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## *Board of Nursing*

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TO: Department of Finance and Administration  
Office of Budget and Fund Management

FROM: Phyllis Johnson, MSN, RN, FNP,-BC  
Executive Director

RE: Five-Year Strategic Plan (838-00)

Enclosed are two copies of the Mississippi Board of Nursing's Five-Year Strategic Plan for Fiscal Years 2020 through 2024. If you have any questions or need additional information, please call me at 601-957-6289 or Shan Montgomery, Director of Finance & Operations, at 601-957-6279.

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TO: Legislative Budget Office

FROM: Phyllis Johnson, MSN, RN, FNP-BC  
Executive Director

RE: Five-Year Strategic Plan (838-00)

Enclosed are sixteen copies of the Mississippi Board of Nursing's Five-Year Strategic Plan for Fiscal Years 2020 through 2024. If you have any questions or need additional information, please call me at 601-957-6289 or Shan Montgomery, Director of Finance & Operations, at 601-957-6279.



## ***Board of Nursing***

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### **1. Mission Statement for the Mississippi Board of Nursing**

The mission of the Board of Nursing (MSBON) is to protect and promote the welfare of the people of Mississippi by ensuring that each person holding a license as a nurse in the state of Mississippi is competent to practice safely. The Board fulfills its mission through the process of licensure and regulation of nursing. In addition to the board's authority as established in the *Mississippi Nursing Practice Law*, Miss. Code Ann. Section 73-15-1 et seq, the board establishes rules and regulations which provide for initial and continued licensure of nurses.

### **2. Philosophy of Mississippi Board of Nursing**

The Mississippi Board of Nursing believes that: (73-15-3) nursing is an essential social service that meets health care needs of clients in various settings in our society.

- a. Quality health care is a right of every individual. The primary means that the Board of Nursing has to assure the consumer access to competent nurses is the licensing processes and involvement of practice through governing procedures.
- b. Consumers of healthcare in Mississippi have the right to be active participants in the planning and evaluating of their health care.
- c. The Board of Nursing empowers the nurse to practice at their highest level of education and training in order to provide safe, quality and effective healthcare for our consumers. The Board of Nursing contributes to the protection of the consumer by ensuring that nurses practice within their respective scopes of preparation.

### **3. Relevant Statewide Goals and Benchmarks**

Statewide Goal: #1.: Public Safety and Order- Mississippi Board of Nursing Statewide Goal, as it pertains to Public Safety and Order: Create accessible, current and consistent responses to questions relating to the regulation of nursing practice as it impacts the health and safety of all Mississippians through the formation of a Practice Council consisting of staff members using just culture processes.

Relevant Benchmark #1:

- Quantity of requests
- Quantity of like requests
- Quantity of responses to like questions



## ***Board of Nursing***

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- Quantity of days taken to respond to identified trends

Statewide Goal #2: Economic Development Work- To with work all military branches to strengthen access to quality healthcare to the citizens of Mississippi

Relevant Benchmark #2.:

- Assess gaps that involve military medical training
- Review Mississippi Board of Nursing licensure requirements.
- Number of jobs in nursing

#### **4. Overview of the Agency Five-Year Strategic Plan:**

The board continues to strive for efficiency through the utilization of technology. The Nurse Gateway is an online portal that provides a single, secure place for the nurse to manage all things related to his/her license. Applicants can apply online for initial licensure, renewals, reinstatements, and endorsements. Our next phase of efficiency, by way of technology is to complete the development and installation of internal workflow processes.

The Board will continue to modernize information technology services, processes, and capabilities that support business solutions aligned with public health protection.

We will do so by evaluating regulatory processes through just culture processes, participating in National Council of State Boards of Nursing (NCSBN) Commitment to Ongoing Regulatory Excellence (CORE) and Federal Associations of Regulatory Boards (FARB).

