

People Power

The SunDance Difference



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The Provider of Choice

Rehabilitation providers are an extension of your care-giving team. They impact your organization and, most importantly, the well being of those in your care. Don't settle for anything less than a leader committed to getting results.

SunDance Rehabilitation has built a reputation for excellence and unwavering dedication to care outcomes and operational success for our business partners for more than 20 years.

Our local management teams and therapists work side-by-side with you and your staff as resident advocates. This strong communication, combined with the genuine bonds we form with patients, help produce the results you seek from a rehabilitation provider.

For more information about this publication's contents, get in touch with us at:

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From the top



Sue Gwyn, President,
SunDance Rehabilitation

Every business leader knows that your employees will be the key to your success. A skilled, confident and proficient labor force who are engaged in product growth, invested in service excellence and fulfilled by their work, make any goal achievable.

At SunDance, we believe that our employees *are* the company.

We have an outstanding workforce. We know it and – just as importantly – they know it, too. Our emphasis on staff development and recognition has helped us achieve an extraordinary employee retention rate of 94.7%.

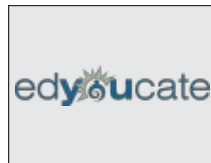
We know that exceptional employees need to be challenged, developed and rewarded. In this issue of *Exceptional Solutions*, we highlight some of the things that help our people thrive. Our edYOUcate virtual classroom, for example, offers our therapists hundreds of hours of online courses. Professional development opportunities, including targeted leadership courses via our TPM University, are literally right at their fingertips.

Of course, we recognize and celebrate the best of our best regularly and openly. That's why we want to highlight the SunDance Service Excellence Awards, which bring acclaim to numerous top performing individuals and teams throughout the company each year.

But we aren't content to offer just education and praise to our valued team members: we also ask them to help steer our company. You can read all about it in our article about SunDance's Employee Advisory Council.

Continually investing in and consulting with our employees is a smart move, and we are pleased to see our investment in "people power" result in the exceptional outcomes our patients and customers enjoy.

Sue Gwyn



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The stronger the employee voice, the stronger the company



SunDance's virtual classroom

Promoting professional development through continuing education is one way this therapy provider grows skills and enhances outcomes

Cindy D., a physical therapist, had worked for more than 10 years in an acute care setting but lately had been thinking more and more about needing a change.

As she had always been drawn to geriatric practice, Cindy scheduled an interview with SunDance Rehabilitation, which was recruiting for a staff physical therapist position opening at a local skilled nursing center.

When Cindy met with the SunDance Therapy Program Manager (TPM) and local rehab team, the TPM was very impressed with her ability to articulate why she wanted a change and how she would go about improving her knowledge base and skills in managing this patient caseload.

During the interview, the TPM informed Cindy about a new continuing education opportunity recently launched by SunDance — its virtual classroom, edYOUcate. SunDance offers unlimited access to its virtual classroom as a benefit to all full-time and part-time employees. It also extends this program to all per diem employees.

What stood out for the manager was Cindy's enthusiasm about this professional development option and just how much course work she wanted to complete over the next year. This new knowledge, as well as working side-by-side with experienced clinicians, would certainly ease Cindy's entry into this practice arena.

Cindy was offered the staff position. Soon after completing the orientation process, she began to take course work on edYOUcate while at home in the evening. It has been six months since she started her new position with SunDance and she has not once regretted making the change.

To date, Cindy has completed coursework in the areas of balance and falls management, osteoporosis, Alzheimer's disease and related disorders, and cardiopulmonary considerations.



Employees have access to hundreds of hours of online in-services.

Keeping up to date

Professional development through completion of continuing education is not a new phenomenon. Professionals have many reasons to seek out development opportunities: an interest in lifelong learning, enhancing one's career progression, keeping abreast of new technology or complying with an organization's professional standards.

Many professions require a demonstration of participation in continuing education as a basis of licensure renewal. These requirements are intended to encourage the expansion of knowledge, and thus the ability to stay current on new evidence to support one's practice.

