



2025 Environmental Scan

*Prepared by
SOLID Planning Solutions
for the California Board of Occupational Therapy*



Table of Contents

Table of Contents	2
Introduction	5
Diversity, Equity, and Inclusion in the Strategic Planning Process.....	6
Feedback.....	7
Overall Effectiveness	8
Goal Area 1: Applicant Qualifications	9
Effectiveness Rating	9
Summary of Applicant Qualifications Strengths.....	9
Summary of Applicant Qualifications Weaknesses	10
Trends in Applicant Qualifications Strengths	11
Trends in Applicant Qualifications Weaknesses	12
Goal Area 2: Enforcement.....	13
Effectiveness Rating	13
Summary of Enforcement Strengths.....	13
Summary of Enforcement Weaknesses.....	14
Trends in Enforcement Strengths.....	15
Trends in Enforcement Weaknesses	16
Goal Area 3: Outreach and Communication	17
Effectiveness Rating	17
Summary of Outreach and Communication Strengths	17
Summary of Outreach and Communication Weaknesses	18
Trends in Outreach and Communication Strengths	19
Trends in Outreach and Communication Weaknesses.....	20
Goal Area 4: Laws and Regulations.....	21
Effectiveness Rating	21
Summary of Laws and Regulations Strengths.....	21
Summary of Laws and Regulations Weaknesses.....	22
Trends in Laws and Regulations Strengths	23

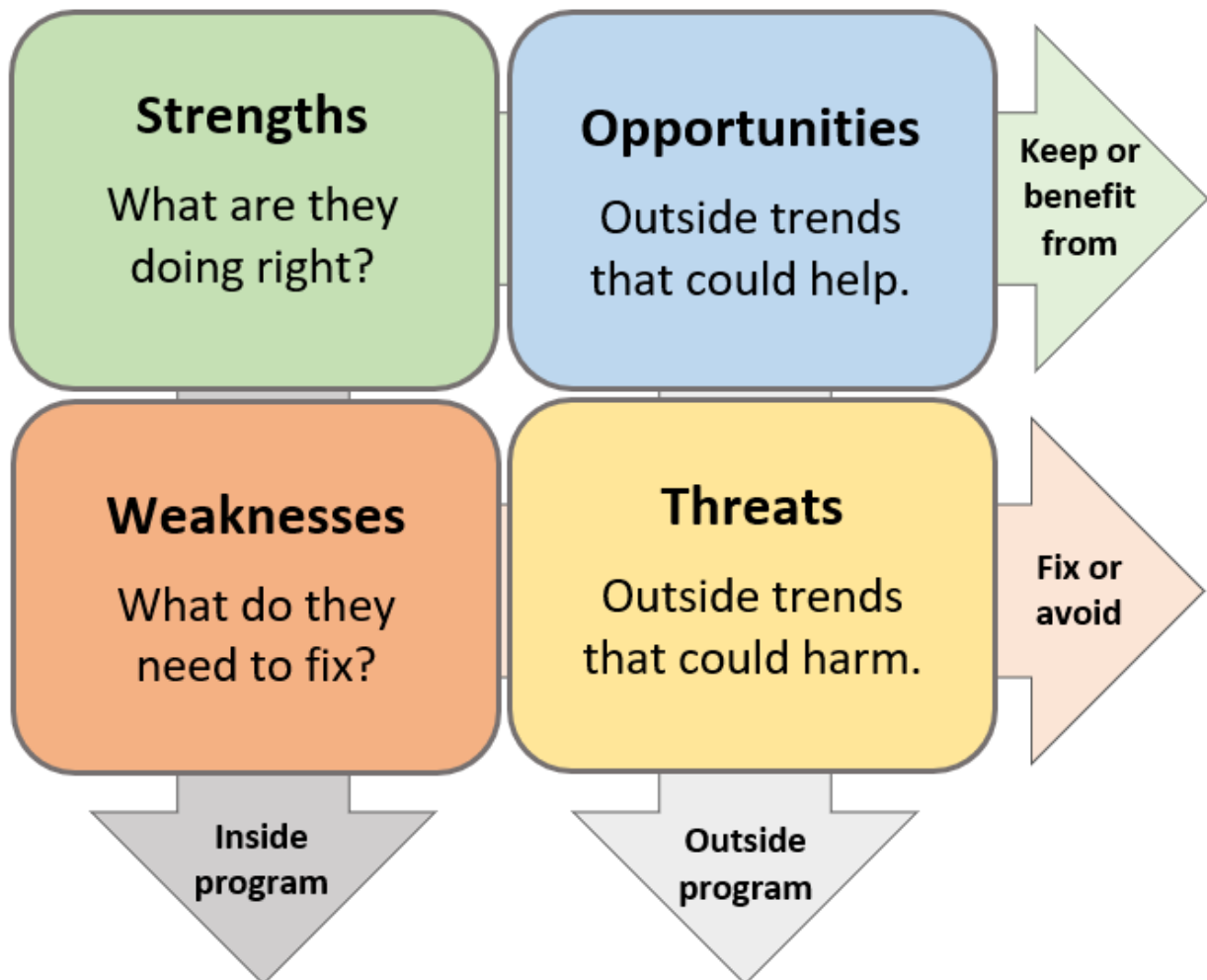
Trends in Laws and Regulations Weaknesses	24
Goal Area 5: Organizational Effectiveness	25
Effectiveness Rating	25
Summary of Organizational Effectiveness Strengths.....	25
Summary of Organizational Effectiveness Weaknesses	26
Trends in Organizational Effectiveness Strengths	27
Trends in Organizational Effectiveness Weaknesses	28
Opportunities and Threats Summary.....	30
Summary of Opportunities.....	30
Summary of Threats.....	31
Opportunity Trends.....	32
Threat Trends.....	34
Diversity, Equity, and Inclusion	36
Summary of Gaining Different Perspectives	36
Trends in Gaining Different Perspectives.....	37
Summary of Unnecessary Requirements or Barriers to Licensure	39
Trends in Unnecessary Requirements or Barriers to Licensure	40
Summary of Ways to Increase Outreach and Connection to All California Communities.....	41
Trends in Ways to Increase Outreach and Connection to All California Communities.....	42
Summary of Other Actions to Take to Further Equal Access to Opportunities..	43
Trends in Other Actions to Take to Further Equal Access to Opportunities	44
Appendix A – Acronym List	46
Appendix B – Data Collection Method	47
Appendix C – Demographic Data.....	48
Race	48
Education.....	51
Languages	52
Birth sex.....	54
Current gender.....	54

Orientation	55
Disability status	55

Introduction

One of the first steps in developing a strategic plan is to conduct a scan and analysis of the internal and external environment 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 California Board of Occupational Therapy (Board or CBOT) in the months of November and December 2024.

The purpose of this environmental scan is to provide a better understanding of external and internal stakeholder thoughts about CBOT'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 CBOT's internal environment and opportunities and threats refer to CBOT's external environment.



Diversity, Equity, and Inclusion in the Strategic Planning Process

Governor Gavin Newsom, through [Executive Order \(N-16-22\)](#), strengthened the State's commitment to a "California For All" by directing state agencies and departments to take additional actions to embed equity analysis and considerations into their policies and practices, including but not limited to, the strategic planning process.

At the Department of Consumer Affairs (DCA), we are driven by our consumer protection mission and common goal to support our employees and the people and communities across California. As part of advancing the Governor's Executive Order, DCA's strategic planning process reflects our commitment to diversity, equity, and inclusion (DEI), incorporating inclusive public engagement and enhanced data collection and analysis.

DCA DEI Mission Statement: *To Advance a Diverse, Equitable, and Inclusive California Department of Consumer Affairs for All.*

Diversity: *The inherent and acquired qualities, characteristics, and experiences that make us unique as individuals and the groups to which we belong.*

Equity: *Creating pathways to equal outcomes.*

Inclusion: *A practice to maintain a positive environment where all individuals feel recognized, understood, and valued.*

Consider DEI impacts of policy decisions when reviewing the feedback from the environmental scan and when developing strategic objectives.

Feedback

Feedback was solicited from external stakeholders¹ and internal stakeholders² regarding CBOT'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 CBOT operates.

1. Applicant Qualifications
2. Enforcement
3. Outreach and Communication
4. Laws and Regulations
5. Organizational Effectiveness

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

At the strategic planning session, CBOT's executive team and CBOT members will discuss and evaluate this information as a group to help create the objectives that CBOT will focus on during its next strategic plan period.

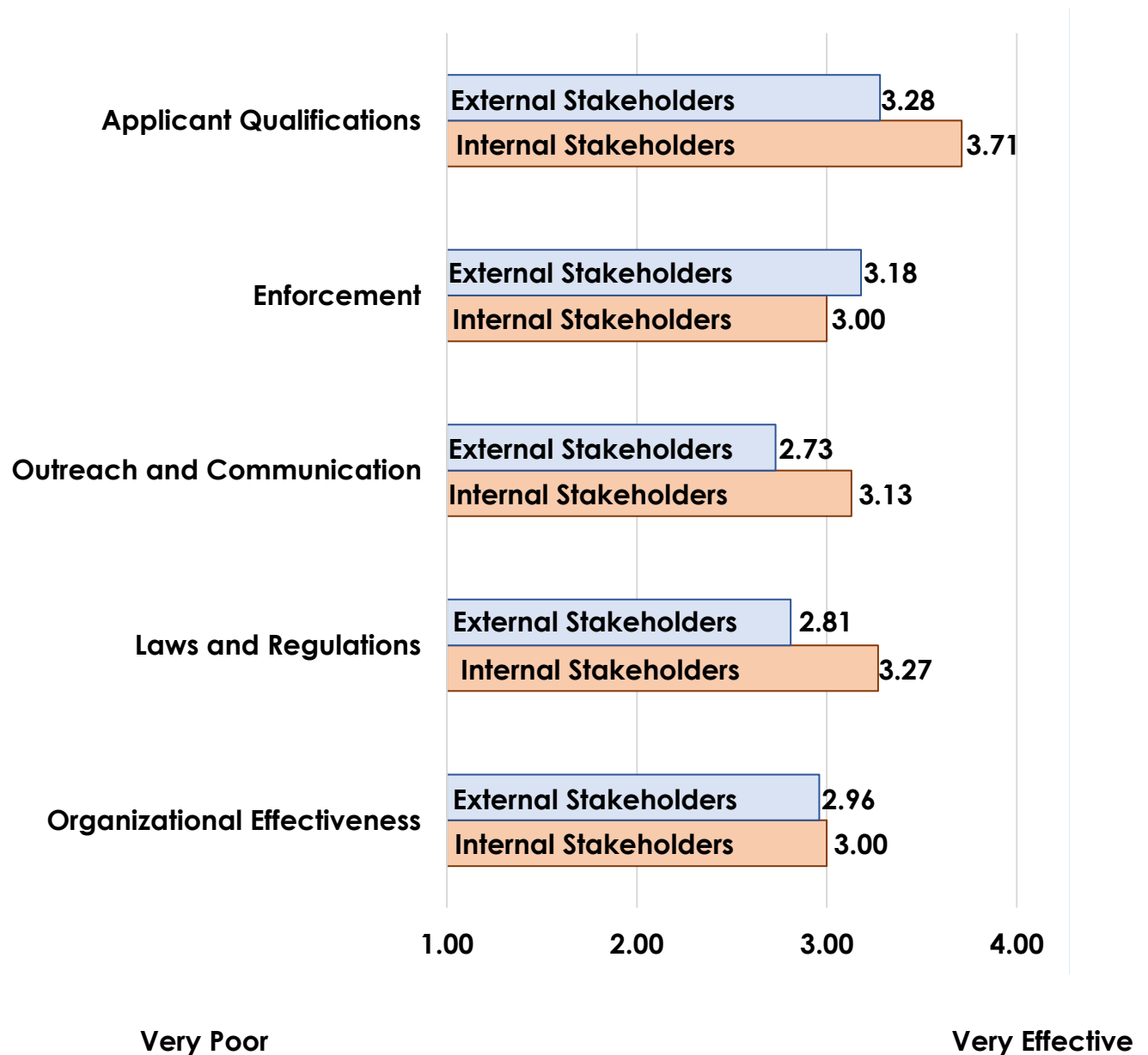
If you have any questions about this report, please contact Trisha St.Clair with SOLID Planning at Trisha.Stclair@dca.ca.gov.

¹ External stakeholders include, but are not limited to, licensees, people in related professions, associations, schools, and consumers.

² Internal stakeholders include CBOT board members, leadership, managers, and staff.

Overall Effectiveness

External and internal stakeholders rated CBOT's strategic goal areas on a scale of 1 (very poor) to 4 (very effective). The chart below displays the average ratings, with full details contained in the report.



Goal Area 1: Applicant Qualifications

The Board ensures those seeking licensure meet minimum standards of conduct, education, fieldwork, and examination.

Effectiveness Rating

Rating	External Stakeholders	Internal Stakeholders
Very Effective	35%	71%
Effective	59%	29%
Poor	5%	0%
Very Poor	1%	0%
Total %	100%	100%
Total Responses	97	17

Summary of Applicant Qualifications Strengths

1. External and internal stakeholders state CBOT helps maintain standards in the profession by ensuring licensure applicants are qualified and meet the needed requirements.
2. Internal stakeholders say CBOT processes licensing applications quickly, always staying within the 30-days processing time limit.
3. External and internal stakeholders say responsiveness is a strength of the Licensing Unit, citing staff are quick to offer assistance and answer questions.
4. External stakeholders appreciate the ease of the licensing process, saying it is easy to check an application's status, renew a license, and list courses.
5. External stakeholders state continuing education (CE) is a strength, saying they like how CE's are not expected for their first renewal and how CEs help them stay current in their field.
6. External stakeholders say CBOT communicates well, finding the annual update on the Occupational Therapy Association of California (OTAC) and visits to schools to explain the licensing process helpful.

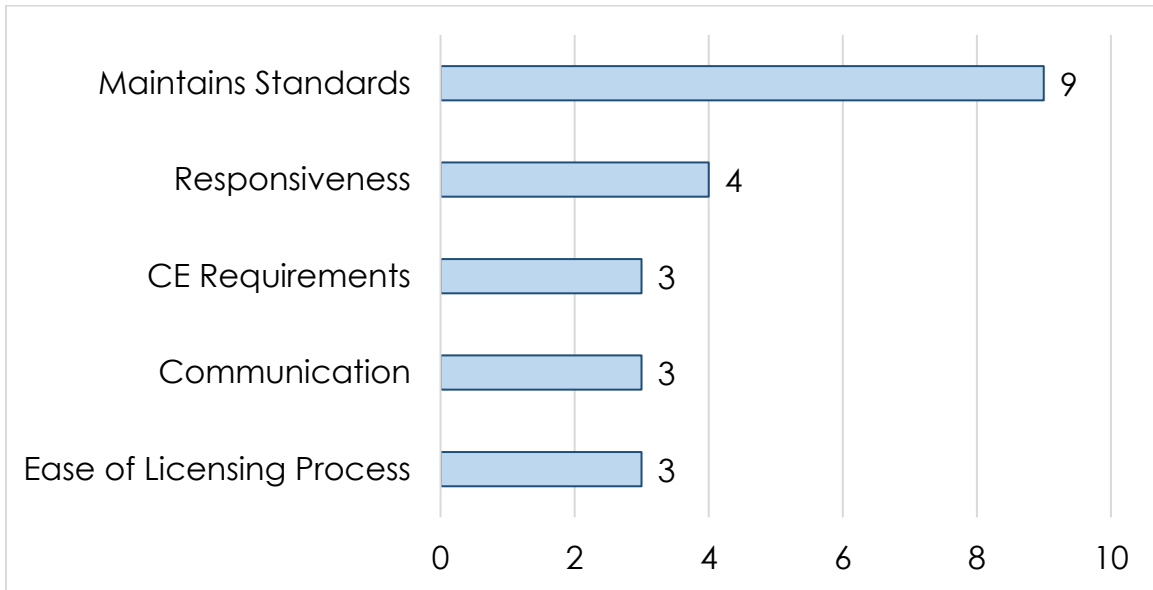
Summary of Applicant Qualifications Weaknesses

1. External and internal stakeholders say CBOT needs to improve its communication by:
 - a. Sharing more information about upcoming events.
 - b. Explaining the benefits of continuing education units (CEUs) versus professional development units (PDUs).
 - c. Sending email updates regarding any issue with an application and the status of the application.
 - d. Sending an email renewal reminder with a link to renew.
 - e. Sharing information conveyed at OTAC.
2. External stakeholders say CBOT takes too long to process applications.
3. External stakeholders state renewal fees are too expensive.
4. External stakeholders want CBOT to respond more quickly to their emails, saying they have had to email multiple times to receive a response or wait a long time for a reply.
5. External stakeholders state CBOT can improve its timeliness. For example, CBOT could send out earlier renewal reminders.

