



## Agenda Item 5.0

### **Report of the Administrative Committee**

BRN Board Meeting | May 28-30, 2025

# Report of the Administrative Committee

## May 28-30, 2025

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## Agenda Item 5.1

### **Executive Officer Report**

BRN Board Meeting | May 28-30, 2025

**BOARD OF REGISTERED NURSING**  
**Agenda Item Summary**

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**AGENDA ITEM: 5.1**  
**DATE: May 28-30, 2025**

**ACTION REQUESTED:** Executive Officer Report

**REQUESTED BY:** Board

**BACKGROUND:** Loretta Melby, Executive Officer (EO), will provide information related to education and outreach events including, but not limited to, conferences attended, stakeholder meetings, and social media updates. All other EO updates are provided as follows:

Report of the Administrative Committee:

- Strategic Plan: update on goals – Day 1 Agenda item 5.2
- Budget update and personnel – Day 1 Agenda item 5.4
- Regulations update – N/A

Report of the NPC

- Advisory committee updates – Day 1 Agenda Item 7.1

Report of the ELC:

- Licensing information including current population, Applications received, Licenses issued, Processing times, Examination information including pass/fail rates – Day 1 Agenda item 8.0-8.3

Report of the Legislative Committee:

- Legislative update – Day 2 Agenda item 5.0

Report of the EIIC:

- Enforcement and Investigations information including numbers of complaints received and pending, case aging, case disposition, and probation – Day 2 Agenda item 4.0-4.8

**NEXT STEP:**

**PERSON TO CONTACT:** Loretta Melby  
Executive Officer  
California Board of Registered Nursing  
[Loretta.Melby@dca.ca.gov](mailto:Loretta.Melby@dca.ca.gov)



## Agenda Item 5.2

### **Information Only: 2022-2025 Strategic Plan and Goal Progression**

BRN Board Meeting | May 28-30, 2025

**BOARD OF REGISTERED NURSING**  
**Agenda Item Summary**

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**AGENDA ITEM:** 5.2  
**DATE:** May 28-30, 2025

**ACTION REQUESTED:** Update on the 2022-2025 Strategic Plan and goal progression

**REQUESTED BY:** Dolores Trujillo, President

**BACKGROUND:** The Board will receive updates on the progress towards the goals identified in the Strategic Plan for 2022 to 2025.

**NEXT STEP:**

**PERSON TO CONTACT:** Loretta Melby  
Executive Officer  
California Board of Registered Nursing  
[Loretta.Melby@dca.ca.gov](mailto:Loretta.Melby@dca.ca.gov)



# GOAL PROGRESSION 2022 – 2025 STRATEGIC PLAN

(Current as of May 19, 2025)

## GOAL 1: LICENSING

<b><u>Goal 1: Licensing</u></b>		
The Board promotes licensing standards to protect consumers and support access to the profession for qualified individuals.		
<b>1.1</b>	<b>Reduce license processing times to improve access and customer satisfaction.</b>	
<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>California License by Examination: The license by exam process is reduced to within 2 weeks of graduation in California.</b>	<b>MET</b>
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	Implemented automatic application closure when no fee is included with the BreEZe application within a set period of time. (Enlighten Licensing Project (ELP))	Jun 2021
b.	Streamlined application requirements by removing photo requirement. (ELP)	Jul 2021
c.	Licensing staff email deficiency notices to applicants.	Jul 2021
d.	Eliminated paper application from the BRN website which promotes a more efficient and expeditious application process via BreEZe. (ELP)	Jul 2021
e.	Deployed the California Graduate Nursing Program Director Portal (Portal) to allow Program Directors to electronically submit graduate education data which is then imported to the applicants BreEZe application. (ELP)	Oct 2021
f.	Updated BreEZe to allow the Enforcement Division to place and remove holds. (ELP)	Mar 2022
g.	Email notification sent to Program Directors every two (2) weeks to inform them of any pending approval request(s).	Nov 2022
h.	Streamlined the reasonable accommodation request process by removing the requirement that the nursing program submits specific documentation.	Jan 2023
i.	Added graduation date milestone, for California graduates, to BreEZe which is when the Board can start processing the application; thereby, improving transparency of Board application processing times.	Apr 2023
j.	Implemented an automatic initial review and if deficiencies exist an email notification is sent; thereby, allowing staff to conduct their initial review once all documentation is received.	Oct 2023
k.	Implemented an automated email notification with deficiency(ies) that is sent to applicants at 30 days after application submission if the Program Director has not entered education data in the portal.	Feb 2024



2. Ongoing Activities		
a.	Automated email notification with status update details sent to applicants. (ELP)	
b.	Continuing the reasonable accommodation request process improvement efforts by adding the applicant's request form to BreEZe and updating the BRN's website.	
c.	Continuing with the reasonable accommodation request process improvement efforts, had initial discussions with National Council of State Nursing Boards (NCSBN) and the testing vendor, Pearson Vue, regarding the electronic submission of accommodation requests.	
d.	Continue identifying and implementing efficiencies to accurately reflect processing times.	
<b>B.</b>	<b>Verifications: Process has been automated and reduced to 24 hours for license records in BreEZe/1-2 weeks for license records outside of BreEZe.</b>	<b>MET</b>
1. Completed Activities		Month Year
a.	BRN's website was updated to include a statement regarding "Primary Source" data which explains that DCA's License Search reflects the BRN's primary source information.	May 2021
b.	Identified streamlined processes allowing documents received via the mail or microfilm to be searchable by staff and attached to the BreEZe record more expeditiously.	Nov 2021
c.	Requests and payment of fees for APRN certification verification and international license verification requests available online.	Feb 2022
d.	Effective March 10, 2022, License Verifications are completed through NURSYS®.	Mar 2022
e.	BreEZe interface was updated to include, but not limited to, delinquent and 8-year renewal license types allowing these records to be included in the NURSYS® daily interface.	Oct 2022
f.	Implemented adding APRN licensing data to NURSYS® for license verification purposes.	Apr 2024
2. Ongoing Activities		
a.	Working with NCSBN to develop and implement data cleanup process to assist with verifying information prior to BreEZe is accessible through NURSYS®.	
<b>C.</b>	<b>Advanced Practice: Completion of initial review of APRN application within 30 days and review of deficient applications is completed within 30 days of receipt of documents.</b>	<b>MET</b>
1. Completed Activities		Month Year
a.	Licensing staff email deficiency notices to applicants.	Jul 2021
b.	Identified streamlined processes allowing documents received via the mail or microfilm to be searchable by staff and attached to the BreEZe record more expeditiously.	Nov 2021
c.	The Board's sunset bill, AB 2684 (Berman, Chapter 413, Statutes of 2022), provided authority to combine the initial Certified Nurse Midwife (CNM) and Nurse Practitioner (NP) license applications with the CNM and NP furnishing number applications.	Jan 2022

d.	Executed a contract with National Clearinghouse to improve the transmission and receipt of transcripts.	Feb 2022
e.	Expanded the California Graduate Nursing Program Director Portal (Portal) to allow Program Directors of Nurse Practitioner (NP) and Certified Nurse Midwife (CNM) programs to electronically submit NP, NP Furnishing, CNM and CNM Furnishing education data which is then imported to the applicants BreEZe application. (ELP)	Mar 2022
f.	Updated BreEZe to allow the Enforcement Division to place and remove holds. (ELP)	Mar 2022
g.	Implemented automatic application closure when no fee is included with the BreEZe application within a set period of time. (ELP)	Mar 2022
h.	Eliminated paper application from the BRN website which promotes a more efficient and expeditious application process via BreEZe. (ELP)	Jun 2022
i.	Executed contract with Parchment to improve the transmission and receipt of transcripts.	Oct 2022
j.	Combined CNM and NP license applications with the CNM and NP furnishing number applications.	Jan 2023
k.	Streamlined the APRN application processes to ensure all processes/procedures adhere to the NPA which promotes a more efficient and expeditious application review process.	May 2023
l.	The Board voted during the May 2023 Board meeting to remove Method Three pathway for licensure for qualifying APRN applicants.	May 2023
m.	The Board voted during the May 2023 Board meeting to only accept electronic submission of transcripts (excluding international applicants).	May 2023
n.	Implemented initial phase of an auto issuance of Public Health Nurse (PHN) certification for California graduates.	Oct 2023
o.	Expanded the Portal to allow Program Directors of PHN programs to electronically submit education data which is then imported to the applicants BreEZe application.	Oct 2023
p.	Streamlined the process for the approval of Schedule II when advanced pharmacology content is verified during the furnishing application review.	Oct 2023
q.	DCA executed contract with Horne, LLP (Horne) for licensing application processing services and BRN onboarded contracted staff.	Oct 2023
r.	BRN trained Horne contracted staff on NP/NPF application processing.	May 2024

## 2. Ongoing Activities

a.	Continuous expansion of the Portal to allow Program Directors of Clinical Nurse Specialist (CNS) programs to electronically submit education data which is then imported to the applicants BreEZe application.
b.	Continue process for automated email notification with status update details sent to applicants. (ELP)
c.	Improving the combined CNM/CNMF and NP/NPF license application process.
d.	Ongoing continuous quality improvements efforts and website enhancements to increase efficiency with the APRN additional document submission process.
e.	Streamlining the out-of-state PHN certification process.
g.	Initiated process to start utilizing the national certification for CRNA and NMW added to Nursys® by NCSBN to increase efficiency with the APRN application requirements.

	h.	Initiated the development of the regulation package for CRNA and CNS to streamline and codify the application process	
D.	Out-of-State License by Examination: Reduce processing time down to 4-8 weeks.		MET
1. Completed Activities			Month Year
	a.	Streamlined application requirements by removing photo requirement. (ELP)	Jul 2021
	b.	Licensing staff email deficiency notices to applicants.	Jul 2021
	c.	Eliminated paper application from the BRN website which promotes a more efficient and expeditious application process via BreEZe. (ELP)	Jul 2021
	d.	Identified streamlined processes allowing documents received via the mail to be searchable by staff and attached to the BreEZe record more expeditiously.	Nov 2021
	e.	Identified streamlined processes allowing documents received via the mail or microfilm to be searchable by staff and attached to the BreEZe record more expeditiously.	Nov 2021
	f.	Executed a contract with National Clearinghouse to improve the transmission and receipt of transcripts.	Feb 2022
	g.	Updated BreEZe to allow the Enforcement Division to place and remove holds. (ELP)	Mar 2022
	h.	Implemented automatic application closure when no fee is included with the BreEZe application within a set period of time. (ELP)	Mar 2022
	i.	Executed contract with Parchment to improve the transmission and receipt of transcripts.	Oct 2022
	j.	The Board voted during the May 2023 Board meeting to remove Method Three pathway for licensure for qualifying APRN applicants.	May 2023
	k.	Approval of California Code of Regulations (CCR), title 16, section 1410.5 on August 18, 2023.	Aug 2023
	l.	DCA executed contract with Horne, LLP (Horne) for licensing application processing services and BRN onboarded contracted staff.	Oct 2023
	m.	DCA released the Federal Professional License Portability and State Registration online portal implementing new professional license portability provisions within the Federal Servicemembers Civil Relief Act (SCRA).	Nov 2023
	n.	BRN trained Horne contracted staff on out-of-state license by examination application processing.	Apr 2024
	o.	Horne completed internal review process to evaluate out-of-state license by examination process	Dec 2024
	p.	Post-contract report for DCA contract with Horne on activities and recommendations completed.	May 2025

<b>2. Ongoing Activities</b>	
a.	Automated email notification with status update details sent to applicants. (ELP)
b.	Initiated meetings with DCA OIS to improve and streamline the RN out of state temporary license process and create a management monitoring tool.
c.	Initiated meetings with NCSBN to explore expanding the opportunities for sending and receiving data required for temporary licensure.

### **Goal 1: Licensing**

The Board promotes licensing standards to protect consumers and support access to the profession for qualified individuals.

#### **1.2 Enhance stakeholder accessibility to and communication with the BRN to improve customer satisfaction.**

<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>Significant reduction of repeat callers (volume cut by 25%).</b>	
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	Initiated a protocol for nursing registries, hospitals, and traveling nursing companies to obtain weekly application status(es).	Jan 2021
b.	The "Contact Us" page on the BRN website was enhanced to improve ease of completion.	Nov 2021
c.	Cross trained Public Information Unit staff to perform some licensing activities, including but not limited to endorsement applications, to address the callers at the initial point of contact.	Jan 2022
d.	During the November 2022 meeting, Nurse Midwifery Advisory Committee (NMAC) created the following subcommittees: 1) Public Engagement and Website, 2) Nurse Midwifery Scope of Practice 3) Regulations and 4) Nurse Midwifery Education. The Public Engagement and Website subcommittee will focus website improvement that will assist with accessibility, information sharing, and decreasing call volume.	Nov 2022
e.	The "Fingerprint Request" page on the BRN website was updated to allow applicants to request, via the website, a fingerprint Livescan form which results in an email transmittal immediately. This is a process improvement from the 2-3 business days timeframe for mailing prior to this update.	Oct 2023
f.	The "Fingerprint Request" page on the BRN website was updated to allow individuals to request, via the website, a fingerprint FD-258 Hard Card which results in a confirmation email as well as instructions on how to fill out the FD-258.	Oct 2023
g.	During the January 2024 meeting, CNSAC created the following subcommittees: 1) Public Engagement and Website and 2) Regulations. The Public Engagement and Website subcommittee will focus website improvement that will assist with accessibility, information sharing, and decreasing call volume.	Jan 2024
h.	During the January 2024 meeting, CRNAAC created the following subcommittees: 1) Public Engagement and Website, 2) Regulations and 3) Regulation Definitions. The Public Engagement and Website subcommittee will focus website improvement that will assist with accessibility, information sharing, and decreasing call volume.	Jan 2024
i.	Met with subcommittees on various advisory committees on public engagement and/or website enhancements.	Aug 2024

<b>2. Ongoing Activities</b>	
a.	Licensing management and staff responding to general licensing emails received from external stakeholders and initiated a target date of one (1) to four (4) business days for responses.
b.	Continue quality improvement efforts to inform applicants and licensees if compliant with the fingerprint submission requirement.
c.	Ongoing continuous quality improvements efforts and website enhancements to provide transparent communication and to improve accessibility and efficiency with the application requirements for all licensing types and decrease the need for initial and repeat callers through the incorporation of including, but not limited to, feedback from internal and external stakeholders.
d.	Collaborating with DCA to contract with a Livescan vendor for hard card fingerprint services for out-of-state applicants to allow for faster processing for DOJ/FBI.

### **Goal 1: Licensing**

The Board promotes licensing standards to protect consumers and support access to the profession for qualified individuals.

**1.3 Analyze and ensure fees are reasonable and align with other states/boards to ensure BRN fiscal solvency while ensuring affordability to applicants and licensees.**

<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>Identification and implementation of appropriate fees.</b>	<b>MET</b>
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	The Board's sunset bill, AB 2684 (Berman, Chapter 413, Statutes of 2022), removed the minimum fee range for all licensing fees.	Jan 2022
b.	Fees charged for Continuing Approval Visits for prelicensure nursing education programs were removed by the Board's sunset bill thereby reducing the cost to prelicensure nursing programs by \$15,000 every five (5) years.	Jan 2022
c.	Effective March 10, 2022, License Verifications are completed through NURSYS®. The \$30 fee is paid to NURSYS® which eliminated the \$100 fee previously paid to the BRN.	Mar 2022
d.	NP/NPF combined application does not require a fee for the furnishing license thereby reducing the initial application cost by \$400.	Jan 2023
e.	CNM/CNMF combined application does not require a fee for the furnishing license thereby reducing the initial application cost by \$400.	Jan 2023
f.	BRN removed fees for all curriculum changes to a prelicensure nursing education program except for substantive changes defined in 16 CCR 1432 thereby reducing the cost to all programs by \$2,500 for each curriculum change request.	Jan 2023
g.	In partnership with DCA, implemented the PHN fee waiver for certification and recertification temporarily (SB 72 Budget Act of 2023).	Jan 2024
h.	Submitted legislative proposal in the second year of the 2023-2024 legislative session resulting in the introduction of AB 2471, authored by Assembly Member Patterson, to permanently remove the recertification renewal fee for all PHN certificate holders.	Jan 2024
i.	AB 2471 was enacted into law (Statutes 2024, Chapter 717) and becomes effective January 1, 2025, this will permanently remove the \$125 biannual recertification renewal fee for all PHN certificate holders.	Sep 2024
<b>2. Ongoing Activities</b>		
a.	Continue partnership with DCA's Budget Office to monitor and assess BRN's fund condition.	
b.	Presenting of information and training on fund condition to the Board by DCA's Budget Office during quarterly Board meetings.	
c.	Implementing BreZE updates to remove NPF and NMF renewal fees. This activity is pending regulation update(s).	
d.	Continue evaluating process improvements and enhancements to ensure the current fee is aligned with the workload for the specified activity.	
e.	Continue its efforts to update fees in CCR 1417 to align with statute and to ensure the current fee is aligned with the workload for the specified activity.	

### **Goal 1: Licensing**

The Board promotes licensing standards to protect consumers and support access to the profession for qualified individuals.

