



# 2024



# BAYADA Annual Report



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# WHO WE ARE AND WHAT WE DO

## A Legacy of Excellence

### THE BAYADA WAY®

BAYADA has a special purpose, to help people have a safe home life with comfort, independence, and dignity. BAYADA provides personal care and companionship, short-term nursing and rehabilitation, adult and pediatric private duty nursing, hospice, habilitation, and autism therapy services.

At the heart of our work is *The BAYADA Way*®, the foundational principles of our caring culture and the guiding force behind everything we do. As our collective core philosophy, *The BAYADA Way* keeps us together yet sets us apart. It is the light that shines within each of us—a spirit that connects us to each other, a spirit bigger than ourselves. It helps guide us in providing excellent care and support to people in need with compassion, excellence, and reliability.

**In January 2019, BAYADA made an unprecedented move to secure our future by transitioning to a nonprofit organization. This move allows us to ensure our collective commitment to *The BAYADA Way*, so that it will survive and thrive for generations to come.**



To read more about *The BAYADA Way* click [here](#) or scan the QR code



# Message from the CEO



**David Baiada**

*CEO, BAYADA Home Health Care*

As we look back on 2024, I am filled with gratitude and pride for the accomplishments and milestones that have moved us closer to our vision of caring for millions of people worldwide. The year 2024 marked the end of a remarkable five decades in our history and laid the foundation for an exciting future as we're celebrating our 50th anniversary in 2025. Guided by *The BAYADA Way*—our mission, vision, beliefs, and values—we remain steadfast in our commitment to helping people live safely in the comfort of their own homes. Everything we do is driven by this purpose, and 2024 was a testament to that dedication.

In 2024, we were privileged to care for 211,400 clients, a 25% increase from 2023, as we expanded our reach and brought our compassionate care to more individuals and families in need. We opened 11 new offices and began the process of acquiring a new home health agency in New Jersey, extending our ability to serve even more communities. At the same time, we invested deeply in our employees—offering comprehensive training and educational opportunities, enhancing our reward and recognition programs, and fostering a diverse and inclusive workforce where everyone can thrive. The success of these efforts is reflected in our employee satisfaction survey scores, which placed us in the 99th percentile when compared with other home health care agencies.

In addition, we made strides in innovation, launching new electronic medical record (EMR) technology to improve care quality, job satisfaction, and operational efficiency. We also began transformative digital and analytics work to enhance our recruitment model, ensuring we continue to attract and retain the most skilled and compassionate caregivers and clinicians. These advancements are crucial as we navigate an evolving health care landscape marked by rising demand for services, higher-acuity client needs, and a nationwide workforce shortage.

The past 50 years have been defined by our passion for continuous improvement for the benefit of our clients, employees, and the communities we serve. While challenges persist, our priorities—Talent, Smart Growth, and Operational Excellence—guide us into the future of the next 50 years and beyond.

I am deeply grateful to everyone who contributed to our success in 2024—our employees, referral partners, payors, legislators, and donors. Most importantly, I extend my heartfelt thanks to our clients for entrusting us with their care. Together, we will continue to make a difference for generations to come.

Onward,

*David Baiada*

# Message from Founder and Chairman



**J. Mark Baiada**

*Founder and Chairman  
BAYADA Home Health Care*

As we celebrate BAYADA's 50th anniversary, I reflect with gratitude on the incredible journey that has brought us to this milestone. In 1975, I started BAYADA with little more than my savings, a single office in Philadelphia, and a deeply personal passion for helping people live safely and comfortably in their homes. This desire was born from witnessing the profound impact of care at home when my grandmother lived with our family. This experience shaped my belief in the power of care at home—a belief that remains the cornerstone of our mission today.

In those early years, we faced many challenges, but our commitment to compassion, excellence, and reliability helped us earn trust and grow. While we have flourished to become a national leader in home health care, as well as bringing the highest quality home health care to our clients across the globe, one of our most significant milestones came in 2019 when BAYADA transitioned to a nonprofit organization. This decision reflected the very essence of *The BAYADA Way*—our guiding philosophy that defines how we work, in spirit and in action. Becoming a nonprofit ensures that our values endure, allowing us to reinvest in our mission, our employees, and clinical advancements while safeguarding the continuity of care for our clients.

I am profoundly grateful to the generations of BAYADA employees—past and present—who have brought our mission to life. Your dedication has touched millions of lives and built a legacy of care that inspires hope in the communities we serve. And to the clients and families who have invited us into their homes, I am deeply humbled by the trust you have placed in us over the past five decades.

Looking to the future, I am confident that the BAYADA community will continue to build on this legacy, bringing hope and healing to even more individuals and families for generations to come. Thank you for being part of our journey.

With gratitude and hope,

*J. Mark Baiada*

## EXECUTIVE LEADERSHIP TEAM

**David Baiada**  
CEO

**Rob Edmund**  
General Counsel and Corporate Secretary

**Heather Helle**  
President & Chief Operating Officer

**Jeffrey Knapp**  
Chief People Officer

**Jaya Kumar**  
Chief Digital & Experiences Officer

**Brian Pressler**  
Chief Financial Officer

**Eric Thul**  
Chief of Staff

**Nora Triola**  
Chief Clinical Officer

## BOARD OF DIRECTORS

**J. Mark Baiada**  
Founder and Chairman, BAYADA Home Health Care

**Mel Baiada**  
Managing Partner, Basecamp Ventures

**Enrico J. Ballezzi, CPA**  
Managing Member, Ballezzi Consulting LLC

**Teresa S. Carroll**  
Founder and Principal Consultant, Three Data Points

**Thomas Considine, Esq.**  
CEO Emeritus & Senior Advisor, National Council of Insurance Legislators (NCOIL)

**Brian R. Ford**  
CEO, Persil Mangeur LLC

**Thomas J. Saporito, EdD**  
Former Chairman and CEO, RHR International

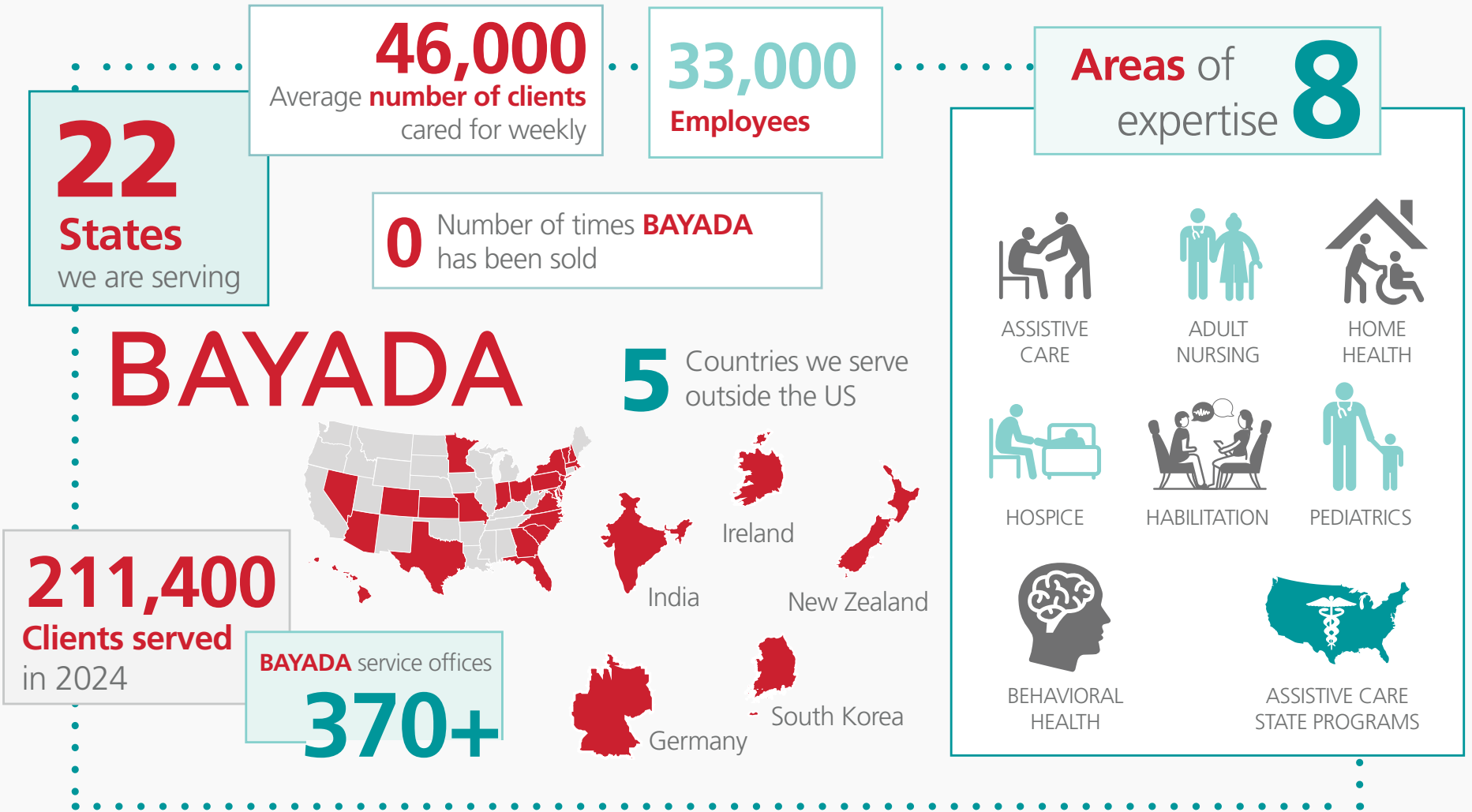
**Gavin Kerr**  
CEO Mentor, Building Champions

**Shirlee Sharkey, CHE, MHSC, BSN, LLS (honorary)**  
Founder and President, SS Consulting  
Principal, The Osborne Group  
Former President and CEO, SE Health

**Winselow Tucker**  
President and General Manager  
Lilly India Hub

\*As of December 31, 2024

## BAYADA at a Glance



## MULTIPLE SPECIALTIES, ONE TRUSTED COMPANY

### Uniquely Equipped to Care

At BAYADA, we set ourselves apart by offering a unique combination of specialized home health care services, ensuring that individuals of all ages and needs receive expert, tailored support. Our organization is structured around distinct specialty practices, each dedicated to a specific population—allowing us to provide the highest level of expertise and personalized care. Whether it's skilled nursing for children and adults, autism therapy, rehabilitative home health, hospice, or personal care, our diverse range of services makes BAYADA a trusted provider for comprehensive care in the home.

- **Adult and Pediatric Private Duty Nursing:** Providing skilled nursing care to children and adults living with a chronic illness, injury, or disability
- **Autism and Applied Behavior Analysis (ABA) Therapy:** Helping children with autism or intellectual or developmental disabilities achieve maximum independence in school, at home, in our centers, or in their community
- **Habilitation:** Offering education, support, and assistance to help those with intellectual or developmental disabilities acquire, maintain, and improve skills related to activities of daily living
- **Home Health:** Providing rehabilitative and short-term nursing care following an injury, illness or hospital stay
- **Hospice:** Providing care and support for people of all ages who have a life-limiting prognosis of six months or less
- **Personal Care and Companionship:** Assisting with activities of daily living including: bathing, grooming, household support, meal preparation, and companionship



To learn more about our comprehensive services, [click here](#) or scan the QR code.



## A PROUD LEGACY, A STRONG FUTURE

### 50 Years of Home Care Excellence

**BAYADA's remarkable journey of care began with a simple mission—to help people have a safe home life with comfort, independence, and dignity. Half a century later, that mission, guided by the values of *The BAYADA Way*, has compelled us to travel countless miles through all kinds of circumstances to millions of homes around the world to ensure our clients have reliable care. It's given us the strength to enter the heart of someone's world in their time of greatest need and offer unwavering compassion and solace. It's pushed us to do better, know better, and be better so we can deliver uncompromising excellence in all that we do. And it's inspired us to change the game in home health care and compelled our founder to donate our company into a nonprofit to preserve our mission and values, guarantee the company can never be sold, and ensure our clients continue to receive the care they deserve in the place they love the most— their own homes.**

As we look to the next 50 years, we know there will be many challenges. But we'll take on every obstacle with the same conviction and values that have guided us all along. If we do nothing, the issues facing home health care—underfunding, workforce shortages, and underserved communities—will persist. But that won't happen—not on our watch. We are ready to face these obstacles head-on by creating innovative solutions to solve age-old problems, advocating for care at home, and embracing the changes needed to ensure that more people can receive the care they deserve. As we celebrate our 50th anniversary, this milestone is not just a reflection on the past; it signifies our commitment to building the future. We're igniting a movement—a global movement of clinicians, caregivers, and social entrepreneurs motivated and united to help more people have a safe home life. We know the journey won't be easy. It never has been. But, together, we will get there because where there is BAYADA, there is a way.



