



Washington State's Board of Nursing

**NCQAC**  
Nursing Care Quality Assurance Commission

# EXECUTIVE DIRECTOR SEARCH PROCESS

# Nursing Care Quality Assurance Commission

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Pursuant to [RCW 18.79.010](#)

It is the purpose of the Nursing Care Quality Assurance Commission (NCQAC) to:

- Regulate the competency and quality of professional health care providers under its jurisdiction by establishing, monitoring, and enforcing qualifications for licensing, consistent standards of practice, continuing competency mechanisms, and discipline.
- Rules, policies, and procedures developed by the commission must promote the delivery of quality health care to the residents of the State of Washington

The Commissioners for the Nursing Care Quality Assurance Commission are appointed by the Governor of Washington State for a four-year term.

# Duties of NCQAC

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- Establish qualifications for minimal competency to grant or deny licensure of registered nurses, practical nurses, advanced registered nurse practitioners and nursing technicians.
- Ensure consistent standards of practice.
- Develop rules, policies and procedures to promote quality healthcare for the residents of the state.
- Investigate complaints against nurses.
- Serve as a reviewing member on disciplinary cases.
- Serve as a member of disciplinary hearing panels.
- Revoke, suspend, restrict specific practice or place probationary conditions on nursing licenses.
- Approve curricula and establish criteria for nursing schools, both new and existing.
- Approve nursing assistant education training programs per [RCW 18.88A.060](#).

# NCQAC Authority

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Pursuant to [RCW 18.79.390](#)

Secretary and commission relationship.

(1) The secretary shall employ an executive director that is:

(a) **Hired by and serves at the pleasure of the commission;**

(b) Exempt from the provisions of the civil service law, [chapter 41.06 RCW](#) and whose salary is established by the commission in accordance with [RCW 43.03.028](#); and

(c) **Responsible for performing all administrative duties of the commission**, including preparing an annual budget, and any other duties as delegated to the executive director by the commission.

(2) Consistent with the budgeting and accounting act, the commission is responsible for proposing its own biennial budget which the secretary must submit to the office of financial management.

# Executive Director (ED) Search Committee Membership

The ED Search Committee is composed of:

- Yvonne Strader, RN – NCQAC Chair and Co-Chair of the Committee
- Chris Archuleta – Operations Director and Co-Chair of the Committee
- Dawn Morrell, RN – NCQAC Commissioner
- Tracy Rude, LPN – Pro Tem Commissioner, Former NCQAC Chair
- Laurie Soine, ARNP – Pro Tem Commissioner, Former NCQAC Chair
- Gerianne Babbo, RN – Education Director
- Catherine Woodard – Discipline Director
- Amber Zawislak – Assistant Director of Licensing

**Ad Hoc:** Paula Meyer, RN– Executive Director of the NCQAC

**Committee Assistant:** Bethany Mauden, Administrative Assistant



# Search Committee Charter

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**The charter was approved by the full Commission: May 13, 2022**

The Executive Director Search Committee was appointed by the NCQAC. Committee work included:

- Draft standardized review criteria used by each Committee member to evaluate candidate applications
- Individually review all candidate applications. There was no cross-discussion of candidates between Committee members
- Draft standardized interview questions
- Narrow the search to the top candidates based upon application
- Conduct two-hour screening interviews
- Performed background and reference checks
- Narrow the search to the top candidates

# Search Committee Charter

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## Committee work (continued):

- Utilized and assimilated feedback from panel interviews and reference checks the Committee ranked and presented the top candidates to the Commission for approval, explaining why the leader best meets the criteria for this position as established by the NCQAC
- The Committee worked with DOH HR to establish parameters of a potential compensation and benefits package
- The Committee co-chairs will work with the then-current Nursing Commission Chair, Executive Director, and the newly hired Executive Director regarding timing and details of the communication to announce the name of the new Executive Director to members, staff, and other interested parties.
- Upon commencement of employment the Committee duties will cease, and the committee will disband.

