Washington State Department of HEALTH

HEALTH PROFESSION CREDENTIALING IMPROVEMENT

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Introductions

- Kris Holiday, Office Director, Office of Health Professions
- Melissa Green, Interim Deputy Office Director, Office of Health Professions
- Zach Patnode, Division Director of Performance and Quality, HSQA

Health Systems Quality Assurance (HSQA) Division Structure

- HSQA is the regulatory arm of DOH, and is composed of six offices that together regulate the health professions and facilities:
  - Office of the Assistant Secretary
  - Health Professions
  - Customer Service
  - Investigations and Legal Services
  - Community Health Systems
  - Health Systems Oversight
- Offices are arranged functionally with multiple offices engaged in the work of regulating professions and facilities

Office of Health Professions

- Regulates approximately 101 Health Profession Credentials
  - 13 Board and 2 Commission (appointed by the Governor)
  - 12 Advisory Committees (appointed by the Secretary of Health)
  - 54 regulated by Secretary of Health

- Works closely with partner commissions:
  - Washington Board of Nursing (WABON)
  - Washington Medical Commission (WMC)
  - Chiropractic Quality Assurance Commission (CQAC)

- Approximately 107 credentialing staff (as of May 1, 2024)
- 8 profession Executive Directors, an Operations Director, and a Quality Administrator

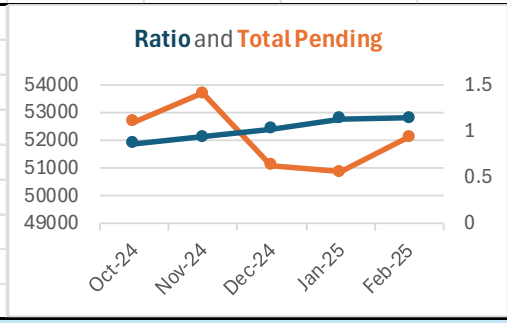
"Rollup" Office Credentialing Scorecard – Feb 2025

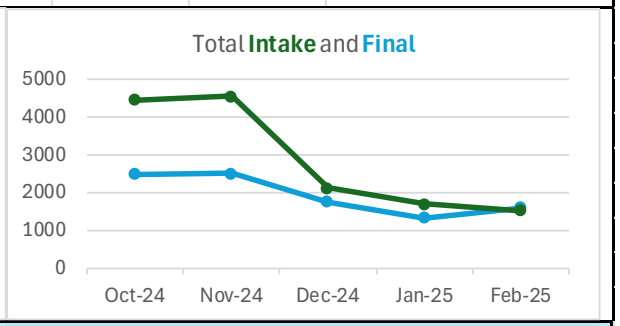
OHP Leadership Monthly Rollup

Overall Metrics

(Ratio Data 6 months trailing thru previous month)

KPI	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Trendline
Total Ratio	0.87	0.93	1.02	1.13	1.14	
Total Pending	52655	53683	51102	50867	52118	
Total Intake	4447	4548	2119	1702	1518	
Total Final	2480	2497	1743	1337	1588	
Total Received	43956	44710	42841	42933	43313	
Total Resolved	38157	41727	43741	48630	49479	
Issued	32895	36448	36989	37833	38559	
Closed	5228	5238	6697	10750	10886	
Denied	34	41	45	47	34	





Team by Team

Section (click for Scorecard)	2	4	5		6			7	8	10	HMCC
Team			A	B	A	B	C				
Ratio (trailing 6 months)	1.06	1.23	1.20	1.16	1.08	1.09	1.49	1.17	1.18	1.10	0.94
Pending	1115	925	2952	1036	456	2714	1297	2367	969	3205	35,082
Average Days Pending	214	241	184	242	180	251	202	307	335	369	609
Intake Count	237	24	64	21	16	294	356	37	40	279	150
Final Count	19	28	432	27	5	39	110	33	60	251	584

OHP Total Issued in last 6 mo.

