



## Agenda Item 5.0

### **Report of the Administrative Committee**

BRN Board Meeting | May 23-24, 2024

Administrative Committee  
May 23-24, 2024  
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## Agenda Item 5.1

### **Executive Officer Report**

BRN Board Meeting | May 23-24, 2024

**BOARD OF REGISTERED NURSING**  
**Agenda Item Summary**

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**AGENDA ITEM:** 5.1  
**DATE:** May 23-24, 2024

**ACTION REQUESTED:** Executive Officer Report

**REQUESTED BY:** Board

**BACKGROUND:** Loretta Melby, Executive Officer (EO), will provide information related to education and outreach events including, but not limited to, conferences attended, stakeholder meetings, and social media updates. All other EO updates are provided as follows:

Report of the Administrative Committee:

- Strategic Plan: update on goals – Agenda item 5.2
- Budget update and personnel – Agenda item 5.3
- Regulations update – Agenda item 6.0

Report of the ELC:

- Licensing information including current population, Applications received, Licenses issued, Processing times - Agenda item 8.7
- Examination information including pass/fail rates – Agenda item 8.6

Report of the EIIC:

- Enforcement and Investigations information including numbers of complaints received and pending, case aging, case disposition, and probation - Agenda item 9.1

Report of the Legislative Committee:

- Legislative update – Agenda item 10.0

**NEXT STEP:**

**PERSON TO CONTACT:** Loretta Melby  
Executive Officer  
California Board of Registered Nursing  
[Loretta.Melby@dca.ca.gov](mailto:Loretta.Melby@dca.ca.gov)



## Agenda Item 5.2

**Information Only:**  
2022-2025 Strategic Plan and Goal Progression

BRN Board Meeting | May 23-24, 2024

**BOARD OF REGISTERED NURSING**  
**Agenda Item Summary**

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**AGENDA ITEM:** 5.2  
**DATE:** May 23-24, 2024

**ACTION REQUESTED:** Update on the 2022-2025 Strategic Plan and goal progression

**REQUESTED BY:** Mary Fagan, Vice President

**BACKGROUND:** The Board will receive updates on the progress towards the goals identified in the Strategic Plan for 2022 to 2025.

**NEXT STEP:**

**PERSON TO CONTACT:** Loretta Melby  
Executive Officer  
California Board of Registered Nursing  
[Loretta.Melby@dca.ca.gov](mailto:Loretta.Melby@dca.ca.gov)



# GOAL PROGRESSION 2022 – 2025 STRATEGIC PLAN

(Current as of May 8, 2024)

## GOAL 1: LICENSING

<b><u>Goal 1: Licensing</u></b>		
The Board promotes licensing standards to protect consumers and support access to the profession for qualified individuals.		
<b>1.1</b>	<b>Reduce license processing times to improve access and customer satisfaction.</b>	
<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>California License by Examination: The license by exam process is reduced to within 2 weeks of graduation in California.</b>	<b>MET</b>
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	Implemented automatic application closure when no fee is included with the BreEZe application within a set period of time. (Enlighten Licensing Project (ELP))	Jun 2021
b.	Streamlined application requirements by removing photo requirement. (ELP)	Jul 2021
c.	Licensing staff email deficiency notices to applicants.	Jul 2021
d.	Eliminated paper application from the BRN website which promotes a more efficient and expeditious application process via BreEZe. (ELP)	Jul 2021
e.	Deployed the California Graduate Nursing Program Director Portal (Portal) to allow Program Directors to electronically submit graduate education data which is then imported to the applicants BreEZe application. (ELP)	Oct 2021
f.	Updated BreEZe to allow the Enforcement Division to place and remove holds. (ELP)	Mar 2022
g.	Email notification sent to Program Directors every two (2) weeks to inform them of any pending approval request(s).	Nov 2022
h.	Streamlined the reasonable accommodation request process by removing the requirement that the nursing program submits specific documentation.	Jan 2023
i.	Added graduation date milestone, for California graduates, to BreEZe which is when the Board can start processing the application; thereby, improving transparency of Board application processing times.	Apr 2023
j.	Implemented an automatic initial review and if deficiencies exist an email notification is sent; thereby, allowing staff to conduct their initial review once all documentation is received.	Oct 2023
k.	Implemented an automated email notification with deficiency(ies) that is sent to applicants at 30 days after application submission if the Program Director has not entered education data in the portal.	Feb 2024
<b>2. Ongoing Activities</b>		
a.	Automated email notification with status update details sent to applicants. (ELP)	
b.	Continuing the reasonable accommodation request process improvement efforts by adding the applicant's request form to BreEZe and updating the BRN's website.	
c.	Continuing with the reasonable accommodation request process improvement efforts, had initial discussions with National Council of State Nursing Boards (NCSBN) and the	



	testing vendor, Pearson Vue, regarding the electronic submission of accommodation requests.	
d.	Continue identifying and implementing efficiencies to accurately reflect processing times.	
<b>B.</b>	<b>Verifications: Process has been automated and reduced to 24 hours for license records in BreEZe/1-2 weeks for license records outside of BreEZe.</b>	<b>MET</b>
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	BRN's website was updated to include a statement regarding "Primary Source" data which explains that DCA's License Search reflects the BRN's primary source information.	May 2021
b.	Identified streamlined processes allowing documents received via the mail or microfilm to be searchable by staff and attached to the BreEZe record more expeditiously.	Nov 2021
c.	Requests and payment of fees for APRN certification verification and international license verification requests available online.	Feb 2022
d.	Effective March 10, 2022, License Verifications are completed through NURSYS®.	Mar 2022
e.	BreEZe interface was updated to include, but not limited to, delinquent and 8-year renewal license types allowing these records to be included in the NURSYS® daily interface.	Oct 2022
f.	Implemented adding APRN licensing data to NURSYS® for license verification purposes.	Apr 2024
<b>2. Ongoing Activities</b>		
a.	Working with NCSBN to develop and implement data cleanup process to assist with verifying information prior to BreEZe is accessible through NURSYS®.	
<b>C.</b>	<b>Advanced Practice: Completion of initial review of APRN application within 30 days and review of deficient applications is completed within 30 days of receipt of documents.</b>	
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	Licensing staff email deficiency notices to applicants.	Jul 2021
b.	Identified streamlined processes allowing documents received via the mail or microfilm to be searchable by staff and attached to the BreEZe record more expeditiously.	Nov 2021
c.	The Board's sunset bill, AB 2684 (Berman, Chapter 413, Statutes of 2022), provided authority to combine the initial Certified Nurse Midwife (CNM) and Nurse Practitioner (NP) license applications with the CNM and NP furnishing number applications.	Jan 2022
d.	Executed a contract with National Clearinghouse to improve the transmission and receipt of transcripts.	Feb 2022
e.	Expanded the California Graduate Nursing Program Director Portal (Portal) to allow Program Directors of Nurse Practitioner (NP) and Certified Nurse Midwife (CNM) programs to electronically submit NP, NP Furnishing, CNM and CNM Furnishing education data which is then imported to the applicants BreEZe application. (ELP)	Mar 2022

f.	Updated BreEZe to allow the Enforcement Division to place and remove holds. (ELP)	Mar 2022
g.	Implemented automatic application closure when no fee is included with the BreEZe application within a set period of time. (ELP)	Mar 2022
h.	Eliminated paper application from the BRN website which promotes a more efficient and expeditious application process via BreEZe. (ELP)	Jun 2022
i.	Executed contract with Parchment to improve the transmission and receipt of transcripts.	Oct 2022
j.	Combined CNM and NP license applications with the CNM and NP furnishing number applications.	Jan 2023
k.	Streamlined the APRN application processes to ensure all processes/procedures adhere to the NPA which promotes a more efficient and expeditious application review process.	May 2023
l.	The Board voted during the May 2023 Board meeting to remove Method Three pathway for licensure for qualifying APRN applicants.	May 2023
m.	The Board voted during the May 2023 Board meeting to only accept electronic submission of transcripts (excluding international applicants).	May 2023
n.	Implemented initial phase of an auto issuance of Public Health Nurse (PHN) certification for California graduates.	Oct 2023
o.	Expanded the Portal to allow Program Directors of PHN programs to electronically submit education data which is then imported to the applicants BreEZe application.	Oct 2023
p.	Streamlined the process for the approval of Schedule II when advanced pharmacology content is verified during the furnishing application review.	Oct 2023
	DCA executed contract with Horne, LLP (Horne) for licensing application processing services and BRN onboarded contracted staff.	
	BRN trained Horne contracted staff on NP/NPF application processing.	May 2024
a.	Continuous expansion of the Portal to allow Program Directors of Clinical Nurse Specialist (CNS) programs to electronically submit education data which is then imported to the applicants BreEZe application.	
b.	Continue process for automated email notification with status update details sent to applicants. (ELP)	
c.	Improving the combined CNM/CNMF and NP/NPF license application process.	
d.	Ongoing continuous quality improvements efforts and website enhancements to increase efficiency with the APRN additional document submission process.	
e.	Streamlining the out-of-state PHN certification process.	
	Initiated process to start utilizing the national certification for CRNA and NMW added to Nursys® by NCSBN to increase efficiency with the APRN application requirements.	
<b>Out-of-State License by Examination: Reduce processing time down to 4-8 weeks.</b>		
a.	Streamlined application requirements by removing photo requirement. (ELP)	Jul 2021
b.	Licensing staff email deficiency notices to applicants.	Jul 2021

c.	Eliminated paper application from the BRN website which promotes a more efficient and expeditious application process via BreEZe. (ELP)	Jul 2021
d.	Identified streamlined processes allowing documents received via the mail to be searchable by staff and attached to the BreEZe record more expeditiously.	Nov 2021
e.	Identified streamlined processes allowing documents received via the mail or microfilm to be searchable by staff and attached to the BreEZe record more expeditiously.	Nov 2021
f.	Executed a contract with National Clearinghouse to improve the transmission and receipt of transcripts.	Feb 2022
g.	Updated BreEZe to allow the Enforcement Division to place and remove holds. (ELP)	Mar 2022
h.	Implemented automatic application closure when no fee is included with the BreEZe application within a set period of time. (ELP)	Mar 2022
i.	Executed contract with Parchment to improve the transmission and receipt of transcripts.	Oct 2022
j.	The Board voted during the May 2023 Board meeting to remove Method Three pathway for licensure for qualifying APRN applicants.	May 2023
k.	Approval of California Code of Regulations (CCR), title 16, section 1410.5 on August 18, 2023.	Aug 2023
l.	DCA executed contract with Horne, LLP (Horne) for licensing application processing services and BRN onboarded contracted staff.	Oct 2023
m.	DCA released the Federal Professional License Portability and State Registration online portal implementing new professional license portability provisions within the Federal Servicemembers Civil Relief Act (SCRA).	Nov 2023
n.	BRN trained Horne contracted staff on out-of-state license by examination application processing.	Apr 2024
<b>2. Ongoing Activities</b>		
a.	Automated email notification with status update details sent to applicants. (ELP)	
b.	Horne began interviews to identify process improvements.	

