles purchasing, personnel, fiscal duties, and travel reimbursement for the office.

Together, all of these functions protect the health and safety of Californians. Enforcement efforts protect consumers from licensed and unlicensed individuals who engage in fraudulent, negligent, or incompetent acupuncture practice. Education oversight and enforcement protects consumers from unqualified licensees providing care that may harm health and public safety. Similarly, the California Acupuncture Licensing Exam protects the public by evaluating the competence of those seeking to be licensed to practice in the California.

The Board's acupuncture curriculum requirements include completion of 3,000 hours of theoretical and clinical training from a Board approved school within the United States or accredited foreign school or completion of the Board approved Tutorial Training Program.

To be eligible to sit for the CALE, applicants must demonstrate that they have either graduated from a Board approved tutorial program or completed the required coursework from either a Board approved school or accredited foreign school.

Consumers are also protected by the Board's ongoing professional requirements for licensees. Licensees are required to renew their license every two years and are

required to complete 50 hours of continuing education as a condition of licensure renewal.

The Board is committed to fulfill its statutory and regulatory mandates, mission and vision. The Board continually re-evaluates its business operations and systems, improves its infrastructure and explores new ways of doing business and delivering its services. The Board is continually committed to increasing the quality and availability of services it offers to stakeholders.

SIGNIFICANT BOARD ACCOMPLISHMENTS

As a part of strategic planning, the Board evaluated its previous strategic plan goals and identified which objectives were accomplished. The following are the significant Board accomplishments since the 2007 strategic plan was adopted.

Adopted Regulations Improving Continuing Education Standards
In 2007-2008, the Board evaluated continuing education standards and implemented the following regulatory changes:

- Categorized all continuing education coursework requirements into two categories. Category one are coursework requirements related to clinical matters or the actual provision of health care to patients. Category two is coursework unrelated to clinical matters or the actual provision of patient care. There is no limitation in the number of category one coursework that can be counted towards the continuing education requirement. Category two coursework is limited to five hours that can count toward the requirements.

- Increased the number of continuing education hours from 30 to 50 hours every two years. Although this change was approved by the Board in 2006, the work was completed and implemented during 2007-2008.

- Clarified and defined eligible distance learning coursework that would meet continuing education requirements. A streamline application process for distance learning was created that required an online course for providers to submit the exam in addition to the regular C.E. application requirements. Distance learning was allowed to account for 50% of continuing education requirements.

Enforcement and Licensure Regulatory Changes

- In 2010, the Board implemented retroactive fingerprinting requirements for licensees who were initially licensed prior January 1, 2001, as a condition of license renewal.

- The Board adopted regulations in 2011 to create a licensure exemption for Sponsored Free Health Care Events. This is a pending regulation package.

- In 2013, the Board approved the regulatory requirement that Acupuncturists must include their license number in all of their advertisements. This is a pending regulatory package.

- In 2012, the Board adopted continuing education requirements that licensees must take no less than four hours of professional ethics coursework. This is a pending regulatory package.

Improved the Board's Education Enforcement Process

- The Board resumed site visits for schools seeking initial program approval and education enforcement. The site visit team was reengineered to include a licensed subject matter expert or licensed Board member to assist in the evaluation of curriculum standards compliance.

- The Board increased the number of continuing education desk audits to a random sampling of 5% of licensees to ensure compliance.

- The Education Enforcement Unit is collecting data by school on exam application irregularities including questionable transcripts, transfer credit violations, and abuse of course-in-progress credits.

Improved Administration of the California Acupuncture Licensing Exam (CALE)

- The Board conducted a comprehensive evaluation of the August 2012 California Acupuncture Licensing Exam (CALE) and determined it to be validated, credible, and reliable, and not the cause of the low pass rate.

- The Board adjusted the exam calendar to allow more time to evaluate transcripts to ensure accuracy and to meet exam administrators' preparation timeline.

- The Board tightened exam security to ensure fair testing.

- The Board posted multi-lingual exam guides to the website to ensure applicant understanding of the exam process and security protocols.

Improved Board Administration

- The Board improved customer service to Board callers by shifting call center responsibility to the Department of Consumer Affairs (DCA)'s Consumer Information Center. This allows the Board to better handle the high call volume and provide callers with improved service by minimizing voicemail overflow and call wait times.

- In November 2012, the Board expanded stakeholder accessibility to Board meetings by webcasting all Sacramento-based public meetings to maximize licensee and consumer access to Board discussions, decisions, and actions.

OUR VISION

A California with the greatest health and well-being through access to excellent primary health care in acupuncture.

OUR MISSION

To protect, benefit, and inform the people of California by exercising the licensing, regulatory, and enforcement mandates of the Acupuncture Licensure Act and Acupuncture Regulations.

OUR VALUES

CONSUMER PROTECTION
We make effective and informed decisions in the best interest and for the safety of Californians.

EXCELLENCE
We support outstanding achievement in our employees, driven by a passion for quality, as we strive for continuous improvement. Teamwork is demonstrated at all levels through cooperation and trust by working with and soliciting the ideas and opinions of stakeholders, consumers, and staff.

RESPECT
We value and celebrate California's ever-changing cultural and economic diversity. We are responsive, considerate, and courteous to all stakeholders.

LEADERSHIP
We strive to set the standard for professional regulation by creating, communicating, and implementing inspirational visions for results.

SERVICE
We serve the needs of the public with integrity and through meaningful communication. We are professional and responsive to the needs of our stakeholders.

ACCOUNTABILITY

We operate transparently and encourage public participation in our decision-making whenever possible. We accept personal responsibility for our actions, exemplifying high ethical standards, always striving to improve our effectiveness.

INTEGRITY

We are honest, fair, and respectful in our treatment of everyone by honoring the dignity of each individual. We foster long-term relationships with stakeholders and employees through open, authentic communication, earning trust by demonstrating a commitment to ethical conduct and responsibility.

GOAL 1: LICENSING

Promote licensing standards to protect consumers and allow reasonable access to the profession.

1.1 Work with the Department of Consumer Affairs executive team to resolve cashiering issues causing licensing delays.*

**Objectives for each goal area are listed in order of priority.*

GOAL 2: ENFORCEMENT

Protect the health and safety of consumers through the enforcement of the laws and regulations governing the practice of acupuncture.

2.1 Review disciplinary guidelines and regulatory standards to determine if standards need revision.

2.2 Strengthen the Board's enforcement authority through Implementation of Uniform Standards Related to Substance Abuse and Recommended Guidelines for Disciplinary Orders and Probation, and the Consumer Protection Enforcement Initiative.

2.3 Seek legislation to expand non-complaint based clinic inspection authority to further public protection.

2.4 Determine feasibility of strengthening the recertification process for reinstatement of an inactive license to further public safety. Promulgate regulations to do so, if found feasible.

GOAL 3: EDUCATION

Advance higher education standards to increase the quality of education and ensure consumer protection.

3.1 Evaluate curriculum standards to ensure professional qualification and public safety. The Board will evaluate whether financial standards for schools are needed.

3.2 To ensure that students are qualified to successfully complete Acupuncture training programs, the Board will explore increasing initial licensure qualifications to a Bachelor's degree or set a score for the Medical College Admission Test (MCAT).

3.3 The Education Committee will evaluate school courses and course materials to ensure compliance with the Board's curriculum requirements.

3.4 Promulgate regulations to require international applicants and students attending non-English track schools to pass the TOEFL exam before being eligible to sit for the California Acupuncture Licensing Exam (CALE).

3.5 The Education Committee will evaluate the feasibility of enhancing school curriculum regulations by adding a required course in Standardized Acupuncture terminology.

GOAL 4: PROFESSIONAL QUALIFICATIONS

Improve continuing education and examination standards to ensure excellence in practice and promote public safety.

4.1 Evaluate the approved continuing education course list and create a defined scope for continuing education coursework that focuses on improving practice knowledge, best practices, and updated research.

4.2 Formalize the continuing education audit process of the Education Committee's review of potentially non-compliant continuing education courses and providers.

4.3 Review past occupational analysis studies to identify improvements to the evaluation process and implement those improvements during the next analysis.

4.4 Evaluate the CALE exam to ensure continued test validity and security.

GOAL 5: OUTREACH

Inform consumers, licensees, and stakeholders about the practice and regulation of the acupuncture profession.

5.1 Form a Licensee Education Committee to create educational materials for licensees and a "What You Need to Know" educational series that will be accessible from the website.

5.2 Increase outreach to interested stakeholders by leveraging cost-effective technology to increase understanding of the Acupuncture profession and the Board.

5.3 Work collaboratively with state and national professional associations to increase awareness of the Board's functions.

5.4 Educate stakeholders on requirements of the Affordable Care Act and the implications for electronic records management.

5.5 Modify the Board's website to ensure accessibility and increase usability.

GOAL 6: ADMINISTRATION

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

6.1 Ensure adequate staffing levels within all areas of the Board to fulfill the Board's mandate and achieve Board goals.

6.2 Establish an ongoing working report of pending regulatory projects and priorities to inform the Board, the legislature, and the public of the ongoing status of these projects.

6.3 Create targeted training for new Board members to provide further details on Board and government processes.

6.4 Develop desk manuals for all Board functions to ensure proficiency, performance, and for succession planning.

California Acupuncture Board
1747 North Market Blvd., Suite 180
Sacramento, CA 95834
Phone: (916) 515-5200 fax: (916) 928-2204
acupuncture@dca.ca.gov www.acupuncture.ca.gov

Acupuncture Board
2017 Environmental Scan

Prepared by Elizabeth Coronel
SOLID Planning Solutions
Department of Consumer Affairs
November 2017

solid
planning solutions

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Introduction

One of the first steps in developing a strategic plan is to conduct a scan and analysis of the environment in which an organization operates. This analysis allows us to look at the factors that can impact an organization's success. These factors are evaluated quantitatively and qualitatively.

This document provides a summary of the environmental scan recently conducted by SOLID for the Acupuncture Board (Board) beginning in August 2017. The purpose of this environmental scan is to provide a better understanding of thoughts and beliefs held by Board stakeholders including (1) external stakeholders[1] and internal stakeholders consisting of (2) Board Members and (3) Board Executive Officer and staff about the Board's performance within the following goal areas:

- Licensing
- Enforcement
- Education
- Legislation and Regulation
- Outreach
- Board Administration

This document outlines areas where (1) external stakeholders, (2) Board Members, and (3) Board Executive Officer and staff agree and disagree while providing additional insight to assist the Board to develop goals and objectives in the upcoming strategic plan.

Please review this information carefully in preparation for the upcoming strategic planning session. At the planning session, the Board will discuss and evaluate this information as a group to help identify new strategic objectives that Board will focus on during the next strategic plan period.

If you have any questions about this report please contact Elizabeth Coronel with SOLID at (916) 574-8394 or Elizabeth.Coronel@dca.ca.gov.

[1] consisting of the consumers, licensees, professional associations and public.

Acronym Legend

ACAOM – Accreditation Commission for Acupuncture and Oriental Medicine
AG – Attorney General
AMA – American Medical Association
AOM – Acupuncture and Oriental Medicine
BPPE – Bureau for Private Post-Secondary Education
CA – California Acupuncture
CAB – California Acupuncture Board
CALE – California Acupuncture Licensing Exam
CAM – Complementary Alternative Medicine
CAMTC – California Massage Therapy Council
CAOMA – Council of Acupuncture Oriental Medicine Associations
CCAOM – Council of Colleges of Acupuncture and Oriental Medicine
CE – Continuing Education
CEU – Continuing Education Units
CNT – Clean Needle Technique
DACM – Doctor of Acupuncture and Chinese Medicine
DAOM – Doctorate in Acupuncture and Oriental Medicine
DCA – Department of Consumer Affairs
DOI – Division of Investigation
FPD – First Professional Doctorate
IFM – The Institute for Functional Medicine
L.Ac – Licensed Acupuncturist
MBC – Medical Board of California
MD – Medical Doctor
NCCAOM – National Commission for the Certification of Acupuncture and Oriental Medicine
OAH – Office of Administrative Hearings
OPM – Office of Professional Examination Services
OT – Occupational Therapy
PDF – Portable Document Format
POCA – People's Organization of Community Acupuncture
PM&R – Physical Medicine and Rehabilitation
PT – Physical Therapy
TAU – Treatment as Usual
TOEFL – Test of English as Foreign Language
TCM – Traditional Chinese Medicine
(ACS) WASC – Accrediting Commissions for Schools Western Association of Schools and Colleges

SWOT Analysis Introduction

Strengths, Weaknesses, Opportunities, and Threats

The purpose of the environmental scan is to capture concerns, issues, key points and suggestions related to major goal areas and compile results into trends and themes for the Board. This information is captured from all the Board's stakeholders. This is achieved through various collection methods including interviews, and online surveys. While the collection method utilized for each group may vary, the information being sought is identical: an evaluation of the Board's strengths, weaknesses, opportunities, and threats.

Herewith is a summary of:

- Internal strengths and weaknesses for each of the Board's goal areas as provided through quantitative and qualitative feedback. Comments are summarized for an aggregated perspective of how external stakeholders, Board Members, Board Executive Officer and staff perceive the effectiveness of each goal area. Refer to Appendix A for a complete list of comments.
- External opportunities and threats provided through qualitative feedback. Comments are summarized for an aggregated perspective of how external stakeholders, Board Members, Board Executive Officer and staff perceive opportunities and threats impacting the Board. Refer to Appendix B for a complete list of comments.

Licensing Summary

Establishes and maintains licensing requirements that protect consumers through improving standards in licensing examination, continuing education, and reasonable access to the profession.

Rating	External Stakeholders[2]	Board Members	Board Executive Officer and Staff
Very effective	23%	67%	17%
Effective	47%	33%	50%
Poor	23%	0%	33%
Very poor	7%	0%	0%
Total	100%	100%	100%

Strengths Summary

1. External stakeholders voice satisfaction in the Board's customer service and licensing process while Board members and Board staff[3] observe efficiency in the licensing process.

2. External stakeholders perceive the Board's licensing requirements as a strength.

3. All stakeholders recognize the quality of the California Acupuncture Licensing Exam (CALE).

Weaknesses Summary

1. External stakeholders and a Board member voice the need to increase communication with key stakeholders.

2. External stakeholders and Board members perceive a lack of efficiency and effectiveness in the licensing process while Board staff recognize the lack of staff and staff performance.

3. External stakeholders perceive a lack of licensure portability and barrier to California licensure while Board members and Board staff observe contrary views of decreased and increased of barriers to licensure.

4. External stakeholders voice dissatisfaction with CALE while supporting the national exam whereas Board staff voice hesitation towards transition to the national exam. External stakeholders also observe a lack of accessibility to the CALE.

[2] includes: associations, consumers, educational institutions and licensees.
[3] includes: executives and non-managerial staff.

Enforcement Summary

Protect the health and safety of consumers through the enforcement of the laws and regulations governing the practice of acupuncture.

Rating	External Stakeholders	Board Members	Board Executive Officer and Staff
Very effective	19%	50%	38%
Effective	55%	50%	62%
Poor	21%	0%	0%
Very poor	5%	0%	0%
Total	100%	100%	100%

Strengths Summary

1. All stakeholders praise Board staff's performance. Stakeholders specifically note the Board's efficiency and thoroughness. External stakeholders and Board members note the Board's capability to enforce laws and regulations as a strength.

2. Board members and Board staff observe strength in the Board's collaboration with governmental entities.

3. External stakeholders and Board members perceive strength in resources available to licensees.

Weaknesses Summary

1. External stakeholders observe a lack of initiative on the Board's efforts to investigate complaints and address unlicensed activity. While other external stakeholders observe a lack of educational materials for licensees and consumers.
2. External stakeholders note there are concerns for consumer protection being inadequate due to length of complaint investigations and Practice Act enforcement. Board staff observe a lack of efficiency in processing investigations and shortage of subject matter experts.
3. External Stakeholders and Board staff perceive shortage of staff. Further, external stakeholders note performance issues including professionalism and technical knowledge.
4. External stakeholders perceive a lack of effectiveness in the Board's enforcement efforts. External stakeholders and Board members observe weakness in disciplinary decisions while Board staff note the outdated disciplinary guidelines.

Enforcement Summary

DCA Performance Measures Summary

The performance measures demonstrate the Board is making the most efficient and effective use of resources. Performance measures are linked directly to a Board's mission, vision, strategic objectives and strategic initiatives. The chart below shows the number of days between the stages of investigating a consumer complaint for the Board. The column labeled "target" is the goal the Board has established for itself. The remaining columns show the actual number of days to move a complaint from one step of the investigation process to the next.

Glossary of Performance Measure Terms

Volume - Number of complaints and convictions received.

Intake - Average cycle time from complaint receipt to the date the complaint was assigned to an investigator.

Intake & Investigation - Average cycle time from complaint receipt to closure of the investigation process. Does not include cases sent to the Attorney General or other forms of formal discipline.

Formal Discipline - Average number of days to complete the entire enforcement process for cases resulting in formal discipline. (Includes intake and investigation by the Board and prosecution by the Attorney General.)

Probation Intake - Average number of days from monitor assignment to the date the monitor makes first contact with the probationer.

Probation Violation Response - Average number of days from the date a violation of probation is reported, to the date the assigned monitor initiates appropriate action.

		Q4 2017[4]
		April - June
Performance Measure	**Target**	**Actual**
Volume (number of complaints)	---	96
Intake (days)	10	3
Intake & investigation (days)	200	133
Formal discipline (days)	540	596
Probation intake (days)	10	4
Probation Violation Response	10	2

[4] Most recent data available.

Education Summary

Advance Higher education standards to increase the quality of education and ensure consumer protection.

Rating	External Stakeholders	Board Members	Board Executive Officer and Staff
Very effective	16%	33%	15%
Effective	43%	67%	85%
Poor	25%	0%	0%
Very poor	16%	0%	0%
Total	100%	100%	100%

Strengths Summary

1. All stakeholders praise the Board's communication and collaboration efforts with vital stakeholders including educational institutions.

2. External stakeholders and Board members recognize the curriculum standards imposed by the Board while Board staff observe efficiency in processing curriculums and managing continuing education providers.

3. All stakeholders observe staff knowledge as a strength. External stakeholders specifically praise the quality of continuing education standards and management of providers.

Weaknesses Summary

1. External stakeholders perceive the Board's curriculum standards and Board's lack of technical knowledge as weaknesses. There is concern about the quality of curriculum standards and whether the Board should possess the authority to impose curriculum standards and/or whether it is at par with its mandate. Board members voice weakness in curriculum standards due to the limited scope of authority and lack of assessment, updates, and fees to curriculum reviews.

2. Overwhelming number of external stakeholders perceive a lack of standards imposed in the view of continuing education courses and approval of providers. Board members and Board staff perceive opportunity for growth in the areas of continuing education oversight and communication and/or collaboration with relevant stakeholders.

Legislation and Regulations Summary

The Board advocates for statutes and adopts regulations, policies, and procedures that strengthen and support its mandate, mission, and vision.

Rating	External Stakeholders	Board Members	Board Executive Officer and Staff
Very effective	12%	100%	23%
Effective	46%	0%	54%
Poor	35%	0%	23%
Very poor	7%	0%	0%
Total	100%	100%	100%

Strengths Summary

1. External stakeholders observe overall development in area the legislation and regulations.

2. Board members and Board staff praise staff performance including processes, productivity and communication.

Weaknesses Summary

1. External stakeholders and Board staff perceive a lack communication and/or collaboration with important stakeholders regarding legislation and regulations. Further, external stakeholders specifically note the Board lacks communication of its mission. Board members observe the specific relationship with legislature needing improvement.

2. External stakeholders observe a lack of Board performance including proactiveness and effectiveness in legislation and regulations while Board staff note the need for technical training and efficiency.

3. Board members observe outdated regulations while Board staff note ambiguous regulations. External stakeholders voice the need to refine the scope of practice and address dry needling issues.

Outreach Summary

The Board educates consumers, licensees, and stakeholders about the practice and regulation of the Acupuncture profession.

Rating	External Stakeholders	Board Members	Board Executive Officer and Staff
Very effective	8%	50%	0%
Effective	31%	25%	38.5%
Poor	42%	25%	38.5%
Very poor	19%	0%	23%
Total	100%	100%	100%

Strengths Summary

1. External stakeholders and Board members praise the current educational materials while Board staff note the Board's transparency in posting and dissemination of informational materials through announcements.

2. External stakeholders praise the Board's email subscription and online communication. Board members observe outreach efforts through the Board's website. Board staff recognize overall development and efforts in outreach.

3. Board members recognize the Board's efforts in inviting stakeholder input.

Weaknesses Summary

1. All stakeholders observe a deficiency in the public's awareness of the field of Acupuncture and the Board and associate them to lack of outreach meanwhile Board staff note the shortage of staff to do outreach.

2. Board members note the need for improvement in current outreach efforts, specifically electronic communication.

3. External stakeholders voice the lack of education to consumers, public, and licensees. While Board members observe a lack of educational outreach to decrease complaints.

Board Administration Summary

The Board continues to build and maintain an excellent organization with through the development of staff, responsible management, strong leadership, and effective Board governance.

Rating	External Stakeholders	Board Members	Board Executive Officer and Staff
Very effective	8%	75%	8%
Effective	49%	25%	75%
Poor	31%	0%	17%
Very poor	12%	0%	0%
Total	100%	100%	100%

Strengths Summary

1. External stakeholders observe improvement in Board administration and performance while Board members observe development in the recently appointed Executive Officer. Board staff note the effective leadership.

2. Board members and Board staff recognize the Board's communication efforts with its Board members.

Weaknesses Summary

1. External stakeholders and Board staff perceive lack of performance in Board leadership and staff while Board members voice the need for staff training. Board staff also voice internal communication and morale challenges including favoritism concerns.

2. External stakeholders voice concern in the Board members' qualifications and decisions while Board members and Board staff note the need for Board member training.

3. All stakeholders observe the need for staff recruitment. External stakeholders note the lack of accessibility when contacting the Board to obtain Board meeting minutes while Board staff note the lack of resource management.

Opportunities & Threats Summaries

Opportunities Summary

1. External stakeholders and Board members note opportunity in reviewing and updating the Acupuncture scope of practice.

2. External stakeholders perceive the opportunity for the profession to integrate into the healthcare system while Board Executive Officer and staff note opportunity to be included in Medicare. All stakeholders observe the opportunity to further increase awareness of the profession while external stakeholders note additional opportunity in the increase knowledge of herbal/natural medicine industry.

3. External stakeholders and Board Executive Officer and staff observe opportunity in increasing education to a doctoral program and education requirements in general. External stakeholders see opportunity in supporting online education.

4. External stakeholders and Board Executive Officer and staff note the opportunity for the profession to adopt electronic record keeping.

5. External stakeholders observe growing opportunity in collaborating with the health insurance industry. All stakeholders note opportunity in developing communication and/or collaboration with numerous stakeholders including consumers, licensees, pertinent state agencies, educational institutions, and pertinent professions.

Threats Summary

1. External stakeholders perceive the Acupuncturist's scope of practice is threatened due to the lack of training required by other professions. Board Executive Officer and staff perceive competition between Acupuncturists and other professions in the scope of practice.

2. External stakeholders voice concerns in the Board's educational requirements while Board Executive Officer and staff note that educational institutions shrinkage can impact the board.

3. External stakeholders observe Acupuncture treatments lacking integration into Medicare or fair pricing within the insurance industry. External stakeholders also perceive limitations to Acupuncturists in the usage of herbs and supplements. All stakeholders note the lack of profitability within the profession.

4. Board members voice limitations the board encounters in its capacity of licensing and enforcing while Board Executive Officer and staff expresses concern regarding healthcare changes that may negatively impact the Board.

Employee Engagement Survey Introduction

The purpose of this annual survey, hosted by SOLID, is to gather feedback regarding staff's satisfaction with Acupuncture Board as a workplace. SOLID provided all staff with the opportunity to anonymously and voluntarily share concerns and/or to award praises.

SOLID compiles results into trends and will then discuss the results with the Board Executive Officer and provide the necessary training with the purpose of as effectively resolving workplace concerns and celebrating strengths.

The survey focused on:

1. Career Development
2. Work Engagement
3. Relationship Management
4. Work Environment

Herewith is a summary of areas to sustain and/or to improve for each focus. Refer to Appendix C for final report.

Employee Engagement Survey Summary

Areas to Sustain

The themes throughout areas of focus included managerial support and staff motivation.

Career Development

There was high consensus that the Board provides staff members with opportunity to apply talents and expertise and offers job-related trainings.

Work Engagement

There was high consensus that the staff:

- Is inspired to meet work goals
- Is determined to give best effort each day
- Sustains complete focus on duties
- Adapts quickly to difficult situations
- Is completely involved in work
- Agrees that involvement leads to day going by quickly
- Agrees that employees take initiative to help each other

Relationship Management

There was high consensus that there is:

- Good relationship with supervisor
- Good relationship with coworkers
- Employees treat each other with respect
- Staff can make decisions affecting their work

Work Environment

There was high consensus that:

- There is a safe work environment
- The Board is dedicated to diversity and inclusiveness
- The Board's work positively impacts people's lives
- Staff understands own work impacts Board's goals
- Staff is overall satisfied with job security
- Staff is satisfied with workplace culture

Overall Satisfaction

There was high consensus with overall satisfaction with the Board as a workplace

Employee Engagement Survey Summary

Areas to Improve

The themes throughout areas of focus included favoritism, morale, communication and delegation.

Career Development

There was moderate consensus that the Board needs to improve:

- Career advancement opportunities
- Opportunities for growth
- Management dedication to staff professional development
- Satisfaction with the Board's investment in training and education

Work Engagement

There was moderate consensus that the staff:

- Willingly accepts change
- Is excited about the workplace
- Proactively identifies challenges and opportunities

Relationship Management

There was moderate consensus that:

- Management and employee trust needs to improve

Work Environment

There was no considerable consensus on areas within work environment needing improvement.

Overall Satisfaction

There was no considerable consensus on areas within overall satisfaction needing improvement.

Appendix A – Stakeholder Comments

This appendix contains the qualitative data relating to the Board's strengths and weaknesses collected during the interviews and surveys.

The comments in this appendix are shown as provided to SOLID. Comments that appear similar or on a specific topic have been organized into categories. Comments that were repeated multiple times are grouped with the amount shown in parentheses. The comments have not been edited for grammar or punctuation to preserve the accuracy, feeling and/or meaning the messenger intended when providing the comment. However, identifying information was redacted (indicated so in brackets) so in order to preserve privacy of staff and licensees.

