



**ABOVE:** Small wallet card with a big impact.

**BELOW:** Ongoing advocacy efforts include events such as the annual BAYADA Day at the state capitol building in Harrisburg, Pennsylvania.

## Embedded philosophy radiates outward

Everyone was on board with *The BAYADA Way*. Those who couldn't embrace it tended to self-select out of the company—true for job seekers and new hires as well as a few longer-term employees.

"Everybody was talking about it. Everybody was part of it. Everybody felt the connection," says Bonnie Long. "Later, office employees implemented a fun training program so that the thousands of field employees could experience it, too." Printed onto a trim little four-fold laminated card, *The BAYADA Way* lives in employees' wallets and purses, on their desks, and in their hearts.

The philosophy has become culturally embedded. Interviewers ask candidates to talk about *The BAYADA Way*.



Office managers use *The BAYADA Way* exercises in weekly meetings. Every piece of communication cites a phrase or two, right down to signs in ladies' rooms that politely ask users to keep the sinks tidy. ("Be respectful," one such sign says, with paper towels helpfully stacked below.) Put into action daily, *The BAYADA Way* perpetuates itself.

"I'm always using it," says Melinda Phillips, whose favorite piece is "Treat others the way they wish to be treated." Such phrases, she notes, help to "remind people that it's not Melinda or whoever that's asking you to do this. It's the way our company operates. If you work here, this is expected."

Radiating outward, *The BAYADA Way* infuses every area the company touches, not the least of which is government policy and legislation. Because BAYADA works to provide the highest quality of care given by compassionate individuals, it advocates for policies in line with that philosophy. In fact, since 2009, the company's Government Affairs Office (GAO) has worked for the rights of home care clients and their families, in addition to home care employees on the local, state, and federal levels. GAO officials and volunteer employees called "ambassadors" have made a difference in scores of legislative issues. Efforts include a special website that makes it simple for employees to follow the latest news and get in touch with state and federal legislators to make a difference.

"The team I work with is considered one of the most innovative groups of government affairs advocates in the entire home health care industry," proudly states David Totaro, BAYADA's Chief Marketing and Government Affairs officer. "We have five political action committees, which is well more than average."