



# MINNESOTA

## BOARD OF SOCIAL WORK

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*Protecting the Public*

### 2015-2018 STRATEGIC PLAN FINAL REPORT

Presented January 18, 2019

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## EXECUTIVE SUMMARY

### REPORT PURPOSE

As the 2015-2018 Strategic Plan reaches the conclusion of its formal life span, the purpose of this report is to summarize 1) the Board's historical commitment to agency Strategic Planning, 2) the process utilized to develop and implement the 2015-2018 Strategic Plan, 3) 2015-2018 performance measures and results, and 4) next steps for a new agency Strategic Plan.

### STRATEGIC PLANNING BACKGROUND

The Board of Social Work conducts regular strategic planning and continuous process and service delivery improvements, sets outcome-based priorities, measures performance results, and promotes efficient and accountable services. Agency strategic planning is an effective method to uphold the Board's mission to "ensure the residents of Minnesota quality social work services by establishing and enforcing professional standards".

Experience suggests an agency strategic plan, framework or roadmap accomplishes the following:

1. Creates a governance process for intentional short- and long-term assessment and planning
2. Ensures strategic initiatives are consistent with the agency mission goals
3. Allows effective allocation of resources
4. Improves the success rate of accomplishing collective strategic initiatives
5. Creates a framework to measure results and performance standards
6. Creates a framework in which to assess competing priorities and maintain focused agency goals

Historically, Board strategic planning has included the 1994 Strategic Plan, 2005 Strategic Plan, 2007-2008 Strategic Plan, and 2010-2011 Strategic Realignment.

## 2015-2018 STRATEGIC PLAN

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### PLANNING

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In late fall of 2014, under the leadership of the Board Chair, Executive Committee, and Executive Director, preliminary planning for this strategic plan began. In early summer of 2015, a decision was made to contract with Minnesota Management Analysis & Development (MAD), Minnesota government's in-house fee-for-service management consulting group, to coordinate and conduct the strategic planning process. In late summer of 2015, a formal meeting with MAD and Board Leadership took place to determine the process, timelines, and goals for a new strategic plan. In early September of 2015, a formal planning survey was constructed and sent to Board members, staff, and Board Advisory Committee members to inform the strategic planning event.

A formal strategic planning event was facilitated by MAD Staff at the September 18, 2015 Board meeting with Board members and staff leadership participating. The group reviewed the planning survey results, identified new strategic priorities, considered whether any of the 2010-2011 Strategic Realignment priorities should be integrated into the new plan, and developed a preliminary action plan. MAD staff compiled a report (see appendix) of findings and a proposed action plan. The Executive Committee met in February 2016 to develop a structure for action, and to review, consolidate, and prioritize strategies. The Board approved the new 2015-2018 Strategic Plan at its March 18, 2016 meeting. Staff created a Strategy Map as a high-level illustration of the new 2015-2018 Strategic Plan.

### IMPLEMENTATION

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Initially, all strategic plan responses and themes were grouped into eight strategic goal statements. Strategies within each goal statement were determined and prioritized, and action plans and activity worksheets were constructed.

To more effectively implement the strategic plan, the Executive Committee reviewed the plan and reorganized the 2015-2018 Strategic Plan with six overarching goals. Priorities and tasks were assigned into ongoing, short-term, and long-term goal categories, and strategies were assigned priorities. Strategies were then incorporated into existing committees and designated teams. A comprehensive document was created to identify, monitor, and measure performance outcomes, and was presented to the Board for review at each public board meeting to maintain an active Strategic Plan and to ensure progress.

## RESULTS & PERFORMANCE MEASURES

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The 2015-2018 Strategic Plan Results & Performance Measures document, included in this report and presented to the Board at its January 18, 2019 public board meeting, illustrates the identified goals, strategic priorities and activities, performance outcomes, successes, and work still active and in-progress. Some important, long-term activities are currently very active and in-progress. Out of 53 total strategic plan activities, 31 activities have been completed.

### Overall performance measures are at a completion rate of:

- 58% overall
- 79% of activities identified as priority one
- 78% of short-term activities

### Key accomplishment include:

- Reviewed committee structure:
  - Created Leadership & Development Committee to promote the Board and increase Board member development and engagement
  - Developed best practice for committee appointment process
- Continued and strengthened strategic communication, education, outreach, and partnerships:
  - Launched electronic communications via GovDelivery platform in August 2018 including quarterly *Board Bulletin* newsletter
  - In collaboration with other Health Licensing Boards, contracted for development and implementation of jurisprudence exam with target date of fall 2019
  - Enhanced overall communications via updates to Board website content, creation of fact sheets, and updated forms to ensure plain language
- Reviewed internal business processes to effectively leverage resources, analyze costs, and create efficiencies:
  - Completed staffing environmental scan and successfully funded and created new staff position
  - Established processes to convert and maintain 90-95% of records and files in digital format
  - Analyzed internal business processes to streamline and create more efficient workflows and executed continuous improvement of policies and procedures
- Defined Board approved legislative agenda:
  - Convened Legislative & Rules Committee in January of 2018 to begin “deep-dive” of Social Work Practice Act
  - Completed review of 10 sections of Minnesota Statutes Chapter 148E for Board consideration in January of 2019
- Utilized technology to promote Board mission:
  - Launched new licensing database system and online services in December 2016
  - Invested in hardware and software to ensure data security and increase access and greater efficiency for Board members to conduct business
  - Successfully implemented remote access to Board and committee meetings via video conferencing

## NEXT STEPS FOR NEW STRATEGIC PLAN

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The current Executive Committee and Board has determined it practical to begin planning for a new strategic plan following the 2019 Legislative Session. The outcome of the proposed Board of Social Work biennial budget for fiscal years 2020-2021 will inform the Board as it determines the depth and breadth of priorities and availability of resources to build and implement a new strategic plan.

As the Board develops the process and considers new strategic priorities to maintain a strong, effective, and efficient agency, the Board may also wish to consider whether to incorporate any ongoing or in-progress initiatives from the 2015-2018 Strategic Plan. It is pragmatic and recommended that until a new Strategic Plan is approved, the Board and staff should continue to implement any in-progress or identified activities or projects as appropriate, to reach agency strategic goals and to promote the Board mission of protecting the public. Embarking on a new strategic plan process in late 2019 will bring reflection, new analysis, and exciting opportunities to shape goals and priorities that will effectively guide the board in ensuring its mission of protecting the public in the present and future.

# 2015-2018 STRATEGIC PLAN STRATEGY MAP



## MINNESOTA BOARD OF SOCIAL WORK STRATEGY MAP

BOARD MISSION: “To ensure the residents of Minnesota quality social work services by establishing and enforcing professional standards.”



### CORE PURPOSE STATE REGULATORY AGENCY

<b>Public Protection</b>	<b>Establish and Enforce Entry Level Standards for Practice</b>	<b>Investigate and Resolve Complaints Against Social Workers</b>
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### STRATEGIC OBJECTIVES

<p><u>Build Capacity and Meaningful Opportunities to Engage Board Members</u></p> <p>Enhance Board effectiveness</p>	<p><u>Continue and Strengthen Strategic Communication, Education, Outreach, and Partnerships</u></p> <p>Compliance for public good</p>	<p><u>Utilize Technology to Promote Board Mission</u></p> <p>Greater internal and external efficiency and access through technology</p>	<p><u>Board Approved Legislative Agenda</u></p> <p>Ensure relevant regulation</p>
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### 2015-2018 PRIORITIES

<p><u>Priority Activities</u></p> <ul style="list-style-type: none"> <li>• Review committee structure; tasks, priorities, composition, and rotation</li> <li>• Develop term limits; ensure expertise</li> <li>• Create committee interest form; modify bylaws as needed</li> <li>• Provide opportunities for board member development</li> <li>• Engage in team building</li> <li>• Conduct succession planning</li> </ul>	<p><u>Priority Activities</u></p> <ul style="list-style-type: none"> <li>• Review and re-assess CEOC plan to reach audiences, partners, consumers</li> <li>• Ensure compliance with licensing standards</li> <li>• Identify and engage partners to promote mission</li> <li>• Evaluate and re-assess plan</li> </ul>	<p><u>Priority Activities</u></p> <ul style="list-style-type: none"> <li>• Streamline internal business processes</li> <li>• Implement new licensing system and continuous process improvement</li> <li>• Evaluate technology activities, processes, including policy and budget issues</li> <li>• Implementation of new and enhanced technology</li> </ul>	<p><u>Priority Activities</u></p> <ul style="list-style-type: none"> <li>• Develop FY 2018—FY 2019 biennial budget with possible fee increase</li> <li>• Work to repeal social worker licensing exemption; clarify use of social work title in county agencies</li> <li>• Conduct in-depth review of Practice Act to examine relevance; licensure portability and practice mobility; and technology standards</li> </ul>
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## 2015-2018 STRATEGIC PLAN RESULTS & PERFORMANCE MEASURES

### SECTION 1: BACKGROUND & STRATEGIC PLAN GOALS

#### SECTION 1.1: BACKGROUND

As the 2015-2018 Strategic Plan reaches the conclusion of its formal life span, the purpose of this document is to:

1. Identify the Board's overarching 2015-2018 Strategic Plan Goals
2. Identify the ongoing, short-term, and long-term strategic priorities, which are further identified by priority one, two or three rankings
3. Identify actions or initiatives performed for each strategic priority
4. Identify the performance measures and results completed for each strategic priority by numeric value and graph illustration

#### SECTION 1.2: 2015-2018 STRATEGIC PLAN GOALS

**Board identified overarching goals:**

1. Review Committee Structure
2. Continue & Strengthen Strategic Communication, Education, Outreach, and Partnerships
3. Review Internal Business Processes to Effectively Leverage Resources; Conduct Cost Analysis; Create Possible Efficiencies
4. Foster Team Building
5. Define Board Approved Legislative Agenda
6. Utilize Technology to Promote Board Mission

## SECTION 1.3: ACTIVITY STATUS KEY

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*Status of strategic plan activities in the following tables and charts are color-coded by percentage complete:*

