

that tenure here at NCSBN. And you are familiar pretty intimately with NCSBN's prior performance management system CORE.

And for those in the attendance who might be a little bit less familiar with that program, I was hoping you could kick off the conversation by first helping us understand, it's yet another acronym. I think that this group is fairly well versed with acronyms. But what did CORE stand for and really what was it trying to achieve?

- Okay. Well, CORE stood for commitment to ongoing regulatory excellence. And CORE's, it was an attempt at a performance management system that was put together with the intent to collect a lot of data and see if assessments of boards could be made out of all that data that was collected.

So there was specifically a board survey asking specific questions to the, I think it usually went to the EO or somebody in the board office regarding various inputs in terms of, you know, what was their staffing size, how do they perform various functions.

So we were collecting a lot of data there. And that was supplemented with a survey of nurses, a survey of educational programs, a survey of employers, a survey of nurses who had had a complaint filed against them with the board, a survey of individuals who had made a complaint against a nurse, and a governance survey.

So it was, in scope, it was very comprehensive of what was attempted, what they were attempting to achieve.

- And of particular relevance, I think, to kind of continuing the conversation that Greg started and that even Alicia, when she was talking about member engagement, you know, could you maybe zero in a little bit in your estimation, obviously, what were the core strengths of CORE, it's probably a bad way to word it, and what were some of the main limitations?

Because CORE, for those of you who are not familiar, CORE was formally sunset in 2018. So inevitably there were some limitations.

- Yeah. Well, I think when all is said and done, the strengths of CORE is that it was collecting on, I think, every-other-year basis, some measures of what I'd call customer service data or customer satisfaction data. Okay, perceptions, but still useful, from boards of nursing, from, I mean, well, I mean, from employers about boards of nursing, from educational programs about boards of nursing, from nurses about boards of nursing, in terms of if they had dealings with the boards of nursing, what was the experience like, you know, how did it go?

So just basic customer satisfaction data was collected that I think was effective, and I know some of the states were able to use some of the CORE data to argue in cases for more staffing, and some of that could just simply be that, look, you know, our customer satisfaction is going down, so, you know, here's what's needed here.

But the weaknesses of it, it didn't achieve what it was trying to do. Very specifically, and as Greg taught us in the morning, the outcome measures were sW*nBT/F1 1.025 125.55 Tm0 D W*n and scoq0.(m)é7(1f6(of hg t)7(o

second piece of work under transformation is the benefits realization. We've actually spent a lot longer than I thought it would take to create the framework, and I can talk a little bit more about it.

But it's almost reverse engineering. Back to Richard's point around metrics and are we getting the outcomes/impacts that we thought, as we are going to be building a new CRM to create, pulling that foundation together, we actually are reverse engineering. We're looking at what are our future benefits, what are our visions, what are desired outcomes in each of those categories.

That's why that exercise took quite a long time because it's actually even harder because to look at what those desired outcomes can be and then from those desired outcomes, we map out our indicators in each of the areas of the initiatives.

We've got to beef this up.

- To make that case for more staffing.

- More staffing, or yeah, whatever. Staffing resources, approach, it could be anything. One of the things I was going to mention, one of the outcome measures that we kind of had, which is, conceptually you want it to be this, but, like, time to process a discipline case. And the struggles we had with even defining it, because we were working on a committee with many different boards, and even the steps involved in the process, people had definitions that were, some of the boards would use a term, and they were describing maybe three steps in the process.

Another board would use that same term, and they were talking about two steps in the process. So even getting a handle on it, you could not do it if everybody will understand it. We're asking for a (proc)(s) 7e And then if you think about that outcome measure, you've got a situation where, you know, pure

granted, for example. So those are some of the benefits. And if you think about that example in itself, if we are able to expedite that time to registration that means this nurse can start working earlier, right?

So that's the impact, having more nurses available in the system to start their career. That's one example. Another one that we looked at, another pillar of benefits is our internal service delivery. So this is really about our staff being able to have operational efficiency, being able to have less spreadsheets, have one single source, one-stop-shop, really, if we could have our new CRM so that increases their efficiency.

Especially with requests for information. Our third pillar of benefits is around data excellence and this is a lot of work in this area, but being able to have data quality, governance, analytical capability... So we're really building towards that. And then last but not least is regulatory agility. So when I talk about that, I'm talking about different ways of being able to respond to regulatory changes.