Trends in Applicant Qualifications Strengths

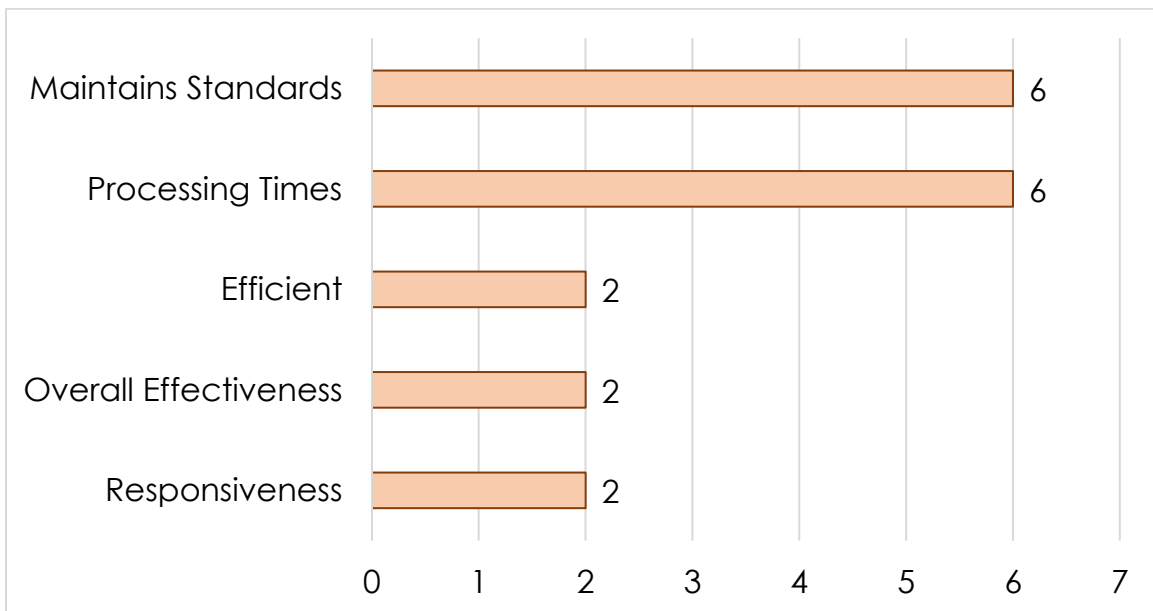
External Stakeholder Comment Trends – Strengths

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Trends – Strengths

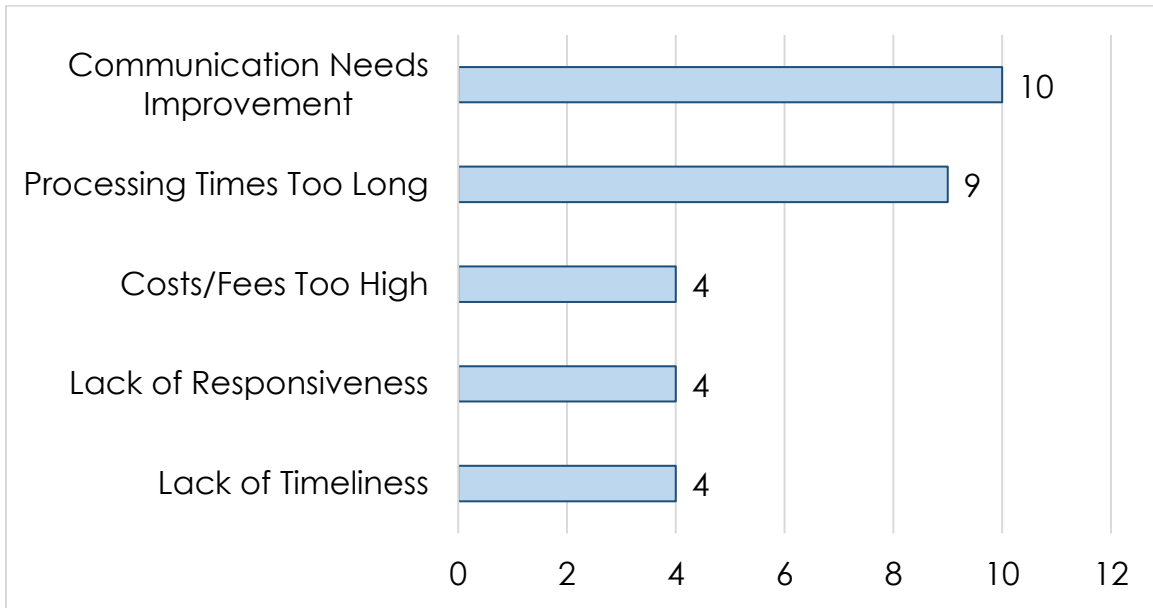
The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.



Trends in Applicant Qualifications Weaknesses

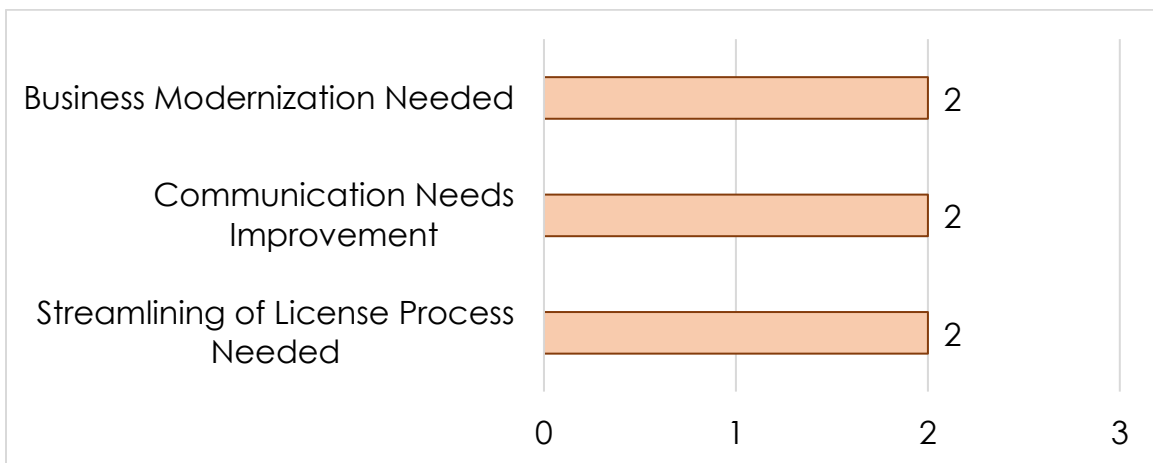
External Stakeholder Comment Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.



Internal Stakeholder Comment Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by internal stakeholders.



Goal Area 2: Enforcement

The Board enforces the laws and regulations governing occupational therapy practitioners by effectively investigating complaints, non-compliance, and irregularities, and concludes with an appropriate response.

Effectiveness Rating

Rating	External Stakeholders	Internal Stakeholders
Very Effective	32%	19%
Effective	58%	63%
Poor	7%	18%
Very Poor	3%	0%
Total %	100%	100%
Total Responses	66	16

Summary of Enforcement Strengths

1. External and internal stakeholders describe CBOT's enforcement as thorough, saying enforcement staff are detail-oriented, review complaints, and do a great job of investigating.
2. External stakeholders say enforcement helps maintain standards in the profession by holding licensees accountable, upholding laws, and providing a framework of ethics.
3. Internal stakeholders describe CBOT's enforcement as fair, saying CBOT looks at both sides before deciding.
4. Internal stakeholders say CBOT enforcement follows a process when investigating a case.
5. Internal stakeholders state CBOT enforcement is timely, while external stakeholders say enforcement staff provide good feedback and explain things well.

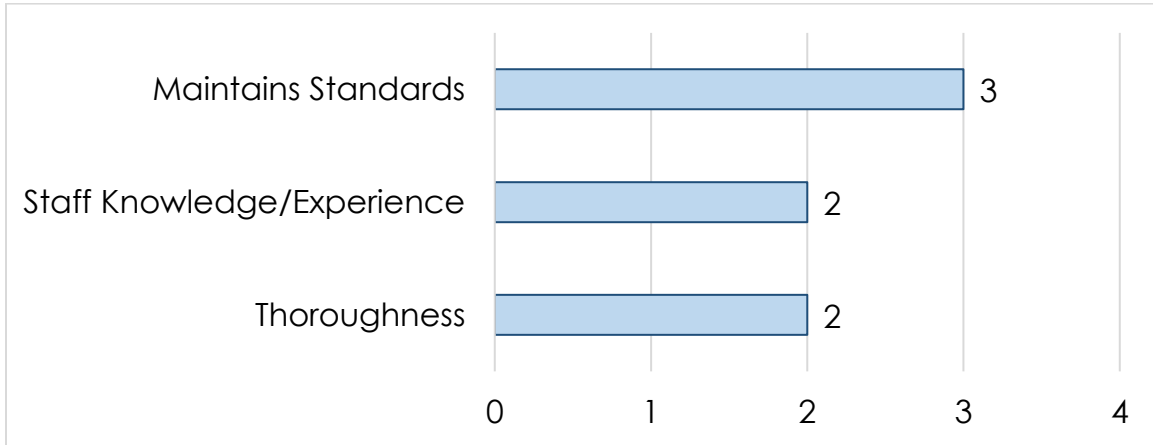
Summary of Enforcement Weaknesses

1. External stakeholders say CBOT's enforcement is too strict or overregulated, citing such examples as:
 - a. Placing licensees on probation for petty criminal actions like shoplifting.
 - b. Threatening fines without a chance for a grace period or investigation.
 - c. Enforcing licensees' scope of practice, especially in comparison to other states' lack action in this regard.
2. External stakeholders see a need for more careful judgment and reasoning in CBOT's enforcement, while internal stakeholders see a need for more subject matter experts (SMEs).
3. External stakeholders say the enforcement unit fails to communicate adequately and lacks competency, providing such examples as enforcement staff making assumptions and not acknowledging documents as received.
4. External stakeholders would like to see the complaint process improved by adding more checks and balances and the ability to submit an anonymous complaint.
5. Internal stakeholders say the enforcement process is not timely due to lack of staff or a need to streamline processes, while external stakeholders say licensees need more time to respond to complaints.

Trends in Enforcement Strengths

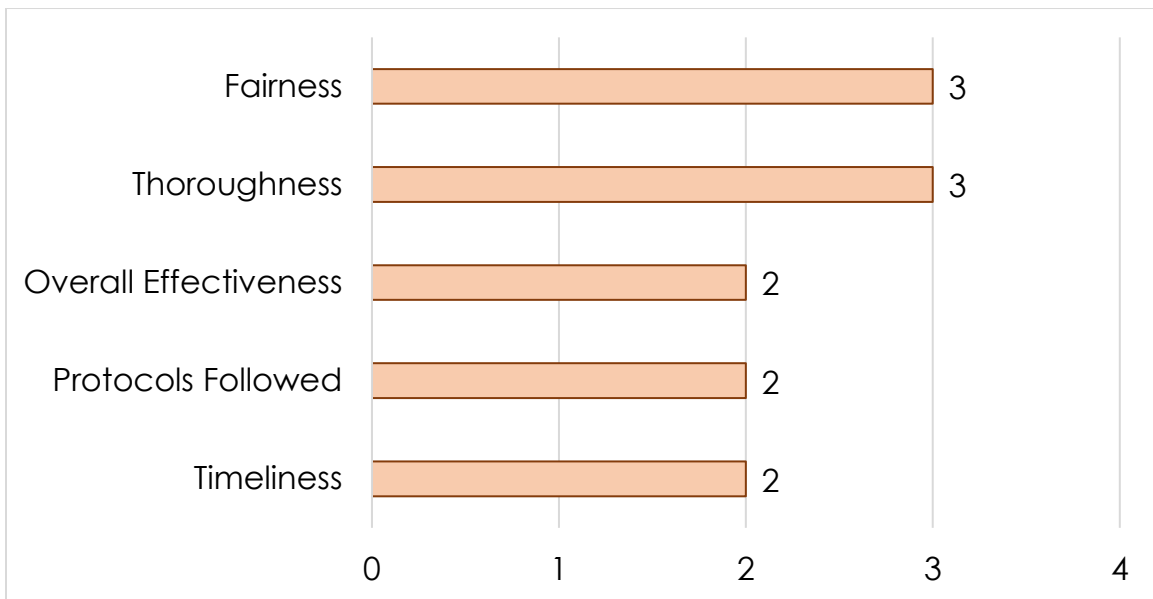
External Stakeholder Comment Trends – Strengths

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Trends – Strengths

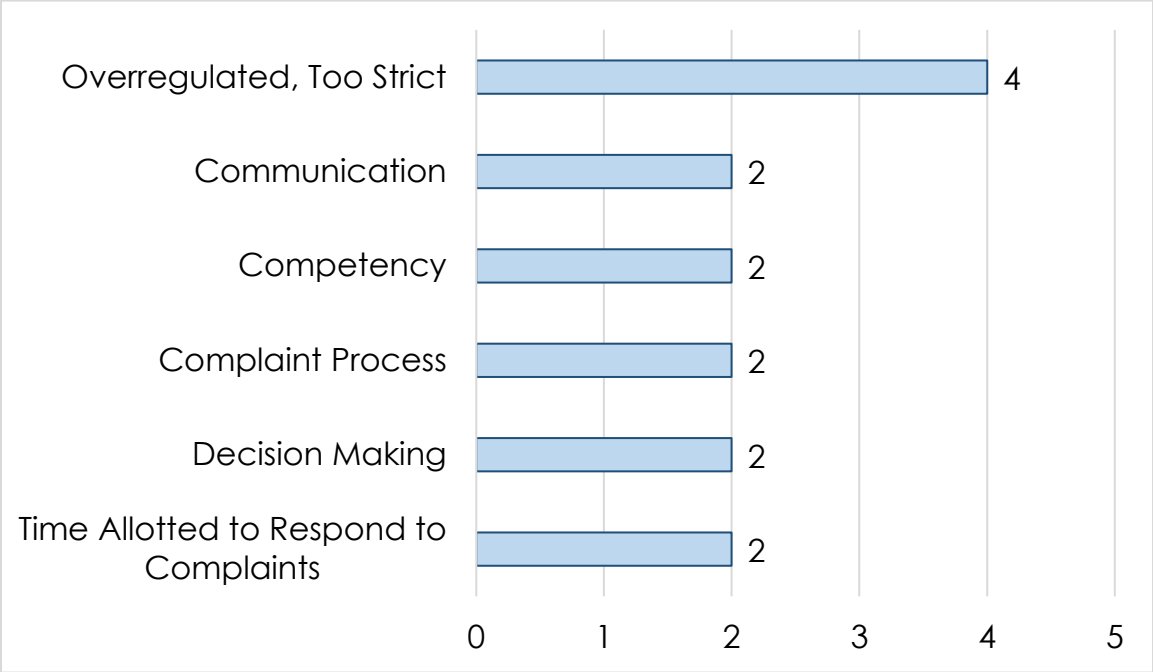
The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.



