



**BOARD OF VOCATIONAL NURSING
AND PSYCHIATRIC TECHNICIANS**

Strategic Plan

2020-2025

Board of Vocational Nursing and Psychiatric Technicians

Board Members

Tammy Endozo, LVN Member, Board President

Bernice Bass de Martinez, Public Member, Board Vice-President

Paula Amezola de Herrera, Public Member

Aleta Carpenter, Public Member

John Dierking, Public Member

Ken Maxey, Public Member

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Paul Sellers, PT Member

Cheryl Turner, Public Member

Gavin Newsom, Governor

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Kimberly Kirchmeyer, Director, Department of Consumer Affairs

Elaine Yamaguchi, Executive Officer

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Message from the Board President

On behalf of the California Board of Vocational Nursing and Psychiatric Technicians (Board), I am pleased to present our 2020-2025 Strategic Plan.

The Healing Arts industry is evolving rapidly, and our licensees are critical links in the delivery system. The Board must set a bold path for the future and constantly examine our progress. The Strategic Planning process afforded a valuable chance to come together and discuss how we will evolve and meet the challenges ahead of us.

This Plan serves as a guide for our work in the coming five years. Looking ahead, the Board and staff embarked on an ambitious adventure examining our current mission, values, and achievements. The Department of Consumer Affairs' (DCA) Strategic Organizational Leadership and Individual Development (SOLID) training group coordinated staff focus groups, in-depth individual interviews with the Board's executive management team and Board members, sought input from a wide array of stakeholders, and engaged in several working meetings.

We believe that this plan builds upon our recent accomplishments and sets ambitious, achievable goals to guide us in meeting our paramount mission: to protect the public.

Sincerely,

Tammy Endozo, LVN Member
Board President

About the Board

The Board protects the consumer from unprofessional and unsafe licensed Vocational Nurses (VNs) and Psychiatric Technicians (PTs). Public protection is the Board's highest priority in its licensing, regulatory and disciplinary functions.

To protect the public, the Board:

- ❖ Establishes minimum requirements for examination and licensure.
- ❖ Establishes educational standards for the accreditation of VN and PT schools in California.
- ❖ Adopts regulations to clarify the performance, practice and disciplinary standards for its licensees.
- ❖ Enforces laws and regulations governing the continued accreditation of VN and PT schools in California.
- ❖ Enforces laws and regulations governing VNs and PTs by taking appropriate disciplinary action against incompetent or unsafe licensees efficiently and effectively.

The Board is composed of eleven members with a public member majority (six public members and five professional members). Nine members are appointed by the Governor, one by the Speaker of the Assembly and one by the Senate Rules Committee.

Recent Accomplishments

- ❖ Strengthened the Board's infrastructure by onboarding a permanent Executive Management team and full complement of managers; reorganized the Enforcement, Licensing and Administrative Divisions to increase efficiency and clarify roles; increased staff participation in training programs; and updated office equipment including ergonomic chairs, sit-stand desks and videoconferencing equipment.
- ❖ Implemented legislatively-mandated reforms including the report from the appointed Administrative and Enforcement Program Monitor, DCA's Organizational Improvement Office program and Internal Audits Division.
- ❖ Enhanced the Board's sustainability by sponsoring legislation to update its fee structure.
- ❖ Increased visibility of the Board by participating in committees and collaborative projects through hosting an Open House, attending conferences and meetings of the National Council of the State Boards of Nursing, holding quarterly forums for education program directors, and participating in outreach events aimed at fostering interest in pursuing careers as a VN or PT.
- ❖ Launched social media presence using Facebook, Twitter, YouTube, and the Board's website.
- ❖ Utilized new technology to increase efficiencies in delivering and receiving information, which increases processing, enhances the information security, and reduces costs.
- ❖ Rebuilt and launched the Continuing Education (CE) Audit program.

Mission, Vision, and Values

Mission

- ❖ The Board serves and protects the public by licensing qualified and competent vocational nurses and psychiatric technicians through ongoing educational oversight, regulation, and enforcement.

Vision

- ❖ Access to the highest quality patient care for all.

Values

- ❖ Accountability
- ❖ Excellence
- ❖ Inclusiveness
- ❖ Integrity
- ❖ Professionalism
- ❖ Transparency
- ❖ Trust

Strategic Goals

1. Licensing

The Board ensures that all VN and PT applicants and licensees are qualified and competent to provide safe and professional health care services to diverse populations.

2. Enforcement

The Board prevents, reduces, or remediates unlawful or unsafe activities by licensed VNs and/or PTs that pose a threat to the health, safety or welfare of the public.

3. Legislation and Regulation

The Board develops, maintains, and defends statutes and regulations, including the Vocational Nursing Practice Act and the Psychiatric Technician Law.

