Past Event: 2022 NCSBN Annual Meeting - Committee Forum: Strategic Initiatives 2023-2025 Video Transcript
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Event
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Presenters
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- [Dr. Benton] Madam president and I are going to do a double act in the next session. But I would like to invite the president to come and do a presentation on the strategic initiatives and the various changes that we are proposing for Friday for adoption.

- [Jay] Yes, the double act, David will fill in the blanks and the detail. So, you have heard a lot about the strategic initiatives over the last few months starting out even before midyear meeting, and I referenced it earlier today.

So, if we could go to the next slide, I think they're queuing up the slides for me. Thank you. So, we wanted to start out with just giving you an overview of the process from what has been going on and where it is going in the future. So, really, we are looking at the strategic initiatives for 2023 through 2025. Starting out in September, September 2021, the board and the chiefs reviewed the current documentation and proposed changes and examined those, which led to in December, December of 2021, the board of directors considered a synthesis document and agreed on a critical path forward really looking at...well, I skipped over October.

You know, I mentioned the October retreat, I skipped from September to December. And October there, the board did review individual proposals and reached some consensus on proposed changes. Moving forward from December into February, the board of directors at the board of directors meeting, we considered the information that we were going to present to you at the midyear meeting.

And you probably all recall that we did have a presentation at midyear meeting. We had some breakout groups and some forums where we discussed this at midyear meeting, and we really asked very intentionally for your feedback and for your input into this process and you responded.

And we really thank you for that and appreciated that. Following the midyear meeting, you received a request by email, and we know you get a lot of emails and a lot of requests. So we were thrilled when

people came back with specific comments by April of 2022, which allowed then the board of directors in their meeting in May to finalize the proposed changes to the strategic initiatives, which leads to what we are going to present to you today in terms of proposed changes and things that might just stay the same.

Keeping in mind that you will be voting at the Delegate Assembly on these proposed changes. And the new strategic cycle will start in October. David, is there anything else you want to add to that?

Okay, we'll move on to the next. And some of this is certainly a refresh from midyear meeting. If you could move to the next slide, please. So, there's a lot of resources to consider throughout this process. And you may recall, looking at the first resource, there was a video that was produced that, you know, it's hard to make the dry business of strategic initiatives come alive, but David Benton managed to do that with a brief video that we had on the 2020 to '22 strategic plan.

We can never continue with this work related to strategic initiatives without paying attention to the articles of incorporation, the NCSBN articles of incorporation, that really talk to legally how we as an organization are organized, looking at our status and gives us direction for strategy.

In conjunction with that, another resource, the NCSBN bylaws, which you do have a copy of in your business book and have been referenced several times today, particularly want to reference in the bylaws there's the purpose and the function is outlined in the bylaws. And on page 181 of your business book in Article 4, the bylaws speak to the Delegate Assembly membership body of NCSBN providing directions through resolutions and enactments, including the adoption of the mission and strategic initiatives.

So, this is where this presentation and what you're going to vote on later this week is grounded in the bylaws. The last resource I want to mention is two things, the Regulation 2030 that a lot of you participated in, the first steps on the journey, and the NCSBN annual environmental scan.

And both of these were published as supplements to the "Journal of Nursing Regulation." And I offer to you that they are both very good resources to go back to and look at for many reasons. So, moving along to the drivers of change on the next slide, I think as we consider this work and we looked at the strategic initiatives, a lot of things were broad and encompassed principles that would last over time, but there were some drivers of change that needed to be considered at this point as we were preparing for the next cycle.

And these were some of the questions that we asked as we looked at that. Are any of our current strategic components a barrier to progress? What has changed since the last set of revisions? You know, that's a question that we ask ourselves every cycle, but as you think about it in terms of where we are today and you think about some of the earlier presentations and the rapid change that we've all experienced, that was a very important question to ask.

What can we anticipate happening in the next cycle with a degree of confidence that will impact occupational and professional licensure? And what do we know about the macro, socioeconomic, political, and health climate that will impact the pursuit of public protection?

