

## Section 13– Attachments

Attached are the following:

Please provide the following attachments:

- A. Board’s administrative manual.
- B. Current organizational chart showing relationship of committees to the board and membership of each committee (Section 1, Question 1).
  - B.1. Listing of current membership for each committee (Section 1, Question 1).
- C. Major studies, if any (cf., Section 1, Question 4).
- D. Year-end Board organization charts for last four fiscal years. (Section 3, Question 15).
- E. Board Member Meeting Attendance (Section 1, Question 1).
- F. 2020-2024 Strategic Plan (Section 1, Question 3).
- G. Quarterly Performance Measures for FY 2016-17 through 2020-21 (Section 2, Question 1).
- H. The Board’s *Complaint Prioritization Guidelines* (Section 5, Question 37).

# Chapter 1. Introduction

## Overview

The California Board of Occupational Therapy (Board) was established on January 1, 2001 (Senate Bill 1046, Chapter 697, Statutes of 2000) to protect the health, safety, and welfare of California consumers by regulating the practice of occupational therapists and occupational therapy assistants. It is one of many boards, bureaus, commissions and committees under the umbrella of the Department of Consumer Affairs (DCA), which provides administrative oversight and support services. The Board is autonomous and sets its own policies, procedures and regulations.

This procedure manual is provided to Board Members as a ready reference of important laws, regulations, and Board policies, to guide the actions of Board Members and ensure Board effectiveness and efficiency.

## Board Mission

The Board's mission is to regulate occupational therapy by serving and protecting California's consumers and licensees.

## Abbreviations

### Agencies

BCSHA	Business, Consumer Services, and Housing Agency
CBOT	California Board Occupational Therapy
CDA	California Department of Aging
CDCR	California Department of Corrections & Rehab
CDE	California Department of Education
CDPH	California Department of Public Health
DCA	Department of Consumer Affairs
DDS	Department of Developmental Services
DHCS	Department of Health Care Services
DMH	Department of Mental Health
DSS	Department of Social Services
DVA	Department of Veterans Affairs
OAH	Office of Administrative Hearings
OAL	Office of Administrative Law
OHR	Office of Human Resources
PTBC	Physical Therapy Board of California
SLAP& HAD	Speech-Language Pathology and Audiology & Hearing Aide Dispensers Board

### Codes

BPC, B&P	Business and Professions Code
CCR	California Code of Regulations
CFR	Code of Federal Regulations
CEC	California Education Code
CGC	California Government Code
HSC	Health and Safety Code
WIC	Welfare and Institutions Code

**Abbreviations  
(Cont.)**

Organizations

ACOTE	Accreditation Council for Occupational Therapy Education of the American Occupational Therapy Association
APTA	American Physical Therapy Association
AOTA	American Occupational Therapy Association
ASHA	American Speech-Language-Hearing Association
ASHT	American Society of Hand Therapists
CAMFT	California Association of Marriage & Family Therapists
CLEAR	Council on Licensure, Enforcement and Regulation
CPIL	Center for Public Interest Law
CPTA	California Physical Therapy Association
FARB	Federation of Associations of Regulatory Boards
HTCC	Hand Therapy Certification Commission
NBCOT	National Board for Certification in Occupational Therapy
NCART	National Coalition of Assistive Rehabilitation Technology
NRTCC	National Rehabilitation Technology Certification Commission
OTAC	Occupational Therapy Association of California
POTAC	Psychiatric Occupational Therapy Association of California
RESNA	Rehabilitation Engineering Society of North America
WFOT	World Federation of Occupational Therapy

Titles

AG	Attorney General
ALJ	Administrative Law Judge
CHT	Certified Hand Therapist
COTA	Occupational Therapy Assistant Certified by NBCOT
DA	District Attorney
DAG	Deputy Attorney General
EO	Executive Officer
OT	Occupational Therapist
OTA	Occupational Therapy Assistant
OTR	Occupational Therapist Registered with NBCOT
SDAG	Supervising Deputy Attorney General

## Chapter 2. Board Responsibilities

### **Composition**

*B&P § 2570.19*

The Board is composed of seven members:

- Four licensed members, including three occupational therapists and one occupational therapy assistant
- Three public members

The Governor appoints the four licensed members and one of the public members. One public member is appointed by the Assembly Speaker, and one public member is appointed by the Senate Rules Committee. Board members may serve up to two consecutive four-year terms.

### **Officers**

*Board Policy – February 21, 2008  
Revised December 1, 2011*

The Board shall elect from its members a President, Vice President, and a Secretary to hold office for one calendar year or until their successors are duly elected.

Elections shall take place at the last meeting of the Board held annually. New officers shall assume office January 1<sup>st</sup> of the next calendar year following the Officer elections. All officers may be elected on one motion or ballot as a slate of officers unless objected to by a Board member. If any office of the Board becomes vacant, an election shall be held at the next scheduled Board meeting.

Elected officers shall then serve the remainder of the term. The Board will meet a minimum of three times a year and may meet more often as it determines necessary.

### **Meetings**

*B&P § 2570.19*

The Board will hold meetings in the cities of Sacramento, Los Angeles, and San Francisco and different geographic areas throughout the state as a convenience to the public and licensees.

### **Quorum**

*Common Law*

Four members of the Board constitute a quorum of the Board for the transaction of business. (A majority of the statutory number of members, BPC 2570.19, not a majority of the appointees.)

### **Notice of meetings**

*Gov. Code § 11120 et seq.*

Notice shall be given and also made available on the Internet at least 10 days in advance of the meetings and shall include the name, address, and telephone number of who can provide further information prior to the meeting but need not include a list of witness expected to appear at the meeting. The written notice shall additionally include the address of the internet site where notices required by this article are made available.

## **Agenda Items**

*Board Policy – February 21, 2008*

Any Board member may submit items for a Board meeting agenda to the Board President or Executive Officer. Items shall be requested during a Board meeting or at least 21 days prior to the meeting.

At the President's discretion, agenda items may be taken out of order for convenience, to accommodate speakers, or to maintain a quorum, unless the agenda item is specified at a time certain.

The Board meeting agenda package will be sent to Board members prior to the meeting.

## **Record of Meetings**

*Revised December 1, 2011*

The minutes are a summary, not a transcript, of each Board meeting. Draft meeting minutes will be included in meeting materials.

The minutes shall be prepared by Board staff and serve as the official record of the meeting. The minutes shall reflect how each member voted on each action, and the outcome of each action

Approved minutes of the open session are available for distribution to the public and will be posted on the Board's website.

## **Recording**

*Board Policy – February 21, 2008  
Gov. Code § 11124.1(b)*

Public Board meetings will be recorded subject to supportive technology being available at site and barring technical difficulty. Recordings shall be retained until the minutes are adopted; the recordings shall then be destroyed.

The meeting will be Web-cast, subject to availability of DCA staff and supportive technology available at site and barring technical difficulty. The Web-cast/link will be posted on the board's website within three weeks of the meeting and kept for 10 years or more.

## **Meeting Rules**

*Board Policy – February 21, 2008*

Board meetings will be conducted under Robert's Rules of Order to the extent that it does not conflict with the Bagley-Keene Open Meeting Act or any other section of law. This act governs meetings of the state regulatory boards and meetings of committees of those boards where the committee consists of more than two members. It specifies meeting notice and agenda requirements and prohibits discussing or taking action on matters not included on the agenda.

If the agenda contains matters that are appropriate for closed sessions, the agenda must cite the statutory section and subdivision authorizing the closed session.

## **Meeting Rules** **(cont.)**

Informal discussions of board business among members outside of noticed meetings may be a violation of the Bagley-Keene Open Meeting Act if three or more members get involved in the discussion at any time.

## **Public Comment** *Board Policy – May 8, 2013*

Due to the need for the Board to maintain fairness and neutrality when performing their adjudicative function, the Board shall not receive any substantive information from a member of the public regarding any matter that is currently under or subject to investigation or involves a pending criminal or administrative action.

1. If during a Board meeting, a person attempts to provide the Board with substantive information regarding matters that are currently under or subject to investigation or involve a pending administrative criminal action, the person shall be advised that the Board cannot properly consider or hear such substantive information, and the person shall be instructed to refrain from making such comments.
2. If, during a board meeting, a person wishes to address the Board, concerning alleged errors of procedure or protocol or staff misconduct involving matters that are currently under or subject to investigation or involve a pending administrative criminal action, the Board will address the matter as follows:
  - a. Where the allegation involves errors of procedure or protocol, the board may designate either its Executive Officer or a Board employee to review whether the proper procedure or protocol was followed and to report back to the board.
  - b. Where the allegation involves significant staff misconduct, the Board may designate one of its members to review the allegation and to report back to the Board.
3. At the direction of the Board President or Chair of the Committee, speakers may be limited in the amount of time to present to give an adequate time to everyone who wants to speak. In the event there are numerous people wishing to address the Board on the same item, the Board President or Chair of the Committee can request the individuals to identify themselves, the organization they represent, if applicable, and whether they support or oppose the proposed action.

## **Communication**

Board Policy – February 21, 2008

## **Communication cont.)**

The Board President, his/her designee or the Executive Officer shall serve as spokesperson to the media on Board actions or policies.

Any written or oral communications concerning Board matters of a sensitive nature shall be made only by the Board President, his/her designee or the Executive Officer.

Staff shall provide Board members with updated Committee and Board member contact information as needed.

## **Communication with Interested Parties**

Board Members are required to disclose at Board Meetings all discussions and communications with interested parties regarding any item pending before the Board. The Board meeting minutes shall reflect the items disclosed by the Board Member.

## **Ex Parte Communications** Gov. Code § 11143.10 et seq

The Government Code contains provisions prohibiting *ex parte* communications. An ‘*ex parte*’ communication is a communication to the decision-maker made by one party to an enforcement action without participation by the other party. While there are specified exceptions to the general prohibition, the key provision is found in subdivision (a) of section 11430.10, which states:

*“While the proceeding is pending, there shall be not communication, direct or indirect, regarding any issue in the proceeding to the presiding officer from an employee or representative or if an agency that is a party or from an interested person outside the agency, without notice and an opportunity for all parties to participate in the communication.”*

Occasionally, an applicant who is being formally denied licensure, or a licensee against whom a disciplinary action being taken, will attempt to directly contact Board Members.

If the communication is written, the member should read only enough to determine the nature of the communication. Once he or she realizes it is from a person against whom an action is pending, he or she should reseal the documents and send them to the Executive Officer or forward the email.

**Ex Parte  
Communications  
cont.)**

If a Board member receives a telephone call from an applicant or licensee against whom an action is pending, he or she should immediately tell the person that he or she cannot speak to him or her about the matter. If the person insists on discussing the case, he or she should be told that the Board member will be required to recuse himself or herself from any participation in the matter. Therefore, continued discussion is of no benefit to the applicant or licensee.

If a Board member believes that he or she has received an unlawful *ex parte* communication, he or she should contact the Board's assigned attorney or Executive Officer.

**Correspondence**

*Board Policy – February 21, 2008*

Originals of all correspondence received shall be maintained in the Board's office files consistent with the record retention schedule. Only copies of such correspondence shall be given to the Executive Officer and/or Board members as required and consistent with DCA policy.

**Executive Officer  
Evaluation**

*Gov. Code § 11126(a) Board  
Policy – February 21, 2008 B&P  
§ 107 Revised March 9, 2015*

Board members shall evaluate the performance of the Executive Officer on an annual basis.

Each Board Member shall provide input to the Board President regarding the performance appraisal and salary administration of the Executive Officer.

The performance appraisal of the Executive Officer shall be prepared by the Board (on the DCA appraisal form) and presented by the Board President at the annual election meeting, consistent with DCA policy

**Board Member  
Training**

*Board Policy – February 21, 2008  
BPC § 453 Gov. Code § 11146  
Gov. Code § 12950.1*

Upon initial appointment, Board Members will be given an overview of Board operations, policies, and procedures by the Executive Officer.

New and continuing Board members shall complete training in accordance with the law and DCA procedures. The Executive Officer shall ensure compliance by annually reviewing the training completed by Board members.

Required training topics include, at a minimum:

- Diversity
- Ethics
- Sexual Harassment Prevention
- Privacy Protection/Identity Theft, and
- Board Member Orientation

Every newly appointed Board Member shall, within one year of assuming office and upon re-appointment,



**Board Member  
Training  
cont.)**

complete a training and orientation program offered by the Department of Consumer Affairs. This training is in addition to the Board orientation given by Board staff.

All Board Members are required to file an annual Form 700, Statement of Economic Interests. Members must also complete an orientation course on the relevant ethics statutes and regulations that govern the official conduct of state officials.

The Government Code requires completion of this ethics orientation within the first six months of appointment and completion of a refresher course every two years thereafter.

For further information regarding filing requirements or to ask questions of the Fair Political Practices Commission (FPPC) staff, go to the FPPC's website at <http://www.fppc.ca.gov>, or call 866-275-3772.

Government Code Section 12950.1 requires supervisors, including Board Members, to complete two hours of sexual harassment prevention training every two years, and according to DCA policy.

## **Chapter 3. Board Members**

### **Board Administration**

Board members represent the State of California and although he/she is an individual member, members have an obligation to the represent the Board as a body. Each member should carefully consider each responsibility and time commitment prior to agreeing to become a Board Member.

#### **Attending meetings**

Attend all meetings; be prepared for all meetings by reviewing and analyzing Board materials; actively participate in meeting discussions; serve on committees of the Board to provide expertise in matters related to the Board.

If a member is unable to attend, he or she is requested to promptly contact the Executive Officer, to address quorum issues.

#### **Consider Disciplinary Matters**

Review and analyze all materials pertaining to disciplinary matters and provide a fair, unbiased decision; respond timely to every request for a decision on any disciplinary matter; review and understand the Board's disciplinary guidelines; regularly review and amend the Board's disciplinary guidelines to align with the policies set by the Board.

#### **Policy Decision Making**

Make educated policy decisions based upon both qualitative and quantitative data; obtain sufficient background information on issues upon which decisions are being made; seek information from Board staff regarding the functions/duties/requirements for the licensees being overseen; allow public participation and comment regarding matters prior to making decisions; ensure public protection is the highest priority in all decision making.

#### **Governance**

Monitor key and summary data from the Board's programs to evaluate whether business processes are efficient and effective; obtain training on issues pertaining

to the Board (e.g. budget process, legislative process, enforcement process; licensing process, etc.); make recommendations regarding improvements to the Board's mandated functions.

## ***Board Administration (cont.)***

Board members should be concerned primarily with formulating decisions on Board policies rather than decisions concerning the means for carrying out a specific course of action. It is inappropriate for Board Members to become involved in the details of program delivery. Strategies for the day-to-day management of programs and staff shall be the responsibility of the Executive Officer. Board Members should not interfere with day-to-day operations, which are under the authority of the Executive Officer.

## ***Business cards***

Business Cards will be provided to each Board Member with the Board's name, address, telephone and fax numbers, and website address.

## ***Board Member Attendance at Board Meetings*** *BPC § 106*

Board members shall attend each meeting of the Board. If a member is unable to attend, he or she must contact the Executive Officer in order to avoid any quorum issues. The Executive Officer shall notify the Board President of reported absences. Board members shall attend the entire meeting and allow sufficient time to conduct all Board business at each meeting.

## ***Public Attendance at Board Meetings***

Meetings are subject to all provisions of the Bagley-Keene Open Meetings Act. This Act governs meetings of state regulatory boards and meetings of committees of those boards where the committee consists of more than two Members. It specifies meeting notice and agenda requirements and prohibits discussing or taking action on matters not included on the agenda.

If the agenda contains matters that are appropriate for closed session, the agenda must cite the particular statutory section and subdivision authorizing the closed session.

## ***General Rules of Conduct***

- Board members shall not speak to interested parties (such as vendors, lobbyists, legislators, or other governmental entities) on behalf of the Board or act for the Board without authorization from the Board.
- Board members shall commit time, actively participate in Board activities, and prepare for Board meetings, which includes reading Board packets, and all required legal documents.

**General Rules of Conduct (cont.)**

- Board members shall respect and recognize the equal role and responsibilities of all Board members, whether public or licensees.
- Board members' actions shall uphold the board's primary mission – protection of the public.
- Board members shall speak when recognized by the Board's President, or designee, in his or her absence.
- Board members shall act fairly and in a nonpartisan, impartial, and unbiased manner
- Board members shall maintain the confidentiality of confidential documents and information.
- Board members shall not use their positions on the Board for political, familial, or financial gain.
- Board members shall treat all applicants and licensees in a fair and impartial manner.

**Board Member Disciplinary Actions**

A member may be censured by the Board if, after a hearing before the Board, the Board determines that the member has acted in an inappropriate manner.

The President of the Board shall sit as chair of the hearing unless the censure involves the President's own actions, in which case the Vice President of the Board shall sit as President. In accordance with the Open Meeting Act, the censure hearing shall be conducted in open session.

**Removal of Board Members**  
*BPC § 106*

The Governor has the power to remove from office, at any time, any member of any Board appointed by him or her for continued neglect of duties required by law or for incompetence or unprofessional or dishonorable conduct.

**Resignation of Board Members**  
*Gov. Code § 1750*

In the event that it becomes necessary for a Board Member to resign, a letter shall be sent to the appropriate appointing authority (Governor, Senates Rules Committee, or Speaker of the Assembly) with the effective date of the resignation. Written notification is required by state law. A copy of the resignation letter shall also be sent to the Director of the Department of Consumer Affairs, the Board President, and the Executive Officer.

**Conflict of Interest**  
*Gov. Code § 87100*

No Board member may make, participate in making, or in any way attempt to use his or her official position to influence a governmental decision in which he or she knows or has reason to know he or she has a financial interest. Any Board Member who has a financial interest shall disqualify himself or herself from making or attempting to use his or her official position to influence

the decision.

***Conflict of Interest  
(cont.***

Any Board Member who feels he or she is entering into a situation where there is a potential for a conflict of interest should immediately consult the Executive Officer or DCA legal counsel.

Board Members shall refrain from attempting to influence staff regarding applications for licensure or potential disciplinary matters.

***Strategic Planning***

Board members shall participate in the drafting and approval of a Strategic Plan; oversee the Strategic Plan on a quarterly basis to ensure activities are being implemented and performed; monitor any new tasks/projects to ensure they are in-line with the Strategic Plan.

## **Chapter 4. Roles of Board Officers**

### **President**

The duties of the Board's Officers include, but are not limited to:

The President shall:

- Chair and facilitate Board Meetings
- Serve as spokesperson for the Board – may attend legislative hearings and testify on behalf of the Board, may attend meetings with stakeholders and Legislators on behalf of the Board, may talk to the press on behalf of the Board, and sign letters on behalf of the Board
- Meet and communicate with the Executive Officer on a regular basis
- Communicate with other Board Members for Board business
- Author a president's message in the Board's newsletter
- Approve Board Meeting agendas
- Chair the Administrative Committee, and
- Sign full board-approved disciplinary orders.

### **Vice President**

The Vice President shall:

- Serve as the back-up for the duties above in the President's absence, and
- Is a member of the Administrative Committee.

### **Secretary**

The Secretary shall call the roll.

**Supervision of Executive Officer**  
*Board Policy – February 21, 2008*  
*Revised December 1, 2011*

The 'Board President' means the President or President's designee. The President is the immediate supervisor of the Executive Officer. Specific instructions for work on Board policy matters by the Executive Officer from board members shall be coordinated through the Board President.

### **Performance Appraisal of Executive Officer**

*Gov. Code § 11126(a);*  
*B&P § 107 Board Policy –*  
*February 21, 2008*  
*Revised December 1, 2011*

The incoming Board President shall assume all duties January 1<sup>st</sup> of the next calendar year following the Officer elections, including supervision of the Executive Officer, unless the actual vote indicates otherwise.

The Board President may consult with DCA's Office of Human Resources (OHR) for assistance with the evaluation and to assist with obtaining salary approval from the Department of Human Resources.

***Performance Appraisal  
of Executive Officer  
(cont.)***

The Board President shall request from each Board Member input to the performance appraisal and consult with OHR regarding salary administration of the Executive Officer prior to his/her draft preparations

The performance appraisal of the Executive Officer shall be discussed by the Board at the last meeting of the Board held annually.

Matters relating to the performance of the Executive Officer shall be discussed in closed session unless he or she requests that it be discussed in open session.

The performance evaluation shall be presented by the Board President to the Executive Officer within 30 days of the evaluation process.

## **Chapter 5. Executive Officer**

### **Appointment**

*B&P § 2570.21*

The Board appoints an Executive Officer who serves at the pleasure of the Board. He/She may be terminated at any time for any reason whatsoever, with or without good cause, and notwithstanding any representation to the contrary by any individual board member.

### **Role**

*16 CCR § 4101*

*Board Policy – February 21, 2008*

The Executive Officer is the Board's chief administrative officer. He or she shall implement the policies developed by the Board.

### **Recruitment** *Board Policy –*

*February 21, 2008 Revised*

*December 1, 2011*

The Board shall institute an open recruitment plan to obtain a pool of qualified Executive Officer candidates. It shall also utilize proven equal employment opportunity and personnel recruitment procedures. The Board shall also work with the Department of Consumer Affairs' OHR and Deputy Director for Board relations in its recruitment process.

### **Selection**

*Board Policy – February 21, 2008*

*Gov. Code § 11125*

A qualified candidate for Executive Officer must demonstrate abilities that include the supervision of employees, conflict resolution and complaint mediation, public speaking and effective written and verbal communication skills. The candidate must have knowledge and expertise in the areas of administration, licensing, enforcement, legislation and budget.

The selection of a new Executive Officer shall be included as an item of business, which must be included in a written agenda and transacted at a public meeting.

### **Board Staff** *Board Policy –*

*February 21, 2008*

The Board delegates all authority and responsibility for management of the civil service staff to the Executive Officer, including the annual evaluation and appraisal process.

Employees of the Board, with the exception of the Executive Officer, are civil service employees. Their employment, pay, benefits, and conditions of employment are governed by many civil service laws, regulations and collective bargaining agreements. Because of this complexity, it is appropriate for the Board to delegate all authority and responsibility for management of the civil services staff to the Executive Officer. Board members shall not intervene or become involved in specific day-to-day management or oversight of Board staff.



## **Chapter 6. Commttees**

The Board has four standing committees subject to the Open Meetings Act:

- Administrative Committee
- Education and Outreach Committee
- Legislative and Regulatory Affairs Committee
- Practice Committee

### **Standing Committees**

*Board Policy – February 21,  
2008 Revised September  
16, 2013*

Internal organization of each committee is at its discretion, except as specified in this manual, and must be approved by the Board. Each Committee shall be chaired by a member of the Board. The Committee Chairperson will oversee the meetings and work with the Executive Officer to develop agenda packet materials. Meetings must be consistent with the Bagley-Keene Open Meeting Act. The Board member will be responsible for providing the Committee report at the Board meeting.