 0-25% complete	 51-75% complete	 100% complete
 26-50% complete	 76-99% complete	

## SECTION 2: ONGOING STRATEGIC PRIORITIES

### SECTION 2.1: ONGOING STRATEGIC PRIORITIES - COMPLETED

Activity – Ongoing, Priority #1	Action(s) Completed	Owner(s)	Status
<b>Maintain and enhance website and online services</b>	<ol style="list-style-type: none"> <li>1. Website content reviewed and updated on regular schedule</li> <li>2. Homepage content and downloadable forms reorganized to simplify presentation and access</li> <li>3. Cross training completed for backup staff to post and maintain website</li> <li>4. Staff completed PDF accessibility training October 2017</li> <li>5. Online service functionality refined and dynamic text improved for clarity on ongoing basis</li> <li>6. Updates to BOSW website homepage completed September 2018</li> <li>7. New online reactivation application service for expired licenses deployed October 2018</li> <li>8. New data request policies and procedures and request forms to be posted to website in January 2019</li> </ol>	Staff Leadership	<b>100%</b>
<b>Develop plan/identify state-wide conference presentations</b>	<ol style="list-style-type: none"> <li>1. New: Staff developed, produced and presented new ethical training in 2017 and presented at MSSA 2017 and St. Louis County October 2017 conference</li> <li>2. Established outreach:               <ol style="list-style-type: none"> <li>a. Exhibit - Nursing Home Social Workers</li> <li>b. Exhibit – School Social Workers</li> <li>c. Exhibit – MSSA NW Region</li> <li>d. Exhibit – DHS Age and Disability Odyssey (Duluth)</li> <li>e. Exhibit – NASW-MN Annual conference</li> <li>f. 7 CSWE MSW programs</li> <li>g. 18 CSWE BSW programs (including UW Superior)</li> <li>h. Presented NASW-MN Day at the Capitol March 2018</li> <li>i. Staffed NASW-MN annual conference June 2018</li> <li>j. Staffed MNHSWA annual conference in October 2018</li> <li>k. 2 sessions planned at NASW-MN annual conference June 2019</li> </ol> </li> </ol>	CEO & Staff	<b>100%</b>

Activity – Ongoing, Priority #1	Action(s) Completed	Owner(s)	Status
<p><b>Continue and expand outreach, engagement and partnerships with all stakeholders: government agencies; community organizations; consumers; professional associations, licensees and applicants, State Councils; Advisory Committee; MNCSWE; MSSA; Hmong SW Coalition; Cultural Providers Network; Spanish Speaking Mental Health Providers Consortium</b></p>	<ol style="list-style-type: none"> <li>1. Grandfathering Summit October 2015</li> <li>2. Supervision Presentation – MNHWSA Conference October 2015</li> <li>3. State Councils presented at May 2016 board meeting</li> <li>4. Collaborative meetings with MDH Office of Rural Health and Primary Care and workforce survey data collection/partnerships</li> <li>5. Contributed to article “Filling the Mental Health Pipeline” with MDH Office of Rural Health and Primary Care</li> <li>6. Participation continues on Steering Committee for State of Minnesota Mental Health Workforce Plan</li> <li>7. Participation continues as review for Health Professional Clinical Training Expansion Grant Program with MDH</li> <li>8. Meeting held with BOSW MMB Executive Budget Officers summer 2017</li> <li>9. Present ethics CE at MSSA Annual Conference 2017</li> <li>10. Regular collaboration with Governor’s Office Appointments Secretary</li> <li>11. MN Hmong Social Workers Coalition joins AC in October 2017</li> <li>12. Newsletter developed for MNCSWE programs in July 2017</li> <li>13. Participation in rulemaking process related to licensure of related services professionals BOT Fall 2017 and summer 2018</li> <li>14. Interview conducted with researcher regarding MN Cultural and Ethnic Minority Grants in October 2017</li> <li>15. Present ethics CE at St. Louis County Health and Human Services Conference October 2017</li> <li>16. Presented NASW Day at the Capitol March 2018</li> <li>17. GovDelivery and new Board Bulletin newsletter launched September 2018</li> <li>18. Much work in 2018 with the BOSW AC to create increased engagement, with new membership, assigning AC members to BOSW committees, assigning 2 significant BOSW strategic plan projects to the AC committee</li> </ol>	<p>CEOC &amp; Staff</p>	<p><b>100%</b></p>

## SECTION 2.2: ONGOING STRATEGIC PRIORITIES – IN PROGRESS

Activity – Ongoing, Priority #1	Action(s) Completed	Owner(s)	Status
<p><b>Ensure plain language, messaging, easily accessible information for current and new audiences in brochures, website, PowerPoint presentations, complaint resolution process information</b></p>	<ol style="list-style-type: none"> <li>1. Website text revised to ensure plain language</li> <li>2. New online services dynamic text drafted in plain language December 2016</li> <li>3. All PowerPoint presentations revised to include plain language, graphics and visuals, and videos geared to different learning styles</li> <li>4. Plan to update brochures in 2018 to incorporate new state branding and logo</li> <li>5. New letterhead designed fall 2017 to incorporate board mission in plain language</li> <li>6. All application forms, informational sheets, updated fall 2017</li> <li>7. New Board Member Orientation Materials updated</li> <li>8. CSWE Student Licensing Training power point updated for fall 2018</li> <li>9. GovDelivery service launched early September 2018</li> <li>10. New Board Bulletin quarterly newsletter published September 2018</li> <li>11. Creating new complaint reporting form to be ready in November 2018, using an enterable PDF format for easier use</li> <li>12. Creating new data request policies and procedures and request forms to be posted to website in January 2019</li> </ol>	Staff	90%
<p><b>Build relationships and educate legislators on BOSW and HLB issues mission</b></p>	<ol style="list-style-type: none"> <li>1. Meetings and testimony provided to Legislature and Legislative staff during and after 2017 session</li> <li>2. Legislators invited to 30<sup>th</sup> Anniversary event</li> <li>3. Executive Director member of HLB ED Policy Committee charged to develop and address policy and budget issues and meet with Legislators</li> <li>4. Meetings held with Legislators and testimony provided at Legislative hearings regarding HLB policy initiatives and BOSW fee increase during 2018 session</li> <li>5. Meetings to be planned in late 2018/early 2019 with legislators and staff regarding FY2020-FY2021 BOSW budget</li> <li>6. Three meetings held in January 2019 with key Legislators and ED as member of ED Policy Committee</li> </ol>	Staff Leadership & Board	75%

Activity – Ongoing, Priority #1	Action(s) Completed	Owner(s)	Status
<p><b>Team building activities:</b></p> <ul style="list-style-type: none"> <li>• Board meeting and other meetings of the organization. Include fun at Board meetings, schedule Roundtable earlier in the Board meeting; identify youth pictures; treat day and/or ethnic pot-luck lunch; “structured” conversations during lunch</li> <li>• Meet or gather outside of Board structure. Include annual gathering of Board and staff for food and drink (possibly Thursday night before Board meetings); sporting event</li> <li>• Share personal stories and information. Include café process for Board; Strength Finder 2.0; who are you, want to be, growth discussion</li> <li>• Personality test or facilitated event to learn about each other for Board and staff separately. Include facilitator places words in each corner of the room and participants move to the corner with the word that best describes him or her. As new words are revealed, people continue to move to the word that best describes them</li> </ul>	<ol style="list-style-type: none"> <li>1. Board Member Updates moved to start of Board meeting March 2017</li> <li>2. Team building exercise used at September 2017 board meeting to engage all and new members</li> <li>3. Staff “team building” team has coordinated cookie exchange, birthday recognition, summer BBQ lunch, “treat Tuesdays”</li> <li>4. Team building activities assigned to Leadership and Development Committee November 2107</li> <li>5. L&amp;D Committee developed team building exercises at board meetings 2018</li> <li>6. ED completed one-on-one meetings in January 2019 with each staff person to create opportunity for feedback, goal setting, team building, increased communication. Results will be compiled and presented to staff as 2019 staff mini-strategic plan.</li> </ol>	L&D Committee & Staff	<b>60%</b>

Activity – Ongoing, Priority #2	Action(s) Completed	Owner(s)	Status
<p><b>Continue to develop plan to reach consumers/members of public/diverse groups at conferences &amp; booths</b></p>	<ol style="list-style-type: none"> <li>1. Had vendor booth at NAMI and/or swag bag stuffer BOSW information</li> <li>2. DHS Cultural Ethnic Grant grantees</li> <li>3. Staff met with MN Hmong Social Workers Coalition regarding licensing information</li> <li>4. Had vendor booth at August 2017 Summit “Social Justice in Action: Creating Pathways to a Diverse Workforce” St. Kates/St. Thomas</li> <li>5. Had vendor booth at NAMI and/or swag bag stuffer BOSW information fall 2018</li> </ol>	CEOC & Staff	<b>65%</b>

## SECTION 3: SHORT-TERM STRATEGIC PRIORITIES (6-18 MONTHS)

### SECTION 3.1: COMPLETED SHORT-TERM STRATEGIC PRIORITIES

Activity – Short-Term, Priority #1	Action(s) Completed	Owner(s)	Status
<b>Create ad hoc committees to work on areas of strategic plan</b>	1. Reviewed strategic goals September 2015 and assigned/created workgroups committees to priorities	Executive Committee	<b>100%</b>
<b>Review committee structure; tasks, priorities, composition, and rotation</b>	1. Committee structure reviewed by Board and recommendations made October 2015	Executive Committee	<b>100%</b>
<b>Rotating (planning a strategy) board members; building capacity in new members and providing meaningful and engaging opportunities</b>	1. Review and recommendations complete October 2015	CRC & Executive Committee	<b>100%</b>
<b>Develop possible term limits for committees; make sure that expertise is available</b>	1. Bylaw changes approved by Board January 2016	Executive Committee	<b>100%</b>
<b>Create committee interest form</b>	1. Form created and in use January 2016	ED	<b>100%</b>
<b>Review and change BOSW bylaws as needed for board consideration</b>	1. Bylaws reviewed and changes approved by Board January 2016	Executive Committee & ED	<b>100%</b>
<i>FY 18-19 Appropriation</i> <b>Review CEOC Strategic Communications Plan to reassess and integrate strategies– meet after January board meeting – decision to combine Education &amp; Outreach with Partnerships</b>	1. CEOC completed assessment, prioritization, completed new CEOC strategic plan. 2. Assigned dates for other activities	CEOC & Staff	<b>100%</b>
<b>Develop and utilize an evaluation for individuals participating in BOSW sponsored activities</b>	1. Online evaluation created for GF Summit 2. Will be adapted for other events	Staff	<b>100%</b>
<b>Determine whether plan requires increased budget appropriation in FY 18-FY 19</b>	1. Change items for increased spending authority developed, submitted, and granted by Legislature for priority initiatives	CEOC & Finance & Executive Committee	<b>100%</b>
<b>Research/explore the Lean (continuous improvement) process</b>	1. Presentation by Board of Nursing staff to BOSW leadership staff and their experience with the Lean (continuous improvement) process October 2015	Staff Leadership	<b>100%</b>
<b>Convene monthly Operations Unit team meetings</b>	1. Implemented regular monthly Operations Unit team meetings	Office Manager	<b>100%</b>

