



NCSBN
Leading Regulatory Excellence

Past Event: 2022 NCSBN Annual Meeting - CEO's Address Video Transcript
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Event

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Presenter

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- [David] I'm going to pick up some of the points that Jay made in her presentation and link them to the future. So Jay presented us with quite a long and potentially frightening list of things that we are facing, but we are not alone.

And to create a better tomorrow, we've got to learn from others and we've got to work together. So over the next 20 minutes or so, I'm going to give us some insights into where we might look for additional contributions in terms of how we expand our thinking. So, in the past, I have often cited American presidents.

And being in the land of Lincoln, I thought I would visit some of the works that Lincoln had said. I've lent on work from Kennedy and Reagan. I've even used British prime ministers such as Churchill, and also, from time to time, great philosophers.

But really, let's look a little bit at something, though, which initially you might think, "Oh, I'm not very sure about that." And let me try and, what's known as, hack your brain. So every time you see the word dogma in the future, it's not going to be something you're going to go, "Oh," but something that you're going to embrace.

So when you read the words on the screen, "The dogmas of the quiet past are inadequate to the stormy present." Well, this is something that we've really learned over the last several years. We haven't been able to really rely on the things that we did previously.

And we've had to be much more imaginative, creative, and get out of our comfort zone. And I'll come back to that in a moment. And the occasions are piled high with difficulty, and we must rise with the occasion. So, whilst we were out of that initial phase, and then we thought we were getting out of it, and then we were back in it, etc., etc, we're now in a world where the pace of change has really accelerated.

A study that was done by McKinsey identified that in the first eight weeks of the pandemic, technology advanced the equivalent of five years worth of normal development. That is a phenomenal piece of change and it has brought with it many opportunities, but also many threats as well.

Some of you have been unfortunate to have had cyber incidents, and we are all very vigilant to that. And again, there's a lot of work ahead in relation to that issue, but something that we can deal with. So by reminding ourselves about the need to take the various opportunities, we really just need to think about, as Lincoln said, "Our case is new. We must think in a new and act in a new way."

These are the challenges that we face. And therefore, quite often, when I'm presented with a problem, I will go and seek out someone who isn't an expert in it, but will actually ask really good questions, which will help me to kind of clarify my thinking.

So part and parcel of what we are going to be doing is kind of opening up some potential solutions that we can work together with in terms of creating that new future. So you'll start to see a pattern. And for those that you don't, this one begins with a D.

Guess what? The next one begins with an O, etc., etc. So you'll get the pattern. But one of the things that we've really learned over the last couple of years is the value of working with other disciplines, whether we are talking about nursing discipline groups, or whether we're talking about different healthcare discipline groups, or whether we're talking about working with other scientists, such as economists and technologists, they present to us some wonderful experiences.

We've all experienced the pandemic, but what have we learned from that? There are common problems that we can identify. We can coordinate our solutions, and we can combine our efforts. Tomorrow, we will be... there's a panel discussion with the tri-council, and really the value of actually working together over the last several years has really been magnified by the fact that we all had a unique vision on what was happening, and we all had different ideas.

And by bringing them together, sharing our experience, focusing on common problems, generating solutions, we were able to combine our efforts and actually reduce the time to solution quite markedly. Some of the work that Maryann Alexander led in relation to working on some of the policy gaps that we had was from beginning to end, a two-week cycle.

Well, usually, that takes us a whole year of committee work. And what we were able to do was to bring people in from the different partners, and work with committed individuals that saw the value of putting forward solutions. So, some of the things that we've learned in that period of time is something I hope that we continue to hold onto.

So, if we are going to move forward, working with other disciplines is going to be important because they have faced many of the challenges that we have faced and they're going to be looking for solutions. Many of you that have worked with your legislatures know that our politicians absolutely love it when we all come asking for different things.

Because they just simply say, "You folks don't know what you're talking about, and I can choose to ignore you until you get it sorted out." So, really focusing together and having a consistency of message. Not the same message, but a consistent message across disciplines will enable us to move forward with some of these challenges.

