

Spring 2019

IN FOCUS

A PUBLICATION OF THE NATIONAL COUNCIL OF STATE BOARDS OF NURSING



Growing and Connecting Tomorrow's Leaders

**NCSBN Prepares to Launch
International Center for
Regulatory Scholarship
(ICRS)**

**Inside this Issue: NCIE in Kazakhstan / NLC Commissioner Summit /
Announcing NGN Talks Video Series / and more...**

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Founded March 15, 1978, as an independent not-for-profit organization, NCSBN was initially created to lessen the burdens of state governments and bring together nursing regulatory bodies (NRBs) to act and counsel together on matters of common interest. It has evolved into one of the leading voices of regulation across the world.

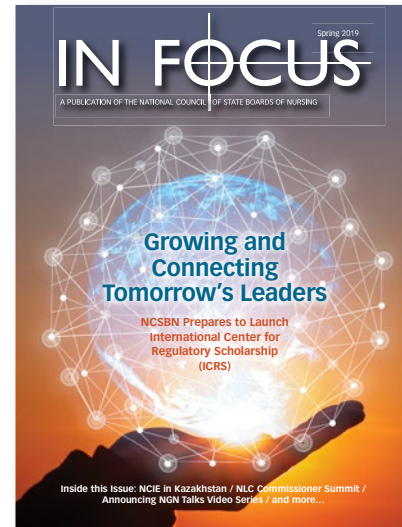
NCSBN's membership is comprised of the NRBs in the 50 states, the District of Columbia, and four U.S. territories — American Samoa, Guam, Northern Mariana Islands and the Virgin Islands. There are three exam user members. There are also 26 associate members that are either NRBs or empowered regulatory authorities from other countries or territories.

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

The statements and opinions expressed are those of NCSBN and not the individual member state or territorial boards of nursing.

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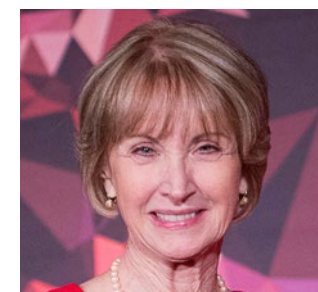
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Astana, Kazakhstan's capital city



By **Gulmira Zhangereyeva, MBA, PhD,** Chairman of the Board

National Center for INDEPENDENT EXAMINATION

About the Republic of Kazakhstan

The Republic of Kazakhstan is a country in the center of Eurasia, most of which belongs to Asia, the smaller part to Europe. The land area of Kazakhstan is 2,724,900 km², which makes it the ninth largest country in the world. The administrative-territorial structure of the country includes 14 regions and three cities of a state significance. With a population of 18,376,178 people, more than 175,000 middle-level medical staff work in the health care system of the Republic of Kazakhstan, among which more than 132,000 are nurses.

Nurses are trained in 25 state medical colleges, 55 private medical colleges and seven medical schools, and range from the level of junior nurse to a manager with a higher nursing education in accordance with European directives. The availability of nursing specialists is 96.5 per 100 thousand population. However, across the regions, there is an uneven distribution of human resources and a disparity between urban and rural health care.

Medical regulation of health care workers in Kazakhstan is carried out by the Committee for Public Health Protection of the Ministry of Healthcare by issuing a specialist certificate (admission to clinical practice) and awarding a certificate of qualification category, which are valid for five years throughout Kazakhstan. One of the requirements for obtaining a specialist certificate and/or a certificate of qualification category is the successful completion of an independent assessment of competencies.

In 2008, within the framework of the International Bank for Reconstruction and Development in Kazakhstan, a reform began, which has affected all sectors of the health care system. Together with the Federation of Universities for Applied Sciences of Finland, educational programs for applied and academic bachelor's, master's and doctoral studies in nursing have been developed and implemented. The first graduation of 308 applied nursing bachelors took place in February 2017. New mechanisms for the functioning of medical organizations with equal medical and nursing organizational structures have been developed. They include redistribution and a clear delineation of functional responsibilities between doctors and nurses of different levels. An institute for independent assessment of the key competencies of health care professionals, faculty members and graduates of medical educational and scientific organizations has been established.

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In 2015, a new format for assessing the knowledge and clinical skills of health care professionals was introduced by the passing of a computerized and objective-structured clinical exam, which uses simulation technologies for assessment of medical care provision in critical conditions.

colleges in nursing, and more than 4,600 professors.

NCIE has developed standards and assessment tools, and technical specifications of tests for all clinical specialties were drawn up in conjunction with professional associations.

NCIE is contributing our efforts to become a link between medical education, the employer and patients. Following our principles in the framework of development and integration into the international community, we implement and adhere to international standards, search for the most advanced ideas, technologies and methodologies in the field of competence assessment, and expand international cooperation with organizations whose tremendous expertise in maintaining high standards of professional regulation is a benchmark.

In 2017, with the support of the State Center for Healthcare Development of the Republic of Kazakhstan, we turned a new page in our history; cooperation with NCSBN. Ten specialists in 2017 and five more specialists in 2019 were trained on licensing and certification of nurses at NCSBN headquarters in Chicago. NCSBN staff shared their successes and challenges regarding the education and regulation of the professional activities of nurses in the U.S., described in detail the stages of developing the NCLEX-RN® and NCLEX-PN® licensing examinations, and conducted training on psychometric and information security. In June 2018, the 1st International Conference on Nursing was held in Kazakhstan's capital city Astana with the participation of NCSBN Chief Operations Officer Philip Dickison, PhD, RN.

