



Agenda Item 4.0

**Discussion and possible action:
Strategic Planning Session facilitated by SOLID**

BRN Board Meeting | May 28-30, 2025



Pre-Strategic Planning

Objectives Worksheet

Planning Session:
Monday, April 7, 2025



Instructions

As we get ready for the Strategic Planning Session, take a moment to think about what you would like to see BRN work on over the next few years.

Consider the following:

- Review of the Environmental Scan Report
- Items outlined in Sunset Review
- Experience and previously identified needs








Determine Issues/Areas for Improvement and Brainstorm Solutions

What issues/areas for improvements come to mind for the following strategic goal areas? Record issues/areas for improvement and identify solutions on the attached worksheets.

1. Licensing
2. Enforcement
3. Alternative to Discipline
4. Continuing Education
5. Educational Oversight
6. Laws and Regulations
7. Administration and Customer Service
8. Outreach

SMARTIE Methodology

For more effective objectives, consider the SMARTIE methodology when coming up with solutions to issues/areas for improvement:

Specific	Measurable	Actionable	Realistic	Time-Based	Inclusive	Equitable
						
Details what needs to be done	Success that can be measured	Uses action words	Possible to attain	Deadline can be assigned	Considers all individuals	Creates pathways to equal outcomes

DEI Summary

Different Perspectives About Ideas and Priorities

- Seek input from diverse stakeholder groups.
- Conduct surveys and meetings.
- Collaborate with associations/organizations.
- Improve outreach efforts.
- Conduct research.
- Have diverse board members and staff.

Unnecessary Requirements or Barriers to Licensure

- Cost of testing sites, education, licenses.
- Long processing times.
- Difficult licensing process.
- California not joining the interstate compact.
- Shortage of nursing faculty and schools.

Outreach and Connection to All Californians

- Conduct outreach.
- Collaborate more with schools, associations, organizations, agencies.
- Send more emails on a regular basis.
- Use social media to engage a diverse audience.
- Hold local and regional meetings.
- Send a newsletter.
- Improve communication by increasing its frequency, targeting messages, offering multiple language versions, listening.

Furthering Equal Access to Opportunities

- Encourage/support apprenticeships and mentorships.
- Conduct outreach.
- Support financial assistance.
- Increase access to nursing schools.
- Offer more training opportunities.

Goal 1: Licensing

Goal Statement: The Board promotes licensing standards of registered nurses, advance practice registered nurses, and continuing education providers to protect consumers and support access to the profession for qualified individuals.

Issue/Area for Improvement	Solution(s)

Please take a moment to review the weakness summary on Environmental Scan pages 10 through 11, external environment summaries on pages 49 through 54, and the Diversity, Equity, and Inclusion (DEI) summaries on pages 56 through 69. Weaknesses are summarized below, and DEI is summarized on the last page of this workbook for your convenience.

Summary of Weaknesses

- Lack of access to staff.
- Processing times too long.
- Communication needs improvement.
- No physical license card.
- Licensing process needs improvement.
- Responsiveness and timeliness is lacking.
- Online services need improvement.
- Cost of licensing and renewals is too high.

Goal 2: Enforcement

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

Issue/Area for Improvement	Solution(s)

Please take a moment to review the weakness summary on Environmental Scan pages 16 through 17, external environment summaries on pages 49 through 54, and the Diversity, Equity, and Inclusion (DEI) summaries on pages 56 through 69. Weaknesses are summarized below, and DEI is summarized on the last page of this workbook for your convenience.

Summary of Weaknesses

- Investigations and case completion take too long.
- Enforcement is overly punitive.
- Communication needs improvement.
- Licensees want more support from the Board.
- Decision-making processes need improvement.
- Responsiveness needs improvement.

Goal 3: Alternative to Discipline

Goal Statement: The Board offers a confidential and voluntary alternative to the discipline program for registered nurses whose competency may be impaired due to abuse of alcohol and/or other drugs, or due to mental illnesses. The goal of the Intervention Program is to rehabilitate the registered nurse and return them to the practice of nursing in a manner that will not endanger the public health and safety.

Issue/Area for Improvement	Solution(s)

Please take a moment to review the weakness summary on Environmental Scan page 22, external environment summaries on pages 49 through 54, and the Diversity, Equity, and Inclusion (DEI) summaries on pages 56 through 69. Weaknesses are summarized below, and DEI is summarized on the last page of this workbook for your convenience.

Summary of Weaknesses

- Alternative to Discipline needs improvement.
- Communication needs improvement.
- Alternative to Discipline is more punitive than effective.
- Participants need better monitoring.

Goal 4: Continuing Education

Goal Statement: The Board established continuing education standards for RN license renewal to ensure ongoing nursing competency and promote public safety.

Issue/Area for Improvement	Solution(s)

Please take a moment to review the weakness summary on Environmental Scan pages 26 through 27, external environment summaries on pages 49 through 54, and the Diversity, Equity, and Inclusion (DEI) summaries on pages 56 through 69. Weaknesses are summarized below, and DEI is summarized on the last page of this workbook for your convenience.

Summary of Weaknesses

- CEU requirements need changes.
- Online reporting process needs improvement.
- Communication needs improvement.
- CEUs seem to lack value.
- Licensees want resources.

Goal 5: Educational Oversight

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

Issue/Area for Improvement	Solution(s)

Please take a moment to review the weakness summary on Environmental Scan page 31, external environment summaries on pages 49 through 54, and the Diversity, Equity, and Inclusion (DEI) summaries on pages 56 through 69. Weaknesses are summarized below, and DEI is summarized on the last page of this workbook for your convenience.

Summary of Weaknesses

- Poor quality schools that charge too much tuition.
- Scarcity of clinical placements.
- Oversight needs to increase.
- Inconsistency in curriculums and NEC responses.
- New nurses lacking critical thinking and real-life clinical skills.
- Curriculums need changes.

Goal 6: Laws and Regulations

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

Issue/Area for Improvement	Solution(s)

Please take a moment to review the weakness summary on Environmental Scan page 35, external environment summaries on pages 49 through 54, and the Diversity, Equity, and Inclusion (DEI) summaries on pages 56 through 69. Weaknesses are summarized below, and DEI is summarized on the last page of this workbook for your convenience.

Summary of Weaknesses

- CRNA scope of practice needs more clarification and support.
- Communication needs improvement.
- Title of "Doctor" needs support.
- Advocacy needs improvement.
- Licensees need more support.

Goal 7: Administration and Customer Service

Goal Statement: The Board strives to build an excellent organization through effective and responsible Board governance, leadership, and management while serving our internal and external stakeholders.

Issue/Area for Improvement	Solution(s)

Please take a moment to review the weakness summary on Environmental Scan page 40, external environment summaries on pages 49 through 54, and the Diversity, Equity, and Inclusion (DEI) summaries on pages 56 through 69. Weaknesses are summarized below, and DEI is summarized on the last page of this workbook for your convenience.

Summary of Weaknesses

- Staff difficult to access.
- Timeliness and responsiveness is lacking.
- Customer service is poor.
- BRN needs to collaborate more with internal and external stakeholders.
- BRN needs more staff.

Goal 8: Outreach

Goal Statement: The Board informs and educates consumers, licensees, and stakeholders about the practice and laws of the profession of nursing.

Issue/Area for Improvement	Solution(s)

Please take a moment to review the weakness summary on Environmental Scan page 46, external environment summaries on pages 49 through 54, and the Diversity, Equity, and Inclusion (DEI) summaries on pages 56 through 69. Weaknesses are summarized below, and DEI is summarized on the last page of this workbook for your convenience.

Summary of Weaknesses

- Unawareness that any outreach is conducted.
- Communication needs improvement.
- Educational outreach needed for the public and licensees.
- The Board's role and services need to be communicated.
- BRN needs to increase its presence.



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2025 Environmental Scan

*Prepared by
SOLID Planning Solutions
for the California Board of Registered Nursing*



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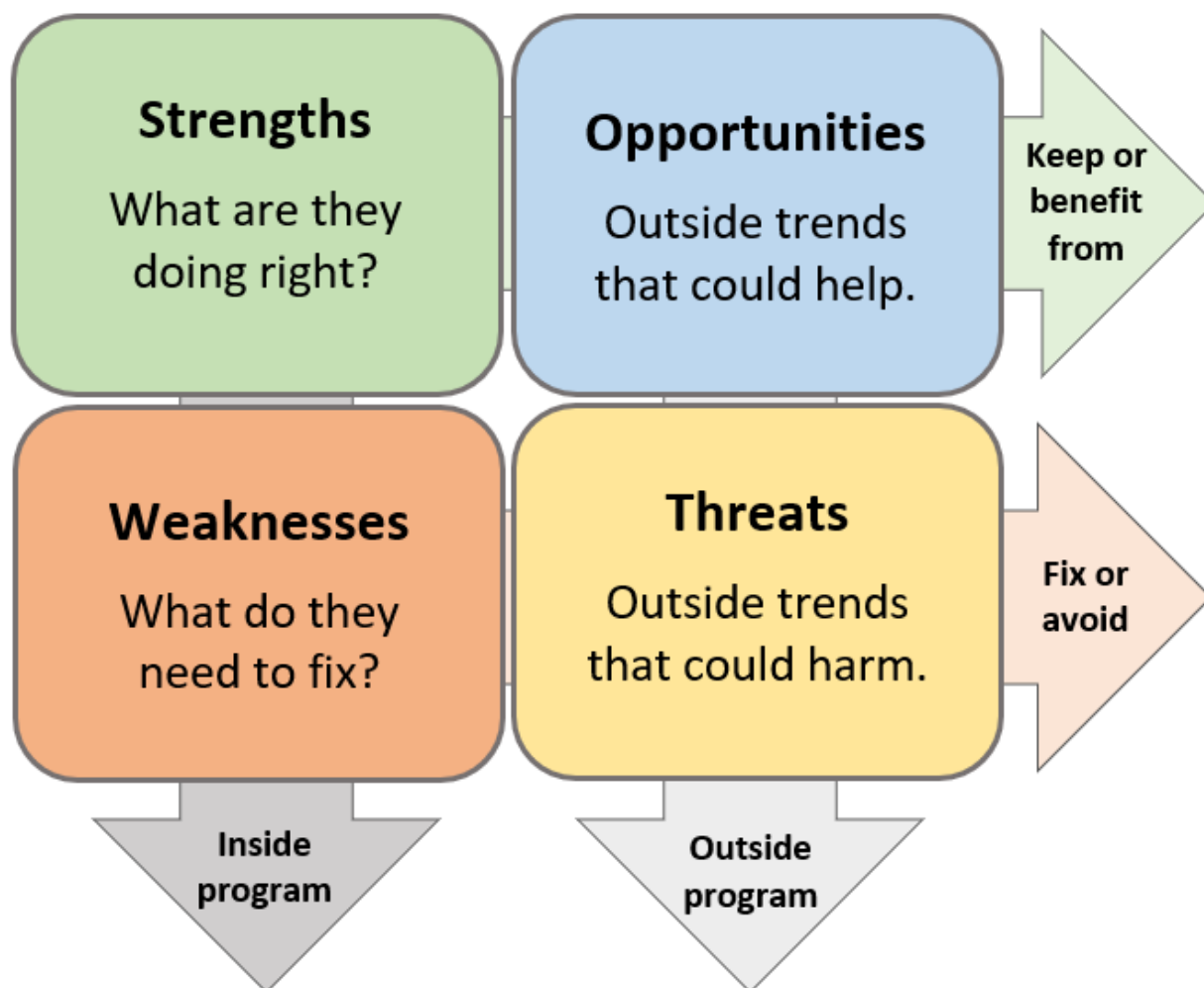
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Introduction

One of the first steps in developing a strategic plan is to conduct a scan and analysis of the internal and external environment in which an organization operates. This analysis allows the organization to look at the factors that can impact its success. This report is a summary of the environmental scan recently conducted by SOLID Planning (SOLID) for the California Board of Registered Nursing (BRN or Board) in the month of January 2025.

The purpose of this environmental scan is to provide a better understanding of external and internal stakeholder thoughts about BRN's performance and environment. SOLID followed the SWOT Analysis (strengths, weaknesses, opportunities, and threats) method to solicit feedback from stakeholders, where strengths and weaknesses refer to BRN's internal environment and opportunities and threats refer to BRN's external environment.



Diversity, Equity, and Inclusion in the Strategic Planning Process

Governor Gavin Newsom, through [Executive Order \(N-16-22\)](#), strengthened the State's commitment to a "California For All" by directing state agencies and departments to take additional actions to embed equity analysis and considerations into their policies and practices, including but not limited to, the strategic planning process.

At the Department of Consumer Affairs (DCA), we are driven by our consumer protection mission and common goal to support our employees and the people and communities across California. As part of advancing the Governor's Executive Order, DCA's strategic planning process reflects our commitment to diversity, equity, and inclusion (DEI), incorporating inclusive public engagement and enhanced data collection and analysis.

DCA DEI Mission Statement: *To Advance a Diverse, Equitable, and Inclusive California Department of Consumer Affairs for All.*

Diversity: *The inherent and acquired qualities, characteristics, and experiences that make us unique as individuals and the groups to which we belong.*

Equity: *Creating pathways to equal outcomes.*

Inclusion: *A practice to maintain a positive environment where all individuals feel recognized, understood, and valued.*

Consider DEI impacts of policy decisions when reviewing the feedback from the environmental scan and when developing strategic objectives.

Feedback

Feedback was solicited from external stakeholders (such as licensees, related occupations, consumers, associations, and schools) and internal stakeholders (BRN members, and BRN executives, management, and staff) regarding BRN's internal strengths and weaknesses as they relate to its goal areas (listed below) and external opportunities and threats as they relate to the profession of nursing and environment in which BRN operates.

1. Licensing
2. Enforcement
3. Alternative to Discipline
4. Continuing Education
5. Educational Oversight
6. Laws and Regulations
7. Administration and Customer Service
8. Outreach

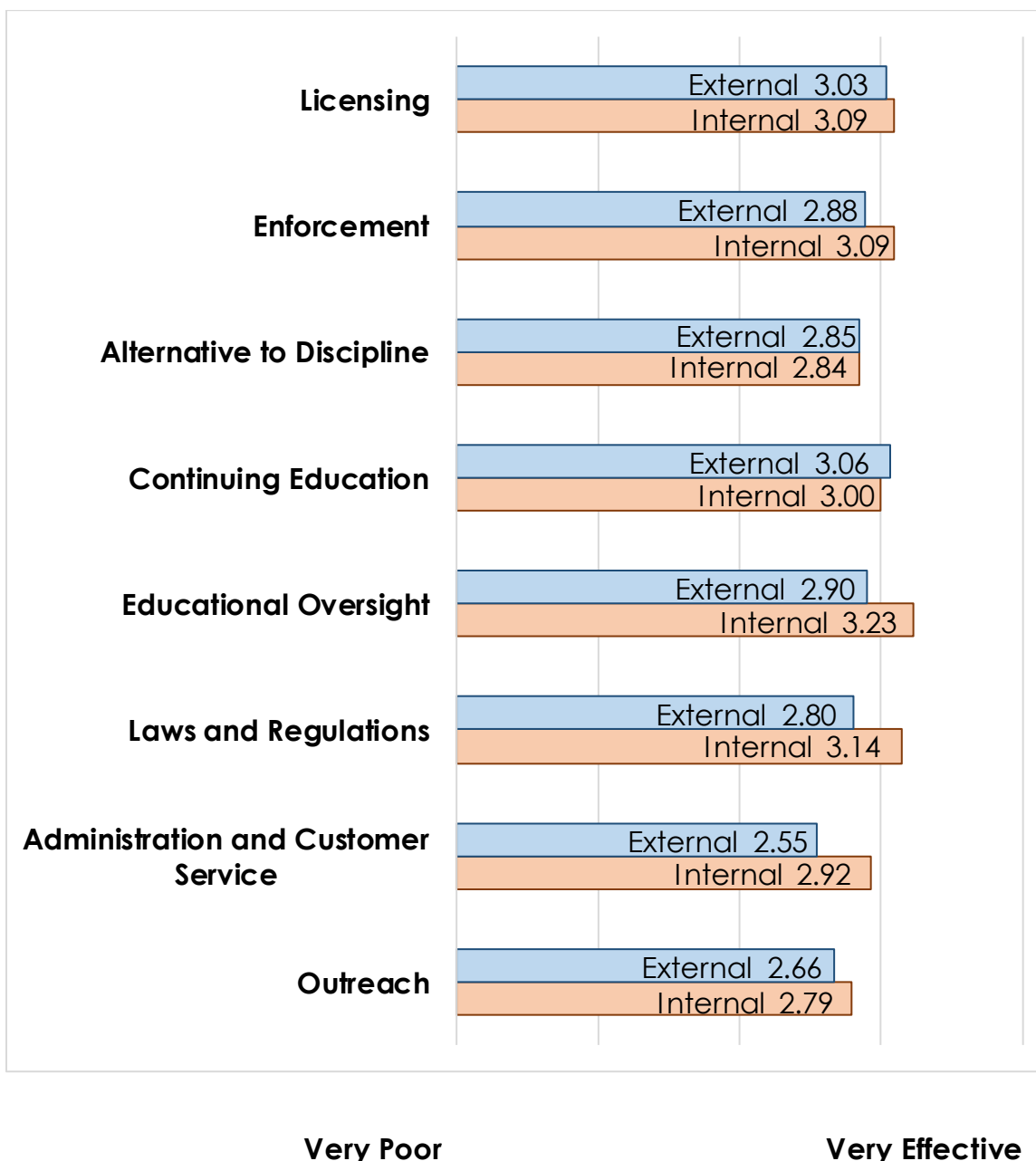
This document summarizes trends, including areas where stakeholder groups agree and disagree, while providing insight to assist BRN in developing objectives for the upcoming strategic plan.

At the strategic planning session, BRN executive team and BRN members will discuss and evaluate this information as a group to help create the objectives that BRN will focus on during its next strategic plan period.

If you have any questions about this report, please contact Trisha St.Clair with SOLID Planning at Trisha.Stclair@dca.ca.gov.

Overall Effectiveness

External stakeholders¹ and internal stakeholders² rated BRN's strategic goal areas on a scale of 1 (very poor) to 4 (very effective). The chart below displays the average ratings, with full details contained in the report.



1 External stakeholders include: licensees, related occupations, consumers, associations, and schools. For a complete list, see page 71.

² Internal stakeholders include board members, BRN executive staff and managers, as well as line staff.

Goal Area 1: Licensing

Goal Statement: The Board promotes licensing standards of registered nurses, advance practice registered nurses, and continuing education providers to protect consumers and support access to the profession for qualified individuals.

Effectiveness Rating

Rating	External Stakeholders	Internal Stakeholders
Very Effective	28%	23%
Effective	53%	63%
Poor	14%	14%
Very Poor	5%	0%
Total %	100%	100%
Total Responses	1,325	43

Summary of Licensing Strengths

1. External stakeholders appreciate the ease of renewing and verifying a license online.
2. External and internal stakeholders praise BRN for its communication because:
 - a. Renewal reminders are sent.
 - b. Renewal processes are straightforward.
 - c. Licensing requirements are clear.
 - d. Scope of practice is defined.
 - e. Communication is regular and a newsletter is sent.
3. External and internal stakeholders state BRN is timely when:
 - a. Processing licenses and renewals.
 - b. Replying to questions and queries.
 - c. Sending out renewal reminders.

4. External stakeholders state BRN maintains standards by:
 - a. Ensuring nursing professionals meet standards of practice.
 - b. Making sure nurses have current licenses and continue taking continuing education (CE).
 - c. Verifying credentials and completing background checks.
5. External stakeholders describe BRN's website as easy to navigate, well-organized, and informative.
6. External and Internal stakeholders praise BRN for improvements in licensing, such as:
 - a. Streamlining the licensing process.
 - b. Decreasing turnaround times for applications and renewals.
 - c. Updating the website so that information can be found more easily.
 - d. Eliminating backlogs of licensing applications.
 - e. Improving the graduate validation process.

Summary of Licensing Weaknesses

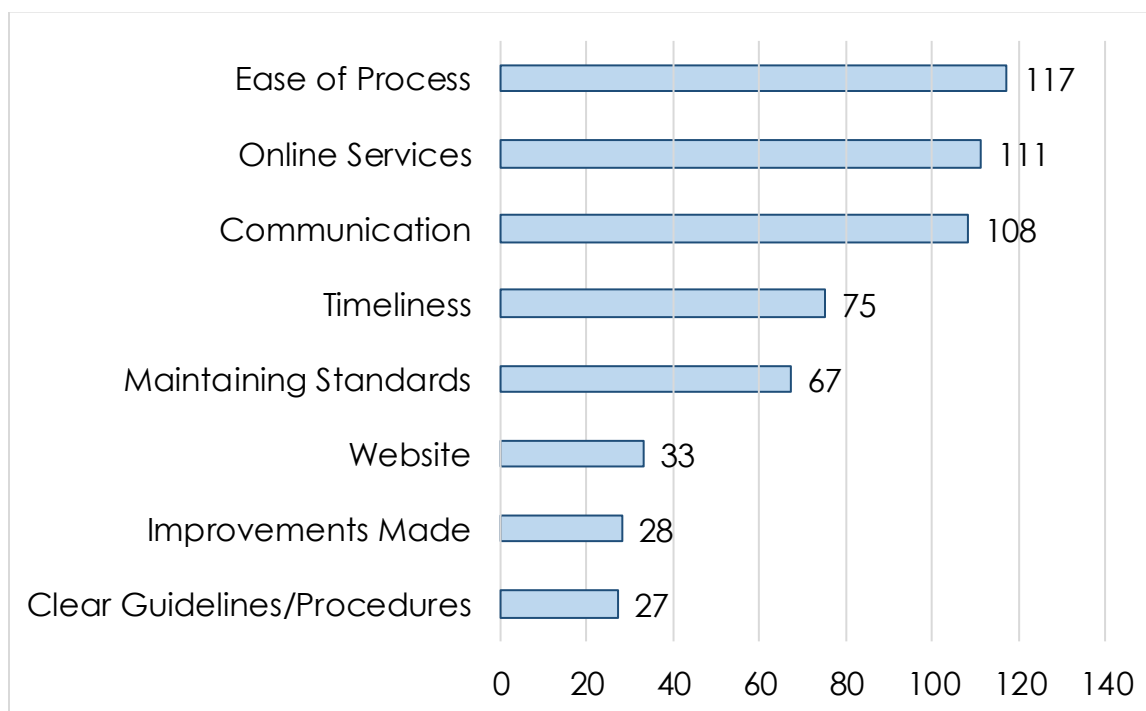
1. External and internal stakeholders agree that lack of access to staff for the purpose of asking questions or receiving help is an issue. External stakeholders express that when they do manage to access staff, they often receive poor customer service.
2. External stakeholders say processing times are too long for initial licensure.
3. External and internal stakeholders state communication needs to improve, pointing to issues such as:
 - a. Updates on BreEZe are unclear.
 - b. Problems with applications are not communicated.
 - c. The Board is silent on topics that affect the nursing practice.
 - d. There is a lack of user-friendly guides and frequently asked questions (FAQs) for the reinstatement process.
 - e. The reason for increased fees was not explained.
 - f. There is a lack of regular, consistent communication.
 - g. Bulletins are too wordy.
4. External stakeholders express a desire for a physical license card.

5. External stakeholders state the licensing process needs to be changed in such ways as:
 - a. Offering a minimally expensive way to pause one's license.
 - b. Streamlining the renewal process for licensees with multiple license types.
 - c. Streamlining the Certified Registered Nurse Anesthetist (CRNA) licensing with National Board of Certification and Recertification for Nurse Anesthetists (NBCRNA).
 - d. Reducing the need to submit duplicative supporting documents.
 - e. Offering a separate license for Advanced Practice Registered Nurses.
 - f. Combining licenses, such as Furnishing, Registered Nurse, and Advanced Practice.
 - g. Strengthening the documentation requirements for licensure.
 - h. Simplifying the endorsement process.
6. External stakeholders say responsiveness and timeliness is lacking, with emails and phone calls going unanswered or being returned after great delays.
7. External and internal stakeholders agree online services can be improved in such ways as:
 - a. Simplifying and enhancing how continuing education units (CEUs) are entered online.
 - b. Enhancing the process for uploading files.
 - c. Making BreEZe less confusing and easier to use.
 - d. Making the payment process more intuitive.
 - e. Making the website easier to navigate and more user friendly.
 - f. Updating online forms for nursing schools.
8. External stakeholders say the cost of licensing and renewals is too high.

