



Board of Behavioral Sciences

Memo

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To: Board Members

Date: April 30, 2021

From: Steve Sodergren
Executive Officer

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Subject: Strategic Plan Update

DCA's SOLID Planning Solutions (SOLID) has completed the first part of the Board's strategic planning process. SOLID developed an online survey that was distributed to stakeholders and staff. They also conducted interviews with Board members and management. The survey closed on April 23, 2021 and generated over 1,900 responses.

SOLID will be compiling and analyzing the data to produce an Environmental Scan outlining BBS's strengths, weaknesses, opportunities and threats. The scan information will be used during the future Board strategic planning session. The strategic planning session will be a half-day meeting focused on establishing goals and objectives for the new strategic plan.

The following dates have been recommended for the planning session:

- June 24, 2021 (Thursday)
- July 8, 2021 (Thursday)

Attached for your review is the strategic plan update (Attachment A), current strategic and the strategic plan schedule (Attachment B).

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LICENSING GOAL: *Establish licensing standards to protect consumers and allow reasonable and timely access to the profession.*

		DUE DATE	STATUS
1.1	Identify and implement enhanced communication during the application process to respond to stakeholder concerns regarding communication between applicants and the Board.	July 2021	January 2020: Implemented use of social media to communicate application processing times and new examination vendor. April 2020: Initiated Facebook Live events. July 2020: FaceBook Live events continue MARCH 2021: Board staff initiated a new triage process with CIC to provide a more immediate response to callers
1.2	Improve and expand the Board’s virtual online BreEZe functionality to provide applicants with the precise status of their applications and license.	July 2020	January 2021: Board staff began discussion regarding posting application deficiency information to BreEZe accounts.
1.3	Research and explore a comprehensive online application process to improve efficiency.	January 2021	March 2018: Request submitted to revise BreEZe to allow L/E exam and Initial Licensure Applications submitted online. March 2019: Online submission for Law and Ethics exam and request for certification of licensure available. April 2020: E-Transcript program initiated to all schools to submit transcripts and program certificates. July 2020: Exploring options to address signatures on required forms/applications for online submission.

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1.4	Evaluate and revise current laws and regulations relating to licensure portability to increase consumer access to mental health care.	January 2021 (Completed)	September 2019: Governor signs bill SB 679.
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EXAMINATION GOAL: *Administer fair, valid, comprehensive, and relevant licensing examinations.*

		DUE DATE	STATUS
2.1	Improve the efficiency and reduce processing times to streamline the online exam application.	January 2021	February 2019: Submission of Law and Ethics application via online available March 2019 July 2020: Board initiated process to implement online submission of re-examination applications.
2.2	Explore methods to improve the candidate’s exam experience to address concerns relating to the quality and customer service.	July 2019 (Completed)	January 2020: Board begins contract with new exam vendor
2.3	Improve the Board’s examination study materials to increase access to exam preparation.	July 2019	October 2018: Board management met with OPES to discuss options to assist candidates in examination preparation. November 2019: Candidate handbook will be updated.
2.4	Evaluate the Association of Marriage and Family Therapy Regulatory Board’s (AMFTRB) national examination to determine if appropriate for use in California.	July 2020	September 2018: Executive Officer attended presentation regarding national exam at the AMFTRB annual meeting. October 2018: OPES indicates evaluation will occur upon completion of Board’s OA for LMFTs. September 2019: EO attends presentation regarding national exam at the AMFTRB annual meeting. September 2020: EO and AEO attend AMFTRB annual meeting and discussions regarding national examination performance. April 2021: EO began discussion with SOLID to review assess the AMFTRB National Exam to determine if it would be appropriate for California Licensure

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ENFORCEMENT GOAL: *Protect the health and safety of consumers through the enforcement of laws.*

		DUE DATE	STATUS
3.1	Explore the feasibility of additional staff resources to address the increase in number of licensees placed on probation.	July 2020 (Completed)	July 2019: New staff member hired. Unit is fully staffed.
3.2	Educate registrant and licensees about general legal requirements and consequences to practitioners who fail to adhere to these legal requirements.	July 2019	April 2018: CALPCC Annual Meeting Unprofessional Conduct Presentation May 2019: CALPCC Annual Meeting Unprofessional Conduct Presentation October 2020: CALPCC Annual Meeting Unprofessional Conduct Presentation
3.3	Educate the Deputy Attorney Generals and Administrative Law Judges regarding the disease of addiction and substance abuse to increase their awareness during the discipline process.	July 2021	September 2020: EO and DAG liaison meeting with representative from National Council of Juvenile and Family Court Judges. September 2020: DAG liaison, AEO, and EO to discuss implementation of program to require SME in substance abuse to attend all board hearings to provide expert testimony in cases involving alcohol or drug convictions.
3.4	Establish uniform standards and templates for reports and evaluations submitted to the Board related to disciplinary matters.	July 2020 (Completed)	June 2020: Developed form that summarizes petitioner’s psychological evaluation and compliance with probation.

