

MARTHA^{SM} & MARY

To: Martha & Mary Board of Trustees
From: Lynette L. Ladenburg, CEO
Re: CEO Report
Date: October 23, 2018

National News

Today we had a visit from Congressman Derek Kilmer. Chris and I had the opportunity to discuss workforce issues, the remodel project/BCF Grant along with touring Rep. Kilmer and his assistant Kate through Martha & Mary saying hello to the residents and staff.

Immigration issues and recruiting nurses from outside the United States was discussed and if there will be any relief in this area soon. He recommended we keep informed over the next several weeks on some potential changes. Finally, on behalf of all nursing homes we asked him to support House Bill 6986, the Nursing Home Workforce Quality Act, which makes several amendments to the Nursing Home Reform Act. The talking points from LeadingAge National and the House of Representatives Bill 6986 are included. Further discussion will take place at the meeting on Thursday.

See Talking Points and H.R. 6986 attached.

Board/Leadership Retreat

Dr. Chris McNivens provided session notes and a recap from the Board Retreat on September 22, 2018. The following is the recap:

1. Expectations
  - a. Clarity on the future - how M&M can be best positioned
  - b. Identify mission aligned ideas and priorities
  - c. Strategies and processes that can flex to unforeseen futures
2. Core Concepts for Discussion
  - a. See session notes attached to report
3. Areas for Consideration
  - a. Technology
  - b. Workforce
  - c. Brand/Message
  - d. Fund Development

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4. Next Steps

- a. Priorities drive our communications
- b. Board meetings – standing agenda items we focus on through one of the governance lenses (Fiduciary, Strategic, Generative).
- c. Be supported by measurement process for all priorities.
- d. Cross-functional committees, taskforces etc. both board and staff.

See Aspire Session Notes and M&M Session Notes Attached.

At the board meeting, we would like to discuss and “check in” with everyone on your thoughts of the retreat and engage with each other on the four areas especially areas of consideration and next steps.

Workforce - Recruitment/Retention

LeadingAge Washington has collaborated with Drive, an organization focused on Outcomes through Culture. This collaboration will focus on driving retention and improving recruitment efforts by utilizing our unique organizational culture. They have done this by offering a seven month E Series, with two in person sessions and five webinars. We have established a Recruitment and Retention Team that is led by Jessica Visserman, HR and the members are Anna Winney, Heather Dartt, Diane Wasson, Aggy Feliciano, Tammi Palodichuk and myself.

See E Series packet attached.

Health Services Survey

The Health Services State Survey took place from 9/10/2018 to 9/18/2018 and the Plan of correction has been accepted. The team did an excellent job in the new survey process and we appreciated the State survey team’s professionalism with staff and residents. The results were a total of 18 tags. 15 FTag’s at a level D, 1 FTag at a level E and two WAC citations. Although, it sounds like a lot in this new survey process we were at the average for citations.

I want to thank everyone involved and a special thank you to Leah Meadows for her endless amount of time and effort to the survey process and team. Way to go!

Please see Form 2567 Health Services Survey on Board website under CEO report.

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Financial Overview

Consolidated Change in Net Assets for the month of September was a gain of \$9,788 and an overall gain for the year of \$397,955. Cash flow continues to remain strong. The BCF grant reimbursement of over \$400,000 was received in October strengthening our cash position even more for the coming month. Lutheran Services net income for September was \$20,815 and \$210,089 year-to-date. Health Services census averaged 169.5 for the month and 165.6 year-to-date, representing a net loss in September of \$5,781 and overall gain for the year of \$138,352. Children Services, after management fee has a net loss of \$40,614 and a year-to-date loss of \$112,889. The insurance claim for the business interruption portion of the ELC flood is still in process. We expect the loss in Children Services to be eliminated once the claim is closed. At Home, after management fee, has a monthly net loss of \$6,118 and for the year a net gain of \$55,473. Ebenezer ended the month with a net gain of \$41,486 and year to date, Ebenezer is currently at a \$106,930 gain due to the CDBG parking lot grant being recorded. Overall, the corporation remains stable for the nine months ended.

