

CALIFORNIA
BOARD OF
BEHAVIORAL SCIENCES

Strategic Plan

2014-2017



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MESSAGE FROM THE BOARD CHAIR

The Board of Behavioral Sciences is pleased to present its 2014-2017 Strategic Plan. The strategic planning process has been a collaborative effort between Board Members, Board staff, and the public. In this document, we have identified key issues, goals for which the Board will be accountable, and actions we will take to get there. In all of this, we have been guided by the Board's mission – to protect and serve Californians by setting, communicating, and enforcing standards for safe and competent mental health practice.



The Board continually strives to attain meaningful improvements in our programs and services. Some of the most significant Board accomplishments over the past few years are outlined in the following pages. Moving forward, two continued areas of focus will be efficiency and consistency. You will see these threads running through the document. As we enter a period of growth and change in the mental health profession, the Board is committed to providing the highest level of service possible and aligning this commitment with the Governor's efforts to sustain California's economic recovery.

As Chair of the Board of Behavioral Sciences, I invite all interested stakeholders to join in working with us over the next three years to achieve the goals outlined in this strategic plan. The Board publishes advanced notice of all its committee and Board meetings, and encourages your participation and contribution.

Dr. Christine M. Wietlisbach
Chair, Board of Behavioral Sciences

ABOUT THE BOARD

A Pioneering Beginning

In 1945, legislation signed by Governor Earl Warren created the Board of Social Work Examiners. California became the first state to register social workers and the initial effort to protect California consumers began.

Increasing Efforts to Protect Consumers

The 1960's proved to be a busy decade. This young regulatory agency received a new responsibility: administration of the Marriage, Family, and Child Counselor Act in 1963. This additional responsibility inspired a new name: the Social Worker and Marriage Counselor Qualifications Board. In 1969, the Licensed Clinical Social Worker program was established. Change continued in 1970 with the addition of the Licensed Educational Psychologist program. This new mental health profession prompted a third name change: the Board of Behavioral Science Examiners. The Board took its current name, the Board of Behavioral Sciences, on January 1, 1997. Beginning January 1, 2010, a fourth mental health profession, Licensed Professional Clinical Counselor, was added to the Board's regulatory responsibilities.

A Consumer Protection Agency

Since 1945, the Board has been a consumer protection agency that licenses and regulates the mental health profession. Today, the Board provides regulatory oversight for four mental health professions totaling over 85,000 licensees and registrants and growing.

- Licensed Clinical Social Workers
- Licensed Marriage and Family Therapists
- Licensed Educational Psychologists
- Licensed Professional Clinical Counselors

The Board is comprised of six licensed professionals and seven public members. These members make policy decisions and determine appropriate disciplinary

action against licensees and registrants who violate the Board's laws and regulations. Through the Board staff, the decision of the Board members is implemented. These decisions ensure California consumers are protected through effective enforcement of licensee/registrant misconduct and establishing standards for examinations and professional licensure.

Board activity is organized through standing and ad-hoc committees. The Policy and Advocacy Committee is the only current standing committee. Ad-hoc committees are established to address emerging issues or concerns related to mental health practice. Each committee provides the opportunity to collaborate with stakeholders to develop policy recommendations that respond to changes in the mental health profession without compromising consumer protection. All committee recommendations are presented to the full Board for approval during a public Board meeting.

The Board Forges Ahead

Focusing on its mission, the Board of Behavioral Sciences looks to continue its commitment to protect the consumers of California through effective enforcement, ensuring credibility and high professional standards through examinations and licensing requirements, and providing excellent customer service to all its constituents.

SIGNIFICANT ACCOMPLISHMENTS

Through strategic action and ongoing collaboration, the Board has had many accomplishments in recent years. This section briefly reviews the key accomplishments as identified by the Board during its 2013 strategic planning session.

Conducted holistic review of the Board's examination program and proposed legislative changes in 2011 to revise the examination process.

The Board established the Examination Program Review Committee to bring together stakeholders and Board staff to discuss the Board's current examination process and consider possible revisions to improve the process. As a result of this collaboration, the Board proposed legislative changes to revise the sequence of board licensure examinations. The new examination sequence will require all registrants to take and pass a law and ethics examination within the first year of registration. The second and final licensure examination will be administered following completion of the registrant's supervised experience hours.

