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

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

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

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

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March 13-15, 2017

2017 NCSBN Midyear Meeting
Little America Hotel
Salt Lake City, Utah

holistic leadership
by: Pamela K. Randolph, MS, RN, FRE
Associate Director of Education and Evidence Based Regulation
Arizona State Board of Nursing

Recently I interviewed several candidates for a position at our board of nursing. I asked each candidate to describe teamwork. One candidate responded that it was really hard to get anyone to show up for meetings. Another candidate stated, “Well, you have to listen to everyone, but you just hope they just agree to do what you want.”

I was surprised at how few candidates were able to describe a well-functioning team. Additionally, every candidate spoke of experiences where they were the designated “leader” of the team. No candidate described an experience as a team member and no candidate, except the one actually offered the job, could articulate essential leadership competencies.

This experience led me to think about the importance of teamwork. I have worked with the Arizona State Board of Nursing as both a board member and on staff for over 20 years. During that time I also served on NCSBN committees, and am currently a member of the Leadership Succession Committee. I have worked with teams with varying levels of functioning, mostly successful to varying degrees. Each experience, plus extensive reading on leadership, has led to my current philosophy and style of leadership. I have named this style “holistic leadership.”

Holistic, used as an adjective, means that the “comprehension of the parts of something is intimately interconnected and explicable only by reference to the whole” (Oxford Dictionaries). In other words, leadership is best viewed from within the context of the group and cannot be divorced from group functioning. In my experience, high-functioning groups may have a “designated leader” but leadership responsibilities are shared.

As an example, I would like to focus on a group I have been a part of since 2007. The group consists of representative of a state university nursing program, a community college nursing program and myself, representing nursing regulation. The goal of the group was to develop a legally defensible exam of nursing competency, the Nursing Performance Profile (Hinton et al., 2012; Randolph et al., 2012; Randolph & Ridenour, 2015). In reflecting on my experiences with this team and why it was so productive, I noted the following group characteristics.
We have lasting relationships with each other.

• Standards: We leveraged our experience and common sense to establish high standards. We had experienced researchers mentored inexperienced researchers, who eagerly shared her knowledge of statistics and testing. This mentorship led to a clear record when we wrote for publication.

• Goal-Oriented: It was clear what our goals were. One member took on the task of developing new approaches. Every team member contributed their time and talent to the project. Each member was accountable for their part in the project.

• Authorship/Accolades: We appreciated each team member's unique contribution and recognized that the knowledge and skills of the group was never less than the sum of the individual members. We appreciated the diversity of the others and contributed to the work. Our approach is supported in the literature. Tom Rath's StrengthFinder 2.0 supports that people and groups are more successful if they know and do work that capitalizes on their strengths. Richard Farson, in Management of the Absurd, emphasizes relationships in groups and listening. He states that one way to stifl creativity is to judge and play intellectual games. Cy Wakeman, in The Reality Based Rules of the Workplace, says that functional groups “ditch the drama” and help one another. Stephen Covey, in The 7 Habits of Highly Successful People, emphasizes the importance of the collective group. There are no “stars” or prima donnas in a functional team. All members appreciate the diversity of the others and contribute to the work. Our approach is supported in the literature. Tom Rath's StrengthFinder 2.0 supports that people and groups are more successful if they know and do work that capitalizes on their strengths. Richard Farson, in Management of the Absurd, emphasizes relationships in groups and listening. He states that one way to stifle creativity is to judge and play intellectual games. Cy Wakeman, in The Reality Based Rules of the Workplace, says that functional groups “ditch the drama” and help one another. Stephen Covey, in The 7 Habits of Highly Successful People, emphasizes the importance of the collective group. There are no “stars” or prima donnas in a functional team. All members appreciate the diversity of the others and contribute to the work.

• Open Mind/Mutual Respect: The group learned to keep an open mind in discussing ideas and possibilities. We used each person's ideas as a springboard to develop new approaches.

• Agenda and Minutes: Each meeting had an agenda and accompanying minutes. This kept the group focused and goal-oriented. It also prevented rehashing the same issues and decision points. One member took on the task of establishing the agenda and writing the minutes. This also provided a clear record when we wrote for publication.

• Mentorship: Members mentored each other. Our statistician eagerly shared her knowledge of statistics and testing standards; experienced researchers mentored inexperienced researchers. This mentorship carried over to other projects of individual team members beyond the goal of the group. We have lasting relationships with each other.

