**Strategic Plan – Tool #6**

***Sample #1 (Umbrella Board)***

**Example Board of Nursing Strategic Plan 2013-2016**

Department of Health Mission: To protect, promote and improve the health and prosperity of

people in -------.

BON Mission: To protect, promote and improve the health and prosperity of the people in -----

by ensuring the safety of nursing practice and integrity of nursing regulation.

BON Vision: proactive model of unsurpassed regulatory excellence

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| STRATEGIC INITIATIVE #1. The board of nursing promotes evidence based regulation | | | |
| Risk Assessment: | | | |
| Outcome | Objectives | Tactics | Progress |
| 1. Board decisions based on best practices. | 1. Explore a performance measurement system to promote regulatory excellence 2. Use models and resources for evidence based regulation      1. Identify, communicate, and promote collaboration on regulatory issues related to abuse of prescription drugs, cosmetic surgery, pain management, other 2. Identify licensure, discipline, practice and education trends 3. Identify information and data on continued competence      1. Reduce abuse of controlled substances | 1. Vice-chairman and executive director to attend NCSBN Mid-year meeting program on performance measurement.  2A. Review PAP program based on NCSBN ATD guidelines  2B. Determine size and composition of the board and communicate to legislators and associations. Seek sponsor.  3A. Chairman serves on CSMD Committee and -------served on BME Telemedicine Committee  3B. Provide slides on APN certification and prescribing .  4. Publish licensing, discipline, practice and education trends annually  5A. Publish continued competence audit reports quarterly  5B. Require continuing education in prescribing controlled substances.  6A. Assess the curriculum of schools of nursing for number of hours re abuse of controlled substances.  6B.Collaborate with BME/BOP/DOH and other stakeholders to educate the public and curb controlled substance abuse. |  |
| STRATEGIC INITIATIVE #2. Board of nursing advances the engagement and leadership potential of all members through education, information and networking | | | |
| Risk Assessment: | | | |
| Outcome | Objectives | Tactics | Progress |
| 1. Board members participate in activities of the board and demonstrate knowledge and application of statutes, rules and policies. | 1. Increase knowledge of regulation      1. Members are engaged and connected to the board 2. Provide leadership opportunities | 1A. Hold new board member orientation prior to member’s first board meeting; provide continuing education.  1B. All board members and board support staff complete PAP courses, Basics of Addiction and Prescribing Controlled Substances  1C. All board members participate in policy development.  2. Develop and conduct board member satisfaction survey  3. Provide opportunities for board members to chair committees and panels. |  |
| STRATEGIC INITIATIVE #3. Board of nursing ensures the competence of licensees | | | |
| Risk Assessment: | | | |
| Outcome | Objectives | Tactics | Progress |
| 1. Licensees demonstrate competence in nursing practice | 1. Contract with NCSBN to provide NCLEX 2. Contract with testing service to provide medication aide examination 3. Recruit volunteers to participate in exam service activities 4. Promote continuing competence of licensees | 1. Contract in place.  2. Contract with Pearson VUE, expires June 30, 2017  3. Call for recruits via email and announcements at stakeholder meetings upon request of test service  4A. Publish links to continuing education opportunities through PAP and NCSBN  4B. Conduct audits to ensure compliance with continuing competence requirements |  |
| STRATEGIC INITIATIVE #4. Board of Nursing collaborates to advance nursing regulation | | | |
| Risk Assessment: | | | |
| Outcome | Objectives | Tactics | Progress |
| 1. Board of Nursing promotes and is represented in collaborative activities | 1. Actively participate in the regulatory arena      1. Promote standards of nursing regulation 2. Collaborate with external stakeholders 3. Participate in the Nurse Licensure Compact | 1. Serve on NCSBN and other regulatory related committees  2. Compare NPA to APN Consensus Document.  3. Report semiannually to ----Deans and Directors, TNA, TONE  4A.Compact administrator attends all meetings of the NLCA.  4B.Compact administrator serves on NLCA Committees |  |
| STRATEGIC INITIATIVE #5. Board of Nursing enhances nursing regulation through efficient use of technology | | | |
| Risk Assessment: | | | |
| Outcome | Objectives | Tactics | Progress |
| A. Board leverages technology to simplify regulation for users | 1. Maintain a comprehensive state nurse licensure database      1. Contribute to a national nurse workforce data repository through collaboration with NCSBN 2. Implement a new licensure management system 3. Support interactive online processing of initial licensure applications 4. Support enhancements that will provide board members, licensees and the public with electronic information 5. Promote transparency by providing information on BON web site | 1A.Support IT transition    1B. Explore options for workforce data collection, and reporting.  2. Support the daily exchange of licensure information through Nursys  3. Continue testing.  4. Support online applications for initial licensure.  5A. Implement email communication with licensees.  5B. Reduce paper by using electronic reports and records for board meetings  6. Post meeting notices, minutes, annual reports, newsletter, legislation, new rules, board policies and education links on web site. |  |

***Sample #2 (Independent Board)***

**Agency Mission**

The mission of the Board of Nursing is to assure the Citizens of ----- safe and competent practice by nurses and mental health technicians.

