

AGENDA ITEM 3

REVIEW OF 2016-2019 STRATEGIC PLAN AND DISCUSSION AND POSSIBLE ACTION ON DRAFT ACTION PLAN TO IMPLEMENT THE STRATEGIC PLAN.

The following is attached for review:

- 2016-19 Strategic Plan
- *Draft* Action Plan to Implement Strategic Plan
- Gantt chart with Action Plan Due Dates

California Board of Occupational Therapy
2016-2019
Action Plan



Goal 1: Applicant Qualifications

The Board ensures those seeking licensure meet minimum standards of conduct, education, fieldwork and examination.

1.1 Create and implement “Application Submittal Checklist” guidelines to clarify application requirements and encourage application completeness.			
Success Measure: Post the checklist and overview on the Web site.			
Start: Q2 2016		End: Q3 2016	Responsibility
1.1.1	Draft a checklist.	April – May 2016	Admin SSA
1.1.2	Create a process overview and description (e.g., when fees are paid) that will go with paper applications.	April – May 2016	Admin SSA
1.1.3	Field test checklist and overview with students.	June 2016	Executive Officer
1.1.4	Obtain Executive Officer and Legal approval on the checklist and application overview documents.	July 2016	Executive Officer/ Legal Office
1.1.5	Attach the checklist to the paper application instructions.	July 2016	Webmaster
1.1.6	Post the application overview description on the Board Web site.	July 2016	Webmaster

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1.2 Pursue regulatory amendment that would require Occupational Therapists seeking advanced practice approval to complete only Board approved courses, in order to streamline the review process for advanced practice applications.				
Success Measure: New requirements have been implemented.				
Start: Q2 2018		End: Q3 2019	Start/End	Responsibility
1.2.1	Identify the approved courses.		April – December 2018	Admin SSA
1.2.2	Create a list of approved courses and post to Web site.		May – December 2018	Admin SSA and Webmaster
1.2.3	Amend existing regulatory language to require applicants to complete only Board approved courses.		July 2018	AEO/Admin SSA
1.2.4	Obtain Board approval on the proposed amended regulatory language.		August 2018	AEO/Admin SSA
1.2.5	Create regulations packet including initial statement of reason, strikeout text and notice.		September 2018	AEO/Admin SSA
1.2.6	Obtain Executive Officer approval of regulations packet.		September 2018	EO
1.2.7	Obtain DCA Legal Office approval of regulations packet.		September 2018	EO and DCA Legal Office
1.2.8	Submit regulation packet to the Office of Administrative Law for noticing.		October 4, 2018	AEO/Admin SSA
1.2.9	Capture public comments provided during public comment period.		October-December 2018	AEO/Admin SSA
1.2.10	Take the proposed regulatory amendment to the Board for adoption.		December 2018	EO
1.2.11a	Create a System Investigation Request (SIR) to make necessary changes to the instructions in BreZE for the online application and obtain Legal approval.		January 2019	BreZE SME
1.2.11b	Test and pass/fail the changes in BreZE for accuracy prior to their implementation.		TBD by DCA	BreZE SME

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1.2.11c	Changes executed in future release.	TBD by DCA	DCA BreEZe Team
1.2.12	Finalize the file for review and submit to DCA.	January 2019	AEO/Admin SSA
1.2.13	Obtain approval by DCA and other control agencies.	February 2019 – March 2019	DCA
1.2.14	Prepare and submit the rule making file to the Office of Administrative Law.	March 2019	AEO/Admin SSA
1.2.15	Post the effective date of the amended regulation on the Board Web site.	July 2019	Webmaster
1.2.16	Make necessary changes to the instructions for the paper application, obtain Legal approval, and post it to the Web site.	June- July 2019	Admin SSA
1.2.17	Train staff on new requirements.	July 2019	AEO
1.2.18	Educate licensees on new requirements.	July – September 2019	AEO and EO

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1.3 Create and implement a cross-reference table that clarifies the relationship between Professional Development Units (PDU), Continuing Education Units, and Continuing Education hours in order to better assist licensees in determining whether or not their continuing education courses meet state requirements.				
Success Measure: New information is available to licensees.				
Start: Q4 2016		End: Q1 2017	Start/End	Responsibility
1.3.1	Review NBCOT ¹ and AOTA ² activity tables/course information for PDU requirements.	October 2016	AEO	
1.3.2	Review Board PDU requirements.	October 2016	AEO	
1.3.3	Compare and contrast differences to educate practitioners about what activities are applicable to state requirements.	November 2016	AEO	
1.3.4	Develop a table that clarifies the activities that are applicable to state requirements and highlights those activities that are not acceptable.	November 2016	AEO	
1.3.5	Present the PDU information to the Board.	December 2016	EO	
1.3.6	Obtain Legal approval on the new PDU information.	January 2017	EO/DCA Legal	
1.3.7	Educate stakeholders about acceptable and unacceptable activities (PDU information).	January- March 2017	AEO/EO	
1.3.8	Post the new tables and information on the Board Web site.	January 2017	Webmaster	

¹ NBCOT – National Board for Certification in Occupational Therapy.

² AOTA – American Occupational Therapy Association.

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1.4 Develop an outreach strategy to educate potential applicants on the Board's licensure process including pre and post-licensure requirements.			
Success Measure: Outreach strategy is in place.			
Start: Q3 2016	End: Q1 2017	Start/End	Responsibility
1.4.1	Identify existing and needed materials.	September 2016	Admin SSA
1.4.2	Develop post-licensure information for students.	September 2016	Admin SSA
1.4.3	Work with DCA to design outreach materials.	December 2016	Admin SSA
1.4.4	Determine and obtain information that needs DCA Legal approval.	January 2017	EO/DCA Legal
1.4.5	Post new information to the Board Web site.	January 2017	Webmaster
1.4.6	Provide all the materials to California schools and offer to provide outreach in person.	January 2017	EO
1.4.7	Attend the annual Occupational Therapy Association of California OTAC conference each October to educate students and licensees.	Annually	AEO/EO

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Goal 2: Enforcement

The Board enforces the laws and regulations governing occupational therapy practitioners by effectively investigating complaints, non-compliance and irregularities, and concludes with an appropriate response.

