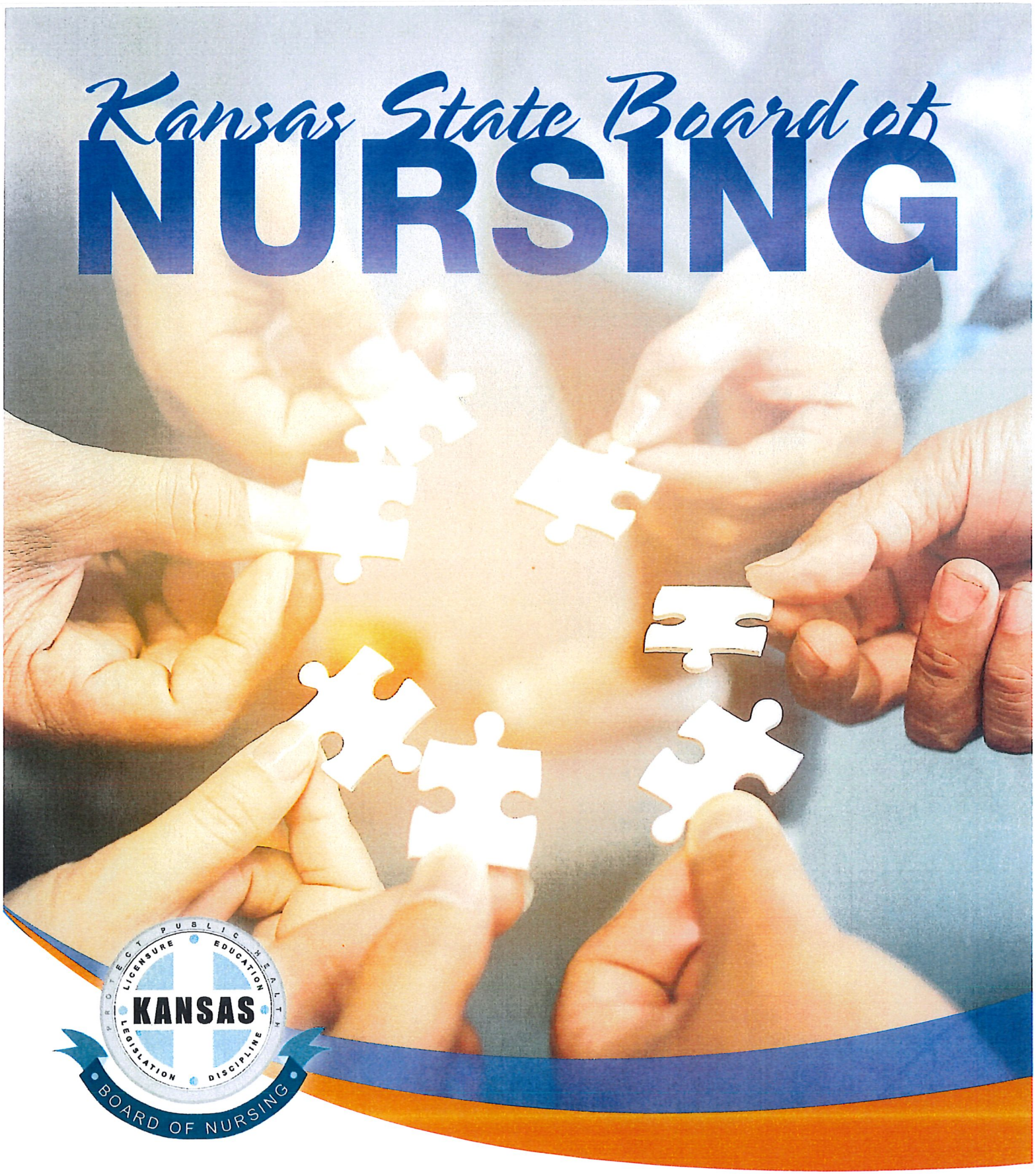
Kansas State Board of NURSING



STRATEGIC PLAN • JULY 1, 2022 – JUNE 30, 2025

AGENCY MISSION

The mission of the Board of Nursing is to assure the Citizens of Kansas 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.

CORE VALUES

We value trustworthiness in each individual, believe we can be depended upon to act with integrity, honesty, sincerity and fairness. We value respect for each person recognizing that we all have an important role to play in achieving our organizational goals. We value continuous learning which enhances individual and organizational growth. We value competence in all staff knowing that quality leadership, support and service require knowledge, skills and accountability. We value open and effective communication through the ongoing interchange of ideas and information. We value collaboration in our work processes and decision making, recognizing when we involve others affected by decisions, we strengthen the decisions.