4. Educational Oversight

The Board protects the public by reviewing, approving, and auditing academic programs in accordance with the Vocational Nursing Practice Act and the Psychiatric Technician Law.

5. Outreach

The Board educates all stakeholders about the practice and regulation of professional licensed VNs and PTs.

6. Administration

The Board provides effective, efficient, and quality customer service.

1. Licensing

The Board ensures that all VN and PT applicants and licensees are qualified and competent to provide safe and professional health care services to diverse populations.

- 1.1 Research and analyze the need for reciprocity and the potential of defining and enhancing the reciprocity process to ensure VN¹s and PT²s can work in various states, including California.

Completion Date: Q³1 2020 +⁴		
Success Measure: Weekly QBIRT⁵ reports.		
Tasks:	Responsible Party(ies):	Due Date:
Review and update processes and procedures as needed.	Licensing Manager	Q1 2020
Ensure that code and regulation processes and procedures are followed.	Licensing Staff	Ongoing
Encourage applicants to apply online by posting message on the Board's website.	Licensing Staff	Ongoing
Maintain the processing times up to four weeks from receipt of application.	Licensing Staff	Ongoing
Bring quarterly reports to the Licensing Committee.	Licensing Manager	Ongoing

- 1.2 Improve and evaluate the identified steps to ensure consistent implementation of the Organizational Improvement Office (OIO) recommendations to further streamline the process and reduce the backlog.

Completion Date: Q3 2019 +		
Success Measure: Consistently meeting processing times.		
Tasks:	Responsible Party(ies):	Due Date:
Implement OIO recommendations.	Licensing Manager	Q3 2019
Biannual review of steps and update as needed.	Licensing Committee	Ongoing
Maintain posted processing times.	Licensing Staff	Ongoing

¹ Licensed Vocational Nurses

² Psychiatric Technician

³ Quarter in calendar year

⁴ Ongoing

⁵ Quality Business Interactive Report Tool

- 1.3 Research the possibility of developing a tangible proof of licensure to address licensees' needs.

Completion Date: Q4 2021		
Success Measure: Recommendation from the Licensing Committee to the full Board.		
Tasks:	Responsible Party(ies):	Due Date:
Research the possibility of a smartphone proof of licensure.	Licensing Committee	Q4 2021

- 1.4 Continue to ensure the quality and responsiveness of communications to licensees, applicants, and other stakeholders for better customer service.

Completion Date: Q4 2021 +		
Success Measure: Increase traffic to the Board's social media sites.		
Tasks:	Responsible Party(ies):	Due Date:
Continue to produce YouTube videos regarding licensing processes.	Licensing Staff	Q4 2019
Better utilize social media outreach.	Assistant Executive Officer (AEO)	Ongoing
Encourage phone staff to direct callers to the Board's website and social media sites.	Licensing Supervisor	Ongoing
Post FAQ ⁶ s on the Board's Facebook page.	AEO Licensing Staff	Ongoing
Establish a regular email update to licensees and stakeholders.	Licensing Manager	Q1 2021

- 1.5 Monitor the progress of the continuing education audit process and ensure licensees are compliant.

Completion Date: Q2 2020 +		
Success Measure: Increased compliance.		
Tasks:	Responsible Party(ies):	Due Date:
Establish regular reports to the Board.	Licensing Manager	Ongoing
Continue working with the Enforcement Division on enforcement actions.	Licensing Manager Discipline Manager	Ongoing
Biannually analyze continuing education sampling and determine if the audit should be expanded.	Licensing Manager Licensing Committee	Q2 2020

⁶ Frequently Asked Questions

2. Enforcement

The Board prevents, reduces, or remediates unlawful or unsafe activities by licensed VNs and/or PTs that pose a threat to the health, safety or welfare of the public.

- 2.1 Explore the possibility of cross unit training to foster collaboration and train staff on how their work impacts other units.

Completion Date: Q1 2021 +		
Success Measure: Training completed.		
Tasks:	Responsible Party(ies):	Due Date:
Determine which staff are interested in participating, determine the subject matter experts, and prioritize operational needs.	Enforcement Managers Enforcement Chief	Q1 2020
Create plan for implementation.	Enforcement Managers Enforcement Chief	Q2 2020
Schedule training and train.	Enforcement Managers Enforcement Chief	Q4 2020 Ongoing
Evaluate what worked and what did not.	Enforcement Managers Enforcement Chief	Q1 2021 Ongoing

- 2.2 Promote rehabilitation of licensees and ensure they have completed all conditions of probation, including cost recovery.

