

The Business of Caregiving



NewCourtland

Advancing organizational strength and quality through workforce development

In May 2011, the auditorium of the NewCourtland Education Center was filled with excited relatives and friends. The newly trained health care providers, in white graduation gowns, were poised to enter and receive their diplomas. Gail Kass, president and CEO of NewCourtland, a senior services network in the Philadelphia area, greeted the crowd. She began by relating a story that had solidified her notion of the role and contribution of certified nurse aides (CNAs) in her organization.

State surveyors arrived at the door of one of the nursing homes in the NewCourtland Network, Kass

NewCourtland's commitment to its frontline workers was part of the impetus to develop educational programs that would support and honor the CNA.

explained, and the employee who usually showed the team around was off-site. Another employee stepped forward and volunteered as “tour guide.” This woman took the surveyors to each resident. She knew each resident’s name and family. She understood the specifics of each resident’s health condition and preferences. She communicated clearly and in detail with the surveyors. At the end of the visit, the surveyors had been so impressed by the knowledge and poise of the employee, that they wondered what nursing school she had attended. “I am a CNA,” she replied, “not a professional nurse.”



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The Business of Caregiving is a series of case studies that showcases exemplary employers in the eldercare/disability services industry. The organizations featured in this series have been selected to illustrate a “**quality care through quality jobs**” approach to sustaining and growing a long-term care business. All case studies, along with slide shows and podcasts, are available online at: www.PHInational.org/casestudies. The development of these case studies, along with web-based best practice descriptions, have been funded by the Hitachi Foundation (www.HitachiFoundation.org).

“Partnering with the staff was the single most important thing we could do if we wanted to provide a better quality of life and quality of care to elders.”

– Gail Kass, President & CEO

This story, Kass explained, underscored NewCourtland’s commitment to its frontline workers and was part of the impetus to develop educational programs that would support and honor the CNA and give all staff the opportunity to develop new skills and grow within the organization. NewCourtland is committed not only to high-quality care, but to workforce development that advances both the care of elders and the lives and careers of workers.

The NewCourtland Network



Gail Kass,
President and CEO

NewCourtland is a leading nonprofit provider of community services, affordable housing, and nursing homes for seniors in the Philadelphia area. Founded in 1995, it is unique in its inclusion of education and workforce development as part of its core mission.

Services and programs in the NewCourtland Network include community-based senior centers and an adult day center; a program modeled on the Program of All-Inclusive Care for the Elderly (PACE) that provides coordinated healthcare and social services to nursing-home eligible seniors; several skilled nursing facilities; and a home health agency offering skilled nursing, home health aide, and skilled rehabilitative services in individuals’ homes. The NewCourtland Network employs 2,300, including 798 CNAs, 275 LPNs and 148 RNs, and serves over

7,000 seniors. Of these, 777 CNAs, 234 LPNs, and 80 RNs provide care to 1,500 seniors in the network’s nursing homes.

“Partnering with the staff was the single most important thing we could do if we wanted to provide a better quality of life and quality of care to elders,” Kass says. Over the years, NewCourtland has developed a career

ladder and other supports that have raised the skills, wages, and assets of hundreds of employees and have improved worker retention and loyalty.

Taking PRIDE in its employees

NewCourtland’s commitment to its workforce is evident throughout the organization, including its vision statement, which explicitly recognizes the staff:

VISION

The NewCourtland Network carries out its healing mission for Philadelphia’s seniors by meeting their individual and changing needs. We honor the staff that work with them and support them by providing training, education and career advancement.

Putting this commitment into practice, NewCourtland launched its Employee PRIDE (Provide Respect, Incentives, career Development, and Education) program in 1999. It aims to improve the lives of NewCourtland employees, as well as their families, clients, and community residents. The PRIDE program consists of a series of initiatives—including educational opportunities, counseling and other supports, and home ownership incentives—that together support and strengthen the workforce and create opportunities for career and wage advancement and for asset accumulation.

The Employee PRIDE program aims to improve the lives of employees, as well as their families, clients, and community residents.

Anna Marshalick, executive director of the NewCourtland Education Center, notes that “education was always a part of NewCourtland’s focus and mission.” In 2004, NewCourtland built an education center on its Germantown campus “because of our absolute devotion to education and the mission, helping us to help the people who care for our elders,” Marshalick adds. This training facility was originally established to provide education and workforce development for NewCourtland Network staff. In 2010, with funding from the Philadelphia Workforce Development Corporation, that mission expanded to include educating anyone in the Philadelphia community interested in a career in long-term care nursing.

