

EWL CEM CNA PROJECT PLAN

Overview

The EWL (high school) CNA Clinical Education Model (EWL CEM-CNA) brings high school CNA faculty and clinical rotation site partners together to provide high school CNA students with a hospital job role from August through May of their senior year and an immersive clinical rotation experience with an experienced hospital CNA. The hospital job role changes as the CNA student acquires clinical skills so the student uses newly acquired skills in the work setting.

The EWL CEM-CNA enhances students' comfort and confidence in the clinical setting and accelerates the development of the student's practice readiness for CNA role.

EWL Advisory Group

The Earn While You Learn Advisory Group is a joint clinical and academic group including the Clinical and Academic EWL Program Coordinators, faculty, clinical HR representative, Nurse Educator, Manager (of entry level department) and CNA mentor.

The EWL Advisory Group is convened as the first step in EWL implementation.

This group will meet regularly throughout the partners' EWL implementation. The clinical and academic EWL Program Coordinators co-lead the EWL Advisory Group.

Assumptions

- Twelve month project (May, high school junior year through May, senior year)
- High school CNA programs run during high school senior school year. Students are identified for the CNA program in their junior year.
- Start with 12 (out of class of 40) high school CNA students from one high school CNA program.
- Flat hourly rate of \$75/hour as administrative compensation for each member of EWL Advisory Group, including, EWL Program Coordinators (each from high school and clinical partners), faculty, clinical HR representative, Nurse Educator, Nurse Manager and entry level job role hiring Manager
- Initial work role/EWL Student (approximately \$17./hour) role will be a hospital entry level "prn" position like Transporter, Dietary Aide, Environmental Services, etc. at compensation rate of that role. "EWL Students" will work a minimum of 8 hours per week and maximum of 12 hours per week while school is in session.
- Immersive clinical experience is 8 hours, of the required 40 direct clinical hours, usually completed during the 3rd or 4th clinical day of a five day experience.

- “Scholarship” for students for immersive clinical experience is 8 hours X same as work role hourly rate X 12 students. (about \$150./student)
- Stipend for CNA Mentors, during immersive clinical experience is \$3.00 per hour. (\$3./hour X 8 hours X 12 students = \$288.). A CNA Mentor may have more than one CNA student during a rotation but never more than one per day.
- As students progress through their CNA clinical rotations, their work role will advance to a hospital work role that utilizes newly acquired clinical skills. For example, if their entry level role is as a Transporter or Dietary Aide, their role may change in Feb/March to a Sitter/Patient Care Assistant (not requiring CNA certificate).

IMPLEMENTATION PLANS with Budgets

The “Implementation Plans with Budgets” is divided into three sections: Set-up (start up), Phase I and Phase II of the EWL model. In each section, the implementation steps and budgets are separated for the academic and clinical partners. This allows for the academic and clinical partners to understand the work required and related costs, per partner.

Implementation Plan with Budget: EWL Model Set-up

Clinical Partner

- Identify academic/high school (CNA partner).
- Establish clinical/academic partnership. Establish MOU.

2 hours
\$150.00

- Set-up EWL Clinical Education Model
- Create EWL-CNA Advisory Group, including:
 - EWL Program Coordinators (academic and clinical)
 - Academic faculty (3)
 - Clinical HR representative
 - Clinical Nurse Educator
 - CNA Mentor
 - Nurse Manager
 - Entry level job role Manager

The EWL Advisory group (meets about two to four times monthly) helps to direct the program by anticipating potential problems and solving those that do occur.

8 hours
6 (clinical partner) people
\$75./hour
\$3600.

- Initiate weekly to monthly meetings of EWL Advisory Group with high school EWL Program Coordinator and faculty with clinical EWL Program Coordinator, HR representative, Nurse Educator, Nurse Manager, entry level job role hiring Manager and CNA Mentor.

20 meetings X 1.0 hours X 6 (clinical partner) attendees X \$75./hour
\$9000.00

- Identify /utilize/expand EWL Program Coordinator role.
- If new, create EWL Program Coordinator job description.
- Consider regulatory and accreditation implications (e.g., TJC, VBON, state licensure, Magnet)

6 hours
EWL Advisory Group (6 clinical)
6 people X 6 hours X \$75./hour
\$2700.00

- Hospital Nurse Educator, with high school faculty and entry level job role Manager, begin monthly EWL student cohort sessions.

