

# Respiratory Care Board of California

## Strategic Planning Objectives Worksheet

Planning Session Date: October 27, 2022



### Instructions

Please complete this worksheet in preparation for the strategic planning session.

What would you like RCB to spend its time and resources on over the next 2 to 5 years?

Consider the following:

- a. Environmental Scan Report (documents attached)
- b. Items outlined in Sunset Review (if applicable)
- c. Experience and previously identified needs

### Administration

### Licensing

### Enforcement



RESPIRATORY  
CARE BOARD  
OF CALIFORNIA

# Environmental Scan

2022

*Prepared by  
SOLID Planning Solutions  
for the Respiratory Care Board of California*

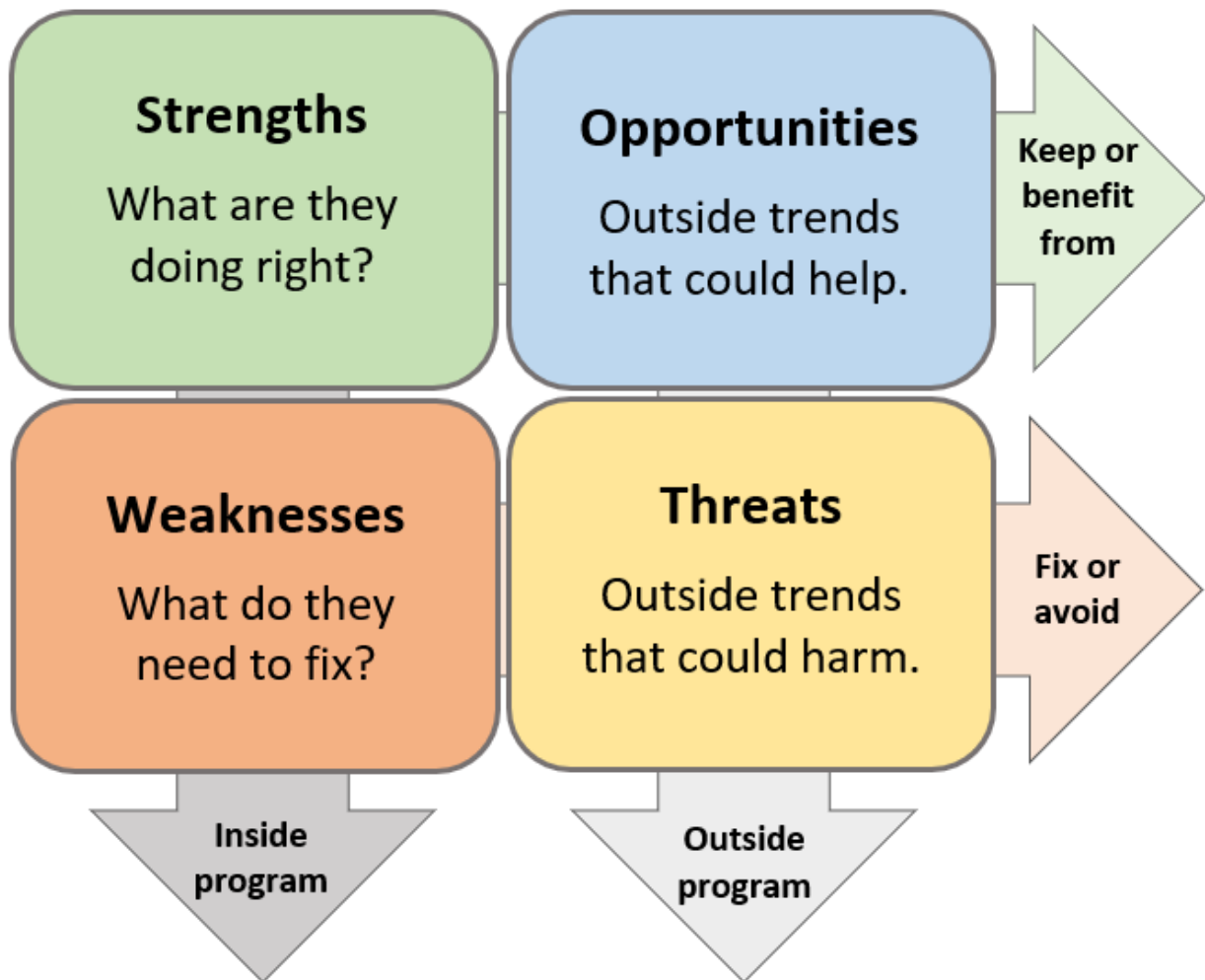
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## Introduction

