

## Year 1 Progress Report

**Organization Name:** Foundation for Quality Care

**Project Title:** Geriatric Nursing Assistant Career Development (GNACD) Program

**Project Number:**

**Report Submission Date:** January 31, 2009

**Report Period:** July 1, 2008 - December 31, 2008

**Description:** The project will improve quality of long term care through increased recruitment and retention of frontline geriatric caregivers (certified nursing assistants). Significant improvements in staff recruitment and retention will be accomplished through collaborative recruitment activities and an innovative, career ladder education program that is academically credentialed and will provide for compensatory and title enhancements upon successful completion.

**Total Funding Amount:** \$475,565

**Funding Duration:** July 1, 2008 - June 30, 2011

**Last Installment Amount:** \$171,511

**Cumulative Expenditures**

**Through Report Period:** \$111,243

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**Project Summary:**

This initial progress report covers the first six months of a 36 month grant. Much of the work performed during this period involved initial project ramp-up, logistics, kick-off meetings and the train-the trainer sessions for the participating facilities. The GNACD Advisory Committee was formed during this period and included a broad range of expert representatives from state and national organizations. A list of Advisory Committee members are **attached for reference**. The initial meeting of the Advisory Committee was held on September 8, 2008 in Cooperstown, NY. The two regions of the state that are the focus of the Year 1 efforts are Western NY and Northeast NY. Numerous collateral materials to describe and promote the program including program brochures, posters and correspondence were developed and distributed to approximately 116 skilled nursing facilities (SNFs) in Western NY (9 Counties) region and 103 SNFs in the Northeast Region (19 counties) (key materials are **attached for reference**). Two (2) project kick-off meetings were held in each region (total of 4 meetings) in October 2008 to roll out the program to interested SNFs. In the Western Region 34 staff members from 24 SNFs attended the kick-off

meeting. In the Northeast Region 30 staff members from 17 SNFs attended the kick-off. Of the 41 SNFs that attended the kick-off meetings, 24 (12 in each region) signed agreements to participate in the program. A follow-up conference call was held with participating facility-based GNACD implementation teams to reinforce the program benefits and obligations and to insure facility leadership buy-in to the program. Two GNACD train-the-trainer programs were held (one in each region) in November 2008. In the Western Region 30 staff attended the train-the-trainer session and 23 attended the session in the Northeast Region. Of the 24 SNFs that signed onto the GNACD program, 23 will be began the in-service element of the program in January 2009. One facility recently dropped-out of the program. Also, in October 2008, the applicant, in partnership with the State University of New York -Institute of Technology (SUNYIT), held *A Day of Education and Recruitment* that focused on nursing careers in geriatric care on the SUNYIT Campus. The event was attended by more than 80 students, faculty and long term health care providers.

## **2. Background**

Direct care workers, such as certified nursing assistants (CNAs), are the backbone of the long term health care system and they are responsible for providing about 90% of the direct care services in long term care facilities. Through proven strategies of career ladder development this important program offers CNAs opportunities to learn new skills that are vital in the long term care workplace. The *Geriatric Nursing Assistant Career Development Program* provides new pathways for career advancement and will allow CNAs to receive an industry recognized credential when they successfully complete the program. The program will also benefit long term care providers by significantly improving CNA recruitment and retention rates and reduce the significant replacement costs associated high staff turnover. The program will further assist long term care (LTC) providers by more fully engaging the range of services, support and resources that are available from the state and regional workforce investment system and educational partners. This project features a strong network of strategic partners including LTC providers, educational institutions, health care associations, state and local workforce investment agencies, and the New York State Department of Health (NYSDOH).

The key objectives of the GNACD program are:

- (1) Improve recruitment of nursing assistants to work in the geriatric care through engaging LTC employers with the workforce investment system and educational institutions.
- (2) Improve geriatric nursing assistant (NA) retention through 27 hours, nine-module career ladder education program.
- (3) Enhance NA skills and competencies that have been identified as critical to geriatric care.
- (4) Provide an advanced credential for geriatric NAs that is generally recognized by LTC employers and ultimately by the NYSDOH.
- (5) Institutionalize pathways for career advancement and increase compensatory rewards for NAs working in geriatric care.