Assessed the use of the Association of Social Work Board (ASWB) national social worker examination for professional licensure in California and initiated steps to implement its use by 2016.

The Board conducted an assessment of the ASWB national examination and determined the examination was appropriate to use for licensure in California. Effective January 1, 2016, the Board will use this national examination for licensure, which improves license portability among the states.

Partnered with the Association of Marriage and Family Therapy Regulatory Boards (AMFTRB) to jointly conduct an occupational analysis to be used for both the national examination and California examination for licensure as a Licensed Marriage and Family Therapist.

This unique partnership allowed AMFTRB to solicit practice information from California Licensed Marriage and Family Therapists (LMFT) in larger numbers than in previous occupational analyses. AMFTRB included California LMFTs in the

national examination development process. The inclusion of California LMFTs allowed the Board to examine the national examination for possible use for licensure in California.

Established ad-hoc committees, such as the Continuing Education Provider Review Committee and the Out-of-State Education Review Committee, to address emerging trends in the mental health professions and improve board programs.

The use of ad-hoc committees allows the Board to thoroughly discuss issues and concerns with its stakeholders to determine a solution that increases licensee competency and consumer protection. Specifically, the Board and stakeholders collaborated to propose revisions to the educational requirements for Licensed Marriage and Family Therapists.

Established business processes and proposed regulations to implement the licensed professional clinical counselor program.

In 2009, Board staff analyzed the statutory requirements for this new mental health profession to identify business processes and promulgate regulations necessary to implement the licensed professional clinical counselor program. The licensure of professional clinical counselors began January 1, 2010.

Communicated and publicized revisions to the educational requirements for licensed marriage and family therapists through outreach activities and on the Board's website.

In 2010, Board staff collaborated with professional associations to host outreach events that provided training and technical assistance to educators regarding the revisions to the educational requirements for licensed marriage and family therapists. These efforts assisted educators in developing curriculum that would comply with the new educational requirements that were effective August 1, 2012.

OUR MISSION

Protect and serve Californians by setting, communicating, and enforcing standards for safe and competent mental health practice.

OUR VISION

All Californians are able to access the highest quality mental health services.

OUR VALUES

INTEGRITY

We are honest, fair and respectful in our treatment of everyone.

QUALITY

We will deliver service, information, and products that reflect excellence with the most efficient use of our resources.

RESPECT

We will be responsive, considerate, and courteous to all, both inside and outside the organization.

ACCOUNTABILITY

We are accountable to the people of California and each other as stakeholders. We operate transparently and encourage public participation in our decision-making whenever possible.

CUSTOMER SERVICE

We acknowledge all stakeholders as our customers, with professionalism, listen to them, and take their needs into account.

LICENSING

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

Licensing Goal 1.1

Identify and implement improvements to the licensing process to decrease application processing times.

SUCCESS MEASUREMENT: *The Board has a reduction in application processing cycle times.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
1.1.1	Review and assess current application approval process.	Licensing Manager	Q3 2014
1.1.2	Identify areas for improvement and existing barriers to timely processing.	Licensing Manager	Q3 2014
1.1.3	Develop strategy to implement process improvement initiatives.	Licensing Manager	Q4 2014
1.1.4	Implement program changes.	Licensing Manager	Q1 2015

Licensing Goal 1.2 (COMPLETED)

Complete the processing of Licensed Professional Clinical Counselor grandfathered licensing application.

SUCCESS MEASUREMENT: *Processing of Licensed Professional Clinical Counselor grandfather applications is completed.*

Licensing Goal 1.3

Review the current eligibility process for Licensed and Marriage and Family and Licensed Professional Clinical Counselors to identify and reduce barriers and implement process improvements.

SUCCESS MEASUREMENT: *The Board has improved processing times and reduced barriers to the profession.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
1.3.1	Establish a supervision committee.	Executive Officer/Assistant Executive Officer	Q2 2014
1.3.2	Evaluate current eligibility requirements for licensure.	Supervision Committee	Q2 2014
1.3.3	Collaborate with stakeholders to determine appropriate changes.	Executive Officer/Assistant Executive Officer	Q4 2015
1.3.4	Draft legislation to address changes and find a sponsor.	Licensing Manager/ Administration Manager	Q1 2017
1.3.5	Promulgate regulations to clarify chaptered legislation.	Licensing Manager/ Administration Manager	Q1 2018
1.3.6	Educate Board staff, members and stakeholders about the new requirements.	Licensing Manager	Q3 2018
1.3.7	Implement program changes.	Licensing Manager	Q4 2018

Licensing Goal 1.4

Explore development of uniform clinical supervision standards to ensure consistent supervision of registrants and trainees.