### Goal 1: Licensing

The Board promotes licensing standards to protect consumers and support access to the profession for qualified individuals.

<b>1.2</b>	<b>Enhance stakeholder accessibility to and communication with the BRN to improve customer satisfaction.</b>	
<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>Significant reduction of repeat callers (volume cut by 25%).</b>	
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	Initiated a protocol for nursing registries, hospitals, and traveling nursing companies to obtain weekly application status(es).	Jan 2021
b.	The “Contact Us” page on the BRN website was enhanced to improve ease of completion.	Nov 2021
c.	Cross trained Public Information Unit staff to perform some licensing activities, including but not limited to endorsement applications, to address the callers at the initial point of contact.	Jan 2022
d.	During the November 2022 meeting, Nurse Midwifery Advisory Committee (NMAC) created the following subcommittees: 1) Public Engagement and Website, 2) Nurse Midwifery Scope of Practice 3) Regulations and 4) Nurse Midwifery Education. The Public Engagement and Website subcommittee will focus website improvement that will assist with accessibility, information sharing, and decreasing call volume.	Nov 2022
e.	The “Fingerprint Request” page on the BRN website was updated to allow applicants to request, via the website, a fingerprint Livescan form which results in an email transmittal immediately. This is a process improvement from the 2-3 business days timeframe for mailing prior to this update.	Oct 2023
f.	The “Fingerprint Request” page on the BRN website was updated to allow individuals to request, via the website, a fingerprint FD-258 Hard Card which results in a confirmation email as well as instructions on how to fill out the FD-258.	Oct 2023
g.	During the January 2024 meeting, CNSAC created the following subcommittees: 1) Public Engagement and Website and 2) Regulations. The Public Engagement and Website subcommittee will focus website improvement that will assist with accessibility, information sharing, and decreasing call volume.	Jan 2024
h.	During the January 2024 meeting, CRNAAC created the following subcommittees: 1) Public Engagement and Website, 2) Regulations and 3) Regulation Definitions. The Public Engagement and Website subcommittee will focus website improvement that will assist with accessibility, information sharing, and decreasing call volume.	Jan 2024

<b>2. Ongoing Activities</b>	
a.	Licensing management and staff responding to general licensing emails received from external stakeholders and initiated a target date of one (1) to four (4) business days for responses.
b.	Continue quality improvement efforts to inform applicants and licensees if compliant with the fingerprint submission requirement.
c.	Ongoing continuous quality improvements efforts and website enhancements to provide transparent communication and to improve accessibility and efficiency with the application requirements for all licensing types and decrease the need for initial and repeat callers through the incorporation of including, but not limited to, feedback from internal and external stakeholders.

### Goal 1: Licensing

The Board promotes licensing standards to protect consumers and support access to the profession for qualified individuals.

**1.3 Analyze and ensure fees are reasonable and align with other states/boards to ensure BRN fiscal solvency while ensuring affordability to applicants and licensees.**

**Success Measure(s)**

**Identification and implementation of appropriate fees.**

**1. Completed Activities** **Month Year**

a.	The Board's sunset bill, AB 2684 (Berman, Chapter 413, Statutes of 2022), removed the minimum fee range for all licensing fees.	Jan 2022
b.	Fees charged for Continuing Approval Visits for prelicensure nursing education programs were removed by the Board's sunset bill thereby reducing the cost to prelicensure nursing programs by \$15,000.	Jan 2022
c.	Effective March 10, 2022, License Verifications are completed through NURSYS®. The \$30 fee is paid to NURSYS® which eliminated the \$100 fee previously paid to the BRN.	Mar 2022
d.	NP/NPF combined application does not require a fee for the furnishing license thereby reducing the initial application cost by \$400.	Jan 2023
e.	CNM/CNMF combined application does not require a fee for the furnishing license thereby reducing the initial application cost by \$400.	Jan 2023
f.	BRN removed fees for all curriculum changes to a prelicensure nursing education program except for substantive changes defined in 16 CCR 1432 thereby reducing the cost to all programs by \$2,500 for each curriculum change request.	Jan 2023
g.	In partnership with DCA, implemented the PHN fee waiver for certification and recertification temporarily (SB 72 Budget Act of 2023).	Jan 2024
h.	Submitted legislative proposal in the second year of the 2023-2024 legislative session resulting in the introduction of AB 2471, authored by Assembly Member Patterson, to permanently remove the recertification renewal fee for all PHN certificate holders.	Jan 2024

**2. Ongoing Activities**

a.	Continue partnership with DCA's Budget Office to monitor and assess BRN's fund condition.	
b.	Presenting of information and training on fund condition to the Board by DCA's Budget Office during quarterly Board meetings.	
c.	Implementing BreEZe fix to remove NPF and NMF renewal fees.	
d.	Continue evaluating process improvements and enhancements to ensure the current fee is aligned with the workload for the specified activity.	
e.	Continue its efforts to update fees in CCR 1417 to align with statute and to ensure the current fee is aligned with the workload for the specified activity.	

## Goal 1: Licensing

The Board promotes licensing standards to protect consumers and support access to the profession for qualified individuals.

**1.4 Improve the process for licensing by endorsement to make it more timely and cost effective while maintaining low application fees.**

Success Measure(s)		
Processing times within 4-8 weeks of receipt of all documents.		
1. Completed Activities		Month Year
a.	Streamlined application requirements by removing photo requirement. (ELP)	Jul 2021
b.	Licensing staff email deficiency notices to applicants.	Jul 2021
c.	Eliminated paper application from the BRN website which promotes a more efficient and expeditious application process via BreEZe. (ELP)	Jul 2021
d.	Identified streamlined processes allowing documents received via the mail or microfilm to be searchable by staff and attached to the BreEZe record more expeditiously.	Nov 2021
e.	Cross trained Public Information Unit staff to perform some licensing activities, including but not limited to endorsement applications, to address the callers at the initial point of contact.	Jan 2022
f.	Executed a contract with National Clearinghouse to improve the transmission and receipt of transcripts.	Feb 2022
g.	Updated BreEZe to allow the Enforcement Division to place and remove holds. (ELP)	Mar 2022
h.	Implemented automatic application closure when no fee is included with the BreEZe application within a set period of time. (ELP)	Mar 2022
i.	Executed contract with Parchment to improve the transmission and receipt of transcripts.	Oct 2022
j.	Enhanced BreEZe to allow for applicants and licensees to pay miscellaneous fees (e.g. fingerprint fees)	Jan 2023
k.	The Board voted during the May 2023 Board meeting to remove Method Three pathway for licensure for qualifying APRN applicants.	May 2023
l.	Approval of CCR, title 16, section 1410.5 on August 18, 2023	Aug 2023
m.	Implemented an automatic initial review and if deficiencies exist an email notification is sent; thereby, allowing staff to conduct their initial review once all documentation is received.	Oct 2023
n.	DCA executed contract with Horne, LLP (Horne) for licensing application processing services and BRN onboarded contracted staff.	Oct 2023
o.	BRN trained Horne contracted staff on licensure by endorsement application processing.	Nov 2023

## 2. Ongoing Activities

a.	Continue monitoring and assessment of processing times of licensure by endorsement applications.
b.	Automated email notification with status update details sent to applicants. (ELP)
c.	Continue monitoring and assessment of Horne work product associated to licensure by endorsement applications.
d.	Horne began interviews to identify process improvements.



## GOAL 2: ENFORCEMENT

<b><i>Goal 2: Enforcement</i></b>		
The Board protects the health and safety of consumers through the enforcement of the laws and regulations governing the practice of nursing.		
<b>2.1</b>	<b>Align the enforcement processing times with the Board's efforts to ensure safe nurses continue to practice.</b>	
<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>Reduction of processing times with sixty percent (60%) of cases</b>	
<b>1. Completed Activities</b>		
a.	Eliminated paper case processing in several areas, including but not limited to, electronic complaint processing, electronic investigative cases, transmittals to the Attorney General's Office, Expert Consultants and created the Central Enforcement File.	Dec 2021
b.	Executed a Memorandum of Understanding (MOU) between the Superior Court of California, County of Los Angeles and BRN to improve the receipt of court documents.	Jun 2022
c.	Developed and implemented new marketing materials to inform a greater number of RNs of the Intervention Program.	Nov 2022
d.	Division of Investigation (DOI) referral and triage pilot concluded.	Mar 2024
a.	Partnering with the Organizational Improvement Office (OIO) to map out the process of the Enforcement Division and the Investigation Section to identify areas in which efficiencies can be achieved.	
b.	Continue partnering with Division of Investigation (DOI) on implementation of new process that replaces the referral triage pilot.	
c.	Continue quality improvement efforts to identify and address processing delays related to the intake, triage and investigation of complaints.	
d.	Continue quality improvement efforts to eliminate paper case processing.	
e.	Partnering with DCA's Office of Information Services (OIS) within the DCA Portfolio Governance team to develop the BreZEze Time Tracking Functionality and the	
f.	Continue to identify and procure investigative tools to efficiently triage and investigate complaints.	

## Goal 2: Enforcement

The Board protects the health and safety of consumers through the enforcement of the laws and regulations governing the practice of nursing.

