AGENCY STRATEGIC PLAN

Fiscal Years 2021-2025

by

TEXAS BOARD OF NURSING

Board Member	Dates of Term	Hometown
Kathleen Shipp, MSN, APRN, FNP (President)	2011-2023	Lubbock
David Edward Saucedo, II (Vice-President)	2015-2021	El Paso
Laura A. Disque, MSN, CGRN	2019-2025	Edinburg
Diana Flores, MN, RN	2015-2021	Helotes
Carol Kay Hawkins, BSN, RN	2019-2025	San Antonio
Mazie Mathews Jamison, BA, MA	2018-2023	Dallas
Kathy Leader-Horn, LVN	2009-2021	Granbury
Allison Porter-Edwards, DrPH, MS, RN, CNE	2015-2021	Bellaire
Tamara Rhodes, MSN, RN	2019-2023	Amarillo
Melissa Schat, LVN	2019-2023	Granbury
Francis Stokes, BA	2015-2021	Port Aransas
Rickey "Rick" Williams	2019-2025	Killeen
Kimberly "Kim" Wright, LVN	2018-2023	Big Spring

June 1, 2020

Signed: _____

Katherine Thomas, MN, RN, FAAN
Executive Director

Approved: _____

Kathleen Shipp, MSN, APRN, FNP
President

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Agency Mission and Philosophy

Agency Mission

The mission of the Texas Board of Nursing is to protect and promote the welfare of the people of Texas by ensuring that each person holding a license as a nurse in the State of Texas is competent to practice safely. The Board fulfills its mission through the regulation of the practice of nursing and the approval of nursing education programs. This mission, derived from the Nursing Practice Act, supersedes the interest of any individual, the nursing profession, or any special interest group.

Agency Philosophy

Acting in accordance with the highest standards of ethics, accountability, efficiency, effectiveness, and openness, the Board approaches its mission with a deep sense of purpose and responsibility and affirms that the regulation of nursing is a public and private trust. The Board assumes a proactive leadership role in regulating nursing practice and nursing education. The Board serves as a catalyst for developing partnerships and promoting collaboration in addressing regulatory issues. The public and nursing community alike can be assured of a balanced and responsible approach to regulation.

Agency Goals and Action Plan

BOARD OF NURSING OPERATIONAL GOAL AND ACTION PLAN

Goal A. The Board of Nursing (BON or Board) manages cost-effective, efficient licensure processes that assure the public that licensed nurses in Texas are qualified to provide safe nursing practice.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

1. Ensure Minimum Licensure Standards for Applicants for Nurse Licensure – The action items accomplished by the Board are achievement of timely, cost-effective nurse licensure application processing, as well as operation of a reliable, accurate, and efficient licensure/credentialing system for all qualified nurse applicants. Currently, each of these action items is ongoing and being implemented.
2. Leverage technology to increase licensure process efficiencies by 8/31/19.
3. Maintain active participation as a party state in the Enhanced Nurse Licensure Compact.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.

The Board demonstrates accountability to nurse licensure fee payers by adjustment of fees when fee changes are warranted, including reductions in nurse licensure and renewal fees.

2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.

Waste of taxpayer dollars is minimized through utilization of strategies such as agency adoption of paperless operations wherever feasible. Completion of the Optimal Regulatory Board System (ORBS) process, which is currently being developed, will greatly advance meeting of this goal by 8/31/2020.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.

Fulfilling of agency core functions is demonstrated through utilization and analysis of the measures listed above.

4. Attentive to providing excellent customer service.

The BON's commitment to customer service includes gathering, analysis and use of feedback from constituents served by the agency through internal and external surveys conducted on an annual basis.

5. Transparent such that agency actions can be understood by any Texan.

Transparency of licensure information for stakeholders is accomplished by the agency through the Board website, Customer Service Department telephone system, webmaster e-mails, social media, and regular mail. All licensure requirements, BON Rules and Regulations, and the Nursing Practice Act may be accessed through the agency website. The Board's Examination, and Licensure goals support state strategic planning objectives by fulfilling agency core functions and maintaining accountability to nurse fee payers through the efficiency and explanatory measures below:

Efficiency Measures

- Percentage of new individual registered nurse (RN) licenses issued within ten days;
- Percentage of individual RN licenses renewed within seven days;
- Percentage of new individual licensed vocational nurse (LVN) licenses issued within ten days; and
- Percentage of individual LVN licenses renewed within seven days.

Explanatory Measures

- Number of individual RNs licensed;
- Number of individual LVNs licensed;
- Number of new individual RN licenses issued;

- Number of individual RN licenses renewed;
- Number of new individual LVN licenses issued; and
- Number of individual LVN licenses renewed.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

Action Item 1:
Immediately following the Governor's disaster declaration on March 13, 2020, the Board implemented measures to ease the burden of licensure to increase the supply of nurses available to respond to the needs of Texans during the pandemic. In accordance with Section 418.171 of Texas Government Code, any out-of-state nurse was authorized to practice in Texas for the purpose of rendering aid, provided the nurse held a current license in good standing in their home state. Therefore, any out-of-state nurse with a license in good standing was not required to hold a Texas license in order to practice nursing in a disaster relief effort operation setting. Additionally, Texas is a member state of the Nurse Licensure Compact. As such, any LVN or RN holding an active compact license already held a privilege to practice in Texas. Several waivers were requested and approved during the disaster relating to licensure including:

- Waived reactivation fees and certain requirements for LVNs, RNs, and APRNs;
- Waived renewal requirements providing an extension to September 30, 2020;
- Extended graduate permits for up to 6 months; and
- Waived certification requirements for new APRN graduates.

Action Items 2 & 3:
House Bill (HB) 2950 was enacted by the 85th Texas Legislature and became effective September 1, 2017 that allowed the Texas Board of Nursing to enact the Enhanced Nurse Licensure Compact (eNLC), which currently includes 32 states with 2 states awaiting implementation. Texas was a member of the original Compact, which was enacted in 2000 and was codified as Texas Occupations Code Chapter 304. The newly enacted eNLC replaced the original Nurse License Compact. The eNLC allows RNs and LVNs to utilize one multi-state license issued by the home state to practice in other states belonging to the compact, without the necessity of obtaining or maintaining separate licenses in each compact state.

The eNLC is governed by an Interstate Commission of Nurse Licensure Compact Administrators (Commission) who meet regularly to conduct commission business.

The foundation of the compact ensures uniform licensure requirements (ULRs) for a nurse's eligibility in obtaining a multi-state license. The ULRs include the requirements of having:

- graduated from an approved nursing program and passed the national licensing examination
- completed a criminal background check
- no felony convictions
- no current disciplinary action on the license
- not enrolled in an alternative to discipline program
- a US social security number
- international credentials evaluated by an authorized credential review agency and passing an English proficiency examination if the nursing program was not conducted in English (for internationally educated students)

To accomplish the transition from the prior compact to the eNLC, the Licensing staff had two main tasks:

- allowing licensees in the current compact states not joining the eNLC to apply for and receive a single state license; and,
- aligning current processes and licensing software to fully implement the URLs.

Licensing software and participation with NURSYS allows the Board to implement both objectives above. The Texas BON has experienced a reduction in the number of licensees by endorsement with the increase in the number of states joining the compact but it has not had a significant effect on the agency revenue.

The Board of Nursing completed a successful transition to the eNLC following implementation.

Action Item 4:
The Texas Internal Audit Act requires a state agency that receives more than $10 million or more in revenue and has more than 100 employees must comply with the Texas Government Code, Section 2102.005.

The Texas Board of Nursing has consistently approved an internal audit plan each fiscal year and completes a risk assessment to determine levels of risk in identified by the board and staff. The Texas Board of Nursing has completed internal audits in the following areas:

- Agency Performance Measures
- Licensing Processes
- Human Resources
- Information Technology Security

BOARD OF NURSING OPERATIONAL GOAL AND ACTION PLAN

Goal B: The Board of Nursing (BON or Board) manages cost-effective, efficient licensure processes that assure the public that licensed nurses in Texas are qualified to provide safe nursing practice.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

1. Ensure Minimum Licensure Standards for Applicants for Nurse Licensure – The action items accomplished by the Board are achievement of timely, cost-effective nurse licensure application processing, as well as operation of a reliable, accurate, and efficient licensure/credentialing system for all qualified nurse applicants. Currently, each of these action items is ongoing and being implemented.
2. Leverage technology to increase licensure process efficiencies by 8/31/19.
3. Maintain active participation as a party state in the Enhanced Nurse Licensure Compact.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.
The Board demonstrates accountability to nurse licensure fee payers by adjustment of fees when fee changes are warranted, including reductions in nurse licensure and renewal fees.

2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.
Waste of taxpayer dollars is minimized through utilization of strategies such as agency adoption of paperless operations wherever feasible. Completion of the Optimal Regulatory Board System (ORBS) process, which is currently being developed, will greatly advance meeting of this goal by 8/31/2020.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.
Fulfilling of agency core functions is demonstrated through utilization and analysis of the measures listed above.

4. Attentive to providing excellent customer service.
The BON's commitment to customer service includes gathering, analysis and use of feedback from constituents served by the agency through internal and external surveys conducted on an annual basis.

5. Transparent such that agency actions can be understood by any Texan.
Transparency of licensure information for stakeholders is accomplished by the agency through the Board website, Customer Service Department telephone system, webmaster e-mails, social media, and regular mail.

All licensure requirements, BON Rules and Regulations, and the Nursing Practice Act may be accessed through the agency website. The Board's Examination, and Licensure goals support state strategic planning objectives by fulfilling agency core functions and maintaining accountability to nurse fee payers through the efficiency and explanatory measures below:

Efficiency Measures

- Percentage of new individual registered nurse (RN) licenses issued within ten days;
- Percentage of individual RN licenses renewed within seven days;
- Percentage of new individual licensed vocational nurse (LVN) licenses issued within ten days; and
- Percentage of individual LVN licenses renewed within seven days.

Explanatory Measures

- Number of individual RNs licensed;
- Number of individual LVNs licensed;
- Number of new individual RN licenses issued;
- Number of individual RN licenses renewed;
- Number of new individual LVN licenses issued; and
- Number of individual LVN licenses renewed.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

Action Item 1:

House Bill (HB) 2950, the Texas Board of Nursing Sunset Bill, enacted during the 2017 legislative session, amended the Nursing Practice Act as it relates to *Good Professional Character* and *Unprofessional Conduct*.

Prior to the passage of HB 2950, the Board charged its Advisory Committee on Licensure, Eligibility and Discipline to review the Sunset Commission's recommendations and make recommendations for changes consistent with the Commission's direction The Advisory Committee met on May 12, 2017; June 9, 2017; August 11, 2017; and September 15, 2017 to consider the Board's charge. As a result of the Advisory Committee's input and the requirements of HB 2950, the Board adopted changes to 22 Texas Administrative Code §213.27, relating to *Good Professional Character and* 22 Tex. Admin. Code §213.28, relating to *Licensure of Individuals with Criminal History* in February 2018. The Board also amended the Board's Disciplinary Guidelines for Criminal Conduct.

Pursuant to the requirements of HB 2950 and the Board's new rules, the Board will no longer take disciplinary action on misdemeanor crimes relating to drugs and alcohol. For example, misdemeanor crimes, such as driving while intoxicated or possession of controlled substances will no longer result in eligibility or disciplinary orders. Further, crimes occurring off duty that are not clearly and rationally related to the practice of nursing will no longer result in eligibility or disciplinary orders. These types of misdemeanor crimes include disorderly conduct, criminal trespass, harassment, and assault. The Board retains authority, however, to consider felony crimes that could affect an individual's ability to safely practice nursing, as well as substance use disorders and alcohol and drug abuse that is not related to a specific criminal offense. The Board expects the number of eligibility and disciplinary orders to decrease substantially as a result of the implementation of HB 2950.

Individuals must have good professional character in order to obtain and retain licensure. HB 2950 and the Board's new rules define *good professional character* and specify the Board's burden in cases where an individual's good professional character is at issue.

Also pursuant to the requirements and recommendations of the Sunset Advisory Commission, the Texas Peer Assistance Program for Nurses (TPAPN) underwent an audit by the Citizen's Advocacy Center (CAC) in March 2018. The CAC report was completed in May 2018 and presented to the Board for review and consideration at its meeting in July 2018. TPAPN worked with the Board for several months to implement the

recommendations of the CAC. TPAPN also consulted several substance abuse experts to inform decision making regarding the re-organization of TPAPN program tracts. The finalized program plan addresses treatment and monitoring requirements for mild, moderate, and severe substance use disorder diagnoses and is designed to better accommodate participants' individualized needs.

Action Item 2:
As one strategy to address the nation's opioid crisis, the Texas Prescription Monitoring Program (PMP) collects and monitors prescription data for all Schedule II, III, IV, and V controlled substances dispensed by a pharmacy in Texas or to a Texas resident from a pharmacy located in another state. The PMP also provides a venue for monitoring patient prescription histories for practitioners and the ordering of Schedule II Texas Official Prescription Forms. The PMP is managed by the Texas State Board of Pharmacy (TSBP).

The 86th Texas Legislature continued its efforts to combat the opioid crisis. HB 2174 established new requirements related to electronic prescribing of schedule II controlled substances as well as requirements for waivers for electronic prescribing in certain situations. The Board participates in regular meetings of the PMP work group that is hosted by the Texas State Board of Pharmacy. The bill also limits prescriptions for controlled substances for the treatment of acute pain to a ten-day supply. Additionally, the bill requires newly licensed prescribers to complete two hours of continuing education related to approved procedures for prescribing and monitoring controlled substances. Board Rules have been amended for this purpose.

HB 2454 further addressed issues related to opioid prescribing by developing a requirement for health care providers who prescribe opioids to complete continuing education annually related to pain management and the prescribing of opioids. Continuing education courses must include content related to standard of care, identification of drug-seeking behavior in patients, and effective communication with patients regarding opioid medications. Board Rules have been amended for this purpose.

A third requirement for continuing education related to opioid prescribing was added by HB 3285. This bill requires annual continuing education related to best practices, alternative treatment options, and multimodal approaches to pain management. The requirements added by this bill were also included in the amendments to Board Rules.

HB 3284 delayed the implementation of the mandatory requirement for prescribers to check the PMP prior to issuing prescriptions for opioids, benzodiazepines, barbiturates, and carisoprodol (Soma) to March 1, 2020. The Board had rules in place for this requirement but delayed implementation of those rules until March 1, 2020 as provided for in HB 3284.

HB 278 amended requirements for physicians who delegate prescriptive authority to APRNs via a prescriptive authority agreement. The requirement for face to face quality assurance meetings was removed from Texas law. Under the provisions of HB 278, APRNs and their delegating physicians may conduct monthly quality assurance meetings in a manner that is acceptable to both parties. This aligned the requirements for delegation of prescriptive authority via a prescriptive authority agreement to APRNs with those already in effect for PAs. Board Rules were amended to implement the changes to Texas law.

Action Item 3:
In October 2013, the Board approved a two-year pilot program with the Texas A&M Rural and Community Health Institute (RCHI) and the College of Nursing (CON) to offer the Knowledge, Skills, Training, Assessment and Research Nursing (KSTAR) Pilot Program as an option to nurses with practice violations that result in a disciplinary sanction of a warning and below. KSTAR is a comprehensive program that utilizes an individualized assessment of a nurse with practice breakdown issues, and designs a personalized remedial education plan aimed at correcting any knowledge deficits that may exist. Based on successful outcomes, the KSTAR Nursing

was approved in 2017 as a permanent disciplinary option for nurses meeting eligibility criteria as set out in Board Rule 213.35. The concept of targeted assessment and individualized remediation of nursing practice errors has been shown to be a promising alternative to conventional discipline.

Additionally, in 2019, the Board created a resource that may be utilized by nursing peer review committees for a comprehensive evaluation of nursing practice breakdown. Known as Nursing Peer Review Evaluation of Practice-breakdown or N-PREP, this resource was created with the overall intent to support an organization's nursing peer review processes. N-PREP's template is broad enough to provide both guidance and flexibility to the nursing peer review process so that all of the hundreds of nursing peer review committees throughout the state may successfully incorporate the resource into their own organizational structure. N-PREP is a means to support the committee's analysis of incidents to determine if the nurse's conduct is: required to be reported to the Board, constitutes a minor incident that is not required to be reported to the Board and may be remediated at the facility level, or does not constitute a deficit in practice.

During the COVID-19 disaster, Board Staff reviewed and approved proposals from remedial education providers to transition their courses to a virtual format. A total of 25 courses were approved to be offered virtually during the disaster. This innovation allowed nurses in need of practice remediation to avoid delays in completing disciplinary stipulations that has direct patient safety implications. The Board will continue to encourage and consider proposals for pilots aimed to provide individualized remediation.

Action Item 4:
The Board engaged the dispute resolution option at the State Office of Administrative Hearings in an effort to resolve eligibility and disciplinary cases in a more timely and efficient manner. The Board has found SOAH's mediation process to work well in meeting this goal. Because the Board is utilizing mediations to resolve more of its cases, it anticipates setting few cases for contested case hearings. Additionally, Board Staff has worked with SOAH to remove barriers to docketing cases in a more timely manner, and this has eased the Board's backlog of disciplinary cases needing resolution through the hearing process. Staff is also committed to exploring other options to encourage settlement of cases, including continuing its informal settlement conferences and meeting with individual parties when appropriate.
Action Item 5:
At the October 25-26, 2018 quarterly meeting, the Board adopted new 22 Texas Administrative Code §217.24 relating to telemedicine medical service prescriptions as required by Senate Bill 1107 that passed during the 85th Legislative Session. The new rule section became effective November 25, 2018. These rules are consistent with the rules adopted by the Texas Medical Board (22 Tex. Amin. Code §174.5). Of note, during the COVID-19 disaster period Board Rule 217.24(e)(1) was temporarily waived by the Governor to allow advanced practice registered nurses to issue prescriptions for controlled substances for treatment of chronic pain via telemedicine. Staff will evaluate the utilization of this waiver once the disaster has ended.

