



BAYADA
Diversity, Equity,
and Inclusion

2022
Progress
Report

BAYADA Diversity, Equity, and Inclusion

BAYADA Diversity, Equity, and Inclusion

2022 Progress Report

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Diversity, Equity,
and Inclusion



Diversity, Equity, and Inclusion

DEI



Diversity reflects the ways people are different from one another. This goes beyond the boundaries of race and gender to include culture, age, sexual orientation, ethnicity, socio-economic background, religion, neurodiversity, gender identity, experiences, disability, and invisible illness.

Equity creates fair treatment, access, opportunity, and advancement for individuals by establishing systems and processes that counteract social inequities and prevent the formation of barriers.

Inclusion fosters an environment where individuals feel safe to engage and participate fully because they feel respected, free to express their ideas, and valued for their unique voice, perspective, and abilities.

Message from the CEO



Dear friends,

The BAYADA Way—our guiding statement of mission, vision, and values—defines Key Actions that we expect of ourselves. Together, they are this organization’s blueprint for providing home health care services with BAYADA’s core values of *compassion, excellence, and reliability*.

While the actions are specific, they lead to aspirational outcomes: to make others feel cared for and supported, to maintain the highest professional, ethical, and safety standards, to communicate clearly and keep our promises, and above all, to show love.

I was already a committed champion of *The BAYADA Way* and our Key Action of the Week small-team discussions when, in 2020, I received a wake-up call.

Our nation was in turmoil over issues of deep-seated racism, racial injustice, and the murders of George Floyd and other Black Americans. A respected BAYADA Director “called me in” and challenged BAYADA to speak up and do more. He helped me realize that we were not fully living up to our promises, and that if he was feeling hurt and abandoned, others must be too.

To fulfill *The BAYADA Way*, we needed a much more intentional process of promoting diversity, equity, and inclusion (DEI) in our organization. We started by learning, listening, sharing, and organizing around diverse perspectives and insights. We engaged The Diversity Movement to help us educate ourselves and start those conversations, and we created a DEI Office to help infuse DEI principles into every way we do business. Our intentional DEI journey was born.

Now two years in, I know this journey will be part of our BAYADA DNA for generations to come. It has become ingrained in our culture and evolution as an organization, as professionals, and as allies.

All thanks to colleagues who are brave and vulnerable enough to speak up and get involved, this process is improving how we listen and communicate, how we set the highest standards, how we treat each other, and how we make BAYADA a place where every employee can feel like they belong, and every client can receive personalized care with a sense of well-being, dignity, and trust.

I am so excited and proud to be a part of it.

Onward,

David Baiada, CEO
BAYADA Home Health Care

DEFINING DIVERSITY, EQUITY, AND INCLUSION

BAYADA is committed to creating a culture and environment of diversity, equity, and inclusion (DEI) where all employees can thrive, and all clients can receive high-quality, personalized care with a sense of well-being, dignity, and trust.



Representative of our core value of **reliability**.

Diversity reflects the ways people are different from one another. This goes beyond the boundaries of race and gender to include culture, age, sexual orientation, ethnicity, socio-economic background, religion, neurodiversity, gender identity, experiences, disability, and invisible illness.

Representative of our core value of **excellence**.

Equity creates fair treatment, access, opportunity and advancement for individuals by establishing systems and processes that counteract social inequities and prevent the formation of barriers.

Representative of our core value of **compassion**.

Inclusion fosters an environment where individuals feel safe to engage and participate fully because they feel respected, free to express their ideas and valued for their unique voice, perspective and abilities.

For more information about our diversity journey, visit bayada.com/diversity



BAYADA
Diversity, Equity, and Inclusion

Meet the DEI Team



Rekha Daniel-Kimani, BA-BComm, CCP, CBP, CEBS, CMS, SPHR, GRP, CDE

(she, her, hers)

BAYADA Regional Director, Head of Total Rewards, Diversity, Equity, and Inclusion, and Strategic Human Resources Growth Operations

With over 25 years in global human resources, total rewards and DEI, Rekha is a people person who loves to innovate in the spaces where business strategy, culture, operations, and planning fit skillfully together as a whole. She is an award-winning compensation and benefits strategist and change leader, also a multilingual, first-generation immigrant to the US. As a CHIEF* member and Prosci Change Practitioner, Rekha's passion is to yield returns on investment by authentically infusing DEI principles into the ways BAYADA conducts business and engages people.



Joe Wendover, MA, CDE

(he, him, his)

BAYADA Director of Diversity, Equity, and Inclusion

With over 15 years in human resources and diversity, Joe understands how to improve behaviors and attitudes through hiring practices, training programs, and feedback systems. He serves in several board and advisory roles as a disability inclusion leader and brings to BAYADA executive-level experience, consulting global business clients on DEI needs and growth opportunities, policy changes, and the use of inclusive management tools. Joe's interests include training and development, work/life balance, motivation, and organizational culture.