**1.4 Improve the process for licensing by endorsement to make it more timely and cost effective while maintaining low application fees.**

<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>Processing times within 4-8 weeks of receipt of all documents.</b>	<b>MET</b>
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	Streamlined application requirements by removing photo requirement. (ELP)	Jul 2021
b.	Licensing staff email deficiency notices to applicants.	Jul 2021
c.	Eliminated paper application from the BRN website which promotes a more efficient and expeditious application process via BreEZe. (ELP)	Jul 2021
d.	Identified streamlined processes allowing documents received via the mail or microfilm to be searchable by staff and attached to the BreEZe record more expeditiously.	Nov 2021
e.	Cross trained Public Information Unit staff to perform some licensing activities, including but not limited to endorsement applications, to address the callers at the initial point of contact.	Jan 2022
f.	Executed a contract with National Clearinghouse to improve the transmission and receipt of transcripts.	Feb 2022
g.	Updated BreEZe to allow the Enforcement Division to place and remove holds. (ELP)	Mar 2022
h.	Implemented automatic application closure when no fee is included with the BreEZe application within a set period of time. (ELP)	Mar 2022
i.	Executed contract with Parchment to improve the transmission and receipt of transcripts.	Oct 2022
j.	Enhanced BreEZe to allow for applicants and licensees to pay miscellaneous fees (e.g. fingerprint fees)	Jan 2023
k.	The Board voted during the May 2023 Board meeting to remove Method Three pathway for licensure for qualifying APRN applicants.	May 2023
l.	Approval of CCR, title 16, section 1410.5 on August 18, 2023	Aug 2023
m.	Implemented an automatic initial review and if deficiencies exist an email notification is sent; thereby, allowing staff to conduct their initial review once all documentation is received.	Oct 2023
n.	DCA executed contract with Horne, LLP (Horne) for licensing application processing services and BRN onboarded contracted staff.	Oct 2023
o.	BRN trained Horne contracted staff on licensure by endorsement application processing.	Nov 2023
p.	Horne completed the review of the BRN's overall licensing process	Dec 2024
i.	Licensing initiated the concierge service to assist applicants complete the application process	Dec 2024
p.	Post-contract report for DCA contract with Horne on activities and recommendations completed.	May 2025



<b>2. Ongoing Activities</b>	
a.	Continue monitoring and assessment of processing times of licensure by endorsement applications.
b.	Automated email notification with status update details sent to applicants. (ELP)

## GOAL 2: ENFORCEMENT

<b><u>Goal 2: Enforcement</u></b>		
The Board protects the health and safety of consumers through the enforcement of the laws and regulations governing the practice of nursing.		
<b>2.1</b>	<b>continue to practice.</b>	
		<b>Status</b>
<b>A.</b>	<b>Reduction of processing times with sixty percent (60%) of cases meeting or exceeding the CPEI 540-day goal currently not being met.</b>	
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	Eliminated paper case processing in several areas, including but not limited to, electronic complaint processing, electronic investigative cases, transmittals to the Attorney General's Office, Expert Consultants and created the Central Enforcement File.	Dec 2021
b.	Executed a Memorandum of Understanding (MOU) between the Superior Court of California, County of Los Angeles and BRN to improve the receipt of court documents.	Jun 2022
c.	Developed and implemented new marketing materials to inform a greater number of RNs of the Intervention Program.	Nov 2022
d.	Division of Investigation (DOI) referral and triage pilot concluded.	Mar 2024
e.	Implemented the DOI Complaint Prioritization and Referral Guidelines (CPRG) for Healing Arts Boards which was initiated on March 1, 2024. With this implementation, the BRN triage pilot ended; however, the BRN continues to perform enhanced triage on appropriate cases which was one of the pilot terms (not an initial term).	Mar 2024
<b>2. Ongoing Activities</b>		
a.	Partnering with the Organizational Improvement Office (OIO) to map out the process of the Enforcement Division and the Investigation Section to identify areas in which efficiencies can be achieved.	
b.	Continue quality improvement efforts to identify and address processing delays related to the intake, triage and investigation of complaints.	
c.	Continue quality improvement efforts to eliminate paper case processing.	
d.	Partnering with DCA's Office of Information Services (OIS) within the DCA Portfolio Governance team to develop the BreEZe Time Tracking Functionality and the accompanying Quality Business Interactive Reporting Tool (QBIRT) reports.	
e.	Continue to identify and procure investigative tools to efficiently triage and investigate complaints.	
f.	Recruiting Special Investigators, permanent and limited term, to improve case processing times in the Investigations Section.	
g.	Partnering with the Office of the Attorney General (OAG) to provide training to Enforcement and Investigation staff, including but not limited to annual training series.	
h.	Ongoing development of a procedure manual for investigation of prelicensure nursing school complaints and applicable training for staff.	

i.	Partnering with DCA's Legal Division and the Office of the Attorney General on subpoena enforcement efforts
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## **Goal 2: Enforcement**

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

### **2.2 Review the Board's approach to discipline to make sure it is evidence-based and effective to protect the public.**

<b>A.</b>	<b>Uniform in our approach, with regards to other healing arts boards.</b>	<b>MET</b>
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	Hired the two vacant Enforcement Deputy Chief positions which allows BRN to begin the process of reviewing the Board's approach to discipline.	Apr 2022
b.	Established a pilot process where Executive Management attends all IECs to provide guidance and identify efficiencies.	Apr 2022
c.	Initiated using BreZE for assigning and tracking cases for job placement and course assignments for probationers.	Sep 2022
d.	Coordinated with DCA for a third-party citation fine and cost recovery.	Oct 2023
e.	Hired the vacant Investigations Division Deputy Chief position.	May 2023
f.	Developed an Intervention Evaluation Committee Member guide which included retraining of existing and training of new Intervention Evaluation Committee (IEC) members.	Dec 2022
g.	Conducted an in-person Investigations All Staff meeting and training on February 7, 2023.	Feb 2023
h.	Realigned of the probation employment approval and modification of employment processes.	Jun 2023
i.	Realigned of the probation course approvals and modification of course approval processes.	Jun 2023
j.	Hired the vacant Enforcement Nursing Education Consultant (NEC) which allows BRN to continue to review the realignment of the employment approvals and modifications process and the course assignments and approvals process.	Jul 2023
k.	DCA contracted with a new vendor for the alternative to discipline programs for all eight (8) healing arts boards.	Jan 2025
<b>2. Ongoing Activities</b>		
a.	Continue partnership with DCA on the implementation for a third-party citation fine and cost recovery.	
b.	Partnering with other healing arts boards in the Med Spa/IV Hydration Taskforce and investigate cases alleging negligent intravenous hydration and/or therapy.	
c.	Participation in the NCSBN Substance Use Disorder Monitoring Programs (5-year pilot study 2022-2027).	
d.	Review of the Intervention Program, including but not limited to the Intervention Evaluation Committees (IEC) and delivery of services.	
e.	DCA and BRN staff are working to orient the new vendor, Premier Health, on California laws and reporting requirements for the alternative to discipline programs for all eight (8) healing arts boards.	

## GOAL 3: CONTINUING EDUCATION

<b><u>Goal 3: Continuing Education</u></b>		
The Board establishes continuing education standards to ensure ongoing nursing competency and promote public safety.		
<b>3.1</b>	<b>Increase audits of RNs and education providers to ensure compliance with continuing education requirements.</b>	
<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>Complete RN audits per Comprehensive Plan for Approving and Disapproving Continuing Education Opportunities.</b>	<b>MET</b>
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	Hired a Retired Annuitant (RA) NEC to begin streamlining the RN audit process to ensure alignment with the Comprehensive Plan for Approving and Disapproving Continuing Education Opportunities. RA NEC resigned, and a new RA NEC was hired.	Aug 2022 Jun 2023
b.	Redirected a staff member who was returned from the contract tracing assignment to work with the RA NEC to streamline the RN audit process and ensure alignment with the Comprehensive Plan for Approving and Disapproving Continuing Education Opportunities.	Aug 2022
<b>2. Ongoing Activities</b>		
a.	Executive Leadership Team continues to look at the organizational structure to ensure optimal effectiveness and efficiency.	
b.	Partnering with DCA's Office of Information Services (OIS) to research the development of an IT tool to maintain CE provider and course data.	
c.	Review and updating the website to for transparency of the CE requirements.	
<b>B.</b>	<b>Complete CEP audits per Comprehensive Plan for Approving and Disapproving Continuing Education Opportunities.</b>	
<b>1. Completed Activities</b>		
a.	Hired a RA NEC to begin streamlining the RN audit process to ensure alignment with the Comprehensive Plan for Approving and Disapproving Continuing Education Opportunities. RA NEC resigned, and a new RA NEC was hired.	Aug 2022 Jun 2023
b.	Approval of CCR, title 16, sections 1450 and 1456 by OAL on August 12, 2022.	Aug 2022
<b>2. Ongoing Activities</b>		
a.	Executive Leadership Team continues to look at the organizational structure to ensure optimal effectiveness and efficiency.	
b.	Continue partnership with OIO to map out the process of the Continuing Education Provider (CEP) audit process.	
c.	Continue design and implementation of the CEP audit process.	

### **Goal 3: Continuing Education**

The Board establishes continuing education standards to ensure ongoing nursing competency and promote public safety.

**3.2** Analyze, and update if needed, ways to improve the continuing education reporting process to streamline and improve customer service.

<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>CE reporting consistent with Comprehensive Plan for Approving and Disapproving Continuing Education Opportunities.</b>	<b>MET</b>
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	Hired a RA NEC to begin developing the CEP audit process and ensure alignment with the Comprehensive Plan for Approving and Disapproving Continuing Education Opportunities. RA NEC resigned, and a new RA NEC was hired.	Aug 2022 Jun 2023
<b>2. Ongoing Activities</b>		
a.	Updating the Continuing Education request and approval process to include, but not limited to, integrating the form submitted by the continuing education provider for course approval into BreEZe.	
b.	Partnering with OIS to research the development of an IT tool to maintain CE provider and course data.	
c.	Executive Leadership Team continues to look at the organizational structure to ensure optimal effectiveness and efficiency.	
d.	Continued partnership with OIO to map out the process of the CEP audit process.	

## GOAL 4: EDUCATIONAL OVERSIGHT

<b><u>Goal 4: Educational Oversight</u></b>		
The Board establishes nursing education standards to ensure the quality of education and consumer protection.		
<b>4.1</b>	<b>Align educational oversight activities with national accreditation programs to identify and reduce any redundancies.</b>	
<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>Visits conducted in collaboration with accreditors.</b>	<b>MET</b>
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	Conducted the first joint Continuing Approval Visit (CAV) with accreditors to increase efficiencies.	Sep 2021
b.	Implemented new policies and procedures to align with accreditation processes, where appropriate (i.e., allowing nursing programs to submit the accreditors report and supplement any missing information with an addendum thereby minimizing the workload of the Dean or Director).	Jan 2022
c.	Faculty approvals available on the DCA License Search page.	Mar 2022
d.	Data migration of existing faculty approvals completed in August 2022.	Aug 2022
e.	Submitted legislative proposal in the second year of the 2023-2024 legislative session resulting in the introduction of AB 2015, authored by Assembly Member Schiavo, establishing a process and the criteria for a RN to obtain approval from the Board to serve as a faculty member, assistant director, or director at any Board-approved prelicensure nursing program.	Jan 2024
g.	Presented at COADN and CACN conferences on topic including but not limited to the clarification of the updated Faculty approval process outlined in the Board's sunset bill, AB 2684 (Berman, Chapter 413, Statutes of 2022).	Mar/Apr 2024
h.	Provided notification to legislative staffer and NECs on the clarified Faculty approval process in alignment with BPC 2786.2(b)(1).	Mar 2024
<b>2. Ongoing Activities</b>		
a.	Staff is reviewing the faculty approval process to streamline, data collection to track growth and recession by region, and creating a faculty resource for academia.	
b.	Continue the development of the uniform methods required per the Board's sunset bill, which includes, but is not limited to, meeting with three nursing accrediting agencies.	
c.	Ongoing continuous quality improvements efforts, form(s) revisions, and website enhancements to provide transparent communication and to improve efficiency with the CAV.	
d.	Continue partnership with the California Community Colleges Chancellors Office (CCCCO) leadership regarding community college nursing program oversight.	
e.	Continue partnership with the Bureau of Private and Postsecondary Education (BPPE) leadership regarding private college and university oversight.	

### **Goal 4: Educational Oversight**

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

#### **4.2 Support regional consortiums to promote equitable clinical placements and reduce clinical impactation.**

<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>Regional data accessible on website for public and Board use.</b>	<b>MET</b>
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	The Board's sunset bill, AB 2684 (Berman, Chapter 413, Statutes of 2022) prohibits the Board from considering nursing workforce issues, including those identified under BPC section 2717 as factors for purposes of enrollment increase considerations. This conflicts with CSA Audit 2019-120 Recommendation 2 issued to the Board.	Jan 2022
b.	The Board's sunset bill, AB 2684 (Berman, Chapter 413, Statutes of 2022) amended BPC Section 2786(c) to read: (3)(A) The board shall annually collect, analyze, and report information related to the number of clinical placement slots that are available and the location of those clinical placement slots within the state, including, but not limited to, information concerning the total number of placement slots a clinical facility can accommodate and how many slots the programs that use the facility will need. (B) The board shall utilize data from available regional or individual institution databases. (C) The board shall place the annual report on its internet website.	Jan 2022
c.	Updated CCR, title 16, sections 1432 to require the EDP-I-01 for any new campus location(s).	Oct 2022
d.	Developed and implemented a regional data tool that reflects Board actions of enrollment increase requests to inform the Board when making evidence-based decisions and increase transparency to the public.	Nov 2022
e.	BRN's website was updated to include statewide prelicensure nursing program enrollment data that displays the Board's actions on requests for enrollment increases.	Sep 2024
f.	The Board's Executive Officer (EO) participated in ongoing the Department of Health Care Access and Information (HCAI) Nursing Workforce Strategy Advisory Group and Boston Consulting Group sessions to examine the statewide supply and demand analysis of California's nursing workforce, including but not limited to, discussion of regional and statewide consortiums.	Nov 2024
<b>2. Ongoing Activities</b>		
a.	Continue implementation activities for amended BPC Section 2786(c)(3)(A-C) and CSA Report 2019-120 recommendations 6, 7 and 9.	
b.	Continued collaboration with DCA's OIS to develop a prelicensure nursing program enrollment IT tool that displays the Board's actions on requests for enrollment increases on its website.	



c.	Continue partnering with various parties to support the efforts on data collection and reporting on clinical placements.
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<b>4.3</b>	<b>Continue to assess and report on workforce needs and the availability of clinical placement sites to ensure the Board's decisions are evidence-based.</b>	
<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>Regional data accessible on website for public and Board use.</b>	<b>MET</b>
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	The contract for the University of California, San Francisco (UCSF) was extended and updated to include regional analysis as a contract deliverable.	Aug 2021
b.	Nursing Education and Workforce Advisory Committee (NEWAC) restructure approved during the November 2021 Board meeting with the Charter approved during the May 2022 Board meeting.	May 2022
c.	Approval of CCR, title 16, section 1427 by OAL on October 14, 2022.	Oct 2022
d.	Developed and implemented a regional data tool that reflects Board actions of enrollment increase requests to inform the Board when making evidence-based decisions and increase transparency to the public.	Nov 2022
e.	Discussed during the February 2023 Board meeting the requirements of BPC 2717 in which the Board shall develop a plan to address regional areas of shortage identified by its nursing workforce forecast.	Feb 2023
f.	During the December 2022 and March 2023 meetings, NEWAC created the following subcommittees: 1) Simulation Standards, 2) Workforce Survey, 3) Clinical Placement and Impaction, 4) Cultural Competency, Diversity, Pathway to Nursing, 5) Theory Practice Gap and New Grad Orientation, 6) Workforce Retention, 7) Curriculum Standards and Guidelines, and 8) Faculty. These subcommittees will assist NEWAC in the assessment and reporting of workforce needs and the availability of clinical placement sites to the Board.	Mar 2023
g.	Posted the "California Board of Registered Nursing 2020 Survey of Registered Nurses" report, dated May 1, 2023, to the BRN website and a presentation by University of California, San Francisco on the analysis of nursing workforce was given during the May 2023, Board meeting.	May 2023
h.	The contract for the University of California, San Francisco (UCSF) was extended.	Sep 2023
i.	During the March 2024 meeting, NEWAC voted to sunset the Workforce Survey subcommittee.	Mar 2024
j.	Training provided to academia and healthcare facilities on the use of the clinical facility authorization (CFA) database.	Apr 2025 May 2025
k.	CFA database released to external stakeholders on May 1, 2025	May 2025

## 2. Ongoing Activities

a.	In partnership with DCA's OIS a clinical placement technological tool was developed and is in the testing phase. This tool that will compile and aggregate facility and school specific information and compare data with HCAI's (formerly OSHPD), list of health care facilities.
b.	Continue to work towards compliance with the requirements of BPC 2717 in which the Board shall develop a plan to address regional areas of shortage identified by its nursing workforce forecast.
c.	Continue collaboration with DCA's OIS to implement an interactive map displaying information, including but not limited to, student enrollment numbers, faculty resources, and nursing workforce.
d.	Continuous quality improvement efforts to enhance the BRN's website to make nursing workforce data easily accessible.
e.	Continue partnering with various parties to support the efforts on data collection and reporting on clinical placements.