Member terms will be two years, and members will serve a maximum of two full, consecutive terms. Meetings will be held two or three times per year or as needed to conduct business. All Committee meetings will be noticed and conducted as required by the Bagley-Keene Open Meeting Act. Non-Board Member committee members shall be entitled to reimbursement of travel expenses but shall not receive any compensation.

A Committee Chairperson shall:

- Approve the Committee Meeting agendas
- Chair and facilitate all Committee Meetings, and
- Report to the Board all committee meeting outcomes.

### **Committee Chair**

**Education and Outreach  
Committee**

*Board Policy – February 21, 2008  
Revised September 16, 2013*

The Education and Outreach Committee will consist of four members, at least one of whom will be a Board member.

The purpose of the Education and Outreach Committee is to develop consumer and licensee outreach projects, including the Board’s newsletter, website, e-government initiatives, and outside organization presentations. Committee members may be asked to represent the Board at meetings, conferences, health, career or job fairs, or at the invitation of outside organizations and programs.

**Legislative/Regulatory  
Affairs Committee**

*Board  
Policy – February 21, 2008  
Revised September 16, 2013*

The Legislative/Regulatory Affairs Committee will consist of four members, at least one of whom will be a Board member.

The purpose of the Legislative/Regulatory Affairs Committee is to provide information and/or make recommendations to the Board and Committees on matters relating to legislation and regulations.

The classification system to be used by the Committee on recommendations to the Board on proposed legislation is:

**Support:**

The Board supports the current version of the bill. This designation commits the Board to full involvement in the legislative process including sending letters to key people, conferring with key people prior to committee hearings and testifying at hearings by Board members, legislative committee members or senior staff.

**Support, if Amended:**

The Board generally supports the concept or intent of the bill. Technical flaws need to be corrected before the Board will fully support the bill. The Board identifies the amendments or requirements that must be met in order for support to be obtained. If the requested amendments or requirements are accepted, the Board’s position will change to support. This designation commits the Board to full involvement in the legislative process as noted above.

**Oppose:**

The Board is opposed to the current version of the bill. This designation commits the Board to involvement in the legislative process as noted above.

**Legislative/Regulatory  
Affairs Committee  
(Cont.)**

**Practice Committee**

*Board Policy – February 21, 2008  
Revised September 16, 2013*

**Ad Hoc Committees**

*Board Policy – February 21, 2008  
Revised September 16, 2013*

**Oppose Unless Amended:**

The Board is opposed to the bill but is willing to work with the author and sponsor of the bill to resolve the Board's concerns. The Board identifies the amendments or requirements that must be met to remove the Board's opposition. If the requested amendments or requirements are accepted, the Board will adopt a support position.

**Neutral:**

The Board takes no official position

**Watch:**

The Board has some interest in the bill because it potentially may affect the work of the Board. This designation requires careful tracking through the legislative process.

The Practice Committee will consist of no less than four members, at least one of whom is a Board member. The members will include a diverse representation for a variety of work settings.

The purpose of the Practice Committee is to review and provide recommended responses to the Board on various practice issues/questions submitted by licensees and consumers; provide guidance to staff on continuing competency audits; review and provide recommendations to the Board on practice-related proposed regulatory amendments; and review and provide recommendations to Board staff on revisions to various applications and forms used by the Board.

The Board may establish ad hoc committees as needed for the Board and its standing Committees. Ad-Hoc committee meetings are subject to the Open Meeting Act.

## **Chapter 7. Committee Meeting Procedures**

### **Advisory Capacity**

*Board Policy – February  
21, 2008 Revised  
December 1, 2011*

### **Agendas**

*Board Policy – February  
21, 2008*

Committee recommendations and reports shall be submitted to the Board in a timely manner for consideration and possible action.

Agendas shall focus on the specific tasks assigned by the Board and include:

- Public comment
- Time for committee members to recommend new areas of study to be brought to the Board's attention for possible assignment.

Committee chairs shall confer with the Board President prior to including any agenda item that is not clearly within that committee's assigned purview. All Committee meeting agendas shall contain the statement: "A quorum of the Board may be present at the committee meeting. Board members who are not members of the committee may observe, but not participate or vote."

### **Appointments**

*Board Policy –  
Adopted date  
Revised December 1,  
2011*

At the last meeting before the end of the fiscal year, standing committees shall make recommendations for possible members.

The Board President shall appoint the members to fill vacancies on each standing committee and appoint members to ad hoc committees.

### **Attendance at Committee Meetings**

*Board Policy – February  
21, 2008 Revised  
December 1, 2011*

Board members who are not members of the committee may attend a committee meeting and observe, but not participate or vote.

It is required that non-Committee Board members sit in the audience and not participate in the meeting discussion.

## **Dual Membership**

*Board Policy – February 21, 2008*

## **Meeting Rules**

*Board Policy – February 21, 2008*

## **Minimum Qualifications**

*Board Policy – February 21, 2008*

## **Minimum Qualifications (Cont.)**

**Record of Meetings** *Board Policy – February 21, 2008 Gov. Code § 11125.5 (d)*

## **Recruitment**

*Board Policy – February 21, 2008*

## **Reimbursement of Travel-related Expenses**

*Board Policy – February 21, 2008*

## **Residence Requirement**

*Board Policy – February 21, 2008*

## **Staff Participation**

*Board Policy – February 21, 2008*

## **Recording**

*Gov. Code § 11124.1*

*Board Policy – February 21, 2008*

A non-Board member cannot serve concurrently on more than two committees.

Meetings will be conducted under Robert's Rules of Order to the extent that it does not conflict with the Bagley-Keene Open Meeting Act or any other section of law.

The minimum qualifications for a non-Board member licensee to participate on a committee are:

- Five years of professional experience
- An occupational therapist or occupational therapy assistant holding a current, active and unrestricted license
- No pending, current or prior disciplinary action

The minutes are a summary, not a transcript of each committee meeting. The minutes shall be prepared by Board staff and shall serve as the official record of the meeting. The Committee's recommendations and meeting materials shall be presented at the next scheduled Board meeting.

Approved minutes of the committee meeting are available to the public and shall be posted on the Board's website.

The Board shall actively recruit interested persons to serve on appropriate committees when vacancies exist.

Consistent with the State Guidelines, Committee members are entitled to be reimbursed for travel-related expenses to attend Committee meetings.

A member of a standing advisory committee must be a California resident.

Board staff provides advice, consultation and support to committees.

Committee meetings will be recorded and/or webcast subject to supporting technology and barring technical difficulty. Recordings shall be retained until the minutes are adopted; the tape(s) shall then be destroyed.

## **Chapter 8. Travel Policies, Procedures, and Per Diem**

### **Travel Approval**

*Board Policy – February 21, 2008  
Revised December 1, 2011*

Board members shall have the Board President's approval for all travel except for regularly scheduled Board and Committee meetings to which the Board member is assigned.

Arrangements for Board and Committee member travel are made by the Board's staff.

If a conference is held out of state, the President and/or Executive Officer may only attend if an Out of State Travel Request has been approved by the Department of Finance. If the conference is not an approved OST, there will be no per diem or reimbursement for travel-related expenses and the individual may not represent the Board.

### **Claims for Reimbursement of Travel-related expenses**

*Board Policy – February 21, 2008*

Board members shall have the Board President's approval for all travel except for regularly scheduled Board and Committee meetings to which the Board member is assigned, subject to DCA policy.

The California Department of Human Resources, the Department of Consumer Affairs, and the State Administrative Manual set for the rules governing reimbursement of travel expenses for Board members. All expenses shall be claimed on the appropriate travel expense claims forms. Board staff shall maintain these forms and complete them as needed. Board Members should submit their travel expense forms immediately after returning from a trip and no later than two weeks following the trip.

For the expenses to be reimbursed, Board Members shall follow the procedures contained in DCA Departmental

Memoranda, which are periodically disseminated by the Executive Officer and are provided to Board Members.

## **Per Diem**

*B&P § 103*

*Board Policy – February 21, 2008*

*Revised December 1, 2011*

*Revised February 7, 2019 Revised*

*May 10, 2019*

*Revised November 5, 2021*

Business and Professions Code Section 103 regulates compensation in the form of per diem salary and reimbursement of travel and other related expenses for Board members. In relevant part, this section provides for the payment of per diem salary for Board members “for each day actually spent in the discharge of official duties,” and provides that the Board member “shall be reimbursed for traveling and other expenses necessarily incurred in the performance of official duties.”

Business and Professions Code Section 103 also states:

“Notwithstanding any other provision of law, no public officer or employee shall receive per diem salary compensation for serving on those boards, commissions, committees, or the Consumer Advisory Council on any day when the officer or employee also received compensation for his or her regular public employment.”

## **Per Diem (Cont.)**

Accordingly, the following general guidelines shall be adhered to in the payment of per diem salary, or reimbursement for travel:

1. Board members shall be paid per diem salary for attendance at official Board and Committee meetings of which they are members. Per diem salary shall be paid for time spent preparing for Board or Committee meetings, including reading the meeting materials and reviewing enforcement cases.

Board members cannot claim per diem salary for time spent traveling to and from a Board or Committee meeting.

Where it is necessary for a Board member to leave early from a meeting, the Board President and Executive Officer, or designee, shall determine if the member has provided a substantial service during the meeting and, if so, shall authorize payment of salary per diem and reimbursement for travel-related expenses.

2. Board members shall be paid per diem salary for attendance at education and outreach events, or other events including but not limited to hearings,

conferences or meetings other than official Board or Committee meetings that are approved by the Board President and Executive Officer, or designee and consistent with a “substantial service” The Executive Officer shall be notified of the event prior to the Board member’s attendance. Board members will be compensated for actual time spent attending events other than official Board or Committee meetings, and preparation time for said events, based on submission of an approved attendance form.

***Per Diem  
(Cont.)***

3. For Board-specified work and performance of state roles or additional assigned duties, Board members will be compensated for actual time spent performing work authorized by the Board President based on submission of an approved attendance form. That work includes, but is not limited to, authorized attendance at events, meetings, hearings, or conferences, and enforcement case review. Members must submit timesheet summary forms for actual work performed outside a Board meeting in order to be compensated.
4. Per diem salary shall be submitted to the Executive Officer, or designee, and forwarded to the Board President. Per diem shall be paid upon evidencing six (6) hours of actual time spent. Hours may be accumulated for Board-specified assignments to meet this requirement. Upon President approval, the EO, or designee, shall process per diem request for payment.
5. At the meeting of the Board immediately following the close of the fiscal year, the Executive Officer shall report all per diem reimbursement and travel expenses claimed by each member of the board.



## **Chapter 9. Security Procedures**

### **Request for Records Access**

*Board Policy – February 21, 2008*

No Board member may access a licensee's or applicant's file without the Executive Officer's knowledge and approval of the conditions of access except as consistent with the Public Records Act, Information Practices Act, and other relevant sections of law. A notation of the Board member's access to the record shall be entered in the file. Records or copies of records shall not be removed from the Board's office.

The Executive Officer shall report to the Board at the next regularly scheduled Board meeting of the Board member's access to official board records.

### **Contact with Applicants, Licensees, Complainants, and Respondents**

*Board Policy – February 21, 2008*

Board members shall not intervene on behalf of an applicant, licensee, or complainant for any reason. They shall forward all contacts or inquiries to the Executive Officer or Board staff.

Board members shall not directly participate in complaint handling and resolution or investigations. If a Board member is contacted by a respondent or his/her attorney, he/she shall refer the individual to the Executive Officer or Board staff.

## **Chapter 10. Affiliation with the Department of Consumer Affairs (DCA)**

### **Overview of DCA**

*B&P § 127*

*Board Policy – February 21, 2008*

The Department of Consumer Affairs (DCA) is mandated to protect and serve California consumers while ensuring a competent and fair marketplace. DCA helps consumers learn how to protect themselves from unscrupulous and unqualified individuals. The Department also protects professionals from unfair competition by unlicensed practitioners.

bThe Department of Consumer Affairs includes many regulatory entities which establish minimum qualifications and levels of competency for licensure. They also license, register, or certify practitioners, investigate complaints and discipline violators. The committees, commission and boards are semiautonomous bodies whose members are appointed by the Governor and the Legislature. DCA provides them administrative support. DCA's operations are funded exclusively by license fees.

Pursuant to B&P Code Section 127 the director may require reports from any board, commission, examining committee, or other similarly constituted agency within the department as deemed reasonably necessary on any phase of their Board operations.

## ***Chapter 11. Affiliation with Other Organizations***

### **AOTA**

*Board Policy – February 21, 2008*

The Board shall maintain a working relationship with the American Occupational Therapy Association (AOTA). The President, President's designee, and/or Executive Officer may represent the Board at AOTA's Annual Conference. If AOTA's Annual Conference is held out of state, the President and/or Executive Officer may only attend if an Out of State Travel Request has been approved by the Department of Finance. If the conference is not an approved OST, there will be no per diem or reimbursement for travel-related expenses.

### **CLEAR**

*Board Policy – February 21, 2008*

The Board shall maintain a working relationship with the Council on Licensure, Enforcement and Regulation (CLEAR). If CLEAR's Annual Conference is held out of state, the President and/or Executive Officer may only attend if an Out of State Travel Request has been

approved by the Department of Finance. If the conference is not an approved OST, there will be no per diem or reimbursement for travel-related expenses.

### **NBCOT**

*Board Policy – February 21, 2008*

The Board shall maintain a working relationship with the National Board for Certification in Occupational Therapy (NBCOT). If NBCOT's Annual Conference is held out of state, the President and/or Executive Officer may only attend if an Out of State Travel Request has been approved by the Department of Finance. If the conference is not an approved OST, there will be no per diem or reimbursement for travel-related expenses.

### **OTAC**

*Board Policy – February 21, 2008*

The Board shall maintain a working relationship with the Occupational Therapy Association of California (OTAC). The Board may ensure representation by attending OTAC Annual Conference, Spring Symposium, and other events as operationally practicable.

## **Chapter 12. Other Information**

### **Disciplinary Actions**

*B&P § 27*

*Board Policy – February 21, 2008*

All disciplinary decisions of the Board shall be published on the Board's website.

## **Conclusion**

This Board Member Administrative Procedure Manual serves as reference for important laws, regulations, Department of Consumer Affairs' policies and Board policies in order to guide the actions of the Board members and ensure Board effectiveness and efficiency.

## ***References***

The procedures in this manual are specific to the Board. Suggested references for additional important information are:

- Board Member Orientation and Reference Manual, DCA
- Business and Professions Code, sections 103, 106, 106.5, 2570-2571, 17500
- Title 16, California Code of Regulations, sections 4100-4184
- California Government Code, sections 1750, 11120 et seq., 11146 et seq.
- State Administrative Manual, section 700 et seq.

**CALIFORNIA BOARD OF OCCUPATIONAL THERAPY**

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Affairs  
Committee**  
  
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**Practice  
Committee**  
  
*Standing*

**Executive Officer**

Board Staff

# WORKFORCE NEEDS ASSESSMENT OCCUPATIONAL THERAPY ASSISTANTS IN CALIFORNIA



**October 2021**

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## Acknowledgements

A collaboration between the California Board of Occupational Therapy (CBOT), and the California Community Colleges’ Centers of Excellence for Labor Market Research (COE) and Health Workforce Initiative (HWI), this report profiles the licensed occupational therapy assistant workforce with a focus on employment and educational opportunities.

Special thanks for the contributions from the following individuals:

- John Cordova, RN, BSN, PHN  
Statewide Director Employer Engagement - Health Workforce Initiative (ret.)
- Heather Martin, Executive Officer  
California Board of Occupational Therapy

We welcome feedback on this report. If you have comments or questions, please contact the COE via email at [info@coecc.net](mailto:info@coecc.net).



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**For information about occupational therapy licensing in California contact:**

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## Executive Summary

In collaboration with the California Board of Occupational Therapy, the California Community College Centers of Excellence conducted the 2019 California Occupational Therapy Assistant Workforce Survey, the only survey focused on the Occupational Therapy Assistant (OTA) workforce in California. This report combines original survey data with recent educational and employment statistics and projections to describe the current OTA workforce, the educational programs that train OTAs, and the growing employer demand for OTAs in California. The findings generate critical insights to support the growing healthcare needs of the state and the future of the OTA profession.

**Key Takeaway:** Recent OTA graduates are younger and more racially and ethnically diverse than the current OTA workforce as a whole.

- **Recommendation:** Support and invest in equity and inclusion initiatives at the regional and state level to ensure that employers retain new program graduates. Education programs for OTAs might focus on recruiting more Hispanic/Latino OTAs, who are currently underrepresented in the profession relative to the population of California.

**Key Takeaway:** While wages were good on average (\$51,200 for those with one job), wages are lower for OTAs with less experience. For those who had been licensed for two years or fewer, almost half (49%) earned less than \$50,000 annually.

- **Recommendation:** It is critical to keep wages high, especially for new entrants to the profession. High entry-level wages are one way to safeguard against occupational separations – workers who leave an occupation for other types of work. Additionally, as many OTAs come to the field from another health profession, high wages will encourage more workers with allied health backgrounds to consider becoming an OTA.

**Key Takeaway:** There is significant interest in continued education – of the OTAs surveyed, many expressed interest in pursuing higher education to advance in the field of occupational therapy.

- **Recommendation:** Before expanding educational offerings, the labor market value of advanced degrees as well as changes to occupational competencies (such as knowledge, skills and abilities) related to positions requiring more education should be substantiated by industry employers.

**Key Takeaway:** In an average year, about 310 OTAs graduate from training programs in California. Occupational demand is estimated to be about 340 jobs annually.

- **Recommendation:** To meet employer demand through 2024, educational programs could moderately increase the number of OTA graduates. Given that close to 40% of the surveyed OTAs reported holding multiple OTA positions, the ratio of new entrant (defined here as average annual completers) to job opening (defined here as average job growth plus replacement needs) is not necessarily a one-to-one relationship. When considering expanding program capacity, demand should be validated by local employers, including the type of positions they are recruiting for – full-time versus part-time, per diem, etc.



## Occupational Therapy Assistants in California

To better understand the labor market conditions for OTAs, the composition of the current OTA workforce, and the potential supply of new entrants to the profession, this study compiled data from multiple sources. The data includes information collected directly from licensed OTAs, from OTA training programs (where available), and current and projected occupational employment data for OTAs.

In collaboration with the California Board of Occupational Therapy (CBOT), the California Community College Centers of Excellence for Labor Market Research (COE) conducted the 2019 California Occupational Therapy Assistant Workforce Survey. In July 2019, 3,500 OTAs — every OTA in the state with an active license at the time — received a letter inviting them to complete an online survey in exchange for a participation incentive. Participants were able to submit responses online until August 2019. In total, over 550 OTAs, representing 16% of all active licensees, completed the survey. Their responses provide insight into the demographic composition of OTAs in California, their education, licensure, job characteristics such as work tasks, scheduling, and compensation, and the future of the OTA profession, including retirement and potential policy changes.

### Current OTA Workforce

This section includes a demographic profile of the existing OTA workforce, where OTAs are typically employed, how much they earn and the pipeline of community college students.

#### Size of the OTA Workforce

In 2019, there were 2,917 OTAs employed in the state of California<sup>1</sup>. This is an increase of more than 1,000 OTAs in the last ten years; OTAs numbered 1,246 in 2009. By the year 2024, California is forecasted to employ 3,643 OTAs, an increase of 726 workers.

According to state licensure data<sup>2</sup>, out of an estimated 3,500 individuals who held an active OTA license in the state, nearly 600 were not employed in the profession. Based on survey responses, a quarter of respondents (25%) were new licensees, while 39% had held a license for 3-10 years and 36% had held a license for more than a decade (See Exhibit 1).

#### Exhibit 1: Years with License

Licensed for:	Responses	% Responses
0-2 years	138	25%
3-5 years	127	23%
6-10 years	91	16%
11-20 years	103	18%
21 or more years	100	18%
Totals	559	100%

**In 2019**  
**3,500 OTA licenses**  
**2,917 OTAs employed**

<sup>1</sup> Economic Modeling Specialists, Inc. 2020.1

<sup>2</sup> License count as of July 2019. Source: Department of Consumer Affairs, Licensee Lists. Accessed online at [https://www.dca.ca.gov/consumers/public\\_info/index.shtml](https://www.dca.ca.gov/consumers/public_info/index.shtml).

## Demographics

### Gender

According to survey responses, women make up a larger proportion of OTAs (82%) than men (17%) and a small number of OTAs (1%) were transgender. This percentage is consistent with data reported by the California Board of Occupational Therapy, who reported that 79% of OTAs were female.<sup>3</sup>

#### Exhibit 2: Gender Distribution of OTAs

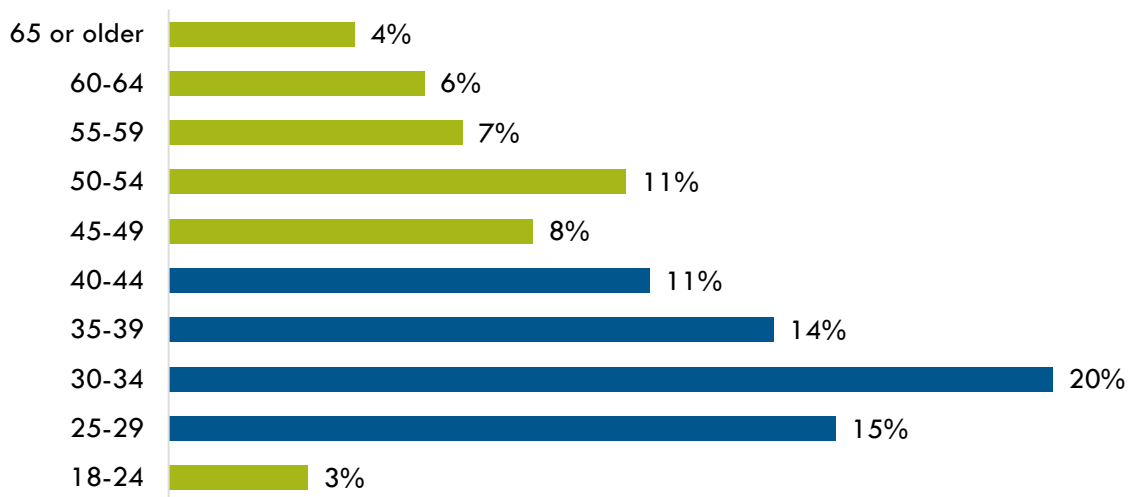
	Responses	% Responses
Female	459	82%
Male	96	17%
Transgender	3	1%
<b>Total</b>	<b>558</b>	<b>100%</b>

The prevalence of more women working as OTAs is mirrored in the current pipeline of students in OTA training programs. In the CCC system, 81% of students in the 2018-2019 academic year were female and 17% were male. This gender composition has been consistent over the last three academic years (2016-2017 and 2017-2018, and 2018-2019).

