September 13, 2024

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

Dear Mr. Proffitt,

As Executive Administrator of the Kansas State Board of Nursing, I hereby submit for your consideration the budget document for Fiscal Years 2025, 2026 and 2027. It has been prepared in accordance with the instructions provided. To the best of my knowledge and belief, the information and explanation included in this budget request are correct and complete. Attached is a copy of the KSBN 2022-2025 strategic plan.

My staff and I are prepared to provide any additional information which you or our budget analyst may require.

Sincerely,

Carol Moreland msn, RN

Carol Moreland, MSN, RN
Executive Administrator

Kansas State Board of Nursing
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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.

Statutory History
The first Nurse Practice Act was passed in 1913 and has been amended several times. An amendment in 1978 provided for the registration of Advanced Registered Nurse Practitioners. KSA 65-1113, as amended, provides statutory authority for the regulation of the nursing profession. The law governing the regulation of mental health technicians (KSA 65-4201) was originally passed in 1973. Registered Nurse Anesthetist must be authorized to practice nurse anesthesia as established by KSA 65-1154 in 1986. KAR 60-11-104a as amended in 1999 has given Advance Practice Registered Nurse statutory authority to prescribe controlled medications. The membership and duties of the Board of Nursing are provided in KSA 74-1106, as amended. In April 2018 the Legislature passed HB 2496 which allows Kansas to join the Nurse Licensure Compact (NLC) and issue multi-state RN and LPN licenses. A multi-state license would allow a RN or LPN to practice in all states that are part of the NLC. This was implemented on July 1, 2019. S Sub for HB 2279 was passed by the Legislature in 2022 session that includes changes to Advanced Practice Registered Nurse's practice and licensure requirements.

Agency Goals for FY 2025:

1. Finish Phase 2 of our licensing software upgrade

2. Start development of succession plans for Board Officers and leadership positions in the agency

3. Continue development of pay ranges for staff to aid in retention and recruiting competent staff

4. Secure new vendor for quarterly newsletter, annual report and strategic plan

5. Examine office space and technology resources based on hybrid staffing models

6. Continue to strengthen relationships with associated organizations and other regulatory agencies

7. Explore options for credit card payment for annual reports and licensee fines

Agency Goals for FY 2026:

1. Develop strategic plan for 2026 – 2029

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

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

4. Finish development of succession plans for Board Officers and leadership positions in the agency

Agency Goals for FY 2027:

1. Continue to evaluate information technology usage and cybersecurity of agency

2. Continue to monitor financial stability of the agency

3. 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	FY21 (Actual)	FY 22 (Actual)	FY 23 (Actual)	FY 24 (Actual)	FY 25 (Estimate)	FY 26 (Estimate)	FY 27 (Estimate)
Percentage of renewal licensure applications processed within 3 business days after receipt of required information (*new for FY18*)	100%	100%	100%	100%	95%	95%	95%
Percentage of initial through examination licensure applications processed within 3 business days after receipt of required information (*new for FY18*)	99.8%	99.8%	100%	100%	95%	95%	95%
Percentage of reinstatement licensure applications processed within 3 business days after receipt of required information (*new for FY18*)	100%	100%	100%	100%	95%	95%	95%
Percentage of endorsement licensure applications processed within 3 business days after receipt of required information (*new for FY18*)	100%	99.8%	100%	100%`	95%	95%	95%

Percentage of advanced practice licensure applications processed within 3 business days after receipt of required information *(new for FY18)*	100%	100%	100%	100%	95%	95%	95%
Percentage of licensure application information entered accurately into licensing software	99.9%	99.9%	100%	99.9%	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, 2024 (as per regulation)
4. Receive an annual report from each continuing education provider by July 31, 2024 (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 date received in agency

Measure	FY21 (Actual)	FY 22 (Actual)	FY 23 (Actual)	FY 24 (Actual)	FY 25 (Estimate)	FY 26 (Estimate)	FY 27 (Estimate)
Percentage of nursing programs surveyed per schedule	87.5% *(see note below)*	94%	100%	100%	95%	95%	95%

Percentage of nursing programs submitting an annual report as per regulation	100%	97%	100%	100%	100%	100%	100%

Note:
FY 20: Some nursing programs were unable to be surveyed because of the COVID-19 pandemic that resulted in closure of school campuses and travel restrictions put in place.
FY 21: A survey from one nursing program was delayed per the Board's request to gather more information to aid in decision making.

