


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

**2009 Annual Conference
September 10 - 12**

Presenters: Angela Ellis
Gail Marshall
Melissa McDonald

Promoting Regulatory Excellence

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A Journey

Simply Defined...
"Getting from one place to another"



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Our Commitment

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

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Regulatory Achievement Award


2003 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.



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Our NCAfE Journey Begins


2004 NCBON commits to participation in the North Carolina Awards for Excellence (NCAfE) program.

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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



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NCAfE Level I


2005 NCBON awarded Level I for Involvement and was the first regulatory agency to participate in NCAfE



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Organizational Goals/Plans

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

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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

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NCAfE Level II

2007 NCBON received Level II recognition and continues to utilize the Baldrige criteria in our quest for excellence.




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"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*

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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.

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**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

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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).


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“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

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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]

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Key Components

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


Category 1: Leadership

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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


Category 1: Leadership

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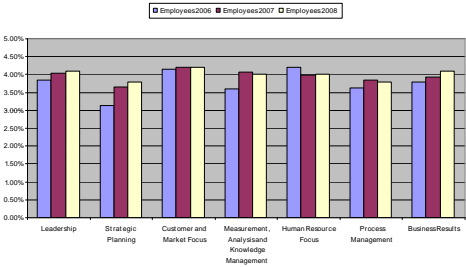
Sample Questions

- 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

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Are We Making Progress 2006, 2007, 2008 Employees




Category	2006	2007	2008
Leadership	3.8%	4.0%	4.2%
Strategic Planning	3.2%	3.5%	3.8%
Customer and Market Focus	4.0%	4.2%	4.4%
Measurement, Analysis and Knowledge Management	3.5%	3.8%	4.0%
Human Resource Focus	4.0%	4.2%	4.4%
Process Management	3.5%	3.8%	4.0%
Business Results	3.8%	4.0%	4.2%

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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

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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

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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)


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Where We Began

- First Strategic Plan implemented in 1999
- Review Committees consisted of Board members and staff with external facilitator
- Initiatives and Tactics (1999 – 2005)
- Strategic Plan Roadmap implemented with 2006-2009 Strategic Plan; departmental roadmaps

Category 2: Strategic Planning




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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


Category 2: Strategic Planning

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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 2: Strategic Planning

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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]

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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


Category 3: Customer Focus

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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

Category 3: Customer Focus

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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

**STAFF
ENGAGEMENT
AND
TEAM
SPIRIT**

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




Category 5: Workforce Focus

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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

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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

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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


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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. 16]


Category 4: Measurement, Analysis, and Knowledge Management

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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.

Category 4: Measurement, Analysis, and Knowledge Management

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Measurement, Analysis and Management Tools

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

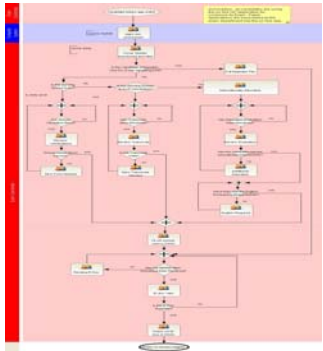



Source: Business Process Mapping, John Wiley & Sons

Category 4: Measurement, Analysis, and Knowledge Management

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Licensure by Exam Mapping




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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

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Sample Scorecard

Continuing Comp Process for 2008




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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


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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


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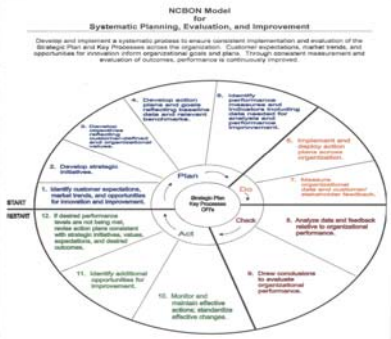
What We Are Learning

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



Category 6: Process Management

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The diagram is a circular model titled "NCBON Model for Systematic Planning, Evaluation, and Improvement". It features a central circle labeled "Strategic Plan for OPR" with arrows pointing outwards to four quadrants: "Plan", "Do", "Check", and "Act". Each quadrant contains a numbered step (1-11) describing the process. The steps include identifying customer expectations, developing strategies, assessing performance, identifying additional opportunities, and monitoring progress. The diagram is surrounded by a ring of text: "Develop and implement a systematic process to ensure consistent implementation and evaluation of the Strategic Plan and Key Processes across the organization. Customer expectations, market trends, and opportunities for innovation inform organizational goals and plans. Through consistent measurement and evaluation of outcomes, performance is continuously improved."

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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

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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]
Category 7: Results

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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


Category 7: Results

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Results



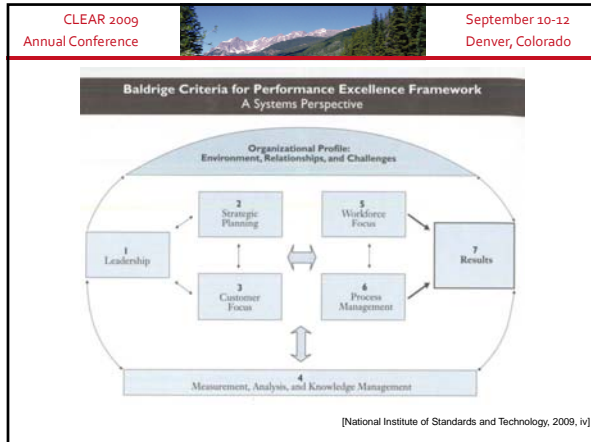
Category 7: Results

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Our OFIs

- Licensure process changed to "Cardless":
 - Reduction of operating costs
 - Assists employers in satisfying JCAHO standards
- Paperless NCBO meetings
 - Estimated cost savings of \$6,800 annually
 - Reduction in staff time
- Internal survey – Are We Making Progress
 - Measured effectiveness of communication


Category 7: Results





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- National and State Resources**
- NCAFE- N.C. State University
 - Customer Service:
[\(301\) 975-2036](tel:3019752036); baldrige@nist.gov
 - Web site: www.nist.gov/baldrige

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Works Cited

Baldrige National Quality Program. Criteria for Performance Excellence. Gaithersburg, MD: Baldrige National Quality Program, 2007.

National Institute of Standards and Technology. Baldrige National Quality Program. 23 July 2009. July 2009
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