

Agency Mission: To assure the citizens of Kansas safe and competent practice by nurses and mental health technicians.

**Kansas State Board of Nursing
Landon State Office Building, Room 509
Board Meeting Agenda
December 13, 2023**

NOTE: The audience may attend in person or via Zoom. Link to access meeting to follow agenda.

Time: 9:15 a.m. – Until Finished

Board Present:

Julianna Rieschick, RN, MSN, NEA-BC, President
Andrea Watson, RN, BSN, OCN, CCRP, Vice President
Michaela Hysten, MSN, BSN, RN, Secretary
Rebecca Sander, MSN, RN
Adri Gouldsmith, LPN
Melissa Oropeza, DNP, APRN-BC, CGRN
Lori Owen, LPN
Ruth L.M. Burkhart, DNP, MSN, MA, RN-BC, LPCC
Geovannie Gone, Public Member
Michelle Terry, Public Member
Brenda Sharpe, Public Member

Staff Present:

Carol Moreland, MSN, RN, Executive Administrator
Adrian Guerrero, CPM, Director of Operations
Linda Davies, MSN, BSN, RN, Practice Specialist
Janelle Martin, MHSA, RN, Nursing Education Compliance Officer
RaeAnn Byrd, CPM, Licensing Supervisor
Jill Simons, Executive Assistant

I. Quorum (minimum of 6 members present) – Yes or No

II. Call to Order

III. Review of Onsite packet

IV. Additions/Revisions to Board Agenda

V. Announcements

VI. Approval of Minutes – September 14, 2023

Consent Item Agenda

1. Written update on CE Broker
2. Written update on Licensing Software
3. RFP for Impaired Provider

Agency Reports

1. Executive Administrator Report
2. Staff Reports

Committee Reports:

1. Education Committee – Chair, J. Rieschick
Committee Report
Action Items
2. Investigative Committee – Chair, R. Sander
Committee Report
Action items
3. CNE/IV Therapy Advisory Committee – Chair, A. Watson
Committee Report
Action Items
4. APRN Committee – Chair, M. Oropeza
Committee Report
Action Items
5. Practice Committee – Chair, L. Owen
Committee Report
Action Items
6. Finance Committee – Chair, J. Rieschick
Committee Report
Action items

Unfinished Business:

1. Board Retreat Report
2. Nursing Workforce Data
3. Board Member Job Description
4. KSBN Articles
5. FY23 Annual Report

New Business:

1. FY24 Strategic Planning Retreat

Executive session if needed.

(The meeting will proceed as set by the agenda. Open Forum will be held at 1:00 p.m. when a presenter is scheduled.)

VII. Agenda for March 2024 Board Meeting

VIII. Adjourn:

Please Note: Additional items, which have come to the attention of the Board, will be handled as time permits. Agenda is subject to change based upon items to come before the Board.

Handouts or copies of materials brought to the Board or Committees for discussion by committee members or visitors must be submitted to staff 30 calendar days prior to start of the meeting. Any items received after the 30th calendar day may be addressed at the meeting at the discretion of the President of the Board or Chairperson of the Committee.

Any individual with a disability may request accommodation to participate in the board meeting and may request the board packet in an accessible format. Requests for accommodation should be made at least five working days in advance of the board meeting by contacting Jill Simons at (785) 296-5752. Handicapped parking is available at the Landon State Office Building, and the north entrance to the building is accessible to individuals with disabilities.

Please click the link below to join the webinar:

<https://us02web.zoom.us/j/89712715902?pwd=cUFKODU1dG5vWGFWTnhZa1N1K3RPdz09>

Passcode: KsbnBoard

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+1 360 209 5623 US

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Consent Agenda Item 1: Written update on CE Broker

CE Broker was implemented on September 1, 2023. KSBN has placed information on our website that will assist the licensees to activate their free account and the information has been placed in our quarterly KSBN newsletter that was placed on our website in mid-November 2023. A training webinar was held for the CNE providers that may utilize CE Broker for the provider applications on November 16, 2023.

- Consent Agenda Item 2: System Automation Licensing System Upgrade.

KSBN received a generous financial grant provided under the federal American Rescue Plan Act of 2021, as recommended by the Strengthening People and Revitalizing Kansas (SPARK) Taskforce and the approved by the State Finance Council for the State Efficiency and Modernization Program. Funding acceptance was approved by the KSBN Board President. This funding will be used as part of the modernization upgrades to the KSBN licensing system.

Project plan paperwork has been approved and signed. KSBN began the modernization project plan discussions with the licensing software vendor, System Automation. This project will be a multiphase project. Phase 1 will include the following deliverables. Project Management Plan, Requirements Documentation, MyLicense Upgrade in Test Deploy Jasper Reports Server, Perform Jasper Reports Training, Configure KSBN Data Model, Deploy Hyland Perceptive Integration, Install and Configure Verification, User Acceptance Testing Go-Live and Operational Support. Total for Phase 1 (High-End Timeline) 5-6 months. Current progress and tentative plans for Phase 1 is as follows:

- October: KSBN Staff from Administration, IT/Operations, Licensing, and Investigative Departments attended the System Automation Users Conference in Baltimore, Maryland at SA's headquarters.
- November: Set up and install all servers, prepare migration scripts, set up Verification.
- December: UAT for test environment (MLO/eGov/Verification), set up Jasper server.
- January: Jasper training, set up Hyland integration, fix any issues found in User Acceptance Testing.
- February: Go live, at least for MLO/eGov/Verification.

Phase 2 – Implement MyLicense One Online Services and Case Management, MyLicense One Setup Fee, Online Services and Case Management Requirements Documentation, MyLicense One Administrator Training, Online Initial Application Configuration, Online Renewal Configuration, Demographics Update Configuration, Case Management Configuration, User Acceptance Testing of Online Services and Case Management, Perform End User Training for Case Management, Go-Live and Operational Support, Total for Phase 2 (High-End Timeline) 12 months. KSBN has received the quotes and high-level project plan and will be submitting to the Kansas Information Technology Office (KITO) for project approval.

KSBN is prepared to commit the needed resources to move forward with the upgrades that are needed to implement the enforcement, mobile and reporting modules. This project will be completed in phases over two fiscal years and received approval for Phase 1 from budget and KITO project approvals by state officials.

Consent Agenda Item 3: RFP for the impaired provider program

The contract for the impaired provider program (KNAP) ends on December 31, 2023. There has been a change in leadership at the Kansas Nurse Assistance Program. After discussion with the Procurement Department at the State, it was recommended we approach KNAP leadership and request an extension of 12 months. That would allow more time for bids on an impaired provider program. Carol Moreland, KSBN Executive Administrator met with Duane Olberding, KNAP Executive Director to convey the wish of KSBN to extend the contract for 12 months. The KNAP Board meeting occurred on November 17, 2023. Procurement will remain in communication about the contract extension.



2023 Strategic Planning Retreat Summary Report

The Kansas Board of Nursing Strategic Planning Retreat was designed to help the Board and Agency leadership focus on continuing to operationalize their Strategic Plan and strengthen their Board Governance for deeper success. Emphasis was placed on helping board and agency leaders leverage their strengths, build on their gaps, and address current realities for better effectiveness, agility and deeper knowledge.

KEY RECOMMENDATION AREAS

Based on extensive discussion and activities throughout the retreat, below are key areas that the Board and Leadership identified as critical next steps for consideration.

- 1) Legislative Engagement
 - Developing a legislative agenda
 - Identified as the main point of contact with expertise
 - Strategic engagement through key partnerships and education campaign
 - Consideration of structure and staffing to support these efforts
- 2) Board Governance & Operations
 - Evolving the onboarding process
 - Strengthening board operations
 - Enhancing committee effectiveness
 - Maximizing meetings
- 3) Partnership Prioritization & Pipelines
 - Strategically identify, strengthen, and prioritize partnerships
 - Expand engagement efforts - legislative, public/private, key systems, and the Administration
- 4) Communications Strategy
 - Tell our story better to nurses, to the public, to Legislature
 - Develop a full brand strategy that is clear and consistent
 - Gather feedback from various stakeholders to re (nurses, LMHTs, employers, risk management officers, other state agencies)
- 5) Succession planning and pipelines
 - Develop succession planning at the Board and staff level throughout
 - Identify strategic partnerships to enhance the leadership pipeline
 - Consider utilization of committees for pipelining
 - Build stronger understanding and relationship with Governor's Appointments Office

The next section are summary notes pulled from discussions and actual exercise during the retreat that provide detailed recommendations generated by the Board and Agency Leadership in each of the key areas above.

