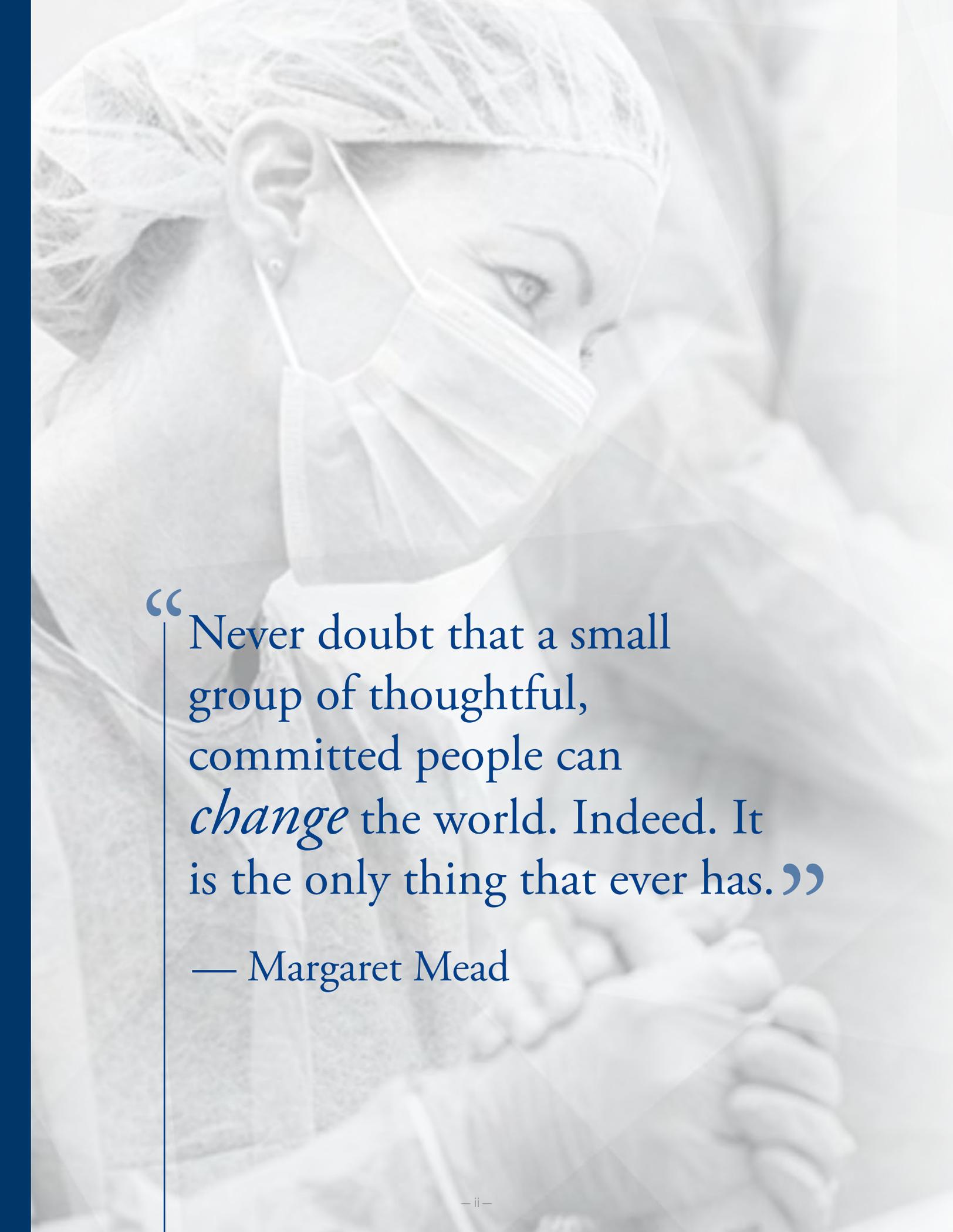




*Unlocking Access to Care for 20 Years*

**Nurse Licensure Compact  
Annual Report**

Fiscal Year 2019-20



“Never doubt that a small group of thoughtful, committed people can *change* the world. Indeed. It is the only thing that ever has.”

— Margaret Mead

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## Introduction

This annual report covers the period from Oct. 1, 2019 to Sept. 30, 2020. The purpose of this report is to provide a comprehensive overview of the activities, achievements, and financial performance of the Interstate Commission of Nurse Licensure Compact Administrators (ICNLCA) throughout the report period. It provides a snapshot of recent accomplishments and a preview of what we have yet to achieve as a commission in fiscal year 2021 (FY21).



## ICNLCA Core Purpose

The Nurse Licensure Compact advances public protection and access to care through the mutual recognition of one state-based license that is enforced locally and recognized nationally.



## ICNLCA Mission

The mission of the Interstate Commission of Nurse Licensure Compact Administrators (ICNLCA) is to facilitate cross-border nursing practice through the implementation of a nationally recognized, multistate license. ICNLCA enhances nurse mobility and public protection primarily through:



- Maintaining uniform licensure standards among party state boards of nursing;
- Promoting cooperation and collaboration between party states;
- Facilitating the exchange of data and information between party states; and
- Educating stakeholders.



## ICNLCA Core Values

- Transparency
- Integrity
- Accountability
- Innovation
- Collaboration



“ *Challenge* is what forces evolution to happen, and with these challenges there is change.

*Change* is an inevitable necessity for growth. ”

— Lily Sanders Truth

## Letter from the Chair



Dear Commissioners,

What a year we've had!

At the start of fiscal year 2020 (FY20), none of us anticipated the unprecedented

challenges we would face as a result of the unexpected, worldwide, COVID-19 pandemic, which created uncharted territory for **everyone** — including businesses, governments and health care systems. It is no surprise that the steady growth of COVID-19 cases brought the health care delivery system to the front lines of the pandemic, increasing demand for nurses and medical professionals nationwide.

During one of the largest health threats of the current generation, the pandemic has shown us firsthand that the Nurse Licensure Compact (NLC) is **the** solution for modernizing health care. The NLC allows for expedited, safe access to licensed, qualified and competent nurses who meet the same uniform licensure requirements, including submission to federal and state fingerprint-based background checks.

Undoubtedly, the NLC is becoming ever more important — **a necessity** to meet the mobility needs of today's society and to respond to the unfortunate upsurge of health pandemics, natural disasters or other catastrophic events. We anticipate with the start of the next legislative session that more states than ever before will introduce legislation to join the NLC. We are well on our way to becoming a **Compact Nation**.

For us as a commission, the pandemic not only taught us to be personally thankful for each day, but also how to navigate and grow under unique circumstances, while remaining both vigilant and prepared.

Despite the challenges brought on by COVID-19 — having to change our routines, having to work under elevated precautions, whether at home or in the office, or having to change our form of interaction — we were still able to remain both focused and collaborative. This allowed us to continue to lead the way in the groundbreaking work of the NLC.

Although our core purpose, mission and values continue to be our overarching motivators, being adaptable and resilient, creating order out of chaos, and continuing to build camaraderie, collaboration and creatively adapting to meet and achieve strategic initiatives and goals, allows us to identify new opportunities. Doing so further fuels our success and future as a commission. Together, we can take pride in our many achievements, before and during the pandemic, which you will see as you review this report.

I am thankful for the opportunity to lead this commission, am proud of our recent accomplishments, and look forward to what we have yet to achieve. I am grateful to all NLC commissioners and committee members for your guidance, expertise, contributions, stellar adaptability, resilience and commitment to positive change.

Be safe and be well!

Sincerely,

A handwritten signature in cursive script that reads "Kim Glazier".

Kim Glazier, MEd, RN

Chair, Interstate Commission of Nurse Licensure Compact Administrators

# The NLC Celebrates 20th Anniversary of Regulatory Transformation: 2000–2020



There is reason to **celebrate!**

From its beginning in 2000 until now, the NLC has provided nurses, registered nurses (RNs) and licensed practical/vocational nurses (LPNs/VNs), with an extraordinary advantage, enabling cross-border practice and remedying the burden of having to obtain licenses in multiple states.

In the last 20 years, change was constant. Responsiveness and the philosophy of shared responsibility to promote safe nursing practice allowed the NLC to achieve success. Compact commissioners have not only built the compact regulatory bridge but also strengthened and expanded its scope. In 2015, the enhanced NLC was adopted. It included additional protections such as criminal background checks, fingerprinting requirements and uniform licensure standards. As a result, the “enhanced” NLC was effectively implemented on Jan. 19, 2018. In a short time, it has grown to include 34 compact states. Major Milestones and achievements are highlighted in commission and committee minutes, agendas, presentations, and the strategic plan. The NLC’s successful 20-year history of growth with the mutual recognition model of licensure serves as an example for other health care professions developing interstate licensure compacts.