One of the things that I wanted to mention here as an opportunity or you can see it as a challenge, but in British Columbia, we are really taking cultural safety, cultural humility indigenous-specific anti-racism, as well as equity, diversity, and inclusion. It's one of our priorities, so we have embedded that throughout our organization. And even in the principles and how we do our work, even in this framework, we have to find outcomes specifically around how do we make sure that we are addressing barriers and biases affecting indigenous communities, for example.

So we have that embedded throughout all of our pillars.

- And so, Greg, before we transition here, I'll give you the last word. Based on your breadth of experience, the number of groups that you've worked with, what does that success really look like when you see it done well? Like, what are they able to do, how are they able to, kind of, carry forward their mission or their purpose?

- Brendan, it's a great question. And the value...and it's specific for the attendees in the room here today. Board leadership can be extremely lonely, right? It can be isolating. You know, as I listen to Allison and Goldie and Richard talk about the benefits, they capture the benefits really well. The opportunity for everyone sitting in the room today is being part of a national group, is to learn with and from each other.

No one of us up on the panel has all of the answers, has the ability to do that, but being in a room like this surrounded by peers, surrounded by colleagues, the ability to pick each other's brain during sessions and during breaks, over lunch, over dinner, presents an opportunity, right? It's an opportunity to get out and define what might we be able to do, how might we be able to learn from the lessons, the successes, and the challenges of others.

That peer networking, that peer learning can be extremely powerful. And then it goes to what Allison was talking about a minute ago, which is succession planning. There are very few certainties in life. One of those certainties is that whether I'm an executive director or whether I'm a board member, my tenure is not going to last forever.

How can I create a framework, a structure, in place so that the next person coming in will be put in position to be successful? And I think that's all of our responsibilities, regardless of the role that we hold in the organization.

- And I think I would be remiss if I didn't kind of try to encapsulate your kind of national network comment with one NCSBN. So keep it on theme. But with that, I would hope you would join me in

thanking our panelists. And I'm going to invite Dr. Marianne Alexander to the stage, and I'm going to shift slightly left. I'll ask the panelists to stay.

And the idea with the next 25 to 30 minutes is to really get your feedback, to build on this conversation. If you have questions of the panelists of this process, 100% those are welcome, but to really kind of scaffold on top of what you've heard so far from all of these talks.

- [Dr. Alexander] So now you're going to be part of this presentation. You've heard what was done. You heard how ideally it should be done. Now we want to know as we embark upon this project, what do you need? We want this to be about you and for you and to meet your needs.

And we need to know what are the measures that you need to capture? What are the data that you need? What's the impact that you want to measure? Give us that information so that we know how to begin. And this is not the first and only opportunity that you're going to have, but it's the kickoff to the start.

- I was going to say, yeah, this is kicking off the conversation. And the hope is to continue this over the course of the next 12 months. And I'll plant a seed too. Just going back to the Q&A session with Greg earlier this morning, the member from North Dakota bringing up the political appointment as a potential challenge. So think about the context of your board. Are there additional challenges to what you've heard today that should really be part of that conversation from the get go?

- And, you know, I'm just going to tag on to that for a minute, Brendan. I want to answer how I as an EO handled that when there was a lot of political appointments and I wasn't getting the right board members appointed. I actually did collect data about the board, about some of the inefficiencies and the ineffectiveness of the actual members of the current board.

That was a ton of years ago. So you don't know anybody that I'm talking about.

- But I think, Lector and 11, if my eyes don't deceive me, I think that's Phil. It is.

- Oh, and I'll just finish the story. I went to the governor's office and I gave them a list of the competencies that I needed and said, you know, when you're looking for the board members, here is what I need. And it worked.

Okay, so Phil, please go ahead.

- [Phil] So, one, thank you for the panel. Great discussion. The interesting thing about the panel and the discussion is what I call state-based versus stateless data. And that hasn't really been discussed here because there is a concept that even before you get to, for me, before you get to saying what are the variables that I want to measure, you guys have already got to defining what you're measuring.

Because it goes to something that maybe Richard said, I forget who said it, but it goes to this point of some state may have three steps in this process, some may have two. Our point isn't to change whether they have three or two. It's to give them the data to measure that step process for them to be successful. That's state-based data.

Stateless is how do I compare that? Well, that's a different approach. And so making sure we understand state-based versus stateless is important.

- Absolutely.

- Question three.

