

Program Overview

Completed by lgarland@trellissupport.org on 4/25/2022 9:27 AM

Case Id: 15121

Name: Garland, Laura - 2022

Address: *No Address Assigned

Program Overview

Please provide the following information.



City of Winston-Salem
ARPA Transformational
Non-Profits Application

City of Winston-Salem
P.O. Box 2511
Winston-Salem, NC 27102
336-727-8000
ARPA@cityofws.org

This application portal is to request funding from the City of Winston-Salem as part of the Transformational Non-Profits Application Process. Applications received through this portal will only be reviewed by the City of Winston-Salem. Other jurisdictions may have separate application processes. Please contact other jurisdictions (e.g., Forsyth County) for instructions regarding requests to those jurisdictions.

Submitting an application does not guarantee funding. Please see the section below regarding the scoring process. The Mayor and City Council will have final decision-making authority regarding program funding requests.

Non-profit organizations may submit funding requests for capital or operating costs.

Minimum Criteria

- Must be registered non-profit organization (includes faith-based organizations providing a public purpose)
- Must have been incorporated as a non-profit for at least one year

Scoring Process and Matrix

All completed applications will undergo a review to ensure required documents are attached. Fully completed applications will be reviewed by selected City staff members and scored based on the scoring matrix approved by the Mayor and City Council. [Click here](#) to view the scoring matrix. Scored applications will be reviewed by the City's Management Team for potential recommendation to the Mayor and City Council who will have authority to appropriate funding for programs.

Staff reserves the right to contact any applicant to request clarification or additional details regarding application responses and materials.

Defining Performance Measures

Sections of the application will reference performance measures and outcomes as required by the U.S. Department of Treasury. Specifically, the application will request workload and effectiveness/outcome measures. Please see this video (<https://www.cityofws.org/2809/Performance-Measures-Video>) for general information on performance measures.

Upcoming Application Orientation Session

The City will host a virtual application orientation session on April 1, 2022 at 10:00 am. The meeting will take place virtually via the Zoom platform and will also have a live simulcast on the City's YouTube page. The link for that meeting will be posted the morning of the meeting to the website: www.cityofws.org/clfrf

Contact Information

For any questions or concerns, please email ARPA@cityofws.org or call City Link at 336-727-8000.

A.Contact Information

Completed by lgarland@trellissupport.org on 4/25/2022 10:07 AM

Case Id: 15121

Name: Garland, Laura - 2022

Address: *No Address Assigned

A.Contact Information

Please provide the following information.

ORGANIZATION/AGENCY INFORMATION

A.1. Organization/Agency Name

Trellis Supportive Care

A.2. Mailing Address

101 Hospice Lane Winston-Salem, NC 27103-5766

A.3. Organization Website

trellissupport.org

A.4. Year 501 (c)(3) Status Obtained

1,979

A.5. Organization/Agency Fiscal Year

2,022

A.6. Federal Tax ID Number

A.7. Federal DUNS Number

A.8. Federal SAM Registered?

Yes

ORGANIZATION/AGENCY CONTACT INFORMATION

EXECUTIVE DIRECTOR

A9. First Name

Linda

A10. Last Name

Darden

A11. Title

President/CEO

A12. E-mail

ldarden@trellissupport.org

A13. Phone Number

(336) 331-1283

BOARD CHAIR

A14. First Name

Peter

A15. Last Name

Juran

A16. E-Mail

pjj@blancolaw.com

A17. Phone Number

(336) 293-9011

A18. Term Expiration Date

12/31/2023

B. General Project Information

Completed by lgarland@trellissupport.org on 4/25/2022 10:08 AM

Case Id: 15121

Name: Garland, Laura - 2022

Address: *No Address Assigned

B. General Project Information

Please provide the following information.

PROJECT INFORMATION

B.1. Project/Program Title

LPN Tuition Program

B.2. Project Location/Address

101 Hospice Lane Winston-Salem, NC 27103-5766

PROJECT CONTACT/MANAGER

B3. First Name

Kristine

B4. Last Name

Elliott

B5. Title

VP Human Resources

B6. E-Mail

kelliott@trellissupport.org

B7. Phone Number

(336) 331-1233

C. General Project Narrative

Completed by lgarland@trellissupport.org on 4/25/2022 10:14 AM

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C. General Project Narrative

Please provide the following information.

