



CMBE INSTITUTE

CMBE APPLICATION

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**REQUIREMENTS FOR INITIAL CERTIFICATION OF
MEDICAL BOARD EXECUTIVE**

Certification Credential: Certified Medical Board Executive

Experience Requirements: employed at a state medical board for three (3) years in the role of executive director, or three (3) years in an equivalent role with approval by the Certified Medical Board Institute. (Experience is directly related to the requirements and is defined as actively employed at a medical board.)

Executives must perform three out of the following five job functions:

- 1) Budget development
- 2) Policy level decision making
- 3) Direct accountability to the board
- 4) Personnel management
- 5) Legislative work

Requirements for Participation in the Certified Medical Executive Board Institute:

The candidate must have a history of attendance in the following Administrators in Medicine (AIM) and Federation of State Medical Board (FSMB) activities over a three-year period and have earned a minimum of 15 points from participation in the educational and/or service activities listed below.

All applicants are required to apply for initial certification on forms provided by AIM.

<u>Educational</u>	
• FSMB Annual Meeting	3
• Administrators in Medicine Annual Meeting	1
• FSMB Board Member Workshops	1
• AIM New Executive Orientation	1
• FSMB Roundtable Conference Call (1 point for 2 calls for a max. of 4 points per year)	1
• AIM Executive Director Workshop	1
<u>Service</u>	
• Committees - FSMB or AIM standing or special committees, Executive Advisory Council, AIM Board of Directors, FSMB representative to a committee and other national committees, i.e., USMLE, NBME, NBOME)	2
• Presenter - (FSMB or AIM Annual Meeting)	2
• Presenter - (FSMB Board Member Workshops and Board Investigator Workshops; national meetings for other organizations, e.g., CAC, CLEAR, FARB – relating to issues of medical licensure and regulation)	2
• FSMB or AIM Workgroups	1
Non-FSMB and non-AIM activities (to be determined only as approved in advance, i.e., health leadership positions in home state)	As determined

Please note: CMBE Institute is a requirement for certification but does not automatically award the CMBE certification. The requirements for CMBE are listed above and include education, experience, and training requirements.

Purpose

The purpose of the CMBE INSTITUTE is to offer qualified participants:

- Specialized education and training specific to medical boards;
- A strong core executive management and medical regulatory management curriculum;
- A continuum of dynamic training, resources and support for the span of an executive career;
- Professional development and education as a step to fulfill requirements for designation as a Certified Medical Board Executive (CMBE).

Course Design

CMBE INSTITUTE offers education, training and group discussion in key areas including human resources, legislative process, professionalism, communication, policy development, public relations, press relations, personnel management, support services, leadership and strategic planning, just to name a few.

The CMBE INSTITUTE graduate will know how to use the services and support of the FSMB and AIM, identify their own continued learning needs in key areas, and identify opportunities to participate in AIM and FSMB.

Course Objectives

Upon completion of CMBE INSTITUTE training the learner will:

- Be able to identify resources for support, education and training available to them and their senior staff;
- List services offered by the FSMBs and AIM to medical boards and their senior staff;
- Complete a self-evaluation to identify key topics in each specific subject area for further study and or self-improvement;
- Identify opportunities for involvement and participation in AIM and FSMB activities;
- Evaluate the subject specific objectives of the course and their obtainment of the required learning objective;
- Participate in continuous quality improvement by providing feedback and suggestions for course improvement.

CMBE Designation

The designation Certified Medical Board Executive (CMBE) will be awarded to those who have attained all requirements:

- Experience
- Education/Service
- CMBE INSTITUTE

Curriculum

The curriculum shall be dynamic to meet the ever-changing needs of today's executive and will reflect adult learning principles of discussion, sharing experiences and mishaps in an adult learning environment.

The curriculum will be learner driven and dynamic and may include but is not limited to:

- Management Concepts
 - Human resource management
 - Technology and resource management
 - Case studies in management issues
 - Performance Improvement
 - Effectiveness evaluation
 - Strategic planning
 - Process Improvement
- Leadership
 - Developing leaders
 - Management versus leadership
 - Communication
 - Leadership styles
 - Strategic leadership
 - Negotiating
- Professionalism
 - The professional ED
 - Qualities of professionalism
 - Ethics
 - Promotion of the “profession”
 - Diplomacy
- Marketing
 - Marketing the Board
 - Press relations
 - Public relations
 - Legislative relations
- Support Systems
 - What/who helps
 - Resource building
 - Accessing resources
- Regulatory Environment
 - Surviving and thriving
 - Impact
- The Board
 - Building trust
 - Orientation
 - Benchmarking

Course Requirements

If selected the participant shall:

1. Read the Federation of State Medical Boards Essentials of a Modern Medical and Osteopathic Practice Act and Elements of a Modern Medical and Osteopathic Practice Act.
2. Develop a self-evaluation document to be used during the course to identify areas for further study or research.
3. Review syllabus for course and be prepared to participate in all topic discussions.
4. Prepare
 - a. a one to five page, typed, single-spaced research paper on a topic in the syllabus for presentation and discussion;
 - b. **OR** select a case management topic from those suggested below and prepare a solution proposal;
 - c. **OR** prepare a paper on the issues the new executive faces and possible solutions to an increasingly high turnover in the executive director positions.
5. Participate in continuous improvement activities by providing feedback and suggestions for course improvement.

