September 15, 2026

Secretary Adam Proffitt
Director of the Budget
Division of the Budget
900 SW Jackson, Suite 504N
Landon State Office Building
Topeka, Ks. 66612

Dear Secretary Proffitt,

The Kansas State Board of Nursing (KSBN) respectfully submits for consideration its budget request for Fiscal Years (FY) 2027, FY 2028, and FY 2029 estimates. The budget has been prepared in accordance with the applicable instructions and requirements. To the best of the agency's knowledge, the information, supporting data, and explanations contained in this submission are accurate and complete.

The KSBN 2025–2028 Strategic Plan is included as part of this budget narrative and provides additional context regarding the agency's priorities, goals, and strategic direction.

KSBN is available to provide any additional information, clarification, or supporting documentation that may be requested by the assigned budget analyst or during the budget review process.

Sincerely,



Adrian R. Guerrero, CPM
Acting Executive Administrator

Kansas State Board of Nursing
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Agency Mission

The mission of the Board of Nursing is to protect and promote the welfare of the people of Kansas.

Agency Vision

To uphold the highest standards and secure public trust.

Statutory History

The Kansas Nurse Practice Act was first enacted in 1913 and has been amended over time to reflect changes in nursing practice, regulation, and healthcare delivery. K.S.A. 65-1113, as amended, provides statutory authority for regulation of the nursing profession, while K.S.A. 74-1106, as amended, establishes the membership and duties of the Kansas State Board of Nursing. Regulation of mental health technicians was established under K.S.A. 65-4201 in 1973.

The Legislature has continued to expand and modernize nursing practice in Kansas. Advanced nursing practice was formally recognized in 1978, and K.S.A. 65-1154 established authority for registered nurse anesthetists to practice nurse anesthesia. Subsequent statutory and regulatory changes expanded prescriptive authority for advanced practice registered nurses.

In 2018, the Legislature enacted HB 2496, authorizing Kansas to join the Nurse Licensure Compact (NLC) and issue multistate RN and LPN licenses, effective July 1, 2019. In 2022, S. Sub. for HB 2279 made significant changes to Advanced Practice Registered Nurse practice and licensure requirements. Most recently, during the 2025 Legislative Session, Sub. for SB 67 amended K.S.A. 65-1158 to add prescriptive authority to the scope of practice for Registered Nurse Anesthetists in Kansas.

Most recently, the 2026 Legislature enacted HB 2528, making significant changes to the Nurse Practice Act and KSBN's regulatory processes, including requirements affecting investigations, disciplinary matters, and the voiding of certain prior agency actions.

Agency Goals and Accomplishments for FY 2026:

1. Review strategic plan for 2025 – 2028

2. Implement pay ranges for staff to aid in retention and recruiting competency

3. Continuing evaluation of information technology usage and cybersecurity of agency

4. Continue to develop succession plans for Board Officers and leadership positions in the agency

Agency Goals for FY 2027:

1. Implement the requirements of HB 2528 and SB 334. *(Added in FY27)*
2. Continue to evaluate information technology usage and cybersecurity of agency
3. Continue to monitor financial stability of the agency
4. Continue to evaluate performance outcomes that match strategic plan

Agency Goals for FY 2028:

1. Monitor the status of HB 2528 and SB 334.
2. Continue to evaluate information technology usage and cybersecurity of agency
3. Continue to monitor financial stability of the agency
4. Continue to evaluate performance outcomes that match strategic plan

Program Goals and Performance Measures

Licensure:

1. Provide licenses and license renewals to eligible practical nurses, registered nurses, advanced practice registered nurses, registered nurse anesthetists, and mental health technicians

2. Issue a license to practice or authorization to practice within 3 business days after receipt of all required information 95% of the time
3. Enter information into the licensing software with 95% accuracy.

