



Board of Behavioral Sciences

Memo

1625 North Market Blvd., Suite S-200
Sacramento, CA 95834
(916) 574-7830, (916) 574-8625 Fax
www.bbs.ca.gov

To: Board Members

Date: August 11, 2023

From: Steve Sodergren
Executive Officer

Subject: Strategic Plan Update

Attached for your review is the August 2023 Strategic Plan Update.

Blank Page



STRATEGIC PLAN UPDATE

AUGUST 2023

Goal 1: Licensing

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

Objective 1.1: Streamline application process with online submission to decrease processing times.

Success Measure: Processing times have decreased from Q1 2022

Number	Major Activity	Completion Date
	START DATE	Q1 2022
1.1.1	Electronic Form Submittal Staff is in discussion with the Department of Consumer's Office of Information Services and outside vendors to identify alternate solution for submitting transcripts and supervision forms.	Ongoing
1.1.1.1	Staff submitted a project request to DCA's Office of Information Services (OIS) to research possible modifications to the Breeze system that will allow applicants to submit supervision forms through Breeze.	April 2023
1.1.2	Breeze Reconfiguration-Board License Types (WA 165) Staff continues to work with the Breeze team to implement Work Authorization 165 that will make changes the Breeze system that will allow the Board to enhance its efficiencies	Ongoing
1.1.3	Breeze Subsequent Registration Application Establish online subsequent registration applications	Ongoing
1.1.4	Breeze Subsequent Registration Application Establish online registrant applications.	Ongoing
1.1.5	Breeze Licensure Application Establish online licensing applications	Planned
1.1.6	Breeze Application Deficiencies Update Breeze to allow for applicants to view their application deficiencies through their Breeze account.	Planned
1.1.6.1	Staff began reviewing and modifying the current BreeZe deficiency phrases for each license type.	July 2023

1.1.7	Application “Check-in” Process Implemented a new application “check in” process that allows for the early identification and resolution of application errors.	January 2023
1.1.8	Licensing Support Analyst Hired a licensing support assistant to coordinate the collection of application materials to allow licensing evaluator to focus on processing and evaluating rather than researching documents.	March 2023
1.1.9	Breeze Law & Ethics Re-Exam Application Established the online submittal of the Law & Ethics R-exam application through Breeze	April 2023
	END DATE	Q4 2024

Objective 1.2: Collaborate with the Department of Consumer Affairs’ Organizational Improvement Office to review the application process and implement improvements to reduce processing times.

Success Measure: Processing times have reduced since Q1 2022.

Number	Major Activity	Completion Date
	START DATE	Q1 2022
1.2.1	Process Improvement As-Is Mapping Participate in As-Is mapping session to document the current business process.	March 2022
1.2.2	Process Improvement Value Stream Added Mapping Participate in Value Stream Added mapping sessions	June 2022
1.2.3	Process Improvement Could be Mapping Participate in Could be Mapping sessions	October 2022
1.2.4	Process Improvement Report Finalization OIO finalizing the draft of the report.	March 2023
1.2.5	Process Improvement Change Management Workshop OIO to conduct organization change management workshop	Planned
1.2.6	Supervised Hours Review Improvement Reviewed the process for evaluating experience and found ways to improve and streamline the process.	May 2023

Number	Major Activity	Completion Date
	END DATE	Q1 2024

Objective 1.3: Partner with other agencies and stakeholder groups to reduce barriers to licensure and foster the development of a diverse and culturally responsive mental health workforce.

Success Measure: Plan created for a more culturally diverse workforce and increased outreach.

Number	Major Tasks	Completion Date
	START DATE	Q1 2023
1.3.1	Barriers to Licensure Initiate and/or participate in conversation regarding barriers to licensure	Ongoing
1.3.1.1	Met with California Dean and Directors of social work and members of the National Association of Social Workers California Chapter to discuss the ASWB exam pass rate report.	December 2022
1.3.1.2	Met with representatives from CA Dept of Health Care Access and Information regarding the mental health workforce and wellness coaches.	January 2023
1.3.1.3	Sergio Aguilar-Gaxiola, MD, PhD, presented “An Overview of California’s Behavioral Health Workforce: Challenges and Recommendations” to the Licensing Committee	January 2023
1.3.1.4	Met with representatives from California Alliance to discuss recommendation to increase the mental health workforce.	April 2023
	END DATE	Q4 2025

Objective 1.4: Increase communication to applicants and licensees to reduce common application or licensing maintenance errors.

Success Measure: Application deficiencies have decreased since Q2 2022.

