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NURSING

Newsletter

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The Official Publication of the
Kansas State Board of Nursing



1913-2013

Quarterly circulation approximately 63,000 to all APRNs, RNs, LPNs and Licensed Mental Health Technicians in Kansas.

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Thoughts from the Executive Administrator...

Hello everyone,
The last quarter has been busy for the Board of Nursing. Here is an overview of some of the information contained in this newsletter.



Carol Moreland

We have committee and Board member vacancies. Both meet quarterly and there is always information to review before attending the meetings. There is an article that lists the vacancies we presently have, along with the information about applying as a committee or Board member. I hope some of you are interested in serving as a committee member or Board member. It is a wonderful learning experience and a great way to share your expertise when decisions are made regarding nursing practice in Kansas.

The number of multistate licenses we have issued continues to increase. Presently we have 1,553 LPNs and 13,272 RNs with multistate licenses. As a reminder a nurse with a multistate license issued by any state in the Nurse Licensure Compact (NLC) can practice in any of the states in the NLC. If you have a single state license in Kansas and want to obtain a multistate license you need to submit an application and provide all the required documentation, which includes fingerprints.

S. Sub. For HB 2477 was passed by the Legislature and signed into law by Governor Kelly. This is the bill that includes changes for APRN licensure and practice in Kansas. The KSBN staff have been busy getting everything in place for the July 1, 2022, timeline for implementation of everything but the requirement for national certification. On June 30, 2022, the State Rules and Records Board only approved three of the seven temporary regulations that need to be in place to proceed with the implementation. We are presently unable to implement all the changes due to that decision. The information on our website explains in more detail. We are posting updates to our website as we know them. There is a public hearing on September 6 for the seven permanent regulations. The information is included in this newsletter. Be sure to check back on our website frequently for any updates we have posted.

We continue to realize we cannot say "Thank You" enough to all the licensees who protect and provide care for the citizens of Kansas. We are grateful for your dedication to the nursing profession.

If you have ideas about information you would like to see in the quarterly newsletter, email them to me at carol.moreland@ks.gov. Thank you for all your continued support.

Carol Moreland, MSN, RN

DISCLAIMER CLAUSE

The Nursing Newsletter is published quarterly by the Kansas Board of Nursing. The providers are responsible for offering quality programs under the criteria as established by the Board. Complaints regarding continuing education programs may be reported directly to the Kansas Board of Nursing. For information on these educational offerings, contact the sponsor, not the Board.

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Board Member Openings

The mission of the Board of Nursing is to assure the citizens of Kansas safe and competent practice by nurses and mental health technicians. The Board is composed of eleven members appointed by the Governor and meets quarterly in Topeka. There are quarterly committee meetings that occur during the same week as the Board meeting. The commitment of a Board member is to review information prior to and attend the assigned quarterly committee and Board meetings. Six members shall be registered nurses, two shall be licensed practical nurses and three shall be members of the general public. Each appointment as a Board member is a four-year term.

Each member shall be a citizen of the United States and a resident of the state of Kansas. The RN Board members shall be licensed to practice as a registered nurse in Kansas with at least five years' experience in nursing and shall be actively engaged in nursing in Kansas at the time of appointment.

Currently we have four openings on the Board for the following:

- One registered nurse position involved in nursing education
- One registered nurse position involved in nursing practice
- Two public member positions to represent the interest of the general public

If you meet the qualifications listed above and are interested in serving as a Board member, you will find more information and the application at:

<https://governor.kansas.gov/serving-kansans/office-of-appointments/>

Change of Name

My name is different from the name on my nursing license. What do I need to do to get it changed on my nursing license?

K.A.R. 60-3-103 states "if an applicant for licensure or a licensee changes that individual's name after submitting an application or obtaining a license, the applicant or licensee shall submit legal documentation or an affidavit indicating the change of name upon a form approved by the board.

The applicant or licensee shall submit the document to the board within 30 days of the change."

The form and directions for changing your name is located on our website: www.ksbn.kansas.gov. On our home page scroll down until the see the icon titled **Name Change**. Click on it and the form and directions will be displayed. Follow the directions and **mail the notarized form** to the address listed on the form.



