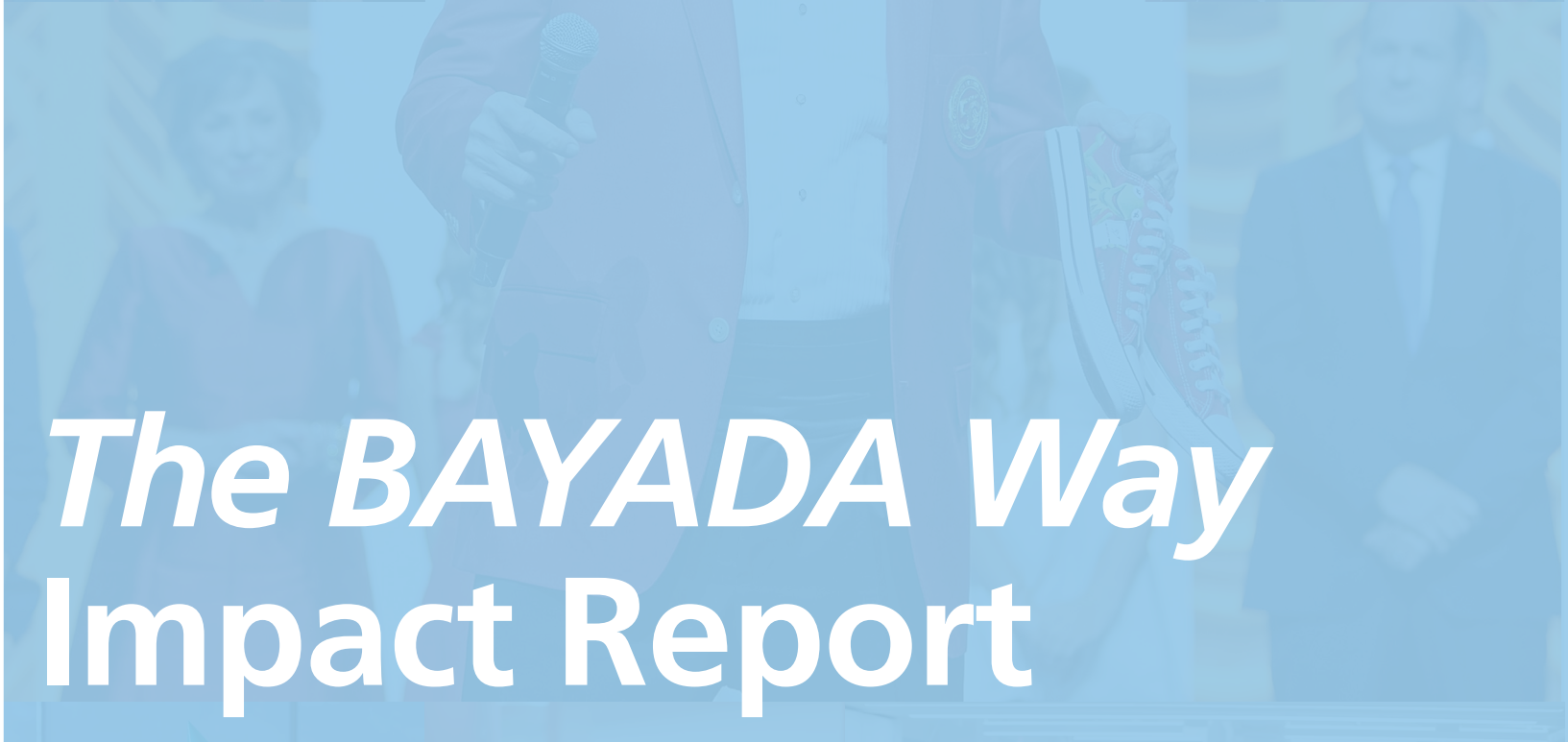
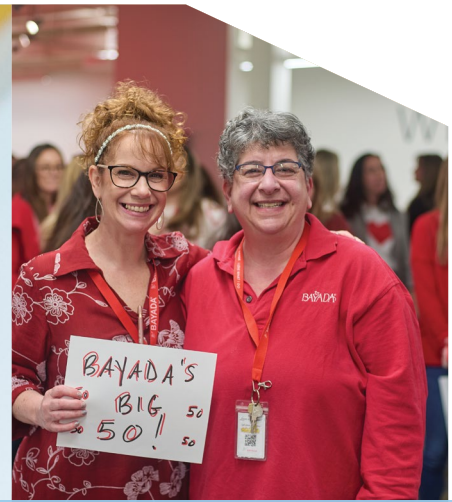




The BAYADA Way Impact Report



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WHO WE ARE AND WHAT WE DO

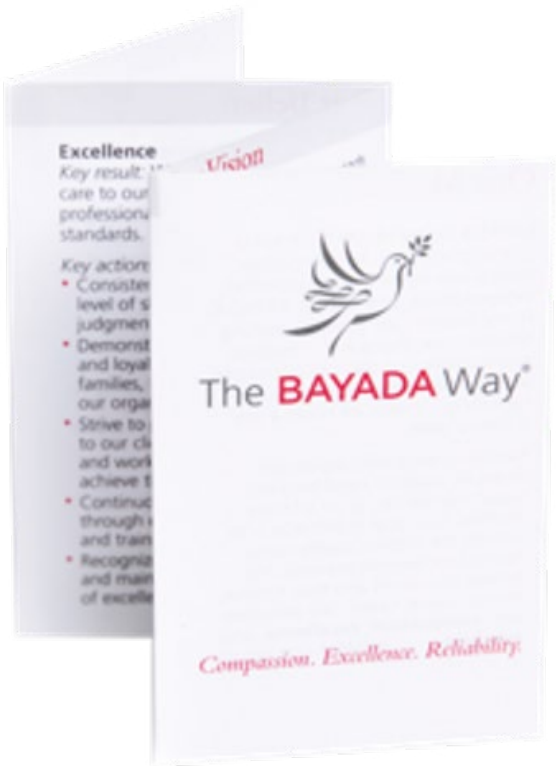
A Legacy of Excellence

THE BAYADA WAY®

BAYADA has a special purpose: *to help people have a safe home life with comfort, independence, and dignity.* BAYADA provides personal care and companionship, short-term nursing and rehabilitation, adult and pediatric private duty nursing, hospice, habilitation, and autism therapy services.

At the heart of our work is *The BAYADA Way*, the foundational principles of our caring culture and the guiding force behind everything we do. As our collective core philosophy, *The BAYADA Way* keeps us together yet sets us apart. It is the light that shines within each of us—a spirit that connects us to each other, a spirit bigger than ourselves. It helps guide us in providing excellent care and support to people in need with compassion, excellence, and reliability.

In January 2019, BAYADA made an unprecedented move to secure our future by transitioning to a nonprofit organization. This move allows us to ensure our collective commitment to *The BAYADA Way*, so that it will survive and thrive for generations to come.



To read more about *The BAYADA Way* visit bayada.com/the-bayada-way or scan the QR code



Message from the CEO



David Baiada
CEO, BAYADA Home Health Care

As we look back on 2025, I am filled with gratitude and pride—along with a deep sense of responsibility—for the accomplishments and milestones that defined BAYADA’s 50th anniversary year. This year honored five remarkable decades in our history and strengthened the foundation for what comes next as we continue advancing our vision of caring for millions of people worldwide. Guided by *The BAYADA Way*—our mission, vision, beliefs, and values—we remain steadfast in our commitment to helping people live safely and comfortably in their own homes. Everything we do is driven by this purpose, and 2025 was a testament to that dedication.

In 2025, we were privileged to care for 230,671 clients. This was nearly a 7% change from 2024, as we expanded our reach and brought exceptional care to more individuals and families in need. We opened 11 new offices and continued to grow thoughtfully in communities where the need is greatest. At the same time, we invested in our employees—strengthening training, recognition, and support—because delivering care with compassion, excellence, and reliability depends on people who feel valued, equipped, and connected.

This year also marked a defining leadership transition. We announced Bryony Winn as BAYADA’s incoming CEO in 2026. I feel real optimism about what this means for our future. I also want to share something personally: I’m not stepping away from this mission. I’ll be joining the Board to continue supporting BAYADA’s long-term stewardship and to work alongside Bryony and our leaders. Together, we will strengthen the organization for the next era of care at home. My title may change, but my commitment will not. This has been my life’s work, and it will remain my life’s work—helping ensure *The BAYADA Way* endures for generations.

I am deeply grateful to everyone who contributed to our success in 2025—our clinicians, caregivers, office teams, and support professionals, as well as our referral partners, payers, legislators, and donors. Most importantly, I extend my heartfelt thanks to our clients and families for entrusting us with their care. Together, we will continue to make a difference for generations to come.

Onward,
David Baiada

Message from Founder and Chairman



J. Mark Baiada
Founder and Chairman
BAYADA Home Health Care

As we celebrate BAYADA’s 50th anniversary, I reflect with gratitude on the incredible journey that has brought us to this milestone. In 1975, I started BAYADA with little more than my savings, a single office in Philadelphia, and a deeply personal passion for helping people live safely and comfortably in their homes. This desire was born from witnessing the profound impact of care at home when my grandmother lived with our family. This experience shaped my belief in the power of care at home—a belief that remains the cornerstone of our mission today.

In those early years, we faced many challenges, but our commitment to compassion, excellence, and reliability helped us earn trust and grow. While we have flourished to become a national leader in home health care, as well as bringing the highest quality home health care to our clients across the globe, one of our most significant milestones came in 2019 when BAYADA transitioned to a nonprofit organization. This decision reflected the very essence of *The BAYADA Way*—our guiding philosophy that defines how we work, in spirit and in action. Becoming a nonprofit ensures that our values endure, allowing us to reinvest in our mission, our employees, and clinical advancements while safeguarding the continuity of care for our clients.

I am profoundly grateful to the generations of BAYADA employees—past and present—who have brought our mission to life. Your dedication has touched millions of lives and built a legacy of care that inspires hope in the communities we serve. And to the clients and families who have invited us into their homes, I am deeply humbled by the trust you have placed in us over the past five decades.

Looking to the future, I am proud that the spirit of *The BAYADA Way* is still alive, and I am confident that the BAYADA community will continue to build on this legacy, bringing hope and healing to even more individuals and families for generations to come. Thank you for being part of our journey.

I would also like to express gratitude to the individuals and teams who supported this publication. Thank you for your work and contributions to bring this report to fruition.

With gratitude and hope,
J. Mark Baiada



THE NEXT CHAPTER OF BAYADA'S LEADERSHIP STORY

In November 2025, BAYADA began an exciting new chapter in our journey: Bryony Winn was appointed the next Chief Executive Officer (CEO) of BAYADA Home Health Care. Bryony is the first non-family member to lead our organization in its 50-year history.

With a career dedicated to improving how the health system works for individuals, families, and caregivers, Bryony brings deep expertise in tackling some of health care's most complex challenges—from access and affordability to equity, outcomes, and frontline support. Most recently, she served as President of Caredon Health, part of Elevance Health, leading more than 8,500 associates serving nearly 100 million Americans nationwide. She has been recognized by Modern Healthcare as one of the Top Women Leaders in Healthcare and named among Pearl Health's Top 50 Value-Based Care Thinkers.

As Bryony assumes this role, David Baiada will conclude his remarkable eight-year tenure as CEO by joining the BAYADA Board of Directors and serving as senior advisor to the incoming CEO.

