



CALIFORNIA BOARD OF  
**NATUROPATHIC**  
**MEDICINE**

**Strategic Planning Session**

Thursday, June 27



# Facilitators

- Elizabeth Coronel, Lead Facilitator
- Sarah Irani, Co-facilitator



# Facilitator Role

- Acts as neutral party
- Provides structure
- Documents the discussion
- Checks for understanding
- Corrects spelling and grammar - later

# Participant Expectations

- Minimize distractions
- Respect contributions
- Participate and contribute
- Reach consensus



# Agenda

- Watch Diversity, Equity, and Inclusion (DEI) training videos
- Review the strategic planning process
- Review CBNM Environmental Scan 2024
- Develop strategic objectives

# DEI Videos

- What Does DEI Mean?: SOLID Training Manager Lisa Bacon
- A message from DCA Director Kimberly Kirchmeyer: Strategic Planning

# Why Create a Strategic Plan?



**Why create a strategic plan?**



# Strategic Planning Answers



**Where are we now?**

Mission

Values

Environmental  
Scan



**Where are we going?**

Vision

Goals

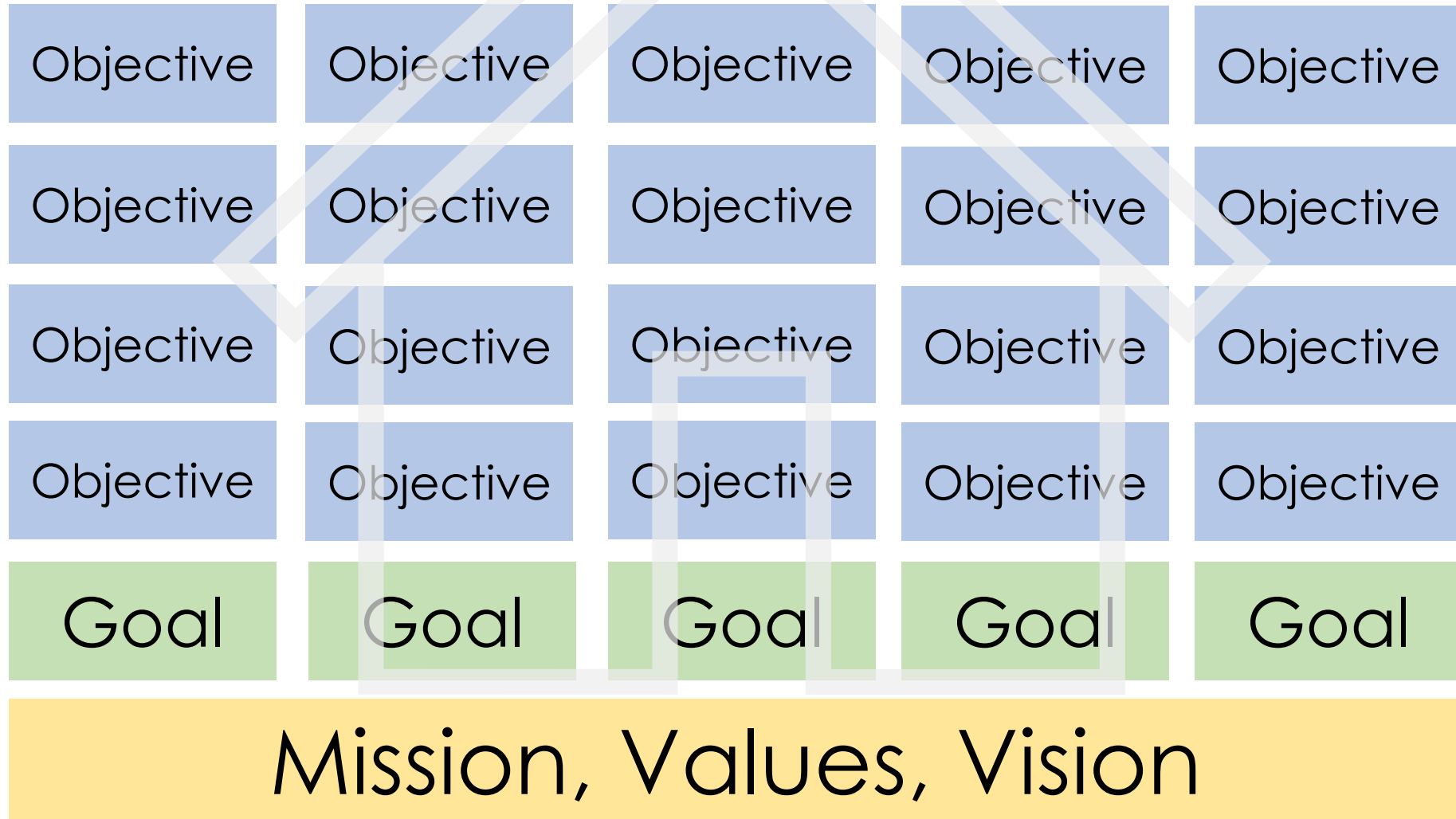
Objectives



**How will we get there?**

Action Plan

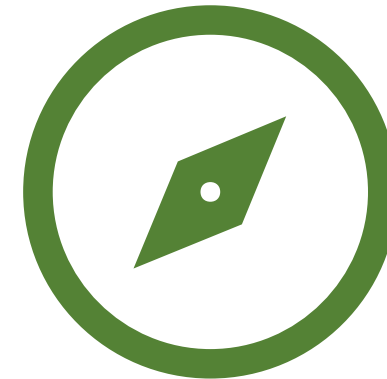
# Strategic Plan



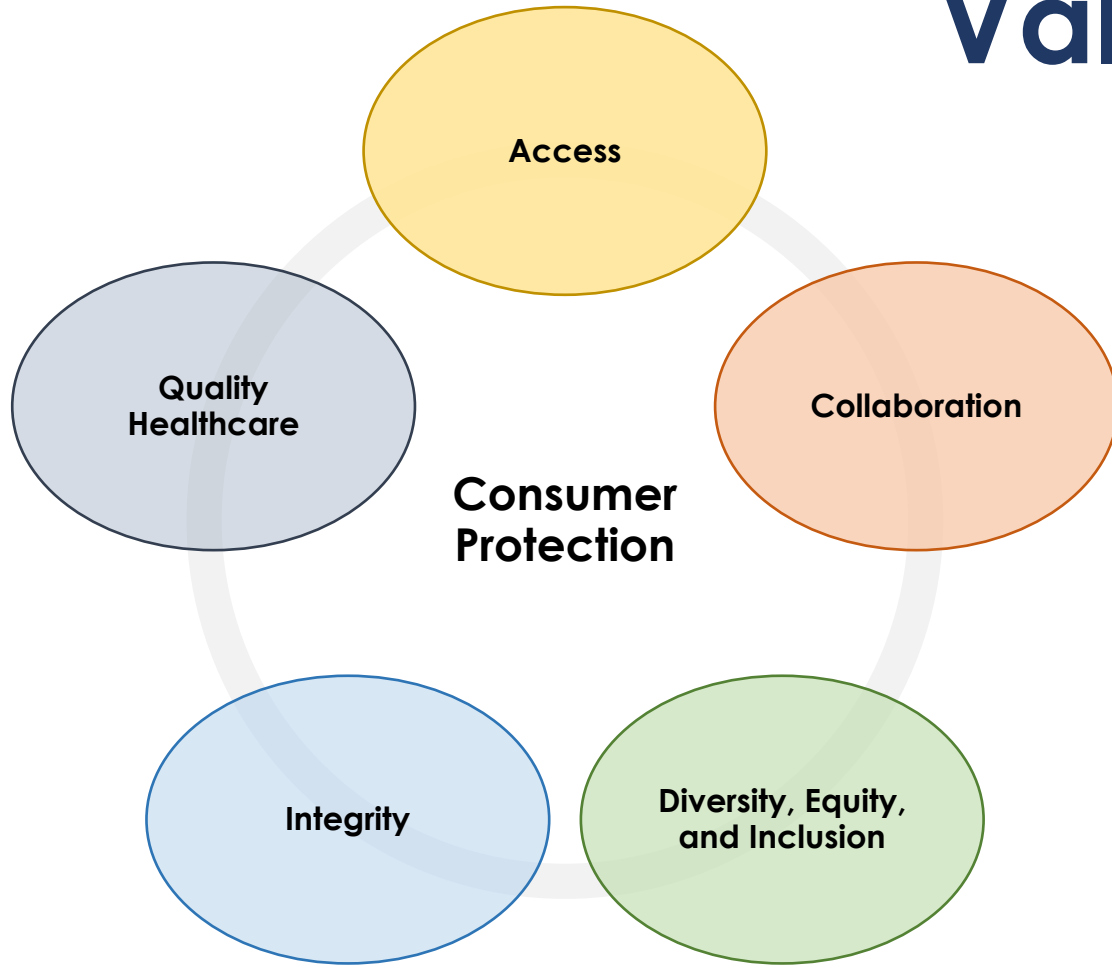
# Mission

To protect the health, safety, and wellbeing of Californians by licensing and regulating the practice of naturopathic medicine in a manner that supports access to safe high-quality care.

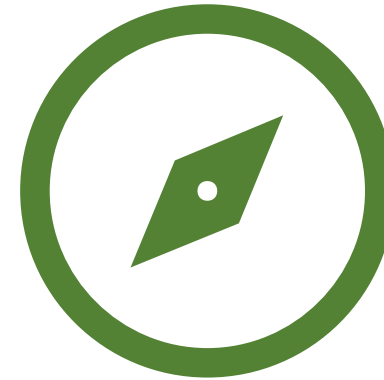
**Where are we now?**



# Values



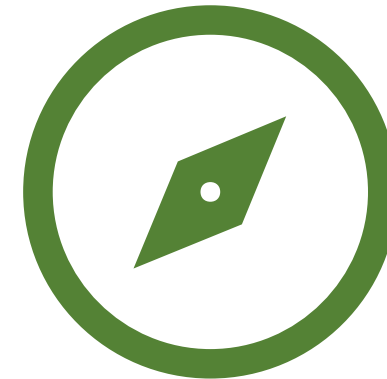
Where are we now?



# Environmental Scan

Participant	Number
External stakeholders	144
Board members	6
Executive officer, legal, and staff	4
Total	154

Where are we now?



# Vision

Naturopathic doctors provide crucial health care services in primary care that are accessible to all.

