



PHYSICIAN ASSISTANT BOARD  
**STRATEGIC PLAN**  
2024–2028



PREPARED BY SOLID PLANNING SOLUTIONS



CALIFORNIA DEPARTMENT OF  
**CONSUMER**  
AFFAIRS

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## PHYSICIAN ASSISTANT BOARD MEMBERS

**Juan Armenta, Esq.**, Board President, Public Member

**Sonya Earley, PA-C**, Vice President, Professional Member

**Charles Alexander, Ph.D.**, Public Member

**Jennifer Carlquist, PA-C**, Professional Member

**Jed Grant, PA-C**, Professional Member

**Randy Hawkins, M.D.**, Public Member

**Diego Inzunza, PA-C**, Professional Member

**Vasco Deon Kidd, PA-C**, Professional Member

**Deborah Snow**, Public Member

**Gavin Newsom**, Governor

**Lourdes M. Castro Ramírez**, Secretary, Business, Consumer Services and Housing Agency

**Kimberly Kirchmeyer**, Director, Department of Consumer Affairs

**Rozana Khan**, Executive Officer, Physician Assistant Board



## MESSAGE FROM THE BOARD PRESIDENT

The Physician Assistant Board is pleased to present the Strategic Plan for 2024–2028. As president, I wish to thank and congratulate the board members, staff, the California

Department of Consumer Affairs staff who assisted in creating the plan, and of course the public, who we serve. Input from all was key to arriving at a plan to guide the Board’s pathway for the next five years.

The pandemic created not only challenges but revealed opportunities. One important focal point is the expansion of the ranks of our licensees to improve access to care for Californians. Also, use of technology can assist our messaging, licensing, regulatory and disciplinary functions, and we are moving swiftly to implement these systems. In fact, many improvements are already in place, but we will continue to seek opportunities and deploy solutions along these lines.

The Board believes the Strategic Plan creates an environment that will further medical care access, expand education and training opportunities, protect the public, and will result in improved economic efficiency in the Board’s operations. As public servants, the board members appreciate the Board’s duty to protect the public while improving medical care access. We believe this Strategic Plan advances those mission principles. As always, the Board invites comments on all aspects of Board operations. Public input gives us further insight, so you are encouraged to interact with the Board. We are at your service.

**Juan Armenta, Esq.**

Board President



## ABOUT THE BOARD

The creation of the Board occurred in response to the genesis of the physician assistant profession itself, which began over 50 years ago and has since evolved throughout the nation.

In 1961, the concept of “physician assistant” originated in an article written by Charles L. Hudson, M.D., in the *Journal of the American Medical Association*, calling for “an advanced medical assistant with special training, intermediate between that of the technician and that of the doctor, who could not only handle any technical procedures but could also take some degree of medical responsibility.”

In 1965, the first physician assistant (PA) training program commenced at Duke University in North Carolina. The program was established with the admission of three ex-military corpsmen into a two-year program, headed by Eugene A. Stead, M.D. In the early 1970s, Congress took steps toward facilitating the development of physician assistant practice by allocating funds totaling over \$11 million for PA education programs through Health Manpower Educational Initiative Awards.

In California, the Physician Assistant Law (Statutes of 1970, Chapter 1327) was passed, introducing a new category of health care provider, termed the “physician assistant,” to address “the growing shortage and geographic maldistribution of health care services in California.”

Assembly Bill 392, introduced by Assemblyman Gordon Duffy on January 6, 1975, created the Physician Assistant Examining Committee, now called the Physician Assistant Board.

The primary responsibility of the Board is to protect California consumers from incompetent and/or fraudulent practice through the enforcement of the Physician Assistant Practice Act under Division 2, Chapter 7.7, of the Business and Professions Code, and through the Physician Assistant Regulations (Title 16, Division 13.8) of the California Code of Regulations (CCR). Under the Department of Consumer Affairs, the Board promotes safe practice of physician assistants by:

- Licensing of physician assistants.
- Enhancing the competence of physician assistants.
- Coordinating investigation and disciplinary processes.
- Providing information and education regarding the Board or physician assistant professionals to California consumers.
- Managing a diversion/monitoring program for physician assistants with alcohol/substance abuse problems.