## **3. Project Implementation**

During the initial ramp-up of phase, several key implementation benchmarks that were articulated in the Project Work Plan have been met on schedule. The two principal consultants, which are part of the project team, New York State Health Facilities Association (NYSHFA) and LifeWorks, Inc. were retained very shortly following the grant award and have been working closely with the applicant. NYSHFA staff is providing the clinical expertise and is spearheading the delivery of the overall educational programming and is directly responsible for delivery of the educational programming to the Northeastern Region of the state. LifeWorks, Inc. which consists of faculty from the Cornell Institute for Translational Research on Aging (CITRA), who developed the educational curriculum being used for the educational component of the program, is leading the delivery of educational programming in the Western Region of the state and is also responsible for the analysis of the evaluation data that is being collected on the program. The applicant also established memorandums of agreement (MOAs) with 24 skilled nursing facilities (employer partners) that have agreed to participate in the GNACD program from the Western and Northeast region of the state. The applicant also assembled a respected team of professionals to serve on the GNACD Advisory Committee. The advisory body will provide guidance and assist in developing an industry and government sanctioned credential for advanced geriatric CNAs. The Committee includes representatives from long term care providers, regional workforce investment agencies, the National Association of Health Care Assistants, Paraprofessional Healthcare Institute (PHI), SUNYIT, Cornell Institute for Translational Research on Aging, and a request has been made to the NYS Department of Health- Office of Long Term Care to appoint a representative to the Committee. Another important aspect of the project implementation is that we have purchased video-conferencing equipment which will allow us to interface with our distant project partners and participants in a way that provides a quality interface which will significantly reduce the cost of travel. Twelve (12) of the participating employer partners have been provide with web cameras and have agreed to have their consultations via video conference rather than by telephone. This portion of the project is in its initial stages and more information on the outcomes of this element of the project will be discussed in our next report.

#### **4. Accomplishments and Challenges**

##### **Progress**

In general, the program has been moving forward according to the work plan and timeline with only minor deviations. There were two program modifications that were discussed with the Program Officer very early in the project. One of the modifications was related to the consulting contract with LifeWorks, Inc. and the other was related to the purchase video conferencing equipment instead of laptops and computers. These proposed changes were requested in a detailed correspondence to the Program Officer dated September 18, 2008. Neither of the requested changes impacted the project budget. Written approval for the requested changes was communicated by the Program Officer in an e-mail correspondence dated September 25, 2008.

The **applicant organization** has accomplished the following implementation tasks during this period:

1.  
Organized and conducted the initial meeting of the GNACD Advisory committee.
- 2.

Developed and distributed collateral marketing and promotional materials for the program, which include two full-color program brochures ( one for the employer/providers and one for the nursing assistants), program recruitment posters, several electronic newsletter and conventional newsletter articles and general correspondence; A website portal for the GNACD program on the applicant's website which contains program and collateral materials.

3.

Worked with project team to develop and refine program evaluation tools and systems for data collection.

4.

Developed and procured program educational materials such as textbooks, equipment and supplies.

5.

Developed contact database for GNACD Implementation teams which includes 78 staff members.

6.

Executed memorandums of agreement to participate in the program with 24 skilled nursing facilities in the Western Region (12 facilities) and in the Northeast Region (12 facilities).

7.

Organized Day of Education and Recruitment for Geriatric Nursing hosted by the SUNY-Institute of Technology which was attended by 80 students, faculty and LTC providers.

8.

Identified regional workforce investment agency contacts and have begun to arrange initial meetings with participating LTC providers.

9.

Program staff and a CNA discussed the GNACD program in a live radio interview on *Healthstyles*, on WBAI, 99.5 in New York City on September 5, 2008.

10.

Drafted published newsletter articles on GNACD Program.

The **project team** has completed the following program tasks and benchmarks:

1.

Conducted 4 regional, half-day kick-off meetings (2 in Western Region and 2 in Northeast Region) with participation from 64 staff members from 41 facilities.

2.

Established GNACD in-service implementation teams for 24 participating facilities

3.

Conducted implementation team conference call for 24 participating facilities

4.

Organized and conducted two (2), one-day train-the-trainer sessions (one in each region) for 53 LTC staff members from 24 facilities.

5.

