Oregon State Board of Nursing

Strategic Plan Status Report

May 2024-April 2025

Background

In 2024, the Oregon State Board of Nursing developed a strategic plan spanning 2024-2027.

The Strategic Plan focuses on 3 strategic imperatives. Each strategic imperative has specific objectives and strategies.

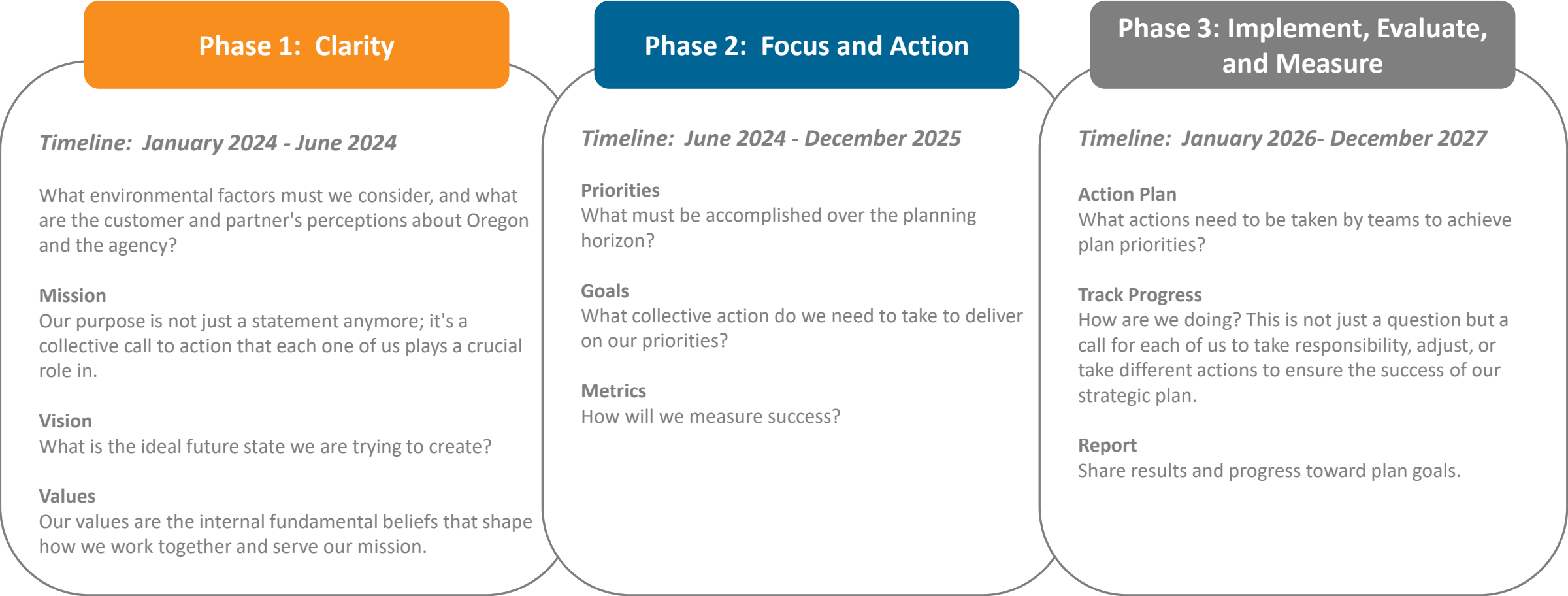| **Strategic Imperative 1:** Diversity, Equity, Inclusion and Access	**Strategic Imperative 2:** Customer Service and Communication	**Strategic Imperative 3:** Employee Retention and Recruitment

This status report provides an update on each strategic imperative. The report focuses on accomplishments through May 2025, and remaining opportunities.

Progress Overview

The OSBN strategic plan is aligned in three phases as outlined below. The Oregon State Board of Nursing is currently in Phase 2 of the strategic plan. Significant progress has been made in Phase 1 and 2 and the team is preparing for Phase 3.

Phase 1: Clarity

Timeline: January 2024 - June 2024

What environmental factors must we consider, and what are the customer and partner's perceptions about Oregon and 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?

Values
Our values are the internal fundamental beliefs that shape how we work together and serve our mission.

Phase 2: Focus and Action

Timeline: June 2024 - December 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?

Phase 3: Implement, Evaluate, and Measure

Timeline: January 2026- December 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 each of us to take responsibility, adjust, or take different actions to ensure the success of our strategic plan.

Report
Share results and progress toward plan goals.