BOARD OF NURSING OPERATIONAL GOAL AND ACTION PLAN

Goal C: Ensure that Nursing Educational Programs are in Compliance with Board Rules – The BON ensures that 100% of Texas nursing education programs are in compliance with the Board's Rules and Regulations.

SPECIFIC ACTION ITEMS TO ACHIEVE YOUR GOAL

1. The Board accredits all pre-licensure Texas nursing education programs which must include the essential competencies of graduates in the educational curricula and by ensuring that all Texas Nursing Education programs are meeting Board rules, including required NCLEX pass rates. Currently, each of these actions is ongoing and being implemented.
2. The Board will collaborate with the Texas Higher Education Coordinating Board to establish an approval process for proposals for establishment of baccalaureate nursing degree programs by public junior colleges.

DESCRIBE HOW YOUR GOAL OR ACTION ITEMS SUPPORTS EACH STATEWIDE OBJECTIVE

1. Accountable to tax and fee payers of Texas.
The BON demonstrates accountability for competency in nursing in Texas by ensuring that nursing educational programs meet the requirements set forward in the Differentiated Essential Competencies for Graduates of Nursing Education Programs in Texas. The agency establishes rules governing Texas nurse educational programs leading to licensure as LVNs and RNs, conducts survey visits to educational programs to ensure compliance, and presents survey findings to the Board for further action as warranted by survey visit findings.

2. Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.
Waste of taxpayer dollars is minimized through added program requirements and/or board action, including program closure, for educational programs not meeting standards for passing the national examination for nurses known as the NCLEX examination.

3. Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continuously improve.
Effectiveness is demonstrated through Texas educational program pass rates for the NCLEX examination. Texas pass rates for programs leading to licensure as LVNs and RNs exceed the national standards for the NCLEX-RN and NCLEX-PN exam for 2019.

4. Attentive to providing excellent customer service.
The Board's commitment to customer service includes conducting orientations for new deans and directors of nursing educational programs, on-site visits to programs to offer guidance for program improvement, and communication of Board Policy/Rules/updates through attendance at events for nursing educators.

5. Transparent such that agency actions can be understood by any Texan.
Agency transparency concerning nursing educational programs is demonstrated through posting pass rate data, board reports concerning the status of educational programs, the website Education Dashboard for individuals inquiring about approved Texas nursing education programs, regular meetings with school associations, and surveys conducted by nursing educators. Accountability of the Board's Nursing Education goals is also demonstrated through the efficiency and explanatory measures below:

Output Measures:
- Number of LVN programs surveyed;
- Number of LVN programs sanctioned;
- Number of RN programs surveyed; and
- Number of RN programs sanctioned.

DESCRIBE ANY OTHER CONSIDERATIONS RELEVANT TO YOUR GOAL OR ACTION ITEM

Action Item 1:
Since 2006, the Board of Nursing has approved 84 new nursing education programs. Approximately 24% (20) of these programs have since closed due to an inability to achieve and/or maintain a licensing examination (NCLEX-RN or NCLEX-PN) pass rate at or above the required benchmark of 80% for first time test takers, an inability to comply with other rule requirements, or in one instance, a decision not to enroll following initial approval. While the overall NCLEX-RN and NCLEX-PN pass rate averages for all Texas programs are above the 80% benchmark and above the national averages, 11 of the programs approved since 2006 and still active currently have an NCLEX pass rate below the required 80% benchmark. These findings have led Board Staff to review and make improvements to the new program proposal requirements and process, to carefully assess information provided in Self-Study Reports and gathered during site visits, and to identify risk factors for program success early on so that requirements and monitoring are implemented to address those risk factors. The NCLEX examination format is in the process of being revised to ensure measurement of nursing clinical

judgment along with evaluating the candidates' knowledge, skills, and abilities. As this "Next Generation NCLEX" evolves, Board Staff will continue to serve as a liaison between nursing education programs and the National Council of State Boards of Nursing (NCSBN) to ensure programs are fully informed in order to implement teaching strategies to best prepare graduates. Additionally, Board Staff will review the findings from the NCSBN Education Metrics and Outcomes Committee (currently in publication) that suggest evidence-based outcomes that may be considered for evaluating program quality.

Action Item 2:
SB 2118 that passed during the 85th Regular Texas Legislative Session authorizes the Texas Higher Education Coordinating Board (THECB) to approve certain public junior colleges to offer baccalaureate degrees in specified fields of study, including nursing. The bill requires that nursing baccalaureate program proposals meet all Board of Nursing requirements, regardless of whether the program is a pre or post licensure baccalaureate degree program. Board and THECB Staff have implemented a coordinated proposal application process that avoids duplication, yet assures the required input of the Board's expertise specific to nursing education. The first public junior college approved to offer a baccalaureate degree was Austin Community College, who graduated its first cohort in August 2019. As of May 1, 2020, a total of 9 public junior colleges have been approved to offer baccalaureate degrees in nursing. Board Staff will monitor this closely and continue to work collaboratively with THECB to ensure a coordinated approval process.

Redundancies and Impediments

Service, (Statute, Rule or Regulation Provide specific citation if possible)	Describe why the Service, Statute, Rule or Regulation is Resulting in Inefficient or Ineffective Agency Operations	Provide Agency Recommendation for Modification or Elimination	Describe the Estimated Cost Savings or Other Benefit Associated with Recommended Change
Texas Occupations Code §301.1581	This section requires the biennial dissemination of information to nursing licensees that relates to abusive and addictive behavior, diversion strategies, appropriate use of pain medications, and prescribing and dispensing pain medications. This information could be provided by other sources that may be able to provide more accurate and tailored information, such as the Texas Pharmacy Board or the Texas Medical Board. Further, some of the required information may not be relevant to nurses (such as dispensing information).	Elimination	
Texas Occupations Code §301.1582	This section requires the dissemination to nursing licensees of information relating to the services provided by poison control centers, This information could be provided by other	Elimination	

	sources, such as poison control centers, and would likely be more accurate and tailored if provided by another source.		
Texas Occupations Code §301.466/Texas Government Code Chapter 552	Requestors routinely seek documents from the Board's investigative file(s) and related materials under the Public Information Act. Although this information should not releasable pursuant to an open records request (see 301.466(a)(1)), Board Staff must still submit a request for an opinion from the Attorney General's Office when this information is requested (no prior determination has been issued by the Attorney General's Office for this category of information).	Statutory exemption in Chapter 552 or §301.466 that makes clear that the Board does not have to seek an opinion from the Attorney General's Office when an open records request seeks documents from the Board's investigative file(s) or related material.	In 2014, the Board received 716 of open records requests. Nine of these generated referrals to the Attorney Generals' Office. Of these, 7 related to investigatory documents. In 2015, the Board received 736 of open records requests. Nine of these generated referrals to the Attorney Generals' Office. Of these, 7 related to investigatory documents. Not having to seek an opinion from the Attorney General's Office regarding the release of investigatory documents would reduce the Board's workload related to open records referrals by 78%.

Supplemental Schedules

Schedules A-G

Schedule A. Budget Structure -- Goals, Objectives and Outcome Measures, Strategies and Output, Efficiency and Explanatory Measures

The Board of Nursing, in conjunction with the Legislative Budget Board and the Governor's Office of Budget and Planning, has identified the following goals for the 2020/2021 biennium. This section is organized with the objectives, strategies, and outcome, output, efficiency, and effectiveness measures aligned with each goal.

Goal A: Licensing - To manage cost-effective, quality programs of accreditation, examination, licensure and regulation that ensure legal standards for nursing education and practice, and which effectively serve the market demand for qualified nurses.

Objective A.1: Ensure Minimum Licensure Standards for Applicants - To ensure timely and cost-effective application processing and licensure/Credentialing systems for 100 percent of all qualified applicants for each fiscal year.

Strategy A.1.1: Licensing - Operate Efficient System of Nursing Credential Verification.

Efficiency Measures:
- **Percentage of New Individual Licenses Issued within Ten Days (RN)**
- **Percentage of Individual Licenses Renewed within Seven Days (RN)**
- **Percentage of New Individual Licenses Issued within Ten Days (LVN)**
- **Percentage of Individual Licenses Renewed within Seven Days (LVN).**

Explanatory Measures:
- **Total Number of Individuals Licensed (RN)**
- **Total Number of Individuals Licensed (LVN)**

Outcomes:
- **Percentage of Licensees with No Recent Violations (RN)**
- **Percent of Licensees Who Renew Online (RN)**
- **Percent of New Individual Licenses Issued Online (RN)**
- **Percentage of Licensees with No Recent Violations (LVN)**
- **Percent of Licensees Who Renew Online (LVN)**
- **Percent of New Individual Licenses Issued Online (LVN)**
- **Percentage of Licensees with No Recent Violations (APRN)**
- **Percent of Licensees Who Renew Online (APRN)**
- **Percent of New Individual Licenses Issued Online (APRN)**

Output Measures:
- **Number of New Licenses Issued to Individuals (RN)**
- **Number of Individual Licenses Renewed (RN)**
- **Number of New Licenses Issued to Individuals (LVN)**
- **Number of Individual Licenses Renewed (LVN)**
- **Number of New Licenses Issued to Individuals (APRN)**
- **Number of Individual Licenses Renewed (APRN)**

NOTE: On June 15, 2020, the Texas Board of Nursing will launch the ORBS (Optimal Regulatory Board System) platform creating a 100% paperless licensing system for our stakeholders. The new system will require a valid email address for all users and allow our customers to renew seamlessly and upload documents if required. This efficiency will allow licensees to renew quicker and students to schedule the NCLEX sooner.

Objective A.2: Ensure Nursing Education Programs are in Compliance with the Rules - To ensure that 100 percent of nursing programs are in compliance with the Board of Nursing's rules.

Strategy A.2.1: Accreditation - Accredit programs that include Essential Competencies Curricula.

Efficiency Measure:
Average Cost of Program Survey Visit (RN and LVN)

Explanatory Measures:
Total Number of Programs Approved (RN)
Total Number of Programs Approved (LVN)

Outcome Measures:
Percentage of Nursing Programs in Compliance with Rules (RN)
Percentage of Nursing Programs in Compliance with Rules (LVN)

Output Measures:
Total Number of Programs Surveyed (LVN)
Total Number of Programs Sanctioned (LVN)
Total Number of Programs Surveyed (RN)
Total Number of Programs Sanctioned (RN)

Goal B: Protect Public - To ensure swift, fair and effective enforcement of the Nursing Practice Act (NPA) so that consumers are protected from unsafe, incompetent and unethical nursing practice by nurses.

Objective B.1: Protect Public and Enforce Nursing Practice Act – Adjudicate Violations - Investigate and resolve complaints about violations of the Nursing Practice Act.

Strategy B.1.1: Adjudicate Violations - Administer system of enforcement and adjudication.

Efficiency Measures:
Average Time for Complaint Resolution (Days) (RN)
Average Time for Complaint Resolution (Days) (LVN)
Average Time for Complaint Resolution (Days) (APRN)

Explanatory Measures:
Number of Jurisdictional Complaints Received (RN)
Number of Jurisdictional Complaints Received (LVN)
Number of Jurisdictional Complaints Received (APRN)

Outcome Measures:
Percent of Complaints Resolved Resulting in Discipline (RN)
Percent of Complaints Resolved Resulting in Discipline (LVN)
Percent of Complaints Resolved Resulting in Discipline (APRN)
Percent of Complaints Resolved in Six Months (RN)

Percent of Complaints Resolved in Six Months (LVN)

Output Measures:

Number of Complaints Resolved (RN)
Number of Complaints Resolved (LVN)
Number of Complaints Resolved (APRN)

Strategy B.1.2: Peer Assistance - Identify, refer and assist those nurses whose practice is impaired.

Outcome Measures:

Recidivism Rate for RNs Enrolled in TPAPN
Recidivism Rate for LVNs Enrolled in TPAPN

Output Measures:

Number of Individuals Licensed Participating in a Peer Assistance Program (RN)
Number of Individuals Licensed Participating in a Peer Assistance Program (LVN)
Number of Individuals Licensed Participating in a Peer Assistance Program (APRN)

Note: New measures are indicated in blue text.

Schedule B. Measure Definitions

Goal No. 1 Accredit, Examine, and License Nurse Education and Practice
Objective No. 1 Ensure Minimum Licensure Standards for Applicants
Outcome No. 1 Percentage of Licensees with No Recent Violations (RN)

Definition
The percent of the total number of licensed registered nurses at the end of the reporting period who have not incurred a violation within the current and preceding two years (three years total).

Data Limitations
With regard to the total number of registered nurses currently licensed, the agency has limited control over the number of persons who wish to obtain and renew their license.

Data Source
Agency software program captures the number of total licensed Registered Nurses and the number of Disciplined Registered Nurses. Our Information Systems Department compiles the statistics by which the Operations Director compiles the final percentage and reports the information on a quarterly basis to the Board and the appropriate State oversight agencies. The Operations Director is responsible for this data.

Methodology
The total number of registered nurses currently licensed by the agency who have not incurred a violation within the current and preceding two years divided by the total number of individuals currently licensed by the agency. The numerator for this measure is calculated by subtracting the total number of licensees with violations during the three-year period from the total number of licensees at the end of the reporting period. The denominator is the total number of licensees at the end of the reporting period. The measure is calculated by dividing the numerator by the denominator and multiplying by 100 to achieve a percentage.

Purpose
Licensing registered nurses helps ensure that practitioners meet minimum legal standards for professional education and practice which is a primary agency goal. This measure is important because it indicated how effectively the agency's activities deter violations of professional standards established by statute and rule.

Definition
The percent of the total number of licensed registered nurses at the end of the reporting period who have not incurred a violation within the current and preceding two years (three years total).

Data Limitations
With regard to the total number of registered nurses currently licensed, the agency has limited control over the number of persons who wish to obtain and renew their license.

Data Source
Agency software program captures the number of total licensed Registered Nurses and the number of Disciplined Registered Nurses. Our Information Systems Department compiles the statistics by which the Operations Director compiles the final percentage and reports the information on a quarterly basis to the Board and the appropriate State oversight agencies. The Operations Director is responsible for this data.

Methodology
The total number of registered nurses currently licensed by the agency who have not incurred a violation within the current and preceding two years divided by the total number of individuals currently licensed by the agency. The numerator for this measure is calculated by subtracting the total number of licensees with violations during the three-year period from the total number of licensees at the end of the reporting period. The denominator is the total number of licensees at the end of the reporting period. The measure is calculated by dividing the numerator by the denominator and multiplying by 100 to achieve a percentage.

Purpose
Licensing registered nurses helps ensure that practitioners meet minimum legal standards for professional education and practice which is a primary agency goal. This measure is important because it indicated how effectively the agency's activities deter violations of professional standards established by statute and rule.

Goal No. 1 Accredit, Examine, and License Nurse Education and Practice
Objective No. 1 Ensure Minimum Licensure Standards for Applicants
Outcome No. 2 Percent of Licensees Who Renew Online (RN)

Definition
The percentage of the total number of RN license applications processed online via the Texas.gov service for any one monthly cohort of license renewals as compared to those processed by paper within the office.

Data Limitations
None

Data Source
The agency renews RN licenses on a monthly basis. Each month, the agency mails license renewal postcards sixty days prior to their license expiring. Each monthly cohort has sixty days to renew their license. The agency licensing software tracks both types of renewals by calculating the total number of online renewals as to the total possible number of renewals for each monthly cohort.

Methodology
On the first day following the last day of each month, the agency licensing software calculates the total number of licensees who renewed online as compared to the total number of possible renewals for that month's license renewal cohort.

Purpose
This measures the ability of the agency to expedite online renewal applications and be responsive to a primary constituent group.

Definition
The percentage of the total number of RN license applications processed online via the Texas.gov service for any one monthly cohort of license renewals as compared to those processed by paper within the office.

Data Limitations
None

Data Source
The agency renews RN licenses on a monthly basis. Each month, the agency mails license renewal postcards sixty days prior to their license expiring. Each monthly cohort has sixty days to renew their license. The agency licensing software tracks both types of renewals by calculating the total number of online renewals as to the total possible number of renewals for each monthly cohort.

Methodology
On the first day following the last day of each month, the agency licensing software calculates the total number of licensees who renewed online as compared to the total number of possible renewals for that month's license renewal cohort.

Purpose
This measures the ability of the agency to expedite online renewal applications and be responsive to a primary constituent group.

Goal No. 1 Accredit, Examine, and License Nurse Education and Practice
Objective No. 1 Ensure Minimum Licensure Standards for Applicants
Outcome No. 3 Percent of New Individual Licenses Issued Online (RN)

Definition
The number of RN licenses issued to previously unlicensed RNs during the reporting period.

Data Limitations
The agency has limited control over the number of students who take the NCLEX-RN exam through Texas or request to endorse into our state. The measure is explanatory and provides a workload measure.

Data Source
Agency licensing software program captures the number of new RN licenses issued by examination and endorsement. The Operations Director adds both numbers to 19identify the total number of new RN licenses. The Operations Director is responsible for this data.