One of the first steps in developing a strategic plan is to conduct a scan and analysis of the internal and external environments in which an organization operates. This analysis allows the organization to look at the factors that can impact its success. This report is a summary of the environmental scan recently conducted by SOLID Planning (SOLID) for the Respiratory Care Board of California (RCB) in the months of August and September 2022.

The purpose of this environmental scan is to provide a better understanding of external and internal stakeholder thoughts about the RCB's performance and environment. SOLID followed the SWOT Analysis (strengths, weaknesses, opportunities, and threats) method to solicit feedback from stakeholders, where strengths and weaknesses refer to the program's internal environment and opportunities and threats refer to the program's external environment.



Feedback was solicited from external stakeholders and internal stakeholders (board members, executives, management, and staff) regarding the RCB's internal strengths and weaknesses as they relate to its goal areas (listed below) and external opportunities and threats as they relate to the profession and environment in which the Board operates in.

Goal 1 - Administration

Goal 2 - Licensing

Goal 3 - Enforcement

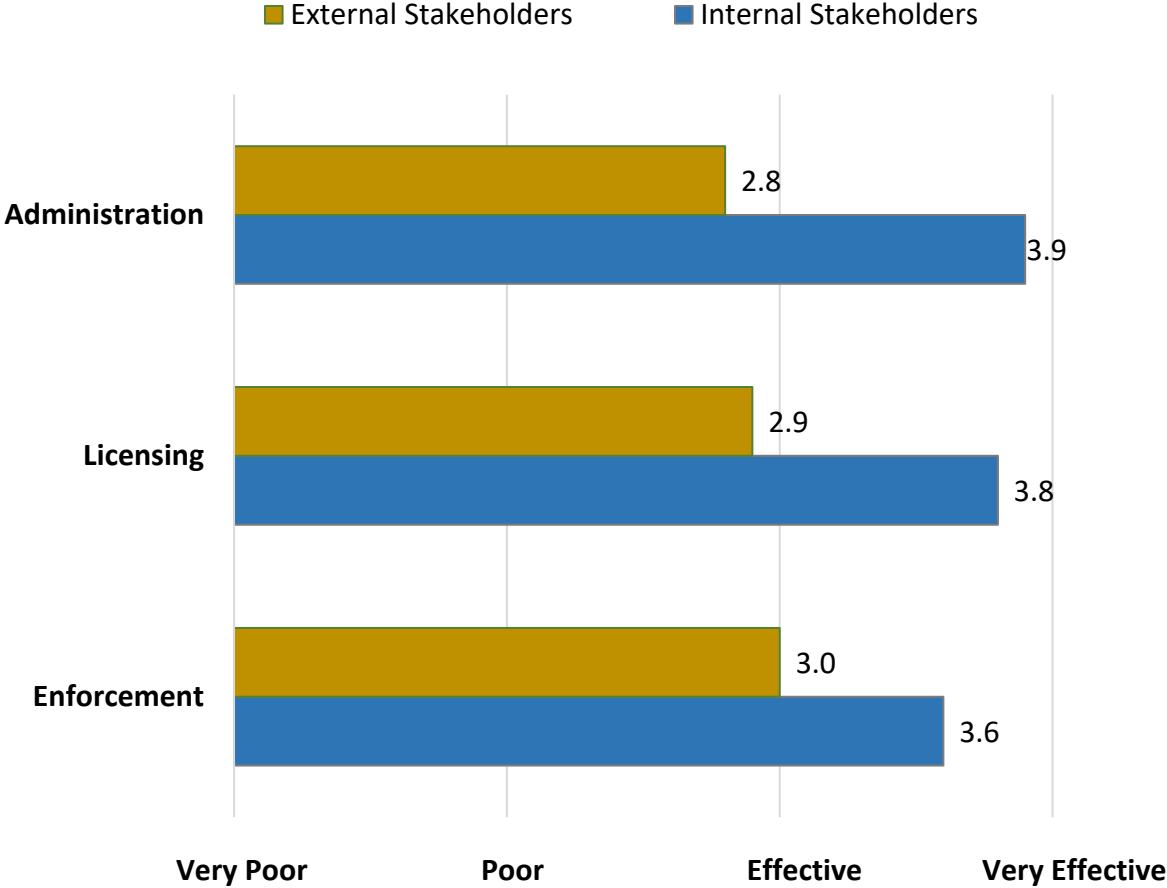
This document summarizes trends, including areas where stakeholder groups agree and disagree, while providing insight to assist the Board in developing objectives for the upcoming strategic plan.