Performance measures for Licensure: 95% of licensure applications will be processed within 3 business days after receipt of all required information and entered accurately into the licensing database

Measure	FY 25 (Actual)	FY 26 (Actual)	FY 27 (Estimate)	FY 28 (Estimate)	FY 29 (Estimate)
Percentage of renewal licensure applications processed within 3 business days after receipt of required information	100%	100%	95%	95%	95%
Percentage of initial through examination licensure applications processed within 3 business days after receipt of required information	99%	99%	95%	95%	95%
Percentage of reinstatement licensure applications processed within 3 business days after receipt of required information	100%	100%	95%	95%	95%
Percentage of endorsement licensure applications processed within 3 business days after receipt of required information	99%	99%	95%	95%	95%
Percentage of advanced practice licensure applications processed within 3 business days after receipt of required information	100%	100%	95%	95%	95%

Percentage of licensure application information entered accurately into licensing software	99%	99%	95%	95%	95%

Education:

1. Review and approve continuing education providers and programs that meet the Board's rules and regulations
2. Oversee the nursing programs, which includes surveying each nursing program once every 5-10 years
3. Receive an annual report from each nursing program by June 30, 2026 (as per regulation)
4. Receive an annual report from each continuing education provider by July 31, 2026 (as per regulation)
5. Ensure continuing nursing provider submit five-year renewals as per schedule
6. Review single nursing continuing education provider applications within 2 weeks of date received in the agency

Performance measures for Education:

- 100% of the nursing programs will be surveyed as per schedule
- 100% of the nursing programs will submit an annual report
- 80% of long-term continuing nursing education providers submit an annual report
- 80% of long-term continuing nursing education providers submit five-year renewals as per schedule
- 80% of single nursing continuing education provider applications are reviewed within 2 weeks of the date received in agency

Measure	FY 25 (Actual)	FY 26 (Actual)	FY 27 (Estimate)	FY 28 (Estimate)	FY 29 (Estimate)
Percentage of nursing programs surveyed per schedule	100%	100%	100%	100%	100%
Percentage of nursing programs submitting an annual report as per regulation	100%	100%	100%	100%	100%

Measure	FY 25 (Actual)	FY 26 (Actual)	FY 27 (Estimate)	FY 28 (Estimate)	FY 29 (Estimate)
Percentage of long-term continuing nursing education providers submitting an annual report as per regulation	83%	86%	80%	80%	80%
Percentage of long-term continuing nursing education providers submitting five-year renewals as per schedule	88%	100%	80%	80%	80%
Percentage of applications for single nursing continuing education providers reviewed within 2 weeks of receiving	100%	100%	90%	90%	90%

Investigative:

1. Review of complaints received in the agency for possible violations of the Nurse Practice Act and assign a priority within 2 weeks of date received
2. Review applications with legal history before license is granted
3. Investigate possible violations of the Nurse Practice Act in a timely manner and present them to the Board

Performance measures for Investigative:

- Professional staff will review 90% of complaints received in agency within 2 weeks of the date received in agency
- 60% of investigations will be completed within 9 months of opening the case
- Number of unlicensed individuals practicing nursing will decrease

Measure	FY 25 (Actual)	FY 26 (Actual)	FY 27 (Estimate)	FY 28 (Estimate)	FY 29 (Estimate)
Number of complaints received in agency and reviewed by Professional Staff	714	872	775	775	775
Cases opened related to drug diversion, impairment *(new for FY 25)*	101	45	125	125	125
Cases opened related to abuse allegations *(new for FY 25*)	48	25	55	55	55
Percentage of complaints received are sworn (*new for FY 25*)	21%	30%	25%	25%	25%
Number of applications with legal history reviewed	1,607	1,607	1,700	1,700	1,700
Percentage of complaints received in the agency that are reviewed by Professional Staff within 2 weeks of date received	74%	30%	90%	90%	90%
Number of investigations opened	458	225	502	502	502
Percentage of investigations completed within 9 months of opening the case (this timeline is being researched for national benchmarks and will be discussed with our Board)	89%	*	*	*	*
Number of nurses practicing without a current nursing license	85	*	*	*	*
Number of individuals presenting themselves as a nurse but no nursing license (imposter)	4	4	4	4	4

Number of CNE audits (*new for FY 25*)	56	*	*	*	*

Discipline:

