

Arizona State Board of Nursing

Janet Napolitano
Governor

Joey Ridenour
Executive Director



Special Strategic Planning Board Meeting Minutes

The Strategic Thinking/Planning Session of the Arizona State Board of Nursing convened at 9:07 a.m., Wednesday, April 2, 2008, at the Arizona Hospital and Healthcare Association, 2901 N. Central Ave, Suite 900, Phoenix, Arizona, with Karen Hardy, RN, MSN, President, presiding.

BOARD MEMBERS PRESENT:

Karen Hardy, RN, MSN, President
Theresa Crawley, CRNA, MSHSA, Vice-President
Patricia Johnson, LPN, Secretary
Kathryn L. Busby, JD, Member
Denise Link, DNS, WHCNP, FNAP, Member
Kathy Malloch, PhD, MBA, RN, FAAN, Member
Steve Robertson, LPN, Member
Constance G. Woulard, RN, MSN, Member

BOARD MEMBERS ABSENT:

M. Hunter Perry, Member

LEGAL COUNSEL:

Amy Foster, Assistant Attorney General
Kim Zack, Assistant Attorney General
Nina Zimmerman, Assistant Attorney General

STAFF:

Joey Ridenour, RN, MN, FAAN, Executive Director
Judy Bontrager, RN, MN, Associate Director of Operations
Pamela Randolph, RN, MSN, Associate Director of Education and Evidence Based Regulation
Valerie Smith, RN, MS, Associate Director of Investigations

GUESTS:

Joyce Benjamin, Arizona Nurses Association
Adda Alexander, Arizona Hospital & Healthcare Association

I. Call to Order

The meeting was called to order at 9:07 a.m., Wednesday, April 2, 2008.

The following Board members were present: Hardy, Crawley, Johnson, Link, Malloch, Woulard and Robertson.

Hardy presided.

III.A. Board Discussion and Decision Regarding RN/LPN Investigative Reports

III.A.1. Kara Roubideaux RN Endorsement (Parlin)

Roubideaux was present and available for questions. Malloch moved, Robertson seconded, and it was unanimously carried, upon meeting all licensure requirements, signing a Decree of Censure and a Civil Penalty of \$1,000, and payment of the Civil Penalty, grant licensure. If not signed within 30 days or payment not received within 60 days, deny licensure based upon the information contained in this investigative report.

	VOTE	Busby, Kathryn Member	Malloch, Kathy Member	Perry, Hunter Member	Johnson, Patricia Secretary	Hardy, Karen President	Crawley, Theresa Vice Pres	Woulard, Constance Member	Link, Denise Member	Robertson, Steve Member
YES	7		X		X	X	X	X	X	X
NO	0									
ABSTAIN	0									
ABSENT	2	X		X						

V.A. Board Discussion and Decision Regarding RN Investigative Report, Summary Suspension pursuant to A.R.S. § 41-1064(C), 41-1092.11(B) and/or Acceptance of a Consent Agreement and/or Adoption of Complaint & Notice of Hearing

V.A.1. Linda J. Hinske RN059168 Zack/Barber

The proceeding began at 9:08 a.m., with the following Board members present: Johnson, Robertson, Crawley, Malloch, Hardy, Woulard and Link. Kim Zack, Assistant Attorney General, represented the State.

Zack addressed the Board with additional information.

Hinske was not present and was not represented by legal counsel.

Link moved, Malloch seconded, and it was unanimously carried to accept a signed Consent Agreement for indefinite suspension pending completion of refresher course followed by 24 months probation to include the attached stipulations, or hearing.

	VOTE	Busby, Kathryn Member	Malloch, Kathy Member	Perry, Hunter Member	Johnson, Patricia Secretary	Hardy, Karen President	Crawley, Theresa Vice Pres	Woulard, Constance Member	Link, Denise Member	Robertson, Steve Member
YES	7		X		X	X	X	X	X	X
NO	0									
ABSTAIN	0									
ABSENT	2	X		X						

Busby arrived at the meeting at 9:24 a.m.

IV. Board Discussion and Decision Regarding Case Disposition List Approved, Letter of Concern Summary List Approved, Lapsed Licenses, Licensure Decisions, and Compact License Decisions

IV.A. Board Discussion and Decision Regarding Letter of Concern Summary List Approved

Crawley moved, Busby seconded, and it was unanimously carried to issue the Letters of Concern submitted and grant licensure/certification to examination and endorsement applicants on the list pending successful completion of testing requirements, verification from original state of licensure and receipt of negative state and federal criminal history.

IV.B. Board Discussion and Decision Regarding Case Disposition List Approved

Crawley moved, Busby seconded, and it was unanimously carried to approve the applicants on the list to be dismissed by case disposition criteria and to grant licensure/certification to examination and endorsement applicants on the list pending successful completion of testing requirements, verification from original state licensure and receipt of negative state and federal criminal history.

