

**Consideration of Findings from a Virtual Survey Visit
Galen College of Nursing in San Antonio, Texas
Vocational Nursing Education Program**

Summary of Request:

Consider the report of the November 18-19, 2021, routine survey visit to the Galen College of Nursing (Galen) Vocational Nursing (VN) Education Program in San Antonio, Texas.

Historical Perspective:

- The Galen VN Program was initially approved by the Texas Board of Nursing (Board) in 1989 and the initial cohort graduated in February 1990.
- Galen is nationally accredited by the Council on Occupational Education and regionally accredited by the Southern Association of Colleges and Schools Commission on Colleges.
- The main campus for the Galen VN Program is located in San Antonio at 7411 John Smith Drive, Suite 1400, with an extension campus in San Antonio at 8109 Fredericksburg Road, and a second extension campus in Round Rock at 1201 Louis Henna Blvd.
- Terry Douglas, DNP, APRN, AGNP-BC, is the Dean of Nursing, overseeing the Galen VN Program, the Associate Degree Nursing (ADN) Program, and the Baccalaureate Degree Nursing (BSN) Program. Dr. Douglas has served as the VN Program Director since January 7, 2021. Dr. Douglas has been a program administrator at Galen since 2019.
- The NCLEX-PN® examination pass rates for the past five years are provided in the table below:

Examination Year	BON Approval Status	NCLEX-PN® Examination Pass Rate	Number of First Time Candidates (Passed/Total)
2020	Full	92.79%	412/444
2019	Full	95.40%	311/326
2018	Full	96.54%	279/289
2017	Full	95.79%	296/309
2016	Full	92.58%	237/256

Summary of Survey Visit:

Documents Provided to Board Staff Prior to Visit:

- Vision, Mission, Goals, and Values
- Faculty and Program Director Job Descriptions
- Faculty Handbook
- Student Catalogue
- Curriculum Plan
- Syllabi for all Courses
- Clinical Evaluation Tools
- Systematic Plan of Evaluation
- Faculty Minutes
- List of Library/Learning Resource Center Holdings

Individuals Participating in the Virtual Survey Visit:

Terry Douglas, DNP, APRN, A-GNP, Program Dean

Galen College of Nursing (Galen) Administrators:

- Audria Denker, DNP, RN, FAADN, Executive Vice President of Nursing
- Terry Douglas, DNP, APRN, A-GNP, Program Dean
- Wendi Myers, MSN-Ed, RN, Associate VN Program Director
- Constance Holmes, MSN, RN, Associate VN Program Director

Galen Vocational Nursing (VN) Faculty:

- Edward Davis, MSN, RN
- Rhonda Falcon, BSN, RN
- Holly Harwell, BSN, RN
- Shawna Jones, BSN, RN
- Donna Mikulas, BSN, RN
- Nelia Torres, MSN, RN

Galen VN Program Students:

- Met virtually with five VN students in various levels of the program

Board Staff:

- Virginia D. Ayars, EdD, MS, RN, CNE

Process for the Survey Visit:

- Dr. Douglas scheduled online meetings between Board Staff and Galen representatives and hosted the following meetings:
 - November 18, 2021: 9:00 am – 9:45 am – Meeting with Program Director
 - November 18, 2021: 9:45 am – 10:15 am – Meeting with Nursing Administration
 - November 18, 2021: 10:15 am – 10:45 am – Virtual Tour

- November 18, 2021: 11:00 am – 11:30 am – Review of Student Records
- November 18, 2021: 11:30 am – 12:15 pm – Review of Faculty Files
- November 18, 2021: 1:00 pm – 1:45 pm – Meeting with Students
- November 18, 2021: 1:45 pm – 2:30 pm – Meeting with Faculty
- November 18, 2021: 2:45 pm – 3:15 pm – Meeting with Examinations Team
- November 19, 2021: 9:30 am – 10:00 am - Meeting with Program Director
- November 19, 2021: 10:00 am – 10:30 am – Exit Meeting

Administration and Organization:

- The Galen VN Program Dean, Dr. Terry Douglas, reports directly to Dr. Tara Dailey, Executive Dean, meeting once weekly. Dr. Dailey reports to Dr. Audria Denker, Executive Vice President of Nursing.
- Galen operates campuses in Florida, Kentucky, Tennessee, Ohio, and Texas. Three of the campuses (San Antonio, Louisville, and Tampa) offer Practical Nursing(PN)/VN Programs.
- Dr. Douglas meets weekly with the Galen PN/VN Program Campus Directors in other states to allow leadership to share any issues and concerns as well as to discuss successful initiatives.
- Galen offers college-wide Town Hall meetings, chaired by various faculty/staff from all of the sites, every Friday for all staff and faculty members. Mr. Mark Vogt, Chief Executive Officer, participates in these meetings, designed to offer system-wide updates.
- Galen timely implemented successful strategies to ensure student progression during the global pandemic. Resultantly, students experienced no lost didactic time.
- In response to the March 2020 lockdown, Galen administration in Louisville, Kentucky, developed the *Galen Commons Videos*, utilizing professional film crews, seasoned Galen instructors, and input of focus groups. A series of videos to demonstrate basic, intermediate, and complex nursing skills were developed within a 2-week time frame and timely distributed to students.
- The *Galen Commons Videos* were shared with the Board Education Team to allow the consultants an opportunity to review the virtual offerings. The videos were professional, targeted, and intentional.
- The Program Director has the authority to direct the VN Programs in all phases. The Program Director stated that she participates in monthly financial conferences with Dr. Daily, Dr. Denker, and the associate directors to discuss budgetary matters.
- The Director does not have a teaching assignment.

Faculty:

- The Faculty Handbook contains all essential elements set forth in Board Rule 214.7 Faculty.
- Faculty members exhibit a rich diversity in their educational and professional backgrounds. Interviewed faculty stated their nursing education experiences range from one to 14 years.

- There are 42 full-time VN faculty members and 35 part-time faculty members in place. Of the total 77 faculty members, two are doctoral prepared, 37 have MSNs, two have masters' degrees in another field with BSNs, and 36 are BSN-prepared.
- Faculty stated they worked diligently during the pandemic to ensure students were provided appropriate instruction to progress in their program of study, without any lost time.
- It was evident during the virtual survey visit that the faculty are dedicated to the students, support one another, and work collaboratively to achieve Program Student Learning Outcomes.
- Faculty are actively engaged in curriculum planning, implementation, and evaluation.
- Professional development opportunities abound. Two of the interviewed six faculty members are currently enrolled in the Galen MSN Program and scheduled to graduate in December 2021. Galen provides a 70% tuition discount to full-time faculty enrolled in the Galen graduate nursing program.
- Faculty Resource Specialists formally assist new faculty during their 90-day Onboarding process to instruct them to effectively manage pre/post conference briefings and provide strategies to work with challenging students. Internal resources are presented, including the Teaching/Learning Academy, Assessment Technologies Institute (ATI) testing, curricular development, and Organization for Associate Degree Nursing, National League for Nursing, and American Organization for Nursing Leadership learning modules.
- A nursing instructor peer mentoring program is in place.
- Faculty feedback is gathered via a technology survey, a clinical site survey, and a simulation survey.
- Faculty expressed they feel strongly supported by corporate administration and the Dean.

Students:

- The Galen Student Catalog includes all required information. Eligibility information is provided with a form indicating receipt of the process.
- Galen offers four admission periods per year: January, April, July, and September.
- According to the Nursing Education Program Information Survey (NEPIS) and confirmed by the Dean, the total enrollment in 2021 was 641 VN students. NEPIS data documents that in 2021, 548 VN Program students graduated from the San Antonio campus.
- Student policies are well-written, straightforward, and provided to all students during orientation; they include all Board-required content.
- Five VN students were available to interview.
- Interviewed students expressed that upon graduation, they are able to easily obtain employment locally in long term care, clinics, rehabilitation facilities, and other healthcare settings. The majority of graduates plan to remain in the community.
- Students expressed a high degree of satisfaction with the program. When asked why they choose Galen, the responses included: Galen's strong reputation in the community; recommendations from friends and family; and flexibility of the program design, in particular the evening option.

- Students stated they feel faculty are available, patient, communicative, and timely respond to student questions and needs.
- The students stated that they feel the “faculty invest in them not just as students, but also as individuals”. The students expressed that they are provided rigorous and appropriate learning opportunities in a nurturing, supportive environment.
- Students noted that they have an opportunity to provide input into the program via regular surveys and by using the Suggestion Box. They stated that if a concern develops they are comfortable speaking directly with faculty, then the Program Director.
- Opportunities for Student Feedback include: Student Advisory Groups, Focus Groups, and an Exit Survey.
- One of the interviewed students shared that she is a member of the Galen Student Nurses Association, and greatly enjoys the activity
- Students stated they plan to further their nursing education in the Galen LVN to ADN Program; however, they clarified that they are anxious to practice as LVNs upon graduation and licensure.

