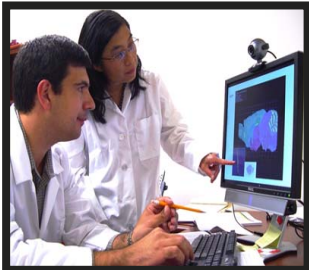


Foundation

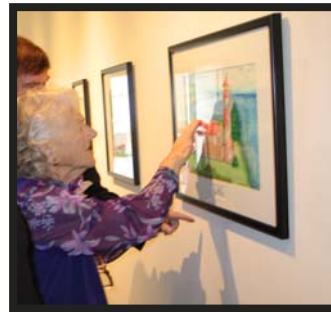
for
Quality
Care

*A Leader
Improving Quality in
Long Term Health Care*

Care



Research



Education



Life



Technology

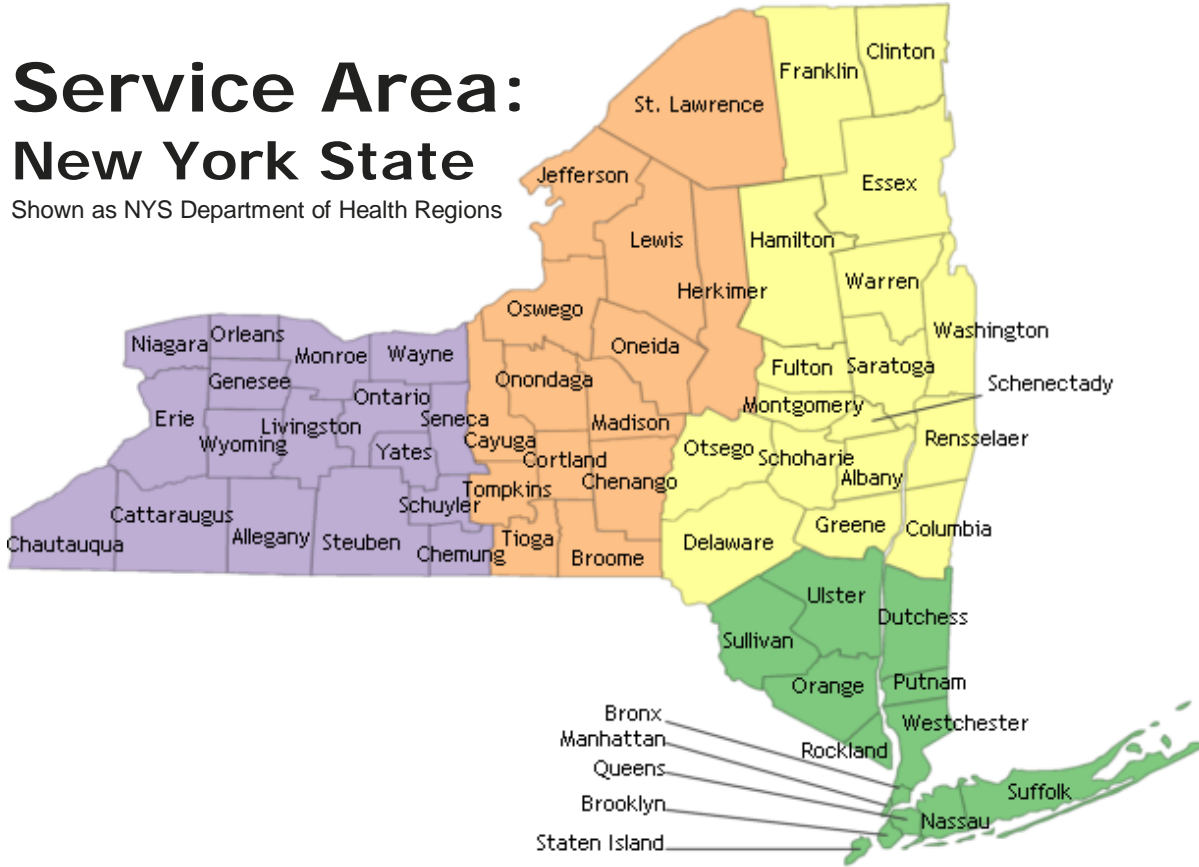


Scholarship

*Report to the Community
June 30, 2009*

Service Area: New York State

Shown as NYS Department of Health Regions



The Foundation for Quality Care (FQC) also works on projects beyond the borders of New York State and has a number of national partners.

Business Office and Contact Information

**Foundation for Quality Care, Inc.
33 Elk Street, Suite 300
Albany, NY 12207**

**Phone: (518) 462-4800
Fax: (518) 426-4051**

website: www.foundationforqualitycare.org

Foundation for Quality Care, Inc.



About Us

The Foundation for Quality Care (FQC), located in Albany, New York, is a not-for-profit, 501(c)(3) education and research foundation committed to improving the quality of care for elderly and disabled persons residing in long term care settings. The Foundation was created in 2001 as an affiliated subsidiary of the New York State Health Facilities Association. FQC has a broad range of interest areas related to the field of long term care including but not limited to: clinical research; quality improvement; workforce development; health information and technology; facilities and infrastructure; health care education, nurse education, and utilizing the arts in health care.