Bryony will officially join BAYADA on March 2, 2026. We look forward to welcoming her into the BAYADA family and, together, building on our mission to help people live safely at home with dignity, independence, and comfort—driving positive impact for the years ahead.



"We set out to find a leader who could help shape the next 100 years of BAYADA. Someone who truly understands what makes BAYADA special. Bryony is that leader." ~Founder and Chairman Mark Baiada



"I've never come across a company more aligned with my worldview than BAYADA Home Health Care. The more I learned about its values, philosophy, history, people, and the extraordinary impact it has on health—across the country and around the world—the more I knew it was the right place for me. I'm truly honored to be joining BAYADA as its next CEO." ~Bryony Winn



EXECUTIVE LEADERSHIP TEAM

David Baiada CEO	Heather Helle President & Chief Operating Officer
Mike Berry President of Global Support Services	Eric Thul Chief of Staff
Rob Edmund Chief Administrative Officer and Corporate Secretary	Nora Triola Chief Clinical Officer

*As of December 31, 2025



BOARD OF DIRECTORS

J. Mark Baiada Founder and Chairman, BAYADA Home Health Care	<i>“I am on the BAYADA Board to make The BAYADA Way come true. BAYADA is a powerful spirit of good. I want to attract, organize, and rally talented, compassionate people to provide excellent and reliable care. I want to build a multi-generational company serving millions of people worldwide. My goal is to get adequate funding to meet the growing need for health care at home.”</i>
Mel Baiada Managing Partner, Basecamp Ventures	<i>“One thing I have learned in life is that values matter; both in our personal lives and in our business lives. Values are our guideposts to what we should and should not do. The BAYADA Way lays down strong values that inspire me and motivate me to help in any way I can. This is why I am proud to serve.”</i>
Enrico J. Ballezzi, CPA Senior Director, HBK, CPAs	<i>“I’ve known our founder Mark Baiada for over 50 years, and his values-honesty, generosity, and a genuine desire to help others-have shaped not only BAYADA, but my own journey. Serving on the Board is deeply personal to me; it’s a way to honor that legacy and help carry it forward with the same heart and purpose that inspired me from the beginning.”</i>

BOARD OF DIRECTORS (continued)

Teresa S. Carroll Founder and Principal Consultant, Three Data Points	<i>“After concluding my full-time career, I felt a strong desire to give back by serving on boards. My passions lie in education and health care-two vital sectors that profoundly impact our society and its citizens. Serving with BAYADA resonates deeply with my values, as the organization embodies faith, hope, and love while addressing the growing demands in both areas. Through this work, I am committed to contributing to a future where quality education and health care are accessible to all.”</i>
Thomas Considine, Esq. CEO, National Council of Insurance Legislators (NCOIL)	<i>“My inspiration for serving on the Board here at BAYADA comes from my mother, Rosetta, a visiting nurse in Bayonne, NJ, who walked from patient to patient. Her dedication to her patients in a loving, caring spirit really was inspirational. When I left my time in government service, I knew I wanted to contribute in another way. I was fortunate enough to meet with Mark and David; I read The BAYADA Way, and felt as if Mark wrote it with wonderful caregivers like my mother and her patients in mind.”</i>
Brian R. Ford CEO, Persil Mangeur LLC	<i>“The Boy Scouts of America instilled in me the belief that true purpose comes from serving God and others before oneself. That lesson has stayed with me, shaping how I live and lead. At BAYADA, I’ve found those same values in action: compassion, service, and a commitment to people first. Together, these experiences have deepened my dedication to living a purposeful life, where meaning comes from helping others and making a difference every day.”</i>
Thomas J. Saporito, EdD Executive Chair, RHR International	<i>“For me, being on the BAYADA Board is a sacred responsibility. Helping to ensure that successful business performance is guided by The BAYADA Way is an essential combination. We are in it for the long haul!”</i>
Gavin Kerr CEO Mentor, Building Champions	<i>“I am inspired to serve on the Board for three reasons. First, having been a client of home care and hospice services, I know how incredibly important the work our staff does is for the families we serve. Second, having led home care and hospice organizations, I understand the challenges of the business and want to help. And third, I am inspired by the aspirations of The BAYADA Way and believe our aspirations are the key to great care and great work experiences for our staff.”</i>
Shirlee Sharkey, CHE, MHSC, BSN, LLS (honorary) Past President and CEO, SE Health President, SS Consulting Inc.	<i>“Keeping dignity at the center—through care in people’s homes and support for their independence—is synonymous with BAYADA. I am honored to serve as a board member to help carry forward BAYADA’s remarkable legacy of lasting impact and its commitment to shape the future of care.”</i>
Winselow Tucker President and General Manager, Lilly, India Hub	<i>“I’m proud to serve on the BAYADA Board because every day the team exemplifies what compassionate care truly means: empowering patients to live safely and comfortably at home surrounded by dignity and support. Their unwavering commitment to excellence and reliability inspires me and force reinforces the vital role we play in transforming lives through home health care.”</i>





BAYADA at a Glance

22

States
we are serving

48,665

Average **number of clients**
cared for weekly

40,145

Employees

Areas of expertise **8**

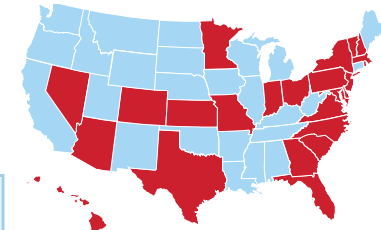
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Number of times **BAYADA**
has been sold

BAYADA

4

Countries we serve
outside the US



India

Ireland

New Zealand

South Korea

216,093

Clients served
in 2025

BAYADA service offices

386



ASSISTIVE
CARE



ADULT
NURSING



HOME
HEALTH



HOSPICE



HABILITATION



PEDIATRICS



BEHAVIORAL
HEALTH



ASSISTIVE CARE
STATE PROGRAMS

COMMEMORATING 50 YEARS OF HOME CARE EXCELLENCE

BAYADA's remarkable journey of care began with a simple mission—to help people have a safe home life with comfort, independence, and dignity. Half a century later, that mission, guided by the values of *The BAYADA Way*, has compelled us to travel to millions of homes around the world to ensure our clients have reliable care. Our 50th anniversary milestone is not just a reflection on the past; it signifies our commitment to building the future. We're igniting a movement—a global movement of clinicians, caregivers, and social entrepreneurs motivated and united to help more people have a safe home life. We know the journey won't be easy. It never has been. But, together, we will get there because where there is BAYADA, there is a way.

CELEBRATING ALL YEAR LONG

BAYADA's 50th anniversary festivities launched on Founder's Day (January 17) nationwide. Far and wide, BAYADA teams came together to celebrate our first 50 years of compassion, excellence, and reliability, and to look ahead to many more anniversaries to come. In reflection of BAYADA's impact—the lives we've touched, the timeless principles and values that guide us, and the shared purpose that shapes our future—Founder and Chairman Mark Baiada expressed gratitude for BAYADA employees and the important work they do each and every day for our clients.

The anniversary celebrations continued throughout the year with commemorative branding, anniversary publications, spotlights on our rich history, and even an interactive history exhibit. In the Spring, Mark Baiada was honored for his remarkable 50 years of service—the first ever in BAYADA history. On top of that, Mark was surprised by his family with a Lifetime Achievement Award in recognition of his unwavering support of *The BAYADA Way*, and for his lifetime of thinking big, working hard, and showing love. "Thank you for making this journey worth a lifetime," Mark expressed.



THE BAYADA WAY LISTENING TOUR

The BAYADA Way Listening Tour took place throughout 2025 and was a journey of connection, growth, and vision. To celebrate 50 years, we revisited the spirit of the 2005 BAYADA Way bus tour to expand on its legacy with new opportunities to connect. Mark Baiada and senior leaders visited BAYADA offices across the country, engaging with team members and clients alike. The tour was about not only reflecting on the past but also shaping the future through candid conversations about what *The BAYADA Way* means today and how it can inspire future generations.

BAYADA's 50th anniversary is one of many more to come. We've grown significantly since our earliest days on Walnut Street in Philadelphia, PA, and Mark is confident that there is plenty more growth and celebration in the decades ahead. "I feel like, in some ways, it's a graduation," Mark acknowledged. "We made it here, and now we're ready to move to the next phase. It gives me a lot of hope, and I feel connected to everybody."



Founder and Chairman Mark Baiada and Chief of Staff Eric Thul pose with our Erie, PA teams during *The BAYADA Way* Listening Tour

Lifetime ACHIEVEMENT AWARD

in recognition of Mark Baiada for his unwavering support of *The BAYADA Way*

Led by your heart, you sowed the seeds of a mission that has profoundly impacted the lives of others for fifty years. Your visionary and compassionate leadership have inspired countless people united by a common purpose, empowering them to serve and uplift others. Your continuous dedication to others has brought BAYADA closer to achieving its vision of serving millions of people worldwide so they can experience a better quality of life in the comfort of their own homes. Rooted in *The BAYADA Way* and the values you instilled in both your family and your work, your impact on the greater good will continue to thrive for generations to come.

With deep gratitude, we celebrate your lifetime of thinking big, working hard, and showing love!

"A society grows great when old men plant trees in whose shade they know they shall never sit."
— Cecil Powell

Mark's Lifetime
Achievement Award



**Think Big.
Work Hard.
Show Love.**

Advice for Life and Work
from Mark Baiada



A collection of Mark Baiada's advice, quotes, and insights was compiled into a book and gifted to employees



A portion of BAYADA's interactive History Exhibit

Visit bit.ly/3LGP23n or scan this QR code for videos on BAYADA's transformation over our first 50 years.



NATIONALLY RECOGNIZED FOR WORKPLACE CULTURE AND EMPLOYEE EMPOWERMENT

Recognition by your peers is always meaningful, especially in health care, where every detail matters. That’s why BAYADA Home Health Care is especially proud to have received several honors throughout 2025.

DIVERSITY AND INCLUSION



DISABILITY

EQUALITY INDEX

In 2025, The Disability Equality Index® designated BAYADA as a “Best Place to Work for Disability Inclusion” based on our disability inclusion policies and practices. Earning this designation shows BAYADA is committed to creating an inclusive environment where employees of all abilities can contribute and thrive.

BAYADA also achieved a perfect score on the Human Rights Campaign Foundation’s 2025 Corporate Equality Index (CEI), demonstrating exceptional leadership in LGBTQ+ workplace inclusion. This recognition, awarded to only 765 businesses, highlights BAYADA’s commitment to non-discrimination, equitable benefits, inclusive culture, and community support.

FORBES

BAYADA Home Health Care is proud to be named to Forbes’ inaugural list of America’s Best Employers for Healthcare Professionals. Out of thousands of eligible employers nationwide, only 250 health care organizations earned a place on this list.

Additionally, Forbes recognized BAYADA on its list of best employers by state. The Forbes Best Employers by State award recognizes companies that are highly recommended by their own employees. This is a significant honor for BAYADA, as the list is compiled from a large-scale, anonymous survey of workers who evaluate their employers on key factors such as working conditions, compensation, and diversity. BAYADA made the list in Arizona, North Carolina, New Jersey, and Pennsylvania.

NEWSWEEK

Being named to Newsweek’s prestigious 2025 workplace excellence lists showcases BAYADA’s dedication to cultivating a supportive, inclusive, and empowering workplace for all employees. Such recognition enhances our reputation as an employer of choice and reflects our dedication to creating a thriving workforce that drives innovation and long-term success. This achievement strengthens our ability to attract top talent and reinforces our mission to build a workplace where every individual can excel.



