



FLORIDA DEPARTMENT OF
EDUCATION
CAREER AND ADULT EDUCATION

Quality Assurance and Compliance

Onsite Monitoring Review for Pathways to Career Opportunities Grant

Lee Health

October 6-10, 2025

Final Report

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Florida Department of Education
Division of Career and Adult Education

Lee Health
Pathways to Career Opportunities Grant (PCOG)
Quality Assurance and Compliance Monitoring Report

I. INTRODUCTION

The Division of Career and Adult Education (Division) within the Florida Department of Education (Department) has several key responsibilities, including leadership, resource allocation, technical assistance, monitoring and evaluation. These duties require the Division to oversee the performance and regulatory compliance of federal and state funding recipients. The Quality Assurance and Compliance (QAC) office plays a critical role in this process by designing, developing, implementing and evaluating a comprehensive quality assurance system, which includes monitoring. This system aims to ensure financial accountability, program quality and regulatory compliance. As stewards of federal and state funds, it is the Division's duty to regularly monitor the use of workforce education funds and regulatory compliance of providers.

II. AUTHORITY

Pursuant to Section 1008.32, Florida Statutes and Rule 6A-20.046, Florida Administrative Code, the Pathways to Career Opportunities Grant Request for Proposal and the Uniform Grant Guidance, also referred to as 2 Code of Federal Regulations Part 200, the Department is responsible for monitoring programs run by a sub-grantee or provider of supported activities to ensure adherence to relevant federal and state regulations.

III. QAC CORE MONITORING GUIDE

The Core Monitoring Guide is designed to be utilized by any reviewer who is conducting onsite or desk monitoring of any program currently administered by the Division. The guide includes a brief overview of each aspect of monitoring design and process, as well as objectives that can be used when agencies are monitored or reviewed. The guide can be found on the Division's website at: <http://fldoe.org/academics/career-adult-edu/compliance>.

IV. PROVIDER SELECTION

The QAC office may apply any specific monitoring strategy to any federal or state-funded provider at any time. There may be circumstances that warrant onsite monitoring, desk monitoring review or other strategies regardless of a provider's risk matrix score.

The Lee Health monitoring strategy was determined to be a virtual desk monitoring review (VDMR). Notification was sent to Susan Mitchel, Director of Grants, on August 1, 2025. The designated representative for the agency was Ms. Susan Mitchell.

The Division's representative conducting the VDMR was Program Specialist Dantavia Davis of the Quality Assurance and Compliance section.

V. LEE HEALTH

Finance

The provider was awarded the following grant for fiscal year 2023-24:

FY 2023-24

<u>Grant</u>	<u>Grant Number</u>	<u>Grant Amount</u>	<u>Unexpended</u>
Pathways to Career Opportunities	85E-90310-4Q001	\$ 400,000.00	\$48,460.42

Additional information about the provider may be found at the following web address:

<https://www.leehealth.org/>

VI. MONITORING ACTIVITIES

Monitoring activities include pre- and post-review planning, an entrance and exit conference, records review and interviews with administrators, if necessary.

Onsite Visits

An onsite inventory review took place at the following locations:

- HealthPark Medical Center
- Golisano Children's Hospital

Entrance and Exit Conferences

The entrance conference for Lee Health was conducted on October 28, 2025. The exit conference was conducted on December 8, 2025. The participants are listed below:

Name	Title	Entrance Conference	Exit Conference
Susan Mitchell	Director of Grant, Lee Health	X	X
Division Monitoring Team			
Dantavia Davis	Program Specialist, QAC	X	X
Michael Swift	Program Specialist, QAC	X	X
Charles Davis	Program Specialist, QAC	X	X

Narrative

Lee Health is a healthcare system that has served the Southwest Florida community for more than 100 years. Lee Health operates four acute care hospitals: Lee Memorial Hospital, HealthPark Medical Center, Gulf Coast Medical Center and Cape Coral Hospital. Lee Health also operates three specialty hospitals: Golisano Children's Hospital of Southwest Florida, Rehabilitation Hospital of Fort Myers and Rehabilitation Hospital of Cape Coral.

Lee Health offers a Registered Nurse program that provides nursing education and professional practice. The program includes classroom instruction and clinical experience. The curriculum incorporates evidence-based practice and patient-centered care. Participants in the program receive support from clinical coaches who assist in developing nursing knowledge, skills and experience.

VII. OBSERVATION

A. ADMINISTRATION refers to the management and supervision of programs, the structure of programs and services, grant oversight and other administrative areas.

