



MISSISSIPPI



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2024 | 2028

**MS Board of Nursing  
STRATEGIC PLAN**



Mississippi Board of Nursing

# **MISSISSIPPI BOARD OF NURSING**

**(838-00)**

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OF NURSING**



<https://www.msbn.ms.gov/>

**5-YEAR STRATEGIC PLAN**

**FOR THE FISCAL YEARS 2024-2028**

## Message from the Executive Director, Phyllis Johnson



The Mississippi Board of Nursing (MSBN) Strategic Plan provides a way of focusing and prioritizing objectives as the agency moves forward. MSBN is constantly improving and evolving to meet the challenges associated with public protection by establishing initiatives that further our core purpose of serving the needs of our citizens in acting in the public interest. We collaborate with our stakeholders to continually develop and improve the regulatory process. The leadership of the Board of Directors and their active engagement is essential to the agency's ability to achieve its mission, vision, and objectives.

# MISSISSIPPI BOARD OF NURSING

## 1. Comprehensive Mission Statement

The mission of the Board of Nursing (MSBON) is to protect and promote the welfare of the Mississippi people 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, establish rules and regulations which provide for initial and continued licensure of nurses.

## 2. Agency Philosophy

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

- a. Quality healthcare is the right of every individual. The primary means that the Board of Nursing has to assure consumer access to competent nurses is the licensing process 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 their health care.
- c. The Board of Nursing empowers the nurse to practice at their highest level of education and training to provide safe, quality, and adequate healthcare for our consumers. The Board of Nursing contributes to the consumer's protection by ensuring that nurses' practice within their respective scope of preparation.

## 3. Relevant Statewide Goals and Benchmarks

Statewide Goal: #1.:

Public Safety and Order: Mississippi Board of Nursing Statewide Goal on Public Safety and Order:

Create accessible, current, and consistent responses to questions relating to the regulation of nursing practice as it impacts all Mississippians' health and safety 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
- Quantity of days taken to respond to identified trends

Statewide Goal #2: Economic Development Work- To work with 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 5-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 the 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 open government principles – 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.

According to the Bureau of Labor Statistics, the employment of Registered Nurses is projected to grow by 15 percent from 2016 to 2026, much faster than the average for all occupations. One-third of all current RNs is expected to retire by 2020. 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, increased emphasis on preventive care, 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 elderly 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 APRNs' ability 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 nursing practice. As a consumer protection agency, the Board takes its role seriously to safeguard all individuals from unsafe nursing practice. Healthcare and the nursing profession continue to evolve. With the combination of continual evolution 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 make the workforce more outcome-driven, increase workforce participation rates, and close 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. As a result, ONW is committed to positively impacting Education, Practice and Care, Nursing Leadership, Diversity, Interprofessional Collaboration, and Data collection.

The mission of the 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 from unsafe nursing practice. More than eighty percent (80%) of cases reported 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 Board with the authority to oversee the prescribing habits of nurse providers. Additionally, the Board has resources to 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 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 returning substance use disorder/abuse nurses to safe nursing practice.

The mission of the MSBON is to protect consumers' health and safety 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 is an updated version of the previous Nurse Licensure Compact (NLC), which allows for registered nurses (RNs) and licensed practical/vocational nurses (LPNs) 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 new features found in the provisions of the legislation of the eNLC. The communications between the various state boards of nursing have greatly enhanced the states' ability to monitor the nursing traffic between states, which promotes compliance with the laws governing the practice of nursing in each jurisdiction. The NURSUS database is available to all members of the National Council of State Boards of Nursing (NCSBN). The system provides further communication of nurses nationally and assists state boards in-licensing and disciplined efforts. All of these activities further assist the board in protecting the citizens of Mississippi.

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

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 Nurse 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.

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 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 by Program**

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

**Goal A: Approve LPN Education Programs. MSBON offer two types of nursing education program approval: (a.) initial approval of new programs based on reviewing the new program proposal and (b.) ongoing program approval based upon monitoring program outcomes and compliance with MSBON rules. (Miss. Code Ann. § 73-15-25)**

**Objective A. 1.** To ensure programs comprehensively cover the knowledge and skills that students will need to be licensed as a License Practical Nurse (LPN)

*Outcome:* Estimated number of applicants within the state of Mississippi's nursing industry (State wide strategic plan)

*Outcome:* Reduction in new nursing practice violations

*Output:* Produce annual data related to program outcomes, which may include retention and graduation rates, faculty turnover, adequate resources, NCLEX pass rates, employer and graduate satisfaction, quality improvement, and program complaints.