ACCREDITATION: HIGHLIGHTING OUR COMMITMENT TO EXCELLENCE IN CARE

Earning accreditation signifies BAYADA’s dedication to the highest standards of quality, safety, and performance in delivering care. It strengthens the trust of those we serve and affirms our role as a leader in advancing excellence within our industry.

BAYADA is accredited by the Community Health Accreditation Partner (CHAP) for meeting rigorous national standards in delivering high-quality, safe, and effective care to clients in their homes.

BAYADA Habilitation offices in North Carolina and Pennsylvania are accredited by The Commission on Accreditation of Rehabilitation Facilities (CARF). This demonstrates excellence in providing services that enhance the quality of life and independence of individuals with developmental and intellectual disabilities.

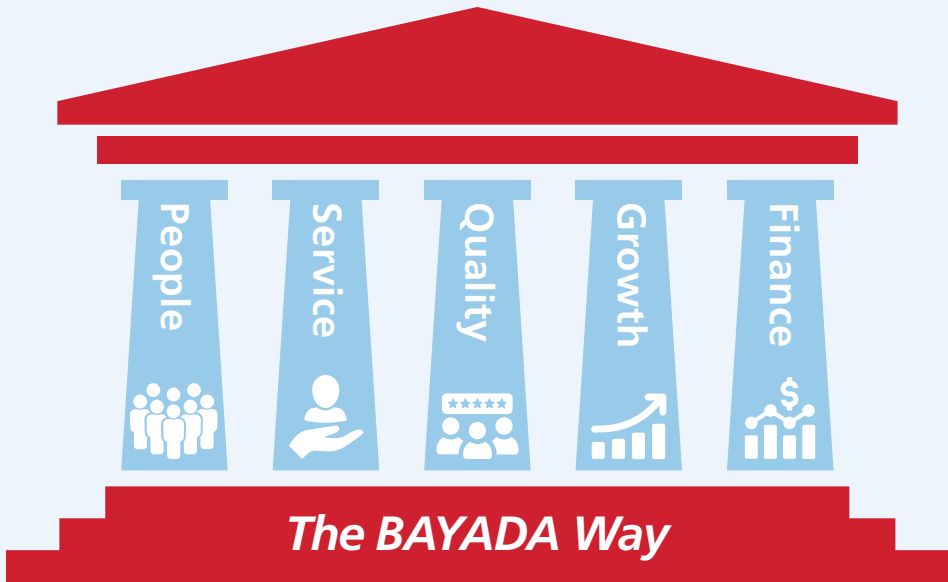
BAYADA Home Health Care is also accredited as a provider of nursing continuing professional development by the American Nurses Credentialing Center’s Commission on Accreditation. BAYADA is one of the five home health care organizations to hold this accreditation nationwide. Our BAYADA Home Health offices earned this same accreditation in 2025 for the first time.



THE PILLARS OF PERFORMANCE:

Driving Excellence, Alignment, and Impact at BAYADA

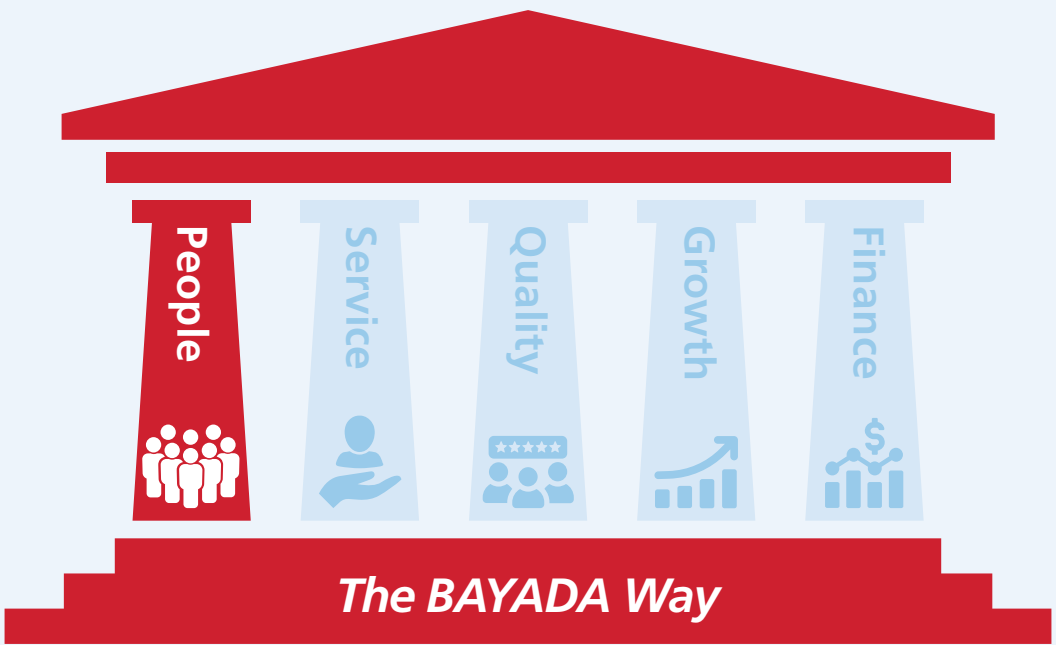
At BAYADA, the Pillars of Performance model is designed to monitor and enhance the effectiveness of our operational strategy. This model is structured around five core pillars: People, Service, Quality, Growth, and Finance. Each pillar helps to align our work and priorities with BAYADA’s overarching vision and strategy, ensuring that we remain financially responsible while delivering the highest quality of care. Performance is measured consistently across all levels—office, division, region, practice, and enterprise—and is documented quarterly via a comprehensive scorecard system. This system defines operational success using clear, measurable standards, ensuring that all employees understand and strive towards “what good looks like” at BAYADA.



The Pillars of Performance are intrinsically connected to *The BAYADA Way*, which articulates our philosophy, values, and mission. *The BAYADA Way* emphasizes the importance of compassion, excellence, and reliability in our work. By embedding the principles of *The BAYADA Way* into each of the five pillars, we ensure that our daily operations and long-term objectives remain centered around our fundamental commitment to providing exceptional home health care. This alignment fosters a culture of continuous improvement and excellence, ultimately enabling us to achieve our goal of a lasting legacy in home care.

2025 ENTERPRISE SCORECARD								
	QUARTERLY AVERAGE				PERCENTAGE OF SERVICE OFFICES THAT MET OR EXCEEDED PERFORMANCE BENCHMARKS			
Pillar	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
People EEX	People Pillar Companywide Metric: Employee Experience Survey (EEX) Score							
	87.4%	87.6%	87.6%	86.4%	95%	95%	95%	93%
Service CEX	Service Pillar Companywide Metric: Client Experience Survey (CEX) Score							
	78.4	77.9	77.4	78.0	80%	81%	80%	79%
Quality QA	Quality Pillar Companywide Metric: Quality Assurance Surveys (QA)							
	94.1%	94.0%	94.2%	94.1%	100%	100%	98%	97%
Growth AWR YoY	Growth Pillar Companywide Metric: Average Weekly Revenue (YoY Growth)							
					68%	69%	64%	60%
Finance OS%	Finance Pillar Companywide Metric: Operating Surplus (OS%)							
					78%	79%	78%	80%

PEOPLE PILLAR



The People pillar focuses on initiatives related to the recruitment, development, and recognition of employees. By supporting and valuing our workforce, BAYADA maintains a high standard of care for our clients.

INVESTING IN EDUCATION TO ADVANCE CARE AND CAREERS

At BAYADA, we believe that education is the foundation of excellence in home health care. Our commitment to training and professional development empowers both our employees and clinicians to grow as entrepreneurial leaders and skilled caregivers. Through continuing education courses, leadership development workshops, and partnerships with colleges and universities, we provide opportunities for career advancement and lifelong learning. By investing in education at every level, we not only strengthen our workforce but also enhance the care and outcomes for the clients and families we serve.

BAYADA UNIVERSITY

Offered to all BAYADA office-based employees as well as caregivers and clinicians providing client care in the home

Launched in 2010, BAYADA University is an online learning management system that offers comprehensive, accessible, and flexible learning opportunities for all BAYADA employees. These courses help ensure our employees are equipped with the latest knowledge and skills to deliver exceptional care and support to our clients. BAYADA University also plays a crucial role in preparing our staff for leadership positions.



62,882,014 Hours 
of training completed in 2025



“Continuously improve our work through evaluation, education, and training.”

~ The BAYADA Way



EXTERNAL UNIVERSITY PARTNERSHIPS

Offered to all BAYADA office-based employees as well as caregivers and clinicians providing client care in the home.

BAYADA partners with six universities to offer discounted rates for employees on workshops, certifications, degree programs, and more.

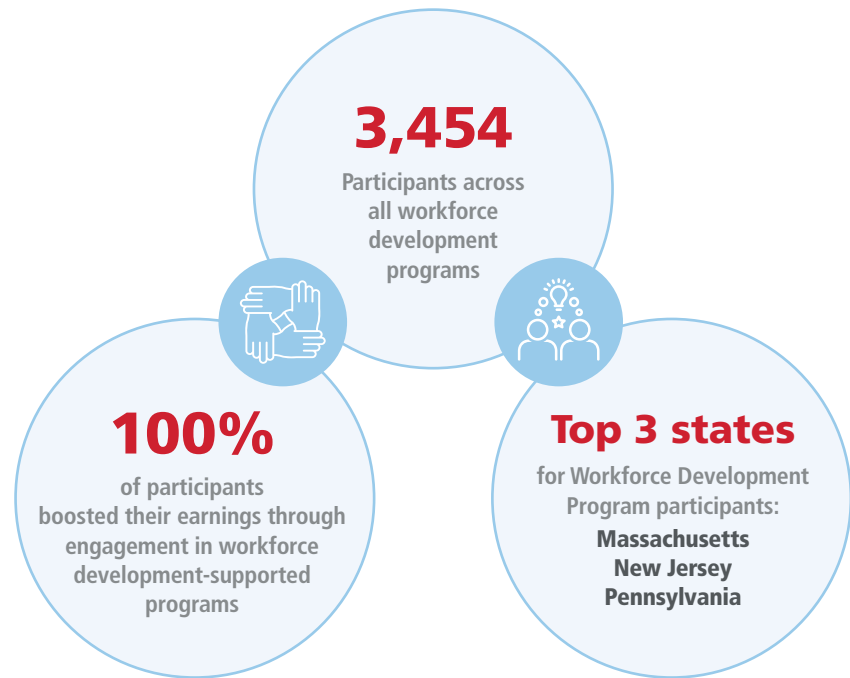
It’s a way to make continuing education more approachable—offering guidance, support, and access to schools that understand the busy lives of working professionals.

OUR UNIVERSITY PARTNERS INCLUDE:



EXPANDING ACCESS TO HOME HEALTH CARE SERVICES

As a leader in creating clinical training programs—including pioneering home health care apprenticeships—BAYADA connects entry-level roles to advanced clinical careers for a wide range of individuals, opening doors for underrepresented communities. This increased participation in apprenticeships means more clients and communities are able to access our home health care services.



DEVELOPING THE WORKFORCE

The BAYADA Nurse Residency Program

BAYADA’s Nurse Residency Program offers newly graduated, credentialed nurses comprehensive, scaffolded training designed to bridge the gap between classroom education and real-world practice. The year-long practicum equips new nurses with the skills and confidence to deliver exceptional care in the home setting.

