



# **CALIFORNIA BOARD OF REGISTERED NURSING**

## **2026–2030 STRATEGIC PLAN**

ADOPTED: AUGUST 20, 2025



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## BOARD MEMBERS

**Dolores Trujillo, RN** - President

**Nilu Patel, DNAP, CRNA, APRN, FAANA** - Vice President

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**Gavin Newsom, Governor**

**Tomiquia Moss, Secretary, Business, Consumer Services and Housing Agency**

**Kimberly Kirchmeyer, Director, Department of Consumer Affairs**

**Loretta Melby, MSN, RN, Executive Officer, California Board of Registered Nursing**





## 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 BRN’s regulation has moved from registration to the licensure level with a defined scope of practice. 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.



## MESSAGE FROM THE PRESIDENT

On behalf of BRN, it is a privilege to present the Strategic Plan for 2026–2030. This plan reflects a thoughtful and collaborative process involving Board members, staff, the Department of Consumer Affairs, and the public. I extend my sincere appreciation to all who contributed to its development.

This Strategic Plan serves as a cornerstone for shaping the Board's direction over the next five years. It establishes a clear framework for action, with measurable goals that reflect our commitment to excellence in regulation, stakeholder engagement, and consumer protection.

Building upon prior achievements and with an eye toward future success, this ambitious plan positions the Board to advance its mission with renewed energy. It reinforces our dedication to exceptional customer service, responsive governance, and transparent communication. I welcome and encourage continued engagement from stakeholders as we work together to fulfill the priorities outlined within.

The Board will maintain its integration of the four standing committees—Education and Licensing, Legislative, Enforcement/Intervention, and Nursing Practice—to ensure cohesive progress across regulatory functions. Our work will continue to reflect the core values of effectiveness, integrity, transparency, collaboration, and equity.

This Strategic Plan strengthens our approach to licensing and enforcement, further elevating consumer protection while enhancing operational efficiency. It also lays the foundation for expanded education, outreach, and collaboration, promoting access to safe and high-quality nursing care throughout California.

This Strategic Plan provides a forward-looking framework to guide the Board's mission, decisions, and service delivery through the next five years.

**Dolores Trujillo, RN**  
*Board President*





## 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.



## VISION

A model leader in the oversight of nursing practice and education.



## VALUES

Collaboration  
Customer Focused  
Equity  
Integrity

Professionalism  
Safety  
Transparency



## GOAL 1: LICENSING

The Board promotes licensing standards of registered nurses and advanced practice registered nurses to protect consumers and support access to the profession for qualified individuals.

- 1.1** Update BreEZe processes to include the DCA license lookup to improve efficiency and the experience for internal and external users.
- 1.2** Streamline the license application process by identifying and addressing redundancies, combining related applications and fees, and improving accessibility for stakeholders.
- 1.3** Enhance communication with applicants regarding incomplete applications to reduce barriers to licensure and improve the overall licensing process.

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## GOAL 2: ENFORCEMENT

The Board protects consumers through the enforcement of the laws and regulations governing the practice of nursing.

- 2.1** Reduce enforcement case processing times to enhance consumer protection and improve overall efficiency.
- 2.2** Collaborate with the Department of Consumer Affairs to align enforcement activities with other healing arts boards and promote standardization.
- 2.3** Update BreEZe to enhance the experience for internal and external users, enhance the use of data, and support continuous quality improvement efforts.
- 2.4** Increase outreach to the public, applicants, and licensees to improve understanding of the enforcement process and promote transparency.

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## GOAL 3: ALTERNATIVE TO DISCIPLINE

The Intervention Program oversees the rehabilitation of registered nurses whose competency may be impaired due to substance abuse or mental health issues, returning them to the practice of nursing in a manner that will not endanger public health and safety.

- 3.1** Enhance communication on the Intervention Program so that affected nurses understand options and the program.
- 3.2** Continue engagement with the new Alternative to Discipline contractor and monitor its operations to ensure compliance with established rules, regulations, and contract terms.
- 3.3** Identify and address barriers to the Intervention Program to increase accessibility.
- 3.4** Standardize the onboarding process for Intervention Evaluation Committee (IEC) members and Nurse Support Group (NSG) facilitators for consistency.



