

## WISCONSIN DEPARTMENT OF SAFETY AND PROFESSIONAL SERVICES



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STATE OF WISCONSIN  
BEFORE THE BOARD OF NURSING

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IN THE MATTER OF THE : FINAL DECISION AND ORDER  
DISCIPLINARY PROCEEDINGS AGAINST : WITH VARIANCE  
: **ORDER 0007563**  
LINDA L. POLANCO, R.N., : DHA Case No. SPS-21-0012  
RESPONDENT. : DLSC Case No. 19 NUR 090 and 19 NUR 635

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**BACKGROUND**

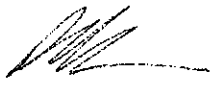
On July 19, 2021, Administrative Law Judge Andrea Brauer, State of Wisconsin, Division of Hearings and Appeals, issued a Proposed Decision and Order (PDO) in the above referenced matter. The PDO was mailed to all parties. The Division of Legal Services and Compliance filed a request for modification of the language of the PDO on July 21, 2021. The Respondent did not file any objections to the PDO. On August 12, 2021, the Board of Nursing (Board) met to consider the merits of the PDO. The Board voted to approve the PDO with variance. The PDO is attached hereto and incorporated in its entirety into this Final Decision and Order with Variance (Order).

**VARIANCE**

Pursuant to Wis. Stat. §§ 440.035(1) and 441.07, the Board is the regulatory authority and final decision maker governing disciplinary matters of those credentialed by the Board. The matter at hand is characterized as a class 2 proceeding pursuant to Wis. Stat. § 227.01(3). The Board may make modifications to a PDO, a class 2 proceeding, pursuant to Wis. Stat. § 227.46(2). In the present case, the Board adopts the PDO in its entirety except that all references to “Lasik” are replaced with “Lasix.” The Board finds that correcting this typographical error is necessary to make the seriousness of the medication documentation error clear.

Dated at Madison Wisconsin this \_\_\_\_\_ day of August 2021.

WISCONSIN BOARD OF NURSING

By:  \_\_\_\_\_ Date 8/25/2021

A Member of the Board



**Before The  
State of Wisconsin  
DIVISION OF HEARINGS AND APPEALS**

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In the Matter of Disciplinary Proceedings Against  
LINDA L. POLANCO, R.N., Respondent

DHA Case No. SPS-21-0012  
DLSC Case Nos. 19 NUR 090  
and 19 NUR 635

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**PROPOSED DECISION AND ORDER**

The parties to this proceeding for purposes of Wis. Stat. §§ 227.47(1) and 227.53 are:

Linda L. Polanco

Onalaska, WI 54650

Wisconsin Board of Nursing  
P.O. Box 8366  
Madison, WI 53707-8366

Department of Safety and Professional Services,  
Division of Legal Services and Compliance, by:

Attorney Alicia Kennedy  
Department of Safety and Professional Services  
Division of Legal Services and Compliance  
P.O. Box 7190  
Madison, WI 53707-7190

**PROCEDURAL HISTORY**

The Notice of Hearing and the Complaint in this matter were served on Respondent Linda L. Polanco by the Department of Safety and Professional Services, Division of Legal Services and Compliance (Division), on February 12, 2021, by both Certified and regular mail, consistent with Wis. Admin. Code § SPS 2.08. An Answer to a Complaint must be filed within 20 days from the date of service of the Complaint. Wis. Admin. Code § SPS 2.09(4). No Answer has been filed.

Following expiration of the 20-day time period to file an Answer, Administrative Law Judge (ALJ) Kristin Fredrick held a prehearing conference on March 16, 2021. Both parties appeared via telephone, but Respondent stated she had not received a copy of the Notice of Prehearing Conference or the Division's Complaint. ALJ Fredrick adjourned the prehearing

conference, ordered the Division to resend the Complaint and Notice of Hearing to Respondent, and ordered Respondent to submit a written Answer within 20 days of service of the Complaint. The Division resent the Complaint and Notice of Hearing, but Respondent did not file an Answer.

