Summary:

The Annual Meeting and Delegate Assembly meeting of the National Council of State Boards of Nursing will be held August 21-23, 2019 in Chicago, IL.

The Texas Board of Nursing President, Kathy Shipp, has designated the following as Delegates to represent the Board:

Delegates:
- Kathy Shipp, MSN, RN, FNP, Board President
- Kristin Benton, DNP, RN, Director of Nursing, Staff

Alternate Delegates:
- Allison Porter Edwards, DrPH, MS, RN, CNE, Board Member Representing BSN Education
- Janice Hooper, PhD, RN, Staff

The Summary of Recommendations to the 2019 Delegate Assembly and the 2019 Slate of Candidates are attached.

Recommended Action:

Move to direct the Delegates to vote on these issues after hearing and considering the discussion on the issues.
Summary of Recommendations to the 2019 Delegate Assembly

Board of Directors Recommendations:

1. Approve the proposed Strategic Initiatives for the years 2020-2022

   **Rationale:**
   The proposed strategic initiatives have been developed through a process of consultation commencing with an initial kick-off meeting by the Board in October 2018. The Strategic Initiatives have been subject to consultation with members at the Midyear Meeting and are presented for adoption as required by the NCSBN Bylaws Article 4 Section 3 that state that the Delegate Assembly, the membership body of the NCSBN, shall provide direction for the NCSBN through resolutions and enactments, including adoption of the mission and strategic initiatives.

   **Fiscal Impact:**
   Incorporated into FY2019-22 budgets.

2. Approve the proposed APRN Compact Language Changes.

   **Rationale:**
   Due to lack of progress and failure to reach the critical mass needed for implementation, changes are necessary to increase the likelihood of adoption by states. The APRN Task Force has recommended revisions to the APRN language.

   **Fiscal Impact:**
   Incorporated into the FY20 budget.

3. Approve the Puerto Rico Board of Nursing as an Associate Member of NCSBN.

   **Rationale:**
   The NCSBN Bylaws, article III, section 1d states, “An Associate Member is a nursing regulatory body or empowered regulatory authority that is in whole or in part empowered by government to license and regulate nursing practice in the jurisdiction.” The Bylaws require approval of the membership by the full membership of the Delegate Assembly. The current applications for Associate Membership meet the qualifications as stated in the NCSBN Bylaws.

   **Fiscal Impact:**
   Upon acceptance, each new associate member will pay a $1,500 annual fee.

4. Approve the Spanish General Council of Nursing as an Associate Member of NCSBN.

   **Rationale:**
   The NCSBN Bylaws, article III, section 1d states, “An Associate Member is a nursing regulatory body or empowered regulatory authority that is in whole or in part empowered by government to license and regulate nursing practice in the jurisdiction.” The Bylaws require approval of the
membership by the full membership of the Delegate Assembly. The current applications for Associate Membership meet the qualifications as stated in the NCSBN Bylaws.

**Fiscal Impact:**
Upon acceptance, each new associate member will pay a $1,500 annual fee.

**NCLEX® Examination Committee Recommendation:**

5. Adopt the proposed 2020 NCLEX-PN® Test Plan.

**Rationale:**
The NCLEX® Examination Committee reviewed and accepted the *2018 LPN/VN Practice Analysis: Linking the NCLEX-PN® Examination to Practice* (NCSBN, 2019) as the basis for recommending revisions to the 2017 NCLEX-PN® Test Plan to the Delegate Assembly. Empirical evidence from the practice analysis, feedback from member boards and legal counsel, and the professional judgment of the NCLEX Examination Committee provide support for the recommendation to the Delegate Assembly to adopt the 2020 NCLEX-PN® Test Plan.

**Fiscal Impact:**
Incorporated into the FY19 budget.

**Leadership Succession Committee (LSC) Recommendations:**

6. Present the 2019 Slate of Candidates.

**Rationale:**
The Leadership Succession Committee has prepared the 2019 Slate of Candidates with due regard for the qualifications required by the positions open for election, fairness to all candidates, and attention to the goals and purpose of NCSBN. Full biographical information and application responses for each candidate are posted in the Business Book under the Report of the Leadership Succession Committee. Candidates will present himself or herself at the Candidate’s Forum on Wednesday, August 21, 2019.

**Fiscal Impact:**
Incorporated into the FY19 budget.

**References:**

A. Proposed Strategic Initiatives for the years 2020-2022
B. Proposed APRN Compact Language Changes
C. Puerto Rico Board of Nursing Associate Member Application
D. Spanish General Council Associate Member Application
E. Proposed 2020 NCLEX-PN® Test Plan
F. 2019 Slate of Candidates
2019 Slate of Candidates

The following is the slate of candidates developed and adopted by the Leadership Succession Committee. Each candidate profile is taken directly from the candidate’s nomination form. The Candidate Forum will provide the opportunity for candidates to address the 2019 Delegate Assembly.