**Where are we going?**



# Vision

**Option A:** Naturopathic doctors provide crucial health care services and close the healthcare gap in California.

**Option B:** Naturopathic medicine closes the healthcare gap by practicing to the full scope.

**Option C:** The full scope of primary care naturopathic medicine is embraced and accessible to all.

**New Option:** Naturopathic doctors provide crucial health care services in primary care that are accessible to all.

# Goals

1. Licensing
2. Continuing Education
3. Enforcement
4. Laws and Regulation
5. Board Administration
6. Stakeholder Outreach

**Where are we going?**





# Goals

1. Licensing
2. Continuing Education
3. Enforcement
4. Laws and Regulation
5. Board Administration
6. Stakeholder Outreach

**Where are we going?**



# Objectives

Develop about 3 to 6 objectives per goal area.

**Where are we going?**



# Strategic Planning Roadmap

## Preliminary Meeting & Set-up

- Preliminary meeting with client
- Introduce facilitators
- Set schedule and determine dates
- Decide roles
- Define process
- Create customized development plan for client
- Introductory presentation

## Environmental Scan

- Conduct external stakeholder online survey
- Conduct member interviews/surveys
- Conduct executive and staff interviews/surveys
- Compile and format data
- Analyze data
- Review findings with client

## Planning Session

- Create facilitation plan
- Conduct pre-strategic planning session with board executive officer and staff
- Conduct strategic planning session with board members
- Review vision statement
- Review environmental scan results
- Establish objectives

## Create & Finalize Plan

- Draft strategic plan
- Review and finalize plan with client
- Client approves and adopts plan
- Client publishes plan and posts plan to website

## Action Planning

- Prioritize objectives
- Establish timeframes
- Establish performance measures
- Assign responsibilities
- Draft action plan
- Review and finalize plan with client

Mission, Vision, Values, and Goals Workshop conducted March 28, 2024.