Inspired by this sharing of information and ideas, NCIE's structure was reviewed and a department for testing and psychometric analysis was opened. In addition, we began work on creating our own information system that meets the needs of health care professionals. To coordinate the efforts of the medical professional community and improve the quality of medical services through the assessment of the professional competence of health

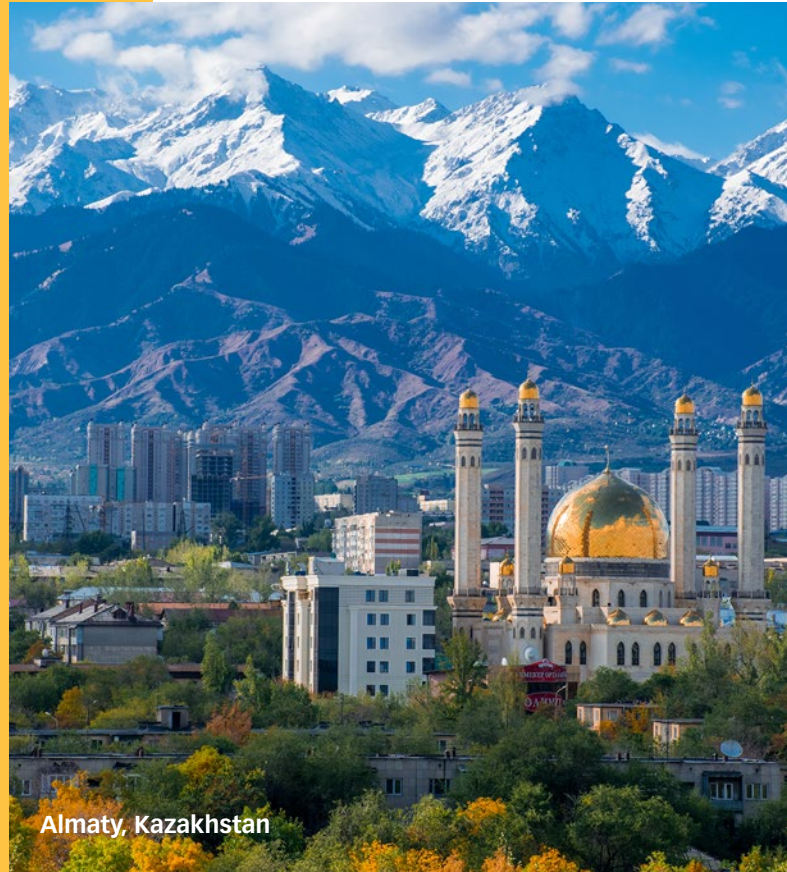
professionals, a Higher Collegiate Council was established. In 2018, NCIE was recognized as an Associate Member of NCSBN, which was a big step in our development. NCIE is also a full member of the International Test Commission and a partner of the International Association of Medical Regulatory Authorities.

However, recognizing the problems and current trends in nursing development, when a nurse is an equal partner of a doctor, working as part of a multiprofessional team, we plan to revise the competencies of middle-level workers. Accordingly, changes will be made to the test specifications and skills that will be reflected in the change of exam content. We are planning to introduce new assessment formats using virtual reality, and we may switch to computerized adaptive testing (CAT). This year, three specialized councils will be created based on NCIE — Council of Continuing Medical Education, Council of Professional

Medical Associations, and Council of Independent Experts and Mediators — which will strengthen the institutional development of medical colleges and universities in accordance with the needs of reform in nursing.

We sincerely hope that our cooperation and common efforts will stimulate a growing sense of solidarity and shared responsibility for the health of people around the world.

Gulmira Zhangereyeva, MBA, PhD, has been the Chairman of the Board of NCIE since 2012. Gulmira graduated with a diploma in general medicine and received a professional qualification of Msc-Pro in Management in the specialty Corporate Governance in public health. Gulmira also received an MBA degree in Strategic Planning and Management at the International Institute of Economics. In 2018, she received a PhD at the University of Vysoká škola Danubius.



Almaty, Kazakhstan

About the National Center for Independent Examination

The National Center for Independent Examination (NCIE) is the only independent accredited organization in the Republic of Kazakhstan that assesses competencies and issues permission for independent medical practice. NCIE has established trust among all stakeholders and the public. Our values include social responsibility, priority of patient safety, objectivity, integrity and reliability. We are open and committed to innovation, partnership and development.

NCIE has conducted assessments of the competence of more than 450,000 health care professionals, 20,000 graduates of medical



National Center for Independent Examination (NCIE) in Kazakhstan visits NCSBN

In February the NCSBN Examinations department hosted Kazakhstan's National Center for Independent Examination (NCIE) for a three-day workshop onsite in Chicago. The NCIE is an NCSBN Associate Member.

This workshop focused on teaching NCIE's staff, IT and test development specialists about NCLEX test development, psychometrics and operations. Examinations staff provided in-depth overviews of their processes and provided NCIE staff with a comprehensive look at how the NCLEX is developed, maintained and administered. It was a wonderful learning opportunity for both organizations to compare and contrast global procedures.



Leaders Engage in Facilitated Dialogue at Commissioner Summit

“The best evidence of effective leadership is unified action among all stakeholders towards a common goal—which we call ‘connectivity’”

– Leonard Marcus, PhD

The Nurse Licensure Compact (NLC) is a consumer protection model of licensure. Through its many successes, the NLC’s licensure model of mutual recognition has paved the way for other health care professions that are developing interstate licensure compacts. With nursing being the first licensed health care profession to develop such a model, it is no surprise that, as more states join and the landscape of occupational licensure evolves, new issues regarding model uniformity, stakeholder expectations, philosophy and implementation come to the forefront.

Due to a need for clarification on NLC implementation standards, NLC Commissioners engaged in a two-day summit Feb. 22-23, 2019, to come to agreement regarding implementation standards, licensure requirements and agreements on key principles related to multistate licensure and the NLC.

To achieve these goals, Leonard Marcus, PhD, director of the Program on Health Care Negotiation and Conflict Resolution at the Harvard School of Public Health, and co-director of the National Preparedness Leadership Initiative, was selected to facilitate the discussion.

He began the summit with encouraging and congratulatory words, highlighting the many achievements of the NLC. He continued the discussion with a brief overview of meta leadership as a model and framework and by helping to identify the issues of concern, setting expectations and discussing meeting goals.

Throughout the summit, Marcus observed that, “there was a lot of intense thinking and emotion.” Marcus’s expertise and guidance throughout the process helped commissioners challenge the nuances and complexities associated with growth and change of the compact. As a result, commissioners came to the realization that there was far more agreement than disagreement among the group, especially since the overarching goal of all is protection of the public. Thus, in consultation with legal counsel — Rick Masters, special counsel, Interstate Commission of Nurse Licensure Compact Administrators (ICNLCA), and Fred Knight, chair, NLC Compliance Committee — commissioners agreed on drafted advisory opinion language consisting of the following four elements:

1. A home state may issue a single-state license to an applicant who applies for a single-state license.
2. The party state may issue a single-state license to an applicant who does not qualify for a multistate license in the primary state of residence.
3. A licensee may elect not to apply for a multistate license in the primary state of residence.
4. A single-state licensee who declares primary state of residence in a compact state and wishes to practice in a party state should obtain a multistate license in the home state.

