STATE OF CALIFORNIA
DEPARTMENT OF CONSUMER AFFAIRS

BUSINESS, CONSUMER SERVICES, AND HOUSING AGENCY • GOVERNOR EDMUND G. BROWN JR.

BOARD OF PSYCHOLOGY
1625 N. Market Blvd., N-215, Sacramento, CA 95834
P (916) 574-7720 F (916) 574-8671 www.psychboard.ca.gov

MEMORANDUM

DATE	April 21, 2014
TO	Psychology Board Members
FROM	Antonette Sorrick Executive Officer
SUBJECT	**Review and Approve Draft Strategic Plan (a)**

Background:
The Board convened for Strategic Planning on March 14-15, 2014. SOLID staff drafted the attached Strategic Plan and staff reviewed and made edits where appropriate.

Action Requested:
To approve the draft Strategic Plan as written.

California Board of PSYCHOLOGY

2014-2018

Strategic Plan

Adopted:

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ANTONETTE SORRICK, EXECUTIVE OFFICER, BOARD OF PSYCHOLOGY

Message from the Board President

As President of the Board of Psychology it is a privilege to introduce the 2014 Strategic Plan and to express appreciation for the work and contribution of all Board members and staff in developing our current Strategic Plan which includes a number of areas for increased emphasis and change in 2014 and forward.

The Board will continue its primary focus on the following areas:

- Protecting the health, safety and welfare of consumers
- Advocating for the highest principles of professional psychological service, and
- Empowering consumers through education on licensee/registrant discipline actions and through providing best available information on current trends in psychological service options

In addressing the aforementioned areas, we intend to continue protecting the public while also looking for additional ways to advocate the highest principles for the profession and empowering the consumer through information and education. Additional areas of focus will include:

- Increased emphasis on reducing licensing times, greater transparency about the disciplinary process, and additional outreach and education to licensees, stakeholders and the public
- Continuing the process of developing and adopting regulations on telepsychology
- Greater involvement in the legislative process with proactive involvement on issues affecting the Board and psychology
- Promulgating and codifying new regulations for Continuing Professional Development
- Understanding the value of providing excellent customer service in all we do

I would like to thank the reader of this document for helping to achieve our goals and look forward to our continued communications over the next five years.

MKErickson

Michael Erickson, Ph.D.
Board President

About the California Board of Psychology

The California Board of Psychology dates back to 1958 when the first psychologists were certified in the State. The Board of Psychology is one of 30 regulatory entities that fall under the organizational structure of the Department of Consumer Affairs. Historically, the Board has been closely affiliated with the Medical Board of California.

The Board consists of nine members (currently five licensed psychologists and four public members) who are appointed to the Board for four-year terms. Each member may serve a maximum of two consecutive terms. The five licensed members and two public members are appointed by the Governor. One public member is appointed by the Senate Rules Committee, and one public member is appointed by the Speaker of the Assembly. Public members cannot be licensed by the Board of Psychology or by any other Department of Consumer Affairs healing arts board.

The Board's Executive Officer is appointed by the Board to ensure that the Board functions efficiently and serves solely in the interests of the consumers of psychological services in the State of California.

The Board of Psychology is funded totally through license, application, and examination fees. The Board receives absolutely no tax money from the general revenue fund of the State of California.

The Board of Psychology exists solely to serve the public by:

- Protecting the health, safety, and welfare of consumers of psychological services with integrity honesty, and efficiency;
- Advocating the highest principles of professional psychological practice;
- Empowering the consumer through education on licensee/registrant disciplinary actions and through providing the best available information on current trends in psychological service options.

How Does the Board Accomplish its Mission?

The Board accomplishes its mission by working to ensure that psychologists provide consumers appropriate and ethical psychological services and do not exploit consumers by abusing the power advantage inherent in any professional relationship. The Board also works to ensure:

- Those entering the profession of psychology possess the competencies deemed necessary to practice psychology independently and safely. This is achieved by requiring candidates for a license to possess an appropriate doctorate degree from a State-approved or accredited university and by requiring the completion of a minimum of 3,000 hours of supervised professional experience. Each license applicant must also pass a national written examination and a California examination. In addition, in order to renew a license, a psychologist must complete 36 hours of approved Continuing Education every two years.
- The Board's enforcement efforts are focused on protecting the public from exploitative, unscrupulous, and/or otherwise incompetent licensed psychologists.
- Through outreach and education efforts, the Board can provide targeted messaging for its direct and indirect stakeholders.