Bridgett "BT" Tabor, MA, CDE

(she, her, hers)

BAYADA Program Manager of Diversity, Equity, and Inclusion

With over 15 years in higher education and business administration, BT is a first-generation academic and professional responsible for executing BAYADA DEI initiatives and leading cross-functional working groups that promote employee engagement and retention. She brings to BAYADA extensive career experience developing and managing community partnerships, events, and talent/people initiatives and programs, including a comprehensive diversity recruitment plan for a large public research university.



Ty'Keivius "Ty" Curry, MS, CDE

(he, him, his)

BAYADA Community Outreach Manager of Diversity, Equity, and Inclusion

With over 20 years in human resources and the United States Army, Ty is a Purple Heart veteran and former head of DEI sourcing, acquisition, and training for Army Recruiting and Retention Command. He works closely with the BAYADA DEI team and stakeholders to build strategic partnerships, forge engagement and recruitment pipelines with underrepresented populations, and establish the BAYADA brand in the communities we serve. Additionally, Ty brings to BAYADA a strong background in global human resources policy, management, and applicant tracking systems.



Leah Ko Graham, MA

(she, her, hers)

BAYADA Communication and Content Manager of Diversity, Equity, and Inclusion

A new addition to the BAYADA DEI team, Leah brings a passion for antiracism and gender equity, racial literacy, cultural competency, and communications and has over a decade of experience as an advocate, speaker, writer, coach, trainer, and consultant. In her role, she will work closely with internal stakeholders to help advance DEI strategy and initiatives. With a background in global studies, Leah has worked in Jamaica, South Africa, Uganda, and China and currently is contributing to an Ethnic Studies anthology.

*CHIEF is designed for women in the C-Suite, senior executives, and accomplished VPs to strengthen their leadership, magnify their influence, and pave the way to bring others with them.

"It's easy to say that we are a team, but truly, we define 'team' when we authentically let each other's light shine bright and help one another develop and showcase the diverse dimensions and depths of our abilities."

Rekha Daniel-Kimani



"A successful diversity, equity, and inclusion team is one that not only provides the organization with seeds, but also the constant watering and care needed to develop deep roots and grow the garden."

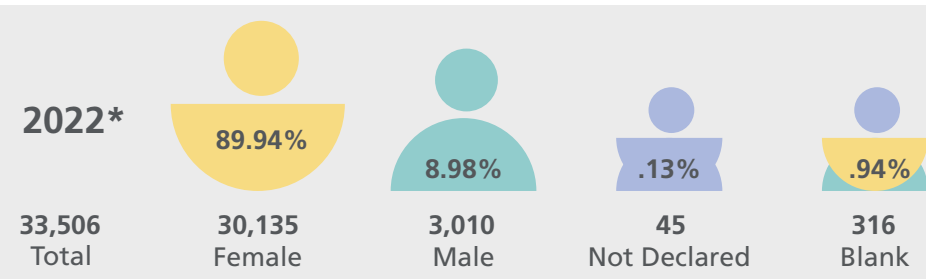
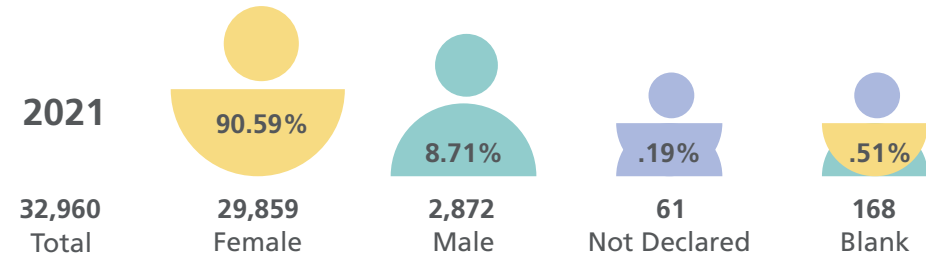
Joe Wendover



