2018–2022 STRATEGIC PLAN

PHYSICAL THERAPY BOARD OF CALIFORNIA

ADOPTED JUNE 20, 2018

TABLE OF CONTENTS

The Physical Therapy Board of California 1
Message from the President 2
About the Board 3
Strategic Goals 4
Mission, Vision, and Values 4
Goal 1: Enforcement 6
Goal 2: Licensing 6
Goal 3: Communication and Education 7
Goal 4: Organizational Effectiveness 8
Strategic Plan Methodology 9

Physical Therapy Board of California

THE PHYSICAL THERAPY BOARD OF CALIFORNIA

BOARD MEMBERS

Alicia K. Rabena-Amen, P.T., DPT, *President*

TJ Watkins, *Vice President*

Debra Alviso, P.T., DPT, *Member*

Jesus Dominguez, P.T., Ph.D., *Member*

Daniel Drummer, P.T., DPT, *Member*

Katarina Eleby, M.A., *Member*

Tonia McMillian, *Member*

Edmund G. Brown Jr., *Governor*
Alexis Podesta, *Secretary*, Business, Consumer Services and Housing Agency
Dean R. Grafilo, *Director*, Department of Consumer Affairs
Jason Kaiser, *Executive Officer*, Physical Therapy Board of California

MESSAGE FROM THE PRESIDENT

It is with privilege that the Physical Therapy Board of California (board) presents you with our *2018–2022 Strategic Plan*. The process included feedback from the public, licensees, educators, board members and staff, as well as other stakeholders. Thank you to all who contributed thoughtful responses, and to the board for its valuable collaboration to develop objectives that will help the board provide enhanced services overall.

This plan will guide the board in planning for efficiencies across our programs while continuing to focus on our mandate of consumer protection. We aim to improve outreach by increasing our efforts to educate the public, licensees, and other stakeholders. We also aspire to strengthen our licensing and enforcement programs as we work to meet our mission of protecting the health, welfare, and safety of the public.

We are proud to have accomplished most of our goals from our prior strategic plan, and we look forward to using our new objectives to guide us as leaders in consumer protection. As president of the board, I invite your ideas and contributions to meeting the objectives of this plan. Board meetings are held at least four times a year across the state and publicly noticed in advance. Your presence and participation is most welcome, encouraged, and appreciated.

Sincerely,

Alicia K. Rabena-Amen, P.T., DPT
President, Physical Therapy Board of California

ABOUT THE BOARD

The Physical Therapy Board of California (board) licenses and regulates physical therapists and physical therapist assistants. The board is comprised of four licensed members and three public members. The governor appoints the four licensed members and one public member; the speaker of the Assembly appoints one public member; and the Senate Rules Committee appoints one public member. The board's mandate is to protect the public from the incompetent, unprofessional, and fraudulent practice of physical therapy.

To meet this mandate, the board must ensure that:

- Applicants meet the necessary education, examination, and experience qualifications to obtain licensure.
- Licensees comply with continuing competency requirements to maintain licensure.
- Consumers are informed of their rights and how complaints may be filed with the board.
- Consumer complaints are processed efficiently.
- Appropriate action is imposed on licensees who are found in violation of the Physical Therapy Practice Act.
- Laws and regulations uphold the board's mandate, mission, and vision.

This strategic plan will systematically chart the board's course for the next four years by establishing its goals and objectives. These goals and objectives are the framework that will tactically guide activities and focus resources to uphold the board's mandate in the most efficacious manner possible.

STRATEGIC GOALS

1. ENFORCEMENT
2. LICENSING
3. COMMUNICATION AND EDUCATION
4. ORGANIZATIONAL EFFECTIVENESS

MISSION, VISION, AND VALUES

MISSION

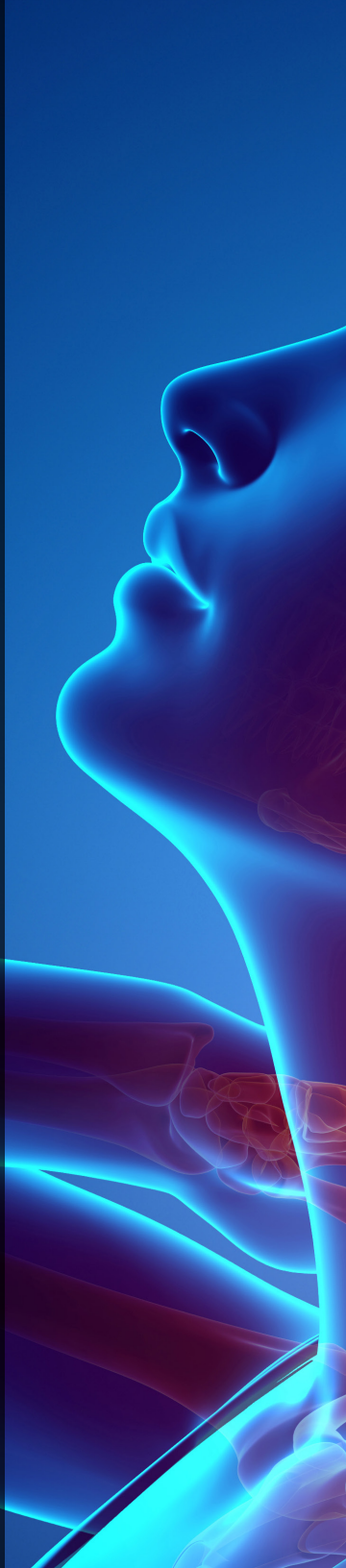
To advance and protect the interests of the people of California by the effective administration of the Physical Therapy Practice Act.

