Change Management:
Considerations when Onboarding to Thentia Cloud 2.0 – A Toolkit

2024

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In the spirit of providing any assistance we can and having extensive and unique experience working with clients going through digital and regulatory transformation, Thentia is pleased to assist by providing some guidance, helpful tips, and sample

communications, in this toolkit. We respect that it is the role of the regulator to communicate and manage any changes that result from their digital and regulatory transformation journey with their end users and regulatory staff. The purpose of the toolkit is not to be a replacement for your own change management processes but rather to assist with some guidance from our experience working with many regulatory bodies like yourselves over the years. Any of the suggestions can be tailored to your own needs and requirements as you find useful.

1.0 WHAT IS CHANGE MANAGEMENT?

Change management is a process of moving from one state to another desired state[1]. It is the structured approach to transitioning individuals, teams and organizations from their current state to a desired future state[2].

Change can be triggered by external and internal factors, e.g. technological advancements. There are many types of change including process and system changes required to implement new technologies.

2.0 MODELS OF CHANGE

There are different models of change developed over the years. These models provide a framework or a structure to facilitate the management of change. You do not need to follow a specific model but may chose to extract some key principles to support your transformation journey. We highlight three models to illustrate the possibilities.

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[1] Chartered Institute of Personnel and Development's 'Change Management: a guide for people professionals'
https://www.cipd.org/uk/knowledge/guides/change-management/

[2] Guide to Project Management Body of Knowledge. Project Management Institute
https://www.pmi.org/pmbok-guide-standards/foundational/pmbok

The Change Curve [from CIPD guidance]

The change curve has been derived from the work of Elizabeth Kubler-Ross who studied response to grief and came up with the stages individuals go through when they are faced with this:

- For many people the initial reaction to the need for change is shock – questioning and asking why.
- They then move to the denial stage – change is not needed, everything is fine, it won't work, it won't happen.
- After this most people go through a phase of uncertainty which can be the most difficult time. Uncertain, anxious, overwhelmed people who don't know what to expect don't perform well. The aim is to support individuals through this stage to the next stage;
- Acceptance. At this stage individuals start to come to terms with the reality of the situation – that it is going to happen. They will then start to test out what it means – what will happen, and where they will fit in. It is important to recognise the need for individuals to test out the reality and support them through this stage to the reflection stage. Allow people to express their concerns and try to determine the root cause in order to address these.
- At the reflection stage, individuals can assimilate what they know and understand what is happening and the impact on them before moving to the final stage of integration and acceptance of the change.

Understanding these stages and the need for individuals to come to terms with what is happening around them is crucial because of the amount and pace of change facing organisations today. Helping individuals to work through each stage is important in both making the change and sustaining it going forward.

Lewin's change management model[3]

There are three stages in Lewin's model:

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[3] https://www.mindtools.com/ajm9l1e/lewins-change-management-model

1. The 'unfreeze' stage

The aim is to examine the status quo - where are we now - to increase the driving forces for change and to decrease the resisting forces. This is the initial stage of identifying the need for change and the benefits, and starting the communication and engagement process.

2. The 'move' stage

Lewin talks about taking action, making changes and, importantly, involving people in that process, all important steps in making the change happen.

3. The 'refreeze' stage

This stage means making the change permanent, establishing new ways of working and ensuring the desired outcomes are rewarded. This is an essential stage – ensuring the 'move' stage becomes the new norm and that individuals don't revert to old practices.

Kotter's eight-step change process[4] [from CIPD guidance]

Kotter's eight-step change process was outlined in his book Managing Change in 1995.

The first three stages cover increasing urgency, building a guiding team and getting the right vision, which is grouped as 'getting the right climate for change' and maps to Lewin's unfreeze stage.

The next three stages involve communicating to gain buy in, empowering action and creating short-term wins – the engaging and enabling stage.

Kotter's final two stages cover implementing change and, very importantly, sustaining change. Kotter refers to these as 'don't let up' and 'make it stick'.

Kotter's model can be seen as more sophisticated and updated compared with Lewin's, adding in key stages and points for action in more detail. However, the key stages of Lewin's model are still very relevant and important context for any change plan.

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[4] https://www.cipd.org/uk/knowledge/guides/change-management/

3.0 STAGES IN THE CHANGE MANAGEMENT PROCESS

In its 'Change Management: a guide for people professionals' the Chartered Institute of Personnel and Development (CIPD) identifies seven stages in the change management process. They can be used as a step-by-step guide. A summary is provided below and more information can be found on the CIPD website.

3.1   Identify the Need for Change

You need to be clear about your vision for change. Preparing a business case for change can help in documenting important aspects, for example, what the change will be, why the change needs to happen, the benefits, the financial implications, when the change is likely to take place and how the change will be managed.

If what needs to change is still not clear, you may wish to use our Ascend Insitute Regulatory Transformation Framework which includes a structured process to assist regulatory bodies to identify their regulatory and digital transformation priorities. The Framework can be downloaded on our website.

3.2   Identify the Stakeholders

List every stakeholder affected directly or indirectly by the change and categorise them based on their level of interest (in the change) and of influence. This will help you determine the group(s) of stakeholders that require more engagement and the frequency of your communications with them.

3.3   Set the Scene for Change

It is the role of the organization to help people understand, as early as possible in the change programme, why change needs to happen and how it will benefit the organization, its customers and individuals involved. This will assist in keeping people engaged and onboard with the change.

3.4   Put Together a Detailed Plan for Change

The plan for change will need to cover the following areas:

- Determining the goals and objectives of the change
- Designing the change
- Identifying the key stakeholders
- Identifying specific activities
- Communication
- Agreement to the change
- Implementation
- Monitoring and evaluating activity
- Ensure the change is embedded and lessons are learned.

