

*“We established a fairly rigorous competency program for our employees who provide care to our clients who have tracheostomies or are on mechanical ventilation. At first, a few non-clinicians questioned why we needed to spend the time or the money to develop it. But within a few months after it was implemented, one of them said she realized that programs like this are what differentiate BAYADA as a company. Clinical excellence is the foundation.”*

**BARBARA COLIN, MSN, RN, who started in 2001 and is Chief Nursing Officer, Moorestown, New Jersey**

Welcome Training within the first few months of starting. Two popular programs specifically for nurses are Project White Cap, which offers BAYADA-specific initial training to all new clinical leaders, and Project White Shoes, an annual continuing education program for clinical leaders. These names derive from the white caps and shoes traditionally worn by nurses until the 1980s. BAYADA University includes a multitude of other on-site training and development courses for all office employees ranging from personal development to job-specific courses.

To promote a pipeline of future leaders, BAYADA established the Associate Leadership Development Program (ALDP). With support and training, the ALDP encourages recent college graduate employees who demonstrate competency necessary in management positions to move at least two levels within the company. Associates go through the six-month training ALDP program to become a Manager and, ultimately, a Director in two to five years. The program also attracts professionals in transition who resonate with *The BAYADA Way*. Usually these are people who have gained corporate experience elsewhere and want to make a difference in a more meaningful way.

“The ALDP gave me the tools and knowledge base to contribute to BAYADA’s continued success. The training sessions offered were excellent and the exposure to the Management Committee was second to none. Since completing the ALDP, my career at BAYADA has been very rewarding. At BAYADA, you have a tremendous opportunity to make a positive impact on the lives of our clients and employees every day,” shares Stephanie Kephart, who was

in the first graduating class in 2009. Today she is a service office Director in Kauai, Hawaii.

Because Mark feels so strongly about employee training, he likes to be present at much of it. As soon as web technology allowed, he began regularly speaking at webinars. He speaks in person at every Welcome Training session for new employees and ALDP training session for young leaders that take place at the New Jersey Learning Center in Burlington. For the sessions in Charlotte at the North Carolina Learning Center, Mark uses video conferencing technology to ensure new employees have the same experience. In fact, he organizes his schedule around the new employee training sessions, so he won’t miss the opportunity to meet employees, talk about the history of BAYADA, and answer any questions they may have.

### **The alignment of BAYADA**

The implementation of *The BAYADA Way* and the enhanced educational opportunities were an outgrowth of what BAYADA officially dubbed “the alignment.” This broader idea was essentially a series of initiatives designed to align the company to the core values of *The BAYADA Way*.

Some background: Before writing *The BAYADA Way*, Mark and Al Freedman had read the book *Managing By Values*, written by Ken Blanchard and Michael O’Connor, PhD. Inspired by it and wanting further insight, they even arranged a meeting with O’Connor. “Dr. O’Connor says a company should be led by its values, not by people. So values are always on top,” says Mark. The book’s three main tenets helped to shape BAYADA’s actions. First, the