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LEGISLATION AND REGULATION GOAL: *Ensure that statutes, regulations, policies, and procedures strengthen and support the Board’s mandate and mission.*

		DUE DATE	STATUS
4.1	Pursue legislation to implement the recommendations of the License Portability Committee to improve license portability.	January 2020 (Completed)	September 2019: Governor signs bill
4.2	Reorganize the statutes and regulations specific to each Board license type to improve understanding of application statutes and regulations.	January 2021	December 2019: Management team and staff met to discuss viable options to improve organization of law book.
4.3	Continue to review statutory parameters for exempt settings and modify, if necessary, to ensure adequate public protection.	January 2021	<p>August 2018: Final meeting of the Exempt Setting Committee scheduled for September 12, 2018.</p> <p>October 2018: P&A members recommend approving proposed setting definitions to full Board.</p> <p>February 2019: P&A Committee refer definitions back to Exempt Committee for additional revisions.</p> <p>April 2019: Set meeting date for June 7, 2019 to discussion definitions.</p> <p>November 2019: Board considers proposed language for 2020 legislation.</p> <p>February 2020: AB 2363 introduced.</p> <p>April 2020: Bill withdrawn due COVID-19.</p> <p>February 2021: language amendments discussed at P & A Committee</p> <p>April 2021: AB 690 (Arambula) passed through Assembly Appropriation Committee</p>

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4.4	Explore the feasibility of improving the law and ethics renewal requirements to inform licensees about updates in relevant laws.	July 2021	<p>July 2018: Board’s Continuing Education Analyst attends all major outreach events to educate licensees regarding continuing education requirements.</p> <p>October 2018 & 2019: CE Presentation to LEPs at CASP Conference</p>
4.5	Review and update existing telehealth regulations to improve consumer protection and access to services.	January 2020	<p>May 2018: Board established a Telehealth Committee to begin work after January 1, 2019.</p> <p>October 2019: AEO and Legislative Analyst attend meeting California Telehealth Policy Coalition Briefing</p> <p>August 2020: Members of the Telehealth Committee announced.</p> <p>January 2021: The first telehealth committee held</p>

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ORGANIZATIONAL EFFECTIVENESS: *Build an excellent organization through proper Board governance, effective leadership, and responsible management.*

		DUE DATE	STATUS
5.1	Implement a strategic succession plan of Board staff to ensure continued success of the Board’s operations.	January 2020	October 2018: Probation unit updates procedure manuals. January 2020: All units directed to update procedure manuals.
5.2	Support DCA efforts to contract with independent organizations to perform occupational analyses and salary surveys of management-level positions equivalent to the Executive Officer and Bureau Chief classifications to enhance the Board’s ability to attract and retain competitive applicants.	July 2020 (Completed)	March 2019: DCA reports study concluded and will share study information with EOs and boards at a later date.
5.3	Explore the feasibility of hiring in-house counsel to ensure consistency in the application of law.	July 2021	Winter and Spring 2018: Board management initiates review of existing laws that allow boards to hire in-house counsel. Board management engaged in discussions to seek similar hiring authority. August 2018: Proposed language to provide the Board with the hiring authority is removed from bill.
5.4	Explore the feasibility of hiring a media and internet technology specialist to increase consistency in messaging to stakeholders.	July 2021	January – March 2019: AEO and EO meet with DCA PIO Officer to establish schedule for consistent messaging in Social Media. May 2019: Initiated use of an APP to load messages for distribution on Social Media.

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<p>5.5</p>	<p>Improve customer service with stakeholders to expand (or support) effective communication and accessibility to the Board.</p>	<p>July 2019</p>	<p>Spring 2018: Implemented revised phone system. January and March 2019: Began working with department to develop and implement instructional videos and social media campaign that will increase engagement of registrants and licensees. December 2019: Contacted DCA Central Communication Team to explore the possibility of using CIC Team’s phone answering service. March 2020: CIC begins answering Board calls. March 2021: Board staff initiated a new triage process with CIC to provide a more immediate response to callers</p>
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OUTREACH AND EDUCATION GOAL: *Engage stakeholders through continuous communication about the practice and regulation of the professions, and mental health.*