SUCCESS MEASUREMENT: *Board Staff has developed and submitted a recommendation report for possible Board action.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
1.4.1	Survey current supervisors to determine current practices.	Licensing Manager	Q2 2015
1.4.2	Research best practices nationally to determine how other states are managing this requirement.	Licensing Manager/Supervision Committee	Q3 2015
1.4.3	Review current practices and make recommendations for requirement changes.	Supervision Committee	Q4 2015
1.4.4	Present recommendations to Board for possible action.	Supervision Committee	Q1 2016

Licensing Goal 1.5

Investigate the use of technology for record keeping and therapeutic services and its effects on patient safety and confidentiality and establish best practices for licensees.

SUCCESS MEASUREMENT: *Board staff has developed and submitted a recommendation for possible Board action.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
1.5.1	Research current trends and law regarding use of technology in therapeutic services.	Executive Officer/Assistant Executive Officer	Q1 2016
1.5.2	Meet with stakeholders to gather opinions on patient safety and confidentiality.	Executive Officer/Assistant Executive Officer	Q2 2016
1.5.3	Survey other state regulatory agencies and national associations to assess use of technology in other states.	Executive Officer/Assistant Executive Officer	Q2 2016
1.5.4	Work with stakeholders to develop best practice guidelines.	Executive Officer/Assistant Executive Officer	Q3 2016
1.5.5	Present recommendations to Board for possible action.	Executive Officer/Assistant Executive Officer	Q4 2016

Licensing Goal 1.6

Determine feasibility of license portability and pursue legislation if needed.

SUCCESS MEASUREMENT: *Board staff has developed and submitted a recommendation report for possible Board action.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
1.6.1	Compare California requirements against other state requirements to determine differences in how the portability issue is addressed.	Administration Manager	Q4 2016
1.6.2	Assess parity between California and other states.	Administration Manager	Q2 2017
1.6.3	Make recommendations to Board on possible Memorandum of Understanding (MOU's) with certain states with similar professional standards.	Administration Manager	Q4 2017
1.6.4	Meet with stakeholders to discuss portability issues.	Administration Manager	Q1 2018
1.6.5	Draft legislation to address changes and find a sponsor, if necessary.	Administration Manager	Q1 2019
1.6.6	Promulgate regulations to clarify chaptered legislation, if necessary.	Administration Manager	Q1 2020
1.6.7	Educate Board staff, members and stakeholders about the new requirements, if necessary.	Administration Manager	Q2 2020
1.6.8	Implement program changes, if necessary.	Administration Manager	Q3 2020

Licensing Goal 1.7

Establish ongoing process to evaluate requirements for all license types to promote parity between licensing programs

SUCCESS MEASUREMENT: *Regulatory process established.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
1.7.1	Establish a process for tracking and reviewing needed regulatory and statutory changes.	Executive Officer	Q4 2015
1.7.2	Establish quarterly regulation and statute review meeting with internal program managers.	Executive Officer	Q4 2015
1.7.3	Make regulation change recommendations to Board annually.	Executive Officer	Q4 2016

Licensing Goal 1.8

Evaluate the feasibility of online application submission through the Breeze system and implement if possible.

SUCCESS MEASUREMENT: *The Board has requested feasible programming changes.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
1.8.1	Evaluate current Board applications and determine which are conducive to online submission.	Assistant Executive Officer	Q4 2015
1.8.2	Meet with BreEZe team to discuss application needs.	Assistant Executive Officer	Q1 2016
1.8.3	Request programming changes if determined feasible.	Assistant Executive Officer	Q2 2016

EXAMINATIONS

Administer fair, valid, comprehensive, and relevant licensing examinations.

Examinations Goal 2.1

Implement recommendations made by the Exam Program Review Committee to restructure the examination process and promulgate regulations if necessary.

