

2023, Vol. 4

IN FOCUS

A PUBLICATION OF  NCSBN

Taking the Helm

Phil Dickison and NCSBN's New
Frontier of Nursing Regulatory
Excellence

Inside this Issue:

[NCSBN Supports its Members
During a Time of Leadership
Transition](#)

[Nursing Community Hails the
Successful Launch of the Next
Generation NCLEX®](#)





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

NCSBN's membership is comprised of the NRBs in the 50 states, the District of Columbia, and four U.S. territories — American Samoa, Guam, Northern Mariana Islands and the Virgin Islands. There are seven exam user members and 23 associate members that are either NRBs or empowered regulatory authorities from other countries or territories.

Mission: NCSBN empowers and supports nursing regulators in their mandate to protect the public.

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In This Issue

2023 NCSBN Annual Meeting Shine Through Shaping a Brilliant Future	4
NCSBN Supports its Members During a Time of Leadership Transition	10
By: Alicia Byrd, Director, Member Engagement, NCSBN	
Nursing Community Hails the Successful Launch of the Next Generation NCLEX®	13
Overcoming Missteps Grows Leadership Abilities	16
By: Cathy Dinauer, MSN, RN, Executive Director, Nevada State Board of Nursing	
Taking the Helm	19
Phil Dickison and NCSBN's New Frontier of Nursing Regulatory Excellence	
Your Moment is Our Mission	24
Solutions Addressing Nursing Workforce Crisis	28
News & Notes	30
Speed Round	32



2023 NCSBN Annual Meeting Shine Through Shaping a Brilliant Future

The [2023 NCSBN Annual Meeting](#) was held in Chicago Aug. 16-18, giving attendees the opportunity to meet and network with nursing regulators from all over the country.

This year's Annual Meeting was special, as NCSBN celebrated its 45th anniversary with the theme Shine Through: Shaping a Brilliant Future. For Thursday evening's Awards Dinner, attendees were encouraged to wear blue and they did not disappoint. The reception beforehand and the dinner in the ballroom were stunning sights to see, everyone dressed to the nines creating a sea of sapphire!

Attendees were officially welcomed to Chicago by Cindy Connoly, PhD, RN, professor of nursing and Rosemary B. Greco endowed term chair in advocacy at the University of Pennsylvania School of Nursing. Connoly gave an engaging presentation, "[Nursing Licensure and the 1918 Influenza Pandemic: Lessons Learned](#)," that argued: in order to shape the future, you have to have a sense of the past.

Along with a variety of presentations and activities, NCSBN hosted an informative and entertaining opening keynote presentation, "[WHO Regulatory Guidelines](#)," by Jim Campbell, MPH, MSC, director of the health workforce, World Health Organization. Campbell updated the audience on the sustainable development goals of the WHO and how they may impact regulation.

Retiring CEO David Benton was honored with a recognition lunch, preceded by a surprise performance and procession by the Dundee Scottish Pipe Band.

On the final day, retired astronaut and U.S. Navy CAPT Scott Kelly gave an [inspiring closing keynote](#) speech on the value of hard work and never giving up, tying in with NCSBN's 45th anniversary theme, Shine Through: "The sky is definitely not the limit."

NCSBN Board of Directors President Jay Douglas, MSM, RN, CSAC, FRE, executive director, Virginia Board of Nursing, noted, "In 2023 NCSBN celebrated its 45th Anniversary. Its rich history

Opposite page, clockwise: Retiring CEO David Benton was honored with a recognition lunch, preceded by a surprise performance and procession by the Dundee Scottish Pipe Band

All photos by Tori Soper Photography. To view more photos from the event visit our [Flickr page](#).

[continued on page 6](#)

is chronicled in our updated [interactive timeline](#). At this year's Annual Meeting, we honored our founders and the significant accomplishments of the last five years and also had an opportunity to recognize nurse regulatory boards and individuals, including our departing CEO David Benton."

Significant actions approved include:

- Approved the College of Registered Nurses of Newfoundland and Labrador and the Nova Scotia College of Nursing as Exam User Members of NCSBN.
- Approved the use of remote testing and artificial intelligence (AI) security technology by NCSBN Exams.

Additionally, the Delegate Assembly (DA) debated the need to make rapid progress in advancing the adoption of the Advanced Practice Registered Nurse (APRN) Compact. Delegates noted that APRNs are eager to see the compact enacted and after reaffirming the advantages of the compact in increasing access to safe patient services and facilitating the use of new technologies particularly in remote and rural areas, the DA overwhelming voted in support of the existing compact.

"These DA actions will enhance public protection nationally and internationally, preparing NCSBN for the future," said Douglas. "As it has been since the inception of our organization, the determination, grit, collective wisdom, innovation and sound decision making of our members lights the way forward."

Members also elected new members of the NCSBN Board of Directors. Those elected include:

Treasurer

Lori Scheidt, MBA-HCM, executive director, Missouri State Board of Nursing

Area I Director

Danette Schloeder, DNP, RNC-OB, C-EFM, C-ONQS, board chair, Alaska Board of Nursing

Area II Director

Sue Ann Painter, DNP, RN, executive director, West Virginia Board of Registered Nurses

Area III Director

Jose Delfin D. Castillo III, PhD, MSNA, APRN, CRNA, board chair, Florida Board of Nursing

Area IV Director

Barbara Blozen, EdD, MA, RN, BC CNL, board president, New Jersey Board of Nursing

NCSBN delegates also elected members of the **Leadership Succession Committee (LSC):**

Area I Member, Cathy Dinauer, MSN, RN, FRE, executive director, Nevada State Board of Nursing

Area III Member, Janice Hooper, PhD, RN, FRE, CNE, FAAN, ANEF, lead nursing consultant for education, Texas Board of Nursing

Save the date for next year's Annual Meeting, which will be held in Chicago Aug. 28-30, 2024. 🌐



Congratulations to Our Annual Award Recipients

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

David Benton, RGN, PhD, FRCN, FAAN, CEO, NCSBN, was awarded the prestigious Founders Award that is given only upon occasion that an individual with ethics, integrity and sincerity has demonstrated the highest regard for the ideals and beliefs upon which NCSBN was founded.

Paula R. Meyer, MSN, RN, FRE, retired executive director, Washington 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.

Suzanne Hunt, board staff, Tennessee Board of Nursing, received the Exceptional Contribution Award, which is given for significant contribution by a member who is not a president or executive officer and has demonstrated support of NCSBN's mission.



David Benton gave his last address as NCSBN CEO.



The **Kansas State Board of Nursing** 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.