LEGISLATIVE ENGAGEMENT

- Aspire to be the go-to point of contact for the Legislators for all things nursing
- Provide Legislative 101 for new members and refresh for old – statutes, policies, regs, etc.
- Focus on partnership and coalition building with other organizations
- Consider a Legislative Affairs role for the agency – maybe split with another agency or use a contractor
- Hold planning sessions for board and staff during off season
- Hold engagement/education sessions with key legislators during off session time
- Clearly articulate concerns in opening up key pieces of legislation and consider partnerships to help mitigate those concerns
- Gain an understanding of the issues that are rising to legislative agenda and which members interested in related issues (current sense is that there will be limited health care related bills for the next 2 years)
- Track national issues and legislation that may also impact state agenda
- Identify legislators in each board members district and evaluate the possibility for connections and relationship building
- Think about nurse representation and how that could/should play into your engagement
- Think about how to continue to distinguish between KSBN and the Nurses Association – roles and responsibilities
- Policy committee – need, utilization, impact?
- Truly understanding the risk of change in statutes – weighing the gains versus the risk
- Issues that may need attention in the statute
 - Discipline statute
 - Board terms
 - Mental health licensing

BOARD GOVERNANCE & OPERATIONS

Onboarding Recommendation

- Consider a ½ day orientation
- All staff present to help provide various areas of expertise and information
- New members visit all committees during first board meetings to gain understanding of what each does
- Provide each new board a mentor for questions and support
- Provide mentors with guidelines/checklist to ensure members are receiving similar information
- Provide overview of statute, regulations, and any other governance documents and include information on how they work together in the Board's work
- Share NEO with new board members
- Develop and provide descriptions of each committee and their responsibilities /charter
- Require Committee Chair reach out to new members joining their committees to review board packet, responsibilities, and answer any questions
- Think about how to onboard differently public members (non-board) onto the committees

- Review NSCBN board training webinars (not state specific) for relevant trainings that could be used for new board members

Board Operations

- Create/communicate formal structure for board and committee member to send questions for staff to respond
- Create organizational chart and make available to board and committees
- Review board's understanding of legal counsel – how it is used, how it should/could be used
- Understand changes and trends – NLC workforce, market indicators, etc.
- Larger philosophical mission conversation - Are we set up to serve the public interest or is it just regulatory/negative
- Clarify and define the boundaries of our work – careful of mission creep
- Consider creating a dashboard of strategic priorities and showing progress / status to board in regular basis
- Ensure linkage of fiscal outlook/forecasting in support of the strategic priorities
- Other areas for further exploration:
 - LMHT
 - Evaluate CAN/CMA/HHA oversight
 - 65-1116 – question of military equivalent to education
 - CE – Act after 1st renewal

Committees

- Define roles and commitments needed for nature of specific committee work
- Include KSBN articles during committee orientation
- Set clear expectations during orientation
- Better define the value and impact of the work the committees' handle
- Create committee descriptions, roles and responsibilities as well as expectations that are shared with current and new members
- Consider adding an attendance policy to board and non-board before they apply – helping to set expectations – must consider the consequences and if those consequences can and will be enforced
- Aspire to focus on accountability and productivity within committee structure

Meetings

- Things that are working that should continue – guest speakers, cadence of meetings, length of meetings, calendar notifications of when things are due
- Expand the text push reminders to committee members – ex. Week before meeting reminding of meeting and materials available
- Prioritize agenda by time given and importance
- Consider use of consent agenda and agreements
- Add quorum to agenda to clarify what is needed to do work
- Include education at meetings
- Add % of change column to the financial reports and spreadsheets, label fund reports with name of the fund not just the number, i.e. fingerprint fund report

PARTNERSHIP PRIORITIZATION

- Define list of strategic partnerships each year to focus on
- Consider expanding into other areas like chamber, minority community orgs, active engagement of elected officials state and local
- Meet employers regionally around licensing
- Work with nursing schools to ensure they view the Board as a partner and ally
- Identify, strengthen and PRIORITIZE some of the key partners below
 - SON
 - Legislature
 - State Agencies (KDHW, KDADS, Pharmacy, BOHA, etc.)
 - Associations
 - KS Hospital Assoc
 - MO-KAN
 - KSNA**
 - KAPN
 - Healthcare councils
 - National council
 - KU National Institute of Nursing (fundraising...)

COMMUNICATIONS STRATEGY

- Aspiration - Modern Brand – full integration
 - Website
 - Social media
 - Data analytics dashboard
 - Board process and agenda evolution from operational to strategic
- Create “Meet our Board” – see other state boards for examples – name, organization, terms, bio and background – board and agency leadership team
- Create video of board members sharing “why they serve”
- Hold “Meet and Greet” with board and different organizations (ex. Nurse association, different hospitals or groups of hospital administrators, program admins)
- Create consistent messaging and talking points around who you are and what you do
- Create a templated PowerPoint presentation on KSBN mission and purposes that board members could easily be trained on and deliver to various organization to educate them
- Hold listening session with employers
- Create ways to thank employers that includes significant recognition of employers who support their board and committee members
- Think about messaging in the discipline areas
- SHRM – do licensing and investigation webinars

SUCCESSION PLANNING & PIPELINES

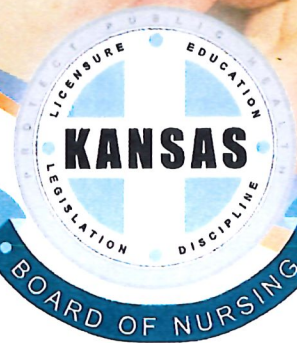
For Board & Committees

- Consider how to identify/elevate public members for committees – consider opportunities for strategic partnerships, industry leaders, media representation, etc.
- Identify nurse leads/potential board members from committees
- Committee and board members – we need to optimize our diversity
- Strengthen relationship with key partners with the intent to help identify new talent and potential board members
- Create board member description – share with members as recruiting and onboarding. Also share with Gov Appointment's Office for context when identifying potential new members
- Clarify process for board members to be reappointed and ensure everyone shares that understanding
- Develop demographic profile matrix of current board and committee members – include things like gender, race & ethnicity, geography, industry/sector, skillsets, etc. to help as board continues to identify candidates that are reflective of the communities it serves
- Mitigate succession planning gaps

For Staff

- Review Carol's plan periodically
- Very intensive EA succession planning and history of promoting/developing talent from within is working, and should continue to be capitalized on
- Establish plans for other key staff roles, ensuring plans for institutional knowledge transfer across time
- Decide sequence of succession plans
- Mitigate succession planning gaps

Kansas State Board of **NURSING**



STRATEGIC PLAN • JULY 1, 2022 – JUNE 30, 2025

AGENCY MISSION

The mission of the Board of Nursing is to assure the Citizens of Kansas safe and competent practice by nurses and mental health technicians.

AGENCY PHILOSOPHY

The Board of Nursing will act in accordance with the highest standards of ethics, accountability, efficiency, and openness. The Board subscribes to the idea that safe nursing care is a public trust. We approach our activities with a deep sense of purpose and responsibility. The public and regulated community alike can be assured of a balanced and sensible approach to regulation.

CORE VALUES

We value trustworthiness in each individual, believe we can be depended upon to act with integrity, honesty, sincerity and fairness. We value respect for each person recognizing that we all have an important role to play in achieving our organizational goals. We value continuous learning which enhances individual and organizational growth. We value competence in all staff knowing that quality leadership, support and service require knowledge, skills and accountability. We value open and effective communication through the ongoing interchange of ideas and information. We value collaboration in our work processes and decision making, recognizing when we involve others affected by decisions, we strengthen the decisions.

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1. Monitor the Board's reports of financial position	
2. Monitor funding solution for the maintenance of K-Tracs (prescription monitoring program)	
3. Develop succession plans for key board members and ensure orientation occurs for all board members that includes information about the responsibilities of serving as a Board member	
4. Recruit, develop and retain qualified staff and develop succession plans for key agency leadership positions	
5. Maintain a superior and secure information technology infrastructure	
6. Finalize plans for electronic storage of records in the agency as per agency record retention schedule	
7. Maintain a thorough and updated Continuity of Operations Plan (COOP)	
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1. Applicants will be licensed timely after receipt of all required and approved information	
2. Potential Nurse Practice Act violations submitted to the Board are reviewed and assessed	
3. Discipline licensees who violate the Nurse Practice Act	
4. Oversee nursing education programs and continuing nursing education providers to ensure requirements in Nurse Practice Act are met	
5. Communication provided is high quality, clear, accurate, current and includes effective methods available to give feedback to the Board. Expand digital forms of communication.	
6. Communication pathways between board members, agency staff and consumers are consistent and clear	

PRIORITY #1:

Promoting Nursing and Allied Health Standards; safe nursing through education, licensure, and regulation

PRIORITY #1:

Promoting Nursing and Allied Health Standards; safe nursing through education, licensure, and regulation

Strategic Objectives

1 Enhance collaborative relationships with other nursing and health-related organizations in Kansas

Outcome Measures:

- a. Network and build upon the professional relationships with other relevant agencies and organizations
- b. Explore the possibility of establishing a Kansas Tri-Regulator Collective, that includes the Board of Nursing, Board of Pharmacy and Board of Healing Arts, to discuss related issues/concerns
- c. Communicate updates and changes from KSBN to other nursing and health-related organizations and other state agencies in Kansas
- d. Establish links on the agency website to the KSBN newsletter, updates, proposed changes to regulations and Nurse Licensure Compact (NLC) information
- e. Develop methods and metrics in which information about the agency could be marketed to consumers. This will increase stakeholder knowledge of the Board's work and positive impact on the citizens of Kansas.
- f. Provide outreach education to the Kansas Hospital Association and their members regarding licensure, discipline and other nursing related regulatory topics requested

