



2023-2024 ANNUAL REPORT

Contents

BOARD OF NURSING	2
MISSION STATEMENT	
GOAL STATEMENTS	
VISIONS	
BOARD MEMBERS	
DUTIES OF THE BOARD	3
ESTABLISH FEES	4
NURSING EDUCATION LOAN DISBURSEMENTS	5
CONDUCT AND SUPPORT PROJECTS PERTAINING TO NURSING EDUCATION AND PRACTICE	7
CE AUDIT	8
INITIAL LICENSURE & REGISTRATION STATISTICS	9
CRIMINAL HISTORY RECORD CHECK STATISTICS	10
INVESTIGATIVE & DISCIPLINARY STATISTICS	10
NURSING EDUCATION	11
NURSE LICENSURE COMPACTS	11
APPENDIX I FEE SCHEDULE	12
APPENDIX II STATEMENT OF REVENUES AND EXPENDITURES	15
APPENDIX III STATEWIDE STATISTICS	17
APPENDIX IV COUNTY DISTRIBUTION OF LICENSED NURSES	19
APPENDIX V STRATEGIC PLAN	21

About the North Dakota Board of Nursing

Mission Statement

The mission of the North Dakota Board of Nursing (NDBON) is to assure North Dakota citizens quality nursing care through the regulation of standards for nursing education, licensure, and practice.

Goals

1. **Safety:** Promote public protection through licensure, regulation of nursing practice and oversight of nursing education.
2. **Engagement:** Engage and collaborate with nurses, the public, and stakeholders through communication, education, and leadership to foster trust and promote safe nursing practice.
3. **Agility:** Proactively respond and adapt to evolving healthcare environments, evidence-based practice trends, and legislative policy and initiatives by transforming regulatory practice.
4. **Quality:** Strive for organizational excellence through effective and responsible board governance, agency management, and customer service.

Visions

The NDBON works creatively to address the public's need for safe and competent nursing practice. It accomplishes these actions through:

1. Openness to innovative approaches to regulation,
2. Monitoring and analyzing trends and changes in health care and regulation, and
3. Anticipating planned changes in nursing regulation.

Board Members

Kevin Buettner, APRN, President
Wendi Johnston, LPN, Vice President
Jamie Hammer, RN, Treasurer
Cheryl Froelich, Public Member
Dana Pazdernik, RN
Melodi Krank, RN
Maggie Seamands, RN
Joseph Vetter, RN
Sarah Friestad, LPN

Grand Forks, ND
Kathryn, ND
Minot, ND
Bismarck, ND
New Salem, ND
Fargo, ND
Bismarck, ND
Bismarck, ND
Valley City, ND

Duties of the Board: North Dakota Century Code 43-12.1-08

The board shall regulate the practice of nursing. Regulation of the practice of nursing must ensure that a person may not practice or offer to practice nursing or use titles of advanced practice registered nurse, specialty practice registered nurse, registered nurse, licensed practical nurse, or unlicensed assistive person, or titles of a similar nature which denote the practice of nursing to the general public unless licensed or registered as provided in this chapter.

1. **Enforce this chapter.**
2. **Adopt rules necessary to administer this chapter after collaborating and consulting with North Dakota nursing associations and other affected parties.**

The NDBON completed the rule promulgation process initiated in FY 2022–2023 for the following amendments to Title 54 of the North Dakota Administrative Code (NDAC). Final adoption occurred at the October 26, 2023, Board meeting following public forums in September and October 2023:

- **Chapter 54-10 – Alternative to Discipline Program:** Established rules implementing an Alternative to Discipline (ATD) program for nurses, as mandated by Senate Bill 2114 (68th Legislative Assembly).
- **Chapter 54-01-03-01 – Definitions:** Added definitions necessary for the implementation of Chapter 54-10.
- **Chapter 54-02-01 – Licensure by Examination:** Amended to update credential evaluation service requirements for internationally educated applicants.
- **Chapter 54-02-06 – Licensure by Endorsement:** Amended to:
 - Update credential evaluation requirements for internationally educated applicants, and
 - Remove the endorsement fee for military spouses.

Fiscal Impact: None of the adopted rule amendments are expected to have a fiscal impact on the regulatory community.

FY 2023–2024 NDBON Member and Staff Taskforce/Committee Participation to Promote Stakeholder Collaboration:

- College and University Nursing Education Administration (CUNEA)
 - Provided updates at each NDBON Nursing Education Committee (NEC) meeting
 - Collaborated with the North Dakota Organization of Nurse Leaders (NDONL) on nursing education topics
- ND Tri-Regulator Collaborative
 - Ongoing collaboration with the ND Board of Pharmacy and ND Board of Medicine on joint regulatory matters
- North Dakota Nurses Association (NDNA)
 - Collaborated to address stakeholder practice questions
 - NDBON staff presented updates at the NDNA Annual Meeting
- ND Nurse Practitioner Association (NDNPA)
 - Provided a regulatory report at the Annual NDNPA Conference
- ND Prescription Drug Monitoring Program (PDMP) Advisory Board
 - Participated in oversight and advisory discussions related to prescription data and safe prescribing
- Nurse Licensure Compact (NLC) Committees
 - Executive Committee
 - Rules Committee
 - Compliance Committee
 - Policy Committee

- Research Committee
 - Technology Taskforce/Operations Network
- National Council of State Boards of Nursing (NCSBN) Committees and Taskforces
 - Leadership Succession Committee
 - Model Act & Rules Committee
 - NCLEX Exam Committee
 - Executive Officer Leadership Council
 - Education, Compliance, and Technology Presentations at national conferences and events
- ND State Health Council and Primary Care Office Advisory Council – Executive Director appointment
- Public Forums were held at each of the four regular Board meetings to allow for public input and stakeholder engagement

3. Appoint and employ a registered nurse to serve as executive director and approve any additional staff positions necessary to administer this chapter.

Stacey Pfenning, DNP, APRN, FNP, FAANP
 Tammy Buchholz, DNP, RN, CNE, FRE
 Melissa Hanson, MSN, RN, LNCC
 Maureen Bentz, MSN, RN, CNML

Corrie Lund, MSN, RN
 Kyle Martin
 Sam Breen, MSN, RN
 Karen Hahn
 Michael Frovarp
 Christa Stayton
 Kimberly Kolling
 Norma Geiger
 Brian Bergeson
 Nicholas Simonson

Executive Director
 Associate Director, Education
 Associate Director, Compliance
 Associate Director, Licensing & Administrative Services
 Associate Director, Practice
 Associate Director, Operations
 Nursing Consultant
 Administrative Services Coordinator
 Accounting & Licensing Specialist
 Licensing Specialist
 Licensing Specialist
 Administrative Assistant
 Special Assistant Attorney General
 Special Assistant Attorney General, General Counsel

4. Establish fees and receive all moneys collected under this chapter and authorize all expenditures necessary to conduct the business of the board. Any balance of fees after payment of expenditures must be used to administer this chapter.