Measure	FY21 (Actual)	FY 22 (Actual)	FY 23 (Actual)	FY 24 (Actual)	FY 25 (Estimate)	FY 26 (Estimate)	FY 27 (Estimate)
Percentage of long-term continuing nursing education providers submitting an annual report as per regulation	92%	79.5%	84%	81%	85%	85%	85%
Percentage of long-term continuing nursing education providers submitting five-year renewals as per schedule *(new for FY19 & unable to gather data as there was not a consistent five-year renewal schedule the agency and providers were following – this has been resolved)*	100%	85%	87%	85%	85%	85%	85%
Percentage of applications for single nursing continuing education providers reviewed within 2 weeks of receiving *(new for FY19)*	100%	100%	100%	100%	100%	100%	100%

Investigative:

1. Review 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 to the Board

Performance measures for Investigative:
- Professional staff will review 90% of complaints received in agency within 2 weeks of 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	FY21 (Actual)	FY 22 (Actual)	FY 23 (Actual)	FY 24 (Actual)	FY 25 (Estimate)	FY 26 (Estimate)	FY 27 (Estimate)
Number of complaints received in agency and reviewed by Professional Staff *(new for FY 20)*	419	513	641	766	800	825	850
Number of applications with legal history reviewed *(new for FY 20)*	1908	1,902	1,548	1,368	1,400	1,450	1,500
Percentage of complaints received in the agency that are reviewed by Professional Staff within 2 weeks of date received *(new for FY 20 – see note below)*	7%	91.9%	95%	96%	95%	95%	95%
Number of investigations opened	597	715	690	638	650	650	650
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)	29.2%	48%	53% *(below benchmark, but showing improvement)*	93%	60%	60%	60%

Number of nurses practicing without a current nursing license	44	121	48	100	75	75	75
Number of individuals presenting themselves as a nurse but no nursing license (imposter)	1	5	3	5	3	3	3

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	FY21 (Actual)	FY 22 (Actual)	FY 23 (Actual)	FY 24 (Actual)	FY 25 (Estimate)	FY 26 (Estimate)	FY 27 (Estimate)
Number of initial orders, consent orders and evidentiary hearings (*new for FY20*)	29	18	14	24	30	35	35
Number of denied licenses	6	10	3	10	10	12	12
Number of revoked licenses	8	7	18	6	10	10	10
Number of limited and/or suspended licenses	27	31	18	13	30	35	35
Number of Diversion agreements	20	13	5	1	25	30	30
Total fines deposited in general fund for violations of Nurse Practice Act	$17,546	$2,000	$6,500	$3,900	$4,000	$4,100	$4,200

Note:

FY 21: The number of hearings were affected by COVID-19, which impacted the number of denied, revoked, limited and/or suspended licenses. We had an open position of one Disciplinary Counsel from July until November 2020, so that also impacted the number of disciplinary proceedings.