The Change Management Institute's Change Practice Framework provides a useful structure for drafting your change plan based on four dimensions: Define, Analyse, Engage & Co-design; and Align & Refine.

3.5   Empower individuals to Take the Action Required

Firstly, nominate a senior leader to be the 'change leader', a sponsor responsible for promoting the vision for change and motivating others to follow. Psychological safety for people to raise concerns and issues is important, creating an environment where people feel listened to by their managers and leaders. Regular communication and good planning are essential to create a positive attitude towards change.

Secondly, build a team for change with the relevant skills required to deliver the change effectively, for example, IT skills, learning and development, communications, problem solving, project management and specialists in the areas affected by change.

3.6   Monitor Progress of Delivery Plan

Make sure your change management plan has regular intervals to monitor progress and take the pulse on how people are reacting to change. Some people will resist change or find change daunting. Using the Change Curve model can help understand the different emotions people go through and better support them in their change journey.

3.7   Review and Embed the Change

Throughout the different stages of the change process and at the end of the implementation plan, you should carry out 'lessons learned' to assess what went well and what could be improved. Set a clear agenda and objectives for these meetings and ensure that the key stakeholders are present to gather and review their feedback in detail. Follow up on actions agreed and report back. This will assist with embedding the change effectively.

4.0 HOW TO DESCRIBE THENTIA CLOUD 2.0

This section is intended to provide you with some language and visuals to describe the Thentia product that may prove helpful in your outgoing or board communications.

Thentia's cloud-architected platform empowers innovation, efficiency & adaptability through a suite of functionalities to modernize all essential regulatory processes, providing a 360-degree view of all licensee activity.
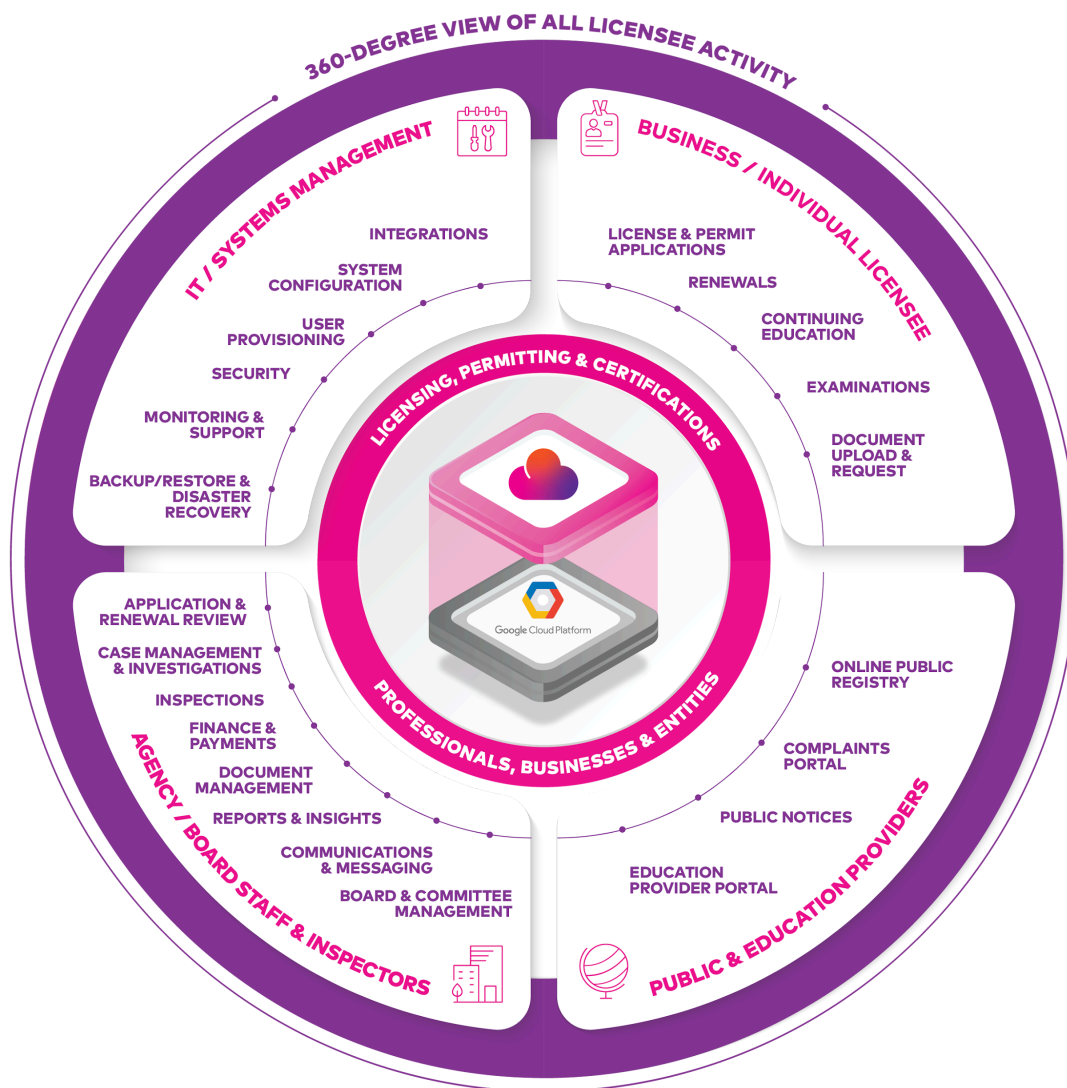
Thentia Cloud 2.0 is a solution that provides a single source of truth, one platform that integrates the entire regulatory ecosystem. An organization can centralize all licensee data in one place, providing a complete view of their information and activities to ensure