- Approved the proposed income for FY 2025 to include recommended revisions to the Fee Schedule as distributed (see Appendix I).
- Developed an annual budget for receipts and expenditures (see Appendix II for financial statements of FY 2024).
- Completed an audit of receipts and expenditures for FY 2023, submitted by the auditor to the Governor's office. The completed audit report is available for review at the Board office.
- Reviewed financial statements and reserve fund projections at each regular Board meeting.
- Approved a policy to maintain a 30% reserve fund balance at the end of each fiscal year, with provision to consider licensure fee adjustments if the balance falls below this threshold.

5. Collect and analyze data regarding nursing education, nursing practice, and nursing resources.

- See the 2023–2024 Nursing Education Annual Report for data collected from approved nursing education programs. Reports are submitted to the Governor annually.

- Collected data related to nurse licensure for initial, renewal, endorsement, reactivation, and APRN licensure, and contributed to the NCSBN Board Membership Profile, which includes data collection from 59 Member Boards.
- Participated in ongoing data review and planning related to the launch of the new licensing system (ORBS) in June 2024. While ORBS will enhance long-term data tracking and reporting, data availability during the transition period was temporarily impacted.
- Reaffirmed the Emergency Limited License Policy and Procedure, allowing facilities to request temporary accommodations to address staffing shortages.
- Continued the acceptance of 120 hours of supervised clinical practice, verified by an employer, as meeting reactivation requirements under NDAC 54-02-05-03(3)(g).
- Maintained the allowance of facility general orientation (non-nursing roles) prior to completing clinical hours and reactivation requirements.
- From July 1, 2023 to June 30, 2024, the Board issued 7 Emergency Limited Licenses to retired or non-practicing nurses. Of these, 5 successfully completed requirements for full reactivation of their licenses.

6. Establish a nursing student loan program funded by license fees to encourage individuals to enter and advance in the nursing profession.

- The Nursing Education Committee (NEC) met twice in FY 2023-2024, July and April.
- Fifty-eight eligible individuals were approved for Nursing Education Loan awards for a total of \$110,002.38 according to NDAC 54-04.1.

Nursing Education Loan Disbursements Per Fiscal Year

Nursing Education Loans	2019-2020		2020-2021		2021-2022		2022-2023		2023-2024	
LPN Certificate Program	0	\$0	7	\$630	3	\$3,000	2	\$2,000	2	\$2,000
LPN Associate Degree Program	0	\$0	0	\$0	1	\$1,375	0	\$0	0	\$0
RN Associate Degree Program	4	\$9,092	2	\$2,510	2	\$4,000	5	\$10,000	8	\$16,000
RN Baccalaureate Degree Program	10	\$15,801.21	4	\$7,528	10	\$19,143	10	\$27,102	11	\$19,776
Master's Degree Program	16	\$38,478.49	5	\$4,930	11	\$29,098	3	\$8,618	9	\$24,598
Doctoral Program	8	\$21,478.30	1	\$622	13	\$46,054	19	\$62,288	24	\$42,259
Refresher Course	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
Total	39	\$84,850	19	\$20,000	40	\$102,670	39	\$110,008	54	\$104,663

Nursing Education Loan Program Cancellations Per Fiscal Year

Cancellations:	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
By Employment in ND	38	14	5	41	23
Partial Repayment/Partial Employment in ND	1	4	0	1	0
By Monetary Repayment	5	1	0	0	1
Cancelled - Military Deployment	0	0	0	0	0
Cancelled due to Death/Disability	0	0	0	0	1
Total	44	19	5	42	25

7. Establish a registry of individuals licensed or registered by the board.

Total Number of Licensed Nurses By Fiscal Year

Year	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Registered Nurse	16,896	17,349	17,979	18,719	18,937
Advanced Practice Only (RN held in other compact state)	347	443	596	779	964
Licensed Practical Nurse	3,788	3,742	3,641	3,499	3,350
Total Nurses Licensed	21,031	21,534	22,216	22,997	23,195

Total Advanced Practice Licensed By Fiscal Year

Year	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Certified Registered Nurse Anesthetist (CRNA)	443	434	451	471	491
Certified Nurse Midwife (CNM)	26	25	30	30	41
Clinical Nurse Specialist (CNS)	42	36	34	32	37
Nurse Practitioner (NP)	1,333	1,549	1,846	2,168	2,470
Total	1,860	2,044	2,372	2,727	3,039

Total Specialty Practice Licensed By Fiscal Year

Year	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Specialty Practice RN	6	5	5	3	3

Total Unlicensed Assistive Person & Medication Assistant III Registrations By Fiscal Year

Effective April 1, 2004 unlicensed assistive person registration are subject to renewal on or before June thirtieth of the second year and every two years thereafter. The Medication Assistant III registration is issued to correspond with the applicant registration as an unlicensed assistive person. The NDBON transferred the Medication Assistant I & II Registry to the North Dakota Department of Health effective July 1, 2011, as the result of a legislative mandate HB 1041.

Year	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Unlicensed Assistive Person Registry	1,089	1,108	1,179	1,269	1,349
Medication Assistant III Registry	217	206	244	302	320

8. Report annually to the governor and nursing profession regarding the regulation of nursing in this state.

The NDBON prepares an annual report and a nursing education annual report for the governor and publishes to www.ndbon.org

9. Conduct and support projects pertaining to nursing education and practice.

- Collaborated with NCSBN on the NDBON Nursing Education Annual Report. See the full report for detailed information on program surveys, approvals, and innovations.
- Maintained state agency recognition status by the U.S. Department of Education.
- Facilitated ongoing public engagement by holding open forums at each regular board meeting, including testimony related to aesthetic nursing, dialysis technicians, and nursing education trends.
- Completed the transition to a new strategic plan, effective January 2024, focused on four goal areas: Safety, Engagement, Agility, and Quality. A progress report covering January–June 2024 is included in this report.
- Supported the Alternative to Discipline (ATD) Program through rule development, public outreach, and the formation of a standing ATD Committee.
- Supported the launch of ORBS, a new online licensing system, in June 2024. This multi-phase project streamlined licensure workflows, improved access for stakeholders, and increased data security.
- Provided state and national educational outreach presentations on topics such as nursing scope of practice, ATD, and CE compliance.
- Collaborated with PCI to produce and distribute the North Dakota Nurse Connection, providing regulatory updates and education to over 20,000 stakeholders.
- Continued work with CE Broker to support licensee tracking of continuing education requirements.
- Facilitated and monitored innovative education models including nurse apprenticeship programs, IV therapy courses, and refresher courses, approving changes and renewals based on compliance with NDAC and NDBON guidelines.