Strengths

Licensing

External Stakeholder Comments

Board Presence

1. I am glad that there is a board in place to assist and aid in the acupuncture profession since it validates and justifies our profession.

California Acupuncture Licensing Exam (CALE)

1. improves exam
2. High quality question pool.
3. Good comprehensive test
4. Very difficult exam and high level of criteria for taking the exam
5. A high standard exam all inclusive exam
6. Testing
7. Administering tests for licensing which are of a higher caliber than the NCCAOM and maintaining a higher standard of credentialing.
8. the CA state board is highly respected by everyone compared to NCCAOM test questions.
9. Highly rigorous examination procedure that excludes practitioners trained in other modalities or in programs with lesser requirements from other states.
10. It appears to be a thorough exam, and at least in the last 15-20 years was considered among the best in the US. As in, if you were licensed in CA, you were good in other states.
11. Strong exam when it is well organized, reflects herbal training and Western medicineHigh standards with regard to the exam eligibility requirements and knowledge content liability (i.e., laws & regs, medical red flags)
12. I feel the CAB does very well with licensing (so this answers the weakness question as well) through the California licensing exam
13. CALE
14. strict and fair control of availability for licensing exam.
15. Highly rigorous examination procedure that excludes practitioners trained in other modalities or in programs with lesser requirements from other states. However, see weaknesses...

Customer Service

1. The Board has continued to meet the needs of a rising number of licensees, even with that being a very diverse population.
2. They call you back right away, they are good at what they say they will do in change of address other clerical issues. They actually have a person talk to you instead of send you on a wild trip to the phillipines with phone operators that don't know what is going on. The people talking have been informed and know how to resolve small issues.
3. Given the volume of applicants entering the field, I have found the Board Staff very efficient and responding to applications and issuing licenses.

Strengths

Licensing

External Stakeholder Comments

Customer Service (continued)

4. Integrity currently in place
5. A person answers the phone when you call
6. Improved communication in the last few years

Licensure Requirements

1. As one of the few states that has its own Board exam, California has been a leader in terms of licensing.
2. Maintaining a high standard for licensure
3. The Board has been consistent in their regulation of licensing.
4. Strict adherence to rules and regs.
5. I feel the CAB does very well with licensing (so this answers the weakness question as well) through very clear licensing requirements and appropriate renewal requirements.
6. requiring regular education (ceus) to maintain license.
7. California
8. continuing education

National Examination

1. The board has been responsive to interest in having one national exam for licensing
2. One exam

Processes

1. Process applications
2. Well established procedures.
3. Very organized.
4. Systematic management through long history of Licencing system.
5. New licensees from California schools have a clear-cut path to licensure.
6. online integration for licensee lookup
7. Goes to great lengths to make sure there isn't cheating

Board Member Comments

California Acupuncture Licensing Exam (CALE)

1. CALE (California Acupuncture Licensing Exam) is effective because when graduates come out their clinical skills may be at different levels so the exam exams competency for consumer protection and public safety. Also, the Office of Professional Examination Services (OPES) analysis that demonstrated the CALE meets the standard and California laws, rules and regulations.

Strengths

Licensing

Board Member Comments

California Acupuncture Licensing Exam (CALE) (continued)

2. CALE enables portability of license to other states because its high standard.
3. CALE exam costs are well priced and is a day exam.
4. CALE exam is delivered entirely and not portions like other exams which can be unsafe. The licensee has to use all knowledge to make diagnostics so it should also be examined entirely versus in sections.
5. CALE in diverse languages including Korea and Mandarin. CALE has done a good job translating exam, since original language can be lost in translation which loses effectiveness. It is good that CALE sustains diverse languages because there are consumers who are non-English speakers and prefer frequent Acupuncturists who speak their language. Also, some consumers build trust with Acupuncturists who that speak their language.
6. CALE, standard curriculum required hours 3,000 hours, which is different throughout the country.

Exam Decision

1. In a position to make decisions regarding the test in an objectively manner. The board has the capability and makes use of tools and resources available to make accurate decisions regarding test.

Licensing Performance

1. The Licensing system has improved, it runs smoothly.

Board Executive Officer and Staff Comments

California Acupuncture Licensing Exam (CALE)

1. Examination is a great strength. The Board has a robust exam in the nation.

Licensing Efficiency

1. Licensing is a great strength. The Board exceeds target licensing performance metrics.
2. For being an understaffed unit, work seems to flow as best as smoothly as it can.
3. Licensing is very strong, thanks to [redacted] worked hard to get the backlog of work completed and to improve processes and or implement processed to improve this section
4. Despite being severely underpaid, the [redacted] employee has been making sure this unit runs as smoothly as possible by taking on greater responsibility including training [redacted] and problem solving for mistakes [redacted] staff member consistently makes.

Strengths

Licensing

Board Executive Officer and Staff Comments

Licensing Efficiency (continued)

5. Process times and customer service
6. Fast turnaround time for renewals and initial license processing. Friendly staff

Licensing Process

1. The Board finally added a part-time staff to replace the full-time staff who took an in-house promotion.
2. Seems to be better than 3-4 yrs. ago
3. Upholds the Standards required of Licensing as required by the Acupuncture Practice Act

Weaknesses

Licensing

External Stakeholder Comments

Background Checks

1. The board should check the applicants for exam, check more details from out side of country. There are too much fake transcripts even Korea.
2. Review of out-of-state and out-of-country credentials is very slow.

Communication with Stakeholders

1. lack of national cooperation between state agencies for licensing
2. Changes requirements for sitting for the exam year to year without first publishing how it plans to change. Students prepare as specified only to be told that regulations have changed and their education no longer is valid.
3. workers not knowing enough when students call.
4. Changing or re-interpreting exam qualification requirements without properly notifying schools and giving time to make adjustment is unfair to applicants.

Efficiency/Effectiveness

1. Timeframe for processing too slow
2. Everything by mail
3. They are an ineffective self serving organization
4. Issuing licenses in a timely fashion after the testing process has been successfully completed
5. we can not renew online.
6. The computer system, BreEZe, is slow.
7. Staff edication
8. They don't always know what is legal and not in our scope of practice.
9. The quality of the wallet license issued is quite bad when compared to those issued by other State Agencies and Contractors. Given that we must carry them with us, they should be done differently. Follow CAMTC example for massage therapy. Hard Card license, with photo, and all pertinent information, issued every 2 years.

Exam Accessibility

1. testing only offered 2x a year. This testing could be computerized and offered year round.
2. students should be able to take the exam anytime during the year. it should not have to be a predetermined 1 or 2 times a year event.
3. The licensing exam itself is horrible. The exam should have a set score required to pass. The changing score makes the exam peer evaluated and not truly objective. The exam should be standardized so that it can be taken at any exam center such as other professional exam requirements are done. The process itself is so slow! It takes too long to get verified to take the exam and too long to get the results. The whole process should be rethought and revamped to modernize and standardize the licensing process.

Weaknesses

Licensing

External Stakeholder Comments

Exam Accessibility (continued)

4. Why are examinations only held twice a year? Why is the examination process such that after a student graduates they have to spend months waiting to take the exam and then waiting for results. As someone who is a single mom of 3, it is disheartening to think how many months I will have to endure taking care of my children and myself financially whilst already starting to pay back a huge amount in student loans. The process needs work. Also, why is a NCCAOM exam not satisfactory in the state of California? I feel the exam process, etc in general is a huge weakness.
5. The exam is uneven, year to year.
6. slow, costly, biannual licensing exams;
7. There could be better more testing dates/options for graduates so they don't have to wait so long and start earning $
8. having examination only twice yearly prohibits graduates from getting on with professional life.
9. Rigid twice a year Licensing Exam policy when many licensing exams are online and more flexible.
10. There needs to be more opportunities to take the licensing exam. Depending on when a student graduates it can be a long time before they can take the exam. How about a test every other month!!!
11. The test is only offered twice/year in 1 location, in contrast to the National Acupuncture Board exam, which is offered multiple times/year in locations in practically every U.S. city.

Language Requirement

1. Also, whoever coming for ca license from abroad, the board should require the English capability. Within the USA
2. Should require english language licensing exams only
3. students, the CAB required the certain score of TOEFL.

Licensure Portability/Barriers to Licensure

1. The board sets requirements for licensure that far exceed the needs of public health and safety. As such, they create barriers to entry and success that are anticompetitive and possibly violate antitrust law according to a recent Supreme Court case.
2. Variability in requirements, not equal to national testing and requirements, lack of portability of license or reciprocity
3. Current requirements for school approval and licensing in California are the strictest in the nation with no commensurate differentiation in patient safety or satisfaction. It leaves one wondering why California approval and licensing are so different from other states.
4. CA Acu Board license is not transferable to other states.
5. The National Acu Board license is non-transferable in CA.

Weaknesses

Licensing

External Stakeholder Comments

Licensure Portability/Barriers to Licensure (continued)

6. They should get rid of the 50 percent only applicable to getting licensed in California if a licensed acupuncturist has been treating pTients for over 3 years in another state.

National Exam versus State Exam

1. None that I am aware of. The board should focus only on disciplinary actions for true malpractice and crimes and accept NCCAOM and ACAOM standards in lieu of spending tax dollars on this.
2. Having separate exam for CA
3. Dependence on state run board exams is outdated and not the professional standard. Move to NCCAOM exams.
4. Tests are ridiculous and have heard nothing good about the last one in Sacto. Absurd questions since no one knows any acupuncturist that offers nutrition advice or foods for cold/hot, etc., questions were weird and not in the best English, and the responses were really not well connected to the question or case study. Makes me fearful to even sit in CA but go to another state with the National exam.
5. More of an NCCAOM weakness in NOT raising its standards to that of CA. However, I suggest looking at the Office of Personnel Management (OPM) guidelines for Classification & Qualifications, General Schedule Qualification Standards for Medical Officer Series, 0602: https://www.opm.gov/policy-data-oversight/classification-qualifications/general-schedule-qualification-standards/0600/medical-officer-series-0602/. This will insure that as those of us in federal employment fighting to have our GS-12 status restored the profession (per CAAB) continues to maintain a standard which supports the OPM 0602 series and allows for acupuncturists to make a livable wage substantiated by our education and student loan debt.
6. Also, the CA license should combine with the NCCAOM board to standardize a license without having to take multiple exams.
7. Not transferable to the national exam license
8. CALE is an unfair, unorganized exam.
9. Poorly written test and no practical (2)
10. Examination qualities.
11. Chinese and Korean licensing exams are not fair CALE is not fair
12. The CALE is poorly developed and SMEs are not great...The board is particularly pedantic and behind the times when it comes to interpreting regulations.This applies to distance education, independent study, clinical supervision.
13. Depending on a state license exam that is not compatible nationally. Members tend to be involved too much with "politics" and sometimes do not have the best interest of the profession.

Weaknesses

Licensing

External Stakeholder Comments

National Exam versus State Exam (continued)

14. doesn't not recognize national licensing examination
15. Exams are overreaching, way beyond keeping the public safe.
16. The curriculum and exam relies on TCM or "Traditional Chinese Medicine" curriculum currently espoused by Communist China and their standardized "westernized" hospitals, which is divorced from the roots of ancient Chinese medicine
17. test administration seemed inconsistent and somewhat haphazard. The NCCAOM seemed to administer a thorough yet consistently fair test without melodrama or questionable evaluations
18. the cale does not focus on patient safety. a test for patient safety would be much simpler and straight forward.

Board Member Comments

Barrier to Entry

1. Decreasing the barrier of entry. The Board should encourage candidates to take exam.
2. Students from other states are not prepare because of curriculum requires different hours of training.

Communication

1. Open line of communicate between ACAOM and the Board.

Efficiency/Effectiveness

1. The computer system, BreEZe, is slow.
2. In both the licensing and exam unit there has been human errors. Manual input necessary to complete the licensing process contained huge errors. For example, the exam results notification letter was disseminated containing error in the scoring. Can a computer do it so humans do not have to enter the score or something to the effect?
3. The California exam portion should be computer based to increase efficiency, effectiveness, and accessibility like the national exam.
4. The Board's makes responsive (versus proactive) decisions and takes direction from legislature. It also waits for other offices to makes decisions before it acts.

Licensing Fees

1. Lack of increase in licensing fees. It has been a long time since fees were evaluated. The Board needs income for financial security and longevity

Weaknesses

Licensing

Board Executive Officer and Staff Comments

Barrier to Entry

1. The Board does not require graduation from a program, only to completion of a curriculum for acceptance to the licensing exam.
2. Transition to the national exam creating a high barrier of entry to the practice through roughly $2,000 and $625 exams.

Licensing Fees

1. No raise in fees for over 20 years

Recruitment

1. Staffing an analytical position to generate and analyze licensing reports.
2. Understaffed. 1 full time, 1 new intermittent, and 1 TAU employee that has been carrying the bulk of the weight this unit.
3. The original 2 full time Licensing Technicians is now down to 1 full time and 1 part time staff. The main phone line was to handle by 1-full time staff, 2-part time staffs, and 1-part time seasonal clerk, but the reality is only the seasonal staff handles 80 percent of the incoming calls with [redacted] limited time in the office, the newly hired is yet to be trained to handle the volume of calls the Board receives, the other part time staff answers calls intermittently and is absent on sick calls most days. The Board is contemplating to cancel the contract with the Call Center and this can pose an imminent threat which can ripples down to other units that is already under staffed.
4. No analyst in the Unit, not enough control over errors caused by Central Cashiering.
5. Currently only 1 staff, which is a licensing office technician, could use an Analyst position.
6. Understaffed

National Exam versus State Exam

1. Set High standards of minimum requirements to sit for the California Acupuncture Licensing Examination
2. NCCAOM taking over the CA exam
3. Moving to the National Exam because of political pressure from schools and legislature.
4. Ensuring the transition to a national exam while adequately testing the minimum competency of licensees.

Staff Performance

1. Personnel needs to be better at response time, correctness in handling problems and completing work that needs to be done.
2. Staff lacks vital information about meetings, website content, etc. Written responses to email inquiries are poorly written.

Strengths

Enforcement

External Stakeholder Comments

Board Meeting Accessibility

1. Rotating meetings at different major cities within CA.

Enforcement

1. The Boards has the power to enforce each licencee.
2. To enforce the law and regulations by CEU sponsor by board
3. I do read through the cases published on the site. it is good to know that there is some sort of enforcement that will make our profession more respectable.
4. Public disclosure of enforcement
5. Ceus
6. Effective

Investigation

1. Addresses complaints against practitioners thoroughly.
2. Good follow-up on complaints from consumers of errant practitioners
3. Enforcement appears thorough and strong. I am grateful.
4. Timely looking into complaints, pulling licenses where necessary
5. Deal with complaints efficiently.
6. Able to monitor and censure for sexual harassment
7. The board does investigation and follow the regulations to be in charge of the violation cases effectively.

Staff/Team

1. legal team
2. Experienced staff. All complaints are investigated. Staff use of Subject Matter Experts
3. Licensing

Laws and Regulations Reference Material

1. Having a detailed laws and regs booklet for CNT
2. Some things are clearly delineated and well-understood by licensees.CEUs for example, have been clearly delineated.

Strengths

Enforcement

Board Member Comments

Collaboration/Communication

1. Strong resources and collaboration with state government agencies including the AG office regarding human trafficking and OAH regarding disciplinary guidelines.
2. The Enforcement staff is doing a good job reporting to the Board. Reports have improved throughout the years, making it practical and comprehensible for the Board Members.

Enforcement

1. The Board is doing good, they are going by the laws and regulations.

Staff/Team

1. Staff members do excellent job in processing work.
2. The Board works fast considering the amount of complaints they receive.
3. The Board staff is well qualified and trained and are really good communicators.

Support Programs

1. Apprenticeship program, good program to help support the practitioners.
2. Good support program for probationers.

Board Executive Officer and Staff Comments

Efficiency

1. In-house investigations are conducted expediently.
2. For a small until, only 2 enforcement representative, it runs as smoothly as possible.
3. Having 2 dedicated and permanent staffs (1 full time and 1 part time) create a consistent workflow that this unit needs.
4. Process times getting shorter

Resources

1. Excellent support from both Legal and the DAG liaison
2. Division of investigation support

Staff/Team

1. [redacted] and [redacted] are very efficient at their jobs.
2. experienced analysts, good enforcement tools through DOI, good processes in place
3. Competent staff
4. detail oriented staff

Weaknesses

Enforcement

External Stakeholder Comments

Board Mission

1. You are taking only the side of customers. Not practionars. You need to support practioners rights
2. protect the practitioner from the rising cost of all the protections they need to have from the consumers. protect the profession from having to put bogus labels on herbal formulas ie label that say that the formulas cause cancer. protect the profession from bogus laws that even medical doctors do not have to have ie the notice of informed consent that recently was required. weakness in attracting more acupuncturists to participate on the board so that we are not governed by other professions in majority. weakness of the board to to create incentives that attract acupuncturist to be part of lobbying for our profession."

Case Decisions

1. They take a punish all approach instead of addressing each incident separately
2. execute by complaints only

Complaint/Investigation Process

1. I have reported a clinic using the name "Chinese Doctor Acupuncture" in Albany as being potentially in violation for use of the word "doctor" multiple times. Each time I've reported it, they've acted like they've never gotten the previous complaint. So, the complaint process is broken, and investigation of complaints and follow-up communication with those making allegations is, in my own personal experience, non-existent.
2. Unless you get a complaint, nothing seems to be proactive.
3. Not following practitioners for infection control etc.

Effectiveness

1. There is no enforcement!
2. The board is not structured well enough to truly enforce the rules and regulations. The board is not effective as it should be.
3. Allowing anyone convicted of sexual impropriety to continue to practice.
4. I don't see anywhere they are enforcing laws and regs when once the acupuncturist is licensed.
5. When applicants took the test with fake or false transcripts, even they passed the exam, I think the board should take an action.

Weaknesses

Enforcement

External Stakeholder Comments

Performance

1. Nepotism, cronyism, discrimination. You get the point.
2. Unfamiliar with the practice of acupuncture in a professional sense.
3. They do not adhere to their own guidelines and are driven by one or two persons personal agenda

Reference Materials

1. Monitoring of business practices through multi-lingual consumer educational materials, especially when CA has such a diverse population
2. The board publishes NO checklists for licensees to self-evaluate. Disciplinary hearings are closed sessions so others do not have the opportunity to learn from disciplinary actions. The Board's stated meme is "with enforcement comes compliance" and there is no effort to an ancillary, more productive and less expensive philosophy of "with education comes compliance." There really is no concise, easy-to-read document explaining to licensees what they cannot do, what the consequences are if they do these things, and exactly what is the process for enforcement. It is perceived as subjective and punitive because there is no prior education effort until severe enforcement occurs, namely fines plus 2-3 years of probation with the threat of license seizure. Even those of un in strong trade associations feel left out of this process to the point of guessing what Enforcement will come up with next.

Staffing

1. Lack of staff resources
2. Short of manpower

Time Process

1. takes to long to enforce regulations
2. The time from accusation to investigation to action is intolerably long. If the primary objective of CAB is public safety, it has failed in this task.
3. slow response time
4. The process of enforcement takes long time, which can generate vast victims. Due to insufficient manpower?

Unlicensed Activity

1. PT's are doing acupuncture illegally in CA, and the CAB hasn't done anything that I'm aware of to warn and prosecute.
2. We seem to hear reports from time to time of unlicensed people practicing in this State. Seems that the Board could do better in this regard.

Weaknesses

Enforcement

Board Member Comments

Case Decisions

1. The Board's ethics and poor judgement.

Translators

1. Translators during case hearings who bail out on the provider in the last minute. Need backup translators.

Board Executive Officer and Staff Comments

Disciplinary Guidelines

1. outdated disciplinary guidelines

Performance

1. Processing complaints and investigations. The Board needs to improve performance measures to meet or come under targeted goal. The Board is meeting most targeted goals; however, all goals need to be met.

Recruitment

1. Understaffed.
2. As any other units, there is a constant need for an OT to perform basic clerical, filing tasks to allow the enforcement analysts to focus on the more critical missions of handling the non-compliant licensed practitioners to protect the people of California.
3. Lack of support staff for a lot of technical work, growing probation population without the staff to support it
4. [redacted] don't have enough staff to enable our [redacted] analysts to focus mainly on analytical duties. [redacted] need technical staff to assist.
5. As with all units of the board, there is a shortage of staff.
6. Staffing. Enforcement needs more support both at the office tech and analyst level.
7. Not having enough staffs to process the caseload of non-compliant practitioners

Subject Matter Experts

1. Lack of enforcement subject matter experts with western medical background.
2. Lacking in subject matter expert recruitment.
3. Lack of subject matter experts

Strengths

Education

External Stakeholder Comments

ACAOM

1. so glad CAB recognizes ACAOM standards.

Collaboration with Stakeholders

1. Following the TCM and Nutrition
2. has been responsive to schools when proposed regulations are questioned and cited as creating more problems than they solve
3. The Board is concerned that TCM education is strong
4. I feel the CAB continues to work with the schools to strengthen the education requirements of acupuncture students

Continuing Education

1. There are rules requiring continuing education hours.
2. Strong standards lots of required hours.
3. improved passing rates for new coming students. There are interesting course work for continuing education and the cost is favorable due to great incentives.
4. The amount of continuing education required by a licensed practitioner is very high compared to other states. It keeps the practitioner ever-learning.

Continuing Education Providers

1. manage CEU Providers
2. Encourage CEU providers
3. CEUs are able to be given by organizations with not too much hassle

Curriculum Standards

1. Provide guidelines of curriculum
2. Strong curriculum standards.
3. I've seen some standards come up.
4. Rigorous requirements of schools
5. The board is doing very effective reviews for school paper works, such as curriculum review, syllabus review and so on, they can point out the exact deficiency very quickly.

Miscellaneous

1. Southern california
2. The pool of professionals, highly qualified and with sound experience, can provide practical guidance to Acupuncture Schools.
3. Adequate education for passing the licensing exams
4. The board has good intentions.

Strengths

Education

Board Member Comments

Curriculum Standards

1. California has the highest education standards in the country.
2. The Board has done great job with the curriculum standards which is regarded a high standard in the industry.

Collaboration with Stakeholders

1. Staff maintain good relationship with schools. The Board has received a lot of feedback from the school regarding issues that plague them.

Staff Performance

1. Staff is knowledgeable in this area. Also, knowledgeable in the technicality of curriculums.
2. Historically its been consistency and staffing.

Board Executive Officer and Staff Comments

Communication

1. The Board communicates effectively with Bureau for Postsecondary Private Education and American and Accreditation Commission for Acupuncture and Oriental Medicine (ACAOM) for curriculums approval.
2. Good communication with schools, tutorial students, and CE providers.

Efficiency

1. The Board reviews and process curriculums efficiently.
2. Runs smoothly and effectively.
3. Better process for assessing curriculum in place
4. Process times on CE course applications is better.
5. The Board has created new processes and efficiency in both training program oversight and administration of Continuing education compliance.

Performance

1. We have qualified staff in this position.
2. Quality of staffing has greatly improve over the last 5 years

Recruitment

1. This Unit is finally staffed with 2 full time staffs in the Examination Unit, and 2 Full time staff Education Unit after operating with only 2 full time staffs for 18 months between management transition.

Weaknesses

Education

External Stakeholder Comments

Board Composition/Educational Standards

1. There are no professional educators on the board, but they are required to evaluate educational programs.
2. No professional educators on staff or board.
3. Way behind the times in current educational theory. No one on staff or the board has education experience. Interprets rules in the most narrow and backward way. Enforces things that shouldn't be enforced and creates rules out of thin air and docks schools (in particular, the site visits demanded schools use California's workers comp pain scales even though no one uses them outside of that system and they are completely non-standard; but schools got reprimanded). Is reactionary and not proactive (the DAOM and DAcM programs).
4. It appears tht all decisions made in education requirements are arbitrary, and of nominally qualified persons. You have no professional educators on staff, no one that has even worked in OM education offering opinions. It looks as if the CAB staff are on power trips that do not serve the stated goal of public safety.
5. The board does not seem to understand the school settings very well.
6. Very unclear, outdated policies that are very unfriendly to the current and future students. Policies on educational standards and implementation methods are very unclear and are susceptible for various interpretations. Leadership is weak and perhaps not competent. Appointed Board needs good training and must run the day to day activities. The staff must guide and not take control of the board.

Continuing Education Course/Providers Approval

1. Low standards for continuing education course approvals
2. Continuing Education. Many approved courses are a joke, while DAOM courses offered by approved schools are not eligible. I am a student with the Institute of Functional Medicine www.ifm.org Completing my continuing education only diverted my resources-time and money-from learning new things that will help me treat patients. As far as I am concerned, allowing acupuncturists at IFM is a gift. Most are practicing MD's. There is no way the IFM will jump through hoops to get approval from the Board. With the amount of money the L.Ac's pay for licensing, there should be someone at the Board that approves courses like these. Each IFM course is equal to any course in any medical school, western or eastern. Thank you
3. Also, arbitrarily refusing courses that are online is unfair. Most students that are taking these hard science classes at community colleges are taking them online, so you are discriminating against certain people based on the language of their transcripts. If it's a real rule, then please enforce it across the board.
4. the quality of continuing education is not regulated.