Core Constituencies

The Foundation for Quality Care's core constituencies are the frail, elderly, and disabled who reside in long term care settings, and the health care employees and care providers who serve them.

In New York State there are over 650 long term care facilities (also known as skilled nursing facilities). These facilities provide over 41 million hours of care annually to over 300,000 of our society's most vulnerable people. Approximately 80% of skilled nursing facility residents are Medicaid and/or Medicare dependent. The 650 skilled nursing facilities in New York State employ approximately 180,000 people, the majority of whom are health care professionals and direct care providers.

Foundation's Mission

The Foundation for Quality Care, Inc. will pioneer and promote activities designed to advance and improve the quality of care in long term care facilities and related long term care settings. Through its educational programming, grant-funded research, scholarship administration, and other leading-edge initiatives, the Foundation will provide opportunities that ensure a well-trained workforce and exceptional care for elderly and disabled populations.



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A Message from our Current Board Chairperson:

Each day the Foundation for Quality Care works to improve the lives of people who live and work in long term care facilities. The residents who reside in these facilities are often some of the most vulnerable members of our community. They are also our parents, our grandparents, and sometimes even our children. They have a special place in our hearts and they deserve the best possible care that can be provided. The caregivers who work in long term care facilities are also special people. They have dedicated themselves to healing, comforting, and caring for those who can no longer care for themselves. The mission of the Foundation for Quality Care is to support them in this challenging daily endeavor.



Robert M. Chur
FQC Chairperson
2002-Present

The Foundation offers a wide range of programs and services that improve care and quality of life for residents living in skilled nursing and assisted living facilities. Each year our Foundation provides valuable information, education, and training to hundreds of health care professionals and clinicians working in long term care facilities. Most of our programs are offered free of charge.

The Foundation continues to grow and explore other ways to improve long term care such as applying health information technology, improving systems for financing long term health care, studying ways to modernize aging long term care facilities, providing nursing scholarships, conducting clinical research, and using arts in health care.

With the continuing support of our funding partners and working partners, we will continue to develop and implement initiatives that will enhance a well-qualified health care workforce that is dedicated to providing exceptional care to people residing in long term care settings.

A Message from our President:

One of my greatest pleasures both personally and professionally is to have witnessed the growth and substantial value generated by the Foundation for Quality Care. I have had the good fortune of witnessing the development of these activities since joining the New York State Health Facilities Association (NYSHFA) as the President & CEO in 2002. This report reminds us that the Foundation activity, which we see today, started with a small seed, an idea of how we might use the Foundation structure to deliver value to our members and communities for whom they serve by providing Nurse Leadership Training. From that small seed, the scope of the Leadership Institute programs has grown considerably as has the support of our many grant partners who are providing the necessary funding to support these programs.



Richard J. Herrick
FQC President
NYSHFA Pres & CEO

Although this initiative was established by the direction and guidance of the Board of Directors of NYSHFA, its value and benefits expanded far beyond our membership base and is now benefiting the entire long term care provider community and is having a direct impact on the quality of long term care across New York State.

We continue to grow the Foundation's activity with other valued partners within the State of New York. At the same time, we are generating interest and activity with other states as well as a growing interest on the national level.

Whereas workforce has been a major portion of our activity, we are also positioning ourselves so that the Foundation can become a leader in the areas of research, disaster preparedness, health information technology as well as other best practices so that the Foundation for Quality Care can continue to be a leader in the profession of long term care providers.

Responding to Needs



New York State long term care facilities provide services to more than 324,000 patients in over 650 facilities across the state.

Needs and Challenges

Improving the quality of life for residents in long term care is the underlying need that the Foundation for Quality Care works to address. Quality of care is a complex and multifaceted challenge that cannot be resolved by any single project, program, or organization. There are a number of issues that make it increasingly difficult for long term care providers to achieve the quality of care that residents and their families deserve.

Examples of some of the significant issues facing long term care are:

- An increasing aging population that is living longer and requiring higher levels of care
- Greater clinical complexities associated with longer life spans (e.g., comorbidities such as diabetes, heart disease, and dementia)
- Significant shortages of long term health care professionals
- Rapidly escalating costs associated with pharmaceuticals, energy, insurance, and regulatory compliance
- Significant lags in the application of health information technology in long term care settings
- Facilities and infrastructures that need costly physical improvements
- A resident and employee population that is increasingly culturally diverse
- Decrease in government financial support of the rapidly escalating costs of Medicare and Medicaid reimbursement
- The changing role of long term care from primary caretakers of the elderly to frequent providers of subacute care and rehabilitative services

Approach to Problem Solving

The Foundation for Quality Care has a comprehensive approach to addressing a myriad of needs that affect the quality of long term care. Our approach to problem solving is based on research, education, partnerships and collaboration, program development, technology, and scholarship.

Many of the issues related to improvement in the quality of long term care are systemic and require an enduring institutional commitment if they are going to be resolved.

The Foundation's commitment to resolving systemic issues and promoting change is expressed in the opening statement of its mission: *...to pioneer and promote activities to advance and improve the quality of care in long term care facilities and related long term care settings.*

FQC also demonstrates its commitment to solving problems through the programs, research, and institutional partnerships that it has built and nurtured.

