

CASE STUDY

Ohio Living Dorothy Love

Engaging Employees Through
Communication & Technology

Being named a gold Employer of Choice by LeadingAge Ohio for excellence in employee engagement confirmed what the residents of Ohio Living's Dorothy Love community already knew — Dorothy Love is a great provider with great employees.

"We recognize that we were named an Employer of Choice because of the actions and commitment of our staff," said Tricia Atwood, executive director of Dorothy Love. "They received this recognition, not Ohio Living."



Dorothy Love credits its success in employee engagement and satisfaction to a culture that deeply values communication and embraces technology to optimize efficiency and support employees in their daily work.

According to Atwood, the community promotes direct lines of communication to leadership, who have an open-door policy for employees. "We promote active listening," said Atwood. "If an employee has a concern, they are encouraged to voice it."

Dorothy Love also believes in recognizing staff members for a job well done. The community, which has enlisted the support of O.C. Tanner — an employee recognition and rewards program consultant, has a Kudos Board where staff and residents can post thank you letters.



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Employees can also send e-cards to one another to recognize going above and beyond.

On the technology front, Dorothy Love has employed a variety of digital services to improve the daily work lives of employees and to streamline recruitment, scheduling and training processes.

"Anything we can do electronically, we do it," said Michelle Brayton, director of human resources. "We're always looking at ways to be more efficient and give employees the tools they need."

Dorothy Love employees enjoy the flexibility of online training, so they can learn about new techniques or refresh their skills where and when works best for them. The same goes for scheduling, which they can do from the convenience of their phones or other devices.

"When I came here 10 years ago, every nurse had email and access to the Internet," said Atwood. "This greatly improves our ability to communicate within the organization, but it also demonstrates the level of trust we have in our staff."

In addition to employee engagement, Dorothy Love exceeded or met Employer of Choice criteria in resident satisfaction, financial strength, benefits, turnover, retention, evaluations, innovation and culture, community engagement, leadership continuity and agency use.

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— TRICIA ATWOOD

About Employer of Choice

Established in 2017, the Employer of Choice (EOC) program recognizes LeadingAge Ohio members who demonstrate leadership in employee development and engagement. The EOC program, which is evaluated annually, has established standards for strengthening employee engagement and workforce practices for individual locations and communities. Visit www.leadingageohio.org for more information.