

NEWCOURTLAND BULLETIN

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Why it's important to stay true to our Health Equity Mission

Joe Duffey, President & CEO, NewCourtland



At NewCourtland, we deeply understand that our success in serving the needs of our residents and members is intricately tied to a workplace culture that supports and empowers our employees to excel. As CEO, I am personally and deeply committed to this cause, and I am resolute in my determination to enhance our support for every team member continuously. Over the past year, I have learned so much from our dedicated employees as we have worked together to understand better the changes needed to foster a more supportive environment. Your wisdom and experiences have been invaluable in guiding this process, and I am truly grateful for your contributions.

I also recognize that this continuous improvement process benefits from improved communications and transparency in handling concerns that impact our employees and foster a respectful workplace. None of this is possible without all of us committing to respect and honor each other as coworkers on this mission.

We know that 2024 will bring its own unique challenges, but we will hold steadfast in continuing to position NewCourtland as a great place to work strategically. This foundation enables us to advance our housing and health equity mission. Here are some of our current actions:

- In January 2024, we started rolling out Any Care Counts Philly, a demonstration program that supports NewCourtland employees who are also caring for someone outside of work. Our focus is to highlight available services and reduce barriers to accessing these services so that employees experience improved work/life balance, reduce caregiver burnout, and overall increase employee satisfaction at work.
- We will continue to offer the CNA/NA education programs that were started in September. These programs meet the individual needs of our team members for educational opportunities and NewCourtland's need for talented and dedicated professional caregivers. So far, over 14 employees have made the leap from other positions to become certified as CNAs (Certified Nursing Assistants).



Letter from our CEO Con'td

- We are thrilled by the strides we are making to bring innovative housing solutions to our city. These initiatives, such as our Housing with Services for individuals at risk of homelessness, are not just projects but tangible manifestations of our collective efforts and commitment. They provide access to permanent housing with appropriate supportive services, fostering improved health and independence. The contributions to these initiatives are invaluable, and I am proud to be part of a team that is making such a significant impact.
- Additionally, we are advancing a model for increasing home ownership in marginalized communities in collaboration with community partners who are committed to ensuring local employment opportunities and innovative financing models.
- NewCourtland's housing impact is increasing with the addition of 173 units of Inclusive Housing at Henry Avenue and new senior housing properties at St. Bart's Phase II and The Apartments at Clearfield.

Our growth, uptake, and momentum are clear indicators that NewCourtland is thriving, and this is all thanks to our exceptional staff. Everyone plays a crucial role in our mission, and we ask you to remain focused on our shared goal. We wouldn't be where we are today without your dedication and hard work, and for that, I personally extend my heartfelt thanks to each and every one of you.

ARCHANGELS - Any Care Counts

“Care doesn't stop when we leave work. We're the ones showing up for family, friends, and neighbors.”



NewCourtland partnered with ARCHANGELS to launch the Any Care Counts - Philly demonstration to its staff in January. Through this demonstration, we can address caregiver stress by encouraging our staff to take a 2-minute online quiz.

This quiz immediately gives them their Intensity Score. Whether they are in the “red,” “yellow,” or “green,” staff will be connected to trusted resources or support programs tailored to meet their individual needs.

NewCourtland and The NewCourtland Center for Transitions and Health at the University of Pennsylvania School of Nursing have been developing the Caregiving

NOW initiative for the past two years. Through this initiative, we identified ARCHANGELS as a way to holistically support and improve family caregivers' lives, both paid and non-paid.

Going forward, NewCourtland hopes to accomplish the following:

- Expand the program to NewCourtland residents, patients, and families and engage external partnerships based on program outcomes, eventually rolling it out to the city of Philadelphia.
- The NewCourtland Center for Transitions and Health will be capturing data, outcomes, and experiential learning to contribute to the national dialog of best practices for supporting employee caregivers so they will remain active and engaged in the workforce.

If you would like to learn more about the strategic collaboration with NewCourtland, The NewCourtland Center for Transitions and Health at the University of Pennsylvania School of Nursing, please contact Alison Corter, Director of Strategic Initiatives, at acorter1@newcourtland.org.