Education

Ladder of Opportunity

In her presidential message, which appears on the NewCourtland website (www.newcourtland.org/ceo.php), Kass writes: “We at NewCourtland recognize that no programming centered on the care of seniors can be successful without the dedication and hard work of the staff. In an attempt to secure and retain the best in the field, NewCourtland has launched many

important initiatives, but none more widely known or applauded than our Ladder of Opportunity, which provides training, scholarships, stipends, tuition reimbursement, and accredited teaching to care and nursing staff who wish to advance their careers.”

Kathie Brogan, NewCourtland’s chief nursing officer and the president of the NewCourtland Education Center, describes the high turnover when she joined the organization 11 years ago: “Retention

Climbing the Career Ladder Rungs

Nicanor Palicarpio and his wife are raising a young family in Philadelphia—not an inexpensive endeavor. Hailing from the Philippines, Palicarpio began his NewCourtland career as a housekeeper in the organization’s largest nursing home. Reading about the Ladder of Opportunity on the facility’s bulletin boards, Palicarpio seized the chance to advance his career and improve his wages, enrolling in the CNA program after two years as a housekeeper. Two years later he was studying to be a CNA specialist, and now, after seven years of employment, he is enrolled in the LPN program. He sees himself continuing to advance through the career ladder: “Yes, I want to step up,” he explains. “I’m going to use the ladder as long as I can use it. If I have the opportunity to do it, I will grab it.”

Palicarpio recognizes the message the organization is sending through its career ladder. “This ladder of opportunity is an appreciation of employees,” he observes. His experience with the ladder also has engendered loyalty to the organization that has supported his advancement: “Maybe I can say something about how I look at the benefits,” he notes. “It’s personal, too. I have to pay back, I have to be grateful of what the company is giving me. Who would want to invest in me, in somebody, just like that? I know there are qualifications, but if there is no employer doing that, everything would be coming from my pocket. And oh my, I can’t pay for it. So I need to do what I have to do in return.”

This “win-win” scenario is helping NewCourtland to retain motivated and skilled staff who in turn are able to support their families and advance their careers.



Kathie Brogan,
Chief Nursing Officer
and President of the
Education Center

was so horrible we knew we had to do something. We had really, really good people but they would leave. So the first thing we did years ago was to bring up their salary to a competitive level—nursing assistants, housekeeping, even people in dietary. Then we thought of making the

staff partners with us in caring for the residents. It’s a win-win.”

This approach led to the establishment of a career ladder. The Ladder of Opportunity is open to all NewCourtland Network staff, and today offers the following:

Certified Nursing Assistant (CNA) Certified Nursing Assistants are the cornerstone for the care received by seniors in the NewCourtland Network. Through the NewCourtland Education Center, trainees receive seven weeks of adult learner-centered, competency-based training. The interactive training builds knowledge, skills, and attitudes necessary for delivering quality care for elders.

Any NewCourtland Network employee may take the CNA training course.

CNA Specialist To become a CNA specialist, CNAs participate in a seven-week training that focuses on nutrition, wound-prevention and skin care, restorative care, and dementia care. CNAs attend the training during their scheduled work hours, and are paid their regular salary and benefits. Upon successful completion of the course, CNA Specialists take on new administrative and “specialty care” responsibilities and receive an additional \$1 per hour in pay.

Licensed Practical Nursing (LPN) NewCourtland opened its School of Practical Nursing at the NewCourtland Education Center in January 2010. It

offers an 18-month program for working adults to become LPNs.

Within NewCourtland, LPNs play key roles on nursing teams, administering medications, measuring vital signs, maintaining patient records, and monitoring treatment programs. They also take on the role of charge nurse in facilities, where they supervise CNAs and other staff.

The Ladder of Opportunity provides training, scholarships, stipends, tuition reimbursement, and accredited teaching to staff who wish to advance their careers.

Registered Nurse (RN) NewCourtland supports its LPN staff in pursuing careers as Registered Nurses through tuition reimbursement and scholarships. RNs are important leaders within the NewCourtland Network, serving as advocates for the seniors under their care. RNs play a key role in assessing, planning, implementing and evaluating the care of those NewCourtland serves.