38559 ⇧

Healthcare Enforcement and Licensing Management System (HELMS)

Migration and initial launch was heavy with bugs and errors, planned for and addressed with Hypercare support phase

In addition to normal learning curve slowdowns, May and June 2025 credential processing heavily impacted by:

- Slow or failed document uploads
- Missing or duplicated Applications/Credentials/Person accounts
- Revenue processing issues
- Numerous process workarounds (many still in place)

HELMS

- The HELMS Project continues to build on the progress of the R2 release with issue fixes, training support, and user-focused updates.
- The project is also focused on building and testing the functionality for the final release of R3 in March 2026. R3 will include a large amount of new functionality related to enforcement, programs, and scope changes from legislation.
- Credentialing teams are working diligently to grow their skills and efficiency in processing credentials through HELMS. Some teams have even caught up to their previous processing speeds; some teams are close, and some are still working hard to address processing times and backlogs. The HELMS team is supporting these teams in any way we can.
- Credentialing teams have renewed more than 180,000 licenses and issued more than 27,000 new credentials!
- So far in October, more than 3,000 credentials have been issued, of which 2,823 were from applications completed online.
- Between September 15 and October 15, 2025, more than 45,000 user portal accounts were activated in HELMS.

Other Challenges

- HELMS R3 Launch is scheduled for March 2026. This will include another period of “down time” while system launch and data migration occurs. This could impact ability to apply or renew during this time. More details to be shared as dates are finalized.
- It is typical for productivity to be negatively impacted for 6-12 months from the end of any software launch project, while we’ve made great progress to date, this puts us in late 2026 or early 2027 for full and complete functionality.

- April launch was not our initial plan, aligned much more closely to our high-volume “graduation season” than initially intended
- Profession Credentialing separated 15 nonpermanent FTE in July 2025 as temporary funding expired. Additional impacts were made to staff reverting back to permanent positions.

“Rollup” Office Credentialing Scorecard – Oct 2025

Washington State Department of HEALTH

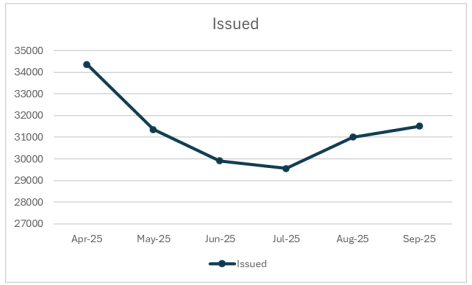
OHP Leadership Monthly Rollup

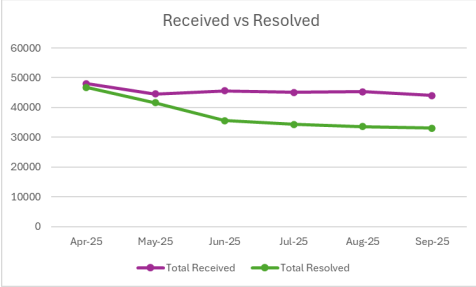
HSQA Health Systems Quality Assurance
Protect and improve the health of people in Washington State

Overall Metrics

(Ratio Data 6 months trailing thru previous month)

KPI	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Trendline
Total Ratio	0.96	0.93	0.78	0.76	0.74	0.75	
Total Pending	48893	54928	58610	60704	61905	65779	
Total Intake	2492	6108	8242	9969	10377	9768	
Total Final	1627	3461	4494	5003	4426	3623	
Total Received	48076	44568	45578	45037	45286	44038	
Total Resolved	46752	41644	35557	34364	33636	33067	
Issued	34365	31351	29909	29562	31010	31503	
Closed	12442	10258	5684	4801	2611	1540	
Denied	34	35	33	34	37	41	





Team by Team

Section (click for Scorecard)	2	4	5		6			7	8	10	HMCC
Team			A	B	A	B	C				
Ratio (trailing 6 months)	0.75	0.80	0.67	1.08	1.04	0.73	1.04	0.64	0.89	0.56	0.61
Received	2397	2748	4888	1916	2393	7021	4221	3607	2166	4240	8441
Resolved	1807	2189	3286	2061	2478	5159	4393	2297	1935	2355	5107
Issued	1752	2134	2986	1992	2458	5064	4122	2163	1899	2228	4705
Closed	55	47	297	64	35	92	269	127	35	126	393
Denied	0	8	3	5	2	3	2	7	1	1	9
Pending	1731	1717	4916	1277	974	5019	2025	3882	1269	5231	37,738
Intake Count	406	810	1004	81	54	896	1023	820	219	1332	3123
Final Count	68	27	1179	51	32	84	85	407	80	1175	435

