



# Strategic Plan 2018-2021

Adopted: April 12, 2018

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# MEMBERS OF THE CALIFORNIA BOARD OF REGISTERED NURSING

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Trande Phillips, RN, President

Donna Gerber, Vice President

Barbara Yaroslavsky

Cynthia Cipres Klein, BSN, RN

Elizabeth Woods, RN, FNP, MSN

Imelda Ceja-Butkiewicz

Michael Deangelo Jackson, MSN, RN, CEN, MICN

Pilar De La Cruz-Reyes, MSN, RN

Edmund G. Brown, Jr., Governor

Alexis Podesta, Secretary, Business Consumer Services and Housing Agency

Dean Grafilo, Director, Department of Consumer Affairs

Joseph Morris, PhD, MSN, RN, Executive Officer, California Board of Registered Nursing

## MESSAGE FROM THE PRESIDENT

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I am proud to present the 2018 Strategic Plan for the Board of Registered Nursing.

The strategic planning process of the California State Board of Registered Nursing is a joint effort of Board members, Board staff, and the public to identify key issues and create action plans for addressing those issues in the coming years.

The Board will focus on achieving the goals set out in our strategic plan through the work of the four policy committees: Education and Licensing, Legislative, Intervention and Discipline, and Nursing Practice, and regularly scheduled

Board Meetings. Continuous monitoring of the strategic plan in relationship to all actions and objectives of the Board keeps us focused on our progression.

The Board represents the public interest by ensuring that Registered Nurses are patient and public advocates in all settings. The Board strives to meet the identified goals and objectives of the strategic plan to serve the public safety needs of the consumers and licensees throughout the State of California. Licensees and the public can rely upon the Board to uphold California's high nursing education standards as well as patient advocacy through licensure under the Nursing Practice Act.

Trande Phillips, RN, President

## ABOUT THE BOARD

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The Board of Registered Nursing (BRN) is a state governmental agency established by law to protect the public by regulating the practice of registered nurses. The BRN has been responsible for implementation and enforcement of the Nursing Practice Act: the laws related to nursing education, licensure, practice, and discipline. The Nursing Practice Act created a nine-member Board which serves as the BRN decision-making body.

The nine-member Board is composed of four members of the public and five registered nurses. The five registered nurses include two direct-patient care nurses, an advanced practice nurse, a nurse administrator, and a nurse educator. Seven of the members are appointed by the Governor and two of the public members are appointed by the Legislature. Each member serves a four-year term and can be re-appointed, although the member cannot serve more than two consecutive terms.

The BRN performs a variety of activities in its mission to protect consumers. The BRN sets and enforces educational standards for nursing programs which prepare individuals to become licensed as registered nurses. There are over 140 prelicensure nursing programs and over 50 advanced practice programs which have been approved because they meet BRN educational standards.

Applications are evaluated to determine whether the applicant meets all licensure requirements. Registered Nursing licenses are issued to applicants who meet the licensing requirements. The license must be renewed every two years. Currently, there are over 430,000 registered nurses in California providing healthcare services in a variety of settings. The BRN issues certificates to eligible public health nurses, nurse practitioners, nurse anesthetists, nurse midwives, and clinical nurse specialists. The BRN also maintains a list of eligible psychiatric/mental health nurse specialists.

If a nurse violates the Nursing Practice Act, the BRN may take disciplinary action against the nurse's license. Grounds for discipline focus on behaviors that place patients at risk of harm and can occur on or off a worksite. The disciplinary action is dependent on the nature and severity of the violation and what is necessary to protect the public. The disciplinary action becomes a part of the RN's file and is accessible to the public.

The BRN's Intervention Program is a voluntary alternative to the discipline process for nurses whose practice may be impaired due to chemical dependency or mental illness. This confidential Program protects the public while enabling the nurse to access treatment and be rehabilitated.

The BRN is committed to successfully achieving its mission to protect California's health care consumers and promote quality nursing care.