2.1 Pursue an increase budgetary authority to secure necessary staffing to improve enforcement processing times.				
Success Measure: Budgeting and position augmentation.				
Start: 2015		End: Q1 2016	Start/End	Responsibility
2.1.1	Completed			

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2.2 Enhance consumer protection by expanding capacity to meet the increase in investigations of licensees and applicants in order to improve complaint response times.			
Success Measure: Improved case aging time for all case types.			
Start: Q1 2016	End: Q1 2017	Start/End	Responsibility
2.2.1	Obtain additional enforcement positions.	April 2016	Completed
2.2.2	Recruitment process: Develop new duty statements and obtain DCA OHR approval.	April – May 2016	HR Liaison
2.2.3	Recruitment process: Advertise, review applications in ECOS, interview, background check and hire six new staff.	May – June 2016	HR Liaison
2.2.4	Onboard and train six new staff.	July 2016	AEO
2.2.5	Develop and obtain DCA approval for performance expectations and attendance guidelines.	June 2016	EO/DCA OHR and Labor Relations
2.2.6	Redistribute existing case load among new hires.	July 2016	AEO
2.2.7	Re-establish in-person visits by probation monitors.	October 2016	AEO
2.2.8	Conduct probation reports on new hires.	July 2016 – June 2017	AEO
2.2.9	Increase expert consultants under contract by 50%.	January 2017	AEO

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2.3 Promulgate regulations that require applicants and licensees to attest to reading the governing laws and regulations in order to increase familiarity and instill accountability and individual integrity.			
Success Measure: New requirements have been implemented.			
Start: Q2 2018		End: Q3 2019	
		Start/End	Responsibility
2.3.1	Develop new regulatory language requiring attestation as a condition for license issuance or renewal.	June 2018	Admin SSA/EO
2.3.2	Obtain Board approval on the proposed (and possibly amended) regulatory language.	August 2018	AEO/Admin SSA
2.3.3	Create regulations packet including initial statement of reason, strikeout text and notice.	September 2018	AEO/Admin SSA
2.3.4	Obtain Executive Officer approval of regulations packet.	September 2018	EO
2.3.5	Obtain DCA Legal Office approval of regulations packet.	September 2018	EO and DCA Legal Office
2.3.6	Submit regulation packet to the Office of Administrative Law for noticing.	October 4, 2018	AEO/Admin SSA
2.3.7	Capture public comments provided during public comment period.	October-December 2018	AEO/Admin SSA
2.3.8	Take the proposed regulatory amendment to the Board for adoption.	December 2018	EO
2.3.9a	Create a SIR to make necessary changes to the instructions in BreZE for the online application and obtain Legal approval.	January 2019	BreZE SME
2.3.9b	Test and pass/fail the changes in BreZE for accuracy prior to their implementation.	TBD by DCA	BreZE SME
2.3.9c	Changes executed in future release.	TBD by DCA	DCA BreZE Team
2.3.10	Finalize the file for review and submit to DCA.	January 2019	AEO/Admin SSA

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2.3.11	Obtain approval by DCA and other control agencies.	February 2019 – March 2019	DCA
2.3.12	Prepare and submit the rule making file to the Office of Administrative Law.	March 2019	AEO/Admin SSA
2.3.13	Post the effective date of the amended regulation on the Board Web site.	July 2019	Webmaster
2.3.14	Make necessary changes to the instructions for the paper application, obtain Legal approval and post it to the Web site.	June- July 2019	Admin SSA
2.3.15	Train staff on new requirements.	July 2019	AEO
2.3.16	Educate licensees on new requirements.	July – September 2019	AEO/EO

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Goal 3: Outreach and Communication

The Board strives to increase communication, education and outreach efforts to consumers, applicants, licensees, and other stakeholders regarding laws, regulations and the practice of occupational therapy.

3.1 Communicate the enforcement process and timeline with complainants and respondents by updating the current enforcement process flowcharts with the disciplinary process timeline and include flowchart in all complaint responses.			
Success Measure: Information developed, posted to Web site and included in correspondence.			
Start: Q3 2017		End: Q3 2017	Responsibility
3.1.1	Prepare and/or update existing enforcement process flowchart and add timeline.	July 2017	Enforcement SSA
3.1.2	Develop narrative explaining the process and glossary of enforcement process.	July 2017	Enforcement SSA
3.1.3	Obtain DCA Legal approval on the flow chart, timeline, narrative and glossary.	August 2017	AEO
3.1.4	Staff training regarding revised acknowledgement and inquiry correspondence and update procedure manual.	September 2017	AEO
3.1.5	Post to Web site and add to Board Member Disciplinary Resource Manual.	September 2017	Webmaster

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3.2 Develop multimedia (videos, webinars and printed materials), and house them on the Board Web site, that would increase applicant understanding of the application process and general Board information.			
Success Measure: Webinar conducted, multimedia posted, and materials available on Web site.			
Start: Q1 2017		End: Q2 2017	Responsibility
3.2.1	Incorporate materials developed in Objectives 1.1 and 1.4.	January 2017	Admin SSA
3.2.2	Identify general Board information that needs to be disseminated to applicants.	February 2017	Admin SSA
3.2.3	Work with DCA to develop a video or webinar explaining the application process and general Board information.	February 2017	Admin SSA/ OPA/SOLID
3.2.4	Obtain Legal approval for newly developed content.	March 2017	EO/Legal
3.2.5	Email links to materials and coordinate webinar with all California school program directors.	March – April 2017	EO/SOLID
3.2.6	Develop, schedule and conduct application webinar to coincide with OT/OTA graduations.	April - May 2017	EO/SOLID
3.2.7	Post multimedia materials utilizing current social media outlets and technology.	June 2017	OPA

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3.3 Develop multimedia (videos, webinars and printed materials), and house them on the Board Web site, that would educate and inform licensees and consumers about general Board processes, regulatory requirements and practice issues.			
Success Measure: Multimedia posted and materials available on Web site.			
Start: Q4 2017		End: Q3 2018	Responsibility
3.3.1	Appoint members to the Board's Education and Outreach Committee.	November 2017	Board
3.3.2	Coordinate appointment packages for all members.	November 2017 – January 2018	HR Liaison
3.3.3	Coordinate meeting(s) schedules and prepare and post meeting materials.	January 2018	EO
3.3.4	Board's Education and Outreach Committee to identify specific content regarding general Board processes, regulatory requirements and practice issues.	February – March 2018	Education and Outreach Committee
3.3.5	Board staff to work with DCA to develop a video, webinar, public service announcement to verify license, and/or printed materials explaining Board information.	April - June 2018	Admin SSA/ OPA/SOLID
3.3.6	Obtain Legal approval for newly developed content.	June - July 2018	EO/Legal
3.3.7	Email links to interested parties/stakeholders.	July 2018	EO/SOLID
3.3.8	Post multimedia materials utilizing current social media outlets and technology.	July - August 2018	OPA