### Age

Most survey respondents (60%) were age 25 to 44 years old as indicated in blue in Exhibit 3. Another 36% of respondents were 45 years of age and older. OTAs ages 18 to 24 years represented three percent of respondents.

#### Exhibit 3: Age Distribution



Community college students, representing future OTAs, will increase the number of younger OTAs. Nearly half (46%) of students enrolled in OTA programs in the community colleges are between the ages of 25 and 34. The proportion of students just out of high school (ages 20-24) is 18%. This translates to a younger OTA workforce in the next two to three years if students secure employment post program completion.

### Race/Ethnicity

More than half of respondents (55%) were white, while underrepresented minority groups accounted for 45% of respondents (Exhibit 4). When compared to the state's racial/ethnic composition, minority groups represented a

<sup>3</sup> California Board of Occupational Therapy, 2019 licensee data.

smaller proportion of the OTA workforce than in the state’s population as a whole.<sup>4</sup> When comparing across age groups, OTAs over the age of 40 were significantly more likely to be white than respondents under age 40. This suggests that racial and ethnic minorities are better represented in younger age groups. This also implies that as OTAs retire, the OTA workforce may become more racially/ethnically diverse.

A breakdown of students enrolled in OTA training programs in 2018-19 reveals the racial and ethnic makeup is primarily white (32%), Latino or Hispanic (29%) and Asian (13%). The remaining 26% of respondents identified as Black, two or more races, or another race.

**Exhibit 4: Race/Ethnicity of Surveyed OTAs and California Population<sup>5</sup>**

	OTA Workforce		California Residents
	Responses	% Responses	% Population
White	305	55%	37%
Asian	106	19%	15%
Latino or Hispanic	68	12%	39%
Black	28	5%	7%
Other	22	4%	2%
Two or more races	30	5%	4%

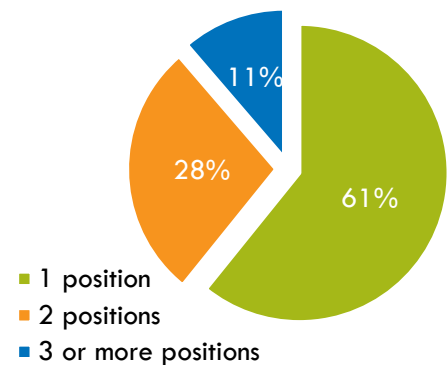
**Employment and Compensation**

The survey measured the number of licensed OTAs working in their field, their employment status, and their earnings. Overall, licensed OTAs were employed in their profession and a significant number of them held multiple jobs as an OTA (39%). Data collected from survey respondents revealed that 91% of OTA licensees were actively employed in occupational therapy (Exhibit 5), and of those, 70% worked full time. While most OTAs (61%) reported being employed in one position, it was common to hold multiple OTA positions (39%). Employment in multiple OTA jobs may compensate for part-time employment or fluctuations in work hours, help to build savings, and compensate for low wages, according to the findings of this study.

**Exhibit 5: Current Employment Status**

	Responses	% Responses
Employed in Occupational Therapy only	440	79%
Employed in Occupational Therapy and another field	65	12%
Employed in another field only	13	2%
Unemployed	36	6%
Retired	5	1%

**Exhibit 6: Number of OTA positions held**



Respondents were also asked how long they had been employed in their current occupational therapy position. In their primary job, 29% of OTAs had two to five years of experience with their current employer, with an additional 26% having six or more years of experience.

<sup>4</sup> Source: US Census Bureau, 2018.

<sup>5</sup> For the race/ethnicity question, survey respondents were asked to select all that apply. The responses were subsequently recoded to ensure that the categories were mutually exclusive. Respondents selecting multiple categories were reclassified into ‘Two or more races’ category. For the California data, those selecting ‘Two or more races’ are counted separately than the other race/ethnicity categories. Subsequently, percentages will not sum to 100.

**Exhibit 7: Employer Tenure**

	Primary Job		Secondary Job	
	Responses	% Responses	Responses	% Responses
Less than 6 months	77	15%	54	27%
6 months - 11 months	60	12%	27	14%
1 year - up to 2 years	93	18%	46	23%
2 years - 5 years	146	29%	46	23%
6 years or more	129	26%	25	13%
<b>Total</b>	<b>505</b>	<b>100%</b>	<b>198</b>	<b>100%</b>

In the year prior to the survey, one-fifth (21%) of OTAs were working in a part-time or temporary position when they would have preferred a full-time position. Nearly half (47%) of surveyed OTAs reported they had taken on additional work in the past year (Exhibit 8). While taking on additional work within the profession was common (39%), few respondents (8%) worked a secondary job outside the profession.

**Exhibit 8: OTAs and additional work (47% of survey respondents)**

	Responses	% Responses
Took additional OTA work in the last year	197	39%
Worked PT but preferred FT	107	21%
Worked outside the profession for additional income	39	8%

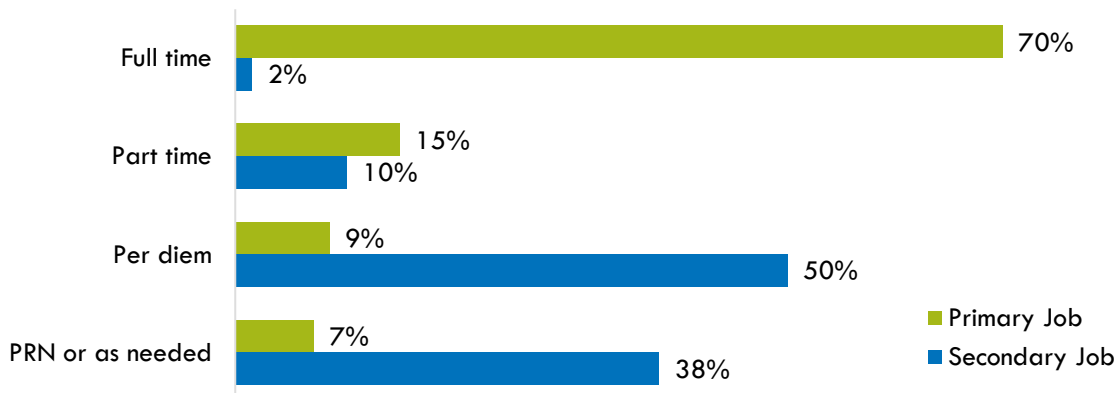
Note: Respondents were asked to select all that apply.

**Scheduling**

The survey asked respondents to describe how their work hours were typically scheduled. OTAs with only one position generally worked full-time hours while those with more than one position were generally scheduled on a per-diem basis.

- For respondents who held only one OTA position, 70% were scheduled full time while 16% were scheduled either per diem or as needed (PRN). (Exhibit 9).
- These trends were reversed for OTAs who had a second occupational therapy position. In their secondary job, 88% of OTAs were scheduled as per diem or as needed (PRN) while only 2% were scheduled full-time.

**Exhibit 9: Primary and Secondary OTA Positions by Type**



### Earnings

The average reported income (Exhibit 10) for OTAs was \$51,200 for those with one job and \$65,900 for respondents holding two OTA jobs. These figures are consistent with wage estimates for OTAs in California. Wage data on OTAs in California show the median wage (50<sup>th</sup> percentile) for OTAs is \$74,360 with the lowest 10% (10<sup>th</sup> percentile) earning about \$55,200 and the highest 10% (90<sup>th</sup> percentile) earning more than \$96,000 annually.<sup>6</sup>

Survey responses showed that 87% of OTAs received an hourly wage at their primary work location, while 13% were compensated by salary.

#### Exhibit 10: Reported Earnings

	Responses	% Responses	OTA Wages in California
Less than \$30,000	67	13%	
\$30,000-\$49,999	90	18%	
\$50,000-\$59,999	72	14%	10 <sup>th</sup> Percentile
\$60,000-\$69,999	91	18%	
\$70,000-\$79,999	78	15%	Median (50 <sup>th</sup> )
\$80,000-\$99,999	44	9%	90 <sup>th</sup> Percentile
\$100,000 or more	24	5%	
Prefer not to say	39	8%	
<b>Totals</b>	<b>505</b>	<b>100%</b>	

Survey findings also indicated more years of experience was correlated with higher earnings (Exhibit 11). Respondents who had been licensed as an OTA for less than two years had significantly lower median earnings than OTAs licensed 3-10 years or OTAs licensed more than 10 years. However, there was not a significant salary increase between OTAs licensed 3-10 years and OTAs licensed more than 10 years, which could warrant further exploration into wages paid and years of work experience.

#### Exhibit 11: Income by Number of Years with an OTA License

	0 2 Years		3 10 Years		More than 10 Years	
	Responses	% Responses	Responses	% Responses	Responses	% Responses
Less than \$30,000	37	30%	18	9%	13	7%
\$30,000-\$49,999	23	19%	38	18%	29	16%
\$50,000-\$59,999	19	16%	28	14%	25	14%
\$60,000-\$69,999	9	7%	45	22%	37	21%
\$70,000-\$79,999	6	5%	38	18%	34	19%
\$80,000-\$99,999	9	7%	18	9%	17	10%
\$100,000 or more	1	1%	13	6%	10	6%
Prefer not to say	18	15%	8	4%	13	7%
<b>Total</b>	<b>122</b>	<b>100%</b>	<b>206</b>	<b>100%</b>	<b>178</b>	<b>100%</b>

<sup>6</sup> Source: Economic Modeling Specialists, Inc., 2021.3 – QCEW Employees, Non-QCEW Employees, and Self-Employed

## Work Environment

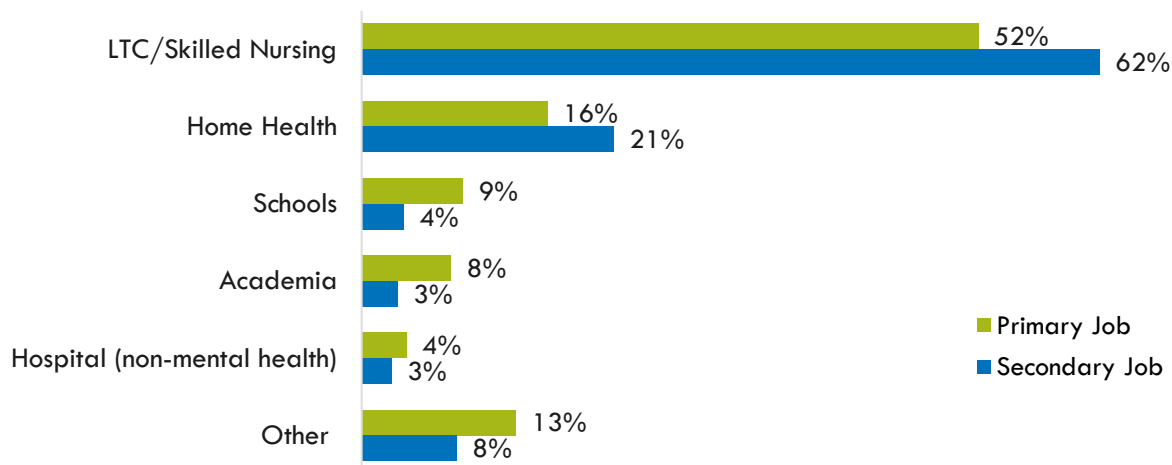
In addition to understanding employment status and compensation, the survey also identified where OTAs were employed, what tasks they completed on the job, and other work environment factors.

### Industry Employers

Our analysis of labor market data indicated Ambulatory Health Care Services, Nursing and Residential Care Facilities, and Hospitals were the largest industry employers of the occupation. Results of a 2015 national salary and workforce survey by the American Occupational Therapy Association (AOTA) confirmed that a majority of OTAs worked in Long-Term Care or Skilled Nursing facilities (56%), followed by schools and hospitals at 15% and 11% respectively.

- According to survey responses, the primary job for 52% of OTAs and the secondary job for 62% of those who reported holding multiple OTA positions was in Long-Term Care or Skilled Nursing facilities.<sup>7</sup>
- Home health settings accounted for employment for 16% of working OTAs as the primary job and 21% of secondary jobs for those who reported holding multiple OTA positions (Exhibit 12).

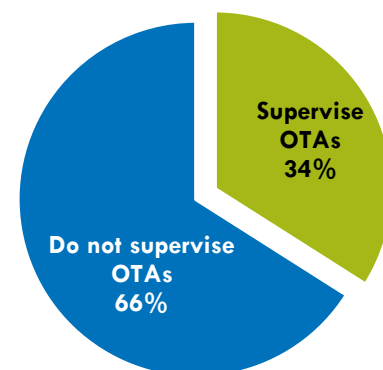
**Exhibit 12: Practice Setting**



### Supervision Role of OTs

In addition to the OTA survey, the COE fielded a companion survey of Occupational Therapists. Over 450 licensed OTs participated in the survey which examined the educational and employment experiences of OTs, including their work with OTAs. Only a third (34%) of OTs reported supervising OTAs, suggesting that many OTs work independently (Exhibit 13). OTs typically supervised no more than two OTAs. Fewer than 10% of OTs supervised more than two OTAs.

**Exhibit 13: OT Supervision of OTAs**

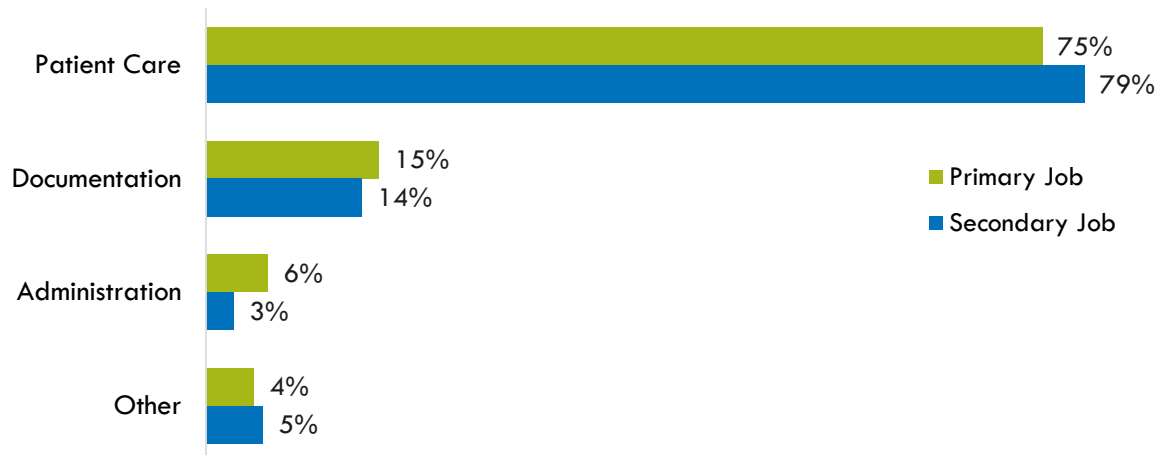


<sup>7</sup> In labor market data, long-term care or skilled nursing facilities are reported as a subindustry under Hospitals.

### Work Activities

OTAs generally worked in healthcare settings (hospitals and care facilities) where they reported spending much of their time on patient care in both their primary and secondary jobs (Exhibit 14). Other OTA work tasks included documentation (which accounted for 15% of their time) and, to a much lesser degree, administration (6%).

**Exhibit 14: Percent Time on Work Activities**



### Prior Work Experience and Education

#### Work Experience

Based on information reported from the licensee survey, a significant number of OTAs obtained work experience primarily in other health professions prior to obtaining a license (43%). Nearly one-fifth were previously employed as a certified nurse assistant (18%) and another 10% were previously employed as rehabilitation aides.

**Exhibit 15: Employment in Health Field Prior to OTA Licensure**

	Responses	% Responses
Other Health Profession	67	43%
Certified Nurse Assistant	28	18%
Rehabilitation Aide	16	10%
Physical Therapy Aide	10	6%
Other Nursing	8	5%
Medical Billing or Records	8	5%
Behavior Therapist	7	5%
Caregiver	6	4%
Personal Trainer	6	4%
<b>Totals</b>	<b>156</b>	<b>100%</b>

#### Education

The majority of OTAs licensed in California completed their OTA education in the state (69%), while 27% completed their education at a college out of state and another 3% completed an online program. Of those who completed their education in California, the most common programs attended were Santa Ana College (attended by 17% of respondents) and Stanbridge College (13%). None of the surveyed OTAs completed their OTA education abroad, suggesting that California's labor market relies on in-state educational providers to supply seven out of 10 OTA professionals.

Surveyed OTAs were asked how likely they would be to recommend the college they attended to a friend (Exhibit 16). Overall, OTAs reported a positive college experience with 78% extremely or somewhat likely to recommend the college they attended to a friend.

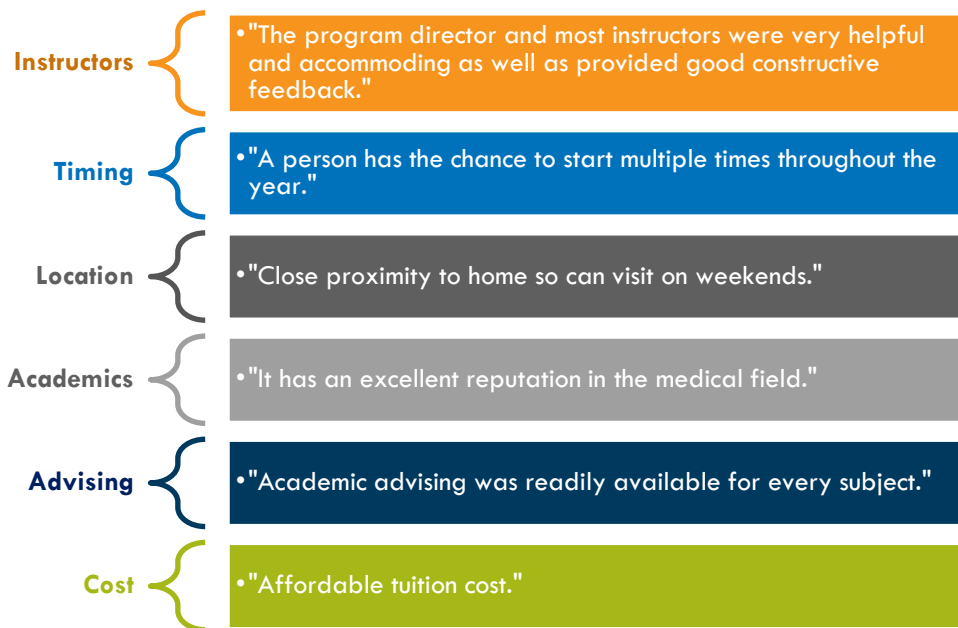
**Exhibit 16: Likelihood of Recommending**

	Responses	% Responses
Extremely/Somewhat Likely	438	78%
Neither likely nor unlikely	75	13%
Extremely/Somewhat Unlikely	46	8%
<b>Totals</b>	<b>559</b>	<b>100%</b>

**College Experience**

OTA respondents completed an open-ended question asking them to reflect on what they liked about the college where they completed most of their OTA coursework. It is important to keep in mind that these comments reflect years of experiences and a variety of educational institutions. Qualitative data analysis of the open-ended responses revealed students most appreciated competent instructors, flexible timing, convenient location, positive reputation of the academics at the college, quality advising, and low cost. Exhibit 17 displays positive aspects of the colleges that were most referenced along with a key quote that reflects a typical response.

**Exhibit 17: Positive Aspects of College Experience**



Respondents were also asked about the qualities of the college that they disliked. Curriculum, poor advising, instructors, cost, and location were common themes when students reflected on both positive and negative aspects of their college experience. In addition, students also disapproved of the program organization and curriculum choices which deprioritized important aspects of their work.



## Exhibit 18: Negative Aspects of College Experience



### Education Debt

The cost of education was one negative attribute of OTA education as indicated by respondents. Over half (58%) of responding OTAs used student loans to pay for education expenses, including a quarter (25%) of respondents who took out significant debt (\$30,000 more) to finance their education.<sup>8</sup> Exhibit 19 displays the amount of student debt accumulated by respondents.

The amount of debt students carried was correlated with the type of institution they attended for their OTA coursework (Exhibit 20). Overall, students who attended private colleges were significantly more likely than public college attendees to have any education-related debt. Of the students who attended private colleges, the majority (78%) took out \$30,000 or more in loans compared to just 16% of students who attended public colleges.

### Exhibit 19: Student Loan Debt

	Responses	% Responses
No Debt	237	42%
Under \$5,000	18	3%
\$5,000 - \$9,999	27	5%
\$10,000 - \$14,999	31	6%
\$15,000 - \$19,999	29	5%
\$20,000 - \$24,999	31	6%
\$25,000 - \$29,999	37	7%
\$30,000 or more	141	25%
I don't know	8	1%
<b>Totals</b>	<b>559</b>	<b>100%</b>

<sup>8</sup> Respondents were not asked to clarify how the education debt was accrued – whether in pursuit of an OTA education, other non-OTA education, or possibly a combination of both.

**Exhibit 20: Student Loan Debt by College Type**

	Attended Public College		Attended Private College	
	Responses	% Responses	Responses	% Responses
Under \$5,000	8	15%	1	1%
\$5,000 - \$9,999	12	22%	0	0%
\$10,000 - \$14,999	6	11%	0	0%
\$15,000 - \$19,999	6	11%	2	2%
\$20,000 - \$24,999	5	9%	3	3%
\$25,000 - \$29,999	7	13%	13	15%
\$30,000 or more	9	16%	69	78%
I don't know	2	4%	1	1%
<b>Totals</b>	<b>55</b>	<b>100%</b>	<b>89</b>	<b>100%</b>

**Education Attainment**

When asked to indicate their highest level of education, 55% of respondents indicated that they held an associate degree while 45% held a bachelor's degree or higher (Exhibit 21). OTAs in California have higher levels of educational attainment compared to OTAs across the United States. Nationally, only 18% of OTAs hold a bachelor's degree and for the vast majority of OTAs (82%) an associate degree is their highest level of education.<sup>9</sup>

**Exhibit 21: Educational Attainment**

	Responses	% Responses
Associate degree	310	55%
Bachelor's degree	225	40%
Master's or Doctoral degree	24	4%
<b>Totals</b>	<b>559</b>	<b>100%</b>

Additionally, according to survey responses, associate degree holders were more likely than those with a bachelor's degree or higher to have obtained a degree in a health field. Nearly all associate degree holders (96%) indicated that their program of study was in a health field, compared to only 37% of bachelor's degree holders. This may suggest that students are earning bachelor's degrees in other fields, then moving into the occupational therapy field. In addition, data from OTA programs at California community colleges indicates that 32% of students taking OTA courses in 2018-19 had previously earned a bachelor's degree.

