



# A GUIDE TO ESTABLISHING AN INTERNSHIP PROGRAM

Mission: Expand the Workforce for Senior Living & Healthcare



Goodwin  
Living

Sample Playbook and Resources shared by Goodwin Living and the Goodwin Living Foundation | 2025

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# I. LETTER FROM ROB LIEBREICH

## Dear Colleagues and Friends,

In your teens and early twenties, what did you want to do as a profession? What opportunities called to your heart and your head? Did you end up doing what you thought you would?

For many starting their career journey, it is difficult to know what path to pursue without first having the chance to directly experience different fields.

Given the growing competition for talent combined with the reality that only a small percentage of students typically consider the field of senior living and health care for their career, Goodwin Living set out to earn a place for consideration among future generations through the introduction of paid internships for high school and college students.

The robust Goodwin Living paid internship program, which is supported by generous donors to the Goodwin Living Foundation, has two goals:

1. Change how emerging and current workers perceive our field of senior living and healthcare
2. Highlight the dynamic opportunities within our field that might align with the interests of future generations

## Just a few years in, our results are promising!

Most interns tell us that they are positively surprised at how much enjoyment they experience from being around older adults. For example, they consistently rank having a resident mentor as the top benefit of their internship. Equally affirming of the program is that many interns pursue employment with Goodwin Living following their internships.

At Goodwin Living, we would like our lessons learned and positive results to be your positive results, too.

As providers of housing and services for older adults who represent the fastest growing demographic in the world, Goodwin Living believes we must do everything we can to recruit and retain the very best team members. As you seek to do the same for your organization and industry, we hope this Internship Playbook becomes a key part of your toolkit towards success!



Gratefully,

A stylized, handwritten signature in black ink that reads "RL".

Rob Liebreich  
Goodwin Living President & CEO

## II. INTRODUCTION TO THE GOODWIN LIVING INTERNSHIP PLAYBOOK

### Welcome to the Goodwin Living Internship Playbook!

Since we expanded our internship programs throughout our entire organization in 2022, we have gained many insights into what it takes to launch, sustain and even grow a successful program.

As other organizations have reached out to seek insights on launching their own internship programs and as Goodwin Living is committed to sharing what we've learned so others can benefit, we have developed this playbook to share everything about our internship programs in one, convenient place.

Launching any new program can seem daunting. Having a guide to help you through the process can make it much easier! Our goal with this playbook is to walk you through the types of internships you might consider, explore the many benefits a program can offer and then offer insights and tips based on our experiences with the Goodwin Living internship programs.

We hope that this playbook will inspire you to consider launching your own program and provide you with useful tips to help you realize your dream of hosting your own interns.



*At the end of every session, we hold a celebration for interns. Supervisors and interns both share highlights from their experience, and each intern receives a certificate.*

## Our Internship Story

For many years, Goodwin Living provided internship and training opportunities to students preparing for careers in nursing, social work, art therapy and healthcare administration. Realizing that we have experiences to offer in other areas of the organization — accounting, marketing, life enrichment, information technology and the list goes on — in recent years we decided to develop a new program that would provide internship experiences in other business disciplines of the organization.

The continued evolution and growth of the Goodwin Living internship program is part of a very intentional effort to promote and advance careers in our industry. You will often find news coverage of the concerns over workforce issues within the healthcare industry. The concerns increase when you consider the aging population, with projections indicating that 22% of the U.S. population will be 65 or older by the year 2040.

Even within the healthcare field, few people seek to make their careers in senior living and healthcare. Those studying healthcare likely have at least some familiarity with our field, whereas students of accounting, IT and marketing are very unlikely to have any exposure to the aging services industry unless it's through personal experiences with a loved one.

## Goals and Mission

One of our goals is to help find solutions to address our industry-specific workforce shortage concerns, so we designed our internship program to introduce the field of aging services to those who might not be familiar with it... yet. Later in the playbook, we will share how we incorporate unique experiences one can only get through an internship with a senior living

*"Goodwin Living genuinely cares about the well-being and individual needs of each resident which is evident in their tireless devotion.*

*It's not just a job; it's an opportunity to contribute to a mission that truly matters. You'll leave each day with a sense of fulfillment, knowing that you've positively impacted the lives of those you care for."*

*– Martha D., Summer 2023  
Life Enrichment Intern*

and healthcare organization. We work these experiences into the intern program specifically because we want students to see the possibilities of working in our field and the incredible sense of purpose it offers.

While our mission sits within the field of senior living and healthcare, we believe the framework of this playbook can apply to nearly any field or industry. We encourage you to consider how you can turn challenges into opportunities as you build your own internship program.

Throughout this playbook, we share our specific experiences and the insights we have gained through the process of expanding our internship program. We cover what we learned in preparing to expand our program, the benefits we have enjoyed, some tips for how to manage the program and much more.

# III. WHAT TO CONSIDER WHEN STARTING AN INTERN PROGRAM

When you want to start something new, knowing where to begin can be challenging. We will walk you through some common challenges you might face and share how we address them at Goodwin Living. We will also explore the different internship opportunities available from Goodwin Living and provide insights that we hope will help you explore which types would work best at your organization.

## Finding Possibilities & Overcoming Hurdles

If you're like us, you're excited to invite as many interns as possible to experience working at your organization. You have considered the short-term and long-term benefits of having many fresh perspectives in your industry (see more in [Section 4 How Your Organization Will Benefit & How Interns Will Benefit](#)). To reap those benefits, it's important to review your organization's resources and capacity.