Weaknesses

Education

External Stakeholder Comments

Continuing Education Course/Providers Approval (continued)

5. Standards for certification of continuing education courses are not very high. Some courses do not teach very much, and some courses teach material not related to acupuncture nor topics relevant to our scope of practice.
6. Allowing goofs to provide CEU classes that make us look like quacks to other medical professionals.
7. Not having enough qualify review on CEU courses provided and its targeted audiences / format of teaching
8. Review of CEUs is a bit bureaucratic but not well organized to check for real trainings

Curriculum Standards

1. Review of new school credentials such as dual-licensures and similar can take months and perhaps years. There seems to be no will to move forward and no clear direction as to what to do.
2. low training standards leads to poor protection of the health and safety for consumers
3. Overly literal in interpretation of educational guidelines.
4. There is simply too much required, and NEEDED, to cram this unto an MS degree anymore. The Board needs to get behind the Doctorate as the standard.
5. Actively resisted and delayed the implementation of first professional doctorates though they met all regulations.
6. There are reports of fake practioners, schools are not regulated tightly enough,
7. Excessive curriculum requirements that increases student dept
8. Training at school are scattered and mess
9. The transfer system within CA licensed schools are not standardized. Depending on the academic dean of a school, the transfer units are different. There is no standard criteria between schools. This affects the students matriculation.
10. Some of school have the different program is going on now, I do not think to teach the same level of each program which is Korean program, Chinese program and English program. They should have the same standard.
11. Again, not sure if this is a board matter but I personally feel after working very closely with anesthesiologists, PM&R physicians, PT's, etc... in an integrative medical environment for the past 3+ years that the curriculum approved by ACAOM and available in most schools does not emphasize Biomedical training heavily enough. L.Ac.'s need to better following graduation especially in the areas of Biomedical exam, evaluation, and diagnosis. This deficiency in our field is what is contributing to our lack of acceptance and perceived credibility by many biomedical providers, etc...
12. New licensees should be required to do internship/mentorship programs with experience practitioners after licensure

Weaknesses

Education

External Stakeholder Comments

Curriculum Standards (continued)

13. From my experiences the amount of western medical training that is required is simply not enough. As a future acupuncturist with a pre-medical background, I notice a substantial gap between myself and fellow classmates whom have had much less education in western pathology, differential diagnosis, and pharmacology to name a few.
14. There are some schools out there that should not be accredited. They produced below average practitioners
15. Need to adjust to modern educational standards, online education, need to adjust clinical education standards in accordance with other health care professions
16. creating paid residencies for acupuncturist by giving incentives to the old timers. creating business education for upcoming graduates as well as nonstudents with in successful clinics around the country by giving incentives. Create more jobs for our profession by working the acupuncture profession into everyday health care. More needs to be done in including continuing education courses for helping clinics make it in basic business. More needs to be done to limit clinics owned by business entities that only care about the bottom line and are not practitioners themselves. More education in acquiring secure jobs for our profession and increased pay.
17. The curriculum and exam relies on TCM or "Traditional Chinese Medicine" curriculum currently espoused by Communist China and their standardized "westernized" hospitals, which is divorced from the roots of ancient Chinese medicine.
18. Poor curriculum monitoring
19. the basic framework of the standards for training have not changed since its initial implementation; adjustments have been on the periphery of the program. Thorough in depth reexamination of our training content is needed.
20. The Board misses when school don't even require students to be present during clinical training; and then becomes overly prescriptive with other schools.

Curriculum Standards: Authority

1. Too prescriptive on how education should be taught - in particular clinical education. The board is not an accreditation agency. Leave the education standards to ACAOM and Dept of Ed regional accrediting agencies for higher education..
2. I dont feel the Board should be responsible for education as much as they are. the Board should focus on licensing and regulation and making sure practitioners are upholding the law with regards to the profession. Education prior to licensing should be left for an entity such as WASC who is adept at working with schools on educational standards/curriculum.
3. None that I am aware of. Should defer to ACAOM and stop spending tax dollars.
4. Requiring ACAOM accreditation would be helpful.

Weaknesses

Education

External Stakeholder Comments

Curriculum Standards: Authority (continued)

5. I am also concerned as a student about the approval of DACM programs. I know my program is very rigorous and I take my schooling/future career choice very seriously. I am not understanding why it is taking so long to recognize our academic excellence. Perhaps another entity should be working on the academic side and the board should focus on exam and licensing, just as it is with law school or even with real estate.
6. Burdensome micromanagement of curriculum duplicating work of ACAOM.
7. The board should leave curriculum to the schools and accreditation. The acup regs are a micro-management mess in the curriculum section. The safety of the public is not at risk and many requirements in the regs are unnecessary. They drive up the cost of education
8. If ACAOM is the accreditor, why not let them oversee the quality of education delivered. CAB wants any little change in a syllabus to be reported. Even ACAOM does not require this.
9. I wish the CAB had been in a position to assist the schools with attaining WASC accreditation, although this may be/have been out of the purview of the CAB
10. Not an effective communication with medical profession yet.
11. Allow regional and national higher ed accreditating bodies police the education, not the board. ACAOM and regional accreditors are in that business and have farmoreledge, skill and resources.

Curriculum Standards: Board Purpose

1. complete lack of Education efforts regarding licensees. The Board's philosophy seems to be "with enforcement comes compliance." There are NO significant or effective efforts in education for better compliance being taken by the Board
2. education standards needs significant upgrade to properly train entrants to provide safe and effective therapy to the public
3. They do not support educational institutions. Instead they create artificial obstacles to further their own agenda
4. Rules far exceed public health and safety needs. Many appear to exist for anticompetitive reasons that may violate federal antitrust law.
5. Would like to see board enforcing or taking a more close look at schools that were red flagged
6. Requiring more education does not equate to consumer protection. It only serves the schools & increases student debt.

Reference Materials

1. It did put out a booklet for consumers in the past, available to acupuncturists to give out to their patients and prospective patients; but we are unable to get this any longer.

Weaknesses

Education

External Stakeholder Comments

Reference Materials (continued)

2. The CEU listings that are on the website need to be organized so that they can be sorted according to number of CEUs offered, date class given, etc. Also this information needs to be kept up to date. One of my colleagues recently called several providers listed and the classes were no longer being offered.
3. Poor PDF data base on CEU providers. Consider organizing it by date and not by provider number. Also have it updated. I called 3 places that were not offering classes listed. Maybe have a log in for the provider to update information.

Board Member Comments

Communication/Collaboration with Stakeholders

1. Communication and collaboration amongst various parties involved in the education system: ACAOM and BPPE which is not as coordinated as it used to be.
2. Lack of early communication with partners on big ticket issues when decisions needs to be made. The Board is unable to move forward without all of the information.

Continuing Education Oversight

1. Lot of CE providers not necessary, there should be an evaluation of providers.
2. The Board needs better oversight of continuing education unit (CEU) providers, the number is over 1,500 which is too many. There needs to be oversight and "cleanup" and develop a selection process to make sure we have quality CEU providers
3. Evaluate and increase the fees for the continuing education providers.
4. Continuing Education Fee Structure
5. Evaluate enforcement fees or fee structure for continuing education providers who do not seem to be enforced.
6. Auditing Continuing Education providers. The Board knows that certain providers are not being honest regarding the content they are teaching. Random audits should be implemented within Enforcement unit and allocated in the Board's budget.
7. Additional Enforcement staff who specifically focuses on continuing education issues, review provider fees, and conduct audits. The area of continuing education providers is large and needs a dedicated staff member.
8. Increased opportunity to purpose continuing education issues. Greater collaboration between enforcement and education regarding continuing education.
9. For consumer protection, continuing education providers should be regulated. Implement standards on who can be continuing education providers.

Weaknesses

Education

Board Member Comments

Curriculum Standards

1. Outdated educational standards since inception, specifically the curriculum standard. Curriculum needs to be evaluated and updated. The standard should be creating specific requirements in such a way that it either is adhered to or violated. Formerly the schools can adhere to the standards, however, the current student to teacher ratio presents a challenge.
2. Education should be developed in such a way that it decreases fraud and unethical cases. For example, what is required for students to know in order for poor judgment and actions decrease? Or how to run a business. These concepts or the concept of ethics should be taught and reinforced throughout the student's schooling not exclusively during the final quarter of their last year. The information is available; however, should be reinforced or engrained through yearly or incremental levels throughout the student's schooling.
3. Curriculum reviewed by Board staff without any fee to the school. The fee previously in place was taken out because adhere to new law. The board should consider a fair and reasonable free for the Board's efforts in reviewing curriculum.

Curriculum Standards: Authority

1. Constant volatitlity because legislature has given strict direction in the scope of our authority regarding the education sphere.

Board Executive Officer and Staff Comments

Board's Accessibility/Authority

1. Limited database through Access
2. Improve enforcement of schools. There are no consequences for violations. The Board should deny, where applicable, instead of placing schools on probation or continuing approvals.
3. There has been a history of overreach of authority while at the same time not providing the appropriate authority

Board Performance

1. Historically staffing has not had the education background or specific understanding of subject matter.

Communication/Collaboration with Stakeholders

1. not receiving communication or collaboration from ACAOM and BPPE
2. Failure to use department resources such as BPPE and other agencies that accredit programs.

Weaknesses

Education

Board Executive Officer and Staff Comments

Continuing Education Oversight

1. The Board's continuing education oversight. There is a lack of consequences for violations by the Continuing Education providers. There is a perception that there is a large amount of fraud because the standards and consequences are lax.

Recruitment

1. not enough staff to do CE audits, outdated CE forms
2. Historically there has been a lack continuity both interns of leadership, staffing and process.

Strengths

Legislation and Regulation

External Stakeholder Comments

Achievements

1. they perform extinct right judgement with the corresponding stands or laws to deal with different cases.
2. I am grateful for the fact that in CA acupuncturists are regarded as primary health care providers. I also appreciate that there are restrictions on the ability for healthcare professionals in other fields (i.e., chiropractic, PT, etc) to practice acupuncture. Overall, I feel the integrity of our practice is protected.
3. If the Board was instrumental in getting acupuncture included in Covered California, then that was great.

Board Meeting Agendas

1. Many agendas include a list of pending legislation that might affect stakeholders
2. I say the CAB is effective, but I feel it is only JUST effective. The CAB has continued to offer clear guidance on upcoming legislation without imposing opinions.

Development

1. I am glad there are more regulations in place today than years ago.
2. Changing for the better
3. After many years, the Board finally agrees to take a look at weak educational regulations
4. Keeps up with the laws

Board Member Comments

Board Performance

1. Great staff completed backlog.
2. The Board is active and support and implement bills adopted by legislature.
3. Proud that the Board passed many (around a dozen) regulations in the last four years. Huge accolades to staff, board, and specifically the Policy Coordinator.
4. Sunset Review report well completed compared to previous one.

Communication with Stakeholders

1. Increased line of communication and collaboration because level of trust and respected increased. For example, legislative relationships dramatically improve and far more useful.
2. The new leadership has worked well with the legislation and continues to build the relationship.

Consumer Protection

1. The Board things forward and helps the industry establish new standard to protect the public.

Strengths

Legislation and Regulation

Board Executive Officer and Staff Comments

Process

1. Good resources and research for regulatory language, helpful list of regulations/bills for Board to monitor
2. At the staff level the Boards has qualified staff to complete the legislative process. New leadership has facilitated a much better understanding of this process.
3. Much better relationship between Board leadership and staff has been very helpful\."
4. Actively making changes

Productivity

1. Runs smoothly for a 1-person unit.
2. Having 1 long term permanent Policy Coordinator in the unit creates consistency.
3. Because there is a person hired to do this job it has become a strength. Prior to that the Board' record of promulgating regulations was not what it should be.

Weaknesses

Legislation and Regulation

External Stakeholder Comments

Board Mission

1. No clear direction or mission and vision. The Board must help the profession as much as it helps the consumers. All the statutes, regulations, policies and procedures are skewed towards only one side (consumer).
2. Outside lobbies continue to chip away at this Board and undermine it's mission, in my opinion.
3. The CAB has been horribly neutral and sometimes, as a practitioner, I wish they were a bit more opinionated. But most of the time I really do appreciate their neutrality.

Communication/Collaboration

1. I wish the Board provided more updates on upcoming legislation/regulation. I know it is a small board and everyone already has immense amounts of work, just wish this were one place that could be automated and communication could be increased. Even something as simple as "Hey, go to the Board website and check out the Legislative section, there's new info to review" would be immensely helpful
2. Poor, because I don't feel informed about the board's actions or results. I'm informed about board meetings (few of which I can attend) but the results of decisions or actions are not communicated.
3. Poor coordination with ACAOM and BPPE.

Dry Needling

1. The regulation for direct line of sight needling was excessive and consumed much of our time and effort as educators.
2. Fighting dry needling & other modalities doing acupuncture is very poor.
3. We do not need other professions being able to give acupuncture and or dry needling and get paid more from insurance...keeping other professions out of our medicine. keeping other profession from giving Chinese herbal medicine. adding more legislatives that make it more expensive for acupuncturist to practice, as acupuncturist make less than all other health care professions and school is as expensive as medical school.
4. Protect our scope esp against dry needling by PTs and for manual therapy instead of asian massage
5. Need some legislation regarding dry needling performed by A.T.C.'s (Certified Athletic Trainers).

Proactiveness/Performance

1. Stop spending tax dollars for no reason.
2. Some regulations are to harsh
3. Anticompetitive and possibly illegal antitrust violations.

Weaknesses

Legislation and Regulation

External Stakeholder Comments

Proactiveness/Performance (continued)

4. Not strong board. Compare us with chiropractic board
5. Under the last executive officer, got involved in things they shouldn't have
6. As shown by the recent implementation of SB1249, the Board cannot develop and implement regulations in a timely manner despite years of preparation. On top of this the regulations that are now in place threaten many schools that were successfully educating students both inside and outside of California.
7. I do think though, that there are many things that need to be addressed especially as the acupuncture profession grows, gains popularity and becomes more respectable in the healthcare arena. It will not suffice for MDs etc. to have a reason to not look to us as peers because our legislative and regulatory system is lacking.
8. There needs to be more lobbying and progressive movement on behalf of the members to strengthen the acupuncture profession. For example, I have to send patients to other states (i.e., Florida) for point injection of herbs when needed, i.e, cancer. Injection of herbs in China is a regular protocol for more severe diseases, and the board has not looked into growing and strengthening aspects of our profession where we can benefit patients' health further.
9. CAB spends time and energy on ridiculous rules, like making people list their license number on materials (as if we are plumbers) and not on advocating for clarity in scope, or promoting the safety of Oriental medicine. The CAB's poor performance in both board and staff has resulted in several poor reports via the Sunset Review. This puts CAB's very existence at risk, which puts our profession at risk. The CMB (who will take over regulation of LAcs if CAB is dissolved) will prejudiciously restrict the practice of Chinese medicine, to the detriment of the public. Again, the opposite of CAB's stated objective.
10. Too many new laws and regulations
11. status quo
12. They are an outdated organization that serves no purpose except to hinder progress.
13. After many years, the Board finally agrees to take a look at weak educational regulations

Scope of Practice

1. Our scope of practice is very vague and needs to be defined. That being said we should be practicing this medicine to the fullest extent like it is in other countries. We should be allowed to use other modalities, but no one lobbies for us.
2. Legislation includes licensed complementary and alternative medicine (CAM) providers but needs to include the verbiage for Licensed Acupuncturist / Acupuncture [example: excused medical services at my child's school excludes Acupuncture but include Chiropractic, Dentistry and Optometry for medical treatments in terms of excused absences.

Weaknesses

Legislation and Regulation

External Stakeholder Comments

Scope of Practice (continued)

3. poor at clearly communicating the acupuncture scope of practice so most acupuncturists do not know how they are legally allowed to practice. Calls to the board often are answered with "that is a gray area" or consult an attorney (who also does not know)

Stakeholder Input

1. Most CAB board meetings skip over 90% of the listed pending legislation. There is no written opinion issued on any of the listed items, there is often no written summary listed. Public opinion is not sought explicitly and often opportunities are missed because the Board Members have there eye on one item but none of the others are mentioned. I've been to 2 meetings in 2017 where a board member said something to the effect of ""only one of these is important and I want to discuss that"" leaving all the other items off the table.
2. Lack of channels for practitioners to voice their opinions on important issues that critically impact the practioners in the CA

Board Member Comments

Outdated Regulations

1. Regulations need to be updated, they have been there since the 1970's.

National Exam

1. The board receives heavy legislative influence and pressure to adopt the national exam.

Relationship with Legislature

1. Continue improve the communication with legislature to lead to inform them of the Board's accomplishments.

Board Executive Officer and Staff Comments

Ambiguity

1. The need to clean-up licensing loopholes in regulations.
2. Regular review of regulations to remove loopholes and/or ambiguity.
3. vagueness in the law

Board Members

1. Acupuncture Board members are often of very divergent opinions. Board members often do not understand the process, and frequently change. These problems create a lack of relevance and effectiveness of the Boards legislative agenda's

Weaknesses

Legislation and Regulation

Board Executive Officer and Staff Comments

Communication/Collaboration

1. Collaborate with business and professional committees to build constructive and proactive relationships.
2. Open communication channels.
3. Lack of openness to provide assistance to other units.
4. This Policy Coordinator could brush up [redacted] customer service skills but poses little harm to the Board.

Staff Technical Training

1. Improve staff training on regulations, especially with new department process.

Sunset Review

1. Sunset Review background paper deficiencies.

Timeliness

1. Timeline for regulations to become effective, lack of staff for the unit
2. Needs to be more proactive with the tasks that have deadlines.

Strengths

Outreach

External Stakeholder Comments

Board Meetings

1. Meetings are streamed live on the web
2. solicits public comment and insures access to meetings

Email Subscription/Online Communication

1. Good electronic communication.
2. they may have fixed the email thread, after being down for years. We tried multiple times to get back on the email list and finally got it done when were were connected to a live person.
3. I do appreciate the emails sent out regarding meetings, etc..
4. Facebook
5. Great website
6. I get all notifications
7. becoming better with these emails and information
8. I don't notice outreach except in the emails for board meetings that I opted-in for.
9. I am on the board's email list for regular meetings, so thank you.
10. The board is trying to respond to all events effectively.

Reference/Educational Materials

1. The recent brochure is well designed and informative
2. To spread out the scientific research about the effectiveness of acupuncture to the public on the web

Miscellaneous

1. Expose students to serve in some outreach community clinics

Board Member Comments

Information Pamphlet

1. The education pamphlet the Board is currently working on.

Stakeholder Input

1. The Board posts invite notices for stakeholders to attend sessions.
2. The Board benefits from engaged stakeholder population. Open discussion and interaction that helps the Board decide on issues in an informed manner.
3. The Board openly invites stakeholders to board meetings and webcasts.
4. The Board conducts stakeholder meetings to obtain their feedback.

Strengths

Outreach

Board Member Comments

Website

1. The Board has a website available.
2. The Board updates and adds information and resources online.
3. Board online/email subscriptions which is a method for the Board to ensure direct communication and engagement with stakeholders.
4. Internet outreach, specifically the forms provided to licensees and associations.

Board Executive Officer and Staff Comments

Efforts

1. Much better than in the past, but we could do more.
2. This is an area where the Board has made significant strides.
3. Emailing to subscribers and updating the website has increased

Outreach to Stakeholders

1. Key examples are outreach to major stakeholders of ACAOM, NCCAOM, and CCAOM.
2. Also there has been stakeholder focus type workshops.
3. Finally the completion of sited visits at all of the Boards approved training programs facilitated much better understanding , compliance and buy in from the schools that offer acupuncture training programs
4. Alerts and letters to licensees about new regulations, there have been more meetings with stakeholders

Transparency

1. Transparency. Specifically, the posting of materials, board meeting information and notifications through alerts and announcements which has improved during the past four years.

Weaknesses

Outreach

External Stakeholder Comments

Acupuncture Awareness

1. Why isn't the board educating us providers and the public about: H.R.2839 - Acupuncture for Heroes and Seniors Act of 2017. https://www.congress.gov/bill/115th-congress/house-bill/2839. Rep Judy Chu has been trying for years to get traction in this regard with no attempts to raise awareness by the board that I am aware of.
2. We need to be in hospitals and medical clinics and hired as employees with benefits in parity with primary care health professionals with our many thousands of hours of clinical experience. Often we are marginalized as other "non evidenced based" pseudo-science.
3. Having acupuncture considered mainstream & covered by all insurances
4. there is still the perception that acupuncture is not real medicine, that herbal medicine is dangerous and to stay away from and if it was real insurance would take a bigger part in paying for it.
5. Only a small fraction of Americans are aware of let alone using acupuncture. Outreach and education should be of primary concern and priority.
6. Need advertise for acupuncture and natural herbal effectiveness, nutrition.

Consumer/Public

1. What IS the Board doing to educate the public about the effectiveness of acupuncture? I don't see where they do.
2. I am unaware of any public education efforts in this regard (2)
3. Education of consumers and patients are weak
4. I also feel our board needs to better provide outreach into under served communities of color and varied socio-economic status.
5. The public have little idea what to expect or what their rights are.
6. I do not think I have ever seen anything go out to the public about acupuncture: its benefits, licensing requirements, or approved schools.
7. I don't notice outreach except in the emails for board meetings that I opted-in for. I do not notice public consumer outreach.
8. I think much of the promotion of the profession is done by private practitioners, not to mention, I don't think I have ever been on the receiving end of outreach by the Board. What about a public health campaign? ive never seen such a thing...

Licensees

1. Not being proactive in educating acupuncturists.
2. It is not well known the outreach to Chinese or Korean who had the license. Need to be more announcement to understanding and participate.
3. There are very few updates on what the board is doing. NCCAOM does a much better job in providing monthly email updates to licensed practitioenrs.

Weaknesses

Outreach

External Stakeholder Comments

Outreach

1. I have no idea. The Board hasn't communicated this. I went to the website and even searched "outreach" and found nothing
2. Perhaps, zero outreach, I should say. Whatever it is adopting now is not working.
3. It seems it is up to the individual to connect with the board
4. What outreach? (3)
5. I don't have a clue what the Board is doing! How are they communicating their Outreach?
6. They haven't warned PTs that they are breaking the law if they do acupuncture in CA.

Miscellaneous

1. phone conference technology very poor from offsite locations
2. The CAB can play a bigger role in the dry needle concerns.
3. None that I have seen. And didn't they stop publishing their booklets?
4. Need more budget or faculties to assist their work.
5. It would be good to have the meeting televised or online

Performance

1. They are internal and self serving only
2. I don't care if board does a bad job here. We don't need to rely on it to educate our patients or the public. I think you should stick to enforcement.
3. incompetence.
4. Board lacks the necessary expertise to properly serve as a source of educational information. Better qualified practitioners need to be recruited to serve on the board.

Stakeholders

1. How many people actually attend meetings? Does the board have a presence at acupuncture conferences/symposiums?
2. Not connected with nursing homes and many state and county hospitals
3. Social network sysyem
4. Although overall things are improving, there could be more of an effort made to educate mainstream medical facilities about the many benefits of integrating acupuncture into mainstream medicine.
5. Secondly, (and maybe this falls under a different sub topic) health insurance companies should be more educated on the efficacy and cost efficiency of Chinese medicine in areas of health beyond pain management in order to broaden coverage to include more health specialties like oncology and fertility. In addition, it would be helpful if there were more acupuncture research studies being done to support the previous comments.
6. Voices from the education fields are not taken well.

Weaknesses

Outreach

Board Member Comments

Board Presence

1. Represent at the national and state level organizations, thus making the Board's presence more official. Through this, breaking the intimidation and allowing stakeholders to trust the Board.
2. The Board's communication with the external environment. Thus, can communicate the amount of great work the Board has been doing the last couple of years. The great work we been doing these last years. For example, creating informational accomplishment posts.
3. Utilize social media like Facebook, LinkedIn in such a way to educate stakeholders on what the Board is doing.
4. Conducting a stakeholder meeting in Los Angeles regarding curriculum standards.

Electronic Communication

1. This area is not a strong suit, in fact outreach has been poor. The Board needs to enhance the informational pamphlet then provide to the education committee for revision. Ultimately an electronic format of the informational pamphlet should be provided to practitioners so that they can print and disseminate to all patients.
2. The Board needs to improve electronic communication.
3. Upgrade email lists of practitioners. Ask for email list subscriptions during board meetings. The Board needs an official announcement to encourage schools to collect emails from its staff and students.

Outreach to Decrease Cases

1. Needs to be developed with the purpose of decreasing fraud and unethical cases. For example, what is required for licensees to know in order to decrease poor judgment and actions.
2. Educate the public about the Board structure and process to help reduce unnecessary complaints.
3. Reduce complaints through reaching out to organizations including those that are Chinese, Korean, and Japanese to obtain emails and provide educational information.

Scope of Practice

1. Reaching out to stakeholders including consumers on the scope of practice of an Acupuncturist to inform them what can be legally provided. This outreach can include communication with organizations and the dissemination of an educational pamphlet. Or, if the Board disseminates a clean, simple, non-organizational based email regarding scope of practice, and encourage for it to be copied and sent to mass emails subscription lists.

Hardcopy Informational Materials

1. Disseminating hard copy of informational materials.

Weaknesses

Outreach

Board Executive Officer and Staff Comments

Board Presence/Outreach

1. There's outreach? Not that I have seen.
2. The limited exposure the Board has for Outreach is during a few Board meetings a year where the public is of limited number in attendance most time. This area could be incorporated into the Board's agenda in the future to give the Acupuncture some positive exposure.
3. There are no outreach efforts other then Public Board Meetings. When I think of "outreach" I think of events with a table, handing out information.
4. Outreach does NOT exist.
5. I have no idea what the board does.
6. Historically this has been relatively no existent.
7. Lack of outreach.
8. Failure to understand stake holders concerns and input.

Communication

1. The Board needs to communication more effectively with students regarding licensure requirements.

Laws & Regulations Interpretations

1. Lack of resources for consumers and licensees on lay persons interpretations of the Board's laws and regulations.

Recruitment

1. There is a large demand for this area to bring more awareness to the Acupuncture profession but there is no dedicated staff on Board.
2. Not any dedicated staff person for outreach and no quarterly newsletter
3. We don't have enough staff to assign someone the task of outreach.

Trend Analysis

1. The need for greater trend analysis to address upcoming issues.

Strengths

Board Administration

External Stakeholder Comments

Board Meetings

1. Publish the minutes of the meetings and announces the dates of the meetings.

Development

1. current administration doing much better job than the previous one.
2. The promotion of Ben Bodea as director demonstrated strong internal development and capacity building. Ben is a good listener and very objective and appears to foster that in staff and board also.
3. Getting much better; in the past did not provide proper oversight and meetings were a trainwreck
4. As long as the legislature let's the CAB do it's job, the CAB does well.
5. It seems to be better now. Before, the leadership of the board was poor. The board itself was also dominated by zealots who wanted acupuncturists to be mini-western doctors and by acupuncturists who thought that because they were nominated to the board, they were suddenly smarter than those of us who have been involved for 30+ years.

Performance

1. the board is very skilled at protecting its own interests.
2. This is the boards strength, in fact it appears they are overly focused on it
3. The Staff are extremely capable and do a wonderful job.

Board Member Comments

Board Members

1. Board members and staff are prepared and engaged.

Board Performance

1. The Board staff is doing good.
2. The Board staff is doing good job and care regardless of the lack of resources.
3. Staff is responsive.
4. Staff are prepared and engaged.
5. The staff is really well trained and qualified and work hard for the Board.
6. The new EO is really engaged the style and leadership to inspire and encourage staff to participate and work. Creating good team dynamic and communication.
7. The board current is excellent in communication.

Strengths

Board Administration

Board Member Comments

Communication with Board Members

1. The Board staff does a great job on giving Board Members timely information.
2. The Board available to answer Board Member questions.
3. Board Members and staff participate in team-building activities while consulting with legal.
4. The Executive officer and staff has been friendly and professional to Board Members in such a way that makes Board Members feel as part of the team.

