



## Action Learning Projects

2017-2018

**L**eadingAge California has partnered with Sodexo, Masonic Homes, and Value First to launch its 7th cohort of emerging leaders in the field of aging services. EMERGE is a comprehensive leadership development program specifically designed to better prepare future leaders within the LeadingAge California membership. The Class of 2017-2018 was comprised of high potential leaders across the state of California serving in different facets of long-term care who were seeking to transform themselves and their organizations.

The program is available to anyone who works for a LeadingAge California member (including, but not limited to voting members as well as associate members), irrespective of position or work experience. It was far more important for Fellows to demonstrate potential within their organizations than it was for them to carry specific job titles. The Fellows chosen to participate met four times within the year, which included visits to member communities, intimate conversations with leaders in the field of aging services and self-exploration of leadership styles through exercises and readings.

An important element of the program was the assigned Action Learning Project (ALP) in which Fellows created an idea or acted upon an opportunity around the themes of change and innovation and brought that project back to their own organization or community. ALPs offer a chance to reflect individually and in groups where Fellows receive feedback and insight from their peers, mentors, and facilitators on how to successfully lead change through the work of their ALP. In the pages that follow, you will have the opportunity to view the work and learning process each Fellow took to cultivate or implement their project.

The Class of 2017-2018 Fellows were asked to explore the following questions related to their personal leadership skills, EMERGE program experience and ALP work:

- **Describe the capabilities you possess that make you an effective leader and your personal commitment to the field of aging services.**
- **Describe the perspective and knowledge you hope to acquire as a result of your participation in EMERGE.**
- **What is the title of your Action Learning Project?**
- **Briefly describe your Action Learning Project and why you chose it.**
- **What do you hope is the long-term impact of your Action Learning Project to your organization or the field of aging services?**
- **What leadership lessons were learned during the course of implementing your Action Learning Project?**





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### **Mia Almonte**

Resident Services Supervisor  
Valley Vista  
San Ramon, CA

#### **In Her Own Words...**

Before starting the EMERGE program, I did not have the complete confidence to consider myself a leader. Despite the hesitations I had, I took with me the passion I have for aging services and empowering the residents I work with to drive me through this eye-opening experience. Throughout this year-long journey, I was truly thankful for the time and space to get a better understanding of who I am through self-reflection, and really grow the courage within to find my leadership voice. I was able to discover my voice through acknowledging the impact my passion and core values have in my daily life, but also the importance of implementing them in my leadership style.

Through my self-discovery as a leader, I found leadership involves the focus on taking quality time to get to know my team. An effective leader must acknowledge the strengths, unique traits, passions and main motivators in the lives of their team members or residents to continue to empower them toward their personal or professional goals. I feel that my focus as a leader has always been actively listening to needs in the present, but my leadership style has changed when it comes to finding ways to creatively inspire continued growth towards the future. EMERGE has helped me realize that you have to meet people where they are at in order to help them develop their leadership skills and to work toward the shared vision of your organization.

This EMERGE journey has shown me that everyone's leadership style is uniquely different and you have to find your own authentic voice. EMERGE has exposed me to a wide variety of individuals coming from all areas of the aging services field who all hold the same compassion for our industry. The program has inspired me to continue advocating for the issues seen in our communities and to try to find better way to meet those needs. My time at EMERGE was an amazing, transformative experience that has given me many tools to apply in my role in Resident Services. As I continue my journey as a leader, I take with me these experiences and growth to contribute positively to the aging services field.



## Holistic Wellness Coaching

My ALP involves partnering affordable housing communities with local organizations or universities to establish a curriculum around Holistic Wellness Coaching. The purpose is to help residents in our communities establish the steps to meet their needs, wants and accomplish goals. Working with a coach holds residents accountable, gives them initiative to start and assists in guiding them through the necessary steps toward their goal. I chose the word “holistic: as the main focus, to incorporate the five dimensions of Health in each goal: Spiritual, Mental, Physical, Emotional and Social.

My community of Valley Vista and several of our affordable housing communities within HumanGood currently have partnerships with local universities. I am hoping to expand those collaborations to incorporate Holistic Wellness Coaching. My ALP is to establish a long-term partnership with a local organization or university, set the details of the curriculum goal structure and incorporate the steps to implement the program in the community setting effectively. My overall goal with this ALP is to empower residents to be engaged in managing their lifestyle changes, and to continue to learn, improve and accomplish what they set their minds to.

## Long-Term Organizational and/or Field Impact

The long-term impact of my ALP to my organization is to bring innovative programming that touches all dimensions of health, and incorporate preventive health efforts to allow residents to remain independent in our communities. In the affordable housing industry, we are moving towards the supportive housing model of bridging the gap between healthcare and housing. Leveraging housing program interventions like wellness coaching can contribute to improved health outcomes, promote self-determination, decrease costs in healthcare and improve quality of life.

## Leadership Lessons Learned

Although my ALP is still in the development stage, the leadership lesson I’ve learned has been finding ways to truly be innovative. It involved researching the concepts of wellness coaching, the needs of the residents in our communities and envisioning the overall outcome of this ALP. It has pushed me to present the vision I have for this project, to get input and support from leaders in our organization, and to network in order to see how this concept has been similarly implemented in the industry. It is a continuing project that I know will come with changes, but I have faith that the overall result will be a positive one for the residents in our communities.



## Lucy Ascalon

Assistant Director of Health Services &  
Manager of Assisted Living  
San Francisco Towers  
San Francisco, CA.

### In Her Own Words...

It is very difficult to be a leader. You have to be tough and consistent. All your staff is looking at you as a model.

For me, I try my best to be that kind of leader, and I'm still in the process of developing myself to be a good one. Being in EMERGE has changed me 360 degrees. I learned a lot from EMERGE staff and especially from my EMERGE fellows. I'm still working on my listening skills. Being a good listener helps me reflect on whether a decision I'm making will be appropriate, legally or otherwise. Being a good leader is also letting your staff know that you are available to listen to their heartaches, stories, silliness, difficulties and complaints.

EMERGE change my life. I became more confident, broad-minded, and unfearful of what lies ahead of me. I've learned to be more strong and courageous when dealing with residents and my staff. I feel more mature by looking to my mentors and my EMERGE Fellows. If they can do it, so can I.

During the process, I became more of a democratic type of leader that gives my staff the freedom to voice their concerns. I'm acting as a model, so they will see that I'm working with them and understand their feelings and undertakings.

I am in awe of what EMERGE has taught me. It's not because I have a title, but because they need me and I am willing to walk an extra mile for them and for the company.



## Eliminating Complaints & Promoting Teamwork Among Staff

I want to do a series of essays focused on my residents that can be added to and shared from year to year. The stories will explore the inspiration that keeps them vibrant and full of life – a sort of “Life Muse” if you will. When we think of getting to know someone, we often think in terms of family makeup, employment history and maybe hobbies. These things are important, but I want to explore my residents in terms of their passions and the things that continually inspire them to live life to the fullest. What inspires one to bathe in self-defeatism and another to “not go gentle into that dark night?” This is what I hope to discover through a series of unconventional interviews and group discussions with residents.

## Long-Term Organizational and/or Field Impact

**Subjective:** In the past, staff members have voiced their concerns about workloads being too heavy, more demanding residents, lack of teamwork among staff and roles that need to be clearly defined.

**Objective:** 1) At the end of the end of six months of intervention, staff will be able to verbalize constructive criticism among other staff members; 2) staff will be able to minimize or eliminate simple complaints among co-workers; 3) staff will be able to promote a positive attitude towards work and co-worker – thus promoting teamwork.

**Planning:** To enhance positive attitudes, eliminate or minimize complaints and promote teamwork.

**Intervention:** Group dynamics during staff meetings; working on the floor to be with staff, thus understanding the work, responsibility, demands and concerns of both residents and staff; one-on-one encounters with staff members, exploring personal life/family dynamics, strengths and weaknesses, problems if they are willing to share, and potential resources.

**Evaluation:** This ALP is still ongoing. I am working with the fourth staff person and have five more one-on-one encounters to go. However, I was able to understand the core problems of our group, which really helps to keep us going. Staff was able to communicate any issues that came up in a positive, more constructive way. They can call me without hesitation if it needs my immediate attention. I hope that this will give each staff the opportunity to trust me and to trust their co-workers. This will motivate them to work happily, thus promoting positive vibrations to all – the residents and to the whole staff. Doing work and being in a workplace you are happy with is a life-changing journey, not only with the Residents but also to others, most especially to yourself.

## Leadership Lessons Learned

EMERGE has taught me the importance of trust, respect, teamwork and dedication, as well as valuing others and myself.



## **Yolanda Barba**

Affordable Housing Administrator  
Hillcrest Gardens  
Daly City, CA.

### **In Her Own Words...**

When I first started this program, I really didn't identify myself as a leader. I was just a person who loved what they did and I enjoyed helping others in achieving their goals. I found myself leading various projects but never correlated it to being a leader. In EMERGE I was finally able to see the leader in me that others already saw. EMERGE helped me have the confidence, focus, and drive to move forward in my leadership journey. Learning from the coaches and my current classmates and seeing the experiences of EMERGE alumni has really inspired me to learn how I can identify opportunities for innovation and bring them to fruition. I found my strengths and weaknesses and learned that my weaknesses are not necessarily a bad thing, but a chance to improve and grow. I've been able to identify who I want to be as a leader and match that up with the needs of my community and family. Being in EMERGE has been the greatest professional experience that I've ever had and I will be forever grateful for this opportunity.



## **Intergenerational Community**

For my Action Learning Project I would like to create opportunities in which we can have seniors, teens, and children join in community. By connecting with local schools, family housing communities, and churches, then having events such as “Share Your History Day,” “I Read, You Read,” and “What the Tech,” we can bridge the communication gap between these generations. I hope to inspire curiosity among the groups that will lead them to connect on multiple levels and build bonds. Having this type of activities and interaction will help each generation have a better understanding of what they each go through and to build appreciation for one another despite their difference in age.

## **Long Term Organizational and/or Field Impact**

With this project, I hope to eliminate ageist stereotypes attributed to “seniors” and “millennials” and create a deeper understanding of the different stages/eras of life. I want to show that seniors still have so much to give to our communities and that we can also learn from the younger generations. I hope that it will inspire others in our industry to launch programs similar to this.