Survey responses indicated OTAs over the age of 40 were more likely to report an associate degree as their highest degree earned (60%) as compared to 51% for OTAs under 40 years of age. A baccalaureate was significantly more common for younger OTAs, with 45% of respondents under 40 holding a bachelor's degree compared with 35% for those over 40. This indicates that the workforce is becoming more educated as younger OTAs enter the profession.

This trend is supported by data from a subsequent survey question about the length of licensure. OTAs with more than 10 years of experience were less likely to have a bachelor's degree compared to OTAs with 0-2 years of experience (see Exhibit 22).

<sup>9</sup> O\*NET Online <https://www.onetonline.org/link/summary/31-2011.00#Education>

**Exhibit 22: Educational Attainment by Years Licensed**

	0 2 Years		3 10 Years		More than 10 years	
	Responses	% Responses	Responses	% Responses	Responses	% Responses
Associate degree	71	51%	107	49%	132	65%
Bachelor's degree	66	48%	98	45%	61	30%
Master's or Doctoral degree	1	1%	13	6%	10	5%
<b>Totals</b>	<b>138</b>	<b>100%</b>	<b>218</b>	<b>100%</b>	<b>203</b>	<b>100%</b>

**Key Takeaways – Current OTA Workforce**

- In California, the OTA workforce was predominantly white and female. Similarly, the pipeline of OTAs as represented by current community college students in OTA programs was also majority white and female.
- Most licensed OTAs were employed in a single, full-time OTA position. However, close to 40% of the current workforce reported holding multiple OTA jobs, generally on a per-diem basis.
- Income reporting indicated that most OTAs earned above the living wage threshold for a single adult. Fifty-five percent (55%) reported earning more than \$30,000 in annual income from OTA work, exceeding the living wage threshold for a single adult in California (\$27,123).
- Most of the OTAs surveyed completed their OTA-specific education in California (69%), while 27% completed their education out of state and another 3% completed an online program.
- Over half (58%) of surveyed OTAs used student loans to pay for education expenses, including a quarter (25%) of respondents who incurred significant debt (\$30,000 more) to finance their education.
- Overall, students who attended private colleges were significantly more likely than public college attendees to have any education-related debt.
- More than half of OTAs surveyed held an associate degree as their highest level of education attained.

## Workforce Outlook

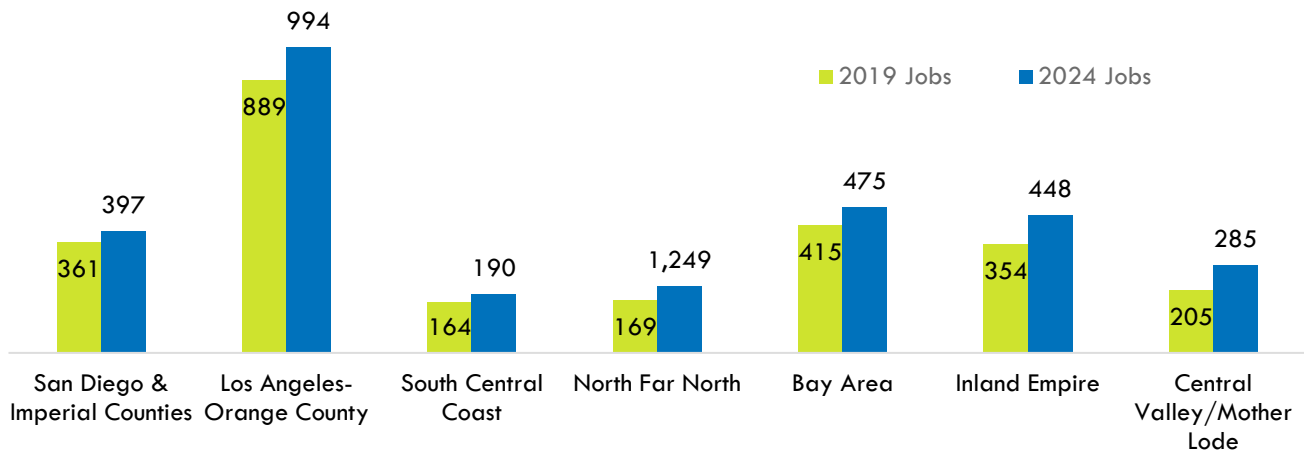
Survey responses from occupational therapy assistants (OTAs) provide real-time, detailed information about their current jobs, earnings, job schedule, education pathway and more. This section of the study describes characteristics of the OTA workforce using a combination of traditional employment data and workforce survey responses.

In 2019, there were approximately 2,500 OTA jobs in California, accounting for five percent (5.5%) of all OTA employment in the United States. Within California, OTA employment is a relatively small piece of a much larger puzzle — the overall number of jobs in California totaled close to 20 million in 2019. However, occupational projections for OTAs forecast growth of 17% or an additional 440 jobs over the next few years, bringing the number of OTA jobs to closer to 3,000 by 2024.

The greatest growth will be in the Los Angeles/Orange County region which is expected to add 105 new positions over the next five years (Exhibit 23). The fastest rate of growth is expected in the Central Valley/Mother Lode region (close to 40% growth or about 80 jobs).<sup>10</sup>

**Exhibit 23: Projected Employment by Region for Occupational Therapy Assistants, 2019-2024**

Region	Job Change	% Job Change
Los Angeles/Orange County	105	11.8%
Inland Empire	95	26.7%
Central Valley/Mother Lode	80	38.9%
Bay Area	60	14.5%
North Far North	48	28.6%
San Diego & Imperial Counties	35	9.7%
South Central Coast	26	15.6%



### Expected Retirement Age

In addition to the growth of new jobs for OTA, retirements of OTAs are also important for understanding future workforce needs. Approximately half (51%) of current OTAs expected to retire at age 65 or earlier, 45% expected to retire between the ages of 66 and 75, and a few (5%) intended to not retire at all (4%).

<sup>10</sup> Industry and occupational employment data provided by Emsi Burning Glass, 2021.3 – QCEW Employees, Non-QCEW Employees, and Self-Employed. There are an estimated 46,138 OTA jobs in the United States. Regional totals may not add to state estimates.

**Exhibit 24: Expected Retirement Age**

	<b>Responses</b>	<b>% Responses</b>
Age 55 or younger	34	7%
56-65	221	44%
66-75	205	41%
76 or older	24	5%
I do not intend to retire	21	4%
<b>Totals</b>	<b>505</b>	<b>100%</b>

Exhibit 25 provides a closer look at retirement of OTAs. Survey respondents under age 40 were significantly more likely than those over age 40 to suggest retiring at age 65 or younger (58% and 42%, respectively). Additionally, nearly half (49%) of respondents age 40 or older indicated they expected to retire between the ages of 66 and 75.

**Exhibit 25: Expected Retirement Age by Current Age of Respondents**

	<b>Age: Under 40</b>		<b>Age: 40+</b>	
	<b>Responses</b>	<b>% Responses</b>	<b>Responses</b>	<b>% Responses</b>
Age 55 or younger	26	10%	8	3%
56-65	129	48%	92	39%
66-75	89	33%	116	49%
76 or older	14	5%	10	4%
I do not intend to retire	11	4%	10	4%
<b>Totals</b>	<b>269</b>	<b>100%</b>	<b>236</b>	<b>100%</b>

**Planning for Future Occupational Therapy Professionals**

Changes in the healthcare environment are especially relevant for OTAs, where there have been calls for higher levels of education than currently required. Recently, there has been robust discussion about whether AOTA should mandate or recommend increasing the OTA degree requirement from associate to bachelor’s degree. To assess how the current workforce might respond, this study asked respondents about hypothetical education pathways. Overall, there was support for increasing the educational requirement to a bachelor’s degree by 2027. However, at this time, guidance from the American Occupational Therapy Association (AOTA) has not changed – confirming that occupational therapy assistants may enter the profession at either the associate or bachelor’s degree level.<sup>11,12</sup>

Based on survey responses, 46% of OTAs expected to pursue additional years of education. Current OTAs under the age of 40 reported they planned to pursue additional educational opportunities at a rate significantly higher (62%) than OTAs over the age of 40 (28%).

<sup>11</sup> American Occupational Therapy Association. 2019. “Results from RA 2019 Spring Meeting: Motions Include OT and OTA Entry-Level Mandates.” Accessed at: <https://www.aota.org/Publications-News/AOTANews/2019/Results-RA-Spring-Meeting-Motions-Include-Entry-Level-Mandates.aspx>.

<sup>12</sup> Additional information about education mandates for OTAs is available at: <https://www.aota.org/Education-Careers/entry-level-mandate-doctorate-bachelors.aspx>

**Exhibit 26: Plans to Pursue Future Educational Opportunities**

	Under 40 years of age		Over 40 years of age	
	Responses	% Responses	Responses	% Responses
Yes	166	62%	65	28%
No	103	38%	171	72%
<b>Totals</b>	<b>269</b>	<b>100%</b>	<b>236</b>	<b>100%</b>

To further inform the conversation regarding incumbent OTAs, the survey asked respondents to consider hypothetical education pathways. First, they were asked their level of interest in pursuing a bachelor’s degree in occupational therapy, and second, their interest in completing a bridge program from OTA to Occupational Therapist (OT).

**Exhibit 27: Interest in Pursuing Education Pathways**

	Bachelor's Degree in Occupational Therapy		OTA to OT Bridge	
	Responses	% Responses	Responses	% Responses
Definitely yes	112	22%	207	41%
Probably yes	72	14%	96	19%
Might or might not	115	23%	109	22%
Probably not	111	22%	50	10%
Definitely not	95	19%	43	9%
<b>Totals</b>	<b>505</b>	<b>100%</b>	<b>505</b>	<b>100%</b>

As shown in Exhibit 27, nearly two thirds (60%) of respondents were definitely or probably interested in an OTA to OT bridge, if one were available, as compared to just over a third (36%) of responding OTAs who were definitely or probably interested in a stand-alone bachelor’s degree in occupational therapy. Newly licensed OTAs expressed significantly more interest in pursuing an OTA to OT bridge program as compared to experienced licensees (74% and 53% respectively), see Exhibit 28.

**Exhibit 28: Interest in Pursuing OTA to OT Bridge**

	Responses	0-2 Years	10+ Years
Definitely/Probably Yes	303	74%	53%
Might or might not	109	18%	21%
Definitely Not/Probably Not	93	7%	26%
<b>Totals</b>	<b>505</b>	<b>100%</b>	<b>100%</b>

Overall, when asked about the possibility of obtaining a bachelor’s degree in occupational therapy, 36% definitely or probably would. However, this number was significantly higher (44%) for those whose highest level of education was an associate degree, as compared to those with a bachelor’s degree or higher (27%). Interest also varied according to the type of college OTAs previously attended. Those who attended private colleges for their OTA coursework were significantly more interested in earning a bachelor's degree in occupational therapy than those who attended public colleges (49% and 30% respectively).

**Exhibit 29: Interest in Pursuing a Bachelor’s Degree in OT by College Type**

	Public College		Private College	
	Responses	% Responses	Responses	% Responses
Definitely/Probably Yes	53	30%	46	49%
Might or might not	45	25%	20	21%
Definitely Not/Probably Not	81	45%	28	30%

Survey data indicated that most (59%) OTAs were in support of the increased education requirement for licensure. However, associate degree holders were less likely (53%) to support this change as compared to OTAs with a bachelor’s degree or higher (67%).

Given their supervisory role, occupational therapists (OTs) were asked what benefits, if any, might result from requiring OTAs to attain a bachelor’s degree in occupational therapy. While many OTs felt the bachelor’s degree would result in better quality of care (28%) and a more well-rounded professional (21%), more than one-third (35%) did not see a benefit to requiring the degree.

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**Key Takeaways – Workforce Outlook**

- Jobs for OTAs are expected to increase in number over the next few years. The largest growth in new jobs is forecasted for the Los Angeles/Orange County region while the Central Valley/Mother Lode region may experience the fastest growth for the profession.
  - The growth in OTA jobs is the result of the creation of new positions and retirements. According to the survey, OTAs who were aged 40 or younger anticipated retiring before the age of 65. Combined, these two factors represent an ongoing need for trained, skilled OTAs to fill job vacancies.
  - Considering the potential for a higher level of educational attainment for licensure as an OTA, the survey asked respondents about the likelihood that they would pursue additional education, and 62% of respondents age 40 or younger indicated yes.
  - Overall, respondents indicated more interest in an Occupational Therapist Assistant to Occupational Therapist bridge program than completing a bachelor’s degree in occupational therapy. Those most interested in an OTA to OT bridge program were current OTAs who had been employed in their position less than two years.
-

## Occupational Therapy Technology Programs

### Community Colleges

Four community colleges offer training and education programs to prepare future OTAs. These are Clovis College, Grossmont College, Sacramento City College, and Santa Ana College.<sup>13</sup> Clovis College is the newest OTA program; Clovis received accreditation candidacy status in 2020 and welcomed its first cohort of students in the spring of 2021. On an annual basis, there are about 421 students taking courses in Occupational Therapy Technology.<sup>14</sup> These programs share many characteristics of successful CE programs:

- 98% course retention rates on average
- 92% course success rates on average
- In the most recent three years for which data is available, these programs have collectively awarded bachelor's and associate degrees to 316 students
- 90% passing rate for graduates who took the COTA exam in the most recent three years
- 88% of graduates reported obtaining a third-party credential after college

A close look at the most recent available data of student employment outcomes for OTA programs found that community college students who complete their studies in this field:

- Found a job closely related to their field of study - 92%
- Reported median annual earnings of \$35,232
- Reported median change (gain) in earnings of 31%
- Most (58%) met or exceeded the single-adult living wage threshold within one year of exit

### Exhibit 30: Community College Awards

Grossmont	Associate	21	20	23	21
Sacramento City	Associate	28	27	25	27
Santa Ana	Associate	51	50	36	46
Santa Ana	Bachelor's	--	23	11	17
Clovis	Associate	--	--	--	--
<b>Total, All</b>		<b>100</b>	<b>120</b>	<b>95</b>	<b>111</b>

### Private Postsecondary Institutions

Three private colleges currently graduate future OTAs. These are American Career College (Anaheim), CBD College, and Stanbridge University. American Career College in Los Angeles is the newest OTA program but has not yet graduated students. Ninety percent (90%) of graduates from these institutions passed the COTA exam (average across most recent three years of pass rates available).

<sup>13</sup> Sources of information on active OTA programs in California included CCCCCO Datamart, CCCCCO Launchboard, CCCCCO Curriculum Inventory System (COCI), and the National Board for Certification in Occupational Therapy (NBCOT).

<sup>14</sup> CalPass Plus Launchboard, 2016-2019 data for California Community Colleges. Does not include the program at Clovis as data is insufficient for the time frame. Total, All average excludes missing data.



**Exhibit 31: Private Institutions Awards<sup>15</sup>**

<b>Community College</b>	<b>Award</b>	<b>2016-17</b>	<b>2017 -18</b>	<b>2018-19</b>	<b>3 Year Average</b>
American Career College (Anaheim)	Associate	26	36	25	29
CBD College	Associate	53	51	51	52
Stanbridge University (Irvine)	Associate	150	88	122	120
<b>Total, All</b>		<b>229</b>	<b>175</b>	<b>198</b>	<b>201</b>

**Pipeline of Graduates**

Based on the award data for the most recent three years, and including bachelor’s degree recipients from Santa Ana, OTA programs across the state successfully graduated about 312 students each year. Assuming that all OTA students apply post-graduation to take the COTA exam, and that of those 90% will pass, approximately 281 students enter the workforce as new OTAs each year.

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**Key Takeaways – Occupational Technology Programs**

- Although few in number, both public and private occupational technology programs consistently conferred awards and prepared students to successfully pass the COTA exam.
  - Considering the current completion rate and new accredited programs, the number of eligible entrants to the OTA workforce could grow from 281 to more than 300 within the next two to five years.
- 

<sup>15</sup> Program and completion data for other postsecondary institutions was compiled using the Integrated Postsecondary Education Data System (IPEDS).

## Conclusion

Combining data from the workforce survey, available educational outcomes, and employer demand projections, this report provides a detailed profile of OTA employment in California.

Findings from a unique set of survey questions about employment showed that most OTAs work in Long Term Care or Skilled Nursing facilities and earn good wages - \$51,200 a year on average. Surprisingly, a significant minority of OTAs (39%) reported working multiple jobs and an additional 21% were underemployed, working part time when they when they would have preferred full-time work. These findings suggest that while the OTA profession offers high wages and employment, some workers may not realize these benefits, especially those with fewer years of experience in the profession.

A look at the demographics of current and future OTAs revealed an unequal composition of the workforce. More women than men were employed as OTAs and the same is true for the pipeline of community college programs. White OTAs were overrepresented in relation to California's workforce and Hispanic OTAs were underrepresented. The demographics of students in community college programs reflected a similar distribution amongst these two racial/ethnic groups.

Using occupational projections, it is estimated that more than 440 new jobs will be created by 2024, growth of 17% over a five-year period, an average of 88 jobs annually. In addition, the replacement rate for OTAs is about 9.6% annually – meaning that each year about 250 workers will vacate their position for another type of work or leave for personal reasons (including retirement). All told, annual employer demand could generate close to 340 opportunities for new entrants to the OTA field through 2024.

There are currently five public and three private postsecondary programs in California that train OTAs. Community colleges award, on average, 111 degrees annually, including 94 associate degrees, and 17 bachelor's degrees; according to the most recent three program years of data available, about 200 associate degrees are conferred by private postsecondary programs.

As discussed previously, there are 340 annual job openings in California. On average, approximately 312 students at both community colleges and private postsecondary institutions are awarded an associate or bachelor's degree annually. Comparing the occupational demand and recent degrees conferred, California will face an undersupply of about 9% or 28 OTAs annually. In other words, anticipated job openings for OTAs slightly exceeds the projected number of graduating OTAs.

Looking forward to the future of the OTA occupation, it is possible that changes in licensing or employer requirements for education may encourage current or future OTAs to obtain a bachelor's degree. The workforce survey found that many OTAs were interested in pursuing additional education and believed a bachelor's degree would be valuable to their career. Future research could explore how educational and other changes shift the demographic composition of the workforce and the educational choices and job opportunities of OTAs.

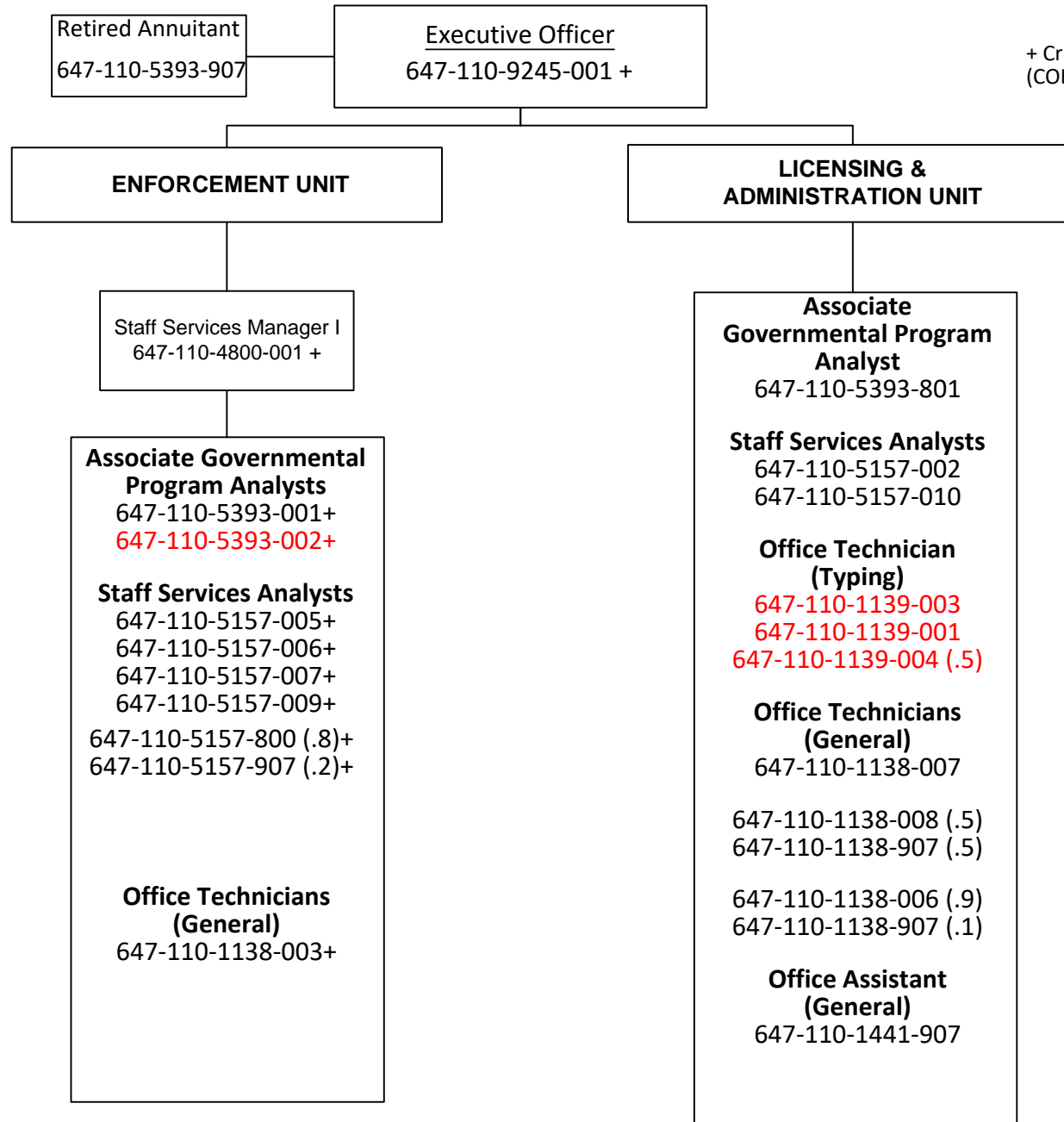
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Authorized Positions: 17.7 907  
 Blanket Positions: 2.8