Number	Major Tasks	Completion Date
	START DATE	Q2 2022
1.4.1	Registration Application Tutorial Developed a power point presentation that explains the process of applying for a registration and the 90-day rule. The presentation highlights common errors and how to complete an application to avoid delays.	September 2022
1.4.2	Social Media-Registration/License Maintenance Alerts Develop Social Media plan that will alert registrants and licensee of important steps in maintaining and renewing their registration or license.	Ongoing
1.4.3	Registration Sixth Year Alert Began sending email notifications to registrants when they are reaching the sixth year of their registration to ensure they understand the process to apply for a subsequent registration.	March 2022
1.4.4	Website-Instructional Videos Develop short instruction videos to be posted on the Board’s website and through social media that will highlight how to apply for and renew a registration or license.	Planned
1.4.6	Online Application Status Checks Establish a system that will allow an applicant or licensee to check on the status of an application or renewal through the Board’s website or Breeze.	Planned
1.4.7	License Application Courtesy Email Implemented automated “courtesy email notifications” (CEN) to licensing and examination applicants to notify them when applications are approved.	January 2023
1.4.8	Registration Application Courtesy Email Implement automated “courtesy email notifications” (CEN) to registrant applicants to notify them when applications are approved.	Planned
1.4.9	Initial License Application Courtesy Email Implement automated “courtesy email notifications” (CEN) to initial license applicants to notify them when applications are approved.	Planned
1.4.10	10 Tips for a Smoother Licensing Process Developed a publication that assists applicants during their licensure process, including tips on applying, use of BreEZe, registration renewal, exams, avoiding loss of experience hours, and the best ways to communicate with the BBS.	May 2023

Number	Major Tasks	Completion Date
1.4.11	Update Application Packets Decrease application deficiencies by improving application instructions, providing an application checklist, and performing a complete overhaul of the out-of-state licensure applications.	Planned
END DATE		Q4 2025

Objective 1.5: Develop video presentations to increase understanding of the licensing process and the pathways to licensure.

Success Measure: Videos posted to website.

Number	Major Tasks	Completion Date
START DATE		Q1 2022
1.5.1	Pathway to Licensure Videos Develop Pathway to Licensure Videos	Ongoing
1.5.1.1	Started to collaborate with the Department of Consumer Affairs Public Information Office to develop Pathway to Licensure Videos to be posted on the Board's website.	April 2022
1.5.1.2	Pathway to licensure video complete	September 2022
1.5.1.3	Public Information Office completed 7 Steps to Licensure video.	September 2022
1.5.1.4	LMFT Degree Requirement video in post-production	January 2023
1.5.1.5	LCSW Degree Requirement, LPCC Degree Requirement videos in post-production.	March 2023
END DATE		Q4 2025

Goal 2: Examinations

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

Objective 2.1: Identify and implement strategies to increase diversity of Subject Matter Experts to ensure that examinations are culturally responsive and address diverse populations.

Success Measure: Strategy/policy in place to increase the diversity of Subject Matter Experts (SMEs).

Number	Major Tasks	Completion Date
	START DATE	Q1 2023
2.1.1	Subject Matter Expert Recruitment Staff began to revise the current subject matter expert application to include additional voluntary demographic information.	March 2023
2.1.2	Subject Matter Diversity Collaborate with OPES to identify ways to improve diversity of participants in exam development workshops.	Planned
	END DATE	Q1 2024

Objective 2.2: Improve examination process to ensure timely and equitable access to licensure.

Success Measure: Decrease in time in the exam process.

Number	Major Tasks	Completion Date
	START DATE	Q4 2022
2.2.1	ASWB 90-Day Waiting Period Waiver	December 2022
2.2.2	Exam Eligibility Expiration Date Notification: Develop a procedure to notify exam candidates of their impending exam eligibility expiration date.	February 2023
2.2.2.1	Staff began working on developing an exam eligibility expiration report.	August 2022
2.2.2.2	Staff completed report and began to notify exam candidates. This will be done monthly.	February 2023
2.2.3	Path A Email Notifications Staff began tracking and sending email notifications to exam candidates who applied under Path A (portability) or have an exam	July 2022