Again, you all know there was a lot going on there. So, in looking at our purpose first, we started with looking at the purpose of NCSBN, which to remind you is to provide an organization through which nurse regulatory bodies act and counsel together on matters of common interest and concern affecting public health, safety, and welfare.

And most importantly, including the development of licensing examinations in nursing. And that the activities of NCSBN serve to lessen the burdens of state government, to lessen the burdens of you members. So, in examining this and after looking at all the input we received from members, and the board of directors looking at this, and staff looking at this, we decided there would be no change to the purpose of this.

And moving along then to the vision. Once again, a close examination, and as I stand up here and talk about this, it sounds really simple. Yes, we looked at that and decided, you know, no change. But there was quite in-depth conversations and debates. And then there was memory of, well, didn't we talk about that last time?

Do you think we should change this? And then we would remind ourselves of what the rationale was at the time for no leaving it that way or having that particular word in. And I've heard the vision today stated many times by people, "Leading regulatory excellence worldwide." So, there is no change being recommended to the vision at this time.

We then moved on to look at the mission. And the mission of NCSBN is NCSBN empowers and supports nursing regulators in their mandate to protect the public. And this seemed to us and we didn't get any feedback otherwise that this was certainly in keeping with where we needed to be.

And there was not any need for change in regards to our mission. We did, however, in talking about the values, we did receive some really good comments, some very thoughtful comments with rationale. And the board of directors had some real discussion about a lot of these values stand up today very well. And we felt like a lot of the values needed to stay, but they just needed to be some enrichment, being mindful of the rapid pace of change.

The need for some increased agility. Also looking at an increased emphasis on diversity, equity, and inclusion. So, at the end of the day, we felt like the current values needed to be strengthened. And so you will see in blue the items that were changed or the words that we changed as we went through.

Under collaboration, adding the word inclusion. And in excellence, expanding on that a little to striving to be and do our best in a rapidly changing environment. We felt like in the current circumstance we were in, that needed to be emphasized. Innovation has always been a value of NCSBN that's held very important.

And I think, you know, as we've talked today and over the last few months, certainly, there's been a lot of innovation going on. And a change to that being the embracing change is an opportunity to better organize endeavors for all and turn new ideas into action.

So, there was reference to action, but we wanted that to be a fluid process and an active process. So, turning new ideas into action. There was no change made to integrity, doing the right thing for the right reasons through honest, open, and ethical dialogue. And that is very important to me and I think is very important to the discussions that the board of directors has.

Under the transparency value, once again, felt like this just needed to be strengthened. And in blue, you'll see we added the words, and equity. So it ends up being demonstrating and expecting openness, clear communication, and equity and accountability of process and outcomes. So, now I want to move to the strategic initiatives.

We've talked about the mission and the vision and the values. And moving to the strategic initiatives, there was no change recommended and no comments received that resulted in us thinking this needed to be changed. So, promoting agile regulatory systems for relevance and responsiveness to change. We are not proposing any new changes to you for that strategic initiative.

Next slide, please. I think it's probably important to talk about the rationale. You do have this language all in your business book. I just want to highlight some of the rationale though for this initiative. And certainly, we talked about the COVID-19 pandemic has accelerated the pace of change.

Increased demands for occupational licensure modernization, so we are responsive. NCSBN did produce and built upon the Regulation 2030 roadmap, which offered clarity over trends to be addressed.

And then importantly, I think the changing population, demographics, healthcare needs, artificial intelligence, technology, diversity, equity, inclusion, as well as increasing numbers of severe and of chaotic events all demands that we work together as regulators in new ways. So, there was some work done around the narrative and the rationale, but no change overall recommended to initiative A.

So then moving to initiative B, champion regulatory solutions to address borderless healthcare delivery. Once again, no change being recommended to strategic initiative B, but I do want to speak to the rationale. We have given you the narrative explanation for that, both in your book and on the next slide.