10. Adopt rules and enforce rules for continuing competence of licensees and registrants

- Continued collaboration with CE Broker to support compliance tracking for Continuing Education (CE) as part of the multi-year implementation plan.
- Reviewed Renewal CE Audit data during the January 2024 meeting, with no changes made to current audit procedures.

- Approved requests from licensees to apply nursing practice hours toward reactivation in accordance with NDAC 54-02-05-03, including time spent providing direct care to ill family members.

Approved Continuing Education Programs

Year	FY 2019-2020	FY 2020-2021	FY 2021-2022	FY 2022-2023	FY 2023-2024
Approved Continuing Education Programs	97	99	127	94	99

Continuing Education Audit 2023

Continuing education was mandated in 2003 for license renewal in North Dakota. Nurses are randomly selected for CE audit annually. During the renewal period, a request for audit was generated through the CE Broker platform to obtain a random sample of 100 nurses who renewed for the licensure period and verified completion of 12 contact hours of continuing education. The nurses were asked to submit documents through CE Broker to verify completion of the required contact hours for the previous two (2) years by furnishing a copy of the verification of attendance for the earned contact hours. The audit resulted in no disciplinary actions for any licensees.

License Type	Total Audited
LPN	11
RN	76
APRN	13

LPN IV Therapy Courses FY 2023-2024

- TrainND Northeast (Lake Region State College): Continued full approval of the LPN IV Therapy Course granted through April 2028. The course was found in full compliance with NDBON guidelines and applicable Administrative Code.

RN/LPN Refresher Courses FY 2023-2024

- South Dakota State University (SDSU) – Granted Initial Full Approval of the Independent Study RN Refresher Course through July 2027. The course offers a self-paced online theory component and 120 hours of precepted clinical experience. A paper survey is required in May 2027 for continued approval.

1. Adopt and enforce rules for nursing practices.

See page 3, “Adopt rules necessary to administer this chapter after collaborating and consulting with North Dakota nursing associations and other affected parties”.

2. Issue practice statements regarding the interpretation and application of this chapter.

No new or revised practice statements were adopted during FY 2023–2024.

43-12.1-09 Initial licensure and registration

The board shall license and register nursing applicants. The board shall adopt rules establishing qualifications for initial licensure and registration. The NDBON contracts with the National Council of State Boards of Nursing, Inc. to use the NCLEX-RN® examination and NCLEX-PN® examination. Computerized adaptive testing is the method used to administer the NCLEX-RN® examination and NCLEX-PN® examination.

A biennial license cycle is followed for registered nurses and licensed practical nurses. Newly licensed nurses shall receive a license expiring on December thirty-first of the following licensure year. The NDBON maintains a permanent electronic file of licenses or registrations issued to registered nurses, licensed practical nurses and the unlicensed assistive person. The file is open to the public.

New Licenses Issued By Fiscal Year

Registered Nurse	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Examination	581	795	726	774	680
Endorsement	775	755	881	991	674
Total RNs	1,356	1,550	1,607	1,765	1,354
Licensed Practical Nurse	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Examination	294	315	289	212	209
Endorsement	58	80	68	84	59
Total LPNs	352	395	357	296	268
Total (RNs & LPNs)	1,708	1,945	1,964	2,061	1622

New Advanced Practice Licenses Issued By Fiscal Year

<i>Fiscal Year</i>	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Total	233	303	399	450	401

New Unlicensed Assistive Person Registrations Issued By Fiscal Year

Year	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Total	211	225	243	309	158

43-12.1-09.1 Nursing Licensure/Registration: Criminal History Record Checks (CHRCs)

The NDBON was granted the authority to require criminal history record checks in 2007. The process was implemented July 2008. All initial applicants after July 2008, have been required to submit to a CHRC.

Year	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Completed CHRCs	2,424	2,670	2,828	2,915	2,432

43-12.1-14 Grounds for Discipline – Penalties.

The Compliance Advisory Council comprised of the executive director, associate and assistant directors, and special assistant attorney generals, review and investigates all requests for investigation. Disciplinary action is taken by the NDBON and may include acceptance of a stipulated settlement, conducting hearings, or dismissal of the request for lack of evidence.

Investigative And Disciplinary Statistics (RN/LPN/UAP) By Fiscal Year

Pending/Open Cases	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
	24	34	28	31	47
Disciplinary Action	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Reprimand	27	11	27	21	13
Probation	11	11	14	5	12
Suspension	19	13	16	13	10
Emergency Suspension	13	12	8	9	1
Suspension Stayed	2	2	0	0	2
Surrender	7	3	4	7	3
Revocation	0	0	0	0	0
Denial of License/Reg	1	1	3	0	6
Cease and Desist	9	6	5	5	6
NLC Privilege	1	4	3	3	5
Total	90	75	80	63	58
Practice Categories	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Medication Administration	6	3	2	4	9
Documentation	10	4	6	4	3
Attentiveness/Surveillance	3	2	6	0	3
Clinical Reasoning	1	0	3	0	2
Interpretation of authorized provider's orders	1	0	0	1	0
Assessment	0	0	5	4	0
Intervention	2	2	5	4	2
Prevention	0	0	0	0	0
Professional responsibility/patient advocacy	21	10	13	5	4
Intentional Misconduct or Criminal Behavior	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Changed/falsified charting	2	0	4	6	5
Criminal conviction	1	2	2	1	2
Deliberately cover up error	0	0	0	0	0
Fraud	3	3	5	1	5

Patient abuse	0	0	0	0	0
Theft (include drug diversion)	15	1	3	5	3
Other	3	5	5	4	1
Other Violations	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Action in Another Jurisdiction	2	3	1	1	5
Alcohol/Drug Abuse/Dependency	14	17	22	16	13
Failure to Adhere to CE Requirements	2	0	0	0	0
Practicing Without a License/Registration	13	20	23	9	18
Violation of Board Order	8	6	3	3	5
Failure to comply with investigation	7	2	9	3	3
Other	13	5	4	7	4
Investigative/Non-Discipline Disposition	FY 19-20	FY 20-21	FY 21-22	FY 22-23	FY 23-24
Positive Response	256	263	229	351	292
PVR's Received	117	148	149	152	164
Dismissal	52	38	56	53	62
Letter of Concern	45	21	28	68	38

Nursing Education

Please refer to the Nursing Education Annual report for the following:

- NDCC 43-12.1-17 Nursing Education Programs.**
 The board shall adopt and enforce administrative rules establishing standards for nursing education programs leading to initial or advanced licensure. In-state programs must be approved by the board. Out-of-state programs must be approved by the state board of nursing of the jurisdiction in which the program is headquartered. The board shall approve, review, and reapprove nursing education programs in this state. The board may not require a statement of intent as part of the approval process under this section.
- NDCC 43.12.1-04(12).** Upon written notification to the board by an out-of-state nursing program, a student practicing nursing as a part of a nursing education program preparing for initial or advanced licensure as a registered nurse or licensed practical nurse which is approved by a board of nursing and is located in an institution of higher education that offers transferable credit.

