

**Wesley Woods Senior Living
Leadership Retreat
February 23, 2023**



MISSION

To create communities of connection, well-being and promise.

VISION

We envision a world in which older adults are celebrated for the lives they have lived, the wisdom they share and everything they have yet to teach us.

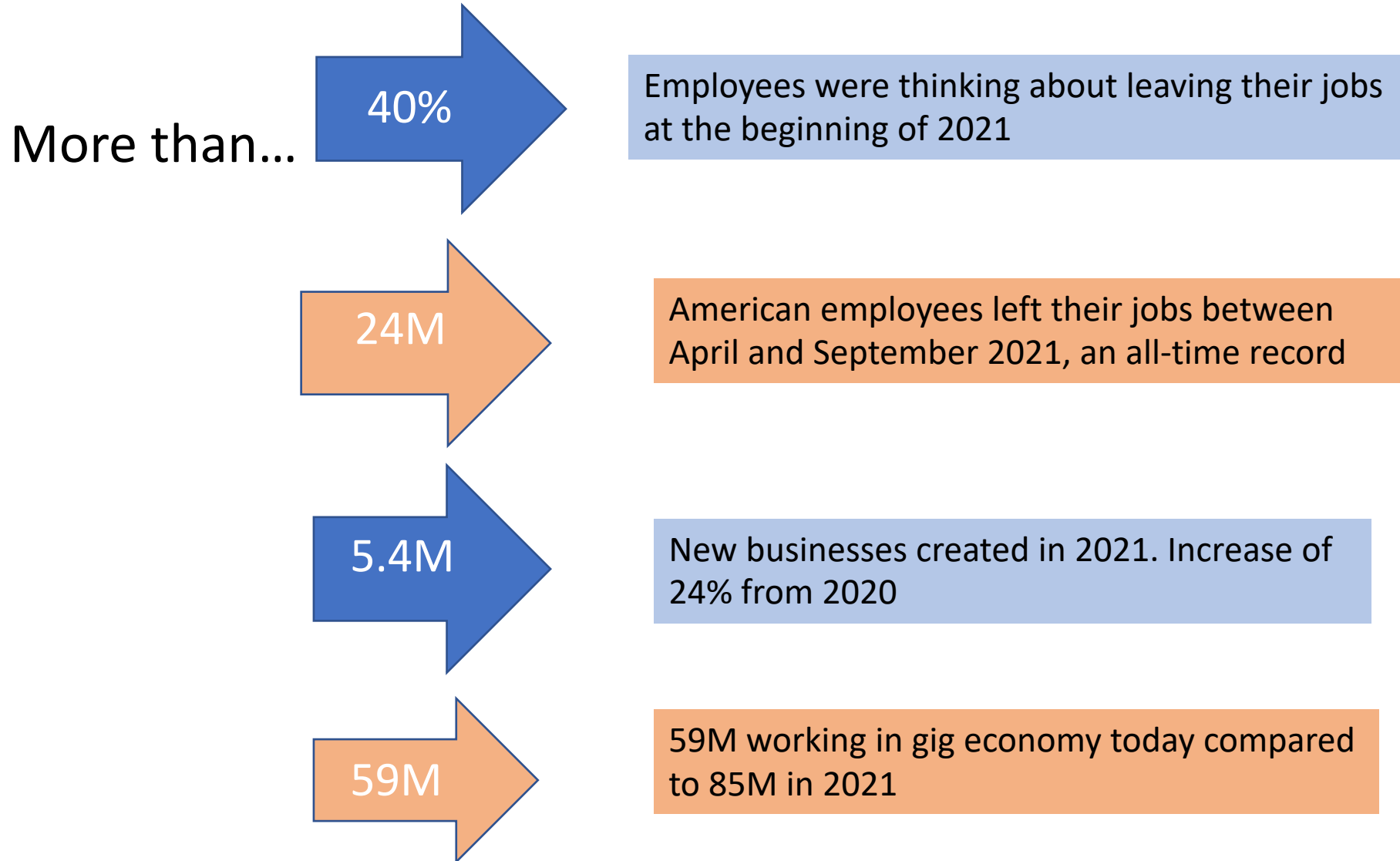
WESLEY WOODS WAY

- We believe aging has a fulfilling purpose in life.
- We believe society is strong to the extent older adults are valued.
- We believe spiritual and personal growth is life-long.
- We believe in individual liberty and the right to self-determination.
- We welcome everyone because we believe a diverse and inclusive community creates compassion, love and kindness in the world.
- We believe hospitality starts with mutual respect, a welcoming spirit, dependability and excellence in all we do.
- Mindfulness is central to our work. It makes us more intentional and present with those we serve.
- We believe in fun. Spontaneity, laughter and a sense of optimism lead to moments of connection and joy.
- Innovation is fostered through free exchange of ideas, trust in our employees and the humility to know there is always something new to learn.