## **Leadership Lessons Learned**

For the past year, I have been working with the Children’s Services Coordinator from a transitional housing community in our neighborhood to bring this ALP to life. We faced many obstacles in our early efforts to get this off the ground, but like the group from the film Shackleton, we remained optimistic, pushed forward and persevered. Many of the lessons in EMERGE helped me continue with this project. The Peacock Feather exercise helped me to learn to look at the big picture and not fuss over minute details. Mind Mapping taught me to focus on the end goal and “6 Thinking Hats” taught me to look at all scenarios with different mentalities to achieve the best outcome for this project.



## **Davina Barker**

Executive Director

Eskaton FountainWood Lodge  
Orangevale, CA

### **In Her Own Words...**

When I began in EMERGE, I wondered how I would grow as a seasoned leader. I honestly felt a bit out of place. I assumed because I enjoy being a leader and feel I have a strong skill set in leadership that I must be a good leader. Through EMERGE I could see early on that I had been on auto-pilot for many years and never really thought how my leadership style contributed or undermined my organization's success, and most of all, how the people I lead feel about and work under my leadership. My experience in the EMERGE program took me on a journey of self-reflection about who I am as leader and how I can have the best impact on those I lead. Some strong take-aways from the EMERGE program is the realization that I am here to serve and not be served, and that a leader should be a visionary, and through inspiration and motivation share the vision successfully.



## Workforce Development Program

My Action Learning Project, “Staffing Improvements through Workforce Development Initiative,” began last year when our company came to the realization that hiring and retaining caregivers was becoming increasingly difficult, and if continued would become a significant threat to our organization and our residents. The project consists of four parts: Recruitment, The First 90 Days Experience, Compensation and Benefits, and Retention. Three separate committees were tasked with how to get more candidates to hire and what it would take to retain. In my community, I implemented the Workforce Development Program, facilitating all the ideas that came out of committees regarding hiring and retaining staff – from weekly leadership trainings to several line-staff committees, including one allowing staff to choose which fun events they would like to have at work. Also included are specific processes to host on-site community job fairs, an aggressive strategy to keep current with our job postings,, and utilizing all afforded tools given to make the employee’s first 90 days a memorable positive experience so they will be more likely to remain at the organization.

## Long Term Organizational and/or Field Impact

Even though our communities all deal with different issues and concerns regarding staff, there is something to be said for consistency in implementing the tools developed to successfully hire and retain staff. The expectation has been for all the communities to standardize the approved ideas that came from each of the committees to address our staffing concerns. The impact has been noticeable and positive during our first year focus hiring and retaining staff.

We have even been able to hire on-call employees, which we were unable to do previously because we now have enough candidates to choose from. Other impacts noted in the area of retention are better-trained and confident staff that are better able to communicate freely with their leaders on regular bases due to the first 90 days of employment tools.

## Leadership Lessons Learned

Leadership lessons learned while implementing my ALP was a call to take action while putting forth the vision of what the Workforce Development Program was and how it would be rolled out in our community by me and the management team. Gaining the buy-in for the added work necessary and follow-through needed to implement such a process was the challenge as the leader. The Workforce Development Program will continue to be a work in progress. As the workforce changes, so may the vision that as a good leader I will need to convey in the Workforce Development process to support the success in hiring and retaining employees.



## **Bradley Burgoyne**

Health Services Administrator

Terraces of Los Gatos

Los Gatos, CA

### **In His Own Words...**

Prior to joining the 2017-18 EMERGE class, I was pretty confident in my leadership abilities. I felt I had read plenty of leadership books, watched enough YouTube videos and TED Talks, and sat through countless training programs to effectively lead others to success. Oh, how I was wrong...

EMERGE has been an incredibly valuable experience for me. It has been inspiring, humbling, and motivating. I have gained a much better understanding of what leadership is – and what it isn't. What I previously thought was leadership was actually management or supervision. Although managing and supervising play important roles in many organizations, leading is what helps other people and organizations grow to new heights and truly set themselves apart from mediocrity.

I had previously thought leadership consisted of having a goal, creating a path to reach that goal, and then teaching others to walk along that path, sometimes pushing them when they don't move fast or straight enough. EMERGE has helped me realize that this is not leadership. True leadership starts with a vision created by a team and then working together to create goals and build paths to reach that vision, utilizing the valuable strengths of each team member in unique ways. I used to ask myself "how can I get everyone else to do what I know they need to do to reach my vision?" Now, thanks to EMERGE, I ask myself how I can support the talents and skills of my team members to develop a shared vision and create a path to get there.

## Bringing the Grove to the Village

At The Terraces of Los Gatos, we have a memory support center called The Grove. It is located within our Assisted Living and provides care for those with dementia that have functional levels high enough to meet the criteria for that level of living. Based upon feedback from residents, family members, and team members, I realized there is a desire and a need to create a similar environment that provides higher-level, skilled nursing care tailored specifically for those with dementia. Through this Action Learning Project, we will bring some of the most valuable components of The Grove to The Village and create an environment that truly blesses the lives of the residents in a more specialized way, focused on their unique needs.

## Long Term Organizational and/or Field Impact

We are currently in the first of four phases of this project. The first phase involves working with a team of experts to help create the specific goals and paths to reach them. These experts include leadership and team members from The Grove and outside consultants who specialize in dementia care. The second phase will include training and, if needed, hiring additional team members to provide the daily care. It will also include the creation of a specialized medication management program. The third phase will involve appropriate environmental modifications to support the program. This will likely include lighting, colors and more homelike décor. The fourth phase will be an evaluation phase in which we assess the work that has been done and, as needed, modify and make further improvements.

## Leadership Lessons Learned

The key to the Action Learning Project is the involvement of those that are experts. By facilitating a culture where team members' voices are not only heard, but also used to make key decisions, we expect to see an effective program in which all team members, residents, families, and outside experts are engaged and committed to its ongoing success.





### **Beatriz Camarena**

Marketing Compliance Specialist  
TELACU Residential Management, Inc.  
Los Angeles, CA

#### **In Her Own Words...**

As a leader, I have always been drawn to help people reach their goals and always give their best. I believe a positive attribute of mine is my love of learning and fully immersing myself in work regardless of challenge or fears. Since I started my career in this field at an entry-level position, I have been in various roles in the organization that has provided me the knowledge and tools to get the job done. Before attending the EMERGE Leadership Program, I was an introvert and believed that I could not give value to my organization; however, the EMERGE Leadership Program has shown me the importance of my leadership role. I have experienced immense growth, professionally and personally.

During this journey, I met great leaders who shared their knowledge, experience, and personal struggles. Their stories were inspirational and motivated me to continue supporting my colleagues and those we serve through thoughtful conversations, offering feedback, and creating links, so all employees understand that being engaged and efficient in their positions positively influences the organization and community.

Moreover, the program exposed me to new challenges that assisted me in getting me out of my comfort zone, developed my critical thinking, proposed new perspectives such as diversity as an organizational asset, and looking at situations holistically. Every session sparked my curiosity, gave me the readiness to take risks, and build on my social and emotional intelligence, all of which influence my leadership style.

I feel exceptionally humbled to have participated in the EMERGE Leadership Program. My commitment going forward is to impart the knowledge I have learned with colleagues and associates, cultivate diverse and inclusive environments, and support in the development of future leaders.

What I appreciated most about the EMERGE program were the new friendships formed and the open forum – a safe environment, for sharing concerns, thoughts, and getting honest feedback from peers. I value a thought-provoking observation made by our small group that I was rather risk averse – and did I ever consider changing it. No – I did not think about it in the past, but our group conversation and this particular feedback made me reflect on it and re-evaluate my comfort zone in both my professional and personal life.

## **Learning Management & Leadership Development**

My tenure at TELACU Residential Management, Inc. has given me the opportunity to grow and expand my leadership through various promotions in the organization; I started as a Resident Manager and was then promoted to Regional Team Manager and now Marketing Compliance Specialist. The EMERGE Leadership program showed me different learning methods and techniques that will assist me in developing a learning program. The program is titled Learning Management and Leadership Development and my objective is to inculcate the same values and experience of the EMERGE program.

This Learning Management and Leadership Development ALP would be implemented alongside the Fields Operations Team at each Regional Managers Meeting. The training would run for six months to one year; however, I expect this to be ongoing as it develops and changes. A presentation on leadership topics and team building exercises will be provided to staff at the in-person meetings. I will give the presentation or a module of the presentation would be given to the Field Operations Manager to present to their staff. A conference call will follow once a month for staff to provide feedback and present their own ideas. This will also allow them to start participating more and get engaged in the process.

The purpose of this ALP is to create more engaged employees by allowing field staff to participate and give their feedback regarding what their experience is working at TELACU Residential/Property Management, Inc. By doing this I seek to gather data regarding needs and ideas, from all the field staff, which will allow the organization as a whole, to create a better training structure for each need (i.e. more training on a particular area related to occupancy, fair housing, policies and procedures, computer training, etc.)

## **Long Term Organizational and/or Field Impact**

With my ALP, I intend for staff to see the value they provide to our organization and how important their individual role is. Once the Learning Management and Leadership Development is completed, each staff member will be able to feel empowered, self-sufficient and deliver the value of our company's mission statement: "A pioneering institution committed to service, empowerment, advancement, and the creation of self-sufficiency."

The long-term impact I seek with the implementation of my ALP is to have a better training structure that leads our organization to have effective performance by our Resident and Property Managers, who deal with the day-to-day operations that directly relate to the service we provide to our residents.