To learn more about BAYADA's 50th anniversary celebration and history, visit [bayada.com/50](http://bayada.com/50) or scan the QR code.



## NATIONALLY RECOGNIZED FOR WORKPLACE CULTURE AND EMPLOYEE EMPOWERMENT

Being named to Newsweek's prestigious 2024 workplace excellence lists showcases BAYADA's dedication to cultivating a supportive, inclusive, and empowering workplace for all employees. Such recognition enhances our reputation as an employer of choice and reflects our dedication to creating a thriving workforce that drives innovation and long-term success. This achievement strengthens our ability to attract top talent and reinforces our mission to build a workplace where every individual can excel.



## ACCREDITATION: HIGHLIGHTING OUR COMMITMENT TO EXCELLENCE IN CARE

Earning accreditation signifies BAYADA's dedication to the highest standards of quality, safety, and performance in delivering care. It strengthens the trust of those we serve and affirms our role as a leader in advancing excellence within our industry.

BAYADA is accredited by the Community Health Accreditation Partner (CHAP) for meeting rigorous national standards in delivering high-quality, safe, and effective care to clients in their homes.

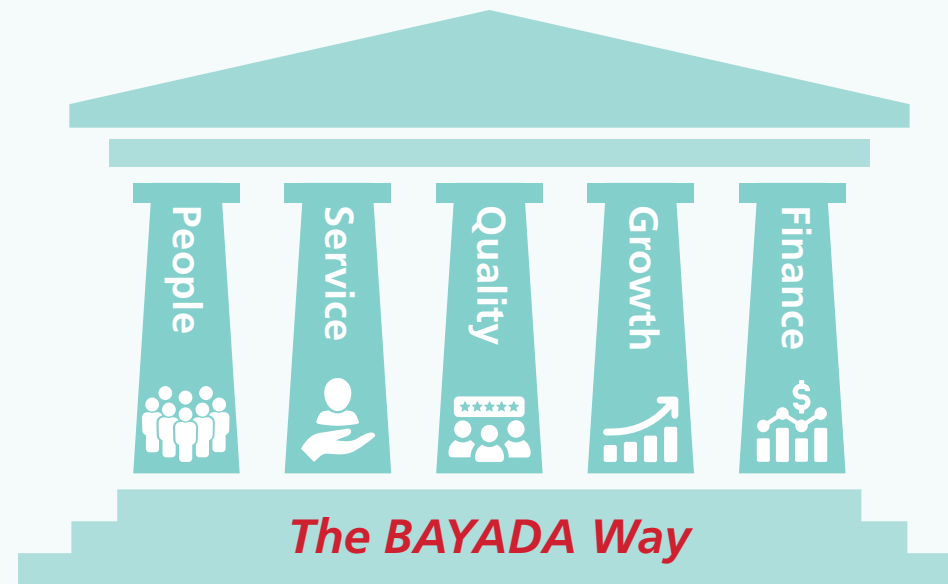
BAYADA Habilitation offices in North Carolina and Pennsylvania are accredited by The Commission on Accreditation of Rehabilitation Facilities (CARF). This demonstrates excellence in providing services that enhance the quality of life and independence of individuals with developmental and intellectual disabilities.



# THE PILLARS OF PERFORMANCE:

## Driving Excellence, Alignment, and Impact at BAYADA

At BAYADA, the Pillars of Performance model is designed to monitor and enhance the effectiveness of our operational strategy. This model is structured around five core pillars: People, Service, Quality, Growth, and Finance. Each pillar helps to align our work and priorities with BAYADA's overarching vision and strategy, ensuring that we remain financially responsible while delivering the highest quality of care. Performance is measured consistently across all levels—office, division, region, practice, and enterprise—and is documented quarterly via a comprehensive scorecard system. This system defines operational success using clear, measurable standards, ensuring that all employees understand and strive towards “what good looks like” at BAYADA.

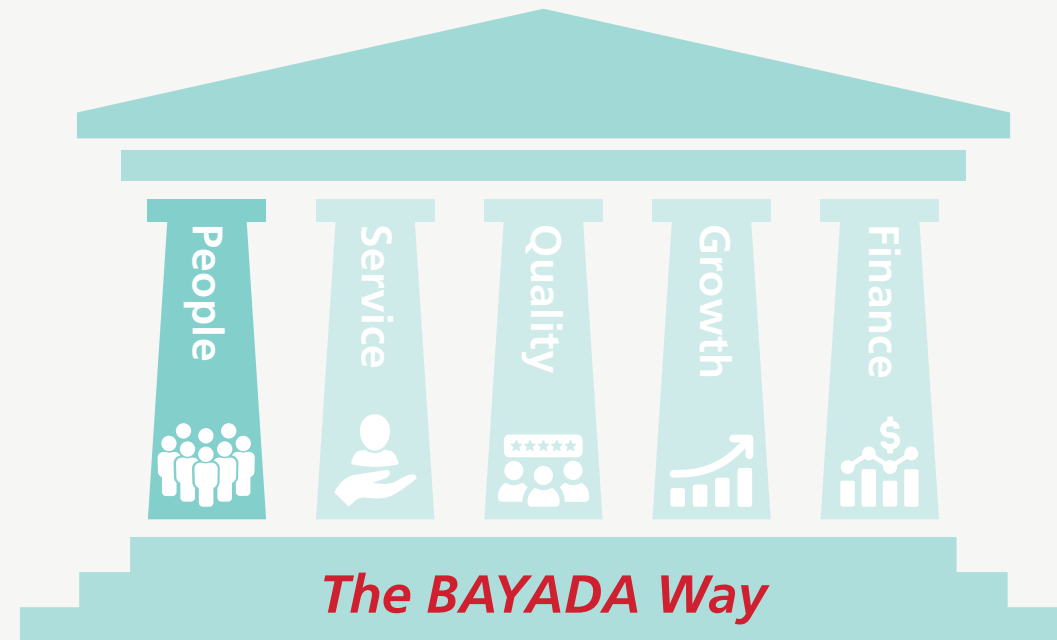


The Pillars of Performance are intrinsically connected to *The BAYADA Way*, which articulates our philosophy, values, and mission. *The BAYADA Way* emphasizes the importance of compassion, excellence, and reliability in our work. By embedding the principles of *The BAYADA Way* into each of the five pillars, we ensure that our daily operations and long-term objectives remain centered around our fundamental commitment to providing exceptional home health care. This alignment fosters a culture of continuous improvement and excellence, ultimately enabling us to achieve our goal of a lasting legacy in home care.

ENTERPRISE SCORE CARD							
QUARTERLY AVERAGE				PERCENTAGE OF SERVICE OFFICES THAT MET OR EXCEEDED PERFORMANCE BENCHMARKS			
1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
<b>People Pillar Companywide Metric: Employee Experience Survey (EEX) Score<sup>a</sup></b>							
87%	87.9%	87.9%	87.4%	67%	70%	70%	69%
<b>Service Pillar Companywide Metric: Client Experience Survey (CEX) Score<sup>b</sup></b>							
73.9%	75.7%	76.1%	76.8%	36%	40%	41%	44%
<b>Quality Pillar Companywide Metric: Quality Assurance Surveys (QA)<sup>c</sup></b>							
93.5%	93.4%	93.7%	93.8%	47%	46%	45%	47%
<b>Growth Pillar Companywide Metric: Average Weekly Revenue</b>							
				42%	44%	41%	44%
<b>Finance Pillar Companywide Metric: Operating Surplus</b>							
				50%	49%	48%	50%

<sup>a</sup>For background information on the EEX survey, see page 24  
<sup>b</sup>For background information on the CEX survey, see page 39  
<sup>c</sup>For background information on QA performance, see page 48

# PEOPLE PILLAR



The People pillar focuses on initiatives related to the recruitment, development, and recognition of employees. By supporting and valuing our workforce, BAYADA maintains a high standard of care for our clients.

## INVESTING IN EDUCATION TO ADVANCE CARE AND CAREERS

At BAYADA, we believe that education is the foundation of excellence in home health care. Our commitment to training and professional development empowers both our employees and clinicians to grow as entrepreneurial leaders and skilled caregivers. Through continuing education courses, leadership development workshops, and partnerships with colleges and universities, we provide opportunities for career advancement and lifelong learning. By investing in education at every level, we not only strengthen our workforce but also enhance the care and outcomes for the clients and families we serve.

### BAYADA UNIVERSITY

Offered to all BAYADA office-based employees as well as caregivers and clinicians providing client care in the home



Launched in 2010, BAYADA University is an online learning management system that offers comprehensive, accessible, and flexible learning opportunities for all BAYADA employees. These courses help ensure our employees are equipped with the latest knowledge and skills to deliver exceptional care and support to our clients. BAYADA University also plays a crucial role in preparing our staff for leadership positions.



**28,183,364 Hours** of training completed in 2023



**36,375,975 Hours** of training completed in 2024



**29%** INCREASE



**“Continuously improve our work through evaluation, education, and training.”**

~ The BAYADA Way

## EXTERNAL UNIVERSITY PARTNERSHIPS

Offered to all BAYADA office-based employees as well as caregivers and clinicians providing client care in the home.

BAYADA partners with six universities to offer discounted rates for employees on workshops, certifications, degree programs, and more.

### OUR UNIVERSITY PARTNERS INCLUDE:

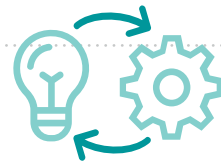


## LEADERSHIP DEVELOPMENT WORKSHOPS

Offered to all BAYADA office-based employees

In 2024, the Learning and Development office designed and implemented workshops tailored to enhance skills and leadership competencies for BAYADA employees.

1,300+



Number of employees who participated in an enterprise-wide or team-based workshop

## ADVANCING CLINICAL LEADERSHIP THROUGH EDUCATION AND INNOVATION

To ensure our clients receive the highest quality care, BAYADA offers in-person educational events for seasoned clinical leaders as well as those who are new to BAYADA.



Number of new clinical leaders who participated in the White Cap training in 2024

### White Shoes | Journey to Excellence

Since 2000, this one-day clinical leadership symposium has featured renowned subject matter experts who speak about some of the timeliest issues in health care today. Our diverse menu of cutting-edge topics and educational exhibits inspires our clinical leaders to better care for our clients, their teams, and themselves. The program included free continuing education credits for nurses and physical therapists.

More than 400 clinical leaders attended the one-day program in 2024, which was offered in Delaware and North Carolina.

### White Cap

Introduced in 2000, White Cap is a comprehensive, two-day training program designed for BAYADA office clinical leaders as part of their onboarding process. The training equips clinical leaders with essential skills and knowledge to excel in their roles and provide safe, high-quality care.



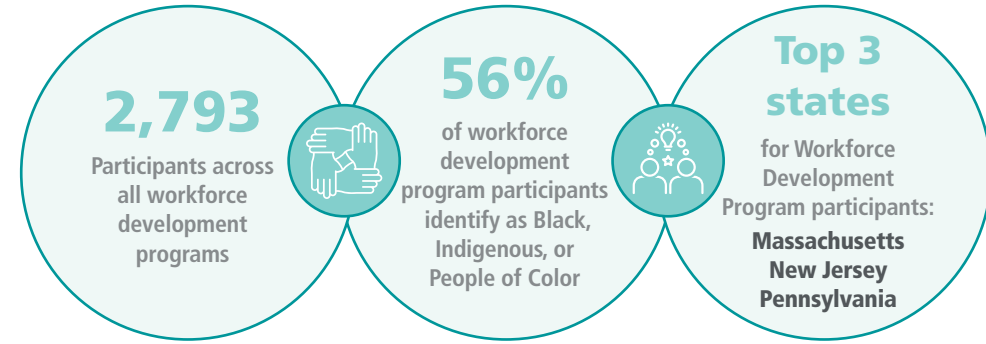
**DID YOU KNOW?** The names of these programs derive from the white caps and shoes traditionally worn by nurses until the 1980s.

