



Rappahannock
Westminister-Canterbury
Stuart A. Bunting President & Chief Executive Officer

TO: All RWC Staff

RE: Staff Submitted Suggestions

After our recent All Staff Meetings we received 40+ suggestions and/or comments from staff on a variety of topics including our overall workplace culture, time and attendance, PTO, Employee of the Month, pay, facilities and equipment, food and training. I am grateful for all the constructive suggestions and comments. They will help us improve our journey to make a positive difference in the lives of those we serve and those with whom we serve.

Below the suggestions and comments have been listed. Some were very similar, so those were combined into a summary item on the listing. Along with each suggestion/comment item is a reply acknowledging the item and, where appropriate, indicating a next step for considering the suggestion or comment. A few comments were of a personal or unprofessional nature. Those were reviewed and considered but are not specifically listed.

As you can see from reviewing the list, we have a lot to do **together** to make RWC a better home for our residents and workspace for our colleagues. My emphasis is on the word “together” because it will take all of us working together to enhance our community and our journey. I know we can do that, and I look forward to working together to accomplish this!

Thank you for your love, care and service to our residents and for your suggestions and comments that will help us all work together to make RWC all that it can be.

Stuart A. Bunting
President/CEO



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Category	Suggestion	Response
Bank	Please put an ATM by the bank. It will be a plus for residents and staff.	We looked into an ATM in the past. They are very expensive and need a high volume of traffic to justify the cost. We simply do not have the volume to support an ATM.
Culture	I wouldn't tell anyone to come here to work. You are not respected or appreciated.	Thank you for identifying these concerns and suggestions related to the overall culture and atmosphere at RWC. We recognize opportunities to improve upon the Joyful Spirit and how we represent our values and professional standards in the work we do and the relationships we have as colleagues. The Management Team is reflecting upon these specific comments and working to identify specific actions that will make improvement in our overall workplace.
Culture	No suggestions. Couldn't be a nicer place. Thanks.	
Culture	Leaders should be more proactive and have positive attitudes in the work place because having a positive mindset and environment makes our job a lot more calming and less stressful.	
Culture	Management should treat us all as equals. There should not be any favoritism.	
Culture	Respect and understanding are also key roles in leadership. Having an uplifting and understanding team of leaders ultimately raises morale, productivity and creates a more positive environment for everyone.	
Culture	Drama is major here. You can't recruit because word in the	
Culture		



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	community about working here is not good.	
EOM	How does someone who has been here for a month get employee of the month and people who have been here for 30 plus years have never gotten it. (x2)	The process for selecting our employee of the month involves managers, co-workers, and residents submitting nominations for staff who exhibit outstanding performance and who uphold our corporate values. Nominations are reviewed by the RWC leadership team. Nominees must have been working for RWC for at least one year and be free of excessive attendance or punctuality occurrences. Managers are not eligible. Employee of the Month Nominations are separate from Star Recognitions. Staff are eligible for star recognition immediately upon hire. You can view multiple years of Employee of the Month Awardees on our Service Hall. RWC encourages all staff to look for opportunities to appreciate each other with nominations for Employee of the Month and Star Recognitions.



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Exit	Do exit interviews for all staff	HR has begun a formal exit interview process in which employees who decide to leave RWC are offered the opportunity to complete a written exit questionnaire and/or to meet with a member of the HR team to answer the exit questions and share any additional thoughts in person. Responses are shared with RWC leaders as appropriate to help our organization to be its best.
Facility	Health Center Rooms need to be upgraded to all private with showers. That will be more appealing for IL residents who are currently resistant to moving when they really need to. It would mean a huge investment in the HC but would keep our community up to modern CCRC standards. (x2)	Private rooms are a great concept for resident quality of life, and a big investment to accomplish in an existing building. As we look at the future of Health Services accommodations, we are certainly exploring how we might offer more private rooms.
Facility	Upgrades needed----- new paint in Health Services areas, new flooring, updated clubroom and HC activity room.	We will consider that for future renovations.
Facility	HC halls need some happy scenery.	We are working on new lighting for the HC halls. After that is accomplished, we will look at the artwork for improvement opportunities.



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Facility	Phone jacks in HC rooms need to be moved --- too close to the bed.	As we do future room renovations, we will explore moving the telephone jacks to a better location.
Facility	Install more lighting out on the houses and cottages. The house #s are very hard to see at night.	We will evaluate how we might make the house numbers more visible.
Facility	We need new vacuum cleaners. The ones we have are 30 years old and very heavy and hard to manage on stairs.	Housekeeping has considered this ordered some new vacuum cleaners.
Food	Don't weigh the salad bar. It's not fair for employees	This is being evaluated.
Food	Some people don't have the money all the time to buy from the grill.	Anyone who is in need is encouraged to let HR or their manager know so we can determine what we can do to help.
Food	More food trucks	We are happy to bring food trucks to RWC more regularly. RWC will treat all staff to food truck options for lunch on Employee Appreciation Day, June 26, 2025.
Food	When the kitchen makes trays for staff during holidays or special occasions, can they make 1 special for the 11p staff to be kept separate until our shift. We usually get the picked over left overs which is not appetizing.	We have made improvements in this process for second and third shift staff. We will continue to evaluate those and make any additional changes needed.