Trends in Licensing Strengths

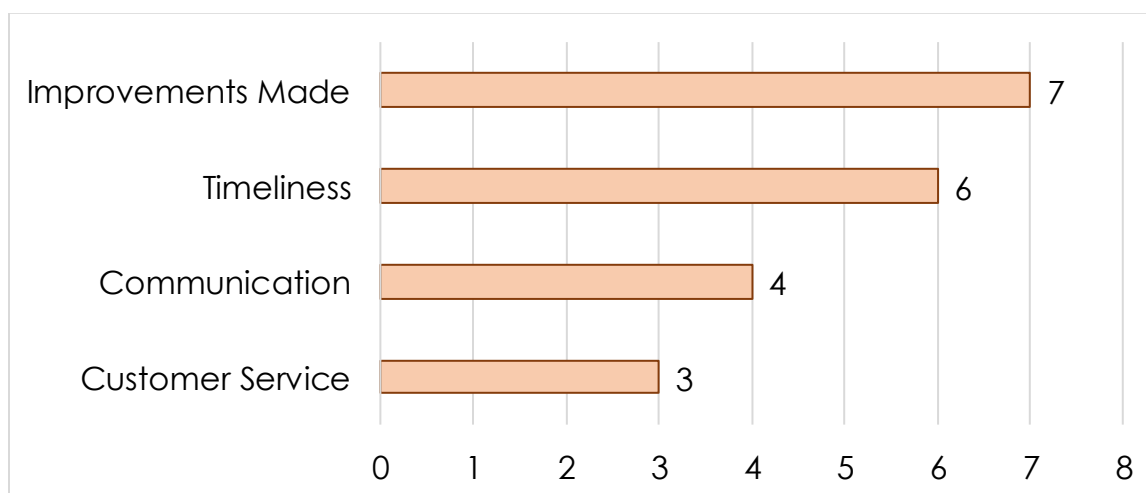
External Stakeholder Comment Trends – Strengths

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Trends – Strengths

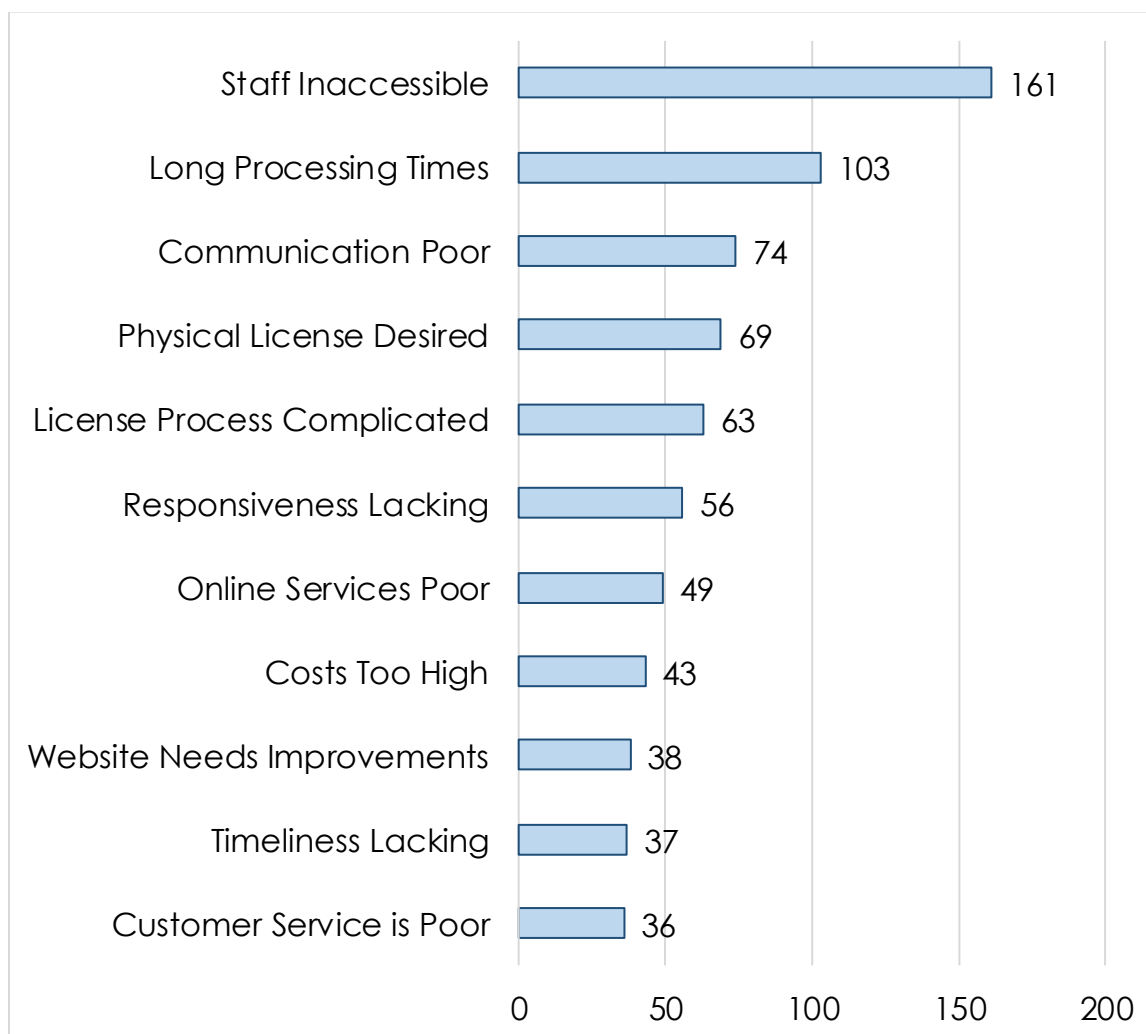
The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.



Trends in Licensing Weaknesses

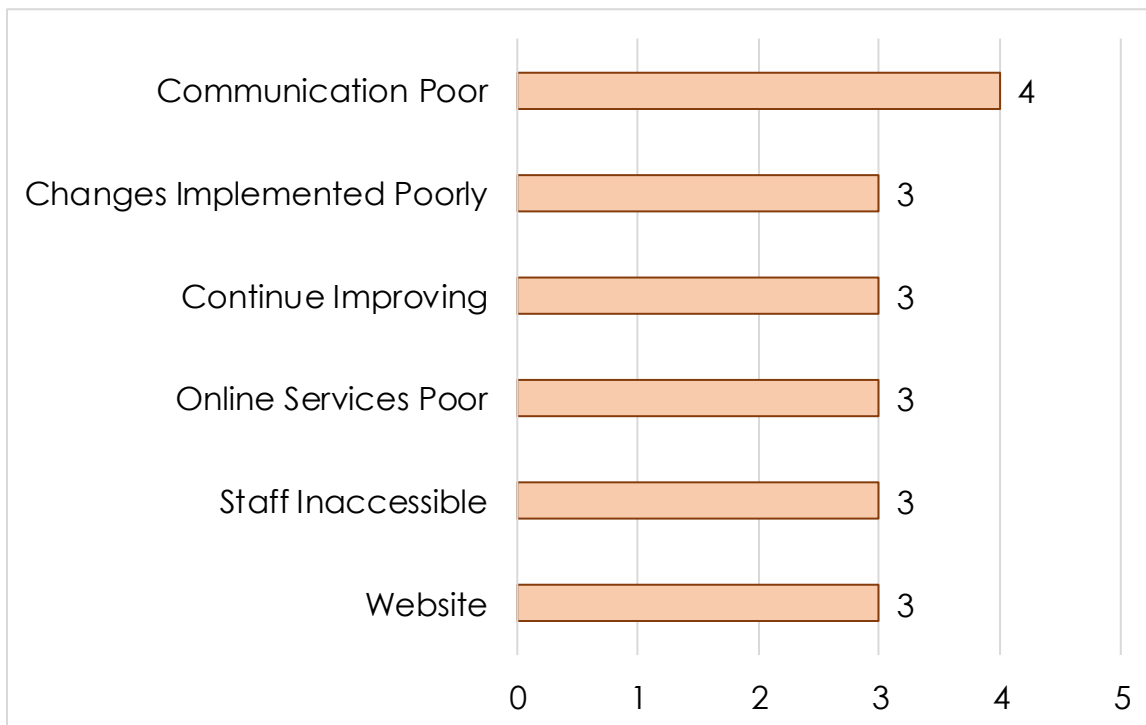
External Stakeholder Comment Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.



Internal Stakeholder Comment Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by internal stakeholders.



Goal Area 2: Enforcement

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

Effectiveness Rating

Rating	External Stakeholders	Internal Stakeholders
Very Effective	19%	23%
Effective	56%	66%
Poor	18%	9%
Very Poor	7%	2%
Total %	100%	100%
Total Responses	810	44

Summary of Enforcement Strengths

1. External and internal stakeholders like that BRN upholds rules and regulations, keeping consumers safe.
2. External stakeholders say investigations are thorough, while internal stakeholders praise the number of intelligent, trustworthy special investigators.
3. External stakeholders say BRN works well to address enforcement needs and has a fair process.
4. External and internal stakeholders state BRN takes all complaints seriously.
5. External stakeholders state BRN has good follow through on reported issues.

Summary of Enforcement Weaknesses

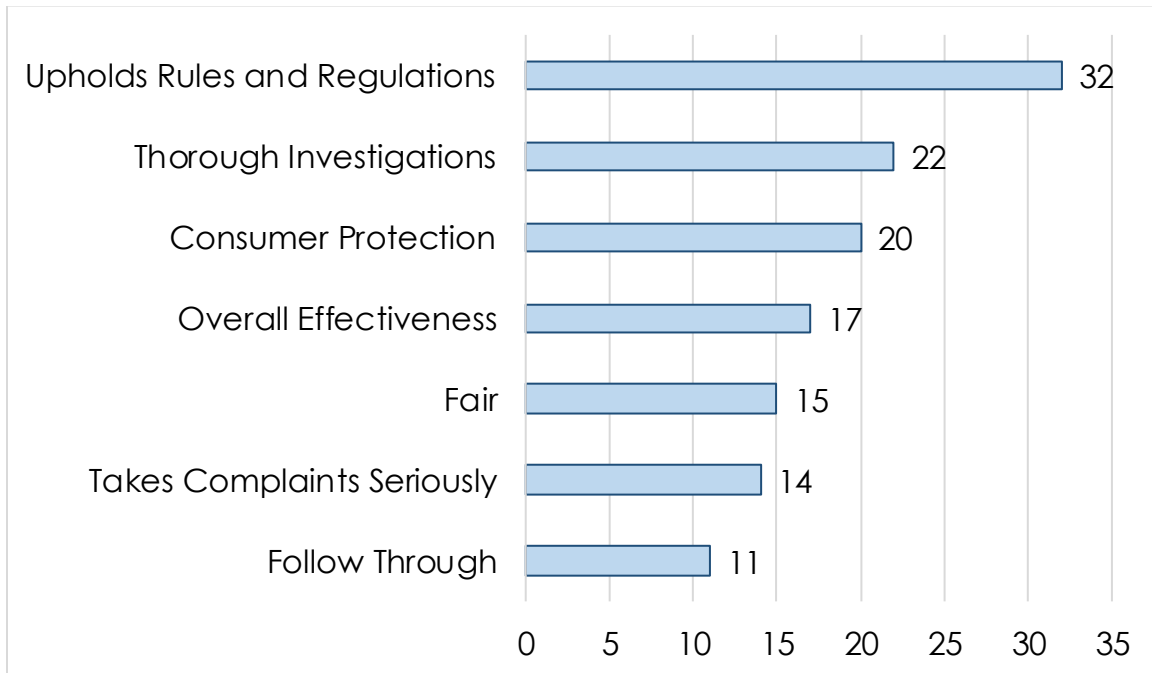
1. External and internal stakeholders say BRN takes too long to investigate complaints and complete enforcement cases.
2. External stakeholders say BRN is overly punitive compared to other boards, like the Medical Board, saying one mistake can cost a registered nurse their career and cases are not considered on an individual basis.
3. External and internal stakeholders state BRN needs to improve its communication by such things as:
 - a. Reporting enforcement statistics and actions taken.
 - b. Informing institutions when licenses lapse.
 - c. Increasing awareness of opportunities to report violations.
 - d. Sending timely communication of changes that need implementation.
 - e. Sending a monthly newsletter or circulating a magazine.
 - f. Improving communication between the enforcement and licensing units.
4. External stakeholders want BRN to increase its support of licensees by doing such things as:
 - a. Being willing to discuss the removal of dismissed or unfounded accusations.
 - b. Treating nurses with respect.
 - c. Improving its methods of finding nurses in need of drug addiction services.
 - d. Ensuring the safety of all nurses despite staff shortages.
 - e. Helping nurses who make mistakes rather than punishing them.
5. External stakeholders would like BRN to improve its decision-making process by doing such things as:
 - a. Distinguishing between minor offenses and issues needing actual intervention.
 - b. Looking at all information equally for everyone.
 - c. Listening to the attorneys involved in cases.
 - d. Listening to the judges' rulings.

- e. Looking at whether or not a nurse was reported out of retaliation.
 - f. Making sure disciplinary actions fit the situation.
6. External stakeholders would like BRN to improve its responsiveness by doing such things as:
- a. Returning calls.
 - b. Taking swifter, more appropriate actions to violations.
 - c. Increasing enforcement, such as for title misappropriation and practicing out of scope.
 - d. Investigating all complaints.
 - e. Enforcing staffing ratios.

Trends in Enforcement Strengths

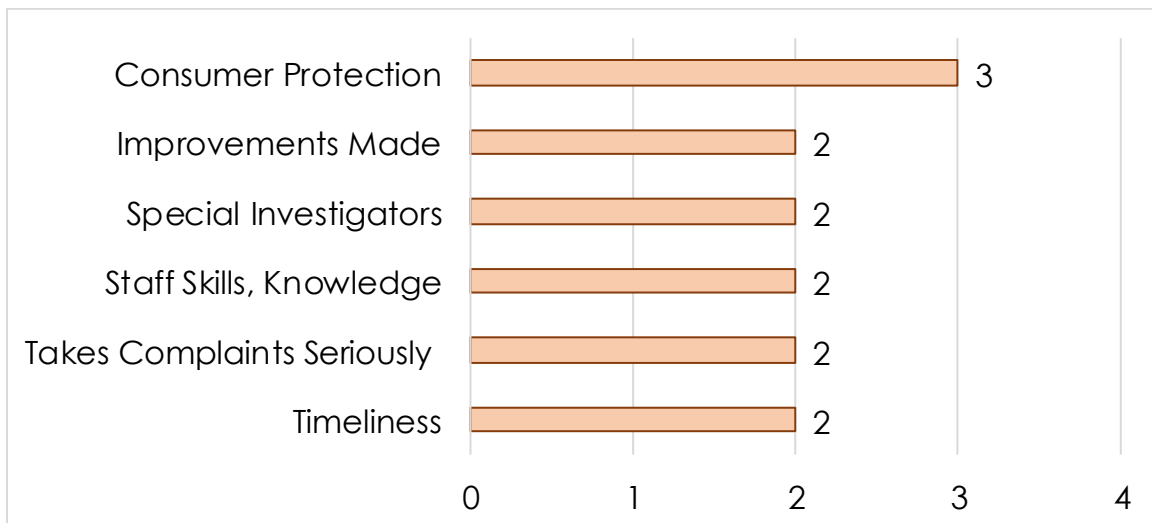
External Stakeholder Comment Trends – Strengths

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Trends – Strengths

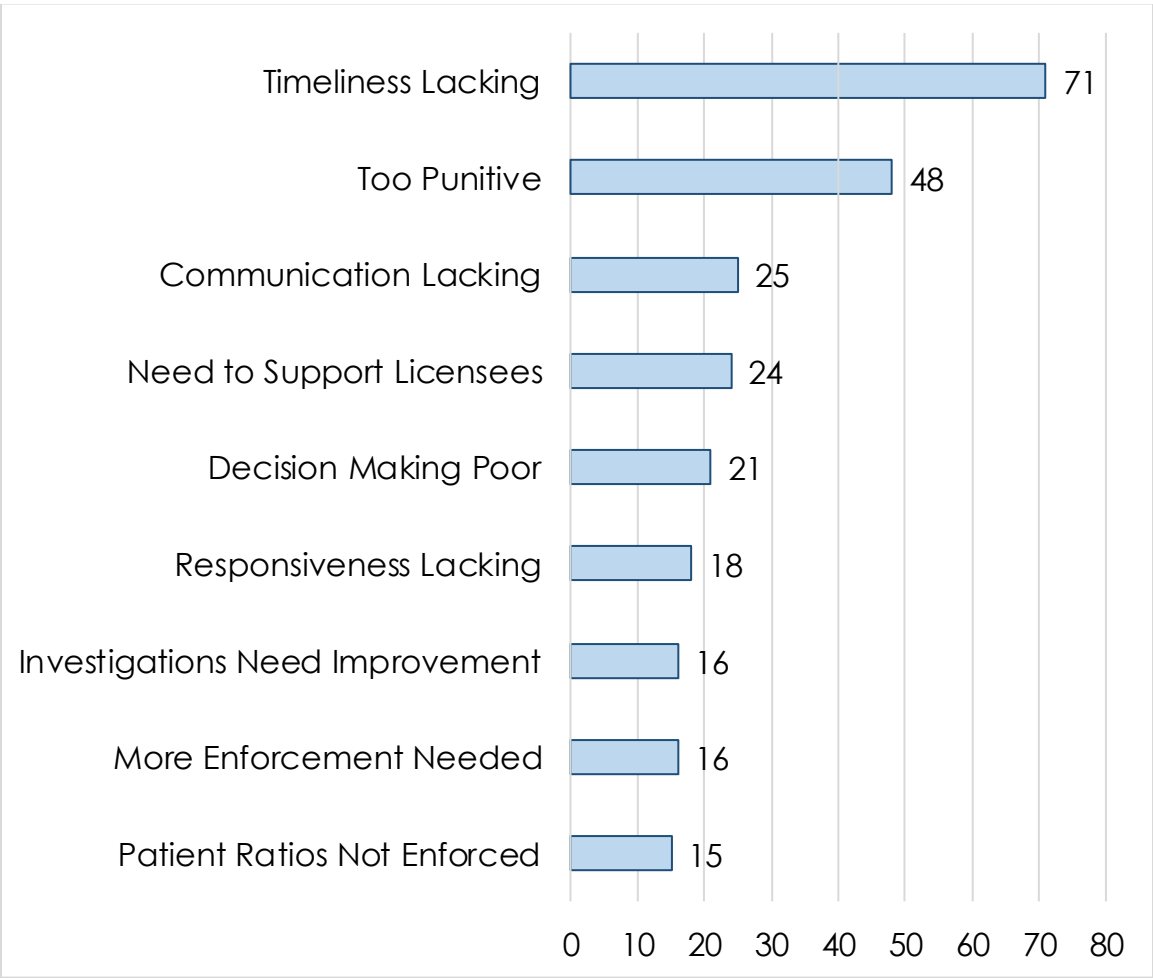
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Trends in Enforcement Weaknesses

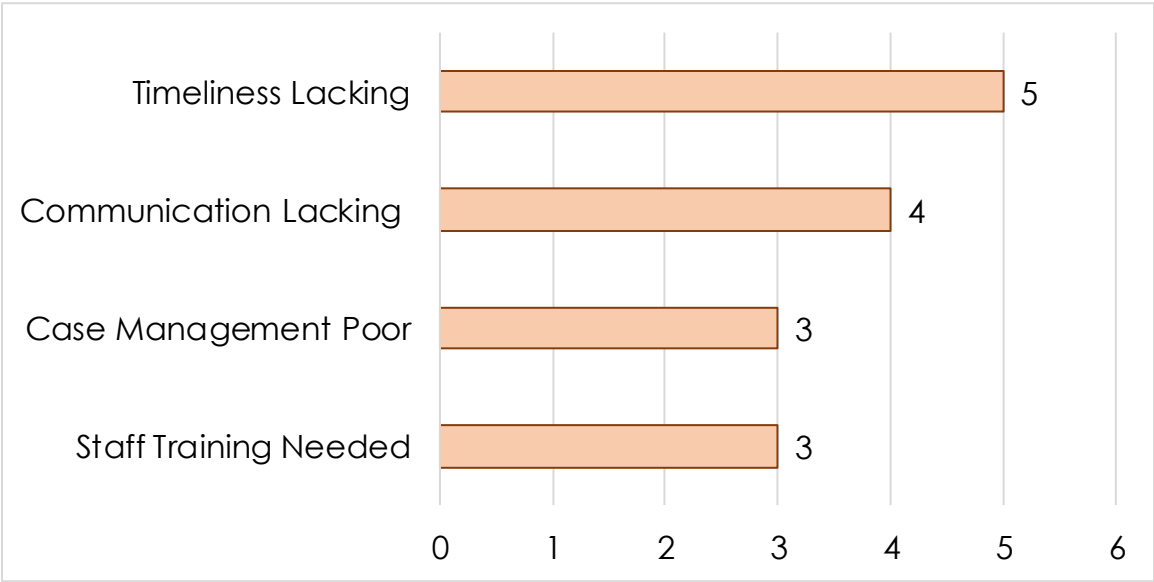
External Stakeholder Comment Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.



Internal Stakeholder Comment Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by internal stakeholders.



Goal Area 3: Alternative to Discipline

Goal Statement: The Board offers a confidential and voluntary alternative to the discipline program for registered nurses whose competency may be impaired due to abuse of alcohol and/or other drugs, or due to mental illnesses. The goal of the Intervention Program is to rehabilitate the registered nurse and return them to the practice of nursing in a manner that will not endanger the public health and safety.

Effectiveness Rating

Rating	External Stakeholders	Internal Stakeholders
Very Effective	20%	13%
Effective	53%	65%
Poor	19%	16%
Very Poor	8%	6%
Total %	100%	100%
Total Responses	573	31

Summary of Alternative to Discipline Strengths

1. External and internal stakeholders appreciate that an alternative to discipline is offered and see it as a valuable effort to support the profession.
2. External stakeholders believe the Alternative to Discipline is effective, while internal stakeholders say that improvements have been made in the program.
3. External stakeholders like that BRN offers nurses an option to rehabilitate and possibly return to the workforce, giving them a second chance.
4. External and internal stakeholders state BRN does a good job of supporting nurses with drug/alcohol problems through listening, working closely with licensees, and offering support groups.