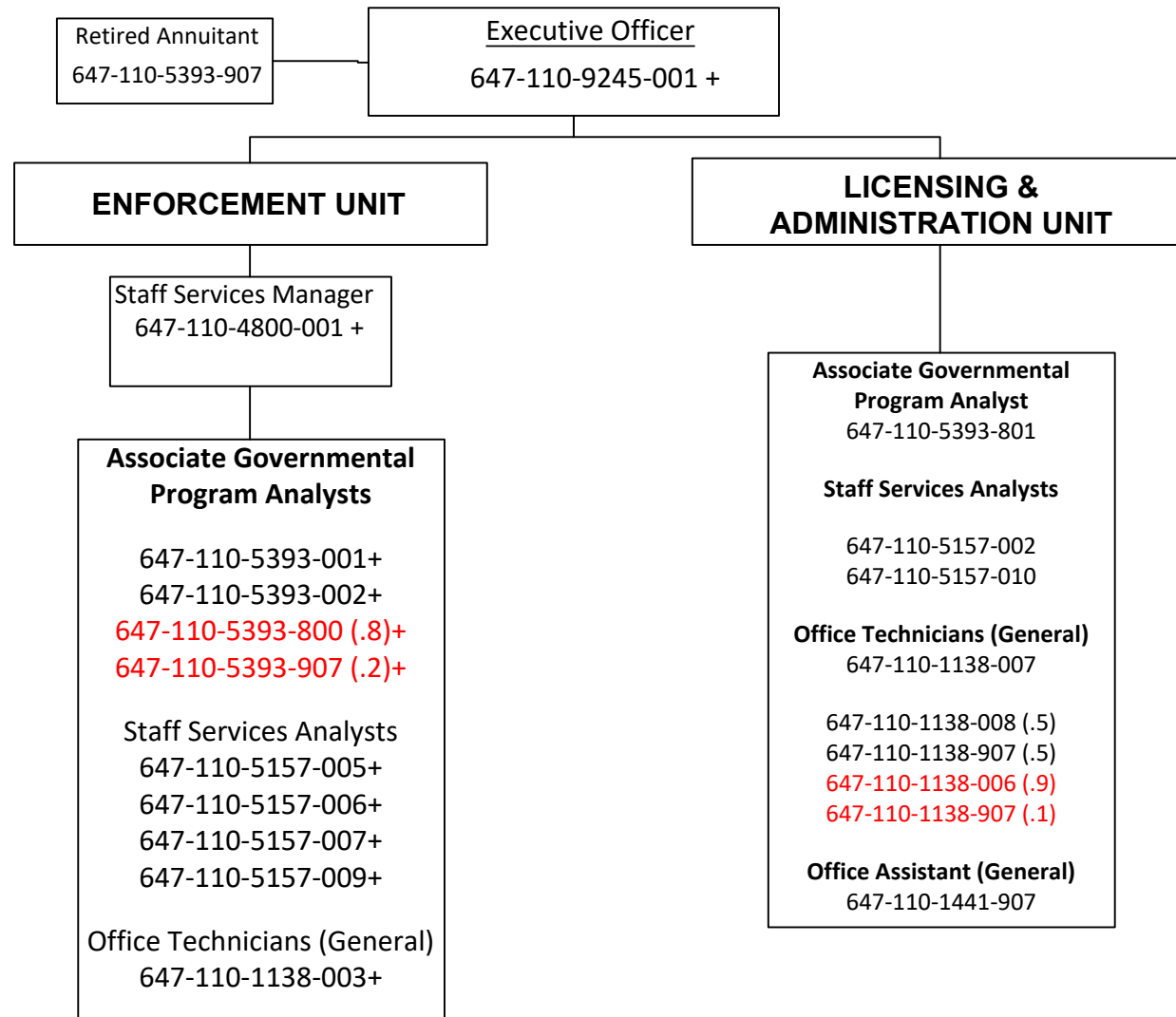
+ Criminal Offender Records Information  
 (CORI) Designated positions

PI = Permanent  
 Intermittent



HEATHER MARTIN, Executive Officer

Classification and Recruitment (C&R) Analyst



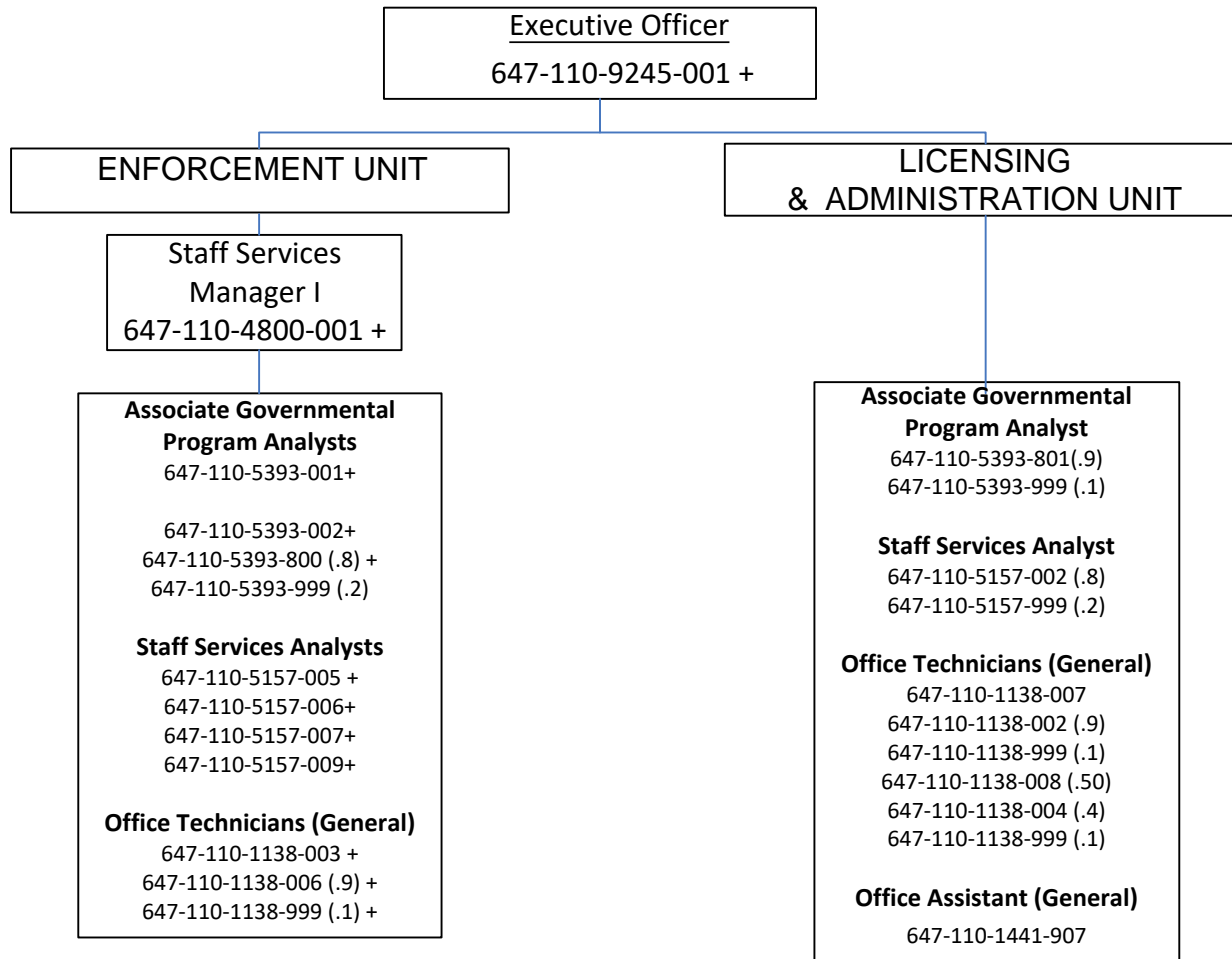
HEATHER MARTIN, Executive Officer

Office of Human Resources

DEPARTMENT OF CONSUMER AFFAIRS  
 CA BOARD OF OCCUPATIONAL THERAPY  
 June, 2019

CURRENT  
 FY 2018-19

Authorized Positions: 15.2  
 BL 12-03 (999 blanket): 0.8  
 (907 blanket): 1.0



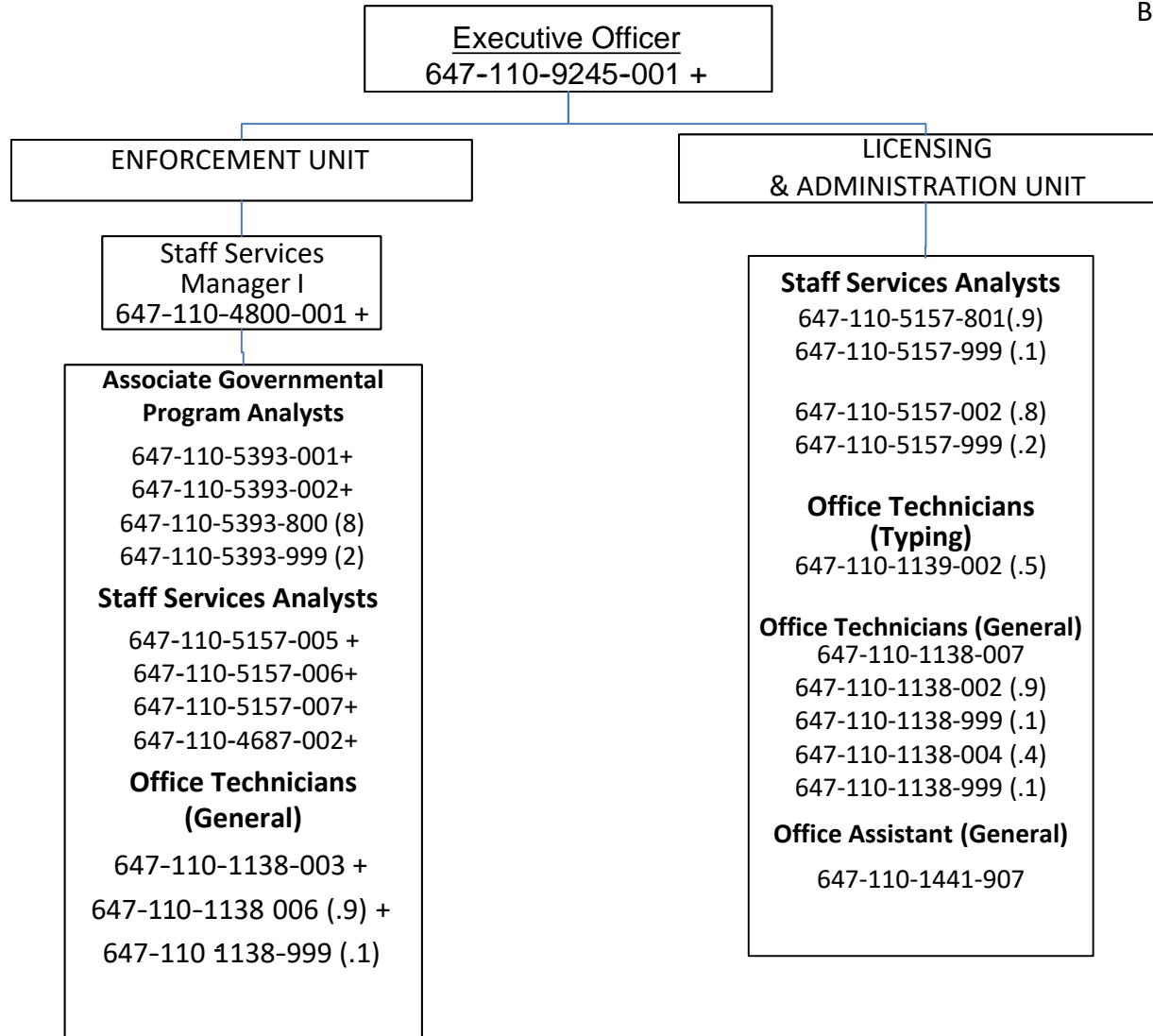
HEATHER MARTIN, Executive Officer

Office of Human Resources

DEPARTMENT OF CONSUMER AFFAIRS  
 CA BOARD OF OCCUPATIONAL THERAPY  
 June 30, 2017

CURRENT  
 FY 2017-18

Authorized Positions: 15.2  
 BL 12-03 (999 blanket): 0.8  
 (907 blanket): 1.0



HEATHER MARTIN, Executive Officer

Office of Human Resources

## Board Member Meeting Attendance

<b>Table 1.a.1 Board Member Richard Bookwalter Meeting Attendance</b>			
<b>Meeting Type</b>	<b>Meeting Date</b>	<b>Meeting Location</b>	<b>Attend?</b>
Board Meeting	3/09 -10/2017	San Jose	Y
Board Meeting	4/7/2017	Special Teleconference	N
Board Meeting	4/13/2017	Special Teleconference	Y
Board Meeting	6/01 – 02/2017	Los Angeles	Y
Board Meeting	8/17 – 18/2017	San Diego	Y
Board Meeting	10/18 – 19/2017	Sacramento	Y
Board Meeting	2/08 – 09/2018	San Leandro	Y
Leg/Reg Affairs Committee Mtg	4/05/2018	Teleconference	Y
Board Meeting	4/11/2018	Teleconference	Y
Leg/Reg Affairs Committee Mtg	5/24/2018	Teleconference	Y
Board Meeting	5/31 - 6/01/2018	Sacramento	Y
Board Meeting	6/20/2018	Special Teleconference	Y
Board Meeting	8/23 – 24/2018	San Diego	Y
Board Meeting	9/5/2018	Special Teleconference	Y
Board Meeting	10/24 – 25/2018	Los Angeles	Y
Board Meeting	2/07 – 08/2019	Los Angeles	Y
Board Meeting	3/07/2019	Teleconference	Y
Board Meeting	4/10/2019	Teleconference	Y
Committee Meeting	4/12/2019	Teleconference	Y
Board Meeting	5/09 – 10/2019	San Diego	Y
Committee Meeting	6/21/2019	Teleconference	Y
Board Meeting	7/12/2019	Los Angeles	Y
Board Meeting	8/15 - 16/2019	San Francisco	Y
Board Meeting	11/14 – 15/2019	Sacramento	Y
Board Meeting	12/18/2019	Teleconference	Y
Board Meeting	1/30 - 31/2020	Sacramento	Y
Board Meeting	2/27 - 28/2020	Carson	Y
Board Meeting	5/7/2020	WebEx	Y
Board Meeting	6/24/2020	WebEx	Y
Board Meeting	8/13/2020	WebEx	Y
Board Meeting	11/06/2020	WebEx	Y
Board Meeting	2/25-26/2021	WebEx	Y
Board Meeting	4/01/2021	WebEx	Y
Board Meeting	5/20-21/2021	WebEx	Y



<b>Table 1a.2 Board Member Teresa Davies Meeting Attendance</b>			
<b>Meeting Type</b>	<b>Meeting Date</b>	<b>Meeting Location</b>	<b>Attend?</b>
Board Meeting	3/09 -10/2017	San Jose	Y
Ad Hoc Committee Meeting	3/24/2017	Teleconference	Y
Ad Hoc Committee Meeting	4/03/2017	Teleconference	Y
Board Meeting	4/07/2017	Special Teleconference	Y
Board Meeting	4/13/2017	Special Teleconference	N
Board Meeting	6/01 – 02/2017	Los Angeles	Y
Board Meeting	8/17 – 18/2017	San Diego	Y
Board Meeting	10/18 – 19/2017	Sacramento	Y
Ad Hoc Committee Meeting	12/11/2017	Teleconference	<b>N</b>
Ad Hoc Committee Meeting	1/23/2018	Teleconference	<b>N</b>
Board Meeting	2/08 – 09/2018	San Leandro	Y
Meeting Board	4/11/2018	Teleconference	Y
Ad Hoc Committee Meeting	5/8/2018	Teleconference	N

<b>Table 1.a.3 Board Member Lynna Do Meeting Attendance</b>			
<b>Meeting Type</b>	<b>Meeting Date</b>	<b>Meeting Location</b>	<b>Attend?</b>
Board Meeting	8/13/2020	WebEx	Y
Board Meeting	11/06/2020	WebEx	Y
Board Meeting	2/25-26/2021	WebEx	Y
Board Meeting	4/1/2021	WebEx	Y
Board Meeting	5/20-21/2021	WebEx	Y
Workgroup Meeting	7/26/2021	WebEx	Y

<b>Table 1.a.4 Board Member Jeffrey Ferro Meeting Attendance</b>			
<b>Meeting Type</b>	<b>Meeting Date</b>	<b>Meeting Location</b>	<b>Attend?</b>
Board Meeting	3/09 -10/2017	San Jose	Y
Board Meeting	4/07/2017	Special Teleconference	Y
Board Meeting	4/13/2017	Special Teleconference	Y
Board Meeting	6/01 – 02/2017	Los Angeles	Y
Board Meeting	8/17 – 18/2017	San Diego	Y
Board Meeting	10/18 – 19/2017	Sacramento	Y
Ad Hoc Committee Meeting	12/11/2017	Teleconference	Y
Ad Hoc Committee Meeting	1/23/2018	Teleconference	Y
Board Meeting	2/08 – 09/2018	San Leandro	Y
Board Meeting	4/11/2018	Teleconference	Y
Ad Hoc Committee Meeting	5/08/2018	Teleconference	Y
Board Meeting	5/31/2018 - 6/01/2018	Sacramento	Y
Board Meeting	6/20/2018	Special Teleconference	Y
Ad Hoc Committee Meeting	7/13/2018	Teleconference	Y
Board Meeting	8/23 – 24/2018	San Diego	Y
Board Meeting	9/5/2018	Special Teleconference	N
Board Meeting	10/24 – 25/2018	Los Angeles	N
Board Meeting	2/07 – 08/2019	Los Angeles	N
Board Meeting	3/07/2019	Teleconference	Y
Board Meeting	4/10/2019	Teleconference	Y
Board Meeting	5/09 – 10/2019	San Diego	Y
Committee Meeting	6/21/2019	Teleconference	N/A
Board Meeting	7/12/2019	Los Angeles	N
Board Meeting	8/15 – 16/2019	San Francisco	Y-8/16
Board Meeting	11/14 – 15/2019	Sacramento	Y-11/14
Board Meeting	12/18/2019	Sacramento	Y
Board Meeting	1/30 - 31/2020	Sacramento	Y
Board Meeting	2/27 - 28/2020	Carson	Y
Board Meeting	5/7/2020	WebEx	Y
Board Meeting	6/24/2020	WebEx	Y
Board Meeting	8/13/2020	WebEx	Y
Board Meeting	11/06/2020	WebEx	Y
Board Meeting	2/25-26/2021	WebEx	Y
Board Meeting	4/01/2021	WebEx	Y
Board Meeting	5/20-21/2021	WebEx	Y

<b>Table 1a.5 Board Member Laura Hayth Meeting Attendance</b>			
<b>Meeting Type</b>	<b>Meeting Date</b>	<b>Meeting Location</b>	<b>Attend?</b>
Board Meeting	3/09 -10/2017	San Jose	Y
Board Meeting	4/07/2017	Special Teleconference	Y
Board Meeting	4/13/2017	Special Teleconference	N
Board Meeting	6/01 – 02/2017	Los Angeles	Y
Board Meeting	8/17 – 18/2017	San Diego	Y
Board Meeting	10/18 – 19/2017	Sacramento	Y
Board Meeting	2/08 – 09/2018	San Leandro	Y
Leg/Reg Affairs Committee Mtg	4/05/2018	Teleconference	N
Board Meeting	4/11/2018	Teleconference	Y
Board Meeting	5/31/2018 - 6/01/2018	Sacramento	Y
Board Meeting	6/20/2018	Special Teleconference	Y
Board Meeting	8/23 – 24/2018	San Diego	N
Board Meeting	9/5/2018	Special Teleconference	Y
Board Meeting	10/24 – 25/2018	Los Angeles	Y
Board Meeting	2/07 – 08/2019	Los Angeles	N
Board Meeting	3/07/2019	Teleconference	Y
Board Meeting	4/10/2019	Teleconference	Y
Board Meeting	5/09 – 10/2019	San Diego	Y
Board Meeting	7/12/2019	Los Angeles	Y
Board Meeting	8/15 – 16/2019	San Francisco	Y
Board Meeting	11/14 – 15/2019	Sacramento	N
Board Meeting	12/18/2019	Sacramento	N

<b>Table 1.a.6 Board Member Denise Miller Meeting Attendance</b>			
<b>Meeting Type</b>	<b>Meeting Date</b>	<b>Meeting Location</b>	<b>Attend?</b>
Board Meeting	3/09 -10/2017	San Jose	Y
Ad Hoc Committee Meeting	3/24/2017	Teleconference	Y
Ad Hoc Committee Meeting	4/03/2017	Teleconference	Y
Board Meeting	4/07/2017	Special Teleconference	Y
Board Meeting	4/13/2017	Special Teleconference	Y
Board Meeting	6/01 – 02/2017	Los Angeles	Y
Board Meeting	8/17 – 18/2017	San Diego	Y
Board Meeting	10/18 – 19/2017	Sacramento	Y
Board Meeting	2/08 – 09/2018	San Leandro	Y
Board Meeting	4/11/2018	Teleconference	Y


Board Meeting	5/31/2018 - 6/01/2018	Sacramento	Y
Board Meeting	6/20/2018	Special Teleconference	Y
Board Meeting	8/23 – 24/2018	San Diego	Y
Board Meeting	9/5/2018	Special Teleconference	Y
Board Meeting	10/24 – 25/2018	Los Angeles	Y
Board Meeting	2/07 – 08/2019	Los Angeles	Y
Board Meeting	3/07/2019	Teleconference	Y
Board Meeting	4/10/2019	Teleconference	Y
Board Meeting	5/09 – 10/2019	San Diego	Y
Board Meeting	7/12/2019	Los Angeles	Y
Board Meeting	8/15 – 16/2019	San Francisco	Y
Board Meeting	11/14 – 15/2019	Sacramento	Y
Board Meeting	12/18/2019	Teleconference	Y
Board Meeting	1/30 - 31/2020	Sacramento	Y
Board Meeting	2/27 - 28/2020	Carson	Y
Board Meeting	5/7/2020	WebEx	Y
Board Meeting	6/24/2020	WebEx	Y
Board Meeting	8/13/2020	WebEx	Y
Board Meeting	11/06/2020	WebEx	Y
Board Meeting	2/25-26/2021	WebEx	Y
Board Meeting	4/01/2021	WebEx	Y
Board Meeting	5/20-21/2021	WebEx	Y
Fieldwork Communications Workgroup Meeting	7/26/2021	WebEx	Y

