



STATE OF NEVADA
BOARD OF EXAMINERS FOR SOCIAL WORKERS
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Strategic Plan Framework

Communication and Public Relations

Critical Issue: BESW would like to improve its relationships with licensees, external partners, and other stakeholders, and be perceived as responsive, easy to work with, collaborative, and fair.

Goal 1. By 2023 BESW will achieve a 75% satisfaction rating from licensees.

Lead

Board Member: Stefaine Maplethorpe; Staff Member: Sandy Lowery

Strategy 1.1: Conduct stakeholder engagement sessions with all constituencies regarding changes to BESW and 2019 Legislative Sessions

Action

- 1.1.1 Develop strategy to engage stakeholders in Southern and Rural Nevada.
- 1.1.2 Create feedback mechanisms to allow for two-way communication between BESW and SWs throughout the state.
- 1.1.3 Develop and adopt a scope of practice matrix for Nevada.
- 1.1.4 Update and implement the website as a communication option for effective communication.
- 1.1.5 BESW will work collaboratively with the Office of the Governor to ensure fundamental standards are understood and able to be implemented.

Strategy 1.2: Implement systems to create an effective feedback loop about complaints and satisfaction

Action

- 1.2.1 Engage with DPBH leadership to ensure a streamlined system exists with between the Behavioral Health Commission and BESW in regard to grievances.
- 1.2.2 Create workgroup to create satisfaction survey.
- 1.2.3 Execute online satisfaction surveys as part of the licensing process.
- 1.2.4 Establish baseline satisfaction rating from licensees.
- 1.2.5 Workgroup to review satisfaction rating results and make recommendations to the board.

Operations

Critical Issue: BESW operations need to be more streamlined, modernized, efficient, and user friendly.

Goal 2.A. By 2021 BESW will have online licensing and renewals.

Lead

Board Member: Stefaine Maplethorpe; Staff Member: Sandy Lowery

Goal 2.B. By 2023 BESW will have transferred all appropriate documents from paper to digital formats.

Lead

Board Member: Susan Nielsen; Staff Member: Sandy Lowery

Strategy 2.1: Work through and archive all paper files as appropriate.

Action

2.1.1 Identify records that can archived or destroyed based on the State of Nevada record retention policy.

2.1.2 Archive records eligible as allowed by the record retention policy.

2.1.3 Destroy records eligible as allowed by the record retention policy.

Strategy 2.2: Move to computer-based systems as the baseline for documentation for BESW operations.

Action

2.2.1 Digitize any document that does not need to be maintained as paper as determined by the record retention policy.

Strategy 2.3: Implement technological solutions to promote data gathering, retention, and sharing.

Action

2.3.1 Beta test new online licensing records system.

2.3.2 Ensure accuracy of the online licensing records system.

2.3.3 Implement the online licensing records system.

Goal 3. By 2022 BESW will have all policies and procedures in place.

Lead

Board Member: Monique Harris; Staff Member: Karen Oppenlander

Strategy 3.1: Implement a solution-oriented customer service approach throughout the office.

Action

3.1.1 Engage and encourage staff in identifying solutions.

3.1.2 Train and support staff in principles of solution-oriented customer service.

Strategy 3.2: Ensure up to date, accurate policies and procedures.

Action

3.2.1 Evaluate policies and procedures to address compensation and performance of board staff.

3.2.2 Review and revise human resource policies and procedures.

3.2.3 Review and revise financial policies and procedures.

3.2.4 Review and revise programmatic policies and procedures (CEUs, applications, renewals, internships, etc.)

Strategy 3.3: Develop policies and procedures for management of data.

Action

3.3.1 Develop policies and procedures.

3.3.2 Train staff on procedures.

3.3.3 Update policies as needed.

Strategy 3.4: Implement Board and staff training.

Action

3.4.1 Define and complete Board training as required by AB457.

3.4.2 Identify and schedule other trainings for the Board.

3.4.3 Contact the Department of Human Resource Management to identify training opportunities for the staff.

3.4.4 Identify and schedule training for the staff annually based on requirements and needs.

Disciplinary Function of the Board

Critical Issue: BESW will ensure appropriate, timely processing of complaints against licensees.

Goal 4.A. By 2020 BESW will process new complaints against licensees per NRS and NAC.

Lead

Board Member: Vikki Erickson; Staff Member: Karen Oppenlander

Goal 4.B. By 2019 BESW will clear 75% of backlogged disciplinary cases prior to January 1, 2018.

Lead

Board Member: Vikki Erickson; Staff Member: Karen Oppenlander

Strategy 4.1: Ensure understanding in making the threshold determination for when an investigation will go forward.

Action

4.1.1 Work with the Office of the Attorney General to determine the process to dismiss disciplinary cases as appropriate.

Strategy 4.2: Ensure internal compliance with existing NRS and NAC related to disciplinary action.

Action

4.2.1 Determine resources needed to ensure internal compliance.

4.2.2 Secure resources to execute internal compliance.

4.2.3 Implement internal compliance practices.

Strategy 4.3: Evaluate NRS and NAC for changes to improve the disciplinary process.

Action

4.3.1 Work with the Office of the Attorney General to evaluate existing law and policies related to discipline and the ability to adopt a disciplinary statute of limitations.

4.3.2 Identify NAC changes needed related to the process to dismiss disciplinary cases as appropriate.

4.3.3 Research best practices for disciplinary action in other states.

4.3.4 Evaluate NRS and NAC to determine whether changes to requirements of DAG review are required for case dismissals.

Financial Positioning

Critical Issue: BESW needs to strengthen accounting practices and ensure financial sustainability.

Goal 5.A. By 2019 BESW will convert to an accrual-based accounting system.

Lead

Board Member: Susan Nielsen; Staff Member: Sandy Lowery

Goal 5.B. By 2023 BESW will have 5 months of operating funds in reserve.

Lead

Board Member: Monique Harris; Staff Member: Karen Oppenlander

Strategy 5.1: Set up an accrual-based system for accounting.

Action

- 5.1.1 Work with current auditor to transition existing accounting system to accrual-based system.
- 5.1.2 Generate quarterly cash flow reports to demonstrate accountability to internal and external stakeholders.
- 5.1.3 Transfer data from Quicken to QuickBooks to support accrual-based system of accounting.
- 5.1.4 Draft policies and procedures to reflect accrual-based accounting practices.

Strategy 5.2: Strengthen financial position of BESW.

Action

- 5.2.1 Evaluate opportunities for efficiencies in financial management and tracking.
- 5.2.2 Evaluate potential fee increases for licensing and renewal.
- 5.2.3 Evaluate other areas for potential fees (CEUs, changing internship sites, administrative.)
- 5.2.4 Implement collection practices for recovering costs for attorney and investigation expenses.
- 5.2.5 Review in-kind agreements and formalize if necessary.

Strategy 5.3: Ensure systems are in place for fiscal accountability.

Action

- 5.3.1 Establish finance/audit work group.
- 5.3.2 Utilize recommendations from finance/audit work group to manage risk.
- 5.3.3 Analyze opportunities to strengthen the financial position of BESW.