




emerge
shaping tomorrow's leader...today

LeadingAge[™] CA

inspire...serve...advocate

Emerge 2015-2016
Action Learning Projects

LeadingAge California partnered with Sodexo and Masonic Homes to launch a fifth 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 2015-2016 was comprised of high potential leaders across the state of California serving in different facets of Long-Term Care and who were seeking to transform themselves and their organizations.

The program was available to anyone who worked 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 2015-2016 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?**



Table of Contents

Michelle Alcedo.....	4	Luis Perez	32
Arleen Amorozo	6	Maria Plurad del Rosario	34
Dennis Davis	8	Michele Pomerance	36
Noel Donato	10	Joseph Pritchard.....	38
Shawn Duong.....	12	Kenny Ramirez.....	40
Micki Gerardi	14	Natali Rivera	42
Melissa Gill Hausz.....	16	Hector Rodriguez.....	44
Judith Gitonga	18	Wendy Starr.....	46
Robin Gordon	20	Pedro Vidana	48
Ernesto Guzman.....	22	Sponsors and Hosts	50
Jane Hopper.....	24	EMERGE Coaches.....	51
Benson Lee	26	Facilitators and Staff.....	52
Sylvia Najarro.....	28	EMERGE Program Sponsor	53
Hanane Omari.....	30		



Michelle Alcedo

Director of Programs

Openhouse

San Francisco, Calif.

In Her Own Words...

It is a privilege to be of service to LGBT seniors in my community as Director of Programs at Openhouse. Openhouse is the only organization in San Francisco whose mission is to serve aging LGBT communities. As a queer-identified person myself, the spirit of the phrase, “the personal is political,” imbues my work. From LGBT aging cultural humility training to working with my colleagues to support those who blazed the way for us, I bring my passion for social justice and a vision for “aging in community” built on mutual respect across generations, commitment to equity, and compassion. I often laugh when I hear myself say the words, “we are not just Openhouse, we are a movement!” and I truly believe it! It is my personal belief that the movement, as a whole, becomes stronger, our transformative possibilities more palpable, and our authenticity and strengths more visible by including the voices of the most vulnerable alongside the most privileged.

Every day our team learns from and collaborates with LGBT seniors to develop tailored programs and person-centered services to address the unique challenges facing our aging communities. Together, we work through issues ranging from lack of safety in senior housing due to one’s sexual orientation or gender identity, to spiritual concerns such as, who will remember me when I’m gone?

The past 8 years at Openhouse have been transformational for me both personally and professionally. But, until Emerge, I had never really identified with the term “leader,” (and I’m still trying it on). Perhaps my being a first-generation Filipina immigrant has something to do with that. My experience in Emerge has nourished my confidence and activated my integrity in unexpected ways. Audre Lorde said it best, “When I dare to be powerful—to use my strength in the service of my vision, then it becomes less important whether I am afraid.” What I learned about myself in Emerge is that I lead with integrity, heart and boldness because I am stand on the shoulders of those who’ve led before me.

Creating a Learning Organization:

The foundation of my ALP is cultural humility, a philosophy that views learning as a life-long journey, gaining sensitivity, learning and adapting our skills to respond appropriately across our cultural differences. Cultural humility sees individuals and communities that historically have been oppressed as rich sources of expertise and teachers about the experience of their own cultural group, while people or organizations that work with these communities are seen as students or learners.

Based this framework, my ALP is to create a learning organization whose culture is generative and focused on learning. Undoubtedly, each of our staff brings a passion and commitment to our work. Learning from our programs is integral to our functioning and our main focus over the years has been on developing metrics and systems to capture and analyze feedback from the community we serve. In order to effectively serve the community, we also need to develop an internal-facing learning culture by co-creating a program with our team that would empower us with new knowledge, build skills, and supports one another in the growth process. I believe that as a values-driven organization, learning together will help reduce isolation and help align our personal values with our organizational purpose.

Long Term Organizational and/or Field Impact

I hope Openhouse will be continue to seek out funding support that values the organizational culture of learning. Openhouse is a well-known resource and we are often asked to share our expertise on LGBT aging issues. Because we continue to learn from the LGBT senior communities we serve, we have the opportunity to see and gain insight from what is often hidden to those outside of our community. I hope my ALP will enable Openhouse to institute an internal-facing learning culture, and to continue to add the LGBTQ perspective to existing discourse on aging.

Leadership Lessons Learned

Our team has had brainstorming discussions to generate a list of topics and issues we feel might inform and strengthen our work across programs. My ALP is in its development phase and very much “in progress!”



Arleen Amorozo

Director of Nursing
The Canterbury
Rancho Palos Verdes, Calif.

In Her Own Words...

I define myself as a servant leader. Emerge has helped me become a better person and a better leader. Emerge helped me identify that there is no way that I can be successful alone. I learned to appreciate my co-workers, and I began to see the importance of each of the members of my team. I have a new respect for my profession and for those that work hard alongside with me each day. I also learned the true meaning of pressure and the gravity of being the person responsible for my department. I have made enough mistakes in my career that I learned many different ways of improving myself. Choosing to enroll in Emerge was one of them. I learned that I need to be flexible and open to change. I learned the need to put others before myself.

I would like to thank the Emerge leaders who have given their time and energy to mentor us. I can say that I learned the most through the examples that they have displayed this past year. I also appreciate my team members. They have taught me acceptance and honesty. They have taught me courage and how to be myself. They also taught me that leadership is not about being perfect but it is about owning my mistakes and learning from them. I am very appreciative that I have been accepted to the Emerge program and the take away from the program is priceless. Thank you Emerge, you have made me a better leader.

IHelp

IHelp is a technology assistance collaboration program between staff and residents. The objective of the program is to develop a positive relationship between new residents and staff, and to assist new residents in learning how to use simple technological devices that some seniors may find threatening such as smart phones, lap tops, and tablets.

The program will be offered by the Marketing department to new residents who have shown interest and have signed up. Our facility will have a pool of salaried employee volunteers who are willing to spend about 30 minutes of their time while at work to help new residents use their gadgets. The time they will be spending together may help the new resident feel welcome and will ensure integration time can become much faster and more pleasant.

Long Term Organizational and/or Field Impact

The long term impact of the IHelp program will be that new residents will be able to have better quality of life through social media. Moving from their home into a senior community may be difficult to some seniors. Giving them access to social media may help make their move become easier. Some seniors do not have any problem with technology. It is not unusual for seniors to use an iPad or tablet to read books or engage in emails or surfing in the internet, but there are many seniors who are hesitant. After interviewing seniors, I have found that fear of these gadgets is a common denominator. Some said that computers and any new technology can be very intimidating and scary. My hope is that the help from staff can lessen the seniors fear and allow them to learn; thereby help them get in touch with their peers and or have more frequent communication with their grandchildren. There are many lonely seniors out there and through IHelp they can learn how to use Facebook and FaceTime on their smart phones. That would be the exciting!

Leadership Lessons Learned

The leadership lessons learned during the course of implementing IHelp will be rewarding for our staff. Staff will learn that it is not easy to be a mentor and that it takes patience and courage. They will also learn to put the needs of others before their needs, understand the importance of giving back to the community, and investing in helping someone have a better quality of life. We will all be seniors someday. I hope that IHelp will still be there in the future to help me with new technology to come. That is my hope.



Dennis Davis

IT Specialist

Beacon Communities

Pleasanton, Calif.

In His Own Words...

