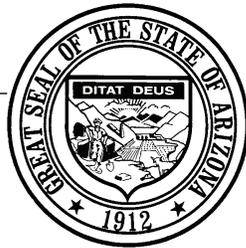


ARIZONA MEDICAL BOARD

ANNUAL REPORT
FY 2009—2010



Arizona Medical Board FY 2009-2010 Annual Report

Letter to the Governor

Dear Governor Brewer:

It is my pleasure to present to you the Arizona Medical Board's Fiscal Year 2009—2010 Annual Report. The State of Arizona has faced numerous challenges this year, and perhaps the most significant regulatory challenge is maintaining a well-functioning government in times of extraordinary budget shortfalls. As you will see from this Annual Report, the Arizona Medical Board has risen to the challenge. Despite a 27% reduction in staff and another 7.8% reduction in spending, the Agency, through strategic operational planning, has been able to meet or exceed licensing and regulatory timeframes. More importantly, the Board has accomplished its mission to protect the public.

In addition to its core licensing and regulatory functions, the Board continues to pave the way in other critical areas. For example, the Agency has continued to make technology in the work force a priority and has enhanced the security of its electronic records, online transactions, and other web-based interactions. The Agency has worked in partnership with the University of Arizona to provide education about the role of the Board to third-year medical school students and rules and regulations they will encounter once licensed. Finally, despite the significant decrease in staffing, the agency has and will continue to value the dedication and loyalty of its employees. This year's Arizona State Government Employee Survey is a testament to the efforts the Board has made to recognize the value of its staff. Board staff expressed satisfaction higher than the State overall average in 19 out of 19 categories.

It is my hope that as the State of Arizona regains its strength in the upcoming years, that the efforts put forth by this Board this year will serve as a basis for the future of efficient and well-governed regulation.

Very Truly Yours,



Lisa S. Wynn,
Executive Director

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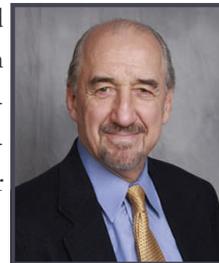
Board Membership



Douglas D. Lee, M.D., Chair— Dr. Lee is a Board certified anesthesiologist practicing in Flagstaff, Arizona. He graduated from the University of Arizona School of Medicine, completed an internship at the National Naval Medical Center in Bethesda, Maryland and a residency at the Naval Regional Medical Center in San Diego, California. From 1980 to 1981, Dr. Lee was a United States Marine General Medical Officer in Okinawa, Japan and he was also a reservist called to serve in the Desert Shield/Desert Storm 1st Marine Division from 1990 to 1991.

In addition to his professional experience, Dr. Lee is a member of the Arizona Society of Anesthesiologists and a member of the American Board of Anesthesiologists. He previously served as the Chairman of Anesthesia for the Flagstaff Medical Center (FMC), President of the FMC Medical Staff, and President of the Arizona Society of Anesthesiologists. He currently serves as a Staff Anesthesiologist at FMC and Partner of Forest County Anesthesia, PC. He is also a Board Member of the FMC Ambulatory Surgery Center and a member of the FMC Credentials Committee.

Paul M. Petelin, Sr., M.D., F.A.C.S., Vice-Chair— Dr. Petelin is a board certified surgeon retired from private practice in Phoenix. He received his medical degree from Creighton University School of Medicine in Omaha, Nebraska, and has a bachelor's degree in chemistry from Gonzaga University in Spokane, Washington. Dr. Petelin completed his internship and residency at St. Joseph's Hospital and Maricopa Medical Center in Phoenix.



From 1984 to 1988 and again from 2000 to 2004, he was Chief of Surgery at St. Joseph's Hospital. He is in his second term as governor of the State of Arizona American College of Surgeons. Dr. Petelin is a member of the Board of Directors of the Phoenix Surgical Society, and is a past president of that organization. He also serves on the Board of Directors of the Arizona Medical Association. His other professional society memberships include: Maricopa County Medical Society, Phoenix Society of Gastroenterology, Creighton University Surgical Society, Society of Breast Surgeons, American Hernia Society, American Society of General Surgeons, and American College of Surgeons.

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Board Membership



Amy J. Schneider, M.D., FACOG, Secretary—Dr. Schneider was appointed to the Arizona Medical Board in 2006. She is a Board-certified Obstetrician-Gynecologist in Tucson where she is the Medical Director and Partner in Grace Maternity & Women's Health. She has held an Arizona medical license since 2001.