Continuing education opportunities are varied and can include independent study, recorded material or traditional classroom lectures and laboratories. However, taking course work online

Course Title	Hours	Status (0-100)	Start	End	Action
Verbal Rehabilitation (2136)	8	01002910 0.00%	Not Started		View Course
Demerita Care: Rural Adult vs. Demerita/Multisite (21362)	1	01002910 0.00%	Not Started		View Course
Stroke: Stroke Treatment Approaches (2136)	7	01002910 0.00%	Not Started		View Course
Stroke: Management & Rehabilitation Techniques (2136)	3	01002910 0.00%	Not Started		View Course
Leadership Lessons for the Healthcare Professional: Leading for Your Career and Life (2136)	3	01002910 0.00%	Not Started		View Course
Brain Rehabilitation: Current Concepts in Rehabilitation (2136)	3	01002910 0.00%	Not Started		View Course
Introduction to Assistive Technology (2136)	3	01002910 0.00%	Not Started		View Course
Advanced Electronics Processes (2136)	3	01002910 0.00%	Not Started		View Course
Leadership: Challenges as Geriatric Care (2136)	4	01002910 0.00%	Not Started		View Course
Ethics for Physical Therapists (2136)	3	01002910 0.00%	Not Started		View Course
Stroke: Beyond the Basics (2136)	3	01002910 0.00%	Not Started		View Course
Documentation of Plans, Services for Skilled Rehabilitation (2136)	3	01002910 0.00%	Not Started		View Course
Brain Injury Treatment: A Neuroanatomical Approach (2136)	4	01002910 0.00%	Not Started		View Course

Courses are added and updated frequently in the virtual classroom.

will soon dominate the field since this platform offers relevant topics of interest that bring the latest research and practice trends to the professional, without having to take time away from family and work responsibilities.

To support professional growth, SunDance’s recently launched virtual classroom, edYOUcate, features more than 800 hours of interactive courses and more than 150 online healthcare in-services.

Courses cover topics such as: Pusher Syndrome, Evaluation and Treatment Techniques, Multiple Sclerosis, PPS in Skilled Nursing Facilities, Introduction to Hand Evaluation and Treatment Concepts.

Courses are also available in heat-based modalities, technology in cognitive rehabilitation, voice disorders, dysphagia, low vision, leadership strategies and other essential topics.

Unlimited access to education

The virtual classroom was made possible through SunDance’s partnership with healthcare e-learning leader, Care2Learn. By providing and supporting e-learning, SunDance has made it possible for staff to access courses from their home computers and mobile devices, and through computers in the rehab department.

There is even a new portal on the SunDance website that links to edYOUcate. This allows employees unlimited access to continuing education course work and ensures that they are satisfied with both their professional career development and with their employer. It also supports SunDance’s more than 20-year commitment to providing exceptional rehab services.

Since edYOUcate is a virtual classroom, new courses can be added each month. In addition, existing courses can be continu-

**TPM University:
The manager’s ‘college’**



In addition to edYOUcate, SunDance is committed to accelerating the professional development of its management team members by providing an effective and successful leader in each therapy setting to support joint partnership goals.

To accomplish this, SunDance identified the key abilities and critical performance attributes needed for success in the Therapy Program Manager (TPM) leadership position.

SuDance’s online TPM University focuses specifically on leadership development skills including: accountability, interpersonal skills, leading others, results orientation, customer service and, most importantly, teamwork.

Therapy Program Managers are assigned specific modules for completion that are then mentored by the supporting supervisor and coach. Monthly development tips, tools and techniques are provided for ongoing support of each module and skill set.

ally updated to include new evidence-based research whenever it becomes available.

Website a quick favorite

By the end of the first quarter that edYOUcate was available to SunDance employees, more than 2,200 continuing education hours had been accessed.

“I was pleased to see the quick uptake of employee utilization of the virtual classroom, especially since it’s so easy to access and navigate,” said Linda Karacoloff, PT, MS, the VP of Clinical Practice and Training for SunDance. “I am encouraged that we are heading in the right direction in having launched the site.”

Currently, plans are underway to have edYOUcate host the standardized orientation process for all new SunDance employees. By using administrative capabilities, Area Managers and Therapy Program Managers will be able to monitor progress in orientation. They also will be able to assess whether mandatory competency training in geriatric considerations in the use of electrical stimulation and diathermy are completed by all occupational and physical therapists. In addition, they’ll be able to run reports on which courses are being accessed by staff.