Board Members

Julianna Rieschick, RN, MSN, NEA-BC, President

07/01/2017 – 06/30/2025
julianna.rieschick@ks.gov

Rebecca Sander, MSN, RN, Vice President

07/28/2016 – 07/30/2024

Adri Gouldsmith, LPN, Secretary

07/01/2019 – 06/30/2023

Patricia Zeller, MSN, APRN, NP-C

07/18/2014 – 06/30/2022

Gita Noble, Public Member

07/01/2018 - 06/30-2022

Jade Ramsdell, Public Member

07/01/2019 – 06/30/2023

Andrea Watson, RN

07/01/2020 – 06/30/2024

Geovannie Gone, Public Member

07/01/2020 – 06/30/2024

Lori Owen, LPN

07/01/2021 – 06/30/2025

Melissa Oropeza, DNP, APRN-BC, CGRN

07/01/2021 – 06/30/2025

KSBN Committee Applications

Appointments are to be made for the KSBN committees after the September board meeting. The committees which will have vacancies are listed below. If an individual wishes to be considered for a committee, please complete the application located on the KSBN website, attach your vitae and return to the Kansas State Board of Nursing by August 31, 2022.

Applications may be faxed to (785) 296-3929, e-mailed jill.simons@ks.gov or mail to KSBN Committee Application, 900 SW Jackson, Suite 1051, Topeka, KS 66612-1230.

Continuing Nursing Education/IV Therapy Advisory Committee – 1 position

Qualifications: CNE Provider and/or IV Therapy Provider

Education Committee – 2 positions

Qualifications:

- Position 1: Represent BSN Nursing Program
- Position 2: Represent LPN Nursing Program

NURSE STATISTICS

License Type	Total
Clinical Nurse Specialist	397
Licensed Mental Health Technician	57
Licensed Practical Nurse - Multi-State	1553
Licensed Practical Nurse - Single-State	7947
Nurse Midwife	94
Nurse Practitioner	6524
Registered Nurse - Multi-State	13272
Registered Nurse - Single-State	40185
Registered Nurse Anesthetist	1272
Total	71301

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www.ksnurseassistance.org

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Landon State Office Building
900 SW Jackson St., Suite 1051
Topeka, KS 66612-1230



Phone: 785-296-4929
Fax: 785-296-3929
www.ksbn.org

Carol Moreland, MSN, RN
Executive Administrator

Kansas State Board of Nursing

Laura Kelly, Governor

June 20, 2022

A public hearing will be conducted at 10:00 A.M. Tuesday, September 6, 2022, in Room 560 of the Landon State Office Building, 900 S.W. Jackson St., Topeka, KS to consider the adoption of proposed changes in seven existing regulations relating to licensure and practice of Advanced Practice Registered Nurses (APRNs).

This 60-day notice of the public hearing shall constitute a public comment period for the purpose of receiving written public comments on the proposed regulations. All interested parties may submit written comments prior to the hearing to the Executive Administrator of the Kansas State Board of Nursing, 900 S.W. Jackson St., Room 1051, Topeka KS 66612 or by email to carol.moreland@ks.gov. All interested parties will be given a reasonable opportunity to present their views orally regarding the adoption of the proposed regulations during the public hearing. Phone comments will be taken by calling 1-877-278-8686 (access code 266223) at the time of the hearing. In order to provide all parties an opportunity to present their views, it may be necessary to request that each participant limit any oral presentation to five minutes.

Any individual with a disability may request an accommodation in order to participate in the public hearing and may request the proposed regulations and economic impact statement in an accessible format. Requests for accommodation to participate in the hearing should be made at least five working days in advance of the hearing by contacting Carol Moreland at (785) 296-5752. The north entrance to the Landon State Office Building is handicapped accessible. Handicapped parking is located at the north end of the Landon State Office Building, across the street from the north entrance to the building, and on Ninth Street, just around the corner from the north entrance to the building.

A summary of the proposed regulations and the economic impact follows. A copy of the proposed regulations and associated economic impact statement may be obtained by accessing the Kansas State Board of Nursing website at <https://ksbn.kansas.gov> or by contacting the Executive Administrator of the Kansas State Board of Nursing, Landon State Office Building, 900 S.W. Jackson St., Room 1051, Topeka, KS 66612, (785) 296-5752, or carol.moreland@ks.gov prior to the date of the hearing.

K.A.R. 60-11-101. Definition of expanded role. The proposed revisions for this regulation delete the definition for a collaborative agreement with a responsible physician for licensed APRNs to practice in Kansas. The definitions of authorization for collaborative practice, physician, prescription and prescription order will be deleted. There is no economic impact difference to the Board of Nursing. Communication of the changes can be communicated to APRNs and stakeholders via existing communication venues. This change will eliminate the barrier that requires APRNs to have a collaborative agreement with a responsible physician. There may be some economic impact on businesses and the general public as there will be increased access to healthcare for the citizens of Kansas.