Completion Date: Q4 2024 +		
Success Measure: More licensees are successfully completing probation requirements.		
Tasks:	Responsible Party(ies):	Due Date:
Analyze cost recovery program to ensure probationers are satisfying the requirement.	Probation Manager	Q2 2020
Update disciplinary guidelines.	Enforcement Chief	Q4 2024 Ongoing
Ensure cost recovery language is included as a condition of reinstatement.	Discipline Manager	Q1 2020
Explore using a collection agency for cost recovery (reach out to RCB ⁷ and CAB ⁸).	Probation Manager	Q1 2020

⁷ Respiratory Care Board

⁸ California Architect Board

2.3 Monitor workflow and caseload to ensure appropriate support and resources.

Completion Date: +		
Success Measure: Meeting performance measurements.		
Tasks:	Responsible Party(ies):	Due Date:
Develop unit specific QBIRT reports.	Statistical Analyst Intake Manager	Ongoing
Use BreEZe to track and monitor work and forecast trends.	Enforcement Managers Enforcement Chief	Ongoing
Distribute workload (cases) evenly amongst staff.	Enforcement Managers	Ongoing
Ensure tools and resources are in place to manage workload.	Enforcement Managers Enforcement Chief	Ongoing
Ensure correct level of staff to manage the workload.	Enforcement Managers Enforcement Chief	Ongoing

2.4 Explore a measure of case complexity to provide a better understanding of the complexity of the process.

Completion Date: Q4 2024		
Success Measure: Case prioritization plan developed.		
Tasks:	Responsible Party(ies):	Due Date:
Determine focus for analysis.	Enforcement Managers Enforcement Chief	Q2 2022
Analyze best practices for complex cases.	Enforcement Managers Enforcement Chief	Q4 2024
Compile data.	Enforcement Managers Enforcement Chief	Q4 2024
Develop a plan for case prioritization.	Enforcement Managers Enforcement Chief	Q4 2024

2.5 Develop Quality Business Interactive Report Tool (QBIRT) training for management to assist with performance management.

Completion Date: Q3 2019 +		
Success Measure: Managers and staff can run and use reports.		
Tasks:	Responsible Party(ies):	Due Date:
Attend QBIRT training.	Enforcement Managers Enforcement Chief	Q3 2019
Ongoing inhouse one-on-one training.	Enforcement Managers Enforcement Chief	Ongoing

- 2.6 Monitor performance measurements to ensure compliance with Consumer Protection Enforcement Initiative (CPEI) measures.

Completion Date: +		
Success Measure: Consistently meeting CPEI performance measure targets.		
Tasks:	Responsible Party(ies):	Due Date:
Monitor performance measurements on a monthly basis.	Enforcement Managers Enforcement Chief	Ongoing
Run and review reports to ensure performance measurements are met.	Enforcement Managers Enforcement Chief	Ongoing
Report to the Enforcement Committee and full Board.	Enforcement Chief	Ongoing

- 2.7 Provide annual ongoing training on case review for Board members to improve and maintain Board member knowledge on case review.

Completion Date: +		
Success Measure: Board members are more engaged and confident in the enforcement process.		
Tasks:	Responsible Party(ies):	Due Date:
Develop and update training.	Enforcement Managers Enforcement Chief	Ongoing
Provide supplemental training to individual Board members as needed.	Enforcement Managers Enforcement Chief	Ongoing
Evaluate the training to see what works and what does not.	Enforcement Managers Enforcement Chief	Ongoing
Request feedback from the Board members regarding quality of training and needs.	Executive Officer (EO)	Ongoing

- 2.8 Establish a standardized process in which Board members review cases to help Board members plan and manage their workload.

Completion Date: Q1 2020 +		
Success Measure: Case review calendar and instructions provided to Board members.		
Tasks:	Responsible Party(ies):	Due Date:
Provide annual Board case review calendar.	Discipline Manager	Q1 2020 Ongoing
Provide email instructions for accessing materials.	Discipline Manager	Q1 2020 Ongoing

3. Legislation and Regulations

The Board develops, maintains, and defends statutes and regulations including the Vocational Nursing Practice Act and the Psychiatric Technician Law.

- 3.1 Develop a plan to inform licensees and other stakeholders about pending bills that may impact their profession to keep stakeholders informed and provide an opportunity for them to give their feedback.

Completion Date: Q3 2021		
Success Measure: Plan is developed.		
Tasks:	Responsible Party(ies):	Due Date:
Develop a timeline for implementation.	Legislation and Regulations Analyst	Q1 2021
Inventory methods of distribution.	Legislation and Regulations Analyst	Q1 2021
Report out to the Legislation Regulation Committee (dependent upon legislation).	Executive Officer	Q3 2021

- 3.2 Establish a legislative day for BVNPT⁹ professionals to increase awareness of the profession.