Performance Assessment:

2 Systematic evaluation of advanced practice nursing

Outcome Measures:

- a. Continue with the five-year review of advanced practice statutes and regulations
- b. Review and monitor statutory changes for advanced practice nurses in Kansas
- c. Monitor the progress of the APRN consensus model and the national progress of the APRN compact and report back annually to the Board or when changes occur
- d. Develop methodologies for Kansas APRN scope of practice questions

Performance Assessment:

PRIORITY #1:

Continued

Promoting Nursing and Allied Health Standards; safe nursing through education, licensure and regulation

3 Retain independent status of the Board of Nursing

Outcome Measures:

- a. Monitor legislation introduced during legislative session
- b. Submit data to the National Council of State Boards of Nursing (NCSBN) for the Commitment to Ongoing Regulatory Excellence (CORE) reports. The purpose of CORE is to provide an ongoing performance measurement system for nursing regulators. CORE utilizes data collected periodically from nursing regulatory bodies and stakeholders and identifies best practices in the provision of regulatory services.
- c. Monitor performance metrics for the agency and adjust processes as needed to improve outcomes
- d. Promote the agency to consumers and key stakeholders
- e. Explore software or web-based services that could provide dashboard-style metrics regarding agency performance

Performance Assessment:

4 Promote education about multistate licensure

Outcome Measures:

- a. Provide education about the NLC and multistate licensure
- b. Include information in the KSBN newsletter at least twice annually
- c. Provide information on our website and social media channels, with links to NCSBN, for further information sharing
- d. Distribute the NLC "Tip of the Week" to the agency staff
- e. Update Board members on the total number of multistate licenses as compared to single state licenses in Kansas for RNs and LPNs
- f. Evaluate the possibility of recording an educational video for our website that could be viewed by students and others
- g. Institute more frequent information about multistate licensure via social media

Performance Assessment:

PRIORITY #2:

Fiscal & Human Resources
Responsibilities

PRIORITY #2:

Fiscal & Human Resources Responsibilities

Strategic Objectives

1 Monitor the Board's reports of financial position

Outcome Measures:

- a. Monitor monthly financial reports for trends
- b. Update the Finance Committee regarding the monthly financial reports during the quarterly meetings
- c. Information regarding agency budget included in the quarterly Executive Administrator's report that is submitted to the Board
- d. Prepare and present the budget as directed by Division of Budget
- e. Provide information regarding proposed budget to Division of budget analyst, Legislative Research budget analyst and House and Senate budget committees and respond to any inquiries as necessary.
- f. Include information regarding the budget in agency annual report
- g. Provide information to Board members about the fee fund guidelines included in the KSBN Articles

Performance Assessment:

2 Monitor funding solution for the maintenance of K-Tracs (prescription monitoring program)

Outcome Measures:

- a. Monitor legislative funding for K-Tracs
- b. Track impact of fee fund transfer for K-Tracs
- c. Participate in discussions regarding exploration of sustainable funding solutions for K-Tracs

Performance Assessment:

PRIORITY #2:

Continued

Fiscal & Human Resources Responsibilities

3 Develop succession plans for key board members and ensure orientation occurs for all board members that includes information about the responsibilities of serving as a Board member

Outcome Measures:

- a. Identify key board member positions that require a succession plan
- b. Develop succession plans for key board member positions identified
- c. Complete orientation for each new Board member before their first Board meeting
- d. Assign a Board member mentor to each new Board member
- e. Offer the option of observing in the agency for board members
- f. Develop an orientation evaluation that can be distributed to board members immediately after orientation, at six months, and one year
- g. Provide additional training for Board members regarding board meeting information technology resources (perhaps a follow-up orientation meeting after the first board/committee meeting)

Performance Assessment:

4 Recruit, develop and retain qualified staff and develop succession plans for key agency leadership positions

Outcome Measures:

- a. Identify key agency leadership positions that require succession plans
- b. Develop succession plans for the key leadership positions identified
- c. Develop orientation plan for new employees that contains the core information, then Supervisor for each division can develop specific orientation to their division and roles
- d. Review the salary structures and pay bands of other fee funded and state governmental agencies, and explore how to incorporate a competitive and sustainable program within the board of nursing
- e. Include funds allocated for staff development in each budget year, based on feedback from the departmental Supervisors and/or to support an agency strategic initiative (such as a new agency-wide software or HR requirement)
- f. Explore changing the requirements for registered nurses for the Investigator positions (excluding the Special Investigators) to individuals with non-nursing law enforcement backgrounds

Performance Assessment:

PRIORITY #2:

Continued

Fiscal & Human Resources Responsibilities

5 Maintain a superior and secure information technology infrastructure

Outcome Measures:

- a. Evaluate licensing and enforcement software needs of the agency
- b. Provide informational presentations to the Board and agency leadership from potential solution providers
- c. Establish informational guidelines regarding staff members that would be responsible for the development, implementation and maintenance of future or enhanced licensing and enforcement solutions
- d. Identify and replace technology equipment that requires updates to stay in compliance with state guidelines or advance an agency strategic initiative
- e. Include funds allocated for maintaining information technology infrastructure and relevant technology business plans in each budget year
- f. Maintain an appropriate cybersecurity program and supporting IT infrastructure
- g. Proactive involvement with state IT and information security organizations
- h. Continue to evaluate technology and information security needs for internal and remote hybrid working employees
- i. Evaluate the agency information security posture as required by ITEC policies.
- j. Coordinate and execute a bi-annual Disaster Recovery tabletop exercises and review and store documentation in a central location.

Performance Assessment:

PRIORITY #2:

Continued

Fiscal & Human Resources Responsibilities

6 Finalize plans for electronic storage of records in the agency as per agency record retention schedule

Outcome Measures:

- a. Review and revise the agency record retention schedule as needed
- b. Track agency records that are imaged
- c. Develop process for imaging of past investigative and discipline case files and maintain as per agency record retention schedule
- d. Establish a completion date for secondary agency records center in the Mills building.
- e. Education for staff, as needed, on appropriate record retention

Performance Assessment:

7 Maintain a thorough and updated Continuity of Operations Plan (COOP)

Outcome Measures:

- a. Share the current the COOP plan with the Board President annually
- b. Annually review and test the COOP plan with agency leadership and update as needed. Centrally store the COOP plan with the Kansas Division of Emergency Management (KDEM).
- c. Back-up orientation about the management of the COOP plan for Executive Administrator, Executive Assistant and Operations Administrative Support staff.

Performance Assessment:

PRIORITY #3:

Maintain Quality Customer Service

PRIORITY #3:

Maintain Quality Customer Service

Strategic Objectives

1 Applicants will be licensed timely after receipt of all required and approved information

Outcome Measures:

- a. Provide licenses and license renewals to eligible practical nurses, registered nurses, advanced practice registered nurses, registered nurse anesthetists, and mental health technicians
- b. Issue a license to practice or authorization to practice within 3 business days after receipt of all required information 95% of the time
- c. Enter information into the licensing system with 95% accuracy
- d. Include the percentage of each type of licensure applications that were processed within the stated timeframe, within the Performance Based Budget reports

Performance Assessment:

2 Potential Nurse Practice Act violations submitted to the Board are reviewed and assessed

Outcome Measures:

- a. Review complaints received in the agency for possible violations of the Nurse Practice Act and assign a priority level in a timely manner
- b. Review applications with legal history before the license is granted
- c. Investigate possible violations of the nurse practice act in a timely manner and present to the Board
- d. Explore the option of adding a second Investigative Committee that would enable larger numbers of board members to participate and potentially decrease the amount of time needed to present a case to the committee
- e. Implement a sanction reference guide to ensure consistency in disciplinary actions
- f. Evaluate the investigative and discipline processes and reach out to other boards of nursing to identify promising practices to enhance process improvement
- g. Review with the agency's legal counsel to identify the extent the KSBN Executive Administrator can participate in the Investigative Committee (open portion, quasi-judicial and KAPA parts of the meeting)

PRIORITY #3:

Continued

Maintain Quality Customer Service

- h. Include within the Performance Based Budget reports, the percentage of complaints received and reviewed in the agency and the percentage of investigations completed within 9 months of opening the case.

