



# 2022 - 2025 Strategic Plan

Adopted:  
SOLID PLANNING



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## Members of the Board

Dolores Trujillo, RN – President

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Kimberly Kirchmeyer, Director, Department of Consumer Affairs

Loretta (Lori) Melby, Executive Officer, California Board of Registered Nursing

## Message from the Board President



On behalf of the California Board of Registered Nursing (Board), it is my honor and privilege to present the Board’s Strategic Plan for 2022 – 2025. The strategic planning process of the Board is a collaborative effort of Board Members, Board staff, and the public and I want to thank everyone involved in the plan’s development. This Strategic Plan is one of many tools that will be used to shape the Board’s direction and form an action plan with measurable goals during the next four-years.

While significant accomplishments were made in the past and future successes are on the horizon, this ambitious four-year Strategic Plan allows the Board to re-examine its current processes with a renewed dedication of improving consumer protection and serving our stakeholders. As President of the Board, I welcome and encourage involvement from our stakeholders as we strive to accomplish the goals outlined in our Strategic Plan. The Board will integrate the work of the four committees: Education and Licensing, Legislative, Enforcement/Intervention, and Nursing Practice to ensure progression and cultivate the core values of effectiveness, integrity, transparency, collaboration, and equity throughout the organization.

This plan advances the Board’s goal of increasing and enhancing consumer protection through the Board’s licensing and enforcement programs; thereby creating a more efficient organization to serve our stakeholders. The Board will continue the efforts to enhance our customer service. The Board will continue the enhancement efforts of customer service. This Strategic Plan also provides the framework for education, communication, and collaboration with stakeholders to promote access to health care services for California by qualified registered nurses.

Sincerely,

A handwritten signature in black ink that reads "Dolores Trujillo". The signature is written in a cursive, flowing style.

Dolores Trujillo, RN, President

## About the Board

Regulation of registered nurses (RNs) first began in 1905. The Board of Registered Nursing (BRN) was established to protect the public by regulating the practice of RNs. In 1939, the Nursing Practice Act (NPA) was established describing the practice of nursing; and although the title “registered nurse” has continued to be used, the scope of the BRN’s regulation has moved from registration to the licensure level with a defined scope of practice. The BRN is responsible for implementation and enforcement of the NPA, which includes laws related to nursing education, licensure, practice, and discipline.

Legislation in 1974 added the certification of RNs in specialty practice areas as a BRN function. The legislation was enacted to provide title protection, standardize the educational requirements, and define the scope of practice for certain specialty RN categories. In 1975, significant modifications to the NPA were enacted. Business and Professions Code (BPC) section 2725, which defines the scope of RN practice, was amended for the first time since 1939. The amendment provided a more current description of RN practice and allowed for expansion of practice that reflects health care technology and scientific knowledge advancements. The legislative intent in amending the section was to:

- Recognize that nursing is a dynamic field, the practice of which is continually evolving to include more sophisticated patient care activities.
- Provide clear legal authority for functions and procedures that have common acceptance and usage as nursing functions.
- Recognize the existence of overlapping functions between physicians and RNs.
- Permit additional sharing of functions within organized health care systems that provide for collaboration between physicians and registered nurses.

Board member composition was first established in 1977. It included three public members, three direct care RNs, one educator, one RN administrator and one physician. A restructure in 2006 changed the physician member to be another public member. This Board composition remains the same today. The current statutory length of Board members’ terms is four years.

In 1988, Senate Bill (SB) 1267 established the Registered Nurse Education Program within the Health Professions Education Foundation housed at the California Office of Statewide Health Planning and Development (OSHPD) to increase the number of RNs in underserved areas of California. Education scholarship and loan repayment programs are available to eligible applicants in exchange for completing a two to four-year service obligation in direct patient care in a medically underserved area of California. The program is funded, in part, through a current \$10 surcharge on all RN license renewal fees.

In 1990, California became the first state in the nation to require fingerprints for RN applicants. When fingerprinting began, manually processed fingerprint cards were required from applicants. In 2000, the BRN implemented LiveScan procedures for applicants located in

California which significantly expedited the fingerprinting process timeframes. In October 2008, emergency regulations were enacted requiring fingerprinting of all licensed RNs who were not previously fingerprinted by the BRN. The vast majority of RNs are without disqualifying Criminal Offender Record Information (CORI); however, obtaining fingerprints allows the BRN to review any prior convictions a nurse may have and also provides for notification to the BRN of any subsequent arrests and/or convictions.

With the implementation of Assembly Bill (AB) 2138 in July 2020, the BRN changed the initial application and license renewal conviction reporting question and will be reporting out the required specific metrics annually. Currently, the BRN has not seen an impact to public protection as our licensees continue to go through a fingerprinting process for the purpose of conducting a criminal history search for information from the California Department of Justice (DOJ) and the Federal Bureau of Investigation (FBI). The fingerprints remain on file with the DOJ, who provides reports to the BRN of any future convictions on an ongoing basis. BRN's initial licensees may experience a delay in processing until the BRN receives the results of CORI.