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3.4 Implement email address reporting requirement on new applications and license renewals in order to increase access to the licensee population and better - communicate Board information.			
Success Measure: Submission of an email address is required.			
Start: Q3 2018	End: Q3 2019	Start/End	Responsibility
3.4.1	Establish new regulatory language to require email address reporting in new applications and license renewals.	July 2018	AEO/Admin SSA
3.4.2	Obtain Board approval on the proposed regulatory language.	August 2018	AEO/Admin SSA
3.4.3	Create regulations packet including initial statement of reason, amended text, and notice.	September 2018	AEO/Admin SSA
3.4.4	Obtain Executive Officer approval of regulations packet.	September 2018	EO
3.4.5	Obtain DCA Legal Office approval of regulations packet.	September 2018	EO and Legal Office
3.4.6	Submit regulation packet to the Office of Administrative Law for noticing.	October 4, 2018	AEO/Admin SSA
3.4.7	Capture public comments provided during public comment period.	October-December 2018	AEO/Admin SSA
3.4.8	Take the proposed regulatory amendment to the Board for adoption.	December 2018	EO
3.4.9	Create a SIR to make necessary changes to the instructions in BreEZe for the online application and obtain Legal approval.	January 2019	BreEZe SME
3.4.10	Test and pass/fail the changes in BreEZe for accuracy prior to their implementation.	TBD by DCA	BreEZe SME
3.4.11	Changes executed in future release.	TBD by DCA	DCA BreEZe Team
3.4.12	Finalize the file for review and submit to DCA.	January 2019	AEO/Admin SSA
3.4.13	Obtain approval by DCA and other control agencies.	February 2019–March 2019	DCA
3.4.14	Prepare and submit the rule making file to the Office of Administrative Law.	March 2019	AEO/Admin SSA

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3.4.15	Post the effective date of the amended regulation on the Board Web site.	July 2019	Webmaster
3.4.16	Make necessary changes to the instructions for the paper application and renewal notices, obtain Legal approval, and post it to the Web site.	June- July 2019	Admin SSA
3.4.17	Receive training for how to export the email addresses from BreEZe into an email ListServ.	July 2019	BreEZe team
3.4.18	Perform a monthly export of the email addresses from BreEZe into the Board's email ListServ.	July 2019 – Ongoing	AEO/DCA OIS
3.4.19	Educate licensees on new requirements use email addresses to distribute Board information.	July – September 2019	AEO/EO

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3.5 Utilize current social media outlets and technology to increase Board communication to stakeholders by 50%.			
Success Measure: Increased communications to stakeholders.			
Start: Q3 2016		End: Q3 2018	Responsibility
3.5.1	Identify the current number of social media followers to establish a baseline.	July 2016	OPA
3.5.2	Measure the number of people (e.g., followers and likes) who join the Board's social media and report to the Board semiannually.	January 2017	OPA/ Board staff
3.5.3	Increase the methods and frequency of communicating with stakeholders.	January 2017 – July 2018	(Refer to objectives 3.2 and 3.3)
3.5.4	Use email addresses from Objective 3.4 to promote the Board's social media outlets by providing stakeholders with direct links to the Board's social media sites.	TBD – after 2019	TBD/OIS

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3.6 Secure budgetary authority to increase necessary staffing and resources to establish a Board Outreach Coordinator position.			
Success Measure: New outreach coordinator is hired and onboarded.			
Start: Q1 2017		End: Q3 2018	
		Start/End	Responsibility
3.6.1	Conduct workload analysis and compile justification data to support Budget Change Proposal (BCP).	February 2017	Admin SSA
3.6.2	Draft BCP concept paper.	February 2017	Admin SSA
3.6.3	Submit BCP concept paper to DCA Budget office.	March 2017	Admin SSA
3.6.4	Draft BCP and submit to DCA Budget Office.	April 2017	Admin SSA
3.6.5	Obtain control agencies' approval of BCP.	April – August 2017	DCA Budget Staff
3.6.6	Obtain legislative approval for BCP.	March– April 2018	DCA Budget Staff
3.6.7	Obtain additional outreach position.	July 2018	DCA OHR
3.6.8	Establish communication and outreach priorities.	July 2018	Board Members
3.6.9	Recruitment process: Develop new duty statement and obtain DCA OHR approval.	July– August 2018	HR Liaison
3.6.10	Recruitment process: Advertise, review applications in ECOS, interview and hire new staff.	July– August 2018	HR Liaison
3.6.11	Onboard and train new staff.	September 2018	AEO/EO
3.6.12	Develop and obtain DCA approval for performance expectations and attendance guidelines.	September 2018	EO/DCA OHR and Labor Relations

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Goal 4: Laws and Regulations

The Board modifies, implements and enforces statutes and regulations that strengthen and support the Board's mandate and mission.

4.1 Promulgate regulations requiring applicants and renewal licensees provide an email address so the Board can increase communication.				
Success Measure: Submission of an email address is required.				
Start: Q3 2018		End: Q3 2019	Start/End	Responsibility
4.1.1	Establish new regulatory language to require email address reporting in new applications and license renewals.		July 2018	AEO/Admin SSA
4.1.2	Obtain Board approval on the proposed regulatory language.		August 2018	AEO/Admin SSA
4.1.3	Create regulations packet including initial statement of reason, amended text and notice.		September 2018	AEO/Admin SSA
4.1.4	Obtain Executive Officer approval of regulations packet.		September 2018	EO
4.1.5	Obtain DCA Legal Office approval of regulations packet.		September 2018	EO and Legal Office
4.1.6	Submit regulation packet to the Office of Administrative Law for noticing.		October 4, 2018	AEO/Admin SSA
4.1.7	Capture public comments provided during public comment period.		October-December 2018	AEO/Admin SSA
4.1.8	Take the proposed regulatory amendment to the Board for adoption.		December 2018	EO
4.1.9	Create a SIR to make necessary changes to the instructions in BreEZe for the online application and obtain Legal approval.		January 2019	BreEZe SME
4.1.10	Test and pass/fail the changes in BreEZe for accuracy prior to their implementation.		TBD by DCA	BreEZe SME
4.1.11	Changes executed in future release.		TBD by DCA	DCA BreEZe Team

