

Addendum to Agenda Item #11.D. Institute of Medical Education

August 17, 2011

BVNPT Received *edu*
on 8/20/11 with MC.

Department of Consumer Affairs
Board of Vocational Nursing and Psychiatric Technicians
2535 Capitol Oaks Drive, Suite 205

Subject: Updates: IME Vocational Nursing Action Plan and Progress

Dear Ms. Anderson and Ms. Hinckley,

This is a just another update to let you know what we at the Institute of Medical Education, San Jose Campus, California, are doing to increase our NCLEX passing rates. This is the third of the weekly reports according to our IME Action Plan (as submitted to you at the beginning) and the progress thus far. Please note the updated action plans for this second week are in blue:

Action Plan #1

Paperwork submitted to State Board as requested for hearing on September 9, 2011 were sent by new Director before the deadline. The Director for the IME Vocational Nursing Program at Oakland Campus has scheduled to attend.

Action Plan #2

The new Director will continue to review, revisit, and search for previous history of IME Vocational Nursing Program as part of the Action Plan. Continue to review, revisit and search via interviews, surveys, performance evaluations (informal and formal), meetings with students and faculty/staff and employees and program and facilities. Suggestions and recommendations are being received and reviewed and key players involved as part of revamping and working towards action plan.

Action Plan #3

The new Director is being scheduled to visit and evaluate each of the clinical sites utilized within the next month. In addition, three new reputable sites have been forwarded to the Clinical Coordinator to contact. Also the Advisory Board Members have been identified (five total) and a date is being set for the first Board Meeting with the new Director. Site visits have been completed and more are scheduled including standing site visits and meetings with facility Directors, Administrators and Director of Staff Development. Securing additional sites are pending and will be addressed with key players during the Advisory Meeting on August 31st. The Clinical Coordinator is currently on vacation but the replacement Clinical Coordinator is working taking assignments relevant to clinical placement.

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Action Plan #4

On July 15, 2011 Program Manager and the new Director met with Ms. Anderson and Ms. Hinckley in person to discuss current IME Standing and obtain guidance/information.

Director proactively contacted the Boards to obtain the Program Director Orientation. The Director has completed the Board Program Orientation and has met the deadline.

Furthermore, the Director has contacted the Boards as instructed to set an appointment for a face:face meeting and to answer additional questions. The Director continues to keep the the Board in the loop and update the board of any findings and practice in "good faith"

Changes continue to be made to make certain IME is working towards increasing student success and increasing NCLEX pass rates. For example, reference back to Board ruling to decrease class enrollment and put a "hold" on starting a new VN Class/Cohort was understood and followed as ordered. In addition, aggressive action plan implemented and Board kept in the loop of weekly progress (earlier if needed).

Action Plan #5

An initial meeting completed by new Director with the IME Director at another campus (IME, Oakland, California) regarding changes in Admission Test(s) administered to potential students, Catalog and Curriculum. Another meeting is being set to confirm changes.

Additionally, the new Director has met and is working closely with Admissions Counselor to obtain precise information provided to students and specifics regarding current Admission Test.

The third meeting with Director of the Oakland (sister) campus was completed on August 16.

During the meeting both Directors discussed positive changes in program, curriculum etc. to enhance students success and NCLEX pass rates. During the meeting

board compliance and consistency between programs and VN Classes were again addressed and reiterated. Confirmation on both Director's action towards achieving goals were relevant, consistent and the same.

The schedules, syllabus, entrance exams etc. were reviewed and changes were made and are now pending. Potential changes will be sent for approval to the Boards.

In addition, both Directors came to a consensus (along with faculty at both campuses) that the Entrance Exams need to be more challenging and has recommend that the TEAS Test replace the current WBST (Wonderlic Basic Skills Test).

During August 16th, a meeting with NCLEX Resource ATI regarding the TEAS Admission Entrance Exam was held.

Furthermore, ATI Representatives shared what has been done with Class 11 and Class 12 at the San Jose Campus with what can be done with the Oakland Campus.

In addition both directors discussed the current NCLEX Review resources being utilized by IME VN Classes at both campuses and concluded that ATI is the best choice for increasing student pass rates and success.

In addition ATI will capture the student from the very beginning of the program until the student graduates up t when they leave school.

Implementation of ATI throughout the program will necessitate ATI and IME to work together on policies and procedures that will entail working toward increasing student NCLEX passing rate, confidence etc.

In addition, other students that have continue to fail and/or not taken the NCLEX will not be forgotten and a program put in place for them. The Admissions Counselors will be very involved in this process.