“SunDance’s collaboration with Care2Learn provides a wealth of educational opportunities for our clinicians and managers to enrich their knowledge and to learn and refresh their skills in support of the patients and residents that we are privileged to serve,” says SunDance Rehabilitation President Susan Gwyn.

“I am pleased to add this educational powerhouse to strengthen SunDance’s training capability and capacity.” ■

Rolling out the Red Carpet ... Welcome to the Exceptional!

**“They may forget what you said,
but they will never forget how you
made them feel.”**

— *Carl Buechner, minister and award-winning author*

SunDance team members understand that they are only as strong as the partnerships they forge. What better way to begin an employment relationship than with the great feeling of a Red Carpet interview experience?

SunDance hiring managers consider their candidates to be a top priority. They know that therapy candidates have many opportunities and that they must ensure, through Red Carpet interviewing, that candidates regard SunDance with great enthusiasm. From the candidate’s first impression to his or her first day of work, SunDance focuses on relationship-building in many ways.

One of the most impactful actions that SunDance hiring managers do for candidates is the simple gesture of writing a thank you note to their candidates. Having the entire rehab team sign it puts the icing on the cake! New hires tell SunDance that this simple gesture really makes an impression on their decision to join the company, stating that they knew they would be working with a great team of caring people.

Recently a SunDance Area Manager shared this true story: “I experienced a ‘first’ today. I received a nice thank you note in the mail from a new employee. The note thanked me for the thank you note I sent them. I have often had new staff mention how nice it is to receive a personal card thanking them for their time in interviewing with us. I guess it really is the small gestures that matter.”

When it comes to attracting and hiring stellar staff, SunDance rolls out the Red Carpet! Hiring managers have done many things to impress their candidates, including holding “high tea” in the dining hall at one center; at another, the manager put together an attractive gift basket of regional food and craft specialty items. At first glance, these might seem like simple gestures but they are very meaningful, memorable and appreciated by candidates. As



the quote reminds us, “They may forget what you said, but they will never forget how you made them feel.”

Thought of the Week

To ensure unwavering dedication to creating a Red Carpet employment experience, SunDance provides a Red Carpet “Thought of the Week” for its employees. It was created to highlight a great idea, a great story or a great quote and is intended to act as a friendly reminder of how staff and candidates should be treated.

Follow-up by the SunDance hiring manager is carefully orchestrated so that the candidates know they have an ongoing resource for questions and discussion. Upon hire, SunDance extends the Red Carpet experience through an employee’s entire career with the company. From interviews to on-boarding to orientation, SunDance keeps the Red Carpet treatment alive and well.

Through the interview, orientation and constant feedback processes, SunDance always knows how its employees feel about their work experience and environment.

SunDance believes that high-quality recruitment and retention, using their Red Carpet program, gives it the ability to hire and retain exceptional therapists and assistants who will deliver the highest quality patient care. ■

6 reasons to celebrate

Recognizing Service Excellence

SunDance recognizes the best of the best by honoring top performers

SunDance encourages the recognition of outstanding performance by its employees and business partners. We encourage, reward and trumpet to the world the outstanding performance of our colleagues whose achievements exemplify the SunDance core values. The company has long established a series of recognition categories that are presented annually, as outlined within the SunDance Service Excellence Awards — SEA Awards.

Outstanding individual and team contributions that exemplify the mission and core values of the company are just one piece of the recognition process. Six award categories focus on the SunDance Difference: *Linking People ∞ Product ∞ Performance ∞ Partnership*.

- 1) **Excellence in Employee Culture** — Awarded to the individual or team that creates and sustains excellence in employee culture. This encompasses the total employment experience in their area of responsibility. The winner demonstrates excellence in growing individual and team members through leadership.
- 2) **Resident Advocate of the Year** — Four distinct awards that demonstrate a high level of understanding of and commitment to care advocacy to champion for the residents we serve.
 - **TEAM**
 - **Speech Therapy**
 - **Physical Therapy**
 - **Karolina A. Kurka Occupational Therapy** — Named in recognition of the late Karolina A. Kurka and the invaluable contributions she made to SunDance as a former winner of the Resident Advocate Occupational Therapy award.
- 3) **Excellence in Operational Performance** — Presented to the rehabilitation team that consistently exceeds operational expectations and shows marked and progressive improvement in the quality of clinical services and outcomes achieved.
- 4) **Excellence in Customer Service** — Awarded to the individual



or team that has demonstrated improved and enhanced customer service. This award is bestowed on those whose commitment to a high level of service results in sustained excellence in resident care and business partnership.