Service awards were given to the following executive officers of nursing regulatory bodies (NRBs):



Top row, from left to right: Missy Poortenga, Pamela Zickafoose, Karen Lyon
 Second row, from left to right: Lynn Power, Paula Meyer, Cathy Dinaur (representing the Nevada State Board of Nursing)

Five Years

- **Beverly Balaski**, MN, RN, executive director, Registered Psychiatric Nurses Association of Saskatchewan
- **Dana Dalton**, MSN, RN, CMBI, supervising nurse consultant, Connecticut Board of Examiners for Nursing
- **Missy Poortenga**, MHA, RN, executive director, Montana Board of Nursing
- **Elaine Yamaguchi**, executive officer, California Board of Vocational Nursing and Psychiatric Technicians
- **Pamela C. Zickafoose**, EdD, MSN, RN, NE-BC, CNE, FRE, executive director, Delaware Board of Nursing



NCSBN members dressed in sapphire blue celebrate at the Stars in Sapphire Awards dinner.

10 Years

- **Jennifer Brenton**, RN, LPN, executive director, College of Licensed Practical Nurses of Manitoba
- **Karen C. Lyon**, PhD, RN, ACNS, NEA, executive director, Louisiana State Board of Nursing
- **Lynsay Rae Nair**, LPN, executive director, Saskatchewan Association of Licensed Practical Nurses
- **Lynn Power**, MN, RN, executive director, College of Registered Nurses of Newfoundland and Labrador

10 Years, continued

- **Kathleen Weinberg**, MSN, RN, executive director, Iowa Board of Nursing

25 Years

- **Paula R. Meyer**, MSN, RN, FRE, retired executive director, Washington State Board of Nursing

2023 Centennial Award

- Nevada State Board of Nursing
- New Mexico Board of Nursing



New leaders gathered in Chicago for the 2023 Executive Officer Orientation program.

NCSBN Supports its Members During a Time of Leadership Transition

By Alicia Byrd, Director, Member Engagement, NCSBN

In the spring of 2020 when the COVID-19 pandemic was creating massive disruptions in the world and in our personal and professional lives, NCSBN membership began to experience a shift when a number of executive officers (EOs) began leaving their posts for a variety of reasons. Some saw it as the time to retire; for others, the pandemic may have created the nudge to pursue a new career experience. The shift continued throughout 2023.

As a result, the number of EOs new to their roles has increased dramatically. These new individuals often need to become familiar with leading in a regulatory environment and developing relationships with NCSBN and their fellow EOs. That's where the NCSBN Member Engagement team comes in.

After a hiatus due to the pandemic, NCSBN's Executive Officer Orientation Program resumed in January 2023. This annual program gives new

EOs the opportunity to engage with NCSBN to learn about the many programs, services and educational tools that are available to assist new EOs in their role to regulate nursing, and resources regarding patient safety and public protection. Eighteen EOs are participating in the program, and an additional 12 will attend the next orientation in January 2024.

NCSBN's Member Engagement department also oversees the Executive Officer Mentor Program. In this one-on-one program, an experienced EO helps facilitate the learning process for a new EO by welcoming them, increasing their awareness of resources available to them, fostering relationships with other EOs and familiarizing them with NCSBN governance structure.

Throughout the year NCSBN's Member Engagement team also facilitates EO and board president networking via calls and sessions at NCSBN's Annual and Midyear Meetings. The

networking sessions provide a peer support group and communication network for executive officers, and a chance for presidents to network and share best practices.

To get a perspective on the challenges board of nursing leadership have faced, I spoke with four NCSBN Members -- two presidents and two EOs -- and asked them to reflect on this period and the impact on their leadership.



Kindall

Tavell Kindall, DNP, PhD, is president of the [Louisiana State Board of Nursing](#). In 2016 he was appointed as a new board member and was elected president in December 2020.

A few months after stepping into the president role, he found himself in the midst of the pandemic. He spoke about the challenges he faced and the importance of dissemination of information from the board of nursing.

Kindall routinely participated in President Networking calls. "The calls were beneficial," he says. "They reduced my anxiety, as I realized that I was not the only one in the trenches. The information shared was helpful."



Hopkins

Kimberly Hopkins, MSN, RN, is president of the [Delaware Board of Nursing](#). She has served two years as chair and was re-elected in June 2023 for third year by fellow board members. Hopkins mentions one challenge being

virtual board meetings, and keeping members engaged on those calls. "NCSBN does a good job of bringing different states together to network," she says.

She appreciates the information that she can share with her peers and other colleagues who are not members because, "it gives me an opportunity to provide accurate information and correct misinformation."

Lynda D'Alessio, MSN, RN, began as EO at the [Rhode Island Board of Nurse Registration and Nursing Education](#) in March of 2022, just as the COVID-19 pandemic had begun to wane.

As a new EO, she says she would think to herself, "why do I need that?" when it came to some NCSBN resources. But once she began to engage with NCSBN, she says it changed her life and her direction as an EO, and she is amazed by the support even though Rhode Island is "a little state." D'Alessio's takeaway from the January 2023 Executive Officer Orientation was that the information provided by NCSBN, and the support from everyone she has met, is "only a phone call away."



D'Alessio

Mary Fortier, EdD, RN, CNL, was also new to nursing regulation when she assumed the EO position at the [New Jersey Board of Nursing](#) in July of 2022.

Fortier commented on the value of having a good EO mentor. She says meeting with the mentor she was paired with was extremely helpful. "We understood each other and we shared insights." At the EO orientation she attended, she made valuable face-to-face connections, and feels comforted that she has support, and the opportunity to network with members willing to share their insights. 🌍