2017 Planning Retreat - 2018 Directions, Goals, Vision

Operational efficiencies, recruitment and retention are the focus for 2018, along with opportunities of growth, development, partnerships and expansion. We are setting priorities by thinking differently. Our message needs to be simple, engaging and results driven. As we work on workforce investment and using our talent and resources wisely, we will focus on the "right person, right job", regular communication to staff, outreach to the community, and in restructuring employee relations – separating day-to-day human resource management from employee recruitment strategies and activities. Senior Leadership maintained, in order to thrive and continue to grow, Martha & Mary needs to focus on accountability, continuous improvement and stability.

Quality Care in Nursing Homes

Congress Must Pass Legislation to End the Mandatory Certified Nursing Assistant (CNA) Training Lock-Out.

Under current law, nursing homes assessed civil monetary penalties above a certain level, annually adjusted for inflation (\$10,483 as of 2017), on their survey automatically lose their authority to train new nursing assistants to be state-certified. CNAs are critical members of a nursing home's workforce, providing extensive direct care to residents. The mandatory certification training lock-out is a byproduct of the fines a nursing home pays and lasts for two years. This certification lock-out is imposed even if the deficiencies cited on the survey are unrelated to the nursing home's CNA training program.

The loss of CNA training authority runs directly counter to a nursing home's ability to provide the highest quality of care, and it exacerbates the steep workforce challenges the long-term services and supports field faces.

We believe it would be more appropriate to eliminate the automatic, inflexible terms of the statute to enable regulators to exercise discretion in imposing a certification training lockout. In addition the law should provide nursing homes a pathway to reinstate their program so they are able to continue providing in-house certification for nursing assistants.

We urge support for H.R. 6986, the Nursing Home Workforce Quality Act, which makes the following amendments to the Nursing Home Reform Act:

- Eliminate the mandatory two-year disapproval of nurse aide training programs, and replace it with discretionary remedy for the Secretary under title XVIII (Medicare) or State under title XIX (Medicaid) to disapprove a nurse aide training and competency evaluation program.
- This authority would be dependent on a minimum civil monetary penalty amount (currently \$10,483, annually adjusted for inflation) that is related to failure to comply with quality of care standards furnished to residents of the nursing home.
- Rescind the lockout once the nursing home has corrected each deficient practice leading to the disapproval.

115TH CONGRESS
2D SESSION

H. R. 6986

To amend titles XVIII and XIX of the Social Security Act with respect to nursing facility requirements, and for other purposes.

IN THE HOUSE OF REPRESENTATIVES

SEPTEMBER 28, 2018

Mr. DUFFY introduced the following bill; which was referred to the Committee on Ways and Means, and in addition to the Committee on Energy and Commerce, for a period to be subsequently determined by the Speaker, in each case for consideration of such provisions as fall within the jurisdiction of the committee concerned

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A BILL

To amend titles XVIII and XIX of the Social Security Act with respect to nursing facility requirements, and for other purposes.

1 *Be it enacted by the Senate and House of Representa-*
2 *tives of the United States of America in Congress assembled,*

3 **SECTION 1. SHORT TITLE.**

4 This Act may be cited as the “Nursing Home Work-
5 force Quality Act”.

6 **SEC. 2. FINDINGS.**

7 Congress finds the following:

1   (1) Nursing facilities are an integral component
2 of the continuum of care for Medicare and Medicaid
3 patients.

4   (2) Many nursing facilities have in-house edu-
5 cational programs approved by the Centers for Medi-
6 care & Medicaid Services to train individuals as cer-
7 tified nursing aides to provide extensive, direct care.

8   (3) The ability to provide this training is crit-
9 ical for nursing facilities to ensure that—

10   (A) residents receive the highest quality
11 care;

12   (B) caregivers are trained on the most
13 timely best practices and clinical standards; and

14   (C) facilities can—

15   (i) sustain appropriate staffing levels;

16   and

17   (ii) recruit and retain qualified staff.