Methodology
This measure counts the total number of RN licenses issued to previously unlicensed RNs during the reporting period, regardless of when the application was originally received. Those RNs who had a license in the previous reporting period are not counted. Only new RN licenses by endorsement and examination are counted.

Purpose
A successful licensing structure must ensure that legal standards for nursing education and practice are met prior to licensure. This measure is a primary workload indicator which is intended to show the number of unlicensed RNs who were documented to have successfully met all licensure criteria established by statute and rule as verified by the agency during the reporting period.

Definition
The number of RN licenses issued to previously unlicensed RNs during the reporting period.

Data Limitations
The agency has limited control over the number of students who take the NCLEX-RN exam through Texas or request to endorse into our state. The measure is explanatory and provides a workload measure.

Data Source
Agency licensing software program captures the number of new RN licenses issued by examination and endorsement. The Operations Director adds both numbers to identify the total number of new RN licenses. The Operations Director is responsible for this data.

Methodology
This measure counts the total number of RN licenses issued to previously unlicensed RNs during the reporting period, regardless of when the application was originally received. Those RNs who had a license in the previous reporting period are not counted. Only new RN licenses by endorsement and examination are counted.

Purpose
A successful licensing structure must ensure that legal standards for nursing education and practice are met prior to licensure. This measure is a primary workload indicator which is intended to show the number of unlicensed RNs who were documented to have successfully met all licensure criteria established by statute and rule as verified by the agency during the reporting period.

Goal No. 1 Accredit, Examine, and License Nurse Education and Practice
Objective No. 1 Ensure Minimum Licensure Standards for Applicants
Outcome No. 4 Percent of Licensees with No Recent Violations (LVN)

Definition
The percent of the total number of licensed vocational nurses at the end of the reporting period who have not incurred a violation within the current and preceding two years (three years total).

Data Limitations
With regard to the total number of vocational nurses currently licensed, the agency has limited control over the number of persons who wish to obtain and renew their license.

Data Source
Agency software program captures the number of total licensed vocational nurses and the number of Disciplined licensed vocational nurses. Our Information Systems Department compiles the statistics by which the Operations Director compiles the final percentage and reports the information on a quarterly basis to the Board and the appropriate State oversight agencies. The Operations Director is responsible for this data.

Methodology
The total number of vocational nurses currently licensed by the agency who have not incurred a violation within the current and preceding two years divided by the total number of individuals currently licensed by the agency. The numerator for this measure is calculated by subtracting the total number of licensees with violations during the three-year period from the total number of licensees at the end of the reporting period. The denominator is the total number of licensees at the end of the reporting period. The measure is calculated by dividing the numerator by the denominator and multiplying by 100 to achieve a percentage.

Purpose
Licensing vocational nurses helps ensure that practitioners meet minimum legal standards for vocational education and practice which is a primary agency goal. This measure is important because it indicated how effectively the agency's activities deter violations of nursing standards established by statute and rule.

Definition
The percent of the total number of licensed vocational nurses at the end of the reporting period who have not incurred a violation within the current and preceding two years (three years total).

Data Limitations
With regard to the total number of vocational nurses currently licensed, the agency has limited control over the number of persons who wish to obtain and renew their license.

Data Source
Agency software program captures the number of total licensed vocational nurses and the number of Disciplined licensed vocational nurses. Our Information Systems Department compiles the statistics by which the Operations Director compiles the final percentage and reports the information on a quarterly basis to the Board and the appropriate State oversight agencies. The Operations Director is responsible for this data.

Methodology
The total number of vocational nurses currently licensed by the agency who have not incurred a violation within the current and preceding two years divided by the total number of individuals currently licensed by the agency. The numerator for this measure is

calculated by subtracting the total number of licensees with violations during the three-year period from the total number of licensees at the end of the reporting period. The denominator is the total number of licensees at the end of the reporting period. The measure is calculated by dividing the numerator by the denominator and multiplying by 100 to achieve a percentage.

Purpose
Licensing vocational nurses helps ensure that practitioners meet minimum legal standards for vocational education and practice which is a primary agency goal. This measure is important because it indicated how effectively the agency's activities deter violations of nursing standards established by statute and rule.

Goal No. 1 Accredit, Examine, and License Nurse Education and Practice
Objective No. 1 Ensure Minimum Licensure Standards for Applicants
Outcome No. 5 Percent of Licensees Who Renew Online (LVN)

Definition
The percentage of new LVN licenses, registrations, or certifications issued online to LVNs during the reporting period.

Data Limitations
The agency has moved to "semi-mandatory" online renewal but cannot require complete compliance due to the lack of access to computer technology.

Data Source
Agency licensing software program captures the number of LVN licenses renewed online versus the number of LVN licenses renewed by paper.

Methodology
Total number of individual LVN licenses, registrations, or certifications renewed online divided by the total number of individual LVN licenses, registrations, or certifications renewed during the reporting period. The result should be multiplied by 100 to achieve a percentage.

Purpose
To track use of online license issuance technology by the licensee population.

Definition
The percentage of new LVN licenses, registrations, or certifications issued online to LVNs during the reporting period.

BL 2023 Data Limitations
The agency has moved to "semi-mandatory" online renewal but cannot require complete compliance due to the lack of access to computer technology.

BL 2023 Data Source
Agency licensing software program captures the number of LVN licenses renewed online versus the number of LVN licenses renewed by paper.

BL 2023 Methodology
Total number of individual LVN licenses, registrations, or certifications renewed online divided by the total number of individual LVN licenses, registrations, or certifications renewed during the reporting period. The result should be multiplied by 100 to achieve a percentage.

BL 2023 Purpose
To track use of online license issuance technology by the licensee population.

Goal No. 1 Accredit, Examine, and License Nurse Education and Practice
Objective No. 1 Ensure Minimum Licensure Standards for Applicants
Outcome No. 6 Percent of New Individual Licenses Issued Online (LVN)

Definition
The number of LVN licenses issued by examination and endorsement to previously unlicensed LVNs during the reporting period.

Data Limitations
The agency has limited control over the number of LVN students who take the examination through Texas or request to endorse into our state. This measure is explanatory and provides a workload measure.

Data Source
Agency licensing software program captures the number of new LVN licenses issued by examination and endorsement. The Operations Director adds both numbers to identify the total number of new LVN licensees. The Operations Director is responsible for this data.

Methodology
This measure counts the total number of LVN licenses issued to previously unlicensed LVNs during the reporting period, regardless of when the application was originally received. Those individuals who had a LVN license in the previous reporting period are not counted. Only new LVN licenses issued by endorsement and examination are counted.

Purpose
A successful licensing structure must ensure that legal standards for education and practice are met prior to licensure. This measure is a primary workload indicator which is intended to show the number of unlicensed persons who were documented to have successfully met all licensure criteria established by statute and rule as verified by the agency during the reporting period.

Definition
The number of LVN licenses issued by examination and endorsement to previously unlicensed LVNs during the reporting period.

Data Limitations
The agency has limited control over the number of LVN students who take the examination through Texas or request to endorse into our state. This measure is explanatory and provides a workload measure.

Data Source
Agency licensing software program captures the number of new LVN licenses issued by examination and endorsement. The Operations Director adds both numbers to identify the total number of new LVN licensees. The Operations Director is responsible for this data.

Methodology
This measure counts the total number of LVN licenses issued to previously unlicensed LVNs during the reporting period, regardless of when the application was originally received. Those individuals who had a LVN license in the previous reporting period are not counted. Only new LVN licenses issued by endorsement and examination are counted.

Purpose
A successful licensing structure must ensure that legal standards for education and practice are met prior to licensure. This measure is a primary workload indicator which is intended to show the number of unlicensed persons who were documented to have successfully met all licensure criteria established by statute and rule as verified by the agency during the reporting period.

Goal No. 1 Accredit, Examine, and License Nurse Education and Practice
Objective No. 1 Ensure Minimum Licensure Standards for Applicants
Outcome No. 7 Percentage of Licensees with No Recent Violations (APRN)

Definition
The percent of the total number of licensed advanced practice registered nurses (APRN) at the end of the reporting period who have not incurred a violation within the current and preceding two years (three years total).

Data Limitations
With regard to the total number of advanced practice registered nurses currently licensed, the agency has limited control over the number of persons who wish to obtain and renew their license.

Data Source
Agency software program captures the number of total licensed advanced practice registered nurses and the number of disciplined advance practice registered nurses. Our Information Systems Department compiles the statistics by which the Operations Director compiles the final percentage and reports the information on a quarterly basis to the Board and the appropriate State oversight agencies. The Operations Director is responsible for this data.

Methodology
The total number of advanced practice registered nurses currently licensed by the agency who have not incurred a violation within the current and preceding two years divided by the total number of individuals currently licensed by the agency. The numerator for this measure is calculated by subtracting the total number of licensees with violations during the three-year period from the total number of licensees at the end of the reporting period. The denominator is the total number of licensees at the end of the reporting period. The measure is calculated by dividing the numerator by the denominator and multiplying by 100 to achieve a percentage.

Purpose
Licensing advanced practice registered nurses helps ensure that practitioners meet minimum legal standards for professional education and practice which is a primary agency goal. This measure is important because it indicates how effectively the agency's activities deter violations of professional standards established by statute and rule.

Definition
The percent of the total number of licensed advanced practice registered nurses (APRN) at the end of the reporting period who have not incurred a violation within the current and preceding two years (three years total).

Data Limitations
With regard to the total number of advanced practice registered nurses currently licensed, the agency has limited control over the number of persons who wish to obtain and renew their license.

Data Source
Agency software program captures the number of total licensed advanced practice registered nurses and the number of disciplined advance practice registered nurses. Our Information Systems Department compiles the statistics by which the Operations Director compiles the final percentage and reports the information on a quarterly basis to the Board and the appropriate State oversight agencies. The Operations Director is responsible for this data.

Methodology
The total number of advanced practice registered nurses currently licensed by the agency who have not incurred a violation within the current and preceding two years divided by the total number of individuals currently licensed by the agency. The numerator for this measure is calculated by subtracting the total number of licensees with violations during the three-year period from the total number of licensees at the end of the reporting period. The denominator is the total number of licensees at the end of the reporting period. The measure is calculated by dividing the numerator by the denominator and multiplying by 100 to achieve a percentage.

Purpose
Licensing advanced practice registered nurses helps ensure that practitioners meet minimum legal standards for professional education and practice which is a primary agency goal. This measure is important because it indicates how effectively the agency's activities deter violations of professional standards established by statute and rule.

Goal No. 1 Accredit, Examine, and License Nurse Education and Practice
Objective No. 1 Ensure Minimum Licensure Standards for Applicants
Outcome No. 8 Percent of Licensees Who Renew Online (APRN)

Definition
The percentage of the total number of APRN license applications processed online via the Texas.gov service for any one monthly cohort of license renewals as compared to those processed by paper within the office.

Data Limitations
None

Data Source
The agency renews APRN licenses on a monthly basis. Each month, the agency mails license renewal postcards sixty days prior to their license expiring. Each monthly cohort has sixty days to renew their license. The agency licensing software tracks both types of renewals by calculating the total number of online renewals as to the total possible number of renewals for each monthly cohort.

Methodology
On the first day following the last day of each month, the agency licensing software calculates the total number of licensees who renewed online as compared to the total number of possible renewals for that month license renewal cohort.

Purpose
This measures the ability of the agency to expedite online renewal applications and be responsive to a primary constituent group.

Definition
The percentage of the total number of APRN license applications processed online via the Texas.gov service for any one monthly cohort of license renewals as compared to those processed by paper within the office.

Data Limitations
None

Data Source
The agency renews APRN licenses on a monthly basis. Each month, the agency mails license renewal postcards sixty days prior to their license expiring. Each monthly cohort has sixty days to renew their license. The agency licensing software tracks both types of renewals by calculating the total number of online renewals as to the total possible number of renewals for each monthly cohort.

Methodology
On the first day following the last day of each month, the agency licensing software calculates the total number of licensees who renewed online as compared to the total number of possible renewals for that month license renewal cohort.

Purpose
This measures the ability of the agency to expedite online renewal applications and be responsive to a primary constituent group.

Goal No. 1 Accredit, Examine, and License Nurse Education and Practice
Objective No. 1 Ensure Minimum Licensure Standards for Applicants
Outcome No. 9 Percent Of New Individual Licenses Issues Online (APRN)

Definition
The number of APRN licenses issued online to previously unlicensed APRNs during the reporting period.

Data Limitations
The agency has limited control over the number of APRN students who graduate and pass an APRN national certifying exam or request to endorse into our Texas. The measure is explanatory and provides a workload measure.

Data Source
Agency licensing software program captures the number of new APRN licenses issued online after graduation and national certification and endorsement. The Operations Director adds both numbers to identify the total number of new APRN licenses. The Operations Director is responsible for this data.

Methodology
This measure counts the total number of APRN licenses issued online to previously unlicensed APRNs during the reporting period, regardless of when the application was originally received. Those APRNs who had a license in the previous reporting period are not counted.

Purpose
A successful licensing structure must ensure that legal standards for nursing education and practice are met prior to licensure. This measure is a primary workload indicator which is intended to show the number of unlicensed APRNs who were documented to have successfully met all licensure criteria established by statute and rule as verified by the agency during the reporting period.

Definition
The number of APRN licenses issued online to previously unlicensed APRNs during the reporting period.

Data Limitations
The agency has limited control over the number of APRN students who graduate and pass an APRN national certifying exam or request to endorse into our Texas. The measure is explanatory and provides a workload measure.

Data Source
Agency licensing software program captures the number of new APRN licenses issued online after graduation and national certification and endorsement. The Operations Director adds both numbers to identify the total number of new APRN licenses. The Operations Director is responsible for this data.

Methodology
This measure counts the total number of APRN licenses issued online to previously unlicensed APRNs during the reporting period, regardless of when the application was originally received. Those APRNs who had a license in the previous reporting period are not counted.

Purpose
A successful licensing structure must ensure that legal standards for nursing education and practice are met prior to licensure. This measure is a primary workload indicator which is intended to show the number of unlicensed APRNs who were documented to have successfully met all licensure criteria established by statute and rule as verified by the agency during the reporting period.

Goal No. 1 Accredit, Examine, and License Nurse Education and Practice
Objective No. 2 Ensure Nursing Programs Are in Compliance with the Rules
Outcome No. 1 Percent of Professional Nursing Programs in Compliance

Definition
The total number of RN programs or schools approved by the Board of Nursing at the end of the reporting period.

Data Limitations
This information is explanatory and a workload issue. The Board has limited control over program compliance.

Data Source
The pass rate of each program is received from the National Council of State Boards of Nursing. Other information on the programs come from school survey visits. The Director of Nursing is responsible for this data.

Methodology
The total number of RN programs with full approval by the Board divided by the total number of RN programs.

Purpose
The measure shows the number of RN programs and/or schools that has achieved an 80% pass rate on the licensure examination which is an indicator of overall program performance.

Definition
The total number of RN programs or schools approved by the Board of Nursing at the end of the reporting period.

Data Limitations
This information is explanatory and a workload issue. The Board has limited control over program compliance.

Data Source
The pass rate of each program is received from the National Council of State Boards of Nursing. Other information on the programs come from school survey visits. The Director of Nursing is responsible for this data.

Methodology
The total number of RN programs with full approval by the Board divided by the total number of RN programs.

Purpose
The measure shows the number of RN programs and/or schools that has achieved an 80% pass rate on the licensure examination which is an indicator of overall program performance.

Goal No. 1 Accredit, Examine, and License Nurse Education and Practice
Objective No. 2 Ensure Nursing Programs Are in Compliance with the Rules
Outcome No. 2 Percent of LVN Programs in Compliance

Definition
The number of LVN programs that meet Board requirements and have been granted full approval by the Board.

Data Limitations
Integrity of outside information.

Data Source
The data is derived from the National Council State Board of Nursing quarterly reports, Board staff program surveys/inspections, program annual reports and meeting minutes.

Methodology
The total number of programs that meet the Board requirements, divided by the total number of LVN programs. The information is compiled on a quarterly basis by the Education Division.

Purpose
The measure shows the number of schools that achieve an 80% pass rate on the licensure examination for the year.

Definition
The number of LVN programs that meet Board requirements and have been granted full approval by the Board.

Data Limitations
Integrity of outside information.

Data Source
The data is derived from the National Council State Board of Nursing quarterly reports, Board staff program surveys/inspections, program annual reports and meeting minutes.

Methodology
The total number of programs that meet the Board requirements, divided by the total number of LVN programs. The information is compiled on a quarterly basis by the Education Division.

Purpose
The measure shows the number of schools that achieve an 80% pass rate on the licensure examination for the year.

Goal No. 2 Protect Public and Enforce Nursing Practice Act
Objective No. 1 Investigate and Resolve Complaints about Violations of the Act
Outcome No. 1 Percent of Complaints Resulting in Disciplinary Action (RN)

Definition
Percent of complaints against registered nurses which were resolved during the reporting period that resulted in disciplinary action.

Data Limitations
This is explanatory and a workload issue. The agency has limited control over this measure.

Data Source
The disciplinary data is entered into the agency's discipline software module. The agency licensing software then calculates the number of disciplinary actions against registered nurses entered into the system during the reporting period. The Director of Enforcement is responsible for this data.

Methodology
The total number of RN complaints resolved during the reporting period that resulted in disciplinary action (numerator) is divided by the total number of RN complaints resolved during the reporting period (denominator). The result should be multiplied by 100 to achieve a percentage. Disciplinary action includes agreed orders, reprimands, warnings, suspensions, probation, revocation, restitution, and/or fines on which the board/commission has acted.

