

March 15, 2021

To: Susan Hoskins, Friends Foundation for the Aging

From: Cindy Yingling, VP of Advancement & Communication

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Finding and retaining qualified nursing staff is challenging in the senior living industry. A nursing career in a retirement community can be very rewarding, but is typically not considered as an option. Broadmead has always supported workforce development by awarding scholarships for staff wishing to pursue a degree; however, when a GNA working at Broadmead is awarded a scholarship and completes their RN degree, we typically do not have a position available to match their new skillset. In light of this, Broadmead proposes to create a new “Nurse in Training” program, and is requesting a grant of \$16,100.

Broadmead is a life plan community in Cockeysville, Maryland that serves approximately 450 older adults with approximately 300 employees. We are an organization based on Quaker values with the belief “there is the Light of God in everyone.” As Quakers were some of the first abolitionists with a long history dedicated to supporting social justice movements, Broadmead shares in these values. Broadmead’s strength lies in the infusion of diversity, equity and inclusion in every aspect of our organization, from the top down.

To our knowledge there is no other program like this in the state of Maryland. Broadmead’s “Nurse in Training” (NIT) program would have many unique opportunities for training, coaching and mentoring with the goal to ultimately retain good nursing staff.

The NIT applicant will be a current Broadmead employee in good standing who has graduated from nursing school in the last 12 months and successfully passed Maryland board exams. The new RN will then need to be oriented to the bigger picture of how the Broadmead nursing department works. This orientation period needs to take place in order to ensure a successful transition from daily direct care to a more supervisory role, and to gain a more thorough understanding of Broadmead’s policies and systems.

The Broadmead Director of Nursing will identify a preceptor for an NIT candidate currently working in our nursing department. This will create an opportunity for a seasoned nurse to take on some new responsibilities. The preceptor will serve as role model, evaluator, influencer and confidante to the NIT.

Our program would entail:

- The NIT will work with the preceptor for a three month training period and will have the opportunity to rotate through a variety of departments and receive a thorough overview on budgets, policy and procedures, emergency preparedness, and other systems to gain a thorough understanding of the integration of services needed to address a full range of resident needs.
- At the end of the three month training period, a position will be created within the Broadmead nursing department for the new RN.

The curriculum for the three month training period will be developed by the Director of Nursing, Vice President of Health Services and the preceptor. This curriculum will provide the NIT with an opportunity to see how the interdisciplinary team works together with the nursing team. Department areas to work with include:

- Rehabilitation services (with our rehab partner Genesis Rehab Services)
- Lifestyle department
- Social work
- Assisted Living manager
- Administrator
- Director of Nursing
- Dining
- Dietician
- Consultant pharmacy – Remedi SeniorCare
- Admission director
- Nurse supervisor

In addition to this training, the NIT will be asked to develop a project that will ultimately change an existing process or system for the better, or to create a culture shift that supports our person-centered philosophy of always placing the resident at the center of any decision making.

Week One: The preceptor will meet with the NIT to determine their areas of competence and growth. This will give them time together to share tools and design goals to create the best learning experience. From those meetings, the preceptor will create a plan of action and a competency checklist as the NIT moves through each department.

Demonstration of each area of competence will be observed by the preceptor and satisfactory performance documented when completed. The preceptor will support the NIT by providing feedback, setting learning objectives, teaching Broadmead protocols, and encouraging critical thinking.

For the next 11 weeks, the NIT will rotate through the departments with the preceptor observing and offering feedback. At the end of each week, the NIT and preceptor will debrief, review goals, competencies, and document feedback.

During the total three month training period, the preceptor and the Director of Nursing will collaborate to assure success of the program by:

- Assisting the NIT with completing activities listed on the competency checklist, and reviewing daily expectations (24-hour report, staffing, labs, admissions, discharges, appointments, rounding).
- Monitoring the program and verifying that daily and weekly competency checklist items are completed satisfactorily.
- Serving as the preceptor's backup as needed while observing the preceptor for effectiveness
- Coaching and mentoring the preceptor.

During the last two weeks of the program, the preceptor and the NIT will review outcomes and determine if any core areas of responsibilities remain uncertain or lack demonstrated competence.

At the end of the three month training period, a new job description will be written and an RN position created for the successful NIT.

### **Outcomes**

- Expose the new nurse to a career in long term care and the senior living industry
- Employee satisfaction will be measured every six months
- Offer a career ladder for GNAs and the preceptor
- Provide consistent staffing and continuity of care and services for residents
- Resident satisfaction will be measured quarterly.

While Broadmead is still working through COVID-19 challenges, this program is important in positioning us as an Employer of Choice. If our grant application is accepted, one NIT will be funded for fiscal year 2022 beginning July 2021. Broadmead will budget the cost to cover the new RN position.

In future years, Broadmead will budget for the full amount needed for the program, and will continue to pursue funding opportunities.

Our results will be shared at local and national conferences such as LeadingAge, LeadingAge Maryland, and other identified groups.

Broadmead continues to explore partnerships with local community colleges, Towson University's School of Nursing, and our most recent clinical rotation in 2019 (pre-COVID) with the Caroline Center, a nonprofit workforce development organization serving women in Baltimore. As communities in Maryland move to open over the coming months, Broadmead will continue to explore these and other partnerships opportunities, e.g. recruiting GNA staff and offering scholarship support to get their RN degree.

The values of Friends Foundation for the Aging and Broadmead are closely aligned. The NIT program has the potential to create great change. We are educating a new generation of nurses on the needs of older adults, and want to promote senior living as a rewarding career. Employee support is one of the top initiatives donors are typically drawn to. This program can be sustainable through a combination of operational budgeting and charitable gifts, and offers the preceptor a professional career ladder opportunity as well.

Broadmead can be the change agent needed to broaden the scope of opportunities for the next generation of nurses.

**Budget**

Preceptor: Additional \$5.00 an hour for the three month period =	\$2,600
NIT: Stipend for three months (@ \$25/hour) =	\$13,000
Supplies =	\$500
	\$16,100

The following is an example of a planned career ladder progression for students within the NIT program:

