

Fall 2015

IN FOCUS

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A CONVERSATION WITH NCSBN CEO David Benton

DEVELOPING THE NCLEX® | YEAR IN REVIEW | NLCA ELECTION RESULTS

Managing Editor and Writer

Michael Grossenbacher | mgrossenbacher@ncsbn.org

Contributing Editor and Writer

Dawn Kappel | dkappel@ncsbn.org

Designer

Kalona Rego | krego@ncsbn.org

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Founded March 15, 1978, as an independent not-for-profit organization, NCSBN was created to lessen the burdens of state governments and bring together boards of nursing (BONs) to act and counsel together on matters of common interest. NCSBN's membership is comprised of the BONs in the 50 states, the District of Columbia, and four U.S. territories — American Samoa, Guam, Northern Mariana Islands and the Virgin Islands. There are also 24 associate members that are either nursing regulatory bodies or empowered regulatory authorities from other countries or territories.

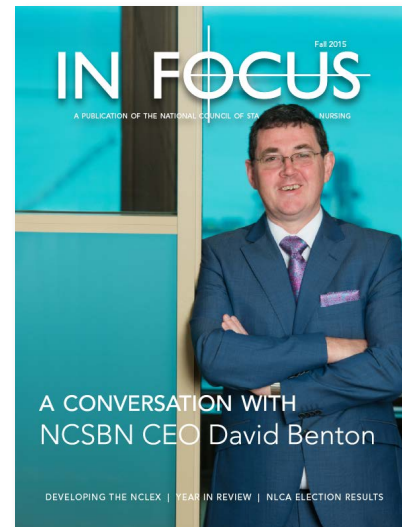
NCSBN Member Boards protect the public by ensuring that safe and competent nursing care is provided by licensed nurses. These BONs regulate more than 4.5 million licensed nurses.

Mission: NCSBN provides education, service and research through collaborative leadership to promote evidence-based regulatory excellence for patient safety and public protection.

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NCSBN
Year in Review

IN FOCUS

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NCSBN Grant Program

Upcoming proposal submission deadlines:

April 8, 2016 | Oct. 7, 2016

About the Program

The Center for Regulatory Excellence (CRE) grant program provides funding for scientific research projects that advance the science of nursing policy and regulation and build regulatory expertise worldwide.

Award Information

Investigators may apply for grants up to \$300,000. All projects must be completed in 12-24 months following the project start date.

Research Priorities

Research priorities include, but are not limited to:

- National and International Regulatory Issues
- Patient Safety
- Practice (LPN/VN, RN and APRN)
- Nursing Education
- Continued Competence
- Nursing Mobility
- Substance Use

Apply Today 



Leadership and Public Policy Conference Video Presentations Available Online

In October, nursing board executives, members and staff gathered in Westlake Village, Calif. for NCSBN's biennial Leadership and Public Policy Conference. Objectives for this year's conference included transforming data into legislative strategy, communicating effectively to reporters and legislators, feeling empowered by new methods to lead change and enact policy, and conducting an effective grassroots campaign.

The conference opened with a presentation by Don Mann, a former member of the U.S. Navy's SEAL Team Six and author of *Inside SEAL Team Six: My Life and Missions with America's Elite Warriors*. NCSBN members who were unable to attend the conference can [watch a video of Mann's presentation](#), titled "Unlocking Your Limitless Potential: Motivation for Any Situation," online (members only, login required). Other presentations from the conference are also available online, and include:

- **Political Parties and Policy Change: Bases, Elites, and Governing Priorities**
Presented by: Janna L. Deitz, PhD, professor of political science, director of public leadership and outreach Western Illinois University

- **Breast Cancer in Illinois: Using Research to Change Health Care Policy**
Presented by: Carol Estwing Ferrans, PhD, RN, FAAN, professor and associate dean for research; director, UIC Center of Excellence in Eliminating Health Disparities; University of Illinois at Chicago, College of Nursing
- **Making the Sausage: Legislative Maneuvering**
Presented by: Rebecca Fotsch, JD, state advocacy associate, NCSBN
- **The Power of Citizen Advocacy**
Presented by: Scott Leckman, MD, FACS, surgeon and activist, chairman, Board of Directors RESULTS and the RESULTS Educational Fund
- **Being the Great Communicator**
Presented by: Gerard Braud, Braud Communications
- **When Women Lead, Women Win**
Presented by: Rebecca Sive, MA, academic director, Women in Public Leadership Executive Education Program, Harris School/University of Chicago; author, *Every Day Is Election Day: A Woman's Guide to Winning Any Office, from the PTA to the White House*

[Watch the presentations here](#) (members only, login required).

