

Nine months and 23 drafts later, the company finalized the document and officially named it *The BAYADA Way*. It debuted at Awards Weekend 2005 in Baltimore, officially clarifying the mission, vision, beliefs, and values that were and continue to be the foundation of the company. It articulates three core values: compassion, excellence, and reliability. It also expresses that BAYADA employees “work with a spirit of universal faith, hope, and love.”

Spreading the news

The fact remained that even the most thoughtfully crafted document isn’t a living, breathing philosophy until it becomes part of daily work life. The question became how to share and sustain *The BAYADA Way* across the organization. Each office received written copies and a video. Yet Mark felt it needed to be further personalized.

For many years, almost everyone had reported directly to Mark. For years after that, he made it his business to meet and remember the name of virtually every employee. Understandably, those days were over, and many newer employees knew him and Ann only through hearing stories about them, seeing them on video, or meeting them briefly at an orientation or training session. Unveiling *The BAYADA Way* in person, the Baiadas realized, would provide an ideal way to connect meaningfully and show love, office by office. Sitting around a table with employees, laughing and sharing a meal, talking about compassion, excellence, and reliability—this all felt just right.

If properly used, the philosophy would have another benefit: it would help BAYADA maintain its small-company



feeling. “Sometimes you’re working in a business and you feel you’re all on your own,” Mark says. “This way we could feel closer to others—more support, more that we were all part of the same, big team.”

Make no mistake: Mark still did this in ways big and small. In 2003, for example, he made a New Year’s resolution to shave his head when BAYADA surpassed \$4 million in weekly billings. The company reached that milestone during a January week so cold that the Delaware River had almost frozen, but Mark kept his wacky promise. What’s more, after the barber shaved his head, something peculiar emerged on Mark’s scalp: a red BAYADA dove tattoo.

“Mark had someone draw the dove there and take a photo of it to share with the whole company,” says wife Ann, who made him wear a hat until his hair grew back. “All these crazy ideas are Mark’s!”

THE BAYADA BULLETIN

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Bayada Nurses Celebrates 28th Anniversary

Special Features

Mark Exhibits New Haircut: Red Dove Tattoo Discovered Beneath Hair!

As promised, Mark Baiada shaved his head this past Monday to commemorate Bayada Nurses surpassing \$4,000,000.00 in weekly billings! Our billing high coincided nicely with the company’s 28th anniversary. Hats off (or shall we say, “Hair off”) to everyone for your contributions to these worthy milestones!

a Crowning Performance
Bayada Nurses Awards Weekend
Atlantic City, NJ 2003

Mark your calendars and get ready for the highly anticipated Bayada Nurses Awards Weekend on Saturday, May 3, 2003—*Crowning Performance!* Approximately 75 of your coworkers will be walking down the red carpet to receive their years of service awards and three national heroes will be bestowed with the honorable title of “Hero of the Year.” This year’s venue—Atlantic City, NJ—promises to make the celebration worthy of the occasion!

Registration forms and additional information on this elegant and fun-filled event were emailed to all directors this past Wednesday. More specific information will be forthcoming as the planning continues for this glamorous affair!

LEFT: Mark’s wacky way of celebrating \$4 million in weekly billings came just in time for Awards Weekend 2003.