At the 2020 Midyear Meeting of the Commission on March 2, 2020, the commissioners celebrated 20 years of regulatory excellence and transformation. The NLC Commissioner for Tennessee, Libby Lund, MSN, RN, shared a brief historical overview of the NLC from inception to present day. Lund was part of the 1996 National Council of State Boards of Nursing (NCSBN) Multistate Regulation Task Force (MSRTF), responsible for originally developing the vision of multistate nursing regulation, and was a perfect speaker for the occasion. The event concluded with a small lunchtime reception and, of course, an NLC anniversary birthday cake.



*Above: Lund presents historical overview of the NLC at the 2020 Midyear Meeting.  
Far left: NLC Executive Committee also at the 2020 Midyear Meeting.*





*Above, top photo: Rick Masters, JD and Nahale Kalfas, JD present governance training for NLC Commissioners at the 2020 Midyear meeting.*



## Governance Training Kicked off NLC Midyear Meeting

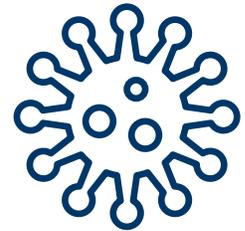
The Midyear Meeting of the NLC Commission on March 2, 2020 began with governance training. Special Counsel to the commission, Rick Masters, JD, partnered with Nahale Kalfas, JD, consultant to the National Center for Interstate Compacts at The Council of State Governments (CSG), to review responsibilities and authorities of the executive committee and commission, as found in the provisions of NLC statutes and ICNLCA Bylaws.

The training was engaging and interactive, featuring a series of poll questions designed to help commissioners interact with the presentation content. The presentation helped to increase understanding of the NLC decision-making process, authority of the committees, fiduciary responsibilities and the ideal state of governance.

Evaluation results showed the training session was very well received. As the commission continues to grow, future training sessions will enable commissioners to come together to discuss, understand and focus on their duties as NLC commissioners.

## COVID-19: Lessons Learned from the Unexpected Global Pandemic

In March 2020, the entire world experienced the COVID-19 pandemic, an invisible enemy, and a worldwide health care crisis. The unprecedented number of patients affected by this disease and the overwhelming effect it has had on hospitals and health care facilities resulted in all states, territories and the District of Columbia issuing emergency declarations and lifting state licensure regulations. In some cases, emergency license waivers were issued to allow nurses licensed in other states to expedite their ability to practice and assist with disaster relief.



The loosening of licensing restrictions to enable cross-border practice resulted in dissimilar and often confusing state emergency orders. The orders lowered safety and practice standards, focusing more on the **quantity** of nurses available to help with COVID-19 cases rather than maintaining standards for nurse practice. Increasing concern for patient safety, it was difficult for the high volume of nurse applicants coming from out of state to obtain criminal background checks (CBCs) when required. CBC services were closed or had an extended wait time. Additionally, executive orders created issues with enforcement authority. When a violation occurred, in states that did not issue the nurse's license, the state did not have authority to investigate and take adverse action against the license. Finally, the executive orders were of a temporary nature and had differing expiration dates, posing issues for hospital staffing and patients in terms of continuity of care.

If the NLC was expanded to all 50 states, these issues would have been avoided. All nurses would meet the uniform licensure requirements, ensuring that agreed upon standards were met. Each state would have enforcement authority when a nurse from another NLC state practiced in its jurisdiction, and expiration of executive orders and nurses' authority to practice would have been nonissues.

“ The NLC makes a vital difference during a health care crisis because nurses can deploy quickly between states without delays or barriers to practice.

Negotiating emergency licensure by state is a monumental challenge, requiring significant time, resources, and delays that can impact patient care. We all need states to be members of the NLC. ”

— Cole Edmonson, DNP, RN, FACHE, NEA-BC, FAAN, FAONL, FNAP chief clinical officer, AMN Healthcare Services

## COVID-19 Timeline



Jan. 1

20th Anniversary of the NLC.

Jan. 1, 2020

Alabama implemented the NLC.



March 1



COVID-19 became a global public health crisis.

March 11



States started to introduce emergency orders and declarations, issuance of temporary licenses, license exemptions, and waivers of licensure requirements to attract nurses to assist during the pandemic.

March 13

New Jersey partially implemented the NLC, allowing a nurse with a multistate license from another compact state to practice there.



May 13



An NLC bill in California was heard in legislative committee for the first time.

July 1

Indiana implemented the NLC.



Aug. 12



Due to COVID-19 travel restrictions, the NLC Commission held its first virtual annual meeting with record attendance of more than 300 individuals.

Dec. 14

First COVID-19 vaccine administered in the U.S. to Sandra Lindsay, a New York nurse.





## NLC Legislative Update

In the 2019-2020 calendar year, a total of 10 states and one U.S. territory introduced legislation, including Alaska, California, Guam, Illinois, Massachusetts, Michigan, Ohio, Pennsylvania, Rhode Island, Vermont and Washington. Additionally, on May 13, 2020, the NLC bill in California was heard in legislative committee for the first time.

### Alabama Implemented the NLC

On Jan. 1, 2020 Alabama became the 32nd state to implement the NLC.

Peggy Benson, MSN, MSHA, NE-BC, executive officer, Alabama Board of Nursing, commented:

“ Alabama nurses will have greater mobility and reduced regulatory burdens. Simultaneously, citizens of Alabama will have increased access to care, and public protection will continue to be maintained at the state level. ”




### Spotlight on Alaska

In 2019 there was pending NLC legislation in Alaska and support among the nursing workforce and parties such as the Alaska State Hospital and Nursing Home Association, Department of Defense, Fresenius Medical Care, and the AARP. Out of a group of more than 3,000 nurses who responded to a survey, 91% were in favor of joining the NLC.

Because of growing interest, the Alaska Board of Nursing collaborated with the NLC to conduct a series of town hall meetings on Jan. 27 in Anchorage, Jan. 28 in Fairbanks and Feb. 24 in Juneau. These town hall meetings were open to all Alaska residents and legislators.

NLC Director Jim Puente was the keynote speaker and explained the NLC, provided a legislative update, and debunked NLC related myths. To help highlight the benefits of a multistate license, Puente referenced the *NLC Impact in Action Series*, wherein nurses shared personal stories about the positive impacts of the NLC.

At left: NLC Town Hall meetings in Anchorage, Fairbanks and Juneau.

## New Jersey Entered Initial Phase of NLC Implementation

On March 13, 2020, increased demand for nurses during the COVID-19 pandemic resulted in the New Jersey Board of Nursing implementing the first phase of the NLC. Partial implementation allowed nurses who hold active, unencumbered, multistate licenses issued by NLC member states to practice in New Jersey.

The New Jersey Board of Nursing has been working to complete the next phase of NLC implementation, which would allow a nurse who resides in New Jersey to apply for a multistate license on their website. The final phase of implementation will occur in 2021.

## Indiana Implemented the NLC

On July 1, 2020, Indiana became the 33rd state to implement the NLC.

Regarding implementation, NLC Commissioner Toni Herron, RN, CHEP, Indiana State Board of Nursing, commented,

“The NLC presents innovative ways for Indiana nurses to improve access to care for patients and reduces the burden of maintaining multiple licenses for licensees. This is great news for nurses who already hold a multistate license from another NLC state, because on July 1, 2020, they will be able to practice in Indiana. Our staff looks forward to working with stakeholders to ensure that all Hoosiers, both providers and patients, are fully informed about the dynamic changes.”



## Pennsylvania State Nurses Association (PSNA) Reversed Opposition to NLC

On July 16, 2020, PSNA, which represents the interests of 224,000 RNs, reversed historical opposition to the NLC. PSNA indicated previous reasons for opposition, such as significant revenue loss to the state board of nursing or public safety concerns, have not materialized. The COVID-19 pandemic exacerbated the need to lessen the regulatory burdens on nurses. NLC Uniform Licensure Requirements (ULRs), additional safeguards like mandatory FBI and state police background checks, fingerprinting and feedback from Pennsylvania nurses and state organizations were instrumental in the decision to support the NLC.

## APRN Compact Update

NCSBN Delegates demonstrated visionary leadership by approving changes to the [APRN Compact model language](#) at NCSBN's annual meeting on Aug. 12, 2020.