These statements will serve as guidelines for commissioners as well as states considering joining the NLC going forward.

For more information, contact Jim Puente, director, NLC, at nursecompact@ncsbn.org.



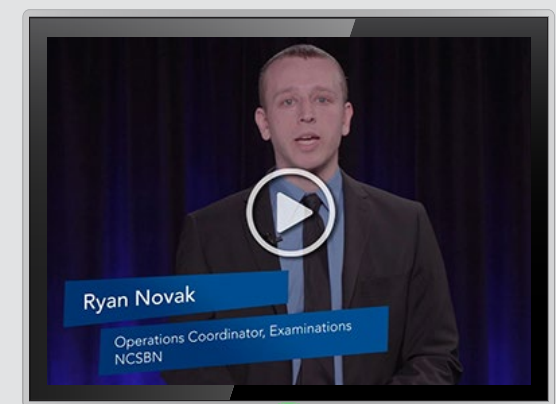
Next Generation NCLEX® TALKS

The NCSBN Examinations department is excited to announce the production of a series of videos titled **NGN Talks**. These brief five to seven-minute informational videos, presented by the Examinations department staff, provide up-to-date information regarding aspects of the ongoing NGN project. The first four NGN Talks are now viewable on NCSBN’s website and cover the following topics:



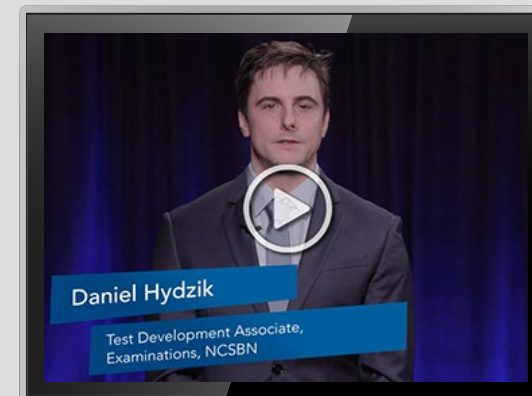
NGN Overview

NCSBN Chief Officer of Operations and Examinations Phil Dickison, PhD, RN, gives an overview of the NGN Project.



Strategic Practice Analysis & Special Research Section

The Strategic Practice Analysis helped validate the knowledge, skills and abilities required of entry-level RNs. This talk also looks at a Special Research Section that was added to some NCLEX-RN candidate’s exams in 2017.



Usability Studies

Usability studies are used to identify innovative item and response types for the Next Generation NCLEX. With the help of nursing students, nurses, and nurse educators, the studies helped to identify new test items that better represent the skills needed of entry-level nurses.



Item Development

Item development and workshop processes are key to NCSBN’s Next Generation project. The latest NGN Talk explains the collaborative effort to imagine, develop, review and study items to ensure that the Next Generation NCLEX effectively measures critical thinking and decision-making.

Growing and Connecting Tomorrow's Leaders

NCSBN Prepares to Launch



ICRS

International Center
for Regulatory Scholarship



The primary function of nursing regulation is protection of the public, accomplished through outlining nursing practice, approving nursing education, and ensuring nurse competence via licensing and discipline. Many issues and challenges affect the nursing regulatory environment and nursing practice, such as a changing workforce, new methodologies and trends in education, new health care access and delivery, and emerging societal issues impacting nurses and the health of the general public.

NCSBN's mission — to provide education, service and research through collaborative leadership to promote evidence-based regulatory excellence for patient safety and public protection — centers on providing the organization's members and the public with the information and support they need to advance regulatory excellence and ensure the safety of patients.

Nowhere is the spirit of NCSBN's mission more evident than its Nursing Regulation division. Much of the division's work takes place behind the scenes, but the results generate evidence that can be turned into resources, legislation, guidelines and policies that nursing regulatory bodies (NRBs) need.

The Nursing Regulation division is made up of several areas that work collectively to ensure that safe and competent nursing care is provided by licensed nurses. Regulatory Innovations develops resources, initiatives and programs for NRBs in their roles of regulating nursing education programs, and collaborates with nursing education organizations, nurse educators and other stakeholders. The Research department conducts cutting-edge, award-winning research that supports evidence-based regulatory decisions for patient safety and public protection. State Advocacy and Legislative Affairs educates stakeholders

about the work of NRBs and the importance of state-based licensure. The division also produces the *Journal of Nursing Regulation*, the quarterly peer-reviewed, academic/professional journal that provides a worldwide forum for sharing research, evidence-based practice, and innovative strategies and solutions related to nursing regulation and practice.

"The Nursing Regulation division is all about evidence-based regulation — generating evidence that can be turned into resources, legislation, guidelines and policies that the NRBs need."

— Maryann Alexander, PhD, RN, FAAN

With a long list of ongoing accomplishments, and other projects in the works, all of the Nursing Regulation division's hands are on deck for an exciting new initiative set to launch in the fall of 2019.

"The Nursing Regulation division is all about evidence-based regulation — generating evidence that can be turned into resources, legislation, guidelines and policies that the NRBs need," says Maryann Alexander, PhD, RN, FAAN, chief officer, Nursing Regulation. "That's why we're building our research department and we have a wide variety of projects that are going on there. We have a focus on the Nurse Licensure Compact and the APRN Consensus Model legislation. We also provide education for the members to help them grow in their knowledge. And an important new development that's coming for our members is the **International Center for Regulatory Scholarship (ICRS)** program, which is designed to help them augment their knowledge, and increase their interactions with one another."

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About ICRS

In August 2017, NCSBN reached out to its members to determine and investigate the need for a program that develops leaders in nursing and health professional regulation. This endeavor had a strategic connection — one of NCSBN’s strategic initiatives outlined in its Strategic Plan is to “Expand the active engagement and leadership potential of all members.” There is currently little instruction about regulation in formal academic programs. Regulators acquire much of their knowledge on the job and from mentoring. While this is useful, it is often short-term, limited and of varying quality.

An external evaluator used focus groups, literature review, online surveys and teleconferences with stakeholders to determine the current state of leadership programs, conferences, the NCSBN Institute of Regulatory Excellence (IRE), board development activities and succession planning. Data were collected from more than 200 members via focus groups and two surveys.