Fortier

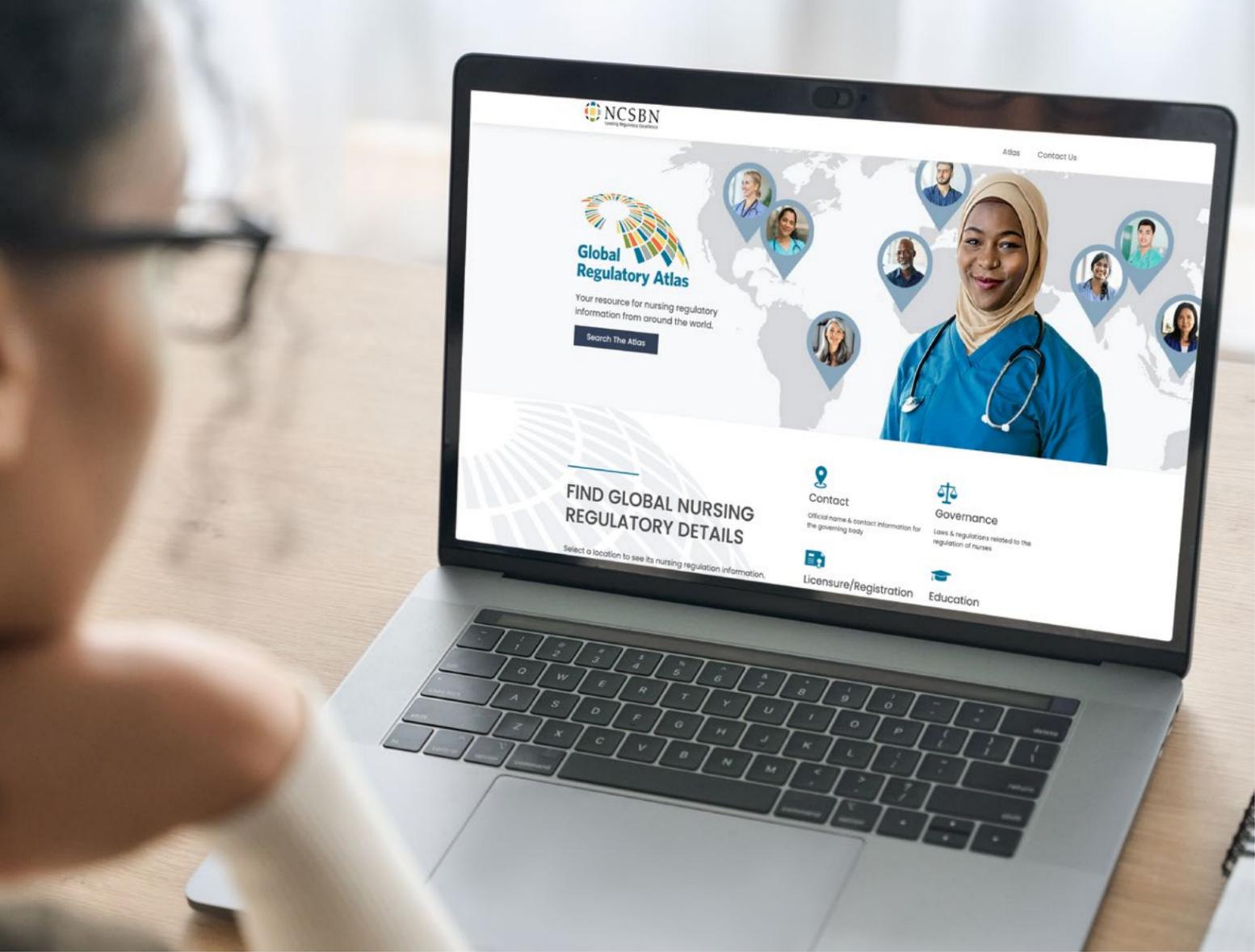
NCSBN's Member Engagement Team is Here for You



Our members make us who we are. Members gain access to invaluable NCSBN resources and tools to protect and promote the welfare of the public and the interests of the nursing profession.

NCSBN's Member Engagement team endeavors to connect with our members to provide resources, information, education and networking opportunities that allow them to successfully carry out their mission of public protection.

Members can now access our redesigned website's Members-only content by signing in from the [Member Sign In link](#) in the site header or footer.



Nursing Community Hails the Successful Launch of the Next Generation NCLEX®



NCLEX® The Next Generation NCLEX (NGN) was successfully administered for the first time on April 1, 2023, amidst several years of concern over the pass rates of the exam. When the first quarter passing rates for the NGN were released, many were pleased to see that there was an increase in the number of both registered nurse and licensed practical/vocational nurse candidates who successfully passed the exam (exam passing rates for April 1 – June 30, 2023, can be found [here](#)). These passing rates are similar to statistics reported prior to the pandemic.

Recognizing that entry-level nurses are required to make increasingly complex decisions while delivering patient care, and that clinical judgment underpins every aspect of nursing, NCSBN spent the last decade developing this enhanced exam to mirror real-world nursing practice more precisely and to better measure how safe and competent a nurse is to practice on day one.

Lead nursing consultant for education at the Texas Board of Nursing, Janice I. Hooper, PhD, RN, FRE, CNE, FAAN, ANEF, said, “The development of the NGN was a logical next step for the NCLEX. The new direction initiated a ‘jump’ start in nursing education and created a new excitement as we were moving beyond the pandemic. I knew faculty would develop new teaching strategies that would



Hooper

improve nursing education and consequently, nursing practice!”

Both educators and candidates have reported that they feel NGN accurately reflects the increasing acuity and complexity of client care and the role of the nurse in safely managing that care.

Patricia Nabal, DNP, FNP, RN-BC, associate dean, Nursing (AAS), City Colleges of Chicago School of Nursing, noted, “Early feedback from recent NGN test takers suggest that the new format is much more manageable than the former. Students seem to feel that the case studies give them more opportunities to express their knowledge on what they really know.”



Nabal



New and Improved Regulatory Atlas Site

NCSBN has updated its Global Regulatory Atlas with improved functionality and ease of use that enhance this essential resource. Created with the help of health care regulators across the globe, it holds information from 320 jurisdictions representing more than 22 million nurses.

[Visit the New Site](#)

In addition to research and development work that was the foundation for the updated exam, NCSBN also conducted extensive outreach to keep stakeholders updated as the implementation date approached. There was outreach to all important stakeholders, from leading regulators and educators in the U.S. and Canada to publishers that provide preparatory resources for students. NCSBN worked with educators to explain how the NGN was being constructed using the NCSBN Clinical Judgment Measurement Model (NCJMM) at its core. Educators were also introduced to the types of questions that would be included and the type of exam experience a candidate will have. These presentations allowed NCSBN to reach more than 22,000 attendees from 2018 to 2022.



Boling

Angel M. Boling, PhD, RN, program chair, associate professor of nursing, Baptist College of Health Sciences, commented, “Educators have had access to a number of resources available by NCSBN such as

the quarterly newsletters that have provided invaluable insight for faculty development with implementation of NGN. The integration of the clinical judgment model in classroom, lab, clinical and simulation has helped our students be better prepared for understanding the importance of safe quality patient care, while also providing them the necessary skill sets to transition into practice. NGN and the clinical judgment model provide a more realistic approach to learning and application for students to meet expected outcomes for our nursing program.”

Because nursing programs were well familiarized with the NCJMM, new question types and case studies, many schools found innovative ways to better prepare their students for the exam and their entry into practice.

“We created ‘Drop-in’ boot camps to address any questions students or faculty had to offer additional platforms for Q&A support before the NGN launch, comments Abdel Raheem Yosef, PhD, RN, CNE, provost & chief academic officer, Unitek Learning. “We developed innovative resources to help students understand the NCJMM and new item types and case studies. Our efforts, combined with the newly structured NGN questions which we feel better reflect actual nursing practice with unfolding case studies, have seen positive results.”