Completion Date: Q2 2020		
Success Measure: Arriving at the Capitol for first legislative day.		
Tasks:	Responsible Party(ies):	Due Date:
Brainstorm goals.	Executive Officer Legislative and Regulations Committee	Q2 2020
Set a date.	Executive Officer Legislative and Regulations Committee	Q2 2020
Solicit Board approval.	Executive Officer	Q2 2020

⁹ Board of Vocational Nursing and Psychiatric Technicians

- 3.3 Investigate the possibility of changing the title of licensed Psychiatric Technician to better identify the work they do and add credibility.

Completion Date: Q4 2021		
Success Measure: Board approves the name change.		
Tasks:	Responsible Party(ies):	Due Date:
Survey the PT licensing population via email.	Executive Officer	Q1 2021
Hold stakeholder meetings and include union representatives.	Executive Officer	Q3 2021
Consult with DCA regarding classification title change.	Administrative Manager	Q2 2021
Provide findings to the Board.	Executive Officer	Q4 2021

- 3.4 Review and update the Board’s regulations and statutes to ensure and clarify for consistency, relevancy, and compliance.

Completion Date: Q4 2022		
Success Measure: Board approval.		
Tasks:	Responsible Party(ies):	Due Date:
Establish working groups.	Legislation and Regulations Analyst Executive Officer	Q4 2021
Establish a timeline.	Legislation and Regulations Analyst Executive Officer	Q4 2021
Start developing new language.	Working Group	Q2 2022
Consult with other DCA healing art boards.	Working Group	Q2 2022
Report findings to the Legislation and Regulation Committee.	Executive Officer	Q3 2022
Seek Board approval.	Executive Officer	Q4 2022

- 3.5 Develop legislation and regulation training and educate Board members, staff, and other stakeholders.

Completion Date: Q4 2020 +		
Success Measure: Training provided.		
Tasks:	Responsible Party(ies):	Due Date:
Develop the training program.	Executive Officer	Q2 2020
Provide the training to staff.	Executive Officer	Q3 2020
Provide the training to Board members and stakeholders.	Executive Officer	Q4 2020

- 3.6 Implement a legislative agenda each session to focus the Board’s legislative plan and operations.

Completion Date: Q4 2020 +		
Success Measure: Plan approved by Board.		
Tasks:	Responsible Party(ies):	Due Date:
Develop and maintain a matrix related to BVNPT specific legislation.	Legislation and Regulations Analyst	Q1 2020
Discuss yearly legislative priorities with the Legislative and Regulations Committee.	Executive Officer	Ongoing
Present annual plan to the Board.	Executive Officer	Q4 2020 Ongoing

4. Educational Oversight

The Board protects the public by reviewing, approving, and auditing academic programs in accordance with the Vocational Nursing Practice Act and the Psychiatric Technician Law.

- 4.1 Create and launch a guidebook and/or newsletter on Board statues, regulations, policies, and procedures for program directors, assistant directors, and owners and administrators to support new and continuing directors and administrators.

Completion Date: Q3 2020 +		
Success Measure: Guidebook and newsletter are published and distributed.		
Tasks:	Responsible Party(ies):	Due Date:
Create and launch guidebook that is ADA ¹⁰ compliant.	SNEC ¹¹ and NECs	Q3 2020 Ongoing
Create and launch newsletter that is ADA compliant.	SNEC and NECs	Q2 2020 Ongoing

- 4.2 Collaborate with partners to ensure schools are accountable.

Completion Date: Q1 2022 +		
Success Measure: Fewer violations.		
Tasks:	Responsible Party(ies):	Due Date:
Identify and communicate with partners.	SNEC and NECs EO ¹² and AEO ¹³	Q4 2019 Ongoing
Provide guidebook, laws, and regulations.	SNEC NECs	Q1 2022
Create an attestation for the initial application and renewal process.	SNEC NECs	Q4 2019
Report out to the Education and Practice Committee.	SNEC	Q1 2020 Ongoing

¹⁰ American with Disabilities Act

¹¹ Supervising Nursing Education Consultant

¹² Executive Officer

¹³ Assistant Executive Officer

- 4.3 Review director criteria for program directors to ensure that programs are led by highly qualified professionals.

Completion Date: Q4 2020 +		
Success Measure: Fewer student complaints.		
Tasks:	Responsible Party(ies):	Due Date:
Instruct program directors in how to identify and avoid deficiencies in instructor applicants.	SNEC NECs	Q4 2020 Ongoing
Develop language to enhance instructor qualification application.	SNEC NECs	Q1 2020

- 4.4 Establish and implement a new fee structure.