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4.1.12	Finalize the file for review and submit to DCA.	January 2019	AEO/Admin SSA
4.1.13	Obtain approval by DCA and other control agencies.	February 2019– March 2019	DCA
4.1.14	Prepare and submit the rule making file to the Office of Administrative Law.	March 2019	AEO/Admin SSA
4.1.15	Post the effective date of the amended regulation on the Board Web site.	July 2019	Webmaster
4.1.16	Make necessary changes to the instructions for the paper application and renewal notices, obtain Legal approval, and post it to the Web site.	June- July 2019	Admin SSA
4.1.17	Receive training for how to export the email addresses from BreZE into an email ListServ.	July 2019	BreZE team
4.1.18	Perform a monthly export of the email addresses from BreZE into the Board's email ListServ.	July 2019 – Ongoing	AEO/DCA OIS
4.1.19	Educate licensees on new requirements use email addresses to distribute Board information.	July – September 2019	AEO and EO

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4.2 Research regulatory issues effecting the full range of Occupational Therapy practice settings to address diverse Occupational Therapy service delivery models.

Success Measure:

Start:	End:	Start/End	Responsibility
4.2.1	To be completed by CBOT staff [review meeting minutes from 9/2015]		
4.2.2			
4.2.3			
4.2.4			

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4.3 Develop an internal and external “Frequently Asked Questions” for staff and for consumers and licensees, respectively, and post to Web site to clarify laws and regulations.			
Success Measure: Legislation/Regulation FAQs updated and posted to the Web site.			
Start: Q1 2019		End: Q2 2019	
		Start/End	Responsibility
4.3.1	Determine the frequently asked questions from licensees and consumers regarding laws and regulations.	Jan 2019	AEO
4.3.2	Collaborate with the Practice Committee to review and answer the questions posed to the Board.	February- March 2019	AEO and Practice Committee
4.3.3	Obtain Executive Officer approval for the FAQs and responses that will be posted on the Web site.	April 2019	Executive Officer
4.3.4	Obtain Legal Office approval for the FAQs and responses that will be posted on the Web site.	April 2019	EO/DCA Legal Office
4.3.5	Post the FAQs to the Board Web site. Also, add information to the Board Web site advising how to participate in the rule making process.	May 2019	Webmaster
4.3.6	Educate staff about the new FAQs on the Web site.	May 2019	AEO
4.3.7	Notify stakeholders through a ListServ email and social media regarding the new FAQs on the Board Web site.	May 2019	Webmaster
4.3.8	Semi-annually review the FAQs and update, as needed.	Ongoing	AEO

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4.4 Explore the feasibility of a statute amendment that alters the definition of Occupational Therapy to clarify the scope of the Board's oversight over the varying Occupational Therapy capacities.			
Success Measure: A decision is made whether to amend the definition of Occupational Therapy.			
Start: Q1 2016		End: Q2 2016	Responsibility
4.4.1	Establish Ad-hoc Committee to review the scope of practice.	Nov 2015	Board
4.4.2	Ad-hoc Committee to issue recommendation for potential statute language for Board approval.	Feb 2016	Committee
4.4.3	Board staff prepares notice/agenda, obtains Legal Office approval, post and notice the Committee Meeting agenda, and provide Committee members with meeting materials.	May 2016	AEO/EO
4.4.4	Revisit the scope of practice recommendation, if directed by the Board.	As directed (TBD - May 2016)	Board

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Goal 5: Organizational Effectiveness

The Board strives to build an excellent organization through proper Board governance, effective leadership, and responsible management by securing necessary funding and ensuring responsive staff processes.

5.1 Conduct a workload analysis and compile data to support appropriate Board staffing levels.			
Success Measure: Budgeting and position augmentation.			
Start: 2015		End: Q2 2016	Responsibility
5.1.1	Completed		

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5.2 Devise a plan for knowledge transfer and mentorship opportunities to help facilitate growth and development among Board staff.			
Success Measure: Knowledge transfer and staff development plan is documented.			
Start: Q2 2017		End: Q3 2017	Responsibility
5.2.1	Identify core information needed by all Board staff.	July 2017	Board SSAs
5.2.2	Identify staff with core knowledge (<i>who has the knowledge</i>), identify staff needing cross training (<i>who needs the knowledge</i>), and provide training to Board staff, as needed.	July 2017	Board SSAs/AEO
5.2.3	Require Individual Development Plans (IDPs) to identify existing knowledge and prepare staff for future growth/promotional opportunities.	August – September 2017	EO
5.2.4	Identify and document AEO and EO knowledge. (See Objective 5.3.)	See objective 5.3	TBD
5.2.5	Identify the strategy (in person, online, reading, training, etc.) for how to provide knowledge transfer.	August 2017	Board SSAs
5.2.6	Incorporate process maps, procedures, and document existing knowledge to develop (and expand, as needed) a resource manual for each functional area.	May 2016 – September 2017	Board SSAs
5.2.7	Approve resource manuals used by staff.	September 2017	EO/AEO
5.2.8	Identify and support mentorship opportunities for staff through collaboration with DCA and other entities.	Ongoing	EO/AEO

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5.3 Create a succession plan that includes all Board positions to increase business continuity, efficiency, and staff acquisition, retention, and development.			
Success Measure: A documented succession plan.			
Start: Q3 2017	End: Q3 2017	Start/End	Responsibility
5.3.1	Identify mission-critical work functions to anticipate and prepare for changes.	July 2017	Board SSAs
5.3.2	Analyze workforce gaps to develop the next generation of Board management.	July 2017	Board SSAs
5.3.3	Identify and document job functions then prioritize solutions to prepare for attrition.	August 2017	Board SSAs
5.3.4	Determine classifications-based restrictions to forecast staff development needs.	August 2017	Board SSAs and DCA OHR
5.3.5	Prepare document identifying mission critical functions, workforce gaps, and solutions for Board approval.	September 2017	Board SSAs
5.3.6	Contract with vendor to document EO/AEO knowledge.	December 2016 – June 2017	EO/AEO/Vendor
5.3.7	Review vendor report and recommendations with Board members.	July 2017	EO/Board
5.3.8	Implement report recommendation(s) to prepare the Board's next generation of leaders.	September 2017	EO/AEO
5.3.9	Re-evaluate the succession plan on annual basis.	Ongoing	EO/AEO