1. Discipline licensees who violate the Nurse Practice Act via initial orders, consent orders, evidentiary hearings, denied licenses, revoked licenses, limited and/or suspended licenses or diversion agreements

Performance measures for Discipline:

- Licensees who violate the Nurse Practice Act are disciplined via initial orders, consent orders, evidentiary hearings, denied licenses, revoked licenses, limited and/or suspended licenses or diversion agreements

Measure	FY 25 (Actual)	FY 26 (Actual)	FY 27 (Estimate)	FY 28 (Estimate)	FY 29 (Estimate)
Number of initial orders, consent orders and evidentiary hearings	104				
Number of summary preceding orders *(separated out starting with FY 26)*		60	60	60	60
Number of Consent Agreements and Final Orders *(separated out starting with FY 26)*		30	30	30	30
Number of Evidentiary Hearings (*separated out starting with FY 26)*		5	5	5	5
Number of denied licenses	7				
Number of applications denied		7	7	7	7
Number of Reinstatements denied from Revoked License		7	7	7	7
Number of revoked licenses	3	10	10	10	10

Number of limited and/or suspended licenses	28	35	35	35	35
Number of Diversion agreements	0	0	0	0	0
Total fines deposited in general fund for violations of Nurse Practice Act	$25,883	$26,000	$26,000	$26,000	$26,000

Note:
FY 27: Disciplinary proceedings and the number of licenses denied, revoked, limited, or suspended were impacted by the implementation of HB 2528. Additionally, a Disciplinary Counsel position has remained vacant since July 2026, further affecting the agency's capacity to process disciplinary proceedings.

Board and Committee members:

1. Board and committee members are oriented to their roles and responsibilities

Performance measures for Objective 6:

- 100% of Board members and committee members are oriented to their roles and responsibilities

Measure	FY 25 (Actual)	FY 26 (Actual)	FY 27 (Estimate)	FY 28 (Estimate)	FY 29 (Estimate)
Percentage of new Board members oriented to their role and responsibilities	100%	100%	100%	100%	100%
Percentage of new committee members oriented to their role and responsibilities	100%	100%	100%	100%	100%
Percentage of Board members who attend annual KOMA training	100%	100%	100%	100%	100%

Explanation of receipts estimates

The Board of Nursing receives revenues from four resources:

1. Clerical services and issuing certificates (verifications, name changes, etc.)
2. Other Services (continuing nurse education annual fees and nursing programs annual fees)
3. License Personal Services (Licensure fees for initial license, renewals, reinstatements, etc.)

Receipts	FY 25 (Actual)	FY 26 (Actual)	FY 27 (Estimate)	FY 28 (Estimate)	FY 29 (Estimate)
420400 Clerical Services	$13,746	$7,477	$11,000	$11,000	$11,000
420990 Other Services	$26,460	$20,839	$28,000	$28,000	$28,000
421100 License Personal Service	$3,542,696	$3,508,080	$3,700,000	$3,800,000	$3,900,000
SUBTOTAL	**$3,582,902**	**$3,536,396**	**$3,739,000**	**$3,839,000**	**$3,939,000**
SGF Transfer Out	$100,000	$100.000	$100,000	$100,000	$100,000
TOTAL	**$3,482,902**	**$3,436,396**	**$3,639,000**	**$3,739,000**	**$3,839,000**

OVERVIEW OF AGENCY BUDGET AT EACH BUDGET LEVEL

Overview of Current Year:

The Board of Nursing will continue to carry out its core regulatory functions of licensure, nursing education and continuing education oversight, investigation and discipline, and administration of applicable statutes and regulations.

Kansas implemented the Nurse Licensure Compact (NLC) on July 1, 2019, allowing eligible RNs and LPNs to obtain a multistate license through their primary state of residence. The NLC has continued to expand and currently includes 43 participating jurisdictions. As additional jurisdictions join and implement the NLC, KSBN may experience continued revenue impacts as nurses residing in those jurisdictions transition from Kansas single-state licenses to multistate licenses issued by their home states.