Please review this information carefully in preparation for the upcoming strategic planning session. At this session, the Board's executive team and board members will discuss and evaluate this information as a group to help create the objectives that the Board will focus on during its next strategic plan period.

If you have any questions about this report, please contact Elizabeth Coronel with SOLID Planning at [Elizabeth.Coronel@dca.ca.gov](mailto:Elizabeth.Coronel@dca.ca.gov).

# Board Effectiveness

Stakeholders rated the Board’s strategic goal areas on a scale of 1 (very poor) to 4 (very effective). The chart below displays the average rating, with full details contained in report.



# Goal 1 - Administration

Enhance organizational effectiveness and improve processes and the quality of customer service in all programs.

## Effectiveness Rating

	External Stakeholders	Internal Stakeholders
<b>Very Effective</b>	13%	88%
<b>Effective</b>	64%	12%
<b>Poor</b>	15%	0%
<b>Very Poor</b>	8%	0%
<b>Total %</b>	100%	100%
<b>Number of Responses</b>	61	8

## Summary of Administration Strength Trends

1. External stakeholders identify regular communication (i.e., Board activity, actions taken by the Board, and informative emails) as a strength.
2. External stakeholders praise the Board for responding to questions in a timely manner.
3. Internal stakeholders say the Board’s forward thinking and improvement mindset in areas like policy and procedures are strengths.

## Summary of Administration Weakness Trends

1. External stakeholders identify high licensing fees as a weakness.
2. Internal stakeholders predict a loss of institutional knowledge with the nearing retirement of staff but reported that a succession plan is in the works.
3. External stakeholders say the Board lacks input from stakeholders (i.e., chief executive officers, school owners, and licensees). There is a concern that the Board follows recommendations from California Society for Respiratory Care (CSRC) because it does not represent the practitioners.
4. External stakeholders perceive the Board as lacking in representing, advocating, and promoting the profession.
5. External stakeholders report a lack of visibility on Board and what it does.

## Summary of Administration Strength Comments

The list below displays terms that summarize comments provided by external and internal stakeholders.

External Stakeholders	Internal Stakeholders
<ul style="list-style-type: none"> <li>• Availability</li> <li>• Communication</li> <li>• Efficiency</li> <li>• Online board meetings</li> <li>• Operation efficiency</li> <li>• Organized</li> <li>• Proactive</li> <li>• Profession moving forward</li> <li>• Progressive</li> <li>• Public protection</li> <li>• Regular communication to licensees</li> <li>• Responds to questions</li> <li>• Service quality</li> <li>• Website ease of use</li> <li>• Willingness to improve</li> </ul>	<ul style="list-style-type: none"> <li>• Communication with staff</li> <li>• Education and enforcement</li> <li>• Forward thinking/Improving</li> <li>• Good relationships between staff and the Board</li> <li>• Longtime staff/low turnover rate</li> <li>• Positive leadership and work environment</li> <li>• Respectful of one another's opinions</li> <li>• Solid funding</li> <li>• Stays in touch with needs of the profession and consumer</li> </ul>



## Summary of Administration Weakness Comments

The list below displays terms that summarize comments provided by external and internal stakeholders.