## EXPANDING ACCESS TO HOME HEALTH CARE SERVICES

As a leader in creating clinical training programs—including pioneering home health care apprenticeships—BAYADA connects entry-level roles to advanced clinical careers for a wide range of individuals, opening doors for underrepresented communities. This increased participation in apprenticeships means more clients and communities are able to access our home health care services.



Each clinical training program graduate unlocks care for an estimated five new clients annually, which resulted in access to care for almost **2,500 new clients in 2024.**



## DEVELOPING THE WORKFORCE

### The BAYADA Nurse Residency Program

Through BAYADA's Nurse Residency Program, we hire newly graduated and credentialed nurses and give them a comprehensive work-based learning experience. The goal is to build on what they learned in nursing school to be well-equipped to care for clients in the home. In this unique, year-long program, nurses receive extra hands-on and online learning to focus on critical skill development. BAYADA clinical leaders provide coaching, training, and support to these nurses throughout the year. What's more, the program boasts a 98% graduation rate.



**1,926** Nurse residents provided 4,000 additional hours of client care since the program's inception in 2021.

*"The clinical aspect was by far the most valuable for me. I'm someone who learns best through hands-on experience, so the client shifts were where I truly gained the most. It was incredibly rewarding when the client I worked with that week had the exact same condition we had studied in class and simulations—it really brought everything to life!"*

– Ashely B., LPN, Nurse Residency Program graduate, Pocono, PA Pediatrics office



## Advance to LPN Scholarship Program

Entry-level home health caregivers can receive extra support in pursuing their first nursing credential through the Advance to LPN Scholarship program. This innovative program provides home health caregivers with a scholarship, one-on-one professional coaching, and career advancement to the Nurse Residency Program once they're licensed.



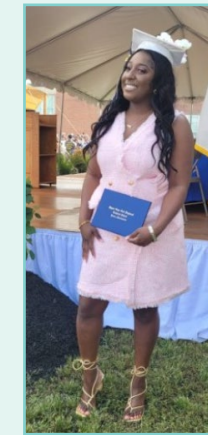
**85%** of Advance to LPN graduates who became nurse residents have been retained.



**180** Number of Advance to LPN participants since the program's inception in 2022

*"The program offered at BAYADA gave me the chance to advance my education from an aide to a nurse. From the moment I applied, the support was great. Working at BAYADA as a home health aide felt effortless from having great clients to awesome office co-workers. Now working as a nurse, I'm learning a lot and the support has been tremendous. I'm happy to be working with this company as I continue learning and be the best nurse I can be."*

– LPN Anek W., Plymouth, MA Senior Living office



## Home Health Aide Preparation Program

The 40-hour Home Health Aide Preparation Program includes classroom instruction and practical skills training. It is designed to provide foundational knowledge and skills necessary to successfully provide care in the home.



Pictured (from l to r) are graduates of the Home Health Aide Preparation Program in the Rock Hill, SC Assistive Care State Programs office, Chelsea P., Rhyse T., and Akia M.



**367** Home Health Aides received grant-supported training since 2023

*"I am now graduating from the HHA 101 program and this experience prepared me for my role in providing care. I am confident in my decision to choose BAYADA and kickstart my new career as an HHA."*

– HHA Chelsea P., Rock Hill, SC Assistive Care State Programs office

To learn more about the Nurse Residency Program, [click here](#) or scan the QR code.



## SPARKING INNOVATIONS FOR HOME HEALTH CARE DELIVERY MODELS

### The Registered Behavior Technician Academy

Catalyze Challenge—a philanthropic initiative focused on enabling innovative, career-connected learning—invested \$500,000 in part to refine and scale a Registered Behavior Technician (RBT) Academy. This academy increases the quality and accessibility of care for children diagnosed with autism spectrum disorder who receive Applied Behavioral Analysis (ABA) therapy. The RBT Academy is an “earn-and-learn” program—participants are financially compensated while they attain the knowledge and skills required to pass the national certification exam.

### The Habilitation Apprentice Program

Habilitation Technicians work with individuals with intellectual and development disabilities at home and in their communities to help them achieve greater independence and self-sufficiency

Through a grant from the Pennsylvania Department of Human Services, BAYADA enhanced its Habilitation Apprentice Program. This initiative helps participants with little or no experience develop the skills and confidence needed to begin a career as highly qualified habilitation technicians. Participants receive a combination of asynchronous learning with practical application and peer-led mentorship, resulting in more children with intellectual and developmental disabilities having access to specialized care at home.



**90%**

Average RBT Academy certification pass rate



**200**

RBT trainees have been supported through grant funding since August 2022

***“The RBT Academy was an interactive and helpful experience that fully prepared me for the RBT exam. The “hands-on” approach and detailed material ensured I could apply the skills in real-world settings. Additionally, having the opportunity to work with children and meet the staff helped me build confidence in both my skills and the company I chose.”***



— Kyleigh Herrera, Wall, NJ Behavior Analysis Office



**167**

Habilitation Technician program participants have been supported through grant funding since 2023

## PROFESSIONAL DEVELOPMENT THROUGH CLINICAL CONTINUING EDUCATION

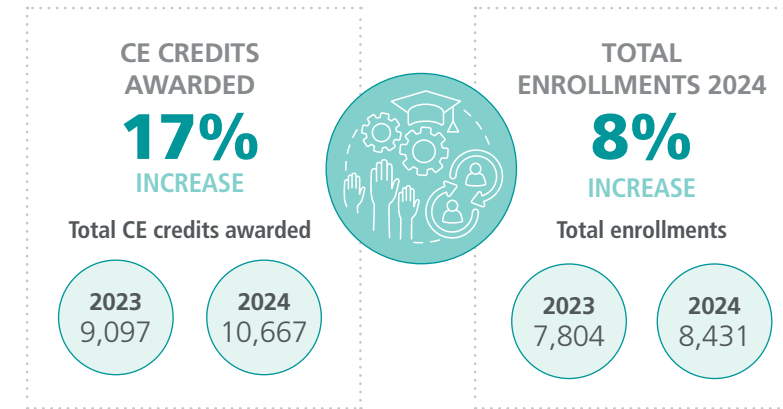
Offered to all clinical leaders, clinical educators, and clinicians providing client care in the home

BAYADA provides a comprehensive continuing education (CE) program to enhance the knowledge and skills of our health care professionals. This promotes safer clinical practices, resulting in the highest quality care for our clients. BAYADA also develops and sponsors CE courses for clinicians to maintain their licensure for different disciplines.

The CE program is available through a learning management system called BAYADA Education Connection (BEC) which provides evidence-based education at no cost to employees.

Topics include:

- A Focus on the Disease Process of the Populations We Serve
- Current Trends in Health Care
- Leadership-based Issues for Clinical Office Leaders



**BAYADA EDUCATION CONNECTION**  
LINKING BAYADA EMPLOYEES AND THE COMMUNITY TO LEARNING OPPORTUNITIES



BAYADA Home Health Care is accredited as a provider of nursing continuing professional development by the American Nurses Credentialing Center's Commission on Accreditation.



BAYADA Home Health Care is an AOTA Approved Provider of professional development. The assignment of AOTA CEUs does not imply endorsement of specific course content, products, or clinical procedures by AOTA.



# MARK AND ANN BAIADA DONATE \$5 MILLION TO HELP SOLVE THE NURSING SHORTAGE



In 2017, a small team—including Founder and Chairman Mark Baiada and member of the BAYADA Board of Directors Mel Baiada—set out to find a solution to the nursing shortage by revolutionizing nursing education. Their vision focused on improving clinical preparation through partnerships with renowned universities and academic medical center sites.

From this vision—and through a \$5 million donation from Mark and Director Ann Baiada, RN, CRRN-Retired—BAYADA Education was born. The mission of BAYADA Education—a new, independent 501(c)(3) nonprofit organization—is to train more great nurses and support the nursing profession.

For their first initiative, BAYADA Education partnered with Thomas Edison State University (TESU) in Trenton, NJ; Cooper University Health Care in Camden, NJ; and BAYADA Home Health Care to develop an accelerated, 15-month Bachelor of Science in Nursing (BSN) program.

Called The Thomas Edison State University (TESU) Accelerated BSN BAYADA Scholars Track at Cooper University Health Care, this partnership established a new track and clinical site within TESU's existing nursing program.

**The first cohort launched in September 2024 with 10 students. The January 2025 cohort had 20 students enrolled.**



Pictured during the signing ceremony in May, 2024 are Chief of Staff **Eric Thul**, Member of the BAYADA Board of Directors **Mel Baiada**, Cooper University Health Care Chief Innovation Officer **Dr. Michael Kerchhoff**, Chief Compliance Officer **Kelli Marans**, Founder and Chairman **Mark Baiada**, Director **Ann Baiada**, RN, CRRN—Retired, **Christin Gregory**, DSW, LCSW Chief Clinical Officer **Nora Triola**, Division Director Workforce Development **Mike LaRosa**, Marketing and Communications Division Director **Missy Roth**, and Member of the BAYADA Board of Directors **Enrico Balezzi**.

To learn more about BAYADA Education, visit [bayadaeducation.org](https://bayadaeducation.org) or scan the QR code.



# FUELING SUCCESS THROUGH REWARD AND RECOGNITION

## Empowering Employees to Deliver Exceptional Care

Culturally aligned and engaged employees are the force that drives our success as an organization. Our rewards and recognition programs preserve and proliferate our unique, mission-driven, people-focused, and client-centered culture. By supporting a culture where employees can thrive and be their best, our clients and their families will ultimately receive superior home health care services.

BAYADA's commitment to reward and recognition includes the following programs:

### CELEBRATING EXCELLENCE: THE HERO PROGRAM

The Hero Program honors caregivers and clinicians who exceed expectations for demonstrating compassion, excellence, and reliability in their work, bringing our mission and vision to life. Heroes—who are nominated by their office teams, colleagues, and clients—are chosen quarterly at the:

- Local service office level
- Divisional level
- National level

**Four National Heroes of the Year are selected annually from the previous four quarters' National Heroes.**

At every level, one Hero may be chosen in each of four service categories:

1. Registered Nurse (RN)
2. Licensed Practical Nurse (LPN)
3. Certified Home Health Aide, Certified Nursing Assistant, Registered Behavior Technician, Habilitation Technician, and others
4. Occupational Therapist, Physical Therapist, Physical Therapy Assistant, Speech-Language Pathologist, Social Worker, Board Certified Behavior Analyst, and others

Heroes can also be honored quarterly at the office level with a Remarkable Rookie, Lifesaver, Team Spirit, or Safety Superstar award.

<b>ADDITIONAL AWARDS BESTOWED IN 2024</b>	
LIFESAVERS	53
REMARKABLE ROOKIES	153
TEAM SPIRIT	83
SAFETY SUPERSTAR	8

**1,241**  
Number of caregivers and clinicians recognized as Heroes at the local service office level in 2024



**332**  
Number of caregivers and clinicians recognized as Heroes at the divisional level in 2024

**“Recognize and reward those who set and maintain the highest standards of excellence.”**

~ *The BAYADA Way*

To learn more about our Hero Program, visit [jobs.bayada.com](https://jobs.bayada.com) or scan the QR code.



# MEET OUR 2024 NATIONAL HEROES OF THE YEAR

## Karen Dixon

Certified Home Health Aide National Hero of the Year

*“Being a caregiver is not just a job for me; it’s a calling, a vocation, a way of life that fills my heart with purpose and my soul with joy.”*

~ Karen Dixon, Downtown Boston, MA Assistive Care office



To watch what makes Karen Dixon a Hero, [click here](#) or scan the QR code

## Jennifer Feller

LPN National Hero of the Year

*“Receiving this award reaffirms that I’m fulfilling my mission to improve the lives of others every day. My journey began with my very first client, whose life was transformed by home care nursing, and in turn, transformed mine.”*

~ Jennifer Feller, Rock Hill, SC Skilled Nursing office



To watch what makes Jennifer Feller a Hero, [click here](#) or scan the QR code.