decision making is data driven and evidence based, reliant on a holistic view of all registrant/licensee touchpoints.
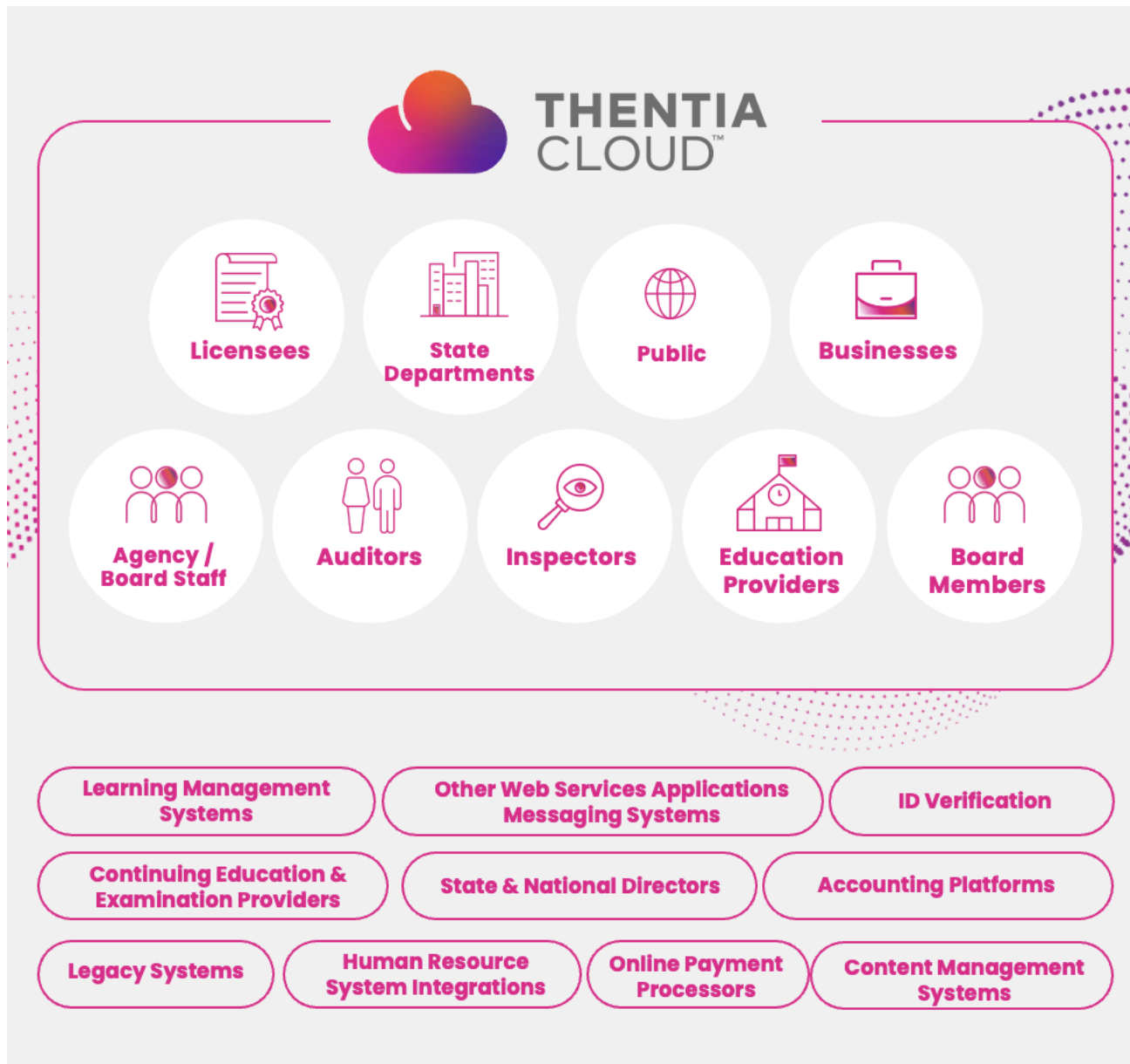
Thentia Cloud 2.0 is a secure end-to-end platform, purpose built for the regulatory community. Elevated by our proven industry leadership in regulation and technology,

Thentia's SaaS-architected, low-code platform excels as the platform of choice for regulators.

Thentia Cloud was built for regulators by regulators to address the risks presented by legacy systems. Often, these systems don't deliver on expectations – discovered from experience and listening to the experience of many of Thentia Cloud's clients who have transitioned from those legacy systems. So, the Thentia Cloud 2.0 platform was built from the ground up by regulators and it continues in its development through the voice of regulators.

Thentia Cloud is at the forefront of regulatory and digital transformation harnessing the expertise of a regulatory team – a team which consists of experts who have come from regulatory organizations and are now offering that expertise to improve the work and processes of regulatory colleagues.

The Thentia Cloud teams provide collaborative support from the beginning of the regulatory organization's relationship with Thentia as a partner.

At a time when state systems are increasingly being breached and ransomware attacks are commonplace, security is the top requirement for any new platform being adopted. Regulatory agencies must adapt in real time to detect and neutralize new threats. Thentia Cloud complies with state government security controls and has obtained external security certifications such as PCI DSS, SOC2, and ISO27001.

5.0 INFORMING YOUR LICENSEES/APPLICANTS

As you begin planning for your digital transformation to the Thentia Cloud 2.0 platform, you may be concerned about informing your customers – the licensees, first and foremost. The licensees will have access to a variety of functions within the new platform, but your planning to inform these users should consider the stage of the transformation process you are in. In addition, you will have users with varying degrees of comfort with technology and therefore the information you provide will need to consider this dynamic.