- [Joey] Good morning again, and I'm Joey Ridenour from Arizona, and I had the pleasure of working with CORE for many years. And it started out at about 2000 when there was a question from some of the states, one particular state which I won't name, where they were getting constantly the question was, how do you know you're protecting the public?

So that started the whole discussion back over 25 years ago. And so the first step that we took was to meet with the Urban League in Washington, D.C. to see if they could help us come up with the questions. They worked with us for two years but really weren't understanding the work of boards, so we did something else.

And so we employed a different consultant, and we came up with a logic model. Richard, I don't know if you want to comment on that or not, but the logic model for CORE had short-term and long-term outputs and also performance measures. It wasn't just meant to capture something that didn't impact the public protection. So there was five parts to that, and we did it for 18 years until today was the first day that I knew it was sunsetted.

I just knew that we weren't getting data from it. But I would love for you to revisit that, to work with what worked and what didn't work, because many, many years went into that, trying to develop the metrics that were helpful for states. There were some states, and they probably aren't in the room today because we've had turnover of EOs, that used that data to get more staff, but used the data to get more staff so they could see a better outcome.

There are some states that used that data to prevent themselves from coming to the umbrella board, and that particular state is with us today. We never found out all the benefits that the states had from that, but I would love to know that that would be a future attempt to really capture that. But I do really believe that that base work maybe wasn't perfect and maybe it never will be, but that was very helpful to me.

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I think it's really hard to make the argument that a decrease in the number of incompetent to be very blunt nurses is related to some activity or characteristic of the board. So being able to make that link, I think, would be NCSBN has a lot of ability to sort of do the data. Do the research to draw that connection.

I think that would be super useful. The second thing is kind of what Greg was talking about. That theory of data that storytelling about I think we're talking about collecting measures and I think absent a little bit of the story we're trying to make sure the data in form. So what is it we're looking for in the way of what should we be doing as a board. What is the story we're trying to tell with the data.

And then clearly define that. But I think before we start pursuing specific measures might be a little bit more helpful. At least I mean it would be helpful for me that way. I think the other thing that would be really cool and I'm thinking about Alison you made comment about you guys hired a data visualization person. I've been thinking a lot in the state of Hawaii. I'm also our state's nursing workforce researcher and policy makers are a very weird audience. And they like very particular presentations of data.

And I think that's a skill set that I don't think a lot of boards have is to be able to encapsulate their data in really compelling stories but efficient in the way that lawmakers and policy makers want. And so being able to sort of like provide some guidance to the boards about how to leverage data present the data for specifically the board's benefit. Not just like some random conversation about public protection but that boards can actually leverage for their own protection when making their case about their value to the policy makers etc.

So if you could provide those resources, that'd be amazing.

- Great, well thank you very much.

- And I might actually loop in Greg really quick because one of the things we discussed was the power potentially of like a mixed modes approach to help build that narrative. I don't know if you want to comment.

- Absolutely. You used a phrase a few minutes ago which was impact narrative. And I think the value of data is not just having numbers but also being able to tell the story of what are we learning from that information. How does that benefit the community? How does that inform those that we're trying to work with? So having that impact narrative and just to rephrase a little bit what you just said which is not what story do we want the data to tell but really as a board digesting what story is the data telling us?

How do we share that transparently with the community? And part of that, Brendan, goes to what you just mentioned which is there's a both a quantitative and a qualitative component to data and impact measurement. And a lot of times we focus on numbers and metrics and measurements but as a board we also have access to a lot of anecdotal information.

We have a lot of access to perception information. To what extent does that agree with the numbers that we have? To what extent does it disagree? How do we reconcile those? So I think being able to lay layer the qualitative pieces on top of the metrics is really where the value happens for boards.

- Microphone four.

- [Peggy] Peggy Benson from Alabama. Thinking about the data I think the data is a good idea and is very rich to have that but you need to tie that into the mentorship when you're seeing all of these new EOs. So if you can tie it all together I think you will have a better rounded program to where they all know who are exceeding in the data but they become the mentors and try to strengthen that program from what it is because that's where you're going to share best practices.

That's where you're going to have that one-on-one time at the board meetings and at those different levels. So it's just a thought to consider of how you can bring it all together and link SPEAKER_01: it.

- I think that's an excellent point.

- Thank you.

- Microphone eight.