There is the narrative. But just speaking to some of the rationale related to that, the maldistribution and shortage of workers alongside increased frequency of unpredicted demands due to natural and manmade disasters. An increased interest in trade agreements and the use of remote healthcare delivery, we can all certainly speak to that having experienced that even more in the last couple of years than we have before.

The need for agreed principles or global standards for articulated nursing licensure and telehealth practice. We certainly know that we have the mobility issues cross-jurisdictions and cross-countries. And telehealth practice has been a necessity for many across borders. Increased demands for access to equitable, affordable, safe services within and across disciplines.

And you heard mentioned earlier today, as I think in David's address, he was addressing working with other disciplines and how valuable that has become. An increased mobility of nurses and new models of nurse-led services. They were all examples of the rationale to support the strategic initiative B, but we are not recommending any change at this time.

If you could move to the slide on strategic initiative C. Thanks. So, this is an initiative that actually all the language was changed. The past strategic initiative talked about expanding the active engagement and leadership potential of all members.

We received some very good comments from members in this area and the board and the chiefs and the CEO had some very intentional discussions in recognizing the needs of the membership, and therefore, refreshed and more intentional efforts on the part of the organization to address the membership.

And so strategic initiative C, what we are proposing is to strengthen the capacity, capability, and diversity of regulatory leadership and its engagement. So, strengthen the capacity, capability, and diversity of regulatory leadership and its engagement.

And you have already heard throughout this meeting, even though we've still got a couple of days to go, where examples of engagement and examples of through the ICRS program, that we are working on building the capacity and capability and the engagement of the membership. So, as we talked about this one and thought we really need to look at that initiative again, some of the rationale had to do with the rapid turnover of leadership in regulatory boards, which really has resulted in a loss of corporate memory.

And a lot of, "You know that," the need to equip members with skills necessary, you know, to provide information about regulatory reform and optimize the contribution of regulators. The other rationale for this was to increase the pipeline of potential candidates for staff and governance roles.

So, we had quite a bit of discussion about, you know, with the activities around leadership succession committee, we talk about increasing the pipeline of candidates for governance roles for NCSBN, but we also talked about staff roles and potential candidates and looking at the skillset, you know, looking at what is needed to take the organization forward.

Specific and targeted education towards competencies required to be an efficient, effective, and progressive regulator. And to deal with increased scrutiny and the consequences of the financially challenging and publicly accountable governance environment. And I think there's many of you in this room who are experiencing, have experienced, how we certainly are much more publicly challenged to be accountable for the services we provide and for the activities that we undertake.

And so this was our rationale for the changes in strategic initiative C. We'll then move to strategic initiative D. Once again, no change. No change, but that doesn't mean absent great discussion. And the comments, again, from the membership helped us discern the membership comments on the survey, as well as the in-person conversations that occurred at midyear meeting.

So this initiative we are proposing stays the same, pioneer competency assessments to support the future of healthcare and the advancement of regulatory excellence. You know, I think it speaks to the fact that you all did a lot of work during the last cycle and some of the language used and the themes and looking at the future directions really, things run the test of time.

So, there was not a lot of specific changes. And on that rationale for no change for the initiative D, I just do want to mention that the things that we talked about as to this initiative needing to remain in place and remaining relevant is that technology will continue to increase in power, capability, connectivity, and fidelity.

That interoperability, data security, and big data analytics will feature more prominently in proportionate risk-based regulatory systems that will have to draw on an interface with real-time service delivery. And that initial and continuing competence requirements to facilitate redesign of services and support equitable public safety will remain a priority.

And we believe there'll be an increased need for mechanisms to calibrate the differentiated and overlapping competence of nursing across and within jurisdictions, as well as really needing to look at in relation to the shared competencies with other disciplines. So that was the rationale for believing that that was relevant initiatives to stay in place, but no changes.

Now, earlier today, I talked to you all about the board of directors' strategic retreat. In the first slide here when I opened up today, we did some very serious work around these strategic initiatives.

