

Village Insights

The Newsletter of Carleton-Willard Village

Fall 2015

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Carleton-Willard Village
is a not-for-profit continuing care
retirement community accredited
by CARF-CCAC.

Carleton-Willard is a teaching
affiliate of the Boston University
School of Medicine.

For more information about
Carleton-Willard Village or to
arrange a visit, please go to our
website or call 781-275-8700.

Loving Your Job: Impressions of Working at The Village



All Together Now –
*Employees of CWV's
Llewysac Lodge celebrated
their shared history of service
at the Village at the annual
Services Awards Dinner.*
[back, from left] Andrea
Peters, Llewysac Lodge Unit
Secretary (5 years); Tammy
Coulter, RN (9 years).
[front, from left] Donna
Sicard, LPN (5 years);
Lois Young, Director of
Llewysac Lodge (10 years);
Judy Feeney, RN, Wellness
Coordinator, Llewysac Lodge
(15 years).

Does workplace culture define
an organization's people? Or do
its people define the culture?
At the Village, it's both.

Gary Sawin, CWV's Director of Human Resources, is candid about the Village's hiring process. "We're very selective," Gary admits. "We have a rather lengthy interview process. We go beyond just looking at qualifications. We look at demeanor, personality, character...we want to know much, much more about a candidate."

Gary should know what makes a great candidate. He's been at CWV for 21 years.

"Carleton-Willard's mission is what

attracted me here," recalls Gary. "I liked the idea of working for a mission-driven company instead of one whose primary objective is keeping the shareholders happy. Our mission is all about giving the best care and services to our residents."

When considering an addition to the CWV team, Gary looks for this attribute in particular. "That person has to be caring, sincere...and upbeat, very positive," Gary explains. "Our residents depend so much on our employees, so a person's character is extremely important."

As it turns out, those attributes benefit everyone. "The staff are always looking out for the residents, as you would expect," says Gary. "But the staff look out for each other too. We

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Mike Dukakis: Telling It Like It Is

A packed Village Auditorium greeted former Massachusetts Governor and Presidential candidate Michael S. Dukakis and his wife, Kitty, on May 28. Both were invited to speak by the resident-sponsored lecture committee, and the event was coordinated with the help of residents Anne and Tom Larkin.

The Larkins have always been politically active. Tom was the former Middlesex County Commissioner, and both he and Anne worked for many of Gov. Dukakis' campaigns, as well as the Turning 22 Law benefitting special needs young adults.

"We've had so many interesting speakers," explains Anne. "Someone finally asked if we could invite someone who had done a lot for our state. We go back a long way with Mike, so we asked if he'd come."

Despite the Governor's busy schedule – he's a professor at both Northeastern University and UCLA, as well as being an in-demand speaker – both he and Kitty gave an inspired talk on many pressing state and national issues.

"Our residents are very interested in these issues, and they asked



a lot of tough questions," Anne explained. "Mike was very candid in his responses – straight talk on what should be done, right from the heart. He didn't skirt one issue. And he stayed until he answered every question."

Mr. Dukakis' candor is especially inspiring for Anne. "These days, there's so much in our country that needs attention. And here's a man who's so honest and direct. I think people are really looking for that."

Annie is quick to point out that listening is as important as talking. "The thing about Mike, he's a listener. He wants to hear from people: what are you worried about? What needs to change?"

"Michael Dukakis is also a doer," adds Anne. "He listens, he figures out what needs to happen, and he gets it done. That's what a good leader does."

Response from residents was overwhelmingly positive, according to Anne. "I'm still getting people coming up to me saying how wonderful the event was. He hit it head-on!"

For Some Employees, CWV is a Family Affair

It's one thing to work for a company for a number of years – another to stick around for almost three decades. And even more to see multiple members of your family follow in your footsteps.

That's precisely Debbie Camilleri's story. Debbie is CWV's Outpatient Clinic Supervisor. She first came to work at the Village after graduating from nursing school.

"I always loved geriatrics, so I was very excited to come here," Debbie explains. "I had worked in maternity, delivering babies...but it wasn't my passion."

Debbie left CWV after five years to care for her new family, only to answer the call to nursing 13 years later. Debbie eventually made her way to the Outpatient Clinic, where she's now been for eight of her nearly 12-year return.

