



**THE
TRI-REGULATOR
SYMPOSIUM**

Sustaining Regulation in Uncertain Times

Hosted by

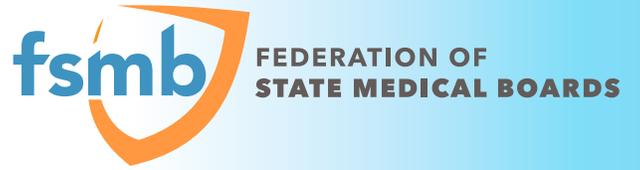
Federation of State Medical Boards (FSMB)

National Association of Boards of Pharmacy (NABP)

National Council of State Boards of Nursing (NCSBN)

OCTOBER 13 – 14, 2022

Westin Alexandria Old Town
Alexandria, Virginia



WELCOME TO THE 2022 TRI-REGULATOR SYMPOSIUM

Celebrating the collaboration of state-based medical, nursing, and pharmacy regulation in the United States.

Hosted by the Federation of State Medical Boards (FSMB), the National Association of Boards of Pharmacy® (NABP®), and the National Council of State Boards of Nursing (NCSBN®), this fifth Tri-Regulator Symposium offers one-and-a-half days of presentations and open forums on topics of high importance to the future of US health care.

While each of our three organizations is autonomous with our own membership and advocacy goals, we share common values and a deep commitment to public health protection. Recognizing this, FSMB, NABP, and NCSBN formed the Tri-Regulator Collaborative in order to advance dialogue and build consensus on issues of state-based licensure and regulation. There are many potential benefits to the public's health, safety, and welfare that may be gained through our collaboration.

During this joint symposium, themed "Sustaining Regulation in Uncertain Times," we will explore a wide range of topics of interest to regulators, from the challenging impact of the coronavirus disease 2019 (COVID-19) pandemic and the opportunities COVID-19 has presented to the future of telehealth and its impact on the professions and regulators.

During the course of the next day and a half, we encourage you to actively participate, interact, and make your voice heard during our discussions and forums. We value your presence here and hope these proceedings will help you better understand and respond to the many issues and topics that are shaping our future as regulators.

Sincerely,



Humayun J. Chaudhry, DO, MS, MACP,
MACOI
President and Chief Executive Officer
FSMB



Lemrey "AI" Carter, PharmD, MS, RPh
Executive Director/Secretary
NABP



David C. Benton, PhD, RN, FFNF, FRCN, FAAN
Chief Executive Officer
NCSBN

Sustaining Regulation in Uncertain Times

THURSDAY, OCTOBER 13, 2022 | All General Sessions in Edison Ballroom (D)

7:15 – 8 AM	Breakfast in Edison ABC
8 – 8:05 AM	<p>Welcome Remarks</p> <p>Lemrey “Al” Carter, PharmD, MS, RPh, NABP Executive Director/Secretary</p>
8:05 – 8:15 AM	<p>Opening Remarks</p> <p>FSMB Immediate Past Chair, Kenneth B. Simons, MD NABP President, Reginald B. “Reggie” Dilliard, DPh NCSBN President, Jay P. Douglas, MSM, RN, CSAC, FRE</p>
8:15 – NOON	<p>The Challenging Impact of COVID and the Opportunities It Presents</p>
8:15 – 8:20 AM	<p>Video Message from Admiral Rachel L. Levine, MD, Assistant Secretary for Health, US Department of Health and Human Services</p>
8:20 – 9:15 AM	<p>Keynote Speaker: Teeb Al-Samarrai, MD, MS, Director of Science & Policy, Office of the Surgeon General Office of the Assistant Secretary of Health, US Department of Health and Human Services</p>
9:15 – 9:30 AM	<p>Break</p>
9:30 – 10 AM	<p>Stress and Burnout</p> <p>Moderator: Reginald B. “Reggie” Dilliard, DPh, NABP President</p> <p>Speaker: Judy E. Davidson, DNP, RN, MCCM, FAAN, Nurse Scientist, UC San Diego Health Sciences; Scientist, UC San Diego School of Medicine, Department of Psychiatry; Associate Editor, <i>Journal of Nursing Management</i></p>
10 – 11 AM	<p>Panel Speakers: Christine M. Khandelwal, DO, Secretary/Treasurer, North Carolina Medical Board Maryann Alexander, PhD, RN, FAAN, Chief Officer, Nursing Regulation, NCSBN Brigid K. Groves, PharmD, MS, Senior Director, Practice and Professional Affairs, American Pharmacists Association</p> <p>This session’s panelists will discuss various coping mechanisms used to prevent and/or decrease stress and burnout and will include what regulators have done to address this “epidemic.” Additionally, panelists will discuss the advantages of using a solution-focused approach and what could have been done differently during the COVID-19 pandemic.</p>
11 AM – NOON	<p>Strategic Planning: What Have We Learned and What Should We Conform Due to the Pandemic?</p> <p>Moderator: Caroline D. Juran, BSP Pharm, DPh (Hon), Chairperson, NABP Executive Committee</p> <p>Panel Speakers: Humayun J. “Hank” Chaudhry, DO, MS, MACP, MACOI, President and CEO, FSMB David C. Benton, PhD, RN, FFNF, FRCN, FAAN, CEO, NCSBN Lemrey “Al” Carter, PharmD, MS, RPh, Executive Director/Secretary, NABP</p> <p>The executive officers and directors of each member organization of the Tri-Regulator Collaborative will lead this discussion about their respective experiences in dealing with</p>

the COVID-19 pandemic, including their main challenges, major successes, as well as what presents to be the greatest opportunities going into the future.

NOON – 1 PM

Lunch break in Edison ABC

1 – 3 PM

Nexus Between Regulators, Legislators, and the Judicial System and Its Influence on Health Care

Moderator: Elizabeth “Libby” Baney, JD, Partner, Faegre Drinker Biddle & Reath LLP

1 – 2 PM

The Political Challenges of Misinformation — The Influence of Government on State Regulatory Bodies

Panel Speakers:

Melanie Blake, MD, MBA, President of Tennessee Board of Medical Examiners
Karen C. Lyon, PhD, MBA, APRN, NEA-BC, NCSBN Area III Director
Caroline D. Juran, BPharm, DPh (Hon), Chairperson, NABP Executive Committee

Without a doubt, the amount of misinformation swirling around the COVID-19 pandemic played a crucial role in how both federal and state governments influenced state regulators and their collective response. Attendees will learn about those responses as well as the political challenges faced while making difficult decisions in order to deal with them.