Trends in Enforcement Weaknesses

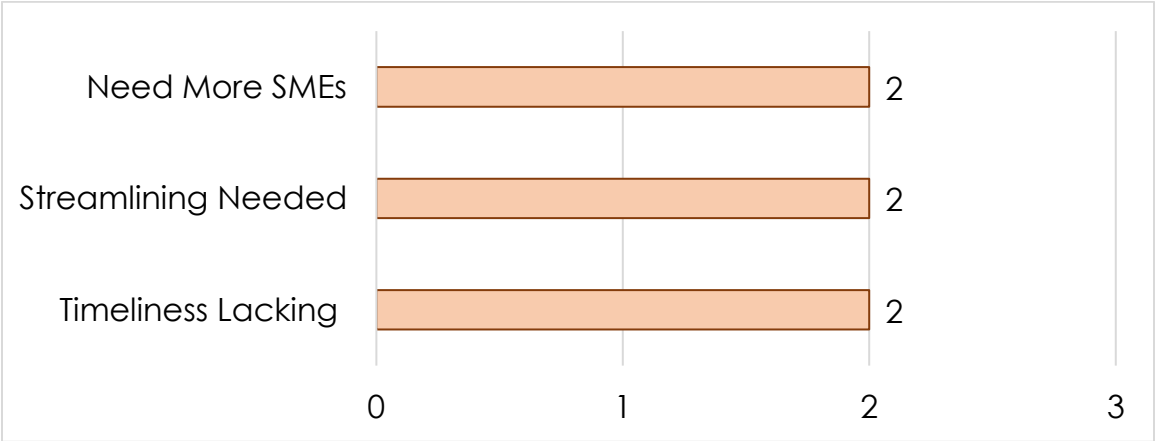
External Stakeholder Comment Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.



Internal Stakeholder Comment Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by internal stakeholders.



Goal Area 3: Outreach and Communication

The Board strives to increase communication, education and outreach efforts to consumers, applicants, licensees, and other stakeholders regarding laws, regulations and the practice of occupational therapy.

Effectiveness Rating

Rating	External Stakeholders	Internal Stakeholders
Very Effective	18%	25%
Effective	46%	63%
Poor	27%	12%
Very Poor	9%	0%
Total %	100%	100%
Total Responses	67	16

Summary of Outreach and Communication Strengths

1. Internal stakeholders and one external stakeholder praise CBOT for its use of social media, such as Facebook and Twitter.
2. Internal stakeholders say CBOT staff have attended meetings, conferences, and town halls.
3. Internal stakeholders state CBOT's executive officer gives presentations and guest lectures.
4. Internal stakeholders and one external stakeholder say CBOT conducts outreach to schools and colleges.
5. External stakeholders say CBOT communicates well by providing clear direction, sending regular communication about significant issues, and conducting a session at OTAC.

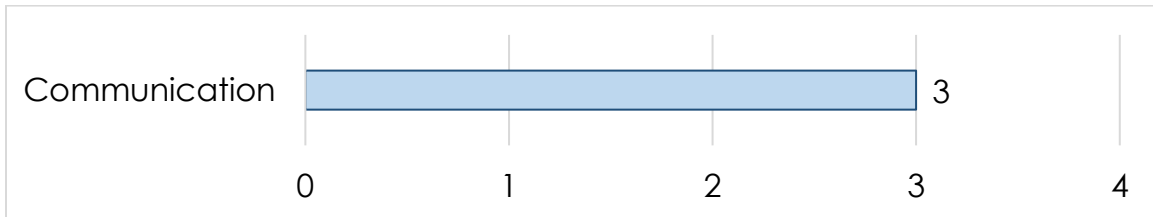
Summary of Outreach and Communication Weaknesses

1. External and internal stakeholders say CBOT can improve its communication by doing some of the following:
 - a. Providing monthly updates on practice in California.
 - b. Communicating more frequently.
 - c. Providing updates on changes to laws and regulations.
 - d. Communicating regarding and during the application process.
 - e. Communicating about CBOT's role and services.
 - f. Providing information about CBOT and future laws and regulations at the time of renewal.
2. Internal stakeholders say the public and licensees are disengaged, making them unresponsive to CBOT's outreach efforts.
3. Internal stakeholders state CBOT needs the ability to collect licensee email addresses in order to communicate and conduct outreach effectively.
4. Internal stakeholders say CBOT can improve its use of social media by being more proactive and fun.
5. External stakeholders say they are unaware of any outreach efforts by CBOT, while internal stakeholders say CBOT needs to conduct more outreach.

Trends in Outreach and Communication Strengths

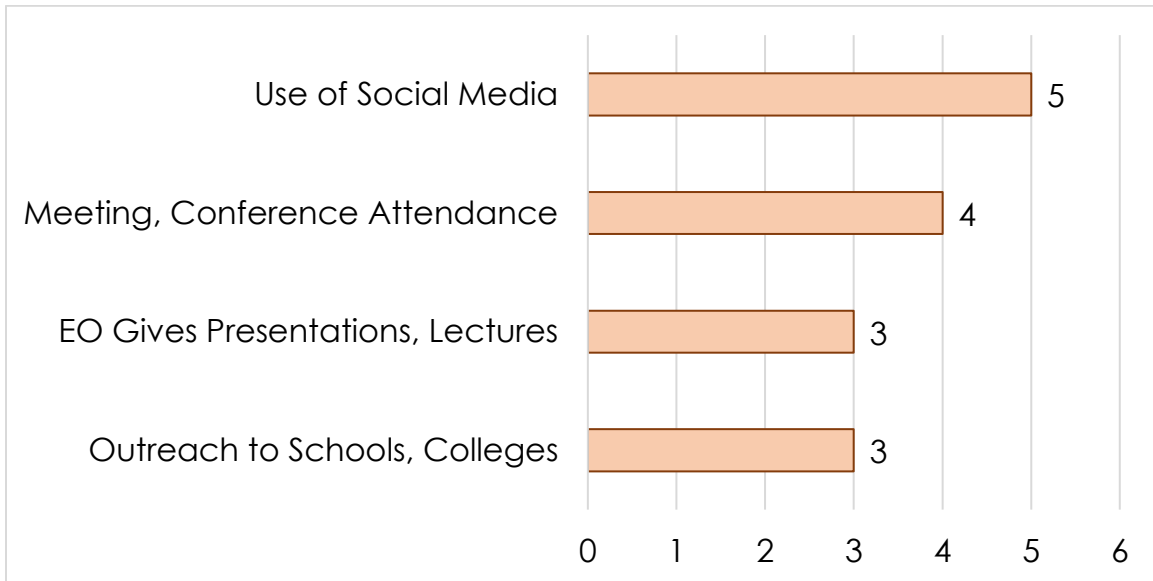
External Stakeholder Comment Trends – Strengths

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Internal Stakeholder Comment Trends – Strengths

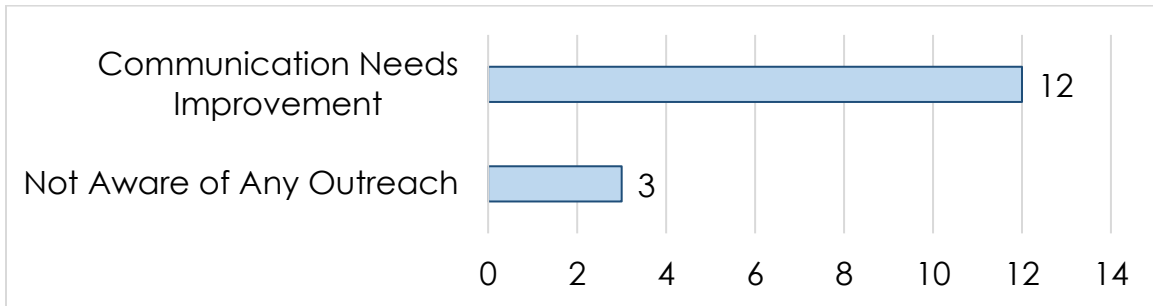
The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.



Trends in Outreach and Communication Weaknesses

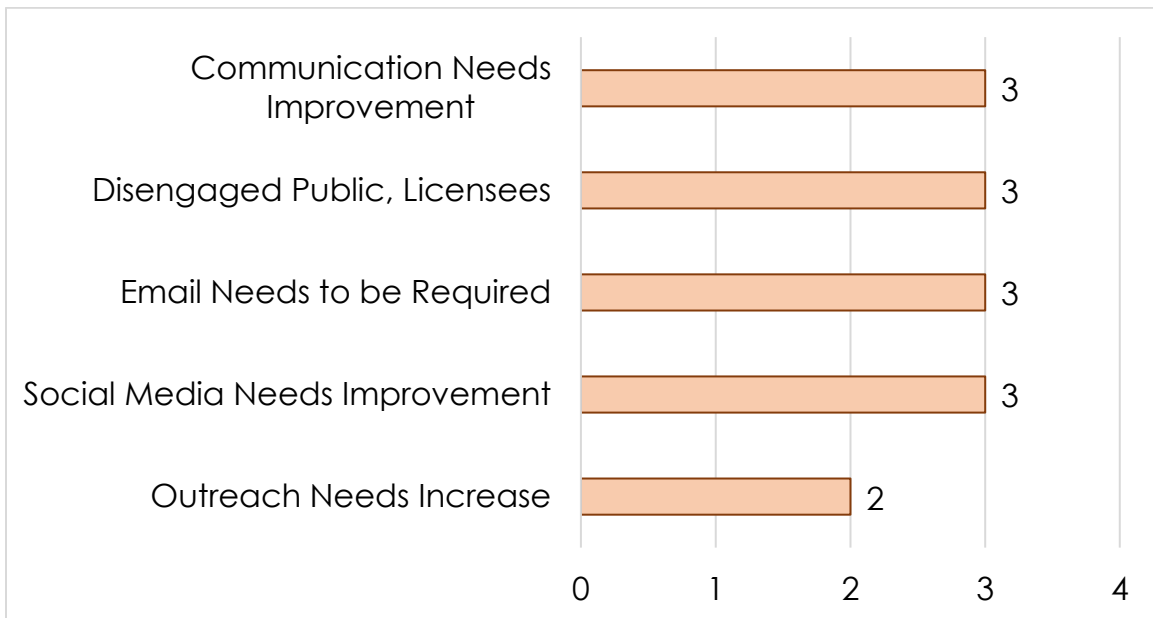
External Stakeholder Comment Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.



Internal Stakeholder Comment Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by internal stakeholders.



Goal Area 4: Laws and Regulations

The Board modifies, implements and enforces statutes and regulations that strengthen and support the Board's mandate and mission.

Effectiveness Rating

Rating	External Stakeholders	Internal Stakeholders
Very Effective	13%	33%
Effective	63%	60%
Poor	19%	7%
Very Poor	5%	0%
Total %	100%	100%
Total Responses	32	15

Summary of Laws and Regulations Strengths

1. External and internal stakeholders state CBOT communicates new or changing laws and regulations and seeks input effectively.
2. Internal stakeholders and one external stakeholder praise CBOT for listening to stakeholders and integrating their input when it comes to laws and regulations.
3. Internal stakeholders say CBOT's regulations are comprehensive and written thoughtfully.
4. Internal stakeholders and one external stakeholder state CBOT does well overall in the area of laws and regulations.

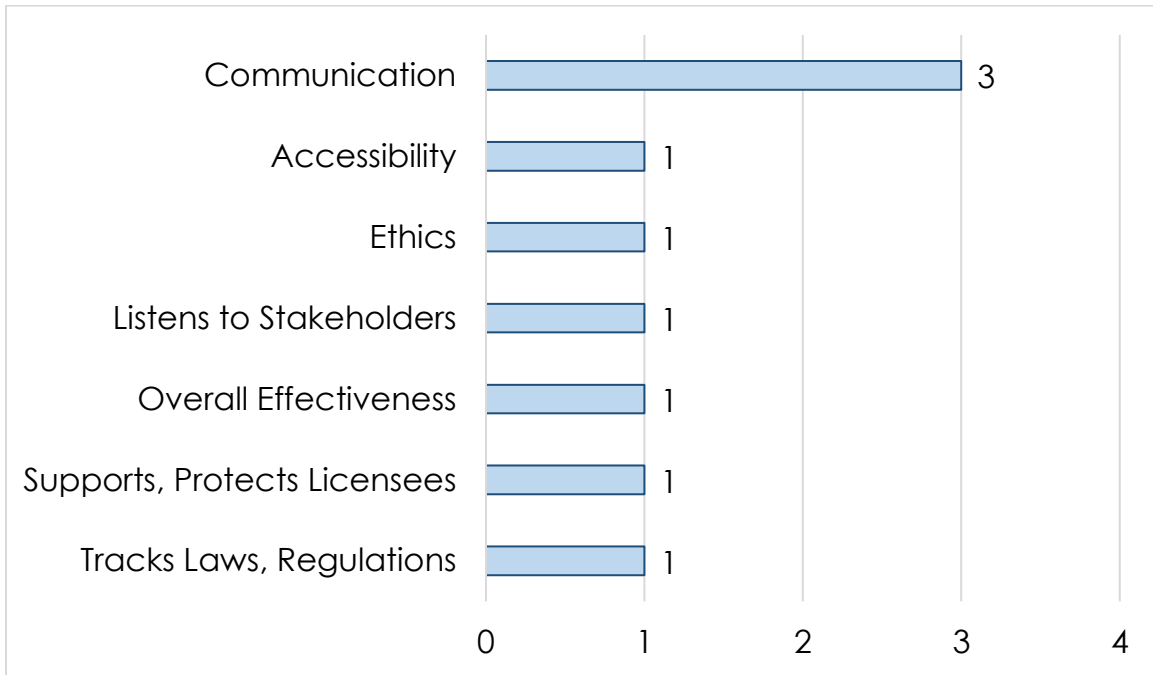
Summary of Laws and Regulations Weaknesses

1. External stakeholders would like to see CBOT advocate for occupational therapists in such areas as:
 - a. An increase in compensation.
 - b. Control over their workload.
 - c. Workers' rights.
2. External and internal stakeholders say CBOT needs to improve communication by increasing its frequency and using plain language to explain laws and regulations.
3. Internal stakeholders would like to see greater timeliness when CBOT processes rule-making packages, implements new language for laws and regulations, and sends notices of changes to laws and regulations.
4. External stakeholders want CBOT to show more support or protection for licensees, such as helping occupational therapists stay safe from identity theft or stating what projects it is working on.

Trends in Laws and Regulations Strengths

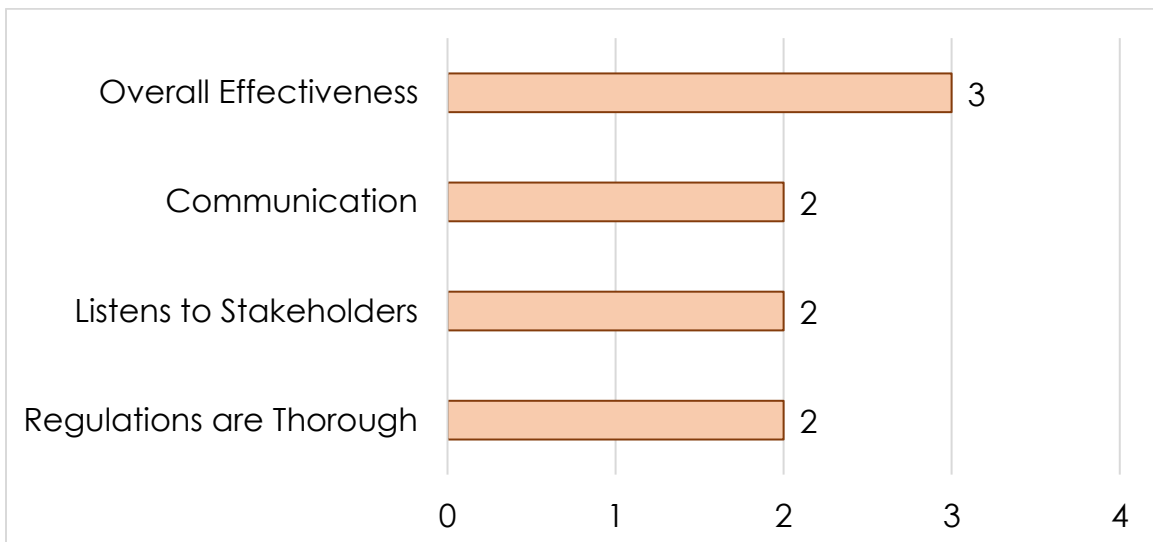
External Stakeholder Comment Trends – Strengths

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Internal Stakeholder Comment Trends – Strengths

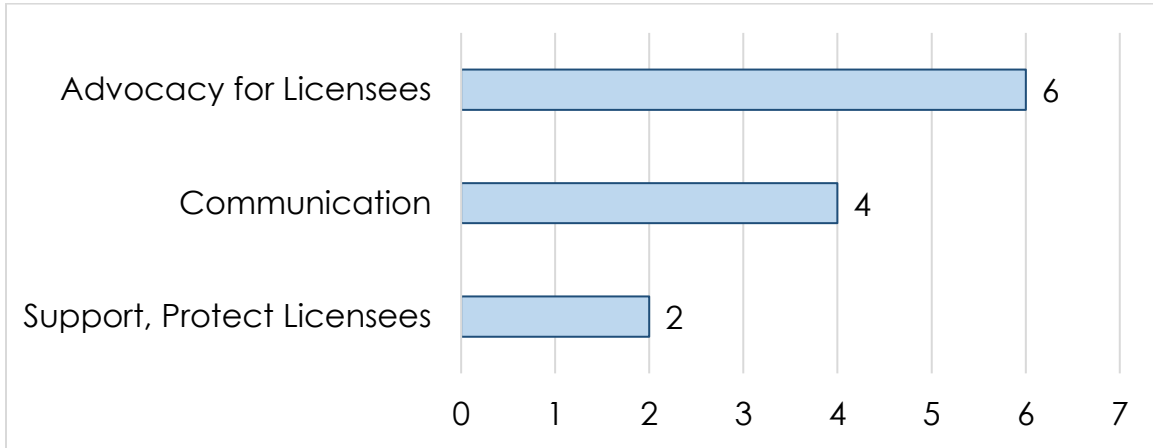
The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.