**Board of Directors**

**Treasurer**
Adrian Guerrero  
Karen Lyon  

**Area I Director**
Cynthia LaBonde  

**Area II Director**
Vacant  

**Area III Director**
Jay Douglas  

**Area IV Director**
Valerie Fuller  

**Leadership Succession Committee**

**Area I Member**
Gretchen Koch  

**Area III Member**
Sara Griffith  
Randy Smith  
Sandra Culpepper  

Area II  
Area III  
Area I  
Area III  
Area I  
Area III
DETAILED INFORMATION, as taken directly from application forms and organized as follows:

1. Name, Jurisdiction, Area
2. Present board of nursing position, board of nursing name
4. Application Questions:
   - **Board of Directors:**
     1) Describe your professional, regulatory, and community experience.
     2) What characteristics make you a good fit for the Board of Directors?
     3) Identify and describe two key issues affecting nursing regulation.
     4) Select one issue from question 3 and describe a strategy you would use to address the issue.
   - **Leadership Succession Committee:**
     1) Describe your professional, regulatory, and community experience.
     2) What characteristics make you a good fit for the Leadership Succession Committee?
     3) Why do you want to serve on the Leadership Succession Committee?

**Board of Directors**

*Treasurer*
Adrian Guerrero, CPM
Director of Operations, Kansas State Board of Nursing

1. Describe your professional, regulatory, and community experience.

I have served as the Director of Operations of the Kansas State Board of Nursing for over nineteen years. I am responsible for the strategic direction and implementation of advanced technology and business solutions for the agency. I oversee the Licensing, Human Resources, Information Technology and Procurement Departments and I serve as the Finance Officer for the agency's budget. I have leveraged my knowledge of technology along with my leadership skills to institute innovative solutions to streamline regulatory processes and increase operational efficiency.

NCSBN has provided me with numerous opportunities to develop my leadership skills and broaden my view of nursing regulation. I have had the privilege of serving as a member and chair of numerous NCSBN committees and task forces and was elected to the NCSBN Board of Directors as the Area II Director in 2015 and re-elected in 2017 to serve the membership.
NCSBN Experiences:

- Board of Directors – Area II Director – 2015-2019
- NCLEX Exam Committee – Board Liaison
- CORE Committee – Board Liaison
- NLC Policy Committee
- Nursys® Committee/Advisory Panel – Chair
- Fraud Detection Committee
- Presenter - 2019 Midyear Meeting – Alexa – Regulator’s Tool for Voice Enabled A.I.
- Presenter - 2008 Annual Meeting - Nursys®/NPDB
- Facilitator/Moderator/Presenter - Nursys® Users Meeting - 2007, 2006

Kansas State Boards & Committees:

- State of Kansas IT Advisory Board
- FOCUS Committee for Accounting & HR Systems
- ASTRA Committee for Accounting Officers
- IT Security Council
- Architecture and Standards Committee
- Health Workforce Committee
- HR Policy Committee
- Training Services Committee

Certifications & Awards:

- 2018 - Horizon Interactive Bronze Award
- 2014 - Topeka's Top 20 Under 40
- 2013 - George Askew National Award
- 2012 - University of Kansas Public Management Center - CPM
- 2000 - Alpha Beta Kappa Honor Society

Community Experience:

- USD #345 School District – IT Advisory Committee / Debate Judge
- Faith Bible Church – Community Volunteer
- Topeka Rescue Mission – Volunteer

2. What characteristics make you a good fit for the Board of Directors?

As the current NCSBN Area II Director, I have made great efforts to serve the entire organization by being accessible and ready to listen to the issues and concerns of the membership. I am proud of the reputation that follows me as being a go-to person in areas of operations, finance, technology and office automation. One of my most valuable traits is that I thrive being around people and have done many things in my personal and professional life that have exposed me to those with different personalities, views, backgrounds and cultures. I make personal connections with those around me and when working in groups, can bring diverse teams together to accomplish a common goal; moreover, I understand complex real-world organizational processes and envision ways to reinvent and streamline those processes. I can recognize when there is a need to change direction to address organizational challenges and stay relevant to those we serve. I understand the necessity to think strategically and as the world continues to change around us, I am someone who keeps my eyes on the horizon, ready to engage new opportunities while remaining fiscally sound.

I have presented and moderated conferences and led committees on the state and national level. I have worked with board members and staff to make the Kansas Board become a model for others to follow both
within our state and across the nation. Our agency has won several awards including national recognition for e-government licensing, which was innovative, saved time, increased efficiency and got nurses to work quicker.

I am honored to serve the membership on the NCSBN Board of Directors! If elected as the NCSBN Treasurer, I will continue to focus on the needs of our membership from a strategic and financial framework with the focus of leading regulatory excellence worldwide.

3. Identify and describe two key issues affecting nursing regulation.

1) Borderless Healthcare Delivery and Cybersecurity - Through modern technology, state and national borders are becoming invisible. The advances in technology have improved the ability to assure safe nursing care across borders and efficient licensing by the adoption of the nurse licensure compact. One important aspect to remember is that the mission of boards of nursing is public protection and that must be the driving force and keep as the center of developing borderless healthcare delivery policies. Another challenge for regulators is the increasing use of technology to deliver services to our licensees. Technology can provide “real-time” information but safe guards and security measures must be taken to prevent data breaches or fraud. Member boards have become increasingly dependent on creating, collecting and analyzing data. At the same time hackers and nation-state sponsored cyber-criminals are also interested in this same type of information. Our dependence on technology and sensitive data has the potential to place our agencies at risk for intrusion and theft. As these threats continue to grow, we will need to analyze our operations to ensure we protect our information assets so that we can continue to maintain the public’s trust in our operations.