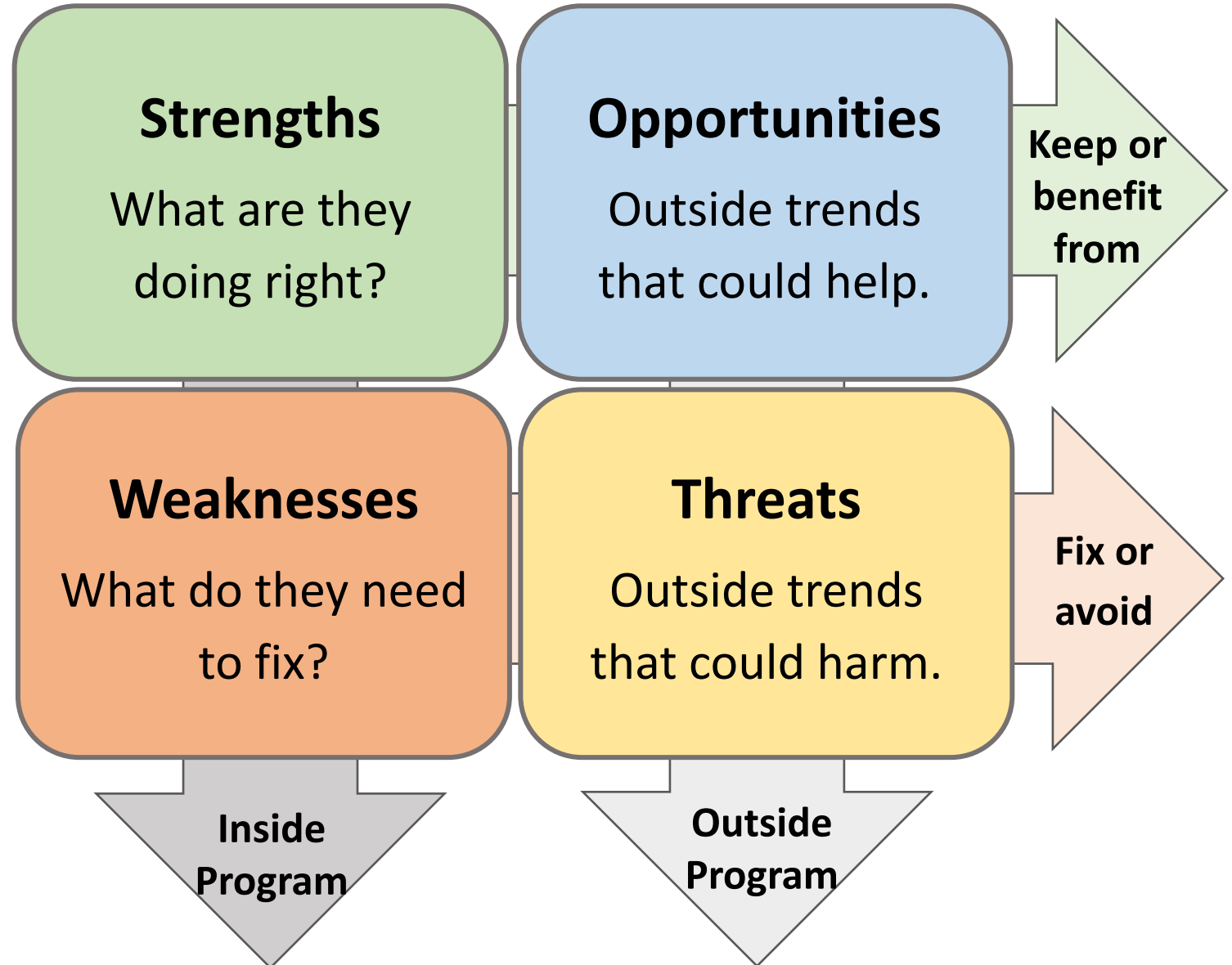


# Environmental Scan Defined

Is a study on how stakeholders perceive the Board's:

- Performance and effectiveness when accomplishing its goals.
- Response to the profession it operates in and world trends.

# SWOT Analysis



# DEI Questions

Different perspectives about ideas and priorities

Unnecessary requirements or barriers to licensure

Outreach and connection to all Californians

Furthering equal access to opportunities

# Roles and Responsibilities

- The strategic direction of the Board rests in the hands of those involved today.
  - Consumer protection is the mandate
- The staff is responsible for implementing the strategic plan and ensuring strategic objectives are completed.
  - Consider available time and resources

# Resources

- Your expertise
- Objectives Workbook
- 2024 CBNM Environmental Scan
- Sunset Review Report



# Instructions

- Identify 3 to 6 objectives per goal area.
  - Issue/topic?
  - Why address it?
  - How can Board solve/address?
  - Desired outcome?
- Confirm the objectives are SMARTIE

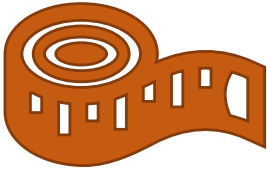
# SMARTIE Methodology

## Specific



Details what  
needs to be  
done

## Measurable



Success  
that can be  
measured

## Actionable



Uses action  
words

## Realistic



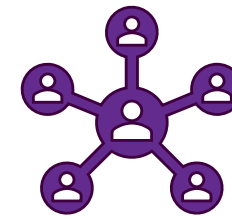
Possible to  
attain

## Time-Based



Deadline  
can be  
assigned

## Inclusive



Considers  
all  
individuals


## Equitable




Creates  
pathways  
to equal  
outcomes


# Enforcement Example


Issue/topic?	Why address it?	How can Board solve/address?	Desired outcome?
Untrained staff and lack of clear policies and procedures	Inconsistent interpretation and application of the laws	Map current procedures and write clearer policies and procedures, train staff	Policies clarified, staff trained, consistency in interpretation and application of laws.

 Specific

 Actionable

 Realistic

 Time based

 Measurable

 Inclusive

 Equitable

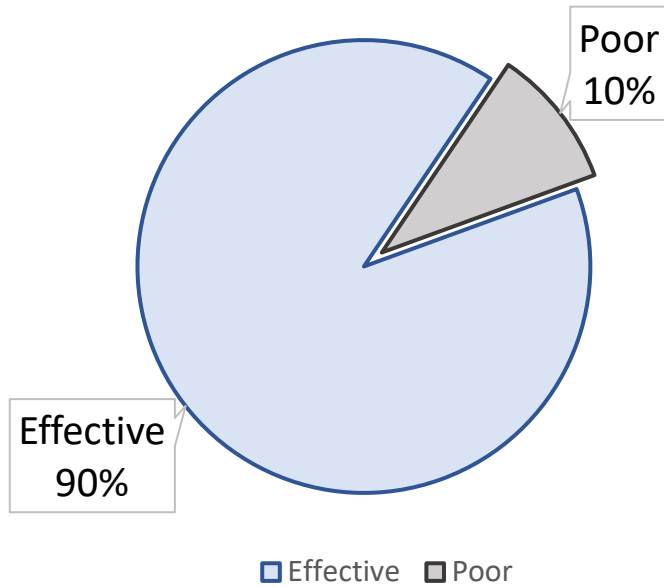
# Licensing

The Board establishes and promotes licensing standards to protect consumers and allow reasonable access to naturopathic medicine.

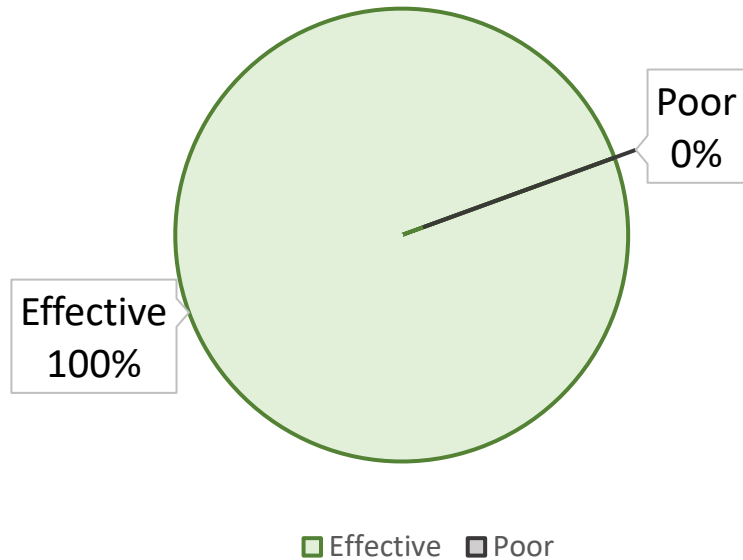
**Summary on pages 8-9**

# Licensing Effectiveness Rating

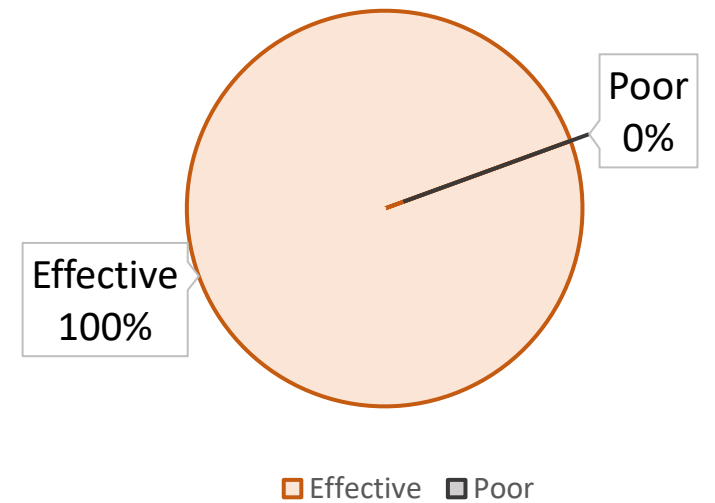
External Stakeholders



Board Members



Executive Officer, Legal, and Staff



## Internal Weaknesses

### Licensing

- **Access to the Board, including access via email and phone.**
- **Communication.**
  - Lack of clarity and updates on regulations.
- **Scope of practice limited.**