Performance Assessment:

3 Discipline licensees who violate the Nurse Practice Act

Outcome Measures:

- a. Gather additional information on emergency suspensions, when appropriate, to increase public protection. Present the information to the Board for their review.
- b. Include within the Performance Based Budget report the number of licensees who were disciplined via initial orders, consent orders, evidentiary hearings, denied licenses, revoked licenses, limited and/or suspended licenses or diversion agreements

Performance Assessment:

4 Oversee nursing education programs and continuing nursing education providers to ensure requirements in Nurse Practice Act are met

Outcome Measures:

- a. Review and approve continuing education providers and programs that meet the Board's rules and regulations
- b. Oversee the nursing programs, which includes surveying each nursing program once every 5 – 10 years
- c. Receive an annual report from each nursing program by June 30th each year (as per regulation)
- d. Receive an annual report from each continuing education provider by July 31st each year (as per regulation)
- e. Ensure continuing nursing education providers submit five-year renewal applications as per schedule
- f. Review single nursing continuing education provider applications within 2 weeks of date received in the agency

PRIORITY #3:

Continued

Maintain Quality Customer Service

- g. Include with the Performance Based Budget reports the following data:
 1. percentage of nursing programs surveyed per schedule
 2. percentage of nursing programs submitting an annual reports per regulation
 3. Percentage of continuing nursing education providers submitting an annual report as per regulation
 4. Percentage of continuing nursing education providers submitting a five-year renewal application as per schedule
 5. Percentage of applications for single continuing education provider reviewed within 2 weeks of receiving

Performance Assessment:

5 Communication provided is high quality, clear, accurate, current and includes effective methods available to give feedback to the Board. Expand digital forms of communication.

Outcome Measures:

- a. Develop a methodological process in which the website content can be reviewed to determine if the content needs updated. Identify core content areas to review in quarterly increments.
- b. Explore the possibility of an outside entity evaluating agency website and social media offerings, with the goal of recommending changes that would improve upon the information dissemination on our platforms
- c. Update the customer feedback survey which allows customers to provide give feedback to the Board. Review submissions with agency leadership quarterly.
- d. Continue to monitor the website, social media and nursing newsletter metrics and report to the board quarterly
- e. Provide additional marketing information to stakeholders regarding the agency's social media accounts. Continue to utilize frequent social media communication to highlight the Board's work
- f. Create a single page overview flyer of the Board's regulatory work that could be disseminated to legislators and other key stakeholders.
- g. Explore the feasibility of expansion of the current collection of nursing workforce information as part of the licensure renewal process, and evaluate methods to share this information with stakeholders and workforce development partners

Performance Assessment:

PRIORITY #3:

Continued

Maintain Quality Customer Service

6 Communication pathways between board members, agency staff and consumers are consistent and clear

Outcome Measures:

- a. Provide clearly defined information to Board members regarding transmission of emails between the Board member's official state email accounts, as opposed to their personal email accounts. Utilize push text notifications to reference their state email accounts when important agency information needs their attention.
- b. Explore options of forwarding calendar invitations and meeting notices, versus email communications regarding agency specific issues
- c. Establish regular progress status reports to be provided to the Investigative Committee on a quarterly basis, regarding status of cases transferred to AAG's for discipline
- d. Solicit feedback annually from the Board members to evaluate communication methods utilized by the agency and review suggestions for improvement
- e. Explore ways in which Board members could educate legislators on the Board's regulatory work

Performance Assessment:

To: The Kansas Board of Nursing
From: The Kansas Nursing Workforce Center
Date: November 17, 2023
Re: Report for December 13, 2023 Board Meeting

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Summary

Thank you for your interest in the Kansas Nursing Workforce Center. This report will provide an overview of our mission, staff, operational information, current and future term goals, progress to date, and a request to share data.

We ask the Kansas Board of Nursing to share data with the Kansas Nursing Workforce Center for the purpose of creating timely, new dashboards and reports on the supply of nurses and the demand for nursing care. These supply and demand reports would provide Kansas nurses, educators, employers, policy makers, and the public with the same level of information available to other states where the state-level Nursing Workforce Center and the Board of Nursing work collaboratively.

For brevity, this report contains a series of links for anyone seeking more information.

Mission

The mission of the Kansas Nursing Workforce Center is to ensure that every Kansan has access to quality nursing care when and where it is needed, and to support the nurse as an individual and as a member of the healthcare team.

Background Information

Introduction

- [Introductory Manifesto: Video](#)
- [Why a Nursing Workforce Center is Needed: Video](#)
- [Standard Kansas Nursing Workforce Center Presentation: Video](#)
 - Please fast forward to the 3:25:42 mark
 - Presentation ends at the 3:55:55 mark
- [FAQs](#)

Explore our reports

- [March 21, 2023: Kansas Nursing Workforce Stakeholder Meeting Report \(PDF\)](#)
- [Q2 2023: Regional Stakeholder Meeting Report \(PDF\)](#)

Learn about other state-level Nursing Workforce Centers

- <https://nursingworkforcecenters.org/wp-content/uploads/2023/05/Forum-Bill-Fact-Sheet-.pdf>
- <https://nursingworkforcecenters.org/>

Kansas Nursing Workforce Center Staff

We are most grateful to Dean Sally Maliski PhD, RN, at the University of Kansas School of Nursing, and two Kansas-based Foundations (to be named) for providing start-up funding for staff salaries. These visionary people saw the need, embraced our mission, and their support makes our work possible.

Director – Amy Garcia, DNP, MSN, RN, FAAN



Dr. Amy Garcia leads as Co-Director for the Kansas Nursing Workforce Center and is a Clinical Associate Professor at the KU School of Nursing. She has expertise in nursing leadership, hospital administration, health policy, advocacy, work environment, quality of care, and informatics. She worked clinically in dialysis, endocrinology and occupational health. Previously, Dr. Garcia served as a Director and Chief Nursing Officer for Cerner Corporation from 2013-2017 specializing in acuity-driven nurse staffing systems. In addition, she served as the Chief Nursing Officer and Chief Programs Officer for the American Nurses Association from 2011-2012 and the Chief Executive Officer of the National Association of School Nurses from 2006-2011. Dr. Garcia completed an Associates Degree from Hutchinson Community College, a

Bachelor's and Master's in Nursing from Wichita State University and a Doctorate in Nursing Practice from American Sentinel University. She is a Fellow of the American Academy of Nursing.

Email address: agarcia5@kumc.edu

Director – Barbara MacArthur, MS, RN, FAAN



Barbara MacArthur leads as Co-Director for the Kansas Nursing Workforce Center and is faculty at the KU School of Nursing in Innovative Partnerships and Practice. She has experience as a Chief Nursing Officer in hospitals in Texas, Florida, and most recently, was Vice President of Cardiac Services at the University of Kansas Health System. Barbara was awarded an Annenberg Fellowship in Communication and was appointed to commissions and state advisory boards by four governors in two states. Barbara was an early thought leader on end of life and transplant care. Barbara earned her Bachelor's in Nursing from the University of Missouri and her Master's in Nursing from the University of Kansas. She is a Fellow of the American

Academy of Nursing.

Email address: bmacarthur2@kumc.edu

Data Scientist – Alexander Alsup, MS



Alexander Alsup works as a Data Scientist with the Kansas Nursing Workforce Center. He has completed a Master of Science degree in Biostatistics and Data Science and is currently working toward his Doctor of Philosophy degree in Biostatistics and Data Science at the University of Kansas Medical Center. Alex has experience with multiple statistical programming software languages as well as machine learning and R Shiny web applications. His research experience includes the areas of population health, health policy, research data management, pulmonary disease, and epigenomics.

Email address: a752a465@kumc.edu

Nurse Scientist, Domain Expert – Shin Hye Park, PhD, RN



Dr. Shin Hye Park serves as the Kansas Nursing Workforce Center's Nurse Scientist and is an Associate Professor at the KU School of Nursing. Dr. Park completed a Master of Science in Nursing degree at Seoul National University and a Doctor of Philosophy in Nursing degree from the University of California-San Francisco. Dr. Park's research background includes nursing workforce, patient safety, and health services. Her expertise spans nursing health services research, advanced statistical methods, quantitative research methods, quality measure development, reliability and validity testing, and quality improvement projects. Her research has been primarily focused on nursing workforce issues, nursing work environments, and their profound impact on patient safety and quality of care.

Email address: spark@kumc.edu

Marketing and Communications Manager – Amy Curtis



Amy Curtis works as a strategic communication professional and holds a Bachelor of Science degree in Journalism from the University of Kansas. In her professional roles, she helps subject matter experts translate complex concepts into lightbulb moments. At the Kansas Nursing Workforce Center, Amy helps to communicate the importance of nurses to the health and wellbeing of our citizens and ensures Kansas nurses are supported and empowered to provide care in an evolving health care landscape.

Email address: acurtis2@kumc.edu

Executive Assistant to the Dean – Ellen Bietz



Ellen Bietz works as an executive officer within the dean's office of KU School of Nursing and holds a master's degree in public administration from Bellevue University. In her professional roles, she provides high-level logistical and administrative support to the school. Ellen helps behind the scenes to coordinate efforts for the Kansas Nursing Workforce Center.

Email address: ebietz@kumc.edu Operational Information

**National Forum of State Nursing Workforce Centers
Member**

As of August 2023, the Kansas Nursing Workforce Center officially represents the state of Kansas as a member nurse workforce organization of the [National Forum of State Nursing Workforce Centers](#). Prior to joining the National Forum of State Nursing Workforce Centers, Kansas was one of only 10 states to not have a dedicated statewide nursing workforce center. Designation as a member of the National Forum of State Nursing Workforce Centers provides access and support to the work being done across the United States to strengthen the nursing workforce.

