

Strategic Planning – 2015-2017
Implementation Plan for Oregon State Board of Nursing Mission and Values
Values: Integrity, Collaboration, Stewardship, Simplicity, Innovation

Overarching Goals

1. *Focus on customer service*
2. *Effective, high quality leadership and governance*
3. *Provide guidance for, and the regulation of, the nursing profession*

Strategic Initiatives – 2015-2017
Assigned to: Executive Director

Value	Goal	Objective (Tactic)	Measure	Data Source	Timeline	Assigned to:
Collaboration Innovation	Effective high quality leadership and governance	<ol style="list-style-type: none"> 1. Develop partnerships with other state regulatory agencies, other state Boards of Nursing, and national organizations, to understand best practices for agency and regulatory management. 2. Establish partnership with two other state Boards of nursing to compare internal workflow processes. 3. Establishment of internal performance standards for service, staff expectations, and management expectations. 4. Development of displayed dashboard to track progress of strategic plan utilizing NCSBN CORE measures and best practices for target measure. 	<ol style="list-style-type: none"> 1. Involvement of agency staff in national regulatory activities. 100% monthly attendance by Board staff at the HC regulatory meetings. Number of internal processes influenced by collaborations in Objective 1. 2. Documents from other Boards to compare OSBN process. 3. Utilization of selected NCSBN CORE measures 4. Enroll in the NCSBN TERCAP 	<p>NCSBN Committee Rosters; Listing of meeting attendance</p> <p>HC regulatory Board minutes tracking documents for process change</p> <p>Catalog of performance expectations</p> <p>Internal data sources</p>	<p>Evaluation by end of FY 2017 unless otherwise stated</p> <p>Performance expectations by June 2016</p> <p>CORE measurement implementation by Jan 2015, first measurement by June 2015.</p> <p>TERCAP Implementation by Dec 2015</p>	Executive Director
Integrity Simplicity Stewardship	Effective high quality leadership and governance	<ol style="list-style-type: none"> 1. Develop internal capacity to run individual reports from agency data sources. 2. Utilize the daily management system to communicate information to staff regarding agency performance. 	<ol style="list-style-type: none"> 1. Ability to run individual reports measuring agency performance and other dashboard data. 2. Daily management system implementation 	<p>CRM, State Databases, local data sources</p> <p>Daily managements process implemented in</p>	<p>Daily Management by Jan 2015</p> <p>CRM data by June 2016</p>	Executive Director, Management Staff

			in all agency departments and in monthly staff meetings.	all departments		
Stewardship Collaboration	Effective, high quality leadership and governance	1. Increase public visibility of the Board by engaging in external education with community members focusing on returning impaired nurses to the workplace and reporting requirements.	Minimum of 5 presentations in conjunction with community partners (NWOE, ONA, ONF, etc) per biennium.	Agenda and attendance roster for presentations.	By June 2017.	Executive Director Nursing Practice Consultant.

Strategic Initiatives – 2015-2017
Communications

Value	Goal	Objective (Tactic)	Measure	Data Source	Timeline	Assigned to:
Innovation & Simplicity	Focused on service	Reformat website to adopt new state design, update online application/verification processes, and incorporate new features (exam applications, mailing list sections, new statistics page, and investigations case status).	Perform focus group/card sort on general organization by March 2015. Design of new online application section & investigation case status by April 2015. Work completed by June 2016. Mailing list page by Jan. 2017. Statistics page by June 2017.	Internal/external user feedback Google analytics	June 2017	Communications Manager
Integrity, Stewardship	Effective, high-quality leadership, governance	Develop an orientation program for new Board members that emphasizes the Board's role in state government, as well as providing a thorough review of the agency.	Draft of program by October 2015 Program approved by February 2016 All Board members trained/refreshed in new program by June 2016	Board member and management feedback	June 2016	Communications Manager