<b>Table 1.a.7 Board Member Beata Morcos Meeting Attendance</b>			
<b>Meeting Type</b>	<b>Meeting Date</b>	<b>Meeting Location</b>	<b>Attend?</b>
Board Meeting	3/09 -10/2017	Sacramento	Y
Board Meeting	4/07/2017	Special Teleconference	Y
Board Meeting	4/13/2017	Special Teleconference	Y
Board Meeting	6/01 – 02/2017	Los Angeles	Y
Board Meeting	8/17 – 18/2017	San Diego	Y
Board Meeting	10/18 – 19/2017	Sacramento	N
Board Meeting	2/08 – 09/2018	San Leandro	Y
Board Meeting	4/11/2018	Teleconference	Y
Board Meeting	5/31/2018 & 6/1/2018	Sacramento	Y
Board Meeting	6/20/2018	Special Teleconference	N
Board Meeting	8/23 – 24/2018	San Diego	Y

Board Meeting	9/5/2018	Special Teleconference	Y
Board Meeting	10/24 – 25/2018	Los Angeles	Y
Board Meeting	2/07 – 08/2019	Los Angeles	Y
Board Meeting	3/07/2019	Teleconference	N
Board Meeting	4/10/2019	Teleconference	Y
Board Meeting	5/09 – 10/2019	San Diego	Y
Board Meeting	7/12/2019	Los Angeles	Y
Board Meeting	8/15 – 16/2019	San Francisco	Y
Board Meeting	11/14 – 15/2019	Sacramento	Y
Board Meeting	12/18/2019	Sacramento	Y
Board Meeting	1/30 - 31/2020	Sacramento	Y
Board Meeting	2/27 - 28/2020	Carson	Y
Board Meeting	5/7/2020	WebEx	Y
Board Meeting	6/24/2020	WebEx	Y
Board Meeting	8/13/2020	WebEx	Y
Board Meeting	11/06/2020	WebEx	Y
Board Meeting	2/25-26/2021	WebEx	Y
Board Meeting	4/01/2021	WebEx	Y
Board Meeting	5/20-21/2021	WebEx	Y

<b>Table 1.a.9 Board Member Sharon Pavlovich Meeting Attendance</b>			
<b>Meeting Type</b>	<b>Meeting Date</b>	<b>Meeting Location</b>	<b>Attend?</b>
Board Meeting	3/09 -10/2017	San Jose	Y
Ad Hoc Committee Meeting	3/24/2017	Teleconference	Y
Ad Hoc Committee Meeting	4/03/2017	Teleconference	Y
Board Meeting	4/07/2017	Special Teleconference	Y
Board Meeting	4/13/2017	Special Teleconference	Y
Board Meeting	6/01 – 02/2017	Los Angeles	Y
Board Meeting	8/17 – 18/2017	San Diego	Y
Board Meeting	10/18 – 19/2017	Sacramento	Y
Ad Hoc Committee Meeting	12/11/2017	Teleconference	Y
Ad Hoc Committee Meeting	1/23/2018	Teleconference	Y
Board Meeting	2/8 – 09/2018	San Leandro	Y
Leg/Reg Affairs Committee Mtg	4/05/2018	Teleconference	N
Board Meeting	4/11/2018	Teleconference	Y
Ad Hoc Committee Meeting	5/08/2018	Teleconference	Y
Board Meeting	5/31/2018 - 6/01/2018	Sacramento	Y
Board Meeting	6/20/2018	Special Teleconference	Y
Board Meeting	8/23 – 24/2018	San Diego	Y

Board Meeting	9/5/2018	Special Teleconference	Y
Board Meeting	10/24 – 25/2018	Los Angeles	Y
Board Meeting	2/07 – 08/2019	Los Angeles	Y
Board Meeting	3/07/2019	Teleconference	Y
Board Meeting	4/10/2019	Teleconference	Y
Board Meeting	5/09 – 10/2019	San Diego	Y
Board Meeting	7/12/2019	Los Angeles	Y
Board Meeting	8/15 - 16/2019	San Francisco	Y
Board Meeting	11/14 – 11/15/2019	Sacramento	N
Board Meeting	12/18/2019	Sacramento	Y
Board Meeting	1/30 - 31/2020	Sacramento	Y
Board Meeting	2/27 - 28/2020	Carson	Y
Board Meeting	5/7/2020	WebEx	Y
Board Meeting	6/24/2020	WebEx	Y
Board Meeting	8/13/2020	WebEx	Y
Board Meeting	11/06/2020	WebEx	Y
Board Meeting	2/25-26/2021	WebEx	Y
Board Meeting	4/01/2021	WebEx	Y
Board Meeting	5/20-21/2021	WebEx	Y



# CALIFORNIA BOARD OF OCCUPATIONAL THERAPY STRATEGIC PLAN

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## California Board of Occupational Therapy Members

**Richard Bookwalter**, *President*, OT Member

**Jeffrey Ferro**, Public Member

**Denise Miller**, OT Member

**Beata Morcos**, Public Member

**Sharon Pavlovich**, *Vice President*, OTA Member

**Gavin Newsom**, *Governor*

**Lourdes M. Castro Ramírez**, *Secretary*, Business, Consumer Services and Housing Agency

**Kimberly Kirchmeyer**, *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 am grateful for the opportunity to present the 2020-2024 CBOT Strategic Plan. Many thanks to everyone involved in developing the plan, 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.

With the help of the SOLID team, the Board of Occupational Therapy members and staff reviewed a structured survey of key stakeholders, to obtain information on their experiences with the Board's work.

Building on the Board's longtime mission, vision, and values, we used this input to inform, develop, and refine goals in the areas of licensing and renewals, continuing education, policy and advocacy, enforcement, outreach, organizational effectiveness, and applicant qualifications.

The Strategic Plan will guide our work over the coming years, make us accountable to the people of California, and uphold the Board's duties within the Department of Consumer Affairs and the Business, Consumer Services, and Housing Agency. CBOT publishes advance notices of all its meetings and encourages your participation and contribution. As President of the Board of Occupational Therapy, I invite you to join us as we implement the various elements of this plan. We look forward to working with you to achieve these important goals.

Sincerely,

Richard Bookwalter, MS, OTR/L  
President, California 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.

## California Board of Occupational Therapy Mission, Vision, and Values

### **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 Goal Areas

### **Applicant Qualifications**

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

### **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.

### **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.

### **Laws and Regulations**

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

### **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 timely staff responses and actions.

## Goal 1: Applicant Qualifications

1.1 Verify the checklist for licensing and renewal process to make sure applicants know what they need and when.

1.2 Reevaluate the application process overview flowchart to make sure applicants know what they need and when.

1.3 Explore BreEZe<sup>1</sup> capabilities to communicate completion of each application requirement to inform applicants of where they are in the application process.

1.4 Evaluate the time period for abandonment of an application to align the requirement with technological advancements that have accelerated the licensing process.

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<sup>1</sup> BreEZe is the Board's licensing and enforcement system.

## Goal 2: Enforcement

2.1 Explore developing a tracking system for code violations to identify trends in violations and enforcement actions.

2.2 Track and report trends in all enforcement-related costs to communicate enforcement related costs to stakeholders and to utilize for budget augmentation.

2.3 Increase practice reviewer (expert witness) pool to ensure diversity in subject area expertise and to reduce investigation cycle times.

## Goal 3: Laws and Regulations

3.1 Obtain stakeholder input on revisions to practice areas to develop appropriate and effective regulations to protect California consumers.

3.2 Monitor the Legislative Committee so that legislation is analyzed, and the committee makes timely recommendations to apprise the Board of pending legislation with potential impact on consumers and occupational therapy practice.

3.3 Seek stakeholder input on licensing compact to evaluate potential impact on consumers and occupational therapy practice.

3.4 Obtain stakeholder input to explore Clinical Doctorate of Occupational Therapy (OTD) capstone requirements to develop appropriate Board response to the stakeholders and to protect California consumers.



## Goal 4: Outreach and Communication

4.1 Obtain public input on web content and usability to improve stakeholder access to clear and relevant information.

4.2 Establish a practice reviewer (expert witness) program outreach and communication plan to ensure recruitment and retention of practice reviewers.

4.3 Acquire licensee email addresses to expand licensee database and improve the Board's ability to conduct outreach and communicate.

4.4 Increase presence in social media to improve and increase information sharing.

4.5 Create an outreach and communication plan (evaluate various communication avenues/methods/channels) to improve and increase information sharing.

## Goal 5: Organizational Effectiveness

5.1 Track and report trends in costs associated with DCA central services to communicate the cost of doing business to stakeholders.

5.2 Evaluate supply of available OT practitioners to monitor access to occupational therapy services and ensure consumer safety.

5.3 Work with appointing authorities to facilitate Board member appointments to maintain a diverse Board profile and quorum.

5.4 Create a succession plan that includes all Board and staff leadership positions to increase business continuity, efficiency, staff acquisition, retention, and development.

5.5 Evaluate and improve the Board's operating processes and procedures to ensure continuous improvement and efficiency.

## Strategic Planning Process

To understand the environment in which the California Board of Occupational Therapy operates and to identify factors that could impact the Board's success, the DCA SOLID Strategic Planning unit conducted an environmental scan of the internal and external environments by collecting information by the following methods:

- An online survey sent to 910 stakeholders including occupational therapy licensees, Professional association representatives, school and college representatives, and members of the public. SOLID received 52 responses.
- An online survey sent to Board staff. SOLID received 9 responses.
- One-on-one interviews with five board members and two executive staff.

Board members and executive staff discussed the most significant themes and trends identified in the environmental during a strategic planning session on January 30-31, 2020. This information guided the Board in developing the goals and objectives outlined in the 2020-2024 plan strategic plan.

Prepared by:

STATE OF CALIFORNIA



DEPARTMENT OF CONSUMER AFFAIRS

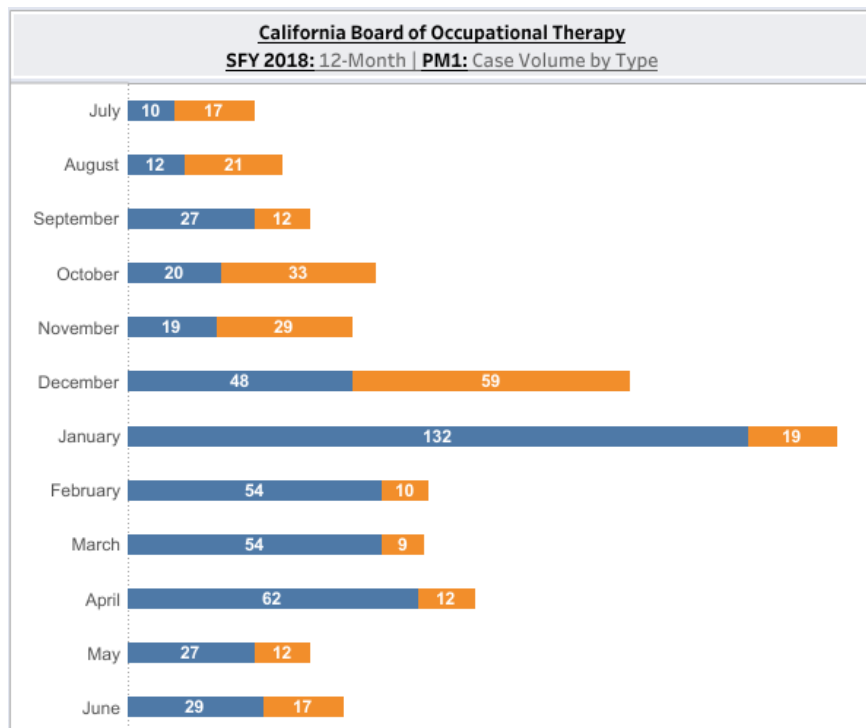
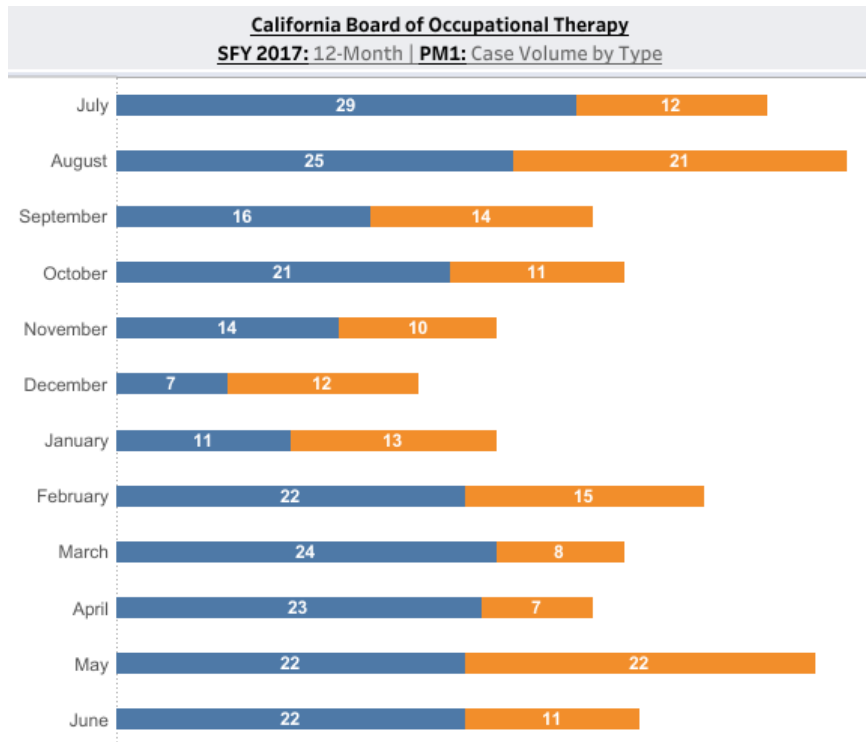
**SOLID TRAINING AND  
PLANNING SOLUTIONS**

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

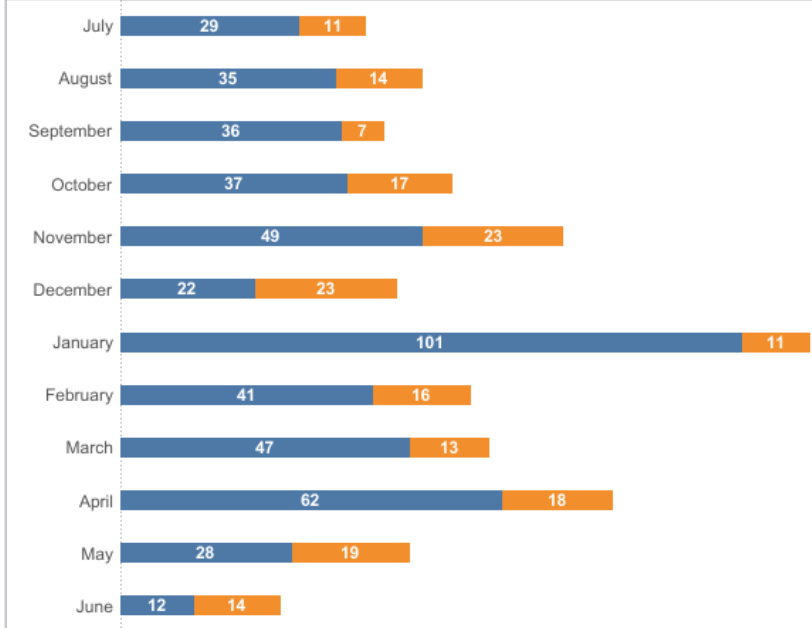
*This strategic plan is based on stakeholder information and discussions facilitated by SOLID for the California Board of Occupational Therapy from October 2019 through January 2020.*

# Quarterly Enforcement Performance Measures

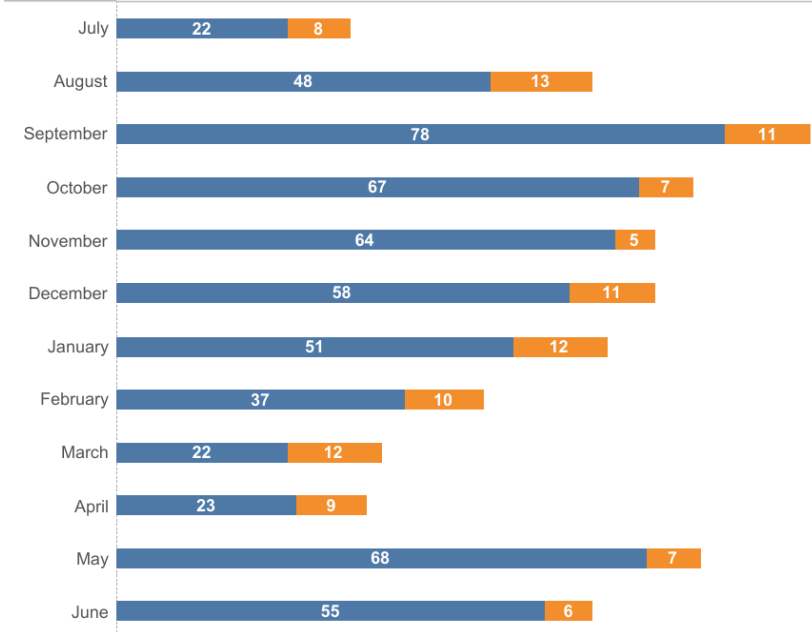
## Performance Measure 1



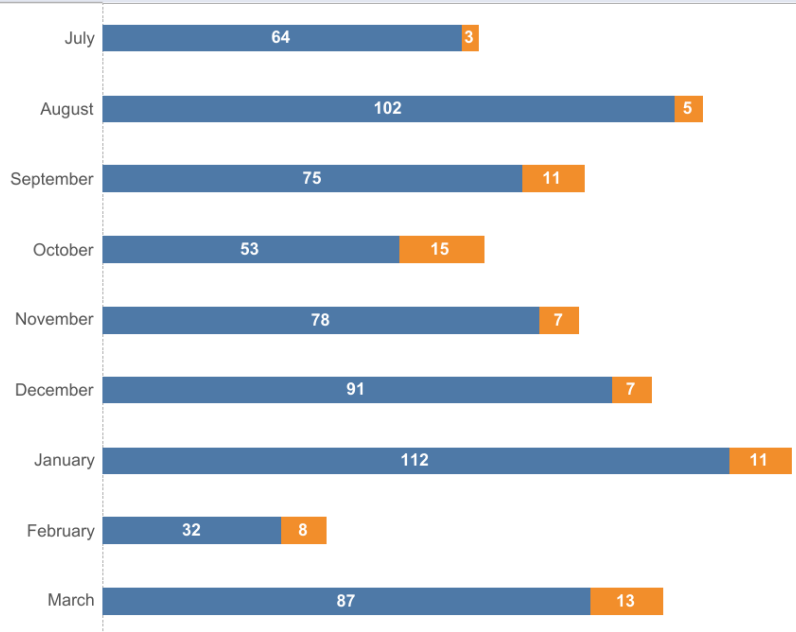
**California Board of Occupational Therapy**  
**SFY 2019: 12-Month | PM1: Case Volume by Type**



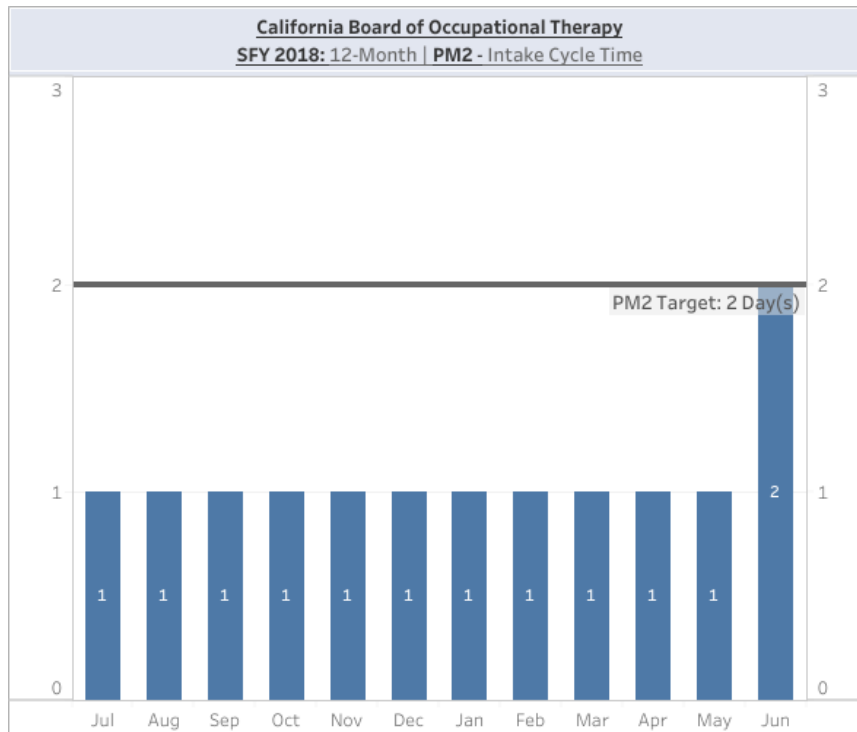
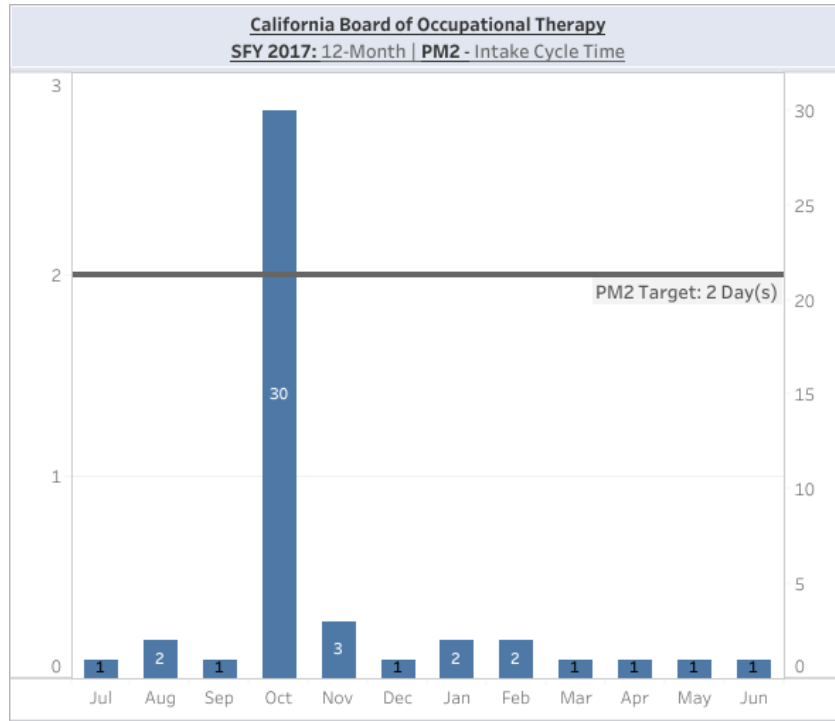
**California Board of Occupational Therapy**  
**SFY 2020: 12-Month | PM1: Case Volume by Type**



