

A vibrant watercolor illustration featuring a large heart shape in the center, filled with a bright yellow and orange glow. The heart is surrounded by thick, swirling brushstrokes in various colors including blue, green, red, and purple. In the lower foreground, a hand is painted in shades of blue and purple, reaching upwards towards the heart. The overall style is expressive and artistic, with visible brushwork and a rich color palette.

# The Business Case for Kindness

Putting Kindness to Work in Canadian Long-Term Care

We pay attention to our environment and our core values influence every decision we make. This eDocument is intended to share the story of a Canadian Long-Term Care client who bravely embraced the *Kindness Engagement Model* in early 2017 as an organizational culture change initiative. During the COVID -19 Pandemic, it helped shape this organization's language, actions and outcomes. This is their story.

**Kindness Speaks Volumes**

A division of The Organizational Culture Group Ltd.

Vancouver, BC CANADA

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“Care should be the sole focus of the entities responsible for long-term care homes.

Ontario's Long-Term Care COVID-19 Commission Final Report April 30, 2021

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If ever there was an industry in need of **kindness**, long-term care is it.

Over the last twenty years, the demand for long-term care (LTC) in our country has grown. At the same time, the health needs of LTC residents have become increasingly complex. The work to be done is difficult. Increasing regulation by government directs precious time and energy to making sure rules are being met— and away from taking care of residents. Staffing shortages and high turnover make for even more excessive workloads. Spiraling overtime has led to spiraling burnout and a demoralized workforce.

The COVID-19 pandemic only exacerbated these endemic problems. High infection and death rates literally threw a spotlight on LTC's outdated infrastructures, underfunding, and severe staffing shortages. Inquests into the death toll in nursing homes across the nation, like the Résidence Herron in Quebec where only three employees were left to care for 139 residents, have cast a pall over the industry.

Staffing especially has long been recognized as a significant problem. The sector relies heavily on part-time staff, many of them women who are new to Canada and have to work at

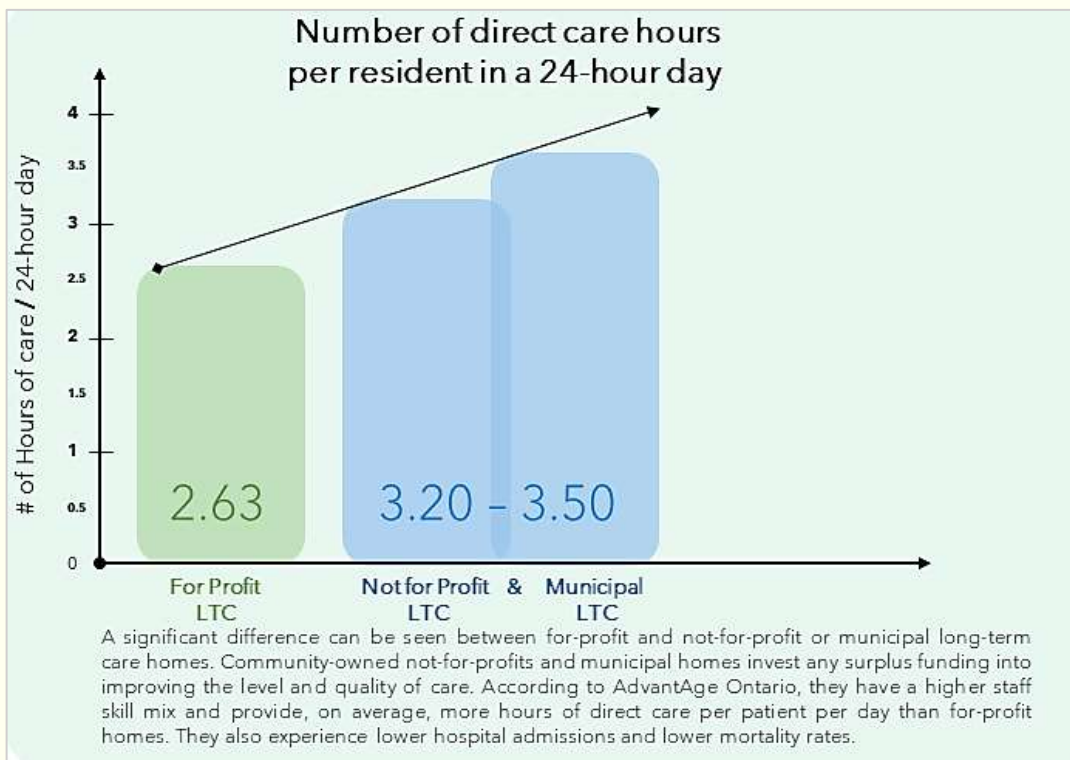
Between  
August 2019  
and August 2020,  
96% of Ontario's  
care homes lost  
one or more RPNs.