BAYADA
Diversity, Equity,
and Inclusion

BAYADA by the Numbers

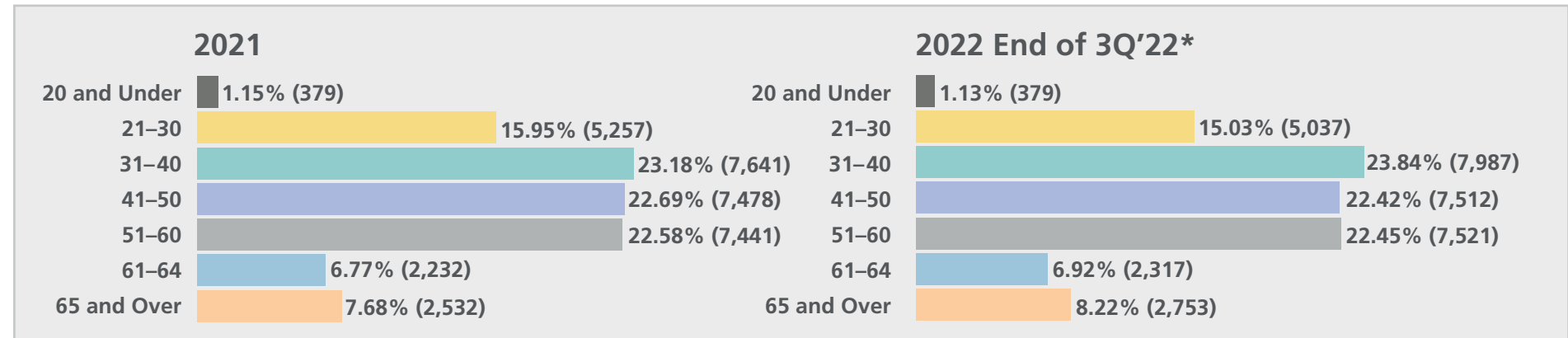
Employees by Gender



Employees by Ethnicity

	2021		2022*	
American Indian or Alaska Native (Not Hispanic or Latino) (USA)	0.44%	146	0.53%	179
Asian (Not Hispanic or Latino) (USA)	3.16%	1,043	3.25%	1,089
Black or African American (Not Hispanic or Latino) (USA)	30.41%	10,024	29.27%	9,807
Hispanic or Latino (United States of America)	9.67%	3,186	9.31%	3,118
I do not wish to answer (United States of America)	1.59%	523	1.78%	595
Native Hawaiian or Other Pacific Islander (Not Hispanic or Latino) (USA)	0.70%	232	0.67%	226
Two or More Races (Not Hispanic or Latino) (USA)	2.64%	869	2.60%	870
White (Not Hispanic or Latino) (USA)	50.85%	16,760	51.69%	17,319
Blank	0.54%	177	0.90%	303
Total	100%	32,960	100%	33,506

Employees by Age



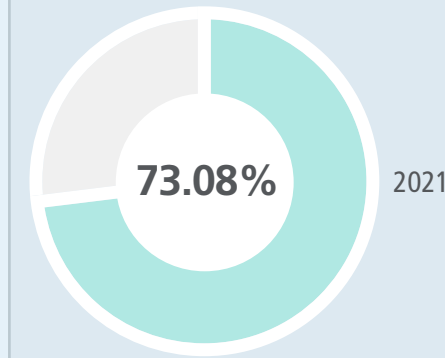
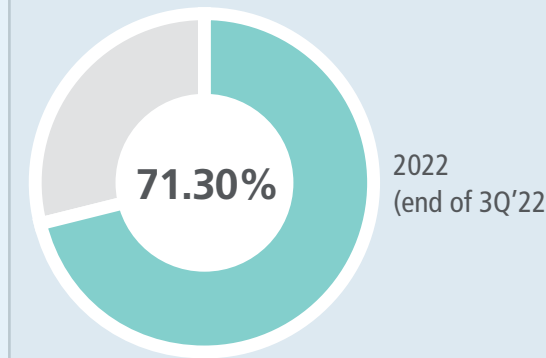
*Current as of October 31, 2022

“BAYADA’s commitment to DEI has shown me that there is no better way to come to work than as my true, authentic self.”
 Jana Conrad, Associate Director (RAD)
 Director, Reading, PA Pediatrics office

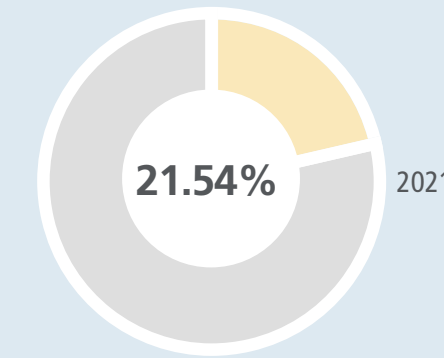
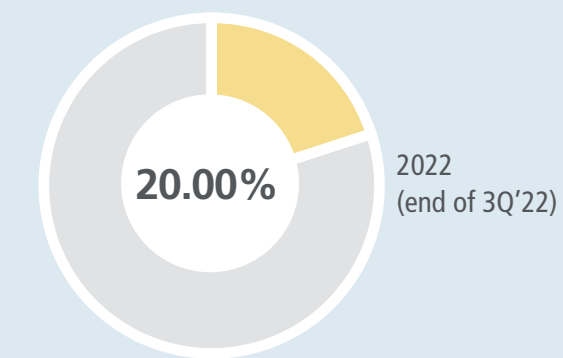


