Quality Improvement Process: The North Carolina Board of Nursing Journey!

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Promoting Regulatory Excellence

A Journey

Simply Defined...  
“Getting from one place to another”

Our Commitment

North Carolina Board of Nursing (NCBON) identified an evidence-based quality management program to measure, assess and enhance system performances and processes.
Regulatory Achievement Award

Awarded annually to a Member Board that has made significant contributions in promoting public policy related to the safe and effective practice of nursing in the interest of public welfare.

Our NCAfE Journey Begins

NCBON commits to participation in the North Carolina Awards for Excellence (NCAfE) program.

What is NCAfE?

- Four level program based upon the Malcolm Baldrige National Quality Award criteria
- Assessment/award process that helps organizations assess performance
- Administered through NC State University
- Involves all levels of the organization to utilize performance metrics on an on-going evaluation
NCAfE Level I

NCBON awarded Level I for Involvement and was the first regulatory agency to participate in NCAfE.

Organizational Goals/Plans

- identify key processes and process owners
- participate in quality improvement initiatives on various levels
- provide in-service training

Organizational Goals/Plans (continued)

- recognize staff for identifying quality improvement concepts
- utilize a measurement system to report performance metrics as they relate to our key processes
NCaFE Level II

NCBON received Level II recognition and continues to utilize the Baldrige criteria in our quest for excellence.

“I see the Baldrige process as a powerful set of mechanisms for disciplined people engaged in disciplined thought and taking disciplined action to create great organizations that produce exceptional results”

Jim Collins, author of Good to Great: Why Some Companies Make the Leap... and Others Don’t

History of the Baldrige Award

Presented by the President of the United States to businesses—manufacturing and service, small and large—and to education, health care and nonprofit organizations that apply and are judged to be outstanding in seven areas.
Baldrige Performance Excellence
Category Criteria:

1. Leadership
2. Strategic planning
3. Customer and market
4. Measurement, analysis, and knowledge management
5. Workforce focus
6. Process management
7. Results

Knowledge Sharing

One of the main purposes of the Baldrige award is to pass on information about the performance excellence strategies that other organizations can tailor for their own need.

(National Institute of Standards and Technology, 2009)

“Teach, Speak and Walk”

- **OFI** = Opportunity for Improvement
- **Mapping** = Creating a detailed flowchart of work process
- **PDCA** = Plan, Do, Check, Act
- **Scorecard** = Metrics that relate directly to strategic goals
- **Benchmarking** = Comparison of best practices & techniques of others “Best” in class
Category 1: Leadership

Examines how your organization’s SENIOR LEADERS’ personal actions guide and sustain your organization. Also examined are your organization’s GOVERNANCE SYSTEM and HOW your organization fulfills its legal, ethical and societal responsibilities and supports its KEY communities.

National Institute of Standards and Technology, 2009, p. 7

Key Components

• “Buy In” from Senior Leadership
• Involvement at all levels of the organization
• Performance metrics to guide on-going evaluation

Are We Making Progress?

• An Assessment Tool From The Baldrige National Quality Program
• Assesses how the organization is performing
• Educates senior leadership on needed improvements or changes within the organization
• Survey conducted annually
Sample Questions

- Our employees know our organization’s mission (what it is trying to accomplish).
- Our leadership team uses our organization’s values to guide our organization and employees.
- Our leadership team shares information about the organization.

Category 1: Leadership

Benefits of Are We Making Progress?

- Determines effectiveness of communication of strategies, goals and messages
- Focuses on improvement and communication
- Measures trust
- Compares results
- Modify questions to address specific needs

Category 1: Leadership
Our OFIs

- Staff Focus Groups conducted (April 2009)
- Recommendations to Executive Director:
  - Systematic approach to surveying both internal and external customers
  - Review approaches to obtaining feedback from peers related to work performance.
  - Education Session with staff regarding Strategic Plan
  - Implement Organizational Learning Program

Category 1: Leadership

Category 2: Strategic Planning

- Examines HOW your organization develops STRATEGIC OBJECTIVES and ACTION PLAN. Also examined are HOW your chosen STRATEGIC OBJECTIVES and ACTION PLANS are DEPLOYED and changed if circumstances require and HOW progress is measured.

[National Institute of Standards and Technology, 2009, p. 10]

Where We Began

- First Strategic Plan implemented in 1999
- Review Committees consisted of Board members and staff with external facilitator
- Strategic Plan Roadmap implemented with 2006-2009 Strategic Plan; departmental roadmaps

Category 2: Strategic Planning
Strategic Planning Process

1. Identify Strategic Planning Workgroup (every 4 years)
2. Collect data from board staff, board members, and external stakeholders
3. Identify:
   - Strengths
   - Weaknesses
   - Opportunities
   - Threats
4. Determine strategic issues and present to Board
5. Develop strategic initiatives for next 4 years (Board members and senior leadership)
6. Implement and review on-going basis
7. Develop tactics and road map for coming year (Board staff)

Where We Are

- Strategic Planning Task Force currently working on 2010 – 2013 Strategic Plan
- Initiatives and tactics to relate back to Baldrige criteria
- Staff education session for new Strategic Plan

Our OFIs

- Staff Focus Groups held for 1st time with 100% participation
- Website survey of licensees and consumers
- Renewal survey of nurses 30 years and younger with under 10 years post graduation work
Category 3: Customer Focus

- Examines HOW your organization engages its CUSTOMERS for long-term marketplace success. This ENGAGEMENT strategy includes HOW your organization builds a CUSTOMER-focused culture. Also examined is HOW your organization listens to the VOICE OF ITS CUSTOMERS and uses this information to improve and identify opportunities for INNOVATION.
  
