2023 Environmental Scan

Prepared by
SOLID Planning Solutions
for the Physician Assistant Board

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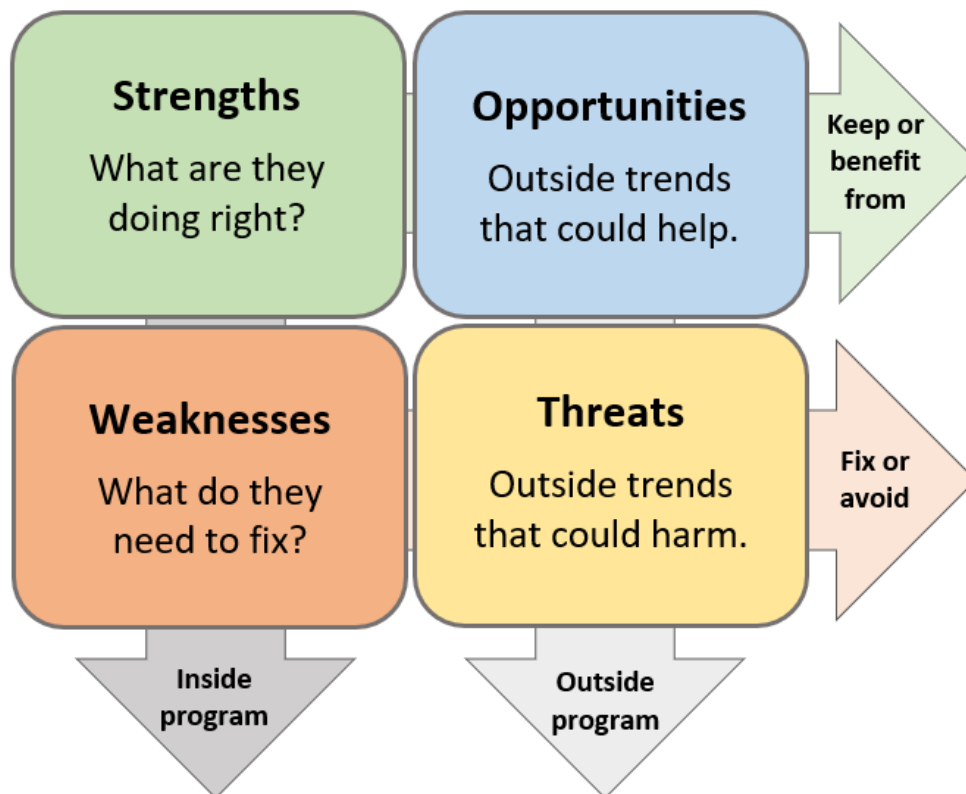
Introduction

One of the first steps in developing a strategic plan is to conduct a scan and analysis of the internal and external environment in which an organization operates. This analysis allows the organization to look at the factors that can impact its success. This report is a summary of the environmental scan recently conducted by SOLID Planning Solutions (SOLID) for the Physician Assistant Board (PAB or Board) in the month of March 2023.

The purpose of this environmental scan is to provide a better understanding of external and internal stakeholder thoughts about the Physician Assistant Board's performance and environment. SOLID followed the SWOT Analysis (strengths, weaknesses, opportunities, and threats) method to solicit feedback from stakeholders, where strengths and weaknesses refer to the program's internal environment and opportunities and threats refer to the program's external environment.

Strengths

What are they doing right?

Opportunities

Outside trends that could help.

Keep or benefit from

Weaknesses

What do they need to fix?

Threats

Outside trends that could harm.

Fix or avoid

Inside program

Outside program

Diversity, Equity, and Inclusion in the Strategic Planning Process

Governor Gavin Newsom, through Executive Order (N-16-22), strengthened the State's commitment to a "California For All" by directing state agencies and departments to take additional actions to embed equity analysis and considerations into their policies and practices, including but not limited to, the strategic planning process.

At the Department of Consumer Affairs (DCA), we are driven by our consumer protection mission and common goal to support our employees and the people and communities across California. As part of advancing the Governor's Executive Order, DCA's strategic planning process reflects our commitment to diversity, equity, and inclusion (DEI), incorporating inclusive public engagement and enhanced data collection and analysis.

DCA DEI Mission Statement: *To advance a diverse, equitable, and inclusive California Department of Consumer Affairs for all.*

Diversity: *The inherent and acquired qualities, characteristics, and experiences that make us unique as individuals and the groups to which we belong.*

Equity: *Creating pathways to equal outcomes.*

Inclusion: *A practice to maintain a positive environment where all individuals feel recognized, understood, and valued.*

Consider the DEI impacts of policy decisions when reviewing the feedback from the environmental scan and when developing strategic objectives.

Feedback

Feedback was solicited from external stakeholders and internal stakeholders (board members, board executive leadership, and board staff) regarding PAB's internal strengths and weaknesses as they relate to its goal areas (listed below) and external opportunities and threats as they relate to the profession and environment in which PAB operates.

1. Licensing and Professional Qualifications
2. Legislation, Regulation, and Policy
3. Communication and Outreach
4. Enforcement
5. Administration

This document summarizes trends, including areas where stakeholder groups agree and disagree, while providing insight to assist PAB in developing objectives for its upcoming strategic planning session. For a list of acronyms used throughout this document, please refer to Appendix A on page 32.

At the strategic planning session, PAB's executive team, staff, and board members will discuss and evaluate this information as a group to help create the objectives that PAB will focus on during its next strategic plan period.

If you have any questions about this report, please contact Trisha St.Clair with SOLID Planning Solutions at Trisha.St.Clair@dca.ca.gov.

Overall Effectiveness

External and internal (board members, board leadership, and board staff) stakeholders rated PAB's strategic goal areas on a scale of 4 (very effective) to 1 (very poor). The chart below displays the average ratings, with full details contained in the report.

Licensing & Professional Qualifications
- Internal: 3.87
- External: 3.28

Legislation, Regulation, & Policy
- Internal: 3.64
- External: 3.01

Communication & Outreach
- Internal: 3.33
- External: 2.75

Enforcement
- Internal: 3.50
- External: 3.10

Administration
- Internal: 3.80
- External: 2.83

Scale: 1.00 — 2.00 — 3.00 — 4.00
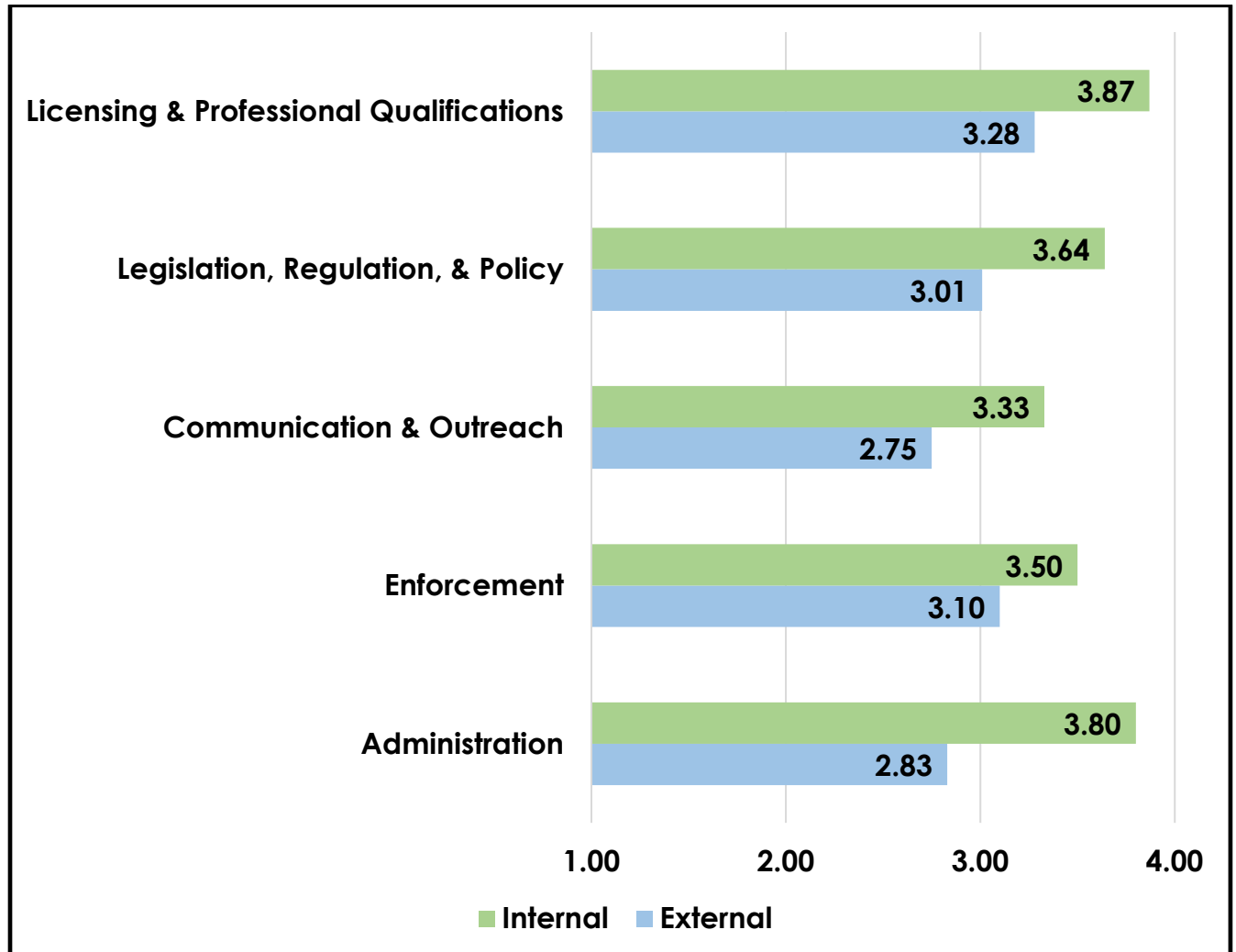
■ Internal ■ External

Goal 1: Licensing and Professional Qualifications

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

Effectiveness Rating

	External Stakeholders	Internal Stakeholders
Very Effective	37%	87%
Effective	57%	13%
Poor	2%	0%
Very Poor	4%	0%
Total %	100%	100%
Total Responses	83	15

Summary of Licensing and Professional Qualifications Strengths

1. External and internal stakeholders appreciate how PAB maintains standards for physician assistants. External stakeholders like that PAB establishes high but achievable standards, and internal stakeholders say PAB thoroughly vets applicants, ensuring they are appropriately trained and safe to practice.