2) Increased Fiscal Constraints and Continued Scrutiny of Occupational Licensing Boards - A continued challenge is the ever-increasing pressure from state legislatures to “right-size” government and to do more with less. The limited resources can be from consolidation, budget cuts or fee fund sweeps, which puts the member boards in financial difficulty. Likewise, the U.S. Supreme Court ruling on the Federal Trade Commission v. North Carolina Dental Board case, state occupational licensing boards are grappling with how best to understand and respond to these pressures that at times, has drawn criticism from across the political spectrum. Nursing regulation is not immune to these political realities.

4. Select one issue from question 3 and describe a strategy you would use to address the issue.

Boards of Nursing face increased fiscal constraints, as well as scrutiny, as a result of occupational licensure reform efforts. This may result in budget cuts, consolidation with other agencies, or regulation by other professions. Each of these factors can impact a member board’s ability to perform the critical functions and services that are essential to protecting the public. I believe we should remain committed to assisting member boards by providing updates, guidance, formal presentations and informal networking sessions to keep members informed.

NCSBN’s creation of a government affairs director based in Washington, D.C. has been tremendously helpful for member boards. This has enabled the membership to have a recognizable presence at the federal level to ensure that our collective voices are being heard on issues impacting nursing regulation.

NCSBN is uniquely able to assist member boards by providing resources, technology and research to develop and implement strategies to increase operational efficiency and regulatory effectiveness. The CORE program is an example of how boards can provide evidence of the effectiveness of the self-regulatory model of nursing regulation.

The next few years will present both challenges and opportunities for nurse regulators. NCSBN is in a unique position to assist member boards with fiscally responsible research, public policy, legislative responses focused on patient safety, and evolving litigation. Exciting times are ahead of us! We should seize these opportunities!
1. Describe your professional, regulatory, and community experience.

National Council of State Boards of Nursing

Finance Committee, 2015 - Present;


EO Mentor to Dr. Susan Odom, Idaho Interim EO, 2019;


American Nurses Association: Audit Committee, 2012 - 2018

National Association of Clinical Nurse Specialists: Treasurer, 2001 - 2004; Board of Directors, 2001 - 2004; Annual Conference Co-Chair, 2003 and 2004

In Dr. Lyon's 5 year tenure in Louisiana, she has collaborated with the Louisiana Medical Board and she has overseen policy changes in LSBN rules allowing for APRN disaster permits, CRNA provision of ancillary services within their scope of practice, medication delegation to certified medication attendants under direct supervision of RNs and APRNs, revision of the entire chapter on nursing education program development and regulation and revision of section 3331 related to discipline, delay and denial of nurses and nursing students based on specific misdemeanors and felonies. In 2018, she coordinated the efforts of LSBN with Senator Barrow Peacock to pass SB 202 enacted as Act 577 establishing Louisiana as the 31st state to become a member of the Nurse Licensure Compact. She came to Louisiana from Houston, Texas where she served as Associate Dean for Nursing at Texas Woman's University Nelda C. Stark College of Nursing. During her tenure there, she was PI on over $4.5 million in program and research grants.

2. What characteristics make you a good fit for the Board of Directors?

I have broad experience as a Board member, having served on the Boards of the National Association of Clinical Nurse Specialists, Texas Nurses Association, Texas Affiliate of the American Heart Association, Louisiana Action Coalition and the Gulf Coast Health Services Steering Committee of the Greater Houston
Partnership. In total, I have served these organizations for over 25 years. I believe the most important characteristics I would bring to the position of Treasurer for the NCSBN Board of Directors include my financial expertise, having administered grants exceeding $4.5 million in my academic experience as well as oversight of fundraising in excess of $19 million during my tenure as President of the Texas Affiliate of the American Heart Association. I also believe I would bring the characteristics that I hold dear in my actions as a leader including honesty, integrity, consistency, transparency, empathy and effective communication.

3. Identify and describe two key issues affecting nursing regulation.

Challenge One: Removing scope-of practice barriers. The evolving nature of scope of practice mandates that both RNs and APRNs be allowed to practice to the full extent of their education and training. A systematic review of published literature between 1990 and 2008 indicated that patient care outcomes for APRNs were equal or better than that provided by MDs. Unfortunately, only 26 states and US territories allow full practice for APRNs while 18 have reduced practice and 12 have restricted practice (AANP 2018). Strategies to remove scope-of practice barriers and improve collaboration among health care providers include: 1. Inter-professional education, training and practice in order to facilitate understanding among providers of the various roles of health care team members. 2. Establishment of integrated, collaborative, patient-centered health teams.

Challenge Two: Expanding capital and human resources to increase preparation of baccalaureate and higher degreed nurses. As care becomes more complex and moves into the community, nurses need to be better prepared. Studies by Aiken, Estabrook, Friese, Tourangeau, and their teams support an association between educational level and patient outcomes in acute care settings. We need more nurses with baccalaureate and advanced degrees. Strategies to address this challenge include: 1. Development of state or regional common curricula; 2. Development of competency-based curricula; and 3. Increased development of RN to MS(N) programs.