K.A.R. 60-11-103. Licensure and educational requirements for advanced practice registered nurses. The proposed revision adds language about the requirement for proof of APRN certification in the applicant's specific role and population focus for initial licensure applications submitted on and after July 1, 2023. Language was also added regarding the requirement to submit proof of malpractice insurance coverage if the applicant renders professional clinical services as an APRN, unless the APRN meets one of the exceptions listed in K.S.A. 65-1130 as amended by S Sub for HB 2279. The economic impact to the Board of Nursing is expenditure costs to update our licensing software to have the ability to document the proof of national certification and proof of malpractice insurance (approximately \$30,000). There may be an economic impact for the applicants for APRN licensure who do not currently

have national certification and malpractice insurance, as they will need to obtain both. There is no economic impact on business or the general public. It is estimated access to healthcare will increase for the citizens of Kansas.

K.A.R. 60-11-104. Functions of the advanced practice registered nurse in the role of nurse practitioner. The proposed regulation deletes the "based on authorization for collaborative practice" language for practicing as a nurse practitioner licensed in Kansas. There is no economic impact difference to the Board of Nursing for these proposed revisions. There is no economic impact on businesses or the general public. It is estimated access to healthcare will increase for the citizens of Kansas.

K.A.R. 60-11-104a. Prescription orders. Language was stricken about the need for a written protocol approved by the responsible physician. Language was added to include that APRNs are allowed to prescribe. There is no economic impact difference to the Board of Nursing for these proposed revisions.

K.A.R. 60-11-105. Functions of the advanced practice registered nurse in the role of nurse-midwife. The language "based on the authorization for collaborative practice" was stricken since the legislation eliminated the need for a collaborative agreement for a nurse-midwife to practice. There is no economic impact difference to the Board of Nursing for this proposed revision. It is estimated access to healthcare will increase for the citizens of Kansas.

K.A.R. 60-11-107. Functions of the advanced practice registered nurse in the role of clinical nurse specialist. The language "based on the authorization for collaborative practice" was stricken since the legislation eliminated the need for a collaborative agreement for a clinical nurse specialist to practice. There is no economic impact difference to the Board of Nursing for this proposed revision. It is estimated access to healthcare will increase for the citizens of Kansas.

K.A.R. 60-11-113. License renewal. Language was added that states for any APRN whose initial licensure is before July 1, 2023, the APRN may submit evidence of APRN certification at the time of license renewal. Language was also added that states an APRN shall provide proof of malpractice insurance coverage when renewing the license if the APRN renders professional clinical services, unless the APRN meets one of the exceptions listed in K.S.A. 65-1130 as amended by S Sub for HB 2279. There will be an economic impact for any APRNs that must have malpractice insurance and do not presently have it.



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Inpatient Unit – Registered Nurse: Full-time position, Day Shift available 7am-7pm, Three 12-hour shifts per week; 2-3 weekend shifts per month. Applicants must have a minimum of one-year hospital critical care experience, BLS certification required and ACLS certification preferred.

Inpatient Unit – Registered Nurse: Full-time position, Night Shift available 7pm-7am, Three 12-hour shifts per week; 2-3 weekend shifts per month. Applicants must have a minimum of one-year hospital critical care experience, BLS certification required and ACLS certification preferred.

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Nightingale Tribute for Our Fallen Nurses

Kelly Sommers, BSN, RN
 Director, Kansas State Nurses Association

Decades ago, a Kansas State Nurses Association (KSNA) member created a Nightingale Tribute for our Kansas nurses who have passed. The tribute is now used by many other states, national, and different country's nurse associations and places of employment.

Historically, KSNA has paid tribute to our Kansas nurses at funerals by reading the tribute, lighting a candle, and presenting a white rose. We continue to do so today as it is a beautiful way to honor all our nurses. It has never been specific to KSNA members but any nurse whose family has made the request.

KSNA also pays tribute to our nurses by reading their names at our annual Membership Assembly and at the American Nurses Association's (ANA) yearly Membership Assembly. We keep the names of all nurses at the state and national level and read the Nightingale Tribute. Never specific to KSNA and ANA members only, but names of nurses who are shared with the KSNA director. If you would like to share a Kansas nurse's name as part of this tribute, please reach out to the KSNA director, Kelly Sommers, at director@ksnurses.com.