2. External and internal stakeholders agree PAB processes applications, resolves issues, and responds to questions in a timely manner.

3. External and internal stakeholders praise PAB for customer service, with external stakeholders receiving quick responses to questions and internal stakeholders saying staff is always available to help licensees.

4. External stakeholders like PAB's website with its clear instructions and the ability to apply for and renew licenses online.

Summary of Licensing and Professional Qualifications Weaknesses

1. With the growing number of physician assistants, internal stakeholders see a need for PAB to hire more licensing staff to handle the increased number of applications.

2. External stakeholders want PAB to increase, clarify, and simplify its communication.

Trends in Licensing and Professional Qualifications Strengths

External and Internal Stakeholder Comment Trends

External Stakeholders	Internal Stakeholders
• Maintaining Standards • Online Services • Processing Times • Responsiveness	• Customer Service • Processing Times • Thorough Vetting of Applicants

Trends in Licensing and Professional Qualifications Weaknesses

External and Internal Stakeholder Comment Trends

External Stakeholders	Internal Stakeholders
• Communication	• Staffing Levels

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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.

Effectiveness Rating

	External Stakeholders	Internal Stakeholders
Very Effective	27%	64%
Effective	54%	36%
Poor	13%	0%
Very Poor	6%	0%
Total %	100%	100%
Total Responses	67	14

Summary of Legislation, Regulation, and Policy Strengths

1. External and internal stakeholders agree PAB considers the impact of legislation, supports reasonable changes, and creates physician assistant focused policies.

2. External and internal stakeholders praise PAB for following and reporting any changes in legislation and regulation.

3. External stakeholders believe PAB represents physician assistants well and promotes their practice.

Summary of Legislation, Regulation, and Policy Weaknesses

1. External stakeholders want PAB to improve its communication of new regulations and policy changes. One stakeholder suggested PAB communicate new regulations and policy changes using a clear, outlined format that can be easily accessed online.

2. External stakeholders believe legislation and regulations need to be updated to eliminate outdated language and poor guidelines.

3. External and internal stakeholders see a need for PAB to evaluate and possibly support the title change from physician assistant to physician associate.

4. External stakeholders want to see regulations pushed out sooner but carefully, so that the regulations are implemented successfully.

Trends in Legislation, Regulation, and Policy Strengths

External and Internal Stakeholder Comment Trends

External Stakeholders	Internal Stakeholders
• Physician Assistant Focused Policies • Represents Physician Assistants Well • Stays on Top of Legislation/Regulations • Supports Reasonable Changes	• Considers the Impact of Legislation/Regulations • PAB Meets Its Regulatory Mandate • Stays on Top of Legislation/Regulations

Trends in Legislation, Regulation, and Policy Weaknesses

External and Internal Stakeholder Comment Trends

External Stakeholders	Internal Stakeholders
• Change Title to Physician Associate • Communication of Policy Changes • Legislation/Regulations Implementation • Outdated Legislation/Regulations	• Change Title to Physician Associate

Goal 3: Communication and Outreach

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

Effectiveness Rating

	External Stakeholders	Internal Stakeholders
Very Effective	18%	33%
Effective	45%	67%
Poor	30%	0%
Very Poor	7%	0%
Total %	100%	100%
Total Responses	71	15

Summary of Communication and Outreach Strengths

1. Internal stakeholders praise PAB for attending conferences and visiting schools.

2. External and internal stakeholders agree PAB effectively communicates important information via emails.

3. External and internal stakeholders cite PAB's website as a strength, calling it up-to-date and accessible.

4. External stakeholders say PAB uses a clear and straightforward communication style.

Summary of Communication and Outreach Weaknesses

1. External and internal stakeholders agree PAB needs to increase outreach efforts so more consumers know the Board's role and the value physician assistants provide.

2. External stakeholders desire more frequent communication in general, especially regarding changes in the law.

Trends in Communication and Outreach Strengths

External and Internal Stakeholder Comment Trends

External Stakeholders	Internal Stakeholders
• Clarity of Communication • Email Communications • Website	• Attending Conferences/Visiting Schools • Email Communications • Website

Trends in Communication and Outreach Weaknesses

External and Internal Stakeholder Comment Trends

External Stakeholder	Internal Stakeholders
• Communication Frequency • Need to Increase Outreach • Promote Physician Assistants	• Need to Increase Outreach

Goal 4: Enforcement

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

Effectiveness Rating

	External Stakeholders	Internal Stakeholders
Very Effective	21%	57%
Effective	69%	36%
Poor	10%	7%
Very Poor	0%	0%
Total %	100%	100%
Total Responses	48	14

Summary of Enforcement Strengths

1. External and internal stakeholders believe PAB effectively enforces physician assistant rules and regulations, fulfilling its mandate to protect consumers.

2. Internal stakeholders say PAB responds quickly to enforcement issues and processes cases in a timely manner.

3. Internal stakeholders praise PAB for its detailed analysis of all disciplinary matters and how it views cases from multiple perspectives.

4. Internal stakeholders describe enforcement staff as knowledgeable and experienced.

Summary of Enforcement Weaknesses

1. External and internal stakeholders agree PAB needs to decrease the time it takes to process cases and resolve complaints.

2. External stakeholders want more enforcement information and in a timely manner.

3. Internal stakeholders see a need for more enforcement staff.

Trends in Enforcement Strengths

External and Internal Stakeholder Comment Trends

External Stakeholders	Internal Stakeholders
• Protects Consumers	• Informed Decision Making • Protects Consumers • Staff Knowledge/Experience • Timeliness

Trends in Enforcement Weaknesses

External and Internal Stakeholder Comment Trends

External Stakeholders	Internal Stakeholders
• Communication Frequency • Processing Times	• Staffing Levels • Processing Times

Goal 5: Administration

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

Effectiveness Rating

	External Stakeholders	Internal Stakeholders
Very Effective	28%	80%
Effective	60%	20%
Poor	6%	0%
Very Poor	6%	0%
Total %	100%	100%
Total Responses	53	15

Summary of Administration Strengths

1. Internal stakeholders compliment the executive officer for providing PAB with strong leadership.

2. External and internal stakeholders praise the quality of PAB staff, calling them knowledgeable, committed, organized, efficient, and responsive.

3. Internal stakeholders appreciate how effectively board meetings are organized and conducted, as well as how quickly PAB responds to their requests for more information.

Summary of Administration Weaknesses

1. Internal stakeholders agree PAB needs more staff.

2. External stakeholders think PAB staff would benefit from more training in order to answer questions.

3. External stakeholders want PAB's website to offer more information and look more modern.

Trends in Administration Strengths

External and Internal Stakeholder Comment Trends

External Stakeholders	Internal Stakeholders
• Great Executive Officer/Staff • Organized/Efficient Staff • Timeliness/Responsiveness	• Committed Board Members • Committed Staff • How Board Meetings are Run • Organized/Efficient Staff • Staff Knowledge/Experience • Strong Leadership • Timeliness/Responsiveness

Trends in Administration Weaknesses

External and Internal Stakeholder Comment Trends

External Stakeholders	Internal Stakeholders
• Improve Website • Train Staff	• Staffing Levels

Opportunities and Threats Summary

There are many factors that may impact the future direction of the physician assistant profession. These could be opportunities PAB may want to capitalize on or threats it needs to mitigate or prepare for.

Stakeholders were asked to list potential opportunities and threats in PAB's external environment that they felt could impact the physician assistant profession and PAB's regulatory role. The following are common responses that PAB might reference when considering its strategic plan.

Summary of Opportunities

External stakeholders see an opportunity to increase the autonomy and scope of practice of physician assistants.

External stakeholders say physician assistants can help with the growing need for health care providers.

External stakeholders support changing the licensee title to physician associate and want PAB to support this as well.

External and internal stakeholders view telemedicine as an opportunity to expand access to health care.

External stakeholders want PAB to promote the physician assistant profession to consumers.

