

**Report of Survey Visit
 Teamwork Career Institute in Grand Prairie, Texas
 Vocational Nursing Education Program**

Summary of Request:

Consider the report of the May 7, 2015 follow-up survey visit to the Teamwork Career Institute (TCI) Vocational Nursing (VN) Education Program in Grand Prairie, Texas pursuant to the April 16, 2015 Board Order.

Historical Perspective:

- The VN Education Program at TCI was granted initial approval at the April 2011 Board meeting approving an annual enrollment of twenty-four (24) students one (1) time per year. According to data presented in the 2013 Nursing Education Program Information Survey (NEPIS), twenty-two (22) individuals graduated from TCI during the 2012-2013 academic year.
- TCI changed its name from Teamwork Services in January 2015.
- In addition to housing a VN education program, TCI offers programs leading to certification as a medication aide, medical assistant, phlebotomist, pharmacy technician, and patient care technician.
- There have been four (4) Directors since the program began:
 - Paulette Potter, MSN, RN served as Program Director from the time TCI was approved by the Board in April 2011 to August 2013.
 - Fadeke Lola Amao, MSN, RN was approved as Program Director in August 2013 and resigned in December 2014.
 - Marcia Smith, BSN, RN was approved as Program Director in January 2015 and resigned in April 2015.
 - Cynthia Akhimien, BSN, RN was appointed Interim Program Director effective April 22, 2015.
- In August 2014, the VN program submitted a Self-Study Report due to a 2013 NCLEX-PN® examination pass rate of 18.75%.
- At the April 2015 Board meeting, the TCI VN program was placed on Full Approval with Warning status.
- The NCLEX-PN® pass rates for the past three (3) years are reflected in the table below:

Examination Year	NCLEX-PN® Examination Pass Rate	Number of First Time Candidates (Passed/Total)	BON Approval Status	Board Requirements
2014	57.14%	12/21	Full	Change to Full with Warning at April 2015 Board Meeting
2013	18.75%	3/16	Full	Self-Study Submitted
2012	100%	6/6	Full	

- Board Staff and representatives from the Texas Workforce Commission (TWC) conducted an unannounced joint survey visit on May 7, 2015 following a media report of student documents from Teamwork Career Institute found in public dumpsters near the campus.

Summary of Survey Findings (See Attachment #1):

Board Staff have listed major concerns identified before and during the survey visit:

Major Concerns:

- Ms. Akhimien, Interim Program Director, does not meet Board rule requirements to serve as the Program Director because she has not had a minimum of one (1) year teaching experience in a pre-licensure nursing education program and she has not had five (5) years of varied nursing experience since graduation from a professional nursing education program (See Requirement #1).
- The program implemented curriculum changes without seeking Board approval to initiate curricular revisions (See Requirement #2).
- Program completion and graduation requirements are not provided to students in a straightforward and timely manner (See Requirement #3).
- Remediation and tutoring plans are not in place (See Requirement #3).
- The faculty is comprised of part-time faculty members only, with no full-time faculty (See Requirement #4).
- Faculty committees are not functional (See Requirement #5).
- Students are not timely advised of their grades; no formative evaluations are in place (See Requirement #6).
- Students are not exposed to a sufficient variety of clinical learning experiences to meet the program objectives (See Requirement #7).
- During the survey visit, prescription medications were found in an unlocked drawer in a medication cart in the nursing skills lab. The medications were intended to be used for instructional purposes during skills lab learning experiences (See Requirement #8).
- The Total Program Evaluation Plan is not effectively utilized (See Requirement #9).

Staff Rationales:

Board Staff have provided rationales for requirements in the Board Order.

Staff Rationale for Requirement #1:

Rule 214.6(f)(2) states that “Each vocational nursing education program shall be administered by a qualified individual who is accountable for the planning, implementation, and evaluation of the vocational nursing education program. The director/coordinator shall: have been actively employed in nursing for the past five (5) years, preferably in administration or teaching, with a minimum of one (1) year teaching experience in a pre-licensure nursing education program.” Additionally, Rule 214.6(f)(5) sets forth that “The director/coordinator shall have had five (5) years of varied nursing experience since graduation from a professional nursing education program.”

The Interim Program Director, appointed April 22, 2015, does not meet Board Rule 214 requirements to serve as the Program Director.

Therefore, the administration shall take immediate measures to recruit and employ a qualified Program Director. A plan for recruitment shall be submitted to Board Staff no later than August 10, 2015.

Staff Rationale for Requirement #2:

Rule 214.9(i) requires that "Curriculum changes shall be developed by the faculty according to Board standards and shall include information outlined in the Board Education Guideline 3.7.1.a Proposals for Curriculum Changes. . ."