Executive Officer Performance

1. The Executive Officer has stepped up to the plate. Worked at all levels of board and understands every duty with such thoroughness and sympathy and takes public interest and staff in mind. The EO really did a lot to bring efficiency and create an environment that creates better collaboration and morale. The administration has gone so much smoothly since the EO has taken home at the Board.
2. The Executive Officer has a unique talent, true leadership skills. Sought development through additional training outside training.

Board Executive Officer and Staff Comments

Communication with Board Members

1. Effective communication from the Board Executive Officer to board leadership, Board President and Vice President.

Leadership

1. in the past I would rate this area as poor.
2. I like our new EO. There is still some toxicity left over from the prior EO. She had a habit of down talking staff members to other staff members. Wreaked havoc on confidence of several staff members, myself included.
1. Good and fair management with clear policies and rules, management knows a lot about all of the functions of the Board, Board has productive meetings and members have an interest in education for the licensees/consumers and public protection
2. Recent change in headship has turbo charged the refinement of Board process in all units. This is currently very effective.
3. The Board staff is valued.
4. The Board supports and encourages staff training.

Recruitment

1. As of a few weeks ago, the Board finally is fully staffed with 13 personnel after 18 months of transitioning between management.

Weaknesses

Board Administration

External Stakeholder Comments

Accessibility

1. Whenever call or try reach the board is busy in desk person. If the leadership is well, the service will be better to customer.
2. Not able to reach anyone very directly without great effort. Too few staff or some other issue is hindering this. It used to be much better.

Board Meetings

1. failure to post meeting minutes on website
2. The minute publishing is too behind.
3. at the meetings I have attended, there have been board members who obviously were unprepared and not knowledgeable regarding the procedure, regulations, and issues. On some occasions, a member gave the impression that [redacted] thought it was a joke."
4. Sometimes I do not think certain members of the Board do not understand acupuncture, education, or accreditation.
5. Even the board decision making is by voting of the board members, sometimes someone may unite to vote for some decision making. It might not be correct.

Board Mission

1. they need to focus more on safety and less on market saturation. market saturation has nothing to do with patient safety.

Leadership

1. I have already gave my opinion about the leadership. It is ineffective, incompetent, and intolerant and much inertia bound in their actions.
2. The Board lacks leadership due to limitations of expertise in the field as well as limitations due to restricted in depth discourse and discussions.

Performance

1. Can only say I have never heard anything good about the Board.
2. Too much bureaucracy
3. Slow path
4. inconformity
5. Arbitrary, capricious, petty, vindictive and probably illegal.

Weaknesses

Board Administration

External Stakeholder Comments

Staff Performance

1. The Board staff are meant to be an extension of the Board, not independently functioning entities. They often appear to be making arbitrary decisions without the consultation of the board, where the only people who actually know and understand Chinese Medicine are located. The Board has insufficient oversight of their staff.
2. Lack of staff training
3. The Board may feel amongst themselves that the Board is effective at this goal, but as a student learning the profession, I can't say that I am aware of how the Board actually works. I feel there is a lot lost in translation. I feel very removed from the Board and the more intricate workings. Maybe there is a way to reach our or involve students in this?

Staffing

1. long-standing vacancies
2. They may need more man power?

Board Member Comments

Board Member Team Building

1. Better understanding on how to build comradery among Board Members without the fear of violating the Bagley Keen Act.

Board Member Training

1. The Board Members want to do a good job, but do not know how to and hardly do the work. There needs to be Board Member education and training to help develop various skills.
2. The Board members need to be better equipped to be better judges, not break laws, rate cases that come in front of them, discern which cases are worse than others, objectively make decisions. The Board Members play the role of a judge when considering criminal and unethical cases. There needs to be sound, reasonable and objective decisions, but Board Members do not know how to play their roles and responsibilities in such scenario.
3. There needs to be Board Member training similarly to the Leadership Academy provided to Board executives and management. The Board Member Orientation Training (BMOT) is a good start. The Board Members need important information engrained. For example, the Bagley Keen Act.
4. The Board Members need education specifically regarding Board Member duties, responsibilities, and understanding of the board's scope and authority. Also regarding the Bagley Keen Act.

Weaknesses

Board Administration

Board Members Comments

Board Member Training (continued)

5. The Board Members are not prepared for making decisions on cases. For example, there has been harsh decision on a few cases. There should be more analytical thinking before making decisions because it ultimately impacts people's lives. Perhaps a mock session and discussing a case.
6. The Board members need development on how the procedure on how to propose or vacate a point.

BreEZe

1. BreEZe is an opportunity , but has been long time in the works. The Board has been amongst the last programs to have system implemented. The goal of BreEZe is to check status of a license of practitioner.

Recruitment

1. There is a lack of management to help manage employees.
2. The Board is short staffed who are spread thin.

Staff Training

1. The Board needs staff trainings to help them understand their rules and roles better

Board Executive Officer and Staff Comments

Board Member Training

1. Board Members lack training on the board's role in enforcement.
2. The need to provide Board Members with tools on effective governance.

Communication with Board Members

1. The Board Executive Officer improvement of overall communication with all Board Members.

Internal Communication and Morale

1. Favoritism for a particular staff member in this unit has caused for questionable decisions that should have included more input from other staff members. In addition, because of favoritism, office protocols have been unequally enforced.
2. And then, there is also an "unofficial Assistant Manager" who seems to have been favored for a very flexible attendance policy: i.e., multiple "business-related" walks, flexible working hours with unregistered absences...while the rest of the employees must adhere to a stricter attendance policy. This definitely creates a negative morale in the office.

Weaknesses

Board Administration

Board Members Comments

Internal Communication and Morale (continued)

3. The Examination unit is finally caught up with the basic responsibilities of overseeing the whole California Acupuncture Licensing Examination with the new hired Full time. However, there was a recent important internal process change transpires between the management, the "un-official Assistant manager" and the new hire that excluded the Examination Coordinator who had overseen the operation of this unit for the past 4-5 years. I think this style of communication can erode into the unit's morale. When an employee feels excluded from a major decision-making process, when the deciding factor has a potential threat to the Acupuncture profession, this employee will feel resentful from the mistrust that transpired without [redacted] input. This could affect her work dedication to the unit in a sustainable way. Meanwhile, the Education unit is finding the opportunity to tackle the Licensee audit which fell behind 2 years due to staff shortage.
4. Invest in more staff.

Recruitment of Manager

1. The Board is experience a lack of managers.
2. No manager to monitor staff (2)
3. Administration at the analyst level is 85% invisible

Resource Management

1. outdated software
2. lack of budget
3. Fees may not be supporting the budget and functions of the Board as well anymore

Staff Performance

1. This unit consists of 1 full time and 3-part time staffs to perform and support the whole Board. A small weakness rests in 1-part time staff who is not very consistent with [redacted] attendance record, and also shy from deadline driven projects. This can create a stressful office frenzy during Board's critical mission of Board meeting preparations and/or impending Sunset Reports preparations.
2. Lack of consistency. Deadlines not met, which means other staff members have to pick up the slack.
3. The need for greater staff buy-in.
4. The need to increase professionalism.
5. Recently the former leadership not only ignored obvious problems but created extreme workload without proper staffing.
6. The reason is that the Board failed to address obvious problems and often just doing the minimum.

Appendix B – Opportunities and Threats

There are many factors that may impact the future direction of the professions. These opportunities and/or threats may be areas which the Board would like to capitalize on (opportunities) or mitigate (threats).

Stakeholders were asked to list potential opportunities and threats external to the Board that they felt could impact the profession and its regulatory role.

This appendix contains the qualitative data relating to the Board's opportunities and threats collected during the interviews and surveys.

The comments in this appendix are shown as provided by participants. Comments that appear similar or on a specific topic have been organized into categories. The comments have not been edited for grammar or punctuation in order to preserve the accuracy, feeling and/or meaning the participant intended when providing the comment.

Opportunities

External Stakeholder Comments

Acupuncture Awareness

1. Understanding basic concept of western medicine
2. Greater acceptance of Acupuncture has created opportunities for growth of the field in all areas.
3. growing consumer acceptance of, and demand for , acupuncture services; increase in popularity of integrative medicine, quality of research in acupuncture has improved greatly and its benefits are now widely known (and proven)
4. Our field is growing
5. General population becoming more aware of our work means more patients. Work in hospital setting
6. Young and old all looking forward to acupuncture.
7. Inviting celebrities to share more about positive aspects of acupuncture. For example, many of my patients were so impressed that Angelina Jolie publically stated on the media that acupuncture cured her of Bells Palsy.
8. more people needs acupuncture services
9. More accepted
10. General acceptance of our field as research continues to be published
11. Many more folks are getting acupuncture
12. More awareness (2)
13. Increased awareness in main stream healthcare institutions and accreditation agencies
14. as i student i need more awareness/information on this
15. help with forming and maintaining acupuncture groups and conventions that support the profession as a group. the dental board does so much more for the dentists
16. we need more political standing. Chiropractic students once a year take a trip to DC to lobby. I have heard of no such thing for acupuncturists
17. Work with US government, Medicare, to promote acupuncture to get coverage to help opioid epidemic
18. H.R.2839 - Acupuncture for Heroes and Seniors Act of 2017 https://www.congress.gov/bill/115th-congress/house-bill/2839
19. Strong need to get AOM included in the single payor movement and especially legislation.
20. You can continue your educational campaign

Communication/Collaboration with Stakeholders

1. Improve relations with schools
2. Strong relationships with consumers
3. Acupuncturists need a better working relationship with MD's. How can the Board help with that? We need to work together for patient care.
4. Education re relationships with psysiatrists, physical medicine & rehab.
5. Many more opportunities for collaboration. Seeing a lot in sports medicine and fertility

Opportunities

External Stakeholder Comments

Communication/Collaboration with Stakeholders (continued)

6. health professionals from MDs, NDs, DOs, PTs. Chiropractors
7. help with forming and maintaining acupuncture groups and conventions that support the profession as a group. the dental board does so much more for the dentists
8. Utilize the national board exams NCCAOM employed by other states.
9. Improve relationships with other health care providers, more a part of research to a collaboration phase.

Continuing Education/Training

1. strengthen postgraduate clinical trainings
2. Continuing Education, the abundance of textbooks, reference and resource material online
3. should be a part of continuing education (2)

Education Requirements

1. A degree choice with further wester medical training to better prepare students
2. Public school need to teach basic omega philasophy.
3. the dilution of ancient arts, relience on Communist China TCM curriculum which does not encompass spiritual aspects of indigenous practice
4. Sortening educational requirements
5. Our school need help
6. Increase the rigor of biomedical knowledge requirements
7. ACAOM accreditation
8. CAB should investigate statute and regulations that would be needed to recent graduates to do post-graduate work in Medi-Cal clinics under the direction of an LAc or MD for a year or so before they take their CALE. CAOMA pursued legislation to do this in the early 2000s, but it was blocked by the schools because they wanted it to be optional, not mandatory.
9. Need to educate Acupuncturists with more biomedicine

Education: Doctoral Program

1. Doctoral programs (4)
2. Doctoral programs valuable
3. movement towards a standardized doctoral entry and title
4. The movement to the doctoral level training has been inspiring. I completed my doctorate, and I was pleased with my education.
5. Doctoral degree, Specializations, Residencies, Fellowships, Integrative practices
6. I am a DACM student and strongly believe in the value of this degree. it may not now, but a doctoral level schooling will in the end raise the bar for acupuncturists looking to be in integrative medicine
7. Linking Doctoral programs with clinics and hospitals

Opportunities

External Stakeholder Comments

Education: Doctoral Program (continued)

8. increase in educational level of LAcs
9. Consumers need more well trained practitioners. Our profession fails to produce enough quality entrants.
10. Adoption of the First Professional Doctorate as the entry-level degree for CA. CAB should approve ACAOM accredited FPD programs.

Education: Online Courses

1. Support distance education (6)
2. online courses; lower costs
3. See above. Support distance education. Let the schools be innovative. The board is 30 years behind the times.
4. Web based classes can make a big difference
5. lowering student debt

Electronic Treatment

1. Cold laser, ultrasound, cryotherapy
2. health devices, professional and family application
3. use of laser
4. Tele consulting

Electronic Records

1. we need better clinic technology for acupuncturists for sure
2. Electronic Health Records (3)
3. movement to paperless charting and communication.
4. electronic records and cybersecurity
5. patient contact, record keeping,

Entrepreneurship

1. we need education in Business business business, how to make your own clinic thrive, how to land a job in acupuncture, how to ask for grants and money
2. Help acupuncturists with marketing through the internet. The Board could advertise themselves, about their own ability to protect and help consumers.
3. how to advertise for acupuncture clinics
4. growth / lack of personal cultivation / qi practice in new and existing practitioners

Opportunities

External Stakeholder Comments

Healthcare Costs/Insurance

1. Affordable cost for health care.
2. Rising healthcare costs are making acupuncture treatment a better choice for preventative, and sometimes even critical, care.
3. Out of pocket expenses are growing
4. Have acupuncture covered by state ACA and medicare/Medicaid
5. Fee from insurance should be higher.
6. health insurance and staying accessible to local communities
7. how to be included in more insurance plans
8. Medi-cal
9. health insurance and staying accessible to local communities, POCA and community practice
10. Cultural and Health disparity: Racism in healthcare
11. Lobby to have Medicare pay for this medicine.
12. more open policies open to acupuncture profession, such as insurance payment

Herbal/Natural Industry

1. herbal injections, stem cell injections in joints. UTAH and New Mexico has it.
2. Growth in herbal industry in double digits. Consumers hungry for standardized natural forms of medicine
3. Allowing bleeding in CA
4. allowing CA practitioners to do point injection of herbs like Florida, and four other states after taking board certified education. Also, with the legalization of cannabis, allowing practitioners to prescribe and administer it after taking board certified education.
5. herbal products
6. Preventive aspect of health care
7. Herbal injections, B12 injections
8. Loss of herbs is a big problem
9. Using TCM to reduce dependency on addicting pain medications
10. More in the way of preventable medicines
11. Allow Injections into points with herbs

Integration to Healthcare System

1. PCP Integrated Medical Centers are a fast growing one-stop shop industry offering concierge services that include Specialty care like Acupuncture, Chiro, Podiatrist, etc.
2. More standardization of treatments and modernization of clinics and communication
3. The "chain" acupuncture clinic Modern Acupuncture. I am not sure how I feel about this... and acupuncturists working more closely with medical groups
4. Acupuncture in hospitals (2)

Opportunities

External Stakeholder Comments

Integration to Healthcare System (continued)

5. will chain acupuncture clinics cheapen the profession? costs of an acupuncture clinic i foresee rising as standards increase with integrative healthcare
6. Increased collaboration with other physicians as well as becoming part of patient centered medical teams.
7. as mentioned above, i feel integrative medicine is the way of the future in terms of healthcare. i plan to be a pioneer and driving force in establishing relationships with medical professional colleagues
8. Need further inroads to Hospitals and other allopathic institutions, more inclussion is needed
9. Increased work in hospitals.
10. Strong voice that supports the profession. Growth in use of integrative and holistic health practices.
11. Federal employment.
12. Uniting force to integrate acupuncture to main stream healthcare system
13. integrative healthcare...i plan to work with medical groups and alongside other pratitioners such as MDs, DOs, DCs closely
14. Community Acupuncture and clinics that franchise
15. Interprofessional practice and professional collaboration
16. More integration into hospital and other clinical practices
17. Integrative Medicine (2)
18. Acupuncturists should be allowed hospital privileges.
19. how to not be taken advantage by managment companies when you are learning to manage
20. work in hospitals, for M.D.s
21. Community Acupuncture and clinics that franchise. Working across socioeconomic levels and within communities of color
22. Adjust clinical standards in light of other health care professions
23. The new Kaiser medical school in Pasadena represents an opportunity to get in on ground floor of integrated medicine
24. Acupuncturists Without Borders is a great model for integrating acupuncture into community settings

Opioids

1. It is time take leadership in the detox/recovery field regarding the opiod crisis
2. Medical establishment coming down hard on opioid use, opening the door to non-drug methods of pain relief
3. opiod epidemic is a huge opportunity to work with clinics/hospitals/outpatient to use acupuncture as part of solution

Opportunities

External Stakeholder Comments

Opioids (continued)

4. Promoting acupuncture for pain management and reduction of opioid use
5. working with MDs and hospitals, clinics to help curb opiod use. Working with Military Veterans to help reduce multiple drug dependencies and psycho-emotional trauma.

Scope of Practice

1. Create a position for certified acupuncture assistant so that these people can take out needles. This would help us very busy and impacted practitioners keep up.
2. We should have in our scope of practice laser acupuncture therapies, interferential electro therapies, therapeutic exercise therapies; all paid by insurance as they do for Pts and chiros.
3. Dry needling
4. inclusion of laser acupuncture into our scope
5. Limit/stop other types of practitioners from doing acupuncture/dry needling without extensive didactic and clinical education - and competency exams.
6. ensure that dry needling by physical therapists does not become accepted in CA
7. PTs and Chiros are both starting to use suction cups, which from my understanding is a modality limited to LAc's only - this needs to be worked out.
8. Do not allow dry needling and keep physical therapists out of acupuncture. We aren't allowed to give physical therapy any longer. Also, do not allow M.D.s to do acupuncture unless they have gone through the same routes as a licensed acupuncturist. That means a traditional oriental medicine school for 3-4 years, not a weekend course.
9. Acupuncture is for cab licensure. Not for md bio medicine.
10. Do more to make it possible for LAcs to receive training and work in veterinary settings.
11. clarification of "Asian massage" terminology to include physical medicine, myofascial release, and other terms well-defined by CPT codes

Social Media

1. Develop more social media to advertise acupuncture and TCM.
2. Social media videos on acupuncture and health is growing

Technological Advancements

1. Help of computers
2. Automated and electronic funding of license renewal
3. electronic board exam (like the national boards)

Opportunities

Board Member Comments

Acupuncture Presence

1. Acupuncture is becoming more mainstream and people are more interested.
2. Many consumers go to Acupuncturists as their Primary Care Physicians (PCP)
3. Working title current backed with academic education. Oriental medicine or traditional medicine doctor, there is a doctorate degree associated with it and should utilize the "Dr." title.
4. Hospital credentialing processing. Hospital asking for Acupuncturists. The Board has been working with hospitals in the credentialing process.
5. For foreign graduates, California sets the standards. Establish credential qualifications for graduates from other countries.

California Leading Profession

1. California is perceived as a leader in Acupuncture profession.
2. The Board explore issues and leads state in the forefront of the practice.

Collaborative Forces

1. Governor Jerry Brown passionate about Acupuncture.
2. FDA and addiction issues.

Cultural Bias

1. Cultural bias towards the Board. There is no relationship with the Board. The Board needs to change the cultural environment by changing the dialogue.
2. There is diversity of profession and stakeholders from every angle including cultural, ethnical, social economical, and educational.

Legislature

1. Sunset Review, work with legislature to improve the Board's report and to extended 4 to 7 additional years.

Scope of Practice

1. Dry needling is acupuncture. Restate language in law to clarify of scope.
2. Veteran hospitals have Physical Therapists performing dry needling. In the federal territory. The Board should collaborate with federal agencies, Department of Veterans Affairs.

Opportunities

Board Executive Officer and Staff Comments

Acupuncture Presence

1. The consumer has more acceptance of acupuncture and seeking out alternative therapies
1. Acupuncture is growing in public acceptance
2. Elevating the Acupuncture Profession by strictly regulating the industry

Board Outreach

1. More outreach.
2. Board Meetings
3. Bring more awareness and common grounds across the stakeholders Through regulations/policy making
4. Start a regular outreach programs

Collaborative Forces

1. Working collaboratively with ACAOM, BPPE, and NCCAOM
2. Working with the global Traditional Chinese Medicine community

Education and Training

1. Acupuncture programs are moving towards doctorate level programs
2. Doctoral level training. Acupuncture training programs housed at institution with other professional training in healthcare
3. Online education

Electronic Records

1. Greater integration with western system, specifically the access to medicine electronic records.
2. The ability to take credit card payments.
3. Much better data collection = Big Data, Movement to electronic record keeping Better access to knowledge

Interpreters

1. I know they have difficulty finding good interpreters for court cases, but this is external.

Licensee Population

1. There is an anticipation for the licensing population to rise.
2. Support more access to acupuncture= more licensees

Licensure Reciprocity

1. Licensure reciprocity with other states.

Opportunities

Board Executive Officer and Staff Comments

Medicare Inclusion

1. Inclusion into Medicare for greater access to consumers.
2. The industry is growing and getting close to better inclusion into the healthcare system

Relationships with Healing Arts Boards

1. Collaborative relationship with relevant healing arts boards. For example, Board of Chiroptic Examiners, Physical Therapy Board of California, Dental Board of California, and Board of Registered Nurses. Learn each other's scope of practices to help increase communication and interdisciplinary actions.
2. Issues like dry needling which has brought together lot of boards in the healing arts allowing for collaboration on common issues. For example, For example, Board of Chiroptic Examiners, Physical Therapy Board of California, and the Board of Pharmacy.
3. Collaborate with the Medical Board of California (MBC) to see how we guide interested physicians obtain a certificate to practice acupuncture. Laws and regulations that allow medical doctors to practice acupuncture. In regard to consumer protection, licensed Acupuncturists have education to back their practice.
4. Scope of practice issues with other healing arts.

Relationship with Legislator

1. Rebuilding relationship with legislator.

Relationship with Schools

1. Creating functional relationships with schools.
2. Better qualify and depth of training that is exemplified by the entry level training leading to a doctoral degree. Move toward integration

Stakeholder Participation

1. More participation from stakeholders

Quantity of Schools

1. The reduction in number of viable training program from greater enforcement which may lead to stronger schools to develop.
2. Add more approved schools.

Threats

External Stakeholder Comments

Competition/Scope of Practice

1. Competitive field
2. Dry needling by PTs.
3. Other professions such as physical therapists doing "dry-needling" and other modalities that are outside of their scope of practice
4. Dry needling in other states threatens to intrude into California
5. Dry needling (4)
6. need I mention the issue of dry needling?
7. Physical therapists and M.D.s who are not trained to the extend they need to be are needling like acupuncture. Also, massage therapists are performing cupping all over in California. What about regulating the massage therapists on cupping?
8. dry needling by physical therapists
9. AMA, Medical profession trying to stop other health care professions from growing.
10. PT- dry needling
11. "Dry needling" is an attempt by PT's and others to practice acupuncture without a license
12. MD's still tend to say negative things about acupuncture and herbs in CA. How can the Board help to maintain more positive communication with the medical board?
13. The idea that MDs who take a several hundred hours course have equivalent knowledge to practitioners who have completed AT LEAST 3000 hours of education.
14. Physical therapists and dry needling
15. Letting other professions do acupuncture with less training.
16. PT use of our medicine
17. Physical Therapy is using Gua Sha, Cupping and is seeking to add acupuncture into their scope.
18. The use of "Asian Medicine" by physical therapists, chiropractors, massage therapists, Naturopaths
19. allowing under-educated practitioners (DC, PT, MD, etc.) to do acupuncture/dry-needling does not protect the consumers
20. The co-opting of our medicine by other professions
21. Other professions using techniques within scope of practice of an L.Ac
22. Medical professions taking over acupuncture
23. health professionals from MDs, NDs, DOs, PTs. Chiropractors
24. PTs are doing illegal activities and that is not being addressed

Collaboration/Communication

1. EHR, office and other communication channels
2. Close working relations with MDs

Threats

External Stakeholder Comments

Education Requirements

1. Doctoral programs
2. Watering down of doctoral programs disturbs me
3. Distance education
4. practitioners of TCM working in areas of medicine without proper training
5. Mandating too much education to qualify for entry level practice.
6. The board stifles innovation in education.
7. oversight by board on how to teach is not appropriate.
8. Evidence informed practice
9. the dilution of ancient arts, relience on Communist China TCM curriculum which does not encompass spiritual aspects of indigenous practice
10. Lack of understanding for Chinese medicine and its benefits and minimal side effects

Electronic Records

1. Privacy issues
2. electronic records and cybersecurity
3. behind in terms of electronic filing for license renewal and fees

Exam

1. If NCCOM takes over the CALE, the quality of acupuncturist in California.may doowngrade.

Healthcare Costs/Insurance

1. Insurance reimbursement restrictions
2. The health insurance industry - bleh!
3. Low rates for certain insurance programs; lack of standards;
4. Insurance reimbursement is not keeping pace with cost of living
5. health insurance and staying accessible to local communities
6. income disparity may prevent middle and lower income patients from receiving acupuncture, particularly if healthcare coverage is threatened
7. Not being recognized by medicare
8. Health insurance especially American Specialty Health, are not paying for our services fairly. For example, Blue Cross just paid me $40 as a preferred provider for a 1.5 hour session. They ignored 99213 (evaluation codes) and 99140 (manual therapy) though these procedures are within our scope of practice in CA.
9. Insurance regulation
10. healthcare uncertainty may mean CA consumers lose acupuncture coverage as insurance companies withdraw
11. Expensive

Threats

External Stakeholder Comments

Healthcare Exclusions

1. Continued Racism in healthcare

Limitations/Exclusions

1. taking herbal medicine away from us, as well as important herbs.
2. Complicating a fairly-straightforward simple medicine
3. AMA committees trying to limit scope
4. Low admission across the state
5. Attempts to limit usage of valuable herbs and supplements
6. current admin (Washngton) appears ready to cut funding for everything--does not seem riendly towards anything 'progressive'--and acupuncture falls into that category
7. Keep outside lobbies that are anti-acupuncture from interfering with and weakening our industry.
8. Make sure acupuncturists are able to recommend herbs and supplements to patients, don't let big pharma interfere.
9. MDs may continue to dismiss acupuncture as a placebo, hospitals don't know how to integrate us.
10. Political factions within the profession

Profession Profitability

1. Excessive cost of programs because of length and student over borrowing
2. More Doctors of Acupuncture in the Entry level
3. China coming in and setting up big clinics and running the small acupuncture clinics out of business
4. Well-trained practitioners not being paid commensurately
5. People do not make much money although doctoral programs are helping
6. Prior to August 2015 the federal government was hiring acupuncturist at GS-12 position which is a Master's or Ph.D. GS-12 is the 12th paygrade in the General Schedule (GS) payscale, the payscale used to determine the salaries of most civilian government employees. The GS-12 pay grade is generally held by white-collar employees in mid-level positions. The Army has since without substantiative information lowered the position to a GS-8 position which calls us "Acupuncture Technicians" and pays far less. With the over priced education L.Ac.'s receive this was previously a very good way to get our loans paid off (10 year public service forgiveness) and a good salary. Now political forces within the Army are allowing other providers; MD's, DO's, PT's DC's, etc... to usurp and denigrate our profession.
7. large corporations driving the price of acupuncture down

Threats

External Stakeholder Comments

Miscellaneous

1. Yelp destroying reputations for ridiculous complaints that are often not even about the provider
2. reliance on tests and DNA may make our hands-on medicine seem old-fashioned by contrast

Board Member Comments

Board's Role/Pressured

1. The Board plays a limited role which includes licensing and enforcement. It is not a policy making body, trade association or a place where original legislation originates.
2. The pressure to adopt the national exam with the purpose of having one exam to increase portability. The national exam may not test ability as a practitioner since it is easier by being divided in many portions.