So, where might we turn to get some ideas about how we can solve some of these solutions? Now, when I was putting this presentation together, I wondered about which organization I would highlight. And on the basis that I was trying to spell out dogma, I ended up with the OECD, which, of course, is the Organization for Economic Co-operation and Development.

But more importantly, it's actually about looking at other sources to enable us to think out-of-the-box. Doing the same old things will not work. And instead, we actually need to think, we need to act, and we need to achieve out-of-the-box. We must be comfortable at looking at the bigger picture.

And for this, I encourage you to look at publications such as this one. Now, OECD stands for the Organization for Economic Co-operation and Development. It's what's known as an intergovernmental agency. It was founded in 1961, and it's actually based in Paris, and currently has 38 members of which the United States and Canada are two of them.

But also some of our other partners that we work with such as Spain and New Zealand are also in that group as well. Our governments are working on these issues. They are represented around the table. Therefore, being aware of some of these issues gives us an insight into where our governments are thinking and what we might need to deal with as they come down the track.

The first left most publication... No, I should say the OECD has a focus on a whole range of issues. I focused on some of their regulatory reform documents, but they also have, and certainly, the one on the right, comes from their education agenda.

But there's about 27 different issues that they actually focus on regularly, many of them have got relevance for us as regulators and the profession as a whole. The framework for regulatory policy evaluation assists countries in systematically evaluating the design and the implementation of regulatory policy against the achievement of strategic objectives.

So it's not just about change for the sake of it, but it's actually about moving countries', nations' services forward. The full application of the framework requires data and information on the design, implementation, and the results of regulatory policy.

Increasingly, we are being asked more and more about how effective and efficient we are in our delivery of the regulatory arrangements. And this is something that we will certainly see over the... over the coming months and years, even greater acceleration on. We are also being asked to think about how we can not only have good outputs, but also good outcomes.

So what is it that we as regulators do that contributes to the well-being of society and the protection of the public and other wider issues? A resource that's available to us, a resource that has many ideas.

And I'm not suggesting for one moment that we simply pick it up and implement it, but it gives you the questions that enable you to question yourself in terms of actually how we might do something somewhat differently. The second publication, "The Governance of Regulators," focuses on the premise that regulators are often under unprecedented pressure and they are facing a range of demands that are actually often contradictory in nature.

We're being asked by governments to deregulate, to be less intrusive, but we're also being asked to be more effective. We're also being asked to be kinder and more gentle, more just, but we should not let aberrant behaviors go unpunished.

We're asked to focus our efforts, but we're also being asked to be consistent. We're being asked to process things more quickly, but not to stray outside our regulatory authority. And we're being asked to be more responsive to the regulated community, but not to get captured by the industry.

The report explores each of these dogmas in turn and... sorry, dilemmas in turn and offers suggestions as to how to manage the various paradoxes that we face. The third publication focuses on a real problem that we have.

NCSBN, the board of directors, took a wonderful decision a number of years ago to create a journal, a journal of a nursing regulation. It has, very quickly, out-maneuvered all of the other journals in terms of its position in making regulatory contributions to the scholarship arena.

That it's not enough simply to do the research, it has to be implemented. And therefore, we need to figure out how we can get that uptake much more quickly. Some of the work that was done a few years ago suggested that from the completion of a research study to its implementation, can if at all, take on average 10 years.

Well, the world that we live in will not wait that long. So, part of what we need to think about is how that we use that really treasure trove of information to better move forward our agenda.

So, let me just focus a little bit, if I may, on another publication, which I believe complements, very nicely, some work that NCSBN does. Every year, we produce, as part of our program of activity, an environmental scan. It is published as a supplement to the journal, which means that it is available freely for download by anyone.

So, it's not behind a paywall. And the reason for that is strategic. We want people to be able to access it so that we can influence colleagues and hopefully get them to join us in terms of addressing some of the issues that we identify. The Organization for Economic Co-operation and Development produces a parallel document which is garnered from the member states of member nations that identifies, at the real micro-level, some of the changes that are impacting on regulatory policy.