1 hour/month X 12 months X 2 clinical partner people X \$75./hour = \$1800.00
12 students X 12 months X 1 hour X \$17/hour = \$2448.00
\$4248.00

Cost of ETL Model Set-up - clinical partner: \$19,698.00

Implementation Plan with Budget: EWL Model Set-up

Academic Partner

- Establish academic/clinical partnership with clinical facility

2 hours
\$150.00

- Create EWL Advisory Group, including EWL Program Coordinators (high school and clinical), faculty, clinical HR representative, Nurse Educator, Nurse Manager.

8 hours
EWL Coordinator and 3 faculty

**8 hours X 4 people X \$75./hour
\$2400.**

- Participate in weekly to monthly meetings of EWL Advisory Group

20 meetings X 1.0 hours X 4 (academic partner) attendees X \$75./hour
\$6000.00

- Create/expand/utilize EWL Program Coordinator role job description.
- Identify EWL Program Coordinator
- Consider regulatory and accreditation requirements.

4 hours
Advisory Group – EWL coordinator and faculty (2)
4 hours X 4 people X \$75./hour
\$1200.00

- Academic EWL Coordinator with High school faculty participate in monthly EWL student cohort sessions.

1 hour/month
1 hour/month X 12 months X 2 (academic partner) people X \$75./hour
\$1800.00

Cost of ETL Model SetUp-clinical partner: \$ 16,698.00

Cost of ETL Model Setup - academic partner: \$ 11,550.00

Total cost of ETL Model Setup: \$ 31,248.00

Implementation Plan with Budget: Phase I Clinical Partner

Phase One - Earn While You Learn Clinical Education Model (EWL CEM): Creating the Job Role - Entry level Hospital Job Role/ “EWL Student”

■ Clinical Partner

Include EWL Model Set- up Implementation and Costs

AND

- Define EWL work role/job title, with HR.

Consider existing hospital entry level role like EVS, Dietary Aide, Transporter, etc. Confirm job description.

- Create EWL job role posting and distribute to high school partner(s).
- With high school and HR partners, define ETL role eligibility criteria, application, interview and onboarding requirements, process and timeline.
- Consider regulatory and accreditation implications (e.g., TJC, VBON, state licensure, Magnet)
- Create EWL role job posting and distribute to high school partner(s)
- With high school and HR partners, define EWL role eligibility criteria, application, interview and onboarding requirements, process and timeline.
- Schedule/hold EWL Information Sessions with high school students/parent, with faculty and school administrator, in May/June (after accepted into CNA program)
- EWL Information Sessions attendees include high school faculty, students, parents, and clinical partner leadership with HR representative
- EWL Information Sessions include overview of role and expectations with requirements, process and timeline. Interested students need to be able to commit to 5 days of hospital onboarding, as per schedule.

8 hours

EWL Advisory Group (6 clinical)

6 people X \$75./hour X 8 hours

\$3600.

- Open EWL job posting application window
- Applicant screening done by clinical and HR partners
- Hold interviews with students and faculty and clinical HR Representative.
- Confirm interview questions and scoring process during biweekly meeting with EWL Program Coordinators, HR, faculty.
- Complete EWL role selection process
- Consider EWL Student role evolution/advancement (job title change) as students progress through academic program.

EWL Advisory Group: EWL Coord, HR, Nurse Educator, Nurse Manager, HR representative (6)

8 hours

6 people X \$75./hour X 8 hours

\$3600.

- HR extends EWL job offers

- HR processes job acceptances

HR representative

2 hours

1 person X 2 hours X \$75./hour

\$150.00

- Hire date/orientation/onboarding:
 - Orientation - general hospital 2 days
 - Role Onboarding – 3 days with hiring department (e.g., patient transport, dietary)

40 hours

12 students at \$17./hour X 40 hour

\$8160.

- Candidates begin the process for signing up for shifts, per entry level role/department processes.
- EWL Students work minimum of 8 hours per week and maximum of 12 hours per week, when school is in session.
- Hospital Nurse Manager and Entry Level Manager, with high school faculty, maintain strong staff engagement among EWL Scholars through monthly cohort meetings and regular communication/rounding.
- EWL Students, EWL Advisory Group members, CNA Mentors, Nurse Managers and entry level department managers complete a satisfaction survey (re: Phase I and Phase II of program) at prescribed intervals during the program.