HOW MANY NURSES

are involved in the DEVELOPMENT of the NCLEX®



The NCLEX-RN® and NCLEX-PN® Examinations are high-stakes, computerized adaptive tests taken by candidates who wish to enter the nursing profession. The examinations are designed to protect the public by assessing a candidate's competency to practice safely and effectively as an entry-level nurse. The NCLEX-RN and NCLEX-PN are used by boards of nursing/regulatory bodies (BONs/RBs) in the U.S. and Canada to assist in making licensure/registration decisions.

In an effort to assure the exam is fair to all test takers and continuously measures current entry-level nursing practice, an extensive test development process involving highly skilled subject matter experts (SMEs) has been developed. This approach involves SME panels throughout the calendar year that assist with the definition of job activities and abilities, item writing, item review, scope of practice review, item classification and editorial reviews. As one may imagine, this requires a very large amount of volunteers writing and

reviewing items for accuracy and appropriateness before an item is ever seen by a candidate.

This item development process begins with a large-scale practice analysis of the nursing profession. Approximately **3,500** nurses respond to a survey focused on the current practice of entry-level nurses. The results of this survey are used to guide the content distribution of the client need categories on the NCLEX.

The results of the practice analysis process are then supplemented by a panel of **12 nurses** tasked with determining the knowledge, skills, and abilities (KSAs) needed for safe and effective care. The results of this panel are used by item writers in future item writing panels.

Before the exam can be developed and presented to candidates, a passing standard must be developed. In order to assist the NCSBN Board of Directors in setting the standard, a panel made up of **10 to 12 nurses** representing numerous

practice settings, geographic locations and years of practice is convened. This panel reviews items and sends a recommendation to the Board of Directors to be used in setting the passing standard.

Once the practice analysis results are finalized and the test plan is created, item writers are recruited to develop NCLEX items. Nurses with various years of experience and from different geographic locations are recruited to develop test items utilizing information collected in the KSA panels. Approximately **60 nurses** help develop new NCLEX items annually.

Once new items are developed, they must undergo a significant review process before and after they are pretested. The item review process ensures that items are free of anything that may negatively affect the test taking experience. Potential issues such as stereotypes, elitism, gender or age bias and grammar issues are highlighted and removed during the item review process. Approximately **65 nurses** participate in these processes annually.

As these items are pretested and enter the larger pool of items, special review panels take place. These panels are responsible for reviewing items to make sure they remain current, clear of biased language and that there can only be one correct answer for an item. These groups are also made up of nurses from various geographic regions, practice settings and years of service in the nursing field. Approximately **50 nurses** participate in these panels annually.

All told, before an NCLEX item is seen by a candidate, approximately **3,700 nurses** have had an opportunity to influence its development in some way. With the help of this multitude of volunteers, NCSBN is able to guarantee the NCLEX remains an accurate, reliable and valid measurement of entry-level nursing. This work could not be done without the tireless efforts of our volunteers.



SPEED ROUND

GET TO KNOW NCSBN STAFF:

Haley Streibich
Coordinator, Nurse Licensure Compact

1. WHAT DO YOU DO?

I answer inquiries related to the Nurse Licensure Compact (NLC), attend conferences in order to educate and advocate, and perform administrative functions for the NLC.