Any association or district can use the Nightingale Tribute. KSNA does reserve the rights to the Nightingale Tribute, and it does require permission by KSNA. If you would like permission to use in the future, we are incredibly happy to share this honor. You can reach out to the KSNA director, Kelly Sommers, for approval. Kelly's email is director@ksnurses.com. Additionally, please reach out with any questions.

The Nightingale Tribute is for any Registered Nurse or Licensed Practical Nurse for their years of service; to be presented during the nurse's funeral by a nurse colleague or friend. Nursing is a calling, a way of life. Nursing is a service profession that cannot be lived in isolation. Nurses rely on each other for the synergistic effect of teamwork in our efforts of care giving. It is appropriate that we honor our colleagues not only during their career, but also at the end of life's journey. See the Nightingale Tribute brochure for more information.

Please view the Nightingale Tribute on the KSNA website: <https://ksnurses.com/>. You will find the Tribute on the main page by scrolling to the bottom.

Did You Know?

The Meaning of a License Number

K.A.R. 60-3-108 details the expiration of a license number. But what do the numbers mean?

The first 2 digits reference license type: LPN, RN, APRN, RNA. These are the most common:

- 23 = LPN by exam in KS
- 24 = LPN by endorsement in KS
- 13 = RN by exam in KS
- 14 = RN by endorsement in KS
- 53 = APRN by exam in KS
- 43 = RNA by exam in KS

The last 3 digits reference the licensee's birth month (01-12) and year of birth; odd (1) or even (2).

For example: license number is 13-111111-042.

- This is an RN licensed by exam in KS, that expires in April of every even year.

For example: license number is 53-111111-121

- This is an APRN licensed in KS that expires in December of every odd year.

For example: license number is 24-111111-112

- This is an LPN licensed in KS by endorsement that expires in November of every even year.

Employers have options to check the license number of the nurse they employ.

- The KSBN website has a link to the License Verification page, which searches by the middle numbers (111111 from above examples).
- Employers can also use e-Notify to receive notifications about the license numbers of any licensed nurse in their employ. The KSBN website has a link for this service.
- Finally, the Employer can compare the last three digits of the license number to the nurse's date of birth.

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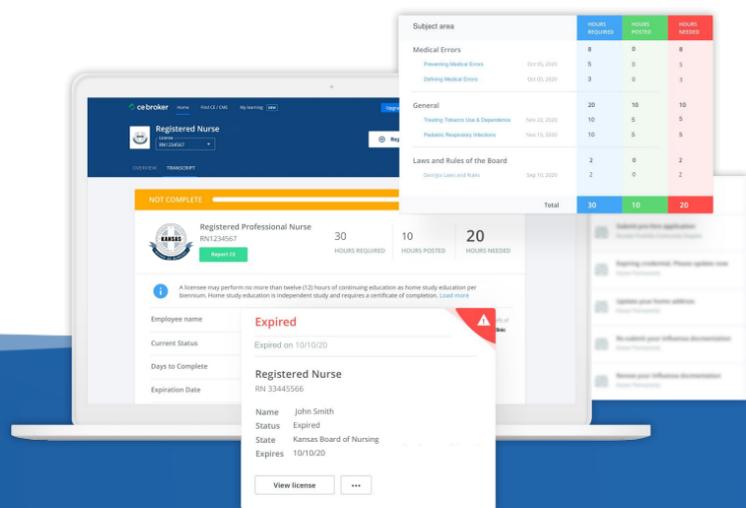
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More Information Coming Soon!



www.cebroker.com

Mailing List Request

This can be requested through the KSBN Website: <https://ksbn.kansas.gov>

Scroll down the first page to "MAILING DATA"

Complete this form and submit.

Payment of \$50.00 is by check. KSBN is unable to accept credit card payments.

Please note: The Board of Nursing began sending out notices to licensees concerning the status of their license, and other information via our systems. Because of the nature of these emails, it was a concern that sending out the entire list of email addresses that the Board of Nursing has, would subject all these email addresses to the dangers of electronic theft, viruses, and scams such as "spear phishing." This could then endanger or erode the ability of the Board of Nursing to then communicate with the licensees. Therefore, a decision was made to not release email information.