2 – 3 PM

Legislative and Judicial Actions and Their Impact on Health Care

Panel Speakers:

Magda Schaler-Haynes, JD, MPH, Professor, Health Policy and Management, Columbia University — Mailman School of Public Health
Lori Scheidt, MBA-HCM, Area II Director, National Council of State Boards of Nursing
Alexandra Blasi, JD, MBA, Executive Director, Kansas State Board of Pharmacy

Session panelists will share their experiences regarding various legislative and judicial actions, including Roe vs Wade — and COVID-19-related enforcements (eg, vaccine mandates and masking) and the effect they have had on the delivery of health care. Panelists will also discuss the impact these actions have had on those seeking care for opioid use disorder.

3 – 3:30 PM

Break

3:30 – 4:30 PM

Regulatory Strategies to Address the Opioid Epidemic

Moderator: Humayun J. “Hank” Chaudhry, DO, MS, MACP, MACOI, FSMB President and CEO

Panel Speakers:

Daniel Blaney-Koen, JD, Senior Legislative Attorney, American Medical Association
Jake Nichols, PharmD, MBA, Co-founder, President, and CEO, Renovo Health
Kathleen Russell, JD, MN, RN, Associate Director, Nursing Regulation, NCSBN

This session, featuring panelists who have been at the forefront of combating the national opioid epidemic, will delve into the causes of and strategies to address opioid misuse and addiction. They will share examples of successes, such as prescription monitoring programs and increased access to medications for opioid use disorder. They will also talk about the recently convened Opioid Regulatory Collaborative and suggest what we can/should be doing better.

5 – 6 PM

Networking Reception at Trademark Eat and Drink Restaurant

Dinner on your own

FRIDAY, OCTOBER 14, 2022

7:15 – 8 AM **Breakfast** *in Edison ABC*

8 – 8:05 AM **Welcome Remarks**

Lenora S. Newsome, PD, NABP President-elect

8:05 – 11 AM **The Future of Telehealth**

8:05 – 9 AM

Keynote Speaker:

William England, JD, PhD, Senior Advisor, Office for the Advancement of Telehealth, US Health Resources and Services Administration

9 – 9:30 AM

Break

9:30 – 11 AM

Technological Impact — Turnover, Virtual Meetings, and Regulators

Moderator: Jeffrey J. Mesaros, PharmD, JD, RPh, Treasurer, NABP

Panel Speakers:

Melanie de Leon, JD, MPA, Executive Director, Washington Medical Commission

Adrian Guerrero, CPM, NCSBN Treasurer

Justin Macy, PharmD, JD, NABP Digital Health Senior Manager

Technology played a significant role in the delivery of health care during the pandemic and while it proved to be lifesaving in many situations, there were negative implications as well. Panelists will discuss the technological impact experienced across the professions, including staff turnover, as well as the challenges associated with virtual meetings and/or inspections and virtual complaint investigations.

11 AM – NOON

Closing Remarks — Summary and Next Steps

Humayun J. “Hank” Chaudhry, DO, MS, MACP, MACOI, President and CEO, FSMB

David C. Benton, PhD, RN, FFNF, FRCN, FAAN, CEO, NCSBN

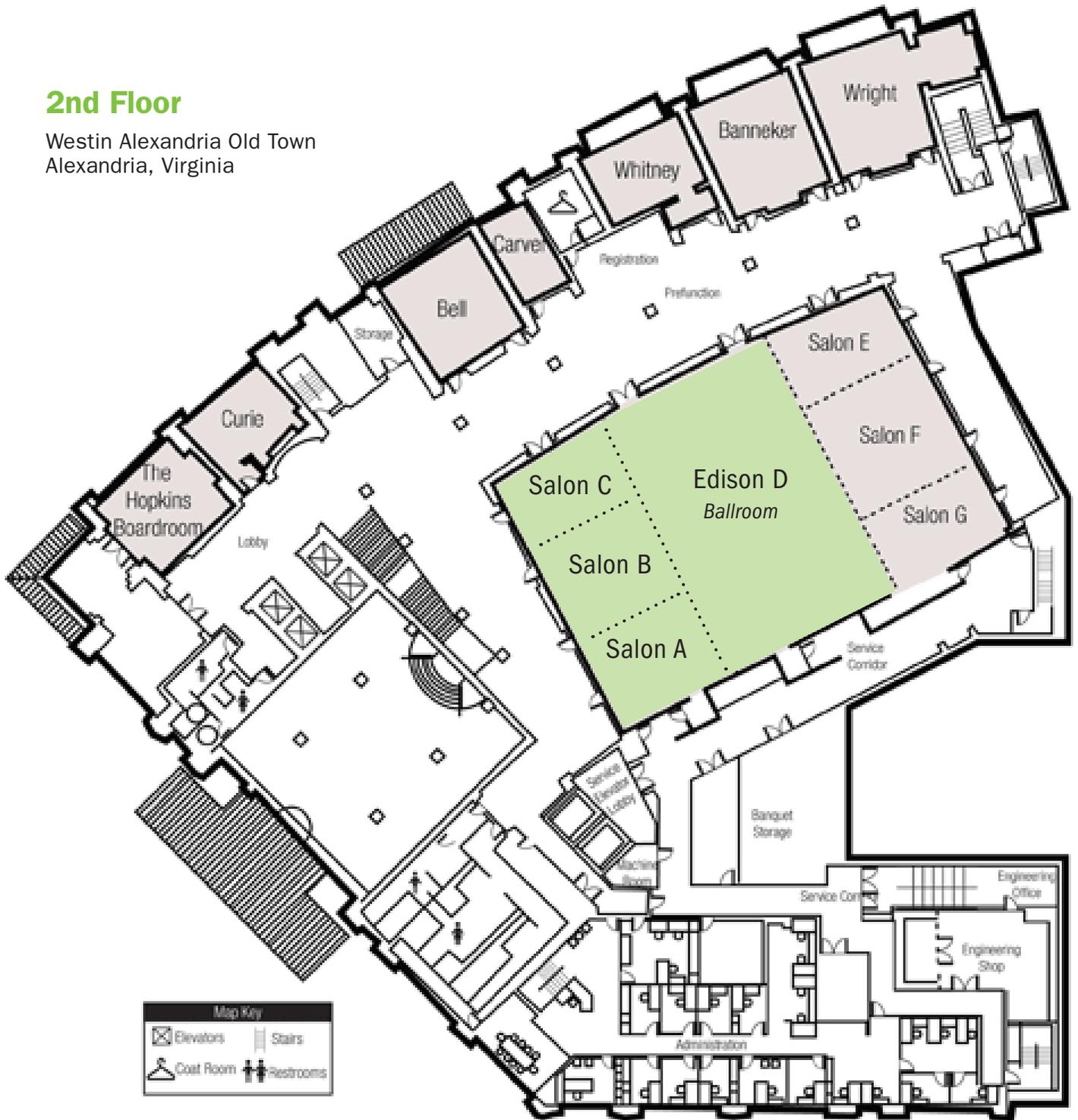
Lemrey “Al” Carter, PharmD, MS, RPh, Executive Director/Secretary, NABP

NOON

Healthy Farewell Snacks and Refreshments *in Edison Ballroom Foyer*

2nd Floor

Westin Alexandria Old Town
Alexandria, Virginia





THE FEDERATION OF STATE MEDICAL BOARDS

The Federation of State Medical Boards (FSMB) is a national nonprofit organization representing the 70 state medical and osteopathic boards within the US, its territories and the District of Columbia. It supports its member boards as they fulfill their mandate of protecting the public's health, safety, and welfare through the proper licensing, disciplining, and regulation of physicians and, in many jurisdictions, other health care professionals.