2. WHAT ARE THE BEST AND MOST CHALLENGING ASPECTS OF YOUR JOB?

Lately, the best aspect of my job has been the growth of the NLC and potential for it to grow rapidly over the next several years. Witnessing firsthand the excitement and gratitude that the NLC provides to eligible nurses is truly encouraging and inspiring, especially given the tough political and legislative environments that we can face. Talking to nurses gives us validation, knowing that what we are doing truly is for the public good and makes this job so much bigger than our department of two. The main challenge to my job is that things can't move quickly enough – but such is politics!

3. IF YOU WEREN'T WORKING AT NCSBN, WHAT WOULD YOUR DREAM JOB BE?

I'd be riding horses and making photographs professionally. Unfortunately, both were great side jobs in high school but not nearly as practical in adulthood. Thankfully, I'm still able to ride and teach occasionally, but the ultimate dream would be to have a small farm and compete regularly. I definitely took for granted that I was able to do this for free in college.

NCLEX[®] 2016

CONFERENCE
FOR CANADIAN EDUCATORS

MONDAY, APRIL 18, 2016 | TORONTO, ON

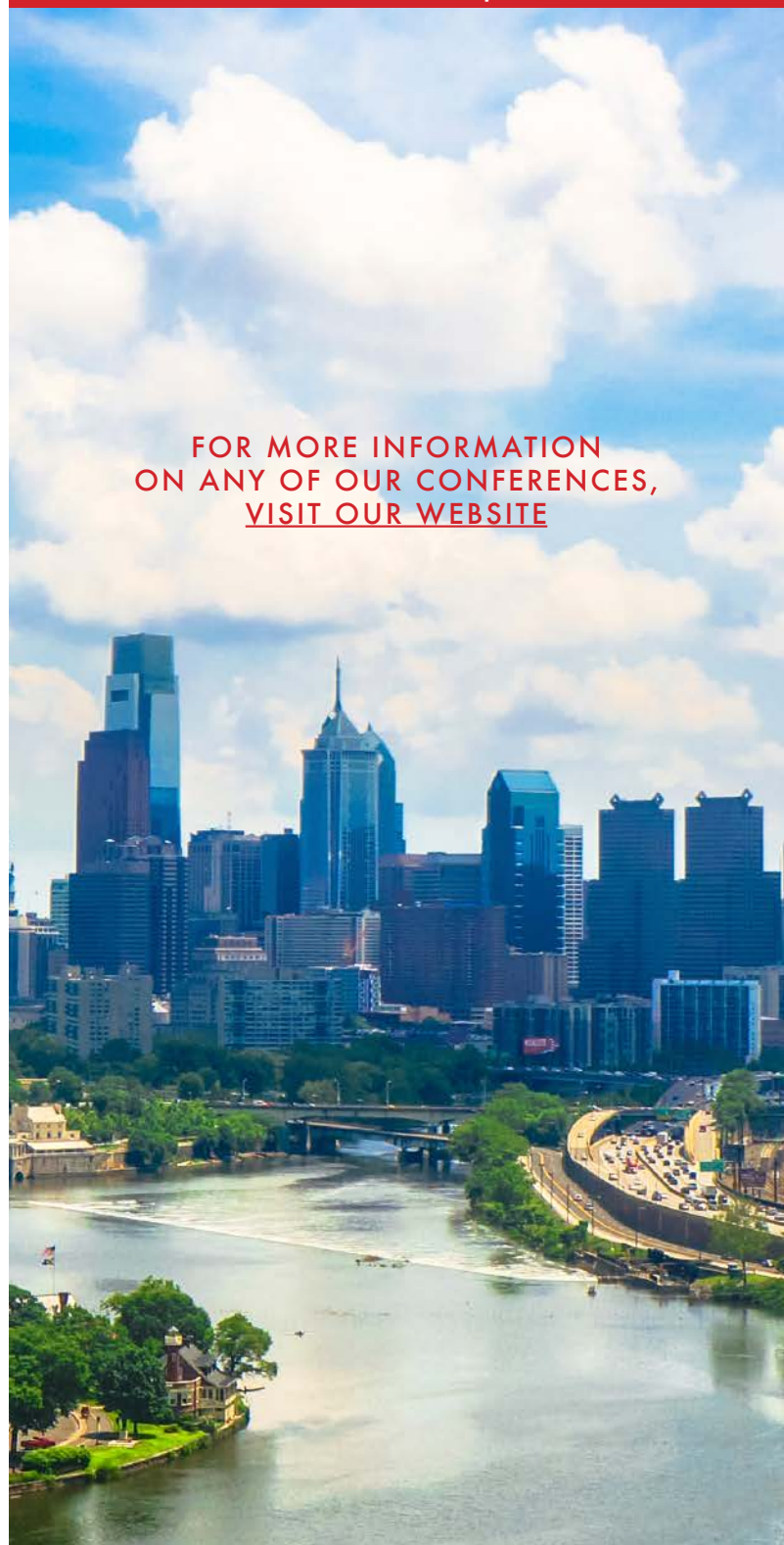
REGISTRATION OPENS
JANUARY 2016



NCLEX[®] 2016

CONFERENCE

MONDAY, SEPT. 12, 2016 | PHILADELPHIA



FOR MORE INFORMATION
ON ANY OF OUR CONFERENCES,
[VISIT OUR WEBSITE](#)

NLCA Announces Election Results

On Oct. 1, 2015, the Nurse Licensure Compact Administrators (NLCA) announced the annual election results for the Executive Committee. Positions on the six-member committee are for two-year terms and are staggered such that three positions expire each year. A member may be re-elected to the same position for one additional term.



Chair:
Sandy Evans, MAEd, RN
NLC Administrator - Idaho



Member-at-Large:
Paula Schenk, MPH, RN
NLC Administrator - Kentucky



APRN Member-at-Large:
Jay P. Douglas, MSM, RN, CSAC
NLC Administrator - Virginia

Each committee member will serve a term commencing Oct. 1, 2015 and ending Sept. 30, 2017.

In addition to the newly elected NLCA Committee members, the committee is comprised of Vice-chair Lori Scheidt, MBA-HCM (NLC Administrator - Missouri), Treasurer Sue Tedford (NLC Administrator - Arkansas) and Member-at-Large Elizabeth Lund, MSN, RN (NLC Administrator - Tennessee).

