

The Business of Caregiving



Benchmark Senior Living

Building a Values-Based Business Culture

A grateful brother of a senior living in a Benchmark assisted living community in Middletown, Connecticut, writes: “One judges leaders by the people they hire and the standards they set. You and your staff have set a very high bar for any other facility to match.”

Tom Grape, founder, chairman, and CEO of Benchmark Senior Living has indeed created a corporate culture that places value squarely on its employees and the seniors they serve, aiming to provide the highest quality, personalized service. From its founding in 1997, Tom aspired to build and grow Benchmark as a values-based company that is “all about its people and the culture.”

Benchmark Senior Living is a for-profit, privately held company that develops, owns, and manages senior living communities. Benchmark owns and manages 44 properties, with programs that include traditional assisted living, specialized assisted living

for the memory-impaired, Alzheimer’s and dementia care, and independent living, serving 3,900 seniors in Connecticut, Maine, Massachusetts, New Hampshire,

“I saw [Benchmark] as an opportunity to be creative and to bring some new and better ideas and ways of doing things.”

– Thomas Grape, CEO of Benchmark Senior Living

Rhode Island, and Vermont. With a workforce of 4,000 Benchmark has a total revenue of approximately \$253 million. Of the 4000 employees, 3570 are frontline associates in activities, dining, resident care, housekeeping, plant operations and facilities.



Grape established Benchmark after more than 10 years of experience in senior housing, during which time he was chairman of the Assisted Living Federation of America and member of the

The Business of Caregiving is a series of case studies that showcases exemplary employers in the eldercare/disability services industry. The organizations featured in this series have been selected to illustrate a “**quality care through quality jobs**” approach to sustaining and growing a long-term care business. All case studies, along with slide shows and podcasts, are available online at: www.PHInational.org/casestudies. The development of these case studies, along with web-based best practice descriptions, have been funded by the Hitachi Foundation (www.HitachiFoundation.org).



Thomas Grape, Chairman and CEO

Owner/Operator Advisory Group and the Strategic Planning Committee for the National Investment Center for the Senior Housing and Long Term Care Industries.

“I saw this as an

opportunity in a relatively immature field to be creative and to bring some new and better ideas and ways of doing things,” Grape states. “It obviously has got a great demographic future for as long as I’ll be working, and there are entrepreneurial opportunities. Most importantly, of course,” Grape continues, “I get to put my head on the pillow every night knowing that what we do has touched people’s lives in a very meaningful and personal way.”

The business environment

The assisted living industry is fast paced and ever changing. Given the demographic profile of aging America, the demand for such services is growing, while the pool of talent is not keeping pace. This creates competition for employees within the industry. “From a resident care associate perspective, which is the largest part of our workforce,” states Timothy Reilly, Benchmark’s senior vice president of human

“It is a competitive business because they [direct-care workers] have many different health care settings they can work in.”

– Timothy Reilly, Senior Vice President of Human Resources

resources, “it is a competitive business because they have many different health care settings they can work in—nursing home, skilled rehab, home care, hospital.... We are fighting to attract the same type of associate.”¹

Grape notes that “we’re all trying to adjust to the new ‘normal’ in our economy. It’s certainly impacted the capital markets and the availability of capital for

Grape set out to establish a corporate culture that is built around a set of shared core values.

growth. It’s certainly impacted our associates and what they’re looking for in an employer.” He notes that employees are increasingly seeking stability, dignity, and respect, and an environment of trust.

A values-based culture

From the beginning, Grape set out to establish a corporate culture that is built around a set of shared core values. In relaying his motivation for doing so, Grape describes his appreciation of the excellent companies for which he had the privilege to work early in his career. He relates the story of working for Procter & Gamble fresh out of college when it became embroiled in a crisis regarding the safety of one of its products. “They sent the entire company’s sales force out to buy, if they needed to, all of the product on the shelf, and they got them out of every store in a matter

of days. It was the most impressive rallying of support, and I felt so proud to work for that company, because they did the right thing. And they did it quickly and decisively.” This company had “a strong set of values, and I saw what it could do,” states Grape.

Grape describes Benchmark’s initial stumbling in their efforts to create a values-based culture. “We made the same mistake a lot of people do, which is we worked out what would sound good, and we wrote a set of values, and several weeks later they were filed

“Every decision we make, we go back to whether or not it fits into our core values.”

