

WCN Board Retreat Minutes

May 31, 2019 9:00 a.m. – 4:00 p.m.

WCN Board Member Rebecca Ainley's Home

Present: Grace Yang, Michelle James, Debbie Brinker, Victoria Fletcher, Chris Bircham, Katie Eilers, Rebecca Ainley, Melissa Hutchinson, Antwinett Lee, Jamie Shirley

Excused: Diane Sosne, Elizabeth Adams, Steven Simpkins, Lena Hristova

Staff: Sofia Aragon, Theresa Berry, Frank Kohel, Rebecca Pizzitola

Topics	Discussion	Action Needed
<p>Call to order</p> <ul style="list-style-type: none">• Consent Agenda• Approval of minutes from last Board Meeting• Finance Update	<p>WCN Board President Michelle James called the meeting to order at 9:20 am. She welcomed members and thanks Ms. Ainley for hosting the retreat.</p> <p>Ms. James asked if there were any changes for the agenda. Without any changes, she moved to the Consent Agenda: Ms. Brinker had already sent a suggested change to the April 5, 2019 Board of Director Meeting Minutes. It was requested to add 'Finance Committee recommended approval of the financials. On page five, third paragraph, should say add instead of 'a'. Also check the spelling of Melissa Hutchinson. With the changes to the minutes the Consent Agenda was moved by Mr. Bircham, seconded by Ms. Fletcher and approved by all.</p>	
<p>Icebreaker/Teambuilding activity</p> <ul style="list-style-type: none">• What is your "why" – Why Nursing? Why WCN service?• What are you hoping to take away/get out of the retreat?	<p>Ms. James and Ms. Aragon thanked everyone able to attend the 15th Anniversary Celebration!! It was a wonderful day. Discussion about photos and Dropbox.</p> <p>Introduced Mary Fertakis, Mary welcomed the group. She noted she has worked with WCN in the past as her internship site during her UW Master's program and wrote a report on the WA State Workforce Diversity Initiative.</p>	

	<p>Icebreaker – She asked everyone to give their name, where you serve, why are you serving with WCN. She noted it is important to take the time to get to know each other. Important to know who each other is and what inspires us. Nonprofits benefit the public. Take your break when you need to, but we will work through.</p>	
<p>Executive Director Report Evolution of WCN & Its Work (Timeline)</p>	<p>Preparation for meeting with NCQAC’s Paula Meyer and Tracy Rude since they will be here in an hour. Ms. Aragon has revised the WCN timeline since she took over and reported on the timeline. She tried to capture the big milestones, especially data. Makes up unique our diversity work. Making connections with diverse organizations.</p>	
<p>Celebrations</p>	<p>The 15th Anniversary was wonderful, and we brought in new stakeholders introducing them to WCN. Mr. Bircham spoke to the beautiful day, perfect balance between social and presentations. Overall the event was received very well, people had a great time. Attendees liked the opportunity to meet other stakeholders, people from the Washington State Hospital Association and MCQAC that wanted to know more about us. The presentations gave a great summary about WCN and what we are about. Wonderful networking. Ms. James noted it was the perfect amount of time and recruited two new nurses. Ms. Eilers got to speak with Patty Hayes about saving child health. Discussion about the almost \$4,000 raised including the silent auction. We can’t do an elaborate event every year, but we want to try and do something every year. It was noted that it wasn’t ADA and the stairs were a challenge. Thanks to everyone for the hard work.</p> <p>Partnerships – Still working with CNEWS, even with all the rapid changes, RWJF grant and the Healthier Washington initiative. She noted while we may think we aren’t noticed, we have made enough of an impression to be notice by Premera.</p>	

	<p>Action Now is important to continue. Ms. Aragon noted the success of the legislation allocating of \$40,000,000 for nursing educators at community and technical college.</p> <p>Discussion about our relationships with Eastern Washington and we wanted to continue our work there. Ms. Aragon also thanked Debbie Brinker for helping us keep contact with the eastside.</p> <p>Discussion about NCQAC. Updating the board about the discussion so far and what we'd like to get out of today's discussion.</p>	
<p>Roles & Responsibilities of Non-Profit Boards Review Basics of service on Non-Profit Boards Discussion and Adoption of Board Norms/Operating Protocols</p>	<p>Mary wanted to touch on WCN Board Roles and Responsibilities before the NCQAC members arrived. Boards are often primarily white, male, those that write the checks. Part of the white savior mentality. Mary spoke to the intentional recruitment she did for the Tukwila Children's Foundation Board. Different languages were very important in that recruitment with translation being important; many times, the word like volunteer isn't even part of several languages. The duties of care and being informed about what the work the organization is doing. She also discussed the duty of loyalty, you may not be on the same page as the entity you are representing; it is about being intentional about what you wear and being faithful to the mission. Be consistent with the bylaws, someone to question staying in alignment. The Strategic Plan has to be a living document the board uses. Good boards take into account when dynamics change. Seeing external things are impacting you and the work. They have the intentional conversation and document it.</p> <p>She served on the Tukwila School Board and as president of the Washington State School Directors Association. The Board is the policy maker, and staff are the implementers.</p> <p>Liability only extends to your work as a board member. Add from the documents. Throw up, you throw up to the next level, not sideways.</p>	