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3. Develop succession plans for key board members and ensure orientation occurs for all board members that includes information about the responsibilities of serving as a Board member
4. Recruit, develop and retain qualified staff and develop succession plans for key agency leadership positions
5. Maintain a superior and secure information technology infrastructure
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2. Potential Nurse Practice Act violations submitted to the Board are reviewed and assessed
3. Discipline licensees who violate the Nurse Practice Act
4. Oversee nursing education programs and continuing nursing education providers to ensure requirements in Nurse Practice Act are met
5. Communication provided is high quality, clear, accurate, current and includes effective methods available to give feedback to the Board. Expand digital forms of communication.
6. Communication pathways between board members, agency staff and consumers are consistent and clear

PRIORITY #1:

Promoting Nursing and Allied Health Standards; safe nursing through education, licensure, and regulation

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Promoting Nursing and Allied Health Standards; safe nursing through education, licensure, and regulation

Strategic Objectives

1 Enhance collaborative relationships with other nursing and health-related organizations in Kansas

Outcome Measures:

a. Network and build upon the professional relationships with other relevant agencies and organizations
b. Explore the possibility of establishing a Kansas Tri-Regulator Collective, that includes the Board of Nursing, Board of Pharmacy and Board of Healing Arts, to discuss related issues/concerns
c. Communicate updates and changes from KSBN to other nursing and health-related organizations and other state agencies in Kansas
d. Establish links on the agency website to the KSBN newsletter, updates, proposed changes to regulations and Nurse Licensure Compact (NLC) information
e. Develop methods and metrics in which information about the agency could be marketed to consumers. This will increase stakeholder knowledge of the Board's work and positive impact on the citizens of Kansas.
f. Provide outreach education to the Kansas Hospital Association and their members regarding licensure, discipline and other nursing related regulatory topics requested

Performance Assessment:

2 Systematic evaluation of advanced practice nursing

Outcome Measures:

a. Continue with the five-year review of advanced practice statutes and regulations
b. Review and monitor statutory changes for advanced practice nurses in Kansas
c. Monitor the progress of the APRN consensus model and the national progress of the APRN compact and report back annually to the Board or when changes occur
d. Develop methodologies for Kansas APRN scope of practice questions

Performance Assessment:

PRIORITY #1: *Continued*

Promoting Nursing and Allied Health Standards; safe nursing through education, licensure and regulation

3 Retain independent status of the Board of Nursing

Outcome Measures:

a. Monitor legislation introduced during legislative session
b. Submit data to the National Council of State Boards of Nursing (NCSBN) for the Commitment to Ongoing Regulatory Excellence (CORE) reports. The purpose of CORE is to provide an ongoing performance measurement system for nursing regulators. CORE utilizes data collected periodically from nursing regulatory bodies and stakeholders and identifies best practices in the provision of regulatory services.
c. Monitor performance metrics for the agency and adjust processes as needed to improve outcomes
d. Promote the agency to consumers and key stakeholders
e. Explore software or web-based services that could provide dashboard-style metrics regarding agency performance

Performance Assessment:

4 Promote education about multistate licensure

Outcome Measures:

a. Provide education about the NLC and multistate licensure
b. Include information in the KSBN newsletter at least twice annually
c. Provide information on our website and social media channels, with links to NCSBN, for further information sharing
d. Distribute the NLC "*Tip of the Week*" to the agency staff
e. Update Board members on the total number of multistate licenses as compared to single state licenses in Kansas for RNs and LPNs
f. Evaluate the possibility of recording an educational video for our website that could be viewed by students and others
g. Institute more frequent information about multistate licensure via social media

Performance Assessment:

PRIORITY #2:

Fiscal & Human Resources Responsibilities

PRIORITY #2:

Fiscal & Human Resources Responsibilities

Strategic Objectives

1 Monitor the Board's reports of financial position

Outcome Measures:

a. Monitor monthly financial reports for trends
b. Update the Finance Committee regarding the monthly financial reports during the quarterly meetings
c. Information regarding agency budget included in the quarterly Executive Administrator's report that is submitted to the Board
d. Prepare and present the budget as directed by Division of Budget
e. Provide information regarding proposed budget to Division of budget analyst, Legislative Research budget analyst and House and Senate budget committees and respond to any inquires as necessary.
f. Include information regarding the budget in agency annual report
g. Provide information to Board members about the fee fund guidelines included in the KSBN Articles

