



- **Habilitation**

BAYADA provides education, support, and assistance that enables clients with intellectual or developmental disabilities—including behavioral health—to acquire, maintain, and improve skills related to activities of daily living in order to function as meaningfully and independently as possible in the community. These services are available 24 hours a day, 7 days a week.

- **Staffing**

BAYADA provides qualified health care professionals to a variety of health care organizations, schools, medical practices, and other facilities for contract, per-diem, and temporary-to-permanent opportunities to assist with their staffing needs. These services are available 24 hours a day, 7 days a week.

- **Central Support Services**

The organizational name for the various internal offices that provide support services throughout the company in alignment with specific business objectives. These services offer a variety of high quality, cost effective, core services and consultative work. 🌸

it. On the contrary, it means we plan to live here permanently. . . . We've reorganized before, and we will again. The home health care market is evolving, and we have no choice but to accept. . . . Alignment is about putting the words of *The BAYADA Way* into action."

Also as part of the alignment initiative encouraging standardization, *The BAYADA Way of Operating an Office* rolled out in 2008. This regularly updated "playbook" uses the core philosophy to guide office policies and procedures, covering everything from the frequency of meetings to the exact shade of paint on the walls. "Just as we follow professional standards clinically, we needed to put them in place on the support side, to ensure that everything we're doing incorporates and aligns with *The BAYADA Way*," explains Hilary Osborne. Mark compares the result to an international presence such as Starbucks: their stores aren't identical, but they convey the same feeling and operate the same way from Seattle to Sarasota to Spain.

Additionally, in order for all the employees to be on board with alignment initiatives, BAYADA established "Wave" trainings. These consisted of eight uniform training modules to instruct employees on the new way of conducting BAYADA business. "The entire organization was in the same wave at the same time," says Tom. "The training progressed in a series from Wave 1 to Wave 8 over a few years."

Pediatric Specialty Practice Leader Karen Buttler, who joined BAYADA in 2003, puts the entire initiative and structure into elegant perspective. "As BAYADA continued to

**ABOVE:** *The BAYADA Way of Operating an Office* rolled out in eight Wave training sessions, commemorated with colorful pins.