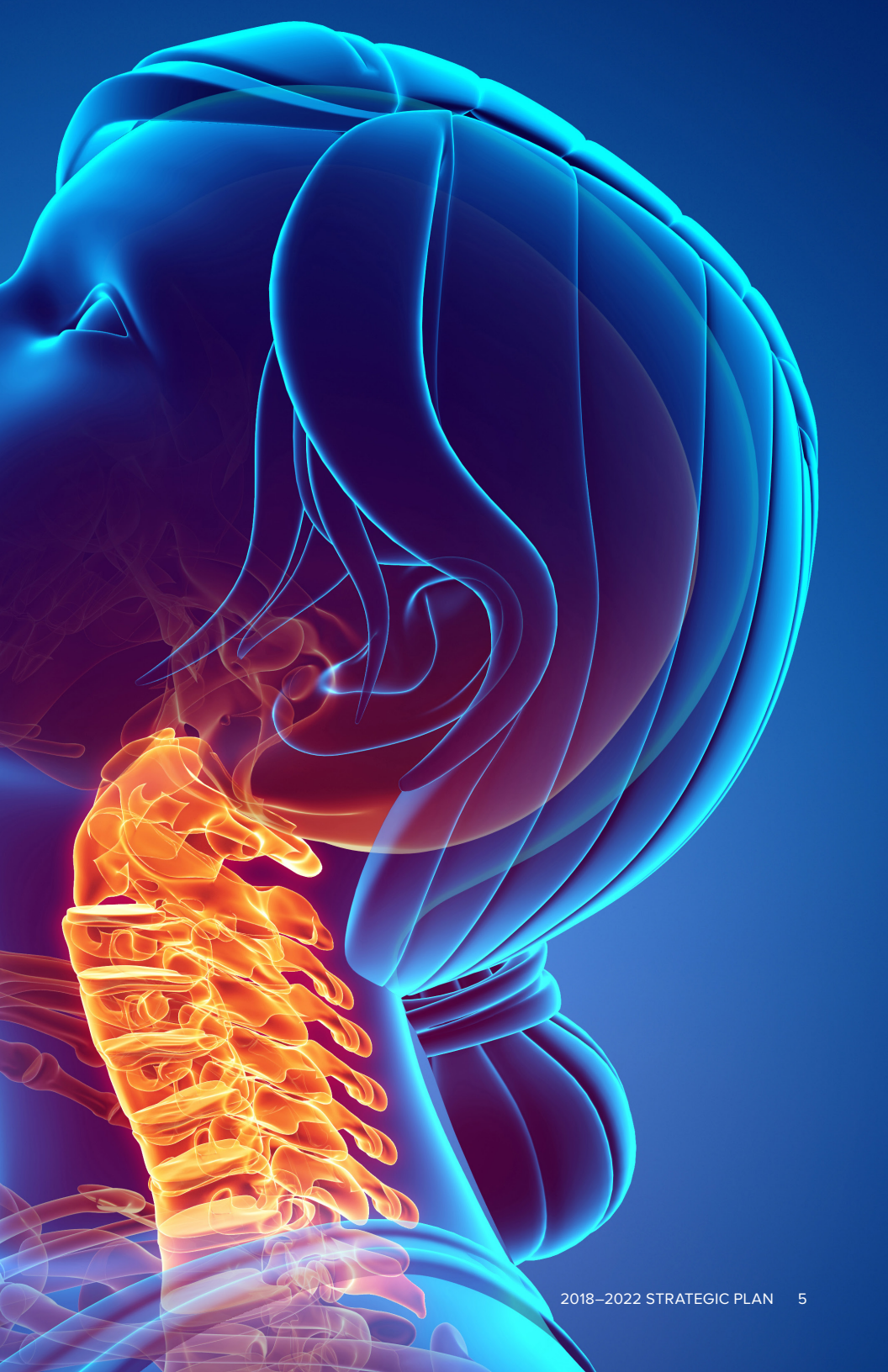
VISION

The standard for consumer protection in physical therapy.

VALUES

Commitment
Consumer Protection
Innovation
Integrity
Leadership
Service





GOAL 1: ENFORCEMENT

Protect consumers through effective enforcement of laws and regulations governing the practice of physical therapy.

1.1 Identify and implement improvements to the investigation and discipline process to decrease enforcement processing times.
1.2 Identify and establish additional position authority for the probation monitoring program to help ensure effective monitoring of probationers.
1.3 Facilitate and promote consistent, effective, and efficient communication with enforcement stakeholders to optimize the quality of services.
1.4 Review and revise enforcement procedure manuals to reflect current business processes to enhance the quality, consistency, and sustainability of the enforcement program.

