

OREGON STATE BOARD OF NURSING

2024-2027
Strategic Plan
2026 Update



TABLE OF CONTENTS

Introduction & About OSBN	3
OSBN Structure.....	4
Growth in FTEs & Licensees	5
Mission, Vision, & Values.....	6
OSBN Strategic Plan.....	7 - 13

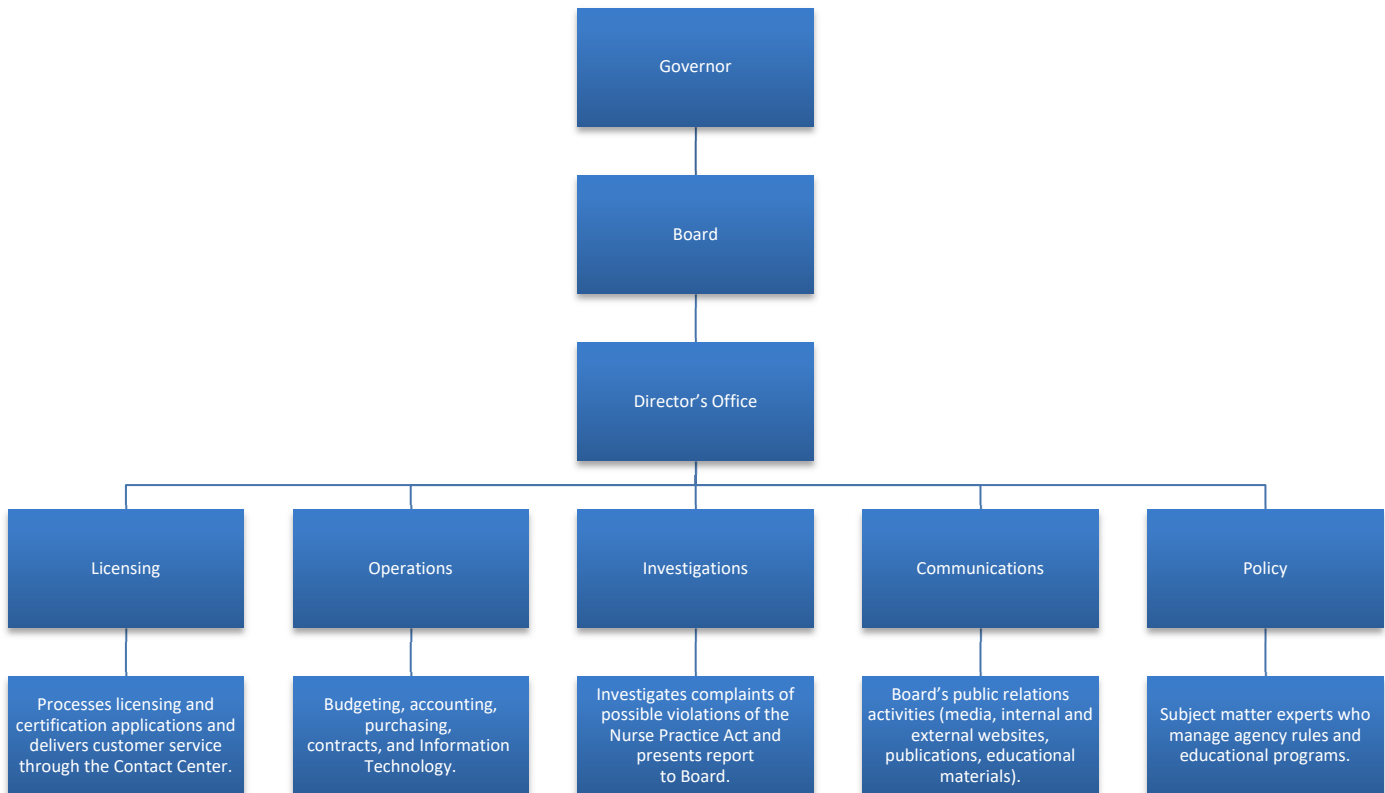


The Oregon State Board of Nursing presents this year’s progress on the 2024-27 Strategic Plan, highlighting key accomplishments and outlining goals for the 2025-2027 biennium.