KSBN continues to utilize a hybrid staffing model for approximately 60% of staff as a recruitment and retention strategy while maintaining operational and public-service requirements. The agency also continues to expand online services, electronic records management, and technology modernization to improve efficiency, accessibility, and security.

The Board and agency staff remain focused on public protection, regulatory effectiveness, operational efficiency, and responsive customer service.

FY 27: The base budget request is $4,362,968 - ($4,012,968 from the fee fund + $350,000 from the fingerprint fund).

FY 28: The base budget request is $6,125,478 - ($5,775,478 from the fee fund + $350,000 from the fingerprint fund).

FY 29: The base budget request is $ 4,742,176 - ($4,392,176 from the fee fund + $350,000 from the fingerprint fund).

Object Code 51000: Salaries and Wages

KSBN is allocated 27 FTE positions to carry out the agency's statutory responsibilities, including professional licensure, nursing education and continuing education oversight, investigation of complaints, and disciplinary activities under the Kansas Nurse Practice Act.

The agency is led by the Executive Administrator and supported by administrative, operations, IT, licensing, education, practice, discipline, investigative, and office support personnel. Staffing includes the Director of Operations, Nursing Education Compliance Officer, Practice Specialist, Education Specialist, Licensing Supervisor, Assistant Attorneys General, investigators, and administrative support staff.

KSBN's 11 Board members receive statutory daily compensation and reimbursement for authorized travel expenses. The Board generally meets quarterly to conduct regulatory business, make decisions, and provide direction for agency operations.

During FY 2026, several positions experienced periods of vacancy due to retirements, resignations, and recruitment challenges. Specialized nursing positions continue to be particularly difficult to recruit and retain in a competitive labor market. HB 2528 further impacts investigator staffing by requiring certain complaints to be investigated by a nurse with the same level of licensure and similar clinical or professional experience as the nurse under investigation. These statutory requirements increase the importance of recruiting and retaining qualified investigators across multiple levels of nursing licensure and experience.

Maintaining appropriate staffing levels and competitive compensation is essential to meeting these statutory requirements, processing cases timely, maintaining agency services, and protecting the public.

FY 27: The base budget request for salaries and wages is $2,456,131 for 27 FTE positions (all positions funded) and 11 Board members. The increase is due to the increase in the cost of benefits and state pay plan.

FY 28: The base budget request for salaries and wages is $2,869,489 for 27 FTE positions (all positions funded) and 11 Board members. The increase is due to the increase in the cost of benefits and the requirements of HB 2528 noted above.

FY 29: The base budget request for salaries and wages is $2,803,187 for 27 FTE positions (all positions funded) and 11 Board members. The increase is due to the increase in the cost of benefits and the requirements of HB 2528 noted above.

Object Code 52000-52900: Contractual Services

Expenditures in this category support essential agency operations and include office rent and professional services, such as the peer assistance program (KNAP), administrative hearings conducted through the Office of Administrative Hearings, and legal services provided through the Office of the Attorney General.

Additional contractual expenditures include communications, copier and equipment leases, software licensing and maintenance, technology support, and costs associated with KSBN's primary and secondary data center operations. These services are necessary to maintain the agency's regulatory, administrative, legal, and technology functions.

FY 27: The budget request for contractual services is $1,817,195 and reflects the anticipated costs necessary to maintain agency operations and services, including normal increases in software maintenance, technology services, and other operational costs required to support KSBN customers and regulatory functions.

FY 28: Budget request for contractual services $3,340,459. This includes the normal increase in the cost of software maintenance and services to support our customers, and the upgrade of the licensing system modernization change package request below.

Licensing System Modernization – (Change Package Request):

Modernization of KSBN's licensing system is a business and regulatory imperative. The current System Automation MyLicense Office (MLO) platform will reach end of life in June 2027, requiring KSBN to begin migration to a modern, supported system to ensure operational continuity, cybersecurity, and regulatory compliance.

In recent years, KSBN has maintained a conservative approach to the use of its fee fund and reserves, recognizing the need to prepare for this significant technology investment. The agency also leveraged SPARK funding to complete Phases 1 and 2 of System Automation Evoke, modernizing investigative and discipline tracking while minimizing the impact on the fee fund. This modernization effort received national recognition in 2026 when KSBN and its Evoke project were honored with a StateScoop 50 Award, with recognition occurring in conjunction with the NASCIO Annual Conference.