### **Goal 4: Educational Oversight**

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

#### **4.4 Evaluate educational requirements and initiate evidence-based revisions as appropriate.**

<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>16 CCR 1426 is current and is evidence based to ensure preparation of the applicant and meet the mission of the Board.</b>	<b>MET</b>
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	The Board's request to add language to AB 2684 (Berman, Chapter 413, Statutes of 2022) regarding 500-hour direct patient care requirement was successful. BPC 2756(a)(2) was added to state: An approved school of nursing or nursing program shall meet a minimum of 500 direct patient care clinical hours in a board-approved clinical setting with a minimum of 30 hours of supervised direct patient care clinical hours dedicated to each nursing area specified by the board.	Jan 2022
b.	Implemented second look process on any faculty approval request submitted by the Board approved Program Directors to ensure all information has been reviewed prior to denying a request for faculty approval	Aug 2022
c.	Enhanced the BRN's website to include nursing program's tuition and enrollment numbers.	Apr 2023
d.	All Board-approved prelicensure nursing programs are in compliance with the updated 500-hour direct patient care requirement delineated in BPC 2786(a)(2).	Aug 2023
e.	All Board-approved prelicensure nursing programs are in compliance with the updated implicit bias graduation requirement delineated in BPC 2786(f)(1).	Aug 2023
f.	Approval of regular rulemaking package to update CCR, title 16, section 1410.5 to provide a coursework exemption for out of state applicants on August 18, 2023.	Aug 2023
g.	Approval of regular rulemaking package to update CCR, title 16, section 1426 to remove the requirement for 75 percent of clinical hours to be completed in direct patient care in a specified nursing content area on May 1, 2024.	May 2024
h.	Board Action Letter (BAL) updated process implemented with data available on the Board's website.	Nov 2024
<b>2. Ongoing Activities</b>		
a.	Continue collaboration with Board of Vocational Nurses and Psychiatric Technicians (BVNPT) and BPPE to discuss education oversight, identify and minimize possible duplication of efforts, and enhance partnership.	
b.	Ongoing education to inform stakeholders that current regulations support competency-based curriculum and/or concept-based curriculum.	

## GOAL 5: LAWS AND REGULATIONS

<b><u>Goal 5: Laws and Regulations</u></b>		
The Board enforces the laws within its purview, establishes regulations and advocates for legislation to effectively carry out its mission.		
<b>5.1</b>	<b>Ensure all stakeholder voices are heard and given equal consideration for better informed policies.</b>	
<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>Increased stakeholder engagements.</b>	<b>MET</b>
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	Held public Interested Parties Meetings to solicit comments on regulatory language that the NPAC was recommending to the Board.	Jul 2021 Oct 2021
b.	Reviewed and restructured the membership composition of non-legislative advisory committees to include a public member.	May 2022
c.	EO and staff attended California Organization of Associate Degree Nursing (COADN) and California Association of Colleges of Nursing (CACN) joint conference in Monterey in October 2022.	Oct 2022
d.	Board voted during the November 2022 meeting to create a Certified Registered Nurse Anesthetist Advisory Committee (CRNAAC).	Nov 2022
e.	Board voted during the November 2022 meeting to create a Clinical Nurse Specialist Advisory Committee (CNSAC).	Nov 2022
f.	Conducted an in-depth training in January 2023, including but not limited to, the Recommended Guidelines for Disciplinary Orders and Conditions of Probation (Disciplinary Guidelines) through a joint NPAC and NMAC public meeting.	Jan 2023
g.	EO attended NCSBN Executive Officer Orientation meeting in Chicago in January 2023.	Jan 2023
h.	EO and staff attended COADN spring conference in Palm Springs in March 2023.	Mar 2023
i.	EO and Board President attended 2023 NCSBN Midyear Meeting Executive Leadership and President Forum in Seattle in March 2023.	Mar 2023
j.	EO and staff attended CACN spring conference in Long Beach in April 2023.	Apr 2023
k.	EO appointed CRNA members to the CRNAAC and CNS members to the CNSAC.	May 2023
l.	Implemented a process to email a reminder to the Deans and Directors via the ListServ on Board and Committee meeting days.	Jun 2023
m.	Held a public NEWAC interested parties meeting to solicit comments on issues pertinent to registered nursing education and/or workforce on June 15, 2023.	Jun 2023
o.	Chief of Legislative Affairs attended Congressional Nursing Workforce Summit in Fresno.	Jun 2023
n.	EO and Board President attended 2023 NCSBN Annual Meeting in Chicago in August 2023.	Aug 2023

p.	Initiated an email notification process to notify appropriate external stakeholders when a webcast of a meeting is available on the BRN website.	Sep 2023
q.	EO and staff attended the COADN and CACN joint conference in Monterey in October 2023.	Oct 2023
r.	Conducted two sessions of training in December 2023, including but not limited to, roles and responsibilities, meeting structure and policies, Public Records Act, MaxCMS, and CalATERS.	Dec 2023
s.	EO appointed the public member to the CRNAAC, filling its final vacancy.	Dec 2023
t.	Conducted the first CNSAC and CRNAAC public meeting which included an onboarding training, including but not limited to, roles and responsibilities, the Bagley-Keene Open Meeting Act, and the regulatory process.	Jan 2024
u.	EO and staff attended COADN spring conference in Palm Springs in March 2024.	Mar 2024
v.	EO and Board President attended 2024 NCSBN Midyear Meeting Executive Leadership and President Forum in Atlanta in March 2024.	Mar 2024
w.	EO and staff attended CACN spring conference in Rancho Mirage in April 2024.	Apr 2024
x.	EO attended NCSBN Executive Officer Summit in Utah in June 2024.	Jun 2024
y.	EO presentation on the California Community Colleges new initiative (Apprenticeship Pathway Demonstration Project).	Aug 2024
z.	EO and staff attended the COADN and CACN joint conference in Universal City in October 2024.	Oct 2024
aa.	NECs partnering with their nursing programs to provide virtual presentations for students, faculty, and administration, as requested.	Mar 2025
ab.	EO and staff attended COADN spring conference in Monterey in March 2025.	Mar 2025
ac.	EO and Board President attended 2025 NCSBN Midyear Meeting Executive Leadership and President Forum in Philadelphia in March 2025.	Mar 2025
ad.	EO and staff attended CACN spring conference in Sacramento in April 2025.	Apr 2025
ae.	EO, AEO, and staff attended NCSBN Discipline case management conference in Santa Rosa in April 2025.	Apr 2025
<b>2. Ongoing Activities</b>		
a.	Continue the WebEx platform for all public meetings to allow for greater public participation.	
b.	DCA and BRN staff, including but not limited to, DCA Regulations Attorney, Board Legal Counsel, Executive Officer, Chief of Legislative Affairs, attend Board meetings, stakeholder meetings and taskforce meetings to provide information.	
c.	Continue outreach and/or onboarding activities for advisory committee members, as appropriate.	
d.	Creating a ListServ email for Deans and Directors of APRN programs to enhance communication.	

### **Goal 5: Laws and Regulations**

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

**5.2 Review statutes and advocate for updates or new statutes as appropriate to ensure they are current and based on evidence and best practices.**

<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>Established policies and procedures with a monitoring and reevaluation component.</b>	<b>Ongoing</b>
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	Hired and initiated the on-boarding of the new Chief of Legislative Affairs to lead this endeavor and the change agent for the organization.	May 2022
b.	Communicated Board positions, testified, provided technical assistance and drafted proposed language for bills that impacted the BRN or its licensees during the 2021-2022 legislative session.	Jan-Sep 2022
c.	Submitted legislative proposal for code clean up to the Senate Business and Professions Committee.	Jan 2023
d.	Communicated Board positions, testified, provided technical assistance and drafted proposed language for bills that impacted the BRN or its licensees during the first years of the 2023-2024 legislative session.	Jan-Sep 2023
e.	DCA released the Federal Professional License Portability and State Registration online portal implementing new professional license portability provisions within the Federal Servicemembers Civil Relief Act (SCRA).	Nov 2023
f.	In partnership with DCA, implemented the PHN fee waiver for certification and recertification temporarily (SB 72 Budget Act of 2023).	Jan 2024
g.	Identified legislative vehicles for three legislative proposals in the second year of the 2023-2024 legislative session: 1) proposal to improve faculty approval process; 2) proposal to remove the renewal process for PHNs; and 3) code clean up proposal.	Jan 2024
h.	Communicated Board positions, met with stakeholders, testified at committee hearings, provided technical assistance, and drafted proposed language for bills impacting the BRN during the second year of the 2023-2024 legislative session.	Oct 2024
i.	Developed and executed implementation plans for bills that were signed into law during the second year of the 2023-2024 legislative session and took effect January 1, 2025.	Jan 2025

## 2. Ongoing Activities

a.	Continue enhanced partnership with DCA to include regular meetings on bill impact and implementation plans; identification of outdated statutes requiring repeal; and advocate for updates to existing or new statutes.
b.	Continue developing policies and procedures to ensure statutes and regulations are current and based on evidence and best practices.



### **Goal 5: Laws and Regulations**

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

**5.3 Review regulations and revise as necessary to ensure currency and alignment with best practices and evidence.**

<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>Enhanced regulation process to clear backlogs and prevent future backlogs.</b>	<b>Ongoing</b>
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	Approval of Change without Regulatory Effect (Section 100) to update CCR, title 16, section 1480 on December 23, 2021.	Dec 2021
b.	Approval of regular rulemaking package to update CCR, title 16, section 1484 on February 8, 2022.	Feb 2022
c.	Hired and initiated the on-boarding of the new Chief of Legislative Affairs to lead this endeavor and the change agent for the organization.	May 2022
d.	Approval of regular rulemaking package to update CCR, title 16, section 1486 on August 8, 2022.	Aug 2022
e.	Approval of regular rulemaking package to update CCR, title 16, sections 1450 and 1456 on August 12, 2022.	Aug 2022
f.	Approval of regular rulemaking package to update CCR, title 16, section 1427 on October 14, 2022.	Oct 2022
g.	Approval of regular rulemaking package to update CCR, title 16, sections 1423 and 1432 on October 18, 2022.	Oct 2022
h.	Established a ListServ for regulations packages.	Dec 2022
i.	Approval of Change without Regulatory Effect (Section 100) to update CCR, title 16 section 1452 on December 14, 2022.	Dec 2022
j.	Approval of Change without Regulatory Effect (Section 100) to update CCR, title 16 section 1426 on December 19, 2022.	Dec 2022
k.	Approval of regular rulemaking package to update CCR, title 16, sections 1480, 1481, 1482.3, 1482.4, and 1487 to establish two new categories of nurse practitioners on December 23, 2022.	Dec 2022
l.	Conducted an in-depth training in January 2023, including but not limited to, the Disciplinary Guidelines through a joint NPAC and NMAC public meeting.	Jan 2023
m.	Provided technical assistance and proposed regulatory language for inclusion in a legislative bill creating a retired license (AB 633 (Patterson)).	Apr 2023
n.	Approval of regular rulemaking package to update CCR, title 16, section 1410.5 to provide a coursework exemption for out of state applicants on August 18, 2023.	Aug 2023
o.	Approval of Change without Regulatory Effect (Section 100) to update CCR, title 16, section 1463 on October 18, 2023.	Oct 2023
p.	Approval of Change without Regulatory Effect (Section 100) to update CCR, title 16, section 1421 on November 7, 2023.	Nov 2023

q.	Approval of regular rulemaking package to update CCR, title 16, section 1452 regarding continuing education requirement exemptions on March 14, 2024.	Mar 2024
r.	Approval of regular rulemaking package to update CCR, title 16, section 1426 regarding direct patient care hours on May 1, 2024.	May 2024
s.	Approval of Change without Regulatory Effect (Section 100) to update CCR, title 16, section 1484 on August 2, 2024.	Aug 2024
t.	Approval of Change without Regulatory Effect (Section 100) to update CCR, title 16, section 1417 on May 14, 2025.	May 2025
<b>2. Ongoing Activities</b>		
a.	The Board is continuing its efforts to address the backlog of regulations along with the current regulation packages.	
b.	Enhanced partnership with DCA to include regular meetings on bill impact and implementation plans; identification of outdated statutes requiring repeal; and advocate for updates to existing or new statutes.	
c.	Developing, repairing, and fostering relationships with Legislators, legislative staff, and external stakeholders for purposes of increasing the clarity and quality of regulation development.	
d.	Initial rulemaking package to update CCR, title 16, 1444.5 regarding disciplinary guidelines for independent practitioners is under final review with BRN management.	
e.	Initial rulemaking package to update CCR, title 16, 1484 regarding out of state nurse practitioner programs completed the 45-day comment period on April 28, 2025.	
f.	Draft proposed text to implement SB 1451 (Ashby, Chapter 481, Statutes of 2024) and other related changes was approved in the March Board Meeting and BRN staff are preparing the initial package documents for this regulatory update.	

## GOAL 6: ORGANIZATIONAL DEVELOPMENT

<b><u>Goal 6: Organizational Development</u></b>		
The Board strives to build an excellent organization through effective and responsible Board governance, leadership, management.		
<b>6.1</b>	<b>Assess dialogue with stakeholders to increase transparency.</b>	
Success Measure(s)		Status
<b>A.</b>	<b>Numbers and ratings for customer service survey improved.</b>	
1. Completed Activities		Month Year
a.	Conducted BRN All Staff meeting in June 2022.	Jun 2022
b.	Established an internal SharePoint site to improve efficiency of the review and record keeping process for media inquiries.	Sep 2022
c.	Conducted BRN All Staff meeting in November 2022.	Nov 2022
d.	Conducted BRN All Staff meeting in May 2023.	May 2023
e.	Released the Fall 2023 BRN report in September 2023.	Sep 2023
f.	Conducted BRN All Staff meeting in November 2023.	Nov 2023
g.	During the January 2024 meeting, CNSAC created the following subcommittees: 1) Public Engagement and Website and 2) Regulations.	Jan 2024
h.	During the January 2024 meeting, CRNAAC created the following subcommittees: 1) Public Engagement and Website, 2) Regulations and 3) Regulation Definitions.	Jan 2024
i.	BRN 2024 satisfaction survey released.	Mar 2024
j.	Conducted BRN All Staff meeting in May 2024.	May 2024
k.	BAL updated process implemented with data available on the Board's website.	Nov 2024
l.	Conducted BRN All Staff meeting in December 2024.	Dec 2024
m.	Participated in DCA's career fair for the general public.	Jan 2025
2. Ongoing Activities		
a.	Continue media campaign to increase engagement through social media utilizing Facebook, Instagram, and LinkedIn.	
b.	Increase transparency by encouraging individuals to sign up for the BRN ListServ.	
c.	Engage with various stakeholders regarding the Enforcement processes.	
d.	Pro-actively communicate with media to share Board updates (e.g. AB 890)	
e.	Developing outreach to encourage individuals to use Livescan technology when submitting their fingerprints for an endorsement application. The use of Livescan technology can reduce the processing time for endorsement applications.	
f.	Continuous quality improvement efforts to enhance and increase the accessibility of the BRN's website.	
g.	Designing, implementing, and revising, as appropriate, an internal and external communication plan to release and receive information.	
h.	Winter 2025 BRN Report publication pending release first quarter of 2025.	

### **Goal 6: Organizational Development**

The Board strives to build an excellent organization through effective and responsible Board governance, leadership, management.

**6.2 Identify and implement opportunities to improve practices and communication with Board Members to ensure the highest level of meeting preparation and transparency.**

<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>Numbers and ratings for customer service survey improved.</b>	
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	Restructured the Committee and Board meeting formats so that the Board meetings focus on decision making and education while the Committee meetings concentrate on the matters being presented to the Committees.	Jan 2022
b.	Established a procedure to include a standing agenda item to report information to the Board on advisory committee activities and Board activities to the advisory committees.	Nov 2022
<b>2. Ongoing Activities</b>		
a.	Continue posting materials in advance of meetings and in formats more accessible to the public.	
b.	Meetings with BRN liaisons and committee chairs are scheduled as appropriate.	
c.	Provide educational presentations and tools to Board members as appropriate.	
d.	Reviewing and enhancing BRN Board member onboarding and continued training processes to support DCA's Board Member Orientation Training (BMOT).	

### **Goal 6: Organizational Development**

The Board strives to build an excellent organization through effective and responsible Board governance, leadership, management.