**2.2 Review the Board's approach to discipline to make sure it is evidence-based and effective to protect the public.**

Success Measure(s)		Status
<b>A.</b>	<b>Uniform in our approach, with regards to other healing arts boards.</b>	
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	Hired the two vacant Enforcement Deputy Chief positions which allows BRN to begin the process of reviewing the Board's approach to discipline.	Apr 2022
b.	Established a pilot process where Executive Management attends all IECs to provide guidance and identify efficiencies.	Apr 2022
c.	Initiated using BreEZe for assigning and tracking cases for job placement and course assignments for probationers.	Sep 2022
d.	Coordinated with DCA for a third-party citation fine and cost recovery.	Oct 2023
e.	Hired the vacant Investigations Division Deputy Chief position.	May 2023
f.	Developed an Intervention Evaluation Committee Member guide which included retraining of existing and training of new Intervention Evaluation Committee (IEC) members.	Dec 2022
g.	Realigned of the probation employment approval and modification of employment processes.	Jun 2023
h.	Realigned of the probation course approvals and modification of course approval processes.	Jun 2023
i.	Hired the vacant Enforcement Nursing Education Consultant (NEC) which allows BRN to continue to review the realignment of the employment approvals and modifications process and the course assignments and approvals process.	Jul 2023
<b>2. Ongoing Activities</b>		
a.	Continue partnership with DCA on the implementation for a third-party citation fine and cost recovery.	

## GOAL 3: CONTINUING EDUCATION

<b><u>Goal 3: Continuing Education</u></b>		
The Board establishes continuing education standards to ensure ongoing nursing competency and promote public safety.		
<b>3.1</b>	<b>Increase audits of RNs and education providers to ensure compliance with continuing education requirements.</b>	
<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>Complete RN audits per Comprehensive Plan for Approving and Disapproving Continuing Education Opportunities.</b>	
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	Hired a Retired Annuitant (RA) NEC to begin streamlining the RN audit process to ensure alignment with the Comprehensive Plan for Approving and Disapproving Continuing Education Opportunities. RA NEC resigned, and a new RA NEC was hired.	Aug 2022 Jun 2023
b.	Redirected a staff member who was returned from the contract tracing assignment to work with the RA NEC to streamline the RN audit process and ensure alignment with the Comprehensive Plan for Approving and Disapproving Continuing Education Opportunities.	Aug 2022
<b>2. Ongoing Activities</b>		
a.	Executive Leadership Team continues to look at the organizational structure to ensure optimal effectiveness and efficiency.	
b.	Partnering with DCA's Office of Information Services (OIS) to research the development of an IT tool to maintain CE provider and course data.	
c.	Review and updating the website to for transparency of the CE requirements.	
<b>B.</b>	<b>Complete CEP audits per Comprehensive Plan for Approving and Disapproving Continuing Education Opportunities.</b>	
<b>1. Completed Activities</b>		
a.	Hired a RA NEC to begin streamlining the RN audit process to ensure alignment with the Comprehensive Plan for Approving and Disapproving Continuing Education Opportunities. RA NEC resigned, and a new RA NEC was hired.	Aug 2022 Jun 2023
b.	Approval of CCR, title 16, sections 1450 and 1456 by OAL on August 12, 2022.	Aug 2022
<b>2. Ongoing Activities</b>		
a.	Executive Leadership Team continues to look at the organizational structure to ensure optimal effectiveness and efficiency.	
b.	Continued partnership with OIO to map out the process of the Continuing Education Provider (CEP) audit process.	

**Goal 3: Continuing Education**

The Board establishes continuing education standards to ensure ongoing nursing competency and promote public safety.

**3.2** Analyze, and update if needed, ways to improve the continuing education reporting process to streamline and improve customer service.

<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>CE reporting consistent with Comprehensive Plan for Approving and Disapproving Continuing Education Opportunities.</b>	
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	Hired a RA NEC to begin developing the CEP audit process and ensure alignment with the Comprehensive Plan for Approving and Disapproving Continuing Education Opportunities. RA NEC resigned, and a new RA NEC was hired.	Aug 2022 Jun 2023
<b>2. Ongoing Activities</b>		
a.	Updating the Continuing Education request and approval process to include, but not limited to, integrating the form submitted by the continuing education provider for course approval into BreEZe.	
b.	Partnering with OIS to research the development of an IT tool to maintain CE provider and course data.	
c.	Executive Leadership Team continues to look at the organizational structure to ensure optimal effectiveness and efficiency.	
d.	Continued partnership with OIO to map out the process of the CEP audit process.	

## GOAL 4: EDUCATIONAL OVERSIGHT

<b><u>Goal 4: Educational Oversight</u></b>		
The Board establishes nursing education standards to ensure the quality of education and consumer protection.		
<b>4.1</b>	<b>Align educational oversight activities with national accreditation programs to identify and reduce any redundancies.</b>	
<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>Visits conducted in collaboration with accreditors.</b>	<b>MET</b>
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	Conducted the first joint Continuing Approval Visit (CAV) with accreditors to increase efficiencies.	Sep 2021
b.	Implemented new policies and procedures to align with accreditation processes, where appropriate (i.e., allowing nursing programs to submit the accreditors report and supplement any missing information with an addendum thereby minimizing the workload of the Dean or Director).	Jan 2022
c.	Faculty approvals available on the DCA License Search page.	Mar 2022
d.	Data migration of existing faculty approvals completed in August 2022.	Aug 2022
e.	Submitted legislative proposal in the second year of the 2023-2024 legislative session resulting in the introduction of AB 2015, authored by Assembly Member Schiavo, establishing a process and the criteria for a RN to obtain approval from the Board to serve as a faculty member, assistant director, or director at any Board-approved prelicensure nursing program.	Jan 2024
g.	Presented at COADN and CACN conferences on topic including but not limited to the clarification of the updated Faculty approval process outlined in the Board's sunset bill, AB 2684 (Berman, Chapter 413, Statutes of 2022).	Mar/Apr 2024
h.	Provided notification to legislative staffer and NECs on the clarified Faculty approval process in alignment with BPC 2786.2(b)(1).	Mar 2024
<b>2. Ongoing Activities</b>		
a.	Staff is reviewing the faculty approval process to streamline, data collection to track growth and recession by region, and creating a faculty resource for academia.	
b.	Continue the development of the uniform methods required per the Board's sunset bill, which includes, but is not limited to, meeting with three nursing accrediting agencies.	
c.	Ongoing continuous quality improvements efforts, form(s) revisions, and website enhancements to provide transparent communication and to improve efficiency with the CAV.	
d.	Continue partnership with the California Community Colleges Chancellors Office (CCCCO) leadership regarding community college nursing program oversight.	
e.	Continue partnership with the Bureau of Private and Postsecondary Education (BPPE) leadership regarding private college and university oversight.	

### Goal 4: Educational Oversight

The Board establishes nursing education standards to ensure the quality of education and consumer protection.

**4.2 Support regional consortiums to promote equitable clinical placements and reduce clinical impaction.**

Success Measure(s)		Status
<b>A.</b>	<b>Regional data accessible on website for public and Board use.</b>	
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	The Board's sunset bill, AB 2684 (Berman, Chapter 413, Statutes of 2022) prohibits the Board from considering nursing workforce issues, including those identified under BPC section 2717 as factors for purposes of enrollment increase considerations. This conflicts with CSA Audit 2019-120 Recommendation 2 issued to the Board.	Jan 2022
b.	The Board's sunset bill, AB 2684 (Berman, Chapter 413, Statutes of 2022) amended BPC Section 2786(c) to read: (3)(A) The board shall annually collect, analyze, and report information related to the number of clinical placement slots that are available and the location of those clinical placement slots within the state, including, but not limited to, information concerning the total number of placement slots a clinical facility can accommodate and how many slots the programs that use the facility will need. (B) The board shall utilize data from available regional or individual institution databases. (C) The board shall place the annual report on its internet website.	Jan 2022
c.	Updated CCR, title 16, sections 1432 to require the EDP-I-01 for any new campus location(s).	Oct 2022
d.	Developed and implemented a regional data tool that reflects Board actions of enrollment increase requests to inform the Board when making evidence-based decisions and increase transparency to the public.	Nov 2022
<b>2. Ongoing Activities</b>		
a.	Continue implementation activities for amended BPC Section 2786(c)(3)(A-C) and CSA Report 2019-120 recommendations 6, 7 and 9.	
b.	Continued collaboration with DCA's OIS to develop a prelicensure nursing program enrollment IT tool that displays the Board's actions on requests for enrollment increases on its website.	
c.	Continue partnering with various parties to support the efforts on data collection and reporting on clinical placements.	

<b>4.3</b>	<b>Continue to assess and report on workforce needs and the availability of clinical placement sites to ensure the Board's decisions are evidence-based.</b>	
<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>Regional data accessible on website for public and Board use.</b>	
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	The contract for the University of California, San Francisco (UCSF) was extended and updated to include regional analysis as a contract deliverable.	Aug 2021
b.	Nursing Education and Workforce Advisory Committee (NEWAC) restructure approved during the November 2021 Board meeting with the Charter approved during the May 2022 Board meeting.	May 2022
c.	Approval of CCR, title 16, section 1427 by OAL on October 14, 2022.	Oct 2022
d.	Developed and implemented a regional data tool that reflects Board actions of enrollment increase requests to inform the Board when making evidence-based decisions and increase transparency to the public.	Nov 2022
e.	Discussed during the February 2023 Board meeting the requirements of BPC 2717 in which the Board shall develop a plan to address regional areas of shortage identified by its nursing workforce forecast.	Feb 2023
f.	During the December 2022 and March 2023 meetings, NEWAC created the following subcommittees: 1) Simulation Standards, 2) Workforce Survey, 3) Clinical Placement and Impaction, 4) Cultural Competency, Diversity, Pathway to Nursing, 5) Theory Practice Gap and New Grad Orientation, 6) Workforce Retention, 7) Curriculum Standards and Guidelines, and 8) Faculty. These subcommittees will assist NEWAC in the assessment and reporting of workforce needs and the availability of clinical placement sites to the Board.	Mar 2023
g.	Posted the "California Board of Registered Nursing 2020 Survey of Registered Nurses" report, dated May 1, 2023, to the BRN website and a presentation by University of California, San Francisco on the analysis of nursing workforce was given during the May 2023, Board meeting.	May 2023
h.	The contract for the University of California, San Francisco (UCSF) was extended.	Sep 2023
i.	During the March 2024 meeting, NEWAC voted to sunset the Workforce Survey subcommittee.	Mar 2024
a.	In partnership with DCA's OIS a clinical placement technological tool was developed and is in the testing phase. This tool that will compile and aggregate facility and school specific information and compare data with HCAI's (formerly OSHPD), list of health care facilities.	
b.	Continue to work towards compliance with the requirements of BPC 2717 in which the Board shall develop a plan to address regional areas of shortage identified by its nursing workforce forecast.	
c.	Continue collaboration with DCA's OIS to implement an interactive map displaying information, including but not limited to, student enrollment numbers, faculty resources, and nursing workforce.	

d.	Continuous quality improvement efforts to enhance the BRN's website to make nursing workforce data easily accessible.
e.	Continue partnering with various parties to support the efforts on data collection and reporting on clinical placements.



