



2018 - 2020
OREGON MEDICAL BOARD
STRATEGIC PLAN

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MISSION

The mission of the Oregon Medical Board is to protect the health, safety, and wellbeing of Oregon citizens by regulating the practice of medicine in a manner that promotes access to quality care.

VALUES

The Oregon Medical Board's values further the mission and shape the culture of the agency. In 2018, the Management Team determined that five core values guide the agency. These values are incorporated into the Strategic Plan:

1. **INTEGRITY** – a Commitment to acting honestly, ethically, and fairly.
2. **ACCOUNTABILITY** – a willingness to accept responsibility for actions in a transparent manner.
3. **EXCELLENCE** – an expectation of the highest quality work and innovation.
4. **CUSTOMER SERVICE** – a dedication to provide equitable, caring service to all Oregonians with professionalism and respect.
5. **EQUITY** – Create and foster an environment where everyone has access and opportunity to thrive

INTRODUCTION

In October 1999, the Oregon Medical Board (in this document also called the “Board” or the “OMB”) embarked on a formal planning process to outline its path for the next two years. It began this important project to set direction more proactively and sees the plan as a living work in progress rather than a static document. It has been updated in 2001, 2003, 2006, 2008, 2009, 2010, 2012, 2014, 2016, and 2018. The next formal update will occur in 2020, unless circumstances require an earlier date.

In the planning process, and in the years this plan will guide, the OMB remembers and honors its charge from the legislature and from Oregon's citizens. The Board's ultimate responsibility is to regulate the practice of medicine in order to protect the health, safety, and wellbeing of Oregon citizens and to promote access to quality care for Oregon citizens.

The Strategic Plan directs the Oregon Medical Board in fulfilling its mission by establishing goals. Each goal is followed by a purpose statement, explaining why the goal is needed and how the goal relates to the agency's guiding values (provided above). The Strategic Plan also identifies high-level strategies for meeting each goal.

In order for the OMB's Strategic Plan to function properly, it must be framed with an awareness for certain key factors in the general society, with constituents, and within the organization itself that affect the environment in which the Board pursues its legislatively mandated position.

To ensure the Oregon Medical Board is moving towards its goals, action items are established. Each action item relates to one or more strategies to support one or more goals. The OMB Management Team reviews action items regularly to ensure the actions are completed, current and relevant.

GOALS AND STRATEGIES

The Oregon Medical Board's goals are the highest-priority purposes of the agency. Along with the Mission Statement, the OMB's goals describe the agency's desired strategic position. Following is a list of the Board's chief goals, along with a purpose statement and the strategies designed to achieve them. These strategies are expressed as directions, approaches, or policies.

GOAL 1: SUCCESSFUL TRANSITION IN EXECUTIVE LEADERSHIP

The Oregon Medical Board has a reputation for **excellence** in meeting its mission. The outgoing executive director has served with **integrity** for the past 24 years. In order to continue to provide an **accountable, equitable,** and **customer service** oriented organization, a smooth transition in leadership is essential.

STRATEGIES:

- 1.1 Appoint an interim executive director;
- 1.2 Hire and support permanent executive director;
- 1.3 Continue the emeritus executive director up to the maximum allowable hours;
- 1.4 Have the current chair continue in that capacity for an additional year;
- 1.5 Ensure an open, equitable, and accountable vetting process for hiring an executive director;
- 1.6 Communicate regularly throughout the agency;
- 1.7 Maintain a strong management team; and
- 1.8 Identify and plan for major projects or tasks that will span the transition period.