Over the past several months the NLCA has also welcomed newly appointed NLC Administrators Peggy Mack (Delaware), Kim Esquibel (Maine), Demetrius Chapman (New Mexico), Stacey Pfenning (North Dakota), and Margaret Clifton (Rhode Island).



Visit the NLC Knowledge Network

The [NLC Knowledge Network](#) is intended for members and staff of member boards and NCSBN staff who work directly with issues relating to the NLC, or for those interested in these issues. [Learn more here](#) (members only/login required).

Please note: if you are not a member of the NLC Knowledge Network, you will need to grant yourself access before you can view it. To do so, (1) log in to [NCSBN Passport](#), (2) click the "Groups" button on the left side navigation, (3) click the "Edit Groups" button, (4) select the "Nurse Licensure Compact Knowledge Network" option, and click the "Save" button.





A CONVERSATION WITH NCSBN CEO David Benton

This is the first of a two-part article about his journey to NCSBN and his thoughts about regulation now and in the future.

Mental health nurse, scholar, researcher, visiting professor, executive director, regulator, consultant and leader. These are just some of the roles Dr. David Benton has filled along his path to becoming NCSBN's CEO. At just a little over a month into his tenure, he has embraced his new position with enthusiasm tempered with careful consideration and contemplation of where he, NCSBN and its member boards are headed in light of the ever changing and rapidly evolving world in which we live. Attending a flurry of meetings across the country before settling into the corner office at 111 East Wacker Drive—NCSBN HQ—David has already showed a deft hand in understanding and dealing with the issues facing nursing regulation today.

When asked about the journey that landed him at NCSBN, David relates a personal story "My father had Multiple Sclerosis and spent a quite a bit of time in the hospital. I probably received as much care from the nurses as my father did. The family was incredibly well looked after as part of that process."

He feels that the quality of care his family received during that very difficult time made him seek out nursing as a career and sparked his interest in regulation, further noting that, "from the outset of that experience it triggered questions in my mind of how to ensure that everyone had that same quality experience."