In 2025, we launched two innovative partnerships:

- Rowan University and BAYADA will partner to integrate BAYADA’s Nurse Residency training into Rowan’s nursing curriculum, resulting in smoother onboarding and faster readiness for new BAYADA nurses and support for service offices.
- Clasp, a financial technology firm, is offering loan repayment options for new graduate nurses who commit to working at BAYADA for at least two years.

These initiatives reflect BAYADA’s commitment to innovation, client-centered care, and career advancement—ensuring we remain a home health leader for years to come.

Additionally, the program achieved two achievements in 2025:

- BAYADA’s Home Health Specialty Practice became part of the program, allowing for new graduates as a clinical practice environment.
- The program achieved re-accreditation from the American Nurses Credentialing Center (ANCC) as a Practice Transition Accreditation Program (PTAP). This is our third re-accreditation cycle.



2,000 nurse residents provided over 2,400,000 additional hours of client care since the program’s inception in 2021.



82% of nurse residents completed the core program



568 participants served by the program in 2025



ADVANCE THROUGH NURSING

BAYADA's Advance Through Nursing programs are multi-track career-advancement pathways that support caregivers and clinicians as they pursue nursing education from entry-level to advanced practice. The program has supported over 270 BAYADA caregivers and clinicians across four tracks. Each track combines financial support, individualized coaching, academic partnerships, and a structured transition into clinical roles, expanding opportunity for employees and strengthening BAYADA's nursing workforce.

Advance Through Nursing Programs



Aide → Nurse This track supports home health aides, direct care workers, and entry-level caregivers in pursuing their first nursing credential—typically the licensed practical nurse (LPN) credential. Participants receive tuition support, individualized success coaching, and a guaranteed clinical transition into BAYADA's Nurse Residency Program upon licensure. This track builds new nurses from within the organization and creates sustainable, long-term workforce growth.



RN → Beyond (BSN and MSN) This track supports registered nurses (RNs) in pursuing advanced education, including BSN completion, MSN programs, specialty certifications, and leadership development pathways. Through tailored financial support and professional development, this track equips RNs to expand their clinical expertise, assume greater leadership responsibility, and deliver high-quality care across BAYADA's diverse practice areas.



LPN → RN This track enables BAYADA LPNs to advance their education and earn an associate degree in nursing (ADN) or a bachelor of science in nursing (BSN). Through tuition support, academic partnerships, and continued coaching, LPNs can progress toward RN licensure while maintaining employment. This track deepens clinical capability across BAYADA's Skilled Nursing practices and enhances career mobility for experienced caregivers.



Intern → Nurse This track supports nursing students in their final semester by providing a stipend, early exposure to home care, individualized coaching, and structured preparation for the NCLEX. Interns gain hands-on experience, professional mentorship, and a smooth transition into practice. Upon graduation and licensure, interns move directly into a guaranteed role within BAYADA's Nurse Residency Program, strengthening workforce readiness and retention.



I would absolutely recommend the [Advance Through Nursing] program to others, especially those who will continue to work alongside BAYADA just like I did! This program has a great support system that student nurses need throughout their careers. Not only is the support system great, but you also feel like a weight has lifted from your shoulders financially, which was one of my biggest worries! The LPN program helps with success!

~Anyely T., LPN Resident, Luzerne County, PA
Skilled office

HOME HEALTH AIDE PREPARATION

BAYADA's home health aide preparation programs provide training pathways from initial induction, hands-on apprenticeship, and state-approved certification. These grant-funded programs are designed to empower caregivers with the skills, knowledge, and confidence to deliver client-centered care in the home.



668

home health aides received
grant-supported training since 2023



Working with BAYADA has truly been the best experience I've had in home health. I've worked for other companies before, and none have come close to the support, consistency, and genuine care I've found here. Even when things get challenging or there's miscommunications, it never feels too hard to keep going, because I know I'm surrounded by a team that values both their clients and their caregivers.

~ HHA Marissa G., Winooski, VT, Assistive Care
State Programs office

HABILITATION TECHNICIAN INDUCTION PROGRAM

Habilitation technicians work with individuals with intellectual and developmental disabilities at home and in their communities to help them achieve greater independence and self-sufficiency. Through a grant from the North Carolina Department of Health and Human Services, BAYADA enhanced its Habilitation Induction Program. This initiative helps participants with little or no experience develop the skills and confidence needed to begin a career as highly qualified habilitation technicians. Participants receive a combination of asynchronous learning with practical application, resulting in more clients with intellectual and developmental disabilities having access to specialized care at home.



307

habilitation technician program
participants have been supported
through grant funding since 2023



PROFESSIONAL DEVELOPMENT THROUGH CLINICAL CONTINUING EDUCATION

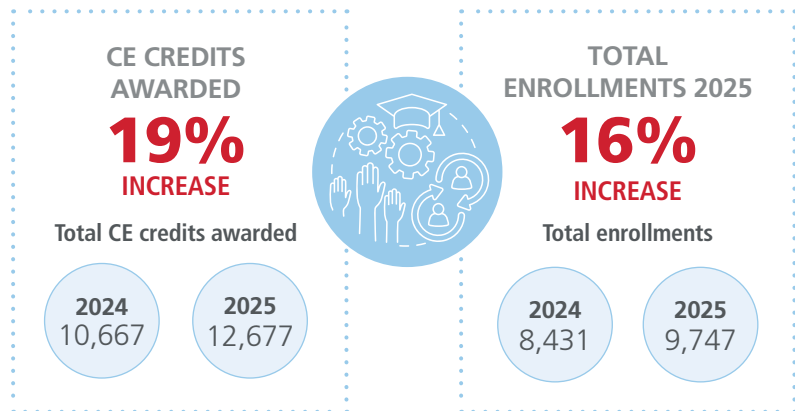
Offered to all clinical leaders, clinical educators, and clinicians providing client care in the home

BAYADA provides a comprehensive continuing education (CE) program to enhance the knowledge and skills of our health care professionals. This promotes safer clinical practices, resulting in the highest quality care for our clients. BAYADA also develops and sponsors CE courses for clinicians to maintain their licensure for different disciplines.

The CE program is available through a learning management system called BAYADA Education Connection (BEC) which provides evidence-based education at no cost to employees. BEC has courses available to the community as well.

Topics include:

- A Focus on the Disease Process of the Populations We Serve
- Leadership-based Issues for Clinical Office Leaders



BAYADA Home Health Care is accredited as a provider of nursing continuing professional development by the American Nurses Credentialing Center's Commission on Accreditation.



BAYADA Home Health Care is an AOTA Approved Provider of professional development. The assignment of AOTA CEUs does not imply endorsement of specific course content, products, or clinical procedures by AOTA.



FUELING SUCCESS THROUGH REWARD AND RECOGNITION

Empowering Employees to Deliver Exceptional Care

Culturally aligned and engaged employees are the driving force behind our success as an organization. Our rewards and recognition programs preserve and proliferate our unique, mission-driven, people-focused, and client-centered culture. By supporting a culture that enables employees to thrive and be their best, our clients and their families will ultimately receive superior home health care services.

BAYADA's commitment to reward and recognition includes the following programs:

CELEBRATING EXCELLENCE: THE HERO PROGRAM

The Hero Program honors caregivers and clinicians who exceed expectations for demonstrating compassion, excellence, and reliability in their work, bringing our mission and vision to life. Heroes—who are nominated by their office teams, colleagues, and clients—are chosen quarterly at the:

- Local service office level
- Divisional level
- National level

Four National Heroes of the Year are selected annually from the previous four quarters' National Heroes.

At every level, one Hero may be chosen in each of four service categories:

1. Registered Nurse (RN)
2. Licensed Practical Nurse (LPN)
3. Certified Home Health Aide, Certified Nursing Assistant, Registered Behavior Technician, Habilitation Technician, and others
4. Occupational Therapist, Physical Therapist, Physical Therapy Assistant, Speech-Language Pathologist, Social Worker, Board Certified Behavior Analyst, and others

Heroes can also be honored quarterly at the office level with a Remarkable Rookie, Lifesaver, Team Spirit, or Safety Superstar award.

To learn more about our Hero Program, visit jobs.bayada.com/en/heroes.

ADDITIONAL AWARDS BESTOWED IN 2025	
LIFESAVERS	63
REMARKABLE ROOKIES	157
TEAM SPIRIT	119
SAFETY SUPERSTAR	15



1,281
Number of caregivers and clinicians recognized as Heroes at the local service office level in 2025



327
Number of caregivers and clinicians recognized as Heroes at the divisional level in 2025

"Recognize and reward those who set and maintain the highest standards of excellence."

~ The BAYADA Way

MEET OUR 2025 NATIONAL HEROES OF THE YEAR

MARK WUSSLER

Physical Therapist
National Hero of the Year

Mark was named the 2025 PT National Hero of the Year for bringing compassion, creativity, and purpose to every visit. When his client faced significant mobility challenges, Mark built a recovery plan around her personal goal: returning to the tennis court. With clinical expertise and a whole lot of heart, he helped her get there—and reminded all of us what healing can look like.



OLIVIA SARNOR

Home Health Aide
National Hero of the Year

Olivia was named the 2025 HHA National Hero of the Year for the compassion and consistency she brings to every home. Whether guiding a family through hospice care or helping children in her native Liberia access education and clean water (through the OSW Schools of Liberia program she founded and funded by BEE Liberia), Olivia leads with humility, warmth, and an unwavering commitment to others.

MAYA MIRONENKO

LPN
National Hero of the Year

Maya was named the 2025 LPN National Hero of the Year for her extraordinary impact on families like the Flemmings. Through expert care and unwavering compassion, Maya helped their daughter Riverlyn, born with a complex heart condition, not only heal but thrive.



REAGAN GORMAN

RN
National Hero of the Year

Reagan was named the 2025 RN National Hero of the Year for the extraordinary care and advocacy she brings to every visit. From guiding a Navy veteran through complex wound recovery to supporting colleagues during an office launch six hours away, Reagan leads with heart, skill, and determination.

THE PRESIDENTIAL SCHOLARSHIP PROGRAM

Scholarships are awarded to deserving caregivers and clinicians who want to choose their own career path, increase their earning potential, and build their self-confidence through education. Funds can be used for academic degree programs, continuing education, CPR, and first-aid training.

CONTEST FOR CAREGIVERS AND CLINICIANS

The BAYADA Contest for Caregivers and Clinicians is a year-round recognition event designed to honor and recognize the heart and soul of BAYADA—our caregivers and clinicians—for demonstrating *The BAYADA Way* core values of compassion, excellence, and reliability. Every digital eCard sent or received by caregivers and clinicians using BAYADA's recognition platform, BAYADA Celebrates, gives them a chance to win BAYADA Bucks, which can be redeemed for retail, dining, and travel gift cards.



EXCELLENCE AWARDS

The Excellence Awards Program is an annual opportunity for teams to recognize office colleagues who excel in nursing, client services, or enterprise support leadership. They can be nominated for one of the three Excellence Awards.

- The Ann Baiada Award for Excellence in Nursing Leadership
- The Linda Siessel Award for Excellence in Client Services Leadership
- The Mary Hockstein Award for Excellence in Support Leadership

Award recipients are chosen by an impartial selection committee and recognized during a national ceremony.