An adjourned prehearing conference was held on April 9, 2021, before ALJ Andrea Brauer. Both parties appeared via telephone. Respondent stated she had received the Division's Complaint and had attempted to file an Answer, but the mail was returned as undeliverable due to improper postage. The Division moved for default pursuant to Wis. Admin. Code § SPS 2.14 for Respondent's failure to file an Answer. ALJ Brauer denied the motion and instead adjourned the prehearing conference and ordered Respondent to file a written Answer by April 20, 2021. Respondent did not file an Answer. Respondent also did not appear for the adjourned prehearing conference, which was held on May 3, 2021.

Based on Respondent's failure to file an Answer to the Complaint and failure to appear at the May 3, 2021, adjourned prehearing conference, the Division moved for default pursuant to Wis. Admin. Code § SPS 2.14 and Wis. Admin. Code § HA 1.07(3)(c).

If a Respondent fails to file an Answer as required or fails to appear at the hearing at the time fixed therefor, the Respondent is in default. Wis. Admin. Code § SPS 2.14. *See also* Wis. Admin. Code § HA 1.07(3)(b). Wisconsin Admin. Code § HA 1.07(3)(c) delineates the circumstances which constitute a failure to appear:

For a telephone or video hearing or prehearing, the administrative law judge may find a failure to appear grounds for default if any of the following conditions exist for more than ten minutes after the scheduled time for hearing or prehearing conference: (1) The failure to provide a telephone number to the division after it had been requested; (2) the failure to answer the telephone or videoconference line; (3) the failure to free the line for the proceeding; (4) the failure to be ready to proceed with the hearing or prehearing conference as scheduled.

Wisconsin Admin. Code § SPS 2.14 provides that when a Respondent is in default, "the disciplinary authority may make findings and enter an order on the basis of the complaint and other evidence." *See also* Wis. Admin. Code § HA 1.07(3)(b) ("If a respondent fails to appear, the administrative law judge may . . . take the allegations in an appeal as true as may be appropriate. . .")

In light of Respondent's failure to file an Answer to the Complaint and failure to appear for the May 3, 2021, adjourned prehearing conference, Respondent is in default. On May 5, 2021, ALJ Brauer issued a Notice of Default and Order against Respondent and ordered that the Division file a recommended proposed decision and order by June 3, 2021. The Division timely filed its submission.

## FINDINGS OF FACT

### Facts Related to the Alleged Violations

Findings of Fact 1-10 are taken from the Division's Complaint filed against Respondent in this matter.

1. Respondent Linda L. Polanco, R.N., (DOB: April 18, 1960) is licensed in the state of Wisconsin as a registered nurse, having license number 140629-30, first issued on April 23, 2002, and current through February 28, 2022. Respondent's most recent address on file with the Wisconsin Department of Safety and Professional Services (Department) is 1025 Oak Avenue South, Trailer #F-7, Onalaska, Wisconsin 54650.

2. At all times relevant to this proceeding, Respondent was employed as a registered nurse at health care facility (Facility), located in La Crosse, Wisconsin.

3. On December 14, 2018, Patient A was readmitted to the Facility after a brief hospital admission.

4. Upon Patient A's readmission to the Facility, Respondent erroneously charted that Patient A's Lasik order was to end after two days.

5. On October 3, 2019, Respondent assessed Patient B after a change of condition was reported.

6. Respondent did not completely document her assessment in Patient B's chart.

7. On April 17, 2020, a response to the allegations set forth in paragraphs 3 – 6 above was requested from Respondent via mail and email, sent to the addresses on file with the Department. Respondent failed to respond to this request.

8. On May 1, 2020, a phone call was placed to Respondent using the telephone number on file with the Department. A voicemail message was left asking Respondent to provide a response. Respondent failed to respond to this request.