### Goal 4: Educational Oversight

The Board establishes nursing education standards to ensure the quality of education and consumer protection.

#### **4.4 Evaluate educational requirements and initiate evidence-based revisions as appropriate.**

<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>16 CCR 1426 is current and is evidence based to ensure preparation of the applicant and meet the mission of the Board.</b>	
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	The Board's request to add language to AB 2684 (Berman, Chapter 413, Statutes of 2022) regarding 500-hour direct patient care requirement was successful. BPC 2756(a)(2) was added to state: An approved school of nursing or nursing program shall meet a minimum of 500 direct patient care clinical hours in a board-approved clinical setting with a minimum of 30 hours of supervised direct patient care clinical hours dedicated to each nursing area specified by the board.	Jan 2022
b.	Implemented second look process on any faculty approval request submitted by the Board approved Program Directors to ensure all information has been reviewed prior to denying a request for faculty approval	Aug 2022
c.	Enhanced the BRN's website to include nursing program's tuition and enrollment numbers.	Apr 2023
d.	All Board-approved prelicensure nursing programs are in compliance with the updated 500-hour direct patient care requirement delineated in BPC 2786(a)(2).	Aug 2023
e.	All Board-approved prelicensure nursing programs are in compliance with the updated implicit bias graduation requirement delineated in BPC 2786(f)(1).	Aug 2023
f.	Approval of regular rulemaking package to update CCR, title 16, section 1410.5 to provide a coursework exemption for out of state applicants on August 18, 2023.	Aug 2023
<b>2. Ongoing Activities</b>		
a.	Initial rulemaking package to update CCR, title 16, section 1426 to remove the requirement for 75 percent of clinical hours to be completed in direct patient care in a specified nursing content area is under review by BRN leadership after the comment period closed and no comments/requests for hearing were received and was submitted to the Office of Administrative Law (OAL) on March 26, 2023	

## GOAL 5: LAWS AND REGULATIONS

<b><u>Goal 5: Laws and Regulations</u></b>		
The Board enforces the laws within its purview, establishes regulations and advocates for legislation to effectively carry out its mission.		
<b>5.1</b>	<b>Ensure all stakeholder voices are heard and given equal consideration for better informed policies.</b>	
<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>Increased stakeholder engagements.</b>	
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	Held public Interested Parties Meetings to solicit comments on regulatory language that the NPAC was recommending to the Board.	Jul 2021 Oct 2021
b.	Reviewed and restructured the membership composition of non-legislative advisory committees to include a public member.	May 2022
c.	The Board's Executive Officer (EO) and staff attended California Organization of Associate Degree Nursing (COADN) and California Association of Colleges of Nursing (CACN) joint conference in Monterey in October 2022.	Oct 2022
d.	Board voted during the November 2022 meeting to create a Certified Registered Nurse Anesthetist Advisory Committee (CRNAAC).	Nov 2022
e.	Board voted during the November 2022 meeting to create a Created a Clinical Nurse Specialist Advisory Committee (CNSAC).	Nov 2022
f.	Conducted an in-depth training in January 2023, including but not limited to, the Recommended Guidelines for Disciplinary Orders and Conditions of Probation (Disciplinary Guidelines) through a joint NPAC and NMAC public meeting.	Jan 2023
g.	EO attended NCSBN Executive Officer Orientation meeting in Chicago in January 2023.	Jan 2023
h.	EO and staff attended COADN spring conference in Palm Springs in March 2023.	Mar 2023
i.	EO and Board President attended 2023 NCSBN Midyear Meeting Executive Leadership and President Forum in Seattle in March 2023.	Mar 2023
j.	EO and staff attended CACN spring conference in Long Beach in April 2023.	Apr 2023
k.	EO appointed CRNA members to the CRNAAC and CNS members to the CNSAC.	May 2023
l.	Implemented a process to email a reminder to the Deans and Directors via the ListServ on Board and Committee meeting days.	Jun 2023
m.	Held a public NEWAC interested parties meeting to solicit comments on issues pertinent to registered nursing education and/or workforce on June 15, 2023.	Jun 2023
o.	Chief of Legislative Affairs attended Congressional Nursing Workforce Summit in Fresno.	Jun 2023
n.	EO and Board President attended 2023 NCSBN Annual Meeting in Chicago in August 2023.	Aug 2023

p.	Initiated an email notification process to notify appropriate external stakeholders when a webcast of a meeting is available on the BRN website.	Sep 2023
q.	EO and staff attended the COADN and CACN joint conference in Monterey in October 2023.	Oct 2023
r.	Conducted two sessions of training in December 2023, including but not limited to, roles and responsibilities, meeting structure and polices, Public Records Act, MaxCMS, and CalATERS.	Dec 2023
s.	EO appointed the public member to the CRNAAC, filling its final vacancy.	Dec 2023
t.	Conducted the first CNSAC and CRNAAC public meeting which included an onboarding training, including but not limited to, roles and responsibilities, the Bagley-Keene Open Meeting Act, and the regulatory process.	Jan 2024
u.	EO and staff attended COADN spring conference in Palm Springs in March 2024.	Mar 2024
v.	EO and Board President attended 2024 NCSBN Midyear Meeting Executive Leadership and President Forum in Atlanta in March 2024.	Mar 2024
w.	EO and staff attended CACN spring conference in Rancho Mirage in April 2024.	Apr 2024

## 2. Ongoing Activities

a.	Continue the WebEx platform for all public meetings to allow for greater public participation.
b.	DCA and BRN staff, including but not limited to, DCA Regulations Attorney, Board Legal Counsel, Executive Officer, Chief of Legislative Affairs, attend Board meetings, stakeholder meetings and taskforce meetings to provide information.
c.	Continue outreach and/or onboarding activities for advisory committee members, as appropriate.
d.	Creating a ListServ email for Deans and Directors of APRN programs to enhance communication.

### **Goal 5: Laws and Regulations**

The Board enforces the laws within its purview, establishes regulations and advocates for legislation to effectively carry out its mission.

**Review statutes and advocate for updates or new statutes as appropriate to ensure they are current and based on evidence and best practices.**

**Established policies and procedures with a monitoring and reevaluation**

#### **1. Completed Activities**

a.	Hired and initiated the on-boarding of the new Chief of Legislative Affairs to lead this endeavor and the change agent for the organization.	May 2022
b.	Communicated Board positions, testified, provided technical assistance and drafted proposed language for bills that impacted the BRN or its licensees during the 2021-2022 legislative session.	Jan-Sep 2022
c.	Submitted legislative proposal for code clean up to the Senate Business and Professions Committee.	Jan 2023
d.	Communicated Board positions, testified, provided technical assistance and drafted proposed language for bills that impacted the BRN or its licensees during the first years of the 2023-2024 legislative session.	Jan-Sep 2023
e.	DCA released the Federal Professional License Portability and State Registration online portal implementing new professional license portability provisions within the Federal Servicemembers Civil Relief Act (SCRA).	Nov 2023
f.	In partnership with DCA, implemented the PHN fee waiver for certification and recertification temporarily (SB 72 Budget Act of 2023).	Jan 2024
h.	Identified legislative vehicles for three legislative proposals in the second year of the 2023-2024 legislative session: 1) proposal to improve faculty approval process; 2) proposal to remove the renewal process for PHNs; and 3) code clean up proposal.	Jan 2024

#### **2. Ongoing Activities**

a.	Continue enhanced partnership with DCA to include regular meetings on bill impact and implementation plans; identification of outdated statutes requiring repeal; and advocate for updates to existing or new statutes.
b.	Continue developing policies and procedures to ensure statutes and regulations are current and based on evidence and best practices.
c.	Continue partnership with DCA, via the EO and DCA's Executive Leadership and Legal Division, to implement the provisions of BPC 870 requiring expedited licensure for applicants who provide abortions and can demonstrate their intent to do so as delineated in statute.
d.	Communicating Board positions, testifying, providing technical assistance, and drafting proposed language for bills that could impact the BRN or its licensees during the second year of the 2023-2024 legislative session.

### **Goal 5: Laws and Regulations**

The Board enforces the laws within its purview, establishes regulations and advocates for legislation to effectively carry out its mission.

