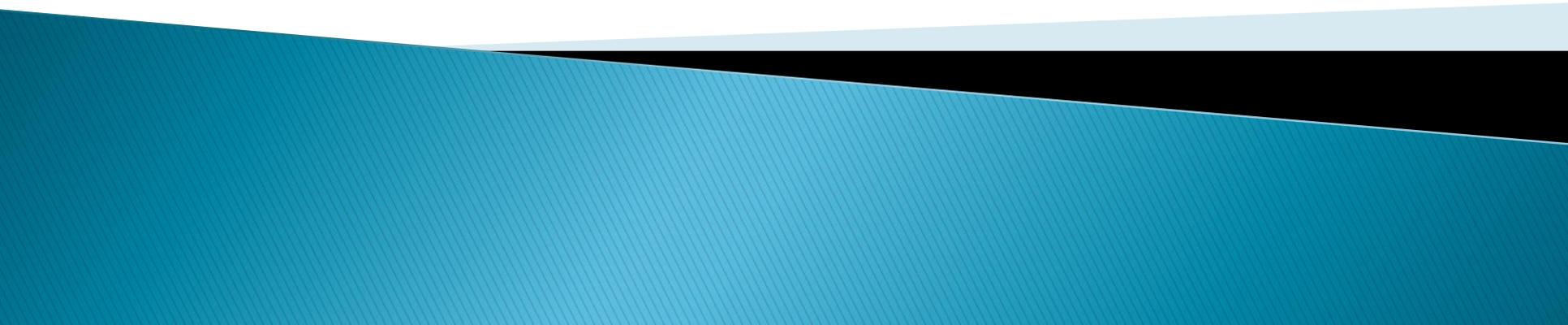


The logo features a stylized blue graphic of three human figures with their arms raised, set against a background of leafy branches.

WESLEY ENHANCED LIVING®

WEL CULTURE ASPIRATIONS

CREATING A GREAT PLACE TO WORK?

A decorative graphic at the bottom of the slide consisting of a dark blue wave-like shape with a fine grid pattern, overlaid on a solid black background.

WEL CULTURE

▶ WHY WE ARE DOING IT?

- We are trying very hard to create a culture for the WEL community that provides employees a great place to work because a key to the success (or failure) of any organization is its culture, and
- In the people intensive business of elder care, we believe that the better your employees are taken care of, the better residents will be cared for.

WEL CULTURE

▶ WHAT IT MEANS TO YOU

- The culture we wish to establish is one where employees are actively engaged in the business, have clarity of what's important for success, and know what to expect from each other, what they can expect from the WEL, and what WEL expects from them in an environment of mutual respect and empowerment.

WEL CULTURE

- ▶ FOUNDATIONS OF A WEL CULTURE:
 - Hire great people
 - Release, then grow the talent
 - Let people know how they are doing
 - Respect, care, and trust
 - Leaders, not Managers
 - Challenge the status quo
 - Let people know what's going on
 - Enhanced Living, not Care
 - Team, not Family
 - Get linked or get lost
 - Solve for the resident
 - DO THE RIGHT THING

Extraordinary people make an extraordinary culture

A great culture helps you recruit great people.

WEL CULTURE

▶ Hire great people

- In WEL, its people who get it done and who make the difference.
- We need to be very particular about who we select to be our peers.
 - These need to be people we can be happy and proud to work with and who feel special about being part of our team.
- Not only should these people be skilled, they must be stunning colleagues as well:
 - Passionate about what they do
 - Committed to their craft and the organization they work for, its mission and values
 - Live by the covenant
 - Display honesty, respect, and integrity in all they do

It's reasonable to hire just for skills, but it is wrong.

WEL CULTURE

- **Great employees do things**
 - There are 3 kinds of people in the world:
 - Those who make it happen
 - Those who watch it happen, and
 - Those who ask “What happened?”
 - We seek to hire only those who can make it happen.

Want to beat the competition? Have better people. Your only true sustainable competitive advantage.

It's not how good you are. It's how good you want to be.

WEL CULTURE

▶ Release, then grow the talent

- If we hire great people, it is important to allow them the freedom to apply their talents without limitation. Managers and supervisors must give away some of their power to create that freedom to act.
- A great employee is always interested in learning and growth – getting better at what they do and making a greater contribution. Thus, it is important that WEL provide opportunities for growth to take place. If not, great employees will find it elsewhere.
- Foster a *culture of learning*.

Great culture helps people deliver their best work.

WEL CULTURE

- ▶ **Let people know how they are doing**
 - Committed employees need frequent feedback.
 - If doing well, recognition is essential.
 - If doing poorly, appropriate coaching can be effective.
 - Employee contributions are acknowledged
 - Exceptional employees should feel valued.
 - A simple “thank you”, pat on the back, or “atta boy” is usually all it takes.