Cost of Phase I: Clinical Partner:

\$15,510.00

Implementation Plan with Budget: Phase I Academic Partner

Phase One - Earn While You Learn Clinical Education Model (EWL CEM): Creating the Job Role - Entry Level Job Role/ “EWL Student”

Academic Partner

Include ETL Model Set- up implementation and Costs

AND

- Attend EWL information sessions with HR clinical partners and students/parents.

- Assist with scheduling opportunities for the clinical faculty to meet with high school students/parents to discuss EWL CEM in Spring of junior year.
- Explain employment opportunities as well as the EWL CEM to students/parents.
- Attend EWL information sessions with HR clinical partners and students/parents.
- Reinforce the requirements and benefits of the EWL program with students and parents; advising and answering questions.

8 hours

**EWL Coordinator and faculty (3) X 8 hours X \$75./hr
\$1800.**

- Provide documentation (with consent of EWL students/parents) as needed to clinical facility to demonstrate EWL students' eligibility and compliance with State Board regulations

2 hours

\$150.00

- Assist as needed with providing conference areas for interviewing.
- Consider regulatory and accreditation implications (e.g, BON)

2 hour

\$150.00

- Support EWL Students and clinical facility to ensure work/school balance and academic success.

3 hours per month

\$75./hour

10 months

\$2250.

Cost of Phase I: Academic Partner:

\$4,350.00

Total Cost of Phase I:

\$19,860.00

Implementation Plan with Budget: Phase II Clinical Partner

**Phase Two - Earn While You Learn Clinical Education Model (EWL CEM):
Immersive Clinical Rotation: "EWL Student"**

■ Clinical Partners

- With academic partner, identify EWL Student sessions and CNAs mentors for the student clinical experience model.

- Identify units where student clinical experience can be supported. Engage unit Nurse Managers with expectations

6 hours

EWL Advisory Group, clinical- 6 people

6 people X 6 hours X \$75./hour

\$2700.

- Identify CNA Mentors on dedicated units

- Define CNA Mentor role and expectations and provide/training as needed to include principles of mentorship and NNAAP handbook requirements.

- Create CNA Mentor training (4 hour) with academic faculty.

- CNA Mentors to be proficient delivering patient care skills as required by the National Nurse Aide Assessment Program (NNAAP)

Nurse Educator - 12 hours

12 X \$75./hour

\$900.

12 CNA Mentors X 4 hour mentor training class X CNA hourly rate (approx. \$25./hr)
\$1200.

- Establish CNA Student clinical experience schedule on a unit with CNA Mentor.

- Define/coordinate academic faculty role

- Define unit Nurse Manager role

- Establish launch date

- Participate in biweekly meetings with academic EWL Program Coordinator and faculty to assess program progress, intervene, as necessary and evaluate the program every three months with survey data collection results.

8 hours

8 hours X EWL Advisory Group (6 + 3 Nurse Managers) X \$75./hr

\$5400.

- Create EWL role II job description with HR and Academic EWL coordinator and faculty.. Consider existing hospital entry level clinical roles, not requiring certification, like sitter.

- Define EWL role II compensation rate with HR.

6 hours

6 hours X 6 people X \$75./hour

\$2700.

- Nurse Educator, with entry level manager, conducts monthly EWL Student cohort meetings with academic faculty.

Expense captured in Phase I Implementation.

- EWL Advisory Group defines advancing work role as students complete CNA clinical rotations

4 hours

EWL Advisory Group

6 people X 4 hours X \$75./hour

\$1800.

- Conduct survey, at prescribed times, of EWL Students, EWL Advisory Group (10), CNA Mentors, faculty, Nurse Managers and entry level role Manager to obtain feedback on program and transition to practice as a CNA.

Begin Clinical Education Model Experience

- Unit Nurse Manager communicates with assigned clinical faculty and CNA mentors regarding unit status, unit Welcome plan, review team assignment schedule and plan.
- Unit Nurse Manager ensures Unit Welcome for clinical rotation sessions on unit, including introductions, unit tour and student CNA assignments as part of the team.
- Unit Nurse Manager ensures all unit staff are aware of and follow CNA Student learning and clinical objectives.
- Unit Nurse Manager interacts with clinical faculty on each shift to ensure communication, follow-up and collaboration.