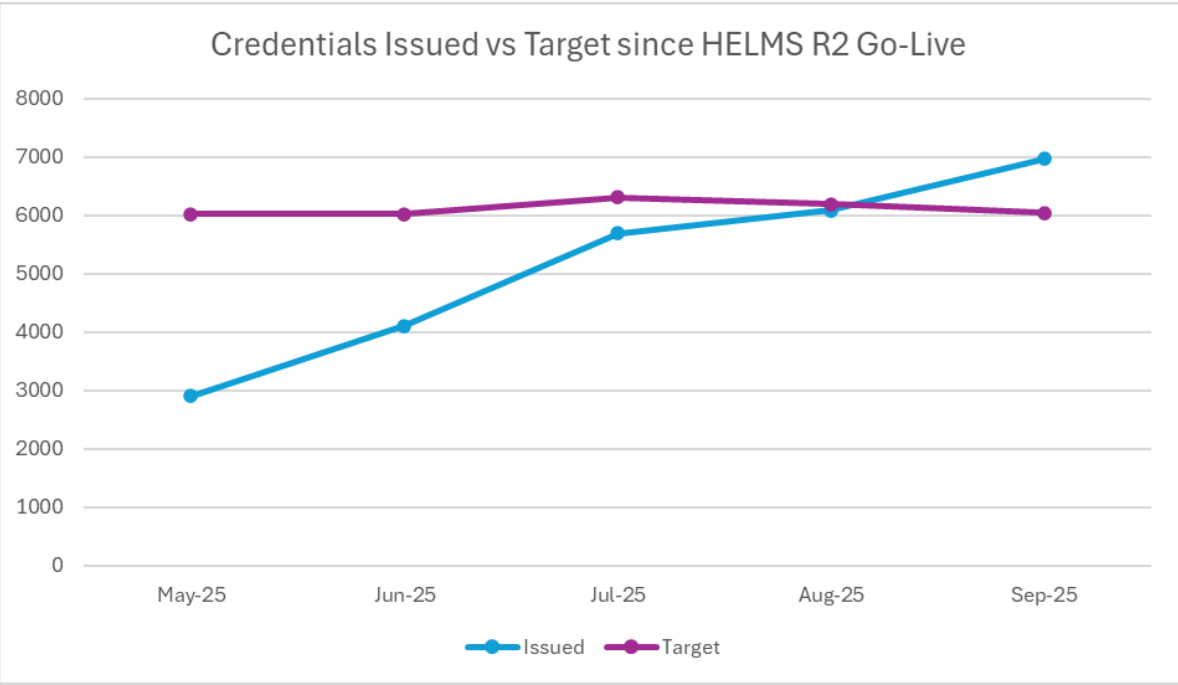
OHP Total Issued

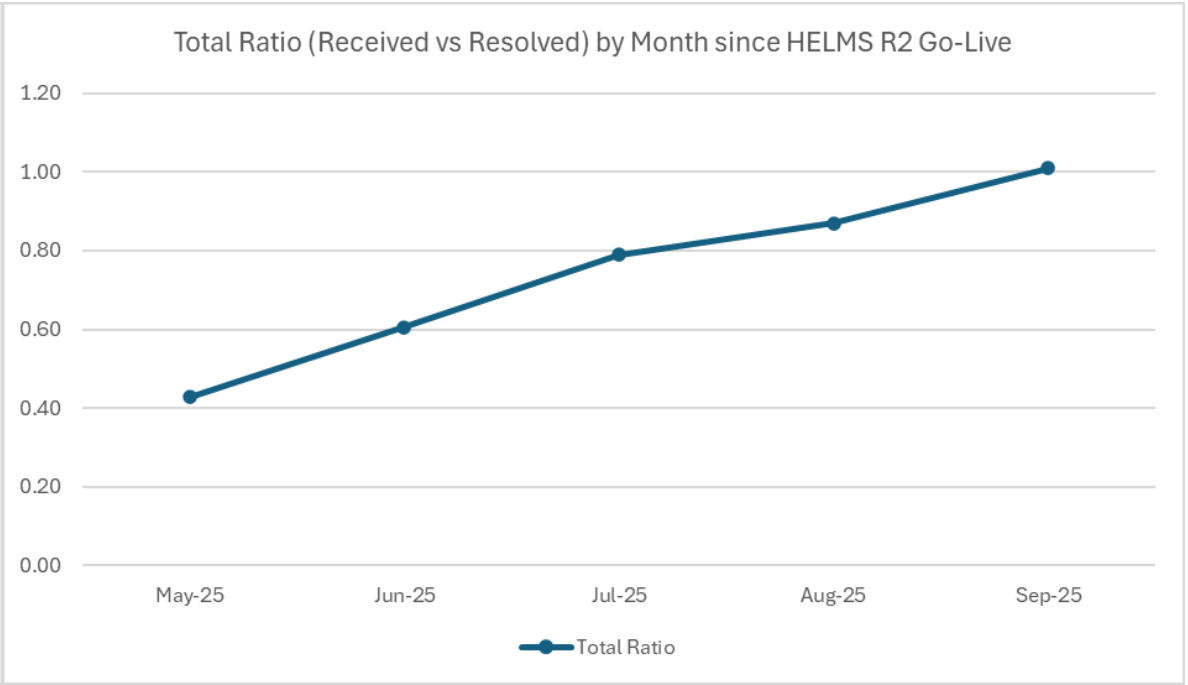
May 2025: **2903**

September 2025: **6974**

Credentialing Recovery

	May-25	Jun-25	Jul-25	Aug-25	Sep-25	
Total Ratio	0.43	0.61	0.79	0.87	1.01	
Total Received	7000	7000	7340	7197	7031	
Total Resolved	2998	4242	5818	6235	7103	
Issued	2903	4110	5689	6086	6974	
Target	6020	6020	6312	6189	6047	
% Improvement from Prev Month	X	42%	38%	7%	15%	
Closed	90	128	127	140	121	
Denied	5	4	2	9	8	





Successes and Challenges

Area	Recent Peak	After (week of 11/10/25)
Behavioral Health (Masters-level and Psychology)	**Intake:** 1487	**Intake:** 1232
	Final: 1175	**Final:** 1113
Medical Assistants	**Intake:** 1023	**Intake:** 717
	Final: 1629	**Final:** 128
Home Care Aides	**Intake:** 3215	**Intake:** 3141
	Final: 1084	**Final:** 386
Nursing Assistants	**Intake:** 1154 (registered) 2084 (certified)	**Intake:** 61 (registered) 259 (certified)
	Final: 136 (registered) 121 (certified)	**Final:** 111 (registered) 35 (certified)

Executive Order 25-03: Setting Deadlines and External Expectations

The work done as part of Project Pathway and Credentialing Reorganization/Improvement paved the way for a smooth completion of EO 25-03 data submission and more.

Prior to this Order, OHP Leaders had already begun the process of exploring how to set and share realistic timeline expectations, starting with the Behavioral Health Association.

Since then, QA Administrator and Credentialing Improvement Epi have successfully led the collection, organization, and submission of OHP Data while supporting OCS, EPH, Chiropractic Board, and others.

We are confident in the data submitted leading to realistic deadlines that we can meet in 2025 and beyond.

EO 25-06

Agency Responsibility

By December 4, provide Your Washington a documented process and workflow map and timeline of each step of the customer experience for the key services provided by the agency, describing any existing customer experience data for each step of the customer experience.