# Timeline

Date	Activity
February 2022	<ul style="list-style-type: none"><li>-Paula drafts a position description for the ED role and shares with Laurie</li><li>-Laurie meets with Sierra and Medical Commission Leaders and seeks input (role the Open Publics Meetings act, Medical Commission learnings)</li></ul>
March 2022	<ul style="list-style-type: none"><li>-Paula shares with NCQAC her plans to retire, June 2023.</li><li>-Laurie presents and seeks input on the draft timeline for recruitment and hiring of new ED, including advertising timeline</li></ul>
April 2022	The Officers and Paula draft a charter for the Search Committee including membership
May 2022	<p>At the May NCQAC Business meeting:</p> <ul style="list-style-type: none"><li>- The charter for ED Search Committee approved</li><li>- The Search Committee members were selected and approved</li><li>- Chair of the Search Committee was selected and approved</li><li>- The ED position description was reviewed and approved</li><li>- Advertising plan discussed and approved (where, when, budgetary decisions)</li><li>- Approved required elements of application</li><li>- Search committee was to meet no later than May 27, 2022</li></ul>



# Timeline Continued

Date	Activity
July 2022	At the July 7th Commission Workshop: - 4 hours were spent in a facilitated discussion to identify vision for/attributes and skills of the next ED
August 2022	At the September Business meeting NCQAC: Position was widely posted – <ul style="list-style-type: none"> <li>• Recommended including notice that candidates may be discussed in open meeting during the process and when/how</li> <li>• Set clear minimum standards for position</li> </ul>
September and October 2022	Deadline to submit applications: September 30, 2022 Applications were accepted <ul style="list-style-type: none"> <li>• Staff screened applications to allow only those meeting minimum qualifications.</li> </ul> -Search Committee met and drafted interview questions and drafted a worksheet for standardized review.
October 2022	Search Committee members individually reviewed applications <ul style="list-style-type: none"> <li>• Made sure there was no cross-discussion between reviewers</li> <li>• Reminded committee members that application materials are confidential under Public Records Act and treated accordingly. <a href="#">RCW 42.56.250(2)</a></li> </ul>

# Timeline Continued

Date	Activity
November 2022	<p>Search Committee met and decided on top eight candidates</p> <ul style="list-style-type: none"> <li>• May be in executive session under <a href="#">RCW 42.30.110(1)(g)</a>. <u>Reminder</u>: All voting must take place after executive session has closed and open public meeting has reopened.</li> </ul>
December 1-2, 2022	<p>Search Committee spent two days doing 2-hour back-to-back Zoom interviews with top candidates using standardized interview question template.</p> <ul style="list-style-type: none"> <li>• May be in executive session under <a href="#">RCW 42.30.110(1)(g)</a></li> </ul>
The week of December 5, 2022	<p>Search Committee met and narrowed to top 3 candidates</p> <ul style="list-style-type: none"> <li>• May be in executive session under <a href="#">RCW 42.30.110(1)(g)</a></li> </ul>
The week of December 12, 2022 (due to holidays)	<p>References for top candidates explored</p> <ul style="list-style-type: none"> <li>• Staff checked references using standardized questions and provided that information to search committee.</li> </ul>

# Timeline Continued

Date	Activity
The week of February 3, 2023	Search Committee met and finalized recommendation, incorporating staff, commissioners and other interested parties feedback, and ranked top candidates.
Complete at the March 10 NCQAC meeting or a special meeting for this purpose on March 9	<p>A Special Meeting of the NCQAC is scheduled on March 9, to support/vote on the Search Committee’s recommendation.</p> <ul style="list-style-type: none"> <li>• NCQAC may host a purely social meeting with one or more candidates—as long as the NCQAC does not discuss agency business or take any other “action.” <a href="#">RCW 42.30.070</a>.</li> <li>• Discussions of salary and other conditions of employment must be in open meeting <a href="#">RCW 42.30.140(4)</a>.</li> </ul>
The week of March 20, 2023	Offer extended to first choice This allows one month for new ED to give notice to their current employer.
May 1, 2023	New ED begins orientation with Paula

# Position Description

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The DESIRED candidate profile:

Graduate of an approved Bachelor of Science in Nursing education program with a graduate degree preferably in nursing (Master's minimum, Doctorate preferred). Licensed as a Registered Nurse (RN) in the State of Washington OR eligible to obtain licensure within 6 months of hire.

Minimum of five years (preferably 10 years) of progressive leadership experience in nursing, nursing administration, nursing regulation, nursing education, including responsibilities coordinating between multiple agencies, departments, and external constitutes to assure effective strategic planning and performance of operational and administrative duties.

Nursing leadership experience should include strategic planning, risk assessment, organizational change, process improvement, communication, and other change initiatives.

Experience in policy, political environments, and legislative processes regarding nursing regulation, public safety, and commission operations.

# NCQAC Executive Director's Abilities and Attributes

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Committed to achieving and inspiring excellent outcome.

Effectively and inspiringly expresses ideas and information through the spoken and written use of language that is appropriate to both the complexity of the topic and the knowledge and understanding of the audience.

Commitment to health equity, racial and gender diversity, and inclusion across all aspects of the regulation of nursing practice.