WEL CULTURE

- ▶ **Respect, care, and trust each other**
 - The “golden rule” applies here.
 - Respect co-workers for what they do and who they are.
 - We are all different in some way and this diversity makes us a stronger, more capable organization.
 - Live up to commitments and expectations.
 - It’s simple. Just do what you say you are going to do.

R-E-S-P-E-C-T
Find out what it
means to me.

WEL CULTURE

Give direction
not directions

▶ Be leaders, not managers

- A manager keeps us in the same place (Consistency)
- A leader takes us somewhere else (Change)
- A manager tells us what to do (Command & Control)
- A leader sets the direction and lets us determine how to get there (Empowerment)
- A manager requires a “title”
- Anyone can lead regardless of title

Influence should be
independent of
hierarchy

WEL CULTURE

BE A LEADER NOT A MANAGER

BETTER YET – BE A LEADER WHO CAN MANAGE

BEST MANAGERS

- Plan & Budget
- Organize & Staff
- Control
- Problem Solve

▶ ALL ABOUT

- Order
- On Time
- On Budget
- Constancy

BEST LEADERS

- Establish Direction
- Develop Vision
- Align People & Communications
- Motivate & Inspire

▶ ALL ABOUT

- Change
- Flexibility
- Adaptability
- Agility

If you want to build a ship, don't drum up people to gather wood, divide the work, and give orders . Instead, teach them to yearn for the open sea.

WEL CULTURE

We are what we repeatedly do.

▶ Challenge the status quo

- WEL, as part of the healthcare industry, has a tradition of constancy and maintenance of the status quo. For the sake of consistency and regulatory compliance, we tend to do things the same way today as we did yesterday.
- We need to change that. We need to constantly look for better ways to do things. Find a better answer. You can not grow and improve without change.

We would rather fail frequently than never try new things

WEL CULTURE

- ▶ **Let people know what's going on**
 - Communicate. Communicate. Communicate.
 - We have no secrets, if you want to know something, ask.
 - The more people know about what's going on, the more they can contribute to it.
 - If you don't have all the facts, give benefit of the doubt and go find out.

WEL QUESTION BOX – questions@wel.org

Power is gained by
sharing knowledge not
hoarding it.

WEL CULTURE



▶ Do Enhanced Living, not care

- WEL does not do Care
 - Yes we do take the very best care of our residents, but that is a very small component and not the focal point of what we do. Care focuses on the limitations and disabilities of our residents.
 - Care implies a reactive mode of operation – you wait for something to happen and then “take *care* of it”. That’s about not letting people’s condition to get worse.
- WEL does do Enhanced Living
 - Enhanced living is a proactive position. We don’t wait for something to happen before we act. Enhanced Living is not about limiting the horizons of our residents, but expanding them.
 - Our mission is to make a “compelling difference” in the lives of our residents. Not simply maintaining their condition, rather making their lives better in some way.

WEL CULTURE

▶ **Team, not family**

- Family is a great thing, but it is very difficult to rid disruptive members from a family. You live with what you have.
- Rather we need to be a team – like a sports team.
 - Not a kid’s recreational team
 - There are no participation trophies here
- Like a sports team, WEL can hire, develop, and CUT smartly to have stars at every position.

WEL CULTURE

▶ Get linked or get lost

- Great employees at WEL are passionately engaged with and committed to its mission and goals.
- However, we know WEL is not for everyone. The work is hard and the challenges are many. If committing to the WEL culture doesn't get it for you, we would respectfully ask you to pursue your career elsewhere. In fact, we may help you along that path.

WEL CULTURE

▶ **Solve for the resident**

- For every decision we should ask ourselves: Does this help make our resident's life better?
 - Are we enhancing lives?
- Approach every experience through the eyes of the resident.

WEL CULTURE

▶ Do the right thing

- WEL is not a company with a lot of formal policy (outside DPW and DOH regulations to which we have to abide). We try very hard to keep bureaucracy to a minimum.
- Instead, WEL has one 4-word Policy which trumps all else:

DO THE RIGHT THING

- with a 3-word sub-policy:

USE GOOD JUDGEMENT

**Do it because it's right, not
because someone is watching.**

WEL CULTURE

▶ Good judgment guide

- When deciding good judgment and what's right:
 - Favor TEAM over SELF
 - Favor COMPANY over TEAM
 - Favor RESIDENT over ALL

CULTURE HAPPENS

Whether we plan it or not.

Why not create a culture we can love?



The logo features a stylized blue graphic of three human figures with arms raised, set against a background of leafy branches. Below the graphic, the text "WESLEY ENHANCED LIVING" is written in a serif font, with a registered trademark symbol (®) at the end.

WESLEY ENHANCED LIVING®

Let's make WEL the great place to work we all want. Let's make WEL a place we are proud to tell others we are from. We can do it, but it will take ALL of us working together.

THANK YOU

You made it through the whole thing.
Congratulations.

We would love to hear feedback and
discussion.

Culture@wel.com