Purpose
The measure is intended to show the extent to which the agency exercises its disciplinary authority in proportion to the number of RN complaints received. It is important that both the public and licensees have an expectation that the agency will work to ensure fair and effective enforcement of the act and this measure seeks to indicate agency responsiveness to this expectation.

Definition
Percent of complaints against registered nurses which were resolved during the reporting period that resulted in disciplinary action.

Data Limitations
This is explanatory and a workload issue. The agency has limited control over this measure.

Data Source
The disciplinary data is entered into the agency's discipline software module. The agency licensing software then calculates the number of disciplinary actions against registered nurses entered into the system during the reporting period. The Director of Enforcement is responsible for this data.

Methodology
The total number of RN complaints resolved during the reporting period that resulted in disciplinary action (numerator) is divided by the total number of RN complaints resolved during the reporting period (denominator). The result should be multiplied by 100 to achieve a percentage. Disciplinary action includes agreed orders, reprimands, warnings, suspensions, probation, revocation, restitution, and/or fines on which the board/commission has acted.

Purpose
The measure is intended to show the extent to which the agency exercises its disciplinary authority in proportion to the number of RN complaints received. It is important that both the public and licensees have an expectation that the agency will work to ensure fair and effective enforcement of the act and this measure seeks to indicate agency responsiveness to this expectation.

Goal No. 2 Protect Public and Enforce Nursing Practice Act
Objective No. 1 Investigate and Resolve Complaints about Violations of the Act
Outcome No. 2 Recidivism Rate for Those Receiving Disciplinary Action (RN)

Definition
The number of repeat RN offenders at the end of the reporting period as a percentage of all offenders during the most recent three-year period.

Data Limitations
This is explanatory and a workload issue. The board has limited control over this measure.

Data Source
The agency licensing software captures those registered nurses with two or more violations. The Director of Enforcement is responsible for this data.

Methodology
The number of individuals against whom two or more disciplinary actions were taken by the board or commission within the current

and preceding two fiscal years is divided by the total number of individuals receiving disciplinary actions within the current and preceding two fiscal years. The result should be multiplied by 100 to achieve a percentage

Purpose
The measure is intended to show how effectively the agency enforces its regulatory requirements and prohibitions. It is important that the agency enforce its act and rules strictly enough to ensure consumers are protected from unsafe, incompetent and unethical practice by registered nurses.

Definition
The number of repeat RN offenders at the end of the reporting period as a percentage of all offenders during the most recent three-year period.

Data Limitations
This is explanatory and a workload issue. The board has limited control over this measure.

Data Source
The agency licensing software captures those registered nurses with two or more violations. The Director of Enforcement is responsible for this data.

Methodology
The number of individuals against whom two or more disciplinary actions were taken by the board or commission within the current and preceding two fiscal years is divided by the total number of individuals receiving disciplinary actions within the current and preceding two fiscal years. The result should be multiplied by 100 to achieve a percentage.

Purpose
The measure is intended to show how effectively the agency enforces its regulatory requirements and prohibitions. It is important that the agency enforce its act and rules strictly enough to ensure consumers are protected from unsafe, incompetent and unethical practice by registered nurses.

Goal No. 2 Protect Public and Enforce Nursing Practice Act
Objective No. 1 Investigate and Resolve Complaints about Violations of the Act
Outcome No. 3 Percent of Documented Complaints Resolved within Six Months (RN)

Definition
The percent of RN complaints resolved during the reporting period, that were resolved within a six-month period from the time they were initially received by the agency.

Data Limitations
None

Data Source
The agency discipline software captures the initial date of the RN complaint and calculates the number of days that elapse between date of entry to the date of resolution. The Director of Enforcement is responsible for this data.

Methodology
The number of RN complaints resolved within a period of six months or less from the date of receipt (numerator) is divided by the total number of RN complaints resolved during the reporting period (denominator). The result should be multiplied by 100 to achieve a percentage.

Purpose
The measure is intended to show the percentage of complaints against RNs which are resolved within a reasonable period of time. It is important to ensure the swift enforcement of the NPA which is an agency goal.

Definition
The percent of RN complaints resolved during the reporting period, that were resolved within a six-month period from the time they were initially received by the agency.

Data Limitations
None

Data Source
The agency discipline software captures the initial date of the RN complaint and calculates the number of days that elapse between date of entry to the date of resolution. The Director of Enforcement is responsible for this data.

Methodology
The number of RN complaints resolved within a period of six months or less from the date of receipt (numerator) is divided by the total number of RN complaints resolved during the reporting period (denominator). The result should be multiplied by 100 to achieve a percentage.

Purpose
The measure is intended to show the percentage of complaints against RNs which are resolved within a reasonable period of time. It is important to ensure the swift enforcement of the NPA which is an agency goal.

Goal No. 2 Protect Public and Enforce Nursing Practice Act
Objective No. 1 Investigate and Resolve Complaints about Violations of the Act
Outcome No. 4 Recidivism Rate for Peer Assistance Programs (RN)

Definition
The percent of RNs who relapse within 3 years of the end of the reporting period as part of the total number of RNs who participate in the program during the previous 3 years.

Data Limitations
This is an explanatory measure. The agency has very limited control over this measure.

Data Source
This data is provided by the Texas Peer Assistance Program for Nurses (TPAPN). The Operations Director is responsible for this data.

Methodology
The RNs successfully completing the program in fiscal year X-3, (where X is the current fiscal year) is derived from the database of TPAPN, the percent of RNs receiving related disciplinary action from the board anytime between the beginning of the fiscal year X-3 and the end of fiscal year X (i.e., the current fiscal year).

Purpose
The measure is intended to show the 3-year recidivism rate for those RNs who have been through the peer assistance program. It is important because it indicates that consumers are being protected from unsafe, incompetent and unethical practice as a result of the peer assistance program.

Definition
The percent of RNs who relapse within 3 years of the end of the reporting period as part of the total number of RNs who participate in the program during the previous 3 years.

Data Limitations
This is an explanatory measure. The agency has very limited control over this measure.

Data Source
This data is provided by the Texas Peer Assistance Program for Nurses (TPAPN). The Operations Director is responsible for this data.

Methodology
The RNs successfully completing the program in fiscal year X-3, (where X is the current fiscal year) is derived from the database of TPAPN, the percent of RNs receiving related disciplinary action from the board anytime between the beginning of the fiscal year X-3 and the end of fiscal year X (i.e., the current fiscal year).

Purpose
The measure is intended to show the 3-year recidivism rate for those RNs who have been through the peer assistance program. It is important because it indicates that consumers are being protected from unsafe, incompetent and unethical practice as a result of the peer assistance program.

Goal No. 2 Protect Public and Enforce Nursing Practice Act
Objective No. 1 Investigate and Resolve Complaints about Violations of the Act
Outcome No. 5 One-year Completion Rate for Peer Assistance Programs (RN)

Definition
Of all RNs who have agreed to participate in the peer assistance program, in fiscal year X-1, (where X is the current fiscal year) the percent who have successfully participated in the program for one year with no relapses. Non-cumulative. Percent of RNs who successfully completed the peer assistance program during the prior year to the reporting period and have not relapsed during the one-year period.

Data Limitations
The is an explanatory measure. The agency has limited control over outcomes. The Operations Director is responsible for obtaining data through the Texas Peer Assistance Program for Nurses. The BON is unable to determine how many RN's will be referred to the peer assistance program due to chemical dependency.

Data Source
The information is obtained from the Texas Peer Assistance Program for Nurses. It is stored in their software programs and submitted to BON on a quarterly basis.

Methodology
The number of registered nurses successfully participating in the board's approved peer assistance program (numerator) is divided by the total number participating in the program (denominator) during the fiscal year. The result is multiplied by 100 to achieve a percentage.

Purpose
It is important because it indicates that consumers are being protected from unsafe, incompetent and unethical nursing practice as a result of the peer assistance program.

Definition
Of all RNs who have agreed to participate in the peer assistance program, in fiscal year X-1, (where X is the current fiscal year) the percent who have successfully participated in the program for one year with no relapses. Non-cumulative. Percent of RNs who successfully completed the peer assistance program during the prior year to the reporting period and have not relapsed during the one-year period.

Data Limitations
The is an explanatory measure. The agency has limited control over outcomes. The Operations Director is responsible for obtaining data through the Texas Peer Assistance Program for Nurses. The BON is unable to determine how many RN's will be referred to the peer assistance program due to chemical dependency.

Data Source
The information is obtained from the Texas Peer Assistance Program for Nurses. It is stored in their software programs and submitted to BON on a quarterly basis.

Methodology
The number of registered nurses successfully participating in the board's approved peer assistance program (numerator) is divided by the total number participating in the program (denominator) during the fiscal year. The result is multiplied by 100 to achieve a percentage.

Purpose
It is important because it indicates that consumers are being protected from unsafe, incompetent and unethical nursing practice as a result of the peer assistance program.

Goal No. 2 Protect Public and Enforce Nursing Practice Act
Objective No. 1 Investigate and Resolve Complaints about Violations of the Act
Outcome No. 6 Percent of Complaints Resulting in Disciplinary Action (LVN)

Definition
Percent of LVN complaints which were resolved during the reporting period that resulted in disciplinary action.

Data Limitations
This is explanatory and a workload issue. The agency has limited control over this measure.

Data Source
The disciplinary data is entered into the agency's discipline software module. The agency licensing software then calculates the number of LVN disciplinary actions entered into the system during the reporting period. The Director of Enforcement is responsible for this data.

Methodology
The total number of LVN complaints resolved during the reporting period that resulted in disciplinary action (Numerator) is divided by the total number of LVN complaints resolved during the reporting period (denominator). The result should be multiplied by 100 to achieve a percentage. Disciplinary action includes agreed orders, reprimands, warnings, suspensions, probation, revocation, restitution, and/or fines on which the board/commission has acted.

Purpose
The measure is intended to show the extent to which the agency exercises its disciplinary authority in proportion to the number of LVN complaints received. It is important that both the public and licensees have an expectation that the agency will work to ensure fair and effective enforcement of the act and this measure seeks to indicate agency responsiveness to this expectation.

Definition
Percent of LVN complaints which were resolved during the reporting period that resulted in disciplinary action.

Data Limitations
This is explanatory and a workload issue. The agency has limited control over this measure.

Data Source
The disciplinary data is entered into the agency's discipline software module. The agency licensing software then calculates the number of LVN disciplinary actions entered into the system during the reporting period. The Director of Enforcement is responsible for this data.

Methodology
The total number of LVN complaints resolved during the reporting period that resulted in disciplinary action (Numerator) is divided by the total number of LVN complaints resolved during the reporting period (denominator). The result should be multiplied by 100 to achieve a percentage. Disciplinary action includes agreed orders, reprimands, warnings, suspensions, probation, revocation, restitution, and/or fines on which the board/commission has acted.

Purpose
The measure is intended to show the extent to which the agency exercises its disciplinary authority in proportion to the number of LVN complaints received. It is important that both the public and licensees have an expectation that the agency will work to ensure fair and effective enforcement of the act and this measure seeks to indicate agency responsiveness to this expectation.

Goal No. 2 Protect Public and Enforce Nursing Practice Act
Objective No. 1 Investigate and Resolve Complaints about Violations of the Act
Outcome No. 7 Recidivism Rate for Those Receiving Disciplinary Action (LVN)

Definition
The number of repeat LVN offenders at the end of the reporting period as a percentage of all offenders during the most recent three-year period.

Data Limitations
This is explanatory and a workload issue. The Board has limited control over this measure.

Data Source
The agency licensing software captures those licensed vocational nurses with two or more violations. The Director of Enforcement is responsible for this data.

Methodology
The number of LVNs against whom two or more disciplinary actions were taken by the board or commission within the current and preceding two fiscal years is divided by the total number of LVNs receiving disciplinary actions within the current and preceding two fiscal years. The result should be multiplied by 100 to achieve a percentage.

Purpose
The measure is intended to show how effectively the agency enforces its regulatory requirements and prohibitions. It is important that the agency enforce its act and rules strictly enough to ensure consumers are protected from unsafe, incompetent and unethical practice by licensed vocational nurses.

Definition
The number of repeat LVN offenders at the end of the reporting period as a percentage of all offenders during the most recent three-year period.

Data Limitations
This is explanatory and a workload issue. The Board has limited control over this measure.

Data Source
The agency licensing software captures those licensed vocational nurses with two or more violations. The Director of Enforcement is responsible for this data.

Methodology
The number of LVNs against whom two or more disciplinary actions were taken by the board or commission within the current and preceding two fiscal years is divided by the total number of LVNs receiving disciplinary actions within the current and preceding two fiscal years. The result should be multiplied by 100 to achieve a percentage.

Purpose
The measure is intended to show how effectively the agency enforces its regulatory requirements and prohibitions. It is important that the agency enforce its act and rules strictly enough to ensure consumers are protected from unsafe, incompetent and unethical practice by licensed vocational nurses.

Goal No. 2 Protect Public and Enforce Nursing Practice Act
Objective No. 1 Investigate and Resolve Complaints about Violations of the Act
Outcome No. 8 Percent of Documented Complaints Resolved within Six Months (LVN)

Definition
The percent of LVN complaints resolved during the reporting period, that were resolved within in a six-month period from the time they were initially received by the agency.

Data Limitations
None

Data Source
The agency discipline software captures the initial date of the LVN complaint and calculates the number of days that elapse between date of entry to the date of resolution. The Director of Enforcement is responsible for this data.

Methodology
The number of LVN complaints resolved within a period of six months or less from the date of receipt (numerator) is divided by the total number of LVN complaints resolved during the reporting period (denominator). The result should be multiplied by 100 to achieve a percentage.

Purpose
The measure is intended to show the percentage of LVN complaints which are resolved within a reasonable period of time. It is important to ensure the swift enforcement of the NPA which is an agency goal.

Definition
The percent of LVN complaints resolved during the reporting period, that were resolved within in a six-month period from the time they were initially received by the agency.

Data Limitations
None

Data Source
The agency discipline software captures the initial date of the LVN complaint and calculates the number of days that elapse between date of entry to the date of resolution. The Director of Enforcement is responsible for this data.

Methodology
The number of LVN complaints resolved within a period of six months or less from the date of receipt (numerator) is divided by the total number of LVN complaints resolved during the reporting period (denominator). The result should be multiplied by 100 to achieve a percentage.

Purpose
The measure is intended to show the percentage of LVN complaints which are resolved within a reasonable period of time. It is important to ensure the swift enforcement of the NPA which is an agency goal.

Goal No. 2 Protect Public and Enforce Nursing Practice Act
Objective No. 1 Investigate and Resolve Complaints about Violations of the Act
Outcome No. 9 Recidivism Rate for Peer Assistance Program (LVN)

Definition
The percent of LVNs who relapse within 3 years of the end of the reporting period as part of the total number of LVNs who participate in the program during the previous 3 years.

Data Limitations
This an explanatory measure. The agency has very limited control over this measure.

Data Source
This data is provided by the Texas Peer Assistance Program for Nurses (TPAPN). The Operations Director is responsible for this data.

Methodology
The LVNs successfully completing the program in fiscal year X-3, (where X is the current fiscal year) is derived from the database of TPAPN, the percent of LVNs receiving related disciplinary action from the board anytime between the beginning of the fiscal year X-3 and the end of fiscal year X (i.e., the current fiscal year).

Purpose
The measure is intended to show the 3-year recidivism rate for those LVNs who have been through the peer assistance program. It is important because it indicates that consumers are being protected from unsafe, incompetent and unethical practice as a result of the peer assistance program.

Definition
The percent of LVNs who relapse within 3 years of the end of the reporting period as part of the total number of LVNs who participate in the program during the previous 3 years.

Data Limitations
This an explanatory measure. The agency has very limited control over this measure.

Data Source
This data is provided by the Texas Peer Assistance Program for Nurses (TPAPN). The Operations Director is responsible for this data.

Methodology
The LVNs successfully completing the program in fiscal year X-3, (where X is the current fiscal year) is derived from the database of TPAPN, the percent of LVNs receiving related disciplinary action from the board anytime between the beginning of the fiscal year X-3 and the end of fiscal year X (i.e., the current fiscal year).

Purpose
The measure is intended to show the 3-year recidivism rate for those LVNs who have been through the peer assistance program. It is important because it indicates that consumers are being protected from unsafe, incompetent and unethical practice as a result of the peer assistance program.

Goal No. 2 Protect Public and Enforce Nursing Practice Act
Objective No. 1 Investigate and Resolve Complaints about Violations of the Act
Outcome No. 10 One-year Completion Rate for Peer Assistance Programs (LVN)

Definition
Percent of LVNs who successfully completed the peer assistance program during the year prior to the reporting period and have not relapsed during the one-year period.

Data Limitations
The is an explanatory measure. The agency has limited control over outcomes. The Operations Director is responsible for obtaining data through the Texas Peer Assistance Program for Nurses. The BON is unable to determine how many LVN's will be referred to the peer assistance program due to chemical dependency.

Data Source
The information is provided to the Board by the Texas Peer Assistance Program for Nurses.

Methodology
Of all the LVNs who have been referred to the peer assistance program in the prior fiscal year, the percent who have successfully participated in the program for one year with no relapse.

Purpose
Indicates that consumers are being protected from unsafe, incompetent and unethical vocational nurse practice as a result of the peer assistance program.