ACTIONS:

	Action	Assigned	Strategy
1	<p>Consultation on high-impact issues, regular 1:1 weekly meeting with new Executive Director, participation in Board retreat, assist with Board appointment process, and selection of Board leadership.</p> <p>Section: Executive Due Date: Ongoing</p>	<p>Interim ED, New ED, Outgoing ED,</p>	<p>1.1 1.2 1.3 1.4 1.8</p>
2	<p>Work closely with DAS to recruit and hire an executive director in a timely fashion.</p> <p>Section: Executive, HR Due Date: 10/31/18</p>	<p>Board Committee Outgoing ED, HR,</p>	<p>1.2 1.5</p>
3	<p>Regular Communication regarding transition with full Board, management team, and staff.</p> <p>Section: Administration, Executive Due Date: 1:1 meetings - 12/31/18, Employee Satisfaction Survey – 07/31/19</p>	<p>Interim ED, ED, Comm. Team, HR</p>	<p>1.5 1.6 1.7 1.8</p>

GOAL 2: RECRUIT & RETAIN THE HIGHEST QUALIFIED BOARD AND COMMITTEE MEMBERS

Board members provide a critical public service for patients and the medical profession. The 13-member Board oversees the agency and makes all final decisions on the regulation of the practice of medicine. Achieving **excellence** in executing the mission depends upon the Board’s membership. Board members must ensure **integrity** and **equity** through consistent and fair decisions and **accountability** through transparent and accessible processes. Board members provide **customer service** by advocating for patient safety for all Oregonians.

STRATEGIES

- 2.1 Communicate the ideal qualifications and qualities needed in Board members and the expectations and responsibilities for Board membership;
- 2.2 Work with Board leadership and emeritus members to Communicate the importance of leadership, mentoring, recruiting, and workload management.
- 2.3 Partner with professional associations and the Governor’s office to efficiently identify excellent candidates for Board membership;
- 2.4 Prepare Board members and help them understand the complex work and role of the Board as quickly as possible;
- 2.5 Manage the workload of Board membership to reduce burnout and engage members for two full terms;
- 2.6 Ensure adequate attendance at Board and Committee meetings;
- 2.7 Utilize emeritus Board members effectively; and
- 2.8 Obtain legislative approval for a third Public Board member.

ACTIONS:

	Action	Assigned	Strategy
1	Maintain regular contact with Health Policy Advisor and professional associations. Section: Executive Due Date: Ongoing	ED, MD	2.1 2.2 2.3 2.8
2	Check FSMB’s materials to see if guidelines or descriptions of a Board member’s role already exists (e.g. delegation and approval process). Section: Administration, Executive Due Date: 09/30/18	Comm. Team	2.4 2.5 2.6
3	New ED meet 1:1 with Board members to understand their goals, needs, and questions. Section: Executive Due Date: 12/31/18	Board, ED	2.4 2.5
4	Use Board retreat to identify areas that may be streamlined or delegated to staff. Section: Executive, Investigations, Licensing Due Date: 10/31/18	Board, Management Team	2.2 2.4 2.5 2.7
5	Draft Communication for Board Chair to share with new members regarding expectations. Section: Executive Due Date: 12/31/18	Interim ED	2.4 2.6
6	Medical Director to share OneNote with new Board members. Section: Executive Due Date: 03/31/19	MD	2.5
7	Meet with key legislators to discuss the need for a 3rd public board member. Section: Executive Due Date: 03/31/19	Interim ED	2.8
8	Work closely with Legislative Counsel on drafting process, particularly to define the qualifications of a public board member. Section: Administration, Executive Due Date: 09/30/18	Legislative Team	2.8

GOAL 3: CONTINUALLY IMPROVE ACCESS TO QUALITY CARE THROUGH EFFICIENTLY MANAGING LICENSURE & RENEWAL OF LICENSURE

Requirements for Oregon licensure as a Medical Doctor (MD), Doctor of Osteopathic Medicine (DO), Doctor of Podiatric Medicine (DPM), Physician Assistant (PA), and Acupuncturist (LAc) must be set with **integrity** and **equity** to ensure fairness toward applicants and licensees. Processing applications and renewals efficiently is vital to **customer service** but must be balanced with the need to maintain **accountability** with thorough background checks. Continually striving to improve the license and renewal processes ensures **excellence** in services provided to licensees.

STRATEGIES

- 3.1 Use technology to streamline and expedite licensure and renewal processes and access information that is already available to the Board at little or no cost;
- 3.2 Stay abreast of national medical and licensure trends and participate in pilot projects where feasible;
- 3.3 Identify and implement efficiencies in licensure, renewal, and re-entry processes through internal post-mortem reviews and stakeholder feedback;
- 3.4 Regularly and systematically audit applications and renewals; and
- 3.5 Maintain internal procedures to implement updates and ensure consistent processing of files.