4. Select one issue from question 3 and describe a strategy you would use to address the issue.

The strategies for both issues are identified above. To recap: Strategies to remove scope-of practice barriers and improve collaboration among health care providers include: 1. Inter-professional education, training and practice in order to facilitate understanding among providers of the various roles of health care team members. 2. Establishment of integrated, collaborative, patient-centered health teams.

Strategies to address the challenge of educating increasing numbers of baccalaureate and higher degreed nurses include: 1. Development of state or regional common curricula; 2. Development of competency-based curricula; and 3. Increased development of RN to MS(N) programs.
1. Describe your professional, regulatory, and community experience.

My nursing education, knowledge and experience lend themselves well to being a contributing member of the NCSBN Board of Directors (BOD). I currently serve as the Area 1 Director and desire to serve another two-year term. My nursing regulation roots were established in 2011 when I was hired at the Wyoming State Board of Nursing (WSBN) as a Nurse Investigator/Supervisor. In 2012, I was hired as the Executive Director (ED) of WSBN and continue to function in that role.

Prior to nursing regulation, I spent many years in perioperative services, honing my skills in all roles as a perioperative nurse i.e., circulating, scrubbing, pre and post operative recovery care and management. In these roles, I learned effective organizational, communication, negotiation and critical thinking skills, while being an advocate for my anesthetized (“sleeping”) surgical patient. I also learned there were many ways to "make a cake"...the recipe or surgical technique not as important as the outcome....a successful surgery or "tasty cake" and a satisfied patient! While in perioperative services, I also obtained my Masters Degree in Nursing Management, further enhancing my management skills and knowledge.

2. What characteristics make you a good fit for the Board of Directors?

The characteristics that make me a good fit for the Board of Directors include:

- analytical
- perpetual learner
- organized
- detail oriented
- inquisitive
- vested in state, national and international nursing regulation issues

3. Identify and describe two key issues affecting nursing regulation.

Two key issues affecting nursing regulation are the push for deregulation and the measurement of continuing competency for licensure renewal. The first issue to be described is deregulation. As regulatory agencies, boards of nursing across the US are tasked with identifying their relevance. That relevance not only has to be identified in quantifiable terms but successfully communicated to various stakeholders,
including legislative bodies, in order to remain viable.

The second key issue affecting nursing regulation is the inconsistent measurement of continuing competency for licensure renewal. Amongst the Boards of Nursing, there are a variety of requirements to measure continuing competency for licensure renewal. The most common measurement tools can include a certain number of practice hours, a combination of practice hours and continuing education, just continuing education or with some Boards no requirements at all. These inconsistencies create confusion for applicants, make it difficult for Boards to justify using any particular method of continuing competency for renewal and provide ammunition for those opposing the Nurse Licensure Compact.

4. Select one issue from question 3 and describe a strategy you would use to address the issue.

The literature regarding continuing competency measurement is limited and outdated. To address the issue of continuing competency measurement for licensure renewal, a research study should be sanctioned by the NCSBN Board of Directors and financially supported through NCSBN funds. A logical group to design and compete the study would be the NCSBN research team. The results of the study would provide evidence Boards of Nursing could utilize to establish consistent requirements for continuing competency during licensure renewal.
**Area III Director**

Jay Douglas, RN, MSM, CSAC, FRE  
Executive Director, Virginia Board of Nursing

1. Describe your professional, regulatory, and community experience.

My professional career as a nurse began following graduation in 1975 from the West Australian School of Nursing where I worked at Royal Perth Hospital, the same 1000 bed facility where I was trained. Since my move across “the pond” in the late seventies I have worked in a variety of practice settings to include, general medicine/surgery, substance abuse treatment, home health, cardiology and employee assistance. I have held management and leadership positions for the majority of my career. I obtained a Master's Degree from Lesley University in Cambridge, MA and my certification as a Substance Abuse Counselor following course work at Virginia Commonwealth University. Experience as substance abuse treatment Program Director and Administrator of a Home Care Agency provided a good foundation for entrance into nursing regulation where I joined the Virginia Board of nursing staff as the Deputy for Discipline in 1999. I was then promoted to Executive Director and have held this position since 2002 overseeing the regulation of approximately 225,000 nurses, advanced practice nurses, assistive personnel and 150 pre licensure nursing education programs. My involvement with NCSBN has been consistent through attendance and participation in meetings, NCSBN Awards Committee, NCSBN 25th Anniversary Committee and annual presentations at Delegate Assembly orientation for the last eight years. Since 2010 I have served as Director at Large on the NLC Administrator Executive Committee for a total of six years and then Vice Chair of the Interstate Commission of Nurse Licensure Compact Administrators from 2017-2018. I was selected to participate in the ICN Global Nurse Leadership Institute in Geneva Switzerland in 2014. I have completed the NCSBN Institute of Regulatory Excellence Program and the Center for Creative Leadership Executive Coaching program.