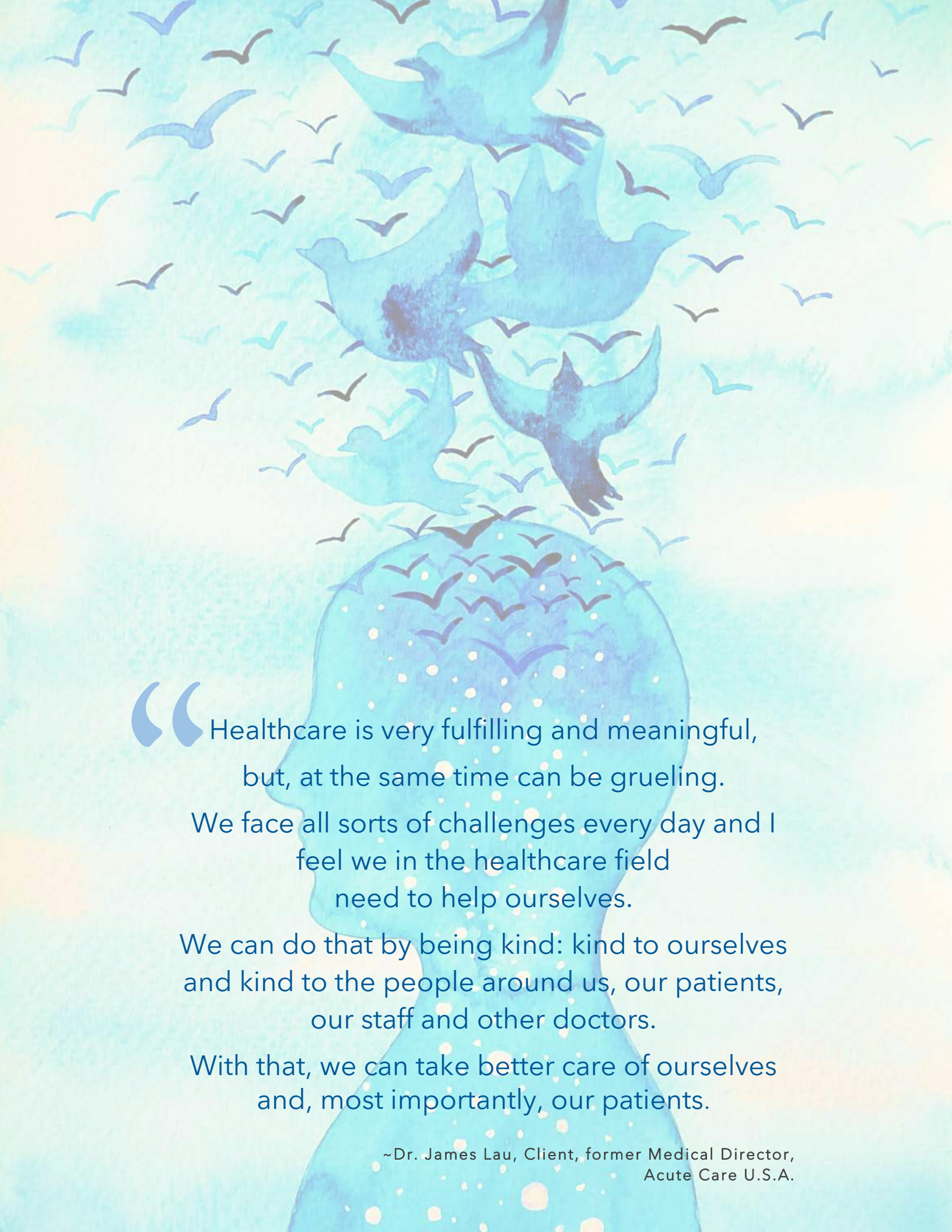
multiple facilities to make ends meet. While the application of pandemic pay has temporarily helped attract and retain personal support workers (PSWs) in the sector, it has also compressed the wage gap with registered private nurses (RPNs). Consequently, nurses are leaving in droves, going to work for hospitals, where they receive more pay and more support, or abandoning the field entirely.



Staff who remain are serious contenders for burnout. Most enter a caring profession because they actually do care about people. Yet how can they be satisfied that they are providing good care when they see residents lined up in front of a television for hours on end? How can they stay energized when their whole day consists of tasks like having to get a resident with dementia who is acting out their aggression or fear out of bed, dressed, washed and ready for the day in five minutes—and do that in a compassionate way? How can they be inspired to come to work—exhausted—when they have to run the gauntlet of anti-vaxxer demonstrations at the front door?

If we are to win back the trust of Canada’s citizens, we need to be doing the right thing—in every moment in every situation—for our staff and the people entrusted to our care. Doing the right thing is a matter of bringing kindness to our work. Why kindness?





“ Healthcare is very fulfilling and meaningful,  
but, at the same time can be grueling.

We face all sorts of challenges every day and I  
feel we in the healthcare field  
need to help ourselves.

We can do that by being kind: kind to ourselves  
and kind to the people around us, our patients,  
our staff and other doctors.

With that, we can take better care of ourselves  
and, most importantly, our patients.

~Dr. James Lau, Client, former Medical Director,  
Acute Care U.S.A.

# We are in the Business of Caring

According to a 2013 survey, when it comes to healthcare providers:

**93%** of people feel their quality of care is negatively affected by unkindness

**90%** would switch providers due to unkind treatment

**87%** believe kind treatment is more important than wait times and cost of care

**82%** are more likely to trust a physician who stresses kindness.

The best places to live and work are where kindness flourishes.

Imagine you are responsible for managing a 200-bed LTC facility. One resident, an 80-year-old gentleman housed in the auxiliary care unit, has just begun his convalescence after hip surgery. You arrive at work one morning to an urgent message from his three children. Their mother, his wife of 54 years, was trapped in a house fire the night before and is now in hospital with severe burns to 80% of her body. She is on life support with limited prospects of surviving the next 24 hours. The children want to take her off life support and they don't want to upset their father and possibly lose both parents. What would you do?

What Leslie Nolin did (in real life) was lead with kindness. She tenderly told the family they could not take that life-and-death decision from their father, whose love had endured all those decades. He had a right to say goodbye to his wife. She stood with them as they broke the news to their father and arranged for an ambulance to immediately take him to the hospital so he could kiss her goodbye. His wife died that night—with her family by her side.