- [Dr. Rebecca] Hello. Dr. Deb Rebecca from Florida. I think it would be interesting to collect data regarding NCLEX attempts and the reason is some states do not have any limit for NCLEX attempts before requiring something from applicants and I can say from experience we've had is that we have seen people with 27 attempts to come before the board and I think following excessive NCLEX attempts could provide beneficial data regarding various programs of concern and in turn, you know, protect the public.

- So two pieces to that. You know I think this goes back to the DEIB question as well. I think we are open to the conversation of collecting you know any metrics and have certainly having the conversation about what metrics are important. I will just note with the NCLEX attempts this is something that we actually do study and have studied somewhat consistently over the past two years or 10 years just as recently as a few years ago and so we looked at specifically number of NCLEX attempts and tied that to discipline for instance and we did not see an association with that.

So we do do that research actively and I mean that's the benefit of having the research team and the expertise in the NCLEX the examinations division working hand in hand kind of in that one NCSB on ethos but that's not to say that we shouldn't continue to track it and I think that that's where we can have that open conversation about what are the metrics that we need to build in here while recognizing I think at the end of the day when we when we talk about metrics you know there's also a certain burden that has been placed on the board too so this needs to be a kind of an open transparent conversation so that on the back end what we're not trying to do is we're not trying to ask you you know every year could you fill out a 275 page or 275-question, you know, instrument.

And so, I think that that's the balance and I think that that's what we'll look to kind of kick that conversation off.

- And thank you and I think it's important in the light of Operation Nightingale that we have seen this in a different light than the discipline like you're saying I think this is looking at it in a whole different direction.

- Sure.

- Thank you.

- Microphone 11.

- Hi, waiting for it. Hi, so I do not have a statistics background nursing background so do you have any good reputable resources? I guess I'm looking at Greg and I think the answer for me I'm in Washington so I can go to our data guru and our research team to kind of get some tips and stuff but for somebody that's very new to data collection like I understand conceptually how amazing and important it is for us to share our data and get that story out there but just kind of you know on a just starting out like is there a data for dummies sort of book that I should something like that because I see how powerful it is to tell our story through data and I just want to you know kind of get the footwork because I like I said did not take statistics in college or anything like that so any resources would be helpful.

- I don't know Greg do you have any suggestion for any resources she can look at on this topic?

- I don't have any specific suggestions for you on resources other than I fully appreciate your challenge as someone who is not a statistician myself statistics is actually the one class in college that I dropped before I got into it so it's more about understanding the role of data within the organization. I can tell you that a national entity like a board source can that links what is the understanding of the importance of data with governance is usually a really good place to start because that's going to start at that 101 level and build from there.

I don't think you need to be a statistician to be an effective board member and if that's the case we're doing something wrong right we want to make this a practice that's part of the culture of the organization that as there are changes we're not always going to be recruiting statisticians and data folks to serve on the board so it's a has to be in a responsible way.

- Phil?

- Could I just do two real quick comments? So I was just going to say one no offense about the statistics I thought I wanted to be a lawyer and I abandoned that. You know, the other thing that I was going to say is and I hope I'm a broken record with this if you haven't seen me present if you haven't talked to me one on one we are your resource that's the point that's our research department are and many in the examinations we are trained statisticians we are resources at your disposal our door is always open you can email me you can call me you'll find that I'll reply to you at like 10 p.m. on Sunday just because I'm so interested in the topic probably.

So please, the door is open we are a resource to you and we take that one NCSBN ethos very, very seriously. As Phil mentioned, I thought, very, very nicely and in his address yesterday it's not just staff when we talk about one NCSBN, it's all of us working together and so we are a resource to you. So if you don't feel as though you know where to start, reach out and we'll help to the best of our ability and if we can't get you the answer, we'll help find the person who can.

- Phil?

- So I would also add...whoever was standing... there you are. I would add that that part of the strategic directions that this group voted on was related to licensure reform process. Anyway, the point was for us to build and help you speed up those issues.

something like that, but at a very basic level tell your story, whoever said that up there, level inside what we call the member board portal.

So you're going to start seeing some focus groups about what should be in those member board portals and how it would help you. It's not just about the exam, right? We're building that within the exam but it's not about the exam. It's how does that data help you?

So, as well as having I don't know how many researchers we now have, Brendan, but that, your own personal phone-a- friend you also have the ability to look at some of this on your own in a way that the AI makes it useful for you.

- I think we have time for one last question. lectern three.