Opportunity Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external (blue) and internal (green) stakeholders.
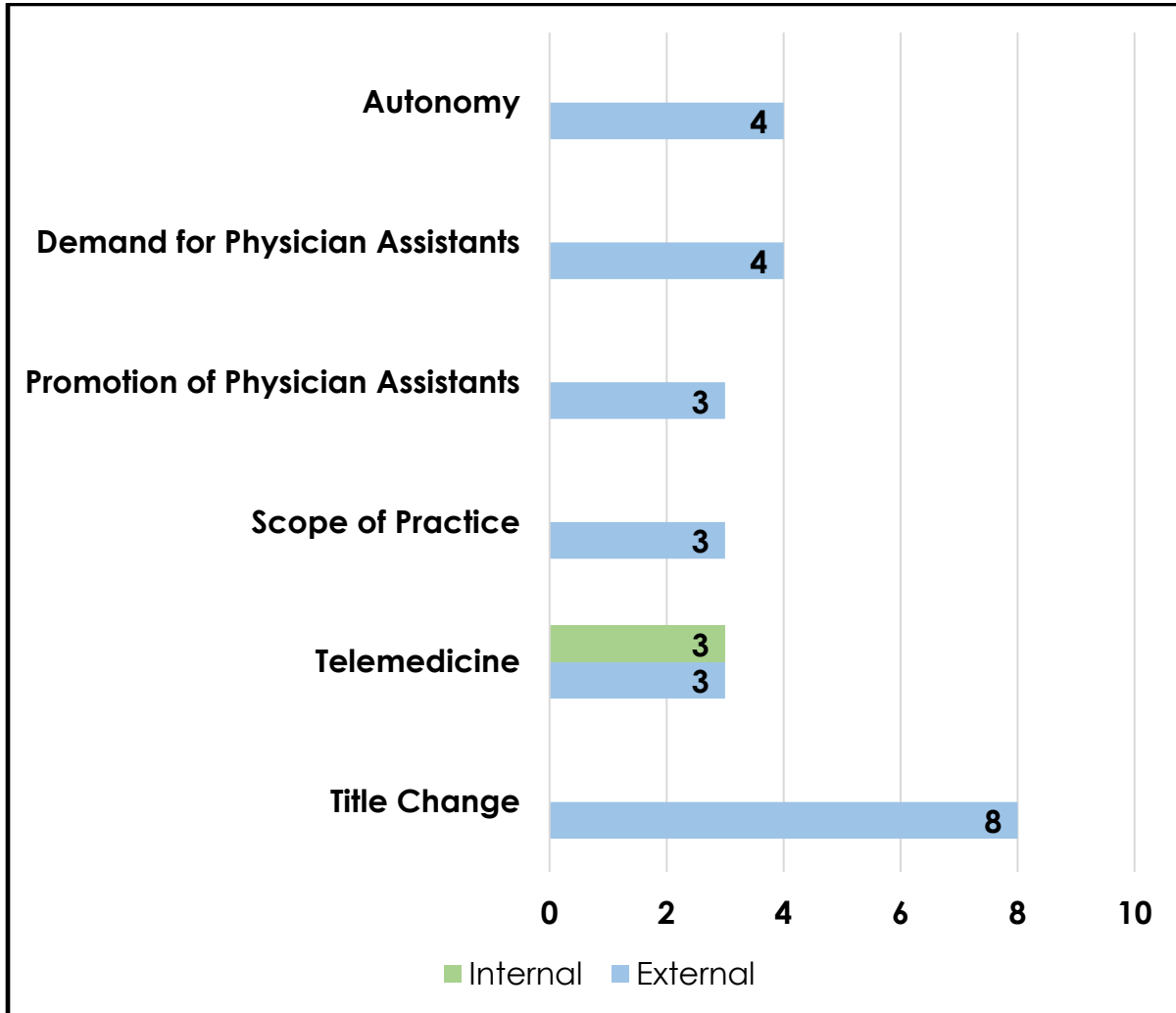
Summary of Threats

External stakeholders see the growing autonomy of nurse practitioners as a threat to physician assistants.

External stakeholders express concern over the lack of adequate supervision for physician assistants.

Internal stakeholders believe there are not enough health care providers to meet growing demands for health care.

Threat Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external (blue) and internal (green) stakeholders.
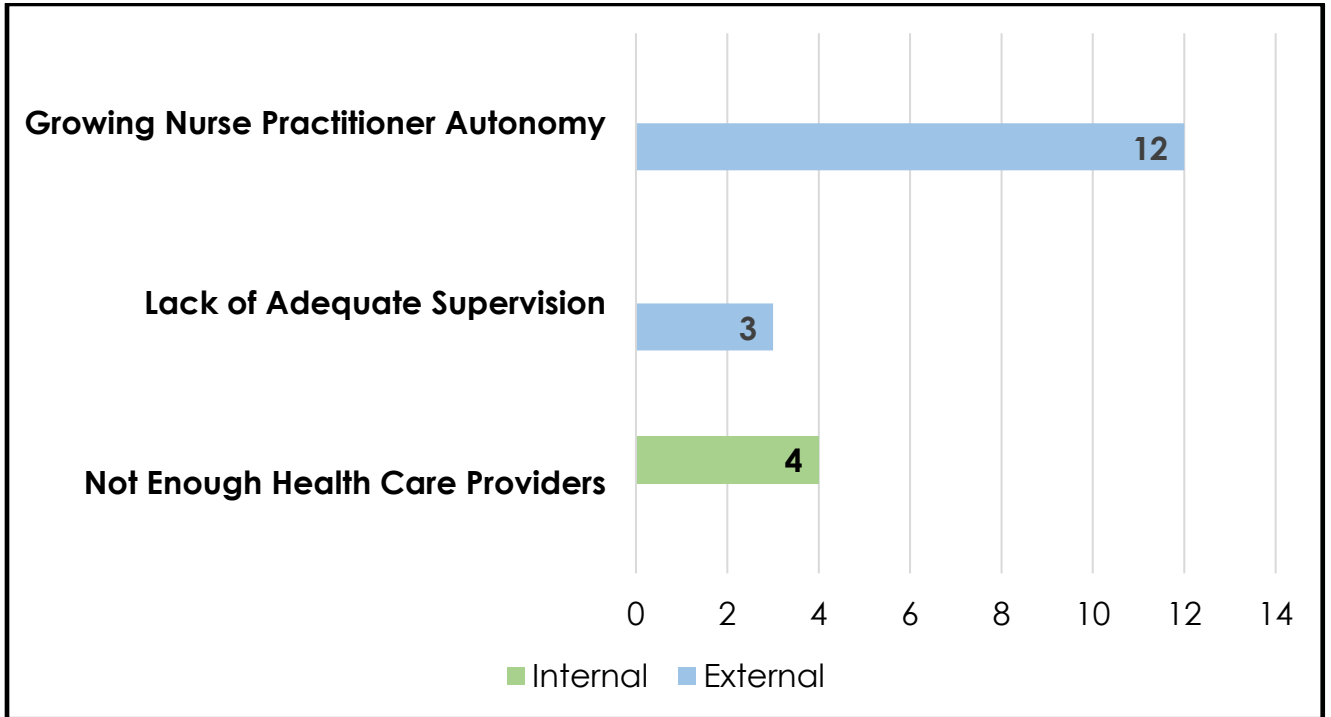
Diversity, Equity, and Inclusion

Specific questions have been incorporated into the environmental scan surveys to gather demographic data and for strategic planning participants to consider the DEI impacts of policy decisions such as regulatory, statutory, and continuing education requirements, when developing strategic objectives. Consider:

- Who will benefit from or be burdened by the particular decision/proposal?
- Are there needs that may be different for demographic or geographic groups?
- Once implemented, how will the Board measure the effect on impacted populations?
- What data/metrics will be used to evaluate the impacts?

Diversity, Equity, and Inclusion Summary

PAB's Effectiveness in Soliciting Ideas and Priorities from Diverse Perspectives
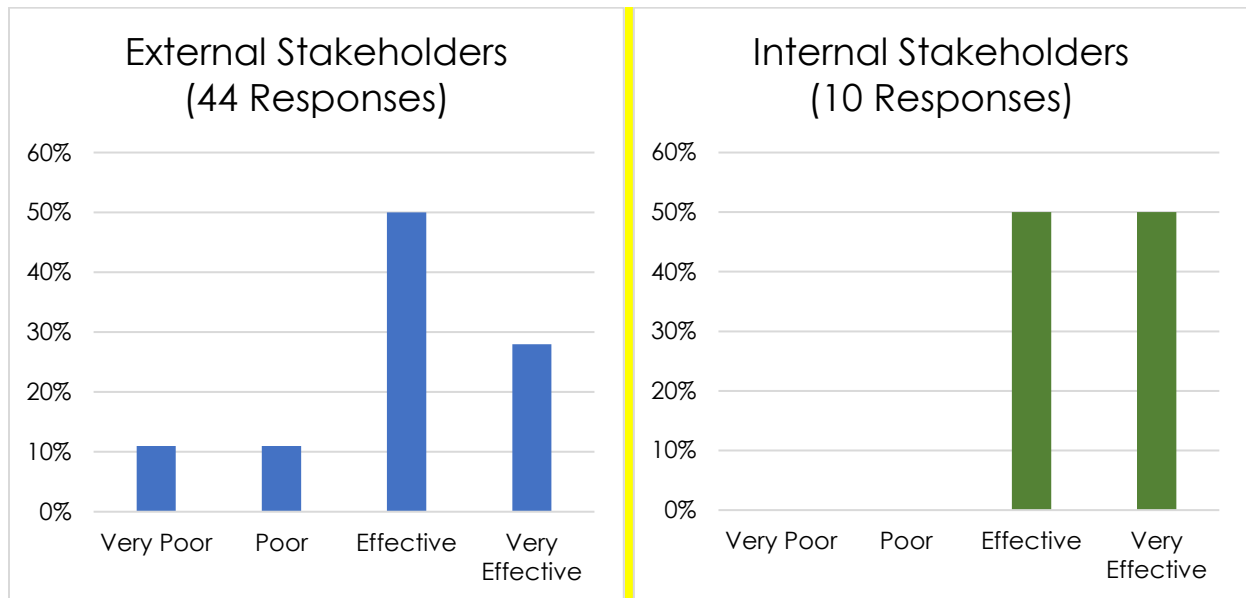
Ways to Reduce Unnecessary Barriers to Licensure

