


*CALIFORNIA STATE
BOARD OF BEHAVIORAL SCIENCES*

STRATEGIC PLAN



*STRONG MINDS,
STRONG LIVES,
STRONG FAMILIES
THROUGH QUALITY
MENTAL HEALTH*

August 2005

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Vision

Strong Minds, strong lives, strong families through quality mental health professionals

Mission

To protect the well being of Californians by setting standards for mental health professionals through effective communication, education, examination, licensing and enforcement.

Values

The BBS Way:

*Be a person of Integrity
Be Professional and Dedicated
Serve with Excellence*

Executive Officer's Message

Strategic planning guides organizations through change. The Board of Behavioral Sciences (board) strategic plan is intended to steer the organization through the next five years. Those years are certain to be filled with many changes both foreseen and unforeseen that will challenge the board to grow and adapt as an organization. However, this plan and the ongoing planning process will allow the board to emerge from these changes as a more effective public protection agency.

Among the challenges we foresee are:

- Ongoing state budget deficits,
- 3 million more Californians,
- Increasing demographic diversity,
- Hundreds of millions of new dollars for public mental health programs, and
- Over 25,000 new licensees and registrants.

By themselves, these are sufficient to challenge the board, but we expect to encounter unforeseen challenges of equal or greater magnitude. Unforeseen challenges make the strategic planning process more important than the plan itself. The process to build this plan started from the ground up with participation from board stakeholders, board staff and board members. The resulting plan is a collective vision to guide the board. That vision will remain our touchstone as the board shapes the strategic plan in the coming years to manage and incorporate change.

Just as certain as accelerating change, is the call for greater accountability. Aside from the certainty of the Sunset Review process, the board expects ongoing questions regarding its effectiveness as a public agency and challenges to the structure of professional regulation. This strategic plan provides a framework for accountability by establishing specific, measurable objectives that incorporate both existing operational mandates and operational innovations. The board's performance will be assessed, both internally and externally, by its ability to achieve these objectives.

There is no simple formula for success, and the faithful achievement of these objectives alone will not make the board successful. Rather, our success will be determined by preserving the unflinching self criticism, open processes, and collaborative spirit that fueled the creation of this plan.

Paul Riches
Executive Officer
July 2005

Goals

- **Communicate** effectively with the public and mental health professionals.
- **Build an excellent organization** through effective leadership and professional staff.
- Promote **higher professional standards** through enforcement and public policy changes.
- Advocate for **increased access** to mental health services.
- **Utilize technology** to improve and expand service.
- Maximize the **efficiency and effectiveness** of the Board's resources.

Goal 1: Communicate effectively with the public and mental health professionals.

Outcome: Informed mental health consumers and professionals

Objective 1.1

Provide six educational opportunities for stakeholders and staff on BBS budget by July 30, 2006.

Objective 1.2

Distribute a handbook outlining licensing requirements by December 31, 2006 to 100% of California schools offering qualifying degrees

Objective 1.3

Distribute consumer publication regarding professions licensed by the Board by June 30, 2007.

Objective 1.4

Achieve 60% on customer service satisfaction surveys by June 30, 2008.

Objective 1.5

Participate four times each year in mental health public outreach events through June 30, 2010.

Objective 1.6

Review and revise website content four times per year.

Goal 2: Build an excellent organization through effective leadership and professional staff.

Outcome: An excellent organization

Objective 2.1

Meet 80% of training goals identified in IDPs by June 30, 2006.

Objective 2.2

Reduce average application processing time by 33% by December 30, 2006.

Objective 2.3

Increase staff training hours by 15% by June 30, 2010.

Objective 2.4

Joint participation by executive staff and board members in 20 external events (non-board meeting) by June 30, 2010.

Goal 3: Promote higher professional standards through rigorous enforcement and public policy changes.

Outcome: Higher Professional Standards

Objective 3.1

Complete revisions for continuing education laws by December 31, 2006.

Objective 3.2

Establish a standard to measure quality of continuing education by June 30, 2007.

Objective 3.3

Complete 12 substantive changes in laws and regulations by January 1, 2008

Objective 3.4

Advocate for five laws that protect the privacy of client/therapist relationships by December 31, 2010.

Objective 3.5

Provide four educational opportunities for DOI and AG regarding BBS and it's licensees by June 30, 2008.

Objective 3.6

Reduce time in which BBS cases are investigated and processed by DOI and AG by 30% by June 30, 2010.

Objective 3.7

Complete annual review of examination program and report the results at a public meeting.

Goal 4: Advocate for increased access to mental health services.

Outcome: Increased Access to Mental Health Services

Objective 4.1

Participate in 15 public policy forums throughout the State addressing access to mental health services by June 30, 2010.

Objective 4.2

Develop 4 proposals related to behavioral science licensing law that address delivery of services to consumers in light of demographic changes in both the general and licensee populations by December 31, 2007.