That enthusiasm and dedication would rub off on Debbie's children – no fewer than five would follow her to the Village as they entered the job market.

Evan, 17, works in the Abbott Dining Room. Jenna, 26, also started in the Abbott as a waitress and hostess before becoming a unit coordinator in the Clinic. After getting



Debbie Camilleri, RN.

her physiology degree, Jenna began her new career in the Village's Fitness Center.

Daughters Kaila and Alyssa and son Kyle worked in

the Dining Room as well while in high school. Kyle, now 24, works in CWV's Facilities Department.

"I just knew they were going to love

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Impressions of Working at The Village Continued from page 1

all take care of each other. It really is like a big family.”

Nothing illustrates that point more than a shared enthusiasm among the staff to be of service. “In all my years here, I’ve never heard someone say, ‘That’s not my job,’” says Debbie Camilleri, CWV’s Out-patient Clinic Supervisor. “People are so quick to say, ‘I’ll do that!’ or ‘How can I help?’ It means so much to work somewhere where you know everyone’s got your back.”

Reinforcing that enthusiasm is an important aspect of employee training at CWV. “We teach our people that if you encounter a problem, you own it,” Gary explains. “If someone asks, ‘Where’s the restaurant,’ that person doesn’t just point toward the restaurant; they *take* people there.”

Cooperation and mutual respect is shared between staff and CWV administration. “We have very caring management,” says Gary. “We show a tremendous amount of respect for our staff. In other industries, there can be a big divide between management and staff – management is ‘elite’ and staff is not. No one here ‘pulls rank’ – it’s just not the way we operate.”

Instead of creating barriers between management and staff, CWV administration actively listens and communicates. “Administration will take the time to listen to us, to talk about our ideas and concerns,” says Debbie. “And if something is in the best interests of the residents or the staff, the administration will try to make it happen.”

“I’ve worked a lot of places,” adds Debbie, “and this is the only place where I’ve felt respected and appreciated by the people at the top. We all feel appreciated, every day.”

Apart from the positive perceptions, there are also tangible rewards of working at CWV. “We offer competitive pay, and we have very good benefits,” Gary explains. “There are a lot of special events for our employees...some are sponsored by the administration, but others, like the *Messenger* and *Houghton Scholarships*, are created by the residents to benefit our staff.”

The Village employs 360 people and enjoys an uncommonly low 3% turnover rate. “People are comfortable here,” observes Gary. “And that’s a good thing – we take a keen interest in our people, and

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Many of Carleton-Willard's employees have been at the Village for 5, 10, 15, and even 25 years and longer. Some of the CWV employees honored at our annual Services Awards Dinner, May 12, 2015 [clockwise from top left]:

Gary Sawin – CWV's Director of Human Resources, was given an award for 20 years of service at the Village. Feni Utah, CNA, and Margaly Blaise, CNA – Feni received her 15-year service award at the event. Margaly has been at CWV for 16 years. Cherie Asgeirsson, CWV Dietician – Cherie was recognized for 25 years of service at the Village. Valerie Gingras, CWV Administrator, and Lois Young, Director of Llewysac Lodge, were all smiles at the Awards Dinner. Valerie has been with Carleton-Willard for nine years, and Lois, for ten.



A Salute to Our Veterans

The Village will be looking forward to its annual **Veterans Luncheon** honoring past and current US Armed Services members.

Last November 12, fourteen active duty servicepeople from the *Airman Leadership School* at Hanscom Air Force Base joined 25 residents to share lunch, stories and WWII memorabilia.

Resident Leslie Lowry (left) was a Flying Officer (an equivalent rank as a Flight Lieutenant) with the Women's Division of the Royal Canadian Air Force. Some 17,000 women served with the RCAF during WWII. Leslie is still quite the commanding presence in her uniform.

Impressions of Working at The Village

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we want them to be happy.”

If there's a secret weapon in the mix, it's that CWV's policies closely follow the vision and principles of the administration. “It comes from the top down,” says Gary. “That's not to say it's all about one person, but our culture is a genuine reflection of [CWV President & CEO] Barbara Doyle's management style.”

Debbie couldn't agree more. “I'm always amazed at Barbara Doyle. She's the busiest person I know, and yet she'll always take the time to say hello, how are you doing, what's going on with your family?”