Following the 2018 Delegate Assembly I was appointed by the NCSBN Board of Directors to fill an unexpired term as Area III Director on the Board of Directors. Since being appointed to the Board of Directors I have become more familiar with the work of the organization, the needs of Member Boards and the essential nature of the strategic, collaborative and evidence based work of the Board and staff to move nursing regulation forward while focusing on public protection in an ever changing practice environment.

I am now seeking election to a full two year term as Area III Director.

2. What characteristics make you a good fit for the Board of Directors?

I believe I am a good fit for the Board of Directors as I am an experienced nursing regulator who is familiar with the role having served on the Board of NCSBN for almost a year. I have the full support of my board, my staff and my agency head who sees the value of service on a national level as beneficial to the Virginia Board of nursing. I believe I bring a broad, global, perspective demonstrating strategic thinking, innovative
problem solving and a common sense approach to issues. I am not afraid of crucial conversations and I am accustomed to participating in professional dialogue in a manner that gets to the root of an issue. I am an active listener who looks for commonalities not differences.

Through mentoring relationships with five Executive Officers, I have learned about boards with different structures than my own and have developed a knowledge and appreciation for the challenges and resource needs of Executive Officers in other jurisdictions.

3. Identify and describe two key issues affecting nursing regulation.

Issue #1: Health care delivery systems have changed and with increase in technology the nursing workforce, including advanced practice nurses need updated skills and to have the ability to practice safely and more extensively across borders. A “Compact Nation” strategy that expands the NLC and implements the APRN Compact will reduce regulatory barriers, increase access to care and enhance public protection in situations where cross border practice is necessary. Preparation of nurses for alternate delivery models and assessment of competencies in associated technologies is essential.

Issue #2: The relationship and exchange of information between Nursing Education, Practice and Regulation is essential to the delivery of safe competent care to the patients of today and the future.

4. Select one issue from question 3 and describe a strategy you would use to address the issue.

Nursing Education, Practice and Regulation. Are we collaborating effectively to minimize disconnects and prepare the nurse for the patients of the future in sufficient quantity?

My strategy to address this issue would be to engage the leadership at the jurisdiction and national level in a dialogue to move forward examining preparation of nurses and the real and perceived barriers to nurses practicing fully to the extent of their training and education. Work has been done in this area however, a more in-depth examination is needed and a national agreed upon action plan implemented that involves all stakeholders. The strategy for this work has to include those nurses who are delivering the care and who are the greatest in number who can affect the safety and quality of care. The professional nursing associations and the consumer voice is needed at the table. We have to come together and examine what we can all agree on in terms of the role of the nurse, looking at what does the patient population need and examine the evidence to support and define scope. We have to answer the question, what is really holding us back from moving forward regarding scope issues and inconsistencies in regulation across the country? Our licensees and our patients need clarity and to understand the basis for our decisions. Education, Practice and Regulation needs to be agile enough to address the diversity of patient population both economically, geographically and culturally today and tomorrow.
Area IV Director
Valerie Fuller, PhD, DNP, AGACNP-BC
Board President, Maine State Board of Nursing

1. Describe your professional, regulatory, and community experience.

Valerie Fuller, PhD, DNP, AGACNP-BC, FNP-BC, FAANP

My professional, regulatory and community experiences have been shaped by a strong desire to serve, a commitment to scholarly and clinical excellence, honesty and integrity. I believe my background reflects the expertise and skills needed to serve as your Area IV Director and to uphold NCSBN’s mission of regulatory excellence.

Professional Experience/Education:

University of Arizona College of Nursing, Doctor of Philosophy in Nursing, August 2017

MGH Institute of Health Professions, Doctor of Nursing Practice, August 2008

Boston College, Master of Science in Nursing, May 1998

Boston College, Bachelor of Science in Nursing, May 1991

Assistant Professor of Nursing – University of Southern Maine School of Nursing, 2017 to present

Assistant Professor of Surgery – Tufts University School of Medicine, 2009 to present

Acute Care Nurse Practitioner, Department of Surgery – Maine Medical Center, 2003 to present

Certifications:

Family Nurse Practitioner

Adult Gerontology Acute Care Nurse Practitioner

Certified Wound Ostomy RN (CWON)

Certified Foot Care RN (CFCN)
Registered Nurse First Assist (RNFA)

Teaching Certificate for Healthcare Educators

**Regulatory Experience:**

National Council of State Boards of Nursing

- Board of Directors, Area IV Director, 2017-2019

NCSBN Committee Service

- BOD Liaison to the Nursing Education Outcomes and Metrics Committee, 2018-2019
- APRN Education Committee Chair, 2015-2016
- APRN Distance Education Committee, 2014-2015
- APRN Consensus Committee, 2012-2014

Maine State Board of Nursing

- Board President 2013-present
- APRN Member, 2010-present
- Created the first APRN Advisory Board to the Maine State Board of Nursing, 2009

**Community Experience:**

Legislative Committee – Maine Nurse Practitioner Association, 2016 - present

Fellow of the National Academies of Practice in Nursing, 2017 - present

Fellow of the American Association of Nurse Practitioners 2016 - present

Hanley Health Leadership Fellow 2015 – present

Executive Board Member – Maine Nurse Practitioner Association, 2005-2010

President – Maine Nurse Practitioner Association, 2007-2009

Professional Development Chair - Maine Nurse Practitioner Association, 2005-2007

2. **What characteristics make you a good fit for the Board of Directors?**

I feel I bring a unique set of characteristics and leadership skills to the Board of Directors as an experienced clinician, educator and regulator. I can thoroughly appreciate the impact that NCSBN has on nursing practice, patient safety and public protection from these different roles. I also believe that having a mix of professionals on the Board of Directors creates an environment where a diversity of opinions and perspectives can be fully appreciated.