GOAL 2: LICENSING

Provide effective and efficient application and licensing services while maintaining consumer protection.

2.1 Evaluate and optimize the continuing competency program to determine and improve the effectiveness of the program.
2.2 Evaluate and establish position authority for the continuing competency program to help ensure effective operations.
2.3 Promote transparency and accessibility of licensing requirements and processes to improve the stakeholder experience.
2.4 Analyze the program's operations and modify them, if needed, to provide reasonable processing times while maintaining consumer protection.
2.5 Review and revise licensing procedure manuals to reflect current business processes to enhance the quality, consistency, and sustainability of the licensing program.

GOAL 3: COMMUNICATION AND EDUCATION

Provide relevant, timely, and accurate information to consumers, licensees, and other stakeholders.

3.1 Identify and establish position authority and resources to enhance the relevant and timely information provided to stakeholders.

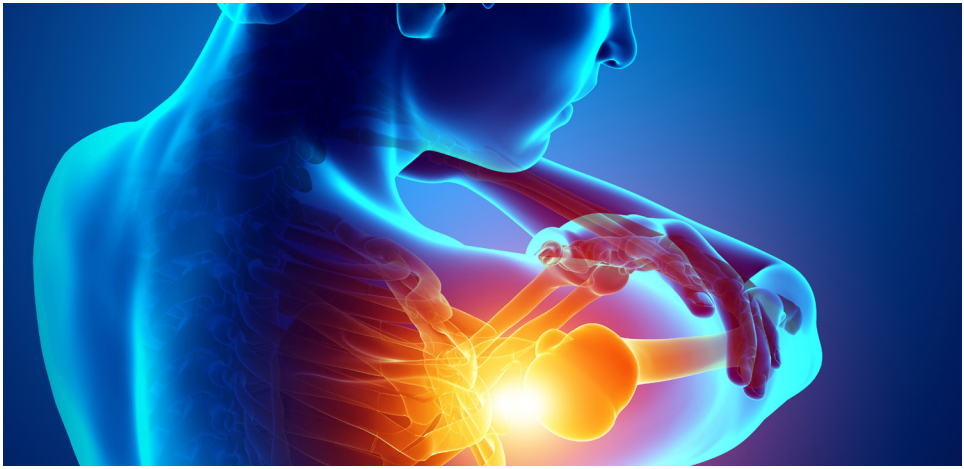
3.2 Develop and promote an outreach campaign for consumers of physical therapy to enhance awareness and communication for consumer protection.

3.3 Collaborate with educational programs to improve understanding about the application process and the role of the board.

3.4 Develop and adopt a communication and education strategy to inform all stakeholders about the regulation of the profession.

3.5 Capitalize on the use of existing technologies (e.g., Facebook, website, Twitter, YouTube, e-blast, etc.) to enhance education and communication.

3.6 Develop a procedure manual to reflect current business processes to enhance the quality, consistency, and sustainability of the communication and education program.



GOAL 4: ORGANIZATIONAL EFFECTIVENESS

Facilitate an exemplary organization through governance, effective leadership, performance, and service.

4.1 Relocate the board's office to an appropriately sized location to adequately support existing program operations and projected growth.

4.2 Establish an assistant executive officer position to correct the structural imbalance faced by the board and further its mandate of consumer protection.

4.3 Establish appropriate position authority to effectively support board programs and mandates.

4.4 Explore and establish effective methods to improve and expedite BreEZe system functionality to enhance efficiency and provide better services to stakeholders.

4.5 Explore and develop an effective and consistent system to improve internal communication.

4.6 Establish and improve expectations and methods of communicating and engaging with external stakeholders to strengthen customer service and foster relationships while enforcing the board's mandate.

4.7 Review and revise administrative procedure manuals to reflect current business processes to improve the quality, consistency, and sustainability of the administrative unit.

STRATEGIC PLAN METHODOLOGY

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

- Interviews conducted with all members of the board, including the executive officer, completed during the months of January and February 2018 to assess the challenges and opportunities the board is currently facing or will face in the upcoming years.
- Three focus groups with board staff during the month of January 2018 to identify the strengths and weaknesses of the board from an internal perspective. Twenty-three board staff participated.
- An online survey was sent to approximately 27,000 external board stakeholders in January 2018 to identify the strengths and weaknesses of the board from an external perspective. A total of 1,825 stakeholders completed the survey.

The most significant themes and trends identified from the environmental scan were discussed by board members and management during a strategic planning session facilitated by SOLID on April 12, 2018. This information guided the board in the development of its mission, vision, and values, while directing the strategic goals and objectives outlined in this *2018–2022 Strategic Plan*.

Physical Therapy Board of California

2005 Evergreen St., Suite 1350
Sacramento, CA 95815
www.ptbc.ca.gov

Prepared by

SOLID PLANNING SOLUTIONS
DEPARTMENT OF CONSUMER AFFAIRS

1747 N. Market Blvd., Suite 270
Sacramento, CA 95834

This Strategic Plan is based on stakeholder information and discussions facilitated by SOLID for the Physical Therapy Board of California.

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