This is supported by the exception to the Kansas Open Records Act found at KSA 45-221(a)(49)

KSA 45-221(A)(49)

"An individual's e-mail address, cell phone number and other contact information which has been given to the public agency for the purpose of public agency notifications or communications which are widely distributed to the public."

Advertising in the KSBN Newsletter

There is an option for private entities to advertise via our nursing newsletter. Below is the contact information.

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DISCIPLINE CASES

Stephanie Blair
Wichita, KS 67203
13-62594-062
2022-117-5 & 19-1493-4
Public Censure 4/20/22

Kelli Bullock
Assaria, KS 67416
13-72275-121
2022-103-3 & 2021-87-8
KNAP 4/26/22

Chukwuemeka Emmanuel
Overland Park, KS 66213
13-138770-121
2022-98-7
Denied 5/4/22

Billie Sechler
Neodesha, KS 66757
24-45211-052
2020-615-6 & 2021-127-6
Suspended 5/6/22

Madeline Libel
Newton, KS 67114
13-152975-061
19-1640-9
Fine 5/16/22

Summerdawn Warren
Sedgwick, KS 67135
23-49017-052
2021-617-5
Denied 4/22/22

Stephanie Wieden
Lawrence, KS 66046
23-42497-082
2022-118-8
Denied 4/28/22

Amanda Hopkins
Overland Park, KS 66213
13-134906-111
2022-205-0
Fine 5/6/22

Theresa Tarver
Salina, KS 67401
13-89932-082
2022-148-3 & 19-1519-5
Suspended 5/6/22

Amber Conger
Goodland, KS 67735
23-41484-031
2020-180-0
CNE's 5/17/22



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EmberHope, Inc. | T 316.202.7642 | C 316.670.6433

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DISCIPLINE CASES

Randee Hopeck
Topeka, KS 66618
23-39938-051
16-1850-8 & 18-2127-8
Limited 5/17/22

Kandilyn Kuper
Brewster, KS 67732
13-89428-121
19-1610-2
CNE's 5/19/22

Michelle Scott
Pittsburg, KS 66762
24-35636-061
2022-112-6
Quarterly Reports 6/2/22

Kimberly McClure
Kansas City, KS 66102
23-37596-122
18-1933-8
CNE's 6/8/22

Andrea Stika
Minneapolis, KS 67467
23-49262-022
18-1518-3
Public Censure 6/30/22

Anna Rome
Garden City, KS 67846
23-33535-102
2020-520-1
Fine 5/17/22

Haley Croucher
Overland Park, KS 66207
13-145671-112
19-1599-7
Public Censure 5/23/22

Deanna Morgenstern
Lucas, KS 67648
23-32404-051
18-1965-3
CNE's 6/6/22

Maria Montgomery
Larned, KS 67550
13-118349-101
2020-358-6
CNE's 6/9/22

Ashley Andres
Hiawatha, KS 66434
13-141222-031
Revoked 2021-82-8
7/11/22

Bernard Kangogo
Overland Park, KS 66210
13-122249-062
2021-494-7, 2021-573-7,
2021-595-7
Revoked 5/17/22

Jessica Morris
Derby, KS 67037
23-49987-041
19-548-5
Fine 5/23/22

Tara Huerta
Tonganoxie, KS 66086
13-136981-071
2020-291-7
Suspended 6/6/22

Edgar Nicholson
Olathe, KS 66061
13-91780-012
16-1461-7
Suspended 6/14/22

Rachel Rodriguez
Burlington, CO 80807
23-49241-111
19-1607-0
Revoked 7/13/22

Parker Nation
Minneapolis, KS 67467
13-116226-092
19-1663-9
Public Censure 5/17/22

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13-108241-121
19-848-3
CNE's 5/24/22

Jill Wallace
Neodesha, KS 66757
13-119445-041
2020-350-6
Fine 6/6/22

Lakyn Stephenson
Topeka, KS 66611
13-130372-082
2022-232-8
Suspended 6/21/22

Tara Lewis
Lawrence, KS 66047
13-98516-111
19-1256-8, 19-1480-7, 19-
1481-7, 2020-638-8
Revoked 7/13/22

Robert Miedaner
Kansas City, MO 64131
14-121243-081
2021-501-7
Suspended 5/17/22

Courtney Bennett
Ottawa, KS 66067
23-51329-052
2020-639-7
CNE's 5/24/22

Carly Adams
Winfield, KS 67156
23-53020-112
2022-231-0
Suspended 6/8/22

Amy Worley
Atchison, KS 66002
23-35217-121
2022-152-9, 19-1594-9
Suspended 6/28/22