Activity – Short-Term, Priority #1	Action(s) Completed	Owner(s)	Status
<i>FY 18-19 Appropriation – \$30,000 annual maintenance agreement</i> <b>Schedule and market the “go-live” for new licensing system</b>	<ol style="list-style-type: none"> <li>1. New licensing system live December 2016</li> </ol>	Staff Leadership	<b>100%</b>
<b>Development, testing, writing directions for online use, modifying paper forms, creating new correspondence templates, migration, and refinement of new licensing system</b>	<ol style="list-style-type: none"> <li>1. Data migrated from previous licensing system to new licensing system December 2016</li> <li>2. New correspondence templates and forms created and in use December 2016</li> <li>3. Necessary fixes identified upon launch of new licensing system reported to vendor December 2016</li> </ol>	Staff Leadership	<b>100%</b>
<i>FY 18-19 Appropriation – FY17 budget if mailing</i> <b>Review communication strategies/procedures to improve customer service and integrate new licensing system services, and business processes; market online login profile to access information</b>	<ol style="list-style-type: none"> <li>1. All communication strategies completed to “market” new licensing system and online services</li> <li>2. New licensing system live December 2016</li> <li>3. Analyzed business processes; created new business processes</li> </ol>	Staff Leadership	<b>100%</b>
<i>FY 18-19 Appropriation – FY18-19 budget</i> <b>Review Staff complement, skills, and resources to accomplish tasks in concert with Budget</b>	<ol style="list-style-type: none"> <li>1. Completed and new 1 FTE change item requested in FY18-FY19 budget</li> </ol>	Staff Leadership	<b>100%</b>
<b>Consider supplemental budget proposal in 2016 session</b>	<ol style="list-style-type: none"> <li>1. Determined BOSW did not meet threshold of “critical need” to submit request; Board action taken not to submit proposal January 2016</li> </ol>	L&R Committee	<b>100%</b>
<b>Develop FY 2018 – FY 2019 biennial budget with possible fee increase</b>	<ol style="list-style-type: none"> <li>1. FY18 – FY19 biennial budget preparation data was conducted by Finance Committee at public meetings in March, May, July, and September 2016</li> <li>2. FY18 – FY19 biennial budget proposal discussions occurred at public Board meetings in March, May, July, and September 2016</li> <li>3. Board voted to approve FY18 – FY19 biennial budget proposal at July 15, 2016 public Board meeting</li> </ol>	Finance Committee & Board	<b>100%</b>
<b>Abolish BOSW Legislative Task Force to coordinate all legislative work in Legislative and Rules Committee</b>	<ol style="list-style-type: none"> <li>1. Board action taken January 2016</li> </ol>	Executive Committee	<b>100%</b>
<i>FY 18-19 Appropriation</i> <b>Work on Compliance Process Review Ad Hoc Committee recommendations</b>	<ol style="list-style-type: none"> <li>1. Report completed and presented to board in March 2017</li> <li>2. Identified approximately 20 recommendations</li> <li>3. CRC to reconvene in 2019 to begin implementation of priorities</li> </ol>	CRC & Board	<b>100%</b>

Activity – Short-Term, Priority #1	Action(s) Completed	Owner(s)	Status
<b>Conduct financial analysis regarding need to invest in hardware and software – staff compliment, training</b>	1. Financial analysis and environmental scan completed for technology needs and staffing needs	Staff Leadership & MN.IT	<b>100%</b>
<b>Implement License Late Fee alternative to discipline for unlicensed practice</b>	1. License Late Fee implemented July 2015	CRC	<b>100%</b>
<p><i>FY 18-19 Appropriation – FY17 funds and FY18</i></p> <p><b>Required migration from ALIMS 2.0 to ALIMS 2.5 (BOSW licensing data base system) for new CBC program</b></p>	1. Migration completed October 2017	Staff Leadership & MN.IT & contracted vendor	<b>100%</b>

Activity – Short-Term, Priority #1	Action(s) Completed	Owner(s)	Status
<b>Implementation of fingerprint based criminal background check (CBC)</b>	<ol style="list-style-type: none"> <li>1. Developed educational campaign and identified stakeholders</li> <li>2. Provided in-depth training for BOSW Advisory Committee</li> <li>3. Provided in-depth board member CBC training March 2017</li> <li>4. Created CBC Information Sheet for publication and posted to website, provided at NASW-MN June 2017 conference, announced to MNCSWE list serve via CBC information sheet, provided at St. Louis County October 2017 conference</li> <li>5. Incorporated into BSW and MSW student presentations</li> <li>6. Identify and modify online and paper applications/materials, website information</li> <li>7. Established infrastructure and business processes</li> <li>8. 10 meetings held since May 19 board meeting with BOSW staff, CBC Program Oversight Committee, Attorney General’s Office, IT Developers</li> <li>9. Deployment from ALIMS 2.0 to ALIMS 2.5 completed July 27, 2017, to better support CBC process; specialized programming to run parallel background check process and manage historical MN BCA data</li> <li>10. Tested new CBC programming</li> <li>11. Fingerprint background checks and security training completed by staff who will access CBC data</li> <li>12. Physical and data security requirements identified and ready for implementation</li> <li>13. Drafting necessary policies and procedures</li> <li>14. Staff training to be provided by CBC Program staff</li> <li>15. MN.IT management contract signed</li> <li>16. BCA interagency agreement signed</li> <li>17. New revenue source codes established</li> <li>18. Explored legal issues &amp; board action</li> <li>19. Work closely with the HLB CBC Program Office to streamline and automate CBC business processes.</li> <li>20. Successfully tested and implemented CBC in December 2017 in online and paper application processes.</li> <li>21. Successfully tested and implemented CBC for reactivation from expired license in new online service and paper forms in November 2018.</li> <li>22. Successfully implemented CBC FBI fee increase January 1, 2019.</li> </ol>	Staff Leadership & MN.IT. & CBC Oversight Committee	<b>100%</b>

Activity – Short-Term, Priority #1	Action(s) Completed	Owner(s)	Status
<b>100% new licensing system and new scanning system</b>	<ol style="list-style-type: none"> <li>1. ALIMS 2.0 deployed December 2016</li> <li>2. ALIMS 2.5 deployed July 2017</li> <li>3. Scanning policies/procedures integrated into ALIMS complete</li> <li>4. Target date to deploy CBC mid-November 2017</li> <li>5. Deferred items: online CEP applications and online reactivations on hold</li> </ol>	Staff Leadership	<b>100%</b>
<b>Governor’s State Branding Initiative</b>	<ol style="list-style-type: none"> <li>1. Created design and submitted for approval as required</li> <li>2. Created design for new banner stand and table throw for conferences</li> <li>3. Created 30 year time line with new design</li> <li>4. Purchased new letterhead, envelopes with branding</li> <li>5. Created new staff email signature blocks, business cards</li> <li>6. Changing forms and templates with new branding</li> <li>7. Created new agency power point template with new logo</li> <li>8. Updated agency PowerPoints for student presentations, board member training, educational sessions</li> <li>9. Created new agency “thank you” cards</li> <li>10. Board members created new email signature blocks</li> <li>11. New branding incorporated into BOSW website</li> <li>12. All forms/information sheets include new branding</li> </ol>	Staff Leadership	<b>100%</b>

Activity – Short-Term, Priority #1	Action(s) Completed	Owner(s)	Status
<p><b>Technology:</b></p> <ul style="list-style-type: none"> <li>• Conduct both internal and external analysis of current use of technology hardware and software, training and support - what do we have available that we are not using</li> <li>• Research technology resources, applications, expert staffing - Talk to HLBs &amp; MN.IT &amp; ASWB – Identify needs - how do we get what we need to enhance technology</li> <li>• Collaborate with other HLBs on technology initiatives for expense/resource efficiencies</li> <li>• Analyze and build capacity for interactive board/committee video meetings; research possibility of live streaming Board meetings – collaborate with HLBs</li> </ul>	<ol style="list-style-type: none"> <li>1. Budget change item submitted October 2016</li> <li>2. Completed analysis of technology needs for consideration as FY 2017 budget capital expenditure</li> <li>3. Completed fiscal and return on investment analysis, and security standards, for technology needs</li> <li>4. Purchased new staff workstations and monitors as out of warranty and 4 Surface Pros for leadership staff who travel, present, work remotely</li> <li>5. Explored Novus Agenda as a software option for board and committee meetings access to materials</li> <li>6. Board took action not to invest in new Surface 3s for members in light of exploring Novus agenda</li> <li>7. Invested in 3 new staff printers as current printers obsolete, not compatible with new workstations</li> <li>8. Tested current MN.IT Skype for Business program for video meetings with 1 member</li> <li>9. HLB IT Governance Committee (Zacher-Pate Chair) to study and ensure capacity in shared conference rooms for video conferencing</li> <li>10. Gathering data and cost for new MN.IT solution, Web Ex, to conduct video meetings, in cooperation with other HLBs to be installed in Conference Room A &amp; Conference Room C first</li> <li>11. HLB IT Governance Committee developing HLB IT Project Management tool to better review, prioritize, and leverage HLB IT resources</li> <li>12. BOSW collaborated with other HLBs in fall of 2016 to identify shared IT projects an leverage resources through MN.IT Odyssey Program</li> <li>13. Purchased and installed new design software to create in-house, improved quality public education, marketing materials, and to comply with Governor’s new branding initiative</li> <li>14. Collaborate with other ALIMS to develop common data base platform ALIMS, including technology for new CBC program</li> <li>15. Board action January 19, 2018 to invest in laptops secured through MN.IT for board members to ensure efficient and</li> </ol>	<p>Staff Leadership &amp; MN.IT</p>	<p><b>100%</b></p>

