

company had clarified values by developing *The BAYADA Way*. Second, it had communicated those values through the BAYADA bus tour. The third step was the alignment. These three steps are continuous—they don't just end with alignment. They're always being examined and implemented. Mark took to the stage at Awards Weekend 2006 to preview the initiatives that ultimately rolled out between 2008 and 2010.

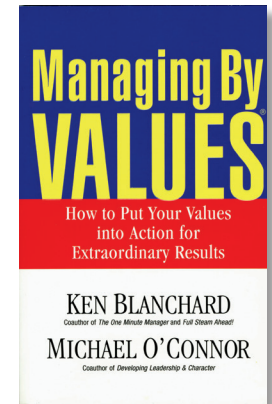
"We made a strategic decision to work from a common, fundamental operating standard," says Central Support Services Practice Leader and Chief Financial and Administrative Officer Tom Sibson, who joined BAYADA in 2005. "*The BAYADA Way* gave us a common belief system, but not a common operating system. We recognized that if we're really going to grow, to scale up, we had to develop common methods and systems because replication is easier than starting every office organically."

One of the most significant initiatives included reorganizing the company into distinct and more formal specialty practices, known as *The BAYADA Way* of Organizing for Success. No longer would the company provide multiple specialties out of one office, organized by regions. Instead, offices were reorganized based on specialty, which helped streamline care.

David Baiada's experience in organizational structure, gained during an earlier job at a consulting firm, was instrumental. "We slowly started to carve out services and add a business unit within the company that had direct responsibility for providing some support services to these locations, in addition to what the organization

provided overall," says David. "We were shifting BAYADA on its side a little bit by creating specialties instead of remaining organized by regions." At the company's fortieth anniversary, there are nine specialty practices at BAYADA Home Health Care. This enables BAYADA to provide a continuum of specialized services to clients across their lifespan. Organizing by specialty practice also enables the company to gain more expertise in specific types of services.

Like any corporate reorganization, the alignment raised fears. Would it entail layoffs? Why were outside consultants called in? Were other forces at work? Early in 2007, Mark assured Division Directors: "I will extinguish one rumor that is causing great distress. I will not sell BAYADA Nurses. Getting our house in order does not mean we want to sell



**ABOVE:** The inspirational book that guided Mark and AI while writing *The BAYADA Way*.

**BELOW:** An overview of alignment events from *The BAYADA Way* of Operating an Office, 2008.