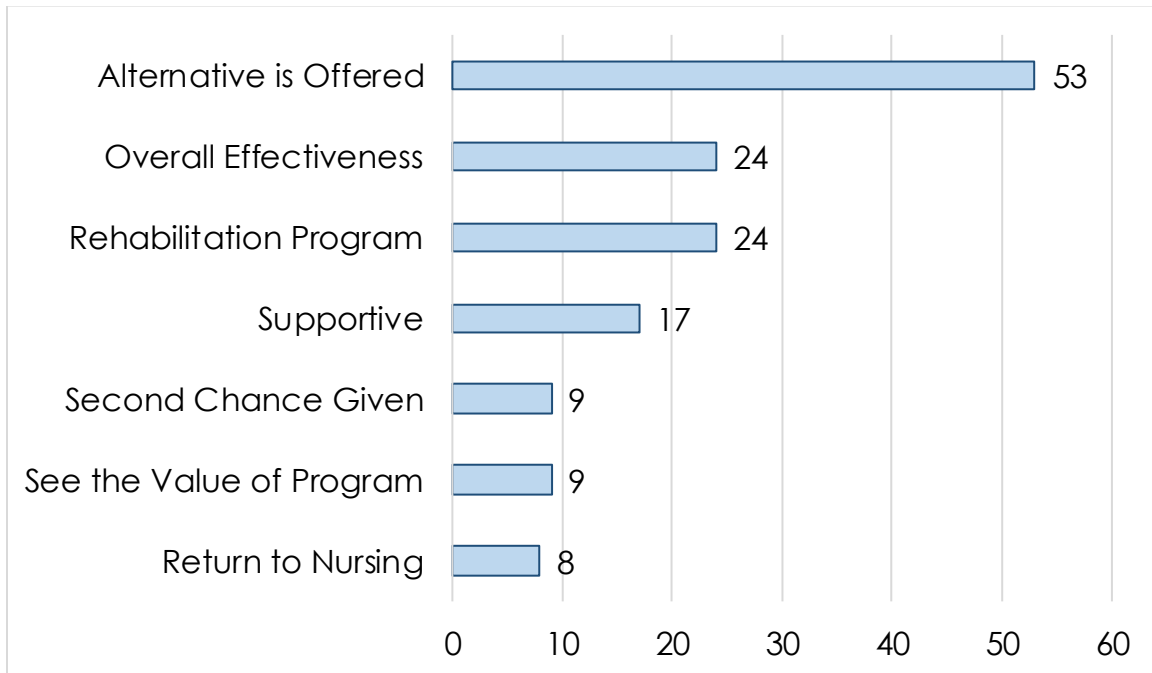
Summary of Alternative to Discipline Weaknesses

1. External and internal stakeholders agree the Alternative to Discipline program needs improvements, such as:
 - a. Assessing each case on an individual basis.
 - b. Reevaluating the program for fairness.
 - c. Providing mental health services before licensees get into trouble.
 - d. Offering non-judicial treatment programs while allowing participants to maintain licensure.
 - e. Running support groups with greater professionalism.
 - f. Shortening the length of the rehabilitation program.
 - g. Offering more alternatives for advanced practice nurses.
 - h. Offering intervention rather than probation and alternatives for minor violations.
2. External and internal stakeholders say communication can be improved by such things as:
 - a. Explaining initial choices in a clear, comprehensive manner.
 - b. Making outcomes known, such as the success rate of registered nurses returning to practice without limits.
 - c. Providing more feedback and information to the sites where program participants work.
 - d. Communicating when changes occur.
 - e. Creating a communication plan for program stakeholders.
3. External stakeholders say the Alternative to Discipline program favors punishment over effectiveness and is more punitive than supportive.
4. External stakeholders say the Alternative to Discipline program needs to monitor participants better for their continued compliance and safety.
5. Some external stakeholders describe the Alternative to Discipline program as too strict, such as ordering rehabilitation for non-patient care offenses or acting on driving under the influence cases that happen during a licensee's off hours. Other external stakeholders say the program is too lenient, saying there are times the offense is too extreme for an Alternative to Discipline or that too many chances are given.

Trends in Alternative to Discipline Strengths

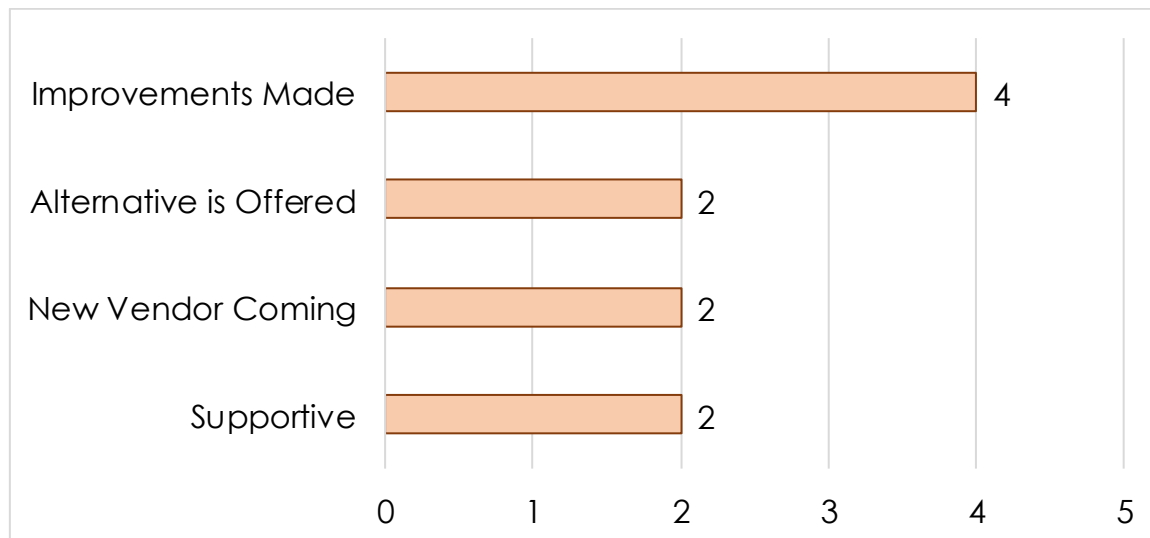
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Internal Stakeholder Comment Trends - Strengths

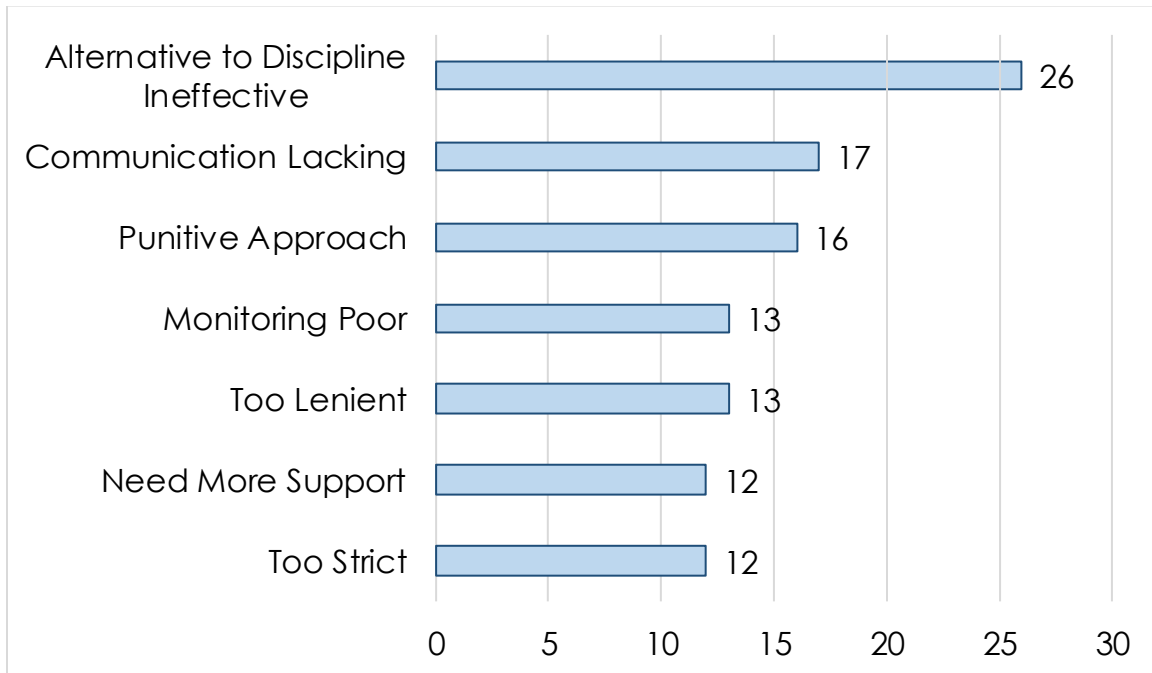
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Trends in Alternative to Discipline Weaknesses

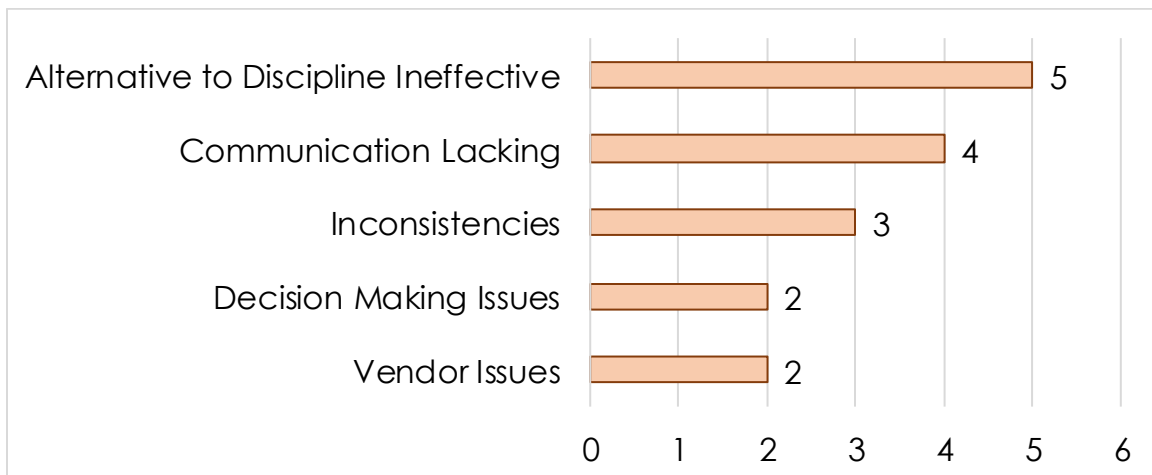
External Stakeholder Comment Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.



Internal Stakeholder Comment Trends - Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by internal stakeholders.



Goal Area 4: Continuing Education

Goal Statement: The Board established continuing education standards for RN license renewal to ensure ongoing nursing competency and promote public safety.

Effectiveness Rating

Rating	External Stakeholders	Leadership and Staff
Very Effective	25%	19%
Effective	60%	65%
Poor	12%	12%
Very Poor	3%	4%
Total %	100%	100%
Total Responses	1,006	26

Summary of Continuing Education Strengths

1. External stakeholders appreciate that BRN offers many options for continuing education units (CEUs).
2. External and internal stakeholders like that BRN requires continuing education, saying the requirement promotes continuous learning and keeps licensees' skills current.
3. External stakeholders like the ease of reporting CEUs and find CEU guidelines clear and easy to follow.
4. External stakeholders and internal stakeholders praise BRN for its oversight of CEUs, saying BRN maintains standards by ensuring CEUs are completed and CEU providers are of good quality.
5. External stakeholders find CEU requirements appropriate and reasonable.

Summary of Continuing Education Weaknesses

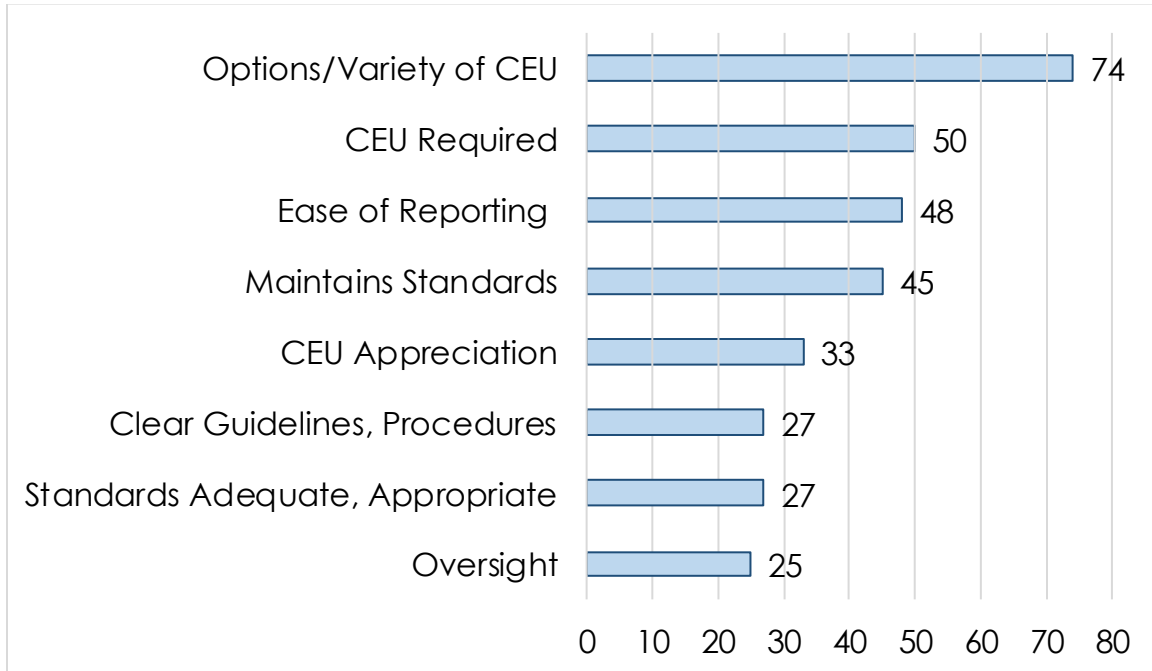
1. External stakeholders suggest many changes for CEU requirements, such as:
 - a. Requiring one or two mandatory CEUs per licensing period to ensure competence in certain areas.
 - b. Requiring test for knowledge before license renewal.
 - c. Accepting CEUs from national organizations.
 - d. Allowing education received at work to count towards CEUs.
 - e. Requiring the content of CEUs to be related to the licensee's role.
 - f. Offering CEU options for faculty who do research.
 - g. Having a requirement related to reporting child abuse and adult neglect.
 - h. Requiring more CEUs for nurse practitioners.
2. External stakeholders would like to see the online reporting process for CEUs improved by such things as:
 - a. Streamlining the entry of CEUs online for multiple license types to eliminate duplication.
 - b. Allowing CEU providers to report licensee CEUs directly to BRN.
 - c. Increasing the space available for uploading documentation.
 - d. Streamlining how CEUs are input into the system to eliminate the need to type each and every CEU.
 - e. Automatically populating CEUs into the recertification application.
3. External and internal stakeholders state communication needs to improve by such things as:
 - a. Providing more information about how and where to obtain CEUs.
 - b. Explaining what dates of completion are acceptable for renewal and how to report CEUs online.
 - c. Notifying licensees of changes in a more timely manner.
 - d. Sending emails regarding CEU opportunities.
 - e. Offering free CEUs.

4. External stakeholders question the value of CEUs, saying CEUs are often poor in quality and no research has been done showing CEUs improve practice.
5. External stakeholders would like BRN to offer such resources as:
 - a. A repository for licensees to deposit CEU certificates or running lists of CEUs for the purpose of ongoing renewals.
 - b. A list of accredited and approved CEU providers.
 - c. A video walking nurses through the CEU reporting process.
 - d. A list of free CEU providers.

Trends in Continuing Education Strengths

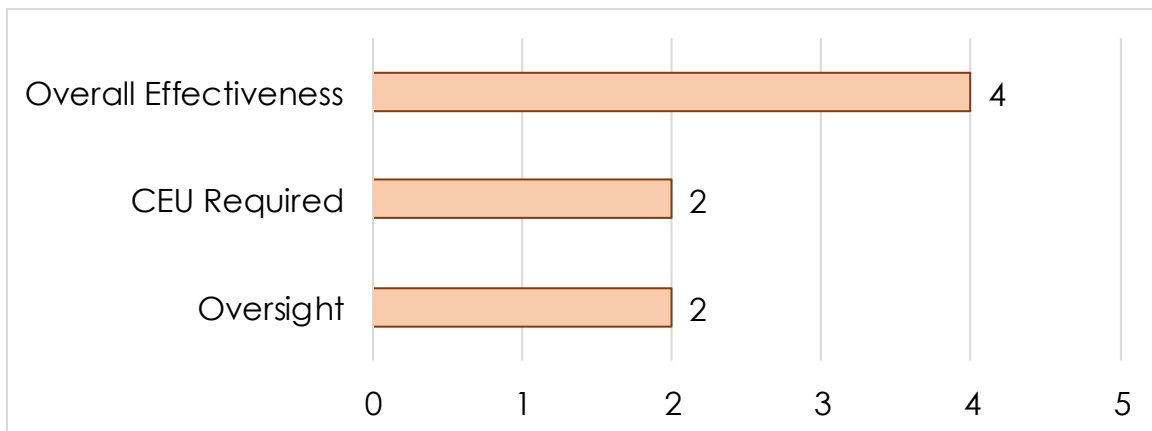
External Stakeholder Comment Trends – Strengths

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Trends - Strengths

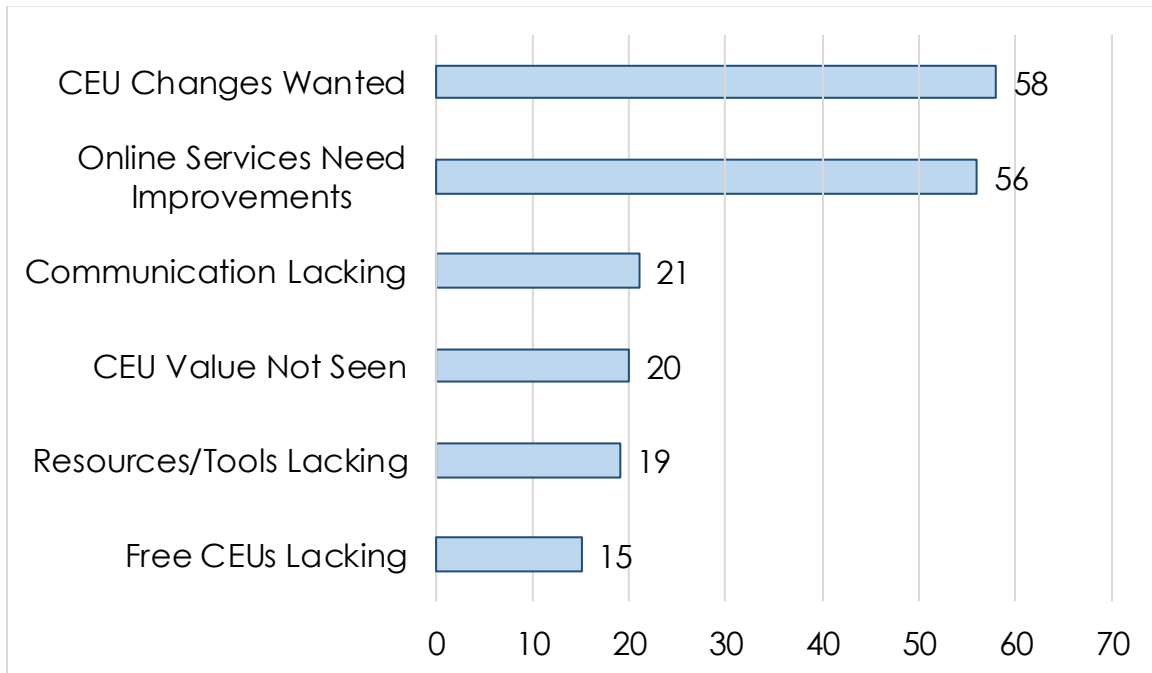
The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.



Trends in Continuing Education Weaknesses

External Stakeholder Comment Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.



Internal Stakeholder Comment Trends - Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by internal stakeholders.



Goal Area 5: Educational Oversight

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

Effectiveness Rating

Rating	External Stakeholders	Internal Stakeholders
Very Effective	20%	31%
Effective	55%	62%
Poor	17%	7%
Very Poor	6%	0%
Total %	100%	100%
Total Responses	767	26

Summary of Educational Oversight Strengths

1. External and internal stakeholders say BRN's educational oversight helps maintain standards, ensuring the quality of nursing education.
2. External and internal stakeholders appreciate that BRN provides educational oversight, reviewing and evaluating nursing schools and programs so that they meet required standards.
3. External stakeholders state BRN has clear requirements and consistent expectations for nursing programs and schools.
4. External stakeholders believe BRN is effective overall in the area of educational oversight.
5. External stakeholders like that BRN collaborates with nursing programs and schools, fostering good relationships.
6. External stakeholders state BRN communicates well by sharing information online and at various meetings, keeping nursing programs and schools informed of requirements and changes in regulations.
7. External stakeholders find the nursing education consultants (NECs) helpful through their support and guidance.

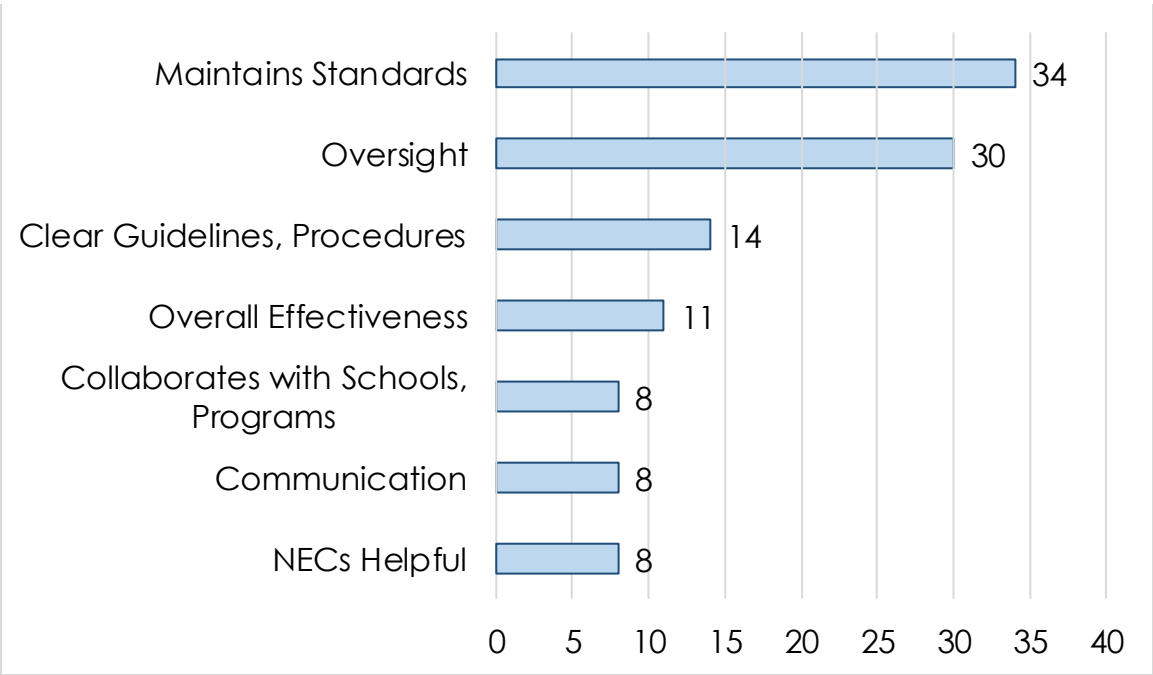
Summary of Educational Oversight Weaknesses

1. External stakeholders express concern over poor quality nursing programs and schools that charge exorbitant tuition while lacking hands-on learning of concepts, skills, and clinicals.
2. External stakeholders say there is a scarcity of clinical placements, depriving nursing students of critical hands-on experience.
3. External stakeholders want BRN to increase its oversight, especially over private schools, to prepare students for providing the best care possible.
4. External and internal stakeholders say BRN needs to work on its consistency in such areas as:
 - a. Nursing degree requirements from state-to-state.
 - b. Regulating private and community colleges.
 - c. The curriculum taught by nursing programs and schools.
 - d. Responses from NECs.
5. External stakeholders report encountering more and more new nurses who lack critical thinking skills and real-life clinical experience, making them unprepared to provide nursing care.
6. External stakeholders say BRN needs to make changes to the curriculum, such as:
 - a. Aligning advance practice nurse curriculum with what is needed in a real-world setting.
 - b. Standardizing curriculum so that all nurses are trained the same way.
 - c. Ensuring students are taught the basic skills needed to perform the job.
 - d. Requiring more useful courses such as bedside and critical thinking skills.
 - e. Setting minimum standards for entry into a nurse practitioner program.