SUCCESS MEASUREMENT: *The Board has implemented the restructured exam.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
2.1.1	Draft regulations to restructure exam sequence.	Administration Manager	Q1 2014
2.1.2	Obtain Board approval of regulations packet.	Administration Manager	Q1 2014
2.1.3	Submit regulation package to OAL.	Administration Manager	Q1 2014
2.1.4	Conduct public comment hearing.	Administration Manager	Q1 2014
2.1.5	Obtain regulation approval by OAL.	Administration Manager	Q3 2014
2.1.6	Revise sequence with Office of Professional Examination Standards (OPES) and develop exam for Licensed Marriage Family Therapists, Licensed Professional Clinical Counselor, and Licensed Clinical Social Worker.	Administration Manager	Q3 2015

Major Actionable Tasks to Accomplish (Continued for Examinations Goal 2.1)		Responsible Party	Completion Date
2.1.7	Initiate exam contract with Association of Social Work Boards (ASWB) and National Board of Certified Counselors (NBCC) to utilize national exams.	Administration Manager	Q3 2015
2.1.8	Make necessary changes to BreZEze.	Administration Manager/ Assistant Executive Officer	Q4 2015
2.1.9	Train staff on new exam requirements.	Administration Manager/ Assistant Executive Officer	Q4 2015
2.1.10	Educate exam applicants on new requirements.	Administration Manager/ Assistant Executive Officer	Q1 2016

Examinations Goal 2.2

Establish a recruitment process for Subject Matter Experts (SMEs) to ensure a diverse pool on which to draw for examination development.

SUCCESS MEASUREMENT: *The Board has SMEs with a diverse range of experience and work setting.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
2.2.1	Review current pool and recruitment process to evaluate needs.	Administration Manager	Q1 2015
2.2.2	Identify criteria/expertise with OPES for Subject Matter Expert (SME) qualifications.	Administration Manager	Q2 2015
2.2.3	Develop a criteria list that includes expertise and experience.	Administration Manager	Q3 2015
2.2.4	Create new process to recruit candidates based on the new criteria.	Administration Manager	Q1 2016
2.2.5	Implement the new recruitment process to create a candidate pool.	Administration Manager	Q2 2016

Examinations Goal 2.3

Create a process for evaluating the performance of Subject Matter Experts assisting with exam development.

SUCCESS MEASUREMENT: *The Board has a SME evaluation procedure in place.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
2.3.1	Identify the evaluation criteria with OPES.	Administration Manager	Q2 2015
2.3.2	Develop the analysis tool (worksheet).	Administration Manager	Q3 2015
2.3.3	Establish frequency of evaluation.	Administration Manager	Q3 2015
2.3.4	Train staff on how to conduct evaluation and compile and analyze the data.	Administration Manager	Q4 2015
2.3.5	Implement the new evaluation system.	Administration Manager	Q4 2015

ENFORCEMENT

Protect the health and safety of consumers through the enforcement of laws and regulations.

Enforcement Goal 3.1

Establish a recruitment process for Subject Matter Experts (SMEs) to ensure a diverse pool on which to draw for case expert evaluations.

SUCCESS MEASUREMENT: *The Board has access to SME's with a diverse range of experience and work setting.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
3.1.1	Review current pool and recruitment process to evaluate needs.	Enforcement manager	Q3 2014
3.1.2	Identify criteria and expertise for SME qualifications.	Enforcement manager	Q3 2014
3.1.3	Develop a criteria list that includes expertise and experience.	Enforcement manager	Q3 2014
3.1.4	Select SME's that meets diversity criteria.	Enforcement manager	Q1 2015

Enforcement Goal 3.2

Develop a training program, including uniform standards for reports and evaluations, for all enforcement Subject Matter Experts.

SUCCESS MEASUREMENT: *The Board has developed and implemented a SME training program.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
3.2.1	Review existing training manuals.	Enforcement manager	Q4 2014
3.2.2	Establish criteria for reports with the AG's office.	Enforcement manager	Q4 2014
3.2.3	Recruit experts from AG's office, DOI, and current SME's as trainers.	Enforcement manager	Q1 2015
3.2.4	Develop training materials.	Enforcement manager	Q1 2015
3.2.5	Establish training dates and locations.	Enforcement manager	Q1 2015
3.2.6	Conduct training for SMEs.	Enforcement manager	Q1 2015

Enforcement Goal 3.3

Improve internal process to regularly consult with the Attorney General's (AG) office to advance pending disciplinary cases.