- We believe we need each other. When we ask for help or lend a hand, we strengthen relationships and foster goodwill.
- We have servant hearts. In serving others, we honor them. It is an act of love and an expression of God's grace.

Residential Community Tours: Insight

Strengths	Opportunities
Commitment to Mission, Vision, Values (Resident-centered)	Staffing
Female CEO/President	Policy & Practice: FMLA, EIL
Employees connected with their Communities	Career Growth/Talent Development/Succession Planning
Employee Longevity	Performance Review Process
Individual Community Culture	New Hire Orientation/Handbook
Faith-based	Leadership Training
Teamwork	Clarity re: Roles/Titles & Responsibilities

The Workforce Evolution...



Hiring Challenges & Priorities

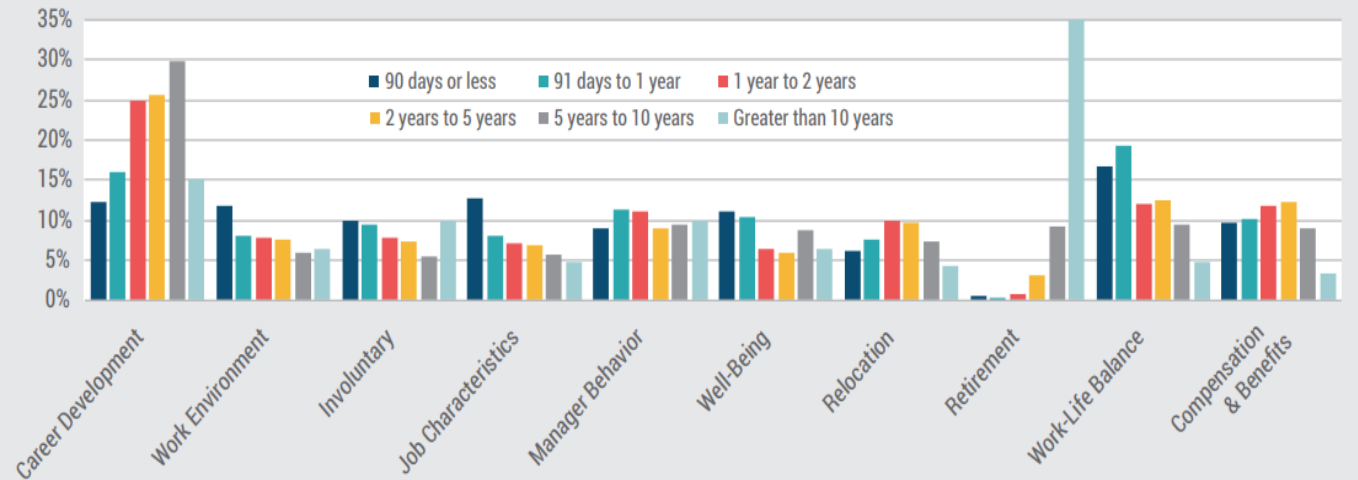
- Not enough talent to fill positions: **56%**
- Competition from other employers: **54%**
- Inability to compete with salary requirements: **33%**
- Poor communication from candidates in the hiring process: **29%**
- The hiring process takes too long: **28%**
- Not able to work from home: **27%**
- Too small to compete with larger organizations: **20%**
- Managing a high volume of candidates: **18%**