<u>Collaboration with Schools</u>

- Increase peer review
- Encourage reputable schools that don't have training programs to develop and open new training programs
- Visit diverse high schools and colleges and have discussions with principals and deans

<u>Costs</u>

- Reduce costs, such as reducing or eliminating the licensing fee
- Shorten the time and cost of training

<u>Examination</u>

- Decrease exams
- Offer better real-world testing

<u>Reciprocity and Pathways to Licensure</u>

- Keep a couple of clear pathways to licensure
- Offer reciprocity
- Develop uniform transferable licensing

<u>Technology and Board Efficiencies</u>

- Use more technology
- Avoid prolonged turnaround times
- Implement more paperless processes

Ways to Increase Outreach to Diverse and Underrepresented Communities

Advertising and Promotion

- Advertise using multi-media
- Promote the physician assistant profession and the cost savings a physician assistant provides
- Promote the Board through social media
- Target outreach

Attend More Community Events

- Sign up for and have informational booths at more local community events and health fairs

Collaboration

- Collaborate directly with diverse and underrepresented communities or the physician assistant programs that serve them
- Partner with the following organizations: the Office of Health Equity, Charles Drew University, The California Wellness Foundation, and the Center for Healthcare Strategies

Communication and Input

- Outreach and communicate
- Seek public input

Compensation and Financial Aid

- Increase benefits and pay for those that work and train in these areas
- Offer financial aid to those in underrepresented communities
- Increase funding for educational opportunities

Language Translation

- Provide outreach materials in multiple languages

Telemedicine

- Increase support and use of telemedicine

<u>Use Technology</u>

- Hold virtual meetings
- Improve website

<u>Work with Schools/Programs</u>

- Support preparation in high school and community colleges
- Visit physician assistant programs
- Visit diverse high schools and colleges and have discussions with principles and deans

Opportunities to Further Equitable Outcomes

Embrace Diversity

- Embrace the cultural diversity of the state of CA and the population of physician assistants
- Continue to recruit a diverse board

Financial Aid

- Offer financial aid, such as merit-based educational scholarships

Gather Information

- Conduct surveys

Pathways to Licensure

- Make less restrictive practice regulation
- Offer reciprocity

Support/Promote Physician Assistants

- Promote doctoral designation - MD Physician Associate license for IMG or FMG
- Support solo PA practices
- Support name change

Work with Education

- Support evidence-based education
- Offer more physician assistant education programs
- Shadow and apprentice

Challenges or Needs that Should Be Addressed to Further Equitable Outcomes

Board Membership

- Board members that represent a variety of perspectives
- Identifying qualified and interested board members of color

Costs or Compensation

- Lower training costs
- PA reimbursement/salary issues

Education

- Insufficient PA education programs for demand
- Stop thinking we live in 1905, "Flexner Report"

Enforcement

- Disciplinary actions tailored to the severity of the complaint from a purely legal definition, stop soliciting information from us in cases where a patient was simply unhappy with their care
- Trained enforcement staff

Outreach

- Grassroots outreach

Prioritizing DEI

- Increased awareness, equity and cultural competence should be priorities
- Continue to be fair minded

Staffing Levels

- More staff

Telemedicine

- Improvement in telemedicine use

Appendix A – Acronym List

Acronym	Definition
AAPA	American Academy of Physician Assistants
AHRQ	Agency for Healthcare Research and Quality
AMA	American Medical Association
APACVS	Association of Physician Assistants in Cardiovascular Surgery
BRN	Board of Registered Nursing
CAPA	California Academy of Physician Assistants
DCA	Department of Consumer Affairs
DEI	Diversity, Equity, and Inclusion
FMG	Foreign Medical Graduate
IMG	International Medical Graduate
PA	Physician Assistant
PAB	Physician Assistant Board

Appendix B – Data Collection Method

Data for this report was gathered by surveying stakeholder groups that are important to the success of PAB. Stakeholders include any individual or group who is influenced by or influences a program. Information for this survey was gathered by surveying external stakeholders and internal stakeholders (board members, board executive management, and board staff) using the following methods:

- SOLID conducted phone interviews with all the board members during the month of March 2023.
- SOLID conducted online meeting interviews with PAB's executive officer and assistant executive officer during the month of 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.

Classification of Stakeholder Relationships with PAB

Relationship with PAB	Number of Responses	Response Rate
Leadership	2	100%
Staff	5	83%
Board Members	9	100%
Licensee	112	[1]
Consumer	3	[1]
Government Agency	1	[1]
Professional Association/Group	7	[1]
Educational/School Association/Group	2	[1]
Not a Physician Assistant but Work in a Related Job	2	[1]
Other*	12	[1]

[1] A response rate cannot be determined for these external stakeholders because of the undetermined number having access to the survey link.

*Respondents listed in the "Other" category identified themselves as follows:

- Board Counsel
- Physician Associate-Emeritus and Retired
- Retired P.A. (2)

- Management in a Medical Office which Employs Physician Assistants
- Past PAB President
- Remedial Course Provider for Disciplined Physician Assistants
- Hospital Credentialing
- I am a Physician Associate
- In a US Navy Funded PA Program and Worked as a PA for Some Time, Then Completed a ND Program and Now Work as a Naturopathic Doctor
- Unlicensed PA Currently Not Working
- Vascular Surgeon

Appendix C – Survey Data Reliability

This section discusses external stakeholder data only. The external stakeholder survey received 128 responses. Participants could skip questions or select "no experience/not applicable"; thus, individual questions may have less than 128 responses/comments.

Goal Area Effectiveness Data Reliability

Based on the number external stakeholder survey responses to each goal area's effectiveness question, we can be 95% confident their opinions represent all California stakeholders plus or minus the confidence interval percentage indicated below. The table on the following page provides data reliability for each goal area; for a narrative explanation see each goal area data reliability statement.

Goal Area Effectiveness Data Reliability Table

Goal Area	Number of Responses	Confidence %	Confidence Interval %	% of Reponses (Very Effective/Effective)	% of Stakeholders that Would Rate Effectiveness the Same Way
Licensing and Professional Qualifications	83	95%	11%	87%	Between 76% & 98%
Legislation, Regulation, and Policy	67	95%	12%	66%	Between 54% & 78%
Communication and Outreach	71	95%	12%	57%	Between 45% & 69%
Enforcement	48	95%	14%	55%	Between 41% & 69%
Administration	53	95%	13%	62%	Between 49% & 75%

Goal 1: Licensing and Professional Qualifications Data Reliability Statement

Based on 83 external stakeholder survey responses regarding Licensing and Professional Qualifications, we can be 95% confident their opinions represent all California stakeholders plus or minus 11%. From the responses, 87% of external stakeholders rated PAB's overall Licensing and Professional Qualifications effectiveness as Very Effective or Effective. Based on the response rate, we can be 95% confident between 76% and 98% of external stakeholders would rate the PAB's Licensing and Professional Qualifications effectiveness the same way.

Goal 2: Legislation, Regulation, and Policy Data Reliability Statement

Based on 67 external stakeholder survey responses regarding Legislation, Regulation, and Policy, we can be 95% confident their opinions represent all California stakeholders plus or minus 12%. From the responses, 66% of external stakeholders rated the PAB's overall Legislation, Regulation, and Policy effectiveness as Very Effective or Effective. Based on the response rate, we can be 95% confident between 54% and 78% of external stakeholders would rate the PAB's Legislation, Regulation, and Policy effectiveness the same way.

Goal 3: Communication and Outreach Data Reliability Statement

Based on 71 external stakeholder survey responses regarding Communication and Outreach, we can be 95% confident their opinions represent all California stakeholders plus or minus 12%. From the responses, 57% of external stakeholders rated PAB's overall Communication and Outreach effectiveness as Very Effective or Effective. Based on the response rate, we can be 95% confident between 45% and 69% of external stakeholders would rate the PAB's Communication and Outreach effectiveness the same way.