9. On August 4, 2020, a response to the allegations was requested from Respondent via mail, sent to the address on file with the Department. Respondent failed to respond to this request.

10. On September 3, 2020, a response to the allegations was requested from Respondent via mail and email, sent to the addresses on file with the Department. Respondent failed to respond to this request.

Facts Related to Default

11. The Notice of Hearing and the Complaint in this matter were served on Respondent by the Division, on February 12, 2021, by both Certified and regular mail, consistent with Wis. Admin. Code § SPS 2.08. An Answer to a Complaint must be filed within 20 days from the date of service of the Complaint. Wis. Admin. Code § SPS 2.09(4). No Answer has been filed.

12. Following expiration of the 20-day time period to file an Answer, ALJ Fredrick held a prehearing conference in this matter on March 16, 2021. Both parties appeared via telephone. At that time, Respondent stated that she had not received a copy of the Notice of Prehearing Conference or the Division's Complaint.

13. ALJ Fredrick adjourned the March 16, 2021 prehearing conference until April 9, 2021, to allow Respondent additional time to receive and respond to the Complaint. The Division was also ordered to resend a copy of the Notice of Hearing and Complaint via U.S. mail and electronic mail, and the Respondent was ordered to submit a written Answer within 20 days of service of the Complaint.

14. The Division resent a copy of the Notice of Hearing and Complaint to Respondent via regular U.S. mail, Certified Mail Return Receipt Requested, and electronic mail on March 17, 2021. Respondent did not file an Answer within 20 days of service of the Complaint.

15. An adjourned prehearing conference was held on April 9, 2021, before ALJ Brauer. Both parties appeared via telephone. During the prehearing conference, Respondent verified that she had received the March 17, 2021 copy of the Notice of Hearing and Complaint and that the Division had mailed the documents to the correct mailing address. Respondent also stated that she had attempted to file an Answer via mail, but the mail was returned to her as undeliverable due to improper postage.

16. ALJ Brauer adjourned the April 9, 2021 prehearing conference until May 3, 2021, and ordered Respondent to file a written Answer to the Complaint by April 20, 2021.

17. An adjourned prehearing conference was held on May 3, 2021, at 9:00 a.m. ALJ Brauer attempted to reach Respondent via telephone at her number on file in this matter at approximately 9:05 a.m. and 9:20 a.m. Respondent did not answer either phone call, and the ALJ left two voicemails stating that if Respondent did not contact the ALJ via telephone, the ALJ would proceed with the prehearing conference without the Respondent. The ALJ did not receive a phone call from Respondent.

18. Based on Respondent's failure to file an Answer to the Complaint and failure to appear at the May 3, 2021 adjourned prehearing conference, the Division moved for default pursuant to Wis. Admin. Code § SPS 2.14 and Wis. Admin. Code § HA 1.07(3)(c). ALJ Brauer granted the motion and found Respondent in default.

19. On May 5, 2021, ALJ Brauer issued a Notice of Default and Order against Respondent and ordered that the Division file a recommended proposed decision and order by June 3, 2021.

20. The Division timely filed its recommended proposed decision and order.

## DISCUSSION

### Jurisdictional Authority

The Wisconsin Board of Nursing (Board) has jurisdiction over this matter pursuant to Wis. Stat. § 441.07(1c) and (1g). Wisconsin Stat. § 440.03(1) provides that the Department “may promulgate rules defining uniform procedures to be used by the department . . . and all examining boards and affiliated credentialing boards attached to the department or an examining board, for . . . conducting [disciplinary] hearings.” These rules are codified in Wis. Admin. Code ch. SPS 2. Pursuant to Wis. Admin. Code § SPS 2.10(2), the undersigned ALJ has authority to preside over this disciplinary proceeding in accordance with Wis. Stat. § 227.46(1).