Some questions you might ask include:

- What types of experiences do you expect interns to gain from your program?
- Do your team members have bandwidth to give meaningful experiences to interns?
- Do you have relationships with schools, training centers and community organizations that might participate in your program?
- How much will you pay interns?
- How many interns can you afford to invite at a time?
- Will you require interns to have specific education levels?

At first, questions like these might lead to more questions, and pursuing answers is the best way to ensure you'll be able to launch, grow and sustain a successful internship program. You might be pleasantly surprised where this process takes you. You can find other fundamental things to consider in [Section 5 How to Plan & Launch Your Program](#).



*At Goodwin Living, we all benefit from our internship program.*

## Look to Your Roots to Find Ways to Grow

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Looking for somewhere to start? Begin by **reflecting on your organization's values, expertise, culture and goals.** These core organizational principles can have the most significant impact on setting the pace for your internship program.

At Goodwin Living, our internship programs are driven by our mission and by who we are. We **value** people. We **specialize** in senior living and healthcare. We have a diverse workplace **culture** that creates spaces of welcome and inclusion for all. We have a **goal** to expand the ways and the places we support, honor and uplift others.

By reflecting on who we are and on who we want to be, we have developed the following internship programs:

### Clinical Internships (required for degrees)

Aspiring clinicians often must meet specific practicum requirements to receive their degree. Goodwin Living offers immersive clinical internships in nursing, art therapy, social work and more in our unique senior living and healthcare setting.

We've partnered with several local higher education institutions to expose the next generation of clinical leaders to our dynamic work environment and to the field of senior living and healthcare. Having enjoyed the experience and bonded with team members and residents, many clinical interns find work with us after completing their clinicals. Others start their careers elsewhere and return to us later.

### Clinical Pastoral Education Program (CPE)

Fully accredited by the Association for Clinical Pastoral Education (CPE), Goodwin Living CPE is among a small number of senior living and healthcare organizations nationwide that trains leaders from different faiths in pastoral ministry and chaplaincy.

Through our supportive community partnerships with other area healthcare providers, like Inova hospitals, our CPE interns develop their ministry in various clinical placement sites and with older adults at our campuses.



*One successful clinical intern program at Goodwin Living welcomes students pursuing degrees in social work.*

## Departmental Internships (non-clinical)

Thanks to generous donors to the Goodwin Living Foundation, Goodwin Living offers non-clinical, paid internships that expose local high school and college students to the growing senior living and healthcare industry. These interns join select departments and work as valued members of the team. They receive hands-on professional experience

in their chosen career path and intern-only workshops to round out their essential skills as emerging professionals. What's more, interns receive ongoing mentor relationships with older adults who have chosen Goodwin Living to be their partner in aging by either residing in one of our senior living communities or being a member of our Goodwin Living At Home program.

### We offer paid, non-clinical internships in the following departments:

- Administration
- Brain Health
- Chaplaincy
- Finance
- Health Information
- Human Resources
- Information Technology
- Life Enrichment
- Marketing & Communications
- ...and more!



*Interns enjoy varied experiences such as workshops and field trips to local farms with our dining services team.*



## Seek Partners Who Can Help

As this playbook reveals, we partner with other organizations to develop our intern program. These partnerships help us do more and serve others in ways we might not otherwise be able to. It also means that we are never alone in turning challenges into opportunities.

Each of these unique internship programs and the partnerships we've formed to support them are born out of the core aspects of our organization. They reflect our faith-based history (with our CPE program), our expertise (with clinical programs) and everything else that makes us who we are (with our expanded internships in departments throughout the organization).

In some cases, our interest in developing internship programs led us to further evolve existing partnerships. For example, after working with local colleges to develop CNA training and volunteer programs, we now offer high school students internship opportunities. In the case of our partnership with Marymount University on a falls prevention grant program to help older adults avoid falling, we now offer internships for students at Marymount University during spring and fall semesters.

In exploring the possibilities for your organization, look first to existing partnerships to see what potential they might hold. Some connections might not be obvious initially, so start by having the conversation and see where it might lead.

Of all the details to consider when starting an internship program, we encourage you to allow your earnest roots and specific goals to guide you toward success. The rest should fall into place! Another detail to consider is the benefits of such a program. We dedicated the next section of this playbook to that very topic.

Click on the links below to read blog articles written about or by Goodwin Living interns:

- [Internships In Senior Living and Healthcare](#)
- [Shaping the Future Through Senior Living Internships](#)



*Students from the Arlington Career Center gained work experience in our dining services. They also got to meet residents who happened to be responsible for opening that career center in 1972.*

## IV. BENEFITS OF THIS PROGRAM

More than likely, you decided to read this playbook because you have already given thought to the many benefits an internship program can provide to your organization. When we seek support for such a program, it helps to be specific about the potential benefits it will deliver. With that in mind, we want to share with you some of the benefits we enjoy, thanks to the internships at Goodwin Living. We also encourage you to think of the benefits to the interns who participate in your program.

### Benefits for Your Organization

As of 2024, many economists expect labor shortages to persist for years to come ([Forbes](#)). This may be especially true for industries like senior living and healthcare. In fact, the [Pan American Health Organization](#) is among the many forecasting that the number of older adults will more than double by 2050, and there might not be enough workforce talent to support them.

Like our field of aging services, the future of your organization could depend on investment in developing a talent pipeline that offers access to future careerists who learn about your industry or organization and feel inspired to seek jobs with you. An internship program can be a great, cost-effective way to build your workforce by educating people about your industry and the specific work your organization is proud to contribute to that industry.