Yosef

While the NGN is still new to the nursing community, NCSBN has not rested on its laurels but has already embarked on the next steps to continually develop the exam to maintain currency with nursing practice. Public protection is paramount to NCSBN and its members boards and the continual improvement and evolution of the exam is the best means to ensure that nurses entering practice are safe and competent now and in the future. 🌐

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Registration Deadline Dec. 20, 2023

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Overcoming Missteps Grows Leadership Abilities



Dinauer

By Cathy Dinauer, MSN, RN, Executive Director, Nevada State Board of Nursing

My journey into nursing leadership was not typical. I was working as an educator for my organization when I was approached by the CEO to see if I wanted to take the suddenly vacated CNO position. There were many fine nurse leaders ahead of me to take the position, but I was the only one with a master's degree. I took the position and never looked back. Now, 24 years later, I continue on my leadership path. It has not been an easy journey and I have often reflected on both my mistakes and accomplishments.

I consider myself a servant leader and feel a tremendous responsibility to help those just starting on their path in nursing leadership. Servant leadership, coined by Robert K. Greenleaf, is a leadership philosophy in which an individual is a servant first, then conscious choice brings one to aspire to lead. I find the ability to self-reflect, to be self-aware, is the most important characteristic of a leader is. It encompasses self-improvement as well; continuous personal development to enhance personal effectiveness. To be an effective servant leader means being humble and authentic, knowing that we must continuously learn and develop. Too often, I find leaders so busy climbing the corporate ladder and being important, that they do not stop to reflect. This is in line with servant leadership, in which the growth and well-being of a person is of primary focus.

Being self-aware is often a painful process, because no one truly wants to see or admit their flaws. I am no different, but admitting and facing my personal challenges helped me succeed in my role as the executive director of a board of nursing.

Several years ago, while in the midst of a CNO journey, I was faced with some harsh realities. As they say, "I was not keeping my eye on the ball." I had been in the position for about 13 years and had become complacent. Quality measures, financials and patient satisfaction scores for my departments had become somewhat dismal. This was pointed out to me in a rather terrible manner and was the most humiliating experience of my career. I wanted to run. I wanted to hide. I met with my CEO and asked that he not let me go and to give me a chance. This was not how I wanted my career and legacy to end. He gave me a chance because he trusted me.

I first had to reflect on the message given to me. Was there truth in the measures presented to me about my own departments? Yes, there was. After admitting to those mistakes, I began making changes. Changes in my reporting structure were inevitable but needed. Changes were needed in my leadership strategy as well. After carefully self-reflecting on what could have been done better, I developed a plan. Changes were made, and incremental but swift improvements were noticed. Within three months, our numbers improved significantly. Within five months, we were doing very well as evidenced by financial turnaround, Joint Commission surveys and patient satisfaction survey improvements.

Nothing was done without the input from staff and nursing leadership. Directly engaging with staff was risky but necessary for success. Managing overtime, for example, can be a directive without choice. Meeting with staff and management about the situation was imperative. Their buy-in was essential for success. We did not have much time, but with their input we derived a staffing pattern that worked and lowered overtime costs. I was impressed with the achievements, but I learned some valuable lessons. Without that self-reflection, I never would have accomplished my goals. We used the same model when discussing patient satisfaction and quality measures. By no means was this perfect, but it worked.

As the executive director of the Nevada State Board of Nursing, I am humbled and grateful for the opportunity to lead this agency. What I have learned throughout my leadership journey has often been painful but also very rewarding. I hope I have instilled in my team the message that while it is great to shout out achievements, it is important to reflect on opportunities to improve. I carry that message with me anywhere I go. 🌐



Take the Lead and Participate

The members of NCSBN's Leadership Succession Committee endeavor to provide future, emerging and current leaders with an insider's look into the value of serving in a NCSBN leadership role.

NCSBN members can pursue a variety of leadership paths to support their professional development. Getting involved with NCSBN benefits you both personally and professionally.



Taking the Helm

Phil Dickison and NCSBN's New Frontier of Nursing Regulatory Excellence

The list of qualifications for becoming CEO of a leading nursing organization generally does not include riding a bull, but if it did new NCSBN CEO Philip (Phil) Dickison, PhD, RN, could check that off the list. Dickison smiles as he recounts the experience. "I learned a lot from riding a bull, namely don't do it again. But what it does say about me is that I don't back down from a challenge, which is exactly why I got on that bull."

David Benton's successful tenure at NCSBN was characterized by a period of growth, innovation and change. During the last eight years, calculated risks were taken and out of the box projects and initiatives were implemented, many of which were spearheaded by Phil in his previous role as NCSBN's chief operating officer (COO). While NCSBN is in a strong and stable position, the rapidly evolving health care environment, the nursing shortage, external pressures and volatile social climate mean that the organization will be faced with new and increasingly complex challenges in the future.

"What keeps me up at night is how fast health care is changing, especially now as we are moving away from the crisis that was the COVID-19 pandemic," Phil says. "I think to myself, 'can NCSBN and nursing regulation keep up? Are we flexible enough? Are we agile?' But then I reaffirm what I already know, everyone at NCSBN and its members has the skills, knowledge and expertise to weather any storm. Our organization, because of its people, has gone from great to greater."

[continued on page 20](#)



“
The moment
between a nurse
and a patient, it’s
a moment of trust,
it’s a moment of
confidence, it’s a
moment of comfort...
”

— Phil Dickison

Phil elaborates, “When there is a tough situation, sometimes you have to walk through fire. What I know is what often comes out of that adversity, or that walk-through-fire, is gold. New ideas, stronger resolve, refocused energy – all of it. Sometimes the only way, even though it is hard, to get to that gold is to take it through the fire.”

Phil has been with NCSBN for more than a decade, starting at the organization as chief officer, Examinations. His career has been characterized by ascending responsibilities and successes fueled by what he terms his “curiosity, passion for the new, calculated risk and heart for seeing success in others.”

A self-described “geek” who can skillfully recite passages from J.R.R. Tolkien’s “Lord of the Rings” trilogy, Phil credits his fascination with the original “Star Trek” series for igniting an enthusiasm to “boldly go where no one has gone before.” He feels that the show inspired him to believe that if he can

visualize it, he can make it happen. “It is always about the betterment of the organization, the improvement of health care and the enhancement of public safety,” he asserts.

The Power of Mentorship in Molding Leaders

Proud of his modest Midwestern roots, Phil points to his parents as his greatest influencers who put him on the path of discovery by emphasizing the values of commitment, hard work, accountability and integrity balanced by the attributes of caring, love and compassion.