Foundation
for
Quality
Care

Vision for the Future



In the Foundation for Quality Care's quest to broadly improve the quality of long term health care, it has maintained a steady focus on the two key elements of the quality care equation: the people who provide care and the people who are the recipients of care.

Quality care is measured not only by a series of quantitative benchmarks and data points, but also by how the lives of people in long term care facilities are made qualitatively better. The Foundation firmly believes that in the field of long term care, a highly competent, stable, and dedicated workforce is the principal determinant of quality care. To this end, the Foundation has focused much of its effort during its first years of existence on providing programs, education, and services that support workforce development.

Through innovative programs such as the Long Term Care Leadership Institute, the Geriatric Nursing Assistant Career Development Program, Improving Care and Caring, Art from the Heart, and numerous other programs, the organization has directly improved the knowledge and competency of thousands of long term care professionals, and has improved the lives of residents living in long term care settings.

Through organizational development and unique programming, as well as valuable state and local partnerships, the Foundation has experienced significant programmatic and fiscal growth. The Foundation for Quality Care has emerged as a respected leader in the long term health care community.

The Foundation remains committed in the future to sustaining the workforce and resident-based programs, while expanding into other areas of importance to the field of long term health care. Because most long term care providers and health care practitioners are strongly focused on the daily clinical and operational needs of their residents, it is often difficult for them to take time to contemplate what is on the horizon. The Foundation will build its role as a facilitator and partner that will continue to bring together a range of stakeholders (e.g., providers, educational institutions, government agencies, community-based organizations, professional associations, and consumers) to forge a comprehensive vision and road map for the future of long term care. The key areas of interest that the Foundation will focus on in the future are discussed below.

Clinical and Translational Research

The Foundation is extremely interested in identifying, validating, and implementing innovative evidence-based clinical practices that will improve resident care and organizational efficiency and that can be broadly replicated within long term care settings. In an effort to move in this direction, the Foundation has recently added new board members who have strong clinical and translational research backgrounds and can offer guidance and direction.

The Foundation has also begun establishing working partnerships with independent researchers and research organizations to develop additional organizational capacity and jointly prepare clinical and translational research proposals. Some of these initial efforts are described later in this report. In the coming years, this area of interest will become a strong focal point for Foundation efforts and activities.



Long Term Health Care Policy Research

There are a number of policy issues that affect the quality of long term health care. Some of these issues include consumer choice of health care settings; cost-effectiveness; reimbursement issues; pain management; medication management; end-of-life care; scope of practice; mental health issues; shortages of health care professionals; and many others.

The Foundation has begun to establish working relationships with academic and other policy research partners to begin to objectively explore some of these pressing issues. In the future, the Foundation will be working with key state and national stakeholder groups to identify and prioritize long term care policy issues that affect the quality of care.

Funding proposals will be developed that focus on the study of policy issues and dissemination of research results to providers, consumers, policy makers, regulators, and other interested parties. The goal of these studies will be to define and validate important findings affecting long term care and use this information to inform policy changes that will enhance the quality of care in long term care facilities.

Implementation of Health Information Technology

The Foundation has spent the last few years examining the key obstacles and opportunities for implementing health information technology in long term care settings. What has become evident is that health care in general, and long term care in particular, is on the trailing edge of information technology implementation.

It is also evident that health information technology has the potential to effect transformational change in the way health care is delivered, managed, and purchased. This transformation will impact all health care stakeholders, consumers, providers, and payers. For those health care providers that have not begun this process, their organizations will fall further behind as each day passes.

The Foundation will identify and connect key stakeholders, facilitating project development for viable health information technology projects.

Establishing a Broader Leadership Role in Long Term Care

As the Foundation moves forward, it will continue to cultivate regional and national partnerships for the purpose of developing programs that can have a broad impact in the field of long term care and that extend beyond the borders of New York.

New York State is one of the largest, most populated, and demographically diverse states. The lessons, challenges, and achievements that are experienced in New York State can serve as compelling models for other states and the nation. The Foundation will continue to build working relationships and collaborations with national organizations and will develop projects with partners from various regions of the United States.

Moving forward, the Foundation for Quality Care has a very ambitious agenda. The achievements to this point have given the Foundation the resources to move boldly in these new directions. The Foundation is committed to making our next seven years even more productive and our impact more far-reaching, while never forgetting that all of our endeavors are dedicated to improving the lives of those who work and are cared for in long term health care settings.

QUALITY OF CARE



Nursing home quality means care and services that respect the individual's needs and choices, improve the likelihood of achievable clinical outcomes, and are consistent with evidenced-based knowledge .
Advancing Excellence in America's Nursing Homes Campaign

Current Programs and Initiatives

Improving Care and Caring

This program is a specialized six-day education course for nursing staff, administrators, and other care staff involved in the quality improvement process.

The content of the course includes:

- QI systems and root cause analysis
- CMS QIs and QMs; QI tools
- Preventing unnecessary hospitalizations
- Reducing pressure ulcers across care settings
- Providing resident-centered care

This demonstration program will be offered in seven counties in western New York and is being funded by the Community Health Foundation of Western and Central New York and the P2 Collaborative.

