



Florida Center for Nursing Quarterly Board of Directors Meeting

Thursday, March 14th, 2024

Riveroak Technical College

415 Pinewood Dr. SW

Live Oak, FL 32064

Mission:

The Florida Center for Nursing is established to research and address issues of supply and demand for nursing, including issues of recruitment, retention, and utilization of nurse workforce resources.

Vision:

The vision of the Florida Center for Nursing is to ensure that the health care needs of the residents and visitors of Florida are met by a competent and sufficient nursing workforce.

Values:

- Accountability–We commit to delivering the FCN’s statutory goals.
- Integrity–We practice high ethical standards through interpersonal and interprofessional relationships.
- Respect–We cultivate collaborative partnerships that promote access for everyone.
- Courage–We take bold steps to create innovative best practices to advance the nursing profession.

Business Meeting Minutes

9:01 a.m. Business Meeting called to order and roll call conducted.

Attendance:

FCN Board of Directors:

Ms. Kristina Cloversettle, Ms. Julianne Colle, Ms. Suzanne Depew, Dr. Mary Anne Enns, Dr. Michele Heston, Ms. Joanne S. Hoertz, Dr. Robert M. Keiser (virtual), Dr. Louisana Louis, Dr. Robin McGuinness, Dr. Jacqueline Munro, Ms. Michele Panetta (virtual), Ms. Monica Puga (virtual), and Dr. Leslie Rogers

Excused: None

Quorum established: yes

FCN Staff: Dr. Rayna Letourneau, Ana Sanchez and Vinnie Shaw

Recorders: Vinnie Shaw and Ana Sanchez

1. Approval of December 2023 Minutes

Motion to approve the December 13, 2023 minutes by Dr. Robin McGuinness. Seconded by Ms. Kristina Cloversettle.

Approved unanimously. Motion carried.

2. Key Findings of FCN Technical Reports

Reviewed key findings of the 2023 Nursing Education Report, 2023 NCLEX report, and 2023 Impact Report.

Informational.

Meeting break at 10:40 a.m.

Meeting resumed at 10:47 a.m.

3. Bylaws

On behalf of the FCN Bylaws Committee, Dr. Robert Keiser presented a proposed structure of officer positions, role descriptions, transition for chair elect to chair. See Appendix A, FCN Bylaws document with tracked changes.

Dr. Michele Heston motioned to accept the proposed bylaws with amendments for approval in its entirety. Seconded by Dr. Mary Anne Enns.

Approved unanimously. Motion carried.

Discussion regarding process as follows:

1. Nominations for Chairperson and Chairperson-elect: The nominations will be considered by the full board; the majority of the vote will be considered for the chairperson-elect position.
2. Election Process: An election will proceed with nominated individuals. In the event of a tie, a runoff election shall be held between the tied candidates.
3. Removal from office: Any officer may be removed from office for misconduct or failure to fulfill duties. A removal from office requires a two-thirds vote of the full board.

Motion to approve nomination, election, and removal from office processes by Dr. Michelle Heston. Seconded by Dr. Mary Anne Enns.

Aye- 10; Nay- 3; Abstain- 0. Motion is carried.

4. Policies and Procedures

1. **Attendance Policy** draft presented (Appendix B).

Motion to accept the attendance policy as amended by Dr. Mary Anne Enns. Seconded by Ms. Joanne Hoertz.

Discussion regarding the policy as follows:

Recommendation to change expectations regarding unnotified absences and attendance over the calendar year.

Motion to amend original motion to accept the attendance policy as written by Dr. Mary Anne Enns. Seconded by Dr. McGuinness.

Approved unanimously. Motion carried.

2. **Board of Directors' Allowance Process.**

For the fiscal year 2023-2024, there is a \$50.00 a day allowance for the Board of Directors. Payment via Florida Center for Nursing headquartered at University of South Florida requires directors to be set up as a supplier if they choose to opt in for the allowance. No action is needed if the director chooses to decline the allowance. The Board of Directors will receive payment in the form of a check mailed via USPS to the address of record.

Informational.

Meeting break at 12:00 p.m.

Meeting resumed at 1:00 p.m.