Working from offices in Texas and Washington, DC, the FSMB serves as the voice of the nation's state medical and osteopathic boards. The FSMB monitors federal and state legislation that impacts medical regulation and serves as a valuable resource for the boards on state and federal legislative issues, policy matters, and administrative initiatives.

The FSMB also offers a variety of services and products for the public and the medical regulatory community. In collaboration with the National Board of Medical Examiners, the FSMB provides assessment tools to help inform the decisions of medical licensing authorities: The United States Medical Licensing Examination® (USMLE®), and the Post-Licensure Assessment System (PLAS). Designed to be taken at different points during medical education and training, the USMLE assesses a physician's ability to apply knowledge, concepts, and principles, and to demonstrate fundamental patient-centered skills that are important in health and disease and that constitute the basis of safe and effective patient care. The PLAS provides assessment tools for evaluating the ongoing competence of licensed or previously licensed physicians.

State medical boards have been sharing disciplinary information with one another via the FSMB since the organization's founding in 1912. This data is now shared via the Federation Physician Data Center (PDC), which includes licensure files on the more than 985,000 licensed US physicians and the final orders of thousands of disciplinary

actions taken by medical boards against physicians dating to the 1960s. The robust reporting systems developed between the FSMB and state medical boards during their century-long relationship helps ensure the data residing in the PDC is highly accurate and comprehensive. This information is also available to consumers via the FSMB's free physician-search portal, DocInfo, located at www.docinfo.org.

Protecting the public and serving as the voice of state medical boards since 1912

The FSMB's Federation Credentials Verification Service (FCVS) establishes a permanent repository of primary-source verified credentials for physicians and physician assistants, saving duplicative efforts by state medical boards. Established in 1996, FCVS has verified the credentials for hundreds of thousands of physicians and physician assistants. Another valuable tool for medical boards and physicians — the Uniform Application for State Licensure (UA) — significantly speeds up the application process for physicians seeking licensure in multiple states.

The FSMB Foundation supports state medical boards with research and education programs that enhance physician regulation activities, ranging from evaluating and enhancing the work of public members of state boards to providing educational materials aimed at addressing issues such as the nation's opioid abuse and misuse crisis.

THE NATIONAL ASSOCIATION OF BOARDS OF PHARMACY



The National Association of Boards of Pharmacy® (NABP®) was founded in 1904 and represents all of the pharmacy regulatory and licensing jurisdictions in the United States, all 10 provinces of Canada, and The Bahamas.

NABP is the independent, international, and impartial association that assists its member boards in protecting the public health. NABP serves as an information and disciplinary clearinghouse for the interstate transfer of licensure among the state boards of pharmacy and provides model regulations to assist the state boards of pharmacy with the development of uniform practice, educational, and competency standards for the practice of pharmacy.

NABP recognizes and supports pharmacists serving as the health care professionals responsible for providing patient care that ensures optimal medication therapy outcomes. NABP also recognizes the ongoing and critical need for patients' medications to be managed by a licensed pharmacist and for state regulatory agencies to aggressively enforce standards of care.

Among its programs and services, NABP tests all graduates of the 144 pharmacy schools in the US for its member boards. Passing the North American Pharmacist Licensure Examination® is a condition of licensure for all boards. NABP also administers the Multistate Pharmacy Jurisprudence Examination® to assess the pharmacy jurisprudence requirements of 48 individual jurisdictions.

In addition, NABP maintains a disciplinary clearinghouse to help state boards and others verify pharmacist disciplinary history. The Association handles pharmacist license transfers for all of the state boards and provides ongoing license monitoring for pharmacists who obtain credentials from boards that participate in the NABP Verify program. This program allows boards of pharmacy to implement new ways of regulating nonresident pharmacists that are effective and efficient. NABP facilitates the transfer of nonresident pharmacy licenses through its Verified Pharmacy Program® by verifying pharmacy licensure and providing pharmacy inspection services if needed. Inspection programs protect

the supply chain through its Supply Chain Inspection program for drug distributors and OTC Medical Device Distributor Accreditation program for over-the-counter medical device distributors. In addition, accreditation programs that protect public health in the areas of online pharmacy and health care merchants, wholesale drug distribution, and the sale of durable medical equipment are also offered, as well as in several other pharmacy practice areas: community, compounding, home infusion therapy, and specialty.

NABP operates the national, state-based NABP PMP InterConnect® to facilitate interoperability and interstate data sharing between prescription monitoring programs (PMPs) so that states can better combat diversion and the abuse and misuse of controlled substances. Presently, 52 of the 54 PMPs in the states and territories are exchanging data through PMP InterConnect.

The Association also manages CPE Monitor®, an online service for pharmacists and technicians to track their continuing pharmacy education (CPE). This service can also help boards of pharmacy save time and resources when auditing CPE requirements for licensure renewals.

Helping ensure the consistency, quality and safety of the nation's pharmacies

The NABP Foundation® supports the Safe Pharmacy Program, which educates on proper drug disposal, buying medicine safely online, and the dangers of counterfeit drugs and evaluates thousands of sites offering prescription drugs through its Internet Drug Outlet Identification program. Consumer education in these areas is provided through the *safe.pharmacy* website and a biweekly email newsletter, as well as educational campaigns. The website features a safe online pharmacy search database and a drug disposal location finder.



THE NATIONAL COUNCIL OF STATE BOARDS OF NURSING

Founded March 15, 1978, as an independent not-for-profit organization, NCSBN has evolved into one of the leading voices of regulation across the world. As a global leader in regulatory excellence, NCSBN champions regulatory solutions to borderless health care delivery, agile regulatory systems, and nurses practicing to the full scope of their education, experience and expertise.

NCSBN's membership is comprised of the nursing regulatory bodies (NRBs) in the 50 states, the District of Columbia and four US territories. There are five exam user members and 25 associate members that are either NRBs or empowered regulatory authorities from other countries or territories.

