

Mujeres Unidas Avanzando (MUA)

FOUNDED: 1979

CURRENT ORGANIZATION BUDGET: \$1,770,000

CONTACT: Johannah Malone, *Executive Director*

☎ 617.282.3500

✉ johannah.malone@muaboston.org

🌐 www.muaboston.org



For over 46 years with headquarters in Dorchester, Mujeres Unidas Avanzando (MUA) has supported women with limited English, primarily Latina, to move towards financial independence. MUA accomplishes this through education and job training programs focused on entry level positions such as medical assistants, phlebotomists and home health aides.

The demand for healthcare workers in Boston has been rising due to an aging population and the rapid turnover of staff in the field. Given the City's growing diversity, the need for multilingual healthcare workers, especially Spanish speaking, is significant:

- 35% of Boston residents speak a language other than English at home.
- The number of healthcare worker job postings that require bilingual skills in Massachusetts increased by over 91% from 2018 to 2022.

MUA's rigorous English language and technology instruction, along with wrap-around services including on-site childcare, allow women to engage deeply in the professional training programs.

MUA's impact is two-fold: it fosters success for individuals and provides qualified workers to relieve a stressed healthcare system.

Two-Year Goals

- Develop a blended home healthcare and nursing assistant training program
- Expand the number of board members from 5 to 9
- Increase the number of participants from 350 to 425
- Increase the level of individual donors by 25%

Investment Opportunity

MUA is seeking a \$500,000 investment to increase the number of participants from 350 to 425 and to create a blended home health care and nursing assistant training program. The blended certification will enhance students' versatility, allowing graduates to work in both home and clinical settings. Funding will be used to build the infrastructure to accommodate new students by hiring additional teachers, coaches, and organizational staff.

Ways to Invest

- Sponsor a woman to complete a training program – \$6,000
- Donate personal care items and school supplies to be distributed to participants
- "Adopt" a MUA family to provide holiday gifts
- Join the Board of Directors

MUA's Model



Language, Technology, and Wrap-Around Services Are the Foundation

MUA provides language instruction and healthcare training in person and remotely at no charge. Designed to meet women with varying skills and experience, students can partake in one or all the offerings.

- **English Language:** A high priority for MUA is building language competency for its program participants. Students test into one of the appropriate levels (beginner, intermediate, and advanced) of English for Speakers of Other Languages (ESOL) classes and progress as they develop.
- **Technology:** MUA offers 12-week modules taught in English that explore basic technology, including email, internet, business writing and review, Microsoft Office, and Google Suite. In addition, MUA offers a *Bring Technology Home* program that provides students with Chromebooks free of charge.
- **High School Equivalence (HiSet):** MUA's course prepares students to take the HiSET exam in Spanish. This credential demonstrates that the student has high school level academic skills which is critical to many as they seek employment and higher education.

- **Wrap-Around Services:** On-site childcare for the children of students is available free of charge when women are in class. In addition, MUA offers individualized referrals for housing, healthcare, and legal services. MUA is committed to staying involved with students after they graduate and to building a network of peers who can be resources for each other in the years to come. Half of MUA's participants are under age 30 and 99% are low income.



Professional Training Equals Career Advancement

Currently, there are 800 women on a MUA waiting list to participate in one of the following:

- **Clinical Medical Assistant Training (CMA):** CMA has been in high demand in clinics and community health centers. CMA curriculum covers general healthcare knowledge, phlebotomy, cardiology/EKG, and laboratory procedures.
- **Phlebotomy Training:** Students learn the skills necessary to become certified phlebotomists, enabling them to seek employment in hospitals, community health centers, or laboratories. The course includes a 120-hour externship working at a hospital or clinic.
- **Home Health Aide Training (HHA):** The training focuses on basic patient care and safety skills, including CPR certification. It prepares students to work in various settings such as patients' homes, nursing homes, or group homes.
- **Proposed Combined CNA and HHA:** MUA is seeking to develop a combined training program to expand job opportunities to include home, clinic, and hospital settings and to raise earning potential of graduates.

“We value this partnership, and the impact MUA has on both our workforce, and the patients we serve.”

— Debbi-Anne Williams, *PhD Clinical Education Coordinator, Department of Laboratory Medicine, Boston Medical Center*

Leadership & Governance

Founded in 1979 by a group of volunteers, MUA remains a community-centered organization. Johannah Malone, MUA’s executive director, started at MUA twenty-five years ago as an intern. With a degree in Spanish and French Literature from Boston University and a Master’s degree in Applied Linguistics from UMass Boston, she has grown professionally with the organization. Today MUA is led by a five-person board of directors with ties to education and healthcare. Committed to engaging participants as staff members so current students can learn from their experience and expertise, five former students are now MUA teachers and coaches.