Progress by Strategic Imperative

The following slides provide a detailed update for each strategic imperative, including:

1	Imperative Overview	Outlines the imperative and the supporting strategies and objectives
2	Accomplishments	Provides an overview of accomplishments from May 2024 to May 2025
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 Imperative 1: Diversity, Equity, Inclusion and Access

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Imperative overview:

Objective 1: Increase access to OSBN services

Strategies:
- Improve language access services on customer service phones
- Provide multiple pathways and languages to submit complaints
- Review and update policies, procedures, and nurse practice act with a DEIA lens

Objective 2: Increase diversity of external partners

Strategies:
- Promote diversity within Board Members
- Promote diversity within Rule Advisory Committees

Objective 3: Recruiting and Hiring

Strategies:
- With an intentional equity lens, add inclusive language on job postings
- Review, update, and monitor hiring processes, including recruitment, interview procedures, and hiring outcomes.

Strategic Imperative 1: Diversity, Equity, Inclusion and Access

Accomplishments

- ✓ Completed pay equity analyses
- ✓ Adjusted panel interview approach to decrease bias
- ✓ Implemented VID recruiter in the recruiting process
- ✓ Implemented DAS policies
- ✓ Improved use of inclusive language in recruiting process
- ✓ Developed style guide / standardized language
- ✓ Implemented access to ORBS on mobile devices

Remaining Opportunity Areas

- ✓ **Improve language access through the call center and the web-based complaint form**
- ✓ **Develop a DEIA tool to review policies, procedures, etc. with a DEIA lens**
- ✓ Understand bilingual staff needs
- ✓ Advertise / recruit in multiple languages
- ✓ Improve reading / literacy level of external and internal documents
- ✓ Improve the accessibility of the Nurse Practice Act
- ✓ Outreach to national organizations working with International nurses and students
- ✓ Educate public about OSBN through career fairs, professional associations, etc.

Data Focus Areas

- ✓ Explore data involving interpretive services in Investigations Department
- ✓ Understand Workday data on recruitment

Bolded items are highest priority

Strategic Imperative 2: Customer Service and Communication

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Imperative overview:

Objective 1: Improve our relationships with our customers

Strategies:
- Optimize customer service
  - Increase phone hours
  - Improve phone technology (e.g., call back queue)
- Improve language access
- Simplify application and complaint forms

Objective 2: Become a trauma informed agency

Strategies:
- Implement ongoing training in trauma informed practices
- Ensure application questions are trauma informed and free from stigmatizing language

Objective 3: Focus on key performance measures

Strategies:
- Maintain 2023 application timeliness performance as measured by time from complete license application to license determination.
- Overall Customer Satisfaction (good and excellent) – target 2% improvement each year over 2023.

Strategic Imperative 2: Customer Service and Communication

Accomplishments

- ✓ Expanded phone customer service support by adding 3 hours of coverage 4 days a week
- ✓ Developed public facing "how-to" documents
- ✓ Revised application language to align with a trauma informed approach
- ✓ Reduced application processing time to within one week of the completed application
- ✓ Established new customer service standards (e.g., return contact within 2 days)
- ✓ Established lunch and learns
- ✓ Met customer service key performance indicator targets

Remaining Opportunity Areas

- ✓ **Evaluate new customer service tools available and develop an implementation plan (e.g., Chat bot, reporting, etc.).**
- ✓ **Expand customer service experience evaluation (e.g., customer call backs, surveys, etc.)**
- ✓ **Implement interpreter services support on the customer service phones**
- ✓ **Improve ability to report to internal and external stakeholders on current timelines from complete application to license by developing real time reporting.**
- ✓ Improve public facing resource tools
- ✓ Complete additional trauma informed training

Data Focus Areas

- ✓ Implement new technologies with improved data reporting capabilities
- ✓ Develop reporting to understand calls by time of day to drive staffing model
- ✓ Begin to track calls where language access support is needed

Bolded items are highest priority

Strategic Imperative 3: Employee Retention and Recruitment

Strategic Imperative 3: Employee retention and recruitment

Imperative overview:

Objective 1: Complete an agency infrastructure needs assessment

Strategies:
- 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

Strategies:
- 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 and progression based on needs assessment

Strategic Imperative 3: Employee retention and recruitment

Accomplishments

- Implemented VID recruiter in the recruiting process
- Adjusted interview processes to reduce potential for bias
- Improved job postings with inclusive language
- Began improved new employee orientation
- Departments expanded cross training programs
- Increased job postings on websites and social media
- Implemented emerging leader classes

Remaining Opportunity Areas

- **Develop clear staff onboard / offboard processes**
- **Develop a process to identify staff training needs and disseminate educational materials and opportunities.**
- **Develop plan to provide staff with dedicated time for development.**
- Monitor data to determine needs for bilingual staff positions
- Post Clear and NCSBN
- Improve diverse communities applicants

Data Focus Areas

- Track number of staff cross trained
- Monitor number of staff taking additional courses/trainings
- Monitor retention metrics
- Monitor application volumes

Bolded items are highest priority