II. Board Reports for Discussion, Information, Staff Direction and/or Decision

II.A. Executive Director's Report

II.A.1. Educational Topic: Board Governance – Ridenour

Joey Ridenour, Executive Director presented the educational topic on Board Governance. Ridenour encouraged the group to think about where this Board currently is and areas where change could make a stronger Board. She discussed principles of exceptional Board Governance, identified successful Board Governance practices, provided tools to identify impediments to effective governance and explored ways to measure governance effectiveness. It is essential that Board members understand the major building blocks of an effective Board. Trends and challenges facing all boards includes: governance & organizational effectiveness; roles, responsibilities and evaluation of Boards; accountability and risk management; impact of environmental changes on governance; and orientation and education for Board members. Research has shown that size and complexity of the organization are most important in determining governance model. Ridenour identified 12 principles that are common denominators to exceptional governance: recognize constructive partnerships with Executive Director and staff; are mission driven; engage in strategic thinking; have a culture of inquiry; promote independent mindedness; ensure transparency; comply with integrity; question resources; are results oriented; have intentional Board practices that fulfill governance duties; embrace continuous learning; and are revitalized with fresh perspectives.

Major successful practices of Boards include common vision, Board involvement in strategic planning, core group for change, good meeting management and low levels of internal conflict, along with multiple other practices such as measurable goals, annual objectives, debate of issues, balanced budget, role clarity, productive relationships, succession readiness, plans, accountability, open communications, and education. Ridenour also identified early warning signs for Board performance issues including: failure to meet goals, low participation in Board deliberations, inadequate reports, lack of focus on issues that should be discussed, unsolved conflicts within the Board, "rubber stamping" decisions, lack of communication, and deadlocked decisions. In closing Ridenour challenged the group to develop successful governance practices.

II.A.2. Review AzBN Programs Strengths & Areas for Improvement – Bontrager/Smith/Randolph/Ridenour

Val Smith reported she continues to work on the cycle time of getting cases to the Board. Smith stated that voluntary surrender agreements have not been factored into the cycle time data previously and they have an impact on decreasing the overall time in which cases are resolved. She further stated that feedback from respondents and complainants is currently being requested for the Commitment for

Ongoing Regulatory Excellence (CORE) report. A survey is being sent to the complainant upon the closing of the investigative module and to the respondent when their case is completely closed. The random selection survey is sent to every second case closed. Dr. Malloch raised the question regarding debriefing complainants before they leave the Board meeting and Smith stated that staff prepares complainants who attend the Board meeting.

Smith also stated nurses are placed into the CANDO program within a short period of time and are held accountable.

Smith noted her desire to decrease the staff turnover rate, which is currently at 13% and to be able to hire qualified investigative staff. She stated that current salary restrictions have been a factor in the ability to attract applicants.

Judy Bontrager stated the program strength for licensing is in the timeliness of getting applications processed and licenses issued for RN, LPN and CNA's. Arizona has processed applications more quickly than the average aggregate reported in the CORE report for FY2005. The timeframe for processing verifications sent to other states was higher than the average aggregate. Staff has worked to make improvement in that area and current data shows this to be the same as the average aggregate data. Satisfaction with the RN/LPN licensure online renewal process last year was very good. Because of the citizenship documentation requirement this year, it is expected that satisfaction from applicants may not be as high.

Bontrager reported the telephones to be an ongoing challenge. CORE ratings for the Arizona Board were 2.54 as compared with 2.40 aggregate. Emphasis on assessing phone dissatisfiers will be addressed in April/May with a report to the May 2008 Board meeting.

Records storage is also an area of concern. Bontrager reported that investigative files are not currently being scanned, the records room is very full, and review of our retention policy will be done to determine if the length of time records are kept is realistic.

Pam Randolph reported that communication has been very good with the Education programs and shared her goal to develop a database for educational programs. Currently, the program reports are very effective. Randolph further stated there is concern regarding clinical capacity. The grant request for study on continued competency assessment that was submitted to NCSBN was not accepted, but additional information will be submitted to NCSBN in the next request for proposals. Randolph stated that 2 cases have been submitted to Taxonomy of Error, Root Cause Analysis Practice Responsibility (TERCAP) and that the TERCAP questionnaire has been placed on the website.

II.A.3. Discussion on Potential Topics for 2007/2009 AzBN Conferences – Bontrager/Smith/Randolph/Ridenour

The discussion centered on ways the Board can reach out to the community. Suggestions included: web broadcasting Board meetings, conference on relationships/boundary issues, chemical dependency conferences, articles in the Arizona Republic newspaper, send AzBN Nursing Journal to AARP members for visibility, and submit an article to the AARP newsletter. The priorities determined by the Board were: first – web broadcasting for Board meetings, second – chemical dependency conference, third – conference on relationship and boundary issues.

II.A.4. Recommend Changes to 2004-2007 Strategic Initiatives – Ridenour

Joey Ridenour reviewed the 8 strategic initiatives 2004-2007, with Board discussion on each initiative.

1. Facilitate Board Member and staff development through education related to CORE competencies.

The Board decided to conduct assessment of the Board every year in November. They also requested that Board staff complete an assessment of the Board. One suggestion was to conduct a 30 minute education topic on Thursday mornings of the Board meeting. Dr. Malloch stated that serving on a committee for NCSBN is a good learning opportunity as well.