Advancing Excellence

AGEinNY is an acronym for Advancing and Growing Excellence in New York long term care facilities. This initiative is designed to enlist more facilities to participate in the national Advancing Excellence campaign, and to provide specific training to meet the quality goals of the campaign. Evidence shows that facilities that participate in Advancing Excellence outperform nonparticipating facilities nationally in key quality indicators. New York State has one of the lowest rates of participation in the campaign. This initiative is a partnership with several other statewide long term health care associations.

EDUCATION



"Programs like these help so many people in areas that are often overlooked but are needed most. Education is the foundation of any successful facility and I am grateful for the support the program offered to help us achieve a thorough and innovative education program in our facility." - Siobhain Kembrowski, a Nurse Educator who recently graduated from FQC's Leadership Institute

Workforce Development

In long term care settings about 70% of the operating costs are for labor. A significant portion of the long term care workforce is engaged in direct caregiving. Every person working in a long term care setting, from the maintenance and food service staff to the admissions officer and facility administrator, plays a role in providing quality care. The demands of the long term care workplace are becoming increasingly dynamic and complex, in terms of cultural diversity, clinical acuity, and regulatory compliance. To keep pace with the rapidly changing demands of the long term care workplace, the staff must constantly acquire new skills and education, and maintain and enhance their existing competencies and skill sets.

Geriatric Nursing Assistant Career Development Program (GNACD)

The Geriatric Nursing Assistant Career Development Program operates throughout New York State to improve recruitment, retention, and skill development of Certified Nursing Assistants (CNAs) working in long term care facilities. The program will develop a recognized advanced credential for CNAs, and assists long term care employers in institutionalizing career ladders for CNAs. This grant-funded program will provide training to approximately 72 nurse staff developers and 360 CNAs over a three-year period.

The GNACD recruitment component offers regional CNA recruitment and career education events, and establishes working relationships between long term care employers and their regional workforce boards.

Program Goals

- Improve recruitment of CNAs into long term care settings.
- Improve CNA retention through career ladder education, training, and rewards.
- Enhance CNA skills and competencies critical to long term care (e.g., dementia and rehabilitative care).
- Develop an advanced credential for CNAs that is generally recognized by long term care employers.
- Assist long term care employers in establishing pathways for CNA career advancement.



Nancy Leveille, RN, MS
Senior Director, Member Operational Support



Karen Morris, RN, MS
Director, Clinical and Quality Services

LONG TERM CARE LEADERSHIP INSTITUTE



Providing specialty training for long term care professionals, enhancing their leadership knowledge and technical skills while improving retention and career advancement.

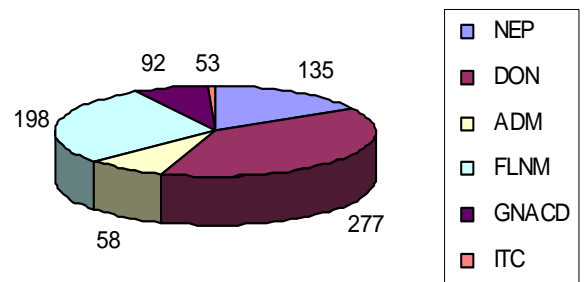
Since 2002 the Institute has received \$1.6 million for grant-funded educational programs.

In 2002 the Foundation for Quality Care, Inc. implemented the Nurse Leadership Institute (NLI), a state-of-the-art leadership program for nurses in senior management positions in skilled nursing facilities. The program, designed for those who aspire to lead or to enhance their roles as leaders, has the ultimate goal of retaining these professionals in the long term care field.

The Nurse Leadership Institute offers quality educational offerings that develop core competencies and best practices and promote personal development. The program originally focused on three nursing administrative groups: Directors of Nursing, Nurse Educators, and First Line Nurse Managers.

The NLI was expanded and named the Long Term Care Leadership Institute and began offering additional programs for Nursing Home Administrators, Instructor Training Courses, and Geriatric Nursing Assistant Career Development programs. The Institute offers core leadership teams the opportunity to obtain a unified understanding of the principles of leadership and their application to the skilled nursing field. By obtaining the necessary leadership skills to further understand and advance in their career, participants are able to transfer these skills to the other health care staff at their facilities. The program has consistently demonstrated a positive impact on staff retention and advancement in skilled nursing facilities.

Grant Funded Education 2002-2009
Total Graduates - 813
Total Value of Education Programs Equals \$1.6 Million



The Long Term Care Leadership Institute has trained and graduated 813 long term care professionals.

Post-course participant questionnaires have indicated that the programs have had an impact on retention (67.6%). Participants have indicated they received salary adjustments (21.8%) and position or job title changes (13%).



Since 2002 Over 30 Programs Have Been Completed in Eight Regional Locations

Administrator Leadership Program (ADM):

This course is for newly licensed Nursing Home Administrators to enhance their skills as they apply their knowledge in the overall management of a skilled nursing facility. A pilot course was conducted with an evaluation process in 2005. Revisions were made and the course continues to be implemented once a year.