## **Leadership Lessons Learned**

Some of the lessons I expect to learn in the course of implementing my ALP are as follows:

- To gain knowledge and better understand the training needs of all staff members in my organization, initially with Property and Resident Managers, and as the project evolves reach to other departments
- Learn the different aspects of learning and training strategies
- Create rapport and more engaged staff
- Provide transparency and better communication between corporate and field staff



## **Andrea Campisi**

Director of Marketing and Admissions  
The Reutlinger Community  
Danville, CA

### **In Her Own Words...**

I have found my voice and confidence in my ability to share ideas and concerns in a clear and concise manner. As a leader, I have developed my communication skills while at the same time holding onto and presenting who I am as a person. This experience has empowered me to be a caring, compassionate woman who helps potential residents and their families navigate their next step in the aging journey, which includes where they are going to live and what they need when they get there. I can now listen more attentively, empathize and support people where they need it the most. I offer a wealth of support and services with the main objective being the individual, not the outcome. This program has also motivated me to think outside of the “box” of my job, which in turn has pushed me outside of my comfort zone. I am now able to think and act differently when I am presenting ideas, strategies and concerns to both the Executive team and those who I serve. This process has helped develop my leadership skills and has made me take notice of my leadership style, what I do well and what I have to still have to work on and strengthen.



## Creating a Community Hub through Effective Collaboration

My ALP is three fold.

1. To market our organization to the broader community outside of the Jewish population where we are known. The goal is to create a venue for events, meetings, gatherings and reach a broader audience and potential participants on our campus. We would like to better utilize the space we have, offer it to other groups and organizations at no charge, thereby raising awareness of our services and facility, and bringing new people to our facility.
2. To make the above happen, I need to re-look, re-think and re-strategize how we market our community. The marketing firm we use is not doing the job in creating a strong online presence for us. I received approval to switch companies and have found a new energetic firm to hire. They will partner with me to come up with a strategy online and thru social media. This includes tweaking our webpage and adding educational content so that anyone who goes to our website gets a clear message, as well as something informative and useful from being there.
3. The last phase is creating a quarterly educational event at our community that attracts people and helps educate them on aging and all that goes with it. Whether it is Alzheimer's and the first steps after diagnosis, to how to help the caregiver coping with a loved one at home. These classes and/or lectures would bring in people from all walks of life with a wide range of needs, and help them navigate through their personal journey.

## Long Term Organizational and/or Field Impact

The Reutlinger Community becomes the “go to” place for communities looking for meeting space, which in turn, markets who we are and helps me fill openings and beds to keep us at capacity. At the same time, we provide a service and a need, supporting those with loved ones who are aging and need to find a place that is compassionate and caring while delivering a 5-star service. We create a home-like environment that feels good when walking through our doors. We plant seeds of information, as someone may need our services in the future. We strive to provide a positive experience so we are the first ones they think of when they do need help, or refer us to someone who does. The other impact I expect from my ALP is that our name becomes synonymous with education, caring, compassion and solutions for those that are looking for options. This would be accomplished through our website with information and educational components added to it; welcoming the public to utilize our community at no charge; creating stimulating lectures and events that educate and inspire; and of course at the forefront, being able to show the level of care that you or your loved one will receive when moving here.

## Leadership Lessons Learned

The leadership lessons I have learned so far are that I can't do this alone – I am not an island. It takes a team of dedicated people to help create the things that you want to see implemented and that it is okay to ask for help. I have also learned that it may not always look the way you originally thought it might, and that is okay! All lessons are for a reason, and that reason isn't always clear in the moment. Not getting stuck on what I thought I wanted something to look like, and not being able to budge, only does a disservice to everyone. I don't want to appear unwilling to look at other options and thus disempower the very team I am trying to work with. All ideas are valuable and may lead to an even better way of doing things that I couldn't have even imagined.



### **Amy Carson**

Director of Human Resources  
Mount Miguel Covenant Village  
Spring Valley, CA

#### **In Her Own Words...**

I have come to understand my leadership style more clearly as a result of the EMERGE program. I am a quiet and thoughtful person and I lead in the same way. My tendency is to listen and observe first.

Collecting information through others allows me to include all points of view and maintain a collaborative leading style. I tend to stay out of the limelight and lead through quietly influencing others. I prefer harmonious work environments and generally avoid conflict, diffusing it with humor or mediating between parties. I build relationships slowly but deeply, encouraging and mentoring the few co-workers with whom I am closely connected. I am persistent and methodical, thoroughly thinking through strategies before acting and before taking any risks.

Better understanding of my leadership style through the EMERGE program allowed me to see opportunities to grow as a leader. First, my preference for harmony and comfort in relationships has been challenged by interaction with peers within my industry who have different perspectives than mine. I've learned that growth within a team is dependent upon healthy conflict. Additionally, networking with others has also encouraged me to take more risks personally and professionally. Being courageous enough to take risks has helped me be more innovative, considering ideas and options that I normally would not have. Finally, in the past, my tendency to stay behind the scenes has caused my talents and contributions to be overlooked. I have learned throughout EMERGE to present myself as the expert that I am, expand my scope of influence, and to not be afraid to express my ambitions.

## Inspired to Grow

A challenge within our organization is creating opportunities for employees to grow their careers internally. Currently, internal applicants are often overlooked for open positions because they do not possess the experience necessary to qualify. Unfortunately, they often times must go outside the organization to gain this experience. The Inspired to Grow program would challenge current employees to grow within their current roles by participation in what I call a level-up project. Level-up projects are those that would typically fall within the scope of a position a level above their own. The goal of the program would be for the employee to build the competencies that are essential for success in a future position. Program participants could then demonstrate the competencies necessary to qualify for internal promotions even though they have not formerly held the position. This would encourage a sense of hope, excitement, and trust that the organization is sincerely interested in the growth of its employees. The process would include an application, pre and post-program competency assessments, selection for a project, and assignment to a project mentor.

## Long-Term Organizational and/or Field Impact

In addition to the personal growth of the participants, the overall goal of the program would be to increase employee engagement, reduce unwanted turnover, and increase the percentage of internal candidates filling open positions. I believe that engaged employees are better able to demonstrate the behaviors that create joy and peace of mind for residents and their families, the core purpose in our customer service framework. They are also more likely to innovate and contribute to solutions, not only within their own organizations, but within the overall field of aging services.

## Leadership Lessons Learned

Although I have not yet implemented Inspired to Grow in my organization, I consider myself to have piloted the program through my own level-up project experience within the past year. As a single-site human resources director, I lacked the opportunity to influence the human resources function throughout our nationwide corporation. Last summer, I was chosen to be part of a project team that would select and implement a new human resources information system. During my first few months, I was merely to advise the central office project team on the campus perspective. However, the team lost a key resource and I was given lead responsibilities in two significant areas of the project. It was much beyond the scope of my formal position, but I have now become a subject matter expert for the entire organization. Although my experience was not necessarily intentional, it has resulted in rapid growth for me.

As I look to formalize this program and implement it more widely throughout the organization, I would be more intentional with two key elements. First, I would measure competencies before and after to be able to demonstrate participants' growth with data. Second, I would include a thorough assessment of the participants' overall workload to prevent burnout. This may include backfilling some or all of the participants' regular duties, depending on the nature and scope of the project. In the long-term, the additional resources would be worth the investment to retain qualified, engaged employees.





## Mario Chavez

Regional Maintenance Supervisor  
**HumanGood**  
Rialto, CA.

### In His Own Words...

It was a privilege to be in the Leadership Emerge Program. This program taught me to be a better leader. It helped me with my team in guiding them and teaching them in ways that I thought I could never do. It made me a better person in my profession and in my personal life. Everyone has a different way of thinking and doing things, I believe by adapting to each team member and learning how they are will make them want to follow your vision – not looking for perfection but progress in their line of work. EMERGE has helped make my relationships with my team stronger, building that trust with them and knowing that my intention is to see them succeed in life and to give them that opportunity to grow, just like it was given to me. I believe in every single one of my team members – I learn from them just as they’re learning from me. I believe that being a leader is not just your name, title or position you have in your organization, but what you do each and every day. You need to lead by example, be on the front line with your team, and show them that you wouldn’t make them do anything you wouldn’t do. Teach them, making feel good about themselves, push them to their limits, making them believe in themselves and their ability to learn and grow. No matter how you look, where you come from, or what education you have, just giving them that opportunity that maybe nobody ever gave them – that’s how I see myself as a leader.

## Maintenance Developing Program

This program is to teach our maintenance team members how to be around managers and residents, and teach them different aspects of their job, especially when it comes to new hires. Maintenance is usually the first to respond and first impression is very important when it comes to residents and how you approach and talk to them. This will help them with their people skills and their self-confidence. Every organization wants their team members to act professional and know all company policies. Each maintenance team member should know their community inside out and know the building systems. We have communities all over California and Seattle and state and city policies are different for permits. Each community might have different vendors so it's always good to have strong relationship with them and have a visible list of them just in case of emergencies. We should also use our sister communities in the time of need when it comes to inspections or special projects. We have over 60 communities so we should utilize the collective knowledge among team members. This program is not just about learning but building relationships with your maintenance team.

## Long-Term Organizational and/or Field Impact

The long-term impact is to ensure success in developing each team member in our organization HumanGood.

- Better communication with team members
- Knowledge of communities
- Increase team member morale
- Less employee turnover
- Keeping maintenance team members updated (policies and procedures)
- Keep cost low by using team members instead of vendors
- Better platform and direction
- Increase productivity and performance

## Leadership Lessons Learned

My ALP hasn't been put in process yet, because I transferred from Southern California to Northern California three months ago and I am still trying to adapt to a new environment. But being in the leadership program has helped me out with this transition by giving me the self-confidence to believe in myself and know that changes come every day. EMERGE has taught me how to adapt to different situations, the importance of getting to know each and every one of my team members and how to guide them towards the right path. It's also taught me the importance of making the uncomfortable comfortable in any situation and always believing in your team, because without them nothing is possible.



## Denise Edmunds

Executive Director

Eskaton

Sacramento, CA.

### In Her Own Words...

My leadership style has always been very participative rather than authoritarian. I approach other people with kindness and respect, and value their input, experience, and creativity. These skills have helped me build a strong and committed team where people are comfortable sharing their ideas. My EMERGE journey has enhanced these skills and given me confidence in my leadership style. EMERGE has given me the opportunity to explore other leadership styles and adapt and improve my skills as a leader.

In an industry where rules, regulations, and paperwork can seem overwhelming, it is important to remember that behind it all is a commitment to providing quality service to older adults. EMERGE has helped me gain insight into how other professionals put a human face to their work, how they continue to lead despite the many challenges and frustrations, and how they incorporate their own life experience into the experience of serving others.