During the survey visit, the Education Consultants identified that the curriculum has been modified without Board Staff approval.

Therefore, the program shall submit the entire curriculum plan to Board Staff for review and approval no later than August 15, 2015.

Staff Rationale for Requirement #3:

Rule 214.8(c) states that "The program shall have well-defined written nursing student policies based upon statutory and Board requirements, including nursing student admission, dismissal, progression, and graduation policies that shall be developed, implemented, and enforced."

During the survey visit interviews with currently enrolled students, the students expressed confusion about the requirements for program completion and graduation.

Therefore, the Program Director shall submit to Board Staff no later than September 1, 2015 written policies that clearly articulate program progression and graduation requirements. Further, the program shall review, revise, and implement remediation and tutoring plans to develop appropriate policies and shall submit evidence of the plans to Board Staff no later than September 1, 2015.

Staff Rationale for Requirement #4:

Rule 214.7(l) states "There shall be a minimum of one (1) full-time nursing instructor for the program".

During the survey visit, the Education Consultants identified that, other than the Interim Program Director, all faculty members are part-time faculty.

Therefore, the program shall hire at least one (1) full-time nursing instructor for the program. Documentation of recruitment and hiring activities shall be provided to Board Staff every three (3) months, beginning August 1, 2015, until the full-time nursing instructor is hired.

Staff Rationale for Requirement #5:

Rule 214.7(o)(2) states "The faculty shall meet regularly and function in such a manner that all members participate in planning, implementing, and evaluating the nursing program. . . ."

During the survey visit interviews with faculty, the Education Consultants identified that the faculty members do not have regular faculty meetings.

Therefore, the program shall provide documentation of faculty meetings to Board Staff every three (3) months, beginning August 1, 2015.

Staff Rationale for Requirement #6:

Rule 214.9(h) sets forth that “Faculty shall develop and implement evaluation methods and tools to measure progression of students’ cognitive, affective, and psychomotor achievements in course/clinical objectives, according to Board Education Guideline 3.7.3.a. Student Evaluation Methods and Tools.”

During the survey visit review of documents, the Education Consultants identified that the clinical evaluation tool provided in the student handbook is not the one being used in the clinical setting. Further, clinical evaluation is not based upon student competencies and performance.

Therefore, the program shall develop clear policies for grading and formative evaluation methods and shall submit documentation of these policies to Board Staff no later than September 1, 2015.

Staff Rationale for Requirement #7:

Rule 214.9(e) states that “The program of study shall include, but not be limited to, the five (5) areas described as follows: Nursing Care of Children, Maternity Nursing, Nursing Care of the Aged, Nursing Care of Adults, and Nursing Care of Individuals with Mental Health Problems. Faculty supervised, hands-on patient care clinical learning experiences in acute and non-acute settings may include long-term care, rehabilitation settings, clinics, respite or day care settings, or other settings where the clinical objectives can be met.”

During the survey visit interviews with the Program Director, faculty, and students, the Education Consultants identified that all clinical learning experiences throughout the program of study are offered in long-term care facilities.

Therefore, the program shall develop relationships with other clinical agencies in order to provide alternate clinical settings. Progress Reports shall be submitted to Board Staff every quarter beginning September 1, 2015.

Staff Rationale for Requirement #8:

Rule 217.11(1)(B) requires that all nurses shall “Implement measures to promote a safe environment for clients and others.”

During the survey visit, the Education Consultants discovered multiple prescription medication bottles in an unlocked drawer in a medication cart in the nursing skills lab

Therefore, the Program Director and faculty shall develop clear policies to teach safe medication administration and shall submit documentation to Board Staff no later than September 1, 2015.

Staff Rationale for Requirement #9:

Rule 214.13 requires that “There shall be a written plan for the systematic evaluation of the total program. The plan shall include evaluative criteria, methodology, frequency of evaluation, assignment of responsibility, and indicators (benchmarks) of program and instructional effectiveness . . .”

During the survey visit, the Education Consultants identified that the program’s Total Program Evaluation Plan is incomplete and does not include data related to decision-making.

Therefore, the program shall submit to Board Staff no later than September 1, 2015 documentation of a revised Total Program Evaluation Plan as described in Board Rule 214.13.

Staff Recommendation:

Staff Rationale for Option #1:

The requirements and recommendations in the Board Order are based upon Board Rule 214 and findings from the survey visit as described in the Board Report. In addition, the program has not complied with the requirement issued at the April 2015 Board Meeting.