Down the Road…

By March 4, 2026, develop and begin implementing—with direction and support from Your Washington—a Customer Experience Improvement Plan. The Customer Experience Improvement Plan must be incorporated into each agency's strategic plan, follow a format determined by Your Washington, and prioritize agency efforts to improve its customer service in areas where its services are most critical to the public.

By March 2026, submit quarterly progress reports for two years on implementation of the Customer Experience Improvement Plan to Your Washington.

Beginning April 1, 2026, notify Your Washington at the beginning and end of any pilot projects expected to improve customer experience, including the goals and expected outcomes of the pilot project and its results.

Impact of New Legislation

What is required of new legislation?

1. Bill analysis
   a. Internal and external communication with partners
   b. Review of staffing impact
   c. Credentialing impacts
   d. Fiscal notes and cost to implement
2. Bill analysis is often not a 1-time thing
   a. We can receive multiple versions of bills with each requiring another analysis.
   b. Legislature can ask questions, and we can testify and provide presentations to committees.

If a bill passes and is signed into Law?

The subject matter expert leads the development of an implementation plan. All internal parties need to be at the table to discuss the implementation.

1. Does this impact software (HELMS)?
2. Does it touch Customer Service? Enforcement? Facilities?
3. Does a WAC need to be changed or written?
4. Communication plan:
    a. Do we need community partner listening sessions?
    b. When will the rules hearing be held?
    c. Is a survey needed?
    d. Should a GovDelivery notice be sent?
    e. Do we need to update internal and external webpages?
5. Do we have an internal protocol?
6. Do we hire additional staff?

Washington State Department of HEALTH

QUESTIONS?

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