In 1994, the BRN implemented a cost recovery program which requires disciplined nurses to reimburse the BRN for some expenses incurred in processing their case. In 1996, the BRN implemented a Citation and Fine program to address minor and/or technical violations of the NPA in lieu of the traditional disciplinary process.

To more effectively implement its mission of public protection, the BRN continues to actively participate in the national discipline databases. In 2000, the BRN began participating in the National Council of State Boards of Nursing (NCSBN) newly initiated computer system to enhance the exchange of discipline information among boards of nursing (BONs). In 2011, the BRN became a member of the NCSBN NURSYS system that exchanges licensure verification and discipline information among BONs. NCSBN is an independent not-for-profit organization that brings together BONs to act and counsel together on matters of common interest.

## Mission, Vision, and Values

### Our Mission

The Board of Registered Nursing protects the health, safety, and well-being of the public through the fair and consistent application of the statutes and regulations governing nursing practice and education in California.

### Our Vision

A leader in the oversight of nursing practice and education by creating and administering regulatory practices that safeguard public health and ensure nursing care is equitable and accessible for all.

### Our Values

- Effectiveness
- Integrity
- Transparency
- Collaboration
- Equity

## Goal 1: Licensing

*The Board promotes licensing standards to protect consumers and support access to the profession for qualified individuals.*

- 1.1 Reduce license processing times to improve access and customer satisfaction.
- 1.2 Enhance stakeholder accessibility to and communication with the BRN to improve customer satisfaction.
- 1.3 Analyze and ensure fees are reasonable and align with other states/boards to ensure BRN fiscal solvency while ensuring affordability to applicants and licensees.
- 1.4 Improve the process for licensing by endorsement to make it more timely and cost effective while maintaining low application fees.



## 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 Align the enforcement processing times with the Board's efforts to ensure safe nurses continue to practice.
- 2.2 Review the Board's approach to discipline to make sure it is evidence-based and effective to protect the public.

## Goal 3: Continuing Education

*The Board establishes continuing education standards to ensure ongoing nursing competency and promote public safety.*

3.1 Increase audits of RNs and education providers to ensure compliance with continuing education requirements.

3.2 Analyze, and update if needed, ways to improve the continuing education reporting process to streamline and improve customer service.

## Goal 4: Educational Oversight

*The Board establishes nursing education standards to ensure the quality of education and consumer protection.*

- 4.1 Align educational oversight activities with national accreditation programs to identify and reduce any redundancies.
- 4.2 Support regional consortiums to promote equitable clinical placements and reduce clinical impaction.
- 4.3 Continue to assess and report on workforce needs and the availability of clinical placement sites to ensure the Board's decisions are evidence-based.
- 4.4 Evaluate educational requirements and initiate evidence-based revisions as appropriate.

## Goal 5: Laws and Regulations

*The Board enforces the laws within its purview, establishes regulations, and advocates for legislation to effectively carry out its mission.*

5.1 Ensure all stakeholder voices are heard and given equal consideration for better informed policies.

5.2 Review statutes and advocate for updates or new statutes as appropriate to ensure they are current and based on evidence and best practices.

5.3 Review regulations and revise as necessary to ensure currency and alignment with best practices and evidence.

## Goal 6: Organizational Development

*The Board strives to build an excellent organization through effective and responsible Board governance, leadership, and management.*

- 6.1 Assess dialogue with stakeholders to increase transparency.
- 6.2 Identify and implement opportunities to improve practices and communication with Board Members to ensure the highest level of meeting preparation and transparency.
- 6.3 Provide on-going continuing education for Board Members to increase their effectiveness in serving as a Board Member.

## Goal 7: Outreach

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

7.1 Create, implement, and evaluate a comprehensive outreach plan to build and maintain relationships and support licensees and consumers while carrying out the Board's mission.

## Strategic Planning Process

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

- Interviews were conducted with all board members and executive management during the months of April and May 2021, to assess the challenges and opportunities the Board is currently facing or may face in the upcoming years.
- Online surveys were sent to board staff and committee members on March 18, 2021, closing on April 9, 2021. An online survey was sent to board management on May 3, 2021, closing on May 19, 2021. In the survey, board staff, committee members, and board management provided anonymous input regarding the challenges and opportunities the Board is currently facing or may face in the upcoming years. A total of 47 staff, 34 committee members, and 20 management participated in the survey.
- An online survey was sent to board stakeholders the third week in March and closed on April 9, 2021. The survey's purpose was to identify the strengths and weaknesses of the Board from an external perspective. A total of 1,684 stakeholders completed the survey.

The most significant themes and trends identified from the environmental scan were discussed by the board members and the executive officer during a strategic planning session facilitated by SOLID Planning on June 16, 2021. This information guided the Board in the review of its mission, vision, and values while directing the strategic goals and objectives outlined in its new strategic plan.