Trends in Educational Oversight Strengths

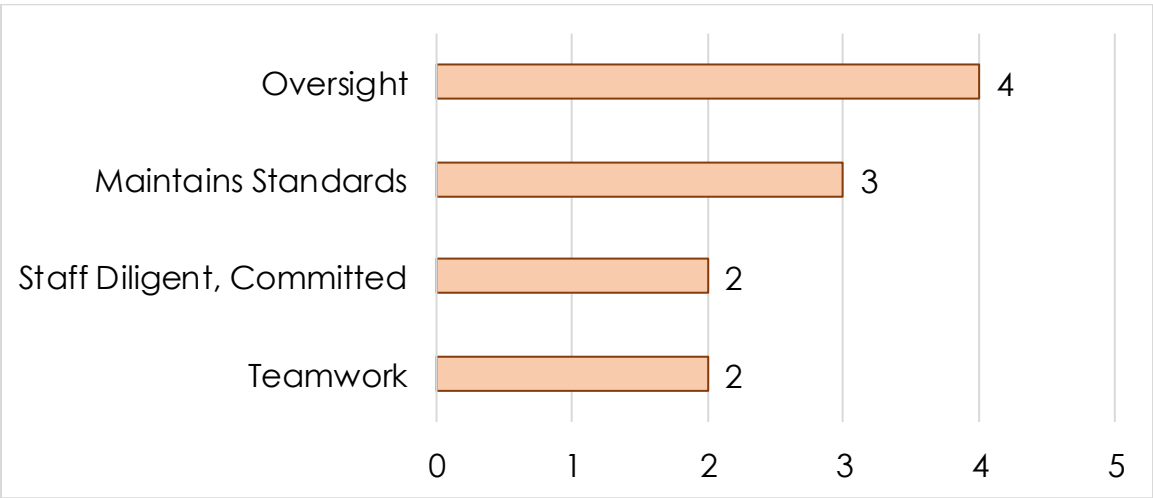
External Stakeholder Comment Trends – Strengths

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Trends - Strengths

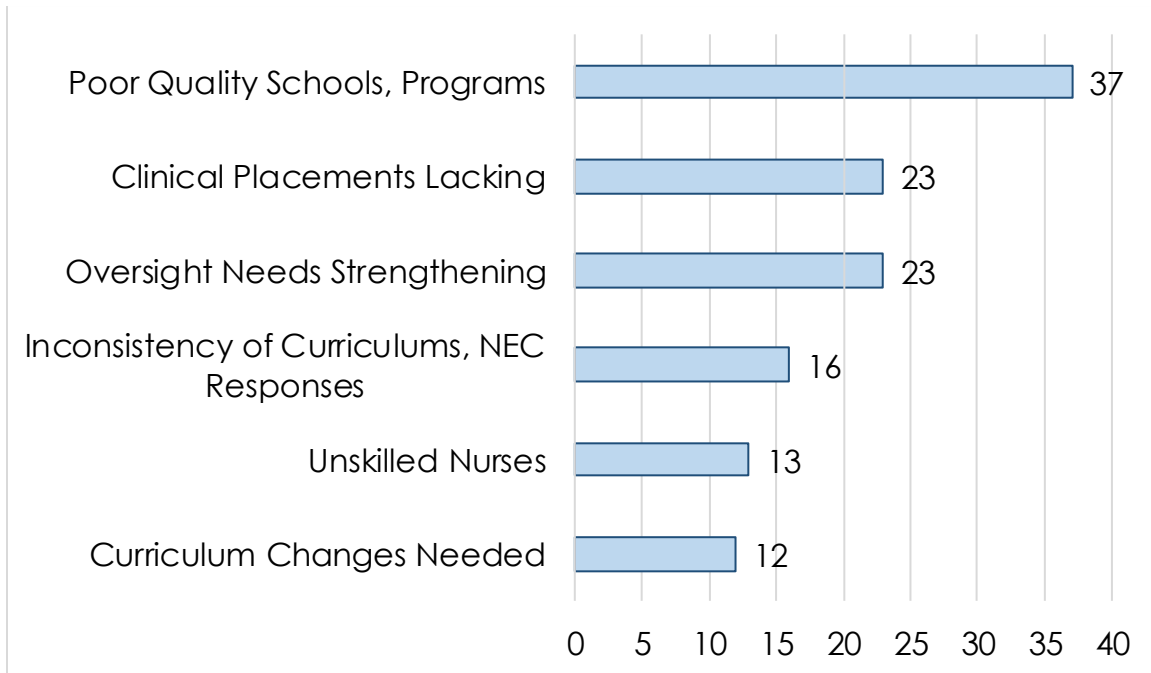
The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.



Trends in Educational Oversight Weaknesses

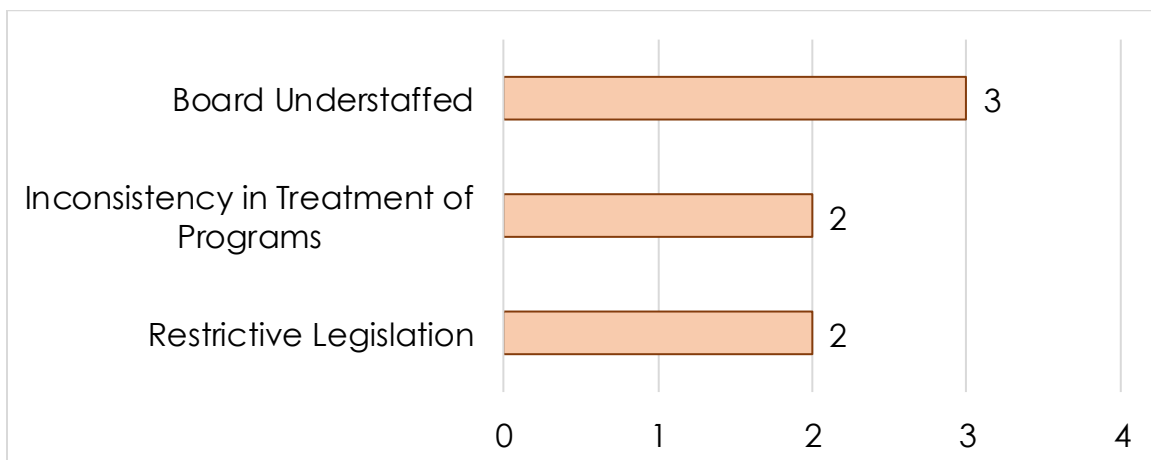
External Stakeholder Comment Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.



Internal Stakeholder Comment Trends - Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by internal stakeholders.



Goal Area 6: Laws and Regulations

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

Effectiveness Rating

Rating	External Stakeholders	Internal Stakeholders
Very Effective	19%	33%
Effective	51%	50%
Poor	21%	14%
Very Poor	9%	3%
Total %	100%	100%
Total Responses	745	36

Summary of Laws and Regulations Strengths

1. External stakeholders state BRN takes positions and advocates for legislation that impacts nursing practices.
2. External stakeholders say BRN communicates laws and regulations well, using email, social media, and meetings to share updates.
3. External stakeholders express that BRN is effective in the laws and regulations goal area, saying laws and regulations are clearly stated and easy to find.
4. External and internal stakeholders praise BRN for staying on top of laws and regulations, saying BRN constantly looks at laws and regulations and is proactive in its responses.
5. External and internal stakeholders like that BRN upholds laws and regulations, ensuring safety and the ability to effectively carry out its mission.

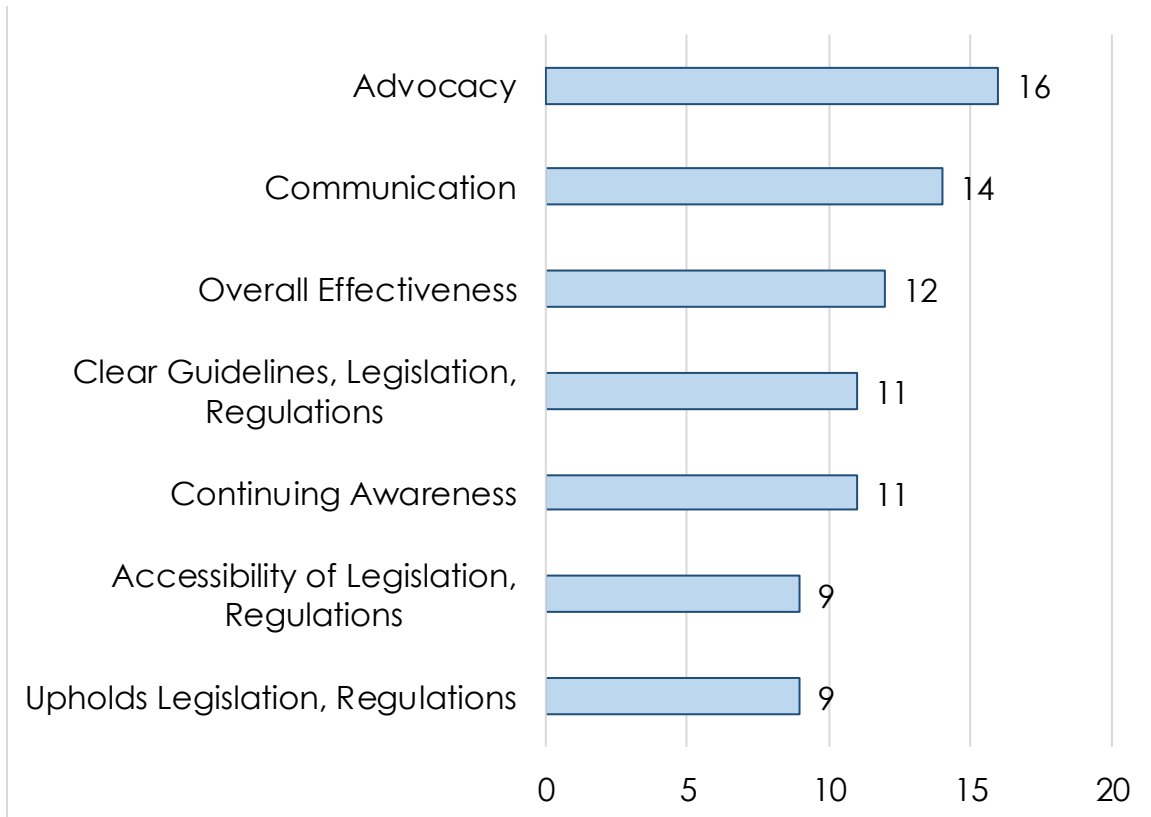
Summary of Laws and Regulations Weaknesses

1. External stakeholders want BRN to be more proactive in defining, clarifying, and supporting CRNA scope of practice while supporting the independent practice of NPs.
2. External stakeholders say BRN can improve its communication by doing such things as:
 - a. Regularly communicating legislation and regulation updates or changes by email as well as regular mail.
 - b. Providing examples of how the laws affect the nursing practice.
 - c. Sharing how BRN advocates and what its priorities are.
3. External stakeholders want BRN to support licensees' ability to use their earned (Doctor of Nursing Practice, Doctor of Philosophy, etc.) descriptor "Doctor" with their title.
4. External stakeholders suggest BRN improve its advocacy by doing such things as:
 - a. Advocating more on behalf of nurses, for example protecting their breaks and time off, and protecting them from the American Medical Association.
 - b. Advocating for true independent practice for APRNs.
 - c. Advocating for prescriptive practice for RNs.
 - d. Advocating more for safe patient ratios.
 - e. Advocating more for better supplies and equipment for nurses to do their jobs.
5. External stakeholders want BRN to support licensees more by doing such things as:
 - a. Giving the CRNA Advisory Committee deference in matters involving CRNAs.
 - b. Giving separate programs to advanced training providers such as NPs, CRNAs, and certified nurse-midwives (CNMs).
 - c. Not requiring APRNs to also pay for an RN license.
 - d. Protecting nurses from violence in the workplace.

Trends in Laws and Regulations Strengths

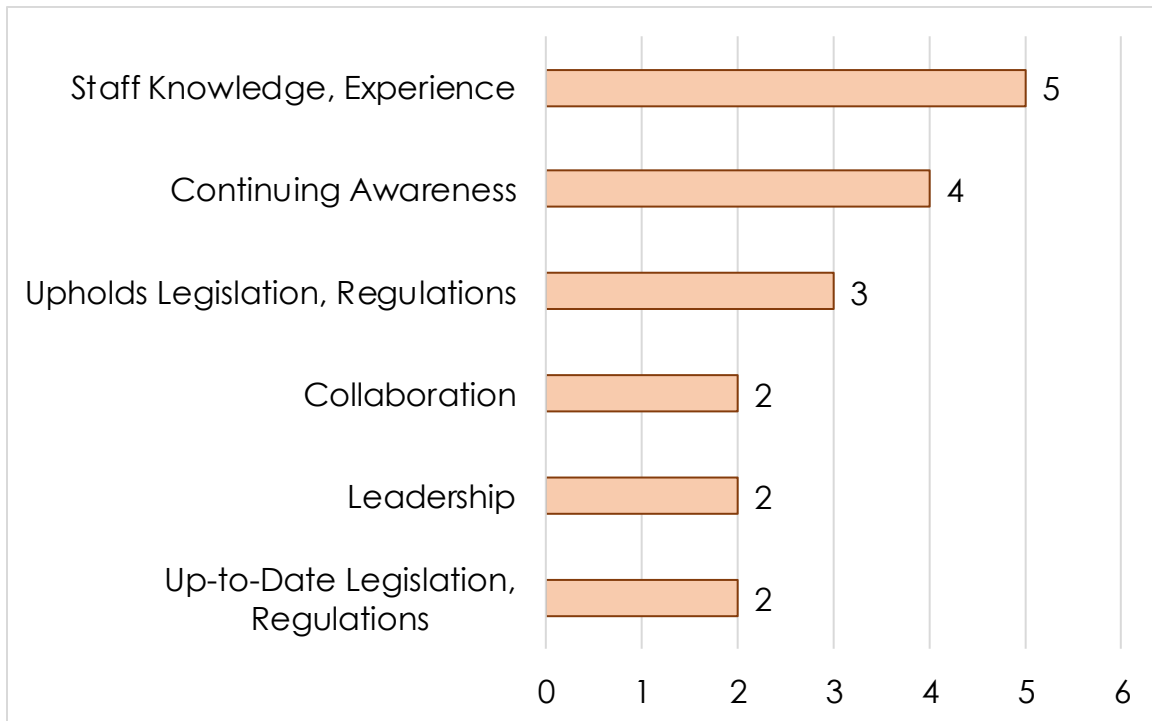
External Stakeholder Comment Trends – Strengths

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholders Comment Trends - Strengths

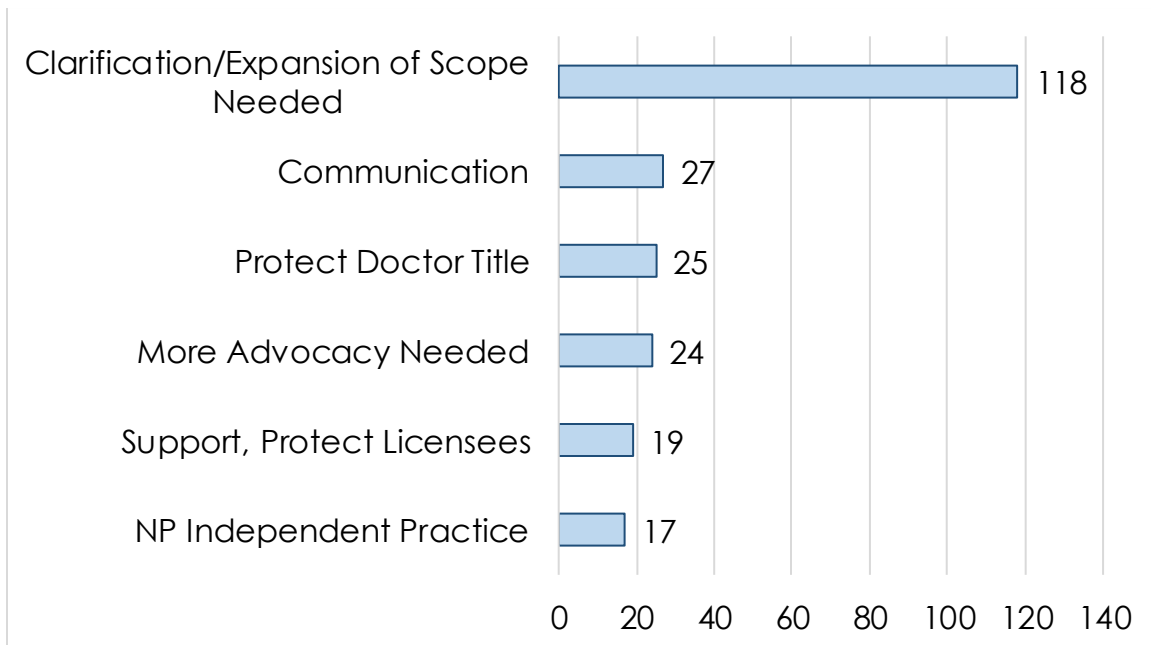
The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.



Trends in Laws and Regulations Weaknesses

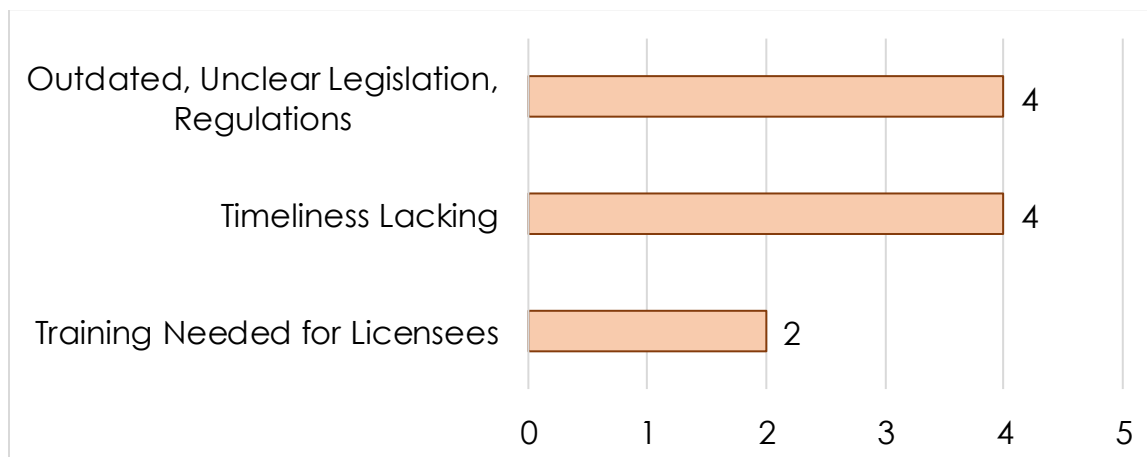
External Stakeholder Comment Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.



Internal Stakeholder Comment Trends - Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by internal stakeholders.



Goal Area 7: Administration and Customer Service

Goal Statement: The Board strives to build an excellent organization through effective and responsible Board governance, leadership, and management while serving our internal and external stakeholders.

Effectiveness Rating

Rating	External Stakeholders	Internal Stakeholders
Very Effective	15%	22%
Effective	38%	50%
Poor	30%	25%
Very Poor	15%	3%
Total %	100%	100%
Total Responses	852	36

Summary of Administration and Customer Service Strengths

1. External and internal stakeholders list customer service as a strength, saying BRN staff are pleasant, respectful, and effective.
2. External stakeholders describe BRN as timely, saying they receive fast responses to their inquiries.
3. External stakeholders like that staff are accessible by phone and in-person and say that staff respond to their emails and phone messages.
4. External stakeholders say BRN communicates well through emails, meetings, and a newsletter.
5. External stakeholders find staff helpful when they have questions or concerns, while internal stakeholders describe staff as diligent, thoughtful, and well-informed.
6. External stakeholders state the website is informative and easy to navigate.

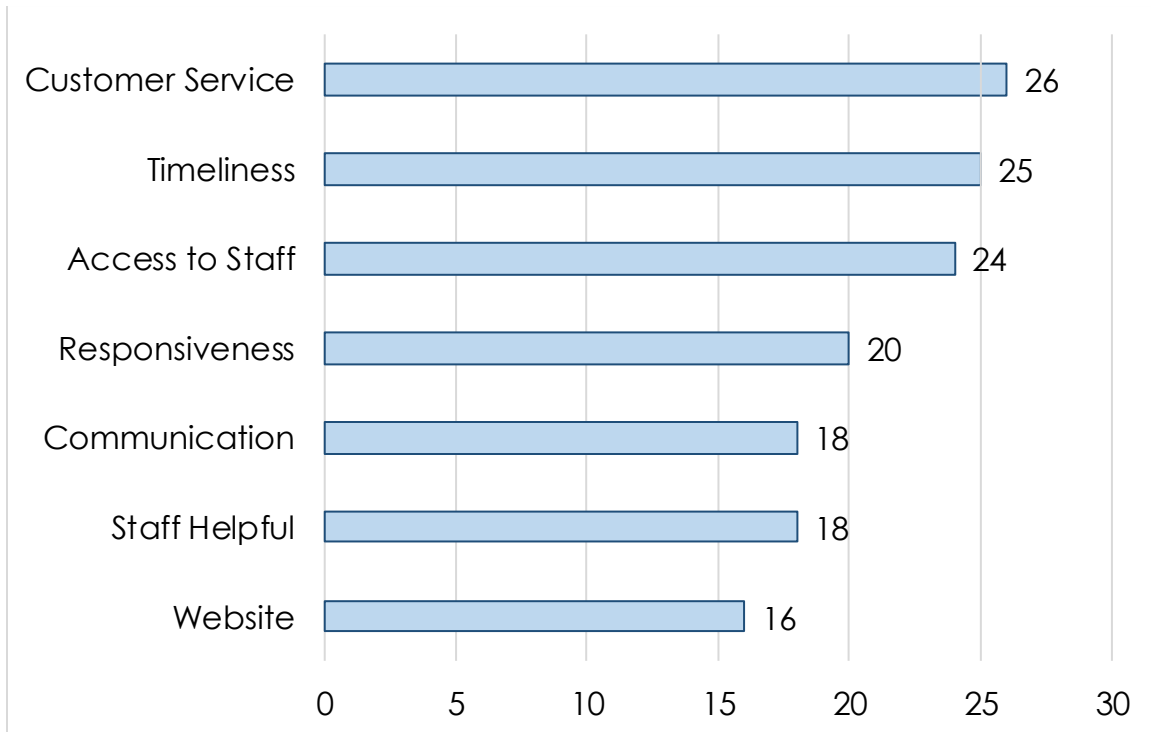
Summary of Administration and Customer Service Weaknesses

1. External stakeholders find staff difficult to access, describing extremely lengthy phone call wait times and a desire for more live-person interactions.
2. External and internal stakeholders state that timeliness and responsiveness are issues, saying responses are greatly delayed and often emails and calls go unanswered.
3. External stakeholders describe customer service as poor, saying staff are rude, unhelpful, and condescending.
4. External stakeholders would like BRN to collaborate more with internal (DCA) and external (California Department of Public Health) stakeholders, while prioritizing the expertise of advisory committees.
5. External and internal stakeholders suggest BRN is understaffed and suggest customer service would improve if staff numbers increased.