California Board of Occupational Therapy  
SFY 2021: 12-Month | PM1: Case Volume by Type

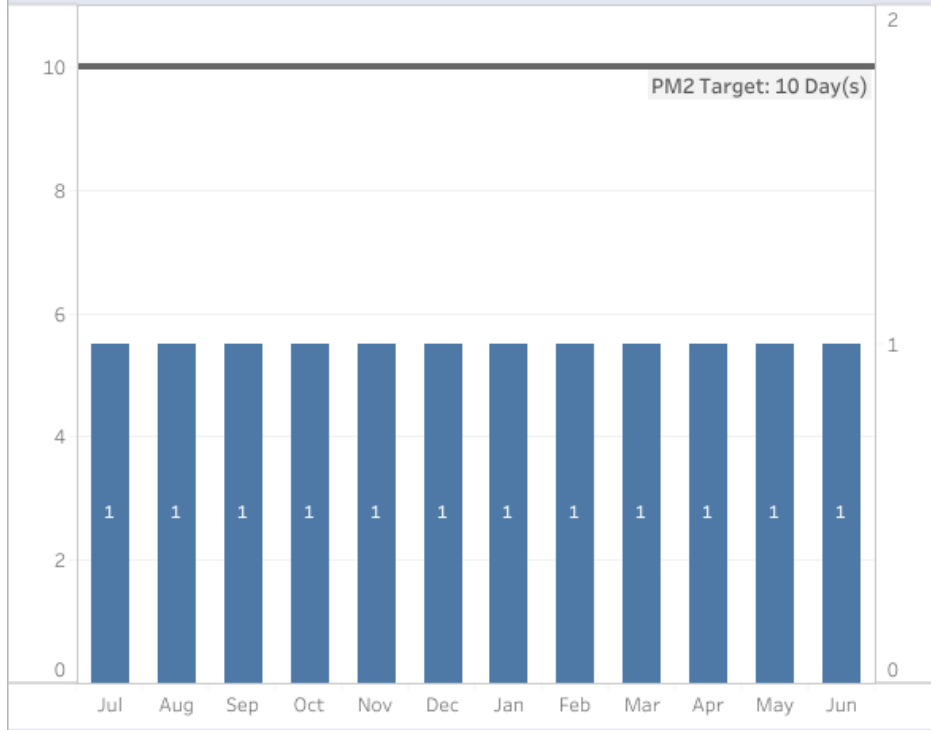


## Performance Measure 2 – Cycle Time for Case Assignment

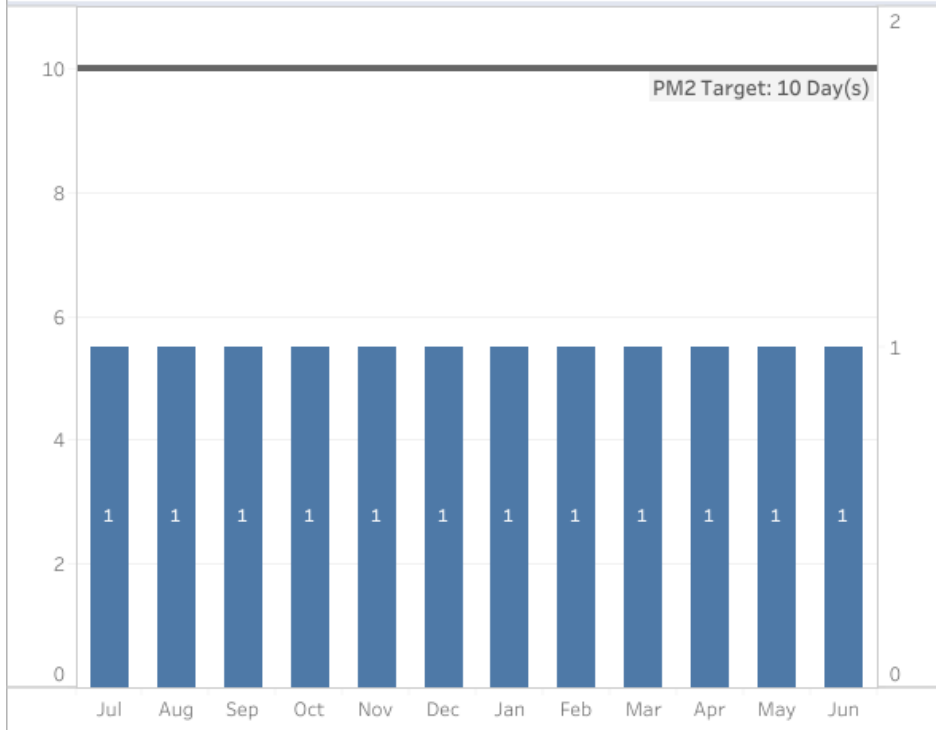




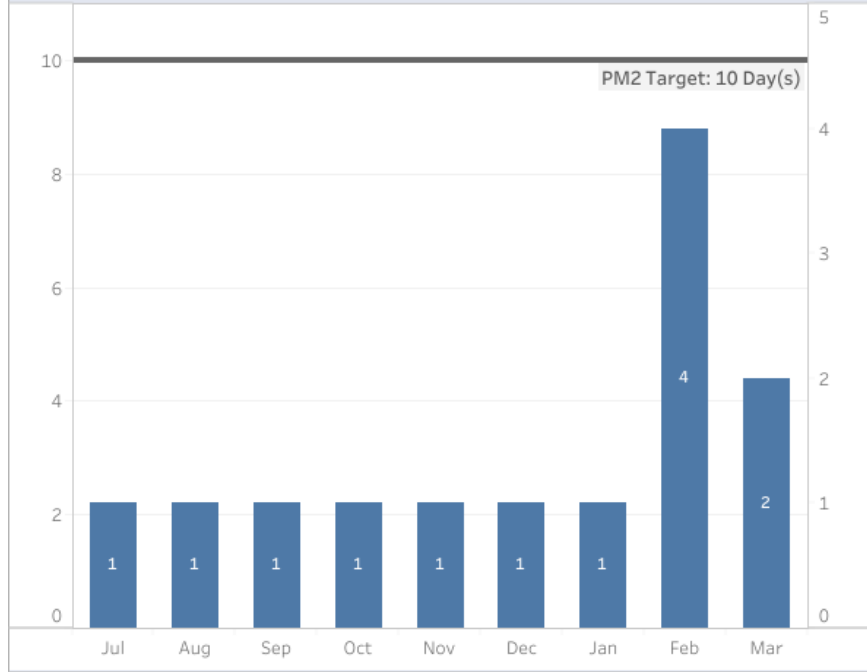
**California Board of Occupational Therapy**  
**SFY 2019: 12-Month | PM2 - Intake Cycle Time**



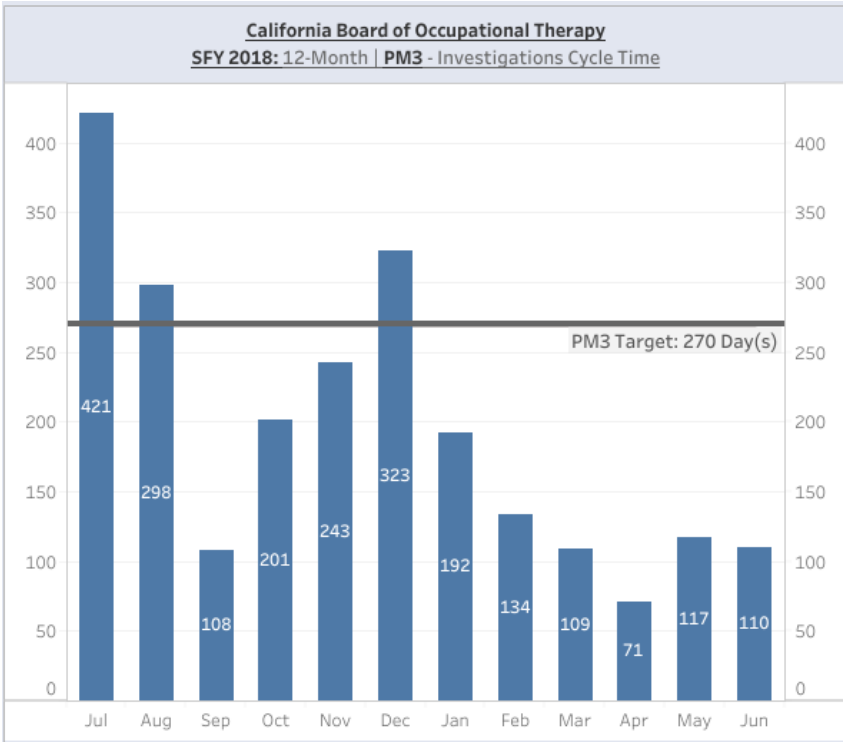
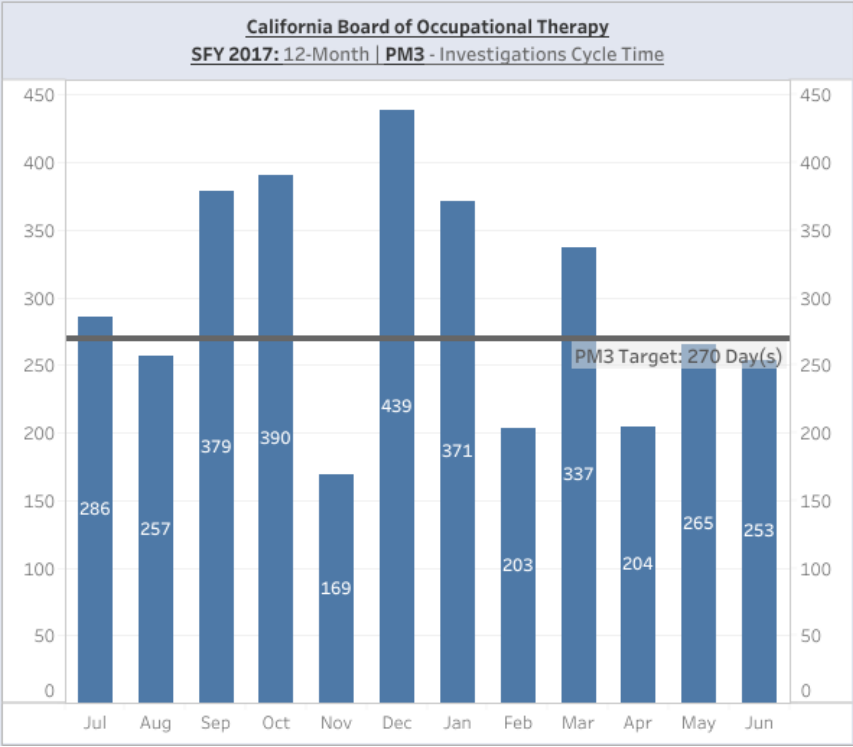
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**SFY 2020: 12-Month | PM2 - Intake Cycle Time**



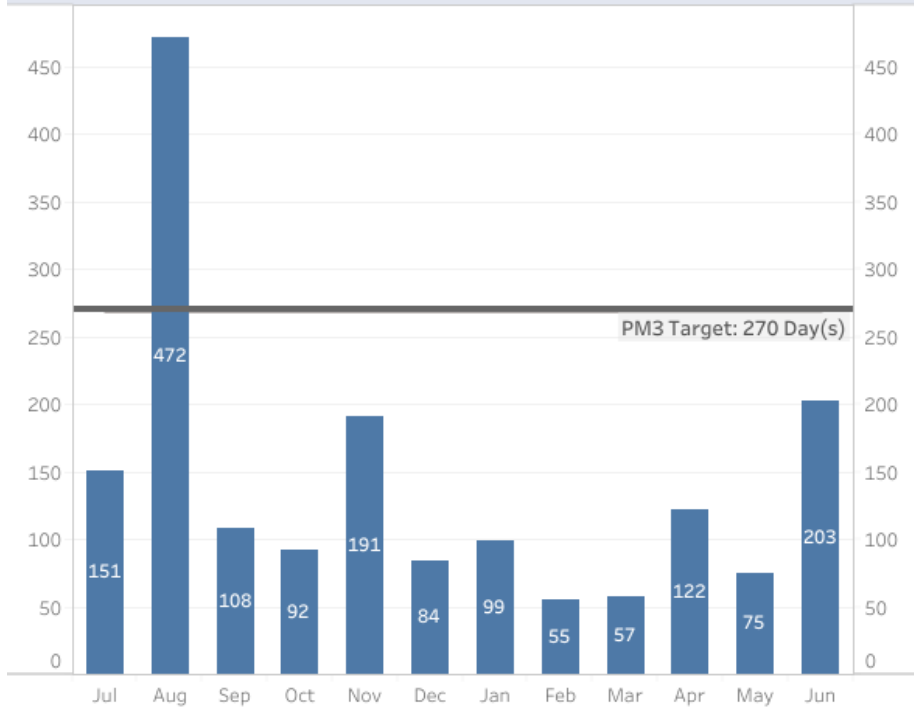
**California Board of Occupational Therapy**  
**SFY 2021: 12-Month | PM2 - Intake Cycle Time**



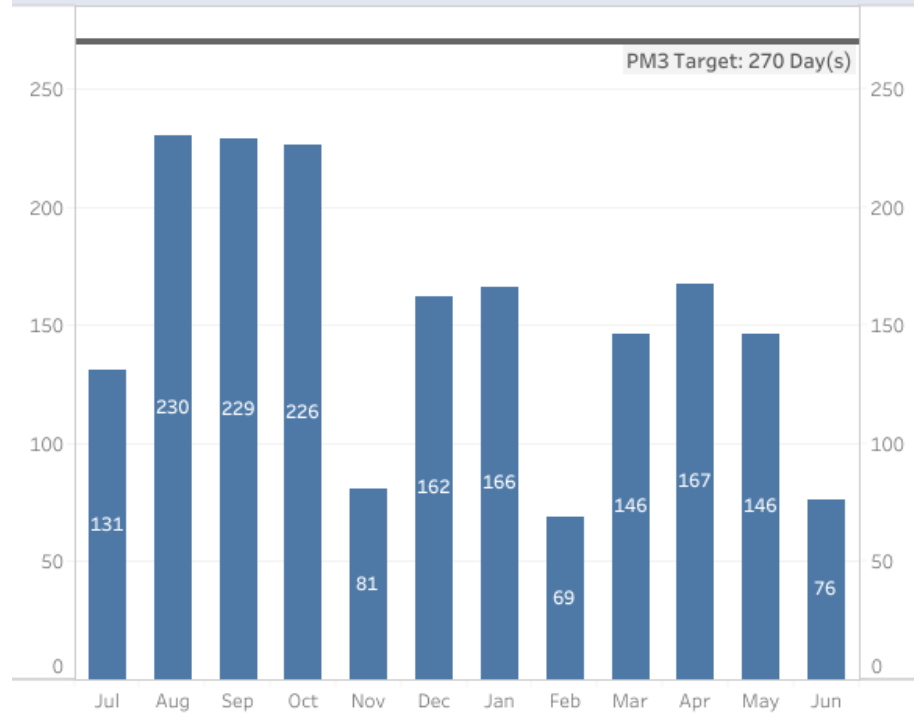
**Performance Measure 3 – Investigation Cycle Time for Cases closed not sent to AGO**



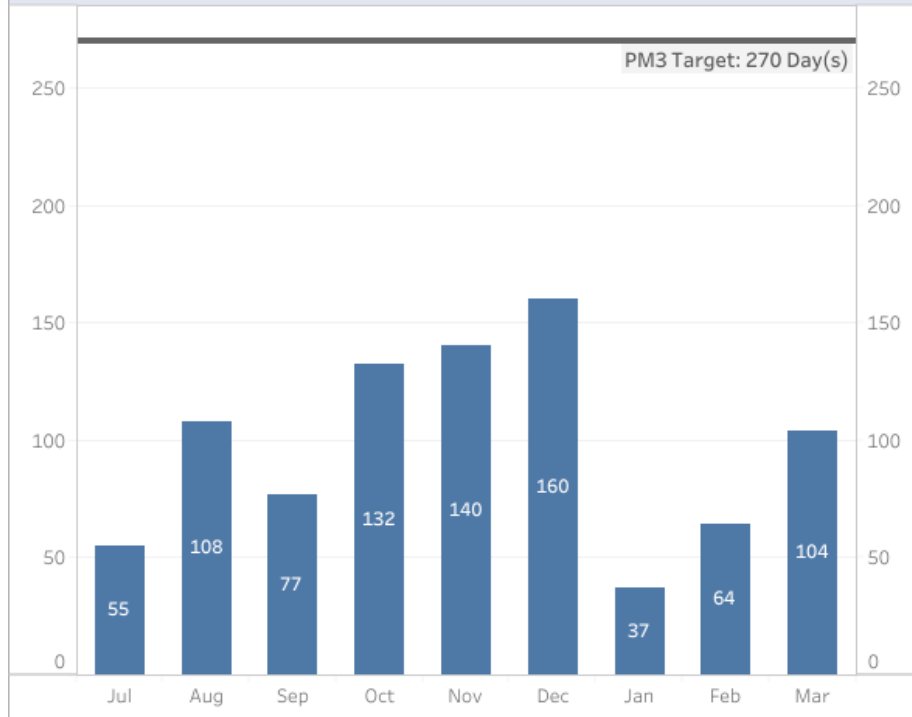
**California Board of Occupational Therapy**  
**SFY 2019: 12-Month | PM3 - Investigations Cycle Time**



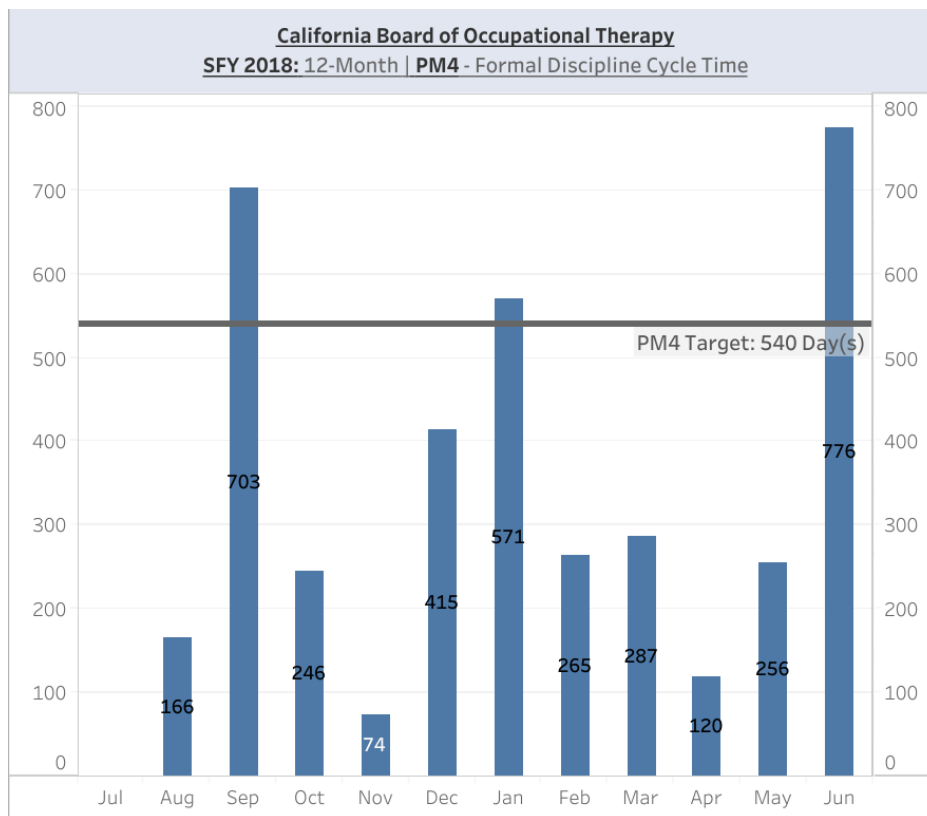
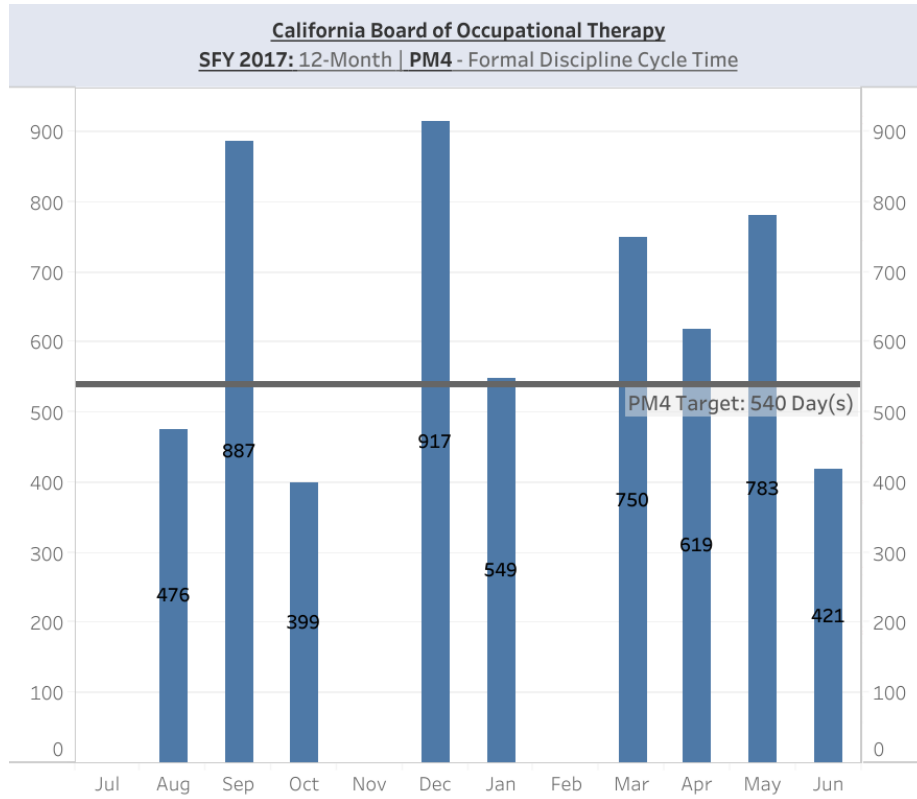
**California Board of Occupational Therapy**  
**SFY 2020: 12-Month | PM3 - Investigations Cycle Time**



