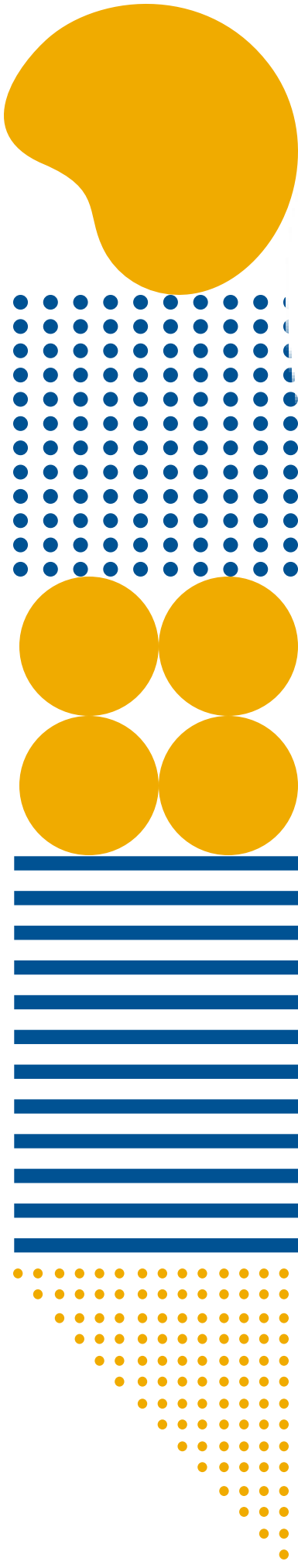


Washington Medical
Commission

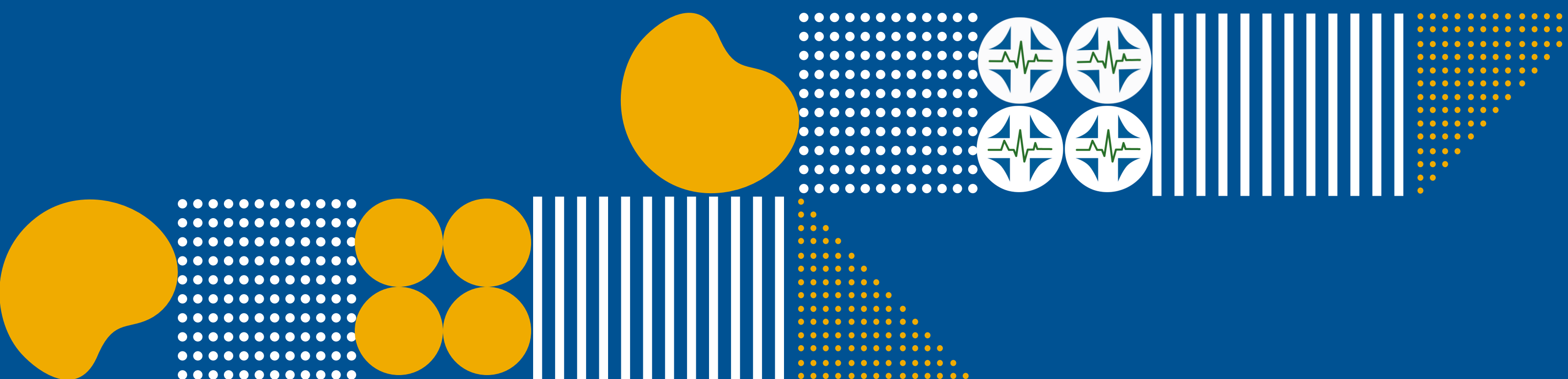
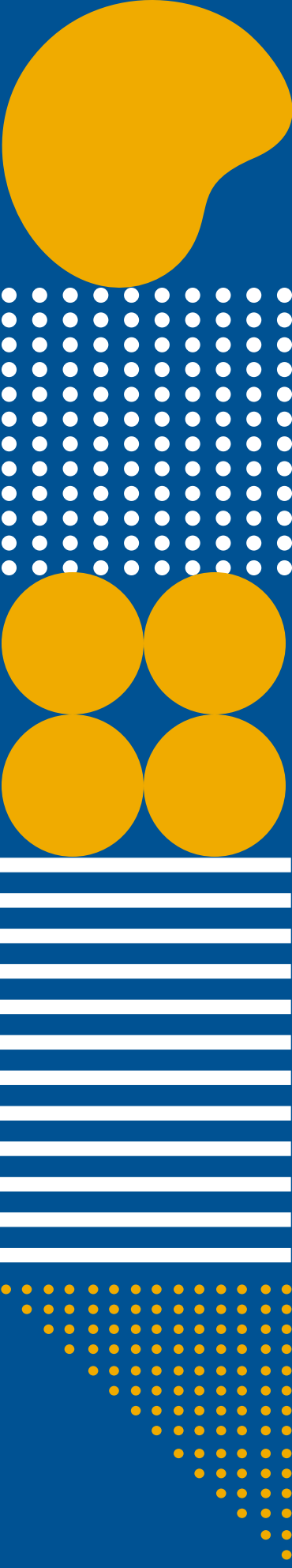
2021 - 2023