NCSBN is dedicated to developing a psychometrically sound and legally defensible nurse licensure examination consistent with current nursing practice. The NCLEX-RN® and NCLEX-PN®, the world's premier licensure exams, are constantly and rigorously evaluated to keep pace with the rapidly evolving health care environment. Launching in April 2023, the Next Generation NCLEX (NGN) is an enhancement of the current exam that will more effectively measure a nursing candidate's clinical judgment and decision making. This enhancement is based on analysis and research that informed NCSBN that an increasing level of knowledge and skills are necessary to meet the demands of an ever evolving and more complex health care system.

Nursys® is the only national database for licensure verification and discipline for registered nurses (RNs), licensed practical/vocational nurses (LPN/VNs), and advanced practice registered nurses (APRNs). Nursys data is pushed directly from participating NRB databases. Nursys is live and dynamic, and all updates to the system are reflected immediately.

NCSBN's Global Regulatory Atlas is the first comprehensive resource on the regulation of nurses in countries around the world. This free-to-use tool allows regulators and educators to easily compare regulations in their own jurisdictions with

those of their neighbors; researchers can access data from around the world; and nurses considering immigration can view the policies of the countries to which they might migrate.

The International Center for Regulatory Scholarship (ICRS) is an educational initiative that offers online and blended courses designed to cultivate and elevate nursing leaders and policymakers around the world. ICRS' premier offering is the ICRS certificate program, which is a pioneering, competency-based course of study.

Promoting patient safety and public protection through excellence in nursing

Journal of Nursing Regulation (JNR) is the first scholarly journal of its kind examining regulation from a nursing perspective. Published quarterly, *JNR* offers peer-reviewed articles written by leaders in nursing regulation about original nursing regulatory research.

The Nurse Licensure Compact (NLC) is an interstate agreement that allows nurses (RNs and LPNs/VNs) to practice with one multistate license, issued from the home state, to practice in all states that are part of the NLC. Licensure requirements are aligned in NLC states, so all nurses applying for a multistate license are required to meet those same standards, including submission to federal and state fingerprint-based criminal background checks. The APRN Compact allows an APRN to hold one multistate license with a privilege to practice in other compact states. The APRN Compact will be implemented when seven states have enacted legislation.



Teeb Al-Samarrai, MD, MS

Teeb Al-Samarrai is director of science and policy in the Office of the Surgeon General (OSG). In this role, she provides strategic leadership and scientific and policy expertise, ensuring the evidence base for the surgeon general's priority areas and overseeing scientific documents, such as Surgeon General's Advisories, Surgeon General's Reports, and supporting *Public Health Reports*, the peer-reviewed Journal of the Office of the Surgeon General and US Public Health Service.

Dr Al-Samarrai has worked in local, national, and international public health, and is passionate about building thriving, joyful, and connected communities. Prior to joining OSG, she served as senior advisor for TB/HIV within the Office of the Global AIDS Coordinator and Health Diplomacy at the State Department (OGAC), where she was responsible for strategic guidance for TB/HIV and HIV testing policies and program implementation in more than 50 PEPFAR-supported countries.

At OGAC, Dr Al-Samarrai served as chair for Cote d'Ivoire and South Africa, providing strategic direction for program investments, policies, monitoring, and implementation with in-country teams, ministries of health, the World Health Organization, and other multilateral partners. She previously served as a White House fellow and senior advisor at the Department of Energy, with a portfolio that included then-Vice President Joseph R. Biden's Cancer Moonshot; the Clean Energy Ministerial; and the Clean Energy Education & Empowerment Initiative, focused on building leadership and mentorship among women working on clean energy; and collaborating with the Departments of Veterans Affairs and Health and Human Services to leverage machine learning and artificial intelligence capabilities to address biomedical, health, and public health response. She also led the development and implementation of the Oppenheimer Science and Energy Leadership Program, which has continued as a flagship leadership program for the National Laboratories.

Dr Al-Samarrai trained as a Centers for Disease Control and Prevention epidemic intelligence service officer at the New York City Department of Health and Mental Hygiene and served as a deputy health officer and tuberculosis controller in Santa Clara County, CA. As a medical resident, she was a founder of the Yale-Primary Care Refugee Clinic and was recognized with the Chief Residents' Service Award and the Fred Sachs Award "For possessing those attributes of the heart and mind that best exemplify the dedication to learning and empathy towards patients." Dr Al-Samarrai graduated from the University of California, Los Angeles with a bachelor of science in neuroscience and received her doctor of medicine and a master of science in neuroscience from Yale University. She trained in internal medicine at Yale-New Haven Hospital.



Maryann Alexander, PhD, RN, FAAN

Dr Maryann Alexander is NCSBN's chief officer, nursing regulation. Prior to her role at NCSBN, Dr Alexander was executive officer of the Illinois Board of Nursing. She was also an APRN and an assistant professor at Rush University Medical Center in Chicago, IL. She received her bachelor of science in nursing and master of science degrees from Northwestern University. Her PhD is in nursing, with an emphasis in health policy from the University of Illinois at Chicago. She is a fellow in the American Academy of Nursing, has authored articles and book chapters, won several national research awards, and has given numerous presentations nationally and internationally. Dr Alexander is also the editor-in-chief of the *Journal of Nursing Regulation*.



Elizabeth "Libby" Baney, JD

Libby Baney is a partner at Faegre Drinker Biddle & Reath LLP and serves as senior advisor to the Alliance for Safe Online Pharmacies (ASOP Global) and ASOP Global Foundation. Ms Baney helps shape public policy and promote increased international attention to the issue of illegal online pharmacies and counterfeit medicines in the United States, European Union, and Asia. Her work at Faegre Drinker is focused on internet pharmacies and pharmacy compliance, telehealth, pharmaceutical supply chain security, and international regulatory harmonization and capacity building. Most recently, Ms Baney spoke to more than 500 people at an International Pharmaceutical Federation (FIP) event on falsified medicines sold online. She is a prolific speaker and writes on topics related to pharmacy and access to medicine.



David C. Benton, PhD, RN, FFNF, FRCN, FAAN

David C. Benton took up post as chief executive officer of the National Council of State Boards of Nursing (NCSBN) on October 1, 2015. Immediately prior to this, he worked at the International Council of Nurses in Geneva, Switzerland, for 10 years, first as the Council's consultant on nursing and health policy specializing in regulation, licensing, and education and then as CEO.

Dr Benton is a qualified general and mental health nurse and has a PhD summa cum laude from the University of Complutense for his work on researching an international comparative analysis of the regulation of nursing practice. Dr Benton is acknowledged as a global expert in nursing and regulatory policy and has provided support to countries in all World Health Organization regions in their efforts to implement and modernize nursing and health professions regulation. He is a prolific author with over 200 peer-reviewed and book chapters to his name. He is the recipient of several awards and honors. He is particularly proud of being awarded the inaugural Nursing Standard Leadership award in 1993. He has been awarded fellowships from the Florence Nightingale Foundation, the Royal College of Nursing, and the American Academy of Nursing. Most recently, he was awarded the Spanish Grand Cross for his contributions to nursing regulation and health policy.