Being in an IT support role in the aging industry, I have found that it is important to have certain attributes such as adaptability to changes and patience. One of my strongest attributes as a leader is my ability to adapt. Adaptability is important in the aging industry because of new and changing rules from regulatory agencies. In addition, there are new philosophies from our peers about how to care for older adults. Patience is defiantly helpful in my support role because my team members use technologies that are continually changing and evolving. This is where I am able to bridge the divide by bringing clarity to unintuitive technologies for my team and residents.

Inter-Generational Technology Literacy Program

Beacon Communities as an organization is forward thinking when it comes to the use of technology at our communities. The senior leadership at Beacon Communities unceasingly pushes new technology initiatives to improve the day-to-day Affordable Housing business operations at our communities. One such initiative is Resident Computer Library's and complementary Wi-Fi in all of our common areas. Our company's on-going goal is to expand Wi-Fi into all of our Residents apartments. We currently have 3 communities with site-wide Wi-Fi.

My ALP's goal is to leverage those technology initiatives to create a Technology Literacy program and curriculum for our Residents. My ALP's plan is to recruit high school and college students to teach our residents basic technology usage that Generation X'ers and Millennials may take for granted. This will empower our residents to utilize and take advantage of the available technology at our communities. Older adults are the fastest-growing demographic in the country in terms of social media, but what we are finding is that social media is not as intuitive for older adults. By the end of the five informal 1½ hour Technology Literacy program sessions, our residents will be more confident when on-line, have the ability to recognize scams that prey on older adults, and will be able to recognize technology slang such as "tweets" and "hash tags".

Long Term Organizational and/or Field Impact

Although on the surface it is a digital literacy program with the goal of teaching/empowering our Residents, there will be a long term beneficial impact to the community as a whole. The Student-Teachers, Residents and ultimately the surrounding community will benefit from inter-generational socialization. Therefore, my ALP will be mutually beneficial to the Student-Teacher as they earn credits and become acquainted with older adults and perhaps become advocates in the aging industry. Our residents will be empowered enabling them to fully utilize technologies, thereby improving their lives.

Leadership Lessons Learned

The most important leadership lesson that I have learned in creating my ALP is that we are not an island unto ourselves; no one can obtain success without a support system. At some point there was someone in our life that supported us and gave directions for that metaphorical fork in the road. When we receive guidance from others, it may be subtle. We may receive it in subconsciously. Sometimes this guidance is not realized immediately until we reflect on our past. Initially, I went in alone in my endeavor to create and develop my ALP, but I quickly learned that I needed support. I reached out to my fellows in Emerge, my personal mentors and team members at my company. Through their guidance I was able to create and develop my project, and I am truly grateful for all those who contributed to it.



Noel Donato

Director of Nursing
St. Paul's Towers
Oakland, Calif.

In His Own Words...

For the greater part of my career, my view on “leadership” was that it had to be someone with authority and power much like our Managers, Directors, Generals, Presidents, etc. I could not be more wrong about what true leadership means. Needless to say my definition of “Leadership” has changed dramatically over the past 2 years.

I’ve learned that leadership is more than a fancy title, having power, etc. It is a state of mind. For the past year and 6 months, I have been the Director of Wellness at the Terraces of Los Gatos and now the Director of Nursing at St. Paul’s Towers. I would be lying if I said that it had been smooth sailing, as this is the first “leadership” role I’ve had in my career. One of the things that I make sure that the team members that work under my direction understand is that, we are all leaders in some way shape or form and as mentioned earlier, it is more than having a “fancy title.”

Making sure that my staff understands that even though I have the “Director” title, they are more than welcome to give me any ideas and suggestions that they feel may be better than mine and that we will sit together as a team to make the right decision. Empowering them to do so really helps build a sense of ownership as well as a great team.

Each of my team members have a plan as what they want to do and move forward in their careers. I make it a point to sit with each of them and ask the following questions “where do you see yourself in 5 years? Do you have any plans in place to reach your goals?” Most importantly, I always ask “What can I do to help you reach your goals?” Grooming team members to become leaders in their own right is vital to being an effective leader.

Culture Shock

My Action Learning Project is to help develop a culture change here at St. Paul's Towers in which we do a 180 from the standard clinical health model and head down the road to a more family, home environment model when providing healthcare to our residents. Giving our residents the opportunity to direct their own care and make their own decisions is crucial when providing a "home" environment as opposed to a traditional clinical model. Historically, it has always been the clinician that dictates the health care that a resident receives, bath times, medications times, meal times etc. I plan on working with my current team on developing a "resident preference" assessment that will be conducted upon admission by either the resident or the resident's family, in the event that a resident is unable to complete assessment due to medical reasons. Once the assessment is completed, we will then formulate a plan of care that will address and meet the needs of the residents.

Long Term Organizational and/or Field Impact

Provide a Home environment for the residents, by giving them a voice, in terms of directing their care. Enhancing a resident's experience and strengthening the relationships between the resident and clinician. Open doors and pathways to other programs in order to promote Person directed care.

Leadership Lessons Learned

I believe that in order to be an effective leader, you have to have heart. Make sure people know what you are about and who you are. Too many times, people in leadership roles are inaccessible, closed off, stiff and robot like. I make sure that I am very transparent, I want people to know who I am and what I am about and for the team members under me, this is very important. I am part of this team as much as they are, I learn as much from them as they from me, we have our good times and our bad times, we grow together, we care about each other, we have fun together and most importantly we are a family.



Shawn Duong

Medical Records

Kingsley Manor

Los Angeles, Calif.

In His Own Words...

My path towards leadership was to learn and strive to gain all the knowledge I can in the field of aging. This train of thought was derived from my belief that a leader should have all the answers in their field of expertise. It has been three years since I have stepped foot in the field of aging, and since then, I have done my best to absorb every aspect that I have come across. With my focus on learning various procedures and regulations, I believed that I was on the right path towards being a leader in the field of aging. EMERGE changed all that.

The biggest thing I learned from EMERGE was the exact opposite of what I have been trying to do. I did not have to know everything. It is not possible to know everything. I also realized that the more I delved into the EMERGE program; the more I realized that I had a lot to learn about myself.

EMERGE has shown me the importance of being authentic, recognizing achievements, listening to feedback, motivating and inspiring others, a clear direction, and the importance of a strong team. These factors are all necessary and generally revolve around one key skill, communication.

Care Board

Ever since we were young, we have been taught that good communication is important for a team. Whether it is amongst our peers or even to the residents, good communication has many benefits. If we look at say an acute hospital setting, patient rooms generally possess a form of information board. This would generally include the nurse's name, the diet, allergies, pain, and etc. This form of communication is simple, straightforward, widely used, and extremely effective. So why not use them in a long term care setting?

My thought process was, how about we use this idea and put a bit of a twist to it? These "Care Boards" can contain similar information to what you see in a hospital, but also be modified to be a social board at the same time. This can serve as a place for our residents to put pictures, to write down reminders, or even simply to doodle on.

Long Term Organizational and/or Field Impact

Now imagine new nurses or nurses who just started their shift. These nurses can now use the board and remind the resident of potentially upcoming events or doctor's appointment. The nurse can write on the board to each other what preferences the resident may have, such as black coffee or over easy eggs. This can be a great tool to better serve our residents.

The information on these Care Boards can impact the organization by improving communication not only amongst employees, but can also help the residents through its social aspect. The boards can contain important phone numbers, the current date, memos, pictures of family, and even reminders to the many life enrichment activities. The Care Board can even help residents with Dementia to utilize as reminders.