Strategic Plan



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Message from the WMC Leadership

For over 120 years, the Washington Medical Commission (WMC), has emphasized high quality health care to protect the patients of Washington. Our philosophy and programs are characterized by enduring partnerships with others who share our vision. While the WMC has made significant accomplishments in the past, the 2021-2023 strategic plan is ambitious and challenges the WMC to re-examine our current strategies with a renewed dedication to promoting patient safety.

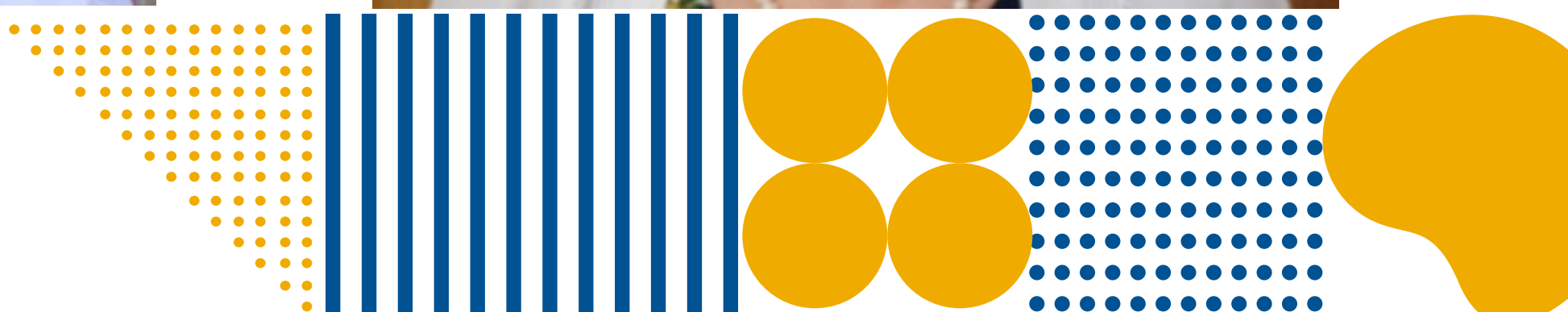
Healthcare is now in a time of rapid and accelerating change. New alliances and advances in technology are emerging at a pace that we have not before experienced. Throughout 2020, with its unprecedented challenges and rapid changes, we engaged in a process to more precisely define our core values and restructured them to reflect our commitment to creating a more efficient organization, building better communication channels and relationships with our stakeholders.