It is important to plan your communications and begin providing information as your transformation process unfolds. For example, to begin, it is helpful for your users to understand the importance of your digital transformation efforts in relation to your current system. If your current system has created challenges for your users, it may be helpful to begin by acknowledging that fact and sharing a part of your decision-making journey. In other words, informing your users that you are planning to upgrade your current system to improve their experience. It is not a usual expectation that users would be provided with the details of your decision-making journey, but rather just an overview of why this transformation is being undertaken and how it will effect their experience interacting with your agency.

Once you are confident about the dates of your system transformation, it would be advisable to begin to prepare the licensees for the changes they will encounter. If you are transitioning from an on-line system to Thentia Cloud 2.0, your communication to licensees in most cases will be simply noting how the system may appear different and providing some basic direction about sign-in and getting started in the new system. If you are changing your business processes during your transition to a new platform, you will also want to inform your licensees of what changes to expect. In general, changing technology is a good opportunity to review business processes and practices to streamline them and become more efficient and effective as a regulator. Thentia offers a self-assesment tool to assist you in identifying areas of strength and areas for improvement – the [Ascend Institute Regulatory Effectiveness (AIRE) Index](#).

On the other hand, if you are transitioning from a paper-based system to Thentia Cloud 2.0, your communication plan may need to be more fulsome. Your licensees will need to be informed about how to begin to interact in an on-line system, including, for example, how to create their profile and which functions of your business processes will be found in the on-line system. If you have required your licensees to mail in their renewal forms in the past, they will need to be informed that their renewal including payment will all occur on-line, and you may want to consider explaining the payment options if those are changing. If in your paper-based system you have accepted cheques and money orders with the paper submission, you may now require an on-line credit card payment. Details such as these will be important to provide as licensees are approaching a new process.

For future licensees, people who are presumably applicants when they first encounter your new on-line platform, it would be advisable to provide direction through website messaging that informs an applicant how to proceed and what to expect. This messaging should include information about how to create their profile, what components of the application process are managed on-line, an explanation of documents required to be provided or sent in by third parties and details of how they will manage their payment. If there are 2 components to their payment, one payment at the time of application and another at the time of license, this should be included in the explanation of payment.

Keeping in mind that licensees and applicants will have varying capacities to engage in on-line processes, it is advisable that when the regulatory authority is participating in User Acceptance Testing (UAT), that someone is identified to capture screenshots of each step in the various processes. The screenshots would be used for the purpose of creating a User Manual, specific to the regulatory body.

The purpose of the guide is to inform the licensees and applicants of the change in process, but also to provide support and guidance for those licensees and applicants who would otherwise find the process difficult or overwhelming. The creation of the guide

also gives the regulatory agency an opportunity to become very familiar with their system and create the experience of describing its various functions, in a manner that facilitates the assistance of licensees and applicants when and if the need arises.

See the following **email samples** for assistance with email communication with licensees at various points in your organization's digital transformation journey, Section 9.0:

9.0A Email sample: Our regulatory authority/body is upgrading our on-line licensee portal/platform

9.0B Email sample: Our regulatory authority/body is moving from a paper-based process to an on-line licensee portal/platform

9.0C Email sample: Progress in our regulatory authority/body's transition to new licensing platform

9.0D Email sample: In order to facilitate our regulatory authority/body's transition to our new licensing platform, we will enter a blackout period from MM/DD/YYYY to MM/DD/YYYY

9.0E Email sample: Announcing the launch of our new licensing platform

See the following message samples for assistance with **website communication** with licensees and applicants at various points in your organization's digital transformation journey, Section 10:

10.0A Website sample: Upgrading our on-line licensee and applicant portals to improve your experience

10.0B Website sample: Upgrading our paper-based renewal and application system to an on-line licensee and applicant portals to create timelier renewal and application processes and an excellent user experience

10.0C Website sample: Progress in our regulatory authority/body's transition to new licensing platform

10.0D Website sample: In order to facilitate our regulatory authority/body's transition to our new licensing platform, we will enter a blackout period from MM/DD/YYYY to MM/DD/YYYY

10.0E Website sample: Announcing the launch of our new licensing platform

See the following **User Guide samples** for assistance with the creation of guides for licensees and applicants at various points in their use of the new platform, Section 11:

11.0A User Guide sample for Renewal by Licensees with *a* sample explanation of its purpose and use.

11.0B User Guide sample for Use of the Applicant Portal with *a* sample explanation of its purpose and use.

6.0 INFORMING THE PUBLIC

It will be important to inform the public of any impending change in your organization's

former paper-based or on-line processes, to ensure continued access by the public to your organization's regulatory functions.

There are three principle ways that the public is expected to seek access to the regulatory functions of a regulatory body in the context of changing technology. The first is the need for access to a public register where the public can find information about a regulated entity and determine their license status. This is a widely used function within any regulator's public accessibility or transparency mandate. The second is the need for the public to be able to submit a concern or complaint about the practice of a regulated professional or business. And finally, when a new applicant approaches a regulatory authority to begin an application process, they are in essence a member of the public. The first two access points will be considered in this section in more detail, since the third – applicant access as a potential licensee has already been considered in Section 5.0 above.

Depending on what type of transformation your organization is undergoing, your communication plan will differ. You may be moving from an existing on-line register to a new on-line register in Thentia Cloud 2.0 or you may be moving from a paper-based request for information process to an on-line register in Thentia Cloud 2.0. The on-line register in Thentia Cloud 2.0 is essentially a self-service portal where the public can search based on parameters set by the regulatory authority. These can range from simply the name and license status of a licensee or business to details, for example, that may include location of their work/clinical location, years as a licensee, details of a complaint or discipline, to name a few possibilities.