Turnover Reasons by Tenure

Department	# of Termed Employees
Resident Care Emp	42
Dining Employees	22
Clerical	10
Environmental Svc	7
Maintenance	4
Executive	3
Transportation	2
Financial Services	2
Marketing	2
Miscellaneous	1
Wellness	1
Grand Total	96

Reasons for Leaving by Tenure

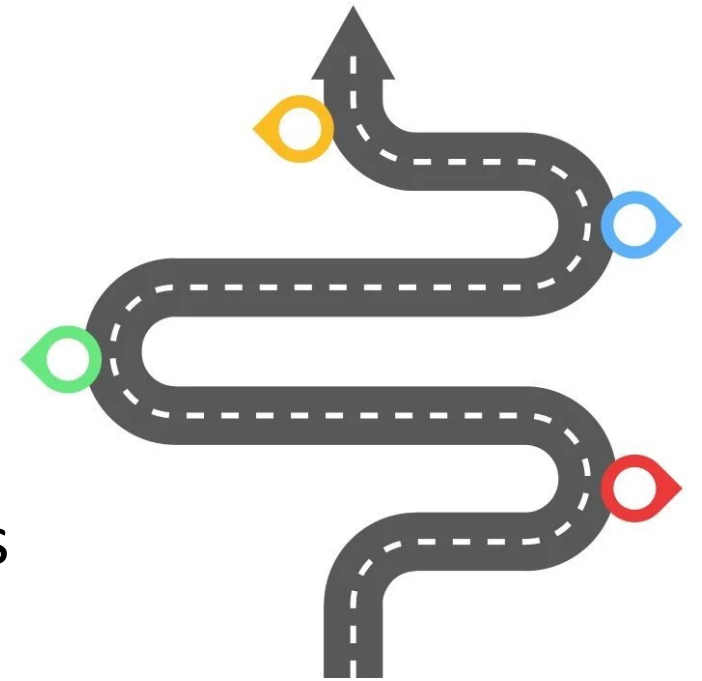


How?: Invest in Our Employees...

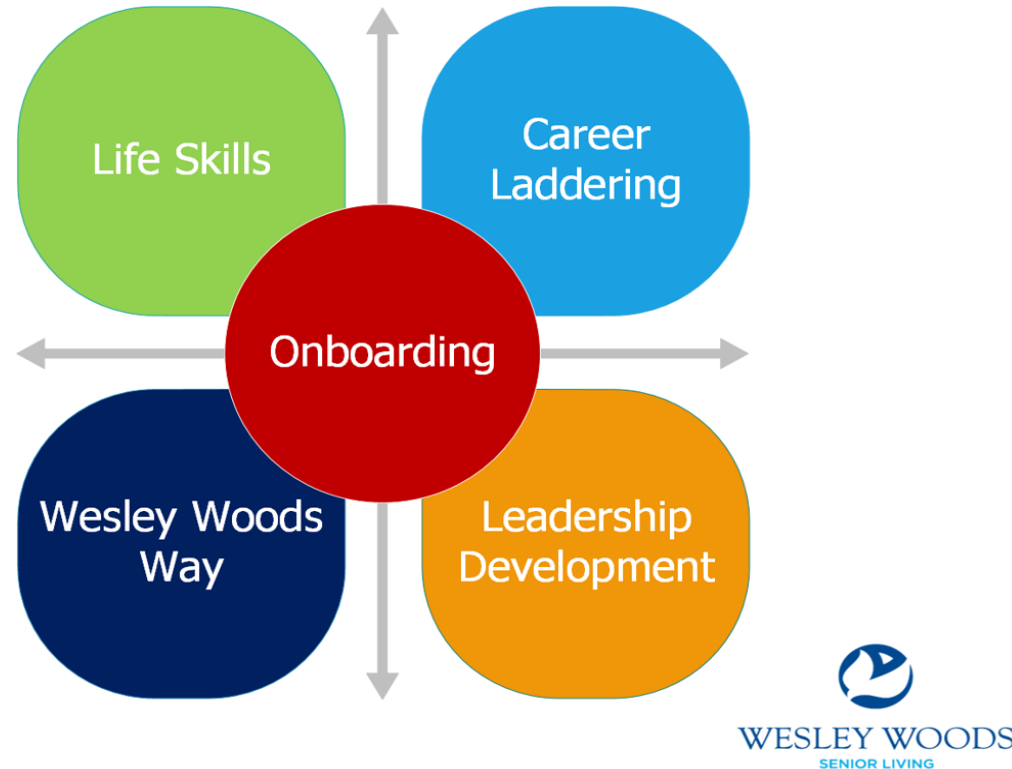
- Having a clear **strategy** and **roadmap** to achieve this goal is critical. The importance and the challenge itself have grown in scale and urgency.