Participants showed a sincere commitment to further developing competencies required to achieve regulatory excellence. This assessment acknowledged the need to redesign the IRE program to assist members in achieving their full leadership ability. Results indicated that members were in need of educational programs that would foster their development as leaders, focus on governance and legislation, span their regulatory career and enrich their networks.

Regulators in the 21st Century make increasingly complex, multifaceted decisions that can have a profound impact on patient care outcomes. Regulatory leaders must be highly knowledgeable, versatile, and innovative while managing the complexities and challenges of the future.

NCSBN Members have demanding schedules. Opportunities for learning and growth

“ICRS is going to be a game-changer... It’s an unprecedented opportunity for regulators and it will bring people together from all different areas of nursing regulation.”

— Nancy Spector, PhD, RN, FAAN

must be accessible, affordable and tailored to meet individual needs and roles. Experiences must be broad, use an array of platforms and methods, and challenge the participants with diverse opinions and global views.

A well-rounded education program targeted for regulators will develop leaders who collaborate to confront challenges with new and innovative ideas. It will cultivate leaders who understand the importance of relationships and strategic alliances that can open new avenues for regulatory reform and increased public protection.

ICRS will meet these high demands by providing:

- An exchange of knowledge and innovation among regulators across disciplines and from diverse jurisdictions;
- Access to a continuum of education throughout the career span of the regulator; and
- Access to regulatory resources, knowledge and expertise for regulators, students and health professionals worldwide.

“ICRS is going to be a game-changer,” says Nancy Spector, PhD, RN, FAAN, director, Regulatory Innovations. “It puts nursing regulation in the limelight and brings it to a new level. It’s an unprecedented opportunity for regulators and it will bring people together from all different areas of nursing regulation.”

Phase 1: Fall 2019 Implementation

The first phase of the ICRS program will offer NCSBN members, exam user members and associate members a credit-based certificate program. After the first year, the program will be open to all regulators interested in furthering their knowledge, advancing their skills and extending their professional networks. Students are not eligible for the certificate program, but courses will be available to them at a reduced cost. It will be free of charge to NCSBN members.

“One of the primary goals of this program is to not only build participants’ knowledge but also their leadership skills,” comments Alexander. “Someone may begin the program when they first enter as a board member or staff. Some courses are basic and will help acquire the fundamentals of regulation. The courses will become more and more advanced. The idea is that we are developing future leaders to enable succession planning at all levels — for NCSBN or for nursing regulatory bodies. So that’s the idea, not only the promotion of knowledge and skills, but also the development of tomorrow’s leaders. We want to see those who receive the certificate go on to become the future leaders of state, national and international regulatory bodies.”

The program will have three distinct pathways:

1. Regulation and Governance;
2. Public Policy and Legislation; and
3. Research, Measurement and Operational Performance.

Participants can follow one pathway or take courses across the pathways. This will allow a participant to map out an individualized program that meets their goals.

Each pathway will have its own curriculum with courses that range from beginner to advanced levels. Participants can follow one pathway or take courses across the pathways. This will allow a participant to map out an individualized program that meets their goals. NCSBN will continue to provide the same conferences and educational programs it currently offers, but these will be better coordinated and integrated with the ICRS program.

Participants unable to commit to the certificate program may take courses at their leisure, provided there is room in size-limited courses that will be open first to certificate program enrollees.

The final requirement of the certificate program will be participation in the ICRS Leadership Institute. Participants can take courses and attend conferences as their time allows; however, there will be a time limit placed on completion of the program.

Courses

Courses along each pathway will consist of mixed modalities, such as e-learning, onsite workshops and conferences, journal club, action learning, and mentoring. Most courses will have an interactive component or follow-up activity, like discussion groups, manuscripts or projects.

Currently, a number of courses are in development for the initial launch. NCSBN staff, who will draw on their individual expertise in the subject matter, will lead these courses.

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"In the future, we hope to continue these courses, and generate ideas for new ones, but we also plan to identify people outside of the organization to develop courses," says Alexander. "We have that now, but we'd like to expand on it. Perhaps members themselves will begin to develop courses. Ideally, what we would like is for the graduates of this program to continue to stay engaged, maybe as course directors or mentors to people in the program, moving from participants to leaders."




A Bright Future

At NCSBN's 2019 Midyear Meeting in March, members saw two presentations on the ICRS (at the time named GLARE) project. Alexander's presentation provided an overview and update. The second presentation by consultant Stephanie L. Ferguson, PhD, who NCSBN hired to develop and implement the leadership assessment plan, was an in-depth report that pulled together various findings of the assessment and outlined a coherent set of recommendations.

Asked about how ICRS was received, Alexander says, "The members have been extremely enthusiastic about this. We surveyed the attendees and asked them if they and their staff would take the courses, and the feedback was very positive. Nearly every survey we received indicates this is something they are very interested in."

After the launch this fall, the first year of the program will be a time for evaluation. The online functionality will be assessed. Course attendance and participant performance will be examined. In the second year, Alexander hopes to add additional courses and open the program up to regulators globally.

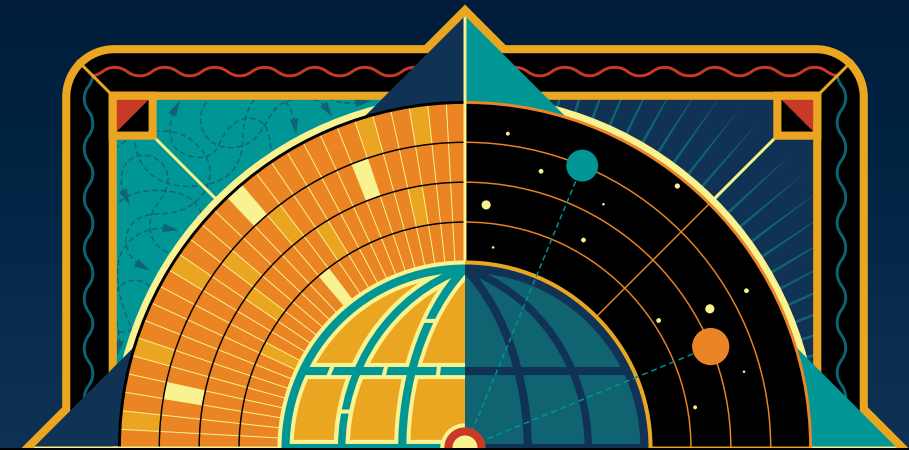
In the second phase of the ICRS program, Alexander hopes to establish partnerships with universities to provide academic credit for specific courses, offer courses for the ICRS program, and/or offer an advanced degree in regulation. This phase of the program will begin in 2020.