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California Board of Occupational Therapy 2016-2019



Adopted: (insert date Board approved plan)

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California Board of Occupational Therapy Members

Richard Bookwalter, OT Member, *Vice President*

Jeffrey Ferro, Public Member

Laura Hayth, OT Member

Nancy Michel, Public Member

Denise Miller, OT Member, *President*

Beata Morcos, Public Member

Sharon Pavlovich, OTA Member, *Secretary*

Edmund G. Brown, Jr., Governor

Anna M. Caballero, Secretary, Business, Consumer Services and Housing Agency

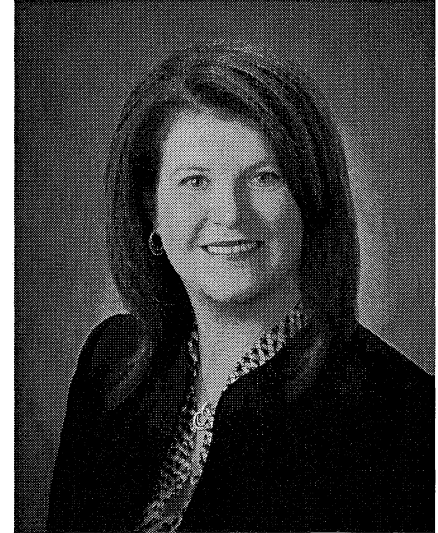
Awet Kidane, Director, Department of Consumer Affairs

Heather Martin, Executive Officer, California Board of Occupational Therapy

Message from the Board President

On behalf of the California Board of Occupational Therapy (CBOT) I want to thank everyone involved in the strategic planning development process for their vision, focus and commitment to the Board's mission – to protect California consumers of occupational therapy services through effective regulation, licensing and enforcement.

The 2016-2019 Strategic Plan outlines the Board's commitment to uphold our mission, vision and values with all stakeholders and has been a collaborative effort between Board Members, Board staff, and the public. In this document, we have identified key goals that guide our actions and keep us accountable to those we serve.



This strategic plan is the foundation of the Board's intent and focus in the coming years. It builds upon previous strategic plans and recognizes our commitment to uphold our duties within the Department of Consumer Affairs and to the people of the state of California that receive occupational therapy services.

As President of the Board of Occupational Therapy, I invite all interested stakeholders to engage with us in the next three years to achieve the goals identified in this strategic plan. The Board publishes advance notices of all its meetings (including Board, committee and ad hoc) and encourages your participation and contribution.

Denise M. Miller, MBA OT/L

President, Board of Occupational Therapy

About the Board

Occupational Therapists (OTs) and Occupational Therapy Assistants (OTAs) provide important health, rehabilitation and habilitation services to people of all ages, who, because of illness, injury, or developmental or psychological impairment, need specialized interventions to regain, develop, or build the skills necessary for independent functioning.

Established in 1917, the occupational therapy profession is one of the oldest allied health professions in the United States. SB 1046 created the California Board of Occupational Therapy, effective January 1, 2001, and required license effective January 1, 2003. The Board is responsible for the licensure and regulation of OTs and OTAs in California.

California passed a title control/trademark law for occupational therapy in 1977 Business and Professions Code (BPC), Section 2570, Ch. 836), prohibiting individuals from using the professional titles recognized for Occupational Therapist (OT, OTR) and Occupational Therapy Assistants (OTA, COTA) without appropriate training and education. The law was updated in 1993 (BPC, Ch. 361) to further clarify the minimum education and examination requirements for practicing occupational therapists and occupational therapy assistants. The law had no registration process with the state or enforcement structure, nor did it prevent unqualified individuals from practicing occupational therapy as long as they did not refer to themselves as an occupational therapist or occupational therapy assistant.

OTs and OTAs focus on an individual's ability to effectively engage in performance areas that are purposeful and meaningful, such as activities of daily living (ADLs), and instrumental ADLs, including, among other things, work, education, play, leisure, wellness, spirituality, social participation and other productive activities.

Mission

To protect California consumers of occupational therapy services through effective regulation, licensing and enforcement.

Vision

The California Board of Occupational Therapy, as a model consumer protection agency, aspires to be recognized for our valued commitment to all of our stakeholders.

Values

CONSUMER PROTECTION	We make effective and informed decisions in the best interest, and for the safety of Californians.
EFFICIENCY	We diligently identify the best ways to deliver high-quality services with the most efficient use of our resources.
FAIRNESS	We treat people equally and make decisions without favoritism or prejudice.
INTEGRITY	We are committed to honesty, ethical conduct and responsibility.
COMMITMENT	We take responsibility and are accountable to the public.
TRANSPARENCY	We hold ourselves accountable to the people of California. We operate openly so that stakeholders can trust that we are fair and honest.

Strategic Goals

1 APPLICANT QUALIFICATIONS

The Board ensures those seeking licensure meet minimum standards of conduct, education, fieldwork and examination.

2 ENFORCEMENT

The Board enforces the laws and regulations governing occupational therapy practitioners by effectively investigating complaints, non-compliance and irregularities, and concludes with an appropriate response.

3 OUTREACH AND COMMUNICATION

The Board strives to increase communication, education and outreach efforts to consumers, applicants, licensees, and other stakeholders regarding laws, regulations and the practice of occupational therapy.

4 LAWS AND REGULATIONS

The Board modifies, implements and enforces statutes and regulations that strengthen and support the Board's mandate and mission.

5 ORGANIZATIONAL EFFECTIVENESS

The Board strives to build an excellent organization through proper Board governance, effective leadership, and responsible management by securing necessary funding and ensuring responsive staff processes.

Goal 1: Applicant Qualifications

The Board ensures those seeking licensure meet minimum standards of conduct, education, fieldwork and examination.