The Board of Nursing is committed to the principles of open government – transparency, participation, and collaboration. Transparency promotes accountability, builds trust, and keeps stakeholders and partners informed of our activities. The board will continue to invest in and develop an organizational culture consistent with the Board mission, vision and values by optimizing ongoing orientation, training and development of Board members and staff to their role and the agency mission, structure and services. Through public relations, the board shall continue to establish an authentic representation by optimizing communications with external stakeholders. Transparency of licensure information will be accomplished through the Board website, webmaster emails, regular mail, and social media. Further optimization of communication with stakeholders will be obtained by increasing visibility with legislators and networking with employers, nursing educators and organizations.

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With a 20 percent increase in new nursing positions and a third of all current RNs expected to retire by 2020, [the United States will need another 1.1 million registered nurses](#) and advanced practice registered nurses, such as nurse practitioners, in the next five years. Emerging care delivery models focusing on managing health status and prevention of acute health issues, will likely contribute to the growth in demand for nurses. Numerous factors will affect this supply and demand concept, including population growth, overall economic conditions, changes in health care reimbursement, and aging of the nursing workforce. Advanced Practice Registered Nurses (APRNs) have increased by 45% over the past five years with expectations of further increases in the next five years. This is driven by the lack of Primary Care providers in the state and nationally, as well as, an increase in the elder population. Independent researchers have overwhelmingly documented that the services provided are safe and are of high quality with outcomes equivalent to those of physicians. Obsolete limitations in federal laws and state regulations limit the ability of APRNs to practice to the full extent of their education and training. The Mississippi Board of Nursing supports APRNs practicing to the full extent of their education, licensure, and training.

Keeping up with Nursing Best Practices, the mission of MSBON is to protect the public by regulating the practice of nursing. As a consumer protection agency, the Board takes its role seriously to safeguard all individuals in our state from unsafe nursing practice. Healthcare and the nursing profession continues to evolve. With the combination of continual evolvement in healthcare needs and nursing opportunities, it is not an option to remain stagnant academically. The Board will continue to encourage all Mississippi nurses, APRN's, RN's and LPN's to stay abreast of best practices through continuing education.

In conjunction with the State's Workforce Strategic Initiative, the Board strives to making the workforce more outcome driven, increasing workforce participation rates and contributing to closing the middle-skill job gap. The board will contribute to this initiative through the Office of Nursing Workforce (ONW). ONW will continue to provide scholarship monies, simulation training, data collection and analysis, sharing best practices in nursing workforce research, workforce planning, workforce development, and formulation of workforce policies. Nurses are crucial to building a culture of health and as a result ONW is committed to positively impacting Education, Practice and Care, Nursing Leadership, Diversity, Interprofessional Collaboration and Data collecting.

The mission of MSBON is to protect the public by regulating the practice of nursing. As a consumer protection agency, the Board takes its role seriously to safeguard all individuals in our state from unsafe nursing practice. More than eighty percent (80%) of cases reported

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to the board are allegations that involve nurses accessing and obtaining narcotics, and/or drug and alcohol abuse. The board is uniquely positioned to combat the current opioid epidemic as legislation has provided the authority for the board to oversee prescribing habits of nurse providers, remediate nurses through continued education, refer nurses for substance use disorder evaluation and treatment and provide monitoring of those nurses required to submit to monthly drug testing or of other means of supervision. Additionally, the board's Executive Director is an appointed member of the Governor's Drug Task Force, which has motivated and empowered staff to obtain more knowledge and training to direct their efforts in reducing opioid addiction. The Compliance Monitoring Division supports this endeavor to protect the public by providing a structured approach to monitoring and to returning the substance use disorder/abuse nurse to safe nursing practice.

The mission of MSBON is to protect the health and safety of consumers by promoting quality nursing care in the State of Mississippi. The Board fingerprints and/or conducts a Criminal Background Check (CBC) on all new applicants, reinstatement applicants, and endorsement applicants. The board fingerprinting/CBC is another way of ensuring that all nurses are safe and competent practitioners in the state of Mississippi.