5. Performance Appraisal Committee FY24

The Performance Appraisal Committee for fiscal year (FY) 2023-2024 was established. Dr. Mary Anne Enns will lead, Ms. Suzanne Depew, Ms. Joanne Hoertz and Ms. Michele Panetta are part of the committee. Dr. Rayna Letourneau, Executive Director, will be evaluated by the FCN Board of Directors for FY 2023-2024. A survey will be conducted to collect information from the Board of Directors.

Informational.

6. National Forum of State Nursing Workforce Centers Update

The National Forum of State Workforce Centers 2024 annual conference will be held in San Diego on June 17-19, 2024.

Informational.

7. Review of SB 7016

Senate bill 7016 includes an amendment to Florida Statute chapter 464 section 019, the implementation study, deleting the sunset date. The report is due annually on January 30.

Informational.

8. Strategic Planning

Reviewed the Florida Center for Nursing's vision, mission, strategic goals, and strategic initiatives.

Informational.

9. Academic-Practice Partnerships

Reviewed information about the Advent Health and Saint Leo University academic-partnership that was shared with the Florida Center for Nursing from the St. Leo College of Nursing Dean, Dr. Kathy Van Eerden.

The Board of Directors would like any correspondence from the public as an agenda item at future meetings.

Informational.

Meeting break at 2:22 p.m.

Meeting resumed at 2:44 p.m.

10. Updates from Executive Director, Rayna Letourneau, PhD, RN

Nursing Workforce Research

Since 2022 FCN published 7 technical reports, more than 5000 printed copies have been distributed and 56,000+ digital copies have been downloaded from 10 countries and territories.

Community Outreach

This quarter, FCN has presented at several meetings and conferences. In January, FCN presented at the FNA Advocacy days in Tallahassee and at a meeting with the REACH Office staff and state agency leadership. In February, FCN presented at a private high school in Hillsborough County and the Florida Board of Nursing education workshop in Orlando, as well as the Florida Board of Nursing full board meeting.

Nursing Workforce Interventions

FCN has promoted a self-care wellness program called Emotional Vaccine for faculty nurses, all nurses, and future nurses.

FCN launched Shaping the future program as a statewide intervention, since May 2022, the program has had 1184 enrollments and 384 completions.

FCN continues building the Prelicensure Professional Networking Program (PPNP), focusing on establishing an academic-practice partnership in Miami.

FCN is developing a statewide nurse well-being advisory board.

Other Matters

Dr. Rayna Letourneau announced a Community Engagement Tour with a goal of 8 regional workshops.

11. Update from BOD Chairperson, Louisiana Louis

Discussion regarding frequency and locations of future Board of Directors meetings. Recommendation for FCN staff to conduct a cost analysis of travel expenses before making decisions regarding meeting locations.

Upcoming meetings:

- Thursday, June 13th, 2024, at USF (Room TBD)
- September 2024 (TBD) – Thursday, Sept. 12
- December 2024 (TBD) – Tuesday, Dec. 3
- March 2025 (TBD) – Wednesday, March 5, 2025

Motion to adjourn at 3:34 p.m. called by Ms. Julianne Colle. Seconded by Dr. Mary Anne Enns.



BYLAWS

Created March 2023. Revised 6/2023, 9/2023, 12/2023.

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Article I. Name and purpose

The name of the organization is the Florida Center for Nursing (FCN), which hereafter shall also be known as the Center.

The Florida Center for Nursing is a state workforce center established in Florida statute (F.S. 464.0195) to address issues of supply and demand for nursing, including issues of recruitment, retention, and utilization of nurse workforce resources. The purpose of the Florida Center for Nursing is to be the definitive source of information and strategies addressing the dynamic workforce needs of the state. The Legislature finds that the Center will repay the state's investment by providing an ongoing strategy for the allocation of the state's resources directed towards nursing.

Article II. Goals

The primary goals for the Center shall be to:

- A. Develop a strategic statewide plan for nursing manpower in this state by:
1. Conducting a statically valid biennial data-driven gap analysis of the supply and demand of the health care workforce. Demand must align with the Labor Market Estimating Conference created in s. 216.136. The center shall:
 - a. Establish and maintain a database on nursing supply and demand in the state, to include current supply and demand.
 - b. Analyze the current and future supply and demand in the state and the impact of this state's participation in the Nurse Licensure Compact under s. 464.0095.
 2. Developing recommendations to increase nurse faculty and clinical preceptors, support nurse faculty development, and promote advanced nurse education.
 3. Developing best practices in the academic preparation and continuing education needs of qualified nurse educators, nurse faculty, and clinical preceptors.
 4. Collecting data on nurse faculty, employment, distribution, and retention.
 5. Piloting innovative projects to support the recruitment, development, and retention of qualified nurse faculty and clinical preceptors.