Performance Assessment:

2 Monitor funding solution for the maintenance of K-Tracs (prescription monitoring program)

Outcome Measures:

a. Monitor legislative funding for K-Tracs
b. Track impact of fee fund transfer for K-Tracs
c. Participate in discussions regarding exploration of sustainable funding solutions for K-Tracs

Performance Assessment:

PRIORITY #2: *Continued*

Fiscal & Human Resources Responsibilities

3 Develop succession plans for key board members and ensure orientation occurs for all board members that includes information about the responsibilities of serving as a Board member

Outcome Measures:

a. Identify key board member positions that require a succession plan
b. Develop succession plans for key board member positions identified
c. Complete orientation for each new Board member before their first Board meeting
d. Assign a Board member mentor to each new Board member
e. Offer the option of observing in the agency for board members
f. Develop an orientation evaluation that can be distributed to board members immediately after orientation, at six months, and one year
g. Provide additional training for Board members regarding board meeting information technology resources (perhaps a follow-up orientation meeting after the first board/committee meeting)

Performance Assessment:

4 Recruit, develop and retain qualified staff and develop succession plans for key agency leadership positions

Outcome Measures:

a. Identify key agency leadership positions that require succession plans
b. Develop succession plans for the key leadership positions identified
c. Develop orientation plan for new employees that contains the core information, then Supervisor for each division can develop specific orientation to their division and roles
d. Review the salary structures and pay bands of other fee funded and state governmental agencies, and explore how to incorporate a competitive and sustainable program within the board of nursing
e. Include funds allocated for staff development in each budget year, based on feedback from the departmental Supervisors and/or to support an agency strategic initiative (such as a new agency-wide software or HR requirement)
f. Explore changing the requirements for registered nurses for the Investigator positions (excluding the Special Investigators) to individuals with non-nursing law enforcement backgrounds

Performance Assessment:

PRIORITY #2: *Continued*

Fiscal & Human Resources Responsibilities

5 Maintain a superior and secure information technology infrastructure

Outcome Measures:

a. Evaluate licensing and enforcement software needs of the agency
b. Provide informational presentations to the Board and agency leadership from potential solution providers
c. Establish informational guidelines regarding staff members that would be responsible for the development, implementation and maintenance of future or enhanced licensing and enforcement solutions
d. Identify and replace technology equipment that requires updates to stay in compliance with state guidelines or advance an agency strategic initiative
e. Include funds allocated for maintaining information technology infrastructure and relevant technology business plans in each budget year
f. Maintain an appropriate cybersecurity program and supporting IT infrastructure
g. Proactive involvement with state IT and information security organizations
h. Continue to evaluate technology and information security needs for internal and remote hybrid working employees
i. Evaluate the agency information security posture as required by ITEC policies.
j. Coordinate and execute a bi-annual Disaster Recovery tabletop exercises and review and store documentation in a central location.

Performance Assessment:

PRIORITY #2: *Continued*

Fiscal & Human Resources Responsibilities

6 Finalize plans for electronic storage of records in the agency as per agency record retention schedule

Outcome Measures:

a. Review and revise the agency record retention schedule as needed
b. Track agency records that are imaged
c. Develop process for imaging of past investigative and discipline case files and maintain as per agency record retention schedule
d. Establish a completion date for secondary agency records center in the Mills building.
e. Education for staff, as needed, on appropriate record retention

Performance Assessment:

7 Maintain a thorough and updated Continuity of Operations Plan (COOP)

Outcome Measures:

a. Share the current the COOP plan with the Board President annually
b. Annually review and test the COOP plan with agency leadership and update as needed. Centrally store the COOP plan with the Kansas Division of Emergency Management (KDEM).
c. Back-up orientation about the management of the COOP plan for Executive Administrator, Executive Assistant and Operations Administrative Support staff.