– Marcia Werber, Senior Resident Care Operator

in a drawer and nobody paid attention to them.” Concluding that a better approach would be to articulate those things that Benchmark was already doing around values, in order to make them “authentic and real,” Benchmark structured its core values around the acronym “Personal” (see box below right).

Reinforcing Values throughout the Company

To align company practices with its values, Benchmark has established a set of corporate practices that are reinforced in each of its 44 communities. All associates (employees) are familiar with its statement of values through orientation, posting of the values throughout the facilities, and by hearing about it directly from Grape himself. “Every time I go to visit any one of our communities I talk about our values as part of my standard stump speech,” he states. “The point is that people know from me that it’s important that we be a values-based culture, and I think that has served us well.”

“Our values are the core of what we do every day,” notes Abri Brickner, learning and development coordinator in the home office, “making sure that our associates and our residents have personal experiences through those values.” Associate performance reviews are judged on how one’s performance has reflected these values. Compensation above annual salaries is linked to the living of these values in the workplace (see below, “Culture Compensation and

Recognition”). Marcia Werber, senior resident care operator, observes: “Everything we do is truly geared toward whether or not we meet the values that we set forth for the company. Every decision we make, we go back to whether or not it fits into our core values.”

Culture Compensation and Recognition

There is no better way to reinforce desired values and behaviors than to recognize and compensate employees for a job well done. Over the years Benchmark has developed a myriad of programs that do just that throughout its 44 communities (see sidebar on pg. 4, “Benchmark Systems of Recognition and Compensation”).

To further reinforce company culture, each community has a unique position (one to three, depending on the size of the community) called “culture ambassador.” “Their job is to drive that culture and to live our values and mission,” explains Brickner. Culture ambassadors organize events and fundraisers, and serve as a contact point for frontline associates. “A good culture ambassador is having a lot of fun keeping everybody motivated and upbeat and offering programs for the associates,” observes Werber.

Benchmark’s Core Values—It’s “PERSONAL”

- P** Personalizing services is our difference
- E** Excellence is the benchmark
- R** Respect and candor in all communication
- S** Stands for integrity
- O** One company of passionate associates
- N** No excuses – commitments count
- A** Accept and embrace change
- L** Leading and learning through innovation

Benchmark Systems of Recognition and Compensation

A series of initiatives provide employees with opportunities to earn additional compensation for “living the Benchmark values and for contributing to the Benchmark culture.” All employees, including part-time and per diem staff, have the opportunity to increase their wages by over 20 percent over the course of a year. Frontline associates, who include non-management staff working in resident care, food service, housekeeping, laundry, plant operations, and activities, average \$265 in bonuses per year. In 2010, 86 percent of Benchmark’s frontline associates received some form of “culture compensation.”

- **On-the Spot Awards** – Awards given “on-the-spot” from department heads or managers to frontline associates when they do something exceptional, going above and beyond the expectations of their job. Awards range from \$10 to \$100.
- **Safety On-the-Spot Awards** – \$25 awards provided “on-the-spot” to a frontline associate who does something exceptional with regard to safety in a Benchmark community.
- **Community Bonuses** – Quarterly performance bonuses provided to communities based on occupancy and net operating income. Typical bonuses for direct-care staff range from \$150 to \$1,000 per year.
- **Gratitude Grams** – Official “thank you” cards that employees give one another when they believe a co-worker has excelled. All recipients are put into a drawing every month and one winner is drawn. The winner receives a gift up to \$50 in value.
- **Service Champions** – Those frontline associates that exemplify the Benchmark mission and values, and exceed the general requirements of the job. Candidates are nominated in each Benchmark Community by residents, families, managers, and peers. A winner is selected monthly by each respective executive director. The winner is awarded a ribbon and pin to wear on his or her nametag, a gold Service Champion uniform shirt and a \$100 gift check.
- **Community Service Champions** – Awarded to one frontline associate annually per Benchmark community, selected from the pool of service champion nominations. Employee receives an extra day off, a plaque, and a \$500 gift check.
- **Benchmark Service Champion** – Annual award to a frontline associate who is selected across Benchmark as being the model champion of service. All Community Service Champion nomination forms are submitted to the home office where a team of senior executives reviews and selects the overall winner who receives a vacation package award.
- **Magic Moments** – Frontline associates are nominated by residents or family members to recognize the ways in which they create “magic moments” within a Benchmark community. The Magic Maker of the month is selected from the nominations by the home office and that community receives an award: a framed “magazine cover” with the community’s name and magic moment “headlines” with photos of the resident and associate. All nominees are recognized within their communities by having their nominations shared on a community bulletin board. In addition, all nominations are posted monthly on the intranet in order to “spread the magic and inspire others to find ways in which to delight their residents.”
- **Compassionate Caregiver Award** – Aimed primarily at the frontline workforce, residents and families nominate the person in their community who has made the biggest difference to them in their personal care or the care of their loved ones. Nominations are sent to the home office where a committee selects three to five finalists; Tom Grape then selects the winner of the compassionate caregiver award, who is honored at an annual awards gala with a plaque and \$500. A video tape featuring family, resident, and colleague testimony about the finalists is played at the gala. All nominees are also invited by senior management to a luncheon in their region (four luncheons are held) to receive an award.
- **Resident Referral Bonuses** – Bonuses that are provided to employees who refer a resident to any of the Benchmark communities. If a referred resident moves in, the employee is eligible for a \$1,000 bonus.
- **Associate Referral Bonuses** – Bonuses that are provided to employees who refer employment candidates to Benchmark and are hired. Bonus ranges from \$500 to \$5,000.