Reflecting on how others have shaped and guided his career, Dickison recounts his time as a noncommissioned officer in the U.S. Air Force. “I was in charge of a neonatal intensive care unit. I got a notice to go the general’s office. Now, you can imagine that is not a good notice to get. I arrive and stand at attention, prepared to get dressed down, but the general tells me, ‘At

ease, Sergeant Dickison.’ He then proceeds to say something that at the time I found really odd.”

The general explained that Phil’s standards for doing things were actually above and beyond the Air Force standards. Phil remembers, “Then he said, ‘we don’t work on your standards.’ At that point I thought, wow, this is strange coming from a leader. But the general went on to say that people really should be working to my standards and I should be mentoring and encouraging people to achieve that standard but as he rather bluntly put it, I was just not doing it right.”

Phil continues, “So he took me over to a table. He put a string on the table. He told me to stand on one side. He stood on the other, said, ‘I want you to put your finger on that string and I need you to push it across the table.’ I did what he asked and the string bunched up. He then stretched the string out again and said, ‘Put your finger on that string and pull it to you.’ He then asked me ‘what happened?’ I said, ‘The string followed me.’ He simply left it at that and I understood what he was trying to illustrate.”

Phil relates that this was his epiphany – the moment that changed how he thought about leadership from that day forward. “I realized that I’d been pushing instead of leading out in the front.”

Pondering the nature of leadership, Phil feels that everyone has the responsibility to be a leader, not just a chief or a director. Discussing the difference between managing and leading he explains, “If I set up a scenario where I need someone to get supplies through a forest in two hours and provide them with a map, a good manager will accomplish that task. A leader would say ‘Phil, what I need is a ladder.’ When asked why, they will say that they are going to the highest point in the forest and are going to look out over the whole forest. They aren’t going to need to follow my map but they are going to get to the other side of the forest quicker and more efficiently. They don’t need to be told every

step to take because they are self-starters who know how to get in front and lead so that others will follow them.”

In the past several years NCSBN has placed renewed emphasis on leadership development to be better prepared for a changing world. When asked how he plans on continuing to develop future leaders at both the board membership and staff level, Phil comments, “First of all I want to mention that one of the most incredible assets we have to help regulators become better leaders is the International Center for Regulatory Scholarship (ICRS). There is no other program in the entire world that is designed specifically to help them develop the skills and expertise they need to face future challenges.”

Speaking on leadership growth at NCSBN staff, Phil notes, “As COO, I thought a lot about growing leaders from within the organization. I took the step of redefining human resources and creating the Human Resources and Organizational Development department with the focus now being on building and enhancing skills at all levels. To me, it doesn’t matter whether you’re a chief or whether you’re a coordinator, there is always the next level you can get to. I fundamentally believe that if you have within your heart this idea that if I don’t do what I do, the nursing workforce will be less safe and the risk for patient harm will be higher, you will be a person that always looks to be better at their job and will always seek to improve. You will be someone who understands and embraces NCSBN’s mission.

Talking about the qualities that make a good leader, Phil says, “If you cannot as a leader self-reflect and believe that you might be wrong, that you should be listening instead of talking, you’re probably not going to do particularly well as a leader because you believe too much in yourself. The number one thing for me is the ability to self-reflect, to step back, to listen and to respect the voice of others.”

[continued on page 22](#)

Onward

When asked about the accomplishments he is most proud of, Phil affectionately says, “I have two successful and self-reliant sons who are now grown, with families of their own.” Speaking about professional achievements he says, “At NCSBN I have had the opportunity to do a lot of really cool things, but everything pales in comparison with what we have been able to accomplish with the launch of the Next Generation NCLEX® this April. The core of NGN is the NCSBN Clinical Judgment Measurement Model and I think that measuring clinical judgment is going to have a major impact, not only on nursing or health care but also across other disciplines. To figure out how we could effectively measure clinical judgment has been a passion of mine for years. The fact that we have accomplished this makes me very proud.”

One of Phil goals as he takes the reins of the organization is to better educate all of NCSBN’s stakeholders about the purpose of the organization and everything it does to protect the public.

“Many of our stakeholders believe we’re just that group that gives the exam. For nurses they think a nursing regulatory board



“ **The greatest asset is all our people, and deep within them a passion to make a difference.** ”



— **Phil Dickison**

exists only to allow them to be licensed. Obviously, NCSBN and its members are much more than just those two functions. NCSBN is the underpinning that supports regulators in their mission to safeguard the public welfare.”

Phil feels strongly that NCSBN’s greatest strength is its people. “Everyone at NCSBN and at the member boards has within them the skills, abilities and passion to make a difference. We can change nursing and health care for the better.”

NCSBN’s Moment

When someone is sick or hurt, they are at their most vulnerable. They may not have anyone to speak for them. They may be alone, afraid and in pain. At their weakest point they need someone to care for them, advocate for them and provide comfort. In those moments the patient places their whole trust in a nurse. No patient should ever have to concern themselves with whether the person caring for them is safe and competent to practice – and they don’t have to – because NCSBN works every day for those moments.

“I believe lives are at stake. We’re here to ensure to the best of our ability that when that moment happens, when lives are at stake,

the best care is provided, the best compassion and the best communication,” Phil asserts. “NCSBN is there in that moment because as regulators we ensure that when a nurse is given the right to care for you, your children, your significant other, your mother or father, that they have been deemed safe to do so. We work every day for a person’s one day when they need a nurse the most.”

Shaping the Future

More than 13 years ago, Phil received two job offers on the same day. It is fortunate for NCSBN that he saw the passion, commitment and drive of its employees and its members focused on a single mission of public safety, “I chose to come here because I knew that if I wanted to make a

difference in regulatory excellence, the nursing profession and public safety, there was no other organization in the world that I wanted to be a part of,” he recalls. “This focus has made our world a better place for anyone needing nursing care across the health care continuum.”

Phil is steadfastly dedicated to NCSBN’s mission of public protection and honors those who came before him who created a legacy of public safety and regulatory excellence unparalleled in any industry.