Phase 3 will migrate licensing functions to Evoke, creating a unified regulatory platform for licensing, investigations, and discipline. This major modernization endeavor is currently anticipated to cost approximately $1.5 million. Because MLO reaches end of life in June 2027, delaying the migration would create significant operational, cybersecurity, supportability, and regulatory-compliance risk for KSBN's core licensing functions. The investment will enable KSBN to more effectively implement requirements of HB 2528 through modern technology and automated workflows that the legacy MLO system, originally deployed in 2009, was not designed to support.

Enhanced capabilities will include renewal notifications and tracking, automated regulatory workflows, comprehensive licensee and case histories, integrated licensing and disciplinary information, improved reporting and analytics, audit trails, and tools to manage statutory compliance requirements. Modern API integrations with national systems, including the NCLEX testing portal and Nursys, will improve the secure and timely exchange of examination, licensure, and disciplinary information with the National Council of State Boards of Nursing (NCSBN) and support Kansas' responsibilities under the Nurse Licensure Compact (NLC).

Evoke will also provide a secure, hosted, and continuously maintained technology environment, replacing aging infrastructure with a platform designed to receive ongoing security, software, and technology updates. Modern security controls, including multi-factor authentication (MFA), will strengthen protection of licensee accounts and sensitive regulatory data. The system will also provide a responsive, mobile-friendly experience and support WCAG 2.1 Level AA accessibility standards, positioning KSBN to meet evolving federal ADA digital accessibility requirements that become effective in 2027.

Consistent with KSBN's 2025–2028 Strategic Plan and Three-Year IT Plan these investments will reduce manual processes, strengthen cybersecurity and business continuity, improve data accuracy and customer service, and provide KSBN with a sustainable technology platform capable of adapting to HB 2528 and future statutory and regulatory requirements.

FY 29: The budget request for contractual services is $1,840,459 and reflects the anticipated costs necessary to maintain agency operations and services, including normal increases in software maintenance, technology services, and other operational costs required to support KSBN customers and regulatory functions.

Object Code 53000-53900: Commodities

Expenditures in this category primarily support routine office and operational supplies, stationery, materials necessary for Board and committee meetings, and other consumable items required for agency operations. Funding also supports authorized meal expenses associated with Board meetings when necessary to facilitate the efficient conduct of official Board business.

FY 27: Budget request for commodities is $16,000

FY 28: Budget request for commodities is $16,000

FY 29: Budget request for commodities is $16,000

Object Code 54000: Capital Outlay

Capital Outlay supports KSBN's technology infrastructure, equipment replacement cycle, business continuity, cybersecurity, and data center requirements. The agency has transitioned primarily from desktop computers to laptops with docking stations, providing a standardized platform that supports both in-office and hybrid operations. Capital Outlay also provides for replacement equipment, necessary spare laptops, Board member technology, related hardware, and applicable software and technology licensing costs.

KSBN has also transitioned Board members from iPads to laptops to provide a more consistent technology platform, simplify technical support, strengthen security management, and improve access to agency systems and electronic Board materials.

FY 27: The budget request for capital outlay is $73,642. Funding supports planned technology replacements and upgrades, hardware and software needs, and costs associated with KSBN's primary and secondary data center infrastructure.

KSBN maintains geographically separated data center environments to support the availability, security, redundancy, and continuity of mission-critical regulatory systems. These facilities provide highly secure and resilient infrastructure designed to protect agency systems from physical, environmental, and operational threats.

These expenditures are consistent with KSBN's Three-Year IT Plan and ongoing modernization strategy and are necessary to maintain reliable, secure, and resilient technology infrastructure supporting the agency's licensing, investigative, disciplinary, and administrative operations.

FY 28: The budget request for capital outlay is $73,642. This reflects the anticipated need to conduct a competitive procurement/RFP for the agency's primary and secondary data center services as existing agreements approach renewal.

