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CALIFORNIA BOARD OF BEHAVIORAL SCIENCES – STRATEGIC PLAN UPDATE MARCH 2021

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
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.

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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 5: language amendments discussed at P & A Committee</p>

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<p>4.4</p>	<p>Explore the feasibility of improving the law and ethics renewal requirements to inform licensees about updates in relevant laws.</p>	<p>July 2021</p>	<p>July 2018: Board’s Continuing Education Analyst attends all major outreach events to educate licensees regarding continuing education requirements. October 2018 & 2019: CE Presentation to LEPs at CASP Conference</p>
<p>4.5</p>	<p>Review and update existing telehealth regulations to improve consumer protection and access to services.</p>	<p>January 2020</p>	<p>May 2018: Board established a Telehealth Committee to begin work after January 1, 2019. October 2019: AEO and Legislative Analyst attend meeting California Telehealth Policy Coalition Briefing August 2020: Members of the Telehealth Committee announced. 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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5.5	Improve customer service with stakeholders to expand (or support) effective communication and accessibility to the Board.	July 2019	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.
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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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CALIFORNIA
**BOARD OF
BEHAVIORAL
SCIENCES**
STRATEGIC PLAN
2018–2021



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BOARD MEMBERS

Deborah Brown, Board Chair, Public Member

Elizabeth “Betty” Connolly, Vice Chair, Licensed Member

Samara Ashley, Public Member

Dr. Leah Brew, Licensed Member

Dr. Peter Chiu, Public Member

Massimiliano “Max” Disposti, Public Member

Renee Lonner, Licensed Member

Sarita Kohli, Licensed Member

Jonathan Maddox, Licensed Member

Dr. Christine Wietlisbach, Public Member

Christina Wong, Licensed Member

Edmund G. Brown Jr., Governor

Alexis Podesta, Acting Secretary,
Business Consumer Services and Housing Agency

Dean R. Grafilo, Director, Department of Consumer Affairs

Kim Madsen, Executive Officer, Board of Behavioral Sciences

Steve Sodergren, Assistant Executive Officer, Board of Behavioral Sciences

MESSAGE FROM THE BOARD CHAIR



The Board of Behavioral Sciences (Board) continues to have a strong commitment to protect and serve Californians by setting, communicating, and enforcing standards for competent mental health practice. The Board continues its collaborative effort between its licensees, stakeholders, and the public to protect consumers and ensure that the services are of the utmost quality.

Since the last *Strategic Plan*, the Board's licensing population has increased 32 percent; and it is anticipated that the need for mental health providers will continue to grow.

Included in this *2018–2021 Strategic Plan* is an emphasis on license portability, increased access through technology and Board accountability. As always, the Board strives to create an environment that is efficient, streamlined, and technologically friendly. As in the previous *Strategic Plan*, our emphasis will continue to be on licensing, examination, enforcement, legislation, and community outreach.

Above all, the Board is dedicated to consumer protection, accountability, transparency, customer service, integrity, quality, and respect. The Board continues to encourage all members of the public to share and participate in this joint venture in maintaining the highest quality of mental health care for all Californians.

Deborah Norsworthy Brown, MPA
Chair, Board of Behavioral Sciences

ABOUT THE BOARD OF BEHAVIORAL SCIENCES

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 1960s 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 mental health professionals. Today, the Board provides regulatory oversight for four mental health professions totaling over 110,000 licensees and registrants and growing:

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

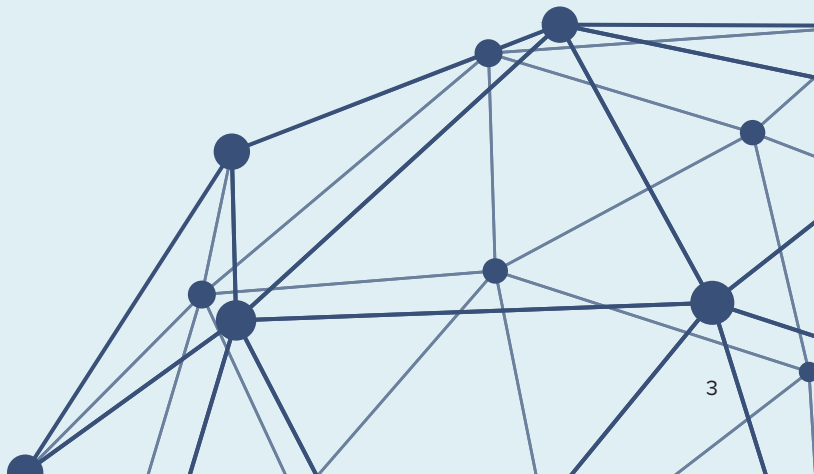


The Board is comprised of six licensed members and seven public members. These members make policy decisions and determine appropriate disciplinary action against licensees and registrants who violate the Board's statutes and regulations. Through the Board staff, the decisions of the Board members are implemented. These decisions ensure California consumers are protected through effective enforcement against 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 professions 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 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.



MISSION

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

VISION

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

VALUES

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.

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.