Trends in Laws and Regulations Weaknesses

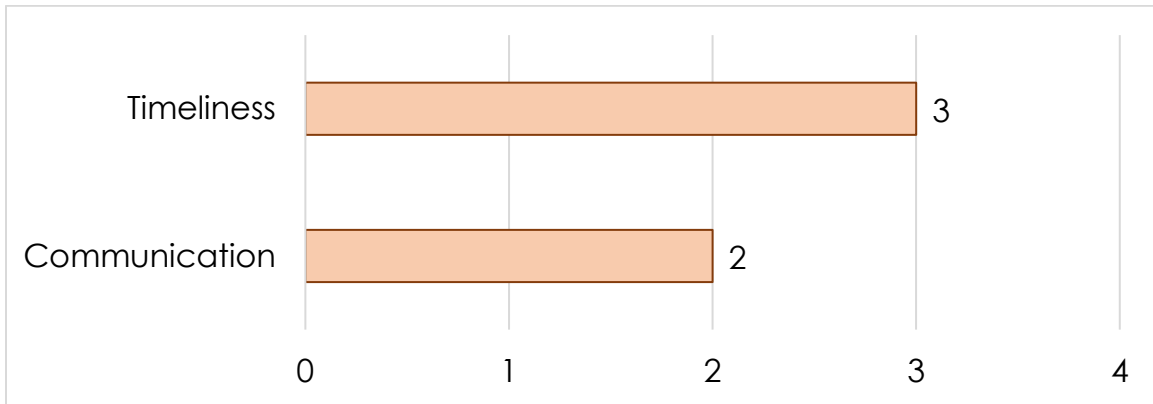
External Stakeholder Comment Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.



Internal Stakeholder Comment Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by internal stakeholders.



Goal Area 5: Organizational Effectiveness

The Board strives to build an excellent organization by securing necessary funding and through proper governance, effective leadership, and outstanding customer service.

Effectiveness Rating

Rating	External Stakeholders	Internal Stakeholders
Very Effective	21%	22%
Effective	61%	64%
Poor	11%	7%
Very Poor	7%	7%
Total %	100%	100%
Total Responses	28	14

Summary of Organizational Effectiveness Strengths

1. Internal stakeholders and one external stakeholder say CBOT communicates well by keeping people aware of its activities and offering explanations when needed.
2. Internal stakeholders say CBOT manages its budget well, always keeping it balanced.
3. Internal stakeholders say CBOT leadership and staff are responsive to their needs.
4. Internal stakeholders state CBOT is timely when providing responses or materials for board meetings.

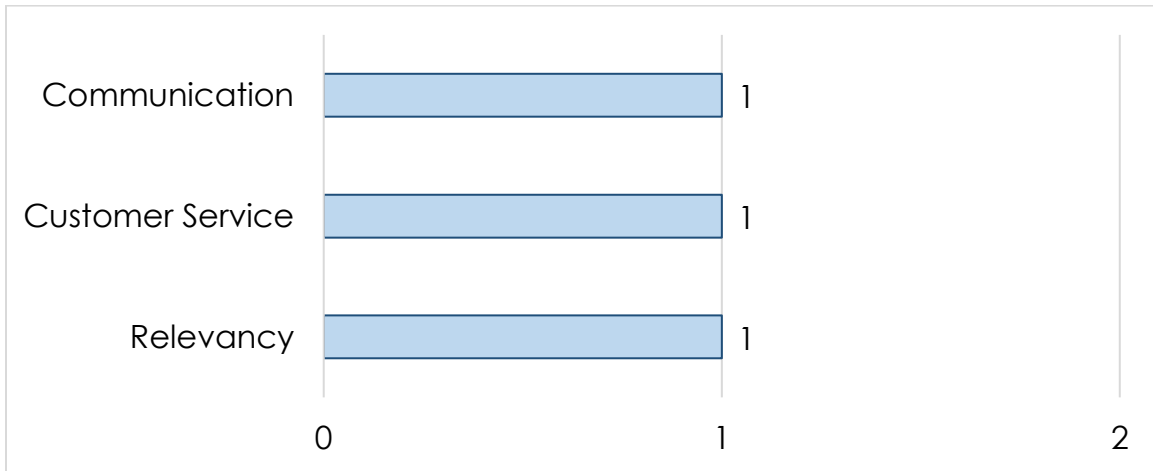
Summary of Organizational Effectiveness Weaknesses

1. External and internal stakeholders say CBOT can improve its communication by:
 - a. Responding to emails.
 - b. Sending notices of upcoming legislation.
 - c. Sending notices informing licensees about how the profession is growing, changing or struggling.
 - d. Sending updates on what the Board is working on.
 - e. Improving instructions for the application process on the website.
2. Internal stakeholders suggest CBOT improve its workplace environment by respecting boundaries and eliminating favoritism.
3. Internal stakeholders say the hiring process takes too long and needs to focus on people with the right skill sets.
4. Internal stakeholders state CBOT needs to develop its workforce by training its staff and building relationships with them.
5. Internal stakeholders would like CBOT to stay on top of changes by having succession plans and remaining current on changes within DCA.

Trends in Organizational Effectiveness Strengths

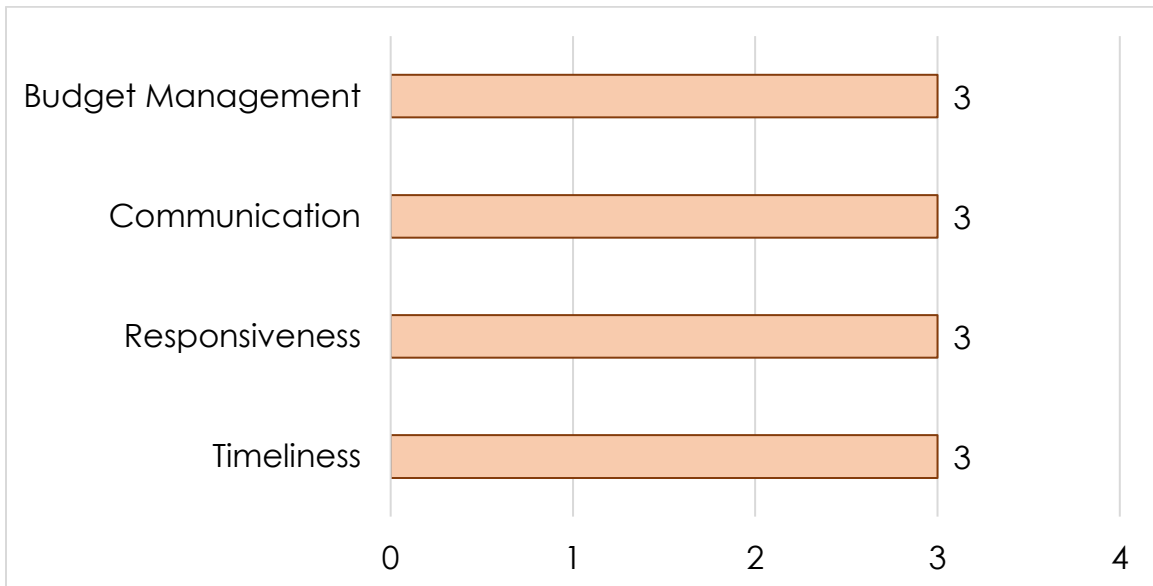
External Stakeholder Comment Trends – Strengths

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



Internal Stakeholder Comment Trends – Strengths

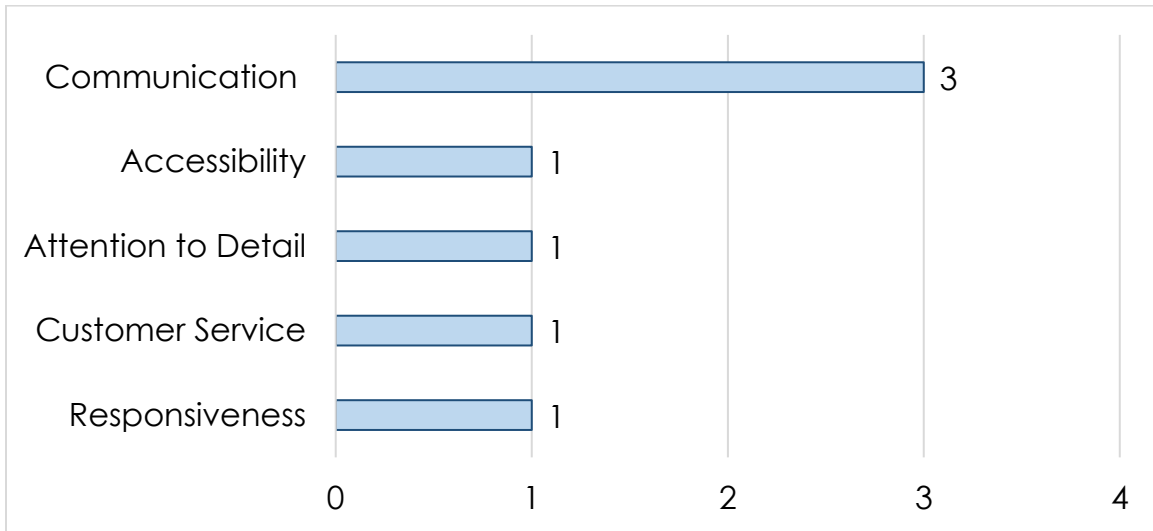
The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.



Trends in Organizational Effectiveness Weaknesses

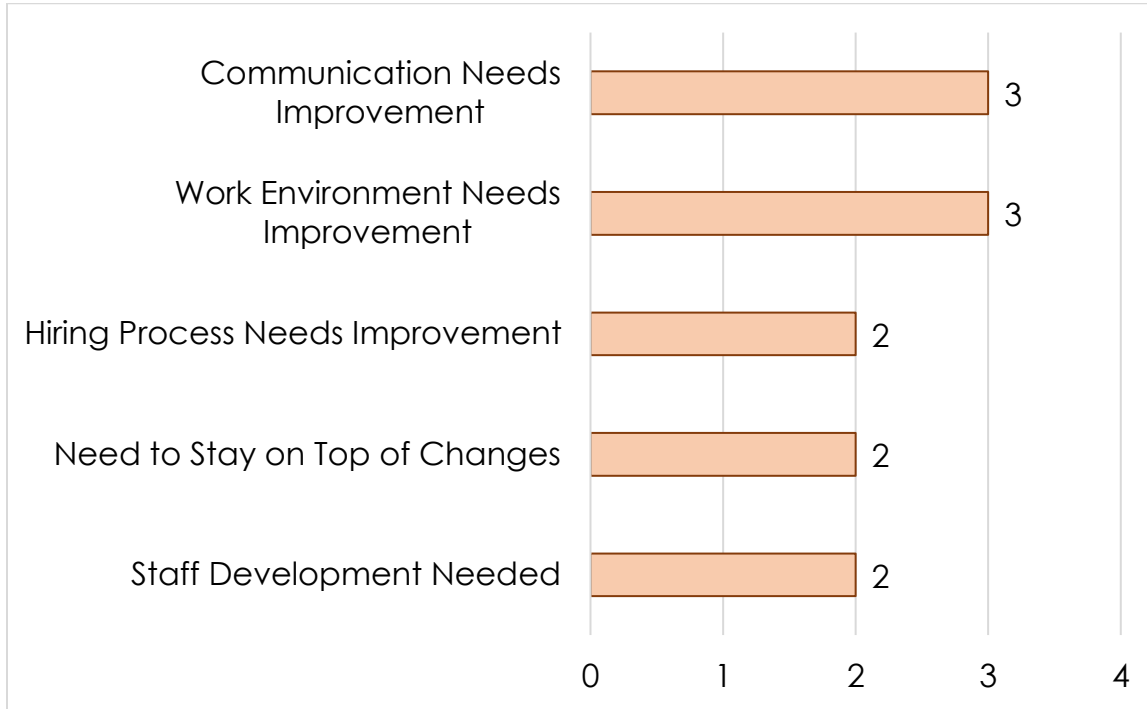
External Stakeholder Comment Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.



Internal Stakeholder Comment Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by internal stakeholders.



Opportunities and Threats Summary

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

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

Summary of Opportunities

1. External stakeholders see an opportunity for CBOT to support licensees by proposing caseload limits.
2. External stakeholders see an opportunity for credential reform, such as providing administrative credentials to occupational therapists in school settings or allowing occupational therapists to be credentialed without going back to school.
3. External stakeholders see an opportunity for CBOT to focus on how occupational therapists can contribute to mental health and well-being.
4. An external and internal stakeholder view CBOT joining the interstate compact as an opportunity.
5. An internal stakeholder sees an opportunity for CBOT to communicate various student financial assistance available while an external stakeholder wants CBOT to support student loan forgiveness.

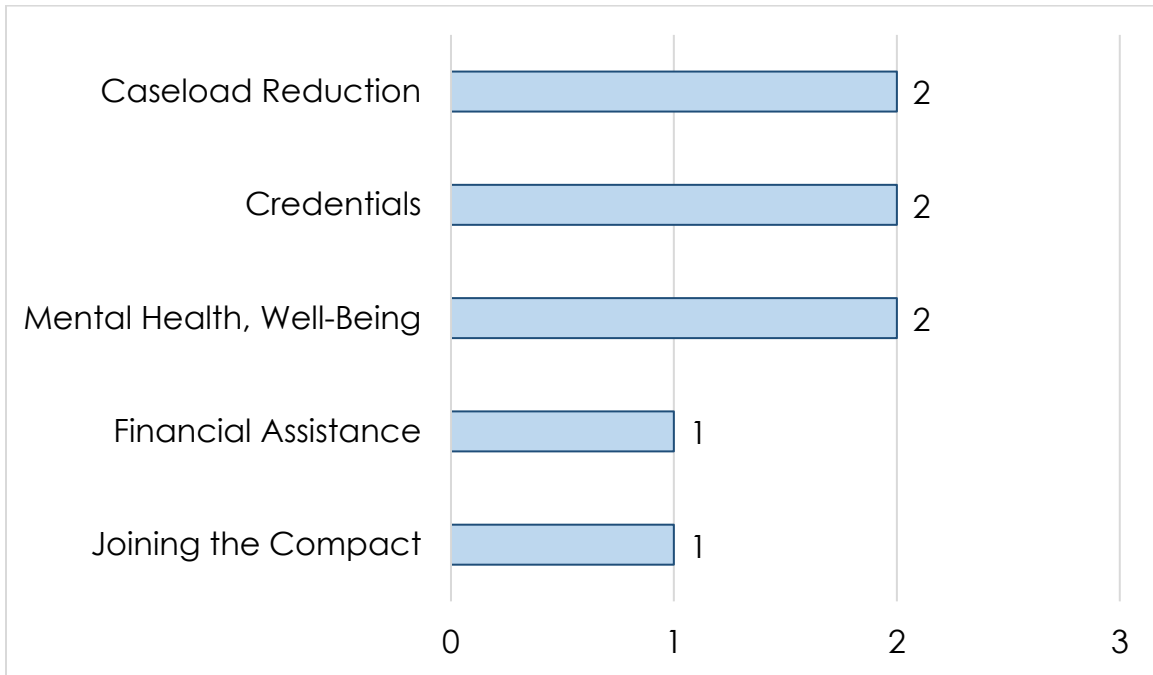
Summary of Threats

1. External stakeholders and one internal stakeholder view other professions with skills that overlap those of occupational therapists as a threat, because they may cause insurance companies to dismiss the need for occupational therapists.
2. External stakeholders and one internal stakeholder view costs of programs/schools, continuing education units, licensing, and housing as threats.
3. External stakeholders and one internal stakeholder see licensee compensation as a threat, as poor reimbursement could cause occupational therapists to leave the profession, resulting in a shortage of occupational therapists.
4. External stakeholders view the incoming political environment as a threat because it may cause access to care issues.
5. External stakeholders view artificial intelligence (AI) as a threat, because it may take over jobs previously done by occupational therapists.
6. External stakeholders view social media as a threat that needs regulation to prevent new or inexperienced occupational therapists from spreading misinformation.