BreEZe

1. Technology, specifically BreEZe.

Governmental Process

1. It is due to government process that the regulations take long.

Illegal Acupuncture

1. Physical Therapists illegally performing Acupuncturing in California for which complaints are not being submitted to the Acupuncture Board.

Profession Profitability

1. Acupuncturists do not make enough income around (they make around $40,000 yearly). Only select ones make up to $80,000 a year. How can the Board empower the students graduate and become successful practitioners? Why is there a discrepancy in income?
2. Ensure that licensees are making a decent living. An Occupational Analysis can help guide the board's activity, but it is not its responsibility.

Relationship with ACAOM

1. The Board attempts to establish relationships with ACAOM.

Threats

Board Executive Officer and Staff Comments

Cultural Relativeness

1. Cultural relativeness. Multiple cultures exist within licensing population for example Korean and Chinese. The cultural interfacing for licensee population representation.
2. language barriers

Disorganized Profession

1. Disorganized profession, lack of a professional voice in the public arena. The profession turns to the board which is not its function.
2. Disorganized political representation of the profession.

Educational Institutions

1. Schools and Training programs lower standards of program requirements and completion
2. Less availability of California Acupuncture approved courses for the licensees to choose from
3. small schools and apprenticeships shrinking.
4. hyper conservative could result with impacts to schools

Healthcare Changes

1. Possible change in healthcare access
2. New changes in the regulation and oversight of acupuncture programs. There may be a loss of communication from the different agencies involved to ensure proper enforcement/regulation.
3. hyper conservative could result with impacts to healthcare access

Illegal Acupuncture

1. Other practitioners taking up dry needling.
2. acupuncture corporations and businesses being owned/ran by unlicensed untrained persons
3. Unlawful practice of Acupuncture

Licensees: Scope of Practice

1. Competition with other primary care providers
2. Licensing feeling threaten that parts of their scope is given to other professions.
3. No refining or expanding acupuncturist's scope of practice through legislation
4. Other healing arts scope of practice turf wars
5. Scope of practice issues with other healing arts

Profession Profitability

1. In economics terms, it takes a long time for licensees to establish a working business model.

Appendix C – Employee Engagement Survey

Acupuncture Board Employee Engagement Survey

solid
planning solutions

Acupuncture Employee Engagement Survey

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Appendix A – Acupuncture Board Employee Engagement Survey Results **10**

Introduction

The purpose of this annual survey, hosted by SOLID, is to gather feedback regarding staff's satisfaction with Acupuncture Board as a workplace. SOLID provided all staff with the opportunity to anonymously and voluntarily share concerns and/or to award praises.

SOLID compiles results into trends and will then discuss the results with the Board Executive Officer and provide the necessary training with the purpose of as effectively resolving workplace concerns and celebrating strengths.

The survey focused on:

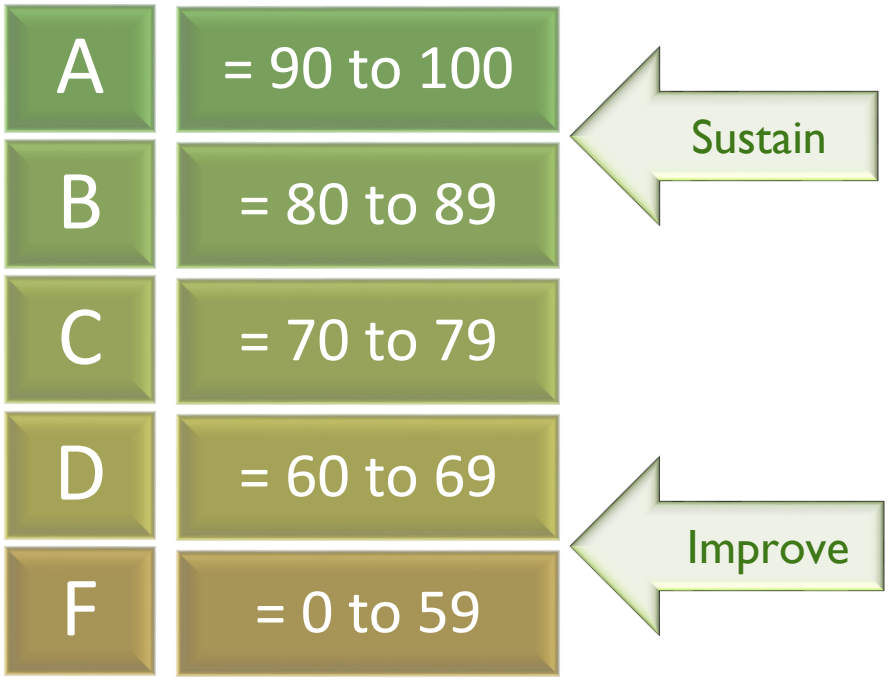
1. Career Development
2. Work Engagement
3. Relationship Management
4. Work Environment

Summaries

Quantitative and qualitative feedback is summarized for an aggregated perspective of how staff perceive Acupuncture Board's effectiveness as a workplace. Refer to Appendix A for complete survey results.

Areas for sustainment reflect areas with 80% and higher agreement with statements while areas for improvement reflect areas with 30% and above in disagreement. The rationale behind this is that 80% agreement in an area indicates above average results while 30% disagreement in an area indicates the area has 70% or less agreement or below average results. Common comments reflect those which were reported multiple times within the same area.

Visualize the following percentage grading scale when analyzing the results:



Career Development

Areas to Sustain

Areas with 80% and higher agreement. Agreement percentage indicated in parentheses.

1. **Opportunities to apply talents and expertise** (100%)
2. **Job-related training offered** (90%)

Praises awarded more than twice within the area. Numbers of times reported indicated in parentheses.

1. **Support to attend SOLID trainings** (5)

Areas to Improve

Areas with 30% and higher disagreement. Disagreement percentage indicated in parentheses.

1. **Career advancement opportunities** (50%)
2. **Opportunities for growth** (40%)
3. **Management dedication to staff professional development** (40%)
4. **Satisfaction with the board's investment in training and education** (30%)

Issues reported more than twice within the area. Number of times reported indicated in parentheses.

1. **Favoritism** (4)
2. **Lack of internal training** (4)
3. **Morale** (3)
4. **Workload** (2)

Work Engagement

Areas to Sustain

Areas with 80% and higher agreement. Agreement percentage indicated in parentheses.

1. **Inspired to meet work goals** (100%)
2. **Determined to give best effort each day** (100%)
3. **Completely focused on duties** (100%)
4. **Staff adapts quickly to difficult situations** (100%)
5. **Completely involved in work** (90%)
6. **Involvement leading to day going by quickly** (82%)
7. **Employees take initiative to help each other** (82%)

Praises awarded more than twice within the area. Numbers of times reported indicated in parentheses.

1. **Passionate about job** (3)
2. **Understand mission, role, goals** (3)
3. **Assignments or projects** (2)

Areas to Improve

Areas with 30% and higher disagreement. Disagreement percentage indicated in parentheses.

1. **Staff willingly accept change** (40%)
2. **Staff excited about workplace** (36%)
3. **Staff proactively identifies challenges and opportunities** (36%)

Issues reported more than twice within the area. Number of times reported indicated in parentheses.

1. **Lack of dependable staff** (7)
2. **Communication/Delegation** (4)
3. **Morale** (3)
4. **Favoritism** (2)

Relationship Management

Areas to Sustain

Areas with 80% and higher agreement. Agreement percentage indicated in parentheses.

1. **Good relationship with supervisor** (100%)
2. **Good relationship with coworkers** (100%)
3. **Employees treat each other with respect** (91%)
4. **Ability to make decisions affecting own work** (82%)

Praises awarded more than twice within the area. Numbers of times reported indicated in parentheses.

1. Not applicable

Areas to Improve

Areas with 30% and higher disagreement. Disagreement percentage indicated in parentheses.

1. **Management and employee trust** (45%)

Issues reported more than twice within the area. Number of times reported indicated in parentheses.

1. **Favoritism** (5)
2. **Morale** (5)
3. **Communication** (3)

Work Environment

Areas to Sustain

Areas with 80% and higher agreement. Agreement percentage indicated in parentheses.

1. **Safe work environment** (100%)
2. **Board dedicated to diversity and inclusiveness** (100%)
3. **Board's work positively impacts people's lives** (100%)
4. **Understands own work impacts board's goals** (100%)
5. **Overall job security satisfaction** (91%)
6. **Satisfaction with workplace culture** (91%)

Praises awarded more than twice within the area. Numbers of times reported indicated in parentheses.

1. **Understand mission or goals** (2)

Areas to Improve

Areas with 30% and higher disagreement. Disagreement percentage indicated in parentheses.

1. Not applicable

Issues reported more than twice within the area. Number of times reported indicated in parentheses.

1. Not applicable

Overall Satisfaction

Areas to Sustain

Areas with 80% and higher agreement. Agreement percentage indicated in parentheses.

1. **Overall satisfied with workplace** (91%)

Praises awarded more than twice within the area. Numbers of times reported indicated in parentheses.

1. **Understand mission or goals** (2)

Areas to Improve

Areas with 30% and higher disagreement. Disagreement percentage indicated in parentheses.

1. Not applicable

Issues reported more than twice within the area. Number of times reported indicated in parentheses.

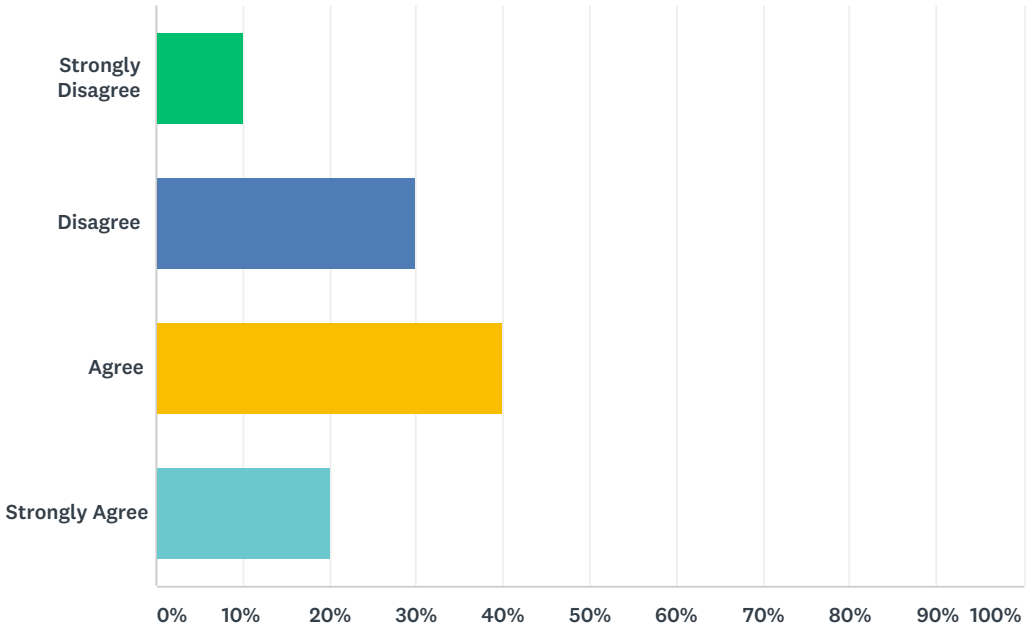
1. **Morale** (2)

Appendix A:

Acupuncture Board Employee Engagement Survey

Q1 I am satisfied with my opportunities for professional growth.

Answered: 10 Skipped: 1

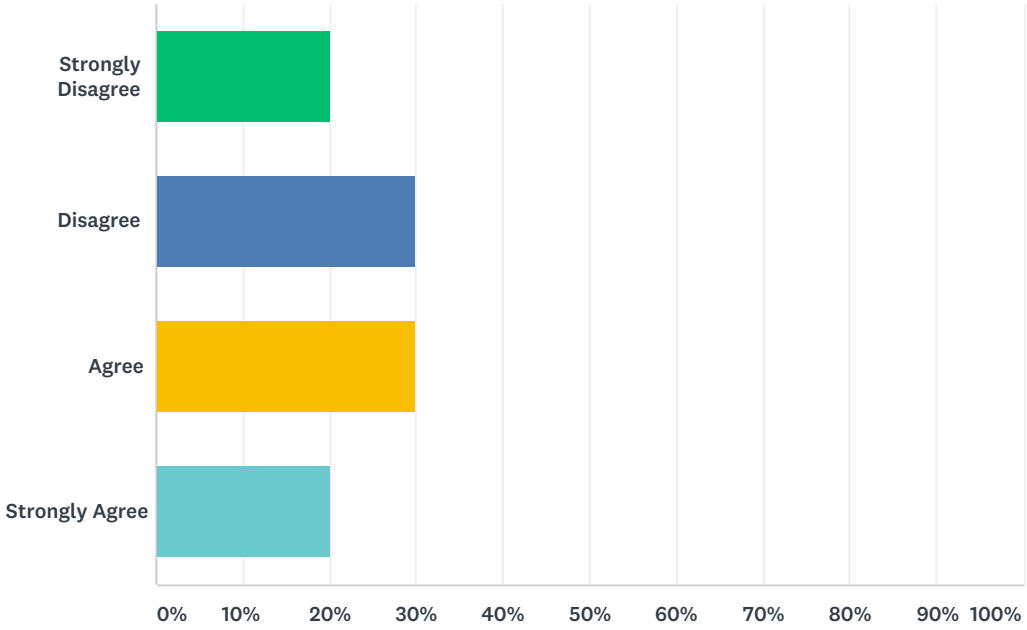


ANSWER CHOICES	RESPONSES	
Strongly Disagree	10.00%	1
Disagree	30.00%	3
Agree	40.00%	4
Strongly Agree	20.00%	2
TOTAL		10

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	I have not pursued the mentorship program that I know is available to staff. I plan to look into it to see if it is a worthwhile pursuit. It has taken a while to build my confidence up to even believe there may be a job out there more suited to my abilities. I do like the job I have right now but would love a job that was more research and numbers based.	9/19/2017 9:28 AM
2	It seems that growth is provided for certain staff and others it is not.	9/19/2017 9:02 AM
3	I had an interest in participating in the Enforcement Academy offered by the SOLID Department but was turned down as it was not directly related to my current job position. However, I disagreed because I am working with policies and regulations on a daily basis, I like to understand more about the enforcement process. Also, if it interests me, I would like to pursue my career in the enforcement area.	9/15/2017 2:29 PM
4	I agree with this. I'm looking for opportunities to promote and if I'm receiving professional growth I will succeed.	9/13/2017 8:03 AM
5	No upward mobility. In my current position, I am not afforded the luxury of other employees (i.e. Individual Development Plan, etc.)	9/11/2017 10:02 AM
6	Opportunity to undertake new challenges. Leadership knowledge of employment classification and staff development Access to SOLID training with strong support form supervisor The extensive opportunities that exist within the DCA and the State of CA in general	9/8/2017 11:16 AM

Q2 I am pleased with the career advancement opportunities available to me.

Answered: 10 Skipped: 1

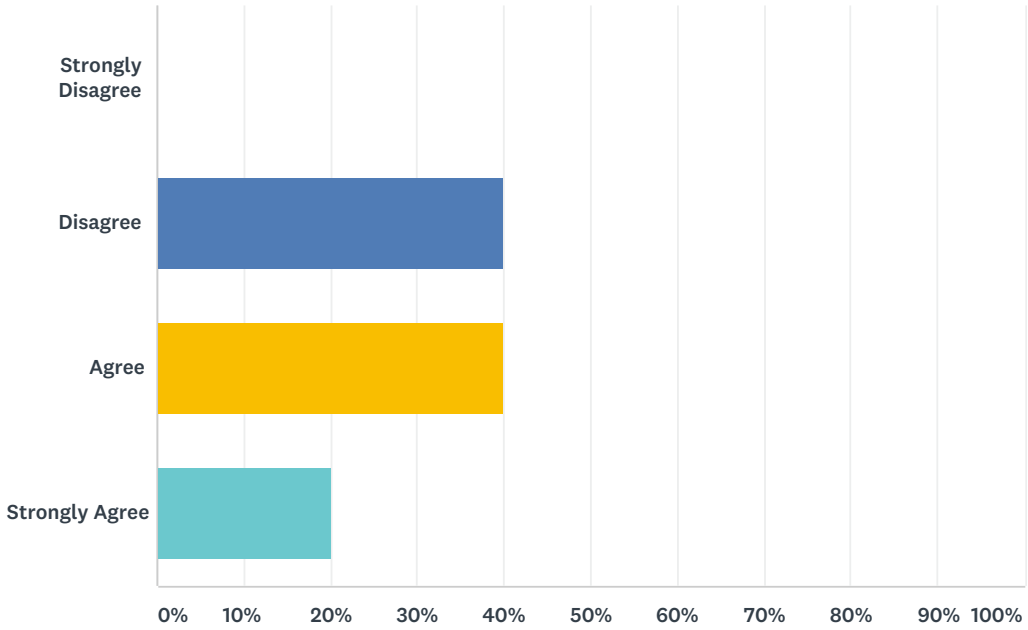


ANSWER CHOICES	RESPONSES	
Strongly Disagree	20.00%	2
Disagree	30.00%	3
Agree	30.00%	3
Strongly Agree	20.00%	2
TOTAL		10

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	I enjoy the SOLID courses. I have completed all but the last presentation for Analyst training. I kept having to cancel classes because of workload issues.	9/19/2017 9:28 AM
2	I lost my motivation after my first attempt at bettering my professional knowledge (see above).	9/15/2017 2:29 PM
3	there has been a couple of times where there were opportunities for an advancement but I wasn't good enough according to my boss. I have been here for 4 years and I have seen people advance though out my career here accept for me.	9/13/2017 8:03 AM
4	Once again, in my current position the luxurious afforded to other employees do not translate to me.	9/11/2017 10:02 AM
5	Again, Access to SOLID training with strong support form supervisor The extensive opportunities that exist within the DCA and the State of CA in general and My professional training allows for access to take advantage of opportunities	9/8/2017 11:16 AM

Q3 My organization is dedicated to my professional development.

Answered: 10 Skipped: 1



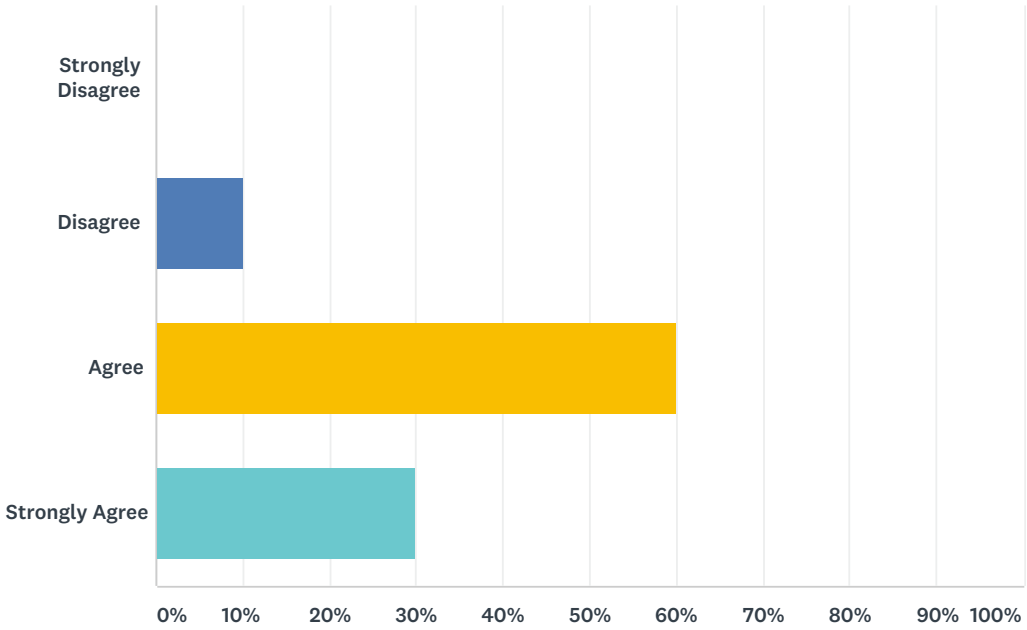
ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	40.00%	4
Agree	40.00%	4
Strongly Agree	20.00%	2
TOTAL		10

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	My current boss is more willing to allow staff to do some of the heavy lifting, such as reports that need to be done. The prior EO kept things close to the vest and tried to do everything alone or with minimal help.	9/19/2017 9:28 AM
2	For a few promotional job interviews that I went on, I was given limited time off for preparations for them. For example: the exact time and driving mileages between destinations had to be reported, but extra time to be available on site prior to the interviews were not considered. I need more time to mentally prepare and calm my interview jittery, so I would just claim sick hours when I need to go on interview. In addition, there is that unspoken anxiety of not letting on that I am looking for advancement as that means if there is an opportunity for advancement in the office, I will be passed over since to prevent staff rotation if one gets promoted.	9/15/2017 2:29 PM
3	I feel I should have more training when I started but wasn't given the opportunity or the chance to prove myself worthy that I can perform my job excellent.	9/13/2017 8:03 AM
4	This organization is not dedicated to individual professional development for all staff. I believe that there are some that are favored to grow and develop, and some that do not get any opportunity.	9/12/2017 12:29 PM
5	On a personal level, I believe that this organization is sympathetic to my professional development. I would not go as far as to say that they are "dedicated" to my professional development.	9/11/2017 10:02 AM

6	Leadership knowledge of employment classification and staff development Access to SOLID training with strong support form supervisor	9/8/2017 11:16 AM

Q4 I am satisfied with the job-related training my organization offers.

Answered: 10 Skipped: 1

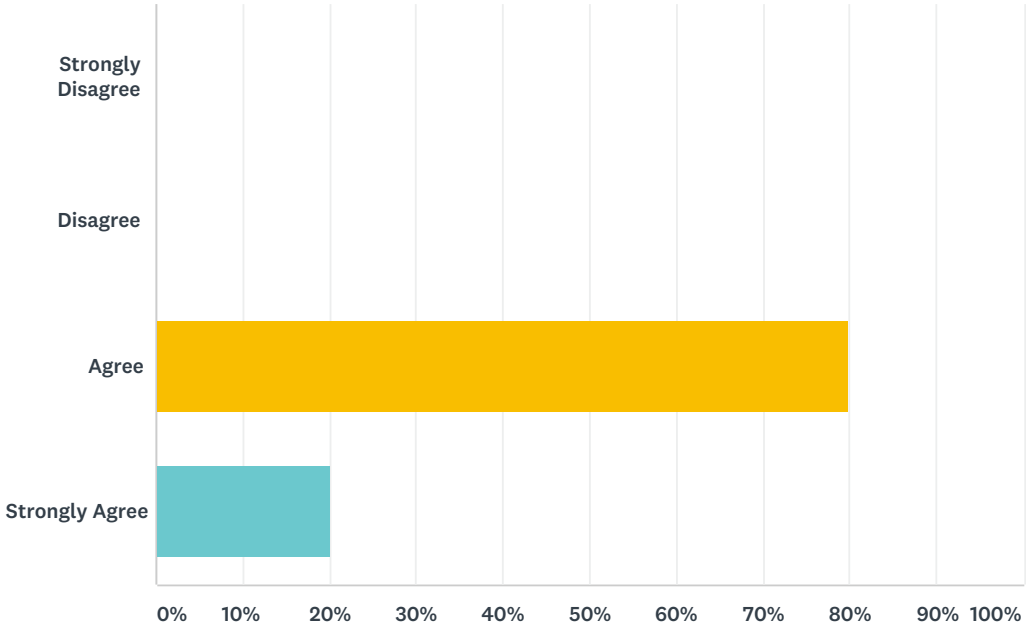


ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	10.00%	1
Agree	60.00%	6
Strongly Agree	30.00%	3
TOTAL		10

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	EO encourages SOLID training available.	9/19/2017 9:42 AM
2	There was minimal training as needed to perform the job.	9/15/2017 2:29 PM
3	I'm a little satisfied with the little training I'm receiving.	9/13/2017 8:03 AM
4	Staff is free to take on whatever training SOLID offers, and our EO is good with allowing staff to attend.	9/12/2017 12:29 PM
5	Access to SOLID training with strong support form supervisor Inter office training opportunists	9/8/2017 11:16 AM

Q5 I am satisfied that I have the opportunities to apply my talents and expertise.

Answered: 10 Skipped: 1

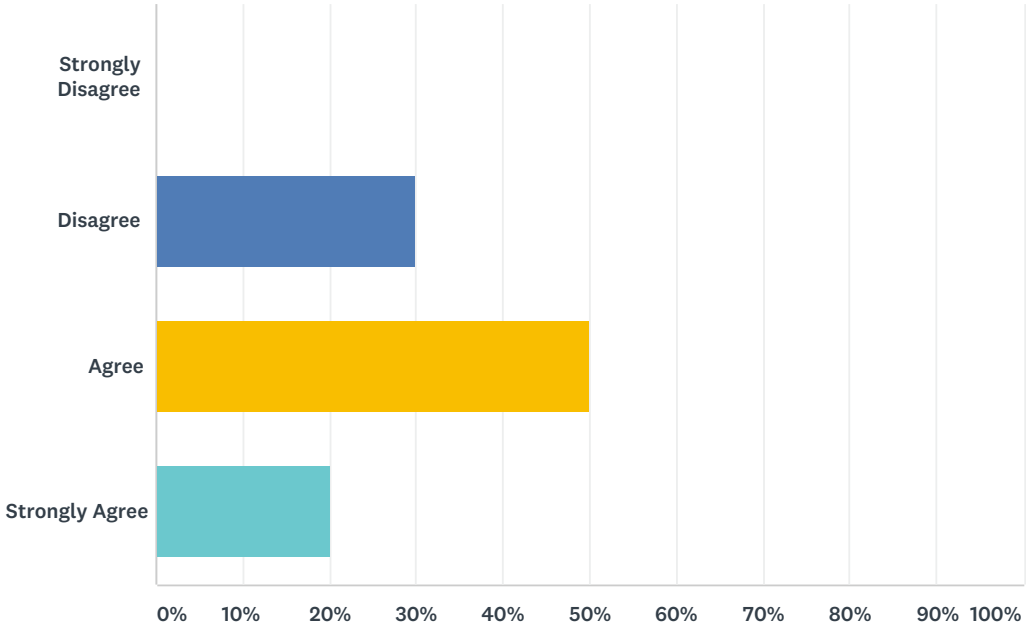


ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	0.00%	0
Agree	80.00%	8
Strongly Agree	20.00%	2
TOTAL		10

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	Recently there is more time to possibly show what I can do as far as research and statistics are concerned.	9/19/2017 9:28 AM
2	As long as I stay in the same position permanently.	9/15/2017 2:29 PM
3	with the little training I'm receiving, I have learned a little more and doing a little more.	9/13/2017 8:03 AM
4	This organization has given me the opportunity to apply my talents and expertise, despite the limitation my position and its duties.	9/11/2017 10:02 AM

Q6 I am satisfied with the investment my organization makes in training and education.