#### **5.3 Review regulations and revise as necessary to ensure currency and alignment with best practices and evidence.**

<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>Enhanced regulation process to clear backlogs and prevent future backlogs.</b>	
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	Approval of Change without Regulatory Effect (Section 100) to update CCR, title 16, section 1480 on December 23, 2021.	Dec 2021
b.	Approval of regular rulemaking package to update CCR, title 16, section 1484 on February 8, 2022.	Feb 2022
c.	Hired and initiated the on-boarding of the new Chief of Legislative Affairs to lead this endeavor and the change agent for the organization.	May 2022
d.	Approval of regular rulemaking package to update CCR, title 16, section 1486 on August 8, 2022.	Aug 2022
e.	Approval of regular rulemaking package to update CCR, title 16, sections 1450 and 1456 on August 12, 2022.	Aug 2022
f.	Approval of regular rulemaking package to update CCR, title 16, section 1427 on October 14, 2022.	Oct 2022
g.	Approval of regular rulemaking package to update CCR, title 16, sections 1423 and 1432 on October 18, 2022.	Oct 2022
h.	Established a ListServ for regulations packages.	Dec 2022
i.	Approval of Change without Regulatory Effect (Section 100) to update CCR, title 16 section 1452 on December 14, 2022.	Dec 2022
j.	Approval of Change without Regulatory Effect (Section 100) to update CCR, title 16 section 1426 on December 19, 2022.	Dec 2022
k.	Approval of regular rulemaking package to update CCR, title 16, sections 1480, 1481, 1482.3, 1482.4, and 1487 to establish two new categories of nurse practitioners on December 23, 2022.	Dec 2022
l.	Conducted an in-depth training in January 2023, including but not limited to, the Disciplinary Guidelines through a joint NPAC and NMAC public meeting.	Jan 2023
m.	Provided technical assistance and proposed regulatory language for inclusion in a legislative bill creating a retired license (AB 633 (Patterson)).	April 2023
n.	Approval of regular rulemaking package to update CCR, title 16, section 1410.5 to provide a coursework exemption for out of state applicants on August 18, 2023.	Aug 2023
o.	Approval of Change without Regulatory Effect (Section 100) to update CCR, title 16, section 1463 on October 18, 2023.	Oct 2023
p.	Approval of Change without Regulatory Effect (Section 100) to update CCR, title 16, section 1421 on November 7, 2023.	Nov 2023

q.	Approval of regular rulemaking package to update CCR, title 16, section 1452 regarding continuing education requirement exemptions on March 14, 2024.	Mar 2024
r.	Approval of regular rulemaking package to update CCR, title 16, section 1426 regarding direct patient care hours on May 1, 2024.	May 2024
<b>2. Ongoing Activities</b>		
a.	The Board is continuing its efforts to address the backlog of regulations along with the current regulation packages.	
b.	Enhanced partnership with DCA to include regular meetings on bill impact and implementation plans; identification of outdated statutes requiring repeal; and advocate for updates to existing or new statutes.	
c.	Developing, repairing, and fostering relationships with Legislators, legislative staff, and external stakeholders for purposes of increasing the clarity and quality of regulation development.	
d.	Draft language to update CCR, title 16, 1444.5 regarding disciplinary guidelines for independent practitioners has been developed and staff are in the process of gathering input from committee/board members.	

## GOAL 6: ORGANIZATIONAL DEVELOPMENT

<b><i>Goal 6: Organizational Development</i></b>		
The Board strives to build an excellent organization through effective and responsible Board governance, leadership, management.		
<b>6.1</b>	<b>Assess dialogue with stakeholders to increase transparency.</b>	
<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>Numbers and ratings for customer service survey improved.</b>	
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	Conducted BRN All Staff meeting in June 2022.	Jun 2022
b.	Established an internal SharePoint site to improve efficiency of the review and record keeping process for media inquiries.	Sep 2022
c.	Conducted BRN All Staff meeting in November 2022.	Nov 2022
d.	Conducted BRN All Staff meeting in May 2023.	May 2023
e.	Released the Fall 2023 BRN report in September 2023.	Sep 2023
f.	Conducted BRN All Staff meeting in November 2023.	Nov 2023
g.	During the January 2024 meeting, CNSAC created the following subcommittees: 1) Public Engagement and Website and 2) Regulations.	Jan 2024
h.	During the January 2024 meeting, CRNAAC created the following subcommittees: 1) Public Engagement and Website, 2) Regulations and 3) Regulation Definitions.	Jan 2024
i.	BRN 2024 satisfaction survey released.	Mar 2024
<b>2. Ongoing Activities</b>		
a.	Continue media campaign to increase engagement through social media utilizing Facebook, Instagram, and LinkedIn.	
b.	Increase transparency by encouraging individuals to sign up for the BRN ListServ.	
c.	Engage with various stakeholders regarding the Enforcement processes.	
d.	Pro-actively communicate with media to share Board updates (e.g. AB 890)	
e.	Developing outreach to encourage individuals to use Livescan technology when submitting their fingerprints for an endorsement application. The use of Livescan technology can reduce the processing time for endorsement applications.	
f.	Continuous quality improvement efforts to enhance and increase the accessibility of the BRN's website.	
g.	Designing, implementing, and revising, as appropriate, an internal and external communication plan to release and receive information.	

**Goal 6: Organizational Development**

The Board strives to build an excellent organization through effective and responsible Board governance, leadership, management.

<b>6.2</b>	<b>Identify and implement opportunities to improve practices and communication with Board Members to ensure the highest level of meeting preparation and transparency.</b>	
<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>Numbers and ratings for customer service survey improved.</b>	
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	Restructured the Committee and Board meeting formats so that the Board meetings focus on decision making and education while the Committee meetings concentrate on the matters being presented to the Committees.	Jan 2022
b.	Established a procedure to include a standing agenda item to report information to the Board on advisory committee activities and Board activities to the advisory committees.	Nov 2022
<b>2. Ongoing Activities</b>		
a.	Continue posting materials in advance of meetings and in formats more accessible to the public.	
b.	Meetings with BRN liaisons and committee chairs are scheduled as appropriate.	
c.	Provide educational presentations and tools to Board members as appropriate.	
d.	Reviewing and enhancing BRN Board member onboarding and continued training processes to support DCA's Board Member Orientation Training (BMOT).	



### **Goal 6: Organizational Development**

The Board strives to build an excellent organization through effective and responsible Board governance, leadership, management.

**6.3 Provide ongoing continuing education for Board Members to increase their effectiveness in serving as a Board Member.**

<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>Provide informational sessions at Board meetings.</b>	
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	Provided training during the January 13, 2022, Board meeting on how to research a legislative bill using LegInfo.com.	Jan 2022
b.	Presentation on the role and scope of the RN in aesthetic medicine during the May 18-19, 2022, Board meeting.	May 2022
c.	Implemented and trained Board Members on new discipline voting platform processes.	Jun 2022
d.	Presentation by HCAI on scholarship and loan repayment programs for nursing students during the February 15-16, 2023, Board meeting.	Feb 2023
e.	Presentation by EO on United States Pharmacopeia (USP chapters 795 and 797) regarding compounding standards during the February 15-16, 2023, Board meeting	Feb 2023
f.	Presentation by BRN's Chief of Legislative Affairs on the legislative process during the March 16, 2023, Board meeting.	Mar 2023
g.	Presentation by the BRN's Chief of the Enforcement Division on the Disciplinary Guidelines during the March 16, 2023, Board meeting.	Mar 2023
h.	Presentation by University of California, San Francisco on analysis of nursing workforce conducted pursuant to BPC section 2717 during the May 17, 2023, Board meeting.	May 2023
i.	Presentation by Surani Kwan with Sutter Health on employment for Nurse Practitioners with the 103-distinction during the June 29, 2023, Nursing Practice Committee meeting.	June 2023
j.	Presentation by NCSBN on the new nursing shortage report during the August 24-25, 2023, Board Meeting.	Aug 2023
k.	Presentation by the CDA Internal Audit Office on the State Leadership Accountability Act (SLAA) during the August 24-25, 2023, Board Meeting.	Aug 2023
l.	Presentation by EO on IV Hydration during the August 24-25, 2023, Board Meeting.	Aug 2023
m.	Presentation by NCSBN on E-notify during the November 15-16, 2023, Board Meeting.	Nov 2023
n.	Presentation by NCSBN on the Impact of COVID-19 Pandemic on Nursing Education: A National Study of Prelicensure RN Programs during the November 15-16, 2023, Board Meeting.	Nov 2023
o.	Presentation by the Department of Rehabilitation (DOR) (Hellan Dowden and Dawn Anderson) on School Nurse Apprenticeship Pathway to Success with DOR during the February 28-29, 2024, Board Meeting.	Feb 2024
p.	Presentation by EO on the overview of scope of practice of CNS during the February 28-29, 2024, Board Meeting.	Feb 2024

q.	Presentation by Enforcement Division Chief on the Intervention Program, including but not limited to statistics, program updates, the intervention evaluation committee's roles and responsibilities	Feb 2024
<b>2. Ongoing Activities</b>		
a.	Information and training on fund condition presented to Board by DCA's Budget Office during quarterly Board meetings.	
b.	Information and training on the nursing profession presented to Board during quarterly Board meetings as appropriate.	
c.	Updating the on-boarding materials and general information for Board Members.	
d.	Continuous quality improvement efforts to provide BRN process training and tools at Board meetings.	

## GOAL 7: OUTREACH

<u><b>Goal 7: Outreach</b></u>		
The Board informs and educates consumers, licensees, and stakeholders about the practice and regulation of the profession.		
<b>7.1</b>	<b>Create, implement, and evaluate a comprehensive outreach plan to build and maintain relationships and support licensees and consumers while carrying out the Board's mission.</b>	
<b>A.</b>	<b>Numbers and ratings for customer service survey improved.</b>	
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	Developed and implemented new marketing materials to inform a greater number of RNs of the Intervention Program.	Nov 2022
b.	Developed and implemented new outreach materials to inform a greater number of individuals and grow the visibility of the expert practice consultant opportunity.	Mar 2023
c.	Purchased Hootsuite software to create more engaging social media content and increase visibility.	Oct 2023
<b>2. Ongoing Activities</b>		
a.	Developing policies and procedures to implement and evaluate a comprehensive outreach plan.	
b.	Continuous quality improvement efforts on outreach and marketing efforts in collaboration with DCA, including but not limited to, grow participation in the Intervention Program, grow the visibility of the expert practice consultant opportunity and recruit, retain, and train Intervention Evaluation Committee (IEC) members and nurse support	
c.	Continue media campaign to increase engagement through social media utilizing Facebook, Instagram, and LinkedIn.	
d.	Increase transparency by encouraging individuals to sign up for the BRN ListServ.	
e.	Collaborate with CDPH to provide outreach and facilitate relationship with CDPH licensees and facilities.	
f.	Collaborate with NCSBN and Executive Officers of Boards of Nursing in all jurisdictions.	
g.	DCA and BRN staff, including but not limited to, Executive Officer, Board Legal Counsel, Assistant Executive Officer, Chief of Legislative Affairs, Chief of Enforcement, Chief of Licensing, NECs, attend Board meetings, stakeholder meetings and taskforce meetings to provide information.	



