## References

American Nurses Association. (2024). *Nursing in politics & advocacy: Overview and engagement strategies*. Policy advocacy and legislative engagement documentation. American Association of Colleges of Nursing. (2024). *Legislative and policy advocacy for nursing education and research*. Organizational advocacy materials.

National Nurses United. (2024). *Unionization, safe staffing ratios, workplace policy, and advocacy campaigns*. Union advocacy documentation.

Nursing Organizations Alliance. (2024). *Collaboration and information exchange between nursing leadership groups*. Inter-organizational policy materials.

## **Web-Based Research Sources**

National Council of State Boards of Nursing. (2025). *State boards of nursing*. Retrieved from <a href="https://www.ncsbn.org">https://www.ncsbn.org</a>

Nurses on Boards Coalition. (2024). *Impact of nurse board participation on policy improvements*. Retrieved from nursesonboardscoalition.org

Online Journal of Issues in Nursing. (2024). *Nurses serving on state nursing boards: Policy and care standards*. American Nurses Association. Retrieved from ojin.nursingworld.org

The Nursing Beat. (2024). *Advocacy and legislative change: California's nurse-to-patient ratios*. Retrieved from thenursingbeat.com

Registered Nurse Journal. (2024). *Benefits of nurse representation on healthcare boards*. Retrieved from rn.com

PubMed Central - National Center for Biotechnology Information. (2024). *Challenges and recommendations for nurse board participation*. Retrieved from pmc.ncbi.nlm.nih.gov Nurse Journal. (2024). *Improved discipline and competency standards through nurse leadership*. Retrieved from nursejournal.org

## **Additional Research Sources**

American Organization for Nursing Leadership. (2024). *Public policy, workforce and patient care legislation*. AONL policy resources.

Institute of Medicine. (2011). *The future of nursing: Leading change, advancing health*. The National Academies Press.

Robert Wood Johnson Foundation. (2023). *Nurses as leaders in health policy*. Policy research and advocacy materials.

## **Legislative and Regulatory Sources**

California Department of Consumer Affairs, Board of Registered Nursing. (2024).

*Nurse-to-patient ratio regulations*. State regulatory documentation.

Various State Boards of Nursing. (2024). *Board membership requirements and appointment processes*. State government regulatory materials.

National Conference of State Legislatures. (2024). *Healthcare workforce policy and nursing regulation*. Legislative research materials.