ABOUT OSBN

Established in 1911, the Oregon State Board of Nursing (OSBN) protects the public through regulatory excellence and promoting the wellness of nursing professionals. The OSBN is supported by a dedicated staff of approximately 65 individuals. These professionals are committed to providing customer service and play a vital role in assisting the Board as it fulfills its mission to protect the public. The OSBN agency is comprised of distinct work divisions, all collaboratively working to support the Board and carry out the responsibilities mandated by law.

The nine OSBN board members are appointed by the Governor and include: four registered nurses, one licensed practical nurse, one nurse practitioner, one certified nursing assistant, and two public members. They represent a variety of geographic locations and areas of nursing practice. The OSBN is an agency within Oregon state government.



OSBN STRUCTURE

The Director's Office includes the Executive Director, Chief of Staff, Executive Assistant, Communications Manager, Human Resource Manager, and the policy division. This team, along with the managers of Investigations, Licensing, and Operations, oversees the organization's strategic direction and supports staff management and board operations.

The Communications Manager leads the Board's public relations initiative. Responsibilities include managing media relations, overseeing internal and external websites, producing monthly news bulletins, and coordinating the OSBN quarterly newsletter.

Policy Analysts serve as subject matter experts responsible for providing the Board with evidence-based information to inform decisions about the Nurse Practice Act (NPA). They draft rules to implement statutory changes and interpret the agency's NPA rules and regulations. Additionally, OSBN policy analysts respond to a range of inquiries regarding the NPA, deliver informational presentations, and conduct surveys of educational institutions to ensure ongoing compliance with applicable statutes and rules.

The Operations Department handles budgeting, accounting, purchasing, and contract management. It also leads the Information Technology team to meet all operational needs.

The Licensing Department provides customer service and processes applications. Their daily work ensures licenses and certificates are issued promptly to qualified individuals. It also houses our contact center for phone inquiries.

The Investigations Department reviews a large volume of complaints. Their primary responsibility is to investigate possible violations of the Nurse Practice Act and to present detailed reports to the Board.

The agency's significant growth and the upcoming 2027 budget review will allow us to expand the investigation department. As the number of licensees and certificate holders increases, we must add staff to meet demand and protect the public.