Completion Date: Q1 2022		
Success Measure: Approval and implementation of legislation.		
Tasks:	Responsible Party(ies):	Due Date:
Develop and propose legislation.	Executive Officer	Q1 2020
Seek Board approval of bill language.	Executive Officer	Q4 2019
Find an author.	Executive Officer	Q3 2020
Conduct stakeholder communication and outreach.	Executive Officer	Q3 2020
Work through the legislative process.	Executive Officer	Q3 2020
Develop regulations and get Board approval.	Legislation and Regulations Analyst Executive Officer	Q1 2022
Update BreEZe.	Information Technology Analyst	Q1 2021
Communicate changes to stakeholders.	Executive Officer	Q1 2021

- 4.5 Analyze the minimum requirements, workload, and compensation of Nursing Education Consultants, and develop a plan to strengthen the Education Division.

Completion Date: +		
Success Measure: NEC salary commensurate with experience.		
Tasks:	Responsible Party(ies):	Due Date:
Conduct analysis of minimum requirements, workload and compensation of Nursing Education Consultants.	Executive Officer SNEC	Ongoing
Develop a plan to strengthen the Education Division.	Executive Officer SNEC	Ongoing

- 4.6 Explore concepts such as Nursing Education Consultant internship for succession planning and professional development.

Completion Date: Q4 2023		
Success Measure: Report to the Board.		
Tasks:	Responsible Party(ies):	Due Date:
Explore concepts.	SNEC	Q4 2023
Prepare a report for the Board.	SNEC	Q4 2023

- 4.7 Research and explore trauma informed care, identity, and other emerging scope of practice and national issues and trends.

Completion Date: Q4 2024		
Success Measure: Report to the Board.		
Tasks:	Responsible Party(ies):	Due Date:
Conduct research.	SNEC	Q4 2024
Prepare a report for the Board.	SNEC	Q4 2024

5: Outreach

The Board educates all stakeholders about the practice and regulation of professional licensed VNs and PTs.

- 5.1 Educate applicants, licensees, and other stakeholders about Board fee structure to improve understanding.

Completion Date: +		
Success Measure: Reduction of phone calls and emails to the Board regarding fee issues.		
Tasks:	Responsible Party(ies):	Due Date:
Update social media and the Board website as needed.	AEO Administrative Manager	Ongoing
Send email blasts to licensees and stakeholders (pending statutory authority).	AEO Administrative Manager	Pending

- 5.2 Communicate via various media channels on issues, regulations, and laws to promote the VN and PT practice and value.

Completion Date: +		
Success Measure: Fewer scope of practice inquires.		
Tasks:	Responsible Party(ies):	Due Date:
Update social media and the Board website as needed.	AEO Administrative Manager	Ongoing
Email blasts to licensees and stakeholders (pending statutory authority).	AEO Administrative Manager	Pending

- 5.3 Promote practice to the extent of the VN and PT license to support the general health of the public and better patient care.

Completion Date: Q2 2021 +		
Success Measure: The first BVNPT day at the Capitol.		
Tasks:	Responsible Party(ies):	Due Date:
Develop messaging and information about VNs and PTs for the general public.	Executive Officer SNEC	Ongoing
Distribute messaging and information via social media and in-person.	EO AEO SNEC	Ongoing
Establish a regular BVNPT day at the Capitol.	EO	Q2 2021

- 5.4 Develop and implement a plan to educate and conduct outreach to VN and PT applicants and licensees to increase awareness of alcohol and drug abuse and the implications to their licensee.

Completion Date: Q1 2021 +		
Success Measure: Awareness program information disseminated.		
Tasks:	Responsible Party(ies):	Due Date:
Inventory various state and nationwide awareness programs.	Administrative Manager	Q4 2020
Disseminate information on awareness programs via the Board's social media and website.	Assistant Executive Officer	Q1 2021 Ongoing

- 5.5 Encourage licensees, applicants, and stakeholders to visit the website for information to keep the stakeholders better informed.

Completion Date: Q1 2020 +		
Success Measure: Increased traffic to the Board's website and decreased traffic to telephones, email, and reception/front lobby.		
Tasks:	Responsible Party(ies):	Due Date:
Provide ongoing customer service training to reception staff and ensure they provide information to callers.	Licensing Supervisor	Q1 2020 Ongoing
Reception staff encourage licensees, applicants, and stakeholders to visit BVNPT's website.	Reception Staff	Q1 2020 Ongoing

- 5.6 Continue to direct licensees and applicants to use BreZE¹⁴ to make a more efficient process and reduce processing time.