ACTIONS:

	Action	Assigned	Strategy
1	Explore the possibility of accepting source documents electronically. Section: Administrative and Business Services, Licensing Due Date: 12/31/19	IT, Licensing Mgr.	3.1 3.2 3.3
2	Update online Initial Application process to allow users to more easily navigate the application. Section: Administrative and Business Services, Licensing Due Date: 06/30/19	IT, Licensing Mgr.	3.1 3.3
3	Update online processes to allow users to upload documents from within the process. Section: Administrative and Business Services, Licensing Due Date: 12/31/19	IT, Licensing Mgr.	3.1 3.3
4	Create automated application received email to encourage applicants to use OSR “early and often”. Section: Administrative and Business Services, Licensing Due Date: 09/30/18	IT, Licensing Mgr.	3.1 3.3
5	Provide applicants and licensees with access to their confirmation page after submission. Section: Administrative and Business Services, Licensing Due Date: 09/30/18	IT, Licensing Mgr.	3.1 3.3
6	Monitor development of Interstate Compact. Section: All Due Date: Ongoing	Management Team	3.2
7	Monitor the accuracy and consistency of the civil penalty process. Section: Administrative and Business Services, Licensing Due Date: 12/31/19	IT, Licensing Mgr., Policy Analyst	3.3 3.5
8	Evaluate new and existing programs to address problems relating to competency, re-entry to practice, and wellness. Section: Administration, Executive, Licensing, Investigations Due Date: Ongoing	Management Team	3.3
9	Innovate audit process for internal audits of application and renewal files. Section: Administration, Administrative and Business Services, Licensing Due Date: Ongoing	IT, Licensing Mgr.	3.1 3.4 3.5

GOAL 4: INCREASE OUTREACH & EDUCATION TO THE PUBLIC, LICENSEES, AGENCY STAKEHOLDERS AND PARTNERS

Educating patients, licensees, and the general public is an important **customer service**. Board publications and resources (e.g. The *OMB Report*, the *Cultural Competency Guide*, and www.oregon.gov/OMB) have been recognized nationally for **excellence**. The Board demonstrates **integrity** and **equity** with regular presentations by staff and Board members to promote awareness of rules, positions of the Board, and other emerging issues. Outreach and partnership efforts also keep the Board **accountable** to the public and licensees by inviting direct feedback from stakeholders and continuing to provide accurate and timely access to public records.

STRATEGIES

- 4.1 Deliver robust online resources;
- 4.2 Encourage stakeholder feedback through attendance at public meetings and rule hearings;
- 4.3 Provide opportunities for budget review by stakeholders;
- 4.4 Improve outreach to diverse groups;
- 4.5 Educate licensees about the Medical Practice Act, Board processes, Statements of Philosophy, etc.;
- 4.6 Explore collaborations with other entities for education, efficiencies, and outreach;
- 4.7 Establish OMB as the most accurate and complete source of MD, DO, DPM, PA, and LAc information; and
- 4.8 Accurately and promptly respond to public records and data requests.

ACTIONS:

	Action	Assigned	Strategy
1	Improve online license verification. Section: Administration, Administrative and Business Services Due Date: 12/31/18	Comm. Team, IT	4.1 4.7
2	Use state and national guidelines to ensure website accessibility. Section: Administrative and Business Services Due Date: 03/31/19	Business Mgr., Comm. Team, IT	4.1 4.4
3	Transition to new listserv provider. Section: Administrative and Business Services Due Date: 09/30/18	IT, Licensing Mgr.	4.2
4	Create videos showing key Applicant/Licensee Services, e.g., initial application, renewal, filing a practice agreement and implement tutorials on new laws, developing issues in the profession, Board processes, positions of the Board, etc. Section: All Due Date: 12/31/19	Comm. Team, IT	4.6
5	Publish new resource guides for licensees. Section: Administration Due Date: 12/31/19	Comm. Team, Policy Analyst	4.5 4.6
6	Collaborate with the Prescription Drug Monitoring Program to get OMB licensees registered for the program. Section: Administration, Administrative and Business Services Due Date: 07/31/18	IT, Policy Analyst	4.6
7	Create educational materials on Telehealth, Common credentialing, wellness. Section: Administration Due Date: 03/31/19	Comm. Team	4.6
8	Send letters to the Chief of Staff or Medical Director of medical schools and hospitals to remind the organizations of reporting requirements. Section: Executive Due Date: 06/30/19	ED, Policy Analyst	4.6