## Jennifer Evrard

RN National Hero of the Year

*“I am incredibly honored and overwhelmed with gratitude to be selected for this award! Everyone at this amazing company is so supportive. They are my dream team—unlike anything I’ve ever experienced before. I truly love what I do.”*

– Jennifer Evrard, Maui, HI Home Health office



To watch what makes Jennifer Evrard a Hero, [click here](#) or scan the QR code

## Megan Johnson

Physical Therapist National Hero of the Year

*“I am grateful to be part of an organization that champions the most vulnerable members of our society, serving them in a way that is accessible and meaningful.”*

~ Megan Johnson, Delaware Pediatric Visits office



To watch what makes Megan Johnson a Hero, [click here](#) or scan the QR code.

### THE PRESIDENTIAL SCHOLARSHIP PROGRAM

Scholarships are awarded to deserving caregivers and clinicians who want to choose their own career path, increase their earning potential, and build their self-confidence through education. Funds can be used towards academic degree programs, continuing education, CPR, and first aid training.

2023  
**484**  
Scholarships awarded  
**\$484,000 value**

2023 TO 2024  
**140% INCREASE**  
in scholarships awarded

2024  
**1,163**  
Scholarships awarded  
**\$1,163,000 value**



In 2024 a new policy allowed for scholarships to be earned twice per year instead of once per year, resulting in a 140% increase in the number of scholarships awarded.

### CONTEST FOR CAREGIVERS AND CLINICIANS

This annual 10-week contest recognizes caregivers and clinicians for demonstrating the core values of compassion, excellence, and reliability. Every digital eCard sent or received by caregivers and clinicians using BAYADA's recognition platform BAYADA Celebrates gives them a chance to win BAYADA Bucks which can be redeemed for retail, dining, and travel gift cards.

2023  
**99,723**  
eCard contest entries sent or received by caregivers and clinicians

2023 TO 2024  
**34% INCREASE**  
eCard contest entries sent or received by caregivers and clinicians

2024  
**133,874**  
eCard contest entries sent or received by caregivers and clinicians



### EXCELLENCE AWARDS

The Excellence Awards Program is an annual opportunity for teams to recognize office colleagues who excel in nursing, client services, or enterprise support leadership. They can be nominated for one of the three Excellence Awards.

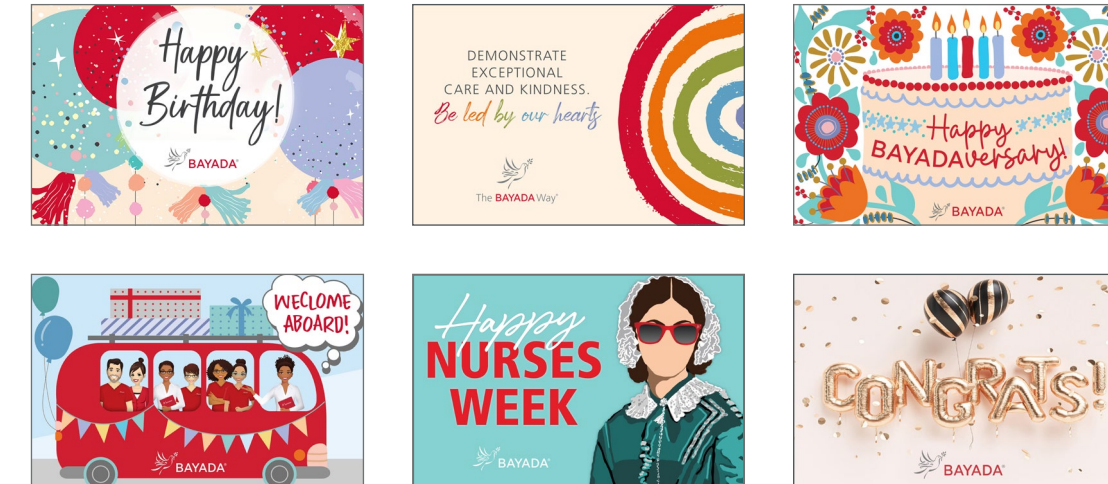
- The Ann Baiada Award for Excellence in Nursing Leadership
- The Linda Siessel Award for Excellence in Client Services Leadership
- The Mary Hockstein Award for Excellence in Support Leadership

Award recipients are chosen by an impartial selection committee and recognized during a national ceremony.



### BAYADA CELEBRATES ECARDS

Employees can use digital eCards on our recognition platform BAYADA Celebrates to share thoughtful sentiments with their colleagues. From sending happy birthday wishes to expressing gratitude for a job well done, there are dozens of eCards available for just about every occasion.



## EMPOWERING EMPLOYEES

### Using Feedback to Foster a Thriving and Inclusive Work Environment

An Employee Experience Survey (EEX) is administered twice a year to 35,000 active BAYADA employees.

We collect feedback on numerous factors related to the employee experience, including: culture, value and recognition, growth and development, communication, and leadership.

A part of the survey measures employee engagement—including overall satisfaction and feeling proud to work for BAYADA, which has steadily increased.

When employees feel like their voices are heard, they are more likely to enjoy what they do and bring their best selves to work, which leads to the best possible care for our clients.



**“Listen closely, show empathy, and respond to the needs of others.”**

~ *The BAYADA Way*

## BUILDING STRONGER TEAMS

### The Power of Employee Referrals in Advancing our Mission

The Talent Scout Employee Referral Program encourages employees to refer their friends to career opportunities at BAYADA. If the referral is hired and meets eligibility requirements, the employee who made the referral will receive a financial bonus ranging from \$500 to \$2,000!

This program recognizes our current employees with a financial incentive, while attracting qualified, skilled candidates who can further our mission of helping people have a safe home life with comfort, independence, and dignity.

2024 employee referrals:



**6,439**

Number of candidates referred through the Talent Scout Program



**3,140**

Number of referrals hired, a 49% conversion rate



**\$1,904,700**

Amount of Talent Scout bonuses paid out to BAYADA employees



**2,306**

Number of referral bonuses paid out

Talent Scout referrals spend more time caring for clients throughout their tenure than non-referrals.

**20%**

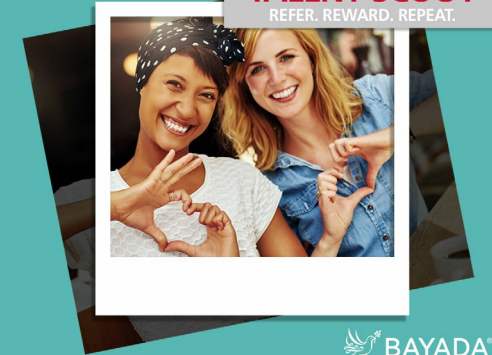
of additional hours worked on average than non-referrals

**46%**

of Talent Scout hires who worked more than 100 hours, versus 34% for non-referral

Friends don't let friends miss out on great opportunities.

**TALENT SCOUT**  
REFER. REWARD. REPEAT.



BAYADA

To learn more about the Talent Scout Program [click here](#) or scan the QR code.



# DIVERSITY, EQUITY, INCLUSION, AND BELONGING: THE BAYADA WAY IN ACTION

Our commitment to diversity, equity, inclusion, and belonging (DEIB) remains strong and unwavering. A true reflection of *The BAYADA Way* in action, DEIB naturally influences our behaviors, decisions, and interactions, reinforcing our collective commitment to compassion, excellence, and reliability.

DEIB is a commitment to our clients and the caregivers and clinicians who care for them. It fosters inclusion, belonging, and equitable policies—creating a workplace where employees can thrive, leading to a stronger and more engaged workforce. A diverse and supported workforce provides compassionate, culturally competent care, ensuring that our clients feel valued and respected.

Some example of advancing inclusion include:

- Integrating cultural competence, bias awareness, and inclusive communication into clinical education programs to ensure clients receive care that respects their backgrounds and identities.
- Expanding multilingual resources and interpreter services to improve communication and health literacy for diverse clients.
- Creating pathways for diverse talent in home health care through a mentoring pilot and summer internship program.

**“Work with a spirit of universal faith, hope, and love.”**

~ *The BAYADA Way*



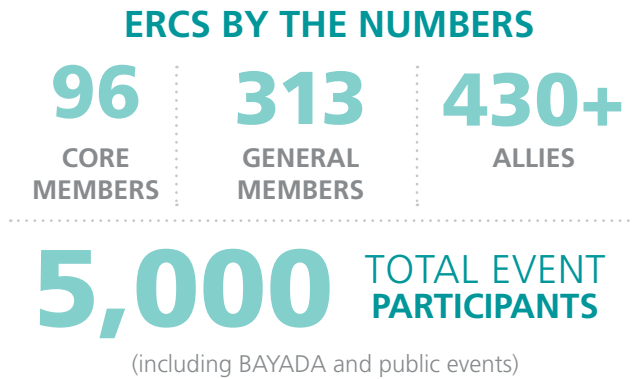
## EMPLOYEE RESOURCE COUNCILS

In 2024 BAYADA’s robust Employee Resource Council (ERC) program continued to play a vital role in fostering inclusion, belonging, and professional growth. By creating spaces where employees can connect, develop, and contribute, our ERCs are support networks and engines of change within BAYADA and in the communities we serve.

In 2024, the DEIB office added a 6th ERC, Fostering Acceptance, Inspiring Trust and Harmony (F.A.I.T.H.).

Throughout the year, ERC members championed inclusivity through panel discussions, wellness workshops, networking and social gatherings, and observance-based events. Members represented BAYADA during recruitment events at colleges and universities as well. They also reinforced their strong commitment to volunteerism, giving back to the community through strategic partnerships with nonprofit organizations.

**Inclusive Participation in Programs:** All events, initiatives, programs, and activities mentioned in this report are open and accessible to all employees, with participation being entirely voluntary for those who choose to engage.



To learn more about the ERC program, email [diversity@bayada.com](mailto:diversity@bayada.com).

## SUPPLIER DIVERSITY

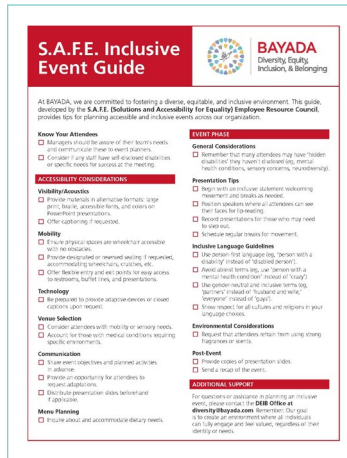
BAYADA is committed to integrating supplier diversity into our overall business strategy and ensuring that our partnerships reflect the communities we serve. In 2024, the DEIB and Procurement offices partnered together on the following:

- Developing a supplier diversity policy
- Including a diversity category in the selection criteria for establishing larger business contracts
- Researching and Identifying diverse suppliers for our marketing and promotional products

## ACCESSIBILITY, SYSTEMS, PROCESSES, AND WEBSITES

In 2024, BAYADA made significant strides to enhance accessibility across our digital platforms, events, and processes. This included:

- Partnering with the Solutions for Accessibility and Equality (S.A.F.E.) Employee Resource Council on the creation of an inclusive event guide
- Incorporating accessibility-focused surveys and education to ensure all companywide events are inclusive for everyone
- Ensuring our digital products are accessible to all
- Improving website accessibility by ensuring user-friendliness and compliance with Web Content Accessibility Guidelines



The Women in Limitless Leadership (W.I.L.L.) ERG empowers women through continuous growth, education, and training that includes webinars, book clubs, and leadership discussions.



The Racial and Ethnic Diversity (R.E.D.) ERG was recognized for their volunteerism with the Urban Promise Holism Award. Urban Promise helps to equip children and adults in Camden, NJ with the skills necessary for academic achievement, life management, and spiritual growth.