Leadership Lessons Learned

I am currently in the process of getting a vendor to create these Care Boards and what I realized the most during this time was how important momentum is. Kotter's 8 Step Process to change stressed the importance of momentum and I did not truly believe it until this project. I ran into some difficulties implementing the boards and it has caused me to take a bit longer than I have wanted. This has led me to notice many of the staff at my community to have forgotten about the Care Boards altogether. I do not feel that initial energy and momentum any longer and can see that it is very difficult to re-establish that hype amongst my peers.



Micki Gerardi

Project & Event Management
and Community Relations
Masonic Homes of California
Union City, Calif.

In Her Own Words...

I have had the benefit of working for a number of firms and organizations in various industries: retail, U.S. Department of Defense, western region corporate real estate, accounting, legal, brokerage, hi-tech, management consulting, high net worth banking, hospital human resources, and currently for a senior community. With each career change I was presented options to learn and grow. Some I overlooked while others I embraced. What I didn't realize at the time was that with each new position was a step towards leadership. Early in my career, when assigned to a project my goal was simply to ensure it was accomplished. Later on I volunteered to lead projects when no one cared to be involved. I lead difficult teams with individuals who had been soloed and did not know how to work as a team, as well as a group who were all about to be fired were transformed into a celebrated hardworking, dedicated and cohesive team.

Never having worked for a non-profit senior community, Masonic Homes was pure enlightenment. My husband, Joe, had been with ABHOW for 8 years when I first joined MHC and I finally got it; I understood the passion he had for his work. Within days of joining MHC, my husband shared the news with Kay Kallander. One day while waiting in the car for Joe in the ABHOW parking lot, Kay wondered down to congratulate me. It was during our conversation when Kay spoke words that made an instant impact – “we have the honor of working in their [residents] home”. I have often shared Kay's words. Some have a natural calling to service whereas I stumbled into it and have been blessed beyond measure because that single alternation in my path lead me to EMERGE.

EMERGE handed me 'leadership' binoculars to see where I once was, where I stand today and possibilities to be a leader in future. One day my husband and I will live in a senior community and with all the lessons and tools EMERGE strategically gifted to me, I will recognize and welcome the opportunity towards leadership. I am certain that I will be well positioned after being graced by each EMERGE session and experience, to be myself, to not only appreciate but to embrace differences, never ever cease learning and growing, to keep my heart open and to give and receive the trust as a gift.

Mentoring Program for Staff

Having had the opportunity to work for world-renown firms, what many had in common was the opportunity for employees to have a mentor. Masonic Homes in Union City has over 300 staff members, which I envision as 300+ opportunities for the development of not only outstanding employees but new leaders. Mentoring is so much more than just listening to someone talk about how he or she got to where they are in their career. Mentoring is not static. It is alive, respectful, trusting, provides job knowledge sharing and insights, identifies talent, leadership development and so much more.

A great mentoring program would have the resources and commitment by the entire management team as well as the organization. The mentoring program, which I visualize, would resonate throughout our campus and would be reflected in shared knowledge, staff skill enhancement, career growth, strengthen morale, job satisfaction, staff retention as well as act as a catalyst for positive culture change. When I joined MHC my 'orientation' was little more than completing forms in the office of an HR representative. There were no other new hires to neither meet nor share the experience. My plan would be to weave the mentoring program within the fabric of not only new hire orientation but throughout our campus.

Long Term Organizational and/or Field Impact

One critical step in the path to success for each newly hired staff member is a robust new hire orientation. The mentoring program, which I propose, would be introduced to the new hires during orientation. Executive and Senior management as well as Directors would participate during the mentoring segment. The immediate takeaway for the new hires would be that the mentoring program is significant, meaningful, supported and active. With this program there is a high possibility of a trifecta – a win-win-win – for staff, residents and MHC. Our staff is crucial to the success of Masonic Homes. Our staff provide care, support and assistance to our residents 24-hours a day. They deserve and have earned the opportunity to learn, grow and to be interconnected throughout our campus. I believe that a mentoring program will be, in the long term, successful and supported.

Leadership Lessons Learned

The Masonic Homes mentoring program is a work in progress. I am reviewing and fine-tuning my proposal after which I will be positioned to formally present the program. It will be a significant undertaking. However, with the relative tools that I gained during each Session, from each facilitator, coach and groups during this year, I feel confident that I will have created and proposed a thorough, relatable, supportable and most important, achievable mentoring program. Frankly, prior to EMERGE I would have had considerable doubts. As a EMERGE Fellow confidence in my leadership skills have bolstered my entire outlook. I am excited and ready for what comes next.



Melissa Gill Hausz

Director of Activities

Casa Dorinda

Santa Barbara, Calif.

In Her Own Words...

Throughout my career, I have worked in several positions of leadership, from leading programs with Santa Barbara County Schools Environmental Education Program, to teaching Art Classes at California Academy of Sciences in San Francisco, to leading staff and residents in the activities and wellness programs at Casa Dorinda, first working with the participants directly, and then leading staff to do the same. I have always enjoyed my work in these various endeavors, and always felt like I was a natural leader encouraging staff, students and residents alike to blossom and grow in their chosen area of expertise, as well as to try new endeavors they hadn't yet had the opportunity, or been too shy to give them a try.

What was missing for me was the ability to identify what I felt was innate knowledge and skills that I possessed and put into practice in these various positions. So it was natural that I would go on in my education to seek leadership and organizational knowledge, which is why I returned to college and received my master's degree in organizational management. This was my first taste of the academic approach to principles and practices which could be applied to my work with students of all ages. However, gaining a degree is only the tip of the iceberg.

Through the EMERGE leaders, who have varied experience specific to senior retirement at all levels of management, I have had the opportunity to learn about various leadership styles and techniques. I have also been able to experience first-hand and put into practice some of the lessons they shared, with staff and in some cases with residents. I've also had a wonderful opportunity to interact with the EMERGE fellows in my program, who are leaders from communities all over California. Some of their experiences are like my own and many are so very different, which with reflection, lead to a perspective which is quite different from anything I have experienced. And through it all - the lessons, readings, presentations, discussions, site visits, and one-on-one conversations - the one lesson that stands out most for me is that we are all striving toward the same goal, which is to create a better world for our aging population, our staff and team members, and our families, regardless of geographical location, religious persuasion, socio-economic background, or lifestyle.

Resident and Care-Giver Lifestyle Enrichment Program

Currently, Casa Dorinda has 10 residents who have private caregivers/assistants, who work with the resident individually, providing services they need and desire, in all levels of care. At times these caregivers are at a loss for ways to engage residents in activities, unless there is a clear plan set by the staff, resident or family members. Unfortunately, this can mean that the resident may spend time isolated from their friends, not having the opportunity to engage in the world around them.

The Residents and Caregiver Lifestyle Enrichment Program is designed to fill this void, benefitting both resident and caregiver, building on their relationship, as well as giving staff the ability to have a window into the private care of residents living on the Casa Dorinda campus.

Intent of the Program:

- Engage the resident and the caregiver in fun and interesting activities outside of their apartments.
- Engage the resident and caregiver in an environment of active participation, with the other residents and their caregivers.
- Help residents to maintain long term bonds with friends who live in the community.
- Help staff have continued contact with residents who may wish to participate in additional community events.
- Help to reduce stress and isolation for both resident and caregiver.
- Help staff monitor residents' progress, and note when the need for additional care may arise.