Melanie Blake, MD, MBA

Melanie Blake is a board-certified, internal medicine and lifestyle medicine physician. Dr Blake was born and raised in central Alabama. She decided to pursue medicine due to her passion for taking care of people and gained initial exposure to medicine through her mother, who worked as a cardiovascular nurse. After obtaining her bachelor of science degree at Florida State University, she attended the University of Alabama School of Medicine and completed her residency in internal medicine at the University of Alabama at Birmingham, AL. She obtained a master of business administration from the University of Tennessee, Chattanooga, TN. Dr Blake was appointed to the Board of Medical Examiners in Tennessee in 2015 by Governor Bill Haslam and reappointed in 2020 by Governor Bill Lee, serving as secretary, vice president, and currently president. She is chair of the committee for the Controlled Substance Monitoring Database for Tennessee. She is a member of the Board of Directors for the State Volunteer Mutual Insurance Company, a medical malpractice company, and volunteers with the American Heart Association.



Daniel Blaney-Koen, JD

Daniel Blaney-Koen is a senior attorney with the American Medical Association Advocacy Resource Center (ARC). The ARC attorneys focus on working with state and specialty medical societies on state legislative, regulatory, and policy advocacy. The ARC also provides technical assistance and policy perspective with a wide range of national stakeholders, such as the National Governors Association, National Association of Attorneys General, National Association of Insurance Commissioners, and others.

In addition to his work in the ARC, Mr Blaney-Koen has held several roles at the AMA, including serving as a public information officer, policy analyst, and speechwriter. Currently, Mr Blaney-Koen focuses on state legislation and policy concerning the nation's drug overdose epidemic, with particular emphasis on overdose prevention and treatment; treatment for patients with pain; and broad harm reduction efforts. Mr Blaney-Koen also works on issues to support physicians and other health care professionals seeking care for mental health and wellness concerns, and he covers other pharmaceutical issues and related insurance market reforms.

Prior to joining the AMA in 1999, Mr Blaney-Koen earned his master of fine arts in poetry from Colorado State University, and his bachelor's degree from the University of Arizona. He earned his law degree from the Loyola University Chicago School of Law.



Alexandra Blasi, JD, MBA

Alexandra Blasi is a JD and MBA graduate of Washburn University in Topeka, KS, where she also earned undergraduate degrees in business and in vocal music performance, and was a recipient of the 2018 Graduate of the Last Decade (GOLD) Award. She is an attorney licensed in the state of Kansas and worked for the state in such capacity for several years before joining the Kansas State Board of Pharmacy as executive director in November 2015. Ms Blasi has provided counsel to the Kansas Real Estate Commission, Board of Cosmetology, Department of Commerce, Athletic Commission, State Workforce Board, and Creative Arts Industries Commission. Ms Blasi has served on the Kansas Information Technology Council and the Employee Advisory Committee to the Kansas Healthcare Commission and is a current and founding member of Kansas WISE — Women in State Employment. Ms Blasi also actively represents Kansas as chair of the 2022 PMP InterConnect Steering Committee, previously served as chair of the Legislation and Policy Subcommittee and was appointed to the NABP Committee on Law Enforcement/Legislation beginning in 2020.



Lemrey “Al” Carter, PharmD, MS, RPh

Lemrey “Al” Carter is executive director of NABP and secretary of the Association’s Executive Committee. Dr Carter currently serves as a governor of the Pharmacy Technician Certification Board (PTCB) Board of Directors and chair of the PTCB Certification Council. Over the years, he has provided expert witness testimony and consultation in the areas of pharmacy practice and regulation. Dr Carter is a former member and chair of the Illinois Department of Financial and Professional Regulation, Division of Professional Regulation — State Board of Pharmacy. In addition to serving on the Board, he was appointed by the Illinois House of Representatives to serve two terms on the Illinois Collaborative Pharmaceutical Task Force.

Previously, Dr Carter oversaw pharmacy operations and professional affairs in the community pharmacy setting. In this position, he was responsible for the day-to-day operations and pharmacy regulatory oversight of more than 9,200 pharmacies in the US as well as oversight, management, and execution of all commercial, Medicare Parts B and D, and state Medicaid plans. Dr Carter graduated from Xavier University of Louisiana, College of Pharmacy, with a doctor of pharmacy degree, and received his master of science degree with studies focused on pharmacy regulation and policy from the University of Florida.



Humayun J. “Hank” Chaudhry, DO, MS, MACP, MACOI

Humayun “Hank” Chaudhry has served as president and chief executive officer of FSMB since 2009. From 2016 to 2018, he was also chair of the International Association of Medical Regulatory Authorities. He served five years as director of medical education at Long Beach Medical Center, New York, and then six years as chair of medicine and assistant dean for pre-clinical education at New York Institute of Technology’s College of Osteopathic Medicine (NYITCOM). He concurrently spent 14 years with the US Air Force Reserves, rising to the rank of Major and serving as a Flight Surgeon. He previously served as health commissioner for Suffolk County on New York’s Long Island, overseeing more than 1,300 employees and a budget of \$400 million during the H1N1 influenza pandemic. He is the author or coauthor of more than 75 peer-reviewed medical journal articles and coauthor of two books, *Fundamentals of Clinical Medicine* (2004) and *Medical Licensing and Discipline in America* (2012), which he coauthored with David Johnson. Dr Chaudhry was listed by *Modern Healthcare* magazine in 2016 as one of the 50 Most Influential Physician Executives and Leaders in America. He is a master of the American College of Physicians, a master fellow of the American College of Osteopathic Internists (of which he is also past president), and a fellow of the Royal College of Physicians (London). Dr Chaudhry is a graduate of New York University, NYITCOM, and Harvard TH Chan School of Public Health.



Judy E. Davidson, DPN, RN, MCCM, FAAN

Dr Judy E. Davidson serves as a research scientist for the Department of Psychiatry, School of Medicine, University of California San Diego and as a nurse scientist for UC San Diego Health. Her research focuses on workplace wellness, specifically the topic of suicide and suicide prevention in health professionals (nurses, physicians, and pharmacists). The suicide prevention program developed at UC San Diego by physicians expanded to all clinicians following the results of her team’s research. This program has been heralded by the US surgeon general and the Academy of Nurses as a model for replication by others.



Melanie de Leon, JD, MPA

Melanie de Leon is an attorney, military veteran, and executive director for the Washington Medical Commission. She has a bachelor’s degree in business administration from the University of Puget Sound, a master’s degree in public administration from Golden Gate University, and a law degree from Seattle University School of Law. Ms De Leon spent her first 13 years in the workforce as an US Air Force officer and then completed her law degree and began working for the Washington State Attorney General’s Office prosecuting child abuse and neglect cases. In January 2008, she was appointed executive director of the Washington State Executive Ethics Board. Since August 2014, Ms De Leon has been executive director for the Washington State Medical Commission that licenses, regulates, and disciplines approximately 34,000 allopathic physicians and physician assistants who treat Washington patients. In 2019, her commission won the Administrators in Medicine “Best of Boards” award. She has also served as a staff fellow on the FSMB Board of Directors.



