



Culture of Excellence®

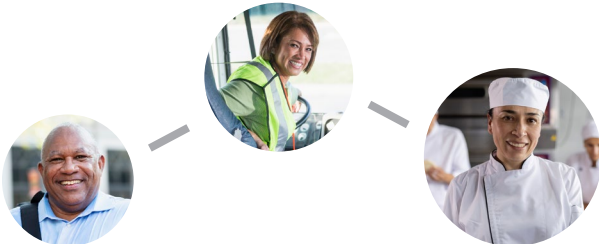
Connecting the dots to our mission & values

Transforming the perception of age is at the core of everything we do.



We Are Transforming Age.

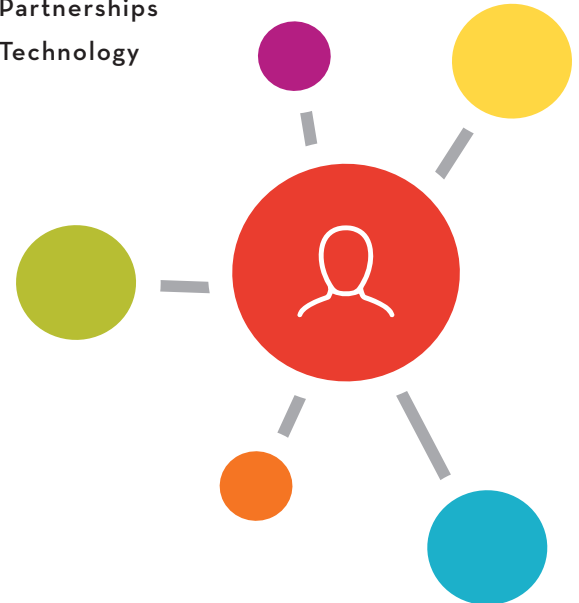
The Transforming Age network of affiliates strives to provide a holistic and integrated approach to a successful aging journey for those we serve. We serve 'One Customer' at a time through the products and services our mission spheres offer.



The 5 Spheres of Our Mission

The Transforming Age logo represents our nonprofit mission with our five mission spheres and each customer at the core, connecting us all together.

- Housing
- Community Services
- Philanthropy
- Partnerships
- Technology



Culture of Excellence

Culture is the collection of shared beliefs, values, norms, and behaviors that characterize and help define a group of people.

Excellence means striving to be the best. It also means improving and learning over time with better outcomes.

COE-nnecting the Dots

- Culture of Excellence (COE) connects the dots to our mission, values and goals.
- Each and every one of us contributes to our mission and our goals by delivering excellence and demonstrating our values.

“Because of your smile, you **make life more beautiful.**”

– Thich Nhat Hanh



Our Mission

We create unlimited possibilities to enhance the lives of older adults by integrating housing, community services, technology, philanthropy and partnerships. We are Transforming Age.

- As we create unlimited possibilities for our clients, each of us creates unlimited possibilities to influence our team.
- We choose to be a positive force at work and on our team, to support each other, and to do our best work each day and with each interaction.



Our Values

Creating a great experience for our team members or for our residents/clients, we have a chance to live our values. How we greet people, how we care for and uplift people, how we do the right thing — every day.

Integrity

- We act honestly, and we do the right thing.
- We are dedicated and truthful.
- We work hard to earn trust and to demonstrate we are trustworthy.

Teamwork

- We work together and we support each other.
- We value each team member's contribution.
- We lead by example to serve our residents and clients.

Respect

- We honor and accept the value of each person.
- We recognize and appreciate the diversity of our team, our residents and our clients.

Grace

- We show kindness, empathy and compassion to all.
- We celebrate and accept differences in each other.
- We care for our team and those we serve.

Fun

- We have fun.
- We bring joy to our work, our team, our residents, and our clients.
- We know a positive attitude contributes to excellence.

Innovation

- We identify opportunities to improve each day.
- We share ideas to improve how we operate.
- We work together to create new solutions.

Accountability

- We take responsibility for our actions.
- We let our supervisor know if we make a mistake so it can be fixed quickly.
- We maintain high standards.