Depending on the procurement outcome, KSBN may need to transition one or both data center environments, resulting in one-time costs for migration, equipment, connectivity, configuration, and implementation, as well as potential changes in ongoing operating costs.

These expenditures align with KSBN's Three-Year IT Plan and modernization strategy and are necessary to maintain secure, reliable, and resilient technology infrastructure supporting the agency's licensing, investigative, disciplinary, and administrative operations.

FY 29: The budget request for capital outlay is $283,642. This request includes anticipated cost increases associated with maintaining and replacing laptops and related technology for KSBN staff and Board members. It also supports KSBN's technology infrastructure KSBN's technology infrastructure, cybersecurity, business continuity, and equipment replacement needs. Funding provides Board technology, replacement and spare equipment, and related technology software licensing.

Total Active Number of Licensees

Year	SS RN	MS RN	SS LPN	MS LPN	APRN	LMHT	Total
FY 2008	40,787		9,924		3,159	180	54,050
FY 2009	41,706		9,788		3,200	149	54,843
FY 2010	43,326		9,921		3,398	116	56,761
FY 2011	45,535		10,417		3,646	119	59,717
FY 2012	47,225		10,491		3865	120	61,701
FY 2013	49,844		10,574		4116	88	64,622
FY 2014	48,844		10,574		4544	87	64,049
FY 2015	51,740		10,631		4766	66	67,203
FY 2016	53,017		10,312		5167	73	68,569
FY 2017	56,393		10,386		5,362	60	72,201
FY 2018	58,624		10,550		5,414	69	74,657
FY 2019	58,801		10,410		6,401	62	75,683
FY 2020	51,844	5,864	9,824	591	6,956	63	75,142
FY 2021	50,912	9,711	10,036	1,090	7798	70	79,617
FY 2022	39,169	13,617	7,738	1,655	8,247	57	70,483
FY 2023	37,269	15,010	7,281	1,848	8,679	27	70,124
FY 2024	34,325	18,564	6,828	2,384	9,623	38	71,811
FY 2025	32,994	21,367	6,577	2,659	10,722	33	74,352
FY 2026	30,295	23,764	6,202	3,013	11,914	32	75,220

SS = Single State License MS = Multi-State License

Estimated Number of Renewal Licenses

Year	RN	LPN	APRN	LMHT	Total
FY 2011	21,663	4,961	1,699	-	28,323
FY 2012	22,768	5,209	1,823	120	29,920
FY 2013	23,613	5,246	1,933	-	30,792
FY 2014	24,922	5,287	2,058	87	32,354
FY 2015	24,422	5,287	2,272	-	31,981
FY 2016	25,870	5,316	2,383	73	33,642
FY 2017	26,509	5,156	2,584	-	34,249
FY 2018	28,197	5,197	2,681	69	36,140
FY 2019	29,312	5,275	2,707	-	37,294
FY 2020	26,660	4,963	3,201	69	34,893
FY 2021	27,400	4,800	3,478	-	35,678
FY 2022	28,961	5,063	3,749	70	37,843
FY 2023	26,393	4,697	4,124	-	35,214
FY 2024	26,140	4,565	4,340	37	35,082
FY 2025	26,466	4,608	4,811	-	35,885
FY 2026	27,180	4,618	5,361	33	37,192
FY 2027	27,646	4,785	6,666	-	39,109

FY 2020 & 2021 estimated number of renewal licenses reflect the loss of RNs and LPNs who reside in states that are part of the NLC – they will not be renewing their RN or LPN license in Kansas