Center Location and Contact Information

The Kansas Nursing Workforce Center is based at the University of Kansas School of Nursing on the University of Kansas Medical Center campus in Kansas City, Kansas.

Mailing Address:

Kansas Nursing Workforce Center
3036 SON
Mailstop 2029
3901 Rainbow Blvd.
Kansas City, KS 66160

Email address: nursingwill@kumc.edu

Website: kumc.edu/nursing-workforce

Information about the Center such as its mission, organization, membership, resources, and fees for services, will be maintained on the Center website and updated regularly by appointed Center staff.

Communications

The Center currently publishes a monthly digital newsletter available by [email subscription](#) and on [our website](#).

Financial Information

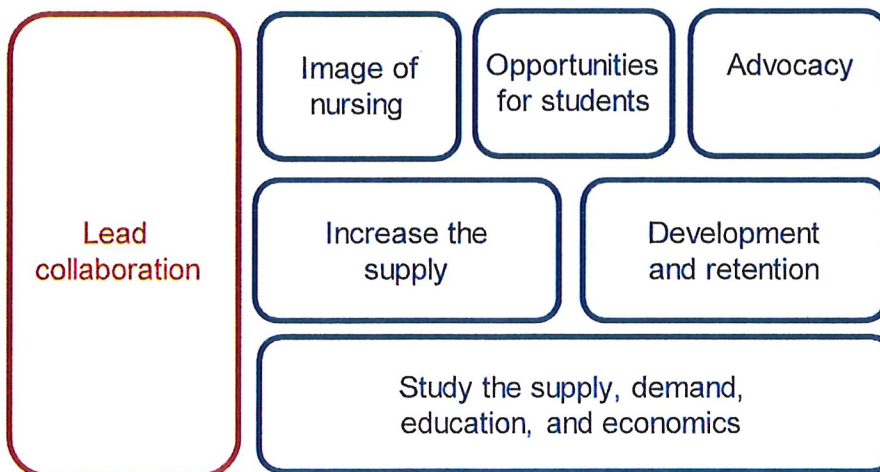
- The KU School of Nursing Chief Financial Officer will serve as Treasurer for the Center.
- The KU School of Nursing Office of Grants and Research staff will process all grant funding for the Center.
- The Center is currently funded through the KU School of Nursing for the 2023-2024 Fiscal Year, ending June 30, 2024.
 - Total Budget: \$435,435
 - Payroll Expenses: \$299,435
 - Non-Payroll Expenses: \$136,000
- The Center has secured generous grants from two Kansas Foundations to support leadership activities and development of a database and timely reporting. Formal, public announcements of these grants are expected during the next several weeks.
- The Center is actively pursuing grants, contracts, and awards that will support the Center to continue to build its outreach and research activities.

Learn about our current studies

- [Hospital-Based Patient Care Assistants' Perceptions of Preparedness to Work and Intent to Stay \(PDF\)](#)
- [KU Nurses Alumni Workforce and Leadership study \(PDF\)](#)

Conceptual model of our priorities

How do we expect to make a difference?



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Advisory Board

The Kansas Nursing Workforce Center has formed an Advisory Board to provide strategic support and guidance to the Center. The Advisory Board will help formulate, revise, and evaluate goals and directions for the Center on a regular basis. The Advisory Board will consist of research, practice, community, and other stakeholders who can provide critical insight into the Center's programs, activities, and services. Advisory Board members are encouraged to share their time, talent, and treasure to support the Kansas Nursing Workforce Center in achieving its goals and mission.

Advisory Board Membership

Membership is open to recognized leaders from schools, associations, government, industry, and employers who interact with and influence the nursing workforce in Kansas.

Members will be invited to join the Advisory Board by invitation from the Kansas Nursing Workforce Center Directors.

The Advisory Board will consist of a maximum of 25 members to include individuals that represent the diversity of nursing practice, education, employment settings, and geographic locations in Kansas.

Executive Committee

The Advisory Board Executive Committee will include the Advisory Board Chair, Vice Chair, Secretary, Committee Chairs, and the Kansas Nursing Workforce Center's Directors.

The Executive Committee will meet on a as needed schedule.

- The Advisory Board Chair will assist the Directors in creating the meeting agendas and will facilitate the Advisory Board meetings.
- The Vice Chair will perform the Chair's duties in their absence.
- The Secretary will maintain meeting minutes and correspondence of the Advisory Board in coordination with the Center's staff.
- The Data Use Committee Chair will facilitate committee meetings.
- The Events Committee Chair will facilitate committee meetings.
- The Research Committee Chair will facilitate committee meetings.

Committees

During 2024, the Kansas Nursing Workforce Center will form Committees to advance work along specific issues. The Chairperson of each committee will participate in the Advisory Board. Standing committees will include:

- Conference
- Data Use
- Research

Additional committees will form, as needed, to address specific Kansas Nursing Workforce needs. These committees (in no particular order) may include:

- Fill Every Nursing School Seat in Kansas!
- Expanding Pathways to Nursing
- Nursing Student and Nursing Workforce Diversity
- Nursing Leadership

- Nursing Workplace Safety
- Clinical Learning and Preceptor
- Shared Curricula and Shared Faculty
- Media Outreach
- Professional Identity in Nursing
- Models of Care
- Rural and Frontier Nursing

Meetings

Advisory Board meetings will be held at least annually with an expectation for quarterly meetings via Zoom teleconferencing and one in-person meeting per year. The first meeting is scheduled for November 29, 2023. Board meetings will be conducted following Robert's Rules of Order. All Advisory Board members have equal voting privileges for board decisions.

Board Member Roles

Board members will provide guidance and recommendations to the Kansas Nursing Workforce Center on best strategies to attain its goals and fulfill the mission.

Board members will support the mission-based activities of the Kansas Nursing Workforce Center through their time, talent, and treasure.

The benefits of Advisory Board Membership include

- The opportunity to strengthen the nursing workforce in Kansas.
- The ability to contribute time, talent, and treasure to solving real-world problems that affect the health of all Kansans.
- Networking with leaders from diverse disciplines throughout the State of Kansas.

Note

The Advisory Board has no fiduciary responsibilities to the Kansas Nursing Workforce Center and is not liable for any financial outcomes of the Center.

DRAFT Strategic Plan, November 2023

This DRAFT Strategic Plan is supported by a 5-year \$19M budget, with funding from a variety of sources.

NOW

Build the Center Infrastructure, laying the Foundations for Future Activities

- Hire and develop team
- Develop Advisory Board, strategic plan
- Identify and secure funding streams to meet operational costs and implement strategic plan activities
- Continue environmental scan, identify gaps
- Align with exiting organizations to avoid duplication of programs/efforts
- Continuously evaluate and revise our work to be data-driven, collaborative, efficient, effective, and sustainable

Create a One-Stop-Shop for Nursing Workforce Supply and Demand Data

- Identify and secure data sources: public and private
- Use Minimum Data Sets to ensure that data are sharable and comparable across the state, region, and nation
- Develop dashboards and reports for stakeholders (e.g., nurses, educators, employers, agencies, and public); provide "the" Kansas nursing workforce report for the Kansas Legislature
- Develop better models for projections of nurse supply and demand

Increase Research on Nurses and the Nursing Workforce

- Expand our existing monthly speaker series statewide
- Develop and support scalable quality improvement, research, and translation programs
- Facilitate access to data for nursing workforce researchers both statewide and nationwide
- Facilitate multi-site research and translation programs
- Increase federal funding to Kansas for nursing workforce

NEXT

Recruit and Retain Faculty and Preceptors

- Increase the use of technology to enable shared faculty
- Advocate for salary equity between practice and education
- Increase joint appointments between health systems and academia
- Identify and share best practices to support nurse faculty and preceptors

Develop Nurses

- Map institutionally agnostic pathways for continuing education, returning to school, and accessing to career resources
- Utilize technology for expanded nurse leadership training, including simulation
- Determine the supply of and demand for nurse specialty practice (ie. maternal child) statewide and by region
- Develop collaborative, efficient, and effective programs to address the gaps
- Facilitate recognition of rural nursing as a specialty
- Host a summit for practice and academia to strengthen nurse leadership programs

FUTURE

Fill Every Nursing School Seat

- Standardize admission process at KBOR schools
- Map clear educational pathways to nursing
- Project a positive image of nursing
- Increase diversity in nursing to ensure that providers reflect the diversity of the patients they care for
- Reduce financial and other barriers—scholarships are needed!
- Identify barriers to education for nursing students and develop ways to help students overcome these barriers

Advocate for Stability of Supply and Demand

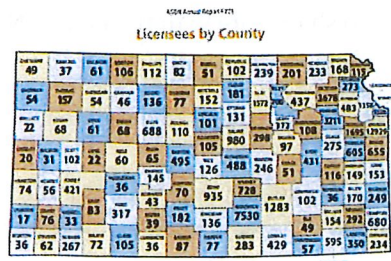
- Educate our stakeholders on the impact of nursing shortages on the health of our communities
- Host a nursing workforce policy conference

Discussion: Create a One-Stop-Shop for Supply & Demand Data

There are many sources of relevant nursing workforce data, each with limitations. For example, while the Kansas Board of Nursing can count licenses, this does not reflect how many nurses are working in Kansas, what their specialties are, or their intent to stay. The Kansas Nursing Workforce Center has developed the capacity to integrate data from many sources, including labor, commerce, health, and research. We want to provide timely data and build better models for projecting supply and demand.