External Stakeholders	Internal Stakeholders
<ul style="list-style-type: none"> <li>● Adhering to court decision(s)</li> <li>● Bureaucratic</li> <li>● Changes without time for input</li> <li>● Communication of enforcement actions</li> <li>● Communication/engagement with RCP's</li> <li>● Established staffing ratios</li> <li>● Enforcement consumes too much focus and resources</li> <li>● High licensing fees</li> <li>● Inaccurate notice on license renewal</li> <li>● Lacks in promoting/advocating for the profession</li> <li>● Lacks input from stakeholders</li> <li>● Lacks open meetings</li> <li>● Long processing times</li> <li>● Slow responses to inquires</li> <li>● Support for Registered Respiratory Therapists (RRT)</li> <li>● Too many consumers on the board</li> <li>● Visibility to stakeholders</li> <li>● Website not friendly</li> </ul>	<ul style="list-style-type: none"> <li>● Loss of institutional knowledge</li> </ul>

## Goal 2 - Licensing

Ensure initial and continuous competency requirements, commensurate with practice standards and needs, are met by all licensed Respiratory Care Practitioners.

### Effectiveness Rating

	External Stakeholders	Internal Stakeholders
	21%	75%
<b>Effective</b>	57%	25%
<b>Poor</b>	14%	0%
<b>Very Poor</b>	8%	0%
<b>Total %</b>	100%	100%
<b>Number of Responses</b>	63	8

### Summary of Licensing Strength Trends

1. External stakeholders say the easy licensure renewal process is a strength.
2. Internal stakeholders report timely processing of applications as a strength.
3. External stakeholders praise the Board's review of license applications and renewals including the completion of background checks.
4. External stakeholders praise the continuing education unit requirements including the number of units and the presence of ethic requirements.
5. External stakeholders identify the high licensure fees as a strength.
6. Internal stakeholders say the Board is responsive and staff is available at the counter and by the phone to answer questions.

### Summary of Licensing Weakness Trends

1. External stakeholders identify the high license fees as a weakness.
2. External stakeholders say there is a lack of access to CEUs.
3. External stakeholders believe the new respiratory therapist (RT) level of entry requirement (bachelor's degree) is not fair and that RTs will lose their license and possibly their jobs.

## Summary of Licensing Strength Comments

The list below displays terms that summarize comments provided by external and internal stakeholders.

External Stakeholders	Internal Stakeholders
<ul style="list-style-type: none"> <li>● CEU offerings</li> <li>● CEU requirements</li> <li>● Collects fees</li> <li>● Ensures renewal timelines are adhered to</li> <li>● High licensure fees</li> <li>● Improved ethics classes</li> <li>● Increasing requirements</li> <li>● Keeps RT professional/educated</li> <li>● License renewal process</li> <li>● License renewal reminder</li> <li>● Processes fees quickly</li> <li>● Review of license applications and renewals</li> <li>● Reward long Certified Respiratory Therapy Technician (CRTT) automatically to RRT without test</li> <li>● Staying in contact with legislature</li> <li>● Streamlined initial application process</li> </ul>	<ul style="list-style-type: none"> <li>● Cross-training</li> <li>● Customer service processes</li> <li>● Ensures licensees are qualified</li> <li>● Longtime staff/low turnover rate</li> <li>● Moving forward with issues surrounding Licensed Vocational Nurses practicing respiratory care</li> <li>● Re-engineered/streamlined processes</li> <li>● Responsive/Staff available by counter and phone to answer questions</li> <li>● Staff is dedicated</li> <li>● Timely processing of applications</li> </ul>

## Summary of Licensing Weakness Comments

The list below displays terms that summarize comments provided by external and internal stakeholders.