"I've learned that people will forget what you said, people will forget what you did, but people will never forget **how you made them feel.**"

- Maya Angelou



Our Strategic Goals

Each day, we all contribute to our strategic goals. The ways in which these goals show up in your work are varied depending on your role, but they are all opportunities to deliver on our mission and to achieve these goals.

- **Be the leader** in senior living and aging services. We lead by example through the Culture of Excellence.
- **Grow and innovate;** reinvest funds for new programs and initiatives to expand our mission. We are curious and nimble.
- **Be exceptional.** Provide exceptional, affordable and accessible senior living and aging services solutions. We solve problems and create possibilities.
- **Be the employer of choice** and live our Culture of Excellence. We have high standards for people, product and process.
- **Be a data and knowledge driven organization.** We are outcomes-oriented and use data to make decisions quickly.
- **Maximize our triple bottom line:** impact as a non-profit organization, environmental sustainability, efficient operations.



“People don’t care
how much you know
until they know
how much you care.”

- Theodore Roosevelt

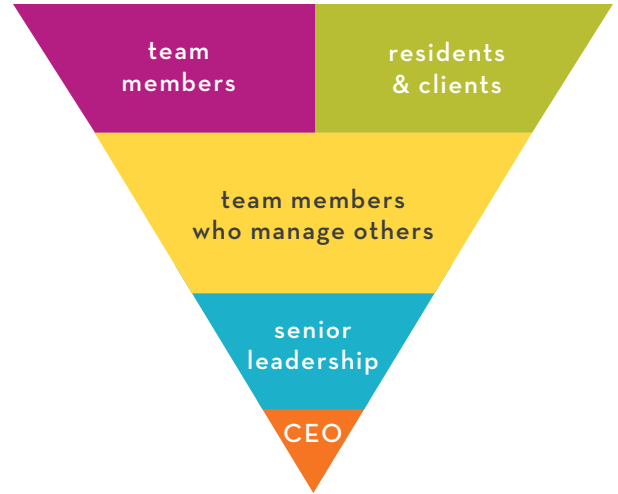
“Great things in business are never done by one person; they’re done **by a team of people.**”

- Steve Jobs



One Team

Our time, effort, energy, and attitude are important to the Culture of Excellence, and we are all part of one Transforming Age team, creating unlimited possibilities for our residents/clients. Each day, you are part of a movement to enhance the lives of the people we serve. We are all part of one team, and we believe in servant leadership.



Excellent Service

We are dedicated to excellence when caring for our residents or clients, as well as caring for our fellow team members. These standards describe behaviors and actions that we expect of each other.

How we make an excellent impression:

- We treat everyone with kindness, compassion and respect.
- We are aware of our surroundings; we greet people around us and focus on the person in front of us.
- We communicate in a professional and welcoming manner.
- We follow expected grooming and attire standards.
- We do not use electronics for personal use, except on breaks.
- We limit the use of mobile devices in the presence of others.
- We keep conversations professional and at the appropriate volume.
- We attend to and comfort residents or clients as if we are in their home.

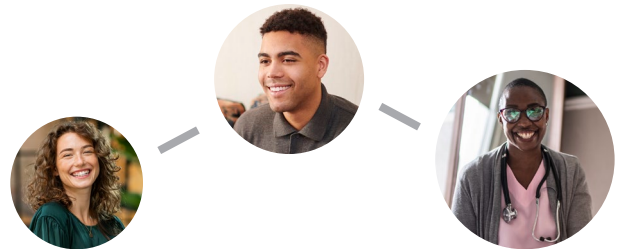
How we work with an owner mindset:

- We take responsibility for great results and we are empowered to make decisions that will lead to great results.
- We are passionate about demonstrating our values and making a difference.
- We are committed to the success of our mission, our team, and our residents/clients.

How we provide an excellent experience:

- When presented with a question or concern, we provide solutions for residents, clients or team members.
- We ask with care and compassion, “Is there anything else I can do for you?” before ending a conversation.
- When asked for directions, we escort the client or find someone who can.
- We own questions or concerns by using **H.E.A.R.:**

- H** **Hear the issue.** We listen carefully to ensure we understand the question or concern.
- E** **Empathize.** We let the person know we understand their viewpoint and how they feel.
- A** **Apologize.** We apologize for the issue and for any inconvenience this may have caused them.
- R** **Resolve.** We do our very best to do all we can to resolve the issue or find someone who can solve it.



