



KENDAL | People Development Initiative

Issue Paper | March 2016

Background:

In the near future, the Kendal system is projected to experience an estimated 37.8% loss of valued staff who will be retiring within the next 5-10 years. These retirements will impact all areas in the Kendal workforce the impact on frontline staff, especially caregivers will be most acute. Concurrently across the industry, we anticipate a 44% increase in demand for direct-care workers (i.e., personal care aides, home health aides, nursing aides, orderlies, attendants, all other direct-care workers and occupations) in the U.S. over the next 14 years¹. According to Health Affairs, June 2015 issue, “*There will be a high growth for entry-level long-term care occupations, which will necessitate greater attention to supply, training and retention.*” Currently, 56% of the work force across senior living organizations has less than 10 years of service. Kendal’s ability to do its best work and to serve in a manner that’s consistent with Kendal’s values, and, a reputation over 40+ years, rely on our continued ability to find and help grow great people. Kendal’s ability to do this will remain high relative to its peers, however, there is no doubt that doing so will be more and more difficult as the needs of an aging population increase along with the intensity of the competition for great staff.

Current Issue:

Kendal and many aging services providers must be well prepared for the coming wave of older persons across our country. In order to successfully meet the increasing demand for services and maintain a reputation as a high quality provider of choice, it will be essential to attract, cultivate, and nurture individuals who are knowledgeable about their profession, possess leadership skills, and serve in a manner that is *values-based*. We need to continue to emphasize operational excellence that is driven by model practice and staff who are a good cultural and values fit with Kendal and who also have the interest and capacity to continue to grow professionally.

The Need for Change:

Throughout our history, Kendal’s *Values and Practices* have spoken to the significance of encouraging staff and residents to learn for personal growth, as well as to contribute to each

¹ *Paraprofessionals Healthcare Institute*

individual community. Quaker values have played a foundational role, not only in the development of the Kendal System, but also in the development of staff. Kendal and all of its Affiliate communities have always focused on developing tomorrow's leaders and staff-members across organizations through programs and by supporting an environment of continued learning – but these efforts have been effective and in themselves have provided for strengthening and growth with Kendal, however, they have not necessarily been coordinated or consistent across the entire System and as a result, Kendal as a whole has not benefited to the degrees that it might if staff development and leadership programs were intentionally built to serve the System as a whole over a long period of time.

The environment within and outside of Kendal now highlights the need (and opportunity) for Kendal to step forward, together, toward a stated goal that will serve Kendal, its staff, and thousands of residents now, and well into the future.

Solution:

Currently, Kendal's Staff Development Fund supports corporate staff through the *Kendal's Leadership Fellows Program*, as well as staff who have enhanced their skills through certificate, baccalaureate, and advanced degree programs. We envision expanding the Fund in order to develop a system-wide initiative that will support training, certificate, internship, and fellowship programs for staff at all Affiliate communities. The KENDAL | People Development Initiative will build on Kendal's ongoing commitment to develop leadership skills that are vital to its future growth. We believe this will help secure Kendal's role as a leader and innovator in the field of aging services while also contributing to the quality of staff and resident experiences within Kendal and its Affiliates now.

The objective of the Kendal | People Development Initiative would be to embed Quaker values that have made Kendal a leader in the field, and to also begin to stimulate, nurture and expand interest in tomorrow's workforce not only within the Kendal System, but also within the field of aging services.

The KENDAL | People Development Initiative

To work towards solving not only Kendal's work force needs, but also the field's, one needs to understand the dynamic factors driving the need for improved work force development policies and programs. Kendal must commit to values-centered staff development and drive excellence through educational and learning opportunities.

Currently the Kendal Staff Development Fund is used to support the Kendal Leadership Fellows Program. The fund must be built so that it can impact the development of staff in an organized and comprehensive System-wide initiative that systematically supports:

- the development and delivery of model practice training and certificate programs at every level of staff;
- the Kendal Leadership Fellows Program; and
- the development of a system-wide internship and fellowship program.

We believe the KENDAL | People Development Initiative would help us attract, cultivate, and nurture high-achieving, values-centered staff for years to come.

Kendal and its affiliates can **attract** great people by going beyond offering competitive salaries and benefits, by providing upward mobility and ongoing training and education for all staff. Kendal should be known for offering top-notch leadership development programs (internal as well as external) and certificate, training and learning modules, as well as an opportunity to pursue advanced education/degree and life-long learning opportunities through the KENDAL | People Development Initiative.

Kendal and its Affiliates need to **cultivate** great people by nurturing a spirit of inquiry and continued learning. We should encourage all staff to value participation, transparency, and consensus-building by nurturing careful listening and through effective decision making. This can be achieved by engaging in ongoing evaluation and staff development through the KENDAL | People Development Initiative.

Community members and staff together **nurture** a culture of continuing learning through shared experiences, classes and speakers presented within the affiliates and at neighborhood institutions of higher learning. We need to foster a high-quality work experience for staff, recognizing that Kendal must be a good place to work if we are to offer good places to live and to provide high quality services. This can be achieved through the KENDAL | People Development Initiative.

Conclusion:

With the retirement of an iconic leader in 2016 who himself had a significant impact on leadership and staff development across the field, and as Kendal begins to look towards its 50th anniversary in 2021, we are called to recognize and react to *“the intersection of opportunity and need that is in front of us.”* The increasing demand for direct-care workers and leaders in Kendal and within the aging service field will require investment in professional development at all levels within the organization - from frontline staff to management and leadership positions. We need to continue to broaden our efforts by developing a system-wide initiative and systematized programs to support training, certificate, internship, fellowship, and mentorship programs to cultivate tomorrow’s great people in aging services.