9	<p>Create query to support swift distribution of emails to licensees in response to OHA or other statewide concerns.</p> <p>Section: Administration, Administrative and Business Services Due Date: 12/31/18</p>	Comm. Team, IT	4.7
10	<p>Document procedure for fulfilling data requests. Consider:</p> <ul style="list-style-type: none"> · Questions to ask if someone is requesting a new data transfer · Potential need for a DUA and/or confidentiality agreement · Payment · Log of IT hours · Any other administrative task associated with data transfers <p>Section: Administration, Administrative and Business Services Due Date: 09/30/18</p>	Business Mgr., IT, Policy Analyst	4.8
11	<p>Update Public Records Process</p> <p>Section: Administration, Executive Due Date: 12/31/19</p>	Comm. Team, Policy Analyst	4.8
12	<p>Request funding and authority for New Public Affairs Specialist position, 2019-21 policy package 104.</p> <p>Section: Executive, Administrative and Business Services Due Date: 06/30/19</p>	ED, Business Mgr., HR	4.1 - 4.8

GOAL 5: INVESTIGATE COMPLAINTS AGAINST LICENSEES & APPLICANTS; ENSURE THAT BOARD MEMBERS HAVE SUFFICIENT INFORMATION TO TAKE APPROPRIATE ACTION BASED ON THE FACTS OF THE CASE

Patient safety relies on **integrity, equity, and accountability** in the investigation of complaints against licensees and applicants. Investigations staff provide timely, accurate, complete information for Board members’ evaluation, resulting in **excellence** demonstrated in the consistency of disciplinary outcomes. Completing the investigation process in a **customer service** oriented manner requires the Board to be responsive to the needs of the public and fair to licensees.

STRATEGIES

- 5.1 Inform licensees and applicants under investigation about the process;
- 5.2 Ensure that the investigative process is “user-friendly,” communicating throughout the investigative process and outcome to both licensee and complainant and monitoring customer service survey feedback;
- 5.3 Ensure that due process requirements are followed for licensees and applicants under investigation;
- 5.4 Maintain and utilize a cadre of well-qualified consultants from the medical Community to review licensees/cases under investigation;
- 5.5 Investigate complaints in a thorough, equitable, and timely fashion, with adequate staffing, in accordance with applicable laws and medical Community standards; and
- 5.6 Review Board and Committee processes to identify efficiencies in the movement of Investigative cases.

ACTIONS:

	Action	Assigned	Strategy
1	Maintain investigative timeline for Communications to licensees and complainants. Section: Investigations Due Date: Ongoing	Chief Investigator	5.1 5.2
2	Continue to monitor timeliness and thoroughness of investigations. Section: Investigations Due Date: Ongoing	Chief Investigator, MD	5.3 5.4 5.5
3	Expedite early identification and screening of medical malpractice issues in investigative cases. Section: Investigations Due Date: 10/31/18	Investigators, MD	5.3 5.4 5.5
4	Implement and document procedures for investigative steps and case documentation. Section: Investigations Due Date: 12/31/2019	Chief Investigator	5.3 5.5
5	Explore the use of consultant earlier on in the investigation process to expedite actions. Section: Investigations Due Date: 10/31/18	Chief Investigator, MD	5.4
6	Use Board retreat to identify areas that may be streamlined or delegated to staff (e.g. DIU cases with no pattern or patient care involved, ED/MD interviews scheduled proactively). Section: Executive, Investigations, Licensing Due Date: 10/31/18	Board, Management Team	5.5 5.6

GOAL 6: REMEDIATE LICENSEES TO SAFE, ACTIVE, USEFUL SERVICE TO OREGON'S CITIZENS

Access to quality care can only be achieved through successful rehabilitation and **equitable** remediation of licensees who have had concerns identified by the Board. Board staff provide an important **customer service** by identifying resources available to licensees. Further, Board staff achieves **excellence** by evaluating these resources for quality and appropriateness for individual licensees. Monitoring a licensee's progress maintains the **integrity** of the program and evaluating the licensee's ultimate success or failure maintains **accountability** in these efforts.