C.1. Provide description of project and how funds will be used

Trellis Supportive Care is requesting funding to support four Certified Nursing Assistants (CNAs) in pursuing a Licensed Practical Nurse (LPN) certificate through Forsyth Technical Community College. Funds will be used to pay tuition and fees for the 3-semester program. Funds will also cover up to 8 hours per week of clinical work missed to attend required courses for the program and/or necessary childcare so that CNAs can attend required courses outside of their working hours.

C.2. How will a participant access the proposed project/program, use the services, and derive a beneficial outcome from participation?

Through the current Education Assistance Program, interested staff members must apply for funding through Trellis Supportive Care before enrolling through courses. Employees who apply must be regular full-time employees of the agency (at least 30 hours/week) for at least a year and be in good standing, with no written warnings for the last six months and an overall rating of "Met Expectations" or higher on their last performance evaluation. These requirements will continue for the expanded LPN Tuition Program.

Upon enrollment, participants will attend the three-term LPN program at Forsyth Technical Community College, starting in August of 2023 and graduating in July of 2024. The certificate requires 41 hours of class credit. After completion, this certification will enable the former CNA participants (now LPNs) to access higher earning jobs.

C.3 Total estimated number of unique participants to be served annually

4

C.4. Will program beneficiaries be only residents of Winston-Salem?

No

Describe the other areas (counties) that will benefit

Our employees live throughout our 13-county service area, which includes Forsyth, Guilford, Davie, Rowan, Davidson, Cabarrus, Stanly, Iredell, Yadkin, Wilkes, Surry, Stokes, and Rockingham counties. All participants would receive their degrees through the LPN program at Forsyth Technical Community College.

Estimate the percentage of beneficiaries that will be residents of Winston-Salem

50.00 %

TOTAL FUNDING REQUEST

C.5. Total Operating Funding Request

\$35,232.00

C.6. Total Capital Funding Request

\$0.00

SPENDING TIMEFRAME

C.7 Capital Spending Timeframe

n/a

C.8 Operating Spending Timeframe

11

D. Project Budget Categories

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Completed by lgarland@trellissupport.org on 4/25/2022 10:20 AM

D. Project Budget Categories

Please provide the following information.

Use templates below to input **the total** Project Budget (**only requested expenses and estimated revenues related to the program or project for which you are requesting funding**) by clicking **Add Column**. Please include all funding from the City and other sources.

Operating Costs	Total
Tuition for four students	\$11,552.00
Fees, work hours missed, and childcare for four students	\$23,680.00
	\$0.00
	\$35,232.00

Capital Costs	Total
N/A	\$0.00
	\$0.00

PROJECT/PROGRAM REVENUE CATEGORIES

Please fill out the revenue estimate table. **Note: operating revenues and expenses must be balanced (be equal).**

Operating	Total
City of Winston-Salem ARPA Funding	\$33,232.00
	\$33,232.00

Please list below all known/expected **individual** grants and contributions totaling 10% or more of the project's budget.

Note: capital revenues and expenditures must be balanced (be equal)

Capital	Total
N/A	\$0.00
	\$0.00

E. Demographic and Geographic Distribution

Case Id: 15121
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E. Demographic and Geographic Distribution

Please provide the following information.

Demographic distribution is an assessment of the level of the project funds spent on a program or service provided at a physical location in a Qualified Census Tract (QCT), OR where the primary intended beneficiaries live within a QCT, OR whether the program benefits residents that earn less than 60 percent of median income for the City, OR whether over 25 percent of program beneficiaries are below the federal poverty line.

E.1 Is this project/program located in a QCT or serve residents that live in a QCT?

No

If yes, what percentage of clients served are estimated to be residents of QCTs? ([Click here](#) to view the QCT mapping tool)

0.00 %

E.2 If the project or program is not a QCT or specifically serve residents in a QCT, will residents meet the follow criteria:

25% or more of participants below the federal poverty line or participants served make less than 60% of the Area Median Income

The project/program does not operate in a QCT, and beneficiaries neither reside in a QCT nor meet the income thresholds mentioned above.