If you're thinking a supportive workplace environment might have a positive effect on the Village's residents, you'd be right. “It's such a wonderful feeling to know that we help people like we do,”

admits Debbie. “I know the residents appreciate us as much as we do them! And to know that someone is always going to be there for you – if I was a resident, I would find it very reassuring to always feel safe and know someone was watching out for you.”

“We get so many letters and comments from residents and their families, over and over. They cannot believe how wonderful our staff is!” notes Gary. “And whenever I meet people outside of the Village, I hear, ‘Oh my goodness, Carleton-Willard Village, your staff is incredible!’ We're fortunate – we have a reputation in the industry of being a great place to work.”

“Carleton-Willard is an absolutely amazing place to work,” agrees Debbie. “I can't imagine ever working anywhere else!”



No better place to recover. The Nursing & Rehabilitation Center at Carleton-Willard Village.



CARLETON-WILLARD VILLAGE

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Around The Village



Flora in Regalia

The Village's many gardens have never looked more colorful – thanks to Mother Nature and the creative vision of our landscape master, Philip Kenney. At left, Philip is hard at work in the new Flag Pole Garden near the main entrance. Below are two views of the expanded Rock Garden in full bloom. Simply beautiful!



Knapik Named Scholarship Winner

Marcelo Knapik, a Fitness Assistant in CWV's Aquatics & Fitness Center, was named the winner of the Massachusetts Senior Care Foundation's 2014 Foundation Scholarship. The scholarship recognizes outstanding achievement and supports the professional development of people in the senior care industry.

Marcelo plans to use his scholarship to complete his master's degree in health-care management at Cambridge College. Way to go, Marcelo!



For Some Employees, CWV is a Family Affair Continued from page 2

working here!" says Debbie. "I knew how they would be treated by the staff and the administration – and especially by the residents."

Debbie says there's an unique bond between the residents and the young CWV employees. "To many residents, I think, our kids are like their own grandchildren," observes Debbie. "The residents are so absolutely wonderful to them!"

"There are many employees whose kids have also worked here," she adds. "And you'll find they say the same thing."

According to Debbie, the respect and appreciation goes both ways. "My kids really enjoy their work here, and they care so much for the residents. I know they're always giving 100 percent."

"The residents are like our family – and for some residents who don't have other family members, we *are* their family!" notes Debbie. "It's a very personal connection for all of us."

Outside of a family business, children don't typically make their parents' place of employ their own. The Village, however, has advantages that appeal to young workers.

"So many kids go to work in the Dining Room," says Debbie. "There's other kids their age, going to school, sharing the same interests...they see each other over breaks and the summer and catch up. They have a great time! They're given responsibility, they work hard, and everyone is very appreciative of what they do. It's so cool, it really is!"

Debbie especially loves getting feedback from the residents. "Someone will say, 'Your son waited on me today, he's such a good kid!' I can't tell you how special that is to hear."



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The Village Photo Gallery



[top left] Welcome, Dedham Savings! – The new branch of Dedham Savings Bank made its debut on Main Street last November. On hand at the opening (from left), Peter G. Brown, Dedham Savings Bank President & CEO; Janice Dodge, Branch Manager; and Barbara Doyle, CWV President & CEO.

[top right] Going Digital – Resident Jeanne Paradise checks out a new iPad with instructor Katherine Gorry-Hines of Complex IT. Ms. Gorry-Hines gave a presentation on “The iPad & the iPhone” for the Village’s Computer Lecture Series in December.

[center left] Spreading a Little Joy – Residents and guests from the Village’s Wait List are shown assembling baskets of donated food and other items to benefit families residing at the House of Hope in Lowell, a temporary shelter for homeless families.

[center right] VIP Visit – Michael S. Dukakis, the longest-serving governor of Massachusetts and former Presidential candidate, spoke at a lecture in the Village Auditorium. From left, residents Ginny Schatzki, Libby Thorne, Stefan Schatzki and Anne Larkin; Gov. Dukakis and wife Kitty Dukakis; residents Tom Larkin and Spike Thorne.

[bottom] Happy 100! – Villager Mary Hastings celebrated her 100th birthday on May 22, 2015 in style! Mary shows off her Vermont Teddy Bear (complete with matching corsage) presented by residents and CWV staff; at right, she poses with members of her family. Congratulations, Mary!