- 5) **The Best of BEST®** — Recognizes the individual who exceeds expectations in improving the comfort, care and quality of life for those impacted by the effects of dysphagia.
- 6) **The President's Award** — Given to the individual or team that encompasses all of the SEA Awards criteria collectively. The winner receives recognition bestowed by the President of SunDance as truly exemplifying, “The SunDance Difference” — the gold standard of excellence.

“The annual nomination process is a greatly anticipated event that involves all SunDance Rehabilitation team members,” notes Jim Hummer, Senior Vice President of Operations. “Everyone has the ability to participate in the recognition of superior performance. Sharing our clinical and leadership success stories is an inspiration to the entire team and a highlight of our recognition efforts. The award selection process reaches across the company and into every care setting, beginning with our resident advocates and the therapists who service our customers.”

The national winner in each category is invited to a company recognition event at SunDance’s annual educational meeting. Participation in this very important and fulfilling recognition program is just one of the many ways we celebrate the success that takes place every day at SunDance. ■

SunDance's Employee Advisory Council

Our Collective Voices • Our Collaborative Ideas • Our Strategic Actions



Members of the advisory council are the company's "sounding board" on behalf of employees, patients and customers.

SunDance is proud to introduce our Employee Advisory Council (EAC), a powerful voice in steering the company's success.

Representing their peers and managers, the council provides a forum to help grow the employee experience, guide and gauge initiatives as well as function as a magnet for ideas and fresh perspectives.

Nominees to the EAC included both volunteers and individuals recommended by co-workers. Following a comprehensive review of a multitude of qualified applicants, 14 individuals, who range in tenure from two to 19 years of service, were elected EAC members. The council is a well-balanced group of innovators, equitably representing SunDance's geographic diversity and comprising a variety of job titles and therapy disciplines.

They participate in discussions on an ongoing basis to review suggestions and ideas for improved clinical programs, technical advances and enhanced leadership development. The SunDance

EAC is also supported by two co-chairs. These individuals will participate in company-wide events such as SunDance's annual educational meeting.

This interactive think tank recently met as a group to share feedback from their co-workers and integrate it into the EAC mission statement.

Our Mission: The EAC's purpose is to provide an innovative and creative forum where employees from all departments and levels of our company can contribute, create and implement ideas that will benefit their SunDance colleagues. The end goal is to provide a collective voice that will continually improve resident advocacy while fostering an environment that is rewarding and satisfying — making SunDance the provider and employer of choice.

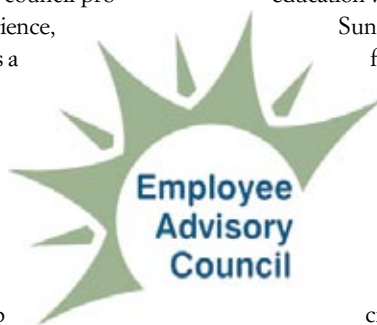
Our Work: Our work will be defined by feedback and ideas from all staff, the Employee Advisory Council and SunDance Senior Leadership. The tasks will be determined by the evolving needs of the field, channeled through the EAC subcommittees: Products and Programs, Technology and Leadership Development.