Our Hiring Leadership Data

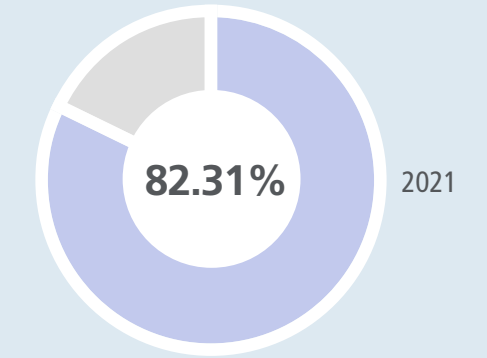
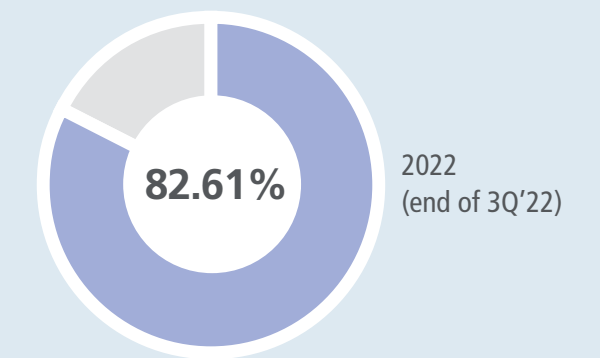
Open leadership roles filled by females



Open leadership roles filled by racial and ethnic minorities



Open leadership roles filled by underrepresented groups



Associate Director and Above leadership hiring data calculation began 2022
 Underrepresented Groups (Women, Race/Ethnicity, Veteran, Disability)
 Some individuals have multiple identifiers
 Underrepresented Hiring Leadership data excludes “no data requisitions/candidates”

“It has been a privilege and honor to be involved in our DEI teams this year. I have seen firsthand how this important work supports our Key Action of working with a spirit of universal faith, hope and love.”
Cris Toscano, Practice President, Skilled Nursing

Our DEI Journey Roadmap



Map the Journey

- October 2019, BAYADA identifies diversity, equity, and inclusion (DEI) as a gap for our organization
- Executive leadership commits to making DEI a priority action item



Start the Bus

- Early 2020, BAYADA engages The Diversity Movement (TDM) as a partner to help assess needs and inform program development
- In consultation with TDM experts, BAYADA leaders prepare to launch our DEI program



Make the Bus Accessible

In 2020, BAYADA launches key DEI initiatives to listen and learn:

- Foundational learning on DEI
- Monthly Conversations on DEI via live CEO-led webcasts
- CEO listening sessions
- Thought Exchange employee surveys
- Topical meetings by practice, region, and division



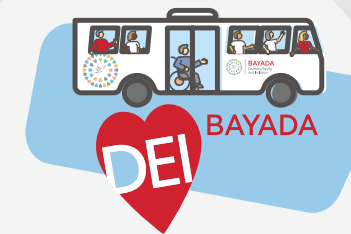
Fill the Bus

- March 2021, BAYADA employees initiate three Employee Resource Councils (Pride, Racial & Ethnic Diversity, and Women in Limitless Leadership)
- BAYADA hires a Director of Diversity, Equity, and Inclusion, creates a DEI Office, and hires additional staff
- DEI is incorporated into BAYADA strategic planning processes and quarterly leadership meetings



Stay on Course

- Continue to cultivate a more inclusive work environment through DEI-infused business practices and company rituals like Key Action of the Week
- Incorporate DEI into key company events like BAYADA Awards Weekend and the BAYADA White Shoes Symposium for Clinical Excellence
- Advance and evolve our DEI journey, adding Belonging as a fourth principle








Update on Goals & Initiatives

In 2022, the DEI themes of Culture and Communication, Environment of Inclusion and Social Responsibility, and Competency and Education drove the work we did to make lasting improvement and impact. Throughout the year, we have seen more than 100 wins in each of these categories.



“I love that we still have these DEI meetings even now. These aren’t sessions that happened once, they aren’t sessions that happened just the first year, BAYADA is still embracing DEI and having discussions about it. It is a step that I don’t hear from most companies.”
Thomas Holland, Manager, Digital Marketing

<p>Culture and Communication</p>	 <p>9,178 Webpage Visits</p>	<p>Goal</p> <p>Increase internal and external DEI communications and brand awareness aligned with BAYADA culture</p>	<p>Wins</p> <ul style="list-style-type: none"> Updated BAYADA's employee portal of DEI Resources with a new look and feel and new content, including a 600+ video library and a guide for disability inclusion Approved DEI updates to these policies and processes: Agreement of Standards, Code of Ethics and Behavior, Affirmative Action/Equal Opportunity Employer, Start of Care packets for new clients, BAYADA University, Welcome Training, and Becoming a Hero orientation booklet
<p>Environment of Inclusion and Social Responsibility</p>	 <p>86.6 DEI Employee Experience Score Q2 2022</p>	<p>Goals</p> <p>Infuse DEI principles into paths for employee career advancement</p> <p>Enhance internal environment of inclusion by continuing to create a culture of trust and safety</p> <p>Establish a baseline of DEI and social responsibility</p>	<p>Wins</p> <ul style="list-style-type: none"> Infused DEI principles, processes, and language into these employee events: All Hands annual directors meeting, Awards Weekend, Key Action of the Week discussions, BAYADA White Cap clinical leader training, and BAYADA White Shoes Symposium for Clinical Excellence Leadership Grew the BAYADA Employee Resource Council (ERC) program by launching two new councils, Military Community Network (MilCom) and Solutions and Accessibility for Equality (S.A.F.E.) Processed 114 new member applications for Employee Resource Councils Hosted a DEI Summit, our first in-person gathering of employee members from five BAYADA ERCs to promote greater involvement, active listening, and stronger bonds
<p>Competency and Education</p>	 <p>8,765 DEI Training Participants</p>	<p>Goals</p> <p>Expand on foundational DEI education, learning, and competency resources for office employees</p> <p>Create foundational DEI education, learning, and competency for caregiver employees</p>	<p>Wins</p> <ul style="list-style-type: none"> Hosted over a dozen DEI Team Meet and Greets and an Introduction to Diversity, Equity, and Inclusion for 100 new office employees Hosted 20 employee trainings on a variety of DEI topics, facilitated by our partners at The Diversity Movement