3. **Identify and describe two key issues affecting nursing regulation.**
1. Workforce Mobility – Our current healthcare system requires an RN and APRN workforce that is agile, able to respond in times of need, and evolve with the new and innovative ways in which healthcare is being delivered. Access to care (where the patient needs care) is of vital importance, whether it be in times of disaster, census fluctuation or in underserved areas.

2. Nursing Education – A well-educated nursing profession improves patient outcomes, healthcare quality and public safety. As regulators, we need to continue to work with nursing education programs to develop highly educated nurses who can work in complex healthcare delivery systems and support the transition to competency-based education and assessment. Ongoing work is needed to ensure that we are adhering to the APRN consensus model in terms of education and facilitate opportunities and/or reduce regulatory barriers for the use simulation based clinical experiences in graduate programs.

4. Select one issue from question 3 and describe a strategy you would use to address the issue.

Nursing Education – It has been well documented that schools of nursing continue to turn away qualified candidates in both baccalaureate and graduate nursing programs secondary to shortages of faculty, clinical sites and clinical preceptors. I believe the seminal study undertaken by NCSBN in 2014 examining the use of simulation in undergraduate programs bears repeating in graduate APRN programs. More data is needed to determine whether these simulation experiences translate to safe and effective patient care at the graduate level and whether simulation compares to the traditional one-on-one preceptor model currently in use.
Leadership Succession Committee

Area I Member
Gretchen Koch, MSN, RN
Policy Analyst, Oregon State Board of Nursing

1. Describe your professional, regulatory, and community experience.

My practice journey has afforded me a wealth of professional, regulatory, and community experience. I began my undergraduate nursing education knowing that my life’s work would proceed outside of the traditional hospital setting. Just two years post licensure, I transitioned with deliberate intent from hospital-based practice into my first regulatory position. I evaluated Title XIX-funded nursing and habilitative services provision against Code of Federal Regulations for Intermediate Care Facilities for persons with Mental Retardation (ICF/MR). Changes to federal and state law, a department of Justice consent decree, and Oregon’s movement for self-directed care and community supports triggered closure of the ICF/MRs and the transition of my practice to the development of regulations and policy for Title XIX-funded community-based nursing and habilitative services and the subsequent enforcement of said regulations. This new practice role afforded me my first of many experiences with leading and facilitating local and state-wide stakeholder groups in the development of community-based nursing policy and program regulations. My next practice position was as administrator of a state-level RN Medicaid provider program where competencies with budgeting, policy development, professional peer-review, and collegial coaching were continuously honed. Longing to fulfill my passion for teaching, I accepted a faculty position at an undergraduate baccalaureate nursing program where I developed, implemented and evaluated Oregon Consortium for Nursing Education (OCNE) didactic and clinical curriculum for senior students. During this time I also owned an LLC and independently practiced within the boundaries of Oregon’s Nurse Practice Act. My current position as RN/LPN Policy Analyst exercises my regulatory brain daily within a nursing practice environment informed by the continued expansion of nursing and other scientific knowledge, advancements in technologies, shifting social norms, court decisions, the enactment of federal and state law, changing health demographics, client choice, and the growing fluidity of practice across geographic boundaries.

2. What characteristics make you a good fit for the Leadership Succession Committee?

My characteristics of integrity, commitment, and the ability to effectively communicate make me a good fit for the Leadership Succession Committee. I hold high the value of self-regulation of one’s actions and behaviors and for always taking the high road to arrive at the collaborative charge of a group. I am steadfast in seeing through that which has been placed in my charge. Engaging with others through sharing, by listening, by facilitating group discussions, and by acknowledging individual competencies and contributions are hallmarks of my practice as a team member and as a leader.
3. Why do you want to serve on the Leadership Succession Committee?

My desire to serve on the Leadership Succession Committee is rooted in expanding my regulatory experience beyond my state-based practice. I look forward to partnering with other Committee members in adherence to NCSBN by-laws in the identification of candidates suited to fulfill the mission and vision of nursing’s regulatory professional organization.
Area III Member
Sara Griffith, MSN, RN
Regulation Consultant, North Carolina Board of Nursing

1. Describe your professional, regulatory, and community experience.

On July 11, 2000, I was issued my license to practice nursing. For the first 16 years, I cared for a variety of patient populations in an acute care hospital and then transitioned to a role in nursing administration for about 3 years. In 2007, I was elected to NCBON as board member and served the public for 7 ½ years. During my tenure on the Board, I served on a variety of committees which enhanced my knowledge of regulatory functions. I was elected as the Board’s Vice-Chair serving for two consecutive years. As Vice-Chair, my role included Chair of Board Governance which oversees the Board’s processes for conducting business and congruence with Mission, Vision, and Values.