KOR Open Records Requests FY24
  1. Number of requests: 129
  2. Average days to produce requests: 11 days

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	FY21 (Actual)	FY 22 (Actual)	FY 23 (Actual)	FY 24 (Actual)	FY 25 (Estimate)	FY 26 (Estimate)	FY 27 (Estimate)
Percentage of new Board members oriented to their role and responsibilities	100%	No new Board members	100%	100%	100%	100%	100%
Percentage of new committee members oriented to their role and responsibilities	100%	100%	100%	100%	100%	100%	100%
Percentage of Board members who attend annual KOMA training	100%	100%	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	FY21 (actual)	FY 22 (Actual)	FY 23 (Actual)	FY 24 (Actual)	FY 25 (Estimate)	FY 26 (Estimate)	FY 27 (Estimate)
420400 Clerical Services	$18,149	$22,553	$24,858	$17,600	$17,000	$16,500	$16,000
420990 Other Services	$23,470	$24,540	$25,255	$19,940	$20,000	$21,000	$22,000
421100 License Personal Service	$3,389,419	$3,722,021	$3,507,885	$3,367,488	$3,535,488	$3,685,488	$3,700,000
SUBTOTAL	**$3,431,038**	**$3,769,114**	**$3,525,191**	**$3,405,028**	**$3,572,488**	**$3,722,988**	**$3,738,000**
SGF Transfer Out	$100,000	$100,000	$100,000	$100,000	$100,000	$100.000	$100,000
TOTAL	**$3,331,038**	**$3,669,114**	**$3,425,191**	**$3,305,028**	**$3,472,488**	**$3,622,988**	**$3,638,000**

OVERVIEW OF AGENCY BUDGET AT EACH BUDGET LEVEL

Overview of Current Year:

The Board of Nursing will continue to meet the four basic functions: licensure, approval of nursing schools and continuing education providers, discipline of nurses (which includes investigation and the hearing process) and updating statutes and regulations. On July 1, 2019, we implemented the Nurse Licensure Compact (NLC). A Registered Nurse (RN) or Licensed Practical Nurse (LPN) wanting a multistate nursing license must obtain it in their state of residence. Currently, forty-four jurisdictions have implemented the NLC. We increased licensure fees for RNs and LPNs on July 1, 2019, in anticipation of the revenue loss and we will continue to lose revenue when more states join the NLC as we lose renewals from nurses that reside in the new states that join the NLC. Our agency continues to utilize a hybrid staffing option for 70% of our staff, to aid in retention and recruitment of competent staff to fulfill our mission of public protection. We continue to enhance our online services and expand the electronic storage of agency records. The Board and agency staff continue to focus on customer service.

FY 25: The appropriated amount is $4,104,238 which includes the legislative pay increase. The base budget request is $4,104,238 ($3,754,238 from the fee fund + $350,000 from the fingerprint fund). The number of licensees increased 1,687 at the start of FY 25 from the prior year.

FY 26: The base budget request is $4,204,238 ($3,854,238 from the fee fund + $350,000 from the fingerprint fund).

FY 27: The base budget request is $4,304,238 ($3,954,238 from the fee fund + $350,000 from the fingerprint fund).

Object Code 51000: Salaries and Wages
There are presently 27 FTE positions allocated to the agency which provide for licensure, regulation of nursing education and continuing nursing education, investigation of complaints, and discipline of nurses and mental health technicians who violate the Nurse Practice Act. The Executive Administrator heads the agency with the assistance of one Director of Operations, one Nursing Education Compliance Officer, one Practice Specialist, one Education Specialist, a Licensing Supervisor, two Assistant Attorney Generals, eight investigators and office support staff. There are 11 Board members who receive a daily compensation and reimbursement of travel expenses. The Board of Nursing meets four times yearly for three days to make decisions and to set direction for the staff. In FY 24 some positions were not staffed at times throughout the year, due to resignations. Some of our positions are very difficult to fill with qualified, competent applicants.

FY 25: The base budget request for salaries and wages is $2,320,164 for 27 FTE positions (all positions funded) and 11 Board members.

FY 26: The base budget request for salaries and wages is $2,339,701 for 27 FTE positions (all positions funded) and 11 Board members. The increase is due to the increase in cost of benefits.

FY 27: The base budget request for salaries and wages is $2,347,974 for 27 FTE positions (all positions funded) and 11 Board member. The increase is due to the increase in cost of benefits.