Moving from an existing on-line register to Thentia Cloud 2.0 register may simply require a message to explain how the new register will look and what searchable functions will be available to the public if the information available has changed. It is expected that the look and feel of the on-line register will be altered by moving to Thentia Cloud 2.0, however the extent of the change will depend on the previous system and therefore the

extent of the communication required will be a direct reflection of the extent of the change. Consideration of the required communication is to ensure that the public can navigate the new platform in an efficient and effective manner and that the organization continues to deliver their mandate effectively.

Moving from a paper-based request for information process to an on-line register with Thentia Cloud 2.0 may require more detailed or comprehensive communication plan related to this change, as it will require an entirely different process. It will be important to tailor the communication to people with all possible levels of comfort with technology. For some users an on-line search mechanism is common usage for others it may be a new experience.

The opportunity and ability of any member of the public to submit a concern or complaint about the practice of a licensee, business license holder or permit holder is a key consideration in maintaining access to the regulatory functions of a regulatory body. Again, the communication in this case should take into consideration the past processes available to the public and inform them about the processes going forward in a digital transformation project, keeping in view the varying capacities of members of the public to manage on-line processes. The communication may vary from requiring a brief notice of how the access has changed to a step-by-step guide of how to complete a submission.

It is recommended that an individual is identified within the regulatory body who, while participating in the User Acceptance Testing (UAT) process, will capture screenshots of each individual step in the complaint submission process or register search process. These screenshots can be used for the creation of a user guide for public consumption.

The purpose of the guide is to inform the public of the change in process, but also to provide support and guidance for those members of the public who would otherwise find the process challenging. The creation of the guide also gives the regulatory agency an

opportunity to become familiar with their system and create the experience of describing its various functions, in a manner that facilitates the assistance of the public when and if the need arises.

See the following **website message samples** for assistance with website communication with the public at various points in your organization's digital transformation journey, Section 10:

10.0F Website sample: Upgrading our on-line complaint system to improve your experience

10.0G Website sample: Upgrading our on-line public register to improve your search experience

10.0H Website sample: Upgrading our paper-based complaint reporting system to an on-line complaint portal to create a timelier reporting process and excellent user experience

10.0J Website sample: Upgrading our paper-based public register request process to an on-line public register to create a timelier search process and excellent user experience

10.0K Website sample: Progress in our regulatory authority/body's transition to a new complaint reporting platform

10.0L Website sample: Progress in our regulatory authority/body's transition to a new public register format

10.0M Website sample: In order to facilitate our regulatory authority/body's transition to our new complaint and/or public register platform, we will enter a blackout period from MM/DD/YYYY to MM/DD/YYYY

10.0N Website sample: Announcing the launch of our new complaint reporting and/or public register platform.

See the following **User Guide samples** for assistance with the creation of guides to assist the public in their use of your new public register and complaints portals, Section 11:

11.0C User Guide sample for Use of the Public Register with *a* sample explanation of its purpose and use

11.0D User Guide sample for Use of the Complaints Portal with *a* sample explanation of its purpose and use.

7.0 SUGGESTED TIMELINE FOR ACTIVITIES IN DIGITAL TRANSFORMATION CHANGE MANAGEMENT PROCESS

This section lays out a timeline for the use of the email and website messages, and the provision of user guides as a communication timeline plan. The timeline is based on the project stages within the Thentia teams. The regulatory authority will undoubtably also have a project timeline. Therefore this section is simply a suggested timeline within a common digital transformation change management process.

7.1   Contract Completed and Waiting for Project Beginning

Suggested emails (See Section 9.0):
   Licensees:
9.0A Our regulatory authority/body is upgrading our on-line licensee portal/platform
9.0B Our regulatory authority/body is moving from a paper-based process to an on-line licensee portal/platform
Suggested website messaging (See Section 10.0):
   Licensees:
10.0A Upgrading our on-line licensee and applicant portals to improve your experience
10.0B Upgrading our paper-based renewal and application system to on-line licensee and applicant portals to create timelier renewal and application processes and an excellent user experience
   Public:
10.0F Upgrading our on-line complaint system to improve your experience
10.0G Upgrading our on-line public register to improve your search experience
10.0H Upgrading our paper-based complaint reporting system to an on-line complaint portal to create a timelier reporting process and excellent user experience

10.0J Upgrading our paper-based public register request process to an on-line public register to create a timelier search process and excellent user experience

7.2   Developing the Project Plan

Suggested emails (See Section 9.0):

Licensees:

9.0C Progress in our regulatory authority/body's transition to new licensing platform

Suggested website messaging (See Section 10.0):

Licensees:

10.0C Progress in our regulatory authority/body's transition to new licensing platform

Public:

10.0K Progress in our regulatory authority/body's transition to a new complaint
reporting platform

10.0L Progress in our regulatory authority/body's transition to a new public register
format

7.3   Working through the Project Plan and Delivery

Suggested emails (See Section 9.0):

Licensees:

9.0D In order to facilitate our regulatory authority/body's transition to our new licensing
platform, we will enter a blackout period from MM/DD/YYYY to MM/DD/YYYY

Suggested website messaging (See Section 10.0):

Licensees:

10.0D In order to facilitate our regulatory authority/body's transition to our new
licensing platform, we will enter a blackout period from MM/DD/YYYY to MM/DD/YYYY

Public:

10.0M In order to facilitate our regulatory authority/body's transition to our new
complaint and/or public register platform, we will enter a blackout period from

MM/DD/YYYY to MM/DD/YYYY

7.4   At and After Launch

Suggested emails (See Section 9.0):
   Licensees:
9.0E Announcing the launch of our new licensing platform

Suggested website messaging (See Section 10.0):
   Licensees:
10.0E Announcing the launch of our new licensing platform
   Public:
Announcing the launch of our new complaint reporting and/or public register platform.