Begun scheduling site visits and phone/video consultations with in-service implementation teams

The 24 **employer partners** have completed the following tasks:

1.

Attended kick-off meetings and train-the-trainer session.

2.

Established GNACD in-service implementation teams.

3.

Begun promoting the program to CNAs in their facilities.

4.

Established criteria for CNA selection into the education program.

5.

Begun to develop new job titles/descriptions for advanced CNA position.

6.

Scheduled initial session of 27 hour in-service education.

7.

Begun collection of baseline data for facility and program participants.

**Logic Model - See attached.**

**Challenges**

There are two key challenges we have encountered during the project. The first challenge is the fact that one of the 24 participating facilities has withdrawn from the program. This facility is located in the Northeast Region and their reasons for withdrawing were articulated in a letter provided to the program staff dated January 21, 2009. The letter stated two primary reasons, 1) a similar program was being offered in their facility and they felt this program would be a duplication of effort, 2) a lower level staff who attended the kick-off meeting misunderstood a key element of the program and thought that the program would actually be funding the compensatory rewards that are can be provided to CNAs upon successful completion of the educational program. There was one other facility that also had this misunderstanding, but program staff was able to clarify this issue with the facility before they signed the memorandum of agreement. The issue was clarified and the facility signed the agreement. In our program materials we mention that the *value* of the GNACD program works out to about \$1,100 per participant (this is based on the total number of CNAs expected to participate over the life of the grant divided by the total grant amount). These two facilities thought that the \$1,100 we mentioned in the program brochure would be given directly to the participating facility to be used for CNA salary or benefit increases. In the 2 kick-off meetings and the follow-conference call each benefit and responsibility of the program was discussed at length and facilities/employers were encouraged on several occasions to ask questions about any part of the program they did not understand. None of the other participating facilities expressed any misunderstanding about this issue. In our future kick-off meetings for Year 2, we will make sure to emphasize that none of the grant funds are allocated to subsidize compensatory rewards for CNAs in the program.

The second challenge we have encountered is the number of workforce investment agencies (WIAs) we will need to build relationships with. This is greater than anticipated due to the scattered geographic distribution of our participating facilities within each region. For example, in the Western region the facilities that are participating in the program are covered by six (6) different workforce investment agencies and facilities in the Northeast Region are covered by five (5). This is significantly more than the number agencies that was initially expected. Our organization is committed to establishing these relationships, not only for this program but for a range of other workforce programs. However, it is anticipated that this component of the project will take considerably more time than originally expected. We are also looking ahead to next year when our programs will be offered in the downstate area to see if we will be encountering these same challenges in the more densely populated areas of the state.

## **5. Clients Served**

The primary clients being served by this project are Certified Nursing Assistants (CNAs) working in residential geriatric care settings, i.e. skilled nursing facilities. As noted above, the in-service education component of the program which directly impacts the CNAs was just beginning in January and complete demographic and socio-economic data on the participants has not yet been collected, but will be available for the next report. The participant data collection instruments have been developed and distributed to the in-service implementation teams and are available on GNACD tab - Participant Page of our website. The data being collected includes: age, race/ethnicity, gender, credentials, educational attainment, current position title, time in current position, and other positions held.

The secondary clients being served are the long term care providers/employers and their key staff that are involved in workforce/staff development. Listed Table 1 Attached is employer partner data indicating the number of participating facilities and health care staff that will be supporting the project by region and training session.

## **6. Future Plans**

The next phase of the project is focused on the delivery of the core program services to the primary clients, including the 27 hour in-service education component and establishing CNA recruitment pipelines, activities and opportunities with the regional workforce agencies. As the first cohorts of CNAs complete the in-service programs by May 2009 , we also be focused on collection and analysis of evaluative data and establishing feedback loops though the booster sessions. The Year II program cycle will be beginning in Fall 2009 with new programs being ramped-up in two downstate regions, i.e. NYC/Westchester/Rockland and Long Island.

The specific tasks that are ongoing, or will begin in early 2009 are:

### **In-Service Education Activities**



Up to 4 hours phone or video consultation for each of the 23 facilities to establish CNA selection criteria for career ladder in-service, system of rewards and career pathways, creating new job titles and job descriptions , and refinements of the in-service program.



Select CNAs for career ladder in-service training and confirm training schedule.



