

Changing Organizational Culture with “Programs in a Box”

Enhancing Participation, Engagement, & Leadership Effectiveness

Sienna

Senior Living

May 2024

Sienna at-a-glance

Sienna Senior Living Inc. (SIA: TSX) is one of Canada's leading owners and operators of seniors' residences with high quality assets in **Ontario, Saskatchewan, Alberta and British Columbia.**

42

**Long-term Care
Communities**

(6,572 beds)

39

**Retirement
Residences**

(4,442 suites)

12

**Managed
Residences**

(1,352 beds/suites)

As at December 31, 2023

Sienna offers a full range of senior living options, including **independent living, assisted living and memory care** under its Aspira retirement brand, **long-term care, and specialized programs and services.**

~12,000

Dedicated Team Members

10,000+

Residents

52

Years of Operation

December 31, 2023

This is how it all started ...

Our Purpose

Cultivating
Happiness in
Daily Life

Our Vision

Canada's Most Trusted and
Most Loved Seniors' Living
Provider

Our Values

Act Positively
Be Accountable
Create Community
Demonstrate Caring

Faced with Significant Post-Pandemic Challenges

- **Burn-out**
- **Leader & Front-line turnover**
- **Increasing competing priorities**
- **Engagement and leadership effectiveness concerns**
- **Low participation rates of below 50%**



Understanding our Barriers ... and the capability and capacity of our frontline leaders



**Realizing the lack of clear,
structured guidance for
implementing programs**



Our Commitment

Invest in and support our team members to drive stronger engagement & retention

- Leadership training
- Onboarding and development
- Recognition

Activate and continue to build our purpose-driven culture

- Advance diversity & inclusion practices
- Continue to enhance two-way communications with team members





Innovative Solution: Programs in a Box

Our Innovation Solution “Programs in a Box”

Detailed instructions and ready-to-deliver curated content

- + leader learning, facilitation tips and additional context to **build their confidence and capability**
- + everything they need, **all in one place**, to deliver the messaging or development