6. Encouraging and coordinating the development of academic-practice partnerships to support nurse faculty employment and advancement.
7. Developing distance learning infrastructure for nursing education and advancing faculty competencies in the pedagogy of teaching and the evidence-based use of technology, simulation, and distance learning techniques.

B. Enhance and promote recognition, reward, and renewal activities for nurses in the state by:

1. Promoting nursing excellence programs such as magnet recognition by the American Nurses Credentialing Center;
2. Proposing and creating additional reward, recognition, and renewal activities for nurses; and
3. Promoting media and positive image-building efforts for nursing.

C. Convene various groups representative of nurses, other health care providers, business and industry, consumers, lawmakers, and educators to:

1. Review and comment on data analysis prepared for the center;
2. Recommend systemic changes, including strategies for implementation of recommended changes; and
3. Evaluate and report the results of these efforts to the Legislature and other entities.

Article III. Collaboration with Florida Board of Nursing and Medical Quality Assurance Division

The Board of Nursing shall include on its initial and renewal application forms a question asking each nurse to voluntarily contribute to funding the Florida Center for Nursing in addition to paying the fees imposed at the time of licensure and licensure renewal. Revenues collected from nurses over and above the required fees shall be transferred from the Medical Quality Assurance Trust Fund to the Grants and Donations Trust Fund within the Department of Health and shall be used solely to support and maintain the goals and functions of the Center. Before giving a nurse the opportunity to contribute to funding the center at the time of licensure renewal, the Board of Nursing shall provide the nurse with a summary of the Center's work, a link to the Center's Internet website, and the following statement: "The Florida Center for Nursing's operating revenues are derived in part from your donation. In order for the Florida Center for Nursing to continue its work on behalf of nurses, please donate."

The center may request from the board, and the board must provide to the Center upon its request, any information held by the board regarding nurses licensed in this state or holding a multistate license pursuant to s. 464.0095 or information reported to the board by employers of such nurses, other than personal identifying information.

Article IV. Board of Directors

The Florida Center for Nursing shall be governed by a policy-setting board of directors. The board shall consist of 16 members, with a simple majority of the board being nurses representative of various practice areas. Other members shall include representatives of other health care professions, business and industry, health care providers, and consumers.

Members

The members of the board shall be appointed by the Governor as follows:

- (a) Four members recommended by the President of the Senate, at least one of whom shall be a registered nurse recommended by the Florida Organization of Nurse Executives and at least one other representative of the hospital industry recommended by the Florida Hospital Association;
- (b) Four members recommended by the Speaker of the House of Representatives, at least one of whom shall be a registered nurse recommended by the Florida Nurses Association and at least one other representative of the long-term care industry;
- (c) Four members recommended by the Governor, two of whom shall be registered nurses;
- (d) One nurse educator recommended by the Board of Governors who is a dean of a College of Nursing at a state university; and
- (e) Three nurse educators recommended by the State Board of Education, one of whom must be a director of a nursing program at a Florida College System institution.

The members of the board are entitled to receive per diem and allowances prescribed by law for state boards and commissions. [464.0196 (4)]

Terms

The initial terms of the members shall be as follows:

(a) Of the members appointed pursuant to paragraph (1)(a), two shall be appointed for terms expiring June 30, 2005, one for a term expiring June 30, 2004, and one for a term expiring June 30, 2003.

(b) Of the members appointed pursuant to paragraph (1)(b), one shall be appointed for a term expiring June 30, 2005, two for terms expiring June 30, 2004, and one for a term expiring June 20, 2003.

(c) Of the members appointed pursuant to paragraph (1)(c), one shall be appointed for a term expiring June 30, 2005, one for a term expiring June 30, 2004, and two for terms expiring June 30, 2003.