Activity – Short-Term, Priority #1	Action(s) Completed	Owner(s)	Status
	<p>secure access to data; with capacity for interactive video meetings</p> <p>16. Held “test” Skype for Business” video meeting July 3</p> <p>17. Secured WebEx to enable greater reach and access for video meetings and webinars</p> <p>18. Secured GovDelivery subscription service to develop and push out quarterly BOSW newsletter and “news and updates” to interested parties</p> <p>19. Successful Skype for Business meetings underway for committees</p> <p>20. Training and procedures for Skype for Business meetings provided at September 21 board meeting.</p> <p>21. Utilized WebEx for AC and L&amp;R in late 2018/early 2019</p>		
<ul style="list-style-type: none"> <li>• <b>Gather data on current business processes (baseline), volume, tasks, work flow analysis, and staffing</b></li> <li>• <b>Integrate new licensing system business processes/outcomes</b></li> <li>• <b>Update policies, procedures with new business processes</b></li> <li>• <b>Train staff new licensing system, business processes, technology</b></li> </ul>	<ol style="list-style-type: none"> <li>1. Completed analysis of current business processes, (baseline), volume, tasks, work flow analysis, and staffing</li> <li>2. Integrated new licensing system business processes/outcomes</li> <li>3. Revised and updated policies, procedures with new business processes</li> <li>4. Trained staff new licensing system, business processes, technology</li> <li>5. CBC business processes, procedures, policies continually updated/enhanced</li> <li>6. Staff attended Results Based Accountability training in August 2018</li> <li>7. Created new data request policies, procedures, forms</li> <li>8. Created new professional firms policies, procedures, and forms</li> </ol>	Staff Leadership	<b>100%</b>
<p><b>Continue to develop comprehensive electronic record management and scanning system</b></p>	<ol style="list-style-type: none"> <li>1. Policies and procedures developed and implemented to scan incoming documents to new ALIMS licensing and compliance systems upon receipt.</li> <li>2. Paper licensure files no longer created</li> <li>3. Policies and procedures developed and implemented to insert faxed and emailed documents into new ALIMS system to maintain digital records and avoid printing to paper copies.</li> <li>4. Historical licensure records since 2002 95% scanned.</li> <li>5. Board member records/documents maintained electronically</li> </ol>	Staff Leadership	<b>100%</b>

## SECTION 3.2: IN-PROGRESS SHORT-TERM STRATEGIC PRIORITIES

Activity – Short-Term, Priority #1	Action(s) Completed	Owner(s)	Status
<b>Update record retention policy to integrate new paper and electronic record management processes/policies</b>	<ol style="list-style-type: none"> <li>1. Sample record retention policies gathered from other HLBs</li> <li>2. Updates made to BOSW policy</li> <li>3. Working with ED Policy Committee to create “common” records retention policy for HLBs, integrating electronic/digital records</li> <li>4. Data request policy enhancements under way to be posted to BOSW website based on guidance from the MN Data Practices Office</li> </ol>	Staff Leadership	<b>75%</b>
<i>FY 18-19 Appropriation</i> <b>Create and implement jurisprudence exam for licensees</b>	<ol style="list-style-type: none"> <li>1. Appropriation approved in FY 2018-2019 budget \$10,000 for develop and \$2,000 for yearly development</li> <li>2. Odyssey funding exists \$15,000</li> <li>3. Two ASWB Administrators exam provided as prototypes</li> <li>4. ED collaborating with other HLBs on development of “shared platform” jurisprudence exam base module; three meetings held; Statement of Work drafted</li> <li>5. Contracting underway for fall 2019 target date</li> <li>6. Plan to create online survey to solicit topic areas from staff, board members, AC members</li> <li>7. Plan to have AC test exam before deployment</li> <li>8. Demonstration of web platform from vendor in December 2018</li> <li>9. Begin development of question bank in early 2019</li> </ol>	CEOC & CRC & Staff	<b>50%</b>
<b>Produce video/educational modules for website, utilizing grandfathering licensing event content (consider close captioning)</b>	<ol style="list-style-type: none"> <li>1. Budget change item submitted October 2016</li> <li>2. Research completed on options</li> <li>3. Vendors interviewed</li> <li>4. CEOC member provided training materials for voice over power point option preferred option by CEOC</li> <li>5. Staff created first draft supervision online model</li> <li>6. Communications staff hired spring 2018</li> </ol>	CEOC & CRC & Staff	<b>30%</b>

Activity – Short-Term, Priority #2	Action(s) Completed	Owner(s)	Status
<p><b>Develop and schedule regular, detailed training on complaint resolution process, issues, scenarios, implicit bias at board meetings</b></p>	<ol style="list-style-type: none"> <li>1. Compliance and Licensing Unit Data Report presented at March 2016 board meeting covering statistics over prior 10 years.</li> <li>2. Final Report of Compliance Review Ad-Hoc Committee presented at January 2017 board meeting.</li> <li>3. In depth Board member training Contested Case Hearing Process July 2017 board meeting</li> <li>4. All new board members receive compliance process training as part of orientation following appointment.</li> <li>5. Staff completed Implicit Bias training through VLN to report back and train all staff April 2017</li> <li>6. All staff completed Implicit Bias webinar training from MDHR completed October 2017</li> <li>7. New compliance panel members trained by staff November 2018</li> </ol>	CRC & Staff	65%
<p><b>Explore creation and implementation of an online customer satisfaction survey for licensees, applicants, and individuals utilizing the complaint resolution process</b></p>	<ol style="list-style-type: none"> <li>1. CEOC identified online customer survey to be collaborative project with Advisory Committee in 2018</li> <li>2. AC to begin work in December 2018</li> <li>3. Staff implemented Snap Survey as online survey tool</li> <li>4. Sample surveys gathered via ASWB Administrators list serve</li> <li>5. Staff presented proposal to AC members at December 2018 meeting; developed plan to move forward with survey development.</li> </ol>	CEOC & Advisory Committee & Staff	65%
<p><b>Utilize technology applications successfully with existing educational activities – student presentations</b></p>	<ol style="list-style-type: none"> <li>1. First online test completed in 2015/16 with Minnesota State University.</li> <li>2. Purchased hardware; exploring software options</li> <li>3. Testing planned for video conferencing to schools</li> <li>4. WebEx secured as technology service, and initial training complete.</li> <li>5. Plan to begin WebEx BSW/MSW presentations in fall of 2019</li> </ol>	Staff Leadership & MN.IT	65%
<p><b>Explore utilization of social media to spread awareness of licensing requirements</b></p>	<ol style="list-style-type: none"> <li>1. Proposed new staff position includes marketing and communications responsibilities, including exploration of utilizing social media</li> <li>2. Implemented GovDelivery to push out newsletter, news &amp; updates, messaging</li> <li>3. Plans to explore use of social media with GovDelivery</li> </ol>	CEOC & Staff Leadership	25%

Activity – Short-Term, Priority #2	Action(s) Completed	Owner(s)	Status
<p><b>Plan annual in-person educational event for newly licensed licensees; or perhaps a “level 200 course” for newly licensed GF licensees. Explore partnering with other entities or presenting a BOSW stand-alone training.</b></p>	<ol style="list-style-type: none"> <li>1. Budget change item submitted October 2016</li> <li>2. FY 18-19 appropriation received; no event planning yet for BOSW sponsored event.</li> <li>3. Presenting 2 BOSW workshops at NASW-MN Annual conference in June 2019 for “new licensees” on license requirements and compliance.</li> </ol>	<p>CEOC &amp; Staff</p>	<p><b>10%</b></p>

## SECTION 4: LONG-TERM STRATEGIC PRIORITIES (18-36 MONTHS)

### SECTION 4.1: LONG-TERM STRATEGIC PRIORITIES – IN PROGRESS

Activity – Long-Term, Priority #1	Action(s) Completed	Owner(s)	Status
<p><b>Determine need to conduct review “deep dive” of Social Work Practice Act MS 148E and remaining MS 148D provisions to ensure: 1) relevant regulation, 2) licensure mobility, 3) create operational efficiencies where possible, 4) identify and consider potential barriers, 5) consider overall workforce issues, 6) consider possible incorporation of technology standards into Practice Act – how board regulates technology in practice</b></p>	<ol style="list-style-type: none"> <li>1. New Legislative &amp; Rules Committee appointed with target date to convene of January 2018</li> <li>2. First meeting February 2018</li> <li>3. Reference ASWB/NASW technology standards</li> <li>4. Reference ASWB Model Law</li> <li>5. Reference ASWB Mobility referendum</li> <li>6. BOSW L&amp;R Committee convened February 2018</li> <li>7. Developed work plan</li> <li>8. Began review of sections of MS 148E</li> <li>9. Three AC representatives joined committee</li> <li>10. Meeting regarding Duty to Warn issues held with MN Coalition of Licensed Social Workers in June 2018</li> <li>11. Review of statutes continues via monthly meetings</li> <li>12. Plan to invite/inform MNCSWE and AMPSW of review of licensing requirement sections in late 2018/early 2019</li> <li>13. Presented 10 draft sections for Board consideration at January 18, 2019 public Board meeting</li> </ol>	L&R & Staff	<b>50%</b>
<p><b>Work to repeal county social worker licensing exemption, including clarification of use of social work title in county agencies</b></p>	<ol style="list-style-type: none"> <li>1. Multiple efforts made in past; not successful</li> </ol>	L&R Committee & Staff Leadership & Board	<b>0%</b>