## Senior Bullying

I am currently in the process of creating a comprehensive anti-bullying program. This program will incorporate various approaches to handling senior bullying, including education, specific workplace policies, signage, and more. There are many different trainings available on the subject, and different approaches will work better for different communities and situations. This project will pull together research and resources into one complete guide: a “one-stop shop” for everything anti-bullying.

## Long Term Organizational and/or Field Impact

In my organization, we have seen adult bullying occur to varying degrees in several communities. By putting together a program that offers different approaches and materials to handle this issue, others within my organization will have access to the necessary tools and resources to quickly and efficiently deal with bullying incidents as they arise.

## Leadership Lessons Learned

I am still in the process of learning and gathering resources, and I expect this to be an ongoing project, which will be updated whenever I gain new information. Working on this ALP has encouraged me to seek help from others and I have been happy to find that many of my colleagues and co-workers are eager to participate and assist me with this project.



## Zuly Garcia-Uicab

Administrator

Arbor Vista Senior Housing

Livermore, CA

### In Her Own Words...

If you talk to any my colleagues, friends and family they will tell you that I am the type of leader who will get the job done. I work well under pressure; I am a planner and to a fault very organized. Throughout the years, I have discovered that I am passionate about teaching and training team members. My success lies in a leadership of servitude. I love to see others succeed; it is as if their success is also my success.

Attending EMERGE has been a gift in my life. The EMERGE Leadership Program has open a world of opportunities for my personal and professional growth. I have learned that it is okay to be comfortable in my discomfort, because without it, there is no growth and I become complacent. I am familiar with my many blind spots that I am working to improve. Through the softball questions, I have learned is the key to getting to know my team members' strengths and weaknesses. Knowing the importance of really getting to know the team members you lead has provided me with the information that has allowed me to nurture a team who will trust me and be loyal and vice versa. I learned that conflict can be healthy for a team, and in order to succeed we must trust each other to be able to hold each other accountable.

Today I look back and realize that I am able to respond to change and challenges in leadership with intelligence, strategy and expertise. I am confident that I will be a positive influence for the people I lead thanks to all the tools I learned this past year. I will take the gift of new friendships with some of the most amazing leaders in our industry who I know I can reach out and count on for guidance and support.

## Property Binder

My ALP is the creation of a Property Binder. This Property Binder will have an easy and accessible snapshot of any given property.. The binder will ensure that anyone can easily see what the property's needs are.

The Binder should contain:

1. Current Contract Renewal from HUD or whichever agency governs that property
2. Current Affirmative Fair Housing Marketing Plan (if applicable)
3. Contact information for agencies that the property responds to
4. Contact information of the owners, i.e: Board Members or investors lists
5. Latest MOR, REAC Inspections, Tax Credit Allocation Committee
6. Latest HumanGood property assessment
7. Any physical inspections of building systems such as: boilers, sprinkler system, etc.
8. Resident contact list
9. Preferred vendor contact list
10. Approved budget
11. Emergency contacts
12. Any pin or user names/passwords that pertain to the property

## Long Term Organizational and/or Field Impact

With my ALP, I would like to ensure transitions for team members are smooth and seamless for both staff and residents.

## Leadership Lessons Learned

I plan to make it part of our compliance review and ask for feedback once it is implemented so that we can improve it over time.



## Glen Gillum

Executive Director  
Eskaton Lodge Cameron Park  
Cameron Park, CA

### In His Own Words...

I am an authentic, goal-oriented leader who strives to create a real life balance between my job, my accomplishments and my character. I possess vision, integrity and courage and I'm willing to take calculated risks when the goal is squarely focused on enhancing the quality of life of my residents, their families and my staff. Because of this focus, I work with residents, families and staff to handle problems, issues and grievances in a timely manner and explore the many opportunities available to us that support a healthy work and living environment. One small practice that assists in measuring satisfaction is working with 10 percent of our families, residents and staff, on a monthly basis, to complete a one-page, 10-question satisfaction survey. When these survey results identify issues, problems, opportunities or negative trends, a discussion occurs within the community, a lead department is identified and a plan is created to correct, improve or enhance resident/employee satisfaction. Other ways of gauging satisfaction include witnessing community involvement levels, resident and staff well-being, monitoring resident falls and putting programs in place aimed at preventing falls.



## Recreation and Wellness Program

This ALP transforms a typical Activities Department into a Recreation and Wellness program; a program that provides evidence based and goal-oriented activities that improve whole person-wellness. Every month, the calendar is divided into recreation activities that create a friendly, social atmosphere for residents, families and staff and wellness activities that enhance learning, discovery and personal growth. This program incorporates cognitively stimulating discussions on Technology, Entertainment, and Design (TED talks), with community walking clubs, farm fresh cooking demonstrations and “Laugh Yoga” to energize the body.

Critical to this program was the recent certification of a team member as a Certified Balance and Mobility Instructor. Working with medical professionals and family members, this instructor develops personalized fitness plans designed to improve resident strength, balance and multisensory skills. These new classes use multidimensional senior fitness training techniques that teach residents skills that help them avoid devastating falls.

In an effort to build a pool of qualified employees, we worked with California State University officials to develop a Recreation Therapy Internship Program. Last September, we welcomed our first student into a sanctioned 15-week internship RCFE program.

These new relationships (Eskaton, community and the university) and new employee skillsets will provide the foundation for this ALP’s success.

## Long Term Organizational and/or Field Impact

My personal focus and dedication have been instrumental in developing the concept for this Action Learning Project (ALP). To date, I have completed the ALP’s concept design, identified critical component parts and inventoried available resources. The implementation of the ALP’s first phase began last October at one of Eskaton’s smaller Assisted Living Communities. The full implementation of this ALP will be recognized when a second community has, in place, a fully operational and sustainable Recreation and Wellness program. I anticipate that this process will take approximately five years.

## Leadership Lessons Learned

The EMERGE program and accompanying networking sessions have been very encouraging, caused me to reflect on ways to enhance the quality of life of seniors, develop small projects that support those objectives and fine tune my abilities and skillsets to see this project through to fruition.



## Morgan Jarek

Finance Associate  
Valle Verde Retirement Community  
Santa Barbara, CA

### In Her Own Words...

One of the most rewarding aspects of EMERGE (one of many) is the gift of meeting people from all over California who come to the program with diverse job roles, experiences, and perspectives. As a young leader, I value the uniqueness of my team because each person brings something special to the table that introduces me to something new and enhances my personal growth. In EMERGE, I was fortunate enough to work in groups of various sizes and composed of different people. Most often, I worked in a group of the same ten individuals. While each teammate taught me something different about my leadership style and the industry of aging services, an overall theme was the importance of collaboration.

In our group, we spent a lot of time reflecting on our thoughts and discussing them with each other. Sharing my thoughts and listening to the ideas of others brought me a fresh perspective that I would not have received had I not taken the time to be present for the EMERGE program. Sir Winston Churchill wrote, “The nation will find it very hard to look up to the leaders who are keeping their ears to the ground.” In my own words, I would say that a leader who can collaborate, listen, and absorb will not only gain the insight needed to move things forward, but will also have a team of people who are invested and in sync. From the lessons taught in EMERGE, I recognize how critical it is to form strong teams, get meaningful feedback from peers, and allow yourself to listen and learn from each other. As we graduate from the program, I plan on continuing to grow as a leader by leveraging the knowledge and skills of the people I work with, as well as the friends I have made during EMERGE.

## Sacred Space

Everyone's interpretation of spirituality is different, but what is common is the importance of recognizing those we have lost. In the long-term care industry, there is a large spectrum of team members, all of who bond with the residents in some regard. We all share a desire to express our remembrance as a team, with other residents, and with families of the deceased when a resident passes. However, in my experience, it is often unclear what emotions and sentiments are normal to express in the workplace. My Action Learning Project (ALP) tackles this need in two ways:

1. Organizations are encouraged to provide a non-denominational environment for team members to mourn those they have taken care of for so long, called Sacred Space. The Sacred Space is a secluded area on campus designed for the purpose of bereavement and spiritual outlet. Here, team members, residents, and family members will be able to take a quiet moment to remember their loved ones, as well as collect their thoughts and emotions in a private location.
2. With many cultural, age, and religious backgrounds among the workforce, many team members may want to express grief and remembrance with families of the deceased, but are unclear on what is appropriate and meaningful. Sacred Space will also include sensitivity training for team members, which functions to enhance everyone's comfort with these interactions and emotions in the workplace.

## Long Term Organizational and/or Field Impact

I hope that my ALP encourages team members across all departments, residents, and families to come together on a more regular basis to remember residents who have passed on, as well as express their emotions in a comfortable, safe space. With Sacred Space and bereavement trainings, I believe all invested parties will feel more unified and more satisfied as a group and in the role they have on a resident's life journey.

## Leadership Lessons Learned

A challenge to this ALP is getting the buy-in of team members and residents. At first, many individuals hesitated to use the Sacred Space or attend the trainings, because for some, it feels unorthodox to express personal emotion with each other and in the workplace. This hesitation led me to a leadership lesson that ties back to my overall takeaway from the EMERGE program: the importance of collaboration. Getting feedback from the actual people who will use Sacred Space and then tailoring the program to those requests is the key for a successful implementation. I propose that each organization create a committee made up of team members and residents that will work towards the development of this program. Why form a committee? Well, each community has a unique blend of team members and residents who will want something different in their space and trainings; therefore, an on-site committee will be able to bring their individual skills to the group and work together to assess their unique community in hopes of creating the most meaningful Sacred Space possible.



## Esther Koc

Resident Services Coordinator- ESC  
Bethany Center Senior Housing  
San Francisco, CA.

### In Her Own Words...

It has been a privilege to be accepted by those in affordable housing now for 10 years. I have worked in nonprofits for over 20 years advocating for those who cannot do so for themselves in the city I grew up and now live in.

I am a tolerant, inclusive, engaging, and genuine leader. I value everyone for their differences because it makes the team stronger and unique. I also value opinions and thoughts that are different from my own because it brings multiple perspectives to an otherwise one-sided process. I am unimpressed with titles but by integrity and living your words. The EMERGE program has exercised my acceptance of others' intentions and allowed me to experiment with leadership styles different from my own. It was fruitful for me to see that sometimes my being tolerant and accepting may not be what the group needs.