Long Term Organizational and/or Field Impact

- Provide caregivers the opportunity to be trained in activities exploration with residents they care for.
- To build on their library of knowledge in creating programs for the residents, so that they may continue with activities outside of the scheduled program events; such as bringing the resident to the studio to work on projects at additional times. They may also attend an event off campus with the group, alternating with a return to a destination the resident enjoyed, possibly with another caregiver and residents.
- Provide an opportunity to build comradery among caregivers.
- To build relationships between the caregivers and Casa staff in order to bring them into the organization as an auxiliary member of the entire Casa team.

Leadership Lessons Learned

Upon discussion of this project with our then executive director, the project was deemed important and one worth pursuing. Currently, it is in the planning stages. It has been presented to senior directors and social services staff, who also agree to its importance, though they recognize that there may be some difficulty in gaining interest and participation with the caregivers and some of the residents. Activities and Dining Services staff are being brought on board to help facilitate certain elements of each event. It will be important that the first gathering be a success, and that the participants enjoy themselves, leading to the desire to return again and again!



Judith Gitonga

Assisted Living Nurse Manager
**Baywood Court Retirement
Community**
Castro Valley, Calif.

In Her Own Words...

Prior to joining the Emerge Program, I was aware of my leadership skills, but was not certain of how to utilize them to bring about positive change on a larger scale. I have learnt that a big part of leadership comprises of establishing an effective team, embracing different personalities and appreciating your team's contribution to the vision. By sharing perceptions and embracing those of others, we have the ability to accentuate existing cultures and create new beneficial ones. A feasible vision can only be created by knowing and being true to oneself. It is important to be surrounded by people who question, caution and encourage an individual, for that vision to become a reality.

By utilizing innate skills and those acquired through the program, I now have a better understanding of how to go about bringing change through my leadership style. The program has taught me that a clear vision, a good leadership style, emotional intelligence and consistency are key to an organization's success. The Emerge program has been a journey of self-discovery, a realization of my values and an adventure aimed at improving my environment and that of others.

Creating a Culture of Health, Safety and Wellness in Independent Living Communities

Independent Living communities commonly provide housing for seniors who do not require assistance with daily activities or 24/7 skilled nursing services. Seniors who may benefit from less home upkeep and increased access to nutritional meals, social interaction, physical and mental stimulation and transportation make ideal residents for this environment. The costs for an Independent Living are much lower than Skilled Nursing and Assisted Living, and thus attracts a large population. These low costs are increasing the admission of at risk seniors into an environment that does not have the support or oversight required to keep them safe due to the Equal Opportunity Fair Housing Act. It is becoming increasingly evident that the Aging Process was not considered when this model came to be.

The Aging Process gives rise to issues related to physiological and psychological decline. Cognitive Impairment occurring with normal aging or as a result of a disease process, is the number one culprit that makes it difficult for residents to keep up with the expectations of their facilities. Also present is an increased mortality rate resulting from disease processes that could have been managed better. Much as rehabilitation is/was provided, the resident's functional capability is usually decreased and assistance with activities of daily living is no longer a choice but a necessity.

The Fair Housing Act makes illegal any discrimination in the sale, lease or rental of housing or making housing unavailable because of race, color religion, sex, handicap, familial status and national origin. Attempts to increase the level of care of the residents is often met with reluctance. A feeling of false independence has kept many from seeking the assistance that they require. The negative behaviors exhibited should force leaders to ask the question, at what point is an independent Living resident no longer 'Independent'?

The recommendations that I believe would improve the quality of living in Independent living include a health, safety and wellness program. The services would include:

1. Presence of a Social Worker on site to provide resources at various levels to the residents. This should probably already exist.
2. A Wellness Program to enable participating residents maintain their optimal functional capability. This should probably already exist too!
3. A Kinesiologist to work one on one with residents who have limited functional capability and those who do not wish to display their limitations in a public wellness session.
4. Introduction of a resourced Medically Licensed Professional, a long term care nurse would be preferable, to work with the resident, their physician and their family to resolve an ongoing temporary issue and to assist in systematically facilitating an increase in care levels when needed.
5. Facilities should be allowed to include residents and family members as partners to monitor for compliance with safe practices such as decluttering apartments to reduce falls, consistency with self-medication and nutritional needs in regards to under nourishment and dehydration, a condition that causes a high incidence of Urinary Tract Infections amongst others.
6. Introduction of a safety committee comprising of facility staff, residents and their family members. General safety concerns could be discussed and addressed at these meetings, in an effort to educate and bring awareness to the challenges faced in the independent living community.
7. An introduction of a buddy system, so residents can look out for each other. This would promote social interaction and provide a sense of purpose and belonging to the residents.
8. Establishing an understanding through education, for the need of a medication, side effects, tests, treatments and interventions. These presentations could probably be provided by home health agencies serving the area.
9. Encouraging family members to advocate for the resident during physician appointments if they are unable to advocate for themselves. I have personally witnessed residents return from a physician appointment with unresolved issues. This incident is often related to their failure of the resident to bring up and discuss the issue.
10. Introduction of a resourced nutritionist who would guide residents with nutritional deficits learn how to better manage their diets and fluid intake.

In a culture of safety, people are not merely encouraged to work toward change, they take action when it is needed. An organization can improve upon the safety of its residents when leaders are visibly committed to change and when they enable their residents to share information. Lack of this culture results in residents who are often unwilling to report adverse events and unsafe conditions due to fear of reprisal or belief that the report will not effect change. Leaders must provide resources to achieve results. Their message about safety must be consistent and sustained as it takes a long time for culture to change. Society must treat our seniors with dignity, respect and support by allowing those requiring minimal guidance in Independent Living settings, to reach out and request it without fear of reprisal, and to allow facilities to provide the service on a minimal level in the best interest of the resident.

My hope for the long term impact of my ALP is provision of quality care by provision of supportive temporary optional services in the independent living environment. This would increase the quality of life, by giving seniors a purpose and a sense of belonging in the community.

Leadership Lessons Learned

1. Every change begins with a vision.
2. It takes a village to bring about change. Teamwork is not an option but a necessity.
3. Change can be effected in an area outside of a leader's comfort zone.
4. Observation and research plays a vital role in problem solving issues.
5. Depending on the vision, the change could take a long period to effect. Belief in the vision, patience and persistence are required for its success.
6. Networking and lobbying are vital activities required to effect legislative change.



Robin Gordon

Director of Environmental Services
The Canterbury
Rancho Palos Verdes, Calif.

In Her Own Words...

It is one of my core beliefs that every individual desires and deserves respect, fulfillment, and opportunity in their personal and professional lives. This is the primary reason that I was drawn toward a career in the aging services field, an environment that for me is both challenging and extraordinarily gratifying. I am fortunate to have a position that allows me to give back to others in many meaningful ways. These values are the foundation for my leadership philosophy, which is one of servitude, stewardship, and collaboration.

My participation in the LeadingAge California EMERGE program has only served to strengthen these beliefs and reinforce the importance of a fully engaged and committed workforce. Looking at the larger picture, I am heartened to see the general paradigm shift in our field from the traditional medical model to one of more holistic, person-centered service. The field of senior services is perched on the edge of some very exciting change. I am honored to play a small part in the extension of this new paradigm to encompass not only the seniors that we serve but their family members, other care providers, as well as the employees at every level of our industry. The experience in EMERGE has inspired me to seek out innovative ways to bring out the best in myself and the people that surround me.