YEARS OF SERVICE

The Years of Service Milestone Recognition Program is a mechanism for acknowledging an employee's tenure and recognizing and rewarding their loyalty, commitment, and dedication to helping *people have a safe home life with comfort, independence, and dignity*. Employees who reach 5, 10, 15, 20, 25 years of service and above (in increments of 5) are honored annually.

Visit bit.ly/4aTxSd4 or scan the QR code to see what makes Mark, Maya, Oliva, and Reagan Heroes.



EMPOWERING EMPLOYEES

Using Feedback to Foster a Thriving and Inclusive Work Environment

An Employee Experience Survey (EEX) is administered twice a year to all active BAYADA employees. In 2025, more than 44,000 employees were asked to complete the survey.

We collect feedback on numerous factors related to the employee experience, including: culture, value and recognition, growth and development, communication, and leadership.

A part of the survey measures employee engagement—including overall satisfaction and feeling proud to work for BAYADA, which has steadily increased.

When employees feel like their voices are heard, they are more likely to enjoy what they do and bring their best selves to work, which leads to the best possible care for our clients.



“Listen closely, show empathy, and respond to the needs of others.”

~ The BAYADA Way

BUILDING STRONGER TEAMS

The Power of Employee Referrals in Advancing our Mission

The Talent Scout Employee Referral Program encourages employees to refer their friends to career opportunities at BAYADA. If the referral is hired and meets eligibility requirements, the employee who made the referral will receive a financial bonus ranging from \$500 to \$2,000!

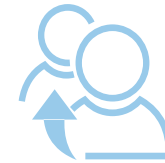
This program recognizes our current employees with a financial incentive, while attracting qualified, skilled candidates who can further our mission of helping people have a safe home life with comfort, independence, and dignity.

2025 employee referrals:



5,689

Number of candidates referred through the Talent Scout Program



2,860

Number of referrals hired, a 50% conversion rate



\$1,691,500

Amount of Talent Scout bonuses paid out to BAYADA employees



2,306

Number of referral bonuses paid out

Talent Scout referrals spend more time caring for clients throughout their tenure than non-referrals.

10%

of additional hours worked on average than non-referrals

45%

of Talent Scout hires worked more than 100 hours, versus 34% for non-referral

To learn more about the Talent Scout Program, visit jobs.bayada.com/talentscout or scan the QR code.



Friends don't let friends miss out on great opportunities.

TALENT SCOUT
REFER. REWARD. REPEAT.



DIVERSITY, EQUITY, INCLUSION, AND BELONGING:

The BAYADA Way in Action

A true reflection of *The BAYADA Way* in action, we remain committed to fostering inclusion and belonging among all of our employees. We strive to create a workplace where all employees can thrive—and where all employees can ensure that each of our clients feel valued and respected.

Some examples of advancing inclusion include:

- Members of our Employee Resource Councils (ERCs) volunteered at 43 total events hosted by our community partners. From back-to-school drives to Pride Month events, our ERCs brought *The BAYADA Way* to their communities.
- The DEIB office facilitated 18 training courses for clinical leaders, clinicians, and office staff. Topics ranged from improving care to inclusive leadership and engaged employees at all levels of the company to strive for excellence and inclusion within their roles.



**“Work with a spirit of universal faith,
hope, and love.”**

~ *The BAYADA Way*

EMPLOYEE RESOURCE COUNCILS

In 2025, BAYADA's robust Employee Resource Council (ERC) program continued to play a vital role in fostering inclusion, belonging, and professional growth. By creating spaces where employees can connect, develop, and contribute, our ERCs are support networks and engines of change within BAYADA and in the communities we serve.

In 2025, the DEIB office added a 6th ERC, Fostering Acceptance, Inspiring Trust and Harmony (F.A.I.T.H.).

Throughout the year, ERC members championed inclusivity through panel discussions, wellness workshops, networking and social gatherings, and observance-based events. Members represented BAYADA during recruitment events at colleges and universities as well. They also reinforced their strong commitment to volunteerism, giving back to the community through strategic partnerships with nonprofit organizations.

To learn more about the DEIB at BAYADA, visit bayada.com/diversity or email diversity@bayada.com.

Inclusive Participation in Programs: All events, initiatives, programs, and activities mentioned in this report are open and accessible to all employees, with participation being entirely voluntary for those who choose to engage.



MILCOM
Military Community
Network
at BAYADA



PRIDE
LGBTQIA+
at BAYADA



R.E.D.
Racial & Ethnic
Diversity
at BAYADA



W.I.L.L.
Women in Limitless
Leadership
at BAYADA



S.A.F.E.
Solutions and
Accessibility
for Equality
at BAYADA



F.A.I.T.H.
Fostering Acceptance,
Inspiring Trust and Harmoni
at BAYADA

ERCS BY THE NUMBERS

45
ERC
LEADERS

347
GENERAL
MEMBERS

736
DEIB COMMUNICATION
SUBSCRIBERS



ENGAGING WITH OUR COMMUNITY

At BAYADA, we believe in providing community service where we live and work. BAYADA employees are committed to serving our communities. The following is just a small sampling of how BAYADA gives back.

FIRSTHAND EXAMPLES OF COMMUNITY OUTREACH

- BAYADA helps people with Alzheimer’s receive the care and support they need. From being a presenting sponsor for the Philadelphia Walk for End Alzheimer’s to participating in races, raffles, parties, and gala events, the BAYADA community across the country raised over \$67,000 to support the Alzheimer’s Association.
- Our BAYADA Home Health Care Ireland team participated in the 2025 Citywest Wellness Walk in Dublin, raising money for LauraLynn – Children’s Hospice, which supports children with palliative care needs, complex care needs, and complex disabilities.
- The leaders of our Behavioral Health Hawaii teams volunteered at the annual Autism Society of Hawai’i’s Swing for the Spectrum golf tournament, which promotes inclusion and diversity for individuals on the autism spectrum.
- Our BAYADA team members from the Rock Hill, SC office went the extra mile at the 9th annual HEARTest Yard + Showmars 5K, joining the community to raise funds and awareness for children living with congenital heart diseases and disorders.
- Our BAYADA Ft. Wayne, IN Skilled Nursing team had the privilege of providing a meal for families staying at Hope’s Harbor, a respite housing organization for those with loved ones in the hospital for long-term care.

THE BAYADA REGATTA

Founded in 1981 as the “Freedom on the River Regatta” by Philadelphia Adaptive Rowing (PAR), the BAYADA Regatta—as it is known today—is one of the largest and longest-running para rowing events in the world.

Founder and Chairman Mark Baiada began attending PAR meetings in 1981 and was inspired by the rowers’ courage and enthusiasm. As his relationship with the club developed, he offered to sponsor the annual competition. Since its inception in 1983, The BAYADA Regatta has been open to athletes with physical disabilities such as blindness, spina bifida, cerebral palsy, and quadriplegia.

In 2025, the 42nd annual BAYADA Regatta—which took place on the banks at the Camden County Boathouse in Pennsauken, NJ—hosted 60 pararowers and more than 200 community members who cheered them on.

Thank you to our corporate sponsors for their generous support of the event:

- **Ballard Spahr LLP**
- **PNC**
- **Forcura+Medalogix**
- **Metlife/Aura**
- **Okta**
- **PwC**

To learn more about the BAYADA Regatta, visit bayada.com/regatta or scan the QR code.



BAYADA Regatta volunteers cheered on 60 pararowers at the Camden County Boathouse in Pennsauken, NJ.



Our Behavioral Health leaders from our Hawaii teams came together to volunteer at the annual Autism Society of Hawai’i’s Swing for the Spectrum event, a golf tournament dedicated to promoting inclusion and diversity for individuals on the autism spectrum.



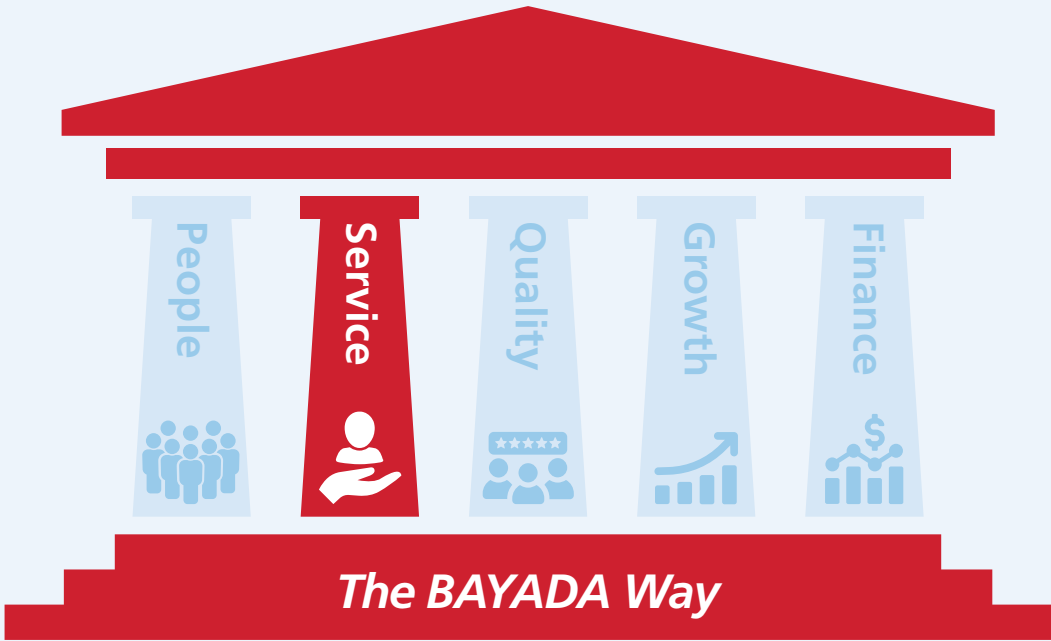
Our BAYADA Ft. Wayne, IN Skilled Nursing team had the privilege of providing a meal for families staying at Hope’s Harbor, a respite housing organization for those with loved ones in the hospital for long-term care.



BAYADA team members participated in the Alzheimer’s Association’s Run to Remember to honor those facing Alzheimer’s and other dementias, and to support ongoing research, resources, and hope for a brighter future.



SERVICE PILLAR



The Service pillar focuses on ensuring that BAYADA delivers reliable, excellent, and compassionate care, supporting our community.

MULTIPLE SPECIALTIES, ONE TRUSTED COMPANY

Uniquely Equipped to Care

At BAYADA, we set ourselves apart by offering a unique combination of specialized home health care services, ensuring that individuals of all ages and needs receive expert, tailored support. Our organization is structured around distinct specialty practices, each dedicated to a specific population—allowing us to provide the highest level of expertise and personalized care. Whether it’s skilled nursing for children and adults, autism therapy, rehabilitative home health, hospice, or personal care, our diverse range of services makes BAYADA a trusted provider for comprehensive care in the home.

- Adult and Pediatric Private Duty Nursing:** Providing skilled nursing care to children and adults living with a chronic illness, injury, or disability
- Autism and Applied Behavior Analysis (ABA) Therapy:** Helping children with autism or intellectual or developmental disabilities achieve maximum independence in school, at home, in our centers, or in their community
- Habilitation:** Offering education, support, and assistance to help those with intellectual or developmental disabilities acquire, maintain, and improve skills related to activities of daily living
- Home Health:** Providing rehabilitative and short-term nursing care following an injury, illness, or hospital stay
- Hospice:** Providing care and support for people of all ages who have a life-limiting prognosis of six months or less
- Personal Care and Companionship:** Assisting with activities of daily living including: bathing, grooming, household support, meal preparation, and companionship



To learn more about our comprehensive services, visit [bayada.com](https://www.bayada.com).