### Default

The Division properly served the Notice and Complaint upon Respondent by mailing a copy to the address on file with the Department. Service by mail is complete upon mailing. Wis. Admin. Code § SPS 2.08(1). Under Wis. Admin. Code § SPS 2.14, if a respondent “fails to answer as required by s. SPS 2.09 or fails to appear at the hearing at the time fixed therefor, the respondent is in default and the disciplinary authority may make findings and enter an order on the basis of the complaint and other evidence.” *See also* Wis. Admin. Code § HA 1.07(3)(c).

Here, Respondent violated Wis. Admin. Code § SPS 2.09(4) by failing to file an Answer to the Complaint within 20 days from the date of service and failing to file an Answer by April 20, 2021, as ordered in the notice of the adjourned prehearing conference. Respondent also failed to appear at the adjourned prehearing telephone conference on May 3, 2021. Therefore, Respondent is in default, and findings and an order may be entered on the basis of the Complaint.

### Burden of Proof

The burden of proof in disciplinary proceedings before the Board is a preponderance of the evidence. Wis. Stat. § 440.20(3). Because Respondent is in default and failed to answer the allegations in the Complaint, the facts in this proceeding are undisputed and are found on the basis of the Complaint.

### Violations

The Board has authority to impose discipline against Respondent pursuant to Wis. Stat. § 441.07. Following an investigation, if the Board determines that a nurse has committed “[o]ne or more violations of this subchapter or any rule adopted by the board under the authority of this subchapter,” or has committed “[m]isconduct or unprofessional conduct,” it may “revoke, limit, suspend or deny a renewal of a license of a registered nurse.” Wis. Stat. § 441.07(1g)(b) and (d).



Pursuant to Wis. Admin. Code § N 7.03, the grounds for denying or taking disciplinary action on a license or certificate include the following:

- (1) Noncompliance with federal, jurisdictional, or reporting requirements, including any of the following:

...  
(c) After a request of the board, failing to cooperate in a timely manner, with the board's investigation of a complaint filed against a license holder. There is a rebuttable presumption that a credential holder who takes longer than 30 days to respond to a request of the board has failed to cooperate in a timely manner.

- ...  
(6) Unsafe practice or substandard care, including any of the following:

...  
(c) Departing from or failing to conform to the minimal standards of acceptable nursing practice that may create an unnecessary risk or danger to a patient's life, health, or safety. Actual injury to a patient need not be established.

Respondent is subject to discipline pursuant to Wis. Admin. Code § N 7.03(1)(c) for failing to cooperate in a timely manner with the Board's investigation of a complaint against her. The Division contacted Respondent four times requesting a response to allegations that she had engaged in substandard nursing practice. These contacts were made via mail, email, and telephone to Respondent's contact information on file with the Department. Respondent failed to respond to any of the Division's communications. She also failed to file an Answer to the Division's Complaint as required by Wis. Admin. Code § SPS 2.09 and as ordered by the ALJ in the notices for both of the adjourned prehearing conferences.

In addition, Respondent is subject to discipline pursuant to Wis. Admin. Code § N 7.03(6)(c) for departing from or failing to conform to the minimal standards of acceptable nursing practice such that may have created an unnecessary risk or danger to the patient's life, health, or safety. Specifically, the Division has alleged that Respondent: (1) erroneously charted that Patient A's Lasik order was to end after two days; and (2) failed to completely document her assessment in Patient B's chart after a change of condition was reported.

The Division has not presented any additional facts or arguments to explain why these errors fell below minimum standards or could have created an unnecessary risk or danger to the patients. It is unclear, for example, what Respondent failed to document about Patient B's medical condition or how erroneously charting the length of Patient A's Lasik order affected Patient A's care.<sup>1</sup> However, it is reasonable to conclude that minimum standards of practice would require a nurse to correctly document her patients' medical conditions and that incorrect documentation could create an unnecessary risk or danger, since other providers need to be able to rely on patient records when determining future treatment.

