

**Barclay Friends Proposal to
Friends Foundation for the Aging
March 2023
CNA Training Program Expansion**

Executive Summary

Barclay Friends is requesting support in the amount of \$25,000 from the Friends Foundation for the Aging to help us expand our pilot CNA training program to a bimonthly cohort, enabling us to help even more motivated individuals (especially individuals of color) gain access to free education and employment opportunities in healthcare.

Brief statement of organization's history and competence for this effort. In order to advance equity, please include a description of the diversity of your organization's leadership staff, board, and people served.

Barclay Friends has served as a Quaker-based continuing care community in West Chester, Pennsylvania for 130 years. We aspire to the highest professional and humanitarian standards while providing care and services in a supportive, homelike, and compassionate atmosphere. With the support of our Caring Fund, we are able to accept Medicaid-insured residents and continue to support them throughout their lives. No one ever needs to leave our care due to inability to pay.

Our direct care staff represent diverse racial, ethnic and cultural backgrounds including white, African Americans, Africans, and Jamaicans. We are currently seeking to diversify our Board's membership in order to bring new voices to our leadership and better reflect the community we serve and our Quaker values of inclusion and equity.

With pilot funding, we were able to launch this program in the fall of 2022. Mariesly Febles, a PRN nurse at Barclay Friends, is certified to provide CNA training using the TLC model and will be the designated instructor for the program, supervised by Director of Nursing Maria Kiwagama and supported by Megan Stine, LPN. Students will have the opportunity to interact with residents during hands-on clinical training.

1. What problem are you addressing? Include need statement, why this solution was chosen, and a description of the people to be served.

As with any organization with a mission to care for people, our caring professionals are the heart of what we do and the essence of what our residents value about their time at Barclay Friends. However, during the current economic disruption, we, like all other senior living communities, have experienced significant staff turnover and struggle to maintain full staffing. When we are understaffed, more work falls on those still employed here, decreasing their job satisfaction and the individual care and time they can offer to each resident. Our most urgent organizational need is to develop a strategy that will maintain a pipeline of care staff at the entry level, which will fill open positions on a short-term basis while offering people the opportunity to gain additional education and advance into higher-level positions over time.

The pilot project was a great success, training eight new CNAs, all of whom were women of color (our primary target population). Although the program was successful, we know that we will have an ongoing need for CNAs, especially if individuals who started work at Barclay Friends as CNAs ultimately gain more education and seek internal advancement. Our objective now is to offer this educational opportunity to more people, especially women of color, to keep the benefits of this program going.

2. What action(s) will you do?

Our CNA Training Program will offer **free** training for individuals interested in becoming CNAs. Enrollees are expected to include both people who already work for Barclay Friends in culinary, secretarial or housekeeping positions, and new individuals. Out-of-pocket costs for CNA training elsewhere is \$2,000-4,000. Most CNA students are likely to be people of color or immigrants from economically disadvantaged backgrounds. This program would support their career paths by providing immediate employment upon completion of the training as well as opportunities for future advancement.

Our first priority will be to transition from a quarterly class cohort schedule to a bimonthly schedule, enabling us to increase by 50% number of students we train. The move to a CNA position for individuals working in the abovementioned service jobs will mean a raise in hourly pay from \$12 to \$18, a 50% increase, for our staff who complete the training and accept new jobs. Once employed at Barclay Friends, CNAs would have access to our tuition reimbursement program, with access to training programs for LPN or RN positions which have wages starting at \$28/hour. Our goal is to develop, promote and maintain a pathway for growth at Barclay Friends for people of color and immigrants, so that they feel welcomed, valued, and engaged in a career with continuing opportunities for growth. Those who choose to work elsewhere are free to do so and will enjoy similar job opportunities in other senior communities.

The CNA program we will use for this project is from the Training for Long Term Care Institute (TLC). TLC provides the educational model and credentialing for our staff. The training program is five full days per week for three weeks. With this program in place and sustained year after year, we can build the structural inclusion we need to provide an open door and strong opportunities for our community while also providing a pipeline of workforce talent for our organization. While we hope that CNA students will choose to become Barclay Friends employees, they are not required to do so, and we will help to connect them with other Quaker senior living communities also in need of staff.

3. What other organizations will you partner with on this project?

The Kendal Charitable Foundation funded the pilot phase of this program in 2022 and supported the training of our first cohorts, which resulted in eight trainees who completed the course and secured employment as CNAs. All completed the coursework and passed their exams, and all chose to work at Barclay Friends. 100% of the new CNAs were women of color. Now that our staff are trained to offer CNA instruction, our partnership with TLC will encompass the continuing cost of access to the program model and credentialing of new CNAs.

4. What specific, measurable outputs do you expect?

We expect that at least 25 individuals will enroll into our CNA training program, of whom 90% will complete the program.

5. What outcomes do you expect? What change will occur, and what impact will it have?

We anticipate that at least 50% of those completing the CNA program will accept employment at Barclay Friends. Others will be connected to other Quaker senior care facilities. Long-term, we expect this program to maintain a steady pipeline of newly trained CNAs to our staff, giving us more people to promote within the organization in the future and improving the quality of care for our residents.

6. How will you measure outputs and outcomes, both quantitative and qualitative?

Mariesly Febles, RN will be the primary leader of this program and will maintain records of each cohort and each student, including demographics, completion of coursework, and the next career steps chosen by each student who completes the project. She will solicit student input on a regular basis to continually improve the program.

7. How will you sustain the project after the grant period?

With the success of this pilot project, we are preparing to approach more funders to fully support this program on the expanded bimonthly schedule, including those listed in the attached program budget. There are also state funds for employment training that we hope to apply for. This program is important to Barclay Friends' future, so we will plan to cover any program shortfall with unrestricted organizational dollars.

8. How will your results be shared and replicated?

The initial budget for the project does not include a line item for marketing and promotions, as the staff feel confident that they will be able attract enough candidates internally and through simple, free marketing on Barclay Friends' website. Should internal demand slow, we would expect to invest a modest amount to promote the program externally to attract a wider range of applicants. We will share our results on our social media page, in press releases to the media, and in communications with other senior living communities who may be considering a similar program. Please see at the end of this proposal a photo we shared when we celebrated our last cohort of CNA students.

9. How does this project fit with Friends Foundation values?

Barclay Friends shares values that the Friends Foundation uses to inform its grantmaking. Barclay Friends is aligned with Quaker values and practices. Our Board includes 38% representation of Quakers. All staff receive mandatory annual training on Quaker values and practices, covering each of the testimonies (simplicity, peace, integrity, community, equality, and

stewardship) and reviewing how these values are reflected in the daily life and work of our community. The program requested here falls under the testimonies of community and equality, as it will impact both the career prospects of low-income people of color in our community, and also build a stronger, more resilient internal team here at Barclay Friends to create a community of care for our residents.

10. Attached project budget and timeline, including other sources of support and a budget narrative.

Please see attached budget form, which enumerates the received and prospective sources of funding for this project. Although the attached program budget shows that many of the program costs are ongoing – including pay for salary and students, TLC credentialing fees, and books – the initial grant from the Kendal Charitable Foundation to launch this project supported the one-time purchase of a suite of training supplies that we will not need to purchase in the future (such as a hospital bed, practice dummy, medication cups, etc.). The salaries included are for Mariesly Febles, RN and Megan Stine, LPN, each of whom will work .2 FTE on this project. Also included are the costs to onboard and pay each CNA student at \$5,000 per cohort (X6 cohorts), and the cost of books (\$40 per book X 25 students).