Our Voice

**Monthly
Learning
Bite**

**Purpose, Vision,
Values**

**Performance
Management**

**Orientation &
Onboarding**




**Sienna
Recognition
Programs**

**Sienna Ownership
and Awards
Recognition
(SOAR)**

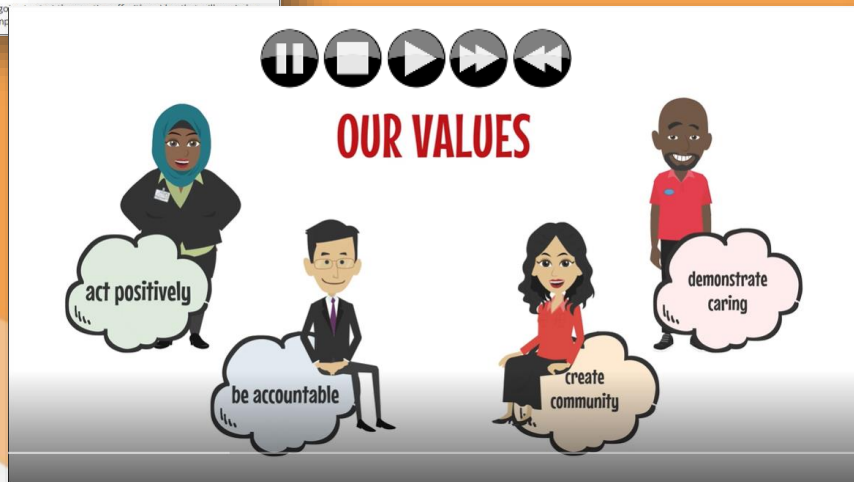
Innovation Solution: Programs in a Box

Programs in a Box

Building confidence & capability

Topic	Notes
Icebreaker – 5 mins  2:52 mins to play through 1x	DO: Have this slide up and in presentation mode. Hit the play button and turn the volume up as Team Members enter the room and get settled. The playlist will loop until you ... DO: Hit pause to stop the music. ASK: ✓ How do these songs make you feel? ✓ What do you think these songs all have in common? DO: Play the songs again if needed (2:12 mins to run through 1x), then take some responses. SAY SOMETHING LIKE (depending on responses)... ✓ I feel happy! Maybe even inspired... They make me think about kindness, respect, being there for each other and not letting others down [make this response your own]. ✓ If you haven't guessed it yet... They all tie to our refreshed Values! And today we are officially starting the process of integrating them into our Community/Residence!
Introduction – 1 min 	SAY: ✓ The Senior Executive team revealed the new and refreshed Values during the last Sienna Celebrates call – and today we are going to talk about what to expect next as we dive deeper into each Value over the coming months ✓ Before we do that, I would like to take a few moments to acknowledge the land we are on... <i>Tip: Consider asking a Team Member to read the land acknowledgement</i>
Land Acknowledgement – 1 min 	DO: Read the Land Acknowledgement you prepared for your location. <i>Tip: Review the Appendix for help and visit https://maive.land.ca to find out which land you are on.</i> SAY: Thank you! We're going to talk about why Values are important.

PowerPoint
Slides with
Facilitator Notes



Embedded videos with key messaging

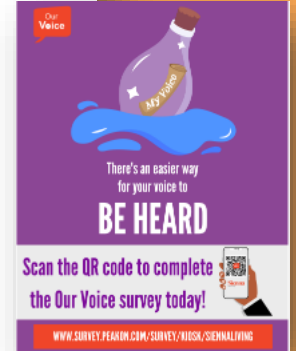
Ready to print Posters with QR codes

Tell us who you spotted living our Values!

Nominate a Team Member and they will be entered into a draw for fabulous prizes!

- Act Positively
- Be Accountable
- Create Community
- Demonstrate Caring

Scan the QR code to nominate a Team Member.



Sienna
Senior Living

Sharepoint pages with all the content & links

Month 1 - Sharing the 'Why'



STEP 1
Watch the Video
3 minutes to watch

Watch the video below to learn about how sharing the 'why' is important:



2024 Month 1 - People Managers

Never assume that the task you assign is totally understood by the person you are communicating with.
By sharing the 'why', you can ensure that everyone is on the same page and working towards the same goals. This can also lead to increased productivity and job satisfaction for your team members.

References for this month's content:

- 1 2 3 4 5

STEP 2
Reflect & Commit
2 minutes to complete

Tell us what you think...

Results – What we saw

- Boost in **leadership capabilities**
- Heightened team member **engagement**
- Consistent team member **experience** across locations
- Enhanced **buy-in** and participation