		DUE DATE	STATUS
6.1	Explore modalities of communication to expand and increase outreach.	January 2020	<p>January and March 2019: Meeting with assigned PIO officer to discuss strategies to enhance social media presence.</p> <p>May 2019: Initiated use of an APP to load messages for distribution on Social Media.</p> <p>November – December 2019: Actively using social media to communicate important reminders and messages on a scheduled basis.</p> <p>April – May 2020: Video conference presentations to social work students.</p> <p>June 2020: Two video presentations to USC Social Work students and CSCSW members.</p> <p>June 2020: Created video message “Who Is the BBS?”</p>
6.2	Advocate to increase Board presence at national professional association meetings to enhance awareness of national trends and best practices.	July 2021	<p>May 2018: Received approval for Board EO to attend ASWB Spring Education Conference in Halifax, Nova Scotia to present draft license portability plan.</p> <p>July 2018: Received approval for Board EO to attend NBCC, AMFTRB, and ASWB national meetings in Fall 2018.</p> <p>July 2019: EO and Board Members approved to attend NBCC and ASWB national meetings. EO to attend AMFTRB meeting.</p> <p>November 2019: Board EO elected to ASWB Board of Directors</p>

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			<p>February 2020: Board EO participates in AASCB Regulatory Committee meeting to discuss license portability.</p> <p>June – July 2020: EO and AEO attend virtual meeting sponsored by AASCB.</p> <p>October 2020: AEO Attended the ASBW Administrators Forum</p> <p>October 2020: AEO Attended the AASCB Business Meeting</p>
6.3	Develop an outreach program to educate the public about the benefits of mental health to reduce barriers and destigmatize mental health care.	July 2020	<p>January and March 2019: Initiated a plan with assigned PIO to develop an instructional video to explain more about our licensees and what they do.</p> <p>October 2019: AEO and EO attend workshop related to suicide prevention.</p> <p>October 2020: Self-Empowerment: Choosing a Mental Health Professional is updated. Available in 13 languages</p>
6.4	Explore opportunities to coordinate with stakeholders to increase diversity of mental health practitioners to better serve California’s diverse population.	July 2021	<p>October 2018: Board staff participates in meeting with various stakeholders to discuss implementation of AB 2105.</p> <p>November 2019: OSHP Workforce and Development presentation.</p> <p>February 12: AEO attended the MHSOAC Prevention and Early Intervention Subcommittee</p>
6.5	Improve outreach activities to educational institutions, students, and applicants to educate incoming registrants of application requirements for licensure.	January 2021	<p>August 2018: Board management initiates discussions with SOLID to discuss developing video tutorials for Board website.</p> <p>January and March 2019: Initiated a plan with PIO to develop an instructional video to guide associates through the registrant process.</p> <p>February 2020: LMFT unit staff attend CAMFT and MFT Consortium Event for students.</p>

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			<p>June 2020: Two video presentations to USC Social Work students and CSCSW members regarding the application process.</p> <p>October 2020: Published Handbook for Future Licensees for LCSW, LMFT, LPCC.</p>
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Board of Behavioral Sciences 2021 – 20XX Strategic Plan Schedule

Task	Description	Tentative Due Date
Preliminary Meeting	SOLID meets with Board AEO to discuss the planning methodology, confirm strategic planning goal areas, and the dates below.	COMPLETE
Determine stakeholders	SOLID to determine stakeholders and obtain stakeholder email addresses. BBS to provide email addresses (List-Serv) of external stakeholders.	COMPLETE (MARCH)
Approve Stakeholder Survey	SOLID will develop an online stakeholder survey. BBS AEO to approve survey by March 2021 for distribution.	COMPLETE (MARCH)
SOLID to email Survey to stakeholders	SOLID sends email to stakeholders inviting them to take online survey. SOLID will use an online survey at surveymonkey.com to obtain input from stakeholders.	COMPLETE (MARCH)
Board Member Interviews	SOLID will send BBS board members and BBS management an email invitation for individual phone interviews. SOLID will schedule interviews. SOLID will interview each member by phone.	COMPLETE (APRIL)
Compile Results for Review	Upon completion of interviews and survey, SOLID will compile and analyze the data to produce an Environmental Scan outlining BBS's strengths, weaknesses, opportunities and threats, to use during the planning session. This material will be sent to the board for review and approval. The final Environmental Scan will be discussed during the strategic planning session.	May 2021
Environmental Scan Draft	SOLID will provide a final environmental scan to all board members by email.	May 2021
Planning Session	SOLID will facilitate the strategic plan development session with the board, through discussion, review the information identified from the surveys and interviews in order to establish goals and objectives for the new BBS strategic plan.	June 2021
Update Strategic Plan	SOLID will use the information gathered at the planning session to develop BBS's new strategic plan. A comprehensive draft will be sent to the board for review.	TBD
Adopt Plan	BBS adopts the Strategic plan.	TBD
Action Planning	After BBS approves its new strategic plan, SOLID will facilitate a meeting with BBS staff to create an action plan to guide completion of strategic objectives by establishing due dates, identifying major tasks, and assigning responsible parties.	TBD