Option #1:

Move to accept the report of the follow-up survey visit to the Teamwork Career Institute Vocational Nursing Education Program in Grand Prairie, Texas and issue the requirements/conditions in the attached letter and Board Order (Attachment #2) with notice that failure to comply with outstanding requirements and recommendations by September 1, 2015 will result in the program being set at the October 2015 Board meeting for withdrawal of approval.

Staff Rationale for Option #2:

Rule 214.4(a)(4)(C) states “Depending upon the degree to which the Board’s requirements are currently being or have been met, the Board may change the approval status from conditional approval or to full approval with warning, or may withdraw approval. In order to ensure the continuing success of the program, the Board may, in its discretion, impose any restrictions or conditions it deems appropriate and necessary.”

The program was restricted from enrolling students due to action at the April 2015 Board meeting that is consistent with conditional approval. **Essential** areas of noncompliance currently being demonstrated by the program include:

- Lack of a fully qualified program director;
- Lack of sufficient full-time faculty;
- Failure to provide clinical learning experiences in all five (5) content areas [nursing care of children, maternity nursing, nursing care of the aged, nursing care of adults, and nursing care of individuals with mental health issues listed in Rule 214.9(e)]; and
- Failure to ensure safety in the teaching environment due to unsecured prescription medications found in the nursing skills lab.
[Rule 217.11(1)(C) states that all licensed nurses shall “implement measures to promote a safe environment for clients and others.”]
- Failure to submit an evaluation of the corrective measures outlined in the 2014 Self-Study Report by June 1, 2015 as ordered at the April 2015 Board meeting.

Option #2:

Move to accept the report of the follow-up survey visit to the Teamwork Career Institute Vocational Nursing Education Program in Grand Prairie, Texas and to withdraw Texas Board of Nursing approval of the Teamwork Career Institute Vocational Nursing Education Program in Grand Prairie, Texas effective, July 23, 2015, related to substantial noncompliance in essential areas.

**Summary of Survey Visit
Teamwork Career Institute in Grand Prairie, Texas
Vocational Nursing Education Program**

Purpose of Visit: A follow-up survey visit was conducted secondary to the April 2015 program status change. The visit was coordinated with Texas Workforce Commission (TWC) staff related to a student complaint. Further, immediately prior to the visit, TWC staff was alerted by a Dallas television station news reporter that thirty-four (34) cartons of Teamwork Career Institute (TCI) documents were found in a public dumpster two (2) blocks from the school campus. During the visit, it was determined that no vocational nursing (VN) education program records were included in these files. An investigation into the disposal of confidential student records was initiated by the Grand Prairie Police Department.

Date of Visit: May 7, 2015 (unannounced)

Board Staff and TWC staff arrived at 9:15 am. Ms. Akinfolarin (Administrative Assistant) and Ms. Kidd (Office Manager) were onsite as well as fifteen (15) VN students. The visit was delayed until Ms. Ropo-Tusin (Owner/Administrator) arrived at 10 am and Ms. Akhiemen (Interim VN Program Director) arrived at 10:17 am.

Board Staff Conducting Survey Visit:

Gayle P. Varnell, PhD, APRN, CPNP-PC, Nursing Consultant for Education
Virginia D. Ayars, EdD, MS, RN, CNE, Nursing Consultant for Education

TWC Staff Participating in Joint Visit:

L. Earl Woolbright, Integrated Service Area Manager
Jill Werner, Assistant Integrated Service Area Manager
Jane Goodenough, Assistant Integrated Service Area Manager
Athena Blanding, Assistant Integrated Service Area Manager

Board Staff met with:

- Cynthia Akhimien, BSN, RN, Interim VN Program Director
- Laide Akinfolarin, Administrative Assistant
- Ola Ropo-Tusin, School Owner/Administrator
- Sedonia Kidd, Office Manager in Administration
- Schawanda Henderson, LVN, VN Clinical Instructor
- Linda Omotoya, ADN, RN, VN Faculty
- Five (5) Level 4 Students (scheduled to graduate May 2015)
- Ten (10) Level 1 Students (scheduled to graduate March 2016)

Board Staff conducted the following activities:

- Held initial interview with Interim VN Program Director and administration;
- Met with faculty members;
- Interviewed students;
- Toured facility;
- Reviewed faculty and student handbooks;
- Reviewed clinical evaluation tools;
- Reviewed records, and documents including: student and faculty files, minutes of faculty meetings, and the Total Program Evaluation (TPE) Plan; and
- Conducted an exit interview with school administrator and Interim VN Program Director.