Answered: 10 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	30.00%	3
Agree	50.00%	5
Strongly Agree	20.00%	2
TOTAL		10

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	Still afraid to sign up for classes because of workload.	9/19/2017 9:28 AM
2	Besides the availability of courses offered by SOLID Training Department, there is no other training available in the office.	9/15/2017 2:29 PM
3	I have been given some opportunities for training.	9/13/2017 8:03 AM
4	Not much time invested in training and education, only if employee request to attend training.	9/12/2017 12:29 PM
5	Leadership knowledge of employment classification and staff development Access to SOLID training with strong support form supervisor	9/8/2017 11:16 AM

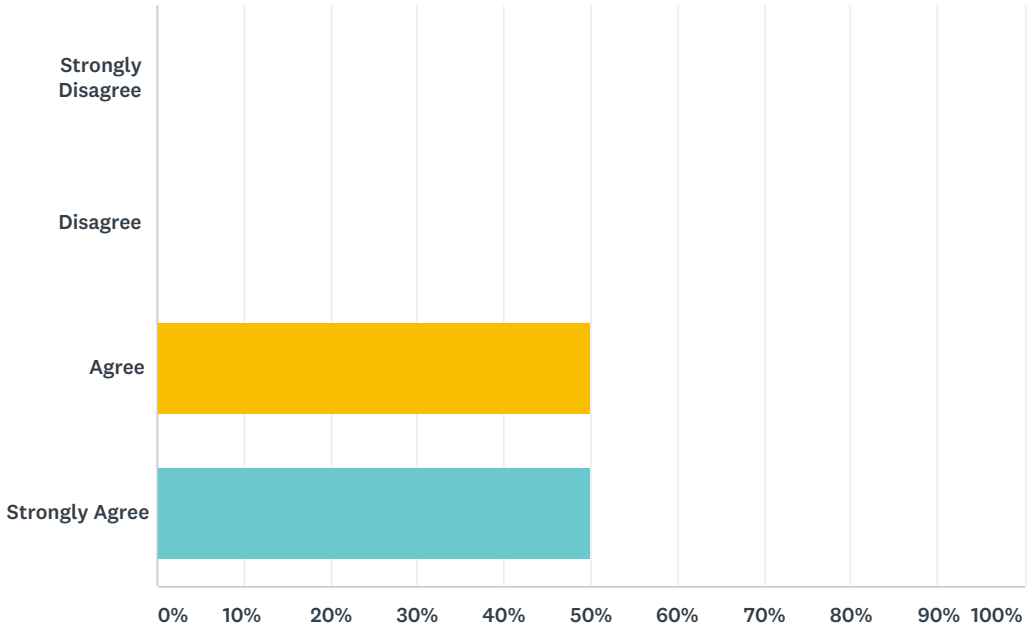
Q7 Feel free to provide additional comments regarding career development:

Answered: 2 Skipped: 9

#	RESPONSES	DATE
1	I am happy at the promotional opportunities I have had at the Acupuncture Board. I have gone from an Office Technician to AGPA. I just am not sure about the next step. I would like to grow professionally in my current position as well as possibly pursuing a next step.	9/19/2017 9:28 AM
2	my boss need to relax and not micro manage his employees so much. everyone is feeling frustrated.	9/13/2017 8:03 AM

Q8 I am inspired to meet my goals at work.

Answered: 10 Skipped: 1

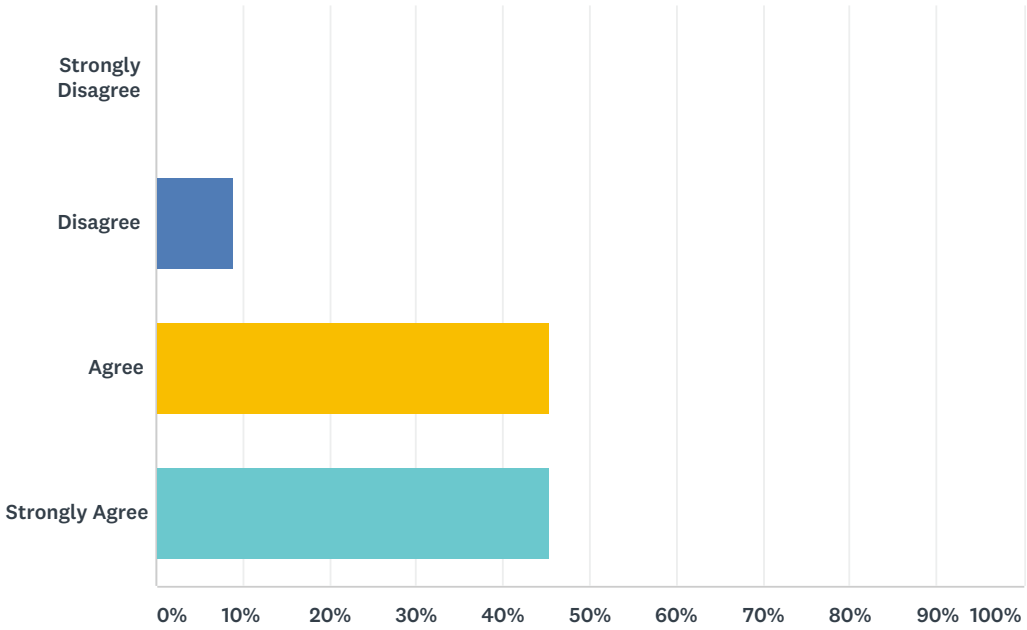


ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	0.00%	0
Agree	50.00%	5
Strongly Agree	50.00%	5
TOTAL		10

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	I am a goal-oriented person, hence this is an easy task for me to not only meet but exceed any goals that was expected of me.	9/15/2017 2:30 PM
2	I just want to learn more I love my job and I want the opportunity to do more so I can promote.	9/13/2017 8:29 AM
3	Compelling interest in work assignments (in my opinion)	9/8/2017 11:25 AM

Q9 I feel completely involved in my work.

Answered: 11 Skipped: 0

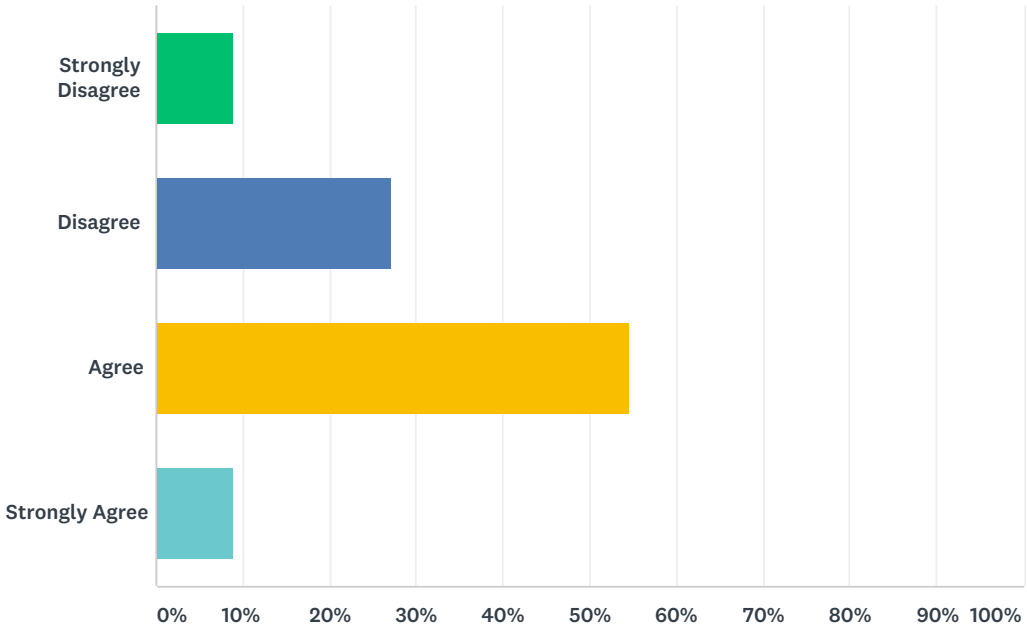


ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	9.09%	1
Agree	45.45%	5
Strongly Agree	45.45%	5
TOTAL		11

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	I don't feel completely involved because the communication needs improving!!	9/19/2017 9:18 AM
2	I love what I do and had received positive feedback from the people I served.	9/15/2017 2:30 PM
3	I have endless and varied work projects that keep me entertained	9/8/2017 11:25 AM

Q10 I get excited about going to work.

Answered: 11 Skipped: 0

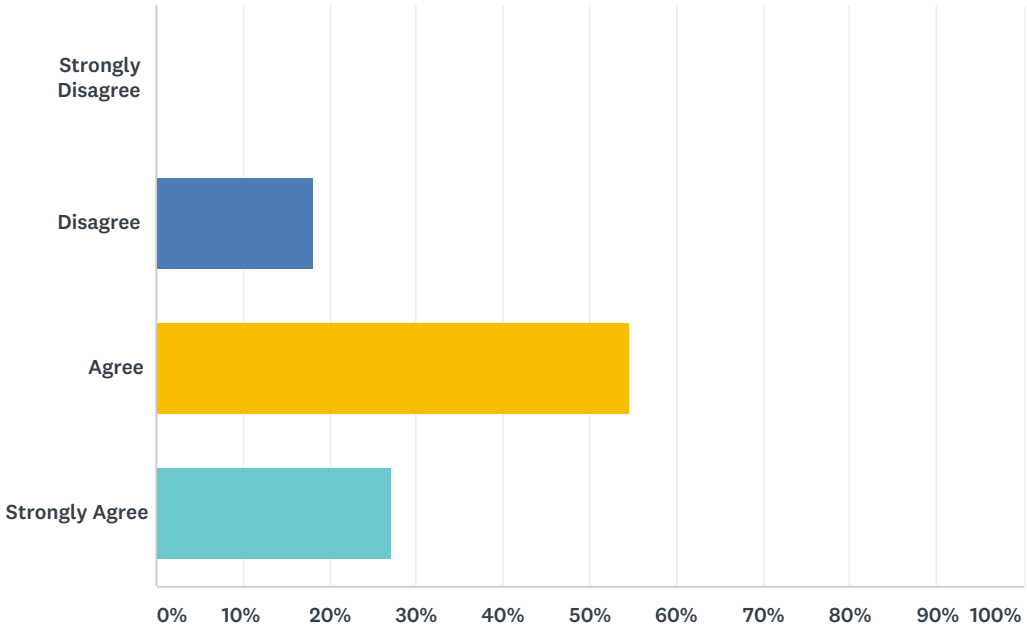


ANSWER CHOICES	RESPONSES	
Strongly Disagree	9.09%	1
Disagree	27.27%	3
Agree	54.55%	6
Strongly Agree	9.09%	1
TOTAL		11

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	So-so.....	9/19/2017 9:18 AM
2	Even though I love the type of work that I do, I can also do the same work from home at least 1 day a week or working 4/10 hour schedule due to my long commute (unfortunately this information might not be shared or this comment will no longer be anonymous since there is a minimum of employees who have a long commute to work besides the EO). With that said, when a request to work 4/10 schedule or working from home at least 1 day/week was turned down, I was disappointed to see others had a similar request got approved.	9/15/2017 2:30 PM
3	I love my job it means everything to me. helping people is my passion.	9/13/2017 8:29 AM
4	It pays the bills, but there is no excitement about coming to work here.	9/12/2017 12:41 PM
5	The reasons for this have been provided in other questions in this section	9/8/2017 11:25 AM

Q11 I am often so involved in my work that the day goes by very quickly.

Answered: 11 Skipped: 0

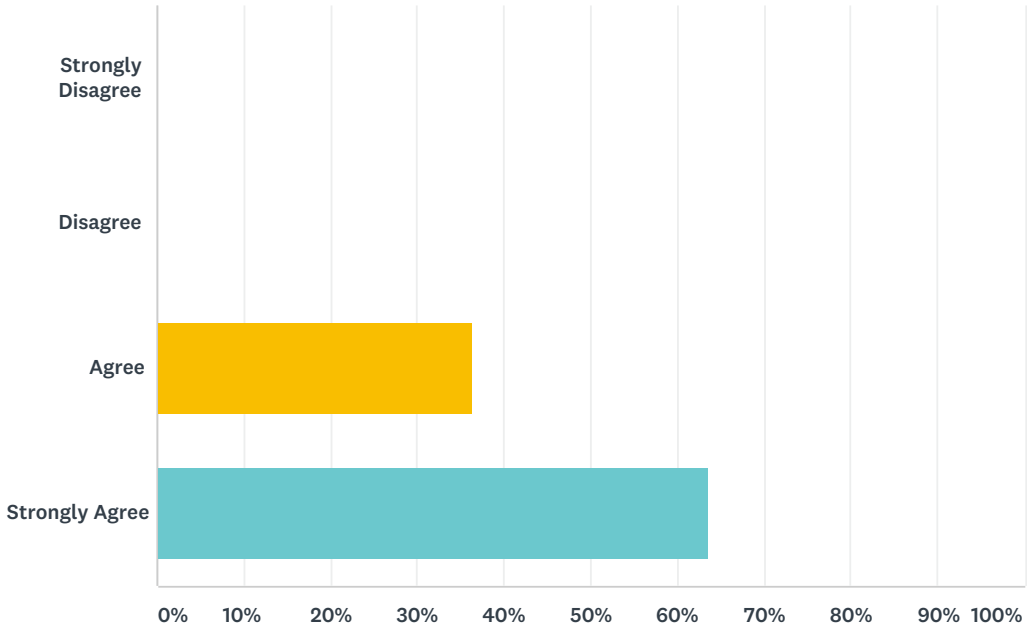


ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	18.18%	2
Agree	54.55%	6
Strongly Agree	27.27%	3
TOTAL		11

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	As expected, there is always more work than 1 can accomplish in a day, especially when there is a shortage of supporting staffs due to budget cut.	9/15/2017 2:30 PM
2	with some new tasks I have I'm starting to feel better.	9/13/2017 8:29 AM
3	Some days fly by, some days drag on.	9/12/2017 12:41 PM
4	Everyday	9/8/2017 11:25 AM

Q12 I am determined to give my best effort at work each day.

Answered: 11 Skipped: 0

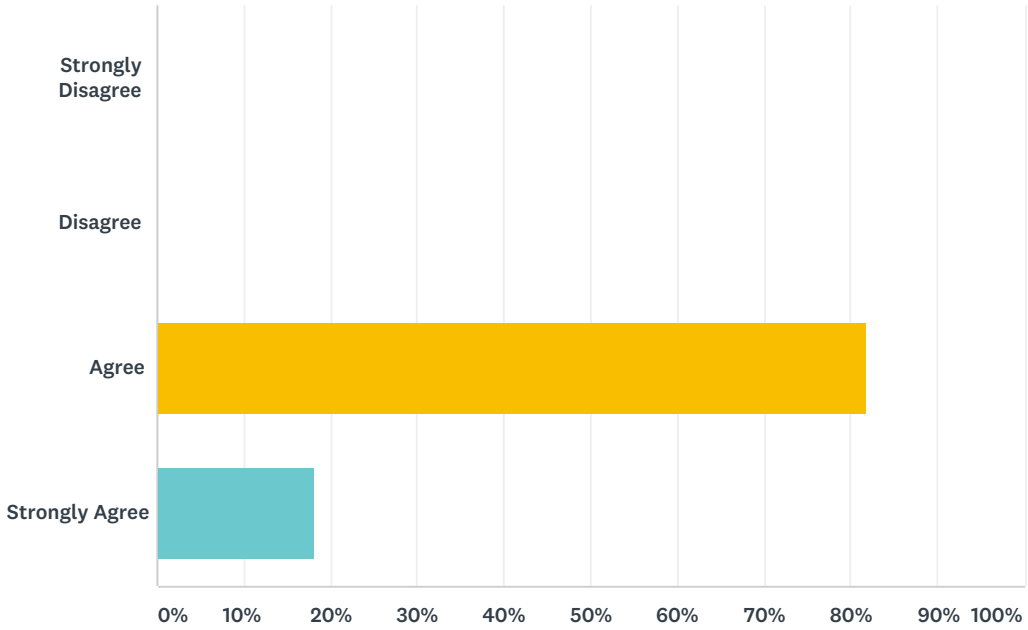


ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	0.00%	0
Agree	36.36%	4
Strongly Agree	63.64%	7
TOTAL		11

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	I am a conscientious employee and fully understand my role at the Board.	9/15/2017 2:30 PM
2	Everyday. This is the new office culture supported by management currently under development.	9/8/2017 11:25 AM

Q13 When at work, I am completely focused on my job duties.

Answered: 11 Skipped: 0

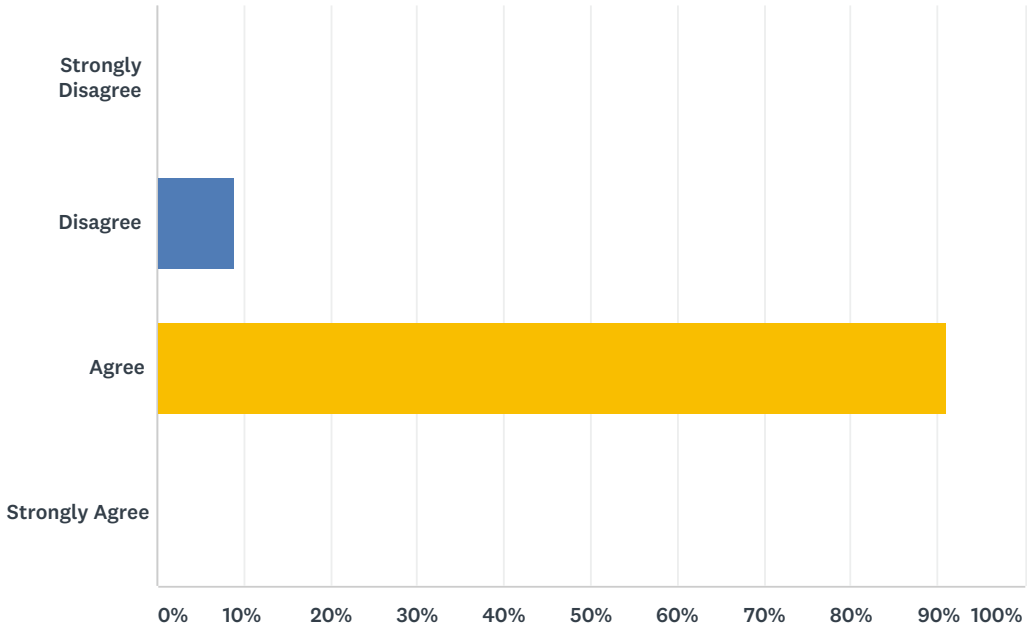


ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	0.00%	0
Agree	81.82%	9
Strongly Agree	18.18%	2
TOTAL		11

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	I am always mindful of my goals and priorities at work.	9/15/2017 2:30 PM
2	I have to get up once and a while and walk around the block	9/8/2017 11:25 AM

Q14 In my organization, employees adapt quickly to difficult situations.

Answered: 11 Skipped: 0

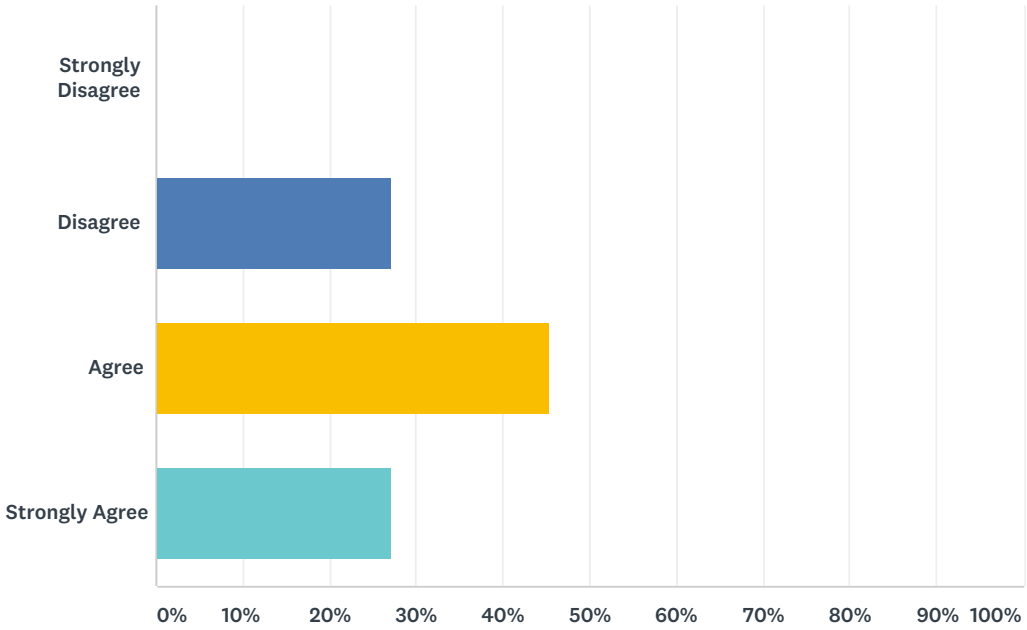


ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	9.09%	1
Agree	90.91%	10
Strongly Agree	0.00%	0
TOTAL		11

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	There are a few staffs on Board who are "shy" of deadline-driven projects or any standard projects that are assigned to them but consistently missed. Instead, these tasks get re-assigned to other staffs, hence putting undue burden on to other's already full schedules.	9/15/2017 2:30 PM
2	As we had our former EO removed, we all seemed to adapt to the change which was difficlut. Having to adapt to a new style of Supervision is a challenge. The EO can be a micromanager when it comes to reporting our time, a style nobody has been used to. Many have received numerous emails, and what proper protocol is from the EO, however there is the one person in the office who doesn't follow the protocol, and it's seems he's let off the hook because of relationship with EO. Others have family or illnesses that they deal with, and to get extra pressure from the EO really breaks down the moral of the office, and makes employees feel as though they do not want to work here because of how employee is left to feel "picked on".	9/12/2017 12:41 PM
3	I agree for the most part, however, not all employees quickly adapt.	9/11/2017 10:08 AM
4	Plus or minus	9/8/2017 11:25 AM

Q15 Employees here always keep going when the going gets tough.

Answered: 11 Skipped: 0

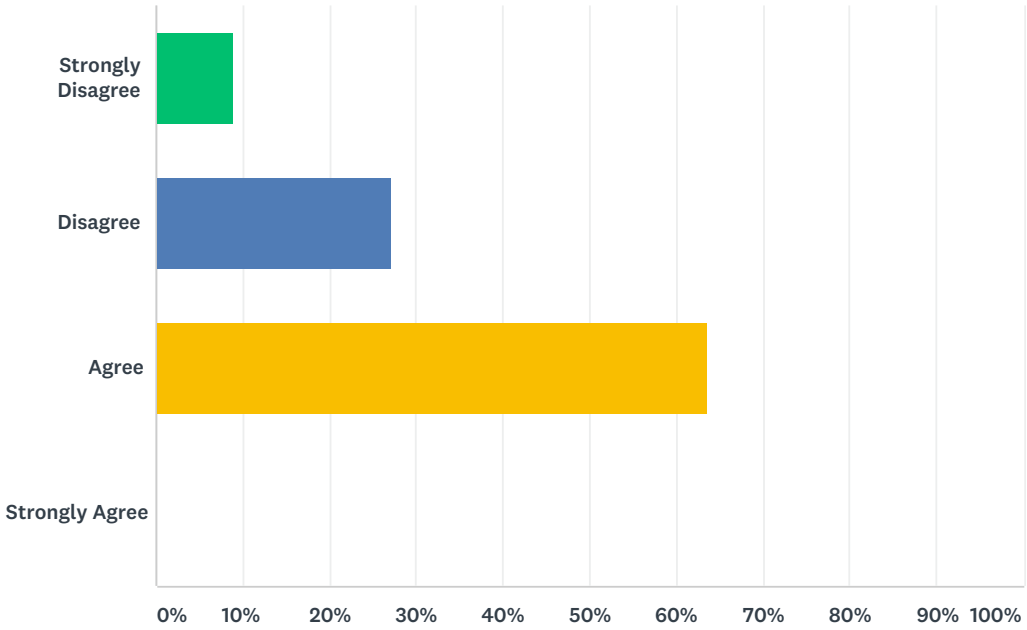


ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	27.27%	3
Agree	45.45%	5
Strongly Agree	27.27%	3
TOTAL		11

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	I cannot tell you how many work around systems I have had to make with our data base not being reliable.	9/19/2017 9:31 AM
2	I think that some people take off work when they are overwhelmed. There isn't a lot of team members that will help out when someone is overwhelmed and there isn't a "backup" to help that person.	9/19/2017 9:18 AM
3	A few do, not the majority as the Board hope.	9/15/2017 2:30 PM
4	Employees do their jobs, I agree...but when things are tough, it makes the moral of the office go down.	9/12/2017 12:41 PM
5	I agree for the most part, however, not all employees quickly adapt.	9/11/2017 10:08 AM
6	Again the office culture. Warning - be careful not to burn out.	9/8/2017 11:25 AM

Q16 Employees proactively identify future challenges and opportunities.