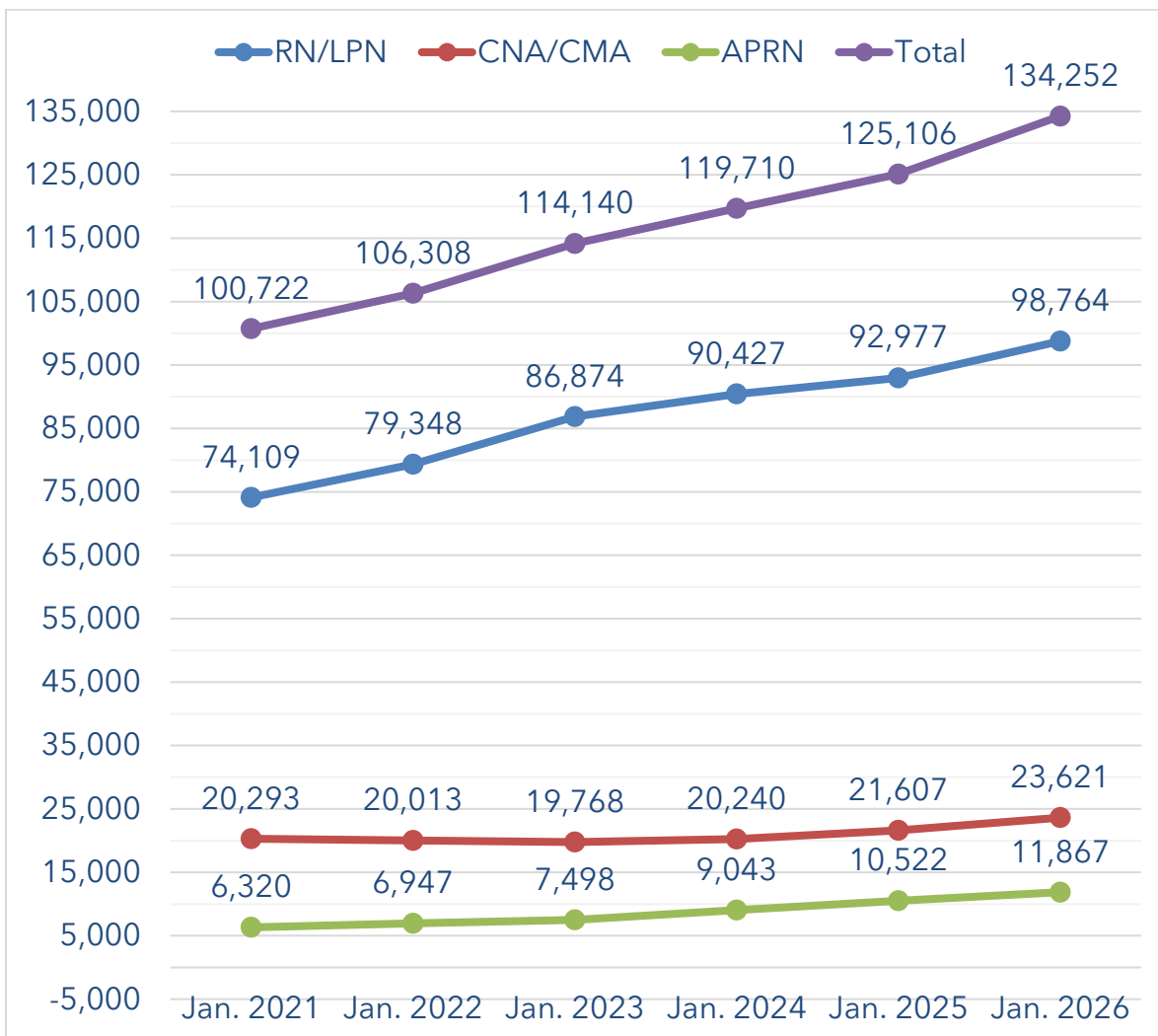


GROWTH IN NUMBER OF POSITIONS

Biennium	Positions
2025-2027	65
2023-2025	61
2021-2023	54
2019-2021	54
2017-2019	49

[GRAPH 1]

LICENSEE & CERTIFICATE-HOLDER GROWTH



[GRAPH 2]

MISSION, VISION, AND VALUES

Mission The Oregon State Board of Nursing protects the public through regulatory excellence and promoting the wellness of nursing professionals.

Vision A safe and healthy Oregon promoted through a healthy and diverse nursing workforce.

Values Innovation · Integrity · Stewardship
Simplicity · Collaboration



OSBN STRATEGIC PLAN

The Oregon State Board of Nursing developed a comprehensive strategic plan for the years 2024 to 2027. This plan was designed to guide the organization's efforts and priorities over a four-year period, ensuring alignment with its mission and vision.

Plan Approval and Reporting

In 2024, the Board officially approved the strategic plan. The following year, in 2025, a status report was shared to provide updates on the progress of each strategic imperative. Both the strategic plan and the status report are available on the organization's website.

Current Update: Accomplishments and Opportunities

This update highlights accomplishments achieved through March 2026, as well as remaining opportunities within each strategic imperative. The focus is on evaluating progress and identifying areas for continued growth and development.