But I want to now move to the objectives because out of the strategic initiatives come the objectives. And, you know, there, the objectives become how we operationalize the strategy, the how-to, how are we going to get there? And so I want to show you how it played out with some of our discussions pre-retreat and looking at the various objectives.

And a synopsis that was done in terms of what were the important objectives that came to light are certainly agile, borderless, leadership, and competence. We think that those four definitely stood out. And these objectives relate to how the strategic initiatives have been implemented in the last strategic cycle and looking at the impact going forward.

So, on the next slide, you know, through the retreat, there was a lot of gathering of, as I said, individual board members and chiefs provided information and ideas. And then we really had to distill it down and found that there were certainly some common themes and some overlap in our thinking, which I guess was good in that we ended up, you know, being able to really synthesize these objectives.

And you can see the scores for how this played out when we looked at the agile, borderless, leadership, and competence objectives where we focus. We did some further synthesis of the objectives. And in looking at that realized that, you know, some of these objectives are ongoing.

They're things that we have been doing, but they're not things that are just done because we are done with that cycle of strategic initiatives. You know, some will need to be ongoing and some things that emerged are new proposals. And just want to talk with you about that a little bit. So, let's talk about the ongoing objectives because I know that, you know, it is important for us to remember that although we're identifying this new body of work and we're going to move forward with a new charge and we may be reaching out to you all after the Delegate Assembly, certainly votes and saying we've got these work groups, so we want you to help with these things, there's also that body of work that goes on that's ongoing and will not be done, and is some heavy lifting and important work to continue.

So ongoing, we will be completing the development of the performance accreditation system, increasing the uptake of the Nurse Licensure Compact and the APRN compacts, continue to implement the work on the International Center for Regulatory Scholarship. And you saw in the incredible video we saw earlier, announcing the fellowship program put in place in 2023.

So there's been a lot of ongoing work. I've talked to many of you who've said how enriched you've been by, you know, doing the ICRS courses. And David referenced the first inaugural class. And so we continue to implement the work on ICRS.

And then implement proposals for the use of retired and unused exam items. You know, Phil Dickerson, who gets very excited about talking about all of this, anything to do with NCLEX, and looking at all these exam items that we have that there are some potential good use for some of these retired and unused exam items.

So, we'll continue to look into that. Big on everybody's mind, certainly the exam team's mind, Phil's mind, and nurse educators, I probably should say nursing students because my experience is that nursing students have been scared to death about the thought of this new exam and everybody's going, "Oh, there's a new..."

You know, students can probably tell you more about the NGN than some of the educators can because they're looking at some of the wonderful resources that we have out there. But in 2023, we will launch

NGN and explore further usage of the model and we'll continue the work on development of a remote proctoring system.

So, that is the ongoing work. And that work right there is not for the faint-hearted. And that is no small things. So, know that both the board of directors, the staff, and those of you that are engaged in some of this work, that will continue.

The new proposals that emerged throughout the process of the strategic initiative process, and we talked about this at midyear meeting and some of you are participating in focus groups at this meeting, new proposals include licensure process reform, workforce modeling, and data exchange, governance review and modernization, and a support worker regulatory model.

So, those are four new proposals that you will be hearing more about. You've already given us some feedback. And we are looking forward to getting additional information from you all, additional thoughts from you all the rest of this week.

There will be focus groups going on to generate ideas, identify outputs, and prioritize actions. So, we have really strived to involve you and engage you as much as you want to be in these processes. And really, I think the decisions on the board and the examination of all of this was really enriched by participation of the membership.

So, we hope we are bringing to you recommendations that you think are helpful. And if you could just move to the map to the future, the last slide, and you will know that...you know, David said we're doing this presentation as a partnership. Well, you know that Jay Douglas didn't do this slide. David Benton did this.

We all know David's famous for the mapping out the... But, you know, this gives you an overview. It's probably a little difficult for you to look at up there. But to give you a sense of, you know, this is not a one-and-done, this is not an activity that's over in a short period of time, you know, strategic planning and mapping for the future takes deliberate discussion involvement.