Definition
Percent of LVNs who successfully completed the peer assistance program during the year prior to the reporting period and have not relapsed during the one-year period.

Data Limitations
The is an explanatory measure. The agency has limited control over outcomes. The Operations Director is responsible for obtaining data through the Texas Peer Assistance Program for Nurses. The BON is unable to determine how many LVN's will be referred to the peer assistance program due to chemical dependency.

Data Source
The information is provided to the Board by the Texas Peer Assistance Program for Nurses.

Methodology
Of all the LVNs who have been referred to the peer assistance program in the prior fiscal year, the percent who have successfully participated in the program for one year with no relapse.

Purpose
Indicates that consumers are being protected from unsafe, incompetent and unethical vocational nurse practice as a result of the peer assistance program.

Goal No. 2 Protect Public and Enforce Nursing Practice Act
Objective No. 1 Investigate and Resolve Complaints about Violations of the Act
Outcome No. 11 Percent of Complaints Resulting in Disciplinary Action (APRN)

Definition
Percent of complaints against advanced practice registered nurses which were resolved during the reporting period that resulted in disciplinary action.

Data Limitations
This is explanatory and a workload issue. The agency has limited control over this measure.

Data Source
The disciplinary data is entered into the agency's discipline software module. The agency licensing software then calculates the number of disciplinary actions against advanced practice registered nurses entered into the system during the reporting period. The Director of Enforcement is responsible for this data.

Methodology
The total number of APRN complaints resolved during the reporting period that resulted in disciplinary action (numerator) is divided by the total number of APRN complaints resolved during the reporting period (denominator). The result should be multiplied by 100 to achieve a percentage. Disciplinary action includes agreed orders, reprimands, warnings, suspensions, probation, revocation, restitution, and/or fines on which the board/commission has acted.

Purpose
The measure is intended to show the extent to which the agency exercises its disciplinary authority in proportion to the number of APRN complaints received. It is important that both the public and licensees have an expectation that the agency will work to ensure fair and effective enforcement of the act and this measure seeks to indicate agency responsiveness to this expectation.

Definition
Percent of complaints against advanced practice registered nurses which were resolved during the reporting period that resulted in disciplinary action.

Data Limitations
This is explanatory and a workload issue. The agency has limited control over this measure.

Data Source
The disciplinary data is entered into the agency's discipline software module. The agency licensing software then calculates the number of disciplinary actions against advanced practice registered nurses entered into the system during the reporting period. The Director of Enforcement is responsible for this data.

Methodology
The total number of APRN complaints resolved during the reporting period that resulted in disciplinary action (numerator) is divided by the total number of APRN complaints resolved during the reporting period (denominator). The result should be multiplied by 100 to achieve a percentage. Disciplinary action includes agreed orders, reprimands, warnings, suspensions, probation, revocation, restitution, and/or fines on which the board/commission has acted.

Purpose
The measure is intended to show the extent to which the agency exercises its disciplinary authority in proportion to the number of APRN complaints received. It is important that both the public and licensees have an expectation that the agency will work to ensure fair and effective enforcement of the act and this measure seeks to indicate agency responsiveness to this expectation.

Schedule C: Texas Board of Nursing Historically Underutilized Business Plan

Texas Administrative Code §20.13(b) requires that each state agency make a good faith effort to award procurement opportunities to businesses certified as historically underutilized. The goal of this good faith effort is to ensure that a fair share of state business is awarded to Historically Underutilized Businesses (HUBs).

The Historically Underutilized Business (HUB) program is governed by the Texas Government Code, Title 10, Subtitle D, Chapter 2161. The purpose of the program is to increase contracting opportunities with the State of Texas for minority and women-owned businesses.

HUB Mission Statement

Texas Board of Nursing will make a good faith effort to award procurement opportunities to historically underutilized businesses. Texas Board of Nursing has developed strategies to increase the agency's HUB participation and ensure that the agency remains in compliance with all of the laws and rules established for the HUB program.

HUB Goals

Texas Board of Nursing has set an overall goal of purchasing 20% of all agency services and goods from historically underutilized businesses. Procurement awarded to HUBs should provide the agency the best value and must be the most cost effective.

HUB Program Strategy

In an effort to meet the agency's goals, the Texas Board of Nursing has strategies that include:

- Complying with HUB planning and reporting requirements
- Following the HUB purchasing procedures and requirements established by the Comptroller's Texas Procurement and Support Services division
- Attending HUB Coordinator meetings and any HUB training
- Utilizing HUB resellers from the DIR contracts as often as possible
- Utilizing the Comptroller's Centralized Master Bidders List (CMBL) and HUB search to ensure that a good faith effort is made to award goods and services contracts to HUBs
- Promoting HUBs in the competitive bid process for goods and services

Schedule F: Board of Nursing Fiscal Year 2020-2024 Workforce Plan

I. AGENCY OVERVIEW

The Board of Nursing (BON) has one of the largest licensee databases in the State of Texas. The Board regulates over 410,000 nurses and over 200 schools of nursing. This is a unique challenge to investigate alleged violations of the Nurse Practice Act with the size of Texas and limited staff.

The Agency is mission-driven and has a strict governance code which spells out the duties of the Board as appointed by the Governor, the Executive Director, and the agency staff. All rules and policies are reviewed within the framework of protecting the public. The agency has streamlined, revised, and eliminated policies that did not fit this mission. The agency has the appropriations approval to hire 125.7 positions. The agency has 49 FTEs in the Enforcement Division, 40.7 FTES in the Operations Division, 20 FTEs in the Nursing Division and 16 FTEs in General Counsel and Administration The majority of staff is located in the Austin area. The board has 13 members from throughout the State of Texas. Board members are appointed by the Governor with the advice and consent of the Senate.

A. Agency Mission

The mission of the Texas Board of Nursing is to protect and promote the welfare of the people of Texas by ensuring that each person holding a license as a nurse in the State of Texas is competent to practice safely. The Board fulfills its mission through the regulation of the practice of nursing and the approval of schools of nursing. This mission, derived from **Chapters 301, 303, and 304 of the Occupations Code**, supersedes the interest of any individual, the nursing profession, or any special interest group.

B. Agency Strategic Goals and Objectives

Goal A	Licensing & Accreditation: To manage cost-effective, quality programs of accreditation, examination, licensure, and regulation that ensure standards for nursing education and practice, and which effectively serve the market demand for qualified nurses.
Objective A.1	Licensing & Examination: To ensure timely and cost-effective application processing and licensure/credentialing systems for 100 percent of all qualified applicants for each fiscal year.
Objective A.2	Accreditation: to ensure that 100 percent of nursing programs are in compliance with the Board of Nursing's rules.
Goal B	Enforcement: To ensure swift, fair, and effective enforcement of the Nursing Practice Act (NPA) so that consumers are protected from unsafe, incompetent and unethical nursing practice by nurses.
Objective B.1	Protect Public: To guarantee that 100 percent of written complaints received annually regarding nursing practice or non-compliance with the Board of Nursing's rules are investigated and resolved in accordance with the Nursing Practice Act (NPA) and Administrative Procedures Act (APTRA) or are appropriately referred to other regulatory agencies.

C. Business Functions

The Board of Nursing licenses Licensed Vocational Nurses, Registered Nurses, and Advanced Practice Registered Nurses (APRNs), approves schools of nursing, approves eligible students to take the national nursing exams, and investigates alleged violations of the Nursing Practice Act and the Board's Rules and

Regulations.

D. Anticipated Changes to the Mission, Strategies and Goals over the Next Five Years

No changes to the agency mission are anticipated in the next five years. The Board continues to implement strategies to go paperless by using available technology and anticipate migrating to the Optimal Regulatory Board System (ORBS) by June 15, 2020. Plans are being made to implement additional strategies in the future.

E. Additional Considerations

Key Economic and Environmental Factors

The Board is experiencing a steady annual growth rate of 2% for currently licensed LVNs and 5% for currently licensed RNs and over 10% for APRNs. The number of new Texas licensees from examination and endorsement has added to this increase due to the dramatic growth of students. For the past two fiscal years, the BON has used all appropriated general revenue funds granted by the legislature. The BON has used appropriated receipts in the Licensing strategy allowing the agency to fund all programs adequately.

Challenges to Providing Competitive Salaries

The BON regards the agency staff as the agency's most valuable resource. The BON strives to recruit and retain the best employees in the State of Texas. The Board has addressed turnover by consistently allowing for pay for performance via the merit raise system and implementing the compensation philosophy of exceeding the average mid-range in the state classification pay groups. The agency is experiencing increased competition for nursing staff. As with the entire state, employee pay remains the agency's lowest satisfaction category. The BON continues to look for extrinsic rewards for staff as agency salaries continue to slip behind the agency's counterparts in the private sector. Extrinsic reward strategies include increasing availability of telework and flexible work schedules.

Agency Workload

The BON continues to receive numerous phone, written, and e-mail inquiries. Agency statistics show the following number of phone calls accessing our automated system:

Fiscal Year 2015 - 215,407 Calls
Fiscal Year 2016 – 286,414 Calls
Fiscal Year 2017 – 187,087 Calls
Fiscal year 2018 - 329,361 Calls
Fiscal Year 2019, 1st Quarter- 142,232 Calls

The phone call numbers above do not include the number of direct calls that go to a staff member nor does it include the number of e-mails that are increasing monthly. The BON has a customer service department and dedicated nine staff members to the task of answering calls.

II. CURRENT WORKFORCE PROFILE (SUPPLY ANALYSIS)

A. Agency Demographics

Gender: Female 76.8%
Male 23.2%
Race: African-American 15.5%
Hispanic 22.3%
Asian 2.9%
Caucasian 59.3%

Percentage of Workforce Eligible to Retire in the Next Five Years: 23.5%

Job Categories	State Civilian Workforce					
2019 Data	African American		Hispanic American		Female	
	BON %	State %	BON %	State %	BON %	State %
Officials, Administration	25.0	12.3	0.0	19.9	50.0	51.3
Professionals	1.7	13.0	24.8	18.1	79.2	48.7
Technicians	0.0	21.9	0.0	34.5	0.0	60.6
Administrative Support	20.9	20.2	22.8	33.2	86.3	85.0

B. Employee Turnover

Turnover increased in FY2019, and turnover rates were close to their five-year highest levels. Due to resignations and retirements, the Board has lost valuable institutional knowledge. To compensate for this loss, detailed policies and procedures and being created or revised.

Agency Turnover Percentages: 2015-2019

Fiscal Year	Headcount	Terminations Including Interagency Transfers	Turnover Rate Including Interagency Transfers	Terminations Excluding Interagency Transfers	Turnover Rate Excluding Interagency Transfers
2015	121	17	14.0%	11	9.1%
2016	117.75	24	20.4%	16	13.6%
2017	113.75	16	14.1%	13	11.4%
2018	116	14	12.1%	8	6.9%
2019	118.5	20	16.9%	16	13.5%

C. Workforce Skills Critical to the Mission and Goals of the Agency

Nurses - The agency requires a minimum of Associate Degree prepared nurses for Enforcement and master's degree prepared nurses for consulting. Both need critical thinking skills to apply their expertise in areas outside their particular training and education. All nurses need to be proficient in use of computer software programs since they will be processing their cases from receiving the complaint to filing formal

charges, drafting orders, and writing reports on school survey visits.

All staff will have to become more proficient in various technologies as the BON will be moving to paperless functions within the next five years. Staff members will need the ability to manipulate programs for word processing, documenting, imaging, web-based services, and records retention.

All staff will need to advance their communication skills since the Board's focus is and will continue to be providing excellent customer service to the public.

Each staff member is required in some way to interact with internal and external customers which necessitates the ability to appreciate diversity and how it affects business processes.

D. Projected Employee Attrition Rate over the Next Five Years

Fiscal Year 2020 - 18%
Fiscal Year 2021 - 18%
Fiscal Year 2022 - 16%
Fiscal Year 2023 - 16%
Fiscal Year 2024 - 16%

The agency anticipates ongoing difficulty in filling Nurse Investigator and Nurse Consultant positions at least until fiscal year 2030 due to competition for nursing faculty and staff at schools and hospitals. If unable to secure sufficient operating funds, the agency will look for new ways to apply the merit raise system, which is the most effective tool in the recruitment and retention of staff. The BON is continuing to feel the effect of baby boomer retirements, which have been ongoing since fiscal year 2015. Beginning in fiscal year 2021, there will be 18 staff members eligible for retirement.

III. FUTURE WORKFORCE PROFILE (DEMAND ANALYSIS)

A. Expected Workforce Changes Driven by Factors such as changing Mission, Technology, Work, Workloads and/or Work Processes

As the agency moves towards a paperless environment, it is anticipated that additional and ongoing training in the area of computer software and imaging processes will be needed.

B. Future Workforce Skills Needed

To facilitate the ongoing business processes, the agency must be able to become better knowledge agents. This will require staff to be able to use critical thinking skills, become change agents, anticipate the future, use technology wisely, and manage time.

Board staff must be able to enforce the NPA by conducting timely investigations of alleged violations of the law and rules since this directly affects the protection of the public. Staff must also be able to collect fees, process license applications and license nurses as quickly as possible for the public to have adequate access to healthcare.

IV. GAP ANALYSIS

The Board does not anticipate a shortage of the pool of administrative staff over the next five years due to the

available workforce in the Central Texas area. However, it is anticipated that a shortage of RNs to fill Enforcement and Nursing Consultant duties due to the public and private demand for the limited number of RNs in the workforce.

Currently, 30 positions require registered nurses. The agency anticipates the need for additional RNs by the end of the next five-year cycle. They will be needed in the Practice Department to testify of alleged violations of the law and rules, and will be used in a consultant capacity to interpret complex practice issues and serve as an expert witness on cases.

Supply and demand projections published by the Texas Center for Nursing Workforce Studies predict that the deficit of available RNs will increase steadily through the year 2030. They anticipate that from 2015 through 2030, RNs will experience a larger growth in the deficit between supply and demand than any other nurse type. By 2022, the Center anticipates that statewide demand will exceed supply by 19,203 RNs. By 2030, they predict a statewide deficit of 59,970 RNs, and a shortage of 7,459 RNs in Central Texas. These deficits of available RNs will make recruitment and retention of RNs more competitive in the future.

The BON believes staff have the fundamental skills to complete tasks but need additional training to enhance their skills to perform more efficiently and effectively. Since there is movement towards more technology-based business processes, there will no longer be a need for microfilming skills. The BON will work closely with employees to determine how their jobs are changing and evolving, and will elicit staff input on how to train and prepare them for performing their jobs in the future.

As the Board of Nursing transitions from paper licensing to ORBS, we anticipate a significant drop in the amount of mail we will receive, and a reduction in demand for mail processing.

V. STRATEGY DEVELOPMENT

In order for the agency to recruit and retain some of the most critical skills such as nursing knowledge, the agency will have to leave unfilled positions open longer to have the funds to hire and retain nurses at the mid-range of the pay scale. To bring the Nurse Investigators along faster in the enforcement area, they will be paired with mentors within the agency. Use of the Council on Licensure, Enforcement and Regulation (CLEAR) organization will facilitate investigator training. Leaders will be identified within the organization to provide internal and external training opportunities to enhance skills and help the agency in succession planning.

Goal 1	**Recruit and retain a competent workforce**
Rationale:	To establish a consistent, productive business atmosphere, the BON needs a well-trained and stable workforce to protect the public. This includes the ongoing internal training of current staff to fill open positions and possibly consolidate some work processes to enhance staff compensation with current or available funds.
Action Steps:	1. Request additional operating funds in the next legislative session to enhance employee compensation especially in the recruitment and retention of nurses. 2. Develop and revise agency policy and procedures to be consistent and detailed and elicit input and feedback from staff as part of policy and procedure development. 3. Develop mandatory training components for recognized agency sub-par skill sets. 4. Establish a mentorship program with current staff and those from other small state agencies to demonstrate best practices in needed skill sets. 5. Complete a succession plan which incorporates timelines and minimal skill sets. 6. Conduct a risk assessment to the agency due to potential knowledge loss of key staff. 7. Establish and implement a career ladder for all staff.

Goal 2	Establish an agency culture of change enhancements to business processes
Rationale:	Resources will always be limited. At best, funding will remain constant but staff will be required to do more. This necessitates doing business more efficiently and effectively. To do this, staff will need to accept change as a way of life and not be afraid to try new ideas. It doesn't always have to be done the way it's always been done before.
Action Steps:	1. Develop an ongoing mandatory training module on change enhancements. 2. Add the skill of change enhancements and change management to the minimal core of essential job functions. 3. Reorganize agency structure around processes. 4. Develop a pay system that rewards constructive change management.

Schedule G: Report on Customer Service

Texas Board of Nursing

Report on Customer Service for Fiscal Years 2021-2025

Submitted: June 1, 2020

I. Inventory of Customers Served by the BON

A critical component of the Strategic Plan is the report on Customer Service. Chapter 2114 of the Government Code requires state agencies to develop standards and assessment plans for the purpose of enhancing customer service and satisfaction.

The Board of Nursing (BON or Board) definition of customer includes the following groups:

- The Public (citizens of Texas) - The mission of the BON is to protect and promote the welfare of the people of Texas by ensuring that each person holding a license as a nurse in the State of Texas is competent to practice safely.

- Nurses - The Board has a responsibility to assist nurses in the safe practice of nursing by keeping them informed of rules and regulations applicable to their practice. The BON does this through the agency website, the *Texas Board of Nursing Bulletin*, the BON Facebook page, written, phone and electronic communication.