Another meaningful aspect of my participation as a Fellow in EMERGE has been the networking experience. In particular, the opportunity to meet and learn from some of the most accomplished and influential people in the aging services field such as Kay Kallander, Joanne Handy, and Cheryl Wilson. These women have acted as pioneers, blazing a trail for all of the leaders that will follow. I was struck by just what an awesome responsibility that we all have not only to carry on the legacies of these inspirational leaders but to continue building upon the foundation that they have laid. Their example has inspired me to take leadership to the next level, identifying my personal passion in our field and focusing energies to become a true agent for positive change that will improve the lives of others.

Hearing Loop Technology and its Effect Upon Social Engagement and Cognitive Ability in the Life Plan Community Environment

Many studies have shown a correlation between loss of hearing and decline in social engagement and cognitive ability among the senior population. In the Life Plan community environment, we have a unique opportunity to study various assistive devices that may help to improve this situation. One such technology is known as the Hearing Loop. This system can be installed in community gathering areas such as lecture halls or performance venues. Through technology in the person's hearing aid or in another wearable device it allows the presentation to be heard very clearly, without background noise and other common interference.

Long Term Organizational and/or Field Impact

Nursing and Life Enrichment staff at our community will perform an initial assessment of the baseline cognitive function and social engagement of study volunteers in multiple levels of care at our campus. The Hearing Loop technology will then be installed in our performance hall and put into use. We will follow the participants closely to determine if, over time, the improved ability to hear and participate in various events does indeed have a positive effect upon their mood, level of social interaction, and cognitive status. It is our hope that this technology will provide our residents with new avenues in which to find stimulating activities and fulfillment in their daily lives. If the study bears positive results perhaps the use of this technology could be promoted more widely in our field.

Leadership Lessons Learned

My ALP is a long term project. Currently in process.



Ernesto Guzman

Assisted Living Health Coordinator
**Palm Village Retirement
Community**
Reedley, Calif.

In His Own Words...

Being fortunate to have a single mother who was strong willed, loving and respected by others provided our family with a great leadership role model. The passion she has had for the elderly and aging services in general spans over 25 years. Growing up around skilled care services, I have come to appreciate the necessity of Quality of Life for our elderly and the need for individuals to continue to provide services in the every changing and growing field of aging services.

Having lived in substandard conditions and hostile surroundings as a kid, my life and experiences has shaped the way I lead my life and team. Being a leader is not an individual who oversees staff in a dictatorship manner but one who with mutual cooperation and cohesive behavior can obtain a goal with his team. Successful leaders motivate others by communicating and modeling enthusiasm, commitment, integrity, flexibility and innovation.

How do I label myself a leader? I have a difficult time with that question; I feel as though we all lead in life, some maybe more than others but the potential for each person to become a leader are embedded in our genetics. Dwight D. Eisenhower once said, "Leadership is the art of getting someone else to do something you want done because he wants to do it." A concept I follow dear in my heart, you have to love what you do so others may do so as well.

The EMERGE program has provided me with an invaluable lessons not only in my professional life but in my personal life as well. The immeasurable experiences with each individual that I have had have made me become a stronger individual, both mentally and emotionally. The positive environment and uncanny knowledge you're surrounded with enhances your capabilities and provides for futures possibilities not only for you as a leader but for your community. The ability to express your emotions, ideas and generalized thoughts throughout the program opens your eyes as a leader. By doing so, it allows you to analyze who you truly are and what you're capable of becoming. Our Coaches and the staff at LeadingAge have truly empowered each and every one of us to be open and understand and respect the valuable knowledge dispensed to one another.

Empowering the Future

With our aging field growing and changing by the day, the need for future employees is extremely important. The envisioned plan for my Action Learning Project (ALP) is to collaborate with different schools and colleges that utilize our community for educational purposes such as the CNA, LVN and RN programs. Speaking with each program individually and having the concept accepted by the instructors already, the plan is to utilize a specific theory day to provide mock panel interviews. Being capable of preparing for an interview and being critiqued by others only provides a better understanding of what future employers may be seeking. How many times have we had individuals unaware of the proper etiquette for interviews enter our office for future employment? Providing such mock panel interviews enhances the confidence and self-esteem of our future workforce. My ALP's main focus is to empower others and create future opportunities not only for our community but also for Aging services.

Long Term Organizational and/or Field Impact

By introducing my Action Learning Project at our community, it provides Palm Village Retirement with the possibility of future candidates who are well versed and empowered to work for the elderly community. Not only does it provide possible future employees for my community but also for my surrounding communities as well. Aging services is an ever changing and growing field; the more individuals that we motivate and inspire the better off our elderly communities will be in the future. My goal for this project is to inspire and guide individuals to have an impact on employment towards our elderly community in the future.

Leadership Lessons Learned

Although my Action Learning Project has not been implemented, none of this would have been possible without the priceless experiences and knowledge provided to me during my EMERGE Leadership program. My ALP is not for individual improvement nor does it focus specifically for my community but for the improvement, motivation and inspiration of others towards our Aging community. The opportunities to provide such a project has taught me to be more creative and involved with entities outside of my community and to assist with motivating and inspiring others in the wonderful field of Aging Services. Empowering others not only benefits the individuals, it benefits our community and society in general. The lessons we learn in life are not judged by our title but by the impact we make for our future and the future of others.



Jane Hopper

Chief Administrative Officer
St. Paul's Senior Services
San Diego, Calif.

In Her Own Words...

When I began the EMERGE program, I was new to my job at St. Paul's, and completely new to the corporate world. I was unfamiliar with corporate culture, team meetings, decision making by consensus, or corporate hierarchy. As a practicing attorney, I had been quite happy to be completely independent and individualistic. In the corporate world, everyone is on a team. Some of us are on several different teams. Decisions are made by consensus after what could be multiple meetings. Through EMERGE, I have come to better understand and navigate the corporate world, and I am learning how to be a team player (slowly) and a team leader.

EMERGE stressed the importance of being the same person at work that you are in the other areas of your life. Knowing my own values, and conducting myself at work in accordance with those values, fosters respect among those with whom I work and helps to guide me when hard decisions must be made. With regard to leadership, one of the realizations I had through EMERGE is that the qualities of humility, integrity, empathy and courage, coupled with self-confidence, resound with fellow employees and help to create a solid working relationship.

Being a leader requires a great deal of patience which I have had to develop over time. Patience to me as a CAO means encouraging others on the team to engage in discussion and feel like they are a part of the decision making process, instead of jumping straight to what I think is the best solution. Through the EMERGE program, I have learned some unique leadership techniques, such as the use of "softball" questions to get others engaged in a project or in problem solving. EMERGE also highlighted the fact that in the corporate workplace there are many personality types (the six working hats); not everyone thinks or reacts the same way I do. Keeping this in mind has been especially helpful in trying to lead teams whose personalities vary widely.

Finally, in the EMERGE program, we learned several useful team building tools. Initially, it seemed a little awkward to incorporate at work, but I have used a couple of those tools: once to put a nervous team at ease prior to an administrative law hearing, and a few other times in an attempt to create camaraderie between departments that were at odds with each other; all with relative success.