Employee Spotlight



Kim Leake
Asst. Property Manager,
Apts. at Allegheny

Kim assists the property manager with the daily operations. Some of her responsibilities include processing rent collections, maintaining resident's files, and providing assistance to the residents. "Allegheny is the place to be...a One Stop Shop...the Apartments, the Senior Center, and Life Center. The staff come together with their expertise, knowledge, and experience to make the team." Kim enjoys interacting with the residents, especially dancing and singing. She believes that by working at NewCourtland there is a wealth of wisdom coming from the seasoned Golden Seniors.

Kim is also a member of the 14th District Police District Advisory Council, one of our Community Partners. The work they do bridges the gap between the Community and Law Enforcement. Current events gave her the desire to do this type of volunteer work. "If you want to make a change you join forces, not just making it a moment but a movement."



Julia Palmieri
Healthcare Coordinator, RN

Julia works with the residents in the supportive housing with services program. She helps them manage their healthcare and preventative care needs. She also serves as an advocate for residents that require assistance with insurance, medical providers and/or attending their appointments. Residents experiencing an acute illness, mental health concern, or non-emergency issue can reach out to Julia and she will provide an assessment, education and recommend any additional follow-up or care.

Julia has experience working in long term care, with mental health and dual-diagnosis patients. The healthcare coordinator role allows her to work with people of all ages, backgrounds, and various degrees of mental health issues. She enjoys getting to know the residents and helping them take control of their health.

Meet Germantown Home's Employees of the Quarter!



Adam Drummond
Maintenance Mechanic

Adam is always there to assist in any way with a pleasant smile and an excellent customer service approach.



Zerish McDermott
Laundry Aide

Zerish is hardworking, respectful and always on time. You can count on her to always be there for the department.



Michelle Martinez
Staffing

Michelle is a rock star of an employee. She cares from the heart and supports the staff in whatever is needed.

T-Together (we)
E-Efficiently
A-Achieve
M-Milestones

What Makes Germantown Home Therapeutic Recreation Department Unique? **Our Team.**

The TR Department consists of individuals with unique skills that enhance GTN Home programming. Our residents receive high-quality therapeutic recreational programming daily. Because of our programs, we have decreased social isolation and increased a sense of community engagement. Meet the team that makes it all happen:

Craig Garris, Assistant Director. Craig brings an innovative approach to dementia care and event planning. He is a certified Dementia Practitioner and utilizes his skills to actively educate the staff on best practices for delivering quality programming.

Blanche Johnson has been a TR staff member for over 29 years. She is a certified activity professional and is formally trained in providing programming in long-term care.

Belinda Lyles has been a TR staff member for 17 years. She has a background in hospitality. In addition to developing quality programming, she acts as a liaison for the families of our residents.

Marquita Smith has a degree in recreation therapy. Marquita is also very artistic in painting, drawing, jewelry making, and floral design. She utilizes her skills to enhance the programming for the residents.

Jacqueline Allen has a degree in engineering and is a research scientist. In addition to providing quality programming, she runs clinical trials daily. Because of her love for science, she creates fun innovative scientific projects for our residents.

Iris Mendoza is a licensed art therapist. She utilizes her art therapy skills to enhance the programming and hosted a Painting with a Twist session for our team-building event.

Latrina Dawson has a degree in social services but decided to make a career change. By combining her advocacy skills and love of poetry, Latrina started an evening poetry café.

Home Opportunity Mortgage Program

We are proud to announce the Home Opportunity Mortgage Program. NewCourtland has recently partnered with Penn Community Bank to assist in their goal of increasing the level of homeownership in the vibrant city of Philadelphia. This partnership reflects our dedication to providing valuable benefits and opportunities that enhance the well-being and financial security of our team.

This program offers a unique opportunity for eligible employees to purchase homes in selected zip codes in Philadelphia, with very favorable terms and conditions, for owner occupancy, first time buyers, or to buy a move-up home.



Key highlights of the Home Opportunity Mortgage Program include:

- Access to exclusive mortgage offers tailored to our employees' needs including:
- \$0 Down Payment Options
- Reduced Closing Costs
- No Cost Homebuyer Education and Access to Grant Programs
- No Minimum FICO Credit Score Requirement
- No Private Mortgage Insurance (PMI)
- Competitive Mortgage Rates
- Homeownership Counseling: Guidance and support throughout the home buying process including education sessions to ensure informed decision-making.
- Owner Occupied Homes: The program is specifically designed for employees intending to occupy the purchased homes, which will foster a sense of community and stability within the City. We believe that owning a home is a significant milestone in one's life and we are committed to supporting our employees in this journey.