Nurse Licensure Compacts

NDCC 43-12.4 Nurse Licensure Compact. ND enacted legislation for the enhanced Nurse Licensure Compact (NLC) and Advanced Practice Registered Nurse (APRN) Compact in April 2017. The enhanced NLC was implemented on January 19, 2018. The APRN Licensure Compact legislation enacted with the 67th Legislative Session in 2021 revised the previously enacted compact and will be come into effect once 7 states enact legislation (see Duties of the Board number 2 on p.3).

NDCC 43-51-07 License compacts. FY 2023-2024, 42 states and two territories have enacted the Nurse Licensure Compact; the newly enacted Advanced Practice Registered Nurse Compact currently has 3 member states (ND, DE, UT).

Appendix I

FY 2023-2024 Fee Schedule

Initial Licensure: LPN & RN		
Fee Title	Amount	Approval Date
License by Exam or Reapplication ¹	\$125.00	07/01/2020 NDAC 54-02-01-06
License by Endorsement ¹	\$150.00	07/01/2020 NDAC 54-02-06-01
Late Application Fee	Double the initial application fee	4/1/04 NDAC 54-02-07-09
¹ Plus \$20 CHRC processing Fee		
Renewal Fees – LPN & RN (Biennial)		
Fee Title	Amount	Approval Date
RN Renewal	\$140.00 (\$10 goes to NEL)	07/01/2020 NDAC 54-02-05-03
LPN Renewal	\$130.00 (\$10 goes to NEL)	07/01/2020 NDAC 54-02-05-03
Reactivation Fee ¹	\$50.00	07/01/2020 NDAC 54-02-05-06
Late Renewal Fee ²	Double the renewal fee	9/1/94 NDAC 54-02-07-09
¹ Plus RN/LPN renewal fee & \$20 CHRC processing fee		
² Occur in January for licenses expiring 12/31 of previous year		
Advanced Practice Licensure		
Fee Title	Amount	Approval Date
Initial APRN Licensure ¹	\$125.00	07/01/2020 NDAC 54-05-03.1-04
Biennial APRN Renewal	\$ 80.00	07/01/2020 NDAC 54-05-03.1-06
Initial Prescriptive Authority Application	\$ 75.00	07/01/2020 NDAC 54-05-03.1-09
Biennial Prescriptive Authority Renewal	\$ 75.00	07/01/2020 NDAC 54-05-03.1-11
Reactivation of APRN without RN license ²	\$ 50.00	07/01/2020 NDAC 54-05-03.1-06.1
¹ Plus \$20 CHRC processing Fee		
² Plus APRN renewal fee & \$20 CHRC processing fee		
Specialty Practice Registered Nurse		
Fee Title	Amount	Approval Date
Initial Specialty Practice RN (Plus \$20 CHRC processing Fee)	\$125.00	07/01/2020 NDAC 54-05-03.2-04
Biennial Specialty Practice RN Renewal	\$ 80.00	07/01/2020 NDAC 54-05-03.2-05
Reactivation of SPRN w/o RN License (Plus SPRN renewal fee & \$20 CHRC processing fee)	\$ 50.00	07/01/2020 NDAC 54-05-03.2-05.1
Designated Fees to Other Programs		
Fee Title	Amount	Approval Date
Nursing Education Loan	\$ 10.00 of each renewal and reactivation fee	10/1/87 NDAC 54-04.1-01-01
Unlicensed Assistive Persons (UAPs)		
Fee Title	Amount	Approval Date
Initial UAP Application	\$ 60.00 (\$40 plus \$20 CHRC fee)	7/1/08 NDAC 54-07-02-01
Biennial UAP Renewal	\$ 40.00	7/1/08 NDAC 54-07-02-01.1
UAP Reactivation Fee (Plus UAP renewal fee & \$20 CHRC processing fee)	\$ 30.00	7/1/08 NDAC 54-07-02-02.2
Medication Assistant III Registration	\$ 60.00 (\$40 plus \$20 CHRC Fee)	8/1/05 NDAC 54-07-05-05
Biennial Medication Assistant III Renewal	\$ 40.00	8/1/05

(Plus UAP renewal fee)		NDAC 54-07-05-06
Medication Assistant Reactivation Fee (Plus UAP renewal fee, MA III renewal fee & \$20 CHRC processing fee)	\$ 30.00	8/1/05 NDAC 54-07-05-07
Late UAP/Med Assist Renewal (If the month is July & registry expired 06/30/current year)	Double the renewal fee	1/1/03 NDAC 54-02-07-09
Other Service Fees		
Criminal History Record Check Processing Fee	\$20.00 with all Initial Applications and Reactivations	5/2009 Board Motion
Verification Fee	\$30.00	5/2005 Board Motion
Transcript	\$15.00	5/2005 Board Motion
Request Copy of Specific Record		
E-mail List	\$50.00 for RNs \$20.00 for LPNs \$15.00 for APRNs \$12.00 for APRNs & RX	2/1/02 Board Motion
Open Record Request(s) <u>(Entity may impose a fee not exceeding \$25.00 per hour per request, excluding the initial hour, for locating records, including electronic records)</u>	minimum charge .25 per page 1 st hour to locate & to redact not chargeable. \$25.00 per hour after 1 st hour	7/1/06; 8/1/08 NDAC 44-04-18 (2)
Education Division		
Nursing Education Program Survey Fees (Four-Year Approval)		
On-site School Survey Fee	\$750.00	4/27/19 Board Motion (prior 5/2004) In Policy
Interim Paper/Focused Onsite Survey Fee	\$500.00	4/28/2022 Board Motions (prior 5/2004; 4/19), In Policy
Short Term Clinical Education Program Fee	\$100.00	4/1/04 NDAC 54-02-11-01
Out Of State Program Recognition Approval Fees		
Out of State Program Approval Recognition Fee	\$800 Graduate program \$500 RN program \$400 PN program	4/28/2022 Board Motion (prior 5/2017)
Refresher Course Recognition Fee	\$200.00 two-year recognition	5/1/14 Board Motion Approved Guidelines
Course Review Fees		
IV Therapy Course	\$300.00	9/1/99 Board Motion
Refresher Course (RN/LPN)	\$500.00	9/1/99 Board Motion
Contact Hour Approval Fees		
CE Approval Application Fee	\$200.00 (includes one contact hour) Plus \$40 for each additional CE	4/28/2022 Board Motion (prior 5/2017)
Nursing Education Loan Fees		
NEL Application Fee	\$30.00	4/28/2022 Board Motion (prior 5/2016)
NEL Reapplication Fee	\$30.00	4/28/2022 Board Motion (prior 5/2016)
Education		
Educational Presentations	\$300.00 per contact hour plus mileage and hotel	5/2017 Board Motion
Ethics Course	\$50.00	10/1/02