## GOAL 4: CONTINUING EDUCATION

The Board establishes continuing education (CE) standards for ongoing nursing education and to promote public safety.

- 4.1** Develop and maintain an electronic system of approved continuing education providers (CEP) and courses to increase accessibility and transparency.
- 4.2** Streamline the CE audit process for internal and external stakeholders, including submission of CE documentation, to improve efficiency, accuracy, and user experience with license renewal requirements.
- 4.3** Develop and implement an audit process for nurse practitioner-specific CE legislative requirements.
- 4.4** Establish a CEP audit process and enhance oversight of CE courses to support quality, relevance, and alignment with nursing standards.

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## GOAL 5: EDUCATIONAL OVERSIGHT

The Board establishes standards to ensure minimum education requirements to comprehensively prepare graduates with the skills, knowledge, and abilities necessary for licensure and to practice safely.

- 5.1** Promote equitable access to clinical placements by identifying and supporting initiatives that expand opportunities across diverse health care settings.
- 5.2** Inform nursing program directors and academic administrators on BRN's approval and oversight requirements.
- 5.3** Collaborate with national nursing education programmatic accreditors to align standards and reduce redundancy to continue the commitment to prepare nursing students for licensure and to practice safely.
- 5.4** Review and enhance the nursing program complaint process, including procedures for addressing violations related to clinical placement payments.
- 5.5** Establish and publish clear quality standards and indicators to identify at-risk nursing programs and support informed decision-making by prospective students and stakeholders.





## GOAL 6: LAWS AND REGULATIONS

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

- 6.1** Participate in the 2026 Sunset Review process to secure legislative authority for the continuance of the Board.
- 6.2** Review, update, and clarify regulations governing advanced practice registered nurses for consistency, transparency, and alignment with current practice standards.
- 6.3** Review, update, and clarify regulations governing enforcement activities for consistency, transparency, and alignment with current practices and create more uniform standards.
- 6.4** Review, update, and clarify regulations governing prelicensure and continuing education, to ensure consistency, transparency, and alignment with current evidence-based research.

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## GOAL 7: ADMINISTRATION AND CUSTOMER SERVICE

The Board strives to build an excellent organization through effective and responsible Board governance, leadership, and management while serving our internal and external stakeholders.

- 7.1** Improve customer service to address stakeholder feedback, including modernizing BRN's website and revising written communication to ensure alignment with plain language standards, enhancing clarity, transparency, and accessibility.
- 7.2** Establish a single point of contact (SPOC) model for BRN program areas to provide support, assistance, and accessibility to stakeholders.
- 7.3** Strengthen the Board's organizational foundation by enhancing internal structures, processes, and resources to support long-term effectiveness and stability.

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## GOAL 8: OUTREACH

The Board informs, educates, and engages with the public about the practice and laws of the profession of registered nursing.

- 8.1** Increase licensees' access to information on the Nursing Practice Act through targeted education efforts including developing and distributing instructional and informational videos to promote compliance.
- 8.2** Increase BRN's presence on social media platforms to inform the public and licensees about the Board's mission, services, and ongoing initiatives.
- 8.3** Develop and distribute easy-to-read informational briefs that highlight services, legislative changes, and issues of importance to licensees and the public.





## STRATEGIC PLANNING PROCESS

To understand the environment in which the Board operates as well as identify factors that could impact the Board's success in carrying out its regulatory duties, the Department of Consumer Affairs' SOLID Planning Unit (SOLID) conducted an environmental scan of the Board's internal and external environments. Information for the scan was collected through interviews and online surveys distributed to the listed stakeholder groups during January of 2025:

- SOLID conducted phone interviews with executive staff, and online surveys with managers and line staff.
- SOLID conducted phone interviews with board members.
- SOLID conducted an online survey for external stakeholders.

The most significant themes and trends identified from the environmental scan were discussed by Board members, Board executives and management, and members of the public during a strategic planning session facilitated by SOLID on May 30, 2025. This information guided the Board in the development of its strategic objectives outlined in this strategic plan.





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REGISTERED NURSING**

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**Strategic plan adopted on August 20, 2025.**

This strategic plan is based on stakeholder information and discussions facilitated by SOLID for the California Board of Registered Nursing on May 30, 2025. Subsequent amendments may have been made after the adoption of this plan.

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