"We hope to meet the learning needs of our members in a way that is enjoyable and interactive for them, where they really feel like they've gained something by putting in the time," says Alexander. "By allowing people from around the world to participate, my hope is that regulators from the U.S. will form a global network of colleagues. We must grow knowledgeable and skilled leaders for the future, and connect people to one another." 

A sampling of some of the courses in development by NCSBN staff:

- Rebecca Fotsch, JD, associate director, State Advocacy & Legislative Affairs, is developing a Policy Workshop for ICRS. "I'm excited for this course," she says, "because it's really going to allow our members to move beyond what we teach at the conference level now, to really go into a more in-depth look at policy and the political process."
- Richard Smiley, PhD, statistician, Research, is working on a course that covers survey and questionnaire design. "For a lot of people who haven't had training, they might collect information and find they are disappointed by the results" he notes, "this training is an opportunity to provide guidance on how to steer questions to a topic at hand, to really get to the heart of what you are trying to ascertain."
- Brendan Martin, PhD, research scientist, Research, NCSBN, says of his course, The Basics of Research, "it will really serve as the cornerstone for the research program. The course itself will provide a general overview of crucially important research topics that will serve as a springboard for participants to not only conduct their own original research, but also possibly to interpret existing research within the scientific literature."

FORMULATING STRATEGY & ALIGNING INFLUENCE



2019 NCSBN ANNUAL MEETING
CHICAGO · AUGUST 21-23, 2019

NCSBN
REGULATORY SCHOLARS

Exciting Opportunities for Graduate Nursing Students and Nursing Faculty

Now Accepting Applications

The NCSBN Regulatory Scholars Program develops the field of nursing regulation by building regulatory experts and researchers, providing high-level evidence for nursing regulatory and policy decision making, and encouraging scholarly dialogue and publications. It is a great opportunity for graduate nursing students and faculty to gain cutting edge experiences in nursing regulation and policymaking.

It consists of three positions: a grant program for doctoral students, a paid scholar in residence position, and an unpaid graduate internship in nursing regulation or policy.

For applications and more information, visit our webpage or contact us at regulatoryscholars@ncsbn.org.



"The experiential learning that just happens with the day-to-day activities of an organization, for me, was profoundly valuable."

— Eileen Fry-Bowers, PhD, JD, RN, CPNP-PC
(NCSBN's Scholar in Residence, 2018)

A DAY IN THE LIFE:

An Attitude of Gratitude Makes Kathy Thomas a Mentor to Many



The NCSBN Leadership Succession Committee (LSC) hosts Leadership Succession interviews to learn from influential NCSBN Leaders. The interviews provide future, emerging and current leaders with an insider's look into the value of running for office and serving in a NCSBN leadership role.

During the November 2018 Leadership Succession Call, LSC Chair Kaci Bohn, PhD, spoke with **Kathy Thomas, MN, RN, FAAN**, executive director of the Texas Board of Nursing, about her approach to leadership. Thomas's previous roles on the NCSBN Board of Directors include director-at-large, Area III director, president-elect and president. She also served on many NCSBN committees, including chair of the APRN Advisory Committee from 1995–2007. As a member of the Joint Bylaws Group, Thomas contributed to the development of the APRN Consensus Model Licensure Accreditation Certification and Education. Her notable accomplishments and contributions earned her NCSBN's top awards: the R. Louise McManus Award in 2002 and the Meritorious Service Award in 1999. The following is a summary of her road to governance.

Kaci Bohn: Tell everyone a little bit about your background and how you became involved with NCSBN.

Kathy Thomas: Before I became a regulator, I was a U.S. Army nurse, a pediatric nurse practitioner and a nurse educator. In 1989, I took a job at the Texas Board of Nursing as an education consultant. Later, I served as the board's APRN consultant and a department director of practice and enforcement. When my predecessor, Louise Wardell, retired in 1995, I applied to be the new executive director.

In the early 90s, when I was working as the advanced practice registered nurse (APRN) consultant of the Texas

Board of Nursing, the NCSBN Board of Directors was looking for someone to serve on an APRN taskforce called, Studying the Feasibility of Developing a Core Competency Exam for Nurse Practitioners. The group thoroughly explored that issue and I enjoyed serving on that committee.

KB: What would you say to someone who is hesitant to pursue a leadership opportunity because they feel unqualified?

KT: Most of us feel unqualified, so you're not alone. The trick is finding a place for yourself in the organization. First, get to know the organization and its members. Then, move to a deeper involvement in NCSBN such as applying for a committee, task force or work group. Select a group that is going to match your experience and expertise.

If you get selected, do your homework. Come prepared, listen to your colleagues and be open to learning from other people. Remember that the purpose of being on an NCSBN committee is not to address the needs of your own board, or to suggest that what your board does should be adopted by the group. The focus is on what is best for the needs of the nursing regulatory community, because this is a nationwide effort.

KB: What is your philosophy on leadership?

KT: Leadership is not so much about having people follow you. It's more about growing other people and bringing the best out of them so that they can feel empowered and, in turn, accomplish more. We need everybody to be a leader in the organization. It's never about one person or even all the people on the board. It's about the entire membership of the organization.

KB: Can you give us some insight into what it was like to run for office at NCSBN?

KT: It doesn't matter how much public speaking you've done or how much you've been involved in various organizations. Everyone feels that little anxiety about running for office. You're really putting yourself out there and it's a leap of faith. You can lose, but that's

not the end of the world. I hope you would not give up after that. You have a wonderful Leadership Succession Committee who will guide you through the process and they are incredibly supportive. If you do happen to lose, ask your close colleagues to give you feedback. It may make you feel vulnerable to ask that, but it will help you grow, do a better job the next time and hopefully get elected.

KB: What made you want to get involved with the NCSBN Board of Directors?

KT: NCSBN is an incredible organization. It has a reputation for bringing together strong members, organized around the common principal of public protection. It's committed to serving its members and lessening their burdens of government. NCSBN has collaborative relationships with many other organizations, not only nursing associations but also other disciplines and government agencies. It's built a body of knowledge in nursing regulation. It's easy to want to be involved.