“It’s not just about the morale and the spirit,” adds Tanya Seeley, the culture ambassador and a resident care assistant at the Arbors Benchmark community in Vermont, “but we also try to educate employees on benefits and the culture programs that we have here.” She goes on to describe her role as a communicator and sounding board: “The culture ambassador is for those employees who may not feel comfortable going to a manager for some reason. If they need to vent or have a quick idea, want to be creative, or they need a problem solved, they can come to me or one of my council members.” Culture ambassadors receive a \$500 bonus per quarter for playing this important role within a community. In 2011, Benchmark has 52 culture ambassadors who are frontline associates and one who is a department supervisor.



Tanya Seeley, Culture Ambassador and Resident Care Assistant

Living Benchmark Values during Times of Crisis

Upon its ten-year anniversary, Benchmark leadership “thought about what we could best do to acknowledge that milestone,” recalls Grape. “A lot of other companies throw big parties. We decided that that would be fun for one night, but then it would go away. What we really wanted to do was to say thank you to our frontline associates.” Benchmark did so in a unique manner—they established the *One Company Fund*, a separate non-profit organization dedicated to providing financial assistance to employees and their families in times of unpredictable and extreme hardship. It is an employee-supported organization that raises funds through community activities, contests, companywide events, and individual donations. Establishing it as a separate 501(c)3 organization encourages tax deductible contributions, which is attractive to Benchmark vendors and other potential donors. The fund provides up to \$5,000 in tax-free

financial assistance—grants that employees do not have to pay back. All full- and part-time employees are eligible to apply for an emergency grant after they have worked for the company for one year. Since the fund’s inception,

the *One Company Fund* has distributed 178 grants totaling approximately \$270,000. In 2009 and 2010, the fund distributed 135 grants totaling approximately \$178,000.

An applicant to the *One Company Fund* must demonstrate need that is attributed to or caused by:

- The occurrence of any unexpected event or combination of circumstances that jeopardizes the individual’s health and welfare and that calls for immediate action; or
- Any pressing need following a sudden and unexpected happening, the occurrence of which was wholly unforeseen by the applicant.

The culture ambassador convenes the council monthly to discuss issues and to generate creative ideas for events and celebrations.

Each community has an associate council composed of frontline workers in resident care, maintenance, and housekeeping. The culture ambassador recruits members and convenes the council monthly to discuss issues happening in the community and to generate creative ideas for events and celebrations. Councils have budgets for events, parties, and supplies, and communicate regularly with the executive director of the community. “It makes the council feel very empowered,” observes Seeley. Brickner notes that culture ambassadors convene at the home office quarterly to share and learn from one another about how to reinforce behaviors in their respective communities that are consistent with Benchmark values and culture.

- Circumstances peculiar to the applicant’s situation, not deliberately caused by the applicant, which are of such magnitude or severity that it is unlikely that the employee has sufficient resources to reasonably expect a favorable outcome through community or family resources.

“Need” exists when an employee lacks resources to purchase the basic necessities of life or meet the contingencies created by an emergency situation. Examples of emergency situations that may be considered for assistance include fire, natural disaster, theft or loss of essential property, loss of transportation to work due to costly repairs, death in immediate family accompanied by other hardships, loss of physical independence due to accident or disease, illness or disability such as caring for a terminally ill member of the immediate family that is not reimbursable by insurance or where insurance coverage does not apply.