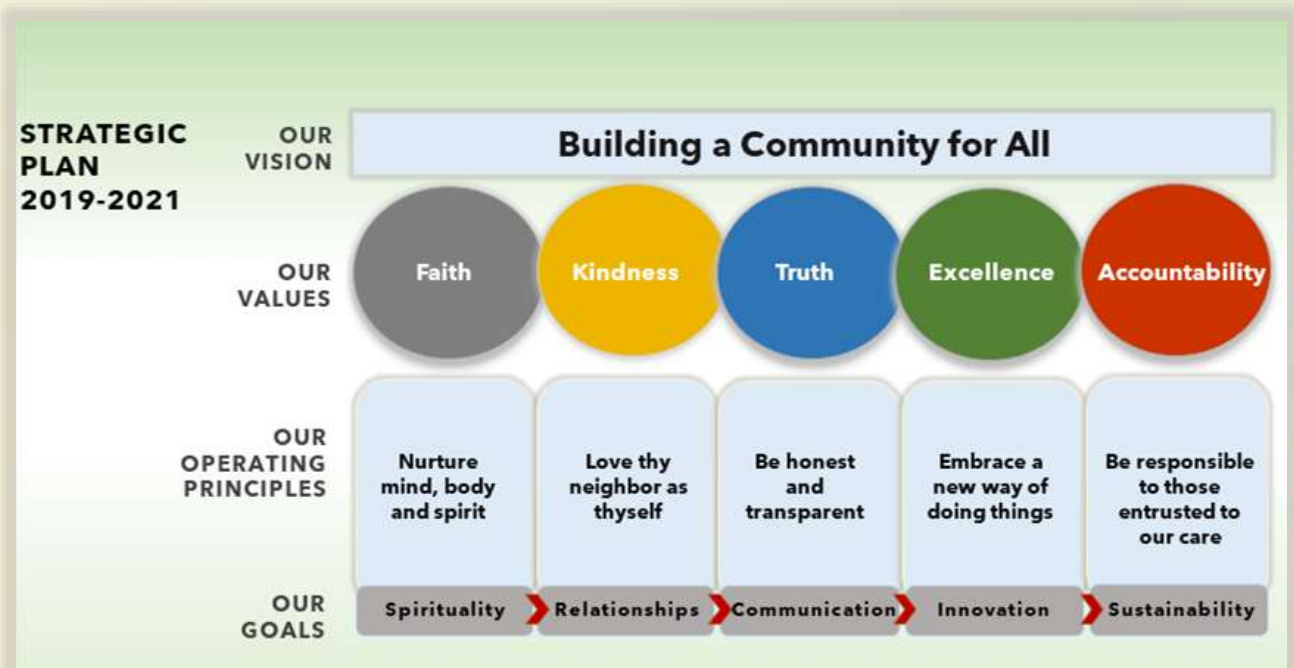
Kindness reminds us that we, as human beings, are here to help our fellow humans. Kindness inspires us to express our mercy and compassion, our care and concern. It is the spark that intentionally creates those vital person-to-person connections that improve patient outcomes and transform a group of strangers into a community. It also miraculously remedies many organizational ills—from bullying, disengagement, and burnout to low morale, ineffective collaboration, and high turnover. Kindness, wherever it lives, is at the heart of caring.

# Kindness Lives Here

In spite of COVID, Fairview Parkwood Communities, (FPC) a registered non-profit in Ontario, has many reasons to be thankful. CEO Elaine Shantz chalks up the organization’s success in the last three years, in part, to two very deliberate decisions the leadership team. One, to operate with a business model, spend wisely, create efficiencies, and then designate any surplus to new programs. And two, to identify the organization’s core values and focus everyone on them.



In November 2018, FPC’s board of directors hired Ms. Shantz to take over when the previous CEO retired. Viewing this as a calling, she intentionally focused on ensuring the future sustainability of the not-for-profit. FPC exists to help older persons retain their lifestyle in a “safe and kind environment” in which their physical, mental, emotional and spiritual needs, including their sense of dignity, can be met, regardless of their financial resources. To this end, their two campuses provide a variety of care options—from long-term care and retirement living to independent living and active living programs—to seniors in the Region of Waterloo.





## Kindness is built into our culture, deliberately fostered, invested in, supported, recognized, and rewarded.

When it came to planning for the future, Elaine anticipated that kindness and relationships would be strategically important. But first, she needed to get to know this faith-based organization and its people.

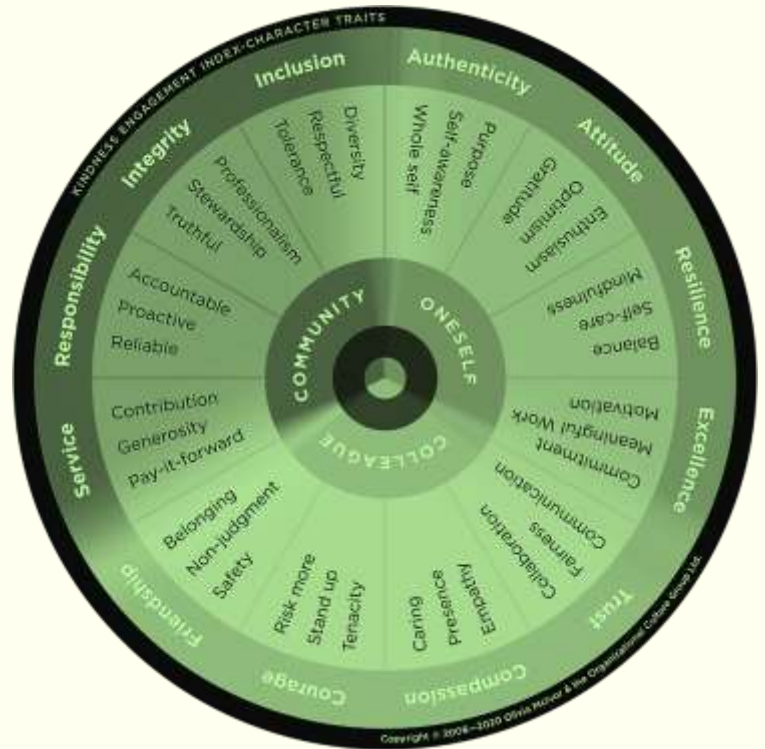
During her first few months in the CEO role, she was privileged to be able to interview the leadership team, run focus groups with residents and their families, and then redefine the organization's five core values—faith, kindness, truth, excellence and accountability—with the board. The leadership team and board introduced operating principles to bring these values to life and, from there, set out five clear goals related to spirituality, relationships, communications, innovation and sustainability. These principles and goals informed the standards of excellence against which everyone would be measured.