Summary of Findings:

Administration:

- Teamwork Career Institute (TCI) has both an Office Manager in Administration and an Administrative Assistant, as listed:
 - Office Manager in Administration: Sedonia Kidd, and
 - Administrative Assistant: Laide Akinfolarin holds the title of VN Education Program Liaison.
- Cynthia Akhimien, BSN, RN is the newly appointed Interim VN Program Director.
 - Ms. Akhimien has served as part-time faculty at TCI since 2010.
 - Ms. Akhimien does not meet Rule 214.6 requirements to be appointed VN Program Director because she has not had a minimum of one (1) year teaching experience in a pre-licensure nursing education program and she has not had five (5) years of varied nursing experience since graduation from a professional nursing education program.
 - Board Staff granted Ms. Akhimien Interim Program Director Approval status on April 22, 2015 for a period not to exceed one (1) year. Board Staff directed the program to conduct a search for a fully qualified VN Program Director.

Program of Study:

- There are a total of 1440 contact hours in the program of study: 600 didactic hours, 60 computer lab hours, 300 skills lab hours, 30 simulation lab hours, and 450 patient care clinical hours.
- The curriculum was modified since the original proposal was approved without the program seeking Board approval of the curricular changes.
- Instruction is provided through face-to-face delivery.
- Admission policies include the Wonderlic Scholastic level exam. A composite score of 80% or higher is required.
- Level exams are prepared by the five (5) part-time faculty members. Test questions are taken from review books that can be purchased by anyone.
- Standardized testing is used throughout the program for progression, remediation, and graduation purposes.
 - The Interim Director states five (5) Level 4 students finished their skills test on May 6, 2015 and will complete their Assessment Technologies Institute (ATI) exit examination by the end of May 2015.
 - Graduating students expressed confusion about the requirements for program completion and graduation. They stated that they were unsure when to apply to take the NCLEX-PN® examination.
- The student and faculty handbooks indicate a remediation and tutoring plan, but the students are unaware of any tutoring and/or remediation activities other than ATI.

Faculty:

- The faculty organization is comprised of the Interim Program Director, and five (5) part-time faculty members.
- One of the part-time faculty members, an LVN, provides all clinical instruction.
- One of the part-time faculty members, an LVN, teaches *Foundations of Nursing*.
- There are no full-time faculty members in the VN program; committees are not functioning and committee minutes are not well documented.
- No formal orientation plans for the Program Director or faculty are evident.
- Board required policies related to faculty are in place.

Students:

- The program was approved to admit one (1) cohort of no more than twenty-four (24) VN students each year.
- At the time of the survey visit, there were fifteen (15) students enrolled in the program:
 - Five (5) Level 4 students.
 - Ten (10) Level 1 students.
- Students reported they enrolled in the VN program because of tuition, location, endorsement of the program by former graduates, and schedule flexibility.
- Several students stated that they had previously completed other TCI programs and felt comfortable with the facility and staff.
- Although an identified student representative is in place, the students stated that they feel they do not have input into the program.
- The student representative contacted Board Staff and submitted a written complaint.
- Students stated that they are not timely provided information about grades. At midterm, Level 1 students' grades had not been entered into the gradebook.
- In interviews, students stated they view ATI videos as their sole skills instruction, as faculty do not demonstrate skills and, at times, there is no faculty available.
- Student policies are in place, but policies are not consistently enforced.
- Students receive eligibility information in their handbook as well as verbally. Students indicated they have received declaratory order and eligibility information.

Clinical Learning Experiences:

- Students stated that they do not receive guidance during skills lab experiences and often no faculty member is available in the lab for supervision or to answer questions.
- All clinical learning experiences throughout the program of study are offered in long-term care facilities.
- Students are not exposed to any clinical learning experiences for nursing care of children or maternity nursing.
- Board required faculty-to-student ratios are maintained.
- The clinical evaluation tool in the student handbook is not the one currently utilized in the clinical settings for evaluation purposes.
- Clinical evaluation is not based on an evaluation of student competencies and performance.

Facilities, Resources, and Services:

- TCI is located in a small shopping center and contains two (2) classrooms that are adequately equipped.
- Restrooms consist of a single stall bathroom for males and a single stall bathroom for females.
- There is a small break area for students.
- The Interim Program Director has a private office.
- The library is equipped with computers, current textbooks, and online access to resources. The library is available only during school hours.
- The skills lab is modestly equipped with six (6) beds, five (5) cribs, and four (4) low fidelity mannequins. There are no infant, child, or maternity mannequins.
- A skills lab medication cart contained expired medications from one of the faculty and her family members. This incident was reported to the appropriate agencies.