	<p>Short break for organizing for guests and lunch.</p>	
<p>Working Lunch Discussion with Paula Meyer and Tracy Rude/Washington State Nursing Commission</p>	<p>Ms. James welcomed Paula Meyer NCQAC Director and Tracy Rude NCQAC Chair. Ms. James noted the Board just wanted to listen and seek to understand and understand where we have gaps. Members made introductions.</p> <p>Ms. Meyer spoke to why she likes her job, giving back to the nursing profession. Ms. Rude works with Evergreen School District and works with nursing assistant students.</p> <p>First question is the relationship between WCN and NCQAC since we have known each other for some time. Professional and working relationships together to promote nursing in Washington State. Ms. Meyer gave a brief history of the WCN creation; about shortage of nursing and group wrote the strategic plan for nursing. She noted when a state entity signs on with a private entity, its indemnity for entire state and NCQAC couldn't be part of the articles of incorporation. NCQAC instead have they have oversight of WCN and be part of board meetings. Over the course of the years, that has fallen off, but they want to continue that and want to participate with WCN, so we are working together.</p> <p>Ms. Meyers next noted the history of how funding was put together, a surcharge of \$5 for every nurse. It didn't allow for spending cap. Legislation is descriptive of the surcharge and the surcharge use. Once surcharge passes through state government it becomes state funds. Contractually, money is paid when deliverables are met. The contract authority has been with DOH. We were overambitious at the beginning and have pushed deadlines out.</p> <p>2008 was a year of change for NCQAC. They no longer work for DOH. They then had budget and finance authority over their own budget with five</p>	<p>Staff to invite NCQAC to the next WCN Board of Directors Meeting on September 20, 2019.</p> <p>Article for next NCQAC Newsletter on WCN Projects.</p>

years for first round of funding. There was a fee increase to fund the work in first five years and performed better with the resources needed. It took a year to figure out how to perform better. And this led to permanent independent authority, though contracts are still through DOH.

DOH also began performance-based contracting in 2008. Public accountability is held by the contact office during this last contract process. Deliverable to state law in contract. With that independence, the contract piece they have authority and want to make WCN comply with statutes. Want to make sure they are upholding legally. NCQAC's authority has changed and looking at the NCQAC to be the holder of the contract and be the authority of contract and performance accountability. The legislation notes a central nursing resource center and the question has been asked when was the last time this contract went out for bid? There has been pressure to have NCQAC put the contract out to bid, but NCQAC is trying to support us in being the only resources center. Is there a reason for needing to bid again? It is about public accountability. There is an element of risk and the accountability for funds spent. If they can't, they are the ones who are the risk takers. Mary Baroni, Lois Hoell and Chris Archuleta have developed templates and Theresa Berry of WCN has done a great job using the templates. Discussion about the quarterly report. We all need more clarity about reporting and making sure funding works. Ms. Brinker noted the original discussions having the DOH vs NCQAC contacting. Pilot project changed everything. Chris Archuleta is now contact manager and experience with contacts. NCQAC wants clear, precious deliverable to fund the contact. It was noted there is not always an outcome for a deliverable each quarter. Discussion about new process of having Chris Archuleta, Mary Baroni and Lois Hoell to review deliverables. Discussion about clarity of reporting. NCQAC is looking for documented evidence to go into the contract file.

Discussion about state pass through funds. We want to have NCQAC understand the way WCN works, there are ways to be accountable for funds.

WCN Board will work moving forward to include NCQAC at board meetings. There was acknowledgement of tensions and be up front. It was noted the further gap with NCQAC oversight of contact and a conflict of interest. Statute is currently different, should we change statute or follow the statute as written. NCQAC is in the odd position of being in a conflict of interest to be the contractor while working with entity.

Discussion about professional relationships. What is supply of nurses? And how do we apply that to nurses in the State of Washington.

Ms. Meyer and Ms. Rude spoke of the shift in demographics/disciplinary workload. NCQAC is hiring more staff for disciplinary complainants. Discussion about the increase in numbers. Don't remember how many cases they have closed. 106% increase in disciplinary complaints over four years, not proportional to numbers of increase of nurses. Increase of 40% causes increase in staffing hours. The question was asked if they have the categories of complaints changed or increased, both. Unprofessional practice is a big increase. They are looking into what kind of errors are the way NCQAC track it or are there real issue. 2008 has allowed permanent ramifications and that has increased. Just because it is investigated, it doesn't mean there is an issue. Often it is an employer issue, something NCQAC have no authority over.