Ms. Shantz engaged Olivia McIvor and Leslie Nolin of The Organizational Consulting Group (OCG), whose package of materials on kindness was the most comprehensive on the market at the time, to undertake a benchmark Kindness Literacy & Engagement Survey. Anyone who completed the confidential online survey was invited to visit Elaine in her office to pick up a chocolate and a **be kind™** button. This not only gave the new CEO insights into the culture: it also gave her a unique opportunity to meet individuals from across the organization face to face. Responses from the 124 participants revealed that kindness was definitely present at Fairview Parkwood, but it wasn't necessarily imbued in practices and processes.

“ How do you nurture kindness as an organizational capability? Launch a Kindness Initiative that considers people's limited attention span and that leverages people who are willing, eager and able to have fun with bringing kindness to work.



The real work to cultivate a culture of kindness was in encouraging everyone to really reflect on how they were being kind to themselves, their colleagues, and their community as they went about their day.



The Kindness Engagement Model is based on two decades of research, thousands of client survey respondents, and program participation.

In early 2019, the board approved the launch of the Kindness Initiative as part of FPC’s three-year strategic plan. As Marion Good, board chair, explained, “We wanted to enrich and amplify the kindness that was already present in our culture. Our objective was to have kindness affecting all that we do, the decisions we make, and the language we use.”

In-person training began with the board of directors, the leadership team, and a first group of mentors. Taking into account people’s time constraints and limited attention spans, Ms. McIvor used a micro-learning approach to share the four foundations of kindness and its 12 character traits. Each participant was given a guidebook, as well as access to short videos, PowerPoints, and supplies of kindness journals, posters, and card decks, to support them in sharing with others at FPC what they had learned about kindness. Foundational concepts came in bite-size multimedia. Behavioral adjustments became “nudges”, small interventions that could maintain freedom of choice, but which would steer people in a particular direction.

This first cadre of Kindness Mentors quickly discovered where work needed to be done. It was not in encouraging token or random acts of kindness. Nor was it in helping monitor and track how many kind things people did for others in a day. The real work to be done to cultivate a culture of kindness was in encouraging everyone to really reflect on how they were being kind to **themselves**, their **colleagues**, and their **community** as they went about their day. The opportunities to engage in this were limitless.

“ Of course, it is tougher to choose kindness when things aren’t perceived to be going well.

Take the situation in which a manager must let someone go. That manager could have made the decision with the intention to be kind to everyone concerned and still be perceived by the employee’s team members as being unkind. A Kindness Mentor could point out a few things to the rest of the team, such as:


- Remember that we are all innately kind.
- You don’t have the whole picture: you don’t know why or how the person was let go or how they have affected others.
- You can choose not to be judgmental.
- You can choose how you will listen.
- You can direct empathy at the person being let go.
- You can acknowledge the courage of the person letting them go.

The language of kindness began to be reflected back to the board, not just in conversations, but also in reports about decisions being made on the frontline of care.

*“This was the kindest approach we could take in this situation.”*

*“We did this to be as kind as we possibly could, even though we couldn’t meet their requests.”*

By the end of 2019, Fairview Parkwood was putting the value of kindness into practice. When the pandemic hit in 2020, everyone—staff, families, volunteers, the leadership team and board members—began preparing for the worst. They set aside any differences, came together, and worked hard to keep residents and each other safe. Many went above and beyond the call of duty to make the right decisions and to be kind.



“ Having a culture of kindness  
prepared us for COVID.

Kindness provides strength in crisis.  
It removes barriers and reminds us  
we are all in this together.

Elaine Shantz  
CEO  
Fairview Parkwood Communities

# Fairview Parkwood and the COVID Crisis

At the outset of the crisis, many institutions were struggling to get supplies of Personal Protective Equipment. Ms. Shantz, through connections she had at her previous employer, heard about a last-minute opportunity to purchase PPE in bulk for a group of organizations and have it shipped to Canada direct from China. The window of opportunity wouldn't allow her to do complete due diligence on the opportunity. She had less than 12 hours to get the board to sign off on making a significant investment without knowing whether it would work or not. The board's response: "Do whatever you think is necessary to ensure the staff are safe, secure, and protected for whatever is ahead. We trust your decision." That trust set the tone for how things were handled across the organization from that moment forward.

“We know you are frightened. And we thank you for coming to work when you are well – and for staying home when you are not.

Elaine Shantz

FPC announced to their long-term care workers that, if they committed to work at Fairview or Parkwood, they would be guaranteed all of the hours they would have worked at various other facilities. This was even before the directive from the Ministry of Health came out declaring that LTCs had to work at only one facility. So many took advantage of the offer that FPC, unlike the majority of other LTC facilities in Canada, didn't have to use an agency to hire talent. (In fact, they had enough staff to eventually start new programs.) However, extra COVID-related precautions increased the workload of all frontline staff, many of whom still had to manage the care for residents with dementia who are often confused and, at times, unknowingly abusive.

People in the caring professions tend to put others before themselves, especially in crises. During COVID, everyone did the extra things that needed to be done. That meant they were at even greater risk of burnout and compassion fatigue. Fortunately, the Kindness Initiative at Fairview Parkwood had created awareness that, like the safety films on airlines advise you to put your mask on first, you will be better at work if you take care of yourself first.

Ms. Shantz began sending out short videos every week with a message: "We know you are frightened. And we thank you for coming to work when you are well—and for staying home when you are not." A retired occupational health and safety nurse was hired to follow up on every staff member who phoned in sick to find out how they were doing and determine how long they would have to be off work. If someone chose to work during their vacation, they could be paid out for a portion, but it

was important for them to take time off as well. This applied to members of the leadership team, who also hesitated to take time off in the crisis.

At the request of the first cadre of Kindness Mentors, a second group of mentors was trained by Olivia over Zoom and quickly engaged. According to Elaine, "That second group of mentors really pushed us to go from aspiring to a culture of kindness to actually practicing it. They helped us make real headway in the on-the-ground struggles we were having about how to interpret whether a particular decision or action was kind or unkind. Because not everyone interprets things in the same way. And kindness is contextual: what might be kind in one situation could be unkind in another. Our mentors literally cut through all this confusion by tying one question into our decision-making processes: 'What would kindness do here?'"