Even if job opportunities are not available for you to offer interns at the end of their experience, providing them with a positive



*Interns enjoy celebrating with Goodwin Living President & CEO Rob Liebreich.*

### Benefits Include:

- Combat growing talent shortages
- Reduce recruitment turnover costs
- Bring new perspectives to your organization to expand your vision
- Expand your brand profile
- Provide junior managers with intern supervisory opportunities
- Boost productivity through the talent and work of interns

experience helps the cause, too. Their testimonials can serve to boost your brand and inspire others to get involved.

That said, there's plenty of research to suggest that interns who get hired are more likely to have a stronger relationship with their employer. Researchers at the [National Association of Colleges and Employers](#) (NACE) found that, at both the one-year and

## Measuring the Success of Our Program

- Interest in exploring careers in senior living and healthcare went from 2.3 before to 4.5 (out of 5) after completing the internship.
- When we asked interns if they'd recommend the internship to a friend, the average score was 4.8.
- When asked if they'd recommend Goodwin Living to a friend, all the interns strongly agreed with 5/5.



five-year marks, those who interned with their employer are 16% more likely to be retained than hires who interned elsewhere. Furthermore, those who interned with their employer are 32% more likely to be retained than those with no internship experience.

Perhaps this comes as no surprise. Those who intern with you can be trained and trusted to complete big and small tasks that contribute tangibly to your organization's bottom line, thus adding credibility to their potential for long-term employment. Unlike an unvetted candidate, interns get to develop mutual trust with the organization that they spend time with. Building that trust early has lasting effects on the relationship overall.

Finally, it's important to remember that the educational experience of an internship program can and should go both ways. You have a lot to teach your interns, but they might have perspectives that can shake your organization out of a rut. Sometimes, it takes a fresh set of eyes to find a different, sometimes better way to do something. If you're welcoming college students, they may be learning cutting-edge information that your team is hearing about for the first time. Remain open-minded with your interns and you may see gradual cultural and operational changes come about that benefit everyone.



The Goodwin Living Marketing & Communications team had long wanted to grow the organization's reach on social media while also building a recruitment toolkit. Building a strong Instagram account was an obvious path forward, but the team needed help. Knowing that to be successful in the space required dedicated team time to manage the account, the team found it challenging to launch an Instagram account while balancing all the other demands on the team.

That quickly changed when an intern took the lead on pitching, planning and implementing the launch of [our Instagram account](#). Not only did this intern come with the education she was gaining at college, she had successfully launched her own business using social media. Her planning and execution were so strong that we still closely follow her blueprint to this day. By nurturing her creativity and leadership skills, we gained another to build our brand and reach new talent. Not to mention, it was a ton of fun!

## Benefits for Interns

When developing your internship program, perhaps it goes without saying that you should be thinking about the benefits you can offer interns as much as you think about the benefits they might bring to you. After all, offering solid opportunities for interns to gain valuable workplace experience, develop new skills and contribute to the overall good of your organization will help you gain a reputation for being the type of place interns seek out.

If someone comes to your organization for an internship, they likely already have exceptional qualities. [Gallup research](#) shows that less than half of undergraduate students pursue an internship at all. Even if their career goals require them to complete an internship, it's safe to assume that your interns are coming to your organization for a competitive advantage in the professional world. They're likely enthusiastic about learning and growing as much as they can.

To nurture that enthusiasm, we equip Goodwin Living interns in all our programs with the vital education and professional experience they need to succeed. Guided by tenured experts in their chosen field, our clinical interns gain extensive knowledge and practice that goes beyond the rubric of their educational program requirements.

We train CPE interns of all faiths to provide compassionate spiritual care in various clinical settings in each of our retirement communities. For our non-clinical interns, we break generational barriers by pairing each intern with a Goodwin Living resident or member who has shared interests and volunteers to meet regularly and mentor them.

## What Interns Gain

- Education
- Professional Experience
- Mentorship
- Networking
- Graduation



*Interns benefit from working with Goodwin Living resident mentors (top) and supervisors (bottom).*



In each program, we're proud that Goodwin Living interns leave with new relationships and more professional readiness. Don't take our word for it. Here's what a few of our alumni have to say about the benefits of interning with us:

*"I enjoyed getting to learn from the finance team, mingling with other departments, attending education workshops and spending precious time with my resident mentor."*

– Makeda R., Summer 2023 Finance Intern

*"It's an amazing opportunity with many different departments to learn more in depth. You get to experience new opportunities and find new career paths."*

– Jocelyn C., Summer 2023 Brain Health Intern

*"I would say that there's an opportunity to learn about almost any field here, with the added nuance of working in a senior living care center. They have a really well set-up intern program with resources and multiple people to help us rather than an internship where there aren't many other interns to interact with or clear work for an intern to do."*

– Katrina H., Summer 2023  
Marketing & Communications Intern  
(shown in top right photo)



Though the experience may be brief, their time with your organization should give interns an opportunity to meaningfully contribute to something greater than themselves. Perhaps most of all, your interns should leave your program with a higher sense of confidence and accomplishment.

Bringing interns onboard can offer seasonal support that enables an organization to do more. Often, you might hear interns talk about being assigned administrative tasks such as archiving files, managing menial tasks or simple administrative work. This can expose interns to workplace experiences, though it might not be enabling them or the organization to benefit fully from their time together.

Through experiences at Goodwin Living, we have discovered that tasking interns with more substantial projects can help both the organization and the interns enjoy greater benefits from the experiences. For example, this very playbook you are reading was created with the help of an intern.

Welcome interns into your workplace with open arms and clearly directed tasks, and you might find that your organization can move important projects forward to complete more quickly. Provide interns with experiences that foster learning, critical thinking, new realizations and a sense of accomplishment.