Completion Date: Q1 2020 +		
Success Measure: Reduced processing times.		
Tasks:	Responsible Party(ies):	Due Date:
Provide ongoing BreZE training to reception staff and ensure they provide information to callers.	Licensing Supervisor	Q1 2020 Ongoing
Reception staff encourage licensees, applicants, and stakeholders to use BreZE.	Reception Staff	Q1 2020 Ongoing

¹⁴ Board's licensing and enforcement tracking system

- 5.7 Review and update information available on website to ensure it is applicable and relevant.

Completion Date: Q1 2021 +		
Success Measure:		
Tasks:	Responsible Party(ies):	Due Date:
Develop pop-up survey for website.	Administrative Manager Information Technology Associate	Q4 2020
Based on survey response, update the Board's website as needed.	Administrative Manager Information Technology Associate	Q1 2021 Ongoing

- 5.8 Develop a comprehensive communications and outreach plan to increase awareness and visibility.

Completion Date: Q4 2020		
Success Measure: Reporting to the Board.		
Tasks:	Responsible Party(ies):	Due Date:
Inventory and synthesize information gleaned from the Sunset Report.	Executive Officer	Q4 2020
Determine a timeline for production and dissemination.	Executive Officer	Q4 2020
Report to the Executive Committee prior to the full Board.	Executive Officer	Q4 2020

- 5.9 Publish updates on Board leadership and distribute broadly to Board stakeholders to enhance the perception of Board leadership.

Completion Date: Q4 2020		
Success Measure: Link sent.		
Tasks:	Responsible Party(ies):	Due Date:
Publish Board leadership biographies on the Board's website.	Administrative Manager Information Technology Associate	Q4 2020
Send link to leadership biographies to interested parties via email.	Administrative Manager Information Technology Associate	Q4 2020

6: Administration

The Board provides effective, efficient, and quality customer service.

- 6.1 Explore mechanisms through which employees and supervisors can engage in productive dialog to foster professional relationships.

Completion Date: Q1 2020		
Success Measure: Survey attendees.		
Tasks:	Responsible Party(ies):	Due Date:
Develop a lunch and learn program.	Administrative Manager	Q1 2020
Establish a yearly diversity week or day.	Administrative Manager	Q1 2020

- 6.2 Implement a safe and secure pathway for employees to voice their concerns to address the continuing concern about employee morale.

Completion Date: Q2 2020 +		
Success Measure: Survey employees.		
Tasks:	Responsible Party(ies):	Due Date:
Inventory DCA options for employees to go to if they have a problem, would like to provide feedback, or are seeking training, coaching, or mentorship.	Administrative Manager	Q4 2019
Consult with OHR ¹⁵ for best practices.	Administrative Manager	Q4 2019
Develop a matrix with resource options for employees.	Administrative Manager	Q1 2020
Share matrix with employees and encourage employees to utilize these resources.	Administrative Manager	Q2 2020
Report findings to the Executive Committee.	Administrative Manager	Q1 2020 Ongoing

¹⁵ Office of Human Resources

- 6.3 Create budget and state hiring process training to educate Board members, staff, and other stakeholders.

Completion Date: Q3 2020		
Success Measure: Provided budget and state hiring process training and offered a lunch and learn.		
Tasks:	Responsible Party(ies):	Due Date:
Develop a budget and state hiring process lunch and learn for staff.	Administrative Manager	Q1 2020
Provide a budget and state hiring training at a board meeting in Sacramento for board members and stakeholders.	Administrative Manager	Q3 2020

- 6.4 Encourage and monitor the continued support, promotion, development, and mentoring of Board staff and management to continue fostering professional relationships.

Completion Date: +		
Success Measure: Increase number of Individual Development Plans (IDPs).		
Tasks:	Responsible Party(ies):	Due Date:
Board managers mentor employees and encourage employees to complete an IDP.	Management Team	Ongoing
Administration unit work with employees to explain the classification qualifications and career paths.	Administrative Manager	Ongoing
Report to the Executive Committee as needed.	Administrative Manager	Ongoing

- 6.5 Conduct employee engagement activities to capture employee development needs.

Completion Date: Q4 2021		
Success Measure: The implementation of employee engagement activities.		
Tasks:	Responsible Party(ies):	Due Date:
Internal open house (unit open house).	Administrative Manager	Q3 2020
Establish a job shadowing program.	Executive Officer	Q4 2021
Lunch and learn on development needs and invite a life/professional coach.	Assistant Executive Officer	Q1 2021
Lunch and learn on life and invite EAP ¹⁶ representative.	Administrative Manager	Q2 2020

¹⁶ Employee Assistance Program

- 6.6 Conduct leadership and management workshops and invite rank and file staff to foster Board collaboration.

Completion Date: Q4 2021		
Success Measure: All staff attended the leadership and management workshop.		
Tasks:	Responsible Party(ies):	Due Date:
Schedule workshops.	AEO	Q4 2021

- 6.7 Evaluate the administration surveys to address key issues and communicate solutions to continue to support employee morale.