Conduct in-service career ladder training for approximately 100-120 CNAs at 23 facilities in Western (12) and Northeast (11).



Provide 1/2 day on-site technical assistance to 23 facilities in Western (12) and Northeast (11) to evaluate, observe & assess in-service 9 module (27 training hours) career ladder program



Conduct

**Budget Report**

A.	B.	C.	D.	E.	F.	G.	H.	I.	J.
	Total Budget for Entire Grant	Funding Received to Date	Previous Expenditures (if any)	Previous Unexpended Funds (if any)	Annual Budget for Current Period	Expenditures For Period	Unexpended Funds for Period (F - G)	Cumulative Expenditures (D + G)	Cumulative Unexpended Funds (E + H)
<b>I. Personnel</b>									
Richard Patterson/Executive Director	43,611	14,040	0	0	14,040	3,865	10,175	3,865	10,175
Bryan Boeskin/Director Resource Development	20,191	6,500	0	0	6,500	6,500	0	6,500	0
Scott Jackson/Director Education Planning	23,320	7,508	0	0	7,508	607	6,901	607	6,901
Christina Johnson/Program Asst	17,869	5,753	0	0	5,753	2,701	3,052	2,701	3,052
Roy Aaonsen/Applications Programmer	5,048	1,625	0	0	1,625	268	1,357	268	1,357
Student Intern	6,000	2,000	0	0	2,000	2,073	-73	2,073	-73
<b>I. Subtotal</b>	<b>116039</b>	<b>37426</b>	<b>0</b>	<b>0</b>	<b>37426</b>	<b>16014</b>	<b>21412</b>	<b>16014</b>	<b>21412</b>
<b>II. Other Direct Costs</b>									
Office Operations									
Supplies	3790	2930	0	0	2930	521	2409	521	2409
Duplicating	3000	1000	0	0	1000	1307	-307	1307	-307
Telephone	900	300	0	0	300	31	269	31	269
Postage	1755	585	0	0	585	470	115	470	115
Equipment Rental	0	0	0	0	0	0	0	0	0
Communications/Marketing	7100	7100	0	0	7100	6756	344	6756	344
Software	0	0	0	0	0	0	0	0	0
Computer Time	0	0	0	0	0	0	0	0	0
Meeting Costs	19080	6360	0	0	6360	4595	1765	4595	1765
Travel	26822	7854	0	0	7854	1408	6446	1408	6446
<i>Custom: Career Fairs and Day of Education</i>	27,000	9,000	0	0	9,000	2,672	6,328	2,672	6,328
<i>Custom: In-Service Education</i>	0	0	0	0	0	0	0	0	0
<i>Custom: Textbooks</i>	6,000	6,000	0	0	6,000	5,516	484	5,516	484
<b>II. Subtotal</b>	<b>95447</b>	<b>41129</b>	<b>0</b>	<b>0</b>	<b>41129</b>	<b>23276</b>	<b>17853</b>	<b>23276</b>	<b>17853</b>
<b>Sutotal Sections I &amp; II</b>	<b>211486</b>	<b>78555</b>	<b>0</b>	<b>0</b>	<b>78555</b>	<b>39290</b>	<b>39265</b>	<b>39290</b>	<b>39265</b>
<b>III. Indirect Costs</b>	<b>25378</b>	<b>9427</b>	<b>0</b>	<b>0</b>	<b>9427</b>	<b>4714</b>	<b>4713</b>	<b>4714</b>	<b>4713</b>
<b>IV. Equipment</b>	<b>10600</b>	<b>10600</b>	<b>0</b>	<b>0</b>	<b>10600</b>	<b>10097</b>	<b>503</b>	<b>10097</b>	<b>503</b>
<b>V. Consultant/Contractual Agreements</b>	<b>228101</b>	<b>72929</b>	<b>0</b>	<b>0</b>	<b>72929</b>	<b>57142</b>	<b>15787</b>	<b>57142</b>	<b>15787</b>
<b>Total</b>	<b>475565</b>	<b>171511</b>	<b>0</b>	<b>0</b>	<b>171511</b>	<b>111243</b>	<b>60268</b>	<b>111243</b>	<b>60268</b>

Principal Investigator:

Financial Officer:

Signature: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Date: \_\_\_\_\_