Compliance Division						
Monitoring Fees						
Program Monitoring Monthly Fee	\$40.00				4/28/2022 Board Motion (prior 5/2005)	
Board Order Non-Compliance Administrative fee	\$150 - 1st Letter of Concern \$250 - 2nd Letter of Concern \$350 – 3rd Letter of Concern				4/28/2022 Board Motion (prior 5/2017)	
Discipline Penalty Fees <i>Per NDCC 43-12.1-14 Violation as indicated</i>	UAP	LPN	RN	APRN and/or RX Authority		
Reprimand fee (<i>per violation</i>)	\$300	\$600	\$700	\$800	4/28/2022 Board Motion (prior 5/2017)	
Encumbrance fee (<i>per violation</i>) monitoring fees additional	\$300	\$600	\$700	\$800	4/28/2022 Board Motion (prior 5/2017)	
Suspension or Emergency Suspension Fee (<i>per violation</i>)	\$500	\$850	\$1000	\$1200	4/28/2022 Board Motion (prior 5/2017)	
Surrender	\$400	\$700	\$800	\$900	4/28/2022 Board Motion (prior 5/2017)	
Revocation	\$550	\$900	\$1200	\$1500	4/28/2022 Board Motion (prior 5/2017)	
Non-Disciplinary Fees – Practicing Without A Current License/Registration						
First month of unauthorized practice	Double licensure/registration renewal fee plus Administrative fee			4/1/14 & 7/18/19 Board Motion (prior 3/2014 & 7/2019) Approved Guidelines		
	UAP	RN/LPN	APRN			RX Auth
	\$100	\$200	\$300			\$400
After first month of unauthorized practice	Double licensure/registration renewal fee plus Administrative fee			4/1/14 & 7/18/19 Board Motion (prior 3/2014 & 7/2019) Approved Guidelines		
	UAP	RN/LPN	APRN			RX Auth
	\$200	\$500	\$700			\$800
Non-Disciplinary Fees – Letter of Concern						
Letter of Concern (Fee assessed at the discretion of CAC)	\$150 - 1st Letter of Concern \$250 - 2nd Letter of Concern \$350 – 3rd Letter of Concern			4/28/2022 Board Motion (prior 3/2014) Approved Guidelines		
Applicant Letter of Concern (Non-disclosure)	UAP	LPN/RN	APRN	4/28/202 Board Motion (prior 5/2017)		
	\$100	\$200	\$300			
Alternative to Discipline						
Monitoring fee – Monthly	\$30			4/28/2022 Board Motion		

Appendix II

Financial Reports – General Fund

Schedule Of Revenues and Expenses - Budget and Actual Year Ended June 30, 2024			
	Actual	Budget	Variance
Revenues			
Initial Nursing License Applications			
Exam - Registered Nurse	88,250	92,500	(4,250)
Exam - Practical Nurse	29,000	30,000	(1,000)
Endorsement - Registered Nurse	113,550	150,000	(36,450)
Endorsement - Practical Nurse	10,800	12,000	(1,200)
Initial APRN Licensure	58,500	55,125	3,375
Initial Prescriptive Authority (RX)	31,500	30,000	1,500
<i>Total Initial Nursing License Applications</i>	<i>331,600</i>	<i>369,625</i>	<i>(38,025)</i>
Nursing License Renewals			
Registered Nurse Renewal	1,016,080	1,001,000	15,080
Practical Nurse Renewal	146,040	147,600	(1,560)
APRN Renewal	101,520	104,080	(2,560)
Prescriptive Authority (RX) Renewal	79,050	81,750	(2,700)
<i>Total Nursing License Renewals</i>	<i>1,342,690</i>	<i>1,334,430</i>	<i>8,260</i>
Unlicensed Assistive Person (UAP)/Medication Assistant III (MAIII) Registry			-
UAP Registry Initial Application	12,640	10,000	2,640
UAP Renewal	17,600	14,000	3,600
MAIII Initial Application & Renewal Registry	7,800	5,600	2,200
<i>Total UAP/MAIII Initial App & Registry Renewal</i>	<i>38,040</i>	<i>29,600</i>	<i>8,440</i>
Miscellaneous Fees			-
Reactivation Fee	11,970	9,650	2,320
CHRC Processing Fee	57,505	59,900	(2,395)
License Verifications, PLLC Forms, Misc Fees	3,960	7,000	(3,040)
List Requests	5,472	3,500	1,972
Interest	18,890	14,000	4,890
Unclassified Revenue	-	-	-
<i>Total Miscellaneous Fees</i>	<i>97,797</i>	<i>94,050</i>	<i>3,747</i>
Compliance Fees			-
Late Renewal or Late App Fees	12,995	8,000	4,995
Penalty Fees	41,895	50,000	(8,105)
Encumbrance Monitoring Fees	9,140	7,200	1,940
<i>Total Compliance Fees</i>	<i>64,030</i>	<i>65,200</i>	<i>(1,170)</i>
Education Fees			-
School Surveys	2,250	6,000	(3,750)
Course Review Fee	100	-	100
Continuing Education Presentations	557	-	557
Continuing Education Approval	34,560	30,000	4,560
Program Recognition	37,400	34,400	3,000
NEL Applications	1,410	1,350	60
<i>Total Education Fees</i>	<i>76,277</i>	<i>71,750</i>	<i>4,527</i>
Designated Program Fees			
NEL Income	92,330	91,050	1,280
			-
Total Revenues	2,042,764	2,055,705	(12,941)