External Stakeholders	Internal Stakeholders
<ul style="list-style-type: none"> <li>• Board infrastructure’s mailing speed</li> <li>• Board members who are not current RRTs</li> <li>• CEU affordability</li> <li>• CEU process not automated</li> <li>• CEU types and sources</li> <li>• Changing requirements</li> <li>• Communication with licensees</li> <li>• CRTT should be able to take RRT test</li> <li>• Each specialty needs a dedicated exam</li> <li>• Ethics requirement incorrectly updated on the renewal application</li> <li>• Ethics requirements</li> <li>• Ethics test</li> <li>• High fees</li> <li>• Lack of input from RCPs</li> <li>• Issuing license to those with questionable background</li> <li>• Lack of access to CEU</li> <li>• Lack of professional development resources</li> <li>• Lack of support to working RCPs</li> <li>• Length of time to receive initial license</li> <li>• Letting other professions do the licensees' job</li> <li>• Licensing expiration timeframe</li> <li>• New RT level entry policy is not fair</li> <li>• Number of CEUs required</li> <li>• Relying on CSRC for standards of CEUs</li> <li>• Rewarding CRTT to RRT</li> </ul>	<ul style="list-style-type: none"> <li>• Changes need to be made to continuing education</li> <li>• Irregular and insufficient audit of continuing education</li> <li>• Loss of institutional knowledge</li> </ul>

## Goal 3 - Enforcement

Protect consumers by preventing violations and effectively enforcing laws and regulations when violations occur.

### Effectiveness Rating

	External Stakeholders	Internal Stakeholders
		63%
<b>Effective</b>	58%	37%
<b>Poor</b>	16%	0%
<b>Very Poor</b>	4%	0%
<b>Total %</b>	100%	100%
<b>Number of Responses</b>	55	8

### Summary of Enforcement Strength Trends

1. External stakeholders identify the disciplinary guidelines as a strength.
2. External stakeholders say the Board is fair in the enforcement process including the areas of investigations and discipline.
3. External stakeholders believe the Board holds licensees accountable.

### Summary of Enforcement Weakness Trends

1. External stakeholders say the Board is overbearing and over the top in enforcement.
2. External stakeholders believe the Board is too harsh or black and white when it comes to enforcement.

## Summary of Enforcement Strength Comments

The list below displays terms that summarize comments provided by external and internal stakeholders.

External Stakeholders	Internal Stakeholders
<ul style="list-style-type: none"> <li>• Communicates actions</li> <li>• Disciplinary guidelines</li> <li>• Fair</li> <li>• Follow-up when there is a valid issue</li> <li>• Holds licensees accountable</li> <li>• Monitors enforcement/RCPs involved in violations</li> <li>• Quickly addresses licensees with DUI violations</li> <li>• Removes licensees</li> <li>• Timely</li> <li>• Upholds integrity of profession</li> </ul>	<ul style="list-style-type: none"> <li>• Cases reviewed by entire Board</li> <li>• Cases processed under the performance measure timeline goals</li> <li>• Continually reviewing and improving processes</li> <li>• Cross-training</li> <li>• Effective monitoring of practitioners</li> <li>• Longtime staff/low turnover rate</li> <li>• Notifying staff on new laws and regulations and implementation plan</li> <li>• Protects consumers</li> <li>• Staff</li> <li>• Works well with licensing unit</li> </ul>

## Summary of Enforcement Weakness Comments

The list below displays terms that summarize comments provided by external and internal stakeholders.

External Stakeholders	Internal Stakeholders
<ul style="list-style-type: none"> <li>● Adhering to court rulings</li> <li>● Communication of actions</li> <li>● Decision to allow an RCP to keep their license</li> <li>● Lack of focus on both patient care and hospital compliance</li> <li>● Lack of liaisons working with hospitals on scope of practice and enforcing reporting mechanisms</li> <li>● Lack of understanding RCPs and how to communicate with them</li> <li>● Length of time to completion</li> <li>● Overbearing/Over the top</li> <li>● Quick at removing licenses due to DUI violations</li> <li>● Requires too much info from whistleblower</li> <li>● Too black and white/too harsh</li> </ul>	<ul style="list-style-type: none"> <li>● Lack ability to audit each license for continuing education requirements</li> <li>● Lack of control over processes at Office of the Attorney General</li> <li>● Loss of institutional knowledge</li> <li>● Need more electronic processes</li> </ul>

## Opportunities & Threats Summary

There are many factors that may impact the future direction of the profession. These could be opportunities the Board may want to capitalize on or threats it needs to mitigate or prepare for.

Stakeholders were asked to list potential opportunities and threats in the Board's external environment that they felt could impact the profession and the Board's regulatory role. The following are common responses and/or responses that the Board might reference when considering its strategic plan.