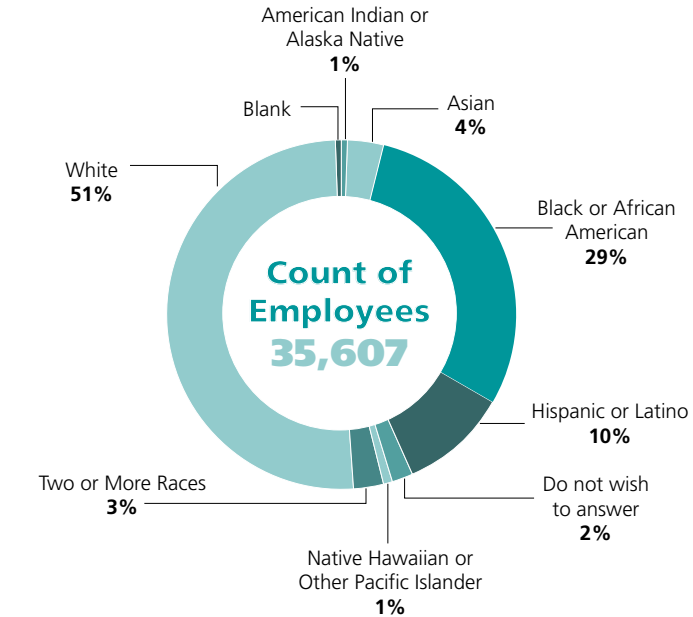
The PRIDE ERG hosted a toy drive for Lucy Outreach, a nonprofit that offers tutoring, mentoring, college and career preparation, and meals to children of low income families.



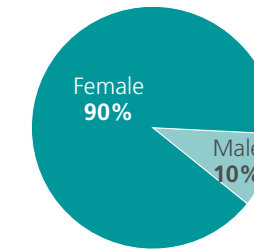
The Military Community Network (MILCOM) ERG partnered with the Jefferson Health at Home by BAYADA Hospice office to present a Challenge Coin to Jerry, a Korean War Veteran and husband of a client. Presenting a challenge coin has a long history among those in the military and first responders as a way to honor service.

## OVERALL REPRESENTATION: 2024 SNAPSHOT

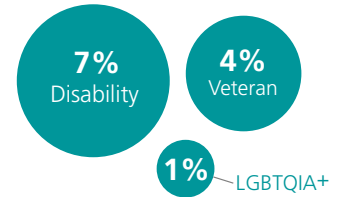
### RACE



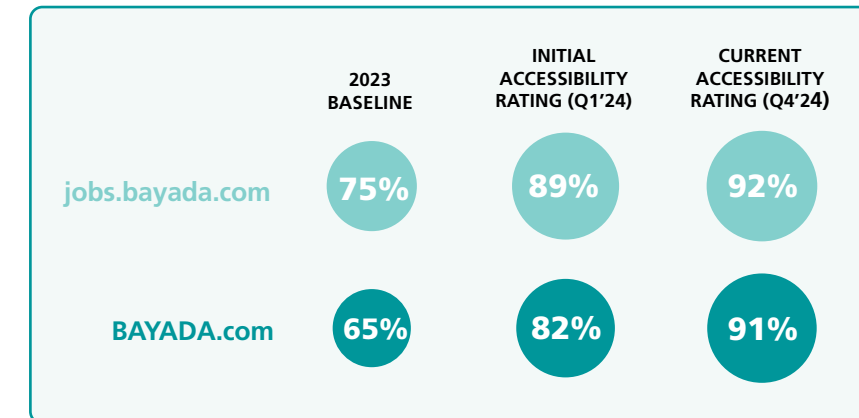
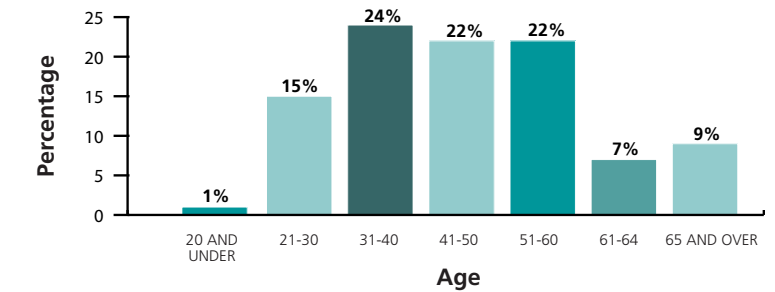
### GENDER



### OTHER IDENTITIES



### AGE GROUP



**Inclusive Participation in Programs:** All events, initiatives, programs, and activities mentioned in this report are open and accessible to all employees, with participation being entirely voluntary for those who choose to engage.

Employee totals listed reflect the representation of our workforce at a specific point in time. This report reflects the number of employees who were active as of the pull date (12/31/2024). As a result, the totals may be lower or higher than previous years.

**Active employees:** Employees who are not terminated and have been paid in the last 5 weeks.

Due to rounding, percentages presented throughout this document may not precisely reflect the absolute figures. Some charts excludes the small number who did not respond. LGBTQ+, nonbinary, and disability data may not be fully representative due to opt-in process and confidentiality.

For more detailed information on DEIB initiatives visit [bayada.com/diversity](https://bayada.com/diversity) or scan the QR code.



To view the DEIB 2024 Year in Review video, [click here](#) or scan the QR code



## ENGAGING WITH OUR COMMUNITY

BAYADA is as strong as the communities we serve. We build that strength through actively engaging in the following:

- Public health programs (such as blood pressure screenings)
- Outreach and educational initiatives (such as nutritional seminars for seniors)
- Partnering with local agencies to provide clinical care (such as health screenings for the homeless)
- Financial and in-kind donations to individuals and groups not affiliated with BAYADA

**“We believe in providing community service where we live and work.”**

~ *The BAYADA Way*

### FIRSTHAND EXAMPLES OF COMMUNITY OUTREACH

From Hawaii to New Jersey and hundreds of locations in between, BAYADA employees are committed to providing community service where they live and work. The following is just a small sampling of how BAYADA gives back.



Our Delaware offices teamed up to volunteer in the Spoonful of Hope program at their local Ronald McDonald House Charities of Greater Delaware (RMH).



BAYADA helps people with Alzheimer’s receive the care and support they need. From being a presenting sponsor for the Philadelphia Walk for End Alzheimer’s to participating in races, raffles, parties, and gala events, the BAYADA community across the country raised nearly \$65,000 to support the Alzheimer’s Association.



Founder and Chairman Mark Baiada and Director Ann Baiada, RN, CRRN-Retired were honored with the Lillian D. Wald award from VNS Health of New York City, which recognizes individuals or groups who have made significant contributions to public health, community nursing, or social reform.



Our team in Maui, Hawaii, participated in the Autism Society of Hawaii resource fair.



Employees and their families attended Walk ALS North Jersey in Saddle Brook, NJ, to support those affected by Amyotrophic Lateral Sclerosis.



The Culture & Communications Division made pillowcases for Ryan’s Case for Smiles, a nonprofit that donates bright, fun pillow cases to children in the hospital.



### THE BAYADA REGATTA

Founded in 1981 as the “Freedom on the River Regatta” by Philadelphia Adaptive Rowing (PAR), the BAYADA Regatta—as it is known today—is one of the largest and longest-running para rowing events in the world.

Founder and Chairman Mark Baiada began attending PAR meetings in 1981 and was inspired by the courage and enthusiasm of the rowers. As his relationship with the club developed, he offered to sponsor the annual competition. Since its inception in 1983, The BAYADA Regatta has been open to athletes with physical disabilities such as blindness, spina bifida, cerebral palsy, and quadriplegia.

In 2024, the 41st annual BAYADA Regatta—which took place on the banks of the Schuylkill River in Philadelphia, PA—hosted 47 rowers and more than 200 community members who cheered them on.

#### Thank you to our corporate sponsors for their generous support of the event:

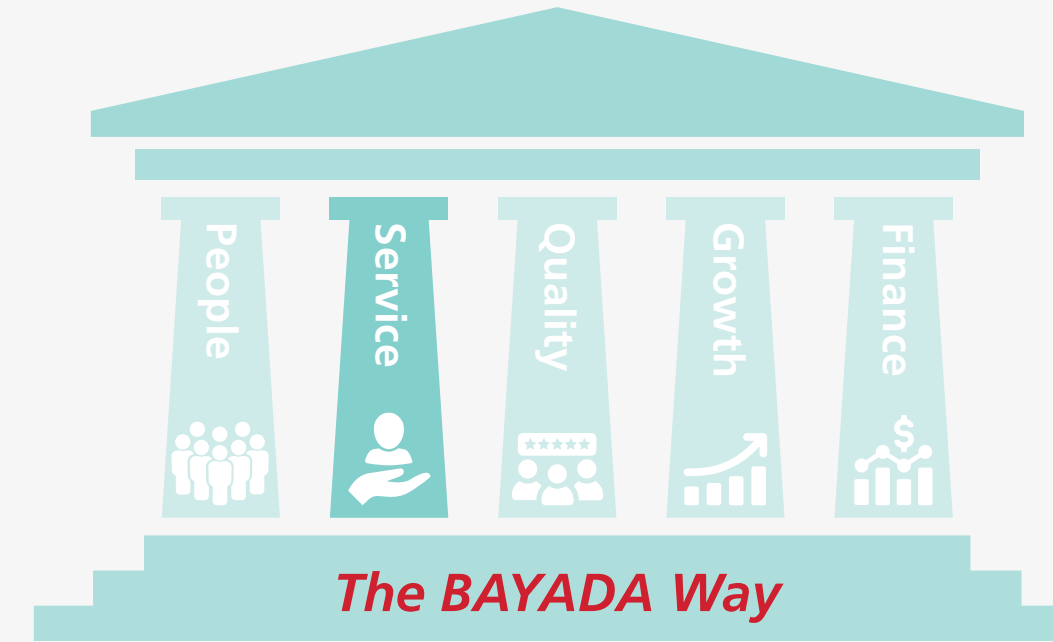
- Aetna
- CBRE
- Comcast Business
- CTS Consulting
- Holland and Knight LLP
- Perfect Communications
- Rain



To learn more about the BAYADA Regatta, visit [bayada.com/regatta](https://bayada.com/regatta) or scan the QR code.



# SERVICE PILLAR



The Service pillar focuses on ensuring that BAYADA delivers reliable, excellent, and compassionate care, supporting our community.

## EXPERT CARE, EXCEPTIONAL OUTCOMES

### How our BAYADAbility Team Transforms Lives at Home

Our BAYADAbility® team specializes in caring for people with chronic illness, injury, or disability in their homes. A team of 41 nurses who have earned the national certification of Certified Rehabilitation Registered Nurse (CRRN) provide this specialized rehab care. Their collaboration and subject matter expertise helps people achieve the highest quality of life possible.

The BAYADAbility® team helps to support clinicians, increase client satisfaction, and reduce the frequency of complications that can lead to hospital readmissions. Their unique approach also helps to prevent client and employee injury, and reduce health care costs for both clients and providers.

For nurses who want to join the BAYADAbility® team, BAYADA offers an annual mentoring program from January through May to prepare them for the national certification exam in June. In 2024, 10 clinical leaders participated in this program.

After sustaining a traumatic brain injury following a car accident, Dr. Nadim K. went into a coma and was placed on a ventilator. Despite the grim diagnosis, Dr. K. began to improve. After over a year in the hospital and inpatient rehabilitation facilities, Dr. K. came home with the help of the BAYADAbility® team. He receives around-the-clock care from specially trained nurses who also function as clinical resources, care coordinators, and advocates. It has been six years since the accident, and Dr. K. is living his best life at home with his wife and children.

**“Be creative, flexible, and determined.  
Get the job done for our clients.”**

~ The BAYADA Way



## DELIVERING ICU-LEVEL CARE AT HOME FOR MEDICALLY FRAGILE CHILDREN

The Home Intensive Care Unit® (HICU) was launched in 2022 to help discharge medically fragile, high-acuity pediatric patients from the hospital to home with an ICU-level team of nurses to provide continuity of care.

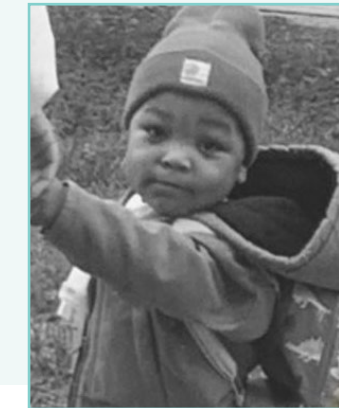
The HICU® program provides 24/7 care for the child for the first three weeks at home, then 16 to 18 hours of care a day for the next 12 weeks. After that, the local BAYADA service office takes over with the on going care team.