## Additional Benefits to Interns

Beyond the day-to-day work tasks you might assign to interns, consider what other benefits you might build into your program. Involve leaders throughout your organization to offer professional development workshops on resume writing, public speaking skills, and other general topics that will be useful to anyone seeking to start and build a career.

At Goodwin Living, we schedule a series of workshops for each cohort. Workshop topics include resume building, interview skills, public speaking, networking, business acumen and other writing and communication topics. If you refer to [Appendix A](#), you will find more details from some of these workshops.

In addition to professional workshops, a mentorship program gives interns an opportunity to meet and learn from experienced professionals in their field of study. Also, they're learning from those with years of life experience that can guide them in their decisions and goals.

The unique mentorship program at Goodwin Living ensures that interns are nurtured and guided by Goodwin Living residents, setting the stage for a fulfilling career and life. It further encourages interns to consider careers in the senior living and healthcare industries.



*Every intern enjoys gaining work experience from supervisors and life experience from resident mentors.*

# V. HOW TO PLAN & LAUNCH YOUR PROGRAM

So, you want to launch an internship program? We hope that sharing the steps we took to start our programs will help you identify the specific steps you will need to take within your own organization to plan a successful launch of your own.

As we discussed earlier in the playbook (see [Section 5](#) *How to Plan & Launch Your Program*), we recommend taking an internal assessment of your organization first. It may be best to do this with key leaders in the organization. This will be your planning team or at least the start of your planning team. Once you've assembled your planning team and considered the questions in [Section 3](#), take a look at the list of questions below. This Internal Assessment splits your planning consideration into three categories: your vision for the program, the logistics that you need to launch and maintain the program and the operational structure of the program once it's in place. The list of questions we've assembled below isn't exhaustive, though it should get your initial strategizing phase to a productive place.

There are countless ways to run a successful internship program. The questions above serve to help your organization realize its own ideal program in whatever form that takes. Like us, you may discover that you have the capacity for multiple kinds of internship programs. Each internship program can answer these questions differently, as there may be different approaches necessary to accomplish specific goals.

For example, funding is one of the bigger questions each organization must consider in its planning phases. At Goodwin Living, some

clinical internships we offer in partnerships with universities don't allow us to pay those interns as they pursue their degrees. Instead, we're able to compensate interns via college credit for the work they do.

For our Department Internships (non-clinical), we can pay each group of interns. This would not be possible without the generous donors to the Goodwin Living Foundation, who fund both that particular internship program and the full-team People Engagement Manager who leads it. Further, we're able to bring in so many interns from local institutions due to the community outreach and networking our People Engagement Manager brings to our organization.

Launching your internship program will be a result of your organization's unique circumstances. Once you have a firm grasp of those circumstances and know how to leverage them, you can set a launch date!



## Questions: Vision

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- What are the specific goals your organization seeks to accomplish with an internship program?
- What do you want interns to accomplish while they're with you?
- How will your future interns benefit?
- What do you want interns to walk away with?
- Will you rotate members of your planning team?

## Questions: Logistics

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- How can your organization be in compliance with all relevant laws and policies regarding facilitating internship programs?
- What is your budget? How will you fund the internship program?
- How does the internship program maintain its funding?
- How many interns can you afford to host at a time?
- Will you offer paid internships? If so, will pay be in the form of hourly wages or stipends?
- How long will each internship last?
- Will they be seasonal? Aligned with school semesters? Yearly? As-needed?
- What are the selection criteria for the interns? What fields of study are you seeking to train?
- What skills should they have before interning with your organization?
- Should they already be interested in a full-time career in your industry?
- How will you recruit interns?
- What channels do you currently have for recruitment?



*Through our internship program,  
we develop special bonds.*



- What new channels can you form?
- Is it possible to partner with local institutions to recruit interns? How will you incentivize those institutions?
- How will you promote the program? (See [Appendix C](#) for marketing and public relations examples Goodwin Living engaged in to promote one of our internship programs.)
- What is the marketing strategy?
- How will you keep track of intern success stories, statistics and milestones?
- Who will be the subject matter experts on the program for an external audience?
- Will you schedule regular “lessons learned meetings” with your planning team?



## Questions: Operations

- Who will lead the internship program? How will responsibility be divided?
- Who will manage each specific group of interns?
- Should someone be hired for the role?
- Should existing team members supervise interns? Do they have bandwidth? Will they require extra funding to do so?
- Who will interns report to for serious questions and concerns?
- What will the orientation and training be for the internship program?
- Will interns receive the same universal orientation and training as all your team members?
- Are intern tasks and projects preplanned or assigned as needed?
- How will the tasks within your program meet or go beyond the relevant institutional requirements that interns must achieve?
- How is intern performance evaluated and feedback provided?
- Should each intern cohort get a unique experience or a standardized experience?
- Will you offer dedicated professional workshops (resume writing, job interviewing, etc.)?
- What professional workshops would be appropriate for reaching your organization's goals?
- Will you allow remote or hybrid work in your program?
- Will you include a mentorship program or intern buddy system?
- What method is used to collect feedback on the program from your facilitators and from the interns? (See more in [Section 8 Evaluating & Evolving Your Intern Program](#))



*Finding ways to incorporate interns into your workplace will deliver incredible results.*

## VI. HOW TO MANAGE & GUIDE YOUR INTERNS

So far, we have discussed the planning and benefits of an internship program. You may be asking yourself what you should do once you have selected your interns. Don't worry. We have insights to share to help you with that, too.

In many ways, managing interns is much like managing other employees: Informed by a full understanding of your goals, you assess the work required to meet those goals and make plans to assign tasks to complete that work.

On the other hand, it's common for interns to need greater levels of daily attention, supervision and guidance to support them through the experience. As new professionals, those who intern with you may not be ready to work independently in the beginning.