Who Does the Board Regulate?

The Board of Psychology regulates psychologists, psychological assistants, and registered psychologists. Licensed psychologists may practice independently in any private or public setting. Psychological assistants must possess a qualifying master's degree and are registered to a licensed psychologist or to a board-certified psychiatrist as employees who may provide limited psychological services to the public under the direct supervision of the psychologist or psychiatrist to whom they are registered. Registered psychologists must possess a doctoral degree that meets licensure requirements and have completed at least 1,500 hours of qualifying supervised professional experience. Registered psychologists are registered to engage in psychological activities at nonprofit community agencies that receive a minimum of 25% of their funding from some governmental source. Registered psychologists may not engage in psychological

activities outside the approved nonprofit community agency where they are registered.

2010 Strategic Plan Accomplishments

The California Board of Psychology has accomplished the following since the adoption of the 2010 Strategic Plan.

1. The Board participated in the development, implementation and testing for the Department of Consumer Affairs' new licensing and enforcement database system, BreEZe. The Board was part of the first rollout of the BreEZe system in 2013. This new system will improve the functionality of the Board's core functions.
2. The Board worked with stakeholders to establish new Continuing Education (CE) requirements for licensees that provide a competency-based Continued Professional Development model.
3. The Board implemented new CE regulations to redefine the Board's continuing education provider approval system and transfer the auditing system for continuing education hours from the Mandatory Continuing Education for Psychologists Accrediting Agency (MCEPAA) to the Board.
4. Pursuant to the Consumer Protection Enforcement Initiative (CPEI), the Board established draft Uniform Standards Related to Substance-Abusing Licensees. These standards will guide all disciplinary decisions brought before the Board.
5. In order to be more transparent and accessible to the Board's stakeholders, the Board utilized webcasting technology for meetings and posted all meeting materials on its Web site prior to each meeting.
6. In an effort to meet the needs of the Board's consumers, the Board's enforcement staff completed a comprehensive training program including the following: Basic and Advanced Investigative Training by the Council for Licensing Enforcement and Regulation (CLEAR), and the Department of Consumer Affairs' Enforcement Academy.

Mission

The Board of Psychology advances quality psychological services for Californians by ensuring ethical and legal practice and supporting the evolution of the profession.

Vision

A California with the best psychological services in the nation.

Values

Transparency

Integrity

Consumer Protection

Inclusiveness

Excellence

Accountability

Strategic Goals

1 *LICENSING*

The Board of Psychology provides applicants, licensees, and registrants a method for providing psychological services in California.

2 *CONTINUING EDUCATION*

The Board works to ensure qualified and competent to provide psychological services in the State of California.

3 *LAWS AND REGULATIONS*

The Board works to establish and maintain fair and just statutes and regulations that provide for the protection of consumer health and safety and reflect current and emerging, efficient and cost-effective practices.

4 *ENFORCEMENT*

The Board protects the health and safety of consumers of psychological services through the active enforcement of the statutes and regulations governing the safe practice of psychology in California.

5 *OUTREACH*

The Board proactively educates, informs, and engages consumers, licensees, students and other stakeholders about the practice of psychology and the laws that govern it.

6 *ORGANIZATIONAL EFFECTIVENESS*

The Board works to develop and maintain an efficient and effective team of professional and public leaders and staff with sufficient resources to improve the Board's provision of programs and services.

Goal 1: Licensing

The Board of Psychology provides applicants, licensees, and registrants a method for providing psychological services in California.

1.1 Perform a process analysis (to include an analysis of staff time, resources, and equipment) to ensure the Board is using and/or asking for resources that are needed to identify methods to reduce licensing processing times.