18 **SEC. 3. TRAINING AND COMPETENCY EVALUATION PRO-**
19 **GRAMS.**

20   (a) **MEDICARE.**—Section 1819 of the Social Security
21 Act (42 U.S.C. 1395i-3) is amended—

22   (1) in subsection (f)(2)—

23   (A) in subparagraph (A)(iv)(I), by striking
24 “(unless the facility is described in subpara-
25 graph (B)(iii)(I))”;

1 (B) in subparagraph (B)—

2 (i) in clause (i)—

3 (I) by striking “(subject to clause
4 (iii))”; and

5 (II) by inserting “and” after the
6 semicolon;

7 (ii) in clause (ii), by striking “; and”
8 and inserting a period;

9 (iii) by striking clause (iii); and

10 (iv) by striking “A State may not del-
11 egate (through subcontract or otherwise)
12 its responsibility under clause (iii)(II) to
13 the skilled nursing facility.”;

14 (C) by striking subparagraphs (C) and
15 (D); and

16 (D) by adding at the end the following:

17 “(C) DISAPPROVAL OF NURSE AIDE TRAIN-
18 ING AND COMPETENCY EVALUATION PROGRAMS
19 AND NURSE AIDE COMPETENCY EVALUATION
20 PROGRAMS.—

21 “(i) IN GENERAL.—With respect to a
22 State, the Secretary may, in consultation
23 with such State, disapprove a nurse aide
24 training and competency evaluation pro-
25 gram or a nurse aide competency evalua-

tion program offered by or in a skilled nursing facility if such facility—

“(I) has been assessed a civil monetary penalty under subsection (h)(2)(B)(ii) or section 1919(h)(2)(A)(ii) of not less than \$10,483 for providing substandard quality of care; and

“(II) has not, in the determination of the Secretary, corrected the deficiencies in quality of care for which such civil monetary penalty was assessed.

“(ii) RESCISSION OF DISAPPROVAL.—The Secretary shall rescind a disapproval under clause (i) upon demonstration by a facility that all deficiencies for which the civil monetary penalty described in clause (i)(I) was assessed have been remedied.”; and

(2) in subsection (h)(2)(B)(ii)(I), by striking “\$10,000” and inserting “\$20,628”.

(b) MEDICAID.—Section 1919 of the Social Security Act (42 U.S.C. 1396r) is amended—

(1) in subsection (f)(2)—

(A) in subparagraph (A)(iv)(I), by striking “(unless the facility is described in subparagraph (B)(iii)(I))”;

(B) in subparagraph (B)—

(i) in clause (i), by inserting “and” after the semicolon;

(ii) in clause (ii), by striking “; and” and inserting a period;

(iii) by striking clause (iii); and

(iv) by striking “A State may not delegate (through subcontract or otherwise) its responsibility under clause (iii)(II) to the nursing facility.”;

(C) by striking subparagraphs (C) and (D); and

(D) by adding at the end the following:

“(C) DISAPPROVAL OF NURSE AIDE TRAINING AND COMPETENCY EVALUATION PROGRAMS AND NURSE AIDE COMPETENCY EVALUATION PROGRAMS.—

“(i) IN GENERAL.—With respect to a State, the Secretary may, in consultation with such State, disapprove a nurse aide training and competency evaluation program or a nurse aide competency evalua-

tion program offered by or in a nursing facility if such facility—

“(I) has been assessed a civil monetary penalty under section 1819(h)(2)(B)(ii) or subsection (h)(2)(A)(ii) of not less than \$10,483 for providing substandard quality of care; and

“(II) has not, in the determination of the Secretary, corrected the deficiencies in quality of care for which such civil monetary penalty was assessed.

“(ii) RESCISSION OF DISAPPROVAL.—

The Secretary shall rescind a disapproval under clause (i) upon demonstration by a facility that all deficiencies for which the civil monetary penalty described in clause (i)(I) was assessed have been remedied.”;

and

(2) in subsection (h)(3)(C)(ii)(I), by striking “\$10,000” and inserting “\$20,628”.

(c) REGULATIONS.—Not later than 180 days after the date of enactment of this Act, the Secretary of Health

1 and Human Services shall promulgate regulations as nec-
2 essary to implement the amendments made by this section.

3 (d) APPLICABILITY.—

4 (1) IN GENERAL.—

5 (A) TIMING OF DETERMINATIONS.—The
6 amendments made by subsections (a)(1)(D) and
7 (b)(1)(D) of this section shall apply only to a
8 civil monetary penalty if the relevant covered
9 determination was made on or after the date of
10 enactment of this Act.