Number	Major Tasks	Completion Date
	deficiency in their application for licensure to ensure they understand the next step to licensure.	
2.2.4	LEP Exam Waiting Periods Staff is discussing with OPES the possibility of reducing the examination waiting periods for the Licensed Educational Psychologist Standard Written Exam.	Ongoing
2.2.5	ESL Accommodation Requirements Determine whether the Board's current English as a Second Language (ESL) accommodation requirements need to be modified to mirror the Association of Social Work Boards English Language Learner accommodation requirements.	Planned
2.2.6	Exam No-Show Notifications Staff began tracking and sending email notifications to exam candidates for Boards administered exams who were a no-show. This notification provides instructions on the process to re-apply for the exam.	September 2022
2.2.7	File Abandonment Notifications Staff began tracking and sending email notifications to exam candidates who abandoned their licensing file as per CA CCR 1806. The notification provides instructions on how to reapply.	September 2022
2.2.8	Clinical Exam Seven Year Limit Notification Staff began tracking and sending notification to exam candidates who have been in the clinical exam cycle for seven years from their first attempt and must retake and pass the current version of the law and ethics exam. This notification provides instruction on how to apply for the law and ethics exam and provides the date they must exam by to ensure they maintain licensure eligibility.	September 2022
	END DATE	Q4 2023

Objective 2.3: Review, report, and determine feasibility of adopting the use of the Association of Marital and Family Therapists Regulatory Boards (AMFTRB) national exam for the Licensed Marriage and Family Therapist (LMFT) Clinical exam.

Success Measure: Board has discussed whether to adopt AMFTRB exam.

Number	Major Tasks	Completion Date
	START DATE	Q3 2021

Number	Major Tasks	Completion Date
2.3.1	AMFTRB Exam Review Request the DCA's Office of Professional Examination Service (OPES) to conduct a review of the Association of Marriage and Family Therapist Regulatory Board's (AMFTRB) Clinical examination.	July 2021
2.3.2	AMFTRB Exam Review Presentation OPES to present the findings of their review and provide a recommendation to the Board. Board determines if the AMFTRB Clinical exam should be adopted for California licensure.	November 2022
2.3.3	AMFTRB Staff Research Board staff opened discussions with AMFTRB executive staff to address Board's concerns.	January 2023
	END DATE	Q2 2024

Goal 3: Enforcement

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

Objective 3.1: Develop and implement an effective communication process from open to close of a case to ensure applicants, complainants, and respondents are better informed about the status of their case.

Success Measure: New process has been implemented.

Number	Major Tasks	Completion Date
	START DATE	Q1 2022
3.1.1	Applicant-Enforcement Communication Review current process used to communicate with applicants, complainants, and respondents during the complaint process.	Planned
3.1.2	Complaint-Enforcement Communication Review current process used to communicate with applicants, complainants, and respondents during the complaint process.	Planned
	END DATE	Q4 2025

Objective 3.2: Educate licensees, associates, and consumers about the enforcement process to increase awareness of the Board’s enforcement role and responsibilities.

Success Measure: Awareness plan implemented.

Number	Major Tasks	Completion Date
	START DATE	Q4 2022
3.2.1	Enforcement Outreach Materials Develop and publish outreach material that includes flow chart of enforcement process.	Planned
3.2.2	Enforcement Outreach Videos Develop video presentations that explain the enforcement process steps.	Planned
	END DATE	Q4 2023

Objective 3.3: Complete review and make recommendations on the Board’s existing enforcement statutes and regulations for clarity, cohesiveness, and equity.

Success Measure: Regulatory process has begun.

Number	Major Tasks	Completion Date
	START DATE	Q2 2022
3.3.1	Uniform Standards & Disciplinary Guidelines Review Review the Uniform Standards and Disciplinary Guidelines for possible updates or amendments.	Ongoing
3.3.1.1	Recommended changes brought to the P & A Committee	July 2022
3.3.1.2	Recommended changes brought to the P & A Committee	October 2022
3.2.1.3	Recommended changes brought to the P & A Committee	January 2023
3.2.1.4	Recommended changes brought to the P & A Committee	July 2023
3.3.2	Enforcement Statutes & Regulation Review Review current statutes and regulations related to enforcement to determine possible needed updates.	Planned
	END DATE	Q4 2024

Objective 3.4: Evaluate and establish internal policies and procedures related to enforcement issues to ensure an equitable process that reflects rehabilitation versus punitive measures for the

purpose of consumer protection.

Success Measure: Updated policies, procedures, and reports.

Number	Major Tasks	Completion Date
	START DATE	Q1 2023
3.4.1	Probation Program Reporting Develop an automated report for the probation program that will assist in determining trends and possible opportunities for improvement.	Planned
3.4.2	Application Denial Reporting Develop an automated report that for application denials that will assist in determining trends in violations.	Planned
	END DATE	Q4 2024

Objective 3.5: Create diversity in the pool of qualified enforcement Subject Matter Experts to ensure equitable enforcement proceedings.

Success Measure: Strategy/policy in place to increase the diversity of SMEs.