## External Opportunities

- **Diversify licensee population.**
- **Leverage social media.**
- **Medical insurance coverage.**
- **Scope of practice expansion.**

## External Threats

- **Medical insurance not covering naturopathic doctors.**
- **Scope of practice limitations.**
- **Unlicensed activity.**

# Licensing

#	Issue/topic?	Why address it?	How can Board solve/address?	Desired outcome?
1	Enhance awareness and understanding of licensing processes	Enhance awareness and understanding	<ul style="list-style-type: none"><li>• Develop and distribute guides</li><li>• Update FAQ on website</li><li>• Simplify language (Hemmingway editor/8<sup>th</sup> grade level)</li></ul>	Improve awareness and understanding of stakeholders
2	Streamline communication channels	Understand the process and setting expectations	<ul style="list-style-type: none"><li>• Implement a centralized communication platform</li><li>• Provide regular updates through newsletters or dedicated communication forums (social media)</li><li>• Establish clear communication protocols and Service Level Agreements</li></ul>	Improve communication efficiency between licensing unit and other staff and management by reducing response times to queries by 50% within the next six months.
3	Foster collaborative relationships with applicants/licensees	Ensure strong relationships with stakeholders	<ul style="list-style-type: none"><li>• Hold quarterly virtual meetings with key partners (Bastyr/CNDA)</li><li>• Create a feedback loop for continuous improvement</li><li>• Share strategic insights and industry trends with partners regularly</li></ul>	Strengthen collaborative relationships with key licensing partners to enhance negotiation outcomes and expedite licensing agreements by 25% over the next year

# Licensing

#	Issue/topic ?	Why address it?	How can Board solve/address?	Desired outcome?
4	Ensure regulatory compliance	<ul style="list-style-type: none"><li>• Well informed licensees</li><li>• Decrease enforcement needs</li></ul>	Develop a compliance checklist and audit schedule	Achieve 100% compliance with all relevant licensing regulations and standards
5	Enhance transparency and reporting	Ensure stakeholders know what is going on in the board	<ul style="list-style-type: none"><li>• Train relevant staff on the running reports</li><li>• Regular management review for accuracy and completeness</li><li>• Hold staff accountable in meeting licensing processing expectations</li><li>• Implement a consistent run schedule and one-on-one staff/management meetings to identify issues and improvements</li></ul>	Increase the transparency and accuracy of licensing data and reporting
6	Implement equitable licensing practices	Increase accessibility to the profession	<ul style="list-style-type: none"><li>• Conduct a comprehensive review of current licensing criteria and processes</li><li>• Identify and address barriers that disproportionately affect underrepresented groups</li><li>• Develop alternative pathways to licensing for those affected by traditional barriers</li></ul>	Ensure equitable licensing practices by reviewing and revising licensing criteria and processes to remove barriers for underrepresented groups within the next 24 months



# Licensing

#	Issue/topic?	Why address it?	How can Board solve/address?	Desired outcome
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# Licensing

#	Issue/topic?	Why address it?	How can Board solve/address?	Desired outcome
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# Continuing Education

The Board reviews and approves continuing education standards to promote excellence in the practice of naturopathic medicine and public safety.

**Summary on page 8-9**

## Internal Weaknesses

### Licensing

- **Access to the Board, including access via email and phone.**
- **Communication.**
  - Lack of clarity and updates on regulations.
- **Scope of practice limited.**

## External Opportunities

- **Diversify licensee population.**
- **Leverage social media.**
- **Medical insurance coverage.**
- **Scope of practice expansion.**

## External Threats

- **Medical insurance not covering naturopathic doctors.**
- **Scope of practice limitations.**
- **Unlicensed activity.**

# Continuing Education

#	Issue/topic?	Why address it?	How can Board solve/address?	Desired outcome?
1	Licensees don't know what they can take	Confusion	<ul style="list-style-type: none"><li>•Keep an updated list on website</li><li>•Reach out to CNDA to get list of approved classes</li></ul>	Fewer questions to staff
2				
3				

# Continuing Education

#	Issue/topic?	Why address it?	How can Board solve/address?	Desired outcome
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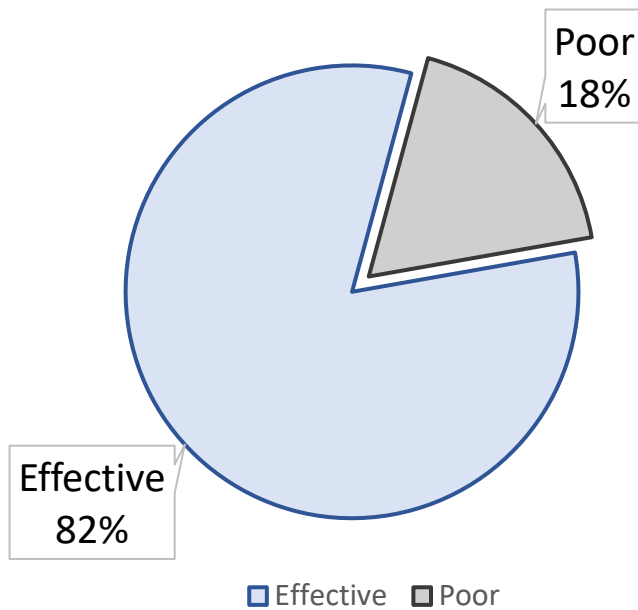
# Enforcement

The Board prevents, reduces, or remediates unlawful or unsafe activities by licensed and unlicensed individuals that violate the practice act and pose a threat to the health, safety, or welfare of the public.