## STRATEGIC GOALS

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**1** *LICENSING*

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**2** *ENFORCEMENT*

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**3** *CONTINUING EDUCATION*

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**4** *EDUCATIONAL OVERSIGHT*

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**5** *LAWS AND REGULATIONS*

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**6** *ORGANIZATIONAL DEVELOPMENT*

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**7** *COMMUNICATION AND PUBLIC EDUCATION*

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# Mission, Vision, and Values

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## Mission

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*The California Board of Registered Nursing protects and advocates for the health and safety of the public by ensuring the highest quality of registered nurses in the State of California.*

## Vision

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*The country's premier board of nursing, protecting patient advocacy, consumers, and high quality nursing education.*

## Values

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*Consumer Protection  
Customer Service  
Effectiveness  
Integrity  
Trust*

## GOAL 1: LICENSING

➤ *The Board promotes licensing standards to protect consumers and allow access to the profession.*

- 1.1 Identify and advocate for additional staffing in technology, call center, and other areas to more efficiently process license matters and provide adequate feedback to applicants and others.
- 1.2 Provide and use additional technology and supplemental resources to better inform stakeholders and licensees regarding the application process and approval timelines.
- 1.3 Improve communication with licensees and stakeholders regarding the renewal and fingerprinting processes.



## GOAL 2: ENFORCEMENT

➤ *The Board protects the health and safety of consumers through the enforcement of the laws and regulations governing the practice of nursing.*

- 2.1 Develop and implement presentations delivered in person or by web/video by staff and/or Board members to better communicate with stakeholders regarding licensing and disciplinary matters.
- 2.2 Partner with stakeholders to improve outreach, education, training and communication to licensees regarding the enforcement process.
- 2.3 Identify and advocate for additional staffing to meet timeline goals for processing complaints.
- 2.4 Involve nursing education consultants earlier during the enforcement process in order to use nursing expertise in assessing a complaint.
- 2.5 Update the BRN discipline procedures to be understandable, communicate the seriousness and specific guidelines with which substance abuse is disciplined, and emphasize the need for RNs to have, read and understand the Nursing Practice Act especially regarding the duty to be a patient advocate and to follow the Act regarding scope of practice in all patient care settings.
- 2.6 Participate in the study due January 1, 2019 pursuant to SB 799 regarding how complaints are reported to the BRN.
- 2.7 Increase awareness of intervention program and behavioral health in order to assist those who have substance abuse and impairment issues to get them back to the workforce sooner and protect the public.
- 2.8 Verify terms and conditions of probation orders have been completed and obtain confirmation that rehabilitation has been accomplished to expedite the early termination process for appropriate petitioners.

- 2.9 Implement processes to shorten the cycle times from investigation to resolution of cases with special focus on prioritized critical cases to minimize patient harm and enhance consumer protection. This may include working with DOI and the AG's offices to shorten their time lines.
  
- 2.10 Review the timelines to reduce term limits for tolled probationers for surrender to resolve the tolled term expeditiously.

## GOAL 3: CONTINUING EDUCATION

➤ *The Board establishes continuing education standards to ensure excellence in practice and promote public safety.*

- 3.1 Increase RN renewal auditing percentages for increased consumer protection.
- 3.2 Establish a regular schedule of continuing education (CE) provider audits to take place for increased consumer protection and comply with the 5 year audit requirement.
- 3.3 Evaluate the quality of existing CE credits being issued by providers by topic to monitor relevancy to the nursing profession.
- 3.4 Identify and advocate for additional staffing needs in technology, Nursing Education Consultant, and other areas to meet the auditing goals.
- 3.5 Support subcommittee's efforts to work with staff and Board members to analyze and plan the program and provide the required report to the legislature in 2019 and 2020.
- 3.6 Evaluate need for a designated CE unit within the staff organization of the Board. If established, monitor the designated CE unit for consistency, knowledge, and meeting audit goals.
- 3.7 Explore options for the Board to become a CE provider for information that can only be provided by the BRN such as how discipline occurs; how to access the Intervention Program, understanding the Nursing Practice Act, scope of practice, consequences of violating the act, and substance abuse and impairment.