Goal 4: Enforcement Data Reliability Statement

Based on 48 external stakeholder survey responses regarding Enforcement, we can be 95% confident their opinions represent all California stakeholders plus or minus 14%. From the responses, 55% of external stakeholders rated PAB's overall Enforcement effectiveness as Very Effective or Effective. Based on the response rate, we can be 95% confident between 41% and 69% of external stakeholders would rate PAB's Enforcement effectiveness the same way.

Goal 5: Administration Data Reliability Statement

Based on 53 external stakeholder survey responses regarding Administration, we can be 95% confident their opinions represent all California stakeholders plus or minus 13%. From the responses, 62% of external stakeholders rated PAB's overall Administration effectiveness as Very Effective or Effective. Based on the

response rate, we can be 95% confident between 49% and 75% of external stakeholders would rate PAB's Administration effectiveness the same way.

Data Reliability Statement

Data reliability calculator: https://www.surveysystem.com/sscalc.htm

To help improve data integrity, the online survey did not provide a neutral option when asking about overall effectiveness. Instead, stakeholders completing the survey chose between a positive choice (Very Effective or Effective) and a negative choice (Very Poor or Poor). This allows PAB to better understand whether stakeholders have a positive or negative view of PAB in various areas.

Appendix D – DEI Resources

Organizations, Communities, or Individuals External and/or Internal Stakeholders Listed as Resources (In Alphabetical Order)

(The number of times a response was given is in parentheses, if it was provided multiple times.)

- American Academy of Physician Assistants (AAPA) (4)
- Agency for Healthcare Research and Quality (AHRQ)
- American Medical Association (AMA)
- Association of Physician Assistants in Cardiovascular Surgery (APACVS)
- Board of Registered Nursing
- CA PA Thought Leaders: Phil Da Visio 2: Kim Bayliss 3: Bhavana Prakash 4: Clair Kuriakose 5: Brett Bergman 6: Heena Mehta. 7: Janet S. Hong
- California Academy of Physician Assistants (CAPA) (13)
- California Health Care Foundation
- Community Agencies
- Diverse High Schools and Colleges
- Employers of New Graduates
- Health Care Providers
- Health Plans
- High School and Community College Level Health Academy Students
- IMG's and FMG's with MD degrees but no U.S medical license
- Incarcerated
- Licensees
- Medical Board
- National Medical Association
- National Commission on Certification of Physician Assistants (NCCPA) regarding any changes with the new Physician Assistant National Recertifying Examination Longitudinal Assessment (PANRE-LA)
- Nurse Practitioners
- Office of Statewide Health Planning and Development (OSHPD)
- PA Faculty
- PA Schools
- Past Presidents of the Board and Previous Board Members
- Physician Assistants, with or without doctoral degrees (6)
- Physicians
- Provider Access Organization (PAO)
- Public
- State Government
- State Office of Rural Health (SORH)
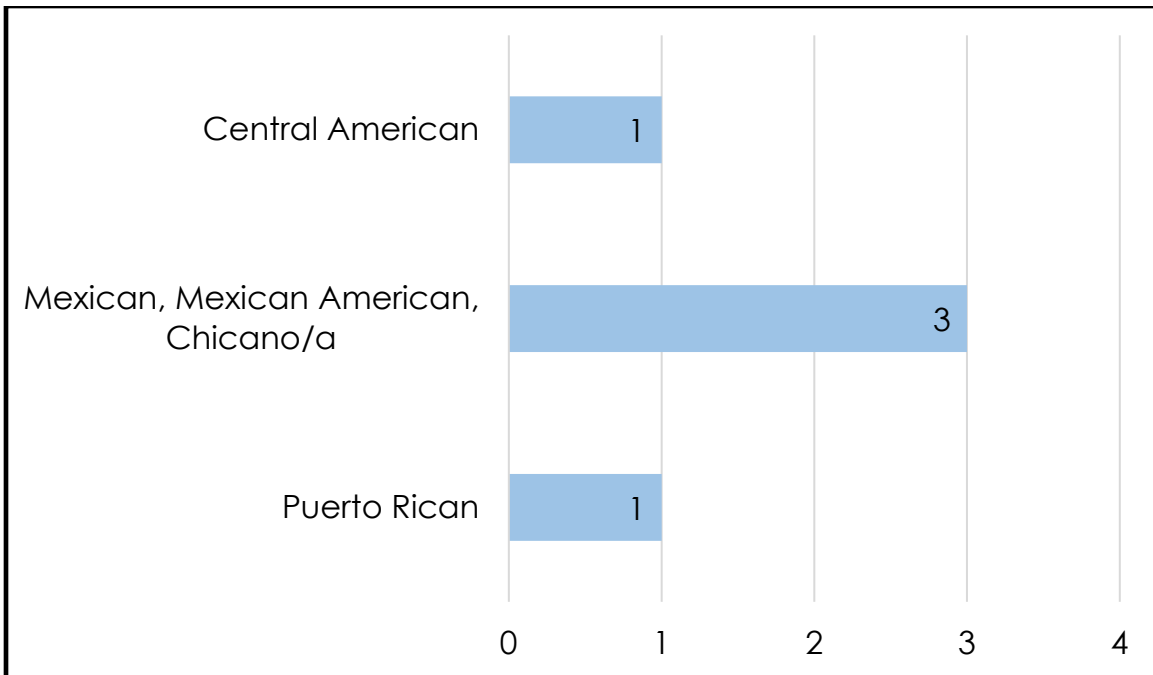- Unhoused

Appendix E – Demographic Data
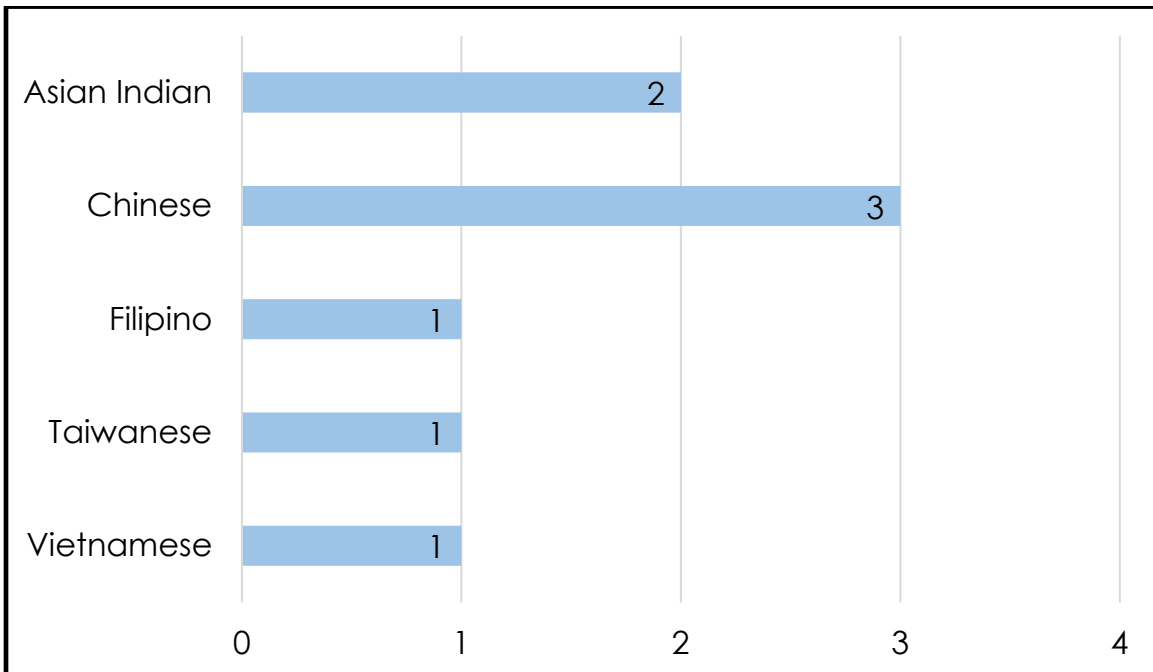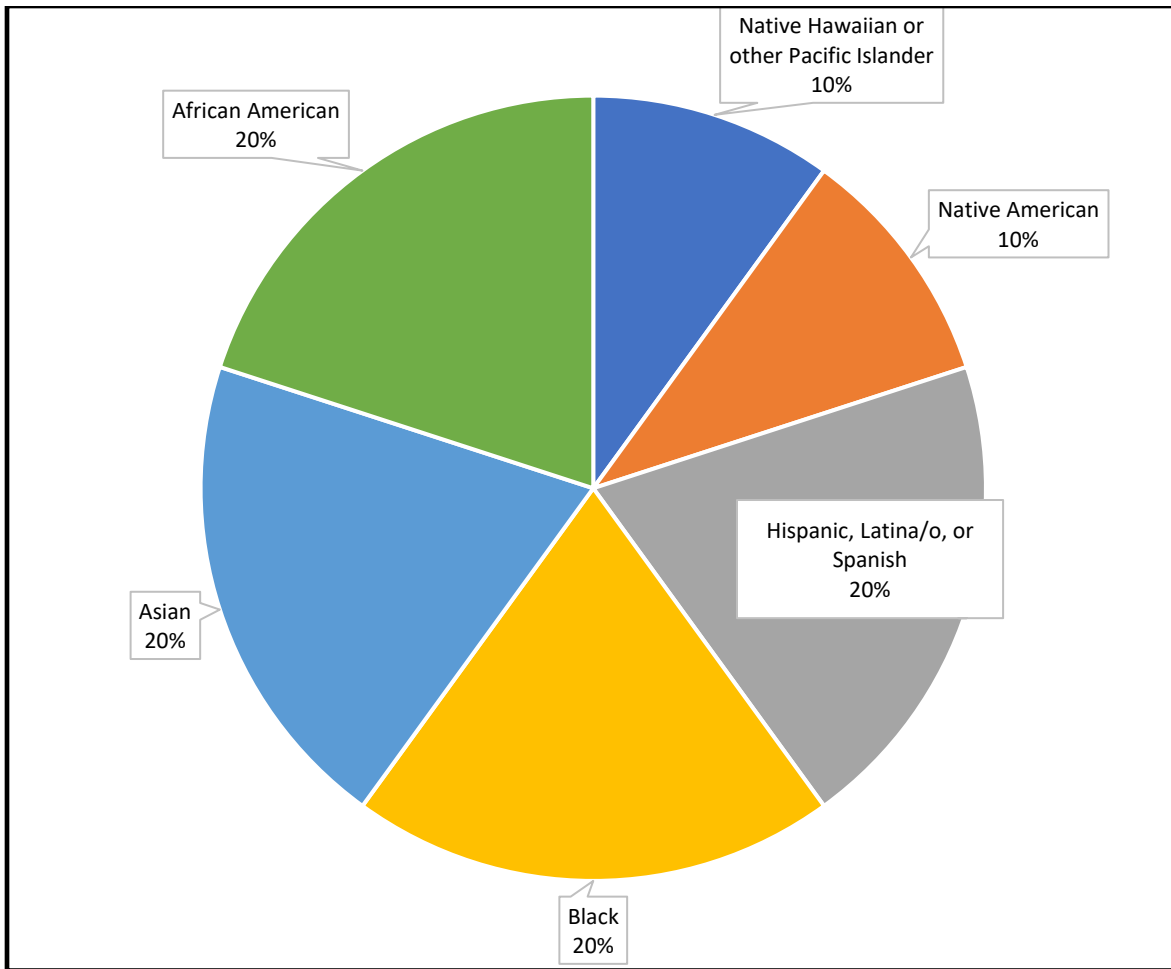
Race