Excellent Leadership

We demonstrate excellence as a team by doing our best work with a positive, can-do attitude. We have high standards, and these behaviors and actions illustrate what we require of all team members.

How we lead by example:

- We are all leaders, and we do what's right. We serve each other.
- We embrace diversity, equity and inclusion, and we respect cultural differences.
- We care about and support all team members.
- We speak up when we see opportunity for improvement.
- We actively contribute to a positive and healthy work environment, especially during times of stress.
- We hold ourselves and others accountable.
- We ensure the best idea wins, not the rank in the organization.
- When a decision is made, we commit to it and move forward.
- We resolve conflict quickly and professionally.
- We welcome new team members.

How we achieve results:

- We accept responsibility for our actions and outcomes.
- We do our best and we have a can-do attitude.
- We do our work correctly and quickly, the first time.
- We do our jobs accurately and thoroughly, we fully perform the responsibilities within our job description.
- We produce the highest quality outcomes and the best results. We achieve maximum impact through our work.
- We have a bias for action; we do not procrastinate.

- We anticipate needs and problems, and we consider a variety of realistic, unexpected outcomes.
- We practice frugality and minimize expenses. We're not wasteful.
- We always strive for financial surplus because if there is no margin, there is no mission. Each affiliate must be financial sustainable over the long term to effectively meet the mission impact.
- We continuously improve our professional and personal skills.
- We make progress every day. Progress compounds.
- We carefully manage our meetings so we minimize the time that we're not directly serving our residents or clients.
- We keep things simple.

How we provide great communication:

- We communicate when a job is well done.
- We share our gratitude with team members.
- We are transparent. We welcome open discussion, especially when we disagree.
- When we disagree, we discuss it directly with those involved.
- We honor confidentiality, and we use our best judgment when notetaking, recording, documenting or discussing resident/client or team member information.
- We do not gossip.
- We speak in a professional tone; we don't raise our voice unless for safety reasons.
- We concisely communicate the 5 Ws and 1H (Who, What, When, Why, Where, and How).
- We respond to all email, voicemail or other messaging within 24 hours, whenever possible.

Excellent Safety

We demonstrate excellent safety for our residents or clients, our community, ourselves, and our fellow team members. These standards are required of all team members.

How we promote excellent safety:

- We report and address unsafe conditions, actions or systems to make the work environment safe for everyone.
- We stay current on the use of safety equipment for our assigned duties and assist residents/clients in its use.
- We remind team members and residents/clients of safety procedures.
- We actively participate in drills and trainings.
- We follow all guidelines and policies related to the use of work computers and all related systems, devices, etc.

How we strive for an excellent environment:

- We are aware of our surroundings.
- We keep our work environment safe, neat, clean and professional.
- We pick up trash we see and dispose of it appropriately.
- We immediately report broken furniture, fixtures or equipment.

How we ensure excellent compliance:

- We do not share confidential resident/client, business or team member information with anyone without your supervisor's permission.
- We are aware of compliance and legal requirements related to our work environment and our assigned duties.
- We immediately report any suspected or known acts of violence, elder abuse or neglect, harassment, bullying, theft, or fraud.
- We immediately report any suspicious activities or items.
- We report any concerns we're not comfortable reporting to management using the Compliance Hotline: 1-800-275-9575, via transformingage.org or the QR code.



*Learn more
or report.*



**“Safety is not a
gadget but a
state of mind.”**

- Eleanor Everet

COE-nnecting the Dots

We all need to connect the dots between our mission, values and goals through the Culture of Excellence (COE). Use this space to personalize for yourself the Culture of Excellence and how you connect the dots between our mission, values and goals.



- What does Culture mean to you?
- What does Excellence mean to you?
- How do you connect with our mission and our values?
- What quotes inspire you to do your best?



THANK YOU

Thank you for joining the Transforming Age family, supporting our mission and improving the lives of older adults.

I would love to hear from you. I welcome your ideas, big or small, criticism or feedback, just email me at ideas@transformingage.org

Together we can change the world!



Torsten Hirche

President & Chief Executive Officer