11 (B) COVERED DETERMINATION DE-
12 FINED.—The term “covered determination”
13 means, with respect to a facility in a State, a
14 determination by the State or the Secretary of
15 Health and Human Services that the facility
16 has provided a substandard quality of care for
17 which a civil monetary penalty described in sec-
18 tion 1819(f)(2)(C)(i)(I) or 1919(f)(2)(C)(i)(I)
19 of the Social Security Act (as such sections
20 have been amended by this Act) may be as-
21 sessed.

22 (2) PREVIOUSLY PROHIBITED PROGRAMS.—

23 (A) WAIVER.—With respect to a facility
24 subject, on the day before the date of enact-
25 ment of this Act, to a prohibition under item

1 (a) of either section 1819(f)(2)(B)(iii)(I) or sec-
2 tion 1919(f)(2)(B)(iii)(I) of the Social Security
3 Act (as in effect on the day before such date of
4 enactment), such prohibition shall no longer
5 apply to the facility on or after such date of en-
6 actment.

7 (B) SURVEY OR CIVIL MONETARY PEN-
8 ALTY.—With respect to a facility subject, on
9 the day before the date of enactment of this
10 Act, to a prohibition under item (b) or (c) of ei-
11 ther section 1819(f)(2)(B)(iii)(I) or section
12 1919(f)(2)(B)(iii)(I) of the Social Security Act
13 (as in effect on the day before such date of en-
14 actment), such prohibition shall no longer apply
15 to the facility on or after such date of enact-
16 ment upon a determination by the Secretary of
17 Health and Human Services that the facility
18 has corrected the issue that resulted in such
19 prohibition.

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Session Notes

Martha & Mary Board Retreat

Saturday, September 22, 2018

Expectations

1. That we would have more clarity about the future and begin to see how Martha & Mary can be best positioned itself to successfully meet (fit into) it.
2. That we would identify missionally aligned ideas and priorities about the future and some first steps (e.g., actionable plan or framework) in moving towards those ideas.
3. That we would think about strategies and processes that can flex to unforeseen and changing futures.

Core Concepts for Discussion

1. Reimbursement – how do we get reimbursed and what are alternatives?
2. Economy and Immigration – important contexts for us to be aware of.
3. How do we position ourselves in an advantageous way?
4. Are there ways we can leverage/facilitate intergenerational volunteerism?
5. How do we best think about our Land Use Project?
6. How can we best understand our portfolio (communities and services) to provide flexibility and off-setting revenue/impact opportunities?
7. How do we increase inbound benevolence/funding/philanthropy (e.g., donor relations)?
8. How do we continue to embed ourselves in the communities we serve (e.g., listening/inquiry as to their experience and needs)?
9. How do we position ourselves as a nexus of community needs, trends, and our competencies?
10. How do we increase our understanding of the role and potential of technology and then leverage it as a facilitator of our work?
11. What is function of advocacy both in terms of policy as well as being seen as a thought-leader in this arena?

Areas for Consideration

1. Technology:
  - a. regardless of area, idea, function, or how the future looks technology is ubiquitous and we need to consider how it is infused.
2. Workforce:
  - a. Building multi-generational volunteerism across the organization
  - b. Internships and Opportunities for College credit (e.g., research/product development)
  - c. Highschool engagement
  - d. Student Loan Support?
  - e. Pursue new ways of attracting staff
3. Brand/Messaging
  - a. Needs to be: Clear, Concise, Compelling
  - b. Customer Service as our hallmark.



- c. Thought of as a Trusted Resource
- 4. Fund Development
  - a. What is the role of the Board and Leadership?
  - b. This is a priority.

Next Steps

- 1. Our Priorities (Concepts and Areas above) need to:
  - a. Drive our communication (e.g., at meetings, in public, in our normal discourse).
  - b. Be developed into standing agenda items that we focus on through one of our governance lenses (e.g., Fiduciary, Strategic, Generative).
  - c. Be supported by a measurement process for all priorities where we can collect data, assess our progress, and determine our next steps.
  - d. Have structural support (e.g., cross-functional committees, taskforce, etc. comprised of mgmt. and board members).