Financial Stability

The largest percentage of MUA’s funding comes through government education and workforce development grants. While workforce development has historically received bipartisan support, and MUA has received an indication that its government funding will continue at current levels, building a diversified funding base is a priority for organizational leaders.

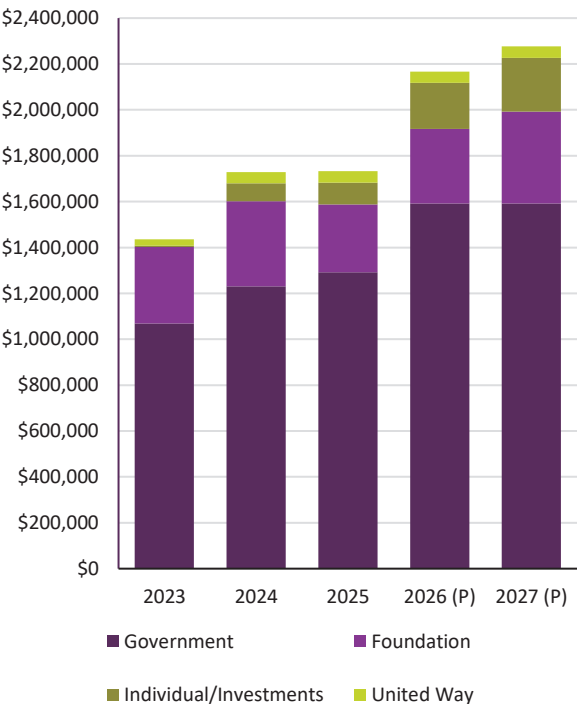
KEY INVESTORS

- Office of Workforce Development
- Massachusetts Department of Elementary and Secondary Education (DESE)
- United Way of Massachusetts Bay
- The Clowes Fund

KEY PARTNERS

- Beth Israel Deaconess Medical Center
- DotHouse Health
- Boston Medical Center
- Joslin Diabetes Center
- Living Well Rehab Center
- Tri-Town Podiatry

Revenue by Source





FROM UNCERTAINTY TO TRIUMPH: ROSE'S INSPIRING JOURNEY WITH MUA

A devoted mother and a native of Haiti, Rose came to MUA determined to build a better future for herself and her young son. She faced obstacles—language barriers, financial hardship, and the trauma of living in a war-torn country.

Over two years she completed MUA’s High School Equivalency Test (HiSET) in Spanish, English for Speakers of Other Languages (ESOL), and Home Health Aide programs while working two jobs. Rose moved into a two-bedroom apartment, creating a safe, stable home for her family.

MUA stood beside her along the way. Through Adopt-A-Family assistance, a Thanksgiving turkey, and even the personal support of a staff member who took her to her driving road test, Rose felt the power of a community behind her. Her eyes are now set on becoming a Clinical Medical Assistant (CMA) and MUA provides the training and support for her to advance.

Program Performance and Organizational Health

Below is a summary of the key measures MUA tracks to demonstrate progress, create internal accountability, incorporate lessons learned, and adjust strategy as necessary.

	FY 2025	FY 2026 (P)	FY 2027 (P)
Program Performance			
# of Students (All Programs)*	350	400	425
# of Students in Language Classes	206	220	225
# of Students in HiSet Classes	45	50	55
# of Students in Technology Trainings	65	75	85
# of Students in Allied Health Trainings	88	120	150
Organizational Health/Capacity-Building			
# of Full -Time Employees	2	3	4
# of Part -Time Employees	26	26	28
# of Board Members	5	7	9
Total Revenue	\$1,770,000	\$2,300,000	\$2,380,000

*Number of total students enrolled (students can be enrolled in multiple classes over one year)

Social Impact

Below is the summary of the social impact that MUA aspires to have in the next two years. Note: Housing insecurity is the top reason for participant withdrawals and is reflected in these outcomes—25% of students live in shelters.

Indicator	Current Numbers	2027
% of students who demonstrate a gain in English on standardized test	80	85
% of students who demonstrate a gain in technology competencies	80	90
# of participants who secure a job for the first time or advance in their current job	82	85

MUA graduates have the language and technical skills to obtain better jobs and become more fully integrated into community life. Given the demand for multilingual healthcare workers, MUA students are well positioned for career advancement.

MUA graduates fill a gap in the healthcare system for multi-lingual staff. When patients can effectively communicate with medical professionals in their native language, they are more likely to have better outcomes. Accurate communication reduces the risk of misdiagnosis and medical errors.