Suggested User Guide offerings (See Section 11.0):
   Licensees:
         Renewal by Licensees
   Public:
         Use of the Applicant Portal
         Use of the Public Register
         Use of the Complaints Portal

8.0 COMMUNICATION CONSIDERATIONS

Only your internal organizational knowledge will inform the best plan forward for communications with key stakeholders impacted by a digital and regulatory transformation process. You will want to consider your usual channels of communication and use those to the fullest.

It is important in any strategic communication plan to use a variety of methods to deliver key messages including social media if that is a usual and established process for the regulatory organization.

Your website may be a significant and perhaps only point of contact for someone accessing services from your regulatory body. It is important to consider both your usual mode of communication with your licensees, businesses and permit holders as well as the usual mode of access for the public. The purpose and importance of this consideration is to ensure you continue to meet your mandate as a regulatory body, and that your licensees and the public can receive or obtain information in a timely manner through their expected channels.

Your website communication may be your primary method of outgoing information and therefore must be considered carefully and used strategically during your digital transformation journey. The timing and frequency of communication messages regarding any change can impact the reception and response to those messages, both from regulated professionals and the public.

9.0 SAMPLE EMAILS

The following **email samples** are intended to provide assistance and guidance to be used as you wish, for email communication, with licensees and applicants, at various points in your organization's digital transformation journey:

9.0A Email sample: Our regulatory authority/body is upgrading our on-line licensee portal/platform

> "We are pleased to announce that we are upgrading our on-line licensee access. We have listened carefully over the past several years to feedback about the timeliness and accessibility of our services, so in order to improve your experience, in using our on-line services we are undergoing a digital transformation process and have partnered with a new platform provider. In the next several weeks we will be working with our new provider Thentia Cloud to transition our on-line system to the Thentia Cloud platform. Please stay tuned for further information in the coming weeks, as we all look forward to this innovative change."

9.0B Email sample: Our regulatory authority/body is moving from a paper-based process to an on-line licensee portal/platform

> "We are pleased to announce that we are upgrading our current licensing system from our current paper-based process to an on-line platform. We have listened carefully over the past several years to feedback about the timeliness and accessibilty of our services, so in order to improve your experience in obtaining licensing services we are undergoing a digital transformation process and have partnered with a new platform provider. In the next several weeks we will be working with our provider Thentia Cloud to transition our current processes to the Thentia Cloud platform. Please stay tuned for further information in the coming weeks, as we all look forward to this exciting and innovative change."

9.0C Email sample: Progress in our regulatory authority/body's transition to new licensing platform

"We provided information a few weeks ago about the transition of our current licensing system to a new platform. We are continuing our progress forward in our digital transformation project with Thentia Cloud. In a few short weeks, you will begin to see messages on our website about the ways in which the transformation will effect your access to our system. Please watch the website for updates on the project and we look forward to announcing the transition to the new platform shortly. We are confident that the changes that you will experience will improve your access to our services."

9.0D Email sample: In order to facilitate our regulatory authority/body's transition to our new licensing platform, we will enter a blackout period from MM/DD/YYYY to MM/DD/YYYY

"Our transition to the new licensing platform continues with Thentia Cloud. In order to facilitate the transition of our current licensing data, we will be required to pause all service within our existing system to allow the new system to take over the licensing functions. This pause is referred to as a blackout period, during which time no new activity can occur in our current system, in order to avoid data loss. The blackout period will be [MM/DD/YYYY] to [MM/DD/YYYY]. If you anticipate requiring licensing services during this period please complete your request prior to the blackout period and contact us if you have any questions."

9.0E Email sample: Announcing the launch of our new licensing platform

"You have been made aware over the past several weeks of our authority/body's transition to a new licensing system. We are pleased to announce that we have launched our new system in the Thentia Cloud platform and effective immediately all licensing functions [may wish to name the portals] will be accessed through this new 'state of the art' platform. Please refer to our website for ongoing messages about how to access and use the new platform and if you have any questions feel free to contact us at [email address and/or phone number]."

10.0 SAMPLE WEBSITE MESSAGES

The following **website message samples** are intended to provide assistance and guidance to be used as you wish, for website communication, with licensees and applicants, at various points in your organization's digital transformation journey:

10.0A Website sample: Upgrading our on-line licensee and applicant portals to improve your experience

> "We are pleased to announce that we are upgrading our on-line licensee access. We have listened carefully over the past several years to feedback about the timeliness and accessibility of our services, so in order to improve your experience, in using our on-line services we are undergoing a digital transformation process and have partnered with a new platform provider. In the next several weeks we will be working with our new provider, Thentia Cloud, to transition our on-line system to the Thentia Cloud platform. Please visit this website regularly for further information in the coming weeks, as we all look forward to this innovative change."

10.0B Website sample: Upgrading our paper-based renewal and application system to an on-line licensee and applicant portals to create timelier renewal and application processes and an excellent user experience

> "We are pleased to announce that we are upgrading our current licensing system from our current paper-based process to an on-line platform. We have listened carefully over the past several years to feedback about the timeliness and accessibilty of our services, so in order to improve your experience in obtaining licensing services we are undergoing a digital transformation process and have partnered with a new platform provider. In the next several weeks we will be working with our provider, Thentia Cloud, to transition our current processes to the Thentia

Cloud platform. Please visit this website regularly for further information in the coming weeks, as we all look forward to this exciting and innovative change."

10.0C Website sample: Progress in our regulatory authority/body's transition to new licensing platform

"We provided information a few weeks ago, here on the website, about the transition of our current licensing system to a new platform. We are continuing our progress forward in our digital transformation project with Thentia Cloud. In a few short weeks, you will begin to see messages on our website about the ways in which the transformation will effect your access to our system. Please watch this website for updates on the project and we look forward to announcing the transition to the new platform shortly. We are confident that the changes that you will experience will improve your access to our services."