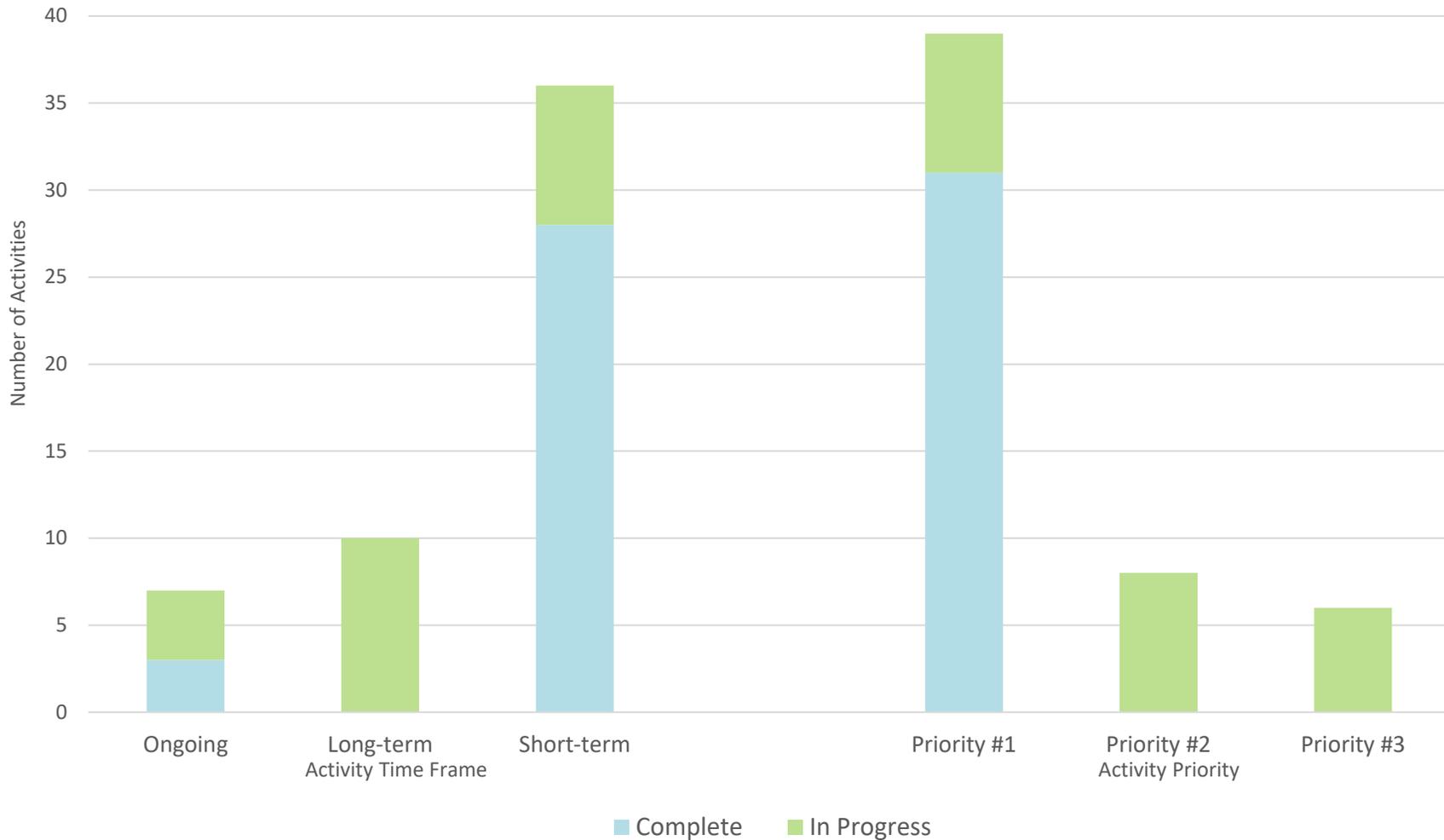
Activity – Long-Term, Priority #2	Action(s) Completed	Owner(s)	Status
<ul style="list-style-type: none"> <li>Consider possible change to MS 245.462, subd 17, “mental health practitioner” definition to include “does not preclude the need to be licensed by BOSW....”</li> <li>Board recommended sending letter to DHS</li> </ul>	<ol style="list-style-type: none"> <li>ED proposed an amendment in response to reviewing bill during 2017 session, in consultation with Legislator and bill sponsors; rejected by sponsors and author</li> <li>Meeting with DHS staff on 2/17/18 to consult as DHS is reviewing DHS rules and statute to propose revisions to create “Uniform Mental Health Services Standards”.</li> <li>BOSW staff offered input to clarify both “mental health practitioner” and “mental health professional”.</li> <li>DHS target for revisions is 2019 session.</li> <li>“Mental health practitioner” changes were enacted by Governor on May 15, 2018.</li> </ol>	CRC & L&R	75%
Conduct Lean (continuous improvement) event with MN Office of Continuous Improvement with a focus on operations	<ol style="list-style-type: none"> <li>Postponed until 2018 due to assessment and creation of new operations and business processes based on ALIMIS</li> </ol>	Staff Leadership	5%

Activity – Long-Term, Priority #3	Action(s) Completed	Owner(s)	Status
Collaborate with health licensing boards to participate at Minnesota State Fair	<ol style="list-style-type: none"> <li>Invitation received by MN State Advisory Council and NAMI for BOSW and other agencies to partner to host “Mental Health Day at the State Fair” on August 27, 2018; refer invitation to CEOC</li> <li>CEOC determined to decline event for summer 2018 due to cost</li> </ol>	CRC & CEOC	75%
Create a plan to meet with 1 or 2 non-profit/consumer organizations per year – large and small and regional-consortium on disabilities	<ol style="list-style-type: none"> <li>No action to date</li> </ol>	CEOC & Staff & board members	30%
Place advertising/public service announcement geared toward consumers and licensees in non-profits and county agencies and agencies across the state employing social workers	<ol style="list-style-type: none"> <li>GovDelivery notification service implemented for all interested subscribers, including stakeholders and members of public.</li> <li>No other specific initiatives to date</li> </ol>	CRC & CEOC & Staff & Board members	25%
Hold Board meeting (or Committee meetings) in Greater MN via technology	<ol style="list-style-type: none"> <li>Board determined to pilot WebEx utilization rather than travel hold meetings for cost savings and increased access</li> </ol>	Executive Committee	25%
Community Service Project with Board and Staff	<ol style="list-style-type: none"> <li>Staff organize and participate in annual holiday charitable drives</li> </ol>	L&D Committee	25%

Activity – Long-Term, Priority #3	Action(s) Completed	Owner(s)	Status
Create in-person contacts/events with consumers - radio public services announcement/interview/media outlet (in-person or technological?)	1. No action to date	CEOC & Staff	0%

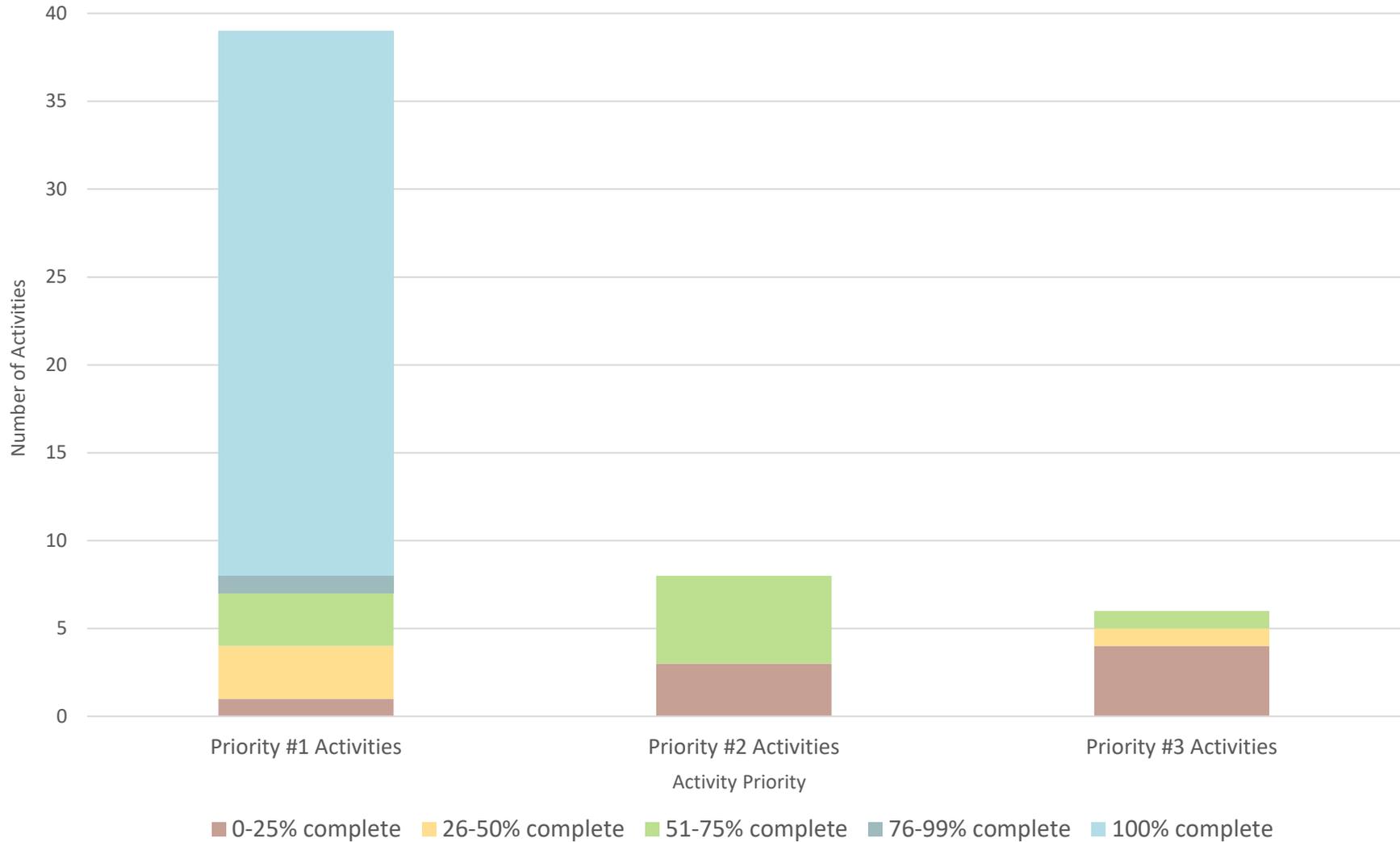
## STRATEGIC PLAN ACTIVITIES: COMPLETED VS. IN PROGRESS

*This chart shows comparison of overall strategic plan activities which are completed versus in progress, grouped by both activity time frame and activity priority.*