LISTENING AND LEARNING: How Client Feedback Shapes our Future

Understanding our clients’ needs and preferences informs our strategic planning and decision-making process to better serve our communities. Measuring client satisfaction through the Client Experience Survey (CEX) is a cornerstone of BAYADA’s commitment to provide exceptional, high-quality care.

Most clients receive a CEX survey every six months, but some clients may receive them more often, and after they are discharged from services.

In 2025, BAYADA achieved meaningful progress in CEX, including year-over-year score improvements, alignment of the Hospice survey with new Medicare requirements, and a partnership with CMS to pilot potential HHCAHPS enhancements. The year also brought stronger data analytics, enabling faster, more targeted service recovery, along with expanded training and education to further elevate the client experience.



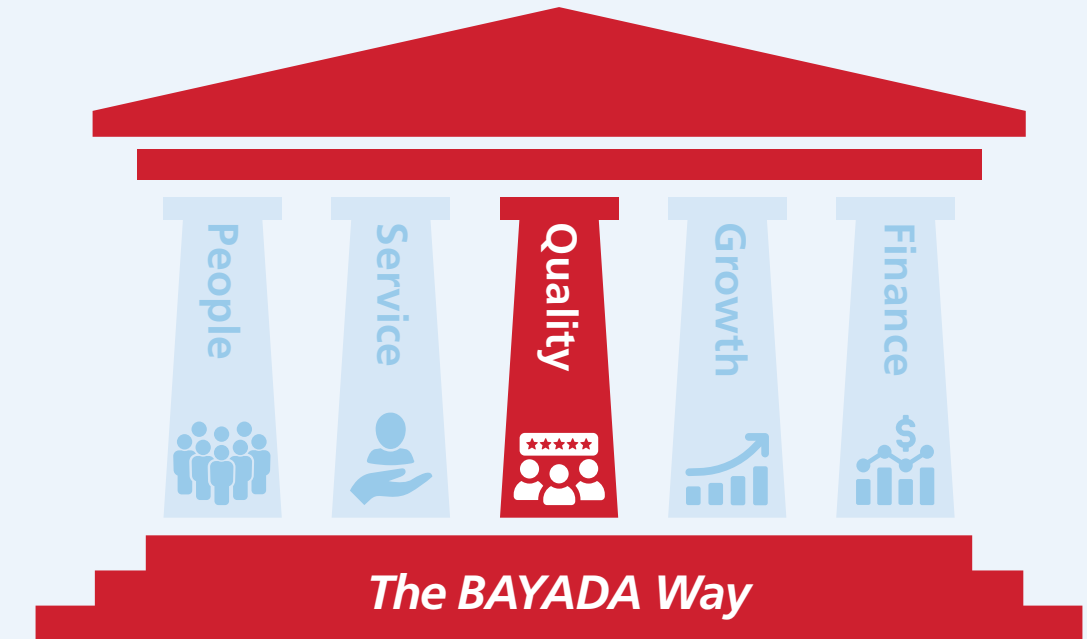
“Strive to provide the very best service to our clients. Set specific goals and work hard and efficiently to achieve them.”

~ The BAYADA Way

“We believe our clients and their families deserve home health care delivered with compassion, excellence, and reliability.”

— The BAYADA Way

QUALITY PILLAR



The Quality pillar focuses on providing safe, effective, and customer-centered services.



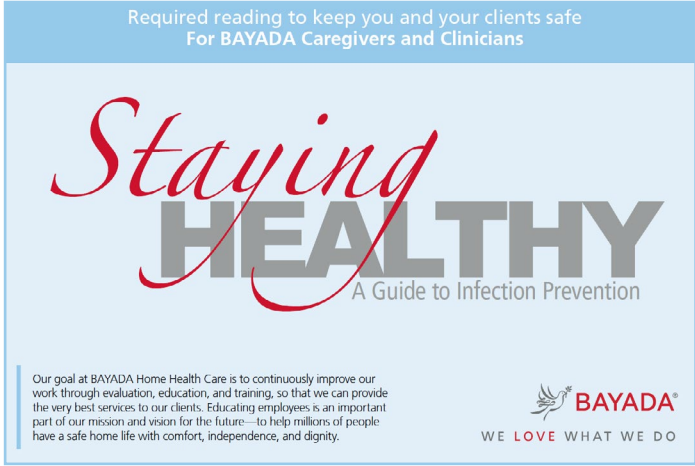
PROVIDING THE HIGHEST QUALITY CARE TO OUR CLIENTS

Quality Assurance (QA) surveys play a critical role in maintaining and enhancing the quality of care we provide for our clients. Conducted by BAYADA clinical leaders, the survey measures all aspects of client care to ensure our high standards. The surveys are also used to comply with state licensure and federal regulatory requirements as well as the Community Health Accreditation Partner (CHAP), which awards accreditation every three years.

CONTINUOUS PERFORMANCE IMPROVEMENT

Continuous Performance Improvement (CPI) is a comprehensive approach to quality improvement that involves monitoring, assessing, and improving the quality of care provided to BAYADA clients. The goal is to achieve measurable improvements in client safety, care delivery, and operational outcomes. Priority CPI initiatives include:

- Executing annual QA performance improvement projects related to clinical quality, client satisfaction, and documentation
- Conducting quality self-assessments and surveys in each service office
- Training caregivers and clinicians
- Implementing infection prevention strategies
- Reducing the incidence of client injury from falls and reducing client hospitalizations



Number of QA surveys conducted in service offices throughout the company in 2025, with an average score of 94%



2,288

Number of Falls Prevention employee education courses completed in 2025



25,824

Number of caregivers and clinicians who completed the "Staying Healthy" annual infection prevention training in 2025



FALLS PREVENTION

The Falls Prevention Program is designed to reduce the incidence of client falls and any resulting injuries. This proactive, risk-based program identifies clients at risk for falling, establishes goals and strategies to minimize or prevent falls, and provides ongoing monitoring and evaluation of these strategies.

In 2025, the Fall Prevention Committee strengthened its oversight of fall-related risks by closely monitoring data, addressing emerging trends, and advancing key initiatives. Education efforts expanded through multiple webinars, more than 4,000 Elsevier course completions in fall prevention and safe transfers, and continued enhancements to the Safety Resource Center’s Fall Prevention page. Additionally, all practices aligned with the CMS definition of falls with major injury, establishing more comprehensive and consistent reporting across specialty practices.

BAYADA also offers comprehensive falls prevention courses for caregivers and clinicians providing client care in the home.

INFECTION PREVENTION

BAYADA’s Infection Prevention Program is designed to minimize the risk of infection among clients and staff. The program identifies clinical areas that pose the greatest risk of infection and establishes goals and strategies to mitigate these risks. This includes:

- Continuous education on infection prevention for both clients and employees
- Policy development and revisions based on regulations and evidence-based practices
- Investigating infection trends and implementing action plans to address those trends

“Consistently demonstrate the highest level of skill, competence, and sound judgment in our work.”

~ The BAYADA Way



ADVANCING CLINICAL LEADERSHIP THROUGH EDUCATION AND INNOVATION

To ensure our clients receive the highest quality care, BAYADA offers in-person educational events for seasoned clinical leaders as well as those who are new to BAYADA.

25th Anniversary White Shoes | Journey to Excellence

Since 2000, this one-day clinical leadership symposium has featured renowned subject matter experts who speak about some of the timeliest issues in health care today. Our diverse menu of cutting-edge topics and educational exhibits inspires our clinical leaders to better care for our clients, their teams, and themselves. The program included free continuing education credits for nurses and physical therapists.

More than 400 clinical leaders attended the one-day program in 2025, which was offered in Delaware and North Carolina. It was a special opportunity to celebrate 25 years of leadership, learning, and legacy while enjoying camaraderie, professional education, and recognition for the essential work our clinical leaders do to guide our organization on its continued journey to excellence.

White Cap

Introduced in 2000, White Cap is a comprehensive, two-day training program designed for BAYADA office clinical leaders as part of their onboarding process. The training equips clinical leaders with essential skills and knowledge to excel in their roles and provide safe, high-quality care.



DID YOU KNOW? The names of these programs derive from the white caps and shoes traditionally worn by nurses until the 1980s.

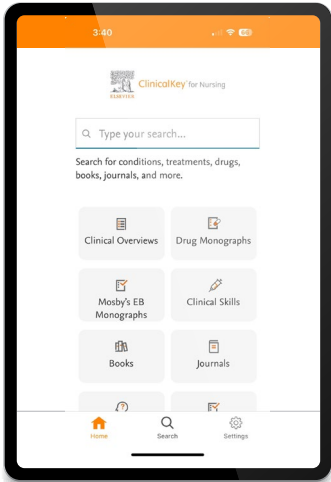
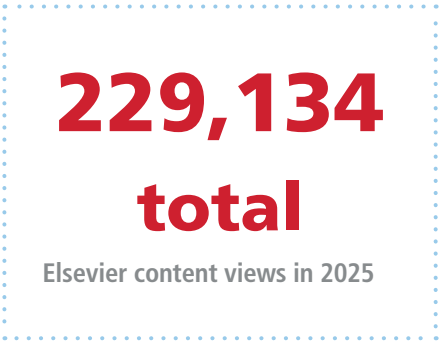


ELSEVIER ONLINE CLINICAL PLATFORM

Helping Clinicians Provide Exceptional Care

As an added benefit to BAYADA clients and field clinicians, we continue to enhance Elsevier Clinical Key. This online database of authoritative clinical content is accessible through the clinicians’ BAYADA tablet. It can help them make clinical decisions so they can feel confident about providing the best possible care to their clients.

In 2025, BAYADA strengthened its Elsevier partnership by expanding skills for unlicensed personnel, updating clinical content, and clarifying editorial standards. We advanced the platform for easier sign-on, policy links, and enhanced reporting, while promoting Clinical Key as the primary resource for evidence-based care. Governance processes were formalized for customization, and patient education resources in English and Spanish continued to support client engagement.