Of course, we suggest you consider other factors that are specific to welcoming interns into your organization and managing them. For example, interns are often new to workplace settings and need additional coaching, and the coaching should be baked into your plans for them. Also, you work with interns for short-term, seasonal periods of time, so knowing this can influence the types of work you assign to them.

You will likely find many options for incorporating interns into your workplace with clear directions on what their tasks will be. We can offer some ideas that have worked for us at Goodwin Living:

*"In many ways, managing interns is much like managing other employees: Informed by a full understanding of your goals, you assess the work required to meet those goals and make plans to assign tasks to complete that work."*



*By developing internships with dining services, we have discovered new talent and hired several interns as full-time team members!*

## For Clinical Internships:

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Often, those who supervise students under clinical practicums will have clear guidelines from the educational institution that requires the clinical internship. Once you know what's required, tailor their work experience accordingly. In some cases, supervisors might need to submit reviews or other documentation required by the degree program. Be sure to have this information in advance so you know what to expect and can work that into your plans.

## For Non-Clinical Internships:

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Some departments might have entry-level types of tasks that they can assign to an intern. This can help interns better understand what it's like to start a career in a particular field. For example, processing standard paperwork or managing important documents and files. If you plan to assign these types of tasks to interns, we encourage you to take time to also explain how these types of tasks contribute to the major goals of the department and the organization. Other departments might have specific project that can benefit from intern support. For example, an intern helped us write this playbook during the 2024 summer internship session. We were able to meet our goal of publishing this playbook thanks to this intern's work who conducting research, interviewing colleagues and contributing to the planning and writing.

Once you have a firm idea of what types of tasks you can assign to your interns, managing them is much like managing any other employee. They should participate in onboarding to become familiar with workplace culture and standards. They should receive orientation to your specific department as well. And you should work in way to provide them ongoing feedback so they can benefit fully from the experience.



As with managing any employee, communication is essential to the working relationship. Strong communication skills will aid you in providing interns with needed support. Regular scheduled check-ins with interns will help you close communication gaps and address communication breakdowns. You want to create a smooth synergy between yourself and your intern by being proactive and actively listening to interns' wants and needs.

Encouraging the entrepreneurial spirit of your interns is another part of successful management. Find ways to feed and nurture their innovative thinking, and their innovative optimism can lead you to discover new and better ways of doing the work of your organization. Open yourself up to the possibility that ingenuity of an intern can lead to improvements in efficiency and unexpected innovations.

## VII. WELCOMING & INCLUDING YOUR INTERNS

Like any other relationship, the way you welcome your interns sets the tone for your program. Each intern comes to your organization with unique backgrounds, circumstances and goals. You want them to feel excited about joining your team and welcomed as an individual.

At Goodwin Living, we spend the first day of each intern program introducing our policies, procedures and culture at orientation events. The orientation events you use could either be tailored to the program, or you can invite interns to take the same orientation as new employees. Either way, use the orientation as an opportunity to showcase your organizational culture and values and how interns will become part of both. Our organization is proud to say our interns come from many cultures and backgrounds. Many are immigrants and first-generation students from around the world. This richly reflects the workforce at Goodwin Living, as we employ more than 1,300 team members who represent more than 65 countries. We make this crucial part of our culture and identity clear to interns at orientation.

After orientation, your interns might participate in various welcome ceremonies and traditions, depending on the program in which they are enrolled.

For example, departmental interns attend a kick-off event with information tailored to their program and an opportunity to meet their cohort. After they gain a greater knowledge of the multifaceted work we do, we invite interns to socialize with one another and meet their resident mentors for the first time. We conclude their welcome as a group with a tour around one of our campuses before they break out to get better acquainted with their specific departments. For some of the interns, that's where the fun really starts.



## Additional ideas:

- The Goodwin Living Marketing and Communications team continues a tradition where interns make a social media post about their first day of arrival. It's a simple and effective way to seamlessly introduce interns to the work they will do, help them feel included as a valuable part of the team and promote the internship program.
- The Goodwin House Bailey's Crossroads Administrative team posts a photo and a bio of their interns outside their office doors to help welcome them to residents and team members on campus. They display these postings in the days before and following their interns' start date to ensure students feel at home in our work environment.
- The Goodwin Living Brain Health team is one of the few departments regularly exposed to most areas of the organization. Brain Health interns often gain a wealth of knowledge and experiences in a short period of time. The Brain Health team often devotes time to writing and publishing blogs about their experiences learning the field and connecting with residents.

If your internship program is similar, individual departments within your program may have their own special welcome approaches for their interns.

If you've made it this far into this playbook, we're confident you can successfully launch an internship program. The only thing more important than successfully launching your program is understanding how to keep it successful. That means remaining open-minded and agile. As we mentioned in the Internal Assessment in [Section 5](#), we recommend developing a system to regularly evaluate your program.



*One way we make interns feel welcome at Goodwin Living is by celebrating them at special events.*

# VIII. EVALUATING & EVOLVING YOUR INTERN PROGRAM

## Ask Participants for Feedback

Give those who participate in the program, both staff and interns, an organized opportunity to reflect on their experience.

Before launching an internship program, your planning team sets goals. Those goals should inform the surveys you use to gather feedback (See [Appendix B](#) for an example of a feedback survey).

Whether you use a digital form, paper surveys or one-on-one interviews, your organization should keep a single, detailed record of the feedback you receive from each participant. As you develop this system, consider the following:

- Which member or group of your organization is responsible for gathering and organizing feedback from participants?
- Do interns and staff use the same channel to give feedback?
- If not, do interns route their feedback to their supervisors?
- How many times will you ask participants for feedback?
  - Once at the end?
  - Weekly or monthly check-ins?
  - At the beginning, middle and after?