Dr. Schneider received her medical degree from Tulane University School of Medicine in New Orleans in 1997. She did an internship and residency in the Department of Obstetrics and Gynecology at the University of Arizona Health Sciences Center in Tucson. She has a Bachelor of Science degree from the University of Oregon.

Dr. Schneider is a member of the Physicians Leadership Group at Northwest Hospital in Tucson and a member of the Tucson Society of Women Physicians.

Patricia R.J. Griffen, Executive Committee Member at Large—Ms. Griffen, a public member of the Board, is the founding Executive Director of Against Abuse, Inc., established in October 1981 to provide domestic violence and child abuse shelter services to the citizens of Pinal County. She received her Bachelor of Science Degree in Social Administration from the University of Arizona, Tucson.



Ms. Griffen has more than 35 years experience in the field of private, non-profit management. This includes her role as a founding member of Arizona Coalition Against Domestic Violence and formerly serving as a member of the organization's Board of Directors. She is a state and local speaker on a wide range of domestic violence and child abuse issues and administered a smoking cessation program. Ms. Griffen has developed a Community Partnership To Reduce Teen Pregnancy Program (CPRTP), established three shelters and seven transitional living programs, and founded Big Brothers/Big Sisters of Western Pinal County as well as a day care center for high school student parents.

Ms. Griffen is currently the secretary of the Pinal County Victim Compensation Program, the Chair of the City of Casa Grande Personnel Advisory Board, and the Chair of the Desert Pavilion Advisory Board. She is also a sustaining member of the Casa Grande Regional Medical Center Auxiliary.

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Board Membership



Andrea Ibañez, Public Member—Ms. Ibañez is the Deputy Director of the Department of Neighborhood Resources for the City of Tucson and supervises the daily work of the Neighborhoods and Administration Division. Before taking that position, Ms. Ibañez served as a Project Manager in the Tucson City Manager's Office. She has also worked as an Interim Tucson Court Commissioner and as a Youth and Family Coordinator for the City.

Ms. Ibañez is active in the Tucson community and is currently a member of the University of Arizona Hispanic Alumni Association, the Pima County Children's Action Alliance Advisory Board, the Hispanic Professional Action Committee, and the Arizona City County Managers Association. During 2007, she served as Vice-President of the Brewster Center, which provides shelter, counseling and other services for victims of domestic violence. She was a member of the Pima County Commission on Trial Court Appointments from 2004 to 2007 and served on the Judicial Performance Review Commission for the State of Arizona from 1994-2001.

Jody Lynn Jenkins, M.D., F.A.C.S.—Dr. Jenkins is a board-certified general surgeon who was appointed to the Board in March 2010. She graduated from Temple University School of Medicine in Philadelphia, Pennsylvania and completed her clinical residency in General Surgery at New Britain General Hospital at the University of Connecticut.



Dr. Jenkins is currently in private practice as a general surgeon in Sierra Vista, Arizona, and has been affiliated with Sierra Vista Regional Health Center since 1996, where she recently completed a term as Vice Chief of Staff. It was at Sierra Vista Regional Health Center where Dr. Jenkins was named Physician of the Year in 2007 and Preceptor of the Year in 2009.

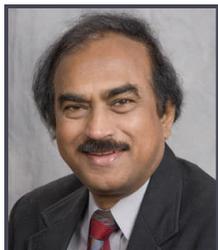


Gordi Khera, M.D., F.A.C.C.—Dr. Khera is a Board-Certified Cardiologist currently in private practice in Glendale. Dr. Khera obtained his Medical Degree from King George Medical College in Lucknow, India. He completed his residency and fellowship training at Maricopa Medical Center and University Medical Center Tucson. He has been practicing medicine in Arizona since 1995.

Dr. Khera is a fellow of the American College of Cardiology. He is a member of the Arizona Medical Association. He has served as the Chairman of Cardiology, member of the Executive Committee, Vice Chairman of Cardiovascular Disease, member of P&T committee, member of Quality Assurance committee at Banner Thunderbird Medical Center.

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Board Membership



Ram R. Krishna, M.D.—Dr. Krishna is an orthopedic surgeon who is currently in private practice in Yuma and was formerly the chief of surgery at Yuma Regional Medical Center. Dr. Krishna served as chair of the Yuma Regional Medical Center Board of Trustees and as president of the Yuma County Medical Society. Currently, he is a member of the Arizona Orthopedic Society and the Arizona Medical Association. Dr. Krishna was awarded the Arizona Medical Association's Distinguished Service Award in 2000 for his exceptional work in the community.