Director of Nursing Leadership Program (DON):

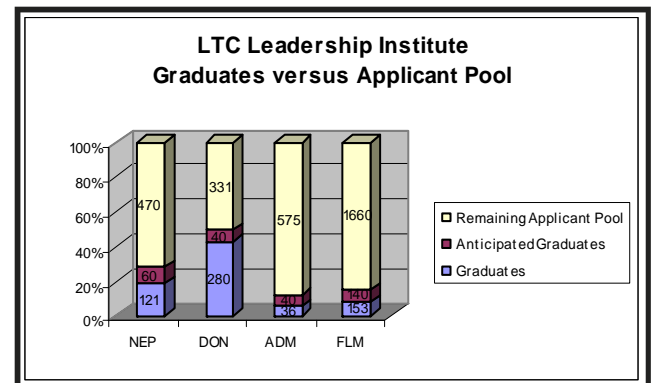
This eight-week course is for new Directors of Nursing or aspiring Directors of Nursing who work in skilled nursing facilities. The course uses systems theory to guide leadership. Participants who successfully complete the course receive 3 college credits from the SUNY Institute of Technology and/or 37.5 continuing education units (CEUs) from the New York State Nurses Association.

Nurse Educator Leadership Program (NEP):

This course is a four-day course for instructors and educators who work as staff developers in skilled nursing facilities. This course utilizes adult learning principles and computer technology to enhance their current educational practices. Participants who successfully complete the course receive 2 college credits from the SUNY Institute of Technology. This program has been approved by the New York State Department of Health for “train-the-trainer” requirements for the Nurse Aide Training Program.

First Line Manager Leadership Program (FLM):

This course is an eight-week course designed to teach and enhance the supervisory and management skills of nurses who work in skilled nursing facilities. Participants who successfully complete the course receive continuing education units from the New York State Nurses Association.



There are over 650 skilled nursing facilities in New York State. To date 277 facilities have participated in the Long Term Care Leadership programs (43%).

Due to the significant number of applications, the goal of the programs is to involve at least 50% of the remaining 375 facilities.

95.4% of those professionals accepted into the LTC Leadership programs have graduated.

The Leadership Institute is funded by a grant from the New York State Department of Health Workforce Retraining Initiative (HWRI) and the U.S. Health Resources and Services Administration Nurse Education, Practice and Retention Program.



SCHOLARSHIP



Recognizing Students Who Are Advancing Their Education in a Long Term Care Career



***Pictured above:
(Left) Neil Murray, Esq.,
(Center) Ed Stafford,
(Right) Jim Durante***

The James D. Durante Scholarship recognizes students pursuing licensure as a Registered Nurse, and Registered Nurses pursuing advanced degrees in nursing (bachelor's, master's, doctoral degrees, nurse practitioner, and clinical specialist certificates).

The Ruth E. Stafford Scholarship is for students entering or completing the Practical Nurse requirements for LPN licensure.

Three James D. Durante and three Ruth E. Stafford scholarships are awarded each year, each in the amount of one thousand dollars.

The Foundation for Quality Care, a subsidiary corporation of NYSHFA, administers the program.

The winners are chosen by NYSHFA's Workforce Development Committee. The scholarship recipients are invited to attend NYSHFA's annual convention, where they receive their awards.

FQC's Health Care Open Golf Tournament



Over 30 years ago the Health Care Open Golf Tournament was started and became known as the Jack Murphy Memorial Golf Tournament, in honor of an associate member of the New York State Health Facilities Association and cofounder of the tournament.

In recent years the tournament was renamed the Foundation for Quality Care Health Care Open.

The proceeds from the tournament help fund the James D. Durante and Ruth E. Stafford scholarships.



TECHNOLOGY



Health Information Technology in New York Skilled Nursing Facilities

The key purpose of the Skilled Nursing Facility Health Information Technology survey conducted by the Foundation for Quality Care was to provide some empirical data on the current state of technology in skilled nursing facilities throughout New York State, and to use the results of the survey to develop recommendations for long term care providers, vendors, and policy makers on how information technology can be more fully integrated into long term care settings.

The target audience was NYSHFA members, predominantly proprietary freestanding nursing facilities, throughout New York State. Preliminary results revealed:

- All of the respondents use broadband Internet access. This will become increasingly important as vendors develop more robust versions of online programs and services.
- Very few independent owner facilities had designated information technology (IT) personnel on staff. Those affiliated with a multifacility ownership were much more likely to have access to IT staff. This phenomenon will be interesting to track, as HIT becomes more a part of facilities' daily routines.
- Most facilities reported that they had not become part of regional health information exchange coordination efforts. This information will be key to the success of any community record-sharing undertaking.
- Apparently health care information technology investment in long term care facilities has not risen to the level of that in other types of organizations, or in other health care settings. Initial capital investments may be a significant barrier. Reimbursement is available for such investments, but the initial outlay may be a problem for debt-conscious managers.

As FQC goes forward with developing materials and education events centered on health care information technology, this report will help guide our efforts to the best advantage of our member facilities. In addition, it will serve as a benchmark for future studies to measure changes in technology use and priority of HIT among other facility concerns.

FQC will be comparing these results with any nationwide or other statewide studies along the same lines. In addition, we will use this study to help develop programs and funding opportunities for our members to implement systems that will support their goals of providing quality health care.