"Leadership is not so much about having people follow you. It's more about growing other people and bringing the best out of them so that they can feel empowered and, in turn, accomplish more."

– Kathy Thomas, MN, RN, FAAN

Being a board member allowed me to be a part of the policymaking of NCSBN. I have learned so much from the other members of this organization. I've gained additional experience in areas such as public speaking, networking and leadership. You get exposure to experiences you may not have in your day job such as budgeting, financial reporting, strategic planning and program evaluation. As I continued my involvement in the organization, I used leadership as a way to give back to the organization that has given so much to me.

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“As I continued my involvement in the organization, I used leadership as a way to give back to the organization that has given so much to me.”

– Kathy Thomas, MN, RN, FAAN

KB: Tell us what your days were like as a member of the NCSBN Board of Directors and how that changed when you served as president?

KT: The preparation is the same for everyone on the Board of Directors. You read a lot of material before each meeting. It’s important to be prepared so you can ask questions and share your own views.

As a board member, you are learning leadership skills such as accepting the will or decision of the group as final. Back home, I like to tell my own board that we speak with one voice regardless of the individual opinions of the members. That applies at NCSBN as well. Despite all of our discussion, agreements or disagreements, in the end the majority rules on a particular decision and the board owns it.

As the president, your commitment of time and energy will be even greater. There’s really no way to prepare for that or explain what it will be like, but you do have to travel a lot and publicly represent the organization. The president is involved in additional face-to-face meetings. In these meetings, folks may think differently than how we think, but you learn from them and learn how to value other perspectives. The president has to connect with all the members of the organization and outside groups so, as you can imagine, it takes more time. In the end, whether you’re a board member or president, it’s a very rewarding experience and I would encourage anyone who has the aspiration to explore that role.

KB: What advice would you have for someone who is interested in running for the NCSBN Board of Directors or for LSC?

KT: When running for a board position, start by building relationships with other members. Then, think about what skills you would bring. You have to understand what your worth is to the organization and be able to express that. Also exercise humility because we all have so much to learn. LSC leadership is a role that needs people who understand the organization and its potential leaders. An LSC leader must easily identify potential leaders and encourage them to run for office.

KB: Talk to us about your most rewarding experience as a member of the NCSBN Board of Directors.

KT: I served on the Search Committee that hired NCSBN’s new CEO, Dr. Benton. It’s an important decision that will affect the organization for years to come. We were so fortunate to select a really strong leader who brought so many new perspectives and skills to the organization. I think this decision will make a mark on the organization that will become a part of its legacy. I’m very proud of that.

KB: Besides your family, what makes you excited about getting up each morning?

KT: To be fair, it is family right now. I finished my role as president just before my daughter had our first grandchild. I’m so excited to be a grandparent for the first time.

I really, truly believe in the work that we do every day. Protecting the public is a high bar for all of us and it isn’t easy to do, but it’s worthy of doing and something we’re all proud of. We’re in a constant tension of protecting the public and being fair to the profession. The tug and pull that we experience, along with the ultimate goal that we have to protect the public, makes every bit of the experience worth it.

You can listen to this webinar in its entirety in the [Resources area](#) of the NCSBN website. Visit the [Leadership Succession page](#) for further details about the LSC and its members. 🎧



NCSBN Builds In-house Focal Point Studio

The stats are staggering:

- YouTube has more viewers among 18-to-49 year olds than any U.S. cable network ([YouTube](#))
- More than 500 million (that’s half a BILLION) people are watching video on Facebook every day. ([Forbes](#))
- In 2019, internet video traffic will account for 82 percent of all consumer internet traffic (Cisco).

At this point in time, video is one of the most powerful and pervasive mechanisms used to carry a message. The producers of video range from Fortune 500 companies to Instagram stars, and from well-known not-for-profit organizations such as the Red Cross to your local scout troop. All indicators

point to the fact that video is now the number one means through which we process information, and not using it effectively severely limits impact on those you are trying to reach and persuade.

The use of video isn’t new to NCSBN. The Interactive Services (IS) department has produced educational videos for more than 20 years on topics such as professional boundaries, substance use disorder in nursing, the Nurse Licensure Compact and many others. Additionally, promotional videos for various programs, initiatives and for institutional branding of NCSBN have been produced by IS and the Marketing & Communications (M&C) department.

Research done in the marketing arena proves that people respond more positively (have better recall of subject matter and generally a more favorable feeling toward the brand, etc.) to video than static images or text or even the combination of images and text. NCSBN too has found that people like and respond well to the videos it produces. The question that remains, however, is how can we better harness the power of video to support and promote the mission and strategic direction of NCSBN?

The answer exists in the form of the new Focal Point Studio (FPS), a joint venture between the IS and M&C departments, which is designed to provide outreach and enhance brand

[continued on page 20](#)

awareness to all of NCSBN's target audiences. We will develop videos to enhance interactivity of existing communications, marketing and education and to expand the reach of these offerings domestically and internationally while still producing educational videos to serve our members and the nursing population at large. The goals of FPS include:

- Producing videos for various, diverse purposes and packaging for products, publications and services such as InFocus, Year in Review, online courses, the NCSBN website, social media platforms and exhibits.
- Creating a video archive of people and events.
- Responding quickly to breaking news about nursing regulatory issues and topics.

Tammy Spangler, director, Interactive Services & Information Security Assurance, notes, "NCSBN video offerings have been very well received over the years. During calendar year 2018, there were more than 640,000 video views on ncsbn.org, YouTube and Vimeo. The new dedicated professional studio space includes cutting-edge production and post-production equipment which will allow us to produce innovative, just-in-time video offerings that enhance operational and strategic communications of the organization."

FPS has already produced several new programs including *NGN Talks*, an educational and outreach series about the Next Generation NCLEX® project and Leadership Succession "Your Piece in NCSBN" segments. Upcoming releases include the International Exchange, a dialogue with nursing regulators around the world.