And you will see on this slide, it's spanning, you know, four years really as we move forward into the future. So, before I entertain questions, I just want to see if David has anything he would like to add or emphasize anything that I have said. David?

- So, the only thing that I would add is that really, the purposes of the forums tomorrow on Friday are to really identify the building blocks in terms of particularly in relation to licensure reforms. So, what are the things that would be most helpful to you in terms of how we can support you in your licensing efforts?

And, of course, in relation to support worker as well. It's a huge agenda and we recognize that there are many component parts. But by identifying those parts and then putting them into sequence, we will then have a plan for moving forward because these are critical elements in supporting yourselves. So, with that, I will pause and hand back to you, Madam President.

- Thank you, David. So, are there any questions, thoughts? You know, did we hit the mark? Is there something that you...? Now's the time to have some discussion about that. Okay, looks like we've got a couple of questions virtually or remotely. If somebody's going to let me know what they are.

- [Man] Yes, we have a question from Laura Lynn Jackson, "Will the workforce modeling be a template which others can use and adapt?"

- Can you repeat that because I had a little bit of a hard time hearing that?

- Sure. Will workforce modeling be a template for which others can use and adapt?

- Will workforce modeling be a template for which others can use and adapt, I think is what you said. Yes, David.

- So, we know from the work that I've been doing with WHO that one of the issues that we're going to have to look at is the whole workforce model. The current workforce model, which is basically an input-output model is predicated on physical location rather than new ways of working. So, there's new thinking that needs to come into how we plan a workforce for the future, etc., etc.

So, the idea would be that we would develop that, but we would develop it in partnership with our membership so that we can then support you in fulfilling the new mandates that will be coming your way probably in a couple of years' time in terms of how you help your health systems to address the future needs of the workforce.

So, yes, we will be developing something that you will be able to use, but we will do it in partnership, not just with yourselves, but with the wider nursing community as well because it's going to take a village to fix this one, I can tell you that.

- I think there was a second question, wasn't there? No, just two lights. Okay, thank you. Appreciate the heads back there. Is there anybody else in the room or anybody remotely that has a comment or a question? Yes, I think there's somebody coming to the mic.

- [Cynthia] Hi, Jay. Hi. Cynthia Johansen from British Columbia. I'm very curious about the support worker licensing. I didn't catch the last word, so I apologize if I've misquoted exactly the point on the slide. But I'm very curious what problem was identified that that will help solve just so that I can understand better what that solution will likely look like.

Is it about creating a framework for how support workers might be licensed or regulated in a jurisdiction? Do you see that translating beyond the borders of the United States, for example? Just a little bit more information would be great.

- David, do you want to speak to that?

- Sure. So, I mean, part of what will be happening over the next couple of days is actually getting some more input into that exact process. But the factors that really put this on the agenda were multiple. The changing demographics of societies, not just in the U.S. and Canada but around the world in terms of the workforce, the fact that in terms of how we diversify the workforce as we have increased academic qualification levels, the workforce has become less diverse.

And therefore, we've got to build a pathway from support worker, practical nurse, registered nurse, APRN, etc., and then moving potentially sideways as well as all of that. So, the issue of how we protect the public where support workers are increasingly playing a role with some of the most vulnerable groups is an important component.

The current testing system for that is highly fragmented and lacks coordination and isn't transferable either. So, the idea of this is that we would be developing an overarching framework that would enable that to happen. And yes, the intention is that we'd have wider utility than just the United States.

- And Cynthia, just one aspect of that. You know, when we talk about support workers, of course, we have a large number of certified nurse aides. It's a requirement to work in long-term care, but there's certainly other roles of support workers. But as an example of one of the things that, you know, we hope to be able to help modernize is that the federal regulations that were set forth to regulate nurse aides and nurse aide education programs were put in place in 1989 and they have not been updated since then at the federal level.

So, just one little tidbit. You know, I feel I had to say it, okay?