**Detailed Statement Of Revenues and Expenses - Budget and Actual
Year Ended June 30, 2024**

	Actual	Budget	Variance
Expenses			
Employee Compensation & Benefits			
Salaries	967,098	965,000	2,098
NDPERS Retirement Contributions	123,551	147,500	(23,949)
FICA Tax & Flex Comp Admin Expense	71,737	73,500	(1,763)
EAP Insurance Premiums	211	225	(14)
Health Insurance	225,102	230,000	(4,898)
Life Insurance	38	50	(12)
Workers Comp & State Unemployment Tax	678	1,950	(1,272)
<i>Total employee compensation, benefits, & Tax</i>	<i>1,388,415</i>	<i>1,418,225</i>	<i>(29,810)</i>
Staff & Board Member Expenses			
Staff Development	1,959	10,000	(8,041)
Staff Expenses	6,646	11,000	(4,354)
Board Meetings	15,259	28,000	(12,741)
<i>Total Staff & Board Expenses</i>	<i>23,864</i>	<i>49,000</i>	<i>(25,136)</i>
Operating Expenses			
Rent	42,744	43,000	(256)
Phones	7,610	8,000	(390)
Internet Service & Hosting	1,715	17,000	(15,285)
Office Maintenance	1,500	1,500	-
Office Insurance	2,101	2,000	101
Postage & Mail Pickup	2,323	2,750	(427)
Office Supplies	1,183	1,500	(317)
Document Disposal	100	300	(200)
Publications & Subscriptions	905	2,200	(1,295)
Software	11,309	13,000	(1,691)
Furniture & Equipment	10,929	11,000	(71)
Repairs & Parts	-	250	(250)
Technology Maintenance	9,292	9,000	292
Online System Payments	31,530	33,000	(1,470)
Program Enhancements & Website Updates	44,468	61,500	(17,032)
ORBS Data Migration	30,478	120,000	(89,522)
Bank Charges	50	150	(100)
Disciplinary Process	404	2,500	(2,096)
Legal Fees	77,681	98,200	(20,519)
Audit Fees	24,500	25,000	(500)
Consultant	7,650	10,900	(3,250)
Nurse Licensure Compact (NLC) Fee	6,000	6,000	-
Rule Revisions	3,566	7,000	(3,434)
Unappropriated Expenses	-	400	(400)
<i>Total Other Operating Expense</i>	<i>318,038</i>	<i>476,150</i>	<i>(158,112)</i>
Designated Program Expense			
NEL Transfers	92,330	91,050	1,280
Total Expenses	1,822,647	2,034,425	(211,778)
Income from Appendix 1, page 1	2,042,764	2,055,705	(12,941)
Revenues Over Expenses	220,117	21,280	198,837

Appendix III Statewide Statistics

The statewide statistics presented in this section were generated from the Board's previous licensing system, which was decommissioned on June 7, 2024. As a result, this data does not include updates, new licenses, or changes processed between June 8 and June 30, 2024.

While the data provides a reliable snapshot of licensure and registration activity for the vast majority of the fiscal year, minor discrepancies may exist between totals reported here and those found in other sections of this report.

	FY 2021-2022		FY 2022-2023		FY 2023-2024	
Categories	LPN	RN	LPN	RN	LPN	RN
Licensed Nurses	3641	17979	3499	18719	3315	18718
Advanced Practice RN	0	2372	0	2727	0	2990
Prescriptive Authority	0	1921	0	2248	0	2248
Gender Statistics						
Male	205	1570	196	1742	190	1767
Female	3436	16409	3303	16977	3125	16951
ETHNIC						
African American	199	497	212	563	219	583
Asian	46	607	49	900	50	1002
Asian Indian	22	56	16	56	15	60
Other Asian	7	86	6	87	7	94
Hispanic	67	220	65	244	65	238
Native American	136	257	126	273	123	294
Other	74	315	73	325	68	325
Pacific Islander	5	21	5	26	3	28
White not of Hispanic Origin	3085	15920	2947	16245	2765	16094
Employment						
Employed Full Time	2097	12533	2071	13232	1943	12961
Employed Part Time	762	2515	594	2758	542	2717
Not Employed	2	1917	591	1583	600	1872
Nursing Volunteer	582	42	3	50	4	43
Per Diem	154	756	187	851	161	821
Retired	44	216	53	245	42	229
Employment Setting						
Academic Setting	3	162	5	179	5	180
Ambulatory Care Clinic	420	1812	437	1984	398	2016
Church	0	29	0	26	0	21
Correctional Facility	19	57	16	66	19	61
Government	106	381	97	408	90	408
Home Health	113	469	118	511	106	495
Hospital	341	7542	327	8039	295	7881
Insurance Claims/Benefits	9	838	13	885	12	844
Military	4	46	6	43	5	35
Nursing Home/Extended Care	871	1206	868	1195	816	1155
Nursing Education	4	294	8	297	9	270
Occupational Health	14	94	15	98	16	99
Other	1022	3160	884	2995	869	3224
Physicians Office	605	1076	597	1131	553	1107
Policy/Planning/Regulatory/ Licensing Agency	1	16	1	13	2	12
Public/Community Health	54	477	55	480	53	480
School Health	17	127	23	132	25	129
Self Employed	8	103	5	126	4	125

Social Services	2	11	1	12	1	11
Temporary Agency	26	54	23	77	21	70
Volunteer	2	25	0	22	0	22

	FY 2021-2022		FY 2022-2023		FY 2023-2024	
Practice Area	LPN	RN	LPN	RN	LPN	RN
Anesthesia	1	371	1	401	1	390
Chemical Dependency	17	39	19	45	20	46
Community	42	191	48	186	48	177
Critical Care	5	970	11	1037	9	992
Emergency Care	18	719	14	814	11	792
Family Practice	439	1096	432	1208	394	1231
Geriatrics	788	1104	795	1102	746	1058
Home Health	84	389	81	419	74	395
Maternal Child	26	548	25	568	21	550
Medical/Surgical	179	1975	167	2075	152	2053
Mental Health	74	573	75	636	76	623
Neonatology	5	326	5	364	5	341
Nursing Administration	12	441	14	458	12	446
Occupational Health	14	101	15	111	14	111
Oncology	22	422	27	477	23	466
Other	1588	6110	1444	6080	1391	6312
Palliative Care	13	70	16	80	16	85
Parish	2	32	1	29	1	23
Pediatrics	99	451	99	457	88	452
Perioperative	9	765	8	818	7	825
Public/Community Health	58	433	53	436	52	416
Quality Assurance	6	183	7	184	8	185
Rehabilitation	61	150	64	166	61	167
School	21	203	23	214	26	207
Trauma	4	45	4	54	4	48
Women's Health	54	272	51	300	47	289
Nursing Position						
Advanced Practice RN	0	1622	0	1846	0	1890
Advanced Practice w/RN in other Compact State	0	596	0	779	6	312
Nurse Administrator	9	291	7	317	6	246
Nurse Consultant	5	273	6	265	7	429
Nurse Educator	7	467	8	464	1	123
Nurse Executive	3	114	3	120	38	200
Nursing Faculty	39	186	40	197	48	1144
Nursing Manager	44	1125	47	1149	442	912
Office Nurse	501	919	475	937	925	3333
Other	1091	3405	950	3168	1	263
Specialty Practice Nurse	1	185	1	249	1725	9094
Staff Nurse	1853	8950	1865	9390	89	664
Travel Nurse	88	438	97	617	27	108

	FY 2021-2022		FY 2022-2023		FY 2023-2024	
Education						
AP Post Basic Education	0	23	1	17	2	14
Associate Degree	1682	4287	1588	4223	1474	4239
Bachelors in Nursing	18	9611	24	10186	26	10244
Bachelors in Other	124	293	126	303	113	276
Masters in Nursing	0	2249	0	2419	0	2420
Masters in Other	13	316	13	336	13	319
Doctorate in Nursing	0	458	0	559	0	582
Doctorate in Other	2	53	1	59	1	54
Post BS Anesthesia	0	20	0	18	0	15
Vocational Certificate/Diploma	1801	662	1749	580	1684	531

Appendix IV

Fiscal Year County Distribution of Licensed Nurses

The statewide statistics presented in this section were generated from the Board's previous licensing system, which was decommissioned on June 7, 2024. As a result, this data does not include updates, new licenses, or changes processed between June 8 and June 30, 2024.