The *One Company Fund* is a direct expression of one of Benchmark’s eight core values – one company of passionate associates. “Every associate that works at Benchmark is asked to contribute to *One Company Fund* in one way or another,” explains Brickner, “not just financially, because that can be a barrier for a lot of our associates.” Employees can contribute time and effort in large and small ways during fundraising

The One Company Fund, a separate nonprofit organization, [is] dedicated to providing financial assistance to employees and their families in times of unpredictable and extreme hardship.

events. “The fund gives Benchmark associates a special opportunity to do the right thing for each other,” notes Grape. “This is a very tangible way that we make sure that our values are not just words on the wall but put into practice. It has been an enormously



Abri Brickner, Learning and Development Coordinator, and Timothy Reilly, Senior Vice President of Human Resources

positive thing both for the people affected, and also for the morale of everybody, because they know they work for a company that really cares.” In its first year and a half of operation, the One Company Fund raised more than \$420,000.

Stories of the *One Company Fund*’s impact abound. Culture ambassador Tanya Seeley herself was a recipient: “About two years ago my mother passed

away from cancer,” she recalls, “and I do not come from a very wealthy family; neither did she. My stepdad didn’t know what to do; he was very beside himself and he didn’t have the money for services or anything. So I applied for this fund and I was granted the money and I was able to give her funeral services, crematory services—they basically paid for all of those things as I was grieving with my family.” Employees affected

by fire, cancer, and other personal emergencies or tragedies have benefitted.

The *One Company Fund* supported the 160 Haitian employees affected by the 2010 earthquake. “Our

associates lost family members, they lost their cousins, their aunts, their uncles, their mothers,” explains Brickner. “A lot of them didn’t even know what was going on back home because you couldn’t dial out. Through the *One Company Fund* we provided calling cards to each of our Haitian associates company-wide so that they could be in touch with their family members and get through to them and at least know what was going on. And those associates affected by the earthquake were also given grants through the *One Company Fund*.”

Another action of which Tom Grape is particularly proud is Benchmark’s response to the 2008 collapse of the financial markets. He describes how at year end, when companies were working on their budgets for the following year: “A lot of companies in our industry did things like cut staff, or they froze pay, or they increased the eligibility requirements for benefits, or they reduced vacation time or they in any number of ways extracted significant concessions from their workforce. What we did,” Grape continues, “was that senior management took no bonuses, the most senior executives took pay cuts, and we asked our frontline associates to simply defer their raise from March to June. That was it. I think a huge sigh of relief went throughout the company that we chose not to try to ride out the poor economy on the backs of our associates, but in fact said to them we’re in this together. It was an enormous trust builder and relationship builder for the frontline associates.”

Investing in the workforce

When asked about his motivation for investing in his workforce, Grape gives a two-pronged response. First, “it’s from the perspective of personal values and beliefs about how people should be treated and the kind of company I wanted to build. Second is from a pragmatic business perspective. I’ve been in the senior living field for 24 years and I’ve watched company

after company. The ones that were good employers and had good talent development practices and good training and good values and good communication were always the ones that did better than the ones that put finances first or didn’t do those things well. So from my perspective it’s both the right thing to do but it’s also good business to do it.”

Tim Reilly, senior vice president of human resources, describes the importance of investing in staff development. “As an organization, we believe if we have engaged, happy, well-trained or well-educated associates, in turn they are going to provide superior services to our residents and their families.”

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– Timothy Reilly

Workforce Training

Benchmark training begins with a day-and-a-half orientation that all new associates take to familiarize themselves with company policies and values, as well as community-specific infrastructure and systems. All associates also receive the “Compass” course, a full-day training on residents with memory impairments. During the annual review process, all Benchmark employees create individual development plans that identify both personal and professional goals based on individual strengths, interests, and aspirations. Employees have a supervisor and coach who are available to provide guidance and to mentor them.

Education is offered through in-service training, through the Benchmark University, and tuition reimbursement for courses attended outside of the Benchmark system. Monthly in-service training is

mandated by the states; since states have different in-service requirements, Benchmark has used the highest mandated level as the minimum requirement for its employees.

With faculty entirely composed of Benchmark employees, Benchmark University is an educational program that offers more than 50 courses every quarter to its staff. In addition to general orientation and Compass, courses range from leadership, sales, financial, resident care, recruitment, time management, conflict management, and customer service excellence. About 10 percent of Benchmark staff go to training at Benchmark University beyond general orientation and Compass, generally supervisors and managers for whom training is mandatory. For associates, additional training is voluntary, though all training is free and staff are paid while attending courses.