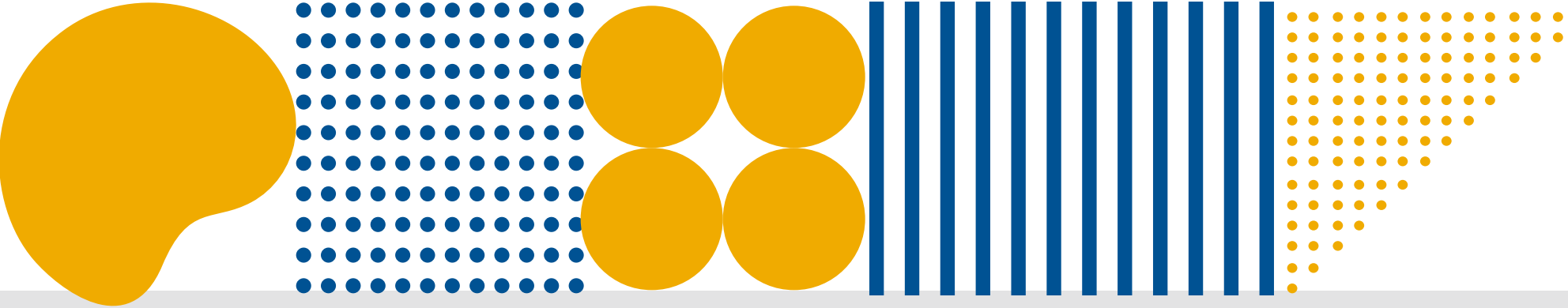
On behalf of the WMC, it is our honor and privilege to present the Commissions' Strategic Plan for 2021-2023. This plan advances our goal of enhancing the integrity of the profession and promoting patient safety through licensing, enforcement and education.

John Maldon
WMC Chair



Melanie de Leon, JD, MPA
WMC Executive Director





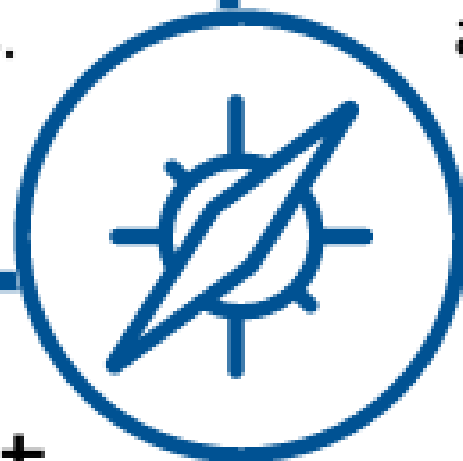
Core Values

Thoughtful

We are mindful of our impact on our stakeholders, customers, colleagues and consider their unique needs.

Positive

We recognize that mistakes are human and approach all situations with kindness, respect and a readiness to achieve common goals.



Transparent

We proactively communicate, set achievable timeframes and carry out operations openly.

Innovative

We embrace change and use dynamic problem solving to find better ways to approach our work.



Mission

Promoting patient safety and enhancing the integrity of the profession through licensing, discipline, rule making, and education.



Vision

Advancing the optimal level of medical care for the people of Washington State.

Strategic Priorities

As Commissioners and Staff of the Washington Medical Commission we are creating a strategic plan that works toward...

1. Using Data to Guide Decision Making and Establish Priorities.
2. Working in Partnership to Reduce and Eliminate Waste.
3. Integrate diversity and inclusion principles in WMC culture, systems, and policies.
4. Letting Go of Old Paradigms and Embracing New Methodology.

Strategic Goals

1 Licensing

Protect Washingtonians by enforcing requirements for licensure, including education, experience and demonstrated competence. Efficiently issue licenses to individuals meeting those requirements.

2 Accountability

Protect the health and safety of the public by effectively investigating complaints, enforcing the Uniform Disciplinary Act and helping licensees improve their practice through education and training.