Striving for Excellence (aka QAPI)

At St. Paul's, we have two assisted living and memory care communities, an independent living community, a 59 bed skilled nursing facility, a senior day program, a childcare, and two PACE centers. My Action Learning Plan is to create a corporate-wide Quality Improvement Program that complies with CMS requirements, is resident and participant centered, and promotes staff engagement. The goals will be to find ways of improving our services, to maintain our quality into the future, and to comply with all applicable laws and regulations.

The program core values are improved resident and participant care, improved resident and participant satisfaction, improved staff morale, teamwork within and across departments, improved accountability among team members, flexibility to make changes, enhanced data tracking, creative and innovative solutions, and well defined process improvement plans.

Our measure of success will be based on how well we are meeting the needs of those we serve, with an emphasis on future results. We will strive for improved resident and participant satisfaction in all aspects of our organization. Quality will be defined as exceeding the expectations of our residents and participants.

Each community will set its own targets and benchmarks for performance, develop its own plan for collecting and using data, and create its own performance improvement projects following a systematic approach using tools developed by St. Paul's Quality Improvement Department.

Long Term Organizational and/or Field Impact

I hope the long term impact of my ALP will be to achieve measurable quality improvement results by replacing an existing, stagnant program with a dynamic and exciting program that involves and inspires all levels of staff to strive for excellence in their work.

Leadership Lessons Learned

My QAPI ALP has not been rolled out in my community yet. However, I learned some valuable leadership lessons during the roll out of our corporate Compliance Program: when you are honest about what you don't know, people are usually willing to help you; share your vision of what your project looks like with others; take a risk with new ideas, you may be surprised at the results; bounce your ideas off others within your community; it might be better to have several small compliance committees as opposed to one large committee; excitement and positivity can wear off on your teammates eventually; don't forget to keep the CEO apprised of what you are doing.



Benson Lee

Management Trainee
**Bethany Center
Senior Housing, Inc.**
San Francisco, Calif.

In His Own Words...

Our EMERGE training year is coming quickly to a close. It has been the most productive journey of sharing and learning fellowship. For my final class project, I will be reflecting my topic on Being Present When You Are Absent.

My first major assignment at work is to create job documentation for every member of my staff. This means that I would need to, for the most part, know how to do their jobs before I can document them. Initially, I was horrified that I will quickly become the most unlike person around and the task would take months to complete. After many hours of looking for an easier solution, I keep looping back to one question, if I do all of the heavy lifting, what lesson will EVERYONE learn from the exercise?

The answers arrived suddenly one day...

One of your key staff members was injured recently and is expected to be out for weeks or possibly months? Where can I find the paper trails and e.files on their computer? What is the UserID and Password? Ahhh, address book, anyone, everyone, HELP!! As the office scrambled for clues, I thought to myself --

YouTube Stars

Wouldn't it be great if you have access to a short 10 minute video created by the absentee staff which can point you to the place, people and direction with some of the answers?

There is a handful of great and inexpensive screen capture/recording software in the market with this capability and more. All is needed from management is to: approve the program, provide a set of examples, the software, lots of encouragement to create and express and, ask that everyone—including the management – to participate.

At regular intervals, exchange your videos with random teammates and give each other feedbacks. Everyone is encouraged to re-tape their videos for improvements and job updates. Tasteful humor is encouraged.

Long Term Organizational and/or Field Impact

- Help each staff member to be more aware and more thorough of his/her job junctions.
- Promote communications and exchanging ideas.
- Identify areas where help is needed on workflow, procedure and organization.
- Be prepared and have backup information and instructions available when needed.

Leadership Lessons Learned

Getting everyone to participate in finding a solution: the collective thoughts of many, is usually more productive than a singular thought. With a little coaching, I have no doubt our staff will come up with some great videos which will surely help when their creators are absent. Everyone will have the opportunity to present aspects of their job from their perspective, take pride and ownership of their responsibilities and exchange some great video recording ideas in the process.



Sylvia Najarro
Service Desk Manager
**TELACU Residential
Management, Inc.**
Los Angeles, Calif.

In Her Own Words...

I have had the privilege of working in the affordable housing industry for over 6 years. However, it was not until 2014 that I discovered a new passion, working with low income seniors. Almost immediately, I recognized the need for our society to rethink how we provide services to seniors in order to improve the quality of life. Experiencing the aging process first-hand with my parents caused me to lead with my heart above all. Many believe that “great leaders are born, not made” and to some extent the capacity for great leadership is innate. However, learning how to be a more effective leader is within everyone’s grasp. TELACU has given me the most amazing gift an employer can give an employee, the opportunity to join the EMERGE program. My journey with EMERGE began in May of 2015 when I had the opportunity to first meet my facilitators, coaches, and peers. I can honestly say that I am not the same person anymore. EMERGE has helped me recognize and address my strengths and weaknesses as a leader, and furthermore, I have learned to recognize and celebrate leadership qualities in others. EMERGE has taught me how to find and test new ideas through a diverse network of individuals who vary wildly in their backgrounds and perspectives. It’s exciting to have built new friendships that will last for years to come. Finally, EMERGE helped me develop my life’s mission to work my process in service to my personal growth and enlightenment, and to walk the talk of my learnings in a way that inspires others to do the same.

Building an Engaged Workforce

I recently transitioned from field employee to working at the corporate level. Working within both worlds, has enabled me to identify a lack of connection between corporate and field staff. My ALP will focus on building an engaged workforce and building a culture of teamwork, communication and leadership. Teamwork in the workplace offers the organization and staff the ability to become familiar with each other and learn how to work together. I plan on building a teamwork driven culture by removing the gap between corporate and field staff and building an engaged workforce. On average, communities prepare 12 to 17 big events/parties for the residents such as a Holiday party, Valentine's Day party, 4th of July celebration, etc. I am proposing that corporate employees visit the communities and work with field staff as a team to host the events for the residents. This will ensure that all employees contribute and work together as a team towards a common goal. This will also allow corporate staff to interact with the residents and understand the direct effect on the population we serve. The second part of my ALP project will focus on celebrating existing leadership roles within our organization. Our organization currently has three (3) main leadership roles: Regional Team Managers, Lead Resident Service Coordinators, and Regional Building Maintenance Techs. I will prepare and host a quarterly leadership council in which all leads will gather and discuss important policies, events, issues and work together to make decisions that will benefit all departments involved.

Long Term Organizational and/or Field Impact

My hope is that my project will bring employees together from different departments and empower them to work together and develop their individual leadership skills. I also hope that by improving field staff and corporate staff relationships, we will ultimately improve the quality of services we provide to our residents.

Leadership Lessons Learned

The biggest struggle was creating a buy in for all members involved. While some individuals were very welcoming, some were hesitant as well. I learned not to become defensive at any resistance to my plan, but rather to be more prepared. Asking soft ball questions was a practice that really helped me understand other points of view and a practice I am certain I will continue throughout my personal and professional life.



Hanane Omari

Service Coordinator

Albert Einstein Residence Center
Sacramento, Calif.

In Her Own Words...

The EMERGE program has given me valuable tools that help me shape my leadership style. In fact, this weekend, I had the opportunity to implement my leadership skills as I was selected to be the leader of the Indian Delegation during a crisis negotiation class. It was an occasion to lead a group of individuals. It was not an easy task since my group was a diverse group of different backgrounds that varied from students, military personal, and faculty members. The challenge was that most of these individuals are leaders themselves and myself being a leader for them. There were times that everyone wants to lead, and then I had to step in and remind everyone that I was the leader. My delegation was successful in negotiating a deal with Pakistan because I trusted my team, and I sent them to different negotiation sessions. After, each negotiation they came a reported to me. Unlike the other leaders of other delegations who faced a divide within their groups, and even some of their team members were secretly with other team members. EMERGE has shaped my experience this past weekend even though it was not applied in the aging field. The skills learned are applicable to different fields of leadership.