F. Alignment to Strategic Plan

Completed by lgarland@trellissupport.org on 4/25/2022 10:21 AM

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F. Alignment to Strategic Plan

Please provide the following information.

Strategic planning is a process in which organizational leaders determine their goals and objectives, and allocate needed/limited resources to successfully achieve those goals and objectives. [Click here](#) to view Winston Salem's Strategic Plan. The Strategic Plan includes three (3) tiers of priorities:

Tier 1:

- Focus on job creation/sustainability and workforce development
- Collaboration and funding for pre-K opportunities
- Funding for affordable housing
- Funding for economic development

Tier 2:

- Poverty reduction/cessation
- COVID reopening plan
- Community engagement (Power of connections)
- Funding for arts

Tier 3:

- Community Fundraising
- Environmental initiatives
- Address digital divide
- Address childcare needs
- Neighborhood maintenance
- Organization efficiency and public-private partnerships
- Law enforcement reform

F.1. Please select the primary priority from the list above addressed by your project/program.

Tier 1

F.2. Please select the secondary priority from the list above addressed by your project/program.

Tier 3

F.3. Please describe how the workload or outcomes from your project/program addresses the primary priority you

selected.

The LPN Tuition Program is a way for CNAs employed by Trellis Supportive Care to develop their nursing careers through education that they may have otherwise been unable to access. This will advance their career trajectory and ultimately result in more financial security for the nurse participants and their families. At the same time, the program is a tool for Trellis Supportive Care to recruit and maintain clinical staff through a national healthcare worker shortage, to continue providing high-quality hospice care to the patients and families we serve.

G. Collaboration

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Completed by lgarland@trellissupport.org on 4/25/2022 10:21 AM

G. Collaboration

Please provide the following information.

Collaboration is when an organization is partnering or proactively working with one or more external stakeholders to achieve the same goal.

G.1. How many other external partners, organizations, stakeholders will you be collaborating with to provide the project/program?

1

G.2. Please provide the names of the organizations and the roles they will serve in the project/program?

Forsyth Technical Community College -- CNAs wishing to enroll in an LPN degree program through Trellis Supportive Care's LPN Tuition Program will pursue their degree through Forsyth Technical Community College's LPN courses.

H. Administration/Reporting

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Completed by lgarland@trellissupport.org on 4/25/2022 10:24 AM

H. Administration/Reporting

Please provide the following information.

Per U.S. Treasury rules and associated guidance, the City's framework for using these funds aligns with specific administrative reporting requirements. The administration/reporting criterion has three core elements: 1) the organization's/project's development of clear performance indicators and measurable outcomes, 2) the use of evidence-based interventions, 3) and the City's evaluation of organization and project risk.

H.1. Please clearly define the workload and outcome measures that are associated with your project/program

Workload	Trellis Supportive Care will sponsor four CNAs to enroll in the Forsyth Technical Community College Practical Nursing program and oversee their performance (both academically and professionally) during this period to ensure that participants are in compliance with our requirements.
Effectiveness/Outcome	Four CNAs will earn their Practical Nursing certification. This will lead to an approximately 50% earning increase annually. Due to the requirements of the program, they will ultimately be employees of Trellis Supportive Care for a minimum of four years.

H.2. Does the project/program use evidence-based interventions?

No

H.3. For transparency purposes, the risk matrix is attached. This is NOT required, however, you can self-assess if you wish. Please fill out and upload the [Risk Matrix](#).



Risk Matrix

Risk Assessment.xlsx

I. Capacity

Completed by lgarland@trellissupport.org on 4/25/2022 10:29 AM

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I. Capacity

Please provide the following information.

An organization's capacity can be defined as its ability to implement the proposed project, as characterized by the alignment of its mission and vision with the proposed project, existing internal infrastructure to support it, and its plan for implementation and assessment of project success.

I.1. Please provide your organization's vision and mission statements and explain the alignment between the proposed project/program and the organizational mission.