He obtained his medical degree from Bangalore University Medical College in Bangalore, India. He did his internship, a one-year residency in general surgery and a four-year residency in orthopedics at the University of Massachusetts Medical Center.

Todd A. Lefkowitz, M.D.—Dr. Lefkowitz is a Board-certified Ophthalmologist who is the Medical and Surgical Director of the Sonoran Desert Vision Center in Phoenix. He has had an Arizona license since 1983 when he became Chief of Ophthalmology at Luke Air Force Base.



Dr. Lefkowitz is a Fellow of the American Academy of Ophthalmology and is a member of the Arizona Medical Association and the Arizona Ophthalmological Society, the Maricopa County Medical Society as well as both the American and European Societies of Cataract and Refractive Surgeons. Prior to his appointment to a five-year term on the Medical Board, he reviewed cases as one of the Board's Outside Medical Consultants.



Dona Pardo, R.N., Ph.D.—Dr. Pardo has over thirty years experience in nursing education and has taught in diploma, associate degree, baccalaureate degree and continuing education programs. She recently retired from the University of Arizona after 21 years of service during which she taught baccalaureate nursing students, headed the Continuing Education program in the College of Nursing, and just prior to retirement was the Administrator, Continuing Education for the Arizona Health Sciences Center. In her last position she was responsible for Continuing Education for physicians and nurses.

Dr. Pardo is an active member of the community as 2nd Vice-President of the Board of Directors for Compass Healthcare, and founding Foundation Director and current Treasurer for Tucson Nurses Week Foundation, a non-profit organization established to formally celebrate Nurses Week in the Tucson area. Dr. Pardo earned her master's degree in nursing from the University of Texas Health Sciences Center at San Antonio and holds a doctorate in higher education from the University of Arizona.

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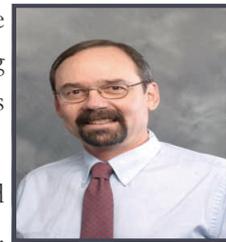
Board Membership



Germaine Proulx, Public Member—Ms. Proulx is a certified Pharmacy Technician who lives in Sedona with her family. She has been very involved in her community since she and her husband moved there in 1977. Mrs. Proulx has served on the Board of Directors for the Sedona Adult Community Center and helped establish the Meals on Wheels program. She has served as President of the West Sedona School PTA and as a Girl Scout leader. She has been a member of the Parish Council at St. John Vianney Catholic Church where she is on the Finance Committee. She has also served on the Joint Legislative Committee on Hunger.

Mrs. Proulx is a graduate of Scottsdale High School and attended Northern Arizona University in Flagstaff.

William J. Thrift, M.D. —Dr. Thrift graduated from ASU with a bachelor's degree in chemistry. Prior to attending medical school he was manager of Terros, Inc. a drug crisis center. Dr. Thrift attended Universidad Autonoma de Guadalajara and received his medical degree from the University of Arizona.



He completed his residency in Family Medicine at Scottsdale Memorial Hospital and is Board Certified and a Fellow of the American Academy of Family Physicians. Dr. Thrift is currently in family practice in Prescott, AZ.

Dr. Thrift has served as the past chairman of the Family Medicine Department and the Physician's Well-being Committee at Yavapai Regional Medical Center and served on the hospital board of trustees finance committee for 17 years. He has also served as medical director for the emergency department, the president of the Emergency Physicians group at YRMC, the president of the local AHCCCS plan and is the past chairman and current Board member of the Yavapai Board of Health. He is past president of the Yavapai Medical Society and the Arizona Academy of Family Physicians. Dr. Thrift is currently on the Board of the Yavapai Community Health Clinic and Prescott Free Clinic and serves as the treasurer and vice-speaker of Arizona Medical Association and is a member of American Medical Association. He is also the alternate-delegate to the American Academy of Family Physicians and a member of American College of Emergency Physicians.

This year, the Board also wished a fond farewell to two Board members, **Lorraine Mackstaller, M.D.** and **William R. Martin, III, M.D.** Their outstanding contributions and dedication to the Board are appreciated and will be missed.

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Board Accomplishments

Agency staff spent much of the past year examining the methodology of both its large scale business functions, such as processing licenses, investigating complaints, and disseminating information to outside reviewers, as well as its smaller scale operations. Agency staff took every step possible to increase efficiency, eliminate duplication, and maintain its mission to protect the public. Despite a 27% reduction in workforce, the Board met or exceeded its timeframes in almost every respect.