David recognized the power of regulation early in his career. From day one as a nurse, he volunteered to participate in groups that sought to improve programs within institutions. He also served on task forces of the regulatory body in Scotland, his native country.

"Coming to NCSBN is part of a journey, a journey that has taken me in many directions," says David. I have been the chief executive officer of a regulatory body in Scotland and I have also been a government chief nurse, and that role enabled me to see regulation from a different perspective."



Photos: David meets NCSBN members and staff at the 2015 Annual Meeting.

“There are big issues around telenursing... There is a greater need for all jurisdictions to communicate and collaborate than there has ever been before.”

Other positions David has held include being the chief nurse of a purchasing authority and the chief nurse of a major university teaching system. “Each of these areas has a unique and often synergistic contribution to make,” he notes, “but it is important to recognize that we all have different responsibilities. For example, regulators are there to protect the public and everything they do has to be focused and driven in that way. While the perspectives of these functions can be aligned, there also will be inevitable tensions. By understanding these driving forces we can ultimately achieve our paramount goal which is providing high quality services to citizens irrespective of where they live or what access they have to services.”

When the position of NCSBN CEO became available, David was serving as the chief executive

officer of the International Council of Nurses, a position he held for seven years. In that capacity he was responsible for multiple areas, including regulation, socioeconomic welfare and professional practice. But he felt that as he looked ahead to the next five to 10 years, the pressing need to update regulatory processes was so crucial and important that it is where he wanted to focus his efforts. He explains, “There is a shift in the patient population, largely due to the success of the health system, to a majority of people who are older with more complex health care needs. The question of who will provide care for this older population is quite critical. The checks and balances need to be there to ensure that nurses are properly prepared to give quality care.”

David also notes significant demographic shifts and the

exponential growth of the depth and breadth of technology that enables the delivery of services and resources 24/7/365 around the world. “Increasingly we can connect with colleagues across the globe or in other states,” he says. “This technology also gives rise to telenursing. There are big issues around telenursing because nurses are licensed to practice in a particular jurisdiction and they need to be cognizant that their patient may be located in another jurisdiction. There is a greater need for all jurisdictions to communicate and collaborate than there has ever been before.”

David believes that NCSBN needs to collaborate more, not just on a local or national level but globally, because nurses now move around the country and around the world with greater ease and in larger numbers than they did even a few decades ago. The technology NCSBN is developing to help

regulators communicate better is crucial to ensuring that the patients are safe, and that unsafe practitioners are not able to simply move from jurisdiction to jurisdiction without being caught.

“I have never been someone who has just done one thing at a time,” David remarks when asked whether his career trajectory was purposeful or the result of grabbing opportunities when they presented themselves. He feels that his career path had both. “What reignited my passion for regulation was my doctoral studies. I felt that there is just so much more we can be doing with regulation. When the CEO position at NCSBN became available I felt that I could bring a broader perspective in terms of not just understanding the U.S., but knowing I could provide the global picture that is essential as the world shrinks and physical borders become more permeable.”

Mentioning that his first degree was actually in engineering, David relates that he often approaches problems or challenges from a systems perspective trying to understand the issue looking at the big picture. “The care that nurses in the clinical setting provide is only part of the equation. The environment they work in, their colleagues and other health care professions, and how they interact all impact patient outcome. How well the team works together may positively or negatively affect the patient.”

That is why David thinks that the open dialogue between allied health professions, such as those that take place among the members of the Tri-Regulator Collaborative, are critical. “In the past it was almost as though we were regulating soloists in an orchestra, but now we are recognizing that to deliver

highly complex care it is how well the orchestra functions collectively that is most important, and what requires us to bring new regulatory thought in the equation,” he observes.

When asked if he feels it is important or necessary for nurses or the general public to know about regulation, David states that we do need to clearly communicate the vital contribution of regulation. “It is important to get the balance right in regulation as to not stifle the creativity that can advance the profession but within a framework that maintains patient safety.”