10.0D Website sample: In order to facilitate our regulatory authority/body's transition to our new licensing platform, we will enter a blackout period from MM/DD/YYYY to MM/DD/YYYY

"Our transition to the new licensing platform continues with Thentia Cloud. In order to facilitate the transition of our current licensing data, we will be required to pause all service within our existing system to allow the new system to take over the licensing functions. This pause is referred to as a blackout period, during which time no new activity can occur in our current system, in order to avoid data loss. The blackout period will be [MM/DD/YYYY] to [MM/DD/YYYY]. If you anticipate requiring licensing services during this period please complete your request prior to the blackout period and contact us if you have any questions. This website will continue to be the source of all up-to-date information about our exciting digital transformation project."

10.0E Website sample: Announcing the launch of our new licensing platform

We have been posting information on our website over the past several weeks of our transition to a new licensing system. We are pleased to announce that we have launched our new system in the Thentia Cloud platform and effective immediately all licensing functions [may wish to name the portals] will be accessed through this new 'state of the art' platform. Please visit our website frequently for ongoing messages about how to access and use the new platform, [including user guides for licensees, applicants and the public] and if you have any questions feel free to contact the us at [email address and/or phone number]."

The following **website message samples** are intended to provide assistance and guidance to be used as you wish, for website communication, with the public at various points in your organization's digital transformation journey:

10.0F Website sample: Upgrading our on-line complaint system to improve your experience

"We are pleased to announce that we are upgrading our on-line complaint system. We have listened carefully over the past several years to feedback about the timeliness and accessibility of our services, so in order to improve your experience, in using our on-line services we are undergoing a digital transformation process and have partnered with a new platform provider. In the next several weeks we will be working with our new provider, Thentia Cloud, to transition our on-line system to the Thentia Cloud platform. Please visit this website regularly for further information in the coming weeks, as we all look forward to this innovative change."

10.0G Website sample: Upgrading our on-line public register to improve your search experience

"We are pleased to announce that we are upgrading our on-line public register. We have listened carefully over the past several years to feedback about the timeliness and accessibility of our services, so in order to improve your search experience in using our on-line public register we are undergoing a digital transformation process and have partnered with a new platform provider. In the next several weeks we will be working with our new provider, Thentia Cloud, to transition our on-line system to the Thentia Cloud platform. Please visit this website regularly for further information in the coming weeks, as we all look forward to this innovative change."

10.0H Website sample: Upgrading our paper-based complaint reporting system to an on-line complaint portal to create a more efficient reporting process and an excellent user experience

"We are pleased to announce that we are upgrading our current complaint reporting system from our current paper-based process to an on-line platform. We have listened carefully over the past several years to feedback about the timeliness and accessibilty of our services, so in order to create a more efficient reporting process and an excellent user experience, we are undergoing a digital transformation process and have partnered with a platform provider. In the next several weeks we will be working with our provider, Thentia Cloud, to transition our current processes to the Thentia Cloud platform. Please visit this website regularly for further information in the coming weeks, as we all look forward to this exciting and innovative change."

10.0J Website sample: Upgrading our paper-based public register request process to an on-line portal to create a more efficient access and an excellent user experience

"We are pleased to announce that we are upgrading our current public register from our paper-based public register request process to an on-line platform. We have listened carefully over the past several years to feedback about the timeliness and accessibilty of our services, so in order to create a more efficient reporting process and an excellent user experience, we are undergoing a digital transformation process and have partnered with a platform provider. In the next several weeks we will be working with our provider, Thentia Cloud, to transition our current processes to the Thentia Cloud platform. Please visit this website regularly for further information in the coming weeks, as we all look forward to this exciting and innovative change."

10.0K Website sample: Progress in our regulatory board's transition to a new complaint reporting platform

"We provided information a few weeks ago, here on the website, about the transition of our current complaint reporting system to a new platform. We are continuing our progress forward in our digital transformation project with Thentia Cloud. In a few short weeks, you will begin to see messages on our website about the ways in which the transformation will effect your access to our system. Please watch this website for updates on the project and we look forward to announcing the transition to the new platform shortly. We are confident that the changes that you will experience will improve your access to our services."

10.0L Website sample: Progress in our regulatory board's transition to a new public register format

"We provided information a few weeks ago, here on the website, about the transition of our current public register to a new platform. We are continuing our progress forward in our digital transformation project with Thentia Cloud. In a few short weeks, you will begin to see messages on our website about the ways in which the transformation will effect your access to our system. Please watch this website for updates on the project and we look forward to announcing the transition to the new platform shortly. We are confident that the changes that you will experience will improve your access to our services."

10.0M Website sample: In order to facilitate our regulatory board's transition to our new complaint and/or public register platform, we will enter a blackout period from MM/DD/YYYY to MM/DD/YYYY

"Our transition to the new licensing platform continues with Thentia Cloud. In order to facilitate the transition of our current complaint and public register data, we will be required to pause all service within our existing system to allow the new system to take over these functions. This pause is referred to as a blackout period, during which time no new activity can occur in our current system, in order to avoid data loss. The blackout period will be [MM/DD/YYYY] to [MM/DD/YYYY]. If you anticipate requiring access to the public register or you need to report a concern/complaint during this period please complete your complaint report or public register search prior to the blackout period. If an urgent need arises during this blackout period please contact us at [email or telephone]. This website will continue to be the source of all up-to-date information about our exciting digital transformation project."

10.0N Website sample: Announcing the launch of our new complaint reporting and/or public register platform.