Action Plan #6

The new Director is has began to assess on a continual basis current IME Vocational Resources and have also introduced new and possible changes regarding IME Vocational Resources to increase NCLEX passing rates.

Close collaboration between NCLEX Resources ie., Kaplan, ATI, and HESI is being led by the new Director. In addition the

appropriate NCLEX Review Books for ALL Classes have been ordered and rectified (wrong books previously ordered), mandatory NCLEX Review Resource Orientation provided to Faculty as directed by new Director by Kaplan and Assessment Technology Institute, NCLEX Review Classes scheduled, pending and/or completed for ALL Classes. Also the new Director will be leading the faculty in assessing each individual student for all classes including the recent class that graduated using "Individualized Assessments" and working closely to identify materials, resources, reviews etc. for the own "NCLEX Individual Action Plan" for successfully passing the state boards on the first attempt. The current books are in the process of being reviewed by the new Director and input from Faculty and Students are being considered. Each instructor has been directed to include NCLEX test questions and practice into their Educational Plan including use of EVOLVE by all Faculty effective immediately. One hundred percent of the faculty at both campuses has voted that ATI is the choice for NCLEX resource for the students. In addition, students that have experienced ATI (VN Class 11 and VN Class 12) have provided input and feedback regarding ATI and prefer ATI. In the interim, additional NCLEX Resources ie., Kaplan and Hesi are being utilized. All NCLEX books have been distributed to all students and the instructors appropriately. Additional NCLEX Review Classes for 2 weeks for VN Class 11 (already graduated June 2011) have been completed. NCLEX Review Class for 3 days for VN Class 12 (will graduate in October 2011) have been completed. Student use of ATI Remediation/Review thereafter for Class 11 will be tracked and the ATI Assessments for Class 12 will be reviewed. For Class 11, each student will be able to continue to utilize ATI on-line resources for NCLEX Review even after having completed the 2 week NCLEX Review. Faculty has begun instituting NCLEX Review questions in their educational plans per instructions from the Director and using ATI Focus Review for individual remediation and practice. The process of ordering books in the meantime is also being reviewed to make certain that all students receive their books in a timely manner and does the instructor. The representative that has been working with IME is no longer with the company (Elsevier) and was crucial in assisting staff/faculty with EVOLVE and instructor materials.

Action Plan #7

The new Director visited all the classes and skills Lab (will be scheduled to visit clinicals) for student and instructor observation. Instructor Performance Evaluations are scheduled, pending and/or completed so the new Director can measure performance and correlate with student success which includes review of each Instructor's file ie., qualifications for teaching. The new Director is in the process of hiring two qualified faculty and one staff in which goal of increasing NCLEX passing rates is priority. Also, the acceptance of resignation and/or no-re-hiring of Faculty and/or Staff were done to reestablish the program's success. Faculty has begun to sit in on the interview process of potential faculty in collaboration with HR and led by the Director with very good feedback and results as it pertains to faculty being part of the interview process (not so much the candidate). During the interview, it became evident to the Director that faculty is well aware of what is needed, who is needed and who is "fit" for the faculty position at the VN Department. During the interview, questions by the faculty for the candidate included didactic, clinical and laboratory questions/scenarios of what happens when teaching in the VN Program and demonstrated the faculty's abilities and understanding of what is needed to do their job. In addition Peer Evaluations has stemmed out from this wherein faculty will begin to evaluate each other aside from the normal evaluations the Program Director does with faculty. The VN Program Director is currently asking that the Program Manager at IME direct concerns, questions, problems, issues regarding the students,

faculty and the program so that resolutions are made and action plans are appropriate and created and executed. Faculty Evaluations are being scheduled and standing evaluations for the future. Review of Faculty files with HR for compliance and qualifications ongoing. To date, a concern regarding one faculty who has an "active" RN License but has an "accusation filed" on them has been brought up to the Board and awaiting answer as to whether this faculty can continue to teach or not teach in the program. Three new hires for Faculty positions will be sent for Board Approval. Careful hiring and collaboration with HR to recruit the best i.e., advanced degrees, rich teaching experience, attitude and motivation to assist increasing student NCLEX pass rates etc. providing them with competitive rates as incentive.

Action Plan #8

The new Director has instructed Faculty that any student that has a decrease and/or potential decline in their performance (i.e., absences, tardiness, fall below 75%) must be reported. The students in each of the class were also visited and made aware. All Faculty/Staff and Administrative Assistants are aware that all students need to be on a Remediation List if they fall below 75%. In addition all students that fall below 80% are to meet with the Director to capture them early on. To date all students in VN Class 14 have met with the Director. In addition all students that fall below the average percentage on the ATI Assessment and Proctured Tests needs to meet with the Director and remediation began – working with ATI on this and faculty are already working with students on remediation (VN Class 12). Also, other students even they are in good standing are encouraged to remediate areas that require remediation and the Director/Instructor are viewing the reports to see what students are remediating and how often they are studying.