**Agency Philosophy**

The Board of Nursing will act in accordance with the highest standards of ethics, accountability, efficiency and openness.

The Board subscribes to the idea that safe nursing care is a public trust. We approach our activities with a deep sense of purpose and responsibility.

The public and regulated community alike can be assured of a balanced and sensible approach to regulation.

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| **Priority #1** | **Performance Measure** | **Assessment** | **Date(s)** |
| **Promoting Nursing and**  **allied Health Standards;**  **safe nursing through**  **education** | |  |  |
| 1. Nursing Initiative Grant | 1. Assessment of Nursing Initiative Grant and determine next steps. | Collaborate with -SNA, ONL, Tri-Council & Nursing programs in --- |  |
| Began Spring 2006 and was approved for 10 years |  | Review NCSBN National trends & studies |  |
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|  | 2. Continue collaboration with other agencies to increase nurse educators in ---- by providing expertise and support. | Collaborate with ----Works, -BOR, -ANA |  |
|  |  | Collaborate with ---- Works to assess need of employers in ----- met with ---- Works and approved interface design | Spring 2013 |
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|  | 3. Evaluate new models of education keeping | Review NCSBN National trends & studies |  |
|  | quality education as a priority. |  |  |
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| 2. Build collaborative relationships with other organizations and nurses in Kansas | 1. Joint meetings with organizations and other state agencies. | List organizations here |  |
|  |  | ---- Action Coalition |  |
|  |  | ---- Works |  |
|  |  |  | 4/2013 |
|  |  |  | 7/2013 |
|  | 2. Continue education outreach. | Student presentations | 9/18/13 |
|  |  | Student presentations | 10/26/12 |
|  |  | Student presentations | 3/4/13 |
|  |  | Student presentations | 3/7/13 |
|  |  | Individual education programs - DATL, CNE providers | 2013 |
|  |  | Updates in Newsletter |  |
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|  | 3. Keep web page & web services current. | Ongoing |  |
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| 3. Increase in requests for new nursing | 1.Gather data, review and clarify information | Review regulations |  |
| programs, limited graduate employment | needed to evaluate need for new programs. | Monitor NCSBN for updates |  |
| opportunities and limited availability of |  |  |  |
| adequate clinical resources. |  |  |  |
|  | 2. AG involvement. |  |  |
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|  | 3. Ensure clinical resources are of sufficient | Review regulations |  |
|  | number and experiences available to cover all |  |  |
|  | aspects of nursing cross the lifespan and |  |  |
|  | accommodate the number of students in the |  |  |
|  | program. |  |  |
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|  | 4. Clinical sites. | Review regulations |  |
|  |  | During school surveys, monitor appropriateness of clinical sites |  |
|  |  | Assess number of existing nursing programs in metro areas and the impact of the number of clinical sites |  |
|  |  | Review annual report and new school applications for possible addition to collect clinical site information |  |
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|  | 5. Determine the appropriate number of students per school. | Gather information for utilization to determine number of students |  |
|  |  | Review workforce evaluations |  |
|  |  | Analyze employment rates |  |
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|  | 6. Suspend approval of any new schools/programs of nursing education or increase in enrollment of existing programs pending a staff review of clinical resources for students in ---- for next 3 months |  | 12/2012 |
|  |  | Clinical Facilities Survey | 2/2013 |
|  |  | Clinical Facilities Survey - Review | 3/2013 |
|  |  | Clinical Facilities Survey - Re-review | 6/2013 |
| 4. Scope of Advanced Practice | 1. Review statutes and regulations. | Provide scope of practice statutes and regulations to the Board |  |
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|  | 2. Review consensus model. | Provide consensus model to the Board |  |
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|  | 3. Discussion of independent practice. | Provide Board with results from states who have independent practice |  |
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|  | 4. Review ---- APRN Taskforce proposed statute changes. | Provide the Board updates on the language |  |
|  |  | Board takes position on proposed language |  |
|  |  | BON support conceptually the removal of a collaborative practice agreement mandate and prescriptive authority protocol if the licensee has demonstrated through a transitional practice or experience of at least 3 years the ability to practice independently. | 12/2012 |
|  |  | Ad Hoc APRN Committee | 3/2013 |
|  |  | Ad Hoc APRN Committee - meeting | 5/2013 |
|  |  | Ad Hoc APRN Committee - meeting | 7/2013 |
|  |  | Ad Hoc APRN Committee - meeting | 8/2013 |