Mississippi joined the enhanced Nurse Licensure Compact (eNLC) with the signing of legislation by Mississippi Gov. Phil Bryant on March 20, 2017. The eNLC, which is an updated version of the previous Nurse Licensure Compact (NLC), which allows for registered nurses (RNs) and licensed practical/vocational nurses (LPN) to have one multistate license, with the ability to practice in both their home state and other eNLC states. Patient safety being of paramount importance led to the addition of new features found in the provisions of the legislation of the eNLC. The communications between the various state boards of nursing has greatly enhanced the ability of the states to monitor the nursing traffic between states. This promotes compliance with the laws governing the practice of nursing in each jurisdiction. In addition, the NURSUS data base is available to all members of the National Council of State Boards of Nursing (NCSBN). This provides further communication of nurses nationally and assists state boards in licensing and discipline efforts. All of these activities further assist the board in protecting the citizens of Mississippi.

### **5. Agency's External/Internal Assessment**



## ***Board of Nursing***

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1. Continued expansion of third party reimbursement for APRNs will continue to increase demand on the board to provide a credentialing process for increased numbers and categories of APRNs.
2. Increases in fees/costs imposed by outside entities (for example, postage, printing, attorney's fees, court reporter's fees, and bailiff fees) will impact the board's ability to communicate, conduct business, and prepare cases. Poor economic status of the State of Mississippi and surrounding states will impact the ability of the agency to increase staff and give much needed raises or promotions.
3. Funding levels less than requested and denial of requests will negatively impact the attainment of identified performance objectives.
4. Promulgation of federal regulations regarding the National Practitioner Data Bank mandates reporting of all disciplinary cases, provides for a very short reporting window, and increases the amount of information to be gathered and reported by state regulatory agencies. This continues to place increased demands on the agency's resources with no accompanying federal funding to offset the expenses.
5. Implementation of the federally mandated HIPAA has increased the board's cost in obtaining documents and will continue to impact the ability of the board to obtain documents essential for the investigation of reported violations of the Nursing Practice Act.
6. Federal homeland security laws concerning foreign workers and visas will have a greater impact on the processing of licensure applications and increase the interaction with foreign applicants during the licensure process.
7. As with all high performing organizations, the BON regards the agency staff as the agency's most valuable resource. The BON strives to recruit and retain the best employees in the State of Mississippi. With the continued growth in the Mississippi economy, the agency is experiencing increased competition for nursing staff.
8. Certified Hemodialysis Technician (CHT) legislation enacted on July 1, 2006, authorizes the Board of Nursing to regulate the training programs, practice, and certification by examination, endorsement, renewal or reinstatement of CHTs, and also authorizes the board to conduct investigations and disciplinary hearings related to violations of the law. This new program directly impacts each department with increased responsibilities. The board will continue to request that the regulation of CHT's be delineated to the Mississippi Department of Health.

### **5. (A) Internal Management Systems Used to Evaluate Agency's Performance**

The board has a strategic plan that is developed through a yearly retreat between board and staff members. Through bi-monthly meetings, the board determines how well the

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needs of Mississippians served have been met. Management policies and procedures are in place to address deficiencies and identify new trends which should be addressed. Budgetary constraints are considered when new projects are requested. Many processes have been automated. The board's goal for automation is, always and entirely, to improve the quality attributes of our process.

In accordance with the Internal Control Section of the Mississippi Agency Accounting Policy and Procedures Manual, *The MS. Board of Nursing* conducts an evaluation of internal controls processes. Our review of internal control includes the organization and management, administration of accounting and budgeting, purchasing and contracting, personnel and payroll, revenues and receivables, expenditures, grant administration, and electronic data processing. The findings of our evaluation provide reasonable assurance that the assets of the agency have been preserved, the duties have been segregated by function, and the transactions executed are in accordance with laws of the State of Mississippi.

### **6. Agency Goals, Objectives, Strategies, and Measures for FY 2020 through FY 2024.**

#### **Program 1: Licensure/Discipline**

**Goal A –To manage cost-effective, quality and efficient processes (internal/external) for both licensure/practice and regulation.**

##### **Objective A. 1**

- a. Review existing internal processes, make improvements as necessary. Analyze processes to ensure the timely, efficient, and accurate processing of all internal processes. Ensure proper staff training, if necessary.
- b. Update website, mobile applications, disaster recovery site, phone system, training, IT policies and procedures, implement paperless board meetings, respond to statistical nursing inquiries.