*Feedback from interns helps us improve and expand the program.*

## Sample Evaluation Questions to Ask Interns

- How satisfied are you with the overall internship experience?
- Did the internship meet your expectations? Please explain.
- How would you rate the support and guidance provided by your supervisor?
- Were the tasks and responsibilities assigned to you meaningful and relevant to your learning goals?
- Did you receive adequate training and resources to perform your tasks effectively?
- How would you rate the work environment and culture of the organization?
- Were you given opportunities to apply your skills and knowledge gained from coursework?
- How satisfied are you with the feedback and evaluation process during your internship?
- Did the internship help clarify your career goals and interests?
- How likely are you to recommend this internship to a friend or colleague?
- What aspects of the internship program could be improved?
- Did you feel included and valued as a member of the team?
- Did you have opportunities to network with professionals in your field?
- How well did the internship experience align with your academic studies?
- What did you find most valuable about this internship experience?
- How could the organization better support future interns?





## Questions to Consider for Your Team Members

- How satisfied are you with your experience as a supervisor in our internship program?
- Did you receive sufficient guidance and resources to effectively mentor your intern(s)?
- How would you rate the quality of communication between you and your intern(s)?
- Did you find the internship goals and expectations clear and well-defined?
- How satisfied are you with the performance and engagement of your intern(s)?
- Did you feel supported by the internship program coordinators and HR team?
- Were you able to provide meaningful feedback and development opportunities to your intern(s)?
- Did the internship program help you develop your mentoring and leadership skills?
- How well did the intern(s) integrate into your team and contribute to its goals?
- What challenges did you encounter while supervising your intern(s), if any?
- What aspects of the internship program could be improved from a supervisor's perspective?
- Did you have sufficient time and resources to dedicate to mentoring your intern(s)?
- How well did the internship program align with the needs and goals of your department or team?
- Did you receive adequate training or orientation before starting your role as a supervisor?
- How likely are you to participate as a supervisor in future internship programs at our company?



## Compare Feedback to Your Goals – Apply Lesson Learning

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After developing a system for soliciting feedback, the leaders of the internship program should compare the feedback to your goals. Assess what issues you might need to address and apply the lessons you have learned to your program going forward. These assessments are vital to improving and evolving for everyone's sake.

It can be easy to underprioritize this part of the process while maintaining your normal operations alongside what may come with the internship program itself. All the same, we strongly encourage you to make time for this step every time you welcome interns.

## Take the Wins

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This stage in the process doesn't have to focus solely on negative feedback. Far from it. The data you gather in your feedback system can also be used to highlight achievements and milestones. Use your data to inform your marketing and recruitment strategy or just to celebrate your hard work. There's nothing quite like celebrating when you have the data to back up your sense of success. You can use this data to apply for awards that recognize the value of your program, pitch to the media to help share the story and amplify your voice organically through social media spotlights.

If you remain dedicated to hearing the voices of your participants, you'll feel the benefits in real-time. Before you know it, your internship program and your organization, by extension, will evolve to new heights! (See [Appendix B](#) for examples of how Goodwin Living celebrated on of our internship program's successes.)



*Countless are the rewards everyone enjoys by participating in our internship program.*

# IX. APPENDIX & SUPPLEMENTARY MATERIALS

## Appendix A

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- Professional Development Workshop Materials for Interns

## Appendix B

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- Examples of Feedback-collecting Tools (forms, surveys, polls)

## Appendix C

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- Other Goodwin Living Playbooks
- [COVID Playbook](#)
- [Citizenship Playbook](#)

## Appendix D

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- Promoting Internship Program
- Press Releases and Blogs
- [Goodwin Living Named as a Top Employer for Interns](#)
- [2023 Summer Interns Were a Hit](#)
- Social Media Posts
- [Celebrating Interns on Instagram](#)
- Professional development workshops are a key part of the departmental internship experience at Goodwin Living. These sessions help interns build essential skills, gain confidence and prepare for success in their chosen fields. This appendix highlights the **Resume Building Workshop**, an important part of the professional development series, and includes examples from the session to help inspire your own workshops.



# Appendix A: Professional Development Workshop Materials for Departmental Interns

## Resume Building Workshop

The Resume Building Workshop is designed to help interns create resumes that effectively showcase their experiences and abilities. This session provides practical guidance and tools, including:

- **Structuring a Resume:** Tips on organizing key information like education, work experience and skills in a way that stands out to employers.
- **Action Verbs and Power Words:** Guidance on using clear professional language to describe experiences and accomplishments.
- **Formatting for Impact:** Advice on how to make resumes visually appealing and easy to read.



### Resume Templates

- Many resume templates are available online for free! Type in "resume templates" on Google search and select one that best fits your experience.
- If you have a Gmail account, you can use Google Docs. Instead of clicking 'new document' click on 'Templates' and then find 'Resume.'