David feels that the state sovereignty that exists in the U.S. generates diversity that allows for comparison and contrast of the best methods and practices that strengthen the collective and help build a stronger future. “We also need to look outside our own discipline and our own geographic boundaries to learn from each other and seek out different solutions because there

News & Notes



Alabama Board of Nursing Celebrates 100 Years

The Alabama Board of Nursing (ABN) is celebrating its Centennial Anniversary this year. Along with that significant milestone, many changes have taken place.

The ABN:

- Appointed a new Executive Officer – Peggy Sellers Benson, RN, MSHA, MSN NE-BC.
- Adopted the ethos, "A New Direction," pursuing a more inclusive and collaborative approach to nursing regulation.
- Worked with the Board of Medical Examiners to give CRNPs and CNMs more flexibility in collaborative practice.
- Held its Centennial observance on Aug. 14 in Montgomery.
- Made the decision to eliminate licensure cards, effective Jan. 1, 2016, to prevent fraud and protect the public.
- Made the decision to join Nursys®.

Ohio Board of Nursing Awards Nearly \$3 Million in Grants



To support job growth and meet the growing health care workforce demand, the Ohio Board of Nursing provides grant funding through the Nurse Education Grant Program (NEGP) to Ohio prelicensure and post-licensure nursing education programs for the purpose of increasing nursing student enrollment and preparing nursing faculty. The program is funded with \$10 from each nursing license renewal fee. The Board was successful in extending the program through Dec. 31, 2023, through a statutory amendment.

The Board was also successful in obtaining increased funding through the biennial budget bill to fund additional programs. For the 2015-2017 grant cycle, the Board is funding 16 programs for a total of \$2,987,012.

Louisiana State Board of Nursing's Karen Lyon chosen as one of Louisiana's Great 100 Nurses for 2015

Karen C. Lyon, PhD, MBA, APRN, NEA, executive director, Louisiana State Board of Nursing, was chosen as one of Louisiana's Great 100 Nurses for the year 2015. An anonymous panel of nurses chooses each year's honorees based on their concern for humanity, contributions to the nursing profession and service as a mentor or role model for others.

Lyon's nursing career spans 40 years and includes 30 years in management positions and 20 years in executive leadership. Lyon currently serves on the Finance Committee for NCSBN and the Audit Committee for the American Nurses Association. The Great 100 Nurses Foundation was founded in New Orleans, Louisiana twenty-nine years ago and since then has honored thousands of Nurses across Louisiana, North Carolina, Texas, and Oklahoma.



College of Registered Nurses of Manitoba Welcomes Katherine Stansfield

In September, the College of Registered Nurses of Manitoba (CRNM) welcomed Katherine Stansfield, RN, MN, as its new executive director. Stansfield is a former Manitoban and has held clinical, education, professional practice and administration roles in locations across Canada, and most recently in Ontario where she was the vice president and chief nursing officer of Quinte Health Centre. CRNM is excited to have Stansfield leading their team!



Janice Hooper Inducted as Academy Fellow to American Academy of Nursing

Janice Hooper, PhD, RN, FRE, CNE, lead consultant for Nursing Education at the Texas Board of Nursing, was inducted as an Academy Fellow to the American Academy of Nursing at the Academy's annual conference on Oct. 17, 2015, in Washington, D.C. Dr. Hooper was recently recognized as recipient of the Exceptional Contribution Award for significant contribution by a member at the NCSBN Annual Meeting in Chicago, on Aug. 19-21, 2015. Dr. Hooper was appointed to serve an additional year as chair of the NCLEX Examination Committee, which is charged with advising the Board of Directors concerning the NCLEX examination process.

West Virginia RN Board President Attends Meeting with President Obama



Dr. Hulseley (right) attends the meeting with Dr. Sharon Maley, PhD, RN.

On Oct. 21, President Obama visited Charleston, W.Va. to discuss the drug epidemic in the state; West Virginia has the highest rate of overdose deaths in the U.S. Tara Hulseley, PhD, RN, CNE, FAAN, president of the West Virginia Board of Examiners for Professional Registered Nurses, was one of the educators invited to attend the invitation-only meeting with the president, to share her input regarding substance use and abuse.