Reginald B. "Reggie" Dilliard, DPh

Reginald B. "Reggie" Dilliard, the owner and principal consultant for Gladstone Consultants and former executive director of the Tennessee Board of Pharmacy, is president of NABP. Previously, Dr Dilliard served one-year terms as president-elect and treasurer. He also served a two-year member term (District 3) on the Executive Committee from 2017 to 2019, and a three-year member term from 2005 to 2008. Before serving as executive director of the Tennessee Board from 2013 to 2021, he was a member from 2000 to 2006. Prior to his work with the Board, Dr Dilliard was a pharmacy manager at Walgreens for three decades. Dr Dilliard was also the pharmacist and owner/manager of Super D Drugs for more than 10 years. As an active member of NABP, Dr Dilliard has served on many of the Association's task forces and committees. He is an active member of several other pharmacy organizations, including the Tennessee Pharmacists Association, where he served as president and chaired several committees. Dr Dilliard earned his bachelor of science degree in pharmacy from the University of Tennessee College of Pharmacy.



Jay P. Douglas, MSM, RN, CSAC, FRE

Jay P. Douglas has been executive director of the Virginia Board of Nursing since 2002. In this position, she oversees the regulation of approximately 225,814 license, certificate, and registration holders to include registered nurses, licensed practical nurses, advanced practice nurses, massage therapists, nurse aides, and medication aides. Additionally, Ms Douglas has responsibility for oversight of 150 pre-licensure nursing education programs.

Ms Douglas currently serves as president of the NCSBN Board of Directors and represents Virginia as commissioner for the Interstate Commission Nurse Licensure Compact. Ms Douglas is a registered nurse with a master's degree in management, holds a certification in substance abuse counseling, and is a fellow of the NCSBN Institute of Regulatory Excellence.

William England, JD, PhD

William England is senior advisor for the Office for the Advancement of Telehealth (OAT), US Health Resources and Service Administration. England joined OAT in 2016. He began working in telehealth at the Centers for Medicare & Medicaid Services, followed by directing the Federal Communication Commission's Universal Service Rural Health Care Program. He is a fellow and former board member of the American Telemedicine Association and a former Robert Wood Johnson Healthcare Financing fellow. Prior to telehealth, England was an assistant professor of industrial engineering at the University of Wisconsin-Madison and a biomedical engineer at the Regenstrief Institute. He has a bachelor's degree and a master's degree of science in electrical engineering, and a doctorate degree in industrial engineering from Purdue University. His law degree is from the University of Maryland.



Brigid K. Groves, PharmD, MS

Brigid K. Groves is senior director, Practice and Professional Affairs at the American Pharmacists Association (APhA). She leads, coordinates, and contributes to efforts and initiatives related to transformation of the role of the pharmacist, advancing pharmacists' patient care services, creation of practice tools and resources, and promoting the pharmacist's role as a health care provider. Additionally, she administers, directs, coordinates, and participates in the work of the Association related to the APhA Community-based Pharmacy Residency Program initiative and advancement of postgraduate pharmacy residency education and training initiatives. Previously, Dr Groves was population health pharmacist at a pediatric accountable care organization. Prior, she held roles as a clinical and pharmacy practice coordinator at a large grocery store-based community pharmacy chain. Dr Groves has been heavily involved in professional pharmacy organizations for many years.

Dr Groves earned her master of science in pharmacy administration in 2014 and her doctor of pharmacy in 2012 at The Ohio State University College of Pharmacy (OSU COP). Additionally, she completed a combined PGY1 and PGY2 pharmacy residency in community care pharmacy administration at Kroger Pharmacy and OSU COP in 2014. Before her PharmD, Groves earned her bachelor of science in chemistry in 2006 from John Carroll University, Cleveland, OH.



Adrian Guerrero, CPM

Adrian Guerrero, CPM, director of operations, Kansas State Board of Nursing, was elected treasurer in August 2019. He previously served as Area II director and chair of the Nursys Committee, and has been a member of the Fraud Detection Committee, Commitment to Ongoing Regulatory Excellence (CORE) Committee, Data Policy Review Task Force, and Nursys Advisory Panel. Mr Guerrero has worked for the Board of Nursing since March 2000. He is responsible for the strategic direction and implementation of advanced technology and business solutions and oversees the Information Technology, Licensing, Human Resources, and Procurement departments, as well as the agency's operational budget.



Caroline D. Juran, BSPHarm, DPh (Hon)

Caroline D. Juran, executive director of the Virginia Board of Pharmacy, is chairperson of NABP. Prior to becoming chairperson, she served one-year terms as president, president-elect, and treasurer and served a three-year member term (District 2) on the Executive Committee. During her term as president, she led an initiative to address state prescription drug importation programs authorized by a 2020 final rule published by Food and Drug Administration. As an active member of NABP, Ms Juran served as a member of the 2012 Task Force to Review and Recommend Revisions to the Controlled Substances Act. She also served on the Task Force on State Oversight of Drug Importation and the Pharmacist Minimum Data Set Workgroup, and as a member of the Committee on Law Enforcement/Legislation for three years. She was also the Executive Committee liaison for the Task Force on the Pharmacist Integrated Communications Skills Examination. Between 2013 and 2016, Ms Juran was the District 2 secretary/treasurer. Under her leadership, the Virginia Board of Pharmacy received NABP's Fred T. Mahaffey Award for contributions to the regulation of the practice of pharmacy and efforts to ensure that compounding is performed in a safe and compliant manner. Ms Juran served as deputy executive director of the Virginia Board from 2005 to 2010 before assuming the duties of executive director in 2010. Between 1995 and 2005, she practiced as a community pharmacist and long-term care pharmacist. Ms Juran completed her studies at the College of William and Mary and earned her bachelor of science degree in pharmacy from Virginia Commonwealth University, Medical College of Virginia, and received an honorary doctor of pharmacy license from the Oklahoma State Board of Pharmacy.



Christine M. Khandelwal, DO

Christine M. Khandelwal is a practicing palliative care and hospice physician and vice president of education and outreach at Transitions Life Care in Raleigh. She is a professor in the Department of Family Medicine (geriatrics) at the Campbell University School of Osteopathic Medicine and is an adjunct associate professor in the University of North Carolina at Chapel Hill's Department of Family Medicine — Palliative Care and Hospice Medicine Fellowship. Dr Khandelwal is certified by the American Board of Family Medicine, which has granted her certificates of added qualification in both palliative and hospice medicine and in geriatrics.