10 hours

4 Nurse Managers

\$75./hour

10 X 4 X \$75

\$3000.

Cost of Phase II: Clinical Partner:

\$17,700.00

Implementation Plan with Budget: Phase II Academic Partner

**Phase Two - Earn While You Learn Clinical Education Model (EWL CEM):
Immersive Clinical Rotation: "EWL Student"**

Academic Partners

- Meet with administration to discuss the ability of the institution to support incoming EWL CNA students learning needs, schedules and outcomes.

- Meet with the clinical partner (EWL Advisory Group) and CNA Mentors to explain the mentor role, nurse faculty role, and the CNA/EWL Student learning outcomes for the experience.
- Work with Nurse Educator to create CNA Mentor training (4 hour) using NNAAP guidelines.
- Meet with clinical schedulers to set up proposed schedules for EWL Students and CNA mentors.
- Establish a funding source for EWL Student hours. (8 hours per student for immersive experience)
- Define payment process for EWL Student clinical rotation hours.
- Work with designated hospital personnel to establish and ensure appropriate CNA Mentors are in place for upcoming clinical experiences.
- Provide clinical faculty for in person oversight throughout the shift while EWL Students are in clinical and assigned with CNA Mentors. (Nursing faculty moves between units where EWL Students are being mentored answering questions from CNA mentors and EWL Students.)
- Consider regulatory and accreditation requirements.
- Consider EWL Student role evolution/advancement (job title change) as students progress through academic programs.
- Clinical faculty does thematic analysis of survey data and student journals

24 hours

EWL Coordinator and faculty(3)

24 hours X 4 people X \$75./hour

\$7200.

Begin Clinical Education Model Experience for ETL Students

- Clinical faculty communicates with Unit Nurse Manager and CNA mentors, prior to the first clinical rotation shift, to reinforce clinical skills and learning objectives, plan, and schedules.
- Clinical faculty meets with each EWL Student during mentored experience to ensure student skills requirements, learning outcomes are being obtained and also assists as needed with the EWL Students on the clinical unit.
- Clinical faculty defines and assigns journal assignments for EWL Students during clinical rotations.
- Clinical faculty assigns and collects surveys from students at prescribed intervals.
- Clinical faculty interacts with unit nurse managers and CNA mentors following mentored experience to ensure ongoing communication, follow up, and collaboration.

- Faculty works closely with CNA Mentors to evaluate student progress with faculty assigning clinical grades.

16 hours

**16 hours X 2 people X \$75./hour
\$2400.**

- Attend monthly EWL student cohort meetings with Nurse Educators, Entry level role Manager and EWL Students.

Expense included in Phase I expenses

- Participate in weekly to biweekly EWL Advisory Group meetings with academic EWL Program Coordinator, and faculty.

Expense included in Phase I expenses

- EWL Advisory Group defines advancing work role as students complete CNA clinical rotations

EWL Advisory Group (2)

4 hours

**2 people X 4 hours X \$75./hour
\$600**

Cost for Phase II: Academic Partner: \$10,200.00

Implementation Plan with Budget: Phase II EWL students

**Phase Two - Earn While You Learn Clinical Education Model (EWL CEM):
Immersive Clinical Rotation: “EWL Student”**

EWL Students

- Students will participate in an immersive clinical rotation experience with a CNA Mentor for 8 hours of their 40 hour required clinical experience (preferably the third or fourth 8 hour day of their clinical experience.)
- Meet with Clinical faculty to review student learning objectives and students' role with CNA Mentors.
- Discuss role differences between employment and clinical experiences:
 - Wear student uniform

- Abide by clinical guidelines outlined in CNA Student Handbook
 - Wear school identification (no hospital badges)
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- Begin Clinical Education Model Experience
 - Collaborate with your CNA Mentor to plan and participate in care for your patient assignment
 - Incorporate concepts from class, practice required skills, and ask questions.
 - Consider care concepts that you have learned about in the classroom and how they apply in patient care.
 - Practice communicating with your patients.
 - Seek new clinical opportunities/experiences.
 - Complete journal activities as instructed by clinical faculty (Be willing to submit these submissions for qualitative analysis for the purposes of program evaluation.)
 - Complete Surveys as required by the EWL Clinical Education Model.
 - Maintain work hours (8-12 hours per week) for the hospital while completing clinical hours.
 - Attend monthly EWL Student meetings with the Nurse Educator, Entry Level Role Manager and clinical faculty.