**6.3 Provide ongoing continuing education for Board Members to increase their effectiveness in serving as a Board Member.**

<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>Provide informational sessions at Board meetings.</b>	<b>MET</b>
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	Provided training during the January 13, 2022, Board meeting on how to research a legislative bill using LegInfo.com.	Jan 2022
b.	Presentation on the role and scope of the RN in aesthetic medicine during the May 18-19, 2022, Board meeting.	May 2022
c.	Implemented and trained Board Members on new discipline voting platform processes.	Jun 2022
d.	Presentation by HCAI on scholarship and loan repayment programs for nursing students during the February 15-16, 2023, Board meeting.	Feb 2023
e.	Presentation by EO on United States Pharmacopeia (USP chapters 795 and 797) regarding compounding standards during the February 15-16, 2023, Board meeting	Feb 2023
f.	Presentation by BRN's Chief of Legislative Affairs on the legislative process during the March 16, 2023, Board meeting.	Mar 2023
g.	Presentation by the BRN's Chief of the Enforcement Division on the Disciplinary Guidelines during the March 16, 2023, Board meeting.	Mar 2023
h.	Presentation by University of California, San Francisco on analysis of nursing workforce conducted pursuant to BPC section 2717 during the May 17, 2023, Board meeting.	May 2023
i.	Presentation by Surani Kwan with Sutter Health on employment for Nurse Practitioners with the 103-distinction during the June 29, 2023, Nursing Practice Committee meeting.	June 2023
j.	Presentation by NCSBN on the new nursing shortage report during the August 24-25, 2023, Board Meeting.	Aug 2023
k.	Presentation by the DCA Internal Audit Office on the State Leadership Accountability Act (SLAA) during the August 24-25, 2023, Board Meeting.	Aug 2023
l.	Presentation by EO on IV Hydration during the August 24-25, 2023, Board Meeting.	Aug 2023
m.	Presentation by NCSBN on E-notify during the November 15-16, 2023, Board Meeting.	Nov 2023
n.	Presentation by NCSBN on the Impact of COVID-19 Pandemic on Nursing Education: A National Study of Prelicensure RN Programs during the November 15-16, 2023, Board Meeting.	Nov 2023
o.	Presentation by the Department of Rehabilitation (DOR) (Hellan Dowden and Dawn Anderson) on School Nurse Apprenticeship Pathway to Success with DOR during the February 28-29, 2024, Board Meeting.	Feb 2024

p.	Presentation by EO on the overview of scope of practice of CNS during the February 28-29, 2024, Board Meeting.	Feb 2024
q.	Presentation by Enforcement Division Chief on the Intervention Program, including but not limited to statistics, program updates, the intervention evaluation committee's roles and responsibilities.	Feb 2024
r.	Presentation by EO of roles and responsibilities of Board, Board members, state agency organizational structure and Board staff.	May 2024
s.	Presentation by EO on the overview of scope of practice of CRNA during the May 23-24, 2024, Board Meeting.	May 2024
t.	Presentation by Enforcement Division Chief on the Intervention Program, including but not limited to contracted program vendor, general requirements, legislation, regulations, and Uniform Standards governing the IP; recovering agreements, IEC member appointment, terms, responsibilities, and training; differences between IP and probation; etc.	May 2024
u.	Presentation by Enforcement Division Chief on the Intervention Program, including but not limited to needing full clinical diagnostic evaluation(s) and reassessment(s) with a focus on the participants' ability to safely return to work in a capacity as a registered nurse during the Intervention Program.	Jun 2024
v.	Presentation by Enforcement Division Chief on the Intervention Program, including but not limited to working a registered nursing in a position requiring patient care, with or without narcotic access, prior to successful completion of Intervention Program.	Jun 2024
w.	Presentation by The American Red Cross on Nurses as a Vital Resource in Disaster.	Aug 2024
x.	Presentation by NCSBN on Approval of nursing programs and the evidence-based Regulatory Guidelines for Boards of Nursing when approval programs and the Annual Report Program.	Aug 2024
y.	Presentation by NCSBN on Substance use disorder (SUD) alternative to discipline outcomes and components of monitoring programs 2020 research study.	Aug 2024
z.	Presentation by EO on Regarding requirements for participation and completion of the Intervention Program, including requirements of working in positions involving direct or indirect patient care and/or furnishing or administering narcotics to patients; update from Executive Officer on review of individual program participant requirements.	Aug 2024
aa.	Presentation by Nanette Solvason with the Bay Area Community College Consortium (BACCC) on Nursing Education in California; California Community Colleges.	Nov 2024
ab.	Presentation by DCA Budget Office on Budget Letter (BL) 24-20; BL 24-24; and BL 25-01.	Feb 2025
ac.	Presentation on travel requirements for licensees on probation or in the Intervention Program	Feb 2025
ad.	Overview on adjudication under the Administrative Procedure Act, including discussion of proposed decisions, stipulations, and reinstatements.	Feb 2025

ae.	Presentation on the outcome of the Board's Enforcement Pilot Project with the Division of Investigation, the Consumer Protection Enforcement Initiative (CPEI), and the Complaint Prioritization and Referral Guidelines (CPRG) (Bus. & Prof. Code, § 328)	Feb 2025
af.	Presentation on the structure, authority, roles and responsibilities, etc. of the appointed nine-member Board of Registered Nursing, and the civil service staff within the Department of Consumer Affairs; RN positions on the Board, within civil service staff and consultant(s)	Feb 2025
<b>2. Ongoing Activities</b>		
a.	Information and training on fund condition presented to Board by DCA's Budget Office during quarterly Board meetings.	
b.	Information and training on the nursing profession presented to Board during quarterly Board meetings as appropriate.	
c.	Updating the on-boarding materials and general information for Board Members.	
d.	Continuous quality improvement efforts to provide BRN process training and tools at Board meetings.	
e.	Continue to respond to Board members requests for information on Board activities and provide training, when appropriate.	

## GOAL 7: OUTREACH

<b>Goal 7: Outreach</b>		
The Board informs and educates consumers, licensees, and stakeholders about the practice and regulation of the profession.		
<b>7.1</b>	<b>Create, implement, and evaluate a comprehensive outreach plan to build and maintain relationships and support licensees and consumers while carrying out the Board's mission.</b>	
<b>Success Measure(s)</b>		<b>Status</b>
<b>A.</b>	<b>Numbers and ratings for customer service survey improved.</b>	<b>In Progress 25%</b>
<b>1. Completed Activities</b>		<b>Month Year</b>
a.	Developed and implemented new marketing materials to inform a greater number of RNs of the Intervention Program.	Nov 2022
b.	Developed and implemented new outreach materials to inform a greater number of individuals and grow the visibility of the expert practice consultant opportunity.	Mar 2023
c.	Purchased Hootsuite software to create more engaging social media content and increase visibility.	Oct 2023
d.	Promoted social media materials regarding the Los Angeles County wildfires.	Jan 2025
<b>2. Ongoing Activities</b>		
a.	Developing policies and procedures to implement and evaluate a comprehensive outreach plan.	
b.	Continuous quality improvement efforts on outreach and marketing efforts in collaboration with DCA, including but not limited to, grow participation in the Intervention Program, grow the visibility of the expert practice consultant opportunity and recruit, retain, and train Intervention Evaluation Committee (IEC) members and nurse support group facilitators.	
c.	Continue media campaign to increase engagement through social media utilizing Facebook, Instagram, and LinkedIn.	
d.	Increase transparency by encouraging individuals to sign up for the BRN ListServ.	
e.	Collaborate with CDPH to provide outreach and facilitate relationship with CDPH licensees and facilities.	
f.	Collaborate with NCSBN and Executive Officers of Boards of Nursing in all jurisdictions.	
g.	DCA and BRN staff, including but not limited to, Executive Officer, Board Legal Counsel, Assistant Executive Officer, Chief of Legislative Affairs, Chief of Enforcement, Chief of Licensing, NECs, attend Board meetings, stakeholder meetings and taskforce meetings to provide information.	





## Agenda Item 5.3

### **Discussion and Possible Action: Regarding 2026 Board and Committee Meeting Dates**

BRN Board Meeting | May 28-30, 2025

**BOARD OF REGISTERED NURSING**  
**Agenda Item Summary**

---

**AGENDA ITEM: 5.3**  
**DATE: May 28-30, 2025**

<b>ACTION REQUESTED:</b>	Discussion and possible action regarding Board and Committee meeting dates for 2026
<b>REQUESTED BY:</b>	Dolores Trujillo, President
<b>BACKGROUND:</b>	<p>In September 2020, the Board adopted a plan for the selection of future meeting dates which included flexibility with regard to meeting dates, format, and location, depending on factors such as the state of emergency.</p> <p>The Board needs to post the meeting dates for 2026 on its website. Consideration of future Board and Committee meeting dates should include delegating authority to the Executive Officer to make changes, if necessary, in regard to dates, format, and location of the meetings based on business needs.</p>
<b>NEXT STEP:</b>	Place on Board agenda
<b>PERSON TO CONTACT:</b>	Dolores Trujillo President California Board of Registered Nursing <a href="mailto:Dolores.Trujillo@dca.ca.gov">Dolores.Trujillo@dca.ca.gov</a>

## BRN Board and Committee Meetings – 2026

January 2026	No Scheduled Meetings
February 11, 2026	<b>Board Committee Meetings</b> Nursing Practice Committee Education/Licensing Committee Enforcement, Investigations, and Intervention Committee Legislative Committee
March 25-26, 2026	Board Meeting
April 2026	No Scheduled Meetings
May 13, 2026	<b>Board Committee Meetings</b> Nursing Practice Committee Education/Licensing Committee Enforcement, Investigations, and Intervention Committee Legislative Committee
June 24-25, 2026	Board Meeting
July 2026	No Scheduled Meetings
August 12, 2026	<b>Board Committee Meetings</b> Nursing Practice Committee Education/Licensing Committee Enforcement, Investigations, and Intervention Committee Legislative Committee
September 23-24, 2026	Board Meeting
October 2026	No Scheduled Meetings
November 5, 2026	<b>Board Committee Meetings</b> Nursing Practice Committee Education/Licensing Committee Enforcement, Investigations, and Intervention Committee Legislative Committee
December 16-17, 2026	Board Meeting



## Agenda Item 5.4

### **Information Only: Presentation by DCA Budget Office**

BRN Board Meeting | May 28-30, 2025

**BOARD OF REGISTERED NURSING**  
**Agenda Item Summary**

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**AGENDA ITEM:** 5.4.1  
**DATE:** May 28-30, 2025

**ACTION REQUESTED:** Fund condition report by DCA Budget Office

**REQUESTED BY:** Board

**BACKGROUND:** Presentation on the condition of the Board of Registered Nursing Fund

**NEXT STEP:**

**PERSON TO CONTACT:** Matthew Yeates  
Deputy Chief, Consumer Services and Board Operations Division  
California Board of Registered Nursing  
[Matthew.Yeates@dca.ca.gov](mailto:Matthew.Yeates@dca.ca.gov)

Department of Consumer Affairs

Expenditure Projection Report

Board of Registered Nursing

Reporting Structure(s): 11113000 Support, 11113010 BRN—Public Health Nurse Waiver

Fiscal Month: 9

Fiscal Year: 2024 - 2025

PERSONAL SERVICES

Fiscal Code	PY Budget	PY FM13		Budget	Current Month	YTD	Encumbrance	YTD + Encumbrance	Projections to Year End	Balance	Percent Budget Spent
5100 PERMANENT POSITIONS	\$17,051,000	\$15,178,719	22.84%	\$17,575,000	\$1,282,176	\$11,566,752	\$0	\$11,566,752	\$15,489,269	\$2,085,731	23.51%
5100 TEMPORARY POSITIONS	\$135,000	\$862,009	1.30%	\$135,000	\$53,583	\$468,441	\$0	\$468,441	\$629,257	-\$494,257	0.96%
5105-5108 PER DIEM, OVERTIME, & LUMP SUM	\$82,000	\$101,988	0.15%	\$82,000	\$4,100	\$60,473	\$0	\$60,473	\$107,139	-\$25,139	0.16%
5150 STAFF BENEFITS	\$10,358,000	\$9,442,691	14.21%	\$9,879,000	\$743,647	\$6,690,392	\$135	\$6,690,527	\$9,074,741	\$804,259	13.77%
PERSONAL SERVICES	\$27,626,000	\$25,585,406	38.50%	\$27,671,000	\$2,083,506	\$18,786,058	\$135	\$18,786,193	\$25,300,406	\$2,370,594	38.40%

OPERATING EXPENSES & EQUIPMENT

Fiscal Code	PY Budget	PY FM13		Budget	Current Month	YTD	Encumbrance	YTD + Encumbrance	Projections to Year End	Balance	Percent Budget Spent
5301 GENERAL EXPENSE	\$952,000	\$938,124	1.41%	\$1,186,000	\$60,071	\$457,935	\$80,984	\$538,919	\$803,455	\$382,545	1.22%
5302 PRINTING	\$183,000	\$472,392	0.71%	\$183,000	-\$5,955	\$53,720	\$436,703	\$490,423	\$493,935	-\$310,935	0.75%
5304 COMMUNICATIONS	\$151,000	\$88,114	0.13%	\$151,000	\$4,444	\$30,418	\$0	\$30,418	\$54,787	\$96,213	0.08%
5306 POSTAGE	\$81,000	\$75,818	0.11%	\$81,000	\$8,780	\$63,910	\$0	\$63,910	\$93,638	-\$12,638	0.14%
5308 INSURANCE	\$0	\$15,729	0.02%	\$0	\$0	\$13,890	\$0	\$13,890	\$13,890	-\$13,890	0.02%
53202-204 IN STATE TRAVEL	\$163,000	\$69,118	0.10%	\$168,000	\$13,749	\$81,373	\$0	\$81,373	\$135,000	\$33,000	0.20%
5322 TRAINING	\$82,000	\$9,695	0.01%	\$82,000	\$16	\$1,016	\$0	\$1,016	\$9,211	\$72,789	0.01%
5324 FACILITIES	\$1,519,000	\$1,661,982	2.50%	\$1,519,000	\$194,801	\$1,223,093	\$547,336	\$1,770,429	\$1,823,965	-\$304,965	2.77%
53402-53403 C/P SERVICES (INTERNAL)	\$12,087,000	\$11,264,911	16.95%	\$12,087,000	\$791,980	\$7,178,837	\$0	\$7,178,837	\$11,166,089	\$920,911	16.95%
Legal - Attorney General	\$9,810,000	\$8,726,201	13.13%	\$9,810,000	\$791,980	\$5,953,715	\$0	\$5,953,715	\$8,918,787	\$891,213	13.54%
Office of Adminis Hearings	\$1,977,000	\$2,191,314	3.30%	\$1,977,000	\$0	\$1,046,766	\$0	\$1,046,766	\$2,068,945	-\$91,945	3.14%
53404-53405 C/P SERVICES (EXTERNAL)	\$2,930,000	\$3,983,058	5.99%	\$2,969,000	\$191,556	\$1,967,751	\$1,164,691	\$3,132,442	\$3,382,787	-\$413,787	5.13%
5342 DEPARTMENT PRORATA	\$20,087,000	\$16,764,309	25.22%	\$19,453,000	\$1,682,083	\$16,820,833	\$0	\$16,820,833	\$19,137,000	\$316,000	29.05%
5342 DEPARTMENTAL SERVICES	\$2,000	\$85,065	0.13%	\$2,000	\$88	\$46,099	\$0	\$46,099	\$123,772	-\$121,772	0.19%
5344 CONSOLIDATED DATA CENTERS	\$125,000	\$131,894	0.20%	\$125,000	\$0	\$0	\$0	\$0	\$128,210	-\$3,210	0.19%
5346 INFORMATION TECHNOLOGY	\$61,000	\$85,335	0.13%	\$61,000	\$10,238	\$52,369	\$20,845	\$73,213	\$101,880	-\$40,880	0.15%
5362-5368 EQUIPMENT	\$50,000	\$221,628	0.33%	\$50,000	\$1,256	\$60,227	\$38,671	\$98,898	\$170,198	-\$120,198	0.26%
5390 OTHER ITEMS OF EXPENSE	\$364,000	\$20,364	0.03%	\$91,000	\$478	\$12,305	\$0	\$12,305	\$17,427	\$73,573	0.03%
54 SPECIAL ITEMS OF EXPENSE	\$0	\$14,597	0.02%	\$0	\$0	\$3,575	\$0	\$3,575	\$12,935	-\$12,935	0.02%
OPERATING EXPENSES & EQUIPMENT	\$38,837,000	\$35,902,132	54.02%	\$38,208,000	\$2,953,585	\$28,067,351	\$2,289,230	\$30,356,581	\$37,668,179	\$539,821	57.18%

OVERALL TOTALS	\$66,463,000	\$61,487,538	92.51%	\$65,879,000	\$5,037,091	\$46,853,409	\$2,289,365	\$49,142,774	\$62,968,585	\$2,910,415	95.58%
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REIMBURSEMENTS	-\$1,014,000	-\$1,014,000		-\$1,014,000					-\$1,014,000		
OVERALL NET TOTALS	\$65,449,000	\$60,473,538	92.40%	\$64,865,000	\$5,037,091	\$46,853,409	\$2,289,365	\$49,142,774	\$61,954,585	\$2,910,415	95.51%

ESTIMATED TOTAL NET ADJUSTMENTS				-\$2,135,000							
OVERALL NET TOTALS	\$65,449,000	\$60,473,538	92.40%	\$62,730,000	\$5,037,091	\$46,853,409	\$2,289,365	\$49,142,774	\$61,954,585	\$775,415	98.76%