RESEARCH



Policies Revisited: Meta-Analysis of Research to Inform Policy in Long Term Health Care

The Foundation for Quality Care has engaged health economists at Hunter College's Brookdale Center on Healthy Aging and Longevity to research and prepare a study related to the organization, delivery, and financing of long term health care in New York State. The study will advance the understanding of the key issues that challenge long term health care consumers, providers, and policy makers. Principal among these issues is the challenge of providing a rapidly escalating number of long term health care consumers with a greater choice of services, while maintaining quality of care at a cost that is affordable to the public. The study compares the cost-effectiveness of various modes of care delivery within the long term health care setting, including residential care and home and community-based services.

Study of Energy Use in Long Term Care Facilities

A significant number of long term care facilities have aging physical plants and HVAC systems that do not operate as efficiently as newer facilities and require frequent maintenance.

This study was designed to assist long term care facilities in determining solutions for improving indoor air quality and climate control, and upgrading energy, heating, ventilating, and air conditioning (HVAC) systems in a cost-effective manner.

This project allowed the Foundation to work collaboratively with the New York State Energy Research and Development Authority (NYSERDA) to collect specific energy-related information and data that was used to develop recommendations to help address the full range of issues impacting energy use and climate control systems.

Six on-site energy audits were conducted of long term care facilities of various sizes and in different regions throughout the state. An energy survey of approximately 250 other long term care facilities was conducted across New York. Landsberg Engineering of Clifton Park, NY, working on behalf of the Foundation for Quality Care, conducted the audits and worked jointly with FQC to compile the final report. Specific recommendations were provided to assist long term care facilities in reducing energy costs and identifying sources of financing for upgrading facilities.

Evaluation of the Effect of Digital Gaming Systems on Rehabilitative Therapy in the Elderly

The purpose of this clinical research study is to examine how the use of digital game systems that are specifically customized and adapted to elderly users impacts the achievement of therapeutic goals with short-stay, post-acute rehabilitative care patients. This project is a collaborative effort between the Foundation, Ithaca College, HealthPro Rehabilitation, and It's Never 2 Late game systems. The Foundation is currently seeking funding for this project.

QUALITY OF LIFE



Art from the Heart



Taking the creative talent of long term care residents and turning it into cherished pieces of artwork

Those who work in skilled nursing facilities are well familiar with the special gifts shown by the residents entrusted to their care. The importance of continually recognizing the creative abilities of the dynamic residents can never be overstated.

In 2004 the Foundation for Quality Care and the New York State Health Facilities Association launched the annual Art from the Heart program, designed to spotlight artists who reside in member skilled nursing facilities.

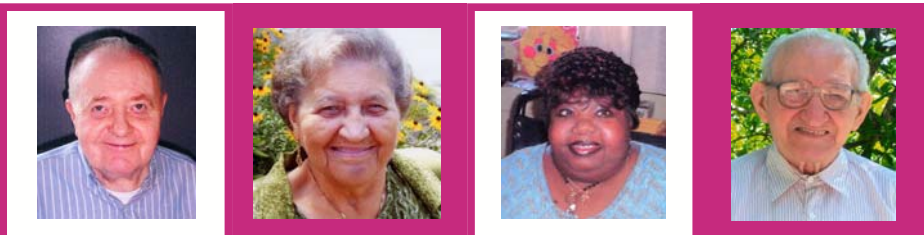
Since it began, the Art from the Heart program has received more than 330 entries from nearly 215 skilled nursing facilities all across New York State. Each year 13 pieces are chosen and placed in a colorful and vibrant wall calendar. Additionally, several other pieces are chosen to be displayed during the public exhibition.

An independent panel of judges selects the winning pieces. Past judges have included individuals from the Albany Institute of History & Art, the New York State Museum, the University at Albany, and the Gallery at Sunnyview Rehabilitation Center. The Foundation continues to seek opportunities to showcase the winning entries at various venues in New York.

The Foundation also sponsors the Legislator Artwork on Loan program, where the winning pieces are loaned to state legislators for display in their offices.

The Art from the Heart calendar is distributed to the artists, their families, NYSHFA member facilities, state lawmakers, and government officials.