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<sup>1</sup> The Division's allegation regarding the two-day Lasik order is particularly unclear, since it is commonly understood that Lasik is a type of eye surgery that is typically completed within one day.

Further, because Respondent is in default and has not made any counterarguments, I am authorized to accept the Division's allegations as true. Wis. Admin. Code §§ SPS 2.14 and HA 1.07(3)(b). I thus find that the Division's Complaint is minimally sufficient to support a finding that Respondent's two documentation errors warrant disciplinary action under Wis. Admin. Code § N 7.03(6)(c).

Therefore, I find that Respondent is subject to discipline pursuant to Wis. Stat. § 441.07(1g)(b) and (d) and Wis. Admin. Code § N 7.03(1)(c) and (6)(c).

### Discipline

The three purposes of discipline in a professional misconduct case are: (1) to promote the rehabilitation of the credential holder; (2) to protect the public from other instances of misconduct; and (3) to deter other credential holders from engaging in similar conduct. *State v. Aldrich*, 71 Wis. 2d 206, 209, 237 N.W.2d 689 (1976).

The Division recommends that Respondent's license be suspended indefinitely until she does both of the following: (1) completes five hours of education on the topic of documentation and two hours of education on the topic of the Wisconsin Nurse Practice Acts; and (2) provides the Board with a written statement explaining her failure to cooperate with the Board and explaining the medication documentation errors committed. In addition, the Division proposes that the Board should be authorized to impose additional limitations in its discretion upon Respondent's license based on her written statement.

At the same time, the Division has also made some conflicting statements about the appropriate level of discipline in this case. In addition to recommending an indefinite suspension, the Division also asserts that it is appropriate to revoke Respondent's license as well as her right to renew her license. It would of course be illogical to suspend a revoked license. Because the Division acknowledges that a suspension is sufficient to address Respondent's misconduct, I do not find that revocation is appropriate.

Based on the purposes of discipline articulated in *Aldrich* and prior Board orders, I adopt the Division's proposal for an indefinite suspension in part, as specified in the order below. My recommendation differs from the Division's proposed discipline in two ways. First, I recommend that the order require Respondent to explain her "documentation errors" rather than her "medication documentation errors." It is unclear, based on the Division's allegations, how this case involves documentation of medications. The allegations relate to a Lasik order and a patient assessment, neither of which on its face necessarily requires documentation of medications.

Second, I do not find it appropriate to grant the Board discretion to impose any type of additional future limitations based on Respondent's written statement. The case law is clear that discipline must be responsive to the licensee's specific misconduct and warranted under the facts of the case. I therefore recommend that the order specify that the Board is authorized to limit Respondent's license only to the extent that the limitations are consistent with the purposes articulated in *Aldrich*. Any such limitation must be tailored to specifically address Respondent's

violations – failing to cooperate with the Board’s investigation and making errors in patient documentation.

This level of discipline is warranted because Respondent has engaged in substandard nursing practice and repeatedly refused to respond to the Department’s requests for information regarding a complaint filed against her. Although promoting rehabilitation is one of the purposes of discipline, rehabilitation is unknown in this case. Respondent failed to respond to requests from the Division for a response to the allegations. Having obtained no response from Respondent, the Board cannot determine whether any rehabilitative measures would be effective. Respondent’s actions, as well as her inaction, demonstrate a lack of respect for Board authority.

Respondent’s refusal to cooperate with the Board is serious. Her actions impeded the Division’s investigation such that it could not verify her competence as a nurse. Public safety was thereby put at risk, and the Board’s duty to regulate Respondent was severely impeded. To date, Respondent maintains an active license to practice registered nursing in Wisconsin. Discipline is necessary to ensure that she practices safely and cooperates with the Board’s attempts to oversee her practice. The proposed suspension will ensure that she is prohibited from practicing until she recognizes and complies with the Board’s regulatory authority.