  [National Institute of Standards and Technology, 2009, p. 13]

What We are Learning

- Customers are both internal and external
- Education of consumers regarding public protection (i.e., brochure of Boards, trade show booths)
- Collecting information from licensees and consumers regarding Strategic Planning

Our OFIs

- Receiving feedback from our internal (staff) and external (Licensees, Consumers, Nursing Stakeholders) customers through various methods:
  - Customer Service Survey
  - Strategic Planning
  - Work Taskforce groups with external stakeholders
- Educating consumers
- Broadening our thinking beyond the “obvious” consumers

[City, State]
**Category 5: Workforce Focus**

Examines HOW your organization engages, manages, and develops your WORKFORCE to utilize its full potential in ALIGNMENT with your organization’s overall MISSION, strategy and ACTION PLANS. Also examines your ability to assess WORKFORCE CAPABILITY and CAPACITY needs and to build a WORKFORCE environment conducive to HIGH PERFORMANCE.

[National Institute of Standards and Technology, 2009, p. 18]

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**Let’s Engage**

**Mission:**
To promote regulatory excellence throughout the organization by providing education and engaging staff participation through leadership teams.

Category 5: Workforce Focus

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**SEATS Teams**

- Internal Communications
- Community Outreach
- Organizational History
- Bridge Builders/Events
- Wellness
- Leadership

Category 5: Workforce Focus
SEATS Leadership

- Maximum of 3 Members
- Appointed/Re-appointed by the Executive Director
- Specific duties assigned in the following areas:
  - Budgetary Items
  - Documentation, staff communication and project management
  - Utilization of Technology

Action Plan

- Develop Organizational Learning Program
- Assist with Quality Initiatives
- Oversee activities and reporting of TEAMS
- Develop New Staff Orientation in collaboration with Human Resources
- Serve as liaison between staff and Senior Leadership

SEATS Teams

- Assigned a Team Leader
- Maximum of 5 members on core team; support teams unrestricted
- Responsibilities include:
  - Monitoring and reporting budgetary functions;
  - Engaging staff in team activities;
  - Reporting outcome measures annually;
  - Serving as SEATS Ambassador
Category 4: Measurement, Analysis, and Knowledge Management

- Examines HOW your organization selects, gathers, analyzes, manages, and improves its data, information, and KNOWLEDGE ASSETS and HOW it manages its information technology.
- Examines HOW your organization reviews and uses reviews to improve its PERFORMANCE.

[National Institute of Standards and Technology, 2009, p. 18]

What We Are Learning

- Using comparative data and information:
  - competitors & best practices
  - comparative information & benchmarking
  - comparing performance information
- Managing Information: Ensures reliability and availability in a user-friendly format.

Measurement, Analysis and Management Tools

- Mapping – picturing the process
  - Process Identification
  - Information gathering
  - Interviewing and mapping
  - Analysis

Source: Business Process Mapping, John Wiley & Sons

Category 4: Measurement, Analysis, and Knowledge Management
Licensure by Exam Mapping

Measurement, Analysis and Management Tools (continued)

- Scorecards – Balanced metrics that relate directly to strategic goals
  - Customer satisfaction
  - Employee satisfaction
  - Financial performance
  - Operational performance (cycle time, productivity)
  - Product/service quality
  - Supplier performance
  - Safety/environmental/public responsibility

Category 4: Measurement, Analysis, and Knowledge Management

Sample Scorecard
Our OFIs

- Process of CRNA recognition cycle time reduced from 2 weeks to 24 hrs
- Key performance indicators reviewed & routinely evaluated by Executive Director and Senior Leaders
- Staff trained to use tools such as Excel to provide comparative data

Category 4: Measurement, Analysis, and Knowledge Management

Category 6: Process Management

Examines HOW your organization designs its WORK SYSTEMS and HOW it designs, manages, and improves its KEY PROCESSES for implementing those WORK SYSTEMS to deliver CUSTOMER VALUE and achieve organizational success and SUSTAINABILITY.

[National Institute of Standards and Technology, 2009, p. 21]

Category 6: Process Management

What We Are Learning

- Core competencies important for success and organizational sustainability
- Four factors to evaluate processes (PDCA):
  - Plan
  - Do
  - Check
  - Act

Category 6: Process Management
Our OFIs

- Developed policy to guide the organization in process management
- Revised Disaster Preparedness & Recovery Plan
- Documented procedures & sustainability of our activities as a result of mapping process

Category 6: Process Management

Category 7: Results

- Examines HOW your organization PERFORMANCE and improvement in all KEY areas:
  - Product outcomes
  - CUSTOMER-focused outcomes
  - Financial and market outcomes
  - Workforce-focused outcomes
  - Process effectiveness outcomes
  - Leadership outcomes

[National Institute of Standards and Technology, 2009, p. 23]
What We Are Learning

- Results allow the organization to measure whether they have been effective in accomplishing its mission
- Dashboards - Understanding the Big Picture: User-friendly tool for displaying performance measures

Results

Our OFIs

- Licensure process changed to “Cardless“:
  - Reduction of operating costs
  - Assists employers in satisfying JCAHO standards
- Paperless NCBON meetings
  - Estimated cost savings of $6,800 annually
  - Reduction in staff time
- Internal survey – Are We Making Progress
  - Measured effectiveness of communication
Facilitated Discussion/Wrap Up

National and State Resources

- NCAFE- N.C. State University
- Customer Service: (301) 975-2036; baldrige@nist.gov
- Web site: www.nist.gov/baldrige
Works Cited


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