1.2 Establish and implement a plan to address current and future licensing backlogs.

1.3 Submit a budget change proposal to establish a full-time licensing manager position and/or additional full-time licensing positions, if needed as determined by the licensing process analysis (objective 1.1).

1.4 Establish communication tools to facilitate the licensing process for applicants.

1.5 Evaluate the effectiveness of the BreEZe system, and work with DCA to identify and implement system improvements to the licensing process.

1.6 Provide customer service training to licensing staff to enhance service to stakeholders.

1.7 Review statutes and regulations regarding Psychological Assistant, Supervised Professional Experience, and Exempt Settings and make changes to clarify the initial intent of the law.

1.8 Provide “hard-card” pocket licenses for licensed psychologists and registered psychological assistants.

1.9 Create “Retired” status for licensed psychologists.

Goal 2: Continuing Education

The Board works to ensure qualified and competent individuals are licensed to provide psychological services in the State of California.

2.1 Promulgate Continuing Education/Continuing Professional Development (CE/CPD) regulations and ensure Board staff and licensees are educated about the new requirements.

Goal 3: Laws and Regulations

The Board works to establish and maintain fair and just statutes and regulations that provide for the protection of consumer health and safety and reflect current and emerging, efficient and cost-effective practices.

3.1 Create a greater presence in the legislative arena to more proactively address issues affecting the Board, the psychology profession, and the public.

3.2 Adopt regulations to clarify and strengthen the Board's position on the practice of telepsychology.

Goal 4: Enforcement

The Board protects the health and safety of consumers of psychological services through the active enforcement of the statutes and regulations governing the safe practice of psychology in California.

4.1 Educate consumers and licensees by providing transparent information about enforcement processes and outcomes.

4.2 Identify and seek clarification to strengthen statutory and regulatory language regarding Statement of Issues, and public reprimands.

4.3 Modify the Board's Web site to include dedicated information and resources on license probation to include probationer forms.

4.4 Establish standardized training and educational resources for Expert Reviewers to improve effectiveness and consistency.

4.5 Improve probation monitoring by using HIPAA-compliant technology.

4.6 Evaluate the effectiveness of the BreEZe system, and work with DCA to identify and implement improvements for the enforcement process.

4.7 Perform a comprehensive process analysis of the Board's enforcement program to identify and implement improvements that will decrease processing times.

4.8 Submit a budget change proposal to establish additional full-time enforcement positions, if needed, as determined by the enforcement process analysis (objective 4.7).

Goal 5: Outreach

The Board proactively educates, informs, and engages consumers, licensees, students and other stakeholders on the practice of Psychology and the laws which govern it.

5.1 Develop and implement a communication plan identifying stakeholders, messages to communicate, and message communication methods.

5.2. Increase Board visibility at schools, professional conferences, public events, etc. to better educate consumers and licensees about the Board.

Goal 6: Organizational Effectiveness

The Board works to develop and maintain an efficient and effective team of professional and public leaders and staff with sufficient resources to improve the Board's provision of programs and services.

6.1 Cross train staff to ensure Board-wide understanding of all intra-departmental functions to improve Board effectiveness.

6.2 Provide professional development for staff to facilitate opportunities for advancement and professional growth.

6.3 Perform a program analysis of the Board's operational procedures to streamline Board staff functions and processes.

6.4 Develop procedure manuals for Board and DCA policies and make available for all Board staff in a centralized location.

6.5 Identify and implement tools and communication methods to improve Board member understanding of Board staff activities between meetings.

Strategic Planning Process

To understand the environment in which the Board operates and identify factors that could impact the Board's success, the California Department of Consumer Affairs' SOLID unit conducted an environmental scan of the internal and external environments by collecting information through the following methods:

- An online survey sent to 5,000 stakeholders, comprised of psychology professionals, professional associations, California colleges, and others who expressed interest in the strategic direction of the Board. The online survey received 794 responses.
- Telephone interviews with Board members in February, 2014.
- Focus group discussion with Board staff in February, 2014.