Strategic Initiatives

The Strategic Plan centers on three core imperatives, each accompanied by distinct objectives and strategies. These imperatives are:

- Diversity, Equity, Inclusion, and Accessibility
- Customer Service and Communication
- Employee Retention and Recruitment

STRATEGIC INITIATIVES



Diversity, Equity, Inclusion, and Accessibility



Customer Service and Communication



Employee Retention and Recruitment



OSBN STRATEGIC PLAN PROGRESS

Phase 1: Clarity	Phase 2: Focus and Action	Phase 3: Implement, Evaluate, and Measure
<ul style="list-style-type: none"> • Timeline: Jan 2024 - June 2024 • What environmental factors must we consider? What are the customer and partner's perceptions about the agency? • Mission: Our purpose is not just a statement anymore; it's a collective call to action that each one of us plays a crucial role in. • Vision: What is the ideal future state we are trying to create? 	<ul style="list-style-type: none"> • Timeline: June 2024 - Dec 2025 • Priorities: What must be accomplished over the planning horizon? • Goals: What collective action do we need to take to deliver on our priorities? • Metrics: How will we measure success? 	<ul style="list-style-type: none"> • Timeline: Jan 2026 - Dec 2027 • Action Plan: What actions need to be taken by teams to achieve plan priorities? • Track Progress- How are we doing: This is not just a question but a call for everyone on the leadership team to take responsibility, to ensure the success of our strategic plan. • Report: Communicate outcomes and advancements related to the plan's objectives.

We made significant progress in phases 1 and 2. In Phase 1, we updated the agency Mission to focus on regulatory excellence and support for nursing professionals' wellness. We also added a Vision statement to encourage and focus our work: "Promote a safe and healthy Oregon through a diverse and healthy nursing workforce."

In Phase 2, we clarified agency priorities, goals, and metrics by asking:

- What should we achieve during this planning period?
- What actions do we need to take together?
- How will success be measured?

We are currently in Phase 3. For each of our three strategic initiatives, we've outlined our progress based on four imperatives: overview, accomplishments, remaining opportunities, and data focus areas.

1. Overview: Outlines the imperative and the supporting strategies and objectives.
2. Accomplishments: Provides an overview of accomplishments from April 2024 to March 2026.
3. Remaining Opportunities: Defines remaining high priority action items to achieve the imperative.
4. Data Focus Areas: Outlines initial ideas and focus areas for data for Phase 3.

STRATEGIC INITIATIVE 1: DIVERSITY, EQUITY, AND INCLUSION

Imperative 1--Overview

Objective 1: Increase Access to OSBN Services

- Improve language access on customer service phones.
- Provide multiple pathways and languages to submit complaints.
- Review and update policies, procedures, and NPA with a DEI lens.

Objective 2: Increase Diversity of External Partners

- Promote diversity within the Board and collaborative partners on Rule Advisory Committees.

Objective 3: Recruiting and Hiring

- Add inclusive language on job postings with an intentional equity lens.
- Review, update, and monitor hiring processes, recruitment, interview procedures, and hiring outcomes.

Imperative 2: Accomplishments

1. Implemented VID recruiter in the recruiting process.
2. Improved process to license international nurses: OSBN expanded credentialing services to accept international nurses and established a supporting process for those without SSN.
3. Improved use of inclusive language in recruiting process.
4. Developed style guide / working towards standardized language in communication and board reports.
5. Implemented access to ORBS on mobile devices.
6. Improved the accessibility of the Nurse Practice Act.
7. Developed a DEIA tool to review policies and procedures.

8. Improved reading/literacy level of external and internal documents.
9. Improved language access through the call center and investigation departments. Call center staff are trained to use language passports; the agency used language services 7 times last year. The focus this year is on proactively offering these services and updating website information.
10. Published guest articles in the Sentinel: the Oregon Black Nurses Association covered the Mini Nurse Academy in the August 2025 issue, and Linfield University School of Nursing wrote about their efforts regarding Disability in Education in the May 2026 issue.

Imperative 3: Remaining Opportunities

- Improve language access on web-based complaint form.
- Educate public about OSBN through career fairs, professional associations, etc.

Imperative 4: Data Focus Areas

- Continue to track data of interpretive services.
- Explore how to track Workday data on recruitment. DAS is creating a community in practice to discuss Workday data and OSBN Human Resources manager will engage in efforts.