STRATEGIC GOAL AREAS

GOAL 1: LICENSING

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

GOAL 2: EXAMINATION

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

GOAL 3: ENFORCEMENT

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

GOAL 4: LEGISLATION AND REGULATION

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

GOAL 5: ORGANIZATIONAL EFFECTIVENESS

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

GOAL 6: OUTREACH AND EDUCATION

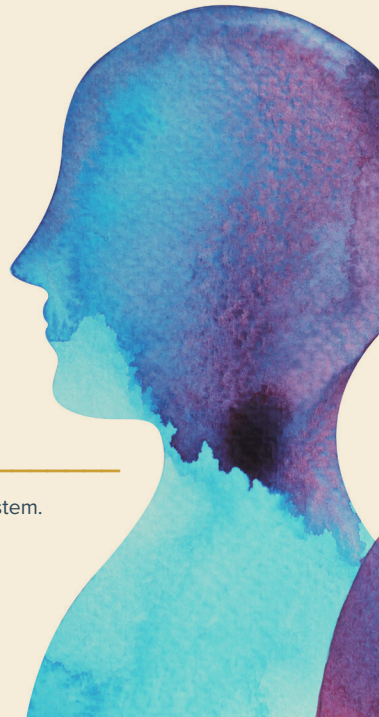
Engage stakeholders through continuous communication about the practice and regulation of the professions, and mental health care.

GOAL 1: LICENSING

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

- 1.1** Identify and implement enhanced communication during the application process to respond to stakeholder concerns regarding communication between applicant and the Board.
- 1.2** Improve and expand the Board's virtual online BreZE¹ functionality to provide applicants with the precise status of their applications and license.
- 1.3** Research and explore a comprehensive online application process to improve efficiency.
- 1.4** Evaluate and revise current laws and regulations relating to licensure portability to increase consumer access to mental health care.

¹BreZE is the Board's licensing and enforcement tracking system.



GOAL 2: EXAMINATION

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

- 2.1** Improve the efficiency and reduce processing times to streamline the online exam application.
- 2.2** Explore methods to improve the candidate's exam experience to address concerns relating to quality and customer service.
- 2.3** Improve the Board's examination study materials to increase access to exam preparation.
- 2.4** Evaluate the Association of Marriage and Family Therapy Regulatory Boards (AMFTRB) national examination to determine if appropriate for use in California.



GOAL 3: ENFORCEMENT

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

- 3.1** Explore the feasibility of additional staff resources to address the increase in number of licensees placed on probation.
- 3.2** Educate registrants and licensees about general legal requirements and consequences to practitioners who fail to adhere to these legal requirements.
- 3.3** Educate the Deputy Attorneys General and Administrative Law Judges regarding the disease of addiction and substance abuse to increase their awareness during the discipline process.
- 3.4** Establish uniform standards and templates for reports and evaluations submitted by the subject matter experts to the Board related to disciplinary matters.

GOAL 4: LEGISLATION AND REGULATION

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

- 4.1** Pursue legislation to implement the recommendations of the License Portability Committee to improve license portability.
- 4.2** Reorganize the statutes and regulations specific to each Board license type to improve understanding of applicable statutes and regulations.
- 4.3** Continue to review statutory parameters for exempt settings and modify, if necessary, to ensure adequate public protection.
- 4.4** Explore the feasibility of improving the law and ethics renewal requirements to inform licensees about updates in relevant laws.
- 4.5** Review and update existing telehealth regulations to improve consumer protection and access to services.

GOAL 5: ORGANIZATIONAL EFFECTIVENESS

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

- 5.1** Implement a strategic succession plan of Board staff to ensure the continued success of the Board's operations.
- 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.
- 5.3** Explore the feasibility of hiring in-house counsel to ensure consistency in the application of law.
- 5.4** Explore the feasibility of hiring a media and Internet technology specialist to increase consistency in messaging to stakeholders.
- 5.5** Improve customer service with stakeholders to expand (or support) effective communication and accessibility to the Board.

GOAL 6: OUTREACH AND EDUCATION

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

- 6.1** Explore modalities of communication to expand and increase outreach.
- 6.2** Advocate to increase Board presence at national professional association meetings to enhance awareness of national trends and best practices.
- 6.3** Develop an outreach program to educate the public about the benefits of mental health care to reduce barriers and destigmatize mental health care.
- 6.4** Explore opportunities to coordinate with stakeholders to increase the diversity of mental health practitioners to better serve California's diverse population.
- 6.5** Improve outreach activities to educational institutions, students, and applicants to educate incoming registrants of application requirements for licensure.

STRATEGIC PLANNING PROCESS

To understand the environment in which the Board operates, as well as identify factors that could impact the Board's success in carrying out its regulatory duties, the Department of Consumer Affairs' SOLID Unit conducted an environmental scan of the Board's internal and external environments by collecting information through the following methods:

- An online survey sent to Board stakeholders in August 2017. The online survey received 534 responses.
- Telephone interviews with Board members in August 2017. A total of 10 telephone interviews were conducted.
- Telephone interviews with the Board's Executive Officer and Assistant Executive Officer in August 2017.
- An online survey sent to Board management and staff in August 2017. The online survey received 23 responses.

The most significant themes and trends identified from the environmental scan were discussed by the Board members, Executive Officer, Assistant Executive Officer, and managers during a strategic planning session facilitated by SOLID on October 19, 2017. This information guided the Board in the development of its strategic objectives outlined in this *2018–2021 Strategic Plan*.



Board of Behavioral Sciences

CALIFORNIA
BOARD OF BEHAVIORAL SCIENCES

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Strategic Plan adopted in November 2017.

This Strategic Plan is based on stakeholder information and discussions facilitated by SOLID for the Board of Behavioral Sciences in October 2017. Subsequent amendments may have been made after the Board's adoption of this plan.