BOARD LEADERSHIP RETREAT
Saturday, September 22 | 9AM – 1PM
Martha & Mary Health and Rehab Center

Expectations for the Retreat

- Time-related expectations
  - Generate ideas about the future (mission aligned) and establish “first steps”
  - Develop strategies that can flex with how the future plays out
  - Clarity about future and how does Martha & Mary fit in to that, including process and flexibility for positioning ourselves
  - Establish priorities for future efforts
  - Actionable plan (or framework)
- Expectation of the retreat participants
  - Open-minded and engaged
  - Continue conversation
  - Listen and collaborate
  - More informed
  - Think differently
  - Shared belief that an institution can care and make a difference
  - Honest
  - Supportive and energized

Debrief

- How we get reimbursed (alternatives)
- Economy and Immigration (important contexts)
- Position ourselves in an advantageous way
- Volunteerism (leveraging intergenerational) (facilitative)
- Land use project
- Portfolio is understood and can provide flexibility
  - Community
  - Services
- Increasing benevolence and funding (donors)
- Listening to community (inquiry)
- Nexus of coming needs/trends and our competencies
- Technology (understand), then leverage as a facilitator
- Advocacy
  - Policy
  - Thought

Areas of Consideration

- The infusion of technology regardless of idea/area
- Building on volunteerism across organization
  - Across age spectrum (high school, college)
  - Rotary
  - Student Loan Support
- Internships / College Credit
  - Products
  - Research
- Pursue new ways to attract staff
- Brand messaging – Consistent, Clear, Compelling
- Customer service agent / trusted resource
- Fund development
  - Board / Leadership

Next Steps

- Priorities drive our communication (e.g. meetings)
- Board standing agenda items
  - Fiduciary
  - Strategic
  - Generative
- Measurement process for all priorities (data driven)
- Structural support (e.g. taskforce/committees cross-functional)

drive
Outcomes Through Culture

- Improve retention rates and recruitment efforts by tapping into the fact that senior living can be an incredibly attractive place to work!
- Identify the unique benefits of working in our field and your individual organization.
- Implement culture





Why should I sign up for the entire series?

Drive has added an online community tool as a bonus for people registering for the entire E: Series! This tool, Basecamp, will provide learning as well as support accountability and sustainability.

We will be collaborating throughout the series in this private online group.

This group will:

- **Help you stop thinking and help you start doing!** Take action on the goals you set.
- **Share practical, actionable tips** and resources with you, every other Monday, to support retention in your organization.
- **Get you unstuck!** The Drive team, and fellow participants, can answer your questions that pop up between sessions.
- **Find an awesome tool to help with recruitment and retention?** Share it with the group! We'll share ideas, best practices and resources on Basecamp.
- **Develop you continually as a leader and push you forward** on your personal goals with self-reflective questions.

Deliverables that You Can Use Immediately in Your Organization

Deliverables that we'll share throughout the entire series include: A worksheet for determining the cost of recruitment/retention, formula for "bright spots", sample job postings, sample interview questions, interview guidelines, interview process flow, sample orientation presentations, magical moments guidelines, orientation assessment, ten must do's for orientation, sample coaching documents and guidelines, checklist for ensuring sustainability of recruitment/retention changes.



Questions? Contact - Pat Sylvia at
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The E Series: Culture Driven Recruitment and Retention



Education	Session	Title
90 Minute Webinar Includes Q&A	Session 1 Oct. 11th	Energized Employees: Thank Goodness It's Monday! 12:30 - 2:00 p.m. (pacific)
Full Day In-Person 9:00 - 4:30 p.m. Wesley Des Moines	Session 2 Nov. 28th	Exceptional Start: Assessing and Building Your Recruitment & Retention Program
90 Minute Webinar Includes Q&A	Session 3 Dec. 13th	Engagement from the Onset 12:30 - 2:00 p.m. (pacific)
90 Minute Webinar Includes Q&A	Session 4 Jan. 24th	Experiencing Orientation: Beyond Policies and Paperwork 12:30 - 2:00 p.m. (pacific)
Full Day In-Person 9:00- 4:30 p.m. Site - SeaTac	Session 5 Feb. 21st	Enthusiasm from Day 1: The First 90 Days
90 Minute Webinar Includes Q&A	Session 6 Mar. 14th	Exceeding Employee Expectations: Building a Coaching Relationship 12:30 - 2:00 p.m. (pacific)
90 Minute Webinar Includes Q&A	Session 7 Apr. 18th	Evolving: Keep People Performing at Their Best 12:30 - 2:00 p.m. (pacific)



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Energized Employees: Thank Goodness It's Monday!

