

NH Office of Professional Licensure and Certification

FY 24-25 Agency Budget Submission

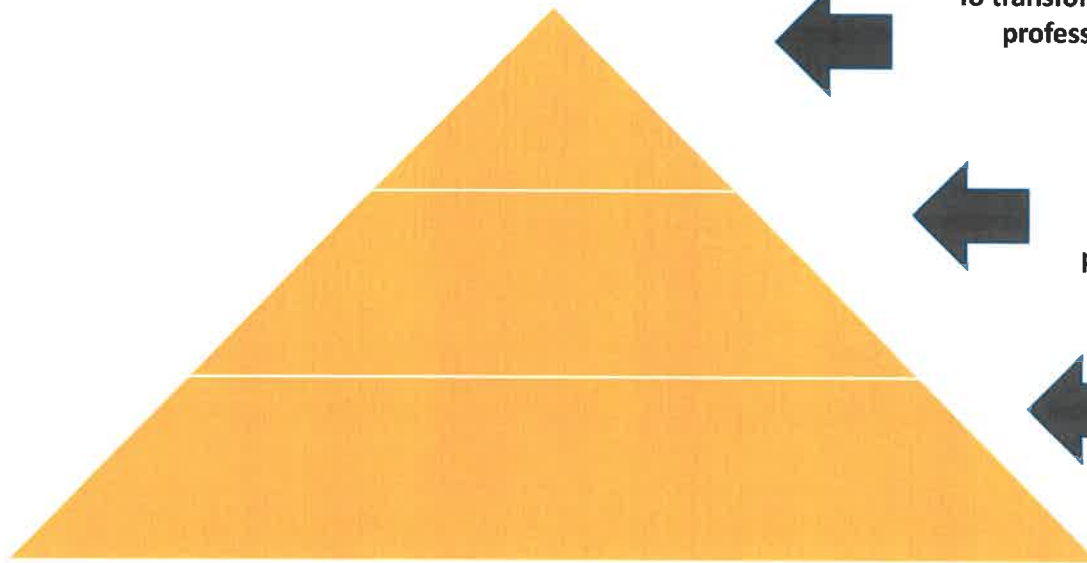
November 28, 2022

Agency Overview

- OPLC oversees the administration of fifty (50) professional licensing boards (43 of which are independent regulatory agencies), as well as one complaints-only board.
- Staff largely assist the boards, councils, and commissions with two major functions: (1) licensing individuals who wish to practice in New Hampshire; and (2) ensuring compliance with laws through investigations or inspections. In FY22:
 - 209,578 licenses were active under OPLC, excluding temporary licenses.
 - OPLC issued 22,585 new licenses.
 - OPLC received 1,097 complaints and closed 571 cases.
 - OPLC completed 2,653 inspections
- In FY22, OPLC had 82 permanent, classified positions (see p. 6 Agency Budget Request)
 - 32 full-time positions dedicated to Enforcement-related functions, such as inspections and investigations.
 - 40 full-time positions dedicated to licensing and administering boards.
 - In addition, OPLC had 19 full-time temporary positions (majority are license associates)

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Guiding Principles



Vision

To transform and modernize support for New Hampshire's professional licensing boards to achieve regulatory excellence

Mission

To create a regulatory environment favorable to workforce opportunities while protecting the public through efficient and economic support to New Hampshire's professional licensing boards

Strategic Goals

1. Fulfill statutory and regulatory requirements
2. Enhance customer service
3. Increase licensure portability
4. Promote public protection

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FY 24-25: Agency Budget Objectives

- OPLC is a self-funded agency.
 - Our fees “must bear a relationship to and approximate the expense of issuing the license of inspecting and regulating the business licensed.” D’Antoni v. Commissioner, 153 N.H. 655, 658 (2006).
- OPLC’s proposed budget would enable the agency to meet its strategic goals. See OPLC’s Strategic Plan (Nov. 2022).
 - Increase Licensure Portability & Enhance Customer Service by leveraging technology
 - Establish Internal Controls
- OPLC’s proposed budget would be fully funded by existing revenue.

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FY 24-25: Achieving Efficient Operations by Leveraging Technology

- **OPLC requires support of business analysts to procure and implement a new licensing solution.**
 - Class 10 and Class 60 (2 Business Analyst Positions). See Agency Budget Book p. 9.
- **OPLC requires appropriations to support continued operations of existing licensing solution**
 - Class 27 (2 full-time positions and 1 consultant) See Agency Budget Book p. 9.
- **OPLC requires appropriations to support continued operations of electronic board meeting portal.**
 - Class 27. See Agency Budget Book p. 9.