While the data provides a reliable snapshot of licensure and registration activity for the vast majority of the fiscal year, minor discrepancies may exist between totals reported here and those found in other sections of this report.

	FY 2021-2022			FY 2022-2023			FY 2023-2024		
County	LPN	RN	APRN	LPN	RN	APRN	LPN	RN	APRN
Adams	13	54	6	12	49	6	12	50	6
Barnes	40	126	4	44	134	6	42	135	6
Benson	19	48	3	19	46	4	20	47	5
Billings	4	11	1	3	11	1	2	11	1
Bottineau	21	99	11	19	103	13	23	102	15
Bowman	7	38	6	5	39	6	4	39	5
Burke	5	21	0	6	25	0	4	25	0
Burleigh	279	2278	247	249	2416	261	243	2492	274
Cass	869	4129	454	834	4437	481	796	4531	507
Cavalier	24	47	4	27	50	5	29	56	5
Dickey	31	82	5	33	84	8	31	83	9
Divide	8	31	2	8	30	3	5	29	3
Dunn	13	36	5	15	39	6	13	39	6
Eddy	21	45	3	17	43	3	13	39	2
Emmons	11	46	3	12	54	4	12	56	5
Foster	12	63	1	10	70	2	10	72	3
Golden Valley	6	20	3	7	23	4	7	23	4

Grand Forks	375	1188	149	355	1198	155	341	1230	164
Grant	9	36	3	10	43	5	9	42	5
Griggs	16	22	2	15	22	2	15	25	2
Hettinger	5	17	1	6	20	1	5	21	1
Kidder	7	36	5	6	34	5	4	33	5
Lamoure	28	61	8	25	62	9	22	60	8
Logan	4	27	1	4	31	2	4	31	2
McHenry	17	84	8	12	78	9	10	74	9
McKenzie	23	43	8	23	42	9	18	41	6
McIntosh	28	90	8	25	115	6	24	113	11
McLean	25	144	14	25	141	12	25	150	16
Mercer	17	107	11	19	111	11	19	112	11
Morton	116	622	57	119	641	57	110	638	59
Mountrail	17	62	5	16	56	6	18	60	6
Nelson	19	54	2	19	54	4	21	52	4
Oliver	3	18	1	3	21	3	3	26	3
Out of State	560	4855	1000	567	5018	1254	532	4825	1438
Pembina	38	73	9	32	70	8	32	70	7
Pierce	21	69	9	19	73	10	15	73	8
Ramsey	68	181	21	61	184	22	57	193	24
Ransom	34	70	3	28	76	4	28	79	4
Renville	5	28	4	4	26	3	4	28	3
Richland	78	207	21	70	222	24	71	225	24
Rolette	54	134	9	50	129	7	47	135	11
Sargent	18	46	3	18	44	3	17	41	4
Sheridan	3	19	2	3	22	2	2	20	2
Sioux	12	19	0	9	16	0	8	14	0
Slope	1	3	0	2	5	0	2	5	0
Stark	145	381	28	132	389	35	122	381	38
Steele	10	35	1	8	34	1	6	36	2
Stutsman	90	324	37	93	326	41	86	324	43
Towner	13	37	3	11	36	4	10	34	4
Traill	54	123	9	47	125	10	43	127	9
Walsh	66	153	9	61	141	10	57	141	10
Ward	154	1016	121	160	1030	130	156	997	136
Wells	22	68	8	19	67	8	16	68	8
Williams	103	353	34	103	364	42	90	365	46
Total	3641	17979	2372	3499	18719	2727	3315	18718	2990

Appendix V

ND Board of Nursing Strategic Plan 2024

In alignment with the Board's commitment to transparency and goal-driven governance, a revised Strategic Plan was approved at the October 26, 2023 meeting, with implementation beginning in January 2024. As a result, the below annual report reflects progress related only to the newly adopted strategic goals and objectives from January 2024 through June 30, 2024.

Although this represents only a partial fiscal year snapshot, the Board intends for future annual reports to provide a full-year overview aligned with the revised strategic framework.

Strategic Goal 1: Safety		
Promote Public Protection through Licensure, Regulation of Nursing Practice, and Oversight of Nursing Education		
Initiatives	Strategies	Operational Plan
1. Ensure competency and qualifications of licensure and registration applicants.	<ol style="list-style-type: none"> 1. Ensure accurate and efficient licensure and registration processes. 2. Provide education about electronic licensure notification to employers, licensees, and registrants. 3. Comply with state and federal laws, rules, procedures, and policies regarding Federal Bureau of Investigation (FBI) Criminal Background Checks (CHRC) required for licensure or registration. 4. Monitor continued competency through licensure audits for continuing education and practice hours per Nurse Practices Act (NPA) and ND Administrative Code (NDAC). 5. Collaborate with state and national entities to contribute licensure and registration data. 	<p>Provide notification related to licensure and registration renewal.</p> <p>Promote and monitor use of National Council of State Boards of Nursing (NCSBN) E-notify.</p> <p>Ensure compliance with ND Bureau of Criminal Investigations and FBI CHRC requirements and audits.</p> <p>Provide continuing nursing education approval of offerings which may be used to meet initial or continued competency.</p> <p>Conduct continuing education audits in collaboration with CE Broker.</p> <p>Participate in national and state data collection.</p>
2. Ensure nursing education programs meet standards.	<ol style="list-style-type: none"> 1. Monitor and evaluate prelicensure nursing education programs. 2. Collect and evaluate data from approved nursing education programs. 3. Monitor and review distance nursing education programs through recognition guidelines. 4. Monitor and analyze trends and issues related to nursing education. 5. Collaborate with state and national entities to contribute nursing education data. 	<p>Survey and evaluate approved nursing education programs, nurse refresher courses, and LPN Intravenous (IV) Therapy courses.</p> <p>Facilitate and evaluate the Nursing Education Program Survey Process.</p> <p>Facilitate and evaluate the distance nursing education recognition process.</p> <p>Monitor and facilitate use of the faculty developmental program rules. Facilitate the Nursing Education Committee (NEC).</p>