In 2014, I transitioned from serving the public as a board member to board staff. My current responsibilities as a Regulation Consultant II are supervisory duties of other staff, conducting investigations, interpretation of NC Nursing Practice Act and collaborating with other agencies to meet the mandate of public protection. I focus, primarily, on investigating advanced practice nurses. I am active on multiple board staff committees such as Board Orientation Education and Succession Planning, Research, Quality, and Staff Engagement and Appreciation.

My NCSBN service has included: NIRSC from 2012 to 2015 and CORE from 2015 to 2017. At the 2018 Delegate Assembly, I was elected to serve on the Leadership Succession Committee for a one-year term.

In 2017, with a little encouragement from a nursing mentor, I started the PhD journey at East Carolina University with a research focus on substance use disorder in nursing.

In 2018, I was part of a team that helped organize a fundraiser to support Rise Against Hunger. The NCBON staff donated over $3000 which helped package over 10,000 meals.

2. What characteristics make you a good fit for the Leadership Succession Committee?

The top three characteristics that I exemplify as a candidate to serve on the Leadership Succession Committee are dependability, integrity, and the ability to be open-minded. Being dependable is the top quality needed to serve on a committee. Committee work is time-sensitive, and charge driven. There is a predetermined period to meet goals which requires all members to actively engage and complete the work needed. Over the past year, my actions while on LSC are evidence of my ability to meet the aims of the committee, actively participate in the dialogue of committee decisions and ask the “why” and “how” questions.
The care I provided as a bedside nurse required high levels of integrity. The same is true for the work I do as a regulator of the nursing profession and as a member of a committee. With integrity there is also trust, the membership trusts the committee to complete the duties and meet the charge as directed by the BOD.

Our healthcare and regulatory landscape is evolving continually. In order to meet the needs of the organization and the membership, having an open-mind to elicit change is imperative. Change is not forced but instead achieved through open, thoughtful, and direct communication while focusing on the mission of the organization and the implicit charge of the committee.

A colleague recently said to me "I don’t know how you do all that you do." My reflective response is I have a strong support system. I am organized. I have a strong work ethic. I believe in the mission of my role and I have faith in collaborative efforts to meet goals.

3. Why do you want to serve on the Leadership Succession Committee?

Through continual engagement via NCSBN conferences, offered NCSBN conference calls, and service on NCSBN committees, I have seen the growth of the organization in meeting the mission and strategic initiatives. Being an active participant in pursuing the mission, growing with the organization, and engaging in the strategic plan of NCSBN, would meet personal and professional goals while enhancing my jurisdictional responsibilities and commitments.

Encouraging, motivating, and eliciting interest in recognizing your own potential is sometimes hard to identify. I thrive on the challenge of helping people recognize their leadership attributes and abilities. I am a firm believer in mentoring and coaching roles (formal and informal). I have had mentors that believed in my ability and planted seeds to assist me in identification and pursuit of goals. Sometimes that seed can be planted related to one’s leadership expertise, qualities, and strengths that makes the difference in pursuing a formal leadership role. Rosalynn Carter stated “A leader takes people where they want to go. A great leader takes people where they don’t necessarily want to go, but ought to be.”

The sustainability of NCSBN leadership is vital in ensuring the mission of NCSBN is met while supporting the mission of every member board within the organization. Through my experiences with NCSBN committee work, I have developed a strong understanding of the mission and strategic plan of NCSBN. I am committed to the work of NCBON and of the NCSBN. Serving on the Leadership Succession Committee will continue to develop me as a leader while actively engaging the membership to consider being placed on the ballot for either the BOD or LSC.
Area III Member
Randy Smith, MA
Operations Manager, Kentucky Board of Nursing

1. Describe your professional, regulatory, and community experience.

My professional career consists of a mixture of administrative, leadership, human resources, and operations in state government, private, and the military sectors. In addition, I am also a Realtor, which adds to my professional focus on customer service, negotiation, and marketing.

My military background taught me that being a leader also means you have to be technically competent in your area along with being able to make the hard decisions that is best for the organization. This experience highlighted my processes toward decision making rather than ongoing pontificating. Most important lesson learned is to not micromanage subordinates, but give them the overall goal and allow them to take actions to accomplish the goal. Leadership qualities are not taught by reading books, but by experience.

As a policy and budget analyst for a legislative body in a governmental environment, required me to collect the data and present the facts to legislative leadership. The primary goal is to present the information and to avoid tailoring it to meet specific needs.

I am currently the Operations Manager at the Kentucky Board of Nursing and oversees the Administrative Services Section, Information Management Section, and the Credentialing Branch. In this role I provide guidance to managers for effective and efficient processes and procedures while focusing on achieving high quality customer services.

Community experience involves professional and nonprofit work. I am currently serving my last year on the Finance Committee at NCSBN, so I am familiar with the operations of the National Council. I also have served on the RCPAC Board for the Lexington Bluegrass Association of Realtors that focused on promoting Realtors and policy in the public arena to support the Real Estate community.