The Board also collaborates with others regarding legal and regulatory issues that involve physician assistant activities or the profession. Within the physician assistant profession, the Board establishes and maintains entry standards of qualification and conduct primarily through its authority to license. With over 16,000 licensed physician assistants, the Board regulates and establishes standards for physician assistant practice.



## MISSION

To protect and serve consumers through licensing, education, and objective enforcement of the Physician Assistant laws and regulations.



## VISION

The Physician Assistant Board assures competent and inclusive health care for all Californians.



## VALUES

Consumer Protection  
Diversity, Equity, and Inclusion  
Efficiency  
Employees  
Integrity  
Transparency

## GOAL 1

### LICENSING AND PROFESSIONAL QUALIFICATIONS

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

- 1 Cross-train staff to maintain appropriate licensing processing times, and as necessary, increase staffing.
- 2 Monitor and support physician assistant training programs' efforts to increase diversity amongst physician assistants.

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## GOAL 2

### LEGISLATION, REGULATION, AND POLICY

*Ensure that statutes, regulations, policies, and procedures strengthen and support the Board's mandate, mission, and vision.*

- 1 Work with stakeholders on legislation to increase licensing fees to ensure adequate funding for the Board's operations.
- 2 Collaborate with stakeholders on regulatory opportunities that will ensure public safety and meet patient and practitioner needs.
- 3 Increase legislation and regulation unit staff to review and update regulations as needed.

## GOAL 3

### COMMUNICATION AND OUTREACH

*Educate consumers, licensees, applicants, and other stakeholders about the practice and regulation of the physician assistant profession.*

- 1 Collaborate with physician assistant programs to explain the licensing application process.
  - 2 Strengthen and expand outreach so that licensees are well-informed and compliant with the law.
  - 3 Inform consumers about the services physician assistants provide.
  - 4 Expand outreach to increase the diversity of board member applicants.
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## GOAL 4

### ENFORCEMENT

*Protect the health and safety of consumers through the enforcement of laws and regulations governing the practice of physician assistants.*

- 1 Hire additional staff to reduce enforcement timelines.
- 2 Increase the number of consultants and subject matter experts to include multiple specialties to reduce enforcement timelines.
- 3 Increase awareness of the Board's enforcement role and responsibilities to reduce complaint resolution timeframes and educate consumers and licensees.



## GOAL 5

### ADMINISTRATION

*Continue to promote organizational success through the development of staff, responsible management, strong leadership, and effective Board governance.*

- 1** Review the Board's organizational structure and, if necessary, hire additional staff to ensure adequate staffing to accomplish the Board's mission.
- 2** Educate all staff on the key functions of the Board and cross-train staff to increase efficiency.
- 3** Identify and implement more paperless processes where feasible to decrease costs, improve customer service, and increase efficiency.



## STRATEGIC PLANNING PROCESS

Stakeholders include any individual or group who is influenced by or influences a program. Information for the Board's environmental scan report was gathered by surveying external stakeholders and internal stakeholders (board members, executive management, and staff) using the following methods:

- SOLID conducted phone interviews with all the board members during March 2023.
- SOLID conducted online meeting interviews with the Board's executive officer and assistant executive officer during March 2023.
- Board staff were sent an online survey that opened on March 7, 2023, and closed on March 28, 2023, via email.
- An online survey for external stakeholders that opened on March 7, 2023, and closed on March 28, 2023, was posted on the DCA website as well as sent out via Listserv, Facebook, Twitter, and Instagram.

The most significant themes and trends identified in the environmental scan were discussed and guided strategic planning participants in their creation of objectives for the Board's new Strategic Plan.



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