STRATEGIES

- 6.1 Design and negotiate early remedial interventions when appropriate through such methods as enrollment in the Health Professionals' Services Program (HPSP), provided through contract with a private vendor (contractor);
- 6.2 Ensure the HPSP program is fiscally responsible and the contractor is accountable to the Board;
- 6.3 Monitor licensees under disciplinary action to intervene or provide guidance when necessary to comply with terms of discipline;
- 6.4 Facilitate completion of educational requirements for licensees who have entered into remediation agreements with the Board;
- 6.5 Utilize a network of preventive and rehabilitative services;
- 6.6 Collaborate with professional organizations e.g. Physician evaluation programs, healthcare provider organizations, the Wellness Coalition, local or regional organizations engaged in patient safety initiatives or healthcare provider education and other resources;
- 6.7 Maintain a list of evaluators and treatment providers that have been approved for utilization by licensees for substance use disorders or mental health issues; and
- 6.8 Review Board and Committee processes to identify efficiencies in the movement of Investigative cases.

ACTIONS:

	Action	Assigned	Strategy
1	Facilitate enrollment in the Health Professionals' Services Program as indicated for licensees and applicants. Section: Executive, Investigations Due Date: Ongoing	ED, Investigations, MD	6.1 6.2 6.5 6.6 6.7
2	Explore the feasibility of instituting a process for review of licensees under Board order for compliance with Board requirements, such as CME and PRAG maintenance. Section: Investigations Due Date: Ongoing	Compliance, Investigators, MD	6.3 6.4
3	Evaluate new and existing programs to address problems relating to competency and re-entry to practice. Section: Administration, Executive, Investigations, Licensing Due Date: Ongoing	Management Team	6.5 6.6
4	Use Board retreat to identify areas that may be streamlined or delegated to staff (e.g. DIU cases with no pattern or patient care involved, ED/MD interviews scheduled proactively). Section: Executive, Investigations, Licensing Due Date: 10/31/18	Board, Management Team	6.8

GOAL 7: PROVIDE OPTIMAL STAFFING AND RESOURCES TO MEET EVOLVING OMB CUSTOMER NEEDS

The OMB recognizes that outstanding staff and adequate resources are critical to **customer service** and achieving the mission of patient safety. The agency ensures **integrity** and **equity** in the hiring process and retention efforts. The OMB promotes employee **excellence** by encouraging training, enrichment, innovation, and diversity. The agency's management team is **accountable** for regularly reviewing the tools and resources that allow staff to effectively accomplish their work.

STRATEGIES:

- 7.1 Attract, train, and retain quality staff; support employee wellbeing, growth, and development;
- 7.2 Foster a safe, healthy, and professional working environment through suitable facilities and a safety-oriented culture;
- 7.3 Continually modernize and optimize technology tools to simplify and streamline agency functions;
- 7.4 Continually review technology trends to position the agency for current and future technology needs while maintaining open lines of Communication with agency staff and ensuring their business needs are met;
- 7.5 Ensure efficient and effective use of agency resources in compliance with Oregon Revised Statutes, Oregon Administrative Rules, the Oregon Accounting Manual, state and agency policies, and labor contracts;
- 7.6 Explore operational efficiencies by partnering with other entities to enhance shared functions and foster an environment of continuous process improvement;
- 7.7 Cultivate a culture of disaster preparedness and resiliency to aid the agency in response and recovery from all manner of business interruptions;
- 7.8 Review and evaluate policies and procedures on an ongoing basis to ensure they are meeting staff and business needs and are in compliance with state policies;
- 7.9 Develop and expand reporting capabilities for business and operational data providing easy to use reports for greater visibility to management, staff, and external stakeholders, resulting in transparency and improved data; and
- 7.10 Ensure that maximum information confidentiality is maintained, consistent with protection of the public and all applicable laws, including the OSCIO Statewide Information Security Standards, while operating in a transparent manner.