Races External Stakeholders Identified With
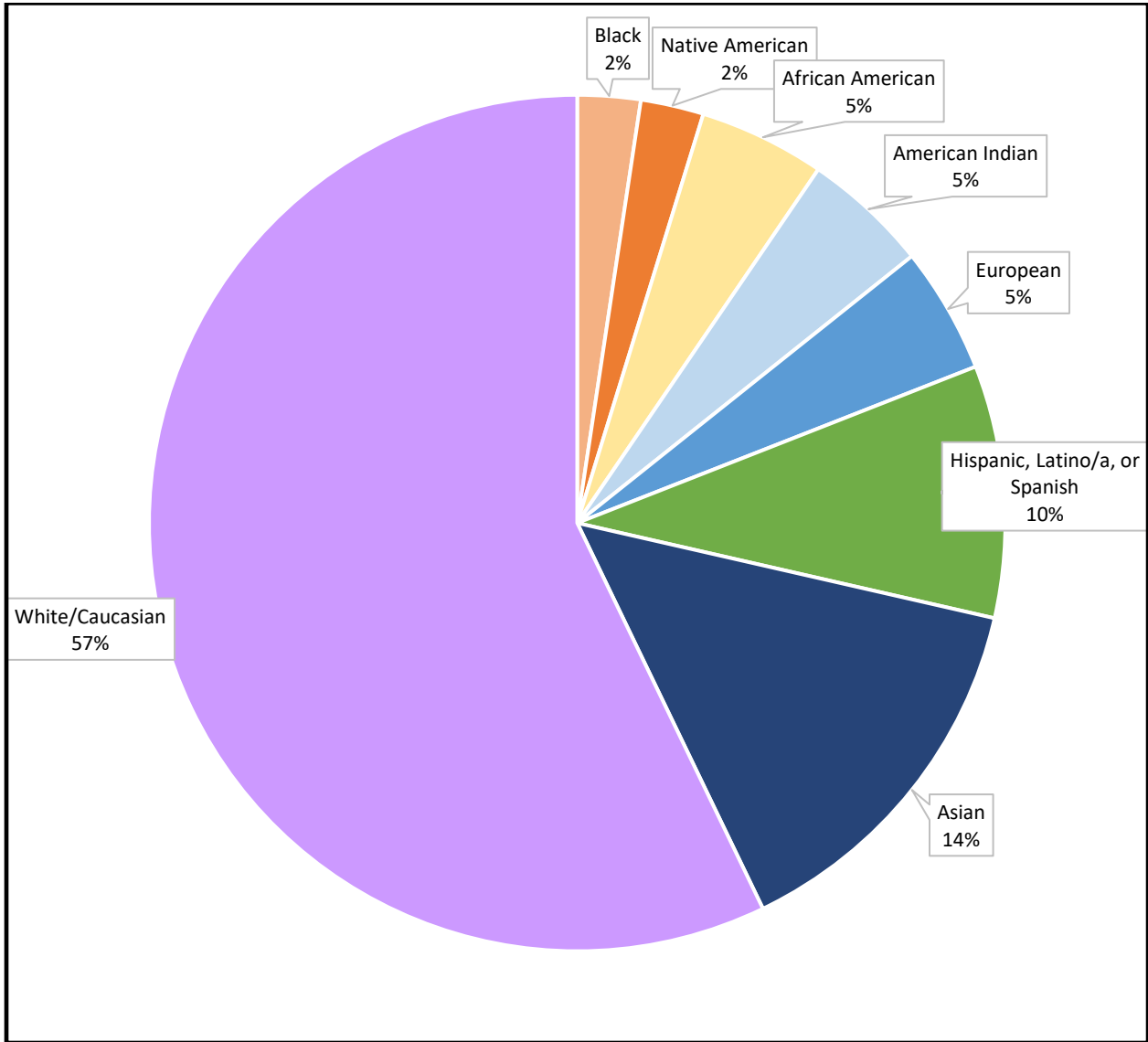
Hispanic, Latino/a, or Spanish External Stakeholders Identified With

Central American — 1
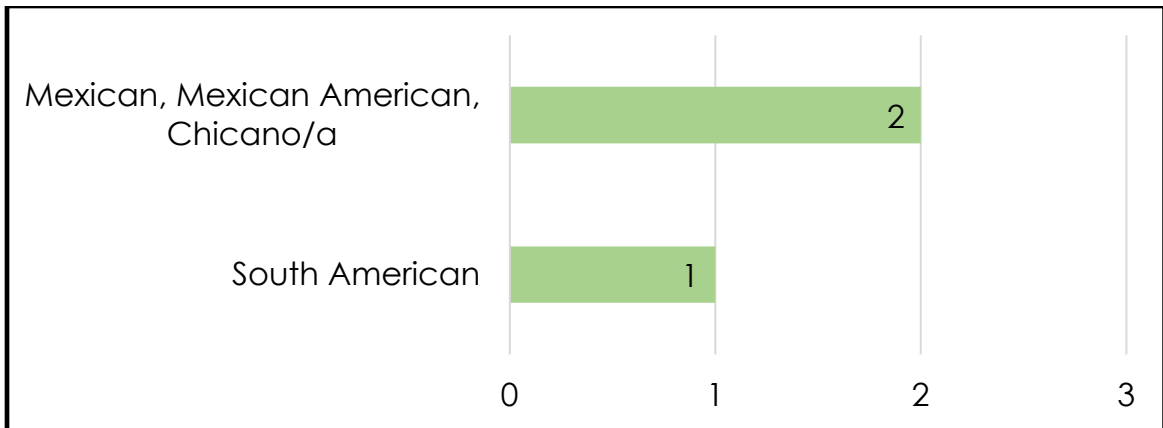Mexican, Mexican American, Chicano/a — 3
Puerto Rican — 1

Asian External Stakeholders Identified With

Asian Indian — 2
Chinese — 3
Filipino — 1
Taiwanese — 1
Vietnamese — 1

Races Internal Respondents Identified With

Native Hawaiian or other Pacific Islander 10%

Native American 10%

African American 20%

Hispanic, Latina/o, or Spanish 20%

Asian 20%

Black 20%

Hispanic, Latino/a, or Spanish Internal Stakeholders Identified With

Mexican, Mexican American, Chicano/a: 2

South American: 1

(x-axis: 0, 1, 2, 3)