Program of Study:

- Galen offers a full-time 12-month Day Program, comprised of 10 courses, and a part-time 21-month Evening Program, with 13 courses. The daytime track consists of 267 students and the evening track has 155 students. However, these numbers do not include pending graduates for December; the numbers with graduates would be a total of 349 daytime track students and 175 evening track students.
- Each section has a total of 1440 total contact hours, with 600 didactic content hours, 192 lab hours, and 648 clinical hours. The Day Program is comprised of four terms while the Evening Program is presented in seven terms.
- The *Differentiated Essential Competencies (DECs) (2010)* have been fully incorporated into the curriculum.
- The curriculum is provided in an integrated format.
- Syllabi are consistent in format and include appropriate content with clearly articulated learning objectives/outcomes.
- The nursing curriculum follows a linear progression making each term a prerequisite to the next. The curriculum indicates leveling of nursing content, advancing in difficulty from simple to complex. The program of study is designed to ensure students are competent in skills prior to entering the clinical setting.
- ATI standardized testing is utilized throughout the program to identify student remediation needs.
- At the time of the visit, the preliminary NCLEX-PN® pass rate for the VN program was 88.78% with 348 of 392 first-time candidates successfully completing the NCLEX-PN®.
- The program in the San Antonio community meets the increased needs of the local nursing workforce. The new extension campus in the Austin area will meet the ongoing need for more LVNs in Central Texas.
- The Galen Exam and Analysis Review (GEARS) is designed to ensure student readiness for the national licensure examination. Galen has established an Internal Test Bank with

more than 30,000 test items. Five Test Development Specialists lead the team. Extensive validity and reliability testing is conducted by constant evaluations via faculty review, re-writing, and re-evaluating each item until the item is deemed acceptable.

Clinical Learning Experiences:

- Clinical Evaluation Tools are based upon the *DECs*.
- Progression in expectations of student performance and competence is seen in the clinical evaluation tools across the program.
- Students practice in the skills lab and demonstrate basic competency prior to providing hands-on direct patient care.
- Faculty provide direct supervision during all clinical learning experiences at the clinical sites.
- The clinical experiences are scheduled to be aligned with or follow related didactic content in the classroom.
- The comprehensive clinical evaluation tools demonstrate progression across the curriculum and are used for formative and summative evaluations.
- Leadership has established and maintained strong relationships with clinical sites in the San Antonio area that led to a broad array of rich clinical learning experiences. At the time of the survey visit, 48 clinical contracts were in place. The majority of clinical learning experiences take place in long-term care settings, including Brookdale Alamo Heights, Oak Park Nursing, Parkland West, Regent Care-Oakwell, and Rosewood Rehabilitation and Care Center. Community based settings are also utilized, and include Hill Country Church Day Care, Grace Place-Naco, and Shepherd of the Hill.

Resources and Facilities:

- A video tour of the Galen San Antonio campus was provided, and included the following:
 - The Welcome Center;
 - Campus Book Store;
 - Nursing Classrooms;
 - Clinical Learning Laboratories;
 - Simulation Resources;
 - Computer Lab;
 - Student Success Center;
 - Library and Quiet Study Area;
- The San Antonio campus underwent renovations in 2016, 2020, and 2021. The campus now is made up of 68,000 square feet, whereas the Fredericksburg Road campus contains 19,000 square feet. The newly established Round Rock campus offers the VN Program an additional 19,000 square feet.
- Galen occupies Floors 2, 3, 6, 8, 9, and 14 of the main campus building at 7411 John Smith Drive.
- The Campus Book Store offers Galen uniforms to be conveniently available to students on campus, as well as all nursing program equipment and supplies.