Action Plan #9

The Remediation Process has been visited by the new Director and is collaborating with Faculty, and the other campus Director to be revised. The current remediation process has been identified as non-effective by the new Director, Faculty, and Students. In the meanwhile Remediation Process has been initiated with one class via ATI. The results of the ATI for VN Class #12 has indicated where each student has a challenge and needs to remediate. This is one remediation plan that is being implemented and will be a model for future ATI Remediations.

Action Plan #10

The new Director is collecting more data to provide a Root Cause Analysis to determine IME pass rates and results. In the meanwhile, the new Director has been working with ATI to provide statistics on Individual Student Assessments. ATI and Program Directors at both campuses agree moving forward that Remediation will include (but not limited to) ATI Focus Review including Virtual ATI and ATI Resources. A policy will be implemented to ensure that students work on Virtual ATI (Review for NCLEX) even after leaving and graduating from IME. During the meeting on August 16th "Project Green light" will be instituted. This project will be a policy that ensures students who continue to use the ATI Resources in order to study and then get the green light to take the boards, pass the NCLEX with a 97% chance – proven research per ATI.

Action Plan #11

IME Action Plan will continually evolve but the Action Plan sent to the Boards will be shared during Faculty Meeting. In addition, the new Director will share with Faculty updates that are sent to the Board regarding the action plan and progress. Each Faculty Member will share and contribute to the Action Plan. In addition each Faculty Member will provide to the new Director individual student action plan as necessary (please see remediation process in action #9). Action plans to make certain VN Program at IME including the goal for increasing student pass rates at first-time takers have been shared with faculty, staff, students and administration. The Director will continue to include updated action plans at each faculty meeting. In addition, the Director has incorporated staff/faculty ideas, recommendations, suggestions, input, feedback as appropriate in the action plans as a collaborative joint effort.

Action #12

The new Director has met with the Clinical Coordinator and has reviewed Faculty assignments and appropriateness. Changes have been instituted and will be reviewed. For example, Clinical Instructors have been assigned to appropriate facilities depending on their expertise and Didactic Instructors have been assigned to the appropriate class/subjects/topics depending on their expertise. These assignments are also supported by student feedback. The Clinical Coordinator is on vacation at this time however, the replacement Clinical Coordinator is also a long-time faculty and is well equipped and understands and performs the role of the Clinical Coordinator. She has collaborated closely with her Clinical Instructors and the Director and Administrative Assistants in making certain that clinical placements are appropriate and are in board compliance and students are provided what they need. A current list of Faculty and Facility contact information, schedules for Clinical, Lab and Didactic correlated to objectives and instructional plan is being reviewed and ongoing. In addition clinical instructors and theory instructors are asked to meet on a weekly basis to report on students (so all are on the same page). A Professional Portfolio has been established and revised to fit a Vocational Nursing Faculty and are being asked to have completed. In addition future assignments for faculty will focus on each faculty presenting at a Professional Development Seminar i.e., learn from own peers and share teaching strategies.

Action #13

Currently the new Director has met and/or contacted ALL NCLEX Resource Reps currently contracted with IME. In addition, other NCLEX Resource Reps that are not currently contracted by IME has also met with the new Director to exhaust all possible Resources to increase NCLEX pass rates. Continued Collaboration with ATI successful. Attempts will continue to collaborate with other NCLEX Resources.

Action #14

The new Director has included in the next Faculty Meeting "Faculty input on resources/ideas for student content retention, test taking strategies etc. to help increase NCLEX pass rates specific to IME Students" and confirm NCLEX Test Taking after each module is done and/or will be done. Close monitoring that All NCLEX Prep book(s) be distributed in a timely manner if not at the beginning of the program. Faculty continues to provide input that are helpful in increasing NCLEX pass rates i.e., ATI Focus Review "a good way to remediate", "I want to include NCLEX practice questions during my class". "Have test taking strategies

early on and throughout the program, not just at the end like Kaplan" etc. Also all Faculty have been provided an Instructional Plan/Educational Plan Template so they include that they are using their NCLEX Prep Books and questions as part of preparing the students for NCLEX.