State of Kansas

Board of Nursing

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap 2025	2026	2027
Business Application Modernization – Phase 2: Coordinated Licensure Information System	Infrastructure Modernization, Application Modernization, Continuous Improvement of Customer Experience, Cybersecurity, Digitization or Process Improvement, IT Skill Enhancement, Other	Potential multiple vendors; Internal Resources; Training Funding, Funding	Centralized repository for investigative and discipline cases; Deployment of mobile responsive online services; Case Management and MyLicense verifications.			
Business Application Modernization – Upgrade MyLicense System Automation Licensing Platform	Application Modernization, Digitization or Process Improvement	Potential multiple vendors, Internal Resources, Training Funding, Funding	MyLicense System Upgrade to SA Evoke, data visualization and improving online services and user experiences.			
Develop succession plans for key KSBN staff	Cybersecurity, IT Skill Enhancement, Other	Funding, Staffing Retention and Expertise	Training plan for IT staff; staff expertise & retention			
Ensure effective methods for consumer feedback to the Board	Continuous Improvement of Customer Experience, Promotion of Agency Services, Other	Internal Resource Availability, Funding	High quality, clear, accurate, current communication that includes effective methods to give feedback to the Board; Expand digital communication			
Expand digital forms of communication. Create online videos	N/A	Staffing Retention and Expertise	high quality, clear, accurate, current communication that includes effective methods to give feedback to the Board; Expand digital forms of communication.			

State of Kansas

Board of Nursing

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Infrastructure Modernization - Maintain infrastructure	Infrastructure Modernization	Potential multiple vendors, Internal Resources, Training Funding, Funding	Speed of change to technology infrastructure			
KSBN Information Security Program	Cybersecurity, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit, IT Skill Enhancement	Schedule, Internal Resources, State Policy Reviews, KISO Staffing Retention and Expertise	Updated KSBN Information Security Posture and Policies; align with the KISO "Whole-of-State" approach			
Maintain Quality Customer Service – Audit accuracy and timeframes	Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit	Internal Resource Availability, Funding	application submission to full licensure efficiency			
Migrate eForms Solution to New Platform	Infrastructure Modernization, Continuous Improvement of Customer Experience, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance, Quality	Funding and User Acceptance	Migrate software; develop digital eForms			
Monitor fiscal impact of Nurse Licensure Compact (NLC) implementation.	Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit	Agency budget potentially impacted by reduction in active Kansas nurse licenses	N/A			

Board of Nursing

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2025	2026	2027
Paper-to-Digital Initiative - Board Meeting A.I. GPT LLM - PRA Project	Continuous Improvement of Customer Experience, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit, Other	Funding; BTCO's Staffing & Storage Availability; User Acceptance.	N/A			
Upgrade Document Management System (DMS)	Infrastructure Modernization, Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance, Quality Assurance or Audit	Funding and User Acceptance	Upgrade software version; import the digital storage of agency records.			



Strategic **Plan**

JULY 1, 2025- JUNE 30, 2028

KANSAS BOARD OF NURSING



Kansas State Board of Nursing

Mission/Vision/Values

Mission

The mission of the Board of Nursing is to protect and promote the welfare of the people of Kansas.

Vision

To uphold the highest standards and secure the public trust

Core Values

- Integrity – We act with honesty, sincerity, and fairness
- Transparency – We promote open and effective communication through the ongoing interchange of ideas and information
- Respect – We understand each individual has an important role to play in achieving our goals
- Collaboration – We recognize the value of involving key stakeholders in the decision-making process
- Growth – We support continuous learning to advance individual and organizational development

Priority #1

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 and other state agencies in Kansas**

   Outcome Measures

   a. Strategically identify, strengthen, and prioritize partnerships in nursing regulation
   b. Communicate updates and changes and share reliable and valid data re: nursing licensure and education from KSBN to other nursing and health-related recipients of data
   c. Establish links on the website to the KSBN newsletter, updates, and proposed changes to regulations and Nurse Licensure Compact (NLC) information
   d. Develop methods and metrics in which information about the agency could be marketed to consumers, which will increase stakeholder knowledge of the board's work and positive impact on the citizens of Kansas
   e. Provide outreach education to the Kansas Hospital Association and its members regarding licensure, discipline, and other nursing-related regulatory topics as requested
   f. Expand engagement efforts: legislative, public/private, key systems, and the administration
   g. Communication and education re: e-Notify

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 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

3. **Retain independent status of the Board of Nursing**

   Outcome Measures

   a. Monitor legislation introduced during the legislative session
   b. Monitor performance metrics for the agency and adjust processes as needed to improve outcomes
   c. Promote the agency to consumers and key stakeholders
   d. Explore software or web-based services that could provide dashboard-style metrics regarding agency performance