FY 24-25: Establishing Internal Controls

- OPLC requires support of attorneys and Administrator I to establish internal controls and ensure boards are complying with the law.
 - Class 10 (2 Attorneys, Internal Controls Administrator). See Agency Budget Book p. 9.
- OPLC is required to be members of federal and national associations that provide services such as examinations and educational materials, as well as licensure compacts.
 - Class 26 (Organizational Dues). See Agency Budget Book p. 9.
- OPLC proposes to ensure compliance with the law through use of consultants, rather than board members.
 - Class 46 (Consultants). See Agency Budget Book p. 9.
- OPLC proposes to promote compliance through staff training and education.
 - Class 66. See Agency Budget Book p. 9.

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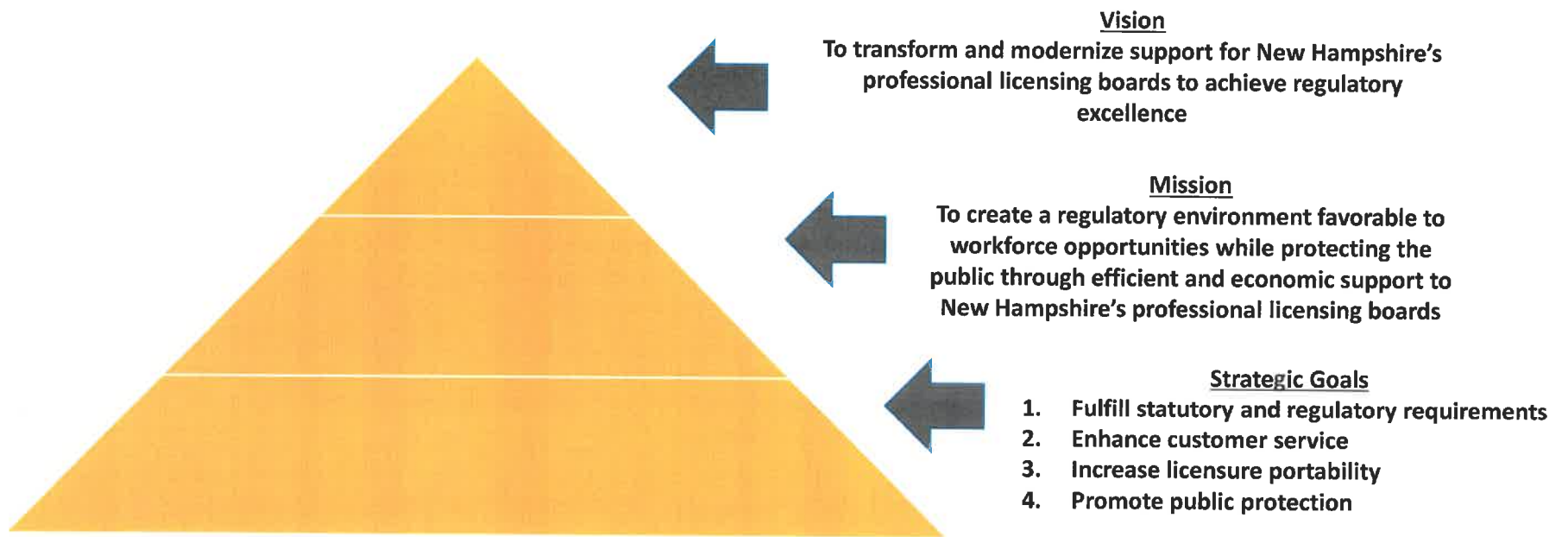
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FY23-25 Strategic Plan

Adopted Nov. 2022

Guiding Principles



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Strategic Goal #1: Fulfill all statutory and regulatory requirements

1. The OPLC will establish internal controls for the agency and work with all professional licensing boards to establish internal controls for each board.
 - A. *Strategies:*
 - 1) The OPLC will inventory all statutory and regulatory requirements.
 - 2) The OPLC Internal Controls Administrator will utilize the guide established by the Department of Administrative Services to document controls in place.
 - 3) The OPLC will seek necessary statutory changes and work with the professional licensing boards to promulgate necessary rules.
 - 4) The OPLC will draft policies and procedures implementing statutory and regulatory requirements, and document those controls in a manual.
 - B. *Performance Measures:*
 - 1) 100% of all agency and board statutes and rules are inventoried.
 - 2) The OPLC has completed the DAS guide for the agency and each board.
 - 3) The OPLC has identified all statutory changes needed and notified the appropriate professional licensing board.
 - 4) The OPLC has assisted the board to promulgate necessary rules.
 - 5) 100% of rules required by statute are in place.
 - 6) The OPLC has drafted and implemented all policies and procedures required to ensure the OPLC and the boards are fulfilling all statutory and regulatory requirements.