### Summary of Opportunity Trends

1. External stakeholders ask the Board to expand licensee capabilities or scope of practice.
2. External stakeholders believe there is an opportunity in increasing educational requirements (requiring minimum of bachelor's degree).

### Summary of Threat Trends

1. External stakeholders say the bachelor's degree level requirement for entry is a threat.
2. External stakeholders see the increased workloads and healthcare worker burnout as a threat.
3. External stakeholders report other professions doing the work of RT as a threat.



## Summary of Opportunity Comments

The list below displays terms that summarize comments provided by external and internal stakeholders.

External Stakeholders	Internal Stakeholders
<ul style="list-style-type: none"> <li>● Accepting CEU from most medically related disciplines</li> <li>● CEU affordability</li> <li>● Clinical specialties</li> <li>● Creating opportunities with California Department of Public Health to generate interest</li> <li>● Educational requirements and CEU</li> <li>● Encouraging professionalism in the levels of education</li> <li>● Existence of guidelines during pandemic</li> <li>● Expanding capabilities/scope of practice</li> <li>● Extending licensing expiration timeframe</li> <li>● Healthcare worker burnout leading to more job openings</li> <li>● Improving environment resulting in healthier lungs</li> <li>● Increasing educational requirements</li> <li>● Inflation and federal taxes</li> <li>● Mandating a report to the Board when people resign from practice after questionable behavior</li> <li>● Mandating RCP ratio for critical care</li> <li>● More RRT needed during COVID so reward CRTT to RRT without tests</li> <li>● Partnering with hospitals and schools to increase opportunities for management track for practitioners</li> <li>● Regulating telemedicine and Chronic obstructive pulmonary disease (COPD)</li> <li>● Safety in the frontline</li> <li>● Seeing benefit of meditation and breathing</li> <li>● Single payer universal healthcare</li> <li>● Supporting advancements in the field</li> <li>● Supporting RRT to RN</li> <li>● Technology advances facilitating direct communication with practitioners and keep current on industry trends</li> </ul>	<ul style="list-style-type: none"> <li>● Bill to extend RCB's sunset</li> <li>● Board's work on continuing education regulations</li> <li>● COVID brought awareness to the profession</li> <li>● Increasing use of artificial intelligence</li> <li>● National board reconstructing exam</li> <li>● Possible benefits to incorporating bachelor's degree Profession's move to increase education standards</li> <li>● Scientific knowledge</li> <li>● Sunset Review Committee's feedback</li> </ul>

## Summary of Threat Comments

The list below displays terms that summarize comments provided by external and internal stakeholders.

External Stakeholders	Internal Stakeholders
<ul style="list-style-type: none"> <li>• Bachelor’s degree level entry requirement</li> <li>• Cost cutting by hospitals</li> <li>• Deregulation</li> <li>• Environment causing lung problems</li> <li>• Fee increase</li> <li>• Follow up surveys as changes occur in administrative process</li> <li>• Giving too much power to nurses</li> <li>• Healthcare worker burnout/increased workloads</li> <li>• Insufficient numbers of qualified applicants</li> <li>• Lack of healthcare for everyone</li> <li>• Lack of respect from other allied health professions</li> <li>• Level of scrutiny towards RCPs vs RNs</li> <li>• More schooling but no work</li> <li>• Not highlighting RCP</li> <li>• Nursing</li> <li>• Proposed leadership CEU</li> <li>• Requirement for in-person CEU</li> <li>• Other professions doing the work of RTs</li> <li>• Other professions threatening RCP</li> <li>• Pandemic</li> <li>• Recognition of the RT role in healthcare system</li> <li>• Schools not preparing graduates</li> </ul>	<ul style="list-style-type: none"> <li>• Deputy Attorney General fairness</li> <li>• Non-RCPs performing respiratory care</li> </ul>

## Appendix A – Acronym Legend

<b>Acronym</b>	<b>Definition</b>
	Continuing Education Unit
<b>COPD</b>	Chronic Obstructive Pulmonary Disease
<b>COVID</b>	Coronavirus Disease
<b>CRTT</b>	Certified Respiratory Therapy Technician
<b>CSRC</b>	California Society for Respiratory Care
<b>DUI</b>	Driving Under the Influence
<b>RCB</b>	Respiratory Care Board of California
<b>RCP(s)</b>	Respiratory Care Practitioners
<b>RN</b>	Registered Nurse
<b>RRT</b>	Registered Respiratory Therapist
<b>RT</b>	Respiratory Therapist