The HICU® started in Philadelphia, Delaware, and southern New Jersey. In 2024, the program expanded into the Pennsylvania cities of Hershey, Williamsport, and Pittsburgh as well as in central and northern New Jersey, and New York City. There are now 60 nurses who staff 11 HICU® nursing teams in these markets.

Since its start, the HICU® team has successfully transitioned 54 clients from hospital to home, with 35 clients discharged into home care in 2024 alone.

Born at 24 weeks gestation, Drew spent nine months in the hospital before being discharged to the BAYADA HICU® team. He had a tracheostomy tube (inserted into the windpipe to aid breathing), a gastronomy tube (inserted into the stomach to deliver food, fluids, and medication), and was dependent on a ventilator to breathe. HICU® supported Drew for his first 12 weeks at home, with no rehospitalizations.

Today, he no longer needs a ventilator, tolerates pureed food by mouth, walks independently, and will soon be starting preschool!



**96%** RELIABILITY

The HICU program has maintained over 96% reliability and reduced readmissions by 25% in 2024

## LISTENING AND LEARNING: HOW CLIENT FEEDBACK SHAPES OUR FUTURE

Understanding our clients' needs and preferences informs our strategic planning and decision-making process to better serve our communities. Measuring client satisfaction through the Client Experience Survey (CEX) is a cornerstone of BAYADA's commitment to provide exceptional, high-quality care. Since Fall 2023, CEX scores have improved from 74% to 76%.

Most clients receive a CEX survey every six months, but some clients may receive them more often, and after they are discharged from services.

### CEX Survey Updates in 2024

In 2024, the number of survey questions was reduced to encourage more accurate, thoughtful responses. The survey allows clients to give feedback on the impact of our services, safety, consistency, staff expertise, and overall satisfaction.

### Development of a CEX Dashboard

We developed a CEX dashboard in 2024, which is designed to provide insights into client experiences with real-time data from one convenient location. The dashboard allows office leaders to leverage data for continuous improvements, ensuring exceptional care for our clients.



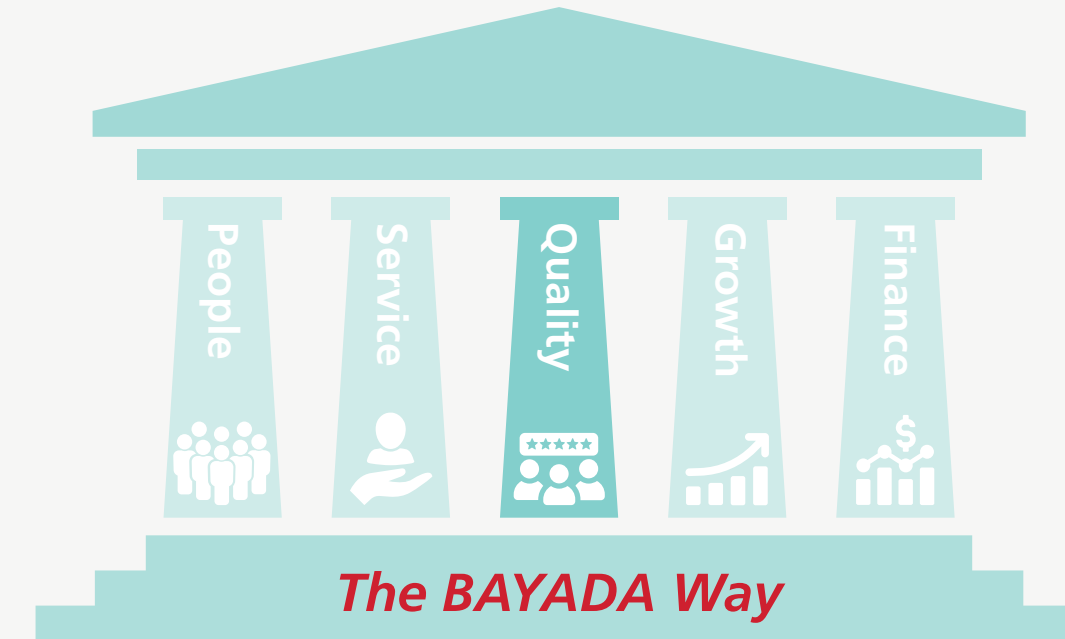
**“Strive to provide the very best service to our clients. Set specific goals and work hard and efficiently to achieve them. ”**

~ The BAYADA Way

***“We believe our clients and their families deserve home health care delivered with compassion, excellence, and reliability.”***

– The BAYADA Way

# QUALITY PILLAR



The Quality pillar focuses on providing safe, effective, and customer-centered services.

# PROVIDING THE HIGHEST QUALITY CARE TO OUR CLIENTS

Quality Assurance (QA) surveys play a critical role in maintaining and enhancing the quality of care we provide for our clients. Conducted by BAYADA clinical leaders, the survey measures all aspects of client care to ensure our high standards. The surveys are also used to comply with state licensure and federal regulatory requirements as well as the Community Health Accreditation Partner (CHAP), which awards accreditation every three years.

## Continuous Performance Improvement

Continuous Performance Improvement (CPI) is a comprehensive approach to quality improvement that involves monitoring, assessing, and improving the quality of care provided to BAYADA clients. The goal is to achieve measurable improvements in client safety, care delivery, and operational outcomes. Priority CPI initiatives include:

- Annual QA performance improvement projects such as:
  - Conducting quality self-assessments and surveys in each service office
  - Improving billing accuracy and compliance with documentation standards
  - Developing performance improvement plans to address client satisfaction issues
- Training caregivers and clinicians
- Implementing infection prevention strategies
- Reducing the incidence of client injury from falls



Number of QA surveys conducted in service offices throughout the company in 2024, with an average score of 93%



3,500

Number of Falls Prevention employee education courses completed in 2024



23,823

Number of caregivers and clinicians who completed the "Staying Healthy" annual infection prevention training in 2024



## Falls Prevention

The Falls Prevention Program is designed to reduce the incidence of client falls and any resulting injuries. This proactive, risk-based program identifies clients at risk for falling, establishes goals and strategies to minimize or prevent falls, and provides ongoing monitoring and evaluation of these strategies.

In 2024, BAYADA created a falls Prevention page on its Safety Resource Center website, available to office staff as well as field caregivers and clinicians. This site includes access to policies, articles, webinars, trainings, and resources from industry leaders such as the Centers for Disease Control and Prevention (CDC) and the National Council on Aging.

BAYADA also offers comprehensive falls prevention courses for caregivers and clinicians providing client care in the home.

## Infection Prevention

BAYADA's Infection Prevention Program is designed to minimize the risk of infection among clients and staff. The program identifies clinical areas that pose the greatest risk of infection and establishes goals and strategies to mitigate these risks. This includes:

- Continuous education on infection prevention for both clients and employees
- Policy development and revisions based on regulations and evidence-based practices
- Investigating infection trends and implementing action plans to address those trends

**"Consistently demonstrate the highest level of skill, competence, and sound judgment in our work."**

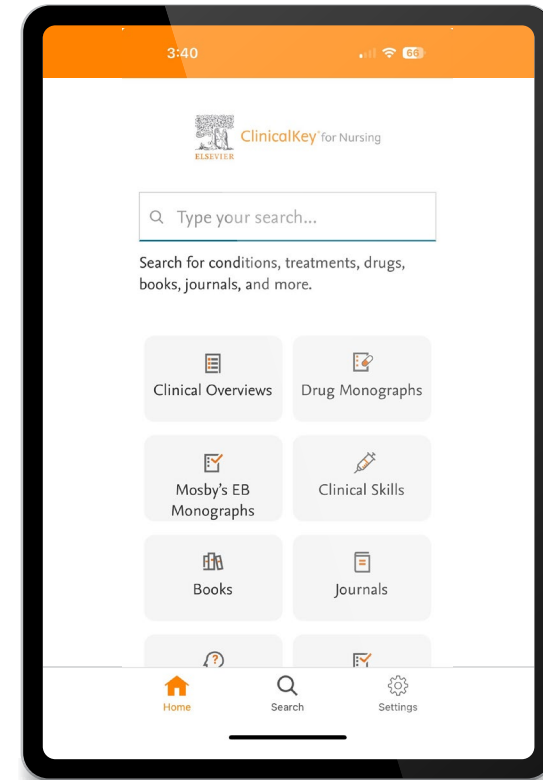
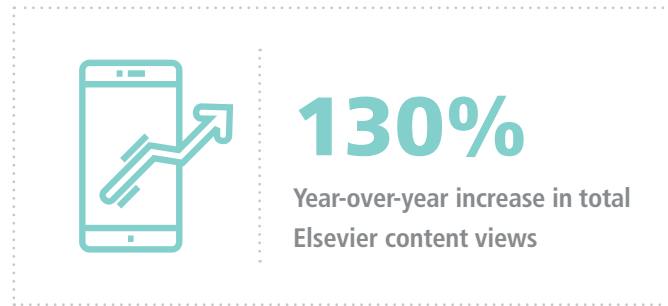
~ The BAYADA Way

## ELSEVIER ONLINE CLINICAL PLATFORM

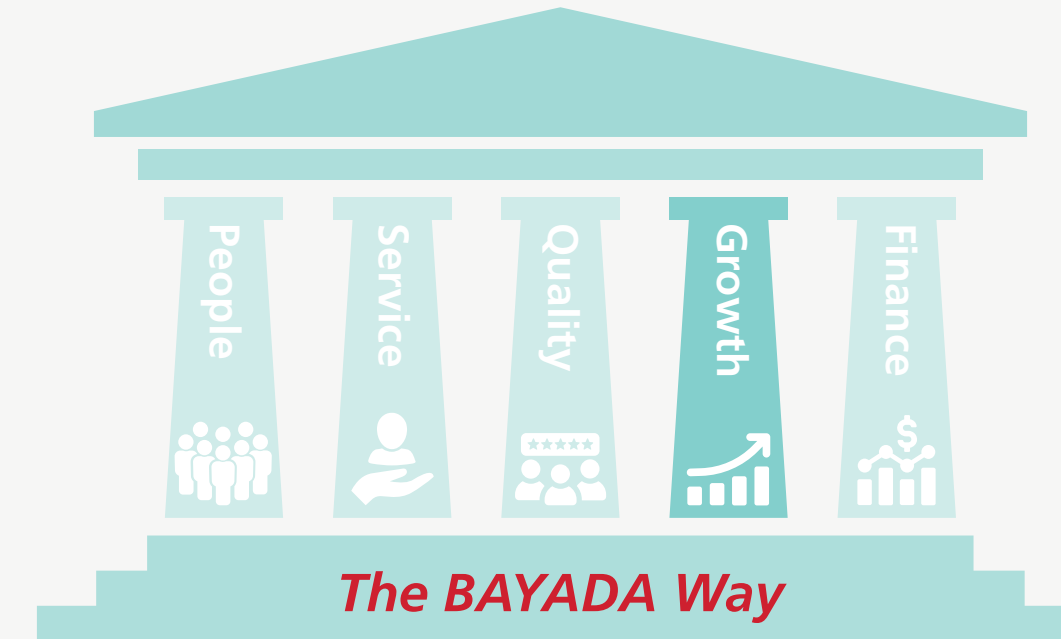
*Helping Clinicians Provide Exceptional Care*

As an added benefit to BAYADA clients and field clinicians, we invested in Elsevier Clinical Key. This online database of authoritative clinical content is accessible through the clinicians' BAYADA tablet. It can help them make clinical decisions so they can feel confident about providing the best possible care to their clients.

In 2024, Elsevier was upgraded to include easier and more intuitive navigation and more comprehensive clinical content than the previous version. Its offerings include evidence-based patient education and procedure videos, drug and dosing information, and access to leading clinical guidelines.



# GROWTH PILLAR



The Growth Pillar focuses on expanding BAYADA's reach and impact through consistent and sustainable growth. This includes increasing the number of clients served, expanding service offerings, and enhancing partnerships with payors and health systems.