Number	Major Tasks	Completion Date
	START DATE	Q1 2023
3.5.1	Subject Matter Expert Recruitment Staff began to revise the current subject matter expert application to include additional voluntary demographic information.	March 2023
3.5.2	Subject Matter Diversity Collaborate with OPES to identify ways to improve diversity of its subject matter experts.	Planned
	END DATE	Q4 2023

Goal 4: Legislation & Regulation

Ensure the statutes, regulations, policies, and procedures strengthen the Board’s mandates and mission.

Objective 4.1: Implement statutes and regulations that comprehensively address telehealth and educate stakeholders, licensees, and consumers about telehealth.

Success Measure: Law passed, and outreach plan implemented.

Number	Major Tasks	Completion Date
	START DATE	Q1 2022
4.1.4	Temporary License Allowance Consider an Incidental allowance for out-of-state provider providing online telehealth in CA.	Ongoing
4.1.4.1	Temporary practice allowance proposal was introduced at the Telehealth Committee	June 2022
4.1.4.2	Temporary practice allowance proposal brought to Policy and Advocacy Committee	July 2022
4.1.4.3	Temporary practice allowance proposal brought to Policy and Advocacy Committee	October 2022
4.1.4.4	Temporary practice allowance proposal brought to Board	November 2022
4.1.4.5	AB 232 (Aguiar-Curry) Introduced and moving through the legislative process	January 2023
4.1.5	Telehealth Service Platforms Review Research alternative modes of services (email, texting, and app-based therapy) to identify consumer protection issues that current law does not address.	Ongoing
4.1.6	Online Therapy Sites Review Discuss the necessity of regulating online therapy sites.	Ongoing
4.1.6.1	Online therapy site and alternative modes of therapy discussion brought to Telehealth Committee	December 2022
4.1.6.2	Staff discussed potential concerns with Legislature (Business and Professions Committee)	December 2022
4.1.6.3	Telehealth Committee reviewed draft survey for licensees and registrants who have experience working for these platforms.	March 2023
4.1.6.4	Survey distributed to licensees and registrants via social media, email subscriber list, and professional associations	April 2023
4.1.6.5	Survey results discussed at Telehealth Committee; next steps determined.	June 2023
4.1.7	Inter-State Compact Review Examine and research Inter-state compacts.	Ongoing
4.1.7.1	Inter-state compacts discussion brought to Telehealth Committee	June 2023

Number	Major Tasks	Completion Date
4.1.8	Telehealth Best Practice Documents Create best practices document to assist employers/supervisor in determine the best way to proceed with telehealth	April 2023
4.1.8.1	Best practices document discussion brought to Telehealth Committee	March 2022
4.1.8.2	Best practices document discussion brought to Telehealth Committee	June 2022
4.1.8.3	Best practices document discussion brought to Telehealth Committee (Staff directed to draft two documents; Videoconferencing in Supervision, Utilizing Telehealth to Deliver Services)	December 2022
4.1.8.4	Telehealth Committee reviewed three best practice documents: for providers, supervisors, and consumers	March 2023
4.1.8.5	Staff worked with DCA's publication office to finalize the documents. Documents were presented to the Board.	April 2023
	END DATE	Q4 2025

Objective 4.2: Review current licensing requirements regarding registration, exam, and supervised experience timeframes and make recommendation for possible amendments to current statutes and regulations.

Success Measure: Recommendations made to the Board.

Number	Major Tasks	Completion Date
	START DATE	Q1 2023
4.2.1	Six Year Rule Discuss 6 years rule (experience hours and length of registration).	July 2022
4.2.2	Law & Ethics Exam Age Limit Discuss in committee the CA law and ethics exam age limit and limiting attempts.	Planned
4.2.3	NCMHCE Acceptance Without Experience Determine National Clinical Mental Health Counseling Examination (NCMHCE) acceptability from applicants who do not have supervised experience.	Planned

Number	Major Tasks	Completion Date
	START DATE	Q1 2023
4.2.4	Registration of Trainees Consider and make recommendation on the registration of trainees.	Planned
	END DATE	Q4 2025

Objective 4.3: Review and update statutes and regulations related to additional coursework requirements for associates and the Continuing Education Unit requirements for licensees.

Success Measure: Law passed.

Number	Major Tasks	Completion Date
	START DATE	Q4 2023
4.3.1	Course Requirement Timing Make timing and requirement of course consistent across license types where needed.	Planned
	END DATE	Q4 2025

Objective 4.4: Modernize and clarify statutes and regulations related to advertising to ensure they keep up with current advertisement practices.

Success Measure: Regulation proposal noticed to the public.