Asian Internal Stakeholders Identified With

Asian Indian: 1

Chinese: 1

(x-axis: 0, 1, 2)
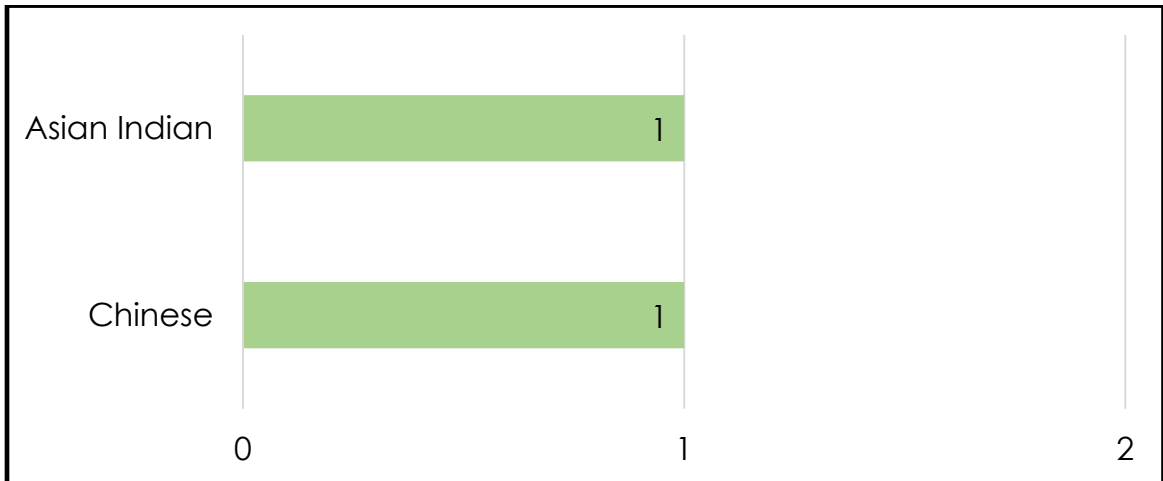
Native Hawaiian or Other Pacific Islander Internal Stakeholders Identify With

Fijian: 1

(x-axis: 0, 1, 2)
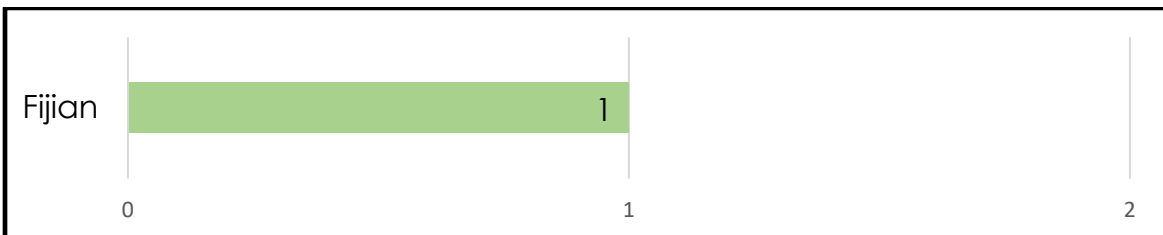
Education

External (blue) and Internal (green) Stakeholders' Highest Level of Education

Chart showing Internal (green) and External (blue) stakeholders by highest level of education:
- Associate's Degree: External 3
- Bachelor's Degree: Internal 2, External 5
- Master's Degree: Internal 1, External 19
- Doctoral Degree: Internal 5, External 6

Legend: Internal, External
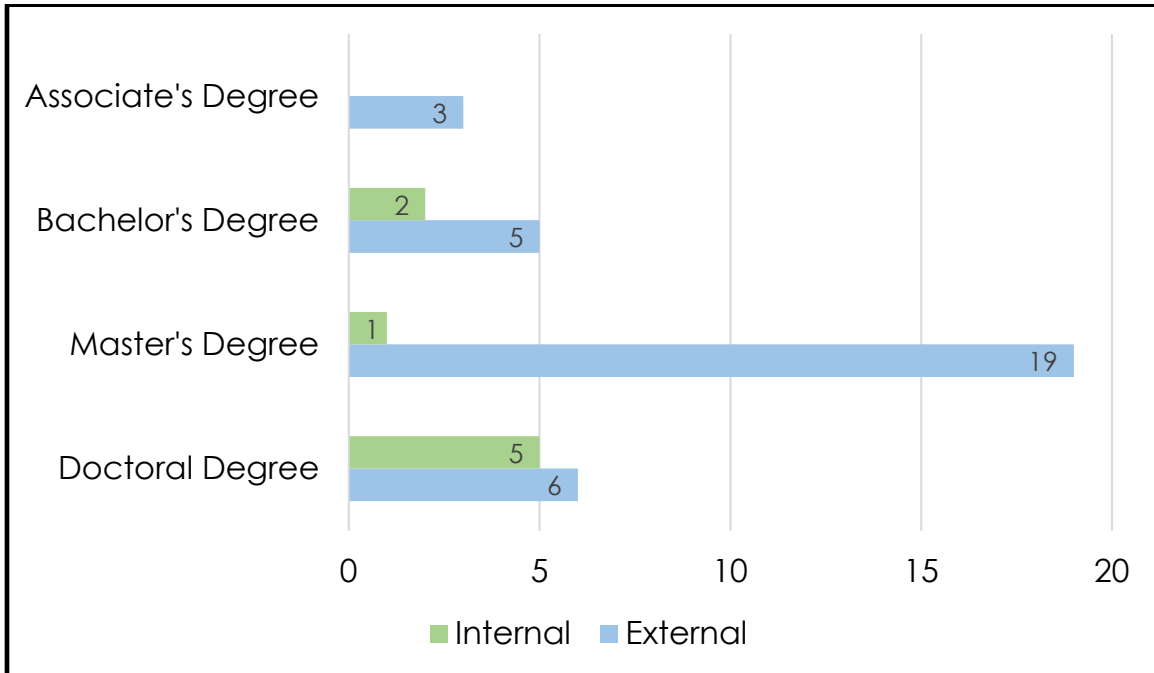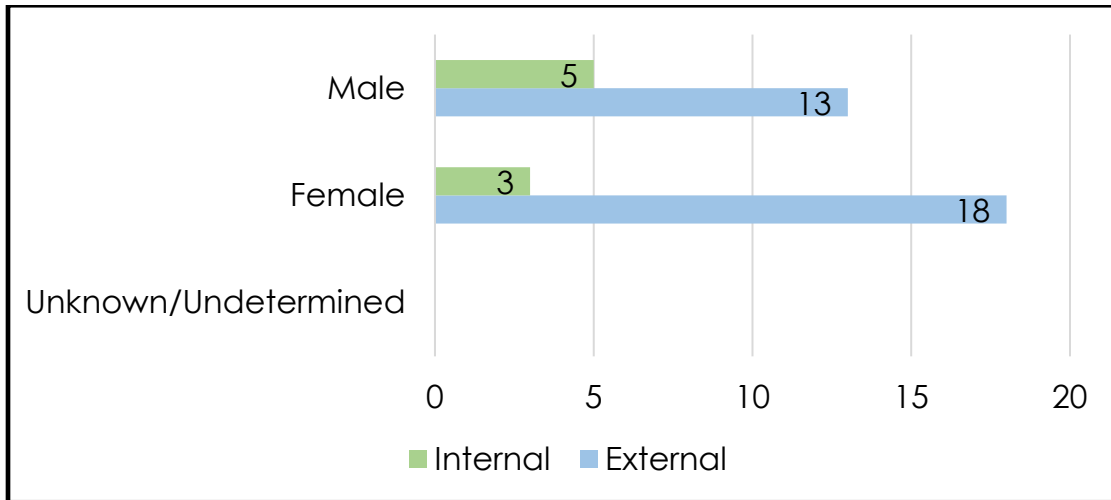
Languages

Languages External (Blue) and Internal (Green) Stakeholders Speak Fluently
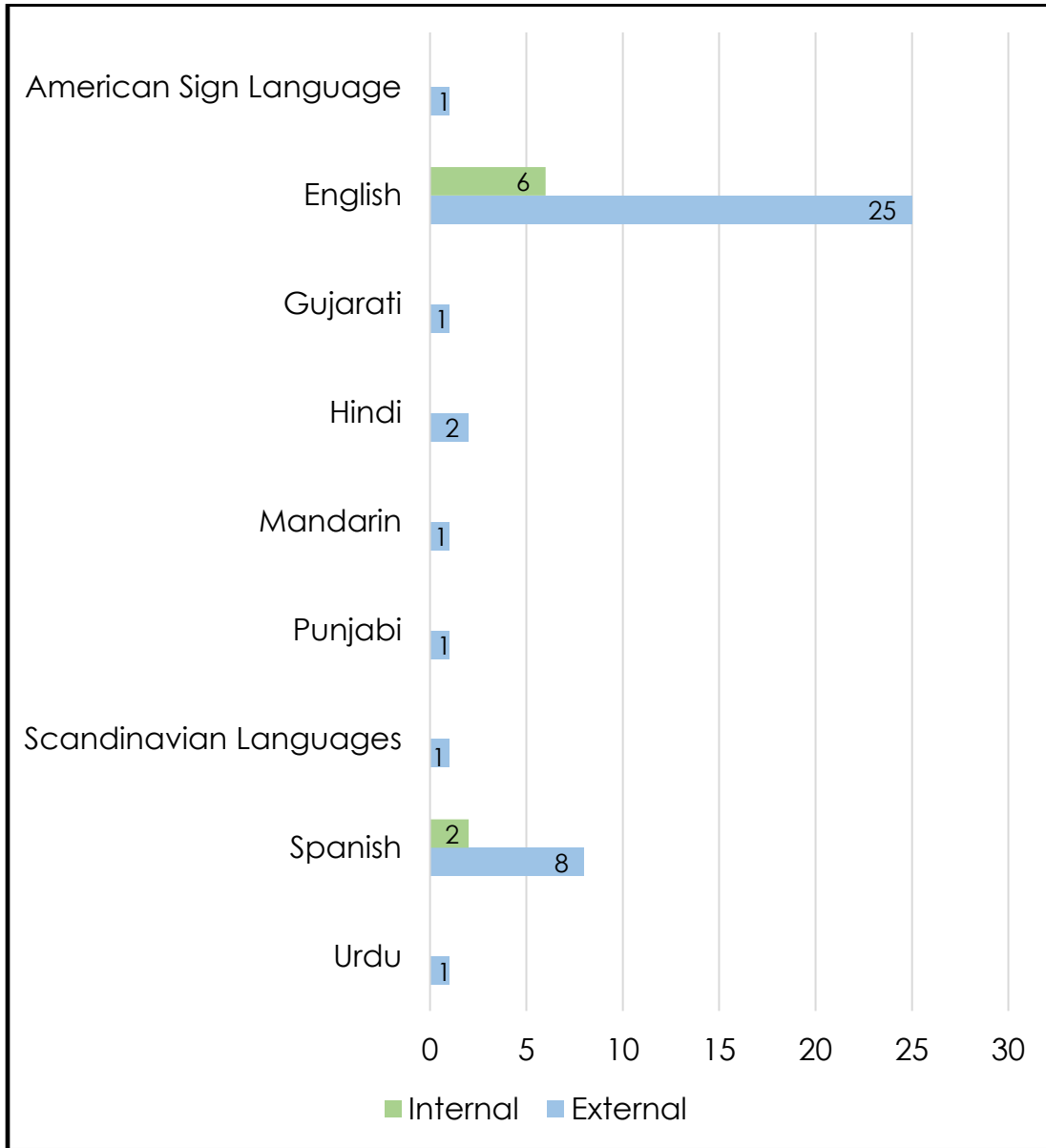
Birth sex