3 Administration and Legislation

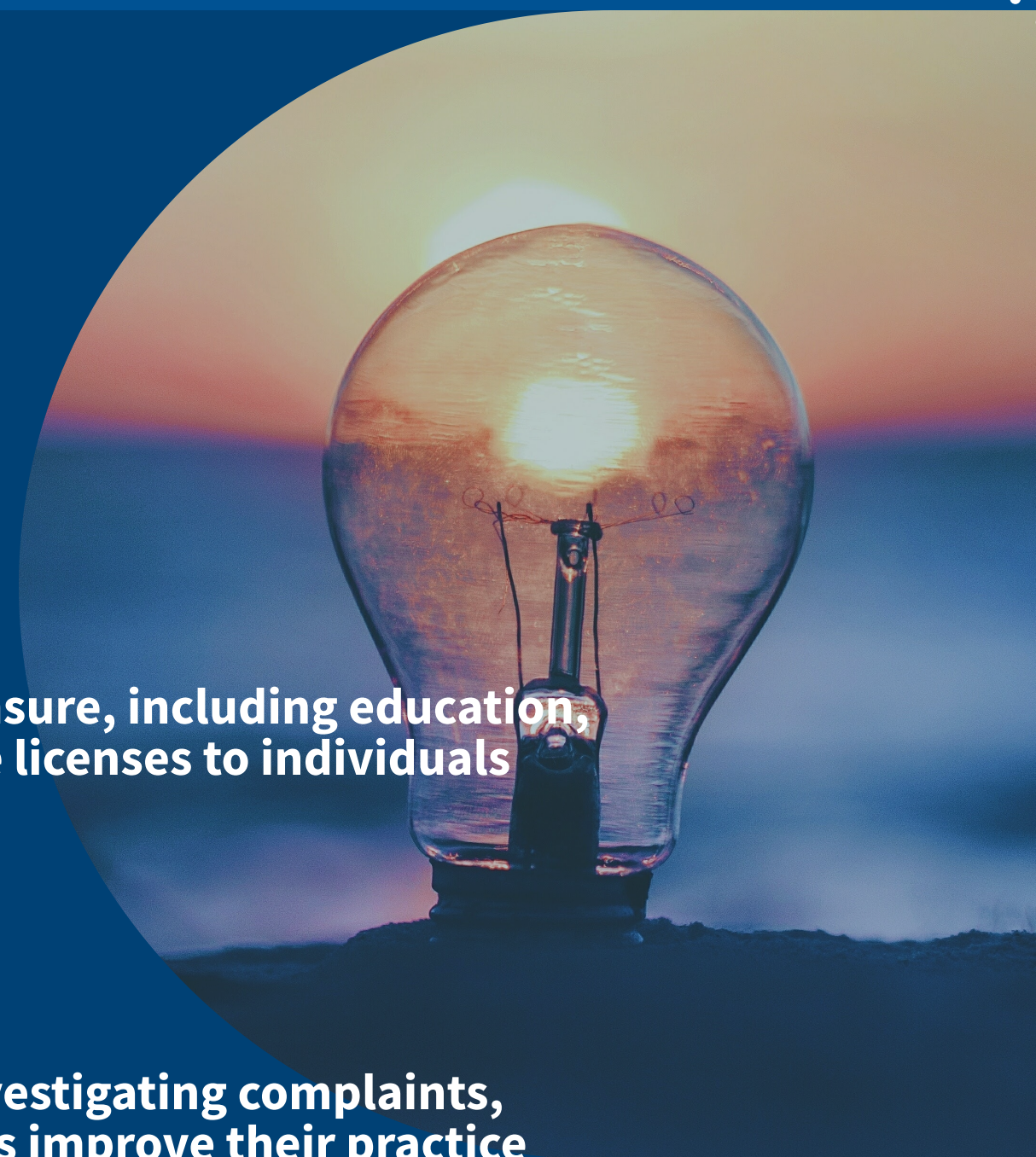
Protect the health, safety and privacy of stakeholders by facilitating and supporting the work of WMC staff and Commissioners in the modernization of regulations, policies, procedures and legislation.

4 Outreach

Provide education and resources for the public, licensees and partners to increase awareness about the Commission and laws governing the safe practice of medicine in Washington.

5 Commission

Uphold organizational success through proper governance, effective leadership and responsible management.