The Smiles of the Artists



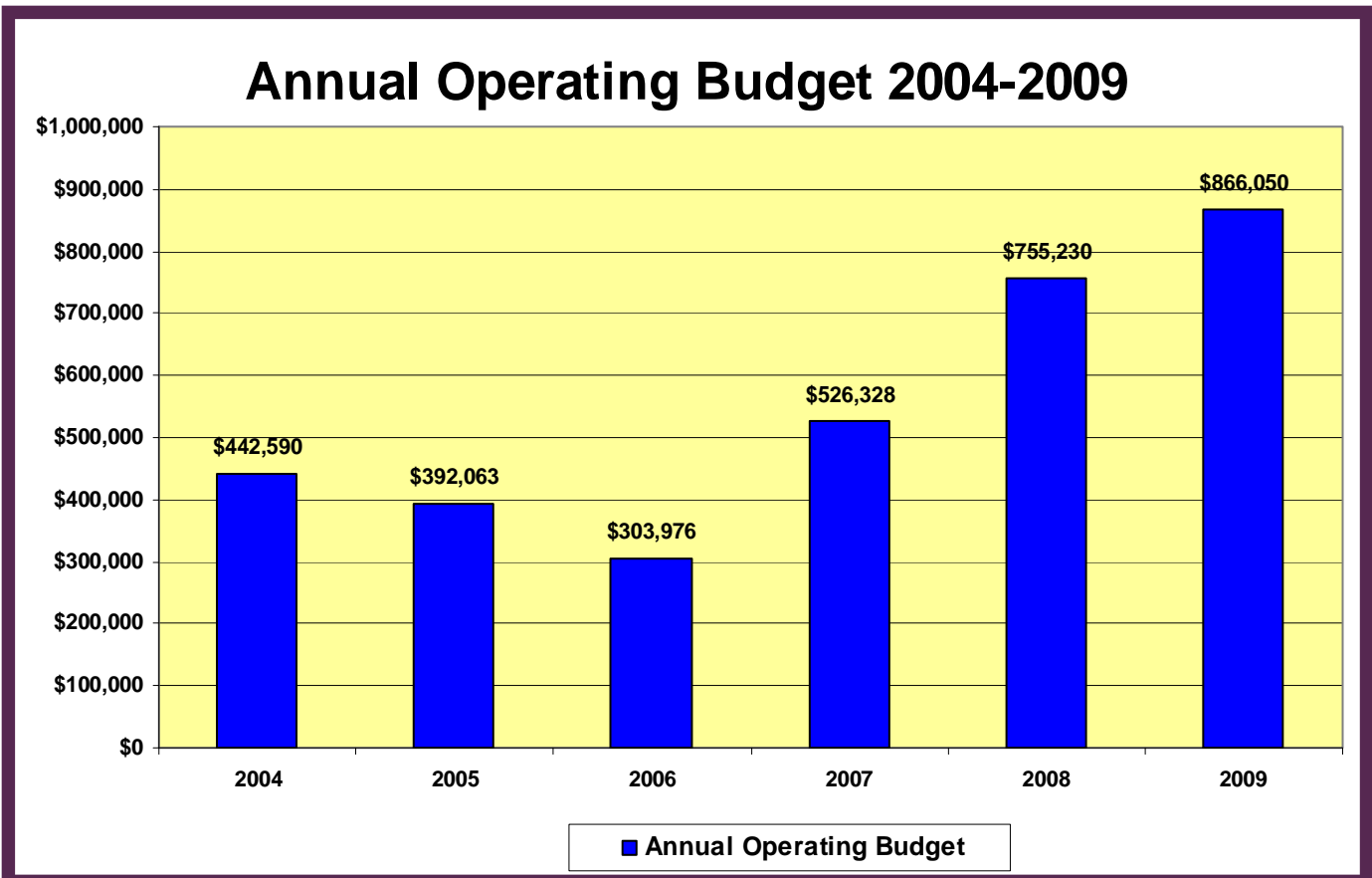
FINANCIALS



THOUGH GRANT INCOME IS THE LARGEST SEGMENT OF THE REVENUE STREAM, FQC'S GRANT PORTFOLIO IS ALSO WELL DIVERSIFIED.

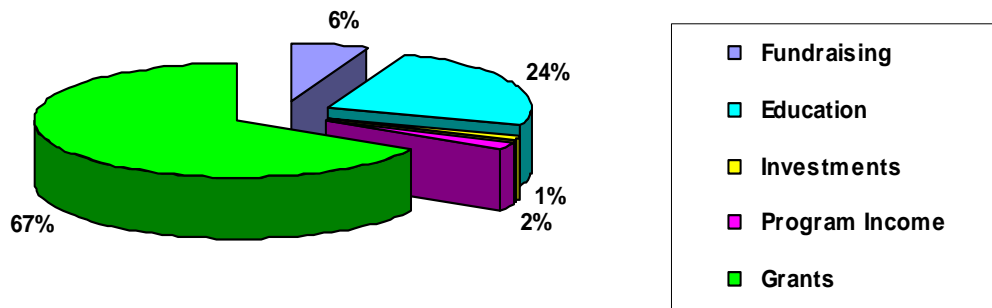
The Foundation for Quality Care has developed a solid business model for growth and expansion. The model is built on unique, relevant, and innovative programs, services, products, education, and research.

The Foundation has a diversified revenue stream that includes program, service, and product income; grant income; charitable contributions; and investment income. Grant income is the largest segment of the revenue stream, with a diversified portfolio of funding from state, federal, and private sources. A full listing of the funding partners of the Foundation for Quality Care follows.