1.24%

**0761 - Board of Registered Nursing Fund Analysis of Fund Condition**

(Dollars in Thousands)

Prepared 5.8.2025

2025-26 Governor's Budget with FM 9 Projections

with estimated CS 4.05 and CS 4.12 adjustments

	Actuals 2023-24	CY 2024-25	BY 2025-26	BY +1 2026-27	BY +2 2027-28
<b>BEGINNING BALANCE</b>	\$ 77,062	\$ 27,074	\$ 80,600	\$ 93,884	\$ 106,664
Prior Year Adjustment	\$ 422	\$ -	\$ -	\$ -	\$ -
Adjusted Beginning Balance	\$ 77,484	\$ 27,074	\$ 80,600	\$ 93,884	\$ 106,664
<b>REVENUES, TRANSFERS AND OTHER ADJUSTMENTS</b>					
Revenues					
4121200 - Delinquent fees	\$ 737	\$ 739	\$ 827	\$ 827	\$ 827
4127400 - Renewal fees	\$ 51,382	\$ 52,384	\$ 52,722	\$ 52,722	\$ 52,722
4129200 - Other regulatory fees	\$ 497	\$ 439	\$ 471	\$ 471	\$ 471
4129400 - Other regulatory licenses and permits	\$ 22,581	\$ 21,744	\$ 24,078	\$ 24,078	\$ 24,078
4143500 - Miscellaneous Services to the Public	\$ 8	\$ 8	\$ -	\$ -	\$ -
4150500 - Interest Income from Interfund Loans	\$ -	\$ 827	\$ -	\$ -	\$ -
4163000 - Income from surplus money investments	\$ 1,884	\$ 2,211	\$ 669	\$ 1,576	\$ 1,739
4170400 - Capital Asset Sales Proceeds	\$ 5	\$ -	\$ -	\$ -	\$ -
4171100 - Other Revenue Cost Recoveries	\$ 1	\$ 1	\$ -	\$ -	\$ -
4171400 - Escheat of unclaimed checks and warrants	\$ 22	\$ 33	\$ -	\$ -	\$ -
4171500 - Escheat Unclaimed Property	\$ 2	\$ 5	\$ -	\$ -	\$ -
4172500 - Miscellaneous revenues	\$ 6	\$ 5	\$ -	\$ -	\$ -
Totals, Revenues	\$ 77,125	\$ 78,396	\$ 78,767	\$ 79,674	\$ 79,837
Loan Repayment from the General Fund (0001) to the Board of Registered Nursing Fund (0761) per Item 1111-011-0761, Budget Act of 2020	\$ -	\$ 30,000	\$ -	\$ -	\$ -
Loan from the Board of Registered Nursing Fund (0761) to the General Fund (0001) per Control Section 13.40, Budget Act of 2023	\$ -65,000	\$ -	\$ -	\$ -	\$ -
Totals, Transfers and Other Adjustments	\$ -65,000	\$ 30,000	\$ -	\$ -	\$ -
<b>TOTALS, REVENUES, TRANSFERS AND OTHER ADJUSTMENTS</b>	\$ 12,125	\$ 108,396	\$ 78,767	\$ 79,674	\$ 79,837
<b>TOTAL RESOURCES</b>	\$ 89,609	\$ 135,470	\$ 159,367	\$ 173,558	\$ 186,501
Expenditures:					
1111 Department of Consumer Affairs (State Operations)	\$ 58,466	\$ 60,767	\$ 63,337	\$ 65,237	\$ 67,194
Estimated Adjustments per CS 4.05 and CS 4.12	\$ -	\$ -	\$ -2,135	\$ -2,135	\$ -2,135
9892 Supplemental Pension Payments (State Operations)	\$ 654	\$ 489	\$ 489	\$ -	\$ -
9900 Statewide General Administrative Expenditures (Pro Rata) (State Operations)	\$ 3,415	\$ 3,613	\$ 3,792	\$ 3,792	\$ 3,792
Less funding provided by General Fund (State Operations)	\$ -	\$ -9,999	\$ -	\$ -	\$ -
<b>TOTALS, EXPENDITURES AND EXPENDITURE ADJUSTMENTS</b>	\$ 62,535	\$ 54,870	\$ 65,483	\$ 66,894	\$ 68,851
<b>FUND BALANCE</b>					
Reserve for economic uncertainties	\$ 27,074	\$ 80,600	\$ 93,884	\$ 106,664	\$ 117,650
Months in Reserve	5.9	14.8	16.8	18.6	19.9

**NOTES:**

1. Assumes workload and revenue projections are realized in BY+1 and ongoing.
2. Expenditure growth projected at 3% beginning BY+1.

Department of Consumer Affairs

Revenue Projection Report

Reporting Structure(s): 11113000 Support, 11113010 BRN–Public Health Nurse Waiver

Fiscal Month: 9

Fiscal Year: 2024 - 2025

Revenue

Fiscal Code	Budget	July	August	September	October	November	December	January	February	March	Year to Date	Projection To Year End	Revenue Percentage
Delinquent Fees	\$811,000	\$66,198	\$54,745	\$65,228	\$65,930	\$57,068	\$62,345	\$76,378	\$60,080	\$70,913	\$578,883	\$738,868	0.94%
Other Regulatory Fees	\$476,000	\$43,296	\$44,835	\$37,500	\$44,845	\$43,615	\$24,855	\$39,520	\$32,225	\$32,045	\$342,736	\$438,782	0.56%
Other Regulatory License and Permits	\$23,086,000	\$1,778,690	\$1,899,297	\$1,630,038	\$1,755,793	\$1,456,679	\$2,157,450	\$1,853,664	\$1,501,204	\$1,765,468	\$15,798,282	\$21,744,454	27.74%
Other Revenue	\$669,000	\$3,147	\$829,818	\$4,960	\$634,172	\$2,866	\$2,982	\$849,903	\$6,517	\$2,520	\$2,336,885	\$3,089,802	3.94%
Renewal Fees	\$51,726,000	\$6,476,156	\$7,304,974	\$7,954,815	\$4,450,459	\$4,261,117	\$3,822,273	\$5,047,809	\$4,068,499	\$3,854,918	\$47,241,019	\$52,383,748	66.82%
Revenue	\$76,768,000	\$8,367,486	\$10,133,669	\$9,692,540	\$6,951,199	\$5,821,344	\$6,069,905	\$7,867,274	\$5,668,525	\$5,725,863	\$66,297,804	\$78,395,653	100%

Reimbursements

Fiscal Code	Budget	July	August	September	October	November	December	January	February	March	Year to Date	Projection To Year End	Revenue Percentage
Scheduled Reimbursements	\$1,014,000	\$80,735	\$69,661	\$70,413	\$75,411	\$71,295	\$63,749	\$81,193	\$79,331	\$90,160	\$681,948	\$890,835	31.63%
Unscheduled Reimbursements	\$0	\$146,640	\$171,962	\$172,404	\$200,732	\$79,600	\$149,127	\$198,651	\$171,153	\$229,761	\$1,520,030	\$1,925,751	68.37%
Reimbursements	\$1,014,000	\$227,375	\$241,623	\$242,817	\$276,143	\$150,895	\$212,876	\$279,844	\$250,484	\$319,921	\$2,201,978	\$2,816,586	100%



# MEMORANDUM

<b>DATE</b>	May 28, 2025
<b>TO</b>	Board of Registered Nursing
<b>FROM</b>	Luke Fitzgerald, Budget Analyst Suzanne Balkis, Budget Manager
<b>SUBJECT</b>	<b>Budget Update</b>

## **FY 2023-24 (Prior-Year) Expenditure Summary:**

The following chart provides a 2023-24 year-end summary of Board expenditures. The Board was appropriated \$66.5 million and spent an estimated \$61.5 million (92.51%), which resulted in savings of \$5.0 million.

FY 2023-24 Expenditures			
Fund	Appropriation	Expenditures	Savings
<b>Board of Registered Nursing</b>	\$66,463,000	\$61,487,538	\$4,975,462

## **FY 2024-25 (FM 9) Expenditure Projection Detail:**

The Board's budget for fiscal year 2024-25 is \$65.9 million. The Board projected FM9 expenditure of approximately \$63 million, of which \$25.3 million was expended on personal services costs and \$37.7 million on operating expenses & equipment (OE&E).

- Personal Services \$25,300,406 (38.40%)
- Operating Expenses & Equip \$26,680,447 (40.50%)
- Enforcement (AG, OAH) \$10,987,732 (16.68%)
- Reversion \$2,910,415 (4.42%)

FY 2024-25 Expenditures			
Fund	Appropriation	Expenditures*	Savings
<b>Board of Registered Nursing</b>	\$65,879,000	\$62,968,585	\$2,910,415

\* Based on FM9 Projections

**BOARD OF REGISTERED NURSING**  
**Agenda Item Summary**

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**AGENDA ITEM:** 5.4.2  
**DATE:** May 28-30, 2025

**ACTION REQUESTED:** Board member roles and responsibilities related to the Board budget

**REQUESTED BY:** Board

**BACKGROUND:** Presentation on member roles and responsibilities related to the Board budget by DCA Budget Office

**NEXT STEP:**

**PERSON TO CONTACT:** Matthew Yeates  
Deputy Chief, Consumer Services and Board Operations Division  
California Board of Registered Nursing  
[Matthew.Yeates@dca.ca.gov](mailto:Matthew.Yeates@dca.ca.gov)



## Agenda Item 5.5

**Information Only:  
Presentation by Cindy Woolston on the Post-Contract  
Report for DCA Contract with HORNE, LLP**

BRN Board Meeting | May 28-30, 2025

## BOARD OF REGISTERED NURSING

### Agenda Item Summary

---

**AGENDA ITEM:** 5.5  
**DATE:** May 28-30, 2025

**ACTION REQUESTED:** Presentation by Cindy Woolston on the post-contract report for DCA contract with HORNE, LLP

**REQUESTED BY:** Co-Chairs Cindy Woolston and Evon Lenerd Tapps

#### **BACKGROUND:**

On May 6, 2022, Governor Gavin Newsom announced a new public-private partnership to create workforce development programs focused on good-paying careers in climate, public health, and other jobs of the future, particularly in disadvantaged communities. Per Governor Newsom, "We're building a workforce of the future to create a cleaner, healthier, and more prosperous California."

The Workforce for All (W4A) initiative was the result of the Governor's efforts to invest in public health and human services infrastructure and alleviate the current workforce crisis. W4A initiatives aim to:

- increase the number of health and human service providers,
- provide additional training opportunities for existing health and human service providers, and
- increase diversity and cultural competency within health and human service professions statewide.

Department of Consumer Affairs' (DCA) licensing role for individuals targeted in the W4A initiative is key to their ability to gain and/or maintain employment. The faster California can license qualified candidates, the faster they can be employed and begin growing California's economy. Regardless of the number of individuals who successfully complete an educational program, licensure is required to enter the workforce.

The Department of Health Care Access and Information (HCAI) requested DCA to provide assistance, via an Interagency Agreement, to implement a portion of the W4A Initiative. DCA released a request for proposal (RFP), DCA 22-01, on April 7, 2023, requesting proposals from entities to process licensing applications, improve initial application review processes, reduce licensing issuance timelines, and create a sustainable application processing model.

On July 5, 2023, DCA issued a Notice of Intent to award RFP No. DCA 22-01 (Licensing Application Processing Services) to HORNE LLP (HORNE) and subsequently awarded the \$2.35 million contract to HORNE. The contract was approved on September 8, 2023, with the term of the contract to be from July 1, 2023, to December 31, 2024. HORNE was not on site until October 16, 2023, because the contract mandated HORNE staff be cleared by both the Department of Justice and the Federal Bureau of Investigations given the confidential nature of the licensing process.

As it relates to improving licensing timelines and processes, DCA coordinated efforts with BRN to pursue the following objectives through its contract with HORNE:

- Process targeted licensing backlogs of out-of-state registered nurse license applications.
- Improve the initial out-of-state application review/approval processes and identify potential bottlenecks and barriers to licensure.
- Reduce the licensing issuance timelines as appropriate.
- Create a sustainable application process model.

BRN made significant improvements prior to and during the HORNE contract period. Due to the corrective actions taken during the contract, the backlog of applications was cleared, IT tools were designed and implemented to provide lasting benefits post-contract, the need for a quality assurance model was realized, and the concierge service was proven to be successful. These efforts enhanced BRN's framework and contributed to strengthening the sustainable foundation that will continue to support the profession of nursing and the workforce pipeline.

**NEXT STEP:**

**PERSON TO CONTACT:**

Evon Lenerd Tapps  
Assistant Executive Officer  
California Board of Registered Nursing  
[Evon.lenerd@dca.ca.gov](mailto:Evon.lenerd@dca.ca.gov)

# **Post Contract Report: Department of Consumer Affairs and HORNE, LLP**

(Agreement Number: 94513)

May 2025

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# INTRODUCTION

The 2022 Budget Act committed over \$1.5 billion from the General Fund (GF) for various Department of Health Care Access and Information (HCAI) workforce, healthcare, and development initiatives over multiple years, collectively known as the Workforce for All (W4A) Initiatives.<sup>1</sup> HCAI requested the Department of Consumer Affairs (DCA) provide assistance, via the Interagency Agreement business process,<sup>2</sup> to implement the Comprehensive Nursing Initiative. The Comprehensive Nursing Initiative aimed to increase the number of nursing professionals in the workforce through:

1. Reducing license processing times to improve access to licensure and customer satisfaction.
2. Improving the process for licensing for out of state applicants (endorsement), which would expedite the timeline and increase cost effectiveness, while maintaining low application fees.
3. Collaborating with health care workforce development stakeholders to evaluate the impact of the current educational trends on licensees.
4. Conducting outreach to underserved communities.

The licensing, outreach, and educational goals align with the initiative to increase certifying new community health care workers, provide training, support recruitment, and ultimately increase the number of healthcare professionals in the workforce.

DCA licensing entities are funded exclusively through fees collected from applicants and licensees, with no support from the GF. Given this funding structure, the DCA boards/bureaus may not have the necessary funding to make large scale improvements to their services. This was a historic event for DCA to receive GF monies from HCAI to provide resources to work on existing DCA workload supported by a fee revenue fund. Specifically, DCA was awarded \$10 million from HCAI over a three-year period for the W4A efforts. However, this funding stream was reduced to \$3.75 million due to budget reductions in Fiscal Year (FY) 2024-2025, which limited the DCA's ability to improve the Board of Registered Nursing (BRN/Board) nursing workforce as originally planned in three phases. That is, originally three separate phases were planned for the \$10 million awarded:

- Phase 1: Improve BRN Licensing Timelines and Processes
- Phase 2: Outreach To Underserved Communities
- Phase 3: Information Technology Enhancements

DCA was able to use the \$3.75 million funding awarded from HCAI to identify improvements in the timelines and processes for the BRN licensing process (Phase 1). In addition, with the dedicated support of the DCA Office of Information Services (OIS) an information technology (IT) solution was developed and deployed to monitor, trend, and track the BRN application workload.

<sup>1</sup> <https://ebudget.ca.gov/2023-24/pdf/BudgetSummary/LaborandWorkforceDevelopment.pdf>

<sup>2</sup> An Interagency Agreement (IAA) is an agreement between two or more state departments ([Government Code, Section 11256](#)) with one furnishing services, materials or equipment to, or performing work for the other state department(s).



## **EXECUTIVE SUMMARY**

The \$3.75 million awarded from HCAI was used by DCA to award a contract to HORNE, LLP (HORNE) for \$2.35 million, while \$1.4<sup>3</sup> million was allocated to reassign DCA internal subject matter staff to provide expertise and guidance to improve the BRN licensing process. The full funding was not used as the Horne contract is projected to come underbudget. In addition, about \$1.2 million will revert to HCAI as it was not expended as originally projected for internal resources.<sup>4</sup> The DCA formed the BRN Strike Force Project Team (project) with various DCA, BRN, and HORNE subject matter experts (SMEs). This team was responsible for the following achievements, which are discussed in more details later in this report:

- A backlog of 7,798 registered nurse (RN) applications was eliminated. This included identifying the root cause of the backlog and standardizing interactions with applicants. These improvements ensured that the highest level of customer service was provided, resolving issues that were impacting applicants' ability to be licensed in California.
- The project tracked, analyzed, and identified trends in all the questions and responses received from applicants. The project developed and provided clear and standardized responses to applicants to ensure the consistent application of BRN policies and procedures.
- The project identified common licensing errors and inconsistent application(s) of BRN policies and procedures, which led to the implementation of a quality assurance (QA) team.
- The QA process implemented for this project reduced licensing errors and the ability to immediately identify root causes so solutions could be implemented.
- The project implemented and developed a QA checklist to audit applications prior to their approval, ensuring data integrity was contained in BreEZe<sup>5</sup> for each applicant.
- The project identified a series of data statistics to manage workload trends, such as, applications approved, applications received, pending workload, application processing time (measured from the date received to the date approved), and other data sets. These data statistics became part of the new "manager data dashboard portal" created with the assistance of the DCA's OIS SMEs using PowerBI. This allows managers to make informed decisions and prioritize workload using various data sets.
- The project developed benchmark data that will allow for future analysis of trends and cycles for performance management.