SUCCESS MEASUREMENT: *The Board has reduced cycle times for disciplinary cases.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
3.3.1	Review current process used to track cases at AG's office.	Enforcement manager	Q1 2014
3.3.2	Hire and train staff person dedicated to monitoring/managing all pending disciplinary cases.	Enforcement manager	Q2 2014
3.3.3	Hire or reassign staff position to monitor/manage all cases at the AG's office.	Enforcement manager	Q4 2014

Enforcement Goal 3.4

Establish uniform standards and template for reports and evaluations submitted to the Board related to disciplinary matters.

SUCCESS MEASUREMENT: *The Board has more consistency in reports and evaluations on disciplinary matters.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
3.4.1	Meet with select board members and DCA legal to identify criteria that would assist in decision process.	Enforcement manager	Q3 2014
3.4.2	Consult with legal counsel to determine feasibility of Board member recommendations.	Enforcement manager	Q3 2014
3.4.3	Develop template for report and evaluation.	Enforcement manager	Q4 2014
3.4.4	Obtain legal and board member approval.	Enforcement manager	Q1 2015
3.4.5	Implement new template.	Enforcement manager	Q2 2015

Enforcement Goal 3.5

Create a process for evaluating the performance of Subject Matter Experts assisting on enforcement cases.

SUCCESS MEASUREMENT: *The Board has a SME evaluation procedure in place.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
3.5.1	Identify the evaluation criteria.	Enforcement manager	Q4 2014
3.5.2	Develop the analysis tool (worksheet).	Enforcement manager	Q1 2015
3.5.3	Establish frequency of evaluation.	Enforcement manager	Q1 2015
3.5.4	Train staff on how to conduct evaluation and compile and analyze the data.	Enforcement manager	Q2 2015
3.5.5	Implement the new evaluation system.	Enforcement manager	Q2 2015

Enforcement Goal 3.6

Identify and implement improvements to the investigation process to decrease enforcement processing times.

SUCCESS MEASUREMENT: *The Board has reduced enforcement processing times.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
3.6.1	Review and assess current investigative process.	Enforcement manager	Q4 2014
3.6.2	Identify areas for improvement and existing barriers to the timely processing.	Enforcement manager	Q4 2014
3.6.3	Develop strategy to implement process improvement initiatives.	Enforcement manager	Q1 2015
3.6.4	Implement proposed new processes.	Enforcement manager	Q2 2015

LEGISLATION AND REGULATION

Ensure the statutes, regulations, policies, and procedures strengthen the Board's mandate and mission.

Legislation and Regulation Goal 4.1

Adopt regulations to incorporate Uniform Standards for Substance Abuse to align with other healing arts boards.

SUCCESS MEASUREMENT: *The Board's regulations are aligned with other Boards regarding Uniform Standards.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
4.1.1	Draft regulations for Board to align with SB 1441 regarding uniform standards.	Administration Manager	Q1 2014
4.1.2	Obtain Board approval of regulations packet.	Administration Manager	Q2 2014
4.1.3	Submit regulation package to OAL.	Administration Manager	Q2 2014
4.1.4	Conduct public comment hearing(s).	Administration Manager	Q3 2014
4.1.5	Obtain regulation approval by OAL.	Administration Manager	Q1 2015
4.1.6	Train staff on new requirements.	Administration Manager	Q4 2015
4.1.7	Educate licensees on new requirements.	Administration Manager	Q4 2015

Legislation and Regulation Goal 4.2

Modify regulations to shift oversight of continuing education providers to approval agencies.

SUCCESS MEASUREMENT: *The Board has shifted approval oversight to approval agencies.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
4.2.1	Draft necessary regulations to shift education oversight.	Administration Manager	Q1 2014
4.2.2	Obtain Board approval of regulations packet.	Administration Manager	Q1 2014
4.2.3	Submit regulation package to OAL.	Administration Manager	Q1 2014
4.2.4	Conduct public comment hearing(s).	Administration Manager	Q1 2014
4.2.5	Obtain regulation approval by OAL.	Administration Manager	Q3 2014
4.2.6	Make necessary changes to BreZE.	Administration Manager	Q3 2014
4.2.7	Train staff on new requirements.	Administration Manager	Q4 2014
4.2.8	Educate licensees on new requirements.	Administration Manager	Q1 2015

Legislation and Regulation Goal 4.3

Pursue legislation to implement the recommendations of the Out of State Education Review Committee to ensure parity with California educational requirements.