Trends in Administration and Customer Service Strengths

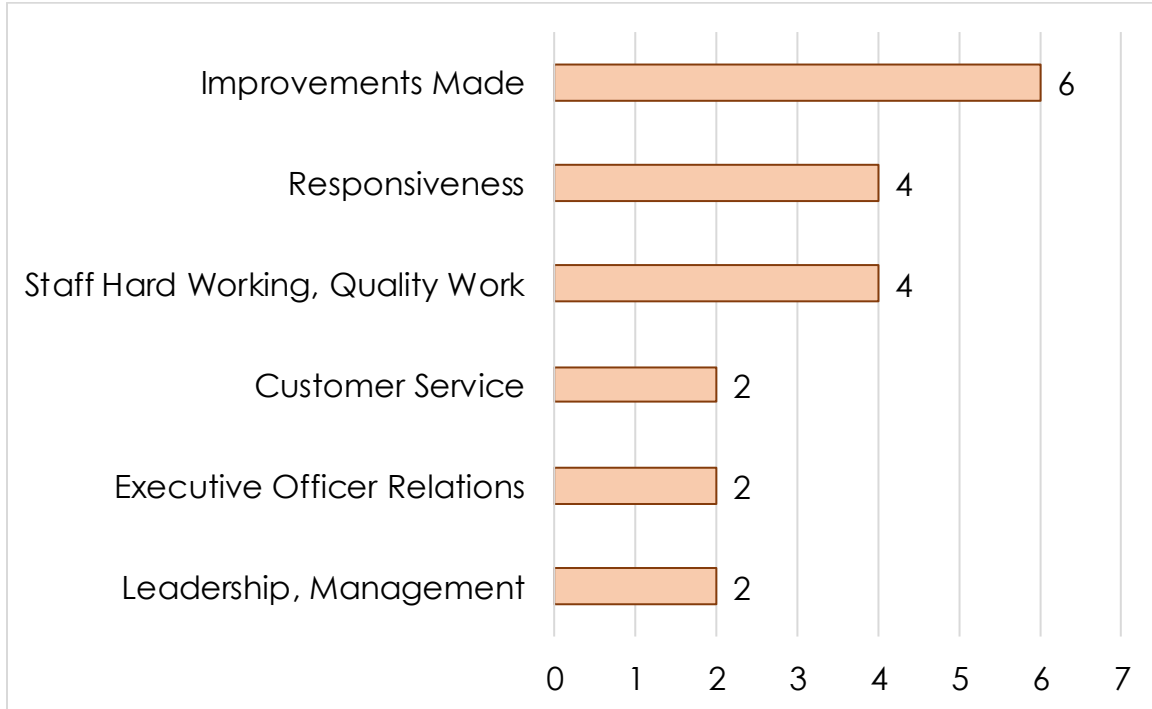
External Stakeholder Comment Trends – Strengths

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Staff Comment Trends - Strengths

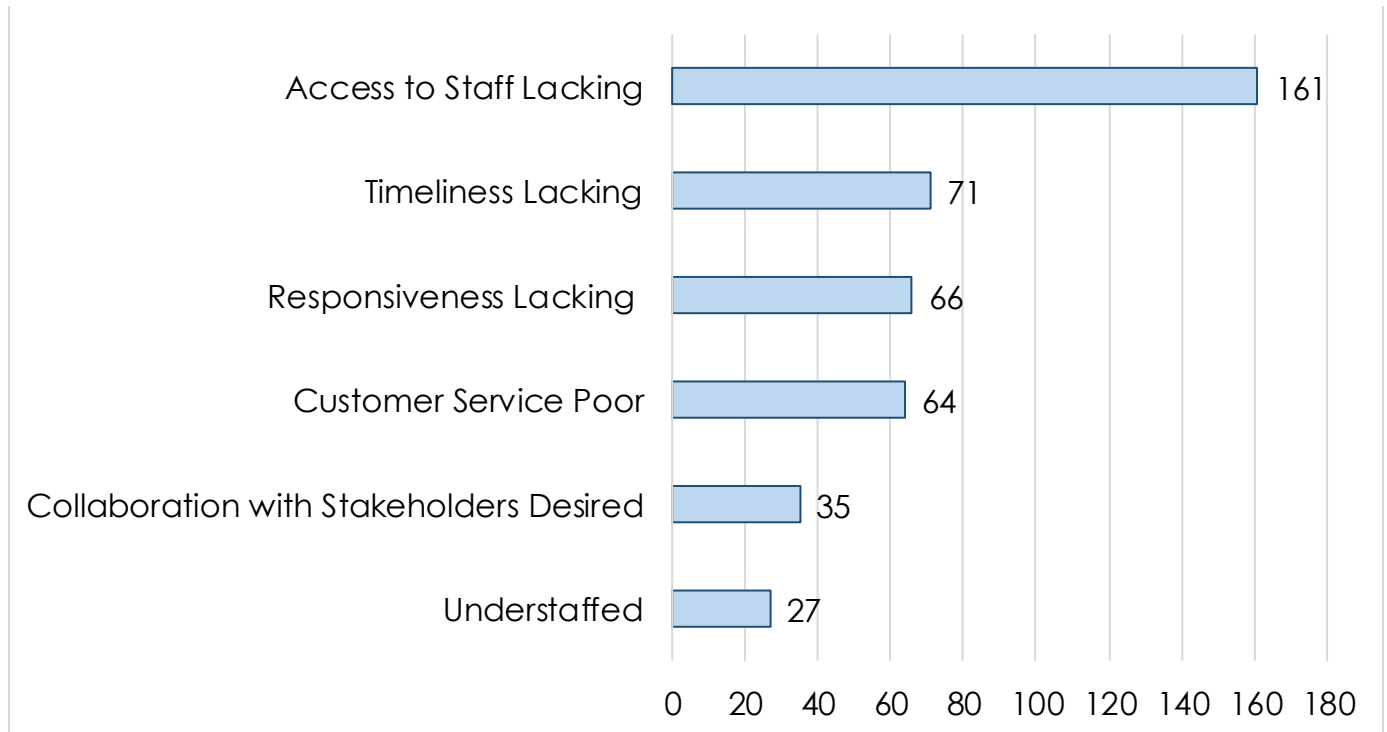
The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.



Trends in Administration and Customer Service Weaknesses

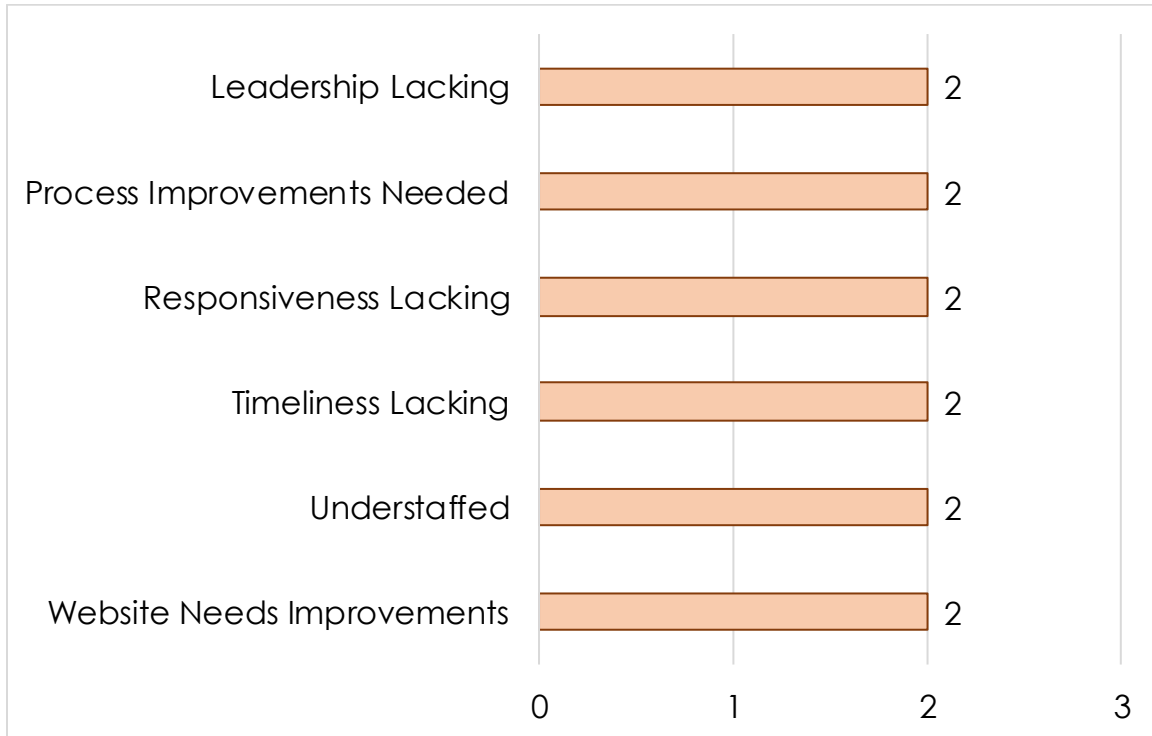
External Stakeholder Comment Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.



Internal Stakeholders Comment Trends - Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by internal stakeholders.



Goal Area 8: Outreach

Goal Statement: The Board informs and educates consumers, licensees, and stakeholders about the practice and laws of the profession of nursing.

Effectiveness Rating

Rating	External Stakeholders	Internal Stakeholders
Very Effective	14%	11%
Effective	48%	64%
Poor	28%	18%
Very Poor	10%	7%
Total %	100%	100%
Total Responses	660	28

Summary of Outreach Strengths

1. External and internal stakeholders say BRN communicates effectively through sending emails that convey updates, changes in law, and meeting information.
2. External and internal stakeholders praise BRN's website, appreciating such things as:
 - a. A page dedicated to CRNAs.
 - b. Current, updated information.
 - c. The ability to view practice laws.
3. External and internal stakeholders view meetings as playing a role in outreach, since meetings provide opportunities for stakeholders to receive information and contribute information. In addition, external and internal stakeholders appreciate that meeting recordings are made available.

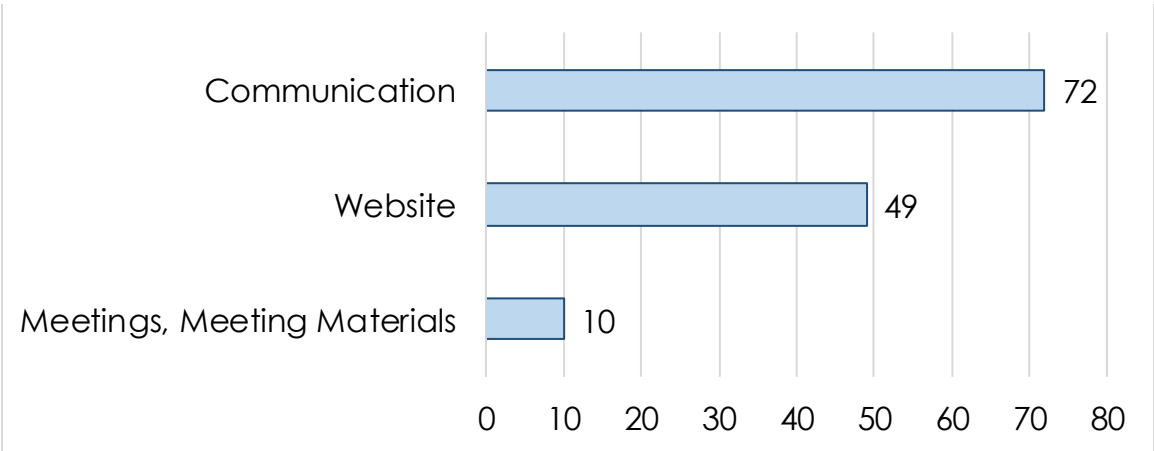
Summary of Outreach Weaknesses

1. Many external stakeholders say they do not see BRN conducting much outreach while others say they are not aware BRN conducts any outreach.
2. External stakeholders say BRN can improve its outreach communication by doing such things as:
 - a. Increasing communication in general, both to licensees and consumers.
 - b. Communicating more about policy and law changes.
 - c. Providing a button at renewal so licensees can request electronic copies of the newsletter.
 - d. Publishing commonly asked questions and answers.
 - e. Clarifying information regarding NPs.
 - f. Sharing policy and law changes with hospitals and other worksites so that everyone is on the same page.
 - g. Making information available using multiple delivery methods.
3. External stakeholders want BRN to educate the public about what nurses do, reasonable patient care expectations, and personal responsibility for one's health care. Internal stakeholders want BRN to educate licensees about CEU requirements and practice laws.
4. External stakeholders say neither licensees nor the public understand the Board's purpose, role, or the services it offers.
5. External and internal stakeholders agree BRN needs to increase its presence by increasing outreach.

Trends in Outreach Strengths

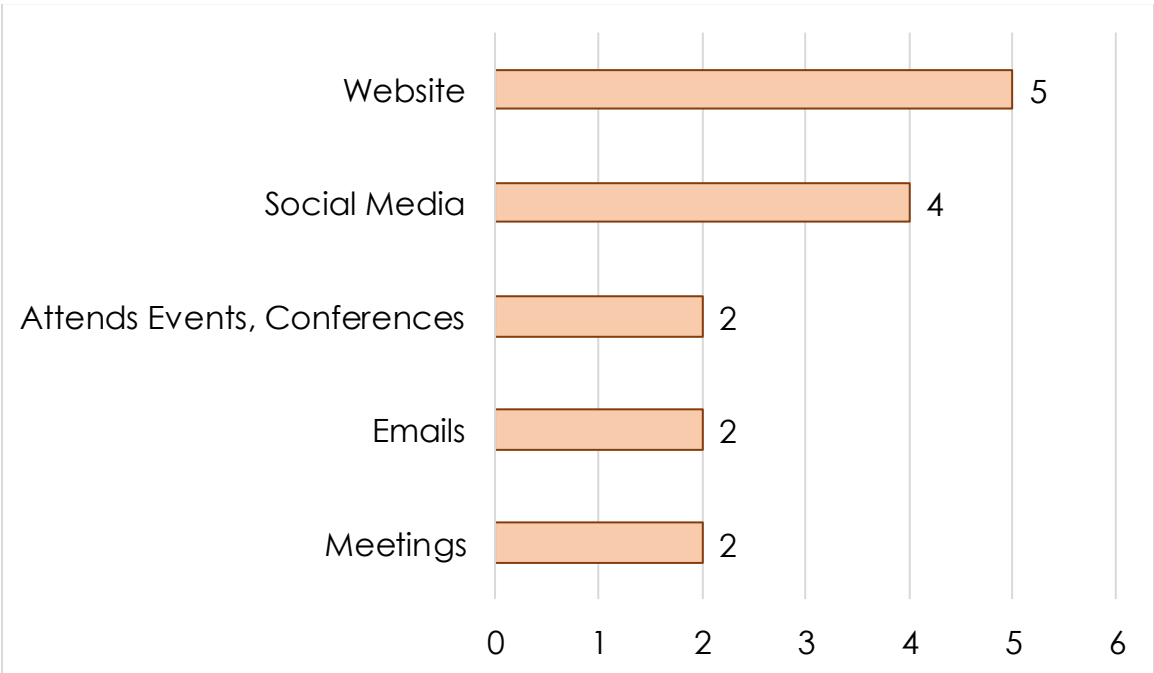
External Stakeholder Comment Trends – Strengths

The chart below lists the top trends along with the corresponding number of comments for feedback provided by external stakeholders.



Internal Stakeholder Comment Trends - Strengths

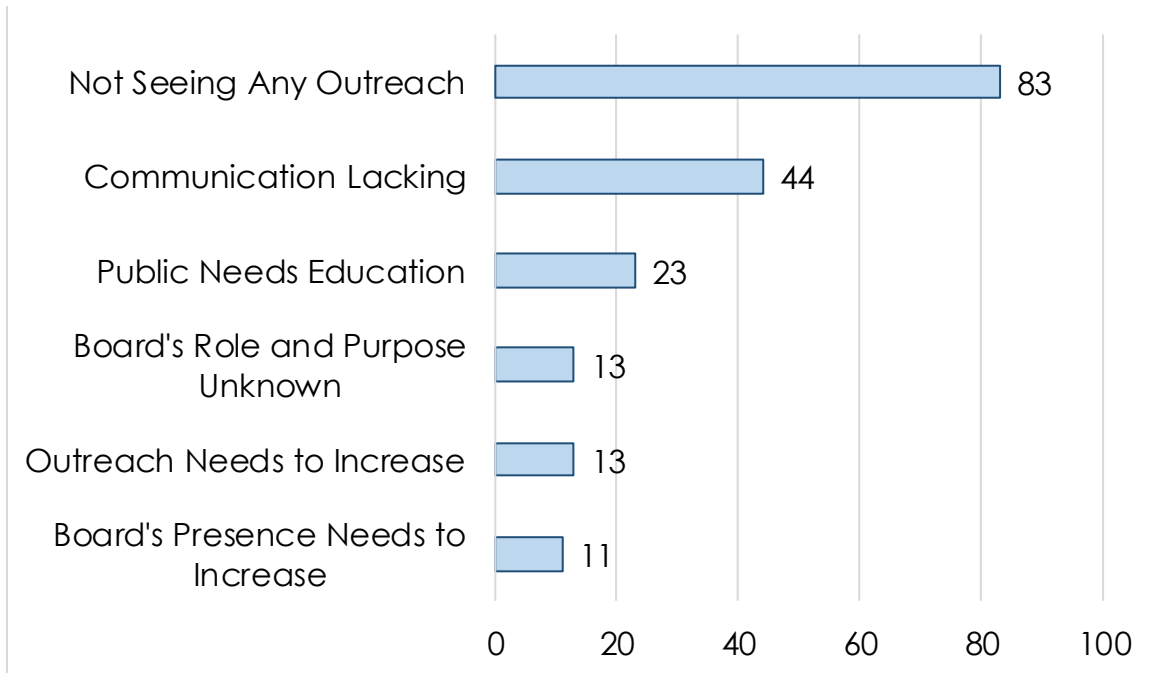
The chart below lists the top trends along with the corresponding number of comments for feedback provided by internal stakeholders.



Trends in Outreach Weaknesses

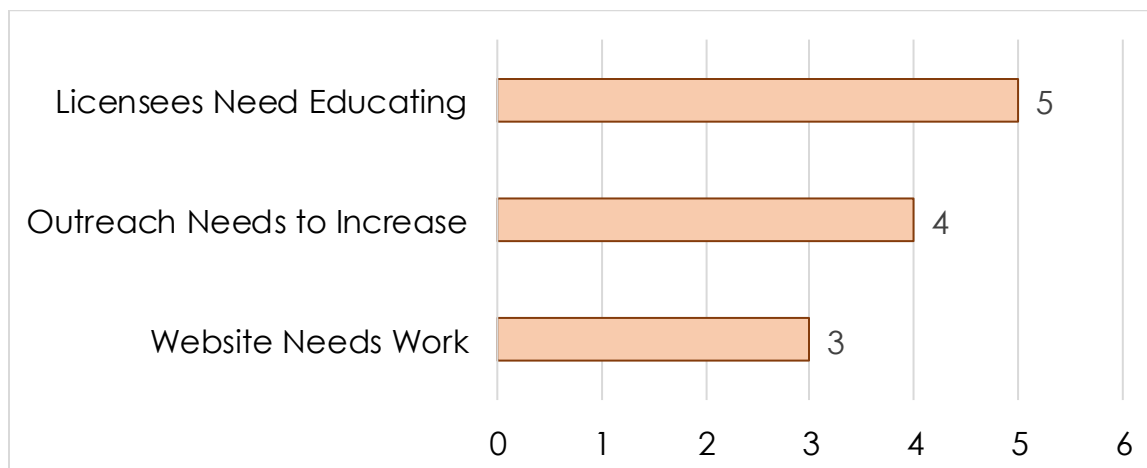
External Stakeholder Comment Trends – Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by external stakeholders.



Internal Stakeholder Comment Trends - Weaknesses

The chart below lists the top trends along with the corresponding number of comments based upon feedback provided by internal stakeholders.



Opportunities and Threats Summary

There are many factors that may impact the future direction of the profession. These could be opportunities BRN may want to capitalize on or threats it needs to mitigate or prepare for.

Stakeholders were asked to list potential opportunities and threats in the BRN's external environment that they felt could impact the profession and BRN's regulatory role. The following are common responses that BRN might reference when creating its strategic plan.

Summary of Opportunities

1. External and internal stakeholders see artificial intelligence (AI) as an opportunity to improve processes by:
 - a. Improving triaging.
 - b. Scanning applications for completeness.
 - c. Helping with charting.
 - d. Helping with navigation of the BRN website.
 - e. Streamlining licensing, certification, and any other outdated process.
 - f. Updating laws and regulations in regard to using AI within healthcare.
 - g. Teaching the ethical use of AI within healthcare.
2. External stakeholders suggest many educational opportunities, such as:
 - a. Adding bioethics classes so nurses are prepared for ethical decision making and to help prevent moral injury.
 - b. Adding lesbian, gay, bisexual, transgender, queer or questioning (LGBTQ) and trans care classes.
 - c. Adding self-care and vicarious trauma education to nursing schools.
 - d. Requiring up-to-date, evidence-based practices be taught in every RN educational setting.
 - e. Making Bachelor of Sciences in Nursing (BSN) and Public Health Nurse certification (PHN) obtainable at the community college level.

- f. Requiring classes regarding preventing bullying and harassment in the workplace.
 - g. Making efficient use of AI and Machine Learning (ML).
 - h. Offering free CEUs.
 - i. Increasing understanding and competence related to aging and age-related illnesses.
- 3. External stakeholders see an opportunity for a workforce study for APRNs, saying the last workforce study was in 2017 and only focused on NPs and CNMs.
- 4. External stakeholders would like BRN to embrace the full practice authority of APRNs as well as increase the scope of practice for CRNAs, such as giving them prescriptive authority.
- 5. External licensees see an opportunity for California to join the interstate compact.
- 6. External stakeholders agree BRN has an opportunity to discuss implicit bias surrounding maternal and newborn health disparities within racial minorities.
- 7. External stakeholders see advanced technology as an opportunity, for example:
 - a. Telehealth compatible stethoscopes and smart beds at home.
 - b. E-prescribing.
 - c. Revamping educational systems using the technology available now.
 - d. Wearable health devices for real-time patient data.
 - e. Using the internet and its capabilities to more promptly respond to consumer needs.
 - f. Robotics in operating rooms and robots in general.

Summary of Threats

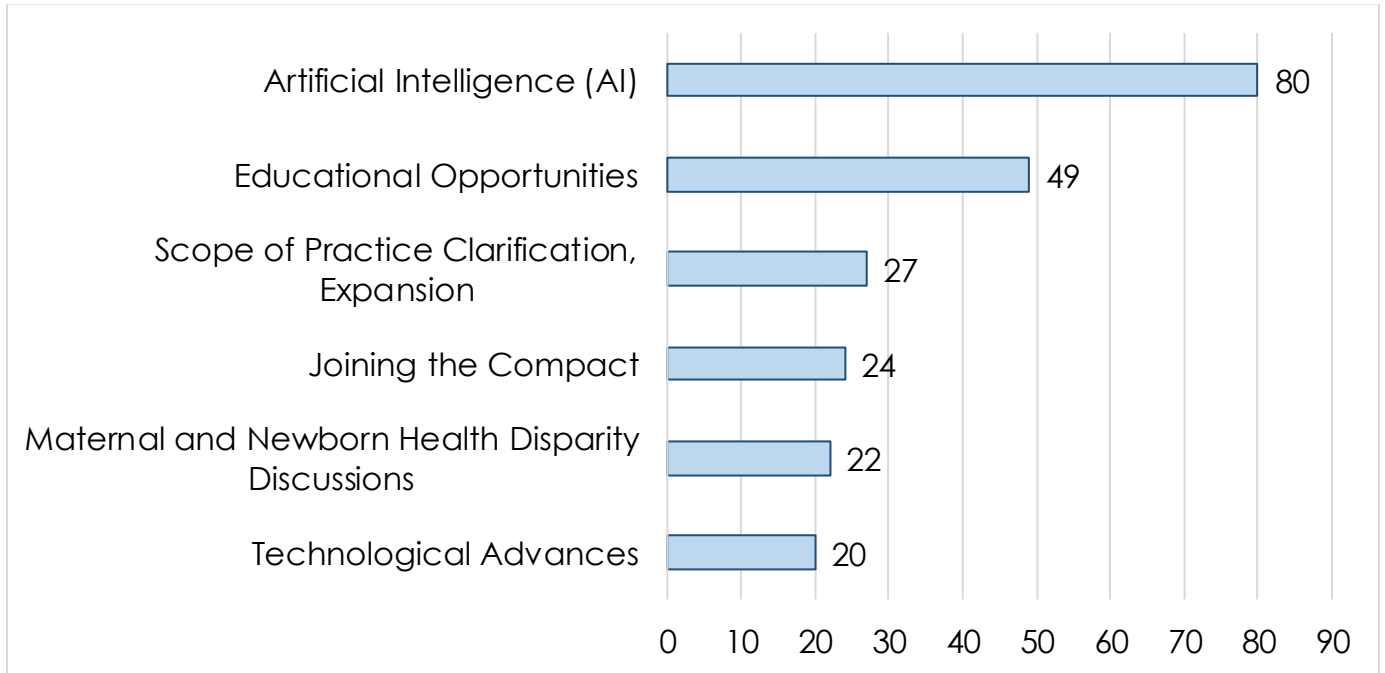
1. External and internal stakeholders view AI and ML as a threat due to:
 - a. Insurance companies using AI to deny services/treatments and claims.
 - b. Companies using AI to replace a nurse's judgment or evaluations.
 - c. Computer charting that is too generalized to fit all patients.
 - d. The role of nurses, the security of patient data, and the potential of system failure in regard to AI.
 - e. AI and ML diluting nursing education.
 - f. Overreliance on AI without sufficient training.
 - g. The medical legal liability presented by AI and online transcription services.
2. External stakeholders see burnout and stress as threats and worry about them contributing to a shortage of nurses.
3. External and internal stakeholders agree that workplace safety and conditions are a threat, mentioning:
 - a. Unreasonable nurse-to-patient ratios.
 - b. Bullying by doctors and peers.
 - c. Long work hours.
 - d. Difficult patients, such as psychiatric patients.
 - e. Employers not supplying the tools, supplies, support, staffing, and leadership required for staff to do their jobs.
 - f. No consistent masking requirements.
 - g. Patients expecting more from the healthcare system.
 - h. Patients, families, staff, and outsiders attacking nurses.
4. External and internal stakeholders say access to quality education is a threat, citing such issues as:
 - a. Lack of nursing faculty or ineffective faculty for educational programs.
 - b. Lack of schools for all levels of nursing.
 - c. Cost of nursing educational programs in general.