- Health Care Organizations - The Board is responsible for providing information to health care organizations concerning the licensure or disciplinary action status of nurses they may employ or utilize.

- The Legislature - The Legislature, in its capacity of protecting the public and acting in the interest of its constituents, must be kept informed of issues involving the safe practice of nursing where legislative action may be the best course of action in ensuring safe nursing practice.

- Professional Associations - Professional associations seek data and information that may assist them in their efforts to advocate on behalf of the profession of nursing. Professional associations can assist the BON in researching issues impacting the safe practice of nursing.

- Schools of Nursing - The Board approves 125 RN Nursing Programs and 88 LVN Nursing Programs in Texas. The BON works with schools to ensure that nursing students receive satisfactory preparation and that the schools understand the Board's requirements.

- Nursing Students - As customers, the Board provides students with the information needed to choose a Texas nursing education program and assists students in registering and taking the exams needed for licensure.

- Respondents - The Enforcement Department of the BON must afford respondents due process in the course of investigating complaints.

II. Information-Gathering Methods

During this biennium, the Board obtained stakeholder feedback from two sources:

- Survey data from the 2019 BON Customer Service Survey conducted from January 1 to May 31, 2019; and
- Survey data from the 2020 BON Customer Service Survey conducted from March 9 to March 24, 2020 utilizing the survey questions set forth in the *Instructions for Preparing and Submitting Agency Strategic Plans for Fiscal Years 2021 to 2025* issued by the Legislative Budget Board in February 2020.

The **2019 BON Customer Service Survey** gathered stakeholder perceptions of the agency website, the agency newsletter - *Board of Nursing Bulletin*, the agency Facebook page, and interactions with agency customer service staff through the BON phone system. The 2019 Survey was completed by 347 people during the five-month period during which the survey, hosted by *Survey Monkey*, was linked from the home page of the BON website. The survey announcements appeared: on the cover of the January and April 2019 issues of the *Board of Nursing Bulletin*, on the BON website home page, in postings on the BON Facebook page, and below signature blocks in e-mail correspondence from Board nursing consultants communicating with people sending inquiries to the BON Webmaster.

The **2020 BON Customer Service Survey** gathered stakeholder feedback concerning: the agency's facilities, including access to the agency, the office location, signs, and cleanliness; agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identified themselves to customers by name, including the use of name plates or tags for accountability; agency communications, including toll-free telephone access, average time spent on hold, call transfers, access to a live person, letters, and electronic mail; the agency's website, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, information accessible through the site such as a listing of services and programs, and whom to contact for further information or to complain to; the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely; the agency's ability to timely serve customers, including the amount of time spent waiting for service in person; satisfaction with agency brochures or other printed information, including the accuracy of that information; and overall satisfaction with the agency.

III. Inventory of External Customers by Strategy

The Governor's Office and Legislative Budget Board require all state agencies to provide an inventory of their external customers organized by the strategies listed in the General Appropriations Act, as well as a brief description of the types of services provided. For the Board of Nursing, these are as follows:

Strategy: Licensing

Section/Division	External Customer Groups	Customer Services
Operations	The Public, Nurses, Health Care Organizations, and the Legislature	Operate efficient system of nursing credential verification

Strategy: Accreditation

Section/Division	External Customer Groups	Customer Services
Nursing	The Public, Schools of Nursing, Nursing Students, Nurses, and the Legislature	Accredit programs that include Essential Competencies Curricula

Strategy: Adjudicate Violations

Section/Division	External Customer Groups	Customer Services
Enforcement, Legal, Nursing, Operations	The Public, Nurses, Health Care Organizations, Schools of Nursing,	Administer system of enforcement and adjudication

	Nursing Students, Respondents, and the Legislature	

Strategy: Peer Assistance

Section/Division	External Customer Groups	Customer Services
Enforcement, Legal, Nursing	The Public, Nurses, Health Care Organizations, Respondents	Identify, refer and assist those nurses whose practice is impaired

IV. Analysis of Findings

A. 2019 Board of Nursing Customer Service Survey

The Board conducted an online survey in 2019, hosted by Survey Monkey, which was linked through the Board's website home page.

Methodology

The BON posted a link to the Customer Service Survey on the Board website in January 2019. The survey was also announced on page one of the January and April 2019 issues of the *Board of Nursing Bulletin*, which was sent to all currently licensed nurses in Texas, as well as all paid newsletter subscribers. Copies of the *BON Bulletin* were also available to the public in the lobby for the BON and at the January and April 2019 Board Meetings. The total number of *Bulletins* mailed in April 2019 was 389,287. The survey, which consisted of 23 questions, solicited opinions concerning: the *Texas Board of Nursing Bulletin*; the Board of Nursing website; interactions with the Customer Service Department; the agency Facebook page and webmaster inquiries. The survey was posted on the BON website from January 1, 2019 until May 31, 2019. Results from the survey are provided below.

The BON Customer Service Survey was taken a total of 347 times, which is a low response rate for more than 389,000 licensees reached (.089 percent of those contacted) but was more than double the responses received to the 2017 BON Customer Service Survey which received 167 responses.

Findings of the Nursing Customer Service Survey

Feedback on the *Board of Nursing Bulletin*

Survey questions 8, 9, 10, and 11 concerned the usefulness of content included in the *Board of Nursing Bulletin*.

8. The Patient Safety features in the *Bulletin* are useful and informative.		
Answer Options	**Response Percent**	**Response Count**
5 = Extremely Satisfied	29.73%	88
4 = Very Satisfied	38.85%	115
3 = Moderately Satisfied	20.95%	62
2 = Slightly Satisfied	5.74%	17
1 = Not Satisfied	4.73%	14
	answered question	**295**
	skipped question	**52**

* More than 68% of respondents indicated that they were extremely satisfied (29.73%) or very satisfied (38.85%) with the *Patient Safety Features* appearing in the *BON Bulletin*.

9. The Practice Question and Answer section is useful and/or informative.		
Answer Options	**Response Percent**	**Response Count**
5 = Extremely Satisfied	30.85%	91
4 = Very Satisfied	36.95%	109
3 = Moderately Satisfied	21.69%	64
2 = Slightly Satisfied	5.08%	15
1 = Not Satisfied	5.42%	16
	answered question	**295**
	skipped question	**52**

* More than 30% of respondents (30.85%) indicated that they were extremely satisfied and 36.95% of respondents indicated that they were very satisfied with the *Practice Q & A* section.

10. The Notice of Disciplinary Actions and Imposter Warnings are useful and/or informative.		
Answer Options	**Response Percent**	**Response Count**
5 = Extremely Satisfied	40.41%	118
4 = Very Satisfied	29.45%	86
3 = Moderately Satisfied	17.47%	51
2 = Slightly Satisfied	6.16%	18
1 = Not Satisfied	6.51%	19
	answered question	**292**
	skipped question	**55**

* Survey takers expressed a favorable view of the *Notice of Disciplinary Action* and *Imposter Warnings* sections with 40.41% extremely satisfied and 29.45% of respondents very satisfied with the *Notice of Disciplinary Action* and *Imposter Warnings* sections.

11. Bulletin feature articles, notifications, and updates are useful and/or informative.		
Answer Options	Response Percent	Response Count
5 = Extremely Satisfied	41.02%	121
4 = Very Satisfied	31.19%	92
3 = Moderately Satisfied	16.61%	49
2 = Slightly Satisfied	6.78%	20
1 = Not Satisfied	4.41%	13
	answered question	295
	skipped question	52

* More than 41% (41.02%) of respondents indicated that they were extremely satisfied and 31.19% of respondents were very satisfied with the BON articles and notification on CE.

Feedback on Telephone Inquiries

Survey questions 1-7 related to frequency, wait time, reason for calling, as well as how knowledgeable, courteous, and helpful board staff members were in responding to calls.

1. How often do you contact the Board of Nursing by phone?		
Answer Options	Response Percent	Response Count
0 = Never	35.65%	123
1 = First time accessed	0.00%	0
2 = Once or twice a year	37.10%	128
3 = Once or twice every 1-6 months	15.36%	53
4 = Once or twice a month	6.38%	22
5 = Once or twice a week	5.51%	19
	answered question	345
	skipped question	2

* More than 52% of respondents contact the BON once or twice a year to once or twice every one to six months.

2. How long did you wait for a BON representative to take your call?		
Answer Options	**Response Percent**	**Response Count**
No Wait	11.06%	23
Less than five (5) minutes	24.04%	50
More than five (5) minutes, but less than fifteen (15) minutes	24.04%	50
More than fifteen (15) minutes	40.87%	85
	answered question	**208**
	skipped question	**139**

* More than 35% of respondents indicated that they waited five minutes or less to talk to a BON representative.
* More than 24% indicated that they waited more than five minutes.
* More than 40% indicated that they waited more than fifteen minutes to speak to a customer service representative. Increased call volume may factor into the increased wait time for callers. The number of calls received in the first and second quarter of Fiscal Year (FY) 2019 was more than all calls received in FY 2017 (187,087).

3. Why do you contact the Board of Nursing? (Check all that apply)		
Answer Options	**Response Percent**	**Response Count**
Advanced Practice Information	13.49%	29
Check Status of an application	32.09%	69
Complaint against a nurse	4.65%	10
Continuing Education	11.16%	24
Disciplinary Action	7.44%	16
Laws & Rules	27.44%	59
Licensure by Endorsement	10.23%	22
Licensure by Examination	13.95%	30
Renew License	20.93%	45
Nursing Practice Information	13.95%	30
Nursing Education Information	30.70%	66
Verify License	18.60%	40
Other (If checked, please describe)	12.56%	27
	answered question	**215**
	skipped question	**132**

* Forty-one percent of respondents indicated that they were contacting the Board about nursing education or nursing continuing education.
* Twenty-seven percent of respondents indicated that they were inquiring about laws and rules.

* Seventy-one percent of respondents indicated that they were renewing a license, verifying a licensure, or checking the status of an application.

4. The information was provided in a courteous manner.		
Answer Options	Response Percent	Response Count
5 = Extremely Satisfied	37.93%	77
4 = Very Satisfied	21.67%	44
3 = Moderately Satisfied	14.29%	29
2 = Slightly Satisfied	5.91%	12
1 = Not Satisfied	20.20%	41
	answered question	203
	skipped question	144

* More than 37% were extremely satisfied and more than 21% were very satisfied with the courteousness of how the information was provided to them.

5. Board Staff were knowledgeable and helpful.		
Answer Options	Response Percent	Response Count
5 = Extremely Satisfied	40.59%	82
4 = Very Satisfied	16.34%	33
3 = Moderately Satisfied	14.85%	30
2 = Slightly Satisfied	7.92%	16
1 = Not Satisfied	20.30%	41
	answered question	202
	skipped question	145

* More than 40% of respondents indicated that they were extremely satisfied with the information received from BON staff.

* More than 16% of respondents indicated that they were very satisfied with the response they received from BON staff.

6. The information was provided in a timely manner.		
Answer Options	Response Percent	Response Count
5 = Extremely Satisfied	36.27%	74
4 = Very Satisfied	16.18%	33
3 = Moderately Satisfied	13.73%	28

2 = Slightly Satisfied	6.37%	13
1 = Not Satisfied	27.45%	56
	answered question	204
	skipped question	143

* More than 52% of respondents indicated that they were extremely satisfied (36.27%) or very satisfied (16.18%) with the timeliness of the information provided to them by the Customer Service Group.

7. Board Staff were able to answer my questions.		
Answer Options	Response Percent	Response Count
5 = Extremely Satisfied	40.0%	102
4 = Very Satisfied	26.7%	68
3 = Moderately Satisfied	11.4%	29
2 = Slightly Satisfied	6.7%	17
1 = Not Satisfied	15.3%	39
	answered question	204
	skipped question	143

* More than fifty-four percent of respondents indicated that they were extremely satisfied (36.27%) or very satisfied (18.14%) with the ability of the staff of the Customer Service Group to answer respondent questions.

Feedback on the BON Website

Questions 12 -17 sought website user feedback concerning the Board of Nursing website including: frequency of access, ease of navigation, sections visited, topic location, and understandability of instructions.

12. How often do you access the Board of Nursing website?		
Answer Options	Response Percent	Response Count
0 = Never	1.64%	5
1 = First time accessed	0.00%	0
2 = Once or twice a year	21.71%	66
3 = Once or twice every 1-6 months	24.34%	74
4 = Once or twice a month	19.08%	58
	answered question	304
	skipped question	43

* More than 33% (33.22%) of respondents indicated that they visit the site once or twice a week, 19.08% indicated that they visit the site once or twice a month, and almost 25% (24.34%) visit once or twice every one to six months.

13. Which section(s) did you visit? (Check all that apply)		
Answer Options	**Response Percent**	**Response Count**
Main Menu Tabs (e.g., Home, Public, Nurses, Students, Employers, Military, Contact Us)	46.42%	136
About - Newsletters, Publications, Employment Opportunities	22.18%	65
Forms - Applications and Online Services	44.37%	130
News - Board Meetings, Committee Meetings, Calendar of Events	21.16%	62
Licensure - Verification, Renewal, Endorsement, Examination	83.28%	244
Practice - Nursing Practice Information, Scope of Practice, BON Position Statements & Guidelines	46.08%	135
Education - Approved Nursing Programs, Education Guidelines, Refresher Courses, Remedial Education	49.49%	145
Discipline & Complaints - Complaints, Policies & Procedures, Imposter Alerts	13.31%	39
Laws & Rules - Nursing Practice Act, Rules & Regulations, Rule Changes	48.46%	142
FAQs - Frequently Asked Questions	26.62%	78
Updates, News and Notices	26.28%	77
Continuing Education Course Catalog	29.01%	85
Board of Nursing Facebook Page	5.12%	15
	answered question	**293**
	skipped question	**54**

* More than 83% of respondents (83.28%) indicated that licensure verification, renewal, endorsement or examination sections were visited; followed by inquiries about approved nursing education programs, education guidelines, and refresher or remedial education courses (49.49%); followed by inquiries concerning the Nursing Practice Act, agency rules and regulations, and rule changes (48.46%).

14. The website is clear and easy to navigate.		
Answer Options	**Response Percent**	**Response Count**
5 = Extremely Satisfied	26.99%	78
4 = Very Satisfied	34.60%	100
3 = Moderately Satisfied	22.84%	66
2 = Slightly Satisfied	9.00%	26
1 = Not Satisfied	6.57%	19
	answered question	**289**
	skipped question	**58**

* More than 61% of survey takers indicated that they were extremely satisfied (26.99%) or very satisfied (34.60%) with the ease and clarity of navigating the BON website.

15. The instructions on the website are clear and easy to understand.		
Answer Options	Response Percent	Response Count
5 = Extremely Satisfied	25.00%	72
4 = Very Satisfied	32.29%	93
3 = Moderately Satisfied	27.08%	78
2 = Slightly Satisfied	7.29%	21
1 = Not Satisfied	8.33%	24
	answered question	288
	skipped question	59

* Instructions on the website were clear and easy to understand for more than 57% of respondents with 25.00% indicating that they were extremely satisfied and 32.29% of respondents very satisfied with the instructions on the website.

16. The information obtained from the Board of Nursing website is useful.		
Answer Options	Response Percent	Response Count
5 = Extremely Satisfied	31.49%	91
4 = Very Satisfied	33.56%	97
3 = Moderately Satisfied	19.72%	57
2 = Slightly Satisfied	8.30%	24
1 = Not Satisfied	6.92%	20
	answered question	289
	skipped question	58

* More than 64% of survey takers indicated that the information is useful. 31.49% of respondents were extremely satisfied and 33.56% of respondents were very satisfied with the usefulness of information obtained from the BON website.

17. It is easy to search and locate topics.		
Answer Options	Response Percent	Response Count
5 = Extremely Satisfied	21.60%	62
4 = Very Satisfied	29.62%	85
3 = Moderately Satisfied	25.78%	74
2 = Slightly Satisfied	10.45%	30
1 = Not Satisfied	12.54%	36
	answered question	287

skipped question	60

* Improvements made to the search window on the BON website continue to receive positive feedback from survey takers. When asked if it is easy to search and locate topics, 21.60% were extremely satisfied and 29.62% of respondents were very satisfied with the ease of searching for and locating topics on the BON website.

Feedback on Webmaster E-Mail Inquiries

Survey questions 19-21 asked for feedback concerning e-mails addressed to the Board of Nursing webmaster including response time and category of query made.

19. Have you ever emailed or sent an inquiry to the Board of Nursing Webmaster?		
Answer Options	Response Percent	Response Count
Yes	41.69%	123
No	58.31%	172
	answered question	295
	skipped question	52

20. If yes, how long before you received the response?		
Answer Options	Response Percent	Response Count
Same day	8.70%	12
Less than three days	39.13%	54
More than three days	7.97%	11
More than a week	20.29%	28
Never received a response	23.91%	33
	answered question	138
	skipped question	209

* When asked how long they waited before receiving the response to an e-mail inquiry to the Board of Nursing Webmaster, 39.13% (N=54) of survey takers indicated that they received a response in less than three days. 23.91% (N=33) of survey takers indicated that they had never received a response. Explanations for this response included: lack of entry in the subject line, which are blocked by the agency firewall for security reasons; incomplete questions; or questions requiring responses from multiple departments which must be responded to by other departments and may require several days to complete.