No Senior Left Hungry

The residents I serve have low-income. There are times where some of them run out of money. The project is set up in a way that does not make anybody feel embarrassed. The management team will set-up a large box in the arts and crafts room, so residents who have a surplus of food items will place the items in the box. The service coordinator will assess who is in need of the food items, and then deliver them in a private way to the tenant in need. This project is also a form of collaboration between residents and service coordinator. In fact, it is a way residents support each other with dignity. It will also bring diverse group of seniors to support each other, and will allow them to remain active.

Long Term Organizational and/or Field Impact

I hope that my ALP will be implemented in senior housing that serves low-income seniors in order for them to access food in case they run out of resources. It is also a form of solidarity between the residents as well.

Leadership Lessons Learned

My leadership lessons learned in EMERGE will facilitate my leadership tasks in operating this project and making it successful. Residents will contribute to the project, and that is the fun part because they will have an opportunity to stay active. I will provide guidance thus engage my peers so that we work as a team.



Luis Perez

Senior Lead Resident
Services Coordinator
**TELACU Residential
Management, Inc.**
Los Angeles, Calif.

In His Own Words...

Working in the field of aging, which consists of addressing the issues of our most valued and sometimes frail members of society, I have come to learn the field is driven best through passion. In order to deliver high quality services to our residents we must operate from the heart. At TELACU Residential Management, Inc. we strive to empower all employees to embrace the direct impact they have on the quality of life of those who reside in our communities. From the bottom to the top and across all departments, we all play a vital role in the well-being of our most valued asset, our residents. Learning that all team members play an active role in supporting a high quality of life for our residents has been powerful. Acknowledging your strengths and weaknesses is vital to being an effective leader. For some time, I had been in a capacity of leadership, but was unaware of the level of influence I was having on those I was assigned to support. My form of leading was based on a day to day operation, supporting staff only with what was immediately in front of us. EMERGE has been instrumental in providing different forms of leadership and most importantly the need for leaders to gain the trust of their colleagues and to delegate when necessary. Previously, I had the misconception of delegating tasks as being a sign of one being non-capable to handle the task at-hand or being work-shy. Today I recognize the power which lies in delegating assignments to staff; I know it exemplifies trust in them and in my own leadership skills of having empowered the staff in carrying out assignments on their own.

Creating a Shared Vision: Through a Combining of Worlds

In recent years, our company has and continues to grow in number of staff members and in quantity and quality of services rendered to our residents. With the significant organizational growth spurt has come organizational disconnects between staff and the company's powerful mission statement: TELACU – A pioneering institution committed to service, empowerment, advancement, and the creation of self-sufficiency. The encouragement and support of participation in the EMERGE leadership development program is one example of the company's fulfillment of the mission statement. My Action Learning Project (ALP) developed through EMERGE is a process by which a Vision statement for the company is created using the input and interaction of all staff members. The final Vision statement would be the icing on the cake. The true benefit of this project would be the summoning of all current individual visions for the company from each staff member, by which management is allowed to see what staff members see and through a democratic process create a shared vision. The process of sharing each other's worlds would engage all staff to become closely acquainted with the company's mission statement and better understand how we fulfill it in our daily operations.

Long Term Organizational and/or Field Impact

The long term hopes for the creation of a shared vision statement created by general consensus is that all staff will place forth their efforts in a uniform direction. The hope for the mutually created vision is that all members engage and follow the vision and mission of the company effortlessly and prevent the need for micromanaging. Through this process, once all staff has had an opportunity to share their world and enter the world of others, they would obtain a clear understanding for the direction of the company. The process would also procure an increased level of transparency and mutual trust of abilities, hence promoting advancement.

Leadership Lessons Learned

Lessons of leadership I anticipate to further learn in the course of implementing this Action Learning Project are many. Already, at the development stage, I have learned the need to be vulnerable to the critiques and suggestions of others and how being vulnerable leads to strength. By making yourself available to the input of others and using their suggestions you build trust. In an environment of trust and transparency the possibilities are limitless. My intention is to lead by following. Much like a running coach does, by following the team one can observe areas where improvement is needed, who could use support or is possibly burning out and those who are excelling in performance. And like a dedicated coach, I will finish the course with the team.



Maria Plurad-del Rosario
Assisted Living Clinical Nurse Manager
The Redwoods
Mill Valley, Calif.

In Her Own Words...

Emerge has provided me with the necessary tools to be a Leader and not just a manager. Upon meeting the wonderful Kay Kallander, her first of many treasured words of wisdom to me was, “Leaders imagine things differently and are inspiring. Managers organize what is being imagined and overcomes barriers. Leaders have both and they need to learn how to use them.”

There is more to the workplace than just getting tasks done, it is building relationships with the people around you to create a safe and nurturing environment. It’s okay to suggest new ideas, to try it out, and sometimes to fail. Where imaginations are welcomed and supported in order to empower one another. I have also become a true believer in focusing on the strength of others instead of their weaknesses. When one’s strength is magnified, there becomes a cognizance of self-confidence that propels an individual to go above and beyond. This echoes my passion of inspiring and motivating others.

On-site Education

There are approximately 200 employees at The Redwoods. More than half have English as a second language. There have been numerous occasions when staff within and outside of my department requested for me to help them fill out forms of all sorts, read letters, and write notes. What drove me to take action with this regard was the tone of distress in their voices and the apologies they offer because they were seeking help. I needed to empower them.

I proceeded by asking the staff if they would be interested in taking English courses at a community college or an adult school, and I added that The Redwoods would reimburse their tuition. As much as they all wanted to, they all had similar answers, “I would if I didn’t have to work 2 jobs.” My imagination was beckoned and came up with the idea of having an English tutor on campus. This idea trickled to a certain resident who is well known for her teaching methods in English reading and writing. She is beyond ecstatic to be a huge contributor to this idea.

In addition, I have proposed the idea to our HR Director and the COO. They have agreed to pay involved staff for the time they will be in class on campus. This time slot would typically be between 2pm – 3pm before or after someone’s shift and classes would last 30 – 45 minutes.

Long Term Organizational and/or Field Impact

I believe that investing in our staff to help them grow and to empower them will lead to organizational success. Staff will be engaged and become productive individually as well as through team.

Leadership Lessons Learned

Although my ALP has not been launched, I’ve realized that my strong suit as a leader continues to resonate with empowerment. It’s a great gift for someone who has self-doubt and the inability to recognize their strengths. I profoundly connect with this because it was a gift given to me by other leaders whom I consider mentors. I’ve learned that leadership is being selfless, to serve others, and to be continually encouraging.



Michele Pomerance

Communications Manager

Front Porch

Glendale, Calif.

In Her Own Words...

As a leader, I value having a team of diverse perspectives, strengths and life experiences. Our differences are some of our best strengths as a team. We can capitalize on each person's passions and strengths and give everyone equal opportunity to shine. Together, we are more ... and more successful. As an EMERGE mentor said, "[You] can't do it on your own. [It's] about the people around you ... All should be comfortable sharing opinions." With our teams, it is important to create an environment where everyone feels safe, where all ideas are welcome with no judgement so as to encourage open discussion. One never knows who will provide an inspirational idea or how an idea could evolve into something even better.