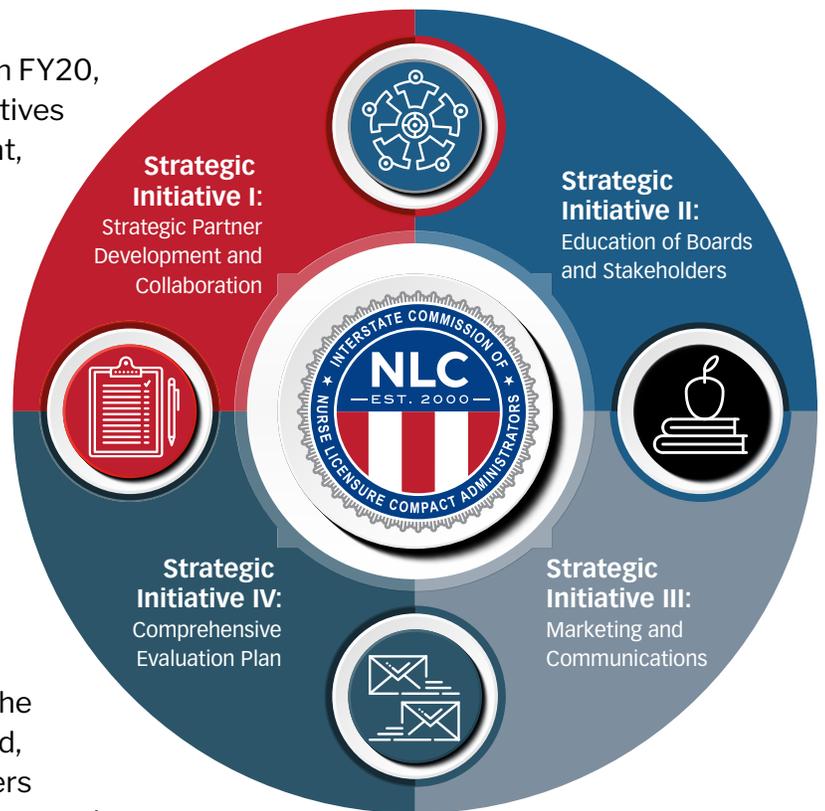
It is anticipated states will introduce legislation to join the APRN Compact in 2021. The compact will be operational once seven states enact the legislation.



# Strategic Plan

Covering three fiscal years starting with FY20, the plan focuses on four strategic initiatives that center on partnership development, education of boards and stakeholders, marketing and communications, and completion of a comprehensive evaluation plan. The plan highlights key strategies and tactics necessary for progress and successful implementation.

Despite the unexpected challenges created by COVID-19, the goals and objectives identified as priority areas for FY20 were achieved. Relationships with current partners were strengthened, nationwide support for the NLC grew, educational efforts increased, compliance resources for commissioners were developed, a marketing plan was created, and the NLC was positioned as the expert resource for the development of interstate compacts for licensure based on the mutual recognition model.



**Nurse Licensure Compact (NLC) Strategic Plan**  
 The NLC strategic plan covers three fiscal years starting with fiscal year 2020 (FY20). The purpose, mission, vision, four pillars (strategic initiatives) and goals were adopted by the Commission on March 25, 2019, and the objectives, strategies and tactics were adopted by the Commission on Oct. 4, 2019. The table below provides an at-a-glance snapshot of progress made and what has been accomplished in FY20 in relation to the strategic plan. Color key: **Yellow** indicates the strategy/tactic will be implemented after FY20.

Strategic Initiative I: Strategic Partner Development and Collaboration				
Outcome 1: Develop and maintain a diverse array of well-defined, strategic, collaborative relationships that NLC can leverage to resolve its education and strategic				
Strategies	Tactics	FY20	Assigned to	Progress
1. Maintain existing relationships with significant current partners	A. Identify existing partners	X	NLC staff	Completed for FY20
	B. Provide guidance and support to address challenges	X	NLC staff	Completed for FY20
	C. Review best practices of other compact jurisdictions	X	Commissioner (as liaison, as required)	Completed for FY20
2. Develop relationships with new partners	A. Identify potential new partners	X	NLC staff/Executive Committee	Completed for FY20
	B. Create plans and materials that highlight value of NLC	X	Training and Education Committee, NLC Marketing	Completed for FY20
	C. Advise on qualifications of key stakeholders opportunities	id	where to advertise	Completed for FY20
3. Strategic engagement with state stakeholders	D. Present about NLC at other administrative conferences and meetings	X	NLC staff/Executive Committee	Completed for FY20
	A. Identify critical stakeholders	X	NLC staff/Executive Committee	Completed for FY20
B. Monitor trends related to stakeholders	X	NLC staff/Executive Committee	In process	
Strategic Initiative II: Education of Boards and Stakeholders				
Outcome 1: Execute a comprehensive, focused, educational program that increases stakeholder knowledge of, confidence in, and reliance on the Interstate Compact.				
Strategies	Tactics	FY20	Assigned to	Progress
1. Develop a multifaceted NLC educational program	A. Secure appropriate resources for NLC educational program	X	Training and Education, Executive Committee, NLC staff	Completed for FY20
	B. Create content and materials for all NLC educational resources and provide additional resources as needed	X	Training and Education, NLC staff	Completed for FY20
	C. Develop educational webinars			Exists on In FY21
	D. Enhance presence of NLC educational posts on social media and explore additional social media engagement by creating report interactive posts	X	NLC staff	Completed for FY20

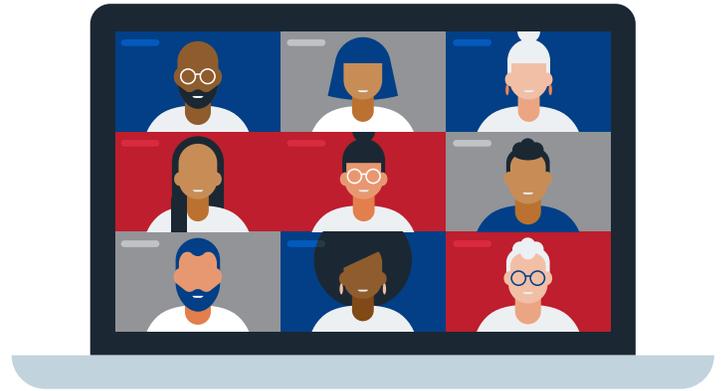
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In order to forecast, plan and monitor, NLC staff created a tracking document to take stock of progress and benchmark achievements. The document tracks NLC related presentations, NLC partner outreach, information regarding educational efforts, and evaluation results, among other key activities. This tracking document assisted in the creation of this annual report, will be utilized to make informed decisions for FY21 and FY22, and will be shared with the full commission at every October meeting to report progress and review tactics and priorities.

To read the Strategic Plan document in detail click the thumbnail above.

## Adapting to Change: First Virtual Annual Meeting

On Aug. 11, 2020, the NLC Commission held its first virtual annual meeting due to health threats posed by COVID-19. The commission meeting had an unprecedented number of attendees, more than 300. Commission information was shared both safely and efficiently. The shift to a virtual event required collaboration with NCSBN's information technology team and meeting attendees. This included new platform training, uploading of meeting materials, creation of a polling system to capture motions and identification of all attendee roles prior to the event.



Commissioners proved to be flexible, agile and adaptable in carrying out business as usual. The NLC meeting was completed successfully.

## NLC Marketing Plan

Poised in the midst of the global pandemic, the need for clarity and understanding of the NLC has never been greater. As a result, NLC staff has partnered with NCSBN's Marketing & Communications department in the development of an NLC marketing plan to help create fluid and responsive marketing messaging for the rapidly changing environment. The plan provides a roadmap of opportunities to help NLC reach educational and informational objectives.



“ Even though my ‘business’ is nursing students, in the long run my business is providing quality nursing students who can provide quality patient care.