Adapts to changing needs, conditions, and responsibilities. Adjusts approach, goals, and methods to achieve successful outcomes in dynamic situations.

Uses data to inform understanding, make decisions and evaluate outcomes.

Develops, and inspires in others, innovative solution focused outcomes.

Makes reasoned, timely, and evidence-based decisions with available data.

# NCQAC Executive Director's

## Abilities and Attributes

Trust-worthy and respectful of colleagues through consistent honesty, forthrightness, and professionalism.

Delegates appropriately and recognizes and appreciates the expertise of colleagues.

Effectively works with others to understand interests and actively strive to achieve agreements or resolve differences in a timely manner.

Responds to difficult, stressful, or sensitive interpersonal situations in ways that reduce or minimize potential conflict, maintains, and prioritizes healthy working relationships.

Creates and nurtures a performance-based culture that supports efforts to accomplish the NCQAC's purpose and strategic goals.

Accepts personal responsibility and accountability for achieving the purposes of NCQAC.



# Recruitment and Advertisement

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- NCSBN- Executive Director Summit Announcement by Paula
- Northwest Organization of Nurse Leaders
- SEIU 1199NW
- Washington Center for Nursing (WCN)
- Washington State Department of Health (DOH) Communications Office
- Washington State Department of Health (DOH) Human Resources
- Washington State Hospital Association (WSHA)
- United Food and Commercial Workers Union (UFCW)
- Washington State Nurses Association (WSNA)
- OFM Workforce Strategies Listserv
- WA Employee Business Resource Groups (BRGs)

# Recruitment and Advertisement Continued

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- GovernmentJobs.com  
(Nationwide public sector)
- DOH LinkedIn page
- Indeed
- 30k DOH Job Alert subscribers
- WA Employee Business Resource Groups
- AACN (Nursing Leadership)
- American Nurses Association (ANA)
- American Organization of Nursing Leadership (AONL)
- Chronicle of Higher Education
- CNEWS
- Diversity Nursing Magazine
- Indian Health
- Journal of Nursing Education
- Minority Nurse Magazine
- National Association of Hispanic Nurses
- National League for Nursing (NLN)

# March 11, 2022, Business Meeting

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Reviewed by the NCQAC

- Search Committee Timeline

All members but one were present. Excused was Dr. Tucker.

Public Comment offered

- No public comment on leadership succession or search process

Minutes available for review on our [website](#). Recording of the meeting available at [doh.wa.gov/about-us/public-records](https://doh.wa.gov/about-us/public-records)

# May 13<sup>th</sup>, 2022, Business Meeting

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Approved by motion of the NCQAC

- Search Committee Charter
- Search Committee Members

All but one NCQAC members were present. Excused was Mr. Alvarado.

Public Comment was offered

- No public comment on leadership succession or search process.

Minutes available for review on our [website](#). Recording available through request at [doh.wa.gov/about-us/public-records](https://doh.wa.gov/about-us/public-records)

# July 7, 2022, Workshop Meeting

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## Discussed by the NCQAC

- NCQAC discussed characteristics of a new executive director to assist the search committee in its work to find candidates for the position.

All but four NCQAC members were present. Excused was Mr. Alvarado, Ms. Daniels, Dr. Ezeonwu, Ms. Shen, Ms. Madayag.

- Members of the public participated in providing input on the desired attributes of the ED position.

Minutes available for review on our [website](#). Recording available through request at [doh.wa.gov/about-us/public-records](https://doh.wa.gov/about-us/public-records)

# July 8, 2022, Business Meeting

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## Chair Report to the NCQAC

- Ms. Strader reported the NCQAC delegated to the executive director search committee to complete the search and recommend decisions to the full NCQAC.

All members but four were present. Excused was Dr. Loveless-Morris, Ms. Daniels, Dr. Ezeonwu, Ms. Shen, Ms. Madayag.

## Public Comment was offered

- No public comment on leadership succession or search process.

Minutes available for review on our [website](#). Recording available through request at [doh.wa.gov/about-us/public-records](https://doh.wa.gov/about-us/public-records)



# Progress Reports

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Chair Report to the NCQAC presented a progress report of the Search Committee each of the following meetings

- [September 8, 2022](#)
- [November 18, 2022](#)
- January 13, 2023

Public Comment was offered at each meeting

- No public comment on leadership succession or search process.

## Search Data

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### **Candidate Applications**

Received & Reviewed – 44

Qualified - 29

Not Qualified - 15

Interviewed – 9

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Interview Time Total = 126 hours

Application Review = ~ 352 hours

Total = 478 hours