There are problems with the data...

- Kansas Board of Nursing
 - Licenses
 - Schools
- KDADS
 - Bureau of Labor Statistics
 - Predict shortages
- HRSA
 - Predict excess
- Kansas Hospital Association
 - Employer perspective



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Imagine What You Could Do With Better Data?

Imagine what YOU could do with better data.

	Current Data Reports	Proposed 2024*	Future State
Usability	<ul style="list-style-type: none"> • Historical report • PDF published annually 	<ul style="list-style-type: none"> • Interactive, usable, layered dashboards • Up-to-date by month 	<ul style="list-style-type: none"> • Authored up-to-date annual report(s) • Additional reports as needed
Supply	Nurses licensed	<ul style="list-style-type: none"> • Nurses licensed • Nurses working 	Holistic continuum: CNA, LPN, RN, Advanced Practice, Specialty, etc.
Demand	N/A	Nurses needed	Holistic views
Geographic	Licenses by county	By region, county, ZIP, Rural/Urban	As needed
Integrated	Supply only	<ul style="list-style-type: none"> • Supply and Demand • Data integrations: labor, commerce, etc. 	<ul style="list-style-type: none"> • New data • What can you imagine?
Projections	Limited trend analysis	Near-term & long-term trend analysis	<ul style="list-style-type: none"> • New and improved projection models • Interactive projection tools
Researchers	N/A	N/A	De-identified data sets

*Requires KSNB execution of Data Use Agreement

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What reporting is possible through other state-level Nursing Workforce Centers?

- The Washington Center for Nursing <https://www.wcnursing.org/about/>
- Hawaii State Center for Nursing <https://www.hawaii-center-for-nursing.org/>
- Florida Center for Nursing <https://www.flcenterfor-nursing.org/>
- <https://nursingworkforcecenters.org/location-map/>

Our Ask to the Kansas Board of Nursing on December 13, 2023

First, we ask the Kansas Board of Nursing to authorize the Executive Director, Carol Moreland, to move forward with a Data Use Agreement (DUA) to share data with the Kansas Nursing Workforce Center for the purposes of

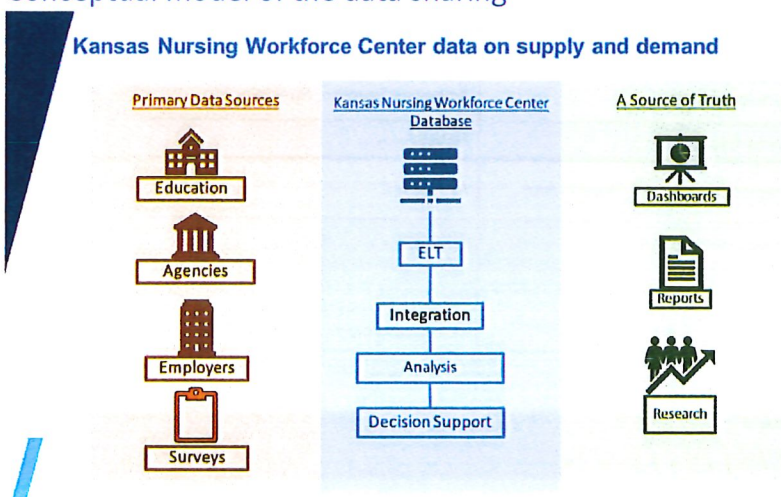
- developing publicly available dashboards and reports to evaluate the supply and demand of nurses in Kansas,
- fostering research on the supply and demand of nurses in Kansas, and,
- supporting informed decision making and strategic planning to enhance the nursing workforce in Kansas.

We have provided details about the safety and security of the data within the DUA used by the State of Kansas. The DUA outlines the terms and conditions under which data will be shared, ensuring compliance with all applicable state laws, regulations, and confidentiality requirements.

The purpose of sharing this data is solely for the development of dashboards and reports aimed at assessing the supply and demand of nurses in Kansas, aiding in informed decision-making and strategic planning for the enhancement of nursing workforce capabilities within the state.

Second, we ask the Kansas Board of Nursing to authorize the Executive Director, Carol Moreland, to explore contracting with the Kansas Nursing Workforce Center to provide analysis and graphics to the Kansas Board of Nursing for decision support and use in the Annual Report.

Conceptual model of the data sharing



Board Member Model Job Description

Job Summary

Board members comprise the governing body of a state's board of nursing (BON). Led by a board president and in conjunction with the board's staff, the board articulates the BON's mission, creates policy and enforces the rules and laws meant to protect the health, safety and welfare of the people in their jurisdiction.

Responsibilities

1	Prepares for, attends, and actively participates in all board meetings.
2	Enforces the state's nurse practice act (NPA) and regulations associated with the practice of nursing in the jurisdiction.
3	Participates in the discipline of licensees, ensuring fair and equitable decisions.
4	Approves staff guidelines for handling licensure, discipline, continuing education and educational program approval.
5	Adopts, revises, and approves standards of practice for the registered nurse, licensed practical nurse and advanced practice registered nurse. Ensures all nurse practice standards are relevant to current nursing practice.
6	Makes decisions on nursing education program approval and works with the board to monitor and enforce prelicensure nursing education standards.
7	Reviews legislation (optional), discusses nursing policy and proposes changes when needed.
8	Approves the issuance of advisory and declarative statements that provide clarification and guidance regarding the state's NPA, rules, board policies, etc. (optional).
9	Performs other duties, consistent with jurisdictional law, as required by the board to foster and improve nursing and the regulation thereof and the public health of the jurisdiction.
10	Serves as a member on select standing and special committees, as appointed by the board president or the board (optional).

Competencies

• Accountability	• Decisiveness
• External awareness	• Flexibility/agility
• Knowledge of state nursing laws and regulations	• Leadership
• Oral communication skills	• Policy development and political savvy
• Teamwork	• Strategic thinking
• Risk taking	• Ability to demonstrate impartiality and think objectively

Equal Opportunity Statement

Our organization does not discriminate on the bases of race, ethnicity, religion, national origin, political affiliation, sex, gender, sexual orientation, marital status, disability, age, military service or any other trait or affiliation. We recognize that diverse perspectives are needed to ensure that nurse regulators develop rules and laws that protect every segment of the population from harm.

BOARD MEMBER CODE OF CONDUCT / JOB DESCRIPTION

The Code of Conduct is a set of expectations intended to assure the Public the Board and its individual members uphold the highest level of integrity and ethical standards. The following principles provide the foundation for assuring public trust in professional regulation:

- The mission of a regulatory board for a licensed profession is to ensure that the public will have access to competent, safe, and ethical practitioners in the profession.
- The major functions of Board members are to create policy, implement the mission, vision, and value statements and to govern rather than to manage.
- Members of a regulatory board must familiarize themselves with the laws, rules, regulations, policies, and procedures that govern their service on the board.
- The work of regulatory boards for licensed professionals is public service, not private interest, or group advocacy.
- Performance of public service is a privilege, not an earned or inherited right.
- Regardless of whether a member of a regulatory board for a licensed profession is a licensee or some other profession, a consumer, or any other type of member, it is essential for each board member to represent the public; that is, all of the people. Board members do not represent the profession, nor any other private or political group.
- Members of regulatory boards must report any actual or perceived conflict of interest to the Board or Committee Chair.
- Members of regulatory boards shall avoid any relationship, activity or position that may influence, directly or indirectly, the performance of their official duties as a board member.

BOARD MEMBER CODE OF CONDUCT / JOB DESCRIPTION

Job description

Therefore, each Member of the North Carolina Board of Nursing shall:

1. Fulfill the oath to uphold the laws of North Carolina regarding the practice of nursing for the protection of the public.
2. Read and re-read the laws, rules, and policies under which the Board operates.
3. Prepare for, attend, and participate in the meetings of the Board and committees to which appointment has been accepted. As a guideline, the Board references Executive Order 34 Ethics and Attendance Standards for Gubernatorial Appointees to the Board, which states members are required to attend at least 75% of a Board's regularly scheduled meetings.
4. Utilize electronic tools to include Board issued devices and email for meeting preparation and communication with staff.
5. Review, complete and submit all surveys, assessments, and other staff requests within the designated time frame in order to adhere to Board policies and procedures.
6. Respond to all emails, phone calls, or text messages related to Board communication within 48 hours.
7. Ensure each matter is dealt with in a fair, equitable, impartial and just manner based on what is best for the consumer of nursing practice.
8. Reveal actual or perceived conflicts of interest and recuse from Board decision making when appropriate.
9. Ensure the rights to due process and protect the integrity of individuals and agencies who appear before the Board.