*Outcome:* Percentage of new complaints, allegations and public info request reviewed and assigned within 10 days of receipt.

*Outcome:* Percent of departmental workflow assigned within 10 days of receipt.

*Outcome:* Percentage of licensure requirements assigned within 10 days of receipt.



## ***Board of Nursing***

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**Strategy A 1.1:** Add technology enhancements as needed; train staff to successfully use the system; require departmental reports

*Efficiency:* respond to licensure, operational and/or disciplinary request within 10 days

*Explanation:* Total number of requests, discipline and investigations

**Strategy A 1.2:** Operate system's efficiently; both internal and external users

*Output:* Collect data percentages of contacts made by nurses or the public info request.

*Explanation:* Total number of inquiries resolved within ten days.

**Goal B: Implement processes and procedure to increase safe practice by nurses.**

**Objective B. 1:** – Prevent recidivism by identifying the most effective methods of disciplinary, educational, and rehabilitative actions

*Outcome:* Reduce the prevalence of re-offenses due to unsafe nursing practice.

**Strategy B. 1.1:** Conduct a comprehensive random sample of disciplinary actions by offense and type of action and evaluate the recidivism rates for each.

*Output:* Total number of nurses with repeated disciplinary action.

*Explanatory:* Reduce the number of nurses who have repeated disciplinary actions.

**Strategy B. 1.2:** Conduct a multi-state survey to expound upon types of disciplinary actions offered and methods of education and rehabilitation.

*Output:* Identify appropriate educational resources.

*Efficiency:* Improves economic impact by allowing nurses to continue to practice.

**Strategy B. 1.3:** Implement *Just Culture* considerations into the outcome-analysis process

*Output:* The number of nurses impacted by a system.

*Efficiency:* Improves economic impact by allowing nurses to continue to practice.



## ***Board of Nursing***

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**Objective B. 2:** Provide information and awareness of Mississippi Nurse Practice Act and Administrative Code that may lead to disciplinary action against nurses

*Outcome:* Reduce the number of nurses receiving discipline for first-time practice violations.

**Strategy B. 2.1** – Conduct educational outreach through staff presentations at schools of nursing and educational programming on-site during board-hearings

*Output:* The number of educational outreach offered and the number of nurses and students in attendance.

**Strategy B. 2.2:** Disseminate Board-approved information as gleaned through the utilization of the Practice Council on trending violations and ambiguities concerning practice issues and professional misconduct.

*Output:* The number of cases reviewed and resolved by the Practice Council Committee.

*Explanation:* To distinguish the difference between scope of practice questions related to the Nurse Practice Act and Administrative Code versus questions regarding clinical issues.

**Strategy B. 2.3** – Implement *Just Culture* considerations into the outcome-analysis process.

*Output:* The number of cases reviewed impacted by *Just Culture*.

*Explanation:* *Just Culture* recognizes and takes into account system failures that may impact nursing actions.

**Goal C: Provide Advanced Practice Registered Nurses the ability to practice to full extent of their education and training and removal of Federal and State regulations that restrict their practice.**

**Objective C 1:** Increasing the number of advanced practice nursing professionals will decrease the healthcare shortage.

*Outcome:* Allow access to primary and preventive healthcare in underserved rural and urban areas.

*Outcome:* Decrease the cost of state dollars spent on healthcare

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**Strategy C 1.1:** Provide data to legislators on the services, outcomes, health models and benefits APRNs provide.

*Output:* Allows legislators to make an informed decision.

*Output:* Better patient outcomes

*Explanation:* At a time when healthcare reform is rapidly evolving, it is critical that Advance Practice Nurse's and physicians collaborate to achieve best practices.

*Explanation:* Removal of obsolete laws that serves as a barrier to healthcare underserved rural and urban areas

### **Summary of Five-Year Plan**

The programs that we are utilizing are essential to our daily functions at the Board of Nursing. We do not foresee any fundamental changes to the programs listed above within the strategic 5-year plan. This plan will be reviewed annually and updated accordingly.