BAYADA'S RESEARCH FUNCTION

BAYADA's research function continued its mission to advance home health care through evidence-based insights aligned with our values and long-term goals. In 2025, we strengthened our research capabilities and visibility through multiple areas:

- **Grant Success:** Secured multiple competitive research grants, supporting projects that explore, clinical care delivery, outcomes, and innovative practice models
- **Internal Collaboration:** Partnered across service lines on initiatives such as risk algorithms, medication management, and falls prevention, driving measurable improvements in client safety, hospitalization rates, and overall care outcomes
- **Engagement & Dissemination:** Expanded influence by building academic and industry partnerships, publishing peer-reviewed work, sharing thought leadership on social platforms, and serving on national committees to elevate the value of home-based care

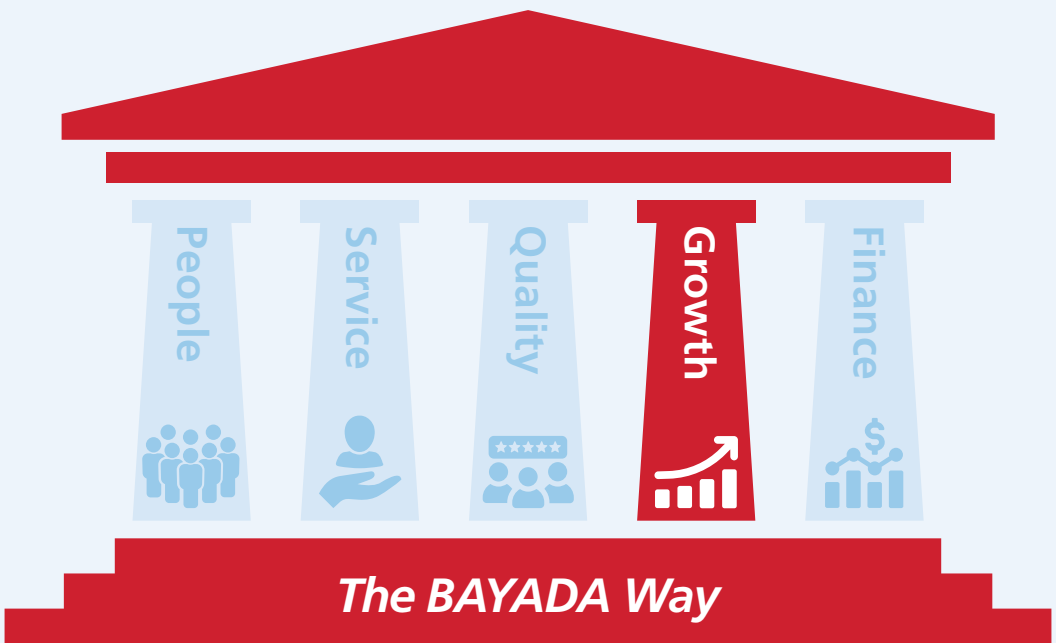
CLINICAL INTELLIGENCE & CARE ADVANCEMENT

In 2025, BAYADA advanced its use of clinical intelligence by implementing the Enhanced Quality of Care (EQoC) model and expanding the Mosai platform. Together, these AI-driven tools enabled real-time risk monitoring, streamlined referral review, improved visit utilization, and more proactive care planning. By identifying risks earlier and guiding timely interventions, BAYADA strengthened care accuracy, reduced falls and avoidable hospitalizations, and reinforced its commitment to safer, more consistent, and outcomes-focused home care.





GROWTH PILLAR



The Growth Pillar focuses on expanding BAYADA's reach and impact through consistent and sustainable growth. This includes increasing the number of clients served, expanding service offerings, and enhancing partnerships with payors and health systems.



EXPANDING OUR REACH TO MORE COMMUNITIES IN NEED

568

Number of new clients served by offices that opened in 2025

234

Number of employees newly hired or transferred to offices that opened in 2025

New office openings by specialty practice:

PEDIATRIC PRIVATE
DUTY NURSING

1

PERSONAL CARE &
COMPANIONSHIP

1

HABILITATION
SERVICES

4

SHORT-TERM NURSING AND
REHABILITATION

5

11

Number of new office openings in 2025

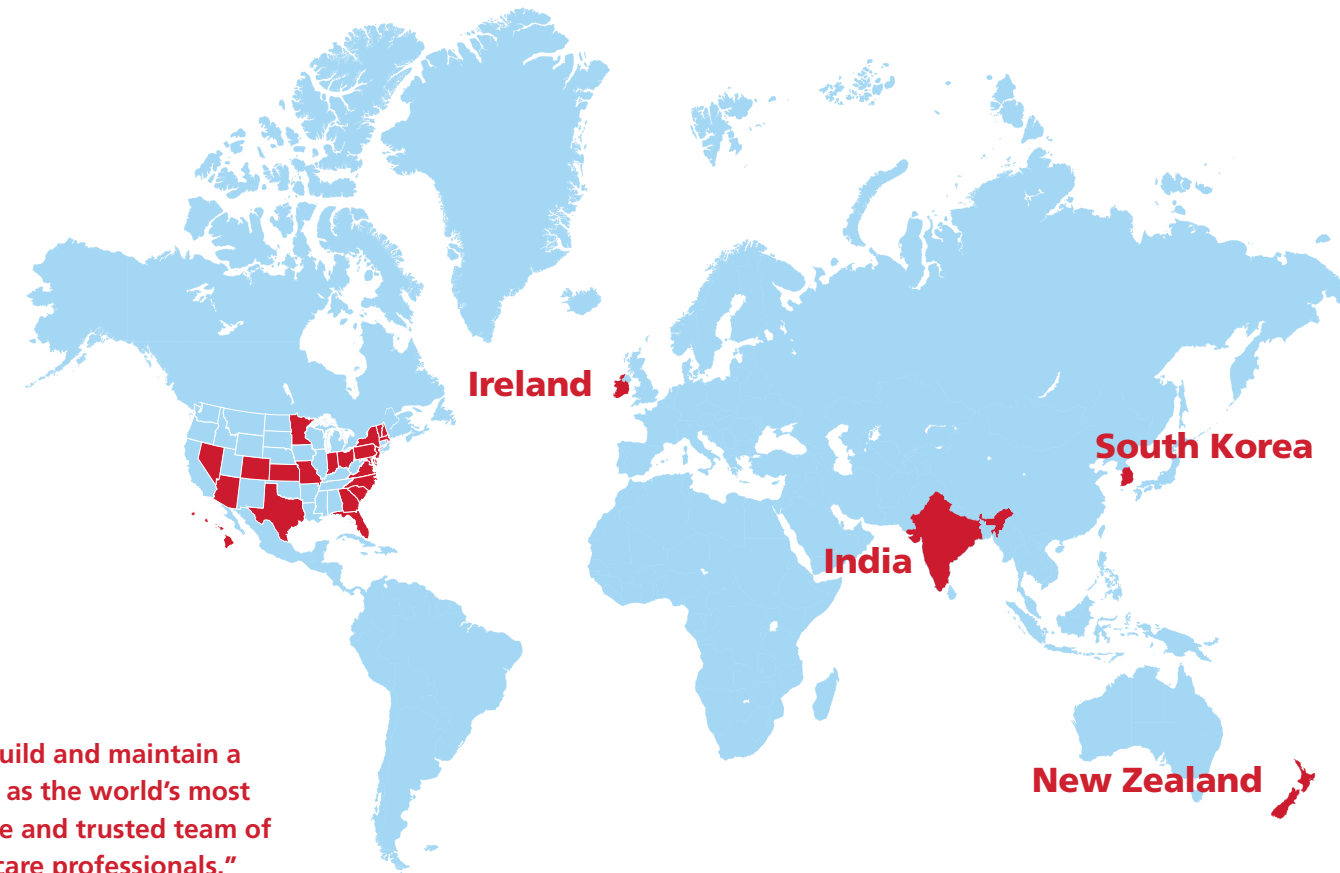


New office openings by location:



CARING FOR CLIENTS WORLDWIDE

As part of our vision to make it possible for millions of people worldwide to experience a better quality of life in the comfort of home, BAYADA has expanded across the globe. Through local partnerships, we now care for clients in India, Ireland, New Zealand, and South Korea.



“We want to build and maintain a lasting legacy as the world’s most compassionate and trusted team of home health care professionals.”

~ The BAYADA Way

To learn more about our global reach, visit bayada.com/international or scan the QR code



EXPANDING SERVICES THROUGH STRATEGIC ACQUISITIONS

On November 4, 2025, BAYADA acquired Elder Life Management (ELM), a respected, family-founded organization serving Monmouth and Ocean counties in New Jersey. Elder Life Management has long delivered private-duty home care and professional care management services, helping older adults live safely at home and supporting families as they navigate the complexities of aging. For decades, ELM has built a reputation for its highly personalized, relationship-based approach, earning deep trust in the community through compassion, integrity, and a steadfast focus on client advocacy. Their values and purpose align beautifully with BAYADA’s mission to help people live safely at home with comfort, independence, and dignity.

BAYADA now includes ELM’s private-duty home care services in our Assistive Care practice, enabling us to help more clients who need support with daily living activities in the comfort of their homes.

Approximately 60 ELM employees transitioned to BAYADA, retaining their positions and responsibilities within our organization. Their experience, compassion, and community relationships now contribute to our growing team.



DRIVING INNOVATION THROUGH JOINT VENTURES AND STRATEGIC PARTNERSHIPS

While our mission and purpose have remained the same since 1975, BAYADA continues to seek innovative ways to deliver high-quality home care services to more people. Health systems nationwide have recognized that the future of health care is in the home and are looking to partner with high-quality, experienced home health care providers like BAYADA to strengthen the continuum of care for their patients.

These collaborations help BAYADA and our partners enjoy smart growth, while providing our communities with improved access to care, better clinical outcomes, and enhanced services.

Since 2016, BAYADA has collaborated with 10 health systems, creating partnerships serving nearly 200,000 patients.



ADVOCATING FOR ACCESS TO HOME HEALTH CARE SERVICES

Established by the BAYADA Government Affairs Office, Hearts for Home Care (H4HC) is an advocacy organization. It is made up of thousands of home care recipients, their friends, family members, and home care professionals concerned about the challenges facing home care today. These issues include low reimbursement rates and a reduction in funding.

H4HC represents BAYADA at all levels of local, state, and federal government entities, regulatory agencies, and community organizations. It serves as the voice of BAYADA’s clients, families, and employees through education, advocacy, community service, and data-driven research.



In 2025, a concerted effort to add more voices to our advocacy movement meant growing the program even greater outside of BAYADA Home Health Care. After finishing 2024 with just over 7,500 registered advocates, H4HC finished 2025 in amazing fashion with over 85% growth, expanding to 13,808 registered home care advocates. BAYADA’s advocacy arm is now responsible for growing one of the largest home care movements in the industry.

*BAYADA’s affiliated organization, Hearts for Home Care (H4HC), is a 501(c)4 social welfare organization that houses BAYADA’s advocacy activities.



“We believe that building relationships and working together are critical to our success as a community of compassionate caregivers.”

~ The BAYADA Way



To learn more about H4HC, visit heartsforhomecare.com.



Dave Totaro Retires After 16 Years of Home Health Care Advocacy

A Pioneer for the Industry

At the end of 2025, BAYADA’s Chief Government Affairs Officer Dave Totaro retired after more than 16 years of extraordinary leadership, advocacy, and service to the home care community.

Since joining BAYADA in June 2009, Dave has led the organization’s government affairs and advocacy. He built a respected legislative and grassroots operation, ensuring home health care is recognized and prioritized by policymakers at all levels.

A LEGACY OF ADVOCACY AND IMPACT

- Building a national operation: Dave developed a team of government affairs, public affairs, and grassroots professionals who work daily to secure meaningful policy wins for BAYADA clients and caregivers.
- Transition to not-for-profit: When BAYADA became a nonprofit in 2019, Dave guided the launch of a 501(c)(4) advocacy structure—ensuring our mission could thrive while expanding BAYADA’s ability to continue to influence public policy.
- Hearts for Home Care (H4HC): As President & Executive Director, Dave led the expansion of H4HC to more than 12,000 active advocates. Under his leadership, H4HC grew beyond BAYADA to represent the entire home care industry and underwent a successful rebranding that elevated the movement nationwide.
- National influence: Dave’s leadership extended far beyond BAYADA, including serving as chair emeritus of the Partnership for Medicaid Home-Based Care (PMHC) and as chair of multiple national boards and councils dedicated to advancing home care. He has helped make BAYADA the gold standard of both home care excellence and advocacy.