## EXPANDING OUR REACH TO MORE COMMUNITIES IN NEED

1,017

Number of new clients served by offices that opened in 2024

11

Number of new office openings in 2024



### New office openings by specialty practice:

ADULT PRIVATE DUTY NURSING

1

AUTISM THERAPY SERVICES

1

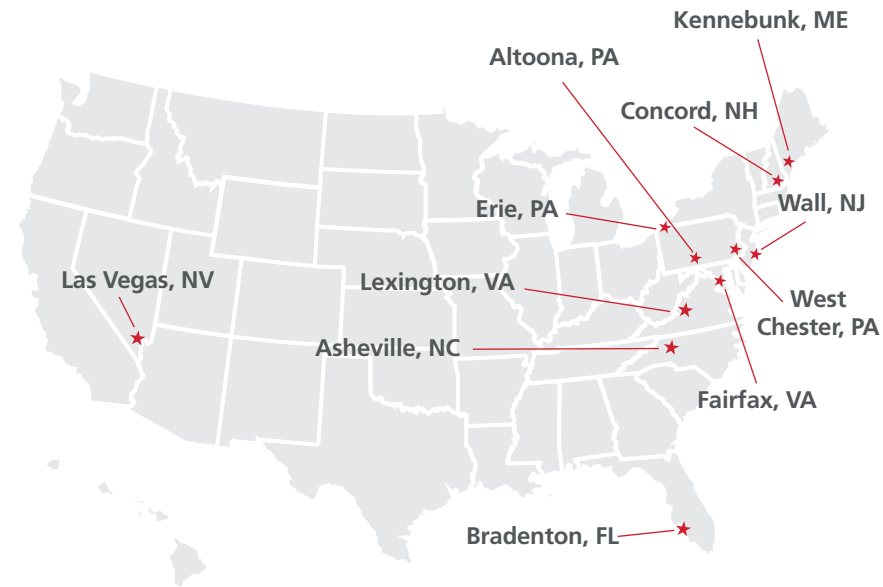
PERSONAL CARE & COMPANIONSHIP

5

SHORT-TERM NURSING AND REHABILITATION

4

### New office openings by location:



## CARING FOR CLIENTS WORLDWIDE

As part of our vision to make it possible for millions of people worldwide to experience a better quality of life in the comfort of home, BAYADA has expanded across the globe. Through local partnerships, we now care for clients in Germany, India, Ireland, New Zealand, and South Korea.



**“We believe it is our responsibility to strengthen the organization’s financial foundation and support its growth.”**  
 ~ The BAYADA Way

To learn more about our global reach, visit [bayada.com/international](https://bayada.com/international) or scan the QR code



## EXPANDING HOME HEALTH AND HOSPICE SERVICES THROUGH STRATEGIC ACQUISITIONS

In 2024, BAYADA reached an exciting milestone as we completed the acquisition of two Redeemer Health home health and hospice businesses in New Jersey. This offers a unique opportunity to expand our home health and hospice services into the NJ counties of Middlesex, Monmouth, Somerset, and Union.

We onboarded and trained more than 100 Redeemer Health employees and transitioned 379 new clients to BAYADA services. We look forward to carrying on Redeemer Health's strong commitment to the communities they've served.

## DRIVING INNOVATION THROUGH JOINT VENTURES AND STRATEGIC PARTNERSHIPS

While our mission and purpose have remained the same since 1975, BAYADA continues to seek innovative ways to deliver high-quality home care services to more people. Health systems nationwide have recognized that the future of health care is in the home and are looking to partner with high-quality, experienced home health care providers like BAYADA to strengthen the continuum of care for their patients.

These collaborations help BAYADA and our partners enjoy smart growth, while providing our communities with improved access to care, better clinical outcomes, and enhanced services.

Since 2016, BAYADA has collaborated with 11 health systems, creating partnerships serving nearly 200,000 patients.



## THE FUTURE OF CARE: ACCELERATING RECRUITMENT TO SUPPORT OUR VISION

In 2024, BAYADA launched a new, data-driven strategy to reimagine how we hire, onboard, and retain compassionate and skilled talent.

A cornerstone of this strategy was the BAYADA Career Center, which applied a centralized approach to candidate recruitment and hiring across all BAYADA specialty practices in specific regions. The goal of this new model—piloted in 28 offices in Arizona and Hawaii— was to improve the candidate experience and speed to hire through greater consistency, efficiency, and responsiveness.

Central to the success of this pilot was the use of technology to automate much of the recruiting process, including the provision of mobile access. During the pilot, we tested self-service capabilities which allowed candidates to easily schedule interviews and complete steps in the hiring process so they could start providing client care in a fraction of the time. These successes are reflected by stronger conversion rates through onboarding—23% more in the pilot group versus the non-pilot group, In the pilot group we also experienced over two times higher conversion from application to starting client care.

### Lessons Learned

Based on lessons learned during the pilot, we are actively evaluating market software solutions that will successfully position us to expand our workforce and move us closer to our vision of caring for millions of people worldwide.

In addition, we will continue to optimize our recruitment processes by identifying opportunities for standardization across all specialty practices and determining what should remain practice specific.



## ADVOCATING FOR ACCESS TO HOME HEALTH CARE SERVICES

Established by the BAYADA Government Affairs Office, Hearts for Home Care (H4HC) is an advocacy organization. It is made up of thousands of home care recipients, their friends, family members, and home care professionals concerned about the challenges facing home care today. These issues include low reimbursement rates and a reduction in funding.

H4HC represents BAYADA at all levels of local, state, and federal government entities, regulatory agencies, and community organizations. It serves as the voice of BAYADA's clients, families, and employees through education, advocacy, community service, and data-driven research.

\*BAYADA's affiliated organization, Hearts for Home Care (H4HC), is a 501(c)4 social welfare organization that houses BAYADA's advocacy activities.

**"We believe that building relationships and working together are critical to our success as a community of compassionate caregivers."**

~ The BAYADA Way



# ADVOCATING FOR ACCESS TO HOME HEALTH CARE SERVICES

## 2024 accomplishments

H4HC and industry advocacy resulted in the following achievements in 2024:

### FEDERAL

- Prevented the Centers for Medicare & Medicaid Services (CMS) from cutting home health care funding
  - BAYADA impact:
    - \$1.1 million** in additional funds
    - Prevention of a **\$7.7 million** loss
- Delayed the Medicaid Access Rule's 80/20 prevention to place a 20% cap on home care reimbursement rates, which would have affected access to care in rural areas

### NORTH CAROLINA

- Secured a **\$14 million** state investment to increase the nursing respite (CAP-C Nursing Respite) rate by 18.5%
- Enhanced the personal care (EPC) and enhanced respite care (ERC) rates by 7.65%, supporting 3,587 children living with medical complexities
- This resulted in \$309,409 in funding for BAYADA, retroactive to July 1, 2023



### DELAWARE

- Secured **\$2.9 million** to increase the personal care reimbursement rate by an estimated 5%



### FLORIDA

- Secured **\$29 million** for the private duty nursing (PDN) program, increasing Fee-For-Service reimbursement rates by 7%



### PENNSYLVANIA

- Secured **\$280 million** for the PA Office of Developmental Programs (ODP), increasing rates by 8% and resulting in a funding increase of \$6,380,000 for BAYADA
- Passed legislation allowing remote video technology for direct care worker interviews, making the process more accessible and efficient for agencies and applicants



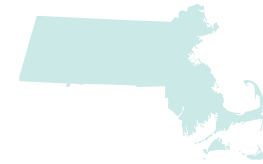
### RHODE ISLAND

- Secured **\$5.4 million** in personal care and skilled nursing home care services to benefit over 6,000 medically fragile individuals, resulting in a funding increase of \$470,869 for BAYADA



### MASSACHUSETTS

- Secured **\$38.8 million** in continuous skilled nursing services (CSN) to benefit approximately 900 medically fragile individuals, resulting in a rate increase of \$868,543 for BAYADA



### SOUTH CAROLINA

- Secured **\$4.8 million** to increase PDN rates by 12.5%, benefitting 3,000 medically fragile individuals, resulting in a funding increase of \$778,380 for BAYADA



### MISSOURI

- Secured **\$8.2 million** to increase private duty nursing (PDN) rates by 10.5%, resulting in additional funding of \$1,115,660 for BAYADA



### VERMONT

- Secured **\$9 million** to benefit 2,883 individuals who need personal care services, resulting in a funding increase of **\$1 million** for BAYADA.



### NEW JERSEY

- Secured **\$40 million** in personal care assistant (PCA) increases to benefit 62,200 vulnerable adults and seniors who need in-home care services, resulting in additional funding of \$2,900,000 for BAYADA
- Secured **\$250,000** in private duty nursing (PDN) increases to benefit 4,200 medically fragile children, adults, and seniors, resulting in additional funding of \$180,000 for BAYADA.



To learn more about H4HC, visit [heartsforhomecare.com](https://www.heartsforhomecare.com) or scan the QR code.



## TECHNOLOGY MODERNIZATION: IMPROVING CLIENT CARE

In 2024, we focused on modernizing our technology to make it easier for our teams to deliver exceptional care and support. By improving workflows and reducing the number of systems our service and support offices rely on, we've streamlined operations and enhanced efficiency.

Our approach centers on three key priorities: improving the tools our clinicians, caregivers, and office staff use daily; consolidating essential functions onto a single, unified platform; and upgrading our backend systems to ensure data moves quickly and seamlessly.

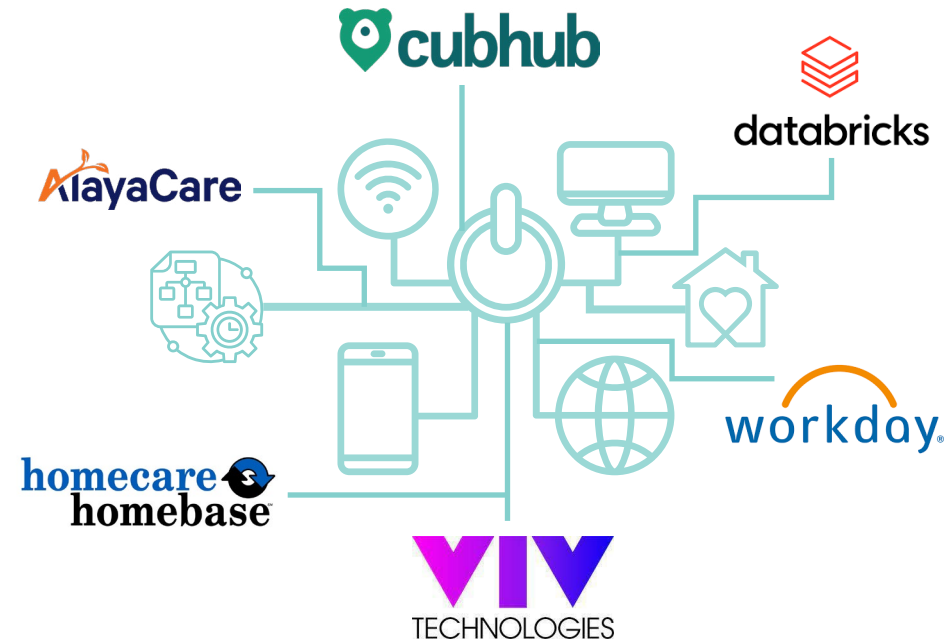
To aid in this effort and approach, we embarked on a product roadmap that calls for us to transition to a one-platform per specialty practice for all refer-to-bill activities. This includes handling a client referral, conducting a client assessment, developing a care plan, finding the best client and caregiver match, scheduling care, ensuring accuracy through electronic visit verification and bill processing, submitting the bill for payment, and generating payroll.