Session 1: Webinar | October 11, 2018 | 12:30 - 2:00 p.m.

Use your culture for a competitive advantage! The absolute best way to find the "right" employees and keep them is to effectively demonstrate organizational culture before hire, upon hire and then throughout their many years of employment!

Organizational culture is the glue that holds teams together. It's what motivates employees to overcome challenges or succumb to them. It's the reason why employees want to, or don't want to, get out of bed to go to work in the morning! When an organization purposefully creates a culture that focuses on its greatest asset, its employees, the result can be a deeply engaged, hardworking, workforce that is passionate about the work that they do each day. Imagine employees exclaiming at the beginning of the week, "Thank God it's Monday" as they excitedly show up to contribute their gifts to the organization's goals!

From this session you will:

- Dive into the recruitment and retention issues plaguing our field
- Recognize the importance of organizational culture and how it may be secretly hurting your ability to find the right employees
- Act on tips that can be implemented immediately to assess your organizational culture, with the goal of increasing the talent pool and keeping your best team members.



Questions? Contact - Pat Sylvia at
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Exceptional Start: Assessing & Building Your Recruitment & Retention Program



Session 2: Full Day In-Person | November 28, 2018 | 9:00 a.m. - 4:30 p.m.

Wesley Des Moines

Thoughtfully choreographing every moment of your applicant and new hire's experience can create a loyal team member who is a raving fan of your organization. Ignoring these moments can start them on the path to disengagement and give you a group that's just looking to collect a paycheck. In this full-day session we'll give you everything you need to start building a best-in-class recruitment and retention program! We'll cover assessing your current practices, reviewing online and onsite job applications and interviewing do's and don'ts. We'll also dive into creating energizing job ads that stress must-have competencies, engaging interview questions that let you learn more about the candidate, and other best practices for attracting and interviewing that you can implement immediately.

From this session you will:

- Assess your organizational practices to find the bright spots as well as areas of greatest opportunity
- Ensure your team members and residents are engaged in finding the right candidates
- Reduce the number of employees you acquire from other providers and instead cast a wider net to attract more people to our field



Questions? Contact - Pat Sylvia at
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Engagement from the Onset

Session 3 Webinar | December 13, 2018 | 12:30 - 2:00 p.m. (pacific)

In this session, we will share specific actions to take once an offer has been made to your ideal candidate. How do you keep this newly found perfect person excited about coming to work for your organization and counting down the days until his/her first day? We will help you focus on engaging new team members from the very start by demonstrating to them your exceptional organizational culture and values after the offer has been made. We will discuss how you can make even the mundane tasks of hiring fun, exciting, and uniquely yours!

From this session you will:

- Discover how to make hiring more efficient and fun!
- Self-assess your current processes and evaluate gaps which need to be filled
- Create new opportunities for sharing your organizational culture through stories, engaging residents and inspiring employees



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Experiencing Orientation: Beyond Policies and Paperwork

Session 4 Webinar | January 24, 2019 | 12:30 - 2:00 p.m. (pacific)

Orientation sets the tone for how team members will treat each other and those you serve. Is the experience an inspirational one that lives your company values or a day of signing mounds of paperwork and watching presentations that leave them with their head snoring on the table? Invigorate your orientation for new employees by tapping into the wisdom of leaders, residents and fellow team members. Learn the top ten must do's for orientation to illustrate your organizational culture being lived!

From this session you will:

- Champion the creation of magical moments for new employees
- Incorporate the top ten must dos in your employee orientation
- Score your current practices and learn simple steps you can take for creating a better orientation experience



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Enthusiasm from Day 1: The First 90 Days

Session 5 Full Day In-person | February 21, 2019 | 9:00 a.m. - 4:30 p.m. - SeaTac

In this all-day session, we will define best practices for engagement that start on the new team member's first day, and carry throughout their first 90 days of employment. We will focus on the importance of onboarding employees in a way that connects people to organizational values, and each other rather, than fulfilling an arbitrary "probationary period". Your experience in the group will help you implement supportive practices to help new team members perform at their highest level as quickly as possible and lay the foundation for an engaged employee.