The proposed discipline also protects the public from other potential instances of misconduct. “Protection of the public is the purpose of requiring a license.” *State ex rel. Green v. Clark*, 235 Wis. 628, 631, 294 N.W. 25 (1940). When a license is granted to an individual, Wisconsin is assuring the public that the licensed individual is competent in his or her profession. *Stringez v. Dep’t of Regulation & Licensing Dentistry Examining Bd.*, 103 Wis. 2d 281, 287, 307 N.W.2d 664 (1981). It follows that if the state cannot assure the public of the licensee’s competence to practice the profession, then suspension is appropriate. *Gilbert v. State Medical Examining Bd.*, 119 Wis. 2d 168, 189-90, 349 N.W.2d 68 (1984). Suspension of Respondent’s license is necessary to protect the public from other instances of misconduct. Registered nurses are licensed to care for the sick and injured, a vulnerable population. Respondent failed to meet the minimum standards expected of her by her profession. Rehabilitation may be possible, but this will not be known until Respondent cooperates with the Board.

The proposed discipline is also appropriate to deter other licensees from engaging in similar conduct. Licensees should be on notice that they cannot avoid responsibility by simply refusing to cooperate with the Board. Suspension of Respondent’s license will serve to deter others from committing similar violations.

Finally, the proposed discipline is consistent with prior Board decisions. *See In the Matter of Disciplinary Proceedings Against Stephanie Y. Gaines, L.P.N.*, Board Order No. 04686 (April 29, 2016) (Board revoked nurse’s right to renew her license and privilege to practice nursing pursuant to the Nurse Licensure Compact for failure to cooperate with Board’s investigation after complaint that nurse took financial advantage of a patient and was convicted of forgery-uttering, unauthorized use of personal identifying information to obtain money,

possession of narcotics and bail jumping);<sup>2</sup> *In the Matter of Disciplinary Proceedings Against Kelly L. Kowalkowski, R.N.*, Board Order 04613 (March 18, 2016) (Board revoked nurse's right to renew her license and privilege to practice nursing pursuant to the Nurse Licensure Compact for failure to cooperate with an investigation by the Board after being charged with several drug-related offenses);<sup>3</sup> and *In the Matter of Disciplinary Proceedings Against Manuel J. Thomas, M.D.*, Order Number 0007046 (October 21, 2020) (Medical Examining Board suspended Respondent's license indefinitely for failing to cooperate with investigation and proceedings).<sup>4</sup>

In light of the facts of this case, the factors set forth in *Aldrich*, and prior Board decisions, it is appropriate to suspend Respondent's license indefinitely until she complies with the terms of the order below.

### Costs

The Board is vested with discretion concerning whether to assess all or part of the costs of this proceeding against Respondent. *See* Wis. Stat. § 440.22(2). In exercising such discretion, the Board must look at aggravating and mitigating facts of the case; it may not assess costs against a licensee based solely on a "rigid rule or invocation of an omnipresent policy," such as preventing those costs from being passed on to others. *Noesen v. State Department of Regulation & Licensing, Pharmacy Examining Board*, 2008 WI App 52, ¶¶ 30-32, 311 Wis. 2d 237, 751 N.W.2d 385.

In previous orders, Boards have considered the following factors when determining if all or part of the costs should be assessed against the Respondent: (1) the number of counts charged, contested and proven; (2) the nature and seriousness of the misconduct; (3) the level of discipline sought by the prosecutor; (4) the respondent's cooperation with the disciplinary process; (5) prior discipline, if any; (6) the fact that the Department is a program revenue agency, funded by other licensees; and (7) any other relevant circumstances. *See In the Matter of Disciplinary Proceedings Against Elizabeth Buenzli-Fritz*, LS0802183CHI (Aug. 14, 2008). It is within the Board's discretion as to which of these factors to consider, whether other factors should be considered, and how much weight to give any factors considered.