21. In emailing the BON Webmaster, which of the following categories of information did you request or have questions about? (Check all that apply)		
Answer Options	Response Percent	Response Count
Licensure by Endorsement or Examination	28.10%	34
Licensure Renewal or Reactivation	23.97%	29
Multistate Regulation	9.92%	12
Name or Address Change	21.49%	26
Proposed or Adopted Rules	8.26%	10
Advanced Practice Issues/Problems	12.40%	15
Practice Issues/Problems	14.05%	17
Education Issues/Problems	20.66%	25
Investigations or Disciplinary Process/Action	8.26%	10
Continuing Education	11.57%	14
Other (If checked, please describe)	17.36%	21
	answered question	121
	skipped question	226

* The largest percentage of questions submitted to the BON Webmaster related to licensure by endorsement or examination (28.10%) N=34, followed by licensure renewal or reactivation (23.97%) N=29, and questions relating to change of address (21.49%) N=26.

Feedback on the Facebook Page

Question 18 requested feedback concerning the agency's Facebook page, which was launched in January 2015.

18. Facebook Postings are useful and informative.		
Answer Options	Response Percent	Response Count
Extremely Useful	5.99%	17
Very Useful	13.73%	39
Moderately Useful	7.04%	20
Slightly Useful	3.52%	10
Not Useful	3.87%	11
Not Applicable (N/A)	65.85%	187
	answered question	284
	skipped question	63

* The BON Facebook page, launched in 2015, received the least feedback from survey takers. Almost two thirds of survey takers were not familiar enough with the page to provide feedback to the survey.

Regulatory Topics for Continuing Education Credit

Q22: What regulatory topics would you like to see presented by the Board of Nursing for continuing nursing education credit?

Answered: 32 Skipped: 293

Regulatory topics identified by survey takers included:

- Dealing with conflict among staff and doctors,
- Documentation,
- Jurisprudence (N=2),
- APRN Scope of Practice (N=4),
- Peer review,
- New rules relating to nursing practice (N=2),
- New rules relating to nursing education,
- Cosmetic Anesthetist procedures,
- Ethics,
- Legal issues (N=2),
- Nursing faculty education,
- Refresher for education directors,
- Criminal actions that would prevent some from getting a nursing license,
- Critical care,
- Diabetes,
- Collaborative practice,
- Delegation, and
- Encouraging parents who are reluctant about vaccinations.

General Comments

Q23: Are there any other General Comments/Feedback related to customer service that you would like to provide?

Answered: 130

Question 23 of the Customer Service Survey provided respondents the opportunity to provide feedback in their own words. Responses were received and are summarized below:
Critical Comments

- Add additional BON phone staff (N=29),
- Dissatisfied with phone interaction with Board Staff (N=7),
- More training for BON staff (N=5),
- Improve website (N=3),
- APRN licensure process too slow (3),
- Staff couldn't help with question (N=2),
- No response to email sent (N=2),
- Emails received were too short/insufficient info provided,
- APRN application confusing,
- Negative feedback on *Bulletin*,
- Make easier to get to correct department,
- Provide consistent information to callers,

- Information on website too vague, and
- License change process too slow.

Positive Comments
- Positive agency feedback (N=16),
- Staff were helpful (N=9), and
- Positive feedback on Bulletin (N=3)

Suggested Changes
- Employer wants DOB and SSN added back to verification page provided (N=4),
- Make change of address easier (N=2),
- Make Bulletin online only (N=2),
- Provide more assistance for nurses endorsing from Puerto Rico (N=2),
- Send email updates on licensure status (N=2),
- Make NPA more searchable (N=2),
- Go back to original table of contents format for *Bulletin*,
- Make info on revocation/suspension easier to find,
- Only provide disciplinary action info when verifying license,
- Add auto follow-up responses to webmasters,
- Notify affected parties prior to implementing new procedures concerning monthly education reports to schools,
- Add APRN specialty to notice of disciplinary action,
- Provide more contact information on verification page,
- Do not provide e-mail information to the public,
- Simplify nursing jurisprudence requirement,
- Fix verification where it prints on one page,
- Add page to confirm correct e-mail on file,
- Add auto response to emails indicating that email was received,
- Make it easier to make scope of practice decisions with more online resources,
- Make it easier to register for fingerprinting,
- Speed up licensure updates/processing,
- Clarify fees and application,
- Add online portal for CE submission,
- Redo education roster submission process,
- Provide pictures of needed student nurse forms to make it less confusing,
- Add dedicated phone line for educators,
- Add NJE calculator back on website,
- Provide more attention to international candidates,
- Host fun events like poetry related to nursing,
- Send out notice before renewals detailing CE requirements,
- APRN Clinical Practice Requirement - Documented yearly continuing education hours (100 hrs.) in the four years prior to renewal should be considered in lieu of required practice hours,
- If the Board decides to inactivate an APRN license, the temporary permit should be issued simultaneously, and
- A license should be able to be "programmed" to expire at the end of the birth month even when the renewal application is filed early.

B. 2020 Board of Nursing Customer Service Survey

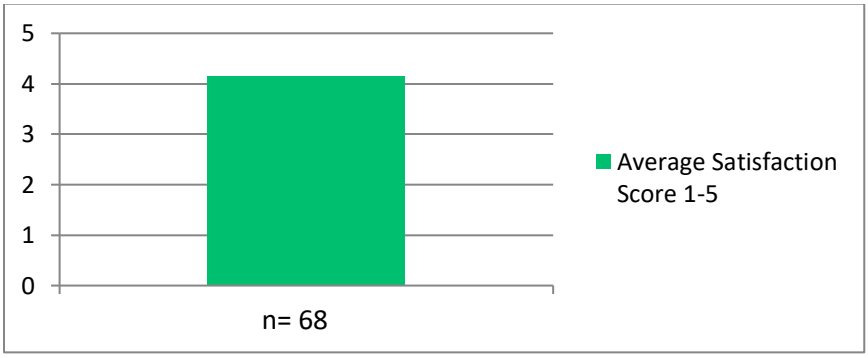
The Board conducted an online survey in 2020, hosted by Survey Monkey, which was sent to Board of Nursing stakeholders by e-mail. Survey questions utilized were from the *Instructions for Preparing and Submitting Agency Strategic Plans for fiscal years 2021 to 2025* issued by the Legislative Budget Board in February 2020.

Methodology

E-mails soliciting Strategic Plan feedback were sent to 221 nursing stakeholders on March 9, 2020. The survey closed on March 24, 2020. Stakeholders contacted included: all BON advisory committee members, all deans and directors of approved nursing education programs, and professional nursing organizations in Texas. Stakeholders contacted were provided a link to the Survey Monkey website where the eight survey questions were located. The response rate for the 2020 survey was 30.79% with 68 stakeholders completing the survey. Data from the survey is included below:

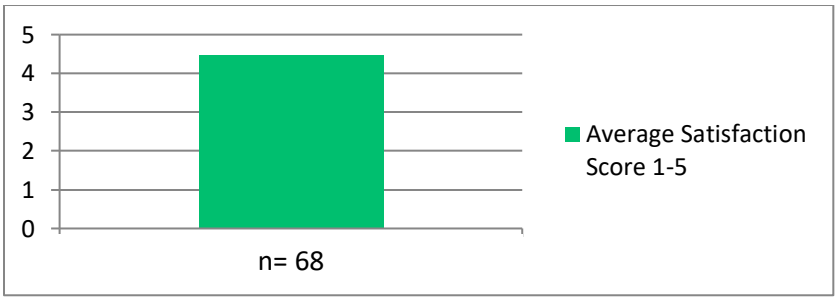
Findings of the 2020 Customer Service Survey

Q1: How satisfied are you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?



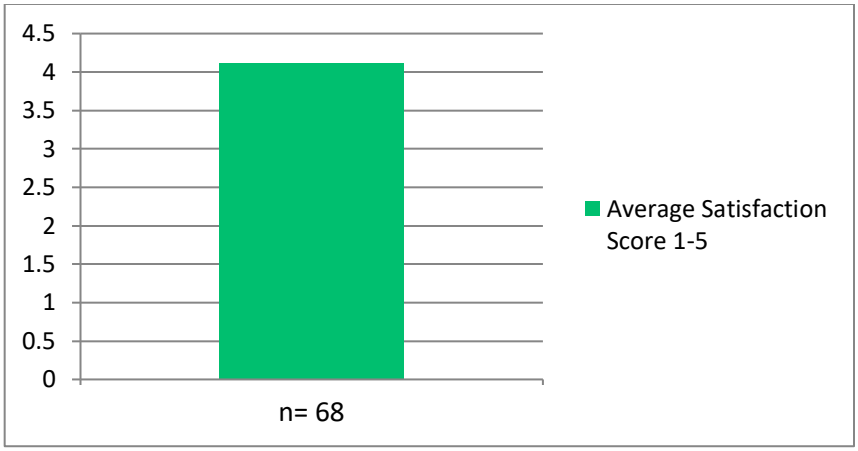
	1 - VERY UNSATISFIED	2 - UNSATISFIED	3 - NEUTRAL	4 - SATISFIED	5 - VERY SATISFIED	N/A - NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
(no label)	4.41% 3	2.94% 2	13.24% 9	23.53% 16	45.59% 31	10.29% 7	68	4.15

Q2: How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?



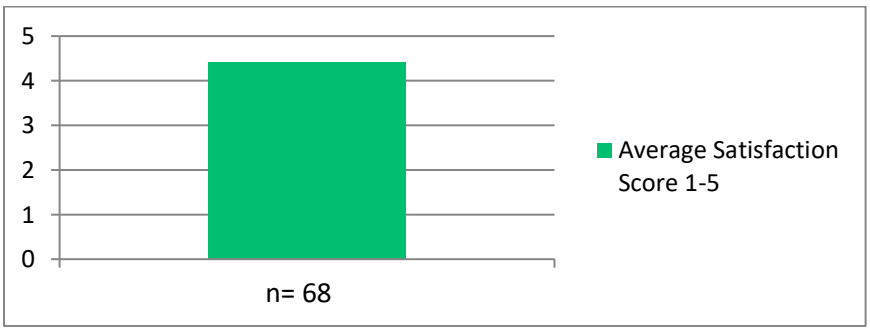
	1 - VERY UNSATISFIED	2 - UNSATISFIED	3 - NEUTRAL	4 - SATISFIED	5 - VERY SATISFIED	N/A - NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
(no label)	2.94% 2	2.94% 2	4.41% 3	22.06% 15	64.71% 44	2.94% 2	68	4.47

Q3: How satisfied are you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?



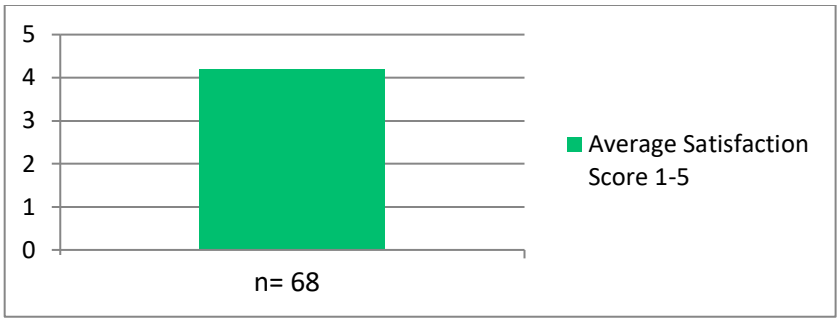
	1 - VERY UNSATISFIED	2 - UNSATISFIED	3 - NEUTRAL	4 - SATISFIED	5 - VERY SATISFIED	N/A - NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
(no label)	2.94% 2	14.71% 10	4.41% 3	22.06% 15	52.94% 36	2.94% 2	68	4.11

Q4: How satisfied are you with the agency's Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?



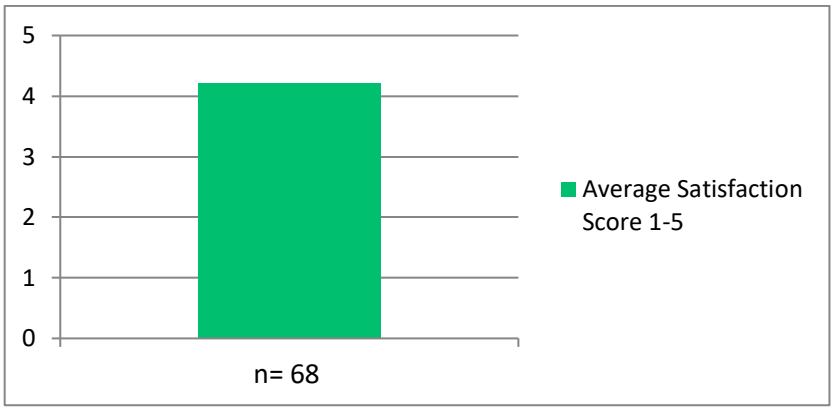
	1 - VERY UNSATISFIED	2 - UNSATISFIED	3 - NEUTRAL	4 - SATISFIED	5 - VERY SATISFIED	N/A - NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
(no label)	2.94% 2	1.47% 1	2.94% 2	36.76% 25	54.41% 37	1.47% 1	68	4.40

Q5: How satisfied are you with the agency's complaint handling process, including whether it is easy to file a complaint and whether responses are timely?



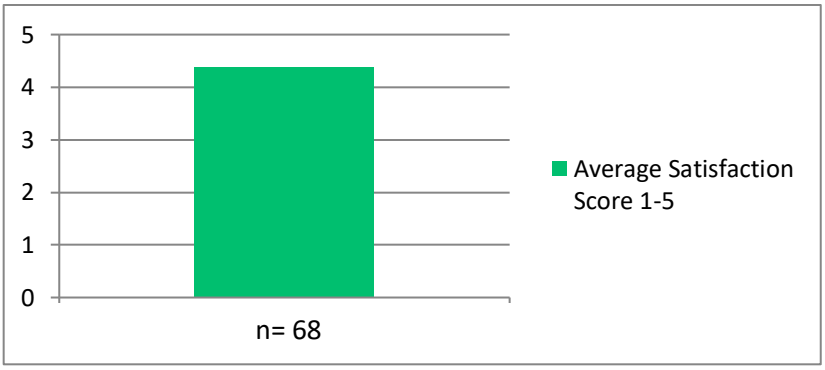
	1 - VERY UNSATISFIED	2 - UNSATISFIED	3 - NEUTRAL	4 - SATISFIED	5 - VERY SATISFIED	N/A - NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
(no label)	2.94% 2	2.94% 2	7.35% 5	17.65% 12	33.82% 23	35.29% 24	68	4.18

Q6: How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person?



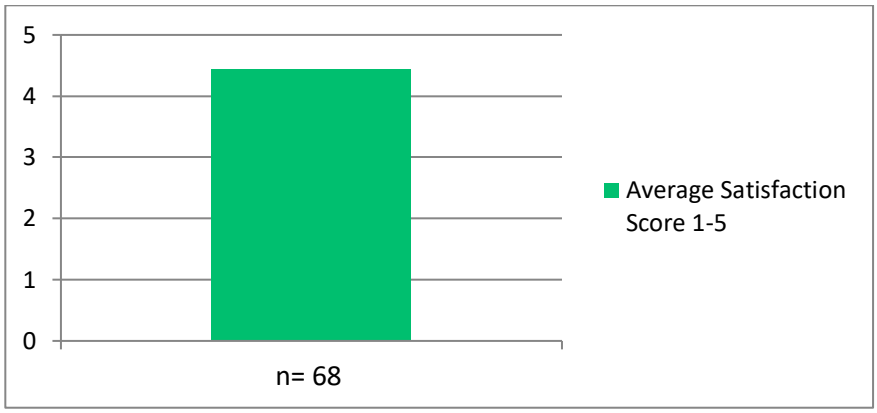
	1 - VERY UNSATISFIED	2 - UNSATISFIED	3 - NEUTRAL	4 - SATISFIED	5 - VERY SATISFIED	N/A - NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
(no label)	2.94% 2	5.88% 4	10.29% 7	19.12% 13	50.00% 34	11.76% 8	68	4.22

Q7: How satisfied are you with any agency brochures or other printed information, including the accuracy of that information?



	1 - VERY UNSATISFIED	2 - UNSATISFIED	3 - NEUTRAL	4 - SATISFIED	5 - VERY SATISFIED	N/A - NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
(no label)	2.94% 2	5.88% 4	10.29% 7	19.12% 13	50.00% 34	11.76% 8	68	4.22

Q8: Please rate your overall satisfaction with the agency.



	1 - VERY UNSATISFIED	2 - UNSATISFIED	3 - NEUTRAL	4 - SATISFIED	5 - VERY SATISFIED	N/A	TOTAL	WEIGHTED AVERAGE
(no label)	2.94% 2	2.94% 2	5.88% 4	25.00% 17	63.24% 43	0.00% 0	68	4.43

BON Customer Service Data Survey Summary Analysis

Feedback from stakeholders from the 2020 survey was favorable towards the agency with the highest average scores for Question 2 relating to employee courtesy, friendliness, and knowledgeability (weighted average score: 4.47) followed by Question 8 relating to overall satisfaction with the agency (weighted average score: 4.43). Responses to Question 3 relating to telephone communications, while having the lowest average score (weighted average score: 4.11) was still positive feedback concerning agency communications.

Board staff will follow up in FY 2021 using the LBB questions and open the survey to all *Board of Nursing Bulletin* readers with additional survey questions added after staff analyze the 2020 data.