NCSBN Psychometrician's Manuscript Chosen for Publication

Hong Qian, PhD, psychometrician, Examinations, NCSBN, had her manuscript, "Using Response Time to Detect Item Pre-knowledge in Computer-based Licensure Examinations," accepted for publication by Educational Measurement: Issues and Practice (EM:IP). Qian's manuscript combines work from her dissertation and her internship on detecting compromised testing items and aberrant examinee behavior. EM:IP is a prestigious journal with a wide readership, and it is an accomplishment to have a paper accepted in the publication. Congratulations Hong!



David Benton and Linda Olson Receive FAAN Designation



NCSBN CEO David Benton, RGN, PhD, FFNF, FRCN, FAAN, and Linda Olson, PhD, RN, NEA-BC, FAAN, associate, Nursing Regulation, NCSBN, on receiving their Fellow of the American Academy



of Nursing (FAAN) designation. Members of the American Academy of Nursing can receive the designation based on their leadership and accomplishments. As of 2014, there were approximately 2,300 Fellows. Congratulations David and Linda!



Florida BON staff David Goodin, Kendra Outley, Karen Williams-Jones, Janet Doke, Joe Baker, Jr., Natasha Rubie, Kathy Herron, Scarlet Curtis and Tihara Rozier

Florida Goes Pink!

On Oct. 23, Florida Board of Nursing staff participated in the Florida Department of Health's Pink Out Day, in observance of Breast Cancer Awareness Month. Staff from throughout the agency were encouraged to wear pink to support breast cancer awareness.

NCSBN Year in Review



MONTANA JOINS NLC, March 5

Montana Becomes 25th State to Join NLC
Montana passed legislation to join the NLC, signed into law by Gov. Steve Bullock. The state will now begin the rulemaking process to work toward implementation on Oct. 1, 2015.

NCSBN TESTS 1,000 CANDIDATE IN CANADA, April 4

NCSBN Tests 1,000th NCLEX-RN Candidate in Canada
The NCLEX-RN Examination reached the milestone of testing more than 1,000 Canadian students and graduates, and international applicants for licensure/registration.



NATIONAL WORKFORCE STUDY LAUNCHED, July 7

NCSBN, in partnership with The National Forum of State Nursing Workforce Centers, launched a national survey focused on the U.S. nursing workforce. Approximately 260,000 U.S. nurses received a survey in the month of July and nearly 80,000 responded.



HIVE LAUNCHED, Sept. 21

New Collaborative Tool, Hive, Launched
Hive makes it easier for NCSBN members and staff to collaborate and participate in dynamic discussions on topics important to them and to nursing regulation.

2016 NCLEX-RN TEST PLAN RELEASED, Sept. 30

The NCLEX-RN Test Plan provides a concise summary of the content and scope of the exam and serves as a guide for exam development and candidate preparation.

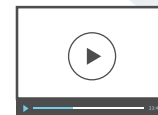
APPLE RECEIVES NLN PRESIDENT'S AWARD, Sept. 30

NCSBN CEO Kathy Apple Receives National League for Nursing's (NLN) President's Award
Apple was presented with the NLN President's Award by the NLN's president at the opening session of the organization's Education Summit.



NEW NURSE VIDEO DEBUTS, Sept. 15

"New Nurses: Your License to Practice" Video Debuts
"New Nurses: Your License to Practice," was developed to help new nursing students and newly licensed nurses better understand nursing licensure and regulation.



NCSBN RECEIVES APPROVAL FOR NEW STANDARD, Aug. 13

"NCSBN 001-2015 Criminal Background Checks for Licensure as a Nurse" (new standard) was accepted by the American National Standards Institute (ANSI) Board of Standards Review.



APPLE RETIRES & BENTON BEGINS AS CEO, Sept. 30/Oct. 1

Kathy Apple Retires and David Benton Begins as CEO
After 14 years of distinguished service as NCSBN CEO, Kathy Apple retired on Sept. 30. David Benton began his tenure in the role beginning Oct. 1.