Objective 4.3

Advocate for 5 laws that expand access to mental health services by June 30, 2010.

Goal 5: Utilize technology to improve and expand services.

Outcome: Faster, more efficient service

Objective 5.1

Provide the ability to accept electronic payments by June 30, 2008.

Objective 5.2

Process 70% of all renewal applications on-line by June 30, 2009.

Objective 5.3

Process 33% of all new applications on-line by June 30, 2010

Objective 5.4

Provide the ability to check the status of all applications online by June 30, 2010.

Goal 6: Maximize the efficiency and effectiveness of the Board's resources.

Outcome: Efficient and effective Board

Objective 6.1

Increase licensing staff productivity 13% by June 30, 2010

Objective 6.2

Increase enforcement staff productivity in processing consumer complaints 29% by June 30, 2010.

Objective 6.3

Increase examination staff productivity 15% by June 30, 2010.

Methodology

The strategic plan initiative began by resolving the acceptable methodology to employ during the process. The BBS executive management determined a bottoms-up process would best serve the needs of the organization. The bottoms-up process 1) captured a wealth of knowledge possessed by BBS staff, 2) provided a strategy for obtaining ownership, and 3) crafted a strategic direction for the BBS Board acceptance and validation. The process provided the opportunity for all BBS staff in multiple work sessions that ultimately would frame the strategic plan. In addition, the purpose for including all staff members was to ensure the robustness of the data collected, achieve buy-in for final product, and the plan's actualization.

The state strategic planning guidelines formed the model adopted by the BBS executive management in crafting their strategic plan. A series of several work sessions with staff members was scheduled to craft the strategic plan. The BBS executive management identified key stakeholders that were invited to complete and return a SWOT questionnaire. All SWOT questionnaires were returned to the consultant to ensure genuineness of responses and confidentiality. The SWOT data was reviewed initially for completeness and usefulness. The consultant categorized responses by themes under each major heading of strengths, weaknesses, opportunities and threats (i.e., SWOT). Some editing for syntax was provided; otherwise the SWOT comments were unaltered. The aggregated SWOT data contained no identification to a single individual so as to ensure confidentiality and that the data would stand on his own merits.

A draft of the SWOT data with themes was distributed to BBS staff for their review prior to the initial work session. Through Multiple iterations and prioritization exercises the SWOT data was used in crafting the strategic direction and goal setting for BBS. As a result, critical themes were identified that represent significant challenges for BBS. The goals and critical themes are identified on the following pages.

The scanning activity was designed to assess current position and status of BBS while determining the impact of critical issues in the future. Also, during this time the BBS staff began crafting new strategy framing the future direction for the organization. The BBS staff crafted vision, mission and values that best represent the future direction that will guide the organization. Other elements of new strategy included goals and objectives. The BBS staff then reviewed the themes from the SWOT data for congruence and goal setting. BBS staff members crafted initial goal statements for the prioritized themes that were reviewed, edited and refined for submission to the Board. Also during the working session themes for strategic objectives were culled from the SWOT analysis and session discussions.

Strategic objectives were crafted and refined by the BBS staff that addressed the logistics of how the goals adopted were to be achieved. The objectives met the criteria set forth by the SMART Model that includes: Smart, Measurable, Aggressive but Attainable, Results-oriented and Time-bound.

The final goals and objectives from the work sessions are presented in the GOOM Model. GOOM is an acronym that represents the Goal, Outcome, Objective and Measure. A specific outcome is identified for each goal while each objective contains a specific measure. The format is designed for assessing performance and accomplishments of the key elements in the strategic plan.

A draft of the key elements crafted to date was prepared for review by the Board at their May 2005 meeting. The Board reviewed and edited key elements of the draft strategic plan.

Goals with Themes from SWOT* Data

Goal 1: Communicate effectively with the public and mental health professionals

- Responsive Communication
- Lack of External Awareness
- Public Outreach
- Political Climate

Goal 2: Build an excellent organization through effective leadership and professional staff.

- Effective Leadership
- Quality, Dedicated Staff
- Exercise of Authority
- Management
- Board Effectiveness
- Employees becoming more skilled because of training
- Workforce

Goal 3: Promote higher professional standards through rigorous enforcement and public policy changes.

- Evaluation and Licensing Issues
- Ensure Quality Control
- Stakeholder Support
- Mission Driven
- U.S. Patriot Act

Goal 4: Advocate for increased access to mental health services.

- Access to External Services
- Managed Care Referrals

Goal 5: Utilize technology to improve and expand service.

- Technology Deficit
- Technological Opportunities

Goal 6: Maximize the efficiency and effectiveness of the Board's resources.

- Resources
- Budget and Personnel Constraints
- Resources
- Resource Constraints

*SWOT: Strengths, weaknesses, opportunities and threats