Maybe we need NCQAC to be an agenda item, we want to be thoughtful about having time together. One of the areas of joint work is the data. We want to commit to making the space for discussion. It might be helpful to have some WCN Board Members at the July NCQAC Workshop in the morning. Ms. Meyer to send the July NCQAC Workshop date for distribution. Also, helpful to know what part of the agenda is important to WCN. Discussion.

What is the NCQAC ask today of WCN before you leave today? More communication about the work WCN is doing. What the outcomes are for all

	<p>the work. The next NCQAC newsletter is in middle of July. WCN will see about an article for the newsletter.</p> <p>Any other questions? Follow-up on next steps. Pros and cons of potential conflict of interest. What is important for NCQAC to be involved in with WCN? WCN would like to be able to come to the commission and ask for help. WCN will add NCQAC on the next Board Meeting agenda. NCQAC will go back to the DOH Contract Office about conflict of interest. Ms. James and the WCN Board of Directors thanked Ms. Meyer and Ms. Rude so much for coming.</p>	
<p>Strategic Plan/Goals Status/Update/Discussion</p>	<p>The request was made to add an agenda item for next board meeting on board recruitment and possible tribal member.</p> <p>Debrief – What did you fear? What were your impressions/need for inclusiveness, important to be part of the Board setting? History of how it all started was helpful. We want to bring back the partnerships. The current disconnect now was noted and lots of pressure from DOH. We had felt the threat of the contract going out to bid. Ms. Meyer said she is protective of WCN, but it didn't translate in other conversations in the past. Discussion about working on the relationship. It was noted the Center was is not specifically part of the legislation. We don't know if this history is documented. It was noted the funding and legislation that created independence of NCQAC. Big takeaway is NCQAC not part of the articles of incorporation language. It was noted NCQAC only came to board meetings when they had something to report. Discussion about NCQAC attend Board Meetings in future. Noted the conversation about conflict of interest. Discussion about the difference between contract expectations. In the absence of a strong relationship with NCQAC, they have misapplied their position. They don't have the power to advocate for us? They have expressed the desire to build a relationship with us by being invited to the board meetings. It was recommended we make NCQAC a specific agenda</p>	<p>Decide on topic and time for NCQAC portion of next WCN Board of Directors Meeting Agenda.</p> <p>While developing relationships with NCQAC, send as much detail as possible for deliverables.</p> <p>Continue working of development of WCN Board of Directors Operating Principles.</p>

	<p>item for the board meeting for what we need at the time. Data would be a place to meet and make smart goals and work together.</p> <p>Staff was asked their impressions. Has anyone come to NCQAC about accountability of the surcharge? Next steps are to see if having NCQAC more involved and build the relationship making clear when things are out of alignment. It is important to have everything written down, you can go down the rabbit hole if there is nothing documenting it. Communication outreach and documentation needs to take place. Remember all perspectives are valid, but all perspectives on partial. Next steps are clear, and we heard them have their say. Ms. Meyer noted several times they are in the middle.</p> <p>What are some outcomes we want to see from NCQAC attending our board meetings? They can provide a short update on collaborations. It can be helpful for them to talk data and implications for licensing and collaboration. What are the big rocks that make a difference? They want details until the trust is stronger. We have to prove ourselves. Is that enough for them? Discussion on understanding and agreement of deliverables. We need to try and build the relationships and see how it works.</p> <p>Suggestion for things we want them to talk to us about at meeting. Let them know about how we feel like a moving target giving them things and waiting for their response puts us behind the eight-ball. Not everything can be communicated in a document. Try being proactive.</p> <p>Strategy that hasn't been working is board members reaching out to commission members. Let's try building relationships.</p> <p>Where we left off –</p> <p>Operating Principles</p>	<p>Continue discussion on WCN Strategic Plan 2019-2021</p>
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Mary began the discussion about Operating Principles that were sent to members. The first one she suggested is if a board member is stepping outside of the principles, you can remind them of the principles. Doing something like this is important and make sure everyone joining is educated about the principles. One not on there, the board only has authority when you are all together as a quorum. No surprises - don't drop a bomb in the middle of the meeting, it is passive-aggressive. Take a look at these suggested principles and check off the ones you like, you can narrow it down pretty quickly, a good starting place. We have governance policies, so we want the principles to align with our policies. Would this have been helpful for new members in the beginning? Several noted this would have been helpful, like class norms, how to be in a class. Remember that things change, and the principles can change.