While these are all admirable traits, it is just as important to note what this team avoided. We tended to avoid the following activities.

• Intellectual Games: We did not play intellectual games such as, “devil’s advocate” or “so what?” We avoided placing a person who proposed an idea in a defensive position. We explored possibilities and engaged in reasoned discussion. We allowed each member the freedom to propose ideas without apprehension.

• Wasted Meeting Time: We did not hold meetings to wordsmith documents or generally discuss progress—each meeting had the purpose of eliciting the team’s perspective to create a process and product. We also did not bring our individual assignments to the group unless they were ready for review and evaluation.

• Delegation: Delegation implies a hierarchical relationship with one person having the power to delegate unwanted and tedious tasks to another. We avoided “delegating” to other team members. We identified the required tasks and reached consensus as to who would best accomplish those tasks. While we may have offered a specific task to a team member, we respected the team member’s decision to turn the offer down.

In conclusion, a functional team accomplishes its goals through the wisdom of the collected group. There are no “stars” or prima donnas in a functional team. All members appreciate the diversity of the others and contribute to the work. Our approach is supported in the literature. Tom Rath's StrengthFinder 2.0 supports that people and groups are more successful if they know and do work that capitalizes on their strengths. Richard Farson, in Management of the Absurd, emphasizes relationships in groups and listening. He states that one way to stifle creativity is to judge and play intellectual games. Cy Wakeman, in The Reality Based Rules of the Workplace, says that functional groups “ditch the drama” and help one another. Stephen Covey, in The 7 Habits of Highly Successful People, emphasizes the importance of the collective group. There are no “stars” or prima donnas in a functional team. All members appreciate the diversity of the others and contribute to the work.

References


understand legal issues, and discern what they mean. I can
was a good fit to be an executive director. I can read and
“I think my background in law, risk management and quality
at the Vermont State Board of Nursing. In November 2015,
paved the way to a position as a nursing program manager
Vermont to teach at an associate degree nursing program
Mitchell has a diverse range of experience in her 40-year
career. This is the spirit behind the NCSBN Executive Officer
Development Mentor Program, which has been in place
at NCSBN for 10 years, and is overseen by the Executive
Officer Leadership Council (EOLC) with the support of
NCSBN’s Member Relations department.
NCSBN caught up with two executive officers (EOs) who
recently participated in the Mentor Program: Vermont State
Board of Nursing Executive Director Phyllis Mitchell, MSN,
RN, was the mentee and Florida Board of Nursing Executive
Director Joe Baker, Jr. was her mentor.
Mitchell has a diverse range of experience in her 40-year
nursing career. She started out as a licensed practical nurse
in a licensure compact." comments Mitchell.
The Mentor Program is a one-on-one program in which an
experienced EO helps to facilitate the learning process for
a new EO. Objectives of the program include welcoming
the new EO to the EOLC, increasing their awareness
of resources available to them, fostering relationships
with other EOs and familiarizing them with the NCSBN
governance structure.
“We hit it off from the get go,” says Baker. “Phyllis and I
would schedule time to regularly talk on the phone. It’s
important when someone is new to their position, and to
NCSBN as well, to help them understand all of the resources
available to them, and to walk them through what’s
expected of an executive officer, helping them acclimate
to their new role. I think she’ll do really well in the role in
Vermont, and I look forward to continuing to work with her
as a colleague.”
“It was very helpful to be connected with someone who
understands the day-to-day business and can assist in
giving you a background on how rules and statutes work,
says Mitchell. “A lot of us face similar situations so it was
very helpful to get Joe’s perspective on certain issues, like
internationally educated nurses, licensees with criminal
histories, or how we handle the licensing issue when there
is a potential emergency and we may need the assistance
of nurses from out of state. Joe was also very helpful when
it came to showing me how to fill out reports for NCSBN,
and he walked me through the resources on the NCSBN
website. And we also talked about what one should look for
in a licensure compact.""
The 2016 NCSBN Annual Meeting was held in Chicago Aug. 17-19, giving attendees the opportunity to meet and network with nursing regulators from all over the country. There were 59 member boards represented by delegates at the meeting during which important regulatory issues were discussed and pertinent association business was conducted.

On Wednesday, Aug. 17, NCSBN Board President Shirley Brekken, MS, RN, kicked things off with her final address to an Annual Meeting audience as president. She was followed by NCSBN CEO David Benton, RGN, PhD, FFNF, FRCN, FAAN, giving his first address at an Annual Meeting as CEO.