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Food	Been here for 15 years and the food is an embarrassment to the residents and staff in the past 3 months.	We are working very closely with CSG to improve the menus and food quality for residents, staff, and guests in all venues.
Pay	Higher wages (x5)	We are constantly evaluating our pay rates to remain as competitive as we can given our financial resources from which to pay staff. We appreciate staff who willingly take on extra hours and PRN hours to enable us to provide the care and services we should provide, especially on nights, weekends and holidays.
Pay	Give more money to PRN who work Christmas. We work hard to take care of the residents and give them the care they need and they at the one giving the money. Show more appreciation for the PRN. We work weekends, holidays, and last minute call outs to be there in the time of need. I am loving my short hours and don't mind filling in and helping out.	
Pay	Day shift in HC should receive a little more pay.	
PTO	PRN should get PTO time after accumulating a certain amount of hours. (x2)	We deeply appreciate the essential role PRN staff play in our organization. As PRN, you have the advantage of choosing when to work, which offers unique flexibility. If you are currently working or wish to work full-time or part-time hours on a consistent basis, Human Resources would be happy to speak with you about transitioning to a full-time/part-time position with associated benefits.



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PTO	Raise the amount of PTO to match other facilities. (x2) Other locations offer 36 days of combined holiday, sick and vacation to folks who have been there 1 year or more.	We appreciate the suggestions about possible changes or improvements to the PTO policy including those about PTO accrual rates and the PTO process. We will take those into consideration at our next review of the PTO policy.
PTO	Please change PTO back to the way it used to be. (x2)	
PTO	Separate PTO from sick leave. (x2)	
PTO	Be allowed to have mental health days off with pay (working here will stress you out)	
Time	Extend clock in grace time to 7 minutes (x2)	Thank you for the various suggestions for changes and improvements in the Attendance Policy. We recently did a major review and revision of that policy and incorporated many changes suggested by staff. We understand the need for time when emergencies take place, and we balance that with the importance of having staff to provide the care and services we are responsible to provide. We will take these suggestions into consideration when the policy is reviewed next.
Time	Too long to wait 1 year for an occurrence to roll off. (x3)	
Time	Not right to receive an occurrence on the day you can't come to work for being ill.	
Time	Tardy and call in shouldn't be classified as the same thing. Punishment should be different. (x2)	
Time	Stop letting people pick up a lot of extra shifts and then call in or be tardy. It's not fair to the other co-workers that want to pick up days and another thing, I'm concerned that co-workers can call out a lot and nothing is done. One co-worker picks up a lot of days and then calls out or goes into UKG and gets	
Time		



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	someone to fill the shift.	
Time	There should be a limit to how many hours one person should be allowed to work overtime because their regular shifts suffer when that person is overworked.	
Time	There should be an hour break for those that work 12 hour shifts. Even with the 15 minute breaks, a 30 minute lunch break is not enough time to take a “real” break.	
Time	People on flex schedule that are not given attendance bonus – there should be some type of incentive.	The benefit and incentive of flexible scheduling is the flexibility itself.
Time	I think aides should be offered a choice of doing 12 hours shifts. I believe this will help with better opportunities for example having time to go back to school and will help with not getting burned out	We conducted a survey with our HC and ALC aides in 2023 and it was an even split of those who wanted 12 hour shifts and those who do not. Since that time, we have worked with several employees to partner to work 12 hour shifts and are happy to do so for others where we can find partners. We will also conduct another survey soon to gauge current preferences.
Training	At Home aides should be doing POC for their residents on their shift.	We will look into how this might work.



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Training	Meetings should be virtual for those that are off.	Leadership will explore the technology needed to make virtual attendance to all staff meetings possible. For our most recent all staff meeting, a video of the meeting was posted into the SNF Clinic accounts of employees who could not attend.
Training	In house trainings brought in from the outside by another agency/group/individual.	We will consider outside training resources when evaluating training needs.
Training	RWC should provide cell phones for employees to use to complete SNF Clinic training. We could turn them back in at the end of our shift.	RWC offers several computer resources for employees to complete their monthly education through SNF Clinic on site. There are two computers in the employee lounge, computers in the Maintenance office, computers in the Health Center, ALC and Memory Care, and two laptops that can be used in Human Resources. Supervisors are happy to assist any employee with finding a computer to use for continuing education.
Training	Allow RMAs to work within their scope of practice. Examples – give insulin, BS checks	RMAs are performing blood sugar checks and will be trained in insulin delivery when the next case with that need arises.



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<p>Making A Difference Suggestions</p>	<p>Several suggestions focused on making a difference for staff, departments and residents.</p>	<p>We will be reviewing these suggestions for opportunities to include them or build upon those already in action in staff, departmental and resident areas.</p>
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