1.1	Create and implement "Application Submittal Checklist" guidelines to clarify application requirements and encourage application completeness.
1.2	Pursue regulatory amendment that would require Occupational Therapists seeking advanced practice approval to complete only Board approved courses, in order to streamline the review process for advanced practice applications.
1.3	Create and implement a cross-reference table that clarifies the relationship between Professional Development Units, Continuing Education Units, and Continuing Education hours in order to better assist licensees in determining whether or not their continuing education courses meet state requirements.
1.4	Develop an outreach strategy to educate potential applicants on the Board's licensure process including pre and post-licensure requirements.

Goal 2: Enforcement

The Board enforces the laws and regulations governing occupational therapy practitioners by effectively investigating complaints, non-compliance and irregularities, and concludes with an appropriate response.

2.1	Pursue an increase in budgetary authority to secure necessary staffing to improve enforcement processing times.
2.2	Promulgate regulations that require applicants and licensees to attest to reading the governing laws and regulations in order to increase familiarity and instill accountability and individual integrity.
2.3	Expand capacity to manage the increase in both the number of enforcement actions and number of license applications to maintain or increase timely response to consumer complaints and increase consumer protection.

Goal 3: Outreach and Communication

The Board strives to increase communication, education and outreach efforts to consumers, applicants, licensees, and other stakeholders regarding laws, regulations and the practice of occupational therapy.

3.1	Communicate the enforcement process and timeline with complainants and respondents by updating the current enforcement process flowcharts to with the disciplinary process timeline and include flowchart in all complaint responses.
3.2	Develop multimedia (videos, webinars and printed materials), and house them on the Board Web site, that would increase student understanding of the application process and general Board information.
3.3	Develop multimedia (videos, webinars and printed materials), and house them on the Board Web site, that would educate and inform licensees and consumers about general Board processes, regulatory requirements and practice issues.
3.4	Implement email address reporting requirement on new applications and license renewals in order to increase access to the licensee population and better communicate Board information.
3.5	Utilize current social media outlets and technology to increase Board communication to stakeholders by 50%.
3.6	Secure budgetary authority to increase necessary staffing and resources to establish a Board Outreach Coordinator position.

Goal 4: Laws and Regulations

The Board modifies, implements and enforces statutes and regulations that strengthen and support the Board's mandate and mission.

4.1	Promulgate regulations requiring applicants and renewal licensees provide an email address so the Board can increase communication.
4.2	Research regulatory issues affecting the full range of Occupational Therapy practice settings to address diverse Occupational Therapy service delivery models.
4.3	Develop an internal and external "Frequently Asked Questions" for staff and for consumers and licensees, respectively, and post to Web site to clarify laws and regulations.
4.4	Explore the feasibility of a statute amendment that alters the definition of Occupational Therapy to clarify the scope of the Board's oversight over the varying Occupational Therapy capacities.

Goal 5: Organizational Effectiveness

The Board strives to build an excellent organization through proper Board governance, effective leadership, and responsible management by securing necessary funding and ensuring responsive staff processes.

5.1	Conduct a workload analysis and compile data to support appropriate Board staffing levels.
5.2	Devise a plan for knowledge transfer and mentorship opportunities to help facilitate growth and development among Board staff.
5.3	Create a succession plan that includes all Board positions to increase business continuity, efficiency, and staff acquisition, retention, and development.



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This strategic plan is based on stakeholder information and discussions facilitated by SOLID for the California Board of Occupational Therapy in June 2015. Subsequent amendments may have been made after Board adoption of this plan.

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1.1		Responsibility																																																																							
Create and Implement "Application Submittal Checklist" guidelines to clarify application requirements and encourage application completeness.																																																																									
1.1.1	Draft a checklist.	Admin SSA																																																																							
1.1.2	Create a process overview and description (e.g., when fees are paid) that will go with paper applications.	Admin SSA																																																																							
1.1.3	Field test checklist and overview with students.	Executive Officer																																																																							
1.1.4	Obtain Executive Officer and Legal approval on the checklist and application overview documents.	Executive Officer/ Legal Office																																																																							
1.1.5	Attach the checklist to the paper application instructions.	Webmaster																																																																							
1.1.6	Post the application overview description on the Board Web site.	Webmaster																																																																							

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1.2	Pursue regulatory amendment that would require Occupational Therapists seeking advanced practice approval to complete only Board approved courses, in order to streamline the review process for advanced practice applications.	Responsibility																																															
1.2.1	Identify the approved courses.	Admin SSA																																															
1.2.2	Create a list of approved courses and post to Web site.	Admin SSA and Webmaster																																															
1.2.3	Amend existing regulatory language to require applicants to complete only Board approved courses.	AEO/Admin SSA																																															
1.2.4	Obtain Board approval on the proposed amended regulatory language.	AEO/Admin SSA																																															
1.2.5	Create regulations packet including initial statement of reason, strikeout text and notice.	AEO/Admin SSA																																															
1.2.6	Obtain Executive Officer approval of regulations packet.	EO																																															
1.2.7	Obtain DCA Legal Office approval of regulations packet.	EO and DCA Legal Office																																															
1.2.8	Submit regulation packet to the Office of Administrative Law for noticing.	AEO/Admin SSA																																															
1.2.9	Capture public comments provided during public comment period.	AEO/Admin SSA																																															
1.2.10	Take the proposed regulatory amendment to the Board for adoption.	EO																																															
1.2.11a	Create a System Investigation Request (SIR) to make necessary changes to the instructions in BreZe for the online application and obtain Legal approval.	BreZe SME																																															
1.2.11b	Test and pass/fail the changes in BreZe for accuracy prior to their implementation.	BreZe SME																																															
1.2.11c	Changes executed in future release.	DCA BreZe Team																																															
1.2.12	Finalize the file for review and submit to DCA.	AEO/Admin SSA																																															
1.2.13	Obtain approval by DCA and other control agencies.	DCA																																															
1.2.14	Prepare and submit the rule making file to the Office of Administrative Law.	AEO/Admin SSA																																															
1.2.15	Post the effective date of the amended regulation on the Board Web site.	Webmaster																																															
1.2.16	Make necessary changes to the instructions for the paper application, obtain Legal approval, and post it to the Web site.	Admin SSA																																															
1.2.17	Train staff on new requirements.	AEO																																															
1.2.18	Educate licensees on new requirements.	AEO and EO																																															