Object Code 52000-52900: Contractual Services

Expenditures in this category include office rent and professional services (which includes the peer assistance program, hearings conducted by a hearing officer in the Office of Administrative Hearings, and legal counsel through Attorney General's office). Other costs in contractual services include communications, rental of copy machines, maintenance of software programs, and costs associated with our data center.

FY 25: Budget request is $1,689,024. This includes an increase in rent for our office space, increase in peer assistance program, increase in attorney costs for legal counsel and disciplinary counsel through the Attorney General's office and increase in cost of software maintenance and services to support the automation of our services to our customers.

As part of our commitment to providing reliable and effective support to our customers in nursing regulation, it's important we acknowledge the normal increase in the cost of software maintenance and services. These costs typically rise due to factors such as technology advancements, inflation, and the need for ongoing updates to ensure compliance with evolving regulatory standards. By maintaining a robust and current system, we ensure that our services remain efficient, secure, and capable of meeting the dynamic needs of the nursing profession. KSBN has goals defined within the Board's 2022-2025 Strategic Plan and within the agency Three Year IT plan, to continue to offer advanced, robust, and secured solutions for our customers and licensees. KSBN met with the current vendor to discuss the defined goals and the limitations of our current software platform. A quote was received to upgrade our licensing software in two phases.   The end of Phase two is scheduled to finish in FY25. To make our software environment compatible with the enhanced online services and prepare for the multi-phased upgrade approach, the licensing software must be upgraded to a current platform version. KSBN is in a unique position to be able to build from existing licensing system technology currently in use. This will allow KSBN to run the project in a phased approach. This allows KSBN to make most efficient use of its financial resources as implementation fees are reduced by moving from one product to another, rather than switching the entire platform. Our current system will meet KSBN's need for a licensing management system. Upon completion of this multi-phased upgrade project, the board of nursing will have the tools in place to provide a secure and user-friendly solution with a powerful suite of functionalities that support all critical regulatory activities. This will enable the board to direct resources at key initiatives to further support our mission of public safety and to assure the citizens of Kansas safe and competent practice by nurses and mental health technicians.

Cybersecurity is a critical priority for the Kansas State Board of Nursing to safeguard sensitive data and ensure the integrity of our systems. In collaboration with the Kansas Information Security Office (KISO), we are actively working on developing and implementing robust policies, software solutions, and risk management strategies to address potential threats. This partnership is essential to protecting our infrastructure and services, ensuring compliance with state and federal regulations, and maintaining the trust of our stakeholders in a secure and reliable digital environment.

FY 26: Budget request is $1,751,387. This includes the normal increase in cost of software maintenance and services to support our customers.

FY 27: Budget request is $1,820,215. The includes the normal increase in cost of software maintenance and services to support our customers.

Object Code 53000-53900: Commodities

The major portion of the requests from commodities is for stationery, supplies, and food for Board members and staff involved with the Board meetings. Since there is no longer a cafeteria in the Landon Building, where the Board meeting is held, the Board requested food be available so the lunch break would be shorter, so the Board meeting can end by mid-afternoon at the latest. Some Board members travel longer distances than others. It is also estimated the cost of gasoline can increase due to the travel of staff for Board functions.

FY 25: Budget request is $21,500

FY 26: Budget request is $23,500

FY 27: Budget request is $23,500

Object Code 54000: Capital Outlay

Capital outlay reflects the technology plan for laptop replacements. Laptops with docking stations have taken the place of most desk top computers. This enables staff who work hybrid to take the laptop assigned to them home or bring it to the office. The decision was made to replace the iPads for the 11 Board members with laptops. The learning curve is less steep with laptops for most of the Board members and allows for a standard platform for security and IT support. Since all computers will be laptops, it is mandatory we have some extra laptops stored within our agency to replace a laptop that breaks or malfunctions. Annual license costs for software is included within capital outlay.