STRATEGIC INITIATIVE 2: CUSTOMER SERVICE AND COMMUNICATION

Imperative 1--Overview

Objective 1: Improve Relationships with Customers

- Optimize Customer service.
 - Increase contact center phone hours.
 - Phone technology improvements, such as a call-back queue.
- Improve language access.
- Simplify complaint form and applications.

Objective 2: Become a Trauma-Informed Agency

- Ongoing training in trauma-informed practices.
- Ensure application questions are trauma-informed and free from stigmatizing language.

Objective 3: Focus on Key Performance Measures

- Application timeliness: Maintain performance on time from complete license application to license determination.
- Overall customer satisfaction (good & excellent): Target a 2% improvement each year.

Imperative 2: Accomplishments

1. Expanded phone customer service support to daily operations.
2. Developed public facing “how-to” documents.
3. Revised application language to align with a trauma-informed approach.
4. Reduced application processing time to within three days of receiving the completed application.
5. Established customer service standards (such as, return contact within two days).

6. Established lunch and learn sessions.
7. Explored customer service tools available to OSBN.
8. Improved public-facing resource tools on website.
9. Met customer service key performance measures.
10. Implemented interpreter services support.

Imperative 3: Remaining Opportunities

- Expanding customer service experience evaluation (such as customer call backs, surveys, etc.).
- Complete additional agency-wide trauma-informed training.
- These two remaining opportunities are where a good amount of work will be invested in 2027.

Imperative 4: Data Focus Areas

- Key performance measures remain a focus.

Key Performance Measures

The state implemented Key Performance Measures (KPMs) in 2001 to provide a measurement system based on legislative expectations, usefulness to managers and staff, and effectiveness and efficiency.

Three of the five OSBN KPMs are related to customer service:

- 1. Customer Service: The OSBN phone lines were closed to the public for three years during the pandemic but reopened in January 2024 with the establishment of the contact center.*
 - 2. Timely Licensing: Measures the percentage of licensing applications processed within five business days. OSBN routinely meets this target and typically processes licensing applications within three days of submission.*
 - 3. Timely Resolution of Complaints: OSBN and other boards have faced ongoing challenges with this KPM. Since 2001, increased complexity in healthcare and stricter data protection requirements have made document collection for investigations significantly slower. What once took weeks now often takes months, and some documents are not received at all. In the 2027 legislative session, OSBN will propose changing the target from 120 days to 365 days to better reflect current realities.*
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STRATEGIC INITIATIVE 3: EMPLOYEE RECRUITMENT AND RETENTION

Imperative 1--Overview

Objective 1: Improve Relationships with Customers

- Optimize Customer service.
- Identify opportunities to create growth and development pathways for staff and leaders.
- Identify areas of redundancy and inefficiency and streamline infrastructure.

Objective 2: Improve Recruitment and Retention

- Broaden recruiting strategies.
- Implement comprehensive onboarding and new employee training program.
- Design and implement a cross-training program.
- Develop pathways for staff and leader development based on needs assessment.

Imperative 2: Accomplishments

1. Improved job postings with inclusive language.
2. Increased job postings on websites and social media.
3. Implemented VID recruiter in the recruiting process.
4. Adjusted interview processes to reduce potential for bias.
5. Completed pay equity analyses across the agency.
6. Implemented a new employee orientation plan.

7. Expanded cross training programs within departments across the agency.
8. Developed clear staff onboarding/offboarding processes.
9. Implemented monthly dedicated administrative time for all staff.
10. Managers received opportunity for emerging leader classes.
11. Added resources with educational materials and training opportunities to the newly developed intranet.
12. Continually update succession planning.

Imperative 3: Remaining Opportunities

- Explore opportunities to increase diversity of OSBN applicants.

Imperative 4: Data Focus Areas

- Continue to track staff cross-training numbers.
- Track staff training.
- Monitor retention metrics.
- Monitor application volumes.

IT IMPROVEMENT PROJECTS

In addition to advancing the strategic plan, our IT department expanded the agency network, enhanced internal processes, and improved customer service.