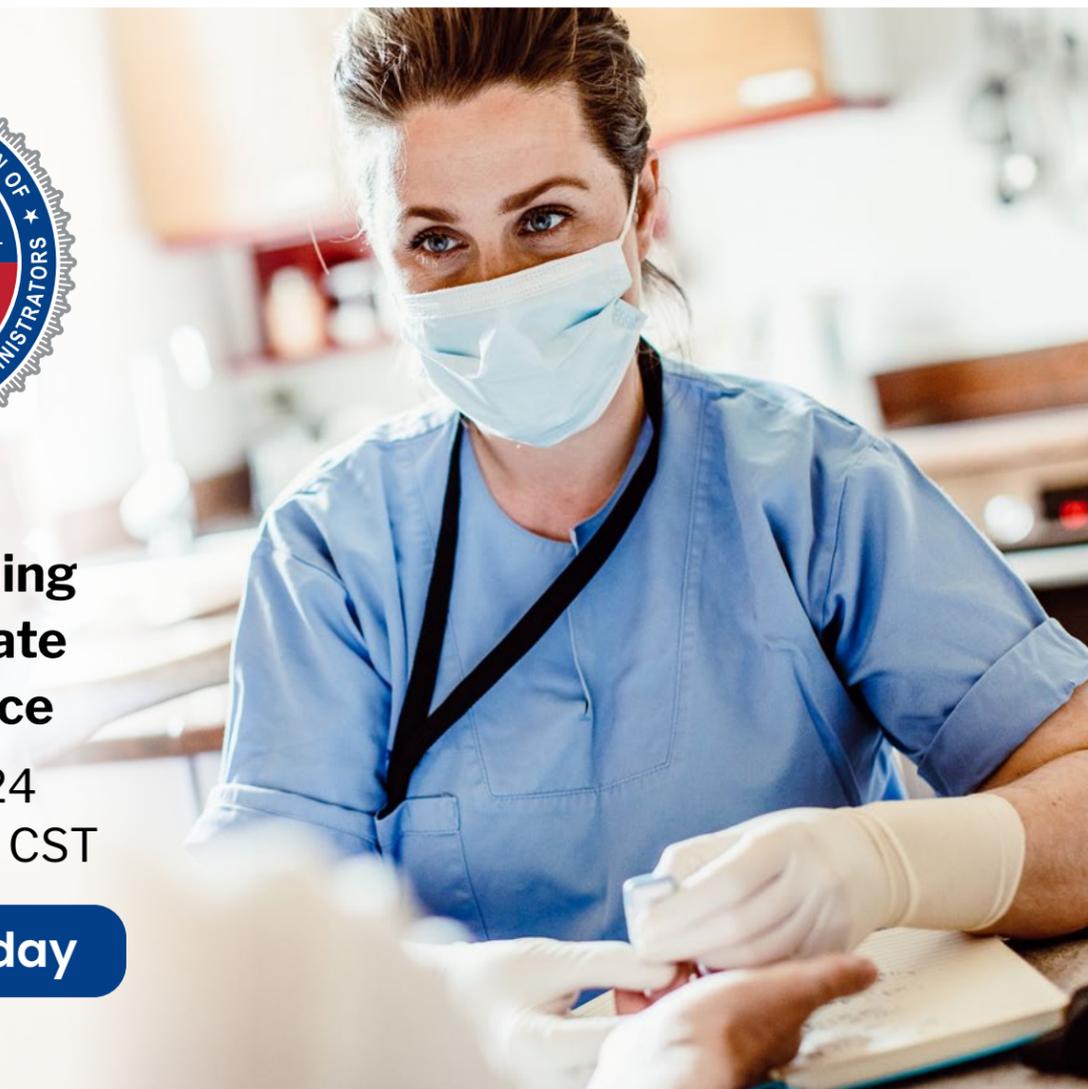
“It is an incredible honor to lead and serve in the shadow of these great women and men,” he relates. “It is their work and legacy that continues to inspire and drive me today.”



WEBINAR Understanding Primary State of Residence

Jan. 23, 2024
2:00–3:00 pm CST

Register Today





Your Moment is Our Mission

When someone is ill, in pain, confused, facing a terminal diagnosis or even rejoicing in the birth of a baby, they place their **trust in a nurse** to provide the highest quality of care, safeguard their well-being and be their advocate. In this relationship there is respect, empathy and compassion.

Most of us go about our day never imagining having a health crisis and needing a nurse but unfortunately, many of us will eventually have that moment. Our trust is placed in a nurse to be our voice and provide the level of care to help us regain our health and well-being. This moment happens over and over across the country, around the world every day without ceasing. NCSBN is there, in that moment, to ensure that the nurses caring for you and your family are safe and competent to do so.

For almost a quarter century, with exception of one year following 9/11 when firefighters topped the poll, nurses have consistently been ranked number one in the Gallup Poll of most trusted professions. That trust is well earned, but it doesn't happen by accident.

NCSBN leads regulatory excellence by fostering innovation in education and practice, and facilitating policies that protect and promote the welfare of the public. It makes the nursing workforce safer through the use of premier licensure examinations, disseminating trailblazing research and spearheading advancements in regulatory science.

[continued on page 26](#)



NCSBN develops groundbreaking resources, initiatives and programs for its member nursing regulatory bodies (NRBs) in their role of regulating nursing education programs. Further, NCSBN collaborates with nursing education organizations, nurse educators and other stakeholders and also participates in national nursing education meetings and initiatives.

NCSBN ensures that nurses are safe and competent on day one of their career, by continually evolving the world's premier licensure exam, NCLEX®, to keep it consistent with current nursing practice and reflect real-world situations.

NCSBN supports NRBs in their conscientious assessment of applicants before they are licensed by evaluating their nursing program and performing criminal background checks. After a nurse is licensed, in the rare instance that a nurse may need to be investigated, NRBs may provide remediation, discipline or in extreme circumstances, remove a nurse from practice in the best interest of the public.

NCSBN develops and maintains Nursys®, the only national database for licensure verification and discipline for registered nurses (RNs), licensed practical/vocational nurses (LPN/VNs) and advanced practice registered nurses (APRNs).

This database is used by NRBs to make licensure decisions and is accessible to the general public to quickly check a nurse's licensure status.

NCSBN conducts cutting-edge, award-winning research that informs crucial decisions for patient safety and public protection.

A global leader in regulatory knowledge and advocacy, NCSBN's knowledge, experience and data drives legislative solutions. We advocate for nurses to practice to the fullest extent of their education, experience and expertise. We champion licensure mobility solutions through the Nurse Licensure Compact (NLC) and APRN Compact to increase patient access to quality nursing care.

All of this work happens seamlessly, every day, every month, every year. NCSBN is always seeking to improve, enhance and evolve the mechanisms that protect the public. We want the public trust in nurses to be well founded. Our goal is to ensure that you will never need to be concerned that nurses caring for you or those you love are unsafe or not competent to provide the care that is required. At your time of greatest need, NCSBN is there. NCSBN works every day, for your one day. 🌍

We're There in the Moments of Nursing

Watch Now

Thanks to Loyola University Chicago Marcella Niehoff School of Nursing, for the gracious use of their facilities to film this video.

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Leader To Leader informs nurse educators of critical issues affecting nursing education and regulation.

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Solutions Addressing Nursing Workforce Crisis

2023 NCSBN Symposium | Chicago



Solutions Addressing Nursing Workforce Crisis

2023 NCSBN Symposium | Chicago



Watch Now

NCSBN's live symposium on Nov. 9, 2023, brought together leading health care professionals to discuss ways to proactively address nursing staffing, wellness and workplace safety. NCSBN's 2022 Workforce Survey revealed that the future of nursing and U.S. health care is at an urgent crossroads and has motivated health care systems, policymakers, regulators and academic leaders to work together to enact solutions.