Bachelor of Science in Nursing (BSN) and Master of Science in Nursing (MSN) NewCourtland offers additional opportunities, including scholarships, for RNs to advance their education through BSN and MSN programs. Those who graduate from these programs are guaranteed a position within the NewCourtland Network.

Prior to the establishment of its own School of Practical Nursing in January 2010, NewCourtland Education Center also ran a Graduate Practical Nurse (GPN) Fellowship. This eight-week program was designed to prepare new LPNs for the dual role of nurse clinician and charge nurse responsible for supervising CNAs and ancillary staff. During the eight weeks, NewCourtland evaluated abilities and provided support to strengthen skills. It proved an effective

strategy to transition brand new graduates into the LPN role.



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Anna Marshalick, Executive Director, NewCourtland Education Center

Reflecting on the education center and career ladder, the center’s executive director, Anna Marshalick, states: “We are blessed with a dedicated, highly qualified faculty. I think every person who

works in this education center and everyone in the whole NewCourtland Network who has any touch at all with this ladder is so devoted to it... We know how tremendously successful it is.”

“You look to your left, you look to your right,” Marshalick continues, “you see people whose lives have been changed because of it, because of this education opportunity.”

“You look to your left, you look to your right, and you see people whose lives have been changed because of this education opportunity.”

– Anna Marshalick

Graduation from the nursing assistant program itself symbolizes the transformational power of this education for individual staff. “There was a great discussion with the nursing assistants about what they wanted to wear for their graduation,” states Brogan, describing one of the earliest classes. “Some wanted to wear their Sunday best, some wanted to wear their scrubs. Some people didn’t have money to go out and get Sunday best. So I talked to Gail Kass and she said, ‘Why don’t they wear white graduation gowns?’ Well, they do. And I’m telling you, talk about pride, the sense of pride that they have, that day, wearing them,

The career ladder has been so successful in its skilled nursing facilities that NewCourtland is now developing a comparable ladder for home health aides working in its home and community-based programs.

because some of them have never worn a graduation gown. ...So that really was a great thing. And we still do that to this day.”

The career ladder has been so successful in its skilled nursing facilities that the NewCourtland Network is now developing a comparable ladder for home health aides in its home and community-based programs. NewCourtland is also developing an educational program for a new physical therapy assistant

position to further meet the needs of the elders and expand opportunities for employees.

Tuition Reimbursement and Scholarships

Regular full-time and part-time employees who work

15 hours or more per week and who have completed 90 days of continuous employment are eligible to apply for tuition assistance and can receive up to \$2,000 annually (for full-time employees). Part-time employees can receive up to \$1,000 annually. This tuition reimbursement can be applied to education both within and external to the NewCourtland educational system.

Scholarships are also made available for continued studies—for example, those pursuing a BSN or an MSN. Beverly McDaniel, nurse educator, describes her experience:



Beverly McDaniel,
Nurse Educator

“I knew they had the Ladder of Opportunity, I made sure I took advantage. I am one of the proud persons who can truly say that I’ve gotten two scholarships from NewCourtland.

I got my BSN and I did not pay one

cent. And I got my master’s degree without paying any money—all because of NewCourtland’s Ladder of Opportunity.

A lot of people tend to flock to NewCourtland because they know NewCourtland will pay for their education. And they don’t require a whole lot in return. It’s a lifetime opportunity.”

Employees can also qualify for the Kass scholarship, an endowed fund that is awarded annually to a student who is pursuing a degree from the Gerontology Nurse Practitioner (GNP) Master’s program at the University of Pennsylvania School of Nursing. Preference for this scholarship—named in honor of NewCourtland President and CEO Gail Kass—is given to NewCourtland Network employees and their children.

Non-credit courses and continuing education offered at the Education Center give staff who have been out of a school environment the opportunity to have a positive learning experience.

Continuing Education

NewCourtland offers continuing education for its nursing assistants and licensed professionals at the Education Center. Recognizing the critical role that nursing assistants play in the care of individuals with dementia and in preventing pressure ulcers, NewCourtland offers special courses in both these

areas. Using an interdisciplinary model of education, with nurses attending alongside nursing assistants, these courses aim to provide the underlying rationale for specific caregiving tasks, allowing for a deeper understanding and appreciation of each caregiver’s

NewCourtland offers special courses in the care of individuals with dementia and in preventing pressure ulcers.

role in ensuring the safety and health of elders in their care. These courses provide an opportunity for all CNAs to learn and improve their work, even if they may not want to become a CNA specialist.