Opportunity Trends

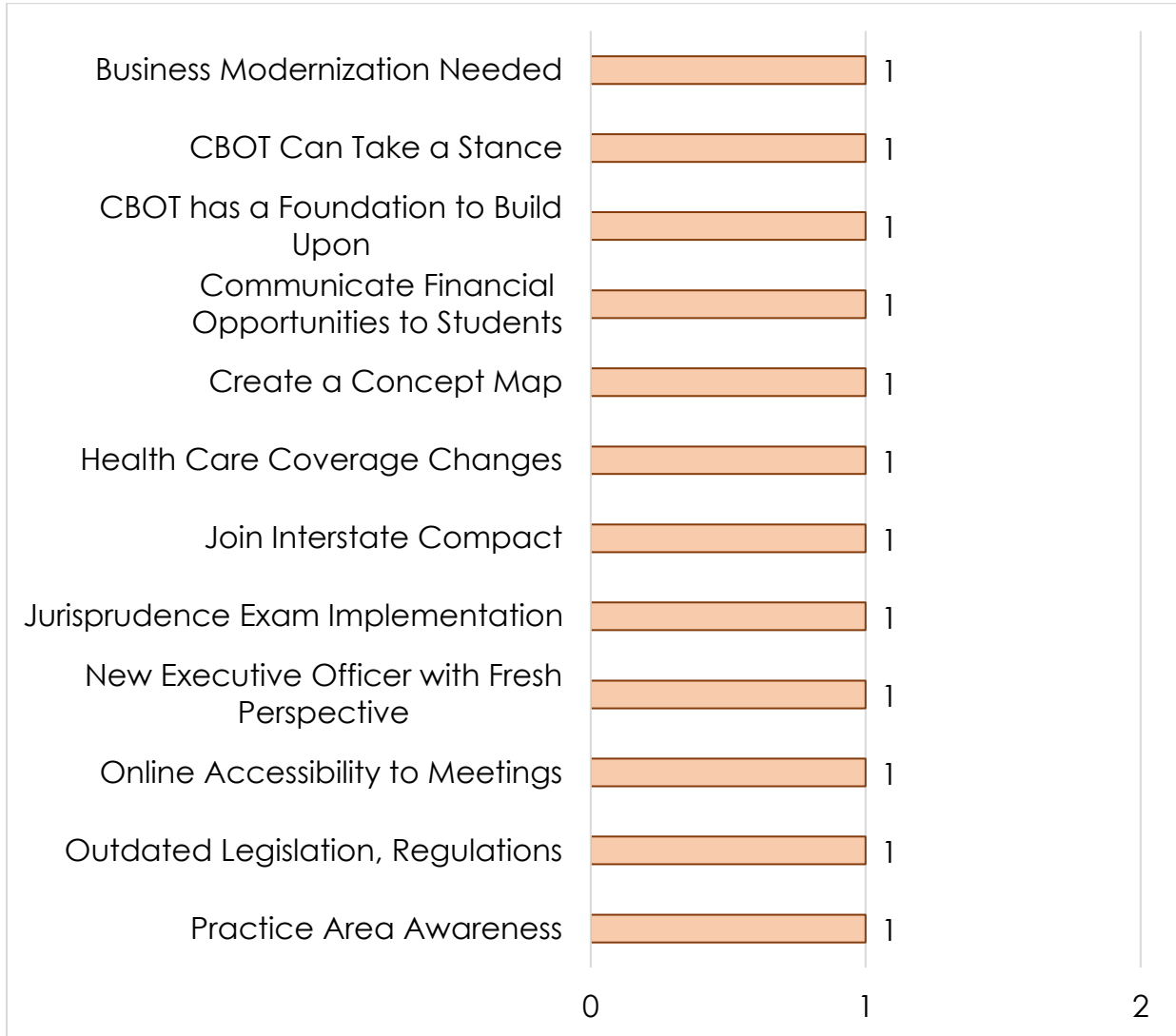
External Stakeholder Comment Trends – Opportunities

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Trends – Opportunities

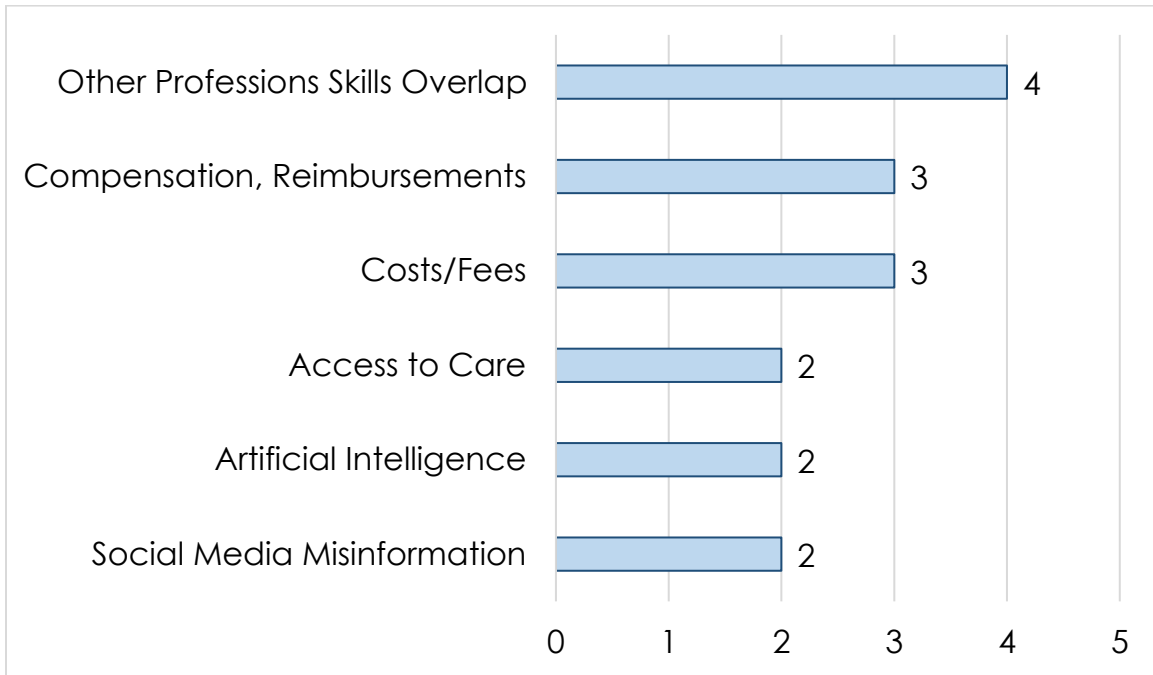
The list below displays terms that summarize comments provided by internal stakeholders.



Threat Trends

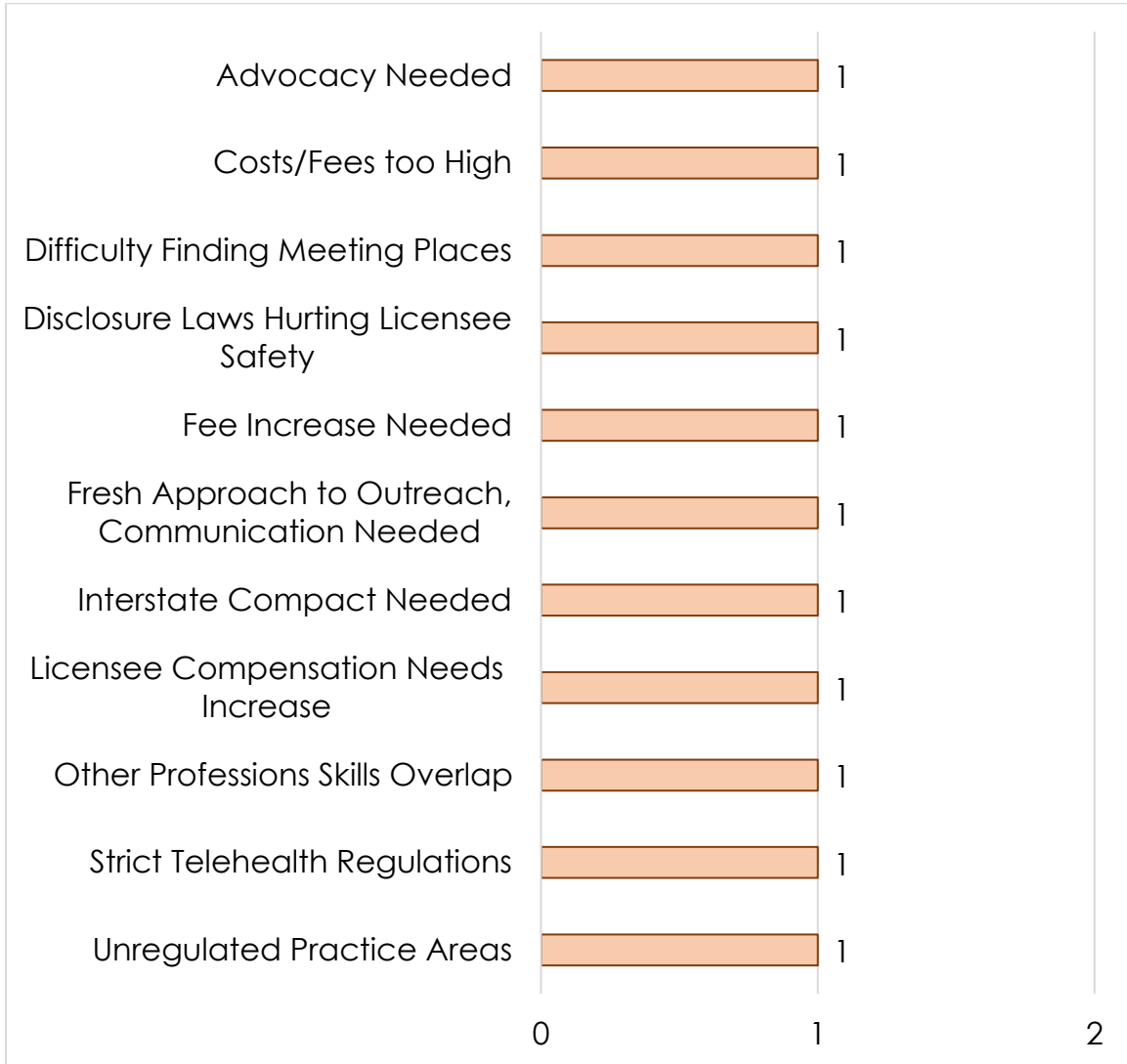
External Stakeholder Comment Trends – Threats

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Trends – Threats

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



Diversity, Equity, and Inclusion

Specific questions have been incorporated into the environmental scan surveys to gather demographic data and for strategic planning participants to consider DEI impacts of policy decisions such as regulatory, statutory, and continuing education requirements, when developing strategic objectives. Consider:

- Who will benefit from or be burdened by the particular decision or proposal?
- Are there needs that may be different for demographic or geographic groups?
- Once implemented, how will the Board measure effect on impacted populations?
- What data/metrics will be used to evaluate the impacts?

Summary of Gaining Different Perspectives

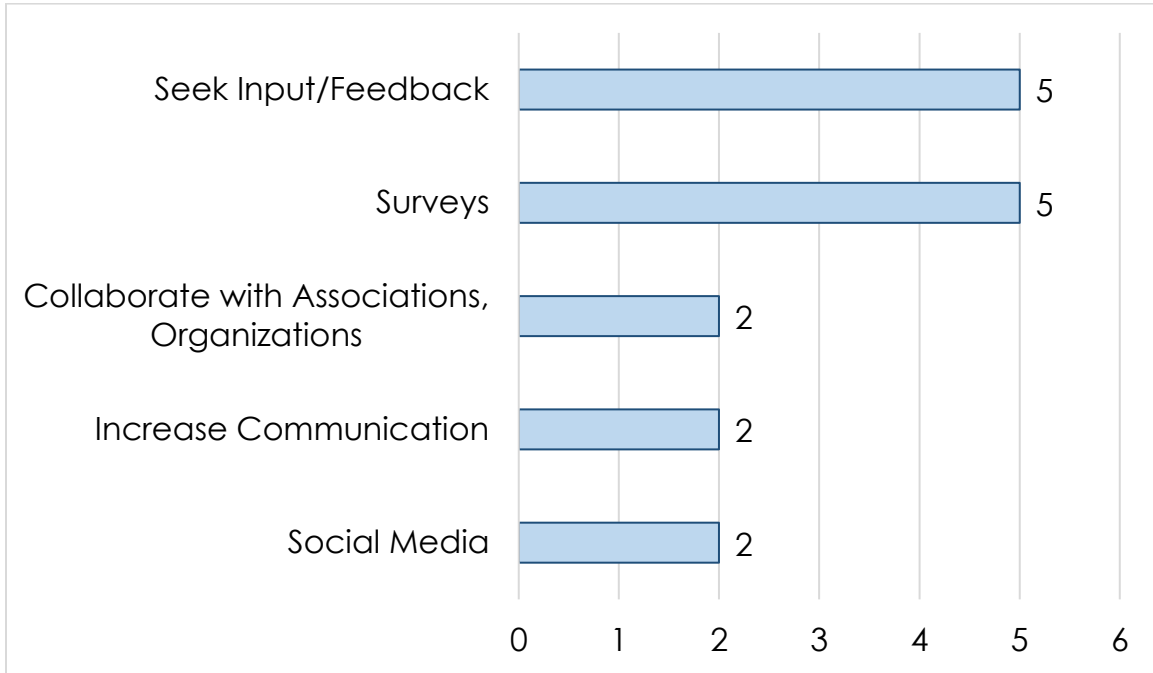
Survey question: What are ways CBOT can gain different perspectives about ideas and priorities related to CBOT's activities?

1. External and internal stakeholders say CBOT can gain different perspectives by seeking input and feedback from such sources as:
 - a. Licensees
 - b. Other professions
 - c. Consumers
 - d. Board staff
 - e. Other boards
2. External and internal stakeholders suggest gathering input and feedback from stakeholders, mainly by using surveys but also by focus groups and town halls.
3. Internal stakeholders recommend CBOT attend more conferences and community events to gain different perspectives.
4. Internal stakeholders suggest CBOT continue doing what it already does, such as having a diverse staff and seeking their input.
5. External stakeholders recommend that CBOT communicate more frequently and use more social media.