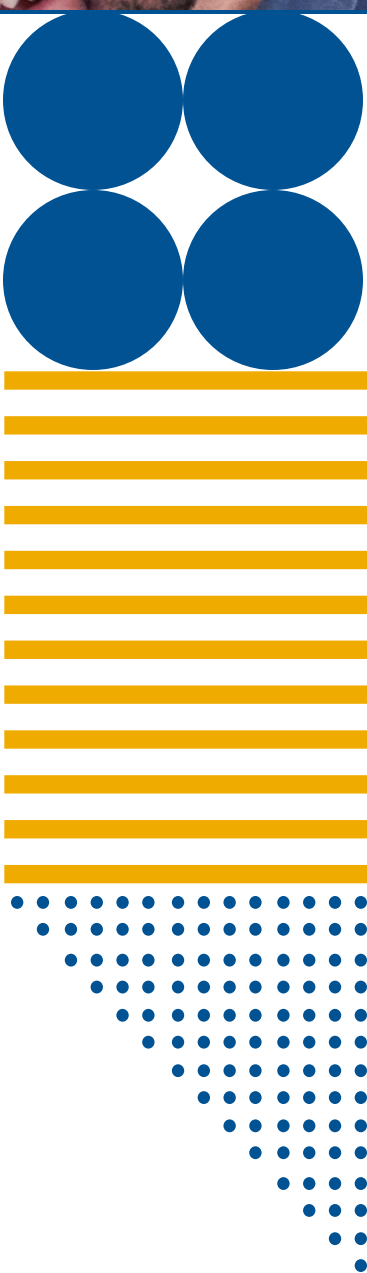


1. Licensing



Protect Washingtonians by enforcing requirements for licensure, including education, experience and demonstrated competence. Efficiently issue licenses to individuals meeting those requirements.

1. Respond to customer inquiries within two business days.
2. Reduce initial licensing time from 12 weeks to 10.
3. Complete the intake process within seven days of receipt.
4. Process and respond to the applicant of an exception application within 45 days.
5. Conduct a pending application audit every 30 days.
6. Introduce an internal status meeting to address performance metrics and establish priorities for the upcoming month.
7. Create annual training modules and outreach campaigns regarding licensing changes resulting from technological and process updates.



2. Accountability

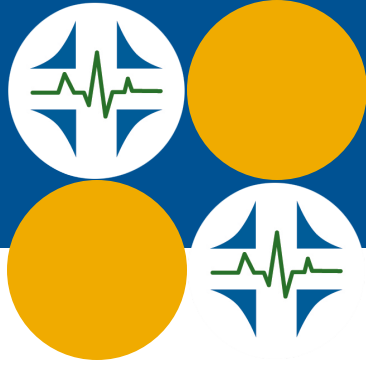
Protect the health and safety of the public by effectively investigating complaints, enforcing the Uniform Disciplinary Act and helping licensees improve their practice through education and training.

1. Collaborate with Health Systems Quality Assurance (HSQA) and the other boards and commissions to draft modern language for the Uniform Disciplinary Act (UDA).
2. Research and identify electronic solutions to hold outside entities, collaborating with the WMC, accountable in order to improve enforcement processes.
3. Identify training and a process for retention of digital and social media.
4. Work in partnership with other state medical boards to exchange ideas on how to improve function areas. This includes: reporting, training, best practices for conducting an investigation and working with partner governmental agencies
5. Develop a formal communication strategy between the investigator, staff attorney and the RCM that provides actionable information and details.
6. Develop a program pairing investigative and legal staff with new commissioners to support one another's WMC work.
7. Develop interview and communication strategies for customers from intake to closure of a complaint.
8. Establish regular meetings between Investigations, Legal and the Assistant Attorney General's Office about processes and procedures.
9. Explore the feasibility of using a third party to conduct a practice review to eliminate bias.
10. Restructure the compliance exit survey to provide more meaningful data for customer service improvement.
11. Modernize the compliance requirement tracking system for both internal and external users.
12. Research the demographics of respondents, their completion rate and timeframes associated with their compliance.
13. Create a modern resource corner for stakeholders that provides options for respondent deliverables and contact information.



3. Administration and Legislation

Protect the health, safety and privacy of stakeholders by facilitating and supporting the work of WMC staff and Commissioners in the modernization of regulations, policies, procedures and legislation.

