

HEBREW SENIORLIFE

Boston, Massachusetts



A 'BEST PLACE TO WORK' OFFERING OPPORTUNITIES TO GROW

Hebrew SeniorLife (HSL) is a nonprofit organization committed to improving the lives of older adults in the Greater Boston area and beyond. Their complete continuum of care encompasses nine campuses serving 3,000 seniors daily and includes senior healthcare, senior living communities, chronic care, medically acute care, post-acute rehabilitative care, hospice care and more. Employing over 2,500 people including more than 900 frontline workers, HSL is an affiliate of Harvard Medical School and considered a pioneer in the senior care culture change movement. It has also been recognized by the Boston Globe as one of Boston's Top Places to Work in 2015 and 2016.

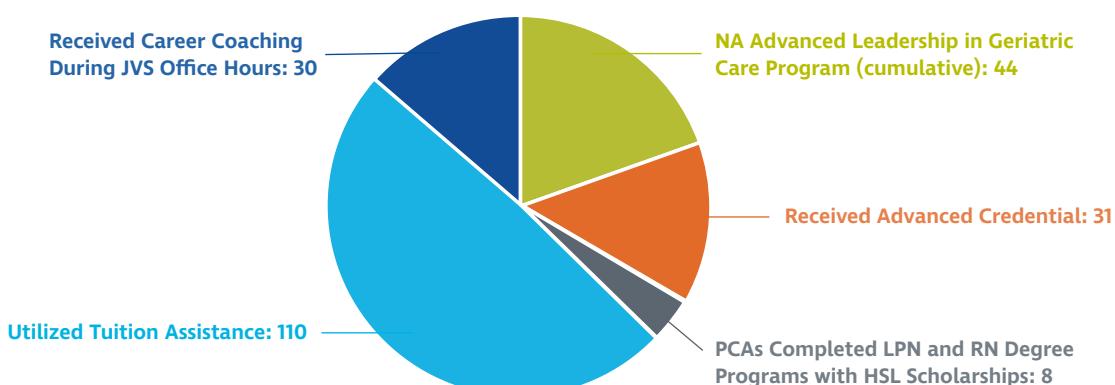
Career Advancement Opportunities

Hebrew SeniorLife recognizes the value of their patient care associates (also known as nursing assistants or NAs) in providing high quality care to its patients. While many PCAs aspire to become licensed practical nurses or registered nurses, HSL provides opportunities for PCAs to enhance their skills and earn higher wages in their current role. In 2012, HSL created the Advanced Leadership in Geriatric Care (ALGC) program to prepare PCAs for leadership roles in older adult care. Upon completion of the 10-week program, eligible employees advance to become senior patient care associates and receive a \$1/hour wage increase.

Leveraging Partner Resources

Hebrew SeniorLife has a deep, long-standing relationship with Jewish Vocational Services (JVS) of Boston, the region's largest workforce development agency. Through their partnership, HSL can offer its frontline staff a broad array of services, including instruction in English as a Second Language, weekly drop-in career and academic coaching, computer courses. Together, HSL and JVS are leveraging their respective expertise to create innovative programming to deliver high quality geriatric care with a skilled and engaged frontline workforce.

233 INDIVIDUALS PARTICIPATED IN ADVANCEMENT PROGRAMS THIS YEAR



Enhanced Training to Improve Quality of Care

HSL is considered a leader in the senior care culture change movement. As an organization deeply committed to culture change, HSL engages staff in providing individualized care to seniors. The focus is to provide a patient-centered approach to all interactions and care activities. HSL trains its Senior NAs in the principles of LEAN and process improvement to continually improve quality of care. All Senior NAs have worked on projects to improve processes on their units, enhance provision of care to seniors and build team spirit. In 2016, 25 Senior NAs were recognized for meaningful care and changes they brought to individual patients or their care units as part of HSL's "HSL Rocks – Culture Change Champions" Recognition Program.

BUSINESS RETURNS TO HSL'S INVESTMENTS

Employee turnover has decreased from 27% to 9.7% in three years

Employee satisfaction scores increased from 2015 to 2016 in the areas of organizational health (alignment, effectiveness, connection and my manager) and compensation, training and flexibility.

Examples:

- "We do things efficiently and well" increased 14%
- "HSL encourages different points of view" increased 11%
- "Senior managers understand what is really happening at HSL" increased 5%

Significant increase in the likelihood of patients and their families' to recommend HSL.

- 30% increase in the Roslindale Recuperative Services Unit (RSU), 6% in the Dedham RSU and 39% in the Medical Acute Care Unit (MACU)



Frontline Success Story

Prince Kuffour is a well-respected Senior Nursing Assistant at HSL. Trained as a teacher in the Republic of Ghana, Prince moved to the US and began his tenure at HSL as a NA. In 2013, he completed the Advanced Leadership in Geriatric Care program and moved into

his current role. Prince is passionate about quality of care for older adults and he is equally enthusiastic about his team's work that leads to quality care. Prince is very aware of his role as a leader and role model for his co-workers and is invested in identifying challenges and helping to make plans for improvement. The program taught him effective communication, leadership and conflict resolutions skills and notes, "I model the mission of HSL and initiate new approaches that enhance safe care. HSL has been a gateway to my learning."

NOTE FROM THE CEO



Hebrew SeniorLife understands that the more opportunities we offer our employees to expand their professional education and deepen their skill sets, the more consistently we can provide the highest possible care for seniors throughout HSL's continuum of care. HSL is committed to supporting professional advancement for all of our employees, including our 600 nursing assistants (NAs) who serve as the primary point of contact for our seniors.

- Lou Woolf, President/CEO Hebrew SeniorLife

Number of Employees: 2,641

Number of Frontline Workers: 900

The Power to Redefine Aging.



HARVARD MEDICAL SCHOOL
AFFILIATE



The Frontline Healthcare Worker Champion Recognition Program

The CareerSTAT Frontline Healthcare Worker Champion program recognizes healthcare organizations making exemplary investments in the skills and careers of their frontline workers. Organizations are designated as Champions and Emerging Champions. Champions meet all of CareerSTAT's recognition criteria, including making skill and career development accessible, offering programs at a significant scale, measuring program business impact, and building sustainable programs, while Emerging Champions are in earlier stages of investment and are working with CareerSTAT leaders to strengthen their programs and achieve Champion status. CareerSTAT is an employer-led initiative of the National Fund for Workforce Solutions. Learn more at www.NationalFund.org/CareerSTAT.