Strategic Initiatives – 2015-2017
Human Resources

Value	Goal	Objective (Tactic)	Measure	Data Source	Timeline	Assigned to:
Values: Integrity Collaboration Stewardship Simplicity Innovation	Effective, High quality leadership and governance	Develop an employee performance evaluation form that includes core competencies and at least two job specific competencies that are measureable in collaboration with OD's Dev. Needs Assessment.	Form finalized by September 1, 2015	Agency Managers, Executive Director, employees (via Development Needs Assessment), existing agency data reports and monitoring tools, job descriptions, job classification specs, HR best practices, CBA, and DASHR Policies	July 1, 2015 – Sept 1, 2015	HR Manager and OD Manager
		Identify additional core competencies for managers and the tool for managers' performance evaluation form in collaboration with OD.	Form finalized by October 1, 2015		September – October 2015	
		Provide management training on employee performance evaluation.	Training completed for all managers by November 30, 2015		October 2015 – November 2015*	OD Manager
		Provide employee training on core competencies identified through the Dev. Needs Assessment (OD) and job specific competencies.	Training completed for all employees by October 31, 2015		*(develop training/admin. needs assessment & deliver training by Oct/Nov 2015)	OD Manager
		Develop procedures for performance evaluation tracking and compliance standards.	Draft for November 2015; Complete by January 1, 2016		Draft November 2015; Assess & Update January 2016	HR Manager, OSBN Managers
		Implementation of evaluating all employees on core competencies and introduce job specific standards to be added to evaluation for 2017.	100% employees evaluated with new form by 12/30/2016		Implement 1/1/16 Complete by 12/30/2016	HR Manager, OSBN Managers
		Implementation of evaluating all employees on Core competencies and job specific standards.	100% employees evaluated with added job specific standards for SED		Implement 1/1/17 Complete by all by	HR Managers, OSBN Managers

			Jan – June 2017		12/30/2017	
<p>Values: Integrity Collaboration Stewardship Simplicity Innovation</p>	<p>Effective, High quality leadership and governance</p>	<p>Provide communication to staff regularly on State level HR initiatives and projects.</p>	<p>Secure topical speakers quarterly at staff meetings</p>	<p>PEBB, PERS, DASHR, LRU, LMC, CBA, OSBN Operations & Policy Manual, topical experts related to HR Policy, Labor Laws, Administrative Rules, Comp/Class, Recruitment, Health/Wellness, Benefits, FMLA/OFLA, Diversity/Cultural, EAP</p> <p>DASHR, State Agencies, Employers, Internal & external training resources, local HS and Comm. College health occupation programs; Diversity & Cultural Orgs</p>	<p>January 2016 – June 2017</p>	<p>HR Manager (in collaboration with OSBN Managers)</p>
		<p>Gather input from staff on information and preferred methods of communication (intranet, email, speakers, meetings, etc.)</p>	<p>Write and distribute one communication related to HR monthly</p>		<p>January 2016 (Input)</p>	<p>HR Manager</p>
		<p>Based on input from staff, provide one written “article” or communication (email, intranet) related to HR - for example “Know Your Benefits” monthly.</p>	<p>Attend a minimum of six meetings per FY</p>		<p>February 2016 – June 2017 (Monthly)</p>	<p>HR Manager</p>
		<p>Based on input from staff, schedule presentations and speakers at least quarterly for agency staff meetings.</p>	<p>Visit a minimum of 3 HR departments per FY</p>		<p>March, June, Sept, Dec 2016, March, June 2017</p>	<p>HR Manager</p>
		<p>Attend DAS HR Directors Meetings and other topical meetings.</p>	<p>Attend a min. of 2 external conferences/trainings</p>		<p>June 30, 2016 and June 30, 2017</p>	<p>HR Manager</p>
		<p>Shadow operations in other Boards, CHRO and HR professionals at major healthcare employers for best practices on a quarterly basis. Provide information on the Board and Board services.</p>	<p>Establish interested contacts by 6/2016; participate in 3 events by 5/30/17</p>		<p>June 30, 2016 and June 30, 2017</p>	
		<p>HR Manager attend a minimum of two HR related conferences, courses or trainings.</p>			<p>July 2, 2015 – June, 30, 2017</p>	
		<p>Contact and explore participation in some capacity with health occupation programs at the high school or community college level (share</p>			<p>March 2016 – June 2016 contacts Attend by May</p>	

		information on the board, licensure and background requirements for licensure; participate on committees; job fairs or mock interviews).	Assessment & Review, including input from staff		30, 2017 June 30 2016 and June 30, 2017	
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Strategic Initiatives – 2015-2017
Licensing, Fiscal and Organizational Development