Watch the Recordings at ncsbn.org/live

For media inquiries, contact: ncsbn@reputationpartners.com

STAFFING SOLUTIONS:



Encourage and support nursing educators and clinical leaders in creating programs that enable students to feel prepared to enter the workforce.

— Beverly (Bev) Malone, PhD, RN, FAAN, President and CEO of the National League for Nursing



Increase virtual nursing workforces to help frontline nurses devote more time to patient care, freeing time for admission and discharge processes to be facilitated by virtual nursing workforces.

— Lavonia Thomas, DNP, RN, NEA-BC, Nursing Informatics Officer at MD Anderson



Leverage community relations to diversify the pipeline of nurses. Expand opportunities for clinical experiences beyond traditional settings.

— Beverly (Bev) Malone, PhD, RN, FAAN, President and CEO of the National League for Nursing



Advance the Nurse Licensure Compact and the APRN Compact to increase access to care and nurse mobility.



WELLNESS SOLUTIONS:



Recognize early signs of burnout, discuss wellness among colleagues to reduce stigma.

— Victoria Priola, PsyD, Psychologist/Practitioner at Powers Wellness & Consulting Group



Create a wellness standard between nurses and their shift leaders.

— Debbie Dawson Hatmaker, PhD, RN, FAAN, Chief Nursing Officer at the American Nurses Association



Establish a 24/7 nurse wellness call-in line with an on-call social worker available at all times.

— Evelyn (Eve) Poczatek, MBA, Director of Strategic Initiatives at RUSH | Rush Wellness



Provide newly hired nurses with robust mentoring and transition to practice programs, where they have access to senior nurse skills training, mentorship and self-care routines, including yoga, mindfulness sessions and general processing.

— Evelyn (Eve) Poczatek, MBA, Director of Strategic Initiatives at RUSH | Rush Wellness



Integrate a robust mental health program into a provider's health care plan, and route nurses to wellness programs and clinical support.

— Victoria Priola, PsyD, Psychologist/Practitioner at Powers Wellness & Consulting Group

WORKPLACE SAFETY SOLUTIONS:



Train deescalation techniques informed by law enforcement principles. Foster an environment in which nurses are secure and empowered to report instances of violence and aggression.

— Tim Tull, Vice President of System Chief Safety, Security, and Emergency Preparedness at Rochester Regional Health



Support federal and state legislation that funds grant programs, such as the Workplace Violence Grant Program, to provide security funding for health care facilities in need that protects patients and health care workers.

— Kristin Benton, Executive Director of the Texas Board of Nursing



Establish a zero-tolerance for bullying, violence and aggression.

— Kathleen Poindexter, PhD, RN, CNE, ANEF, Interim Associate Dean of Academic Affairs Nursing at Michigan State University, College of Nursing

Watch the Recordings: ncsbn.org/live

For media inquiries, contact: ncsbn@reputationpartners.com

News & Notes



Castillo Delivers Commencement Speech

On Sept. 28, Florida Board of Nursing Chair and newly elected NCSBN Area III Director Jose D. Castillo III, PhD, MSNA, APRN, CRNA, gave the commencement

address at Keiser University's Naples Campus in Bonita Springs, Fla. to graduating classes from Master of Science in Nurse Anesthesia, bachelor's degrees in Nursing, Psychology, and Business Administration, and associate degrees in Medical Assisting, Accounting, Paralegal, Medical Billing and Coding, and Information Technology. Castillo's message to graduates focused on his challenges and opportunities as an immigrant nursing practitioner, with lessons imparted on "being kind to yourself, persevering with family and giving back to our community."



Castillo delivers commencement address.



Arizona State Board of Nursing Announces Grant Initiatives

The Arizona State Board of Nursing (AZBN) is making great strides in combating the nursing shortage through two unique nursing initiatives that support training all levels of the nursing workforce.

The Student Nurse/New Graduate Clinical Placements & Preceptor Training Pilot Grant Program is expanding preceptor training programs and specialty clinical placements at various health care institutions across the state. AZBN is overseeing the allocation of \$75 million in grant funds spread across three years.

This initiative aims to establish an inclusive environment that positively welcomes graduated nurses into the worldwide nursing profession. This endeavor is being led by AZBN grant staff Kathy Malloch, PhD, MBA, RN, FAAN; Kathy Scott, PhD, MPA, RN, FACHE; and Tim Porter-O'Grady, DM, EdD, ScD(h), APRN, FAAN, FACCWS.

To date, over \$20 million has been allocated to 16 different hospital networks and clinics. Grant awardees are projected to add 1,145 new preceptors, who will train 460 new nursing students, 1,111 new graduate RNs and 64 specialty RNs to the workforce.

By centering its efforts on nurturing the lasting careers of nurses through instituting comprehensive, research-driven, and well-structured preceptor programs, along with nursing specializations, the state can not only bolster its ranks of highly qualified health care professionals but also enhance the sustainability of retention.

A second groundbreaking grant initiative aimed at fostering professional growth within the Certified Registered Nurse Anesthetist (CRNA) community has been made possible by an allocation of \$450,000 from the State General Fund.

The Student Registered Nurse Anesthetist Clinical Rotation Program will significantly enhance training and development opportunities available to nurse anesthetists across the state through the creation of the CRNA Preceptor Program, a unique mentorship experience that pairs skilled preceptors with CRNA graduate students. This personalized and intensive instruction, training, and supervision will empower these students to pursue advanced nursing degrees and ultimately become licensed as CRNAs. This

mentorship approach not only ensures a well-rounded education but also nurtures the next generation of CRNAs who will play a crucial role in health care delivery.

Colorado Board of Nursing Improves Accuracy and Efficiency with Dynamic Tracking System

The Colorado Board of Nursing (CBON) implemented a dynamic tracking system several years ago for licensees who sign board orders to receive services through its alternate to discipline (ATD) program. Used in concert with the contracted ATD service provider, the system allows parties to access real-time information about clients/licensees required to participate in the program.

CBON inputs stipulation information, components of the order, effective date, due dates and more. The contractor then adds information on its interactions with the licensee, along with the date that the contract is signed to officially start the participation period.

With approximately 96,000 licensees in the state, hundreds may be in the program at any given time. Prior to implementation of the tracking system, this volume made monitoring these cases challenging for CBON staff. Despite initial security concerns, allayed by Office of Information Technology experts, all parties now rely on this streamlined dynamic tracking system for accuracy and efficiency. Further, email volume has been reduced by nearly 50%.