SUCCESS MEASUREMENT: *The Board has chaptered legislation on educational requirements in California.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
4.3.1	Draft legislation to address changes.	Administration Manager	Q1 2014
4.3.2	Obtain author and introduce legislation.	Administration Manager	Q1 2014
4.3.3	Obtain legislative approval.	Administration Manager	Q4 2014
4.3.4	Make necessary changes to BreZE.	Administration Manager	Q2 2015
4.3.5	Train staff on new requirements.	Administration Manager	Q3 2015
4.3.6	Educate licensees on new requirements.	Administration Manager	Q3 2015

Legislation and Regulation Goal 4.4

Pursue legislation to resolve the conflict in law that prohibits the Board's access to information necessary for investigation regarding child custody reports.

SUCCESS MEASUREMENT: *The Board has enacted legislation to obtain access to necessary child custody information.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
4.4.1	Draft legislation to address changes.	Administration Manager	Q1 2014
4.4.2	Obtain author and introduce legislation.	Administration Manager	Q1 2014
4.4.3	Obtain legislative approval.	Administration Manager	Q4 2014
4.4.4	Train staff on new requirements.	Administration Manager	Q4 2014
4.4.5	Educate licensees on new requirements.	Administration Manager	Q4 2014

Legislation and Regulation Goal 4.5

Review regulatory parameters for exempt settings and modify, if necessary, to ensure adequate public protection.

SUCCESS MEASUREMENT: *The Board has reviewed and modified exempt settings, if necessary.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
4.5.1	Establish Exempt Settings Committee.	Administration Manager	Q3 2014
4.5.2	Research current law.	Administration Manager	Q4 2014
4.5.3	Meet with stakeholders to determine best practices.	Administration Manager	Q2 2016
4.5.4	Identify areas to improve oversight and make recommendations to the Board for legislative changes.	Administration Manager	Q4 2016
4.5.5	Draft legislation to address changes.	Administration Manager	Q4 2016
4.5.6	Obtain author and introduce legislation.	Administration Manager	Q1 2017
4.5.7	Obtain legislative approval.	Administration Manager	Q4 2017
4.5.8	Train staff on new requirements.	Administration Manager	Q4 2017
4.5.9	Educate licensees on new requirements.	Administration Manager	Q4 2017

Organizational Effectiveness

Build an excellent organization through proper Board governance, effective leadership, and responsible management.

Organizational Effectiveness Goal 5.1

Pursue adequate staffing levels across all functional areas within the Board.

SUCCESS MEASUREMENT: *The functional areas within the Board are able to operate within Board established timeframes.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
5.1.1	Conduct work unit specific workload assessment.	Executive Officer/Assistant Executive Officer	Q1 2015
5.1.2	Work with program managers to establish reasonable processing goals.	Executive Officer/Assistant Executive Officer	Q1 2015
5.1.3	Identify staffing deficiencies.	Executive Officer/Assistant Executive Officer	Q2 2015
5.1.4	Take steps to obtain new staff, if need is identified.	Executive Officer/Assistant Executive Officer	Q3 2015

Organizational Effectiveness Goal 5.2

Evaluate internal procedures to identify areas for improvement to ensure prompt and efficient work process.

SUCCESS MEASUREMENT: *The Board has modified internal processes to increase efficiency.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
5.2.1	Map out processes and timeframes for all functional areas with the Board.	Executive Officer/Assistant Executive Officer	Q1 2015
5.2.2	Work with unit managers to identify areas of inefficiency or improvement.	Executive Officer/Assistant Executive Officer	Q1 2015
5.2.3	Set processing benchmarks and timeframes for selected processes to track efficiency.	Executive Officer/Assistant Executive Officer	Q2 2015
5.2.4	Implement program changes.	Executive Officer/Assistant Executive Officer	Q3 2015
5.2.5	Monitor timeframes on selected processes to ensure efficiency.	Executive Officer/Assistant Executive Officer	Q1 2016

Organizational Effectiveness Goal 5.3

Enhance Board employee recognition program to reward exceptional performance and service.

SUCCESS MEASUREMENT: *The Board has implemented and employee recognition program.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
5.3.1	Develop and send out survey to staff for recognition suggestions.	Executive Officer/Assistant Executive Officer	Q3 2014
5.3.2	Look at staff suggestions and develop a recognition strategy.	Executive Officer/Assistant Executive Officer	Q3 2014
5.3.3	Work with management and staff to develop and implement recognition plan.	Executive Officer/Assistant Executive Officer	Q3 2014
5.3.4	Discuss with management enforcement- specific achievements worthy of note.	Executive Officer/Assistant Executive Officer	Q4 2014
5.3.5	Implement recognition program.	Executive Officer/Assistant Executive Officer	Q4 2014

Organizational Effectiveness Goal 5.4

Implement an internal training and education program for all Board staff to enhance skills and abilities for professional development.