- [Dr. Dawson] Well, I'll say good morning good afternoon halfway because I feel like we're on the cusp. I am Dr. Brittany Dawson. I'm vice chair of the Virgin Island state board of nurse licensure. So we are a very tiny and intimate board is what I would like to call us. We do somewhere about like 1,000 RN applications when we do our renewal cycles, so it's not a lot of data...

My question is for smaller boards especially that are looking at measuring our impact when we are we aren't doing astronomical numbers to get output. So data has a lot to do with your numbers and your collection and what you're actually measuring. So when you're coming from a smaller board, if we look at things like I want to say grievances or even disciplinary cases, we're only doing 15 maybe in our year and that's if we're cleaning up the 16 that were left from the board that never addressed them.

So when we're looking at these really small numbers what exactly are we looking at when it comes to measuring impact. I think also I'm not really sure about the ask that we're carrying here. When I say measuring impact I'm like, are we measuring across the board at NCSBN as an entire institution? Are you looking for us to provide you data specifically from the boards and having a clearer understanding of that.

I had a second question after that answer. Can I can I get my second question? Okay, my second question was if we're looking at NCSBN as an organization, I really like to take my time to challenge organizations to measure diversity and impact and what your actual diversity and inclusion looks like in the broader scale, right.

So if we look at health care right now, we know we're dealing with a lot of systemic bias, we're addressing all these things. I'm a midwife by trade, so we talk about black maternal health and we're talking about all these major impact. And I live on an island surrounded by water, so we're looking at rural health and all these impacts and how are we bettering our communities through things like the nurse licensure compact is great, it's a great thing for major states, but when you look at small boards like ourselves launching into the nurse licensure impact actually impacts our income and our ability to pay our board member pay our board staff.

It's because we've entered and now we've lost those licensure fees that we would have gotten prior to nurse licensure compact. So when I look at impact for NCSBN, I'm like, we need to be asking really big questions. Because I'll say it, looking around our organization, I come from a territory that's predominantly black but when I look at our organization it's predominantly white.

But I would like to see more diversity and what we're doing to face that and if we're measuring impact I don't want to just see it on my board's level I want to see what my organization is doing and we have questions and I hear the thing about testing and it took that person 27 times... Congratulations to them for passing because we need nurses and I am a horrible test taker and I failed my exit program for every institution I was a part of.

But if they stuck through and it took them 27 times to pass NCLEX that we as an organization has made harder, does the NCLEX really weigh and does the NCLEX really show us our capability as our nurses if you're a poor test taker that does that make you a poor nurse? It doesn't. I would say it doesn't because I've seen amazing nurses who are friends and mentees that have taken the test 10 times.

And they finally passed and now they're leading organizations. I failed and I'm vice chair of the board of nurse licensure and you have to call me Dr. Dawson. So there's that too.

- Could I just take it? Just real quick rapid fire because I know we're between you and lunch. But I took notes, so I'll take it one at a time. So I think that the the small sample that you're talking about I would just riff off of Greg's earlier comments. The power of the anecdotal, right? I don't think just because, you know, you think of it uniquely as qualitative when it gets very small and at 15 it probably is, but at 1,000 licenses that could you still have a great deal of power quantitatively as well.

So there's still a lot there even if it's a small sample. The other piece is the purpose of this, the vision of this, the goal of this is that you can continue to do that internal state or jurisdiction-level evaluation then you can layer that up to look at regional peers, then you can layer that up and I'll throw this in quotes, that "national baseline." The idea is to amplify and augment what you already do, not to replace what you already do.

So it's really all-encompassing. And then the last piece, and I'll relate this to one of the first questions that we had about DEIB. This conversation should be on the table, we should be talking about these elements. We should be in a position where essentially there's no kind of sacred cow in terms of we're not going to discuss this this possible input.

Because we know with the diversity of our membership that there are a myriad of inputs that affect the outputs and the power of this type of a project is that now you'll be able to look at how those inputs are affecting outputs across the country, across the international membership. And so, I would say in fact it actually amplifies and scales in a way that you would find directly beneficial. So I hope I hit everything, but I would just ask maybe unless you, Marianne, if you have any closing comments just to kind of congratulate the panel?

- Yeah, absolutely. Just to say thank you all for your input, this has been invaluable to us. We're going to be continuing the conversation, continue to think about it, and thank you so much to the panel and Brendan for your leadership.