Other boards of nursing interested in implementing a similar approach may reach out to dora_nursingboard@state.co.us for more information.



Washington State Board of Nursing Milestones

The Washington State Board of Nursing has had several milestones in 2023, including a change in leadership, a name change, Nurse Licensure Compact (NLC) implementation and continual process improvements. Former Executive Director Paula Meyer, MSN, RN, FRE retired in June 2023 and was succeeded by Alison Bradywood, DNP, MPH, RN, NHA, NEA-BC.

Washington State began NLC implementation in July 2023. Initial steps included, 1) a name change from the Nursing Commission to the Washington State Board of Nursing (WABON), and 2) the ability of nurses with active multistate licenses to practice in Washington. Washington anticipates being able to issue multistate licenses to residents in January 2024, pending rulemaking. The timing of the NLC matches with other efforts to reduce barriers for professional licensing for military spouses.

WABON is also working on implementing other key legislation to address substance use stigma among

[continued on page 33](#)



Left to right: Washington State Board of Nursing Board Members Ella Guilford, Jonathan Alvarado, Ajay Mendoza, Kim Tucker, Maikia Moua, Board Chair Yvonne Strader, and Executive Director Alison Bradywood



Speed Round

Get to know NCSBN staff:

Raj Bommanavar

Senior Application Support Developer I,
Information Technology



What do you do at NCSBN?

I am a senior software/application support developer in the Information Technology department. As part of the ORBS team (Optimal Regulatory Board System, a licensure management system), I provide production support to nursing regulatory bodies (NRBs) that use ORBS. This involves analyzing and troubleshooting issues, handling data requests and updates, and providing reporting support to the NRBs' report writers.

I also work on application development, migration/deployment activities during onboarding of new NRBs.

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

Getting to know various NRBs coming on board, learning their business processes, their state regulations as they relate to nursing, and providing extra assistance when needed are some of the aspects I enjoy in my job.

When the COVID-19 pandemic started, many of the boards needed quick customizations and updates to their licensing systems. In my role as an IT professional at NCSBN, it was very rewarding to help them adapt to the pandemic, extend/modify their license renewal requirements and help issue emergency licenses.

As ORBS is a fast-paced environment with shifting priorities/timelines and customers' urgent requests, it can be quite challenging at times. Working with amazing team members is very helpful. It is good to see that that we are helping the nurses with the management of their licenses and the NRBs in their mandate to protect the public.

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

I love traveling and seeing new places and people, and experiencing many fascinating cultures. My dream job would be to work as nature/wildlife photographer for the National Geographic Society's travel team! 🌍

continued from page 31

News & Notes

nurses and increase workforce opportunities. The first of these bills incentivizes participation in substance use disorder monitoring and treatment programs through establishing a stipend program to support nurses with financial need. This program aims to cover up to 80% of the Washington Health Professional Services (WHPS) substance use disorder monitoring participation costs.

The second bill focuses on reducing barriers and expanding educational opportunities to increase the supply of nurses in Washington. This is multifaceted and includes addressing limited clinical placements and planning for simulation to replace clinical hours at a rate of two to one. The expansion of educational opportunities continues a pilot program to develop a LPN apprenticeship program, the development of a high school nursing assistant training program and furthering of nurse preceptor incentives with a focus on rural areas to address workforce. A final component of the bill continues a preceptorship program to offer financial incentives to nurse preceptors for the final quarter of pre-licensure clinical training and all advanced practice clinical rotations. This funding is supplementary to that provided by the employer and serves as a small token to value the amazing work that nursing preceptors do each day.

WABON continues to be focused on process improvement and data-driven outcomes. The research team has championed making key processes visible for external audiences, such as aggregate licensing and discipline analyses, and understanding of nursing workforce demographics. The team is also providing evaluation of internal processes and turnaround times to improve efficiencies and balance teamwork. The results of this work will continue to increase transparency and set high service standards for nurses and other community partners. 🌍



Resources for New Nursing Graduates

Our resources for nursing students and recent graduates will help you better understand how the NLC benefits you as a new nurse.

- **Video:** Explanation of the NLC for Nurses
- **Webinar:** Helpful Tips for New Nursing Graduates
- **License by Exam Flowchart:** Understand the steps to apply for initial licensure by exam for either a single-state or multistate license.
- **Information for New Nursing Graduates:** An overview of how the NLC works for nursing graduates.
- **How to Apply for Multistate Licensure**
- **NCLEX® Resources:** NCLEX preparation, registration and post-exam information.

[Learn more](#)

nursecompact.com/newnurses



An Exciting Opportunity for Graduate Nursing Students

NCSBN's Regulatory Scholars Program advances the field of nursing regulation by building regulatory experts and researchers, providing high-level evidence for nursing regulatory and policy decision-making, and encouraging scholarly dialogue and publications.

The program offers the following opportunities:

CRE GRANT PROGRAM FOR DOCTORAL STUDENTS

Who: PhD or DNP students who conduct research

When to Apply: The deadline dates will be announced on our website.

NCSBN's Center for Regulatory Excellence (CRE) Grant Program will award doctoral students up to \$30,000 grants (one grant each funding cycle) for scientific research projects related to nursing regulation and policy.

Interested candidates should submit an application that reflects the short/long-term research objectives of NCSBN. The call for proposals will be sent out biannually in April and October. Grantees will have two years to complete the study. It is expected that all study results will be published and presented to national and international audiences.

SCHOLAR IN RESIDENCE

Who: DNP or PhD students, or faculty

When to Apply: Applications are accepted on an ongoing basis.

Consists of an eight-week, full-time, paid internship that will provide the scholar with valuable nursing regulatory experience related to education, practice, licensure, policy and/or discipline depending on the scholar's primary area of interest and NCSBN's organizational objectives. The scholar will work under the close guidance of the NCSBN director of Nursing Education and will work with specific staff based on their areas of interest. The position timeline will accommodate the scholar's academic schedule.

A \$7,000 stipend will be provided to the scholar, as well as reimbursement for travel expenses. The position will begin in the summer, or as negotiated.

UNPAID GRADUATE INTERNSHIP

Who: Masters or DNP students

When to Apply: Applications are accepted on an ongoing basis.

Unpaid practical experience in nursing regulation or policy will be offered to a limited number of nursing graduate students who want to gain nursing regulatory/policy experience to satisfy the clinical experience component of their graduate nursing program. The student will work with a variety of NCSBN departments and may choose to work intensely in one area. The student will contribute to the work of NCSBN while obtaining practical experience in nursing regulation.

The duration of the practical experience will be negotiated on a case-by-case basis, though it generally will be no longer than three months.

NCSBN
REGULATORY SCHOLARS

Now Accepting Applications
ncsbn.org/regulatoryscholars



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