This is what is happening with the compact ... it gives our patients better access to quality nurses. ”

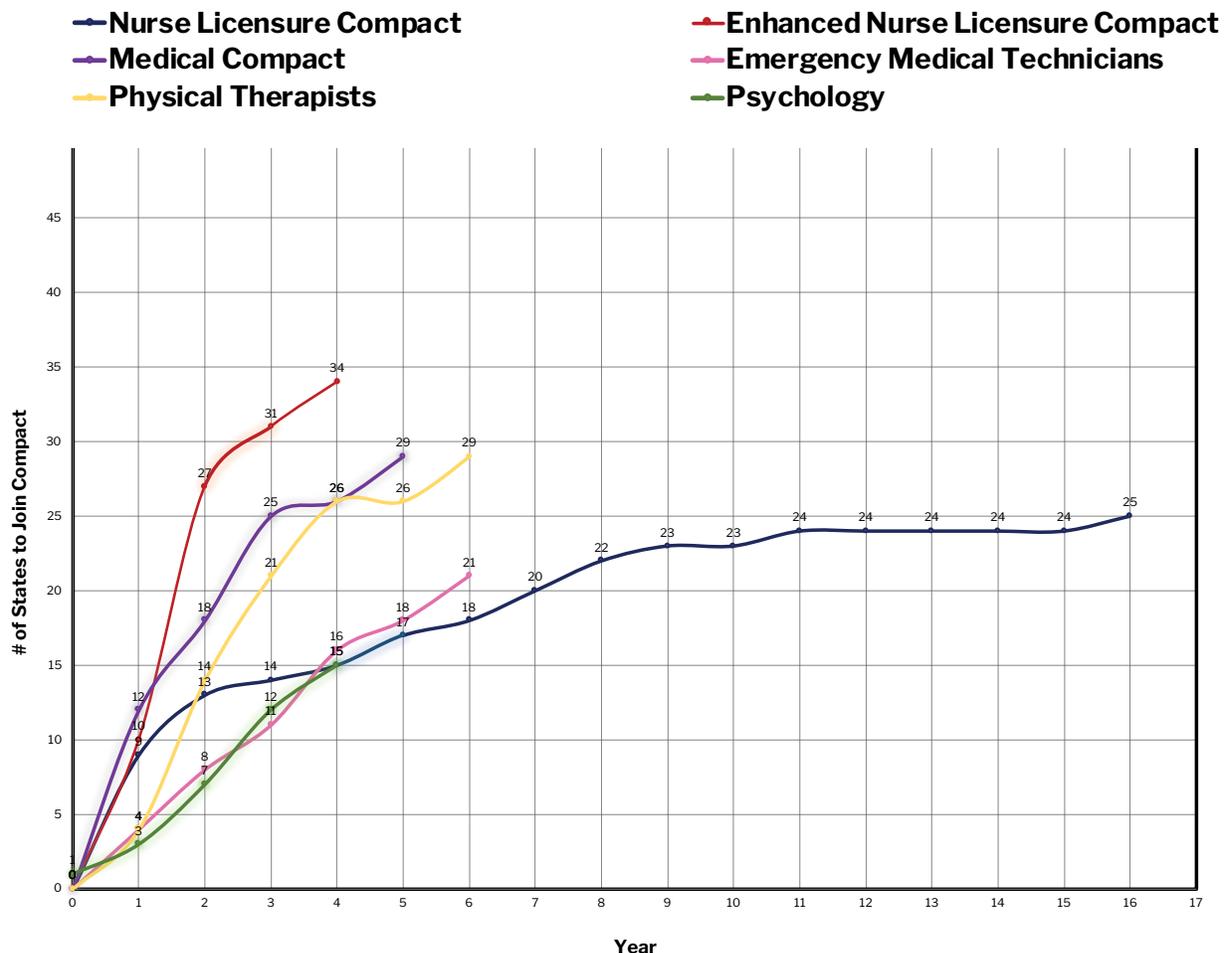
— Cynthia Gustafson, PhD, RN, Division Chair, Nursing Programs, University of Providence

# Collaboration with Other Health Care Professions

In alignment with its core values, the NLC has led the way in providing licensure solutions and addressing challenges related to interstate health care professional practice. As part of NLC collaborative initiatives, NLC staff offered informative presentations for organizations considering a compact for their profession.

Additionally, staff provided on-demand webinars and addressed questions or challenges from other interstate compacts that currently exist, such as the Physical Therapy Compact (PT Compact), Psychology Interjurisdictional Compact (PSYPACT), the Recognition of EMS Personnel Licensure Compact (REPLICA) and Audiology and Speech-Language Pathology Compact (ASLP-IC). By doing so, NLC staff further promoted NLC’s position as the expert resource for interstate compacts.

Collaboration with other health care professions aligns with the 2020-2022 NLC Strategic Plan and key elements which include building and maintaining relationships with new and existing partners, creating new and enhanced educational resources, enhancing the NLC’s reach, and providing expert guidance on the benefits of the model of mutual recognition. The NLC serves as a resource to other health care professions that are currently or will soon be operational.



## NLC at the 2019 CSG National Conference in Puerto Rico

Multistate licensing and the model of mutual recognition was a hot topic at the 2019 CSG Summit of the States. Hosted by the National Center for Interstate Compacts (NCIC), a policy program developed by CSG to assist states in developing interstate compacts, a day-long educational program regarding compacts was available to attendees and policymakers interested in enhancement of occupational licensure for mobility. A series of compact related sessions and presentations were available. Programming included presentation by NLC staff, leadership and legal counsel.

The CSG conference was a meeting of the minds of compact professionals and those interested in multistate licensure. It was a great opportunity to share insights and learn more about the legal makeup, challenges, benefits and procedural implementation of a compact. Among those in attendance were executive officers of boards of nursing in states and territories that wish to participate in the NLC in the future. Participant attendance and travel to the conference was funded by a stipend from CSG.



*Conference attendees included Roca Sablan, President, Northern Mariana Islands Board of Nursing; Maryanne Murray, Executive Officer, Alaska Board of Nursing; Kim Glazier, Executive Director, Oklahoma Board of Nursing; Gabriel Gilman, Vermont Board of Nursing; Margaret Clifton, Executive Officer, Rhode Island Board of Nursing; and Zennia Pecina, Guam Board of Nursing.*

## NLC Obtains Authority for NLC.gov Domain

In December 2019, the NLC Executive Committee approved moving forward with obtaining a .gov domain for the NLC in order to implement best practices of other health care licensure compacts such as the Interstate Commission for EMS Personnel Practice (EMS Compact). According to [DotGov](#), the official website of the U.S. government, “using the .gov top level domain facilitates collaboration among government-to government, government-to-business, and government-to-citizen entities. To maintain domain name integrity, only qualified government organizations and programs are eligible for such a domain name.”

Because the ICNLCA is a multistate joint public agency, known as a commission, and was formed via legislation, it is eligible for the .gov domain.

Both NLC model legislation and bylaws were cited in the application request for authority to use **NLC.gov**, which was approved and authorized by the .GOV Domain Registrar on Aug. 20, 2020. This domain name currently redirects to [ncsbn.org/nlc](https://ncsbn.org/nlc). The website is used for posting and sharing information related to the ICNLCA and multistate licensure. The use of the domain will be consistent with NCSBN organizational internet policy.

## Endorsements and Partnerships

2019-2020 was an impactful year during which increased support for the NLC was demonstrated.

On May 12, 2020, the NLC received a letter of support from the American Red Cross. In the letter, Linda M. MacIntyre, PhD, RN, PHN, chief nurse, American Red Cross, indicated,

“Due to the COVID-19 pandemic and social distancing requirements, the Red Cross is providing many services virtually. The NLC would increase the ability for available nurses to respond regardless of state licensure. The main beneficiaries of the NLC are the individuals and communities served by nurses.”

## NLC supporters

- Air & Surface Transport Nurses Association
- American Academy of Ambulatory Care Nursing
- American Association of Colleges of Nursing
- American Association of Neuroscience Nurses
- American Association of Occupational Health Nurses (AAOHN)
- American Association of Poison Control Centers
- American Nephrology Nurses Association
- American Organization of Nurse Executives (AONE)
- American Telemedicine Association (ATA)
- Association of Camp Nurses
- Association for Vascular Access
- Case Management Society of America (CMSA)
- Center for Telehealth and E-Health Law
- CGFNS International, Inc.
- Citizen Advocacy Center (CAC)
- Commission for Case Manager Certification



## across the U.S.

- Cross Country Healthcare
- Emergency Nurses Association (ENA)
- Health IT Now
- Hospital Corporation of America (HCA) Healthcare
- National Military Family Association
- National Governors Association Center for Best Practices
- National League for Nursing
- National Patient Safety Foundation
- National Student Nurses' Association (NSNA)
- Oncology Nursing Society
- Optum
- Organization for Associate Degree Nursing
- Population Health Alliance
- Red Cross
- Telehealth Leadership Council
- U.S. Department of Commerce
- WorldWide HealthStaff Solutions Ltd.

## Responding to NLC Technology and Research Needs

“ Our future success is directly proportional to our ability to understand, adopt, and integrate new technology into our work. ”

— Sukant Ratnakar, Author of *Open the Windows*

### NLC Executive Committee Appoints Technology Task Force

In accordance with NLC statute, all NLC party states participate in a coordinated licensure information system of all RNs and LPNs/VNs which includes licensure and disciplinary history of each nurse as submitted by party states. Realizing the importance of continued updates and enhancements to this system, Nursys®, the NLC Executive Committee has appointed a technology task force (TTF) to collaborate with NCSBN's Nursys team. TTF members include: Adrian Guerrero, Kansas; Alice Henley, Alabama; Ann Tiller, Virginia; Janeen Dahn, Arizona; Lori Scheidt, Missouri; Melissa McDonald, North Carolina; Nicole Benson, Florida; and NCSBN Nursys staff and NLC staff.

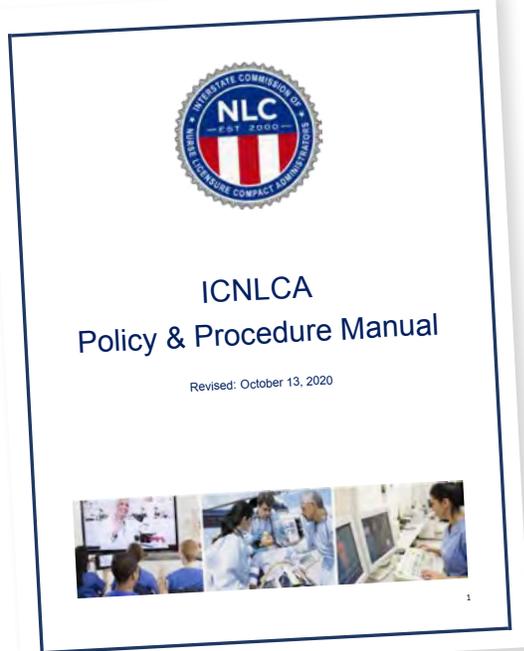
### NLC Executive Committee Appoints NLC Research Committee

At the December 2019 meeting, the Executive Committee appointed a Research Committee to carry out Strategic Initiative IV: Comprehensive Evaluation Plan. In FY21, the Research Committee will work on identifying sources of data, tracking measurable outcomes, identifying data gaps, completing comprehensive reviews of data collected, and developing best practices based on evidence, among other tactics. The full list of Research Committee members can be viewed on [page 29](#) of this report.

# Overview of Committee Work

## NLC Rules Committee

The NLC Rules Committee was led by co-Chairs Joey Ridenour, MN, RN, FAAN, executive director, Arizona State Board of Nursing, and Brett Thompson-May, JD, general counsel, Mississippi Board of Nursing. The commission adopted two new rules, 408. Federal Criminal Records and 409. Active Duty Military Personnel or their Spouses, at the Aug. 11, 2020 annual meeting of the commission. Additionally, proposed amendments to Rule 502. Dispute Resolution were adopted. Prior to adoption, these rules and/or suggested amendments were published on the NLC Rulemaking website and open to public commentary for review and consideration. The effective date of these rule changes and additions is Jan. 1, 2021.



*The Policy Committee has worked to create a Policy manual to serve as a guiding document for commissioners and board of nursing staff. Thus far, 11 policies are available. To see list of all committee members see [page 29](#).*



*Above: NLC Rules Committee members meet virtually. The full list of Rules Committee members can be viewed on [page 29](#) of this report.*

## NLC Policy Committee

The NLC Policy Committee led by Chair, Pamela Zickafoose, EdD, MSN, RN, NE-BC, CNE, FRE, executive director, Delaware Board of Nursing, has worked to complete tasks identified in the strategic plan, update existing policies, and draft new policies for recommendation to the Executive Committee.

At the conclusion of FY20, 11 policies have been approved by the commission. Further, the Policy Committee drafted four additional policies, which include:

- Policy 4.2: Utilization of the NLC Audit Report Comment Field in Nursys on the Discipline Tab;
- Policy 5.2: Conducting Investigations;
- Policy 5.3: Obtaining Records in Another Party State; and
- Policy 5.4: Obtaining Factual Findings.

## Compliance Committee

The Compliance Committee was led by Chair, Lori Scheidt, MBA-HCM, executive director, Missouri State Board of Nursing. In FY20, the Compliance Committee completed a comprehensive review of NLC statutes and rules, resulting in an updated self-audit tool which can be utilized by member states to help determine areas of noncompliance. Additionally, the Compliance Committee made numerous recommendations to the NLC Technology Task Force to further enhance audit reports.

## Elections Committee

The 2020 annual meeting kicked off the election process for NLC Executive Committee members for FY21. Co-chairs, Cynthia LaBonde, MN, RN, executive director, Wyoming State Board of Nursing, and Sasha Poole, PhD, RN, executive director, New Mexico Board of Nursing, accepted nominations for four positions including, vice-chair, treasurer, and two member-at-large positions. Nominations

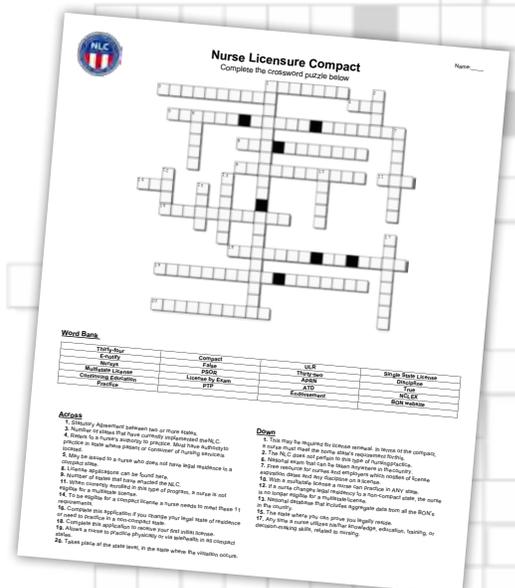
were accepted through Aug. 31, 2020. The full slate of candidates, with a total of seven nominees, was shared with the commission on Sept. 1 and voting took place between Sept. 20-30. The Executive Committee for FY21 was announced on Oct. 1, 2020 and can be viewed [here](#).

## Training and Education Committee

The Training and Education Committee led by Chair, Ann Oertwich, PhD, MSN, RN, executive director, Nebraska Board of Nursing, has met many times throughout the year to review educational materials, brainstorm educational outreach and help execute Strategic Initiative II: Education of Boards and Stakeholders. Among various projects, the Training and Education Committee has reviewed and approved biweekly, informational Tip of the Week emails for member boards and the public, a seven-part article series of NLC *Impact in Action* stories, fact sheets, a new travel nurse video, as well as an interactive crossword puzzle for nursing students.

“ If the pandemic has showed us anything, it has revealed the need for standardization across the board. It allows us to be agile, it allows us to be fluid and it allows us to be quick. ”

— Henry “Hank” Drummond, PhD, MDiv, RN  
Senior Vice President and Chief Clinical Officer  
Cross Country Healthcare



Crossword Puzzle shared with students at the ISNA conference on February 8.

## Marketing Initiatives

### Impact in Action: NLC Success Stories Series

Personal experiences and stories of military nurses, case managers, nurse educators, telehealth nurses, nurse employers, and health care organization leaders, among others, help to demonstrate the resounding success of the NLC and increasing demand for license portability. Due to the power of these personal stories, NLC staff collaborated with NCSBN's Legislative Affairs, Marketing & Communications and Interactive Service teams to bring these stories to the forefront. Beginning in January, a seven-part series of NLC success story articles was unveiled and shared via webpage, email distribution and social media. The series featured interviews of stakeholders directly impacted by the NLC. Their impact statements are first-hand accounts of how the NLC increases patient access to care, reduces the burden and cost of having to obtain and apply for multiple licenses and removes barriers and impediments to borderless practice. These stories can be viewed via the *Impact in Action: NLC Stories* [webpage](#).



### New Educational Video: Making Travel Nursing Easier with a Multistate License

In September 2020, the NLC unveiled its newest video, “Making Travel Nursing Easier with a Multistate License.” The short, 3.5-minute video provides information on how the multistate license helps travel nurses, explains primary state of residence requirements, and provides clarifying information to help travel nurses avoid common mistakes and pitfalls. [View the NLC’s growing video library today.](#)



“ Without the NLC, I would have had to apply and pay for every new license, plus the fingerprinting, plus the time out of work. We’ve only been in each state a couple years at a time. Let’s say it took six months every time. By the time I would have gotten my license, I would have only worked for 18 months before moving again. ”

— Shellie Neuman, RN, Nebraska

## Webinars

A total of 11 free monthly nurse and employer webinars were offered to provide an overview of the NLC, update participants on the status of pending legislation, explain Nursys and Nursys e-Notify, explain moving requirements in relation to the NLC and answer key questions. The goal of these webinars is to expand NLC education to nurses and employers nationwide.



## NLC Fact Sheets and Resources

To further meet the educational goals outlined in the strategic plan and enhance NLC information sharing, fact sheets were created throughout the year. The purpose is to provide guidance, debunk myths and provide answers to frequently asked questions. The following fact sheets were created and added to the growing library of NLC resources:

### Members Resources:

- Deactivation of a Multistate License Tip Sheet
- Nurse Practitioner Data Bank (NPDB) Reportability of Non-Issuance of Multistate License or Deactivation of Multistate License Tip Sheet

### Public Resources:

- Travel Nurse Fact Sheet
- NLC Crossword Puzzle for Nursing Students

WEBINAR ATTENDEES ARE  
**100%**  
EXTREMELY SATISFIED OR SATISFIED  
WITH WEBINAR PRESENTATION CONTENT\*

\*Based on post-test evaluation data collected following each webinar.



## NLC Conference Exhibits

NLC staff exhibited, provided education and answered questions at the following exhibits:

- Oct. 3–8, 2019** Louisiana Association of Student Nurses Convention
- Oct. 14, 2019** Iowa Association of Nursing Student Convention
- Oct. 31–Nov. 2, 2019** National Student Nurses Association (NSNA) Midyear Meeting Conference
- Dec. 5–8, 2019** CSG Annual Conference
- Feb. 8, 2020** Indiana Association of Nursing Students (IANS) 2020 Convention
- March 10, 2020** Case Management Society of America (CMSA) Chicago Chapter Annual Conference



*Toni Herron, RN, CHEP, Indiana State Board of Nursing, and NLC staff attend IANS 2020 Convention*

## Board of Nursing Training and Education

NLC training sessions continue to be offered at boards of nursing that have welcomed a new executive officer at the helm, have staff interested in learning more, at boards where a state newly joined the NLC, or at boards in noncompact states that are seeking additional information. This year's in-person educational sessions were limited as a result of COVID-19. However, following increased travel restrictions, these trainings were offered virtually upon request.

### Board of Nursing Training in Compact States

- Feb. 20–21, 2020** Tennessee Board of Nursing
- May 19, 2020** Virtual training for the Maryland Board of Nursing
- June 24, 2020** Indiana State Board of Nursing regarding NLC implementation

### Board of Nursing Education in Noncompact States

- Oct. 15, 2019** NLC Presentation for New Jersey Board of Nursing
- May 21, 2020** Virtual NLC presentation for Virgin Islands Board of Nurse Licensure
- Aug. 5, 2020** Virtual discussion with Ohio Board of Nursing

## Presentations and Meetings with Partner Organizations

In accordance with NLC’s strategic plan, Initiative 1: Strategic Partner Development and Collaboration, NLC staff has served as a compact resource for stakeholder organizations interested in interstate compacts. Through continued meetings, collaboration and engagement, NLC was able to develop and maintain a diverse array of well-defined, strategic, collaborative relationships and better execute its mission and strategy.

The information below demonstrates key events that helped achieve Strategic Initiative 1.

<b>Oct. 8, 2019</b>	National Association of Boards of Pharmacy (NABP) District Meeting in Boise, Idaho
<b>April 30, 2020</b>	Teleconference with the Department of Defense State Liaisons
<b>Aug. 28, 2020</b>	NLC panel presentation for Council of State Governments webinar: “Assessing COVID-19 Occupational Licensing Policies”
<b>Sept. 17, 2020</b>	Department of Defense State Liaison Office (DSLLO) workshop 2020: “Strategy Review for Interstate Compacts”
<b>Sept. 17, 2020</b>	NLC panel presentation for Council of State Governments webinar: “Teacher Licensure: The Urgency of Interstate Portability”

## Presentations and Meetings in Noncompact States

Increasing the number of compact states is one of the outcomes highlighted in the strategic plan. NLC staff and chair Kim Glazier prioritized collaboration with other organizations on educational presentations in noncompact states as key tactics necessary for achievement of this outcome.

The information below highlights key events in which the NLC proactively engaged with noncompact states to increase support of NLC enactment and grow understanding of the NLC.

<b>Oct. 24, 2019</b>	Presentation at New York City Healthcare Summit
<b>Nov. 14-15, 2019</b>	Presentation at the Ohio Organization of Nurse Leaders (OONL) Fall Conference
<b>Jan. 27–28, 2020</b>	NLC Town Hall Meetings in Anchorage and Fairbanks, Alaska
<b>Feb. 7, 2020</b>	NLC virtual presentation for the Ohio Organization for Nursing Leadership Board Meeting
<b>Feb. 24, 2020</b>	NLC Town Hall Meeting in Juneau, Alaska

<b>June 3, 2020</b>	NLC presentation for Greater Cleveland Organization for Nursing Leadership
<b>July 24, 2020</b>	NLC presentation at the Ohio Organization of Nurse Leaders (OONL) Legislative Committee Meeting
<b>Aug. 10, 2020</b>	NLC hosted webinar for Pennsylvania State Nurses Association (PSNA)
<b>Sept. 1, 2020</b>	PSNA hosted webinar during which NLC was presented to its members
<b>Sept. 30, 2020</b>	Participation in NLC bill hearing in Guam with legislators and stakeholders

## Interviews/Publications

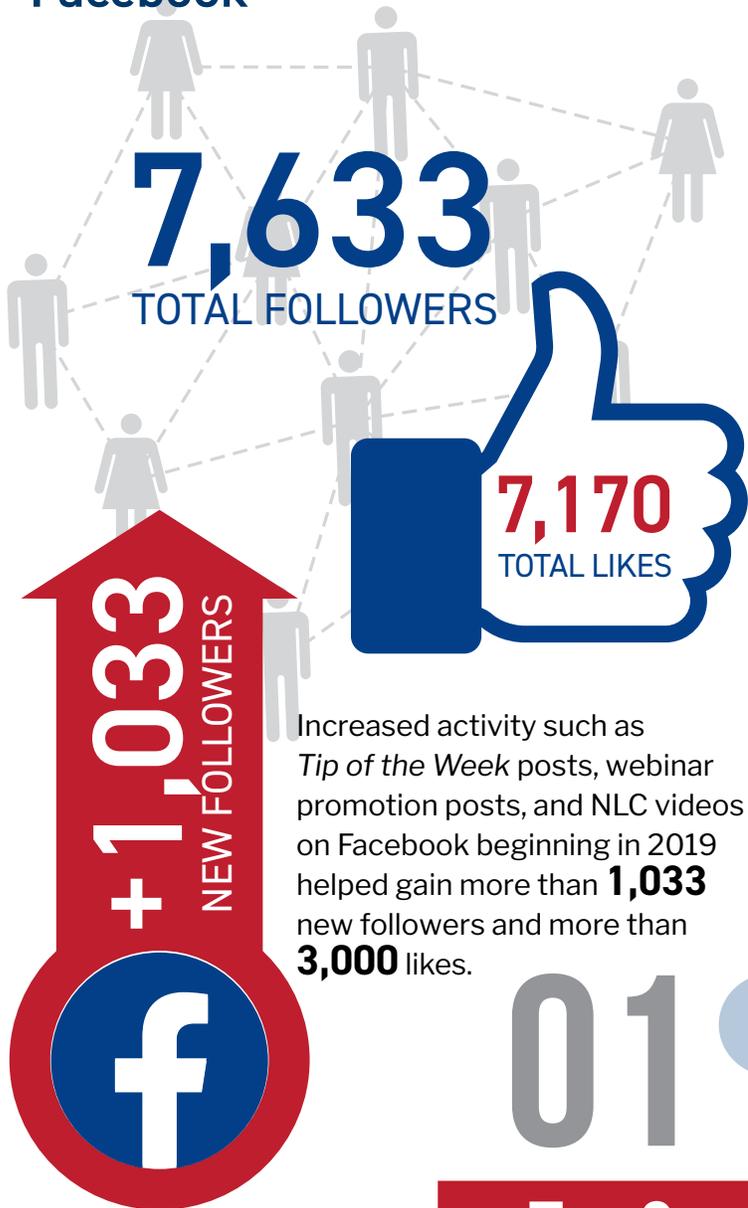
NLC presence in publications of key stakeholder organizations and along with providing on-demand interviews helped meet strategic goals by strengthening communication with stakeholder partners and educational outreach.

<b>Nov. 5, 2019</b>	Interviewed for article about the NLC for the State Authorization Network. This information helped institutions researching state licensure information for their summer nursing programs.
<b>March 19, 2020</b>	Interview with Rhoda Sommer, MSN Ed, RN, of One on One NCLEX Tutoring LLC, to share NLC related information with nursing students.
<b>April 2, 2020</b>	Interview with Michael Arbini, Director of Marketing Healthcare and Life Sciences, Sterling, regarding the COVID-19 pandemic, the NLC and how NCSBN is adapting.
<b>May 27, 2020</b>	Interview with James Tatum, Policy Analyst, CSG, regarding COVID-19 and the NLC.
<b>May 27, 2020</b>	An op-ed by Jim Puente was published in California's Capitol Weekly.
<b>July 2, 2020</b>	Interview about the NLC for TravelNursing.com.
<b>July 29, 2020</b>	Fireside Chat: Licensure Compacts Regulation in the Time of COVID with Mary Alice Olsan, SVP, Client Services, Certemy.

# Expanding NLC Reach

In alignment with the NLC strategic plan, staff made efforts to enhance the presence of NLC educational posts on social media and enhance audience interaction. To provide better insight on growth achieved and to help in planning further enhancements for FY21, key metrics were tracked.

## Facebook



Increased activity such as *Tip of the Week* posts, webinar promotion posts, and NLC videos on Facebook beginning in 2019 helped gain more than **1,033** new followers and more than **3,000** likes.

### Top 3 Facebook Posts for FY20



# Twitter

**+267**  
FOLLOWERS

**1,274**  
TOTAL FOLLOWERS

**1,340**  
**IMPRESSIONS**

April 16, 2020:  
NLC Impact In Action  
Success Story Series



**1,306**  
**IMPRESSIONS**

Oct. 2, 2019:  
*Tip of the Week* re: NLC and  
Grandfathering

**1,241**  
**IMPRESSIONS**

Oct. 31, 2019:  
"Explanation of the NLC  
for Nurses" Video

# YouTube

NLC videos were shared via YouTube and social media.

**4,980**  
**VIEWS**

 **NLC and PSOR Requirements**

NLC and PSOR Requirements

**3,545**  
**VIEWS**

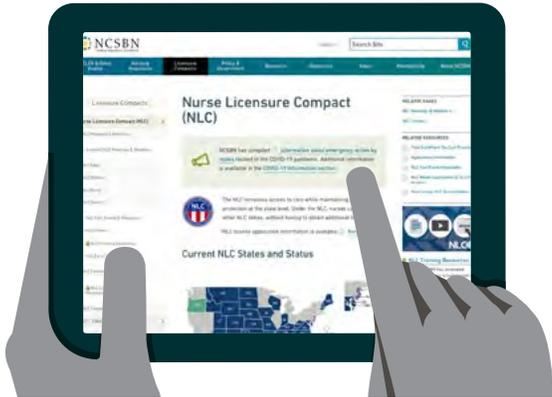
 **Explanation of the NLC for Nurses**

**2,532**  
**VIEWS**

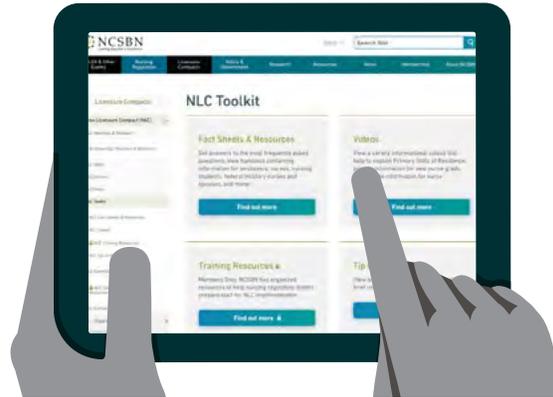
 **Guide to NLC for Nursing Students**

Data and stats as of Date and status for Period of Oct. 1, 2019– Sept. 30, 2020.

## NLC Webpages



**NLC HOMEPAGE**  
**744,605**  
VIEWS



**NLC TOOLKIT**  
**9,305**  
VIEWS

## Zendesk Data

NLC staff use a new ticketing system for public inquiries called Zendesk. This system allows for tracking of how many inquiries come in and what topic they pertain to.

**3,200** PUBLIC INQUIRIES  
from Oct. 1, 2019 – Sept. 30, 2020

The three most popular question categories are:

- Where can I find the license application?
- Where is my authority to practice?
- What do I need when changing state of legal residency?



## Tip of the Week

In 2020, the *Tip of the Week* emails have expanded from weekly to biweekly. The goal of these emails is to enhance engagement and increase understanding of the NLC.

Every Wednesday, public subscribers receive a tip containing general information about the NLC, based on frequently asked questions. These tips are also shared via NLC Facebook and Twitter pages. There is an opportunity to subscribe to this email list and anyone can do so directly from social media or from the NLC website.

Every Friday, NCSBN member subscribers receive NLC tips focused on regulation.

**↑ 66%** increase in *Tip of the Week* subscribers  
**3,062** *Tip of the Week* subscribers



December 15, 2020

James Puente  
Director NLC

This is to certify that the Annual Audit of the National Council of State Boards of Nursing (“NCSBN”) which was performed by a certified public accountant, includes all receipts and disbursement of funds handled on behalf of the Interstate Commission of Nurse Licensure Compact Administrators (“ICNLCA”) by NCSBN.

Robert Clayborne  
Chief Financial Officer

Robert  
Clayborne

Digitally signed by  
Robert Clayborne  
Date: 2020.12.16 12:40:31  
-06'00'

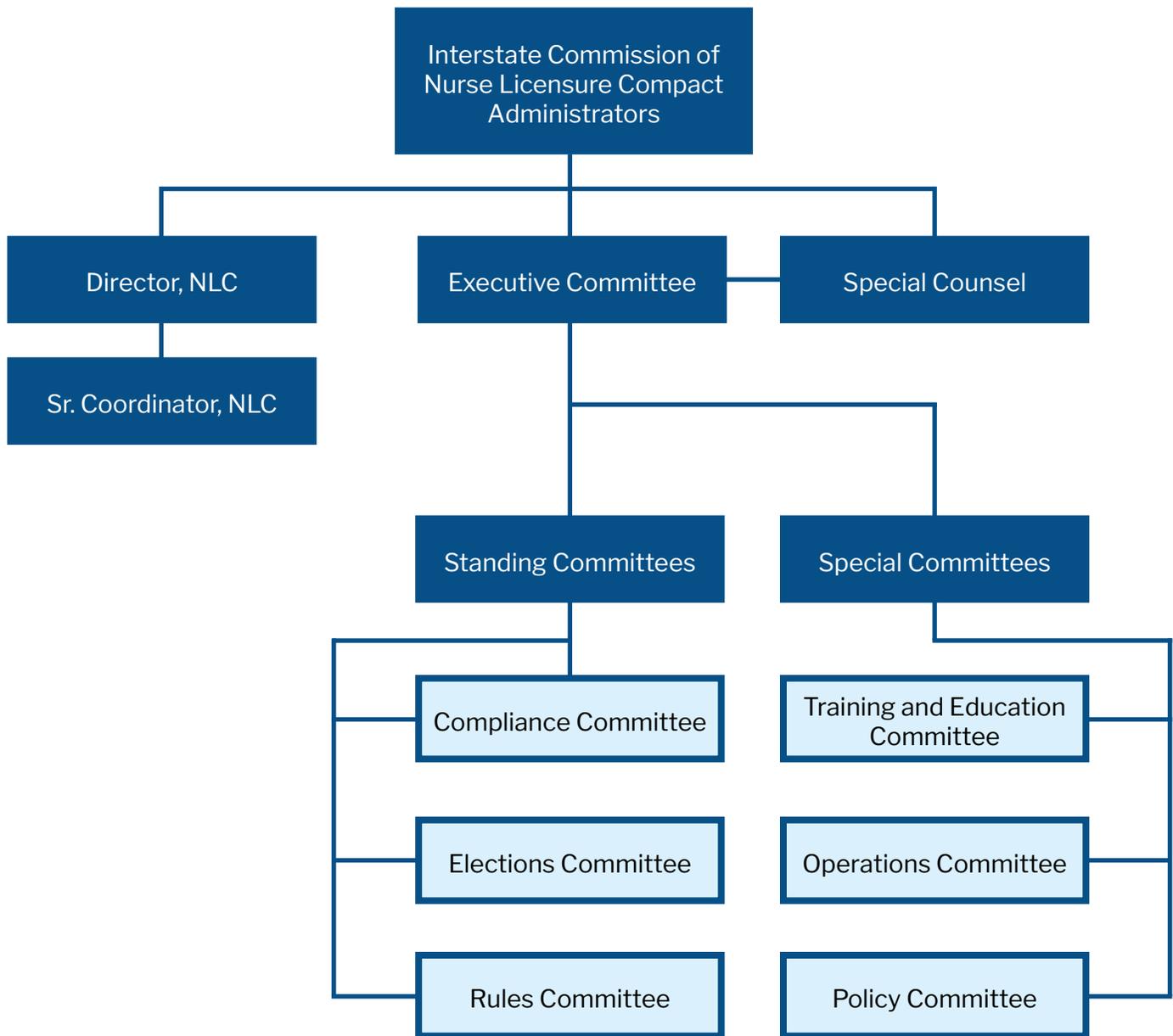
# Financial Summary Fiscal Year 2020

	FY20
<b>Cash Balance at Oct. 1, 2019</b>	\$690,406
<b>Revenue</b>	
Annual Assessments	\$45,000
Interest	\$6,143
Total Revenue	\$51,143
<b>Expense</b>	
MOU Fee with NCSBN	\$50,000
Reimburse NCSBN for expenses paid (includes legal fees)	\$42,112
Total Expenses	\$92,112
Cash Balance at June 30, 2020	\$649,437



**Prepared by:**  
Ann Oertwich, PhD, MSN, RN  
Treasurer, NLC Commission  
Commissioner, Nebraska Board of Nursing

# Organizational Chart



The Interstate Commission of Nurse Licensure Compact Administrators is a quasi-governmental joint public agency of the party states.