## Agenda Item 5.3

**Information Only:**  
Registered Nursing Fund Condition

BRN Board Meeting | May 23-24, 2024

**BOARD OF REGISTERED NURSING**  
**Agenda Item Summary**

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**AGENDA ITEM:** 5.3  
**DATE:** May 23-24, 2024

**ACTION REQUESTED:** Fund condition report

**REQUESTED BY:** Board

**BACKGROUND:** Presentation on the condition of the Board of Registered Nursing Fund

**NEXT STEP:**

**PERSON TO CONTACT:** Matthew Yeates  
Deputy Chief, Consumer Services and Board Operations Division  
California Board of Registered Nursing  
[Matthew.Yeates@dca.ca.gov](mailto:Matthew.Yeates@dca.ca.gov)

# MEMORANDUM

<b>DATE</b>	May 23, 2024
<b>TO</b>	Board of Registered Nursing
<b>FROM</b>	Luke Fitzgerald, Budget Analyst Suzanne Balkis, Budget Manager
<b>SUBJECT</b>	<b>Budget Update</b>

## FY 2022-23 (Prior-Year) Expenditure Summary:

The following chart provides a 2022-23 year-end summary of Board expenditures. The Board was appropriated \$62.2 million and spent an estimated \$58.4 million (93.78%), which resulted in savings of \$ \$3,9 million.

FY 2022-23 Expenditures			
Fund	Appropriation	Expenditures	Savings
<b>Board of Registered Nursing</b>	\$62,212,000	\$58,343,987	\$3,868,013

## FY 2023-24 (FM 9) Expenditure Projection Detail:

The Board's budget for fiscal year 2023-24 is \$66.5 million. The Board projected expenditure of approximately \$65.7 million, of which \$25.9 million was expended on personal services costs and \$39.8 million on operating expenses & equipment (OE&E).

- Personal Services \$25,905,467 (38.98%)
- Operating Expenses & Equip \$28,745,177 (43.25%)
- Enforcement (AG, OAH) \$11,080,914 (16.67%)
- Reversion \$731,442 (1.10%)

FY 2023-24 Expenditures			
Fund	Appropriation	Expenditures*	Savings
<b>Board of Registered Nursing</b>	\$66,463,000	\$65,731,558	\$731,442

\* Based on FM9 Projections

Department of Consumer Affairs  
 Expenditure Projection Report  
 Board of Registered Nursing  
 Reporting Structure(s): 11113000 Support, 11113010 BRN-Public Health Nurse Waiver  
 Fiscal Month: 9  
 Fiscal Year: 2023 - 2024

PERSONAL SERVICES

Fiscal Code	PY Budget	PY FM13	Percent Budget Spent	Budget	Current Month	YTD	Encumbrance	YTD + Encumbrance	Projections to Year End	Balance	Percent Budget Spent
5100 PERMANENT POSITIONS	\$16,229,000	\$14,418,132	23.18%	\$17,051,000	\$1,284,924	\$11,348,534	\$0	\$11,348,534	\$15,276,980	\$1,774,020	22.99%
5100 TEMPORARY POSITIONS	\$135,000	\$641,238	1.03%	\$135,000	\$71,395	\$682,269	\$0	\$682,269	\$880,434	-\$745,434	1.32%
5105-5108 PER DIEM, OVERTIME, & LUMP SUM	\$82,000	\$121,917	0.20%	\$82,000	\$5,034	\$69,685	\$0	\$69,685	\$108,900	-\$26,900	0.16%
5150 STAFF BENEFITS	\$9,785,000	\$8,513,654	13.68%	\$10,358,000	\$865,391	\$7,177,309	\$0	\$7,177,309	\$9,639,153	\$718,847	14.50%
<b>PERSONAL SERVICES</b>	<b>\$26,231,000</b>	<b>\$23,694,941</b>	<b>38.09%</b>	<b>\$27,626,000</b>	<b>\$2,226,744</b>	<b>\$19,277,797</b>	<b>\$0</b>	<b>\$19,277,797</b>	<b>\$25,905,467</b>	<b>\$1,720,533</b>	<b>38.98%</b>

OPERATING EXPENSES & EQUIPMENT

Fiscal Code	PY Budget	PY FM13	Percent Budget Spent	Budget	Current Month	YTD	Encumbrance	YTD + Encumbrance	Projections to Year End	Balance	Percent Budget Spent
5301 GENERAL EXPENSE	\$952,000	\$1,191,631	1.92%	\$952,000	\$81,776	\$591,729	\$67,809	\$659,538	\$946,167	\$5,833	1.42%
5302 PRINTING	\$183,000	\$437,031	0.70%	\$183,000	\$484	\$159,578	\$311,242	\$470,820	\$471,312	-\$288,312	0.71%
5304 COMMUNICATIONS	\$151,000	\$84,185	0.14%	\$151,000	\$2,618	\$44,019	\$0	\$44,019	\$73,744	\$77,256	0.11%
5306 POSTAGE	\$81,000	\$88,021	0.14%	\$81,000	\$1,380	\$49,729	\$0	\$49,729	\$77,803	\$3,197	0.12%
5308 INSURANCE	\$0	\$8,661	0.01%	\$0	\$417	\$15,729	\$0	\$15,729	\$15,729	-\$15,729	0.02%
53202-204 IN STATE TRAVEL	\$163,000	\$50,076	0.08%	\$163,000	\$7,551	\$40,973	\$0	\$40,973	\$69,450	\$93,550	0.10%
5322 TRAINING	\$82,000	\$48,586	0.08%	\$82,000	\$350	\$4,320	\$575	\$4,895	\$5,595	\$76,405	0.01%
5324 FACILITIES	\$1,519,000	\$1,803,546	2.90%	\$1,519,000	\$155,329	\$1,329,976	\$436,827	\$1,766,803	\$1,829,426	-\$310,426	2.75%
53402-53403 C/P SERVICES (INTERNAL)	\$11,250,000	\$10,565,983	16.98%	\$12,087,000	\$1,069,202	\$7,211,990	\$344,943	\$7,556,933	\$11,429,675	\$657,325	17.20%
Legal - Attorney General	\$9,810,000	\$8,436,384	13.56%	\$9,810,000	\$760,920	\$5,841,659	\$0	\$5,841,659	\$8,737,152	\$1,072,848	13.15%
Office of Adminis Hearings	\$1,140,000	\$1,825,646	2.93%	\$1,977,000	\$308,012	\$1,368,244	\$0	\$1,368,244	\$2,343,761	-\$366,761	3.53%
53404-53405 C/P SERVICES (EXTERNAL)	\$2,930,000	\$4,164,126	6.69%	\$2,930,000	\$266,735	\$2,132,903	\$1,848,169	\$3,981,072	\$4,134,972	-\$1,204,972	6.22%
5342 DEPARTMENT PRORATA	\$18,197,000	\$15,439,032	24.82%	\$20,087,000	\$0	\$14,363,250	\$0	\$14,363,250	\$20,087,000	\$0	30.22%
5342 DEPARTMENTAL SERVICES	\$2,000	\$171,642	0.28%	\$2,000	\$169	\$53,500	\$0	\$53,500	\$180,868	-\$178,868	0.27%
5344 CONSOLIDATED DATA CENTERS	\$125,000	\$102,011	0.16%	\$125,000	\$777	\$1,564	\$0	\$1,564	\$105,000	\$20,000	0.16%
5346 INFORMATION TECHNOLOGY	\$61,000	\$38,351	0.06%	\$61,000	\$4,637	\$31,819	\$43,641	\$75,460	\$80,085	-\$19,085	0.12%
5362-5368 EQUIPMENT	\$189,000	\$415,923	0.67%	\$50,000	\$0	\$182,292	\$31,168	\$213,459	\$254,861	-\$204,861	0.38%
5390 OTHER ITEMS OF EXPENSE	\$96,000	\$35,195	0.06%	\$364,000	\$1,604	\$13,807	\$0	\$13,807	\$35,962	\$328,038	0.05%
54 SPECIAL ITEMS OF EXPENSE	\$0	\$5,002	0.01%	\$0	\$0	\$10,516	\$0	\$10,516	\$28,440	-\$28,440	0.04%
<b>OPERATING EXPENSES &amp; EQUIPMENT</b>	<b>\$35,981,000</b>	<b>\$34,649,047</b>	<b>55.70%</b>	<b>\$38,837,000</b>	<b>\$1,693,029</b>	<b>\$26,237,691</b>	<b>\$3,084,376</b>	<b>\$29,322,067</b>	<b>\$39,826,091</b>	<b>-\$989,091</b>	<b>59.92%</b>
<b>OVERALL TOTALS</b>	<b>\$62,212,000</b>	<b>\$58,343,987</b>	<b>93.78%</b>	<b>\$66,463,000</b>	<b>\$3,819,773</b>	<b>\$45,515,489</b>	<b>\$3,084,376</b>	<b>\$48,599,865</b>	<b>\$65,731,558</b>	<b>\$731,442</b>	<b>98.90%</b>

1.10%

Department of Consumer Affairs

Revenue Projection Report

Reporting Structure(s): 11113000 Support, 11113010 BRN–Public Health Nurse Waiver