Answered: 11 Skipped: 0

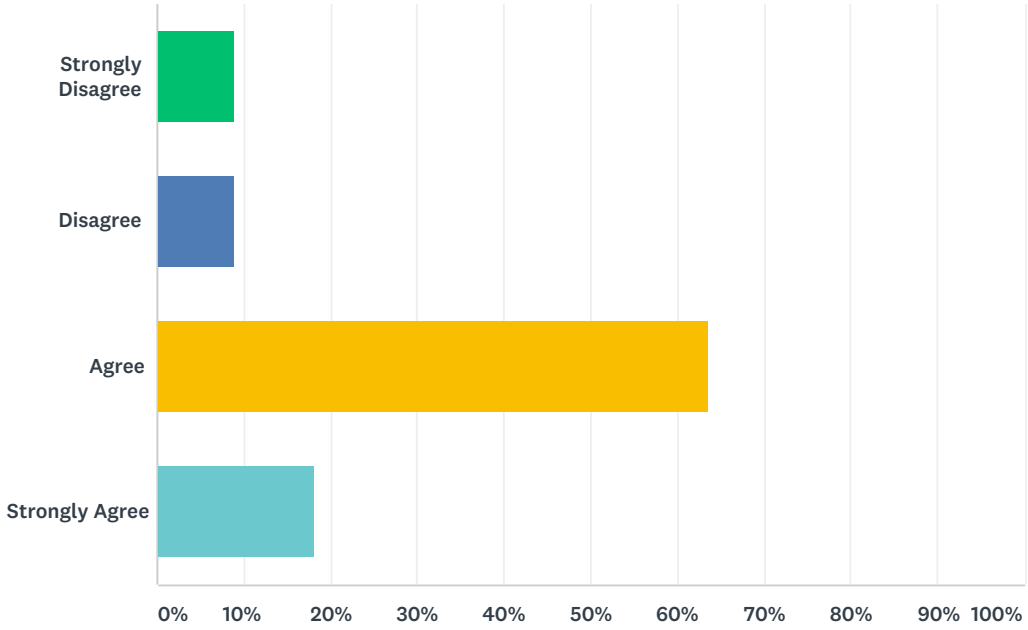


ANSWER CHOICES	RESPONSES	
Strongly Disagree	9.09%	1
Disagree	27.27%	3
Agree	63.64%	7
Strongly Agree	0.00%	0
TOTAL		11

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	Every positions face challenges and opportunities but few can be solved with limited staffs on hand.	9/15/2017 2:30 PM
2	Most staff does, some do not	9/8/2017 11:25 AM

Q17 Employees in my organization take the initiative to help other employees when the need arises.

Answered: 11 Skipped: 0

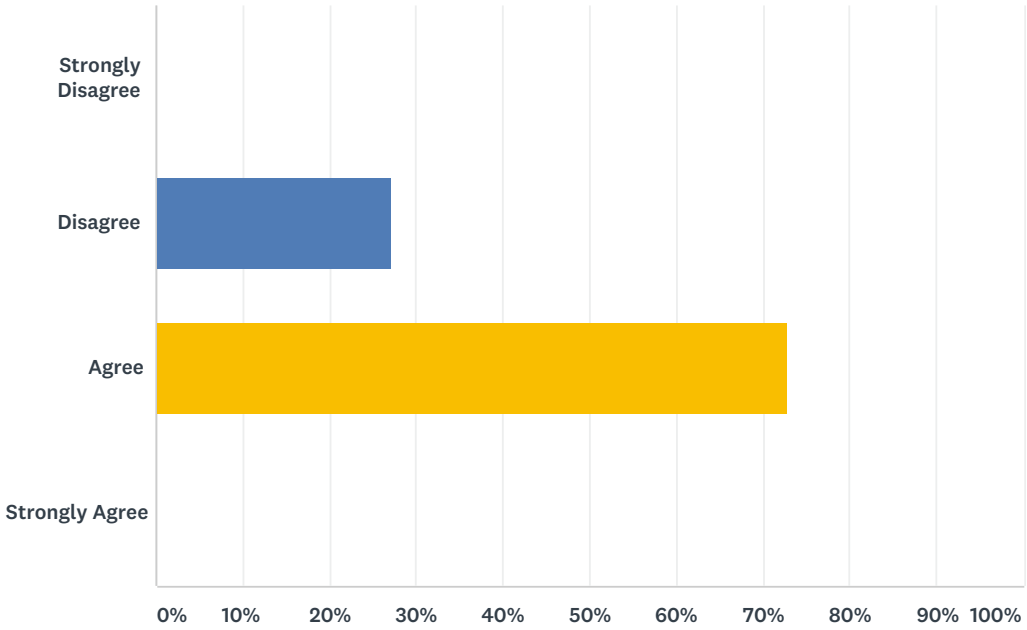


ANSWER CHOICES	RESPONSES	
Strongly Disagree	9.09%	1
Disagree	9.09%	1
Agree	63.64%	7
Strongly Agree	18.18%	2
TOTAL		11

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	There are a handful of staffs who you can depend on.	9/15/2017 2:30 PM
2	We are a small office, I have heard others offer their help, and I too will offer my help in anyway I can, if we are not too busy doing our own jobs.	9/12/2017 12:41 PM
3	This is often the case, and availability is manged through leadership either as ongoing or by request	9/8/2017 11:25 AM

Q18 Employees here are willing to take on new tasks as needed.

Answered: 11 Skipped: 0

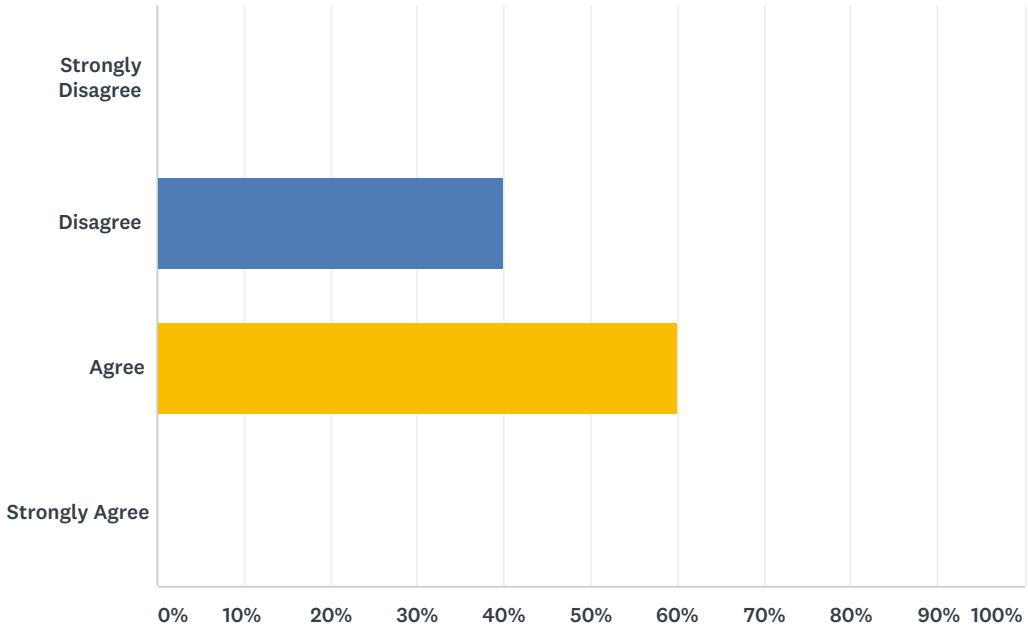


ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	27.27%	3
Agree	72.73%	8
Strongly Agree	0.00%	0
TOTAL		11

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	Most don't want the extra work assigned to them. They'd rather have nothing to do than take on more responsibility.	9/19/2017 9:18 AM
2	A handful of dependable staffs do.	9/15/2017 2:30 PM
3	We are willing to take on any assignment, even if we don't want to.	9/12/2017 12:41 PM
4	Most staff does, some do not	9/8/2017 11:25 AM

Q19 Employees in my organization willingly accept change.

Answered: 10 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	40.00%	4
Agree	60.00%	6
Strongly Agree	0.00%	0
TOTAL		10

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	See #14.	9/15/2017 2:30 PM
2	We have no one in the office who will not accept change. We just have to deal and adapt to changes, whether we want to or not.	9/12/2017 12:41 PM
3	Some do, most find change challenging	9/8/2017 11:25 AM

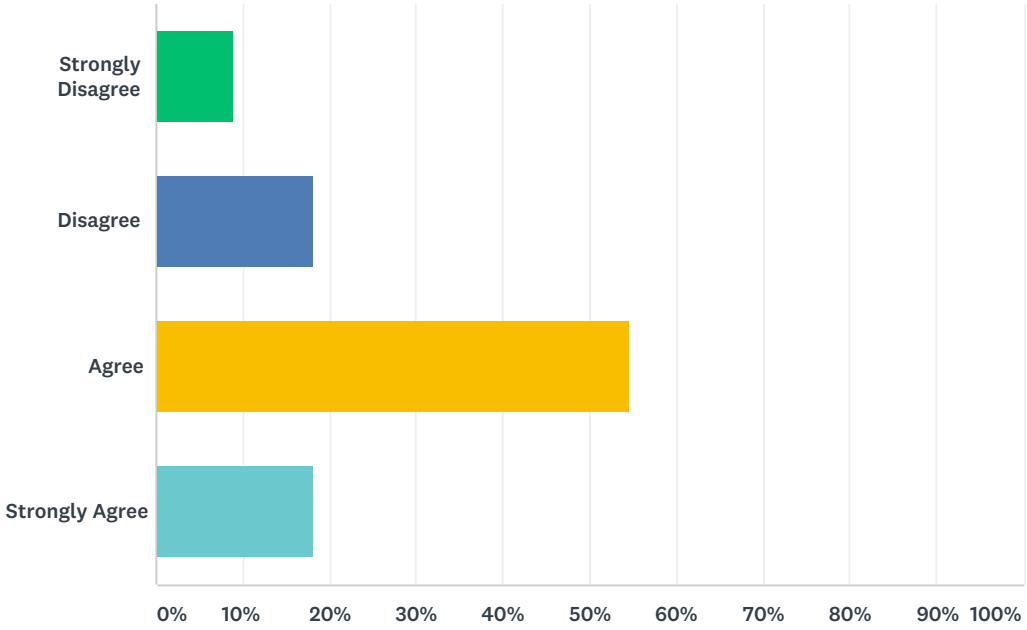
Q20 Feel free to provide additional comments regarding work engagement:

Answered: 2 Skipped: 9

#	RESPONSES	DATE
1	I feel the E.O. needs to communicate more about situations involving a staff member's job. There are often times when I haven't been informed on updates to things that I am working on. Also the E.O. has a habit of asking me to do something and then ends up doing it himself and not saying anything, so the work gets done twice. Also he doesn't communicate exactly what he wants done on a task or changes his mind from what was first communicated. So the task gets done by me, then when he checks it, he redoes the task or there are so many changes that I end up starting over.	9/19/2017 9:18 AM
2	Some in the office get assignments redirected to other staff, without even asking staff if they can handle the additional workload. I feel that the staff person who's jobs are being redirected should step it up, or Supervisor should require more from the person. Pretty soon this staff person will not have any duties left if duties keep being distributed to other staff. There is another staff person who seems to know everything, about all that the EO is dealing with. I feel that this person is involved in way too much, when it's not in their job description and really none of their business to know so much.	9/12/2017 12:41 PM

Q21 Communication between leaders and employees is good in my organization.

Answered: 11 Skipped: 0

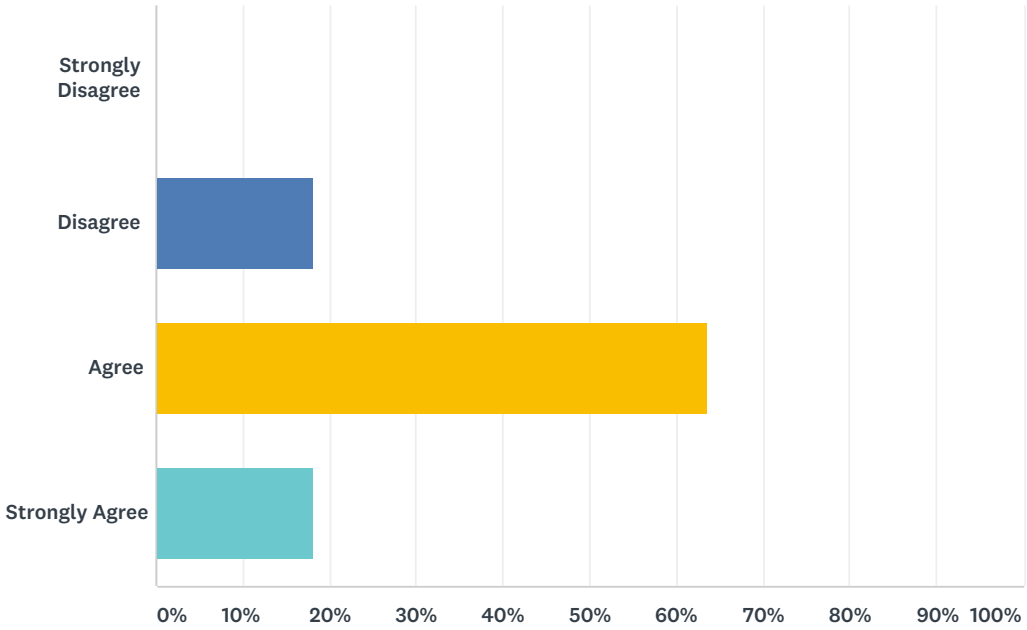


ANSWER CHOICES	RESPONSES	
Strongly Disagree	9.09%	1
Disagree	18.18%	2
Agree	54.55%	6
Strongly Agree	18.18%	2
TOTAL		11

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	Stated previously	9/19/2017 9:23 AM
2	Communication can be inconsistent and unclear when it comes to internal office policies. And of course this is an exception for 1 certain staff in house.	9/15/2017 2:37 PM
3	sometimes...	9/13/2017 8:35 AM
4	Information gets lost in translation or employees are not always included in discussion, although, they should be. There is always room for improvement.	9/11/2017 10:44 AM
5	I can request assistance and meeting as needed	9/8/2017 11:30 AM

Q22 I am able to make decisions affecting my work.

Answered: 11 Skipped: 0

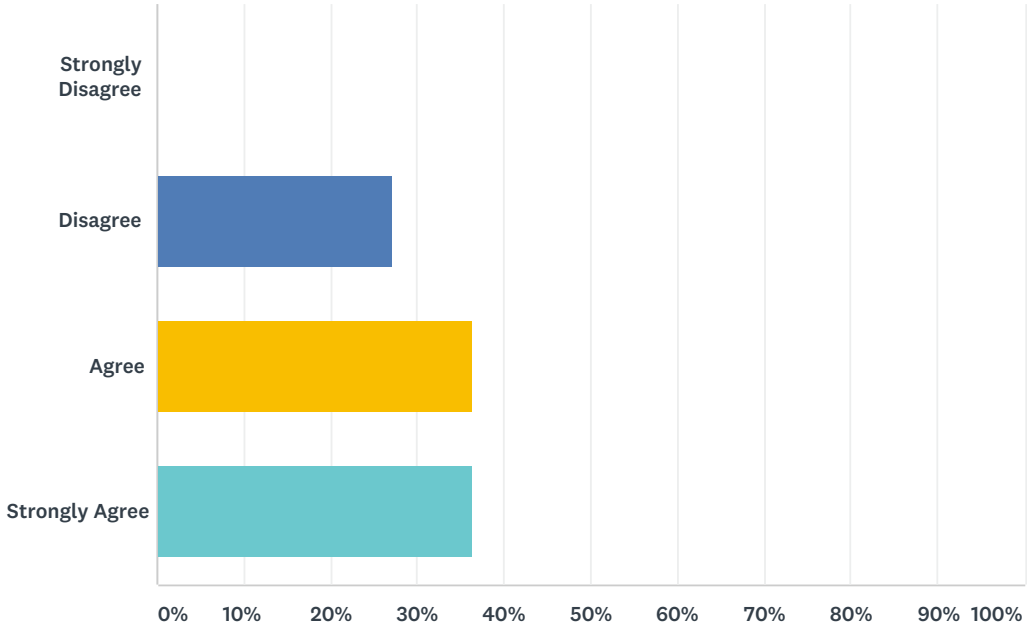


ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	18.18%	2
Agree	63.64%	7
Strongly Agree	18.18%	2
TOTAL		11

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	I should be able to make decisions with my years of experience in my field, but I don't often get to.	9/19/2017 9:23 AM
2	Ideas can be presented but most of the time, it went through so many filters that the decision just got applied without everyone on board.	9/15/2017 2:37 PM
3	For the most part, however, most decisions is required to be filtered through management.	9/11/2017 10:44 AM
4	For the most part - and then there is a legal review, collaborative document creation, final editing and approval.	9/8/2017 11:30 AM

Q23 Management within my organization recognizes strong job performance.

Answered: 11 Skipped: 0

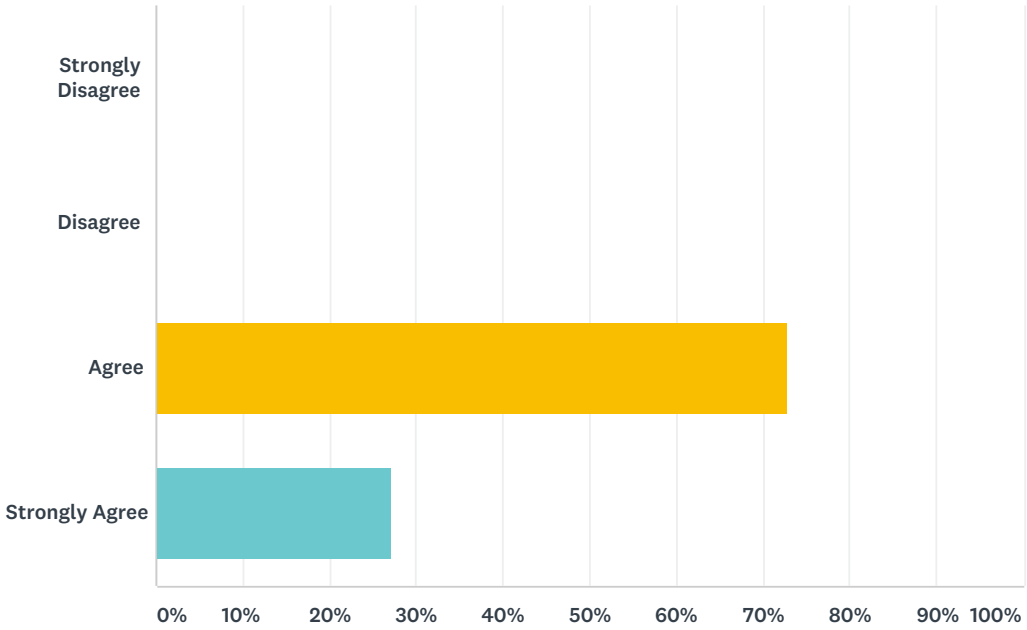


ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	27.27%	3
Agree	36.36%	4
Strongly Agree	36.36%	4
TOTAL		11

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	Sometimes we are told "good job" by the E.O. Other times things should be recognized about an accomplishment of someone to the whole staff and it's not.	9/19/2017 9:23 AM
2	Unfortunately, this means these strong work performers sometime get more assignments that belong to the weaker staffs who often missed their priorities.	9/15/2017 2:37 PM
3	I feel he relies on others what other employees are doing. if you feel your doing something right, a co worker can speak to him behind closed doors and make you look bad and he will believe it.	9/13/2017 8:35 AM
4	True!	9/8/2017 11:30 AM

Q24 My supervisor and I have a good working relationship.

Answered: 11 Skipped: 0

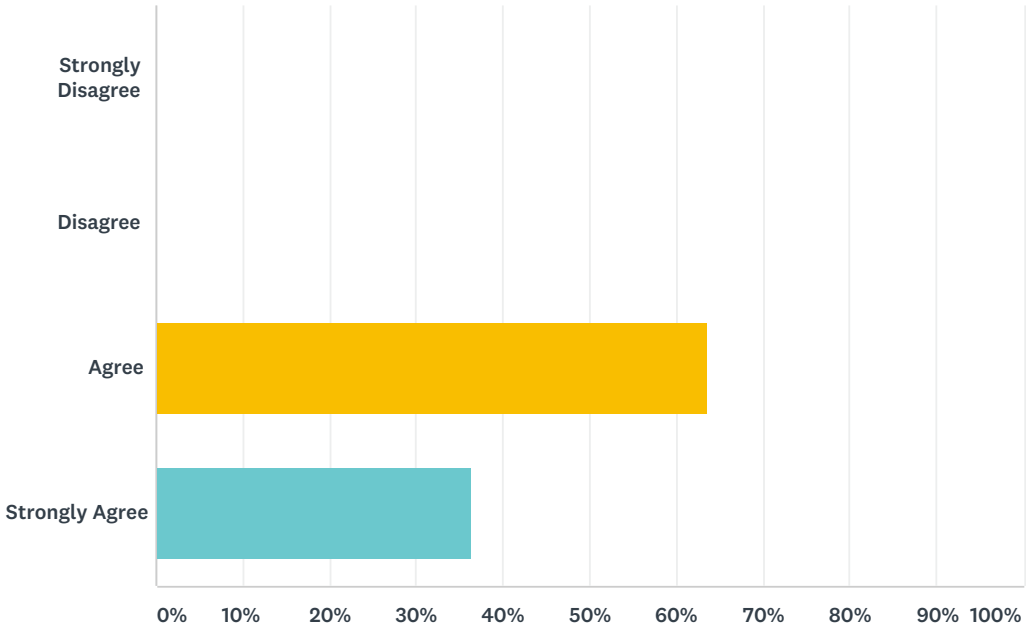


ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	0.00%	0
Agree	72.73%	8
Strongly Agree	27.27%	3
TOTAL		11

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	I'm kinda so-so with this.	9/19/2017 9:23 AM
2	On most days.	9/15/2017 2:37 PM
3	I agree to some degree.	9/13/2017 8:35 AM

Q25 My coworkers and I have a good working relationship.

Answered: 11 Skipped: 0

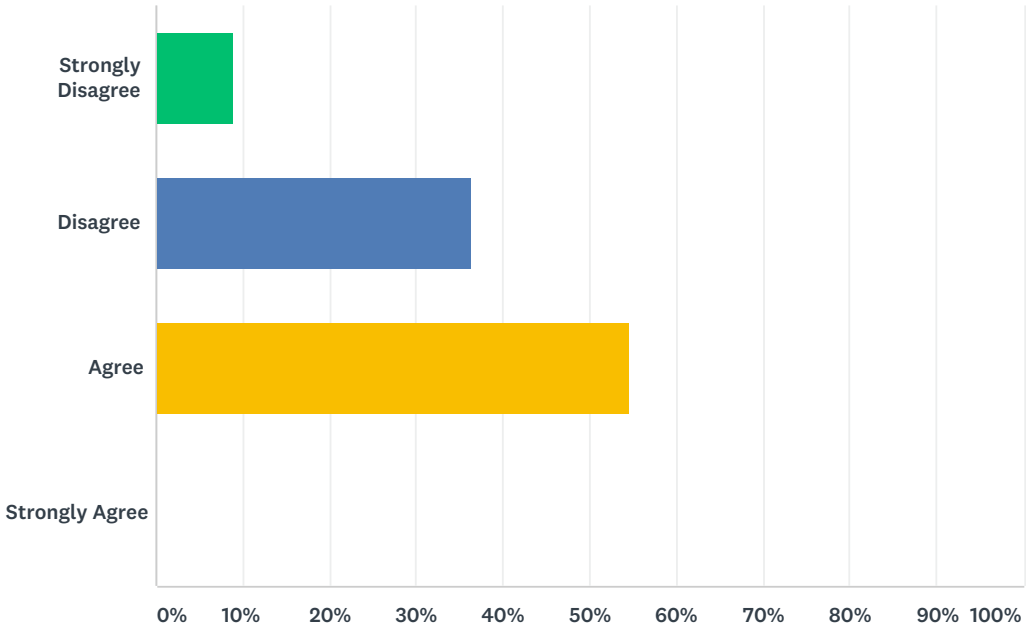


ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	0.00%	0
Agree	63.64%	7
Strongly Agree	36.36%	4
TOTAL		11

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	My new partner is great and communicates very well. However, I have felt left out of the loop recently when a major decision was made regarding my unit without my input, until after the decision was already made and information was posted on the web-site.	9/19/2017 9:41 AM
2	I work well with everybody.	9/15/2017 2:37 PM
3	some of the time... there are favorites the boss has and its unfair.	9/13/2017 8:35 AM

Q26 Management and employees trust each other.

Answered: 11 Skipped: 0

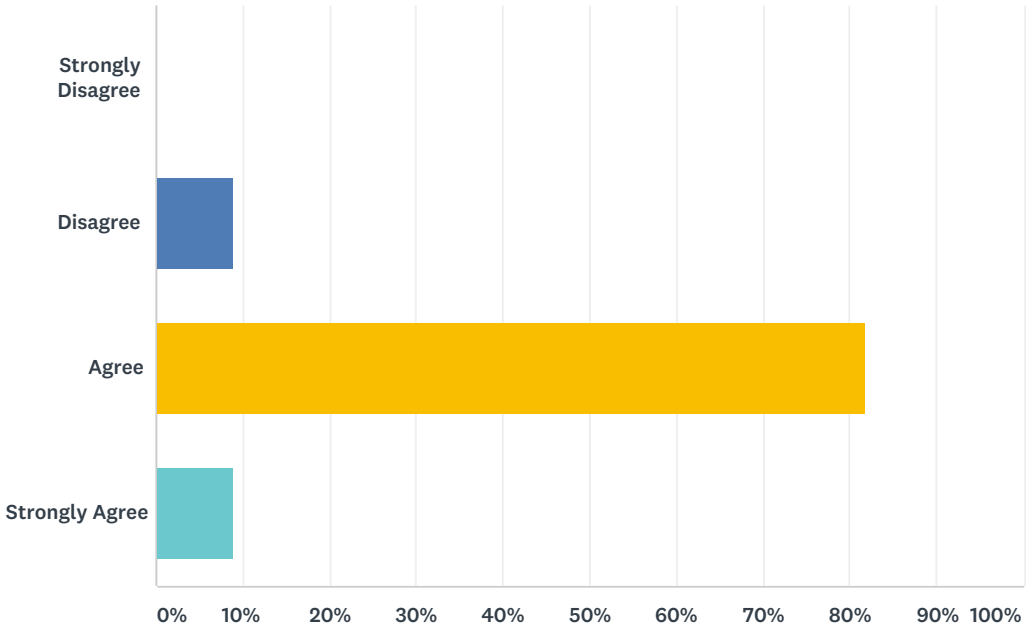


ANSWER CHOICES	RESPONSES	
Strongly Disagree	9.09%	1
Disagree	36.36%	4
Agree	54.55%	6
Strongly Agree	0.00%	0
TOTAL		11

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	Getting better.	9/19/2017 9:41 AM
2	There are certain employees who have a more flexible attendance policy than what expected of the others. This creates resentments among the staffs that can breeds mistrust of sharing information among each other in fear of more favoritism or retaliations.	9/15/2017 2:37 PM
3	I feel that our Manager does not trust any of us when it comes to our time reporting, and I know some employees do not trust the EO, and feel as though he is trying to get them to look for a job elsewhere.	9/12/2017 12:42 PM
4	Favoritism, unequal application of office protocol breeds mistrust between management and employees.	9/11/2017 10:44 AM
5	In this work group, this became true with a recent leadership change	9/8/2017 11:30 AM

Q27 Employees treat each other with respect.