## GOAL 4: EDUCATIONAL OVERSIGHT

➤ *The Board advances higher education standards to increase the quality of education and ensure consumer protection.*

- 4.1 Produce a report to the stakeholders regarding the future of nursing programs in California that highlights clinical placement matters, program costs, and access to education.
- 4.2 Review existing models in clinical placements to establish a statewide model of best practices.
- 4.3 Encourage every nursing program to belong to an online clinical placement consortium to provide students with consistent expectations of educational opportunities and access to clinical sites.
- 4.4 Provide leadership within the nursing education communities to ensure that nursing education in California continues to be patient-centered and future focused, with hands-on clinical education in all the necessary clinical areas of acute care and outpatient healthcare settings.
- 4.5 To protect nursing students, review and evaluate the most recent school reports. As well as current student clinical experience, data on each hospital and school in regard to clinical displacements in order to look for solutions that maximize clinical education and student access.
- 4.6 Analyze trends in nursing education, nursing practice and patient advocacy. In addition, look for future areas in need of improving health for the California population.

## GOAL 5: LAWS AND REGULATIONS

➤ *The Board ensures that statutes, regulations, policies and procedures strengthen and support their mandate and mission.*

- 5.1 Identify personnel need for hiring a Board legislative position to assist in the promulgation of legislation to amplify the mission of the Board.
- 5.2 Identify personnel need for hiring a Board attorney position to draft regulations, to proactively educate and engage stakeholders and legislators, while maintaining continuity and to protect public safety.
- 5.3 Identify additional staffing needs in technology, call center, and other areas for adding expertise and capacity to accomplish the Board's mission.
- 5.4 Through the legislative position, provide education to staff regarding legislation as well as where to refer stakeholders who may have questions.
- 5.5 Review relevancy of recent laws and regulations to ensure that the BRN remains in line with current consumer needs.
- 5.6 Explore legislative or legal solutions for timely responses to subpoenas for records for public protection and to reduce costs of investigations.

## GOAL 6: ORGANIZATIONAL DEVELOPMENT

➤ *The Board builds an excellent organization through proper Board governance, effective leadership and responsible management.*

- 6.1 Improve staff and management development and training to improve customer service internally and externally.
- 6.2 Analyze, evaluate, and procure as needed; additional resources, staff, technology, and training to improve customer service, operations, and communications.
- 6.3 Provide leadership training to managers to expand skills and improve performance.
- 6.4 Evaluate current committee structure to assure that it is meeting current Board's needs for efficiencies and public protection.
- 6.5 Establish periodic, public workshops for Board members during meetings to explain and discuss Board business processes such as the BRN budget.

## GOAL 7: COMMUNICATION AND PUBLIC EDUCATION

➤ *The Board informs consumers, licensees and stakeholders about the practice and regulation of the profession.*

- 7.1 Improve communication with licensees and stakeholders to provide education regarding new processes and improvements.
- 7.2 Establish a process to collect email addresses and mobile numbers for text messaging from all licensees for better ability to improve communication.
- 7.3 Develop and implement a communication plan for licensees and consumers to improve communication, awareness, transparency, and keep stakeholders better informed.
- 7.4 Improve visibility of the Board in all geographic regions of the State of California to allow consumers better access to the Board and better communication with the Board.
- 7.5 Develop a specific process the BRN can implement for each licensed RN to acknowledge RN contributions in the State of California.
- 7.6 Identify the need for each outreach coordinator to increase the ethnic diversity of the nursing profession.

# Strategic Planning Process

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

- Interviews conducted with six members of the Board, the Executive Officer, and four executive managers completed during the month of July 2017 to assess the challenges and opportunities the Board is currently facing or will face in the upcoming years.
- One focus group with Board management staff in July 2017 to identify the strengths and weaknesses of the Board from an internal perspective. Seven Board management staff participated.
- An online survey sent to 154 staff members to identify the strengths and weaknesses of the Board from an internal perspective. Sixty-Two staff members participated.
- An online survey sent to approximately 10,000 external Board stakeholders in July 2017 to identify the strengths and weaknesses of the Board from an external perspective. Five hundred ninety-seven (597) stakeholders completed the survey.

The above information was discussed by the Board and the executive team during a strategic planning session facilitated by SOLID on September 6, 2017. 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 – 2021 strategic plan.