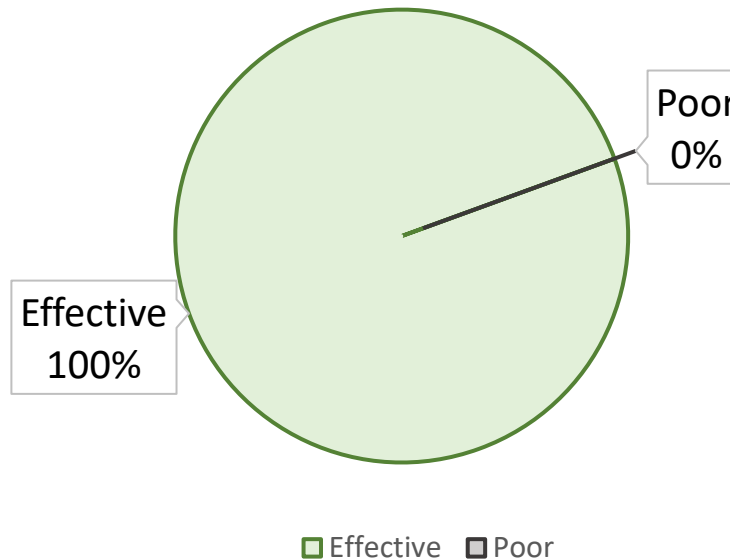
**Summary on page 13**

# Enforcement Effectiveness Rating

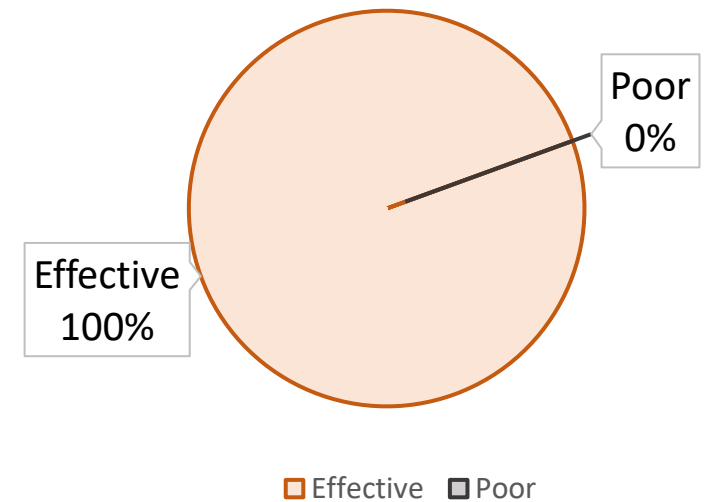
External Stakeholders



Board Members



Executive Officer, Legal, and Staff





## Internal Weaknesses

### Enforcement

- Case organization and management.
- Communication of Board activities.
- Resources limited.
- Unlicensed activity.

## External Opportunities

- Diversify licensee population.
- Leverage social media.
- Medical insurance coverage.
- Scope of practice expansion.

## External Threats

- Medical insurance not covering naturopathic doctors.
- Scope of practice limitations.
- Unlicensed activity.

# Enforcement

#	Issue/topic?	Why address it?	How can Board solve/address?	Desired outcome?
1	Improve compliance rates	Improve enforcement on the licensees to decrease enforcement action on the licensing side	<ul style="list-style-type: none"><li>• Provide comprehensive compliance training for licensees (FAQs/training aids, etc.)</li><li>• Implement a robust monitoring system to detect non-compliance early</li><li>• Conduct regular compliance audits</li></ul>	Increase compliance rates among licensed entities by 25% within the next 12 months
2	Enhance enforcement capabilities	Increased efficiencies	<ul style="list-style-type: none"><li>• Implement advanced enforcement processes and tools such as data analytics and AI</li><li>• Train enforcement personnel on the latest tools and techniques</li><li>• Utilize a centralized enforcement database (BreEZe/dashboard) for better case management</li></ul>	Upgrade enforcement capabilities by adopting new processes and tools, resulting in a 40% increase in enforcement actions within the next 18 months
3	Reduce investigation time	Reduction in case aging	<ul style="list-style-type: none"><li>• Streamline investigation processes and eliminate bottlenecks</li><li>• Allocate additional resources for the desk investigations</li><li>• Proper use and implementation of a case management system to track progress and ensure timely resolutions</li></ul>	Reduce the average time to complete regulatory investigations by 30% within the next year

# Enforcement

#	Issue/topic?	Why address it?	How can Board solve/address?	Desired outcome?
4	Increase penalties for non-compliance	Reduce the enforcement caseload	<ul style="list-style-type: none"><li>• Review and update penalty structures to ensure they are stringent and effective</li><li>• Publicize enforcement actions and penalties to deter potential violators, licensed, unlicensed individuals</li><li>• Collaborate with legal counsel and management to ensure penalties are legally sound and enforceable</li></ul>	Increase the severity of penalties for non-compliance, resulting in a 20% decrease in repeat offenses within the next 24 months
5	Strengthen stakeholder collaboration	Improved relationships, alignment with other health boards, improve outcomes	<ul style="list-style-type: none"><li>• Establish regular communication channels with key stakeholders</li><li>• Share best practices and enforcement strategies</li></ul>	Enhance collaboration with stakeholders, including industry associations and other regulatory bodies, to improve enforcement outcomes by 15% within the next year
6	Increase transparency and reporting	Transparency to stakeholders and the board members	<ul style="list-style-type: none"><li>• Develop and implement a comprehensive reporting framework</li><li>• Ensure all enforcement activities are documented and reported accurately</li><li>• Use digital platforms to publish and disseminate reports to the public and stakeholders</li></ul>	Improve transparency and accuracy of enforcement activities, with monthly reports detailing enforcement actions and outcomes published within the next six months

# Enforcement

# Issue/topic?

Why address it?

How can Board solve/address?

Desired outcome?

#

#

#

# Enforcement

# Issue/topic?

Why address it?

How can Board solve/address?

Desired outcome?

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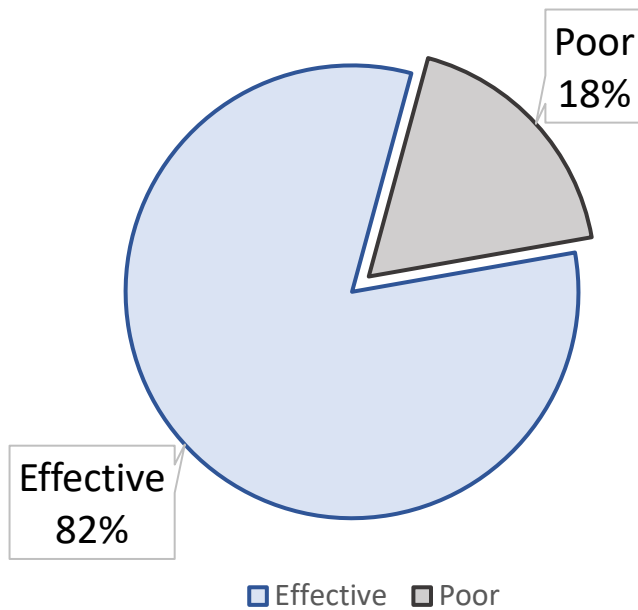
# Law and Regulation

The Board reviews, amends, and creates laws and clarifying regulations to support its mandates and mission of consumer protection.

