



JENNA KINKADE “MY WHY”

Senior Vice President & Chief Financial Officer,
Integrated Loyalty Systems

My passion for healthcare started when I was just 16 years old, working as a nursing assistant in a skilled nursing facility in upstate New York.

Like most teenagers, getting up at the crack of dawn to be at work at 6:45am for the morning shift was extremely challenging! I wanted this to become more than a just a summer job, however, and happily discovered that taking care of the elderly was extremely rewarding. Although the work was quite difficult, I realized I was good at what I did; My confidence grew as I learned my role took strength, stamina, and an abundance of empathy and love.

One of the most difficult challenges I faced was the nearly overwhelming workload, often 15 residents a day, with little training, coaching, or formal onboarding. On my first day I was paired with another nursing assistant and, in many ways, we were on our own. As you would expect, each resident presented with unique physical abilities, mental health, and personalities. I learned the logistics of my job as I became closely involved with my residents - I bathed and dressed them, made sure their teeth and hair was brushed, and brought them to meals. Because I had no formal training, I learned by trial and error, and my learning curve was long and steep. As I reflect back now, I realize it didn't have to be that way.

The very best part of that summer was discovering that each resident had their own unique personality, history, reason for living, and story to tell. My favorite part of the job wasn't mastering something that I was taught, but understanding for myself what it meant to simply listen and be present. The bonds I formed that summer changed my life and have always stayed with me.

It wasn't until after college that I saw the real need for improving healthcare. My second job was working for the Walt Disney World company in Orlando. The entire hiring, selection, onboarding, and on-the-job training process was a well-oiled, well orchestrated, seamless machine. Where new recruits, including myself, immediately felt a clear sense of purpose; where the culture was crystal clear on what they would and would not stand for; and where we were set up for success every step of the way. There was a formal blueprint for success and I was a living example of it. Throughout my career at Disney, I was formally mentored, coached, recognized, educated, encouraged, and held accountable each step of the way. I became a trainer, new employee orientation facilitator, and leader. My Disney career lasted nearly a decade.



Integrated Loyalty Systems
Elevating the Human Side of Healthcare



JENNA KINKADE “MY WHY” (CONT)

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Every so often during my time at Disney, however, I could not help to reflect back to my first job in healthcare and think, ‘was all of healthcare run as it was in my experience?’ Was everyone onboarded like I was?’ These questions began to come up more often as I began spending more time personally involved in the industry. Over the course of five years I gave birth to three beautiful children in three different hospitals. We dealt with a life changing illness when our oldest daughter was diagnosed with Type 1 diabetes. And then came that dreadful day when my family and I had to make the difficult decision to select a skilled nursing facility for my 85 year old grandmother, Grace, my best friend in the whole world.

My experience with the industry from this new perspective showed me that healthcare, in general, does a poor job connecting employees to a clear purpose. They struggle with orchestrating formal recruitment, selection, onboarding, on-the-job training, reward and recognition, and or service recovery programs... all of what I took for granted at Disney! There is no departmental playbook on how healthcare employees are expected to treat patients and each other on a human level, as the focus is placed solely on the clinical and operational side. As a result, the workforce often delivers inconsistent results and functions in an ambiguous culture. Sadly, many healthcare professionals and patients end up feeling like a commodity line item on an accounting balance sheet instead of as an individual, feeling human being.

My experience brought me to where I am today: At Integrated Loyalty Systems, we’re on a mission to help elevate the human side of healthcare. We do this by leading healthcare teams to design *their own* explicit cultures and by sharing tools and lessons learned from our team’s collective experiences. I am inspired by the great caregivers who have taken care of my grandmother and my daughter with such warmth and heart! Knowing that the work I do every day contributes to a better environment for healthcare professionals and the patients they serve still excites and motivates me after all of these years.