<sup>3</sup> Includes 2 auditors dedicated full time to be Business Project Managers.

<sup>4</sup> The full cost accounting of funds expended will be provided to HCAI once the contract is fully closed and funds have been disencumbered.

<sup>5</sup> BreEZe is the online licensing and enforcement system for the DCA, allowing licensees and applicants to manage their licenses and permits, and consumers to verify licenses and file complaints.

- The review of BRN business processes identified opportunities to work with external control agencies, such as the California Department of Justice (DOJ), to develop more efficient processes that would reduce the time to process fingerprints hard cards mandated for BRN licensing.
- The project identified opportunities to develop new training manuals for all application processing steps. These manuals will standardize the work processes and eliminate duplicated tasks for current and new licensing evaluators.
- As of December 31, 2024, the project resulted in the approval by HORNE of 10,045 nurse licenses.
- The project identified that a concierge service is critical to improving the business process for reviewing applications and licensing nurses. Before October 2023, applicants with questions on their application were required to call the BRN main call line. Furthermore, call staff were not always able to directly assist applicants and referred applicant questions to BRN licensing staff.
- The project showed that processing times for RN applications handled by HORNE agents were significantly reduced. Processing times for out-of-state endorsement applications, reduced from 174 to 52 calendar days, with an overall average reduction of 122 calendar days between submission (postmarked date) and approval. Likewise, processing time for out-of-state applicants, via licensure by examination, was reduced from 77 to 19 calendar days (for applicants from a school that had a NCSBN and BreZE school code), with an overall average reduction of 58 calendar days between submission and approval.

## **BACKGROUND**

DCA is a unique department made up of 27 different boards, seven (7) bureaus, a commission, and a program that licenses and regulates more than 3.4 million licensees in more than 280 license types, including certificates, registrations, and permits.<sup>6</sup> DCA selected the BRN to implement improvements identified by the Comprehensive Nursing Initiative discussed above in this report.

The profession of nursing is a vital element of the health care system. To practice as an RN in California, individuals must be licensed by BRN, a board within the DCA. As of April 1, 2025, BRN had a total of 542,896 active and 8,911 inactive RNs.<sup>7</sup> Delays and/or barriers to licensure adversely impacts an individual's ability to enter and/or remain in the nursing workforce, which could have devastating consequences to millions of Californians.

Through a contract with the BRN, the University of California, San Francisco (UCSF) released a research report titled "Forecasts of the Registered Nurse Workforce in California," dated August 2024.<sup>8</sup> The following is asserted in this report: "We find that, although RN employment

<sup>6</sup> [Fiscal Year 2022-23 Annual Report](#)

<sup>7</sup> <https://www.rn.ca.gov/consumers/stats.shtml>

<sup>8</sup> <https://www.rn.ca.gov/pdfs/forms/forecast2023.pdf>

rates have remained steady over the past four years, many older RNs have left nursing. In addition, there has been an increase in the proportion of RNs who intend to retire or quit nursing within the next two years. RNs report high rates of burnout, and many are considering leaving their current position. Supply and demand projections estimate that a shortage of RNs now exists but will diminish over the next four years as RN graduations continue to rise."

On May 6, 2022, Governor Gavin Newsom announced a new public-private partnership to create workforce development programs focused on good-paying careers in climate, public health, and other jobs of the future, particularly in disadvantaged communities. Per Governor Newsom, "We're building a workforce of the future to create a cleaner, healthier, and more prosperous California."<sup>9</sup>

The W4A initiative was the result of the Governor's efforts to invest in public health and human services infrastructure and alleviate the current workforce crisis. W4A initiatives aim to:

- increase the number of health and human service providers,
- provide additional training opportunities for existing health and human service providers, and
- increase diversity and cultural competency within health and human service professions statewide.

DCA's licensing role for individuals targeted in the W4A initiative is key to their ability to gain and/or maintain employment. The faster California can license qualified candidates, the faster they can be employed and begin growing California's economy. Regardless of the number of individuals who successfully complete an educational program, licensure is required to enter the workforce.

DCA's investment in the health and human services workforce will pay significant dividends when professionals know they can obtain a license in California, usually within 1 to 2 weeks after submitting a completed application package. This will help California attract out-of-state applicants. In addition, it will ensure individuals in some professions are able to take their examination as soon as their degree is conferred, leading to higher pass rates and more individuals obtaining licensure.

HCAI requested DCA to provide assistance, via the Interagency Agreement business process,<sup>10</sup> to implement a portion of the Comprehensive Nursing Initiative. DCA released a request for proposal (RFP), DCA 22-01, on April 7, 2023, requesting proposals from entities to process licensing applications, improve initial application review processes, reduce licensing issuance timelines, and create a sustainable application processing model.

On July 5, 2023, DCA issued a Notice of Intent to award RFP No. DCA 22-01 (Licensing Application Processing Services) to HORNE and subsequently awarded the \$2.35 million contract to HORNE. The contract was approved on September 8, 2023, with the term of the contract to be from July 1, 2023, to December 31, 2024. HORNE was not on site until

<sup>9</sup> <https://www.gov.ca.gov/2022/05/06/california-launches-workforce-development-fund-to-train-workers-for-jobs-of-the-future/>

<sup>10</sup> An Interagency Agreement (IAA) is an agreement between two or more state departments ([Government Code, Section 11256](#)) with one furnishing services, materials or equipment to, or performing work for the other state department(s).

October 16, 2023, because the contract mandated HORNE staff be cleared by both the DOJ and the Federal Bureau of Investigations given the confidential nature of the licensing process.

As it relates to improving licensing timelines and processes, DCA coordinated efforts with BRN to pursue the following objectives through its contract with HORNE:

- Process targeted licensing backlogs of out-of-state registered nurse license applications.
- Improve the initial out-of-state application review/approval processes and identify potential bottlenecks and barriers to licensure.
- Reduce the licensing issuance timelines as appropriate.
- Create a sustainable application process model.<sup>11</sup>

Over the last several years, BRN designed and implemented significant process improvements to better serve its stakeholders, identify efficiencies, and fulfill its mission of consumer protection. Below are some examples of these efforts:

- Enlighten Licensing Project (ELP): In 2021, BRN volunteered to be the first board to participate in the DCA's ELP Project. This project brought together licensing and IT subject matter experts from DCA boards and bureaus to identify ways to streamline licensing processes, both internally and externally, for greater efficiencies. The ELP identified the following areas of opportunity for review and recommendations:

Opportunity 1: Application Process

Opportunity 2: Application by Examination

Opportunity 3: Application by Endorsement – Fingerprints

Opportunity 4: Structure and Accountability Improvement

Many of the recommendations from the ELP were implemented either during the project period or afterward. The final ELP report was issued in May 2022.

- Application and Details Status Webpage: On June 7, 2021, in collaboration with DCA, BRN launched the first phase of the Application Status and Details webpage on its website. This webpage provides applicants and licensees with detailed information and the progression of their initial and renewal applications, including any deficiencies.
- California Nursing Program Portal: BRN, in collaboration with DCA and a contracted IT vendor, developed a new secure education history portal available to the BRN approved precensure nursing programs. The portal is used by the Board-approved Director of Nursing (DON) or Assistant Director of Nursing (ADON) at the program to query a report of all applicants for initial licensure by examination in BreEZe, based on their assigned school code. Once the DON/ADON verifies that the applicant

<sup>11</sup> Any proposed improvements under this section of the contract required a summary of estimated qualitative and quantitative impact to license processing and customer experience.

completed the licensing education requirements through that approved program, the DON/ADON enters the student's completion and/or graduation information and electronically submits it to BRN. Upon submission, the verified data is uploaded into BreEZe and the system grants exam eligibility to the applicants and transmits the information to Pearson Vue, the exam vendor, who will issue the Authorization to Test (ATT) allowing the applicant to sit for the national license exam.

This process eliminated the need to submit individual school transcripts, expedited the application process, and allows students to schedule their National Council Licensure Examination (NCLEX)<sup>12</sup> date sooner than in the past. Additionally, this process allowed for the reassignment of staff to other licensing activities. In general, the earlier a graduate takes the NCLEX after completing a nursing program, the higher their likelihood of successfully passing the exam. On October 19, 2021, the first Board-approved nursing program successfully utilized the new portal, and the DON expressed how easy it was to verify, validate, and upload students' information.

- **Out-of-State License Verification:** To further improve the process for California licensed RNs to request and provide license verification to out-of-state Boards of Nursing, during the November 2021 Board meeting, the Board voted to utilize NURSYS®, an online verification system provided through the National Council of State Boards of Nursing (NCSBN), to provide the license verification service for RNs in California. In January 2022, the Board began Utilizing NURSYS® for their license verification. This process change was not only a cost savings to California licensees but also allowed BRN to reassign staff to other licensing activities.
- **Electronic Transcripts:** During the May 2023 Board meeting, the Board voted to only accept electronic transcripts. Subsequently, BRN enhanced the receipt of electronic transcripts, reducing the processing time and staffing needed to process paper transcripts.

BRN made significant improvements prior to and during the HORNE contract period. Due to the corrective actions taken during the contract, the backlog of applications was cleared, IT tools were designed and implemented to provide lasting benefits post-contract, and the concierge service was proven to be successful. These efforts enhanced BRN's framework and contributed to strengthening the sustainable foundation that will continue to support the profession of nursing and the workforce pipeline.

### **Project Funding**

On December 28, 2022, HCAI entered into Interagency Agreement 22-23064 (IAA) with DCA, related to the W4A nursing initiative. The IAA term is from January 1, 2023 through June 30, 2025 and provided \$10 million in W4A GF monies to DCA over a three-year period as follows:

1. \$3,000,000.00 in fiscal year (FY) 2022-23,

<sup>12</sup> The NCLEX is a standardized exam that aspiring nurses in the United States, Canada, and Australia must pass to become licensed and practice as registered nurses or licensed practical/vocational nurses.

2. \$4,000,000 FY 2023-24, and
3. \$3,000,000.00 FY 2024-25.

In April 2024, DCA was informed that due to unforeseen budget deficits, the funding was reduced from \$10 million to \$3.75 million. The reduction in funding impacted the full three phased scope of the HCAI IAA project. Phase 1 to fund the HORNE contract for \$2.35 million and \$1.4 million for internal resources was not impacted.

### **Scope of Project**

Per the contract agreement, HORNE was required to perform the following objectives in partnership with BRN:

1. process licensing applications,
2. improve initial application review processes,
3. reduce licensing issuance timelines, and
4. create a sustainable application processing model.

DCA and BRN coordinated with HORNE for the hiring and onboarding of HORNE contracted staff. These staff were required to be physically on-site to perform contract objectives. HORNE deployed the initial licensing agents on October 16, 2023, to begin processing older applications based on the receipt date.

The HORNE contract was limited to BRN licensing activities and did not include other tasks performed by BRN such as enforcement activities or continuing education. HORNE provided the following services:

1. General deployment, oversight and management of HORNE staff working on-site at BRN to process license applications,
2. Reviewed existing licensing processes and procedures to identify bottlenecks and inefficiencies,
3. Responded to inquiries and questions from applicants/licenees,
4. Participated in meetings with DCA and/or BRN,
5. Designed and implemented an excel Workload Management tool to provide near real time workload statistical data,
6. Created a QA tool,
7. Documented all issues and inquiries from consumers with HORNE as it related to application processing,
8. Ensured HORNE staff met all requirements set forth by DCA. This included a background/fingerprint clearance, health and safety requirements, and following DCA administrative policies,
9. Trained HORNE staff with educational and support resources in coordination with the BRN training team, and
10. Responded to BRN customer questions based on guidance provided by BRN.



# CHAPTER 1: CALIFORNIA BOARD OF REGISTERED NURSING WORKLOAD

The BRN's Licensing Program is comprised of the International Licensing and Support section and the US Licensing and Advanced Practice section. Both sections work to ensure that only qualified applicants, pursuant to the Board's laws and regulations, receive a license to practice nursing in California. The Licensing Program workflow involves staffing at various levels, including managers, supervisors, analysts, evaluators, and support staff.

BRN does not process applications using an individual Workload Management system. BRN's Licensing Program management team utilizes QBIRT, an internal reporting system, to extract reports from the DCA BreEZe system, and a Microsoft Teams (Teams) channel to assign and monitor workload. The Licensing Program workflow typically follows these steps:

## 1) Workload Assignment

Each workday the manager runs the 1038 QBIRT report, which includes, but is not limited to, modifiers for expedites for abortion services pursuant to [Assembly Bill \(AB\) 657](#) (Cooper, Chapter 560, Statutes of 2022); refugees, asylees and holders of specialized immigrant visa; and Skill Bridge applications. Additionally, supervisors and/or managers run other QBIRT reports, such as the 8025 Applications, New Mail, Military Fee Exempt, Inactive to Active, Temporary Licensure Applications, 8-year Retake Applications, and Verifications, and filters the reports based on the type of applications/work received. Supervisors and/or managers upload the various workload reports to the Teams channel, then utilize a workload distribution list and templated language to assign work to staff (includes workload for both support staff and evaluators). Staff access the Teams workload channel to obtain work assignments for the day/week and claim the assigned work by opening the workload spreadsheets and notating the claimed work into their workbooks.

## 2) Application Review

Evaluators review applications for completeness and adherence to laws and regulations. If any deficiencies are identified, evaluators notate the deficiencies in BreEZe and email the applicant to let them know that their application was received incomplete.

## 3) Resolve Deficiencies

When deficient items are received, staff in the support unit attach the items to the application in BreEZe and add a modifier to identify the receipt of new mail. Supervisors run the new mail QBIRT report specific for this modifier, sort it based on the staff assigned to the application and upload it into Teams. Staff access the Teams channel to review the new documents/workload report. Staff will then go to BreEZe and review the documents to determine if all deficiencies are addressed/resolved. If the application is deemed complete, staff will proceed with licensing. If there are deficiencies remaining, staff will update the deficiencies, which initiates an email to the applicant and the application remains in an incomplete status.

This project identified that BRN should develop a more structured and controlled environment to manage and monitor out-of-state applications to ensure more efficient and effective processing services are provided to BRN applicants. HORNE's approach to delivering application processing services was designed with applicant satisfaction at its core. With this principle in mind, HORNE utilized Workload Management and a Concierge Service Model to ensure applicants were provided clear communications from program personnel. A core characteristic of the HORNE Concierge Service Model was assigning applications to program staff, who were responsible for the applications throughout the review cycle until a final resolution was reached. This ensured that notices of deficiencies were sent to applicants to let them know that their application was received but was not complete within hours of application submission. In addition, the application was tracked to monitor the entire team's production performance. The HORNE Concierge Service Model followed these steps:

1) Initial Application Review

Agents performed an initial review of applications, evaluated them for completeness, and validated whether the information met applicable nursing laws and regulations.

2) Resolve Deficiencies

Utilizing a file review checklist tailored to accommodate the differences of each file, agents reviewed applications, documented notes, outreach records, and recommendations and uploaded the information into the system of record. As part of this process, the HORNE team performed the following tasks, which is not an inclusive list:

- Directed outreach to applicants, via telephone and email, to address application deficiencies, which allowed applicants the opportunity to quickly know about the deficient items and allow them to complete the application process.
- Provided a response within 24 business hours to applicant's inquiries by telephone and email.
- Reviewed, analyzed, and responded within 48-72 hours to:
  - Application status inquiries; and
  - Requests for applicant name and address changes and made corresponding updates in the system of record.

3) Quality Assurance (QA)

After the initial review phase was complete and deficiencies were resolved, the QA team reviewed completed applications to ensure compliance with the licensing process and final determination.

Utilizing this approach, the HORNE team was able to eliminate the backlog of 7,798 RN applications and identify the root cause of the backlog, which included standardizing interactions with applicants to ensure that the highest level of customer service is provided to resolve issues that may be impacting their ability to be licensed in California. It also provided the applicants with a contact at the BRN, which helped build trust and confidence in the process and service they were receiving.