Quite a few early risers gathered for Tai Chi and "Bust a Move Zumba" on Wednesday and Thursday mornings, just as the sun rose in the east over Lake Michigan from the Sheraton's fantastic location along the Chicago River.

Everyone who attended the Awards Dinner on Thursday evening was blown away by the Jesse White Tumblers, a team of performing acrobats created in 1959 by former athlete and Illinois Secretary of State Jesse White. The team gives more than 1,500 performances a year at sporting events and community, business and charity functions, attracting national and international attention.

Incoming NCSBN President Katherine Thomas, MN, RN, FAAN, executive director, Texas Board of Nursing, noted, "The delegate assembly was inspired by two outstanding keynote speakers who challenged us to think in new and evolutionary ways. Dr. Malcolm Sparrow from the Harvard Kennedy School of Government, spoke about risk-based regulation which moves resources away from technical compliance with laws towards a focus on conduct that represents real risks to public safety. Alan Hobson, Mount Everest summiter and cancer survivor, described how his journey to the top of the world gave him the tools to fight an aggressive cancer with courage and faith."

Highlights of significant actions approved by member boards of nursing at the Annual Meeting:

- Approved the Strategic Initiatives for the years 2017–2019.
- Approved amendments to the NCSBN Bylaws.
- Approved the Association of New Brunswick Licensed Practical Nurses, the Licensed Practical Nurses - Registration Board of Prince Edward Island and the College of Registered Psychiatric Nurses of British Columbia as associate members of NCSBN.
- Adopted the 2017 NCLEX-PN® Test Plan.
Member boards also elected new members of the NCSBN Board of Directors and Leadership Succession Committee. Those elected include:

**President-elect**
Julia L. George, MSN, RN, FRE, executive director, North Carolina Board of Nursing

**Treasurer**
Gloria Damgaard, MS, RN, FRE, executive director, South Dakota Board of Nursing

**Directors-at-Large**
Mary Kay Goetter, PhD, RN, NEA-BC, executive director, Maryland Board of Nursing
Lori Scheidt, MBA-HCM, executive director, Missouri State Board of Nursing
Karen Scipio-Skinner, MSN, RN, executive director, District of Columbia Board of Nursing (re-elected)
Valerie Smith, MS, RN, FRE, associate director, Arizona State Board of Nursing

**Leadership Succession Committee (LSC)**
Area II Member - Melissa Hanson, MSN, RN, board staff, North Dakota Board of Nursing
Area III Member - Stacey Copley, DNP, RN, board staff, Texas Board of Nursing

Save the date for next year’s annual meeting which will be held in Chicago on Aug. 16–18, 2017.
Congratulations to Our Annual Award Recipients

NCSBN recognized its dedicated and exceptional membership and guests at its annual awards ceremony. Specific award recipients included:

1. **Julia L. George**, MSN, RN, FRE, executive director, North Carolina Board of Nursing, was honored with the prestigious R. Louise McManus Award. Individuals receiving this award have made sustained and significant contributions through the highest commitment and dedication to the mission and vision of NCSBN.

2. **Lori Scheidt**, MBA-HCM, executive director, Missouri State Board of Nursing, received the Meritorious Service Award, which is granted to a member for significant contributions to the mission and vision of NCSBN.

3. **Susan Odom**, PhD, RN, CCRN, FRE, past board president, Idaho Board of Nursing, received the Elaine Ellibee Award that is granted to a member who has served as a board president within the past two years and who has made significant contributions to NCSBN.

4. **Rene Cronquist**, JD, RN, board staff, Minnesota Board of Nursing and **S. Rhonda Taylor**, MSN, RN, board member, Washington State Nursing Care Quality Assurance Commission, each received the Exceptional Contribution Award, which is given for significant contribution and demonstrated support of NCSBN’s mission.

5. **West Virginia State Board of Examiners for Licensed Practical Nurses** was awarded the Regulatory Achievement Award that recognizes the member board or associate member that has made an identifiable, significant contribution to the mission and vision of NCSBN in promoting public policy related to the safe and effective practice of nursing in the interest of public welfare.
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Pictured, from left to right: Pamela C. Zickafoose, EdD, MSN, RN, NE-BC, CNE, nursing instructional director & chairperson, Delaware Technical Community College, formerly executive director, Delaware Board of Nursing; Carla Taylor, MN, RN, registration advisor, Nurse Practitioners and Certified Practice, Registration, Inquiry and Discipline, College of Registered Nurses of British Columbia; Lisa Emrich, MSN, RN, program manager, Ohio Board of Nursing; Anne Logie, MA, RN, standards dissemination & quality assurance advisor, College of Registered Nurses of British Columbia; and Debra Elias, MN, RN, director of practice and standards, College of Registered Nurses of Manitoba.