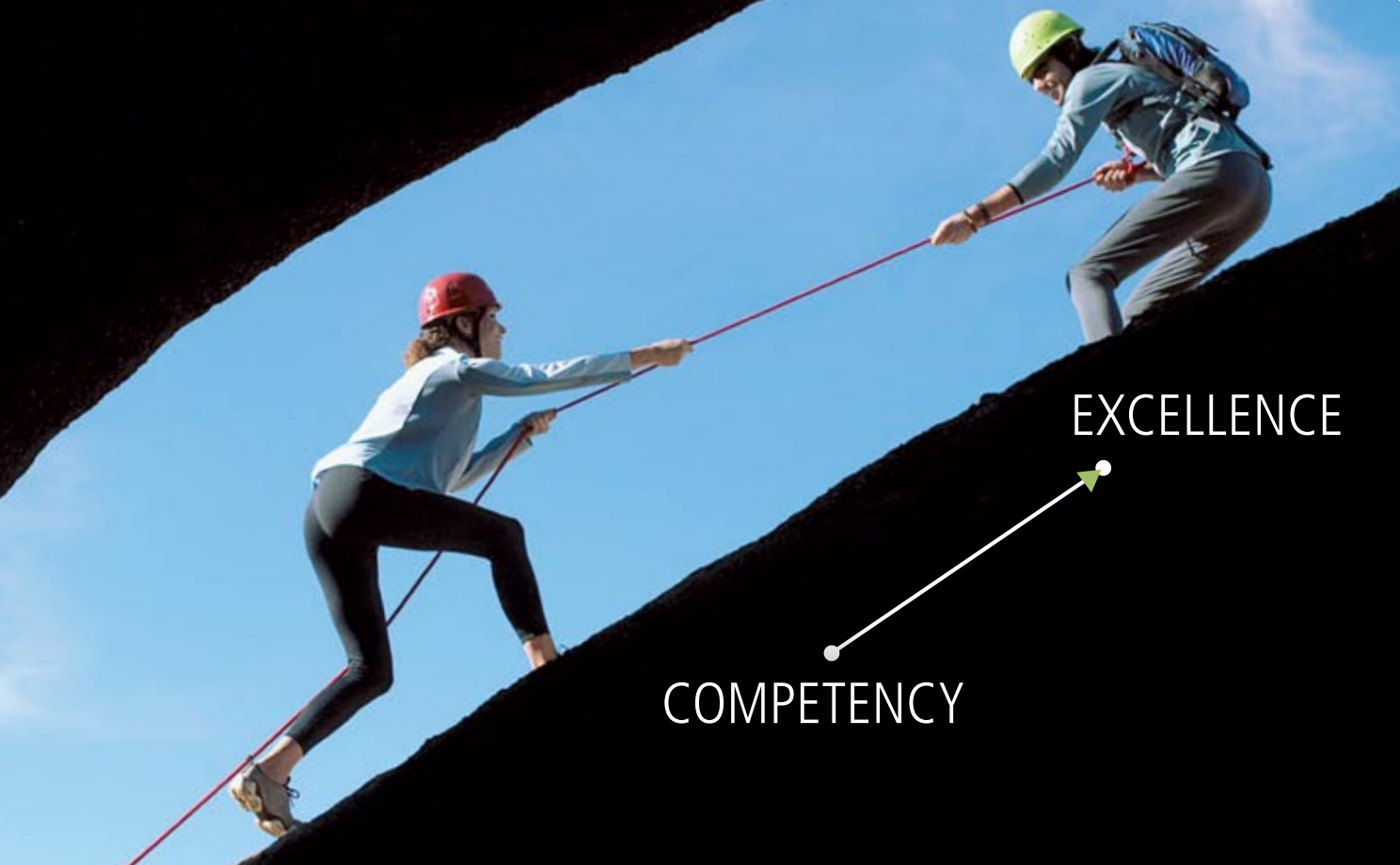
Our Efforts and Actions: Our efforts and actions will be integrated into the greater company through communication and education via WebEx and teleconferencing, Sun University, SunDial, onsite education and test piloting in the field prior to rollout of initiatives.

SunDance's EAC is a true representation of "The SunDance Difference" by aligning the collective voices of nearly 7,000 employees across 38 states.

"Enhancing communication and promoting a positive and collaborative work environment with some of our talented clinicians and managers that make this happen on an every-day basis is what comprises the heart of the council," states Julie Arnold, vice president of recruitment at SunDance.

This unique council utilizes a refreshed approach to address company initiatives and challenges. Please meet SunDance's Advisors, Advocates and Messengers. ■





EXCELLENCE

COMPETENCY

Are you ready to scale new heights in therapy?

Teamwork is crucial to achieving optimal care outcomes. At SunDance Rehabilitation, we pull together with our partners to obtain solid results. Our therapists are equipped with engaging, proprietary tools specific to the population we serve that complement your staff in caring for residents.

Scale new heights with SunDance.

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**SUNDANCE
REHABILITATION**

The Provider of Choice for Providers of Care

ADVOCACY

INNOVATION

COMPETENCY

VERSATILITY

PARTNERSHIP