Performance Assessment:

PRIORITY #3:

Maintain Quality Customer Service

PRIORITY #3:

Maintain Quality Customer Service

Strategic Objectives

1 Applicants will be licensed timely after receipt of all required and approved information

Outcome Measures:

a. Provide licenses and license renewals to eligible practical nurses, registered nurses, advanced practice registered nurses, registered nurse anesthetists, and mental health technicians
b. Issue a license to practice or authorization to practice within 3 business days after receipt of all required information 95% of the time
c. Enter information into the licensing system with 95% accuracy
d. Include the percentage of each type of licensure applications that were processed within the stated timeframe, within the Performance Based Budget reports

Performance Assessment:

2 Potential Nurse Practice Act violations submitted to the Board are reviewed and assessed

Outcome Measures:

a. Review complaints received in the agency for possible violations of the Nurse Practice Act and assign a priority level in a timely manner
b. Review applications with legal history before the license is granted
c. Investigate possible violations of the nurse practice act in a timely manner and present to the Board
d. Explore the option of adding a second Investigative Committee that would enable larger numbers of board members to participate and potentially decrease the amount of time needed to present a case to the committee
e. Implement a sanction reference guide to ensure consistency in disciplinary actions
f. Evaluate the investigative and discipline processes and reach out to other boards of nursing to identify promising practices to enhance process improvement
g. Review with the agency's legal counsel to identify the extent the KSBN Executive Administrator can participate in the Investigative Committee (open portion, quasi-judicial and KAPA parts of the meeting)

PRIORITY #3: *Continued*

Maintain Quality Customer Service

h. Include within the Performance Based Budget reports, the percentage of complaints received and reviewed in the agency and the percentage of investigations completed within 9 months of opening the case.

Performance Assessment:

3 Discipline licensees who violate the Nurse Practice Act

Outcome Measures:

a. Gather additional information on emergency suspensions, when appropriate, to increase public protection. Present the information to the Board for their review.
b. Include within the Performance Based Budget report the number of licensees who were disciplined via initial orders, consent orders, evidentiary hearings, denied licenses, revoked licenses, limited and/or suspended licenses or diversion agreements

Performance Assessment:

4 Oversee nursing education programs and continuing nursing education providers to ensure requirements in Nurse Practice Act are met

Outcome Measures:

a. Review and approve continuing education providers and programs that meet the Board's rules and regulations
b. Oversee the nursing programs, which includes surveying each nursing program once every 5 – 10 years
c. Receive an annual report from each nursing program by June 30th each year (as per regulation)
d. Receive an annual report from each continuing education provider by July 31st each year (as per regulation)
e. Ensure continuing nursing education providers submit five-year renewal applications as per schedule
f. Review single nursing continuing education provider applications within 2 weeks of date received in the agency

PRIORITY #3: *Continued*

Maintain Quality Customer Service

g. Include with the Performance Based Budget reports the following data:
   1. percentage of nursing programs surveyed per schedule
   2. percentage of nursing programs submitting an annual reports per regulation
   3. Percentage of continuing nursing education providers submitting an annual report as per regulation
   4. Percentage of continuing nursing education providers submitting a five-year renewal application as per schedule
   5. Percentage of applications for single continuing education provider reviewed within 2 weeks of receiving

Performance Assessment:

5 Communication provided is high quality, clear, accurate, current and includes effective methods available to give feedback to the Board. Expand digital forms of communication.

Outcome Measures:

a. Develop a methodological process in which the website content can be reviewed to determine if the content needs updated. Identify core content areas to review in quarterly increments.
b. Explore the possibility of an outside entity evaluating agency website and social media offerings, with the goal of recommending changes that would improve upon the information dissemination on our platforms
c. Update the customer feedback survey which allows customers to provide give feedback to the Board. Review submissions with agency leadership quarterly.
d. Continue to monitor the website, social media and nursing newsletter metrics and report to the board quarterly
e. Provide additional marketing information to stakeholders regarding the agency's social media accounts. Continue to utilize frequent social media communication to highlight the Board's work
f. Create a single page overview flyer of the Board's regulatory work that could be disseminated to legislators and other key stakeholders.
g. Explore the feasibility of expansion of the current collection of nursing workforce information as part of the licensure renewal process, and evaluate methods to share this information with stakeholders and workforce development partners

Performance Assessment:

PRIORITY #3: *Continued*

Maintain Quality Customer Service

6 Communication pathways between board members, agency staff and consumers are consistent and clear

Outcome Measures:

a. Provide clearly defined information to Board members regarding transmission of emails between the Board member's official state email accounts, as opposed to their personal email accounts. Utilize push text notifications to reference their state email accounts when important agency information needs their attention.
b. Explore options of forwarding calendar invitations and meeting notices, versus email communications regarding agency specific issues
c. Establish regular progress status reports to be provided to the Investigative Committee on a quarterly basis, regarding status of cases transferred to AAG's for discipline
d. Solicit feedback annually from the Board members to evaluate communication methods utilized by the agency and review suggestions for improvement
e. Explore ways in which Board members could educate legislators on the Board's regulatory work

Performance Assessment: