



**NCSBN**  
Leading Regulatory Excellence

## ***Past Event: 2024 NCSBN Annual Meeting - President's Address Video*** **Transcript**

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### **Event**

2024 NCSBN Annual Meeting

More info: <https://www.ncsbn.org/past-event/2024-ncsbn-annual-meeting>

### **Presenter**

Jay Douglas, MSM, RN, CSAC, FRE, President, NCSBN Board of Directors; Executive Director, Virginia Board of Nursing

It's my pleasure as the President of the Board of Directors to bring greetings from the Board and to provide you with an overview of this past year from the Board perspective. Board governance and service is not about one individual. It is about the collective wisdom, guidance, and contributions of, in this case, an 11-member Board of Directors.

The Delegate Assembly... This Board of Directors was elected by you, the Delegate Assembly, and they have discharged their duties mindfully in alignment with the mission and values of NCSBN. I'm going to ask Board members once again to stand where they are and remain standing as I introduce you all again so that if you need to talk to them, you can find them.

First of all, Phyllis Polk Johnson, President-elect, who will assume the role of President at the end of this meeting. Lori Scheidt, Treasurer from Missouri. Danette Schloeder, Area I Director, Alaska. Sue Painter, Area II Director, West Virginia. Jose Delfin Castillo III, Area III Director from Florida.

Barbara Blozen, Area IV Director, New Jersey. Please note all area directors have one year left on their term. Lori Glenn, Director-at-Large from Michigan. Tony Graham, Director-at-Large, North Carolina.

Sue Tedford, Director-at-Large, Arkansas. And Carol Timmings, Director-at-Large, Ontario. You may be seated. Unless re-elected, all four directors-at-large will complete their term at the end of this meeting. Please join me in thanking everyone for their service and hard work. The full report of the Board of Directors can be found on page 14 of the Business Book and I encourage you to review the material.

The report from the Board of Directors outlines the activities and focus of the Board for the last year. Today you will be pleased I will not be able to comment on all the detail that is included in the report as time does not permit. And it is difficult to articulate in the report the time that the Board spends undertaking generative discussions focused on the mission and strategic initiatives.

These discussions and consideration of data and information provided by the expert NCSBN staff is necessary for sound decision making. This past year has been a significant one in the history of NCSBN. The Board of Directors completed an international CEO search and appointed Phil Dickison, former COO and chief examinations to the position of CEO.

Among his diverse and expert skills, Phil brought to this position a wealth of experience at NCSBN and a passion and a commitment to the mission and values of this organization. From Phil's early days in this position, it was clear that this would be an impactful transition.

If you've talked to Phil for two minutes, you feel his energy and know that he will work tirelessly to do the right thing for NCSBN and most importantly for the members and the staff. The Board of Directors and Phil started our work together this past year with a strategic planning meeting in October, offering an opportunity to evaluate the current state of the organization and plan for necessary adjustments in the coming year.

We engaged deeply with a focus on what is meaningful to all our members, domestic and international and what was necessary to move this organization forward. Strategies around shifting the culture so that NCSBN reflects the needs of members based on what you are telling us.

You will hear more about this during the CEO address. Phil is no stranger to spreading the NCSBN message to ensure that we are leading regulatory excellence worldwide. Pictured here is Phil and I attending the World Health Organization sponsored Global Partners Meeting in Geneva, a significant meeting that includes plans for NCSBN's contribution to the 2025 State of the World Nursing Report.

Then you see Phil presenting to our executive offices in June and then us gathering with the International Nurse Regulatory Collaborative and International Council of Nurses leadership. Governance put simply is the act or process of governing or overseeing the control and direction of something such as an organization.

Your Board of Directors does not take their governance responsibilities lightly, always cognizant of the difference between the staff role versus the role of the Board of Directors. The Board, the administrative body selected by the delegate assembly, sets policy and gives direction. Also responsible for the supervision of the affairs of NCSBN between sessions of the delegate assembly.

The staff take direction from and through the CEO and the CEO takes direction and guidance from the Board of Directors. A partnership that has respected each other's roles and authority and has led to a successful year during this critical transition time. The CEO and the leadership team ensures daily operations continue and the strategic initiatives are carried forth through work on the strategic objectives.

As we certainly know from our own Boards, highly functioning and competent staff teams make an organization and its Board successful. And this is certainly the case with NCSBN. The staff are the constant presence focused solely on carrying out the work of NCSBN. The staff understand all the facets of the organization and how it functions.

The CEO and the Board look at regulatory issues and NCSBN through a wide lens and sets the strategic direction and adjusts as strategic issues arise. We are incredibly fortunate to have such wonderful staff here at NCSBN. Let's take a moment to thank them for all they do that make this organization shine.

They have stayed the course and responded positively to this year of transition. I want to speak for a moment of the challenges and opportunities of NCS Board service as we spend a lot of time encouraging members to serve and you will be making some important decisions when you vote this week.

Being on the Board of Directors involves a lot more than attending meetings and representing the organization externally. It is not about self-promotion. There are certainly challenges and opportunities. Sometimes we look at opportunities as a negative word. However... Challenge as a negative word.

However, I believe that being challenged can be positive. When individuals are elected to the Board of Directors or elected to an officer position, time and time again I hear, "I thought I knew how things worked." What I have learned is there's so much more to understand and learn. I also hear from new Board members that service on the Board has assisted me in learning more deeply about subjects that I now realize I had only previously scratched the surface on.

Frequently it is a challenge for those serving on the Board to balance their daily work, life, their personal life and their Board roles. It's a commitment of time, preparation and intellectual energy. Sometimes Board members are challenged by having to take off their jurisdictional hat or their professional identity as they realize services about governance of NCSBN as a 501(c)(3) corporation and that it is quite different than a nurse regulatory body.

Jurisdiction and regulatory knowledge set a firm foundation. However, the lens through which the Board must undertake its work must be trifocal in nature, just like those glasses some of you have. Paying attention to distance, immediate and near vision. I thank Board members for their sacrifices personally and professionally to take on this work to dig deeply into the work always with an eye of, how can we do better?

How can we serve members better? Where do we need to be looking so we are fit for the future? This last year a challenge experienced was Board composition as we had an experience gap. The Board members years of total service on the Board of directors being less than years in the past. You may recall that when the Board was seated this past year, other than the president, the president-elect and the treasurer, the four individuals remaining on the Board had only been on the Board for one year.

And then a new team of four joined them. Staff and officers worked hard to make the onboarding process more meaningful and helpful. Historically the president has assigned seasoned mentors to individuals. This year in order to offer more realistic support, Board buddies were assigned and we added group mentoring sessions in between Board meetings.

This was in addition to the intensive staff, legal and external consultant orientation that NCSBN provides annually. These sessions were open to all Board members if they chose to join, but they were focused more on new Board members and what they needed. As you know, the strategic plan is adopted by the delegate assembly and we are nearing the end of the current plan for 2023 through 2025.

The work of the Board of Directors and the staff centers around this plan and I just want to refresh you on the strategic initiatives. Strategic Initiative A, promoting agile regulatory systems for relevance and responsive to change.

Strategic Initiative B, champion regulatory solutions to adjust borderless healthcare delivery. Strategic Initiative C, strengthen the capacity, capability, diversity and engagement of regulatory leadership. And

Strategic Initiative D, pioneer competency assessments to support the future of healthcare and the advancement of regulatory excellence.

You will note in attachment A, page 22 of the business book, that there is a lot of detail about the status of the work of the objectives and I encourage you to take a look at that. Board of Directors values engaging with our partners and with others whose business interests intersect with NCSBN and we find through those interactions and our mutual pursuit of what is best for nursing and for patient safety that there are many opportunities for examining areas of mutual interest.

I believe that system-wide changes rely on a critical mass of interested parties all willing to enter deep partnerships and collaborations founded on new levels of trust and a commitment to action. To do this however, relationships have to be established and nurtured.

Listed here, certainly not all-inclusive however, are some of NCSBN's key strategic partners. The Tri-Council for Nursing, the International Nurse Regulatory Collaborative, Tri-Regulator Collaborative and the Interstate Commission of Nurse Licensure Compact Administrators. Of course, when anybody says Tri-Council, the first thing you notice is well there's more than three organizations and that is true.

There are five organizations that make up the Tri-Council, the American Association of Colleges of Nurses, the American Nurses Association, the American Organization for Nursing Leadership, the National League for Nursing and NCSBN. Even though each organization functions autonomously, where I work intersects is around practice, regulation, education, and research.

Joint work and action provide a powerful message in moving nursing and nursing regulation forward. This group meets in person twice a year and has meetings in between and the CEOs of each organization carry on the work in between those meetings. In 2024, among other work that we undertook, Tri-Council published three joint statements.

Support for the NCHSE National Health Science Standards, a position on the imperative for diversity, equity, inclusion and belonging in nursing and a position paper on civic engagement, realizing that when nurses vote, healthcare policy changes for the better.

Now for the International Nurse Regulatory Collaborative or INRC, which I believe has its roots back to 2011 and NCSBN was a founding member. The countries of Australia, Canada, Ireland, New Zealand, Singapore, Spain, the United Kingdom and the United States are represented and come together on a regular basis.

Sharing intelligence, promoting research and working together to promote understanding and cooperation of the development of standards to protect the public through the regulatory processes of licensure and registration. What we found through commissioned research is that there are more similarities than differences among these countries.

Additionally, similar issues of regulation are being faced all over the world related to workforce, fraud, education, mental health and wellness, international migration and mobility of nurses. This past year, the INRC realizing that there may be some limitations in only a few countries being involved, in hearing of interest to participate globally, we started the process to reevaluate the structure and membership of the organization.

This work began in Geneva, Switzerland where we also met with the ICN leadership. NCSBN has historically provided coordination and administrative support for the organization with each country rotating the hosting of meetings. As the work of reevaluating the structure and the membership of INRC just started in May, it is still under consideration.

And you can see from the list of countries that are members that all except one are members of NCSBN. So we have a vested interest in working with our associate members in this regard as we look to the future. The Tri-Regulatory Collaborative is comprised of the Federation of State Medical Boards, the National Association of Boards of Pharmacy and NCSBN.

Generally, the areas of focus for the past year have been workforce, licensure challenges, compacts and scope of practice. The Opioid Collaborative is convened by the Tri-Regulatory Group and involves regulators from professions other than the three organizations mentioned and is solely focused on the opioid crisis from a regulatory perspective.

The collaborative meets on a regular basis and will be hosting a conference for regulators in 2025. The Interstate Commission of Nurse Licensure Compact Administrators, or otherwise fondly known as the NLC. It's hard for me to wrap my tongue around that long name, so I hope my NLC colleagues will forgive me as I refer to it as the NLC.

The Board of Directors values the relationship and acknowledges that collaboration is key to the ongoing success for both entities. The specific governance roles of the NLC and NCSBN vary based on our missions, structures, and areas of focus. However, both entities play important roles in supporting and regulating nursing professions.

But we do so through different mechanisms and approaches. Both organizations are independent, yet interdependent on each other. Many years ago, the Board of Directors voted to financially support the NLC, and that support as well as other resources continue today in alignment with NCSBN's strategic initiatives.

Striving to move towards a compact nation is a top priority for NCSBN. This year, through the leadership of both entities, significant work was undertaken to further memorialize in a revised, more robust memorandum of understanding the delineation of the relationship and the responsibilities of each organization.

I want to thank our CEO, Phil Dickerson, and Pam Zickafoose, Chair of the NLC, and legal councils for their extensive work that resulted in a draft being brought forward and approved. Additional policy and governance work includes education and advocacy on a state and federal level, setting the theme for agendas for midyear and annual meetings, using the valuable input from staff and members.

And we always have conversations around these topics that are robust and focused on what is relevant for our time, what is coming before the delegate assembly, what do we need to focus on. Advancement of compacts is certainly another priority. And we are three states short of going live on the APRN Compact, which is exciting.

We will continue the advancement of the APRN Compact, hopefully to full implementation soon. Periodically, Board of Director members attend external professional meetings where there's an opportunity to share information about compacts, and offices are involved in meetings with the

leadership of other entities to talk through areas of agreement and areas perhaps where there is a conflict of opinion.

Moving to finance. Finance oversight is an ongoing responsibility of the Board of Directors. Considering recommendations of the finance committee, the CEO, and the CFO, and weighing those with the Board's knowledge of immediate and future needs, the treasurer brings forward a comprehensive report for consideration.

And you will hear more from the finance committee through the treasurer throughout the meeting. The Board approves the annual budget and monitors financial reports, delegating to the CEO approvals for routine spending within the parameters of the budget and in accordance with policy. This year, the Board approved a new audit firm, as the previous firm had been in place for several years, and an independent audit was conducted, which included the auditors meeting privately with the Board of Directors to share the results.

That's a committee where a lot of work happens. Examinations. NCSBN excels in this area, as you know, and the work related to examinations has been intensive this year. The Board of Directors is involved with the ongoing review of reports that include reports from Pearson VUE on domestic and international NCLEX testing results.

The Board of Directors conducted a periodic review of the policies around testing. And of course, we have followed with great interest the impact of the NGN, as I know you all have as well. NCSBN is a leader among other disciplines and worldwide in the area of examinations. This year, we saw the appointment of a new chief of examinations, and we have considered decision points along the way related to remote proctoring.

Once again, something that you will hear more about. Moving to information technology. The Board of Directors receives progress reports and updates on the implementation and adoption of NURSYS Canada as it is rolled out province by province. IT policies were reviewed and updated, and the annual report of the NCSBN data security program compliance activities and audits were received.

A very important activity that we undertake. Function is a key responsibility and is intended to ensure that NCSBN systems are sound and secure and that we are prepared as much as we can in today's environment for threats and risks associated with information technology.

Work is in progress with strategic partners around the NCSBN unique ID, establishing digital verifiable credentials, and a healthcare practitioner digital wallet. So stay tuned for more on that. Nursing regulation and research. The Board of Directors stays informed of all education programming and considers after each internal meeting the evaluations and experiences of participants, assessing if we can better serve members, if we know what your needs are and where there are opportunities for improvement.

Periodically throughout the year, the Board of Directors has approved grants to nurse regulatory bodies at the request of jurisdictions who are implementing the NLC. These grants provide resources sufficient to assist in implementation to NRBs who may not have the necessary funding for full implementation.

As you know, as you saw earlier before we started, the ICRS program continues to be developed and expanded both through the kinds of offering and coursework as well as being offered to broad audiences who may participate in the coursework. This year, 36 individuals graduated from the ICRS certificate

program. Many international and domestic staff members and Board members participate completing their coursework that enriches their regulatory experience.

The Board appointed two very important committees this year. The Governance Review Committee, which will be looking at the structure of NCSBN and the bylaws and to ensure that NCSBN as an organization is set for the future and has examined and taken into consideration experiences that highlight the need for changes going forward.

Although I'm sure in your daily work you don't think much about the structure of NCSBN, those of you who have served on committees or on the Board or who have attended delegate assembly meetings have valuable insights and input that the committee really wants to hear about. The Model Act & Rules committee was the second committee appointed and this gave us an opportunity for a greater number of volunteers as subcommittees were formed focused on different areas of the Model Act & Rules.

The research team certainly undertakes a robust agenda that's considered by the Board as are the results of significant studies. This year, the team used the 2022 National Nursing Workforce Survey data to conduct a deeper analysis of the nursing workforce that was published and is being quoted by many other nursing entities. So that truly gives you a highlight.

I know it was a lot, but that is the highlight. There's a lot that goes on. I just want to share with you some memorable moments from my work with the Board of Directors and would like to express my gratitude to the Board of Directors for their service and their many contributions. For those of you going off the Board like I am on Friday, it will be a strange day after being so involved in the workings of NCSBN.

Fortunately, most of the outgoing Board members will remain active as members and should take up the challenge to keep the new Board on their toes and to use your Board experience to raise questions, provide information and issues that will strengthen the membership and the organization. Carol Timmings from Ontario and I will be moving into what, into preferment.

I like that phrase a lot better. I suspect that as the saying goes, once a nurse, always a nurse. Once a regulator, always a regulator. There have been many memorable moments. The CEO and the staff of NCSBN are a highly competent group of individuals who continue to rise to the challenge of responding to regulatory environment and working towards making NCSBN the best organization it can be.

We know that transition is not always easy and, staff, you have done it well. I'm just going to take a few moments to exercise my presidential privilege to comment on some memorable moments that occurred prior to this current year and during my almost four years as president. First, there was that thing called the pandemic right after we left Boston in 2020.

Staff and the Board of directors and the world pivoted. Then in August of 2020, shortly after I was elected president-elect, about three weeks after, I received that fateful phone call from Jim Cleghorn that resulted in the bylaws kicking in and I became president.

A memorable moment for sure, not a happy day for Jim, for the Board or the CEO at the time. I was reminded in real time that when you sign up for something, you better be ready to take on whatever it calls for. A leadership position such as the Board of Directors is not about a title, it is not about any perks, it's not about you as an individual, it is about the organization, it is about doing the right thing, it's about working hard and that is what leading is about.

Leading in the moment and leading for the future. And then there was that moment when unexpectedly the CEO David Benton took emergent medical leave and Phil stepped in as the interim CEO. A memorable moment for Phil, myself and Tom Wilde legal counsel. We were all very grateful for such good succession planning, bylaws and policies that provided the needed guidance.

We all learned a lot. And then there was the moment when David Benton announced that he was going to retire as CEO so a search ensued. What I'm very grateful for during those memorable moments is that members and staff responded. The support was there, the structure was there, the bylaws, the policies, the articles of incorporation and most importantly the guidance of our legal counsel Tom Wilde who serves NCSBN so well and carried us through.

I spoke earlier about the appointment of Phil as CEO. Phil and I have shared many memorable moments in the past year. Sometimes brief conversations or texts, often longer more generative and strategic discussions or as the incoming EO for Virginia Board of Nursing says, "We've had many opportunities to engage in mental gymnastics."

Many interactions with the people of NCSBN staff, Board members and members are memorable and have sustained me over time, not just for the last four years but also for my 25-year journey in nursing regulation. And for that and for the privilege of serving as your President, I am truly grateful. Thank you.