## Appendix B – Data Collection Method

Data for this report was gathered by surveying stakeholder groups that are important to the success of the Board. Stakeholders include any individual or group who is influenced by or influences a program. Information for this report was gathered by surveying external stakeholders and internal stakeholders using the following methods:

- Interviews were conducted with leadership.
- Online survey(s) were distributed to staff, board members, and external stakeholders.

### Classification of Stakeholder Relationship with the Board

Relationship with RCB	# Responses	Group Response Rate
	2	67%
Staff	3	60%
Board member	3	38%
Consumer or represent a consumer group	4*	**
RCB licensee	92*	**
Preparing to become an RCP	3*	**
Not a licensed as RCP but work in related job	1*	**
Represent a professional association/group	7*	**
Represent a school	4*	**
Represent a government Agency	3*	**
Other	8*	** ***

\* External stakeholders were allowed to select more than one relationship with the Board.

\*\*A response rate cannot be determined for these external stakeholders because of the undetermined number having access to the survey link. Survey was distributed via the Board’s email subscription list.

\*\*\*Respondents listed in the “Other” category identified themselves as follows:

Respiratory Lead and clinical instructor, Retired Respiratory Therapist, Retired Respiratory Practitioner, leaving the medical field soon, gives CRTT the RRT license, represent a training and education fund for healthcare workers, and organized labor.

## Appendix C - Survey Data Reliability

This section discusses external stakeholder data only. The external stakeholder survey received 106 responses. Participants could skip questions or select “no experience/not applicable”; thus, individual questions may have less than 106 responses/comments.

### Goal Area Effectiveness Data Reliability

Based on the number external stakeholder survey responses to each goal area’s effectiveness question, we can be 95% confident their opinions represent all California stakeholders plus or minus the confidence interval percentage indicated below. The table below provides data reliability for each goal area; for a narrative explanation see each goal area data reliability statement.

#### Goal Area Effectiveness Data Reliability Table

Goal Area	Number of Responses	Confidence %	Confidence Interval %	% of Responses (Very Effective/Effective)	% of Stakeholders that Would Rate Effectiveness the Same Way
Administration	61	95	5	77	72% to 82%
Licensing	63	95	5	78	73% to 83%
Enforcement	55	95	6	80	74% to 86%

#### Administration Data Reliability Statement

Based on 61 external stakeholder survey responses regarding licensing, we can be 95% confident their opinions represent all California stakeholders plus or minus 5%. From the responses, 77% of external stakeholders rated the Board’s overall administration effectiveness as Very Effective or Effective. Based on the response rate, we can be 95% confident between 72% and 82% of external stakeholders would rate the Board’s administration effectiveness the same way.

#### Licensing Data Reliability Statement

Based on 63 external stakeholder survey responses regarding licensing, we can be 95% confident their opinions represent all California stakeholders plus or minus 5%. From the responses, 78% of external stakeholders rated the Board’s overall licensing

effectiveness as Very Effective or Effective. Based on the response rate, we can be 95% confident between 73% and 83% of external stakeholders would rate the Board's licensing effectiveness the same way.

### Enforcement Data Reliability Statement

Based on 55 external stakeholder survey responses regarding licensing, we can be 95% confident their opinions represent all California stakeholders plus or minus 6%. From the responses, 80% of external stakeholders rated the Board's overall enforcement effectiveness as Very Effective or Effective. Based on the response rate, we can be 95% confident between 74% and 86% of external stakeholders would rate the Board's enforcement effectiveness the same way.

### Data Reliability Statement

Data reliability calculator: <https://www.surveysystem.com/sscalc.htm>

To help improve data integrity, the online survey did not provide a neutral option when asking about overall effectiveness. Instead, stakeholders completing the survey chose between a positive choice (Very Effective or Effective) and a negative choice (Very Poor or Poor). This allows the Board to better understand whether stakeholders have a positive or negative view of the Board in various areas.



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