- d. Programs that charge high prices for poor quality classes.
- 5. External stakeholders state poorly trained nurses are a threat, citing such examples as:
 - a. Nurses with mostly book training or online computer degrees.
 - b. Nurses with little experience in actual patient care and assessment.
 - c. Nurses not understanding the professional requirements, critical thinking skills, or responsibility needed in their profession.
 - d. Nurses lacking professionalism and empathic compassion skills.
 - e. Nurses with knowledge deficiencies.
- 6. External stakeholders say the practice of nursing is under attack, offering such examples as:
 - a. The Medical Board trying to define or restrict the practice of advanced practice nurses and registered nurses.
 - b. BRN not recognizing the need for APRNs.
 - c. Physicians and physician groups expressing concern over nursing scope expansion.

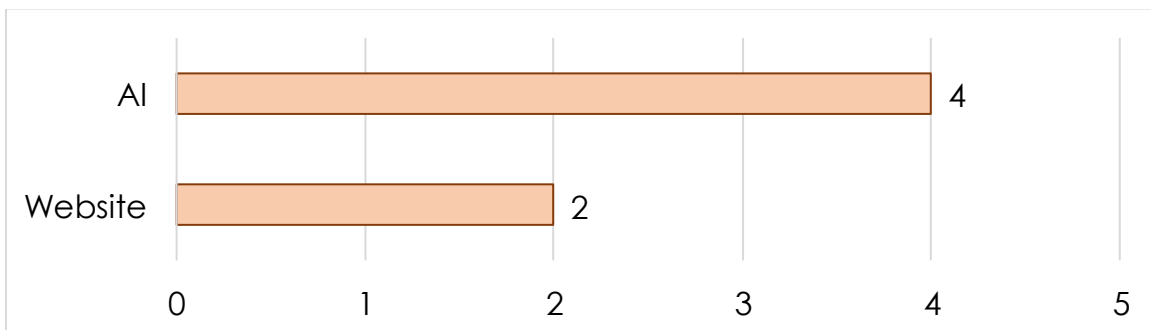
Opportunity Trends

The charts below list the top trends along with the corresponding number of comments for feedback provided by stakeholders.

External Stakeholder Comment Trends – Opportunities



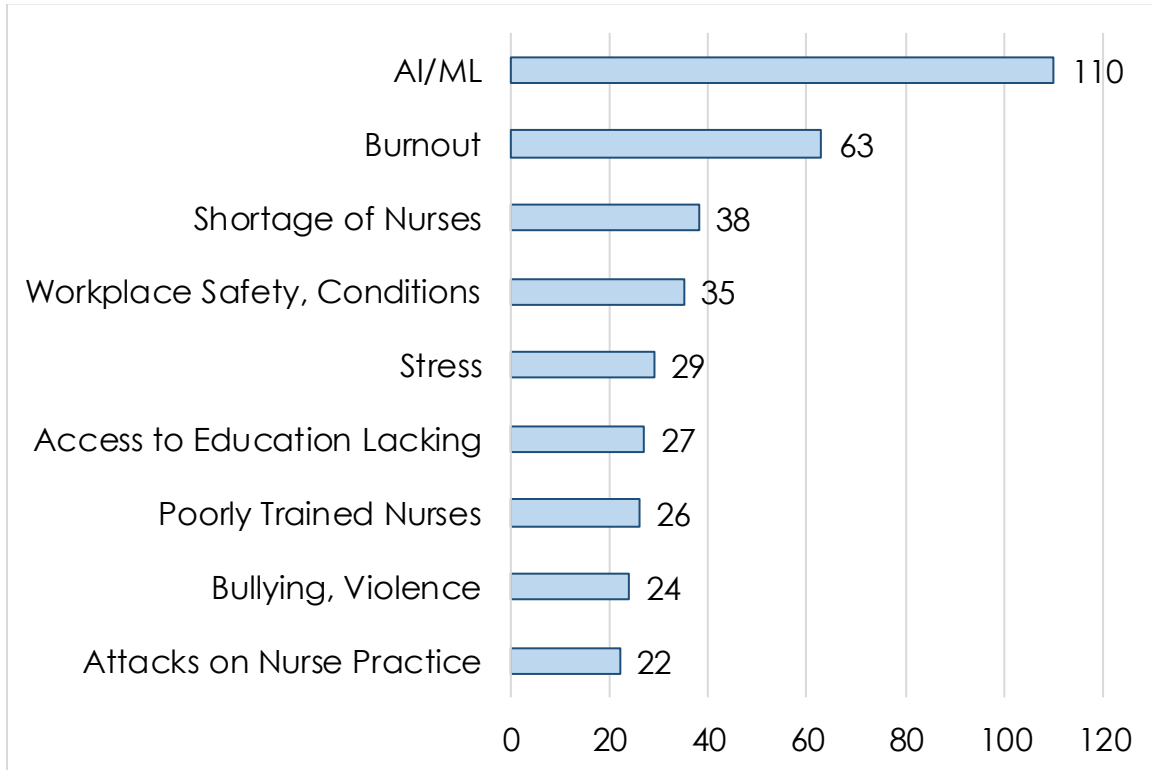
Internal Stakeholder Comment Trends – Opportunities



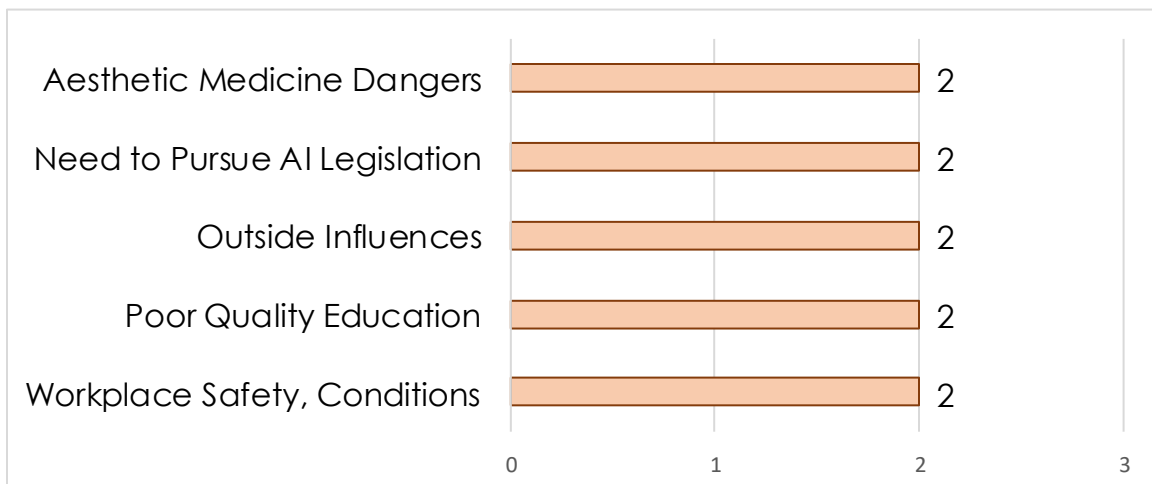
Threat Trends

The charts below list the top trends along with the corresponding number of comments for feedback provided by stakeholders.

External Stakeholder Comment Trends – Threats



Internal Stakeholder Comment Trends – Threats



Diversity, Equity, and Inclusion

Specific questions have been incorporated into the environmental scan surveys to gather demographic data and for strategic planning participants to consider DEI impacts of policy decisions such as regulatory, statutory, and continuing education requirements, when developing strategic objectives. Consider:

- Who will benefit from or be burdened by the particular decision or proposal?
- Are there needs that may be different for demographic or geographic groups?
- Once implemented, how will the Board measure effect on impacted populations?
- What data/metrics will be used to evaluate the impacts?

Summary of Gaining Different Perspectives

Survey question: What are ways BRN can gain different perspectives about ideas and priorities related to its activities?

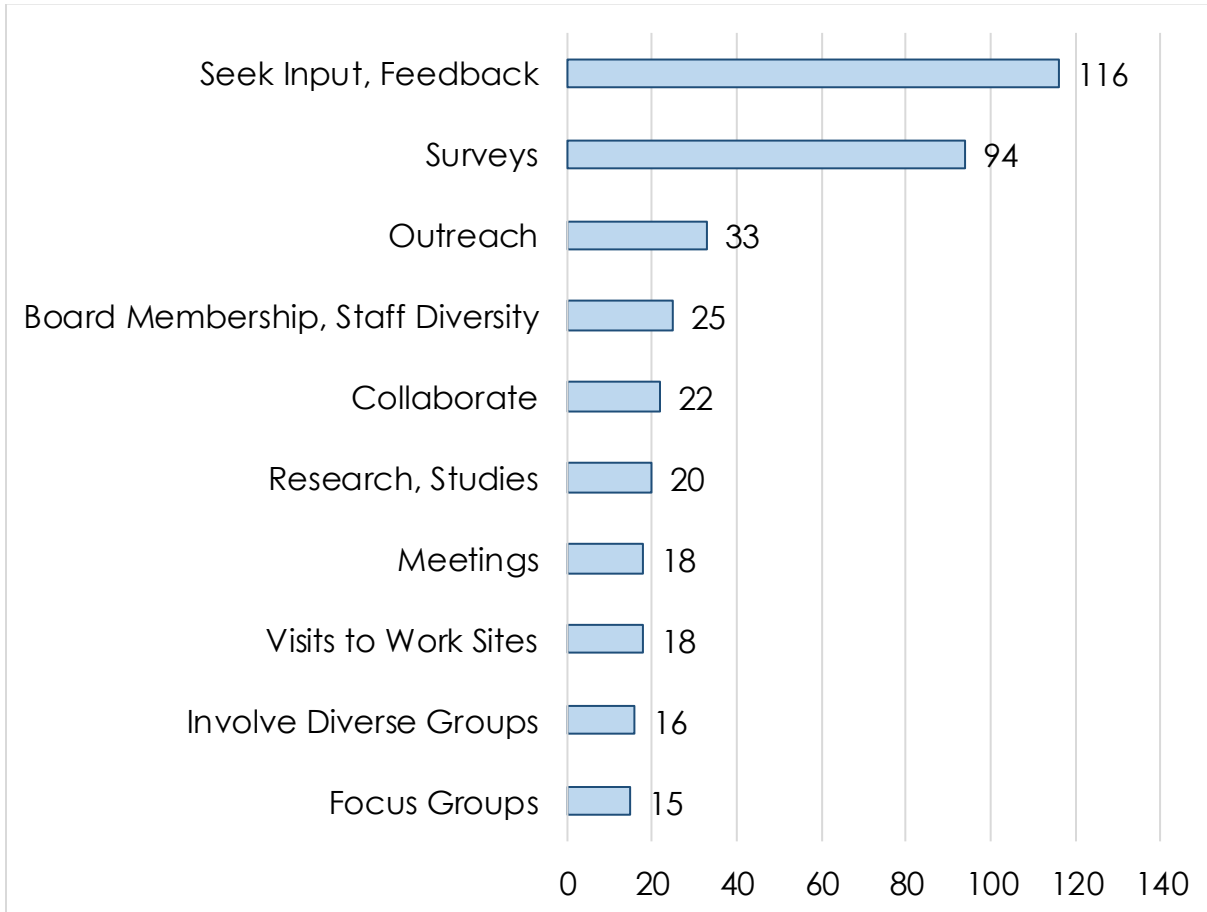
1. External and internal stakeholders suggest BRN seek input and feedback from such groups as (listed alphabetically):
 - a. Asian Nurses Association
 - b. Black Nurses Association
 - c. BRN Employees and Managers
 - d. EMS Agencies
 - e. Healthcare Administrators
 - f. Hispanic Nurses Association
 - g. Hospitals
 - h. LGBTQ Groups
 - i. Nurses
 - j. Nursing Educators/CEU Providers
 - k. Nursing Specialty Organizations
 - l. Nursing Unions
 - m. Paramedics
 - n. Patients
 - o. Public
 - p. Underserved Communities
2. External and internal stakeholders suggest BRN conduct surveys and meetings to gain different perspectives.
3. External stakeholders recommend BRN collaborate with associations and organizations to learn and understand the needs, strengths, and vulnerabilities of different communities.
4. External stakeholders suggest BRN improve outreach efforts by such actions as:
 - a. Hiring NECs with outreach as part of their job description.
 - b. Holding focus groups.

- c. Visiting work sites.
 - d. Participating in community fairs.
 - e. Spotlighting nurses on the BRN website.
 - f. Involving diverse or underserved communities.
 - g. Using text message and public service announcements.
5. External stakeholders suggest BRN conduct research, such as:
- a. Looking at the makeup of nurses in communities.
 - b. Studying other countries' perspectives and practices.
 - c. Researching other states to get different nursing perspectives.
 - d. Working with California universities to keep informed about studies that have been conducted.
6. External and internal stakeholders recommend BRN have board members and staff from diverse backgrounds, professions, nurse specialties, and cultures.

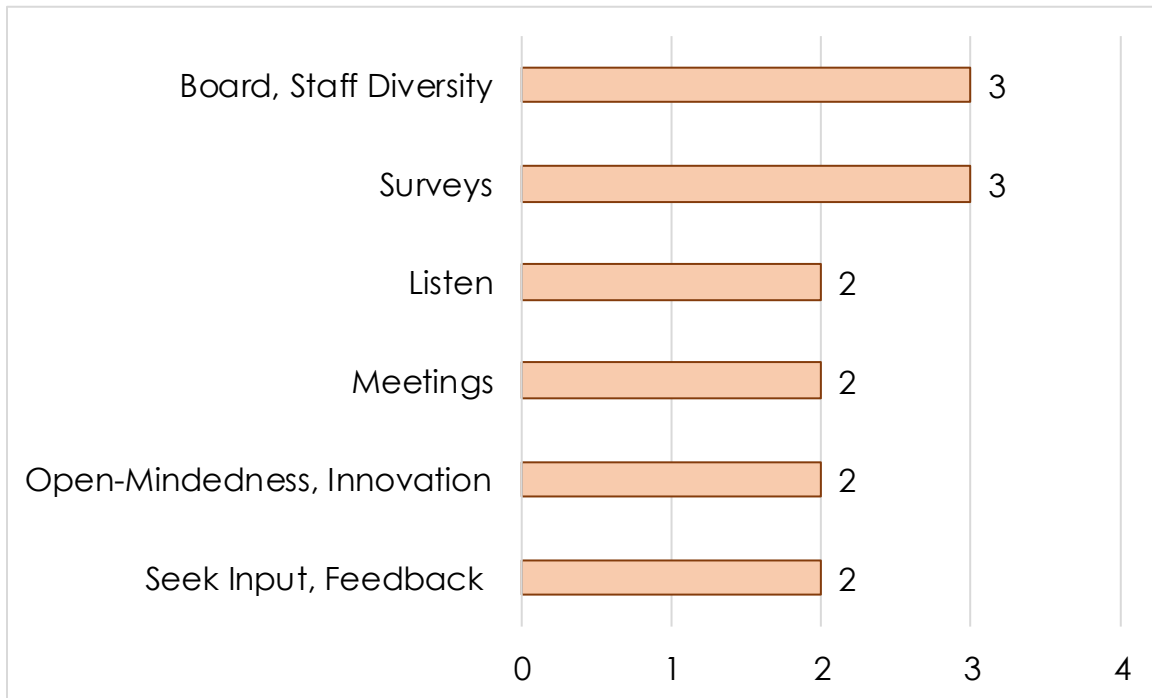
Trends in Gaining Different Perspectives

The charts below list the top trends along with the corresponding number of comments for feedback provided by stakeholders.

External Stakeholder Comment Trends



Internal Stakeholder Comment Trends



Summary of Unnecessary Requirements or Barriers to Licensure

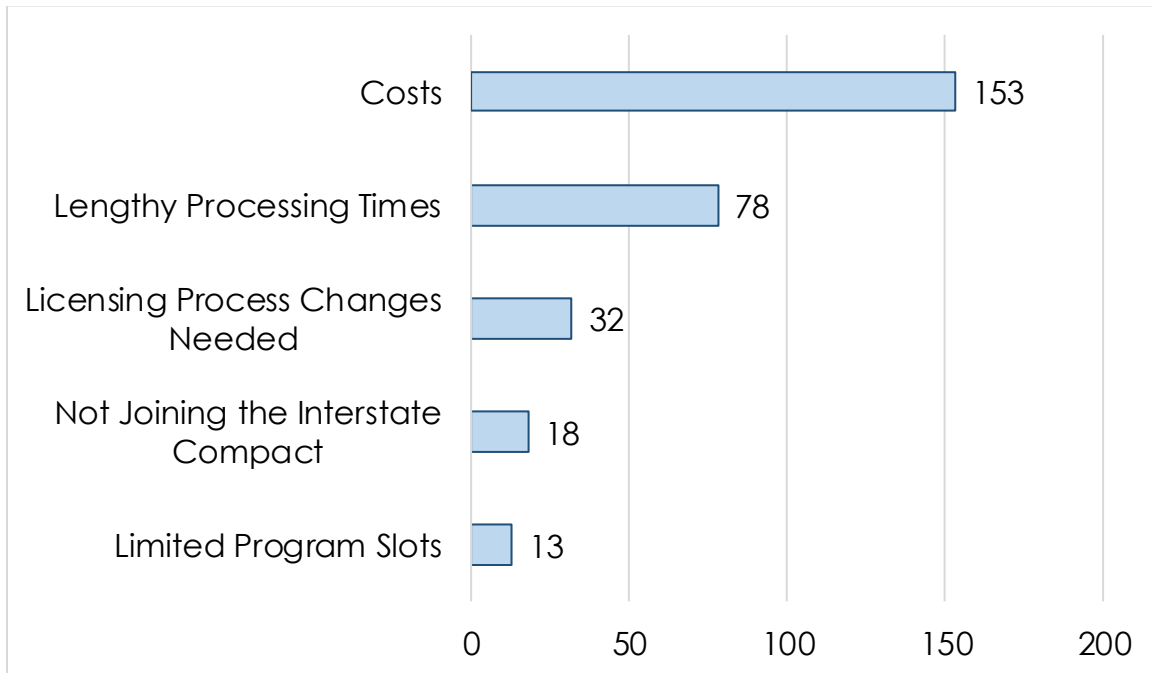
Survey question: Are there unnecessary requirements or barriers to licensure (e.g., education, experience, examination, continuing education, cost of licensure, processing time)?

1. External stakeholders list costs as a barrier to licensure, citing:
 - a. The cost of obtaining and maintaining a license.
 - b. The cost to reach testing site locations.
 - c. The cost of multiple licenses.
 - d. The cost of education.
2. External stakeholders say lengthy processing times for initial applications, out-of-state applications, and renewal applications present a barrier to licensure.
3. External and internal stakeholders state the licensing process is a barrier to licensure, listing such examples as:
 - a. BRN is not linked to Nursys (national database for nurse licensure).
 - b. Duplicative fingerprinting.
 - c. Difficulties using the online (BreEZe) software.
 - d. The concurrency requirement.
 - e. Inconsistencies in the international applicant process.
 - f. The 103 NP application.
 - g. Confusing accommodations process.
 - h. The licensing process itself is confusing.
 - i. Confusion over primary source verifications.
 - j. Duplicative steps between licensing support and licensing evaluators.
4. External stakeholders see California not joining the interstate compact as a barrier to licensure.
5. External stakeholders say there is a shortage of nursing programs and nursing faculty in the state.

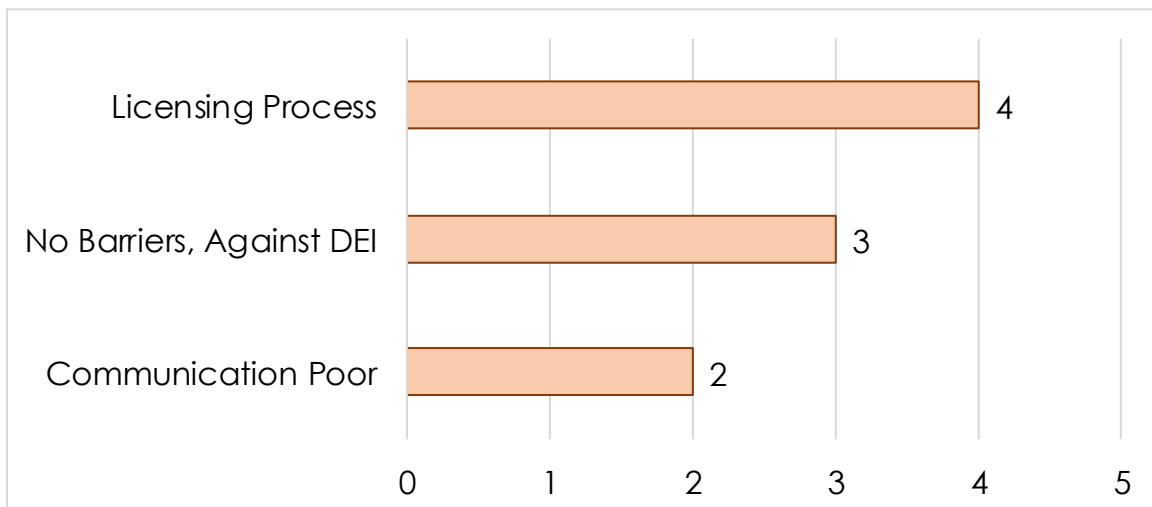
Trends in Unnecessary Requirements or Barriers to Licensure

The charts below list the top trends along with the corresponding number of comments for feedback provided by stakeholders.

External Stakeholder Comment Trends



Internal Stakeholder Comment Trends



Summary of Ways to Increase Outreach and Connection to All California Communities

Survey question: What are ways that BRN can increase its outreach and connection to all California communities?