Completion Date: Q1 2021		
Success Measure: 60% response rate to survey.		
Tasks:	Responsible Party(ies):	Due Date:
Develop and launch employee engagement survey.	Administrative Manager	Q1 2020
Implement possible changes related to survey results.	Executive Officer	Q1 2021

BVNPT Committee Structure and Goals

Executive
Education and Practice
Enforcement
Legislative and Regulations
Licensing and Evaluations

BVNPT Executive Committee

Purpose

Provide oversight and make recommendations regarding overall Board functioning, ensure safe environment for staff engagement, serve as liaison to executive staff, provide oversight for the Executive Officer and Board members, and monitor all committees.

Functions

- Coordinate Executive Officer (EO) evaluation
- Call meetings (special Board meetings and Committee meetings) as needed
- Appoint committee members
- Evaluate staff engagement
- Provide letter to staff from Board explaining this avenue for staff engagement
- Make immediate decisions on emerging issues
- Engage in strategic outreach and planning

Meeting frequency

Monthly

Committee Members

- President Tammy Endozo
- Vice President Bernice Bass de Martinez

Resources

- Contact with defined stakeholders
- Outreach events planned and convened
- Development and dissemination of publications
- Development and dissemination of educational videos and social media messages

Committee Objectives and Measurements

- Objective 1: Monitor and oversee board member participation.
 - Measurement: Regularly review attendance, engagement, compliance with mandatory training, and general board member accountability.
- Objective 2: Monitor and oversee BVNPT committees' action items.
 - Measurement: Review committee meeting agendas.
- Objective 3: Approve board member travel expense reimbursement claims and time for per diem payment.
 - Measurement: Regular and timely processing of claims.
- Objective 4: Facilitate ongoing positive and productive working relationships between managers and staff.
 - Measurement: Review and analyze annual staff survey results.
- Objective 5: Assign new issues to committees.
 - Measurement: Review committee agendas and meeting reports
 - Measurement: Create ad hoc committees as needed.
- Objective 6: Assess ongoing and emerging Board functions and issues.
 - Measurement: Present quarterly Executive Committee Report to the Board

BVNPT Enforcement Committee

Purpose

Oversees the Board Enforcement processes ensuring that licensees follow laws and regulations, evaluates statistical trends and implements strategic plan goals.

Functions

- Ensure the Board's compliance with the Consumer Protection Enforcement Initiative (CPEI)
- Identify and review emerging policy issues
- Develop partnerships with other healing arts boards and government agencies
- Foster relationship with the Division of Investigation (DOI) and the Office of the Attorney General (OAG)
- Provide oversight of case management
- Review statistical reports and monitor trends
- Engage in strategic outreach

Meeting frequency

Quarterly or as needed

Committee members

- Ken Maxey, Chair
- Tammy Endozo

Resources

- Case aging
- Board Disciplinary balloting
- QBIRT reports
- Petitioner Hearings

Committee Objectives and Measurements

- Objective 1: Provide support to the Enforcement Chief and help strengthen Board relationships with stakeholders.
 - Measurement: Determine education avenues for stakeholders, such as schools and students.
- Objective 2: Review and provide feedback for the Board's Enforcement outreach.
 - Measurement: Seek Board approval for plan.
- Objective 3: Review and update disciplinary guidelines.
 - Measurement: Collaborate with Board's Legislative and Regulations committee and report recommendations to the Board.
- Objective 4: Create a tool box to prepare students and educators for disciplinary hearings.
 - Development and dissemination of the tool box.

BVNPT Education and Practice Committee

Purpose

Evaluate and make recommendations regarding educational programs that serve the constituents of the Board.

Functions

- Educate the public
- Provide program assessment
- Recognize successes
- Respond and make recommendations to the Board regarding program requests and status
- Research and discuss scope of practice issues
- Engage in strategic outreach

Meeting frequency

Quarterly or as needed

Committee Members

Carel Mountain, Chair
Paula Amezola de Herrera
Donna Norton
Cheryl Turner

Resources

- Directors' Forums
- Nursing Education Consultants (NECs) reports

Committee Objectives and Measurements

- Objective 1: Research and analyze VN and PT scopes of practice and educate stakeholders.
 - Measurement: Create, maintain, and disseminate documents defining scopes of practice per the Vocational Nursing Practice Act and Psychiatric Technician Law, and relevant regulatory language.
- Objective 2: Engage stakeholders and obtain input on education programs and practice issues.
 - Measurement: Convene focus groups, conduct surveys, and review director forum's meeting minutes.
- Objective 3: Collaborate with health care workforce development stakeholders and evaluate the impact of current educational trends on Board licensees. Where appropriate and needed:
 - Measurement: Create interest papers/precedential decisions.
 - Measurement: Identify and engage with advocacy groups, labor and workforce development agencies and government entities.
 - Measurement: Work with Legislative and Regulations Committee and staff on legislation as needed.
- Objective 4: Explore the creation of a recognition program to acknowledge outstanding education programs and students.
 - Measurement: Develop recommendations and present to the Board.