- There are two Smart classrooms, each having two screens for ease of viewing. The tables can be configured for collaborative learning activities as well as viewing PowerPoint Presentations during lectures.
- The Nursing Skills Lab at 7411 John Smith Drive has six clinical learning labs with a total of 36 beds and the Nursing Skills Lab at Fredericksburg Road has three labs with a total of 24 patient beds, sinks with hot and cold running water, and ample storage space to secure equipment.
- The Nursing Simulation Lab has a total of 29 mid-fidelity CAE mannequins, 24 mid-fidelity Laerdal mannequins, and three pediatric mannequins that are all now low-fidelity. These are planned for replacement with next year's budget. In addition, there are 16 low-fidelity infant mannequins and four high-fidelity mannequins (two adult and two pediatric).
- The Computer Lab offers access to the internet and the campus educational platform, *Canvas*, with 200 computers for student use.
- The Program Director's private office is located on the 14th floor. Appropriate faculty work space is offered on the 14th floor at the main location and cubbies are available at the Fredericksburg Road campus behind the administrative desk in a private setting away from students where faculty are able to work uninterrupted. Three conference rooms are available for faculty to visit privately with students or for small group work at the main location whereas two conference rooms are available at the Fredericksburg Road location.
- The Student Success Center contains a spacious lounge with vending machines and booths. Healthy food options are available for students.
- The video tour provided evidence that the campus meets or exceeds the requirements of Board Rule 214.11. Facilities, Resources, and Services.
- A Facilities Professionals staff oversee daily inspection and care of the physical space. Capital improvement projects are ongoing.

Total Program Evaluation:

- Galen utilizes a Systematic Plan of Evaluation that meets all requirements of Board Rule 214.13 Total Program Evaluation.
- Components of the plan include the following elements:
 - Criteria
 - Expected Level of Achievement
 - Assessment Method(s)
 - Frequency of Assessment
 - Responsible Party
- Implementation includes:
 - Results of Data Collection and Analysis
 - Action

Pros and Cons of Program Review:

Pros:

Quality Indicators Recognized: (Spector et al., 2020).

1. The Galen College of Nursing Executive Vice President and the Executive Dean communicate weekly with the Program Directors at each location to ensure every campus has ample resources. In addition, the Chief Executive Officer meets with Program Directors, faculty, and staff every Friday; this demonstrates strong administrative support.
2. Faculty are provided extensive professional development opportunities, including a 70% discount on tuition if they attend the Galen College of Nursing advanced degree nursing programs.
3. The proven curriculum is sound and emphasizes critical thinking. The *DECs* are fully incorporated into all aspects of the program.
4. The clinical learning opportunities are exemplary for VN students, as the students are assigned direct patient care experiences in a wide variety of healthcare settings. At the time of the survey visit, 48 clinical contracts were in place.
5. The expansive corporate structure allowed administration to develop the *Galen Common Videos* during the global pandemic shutdown of clinical facilities to ensure students were provided ongoing virtual clinical learning experiences, presented by Galen College of Nursing faculty members. Thus, students did not lose valuable instructional time.
6. The Galen Exam and Analysis Review (GEAR) is designed to ensure student readiness for the national licensure examination. Galen College of Nursing has established an Internal Test Bank with more than 30,000 test items; five Test Development Specialists lead the team.
7. The physical resources are modern, state-of-the-art, and evidence a learner-centered environment.

Cons:

- None identified.

Staff Recommendation:

Move to accept the report of the November 17-18, 2021, virtual survey visit to the Galen College of Nursing Vocational Nursing Education Program in San Antonio, Texas, with no recommendations and/or requirements (See Attachment #1).

Spector, N., Silvestre, J., Alexander, M., Martin, B., Hooper, J. I., Squires, A., & Ojemeni, M. (2020). NCSBN regulatory guidelines and evidence-based quality indicators for nursing education programs. *Journal of Nursing Regulation*, 11(2), S1-S64.

DRAFT LETTER

January 20, 2022

Terry Douglas, DNP, APRN, AGNP-BC, Dean
Vocational Nursing Education Program
Galen College of Nursing
7411 John Smith Drive, Suite 1400
San Antonio, TX 78229

Dear Dr. Douglas:

At the January 20, 2022, quarterly meeting, the members of the Texas Board of Nursing (Board) considered the virtual routine survey visit to the Galen College of Nursing Vocational Nursing Education Program in San Antonio, Texas.

Based upon the discussion and review of information, it was the decision of the Board to accept the report of the virtual survey visit conducted on November 18-19, 2021, and to thank Galen College of Nursing for coordinating and participating in the virtual survey visit.

If you have any questions or if we may offer assistance, please contact Board Staff at Virginia.ayars@bon.texas.gov or (512) 305-7660.

Sincerely,

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

Copy: Dr. Joan Frey, Galen College of Nursing Academic President