AGENCY REPORTING

- Utilized modern tools to extract data from ORBS and generate reports accessible to staff.
- Implemented Power BI dashboards for managers, enabling real-time data monitoring.
- Achieved greater efficiency and accuracy in ORBS-generated reports.
- Redesigned ORBS document templates to enhance security and reduce administrative workload.
- Improved computer security by eliminating reliance on Word macros.
- Minimized document errors and reduced manual editing requirements.

SERVER AND CLOUD MIGRATION

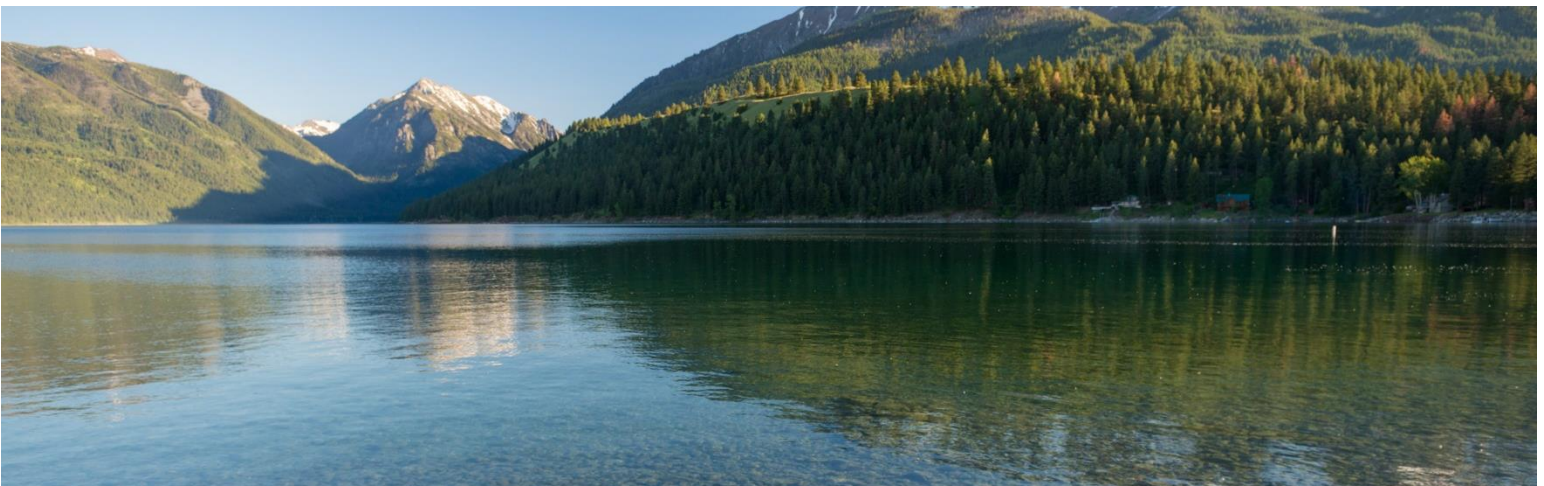
- Transferred data servers and web servers from local physical locations to Azure, and subsequently to DAS-managed servers in the cloud.
- Consolidated isolated systems and services by migrating to various DAS technology departments, resulting in improved endpoint support, server hosting, and security management.
- Desktop support is now provided collaboratively with DAS.

FILE ORGANIZATION AND COLLABORATION

- Moved the on-premises CRM database licensing and investigations information to the state data center.
- Updated the IT ticketing system and call center lists.
- Established cloud resources for enhanced file and document storage, facilitating improved staff collaboration.
- Strengthened agency communication through email notifications for licenses, a monthly news bulletin, and Sentinel email distribution.

TECHNOLOGY IMPROVEMENTS

- Converted the agency interview room and conference room into TEAMS rooms.
- The Board hosted meeting in the community after acquiring new remote hardware and implementing technology upgrades.
- Improved Wi-Fi connectivity throughout the building.





Oregon State Board of Nursing

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