Trellis Supportive Care provides compassionate care for individuals living with a life-limiting illness and their families, through quality medical, emotional, spiritual, and social support. With support from our communities, we provide the absolute best in comprehensive end-of-life healthcare to all who need it. We are committed first and foremost to the delivery of compassionate care for all of our constituencies (patients, families, payors, community, and each other).

The LPN Tuition Program is a way for us to ensure we continue providing care with compassion for everyone we serve, including our staff. By covering all costs associated with a Licensed Practical Nurse program for four Certified Nursing Assistants, these participants will have an opportunity to further their careers through education. By maintaining a staff of loyal and educated clinicians, we are continuing to provide the highest quality of care for our patients and families.

I.2. Describe the organization's current infrastructure and capacity to deliver the program services or complete the project. Include any relevant current programming and experience providing similar services.

Trellis Supportive Care currently offers an Education Assistance Program that is more limited in the support it offers and operates on a reimbursement basis, but it otherwise functions similarly to the planned LPN Tuition Program. Our HR department accepts applications from employees for assistance, evaluates eligibility, and monitors progress throughout their education. This structure of operation would continue. The primary difference is that the LPN Tuition Program would pay for the education costs up front, rather than requiring students to spend the initial money themselves and then submit for reimbursement. We believe this is an important step to support staff members pursuing further education; many of those who need assistance may not have the resources to pay the original cost, even if they know reimbursement is coming later.

I.3. Describe the program/project implementation plan. Include any known barriers to success and how those will be overcome

Forsyth Technical Community College's LPN certificate program begins in the fall semester and runs through the summer term of the following year. Trellis Supportive Care CNA participants will enroll in August 2023 and complete their certification in July 2024. Leading up to the August 2023 date, we will ensure our CNA staff are aware of the LPN Tuition Program and its requirements and are encouraged to apply. This includes making the information available to potential CNA hires prior to August 2022; any employees hired after that date will be ineligible to enroll in August 2023. Once the participants have been chosen, we will monitor their conduct and progress in both the workplace and the certificate program.

The largest barrier is ensuring that program interest and resulting costs align with funding available. We know that there is interest among CNAs in pursuing LPN certificates, as evidenced by our current partial tuition reimbursement program. We expect that this interest will grow with the expanded support and assistance that the new program will offer. It is only once we know which CNAs wish to enroll that we will know the exact costs associated with their enrollment that exceed tuition. Although we can plan for the cost of tuition, at this time we are not able to pinpoint exactly how much it will cost to cover missed clinical hours or childcare, because this will depend upon how the course schedule impacts each individual CNA involved. In the budget submitted with this application, we have estimated the supplementary costs of enrollment for each CNA based upon compensation for 8 hours of clinical work missed a week. This cost is projected with the understanding that not all CNAs' schedules will require the full 8 hours of time off work, but some schedules will also necessitate coverage of childcare costs. We have also provide a \$1,000 allowance for each student for books, supplies, and other necessary fees. While we can make an educated projection of approximate expenses, we recognize that inflation and prices set by Forsyth Technical Community college could shift the overall cost between now and August 2023.

I.3a. Describe the program assessment plan including how the data will be collected for selected performance metrics and any other evaluation tools that will be used to determine program/project success.

Our current Education Assistance Program stipulates that all final grades must be submitted to Trellis Supportive Care, and the agency will not assist with costs for any courses receiving below a C grade. We will continue to require that participants submit their final grades for monitoring to ensure they are earning at least Cs in all courses. If a CNA receives a written warning or a performance rating below "Met Expectations" during their time in the program, their eligibility for expense coverage will be re-examined. The purpose of this monitoring is to ensure that all CNA participants have the highest chances for success in both their education and career during and after the program. Tracking grades through the LPN certification courses and workplace performance for all participants in the program will also allow for evaluation of the program's effectiveness over time.

J. Impact/Community Need

Completed by lgarland@trellissupport.org on 4/25/2022 10:33 AM

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J. Impact/Community Need

Please provide the following information.

Impact/Community needs concern whether or not the proposed project will address an identified need within the community and what the short term (One year) and long term (3 years) impact of this project will be

J1. Describe the identified community need for this project/program. Cite specific data or studies/reports that have identified this as a community need.