Fiscal Month: 9

Fiscal Year: 2023 - 2024

Revenue

Fiscal Code	Budget	July	August	September	October	November	December	January	February	March	Year to Date	Projection To Year End	Revenue Percentage
Delinquent Fees	\$1,058,000	\$67,086	\$65,484	\$63,213	\$66,102	\$58,360	\$51,546	\$76,025	\$56,893	\$62,955	\$567,663	\$737,290	0.96%
Other Regulatory Fees	\$464,000	\$41,990	\$51,345	\$41,436	\$39,695	\$39,593	\$25,960	\$29,160	\$44,832	\$80,998	\$395,009	\$522,971	0.68%
Other Regulatory License and Permits	\$29,713,000	\$1,743,318	\$1,964,806	\$1,698,138	\$1,973,209	\$1,705,663	\$2,120,986	\$1,940,029	\$1,575,845	\$1,731,206	\$16,453,199	\$21,175,869	27.66%
Other Revenue	\$1,381,000	\$1,994	\$2,057	\$2,795	\$787,401	\$1,741	\$1,732	\$374,066	\$1,173	\$4,698	\$1,177,659	\$1,681,519	2.20%
Renewal Fees	\$50,631,000	\$4,614,215	\$4,742,618	\$8,072,897	\$8,122,211	\$4,235,919	\$3,562,229	\$5,107,080	\$4,421,973	\$3,331,475	\$46,210,616	\$52,430,936	68.49%
<b>Revenue</b>	<b>\$83,247,000</b>	<b>\$6,468,604</b>	<b>\$6,826,310</b>	<b>\$9,878,478</b>	<b>\$10,988,618</b>	<b>\$6,041,276</b>	<b>\$5,762,452</b>	<b>\$7,526,360</b>	<b>\$6,100,715</b>	<b>\$5,211,332</b>	<b>\$64,804,145</b>	<b>\$76,548,584</b>	<b>100.00%</b>

Reimbursements

Fiscal Code	Budget	July	August	September	October	November	December	January	February	March	Year to Date	Projection To Year End	Revenue Percentage
Scheduled Reimbursements	\$0	\$78,743	\$83,349	\$85,767	\$90,782	\$77,175	\$65,023	\$93,003	\$80,441	\$84,280	\$738,563	\$979,886	33.53%
Unscheduled Reimbursements	\$0	\$141,993	\$168,346	\$164,006	\$139,742	\$126,000	\$170,998	\$235,490	\$166,425	\$173,543	\$1,486,544	\$1,942,544	66.47%
<b>Reimbursements</b>	<b>\$0</b>	<b>\$220,736</b>	<b>\$251,695</b>	<b>\$249,773</b>	<b>\$230,524</b>	<b>\$203,175</b>	<b>\$236,021</b>	<b>\$328,493</b>	<b>\$246,866</b>	<b>\$257,823</b>	<b>\$2,225,107</b>	<b>\$2,922,430</b>	<b>100.00%</b>



**0761 - Board of Registered Nursing Fund Analysis of Fund Condition**  
**(Dollars in Thousands)**

Prepared on 5.8.2024

**2024-25 Governor's Budget W-FM 9 Projections**

	<b>ACTUAL 2022-23</b>	<b>CY 2023-24</b>	<b>BY 2024-25</b>	<b>BY +1 2025-26</b>
<b>BEGINNING BALANCE</b>	\$ 55,941	\$ 77,062	\$ 28,398	\$ 77,428
Prior Year Adjustment	\$ 349	\$ -	\$ -	\$ -
Adjusted Beginning Balance	\$ 56,290	\$ 77,062	\$ 28,398	\$ 77,428
<b>REVENUES, TRANSFERS AND OTHER ADJUSTMENTS</b>				
Revenues				
4121200 - Delinquent fees	\$ 833	\$ 737	\$ 1,083	\$ 1,083
4127400 - Renewal fees	\$ 49,584	\$ 52,431	\$ 51,867	\$ 51,867
4129200 - Other regulatory fees	\$ 628	\$ 523	\$ 469	\$ 469
4129400 - Other regulatory licenses and permits	\$ 28,062	\$ 21,176	\$ 31,482	\$ 31,482
4143500 - Miscellaneous Services to the Public	\$ 10	\$ 8	\$ -	\$ -
4163000 - Income from surplus money investments	\$ 1,740	\$ 1,655	\$ 669	\$ 1,365
4170400 - Capital Asset Sales Proceeds	\$ 7	\$ -	\$ -	\$ -
4171100 - Other Revenue Cost Recoveries	\$ 2	\$ 1	\$ -	\$ -
4171400 - Escheat of unclaimed checks and warrants	\$ 18	\$ 13	\$ -	\$ -
4172500 - Miscellaneous revenues	\$ 298	\$ 5	\$ -	\$ -
<b>Totals, Revenues</b>	\$ 81,182	\$ 76,549	\$ 85,570	\$ 86,266
Loan Repayment from the General Fund (0001) to the Board of Registered Nursing Fund (0761) per Item 1111-011-0761, Budget Act of 2020	\$ -	\$ -	\$ 30,000	\$ -
Loan from the Board of Registered Nursing Fund (0761) to the General Fund (0001) per Control Section 13.40, Budget Act of 2023	\$ -	\$ -65,000	\$ -	\$ -
<b>Totals, Transfers and Other Adjustments</b>	\$ -	\$ -65,000	\$ 30,000	\$ -
<b>TOTALS, REVENUES, TRANSFERS AND OTHER ADJUSTMENTS</b>	\$ 81,182	\$ 11,549	\$ 115,570	\$ 86,266
<b>TOTAL RESOURCES</b>	\$ 137,472	\$ 88,611	\$ 143,968	\$ 163,694
Expenditures:				
1111 Department of Consumer Affairs Regulatory Boards, Bureaus, Divisions (State Operations)	\$ 55,385	\$ 62,810	\$ 65,771	\$ 67,744
9892 Supplemental Pension Payments (State Operations)	\$ 654	\$ 654	\$ 489	\$ -
9900 Statewide General Administrative Expenditures (Pro Rata) (State Operations)	\$ 4,371	\$ 3,415	\$ 3,613	\$ 3,613
Less funding provided by General Fund (State Operations)	\$ -	\$ -6,666	\$ -3,333	\$ -
<b>TOTALS, EXPENDITURES AND EXPENDITURE ADJUSTMENTS</b>	\$ 60,410	\$ 60,213	\$ 66,540	\$ 71,357
<b>FUND BALANCE</b>				
Reserve for economic uncertainties	\$ 77,062	\$ 28,398	\$ 77,428	\$ 92,337
Months in Reserve	15.4	5.1	13.0	15.1

**NOTES:**

1. Assumes workload and revenue projections are realized in BY +1 and ongoing.
2. Expenditure growth projected at 3% beginning BY +1.



## Agenda Item 5.4

### **Information Only:**

Presentation of the Roles and Responsibilities of  
the Board, Board Members, State Agency  
Organization Structure and Board Staff

BRN Board Meeting | May 23-24, 2024

**BOARD OF REGISTERED NURSING**  
**Agenda Item Summary**

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**AGENDA ITEM:** 5.4  
**DATE:** May 23-24, 2024

**ACTION REQUESTED:** Presentation of the roles and responsibilities of the Board, Board members, state agency organizational structure and Board staff

**REQUESTED BY:** Dolores Trujillo, President

**BACKGROUND:** Loretta Melby, Executive Officer (EO) will present information regarding the structure of the Board, the roles and responsibilities of Board members, and overview of the Board staff and organizational structure.

The current Board Members can be found on the [Board's website](https://www.rn.ca.gov/consumers/brdmbrs.shtml) at: <https://www.rn.ca.gov/consumers/brdmbrs.shtml>.

The Committees of the Board can also be found on the [Board's website](https://www.rn.ca.gov/consumers/committees.shtml) at: <https://www.rn.ca.gov/consumers/committees.shtml>.

Other supporting documents are included in these materials following this AIS.

**NEXT STEP:**

**PERSON TO CONTACT:** Loretta Melby  
Executive Officer  
California Board of Registered Nursing  
[Loretta.Melby@dca.ca.gov](mailto:Loretta.Melby@dca.ca.gov)

# STATE AGENCIES ORGANIZATIONAL CHART

PEOPLE OF CALIFORNIA

MYRI VALDEZ  
DEPUTY APPOINTMENTS  
SECRETARY  
GOVERNOR'S OFFICE



GAVIN NEWSOM  
GOVERNOR



TOMIQUIA MOSS  
SECRETARY  
MELINDA GRANT  
UNDERSECRETARY

LILA MIRRASHIDI  
DEPUTY SECRETARY  
BUSINESS AND CONSUMER  
RELATIONS  
BUSINESS, CONSUMER SERVICES  
AND HOUSING AGENCY

MELISSA GEAR  
DEPUTY DIRECTOR  
BOARD AND BUREAU RELATIONS  
CALIFORNIA DEPARTMENT  
OF CONSUMER AFFAIRS

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YVONNE DORANTES  
ASSISTANT DEPUTY DIRECTOR  
BOARD AND BUREAU  
RELATIONS  
CALIFORNIA DEPARTMENT  
OF CONSUMER AFFAIRS



CALIFORNIA DEPARTMENT OF  
**CONSUMER**  
AFFAIRS

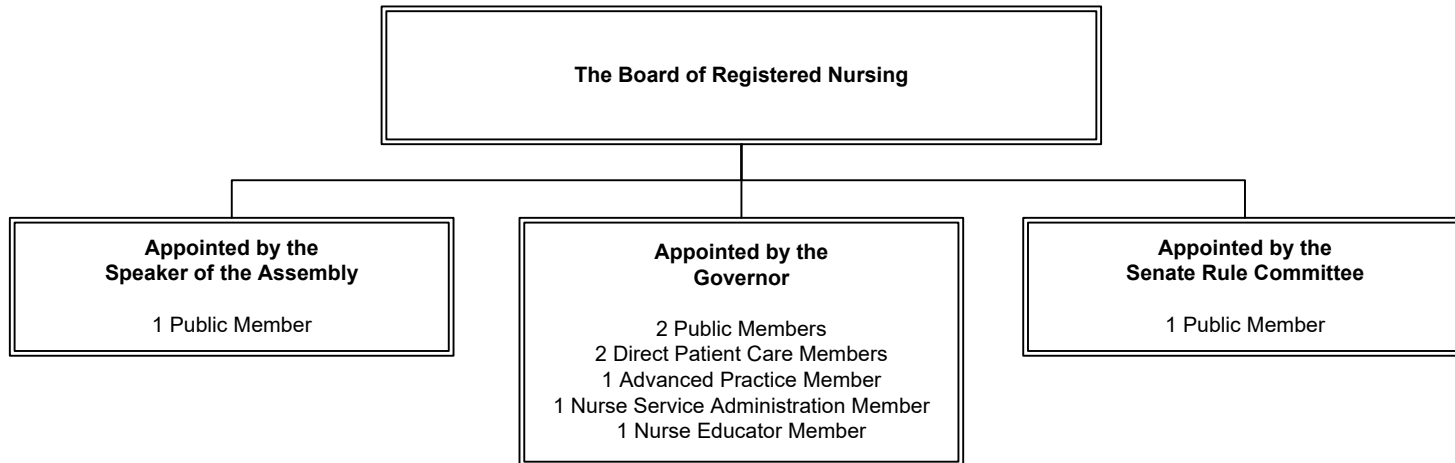
KIMBERLY KIRCHMEYER  
DIRECTOR  
CHRISTINE LALLY  
CHIEF DEPUTY DIRECTOR

**36**  
BOARDS AND  
BUREAUS

FOR THE FULL EXECUTIVE BRANCH  
ORGANIZATIONAL CHART, VISIT  
[WWW.GOV.CA.GOV/ORGCHART](http://WWW.GOV.CA.GOV/ORGCHART).