And this is the most recent one that was published. And as you can see, from the right-hand side of the screen, really redesigning Regulatory Policy 2.0, what's that all about? Evidence-based policy making and stakeholder engagement. So, how do we actually tailor our solutions that will be adopted and implemented?

Rethinking rule-making through international regulatory co-operation, regulatory oversight, the governance of the sector of regulators, risk-based regulation, and country profiles. So if you want to know what our government is doing, whether I'm speaking from here in the United States, or if I'm back home in the UK, or if I'm in Canada, there is a very short synopsis of what each of the governments are doing.

And again, that gives us an opportunity for insight to actually knock on a few doors and say, "Hey, that piece of work that you're doing with the OECD, we've got some solutions that might fit in there." And certainly, some of the work that Elliot and now Caitlin and I have done with colleagues in Washington has been about talking about how our agenda helps support their agenda and using that to inform the future.

So, this is just one example. There's a similar publication from the education community which talks about the whole issue of outlook for skills. So, the competency-based movement and all of those issues, again, we have an interest in.

So, these are some of the things that we need to think about. So moving on, I just want to talk about, and Jay mentioned, the issue of workforce. There's a recent publication that's just come out. It was led by what's known as a cross-party group of the UK government.

And that means that both the Conservative Party, the Labor Party, and all of the independents are working together, which is a kind of novel concept, I know. But it's a novel concept of really trying to figure out where government policies should go in the longer term, not in terms of what the next election cycle is, but in terms of where we need to go to for the future.

So the work that they did on probable futures and radical possibilities in relation to the global health workforce raises some really interesting data because it's actually pooled data from around the world, which actually starts to raise questions, which, I think, are important to address.

So if you have any interest at all in workforce, I recommend this. And there's a summary document. So you don't even need to read all 50 pages. You can actually read a very quick three-page summary as well, but it actually gives you a flavor of some of the issues that we need to do. Why is that important?

Because very soon, the World Health Organization will be publishing global guidance on health practitioner regulation. This is targeted at all health practitioners, not nurses, or doctors, or pharmacists, or physical therapists, but all of us together. And that document will start to focus much more on not just the public protection agenda, but also the workforce agenda, recognizing that regulators have a wealth of information that can be used as part of the future.

So, it's important that we look at these issues if we're considering issues like blended education, remote service delivery, the co-creation of services fit for the future with a very changing health population.

And all of these issues challenge us, as regulators, in terms of actually how we assure the public in terms of the preparation of practitioners, but also in terms of maintaining their safety. So, in these documents, there's some suggestions, some of them, they say are radical. I personally don't think they're radical, I think there's things that nurses have been doing for a long time, but maybe the rest has got to catch up as well.

Certainly, when I was working as a director of nursing in a university teaching hospital, the concept of flexible working practices and self-rostering and all of that was taken from a concept to a reality, but you do that by liberating and empowering staff to do that. So, what is the corollary for us, as regulators, in terms of how we work more closely together in dealing with some of the problems?

So as I come to the end of this, I want to move on to M, measurement. Continuous improvement and accountability. Now, NCSBN has got a strong history in some of this work. And Joey Ridenour, who is in the room, did some work, she led some work in relation to the core project. We have revisited that work recently to analyze what we can build upon, but we've also been working on reviewing sunrise provision, and the publication was published as a standalone.

And interestingly enough, we're now being asked by some of the legislatures to come and talk about that and give testimony on it. We are just, at the moment, under review, is an analysis of all sunset provision across the nation, but also drawing on the parallel experiences of what a sunset is.

So for example, in Canada and the UK, they tend to be referred to as judicial reviews. But using that information, we've been able to extract some domains that are important, that we need to think about how we might provide education to equip our regulatory community with the necessary skills to be effective and challenging these things.

And also, we also need to think about how those all fit together to develop this regulator-driven accreditation system, which is the ongoing work in objective one of the current cycle. So A, action.