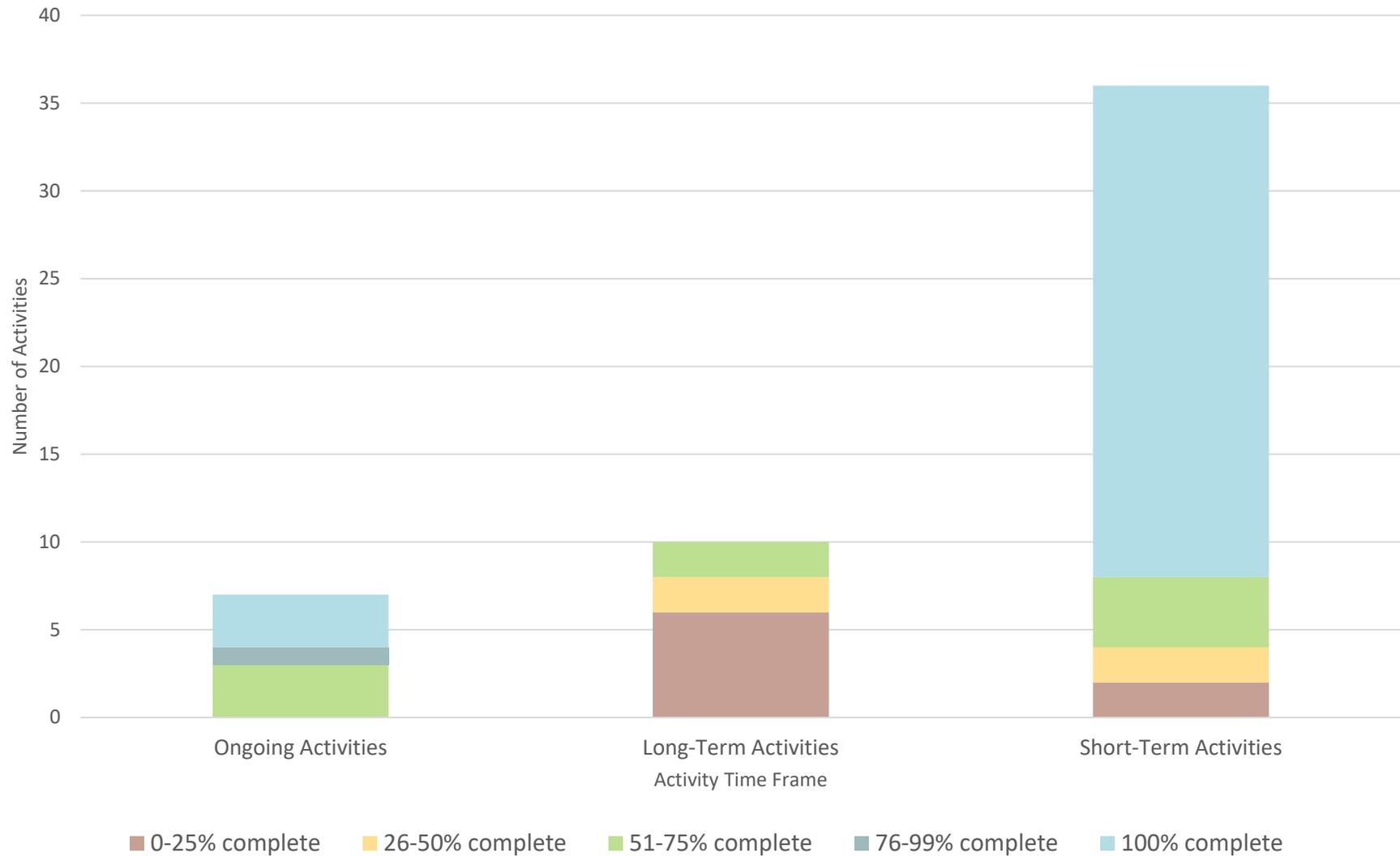
## STATUS (PERCENTAGE COMPLETE) BY STRATEGIC PLAN ACTIVITY PRIORITY

*This chart shows the measure of completion of strategic plan activities, grouped by activity priority.*



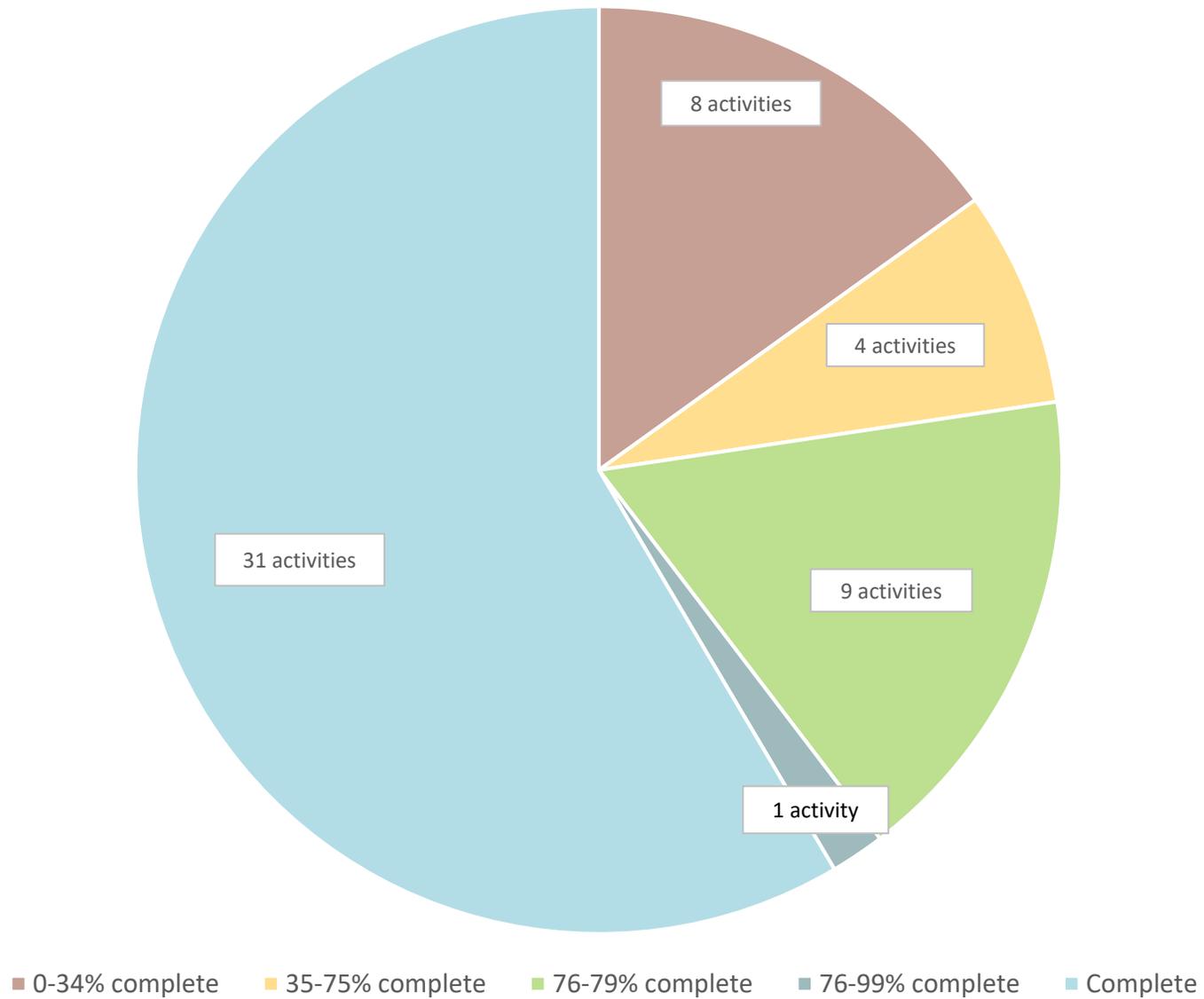
## STATUS (PERCENTAGE COMPLETE) BY STRATEGIC PLAN ACTIVITY TIME FRAME

*This chart shows the measure of completion of strategic plan activities, grouped by activity time frame.*



## STATUS OF STRATEGIC PLAN ACTIVITIES

This chart shows the number of strategic plan activities, grouped by measure of completion.



## SECTION 6: ABBREVIATION KEY

The purpose of this section is to provide definition of the abbreviations used throughout this document.

Abbreviation	Definition
AC	Advisory Committee
ALIMS	Automated Licensing & Disciplinary Management System (current licensing system)
AMPSW	Association of Macro Practice Social Workers
ASWB	Association of Social Work Boards
BCA	Minnesota Bureau of Criminal Apprehension
BOSW/Board	Minnesota Board of Social Work
BSW	Bachelors of Social Work
CBC	Criminal Background Check
CE	Continuing Education
CEOC	Communication, Education, & Outreach Committee
CEP	Continuing Education Provider
CRC	Complaint Review Ad-Hoc Committee
CSWE	Council on Social Work Education
DHS	Minnesota Department of Human Services
ED	Executive Director
FY	Fiscal Year
HLB	Health Licensing Board
L&D	Leadership and Development Committee
L&R	Legislation and Rules Committee
LGSW	Licensed Graduate Social Worker
LICSW	Licensed Independent Clinical Social Worker
LISW	Licensed Independent Social Worker
LSW	License Social Worker
MDH	Minnesota Department of Health
MMB	Minnesota Management & Budget

Abbreviation	Definition
MN	Minnesota
MN.IT	Minnesota IT Services
MNCSWE	Minnesota Conference on Social Work Education
MNHSWA	Minnesota Nursing Home Social Workers Association
MS	Minnesota Statutes
MSSA	Minnesota Social Service Association
MSW	Masters of Social Work
NAMI	National Alliance on Mental Illness
NASW	National Association of Social Workers
SW	Social Work[er]

## APPENDIX A

### MINNESOTA MANAGEMENT ANALYSIS & DEVELOPMENT STRATEGIC PLANNING REPORT

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The following report was compiled by the Minnesota Management Analysis & Development (MAD), Minnesota government in-house, fee-for-service management consulting group. The Board elected to contract with MAD in early summer of 2015, to coordinate and conduct the strategic planning process, timelines, and goals for a new strategic plan.

The MAD report findings and action plan are based on the results of a formal planning survey developed to inform the strategic planning event as well as a formal strategic planning event facilitated by MAD staff at the September 18, 2015 Board meeting with Board members and staff leadership participating.



Management  
Analysis  
& Development

# **Board of Social Work Strategic Planning**

**Fall/Winter 2015/2016**

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For more information or copies of this report, contact the **Client Department**.

## **Management Analysis & Development**

Management Analysis & Development is Minnesota government's in-house fee-for-service management consulting group. We are in our 31<sup>st</sup> year of helping public managers increase their organization's effectiveness and efficiency. We provide quality management consultation services to local, regional, state and federal government agencies and public institutions

## **Alternative Formats**

Upon request, this document can be made available in alternative formats by calling (651) 259-3800.

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## Background on the Board of Social Work

The fifteen member Board of Social Work (Board) is an agency of the State of Minnesota. Its primary responsibility and obligation is to protect the public by regulating the practice of social work. The Board protects the public by ensuring that all persons licensed as social workers meet a minimum set of standards and by investigating and resolving complaints against social workers and their practice.

## Purpose and Process for Strategic Planning

The Board's Strategic Plan is one tool that will be used to set the strategic direction for the Board's work. The plan's primary purpose is to help the Board do a better job of focusing its energy and ensuring all are working toward shared goals. The actions outlined in the plan shape and guide the Board. The planning process raises a sequence of questions that helps the Board examine experience, test assumptions, gather and incorporate information about the present, and anticipate the environment in which the Board will be working in the future.

Management Analysis & Development (MAD) of Minnesota Management & Budget led the Board of Social Work through a process that discussed the current situation of the Board, articulated a set of goals for the Board, reviewed and discussed barriers to those goals, and developed strategies to realize those goals.