In addition to continuing to produce educational videos and other promotional pieces, under consideration for production is a Lasting Impact series, which would be an in-depth look at a topic or a project that NCSBN spearheaded or developed and how it influenced nursing regulation across the country and/or globally. This could take the form of revisiting an initiative or

Video is the lens through which most people view the world and its influence will only continue to increase.

research project and how it impacted practice or education years later, or as a news story about how a research study was replicated or project implemented. Also in consideration are Emerging Issues segments that would highlight upcoming topics in nursing

regulation and health care, such as marijuana guidelines for nurses, advanced practice registered nursing scope of practice issues or challenges surrounding occupational licensure.

"The marketing & communications department is especially pleased to be able to use FPS to promote the stellar regulatory work being done at NCSBN. It also affords us the opportunity to respond immediately to breaking news and provide NCSBN's unique viewpoint on regulatory issues," comments Dawn M. Kappel, MA, director, Marketing & Communications.

Accompanying and complimenting the work of FPS is NCSBN's new [Year in Review microsite](#). It is designed to provide the viewer with an interactive and video overview of the events, activities, accomplishments and initiatives in the past year as well as NCLEX Examination statistics for the entire calendar year 2018. It features videos about NCSBN's 40th anniversary year celebration and comments from NCSBN awardees that you can watch directly from the microsite. The yearbook also features easily accessible links to other videos, slideshows and online resource materials as well as additional information about the subjects covered in the publication.

Other ideas for programming are still being explored and we hope to creatively incorporate video in all aspects of NCSBN projects and initiatives in 2019 and beyond.

Video is the lens through which most people view the world and its influence will only continue to increase. FPS allows NCSBN to help shape the conversation around nursing regulation and encourage dialogues nationally and internationally about patient safety and public welfare by opening the window on its work. 🌐



Speed Round

Get to know NCSBN staff:

Kaitlynn Ward
Coordinator, Government Affairs

What do you do?

I am a coordinator for Government Affairs in our Washington, D.C. office. We work to build NCSBN's presence on Capitol Hill by advocating for legislation in Congress and working with other organizations. My role focuses on following specific pieces of legislation from introduction to final passage in Congress. I also write and manage the NCSBN [Policy Briefings](#), which everybody should go check out!

What are the best and most challenging aspects of your job?

The best part of my job is the different areas I get to work in and learn about. We have done work on occupational licensing, opioids and veterans affairs. I get to learn a lot every day and really see how things work in Washington. The most challenging part of my job is that things are always changing and you never know what will pop up next. Sometimes we have to move fast on a topic and everything else gets pushed back.

If you weren't working at NCSBN, what would your dream job be?

My dream job is to be an elected official — either a member of Congress or even the president one day. I'm not quite old enough yet, but give me 10 years! 🇺🇸



NCSBN Center for Regulatory Excellence Grant Program

Upcoming
proposal submission
deadline:
Oct. 4, 2019

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:

- Impact of legalized marijuana
- Substance use disorders in nursing
- National and international regulatory issues
- Economic analyses, e.g., Nurse Licensure Compact, APRN practice, etc.
- Remediation
- Innovations in nursing education

APPLY TODAY

Johnson Named 2019 Business Woman of the Year

Congratulations to Phyllis Polk Johnson, MSN, RN, FNP-BC, executive director, Mississippi Board of Nursing, who was named [2019 Business Woman of the Year](#) by Mississippi Business Journal. Last year, the Journal named Johnson one of Mississippi's Fifty Leading Business Women.



Photo courtesy of Mississippi Business Journal

"As a nursing practitioner and administrator for more than 30 years, I was tremendously humbled and honored to be selected as the 2019 Business Woman of the Year," said Johnson. "In my role as the executive director of the Mississippi Board of Nursing, I take great pride in leading an organization that effectively and professionally guides the important practice of nursing in our state. It is my goal to continue to be a voice for this sector of medical professionals who touch the lives of thousands of Mississippians each day."



Sharpnack

Sharpnack Selected to Present at 30th International Nursing Research Congress

Ohio Board of Nursing President Patricia Sharpnack, DNP, RN, CNE, NEA-BC, ANEF, was selected to present at Sigma's 30th International Nursing Research Congress in July 2019. This global event provides an opportunity to collaborate with nursing scholars from around the world involved in the advancement of nursing science. Sharpnack's presentation, "Catalyzed Through Collaboration: Breaking Down Barriers for Diverse Students," will reflect her work to increase the number of students from metropolitan schools and inner ring suburbs in nursing education. The Ohio Board of Nursing congratulates Sharpnack on being recognized for her outstanding leadership in nursing education.



Quinn

Quinn Awarded Entrepreneur of the Year

Randy Quinn, president, Arizona State Board of Nursing, recently received the 2018 Nurse Entrepreneur of the Year award by the Arizona Organization of Nurse Executives. Quinn received this award for his work in creating [Arizona Anesthesia Solutions](#), a successful anesthesia group that utilizes certified registered nurse anesthetists to provide high-quality anesthesia services across the state of Arizona. The group currently provides anesthesia services to more than 60 facilities in the state.

Florida Board of Nursing

Florida Board of Nursing managers recently participated in a demonstration of a new virtual assistant, or chatbot, feature that uses IBM Watson Assistant to have conversations with customers, answering questions based on what it is trained to do. This demo virtual assistant, nicknamed ELI (enforcement, licensure, information), was trained to answer specific questions about continuing education requirements, name and address changes, the Nurse Licensure Compact, and other trending topics. ELI has the ability to replace FAQs and reduce the number of calls and emails coming into the board office by answering the most commonly asked questions.



From left: Regulatory Supervisor Dontavia Wilson, Regulatory Supervisor Nikki Clark, Program Operations Administrator Nicole Benson, Executive Director Joe Baker, Jr.



Moreland and Byrd

Moreland and Byrd Earn CPM

Carol Moreland, MSN, RN, CPM, executive administrator, and RaeAnn Byrd, CPM, licensing supervisor, Kansas State Board of Nursing, completed the Certified Public Manager Program through the University of Kansas, School of Public Affairs and Administration, Public Management Center. The Kansas Certified Public Manager® (CPM) program is a professional education opportunity for managers working in government agencies, nonprofits, and organizations that contract to provide public services and meet community needs.

Have news to share?

Send your News & Notes submissions via [email](#).

Every Board Has a Story. NCSBN Wants to Tell Yours.

Helping to Drive the Change: Alabama Board of Nursing Highlights Voluntary Disciplinary Alternative Program with Awareness Campaign



According to the latest research from NCSBN, 8 percent of nurses with substance use problems are not identified for early intervention and monitoring.