As a result, through the entirety of the contract, the HORNE team approved 10,045 applications, including the elimination a backlog of 7,798 endorsement applications, for the following types:

<b>Licensing Applications Approved by HORNE 10/16/2023 – 12/31/2024</b>	
Out-of-state Examination Applications (1010)	1,305
Endorsement Applications (1021)	6,434
Out-of-state Nurse Practitioner (NP) Applications (4004)	2,202
Out-of-state NP Furnishing <sup>13</sup> (4005)	104
<b>Total Licensed</b>	<b>10,045</b>

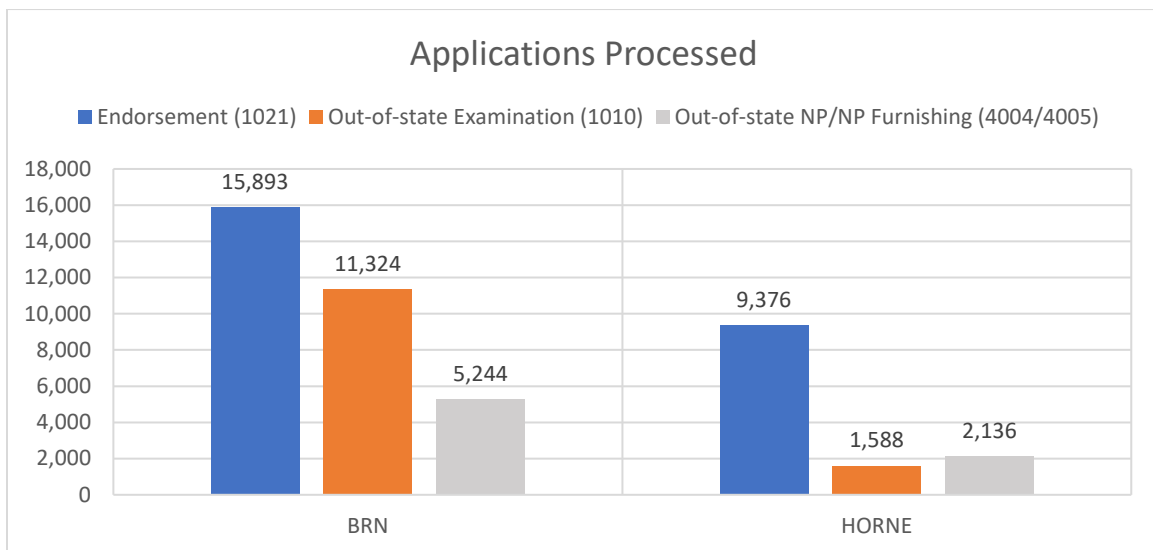
The following table and chart display the work performed by both BRN evaluators and HORNE agents during the contract timeframe for all the applications processed. The work performed that may lead to the approval of an application is the same for both the BRN evaluators and HORNE agents. It should be noted that applications processed do not automatically lead to licensing because an application can be withdrawn, be duplicative and/or not appropriate based on deficiencies identified. This table when analyzed with the above table, discloses that the HORNE agents licensed 10,045 applicants to practice nursing in California from 13,100 applications processed.

<b>Comparison of Licensing Applications Processed</b>			
<b>Application Type</b>	<b>Number Processed by BRN Staff<sup>14</sup></b>	<b>Number Processed by HORNE Staff<sup>15</sup></b>	<b>Total</b>
Endorsement (1021) (10/16/2023-12/31/2024)	15,893	9,376	<b>25,269</b>
Out-of-state Examination (1010) (4/12/2024-12/31/2024)	11,324	1,588	<b>12,912</b>
Out-of-state NP/NP Furnishing (4004/4005) (4/12/2024-12/31/2024)	5,244	2,136	<b>7,380</b>
<b>Total</b>	<b>32,461</b>	<b>13,100</b>	<b>45,561</b>

<sup>13</sup> To furnish drugs or devices, a nurse practitioner must obtain a furnishing number from BRN.

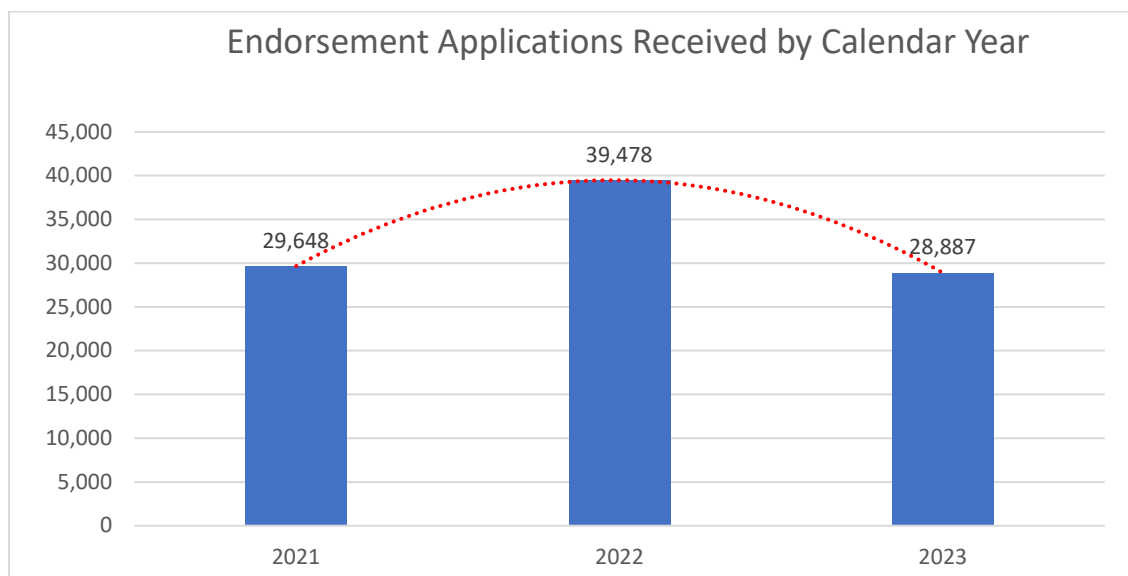
<sup>14</sup> The average for BRN staffing ratio during the contract period (10/16/2023-12/31/2024) was 14.2. Due to variances in state staffing and business processes used for applications being worked by state staff, the BRN calculated this average by using the total number of licensing evaluators, based on organization charts, and applied the mathematic formula to find the average.

<sup>15</sup> The weighted average for HORNE employees is 7.83 for the contract period (10/16/2023-12/31/2024).



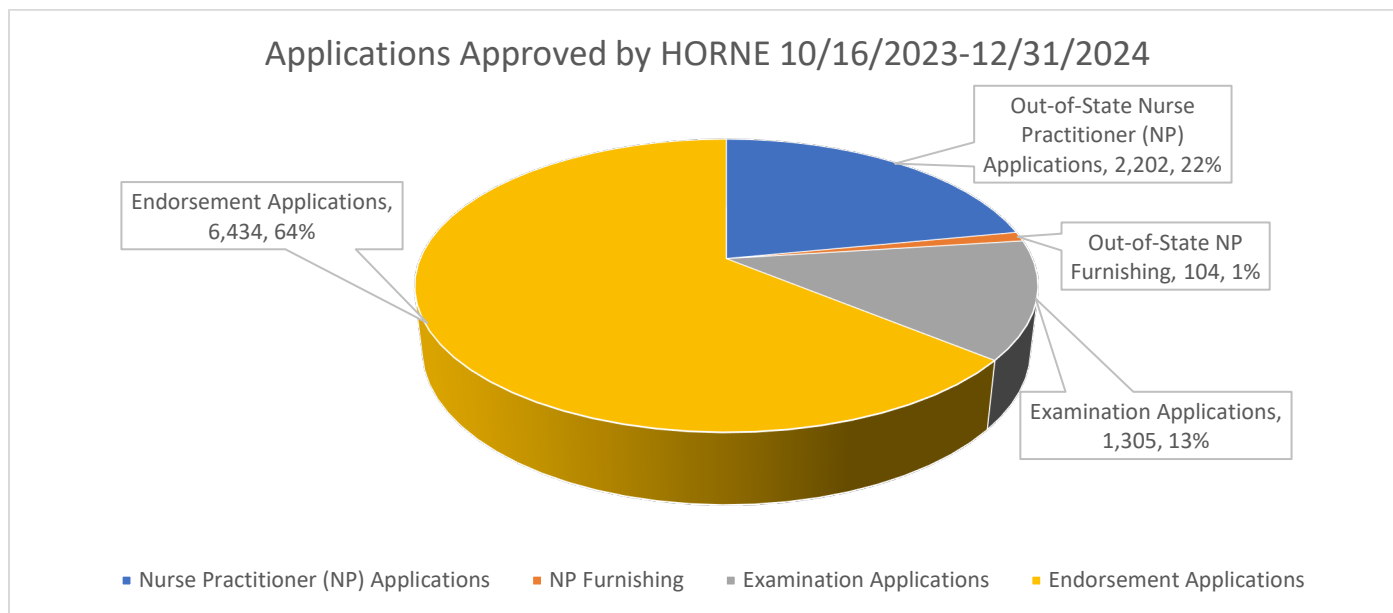
BRN saw an increase of almost 10,000 endorsement applications in 2022, which is likely due to the influx of RNs endorsing (licensed in other states) into California to assist with the COVID-19 pandemic. With the management of COVID-19, the amount of endorsement applications received reduced to the applications received pre-COVID. As noted in the table and graphs below, there was two (2) percent overall decrease in endorsement applications from 2021 to 2023 and a more significant decrease of 27 percent from 2022 to 2023.

Endorsement Applications Received by Calendar Year			
	2021	2022	2023
Endorsement (1021) Applications	29,648	39,478	28,887
Percentage Change (+/-)	Increase of 33% from 2021 to 2022		
		Decrease of 27% from 2022 to 2023	
	Decrease of 2% from 2021 to 2023		



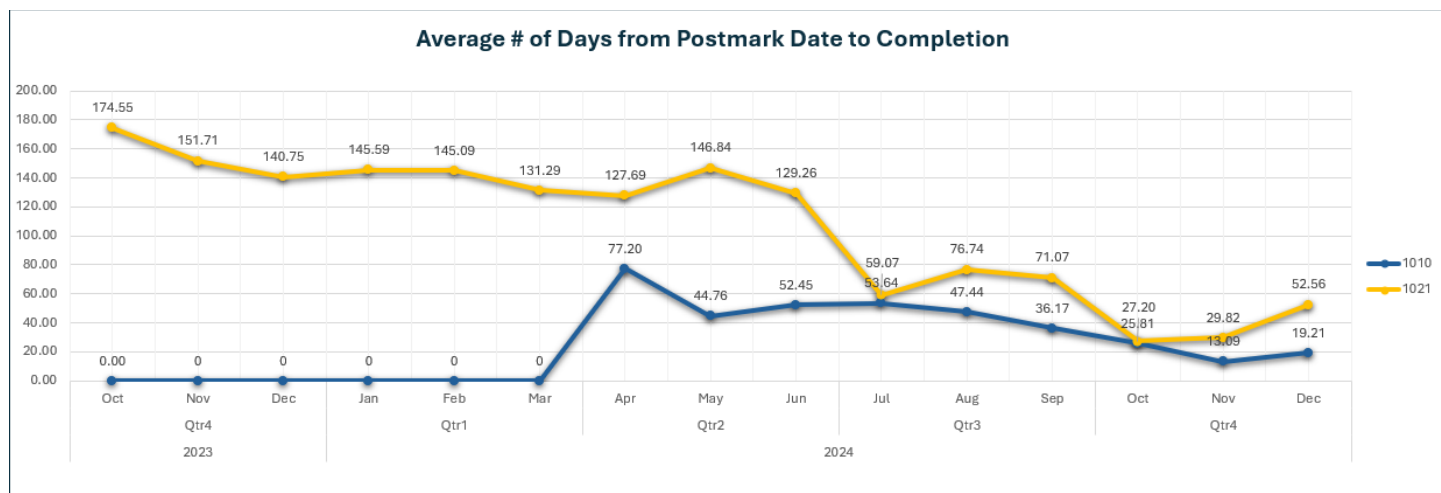
As a part of the contract deliverables, HORNE agents were assigned to assist in the efforts to eliminate the backlog of endorsement applications resulting from this influx. The agents were trained by BRN SME staff to process BRN applications using established practices used by BRN Evaluators. The backlog that was assigned to HORNE was defined as 2021 and 2022 endorsement applications (out-of-state applications) that had been initially reviewed by BRN and were deficient and pending subsequent documentation. As the backlog applications were processed by the HORNE agents it was discovered that the initial 7,798-backlog number included 1,972 applications that were not intended to be assigned and/or processed by HORNE agents. Therefore, these applications had to be reassigned back to BRN Evaluators for more analysis and investigative work to resolve missing documentation. While all backlog applications were addressed by HORNE and/or BRN evaluators, some of the backlog applications remained open until all deficiencies identified were resolved or the application was deemed abandoned by the applicant.

Once the backlog of 7,798 was resolved, as appropriate, the HORNE agents were subsequently trained on out-of-state applications for license by examination and out-of-state applications for Nurse Practitioner (NP) and NP Furnishing. Overall, HORNE agents approved 10,045 licenses, which helped expand California's nursing workforce. The approved applications, by type, are shown in the graph below:



Additionally, through the efforts mentioned above, along with the development of IT tools and the implementation of the concierge service, applications processed by HORNE agents experienced a significant reduction in overall processing time. The time from endorsement application submission (postmarked date) to approval changed from 174 to 52 calendar days, an overall average reduction of 122 calendar days. Likewise, out-of-state examination application review timeframes, from submission to approval, was reduced from 77 to 19 calendar days (for applicants from a school that had a NCSBN and BreEZe school code), an overall average reduction of 58 calendar days.

The reduction in application processing times is shown in the graph below with the yellow line representing out-of-state endorsement applications and the blue line representing out-of-state examination applications:



The licensing functions performed by BRN is a critical component to the nursing workforce. Without a stable workforce, the practice of nursing could be adversely impacted. BRN should implement process improvements and recommendations designed to improve its ability to serve California as identified by the workload identified from this project.

### **Recommendations for BRN**

The root cause identified for the backlog workload included a large volume of incomplete applications received with missing documentation and no process in place to directly contact applicants (deficiency letters were mailed/emailed only). Additionally, follow-up on deficient applications was not assigned to a specific evaluator but was workload that was done as time permitted. HORNE recommends implementing a concierge service, specific assignments for each evaluator, targeted on-going training, and a Workload Management process with monitoring, which are discussed later in this report.

Specifically, it is recommended that BRN implement checklists to ensure that a quality review is performed for each application as this should decrease the amount of time to process applications. The HORNE agents reduced the amount of time to process endorsement applications from submission (postmarked date) to approval by an average of 122 calendar days and reduced the processing time for examination applications by an average of 58 calendar days. This reduction in time included a reduction in errors and improved the data integrity of BreZE. Additionally, it is recommended that new training and procedure manuals should be implemented to mirror licensing practices used by the HORNE team that were proven to create effective and efficient licensing tasks necessary to license applicants. In addition, refresher training should be conducted with staff on an annual basis to ensure standardized processes are being used and no new bottlenecks and/or barriers exist.

## **CHAPTER 2: CONCIERGE SERVICE BUSINESS PROCESS**

### **BRN Pre-Contract Concierge Service Business Process**

Prior to this project, the BRN process was that an application would be reviewed and when an application was received that was incomplete, it was placed in a queue for further review pending receipt of new documentation. When a BRN licensing evaluator would review an application and identify that items were missing a deficiency letter was sent to the applicant telling them what items were deficient. The BRN licensing evaluator would then put the application in a “pending file” until those missing documents/items were received, or the individual called the BRN to request a status update.

This project required that with the addition of HORNE agents, as soon as an application was assigned, a phone call would be placed to the applicant to provide a fast communication process to resolve the application deficiencies. This one-on-one personal service was a critical factor that allowed the HORNE agents to quickly resolve the backlog applications along with providing greater customer service. Generally, BRN did not utilize a phone call concierge service to speak with applicants before this project began; instead, email updates were sent on all incomplete applications received that were determined to be deficient through BreEZe. Additionally, applicants were provided BRN's Application Status and Details webpage, which allows applicants/licensees to monitor their application and provides important details, deficiencies, and any action(s) needed to complete the application.

Although effort was made, the lack of verbal communication on the deficiencies often led to applicants calling BRN's Public Information Unit (PIU) for application status and general processing questions. This led to a high-volume of calls that did not allow callers to speak to a PIU representative. Additionally, while PIU staff were trained on some application processing, applicants with specific questions that the PIU staff were not able to answer would be forwarded to a licensing evaluator to have their questions resolved. This led to delays in application resolution, delays in licensure, and low customer service satisfaction.

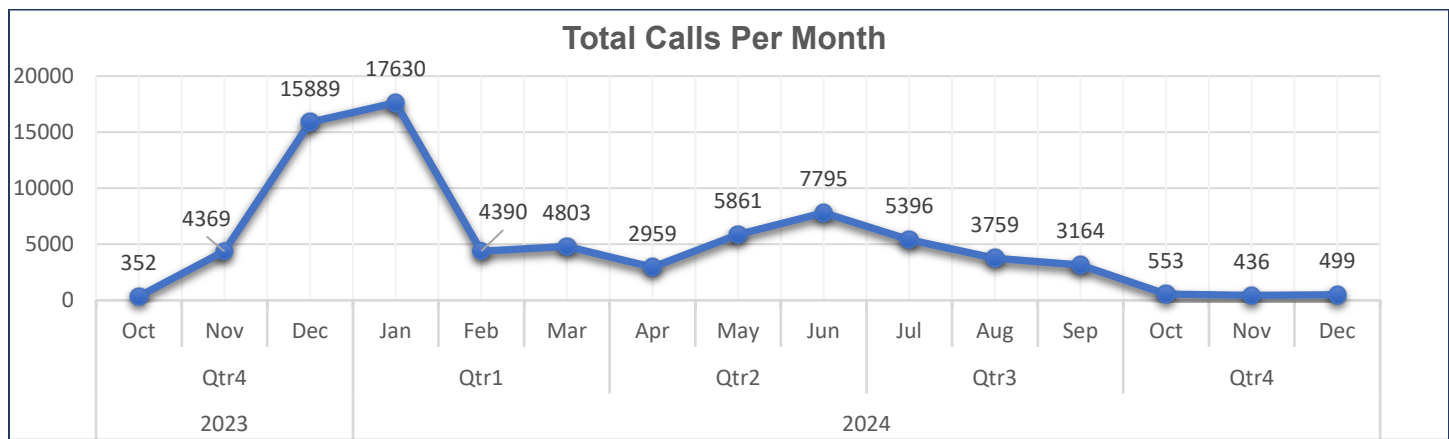
### **HORNE Concierge Model**

As a part of the contract deliverables, HORNE agents were required to perform a concierge service in the efforts to eliminate the backlog of endorsement applications. This backlog consisted of endorsement applications that had been initially reviewed and were deficient in one or more items deeming it an incomplete application. From October 16, 2023, through November 20, 2023, the HORNE team was initially trained on BRN endorsement RN application review processes, documentation requirements, and standard practices. The HORNE team was then instructed to use established communication applications (Microsoft Teams, Microsoft Outlook, BreEZe) to contact applicants from their assigned workload to resolve the pre-existing deficiencies to obtain a complete application.