Staff soon realized this organizational culture allows them to be kind to themselves and take time off when they need it to rejuvenate themselves. It allows them to set boundaries. It allows them to share their honest opinions and justify their choices. Being kind to themselves is about being personally responsible for bringing their best self to work. The following stories and programs demonstrate how that self-kindness is rippling through Fairview Parkwood Communities.

“What would  
kindness do here?  
Just asking that simple question  
changes what we do and how we act.

# Kindness Speaks Volumes

The infographic consists of four numbered boxes, each with a title, a brief description, a memory aid, and a quote. Box 1 (blue) is titled 'We Are Innately Kind' and includes the quote 'Find Your Kind'. Box 2 (orange) is titled 'Kindness is Good For You' and includes the quote 'Stay Above the Waterline'. Box 3 (dark blue) is titled 'Cultivate a Kind Character' and includes the quote 'What Would Kindness Do?'. Box 4 (green) is titled 'Everyone Is A Leader' and includes the quote 'Let Something Good Be Said'.

- 1 We Are Innately Kind**  
Identify what kindness looks, feels and sounds like in your working environment & what it is to you.  
Memory aid:  
**"Find Your Kind"**
- 2 Kindness is Good For You**  
Distinguish between kind & unkind messages & how they impact the working environment.  
Memory aid:  
**"Stay Above the Waterline"**
- 3 Cultivate a Kind Character**  
Discern the 12 traits of kindness; Identify your strengths & opportunities in the three domains of self, colleagues & community.  
Memory aid:  
**"What Would Kindness Do?"**
- 4 Everyone Is A Leader**  
Recognize the importance of balancing the ratio of positive to negative verbal & non-verbal cues; start affirming notably kind behaviors to give them life.  
Memory aid:  
**"Let Something Good Be Said"**

The Foundational Principles of the Kindness Speaks licenced program

## Changing the Vibe

Amy K.  
Program Coordinator & Kindness Mentor (Fairview)

When the kindness training was first introduced, some of the staff questioned why it was felt people needed such training. They already were kind. Others were resigned that nothing in the relationship between frontline staff and management would change. I believe it doesn't hurt to try something new and there is always room for improvement.

Change is what we have seen a lot of in the last couple of years. Management shifts. COVID disruptions. We have had a lot of difficult tasks put on us during these crazy times. It's been especially heartbreaking to see so many residents, sad and lonely, declining because of pandemic-related periods of required isolation and distancing from family/friends. Plus we face so many challenges outside of work as well. I used to say to the Program Team, "All we can do is try." Now, when I'm talking about a difficult situation, they start telling me, "All we can do...".

“You want to look forward to coming to work and try to make sure everyone has a great day.”

I truly feel that the Kindness Initiative is looked at in a different way now. Part of that has to do with the way the kindness education has been shared through the committee and supported by management. Even now there can be a lot of stress on the floor. But there is a more positive vibe. You hear a lot more laughter, some of it even hysterical. I think staff feel more heard, supported and appreciated because of the kindness training, especially when we focus on self-care. There will always be some doubters—but all we can do is try.

## Feeling Empowered

*Alexandra G.*  
*Personal Support Worker*

During the day, we can have a nurse, three or four PSWs, and a recreation staff member on the floor, all doing a variety of tasks related to providing direct care for our retirement home residents. I normally give hands-on care to prepare them for breakfast or dinner.

One day, a new resident was being shown around the facility and introduced to people. The person leading the tour got to me, couldn't see my name tag or my face because of the mask, and said, "This is staff..." and continued on. That, to me, didn't feel quite right. I wanted respect: even if the tour leader couldn't read my badge or see my face, she could refer to my position. That would help establish a more human connection, not only between us, but also with the new resident, who would, after all, have to develop a relationship with me at some point.

“What I do and how I behave matters—and has an impact on the whole community. That's why I know it's worth being kind.

Because of the Kindness Initiative, I have more confidence to speak candidly with my colleagues at work. And so I reached out to the tour leader by email, referred to the principles of honesty and authenticity from the Kindness Speaks! Program, and asked her, in future, to refer to me by my name or, at least, by my title as a personal support worker. She apologized and promised to honour my request and be respectful of myself and the other PSWs. She has been true to her word. And that makes me feel I can trust our team.



# Saying Goodbye

Rev. Alan C.  
Director of Spiritual Care

Tradition has it that FPC residents leave through the front door, rather than go “out the back”. Whenever someone dies, we hold a little ritual to honour their exit from the building. Our staff clean the body before the funeral home attendants arrive. We provide them with a quilt with a dove design stitched onto it to cover the body bag. Staff form an “honour guard” to follow the person on the gurney out to the front door, and I, as Chaplain, lead the procession out of the building. Before we exit, a staff member or I say a prayer—either religious or secular, depending on the resident—to acknowledge a life well lived and to honour their passing.

“Death is part of our life together—and here too we practice kindness.

On this particular day, the gentleman we were honouring had been ill with dementia for several years. His family, who had been at the bedside for his death, were encouraged by the staff to join them at the front desk. We gathered, acknowledged the grief, gave thanks for his life, and commended him to God’s mercy. The family was delighted with this expression of our love and respect and the dignity with which we accorded their relative. One of the staff who witnessed this goodbye was so touched by how many staff had gathered with the family and by the respectful and dignified way in which we had honoured him, that it brought her to tears. She went home and told her husband that it was one of the kindest things she had ever seen—and the highlight of her day.

# Connecting Virtually

Joanne G.  
Volunteer Coordinator and Kindness Mentor (Parkwood)

In these challenging times, technology helps us make meaningful connections. I remember facilitating a FaceTime™ call between a resident and their loved one: I was there to repeat what was said to be sure the resident understood the conversation. It’s not every day that I get to be part of something that makes a difference for everybody involved. I could feel the genuine connection between these two and the love they shared. The smiles on their faces reminded me how important it is to be seen and heard by others, even if it is virtually.