BOARD MEMBER CODE OF CONDUCT / JOB DESCRIPTION

10. Accept responsibility and accountability for the decisions made by the Board, regardless of personal opinion.
11. Maintain confidentiality of confidential documents, information, and general Board matters.
12. Demonstrate mutual respect and support for each other and the staff of the Board in all Board related activities.
13. Not speak or act for the Board without proper authorization.
14. Avoid advising and/or conferring with those licensees and/or their legal counsel(s) who have been issued or may be issued a letter of charges by the Board.
15. Adhere to all deadlines and requirements as outlined in NC General Statute Chapter 138A NC State Ethics Act.
16. Selecting and evaluating the performance of the Chief Executive Officer.
17. Maintain confidentiality about all internal matters of the organization.



Board of Directors Roles & Responsibilities

Position Description: Cyversity Board of Directors

Position Title: Director, Cyversity Board of Directors

Reports to: Members of the Association

Term: Two years with an option for re-election.

Board Mission: To steward the organization toward a sustainable future by adopting sound governance and financial management policies as well as ensuring the availability of adequate resources to advance the mission.

Responsibilities of the Cyversity Board of Directors

- Drive Strategic and organizational planning
- Determine the mission and purposes of the organization
- Ensure strong fiduciary and financial oversight
- Fundraise and support resource development
- Provide oversight of President/Executive Leader
- Approve and monitor organization's programs and services
- Represent, promote and enhance the organization's public image
- Ensure legal and ethical integrity throughout organizational activities
-

Responsibilities of the Individual Directors

- Know the organization's mission, policies, programs and needs
- Consistently read and understand the organization's financial statements
- Leverage connections, networks, and resources to support identification and securing of financial capital and partnerships necessary for the organization to advance its mission
- Give a meaningful personal financial donation annually
- Prepare for, attend, and participate in board meetings (usually held quarterly)
- Actively participate in one or more committees
- Serve as vested advocates and ambassadors for the organization

Qualifications

- Cyversity Member
- Relevant industry, professional or philanthropic experience
- Exemplary influence and leadership qualities within the cybersecurity or adjacent fields and/or within communities served by the Cyversity mission
- Passionate alignment with the Cyversity mission and vision
- Strong communication skills
- Prior Board experience preferred but not required



Board of Directors Roles & Responsibilities

Attendance

Board members are expected to attend all meetings of the Board of Directors. If a member has an unexcused absence from the meeting and/or if a member misses more than one (1) meeting, the Board can act – upon majority vote - to remove the member from the Board. Board members are expected to attend the annual conference and participate in-person during the onsite meeting prior to the conference.

Agency Mission: To assure the citizens of Kansas safe and competent practice by nurses and mental health technicians.

Kansas State

Board of Nursing

Articles



Adopted July 2001, Revised June 2021

KANSAS STATE BOARD OF NURSING

ARTICLES

Insofar as these articles conflict with or limit any federal or state statute or regulation, the statute or regulation controls. These articles are not intended to create any rights, contractual or otherwise, for any person.

ARTICLE I - NAME AND LOCATION

Section 1. The name of the agency shall be the Kansas State Board of Nursing, hereinafter referred to as the Board.

Section 2. The Board is located in the Landon State Office Building, 900 SW Jackson, Suite 1051, Topeka, Kansas 66612-1230.

ARTICLE II - PURPOSE AND FUNCTIONS

Section 1. Purpose. The purpose of the Board is to protect and promote the welfare of the people of Kansas. This purpose supersedes the interest of any individual, the nursing profession, or any special interest group. This is accomplished through the regulation of standards for nursing education, licensure, and practice.

Section 2. Functions. The Board performs the functions set forth in 1997 Supp. K.S.A. 74-1106 and are summarized as follows:

- a. Licenses registered professional and practical nurses, and mental health Technicians, licenses APRN's and authorizes RNA's;
- b. regulates the practice of nursing, mental health technology, and advanced nursing practice;
- c. accredits educational programs leading to licensure;
- d. approves continuing nursing education programs and offerings;

- e. provides guidance to licensed nurses and mental health technicians on the practice acts;
- f. receives reports and investigates possible violations of the Nurse Practice Act and rules and regulations;
- g. disciplines violators through appropriate legal action to enforce the Nurse Practice Act and rules and regulations;
- h. promotes effective communications with organizations, groups and individuals interested in health care;
- i. complies with K.S.A. 77-415 et seq. for public comment with regard to the rules and regulations and the Nurse Practice Act and reviews and modifies the rules and regulations when necessary and appropriate;
- j. recommends to the legislature appropriate changes in the Nurse Practice Act to ensure that the act is current and applicable to changing needs and practices; and
- k. performs such other functions as specified in the Nursing Practice Act.

ARTICLE III - MEMBERSHIP

Section 1. Members. The Board shall consist of six registered professional nurses, two licensed practical nurses, three shall be members of the general public and at least one public member shall not have been involved in providing health care.

Section 2. Qualifications. Appointments shall be made by the governor. Such person shall have qualified as per K.S.A. 74-1106 (b).

Section 3. Privileges of Membership. Each member of the Board has the privilege of voting, of holding office, and of serving on committees.

Section 4. Reimbursement. Members of the board of nursing attending meetings of such board, or attending a subcommittee meeting thereof authorized by such board, shall be paid

compensation, subsistence allowances, mileage and other expenses as provided in K.S.A. 75-3223, and amendments thereto. No member of the board of nursing shall be paid an amount as provided in K.S.A. 75-3223 and amendments thereto, if such member receives an amount from another governmental or private entity for the purpose for which such amount is payable under K.S.A. 75-3223 and amendments thereto.

Section 5. The Board may request voluntary resignation of any of its members for neglect of duty or other conduct which shall mean:

- a. failure to attend two consecutive meetings without justification;
- b. failure to participate in committees to which appointment was accepted without justification;
- c. abuse of position.

Any member wishing to resign shall submit resignation in writing to the Governor and Board President who shall present it to the Board.

Section 6. In keeping with the Board's Purpose as stated above in Article II, Section 1, Board members are disqualified and will recuse themselves from chairing or voting in any proceeding before the Board or a Board committee if:

- a. the Board member has an substantial economical interest in a subject matter;
or
- b. the Board member or the Board member's spouse, parent, or child is an officer or director of a professional association that is actively promoting or representing a particular subject matter or issue on behalf of the association;
or

- c. the Board member has prior knowledge of the allegations in a licensee's disciplinary case or personally knows or is involved with the licensee who is the subject in the discipline case.

ARTICLE IV - OFFICERS

Section 1. The officers shall consist of a President, Vice-President and Secretary.

Section 2. The three officers shall be elected at the September meeting, and shall serve for one year. At each September Board meeting an individual Board member will be designated to make decisions on the behalf of the agency head for purpose of granting or denying petitions for reconsideration or review filed with the agency head.

Section 3. In the event of the vacancy of one of the three offices, a new election will be held at the next meeting to fill the vacancy.

Section 4. The President shall:

- a. preside over all meetings of the Board;
- b. establish a proposed agenda in consultation with the Executive Administrator for meetings of the Board;
- c. gain consent and appoint all members of ad hoc and standing committees, including chair and vice chair of each committee;
- d. serve as ex-officio member of all standing and special committees with a voice, but shall not vote except when needed as a member to establish a quorum;
- e. remove any committee member not fulfilling obligation to a committee;
- f. have the right to vote on all Board issues;
- g. sign appropriate legal documents;
- h. advise Executive Administrator;
- i. oversee the annual evaluation of the Executive Administrator;

- j. be responsible for the proper functioning of the work of the Board; and
- k. have power and authority to administer oaths.

Section 5. The Vice-President of the Board shall:

- a. serve in the absence of the President; and
- b. assume all such functions or responsibilities as may be delegated by the President.
- c. assist President and Executive Administrator with appointments to committees.

Section 6. The Secretary shall:

- a. sign all Board minutes;
- b. keep a record of all meetings of the Board
- c. have power and authority to administer oaths and
- d. preside in the absence of the President and Vice-President.