HORNE agents conducted phone calls and/or sent emails to attempt initial contact with the maximum frequency set to a 24-hour wait time in between each contact attempt (attempt email on day one (1) with no response, attempt phone call on day three (3) with no

response, attempt another email on day five (5)). If an applicant had not responded to the initial method of communication, for example email, that would be a reason to attempt a different method of contact, for example a phone call. After three attempts, if no response was received from the applicant, the agent considered the incomplete application as "Maximum Effort Achieved," which meant the agent exhausted multiple attempts to correct the deficiencies in the application and there was no response from the applicant. This removed the "Maximum Effort Achieved" incomplete applications from agents' workload and allowed them to focus on other applications that can move forward in the review process. Applicants whose applications are considered "Maximum Effort Achieved" remain open through the application expiration date identified in law. The applicant may always contact staff and/or submit all deficient items for a completed application to resume the licensure review process up and until the application expires.

The following is a summary of the phone calls made by HORNE agents. The data reflects that the number of phone calls reduced over time. It is believed this reduction was because the HORNE agents were working on "newer" applications based on receipt date thus, they were processed timelier. Moreover, the number of agents was significantly reduced from a high of 19 HORNE agents in December 2023 down to three HORNE agents in December 2024.



The following applicant comments were captured and demonstrated the success of having a concierge service available for applicants:

- ❖ **External email comment 12-5-2023 #1 to HORNE Agent:**  
*Thank you so much, you just granted me my Christmas present. May you receive joy and happiness for Christmas too. **Original email signed by BRN applicant.***
- ❖ **External email 10-3-24 comment #2 to HORNE Agent:**  
*Good afternoon, I am sending this message to give feedback regarding the excellent customer service I experienced [name removed]. I recently applied for an APRN license in California and [name removed] was the licensing analyst assigned to me. I was pleasantly surprised that she reached out to me by email the day after I had submitted my application. She introduced herself to me and offered to assist if I needed support through the process. This put me at ease knowing that I did not have to use the telephone line which is usually busy as I experienced when I applied for my RN license. [Name removed] not only*

*promised to assist me through the process but actually delivered! I emailed her a couple of times to clarify things and [Name removed] quick response to my emails prompted me to send this message. **Original email signed by BRN applicant.***

### **Recommendations for BRN**

HORNE recommends BRN move to an individualized care model and Workload Management workflow process; referred to in this document as a Concierge Service Model. At a high level, BRN should standardize an outreach and assignment model across all licensing functional groups. A standardized process not only keeps each evaluator consistent but allows for accurate reporting to management and executive leadership.

In this process, licensing evaluators should conduct initial reviews of applications to ensure all licensing requirements are met and when deficiencies exist, both phone and email contact should be made to applicants. This will help in obtaining the missing information/documents required to complete the licensure process in a faster timeframe. Each outreach effort and attempted outreach effort should be tracked and each license application should be held to a non-responsive policy, see a proposed policy below:

<b>Outreach</b>	<b>1<sup>st</sup> Attempt</b>	<b>2<sup>nd</sup> Attempt</b>	<b>Final Attempt</b>
Timeframe	Within 24 hours of Deficiency Letter	+2 business days from initial contact	+4 business days from initial contact
Method	Email and Phone Call	Email and Phone Call	Formal Email

As mentioned above, when outreach attempts are completed and the applicant does not respond and/or return the necessary information/documentation, the evaluator should classify the application as "Maximum Effort Achieved."

Additionally, HORNE recommends ongoing/recurring training to better prepare evaluators on how to manage common issues that can be resolved at the evaluator level, without escalating issues to members of the QA/Management team. The Concierge Model, coupled with additional recommendations, is meant to provide evaluators with the responsibility of processing applications from submission to final resolution.



## CHAPTER 3: WORKLOAD MANAGEMENT BUSINESS PROCESS

### **BRN Pre-Workload Business Process**

BRN does not have an individual workload management business process that monitors prior, pending, or current workload. BRN Licensing Program management team utilizes QBIRT BreEZe reports to assign and monitor workload. Depending on the data parameters of the reports, the report may take an extended period of time to produce. Some long running reports may cause access challenges to real-time indicators of BRN pending workload. Generally, BRN management spends extra time to manually edit the standardized QBIRT reports for their needs but do not have the functionality to analyze the data quickly.

### **HORNE Workload Management Model**

Production reports that capture program metrics, both qualitative and quantitative measures required to track productivity by task, are crucial to HORNE's licensing approach. Through these reports and using agent feedback, HORNE proactively detected issues in workflows, tracked key performance indicators, and identified efficiencies that can be applied across tasks. HORNE typically sought to immediately establish a real-time reporting dashboard to track the ageing status of all applications. These dashboards identified any lapse in application review and flag it to make real-time staffing adjustments and provide faster processing.

Upon starting this project, HORNE identified a need to track the work performed by HORNE agents. As a collaborative effort, DCA staff and HORNE developed an agent workbook which allowed project leadership to track all applications worked by HORNE agents and all related application data, such as:

- Application type,
- Identified deficiencies and resolution date(s),
- All outreach efforts, including summaries and dates, and
- Application milestones dates.

Additionally, HORNE developed a master tool to read all agents' workbook data and display the data in charts/graphs, which provided statistics on application processing time averages and other data trends. This tool has the capability to see these statistics across any timeframe over the life of the project. Conclusions drawn from these statistics allowed for more effective management of the HORNE team workload by examining the following:

- Number of applications that were Approved, Processed (Maximum Effort Achieved), Completed (approved + processed), and Pending Information,
- Number of Applications assigned to each agent, and
- Agent review time.

As these data collection efforts were not captured in BreEZe, there is not an easy and/or electronic process to allow for a reconciliation of the HORNE Workload Management Tool with the BreEZe data. As a result, several "Reconciliation" processes were added to the Excel tool to allow for easier QA checks on the data provided from the workbooks, versus what is in the system of record, BreEZe. This reconciliation process identified some improper inputs,



errors, and deficiencies in agent work artifacts. The errors were all tracked, trended, and corrected.

In addition to the Workload Management tool, a Call Log was created to track/measure all calls made from the Teams application. Charts/graphs were created to show trends and allow leadership to obtain insight into the effectiveness and frequency of outreach attempts made by HORNE agents.

### **Recommendations for BRN**

HORNE recommends a managerial or production dashboard, referred to in this document as a Workload Management Model. This is meant to provide management with detailed information, such as the general flow of applications within a licensing division and tracking of team specific key performance indicators. Currently at BRN, there is an overreliance on the Microsoft Teams environment and a number of various reports that function as their workload management model. A Workload Management tool and related reporting will allow managers to focus on applications and provide the data needed to balance the workload between evaluators and track overall team success.

The project developed an electronic Enterprise Reporting and Analytics System (ERAS) tool using PowerBI that will provide BRN with real-time data that may assist in workload management. Originally prototyped as an advanced Excel tool, the PowerBI platform captures most of the original functionality of the Excel tool and displays the data with faster initial data loads, faster displayed data after slicing/filtering, and visually striking charts and graphs.

ERAS may provide the following benefits:

- Ability to assess/count staff workload (Approved, Pending, Max Effort Achieved, etc.) timely,
- Increase agents' ability to prioritize work in the concierge service,
- Improve agents' ability to complete applications more efficiently, and
- Target various data points so that the errors identified can be mitigated, which will assist in a QA process.

BRN management may use the tool to:

- Track assigned/unassigned applications,
- Assess production counts,
- Measure review and licensing timeframes, per application/per evaluator,
- Analyze Annual Report data,
- Bookmark specifically filtered views,
- Monitor outreach attempts,
- Export data into Excel, if needed, and
- Reconcile against QBIRT reports.

The following screenshot of the ERAS table of contents shows the data reports available to BRN management to identify, monitor, and track licensing workload:

		<b>Table of Contents</b>		<b>Latest Refresh</b> 1/13/2025 12:05:48 AM	
<b>Summaries</b>		<b>Aging</b>			
Production Summary		Time to Initial Review			
Applications Pending Initial Review		Initial Review to Approval			
Applications Approved		Time to Approval			
<b>Workload</b>		<b>Other</b>			
Unassigned		Report Builder			
Assigned		Data Dictionary			
		Modifier Dictionary			

From the manager's perspective, workload management is used to accurately describe and analyze the evaluator's workload. Moving to a workload management system allows managers to clearly review and reassign their team's specific workload. Additionally, findings can be documented in standardized template(s) and provided to executive leadership for review. HORNE recommends, if possible, making the necessary changes in BreEZe to facilitate reporting data into a department-wide workload management tool.

As an intermediary way of workload management, BRN modified the excel workbooks used by HORNE. Additionally, BRN added a "BRN Modifier" into the BreEZe system that indicates an evaluator's assignment to an application as well as a "MAXE Modifier" to indicate that an application has had maximum efforts conducted.

## **CHAPTER 4: QUALITY ASSURANCE BUSINESS PROCESS**

### **BRN Pre-Contract Quality Assurance (QA) Business Process**

Prior to this project, BRN did not have a QA business process in place for licensing staff. Some BRN supervisors indicated that they would perform random reviews of completed applications; however, this process was not documented and/or required per current BRN practices. The licensing business process must be based on accurate, verified documented information to ensure that only applicants that meet the mandated licensing requirements are appropriately licensed and/or that deficient documentation is obtained prior to a license being issued.

### **HORNE Quality Assurance Model**

The HORNE model for QA in application-based programs typically included: 1) two levels of review for applications placed in a final resolution state (approved or denied) by QA reviewers and 2) sample-based testing by a department QA team.

If the QA agent identified missing documents, they returned the application file back to the processing agent to resolve the deficiencies. This approach helped to keep agents focused on moving the pipeline forward. It also provided reporting insight into the agent's return rates and allowed management to determine where additional training may be warranted on a team-wide or individual basis.

Sample based testing is typically carried out by a QA team, who take a randomized sample of a particular application flow or all applications. From this random sampling, the QA team reviewed the files to ensure internal procedures were followed and the final determination was compliant with laws and regulations. After this review, the sampled files are either deemed "pass" or "fail." All testing results are tracked and recorded and the files that have failed are sent back to reviewers for corrections. If the percentage of files tested reaches five (5) percent fail rate, this is reported to program leadership, and another QA random sample is pulled.

The contract did include requirements for providing QA practices for the licensure process; however, this was not put into practice until February 2024 after a random review by BRN SME staff discovered that 38 applications contained licensing errors. Once discovered, the errors were quickly corrected, and action was taken on the applications as necessary. In addition, the application processing by HORNE agents was held until a structured and controlled QA process was implemented.

HORNE built an Excel QA tool to provide statistics based on how many errors were made; the types of deficiencies found during the review process per agent; averages of lengths of time for a QA review; how long for agent resolution of deficiencies; and a risk score scheme to indicate when an agent started making errors or when they stopped making errors.

Another aspect of the QA implementation involved the accumulation of all questions asked by agents via Teams. Through this deliverable, HORNE management utilized the risk score scheme to identify red flags on areas that needed more attention (i.e. training/retraining needs, lack of clear BRN policies and procedures).

### **Recommendations for BRN**

HORNE recommends the creation of an independent team of qualified BRN staff who will be assigned to QA the licensure process. The QA team should consist of at least one manager/supervisor and one analyst. It is recommended that the QA team audit samples of all application types as well as applications in specific statuses of the licensing life cycle, including but not limited to, completed, deficient, abandoned, withdrawn, educational delay, and non-responsive applicants.

A standardized QA process should be developed to ensure that licensing applications are reviewed/approved prior to a license being issued. The QA process should be documented, quantified and provide transparency on any issues identified that may require BRN management intervention (i.e. additional training, revisions to BRN policies and procedures). The QA process should be consistently performed and the results reported to BRN leadership. This report to leadership should include recommended solutions to issues identified so that an appropriate resolution can be implemented timely and accurately. Moreover, standardized QA reports should be developed and shared with applicable staff to ensure information is communicated to improve policies and procedures and limit confusion. This will also provide clear expectations for licensing evaluators to follow.

Furthermore, HORNE recommends that a QA Standard Operating Procedure Manual and checklists be developed to ensure a consistent implementation of QA expectations for licensing staff and BRN managers.



## Agenda Item 5.6

**Information Only:  
Solution Converting Fingerprint Hard Cards to  
Electronic Live Scan Submissions Via a  
Contracted Vendor**

BRN Board Meeting | May 28-30, 2025

**BOARD OF REGISTERED NURSING**  
**Agenda Item Summary**

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**AGENDA ITEM: 5.6**  
**DATE: May 28-30, 2025**

**ACTION REQUESTED:** Information only: Solution converting fingerprint hard cards to electronic Live Scan submissions via a contracted vendor.

**REQUESTED BY:** Loretta Melby, Executive Officer

**BACKGROUND:**

Under the authority of the [Nursing Practice Act](#), all license, registration, and permit applicants and holders must furnish a full set of fingerprints for purposes of conducting federal and state criminal history record checks through the California Department of Justice (DOJ). Licensure, registration, and permits are subject to denial, suspension, or revocation based upon an applicant's or licensee's conviction of a crime. The fingerprints are retained by the DOJ, which provide reports to the Board of Registered Nursing (BRN) of any future arrests and/or convictions on an ongoing basis.

There are two methods available to complete this requirement:

1. Live Scan Process: This process is the preferred method as results are received faster (typically within a couple days to weeks). Applicants/licensees do not need to be a California resident to complete a Live Scan in California; however, they must complete a Live Scan at a DOJ-authorized vendor located within California.
2. Manual Fingerprint Process: When applicants/licensees reside outside of California and do not plan to travel to California prior to licensure or are unable to access Live Scan in California, they may use the manual fingerprint (hard card) method using a FD-258. However, this method of fingerprinting takes much longer (several weeks to months), and it can often lead to a rejection due to poor quality of fingerprints, requiring reprinting and even longer processing times.

To enhance the manual fingerprinting process, the BRN is currently pursuing a contract with a DOJ-authorized Live Scan vendor to convert two (2) FD-258 fingerprints cards into electronic submissions. This involves digitizing the physical fingerprint cards for electronic submission through the Live Scan system.

This solution will allow for faster fingerprint results and reduces the risk of image degradation or data loss compared to handling physical FD-258 fingerprint cards. In addition, when fingerprints are rejected, the BRN will notify the vendor to resubmit the second set of fingerprints eliminating additional action from the applicant/licensee for the resubmission. This solution will be a cost savings for the BRN and could ultimately result in faster application processing times.

**RESOURCES:**

**NEXT STEPS:** Received competitive bids and review proposed vendors.

**FISCAL IMPACT, IF ANY:** None

**PERSON(S) TO CONTACT:** Matthew Yeates  
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California Board of Registered Nursing  
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## Agenda Item 5.7

**Information Only:  
Inherent Risk to Public Servants in Carrying Out  
Regulatory Duties, Security at Future Board Meetings;  
Death Threats; Threatening Emails**

BRN Board Meeting | May 28-30, 2025

**BOARD OF REGISTERED NURSING**  
**Agenda Item Summary**

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**AGENDA ITEM: 5.7**  
**DATE: May 28-30, 2025**

**ACTION REQUESTED:** Information only: Inherent risk to public servants in carrying out regulatory duties, security at future Board meetings; death threats; threatening emails

**REQUESTED BY:** Dolores Trujillo, RN - President

**BACKGROUND:**

Public servants can face real dangers while doing their jobs, especially when enforcing laws, regulations and rules. Board staff have been physically attacked, spit on, subjected to aggressive and/or offensive language, received threatening emails and even death threats. Police report(s) have been filed and restraining order(s) requested and granted.

If the person responsible is applying for or already holds a license, the Board should take action. This could mean denying their application or using its authority to discipline them for unprofessional behavior.

**NEXT STEP:** Continue to monitor

**PERSON TO CONTACT:** Loretta Melby  
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