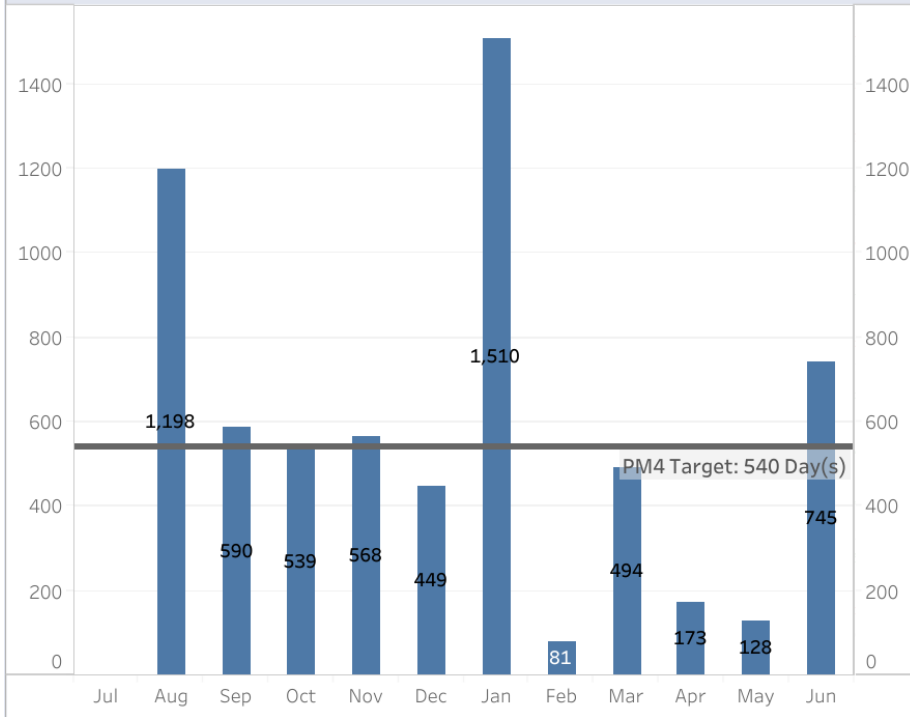
**California Board of Occupational Therapy**  
**SFY 2021: 12-Month | PM3 - Investigations Cycle Time**



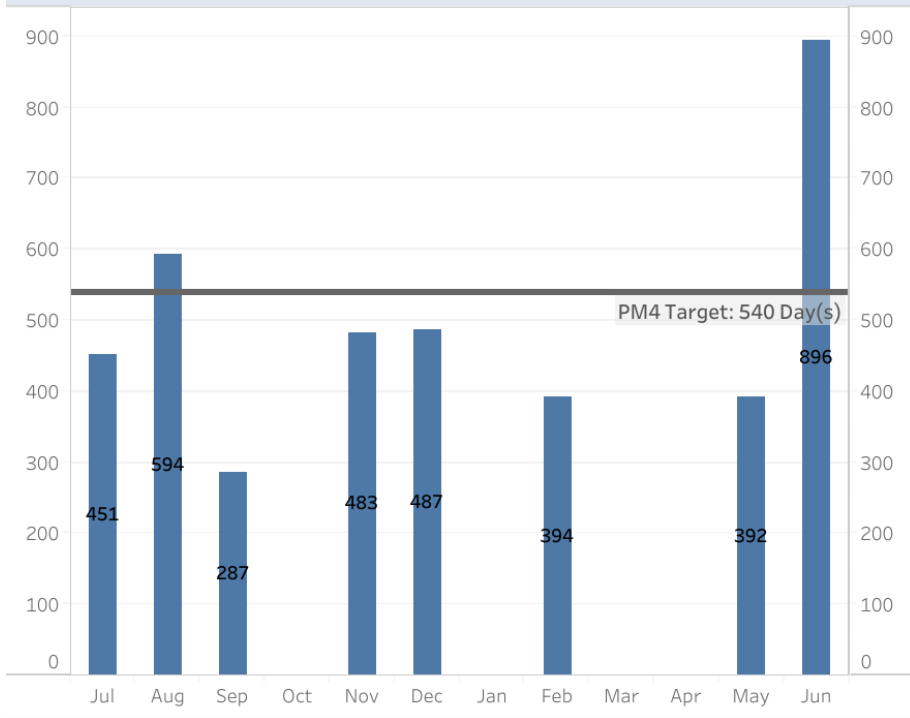
## Performance Measure 4 – Cycle Time for Cases Referred to AGO



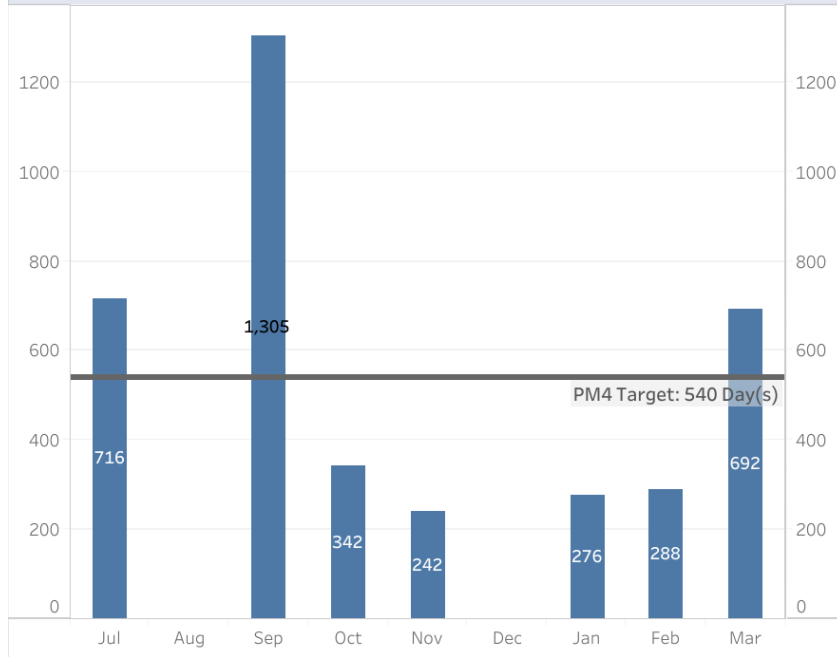
**California Board of Occupational Therapy**  
**SFY 2019: 12-Month | PM4 - Formal Discipline Cycle Time**



**California Board of Occupational Therapy**  
**SFY 2020: 12-Month | PM4 - Formal Discipline Cycle Time**



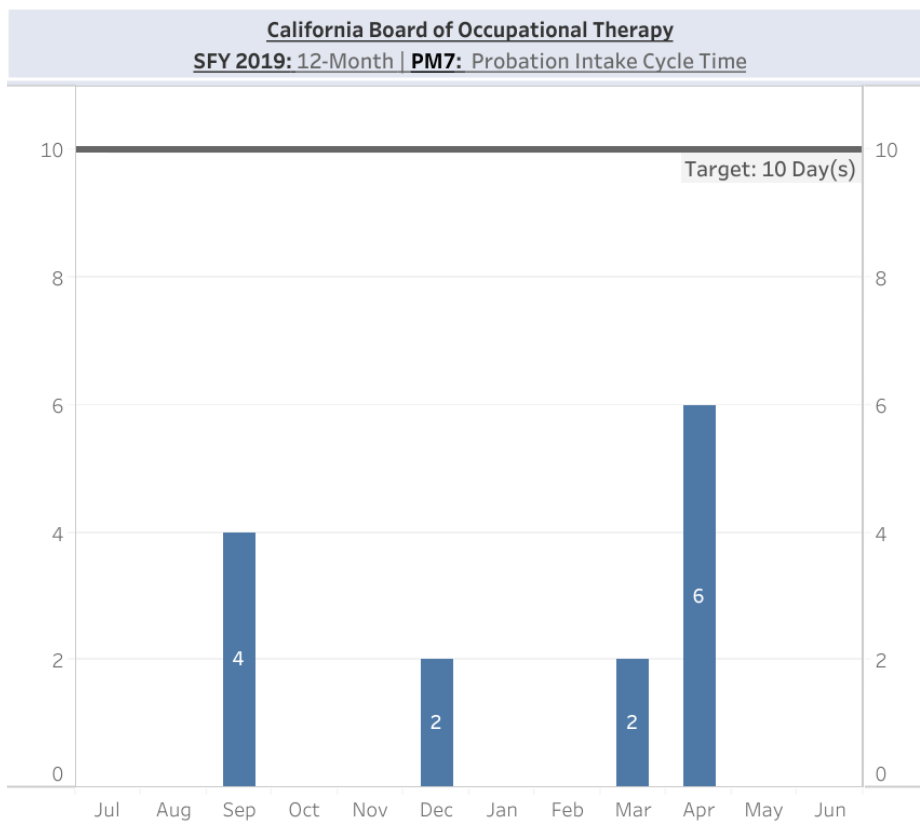
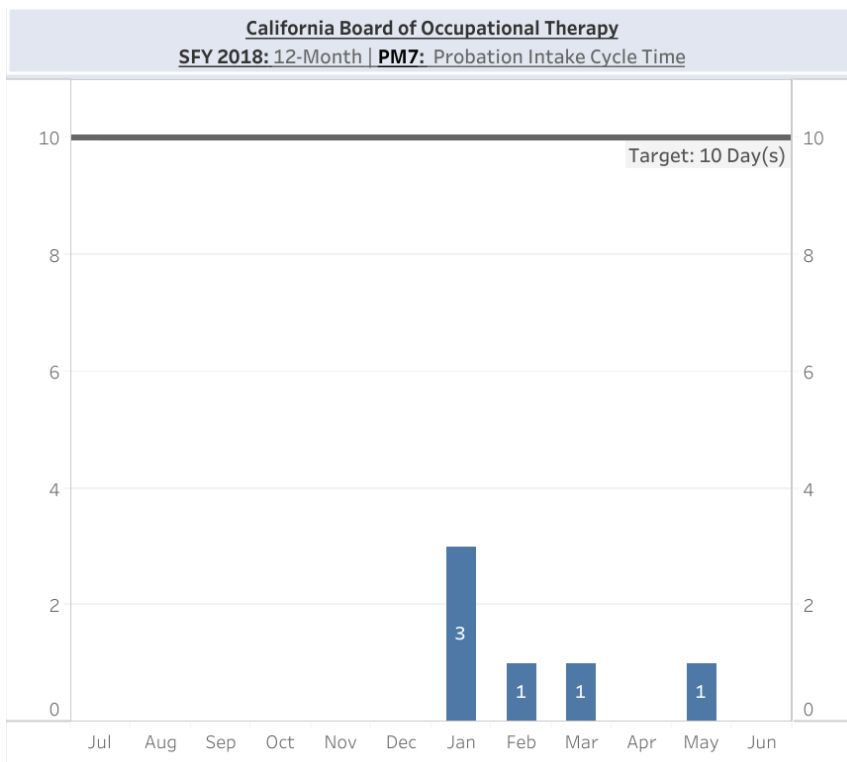
California Board of Occupational Therapy  
SFY 2021: 12-Month | PM4 - Formal Discipline Cycle Time



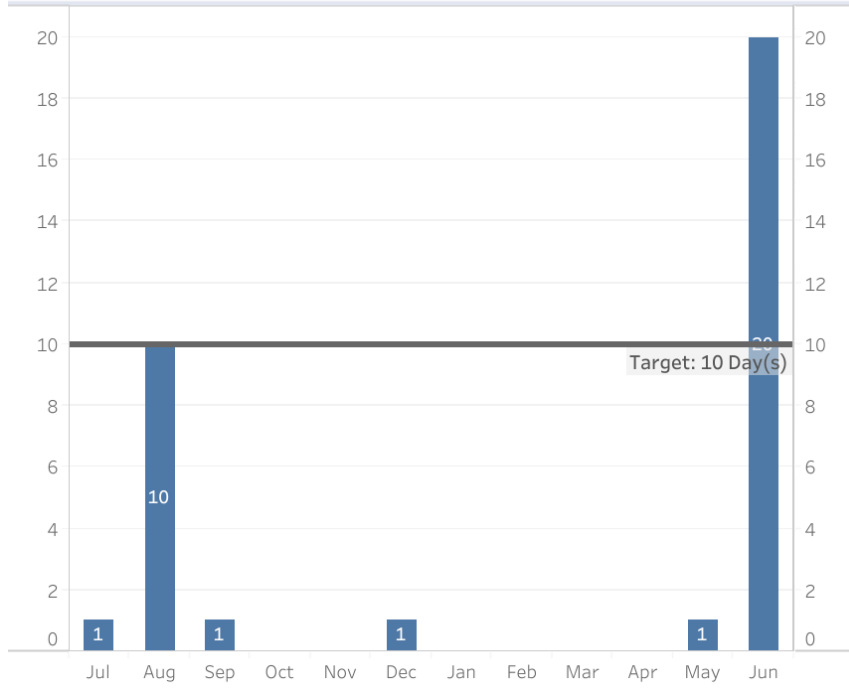


# Performance Measure 7 – Cycle Time for Probation Monitor to Make First Contact

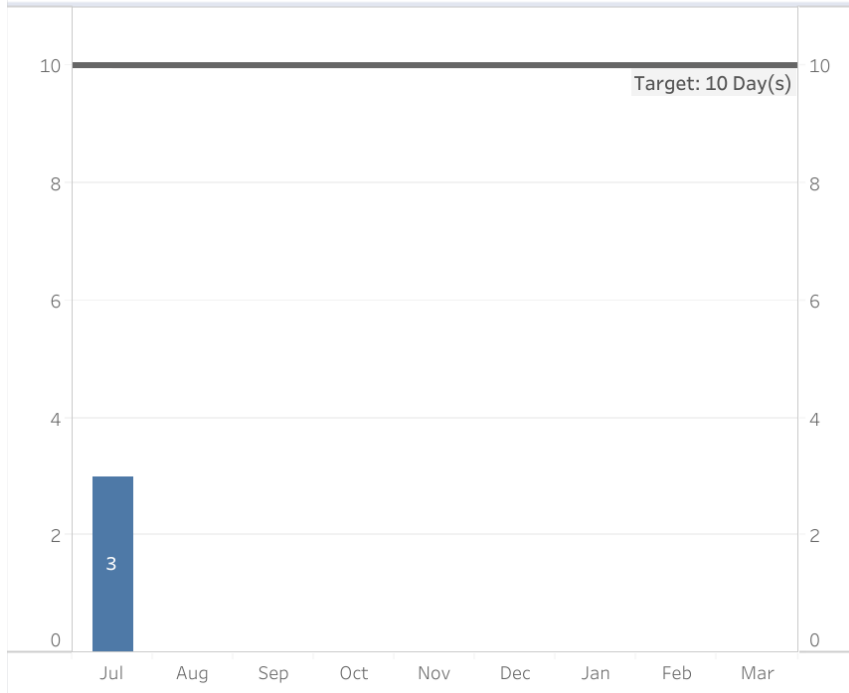
FY 2017 no data/graph



California Board of Occupational Therapy  
SFY 2020: 12-Month | PM7: Probation Intake Cycle Time



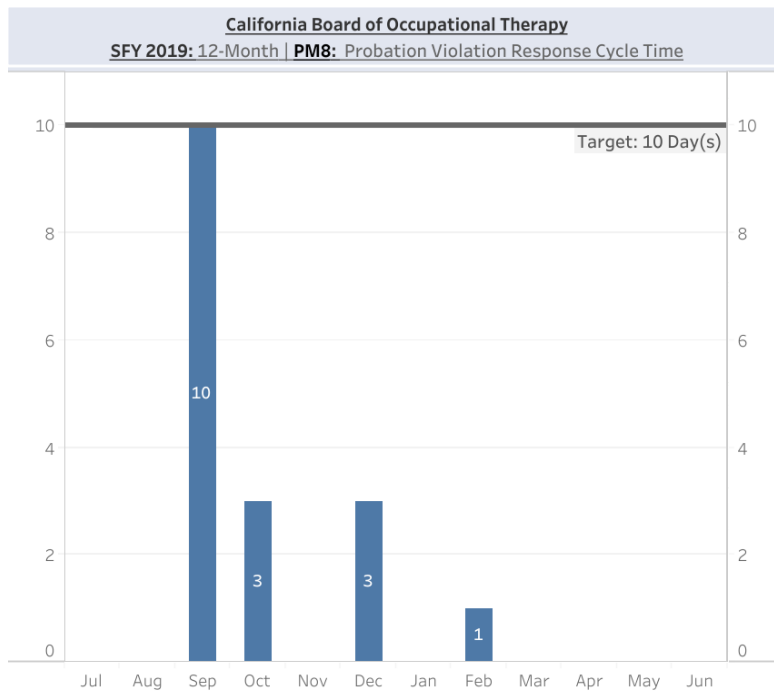
California Board of Occupational Therapy  
SFY 2021: 12-Month | PM7: Probation Intake Cycle Time



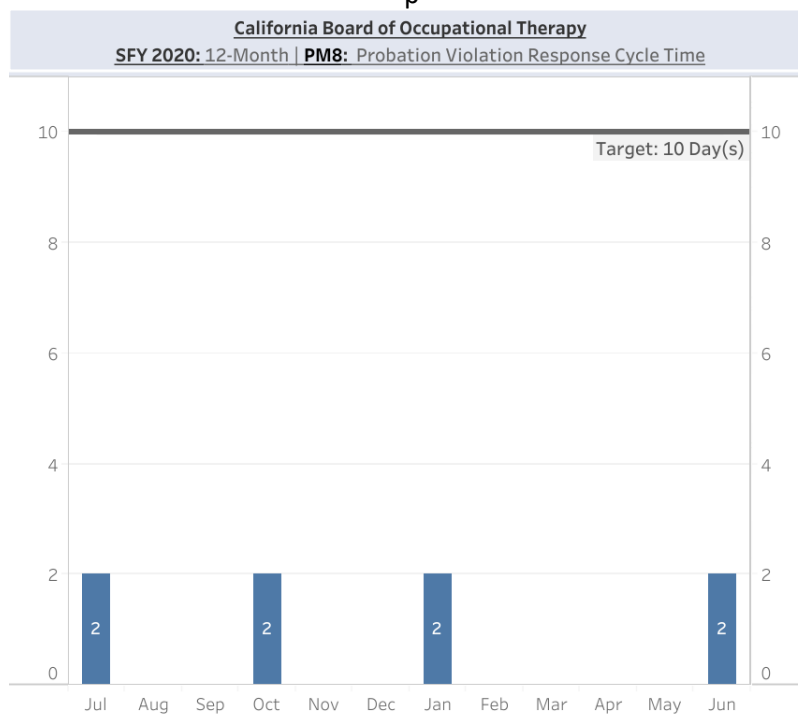
# Performance Measure 7 – Cycle Time for Probation Monitor to Take Action after Licensee Violates Terms of Probation Order

FY 2017 no data/graph

FY 2018 no data/graph



p



FY 2021 no data/graph



## Complaint Prioritization Guidelines

As complaints are received, Enforcement staff will immediately review each complaint to determine the appropriate course of action based on the Board of Occupational Therapy’s *Complaint Prioritization Guidelines*.

The table below sets forth guidelines for prioritization of complaints. Complaints that pose an immediate threat to the health, safety, and welfare of consumers shall be assigned an “Urgent” priority, requiring immediate and expedited processing by Board Enforcement staff and/or a high level of monitoring (daily or weekly), with law enforcement, the Division of Investigation, or the Office of the Attorney General. Such cases shall be continuously assessed and considered for an Interim Suspension Order, Penal Code section 23 hearing, or other interim action.

Depending on the underlying facts, deviation from the guidelines may be warranted. For example, a complaint based on a report from a health care practitioner data bank (categorized as “routine” in the guidelines) may be re-prioritized to a higher level of response based on the nature of the underlying act(s).

<b>PRIORITY LEVEL</b>	<b>COMPLAINT CATEGORY</b>
<b>URGENT</b>	<p>Any act resulting in death or serious injury.</p> <p>Physical or mental abuse or sexual misconduct with a patient during the course of treatment or examination.</p> <p>Negligence or incompetence causing death or serious injury to a client or other in delivering professional services.</p> <p>Unlicensed activity alleged to have resulted in patient injuries.</p> <p>Obtain, possess, prescribe, furnish or administer to another, any controlled substance or dangerous drug or dangerous device.  <i>(May be re-categorized to “High” or “Routine” based on the nature of the underlying acts and whether the practitioner has a pattern/history of similar conduct)</i></p> <p>Use of any drug or alcohol resulting in impaired practice, death, or serious bodily injury to another.</p> <p>Practicing while under the influence of alcoholic beverages or any illegal drug, or any use within the scope of employment.</p> <p>Aiding and abetting unlicensed practice alleged to have resulted in patient injuries.</p> <p>Arrests or convictions substantially related the practice.  <i>(May be re-categorized to “High” or “Routine” based on the nature of the underlying acts and whether the practitioner has a pattern/history of similar conduct).</i></p>

<b>URGENT</b>	<p>Impairments (mental, physical or as a result of alcohol or drug abuse.)</p> <p>Theft of prescription drugs.</p> <p>Furnishing prescription drugs without a prescription.</p>
<b>HIGH</b>	<p>Negligent or incompetent professional services not causing serious injury to a client or other.</p> <p>Physical or mental abuse without apparent injury.</p> <p>Reports pursuant to Bus. &amp; Prof. Code Section 800. (May be re-categorized based on nature of underlying act)</p> <p>Complaints about licensees on probation.</p> <p>Providing advanced practice services without supervision or appropriate approval.</p> <p>Multiple complaints of similar nature.</p> <p>Practicing on an expired license; unlicensed activity with no apparent client harm.</p> <p>Aiding and abetting unlicensed activity with no apparent client harm.</p> <p>Other acts when evidence will likely be destroyed or become unavailable.</p>
<b>MEDIUM</b>	<p>Applicant misconduct (conviction history, failure to disclose conviction(s), arrest(s), exam subversion)</p> <p>False/misleading advertising or professional representations.</p> <p>Fee or billing disputes.</p> <p>Fraud and/or dishonest acts; falsify patient records or timecard/records.</p> <p>Failure to release medical records.</p> <p>Breach of confidentiality.</p> <p>Continuing competency audit violations.</p> <p>Failing to provide adequate and/or appropriate supervision to an occupational therapy assistant or aide with no apparent harm to the client.</p> <p>National practitioner data bank reports or other reports of out-of-state discipline. <i>(May be re-categorized based on the nature of the underlying facts and if the practitioner is practicing/residing in California).</i></p>
<b>LOW</b>	<p>Non-jurisdictional complaints.</p> <p>Address change violations.</p>