ICNLCA staff and services are provided via a memorandum of understanding with NCSBN.

Updated 6/2020

# Thank you to all NLC Commissioners for all you do on behalf of the NLC

## Interstate Commission of Nurse License Compact Administrators

**Alabama Board of Nursing**  
Peggy Benson

**Arizona State Board of Nursing**  
Joey Ridenour\*

**Arkansas State Board of Nursing**  
Sue Tedford

**Colorado Board of Nursing**  
Lorey Bratten

**Delaware Board of Nursing**  
Pamela C. Zickafoose\*

**Florida Board of Nursing**  
Joe Baker, Jr.\*

**Georgia State Board of Nursing**  
LaTrenda Tyler-Jones  
(Interim)

**Idaho Board of Nursing**  
Russ Barron

**Indiana State Board of Nursing**  
Kelly Flynn

**Iowa Board of Nursing**  
Kathy Weinberg

**Kansas State Board of Nursing**  
Carol Moreland

**Kentucky Board of Nursing**  
Jessica Estes

**Louisiana State Board of Nursing for Registered Professional Nurses**  
Karen Lyon

**Maine State Board of Nursing**  
Kim Esquibel

**Maryland Board of Nursing**  
Karen EB Evans

**Mississippi Board of Nursing**  
Phyllis Johnson\*

**Missouri State Board of Nursing**  
Lori Scheidt

**Montana Board of Nursing**  
Melissa Poortenga

**Nebraska Board of Nursing**  
Ann Oertwich\*

**New Hampshire Board of Nursing**  
Lindsey B. Courtney (Interim)

**New Jersey Board of Nursing**  
Joanne Leone

**New Mexico Board of Nursing**  
Sasha N. Poole

**North Carolina Board of Nursing**  
Julia George

**North Dakota Board of Nursing**  
Stacey Pfenning\*

**Oklahoma Board of Nursing**  
Kimberly Glazier\*

**South Carolina Board of Nursing**  
Carol Moody

**South Dakota Board of Nursing**  
Linda Young

**Tennessee State Board of Nursing**  
Sherri Richardson (Interim)

**Texas Board of Nursing**  
Katherine Thomas

**Utah State Board of Nursing**  
Jeff Busjahn

**Virginia Board of Nursing**  
Jay P. Douglas

**West Virginia Board of Examiners for Registered Professional Nurses**  
Sue Painter

**Wisconsin Board of Nursing**  
Peter Kallio

**Wyoming State Board of Nursing**  
Cynthia LaBonde

*Names with an \* indicate a current member of the eNLC Commission Executive Committee.*

# Thank you to all NLC Committees and Committee Members

## Executive Committee

### Chair

Kim Glazier, MEd, RN  
NLC Commissioner, Oklahoma  
Executive Director, Oklahoma Board of Nursing  
Term: October 2019-September 2021

### Vice-chair

Stacey Pfenning, DNP, APRN, FNP, FAANP  
NLC Commissioner, North Dakota  
Executive Director, North Dakota Board of Nursing  
Term: October 2018- September 2020

### Treasurer

Ann Oertwich, PhD, MSN, RN  
NLC Commissioner, Nebraska  
Executive Director, Nebraska Board of Nursing  
Term: October 2018-September 2020

### Member-at-Large

Joe Baker, Jr.  
NLC Commissioner, Florida  
Executive Director, Florida Board of Nursing  
Term: October 2019- September 2021

### Member-at-Large

Phyllis Polk Johnson, MSN, RN, FNP-BC  
NLC Commissioner, Mississippi  
Executive Director, Mississippi Board of Nursing  
Term: October 2018- September 2020

### Member-at-Large

Joey Ridenour, MN, RN, FAAN  
NLC Commissioner, Arizona  
Executive Director, Arizona State Board of Nursing  
Term: October 2019- September 2020

### Member-at-Large

Pamela Zickafoose, EdD, MSN, RN, NE-BC, CNE, FRE  
NLC Commissioner, Delaware  
Executive Director, Delaware Board of Nursing  
Term: October 2019- September 2021

## Executive Committee



## Rules Committee



### Rules Committee

Joey Ridenour, MN, RN, FAAN, Arizona, co-chair

Brett Thompson-May, JD, Mississippi, co-chair

Kim Esquibel, PhD, MSN, MPA, RN, Maine

Amy Fitzhugh, JD, North Carolina

Alice Henley, JD, Alabama

Michelle Mayhew, MSN, MBA/HCM, RN-BC,  
West Virginia-LPN

Carol Moody, MS, RN, NEA-BC, South Carolina

Debbie McKinney, JD, MS, RN, Oklahoma

Stacey Pfenning, DNP, APRN, FNP, FAANP,  
North Dakota

Rick Masters, JD, Special Counsel

### Training and Education Committee

Ann Oertwich, PhD, MSN, RN, Nebraska, chair

Erin Matthies, South Dakota, vice-chair

Nicole Benson, Florida

Tony Graham, MS, CPM, North Carolina

Lisa Hastings, Wyoming

Shan Montgomery, MBA, MPA, Mississippi

Carol Moreland, MSN, RN, Kansas

### Policy Committee

Pamela Zickafoose, EdD, MSN, RN, NE-BC, CNE,  
FRE, Delaware, chair

Joe Baker, Jr., Florida

Peggy Benson, MSN, MSHA, NE-BC, Alabama

Adrian Guerrero, CPM, Kansas

Missy Poortenga, MHA, RN, Montana

Maggie Schwarck, MSN, RN, Iowa

Jennifer Wright, DNP, APRN, FNP-BC, FAANP,  
Louisiana

### Compliance Committee

Lori Scheidt, MBA-HCM, Missouri, chair

Kathy Weinberg, MSN, RN, Iowa, vice-chair

Karen Evans, MSN, RN-BC, SD-CLTC, CLC,  
Maryland

Melissa Hanson, MSN, RN, North Dakota

Megan Hudson, JD, Maine

Karen Lyon, PhD, MBA, APRN, NEA-BC,  
Louisiana-RN

Jackye Ward, MS, RN, Oklahoma

### Elections Committee

Cynthia LaBonde, Wyoming, co-chair

Sasha Poole, New Mexico, co-chair

### Research Committee

Tammy Bucholz, DNP, RN, CNE, FRE,  
North Dakota, chair

Jennifer Lewis, PhD, MSN, MBA, RN,  
North Carolina, vice-chair

Jenny Barnhouse, DNP, RN, Oklahoma

LaDonna Patton, MSN, RN, CEN, Alabama

Sue Painter, DNP, RN, West Virginia-RN

Sherri Sutton-Johnson, DrPH, MSN, RN, CCHW,  
Florida

## NLC Staff and Special Counsel

### Special Counsel to the Commission



**Richard Masters**

General counsel provides guidance to the commission and its committees with respect to legal issues related to the duties and responsibilities under the NLC provisions, its bylaws and rules.

### Staff to the Commission



**Jim Puente**

Director



**Maggie Bieniek**

Sr. Coordinator

## Retirements and Transitions

Thank you to the following NLC commissioners for all of the many contributions, service and dedication to the NLC. We congratulate you and wish you all the best in your retirement.



**Bonnie Crumley Aybar**

retired from the New Hampshire Board of Nursing, effective July 28, 2020.



**Jim Cleghorn** left the Georgia Board of Nursing, effective Sept. 9, 2020.

Cleghorn's departure marks the culmination of more than 10 years of service as executive director.



**Gloria Damgaard** retired from the South Dakota Board of Nursing, effective May 8, 2020. Damgaard's retirement marks the culmination of more than 18 years of service as executive director.



**Elizabeth Lund** retired from the Tennessee Board of Nursing, effective April 30, 2020. Lund's retirement marks the culmination of more than 35 years of service as executive director.

## Acknowledgement and Appreciation

Thank you to NLC consultants for providing expertise, answering questions and contributing advice at committee meetings upon request.



**Nahale Kalfas, JD, consultant,**  
Council of State Governments



**Fred Knight, JD, consultant**  
to the commission



**For more information about  
the NLC, contact:**

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[www.nlc.gov](http://www.nlc.gov)

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“The *future* belongs  
to those who believe  
in the *beauty* of their  
*dreams.*”

— Eleanor Roosevelt



2019-20