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2.1	Pursue an increase budgetary authority to secure necessary staffing to improve enforcement processing times.	COMPLETED																																																																																																																																			
2.2	Enhance consumer protection by expanding capacity to meet the increase in investigations of licensees and applicants in order to improve complaint response times.	Responsibility																																																																																																																																			
2.2.1	Obtain additional enforcement positions.	Completed																																																																																																																																			
2.2.2	Recruitment process: Develop new duty statements and obtain DCA OHR approval.	HR Liaison																																																																																																																																			
2.2.3	Recruitment process: Advertise, review applications in ECOS, interview, background check and hire six new staff.	HR Liaison																																																																																																																																			
2.2.4	Onboard and train six new staff.	AEO																																																																																																																																			
2.2.5	Develop and obtain DCA approval for performance expectations and attendance guidelines.	EO/DCA OHR and Labor Relations																																																																																																																																			
2.2.6	Redistribute existing case load among new hires.	AEO																																																																																																																																			
2.2.7	Re-establish in-person visits by probation monitors.	AEO																																																																																																																																			
2.2.8	Conduct probation reports on new hires.	AEO																																																																																																																																			
2.2.9	Increase expert consultants under contract by 50%.	AEO																																																																																																																																			

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3.1	Communicate the enforcement process and timeline with complainants and respondents by updating the current enforcement process flowcharts with the disciplinary process timeline and include flowchart in all complaint responses.	Responsibility																																																																																																																							
3.1.1	Prepare and/or update existing enforcement process flowchart and add timeline.	Enforcement SSA																																																																																																																							
3.1.2	Develop narrative explaining the process and glossary of enforcement process.	Enforcement SSA																																																																																																																							
3.1.3	Obtain DCA Legal approval on the flow chart, timeline, narrative and glossary.	AEO																																																																																																																							
3.1.4	Staff training regarding revised acknowledgement and inquiry correspondence and update procedure manual.	AEO																																																																																																																							
3.1.5	Post to Web site and add to Board Member Disciplinary Resource Manual.	Webmaster																																																																																																																							
3.2	Develop multimedia (videos, webinars and printed materials), and house them on the Board Web site, that would increase applicant understanding of the application process and general Board information.	Responsibility																																																																																																																							
3.2.1	Incorporate materials developed in Objectives 1.1 and 1.4.	Admin SSA																																																																																																																							
3.2.2	Identify general Board information that needs to be disseminated to applicants.	Admin SSA																																																																																																																							
3.2.3	Work with DCA to develop a video or webinar explaining the application process and general Board information.	Admin SSA/OPA/SOLID																																																																																																																							
3.2.4	Obtain Legal approval for newly developed content.	EO/Legal																																																																																																																							
3.2.5	Email links to materials and coordinate webinar with all California school program directors.	EO/SOLID																																																																																																																							
3.2.6	Develop, schedule and conduct application webinar to coincide with OT/OTA graduations.	EO/SOLID																																																																																																																							
3.2.7	Post multimedia materials utilizing current social media outlets and technology.	OPA																																																																																																																							

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3.3	Develop multimedia (videos, webinars and printed materials), and house them on the Board Web site, that would educate and inform licensees and consumers about general Board processes, regulatory requirements and practice issues.	Responsibility																																																																																																																							
3.3.1	Appoint members to the Board's Education and Outreach Committee.	Board																																																																																																																							
3.3.2	Coordinate appointment packages for all members.	HR Liaison																																																																																																																							
3.3.3	Coordinate meeting(s) schedules and prepare and post meeting materials.	EO																																																																																																																							
3.3.4	Board's Education and Outreach Committee to identify specific content regarding general Board processes, regulatory requirements and practice issues.	Education and Outreach Committee																																																																																																																							
3.3.5	Board staff to work with DCA to develop a video, webinar, public service announcement to verify license, and/or printed materials explaining Board information.	Admin SSA/OPA/SOLID																																																																																																																							
3.3.6	Obtain Legal approval for newly developed content.	EO/Legal																																																																																																																							
3.3.7	Email links to interested parties/stakeholders.	EO/SOLID																																																																																																																							
3.3.8	Post multimedia materials utilizing current social media outlets and technology.	OPA																																																																																																																							

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Implement email address reporting requirement on new applications and license renewals in order to increase access to the licensee population and better communicate Board information.																																																	
3.4	Board information.																																																
3.4.1	Establish new regulatory language to require email address reporting in new applications and license renewals.	AEO/Admin SSA																																															
3.4.2	Obtain Board approval on the proposed regulatory language.	AEO/Admin SSA																																															
3.4.3	Create regulations packet including initial statement of reason, amended text, and notice.	AEO/Admin SSA																																															
3.4.4	Obtain Executive Officer approval of regulations packet.	EO																																															
3.4.5	Obtain DCA Legal Office approval of regulations packet.	EO and Legal Office																																															
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3.4.10	Finalize the file for review and submit to DCA.	AEO/Admin SSA																																															
3.4.11	Obtain approval by DCA and other control agencies.	DCA																																															
3.4.12	Prepare and submit the rule making file to the Office of Administrative Law.	AEO/Admin SSA																																															
3.4.13	Post the effective date of the amended regulation on the Board Web site.	Webmaster																																															
3.4.14	Make necessary changes to the instructions for the paper application and renewal notices, obtain Legal approval, and post it to the Web site.	Admin SSA																																															
3.4.15	Receive training for how to export the email addresses from BreEze into an email ListServ.	BreEze team																																															
3.4.16	Perform a monthly export of the email addresses from BreEze into the Board's email ListServ.	AEO/DCA OIS																																															
3.4.17	Educate licensees on new requirements use email addresses to distribute Board information.	AEO/EO																																															