2. Promote evidenced based regulation and practice breakdown research that provides for public protection.

With implementation of the TERCAP questionnaire, data will be submitted regularly. Best practices from the CORE report will be also valuable. The compact is bringing to light variances in individual states. The biggest variance is the way in which states administer their confidential chemical dependency program.

3. Enhance communication between the board and consumers, key stakeholders and Advisory Committees to support change and innovation for improved public protection.

It is essential to continue communication with key stakeholders, such as the Arizona Hospital & Healthcare Association, Arizona Nurses Association, and Arizona Organization of Nurse Executives. An effort should be made to include other *disciplines/stakeholders* such as the Pharmacy Board, Medical Board, to meet with the Arizona Board of Nursing.

4. Develop a regulatory model and tools to assess competence of individuals reported to the Board for unsafe practice.

Pam Randolph stated that the grant request for research study on competency assessment using high fidelity will be resubmitted to NCSBN with changes they requested.

5. Improve processing and decision making of investigative reports during Board Meetings; reduce cycle times of investigative cases to six months or less.

The Board expressed the desire for staff input on policies prior to their approval. Discussion was held regarding cases which are continued and then returned to the Board multiple times, and on extensive histories included on the investigative reports. Smith stated that she would work with the staff to summarize information the Board needs to know. Dr Malloch requested that ranges be reported when the Board is given the average of cycle times.

6. Reduce cycle times for Hearing Department cases to 18 months or less.

Ridenour discussed cycle times for the Hearing Department and the need to look at new ways to address the increasing number of cases. The education staff received on negotiation, provided by NCSBN, was helpful to the staff and need to continue applying principles. The Assistant A.G.'s indicated there has been an increase in summary suspensions as well. Board members expressed the desire for settlement conferences to be scheduled at 3 p.m. or later to accommodate work schedules. Ridenour clarified that there may be 1 or 2 Board members present for settlement conferences.

7. Reduce cycle time between receipt of complete application and time of licensure/certification.

Board staff will continue to monitor and report to the Board the impact related to citizenship requirements. The Hospital Association has also expressed interest in assisting the Board with matters pertaining to this legislation.

8. Enhance effectiveness of customer service through use of technology.

Phone issues are still a customer dissatisfier. Further information will be provided to the Board in May. Complaints reported to the Board may now be submitted on-line.

Other discussion:

Denise Link expressed concern regarding respondents who can't afford Board ordered evaluations. Staff provides respondents with a list of evaluators to choose from.

These same strategic initiatives will be adopted for 2008-11.

II.B. President's Report – Strategic Planning/Board Self Assessment

II.B.1. Report on Board Self-Assessment 2004 and 2007 & Development of Board Initiatives 2007-20-09

Karen Hardy led the Board in a discussion of the results of the Board's self assessment – Governance Effectiveness Quick Check. Board members shared comments relating to the various criteria and decided to use the same tool for self assessment in November 2008. In addition, the Board requested that staff complete the Governance Effectiveness Check List to evaluate the Board.

II.B.2. Update AzBN Advisory Committee Charges for 2007/2009: Advance Practice, Education, Scope of RN/LPN Practice & Evaluate Committee Structure/Need for Additional Task Forces

Discussion on this matter will be added to the May 2008 Board Agenda.

II.B.3. Suggest Topics for 2007-2009 Education Plan for Developing Board Member Competencies

Board members requested education on the following subjects: 1) increase knowledge of the Nurse Practice Act; 2) complete individual Board member assessments for further development; 3) consistency in Board actions for respondents who speak at the Board meeting vs. those who don't; 4) identify an expert to give a presentation on identifying signs of deceptive behavior. At the debriefing of each Board meeting, members will be encouraged to state their most challenging item and that could be addressed as the educational topic for an upcoming meeting.

II.B.4. NCSBN Area I Director Updates & Potential Issues to be Discussed NCSNB Annual Meeting (Tennessee, August 5-8, 2008): Kathy Malloch/All

Dr. Malloch spoke of the need for collaboration between compact and non compact states. Currently 23 states have joined the compact. Malloch stated that NCSBN currently does not fund the compact administration group but perhaps consideration should be given to that subject.

II.B.5. Summary & Evaluation of Strategic Planning Process – All

The Board decided to schedule the strategic planning session in April and October as half day sessions, and to schedule them separate from the regular Board meeting.

VI. Call to the Public

A public body may make an open call to the public during a public meeting, subject to reasonable time, place and manner restrictions, to allow individuals to address the public body on any issue within the jurisdiction of the public body. The Board may ask staff to review a matter or may ask that a matter be put on a future agenda. Members of the public body shall not discuss or take legal action on matters raised during an open call to the public unless the matters are properly noticed for discussion and legal action. A.R.S. § 38-431.01(G).

No members of the public were present.

VIII. Adjournment

The meeting adjourned at 3:49 p.m., Wednesday, April 2, 2007.

Karen Hardy, RN, MSN, President