FY 25: Budget request is $73,550. This is a decrease from what was projected when the budget was submitted in 2024. We were able to purchase some of the new laptops that includes Windows 11 from the FY 24 budget, due to some vacant positions.

FY 26: The budget request is $89,650. This includes the normal costs increase expected with our primary and secondary data centers. In quarter 4 of 2022, KSBN migrated its data infrastructure services into multiple geographically separated data center locations. In quarter 4 of 2022, KSBN migrated its collocated facilities to support the mission-critical operations as KSBN's business operations evolves. One is in a state-of-the-art, Tier III grade, high-security underground facility located within a 125 feet underground solid limestone mine. The secondary data center is geographically separated in a data center that is constructed to eliminate the threats of withstanding a direct hit from an F5 tornado and within 12" thick double steel reinforced concrete bunker walls meet FEMA Zone 4 rated and Seismic 2 rated earthquake standards.

FY 27: The budget request is $112,549. This request includes the normal cost increases expected with the maintenance of our laptops for staff and Board members and the operation of our data centers.

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

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 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

Board of Nursing

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
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	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.	▇		
Develop succession plans for key KSBN staff	Cybersecurity, IT Skill Enhancement	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	Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance, Promotion of Agency Services, Other	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.	▇		
Hybrid Work Structures & Deploy and update any technologies where needed	Infrastructure Modernization, Digitization or Process Improvement, Statutory or Regulatory or Policy Compliance, IT Skill Enhancement, Other	Schedule, Internal Resources, Funding, State Policy Reviews	Laptops Deployed	▇		

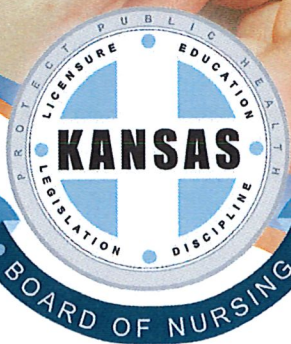Narrative 17

Kansas

Board of Nursing

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
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	Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance	Funding and User Acceptance	Migrate software; develop the 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	Agency budget potentially impacted by reduction in active Kansas nurse licenses			

Narrative 18

Board of Nursing

IT Strategic Action	Objective	Risk and Dependencies	KPI and Metrics	3-Year Strategic Roadmap		
				2024	2025	2026
Paper-to-Digital Initiative	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.	Digitization of Investigative & Disciplinary records; 1.42 million pages representing appx. 27,100 records converted to electronic files.	████████		
Upgrade Document Management System (DMS)	Continuous Improvement of Customer Experience, Statutory or Regulatory or Policy Compliance	Funding and User Acceptance	Upgrade software version; import the digital storage of agency records.	██████████		
Upgrade KSBN board meeting technology (BMT) video cameras & board member laptops	Continuous Improvement of Customer Experience, Digitization or Process Improvement, Other	Schedule, Internal Resources; State Meeting Rooms Network and AV Limitations	Laptops Procured	██████		

Kansas State Board of NURSING

KANSAS
BOARD OF NURSING

PROTECT PUBLIC HEALTH
LICENSURE · EDUCATION
LEGISLATION · DISCIPLINE

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.

Narrative 22

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

2. Systematic evaluation of advanced practice nursing

3. Retain independent status of the Board of Nursing

4. Promote education about multistate licensure

1. Monitor the Board's reports of financial position

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

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

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

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

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

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

Narrative 23

PRIORITY #1:

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

Narrative 24

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 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:

Narrative 25

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:

Narrative 26

PRIORITY #2:

Fiscal & Human Resources Responsibilities

Narrative 27

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:

Narrative 28

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:

Narrative 29

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:

Narrative 30

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:

Narrative 31

PRIORITY #3:

Maintain Quality Customer Service

Narrative 32

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)

Narrative 33

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

Narrative 34

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:

Narrative 35

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:

Narrative 36