SUCCESS MEASUREMENT: *Board staff meets promotional minimum qualifications.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
5.4.1	Revise and implement new employee orientation to better inform staff about Board operations.	Executive Officer/Assistant Executive Officer	Q3 2014
5.4.2	Review Minimum Qualifications for current staff classifications (Staff Service Analysts, Associate Governmental Program Analysts, and Managers).	Executive Officer/Assistant Executive Officer	Q4 2014
5.4.3	Identify and develop Board staff employee skillsets and determine training needs for existing staff.	Executive Officer/Assistant Executive Officer	Q1 2015
5.4.4	Identify training needs to increase staff qualifications for key areas of Board operations (e.g. leg/reg, budgets, investigations, enforcement).	Executive Officer/Assistant Executive Officer	Q2 2015
5.4.5	Provide training or encourage staff participation in external training that will enhance Board staff skillset.	Executive Officer/Assistant Executive Officer	Q3 2015

Organizational Effectiveness Goal 5.5

Establish standing Board committees that align with the Board's strategic goal areas.

SUCCESS MEASUREMENT: *The Board has established committees aligned with Board goal areas.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
5.5.1	Identify Board member interest in each area and make committee assignments.	Executive Officer/Assistant Executive Officer	Q3 2014
5.5.2	Establish meeting and reporting standards and frequencies.	Executive Officer/Assistant Executive Officer	Q4 2014
5.5.3	Educate Board members and affected Board staff on expectations for committee meetings and reporting schedule.	Executive Officer/Assistant Executive Officer	Q4 2014

OUTREACH AND EDUCATION

Engage stakeholders through continuous communication about the practice and regulation of the professions.

Outreach and Education Goal 6.1

Implement cost-effective ways to educate applicants and licensees on current requirements.

SUCCESS MEASUREMENT: *The Board has reported a decline in application deficiencies.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
6.1.1	Evaluate existing methods to educate applicants on current requirements.	Licensing Manager	Q3 2014
6.1.2	Research cost effective ways to educate applicants and licensees on the current requirements.	Licensing Manager	Q4 2014
6.1.3	Develop an outreach strategy and guidelines for future opportunities.	Licensing Manager	Q4 2014
6.1.4	Implement the outreach strategy and make changes to increase effectiveness.	Licensing Manager	Q1 2015

Outreach and Education Goal 6.2

Enhance the Board’s outreach program by redesigning publications and the Board’s website, leveraging new technologies and exploring the use of social media.

SUCCESS MEASUREMENT: *The Board is utilizing new outreach efforts.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
6.2.1	Evaluate current publications and Board website.	Assistant Executive Officer	Q3 2014
6.2.2	Survey stakeholders for possible suggestions for format and content.	Assistant Executive Officer	Q4 2014
6.2.3	Work with DCA’s Office of Publication, Design, and Editing (PDE) to redesign and update brochures and publications.	Assistant Executive Officer	Q1 2015
6.2.4	Work with DCA’s Public Affairs (OPA) Office to identify and utilize technologies.	Assistant Executive Officer	Q1 2015
6.2.5	Make necessary changes to website content and format based on suggestions.	Assistant Executive Officer	Q3 2015
6.2.6	Develop an outreach update schedule and implement.	Assistant Executive Officer	Q4 2015

Outreach and Education Goal 6.3

Partner with the Office of Statewide Planning Health and Development (OSHPD) and other external stakeholder groups to encourage more diversity within the mental health professions.

SUCCESS MEASUREMENT: *The Board has successfully partnered with OSHPD on diversity project.*

Major Actionable Tasks to Accomplish		Responsible Party	Completion Date
6.3.1	Participate in the OSHPD workforce and education committee.	Executive Officer	Q1 2014
6.3.2	Collaborate with OSHPD to implement suggestions from the Mental Health Services Act (MHSA) report.	Executive Officer	Q4 2019
6.3.3	Monitor and report on implementation of the MHSA plan.	Executive Officer	Q4 2019