Please note certain requirements apply. If you are interested in exploring this exciting program, please contact Tara Days at tdays@newcourtland.org.

How Does NewCourtland Incorporate Evidence into Daily Best Practices?

The process of incorporating what we KNOW into what we consistently DO is challenging. In many situations, research findings support a treatment or an action, but getting that “thing” to work in real life can present logistical challenges. For example, mountains of research support the positive effects of daily exercise on physical and mental health for all ages. Many things like time, motivation, and finding exercises you like prevent people from exercising all the time. Implementation science focuses on getting things proven to work under perfect conditions, like exercise, to people who can benefit from them in real life – quickly, consistently, and efficiently.

Led by the Embedded Research Department, NewCourtland uses implementation science to bring evidence-based solutions to daily practice. Here are a few examples of combining diverse perspectives and data to make evidence-based solutions work in practice.

Many studies demonstrate the benefits of stable housing on health and wellness. Recently, we interviewed staff and residents in NewCourtland’s Housing with Supportive Services program to understand how the program met their expectations. NewCourtland’s Housing with Supportive Services Program pairs permanent housing with health and social service coordination for people who have experienced homelessness. Through focus groups, we gained a better understanding of the challenges people face when moving into a home after experiencing homelessness. Many positive outcomes like peace of mind and safety were paired with new struggles such as loneliness and



the need to learn new skills. Gaining the perspective of residents and staff helped us tailor the program to better serve our residents. This has included increased attention to financial counseling, scheduled monthly meetings to touch base as a community, and hiring a registered nurse with behavioral health expertise to join our team. Taking time to listen to the perspectives of staff and residents increases the likelihood that the program will continue to run effectively and improve the wellbeing of residents.

Construction is under way on the Tower at Henry Avenue! The new building strives to be inclusive, purposely combining people of various ages, abilities, income levels and interests in one building with the goal of improving social connections and affordability. The concept of Inclusive Housing is not new, but IMPLEMENTATION of inclusive communities in real life has been limited. NewCourtland will rely on diverse perspectives and data as this new community comes to life. Evaluation of regulations that support and challenge development of inclusive communities informs others working to build affordable and inclusive housing in Philadelphia and beyond. Studying who chooses to live in this inclusive community (or not) provides necessary insights about who this model works for (or not). Insights gained will inform future inclusive housing development and operations with the hope of tailoring an evidence-based idea to work in practice.

So much data never reaches the people and organizations who could most benefit from the knowledge. Even when we know something works, individual and systematic barriers prevent useful practices from becoming a habit or “the norm”. NewCourtland is committed to implementing evidence into practice - to learn and to benefit others.

The Tower at Henry Avenue... A New Kind of Community

NewCourtland is developing an innovative and inclusive housing community on Henry Avenue in the East Falls neighborhood of Philadelphia. Our intent for this inclusive housing model is to leverage the resources of an asset-rich community and seek ways to equitably spread the positive benefits of revitalization by meeting the needs of a diverse tenant base (low-income seniors and market-rate) without government subsidy.

NewCourtland Tower at Henry Avenue offers better-quality senior housing with higher-quality living at lower costs. The 173-apartment units will be highly desirable to a diverse tenant base consisting of low-income seniors, people with disabilities, young professionals, families, and empty nesters—creating an equitable housing environment.

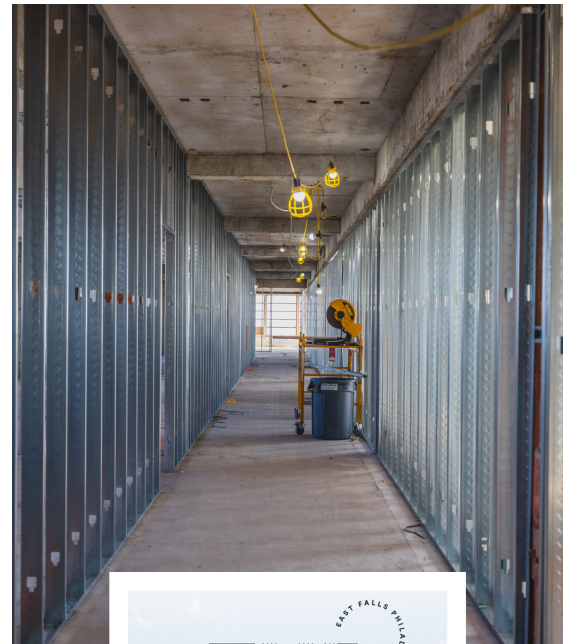
This model of senior housing offers seniors the ability to stay in their diverse and inclusive community that leverages economic trends and improves social capital.

The Tower at Henry Avenue is being developed with equity and conventional project financing by NewCourtland, with no government housing funding. The overall breakdown for this property includes:

- 40 affordable one-bedroom units to lower-income residents while avoiding the high fees of a traditional tax credit development
- Through a partnership with Inglis, we will integrate 20 accessible (10 market rate and 10 affordable) apartment units for people with disabilities that far exceed standard compliance with the Americans with Disabilities Act. Additionally, these units will be equipped with smart home technology for enhanced independence.
- 133 units will be available to the community at market-rate
- 8,000 sq ft of flexible commercial space

The property will include amenities to support a high-quality of living that is required in other quality apartment buildings, including bicycle and other storage options, package drop-off and pick-up, a coffee shop, ADA assessable gym, outdoor space with a walking trail, community garden, dog park, roof terrace, community rooms/gathering spaces and parking.

If you'd like to learn more about this demonstration, please contact Alison Corter, Director of Strategic Initiatives at acorter1@newcourtland.org.



CNA Scholarship Program

Certified Nursing Assistants (CNAs) are the core of the nursing home workforce, providing increasingly complex care to a population with increasingly acute care needs. CNAs offer most hands-on care to older adults and younger people with disabilities who reside in nursing homes.

During the Great Resignation of 2021, many healthcare workers quit during the COVID-19 pandemic. Many CNAs left to work in other industries. Sadly, some have not returned to the healthcare field, fueling shortages.

NewCourtland understands some of the barriers our staff may experience in advancing their careers. To address these barriers, NewCourtland is offering a CNA Scholarship Program to all staff working within our network in other non-clinical areas, including entry-level Dietary, Housekeeping, Laundry, and Therapeutic Recreation staff. We have also extended the offering of the CNA Scholarship to external applicants who are not certified but are interested in pursuing a career path to becoming a Certified Nursing Assistant.

In September of 2023, NewCourtland launched the CNA Scholarship Program. Here is how it works:

- Staff from other non-clinical departments will have 100% of their tuition, books, and a uniform paid for by the employer. They will also receive their salary while in school to eliminate the stress of loss of income.
- A mentor will be provided throughout the entire program to support the transition.
- A full-time Nurse will coordinate our program and supervise the preceptors, overseeing scholars' training and skill reinforcement once they graduate from the CNA School.

The CNA scholarship program provides training, increased compensation, and the opportunity for a career path that can include enrolling in an LPN or RN program. NewCourtland understands that the CNA Scholarship Program is only one of many strategies to improve the CNA workforce shortage and the lives of our employees and the people they serve.

“This program is the catalyst to change,” says Tamika Davis, Dementia Program Coordinator and CNA School Coordinator. “Many older students have shared with me that their families now see them becoming something.” Tamika oversees the students throughout the

program, starting with the interview process, and supports them to graduation.

We will later evaluate the program and other strategies to ensure we invest in what works to continue high-quality care for all our residents. If you currently work at NewCourtland and are interested in getting into the nursing field or have questions about the program, please contact Lisa Stonefeld at lstonefeld@newcourtland.org.

We asked some of the students why they wanted to be a CNA...

“When my grandmother got sick and couldn’t walk or talk from a stroke, I took time off from work to be by her side to help with her every day needs. Because she helped raise me growing up, taking care of her became my job, and I wouldn’t have it any other way. After she passed I wanted to learn more with hands on in the field and not just in the setting of a loved one’s home.”

“I want to be a CNA because I genuinely care for the well being of the elderly and there seems to be a shortage on nursing staff. It is my intentions to make sure every resident is comfortable and well taken care of.”

“I love helping others in a time of need. I took care of my mother and step-father for 12 years and I always wanted to make sure they were taken care of the proper way. I have been taking care of others since I was a child so being able to take care of others in the proper way means a lot to me.”