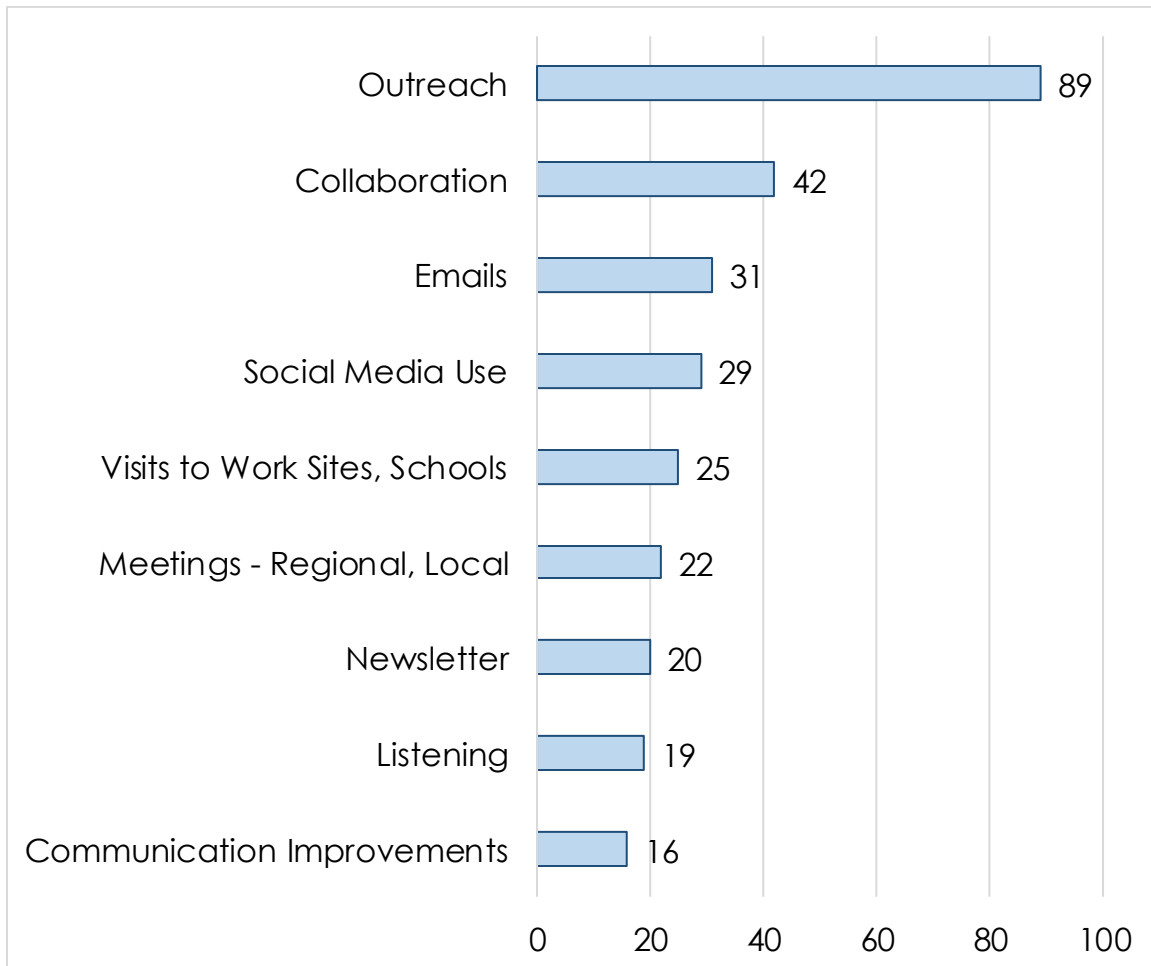
1. External and internal stakeholders suggest BRN conduct outreach, such as some of the following:
 - a. Support educational opportunities in middle and high schools that promote nursing in underserved communities.
 - b. Have a National Nurses Day.
 - c. Host educational assemblies in schools.
 - d. Work with nurses to visit middle and high schools to discuss their careers/stories/paths to success.
 - e. Start apprenticeship programs in high schools.
 - f. Have a liaison within the public school system to raise awareness of the profession in high school and community college students.
 - g. Use billboards, radio spots, and TV advertisements.
 - h. Work with local libraries, news outlets, and TV stations.
 - i. Participate at community college fairs.
 - j. Deploy mobile outreach units to provide information on nursing licensure, continuing education, and career pathways in remote or rural areas.
 - k. Visit educational centers, hospitals, and work sites.
 - l. Conduct educational outreach in partnership with the California Department of Public Health.
 - m. Attend community events.
 - n. Create educational pamphlets related to specific license types.
2. External stakeholders suggest BRN collaborate more by doing such things as:
 - a. Having nursing schools encourage their students to attend board meetings.
 - b. Engaging with groups that focus on ethnic, gender, and age-specific needs.

- c. Requesting association representatives be present at board meetings.
 - d. Partnering with associations and organizations to discuss and share updates as well as conduct outreach.
 - e. Partnering with faith-based groups and cultural organizations to reach underserved populations.
 - f. Working with healthcare organizations to share information on BRN's purpose and services.
 - g. Working with retired licensees to conduct outreach.
 - h. Creating committees to understand community needs.
 - i. Partnering with nurses in the community by region.
- 3. External and internal stakeholders suggest BRN send out more frequent emails detailing policy updates, trends, trainings, and license fee changes.
 - 4. External and internal stakeholders recommend BRN use social media to engage diverse audiences and provide accessible information.
 - 5. External and internal stakeholders suggest BRN hold local and regional meetings to engage diverse stakeholders.
 - 6. External stakeholders would like a newsletter, perhaps in coordination with an RN magazine.
 - 7. External stakeholders suggest BRN improve its communication by such actions as:
 - a. Increasing communication frequency.
 - b. Targeting its messages.
 - c. Communicating fee increases.
 - d. Defining and interpreting the laws governing advanced practice nursing.
 - e. Offering communication in multiple languages.
 - f. Offering listening sessions.

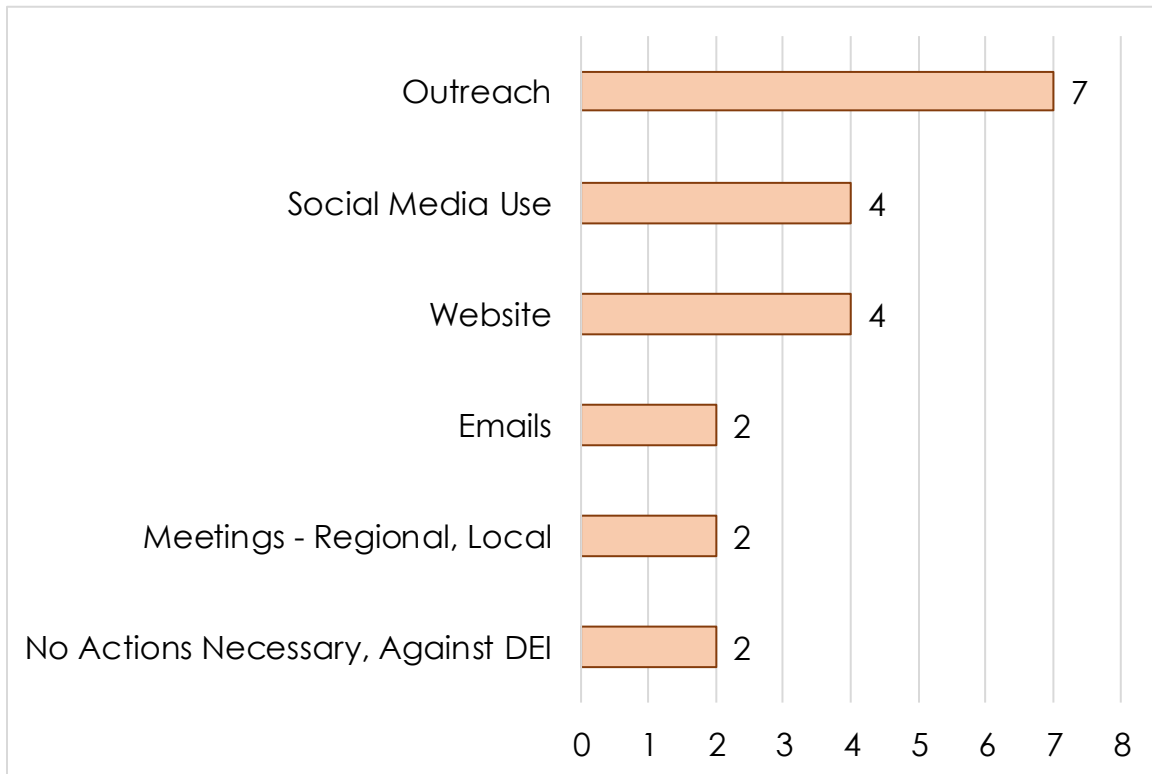
Trends in Ways to Increase Outreach and Connection to All California Communities

The charts below lists the top trends along with the corresponding number of comments for feedback provided by stakeholders.

External Stakeholder Comment Trends



Internal Stakeholder Comment Trends



Summary of Other Actions to Take to Further Equal Access to Opportunities

Survey question: What other actions should BRN take to further equal access to opportunities (e.g., entry into the profession, education/training opportunities, apprenticeships/mentorships)?

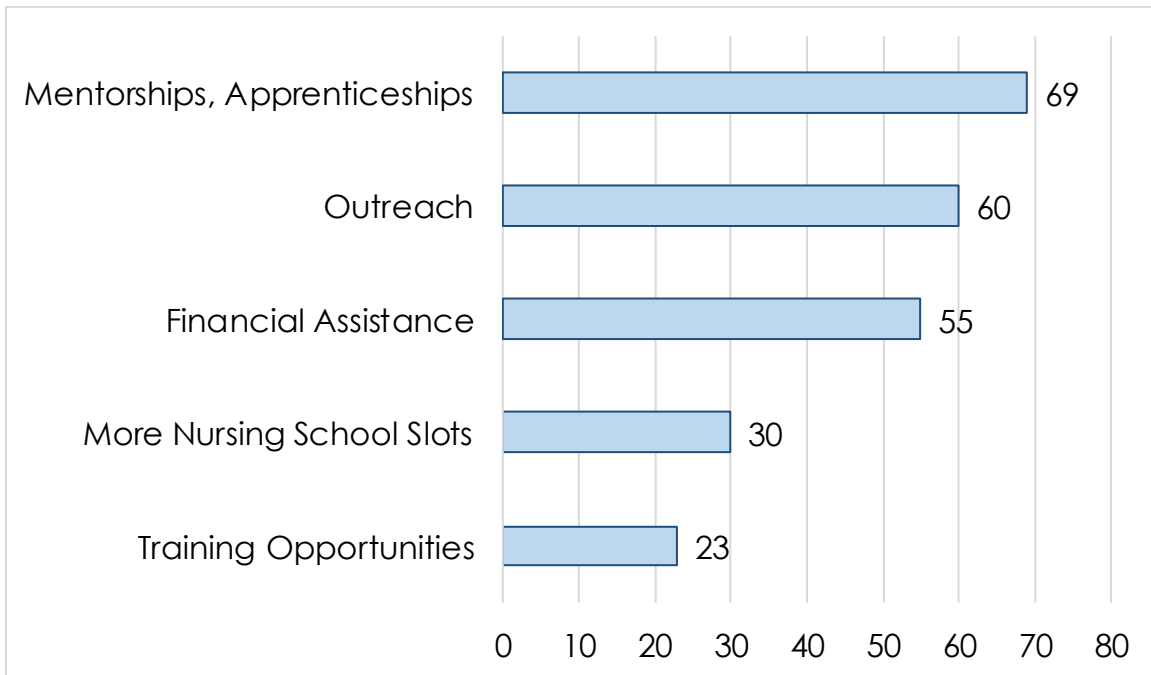
1. External stakeholders and one internal stakeholder recommend that BRN encourage and support apprenticeships and mentorships as early as high school.
2. External and internal stakeholders suggest BRN conduct outreach such as:
 - a. Partnering with hospitals and medical centers to allow supervised visits or shadowing by high school students.
 - b. Work with kindergarten teachers to talk about/act out/play a nurse.
 - c. Sponsor programs with high schools and colleges to promote nursing and introduce health care professions as part of science curriculums.
 - d. Offer associate degrees at high schools.
 - e. Attend career days/job fairs at high schools and colleges.
 - f. Advertise the different roles/specialties for RNs, not just hospital nursing.
3. External stakeholders and one internal stakeholder recommend BRN support financial assistance, such as:
 - a. Partnering with educational institutions and businesses to sponsor scholarships for nursing students or fund a chair in a local educational institution.
 - b. Offering a discount on licensing fees for those in graduate school.
 - c. Offering free tuition to nursing students at community colleges.
 - d. Providing scholarships or reduced licensing fees for nurses who work in underserved areas.
 - e. Promoting state and federal funding opportunities to nursing students.
 - f. Collaborating to source funding for grants for facilities to support nursing schools.
 - g. Offering CEUs at discounted rates to licensees.

- h. Offering need-based fee waivers.
- 4. External stakeholders suggest BRN increase access to nursing schools by doing such things as:
 - a. Increasing the number of affordable nursing education programs.
 - b. Increasing the nursing student slots available at colleges, universities, and private schools.
 - c. Working with legislators to pressure hospitals into creating more clinical training opportunities.
 - d. Increasing trade school programs that bridge licensed vocational nurses (LVNs) to RNs.
- 5. External stakeholders recommend BRN offer or promote more training opportunities, especially in high-demand specialties and focused on hands-on learning.

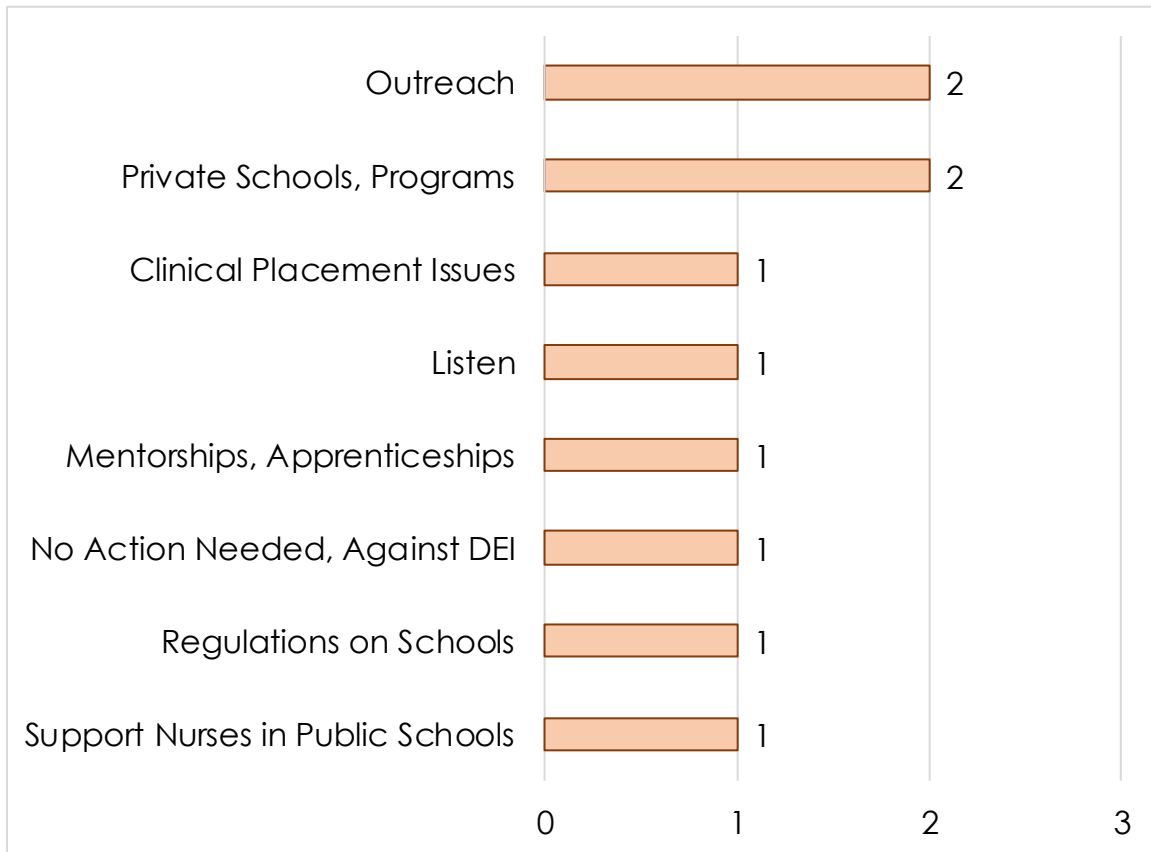
Trends in Other Actions to Take to Further Equal Access to Opportunities

The charts below list the top trends along with the corresponding number of comments for feedback provided by stakeholders.

External Stakeholder Comment Trends



Internal Stakeholder Comment Trends



Appendix A – Acronym List

Acronym	Definition
AI	Artificial Intelligence
APRN	Advanced Practice Registered Nurse
BRN	Board of Registered Nursing
CE	Continuing Education
CEU	Continuing Education Unit
CNM	Certified Nurse-Midwife
CRNA	Certified Registered Nurse Anesthetist
DCA	Department of Consumer Affairs
DEI	Diversity Equity Inclusion
LVN	Licensed Vocational Nurse
ML	Machine Learning
NBCRNA	National Board of Certification and Recertification for Nurse Anesthetists
NEC	Nursing Education Consultant
NP	Nurse Practitioner
NP 103	A category of nurse practitioner established by Assembly Bill 890
Nursys	National Nurse Licensure and Disciplinary Database
RN	Registered Nurse
SOLID	Strategic Organizational Leadership and Individual Development

Appendix B – Data Collection Method

Data for this report was gathered by surveying stakeholder groups that are important to the success of BRN. Stakeholders include any individual or group who is influenced by or influences a program. Information for this survey was gathered by surveying external stakeholders and internal stakeholders using the following methods:

- SOLID conducted phone interviews with executive staff, and online surveys with managers and line staff, during the month of January 2024.
- SOLID conducted phone interviews with board members during the month of January 2024.
- SOLID conducted an online survey for external stakeholders during the month of January 2024.
 - The survey link was distributed in the following methods:
 - Emailed to the Interested Parties email subscription list.
 - Survey posted to DCA website.

Classification of Stakeholder Relationship with BRN:

Relationship with BRN	Number of Responses	Response Rate
Executive Officer and Assistant Executive Officer	2	
Managers and Staff	86	36%
Board Members	7	
Committee Members	5	5%
Preparing to Become a Licensee	23	
Licensee	1,642	1
Retired Licensee	170	
Related Occupation	16	1
Consumer	45	
Government Agency	50	1
Professional Association/Group	97	
Educational/School Association/Group	98	1
Other ²	120	

¹ A response rate cannot be determined for these external stakeholders because of the undetermined number having access to the survey link.

² Respondents listed in the “Other” category identified themselves as follows, with multiple responses indicated in parentheses:

- Anesthetist
- Associate Degree Holder
- Associate Degree in Nursing
- Attorney (2)
- Business
- Certified Registered Nurse Anesthetist (CRNA) (3)
- Continuing Education Provider Administrator
- Contractor
- CRNA Manager
- Director of Staff Development
- Disaster Volunteer
- Employed
- Expert Clinical Consultant
- Expert Practice Consultant (14)
- Expert Witness (2)
- Inactive License
- International License Holder
- Licensed Vocational Nurse (2)
- Nurse Education Consultant
- Nurse in New York and New Jersey
- Nurse Support Facilitator (5)
- Nursing Facility Reviewer
- Other
- Psychologist Evaluator (3)
- Retired
- Revoked License Holder
- Stakeholder
- Union Representative

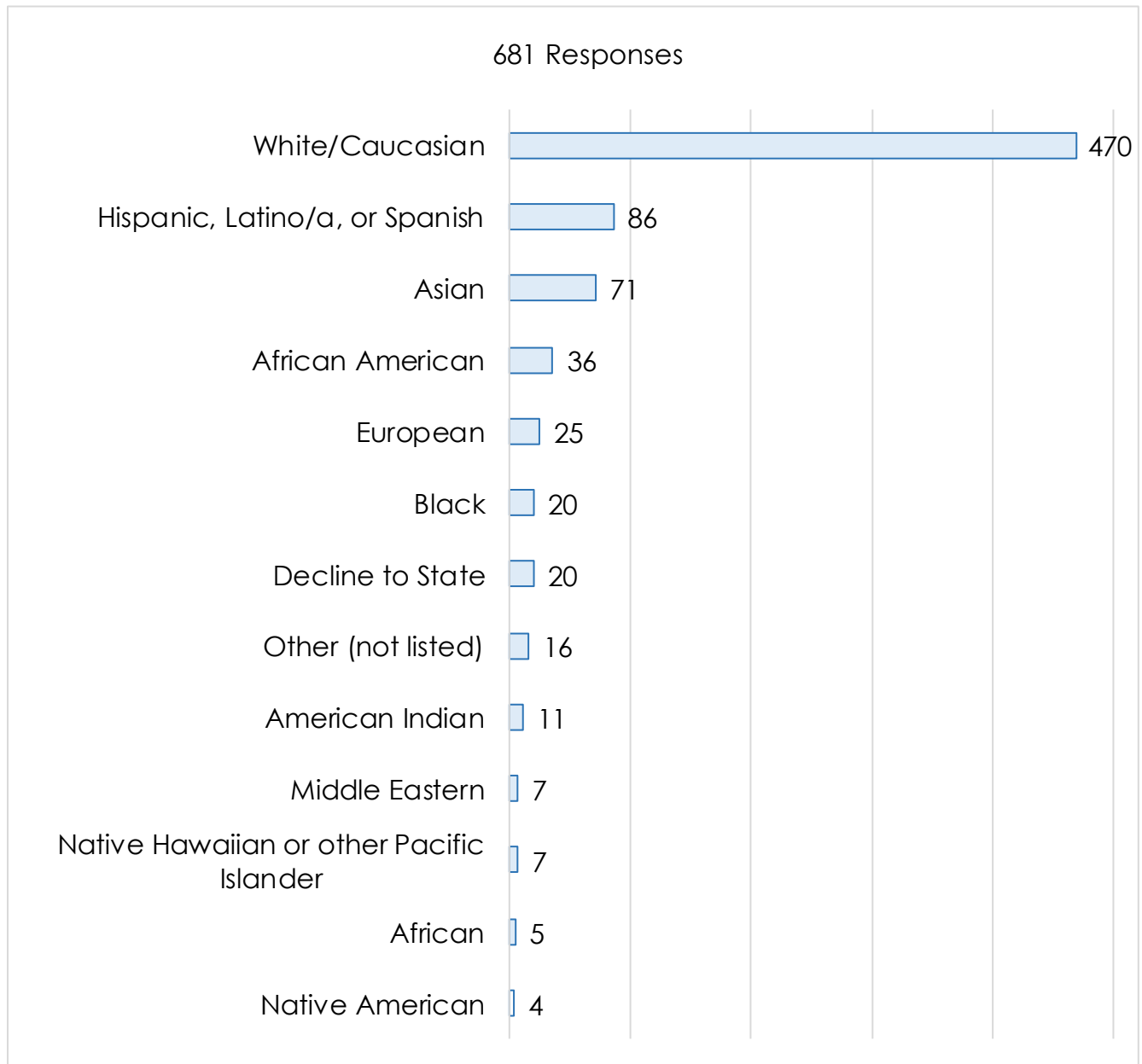
Appendix C – Demographic Data

Demographic questions were solicited from external stakeholders only.

Race

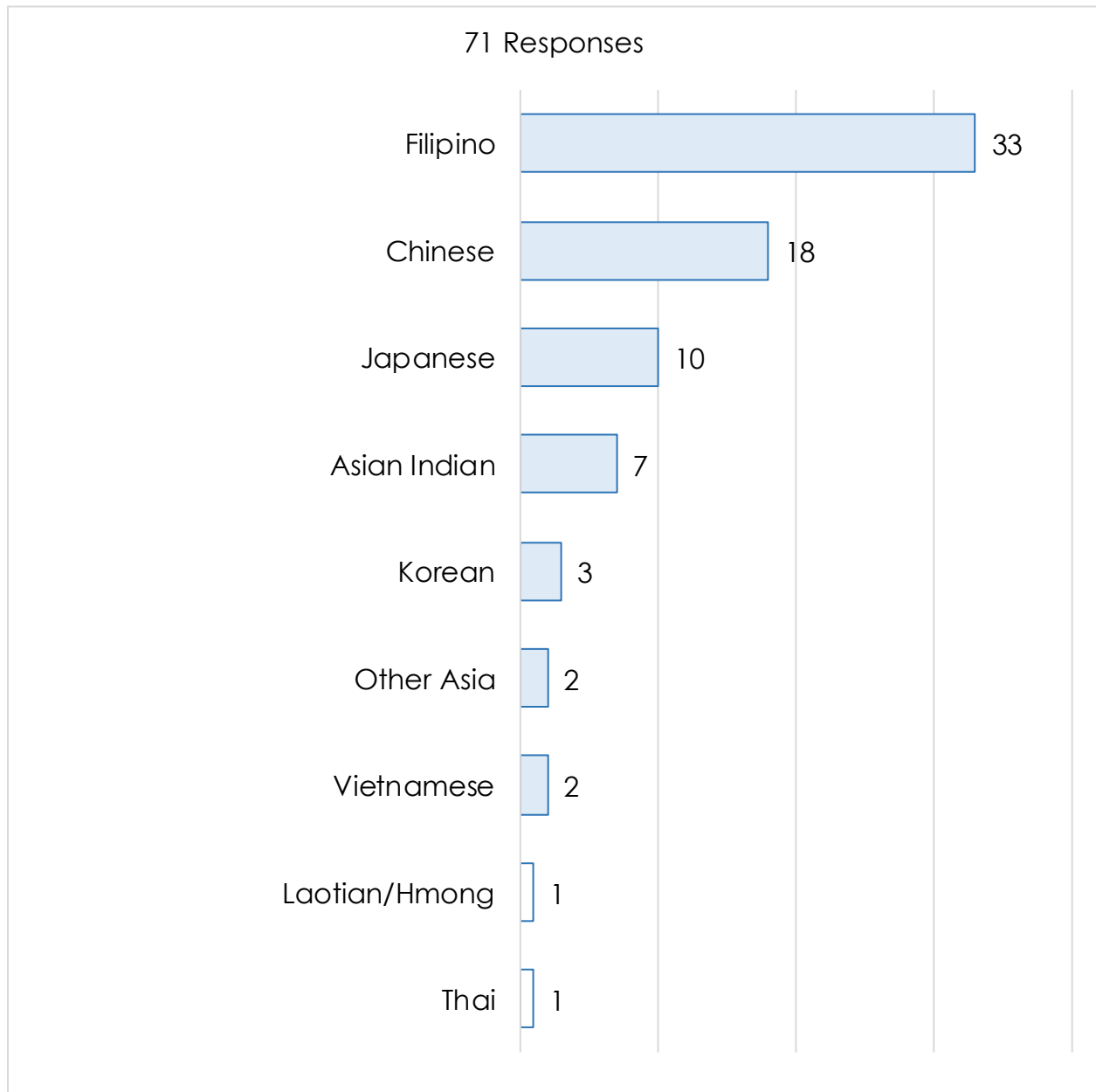
Races Stakeholders Identified With*

* Multiple options could be selected.