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|  | 5. Review of comments received from the public. | Provide Board with all comments |  |
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| 5. New LMHT schools proposal | 1. Develop or contract license exam. | Experts review old exam | 10/12 |
|  |  | Contact ---- and ---- for the use of their exam | 9/12 |
|  |  | Information gathered to develop revised exam | 10/2012 |
|  |  | Develop test | 1/2014 |
|  |  | Approval of schools ---- | 3/2013 |
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|  | 2. Review all applications. | Ongoing |  |
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|  | 3. Update website. | Ongoing | 7/12/13 |
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| 6. Massage Therapist proposed language for regulation by BON | 1. Review statutes and regulations. | Provide scope of practice statutes and regulations to the Board | 2/2013 |
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|  | 2. Review other states models. | Provide models from ---- and ---- | 2/2013 |
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|  | 3. Review financial impact. | Provide Board with fiscal impact | 2/2013 |
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|  | 4. Review of comments received from the public. | Provide Board with all comments | 2/2013 |
|  |  | Joint meeting massage therapist - BON | 7/11/13 |
|  |  | Joint meeting massage therapist - BON | 8/21/13 |
|  |  | Interim Committee | Spring 13 |
| **Priority #2** | **Performance Measure** | **Assessment** | **Date(s)** |
| **Fiscal Responsibilities** |  |  |  |
| 1. Succession Planning | 1. Evaluate agency structure. | Identify critical leadership positions needed for continuity of agency |  |
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|  | 2. Develop timeline. | After development of timeline-education of Board & staff |  |
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|  | 3. Develop education for the transfer of |  |  |
|  | institutional knowledge. |  |  |
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|  | 4. Develop a succession plan. | Staff is working on procedure manuals | ongoing |
|  |  |  |  |
| 2. I.T. Infrastructure | 1. Continue to identify and replace equipment that needs updated. | Ongoing |  |
|  |  | Approval for funding | 3/2013 |
|  |  | Data center upgrade |  |
|  |  |  |  |
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|  | 2. Review and evaluate new technology and how to incorporate into BON. | ongoing |  |
|  |  | ----alert | 9/2012 |
|  |  | I Pads for board packets & meetings | 9/2012 |
|  |  | ----text |  |
|  |  | Paperless applications | 6/2016 |
|  | 3. Explore cooperation with state and national | Ongoing |  |
|  | organizations. | Data Integrity - active | 8/23/13 |
|  |  | Data Integrity - Inactive |  |
|  | 4. Be proactive with state reorganizations. | Ongoing |  |
|  |  |  |  |
| **Priority #3** | **Performance Measure** | **Assessment** | **Date(s)** |
| **Maintain Quality Customer Service** |  |  |  |
| 1. Phone calls | 1. Returned within 1 business day. | Audit quarterly |  |
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| 2. Process all paper applications within 3 | 1. 90% of paper applications will be processed in | Audit 10% quarterly |  |
| business days | 3 business days. | 1st quarter 2012 - 97.8 |  |
|  |  | 2nd quarter 2012 - 96.86 |  |
|  |  | 3rd quarter 2012 - 94.66 |  |
|  |  | 4th quarter 2012 - 96 |  |
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|  | 2. 90% accuracy rate. | Audit 10% quarterly |  |
|  |  | 1st quarter 2012 - 56.73 |  |
|  |  | 2nd quarter 2012 - 60.00 |  |
|  |  | 3rd quarter 2012 - 58.53 |  |
|  |  | 4th quarter 2012 - 70.13 |  |
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| 3. License new graduates from electronic | 1. License printed within 3 business days after | Audit 10% quarterly |  |
| report within 3 business days | student passes exam. | 1st quarter 2012 - 97% |  |
|  |  | 2nd quarter 2012 - 100% |  |
|  |  | 3rd quarter 2012 - 32% |  |
|  |  | 4th quarter 2012 - 88% |  |
|  |  |  |  |
| 4. Investigations | 1. Complete within 9 months. | Audit quarterly- over 9 months old |  |
|  |  | January 2013 - 49% |  |
|  |  | July 2013 - 45% |  |
|  |  |  |  |
|  | 2. Average length of Investigation. | Audit twice yearly |  |
|  |  | 2010 - 142 days; 2011 - 98 days; 2012 - 55days | Jan. 2013 |
|  |  | 2010 - 159 days; 2011 - 115 days; 2012 - 71 days; 2013 - 41 days | July 2013 |
|  |  |  |  |
| 5. Case(s) filed or diversion agreement signed & implemented within 90 days after Assistant Attorney General receives file(s) | 1. Timely hearings. | Audit quarterly |  |
|  |  | January 2013 - 100 days |  |
|  |  | July 2013 - 154 days |  |
|  |  |  |  |
| 6. Customer Service | 1. All customers’ service measures will be added to position descriptions and evaluations. | Evaluations completed twice yearly addressing audit results |  |
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|  |  |  |  |
|  | 2. Web based customer service survey. | Audit quarterly | 12/27/12 |
|  |  |  | 4/25/13 |
|  |  |  | 7/24/13 |