Number	Major Tasks	Completion Date
	START DATE	Q1 2023
4.4.1	Advertising Regulations Update: Update advertising statutes and regulations	Ongoing
4.4.1.1	Recommendations brought to P & A Committee	October 2022
4.4.2	Review Requirements for Posting Legal Name Review and possibly amend requirements for posting legal name	Ongoing
4.4.2.1	SB 372 introduced by stakeholders and is currently moving through the Legislature. The Board will consider updating its position for the latest version of the bill at its August meeting. Staff will continue to	Ongoing

Number	Major Tasks	Completion Date
	START DATE	Q1 2023
	provide technical support as the bill moves through the legislative process.	
	END DATE	Q4 2025

Goal 5: Organizational Effectiveness

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

Objective 5.1: Review current organizational structure to ensure efficient operations and to foster upward career mobility among staff.

Success Measure: Office of Human Resources (OHR) approves the new organizational chart.

Number	Major Tasks	Completion Date
	START DATE	Q1 2022
5.1.1	Staffing Needs Evaluation Determine current organizational needs based upon current processing times and future workload projections.	Planned
5.1.1.1	Paperwork submitted for approval of two Limited Term Management Service Technicians.	December 2022
5.1.2	Duty Statement Updates Review staff duty statements to ensure they properly reflect current duties.	Planned
5.1.4	Organizational Structure Review Determine appropriate ideal organizational structure.	Planned
5.1.5	Staff Training and Development Research training opportunities for staff and create a training pathway for upward mobility.	Planned
	END DATE	Q2 2023

Objective 5.2: Collaborate with the Department of Consumer Affairs' Organizational Improvement Office to review internal processes and implement improvements to better serve the stakeholders and the Board.

Success Measure: Streamlined processes implemented.

Number	Major Activity	Completion Date
	START DATE	Q1 2022
5.2.1	Process Improvement As-Is Mapping Participate in As-Is mapping session to document the current business process.	March 2022
5.2.2	Process Improvement Value Stream Added Mapping Participate in Value Stream Added mapping sessions	June 2022
5.2.3	Process Improvement Could be Mapping Participate in Could be Mapping sessions	October 2022
5.2.4	Process Improvement Report Finalization OIO finalizing the draft of the report.	March 2023
5.2.5	Process Improvement Change Management Workshop OIO to conduct organization change management workshop	Planned
	END DATE	Q1 2023

Objective 5.3: Advance transition to reduce the use of paper documents to promote environmental friendliness, reduce costs, and reduce processing times.

Success Measure: Paper reduction of 50%-75%.

Number	Major Tasks	Completion Date
	START DATE	Q1 2022
	END DATE	Q1 2024

Objective 5.4: Formalize a communication plan that will ensure quicker responses to emerging concerns from stakeholders.

Success Measure: Communication plan implemented.

Number	Major Tasks	Completion Date
	START DATE	Q1 2023
	END DATE	Q3 2023

Goal 6: Outreach & Education

Engage stakeholders through continuous communication about the practice and regulation of the professions, and mental health care.

Objective 6.1: Create a more robust consumer and licensing education program through videos, social media campaigns, and electronic publications to ensure understanding of new changes in laws and regulations.

Success Measure: Plan implemented for increased communication of new law changes.

Number	Major Tasks	Completion Date
	START DATE	Q4 2022
	END DATE	Q4 2025

Objective 6.2: Collaborate with entities that work with consumers to increase equitable and inclusive outreach to diverse populations.

Success Measure: Complete at least 5 collaborations.

Number	Major Tasks	Completion Date
	START DATE	Q1 2023
	START DATE	Q4 2025

Objective 6.3: Increase Board engagement with schools, training programs, public events, and relevant professional organizations to raise awareness of the Board’s role and activities.

Success Measure: A presentation posted on website.

Number	Major Tasks	Completion Date
	START DATE	Q1 2022
6.3.1	Develop social media campaign for awareness days and months.	Ongoing
6.3.1.1	Developed Social media campaign for National School Counseling Week (February 6-10), Mental Health Awareness Month (May), National Minority Mental Health Awareness Month (July), National Psychotherapy Day (September 25), National Social Workers Month (February 2023
6.3.2	Outreach Coordination Streamlined outreach with schools and associations by creating a new centralized calendar and email account dedicated to outreach events and requests.	March 2023
6.3.3	Quarterly School Outreach Presentations Develop quarterly outreach events for schools that will focus on the pathway to licensure and law and ethics.	Planned
	END DATE	Q4 2025

Objective 6.4: Identify and implement strategies to gain increased participation in Board meetings from a wider group of stakeholders.

Success Measure: Increase Board meeting attendance by 10%.

Number	Major Tasks	Completion Date
	START DATE	Q4 2022
	END DATE	Q4 2025