Institute of Regulatory Excellence (IRE) Fellows

Pictured, from left to right: Pamela C. Zickafoose, EdD, MSN, RN, NE-BC, CNE, nursing instructional director & chairperson, Delaware Technical Community College, formerly executive director, Delaware Board of Nursing; Carla Taylor, MN, RN, registration advisor, Nurse Practitioners and Certified Practice, Registration, Inquiry and Discipline, College of Registered Nurses of British Columbia; Lisa Emrich, MSN, RN, program manager, Ohio Board of Nursing; Anne Logie, MA, RN, standards dissemination & quality assurance advisor, College of Registered Nurses of British Columbia; and Debra Elias, MN, RN, director of practice and standards, College of Registered Nurses of Manitoba.

To see more photos from this year’s NCSBN Annual Meeting, visit our Flickr account.

Cathy Giblin, MS, RN, accepted the service award for the College and Association of Registered Nurses of Alberta, NCSBN Associate Member, which is celebrating 100 years of nursing regulation in 2016.

Service awards were given to the following executive officers of BONs, presented by BOD President Shirley Brekken:

Five Years
- Marlene Carbullido, MSN, RN, executive officer, Guam Board of Nurse Examiners (photo a)
- Kwek Puay Ee, BSN, RN, executive secretary, Singapore Nursing Board
- Gaynell Hayward-Caesar, MPH, RN, chief nursing officer, Bermuda Nursing Council
- Nancy Murphy, MS, RN, BC, CPM, administrator, South Carolina Board of Nursing (photo b)
- Dan Williams, executive director, Division of Board Services, Wisconsin Department of Safety and Professional Services

10 Years
- Michele L. Bromberg, MSN, RN, nursing coordinator, Illinois Board of Nursing (photo c)

15 Years
- Lanette Anderson, JD, MSN, RN, formerly executive director, West Virginia State Board of Examiners for Licensed Practical Nurses (photo d)
- Lori Scheidt, MBA-HCM, executive director, Missouri State Board of Nursing (photo e)

20 Years
- Sandra Evans, MAEd, RN, executive director, Idaho Board of Nursing (photo f)
Pearson VUE Testing Center Updates

Pearson VUE, the NCLEX® testing vendor, is dedicated to serving the needs of their clients and providing NCSBN with the highest level of efficient, quality service. One of the ways Pearson VUE achieves this goal is through enhancements to their Pearson Professional Testing Centers (PPCs). Annually, Pearson VUE participates in an evaluation process to ensure that necessary capacity at the PPCs is available to accommodate anticipated testing volume.

The enhancements expected in 2016 include the addition of seats at current testing centers and the development of new PPCs. As individual sites near completion, NCSBN will send updates to the boards of nursing/regulatory bodies, identifying the test center locations and seating capacity of each new or enhanced site, and dates when appointments and test activities will begin. See the list below for the projected 2016 additions to the Pearson Professional Center testing network:

<table>
<thead>
<tr>
<th>Test Center Additions</th>
<th>Expansions</th>
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<tbody>
<tr>
<td>Houston, Texas</td>
<td>Tucson, Ariz.</td>
</tr>
<tr>
<td>Boston (Somerville), Mass</td>
<td>Louisville, Ky.</td>
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<tr>
<td>Boston (Brookline), Mass</td>
<td>Chattanooga, Tenn.</td>
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FOR MORE INFORMATION, VISIT www.ncsbn.org/events

Enhanced Nurse Licensure Compact (e-NLC): Rulemaking Explained

In fact, these three interstate compacts have been enacted in all 50 states. The three interstate compacts are:

- Interstate Compact for Adult Offender Supervision
- Interstate Compact for Juveniles
- Interstate Compact for the Education of Military Children

Learn more about the enhanced NLC online at www.nursecompact.com, or contact nursecompact@ncsbn.org.