Action Plan #15

Ninety 90% of Faculty has already completed the Mandatory Training for NCLEX by Kaplan and is scheduled to complete the Mandatory Training for NCLEX by ATI. The Clinical Coordinator has already completed the Mandatory Training for NCLEX by ATI. In addition the Program Manager has scheduled a mandatory Professional Development Class for Faculty to complete. During the next Faculty meeting, the new Director will announce again the need to submit CEUs. ATI is available to do elbow/elbow training and any retraining of faculty. A mandatory In-service on Teaching Methods for Faculty was completed on August 10 – Director attended also so that Director is aware of what staff/faculty received and are expected to do. Faculty is completing their Professional Portfolios and verification for the current quarter in progress.

Action Plan #16

There is a physical move to a new building wherein Faculty Offices (much larger than current office), Administrative Assistant's Office (closer to the new Director), Director's Office (currently not in the same building), A brand new Skills Lab with pending new equipment/supplies (there is an on-going project to supply for the students the best quality equipment and simulation lab), and Classes taking place etc. ALL in the same building is being finalized. This is being done to provide a more conducive environment for teaching and learning. In addition the new Director will be able to monitor closely the program. The move continuous and is 70 percent completed. Reorganization of the environment includes transfers/moving of vital records/documentations etc. In addition security, confidentiality and appropriate placement of these documents are required and are constantly being overseen by the Director, Manager and CEO. The laboratory supplies and equipment (including Simulation) are still in progress and working with the initial pioneer to this project – Director at Oakland Campus. Key players include vendor, finance and Directors. Faculty has volunteered to help with the new lab and provided input. Students and newly hired faculty have been taken on tours of the new facility.

Action Plan #17

To increase morale, recognition of Staff, Faculty and Students have been instituted and will continue to be instituted especially for those that have contributed for the betterment of the program. Staff and Faculty that needed extra training, education and/guidance have been provided such as deemed appropriately. The current batches (classes) have verbalized increased motivation to prepare and pass the NCLEX State Boards including the class that have already graduated. In addition, the new cohort of students that were scheduled to start but did not based on the directive by the State Board, are anxiously awaiting another program and have decided to remain on the "Interest List". A recognizable increase in the morale and recognition of Staff and Faculty has continued to be evident despite the changes. A sense of collaboration and desire to do well for the students have been voiced out by faculty, staff, administration, affiliations and students themselves etc. The realization and the intent to achieve the goal of increasing student success by increasing NCLEX pass rates are clear and continued encouragement and recognition has been vital to the progress toward meeting and

carrying out our action plans. The Director has coached and team taught with faculty for Clinical and Didactic as needed. This was seen as supportive and a "teachable moment" for faculty. Continued coaching by the Director will be done to provide support and to provide "teachable moments" for instructors.

Action Plan #18

Collaboration throughout IME Vocational Nursing Department including Oakland Vocational Nursing Department (also IME) including the different departments, ie., Admissions, Finance, Marketing, etc. and Administration has been established and will be ongoing so that the focal point is increasing NCLEX pass rates for first time test-takers including compliance with State Board. Orientation for all the new faculty (another will begin August 18) will include explanation/ information on what their role is in the Vocational Nursing Department – including the goal of increasing NCLEX pass rates for first time-takers. Previous orientation for the new staff included explanation/information that aims at the same goal of increasing NCLEX pass rates but their specific role in making that happen ie., Administrative Assistant need to do many things like make certain records keeping of grades are intact, test scores are recorded properly, Remediation List updated etc.

Action Plan #19

At the next Faculty Meeting distribution of the Vocational Nursing Rules and Regulations specific to Section 2530 (1) to meet program compliance and accreditation will be discussed. Next faculty meeting is scheduled for September 6, 2011. Like the previous meeting, this meeting will include providing staff/faculty with program compliance and accreditation information, review of the VN Rules and Regulations on an ongoing basis. Our standing meetings are every first Wednesday of every month from 1 pm – 3 pm.

Action #20

At the next Faculty Meeting the IME Mission will be reintroduced and the goal for increasing NCLEX Student Pass Rates will be discussed. The IME Mission is not just reintroduced during faculty meetings but is also included in everyday verbiage and actions as role modeled by Director and Faculty catching on. The Board and IME mission are posted for all to see and be cognizant of including our goal of increasing NCLEX Student Pass Rates for ALL students that ever attended IME. One hundred percent of Administration, Faculty/Staff including those candidates that interviewed well and are potential hires are on board with IME working towards educational excellence and students success.

As usual, thank you for your time. Please do not hesitate to contact me should you have any questions/concerns at my office number (408) 298-8477 or via my mobile (415) 517-7321.

Sincerely,

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