

December 24, 2025

Tomiquia Moss, Secretary  
California Business, Consumer Services and Housing Agency  
500 Capitol Mall, Suite 1850  
Sacramento, CA 95814

Dear Secretary Tomiquia Moss,

In accordance with the State Leadership Accountability Act (Leadership Accountability), the Board of Registered Nursing submits this report on the review of our internal control and monitoring systems for the biennial period ending December 31, 2025.

Should you have any questions please contact Marissa Clark, Chief of Legislative Affairs, at (916) 574-7438, [Marissa.Clark@dca.ca.gov](mailto:Marissa.Clark@dca.ca.gov).

## **GOVERNANCE**

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### **Mission and Strategic Plan**

The California Board of Registered Nursing (Board or BRN) is a state governmental agency established by law to protect the public by regulating the practice of registered nurses. The BRN is responsible for implementation and enforcement of the California Nursing Practice Act (NPA): the laws related to nursing education, licensure, practice, and discipline. The NPA created a nine-member Board that serves as the BRN decision-making body. The nine-member Board establishes policies for the BRN's legislatively mandated and regulatory programs and activities. The Board operates with a structure of standing Board committees and advisory committees that may conduct public meetings and make recommendations to the full Board.

As a consumer protection agency, the BRN is comprised of programs that adhere to the responsibilities, functions, and duties to meet the mandate of consumer protection for California and the mandates of the NPA. The BRN is structured with six main program areas: Consumer Services and Board Operations; Office of Legislative Affairs; Licensing; Nursing Education; Continuing Education and Research; and Enforcement and Investigations. The program areas work together to carry out the BRN's mission. Management establishes an effective control environment by demonstrating integrity and ethical values through adherence to laws and regulations, establishing expectations for staff, and striving to meet or exceed performance metrics established for enforcement and licensing activities.

The Board adopted a strategic plan that serves as a cornerstone for shaping the Board's direction over the next five years. It establishes a clear framework for action, with measurable goals that reflect the commitment to excellence in regulation, stakeholder engagement, and consumer protection. The strategic plan is for the period of January 2026 through December 2030. The Board's mission is, "The Board of Registered Nursing protects the health, safety, and well-being of the public through the fair and consistent application of the statutes and regulations governing nursing practice and education in California." The vision is to be a model leader in the oversight of nursing practice and education, which will be realized through the consistent application of the Board's values of collaboration, customer focused, equity, integrity, professionalism, safety, and transparency.

## **Control Environment**

An essential component of a strong control environment is the presence of clear and structured oversight. Within the Board's governance framework, oversight is exercised at multiple levels to ensure accountability and operational integrity:

- Board staff operate under the direction of an appointed Executive Officer
- The Executive Officer is accountable to the appointed Board Members
- The semi-autonomous Board itself is subject to oversight by the Department of Consumer Affairs (DCA)
- The DCA, in turn, is overseen by the Business, Consumer Services, and Housing Agency

This multi-tiered oversight structure reinforces transparency, promotes ethical conduct, and supports the Board's consumer protection mission.

The BRN leadership team consists of the Executive Officer (EO), Assistant Executive Officer (AEO), Chief of the Licensing Division, and Chief of the Legislative Affairs; together they create the vision and collaborate with the BRN executive management team. The BRN executive management team consists of the Deputy Chief of Licensing, Supervising Nursing Education Consultants, Chief and Deputy Chiefs of Enforcement, and the Deputy Chiefs of Investigations and Consumer Services and Board Operations. This teamwork structure fosters a workplace culture rooted in sustainability, flexibility, and adaptability. Such an environment enables the effective application of change management principles, empowering all staff to thrive, grow, and contribute meaningfully to the organization's evolving goals.

The Board's leadership and executive management teams demonstrate the essential capabilities and characteristics required to uphold a strong control environment. These include integrity, high ethical standards, decisive leadership, critical thinking, problem-solving abilities, and a commitment to internal controls.

In addition to these core attributes, the team brings deep programmatic and operational expertise, enabling them to effectively identify, assess, and manage risks across the organization. Their oversight extends to the design and implementation of the Board's control environment, risk assessment processes, control activities, information and communication systems, and ongoing monitoring efforts.

This comprehensive leadership approach ensures that the Board remains resilient, accountable, and aligned with its mission of consumer protection.

Management establishes competency expectations for employees through ongoing communication, duty statements, and expectation memos. The BRN recruits, hires, on-boards, and provides ongoing training to all employees to help meet competency expectations. The BRN provides routine training for staff in all critical operations to help staff develop the necessary competence level, knowledge, skills, and abilities. Cross-training is emphasized and encouraged for staff development. As part of this organizational structure, management considers how units and program areas communicate and interact and where the areas of needed improvement exist. The Board takes action(s) or inaction(s) that may compromise the integrity and creditability of the Board very seriously. This behavior is addressed through performance measures, including but not limited to, the progressive discipline process. The Board strives to address issues that may arise timely and at the appropriate lowest level.

## **Information and Communication**

The BRN will continue to communicate the expectation and requirement of monitoring activities focused on internal controls to protect against fraud, abuse, waste of state resources, and misuse of funds.

The BRN leadership and executive management teams meet on a regular basis to discuss current issues and trends. These meetings create an opportunity for open communication and are the basis for the foundation that encourages and allows staff to have open and accessible communication protocols. Additionally, management has an "open door policy," so employees can discuss issues with any management team member and not just the managers in their chain of command. The lines of communication are open across all staff levels.