Admiral Rachel L. Levine, MD

Admiral Rachel L. Levine serves as the 17th assistant secretary for health for the US Department of Health and Human Services, after being nominated by President Joe Biden and confirmed by the US Senate in 2021. As assistant secretary for health, ADM Levine fights every day to improve the health and well-being of all Americans. She is working to help our nation overcome the COVID-19 pandemic and build a stronger foundation for a healthier future — one in which every American can attain their full health potential. ADM Levine also is the head of the US Public Health Service Commissioned Corps, one of the eight uniformed services.

After graduating from Harvard College and Tulane University School of Medicine, ADM Levine completed her training in pediatrics and adolescent medicine at the Mount Sinai Medical Center in New York City. As a physician, she focused on the intersection between mental and physical health, treating children, adolescents, and young adults. ADM Levine was a professor of pediatrics and psychiatry at the Pennsylvania State College of Medicine. Her previous posts included vice-chair for clinical affairs for the Department of Pediatrics and chief of the Division of Adolescent Medicine and Eating Disorders at the Penn State Hershey Medical Center.

In 2015, Pennsylvania Governor Tom Wolf nominated ADM Levine to be Pennsylvania's physician general, and she was subsequently unanimously confirmed by Pennsylvania's state Senate. In March 2018, ADM Levine was named Pennsylvania's Secretary of Health. During her time in state government, ADM Levine worked to address Pennsylvania's opioid crisis, focus attention on maternal health, and improve immunization rates among children. Her decision to issue a standing order for the anti-overdose drug, naloxone, saved thousands of lives by allowing law enforcement to carry the drug and Pennsylvanians to purchase it without a prescription from their doctor.

ADM Levine is a fellow of the American Academy of Pediatrics, the Society for Adolescent Health and Medicine, and the Academy for Eating Disorders. She was also president of the Association of State and Territorial Health Officials. In addition to her recent posts in medicine and government, ADM Levine is an accomplished speaker and author of numerous publications on the opioid crisis, adolescent medicine, eating disorders, and LGBT medicine.



Karen C. Lyon, PhD, MBA, APRN, NEA-BC

Karen C. Lyon, NCSBN Area III director, is completing her eighth year as chief executive officer of the Louisiana State Board of Nursing (LSBN). She has directed policy changes in LSBN rules allowing for APRN disaster permits, certified registered nurse anesthetist (CRNA) provision of ancillary services within their scope of practice, medication delegation to certified medication attendants under direct supervision of RNs and APRNs, and revision of rules on nursing education programs and discipline for specific misdemeanors and felonies. In 2018, she coordinated the efforts of LSBN with Senator Barrow Peacock to establish Louisiana as the 31st state to become a member of the Nurse Licensure Compact. She served on the NCSBN Finance Committee for four years, has served as a mentor for new executive officers, was a member of the COVID-19 Vaccine and the Nursing Workforce Policy Brief Group in 2020, and was one of the first executive officers to fully implement ORBS. She is currently a member of the NCLEX-RN Item Review Subcommittee and the NLC Compact Commission Compliance Committee.



Justin Macy, PharmD, JD

As NABP's digital health senior manager, Justin Macy leads the Association's Digital Health team, which both verifies legitimate pharmacy community members and conducts research on illegal actors. Dr Macy specializes in the intersection of law, technology, and health care, with a focus on pharmacy practice and drug regulations. Prior to joining NABP, Dr Macy was a specialist in Amazon's Consumer Legal department and associate director of innovation for a tech startup.



Jeffrey J. Mesaros, PharmD, JD, RPh

Jeffrey J. Mesaros, PharmD, JD, RPh, a member of the Florida Board of Pharmacy, is treasurer of NABP. Prior to the election, he served a two-year member term (District 3) on the Executive Committee. Mesaros has been a registered pharmacist for more than 20 years and has been a pharmacist attorney for more than 15 years. As a member of NABP, Dr Mesaros has made many contributions to the NABP/American Association of Colleges of Pharmacy (AACP) District 3 meetings and served as the District 3 representative on the Committee on Resolutions. In addition, Mesaros served on the Work Group on the Development of an Interstate Endorsement Credential, the Task Force on the Regulation of Pharmacy Benefit Managers, and the Task Force on the Definition of a Patient-Pharmacist Relationship. Mesaros is also active with several other professional organizations, including the American Bar Association, the American Society for Pharmacy Law, and the American Pharmacists Association (APhA). He has served as an adjunct faculty member of the University of Florida College of Pharmacy and the University of Hawaii at Hilo – the Daniel K. Inouye College of Pharmacy. Mesaros earned his doctor of pharmacy degree from Wilkes University Nesbitt School of Pharmacy and his juris doctor degree from the University of Miami School of Law. He received his master of science degree in pharmacy regulation and policy from the University of Florida.



Lenora S. Newsome, PD

Lenora S. Newsome, PD, past president of the Arkansas State Board of Pharmacy and member since 1991, is president-elect of NABP. Prior to being elected, she served a one-year term as treasurer and a three-year member term (District 6) on the Executive Committee. In addition to her service on the Arkansas Board, Dr Newsome has extensive experience practicing pharmacy in rural communities, including 25 years as a pharmacist and pharmacy manager at Brookshire's Food & Pharmacy in El Dorado, AR, and six years as a pharmacy manager of Walgreens in Camden, AR. As an active member of NABP, Dr Newsome has served as a member of the Committee on Law Enforcement/Legislation, as well as the Task Force on Regulation of Pharmacist Care Services. Dr Newsome has also been active in other pharmacy associations, including the Arkansas Pharmacists Association (APA), the National Pharmacy Association of Arkansas, and the Arkansas Medical, Dental, and Pharmaceutical Association. In 2015, she was honored with the Percy Malone Award for Public Service by APA. Dr Newsome completed her pre-pharmacy coursework at the University of Arkansas in Fayetteville, AR, and earned her bachelor of science degree in pharmacy from the University of Arkansas for Medical Sciences College of Pharmacy in Little Rock, AR.



Jake Nichols, PharmD, MBA

Jake Nichols is a pharmacist in long-term recovery, with extensive experience in community pharmacy, academia, primary care, managed care, and pharmaceutical industry. He specializes in the treatment of substance use disorders, with a focus on medication for addiction treatment. He speaks regularly at conferences across the country, highlighting his experiences as a patient, along with the importance and value of treatment. Through his 15-year struggle with substance use, Dr Nichols found his calling in the field and has dedicated his career to helping patients and their families suffering from this debilitating chronic disease. By providing clinical support for clinicians treating patients with substance use disorder and serving as a vocal advocate for treatment, he has established himself as a key resource within the field.