The relationships, honesty, and life stories have given me comfort and perspective in my decisions. I have met some very inspirational people this past year who have reinforced that I am making the correct life choices for my family, my organization and me at this point in my career. The time away from everything and everyone has allowed me time to reflect, gain clarity and gratitude for personal and professional lives that I am able to be a part of.



## Action Learning Project

I have always wanted the Wellness portion of Bethany Center to expand and better encompass the entire individual in terms of caring for oneself. This ideal is accomplished through feeding the person through multiple senses. I believe moments are important no matter how small with staff and residents.

My ALP is twofold, the first to focus on residents. Independence, money and risk play an enormous role in access as well as exposure to nutritious foods in the affordable housing community of seniors and people with disabilities. Packing nutrition into easy to prepare, delicious and accessible food is important. Making smalls eats with a power punch is the goal due to potential poor appetite and loss of interest in food, and motivation to cook for one or two. Using foods that residents often have access to such as items from the food bank and grocery/brown bag. This way, nutritious foods are used and consumed rather than hoarded, stored and wasted without ideas on what to do with them.

My own desire to experiment and enjoy food allows me the opportunity to try things that are unexpected – using my family to test out ideas. Black bean, flourless brownies were a hit while fake fried chicken from cauliflower was not. It was surprising to find that many people have only had pineapple from a can so we carved and enjoyed one in class. We have had ripe papaya and raw papaya in a Thai salad we prepared together.

Residents learn origin, history, nutritional benefits, and precautions about eating too much. They are also taught when and where the items can be bought at their peaks. So this way we can offer new adventures in cooking for people who would otherwise not have access due to language, money, isolation or tools. A food journey can be experienced while residents socialize and consume something they would otherwise not try on their own. Eventually I am hoping that residents can teach and empower each other.

The second area of my ALP will focus on staff - utilizing the programming onsite to address their own wellness. Movement, education, eating together, exploring self-care moments – this can be through meditation, music or a positive moment from an article/video or even the one page that I prep on the food ed. discussed with residents.

I believe staff need to be cared for in order to care for their residents and provide consistent, quality work. Time needs to be set aside to escape or share a positive moment to deepen our connection and support and invest in each other as peers.

## Long Term Organizational and/or Field Impact

The potential is that these wellness courses can grow and include child programs and welcome those in the neighboring areas to come to Bethany Center as a hub for activities. Perhaps we can be a place for summer camps, respite and collaboration with area hospitals and schools, or support groups/meetups after the completion of construction. My hope is that staff and residents can better care for themselves if provided opportunities, exposure and options to do so. For staff this will help with retention and quality, invested work. For residents this will help with better nutrition and options for continued education and expand their current menus. If this program were to encompass staff and residents, I would like the name of “Bo” or “ ” a Chinese character that means “protect, preserve and support.” In terms of the field of aging, maybe an entire wellness curriculum can be established and aprons, T-shirts or such can represent the course. We all talk about aging in place and quality of life. The wellness of a community includes residents, staff, neighborhoods, providers and organizations.

## Leadership Lessons Learned

My ALP is still in its early stages, I cannot thoroughly assess the project in terms of lessons learned. I do anticipate “buy in” as a possible challenge. What I do know is that I am excited to grow and change with BCSH and ESC. I look forward to learning and adapting programs to meet the needs of the population and community.



### **Kristina Lugo, LCSW**

Senior Director, PACE Programs

Institute on Aging

San Francisco, CA

#### **In Her Own Words...**

The EMERGE Program has been a humbling experience. I have been in formal leadership roles for the last 15 years, each position increasing in complexity, decision-making, and fiscal responsibility. While I have seen myself as a leader within each of my positions, I did not understand my impact on the staff and participants I served until recently. While I continue to strive to be the leader I know I can be, I have gained the confidence that I didn't have at the beginning of the EMERGE Program.

Leadership, to me, is about building the relationships needed to gain buy-in and build trust. Being accountable to yourself, your team, and your organization requires everyone working together. I've also come to realize the importance of seeing the other side of things. We all have our priorities but sometimes, we need to take a step back and look at the big picture. This is easier said than done and something I have to constantly remind myself! Building a team takes time but "by endurance, we conquer". If the commitment and teamwork is there, magic can happen, even if it's not the outcome you first expected.

I see my role, as the director, as highlighting the strengths of my leadership team. My team and I have experienced major change this year and they are all stepping up and into their roles stronger and more united because of the work we have done. Change can focus you and this is what our team is experiencing now. Where EMERGE has helped with these transitions is by providing us frameworks on how to communicate with each other effectively. How to lead change and to identify the types of change models there are. EMERGE has also helped to further my own understanding of what I need to be a successful and action-focused leader.

## **Adapting To the Puzzle of PACE**

The orientation manual that we use at our PACE center is outdated and boring. It encompasses all of our requirements, trainings and needed information but it is lacking in fundamentals and the foundation. PACE is fundamentally about building relationships. There are the relationships you make within your disciplines and departments. There are interdisciplinary team relationships and dynamics. Even more importantly, there are the relationships with the participants we serve. The better the teams relate and collaborate with each other, the better the care that is provided to the participants.

Teaching these fundamentals in an hour-long orientation to the program isn't going to be enough. My ALP is the outcome of the PACE task force that was set up to identify why we were having higher turnover rates. It will be a complete redesign of our orientation process. The materials used will be updated, it will be multi-media, and it will involve the whole leadership team. In PACE, because of all the intertwining work that we each do with the participants, the orientation schedule will be laid out over a two-week period. After the first two weeks, each new staff member will be assigned a mentor that they can go to for daily help. Their supervisor will meet with them at least weekly for the first month and then will work with the staff member on regular supervision.

## **Long Term Organizational and/or Field Impact**

I am confident that by strengthening the initial learning of the program, it will increase the knowledge of the staff coming in to the program and give them more of a foundation. This will educate them on their impact to the participants and their colleagues in hopes that they have the information needed to be successful in their positions.

We will also have all of the current staff go through part of the process to reinforce learning and for consistency.

## **Leadership Lessons Learned**

Sometimes our priorities are pushed aside to handle the day-to-day happenings. These include participant care, hiring, supervision, other competing factors. I learned, over the year that time needs to be carved out for deep work. Without taking time to follow through on these commitments, you risk losing credibility, not showing your accountability, and not resolving the identified issues. I'm not saying it's easy and I'm not saying that it's always feasible but I do think that in order to have growth and make change happen, you need to take the time to work toward these improvements.



## Angelina Machado

Director of Community Relations  
Carmel Valley Manor  
Carmel, CA.

### In Her Own Words...

I have had the pleasure of working for the residents of Carmel Valley Manor for the past 19 years. When I began my journey, I never could have imagined the opportunities that would unfold. Carmel Valley Manor has given me several opportunities to learn, explore and grow. My current position as Director of Community Relations is a role that I enjoy very much. I am very fortunate to be able to meet and work with prospective residents assisting them in making one of the most important decisions they will ever make. Working within a senior community, is very rewarding.

As a leader, I have learned that there is never a wrong answer. I have learned that every situation leads to an opportunity and with teamwork, an acceptable solution can always be reached. EMERGE has taught me the value of teamwork, the importance of leadership style and the importance of embracing the different characteristics that individuals on a team may possess. I will forever look back on EMERGE and use the tools it has provided, in hopes of a successful future in leadership.



## Carefree Transitions

My Action Learning Project is to create a policy and procedure amongst the different departments that will offer a carefree transition to the residents. Resident transitions between different levels of care within the community is very common, yet there seems to be a disconnect within the process. Communication has improved, but there is an opportunity to create a policy that the community can follow, making a residents transition seamless and carefree. Moving creates anxiety, nervousness and stress. I am hoping to create a policy and procedure that will assist the residents with their transition making it an exciting, enjoyable experience.

## Long Term Organizational and/or Field Impact

My long-term goal is to create a seamless, carefree transition from one level of care to the next. My hope is to lift the stress, anxiety and confusion that goes hand and hand with the typical move. The decision to transition from one level of care to the next can be very overwhelming and at times unorganized. I would like to see the residents experience a transition that does not create stress and anxiety. It is my hope that it will be a well-organized, pleasant experience from both the prospective of the staff and residents involved. This should be thought of as an exciting new chapter.

## Leadership Lessons Learned

The EMERGE program has taught me to look at every situation as an opportunity for growth. Each opportunity presents the chance to observe, listen, learn and improve any given situation. EMERGE has taught me that a successful leader is someone that takes the time to communicate with others, asking the right questions and allowing their team to voice their opinions without judgement. Communication is a key quality that a successful leader must possess. It is important to better understanding the individual qualities and strengths your staff brings to your team. This program has taught me that there are many different leadership styles and it is important to lead by example. As a leader, it is important to empower and support your team giving them the tools they need to be successful and offer support when necessary. EMERGE has taught me that a good leader is someone who is responsible, transparent, dependable, consistent, humble, proactive and inspirational. Lastly, balance is also important for your personal health and growth. As a leader, it is okay to take time out of your busy day for your family and yourself. There are so many positive lessons EMERGE has opened my eyes to, it has been an experience I will never forget.



## Tia Owens

Housing Administrator  
Episcopal Communities & Services/Creative  
Housing Services  
Redondo Beach, CA

### In Her Own Words...

Today I am a leader who not only has a vision, but also leads with a shared view of the future by my team of leaders. My vision is developed based on the needs and desires of the population, team, and organization I serve. I am a leader who is interested in the opinions, thoughts, and views of others as much as my own. I no longer give guidance based on my opinions and vision. I now approach each individual differently based on their style, needs, and allow them to take control of their destiny. As complicated as this seemed to be initially, I found that allowing people to direct themselves and find the leader within them is much easier and quite powerful.

My leadership does not compromise my values and beliefs. I continue to be authentic and maintain principles and standards that have developed my foundation. I have a way of ensuring that I am heard without speaking too loud, which I believe produces better results. I lead by example and in a way that is transparent and fluid for my superiors, counterparts, and subordinates.