A member reading that statistic and thinking that we really need to support that 8 percent, our Alabama Board of Nursing (ABN) Executive Officer Maggie Berman, MEd, MSW, NE-BC.

Berman, "We've seen a significant growth in substance use complaints. It takes a lot more resources to get people with substance use disorders through the disciplinary process. So our whole goal with ABN is to get them out of practice immediately and into therapy and treatment."

The ABN's VDAAP awareness campaign is designed to improve communication related to the program, improve education for consumers and the public, and pursue early intervention for nurses to ensure a safe return to practice. The awareness campaign grew out of a "New Director" established by the ABN in 2014, to determine year

In 2017, in response to the growing trend of substance use disorders, the ABN initiated a new awareness program VDAAP. The competition is hot because of the use substances, chemical physical condition of the standards of the

"I see the constant because they come

Succession Planning Gets Results

The newly developed NCSBN Executive Officer (EO) Succession Planning Toolkit is designed to provide a starting point for a conversation about leadership succession between a member board and its EO. Succession planning can greatly assist in the continuity of the operations of a board of nursing (BON).

One board of nursing recently had a productive experience utilizing the toolkit. Over the course of two days in January Mary Blubaugh, MD, RN, executive administrator, Kansas State Board of Nursing, gathered her board members and staff for an eight-hour organizational development meeting in Wichita to address leadership succession at the executive and board member levels. Blubaugh was very happy with the results.

"It was a good bonding experience," says Blubaugh. "I heard many positive comments from my board and I think they gave everyone the opportunity to really talk."

The process for the toolkit's development began in 2012 when a former EO suggested that NCSBN consider developing such a tool for member boards. The need is great - in recent years, approximately half of all state BONs have experienced turnover in the EO position, in the next few years a number of EOs will probably retire, but the results of a recent poll indicate that 78 percent of EOs reported that they do not have a succession plan in place. In response, the NCSBN Board of Directors established the

EO Succession Resource Committee to create the toolkit to assist member boards in this process.

Blubaugh was no stranger to the succession toolkit. In fact, she volunteered to be on the committee tasked with developing it. "I agreed to it because I had an interest in it and wanted to ensure that our agency was well-prepared," she says.

Several were the circumstances that led to a successful organizational development meeting for Kansas? Blubaugh stresses the importance of preparation. "Having a strategic plan was very beneficial," she says. "We've had one in place since 2000 that we revisit every five years. The board members know it, so that was very helpful."

Blubaugh and her staff also did something similar with Tool #4, Operational Information. "I sat down with my management staff prior to the meeting and went through the tool," she says. "We filled out the steps we could in advance, so that by the time we went into the meeting, we had a lot of tools filled out and ready for our board to review."

Blubaugh says her work is not yet complete. Next steps are to complete everything gathered in the January meeting and present it to the March board meeting, so far she is happy with how the process has worked. "Our board members told me that having the groundwork ahead of time and having staff and the facilitator there gave them precious time to work on governance," she says. "I think the commitment formed by NCSBN did a very good job of developing the toolkit, and if other boards use it they will find it very beneficial."



Learn more about the EO succession toolkit today (Member login and password required)

RESCUE ON MOUNT HOOD



Oregon's Mount Hood is a spectacular sight to behold. Located roughly 50 miles from Portland, it is home to 32 glaciers. With an elevation of 11,249 feet, it is a prominent feature of southern Oregon's landscape and can be seen from as far away as 100 miles. Mount Hood National Forest is one of the most heavily visited National Forests in the U.S., with more than 4 million visitors per year. Climbing and hiking are very popular - about 10,000 people attempt to climb the mountain each year.

In addition to being extremely beautiful, the mountain can also be dangerous. As of May 2017, more than 120 climbing deaths have occurred there, most the result of falls and hypothermia. There are six main routes to approach the mountain. The most popular is the south route, which goes over Emerald Clef Rock, a large granite feature and proceeds along another glacier via a rope called the Hoopback. It was on Jan. 31, 2017, that the Hoopback would be the site of a rescue and evacuation mission.

Sarah Wickhamagan, DPH, FNP, APRN divides her time between being a policy analyst for the Oregon State Board of Nursing and a liaison to the Oregon National Board of Standards and Practices for the American Red Cross. She's a board member


A United Mission Reflections on Hosting an International Guest and Colleague at NCSBN's Annual Meeting

By Lori Schmitt, MBA-NCM
Schmitt is the executive director of the Missouri State Board of Nursing and a director-at-large on NCSBN's Board of Directors.



I recently had the pleasure of serving as the liaison to David Murphy, principal of the School of Nursing, St. Ann's Hospital, and president of the Nursing Council of Ireland and College (NCTI). Murphy was one of eight invited special international guests at NCSBN's Annual Meeting, Aug. 15-17, 2018, in Minneapolis.

A graduate of the School of Nursing, Andrews University and the University of the West Indies, Murphy is an ordained Seventh-day Adventist pastor/minister and state marriage officiant. A registered nurse for the past 27 years, he is also a nursing educator/faculty at the UMS Schools of Nursing and Midwifery and occasionally teaches and lectures there and at the University of the Southern Caribbean. Murphy is presently a doctoral candidate working for a PhD in Public Health at Western University. His areas of strength include preaching, public evangelism, counseling, teaching and health promotion.



NCTI is the regulatory body for the two professions of nursing and midwifery from the Missouri State Board of Nursing (MSBON) and NCTI share the primary purpose of protection of the public, particularly those who are vulnerable when ill and/or unable to meet their needs. NCTI carries out this function by way of the maintenance of a register of all nurses, midwives and a roll of nursing assistants eligible to practice within Ireland and Tobago. This is also similar to MSBON's structure, in which we maintain the database of nurses.

Murphy shared that regulation of the nursing and midwifery professions means that standards and rules are in place under specific legislation that governs the professions. The standards are established to govern education, training, performance and the ethical conduct of the nurse and midwife. Standards enunciate the principles of minimal good practice required by the nurse and form the basis by which performance can be evaluated.



Is your Board proud of a recent accomplishment?

We are always seeking information and story ideas for *In Focus*, NCSBN's quarterly publication. This is your chance to tell your story, highlight a nursing regulatory body's achievement or recognize a colleague.

For more information contact Mike Grossenbacher at mgrossenbacher@ncsbn.org.