Value	Goal	Objective (Tactic)	Measure	Data Source	Timeline	Assigned to:
Integrity Stewardship Simplicity Collaboration	Focus on customer service	<ol style="list-style-type: none"> 1. Establish and measure customer service standards and measurements for Licensing and Fiscal operations. 2. Reduce the amount of time it takes to obtain a license. 3. Establish and implement service level agreements with internal customers. 	<ol style="list-style-type: none"> 1. 50% of standards are identified and measured 2. At NCSBN CORE Benchmark for licensing (<i>need quartile decision</i>) 3. 100% of SLA's in place 	<ol style="list-style-type: none"> 1. Avaya report 2. Customer surveys 3. Employee feedback 4. Prior customer data 5. Benchmarking 	<ol style="list-style-type: none"> 1. Performance metrics: 12/17 2. >5% reduction by 06/17 3. SLA's in place by 07/15 	LF & OD Manager
Integrity Stewardship Simplicity Innovation Collaboration	Effective, high quality leadership, governance	<ol style="list-style-type: none"> 1. Create and begin implementation of an agency development strategy-offer courses both internally and externally. 2. Integrate and measure competencies into performance evaluations. 	<ol style="list-style-type: none"> 1. repeat from HR100% of employees receive timely PE's with individual development plans (IDP's) 2. 5% of participants in courses offered are external 	<ol style="list-style-type: none"> 1. Surveys 2. Needs assessment 3. Service level agreements 4. Course evaluations and sign in sheets 	<ol style="list-style-type: none"> 1. Competencies identified: 12/15 2. Timely PE's w/IDP's: 06/17 3. Conduct development needs assessment: 12/14 4. Craft agency development strategy: 07/15 5. Conduct and communicate 6. Competency 	LF & OD Manager HR Manager?

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Strategic Initiatives – 2015-2017

Investigations

Value	Goal	Objective (Tactic)	Measure	Data Source	Timeline	Assigned to:
Integrity Simplicity Collaboration Stewardship Innovation	Effective high quality leadership, governance	Improve internal work flow processes and ensure consistency by creating internal policies and procedures for work flow processes in investigations	Publish completed desk manual	Work Product/Policies	July 2016	Investigations
Integrity Simplicity Stewardship	Provide guidance for, and regulation of, the nursing profession	Reduce the number of SB235 (public complaints) cases over 120 days by 10% by improving tracking by management and CRM and improve upon current work flow processes	Number of cases over 120 days compared to previous year/biennium	CRM	July 2016	Investigations

Strategic Initiatives – 2015-2017

Policy Analysts

Value	Goal	Objective (Tactic)	Measure	Data Source	Timeline	Assigned to:
Integrity Simplicity Collaboration Innovation	Provide guidance for and regulation of the nursing profession.	Consistent application of Board rules and policies across all departments. Use OSBN Intranet to communicate frequently asked rule and policy questions for staff review. Provision of education to all departments on implementation of new rules and policies	Initial staff query for topics/areas of focus Number of visits on website Ninety percent positive evaluative feedback on education events	Website Staff presentation log data Staff meeting minutes	Dec. 2015 June 2016 Dec. 2016 Dec. 2016	All policy analysts
Integrity Collaboration	Provide guidance for and regulation of the nursing profession	Gather information from internal sources to inform public and licensees of common concerns and themes identified in discipline Communication and outreach to address issues identified	Sentinel articles written regarding discipline issues Presentation at Conferences Stakeholder meetings	CRM Staff presentations	Dec. 2015 Dec, 2015	All policy analysts
Integrity Simplicity Collaboration	Provide guidance for and regulation of the nursing profession	Nursing Education Advisory Group (NEAG) draft deliverable on survey process re-design.	NEAG deliverables posted to website	NEAG meeting minutes	Dec. 2016	Educ. policy analyst

Stewardship		APRN Controlled Substances Policy	Policy adopted	Reports to the Board	Dec. 2016	Educ. policy analyst
		Provide quarterly regional educational sessions for training program faculty	Ninety percent positive evaluative feedback on education events	BON approved policy	Dec. 2015	APRN policy analyst
		Provide a minimum of 20 Nurse Practice Act education events per year.	Ninety percent positive evaluative feedback on education events	Training evaluation summary	Dec. 2015	Training prgrm policy analyst
		Nursing Practice Policy Committee to update six draft policies per year	NPC policy drafts	Presentation log data	Dec. 2015	All policy analysts
		Development of online education functionality	OSBN online course	Policy drafts to Board	July 2016	Pract.policy analyst
				Web	Jan. 2017	All policy analysts