I am a leader by nature; however, I was not born the leader that I am today. Much of who I am as a leader has developed through my experiences in EMERGE. Although the curriculum itself is much to boast about, the interactions, mentorship, and fellowship with the EMERGE participants (facilitators, coaches, and students) has provided countless lessons (“nuggets”) that will remain with me forever. EMERGE has sealed the foundation that I will continue to build on. I will treasure this experience forever.

## **The Garden Project**

The Garden Project will be an ongoing community based program for the seniors of Casa de Los Amigos. The purpose of this project is to enhance the beach style living by providing on-site nature inspired activities. Studies have shown the impact of gardens and access to nature can improve sleep, reduce agitation and enhance cognition in seniors and people with dementia. Further, gardens can reduce stress, anxiety, and the need for pain medications, while improving memory, attention, and self-esteem.

Currently, the grounds at Casa de Los Amigos include a large beautiful courtyard that's under-utilized. The Garden Project will transform this space into a garden that will create opportunities for social, physical, and spiritual experiences. The Garden Project will be organized and implemented with the assistance of a volunteer group in Southern CA known as "The Green Team" and most importantly, the Casa de Los Amigos residents. This will empower the residents to take ownership and pride in their garden. This project will also provide opportunities for future programs such as intergenerational gardening mentorship programs, a community-based farmers market, a meal-prepping program, as well as contribute to a healthy meal program utilized by the Casa kitchen.

## **Long Term Organizational and/or Field Impact**

My hope is that this project will ultimately enhance quality of life for the residents, while also providing healthy options community wide.

## **Leadership Lessons Learned**

Implementation has yet to begin.



## Shannon Penick Piexoto

Assistant Administrator  
Santa Clara Methodist Retirement  
Foundation  
Santa Clara, CA.

### In His Own Words...

EMERGE has helped me confront my imposter syndrome and helped instill confidence within myself that I bring value to my organization, the aging services field, and every team that I am a part of. I feel more empowered to speak up, ask questions, and make suggestions. My EMERGE experience has taught me that although we tend to put our leaders on a pedestal, no leader is perfect or representative of an unattainable standard. Reaching out to one another, making new connections, and accepting that we are all humans with imperfections will make us all stronger. I am reminded that great leaders are not without weakness, but instead recognize their own weaknesses and strive to surround themselves with people who excel in those areas. I am more understanding of the value and strengths that each team member brings to the table by virtue of their individual personality and leadership style, rather than being put off by an approach that differs from my own.

My Phoenix team members have encouraged me to recognize the visionary, confident leader within myself who guides from behind. Although I would not have labeled myself as such before embarking on my EMERGE journey, I have come to accept, appreciate and even feel proud of myself for embodying these qualities. I carry with me advice offered in our very first session, “there is no growth in a comfort zone, and no comfort in a growth zone,” and strive to push myself beyond the boundaries of what is comfortable to learn what else I am capable of. Frequently when I am on the other side of trying something new, I feel that it wasn’t actually very hard at all.



## Ready, Set, Prepare: Building Community through Disaster Planning

My ALP concept was inspired by a major power crisis my community experienced in the fall, bookended by the wildfires and evacuations across California. I realized that in a “best-case” scenario, an emergency would affect only our building and not the greater community, making available local first responders to assist in our response and recovery efforts. In a community-wide emergency situation however, outside help may not be available for up to three days, and our staff and residents need to be ready to manage immediate needs on our own.

My plan focuses efforts on five potential disasters (fire, power outage, earthquake, flood and active shooter) and preparing both staff and residents to respond to each, including evacuation and shelter-in-place scenarios. Staff training will be based on the Ready to Respond: Disaster Staffing Toolkit created by Enterprise Green Communities. Equipment and supplies to assist in emergency response will be stocked on-site, and plans will be assembled to address communication during response and recovery efforts. Agreements with local businesses and service providers will be sought to provide for shelter and ongoing supplies if needed. Residents will receive education on the importance and process of emergency response and recovery, and will receive assistance making plans and assembling supplies for their own personal preparedness.

## Long Term Organizational and/or Field Impact

If this pilot project proves successful, a model could be created for use in the greater affordable senior housing field. Currently, requirements exist for providers of higher levels of care, but guidance has not been established at the independent-living level. Further, low-income seniors have limited resources with which to assemble supplies and find alternative shelter. In the current climate of increasingly severe weather patterns, widespread preparedness efforts could save many seniors’ lives and lessen the suffering incurred during disaster events over the long-term.

## Leadership Lessons Learned

I’ve learned that plans change and evolve over time, and that the process of adapting ourselves to these changes also changes us in the end. At the end of the journey, once we’ve reached the top of the mountain so to speak, we may find that the mountain looks different than we had expected, and we ourselves are no longer the same people we were at the beginning. My initial concept for my ALP was vastly different from what I eventually landed on, but ultimately the goal was to create more unity within our diverse resident population. I had the opportunity to witness incredible examples of community throughout our power crisis. Residents convened in our hallways and Dining Room, coming together to share resources and support one another in ways they often do not when the electricity is on. It is my hope that through the course of educating our residents and helping them to prepare, they will carry the memory of togetherness with them and continue to nurture the relationships that developed during that time. After all, we have more in common than divides us, and there is nothing like a crisis to strip away our differences and bring the focus to our fundamental needs as a community united in endurance. While I hope to sow the seeds for others in my organization to implement some of the ideas I initially conceived, I have been changed by recent experiences and found a different path for myself.



### **Bill Penrod**

Director of Development  
Sunny View Retirement Community  
Cupertino, CA.

#### **In His Own Words...**

Leadership is my way of serving others. Coming from a military family, service has always been the utmost importance in my life. Since I did not have the opportunity to serve my country, I take it upon myself to serve by being a servant leader. At the center of my leadership style is emotional intelligence. Knowing when someone needs guidance and when not to impose your will are my guiding principles. I want to be supportive and a sounding board for people who need assistance. The talent is always there, some people just need a little help realizing who they are and how to draw on their positive energy. It has truly been my pleasure to help people become leaders for others. EMERGE has truly been a great opportunity to learn from other leaders in our industry. Our leadership team has taught me to be more reflective and realize all the wonderful gifts we all possess. EMERGE has also taught me to be more giving of our gifts to others. Each member of the class brings amazing ability to the table and it has been a privilege to take away so much knowledge from the EMERGE Fellows.

## Check Please!

At Sunny View, we ensure the safety and well-being of our resident by performing an attendance check during lunch. We do this not only to comply with state regulation; it is done to ensure we see our residents to make sure they are thriving. Our front desk receptionist does this procedure in the dining room. As you can imagine, it takes time and accuracy to make sure we have not missed any resident. In addition, it takes our receptionist way from serving other residents and guests. Our solution is to utilize a code scanner to read our resident room key cards. These key cards are similar to the keys used in hotels and business. The cards give off a code that can be detected by a digital scanner. As the residents comes in for lunch, they scan their room key across the scanner. If the resident does not have their key, the dining room host/hostess can scan the name of the resident from the directory into the computer. After the dining room closes, front desk staff and nursing staff can check the list to see if anyone missed the meal. Staff then check the status of residents that missed lunch. This procedure can be done by the dining room host/hostess and allows our front desk staff to serve other guests.

## Long Term Organizational and/or Field Impact

The long-term impact will affect many communities at Front Porch. Currently, each of our 10 communities has a different solution for resident check in. None are as accurate nor as easy as this proposed project. Many organizations offer similar solutions as an added package to their software offerings at a very high price. This solution is very inexpensive and the software was written from the ground up with input from staff that will actually use the program.

## Leadership Lessons Learned

The biggest take-away from implementing this ALP was learning how different perspectives bring a better solution to the problem. By partnering with three departments, we learned that their perspective helped us tailor the program for their needs. Having the different departments involved helped save time since we knew the particular needs in the beginning instead of having to make changes to the software later in the process. For me, this project was a very good lesson in strategic planning and looking at the problem from many angles.



### **Chris Regan**

Director of Health Services  
Carmel Valley Manor  
Carmel, CA.

#### **In Her Own Words...**

I have a natural bent towards gathering people together. Whether it be with my work, community or church, I like to see where needs are and work towards enhancement or creating strength and ability for others to thrive. My heart wants to do so much, yet my skill set at times is lacking. Through guidance and opportunities during this EMERGE program, I have gained personal and professional insight to becoming an excellent leader. I have not only been exposed to excellent leaders, I have expanded my tool-set through books, classes, projects and peer input to become the leader that I desire to be. As explained in one of our EMERGE books by Kouzes and Posner, leadership is a relationship between those who aspire to lead and those who choose to follow. Furthermore, they explain that leadership requires engagement of others and we will only leave a lasting legacy if others want to be in that relationship. These words move me, because I desire to leave a legacy. One where others seek to be their best selves because of some encouragement or mentoring I have offered. EMERGE has given me many tools to pursue this opportunity to leave a legacy and, many new and wonderful peers to seek advice or mentoring from.



## **Emergency Operations and Engagement**

My Action Learning Project is about Emergency Operations and Engagement with our local Healthcare Preparedness Coalition, which includes providing guidance and support for long-term care providers in Monterey County and Coalition development and training for those long-term care communities.

## **Long Term Organizational and/or Field Impact**

In my role as Director of Health Services, I have the privilege of enhancing our Emergency Operations Plan for our own campus, which includes training of staff, training and support of our residents and collaboration with our local fire and health departments. Throughout this process, I have learned there are gaps – but with gaps come opportunities. This has also enhanced my understanding and ability to provide meaningful input in my role with the Monterey Healthcare Preparedness Coalition. Leadership with collaboration, training, and utilization of others skill-sets is imperative. I hope to be a conduit for preparedness training throughout Monterey County because of exposure and immersion in our own Emergency Operations plan. Our Carmel Valley Manor community will be better prepared as a result and so will others on the Peninsula.

The long-term impact of this project will be peace with preparedness, confidence with abilities and readiness. There will be a new awareness of partnerships with coalitions and communities will be better prepared to care for themselves as best they can should an event ensue.

## **Leadership Lessons Learned**

My Action Learning Project is ongoing and will take awhile to complete. However, during this process, I have learned that while I have a lot to learn, I am not alone.