ARTICLE V - EXECUTIVE ADMINISTRATOR

The Executive Administrator shall:

- a. administer agency operations by the following:
 - 1. evaluate staffing patterns to enhance operation of the organization;
 - 2. direct professional and clerical staff for efficient functioning;
 - 3. solve administrative problems;
 - 4. evaluate agency staff; and
 - 5. assist professional staff to review investigative cases
- b. manage board activities as follows:
 - 1. develop a proposed agenda for meetings of the Board with the President;
 - 2. research and prepare informational materials for Board meetings;
 - 3. assist staff in completing work of permanent and Ad Hoc committees;
 - 4. serve as professional staff to both standing and Ad Hoc committees; and

5. report on national and state issues to the Board;
- c. manage agency budget:
 1. develop agency budget based on current agency expenditures, trends, and issues;
 2. present budget to legislature and appropriate others; and
 3. evaluate on-going expenditures and revenues to maintain balanced budget;
 - d. participate in legislative and regulatory activities as follows:
 1. evaluate current statutes and regulations as to changing needs of nursing and health care as directed by Board;
 2. prepare drafts of changes in statutes and regulations for Board approval;
 3. present testimony on proposed changes in statutes before the legislature; and
 4. prepare statistical and technical reports for the legislature;
 - e. participate in professional activities:
 1. provide information on nursing issues to licensees, nursing schools, and providers of continuing nursing education;
 2. facilitate joint activities with nursing organizations, Attorney General's office, and other state agencies;
 3. represent the Board at local, state, and national meetings;
 4. write articles for newsletters;
 5. compile an annual report; and
 6. lecture on nursing issues;
 - f. perform such other duties as directed by the Board.

ARTICLE VI - MEETINGS

Section 1. The Board adheres to the provisions of the Open Meetings Law.

Regular business meetings shall be held at a place and time designated by the Board.

Section 2. A minimum of four regular meetings shall be held each year, March, June, September and December. In the case of unusual circumstances and the Board cannot meet at a regularly scheduled time, then notice shall be given and the meeting shall be rescheduled.

- a. The annual meeting shall be held in September.
- b. A schedule of dates for meetings shall be presented to the Board a year in advance.
- c. Notice shall be given to the public at least twenty-one (21) days prior to the date of the meeting except in cases of special or emergency meetings when notice will be given as soon as possible. The purpose of the meeting shall be stated in the meeting notice.
- d. There shall be a quorum of six Board members including at least two professional nurse members. For the purpose of a quorum, one or more members may participate by telephone conference call, video conference or other interactive means of conducting conference communications.
- e. Minutes of each meeting shall include the names of participating members, by what means they were participating, and a report of the roll call on each vote.

Section 3. Special Meetings. Special meetings shall be called by the Executive Administrator at the request of the President, or upon the request of three members of the Board.

Section 4. The Board shall use a consent agenda, whereby those items that require no

discussion, no action, or action but no anticipated discussion can be adopted in one motion. A Board member, after reviewing the agenda, may request the removal of an item from the consent agenda for purpose of discussion.

Section 5. Notice of meetings - Request for notice of meetings pursuant to the Kansas open meetings act should be directed to: Executive Administrator, Board of Nursing LSOB, 900 SW Jackson, Rm 1051, Topeka, Kansas, 66612-1230. Written requests are preferred, but not required.

Section 6. Members of the public may participate at Board or committee meetings only at the discretion of the Board President or Committee Chair. Articles for the public will be available at all meetings.

Section 7. Parliamentary procedure.

- a. The Board shall use parliamentary rules of order adopted by the Board.
- b. Robert's "Rules of Order, Newly Revised" latest edition, shall govern the proceedings of the Board in all cases not provided for in the parliamentary rules adopted by the Board.

ARTICLE VII. - COMMITTEES

Section 1. The committees serve as an advisory body to the Board.

- a. Standing committees shall be Practice, Continuing Nursing Education/IV Therapy, Advanced Practice, Finance, Investigative, Education, and Certified Nurse-Midwife Council.
- b. Committees may submit recommendations to the Board. A Board member will need to make the recommendation in a motion which would then be subject to approval by the entire Board.

- c. Committee meetings shall conform to the law regarding open meetings. The dates, times, and places of all committee meetings shall be listed with their agenda.
- d. Members of the Board on standing committees shall be appointed by the President in consultation with the Vice President following the annual meeting.
- e. Non-Board members shall be appointed to standing committees by the President in consultation with the Vice President and shall serve for two year terms. Each non-Board committee member shall have qualifications related to the committee of appointment.
- f. Appropriate Board staff shall serve as non-voting members of all committees. Board staff or designees shall provide support services to each committee, and prepare and distribute minutes and agendas of each meeting to committee members.
- g. Agendas will be prepared in accordance with Agenda Policy (see attachment A).

Section 2. Practice Committee

- a. Membership: A minimum of three Board Members, including at least one Practice RN member, one LPN member, and at least five non-Board members engaged in practice and/or IV Therapy.
- b. Purpose: To review and recommend revisions in APRN and RNA statutes and regulations. To provide nonbinding guidance on the scope of nursing and LMHT practice in response to written inquiries. To make recommendations to amend the practice act that reflect current nursing and mental health technician practice.

Section 3. Continuing Nursing Education/ IV Therapy Committee

- a. Membership: A minimum of three Board Members, including one RN member and three non-board members who are representatives of approved CNE providers.
- b. Purpose: To review continuing nursing and mental health technician education; To review and recommend revisions to CNE statutes and regulations; To monitor and approve CNE providers for both initial and renewal status; To review statistical information regarding providers of CNE. To review and recommend revisions in educational statutes and regulations for IV therapy programs. To review educational policies for IV therapy programs; to review all reports and evaluations of IV therapy programs.

Section 4. Advanced Practice

- a. Membership: A minimum of three Board Members including at least one APRN member and four non-Board members representing each of the categories of advanced practice registered nurses: clinical nurse specialist, nurse midwife, nurse practitioner, and registered nurse anesthetist.
- b. Purpose: To review and recommend revisions to statutes and regulations for approval of APRN and RNA programs in collaboration with the Education Committee.

Section 5. Finance Committee

- a. Membership: A minimum of three Board Members.
- b. Purpose: To review and project budgetary needs to support agency; To maintain a structured system for monitoring impaired licensees; To review and recommend revisions to the impaired assistance program yearly contract.

- c. Fee Fund Balance Guidelines Purpose: The Board has established these guidelines to ensure that the agency maintain a sufficient balance in the fee fund to ensure continuous operation of the agency if there was a decrease in revenue or an emergency in which all equipment, furniture, supplies, office space, etc were destroyed by a natural or manmade disaster. The State of Kansas is self insured, and the agency is a fee funded agency which receives no state general funds.
- d. Fee Fund Balance Guidelines Policy: The agency is required to submit a biennial budget. During the budget process, the fee fund is reviewed. The fee fund balance should be reviewed by the Board after budget has been submitted to the Governor and receiving the Governors' Recommendations. The following criteria will be applied to determine the balance to be maintained in the fee fund:
 - (1) The replacement cost of all physical assets
 - (2) The cost for temporary relocation of office for up to six months of expenses
 - (3) Six months of operating expense

Section 6. Investigative

- a. Membership: A minimum of three Board Members including at least one RN member.
- b. Purpose: To review and recommend revisions in investigative and discipline statutes and regulations. To conduct a review of cases opened by the legal department, determine what type of disciplinary proceeding, and recommend proceedings be initiated. To review and recommend changes to investigative and discipline policies and procedures. To maintain a structured system for

monitoring impaired licensees; to review and recommend revisions to the impaired assistance program yearly contract.

Section 7. Education

- a. Membership: A minimum of three Board Members including at least two Educator RNs and four non-Board members representing the four types of educational programs: LPN, ADN, BSN, and APRN.
- b. Purpose: To review and recommend revisions in educational statutes and regulations for nursing, APRN, RNA, and LMHT programs. To review educational policies for nursing and LMHT programs; to review all reports, evaluations, and site visits of schools of nursing, APRN, RNA, and LMHT programs.

Section 8. Nurse-midwives Council

- a. Membership: A minimum of four non-Board Members who are certified nurse-midwives licensed and appointed by the Board Nursing and a minimum of two members licensed by the board of Healing Arts to practice medicine and surgery and whose specialty and customary practice includes obstetrics, appointed by the Board of Healing Arts.
- b. Purpose: The statute establishes a Nurse-midwives Council to advise the Board of Healing Arts in developing, reviewing, and implementing the rules and regulation pertaining to certified nurse-midwives engaging in the independent practice of midwifery.

Section 9. Other Committees

Such other committees, standing or ad hoc, shall be appointed by the President as deemed necessary to carry on the work of the Board. The President shall provide any such committee with a stated purpose or mission.

Section 10. Appointments, Quorum, Annual Reports

- a. The President and Executive Administrator shall be ex-officio members of all committees.
- b. A quorum of the committees shall consist of a majority of the members. Only committee members duly appointed shall be entitled to vote within the committee. The President may serve as a voting member of any committee in order to establish a quorum. Other Board members may participate but have no vote.
- c. In the sustained absence or temporary inability to serve by one committee member, the President shall appoint a new member.
- d. Meetings of the committee shall be held at least once each year and whenever deemed necessary by the chairperson of the committee or the Board.

ARTICLE VIII. - AMENDMENTS TO THE BYLAWS

Section 1. Proposals

- a. Proposed amendments to the bylaws shall be submitted to the Secretary and sent to each member of the Board by the Secretary at least two weeks prior to the meeting of the Board and shall be included in the agenda of that meeting.
- b. The President will form an ad hoc committee of Board members as needed to review bylaws.