The most significant themes and trends identified from the environmental scan were discussed by the Board during a strategic planning session facilitated by SOLID on March 14 and 15, 2014. This information guided the Board in the development of its mission, vision, and values, while directing the strategic goals and objectives outlined in this 2014 – 2018 Strategic Plan.

CALIFORNIA BOARD OF PSYCHOLOGY
1625 North Market Blvd., Suite N-215
Sacramento, CA 95834
(916) 574-7720
www.psychology.ca.gov

Prepared by:

Department of Consumer Affairs
1747 N. Market Blvd., Suite 270
Sacramento, CA 95834

This strategic plan is based on stakeholder information and discussions facilitated by SOLID for the California Board of Psychology in January and February 2014. Subsequent amendments may have been made after Board adoption of this plan.

The content from this page forward contains action items developed at the strategic planning session.

These action items will not appear in the strategic plan adopted at the May meeting.

Mission, vision, values promotion

The methods below were identified by Board members as ways to inform stakeholders of the Board's mission, vision, and values. Methods are ranked from most frequently suggested to least frequently suggested.

Method	Frequency of suggestion
Web site	10
Board agenda/meetings	8
Letterhead	8
Business cards	6
E-mail signature	6
Newsletter	5
Plaque on wall in office/lobby	4
Facebook/social media	3
Publications	3
Posters	2
Ads	1
Board procedure manual	1
Outreach efforts	1
Policy book	1
Practice act	1
Presentations	1
Video	1

Goal 2: Continuing Education

The Board works to ensure qualified and competent individuals are licensed to provide psychological services in the State of California.

2.1 Promulgate Continuing Education/Continuing Professional Development (CE/CPD) regulations and ensure Board staff and licensees are educated on the new requirements.

- 2.1.1 Develop procedures and train staff about CE/CPD regulations.
- 2.1.2 Educate licensees about new CE/ CPD regulations.
- 2.1.3 Implement CE/ CPD regulations.

Goal 3: Laws and Regulations

The Board works to establish and maintain fair and just statutes and regulations that provide for the protection of consumer health and safety and reflect current and emerging, efficient and cost-effective practices.

3.1 Create a greater presence in the legislative arena to more proactively address issues affecting the Board and the psychology profession.

- 3.1.1 Identify impact to staff
- 3.1.2 Review current legislation to identify and revise language (if needed)
- 3.1.3 Send quarterly e-bulletin with legislative updates
- 3.1.4 Establish a framework for tracking, reviewing, and analyzing legislation that includes the pros and cons of legislation, as well as the Board staff's recommended position.

3.2 Adopt regulations to clarify and strengthen the Board's position on the practice of telepsychology.

- 3.2.1 Identify impact to staff
- 3.2.2 Review current statutory and regulatory language and revise language (if needed)

Goal 6: Organizational Effectiveness

The Board works to develop and maintain an efficient and effective team of professional and public leaders and staff with sufficient resources to improve the Board's provision of programs and services.

6.1 Cross train staff to ensure Board-wide understanding of all intra-departmental functions to improve Board effectiveness.

6.2 Provide professional development for staff to facilitate opportunities for advancement and professional growth.

- 6.2.1 Provide training on customer service, time management, and organizational skills.
- 6.2.2 Include methods to ensure staff achieves their potential and to increase staff morale.
- 6.2.3 Perform a staff skills and morale survey in 2014 and two years later to measure impact of training.

6.3 Perform a program analysis of the Board's operational procedures to streamline Board staff functions and processes.

- 6.3.1 Develop organizational chart outlining position and position responsibilities.

6.4 Develop procedure manuals for Board and DCA policies and make available for all Board staff in a centralized location.

- 6.4.1 Establish filing system to organize filing room.
- 6.4.3 Develop a clear understanding of Board member roles and staff roles.
- 6.4.4 Set guidelines to ensure faster response times to phone calls and e-mail messages.

6.5 Identify and implement tools and communication methods to improve Board member understanding of Board staff activities between meetings.

6.5.1 Develop a Board Member education program (in addition to Board Member Orientation Training) to educate Board members on their involvement as Board members with regard to staff/Board member responsibilities, legislative actions, political tool box, etc.