Comments:

- A medication cart in the skills lab contained an unlocked drawer filled with expired medications prescribed to named patients. Upon discovery of the bottles of medications, Board Staff reported the finding to the Board office to discuss the implications and to determine appropriate action. Board Staff were advised to direct the Interim Program

Director to contact a local pharmacy or EMS to plan proper disposal of all medications. The Interim Program Director was cautioned about the practice of housing prescription medications intended for specific patients and directed to submit supportive documentation of proper disposal to Board Staff.

Records and Reports:

- The VN education program files are located in the front office and maintained by the Administrative Assistant.
- The program's Total Program Evaluation (TPE) Plan is incomplete and does not include data concerning faculty decision-making.
- Committee meeting minutes are minimal.

DRAFT

July 27, 2015

Cynthia Akhimien, BSN, RN, Interim Program Director
Vocational Nursing Education Program
Teamwork Career Institute
307 East Pioneer Pkwy
Grand Prairie, TX 75051

Dear Ms. Akhimien,

At the July 23-24, 2015 meeting, the members of the Texas Board of Nursing considered the report of the May 7, 2015 survey visit to Teamwork Career Institute Vocational Nursing Education Program in Grand Prairie, Texas. Members of the Board wish to thank you and Ms. Ola Ropo-Tusin, Owner/Administrator, for being present at the meeting to answer questions.

Based upon the discussion and review of information, it was the decision of the Board to accept the report of the survey visit and impose the requirements/conditions as indicated in the attached Board Order.

Requirements are mandatory criteria based upon program assessment directly related to the rules that must be addressed in the manner prescribed.

If you have any questions or if we may provide assistance, please contact Board Staff at 512-621-5179 or Gayle.Varnell@bon.texas.gov.

Sincerely,

Katherine A. Thomas, MN, RN, FAAN
Executive Director

copy: Ola Ropo-Tusin, Owner/Administrator
Texas Workforce Commission

BEFORE THE TEXAS BOARD OF NURSING

In the Matter of:

Teamwork Career Institute
Vocational Nursing Education Program
Grand Prairie, Texas

ORDER OF THE BOARD

A public meeting of the Texas Board of Nursing, hereinafter referred to as the Board, was held on July 23, 2015, 333 Guadalupe, Tower II, Room 225, Austin, Texas, to consider the survey visit to the Teamwork Career Institute Vocational Nursing Education Program in Grand Prairie, Texas, based upon Board action at the April 2015 quarterly meeting, pursuant to Section 301.157, Texas Occupations Code and 22 Tex. Admin. Code Chapter 214, and upon findings of the May 7, 2015 survey visit.

After review and due consideration of the filed materials, as well as the presentation by representatives from Teamwork Career Institute in Grande Prairie, Texas, and other interested parties, if any, the Board hereby ACCEPTS the report of the survey visit to the Teamwork Career Institute Vocational Nursing Education Program in Grand Prairie, Texas, and hereby imposes the following requirements/conditions:

1. The administration shall take immediate measures to recruit and employ a qualified Program Director. A plan for recruitment shall be submitted to Board Staff no later than August 10, 2015.
2. The program shall submit the entire curriculum plan to Board Staff for review and approval no later than August 15, 2015.
3. The Program Director shall submit to Board Staff no later than September 1, 2015 written policies that clearly articulate program progression and graduation requirements. Further, the program shall review, revise, and implement remediation and tutoring plans to develop appropriate policies and shall submit evidence of the plans to Board Staff no later than September 1, 2015.
4. The program shall hire at least one (1) full-time nursing instructor for the program. Documentation of recruitment and hiring activities shall be provided to Board Staff every three (3) months, beginning August 1, 2015, until the full-time nursing instructor is hired.
5. The program shall provide documentation of faculty meetings to Board Staff every three (3) months, beginning August 1, 2015.
6. The program shall develop clear policies for grading and formative evaluation methods and shall submit documentation of these policies to Board Staff no later than September 1, 2015.

7. The program shall develop relationships with other clinical agencies in order to provide alternate clinical settings. Progress Reports shall be submitted to Board Staff every quarter beginning September 1, 2015.
8. The Program Director and faculty shall develop clear policies to teach safe medication administration and shall submit documentation to Board Staff no later than September 1, 2015.
9. The program shall submit documentation to Board Staff no later than September 1, 2015 of a revised Total Program Evaluation Plan as described in Board Rule 214.13.

Entered this 23rd day of July, 2015

Katherine A. Thomas, MN, RN, FAAN
Executive Director
On behalf of the Texas Board of Nursing