BVNPT Legislation and Regulations Committee

Purpose

Monitors, reviews, and makes recommendations for Board action regarding current legislation. Helps develop new legislation that benefits the Board and its stakeholders. Helps implement new regulations and oversee regular review of current regulations to ensure effectiveness.

Functions

- Propose and review draft legislative and regulatory language
- Meet with legislators and other stakeholders to seek authors for bills
- Review the practice acts and suggest sunset legislation
- Engage in strategic outreach

Meeting frequency

Meet based on the legislative calendar (at minimum, quarterly) and as needed

Committee Members

- John Dierking, Chair
- Aleta Carpenter

Resources

- Department of Consumer Affairs Sponsored Legislation
- Number of bills discussed and presented for positions
- Outcomes of bill positions (support, oppose, watch)
- Regulatory Proposals

Committee Objectives and Measurements

- Objective 1: Track and monitor new and pending legislation.
 - Measurement: Report and make recommendations to the Board.
- Objective 2: Engage stakeholders to obtain input on legislation.
 - Measurement: Convene meetings and focus groups and conduct surveys.
- Objective 3: Recommend legislative solutions to address specific issues.
 - Measurement: Report to the Board and work with staff to develop legislation on new and emerging issues.
- Objective 4: Inform and educate legislators about the Board and our licensees.
 - Measurement: Quarterly progress reports to the Board.
- Objective 5: Oversee the Board's regular review and maintenance of regulations.
 - Measurement: Coordinate collaboration with appropriate committees.
 - Measurement: Present report and recommendations, as needed, to the Board.
- Objective 6: Oversee the regular review and maintenance of the Board's practice acts.
 - Measurement: Coordinate collaboration with appropriate committees.
 - Measurement: Present report and recommendations, as needed, to the Board.

BVNPT Licensing and Evaluations Committee

Purpose

Provide oversight to application and licensing processes, review programs, trends, and statistics, provide staff with guidance and policy suggestions, and implement strategic plan goals.

Functions

- Evaluate Continuing Education (CE) Audit program
- Educate the public about the licensing and application processes
- Review and suggest policy improvements for licensing and application processes to enhance customer satisfaction
- Receive and review reports on complaint trends
- Engage in strategic outreach

Meeting frequency

Quarterly or as needed

Committee Members

- Paul Sellers, Chair
- Bernice Bass de Martinez

Resources

- Statistical data included in the Executive Summary Report

Committee Objectives and Measurements

- Objective 1: Review data on emerging licensing patterns.
 - Measurement: Report status and recommendations to the Board as needed.
- Objective 2: Explore reciprocity with other states.
 - Measurement: Annual report of findings and recommendations to the Board.
- Objective 3: Review data and anecdotal information regarding ongoing issue trends as necessary.
 - Measurement: Report analysis as needed to the Board.
- Objective 4: Oversee the Continuing Education Audit program.
 - Measurement: Report status to the Board quarterly basis and provide recommendations as needed.
- Objective 5: Review and educate the public about ongoing licensing processes.
 - Measurement: Review and approve planned outreach programs.

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, SOLID conducted an environmental scan of the Board's internal and external environments by collecting information through:

- ❖ Online survey sent to the Board's external stakeholders in February 2019. The online survey received 193 responses.
- ❖ Interviews with five of the ten appointed Board Members in February and March 2019.
- ❖ Interviews with the Board's Executive Officer, Assistant Executive Officer, and Enforcement Chief in January 2019.
- ❖ Interviews with seven Nursing Education Consultants in February and March 2019.
- ❖ Management focus group in January 2019 with eight managers participating.
- ❖ Staff focus group in January 2019 with 41 staff participating.

The Board members, Executive Officer, and Assistant Executive Officer discussed the most significant identified themes and trends during a strategic planning session facilitated by SOLID on May 15, 2019. This information guided the Board in developing its strategic objectives outlined in this 2020–2025 strategic plan.



BOARD OF VOCATIONAL NURSING AND PSYCHIATRIC TECHNICIANS

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Strategic plan adopted in 2019.

This strategic plan is based on stakeholder information and discussions facilitated by SOLID for the Board of Vocational Nursing and Psychiatric Technicians in May 2019. Subsequent amendments may have been made after the Board's adoption of this plan.