"We have been posting information on our website over the past several weeks of our transition to a new complaint reporting system and/or public register platform. We are pleased to announce that we have launched our new system in the Thentia Cloud platform and effective immediately all complaint and/or public register functions [may wish to name the portals] will be accessed through this new 'state of the art' platform. Please visit our website frequently for ongoing messages about how to access and use the new platform, [including user guides, if applicable] and if you have any questions feel free to contact us at [email address and/or phone number]."

11.0 SAMPLE USER GUIDES

The following **User Guide samples** are offered as inspiration, to be created by the regulatory body, if you wish, to provide step-by-step assistance for licensees and applicants, at various points in their application or renewal process:

11.0A User Guide sample for <u>*Renewal by Licensees*</u> *with a* sample explanation of its purpose and use. This sample shows the start of the renewal steps that a licensee would follow. You can choose how much detail to include and what screenshots you believe would demonstrate the salient points. You can choose to refer to each step as a numbered step or simply use the title on the landing page. You will see both options demonstrated below, but it is entirely you choice how to best label and design your own user guides.

Note, these Renewal User Guides have been found to be very useful by regulatory bodies to reduce telephone and email traffic from new licensees seeking assistance or licensees with limited technology skills and are generally updated annually just prior to renewal. The annual update serves two purposes, first is to refresh the information which may change from year to year, such as license fee amounts, and second to refresh the memories of the staff team for the purpose of providing renewal support.

Annual Renewal Guide 2023 (SAMPLE)

Introduction:

This guide is intended to show you each step of the renewal process that you will see in the Licensee Portal as you work your way through your annual renewal. You can use this guide as you work your way through the renewal pages or simply come back to it for a step where you may have a question. The Guide is organized in the order of the pages in the Renewal Process, and is labelled with the same titles, so that any particular section is simple to locate in the guide based on where you are in the Renewal process.

Step 1

The first step is to go to the website and find the link to the Licensee Portal and begin. You will immediately see the sign-in screen, in order to renew you must have already created a profile or if this is your first time you will create a profile. You are required to have a profile created in order to use the on-line platform and each time you return to the Licensee Portal, you will be required to sign in using this process. It is important to create a password that you can remember and be prepared to use each time you return.

[Screenshot, if desired, see Sample 11.0B]

[Step 2, explanation and screenshort, if desired, see Sample 11.0B]

Step 3

Now that you have completed both sign-in and two-stage authentication you will be taken to your Profile homepage, at this point you can see all the various functions available to you in the left menu.

At this point you will choose *License Renewal* and the renewal page will open.

11.0B User Guide sample for Use of the Applicant Portal with a sample explanation of its purpose and use. This sample shows the beginning of the application process.

Application Guide 2023 (SAMPLE)

Introduction:

This guide is intended to show you each step of the application process that you will see in the Applicant Portal as you work your way through your application. You can use this guide as you work your way through the renewal pages or simply come back to it for a step where you may have a question.

Sign-in

The first step is to go to the website and find the link to the Applicant Portal and begin. You will immediately see a screen which is the first step in the creation of a new profile. You are required to have a profile created in order to submit an application and each time you return to any Portal, you will be required to sign in using this process. It is important to create a password that you can remember and use each tie you return.

Continue to Page 2

As you are signing in to the Portal after you provide your sign-in credentials, the system will take you through **Two-stage authentication**. The first time you visit the site you will choose 3 security questions and provide your unique answers, you will need to recall these on subsequent visits to the site. The staff cannot assist you in setting or re-setting your security questions in order to assure security. If you have forgotten your password or security answers, use the forgot password button and the system will send you a temporary password.

Once you complete sign in, you will land on the **Online Applications** page and have the opportunity to choose an application type and begin.

The following **User Guide samples** are offered as inspiration, to be potentially created by the regulatory body, if you wish, to provide step-by-step assistance for the public at various points in their use of the new platform:

11.0C User Guide sample for <u>*Use of the Public Register*</u> *with a* sample explanation of its purpose and use

A regulatory body can choose as much detail as they feel is necessary to assist the public in accessing the public register while at the same time reducing telephone enquiries and online requests for assistance. It is important to display the User Guide in a prominent place on the website in order to easily direct public traffic.

How to Use the Public Register (SAMPLE)

Introduction:

This guide is intended to show you each step of the process that you will be required to do in order to use the Public Register. You can use this guide as you work your way through the process or simply come back to it for a step where you may have a question.

Step 1

The first step is to find a link on this website to the Public Register. You will find it in the top left corner of the main landing page called *"Find a nurse"*.

Step 2

This link will open the public register search page where you can choose a variety of

11.0D User Guide sample for <u>Use of the Complaints Portal</u> with a sample explanation of its purpose and use. The regulatory body will need to consider the amount of detail required.

How to Submit an Online Complaint 2023 (Sample) Page 2

Introduction:

This guide is intended to show you the steps of the process that you will be required to complete in order to submit a complaint about a professional's or business' practice to the [regulatory body's name]. You can use this guide as you work your way through the process. All complaints must be submitted online and any supporting documents uploaded to the site. The online portal is secure and will not put your information at risk. Please read the directions carefully on the complaint portal landing page.

A digital version of the form will appear at the bottom of the screen that you will be required to complete.

One you complete the form and attach any supporting documents, you can submit and a member of the regulatory staff team will be in touch.

Step 1: find the Online Complaint portal on the website landing page – top right

Step 2: The submission form itself will open next, and will be self-explanatory in most cases, with required fields identified by an asterisk. If you wish to remain anonymous, we do allow you to submit without including your name [this is included here to highlight that regulatory policy or statute will determine required fields and thereby your explanations in the guide – in the sample below name is a mandatory field].

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If you would like to discuss how Thentia can help with your regulatory and digital transformation, please contact us at:

training@thentia.com