Management Case Studies

1. You have been in the director position for less than a year, and it is clear that with your staff the honeymoon is over. The staff appears to have fragmented, and some are openly opposing some of the changes that need to be made. Even though you made a good faith attempt to keep everyone involved, informed and getting most to “buy in” to the changes, there is one employee with 27 years of experience with the Board who thinks that you are still “wet behind the ears” and your ideas will not work. Unfortunately, this experienced individual is winning over some of the staff to his/her way of thinking.
 - a. Describe how you would approach this problem.
 - b. Discuss options that might bring a win-win option to the table.
 - c. Describe your next steps if you are not able to agree to a win-win compromise.
 - d. Describe what steps could be used to avoid this issue.
2. You have been at the Board for many years and your once stable staff is reaching retirement age. Slowly new hires are learning the job. It is quite clear that after only a few months that a new hire is not getting along with a long-term trusted employee. Both come to you at different times and describe some seemingly menial disagreements and arguments that have occurred. You have noted the coldness in their relationship. After a particularly busy day both come to you asking you to resolve this issue.
 - a. What would be your first step in addressing this issue?
 - b. Describe some of the options and resources you have to address this issue.
 - c. Discuss next steps if all your efforts to address this issue fail.
3. Your state has a new governor, and your board has been drastically affected with the appointment of several new board members and only a few “experienced” members remain. Assuming that your Board is composed of 12 members and 8 are newly assigned to the Board:
 - a. What are your first steps to integrate the new members of your Board?
 - b. What are some of the initial steps you will take to instill confidence and trust in yourself as the Executive Director?
 - c. What are the priorities in orienting new members to your Board?

4. Your office often time uses a temporary agency for the possibility of temp to hire. The thought being that this will allow managers to see if the temp is a good fit for the permanent position. The department manager believes Sally will be a good fit. Her work and attendance during the past three months have been good. During a reference check for the permanent position, her previous employer indicates that Sally has in the past had trouble taking direction and was often late or called out due to her child's illness. Thus far in the temporary position at the agency, Sally has not exhibited any issues related to attendance or difficulty taking direction. When the manager talks to Sally about these concerns raised in the reference check, Sally says she is now married and has an extra set of hands to assist at home. She also indicated that recently received her Master's Degree so she is under less pressure. Based upon her 3-month performance at the Board, a decision is made to hire her full-time. Shortly thereafter, Sally indicates that her child's illness has gotten worse, her husband's work hours have changed, and she will need accommodations to her work schedule. A work schedule allowing her to come in early and leave early is worked out. Sally learns that others in the office are permitted to telecommute, and she asks to telecommute once a week. She is informed that telecommuting is a privilege and that she will have to notify her manager via email when she signs on and off, including when she breaks for lunch. On occasion, Sally forgets to email the supervisor, and often signs on later than her agreed start time. The supervisor reminds Sally that telecommuting is a privilege, and if she does not adhere to the rules of reporting and the schedule, her telecommunicating privileges will end. The manager also discusses that her work has been getting sloppy and that she needs to improve. Sally is now angry with her supervisor and has applied for a position in another department. She is also starting to "bad mouth" her supervisor to other employees in the Agency. When Sally does not get an interview for another position at the Agency, she calls the State's Personnel Department to make a complaint. At or around the same time, Sally's supervisor runs a computer check and sees that Sally although notifying her when she is working and when she signs off has been actually only making a few entries per day and is not consistently working the full 8 hours while telecommuting.
- a. What issues can you identify?
 - b. What steps would you take to address these issues?

Application for Medical Board Executive Certification Initial Certification

Section I. Applicant Information

Name: _____

Enter full name as it should appear on the certificate. **Address:** _____

City, State, Zip: _____

Business Phone: _____

Email Address: _____

Section II. Requirements

Initial Certification is based on a combination of experience which includes:

- a. Employment with a medical board within the last three years
- b. Performance of three out of five job functions as they relate to medical board past and present employment (budget development, personnel management, policy-level decision making, direct accountability to the board, and legislative work)

Part A: Medical Board

Identify current and/or previous medical board employment and the dates of employment

Current medical board employment: _____

Date of hire: _____

Previous medical board employment: _____

Date of hire: _____

Part B: Job Function/Experience

List title and years of experience for each position held. Check job functions as they relate to each position.