I started off by saying, you know, this is all very good and well, but unless you actually take it and you implement it, it doesn't really take us very far. And our committees said, "Give me a place to stand, a lever long enough, and a fulcrum on which to place it, I will move the world."

I contend that we can move the world together by identifying the component parts and working in harmony to drive them forward. So, as I said, we started off with good old Abraham Lincoln. He also said, "You cannot escape the responsibilities of tomorrow by evading it today."

And I know that none of you evade the responsibilities. You all stepped up to the mark during the darkest days of the COVID crisis, and we worked it together. So, returning to the words of Lincoln, who in addition to making these comments about dogma, which I hope that you start to see slightly differently.

It's about working with disciplines, it's about thinking out-of-the-box, it's about taking that global perspective, it's about having good measurement, and it's also about taking action. These are the things that will move us forward. So, I know that I'm between you and food, and that's always a very dangerous place to be, okay? But wellbeing, food is important, but feeding our mind is also very important.

So, before we break for lunch, I want to share a brief video. Over the next few days, you will discuss how we can best use our collective time and create the greatest amount of positive change.

How can we channel our passion and pursuit of excellence for the betterment of the public? That's the real spirit behind why we created the International Center for Regulatory Scholarship. In April, I had the privilege of attending the ICRS leadership institute on the first graduation ceremony.

And we had graduates from the U.S., from Canada, from as far as Kenya. We had people that had nursing backgrounds, had legal backgrounds, etc. It was a hybrid mix of individuals that were able to generate ideas off one another and in participating in the ICRS activities.

I simply think that the work that they are producing is simply inspiring. It was inspiring for me. I saw some familiar faces, I saw some new individuals leading together. I want to thank the board of directors for challenging us to provide an offering like this. I want to thank Maryann Alexander and the ICRS instructors for their tireless dedication and efforts to actually really providing a product that is tailored to your needs.

And it is only tailored to your needs by ensuring your participation. That's what makes the difference. So, before you can go to lunch, there's a short 3.5-minute video that I would like to show. And then lunch will be served in the VIVE room on the second floor. I hope you enjoy it.

I hope you continue the fellowship of coming together and exploring these issues. And then I look forward to seeing you all back here promptly at 1 o'clock for the keynote address. So, if the technology guys can play the video, that would be great. Thank you very much. ♪

[music] ♪ - [Eileen] ICRS really was designed to provide the education and skills that are needed to succeed and be excellent as a regulator.

- [Gerianne] ICRS is about development. Providing experiences, knowledge-sharing, and growing in specific areas.

- [Marion] Probably the most important thing is being confident as a professional. Standing toe to toe with every other health professional. ♪ [music] ♪ - I think you will be so pleasantly surprised at the quality of the courses. These courses were for knowledge, for application, for interaction.

It's a different, maybe, learning perspective than most of us have had in our academic careers. And I just found it to be absolutely fascinating.

- [Caroline] And also they've delivered the program in a very systematic way. They broke down really difficult points into small manageable chunks.

- [Kathy] These courses are designed to not just teach you information, but also to change the way you think. So you apply it differently.

- The instructors are excellent, some of the best that I've had in my educational experiences.

- It's not just about the learning. It's about your future. And you meet a network of people that you're not going to meet otherwise.

- There's this tremendous mixing of everybody's skills and knowledge and relationship building that permeates throughout the whole experience, which, I think, really benefits everybody.

- It was transformative. You can't go to another country and not learn so much.

- It's important for different countries to learn from each other so that they can exchange information and knowledge. We need to bridge the gap. That starts from education. We meet, we exchange ideas. I think that goes a long way. The profession is really one profession. And we are speaking the same language because we do the same job.

- I don't know what would hold somebody back. You know, it's an opportunity to learn along colleagues, to develop new relationships, to advance their career.

- We're so busy in our lives you think, "Oh, I don't have time for this." But if you make time, it was so enriching and was really a joyful experience. And how many times does that really happen in our life when something is provided to you right at your doorstep, at your computer?

- Definitely get involved with ICRS and enroll in courses, pursue the certificate, and see where that takes you.