Each community is required to have a certain number of trained faculty members, depending on its size. These faculty members attend a three-day



to ease the travel requirements for trainees and to ensure frequency of the required courses. Benchmark is currently creating its own Personal Care Assistant training program.

Career Advancement and Compensation

Benchmark also has specific positions that frontline workers can grow into that are accompanied by increased wages. In addition to the culture ambassador position, which receives a \$500 quarterly bonus, Benchmark communities have a “lead aide” on every shift who typically has a smaller assignment and serves as a supervisory support and problem-solving resource. In states that allow it, there is also the option of becoming a medication aide, a position for which associates are trained to dispense medications. Typically, each community has an average of six lead aide and six medication aide positions. On average, these positions pay \$1.75 to \$2.60 per hour above the base wage for a resident care associate.

Finally, Benchmark provides a generous compensation package available to employees working more than 22.5 hours per week, including: adoption assistance, bonuses, domestic partner benefits, group auto and home insurance, life insurance, medical, dental, vision, paid vacation, personal, and sick

days, safety programs, short- and long-term disability, career development programs, tuition reimbursement, 401k with company match, and health advocate. All employees, including those working less than 22.5 weekly hours, are eligible for an employee assistance program, pro advantage mortgage services, Sitter City, Verizon discounts, and other business partner and retail discounts.

Benchmark University is an educational program that offers more than 50 courses every quarter to Benchmark’s staff.

training session on how to work with adult learners. Faculty can be frontline associates, culture ambassadors, department heads, or any other associate with the interest and an area of expertise. Orientation classes, for example, are often taught by frontline associates. In addition to training in the Boston area near the home office, Benchmark has established six satellite learning centers geographically dispersed in Benchmark communities throughout New England

Experiencing tangible results

The resolute attention to building a company that is “all about its people” has translated into good outcomes for both Benchmark’s employees and Benchmark’s business. A recent report on the Benchmark culture quotes a Benchmark executive: “Most people come to work each day wanting to do the best jobs for their residents. And that’s what all of our cultural programs are designed to support. If

We’re starting to see a strong connection between high associate satisfaction and high resident satisfaction.

we can take care of our associates, inspire them and support them, they can focus on what they really came to do: take care of the residents. It’s not surprising that we’re starting to see a strong connection between high associate satisfaction and high resident satisfaction in all of our surveys.”²

“In a field where 75 to 100 percent turnover annually is not unusual,” states Grape, Benchmark’s hovers between 37 and 39 percent. “Which is still higher than we’d like it to be, but it’s almost miraculous in the field of long-term care. I certainly know of no other company remotely our size with a turnover statistic that low.”

This lower turnover rate means savings in recruitment, hiring, orientation, and training. However, there is a more important benefit to the company, according to Grape. “I would tell you that the biggest benefit of low turnover—while certainly it lowers recruitment costs and training costs—is to the customers and families who don’t have a disruption or dislocation in the staff members with whom they develop relationships,” observes

Grape. “So I would argue that it contributes directly to an improved customer experience which is what we’re fundamentally after at the end of the day.”

Annual surveys conducted by Benchmark yield evidence of increased satisfaction on the part of both employees and the families and residents they serve. In the most recent survey, fielded in April 2010 for the 2009 year, employees reported an increase in opportunities to learn and grow and a marked improvement in the regularity in which they were

receiving performance-related feedback. Employees also felt that their direct reports and/or co-workers had an increased commitment to quality. The Department Head Team reported an increased awareness of what was expected of them in their roles.

“These factors combined: clarity of expectations, quality performance feedback, learning and development opportunities, and an unwavering commitment to excellence,” notes Reilly, “were critical to our ability to increase our percentage of top talent performers from 34 percent to 70 percent and reduce our lower level performers from 7.4 percent to 5 percent for the same period of time.”³ These data suggest continued success in development of what Benchmark considers its greatest asset, its employees, which in turn translates into enhanced organizational performance.

Benchmark continues to seek ways to enhance its use of timely data to affect change within the organiza-

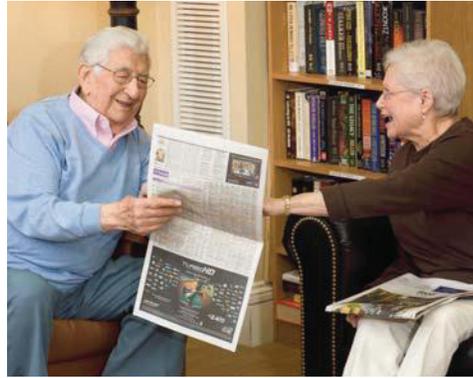
“The biggest benefit of low turnover is to the customers and families.”