(d) Of the members appointed pursuant to paragraph (1)(d), the terms of two members recommended by the State Board of Education shall expire June 30, 2005; the term of the member who is a dean of a College of Nursing at a state university shall expire June 30, 2004; and the term of the member who is a director of a state community college nursing program shall expire June 30, 2003.

After the initial appointments expire, the terms of all the members shall be for 3 years, with no member serving more than two consecutive terms.

Roles and Responsibilities

The board shall have the following powers and duties:

- (a) To employ an executive director.
- (b) To determine operational policy.
- (c) To elect a chair and officers, to serve 2-year terms. The chair and officers may not succeed themselves.
- (d) To establish committees of the board as needed.
- (e) To appoint a multidisciplinary advisory council for input and advice on policy matters.
- (f) To implement the major functions of the center as established in the goals set out in s. 464.0195.
- (g) To seek and accept nonstate funds for sustaining the center and carrying out center policy.

Allowance

Florida statute 464.0196 states “the members of the board are entitled to receive per diem and allowances prescribed by law for state boards and commissions.” The FCN board of directors will be issued a \$50 daily allowance when they are on official business, to include travel days and meeting days.

Officers

The officers of the Florida Center for Nursing shall consist of a Chairperson and Chairperson-elect.

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Board Chairperson Role Description

The chair’s term will be a two-year term as chairperson. The primary responsibilities of the chair are to facilitate board meetings and ensure that the board is effective in setting and implementing the FCN’s statewide strategic plan. The chairperson represents the Florida Center for Nursing during internal and external functions. The chairperson is responsible for upholding the FCN’s mission and working collaboratively with the Board of Directors, Executive Director, and FCN staff.

Commented [RL1]: Does this need to be reduced to 1-year term, less burdensome, with chair-elect role used as transition and succession plan?

Deleted: followed by a one-year term as chair-emeritus

Deleted: The primary responsibilities of the chair emeritus are to provide an orderly transition and consultation to the new chairperson.

Board Chairperson- Elect Role Description

Deleted: Co-Chairperson

The chairperson-elect’s term will be a one-year term as chairperson-elect immediately preceding the transition to the role of chairperson. The chairperson-elect shall act as chairperson in the absence of the chairperson. The primary responsibility of the chairperson-elect is to learn from and assist the chairperson with organizational duties.

Deleted: (Description to be determined December 2023)

Election Process

Step 1: Nominations

Officer nominations shall be accepted before the biennial election meeting. Nominations will be considered by the full Board. Those receiving a majority vote will be considered for the chairperson-elect election.

Step 2: Election Process

Elections will be conducted through an electronic vote or a vote during the biennial election meeting. The candidate with the majority of votes for each position shall be declared the chairperson elect.

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Step 3: Tiebreaker

In the event of a tie, a runoff election shall be held between the tied candidates.

Removal from Office

Deleted: ¶ In the absence or disability of the chair, the co-chair shall perform all duties of the chair and in doing so shall have the powers of the chair. ¶

Any officer may be removed from office for misconduct, failure to fulfill duties, ineptitude, or ineffectiveness, or if deemed to be a poor representation of the values of the Florida Center for Nursing. Removal requires a two-thirds vote of the membership.

Board Meetings and Quorum

Commented [RL2]: What is expectation for attendance?

The Board shall have regularly scheduled meetings each quarter. The chairperson of the Board may call additional meetings of the Board of Directors as the business of the Center may require.

A simple majority, 50% plus one of the appointed Board of Directors, shall constitute a quorum at any scheduled and/or called meeting of the Board of Directors.

Voting

Voting may be conducted in person by ballot or voice, by email, proxy, or abstentions. Abstentions will be counted as votes for the prevailing side. No vote/blank ballots are not counted in the final tally of votes for majority or 2/3 vote. All votes will be recorded in the meeting minutes. The voting policy shall provide clarification and guidance on the purpose, process and definitions related to FCN voting.

Article V. Appraisal Process for FCN Executive Director

FCN Board of Directors will evaluate the FCN Executive Director based on the role and responsibility associated with the statutory requirements of 464.0195. The Executive Director is to be evaluated per the academic evaluation model as required by USF-CON. Additionally, the FCN Board of Directors, specifically the Appraisal Committee, will evaluate the productivity and deliverables of the Executive Director.

