

someone's life? What should BAYADA stand for and believe in? What are the values that BAYADA holds as sacred? Al also spoke with clients and their families about their experiences.

"I heard a lot, especially from our nurses and aides, about showing love and having the faith that you're going to make a difference in someone's life," says Al. The ability to "show love" with clients resonated strongly with Mark, who had learned the phrase at his first orientation session as a volunteer in 1980 at Samaritan Hospice in southern New Jersey.

After gathering a wealth of responses, Al and Mark led three 24-hour retreats with 75 participants from all parts of the organization. The goal was to begin creating a written statement. "We deliberated on the concepts that should be part of *The BAYADA Way*," says Al. "I led the group through different exercises to help clarify what the document should include." These groups narrowed down 40 values to eight, enabling the company to develop a survey that was sent to every client and employee—about 19,000 people. More than 5,500 replied, an extremely high response rate.

With the philosophy well refined, the next step was to write it. Al drafted the document at the foot of Jack's bed, while his 9-year-old son was sleeping. "Back then, I was Jack's night nurse three nights a week," says Al. "I'd get Jack out of his wheelchair, bathe and dress him, get him into bed, plug in his feeding pump, put on his breathing mask, and get all the machines and monitors turned on. Then I would work for a couple of hours on my laptop before I got some sleep in the other bed in Jack's room. Jack's presence helped me to stay focused and aware of the importance of each and every word I was writing."

Paying it forward

For many years, BAYADA employees generously showed their appreciation to Mark and Ann by sending gifts at Christmas and other times of the year. Although the Baiadas were deeply grateful, they felt the money could be better spent helping others.

After Mark discussed his concerns with Joanne Wilson, former Accounting Supervisor and currently a Director working in Home Care Technology, they came up with a plan. "We agreed to have a fund for employees in need," says Joanne. "We put out the word to employees that instead of a gift, they could put money into the BAYADA Emergency Fund."

Since 2001, the Emergency Fund has helped employees who have experienced difficulties caused by the unexpected job loss of a spouse, fires, natural disasters, medical, and other emergencies. For legal reasons, the donated funds can't pay for medical bills or medications, but they assist greatly with utility bills, rent, and other financial needs. Following the Fund's success, the company created The BAYADA Foundation as a nonprofit 501(c)3 charitable organization in 2011. It provides financial assistance to people in need and supports charitable causes or programs through two



funds: the Employee and Client Emergency Fund and the Hospice Fund.

"This has been a great way to support our community and support *The BAYADA Way*," says Hilary Osborne, Senior Manager of Internal Communications. "BAYADA employees instinctively want to help other BAYADA employees and clients in times of need. The funds enable us to do so and demonstrate BAYADA's desire to show love and demonstrate exceptional kindness." 