## Mission

A mission statement is a declaration of an organization's core purpose. It answers the questions *What do we do? For whom? To what end?* A mission statement forms the boundaries for the operation of an organization. The Board reviewed its current mission statement as follows:

**"To ensure to the residents of Minnesota quality social work services by establishing and enforcing professional standards."**

# Planning Survey

The Board conducted a 20 scalable and three open-ended question survey of Board members, staff, and Advisory Committee members. The results of the scalable questions and a summary of common themes from the open-ended questions is attached in Appendix A.

The Board reviewed the survey results and held a discussion on what they needed to remember from the survey as they conducted the strategic planning exercise. The items they identified included:

- Review and update statutes
- Don't solve issues that are not problems
- Define key terms used, example – "engagement"
- Need to conduct a customer satisfaction survey
- BOSW has a strong foundation
- Define what we mean by diversity
- The Board is in a good position to start its planning work
- Need to address staff's concerns, workload
- Include planning for transition(s)
- Develop a plan and schedule for rotation of members on committees
- Consider the capacity of what we can do, do we have the resources?
- Use technology to help prepare for the future, mobility
- Allow for and work with the give and take between board and staff

## Goals

Goals become the bridge to turn an organization's mission and values into reality. Goals help it look ahead and move in a unified direction. Goals need to be flexible because of their long-range focus and because the environment in which an organization operates may change.

In developing their goals, the Board responded to three questions:

1. *In the next three to five years, what does the Board want to accomplish?*
2. *What will it look like?*
3. *How will it operate?*

The members individually responded to these questions. The responses were reviewed, discussed, and grouped into common themes. The themes were then developed into the following strategic goal statements:

February 22, 2016

- **Streamline organizational structures and processes**
- **Strategic partnership development**
- **Ongoing proactive statutory review**
- **Eliminate county exemptions**
- **Strategically expand education and outreach**
- **Systematic leadership development**
- **Consistent ethical process for complaint investigation and resolution**
- **Define measures and tools to assess the Board's effectiveness**

[See table on next page for details.]

**Minnesota Board of Social Work – Strategic Planning – 2015  
GOALS CHART**

**Develop Board Goals:** *In the next three to five years, what does the Board want to accomplish? What will it take to accomplish these goals?*

<b>Streamline organizational structures and processes</b>	<b>Strategic partnership development</b>	<b>Ongoing proactive statutory review</b>	<b>Eliminate county exemptions</b>	<b>Strategically expand education and outreach</b>	<b>Develop</b>
<ul style="list-style-type: none"> <li>Enhanced operations; analysis of current operations and use of technology</li> <li>Efficient effective organization</li> <li>Reduce paper</li> <li>Necessary level staffing and composition</li> <li>Efficient, consistent, compliance</li> <li>Streamline organizational processes</li> </ul>	<ul style="list-style-type: none"> <li>Increase positive interactions with licensees; such as educational opportunities, promoting resources, promote statutes – read the laws</li> <li>Transparent available information;</li> <li>Technology rival issues</li> <li>Statewide awareness: agencies, licensees, consumers, legislators</li> <li>Statewide intentional partnership development</li> </ul>	<ul style="list-style-type: none"> <li>Proactive leader in regulation</li> <li>Jurisprudence exam</li> <li>Modernize statutes; eliminate references to US mail, incorporate new technology</li> <li>Create relevant regulations; 1) eliminate county exemptions, 2) deep dive in statute, 3) mobility</li> <li>Continued legislation advocacy</li> <li>Review statutes</li> <li>Mobility regulation</li> <li>Establish mobility standards</li> </ul>	<ul style="list-style-type: none"> <li>License all social workers</li> <li>Resolution on county exemptions</li> <li>County licensure</li> <li>License county social workers</li> </ul>	<ul style="list-style-type: none"> <li>Responsive diverse engagement; use knowledge and experience, grandfathering example with training, voice in Greater Minnesota, more and better ways to provide information, licensees more informed</li> <li>Diverse integrated community; both board and staff, rural and urban</li> <li>Informed reflective and reflected communities</li> <li>Jurisprudence exam</li> <li>Outreach; more outreach to diverse communities especially rural communities</li> </ul>	<ul style="list-style-type: none"> <li>Develop</li> <li>pl</li> <li>bc</li> <li>co</li> <li>Bo</li> <li>re</li> <li>Pr</li> <li>pr</li> <li>St</li> <li>re</li> <li>In</li> <li>tra</li> <li>sta</li> <li>Ba</li> <li>ex</li> <li>m</li> <li>Cr</li> <li>lev</li> <li>fo</li> <li>ca</li> <li>de</li> <li>su</li> <li>tra</li> <li>ro</li> <li>bu</li> <li>Sy</li> <li>to</li> <li>ar</li> </ul>

## Reality Check

“Issues” can block goals from being reached and “aids” can assist in reaching goals. These issues and aids are a “reality check” for an organization as they work on developing strategies. The issues and aids identified by the Board will help it create realistic, effective strategies to meet their goals.

**Issues: What are the forces challenging the Board's ability to achieve its goals? What are the barriers to those goals?**

- \*Not enough resources to do the work required; time and money
  - \*Resistance to change; challenge of learning new technology
  - \*Ensure clear and open communication between Board and staff and between Board members
  - \*Political and policy shifts; changes in legislation governing Board; union opposition and support of some Board efforts
  - \*Public not fully informed of what Board does; misinformation; public not hearing the whole story
  - Board structure and process; only a meeting every two months
  - Need for more outreach to social workers
  - Social worker and social work does not have an advocate
  - Lack of opportunities for Board members to learn the issues, engage new members, and develop Board expertise
  - Bias or not understanding the need for licensure of social workers
  - County employment structure
  - Naiveté of student and employers on value of social work and what it can/cannot do
  - Urban legends
  - Media not reporting the whole story
- \*Identified by Board as key barriers to address*

**Aids: What are the forces assisting the organization's ability to achieve its goals?**

- \*Existing Board and organization leadership
- \*New legislative partnerships
- \*Public awareness of the issue facing social work
- Some counties are already requiring licensing of social workers
- Students are seeking licensure on their own
- Board is in agreement on county licensure issue
- Board has disagreements on some items which brings about a robust discussion and a better solution
- Board and staff have taken time to focus on and discuss succession and structure
- Current practice and workforce issues are driving the need for mobility standards
- The profession is growing; an increase in the number of social workers in Minnesota
- The Board has clear mission and values
- Working on improving technology; i.e. new licensing system

*\*Identified by Board as key assists*

## Strategies

Strategies are a pattern of actions, policies, decisions or resources that are developed to achieve the goals or address a “reality check” item. They will define what the Board is, what it does, and why it does it. The Board developed strategies based on the following question: *What needs to be done (actions) over the next 6 to 18 months to make (start to make) the goals a reality?* The process was similar to developing goals in that the Board members individually responded to the question, grouped their responses into common themes, and developed strategies from those themes. The Board members then prioritized those strategies:

- **Review Committee Structure** – Highest Priority,
  - Assigned to Executive Committee to develop actions
- **Expand Education and Outreach** – Top Priority, Currently underway
  - Assigned to CEOC to develop actions
- **Develop and Strengthen Strategic Partnerships** – Top Priority, Currently underway
  - Assigned to CEOC to develop actions
- **Develop Structure for Action** – Top Priority
  - Assigned to Executive Committee to develop actions
- **Review of Internal Business Processes** – Top Priority
  - Assigned to staff leadership to develop actions
- **Team Building** – Secondary priority
  - Assigned to Larene, Susan, and Megan to develop actions
- **Board Approved Strategic Legislative Agenda** – Secondary priority
  - Assigned to Legislative and Rules Committee to develop actions
- **Needs Assessment of Stakeholders** – Priority
  - Assigned to CEOC to develop actions

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- **Use technology to enhance: education and outreach, internal operations, and regulatory practice** – Priority
  - Assigned to staff leadership and Ken to develop actions

[See table on next page for details.]

**Minnesota Board of Social Work – Strategic Planning 2015  
STRATEGIES CHART**

September 18, 2015 – Part 1

**Strategy development:** *What needs to be done (actions) over the next 6 to 18 months to make (start to make) the goals (see below) a reality?*

<b>Review Committee Structure</b>	<b>Expand Education and Outreach</b>	<b>Develop and Strengthen Strategic Partnerships</b>	<b>Develop Structure for Action</b>	<b>Review of Internal Business Processes</b>
<b>Highest Priority Executive Committee</b>	<b>Top Priority Currently underway</b>	<b>Top priority Currently underway</b>	<b>Top Priority</b>	<b>Top priority</b>
Develop actions: Executive Committee – project underway	Develop actions: CEOC	Develop actions: CEOC	Develop actions: Executive Committee	Develop actions: Staff leadership
<ul style="list-style-type: none"> <li>Review committee structure; tasks, priorities, composition, and rotation</li> <li>Rotating (planning a strategy) board members; building capacity in new members and providing meaningful and engaging opportunities</li> <li>Develop possible term limits for committees; make sure that expertise is available</li> <li>Create ad hoc committees to work on pieces of strategic plan</li> </ul>	<ul style="list-style-type: none"> <li>Education and outreach; communication; establish 6-18 month plan on increasing outreach and present efforts; clarify online – independent study – criteria</li> <li>Staff and Board member liaison for outreach</li> <li>Strategy for outreach, plan developed, reviewed, intentional outreach; renew CEOC goals; has anything changed?</li> </ul>	<ul style="list-style-type: none"> <li>Identify stakeholders for strategic partnerships</li> <li>Expand partnerships with existing associations and organizations</li> <li>Develop key partnerships</li> <li>Enlist professional associations for help</li> <li>Following through with previous goal to meaningfully connect with the Councils of Color</li> </ul>	<ul style="list-style-type: none"> <li>Put timelines on Action Plans; prioritize</li> <li>Identify current projects in process and estimate completion time</li> <li>Review current and strategic plan task workload</li> <li>Identify primary areas; sequence</li> </ul>	<ul style="list-style-type: none"> <li>Board staff review of internal processes; internal workflow</li> <li>Staff retreat with Board support for – internal analysis to explore operational process with report by staff to Board; close Board office to do it</li> <li>Staff LEAN-in event; analysis of process and operations; dedicated time to do</li> <li>Conduct LEAN exercise for business operations</li> <li>Research other Boards and states application and renewal process</li> </ul>

**Minnesota Board of Social Work – Strategic Planning 2015  
STRATEGIES CHART**

September 18, 2015 – Part 2

**Strategy development:** *What needs to be done (actions) over the next 6 to 18 months to make (start to make) the goals (see below) a reality?*