Position Title: _____ Number of years: _____

<input type="checkbox"/> Budget development	<input type="checkbox"/> Personnel management
<input type="checkbox"/> Policy-level decision making	<input type="checkbox"/> Direct accountability to the board
<input type="checkbox"/> Legislative work	

Position Title: _____ Number of years: _____

<input type="checkbox"/> Budget development	<input type="checkbox"/> Personnel management
<input type="checkbox"/> Policy-level decision making	<input type="checkbox"/> Direct accountability to the board
<input type="checkbox"/> Legislative work	

Position Title: _____ Number of years: _____

<input type="checkbox"/> Budget development	<input type="checkbox"/> Personnel management
<input type="checkbox"/> Policy-level decision making	<input type="checkbox"/> Direct accountability to the board
<input type="checkbox"/> Legislative work	

Note: Applicant must have identified three separate job functions while employed in each position listed.

Section III. Professional Development

Initial certification requires that individuals have an ongoing commitment to educational activities designed to improve their performance as medical board executives. **A minimum of 15 points is required in Section III; 5 of those points should be from participation in Federation or AIM-sponsored activities.** Such activities include attending FSMB and AIM educational activities and/or serving on FSMB or AIM or related national committee(s) or workgroup(s). Individuals must attend at least two or more Annual meetings *and* one CMBE INSTITUTE seminar, and other professional development activity over the past three years.

Part A: Educational/Event Description

Check educational events attended and total points	FSMB Annual Meeting	Points					Total
		3 points each					
	<input type="checkbox"/> 2018	<input type="checkbox"/> 2019	<input type="checkbox"/> 2021	<input type="checkbox"/> 2022	<input type="checkbox"/> 2023		_____
	AIM New Executive Orientation					2 points	
	Date of Attendance: _____						_____
FSMB Roundtable Conference Calls					1 point/2 calls		
1 point for 2 calls, maximum of 4 points per year						_____	
Administrators in Medicine Annual Meeting					1 point each		
<input type="checkbox"/> 2018	<input type="checkbox"/> 2019	<input type="checkbox"/> 2021	<input type="checkbox"/> 2022	<input type="checkbox"/> 2023		_____	
AIM Executive Director Workshop (formerly AIM Regional Meeting)					1 point each		
<input type="checkbox"/> 2015	<input type="checkbox"/> 2016	<input type="checkbox"/> 2017	<input type="checkbox"/> 2018	<input type="checkbox"/> 2019		_____	

FSMB and AIM events include, but are not limited to:

AIM New Executive Orientation, FSMB/AIM Workshops, FSMB/AIM Conference, Web Series Programs, and other FSMB or AIM special events.

	Year	Educational Event	Points	Total
List all educational event participation within the last five years	_____	_____	1 point	_____
	_____	_____	1 point	_____
	_____	_____	1 point	_____
	_____	_____	1 point	_____
	_____	_____	1 point	_____
			Subtotal A:	_____

Part B: Presentations / Committees / Workgroups

Other professional development activities eligible for certification credit are as follows:

Service	Points
Committees – FSMB/AIM standing or special committees, Executives Advisory Council, FSMB/AIM representative to a committee, and other national committees, i.e., USMLA, NBME, NBOME	2
Presenter – FSMB/AIM Annual Meeting	2
Presenter – FSMB/AIM Board Member Workshops	2
Presenter – Other national meetings or other organizations’ meetings, e.g., CAC, CLEAR, FARB; must be related to issues of medical licensure and regulation	1
Workgroups – FSMB/AIM Workgroup	1

Note: Points are only given per committee even though special committees may span more than one year to complete their charge

	Year	Committee/Workgroup Service or Presentation	Points
List all committees, workgroup service and presentations within the last five years and total points	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
	_____	_____	_____
		Subtotal B:	_____
		Total A & B:	_____

Section IV. Letter of Recommendation

Applicants for executive certification are required to submit a letter of recommendation from their medical board’s president, or a board member at the time of employment, with the application.

Section V. Applicant Statement

Individuals applying for initial certification are responsible for providing acceptable documentation for all activities. Examples of acceptable documentation include: copies of programs listing applicant as a speaker, confirmation of registration, or letter of appreciation for service. Applicants can expect to receive notification of status of the application within four to six weeks of submission. Application information is subject to verification and review prior to certification.

I hereby certify the information that has been provided is true and accurate, to the best of my knowledge.

Signature

Date

Send completed application with appropriate documentation to: aim@docboard.org