Considering the above factors, it is appropriate for Respondent to pay the full costs of the investigation and prosecution of these proceedings. Respondent is in default, and the factual allegations identified in this decision were deemed admitted. Respondent's failure to cooperate in these proceedings is particularly troublesome. Her deadline to file an Answer was extended two times at her request, and the prehearing conference was also adjourned two times at her request to allow her more time to respond to the Division's allegations. Despite these accommodations, she never filed an Answer and did not appear for the second adjourned prehearing conference. In addition, the Division has proven that Respondent engaged in serious misconduct by refusing to cooperate with the Board's investigation. Accordingly, significant discipline is recommended. Finally, the Department is a program revenue agency whose

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<sup>2</sup> *In the Matter of Disciplinary Proceedings Against Stephanie Y. Gaines, L.P.N.*, Board Order No. 04686

<sup>3</sup> *In the Matter of Disciplinary Proceedings Against Kelly L. Kowalkowski, R.N.* Board Order 04613

<sup>4</sup> *In the Matter of Disciplinary Proceedings Against Manuel J. Thomas, M.D.*, Order Number 0007046

operating costs are funded by the revenue received from credential holders. It would be unfair to impose the costs of pursuing discipline in this matter on those licensees who have not engaged in misconduct and who are willing to cooperate with the Board's attempts to regulate them.

Therefore, it is appropriate for Respondent to pay the full costs of the investigation and this proceeding, as determined pursuant to Wis. Admin. Code § SPS 2.18.

### ORDER

For the reasons set forth above, IT IS ORDERED that the license of Respondent, License No. 318806-31, is suspended indefinitely.

IT IS FURTHER ORDERED that Respondent may petition for reinstatement of her license under the following conditions:

- a. Prior to submitting a petition for reinstatement, Respondent shall at her own expense, successfully complete five (5) hours of education on the topic of documentation and two (2) hours of education on the topic of Wisconsin Nurse Practice Acts offered by a provider pre-approved by the Board's monitoring liaison, including taking and passing any exam offered for the courses.
- b. Respondent shall submit proof of successful completion of the education in the form of verification from the institution providing the education to the Department Monitor at the address stated below. None of the education completed pursuant to this requirement may be used to satisfy any continuing education requirements that have been or may be instituted by the Board or Department, and also may not be used in future attempts to upgrade a credential in Wisconsin.
- c. At the time of the petition, Respondent must provide the Board a written statement explaining her failure to cooperate with the Board and explaining the documentation errors committed.
- d. The Board, or its designee, may impose additional limitations upon Respondent's license based on the written statement provided by Respondent and her explanation for failure to cooperate with the Board and explaining the documentation errors committed. Any such limitation must serve the following purposes: promoting Respondent's rehabilitation, protecting the public from other instances of misconduct, and/or deterring other credential holders from engaging in similar conduct.
- e. Request for approval of courses, proof of successful course completion, petitions and any other information required by this Order shall be submitted to the Department Monitor at the address below.

IT IS FURTHER ORDERED that Respondent pay all recoverable costs in this matter in an amount to be established, pursuant to Wis. Admin. Code § SPS 2.18. After the amount is established, payment shall be made by certified check or money order payable to the Wisconsin Department of Safety and Professional Services and sent to the Department Monitor at:

Department Monitor  
Division of Legal Services and Compliance  
Department of Safety and Professional Services  
P.O. Box 7190, Madison, WI 53707-7190  
Telephone (608) 266-2112; Fax (608) 266-2264  
DSPSMonitoring@wisconsin.gov

IT IS FURTHER ORDERED that the terms of the Order are effective the date the Final Decision and Order in this matter is signed by the Board.

Dated at Madison, Wisconsin, on July 19, 2021.

STATE OF WISCONSIN  
DIVISION OF HEARINGS AND APPEALS  
4822 Madison Yards Way, 5th Floor North  
Madison, Wisconsin 53705  
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By: Andrea Brauer  
Andrea Brauer, Administrative Law Judge