<b>Team Building</b>	<b>Board Approved Strategic Legislative Agenda</b>	<b>Needs Assessment of Stakeholders</b>	<b>Use technology to enhance: education and outreach, internal operations, and regulatory practice</b>
<b>Secondary priority</b>	<b>Second Priority</b>	<b>Priority</b>	<b>Priority</b>
<b>Develop actions: Larene, Susan, Megan</b>	<b>Develop actions: Legislative and Rules</b>	<b>Develop actions: CEO/C</b>	<b>Develop actions: Staff Leadership and Ken</b>
<ul style="list-style-type: none"> <li>• Team building development for Board and staff</li> <li>• Team building exercise to improve communication for Board and staff</li> </ul>	<ul style="list-style-type: none"> <li>• Begin review of statutes</li> <li>• Create (reactivate) legislative task force</li> <li>• Board to legislature on strategic planning priorities by 3/16</li> <li>• Board prioritize message to be brought to individual legislators by 2/16</li> <li>• Build relations with legislators</li> </ul>	<ul style="list-style-type: none"> <li>• Survey – customer satisfaction survey; needs assessment; public, employers, licensees; complaint</li> <li>• Conduct a needs assessment of licensees to get an idea of their needs</li> <li>• Develop survey of licensee Board priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Utilize technology with existing educational activities</li> <li>• Live streaming Board meetings</li> <li>• Embracing new technology for efficiency and effective outreach</li> <li>• Create Webinars</li> <li>• Spread awareness of licensing requirements through social media</li> </ul>

## Action Plans

Action plans outline individual, specific actions that, when taken together, serve to implement a strategy. They become the sequential steps that move an organization forward. The action plans identify the key activities, a time frame for those activities, who is responsible, any additional resources needed, and ways to measure if the activity is effective.

The Executive Committee was charged to “Develop a Structure for Action” as a “top priority” strategy. The Committee met on February 22, 2016 with the following goals:

1. Develop structure for action
2. Review, consolidate, prioritize activities worksheets
3. Develop draft final strategic plan recommendations for consideration and action by board at march 18 board meeting

The Committee reviewed the work to date and developed the following five, high level action plans, from the seven draft activities worksheets as a method to prioritize the strategy areas. Some of the strategies identified in the report were combined to create more workable strategy areas. Work plans can follow to carry out the identified tasks in the draft activities worksheets as determined necessary. See the following pages.

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## Board of Social Work

### ACTIVITIES WORKSHEET

#### STRATEGY: Build Capacity and Meaningful Opportunities to Engage Board Members

Key activities of the strategy	Time-frame		Owner(s)	Resources/Tools	Measures
	start	end			
1. Review committee structure; tasks, priorities, composition, and rotation		10/15	Exec. Comm.		
2. Rotating (planning a strategy) board members; building capacity in new members and providing meaningful and engaging opportunities		1/16	Exec. Comm.		
3. Develop possible term limits for committees; make sure that expertise is available		1/16	Exec. Comm.		
4. Create ad hoc committees to work on pieces of strategic plan					
5. Create committee interest form		1/16	Exec. Comm./ED		
6. Review and change BOSW bylaws as needed for board consideration		1/16	Exec. Comm./ED		
7. Evaluation		1/17	Exec. Comm./ED		

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## Board of Social Work ACTIVITIES WORKSHEET

### STRATEGY: Continue and Strengthen Strategic Communication, Education, Outreach, and Partnerships

#### Areas of Focus: Greater Compliance for public good

Audience: licensed professionals and applicants and students	Partners: professional organizations, educators, state councils, state agencies	Consumers: public that has contact with Board and contact with a licensed professional
Board's mission of public protection <ul style="list-style-type: none"> <li>Communication and education and outreach to ensure compliance</li> <li>Compliance with standards of practice</li> </ul>		

Key activities of the strategy	Time-frame <i>start end</i>	Owner(s)	Resources/Tools	Measures
1. Review and reassess CEOC plan	By May 2016	CEOC		
2. Identify and engage partners to help fulfill mission	By March 2016 and on going	CEOC		
3. Evaluation of communication, education and outreach plan	May 2017	CEOC		
4. Re-assess items in communication, education and outreach plan	Fall 2017	CEOC		

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## Board of Social Work

### ACTIVITIES WORKSHEET

**STRATEGY: Utilize Technology to Promote Board Mission**

**Part 1: Improve internal Business Processes**

Key activities of the strategy	Time-frame <i>start end</i>	Owner(s)	Resources/Tools	Measures
1. Complete implementation of ALIMS	July 2016	Contractor, MNIT, Staff		
2. Develop and implement LEAN process	Start July 2016	Kate, staff		
3. Review and update work process, based on ALIMS implementation, to make more efficient	Fall 2016	Staff		
4. Evaluation of technology (ALIMS) activities, process, and policy a. Raise policy and budget issues to Board as necessary	January 2017	Staff, MNIT		

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# Board of Social Work

## ACTIVITIES WORKSHEET

**STRATEGY: Utilize Technology to Promote Board Mission**      **Part 2: Greater efficiency and access through technology**

Key activities of the strategy	Time-frame <i>start end</i>	Owner(s)	Resources/Tools	Measures
1. Conduct analysis of current use of technology hardware and software, training and support - both internal and external – what do we have available that we are not using	Spring 2017	Staff	Ken Middlebrooks	
2. Research technology resources, applications, expert staffing - Talk to HLBs & MN.IT & ASWB – identify needs - how do we get what we need to enhance technology – receive approval from MN.IT	Spring 2017	Staff and MN.IT		
3. Develop a list of system options: what it does/outcome and cost (determine cost by summer 2016 for FY 18-19 budget	Summer 2017	Staff and MN.IT		
4. Board identifies and prioritizes outcomes from technology enhancements	Summer 2017	Board		
5. Selection of matched outcomes (between 3 & 4)	Fall 2017	Board and staff		
6. Implementation of new/enhanced technology	Late 2017 - 2018	Staff and MN.IT		
7. Training on technology for use	2018	staff		

## Board of Social Work

### ACTIVITIES WORKSHEET

**STRATEGY: Board Approved Legislative Agenda**

Key activities of the strategy	Time-frame <i>start end</i>	Owner(s)	Resources/Tools	Measures
1. Develop FY 2018 – FY 2019 biennial budget with possible fee increase	By May 2017	ED, Finance Committee	MMB instructions; ASU participation & ED and OM dedicated time; Finance Committee and Board input and approval	Forecast and budget analysis completed by deadline; MMB reports complete; legislative testimony and enactment for successful passage
2. Work to repeal social worker licensing exemption, including clarification of use of social work title in county agencies		L& R Committee/ ED		
3. Determine need to conduct review “deep dive” of Social Work Practice Act MS 148E and remaining MS 148D provisions to ensure: 1) relevant regulation, 2) licensure mobility, 3) possible incorporation of technology standards into Practice Act – how board regulates technology in practice		L & R Committee/ ED/Regulations Analyst	AGO consultation; extensive meeting time; legislative support	

## APPENDIX A

### Board of Social Work Open Ended Survey Responses - 2015

#### Major Themes

{Themed items under questions are in no particular order. Italicized items are comments from survey.}

#### What are the top three priorities the Board should address in its 2015 strategic plan?

- **Embracing and expanding diversity**
  - *Increase engagement with ethnically diverse licensees*
  - *Focus on communities of color more closely*
  - *Supporting diversity*
- **Licensing of county social workers**
  - *Licensing of county social workers for public protection and title protection*
  - *Expanding licensure to counties. Public and client confusion results when licensure is not universal.*
  - *All social workers practicing in the State of Minnesota should be licensed.*
- **Education and outreach**
  - *Continue education/outreach/partnerships*
  - With Public
    - *Providing more education to the public*
    - *Education of general public on the role of the Board. I believe much of the public has no idea the Board even exists.*
  - With Social workers
    - *More sharing of resources to SWs to help them in their practice such as sharing CEU opportunities.*
    - *Continue strong education efforts to MN social work students by the BOSW regarding licensing.*
    - *Education of grandfathered social workers*
- **Additional themes**
  - *Social worker mobility: explore needs and strategies around mobility - essential to meet demands of public protection, ensuring standards, access to qualified professionals, market needs, legislative and policy maker goals*

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- Addressing issues related to board and employee turnover: *succession plans for existing Board and staff and new members being given growth and development opportunities*
- Streamline/efficiency and transparency: *re-evaluating the compliance process for more efficiency and transparency; streamlining requirements*
- Improved use of/standards for technology in practice: *The amount of work at the Board only continues to increase and some portions of the statute prevent the Board from utilizing new technologies, such as emailing renewal notices. Board processes are far too paper reliant and this wastes vital resources.*
- Develop juris prudence exam: *this would help ensure that licensed social workers have a basic knowledge and understanding of the statute/laws*

### **What are three strengths of the Board?**

- **Diversity**
  - *Broad diversity of skills, experience, and scope of practice on the Board*
  - *Diverse backgrounds of SWs*
  - *Diversity*
- **Knowledgeable committed Board and staff**
  - *Committed Board members and staff*
  - *Knowledgeable members; High quality, effective staff*
  - *Commitment of staff and board to agency mission, goals, outcomes - sets foundation*
- **Leadership**
  - *Strong leadership*
  - *Excellent Leadership by Board Executive Staff, e.g. budget management, staff management, legislative engagement, professional engagement*
  - *Strong leadership - respect in the political arena and at ASWB*
- **Additional themes**
  - *Responsive, transparent, professional*
  - *Respect for colleagues*

### **What are three weaknesses of the Board?**

- **Improve engagement of Board members**
  - *Not enough vacancies on other committees for others the serve*
  - *Need to effectively engage all board members*
  - *Need for all board members to have a greater understanding of the compliance/discipline process - case analysis process*
- **Insufficient resources, workload**

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- *Limited resources to meet all needs, goals, aspirations, improvements; The board is not good at setting realistic priorities for staff*
- *Not enough monetary or staffing resources to effectively handle the volume of work creating burnout and increasing turnover.*
- *Resources are limited - and with staff turnover it seems we are often just putting out fires.*
- **Better engage/interact with public**
  - *Limited exposure to broad groups of licensees; i.e., most licensees have little cause to interact with the BOSW except for Licensure/Renewals.*
  - *Communicating with employers about licensing; lack of connection with the public*
  - *The board exists ultimately for the general public. The board is not for the staff neither board/committee members. There should be more events to engage the general public.*
- **Additional themes**
  - *Marketing; reaching non-licensed workers*
  - *Need to regularly look at processes and statutory requirements in effort to streamline/create efficiency where possible*