2. What characteristics make you a good fit for the Leadership Succession Committee?

1. Highly self-motivated individual with excellent organizational skills,

2. Strong communicator with superb follow-up skills,

3. Customer service oriented with 100% satisfaction in dealing with both internal and external customers,

4. Analytical thinker that consistently resolves ongoing issues while paying close attention to detail,
5. Proficiency in leading and mentoring individuals to maximize levels of productivity while forming cohesive team environments,

6. Outstanding motivator and extremely resourceful,

7. Strong “Project Management” skills with proven ability to plan, organize and lead other team members,

8. Excellent researcher while focusing on deadlines,

9. Dependable, and

10. A Team Player.

3. Why do you want to serve on the Leadership Succession Committee?

I am interested in serving on the Leadership Succession Committee, because I am looking for opportunities to utilize my experience while continuing to serve the National Council of State Boards of Nursing. This opportunity allows me to expand on my experience outside of the financial arena and to experience different aspects of the Council.

After reviewing the Committee’s Charge, it appears that the most important qualifications are to have people and marketing skills, along with the ability to communicate effectively. My background is suited for this type of position as I am a team player, have experience working with leaders in all environments, and experience working in the customer service arena. I also have the ability to negotiate, which is also a strong characteristic of a team player.

With over 30 years of working for organizations, it is vital that the right individuals are selected for leadership positions. I have experienced the damage to an organization, through selection of unqualified individuals for leadership positions. The damages resulting from this mistake has ramifications that can harm an organization and its employees for years. Selecting qualified leaders also result in the overall improvement of employee morale, which is lacking in many organizations today. Employees want leaders who do what’s best for the organization, while also appreciating and recognizing employees for their work in making the organization successful.
Area III Member  
Sandra Culpepper, LPN  
LPN Board Member, Mississippi Board of Nursing

1. Describe your professional, regulatory, and community experience.

Dear NCSBN Delegates,

My name is Sandra Culpepper from the Mississippi State Board of Nursing as an LPN Representative. I am reaching out to you to share some history and background information about myself, both professionally and personally, that will assist in your decision in regards to the Leadership Succession Committee Nomination for Area III. I greatly appreciate your time and interest in me.

Being an LPN has given me several opportunities to work in the nursing field. Some of these different areas I have experienced are: Emergency Department, Med-Surg, Long Term Care, Post-Op, Group Homes for the disabled, Home Health and educating Certified Nursing Aides. These diverse nursing environments have allowed me to expand my knowledge base and experiences while adding to my skills as an LPN on different levels.

My involvement and responsibilities within the MBON includes the following committees: Administrative Code Committee, Practice Committee, Compliance Committee, and the Telehealth Committee. I am also the Chairperson of the Taskforce to transfer the Licensed Practical Nursing Educational Programs to the Mississippi Board of Nursing. I am proud to be able to report this transfer is scheduled to take place in July 1, 2019.

Most recently I was approved by NCSBN to participate in the development and aid in the writing of the next NNAPP Exam for the Certification of Nursing Aides. After teaching this course for 9 years, it is such an honor to have the chance to be able to contribute my experience as an educator in this manner.

On a more personal note, I have been married to my husband Keith for 21 years and we have 3 beautiful children. Together, we run and operate an exotic animal farm, including tours, on our homestead. The tours enable visitors to learn about the livestock and daily farm life and are especially enjoyed by children. I enjoy volunteering for community events such as Painting the Town Pink, assisting the High School Color Guard Team, and tutoring Nursing students at no charge simply to see them succeed. Since my husband is a nurse as well, we enjoy traveling abroad on medical mission trips that provide health care to people that truly need it.

Dedication and ease of working with others are some of my strongest personality assets. The flexibility to be able to attend meetings has helped this to be a more fruitful experience. To be a part of NCSBN has been a valuable learning tool for Nursing Regulation and I look forward to becoming more involved in the processes.
After learning more about me both professionally and personally, I hope you will consider voting me onto the Leadership Succession Committee Area III. I look forward to seeing you in Minneapolis soon!

2. What characteristics make you a good fit for the Leadership Succession Committee?

To be a good fit for the Leadership Succession Committee it takes dedication, hard work, professionalism, and the ability to be flexible to the needs of NCSBN and Member Boards. These qualities you will assuredly find in me because from a very young age I acquired a tenacious work ethic that encompasses all of those qualities. The effort and dedication that I can offer will be incredible because once dedicated to a job I will go above and beyond to assist with making this a positive experience for all involved. It would truly be a pleasure to have the ability to show you my authentic work ethic and professionalism in increasing involvement within NCSBN and the Member Boards!

3. Why do you want to serve on the Leadership Succession Committee?

The purpose to serve on the Leadership Succession Committee is very important to me, it is a diverse background of Nurses encouraging Member Boards to become involved in the future of Nursing and NCSBN. To have a diverse group of people working together to bring about change and influencing an ever changing Healthcare environment will be crucial in future endeavors, so by encouraging our fellow members from every aspect of Nursing to become involved in Regulation through NCSBN will be critical in the future ahead of us. To be a part of that group would definitely be a dedication that I would absolutely love to be a part of!