4. **Legislative Engagement**

   Outcome Measures

   a. Develop a legislative agenda
   b. Pursue strategic engagement through key partnerships and education campaign
   c. Consider structure and staffing to support these efforts



Priority #2

Fiscal and Human Resource Responsibilities



Strategic Objective

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 to strengthen board governance and operations

Outcome Measures

a. Identify key board member positions that require a succession plan (officers and committee chairs)

b. Develop succession plans for key board member positions identified

c. Develop succession planning at the board and staff level

d. Consider utilization of committees for pipelining

e. Build stronger understanding and relationship with Governor's Appointments Office

f. Develop onboarding process for board members

- Complete orientation for each new board member before their first board meeting
- Assign a board member mentor to each new board member
- Offer the option of observing in the agency for board members
- 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)

h. Enhance and maximize effectiveness of committee and board meetings

Priority #3

Enhance Services



Strategic Objectives

1. **Review and adjust areas within the licensing department that can be altered or changed to maximize the performance of staff and to increase efficiency**

   Outcome Measures:

   a. Monitor the trend of performance metrics of the licensing department and identify factors that may be affecting changes in the metrics

   b. Develop and offer a customer service survey that ss available for election completion and submission. Monitor results and identify areas in which the staff can make changes and increase efficiency

2. **To increase communication between departments within the agency so that the application/licensure process remains seamless**

   Outcome Measures:

   a. Add communication among departments within the agency as a standing agenda item on Leadership Team meetings

   b. Ensure all departments within the agency are consulted before changes are made to understand the impact on all departments

3. **Review disciplinary outcomes as determined by the Investigative Committee/Board against violations alleged to develop Sanction Reference Guide.**

   Outcome Measures:

   a. Trend disciplinary outcomes as determined by the Investigative Committee/Board against violations alleged

   b. Research the practice of other BONs nationally as to their practice with sanction reference guides

4. **The Investigative division staff will work collectively with agency IT, general counsel and Executive Administrator to enhance means to respond to practice related inquiries.**

   Outcome Measures:

   a. Record and trend the practice related inquiries the agency receives
   b. Provide education via newsletter and website with answers to common questions by identifying the reference in the Kansas Nursing Practice Act
   c. Standing agenda item on Practice Committee quarterly meetings to review the common questions and trends identified
   d. Research the process for other BONs in responding to practice related inquiries



Enhance transparency and understanding of nursing education data by developing and disseminating accessible, evident-based insights and key outcome indicators that inform KSBN stakeholders and support improved educational outcomes and decision-making over the next three years.

Outcome measures:

Launch an online dashboard of nursing education data by 4th quarter of year 1 to promote easy access to key data

Conduct 3 – 4 stakeholder webinars/workshops (at least annually) focused on interpreting and applying the education data to assist with informed decision making

Publish an enhanced annual nursing education outcomes report with trend analysis, starting in Year 1 and track views/downloads
year-over-year

6. **Evaluate and address the implications of the Nurse Licensure compact on nursing education by analyzing workforce mobility trends and preparing nursing graduates for multistate practice readiness over next 3 years.**
   Outcome measures:
   a. Develop and launch an annual survey by end of Year 1 to assess recent graduates' awareness of multistate licensure opportunities and responsibilities
   b. Offer an annual opportunity for nursing faculty on the implications of the NLC and strategies for preparing students for multistate practice.

> Caring for others is an expression of what it means to be fully human.

Enhance services by offering quarterly education to long term CNE providers and IV Therapy providers to increase their knowledge on statutes and regulations and promote compliance

Outcome Measures:

Conduct a survey annually of the long term CNE providers and IV Therapy providers to understand their learning needs

Trend the compliance with the requirements of 5-year renewal for long term CNE providers to assist in identifying educational needs

Trend the compliance with the requirement of submission of an annual report and submitting an annual fee to assist in identifying educational needs



To learn from the Past,
Think of the Future.

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