**Your Name**  
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**COMPANY, LOCATION — Job Title**  
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**COMPANY, LOCATION — Job Title**  
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**COMPANY, LOCATION — Job Title**  
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**SCHOOL NAME, LOCATION — Degree**  
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**SCHOOL NAME, LOCATION — Degree**  
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**PROJECT**  
Project Name — Detail  
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123 Your Street  
New City, NY 12345  
555-555-1234  
my\_email@company.com

**SKILLS**  
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**REFERENCES**  
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**EDUCATION**  
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**PROJECTS**  
Project Name — Detail  
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### Resume Templates

New College Graduate  
Entry Level

**Steve Hines**  
Steve.Hines@goodwinliving.com | (914) 515-6500 | New York, NY 10994

**Data Analysis | Financial Modeling | Financial Forecasting**

Class of 2012 finance graduate with 10 years of post-grad work experience while completing various departmental rotations. Strengths include:

- Applying mathematical and statistical methods to understand, analyze, and interpret complex financial data.
- Analyzing business trends and forecasting for the company, including the complexity and uncertainty of interpreting and projecting financial metrics.
- Collaborating with cross-functional teams and clients across various departments including treasury, strategy, markets, transaction costs, sales efficiency, and trading profits.
- Using quantitative tools including financial tools for analysis and various modeling to the cost pricing, planning, and evaluation process.
- Tracking the behavior of financial and capital assets with emphasis on risk, fund, market recovery, and financial planning practice, investor education and characteristics, risk analysis, credit market theory, and capital budgeting.

**Education**

BS Degree Program in Business Finance | Georgetown in Nov 2007  
JANUARY COLLEGE OF BUSINESS | Wash DC  
MBA Degree Program in Business Finance | Georgetown in Nov 2011  
JANUARY COLLEGE OF BUSINESS | Wash DC

**Professional Experience**

Goodwin Living | New York, NY | 2012 to Present  
Goodwin Living | New York, NY | 2012 to Present  
Goodwin Living | New York, NY | 2012 to Present

## Other Workshop Topics

In addition to the resume workshop, departmental interns at Goodwin Living have access to sessions covering:

- **Interview Skills:** Practice sessions and tips to help interns prepare for job interviews.
- **Public Speaking and Presentation Skills:** Strategies to improve confidence and effectiveness when delivering presentations.
- **Networking and Building Professional Relationships:** Insights on how to create and maintain connections in the professional world.
- **Workplace Communication and Business Acumen:** Lessons on collaboration, professionalism and communicating effectively.

These workshops complement the resume session, giving interns a well-rounded professional development experience.

## Tips for Creating Effective Workshops

If you're planning professional development workshops for your interns, consider these tips:

- **Focus on Practical Skills:** Choose topics that interns can immediately apply in their career paths.
- **Use Real Examples:** Include case studies, templates or practice exercises to make workshops more engaging.
- **Encourage Participation:** Design workshops that allow interns to ask questions, share insights and practice new skills during the session.

Workshops like these give interns valuable tools for success and reflect your organization's commitment to supporting the next generation of professionals. Use the examples in this appendix as inspiration to create impactful sessions tailored to your internship program.



## Appendix B: Collecting Feedback for Your Program

Collecting feedback is a vital part of maintaining a successful internship program. At Goodwin Living, we gather input from interns and supervisors at key stages of the program to ensure the experience is meaningful and effective.

### Feedback Process

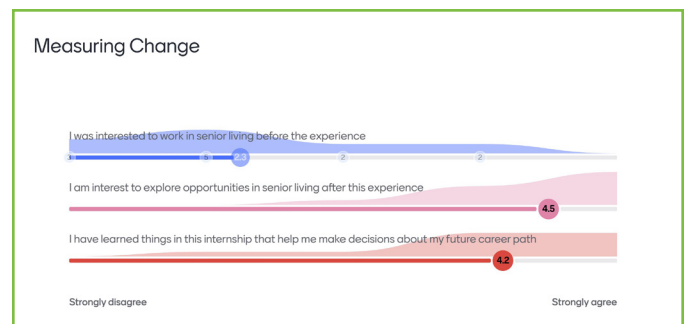
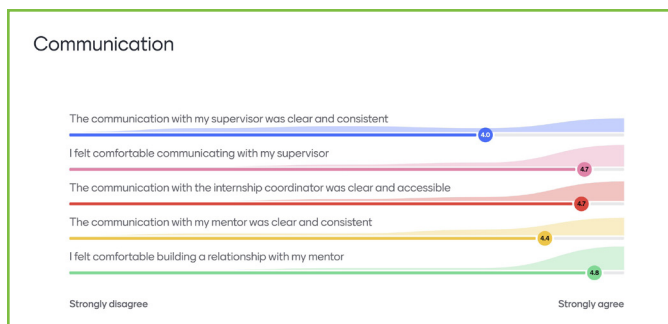
Our feedback process includes multiple steps to gain insights and foster continuous improvement:

- **Surveys:** Interns complete surveys at the start and end of their program to track expectations, measure progress and gauge overall satisfaction.
- **Discussion Sessions:** After reviewing survey results, the program coordinator meets with interns to discuss their feedback and explore their insights further.
- **Supervisor Input:** Supervisors provide additional perspectives on interns' contributions and share ideas to refine the program.

### Examples of Feedback Collection

The following examples, based on results from the Summer 2024 internship cohort, highlight the value of collecting feedback. These slides were created using an interactive tool that encourages candid responses:

- **Interest in Senior Living and Healthcare:** One slide showcases how interns who were not initially interested in senior living and healthcare gained a positive perspective on the field by the end of their program.
- **Communication and Support:** Another slide demonstrates that interns felt positively about communication with their supervisors and mentors, a key strength of the program.



### Using Feedback to Improve

Feedback from interns and supervisors is reviewed regularly to guide adjustments to the program. This ensures that the program continues to evolve to meet the needs of interns and the organization alike.

Collecting feedback strengthens your internship program and ensures a positive and impactful experience for all participants.

## Appendix C: Goodwin Living Playbooks

As part of our ongoing commitment to championing social good in the community around us, Goodwin Living previously developed and published other playbooks like this one.