Trends in Gaining Different Perspectives

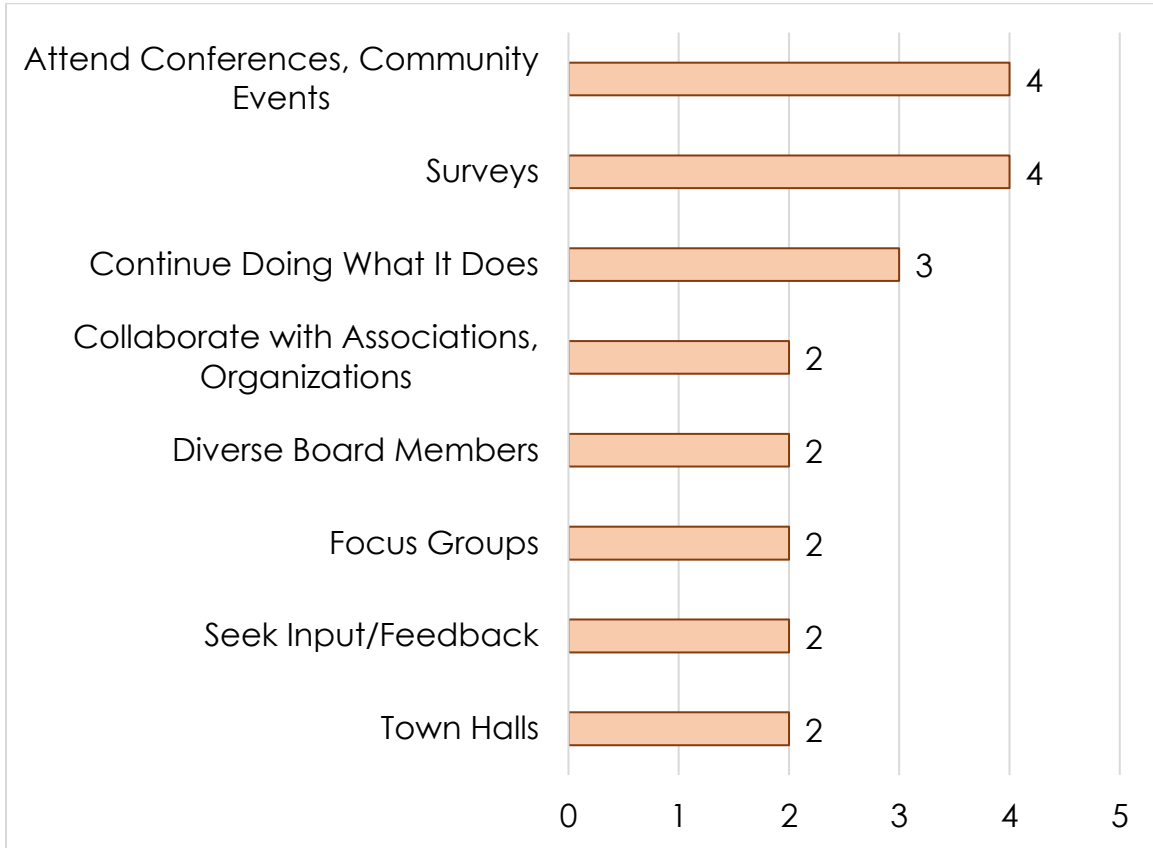
External Stakeholder Comment Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Trends

The chart below displays terms that summarize comments provided by internal stakeholders.



Summary of Unnecessary Requirements or Barriers to Licensure

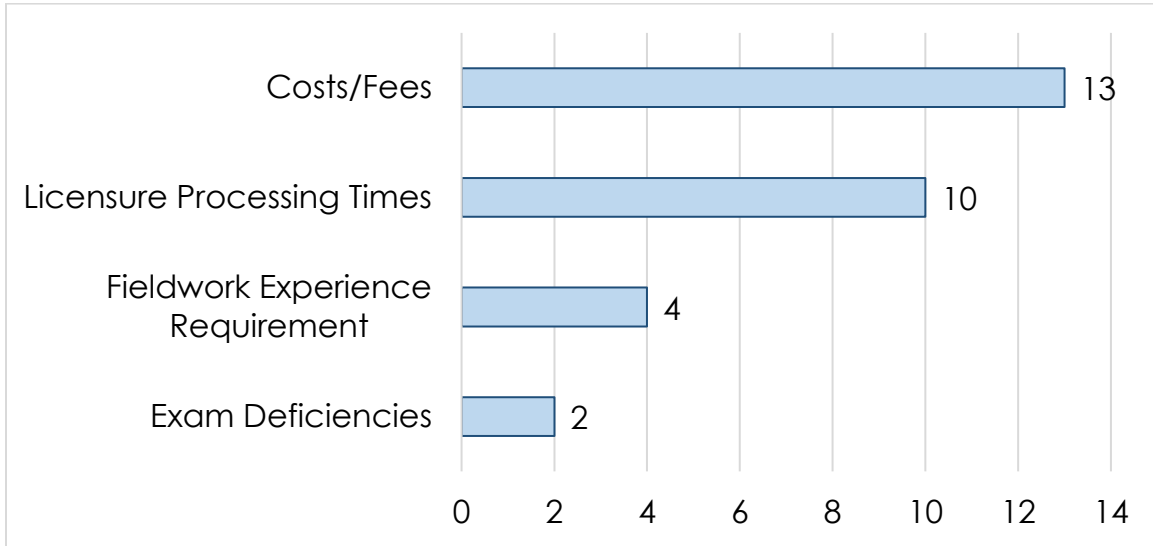
Survey question: Are there unnecessary requirements or barriers to licensure (e.g., education, experience, examination, continuing education, cost of licensure, processing time)?

1. External and internal stakeholders state the high costs of the following present a barrier to licensure:
 - a. License fee
 - b. Continuing education
 - c. Livescan
 - d. Education
 - e. Program/School application
2. External and internal stakeholders say the fieldwork experience requirement is a barrier to licensure due to the difficulty of obtaining the experience and the lack of pay.
3. External stakeholders state long licensure processing times are a barrier to licensure.
4. One external stakeholder says the exam is too hard, while another says the National Board for Certification in Occupational Therapy (NBCOT) exam does not align with the Accreditation Council for Occupational Therapy Education (ACOTE) standards.
5. Internal stakeholders state lack of automation in the licensure process is a barrier to licensure.

Trends in Unnecessary Requirements or Barriers to Licensure

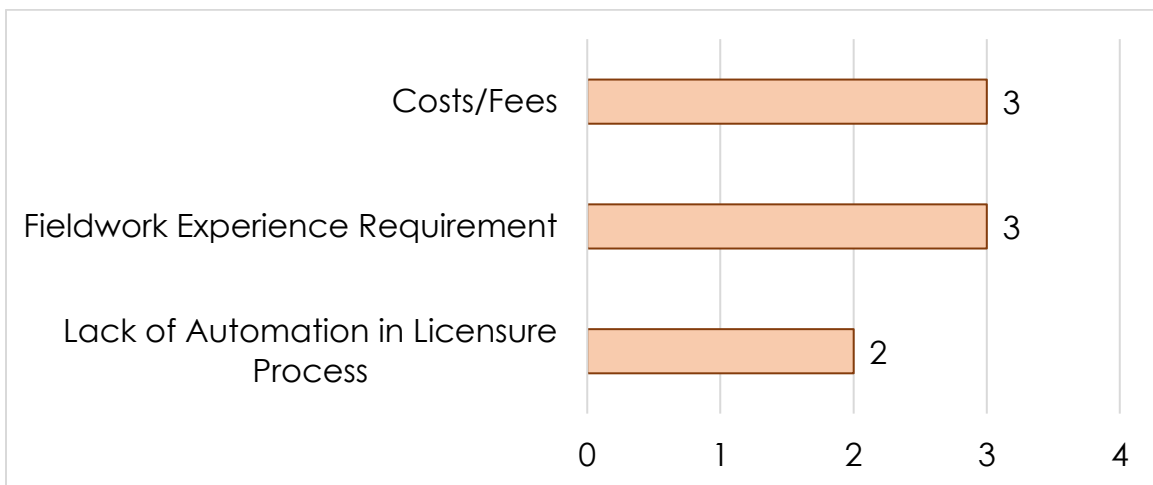
External Stakeholder Comment Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Trends

The chart below displays terms that summarize comments provided by internal stakeholders.



Summary of Ways to Increase Outreach and Connection to All California Communities

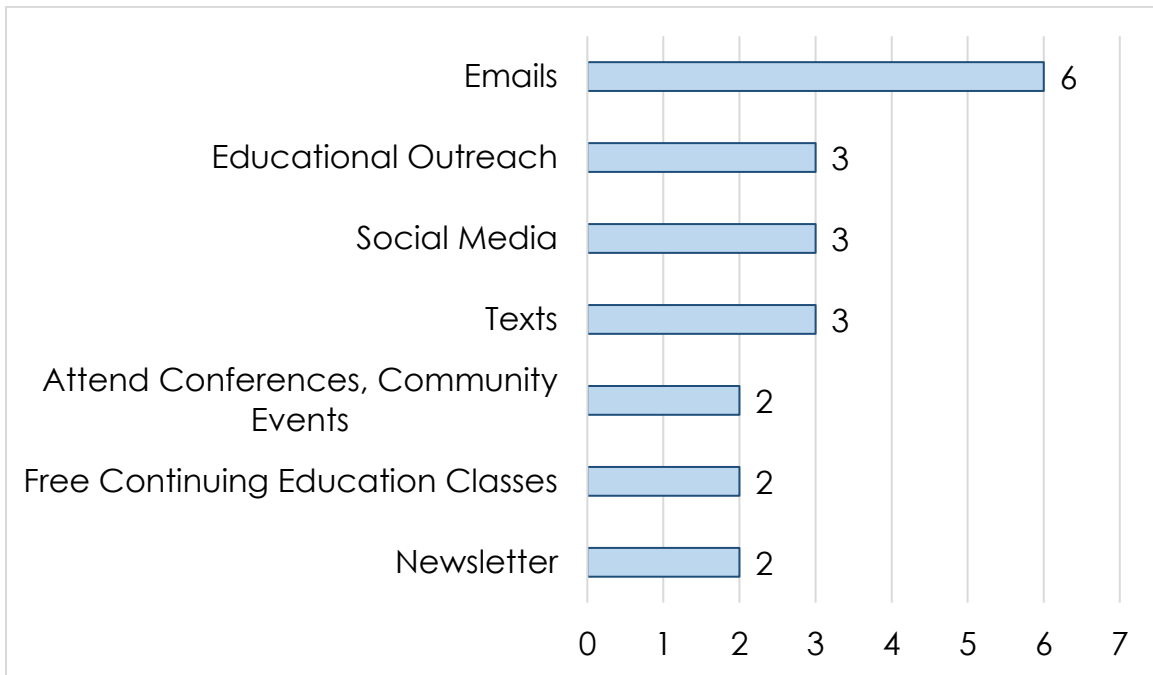
Survey question: What are ways that CBOT can increase its outreach and connection to all California communities?

1. External stakeholders suggest CBOT send emails and text messages to connect with all California communities.
2. External and internal stakeholders recommend CBOT attend conferences and community events.
3. External stakeholders suggest CBOT conduct educational outreach to physicians, other healthcare practitioners, and the public to help them understand what skills and services occupational therapists offer.
4. External stakeholders say CBOT can use social media to connect to all California communities.
5. External stakeholders suggest CBOT offer free continuing education courses, while internal stakeholders suggest CBOT collaborate with schools and colleges to conduct outreach to students.
6. External stakeholders recommend CBOT provide a newsletter.

Trends in Ways to Increase Outreach and Connection to All California Communities

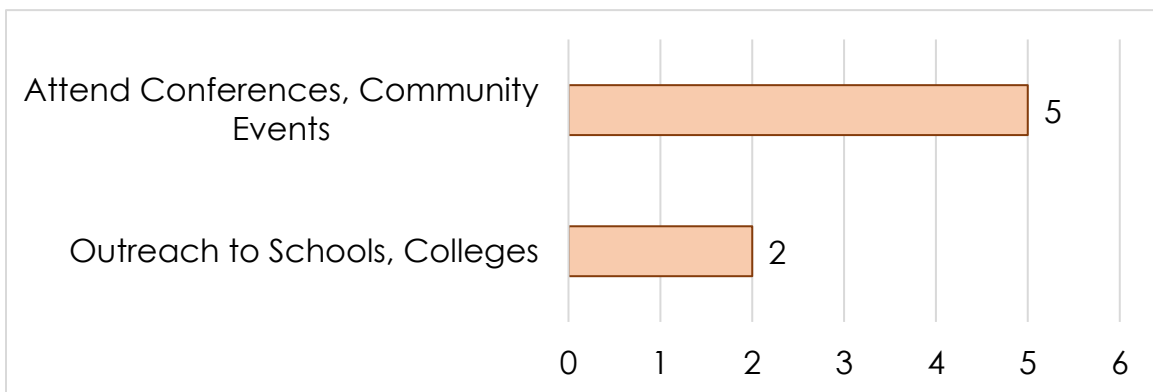
External Stakeholder Comment Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.



Summary of Other Actions to Take to Further Equal Access to Opportunities

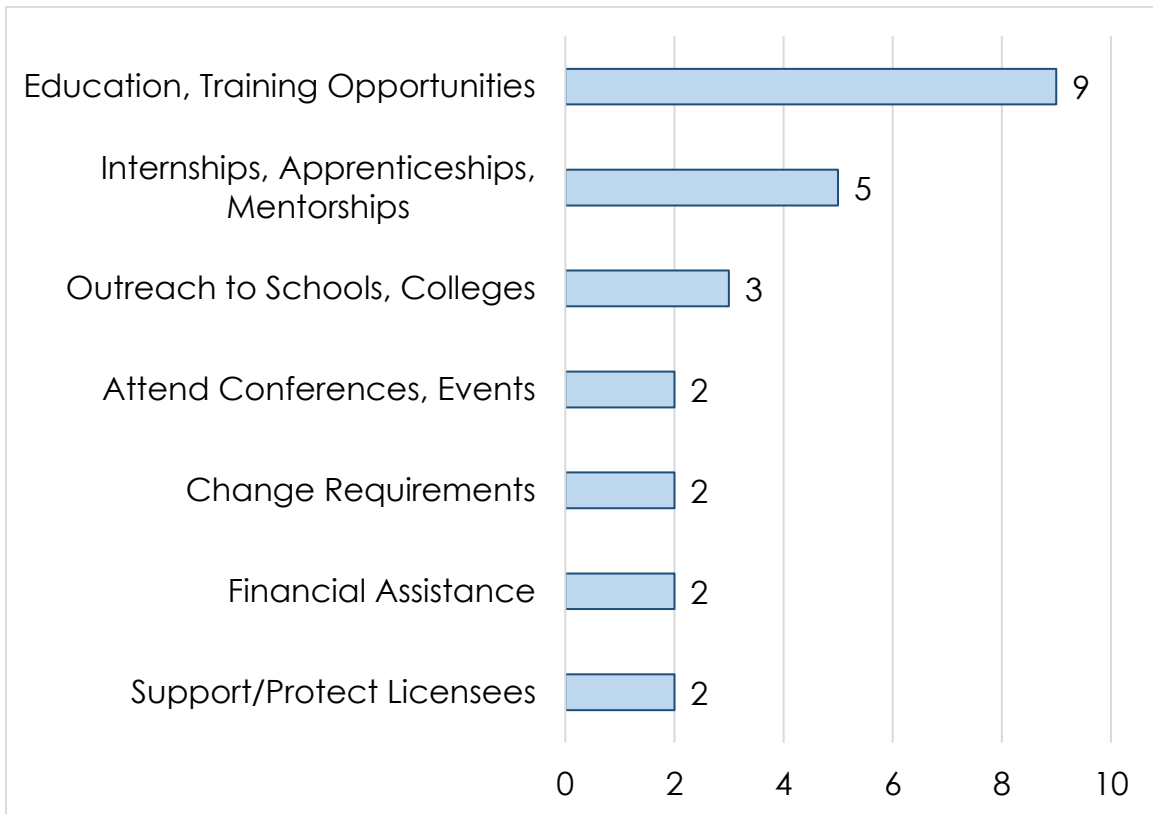
Survey question: What other actions should CBOT take to further equal access to opportunities (e.g., entry into the profession, education/training opportunities, apprenticeships/ mentorships)?