Department of Consumer Affairs  
**BOARD OF REGISTERED NURSING**

Total Board Members: 9



# BOARD / BUREAU

## **WHAT IS A BOARD?**

- A board is a self-governing entity within DCA, whose members are appointed by the governor and the Legislature, with the authority to set their own policies and priorities.

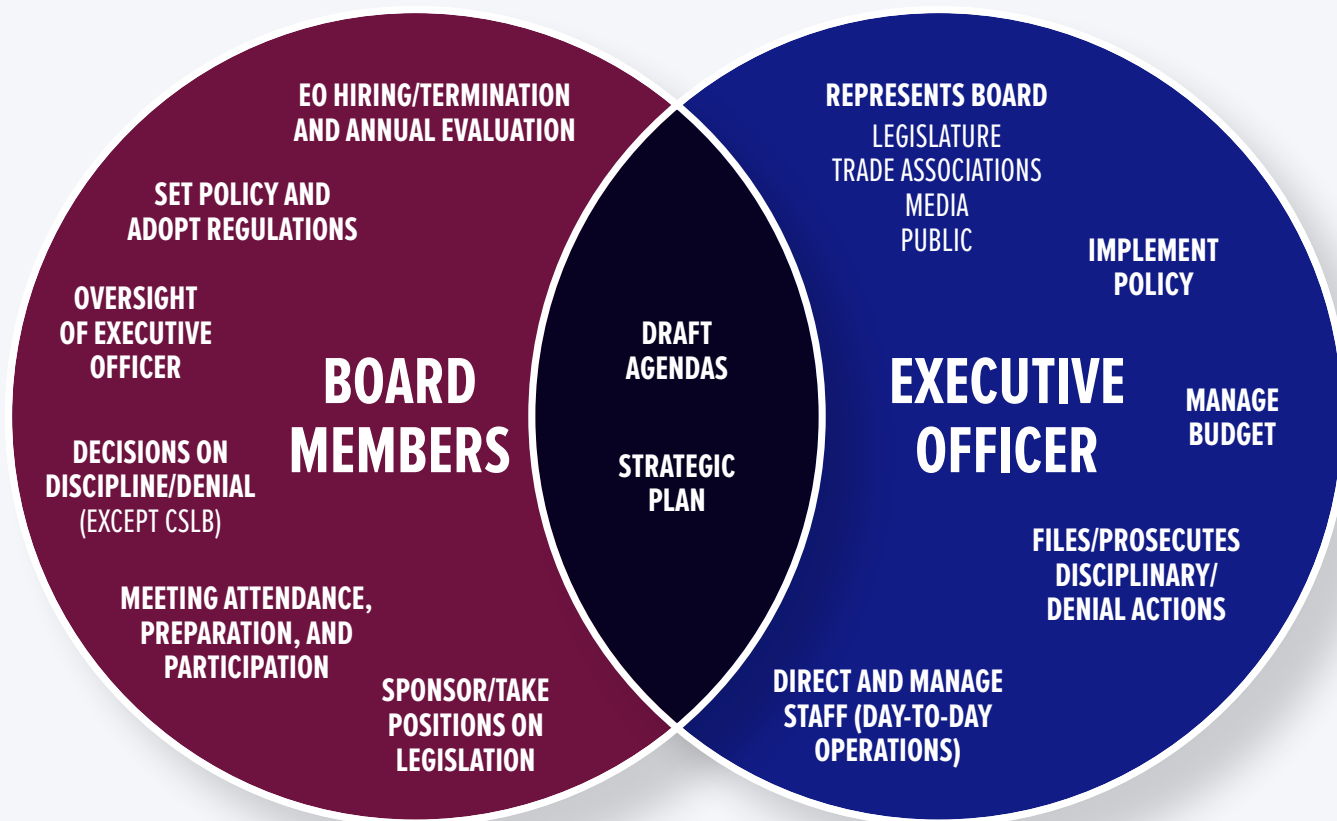
## **WHAT IS A BUREAU?**

- Bureaus, unlike boards, serve under the direct jurisdiction of DCA and the bureau chiefs are appointed by either the governor or the director of DCA.
- Bureaus must seek approval from DCA prior to taking any policy-related action.
- Bureaus have advisory committees that provide input on issues.

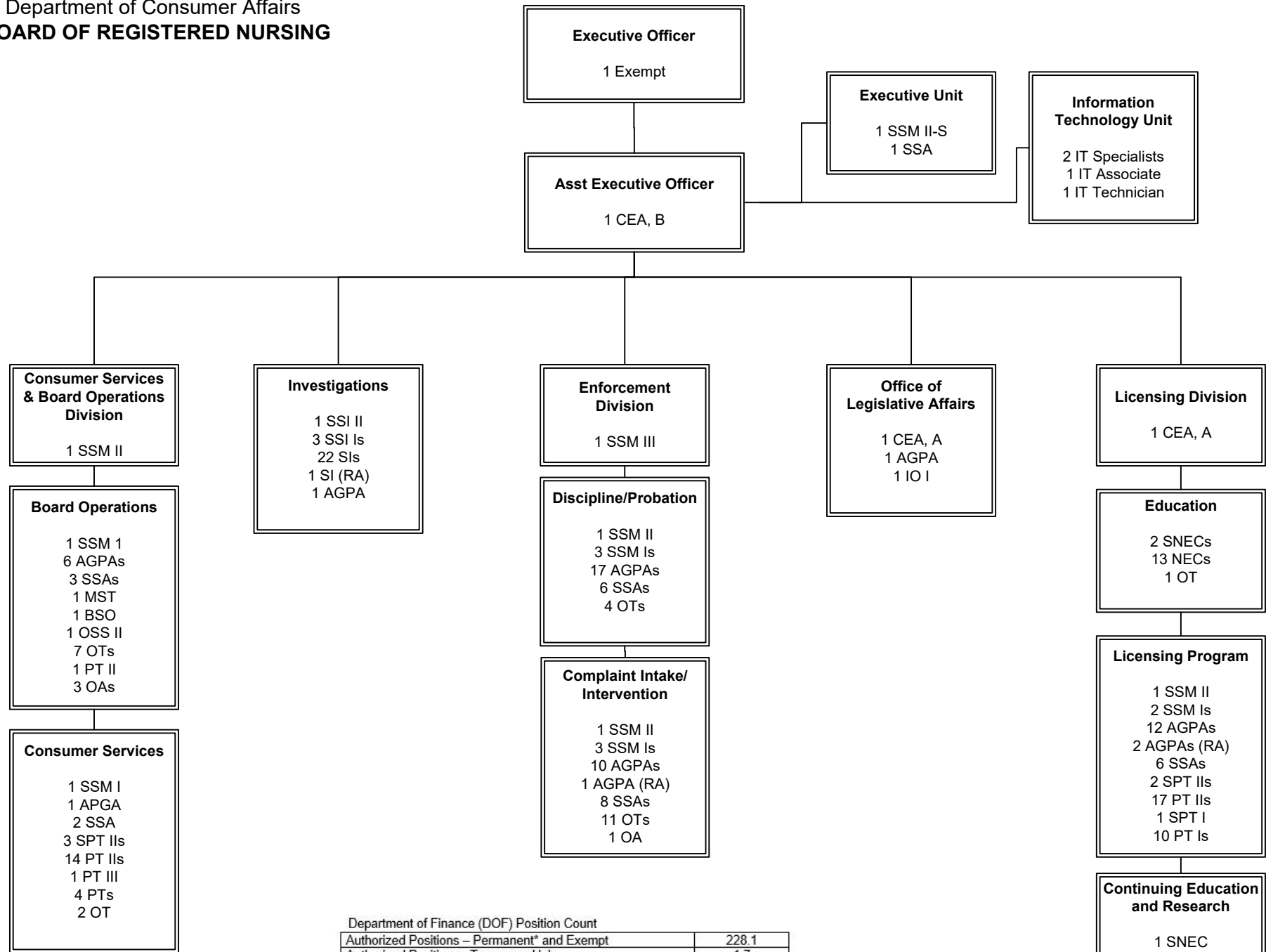
## **BOARD VERSUS BUREAU**

- Boards get their direction from board members.
- Bureaus get their direction from the director of the Department.

# THE ROLE OF THE EXECUTIVE OFFICER AND THE BOARD



Department of Consumer Affairs  
**BOARD OF REGISTERED NURSING**



Department of Finance (DOF) Position Count

Authorized Positions – Permanent* and Exempt	228.1
Authorized Positions - Temporary Help	1.7
<b>Total</b>	<b>229.8</b>

\*One vacant SSM III included in authorized position count but is not on organizational chart

Board of Registered Nursing (BRN) Workforce\*

Total Filled (Permanent, Exempt, and Temporary Positions)	213	212.9
Total Vacancy (Permanent Positions Only)	29	29.2
<b>Total</b>	<b>242</b>	<b>242.1</b>

\*As of April 22, 2024