“We asked, ‘When the lockdown began, how did COVID affect you personally?’ Amazingly, everyone—residents & students alike—had similar responses. We were all resilient, each in our own way.

That applies not only to our family and friends, but also to strangers. A student from a local high school applied to do her co-op placement at Parkwood. Knowing how important beginnings are, I had a conversation with her on the phone about our protocols and what she hoped to get out of this workplace learning experience. At the end, she asked me when her formal interview would begin. I told her, "We just had it." As she navigated her co-op work placement, our Kindness Mentors and staff assisted her to feel welcome, confident and respected. During her work term, she was also able to experience the wonderful JAVA Music Club with the residents.

During May and June 2021, we used Zoom to connect long-term care residents at Parkwood with 21 students from Wilfrid Laurier University's "Spirit in Community" course in a program called the JAVA Music Club. These virtual meetings were part of a project being run with the university and the Schlegel Research Institute in Aging. Over the course of four weeks, young and old shared their stories, their music, and their emotional fortitude with each other. I could see many of the 12 Traits of Kindness in action in this virtual village: people were inclusive, authentic, curious, truthful, generous. For instance, in response to our lockdown question, people talked about how they were feeling, what they did to pass the time, how they experienced the isolation. Age, location, and situation didn't matter. Everyone could see we had all been resilient, each in our own way.

## Sharing 25 Days of Kindness

*Albert W.  
Resident*

At the end of November, a display announcing December's "25 Days of Kindness" campaign appeared by the coffee corner. Each day in the display suggested an act of kindness: "Write a thank you note". "Forgive someone—even if it is hard to do so." "Try not to complain today." "List three things you are grateful for." "Ask someone how you can be of support to them in the new year." "Hold the door open for someone." "Keep track of how many people you can make laugh today." "Read a story to a senior or a child." "Change a criticism into a compliment."

I took a picture of the display and, after looking at it, decided to use it to make my Christmas cards. I sent them to my 10 grandchildren along with a note saying I would be interested to hear about their experiences with practicing kindness when we gathered during the holiday for our family gift exchange.

Of all the interesting experiences my grandchildren shared, what struck me most was that of the one who had a habit of interrupting people. Her act of kindness was to try a whole day of listening without interrupting. She told me that, not only had it made her aware of how annoying interrupting can be. It had also been a good start to being conscious about when she should be listening.

“Change a criticism into a compliment.”

# Permeating a Culture

Kindness is top of mind at Fairview Parkwood—and not just because of the **be kind buttons™**, the Kindness posters, and the monthly events of the Kindness Committee. Kindness pops up everywhere.



## A Day in My Shoes

A job shadowing program to be launched at Fairview in 2022 to help co-workers appreciate each other more. A dietary aide, for example, will follow a personal support worker for a day, then share their experiences with other dietary aides. Everyone is busy; everyone works hard. Understanding the challenges your co-workers face day in, day out can make it easier to be kind to them.



## Kindness Boards

Places in each facility where the Kindness Committee can post information and questions about one of the 12 character traits to focus on each month. Staff and caregivers share their answers to the questions by writing them on the board.



## Kindness Huddles

Five to ten-minute staff huddles on the floor (at nursing stations or in the dining room) to share positive talk, often in the presence of residents. These monthly micro-doses draw from the kindness program materials and can link to something the Kindness Committee is starting (like the Self-Care Calendar).



## Kindness Buddies

An onboarding program started specifically to improve staff retention. Every new hire is paired up with a Kindness Mentor to help them feel welcome during the first few months and get oriented to the ins and outs of the operation.



## Kindness Wednesdays

A series of “kindness huddles” and fun events held at Fairview on the last Wednesday of each month, marked by mentors wearing their blue “Kindness Speaks!” shirts. Activities range from “thank you” candy grams and Bell’s “Let’s Talk Day” to BBQ lunches and flower planting around the building.



## Spread Kindness

Donations to this benevolent fund are disbursed in strict confidence to staff who are in financial distress and need assistance during a life transition or emergency. Assistance often takes the form of grocery cards and childcare.



## Kindness Trees

An open gift exchange to ensure every resident gets their wish at Christmas. Most wishes are quite humble: a pair of warm socks or a bottle of lotion. Staff and the broader community at large respond by purchasing, wrapping and placing these gifts under the trees.



## Virtual Village

A three-year experiential learning program, funded by the federal government and run in partnership with Wilfrid Laurier University, to facilitate collaborative learning and the development of meaningful virtual relationships between university students and older FPC residents. Students are hired as facilitators to provide recreational programming and social interactions with isolated residents. Residents also connect remotely with Laurier students in courses involving community service-based learning components.



## Walk the Kindness Way

A marathon walk, supported by the FPC board, families, staff, service partners and community churches, to raise funds for wellness. Teams from both Fairview and Parkwood walk the forty-two kilometers of trails that connect both facilities over the course of two days. Funds from the first annual walk were used to cover COVID-19 costs; future walks will go into establishing Wellness Gardens, peaceful places for people to reflect in nature, at both homes.

# A Future with Kindness

95%

of respondents intentionally increased the number of acts of kindness they performed a week

68%

embedded multiple acts of kindness into their daily life and work

3.86-4.0

increase considering the instability of lockdowns ...changing protocols... social distancing and quarantines.

The **Highest**

increase was in **kindness to self**, especially in terms of attitude & resilience.

In March 2021, Fairview Parkwood conducted a follow-up Kindness Literacy & Engagement survey. The index moved from 3.86 to 4.0 points, a sizeable increase considering the instability and turbulence caused by lockdowns, staff adjustments, changing health protocols, social distancing and quarantines.