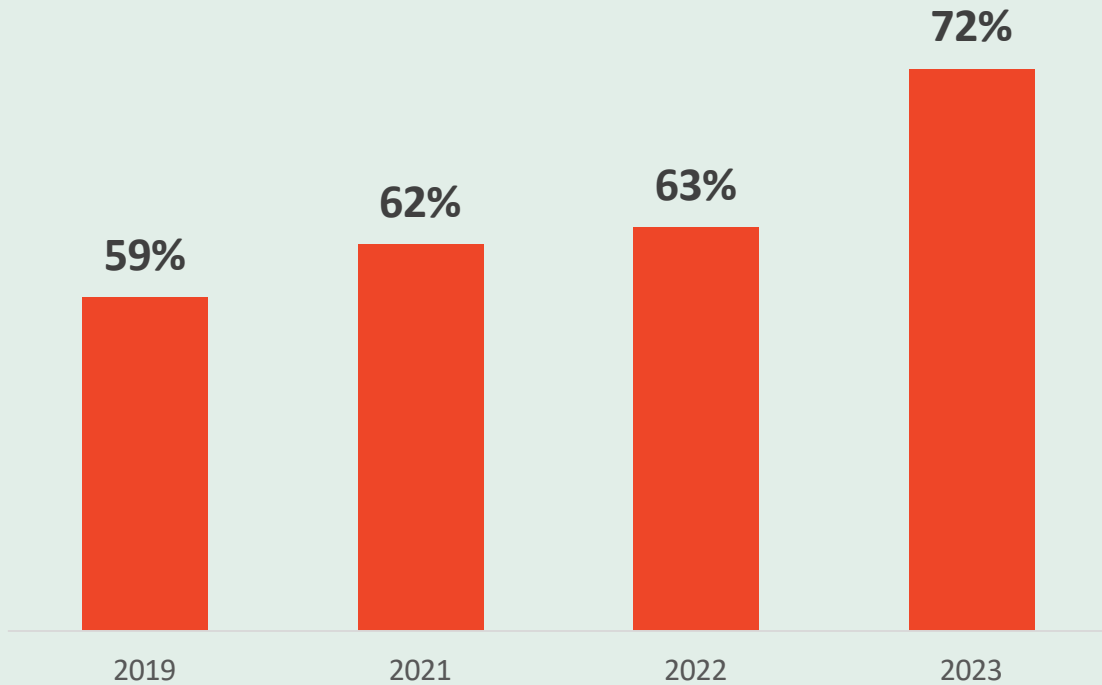
→ Decreased turnover

Team Member Survey: Participation & Feedback

Participation increased as **relationship** with team members **strengthened**.

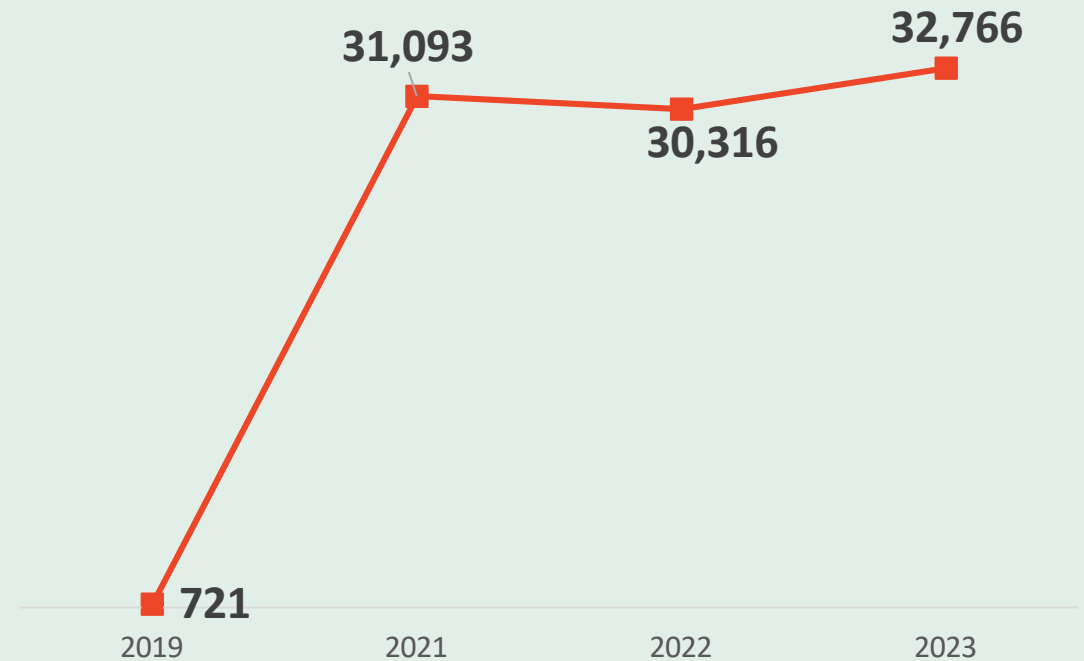
When **team members** see their feedback leads to positive changes, they **feel valued** and heard.

Participation (%)



In 2020, no team member engagement survey was conducted

of Comments





↓ Reduced Agency Costs

↑ 9% Increased Engagement



↑ 11% Improved Retention



Thank You