We must have:

- The right capabilities
- The right structure
- The right priorities to enable our desired outcomes



Workforce Development Plan

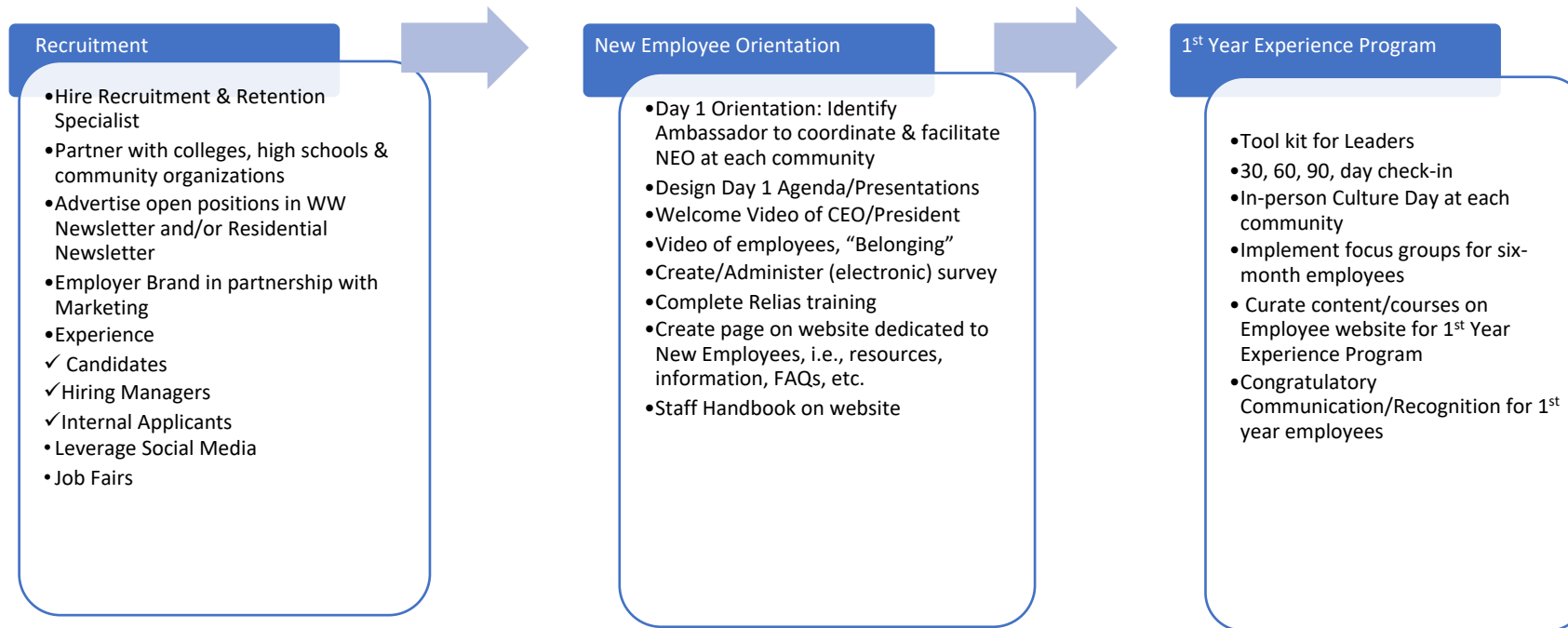


Diversity, Equity, Inclusion & Belonging

Areas of Focus: Devotion, Mastery, Loyalty

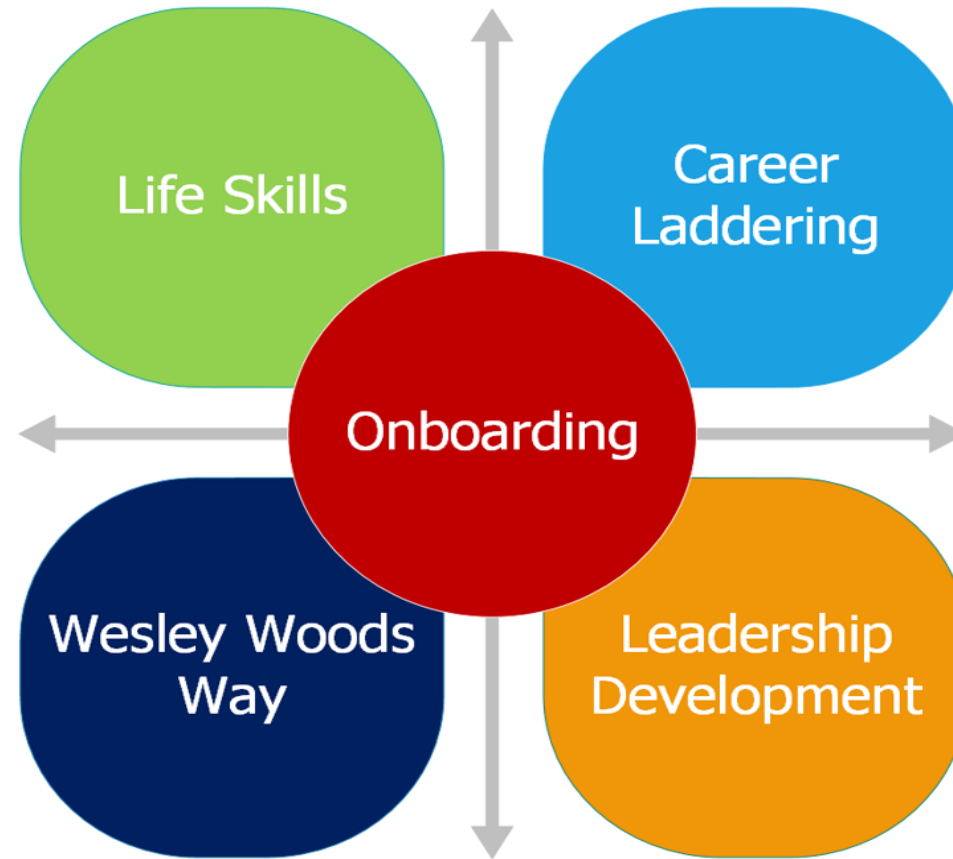
- **Culture:** Clearly define, commit to and demonstrate culture-shaping behaviors needed for us to achieve results
- **Voice of Our Employees:** learn from and act on what we hear (new employee survey, stay, exit, engagement surveys)
- **Recognition:** Recognize and promote high performance, leverage to shape culture
- **Performance & Accountability:** Shift from an activity focus to results focus
- **Onboarding:** Create a 1st Year Experience Program, enlist leaders' involvement and support in new hire orientation and onboarding, build a connection and a sense of belonging
- **Leadership Development:** Build a Leadership curriculum with programs based on career level and leadership challenges
- **Mentoring/ Coaching/Shadowing:** Provide opportunities to learn from others
- **Functional/ Emerging Org Needs:** provide fresh, current content for today's challenges
- **E-Learning:** Leverage technology to streamline processes & engage employees
- **Talent Pipeline:** Establish annual Talent Review mechanism for strategic succession planning and individual development plans (IDP)
- **Develop Talent:** Transparent career paths and clear, employee-centric process for internal growth; deploy assessments and tools for leaders to assess and articulate conversations about staff development

Onboarding



Create an **exceptional** onboarding experience to set performance **expectations**, ensure **consistency** and foster a sense of **belonging**.

Workforce Development Plan



Diversity, Equity, Inclusion & Belonging