Ninety-five percent of respondents intentionally increased the number of acts of kindness they performed a week. Sixty-eight percent embedded multiple acts of kindness into their daily life and work. Progress had been made in all areas of kindness (kindness to self, colleagues and community) and in all 12 character traits. Growing awareness of diversity issues produced a solid increase in inclusion. Most notable of all: the highest increase was in **kindness to self**, especially in terms of attitude and resilience.

What this non-profit has done well is create a kind environment for employees and residents. An environment in which people know that who they are and what they do matters. A place where they are valued, respected, and heard. A place where everyone is held accountable for doing what is kind.

Indeed, kindness is definitely front and center in Fairview Parkwood's identity. And that sets them apart in the community

and the sector. Families are more accepting of tough rules when they are applied with kindness and compassion. Wait lists for residency are long. Fresh, young talent continues to be drawn to the organization. Some people even refer to Ms. Shantz as "The Kindness Lady".

As the need for long-term care beds and for affordable housing for older adults of modest and middle income in the region continues to grow, Fairview Parkwood's Kindness Initiative and its reputation for kind, quality care have given it a competitive edge and widespread community support. That identity played a part in the Ontario government's recent decision to approve a project to renovate the existing Fairview home and add 108 new beds. This expansion will provide equitable access to designated Francophone LTC beds. FPC's board has also committed to an independent

living/affordable housing project in the region of Waterloo. They kickstarted fund-raising for the affordable housing portion of a six-story, 90-unit apartment building with a \$1M donation and are inviting the community to partner with them to raise the remaining \$6.5M.

We live in truly challenging times. No one can know what tomorrow will bring. But, as Elaine says,

“ Kindness will prepare us  
for whatever is coming our way.



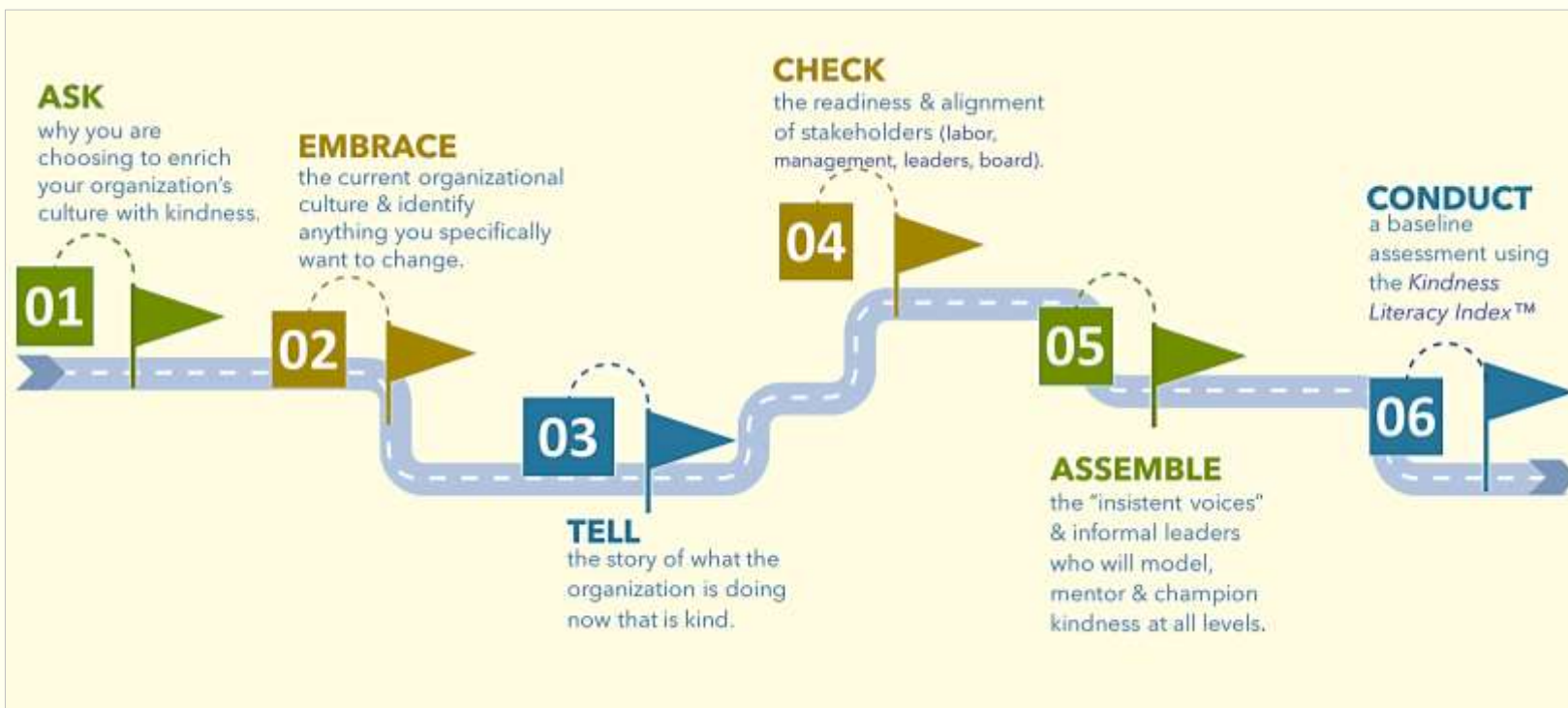
Fairview Parkwood Community's Kindness Mentor team