Christy Shirack
Solomon, KS 67480
23-47088-062
19-201-3
CNE's 7/14/22

Gina Gochnauer
Kansas City, KS 66111
13-73684-081
19-1557-7
Fine 5/17/22

Kelly Taylor
Overland Park, KS 66223
24-51224-092
2020-581-7
Fine 5/24/22

Robert Agee
Topeka, KS 66614
23-16324-112
17-1014-8
Public Censure 6/7/22

Emily Tenberge
Overland Park, KS 66213
14-150091-031
2021-196-0
CNE's 6/28/22

Ashleigh Boyce
Overland Park, KS 66212
13-143170-112
2021-671-8
Revoked 7/14/22

Nicole Brewer-McAfee
Falls City, NE 68355
14-157273-101
2022-218-0
Limited 5/18/22

Tanya Romine
Topeka, KS 66618
13-108300-082
2020-223-8
CNE's 5/24/22

Alexandria Richter
Peabody, KS 66866
13-120582-062
2021-5-9
Fine 6/8/22

Kristene Moore
Belton, MO 64012
14-130184-121
2022-227-0
Denied 6/28/22

Stephanie Fernandez
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13-83986-032
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Courage in Everyday Nursing Practice

Carol Dobos PhD, RN-BC, NEA-BC

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Courage is an important attribute in life and in your nursing practice. As Helen Keller said,

“Security is mostly a superstition. It does not exist in nature nor do the children of men as a whole experience it. Avoiding danger is no safer in the long run than outright exposure. Life is either a daring adventure, or nothing.”

Nursing is a noble profession that is not for the faint of heart. Opportunities to choose courageous acts present themselves on a regular basis because risk is everywhere. You can attempt to minimize the risks by playing it safe. However, there are risks to yourself, your colleagues, your profession, and those you serve when you don't take risks in showing up, speaking up, or practicing according to the highest standards of evidence-based practice.

Choosing to practice courageously, consistent with your personal and professional values, will cause some discomfort, bumps, and bruises to you and your career. It will also bring professional and personal fulfillment, strengthen the profession, and improve patient outcomes. You will know that you are making a difference in your daily practice and throughout your nursing career.

One way to cultivate courageous behavior is through personal risk-taking (PRT), but first you need to understand the nature of risk and its related concept, positive deviance.

What is Risk?

Risk is defined as the possibility of losing something of value, which could be physical, psychological, or economic. Common risks include falling out of favor with others in authority, losing support, or damaging essential relationships. Any of these events could lead to losing status or influence at work, or even losing one's position or employment.

A related concept called “positive deviance” refers to an intentional act of breaking the rules to serve the greater good. Positive deviance is intentional and honorable behavior that departs or differs from an established norm. It contains elements of innovation, creativity, adaptability, or a combination thereof; and it involves risk for the nurse.

For most nurses, whether a particular action is right or wrong will often be judged by others in charge of rules enforcement. The decision to engage in positive deviance, however, lies entirely with the nurse.

Personal Risk-Taking

PRT is behavior that is consciously and freely chosen among available alternatives, some of which are known to incur less risk than the chosen action. It is supported by the strength and belief of personal convictions. Courageous action upholds principles. Calculated inaction due to fear leaves one powerless, with values compromised.

Nurses promote courageous action by sharing courageous behavior, also called hero stories. This can be done formally and informally, verbally and in writing, one on one or in groups, during staff meetings, during change of shift report, or rounds. We create a culture based on what we talk about, what we value, and what we support and reward. Sometimes we stand alone, and sometimes we influence others to follow our lead and take their own personal risks. In one study, risk taking was found to be one of the key elements in attaining expert nursing practice, which supports effective and quality-based healthcare outcomes. Risk taking also was found to enhance clinical and professional development.

Rather than sitting on the sidelines and hurling judgment or advice at others (for example, “Someone needs to do something about this.”), we must dare to show up and let ourselves be seen, which can result in change. (See Success story.)

