



2024
2027

Oregon State Board of Nursing

Strategic
Plan

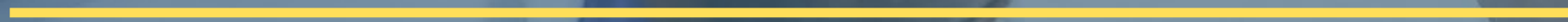


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Overview

The Oregon State Board of Nursing (OSBN) was established in 1911. [The nine OSBN board members are appointed by the Governor](#) and include two public members, four registered nurses, one licensed practical nurse, one certified nursing assistant, and one nurse practitioner.

The four RN members represent various areas of nursing practice as follows: one nurse educator, one nurse administrator, and two direct-care non-supervisory nurses. They also represent a variety of geographic locations. Board members serve three-year terms. The OSBN is part of the executive branch of Oregon state government.

The OSBN meets regularly throughout the year, holding five in-person meetings and seven teleconferenced meetings. It may hold special meetings if necessary. Board meetings are open to the public. The OSBN employs a staff of about 50 who provide customer service and assist the Board in carrying out its mission.

The OSBN, with the help of its staff:

- Interprets the Oregon Nurse Practice Act;
- Evaluates and approves nursing education and nursing assistant training programs;
- Issues licenses and renewals;
- Investigates complaints and takes disciplinary action against licensees who violate the Oregon Nurse Practice Act;
- Maintains the nursing assistant registry and administers competency evaluations for nursing assistants; and,
- Provides testimony to the legislature and other organizations as needed.





OSBN Mission

The Oregon State Board of Nursing is committed to protecting the public through regulatory excellence and promoting the wellness of our nursing professionals.

OSBN Vision

A safe and healthy public promoted through a healthy and diverse nursing workforce.

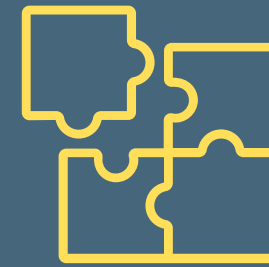
OSBN Values



Collaboration:
We are inclusive and respectfully accept and contribute valuable ideas to achieve goals



Innovation: We empower change through teamwork and transparency



Integrity: We inspire trust and excellence through professionalism and accountability



Simplicity:
We reduce barriers through clear communication and streamlined processes



Stewardship: We serve the public through responsive and effective use of financial, physical and people resources



Strategic Focus

This strategic plan lays out OSBN's imperatives for the next four years.

The imperatives are critical focus areas. Each imperative has supporting objectives and strategies that outline how OSBN will drive and measure improvement across the imperative areas.

Strategic Imperative #1

Diversity, Equity, Inclusion, and Accessibility

DEIA is critical at Oregon State Board of Nursing. Our DEIA Committee will drive the implementation of a DEIA plan with key strategies for improvement.

Objective 1: Increase access to OSBN services

Strategies:

- Improve language access services to our customer by phone.
- Provide multiple pathways and languages to submit complaints.
- With an intentional equity lens, add inclusive language to policies, procedures, and Nurse Practice Act.

Objective 2: Increase diversity of external partners

Strategies:

- Ensure diversity within Board Members.
- Ensure 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 #2

Customer Service and Communication

OSBN serves all Oregon citizens and providing excellent customer service is a critical imperative.

Objective 1: Improve our relationships with our customers

Strategies:

- Optimize customer service
 - Increase phone hours and Improve phone technology.
 - 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 #3

Employee Retention and Recruitment

OSBN is focusing on retention and recruitment to increase staff well being and to ensure the agency's succession plan is supported.

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.

Phased Approach

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.

Monitoring and Evaluating

The OSBN strategic plan has a four-year horizon. OSBN leaders and committees will drive the work forward on each critical imperative.

Progress will be continuously monitored.

Reports will be developed and shared with Board and Community partners quarterly.

Imperatives and objectives will be evaluated yearly.