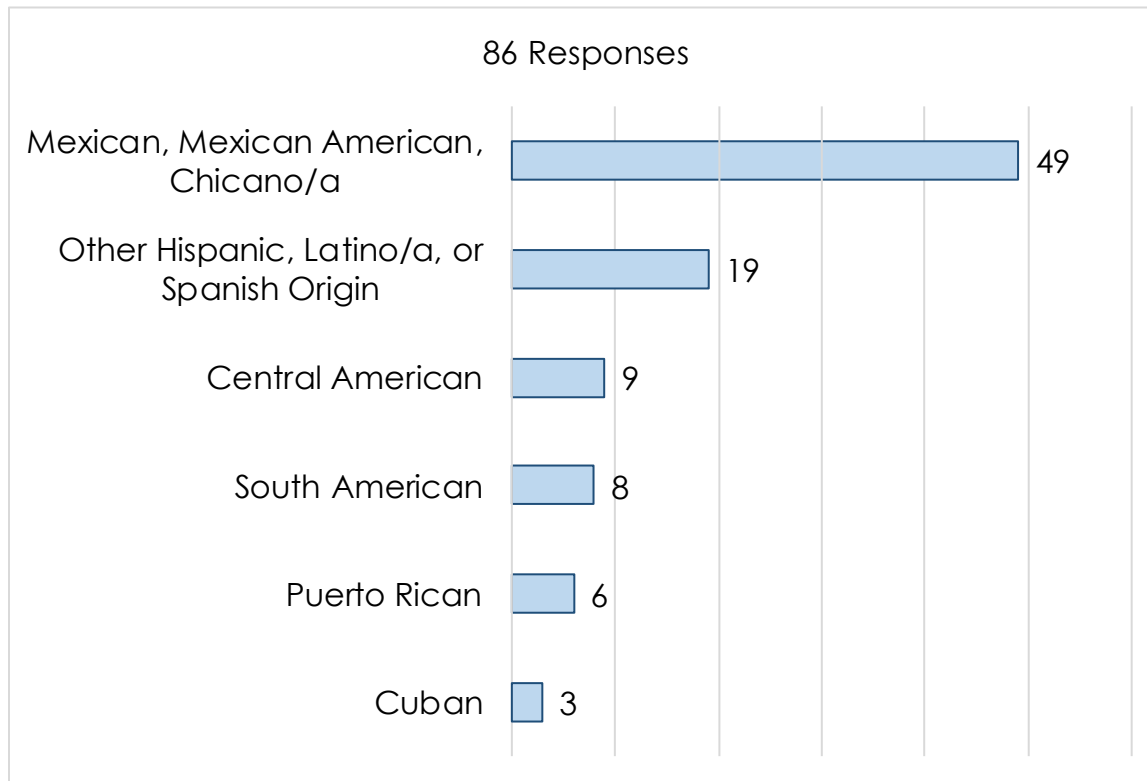
Asian Stakeholders Identified With*

* Multiple options could be selected.



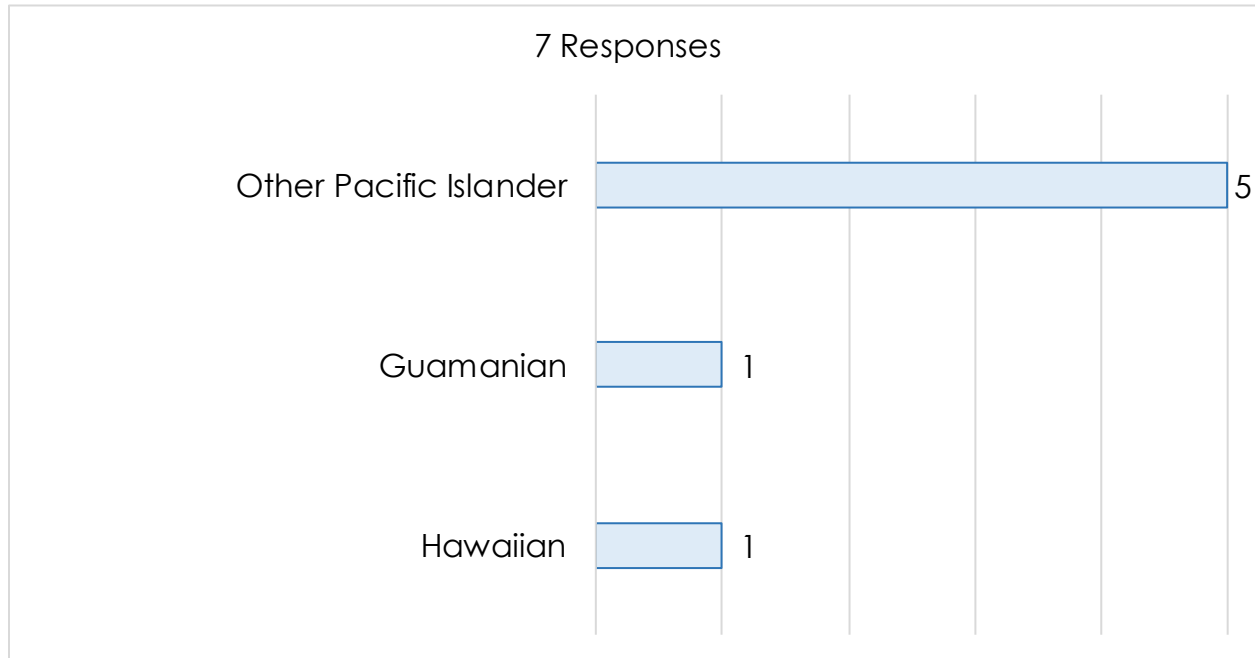
Hispanic, Latino/a, or Spanish Stakeholders Identified With*

* Multiple options could be selected.



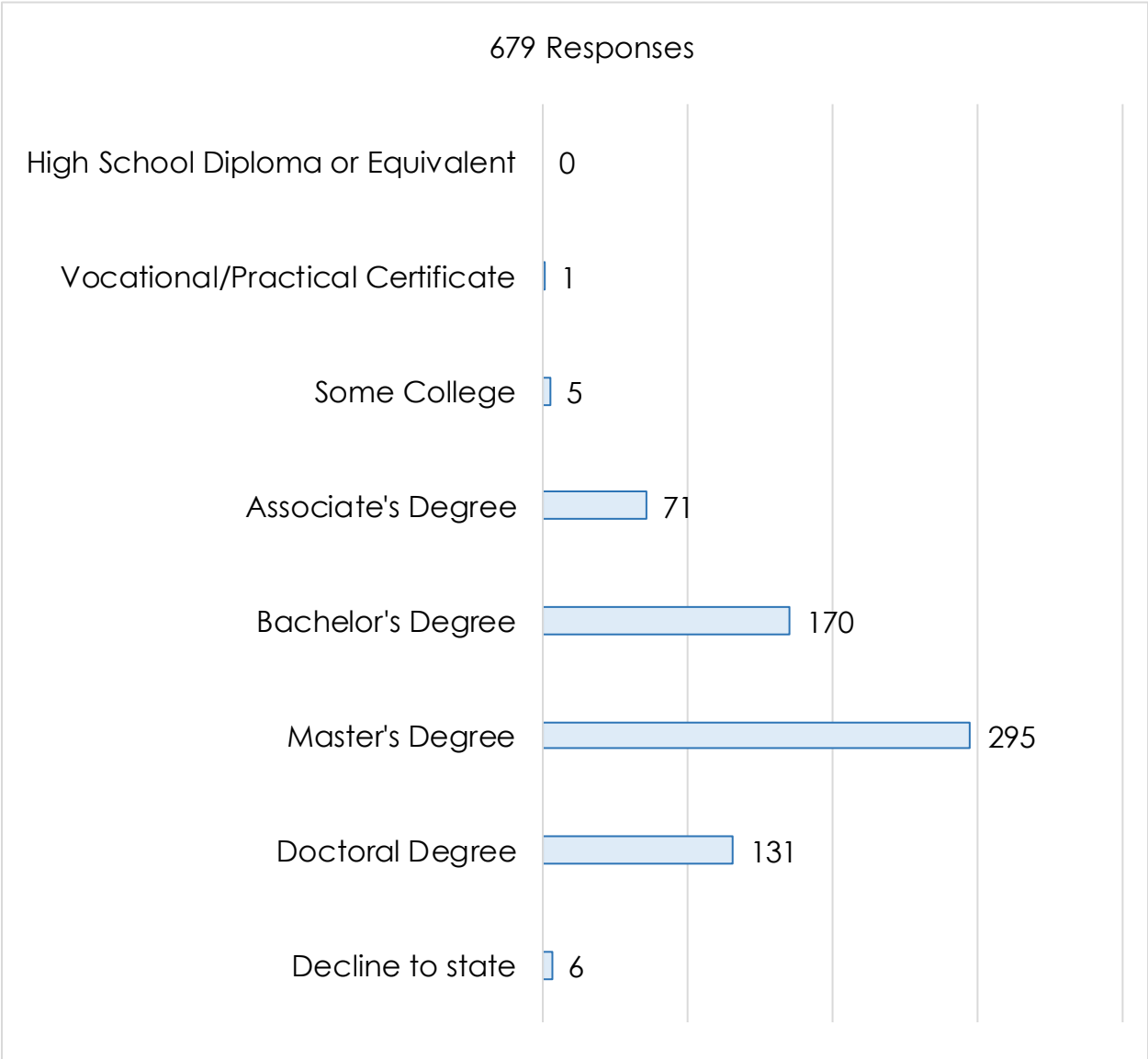
Native Hawaiian or Other Pacific Islander Stakeholders Identify With*

* Multiple options could be selected.

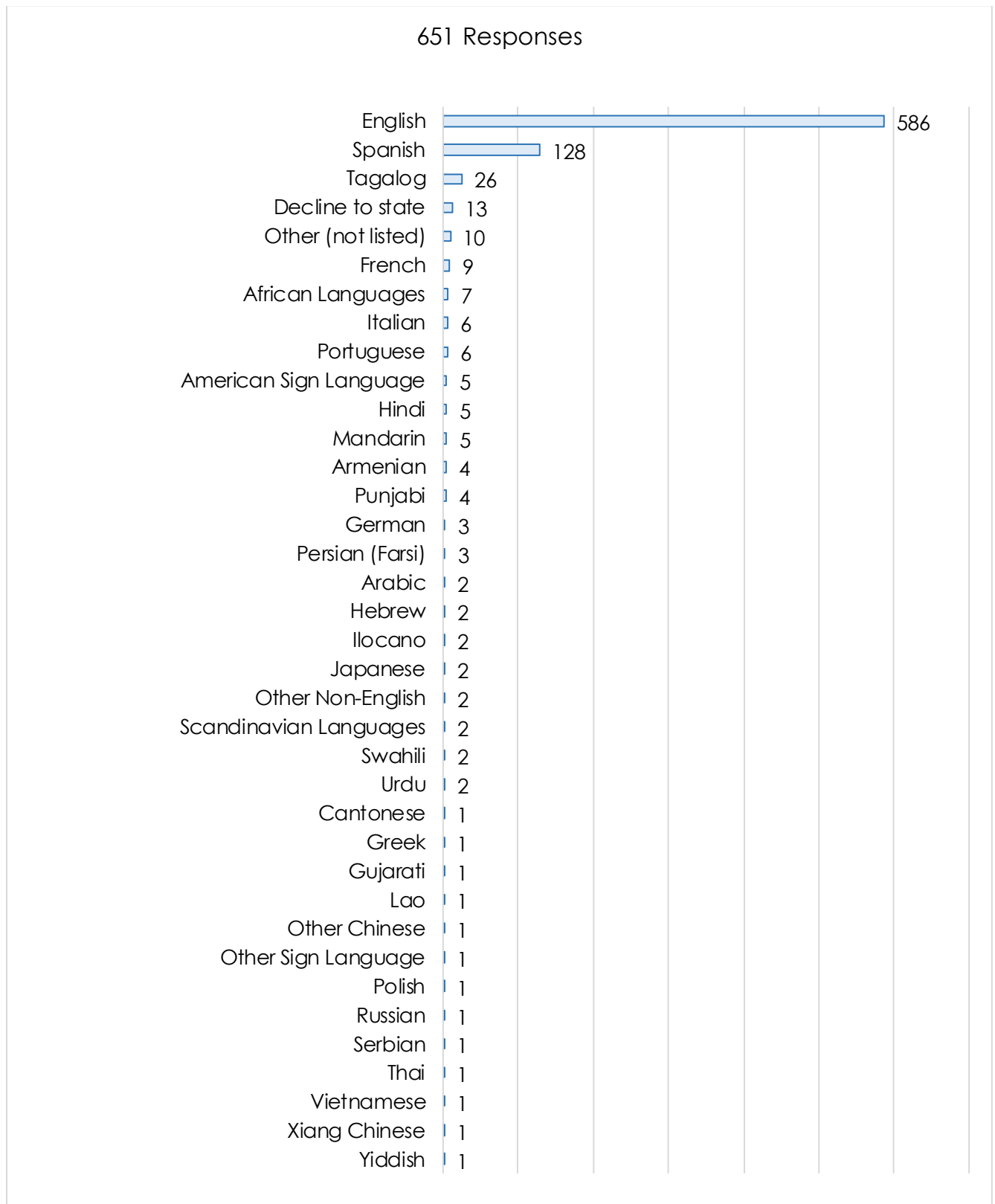


Education

External Stakeholders' Highest Level of Education



Languages Spoken Fluently



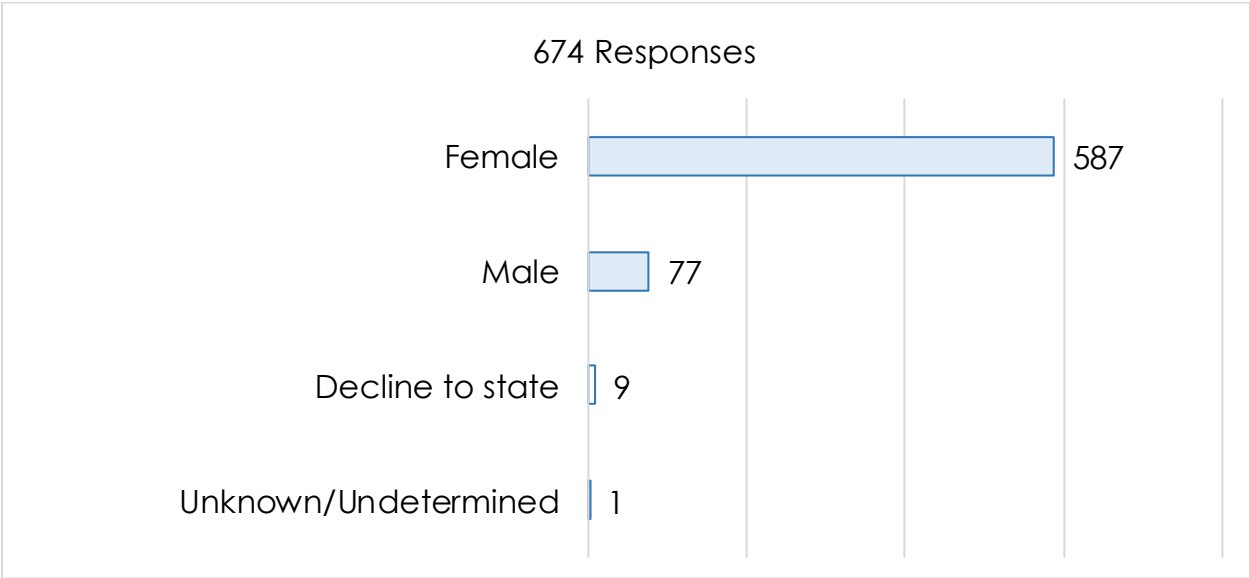
Language Options

A total of 58 options (listed below) were provided, including “Decline to State.” Multiple options could be selected. Languages not selected were not shown in the chart on the preceding page.

- African Languages
- American Sign Language
- Amharic
- Arabic
- Armenian
- Cantonese
- English
- Fijian
- Formosan (Amis)
- French
- German
- Greek
- Gujarati
- Hebrew
- Hindi
- Hmong
- Hungarian
- Ilocano
- Indonesian
- Italian
- Japanese
- Korean
- Lao
- Mandarin
- Mien
- Mon-Khmer
- Navajo
- Persian (Farsi)
- Polish
- Portuguese
- Punjabi
- Russian
- Samoan
- Scandinavian Languages
- Serbian
- Spanish
- Swahili
- Tagalog
- Telugu
- Thai
- Tonga
- Turkish
- Ukrainian
- Urdu
- Vietnamese
- Xiang Chinese
- Yiddish
- Yoruba
- Other Chinese
- Other Non-English
- Other Sign Language
- Other (not listed)
- Decline to State

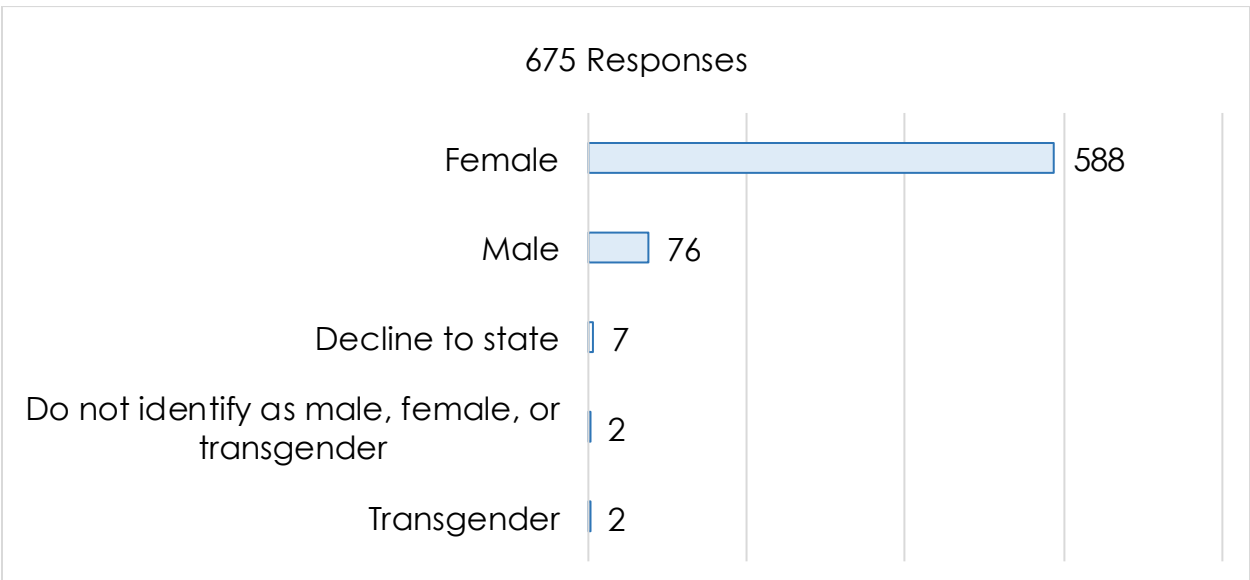
Birth sex

External Stakeholders' Assigned Sex at Birth



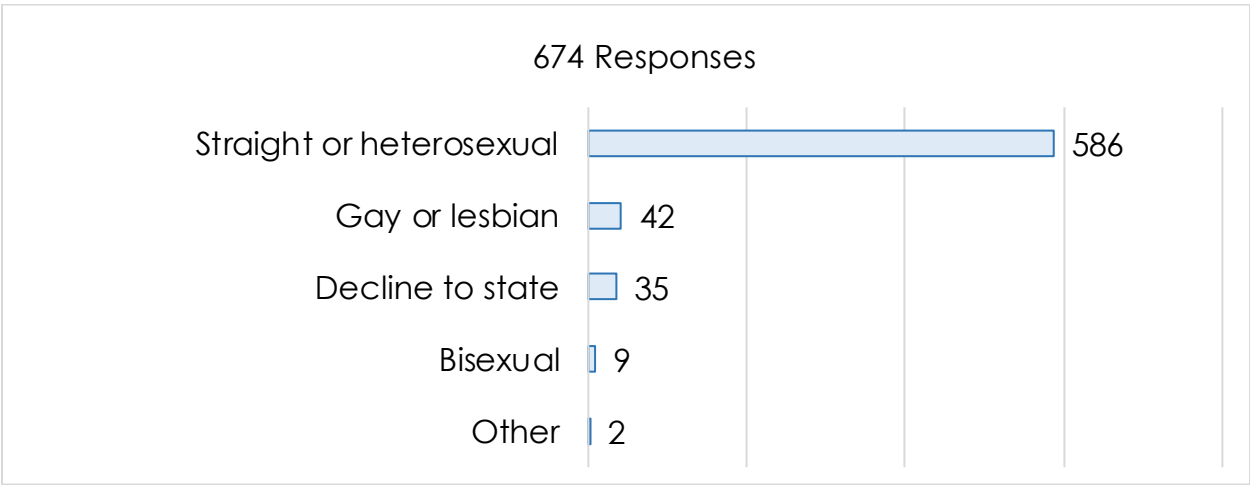
Current gender

How External Stakeholders Describe Themselves



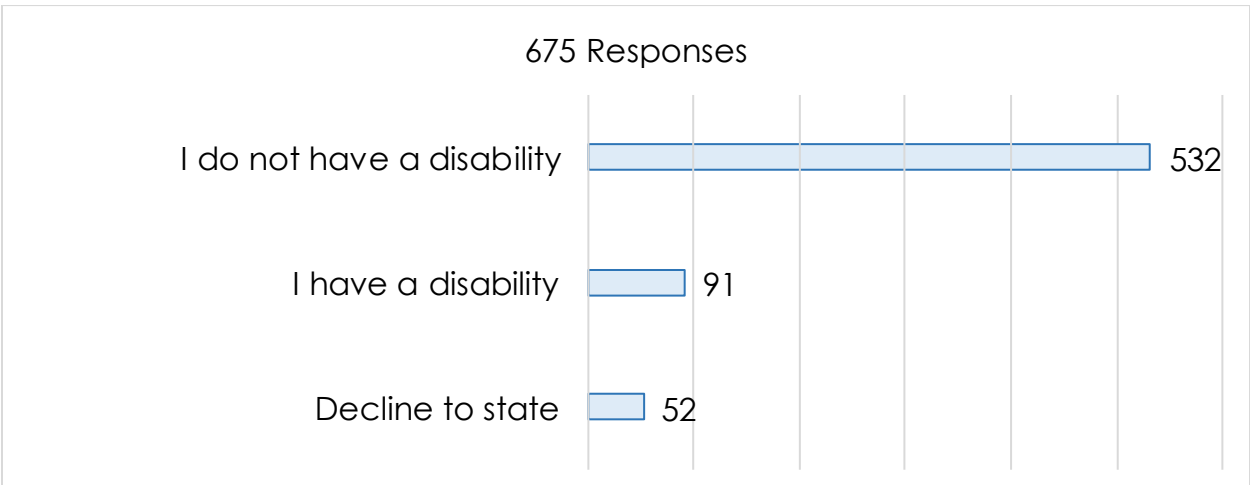
Orientation

External Stakeholders' Orientation



Disability status

External Stakeholders' Disability Status





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