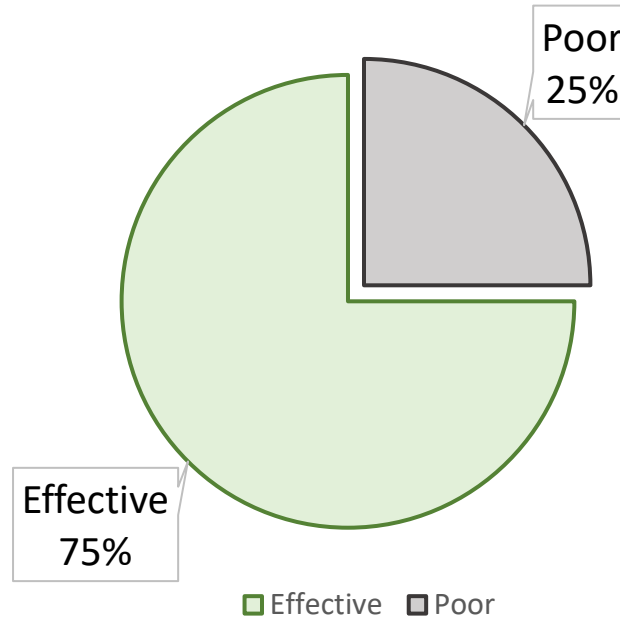
**Summary on page 16**

# Legislation and Regulation Effectiveness Rating

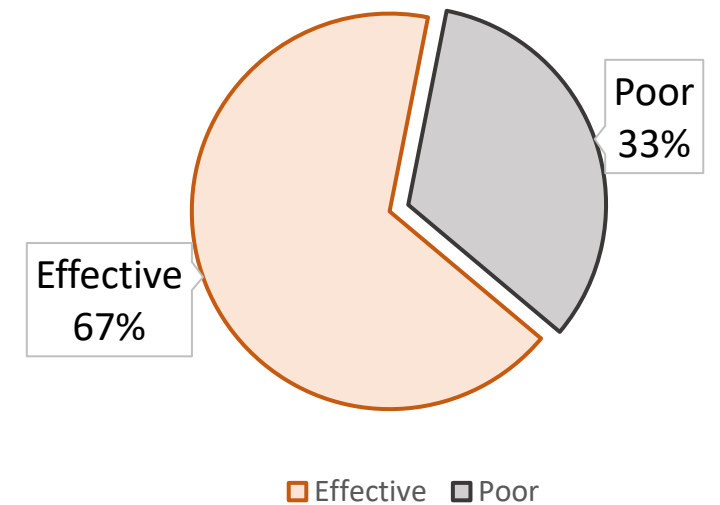
External Stakeholders



Board Members



Executive Officer, Legal, and Staff



## Internal Weaknesses

### Laws and Regulation

- Clarity in regulations and the process to clarify regulations.
- Communication and lack of updates.
- Efforts not producing results.
- Scope of practice limited.

## External Opportunities

- Diversify licensee population.
- Leverage social media.
- Medical insurance coverage.
- Scope of practice expansion.

## External Threats

- Medical insurance not covering naturopathic doctors.
- Scope of practice limitations.
- Unlicensed activity.



# Laws and Regulation

# Issue/topic?	Why address it?	How can Board solve/address?	Desired outcome?
1 Optimize licensing revenue	Do more outreach with the income that will be generated	<ul style="list-style-type: none"><li>• Launch targeted marketing campaigns to promote licensing opportunities</li><li>• Enhance communication materials to clearly articulate the value proposition</li><li>• Regularly analyze industry trends to adjust strategies accordingly</li></ul>	Increase licensing revenue by 20% over the next fiscal year through strategic communication and marketing efforts
2 Modernize regulatory	Produce a higher licensing population (possibly reduce licensing fees)	<ul style="list-style-type: none"><li>• Conduct a comprehensive review of current regulations.</li><li>• Engage with industry experts and stakeholders to identify areas needing updates</li><li>• Draft and implement revised regulations that address modern practices and technologies</li></ul>	Update and modernize the existing regulatory framework to reflect current industry practices and technological advancements within the next 36 months
3 Enhance regulatory clarity	Help clarify the scope of practice for both the licensees and consumers	<ul style="list-style-type: none"><li>• Simplify the language of existing regulations</li><li>• Develop and distribute easy-to-understand guidelines and FAQs</li><li>• Conduct workshops and training sessions to explain regulatory requirements</li><li>• Obtain AG feedback</li></ul>	Increase the clarity and accessibility of regulatory requirements by simplifying language and providing clear guidelines within the next 12 months

# Laws and Regulation

#	Issue/topic?	Why address it?	How can Board solve/address?	Desired outcome?
4	Strengthen compliance requirements	Clarity of expectations and potentially reduction in enforcement actions	<ul style="list-style-type: none"><li>• Establish higher standards for compliance in key areas</li><li>• Implement enhanced monitoring and reporting mechanisms</li><li>• Regularly update compliance criteria to keep pace with industry changes.</li></ul>	Strengthen compliance requirements by introducing more rigorous standards and monitoring mechanisms within the next 24 months
5	Increase stakeholder engagement	<ul style="list-style-type: none"><li>• Allows the Board to identify what is expected by stakeholders</li><li>• Provides Board with information to aid decision making and changes</li></ul>	<ul style="list-style-type: none"><li>• Organize regular stakeholder consultation meetings</li><li>• Develop online platforms for stakeholder feedback and suggestions</li><li>• Create advisory committees with representatives from key stakeholder groups</li></ul>	Enhance stakeholder engagement in the regulatory process, ensuring at least 80% stakeholder participation in consultations within the next year
6	Promote regulatory harmonization	Better buy in and outcome of efforts	<ul style="list-style-type: none"><li>• Establish partnerships with other regulatory agencies</li><li>• Participate in international forums and working groups</li><li>• Align local regulations with national best practices and standards</li></ul>	Achieve harmonization of regulations across multiple jurisdictions by collaborating with other license regulatory bodies within the next three years

# Laws and Regulation

# Issue/topic?	Why address it?	How can Board solve/address?	Desired outcome?
7 Increase transparency and accountability	Consumers and licensees (stakeholders) satisfied with the Board and its efforts	<ul style="list-style-type: none"><li>• Develop a transparent reporting system for regulatory actions and decisions</li><li>• Publish regular reports on regulatory compliance and enforcement activities</li><li>• Create a public portal for accessing regulatory information and updates</li></ul>	Enhance transparency and accountability in the regulatory process by implementing comprehensive reporting and public disclosure policies within the next year
8 Promote inclusive participation	Increased inclusiveness of participation	<ul style="list-style-type: none"><li>• Identify and reach out to underrepresented groups in the industry</li><li>• Offer training and support programs to help these groups participate in regulatory processes</li><li>• Establish partnerships with community organizations and advocacy groups to promote inclusion</li></ul>	Ensure diverse and inclusive participation in regulatory processes by increasing the representation of underrepresented groups by 30% within the next 18 months

#

# Laws and Regulation

**# Issue/topic?**

**Why address it?**

**How can Board  
solve/address?**

**Desired outcome?**

#

#

#

# Laws and Regulation

**# Issue/topic?**

**Why address it?**

**How can Board  
solve/address?**

**Desired outcome?**

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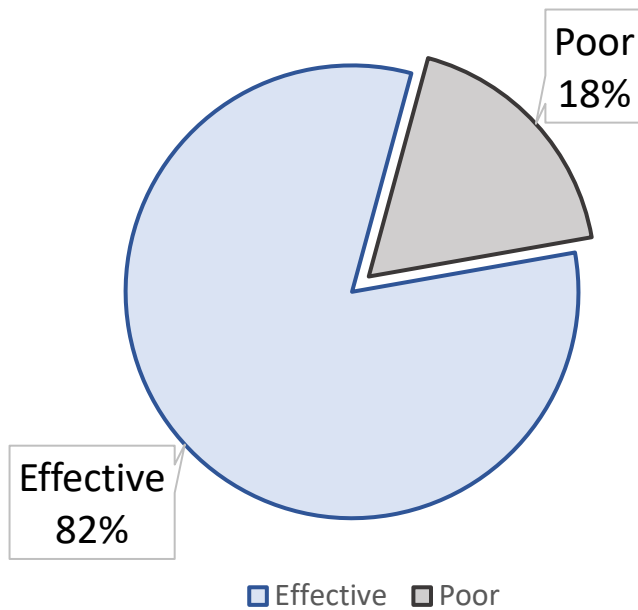
# Board Administration

The Board efficiently utilizes its resources and personnel through effective leadership to provide excellent customer service and consumer protection.