Training and Education

In collaboration with The Diversity Movement, BAYADA continues to build its array of facilitated DEI workshops, BAYADA University courses, and downloadable resource materials for the ongoing training and education of all employees. We now provide an extensive on-demand video library for employees to progressively learn more about a DEI topic of their choice at their own pace.

Key BAYADA DEI trainings include:

- Diversity: Beyond the Checkbox
- Inclusive Language
- Psychological Safety and Equitable Feedback
- Unconscious Bias for Hiring Managers
- Disability Etiquette

“The offering of DEI’s training on Psychological Safety is valuable to me for many reasons, but most importantly, it shows BAYADA’s commitment to encouraging employees to show up to work as their authentic selves and creating a safe and inclusive environment at work to do so. Thank you for providing such impactful training for all BAYADA employees.”

*Rita Coghlan, Manager
Talent Acquisition Strategy and Innovation Office*

“Aloha from Hawai’i. I attended BAYADA White Cap clinical training in September, and I have to say that DEI’s presentation was my absolute favorite. Overall, listening to their presentation and learning about non-biases really was a lightbulb moment for me, as I know I have my own biases from how I was raised and what I see in the media. We need more of these type of presentations and aids to support our ever-changing culture.”

*Jenna Ozaki, BSN, RN, Clinical Manager
Oahu Home Health Office*

“Thank you for the knowledge I gained and what I learned to become a better communicator who is more aware of my words, body language, and respect of cultural differences.”

BAYADA Caregiver/Clinician



“A wonderful reminder to stay open-minded and respectful in ways I never knew before.”

BAYADA Caregiver/Clinician



“I appreciated being educated about how diversity and inclusion impacts the workplace, and how we can be more considerate in how we treat others.”

BAYADA Caregiver/Clinician



“The Say This, Not That inclusive language download is something that I can always use with my team and in my personal life as well.”

BAYADA Caregiver/Clinician





Monthly 'Conversations on DEI' Webcast Series

Once a month, our Conversations on DEI webcast attracts hundreds of viewers who watch live and on demand. An average of 450 BAYADA employees across the enterprise tune into the live broadcasts.

This topical panel discussion with the CEO, occasional guests, and employees from all levels of the organization produces diverse insights and allows participants to learn more, do better, and share individual perspectives and experiences with diversity, equity, and inclusion.

With live comments, questions, and answers from viewers, these webcasts have become an impactful forum for "getting comfortable with the uncomfortable" together—sparking "a-ha" moments that often inspire new enhancements and next steps for BAYADA DEI initiatives.



I am so thankful for the monthly DEI webcast and the impact that the DEI team has made on me personally as a clinician! They have fostered a safe place and open dialogues for us all to learn and grow, directly impacting our clients' health outcomes as well as their quality of life. BAYADA has shown its commitment to their employees and clients by the creation of this office. Life is a journey full of learning, and with the help of our DEI colleagues, we see each other fully, make sure our voices are heard, and corroborate a place of belonging. Thank you!"

*Tyke Ingram, MSN, RN, CRRN, Director
Clinical Standards and Leadership Office (CSL)*



The DEI webcast has greatly influenced me not only as a BAYADA employee but in my personal life as well. I have learned being sensitive and respecting the way that a person outwardly presents themselves, such as through clothing choice, speech patterns, and overall style is very important. I have been more aware of my vocabulary to be more inclusive. Using people's pronouns is an important, easy way to respect and validate a person's gender identity. The DEI webcast has definitely raised awareness and has increased my knowledge while working with clients and coworkers."

*Nicki Nesbihal, BSN, RN, CSN, Clinical Manager
Toms River, NJ Adult Nursing Office (TR)*

Highlights from Conversations on DEI, Season 2

A Seat at the Table: Cultural Identity and the Workplace (February 2022)

Guest panelists joined us to discuss why Black History Month matters and the influence of cultural identity in the workplace. From microaggressions to multiple cultural identities, we discussed how we can make it more comfortable to bring our whole selves to work.

Beyond Hiring: Leveraging DEI to Win in Talent and Recruitment (April 2022)

DEI is much more than a nice-to-have—it is essential to attracting great talent. Participants got a chance to engage panelists on issues of sourcing, recruiting, hiring, retention, talent development, and succession planning with a DEI mindset.