Since the beginning of the Covid-19 pandemic in March 2020, almost 1 in 5 healthcare workers have left their jobs (“Nearly 1 in 5 Health Care Workers Have Quit Their Jobs During the Pandemic,” Morning Consult). As many of these workers are retiring or leaving the healthcare field entirely, healthcare providers must compete to hire staff from a shrinking pool of candidates. Trellis Supportive Care is no exception to these trends. We separate with 41% of CNAs in less than a year, and another 25% separate within two years (separation includes both resignation and dismissal.) Looking at our nursing staff as a whole in 2021, total turnover was at 31%, and specifically homecare nursing turnover was 47%. Over the past six months, we have had an average of 9 nursing positions open at any given time out of a total of 88 nursing positions (both filled and vacant). We are proud to have maintained our standard of care throughout the pandemic. Nevertheless, this level of turnover results in loss of institutional knowledge, and consistent staffing shortages force our clinical workers to take on additional responsibilities and cover more patients, which can lead to increased stress and risk of burnout.

The pandemic’s economic impact has caused record inflation that strains individuals’ finances and limits their spending. As of March 2022, the Consumer Price Index increased 8.5% in 12 months (Consumer Price Index, U.S. Bureau of Labor Statistics). With costs rising across the board, individuals may be reluctant to commit to major spending on expenses such as education, even though they will benefit economically in the long-term. At Forsyth Technical Community College, tuition alone for the Licensed Practical Nursing program is \$2,888. This does not include required fees, supplies, or other necessary costs such as childcare or time off work.

J2. Describe the short-term impacts of the project/program and how they align with the community need identified above.

Trellis Supportive Care expresses appreciation for our employees by supporting their growth and encouraging personal and professional development. The LPN Tuition Program would be an important part of this, providing an opportunity for CNAs to further their education in a way that may not otherwise be accessible to them. This program will not only provide benefits to staff, but the entire organization as well. The LPN Tuition Program will make Trellis Supportive Care a competitive employer for CNAs in our area by functioning as a compelling recruitment tool. We will require that all CNA participants have been in our employment for at least a year to be eligible, and all participants will be required to stay on as staff members for at least two years after the program’s conclusion. Thus, Trellis Supportive Care will ensure that the participants are active and loyal staff members who can use their educational advances to give back to the patients and families in our care. For the CNAs who choose to participate, the LPN Tuition Program is a tool to pursue an education that may have otherwise been cost-prohibitive.

J3. Describe the long-term impacts of the project/program and how they align with the community need identified above.

Upon completion of the program, the former CNA participants (now LPNs) will be able to pursue higher earning jobs in the future with their new qualifications. The average starting Certified Nursing Assistant at Trellis Supportive Care earns approximately \$15/hour, adding up to annual earnings of \$31,200, which is 66% of the Area Median Income (AMI) and 48% of the National Median Income (U.S. Census Bureau). Compared to CNAs elsewhere, this is slightly higher than the \$14.20/hour median wage in Winston-Salem and the national \$14.57/hour median wage (U.S. Bureau of Labor Statistics). In the Winston-Salem area, the hourly median wage for a Licensed Practical Nurse is \$22.92, which adds up to an annual median income of \$47,670. This is a \$16,470 annual increase from a CNA salary (U.S. Bureau of Labor Statistics). Based on this wage data, we can see that an LPN certificate would not only provide the opportunity for further advancement at Trellis Supportive Care, but that it would be a powerful shift in career trajectory and economic stability for the participant nurses far into the future.

J4. Referencing previous section on outcomes, describe how the impacts noted above will be measured.

Over time, we will be able to measure the long-range impacts of the program by tracing the workplace performance of the CNA participants during and after their LPN certification. By examining the quality of their work, their longevity with the agency, and their advancement while working for the agency, we will be able to reflect on and evaluate the program's success and overall benefit to Trellis Supportive Care, our patients, and the participants themselves.

K. Funding Stability

Case Id: 15121

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Completed by lgarland@trellissupport.org on 4/25/2022 10:33 AM

K. Funding Stability

Please provide the following information.

