



# CMBE INSTITUTE

## CMBE APPLICATION

### Table of Contents

Requirements:	Requirements for certification as Certified Medical Board Executive (CMBE)
Overview:	Course objectives, description and class requirements
Application:	Application (fillable PDF) to apply for certification

## REQUIREMENTS FOR INITIAL CERTIFICATION OF MEDICAL BOARD EXECUTIVE

**Certification Credential:** Certified Medical Board Executive (CMBE)

**Education Requirements:** Associate Degree or higher

**Experience Requirements:**

- 1) 7 years experience with an associate’s degree
- 2) 5 years experience with a bachelor’s degree
- 3) 3 years experience with a master’s or higher

*(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

**FSMB and AIM related requirements:**

AIM or FSMB participation is defined as serving on an AIM or FSMB or related national committee(s) or workgroup(s) and attending AIM and FSMB educational events.

The candidate must have a history of attendance in the following AIM and Federation activities over a five-year period: at three or more Annual Meetings or other professional development activity and one CMBE INSTITUTE SESSION, earn a minimum of 25 points total with 15 points being exclusive to AIM or Federation participation.

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

<p><b>Educational</b></p> <ul style="list-style-type: none"> <li>• FSMB Annual Meeting</li> <li>• Administrators in Medicine Annual Meeting</li> <li>• FSMB Board Member Workshops</li> <li>• AIM New Executive Orientation</li> <li>• FSMB Round Table Conference Call (1 point for 2 calls for a maximum of 4 points per year)</li> <li>• AIM Executive Director Workshop</li> </ul>	<p>3 1 1 2 1 1</p>
<p><b>Service</b></p> <ul style="list-style-type: none"> <li>• 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)</li> <li>• Presenter - (FSMB or AIM Annual Meeting)</li> <li>• 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)</li> <li>• Federation or AIM Workgroups</li> </ul>	<p>2 2 2 1</p>
<p>Non-FSMB and Non-AIM Activities (to be determined only as approved in advance, i.e., health leadership positions in home state)</p>	<p>As determined</p>

**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 Federation of State Medical Boards (FSMB) and Administrators in Medicine (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 Federation of State Medical Boards and Administrators in Medicine 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
- 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 one to five page, typed, single-spaced research paper on a topic in the syllabus for presentation and discussion;
  - or select a case management topic and prepare a solutions proposal;
  - 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.
  - Describe how you would approach this problem.
  - Discuss options that might bring a win-win option to the table.
  - Describe your next steps if you are not able to agree to a win-win compromise.
  - 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.
  - What would be your first step in addressing this issue?
  - Describe some of the options and resources you have to address this issue.
  - 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:
- What are your first steps to integrate the new members of your Board?
  - What are some of the initial steps you will take to instill confidence and trust in yourself as the Executive Director?
  - What are the priorities in orienting new members to your Board?

# Application for Medical Board Executive Certification

## Initial Certification

### SECTION I.

Enter full name as it should appear on the certificate.

**Name:** \_\_\_\_\_  
**Address:** \_\_\_\_\_  
**City, State, ZIP:** \_\_\_\_\_  
**Business Phone:** \_\_\_\_\_  
**Email Address:** \_\_\_\_\_

### SECTION II.

#### Experience Requirements

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

- employment with a medical board within the last three years;
- possession of an associate's, bachelor's, master's or higher academic degree with experience respective to the degree; and
- 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:**  
Identify current and/or previous medical board employment and the dates of employment.

#### Part A: Medical Board

Current medical board employment: \_\_\_\_\_

Date of hire: \_\_\_\_\_

Previous medical board employment: \_\_\_\_\_

Date of hire: \_\_\_\_\_

**Part B:**  
Check appropriate level of academic degree.

#### Part B: Academic Degree

Master's or higher  Bachelor's  Associate's

#### Part C: Job Function/Experience

**Initial certification** requires that an applicant possess the required years of experience collectively in three out of the five job functions listed below relative to the education level achieved.

Degree	Required Experience
Master's or higher	3 years
Bachelor's	5 years
Associate's	7 years

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

1) Position Title \_\_\_\_\_ Number Years \_\_\_\_\_

- Budget development       Personnel management  
 Policy-level decision making       Direct accountability to the board  
 Legislative work

**Part C: Job Function/Experience (Continued)**

2) Position Title \_\_\_\_\_ Number Years \_\_\_\_\_

- Budget development                       Personnel management  
 Policy-level decision making               Direct accountability to the board  
 Legislative work

3) Position Title \_\_\_\_\_ Number Years \_\_\_\_\_

- Budget development                       Personnel management  
 Policy-level decision making               Direct accountability to the board  
 Legislative work

4) Position Title \_\_\_\_\_ Number Years \_\_\_\_\_

- Budget development                       Personnel management  
 Policy-level decision making               Direct accountability to the board  
 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 25 points is required in Section III, with 15 points resulting 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 workgroups(s). Individuals must attend at least three or more Annual Meetings *and* one CMBE INSTITUTE seminar, and other professional development activity over the past five years.

**Part A: Educational/Event Description**

**FSMB Annual Meetings**

2014     2015     2016     2017     2018                      3 points each    \_\_\_\_\_

**AIM New Executive Orientation**    **Date of Attendance**    \_\_\_\_\_                      2 points                      \_\_\_\_\_

**FSMB Roundtable Conference Calls**

(1 point for 2 calls for a maximum of 4 points per year)                      1 point /2calls    \_\_\_\_\_

**Part A:**  
Check educational events attended and total points



**Annual Administrators in Medicine Meetings**

2014     2015     2016     2017     2018    1 point each    \_\_\_\_\_

**AIM Executive Director Workshop (formerly AIM Regional Meeting)**

2014     2015     2016     2017     2018    1 point each    \_\_\_\_\_

**FSMB 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.

List all educational event participation within the last five years.

Year	Educational Event	1 point each	_____
_____	_____	1 point each	_____
_____	_____	1 point each	_____
_____	_____	1 point each	_____
_____	_____	1 point each	_____
_____	_____	1 point each	_____
		<b>Subtotal A</b>	_____

**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., USMLE, 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
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**

**Part B:**  
List all committees, workgroup service and presentations within the last five years and total points.

Year	Committee / Workgroup Service or Presentation	Points
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
		<b>Subtotal B</b>
		_____
		<b>Total A&amp;B</b>
		_____

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**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.

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**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.*

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**Signature**

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**Date**

**Send completed application with appropriate documentation to: [aim@docboard.org](mailto:aim@docboard.org)**