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Dr Nichols has shared the story of his own struggles with addiction at well over 200 pharmacy, nursing, and medical schools across the country. He also regularly facilitates patient and parent support groups. Dr Nichols is currently the co-founder, president, and chief executive officer at Renovo Health, which offers key stakeholders evidence-based tools and support to enhance patient outcomes. He received his doctor of pharmacy degree from the Massachusetts College of Pharmacy in 2000 and his master's degree in business administration from UMass Boston in 2007.



Kathleen Russell, JD, MN, RN

Kathleen Russell, a lawyer and nurse, is an associate director in the Division of Nursing Regulation for the National Council of State Boards of Nursing (NCSBN). Ms Russell's professional background includes 40 years of nursing, legal, and nonprofit leadership experience. She practiced nursing as a pediatric clinical nurse specialist and nursing educator and law as a trial attorney. At NCSBN, she is responsible for services provided to member boards related to investigation and discipline, National Practitioner Data Bank reporting, cannabis, substance use disorder, and licensure fraud. Ms Russell was admitted to the Supreme Court of the United States in March 2020. She received a Power of Nursing Leadership Pinnacle Nurse Leader Award in 2020 and the TAANA Outstanding Advocate Award in 2021.



Madga Schaler-Haynes, JD, MPH

Magda Schaler-Haynes is professor of health policy and management at Columbia University's Mailman School of Public Health. Her scholarship and teaching focus on intersections of constitutional law and health policy, including public health law, reproductive health care, abortion law, and pandemic response. Ms Schaler-Haynes' career spans over two decades in health law and policy, including multiple roles in public service at state and federal levels.

From 2017-2022, she served in the administration of New Jersey Governor Phil Murphy, most recently as senior advisor at the New Jersey Office of the Attorney General. Based in the Division of Consumer Affairs which houses the majority of health care professional licensing boards, Ms Schaler-Haynes was a member of the COVID-19 emergency response team and led initiatives focused on health equity; nondiscrimination; scopes of practice; provider supply and emergency licensure; maternal mortality and morbidity; reproductive health care, including abortion; consumer protection; telehealth; and end-of-life care. She previously served as director of policy and strategic planning at the New Jersey Department of Health, where she oversaw the department's policy portfolio, strategic planning, Office of Health Information Technology, and Office of Vital Statistics and Records. Until 2015, she served on the staff of US Senator Robert Menendez (D-NJ) as special advisor for health care and women's issues. From 2008-2011, she served as senior health policy advisor at the New York State Insurance Department, where she managed multiple health reform initiatives.

As an independent consultant, Ms Schaler-Haynes provided strategic services to clients on high-stakes policy issues ranging from price transparency and benefit design to amicus briefing management for the Center for Reproductive Rights in *Whole Woman's Health v. Hellerstedt*, the successful 2016 US Supreme Court challenge to Texas' abortion clinic shut down law. As adjunct faculty at Columbia from 2008-2022, she taught courses in public health law, reproductive rights, and abortion policy. Ms Schaler-Haynes was a visiting scholar at the Australian Health Policy Institute at the University of Sydney from 2005-2006. She began her career as an associate in the Health Care Department at the Proskauer firm in New York from 2001-2005.



Kenneth B. Simons, MD

Kenneth B. Simons is senior associate dean for graduate medical education and accreditation at the Medical College of Wisconsin (MCW) and executive director and designated institutional official of MCW Affiliated Hospitals, Inc, overseeing 98 Accreditation Council for Graduate Medical Education (ACGME) accredited programs with over 960 house staff. He was appointed to the Wisconsin Medical Examining Board in 2011, elected as chair in 2013, and annually through 2020. During his time on the Board, Dr Simons also served on its credentials and legislative liaison committees, among others. Since being appointed to the Board, he has chaired FSMB and its State Medical Boards Appropriate Regulation of Telemedicine Workgroup, whose report was unanimously adopted by the FSMB House of Delegates (HOD) in 2014. Dr Simons chaired FSMB's Workgroup on Board Education Service and Training (2016-2020); Ethics and Professionalism Committee (2019-2020); Governance Committee (2018-2019); Planning Committee (2020-2021); and Workgroup on Telemedicine Consultations (2014-2016). He is a member of the Executive, Compensation and Investment Committees, as well as the FSMB Foundation Board of Directors. Elected chair-elect of FSMB in May 2020 by the HOD, Dr Simons' term as chair began in May 2021, and he is now the immediate past chair.

In addition to his service with FSMB, Dr Simons has served on the ACGME Board of Directors, the National Resident Matching Program Board of Directors, and the Liaison Committee on Medical Education. He has served as chair of the ACGME-International Review Committee for surgical and hospital-based disciplines and is a past chair of the Interstate Medical Licensure Compact Commission. Dr Simons was recently appointed by US Department of Education Secretary Miguel Cardona as a member of the National Committee on Foreign Medical Education and Accreditation for a five-year term. He received his medical degree from Boston University, completed his residency in ophthalmology at the University of North Carolina School of Medicine, Chapel Hill, and completed a fellowship at the Jules Stein Eye Institute, University of California, Los Angeles.



About the Tri-Regulator Collaborative

As organizations representing interrelated health care professional licensing and regulatory boards of the United States, the Federation of State Medical Boards (FSMB), the National Association of Boards of Pharmacy® (NABP®), and the National Council of State Boards of Nursing® (NCSBN®) share a common mission of protecting the public health and enhancing professionalism in health care.

Together, these three organizations regulate more than 5 million health care professionals, significantly impacting national health policy. While each organization is autonomous with its own constituent membership, common values about public protections through state-based licensure unite FSMB, NABP, and NCSBN for dialogue and consensus building.

Recognizing the potential benefits to be gained by collaborating more closely to better protect public health, safety, and welfare, FSMB, NABP, and NCSBN formally launched the Tri-Regulator Collaborative in 2011.

The Collaborative meets periodically to discuss issues of mutual concern, exchange ideas, and share resources in an effort to better protect patients and improve the quality of care.

Among its activities, the Collaborative has developed consensus statements on issues of importance to the regulatory community — including strong endorsement of state-based licensure for health professionals.

The Collaborative believes a system of state-based regulation — as mandated in the 10th Amendment of the US Constitution — offers the most effective regulatory

framework for health care, ensuring close monitoring of health care professionals in every region of the country and responding to the diverse circumstances and needs of each state.

It has also taken a strong position as an advocate for improvements in the nation's efforts to collect workforce data about health care professionals. The Collaborative strongly supports a more robust national effort to compile evidence-based comprehensive data and analysis of the health care workforce in order to ensure our ability to meet the growing needs of patients across the nation.

The Tri-Regulator Symposium is intended to strengthen a sense of partnership and common purpose by providing a national forum for shared dialogue on these and other issues critical to our health care future, such as team-based care, new practice models and regulatory strategies, and ensuring fair and respectful stakeholder communications.

