

When Your Team Becomes Your Community

Recognized • Respected • Valued

WHCA Fall Conference • September 14, 2026





Part of something.
Or just staffing it.



**About half your direct care staff.
Every year.**



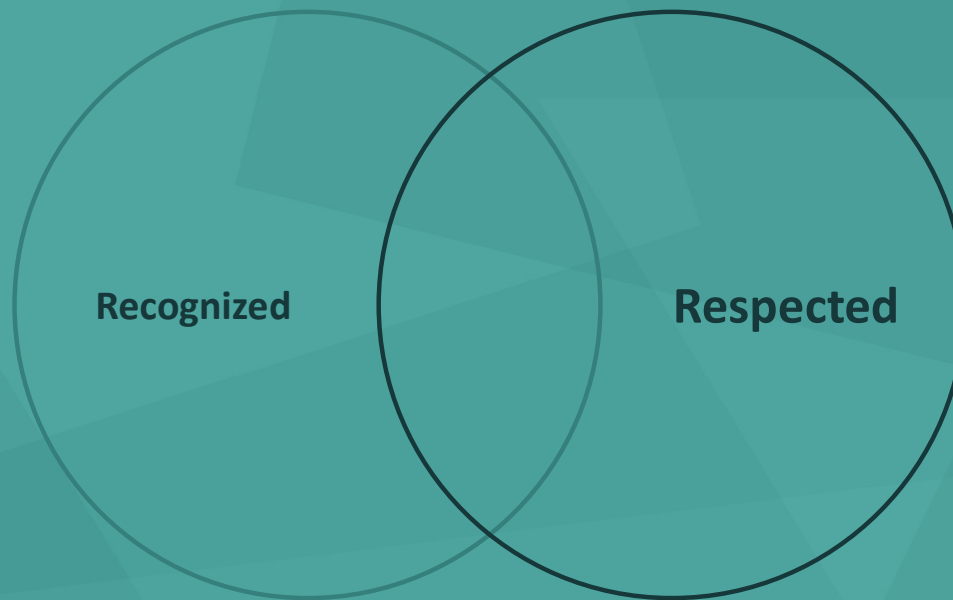


We are all future residents.

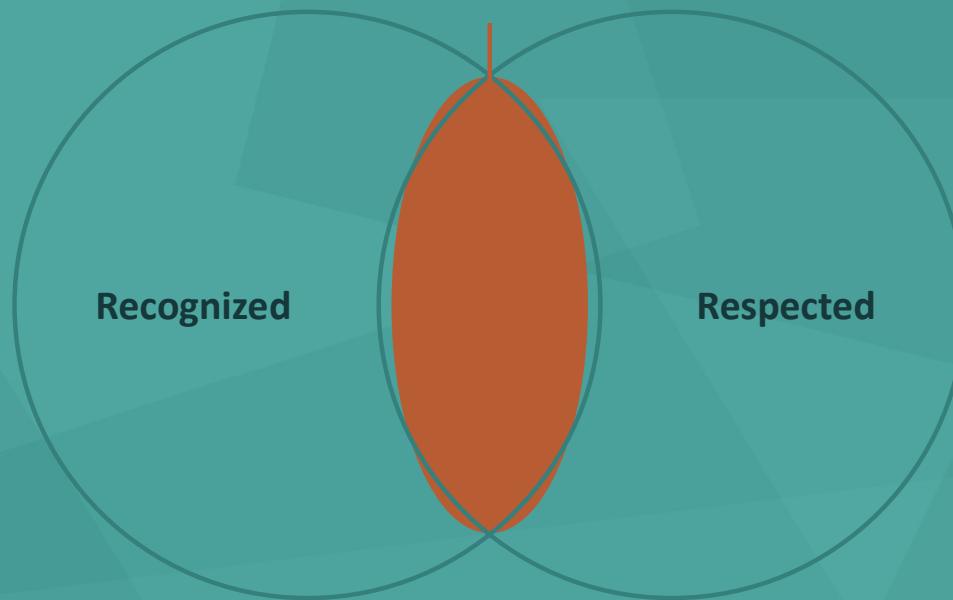


Recognized





VALUED



THE WASHINGTON STUDY • WORKFORCE BOARD + UW

Essential, but expendable.

What made the stayers stay: the culture of the place, and their manager.

Not pay.

And most only hear from a leader when something has gone wrong.



**She isn't maintaining a building.
She's tending someone's home.**



TAKE THIS HOME

Recognized

One specific thank-you, out loud, every day — name the person and the thing.

Once a week, aim it at someone whose work never gets seen.



**You keep professionals
by treating them like professionals.**



129%

CNA turnover in
traditional nursing homes

VS

33%

in Green House homes,
where caregivers decide



TAKE THIS HOME

Respected

Give away one real decision this month.

Ask your team to name one rule that makes no sense — then fix it out loud, because they named it.



**People stay where they feel like they
matter.**



Culture doesn't win every one.
It wins the close ones.



**When your people know they matter,
they treat their residents
like they matter.**



TAKE THIS HOME

Valued

Tell one person in a background role exactly how the organization is better because of what they specifically do.

Say it where other people can hear it.



The One You **Can't Lose**



Your person — honestly.

- 1** When did you last tell them — by name, for a specific thing — that you saw what they did?
- 2** When did you last give them a real decision you didn't take back?
- 3** Could they say out loud why their work matters? Have you ever told them?



“You’re so good I don’t worry about you.”
“Nobody notices what I do here.”





DO THESE MONDAY

Recognized

Catch one person a day doing something right and say it out loud, by name.

Respected

Give away one real decision this month, and fix one senseless rule your team names.

Valued

Tell someone in a background role how the organization is better because of them.





You are building a community.

Go build it.