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Strategic Goal #1: Fulfill all statutory and regulatory requirements

2. The OPLC will educate staff and board members to ensure proper execution of their duties.

A. *Strategies:*

- 1) The OPLC will establish training modules for board members and staff.
- 2) The OPLC will require staff to participate in quarterly training.
- 3) The OPLC will document board member and staff training attendance.
- 4) The OPLC will establish an orientation for board members, which includes providing written materials.
- 5) The OPLC will develop a program to promote additional educational opportunities to professionalize OPLC's workforce, including LEAN, CPS, and Investigator courses.
- 6) The OPLC will establish an onboarding program for new staff members.

B. *Performance Measures:*

- 1) 80% of board members attend the Annual Administrative Law training.
- 2) The OPLC has created a quarterly training opportunity for staff.
- 3) The OPLC has created a board orientation program.
- 4) 90% of staff attend a quarterly training.
- 5) 100% of board members attend an orientation session within 30 days of appointment.
- 6) The OPLC has created an onboarding program for new staff members.



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Strategic Goal #1: Fulfill all statutory and regulatory requirements

3. The OPLC will provide superior administrative support to its professional licensing boards.

A. Strategies:

- 1) The OPLC will evaluate support necessary for each professional licensing board through its inventory of board statutes and rules.
- 2) The OPLC will procure a document management system to ensure it can provide necessary information to regulatory boards.
- 3) The OPLC will procure a solution to enable easy access to information necessary to conduct board business.
- 4) The OPLC will survey board members to identify gaps in support and develop plans to provide additional support, if appropriate.

B. Performance Measures:

- 1) 100% of professional licensing board statutes and rules are inventoried to determine support needs.
- 2) The OPLC has procured a document management system.
- 3) 100% of agency and board documents are scanned and organized into a document management system.
- 4) The OPLC has procured a modern electronic portal to conduct board business.
- 5) The OPLC has solicited board feedback through biannual surveys, with an 80% response rate and 80% satisfaction rate.



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Strategic Goal #2: Enhance Customer Service

1. The OPLC will procure a licensing solution that will enable customer self-service.

A. Strategies:

- 1) The OPLC will collaborate with DOIT to procure a new licensing portal.
- 2) The OPLC will procure a continuing education tracking portal.
- 3) The OPLC will develop a communications strategy to educate the end user as to how to utilize the licensing portal or continuing education tracking portal to conduct business.
- 4) The OPLC will offer kiosks in the office to assist customers in conducting business.
- 5) The OPLC will develop a survey to capture and respond to customer feedback.

B. Performance Measures:

- 1) The OPLC has procured a new licensing portal and continuing education tracking portal.
- 2) The OPLC offers kiosks to assist customers in the office to conduct business.
- 3) Walk-in traffic for licensing is reduced to 10 customers per day or less.
- 4) The OPLC has developed and implemented a customer service survey.
- 5) The OPLC's customer service survey results in an 85% satisfaction rate.

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Strategic Goal #2: Enhance Customer Service

2. The OPLC will reduce licensure timeframes by improving licensure processes.

A. *Strategies:*

- 1) The OPLC will develop licensing procedural rules applicable to all boards.
- 2) The OPLC will work with DOIT to procure a new licensing portal, which will require applicants to submit complete applications.
- 3) The OPLC will redesign business processes through LEAN events for all business units.
- 4) The OPLC will eliminate most paper and minimize staff data entry.
- 5) The OPLC will collaborate with boards to obtain necessary authority to permit licensure in between meetings, if appropriate.

B. *Performance Measures:*

- 1) The OPLC has procured a licensing portal that permits customers to conduct business without staff support.
- 2) The OPLC has promulgated licensing procedural rules applicable to all boards.
- 3) The OPLC has redesigned all licensing processes through LEAN events, consistent with statute and rules, to maximize efficiencies.
- 4) The OPLC has eliminated 95% of paper.
- 5) The OPLC issues licenses for complete applications within two (2) business days.
- 6) 95% of applications that OPLC receives are complete.
- 7) The OPLC receives less than 50 pieces of mail per day.

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Strategic Goal #2: Enhance Customer Service

3. The OPLC will decrease customer service response times and increase proactive communications with stakeholders.

A. *Strategies:*

- 1) The OPLC will reduce call volume by eliminating the need to contact the agency.
- 2) The OPLC will create a dedicated programs information officer to develop and implement a communications strategy.
- 3) The OPLC will work with DOIT to procure a new licensing portal that provides for customer self-service.
- 4) The OPLC will redesign business processes through LEAN events for all business units.
- 5) The OPLC will create and implement crisis, internal, and external stakeholder communications plans.