ENHANCED NLC AND APRN COMPACTS RECEIVE SUPPORT, Oct. 27

Enhanced NLC and APRN Compacts Receive Support of American Telemedicine Association and National Patient Safety Foundation
These organizations join a list of more than 25 others that recognize that nursing care in the 21st century must be dynamic and fluid across state boundaries, and that these compacts offer the best mechanism by which to achieve this goal.





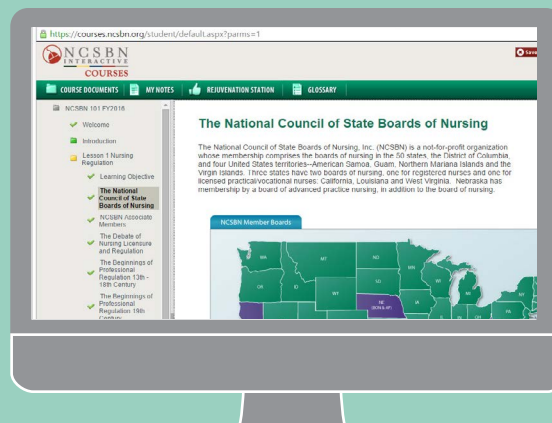
The annual NCSBN Awards Program recognizes outstanding achievements of members and celebrates significant contribution to nursing regulation.

Members can submit nominations beginning Jan. 4 through March 18, 2016. Award recipients will be honored at the Awards ceremony at the August 2016 Annual Meeting in Chicago. The Awards Program not only recognizes the successes of your peers, but highlights the key factors that contribute to their success. All members are encouraged to participate in the program. You can learn more about the NCSBN Awards Program and view reflections of past recipients on our [website](#).

All inquires can be directed to Alicia Byrd at abyrd@ncsbn.org.

NCSBN 101 Course Updated

NCSBN's course for members, NCSBN 101, has recently been updated for 2016 and is available for registration. Members will get a comprehensive overview of the NCSBN organization and learn about opportunities for member involvement. This course is free for members. Members receive 4.8 Contact Hours upon successful completion. [Register today](#) (member's only, login required).



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is no copyright on best practice. Doing this still allows for adapting systems to meet the needs of a particular jurisdiction. In my opinion, not asking questions is criminal because that holds us back while the world is moving forward and does a great disservice to regulation."

David thinks getting people to recognize that regulation can be a very powerful tool in facilitating change and inform direction is vital, and that having regulators as an integral part of policy debate ensures whatever is implemented is workable and in the best interest of patients. "Regulation tends to drag behind practice because those on the frontlines are dealing with the day-to-day issues of how to best meet the needs of patients. There needs to be a robust conversation between the clinician and the regulator so that we are constantly tracking the evolution of what is needed by the public."

Using the NCLEX® Examination as an example of getting it right, David comments, "There is a very robust and regular assessment of what contemporary practice looks like and the exam reflects that in a way that enables NCSBN to make sure that nurses are fit to practice."

David notes that he and his wife recently experienced their first American Halloween and Thanksgiving. While he may be new to American customs and traditions, he is familiar with the challenges and opportunities of nursing regulation, both domestically and abroad. He has jumped in with both feet as NCSBN's new CEO.

In the next part of the series David talks about how NCSBN can better serve its member boards; take on a bigger leadership role and collaborate with other organizations; open a more robust dialogue with practice and how he envisions NCSBN's future.



"It is important to get the balance right in regulation as to not stifle the creativity that can advance the profession but within a framework that maintains patient safety."





Save the Date

2016 NCSBN Midyear Meeting
March 14-16, 2016
Baltimore, MD



NCSBN WANTS TO...

Tell Your Story

We are always seeking out information and story ideas for *In Focus*, NCSBN's quarterly publication. This is your chance to tell your story, highlight a board of nursing achievement or recognize a colleague. For more information contact Mike Grossenbacher at mgrossenbacher@ncsbn.org.



20  15



A United Mission

For Regulatory Excellence

 **NCSBN**
National Council of State Boards of Nursing