To accomplish this feat, the Board relied heavily on its use of technology. As in past years, the Agency continued its paperless system for licensing and regulation and built upon existing reporting systems to track and manage work loads. The Agency also implemented an on-line orientation for physicians who serve as outside consultants for quality of care investigations. This on-line orientation provided many of the answers to consultant questions and eliminated much of the time staff previously spent on the telephone explaining the program. In April 2010, the Board's on-line orientation program was recognized by the Administrators in Medicine, an organization associated with the Federation of State Medical Boards, with a Best of Boards Honorable Mention.

The Agency has also been responsive to Arizona's physician shortage and has taken great strides to reduce the amount of time to process a new li-

cense. In 2010, the average number of days to process a license was 34 days—down 18 days from the prior year. This year also marked a new beginning with a partnership between the Board and the University of Arizona to provide education about the role of the Board and the Medical Practice Act to third-year medical students. It is the Board's expectation that through education about the responsibilities that come with licensure, the number of complaints related to minor infractions of the law will become less common.

Finally, last year, the Agency took a proactive role in the dissemination of information to the public and licensees about the H1N1 influenza vaccine. The Agency partnered with the Arizona Department of Health Services to post over 15 notices on its website about the availability of H1N1 vaccinations and the recommended guidelines for its use. This partnership was a good example for how State agencies can work together to provide consistent information to the people who need it.

Despite a 27% reduction in workforce, the Board met or exceeded its timeframes in almost every respect.

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Licensing

At the end of this fiscal year, there were 20,820 licensed Arizona physicians. Although the Board issued fewer licenses this year than last year, the total number of physicians licensed to practice in Arizona continued to rise by just over 500 licensees. This indicates that fewer physicians are leaving the State and/or relinquishing their licenses. The increase in the number of postgraduate licenses issued this year is also encouraging as these physicians may elect to stay in Arizona upon completion of their training programs.

The Agency has kept its goal of processing license applications in a timely manner a priority. Despite a reduction in licensing staff, the average number of days to issue a license remained at 2 days. Additionally, a survey of newly licensed physicians

revealed a 97% customer satisfaction rating.

This year, one of the biggest changes affecting the Board's licensing division was the introduction of House Bill 2021, which made significant changes to the laws affecting physician assistant licensure. Of interest to the Medical Board is the elimination of the Board's approval to supervise a physician assistant. The bill, which was introduced by the Arizona State Association of Physician Assistants, created greater autonomy for physician assistant practice in Arizona and makes the supervising physician responsible for developing the terms for physician assistant supervision.

Licenses Issued		
	FY 09	FY 10
Licenses Issued	1,481	1,275
Postgraduate Training Permits Issued	1,254	1,356
Miscellaneous Licenses Issued	126	99
Dispensing Certificates Issued	564	594
Average Number of Days to Issue a License (Date of receipt of fully completed application to final approval)	2	2
Customer Satisfaction Rating	95%	97%

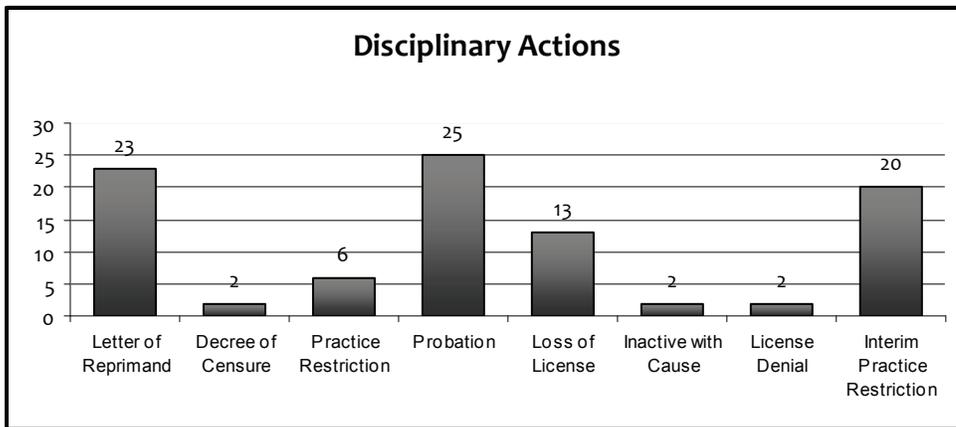
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Regulation

The Arizona Medical Board issued a total of 282 actions this fiscal year. The vast majority of these actions were non-disciplinary, including 161 advisory letters, five advisory letters with continuing medical education (CME), eight orders for CME, five interim practice limitations, and 10 final practice limitations. The Board often issues non-disciplinary actions, such as advisory letters and orders for CME, as a method to alert physicians when continued behaviors may result in a future disciplinary action. Other non-disciplinary actions such as interim and final practice limitations are issued when a physician has a health condition that may impact his or her ability to safely practice medicine.