We pay a price when we shut down and disengage, failing to take action. I have heard nurses talk about “staying under the radar.” In doing so they pay a dear price. Their talents, wisdom, knowledge, and values are not being shared to positively influence care and support the development of new nurse graduates and other colleagues through courageous role modeling. Vulnerability occurs in



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Success story

When residents were not interacting appropriately with pediatric patients, risking psychological harm, I discussed this with the chief and arranged education. I advised our team that in identifying this issue, relationships might become strained, but we had an obligation to our patients to address this problem. I often used the mantra "I am doing the right thing for the right reason" stating it over and over in my head to help me stay the course and follow through with my convictions. As feared, the residents and even an attending physician demonstrated passive aggressive behavior towards us. The care of the children did improve, however, and we knew we had made the right call.

sharing an unpopular opinion, standing up for oneself or others such as a colleague who is being bullied, being accountable, asking for help, trying something new, admitting uncertainty, and asking for forgiveness. When courage and fear meet, it often feels awkward and scary; however, "being all in" is to be alive. To act in alignment with your values is key to personal and professional happiness.

PRT and Promoting Patient Safety

Failing to take risks and practice courageously can lead to threats to patient safety. Focusing on my obligation to "First do no harm," I made the decision not to deploy a transport team until all the team members demonstrated competency. I was transparent in discussing my concern and contingency plan to send another team with my medical and administrative colleagues. I was told that this was a "career-limiting move." I simply stated, "I have to be able to sleep at night."

In another organization, I disagreed with a plan to move critically ill patients multiple times to accommodate unit renovation. I identified an alternative that required only one move. Although my plan was successfully implemented, my action caused me to fall out of favor with the administrator and eventually resulted in my having to move on to another position. In both instances, I had to put my patients first because when I became a member of the nursing profession, I made a promise to protect them.

Why We May Not Take Personal Risks

Understanding scarcity is key to understanding why nurses may not take justified risks. The three components of scarcity are shame, comparison, and disengagement.

Shame is the fear of ridicule and belittling often used to control people and to keep them in line. Shame-based cultures are very unhealthy for nurses and patients. The killer of innovation is shame. In these cultures, covert or sometimes overt messages are common, such as to dare not, you're not good enough, who do you think you are, don't you dare get too big

for your britches." Shame becomes fear, fear leads to risk aversion, and risk aversion kills innovation and can lead to unsafe patient care. Shame is the intensely painful feeling or experience of believing that we are flawed and therefore unworthy of belonging. Shame makes us feel unworthy of connection. Resilience to shame occurs when recognizing and speaking openly about shame, practicing critical awareness, and reaching out to others.

Healthy competition can be beneficial, but constant overt or covert *comparing* and ranking suffocates creativity and risk taking. If nurses are held to one narrow standard, they may not question the relevance of a course of action to a specific situation and embrace evidence-based practice.

Disengagement occurs when people are afraid to take risks and try new things. Too often it is easier to stay quiet than to share stories, experiences, and ideas. It is important to do what is right, not what is easy. The best way through a difficult situation is to address the situation directly with honesty and integrity, sharing your story and asking for what you need. An excellent resource for nurses is the book *Crucial Conversations*. Often what we fear does not happen, but even if it does, we have retained our self-respect and commitment to professional values.

Courageous Practice

I hope you choose to practice courageously, doing the right things for the right reasons. As Theodore Roosevelt said,

"Far better it is to dare mighty things, to win glorious triumphs, even though checkered by failure, than to take rank with those poor spirits who neither enjoy much nor suffer much, because they live in the gray twilight that knows not victory nor defeat."

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Carol Dobos lives in Phoenix Arizona and is the past-president of the Arizona Association for Nursing Professional Development, a state affiliate of the Association for Nursing Professional Development.

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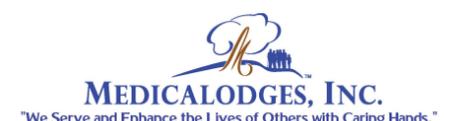
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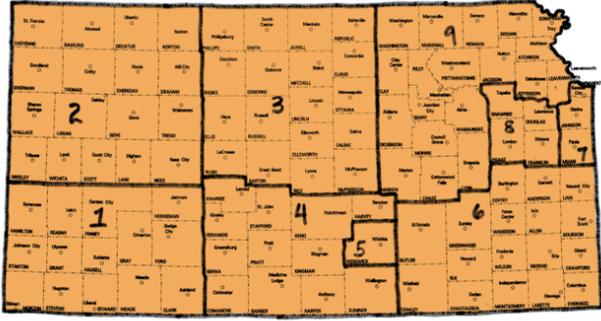


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