Communication protocols follow the chain of command to ensure employees throughout the organization receive relative and important information. In addition to the communication chain of command, the BRN uses a variety of methods to communicate with staff. Examples of such methods include regular management and team meetings, all staff meetings/trainings, email blasts, and intranet postings. Further, the Board, along with the Department, communicates via email and through bulletin board postings regarding the state's Whistleblower hotline for reporting potential ethical violations. Additionally, staff are

informed that they may communicate with other managers and appropriate personnel that are outside of their chain of command if appropriate, including but not limited to, if the communication line is compromised.

External communication tools include the Board's website, ListServ notifications, interested parties' meetings, Board/Committee/Advisory Committee meetings, 'The BRN Report' and social media platforms.

## **MONITORING**

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The information included here discusses the entity-wide, continuous process to ensure internal control systems are working as intended. The role of the executive monitoring sponsor includes facilitating and verifying that the Board of Registered Nursing monitoring practices are implemented and functioning. The responsibilities as the executive monitoring sponsor(s) have been given to: Loretta Melby, Executive Officer.

The BRN leadership and executive management team demonstrates a high level of engagement through daily meetings focused on identifying and addressing potential problems, vulnerabilities, operational challenges, and organizational successes. These routine discussions foster a proactive culture of responsiveness and continuous improvement, ensuring that emerging issues are addressed swiftly and strategically. In addition to the daily meetings, the broader management team conducts regular and consistent reviews of key governance documents, including policies and procedures, management monitoring plans, and internal control frameworks. These reviews are designed to identify areas for improvement, streamline operations, and enhance organizational efficiency.

Management actively solicits staff input through a variety of formal and informal opportunities, including but not limited to one-on-one meetings, team and unit discussions, coaching and mentoring sessions, and impromptu conversations. This inclusive approach ensures that the perspective from all staff inform decision-making and that staff feel empowered to contribute to the organization's success. These efforts are intentionally structured to support both short-term corrective actions and long-term strategic solutions. By balancing immediate responsiveness with forward-looking planning, the organization maintains agility while building sustainable systems.

Executive monitoring sponsors play a critical role in this ecosystem by continuously evaluating the Board's internal controls and risk management practices. They collaborate closely with management teams to ensure that oversight mechanisms remain effective, adaptive, and aligned with the Board's mission and mandates.

## RISK ASSESSMENT PROCESS

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The following personnel were involved in the Board of Registered Nursing risk assessment process: executive management, and middle management.

The following methods were used to identify risks: brainstorming meetings, ongoing monitoring activities, audit/review results, other/prior risk assessments, consideration of potential fraud, and performance metrics.

The following criteria were used to rank risks: likelihood of occurrence, potential impact to mission/goals/objectives, timing of potential event, potential impact of remediation efforts, and tolerance level for the type of risk.

The following personnel were involved in the Board of Registered Nursing risk assessment process: leadership, executive management, and middle management.

The following methods were used to identify risks: brainstorming meetings, ongoing monitoring activities, audit/review results, other/prior risk assessments, consideration of potential fraud, and performance metrics.

The following criteria were used to rank risks: likelihood of occurrence, potential impact to mission/goals/objectives, timing of potential event, potential impact of remediation efforts, and tolerance level for the type of risk.

The BRN leadership and Board counsel were involved in the Board risk assessment process. The BRN executive management team was indirectly involved in their reporting of information during the daily management meetings and other communication opportunities.

## RISKS AND CONTROLS

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### Risk: Risk 1 - Key Staff Dependency

Key staff dependency creates a significant risk of operational disruption and knowledge. Additional risks of key staff dependency, include but are not limited to, operational vulnerability; knowledge silos; burnout and bottlenecks; compliance and control errors; and limited innovation. This situation also leads to stalled growth, a negative work environment, and decreased employee morale, making the organization less resilient, hindering scalability, and increasing vulnerability to internal and external threats.

Key staff dependency creates a significant risk of operational disruption and knowledge. Additional risks of key staff dependency, include but are not limited to, operational vulnerability, knowledge silos, workforce strain, process bottlenecks, compliance errors, and limited innovation. This dependency can impede organizational growth, erode workplace culture, reduce employee morale, and compromise resilience, ultimately limiting scalability and increasing exposure to internal and external threats.

#### **Control: Control 1**

Formalize and implement a comprehensive workforce development plan. The components of the plan should include recruitment and hiring strategies; training, coaching and leadership programs; performance evaluations and improvement strategies; and promotional processes. Implement employee interviews, consider conducting 360 evaluations, and continuing exit interviews to determine what things can assist with employee retention.

### **Risk: Risk 2 - Staff Development**

Staff development can be hindered by the heavy volume, tight deadlines, and complexity of the work performed. This culture leads to burn out, inadequate work life balance, insufficient job shadowing or training, and reduced readiness for promotional opportunities.

#### **Control: Control 1 - Coaching**

Provide more options for training and job shadowing as well as coaching and mentoring opportunities during non-busy times.

### **Control: Control 2 - Job Expectations**

To maximize the likelihood that employees will successfully meet performance expectations, management must foster a culture of empowerment and engagement. Adopt realistic due dates and adhere to them. Setting expectations and targets up front provides an employee the opportunity to plan for the deadlines and encourages the deadlines to be met. This involves providing the right tools and resources; setting realistic goals collaboratively; and understanding workload and challenges. Providing wellness activities during the work week helps reduce stress and increases productivity.

## **CONCLUSION**

The Board of Registered Nursing strives to reduce the risks inherent in our work and accepts the responsibility to continuously improve by addressing newly recognized risks and revising risk mitigation strategies as appropriate. I certify our internal control and monitoring systems are adequate to identify and address current and potential risks facing the organization.

**Loretta Melby, Executive Officer**

CC: California Legislature [Senate, Assembly]  
California State Auditor  
California State Library  
California State Controller  
Director of California Department of Finance  
Secretary of California Government Operations Agency