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3.5	Utilize current social media outlets and technology to increase Board communication to stakeholders by 50%. Responsibility																																																																																																																								
3.5.1	Identify the current number of social media followers to establish a baseline.	OPA																																																																																																																							
3.5.2	Measure the number of people (e.g., followers and likes) who join the Board's social media	OPA/ Board staff																																																																																																																							
3.5.3	Increase the methods and frequency of communicating with stakeholders.	(Refer to objectives 3.2 and 3.3)																																																																																																																							
3.5.4	Use email addresses from Objective 3.4 to promote the Board's social media outlets by providing stakeholders with direct links to the Board's social media sites.	TBD/OIS																																																																																																																							
3.6	Secure budgetary authority to increase necessary staffing and resources to establish a Board Outreach Coordinator position. Responsibility																																																																																																																								
3.6.1	Conduct workload analysis and compile justification data to support Budget Change Proposal (BCP).	Admin SSA																																																																																																																							
3.6.2	Draft BCP concept paper.	Admin SSA																																																																																																																							
3.6.3	Submit BCP concept paper to DCA Budget office.	Admin SSA																																																																																																																							
3.6.4	Draft BCP and submit to DCA Budget Office.	Admin SSA																																																																																																																							
3.6.5	Obtain control agencies' approval of BCP.	DCA Budget Staff																																																																																																																							
3.6.6	Obtain legislative approval for BCP.	DCA Budget Staff																																																																																																																							
3.6.7	Obtain additional outreach position.	DCA OHR																																																																																																																							
3.6.8	Establish communication and outreach priorities.	Board Members																																																																																																																							
3.6.9	Recruitment process: Develop new duty statement and obtain DCA OHR approval.	HR Liaison																																																																																																																							
3.6.10	Recruitment process: Advertise, review applications in ECOS, interview and hire new staff.	HR Liaison																																																																																																																							
3.6.11	Onboard and train new staff.	AEO/EO																																																																																																																							
3.6.12	Develop and obtain DCA approval for performance expectations and attendance guidelines.	EO/DCA OHR and Labor Relations																																																																																																																							

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Promulgate regulations requiring applicants and renewal licensees provide an email address so the Board can increase communication.		Responsibility																																																																																																																																			
4.1																																																																																																																																					
4.1.1	Establish new regulatory language to require email address reporting in new applications and license renewals.	AEO/Admin SSA																																																																																																																																			
4.1.2	Obtain Board approval on the proposed regulatory language.	AEO/Admin SSA																																																																																																																																			
4.1.3	Create regulations packet including initial statement of reason, amended text and notice.	AEO/Admin SSA																																																																																																																																			
4.1.4	Obtain Executive Officer approval of regulations packet.	EO																																																																																																																																			
4.1.5	Obtain DCA Legal Office approval of regulations packet.	EO and Legal Office																																																																																																																																			
4.1.6	Submit regulation packet to the Office of Administrative Law for noticing.	AEO/Admin SSA																																																																																																																																			
4.1.7	Capture public comments provided during public comment period.	AEO/Admin SSA																																																																																																																																			
4.1.8	Take the proposed regulatory amendment to the Board for adoption.	EO																																																																																																																																			
4.1.9a	Create a SIR to make necessary changes to the instructions in BreEze for the online application and obtain Legal approval.	BreEze SME																																																																																																																																			
4.1.9b	Test and pass/fail the changes in BreEze for accuracy prior to their implementation.	BreEze SME																																																																																																																																			
4.1.9c	Changes executed in future release.	DCA BreEze Team																																																																																																																																			
4.1.10	Finalize the file for review and submit to DCA.	AEO/Admin SSA																																																																																																																																			
4.1.11	Obtain approval by DCA and other control agencies.	DCA																																																																																																																																			
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Research regulatory issues effecting the full range of Occupational Therapy practice settings to address diverse Occupational Therapy service delivery models.		Responsibility																																																																																																																							
4.2	* to be completed by BOT staff																																																																																																																								
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4.2.10																																																																																																																									
Develop an internal and external "Frequently Asked Questions" for staff and for consumers and licensees, respectively, and post to Web site to clarify laws and regulations.		Responsibility																																																																																																																							
4.3																																																																																																																									
4.3.1	Determine the frequently asked questions from licensees and consumers regarding laws and regulations.	AEO																																																																																																																							
4.3.2	Collaborate with the Practice Committee to review and answer the questions posed to the Board.	AEO and Practice Committee																																																																																																																							
4.3.3	Obtain Executive Officer approval for the FAQs and responses that will be posted on the Web site.	Executive Officer																																																																																																																							
4.3.4	Obtain Legal Office approval for the FAQs and responses that will be posted on the Web site.	EO/DCA Legal Office																																																																																																																							
4.3.5	Post the FAQs to the Board Web site. Also, add information to the Board Web site advising how to participate in the rule making process.	Webmaster																																																																																																																							
4.3.6	Educate staff about the new FAQs on the Web site.	AEO																																																																																																																							
4.3.7	Notify stakeholders through a ListServ email and social media regarding the new FAQs on the Board Web site.	Webmaster																																																																																																																							
4.3.8	Semi-annually review the FAQs and update, as needed.	AEO	ONGOING																																																																																																																						

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4.4	Explore the feasibility of a statute amendment that alters the definition of Occupational Therapy to clarify the scope of the Board's oversight over the varying Occupational Therapy capacities.	Responsibility																																															
4.4.1	Establish Ad-hoc Committee to review the scope of practice.	Board																																															
4.4.2	Ad-hoc Committee to issue recommendation for potential statute language for Board approval.	Committee																																															
4.4.3	Board staff prepares notice/agenda, obtains Legal Office approval, post and notice the Committee Meeting agenda, and provide Committee members with meeting materials.	AEO/EO																																															
4.4.4	Revisit the scope of practice recommendation, if directed by the Board.	Board																																															
5.1	Conduct a workload analysis and compile data to support appropriate Board staffing levels.	Responsibility		COMPLETED																																													
5.2	Devise a plan for knowledge transfer and mentorship opportunities to help facilitate growth and development among Board staff.	Responsibility																																															
5.2.1	Identify core information needed by all Board staff.	Board SSAs																																															
5.2.2	Identify staff with core knowledge (<i>who has the knowledge</i>), identify staff needing cross training (<i>who needs the knowledge</i>), and provide training to Board staff, as needed.	Board SSAs/AEO																																															
5.2.3	Require individual Development Plans (IDPs) to identify existing knowledge and prepare staff for future growth/promotional opportunities.	EO																																															
5.2.4	Identify and document AEO and EO knowledge. (See Objective 5.3.)	TBD																																															
5.2.5	Identify the strategy (in person, online, reading, training, etc.) for how to provide knowledge transfer.	Board SSAs																																															
5.2.6	Incorporate process maps, procedures, and document existing knowledge to develop (and expand, as needed) a resource manual for each functional area.	Board SSAs																																															
5.2.7	Approve resource manuals used by staff.	EO/AEO																																															
5.2.8	Identify and support mentorship opportunities for staff through collaboration with DCA and other entities.	EO/AEO	ONGOING																																														