# Operationalizing Kindness

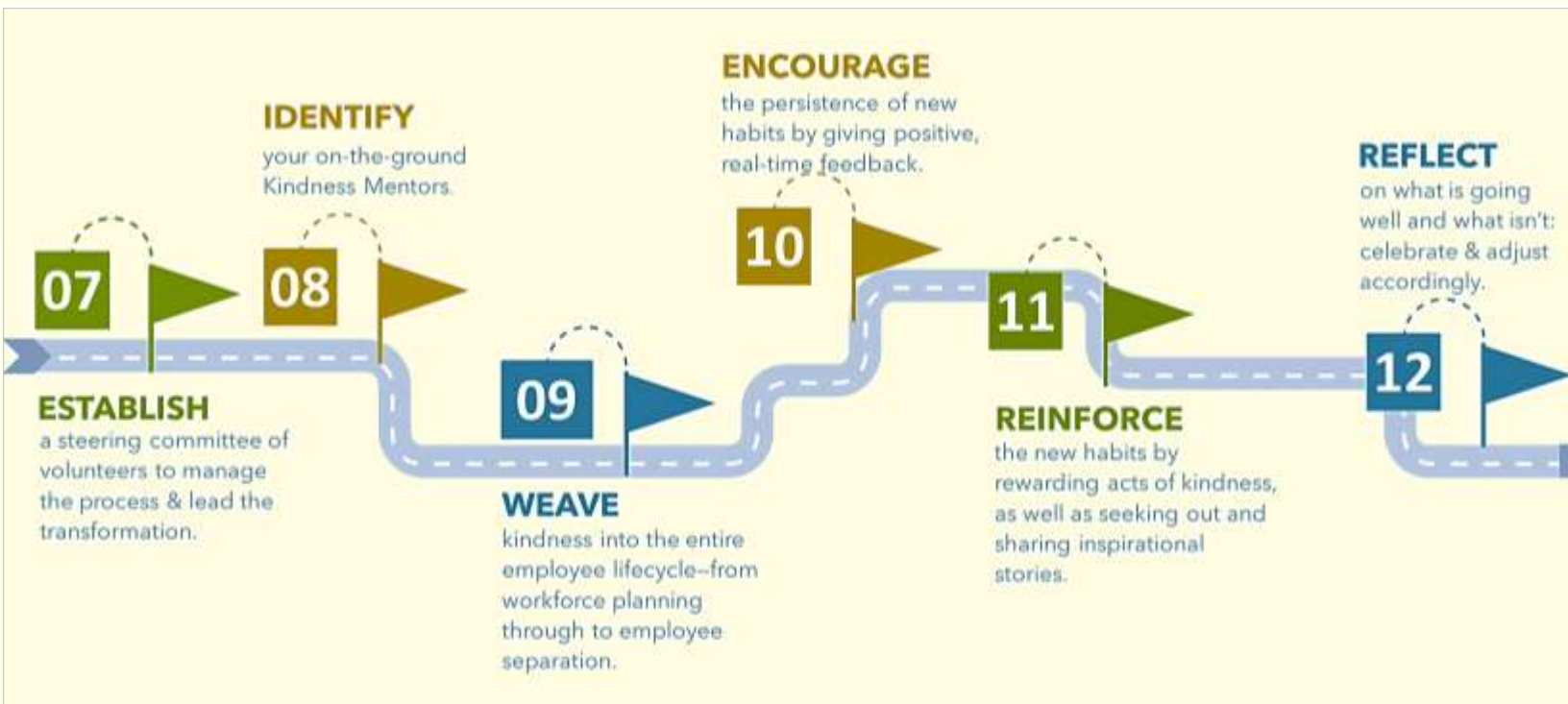
It's not about performing random acts of goodwill. Nor is it about "acting kind". It is about being "kindness in action", day after day.

The *Kindness Speaks Volumes* process gives people the tools they need to do just that. This licensed program is easy to understand and empowering to practice and it transcends barriers of language, gender, race or role. The program's three coordinated components—kindness to self, kindness to colleagues, kindness in community—increase people's awareness of what it is to "be kindness in action" in every moment, in every situation.

Since 2011 we have encouraged leaders to use our 12 step Blueprint to start the conversation with their stakeholders about embracing kindness as a formal operational process.



“ Let us help you create a customized road map.



Edited from, *Enriching Your Culture with Kindness Blueprint* © 2021 the Organizational Culture Group Ltd / Olivia McIvor



# Co-Founders and Kindness Champions



**Olivia McIvor**, co-founder of The Organizational Culture Group, Ltd. is (surprisingly!) not “the kindness lady”. She is a woman who simply abandoned early career advice that said she could not wear her heart on her sleeve and became a self-declared student and practitioner of kindness.

Olivia shares what she has learned about the practice of kindness and building collaborative relationships through keynotes, social research, and workshops. Her three books (*Four Generations, One Workplace; I SEE YOU;* and *The Business of Kindness*) combine insights from her practical experience in managing and consulting in the corporate world for 35+ years with her ongoing original research. As a mother, grandmother, and coach, she is committed to leaving this planet a kinder place.

“ I don’t do this work because it is easy. In fact, it is the hardest thing I’ve ever done. I do this work because I know we must build more consciously kind and collaborative relationships at work and in life if we are ever going to succeed as a species on this planet.”



**Leslie Nolin**, co-founder of The Organizational Culture Group Ltd., is committed to helping leaders help their people. As a registered nurse, she worked extensively in pediatrics, neonatal ICU and Alzheimer care before taking on middle management and leadership roles in long-term care, palliative care, and care delivery education. Today, she operates as a ‘triage nurse’ for organizations with vulnerable cultures.

Two decades ago, this multi-talented woman fell under the spell of the training and development world and chose to forge a new career path in the research and publishing world. Most recently, Leslie, who began publishing Olivia’s original research in 2003, co-created the *Kindness*

*Speaks Volumes* learning products and processes.

“ I am a devoted to this work because I have seen the difference it makes in the lives of residents, patients, families, and professionals in the field. My hope is that we all learn to take more seriously the need to be constant care givers in the world. There would be far less suffering globally if we did.”

A vibrant watercolor illustration featuring a large heart shape in the center, filled with a soft yellow and light orange wash. The heart is surrounded by thick, expressive brushstrokes in a variety of colors including blue, green, red, orange, and purple, creating a sense of movement and energy. In the lower-left foreground, a hand is painted in shades of blue and purple, reaching towards the heart. The background is a mix of these colors, with some areas showing small white dots, suggesting a starry or textured effect.

## Kindness Speaks Volumes

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