1. External stakeholders suggest CBOT provide training and education opportunities in the form of free CE classes and expand the number of classes acceptable for license renewal.
2. External and internal stakeholders want CBOT to support internships, apprenticeships, and mentorships.
3. External stakeholders recommend CBOT conduct outreach to schools and colleges, such as participating at job fairs, to provide early exposure to occupational therapy as a career.
4. External stakeholders suggest changing requirements, such as allowing more programs and decreasing the amount of CE required, as a way to further equal access to opportunities.
5. External stakeholders state CBOT could support licensees more. For example, CBOT could lobby elected officials to help reduce the cost of education and help licensees with visas secure jobs.

Trends in Other Actions to Take to Further Equal Access to Opportunities

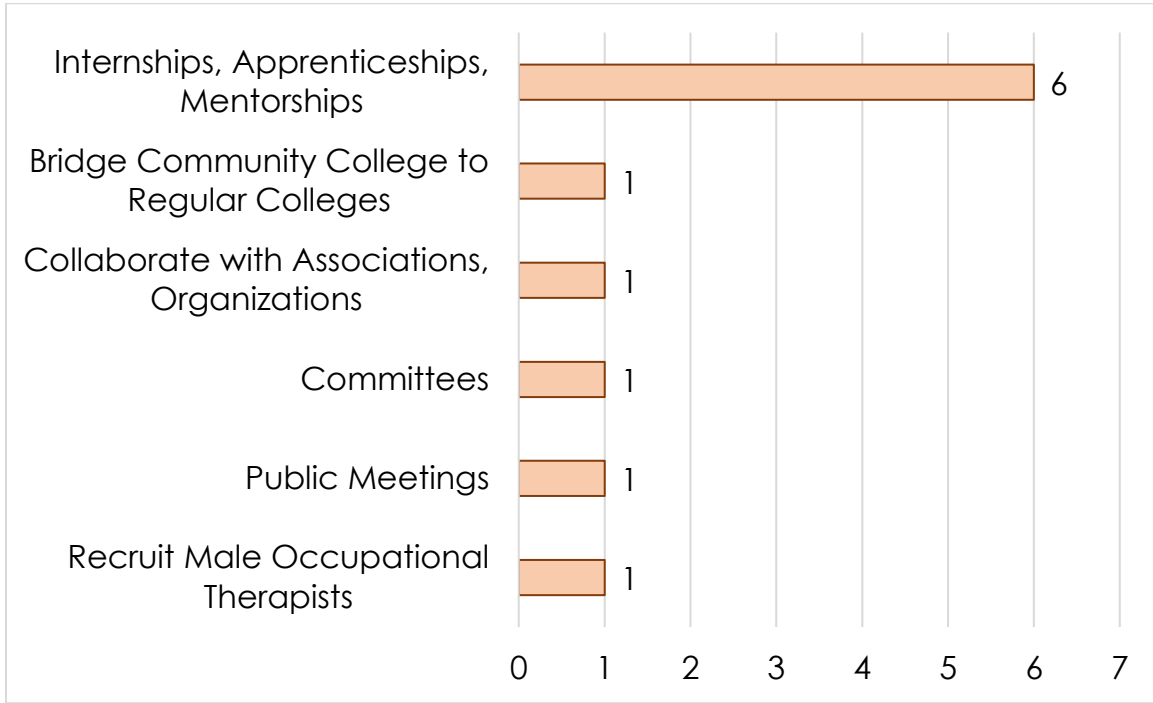
External Stakeholder Comment Trends

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Trends

The chart below displays terms that summarize comments provided by internal stakeholders.



Appendix A – Acronym List

Acronym	Definition
ACOTE	Accreditation Council for Occupational Therapy Education
AI	Artificial Intelligence
CBOT	California Board of Occupational Therapy
CE	Continuing Education
CEU	Continuing Education Unit
DCA	Department of Consumer Affairs
NBCOT	National Board for Certification in Occupational Therapy
OT	Occupational Therapist
PDU	Professional Development Unit
SOLID	Strategic Organizational Leadership and Individual Development

Appendix B – Data Collection Method

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

- SOLID interviewed leadership and conducted an online survey for staff during the months of November and December 2024.
- SOLID interviewed or conducted a survey for board members during the months of November and December 2024.
- SOLID conducted an online survey for external stakeholders during the months of November and December 2024.
 - The survey link was distributed in the following methods:
 - Posted on the Board website.
 - Posted on the Board social media accounts.
 - Emailed to the Interested Parties email subscription list.

Classification of Stakeholder Relationship with CBOT:

Relationship with CBOT	Number of Responses	Response Rate
Executive Director and Management	4	100%
Staff	9	43%
Board Members	6	86%
Preparing to Become a Licensee	4 ²	
Licensee	264 ²	
Retired Licensee	1 ²	
Related Occupation	0	
Consumer	2 ²	
Government Agency	1 ²	
Professional Association/Group	3 ²	
Educational/School Association/Group	1 ²	
Other	0	

² A response rate cannot be determined for these external stakeholders because of the undetermined number having access to the survey link.

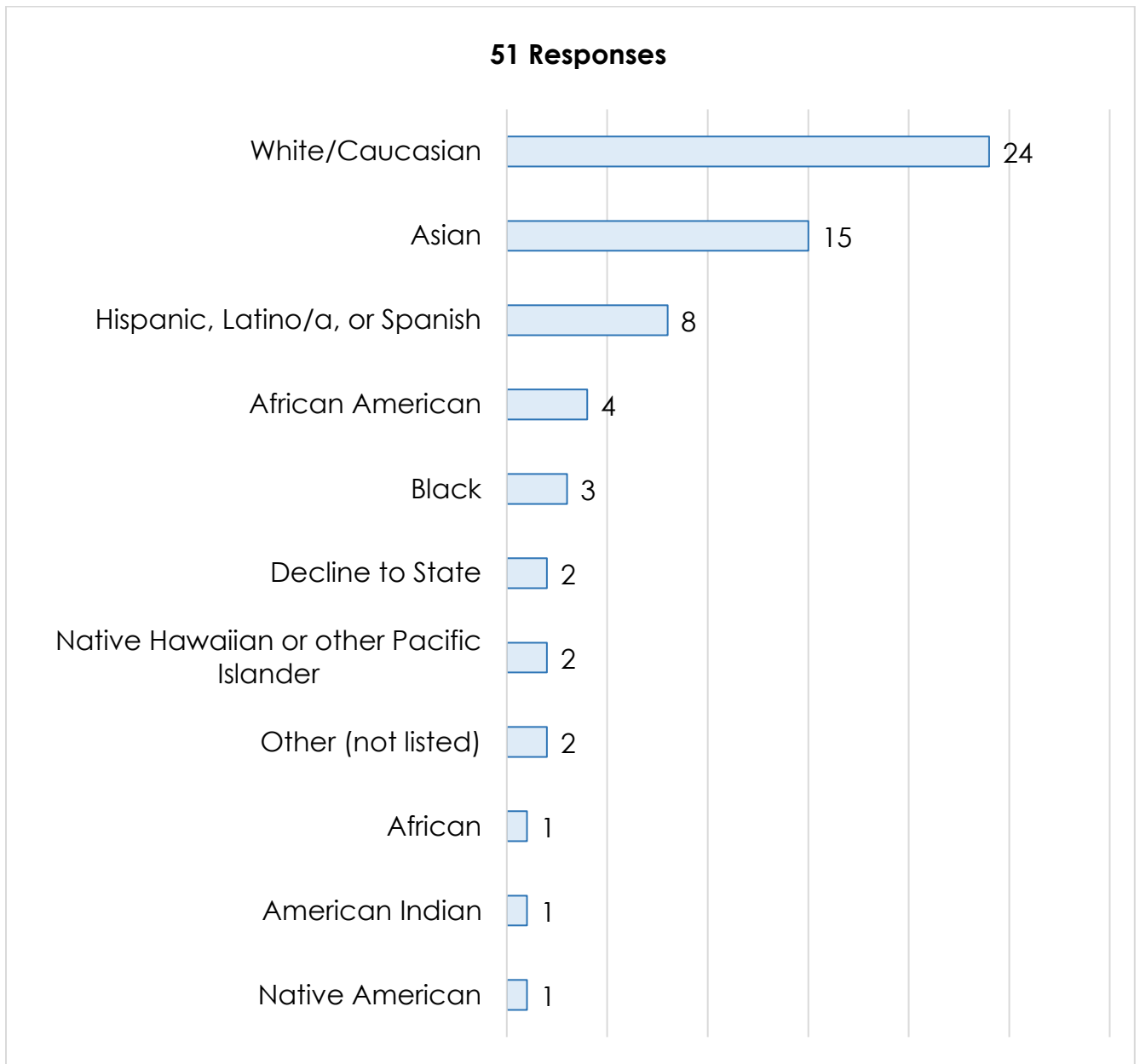
Appendix C – Demographic Data

Demographic questions were solicited from external stakeholders only.

Race

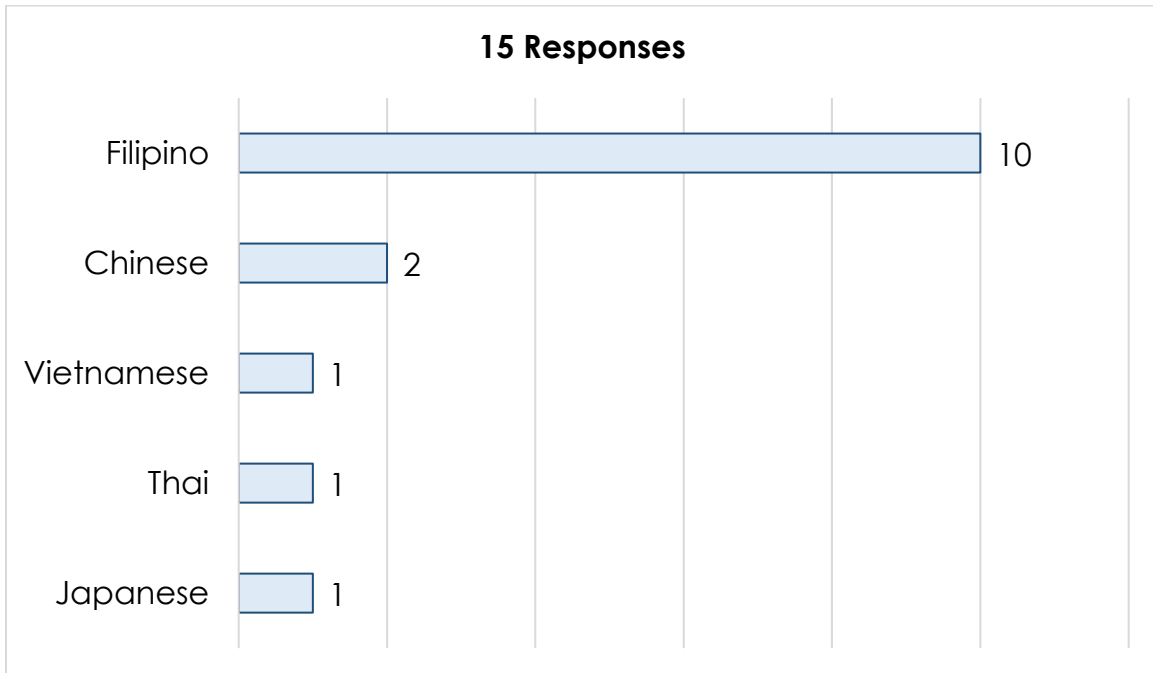
Races Stakeholders Identified With*

* Multiple options could be selected.



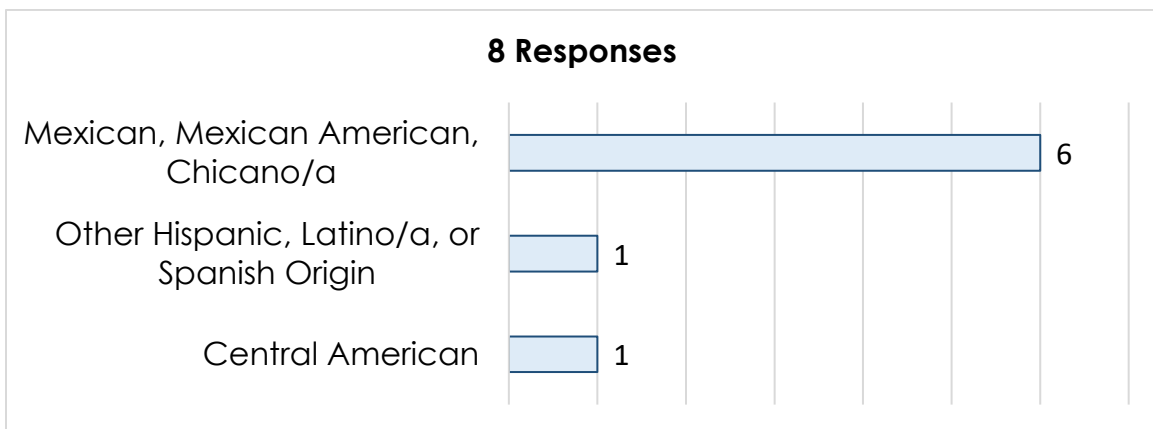
Asian Stakeholders Identified With*

* Multiple options could be selected.



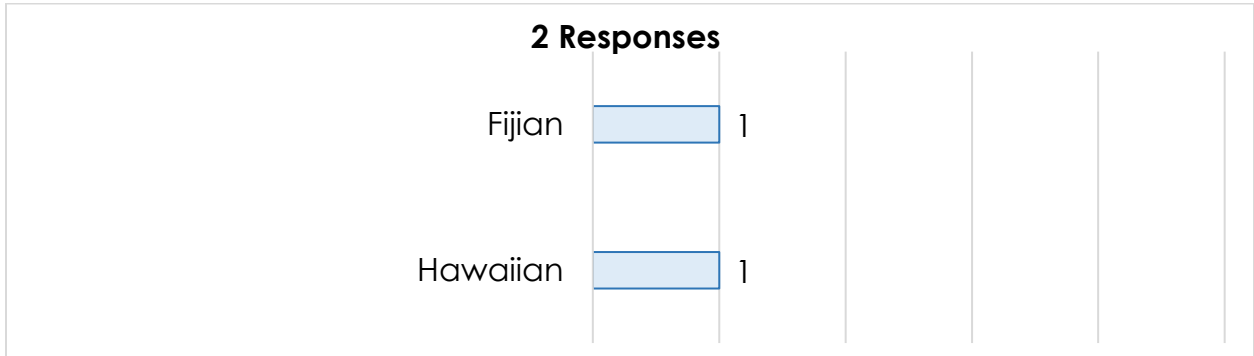
Hispanic, Latino/a, or Spanish Stakeholders Identified With*

* Multiple options could be selected.