Managing a Diverse Team (August 2022)

In the context of rapid societal changes, we discussed the importance of building and maintaining a diverse team and exchanged tips, challenges, and experiences leading, mentoring, and advancing employees with diverse backgrounds.



BAYADA Employee Resource Councils (ERCs)

The idea to form BAYADA Employee Resources Councils arose from a Conversations on DEI webcast in 2021. Their purpose is to provide a space for employees who share a personal interest in the same focus area to meet on a regular basis; to serve as a resource for any team across the organization, including the executive and Diversity, Equity, and Inclusion offices; and to take action through DEI programs and initiatives.

Joining an ERC is a fulfilling opportunity to meet and collaborate with colleagues from all levels and specialties across the organization. Each council is formed and run by interested employees, managed by a DEI team member, and inclusive and open to all regardless of self-identity.

Objectives

- Give diverse insights to solve real business challenges and support innovation
- Foster allyship, awareness, respect, and inclusion related to focus area
- Provide continued learning and professional development opportunities
- Promote talent sourcing, recruitment, and retention in related focus area
- Offer onboarding support for new employees who identify with the council
- Act as a sounding board for BAYADA DEI objectives and programming

Activity Highlights

- Lunch and Learns and other workshops for education and outreach
- Key Action of the Week videos and team discussion guides
- Conversations on DEI webcasts on ERC focus areas
- Employee LinkedIn Spotlights
- Community outreach events



We believe that building relationships and working together are critical to our success as a community of compassionate caregivers.
- *The BAYADA Way*

We believe in providing community service where we live and work.
- *The BAYADA Way*

ERC Community Outreach

BAYADA is committed to creating a culture and environment of diversity, equity, and inclusion (DEI) where all employees can thrive, and all clients can receive high-quality, personalized care with a sense of well-being, dignity, and trust.

Community outreach has always been an integral part of *The BAYADA Way*. Now, BAYADA Employee Resource Councils (ERCs) help us engage with diverse community groups more authentically, which:

- Makes us better partners and allies
- Builds trust as an employer and provider of choice
- Gives back to the communities we serve with a spirit of universal faith, hope, and love

Highlights from 2022 Community Events

To show community support for young neighbors of the BAYADA Global Support Center, the BAYADA Racial & Ethnic Diversity (R.E.D.) ERC teamed up with the respected Camden, NJ youth organization UrbanPromise to collect and distribute backpacks for back-to-school.

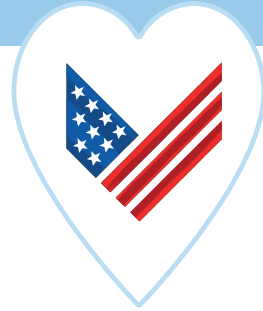
Braving a downpour of rain, the BAYADA Pride ERC and their friends and family members participated in the South Jersey Pride community outreach event. Together, they represented BAYADA's commitment to unity, acceptance, love, and support for LGBTQIA+ rights.

The BAYADA Military Community Network (MilCom) ERC supported BAYADA Hospice's long-standing participation in the "We Honor Veterans" program by teaming up with Veterans of Foreign Wars to present US flags and military award shadow boxes to our nation's heroes.





BAYADA Employee Resource Councils (ERCs)



MILCOM Military Community Network at BAYADA

The **Military Community Network (MilCom) ERC** mission is to create opportunities and break down barriers faced by veterans, military service members, and their families by providing support and resources to the BAYADA community through veteran-focused engagement, recruitment, education, and advocacy. MilCom is committed to making BAYADA the employer of choice for our military heroes and their families.

Flagship initiatives include:

- Veteran Employee Spotlight series
- Arlington National Cemetery visit
- We Honor Vets virtual event
- MilCom Excellence Key Action video
- Hiring Our Heroes webcast
- Veterans Day social media observance



I love being able to connect with like-minded people who sacrifice(d) to serve this country and have the opportunity to help others transition out of their military career to be just as successful in their civilian career. It is a pleasure to build resources and assist the company in their growth and inclusion to support military members and their families."

*Tory Stockton, Senior Associate,
Talent Acquisition Partner II
MidAtlantic Office Talent Acquisition Office*





BAYADA Employee Resource Councils (ERCs)



PRIDE LGBTQIA+ at BAYADA

The **Pride ERC** mission is to educate and support the LGBTQIA+ (lesbian, gay, bisexual, transgender, queer, intersex, asexual,+) community and allies by fostering authentic dialogue throughout BAYADA to create safe spaces and actionable change. The Pride ERC is committed to sharing resources with employees and accessing the current state of LGBTQIA+, using the Human Rights Campaign 100 as a guidepost for change.

Flagship initiatives include:

- Pride: Ask Me Anything webcast
- Parenting with Pride virtual event
- Ad in the Philadelphia Gay News LGBTQ Healthcare Special Issue
- New Jersey Pride recruitment event
- Pride & LGBT+ History Quiz
- Allyship in Action Pride Month webinar



“Being a part of the Pride ERC has taught me even more than I ever imagined. I joined up because I wanted to help empower others, but this process has empowered me. I have found a place and a group of people with whom I can be fully myself, I can share ideas and personal stories with no judgment or shame, and I can listen to and learn from others who are just like me. Pride isn't just a word—it is an attitude, a movement, a lifestyle. I feel more connected to myself, to my own truth, and to others in my community than I ever have before, thanks to the work I have done with the Pride ERC.”