Mary asked members to note the principles they liked, and we can create WCN Principles. Some noted included full and undivided attention; sidebar conversations are distracting; being aware of your intent and impact; it is considered disrespectful. We want to elevate awareness. The top principles chosen were:

1. I will read all board materials in advance of meetings and be prepared to act on agenda items.
2. I will hold myself accountable to commitment made by agreed upon deadline.
3. I will recognize that each Board member may approach problems and challenges in a different manner, and that this does not make another's approach wrong, just different.
4. I will listen with an open mind and demonstrate flexibility and creativity in seeking solutions.
5. I will model continuous learning and work to ensure good governance by taking advantage of board member development opportunities.
6. I will maintain my sense of humor.

7. No surprises. I will work to minimize misunderstandings and reduce conflict by practicing open communication, which requires trust, respect, and a fundamental belief in the good intentions of the other Board members.
8. I will debate the issues on the agenda, not my fellow Board members. Conduct at a Board meeting is very important. While we encourage debate and differing points of view, we will do so with care and respect.
9. I will support Board decisions that are made and will not work to undermine that decision. An individual Board member may not act on behalf of the Board.
10. I will hold myself, and my Board colleagues, accountable for upholding these Operating Principles.

Mary felt this was a good start and members should continue working on principles for the WCN Board of Directors.

Strategic Plan

The WCN mission is not the same on the strategic goals and the legislation language. The mission in authorizing legislation is more specific, a reflection of the state you are serving. Ours is better since it recognizes health disparities, being intentional. This may bring up to revision to the statute. We are missing the 'F' from legislation on the strategic plan. This should be in the strategic plan, even if we note it is a partnership. Does it have to mirror the RCW? We may have included them during the process, but we focused on the two-year plan. How does WCN reflect the work we do outside the legislation? Is there a footnote we have to add? Yes, part of that paper trail to show we processed it. Has the strategic plan been a certain timeframe? The goals are the 'what' and the strategies are the 'how'. That is the part that gets reviewed every year. Discussion about the timeframe. We don't want to expose ourselves to criticism as long as we note it. Being intentional, it is protecting us. Sometimes we are a leader, sometimes we

	<p>are part of a team and sometimes we are a follower. We have to constantly remind people of our work.</p> <p>Discussion about recruiting from the eastern side of the state. There are a number of statewide organizations that rotate the meeting across the state. It is a commitment and if we are talking about equity, we may explore. There is also Go-To-Meeting, but it isn't the same. If there is anything to shift, it would be looking at your strategies and reflecting the legislation – item is 'F' an example. Possible shift going on that should be acknowledged. One suggestion is yearly update on the goals/strategy. Another is that this is a standard agenda item quarterly. Pick a goal and work on one at each meeting. Members can do the monitoring. Discussion about ways to add 'F'. Maybe under data, it shows we could be responding. We need to define this item, maybe under workforce data.</p> <p>Have we covered the burning questions? Do you have next steps? Make sure the alignment is clear for new members. This document was created before many of the members were on the board. Does anything not make sense? The goals are set, and the opportunities are the tactic still work. Choose one for the next meeting. Look for one goal to explore partnering with NCQAC, maybe data analysis. The document is open to change and should be looked at in 2020. Maybe look at Goal Two and Nurses on Boards.</p>	
Emerging/Trending Issues	<p>Action Now discussion. Ms. Aragon to develop a one-pager and then follow up with a Board phone call.</p> <p>Discussion about members doing some educational at meetings, maybe a presentation during a meeting. Discussion. Doing a presentation on Robert's Rules would be helpful. Not sure about teaching something, maybe bring in experts.</p>	<p>Ms. Aragon to develop a one-pager on our Action Now work. Then arrange a follow-up phone call with WCN Board Members.</p>

	<p>Discussion about a diversity handout. Are their issues we want to be addressing? We can't move forward without a definition of equity. It can be a very powerful exercise for people. The gap is growing more and more. Even the terminology is important. Ms. Yang noted the work at Harborview on the subject. We would like to see this work as an education piece. There are personality tools that can be fun as well as helpful. Generational disparities and how they interact with each other. Maybe fundraising and organizations equity. Racial equity thread. The history of the area, redlining impacting education and health. Policy work helpful to understand. Build worlds for those we are serving.</p> <p>Mary explained the concept of Throwing Up, the principle should be practiced, you throw up to the supervisor, not sideways to your peers, or down to those you supervise. She noted an example of a student who chose not to become a teacher because they heard teachers complaining about teaching. If you don't promote it, no one will want to do it. Chris noted the number of male nurses he has influenced by doing what he always wanted to do. She also spoke about Roger Bannister Effect (the first person to break the 4-minute mile) – people think something is impossible until one person does it, then the psychological barrier is broken. We can provide the opportunity for someone to do something they thought they couldn't do.</p>	
Adjourn	<p>Meeting adjourned at 3:59 pm</p> <p>Next Meeting: September 20, 2019</p>	

Submitted by: Frank Kohel
Approved: MF