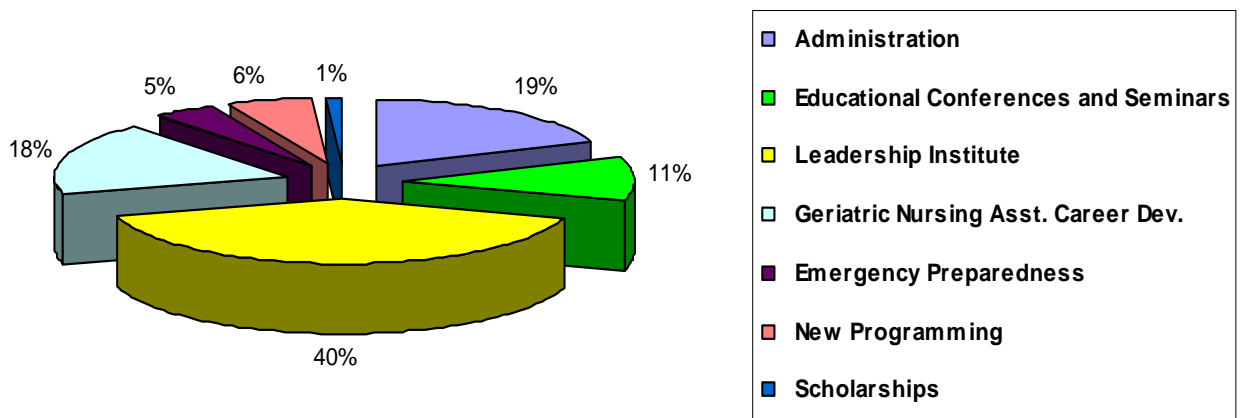
2009 Revenues by Source

Total Projected Revenues
\$881,700



2009 FQC Expenditures by Category/Program

Total Projected Expenditures = \$866,050

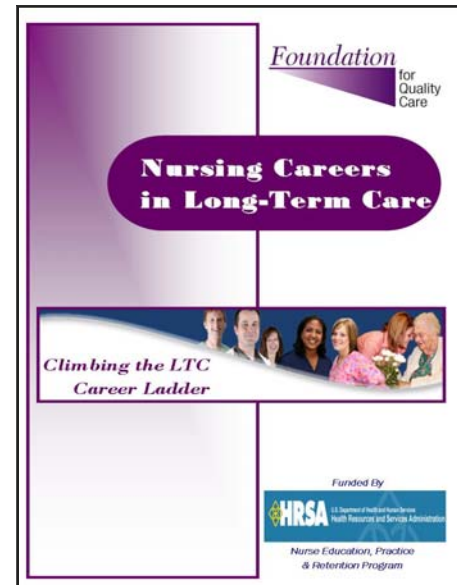
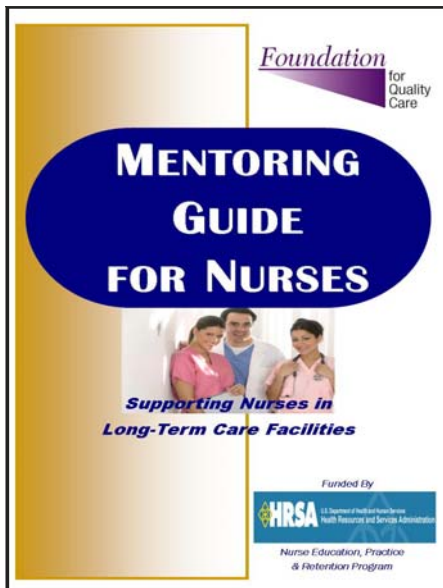


Publications



SUPPORTING NURSES AND CERTIFIED NURSING ASSISTANTS
IN LONG TERM CARE, THE FOUNDATION HAS
PUBLISHED TWO REFERENCE GUIDES.

The **MENTORING GUIDE FOR NURSES** was designed to encourage nurses to become mentors within their facilities. It is well recognized that if nurses are successfully mentored during the initial phases of their new position, retention will increase.



The **NURSING CAREERS IN LONG-TERM CARE** guide was designed for CNAs and nurses working in long term care. The guide provides information on the many possible career paths in long term care, from CNA to administrator.

Funding for the production of these booklets was provided through the U.S. Department of Health and Human Services Health Resources and Services Administration as part of the Nurse Education, Practice and Retention Program.

WORKING PARTNERS

- Albany Institute of History and Art
- American Health Care Association
- Capital Region Workforce Investment Board
- Carelli & Associates
- Central New York (CNY) Works
- Cornell Institute for Translational Research on Aging
- Geriatric Mental Health Alliance of New York
- Healthcare Association of New York State
- Lifeworks, Inc.
- Long Island Forum for Technology
- Massachusetts Senior Care Foundation
- National Association of Health Care Assistants
- New York Association of Homes and Services for the Aging
- NYC Business Solutions
- New York State Department of Labor – Workforce New York
- New York State Nurses Association
- Paraprofessional Healthcare Institute (PHI)
- State University of New York – Institute of Technology

FUNDING PARTNERS

- Community Foundation of the Capital Region
- Community Health Foundation of Central and Western New York
- Dyson Foundation
- First Niagara Foundation
- Health Care Associates of New York
- Jacob and Valeria Langeloth Foundation
- Johnson & Johnson Society for Arts in Healthcare
- New York State Department of Health
Health Workforce Retraining Initiative
- New York State Department of Health
Hospital Bio-Terrorism Preparedness Program
- O'Connell & Aronowitz
- P2 Collaborative
- U.S. Health Resources and Services Administration
Nurse Education, Practice and Retention Program

Foundation
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