ACTIONS:

	Action	Assigned	Strategy
1	1:1 meetings with all staff; employee satisfaction survey; implement process changes or employee engagement ideas resulting from survey. Section: Administration, Executive, HR Due Date: Ongoing	Comm. Team, Management Team	7.1
2	Continue to deliver agency-wide training that includes: diversity, ethics, safety, wellness, policies, confidentiality, information technology, security, changes to rules, statutes, ethics, procedures, PERS benefits, and other training to meet evolving needs. Section: All Due Date: Ongoing	Management Team	7.1 7.8
3	Emphasize the value of the total compensation package and of the non-monetary benefits we provide. Section: Executive, HR Due Date: Ongoing	HR	7.1
4	Implement Workday. Section: All Due Date: 12/31/18	Management Team	7.1 7.3 7.5 7.9
5	Increase office security, 2019-21 policy package 105 . Section: Administration, Administrative and Business Services Due Date: 12/31/19	Business Mgr., ED, HR	7.2

6	Continue building and updating techmed system documentation while pursuing replacement of techmed. Hire consultant/project manager to help select and design new database; secure funding; foster staff buy-in; transfer data; train staff. Section: Administrative and Business Services Due Date: 06/30/23	Business Mgr., IT, Management Team	7.3
7	Transition to Office 365. Section: Administrative and Business Services Due Date: 12/31/19	IT	7.3 7.4
8	Upgrade workstation hardware and software. Section: Administrative and Business Services Due Date: 06/30/19	IT	7.3 7.4
9	Continue testing and strengthening disaster recovery response, etc. through our Business Continuity Plan (BCP). Section: All Due Date: Ongoing	Management Team, Stephanie	7.7
10	Prepare website resources for swift deployment of information to stakeholders in the event of a business disruption. Section: Administrative and Business Services Due Date: 12/31/18	Business Mgr., IT, Comm. Team	7.7
11	Contract for repeat of external penetration testing and respond appropriately to any findings. Section: Administrative and Business Services Due Date: 03/31/20	Business Mgr.	7.9 7.10
12	Implement role-based security across all security domains. Section: Administrative and Business Services Due Date: 12/31/18	IT	7.10

GOAL 8: PROMOTE AND MAINTAIN THE WELLBEING OF OMB APPLICANTS AND LICENSEES

Patient and population health is dependent on ensuring the health and well-being of health care providers statewide. Facilitating **equitable** access to confidential, private, voluntary, and free counseling services addresses burnout with the goal of preventing impairment, unprofessional conduct, or poor practice. The Medical Board supports the wellbeing of our applicants and licensees which will positively impact patient care and maintain the **integrity** and **excellence** of the profession.

STRATEGIES:

- 8.1 Encourage licensees to seek counseling before they become impaired;
- 8.2 Secure funds for provision of counseling, educational services, and research to determine efficacy;
- 8.3 Promote outreach and education to applicants, licensees, and stakeholders;
- 8.4 Engage in statewide and national partnerships to promote wellbeing of health care providers;
- 8.5 Ensure equitable access including rural and frontier areas; and
- 8.6 Promote telehealth counseling services.

ACTIONS:

	Action	Assigned	Strategy
1	Request funding for wellness program, 2019-21 policy package. Section: Administrative and Business Services, Executive Due Date: 06/30/19	Business Mgr., Policy Analyst	8.1 8.2
2	Reach rural area licensees through outreach and education. Section: Administration, Executive Due Date:	Comm. Team , ED, MD	8.1 8.3 8.4 8.5 8.6
3	Participate in physician wellness research. Section: Administration, Administrative and Business Services, Executive Due Date:	ED, IT, MD	8.1 8.4 8.5 8.6