



**ROOTED IN VALUES.  
DRIVEN BY EXCELLENCE.**

## **MEMO**

Date: September 12, 2021  
To: Friends Foundation for the Aging  
From: Friends Services Alliance  
Subject: Grant application

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Friends Foundation for the Aging (FFA) has been a strong partner with Friends Services Alliance (FSA) in its various leadership initiatives. The financial support received through grants has allowed FSA to develop and deliver the highly successful Leadership Institute and Internship Program. Both of these programs support the development of leaders within FSA member organizations and the aging services field.

FSA would like to expand its initiatives to offer opportunities for future senior living employees and leaders in a values-based context in two ways:

1. Increase the number of schools from which we recruit interns, and explore the possibility of offering internships year-around;
2. Determine if an Administrator-in-Training (AIT) program, necessary to obtain a Nursing Home Administrator (NHA) license could be done at multiple sites versus the current single site model.

## **Expansion of Internship Program**

### Goal

The goal of the internship program is to introduce young adults to the possibilities of careers in the senior living sector. FSA would like to expand the academic institutions and programs from which we recruit interns, and explore the possibility of having interns placed at member organizations year-round, thus increasing not only the number of internship possibilities, but also the academic backgrounds of interns. This would include approaching several Historically Black Colleges and Universities (HCBU) to support the diversity and inclusion efforts of FSA member organizations.

### Actions to take

The current structure and requirements of the program were established more than ten years ago. This work was done in collaboration with a labor attorney to be sure the requirements were in compliance with Department of Labor standards. We also went through an extensive review process with George Fox University and Penn State University, the two schools we were working with at the time. Currently the internship requires a three-way agreement between FSA, the academic institution, and the host organization. Penn State has told us that they no longer need this agreement since the instructors do not come on-site. We think it is time to revisit the requirements of the program, agreements required, etc. We are hopeful that the logistical work necessary to obtain all of the agreements and releases currently required will be lessened, making the time and paperwork necessary for the program less demanding.

Once the structural and logistical components have been finalized, we would begin the work of developing relationships to expand the academic programs and institutions from which we recruit interns. Simultaneously we would be working with FSA member organizations to expanding the internship opportunities to be year-around.

### How to evaluate success

There are several components of success in this project:

1. Requirements of the internship program are consistent with current Department of Labor guidelines;
2. FSA has expanded the academic programs and institutions from which it recruits interns;
3. At least one FSA member organization hosts interns year-around.

### Budget

See below.

## **Multi-site Administrator in Training (AIT) Program**

### Background

An AIT program is essentially a supervised internship where the AIT “student” works under the guidance of a licensed Nursing Home Administrator (NHA) to fulfill requirements established by individual states. NHA licenses are issued on a state-by-state basis, although there is reciprocity among a number of states. Currently, in Pennsylvania, AIT programs require a specified number of academic credits in prescribed areas as well as 800 -1,000 hours of work experience under their preceptor. This requires a considerable commitment of time and intellectual energy on the part of the preceptor, usually layered on top of an already demanding job.

### Goal:

NHAs are in great demand and there is a lack of AIT experience opportunities available. In the past, organizations may have included an AIT role on their organizational staffing chart, but these have been eliminated over the years for various reasons. Now, we mostly see AIT experiences taking place at an organization where an employee already works in a different role. Institutions such as Penn State and Philadelphia College of Osteopathic Medicine have begun to offer the academic program needed to qualify for an AIT position, but do not have a means to offer the practical experience.

FSA would like to explore the possibility of offering an AIT program where the practical experience is “administered” through FSA and takes place in several locations. We propose to do this in Pennsylvania where we have several skilled nursing facilities in the greater Philadelphia region.

The initial goal is to answer the question if a multi-site program is a possibility; if the answer is yes, then to develop a model.

### How will this impact the goal?

We believe that exploring the possibility of offering an AIT experience that provides the practical experience administered through FSA and taking place in several locations would offer several benefits:

1. Make an additional AIT experience available;
2. Lessen the administrative burden on any one organization for providing the AIT experience;
3. Allow the AIT to observe the administration and delivery of care in a skilled nursing setting in multiple organizations.

### Actions to take

Exploration of this possibility will require several components:

1. Connecting with the PA State Board of Examiners of Nursing Home Administrators to determine if a multi-site AIT program would be considered.

If the answer is yes:

2. Work with PA member organizations to design multi-site AIT program;
3. Prepare and submit an application for an approved program;
4. Develop all necessary forms and processes for executing the program.

### How to evaluate

Initially, success would be defined by getting an answer to the question if a multi-site AIT program is possible.

If the answer is yes, further success would be defined by the development of a model and engagement of FSA member organizations in the program.

Note

If this concept is approved and a model implemented, it could be shared with other groups such as our Peace Church colleagues and hopefully replicated.

Budget for both initiatives

FSA is requesting a grant of \$70,000 for consultant fees to execute this work. We would be supporting the costs of orienting and supporting the consultant(s), legal fees required for review and revision of internship requirements and agreements, travel expenses, fees related to applying for an AIT program, etc.