*Outcome:* Continue to assess and report on workforce needs and the availability of clinical sites to ensure evidence-based data is available for Board decisions.



**A. 1.1 Strategy:** Approval of Ongoing Programs. It's important that BONs continually monitor programs to ensure they are in compliance with the Nurse Practice Act (NPA) and the administrative rules and are graduating nurses who can practice safely and competently. Additionally, the MSBON will review programs on a continuing basis to ascertain that they are effective in their educational processes, staying current with best practices in education, and providing nurses with the preparation and competencies needed for clinical practice.

*Outcome:* Review and investigate nursing program complaints and, evaluate for trends; report to nursing programs as is appropriate;

*Output:* Continuing approval strengthens the relationship between the MSBON and programs, helping programs stay in tune with changes in laws and rules

*Output:* MSBON will offer assistance, guidance, and consultation to all programs.

Output: Monitor and analyze trends and issues related to nursing education.

Output: Collaborate with national organizations (NSCBN) to contribute annual report data related to nursing.

Output: Evaluate educational requirements and collaborate with other state agencies to initiate evidence-based revisions as appropriate.

## **Objective A.2:** Approval of Initial Programs with evidence-based standards

*Outcome:* Increase evidence-based LPN education programs statewide

**A.2.1. Strategy:** Initial approval of new programs. MSBON's approval is vital in protecting the public because the MSBON's program approval standards are designed to produce safe, competent nursing graduates who are eligible to take the licensing examination. These standards also establish benchmarks for evaluation of new programs before approval.

*Output:* Ensure required resources are available, which include faculty, library material, technology equipment, staff, a learning environment, and an adequate budget. The availability of qualified faculty and program administrators can be difficult because of the faculty shortage, so new programs must provide a plan for recruiting faculty

*Efficiency:* Cost of travel and time spent conducting program approvals

## **Objective A.3.** Hire appropriate staff to manage the LPN Nursing Education Programs Initial & Continuing Program Approvals

*Efficiency:* Percentage of programs within acceptable standards

**A.3.1. Strategy:** Review and approve or sanction nursing educational programs consistent with Board rules;

*Output:* Ensure required resources are available, which include faculty, library

material, technology equipment, staff, a learning environment, and an adequate budget. The availability of qualified faculty and program administrators can be difficult because of the faculty shortage, so new programs must provide a plan for recruiting faculty

**GOAL B: Reduce prevalence of substance abuse among nurses by encouraging reporting and participation into the Board's alternative-to-discipline Mississippi Nurse Voluntary Program (MnVP).**

**Objective B. 1.** Implement rules, regulations and internal policies and procedures for the Mississippi Nurse Voluntary Program (MnVP)

*Outcome:* Provide requirements and procedure to participate in the MnVP program for nurse applicants who have substance use/abuse problems

**B. 1.1. Strategy** Promulgate rules and regulations highlighting the responsibilities of the MnVP program and nurse applicants

*Output:* Create Part 2826 of the Administrative Code outlining the MnVP program's eligibility requirements, nurse applicant expectations and recovery monitoring requirements

*Explanation:* Reduce prevalence of substance abuse by providing all nurses and nurse employers with information about eligibility and participation within the MnVP program

**Objective B.2.** Promote early identification of substance abuse.

*Outcome:* Participation in the MnVP program requires immediate removal of nurses from nursing practice who are abusing mood-altering substances to focus on nurse recovery initiatives; thus, lowering patient harm potentials

**B. 2.1. Strategy** Educate nurses and nurse employers via the Board's website, webinars and presentations by Board staff state-wide of the MnVP program requirements and nurse applicant eligibility

*Output:* Increase participation in the MnVP program and nurse's re-entry back into nursing practice as a healthier nurse with MnVP monitoring

*Explanation:* The sooner substance abuse/use can be identified, the sooner the nurse can receive treatment. Patient harm issues are lessened, and nurses can safely return to nursing practice once treated

**Objective B.3.** Partnering with Nurse Employers and Entities who employ nurses to provide a culture of safe nurses for safer care

*Outcome:* Nurse employers lose an average of \$50,000-\$65,000 per nurse

as a result of substance use disorders and having to re-train and orient new nurses

**B.3.1 Strategy** Utilize Office of Nursing Workforce educational opportunities by offering Education opportunities (CEU hours), educational literature and media exposure to promote employer reporting to the confidential, non-disciplinary MnVP program

*Output:* Increase stakeholder relationships that increase patient safety, lowering employer liability by reporting more nurses suspected of substance abuse to the MnVP program

*Explanation:* The MnVP program is legally protected from disclosing employer reporting information or nurse applicant information. Nurse employers and/or facilities who employ nurses also save money by reporting nurses to a program like MnVP

**Objective B.4.** Hire appropriate staff and create workable budget for the MnVP program.

*Outcome:* Credentialed staff is the key for the MnVP program to be successful

**B.4.1 Strategy** Create pins for social worker/case monitors, counselors who have education and training in substance use disorders and have a nurse practitioner or physician who has education and training in mental health/substance use disorders

*Output:* The MnVP program will employ a knowledgeable, trained and credentialed staff to aid all nurse applicants who participate in the MnVP program.

*Explanation:* Employing a staff who are experts in the various fields of diagnosing, treating, counseling and monitoring in the area of substance use/abuse will enhance nurse applicants' success in the MnVP program.

**Goal C: Provide Advanced Practice Registered Nurses the ability to practice to the 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

**C 1.1: Strategy** 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 Advanced Practice Nurses and physicians collaborate to achieve best practices.

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

**Goal D: Inform public and private-sector decision-making related to the nursing workforce by expanding and improving nursing workforce data, disseminating nursing workforce data to the public, improving and updating projections of the supply and demand for nurses, and conducting analyses of issues important to the nursing workforce.**

**Objective D.1.** To assure the future of our state's nursing workforce and promote Mississippi as a destination state for nursing practice.

*Outcome:* Knowledge of the supply of nurses can be used to predict possible shortages and assist in the allocation of resources, program development, recruitment efforts in both the health care system and education sectors

**D 1.1. Strategy** Committed to financially supporting Mississippi nursing students at all levels. Since 2015, the MSBON has distributed student scholarships totaling over one million dollars to all Mississippi schools of Nursing programs

*Output:* Contribute to the state of Mississippi and national efforts to assure an adequate supply of qualified nurses to meet the health needs of the US population

*Output:* Better patient outcomes

*Output:* Activities include data collection and analysis, publication of reports and information, as well as recommendations of changes necessary to resolve the nursing shortage

*Explanation:* Mississippi workforce efforts are being transformed from 'quick fixes' to long-range strategic planning. This involves the collection of data that allows the identification of imbalances between supply and demand and allows for forecasting efforts that drive nursing workforce development and policy recommendations

**Objective D 2.** As the American population becomes increasingly diverse, it is essential that MBON's nursing workforce reflect the changing population, in order to provide quality care

*Outcome:* Shaping workforce development programs such as diversity in nursing

and academic progression

*Outcome:* Providing information on the unique demographics of Mississippi such as trends in age and ethnicity

**D 2.1. Strategy:** Focus on students pursuing pre-nursing or nursing as a second career education by engaging students, parents and the community to build an infrastructure that assists in developing the skills necessary for nursing school

*Output:* Contribute to the state of Mississippi efforts to build a robust nursing workforce to address the health needs of our communities

**D 2.2. Strategy:** Support statewide conferences and partnerships that enhances the competencies of all nurses

*Output:* Contribute to the state of Mississippi efforts to build a robust nursing workforce to address the health needs of our communities

*Efficiency:* Cost of conference attendance and displays

**GOAL E: Ensure that nurses delivering care through telehealth be held to the same standards as when they are delivering in-person care**

**Objective E.1.** Enforce rules and regulations regarding the practice of telehealth

*Outcome:* Increased access to healthcare statewide

*Outcome:* Increase in the number of nursing healthcare professionals practicing in the state

**Strategy E. 1.1:** Promulgate rules and regulations regarding the responsibilities of practicing telehealth within the state

*Output:* Number of rules and regulations required

### **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. In addition to the attached plan, we have also prepared a Strategic Preparedness and Response Return to Work Playbook. The plan builds on what we have learned about the virus and our collective response throughout 2020 and translates that knowledge into strategic actions. This plan builds on achievements and focuses on the new challenges, such as information technology (IT) needs for the agency, safety protocols, and incident management protocols. The plan also considers the road we need to travel towards the safe, equitable, and effective delivery of the services the board provides and the welfare of our employees. Both plans will be reviewed annually and updated accordingly.