Professional nursing staff and nursing home administrators receive contact hours for continuing education classes, which helps them to meet the requirements for maintaining certification and licensing. Nursing assistants also receive 12 hours of mandatory continuing education within their own nursing homes in addition to any training they may receive at the Education Center.

Non-Credit English and Math Skills Training

NewCourtland offers free non-credit English and math courses at the Education Center, taught by faculty of the Community College of Philadelphia. These courses are available for anyone wanting to improve skills, whether or not they plan to advance through the

career ladder. Classes run usually twice a year, with around 30 employees participating annually. These courses and other continuing education offered at the Education Center give staff who have been out of a school environment for some time an opportunity “to get their toes wet” and experience a positive learning environment and its associated requirements and accomplishments.

Employee Assistance Program (EAP)

Caregiving can be a demanding job. NewCourtland recognizes that in order to focus on the important work of providing quality care, staff often need to ensure they have support in other areas of their lives. The EAP offers confidential assistance for a variety of personal and professional concerns. NewCourtland employs one full-time and one half-time staff that offer counseling. In addition to counseling, the EAP offers information on many community services, including camps and child care, adult day care for family members, and tax services.

YOUrHOME

Since 2004, NewCourtland has offered an employer-assisted home ownership program, providing employees grants for up to \$3,000 toward a down payment or closing costs for the purchase of a home. Grants are provided to employees who are purchasing homes that are within a five-mile radius of one of NewCourtland’s nursing home properties, throughout the Philadelphia area. The benefit is open to all employees who are in good standing, have worked for NewCourtland for at least one year, and who are first-time home buyers.

NewCourtland employees can leverage YOUrHOME funds with a dollar-for-dollar match from the city of Philadelphia through the Philadelphia Home-Buy-Now program, a partnership between the city of Philadelphia, the greater Philadelphia Urban Affairs Coalition, local lenders, and employers. This is a housing incentive program intended to help employers attract and retain employees.

Since the inception of YOUrHOME, around 66 employees have benefitted from grants. From FY 2004 through FY 2010, NewCourtland granted \$169,000 to employees under this program.

Why does NewCourtland offer such a program? NewCourtland highlights both employer and employee benefits, another “win-win”:

YOUrHOME

Employer Benefits

- Recruitment
- Retention
- Strengthens community
- Builds organization value and reputation

Employee Benefits

- Overcome barriers to home ownership
- Reduce stress and commuting time
- Strengthens community
- Financial incentives and protection

Such a program helps employees to become further rooted in the same communities that NewCourtland is serving. It therefore builds stability not only for the employee and his or her family, but for the community as a whole.

Neighbor-to-Neighbor

This employee referral bonus program offers employees \$1,000 for referring an RN or LPN who is hired, and \$300 for any other hired positions within the NewCourtland Network.

Experiencing tangible results

Employee Outcomes

Professional Transformation NewCourtland staff speak of the transformational potential of the free educational opportunities afforded to employees. Many of the staff who have benefitted from the Ladder of Opportunity describe achieving greater confidence as well as skills and earning power. Many convey their sense of gratitude for being able to study and work simultaneously, with no tuition bills to pay—something that would have been out of reach had tuition figured in the equation, particularly given employees’ family obligations.

For instance, Syretta Graham completed her CNA specialist training in 2008 and is now in the school of

practical nursing. “The specialist class gave me the boost I needed,” Graham relates. “I began to realize that I really can accomplish anything I put my mind to and that education is an investment in my future.” Graham took math and English prep classes through NewCourtland, and then took three courses from the Community College of Philadelphia that were offered at the Education Center to prepare for the entrance tests and meet the prerequisites for LPN school. “I couldn’t pay for tuition. Without NewCourtland, my goals would have been unfulfilled and my future uncertain. I don’t think there is any other employer who does what NewCourtland is doing with the Ladder of Opportunity,” Graham asserts.

CNA specialist Beverly Evans notes, “The Ladder of Opportunity gives me something I would never have if I were on my own: a chance to realize my true potential... improve my self-worth... and a new outlook on life.”