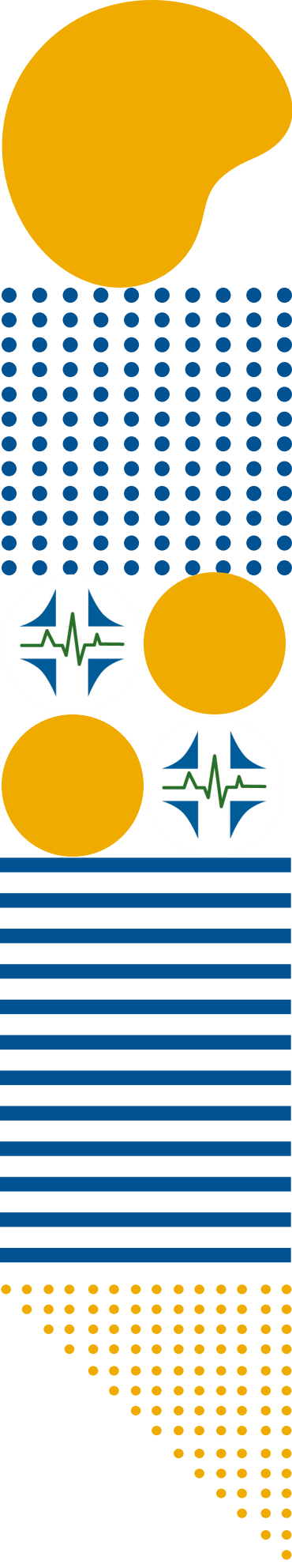


1. Evaluate and provide recommendations to revise performance metrics to better reflect the work performed by the WMC.
2. Research and evaluate the options for a contract and an electronic content management (ECM) solution that can incorporate third party collaboration.
3. Explore solutions to increase efficiency in the production of records for litigation, discovery, and other compulsory responses that include features for scanning, redacting documents, and a corresponding privilege/exemption log.
4. Develop an internal data-sharing process that addresses the criteria for acceptance of an agreement and streamlines the overall process.
5. Reduce the duplicate document backlog by 20% in licensing files and when closures have been finalized.
6. Reduce paper documents from the records center by 10% by converting them to a digital format.
7. Create recommendations for conducting commission meetings as we move forward in a post pandemic world.
8. Create a modern work environment that incorporates the needs of in-office and remote staff.
9. Develop a process for housing pro-tem materials in a location other than the X drive.
10. Streamline the internal legislative process.
11. Research new demographic census survey tools to identify solutions for survey maintenance and tasks.
12. Establish ongoing, cooperative meetings, between managers in HSQA and WMC to establish priorities and gather stakeholder input.
13. Create a forum that allows direct collaboration between LEAN facilitators to address work standards and responses to unintentional errors without supervisor oversight.
14. Establish an informal monthly meeting where unit updates can be provided.
15. Encourage staff, by scheduling time during the workday, to be lifelong learners by taking one annual self-directed course that applies to their position and share it with their unit.
16. Establish a key learning and quality improvement process from completed disciplinary action and administrative hearings.

4. Outreach

Provide education and resources for the public, licensees and partners to increase awareness about the Commission and laws governing the safe practice of medicine in Washington

1. Launch a health literacy campaign that focuses on improving the patient's understanding of healthcare.
2. Create a patient liaison position to work with WMC complainants to address individual health literacy, misunderstanding about what to expect from a provider and what to expect from the WMC.
3. Collaborate with and expand communication to community organizations to provide education to vulnerable populations.
4. Improve education to the public and licensees on pending laws and regulations pertaining to the WMC, including opportunities for their input.
5. Introduce monthly Lunch and Learns to help the general public, staff and commissioners learn about the WMC.
6. Conduct an annual presentation for WA associations that provides information about the WMC process and addresses their specific questions.
7. Conduct a feasibility study to develop a mobile application for real-time license identification to promote efficiency.
8. Develop a website dashboard.