Appraisal Committee

The Board of Directors shall appoint an Appraisal Committee of at least three members. The Committee shall be comprised of Board of Director members.

The Appraisal Committee shall elect its own Chairperson, who will lead the appraisal process.

The Appraisal Committee shall establish procedures and timelines for conducting the appraisal.

Appraisal Process for Executive Director

The Appraisal Committee shall conduct the appraisal process on an annual basis.

The Executive Director shall provide a self-evaluation, including a description of their achievements and challenges during the previous year.

The Appraisal Committee shall collaboratively complete an annual appraisal form and deliver the appraisal to the Executive Director. The method of communicating the appraisal is to be done in a format and means of communication that provides an opportunity for two-way feedback.

The Appraisal Committee shall recommend the rate of compensation of the Executive Director to the entire Board of Directors. The Board of Directors will affirm or recommend revision of the proposed rate of compensation in writing or via a formal 2/3 vote.

**Article VI.
Committees**

The purpose of these by-laws is to establish guidelines for the formation and functioning of working committees within the FCN. The role of each committee will be outlined in the FCN Policy and Procedures Manual. Standing committees are Appraisal, Finance, Research. All other committees which are deemed necessary for the sound operation of the Center shall be created by the Chairperson and the Board of Directors. Each committee shall meet at minimum twice, annually.

Committee Formation

The Chairperson shall propose the formation of the committee to the Board of Directors.

The Board of Directors shall review the proposal and determine if the committee is necessary. If the Board of Directors approves the proposal, they shall appoint a Chairperson and determine the size and scope of the committee.

The Committee Chairperson shall then recruit members for the committee.

Committee Membership

Committee membership shall be open to all members of the Board of Directors.

Members shall serve for a term determined by the Board of Directors, after which they may be reappointed or replaced.

Committee Meetings

The committee chairperson shall schedule and conduct committee meetings.

Meetings shall be held on a regular basis, and additional meetings may be called as needed.

The committee chairperson shall provide notice of meetings in advance of the meeting.

A quorum shall be required for meetings, and decisions shall be made by a majority vote of the members present.

Committee Responsibilities

Each committee shall have a specific mandate and responsibilities as determined by the Board of Directors.

Committees shall develop and submit reports to the Board of Directors, Chairperson of the Board, and the Executive Director outlining their progress and recommendations.

Committees shall make recommendations to the Board of Directors, but final decisions shall be made by the Board of Directors.

Committee Disbandment

A committee may be disbanded by the Board of Directors if its mandate has been fulfilled, or if it is deemed no longer necessary.

The committee shall provide a final report to the Board of Directors before being disbanded.

**Article VII.
Parliamentary Authority**

The rules contained in the current edition of "Robert's Rules of Order" shall govern the Center in all cases in which they are applicable and consistent with the Bylaws.

**Article VIII.
Enabling Acts**

All provisions of the above Bylaws shall take effect upon adoption by vote of the Board of Directors subject to Article VIII.

**Article IX.
Amendments**

These Bylaws may be amended or repealed by a two-thirds (2/3) vote of the votes cast by the Board of Directors at any annual or special meetings of the Board, via presence, proxy, or electronic vote. Such changes shall be provided in writing to the FCN Board thirty (30) days prior to such meetings.



Board Attendance Policy

Purpose: This policy is intended to support the full participation and contribution of all Board directors. All Board directors receive a copy of this official policy. The policy is reviewed once a year and maintained in each director's file. The terms for attendance and associated termination of Board directors are in accordance with this policy.

Definition of a Board Attendance Problem

A Board attendance problem may occur if any of the following conditions exists regarding a Board director's attendance to Full-Board meetings:

1. The director has one un-notified absence ("un-notified" means the director did not call ahead to a reasonable contact in the organization before the upcoming meeting to indicate they were unable to attend).
2. The director has two notified absences in a fiscal year.

Response to a Board Attendance Problem

1. If the Board notices a Board attendance problem with a director, the Board Chairperson will contact the director within one week to discuss the problem.
2. The Board Chairperson will share the director's response with the entire Board within one week.
3. In the next Board meeting, the Board will decide what actions to take with a 2/3 majority vote.
4. If the action taken is termination from the Board, the Board Chairperson will promptly initiate a process to notify the Governor's Appointment Office and request a new Board director.