I have learned that it takes vision and stamina to accomplish goals. Seeking input from others is important. Leaders must be willing servants, and legacies worth leaving require courage.



## Susan Ruan

Corporate Compliance Manager  
HumanGood  
Pleasanton, CA.

### In Her Own Words...

Being a Compliance Manager, I do not view it as simply a job. It is a career that I plan to navigate throughout the rest of my working life. I also want to broaden my knowledge in the field of resident services and have my eyes opened to all avenues that can lead me to further develop current and new skills. There are so many possibilities and opportunities to make a positive impact and support our residents.

EMERGE is such a good experience. The opportunity to participate in the EMERGE program is nothing short of the ultimate honor one can be awarded. I have learned so much. It has helped me become a better leader to our team while allowing me to maintain my own management style. I learned new ideas and strategies about how other individuals perform their duties, serving their residents in ways that help create remarkable memories that affect the entire community. I witnessed the importance of authentic leadership and the positive effects it can have on other individuals. I was pleasantly surprised at the effective responses received from my team upon sharing my experiences with them. It boosted my confidence as a leader and allowed me to openly express my thoughts with others. I found leadership is not about being perfect but it is about owning my mistakes and learning from it. Thank you EMERGE, you have made me a better leader!

## Compliance Committee

My Action Learning Project is to create a Compliance Committee. With the merger, we have grown to 62 affordable housing communities. It is getting challenge for one person to handle all of the compliance. The Compliance Committee will be working with each community, reviews resident files, applicant files, community binders, documentation, computer programs, IT standards, and the communities' physical plant and maintenance practices to ensure that all team members are in compliance with all programs' regulatory guidelines and the company's policies and procedures. The Compliance Committee will respond to compliance questions, conduct reviews, offer suggestions, and obtain best practices. A Compliance Community Assessment report will be submitted to the Compliance Manager with findings, recommendations and best practices discussed at these site visits. A follow-up site visit or conference call will take place with the Regional Supervisor and Compliance Manager.

## Long Term Organizational and/or Field Impact

The Compliance Committee will be a resource for all of the affordable housing communities with respect to upholding the organization's core beliefs and behaviors of excellence and accountability in all areas of management and physical plant compliance. The Compliance Committee's goal is to ensure that all AHC are in compliance with the company's policy and procedures and always ready/prepared for any inspections from HUD, LIHTC, Investors, and many other programs and agencies. With the Compliance Community Assessment, it will maintain our MOR review at Above Average and REAC score to be 90 and above.

## Leadership Lessons Learned

My ALP has been implemented. The project provided me with a platform to create and lead a team dedicated to seeing a project from beginning to end. The process made me learn and adhere to the concept of positive flexibility that frequently happens when plans do not flow smoothly and challenges have to be overcome. Flexibility is equally important when leading a team comprised of individuals with different personalities. I learned that to be an effective leader, I had to let go of pride and be open to all ideas. I became aware that I needed the entire team's energy, commitment and creativity to succeed in completing all tasks required by the project.



## **Nathaniel P. Runas**

Food and Beverage Director  
Baywood Court  
Castro Valley, CA.

### **In His Own Words...**

As a leader, I am willing to take risks, make difficult decisions, communicate, build teams and lead by example. Leaders are made through hard work, dedication and respecting yourself and others as a person.

EMERGE has impacted my leadership style by polishing what I already knew and giving me the confidence to really believe in myself. Furthermore, the life lessons that I took away from the live sessions have brightened my vision of who I am as a leader.

Through the EMERGE program my goal was to assess my strengths, develop my leadership style and effectively cultivate the ability to sustain and channel my enthusiasm throughout my career. I can say with resounding confidence that this program has allowed me to do that, and more! EMERGE has been an unexpectedly remarkable outlet for advice, support and peer relationship building. However, probably most important, the program has shifted the way I reflect and the way I view myself as a leader for the future.



## Driving Culture Change through Mission Statement

“Baywood Court is committed to seniors so they may age in health happiness and dignity” and Core Values “Independence, Integrity, Involvement, Respect, Security, Stewardship.”

My Action Learning Project vision is to establish a learning, innovative, thriving work environment for all staff members, and this in return will provide exceptional care to our aging seniors. Understanding our organization’s Mission Statement and Core Values is the first step to driving culture change from within. Additionally, the buy-in from peers, colleagues and co-workers is as important.

The steps I will be taking in driving culture change through Mission Statement and Core Values are: **Clearly Define the Culture:** Define the new culture clearly, fully explaining the attributes of the culture and the acceptable behavior in the new culture. **Communicate:** Through teaching and training of all employees, communicate the expected cultural change and the resultant change in values and goals. Communicate in large settings, small groups, and one-on-one, if need be. **Leadership:** As the leader, embody the new culture in your actions, words, and behaviors. Anything less will be perceived as hypocrisy and lack of commitment to the cultural change. **Relentless Follow-up:** Along with the communication, continue with relentless and ongoing follow-up, support and encouragement. **Create Conditions to Align with Culture:** Change the physical environment to reflect and allow for the acceptance of the new culture. **Share Good and Bad Examples:** Share the success stories about individuals or teams that have fully embraced the new culture. Also, share the failures. Admitting your own mistakes as a leader in this case is especially powerful. **Involve the Individual:** Involve the employees, encouraging their new ideas and thoughts and putting them into practice. When possible/appropriate, have individual employees teach and/or evaluate each other. **Accountability:** Carefully assess steps 1 through 7 and ensure that accountability has been part of each process consistently. Re-educate those employees who do not accept or want to accept the new cultural values and goals, and hope they adjust, but be prepared to ask employees to leave the company if necessary. This is often tough to do, especially when the employee is a valued employee, but it is necessary. **Patience and Persistence:** Any cultural change involves changing the mindset and instincts of each person in the company. This will not be achieved overnight. So, patience and persistence is required.

## Long Term Organizational and/or Field Impact

The long-term impact that I hope, is that our community will have a learning, innovative, thriving work environment for many years to come so seniors may age in health, happiness and dignity.

Change is difficult for all especially for seniors. I hope that the course guidelines I created will provide the proper direction to initiate culture change within the organization or the field with confidence.

## Leadership Lessons Learned

- Communication, clarifying of values
- Leveraging strengths through common values
- Creating and engaged work environment
- Authenticity and self-awareness
- Accountability and follow through



### **Geoven Snaer**

Director of Environmental Services  
Canterbury Woods  
Pacific Grove, CA.

#### **In His Own Words...**

I believe that I am a leader who is kind, courteous, and who strives to help my employees, co-workers, and residents as much as possible. I have always been one to ask questions and incorporate ideas and suggestions that my employees give to me. One thing I have always been lacking however is the ability to be more direct and to take charge. I think that EMERGE has really helped teach me how to accomplish this. EMERGE has taught me how to direct my staff more effectively and with more confidence. EMERGE has also taught me how to get over my apprehension for following through with certain challenges by not fearing what may happen if I do not succeed. I think this is important because as leaders, our staff need to know that they can trust in us to make good decisions in sometimes critical situations. This in return garners appreciation and respect from colleagues, fellow staff members, and residents alike.

## **Making the Stretch Towards Injury Prevention**

My ALP focuses on reducing workplace injuries by encouraging employees to participate in simple stretches before starting their workdays. Every year sprains and strains due to overexertion in the workplace continue to be the most frequent type of workplace injury as well as the most expensive. My first step is to start a stretching program in my Environmental Services Department. Every morning my staff will come together for a brief meeting and a quick five-minute stretch before starting their days. I plan to start with a few very simple stretches such as bending down and touching your toes in order to stretch the lower back as well as basic stretches for the shoulders and legs. Another thing I would like to pass on to my staff as part of my ALP is the concept of balancing their personal life with their work life. This concept was one of the most important takeaways for me from the EMERGE Program and has helped me grow exponentially as an individual and a leader.

## **Long Term Organizational and/or Field Impact**

As we move forward, I hope to help staff incorporate more elaborate stretches that they can do at home. If successful in my department, I hope to encourage other departments and eventually the entire community to get involved doing these stretches. I also have plans on incorporating further activities and incentives for staff to lead healthy lifestyles both in and out of the workplace.

## **Leadership Lessons Learned**

When I started my first “stretch” session, I was worried that it wouldn’t catch on. I was worried that nobody would take it seriously and that everybody in my department would think that I was crazy. When we did it for the first time though, everyone loved it! I even got a round of applause from many of my staff! I learned that sometimes, even when you’re doing something that you have never done before, you just have to have the confidence to fail. To know that what you are doing may not work, but that it is something that you need to do and that if it succeeds, it will be worth that risk. Once I was able to develop this confidence to fail, succeeding was that much easier and sweeter.



## Charmaine Verador

Director, Resident Health Services  
Los Gatos Meadows  
Los Gatos, CA.

### In Her Own Words...

I started my most challenging and ultimately rewarding job as a nurse at Los Gatos Meadows almost eight years ago. The healthcare industry has paved the way to opportunities and successful career growth and looking back, I remember myself as an employee, a supervisor and now a leader.

My work experiences along with my year-long participation with EMERGE has honed me to become a better caregiver, a proactive and trust-worthy manager and overall a loyal, supportive and diplomatic leader. I have matured well into my job as I experience difficulties, trials and triumphs. I have gotten stronger in areas such as financial analysis and departmental budgeting, staff management and implementation of company policies and procedure as well as Residential Care for the Elderly (RCFE) regulations.

I am thankful for having abundant guidance from my Executive Director and my Los Gatos Meadows team. They have helped me navigate through my first years of leadership, always providing an avenue for me to grow and learn thus EMERGE. As I interact with my fellow EMERGE participants, I have learned multitudes of paths to get through the labyrinth of the corporate world. I believe that the foundation of my leadership success is having a solid understanding of the healthcare industry and how I can better provide and serve the people that need in a person-centered way.