Customer Service Measures

Outcome Measures

FY19 (BON Survey)	FY20 (BON/LBB Survey)	
81.3%	88.6%	Percentage of Surveyed Customer Respondents expressing Overall Satisfaction with Services Received
0.033%	n/a*	Percentage of Surveyed Customer Respondents Identifying Ways to Improve Service Delivery

Output Measures

FY19	FY20	
n/a**	221	Number of Customers Surveyed
473,623	484,351	Number of Customers Served

Efficiency Measures

FY19	FY20	
0	0	Cost Per Customer Surveyed

Explanatory Measures

FY19	FY20	
473,623	484,351	Number of Customers Served (Note: FY 19 measure reflects only first and second quarter statistics)
8	8	Number of Customer Groups Inventoried

*** This number is not available as the survey was conducted online with information about the survey provided to all currently licensed nurses residing in Texas receiving the *BON Bulletin*, paid newsletter subscribers, those viewing the BON Facebook page via the agency, and anyone visiting the BON website in the period when the survey was taking place.**
**** This number is not available since the survey questions provided by the Legislative Budget Board for FY 20 did not allow for stakeholder feedback suggestions.**

BOARD OF NURSING FOR THE STATE OF TEXAS
CUSTOMER-RELATED PERFORMANCE MEASURES

Outcome Measures

1) ***Percentage of Surveyed Customer Respondents Expressing Overall Satisfaction with Services Rendered***

Short Definition:	**Total number of surveyed customer respondents who expressed an overall satisfaction with BON services, divided by the total number of surveyed customer respondents (during a specific reporting period).**
Purpose/Importance:	**This measure is one mechanism to determine the percentage of BON customers that are satisfied with the agency's customer service.**
Source/Collection of Data:	**BON develops a survey to agency Customers. BON tabulates survey data from those who responded to the survey.**
Method of Calculation:	**For FY 19, BON Stakeholder weighted average responses from survey results on website (Questions 14, 15, 16, and 17), agency newsletter (questions 8, 9, 10, and 11), and interactions with Customer Service Department (questions 4, 5, 6, and 7) averaged to produce aggregate stakeholder score of 81.30 for FY 19. For calculation of the FY 20 score of 88.6, the weighted average response (4.43) on Question 8 was multiplied by 20 for statistical comparison to the FY 19 score. Neutral or non-responses were not considered in the calculations. A Likert Scale was utilized using five levels of response ranging from extremely satisfied to not satisfied.**
Data Limitation:	**The agency has no control over how many BON customers will respond to the survey.** **It is the agency's intention to gather survey data either through external or internal surveys.**
Calculation Type:	**Non-cumulative.**
New Measure:	**No.**

Desired Performance: **Actual performance that is higher than targeted performance is desirable.**

2) Percentage of Surveyed Customer Respondents Identifying Ways to Improve Service Delivery

Short Definition: **Total number of surveyed customer respondents who identified ways to improve service delivery, divided by the total number of surveyed customer respondents (during the specific reporting period).**

Purpose/Importance: **This measure is one mechanism to identify possible improvements to the agency's service delivery.**

Sources of Data: **The BON posts a survey online from January 1 to May 31, 2019. BON tabulates survey data from those who respond to the surveys.**

Method of Calculation: **NUMERATOR - For the 2019 BON online survey, the number of people who completed the survey and offered written comments to survey questions. Question 23 of the 2019 Survey solicited feedback and 130 stakeholders provided feedback.**

DENOMINATOR - Total number of survey announcements that were mailed to BON customers. For the 2019 BON online survey, the number of April *Bulletins* mailed (389,287) is used. This performance measure is calculated by dividing the numerator by the denominator and multiplying by 100 to achieve a percentage.

Data Limitation: **The agency has no control over how many BON customers will complete the online surveys. It is the agency's intention to conduct a survey of customer service in each odd-numbered year of the biennium if no other survey data is available. This performance measure does not lend itself to a quarterly or annual report.**

Calculation Type: **Non-cumulative.**

New Measure: **No.**

Desired Performance: **Based upon the assumption that more suggestions indicate poorer customer service, actual performance that is lower than targeted**

performance is desirable. However, since this assumption may or may not be true, it is unclear as to whether achieving a smaller percentage is better.

Output Measures

(1) Number of Customers Surveyed

Short Definition:	**Total number of BON customers surveyed in a reporting period.**
Purpose/Importance:	**This measure is an indication of the agency's efforts to collect information from stakeholders about the agency's customer service.**
Source of Data:	**The Board of Nursing develops an online survey which is posted on Survey Monkey website. Notification sent to BON licensees, and paid subscribers by agency newsletter, website, and in replies to webmaster inquiries.**
Method of Calculation:	**Quantity of April 2019 *Bulletin*s mailed from United States Postal Service Form 3602-R used to determine quantity of nurses and paid subscribers receiving newsletters in April 2019.**
Data Limitation:	**Not every BON customer is surveyed (e.g., BON has no control over nurses who change addresses and forget to notify the Board of the address change in a timely manner). BON also has no control over the number of customers who will want BON services (e.g., number of people who want to obtain a nursing license, or who want to obtain information).** **This performance measure does not lend itself to a quarterly or annual report.**
Calculation Type:	**Non-cumulative.**
New Measure:	**No.**
Desired Performance:	**Actual performance that is higher than targeted performance is desirable.**

(2) Number of Customers Served

Short Definition:	**Total number of BON customers identified in a**

reporting period.

Purpose/Importance: **This measure is an indication of the agency's workload (i.e., the greater number of customers, the greater the agency's workload).**

Source/Collection of Data: **The number of customers served is the actual number of board customers in each identified major group. These groups include but are not limited to: number of registered nurses, advanced practice registered nurses, licensed vocational nurses, schools of nursing, and nursing associations, legislators, and complainants.**

Method of Calculation: **BON manually calculates the approximate number of customers served during a reporting period.**

Data Limitation: **BON has no control over the number of customers who will want BON services (e.g., number of people who want to obtain a nursing license, who want to obtain information, or who want to file a complaint). The types of groups of customers are somewhat specific (targeted) as a result of the agency's enabling legislation.**

It is the agency's intention to conduct a survey of customer service in each odd-numbered year of the biennium. This performance measure does not lend itself to a quarterly or annual report.

Calculation Type: **Non-cumulative.**

New Measure: **No.**

Desired Performance: **Actual performance that is higher than targeted performance is desirable, provided the agency has sufficient staff to handle the increased workload that results from having additional customers to serve.**

Efficiency Measures

1) Cost Per Customer Surveyed

Short Definition: **Total funds expended (including those encumbered) for the cost to survey the agency's customers. This total cost is divided by the number of customers**

	surveyed. Denominator is the same number as the result of the performance measure entitled *Number of Customers Surveyed.*
Purpose/Importance:	**This measure reflects the cost to the agency to conduct a customer service survey.**
Source/Collection of Data:	**Funds expended would include all direct costs attributable to the survey. These direct costs are identified in the agency's operating budget and where applicable, include: percent of exempt and classified salaries according to estimated time spent in this function, consumable supplies, computer expenses, training and education, capitalized equipment, and other operating expenses.**
Method of Calculation:	**BON Accountant will keep manual record of costs.**
Data Limitation:	**BON has no control over the number of customers who will want BON services (e.g., number of people who want to obtain a nursing license, who want to obtain information, or who want to file a complaint). In addition, the types and groups of customers are somewhat specific (targeted) as a result of the agency's enabling legislation.** **It is the agency's intention to conduct a survey of customer service in each even-numbered year of the biennium. This performance measure does not lend itself to a quarterly or annual report.**
Calculation Type:	**Non-cumulative.**
New Measure:	**No.**
Desired Performance:	**Actual performance that is lower than targeted performance is desirable.**

Explanatory Measures

(1) Number of Customers Identified	**This explanatory measure is the same as the Output entitled Number of Customers Served.**

(2) Number of Customer Groups Inventoried

Short Definition:	**Total number of customer groups identified in a reporting period.**
Purpose/Importance:	**This measure reflects the diversity of agency customers and gives an indication of the agency's workload.**
Source/Collection of Data:	**The number of customer groups is determined by reviewing the external customer groups that might exist within each budget strategy listed in the agency Strategic Plan.**
Method of Calculation:	**BON keeps a manual inventory (manual list) of its customer groups.**
Data Limitation:	**The types and groups of customers are somewhat specific (targeted) as a result of the agency's enabling legislation.** **It is the agency's intention to conduct a survey of customer service in each odd-numbered year of the biennium. This performance measure does not lend itself to a quarterly or annual report.**
Calculation Type:	**Non-cumulative.**
New Measure:	**No.**
Desired Performance:	**Actual performance that is higher than targeted performance is desirable, provided that agency has sufficient staff to handle the increased workload that results from having additional groups of customers to serve.**

Appendix A. Agency Information Technology Resource Planning

A technology initiative is defined as a current or planned activity that will improve, expand, or significantly change the way information technology (hardware, software, and services) is used to support one or more agency objectives. In the Technology Initiative Assessment and Alignment section, the BON has identified the initiatives that will be addressed over the next five years.

1. Initiative Name: Technology Refresh - Continued replacement and upgrading of computer hardware/software in alignment with Technology Refresh plan.

Initiative Description: The BON replaces hardware and software in compliance with the Boards Technology Refresh Plan of 4 years. The refresh schedule staggers the replacement and yearly purchases of these systems to assist the BON in maintaining a consistent budget and workload. Analysis of services, software, costs and purchase verse lease is performed prior to each purchase. The Board is actively moving to Cloud Services to better support staff and the public.

Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
Desktop PC, Laptops, and Printer Lifecycle Replacement	In Progress
Server and Major Network component Upgrades and Lifecycle Replacement, including migrating to Cloud based server infrastructure.	In Progress
SANS Devices Upgrades and Lifecycle Replacement	Planned
Software Lifecycle	Planned
Office 365	In Progress
Cloud Services	In Progress

Agency Objective(s): All agency objectives.

Statewide Technology Priorities: Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration
- Virtualization
- Data Management
- Infrastructure

Anticipated Benefit(s): The BON anticipates benefits in the following areas:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements

• Compliance (required by State/Federal laws or regulations)
Capabilities or Barriers: The barriers in implementation of this project are costs.

2. Initiative Name: Security - Strengthen, maintain and enforce policies and infrastructure for data privacy and system security.
Initiative Description: The BON has recognized that the landscape of IT security is changing rapidly and has been updating the 5 year plan every two years to respond to new security threats and new technologies. The BON is committed to staying on the front end of systems security through, investments, training, and application of best practice principles.
Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.
Agency Objective(s): All Agency Objectives.
Statewide Technology Priorities: Identify the statewide technology priority or priorities the technology initiative aligns with, if any. • Security and Privacy • Cyber Security • Data Management
Anticipated Benefit(s): The BON anticipates benefits in the following areas: • Operational efficiencies (time, cost, productivity) • Citizen/customer satisfaction (service delivery quality, cycle time) • Security improvements • Foundation for future operational improvements • Compliance (required by State/Federal laws or regulations)
Capabilities or Barriers: The barriers in implementation of this project are lack of funding, lack of IT staffing, training and overall costs associated with an ever changing IT specialty.

3. Initiative Name: Development of new capabilities for real time data sharing, updating and processing with other individual, State, and Federal entities.
Initiative Description: The BON is investigating and reviewing every data sharing path within the agency and has created a position for Integration of new systems and new processes to import and export meaningful with are partners a real-time, weekly, monthly and yearly basics, or as requested. New initiatives in this area include the effort to post de-identified raw data used for statistical reporting for public use and research and the ability to allow constitutes real time access to their own data and the ability to update their non-licensing base information.
Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.
Agency Objective(s): Licensing, Nursing Education, Data Sharing, APRN Compact, Transparency in Regulation, Security.
Statewide Technology Priority(ies): Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration
- IT Workforce
- Data Management
- Mobility
- Network

Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements

Capabilities or Barriers: The barriers in implementation of this project are limitations of equipment, lack of IT staffing and reverse engineering of older established systems written in a variety of programing languages.

4. Initiative Name: Upgrade Licensing System - Expansion of existing and new licensee data, electronic file systems and shared data services.

Initiative Description: The BON's current licensure application is almost 20 years old, but has been maintained and upgraded using a valid software migration path and is up-to-date in regards to system and data maintenance. However, the data architecture is outdated and due to the functionality of newer developmental software and the integration of web interfaces and mobile technology, the BON has partnered with National Council of State Boards of Nursing to develop a new licensure application that is cloud based, called the Optimal Regulatory Board System (ORBS). This new system allows information to be gathered and updated among the other compact boards of Nursing in the USA in real time.

Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
Optimal Regulatory Board System (ORBS)	In Progress

Agency Objective(s): All agency objectives

Statewide Technology Priorities: Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration
- Data Management
- Mobility

Anticipated Benefits: Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Security improvements
- Foundation for future operational improvements

Capabilities or Barriers: The barriers in implementation of this project are lack of IT staffing and the complexity of business processes needed for integration.

5. Initiative Name: Rapid information dissemination to constituents – expanding the mobile application offerings and services.

Initiative Description: The BON plans to build upon its public available systems that have already been released redesigned website and mobile applications that will allow anyone to verify licenses and applications in real time to get the most current news and postings from the BON To be able to get the information that is important to the stakeholder and to complete routine changes such as address changes. Or to get almost real time interaction with BON staff.

The BON will continue to put effort in the new Mobile market by continuing to improve the existing and new websites and applications to be both more useful and friendlier for mobile device users.

Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Agency Objective(s): All agency objectives.

Statewide Technology Priorities: Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Cloud Services
- Business Continuity
- Mobility
- Network

Anticipated Benefits: Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Citizen/customer satisfaction (service delivery quality, cycle time)
- Foundation for future operational improvements

Capabilities or Barriers: The barriers in implementation of this project are lack of IT staffing and overall costs.

6. Initiative Name: Disaster Recovery and BON distributed service infrastructure.

Initiative Description: The BON plans to continue building on its distributed computing infrastructure to be prepared for catastrophic failures at its Cloud Infrastructure and offsite datacenter. By continuing to upgrade and expand the functionalities of Cloud Services and disaster recovery center at University of Texas Health Science Center @ San Antonio. This will allow staff to work remotely as if they were at the physical Austin offices. Insuring that in the event of a disaster the BON can continue serving the public.

This is not limited to the technology systems info structure but also the phone systems as the BON seeks to convert over to VoIP systems that will allow staff to still be in contact with their stakeholders even if they cannot be at the office location.

Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
Remote Accessibility infrastructures	In Production
Virtualized Desktop Systems	Planning
DR site	In Production
Cloud based servers	In Production
VoIP	In Production

Agency Objective(s): All agency objectives.

Statewide Technology Priorities: Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration
- Virtualization
- Data Management
- Mobility
- Network

Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative. Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Security improvements
- Foundation for future operational improvements

Capabilities or Barriers: The barriers in implementation of this project are lack of IT staffing and additional infrastructural costs.

7. Initiative Name: BON to be Paperless operations

Initiative Description: As industries have moved more towards paperless operations, there have been many benefits. The BON in conjunction with the adoption of ORBS has made the decision to make the agency paperless. The goal is to be able to complete the entire business process of initial licensure, renewal, and enforcement in a virtual paperless workflow system.

Associated Project(s): Name and status of current or planned project(s), if any, that support the technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
Document Management System	In Progress
Document Management System Infrastructure	In Progress

Agency Objective(s): All agency objectives.

Statewide Technology Priorities: Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration
- IT Workforce
- Virtualization
- Data Management
- Network

Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative.

Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Security improvements
- Cost Savings and space savings with little to no printing of paper documents
- Efficiently replicated to Disaster Recovery site to ensure no information lost in event of disaster
- Foundation for future operational improvements
- Integration into Licensing management system ORBS.

Capabilities or Barriers: The barriers in implementation of this project policy creation, workflow mapping, and overall infrastructural costs.

8. Initiative Name: Hyper-Convergent infrastructure; distributed networking

Initiative Description: The IT industry has been migrating to scalable, robust, and reliable systems structures. The BON as part of the following initiatives, Licensure Management System, BON going Paperless, Disaster Recovery and BON distributed serviced infrastructure is looking at a more reliable and scalable IT systems, that is as reliable as the current systems but can grow agilely with the business needs of the board.

This system will allow all users and systems to run virtually. This allows users to work both in the office or off site and have the same experience and is able to work with the same level of productivity. In the case of a disaster, the BON will continue to operate in from distributed networking nodes ether at our disaster recovery sites or from other hosted servers. The whole agency will be operating in a virtual and Cloud environment and therefore is easily moved to new physical locations.

Associated Project(s): Name and status of current or planned project(s), if any, that support the

technology initiative and that will be included in agency's Information Technology Detail.

Name	Status
Hyper Convergent Infrastructure	In Production
Cloud Services	In Progress
DIR faster link speeds and more Reliable WAN connectivity	In Progress

Agency Objective(s): All agency objectives.

Statewide Technology Priorities: Identify the statewide technology priority or priorities the technology initiative aligns with, if any.

- Security and Privacy
- Cloud Services
- Legacy Applications
- Business Continuity
- Enterprise Planning and Collaboration
- IT Workforce
- Virtualization
- Data Management
- Network

Anticipated Benefit(s): Identify the benefits that are expected to be gained through the technology initiative.

Types of benefits include:

- Operational efficiencies (time, cost, productivity)
- Security improvements
- Cost savings running more on less hardware.
- Real-time replication and failover for quick system failover and continuous Business Continuity.
- Virtual Systems allows for cheaper end user and server hardware.
- Virtual Desktops allow for remote users to have the same level of security and the same experience as if they were in the office.
- Allows expediential growth without changing the underling system designs at a predictable liner cost.
- Foundation for future operational improvements

Capabilities or Barriers: The barriers in implementation of this project are increased infrastructural costs.