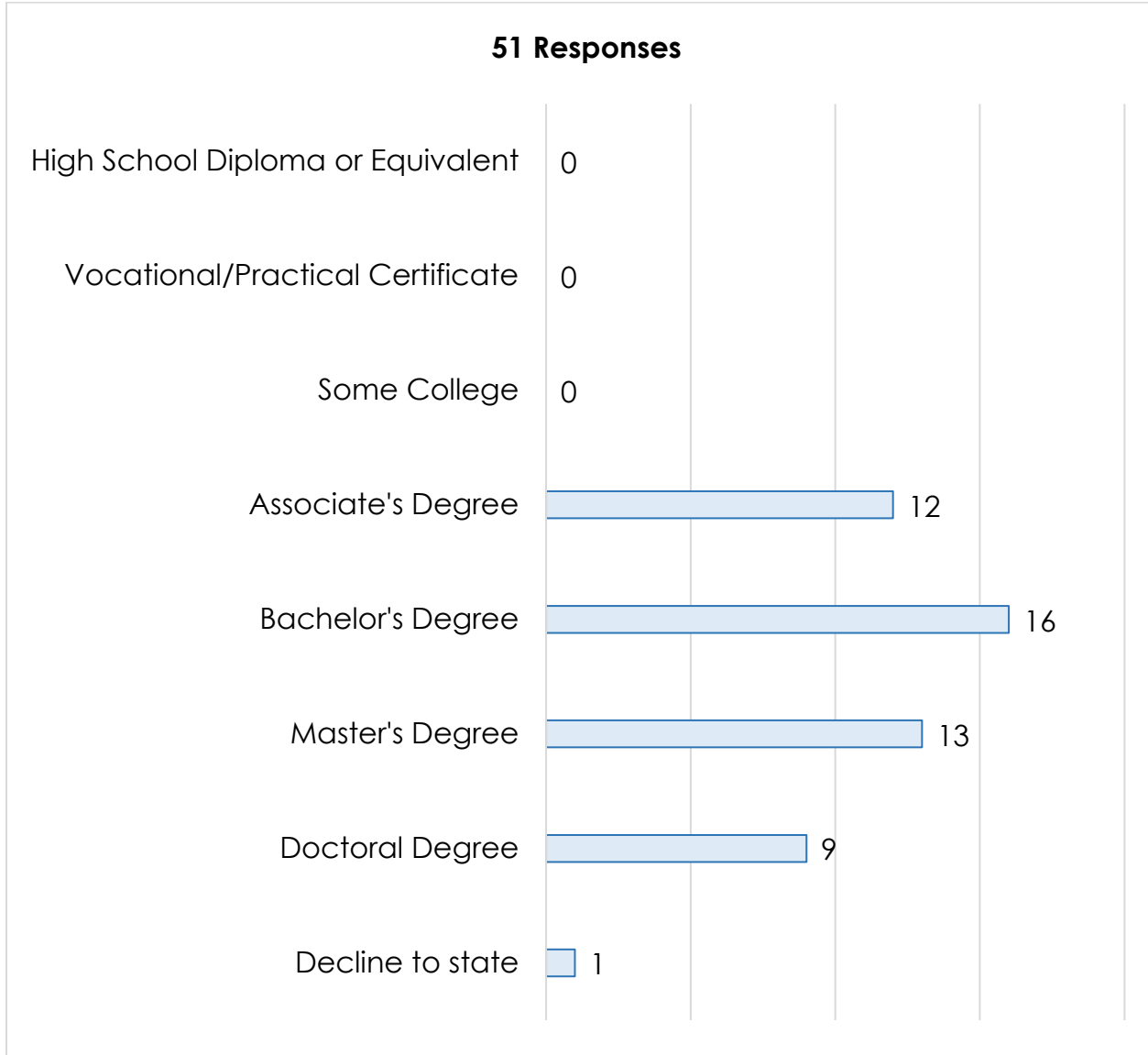
Native Hawaiian or Other Pacific Islander Stakeholders Identify With*

* Multiple options could be selected.



Education

External Stakeholders' Highest Level of Education

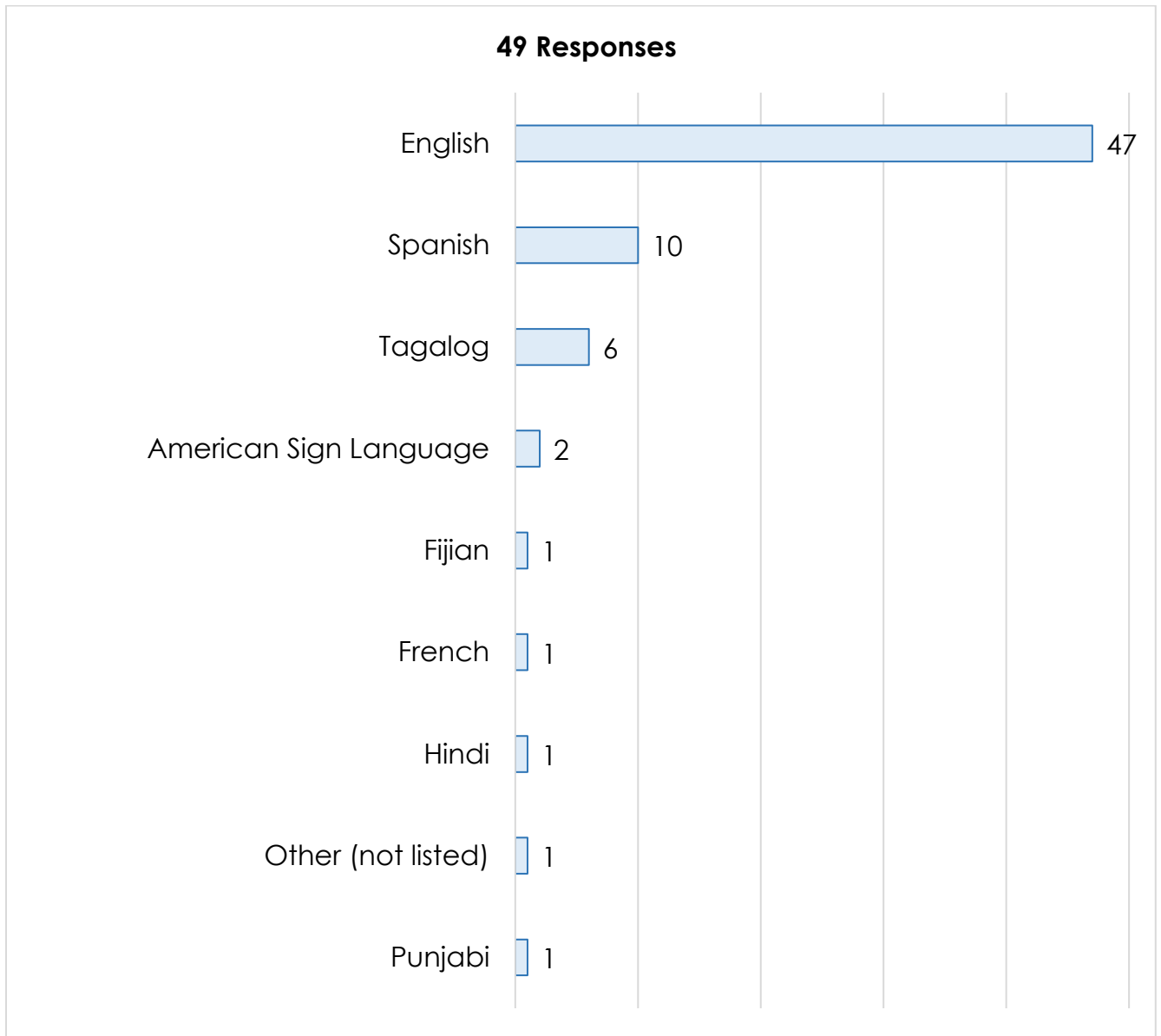


Languages

Languages

Languages Stakeholders Speak Fluently*

- * A total of 58 options (listed in the next page) were provided, including “Decline to State.” Multiple options could be selected. Languages not selected are not shown.

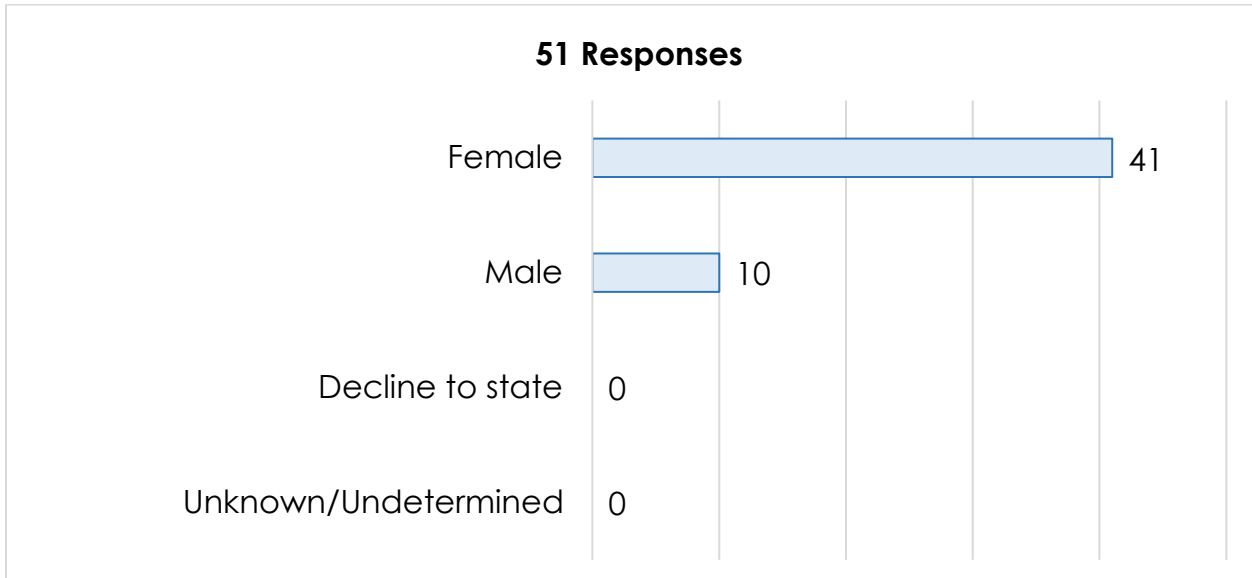


Language Options

- African Languages
- American Sign Language
- Amharic
- Arabic
- Armenian
- Cantonese
- English
- Fijian
- Formosan (Amis)
- French
- German
- Greek
- Gujarati
- Hebrew
- Hindi
- Hmong
- Hungarian
- Ilocano
- Indonesian
- Italian
- Japanese
- Korean
- Lao
- Mandarin
- Mien
- Mon-Khmer
- Navajo
- Persian (Farsi)
- Polish
- Portuguese
- Punjabi
- Russian
- Samoan
- Scandinavian Languages
- Serbian
- Spanish
- Swahili
- Tagalog
- Telugu
- Thai
- Tonga
- Turkish
- Ukrainian
- Urdu
- Vietnamese
- Xiang Chinese
- Yiddish
- Yoruba
- Other Chinese
- Other Non-English
- Other Sign Language
- Other (not listed)
- Decline to State

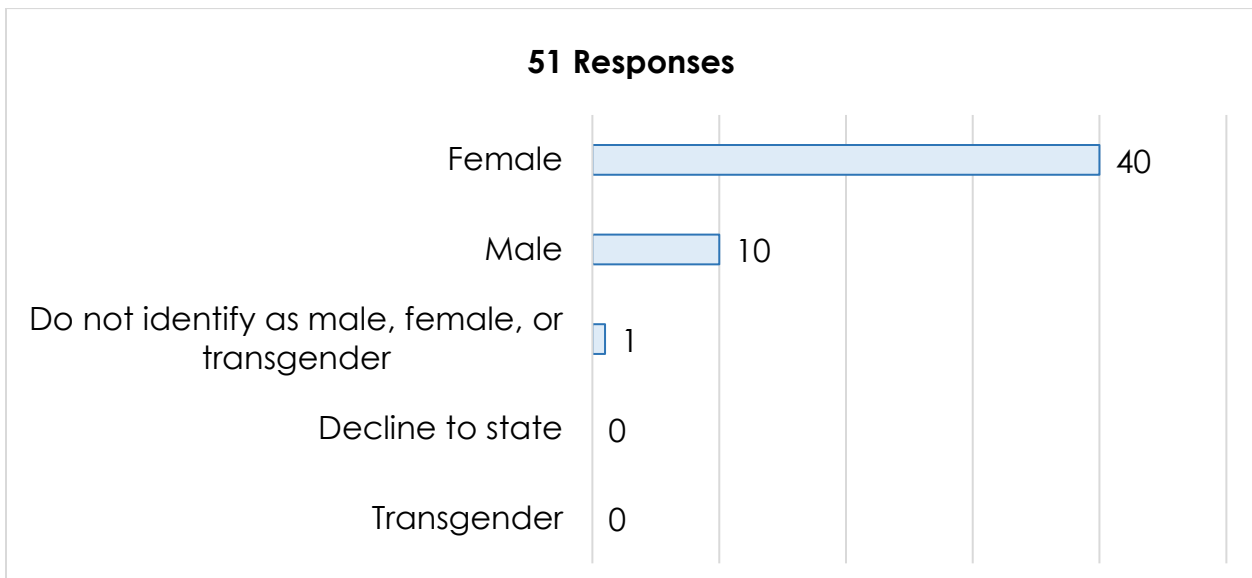
Birth sex

External Stakeholders' Assigned Sex at Birth



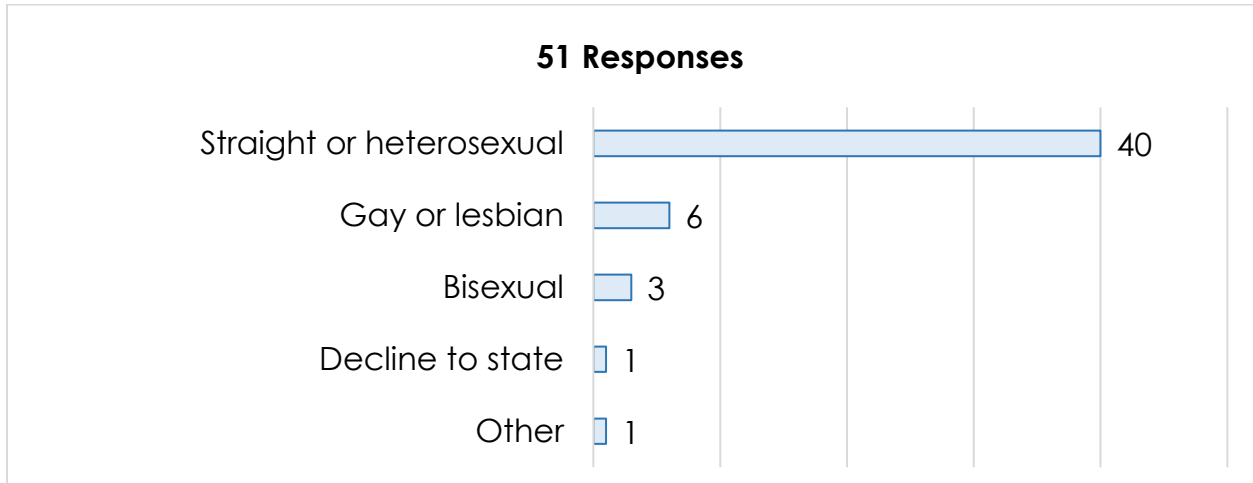
Current gender

How External Stakeholders Describe Themselves



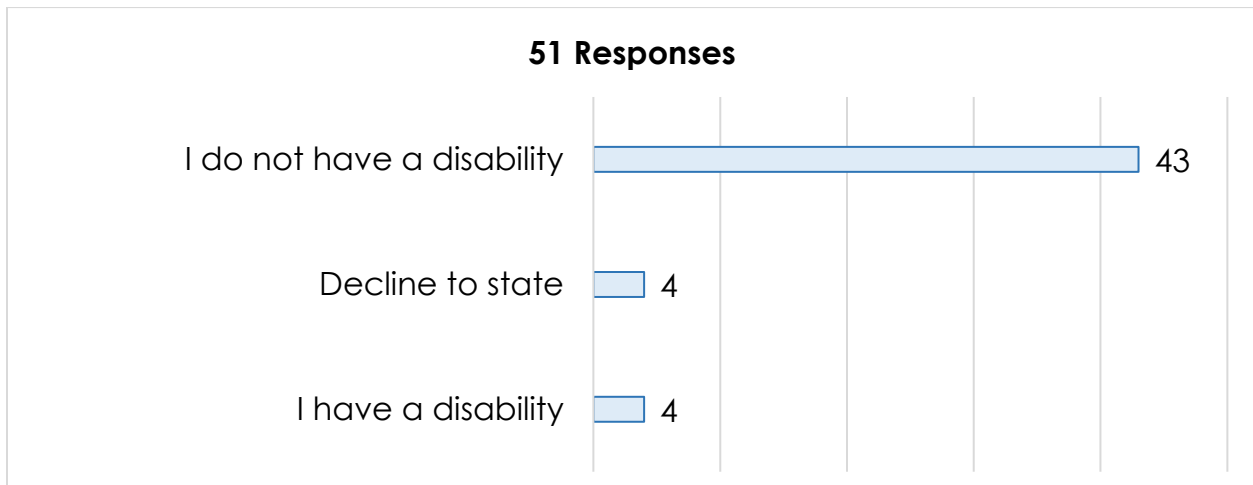
Orientation

External Stakeholders' Orientation



Disability status

External Stakeholders' Disability Status





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