Over 500 staff members have benefitted from the Ladder of Opportunity since its inception in 1999 (see

Table 1). Of these, 33 have advanced through more than one rung of the career ladder.

“I began to realize that I really can accomplish anything I put my mind to and that education is an investment in my future.”

– Syretta Graham, CNA

Earnings Each rung of NewCourtland’s career ladder is associated with increased wages for graduates. Staff working in food service, laundry, or housekeeping typically earn around \$11 to \$12 hourly. New CNAs earn around \$12.85 per hour, so staff are receiving up to \$1.85/hour increase when moving into a CNA position. Home health aides working for NewCourtland can also take the CNA course; once they move to a CNA position in one of NewCourtland’s nursing homes, they receive a \$2 increase—from \$10 to \$12.

CNA specialists receive an additional \$1 per hour in compensation above what they had been receiving as a CNA, which is based on their experience and tenure. LPNs receive around \$25 per hour; CNAs and CNA specialists can therefore potentially double their salary upon completion of the LPN course; 50 staff members have done so since the inception of the program. RN salaries are based upon experience. If someone goes through the ladder with no experience, they would receive a bit over \$27 per hour.

Table 2 summarizes the potential average gains in annual salary for each rung of the career ladder, based on a 40-hour work week. This represents significant improvements in purchasing power for a substantial proportion of NewCourtland’s staff. And staff recognize the significance of this fact and its impact on their families.

“I was given the opportunity of a lifetime,” says Joe O’Brien, now a unit manager, as he

Table 1 NewCourtland Staff Completing Career Ladder Program (1999-May 2011)

Program Completed	Number
CNA program	74
CNA specialist	220
LPN	50
GNP Fellow	85
BSN	70
MSN	40
Kass scholar	5
Total	544

comments on his quest to become an RN. “Everyone...worked with me; they listened to my needs and created a schedule that allowed a perfect balance of work, school, and family life. I received every opportunity to succeed and I am forever grateful. With such a support network, I can follow my dreams...no matter how difficult—whatever it takes.”

“I received every opportunity to succeed and I am forever grateful.”

– Joe O’Brien, Unit Manager

Table 2 NewCourtland Staff Completing Career Ladder Program

Position	Average Annual Earnings
Pre-CNA (laundry, housekeeping, food service)	\$23,026
CNA program	\$26,666
CNA specialist	\$29,120
LPN	\$52,125
RN/BSN	\$68,432

- Scholarship recipients say they would not have been able to complete their educations without NewCourtland’s scholarship assistance.
- Employees express the belief that NewCourtland’s educational program is developing a loyal group of people who intend to stay in the NewCourtland Network for a long time. Collectively, employees who have benefited from NewCourtland’s educational assistance are very appreciative, saying they could not or would not have gone to school without help. They feel they are the future leaders within the organization and are proud to be employed in the NewCourtland Network.

The sense of accomplishment acquired by staff and the concomitant sense of loyalty toward NewCourtland translate into lower turnover. “We realize making an investment in the people is the smartest thing to do because they care for our elders,” explains Anna Marshalick. “We’re teaching them the NewCourtland way to care for our elders. We’ve made an investment in them, and they stay. Our attrition is very low.”

Marshalick elaborates further on the significance of NewCourtland’s investment:

Business Outcomes

Greater Staff Loyalty and Retention Weekly staff gatherings at all NewCourtland sites—called “information sessions”—have yielded qualitative evidence that the PRIDE initiative and Ladder of Opportunity program are engendering a sense of staff loyalty.

- CNAs who have taken the non-credit courses for developing English and math skills say they would never have taken the classes if NewCourtland hadn’t paid for them.
- Staff mention that offering courses at the NewCourtland Education Center has made it possible for them to attend. As one nurse put it: “The only way they could make it easier for me to go back to school was to offer classes in my living room.”

“We’ve made an investment in them, and they stay. Our attrition is very low.”

*– Anna Marshalick
Director, Education Center*

These are amazing, wonderful, bright individuals who just need a chance. They need an opportunity to grow and learn. And they need that support and they need that confidence and they just need that chance. And once they get it, there is no limit to what they can achieve. The investment has been well worth it. The money that has been spent on this ladder has come back to NewCourtland ten-fold. Our attrition is so low and we have dedicated employees who stay and they love what they do.