*Samantha Shoop-Volz, Manager
Facility and Event Services Office*





BAYADA Employee Resource Councils (ERCs)



R.E.D.
Racial & Ethnic
Diversity
at BAYADA

The Racial & Ethnic Diversity (R.E.D.) ERC mission is to create opportunities and be a resource to increase diversity in leadership (associate director Level and above) and raise awareness about and advocate for racial and ethnic diversity through focused education and development programs. R.E.D. is committed to the hiring, retention, and promotion of racially diverse employees at BAYADA.

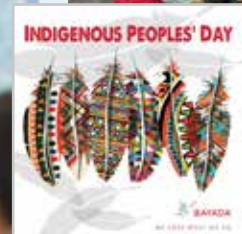
Flagship initiatives include:

- Words Matter Key Action video
- Hispanic Heritage Month watch party
- Community partnership with UrbanPromise
- Juneteenth virtual social
- Service Office Mentoring Program pilot
- Hispanic Heritage Month cookbook



“I joined R.E.D. because I hope that BAYADA can build a lasting legacy around inclusivity and equity. Without these two values, we are bound to fall short. It’s been a joy to meet people from different backgrounds and various walks of life. I also think it’s amazing how we’ve always found common ground, and all it takes is a little bit of discourse. I really wish others would be more open to that experience because it really has impacted me as a leader, employee, and person.”

*Fredy Villarreal, Division Director
Gloriosa Division Office*





BAYADA Employee Resource Councils (ERCs)



S.A.F.E. Solutions and Accessibility for Equality

at BAYADA

The **Solutions and Accessibility for Equality (S.A.F.E.) ERC** mission is to provide community in breaking down barriers and promoting advancement of awareness through inclusion for those with disabilities. There is no THEM, only US. S.A.F.E is committed to working with BAYADA leadership and the DEI Office to provide resources and information on reasonable accommodation, assistive technology, and disability etiquette.

Flagship initiatives include:

- Disability Etiquette Lunch & Learn
- 5 Tips for Disability Etiquette Key Action discussion
- My Voice Matters: Roadmap for Disability Inclusion webinar
- Disability & Accessibility Employee Spotlight series
- Client resources and highlight stories
- Partnership with DEI on reasonable accommodation process



“ I love playing a role in making a diverse company like BAYADA even more inclusive for people with disabilities through the S.A.F.E. ERC.”
*Ryan Birch, Physical Therapist
North Boston Home Health Office*





BAYADA Employee Resource Councils (ERCs)



W.I.L.L. Women in Limitless Leadership

at BAYADA

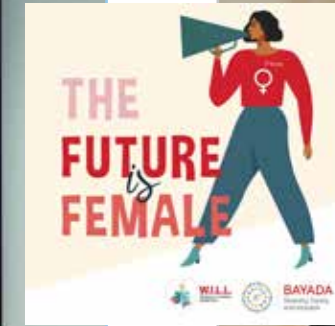
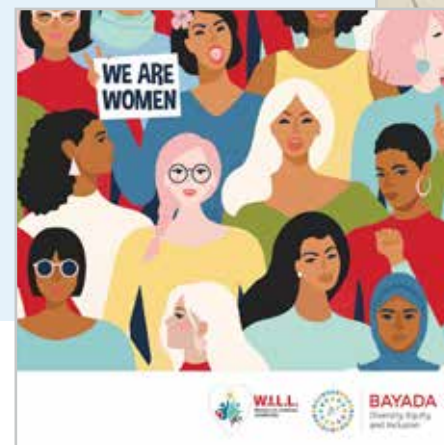
The **W.I.L.L. ERC** mission is to empower and instill confidence in women to be change agents by providing support, opportunities, and open dialogue and leaning into the challenges that women face inside and outside BAYADA. W.I.L.L. is committed to empowering employees who identify as women in the workplace and the community.

Flagship initiatives include:

- EmpowerHer web series
- W.I.L.L. Book Club
- Udemy diversity training evaluation and review
- Scenario-based Key Action activities
- Roe v. Wade listening sessions with The Diversity Movement
- Women in Leadership Employee Spotlight series

“W.I.L.L. has impacted me in more ways than one. I have been able to be a part of a community of women in BAYADA who all have a desire to make sure that women are not only seen, but heard. It has been especially impactful for me because it allows me to learn about different departments in BAYADA where women hold leadership positions, but also to create a relationship with them in a safe space. W.I.L.L. is the avenue that creates the path to allow us to not only be professionals, but to also be women with experiences, emotions, and expertise that we don't have to be afraid to share.”