- Lee Health's Nurse Residency Program provides paid, on-the-job training for newly licensed registered nurses, including recent graduates and nurses with less than one year of acute care experience. Through structured education, mentorship and hands-on practice, the program facilitates the transition from academic study to bedside care.
- Lee Health's Resident Development Specialists (RDS) lead the training and development of nursing apprentices, serving as dedicated clinical coaches trained to assess and adapt to individual learning needs.
- The RDS oversees a customized learning plan that defines learning objectives, benchmarks and milestones required to build clinical skills, strengthen critical thinking and demonstrate competence in patient care. All RDSs undergo in-depth initial preparation and ongoing evaluation to ensure adherence to adult learning principles and nursing practice standards established by the American Nurses Association and in compliance with the Florida Nurse Practice Act.
- Lee Health's curriculum includes mandatory education modules and structured resident activities that emphasize professional practice, critical thinking, patient safety and clinical decision-making. The majority of training hours are dedicated to unit-specific orientation, during which apprentices receive hands-on instruction and supervised clinical experience tailored to their assigned specialty. Together these components comprise a total of 477 Related Technical Instruction (RTI) instructional hours.

B. DATA AND ASSESSMENT refers to all the data and assessment system components, including test administration, test security, data collection, entry, reporting and procedures. Our review examined the extent to which data informs program decision-making.

- The PCOG team requested that the monitoring staff confirm Lee Health PCOG enrollment numbers submitted to the PCOG office. Enrollment data was requested for the following occupation:
 - Registered Nurse

- Lee Health provided enrollment data and supporting documentation as required by the Department. The PCOG team, in coordination with the Office of Research and Evaluation, will review and resolve any discrepancies identified in the data. Members of the QAC team did not take additional action beyond documentation and confirmation during the monitoring review.

C. CURRICULUM AND INSTRUCTION refer to those elements that contribute to student learning and skill acquisition.

- The monitoring review did not include observation of curriculum or instruction, as the review was conducted through virtual desk monitoring.

D. TECHNOLOGY AND EQUIPMENT refer to a review of the technology and equipment used by students and instructors in the classroom; addresses access, availability, innovation, use and condition.

- All inventory with the value of \$1,000 or more met the criteria set forth by federal, state and local guidelines and is included within their fixed asset system.

E. RECORDS REVIEW refers to reviewing the records and documents supporting compliance with federal and state rules and regulations. In addition, the monitoring review examined a sample of financial and programmatic records.

Documents reviewed were:

- Standards of Apprenticeship
- Inventory records
- Procurement records
- Standards of Apprenticeship manual
- Fiscal Compliance Allowable Cost and Budget Management records
- Grant Budget Analysis (GBA)
- Quarterly deliverables
- Purchase invoices
- Participating Employer Agreement

F. FINANCIAL refers to aspects of the federal fiscal requirements that providers must meet when expending federal funds, including financial management, procurement, inventory management and allowable costs.

- The Senior Financial Analyst ensures the efficient management of PCOG grant funds. The monitoring review examined the following components of the entity's policies and procedures:
 - Budget Implementation
 - Cash Management
 - Methods of Accounting
 - Fiscal Internal Controls

- Records and Reporting
- Inventory Management
- Procurement
- Monitoring staff conducted a GBA of Lee Health's grant. Lee Health adhered to all object codes and amounts pre-approved in its grant awards.

G. COLLABORATION refers to collaborative agreements, partnerships or memoranda of understanding (MOU) that are in place to benefit an agency's programs and students.

- Lee Health is a single participating employer within the local community. They often offer additional educational and job experiences to students. The list of partners includes, but is not limited to, the following:
 - CareerSource Southwest Florida

VIII. RESULTS

Based on the monitoring procedures performed, all documentation examined was found to be in compliance with applicable requirements.

IX. SUMMARY

After completing the monitoring review and receiving any additional information requested, a preliminary report is sent to the provider for their review. The Division monitoring team lead may consider comments at their discretion. Once the final report is approved, it will be sent to the agency head and a copy will be sent to the provider's designated contact person. The final report will also be posted on the Department's website, at: <https://www.fldoe.org/academics/career-adult-edu/>.

Once Lee Health completes all outstanding corrective action plan items (when applicable), the Division will issue a closure letter to the agency head and designated contact person. This letter will signify the end of the monitoring process and that no further action is required.

On behalf of the Division, the monitoring team would like to extend their appreciation to all participants in the Lee Health monitoring review. A special thanks is offered to Ms. Susan Mitchell for her participation and leadership during this process.



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