When the Board is faced with the possibility of taking a disciplinary action, it must weigh the nature of the offense with public health and protection. Due process measures are in place to ensure fairness and objectivity.

After careful consideration, the Board voted to issue 74 disciplinary actions this year. The Board's executive director also issued 20 interim orders restricting a physician's practice while the investigation was ongoing. Following the investigation, the interim order can be lifted or converted by the Board into a final disciplinary order.



Some Board Orders are issued with multiple sanctions. For the purposes of this Annual Report, these actions are counted as the highest level of discipline. For example, a Letter of Reprimand with Probation would be counted as a probationary action. Of the actions that can be combined, they are ranked as follows:

- Practice Restriction
- Probation
- Decree of Censure
- Letter of Reprimand

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Regulation

In a bad economy, priorities are often rearranged and things that once seemed important are set to the side. For the Arizona Medical Board, when it comes to its mission to protect the public, the expeditious investigation and adjudication of complaints remained a priority despite the overall agency cut-backs. Through a reorganized workforce, the investigative team managed to maintain a manageable caseload and decrease the average number of days to investigate a complaint.

Investigations Remaining Open at Fiscal Year End	
Year	Number
2009	299
2010	320

As the chart above demonstrates, Board staff managed to keep the number of investigations open at the end of the fiscal year within the realm of last year's number.

Average Days to Complete an Investigation	
Year	Days
2009	154
2010	114

Additionally, the investigative team managed to decrease the number of days to investigate a complaint by 40 days.

This year, the Board's Monitored Aftercare Program expanded its horizons and implemented a comprehensive Physician Health Program incorporating physical, behavioral and substance abuse is-

PHP Monitoring	
Type	Cases Monitored
MAP	91
Other PHP	8

sues affecting a physician's ability to safely practice medicine. Additionally, in order to better serve the physicians in the Program, all aspects of the physician's health are monitored by the Board's long-standing contractors. This new system limits the flow of confidential health information, such as evaluation and treatment records, to Board staff, increases the trust between the physicians in the Program and the contractors, and puts measures in place to ensure any violation of the Program's provisions will be immediately reported to the Board.

The Agency has also begun using a private contractor to monitor compliance with probationary orders involving chart reviews and other probationary terms. The use of these contractors has allowed the Agency to reduce its compliance staff from three full-time employees and considerable assistance from its internal medical consultants, to one full-time employee.

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Technology

Technology in the workforce remains at the heart of the Board as it continues to spur innovation and refine processes. The Information Technology Office is committed to serving the business operations of the Arizona Medical Board by providing enterprise-wide, integrated solutions with emphasis on delivering best practice business results faster and more efficient with fewer resources. There were many technological advances made this past year, below are some highlights.

The Board's physician database is more than a compilation of information, it is the primary application from which the Agency operates and through which public information is distributed. There were many advancements made to this application over the course of the past year, and our Agency moved to a new maintenance plan which offered significant cost savings.

Much time and effort was spent on improving the availability, confidentiality and integrity of our Agency's information resources, and many network improvements were implemented; including a complete network refresh, upgrading to a new anti-virus solution, implementing new anti-spam, computer security, vulnerability management and web filtering solutions to help protect against future threats.

Board IT staff implemented a security awareness program to give our employees the needed tools and information to protect our Agency's vital information resources. There was also an IT policy created and approved that establishes the responsibilities and restrictions to be complied with by all users of the Agency's information resources.

The Board also joined other State Agencies by redesigning our primary website to conform to State-wide standards for look and feel guidelines, and significantly improve the security of the site itself. Staff also took this opportunity to update the content and to make the site more user-friendly. Information can be posted to the website in real-time—ensuring the most up-to-date information is provided to the public.

Building on the external website, the Agency also implemented an internal intranet that houses its policies and procedures, links to automated performance reports, and posts notices to staff about upcoming events. The Agency intranet is an example of how technology can bring an organization with many important and diverse divisions together into a cohesive group.

Overall, Board IT staff plans to continue developing technological methods to automate and streamline current processes and intends to find more ways to leverage the Web for additional online service delivery which will promote increased efficiency.