### The COVID-19 Playbook

In September 2020, Goodwin Living released the COVID-19 Playbook, a comprehensive guide that outlined the protocols and practices we implemented to ensure the safety of residents and team members during the height of the pandemic. We shared this resource publically to assist other organizations in navigating similar challenges.

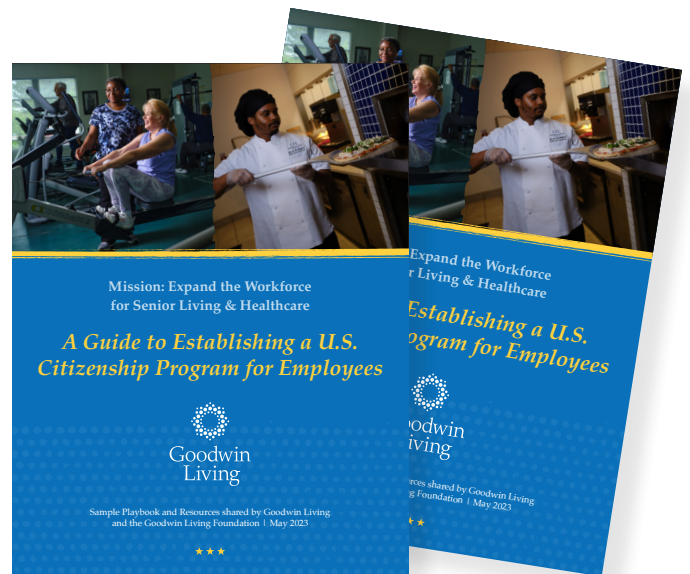
[Click here to access the Goodwin Living COVID-19 Playbook](#)



### The U.S. Citizenship Playbook

Through the generosity of donations to the Goodwin Living Foundation; Goodwin Living team members receive grants that cover the cost of applying for U.S. citizenship. Team members also receive tutoring for the citizenship exam from resident volunteers and celebration for braving the path to citizenship. In February 2022, Goodwin Living introduced A Guide to Establishing a U.S. Citizenship Program for Employees, aimed at assisting organizations in developing their talent pipeline and supporting their employees' journeys toward U.S. citizenship.

[Click here to access the Goodwin Living Citizenship Playbook](#)



## Appendix D: Promoting Your Internship Program

Promoting your internship program is key to attracting talent, building community engagement, and showcasing the unique contributions your interns make to your organization. At Goodwin Living, we've used several strategies to share the success of our programs, and we're excited to share examples that can inspire your own efforts.

### Press Releases and Blogs

Press releases and blog posts are excellent tools for sharing your program's successes and celebrating your interns' contributions. These resources not only highlight accomplishments but also raise awareness about the program's broader impact.

#### *"2023 Summer Interns Were a Hit"*

This blog captured the achievements of our summer interns, featuring testimonials and insights into how their work contributed to Goodwin Living.

#### *"Goodwin Living Named as a Top Employer for Interns"*

This press release showcased our recognition as a top employer and highlighted the value of our internship program for both participants and our organization.

### Social Media Campaigns

Social media is one of the most effective ways to promote your internship program and engage with prospective candidates. At Goodwin Living, we've used Instagram and LinkedIn to highlight our interns' journeys and accomplishments.

**Instagram:** Sharing posts that feature interns on their first day, in action on projects, or celebrating milestones has helped us connect with followers and inspire others to consider joining our program. Click the image below to see an example.

**LinkedIn:** Spotlights of interns' contributions and professional growth allow us to engage with a more career-focused audience while elevating their profiles in the industry.

Staff Stories - August 30, 2023

### 2023 Summer Internships at Goodwin Living Were a Hit!

By Timaeus Reed

This summer, Goodwin Living welcomed four times as many interns as last year

Staff Stories - July 31, 2024

### Celebrating Goodwin Living as a Top Employer for Interns

By Jacqueline Dua

It's always nice to be recognized for a job well done, and this month we're celebrating the recognition of a program that is close to our hearts – the Goodwin Living Internship Program.



## Engaging the Community

Internship programs thrive when they are embraced by the entire organization. At Goodwin Living, we involve residents and team members to help make interns feel welcome and appreciated.

### Examples include:

- Post intern bios and photos in shared spaces so residents and team members can get to know them before they begin.
- Use blogs to highlight interns' unique contributions, such as reflections written by a Brain Health team intern and her resident mentor (click the image below to read the article).



## Tips for Promoting Your Internship Program

- **Celebrate Milestones:** Announce key moments like the start of internships, project completions, and end-of-program celebrations.
- **Tell Stories:** Share testimonials and personal stories from interns to highlight the program's impact.
- **Use Visual Content:** Photos and videos make the program's achievements more engaging and relatable.
- **Collaborate with Partners:** Work with schools, universities, and local organizations to share your program and encourage participation.
- **Keep the Energy Alive:** Share updates throughout the program to maintain visibility and excitement.

By promoting your internship program effectively, you'll not only attract talented candidates but also celebrate the ways your organization is making a difference. Use the resources linked above as inspiration for creating your own promotional materials.





- Residential Living
- Assisted Living
- Memory Support
- Health Care & Skilled Nursing
- Short-Term Rehab
- Low-Income Senior Housing
- Continuing Care at Home
- Medicare-Certified Home Health
- Brain Health
- Palliative Care & Hospice

If you have questions about the Goodwin Living and Goodwin Living Foundation internship program, please contact us:

703.824.1200 | [Giving@GoodwinLiving.org](mailto:Giving@GoodwinLiving.org)

Goodwin Living  
4800 Fillmore Avenue  
Alexandria, VA 22311

[GoodwinLiving.org](http://GoodwinLiving.org)

## Credentials