		Participate in national and state data collection.
3. Maintain evidence-based comprehensive compliance processes.	<ol style="list-style-type: none"> 1. Implement and evaluate compliance and disciplinary processes related to licensure and practice. 2. Monitor and analyze trends and issues related to investigative processes, disciplinary action procedures, and encumbrance monitoring programs. 3. Collaborate with state and national entities to contribute disciplinary process and action data. 	<p>Facilitate and evaluate Compliance Division processes.</p> <p>Collect and evaluate data from Compliance Division related to investigative cases and disciplinary action.</p> <p>Participate in the national and state data collection.</p> <p>Report disciplinary actions to state and national databanks.</p>
4. Develop and support an Alternative to Discipline (ATD) program.	<ol style="list-style-type: none"> 1. Maintain a coordinator and standing committee to guide and oversee program implementation. 2. Initiate policies and processes to implement and support an ATD program utilizing best practices. 3. Collect and evaluate data and monitor trends. 	<p>Monitor progress and facilitate NDAC rule promulgation for ATD program.</p> <p>Provide outreach and education.</p> <p>Recruit at-risk nurses to participate in the program.</p> <p>Utilize tools for trend analysis to measure outcomes.</p>

Strategic Goal 2: Engagement

Engage and Collaborate with Nurses, the Public, and Stakeholders through Communication, Education, and Leadership to Foster Trust and Promote Safe Nursing Practice

Initiatives	Strategies	Operational Plan
1. Enhance collaborative relationships.	<ol style="list-style-type: none"> 1. Provide educational outreach. 2. Promote utilization of resources. 3. Seek opportunities to network promote and facilitate the advancement of education for nurses. 	<p>Participate in state and national initiatives and collaborate with stakeholders.</p> <p>Update and provide continuing education presentations related to nursing regulation.</p> <p>Provide written or verbal reports to associations, committees, and stakeholders.</p> <p>Promote and facilitate the Nursing Education Loan (NEL) Program</p> <p>Review the nursing education loan program and consider revisions to align with NDAC.</p> <p>Approve contact hours for continuing education to meet initial and continued competency.</p>

		Invite nurses and stakeholders to participate in public forums, volunteer for committee appointments and activate Advisory Panels as needed.
2. Develop and maintain a comprehensive communication platform.	<ol style="list-style-type: none"> 1. Provide timely and relevant updates via various communication mediums. 2. Implement cohesive communication design standards to enhance communication strategies. 3. Analyze communication trends to broaden outreach efforts. 	<p>Share news and updates within website, newsletters, and social media.</p> <p>Publish communications and regulatory information in the quarterly ND Nurse Connection.</p> <p>Research and evaluate communication platforms for best practices.</p> <p>Redesign the website.</p>

Strategic Goal 3: Agility

Proactively respond and Adapt to Evolving Healthcare Environments, Evidence-Based Practice Trends, and Legislative Policy and Initiatives by Transforming Regulatory Practice

Initiatives	Strategies	Operational Plan
1. Reduce barriers in nursing regulation.	<ol style="list-style-type: none"> 1. Promote a safe, competent, and mobile workforce. 2. Monitor and analyze trends and issues in state and national nursing regulations. 3. Collaborate with policy makers and agency officials to evaluate regulatory standards for efficiency and public safety. 4. Align regulation to support current and evolving nursing and health care policy. 5. Monitor legislation and provide education and data as evidence to support independent agency status. 	<p>Maintain membership in the Nurse Licensure Compact (NLC) and participate in state, national, and international nursing workforce initiatives.</p> <p>Finalize implementation of the APRN compact.</p> <p>Conduct ongoing review of the NPA and NDAC.</p> <p>Utilize a broad range of resources and stakeholders to shape regulatory decision-making.</p> <p>Participate in national and state data collection.</p> <p>Conduct ongoing assessment and dissemination of performance indicators.</p> <p>Facilitate and review practice division processes.</p> <p>Monitor legislation that impacts functioning or oversight of boards during the session.</p> <p>Provide testimony and educate legislators.</p>

Strategic Goal 4: Quality

Strive for Organizational Excellence through Effective and Responsible Board Governance, Agency Management, and Customer Service

Initiatives	Strategies	Operational Plan
1. Ensure sufficient budget to support current and future operations.	<ol style="list-style-type: none"> 1. Monitor licensing statistics. 2. Ongoing evaluation and forecasting of agency financial status. 3. Monitor fiscal impact of compacts and initiatives. 	<p>Monthly reviews of financials and quarterly Board review.</p> <p>Annual Eide Bailey audit.</p> <p>Facilitate the Finance Committee in making recommendations related to the annual budget and reserve funds.</p> <p>Establish a replacement plan to identify equipment that needs to be purchased, updated, or replaced to support new and existing technology.</p>
2. Develop Succession plans to recruit and retain key board members and qualified agency staff.	<ol style="list-style-type: none"> 1. Implement succession planning for Board members and agency staff positions. 2. Monitor workloads and need for additional staff. 3. Optimize orientation for new staff and appropriate education to enhance knowledge. 4. Evaluate current orientation content and processes for new board members for needed change. 	<p>Annually review board member terms.</p> <p>Fill key positions in the agency with qualified staff.</p> <p>Create a sound orientation process for new employees that includes agency-wide orientation used consistently for all new staff.</p> <p>Create a sound orientation process for new board members.</p>
3. Seek opportunities and promote leadership development of board members and agency staff.	<ol style="list-style-type: none"> 1. Support leadership roles within and at the state, regional, and national levels. 2. Promote growth and development of board members and staff. 3. Maintain and evaluate the orientation process for new board members to include mentorship. 4. Promote NDBON member role development. 	<p>Facilitate and support board members and staff attendance and active participation in meetings, committees, and initiatives at the state, regional, and national levels.</p> <p>Provide annual Retreat for continued training, education, and development of board members and staff.</p> <p>Facilitate new board member and staff orientation to include completion of orientation day, NCSBN resources, and mentorship.</p>
4. Support and promote a superior information technology infrastructure.	<ol style="list-style-type: none"> 1. Review and evaluate existing technology and explore ways to incorporate improvements. 2. Proactively monitor technology trends to bolster databases, forms, and the website to enhance operations and collaboration. 	<p>Ongoing evaluation of staff equipment needs.</p> <p>Ongoing assessment of IT system security and capabilities to align with industry best practices.</p> <p>Conduct ongoing security awareness training and updates for staff.</p>

	<ol style="list-style-type: none"> 3. Strengthen, maintain, and enforce policies and infrastructure for data privacy and system security. 4. Develop processes for real-time sharing, updating, and processing of data with agency partners. 5. Implementation of the Optimal Regulatory Board System (ORBS). 	Participate in technology and operational training at state and national levels.
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