Indeed, of the staff who have acquired their CNA certificate, those who have advanced to CNA specialist, and those who obtained their LPN through NewCourtland’s educational programs, less than 10 percent have left their employment with NewCourtland. Overall turnover within the NewCourtland Network is approximately 26 percent, but only 10 percent among full-time employees. This in an industry where turnover in many facilities exceeds 100 percent for frontline workers.

When asked about factors contributing to NewCourtland’s success, Marshalick sums it up: “It’s

Of staff who have acquired their CNA certificate, advanced to CNA specialist, or obtained their LPN through NewCourtland’s educational programs, less than 10 percent have left their employment with NewCourtland.

the people and the organization’s commitment to the mission. I think it is our commitment to always raising the bar. We’re always evaluating what we’re doing: Are we meeting the needs out there? We are never content to sit back and rest on our laurels. We are always looking to how can we do better, how can we take care of our elders better. How can we help the individuals who are caring for the elders to reach their goals?”

Resident Outcomes

Ensuring that NewCourtland care providers have excellent education has led to improved resident outcomes. Take, for instance, continuing education related to pressure ulcers. A pressure ulcer is localized injury to the skin and/or underlying tissue resulting from prolonged pressure or friction. Also known as bed sores, pressure ulcers have been documented as a major challenge across all health care settings, are a significant source of pain and suffering, and can lead to dangerous sequelae such as sepsis. Pressure ulcers can also be expensive to treat.

NewCourtland established the Pressure Ulcer Management, Prevention, and Treatment Program (PUMPT). This daylong educational program taught by Patti McCloskey, NewCourtland’s director of clinical standards, is offered on a monthly basis and is open to all licensed nurses and CNAs. The morning session addresses prevention, identification, staging, treatment and documentation of pressure ulcers. The afternoon session is spent in the Education Center’s skills laboratory. At the completion of the program,

licensed nurses receive six continuing education units (CEUs).

“When the PUMPT program initially began, word spread quickly and employees were eager to attend!” McCloskey states. The number of employees that enroll in the program increases each month.

This popular educational program is supplemented by weekly interdisciplinary “Skin and Nutrition” meetings held at each nursing home to discuss residents that are newly admitted or readmitted, those with pressure ulcers across all stages, and those at risk for altered skin integrity or altered nutritional status. Each nursing home also conducts weekly interdisciplinary “Wound Rounds” attended by nurse

practitioners, unit managers, dietitians, CNAs, and physical therapists. All NewCourtland homes together hold a weekly “Wound Conference Call” to discuss the specifics of each resident with facility-acquired pressure ulcers, including ulcer stages, body sites, unit location, root causes, and plans of action. The Wound Care Education Institute trained 10 NewCourtland licensed nurses who went on to receive their Certification in Wound Care.

These efforts have paid off. NewCourtland’s facility-acquired pressure ulcer rate is low and continues to decline (see Figure 1).

Thus, results experienced by NewCourtland come full circle and affirm Kass and Brogan’s initial vision for a partnership with and support for staff, leading to high-quality services as well as improved lives of employees. Eliza Whittington, class president of the first group of LPNs to be graduating from the NewCourtland School of Practical Nursing in 2011, spoke at the May graduation ceremony.

Figure 1 Facility-Acquired Pressure Ulcer Rates, July 2008 – March 2011 (FY11 represents 9 months)



“No other school offered what NewCourtland had to offer,” she said to the audience. “If you tell everyone your dreams, people will pave the way. I hope with my new education I can show others the way.” NewCourtland has indeed paved the way for hundreds of employees, and has reaped the benefits of this unwavering commitment.



Eliza Whittington, 2011 Class President, NewCourtland School of Practical Nursing

About the Author Marcia Mayfield, PHI Director of Evaluation, authored this case study, with research assistance from the PHI evaluation team, including Inés Escandón and Malika Gujrati. It also includes material from a previous best practice description (www.PHInational.org/bestpractices) authored by Chris Cornog, President of Paxton Communications and a PHI consultant.



PHI (www.PHInational.org) works to improve the lives of people who need home and residential care—and the lives of the workers who provide that care. Using our workplace and policy expertise, we help consumers, workers, employers, and policymakers improve eldercare/disability services by creating quality direct-care jobs. Our goal is to ensure caring, stable relationships between consumers and workers, so that both may live with dignity, respect, and independence.