B. *Performance Measures:*

- 1) The OPLC has procured a licensing portal that permits customers to conduct business without staff support.
- 2) The OPLC has created and hired a programs information officer.
- 3) The OPLC has created crisis, internal, and external stakeholders' communications plans and documented these plans.
- 4) The OPLC has implemented the communications plans.
- 5) 100% of licensees receive electronic notifications of licensure changes, renewals, and rulemaking notices.
- 6) Call volume is decreased by 50%.
- 7) Fewer than 7% of calls to OPLC are abandoned.

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Strategic Goal #3: Increase Licensure Portability

1. The OPLC will collaborate with and assist boards to reduce and streamline regulations.
 - A. ***Strategies:***
 - 1) The OPLC will create additional rules coordinator and attorney positions to redraft all board rules based on the OPLC's inventory of the OPLC and board statutory requirements.
 - 2) The OPLC will promulgate one set of licensing and disciplinary rules applicable to all boards to eliminate duplicative rulemaking.
 - 3) The OPLC will identify potential legislative barriers to reduce and streamlining licensure and disciplinary processes and propose necessary changes.
 - B. ***Performance Measures:***
 - 1) 100% of board rules are redrafted by end of FY 25.
 - 2) The OPLC has promulgated licensing and disciplinary rules applicable to all boards.
 - 3) The OPLC has identified and sought legislative changes to reduce and streamline licensure and disciplinary processes.
2. The OPLC will identify and pursue appropriate, available compacts for licensure.
 - A. ***Strategies:***
 - 1) The OPLC will engage with national associations to be aware of national trends in licensure and disciplinary actions.
 - 2) The OPLC will pursue legislation to adopt compacts, where appropriate.
 - 3) The OPLC will assist boards in identifying states eligibility for portability under RSA 332-G.

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Strategic Goal #3: Increase Licensure Portability

2. The OPLC will identify and pursue appropriate, available compacts for licensure (cont'd).

B. Performance Measures:

- 1) 100% of boards identify states eligible for portability under RSA 332-G.
- 2) The OPLC and the boards consider all available compacts and, if necessary, pursue legislation within one year of compact drafting.
- 3) The OPLC joins at least one membership for each profession or board within OPLC and actively participates in the membership, as defined by attending at least one annual meeting, virtual or otherwise.

3. The OPLC will ensure regulations are relevant.

A. Strategies:

- 1) The OPLC will schedule an annual review of statutes and rules.
- 2) The OPLC will consider proposing sunset legislation for each licensure type.

B. Performance Measures:

- 1) The OPLC has reviewed a portion of each board statutes and rules for substance, procedure, and expiration, at least quarterly and made recommendations regarding changes to the regulatory body.



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Strategic Goal #4: Promote Public Protection

1. The OPLC will procure an enforcement case management system designed to track enforcement trends, promote timely processing of enforcement cases, and ensure consistency in outcomes.

A. *Strategies:*

- 1) The OPLC will work with DOIT to procure a case management system.
- 2) The OPLC will promulgate one set of procedural rules for investigative and disciplinary processes, applicable to all boards.
- 3) The OPLC will pursue legislation, if necessary, to standardize disciplinary processes.
- 4) The OPLC will monitor timeframes for enforcement cases and report metrics to the boards.

B. *Performance Measures:*

- 1) The OPLC has promulgated a set of procedural rules applicable to all boards in investigations and disciplinary hearings.
- 2) The OPLC has procured a case management system.
- 3) The OPLC tracks timeframes for all cases.
- 4) The OPLC reports timeframes for enforcement processing, as well as enforcement trends, to the regulatory boards on a quarterly basis.
- 5) 80% of complaints are dispositioned within 8 months.



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Strategic Goal #4: Promote Public Protection

2. The OPLC will collaborate and assist boards in developing and implementing decision-making matrices to use in disciplinary cases, to ensure consistency in application.
 - A. *Strategies:*
 - 1) The OPLC will identify each legitimate basis for disciplinary action for each board.
 - 2) The OPLC will develop a proposed decision-making matrix for each regulatory board to consider using in adjudicating cases.
 - 3) The OPLC will publicize this decision-making matrix to promote transparency.
 - B. *Performance Measures:*
 - 1) Boards have adopted a decision-making matrix for adjudications.
 - 2) The OPLC has published matrices to the public.

Strategic Goal #4: Promote Public Protection

3. The OPLC will promote transparency in disciplinary proceedings.

A. *Strategies:*

- 1) The OPLC will develop FAQs for consumers concerning the investigation and disciplinary process.
- 2) The OPLC will report monthly statistics to the public as to key investigation and disciplinary data points.
- 3) The OPLC will develop and publicize decision-making matrix to promote transparency.

B. *Performance Measures:*

- 1) Boards have adopted decision-making matrices for adjudications.
- 2) The OPLC has published matrices to the public.
- 3) The OPLC has developed FAQs for consumers.
- 4) The OPLC reports monthly statistics to the public regarding key investigation and disciplinary data points.

