



September 12, 2022

Susan W. Hoskins LCSW  
Executive Director  
PO Box 1081  
Langhorne, PA 19047

Dear Susan,

The senior living industry continues to expand in response to the aging of the “baby-boomer” generation. This proliferation of senior care centers has put significant pressure on the pipeline of qualified nursing home administrators across the country. The increased demand for skilled leadership in long-term care is exacerbated by the fact that for too long, this work has not been highlighted as a potential career path for young people interested in working in health care. Today we know that we must be proactive in generating greater prestige for this work and those who do it; we need to invest in professionalizing and providing pathways for growth across all elements of operations; we have to amplify the impact that this work carries for individuals, their loved ones and their communities; and we need to invest in pay and benefits, even at the formative stages, that are equal to the importance of this work. **We write today to invite Friends Foundation for the Aging to join in a collaborative effort to remedy this crucial gap in leadership recruitment for the senior care community.**

Barclay Friends, the Friends Services Alliance, and The Kendal Corporation wish to create a collaboration among Quaker-based organizations to create a model training program for the credentialing of Nursing Home Administrators that no one of our organizations could initiate alone. All of us are committed to creating a path to leadership for the next generation of leaders in senior living.

As you may know, there are many college and university programs specializing in preparing students for administrative leadership in healthcare organizations. But no such formal path to leadership exists specifically in the senior care community. Training for nursing home administrator certification comprises an array of skills that are taught by candidates through peer-counseling training in an operating nursing home. To develop the business, organizational, clinical, and leadership skills requires a rotation among the nursing, culinary, facilities, finance, and other departments of a working nursing home over the course of a year.

Barclay Friends is pleased to host an Administrator-In-Training (AIT) program. We have identified an outstanding candidate who wishes to pursue administrative certification who has just completed a summer internship at Kendal at Oberlin, Ohio. The Kendal Corporation and Friends Service Alliance have

each agreed to invest \$20,000 for this unique collaboration of Quaker-based organizations to create a model for training nursing home administrators that can be documented and replicated in other communities.

Barclay Friends' administrator, Laura Smith, will serve as the preceptor for the program. Barclay Friends will open its operation to the AIT candidate and ensure that this individual is immersed in a high-quality experience in all areas of present-day nursing home administration.

Our budget for this nine-month project is \$60,000 to provide the AIT with compensation as well as a living stipend. With \$40,000 already committed we seek the support of the Friends Foundation for the Aging in completing the budget with a grant of \$20,000.

We are all keenly aware of the challenges institutions face in attempting to create such training programs and the accompanying difficulties senior living facilities have in identifying and recruiting trained and certified nursing home administrators.

This collaborative pilot project will be a most constructive approach to addressing this critical workforce development issue in senior living. And, given the substantial number of Quaker-led senior living facilities across the country this collaborative model can be replicated across America, greatly easing the market challenges in recruiting highly qualified, certified nursing home administrators.

This collaborative project is entirely consistent with our organizations' commitment to lead in addressing workforce challenges in senior living. We are very excited to launch this collaborative program and look forward to the prospect of Friends Foundation for the Aging joining in our efforts by funding the final \$20,000 of the project.

We thank you or your kind attention to this request to join a unique collaboration of Quaker-led organizations to strengthen the leadership pipeline for organizations engaged in caring for our senior population.


Most Sincerely,



Linda M. Sterthous  
Executive Director  
Barclay Friends



Jane Mack  
President and CEO  
Friends Services Alliance



Sean Kelly  
President and CEO  
Kendal Corporation