Funding stability is an assessment of both the organization's annual funding and the planned funding mechanism for the project/program from grants, donations, sales, and other income generators. To the extent possible, the City wishes to ensure applying entities have sustainable funding sources outside the City's ARPA allocation. An entity will be deemed as having superior funding stability if it demonstrates at least three years of sustainable grant, contribution, and/or fee-based revenues to cover operating costs. The entity must also demonstrate commitments from other organizations to cover the full cost of project deficits or future-year operating costs (in combination with realistic fee-based revenue assumptions).

K.1. Have your organization's operating revenues covered operating expenses the last three years?

Yes

K.2. Approximately what percentage of your organization's total budget is covered by competitive grants that you must re-apply for?

1.00 %

K.3. What percentage of your project/program's budget is covered by City ARPA funds as part of this request?

100.00 %

K.4. Please provide narrative on funding for this program after City ARPA funding has been exhausted.

Future sources of funding for this program will be determined based upon the success we observe with the four participants supported by City ARPA funding. Depending on the value the program seems to provide and the funding opportunities available in 2024 (when the next class of participants would enroll), the LPN Tuition Program could either be integrated into our overall operating budget, or it could become one of the programs that we fund through other grants and charitable giving.

K.5. Please attach commitment letters from other organizations showing financial support for the project/program.



Commitment Letters

***No files uploaded*

L. Representation

Case Id: 15121

Name: Garland, Laura - 2022

Completed by lgarland@trellissupport.org on 4/25/2022 10:43 AM

Address: *No Address Assigned

L. Representation

Please provide the following information.

Representation deals with how diverse an organizations leadership is compared with community demographics, which includes Winston-Salem's race/ethnic backgrounds as well as gender. Local non-profit organizations should reflect the communities they serve. Since organizations are requesting to receive ARPA funding through the City, we must ensure these entities hold themselves accountable to having diverse staff and leadership panels

L.1. Provide a list of board members including the race, ethnicity, and gender identification for each member.

Name	Race	Ethnicity	Gender Identification
Peter Juran			Male
Mike Gwyn			Male
Kevin Byers			Male
Teresa Lindsay			Female
Tim Sechrest			Male
Beverly Bradstock			Female
Sharon Gentry			Female
Darcie Lewis			Female
Richard Bennett			Male
Kathryn Callahan			Female
Suzanne Caroon			Female
Tembila Covington			Female
Haley Gingles			Female
Stephanie Joseph			Female
Samara Llewellyn			Female
Tanner Robinson			Male
Jeanne Sayers			Female
Ramon Velez			Male
Sarah White			Female
Nancy Young			Female
Kenneth Carlson			Male
James Smith			Male

M. Required Documents

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M. Required Documents

Please provide the following information.

For North Carolina Secretary of State - Current and Active Status, [Click Here](#)

Documentation

Code of Conduct/Conflict of Interest Policy *Required

HR-406 Conflict of Interest_2.doc

Copy of the agency's latest 990 Form as submitted to the Internal Revenue Service *Required

HPCC 990.PDF

Organization By-Laws *Required

Bylaws as of November 2013 Gov Brd.doc

Articles of Incorporation *Required

Articles of Incorporation.pdf

Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) *Required

Nondiscrimination Notice Trellis.pdf

Finance Records Retention Policy.docx

HR-100 Employment.pdf

HR-102 Recruitment and Selection.pdf

HR-205 Personnel Support.pdf

HR-300 Equal Employment Opportunity.pdf

HR-301 Unlawful Harassment.pdf

HR-408 Employee Protection (Whistleblower) Policy.pdf

IRS 501(c)3 Designation Letter *Required

Foundation IRS 501(c)(3) Letter 11-4-11.pdf

Most recent audited financial statements or a third-party review *Required

Hospice and Palliative CareCenter_20 FS_Unsecure Final.pdf

North Carolina Secretary of State - Current and Active Status *Required

2021 Charitable Solicitation License.pdf

N. Submit

Completed by lgarland@trellissupport.org on 4/25/2022 2:55 PM

Case Id: 15121

Name: Garland, Laura - 2022

Address: *No Address Assigned

N. Submit

Please provide the following information.

I certify that all information entered into this application is true.

Laura Garland

Electronically signed by lgarland@trellissupport.org on 4/25/2022 2:40 PM

04/25/2022