*Brittany Brian, Associate
Home Health Clinical Practice Office*



2022 Diversity Champions

The Diversity Champions program began in March 2022 to promote and celebrate how BAYADA's commitment to DEI principles comes to life through employee action. One monthly Champion receives an ecard, a certificate, and a spotlight in the BAYADA DEI and CEO Newsletter.

This program is migrating to BAYADA Celebrates—our new digital employee recognition and rewards platform—where colleagues can nominate and congratulate their role models.

Diversity Champions are selected for achieving something extraordinary, triumphing over adversity, inspiring us to think differently, or being an active advocate and ally for DEI in the workplace or community.



MARCH
Natalie Fedyschyn

Client Services Manager
Durham, NC Pediatrics
Office (DRP)



APRIL
Karen Larstanna

Creative Director
Creative Services
Office (CSO)



MAY
Jacob Petersheim

Area Director
Home Care
Strategic Talent
Partners Office
(SPH)



JUNE
Dallas Star

Regional Director
Behavioral Health
Support Office
(BHS)



JULY
Pamela Wood

Behavior Services Associate
O'ahu Behavioral Analysis
Office (OBA)



AUGUST
John Chandler

Manager
Human Resource
Management
Systems Office
(HRMS)



SEPTEMBER
Tyke Ingram

Director
Clinical Standards
and Leadership Office
(CSL)



SEPTEMBER
Paula Booker

Manager
Clinical Standards
and Leadership Office
(CSL)



OCTOBER
BAYADA Employee Resource Councils (ERCs)



Reflections on the Tapestry of Diversity, Equity, Inclusion, and Belonging at BAYADA

As I reflect on the past year and our collective work in BAYADA's DEI journey, some words that I would share are grateful, avid learners, yearning for betterment, hoping we can make an impact. Such ideals have been thrown around in our ecosystem for decades in different ways, but the path we chose at BAYADA Home Health Care is not a carbon copy; it truly has been a unique path built on where we are as an organization and how we are intentionally working together to evolve in our strategic priorities—Talent, Smart Growth, and Digital & Analytics—and in our diversity of thought.

I am proud that we chose the path to listen, learn, and share first, taking inspiration from various industries that started their DEI journeys long before ours; from books, lectures, and conversations with experts who know this work and have studied this area. We listened to our employees and took action on what they were asking for with intentionality and with our core values of compassion, excellence, and reliability that are the bedrock foundation of *The BAYADA Way*.

DEI is one of the expressions of *The BAYADA Way* in action. People are our greatest assets and contributors, all people – so we took what we started and continued to listen, learn, and share by igniting five Employee Resource Councils, each with an executive sponsor who shares their personal passion and allyship. When you have a movement such as ours, it is important to pace yourself; to embrace the road ahead knowing that we will encounter what is known and unknown.

Our employees held us accountable to our words, questioning if BAYADA's commitment to DEI would be a fad. As a learning organization, we took this challenge seriously, acknowledging where we are now and the direction we are moving to continue to grow in our collective understanding, to meet the needs of our own people and of the diverse communities we serve. We want to leverage BAYADA's diversity of thought and experience; to amplify the equity of all voices; to include those seen and unseen; because if we do that, we will continue to create a sense of belonging for all BAYADA stakeholders.

This isn't a foreign concept for those drawn to health care, especially home health care, an industry where professionals are uniquely positioned and predisposed to embrace all clients across the entire spectrum of age, gender, ability, socio-economic circumstance, and many other factors.

At BAYADA, our business is taking care of people. It is a passion and a purpose that comes from the heart, and we know that our DEI journey will continue to be one of progress, not perfection. We are striving to cultivate an environment of true inclusion and equitable decision making; to elicit the full potential of our colleagues; to foster safety in conversations that might be difficult but necessary, because we truly want the best for each other. To get back up when we make mistakes and continue to move forward. To foster a community where all stripes of the best talent can feel like they belong. These goals are not only a return on investment; they are a return on mission.

Rekha Daniel-Kimani
Regional Director, Head of Total Rewards, Diversity, Equity and Inclusion, and Strategic HR Growth Operations

Diversity, Equity, and Inclusion lie at the heart of BAYADA's vision for the future

As we move forward as an organization, our DEI goals and initiatives will be woven into the execution of our three strategic priorities: Talent, Smart Growth, and Digital Transformation.

To transform our business and make home the center of health care delivery, BAYADA will continue to seek diverse input and strive to achieve a culture of diversity, equity, inclusion, and belonging where all employees can thrive, and all clients can receive high-quality, personalized care with a sense of well-being, dignity, and trust. My colleagues and I on the executive leadership team share a deep commitment to the infusion of DEI goals into all aspects of our business strategy and operations.

Our future success rests on our ability to integrate this core commitment into our daily decision making and business strategy, and I'm excited to be a part of helping us achieve this vision.

Jeffrey H. Knapp
Chief People Officer



BAYADA

Diversity, Equity,
and Inclusion



To learn more or get involved with our DEI initiatives, please scan the QR code | 856-406-0106 DEI Office | bayada.com/diversity