From this session you will:

- Map out the first 90 days for new team members
- Focus on building a long-lasting bond with new team members
- Identify ways to match current members of the community with new team members



Questions? Contact - Pat Sylvia at
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Exceeding Employee Expectations: Building a Coaching Relationship



Session 6 Webinar | March 14, 2019 | 12:30 - 2:00 p.m. (Pacific)

Leaders must recognize the importance of developing deeper relationships with their team members, including ongoing, regularly scheduled coaching conversations. Coaching is an effective way to set expectations, discuss goals, create plans that drive results, as well as, overcome challenges. Coaching conversations are for focusing on strengths and are as important for your “A” players as they are for your struggling team members. When you develop a coaching relationship with each person, honest feedback is easier and praise is shared more freely.

From this session you will:

- Address the number one reason employees leave their organizations
- Provide effective, positive, corrective, and developmental feedback
- Create an on-going coaching plan, that include those difficult candid conversations



Questions? Contact - Pat Sylvia at
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Evolving: Keep People Performing at Their Best

Session 7 Webinar | April 18, 2019 | 12:30 - 2:00 p.m. (Pacific)

When you hire the best, they will want to perform at their best. Yet, even the top players can become complacent or bored if they are not consistently challenged in their work. In this final webinar of the series we will discuss the importance of keeping team members engaged, as well as how to personalize growth opportunities for each individual.

From this session you will:

- Utilize people's strengths to keep them engaged in their work long term
- Discover the importance of growing team members through practices including: active involvement on committees, attendance at conferences and encouragement of volunteering
- Create checks and balances so a strong culture isn't just a program and never sizzles out



Questions? Contact - Pat Sylvia at
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Who Should Attend?

Anyone who hires, or is involved in the hiring process, including leaders, department directors, and managers.

Faculty: Denise Boudreau-Scott, President, Drive & Drive Team Members

Bio: Denise Boudreau-Scott is President of Drive, which helps aging services organizations improve the resident and staff experience, and the bottom-line, through more engaged leaders and employees.

A former nursing home and assisted living administrator, Denise co-founded and is chairperson of the New Jersey Alliance for Culture Change, a member of NAB's Exam Writing Committee, and former board member of the Pioneer Network.

Denise received her Bachelor of Science in Gerontology from the University of Scranton and her Master in Health Administration from Cornell University where she serves as a student mentor and speaker. She is proud to share that she started off her career as a dietary aide and nursing assistant.



E Series LeadingAge Washington Member Pricing

- **\$650 Series** – includes (5) Webinars and (2) Full day In-person Trainings
- In-Person \$150 (ea.) – Two available
- Additional attendee for in-person \$99
- Webinar \$100 (ea.) – Five available (unlimited listeners)

Non-Member Pricing

- **\$875 Series** – includes 5 webinars and 2 Full day In-person Trainings
- In-Person \$200 (ea.) – Two available
- Additional attendee for in-person \$150
- Webinar \$125 (ea.) – Five available (unlimited listeners)

20
DSHS/SHRM
Education
Credits

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Questions? Contact - Pat Sylvia at
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Why should I sign up for the entire series?

Drive has added an online community tool as a bonus for people registering for the entire E: Series! This tool, Basecamp, will provide learning as well as support accountability and sustainability.

We will be collaborating throughout the series in this private online group.

This group will:

- **Help you stop thinking and help you start doing!** Take action on the goals you set.
- **Share practical, actionable tips** and resources with you, every other Monday, to support retention in your organization.
- **Get you unstuck!** The Drive team, and fellow participants, can answer your questions that pop up between sessions.
- **Find an awesome tool to help with recruitment and retention?** Share it with the group! We'll share ideas, best practices and resources on Basecamp.
- **Develop you continually as a leader and push you forward** on your personal goals with self-reflective questions.

Deliverables that You Can Use Immediately in Your Organization

Deliverables that we'll share throughout the entire series include: A worksheet for determining the cost of recruitment/retention, formula for "bright spots", sample job postings, sample interview questions, interview guidelines, interview process flow, sample orientation presentations, magical moments guidelines, orientation assessment, ten must do's for orientation, sample coaching documents and guidelines, checklist for ensuring sustainability of recruitment/retention changes.



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