– Thomas Grape

tion. In 2011, Benchmark is moving away from annual surveys to a process of surveying new customers and new associates at 7 days, 30 days, 90 days, and

annually. “At these critical check-in points” notes Reilly, “we will be able to identify any potential problems and take action. It will be a real benefit to the organization as well as an enhancement to our customer and associate experience.”

The Compassionate Caregiver nominations provide additional evidence that Benchmark is doing something right in supporting employees and reinforcing behaviors that are consistent with their core values. Marcia Werber, senior resident operator, describes the experience when this award was first put into place: “The first year we did it, we put it out in the first week of January hoping to have everything back the end of January, and planning for what we were going to do if we didn’t have any response—it was a short lead time, a brand new program. And in two weeks we had over 200 responses from residents



in 2008, 2009, and 2010.⁵ In 2010, Benchmark was also recognized by the *Boston Business Journal* as one of the top 20 best places to work in the large company category.

Benchmark’s attention to quality jobs, recognition and respect for its employees reaps solid business results. “We are realizing superior business results right now,” states Grape. “Our occupancy is higher; our financial results have been stronger than our competitors in the industry at large.” Indeed, Benchmark

has a 93 percent occupancy rate, translating into successful financial outcomes that keep Benchmark a viable, vibrant business that contributes to the quality of life for employees and residents alike.

Benchmark has a 93 percent occupancy rate, translating into financial outcomes that keep Benchmark a viable, vibrant business.

and families. It was amazing—the stories that came pouring out of families and residents about people that made the difference.”⁴

The following letter written by a grateful family member illustrates the impact that the focus on being a superior employer has on residents and families, as well as on the reputation of Benchmark as a whole:

My mom is doing very well. This is primarily due to your wonderful staff. Every single one treats her with kindness and respect. They help her deal with her own health issues and are responsive to her needs and to our concerns about her. I am always greeted with smiles and even a few hugs every time I come to visit. Every member of the staff, from the maintenance crew up to the nursing staff, act in a friendly and professional manner.... I must say that everyone in my family spreads the word about the Village at South Farms and Benchmark in general whenever we have the chance.... I can only say thank you from our family to each of you. We so appreciate your hard work. With lasting gratitude...

Endnotes:

1 A resident care associate is a paraprofessional direct-care worker equivalent to a personal care assistant or certified nurse aide.

2 Brown, Kathi Ann. "It's Personal: The Benchmark Story," 2009.

3 A "top talent performer" is someone who consistently exceeds expectations, meets or exceeds all goals set in talent review, has strong leadership skills, and makes sound decisions. He/she receives a rating of "Among the Best or Best of the Best" on the talent review. A "lower level performer" is someone who is or should be on an action plan, with inconsistent performance and a talent review rating of "Obstacle to Success or Basic Performer."

4 See <http://www.benchmarkquality.com/Benchmark/BenchmarkCares.aspx> for a collection of stories and letters from residents and family members.

5 To compile the rankings, the *Boston Globe* measured employers according to six factors: **1) Direction:** Do employees have confidence in the leader of the organization? Do they believe it operates ethically and is moving in the right direction?; **2) Execution:** Do employees believe senior managers have a good understanding of what the company needs to do to succeed, and are they sharing information well?; **3) Managers:** Do managers listen to employees, praising superior work and making good use of people's skills?; **4) Career:** Does the company offer formal training and other opportunities to learn and grow, and does it reward good performance?; **5) Conditions:** Is the work environment free from hostility, and does the company help workers to balance career and family life? Does the company show its appreciation for employees?; and **6) Pay and benefits:** Are workers fairly compensated?

About the Author Marcia Mayfield, MPH, is the PHI Director of Evaluation. She is responsible for the design and management of evaluation systems and studies for PHI's training, organizational development, workforce development, and policy initiatives.



PHI (www.PHInational.org) works to improve the lives of people who need home and residential care—and the lives of the workers who provide that care. Using our workplace and policy expertise, we help consumers, workers, employers, and policymakers improve eldercare/disability services by creating quality direct-care jobs. Our goal is to ensure caring, stable relationships between consumers and workers, so that both may live with dignity, respect, and independence.



349 East 149th Street, 10th Floor • Bronx, New York 10451 • Phone: 718.402.7766 • E-mail: info@PHInational.org

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