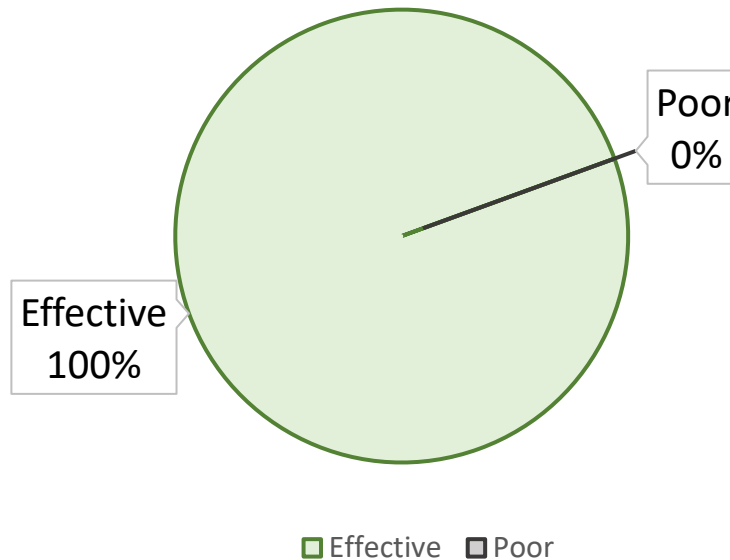
**Summary on page 20**

# Administration Effectiveness Rating

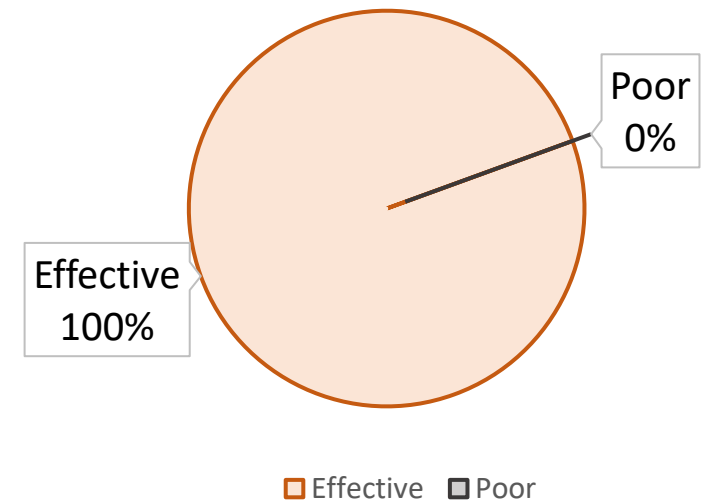
External Stakeholders



Board Members



Executive Officer, Legal, and Staff



## Internal Weaknesses

### Administration

- Access to the Board.
- Resources lacking, including staff.

## External Opportunities

- Diversify licensee population.
- Leverage social media.
- Medical insurance coverage.
- Scope of practice expansion.

## External Threats

- Medical insurance not covering naturopathic doctors.
- Scope of practice limitations.
- Unlicensed activity.



# Board Administration

# Issue/topic?	Why address it?	How can Board solve/address?	Desired outcome?
1 Enhance Board governance and oversight	Ensuring that the Board is meeting its legislative mandates	<ul style="list-style-type: none"><li>• Develop and adopt a comprehensive governance framework</li><li>• Conduct regular board performance assessments and provide feedback</li><li>• Implement training programs for board members on governance best practices</li></ul>	Strengthen board governance and oversight by implementing best practices and governance frameworks, resulting in a 25% improvement in board performance metrics within the next 12 months
2 Improve decision-making processes	Improvement for the administrative processes	<ul style="list-style-type: none"><li>• Standardize and document decision-making procedures</li><li>• Utilize decision-support tools and technologies</li><li>• Schedule regular and efficient board meetings with clear agendas.</li><li>• Ensure meeting minutes are completed and shared with members within 1-week after a board meeting concludes to keep information fresh</li></ul>	Streamline decision-making processes, reducing the average time for board decisions by 30% within the next six months
3 Increase transparency and accountability	<ul style="list-style-type: none"><li>• To be more transparent about Board efforts and mandate</li><li>• Fewer questions from stakeholders</li></ul>	<ul style="list-style-type: none"><li>• Develop a transparent reporting system for board activities</li><li>• Publish regular reports on board decisions and actions</li><li>• Establish an internal audit function to review board operations</li></ul>	Enhance transparency and accountability by implementing robust reporting and monitoring mechanisms, ensuring all board activities are documented and accessible within the next year

# Board Administration

#	Issue/topic?	Why address it?	How can Board solve/address?	Desired outcome?
4	Enhance risk management and compliance	<ul style="list-style-type: none"><li>• Informed board members and staff</li><li>• Succession planning</li></ul>	<ul style="list-style-type: none"><li>• Develop and implement a risk management framework</li><li>• Conduct regular risk assessments and audits</li><li>• Provide risk management training for board members and staff.</li></ul>	Strengthen risk management and compliance oversight by implementing a comprehensive risk management framework, reducing identified risks by 40% within the next 18 months
5	Provide DEI training for staff	Solid understanding of DEI and benefits for using	<ul style="list-style-type: none"><li>• Develop and deliver DEI training programs for all staff members</li><li>• Incorporate DEI principles into onboarding processes for new hires.</li><li>• Provide ongoing DEI training and development opportunities</li></ul>	Ensure all regulatory staff receive DEI training, resulting in a 100% completion rate within the next year

#

# Board Administration

#	Issue/topic?	Why address it?	How can Board solve/address?	Desired outcome
#				
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#				

# Board Administration

#	Issue/topic?	Why address it?	How can Board solve/address?	Desired outcome
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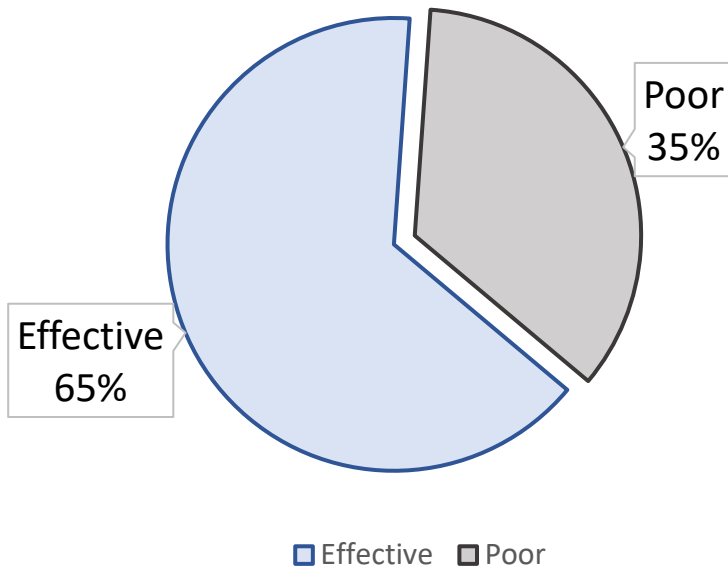
# Stakeholder Outreach

The Board educates and engages stakeholders about the safe practice and regulation of naturopathic medicine.