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NCSBN’s One-on-One Executive Officer Mentor Program

Baker has mentored a colleague in the past and he himself was mentored, so he knew what it was like to be a mentee, which informed his perspective as a mentor. “Phyllis was phenomenal,” he says. “The program works well when mentor and mentee equally commit their time and resources, and we did that. She was always well-prepared with questions, ideas and suggestions. She was also eager to see another board in operation, so I said, ‘come on down to Florida,’ and she was able to visit for a couple of days during our board meeting.”

Mitchell attended the Florida Board of Nursing’s board meeting in April and was able to observe the committees and the board as they conducted their business agenda. She also had the opportunity to meet board members and staff and talk with them about nursing regulation best practices.

“All executive officers should consider participating in the mentoring program,” says Baker. “It’s not an onerous time commitment, and it’s a great way to help orient someone—not only to their job, but also to NCSBN. To help someone understand it, you need someone who’s been a part of it for a while.”
Missouri Board Education Director Appointed to Higher Education Steering Committee

Congratulations to Bibi Schultz, MSN, RN, CNE, director of education, Missouri State Board of Nursing, on being appointed to the Midwestern Higher Education Compact’s (MHEC) Midwestern State Authorization Reciprocity Agreement (M-SARA) Regional Steering Committee. The MHEC strives to improve access to a variety of high-quality postsecondary education programs and promotes collaboration across its 12 Midwestern states and institutions involved in distance-education programs in order to further education opportunities and services in the region. MHEC’s M-SARA RSC is a model for collaboration among a diverse group of higher education professionals. The committee includes state regulators and representatives from institutions from all sectors of higher education and state government.

Louisiana State Board of Nursing Executive Director Recognized as Outstanding Alumnus

Karen Lyon, PhD, RN, ACNS, NEA, executive director, Louisiana State Board of Nursing, has been selected as the 40th Anniversary Gold Nugget Outstanding Alumnus for the School of Nursing at the University of Texas at El Paso. Dr. Lyon is being recognized for the impact of her professional nursing endeavors on advanced practice, education, administration and regulatory affairs. She was the driving force behind the passage of HB 1161 in the 2016 Louisiana legislature, eliminating the two ex-officio physician members of the board and requiring two public members. She currently serves on the NCSBN Finance Committee and the American Nurses Association (ANA) Audit Committee.

Ohio Congratulates Board Member on Remarkable Achievement

Ohio Board member, Lisa Klenke, MBA, RN, is the chief executive officer of Mercer Health’s Mercer County Joint Township Community Hospital, which was recently recognized among the top 100 rural and community hospitals in the United States by two organizations: iVantage Health Analytics “Top 100 Rural & Community Hospitals in the United States for 2016” and Becker’s Hospital Review “100 Great Community Hospitals for 2016.”

Lisa, serving her fourth term on the board, has been board president and chair of numerous advisory groups and practice committees. In 2011 she received the NCSBN Exceptional Leadership Award based on her demonstrated leadership as a board president, significant contributions to NCSBN, and overall contributions to the regulation of nursing. Ohio congratulates Lisa and her team on this remarkable achievement!

Florida Board of Nursing Thanks Orlando Regional Medical Center

Joe Baker, Jr., executive director, and Jessica Hollingsworth, program administrator, Florida Board of Nursing, visited with nursing staff and other health care professionals at Orlando Regional Medical Center on June 28th to thank them for the care that was provided to victims of the Pulse nightclub tragedy. It was a very moving two-hour visit as they toured the emergency department and trauma unit and thanked the staff on behalf of The Florida Board of Nursing. The cover of the Summer 2016 issue of the Florida Nursing Quarterly acknowledged the efforts of health care professionals following the tragic shootings.

Board President Inducted into the Fellows of the American Association of Nurse Practitioners

Congratulations to Dr. Valerie Fuller, AGACNP-BC, FNP-BC, board president, Maine State Board of Nursing, on being inducted in June into the Fellows of the American Association of Nurse Practitioners (FAANP). The FAANP engages recognized nurse practitioner (NP) leaders who make outstanding contributions to clinical practice, research, education or policy to enhance the American Association of Nurse Practitioners (AANP) mission. Selection to the FAANP is based on recognition of an NP’s accomplishments and contributions to advancing the NP role.
NCSBN Grant Program

Upcoming proposal submission deadlines:
Oct. 7, 2016 | April 7, 2017

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

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

Research Priorities
Research priorities include, but are not limited to:
- National and International Regulatory Issues
- Patient Safety
- Practice (LPN/VN, RN and APRN)
- Nursing Education
- Continued Competence
- Nursing Mobility
- Substance Use

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