RECOGNITION AND ACCOMPLISHMENTS

Dave’s efforts have earned industry-wide recognition. In recent years, he has received the Titan 100 Award and the McKnight’s Pinnacle Award for Agent of Change, and he was named one of NJ Biz’s People to Watch in Healthcare.

More importantly, his work has directly led to historic funding increases for home care services in states like New Jersey, Pennsylvania, Delaware, Massachusetts, North Carolina, Rhode Island, and many others—expanding access to care for countless families.



“Timing is very important, and when I looked at what I had built at BAYADA, and the strength of the team, it was the right time to move on, take a step back personally, as well as explore how I could help others within the industry build something similar.”

~Dave Totaro

LOOKING AHEAD

While Dave is retiring from his role at BAYADA, his passion for advocacy continues. Guided by his belief that “a rising tide lifts all boats,” Dave plans to stay engaged in the home care advocacy community, possibly in a consulting role, to support others in advancing the mission of accessible, high-quality care.

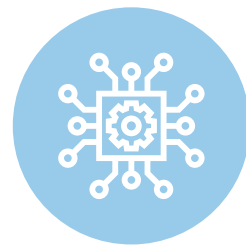
Reflecting on his career, Dave is most proud of the strong advocacy team he has built at BAYADA—a team that will continue to advance our organization as a leading voice in home care. Upon Totaro’s retirement, Sue Chapman Moss will become President & Executive Director of Hearts for Home Care while continuing to lead payer/provider contracting, strategy, and government affairs.

BAYADA celebrates Dave’s remarkable contributions not only to our organization but also to the entire home care industry. His vision, leadership, and commitment to *The BAYADA Way* have left an enduring legacy that will continue to shape home health care for years to come.

TECHNOLOGICAL IMPACTS

In 2025, BAYADA focused on several key IT areas, including:

- Operational stability and business continuity
- Security modernization and password-less experience
- End-user modernization and cost avoidance
- Financial and procurement efficiency
- Workforce enablement and HR technology advancements
- AI enablement and digital productivity
- Growth enablement: acquisitions and joint ventures

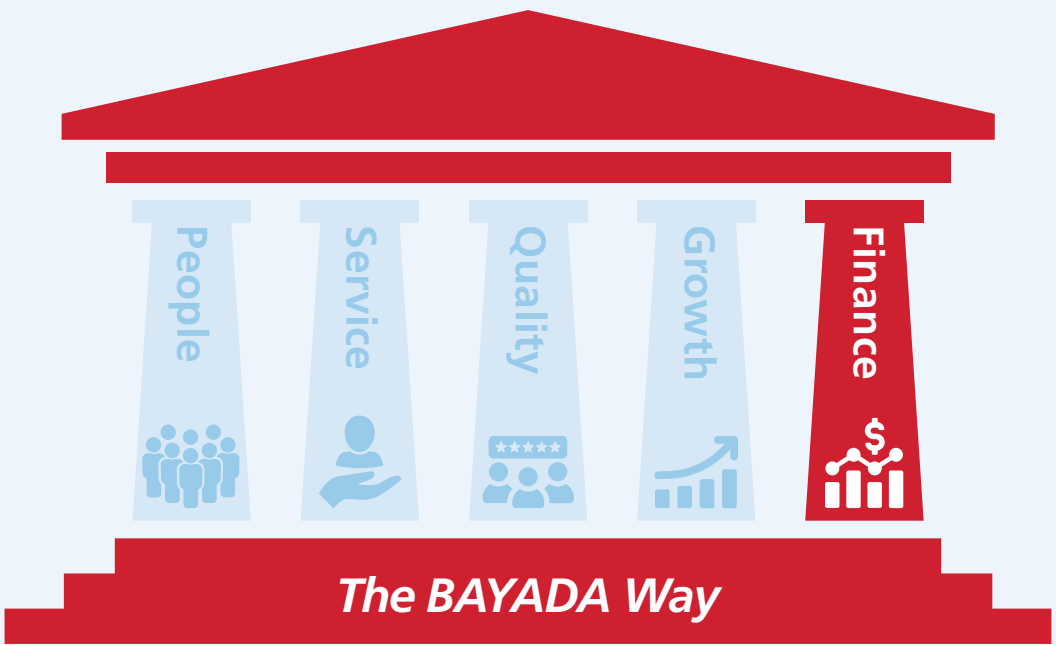


“Strive to provide the very best service to our clients. Set specific goals and work hard and efficiently to achieve them.”

~The BAYADA Way



FINANCE PILLAR



The Finance Pillar focuses on ensuring BAYADA delivers our compassionate, excellent, and reliable care services in a financially responsible manner.

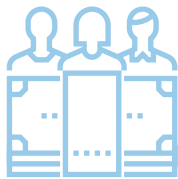
2024 FINANCIAL PERFORMANCE*

To achieve our vision of creating a lasting legacy as the world’s most compassionate and trusted team of health care professionals, *we believe it is our responsibility to strengthen the organization’s financial foundation and to support our growth.*

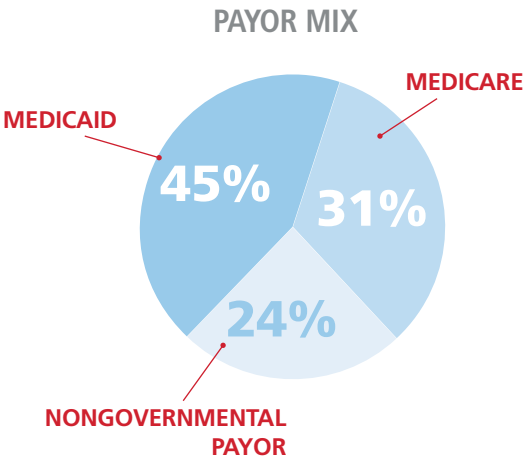
With \$398 million in net assets and no material borrowings, BAYADA is well positioned to support our mission to *help people have a safe home life with comfort, independence, and dignity.*

\$764 MILLION
TOTAL ASSETS

\$398 MILLION
NET ASSETS



\$2.002 BILLION
NET REVENUE



*Audited 2025 financial information was not available at the time of reporting.





PHILANTHROPY IN ACTION

Advancing Careers, Expanding our Impact

GRANT FUNDING

Balancing the rising demand for home care with a limited national supply of prospective clinicians requires an innovation solution to “grow our own” BAYADA talent. Philanthropic grants help us rapidly scale this goal. Through grants, we can expand career advancement for entry-level caregivers and experienced clinicians.

\$1.6 million

Grant funding in 2025 from the following:

- Equus Workforce Solutions
- Philadelphia Works
- NJ Department of Human Services Division of Aging Services and Heldrich Center for Workforce Development at Rutgers University
- Philadelphia Foundation
- NC Department of Health and Human Services
- MA Executive Office of Labor & Workforce Development
- Home Care Association of NYS
- Private Donor



CORPORATE PHILANTHROPIC PARTNERS

We extend our heartfelt gratitude to the following corporate partners. Their generous contributions have played a pivotal role in advancing our mission and making a meaningful impact in the communities we serve.

GOLD PARTNERS



KnitT is a rapidly growing innovator in cloud transformation, data, automation, and cybersecurity, recognized for delivering agile, high-impact technology solutions. As a committed BAYADA Gold Partner, KnitT brings forward-thinking technical insight that enhances our ability to expand workforce pathways and advance the future of home health care.



EPAM is a global leader in digital engineering, cloud, AI, and enterprise technology, known for helping organizations modernize at scale. As a dedicated BAYADA Gold Partner, EPAM applies this deep expertise to strengthen the systems and innovations that support our workforce and improve care for the clients we serve.

SILVER PARTNERS



BRONZE PARTNERS

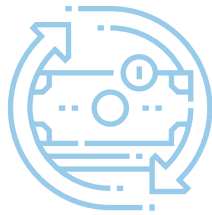


HELPING HANDS

Aetna
CBRE
Diagonal
Fast Times Screenprinting and Sign

Frankfurt Kurnit Klein and Selz PC
Netsmart Technologies Inc
Perfect Communications
Recruitics

Red Road Health Solutions
Ropes & Gray
Strategic Impact Group



\$350,000

Donations received from
22 corporate sponsors

These grants and sponsorships enable BAYADA to advance our key philanthropic priorities:

1. **Expanding access** to home care services in markets with health care shortages
2. **Developing the workforce** by training and elevating thousands of health care workers annually
3. **Sparking innovations** for new home care delivery models that expand access, increase quality, and reduce costs
4. **Fostering goodwill** in our communities by caring for our caregivers and communities when sudden, unforeseen financial hardships occur

RELIEVING EMERGENCIES FOR CAREGIVERS AND COMMUNITIES

The BAYADA Emergency Relief Funds were initiated nearly 16 years ago to support employees, clients, and communities when sudden, unforeseen financial hardships occur. These funds include:

- The Client and Employee Emergency Relief Fund
- The Hospice Fund

To make a donation to the Emergency Fund, scan the QR code.



Giving Back Through Community Benefit Programs

BAYADA's Community Benefit program helps provide home health care for clients in special populations who receive government-sponsored care or who are uninsured and unable to pay for all or a portion of their bills.

Every year, BAYADA compiles its community benefit figures. Uncompensated care, subsidized care for government programs, and other community benefit programs are all considered community benefit expenditures highlighted by the IRS.

In 2024, BAYADA delivered \$28.3 million of community benefit care, comprising:

- **Government-sponsored care:** 96%
- **Uncompensated care:** 2.62%
- **Community service:** 1.31%

\$139,403

Amount awarded to
employees and clients in
2025 through The Client
and Emergency
Relief Fund

\$38,427

Amount awarded to
clients and their families
in 2025 through The
Hospice Fund

“Demonstrate exceptional care and kindness to others. Be led by our hearts.”

~ The BAYADA Way



\$28.3 MILLION

2024 community benefit
care delivered





The **BAYADA** Way®

Our Mission

BAYADA Home Health Care has a special purpose — to help people have a safe home life with comfort, independence, and dignity. BAYADA Home Health Care provides nursing, rehabilitative, therapeutic, hospice, and assistive care services to children, adults, and seniors worldwide. We care for our clients 24 hours a day, 7 days a week.

Families coping with significant illness or disability need help and support while caring for a family member. Our goal at BAYADA is to provide the highest quality home health care services available. We believe our clients and their families deserve home health care delivered with **compassion, excellence, and reliability**, our BAYADA core values.

Our Vision

With a strong commitment from each of us, BAYADA will make it possible for millions of people worldwide to experience a better quality of life in the comfort of their own homes. We want to build and maintain a lasting legacy as the world's most compassionate and trusted team of home health care professionals. *We will accomplish our mission and achieve our vision by following our core beliefs and values.*

Our Beliefs

- We believe our clients come first.
- We believe our employees are our greatest asset.
- We believe that building relationships and working together are critical to our success as a community of compassionate caregivers.
- We believe we must demonstrate honesty and integrity at all times.
- We believe in providing community service where we live and work.
- We believe it is our responsibility to strengthen the organization's financial foundation and to support its growth.

Our Values

Our work is guided by our fundamental values.

Compassion—Our clients and their families feel cared for and supported.

Excellence—We provide home health care services to our clients with the highest professional, ethical, and safety standards.

Reliability—Our clients and their families can rely on us and are able to live their lives to the fullest, with a sense of well-being, dignity, and trust.



BAYADA®
Home Health Care

Compassion. Excellence. Reliability.