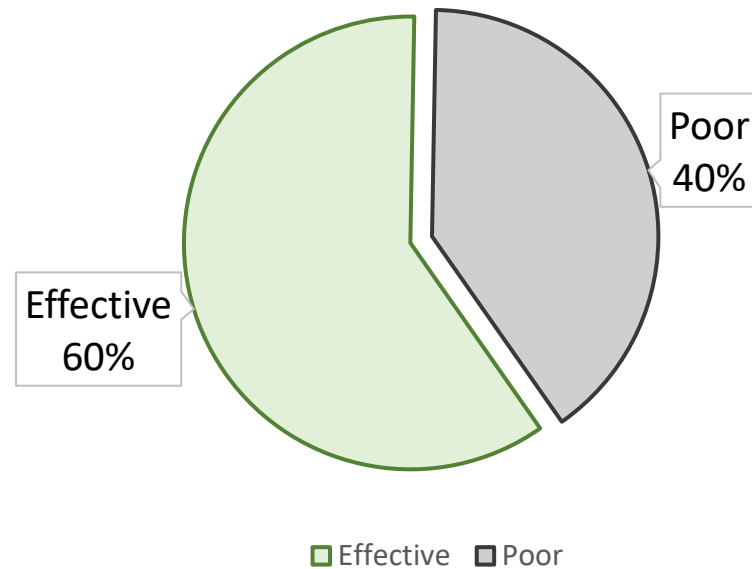
**Summary on page 23**

# Outreach and Education Effectiveness Rating

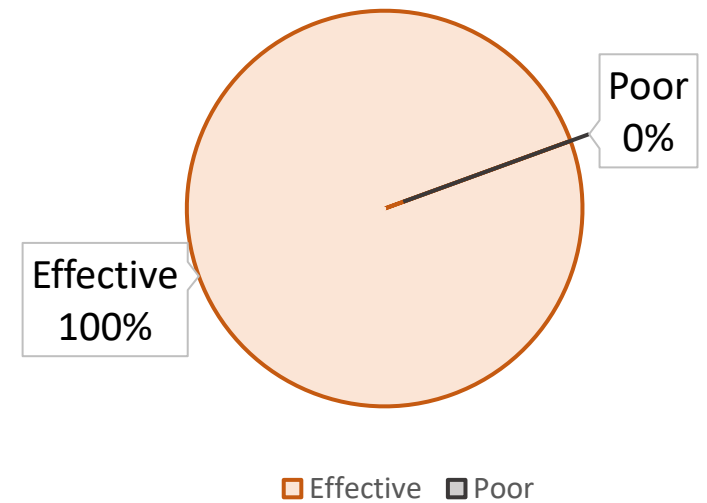
External Stakeholders



Board Members



Executive Officer, Legal, and Staff



## Internal Weaknesses

### Outreach and Education

- Communication and lack of updates.
- Survey data and results not communicated to the public.
- Outreach to other healing art boards.

## External Opportunities

- Diversify licensee population.
- Leverage social media.
- Medical insurance coverage.
- Scope of practice expansion.

## External Threats

- Medical insurance not covering naturopathic doctors.
- Scope of practice limitations.
- Unlicensed activity.

# Stakeholder Outreach

#	Issue/topic?	Why address it?	How can Board solve/address?	Desired outcome?
1	Improve customer/ stakeholder satisfaction	Identify strengths and areas for improvement	<ul style="list-style-type: none"><li>• Offer dedicated customer support and troubleshooting</li><li>• Gather and act on customer feedback to improve processes continually.</li><li>• Use survey QR code on bottom of licensing staff's signature block</li></ul>	Enhance customer/stakeholder satisfaction with the licensing process, achieving a satisfaction rate of 90% in customer feedback surveys within the next year
2	Enhance stakeholder engagement	Stakeholder understanding of the Board	<ul style="list-style-type: none"><li>• Develop and implement a stakeholder engagement plan</li><li>• Use multiple communication platforms (e.g., social media, newsletters, webinars) to reach diverse stakeholder groups</li><li>• Conduct regular stakeholder meetings and feedback sessions to gather input and address concern</li></ul>	Increase stakeholder engagement by 50% within the next 12 months through targeted outreach initiatives and enhanced communication channels
3	Develop DEI-focused outreach programs	Launch DEI-focused outreach programs aimed at educating stakeholders about the importance of diversity, equity, and inclusion in regulatory licensing within the next year	<ul style="list-style-type: none"><li>• Create educational materials and workshops on DEI principles and their relevance to regulatory licensing</li><li>• Host DEI-focused events and forums to discuss challenges and opportunities</li><li>• Collaborate with DEI experts to design and deliver outreach programs</li></ul>	<ul style="list-style-type: none"><li>• Everyone feels heard and included by the Board</li><li>• More diverse applicant pool</li></ul>



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5	Increase transparency and accountability	Identifying and providing more equitable outcomes within the Board processes	<ul style="list-style-type: none"><li>• Develop and implement a robust reporting framework for stakeholder engagement and DEI initiatives</li><li>• Publish annual reports detailing progress, challenges, and future plans</li><li>• Regularly update stakeholders on DEI initiatives and outcomes through various communication channels</li></ul>	Enhance transparency and accountability in stakeholder engagement and DEI efforts by publishing annual reports on progress and outcomes within the next year
6	Foster collaborative partnerships	Stronger relationships and accessibility	<ul style="list-style-type: none"><li>• Identify and reach out to potential partners in the community and industry</li><li>• Develop joint initiatives and programs to promote DEI in regulatory licensing</li><li>• Hold regular meetings and collaborative events to foster strong relationships</li></ul>	Establish and strengthen collaborative partnerships with at least 10 community organizations, industry associations, and advocacy groups focused on DEI within the next 12 months
7	Monitor and evaluate DEI impact	Creating awareness of the Board's impact	<ul style="list-style-type: none"><li>• Develop key performance indicators (KPIs) for DEI initiatives</li><li>• Collect and analyze data on DEI metrics and outcomes</li><li>• Use evaluation results to refine and improve DEI strategies and programs.</li></ul>	Implement a comprehensive monitoring and evaluation system to assess the impact of DEI initiatives on regulatory licensing outcomes within the next 18 months

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8	Increase access to licensing information	Improve understanding of scope	<ul style="list-style-type: none"><li>• Develop and disseminate clear, accessible licensing guides and resources</li><li>• Offer multilingual support and materials to cater to diverse communities</li><li>• Establish a dedicated helpdesk or support center for licensing inquiries</li></ul>	Improve access to licensing information for underrepresented groups, achieving a 40% increase in the use of licensing resources and support services within the next year
9	Foster public awareness	Lighter enforcement case loads	<ul style="list-style-type: none"><li>• Launch public awareness campaigns using various media channels</li><li>• Host informational sessions and workshops for the public</li><li>• Develop educational materials and distribute them widely</li></ul>	Increase public awareness of regulatory requirements and enforcement actions by 50% through targeted outreach campaigns within the next year
10	Scope clarity	Consumers are confused, don't recognize the profession; some desire full scope as with other states	Increase outreach	Public understanding and confident use of the professionals

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# Strategic Plan Timeframe

- A total of [#] objectives were identified.
- [#] of years to complete objectives?





## Next Steps

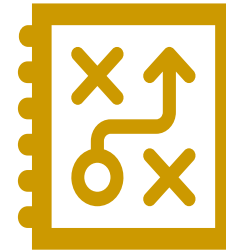
### **SOLID:**

- Drafts strategic plan
- Sends strategic plan draft to Board for review, edits, and approval
- Schedules action planning

# Action Planning

- Lists tasks needed to accomplish objectives
- Assigns responsible staff
- Identifies due dates
- Establishes performance measures

**How will we get there?**



# Thank You!

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