## RCFE Medication Management Improvement

With the fast-growing and dynamic healthcare industry, it is imperative for us caregivers to keep up with the changes and demands that we encounter. My ALP will focus on how we can better provide medication management services by:

- Ensuring that quarterly required staff training and in-services, especially on medication management, is completed in a timely manner with available coaching from nurses
- Biannual resident care conferences with the care team for assisted living and memory care so that they are educated on the care and medication that they take and they can participate and communicate issues about their healthcare
- 15-minute stand up meeting before start of every shift for all staff to be aware of new medication orders and/or changes
- Increase in Resident Health Services meetings from monthly to every other week for better communication among the staff

## Long Term Organizational and/or Field Impact

My goal is to be able to provide efficient assistance in managing medications and ensure that residents are able to understand and participate in their plan of care. The implementation of this plan will yield the following:

- Less medication errors
- Increase in quality of care
- More efficient patient education
- Increase in residents participation with their health care
- Residents will have confidence in the care that they receive

## Leadership Lessons Learned

Persistence, effective communication and patience are key to implementing and getting all staff on board the improvement plan. During the beginning process, there was resistance from the team as expected. Empowering and making staff understand that their input is with utmost value was essential.



## Charles White

Life Enrichment Director  
O'Connor Woods  
Stockton, CA.

### In His Own Words...

I have always viewed myself as a natural leader. From a young age, I have always had a drive to lead and find success in whatever I put my mind to. I took that same confidence and applied it to my professional career. After 12 years of leadership experience in various fields I was confident in my abilities to lead, but there was so much more to be learned about true leadership. Being accepted into EMERGE was quite the honor and I welcomed the new challenge. I came into the program with an open mind that this program was not going to be just like every other “management” training program I had been to – and I was correct. EMERGE is not a program, it is a journey. It is a journey about professionalism and about life. EMERGE has helped transform me from an average leader into a visionary leader. I now seek out answers using appreciative inquiry. I look for the different ways of thinking and problem solving that each individual possesses. I choose patience over pressure to get the answers or things I need accomplished. I have not only learned to invest in myself as a professional but invest in my staff. As a Life Enrichment Director for almost three years, I have always looked for better ways to enhance the lives of those that I serve in my community. EMERGE has shown me how to enrich the lives of my staff and how to empower them and make them feel valued, which in turn, provides amazing results. I look to continue to utilize the skills and knowledge I have obtained from EMERGE to become a better leader tomorrow than I am today. I have learned that we never stop growing no matter how satisfied you are with yourself. This journey with EMERGE has been nothing short of amazing from both a personal and professional perspective. I feel honored and privileged to be a fellow and a part of this amazing program that has forever changed the way I envision leadership.

## Project Generations

My ALP consists of implementing grade school-level classes with older adults in different settings for learning opportunities. The primary setting would start in the skilled nursing community and eventually broaden to assisted living and independent living levels of care. Both groups will learn and help each other with various projects through the program. The goal from this particular program is providing education for grade school children outside the school setting and provides continued education for older adults to keep cognitive function intact. Research has already shown that volunteering can help improve cognitive function in older adults. This program would allow the same type of results if implemented properly. The program would also include team projects in large and small groups to change the dynamics of the learning. The children and older adults would be required to work together and come up with ideas on how to answer various questions and develop different educational and recreational projects. The ultimate goal is to provide both older adults and youth an opportunity to work together and accomplish goals each month.

## Long Term Organizational and/or Field Impact

- Help older adults with cognitive stimulation and overall mental wellness
- Provide youth in the community an opportunity to learn more about working with different generations
- Create an atmosphere of friendships and bonds through teamwork and motivation
- Provide life enrichment for both older adults and youth
- Develop the program to the point that more schools and districts are implementing this project in other communities and counties around the state.

## Leadership Lessons Learned

Overall, I would hope this program provides both joy and life enrichment for both age groups and continues to thrive in various communities.

The leadership lesson learned in this project is the understanding of patience and that projects like this can take time to develop. Due to the restrictions that my community may have or that the school districts might have it can be a very timely process getting approvals. Since this is an ongoing project that will take some time to complete, I understand that patience, forward thinking and the ability to adapt to different ideas from others will be crucial in bringing this project to life.

## Hosts and Program Sponsors

### Sponsoring Organizations

LeadingAge California extends its appreciation to the following member organizations that sponsored Fellows to participate in the EMERGE Class of 2017-2018:

<b>Baywood Court</b> Castro Valley, CA	<b>Los Gatos Meadows</b> Los Gatos, CA
<b>Bethany Senior Center</b> San Francisco, CA	<b>Mount Miguel Covenant Village</b> Spring Valley, CA
<b>Canterbury Woods</b> Pacific Grove, CA	<b>O'Connor Woods</b> Stockton, CA
<b>Carmel Valley Manor</b> Carmel, CA	<b>The Reutlinger Community</b> Danville, CA
<b>Casa de los Amigos</b> Redondo Beach, CA	<b>San Francisco Towers</b> San Francisco, CA
<b>Eskaton</b> Sacramento, CA	<b>Santa Clara Methodist Retirement Foundation</b> Santa Clara, CA
<b>Eskaton FountainWood Lodge</b> Orangevale, CA.	<b>The Sequoias Portola Valley</b> Portola Valley, CA
<b>Eskaton Lodge Cameron Park</b> Cameron Park, CA	<b>Sunny View Retirement Community</b> Cupertino, CA
<b>Hillcrest Gardens</b> Daly City, CA	<b>The Terraces of Los Gatos</b> Los Gatos, CA
<b>HumanGood</b> Pleasanton, CA	<b>Valle Verde Retirement</b> Santa Barbara, CA
<b>Institute on Aging</b> San Francisco, CA	<b>Valley Vista</b> San Ramon, CA.

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### Site Visit Hosts

LeadingAge California extends its gratitude to the following member communities for hosting the Class of 2017-2018 site visits and panel discussions.

#### **Hillcrest (Host)**

La Verne, CA.

#### **TELACU La Esperanza (offsite visit)**

Pomona, CA.

#### **Motion Picture & Television Fund (Host)**

Woodland Hills, CA.



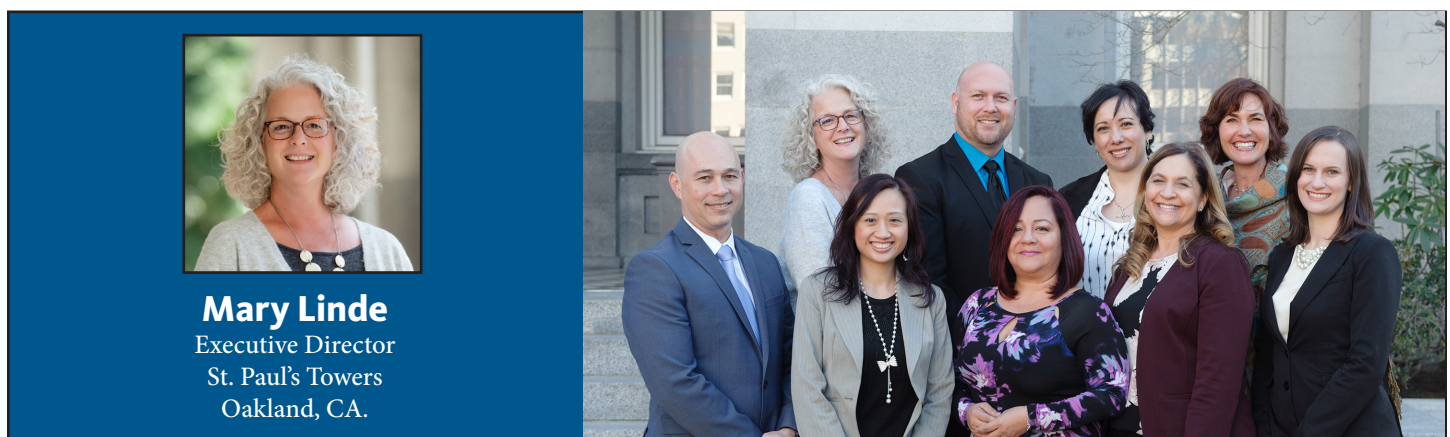
## Coaches

LeadingAge California is extremely thankful for our outstanding coaches who are experienced leaders in our field and served as mentors to the Fellows throughout the program:



**Jerry Brown**  
Executive Director  
Bethany Center – San Francisco, CA.

From top left: Jerry Brown, Morgan Jarek, Bradley Burgoyne, Kristina Lugo, Yolanda Barba  
From bottom left: Amy Carson, Tia Owens, Lucy Ascalon  
Camera shy: Glen Gillum



**Mary Linde**  
Executive Director  
St. Paul's Towers  
Oakland, CA.

From top left: Mary Linde, Charles White, Beatriz Camarena, Chris Regan  
From bottom left: Bill Penrod, Susan Ruan, Zuly Garcia-Uicab, Davina Barker, Shannon Penick-Piexoto



**Joseph Pritchard**  
Director of Memory Care  
Masonic Homes of California- Union City  
Union City, CA.

From top left: Geoven Snaer, Joseph Pritchard, Mario Chavez  
Middle row from left: Nathaniel Runas, Charmaine Verador, Angie Machado, Denise Edmunds  
From bottom left: Esther Koc, Mia Almonte, Andrea Campisi

## Facilitators and Staff

### Facilitators

LeadingAge California is grateful for the wisdom and guidance provided to the EMERGE Class of 2017-2018 by its dedicated and committed facilitators:



**Matthew Neeley – Facilitator**

CEO/President  
Hillcrest  
La Verne, California



**Christina Cerrato – Facilitator**

Director of Operations, Affordable Housing  
Episcopal Communities and Services  
Pasadena, California

### EMERGE Program Staff



**Janice Guiliano**

Vice President, Education and Events  
LeadingAge California  
Sacramento, California



**Kevin Tuuaga**

Education and Events Manager  
LeadingAge California  
Sacramento, California

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**Sheri Peifer, Eskaton**

**Michelle Cuevas, TELACU**

**Lea Pipes, Motion Picture and Television Fund**

**Doug Kaplan, Heritage on the Marina**

**Justin Weber, Casa de Manana**

## EMERGE 2017-2018 SPONSOR

A special thanks to our EMERGE 2017-2018 sponsors, for their shared vision in cultivating high potential leaders who will inspire, innovate and educate other members in the field of aging services.



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# Action Learning Projects

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