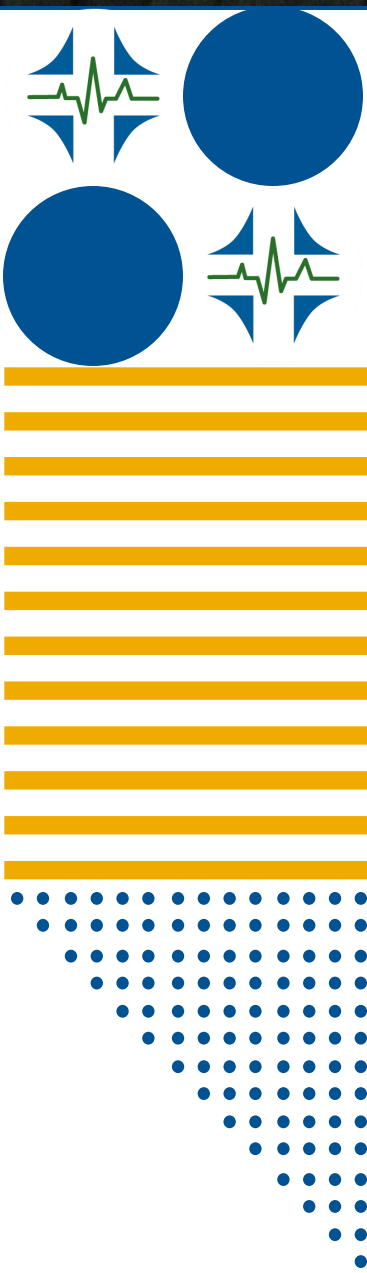


5. Commission

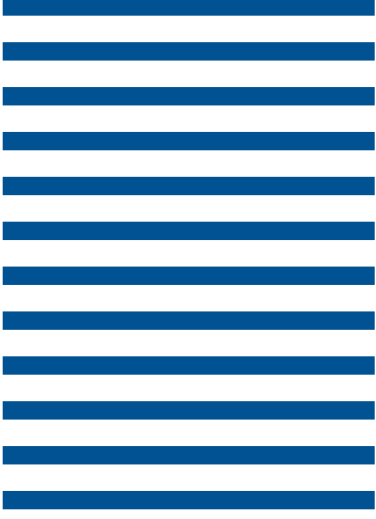
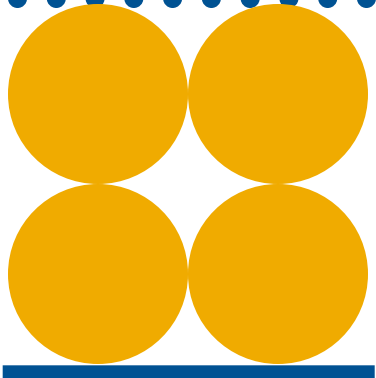
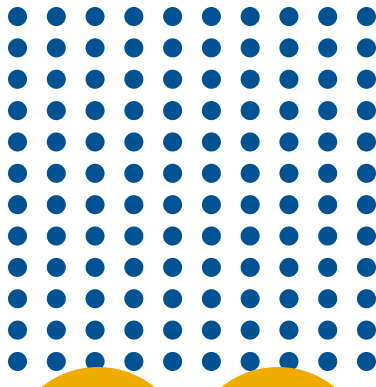


Uphold organizational success through proper governance, effective leadership and responsible management.

1. Commissioners will be 100 percent compliant with the Commissioner Code of Conduct Policy throughout their term of appointment.
2. Annually, the Executive Committee will conduct a review and update as necessary the commissioner on-boarding program.
3. Once per term of appointment each commissioner will interact with a national or state board resource to identify a board best practice to enhance the WMC mission.
4. Each newly appointed commissioner will solicit a review of one assessment and one panel presentation from a colleague commissioner to assure WMC standards are met.



Contact Us



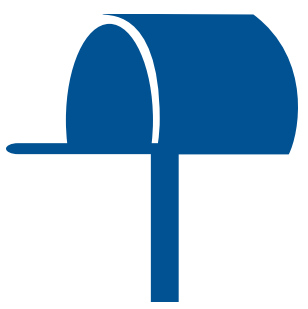
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