### Major initiatives included:

- Starting the process of migrating 95 skilled nursing offices to a new electronic medical record platform (EMR) with improved functional and technical capabilities
- Improving the reliability of a platform used by offices that provide personal care and habilitation services
- Integrating platforms that were standalone, causing the office to manage data in multiple systems, resulting in manual and duplicative efforts.
- Eliminating duplicative systems, reducing administrative tasks, and allowing more time to focus on client care
- Implementing technology to verify caregiver and clinician home visits when they occur, rather than at the time of payroll, ensuring accuracy and reducing administrative tasks

**"Fulfill our client's needs promptly and thoroughly"**

~ The BAYADA Way

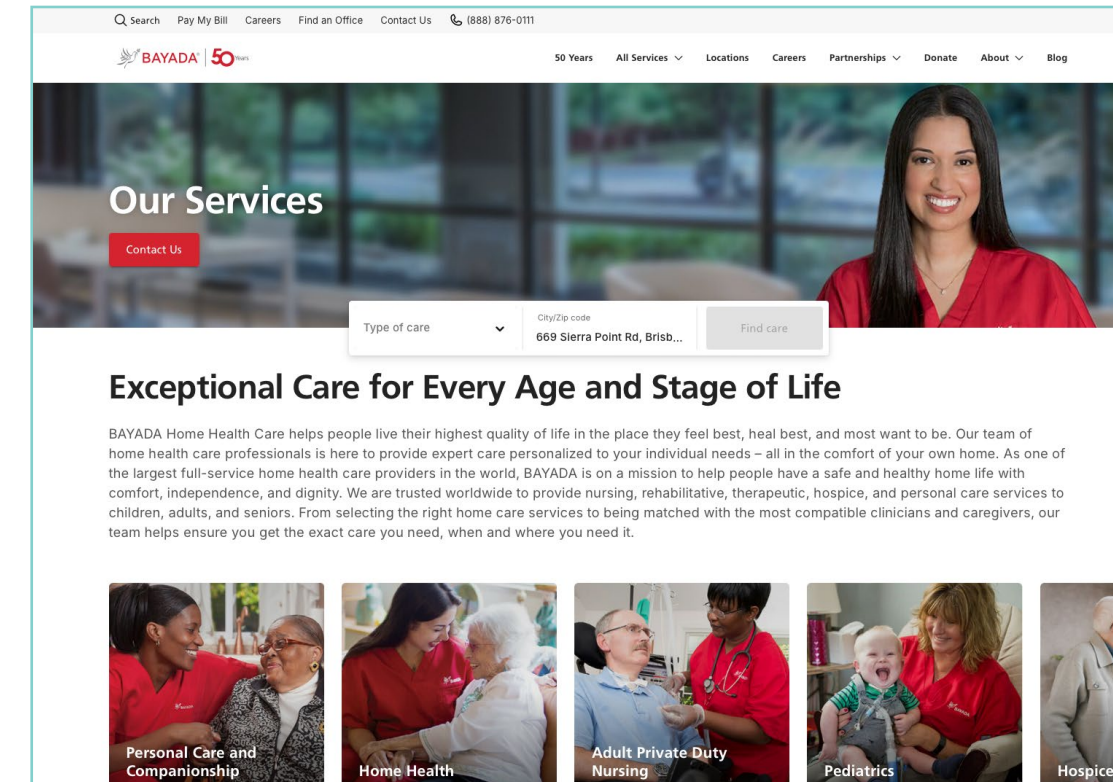


## ENHANCING OUR WEBSITE FOR A BETTER EXPERIENCE

### Connecting Care, Careers, and Community

In 2024, we transformed our website to an intuitive and accessible hub that allows:

- Clients and families to quickly find and contact the appropriate service office
- Caregivers and clinicians to easily navigate to the career site
- Donors to effortlessly contribute to BAYADA's mission
- Referral sources and potential partners to learn more about BAYADA



**400%**

Year-over-year increase in traffic to the Find an Office page as of August 2024



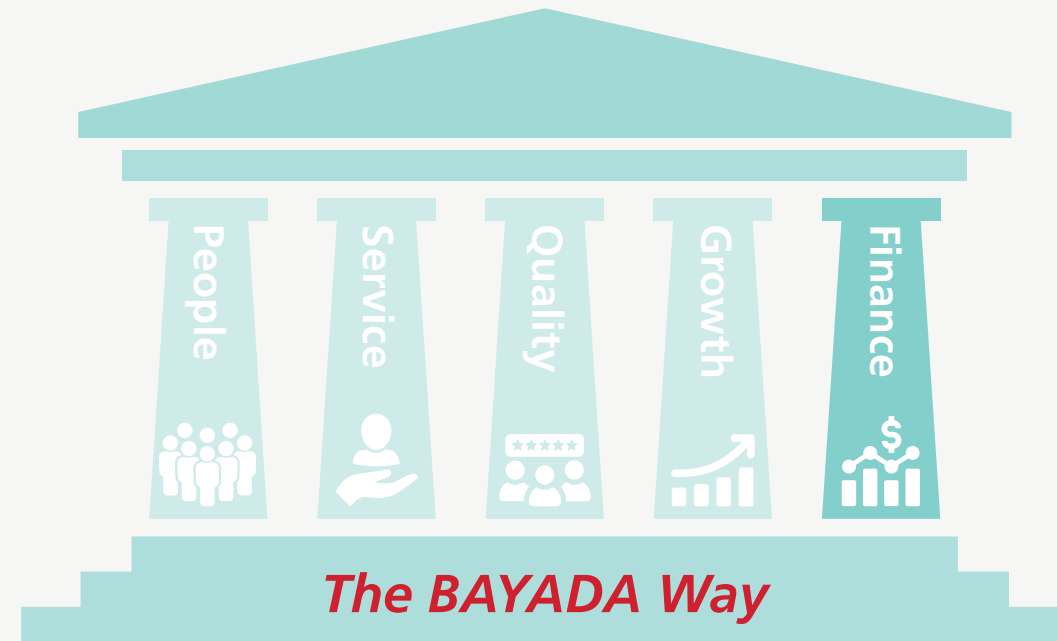
**41%**

Year-over-year increase in "Contact Us" form submissions as of August 2024

To view the reimagined website, visit [bayada.com](https://bayada.com) or scan the QR code.



# FINANCE PILLAR



The Finance Pillar focuses on ensuring BAYADA delivers our compassionate, excellent, and reliable care services in a financially responsible manner.

## 2023 FINANCIAL PERFORMANCE\*

To achieve our vision of creating a lasting legacy as the world’s most compassionate and trusted team of health care professionals, we believe it is our responsibility to strengthen the organization’s financial foundation and to support our growth.

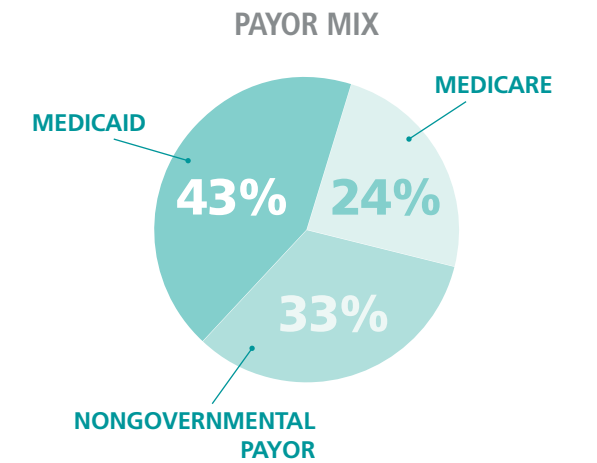
With \$392 million in net assets and no material borrowings, BAYADA is well positioned to support our mission to help people have a safe home life with comfort, independence, and dignity.

**\$710** MILLION  
TOTAL ASSETS

**\$392** MILLION  
NET ASSETS



**\$1.852** BILLION  
NET REVENUE



\*Audited 2024 financial information was not available at the time of reporting.

# PHILANTHROPY IN ACTION

## Advancing Careers, Expanding our Impact

### GRANT FUNDING

Balancing the rising demand for home care with a declining national supply of prospective clinicians requires an innovative solution to “grow our own” BAYADA talent. However, as a nonprofit with limited resources, it can be a challenge to rapidly scale this approach. Philanthropic grants help us meet this goal. Through grants we can expand career advancement for entry-level caregivers and experienced clinicians.

# \$3 million

#### Grant funding in 2024 from the following:

- Equus Workforce Solutions
- Justamere Foundation
- Moses Taylor Foundation
- New Jersey Department of Human Services and Rutgers University
- Pennsylvania Department of Human Services
- Philadelphia Works
- Vermont Agency of Human Services



### CORPORATE PHILANTHROPIC PARTNERS

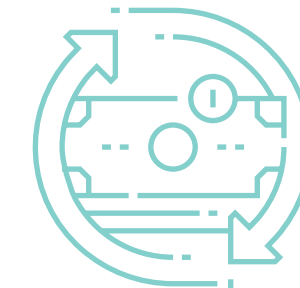
We extend our heartfelt gratitude to the following corporate partners. Their generous contributions of \$15,000 or more have played a pivotal role in advancing our mission and making a meaningful impact in the communities we serve.



These grants and sponsorships enable BAYADA to advance our key philanthropic priorities:

1. **Expanding access** to home care services in markets with health care shortages
2. **Developing the workforce** by training and elevating thousands of health care workers annually
3. **Sparking innovations** for new home care delivery models that expand access, increase quality, and reduce costs
4. **Relieving emergencies** for our caregivers and communities when sudden, unforeseen financial hardships occur

Building on the momentum of the past year, we are excited to launch **BAYADA Partners**, bringing together high-impact organizations across sectors that drive greater access to health care and support the health workforce that serves our communities. We appreciate their philanthropic investment in BAYADA Home Health Care. For more information, contact [philanthropy@bayada.com](mailto:philanthropy@bayada.com)



# \$200,000

Donations received from  
**28 corporate sponsors**

### RELIEVING EMERGENCIES FOR CAREGIVERS AND COMMUNITIES

The BAYADA Emergency Relief Funds were initiated nearly 15 years ago to support employees, clients, and communities when sudden, unforeseen financial hardships occur. These funds include:

- The Client and Employee Emergency Relief Fund
- The Hospice Fund

This year, BAYADA also created a Disaster Relief Fund to support communities struck by catastrophic weather events, such as Hurricanes Helene and Milton, which caused tragic devastation in the southeastern United States.

To make a donation to the Emergency Fund [click here](#) or scan the QR code.



### Giving Back Through Community Benefit Programs

BAYADA's Community Benefit program helps provide home health care for clients in special populations who receive government-sponsored care or who are uninsured and unable to pay for all or a portion of their bills.

Every year, BAYADA compiles its community benefit figures. Uncompensated care, subsidized care for government programs, and other community benefit programs are all considered community benefit expenditures highlighted by the IRS.

In 2024, BAYADA delivered \$28.3 million of community benefit care, comprising:

- **Government-sponsored care:** 96%
- **Uncompensated care:** 2.62%
- **Community service:** 1.31%

**\$120,000**

Amount awarded to employees and clients in 2024 through The Client and Emergency Relief Fund

**\$75,000**

donated by BAYADA employees to the Disaster Relief Fund

**\$32,837**

Amount awarded to clients and their families in 2024 through The Hospice Fund

**\$200,000**

Donated by BAYADA Home Health Care to the Disaster Relief Fund

**"Demonstrate exceptional care and kindness to others. Be led by our hearts."**

~ The BAYADA Way

**\$28.3** MILLION

2023 community benefit care delivered





## The BAYADA Way®

### Our Mission

BAYADA Home Health Care has a special purpose — to help people have a safe home life with comfort, independence, and dignity. BAYADA Home Health Care provides nursing, rehabilitative, therapeutic, hospice, and assistive care services to children, adults, and seniors worldwide. We care for our clients 24 hours a day, 7 days a week.

Families coping with significant illness or disability need help and support while caring for a family member. Our goal at BAYADA is to provide the highest quality home health care services available. We believe our clients and their families deserve home health care delivered with **compassion, excellence, and reliability**, our BAYADA core values.

### Our Vision

With a strong commitment from each of us, BAYADA will make it possible for millions of people worldwide to experience a better quality of life in the comfort of their own homes. We want to build and maintain a lasting legacy as the world's most compassionate and trusted team of home health care professionals. *We will accomplish our mission and achieve our vision by following our core beliefs and values.*

### Our Beliefs

- We believe our clients come first.
- We believe our employees are our greatest asset.
- We believe that building relationships and working together are critical to our success as a community of compassionate caregivers.
- We believe we must demonstrate honesty and integrity at all times.
- We believe in providing community service where we live and work.
- We believe it is our responsibility to strengthen the organization's financial foundation and to support its growth.

### Our Values

*Our work is guided by our fundamental values.*

**Compassion**—Our clients and their families feel cared for and supported.

**Excellence**—We provide home health care services to our clients with the highest professional, ethical, and safety standards.

**Reliability**—Our clients and their families can rely on us and are able to live their lives to the fullest, with a sense of well-being, dignity, and trust.