Answered: 11 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	9.09%	1
Agree	81.82%	9
Strongly Agree	9.09%	1
TOTAL		11

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	Some residual effects left over from prior EO called throw your peers under the bus to boost yourself up. This went well with the theme when the prior EO would tell other co-workers about how so and so was not good at writing or this or that or some other required ability.	9/19/2017 9:41 AM
2	for most of the time.	9/13/2017 8:35 AM
3	Everyone speaks to each other respectfully.	9/12/2017 12:42 PM
4	Mostly, once in a while things can get off track and require a bit of drama management	9/8/2017 11:30 AM

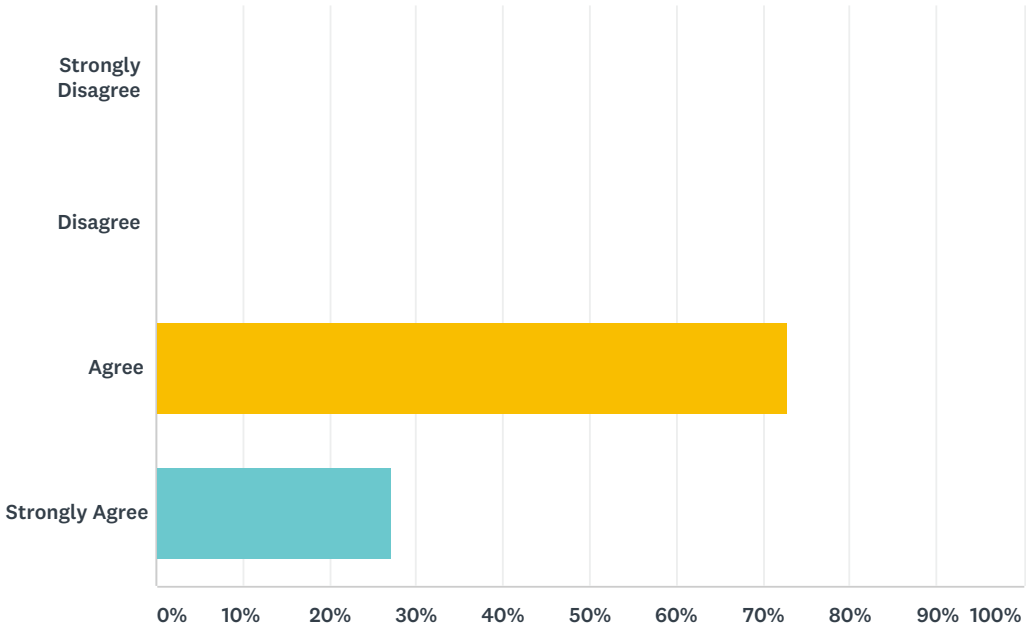
Q28 Feel free to provide additional comments regarding relationship management:

Answered: 2 Skipped: 9

#	RESPONSES	DATE
1	my relationship with my supervisor is good but I know he wants me to look other places for promotion because he feels I'm not good enough or smart enough.	9/13/2017 8:35 AM
2	Abuse of office protocol is rampant and little is done about it.	9/11/2017 10:44 AM

Q29 My organization has a safe work environment.

Answered: 11 Skipped: 0

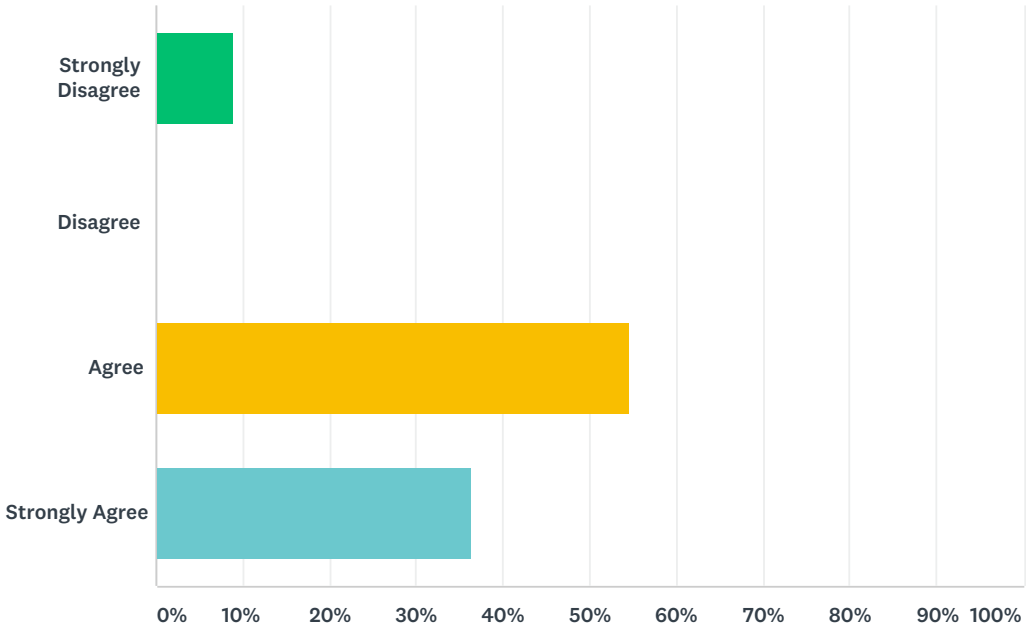


ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	0.00%	0
Agree	72.73%	8
Strongly Agree	27.27%	3
TOTAL		11

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
	There are no responses.	

Q30 I am satisfied with my overall job security.

Answered: 11 Skipped: 0

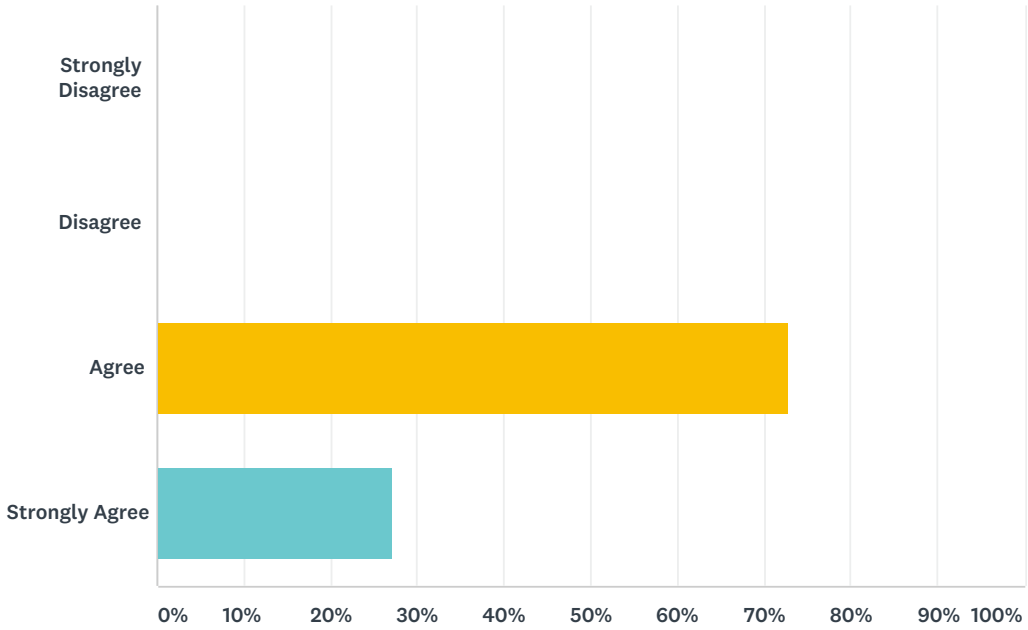


ANSWER CHOICES	RESPONSES	
Strongly Disagree	9.09%	1
Disagree	0.00%	0
Agree	54.55%	6
Strongly Agree	36.36%	4
TOTAL		11

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	As long as I stay in the same position until retirement.	9/15/2017 2:50 PM

Q31 My organization's work positively impacts people's lives.

Answered: 11 Skipped: 0

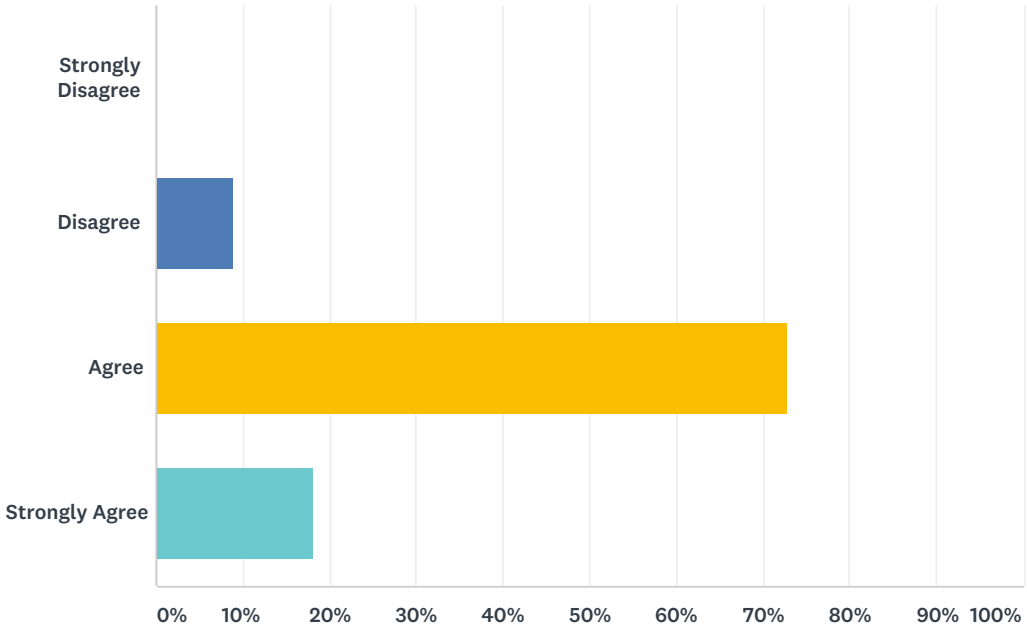


ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	0.00%	0
Agree	72.73%	8
Strongly Agree	27.27%	3
TOTAL		11

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	It does not matter what transpire in the office, I stay true to the Board's mission in serving and protecting the people of California.	9/15/2017 2:50 PM

Q32 I am satisfied with the culture of my workplace.

Answered: 11 Skipped: 0

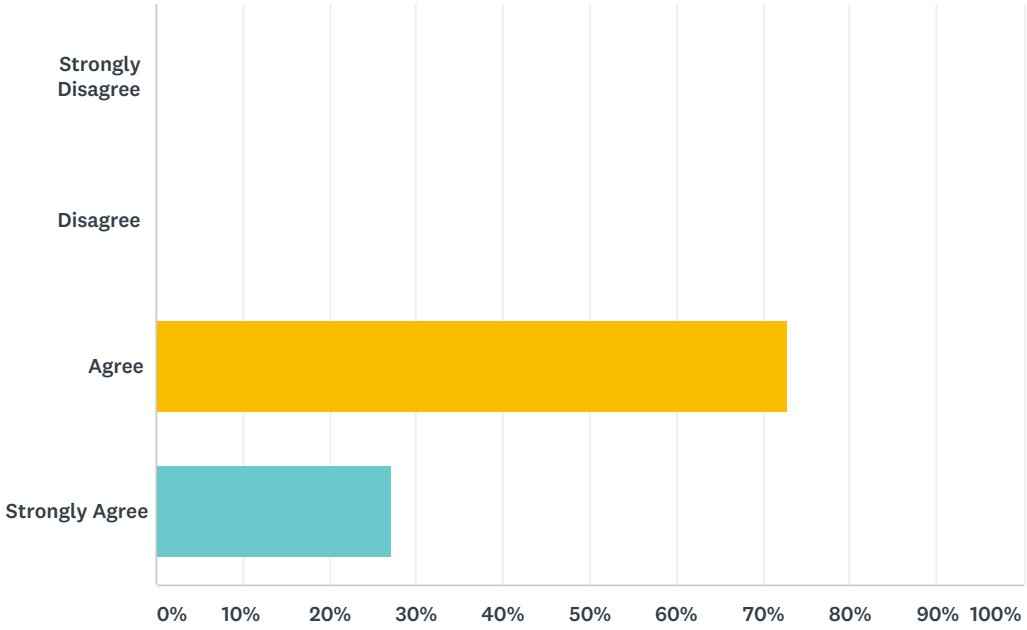


ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	9.09%	1
Agree	72.73%	8
Strongly Agree	18.18%	2
TOTAL		11

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	There can be more fairness in office policies practice among the staffs. Not all are treated equally. But the main energy is that the staffs are cordial to each other.	9/15/2017 2:50 PM
2	I agree to an certain extent I sometimes feel like the black sheep.	9/13/2017 8:36 AM
3	Agree and agree that this is an ongoing project of leadership	9/8/2017 11:31 AM

Q33 I understand how my work impacts the organization's business goals.

Answered: 11 Skipped: 0

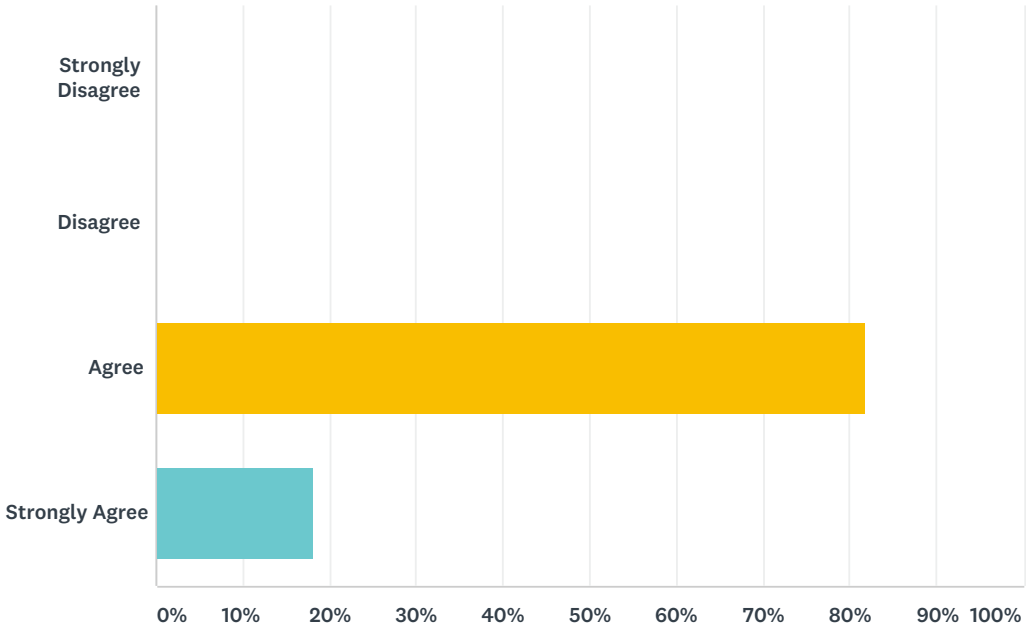


ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	0.00%	0
Agree	72.73%	8
Strongly Agree	27.27%	3
TOTAL		11

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
1	I understand my role in the organization.	9/15/2017 2:50 PM

Q34 My organization is dedicated to diversity and inclusiveness.

Answered: 11 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	0.00%	0
Agree	81.82%	9
Strongly Agree	18.18%	2
TOTAL		11

#	FEEL FREE TO CLARIFY WHY YOU AGREED OR DISAGREED WITH ANY OF THE STATEMENTS.	DATE
	There are no responses.	

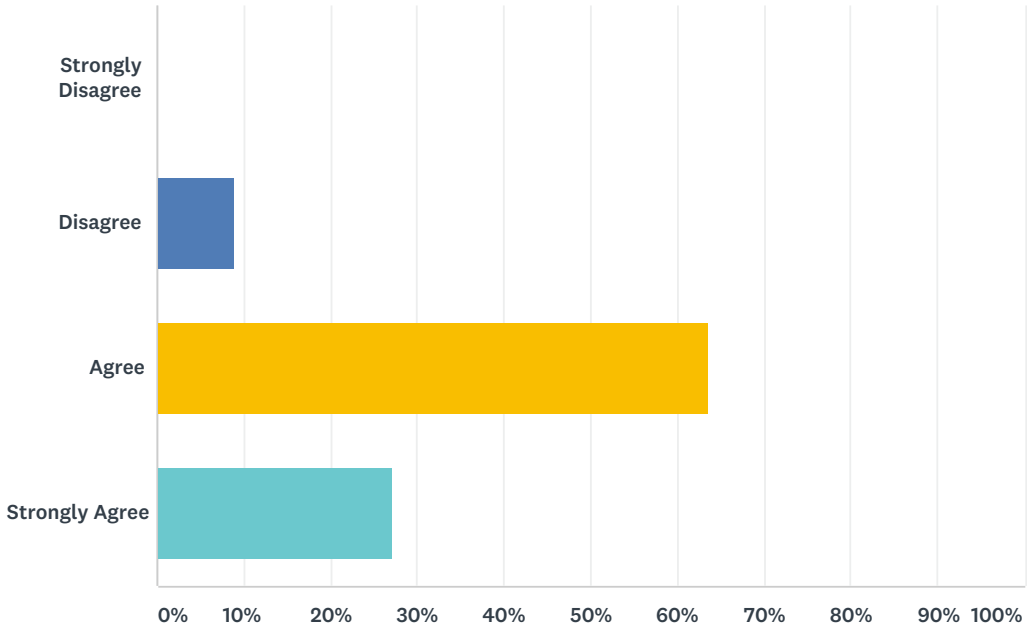
Q35 Feel free to provide additional comments regarding work environment:

Answered: 0 Skipped: 11

#	RESPONSES	DATE
	There are no responses.	

Q36 I am overall satisfied with my workplace (Acupuncture Board)

Answered: 11 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly Disagree	0.00%	0
Disagree	9.09%	1
Agree	63.64%	7
Strongly Agree	27.27%	3
TOTAL		11

Q37 Feel free to provide additional comments regarding your overall satisfaction with the Acupuncture Board as a workplace.

Answered: 4 Skipped: 7

#	RESPONSES	DATE
1	Generally things are good in this office. I just sometimes feel like I'm treated as a "second class citizen". The E.O. is very picky about things in general, is VERY OCD, which can drive us crazy and needs to communicate more to us....maybe have staff mtgs. more often.	9/19/2017 9:37 AM
2	I agree to an certain extent. I like my co workers and my boss but I feel I'm not wanted sometimes because my boss doesn't feel I'm good enough to work here.	9/13/2017 8:38 AM
3	I know every office has it's differences, for the most part I am satisfied with my job, the staff and the manager. The EO is pretty flexible when it comes to being able to request time, or request time to make up. I would say that maybe do more "team building" type of exercises, and try trusting staff a little more with work assignments, and time reporting and not ride employees so hard to where they are not satisfied and wanting to look for jobs elsewhere.	9/12/2017 12:47 PM
4	Its wonderful to work with talented and commented staff and a large group of professional stakeholders	9/8/2017 11:32 AM

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Appendix D – Data Collection Method

Information for this survey was gathered by surveying external stakeholders, Board members, and Board Executive Officer and staff using the following methods:

- Interviews conducted with current and former Board members in August 2017.
  - Total of 4 responses from a population of 8 for 50%[5] response rate.
- Interview conducted with Board Executive Officer in August 2017.
  - Total of 1 participant from a population of 1 for 100% response rate.
- Online survey sent to Board staff in August 2017.
  - Total of 12 responses from a population of 12 for 100% response rate.
- Online survey sent to the Board's stakeholders via several resources[6]in August 2017.
  - Total of 156 responses from a sample size[7] of 1,394 for 11% response rate.

The table below shows how external stakeholders identified themselves. The total shown below is higher than 156 responses because survey takers were permitted to select all categories that applied, thus the total percentage is greater than 100% due of the total number of multiple responses.

External Stakeholders Breakdown	Number	%[8] of Total
Licensed Acupuncturist	116	74%
Student	22	14%
Professor	27	17%
Educational Institution	21	13%
Continuing Education	23	15%
Professional Associations	12	8%
Consumer/Public	16	10%
State/Federal Agency	3	2%
Other	15	10%
Associate dean (2), clinic owner (3), Department of the Army Acupuncturist (2)[9], educational administrator, interested party, legal representative, Licensed physician, licensure candidate, NCCAOM Diplomate of Acupuncture, non-profit organization, and private insurance.		

[5] All response rates are rounded to the nearest one (whole number).
[6] List Serve subscribers and schools lists.
[7] Sample size is an approximation.
[8] All % of total figures are rounded to the nearest one (whole number).
[9] Number of responses

Appendix E - Survey Data Reliability

Based on 120 external stakeholder survey responses regarding Licensing, we can be 95% confident their opinions represent all California licensees[10] plus or minus 9%. For example, 70% of external stakeholders rated the Board's overall Licensing effectiveness as Very Effective or Effective. Based on the response rate, we can be 95% confident between 61% and 79% of external stakeholders would rate the Board' Licensing effectiveness the same way.[11]

To help improve data integrity, the online survey did not provide a neutral option when asking about overall effectiveness. Instead, stakeholders completing the survey chose between a positive choice (excellent or good) and a negative choice (poor or very poor). This allows the Board to better understand whether stakeholders have a positive or negative view of the Board in various areas.

Notes

[10] Total licensee population size of 15,115 as of June 1,2017.

[11] Source: http://www.surveysystem.com/sscalc.htm

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2013 - 2017 Acupuncture Board Strategic Plan
2016 12-14 Update

GOAL 1: LICENSING

Promote licensing standards to protect consumers and allow reasonable access to the profession.

1.1 Work with the Department of Consumer Affairs executive team to resolve cashiering issues causing licensing delays.

COMPLETED

GOAL 2: ENFORCEMENT

Protect the health and safety of consumers through the enforcement of the laws and regulations governing the practice of acupuncture.

2.1 Review disciplinary guidelines and regulatory standards to determine if standards need revision.

Expected to be completed by or before Q4 2017

2.2 Strengthen the Board's enforcement authority through Implementation of Uniform Standards Related to Substance Abuse and Recommended Guidelines for Disciplinary Orders and Probation, and the Consumer Protection Enforcement Initiative.

Expected to be completed by or before Q4 2017

2.3 Seek legislation to expand non-complaint based clinic inspection authority to further public protection.

Expected to be completed by or before Q4 2017

2.4 Determine feasibility of strengthening the recertification process for reinstatement of an inactive license to further public safety. Promulgate regulations to do so, if found feasible.

Expected to be completed by or before Q4 2017

GOAL 3: EDUCATION

Advance higher education standards to increase the quality of education and ensure consumer protection.

3.1 Evaluate curriculum standards to ensure professional qualification and public safety. The Board will evaluate whether financial standards for schools are needed.

Expected to be completed by or before Q4 2017

3.2 To ensure that students are qualified to successfully complete Acupuncture training programs, the Board will explore increasing initial licensure qualifications to a Bachelor's degree or set a score for the Medical College Admission Test (MCAT).

Expected to be completed by or before Q4 2017

3.3 The Education Committee will evaluate school courses and course materials to ensure compliance with the Board's curriculum requirements.

COMPLETED

3.4 Promulgate regulations to require international applicants and students attending non-English track schools to pass the TOEFL exam before being eligible to sit for the California Acupuncture Licensing Exam (CALE).

Expected to be completed by or before Q4 2017

3.5 The Education Committee will evaluate the feasibility of enhancing school curriculum regulations by adding a required course in Standardized Acupuncture terminology.

Expected to be completed by or before Q4 2017

GOAL 4: PROFESSIONAL QUALIFICATIONS

Improve continuing education and examination standards to ensure excellence in practice and promote public safety.

4.1 Evaluate the approved continuing education course list and create a defined scope for continuing education coursework that focuses on improving practice knowledge, best practices, and updated research.

Expected to be completed by or before Q4 2017

4.2 Formalize the continuing education audit process of the Education Committee's review of potentially non-compliant continuing education courses and providers.

Expected to be completed by or before Q4 2017

4.3 Review past occupational analysis studies to identify improvements to the evaluation process and implement those improvements during the next analysis.

COMPLETED/ONGOING

4.4 Evaluate the CALE exam to ensure continued test validity and security.

COMPLETED/ONGOING

GOAL 5: OUTREACH

Inform consumers, licensees, and stakeholders about the practice and regulation of the acupuncture profession.

5.1 Form a Licensee Education Committee to create educational materials for licensees and a "What You Need to Know" educational series that will be accessible from the website.

Expected to be completed by or before Q4 2017

5.2 Increase outreach to interested stakeholders by leveraging cost-effective technology to increase understanding of the Acupuncture profession and the Board.

COMPLETED/ONGOING

5.3 Work collaboratively with state and national professional associations to increase awareness of the Board's functions.

COMPLETED/ONGOING

5.4 Educate stakeholders on requirements of the Affordable Care Act and the implications for electronic records management.

Not within the Board's Authority
Staff Recommendation – Remove Goal

5.5 Modify the Board's website to ensure accessibility and increase usability.

COMPLETED/ONGOING

GOAL 6: ADMINISTRATION

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

6.1 Ensure adequate staffing levels within all areas of the Board to fulfill the Board's mandate and achieve Board goals.

COMPLETED/ONGOING

6.2 Establish an ongoing working report of pending regulatory projects and priorities to inform the Board, the legislature, and the public of the ongoing status of these projects.

COMPLETED

6.3 Create targeted training for new Board members to provide further details on Board and government processes.

Expected to be completed by or before Q4 2017

6.4 Develop desk manuals for all Board functions to ensure proficiency, performance, and for succession planning.

COMPLETED/ONGOING