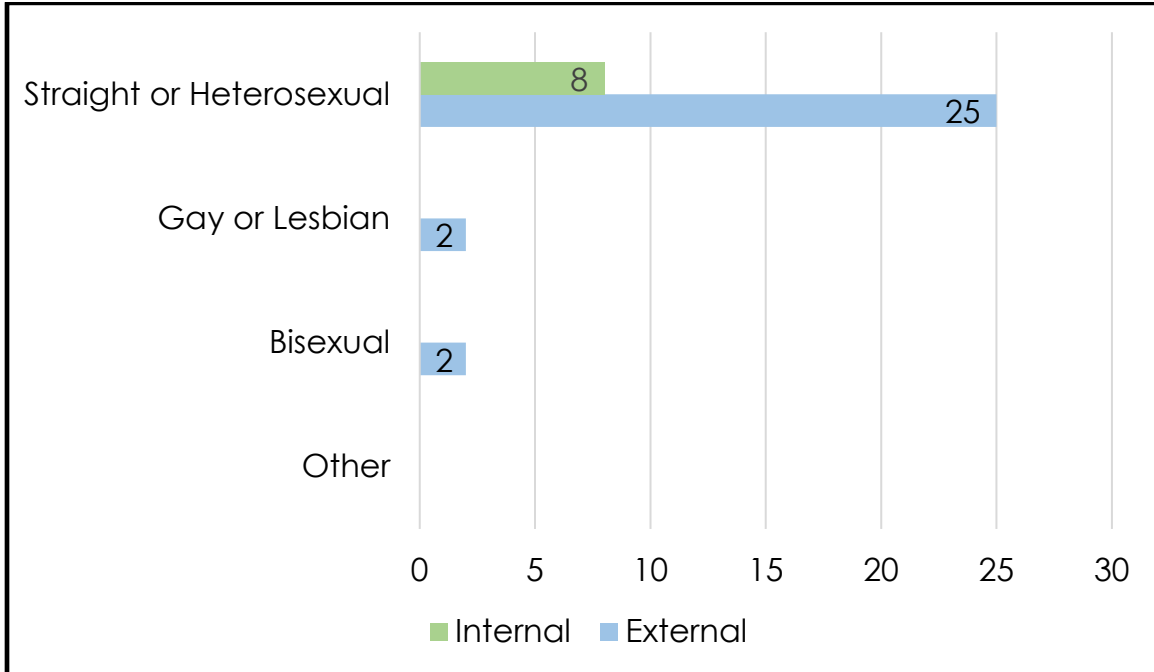**External (Blue) and Internal (Green) Stakeholders' Assigned Sex at Birth**

Chart categories (vertical axis): Male, Female, Unknown/Undetermined
- Male: Internal 5, External 13
- Female: Internal 3, External 18
- Unknown/Undetermined: (no data)

Horizontal axis: 0, 5, 10, 15, 20
Legend: Internal, External

Current gender

How External (Blue) and Internal (Green) Stakeholders Describe Themselves

Chart categories (vertical axis): Male, Female, Transgender, Do not identify as male, female, or transgender
- Male: Internal 5, External 13
- Female: Internal 3, External 18
- Transgender: (no data)
- Do not identify as male, female, or transgender: (no data)

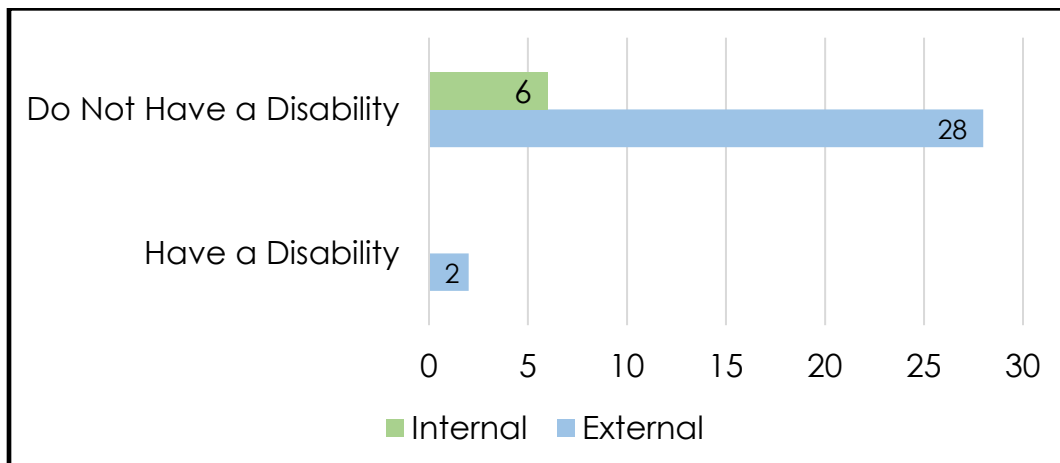Horizontal axis: 0, 5, 10, 15, 20
Legend: Internal, External
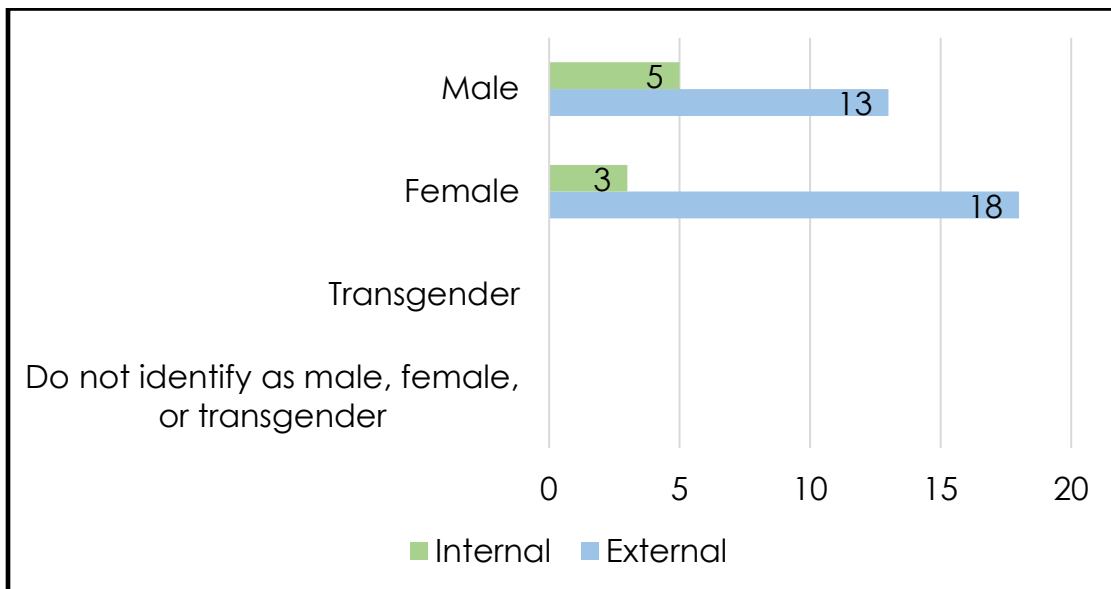
Orientation

External (Blue) and Internal (Green) Stakeholders' Orientation

Disability status

External (Blue) and Internal (Green) Stakeholders' Disability Status

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Physician Assistant Board 2023 Environmental Scan