Total Cost Phase II: \$27,900.00

Total Cost EWL CEM CNA Program: \$79,008.00

Data Collection During Implementation (Phase I and II)

- EWL Surveys for EWL Students, CNA Mentors, faculty, EWL Advisory Group members and Nurse Managers in September, February and May. (Survey tools to be created.)
- Hire and Retention Rates for EWL Students
- NNAAP pass rates are collected on all program completers.
- Students submit a journal for all clinical rotation experiences.

Golden Ticket

Students in the high school CNA program will graduate from high school, take the CNA certification exam and seek a CNA job. CNA job opportunities are plentiful. The clinical partner who employs the high school CNA student has a great opportunity to engage the student for continued employment in the new role of CNA. The “Golden Ticket” is a personal letter to the student, from the clinical partner, offering the student, a CNA job upon successful completion of CNA course and passing CNA certification exam. on the unit of their choice*.

*Students provide their top three unit choices for a CNA role, are interviewed by those Managers and offered a job on one of the units, based on Manager decision and unit CNA vacancies.

FREQUENTLY ASKED QUESTIONS

What is the Earn While You Learn Clinical Education Model (EWL CEM)?

EWL CEM is a transformative clinical education model where Academic/Clinical Partnerships enhance students' confidence, clinical judgment and skills acquisition, preparing a more practice ready graduate for employment.

Phase I

- Students employed by a clinical partner while in school.
- Employment enhances students' comfort and confidence in clinical settings.
- Employment addresses immediate workforce need for clinical partner.

Phase II

- Students employed by clinical partner while in school
- Mentors trained in student's clinical and learning objectives.
- Revised clinical rotation model engages bedside role Mentors to invest in education of students while seeing benefit from student's assistance with patient care.
- Revised clinical rotation model is mutually beneficial to student, Mentor and patient.
- Faculty retains responsibility for students. Mentor retains responsibility for patient care.
- Nurse Manager “owns” student and staff experiences on the unit.
- Nurse Manager and staff integrate faculty and students into unit operations.

What are Phase One and Phase Two of Earn While You Learn (EWL CEM)?

EWL CEM is a transformative clinical education model where Academic/Clinical Partnerships enhance students' confidence, clinical judgment and skills acquisition, preparing a more practice ready graduate for employment.

Phase I

- Students employed by a clinical partner while in school.
- Employment enhances students' comfort and confidence in clinical settings.
- Employment addresses immediate workforce need for clinical partner.

Phase II

- Students employed by clinical partner while in school
- CNA Mentors trained in student's clinical and learning objectives.
- Revised clinical rotation model engages bedside CNA Mentors to invest in education of students while seeing benefit from students' assistance with patient care.
- Revised clinical rotation model is mutually beneficial to student, CNA Mentor and patient.

What are the advantages of the Earn While You Learn Clinical Education Model (EWL CEM) ?

Clinical Site

All healthcare facilities are facing a severe healthcare workforce shortage. Students can provide relief for that workforce need. Creating a role that students can fill provides additional clinical learning experiences for students. These experiences also enhance their comfort and confidence in the clinical setting.

Academic Institution

Cooperating college or university with a healthcare workforce educational program.

Note: Students need more experience in the clinical setting. Clinical rotations may be limited due to faculty and facility availability. Students may need to work, while in school. Clinical partners are facing a severe healthcare workforce shortage.

Students

Students enrolled and in good standing in a healthcare work role education program.

Many feel uncomfortable and anxious about new role responsibilities. Working in the clinical setting, while a student, enhances their comfort in the clinical setting and their clinical rotation experience.

How did you determine the entry level work role for the high school CNA program student?

The EWL clinical partner defines hospital entry level position whose minimum job requirements can be met by high school students and vacancies exist.

How do you handle situations if a CNA Student struggles with role and school demands?

Throughout the EWL CEM process, the emphasis/priority is always for the students to successfully complete the educational program and pass the certification exam. The message is continually reinforced that if at any time, the student, Manager and/or faculty are concerned about a student's academic performance, there be a conference and plan for success. At that time, if it is determined that the burden of work is a barrier to academic success, the Manager will relieve the student of their work commitment for a defined period of time (usually one month and re-evaluate).