EMERGE has helped me to further encourage open discussion and grow as a leader by imparting the importance of communicating your vision and goals and the thought process behind them with your team. In the EMERGE reading of *A Leader's Legacy* by James M. Kouzes and Barry Z. Posner, I learned that people commit to causes, not plans.

Further, teams benefit from understanding how a vision is reached. As it says in *A Leader's Legacy*, it "help[s] them to understand the realism of the goals" and sharing this "road map" can result in team members "feel[ing] more able to take the initiative to resolve issues independently." Transparency of goals, whether for the company, executives, departments or supervisors, results in empathy, buy-in and support from colleagues, and even more so, if they are involved in the process of creating the vision and goals. Otherwise, colleagues feel like they are working in the dark, not understanding why they are being asked to do something out of context. As leaders, we should share our visions and goals with our team and ask to hear others' if they are not shared with us. We can better help one another and have a united team if we are all on the same page.

Our Community is *Their* Home

“We are in their house,” said Melody Mitchell, San Francisco Towers Executive Director during an EMERGE visit to her community. This simple concept and philosophy resonated with me. Working for Front Porch, a not-for-profit ‘human serving’ organization that serves individuals and families through full-service retirement, active adult communities, affordable housing communities and related management and development services, I know this and say this, as well. Although, a reminder would help bring it to the forefront of our customer service. At Front Porch, we have a culture of continuous learning and offer trainings through Front Porch University/5-STAR College; a university without walls. To sharpen our customer service and provide service excellence to the people we serve, we provide an annual company-wide training workshop to all 2,000 employees. As one of the five master trainers who creates the materials and facilitates the train-the-trainer program, I knew this would be the best vehicle to implement an “our community is their home” training reminder in order to demonstrate a united company front, inspire our staff and refresh our customer service.

Long Term Organizational and/or Field Impact

One of the things that differentiates Front Porch is our customer service. The philosophy of “our community is their home,” will help us to continue to provide service excellence. With the creation and implementation of the “our community is their home” training, I saw how truly all Front Porch employees come from the same foundation and heart of wanting to serve the residents. Sometimes with the focus on day-to-day routines, it is easy to forget that we have this common thread and that the goal of the organization is to provide a community that is a home for our residents. As discussed in EMERGE, one way to empower staff is to make sure everyone is on the same page. When employees’ desires connect with work’s desires, it results in joy for the job. We need to create opportunities to share our “why we do what we do” thoughts. With the evolution of a two-minute general philosophy into a comprehensive 30-minute training by the five person Front Porch University/5-STAR College Master Trainer team, we created that opportunity.

For the long-term impact, I hope that all Front Porch staff will say it, practice it, believe it; our residents will then feel valued, appreciated and listened to. Participants in the training asked to summarize the concept of “our community is their home” said it best:

Earn residents’ trust	Provide love, care and support with dignity and respect
Listen to residents’ concerns	Welcome family and friends
Respect residents’ personal space	Find out residents’ interests
Provide a secure and safe environment	Treat everyone as an individual
Develop friendships	Celebrate diversity
Have empathy for residents’ needs	Home is where the heart is

As leaders, we need to remember to provide these opportunities for staff and executives to share why and how they serve the residents.

Leadership Lessons Learned

As part of the “their home” training we expanded it to encompass a philosophy from another outside organization. “Serving from the Heart” is a practice that a hospital CEO started that asks staff to share who they are, what they do and a heartfelt “why?” when providing a service. A heartfelt why explains the benefit to the resident because you have found out what the resident wants and needs. It is why the resident would want your services. The Front Porch CEO and the Front Porch President share their Who, What and Heartfelt Why in a video within the training to demonstrate a united company front. To internalize and practice the concept during the training, staff write and share with two colleagues their Who, What and Heartfelt Why. I learned that hearing why we do what we do from the executive team is important but hearing from your fellow colleagues at work is just as important.



Joseph Pritchard

Director of Memory Care
Masonic Homes of California
Union City, Calif.

In His Own Words...

I am a leader. Thankfully, those words are more true today than they were before starting EMERGE. I believe that good leadership requires forming relationships with the people who allow you to lead. Understanding my team's traits, motivations, and strengths allows me to work with them as part of an effective collaboration. I also learn how to place trust in others and not overburden myself with tasks I can delegate. EMERGE taught me how to best nurture and strengthen the bonds I have with my team: how to motivate, listen, trust, and show a sense of professional care that reimagines traditional leader/team paradigms.

Taking the time to foster and develop relationships though effective is not all that is necessary to become a leader. One must keep organized and focused. Priorities must be set and accomplished. The team and the leader must be able to keep track of successes, measure progress, and find solutions to obstacles. EMERGE did not teach me all of that, but the program did give me practical knowledge on how to develop a team. We all talk about wearing different (sometimes multiple) hats. EMERGE taught me what those hats actually were, and showed me how to adjust so I can wear them all.

Still, I believe the skill EMERGE most strongly developed in me was the ability for truthful and insightful introspection. I understand better know my own strengths and weaknesses. I allow myself to see my decisions through an honest and experienced lens. A more exhaustive knowledge of my own persona gives me some insight into the behaviors of my team. After all, we all have the same need for self-actualization. We all desire to make something of ourselves. EMERGE gave me the opportunity to make something of myself, and more importantly, taught me how best to help others do the same.

Brain Fitness for All: A Program for Cognitive Strength and Memory Enhancement

My Action Learning Project's ultimate goal is to find accessible avenues for Brain Health and Fitness to all who would like to maintain a brain healthy lifestyle. Developing a routine that allows for lifestyle adaptations that will continuously evolve to suit each person's needs and qualifications. I would also like the program to be able to grow as new discoveries change the field of cognitive function.

Initially, I have taken steps to develop a prototype program within the Masonic Homes of California communities. As the program is advanced, my plans are to help senior communities establish their own forms of Brain Training. Hopefully, we could create a central repository for new information, and impart effective ways to introduce key concepts and strategies to different populations.

Long Term Organizational and/or Field Impact

My hope is that my ALP will provide insight into the various ways that we can bring brain healthy lifestyle to people in need. I hope that with a consistent approach we will also be able to help reduce the incidence of pathologic memory decline. I agree the impact may not be that substantial, but if the project only helps one person, then I will be content.

Leadership Lessons Learned

One of the more practical lessons I learned during my ALP was setting a series of goals that the team can track. The goal of setting up multiple programs in a variety of areas is very daunting. However, by breaking that larger goal into smaller goals, the team and I found ourselves recognizing that by taking small steps the task seemed more viable. Keeping the team on track was (is) a key role that I have happily undertaken.

As our team worked together, we developed a new sense of common purpose, mutual respect, and accountability. We began basing our decisions on a list of shared priorities that allowed even the shiest member speak confidently. The process is far from over and our team is still growing, but I have high hopes for the future of this ALP.



Kenny Ramirez

Senior Resource Director

Episcopal Senior Communities

Walnut Creek, Calif.

In His Own Words...

Much of my leadership style had derived from advocating for what was needed from what was missing and for whom needed it the most. My passion for helping people is founded in social justice and many times my desire to lead came from a sense of duty. I am driven by creativity because I believe in having multiple solutions and recourses to a problem. I am driven by innovation and I like to think of myself as a realistic dreamer; someone who is naturally curious, eager to learn, and is willing to devise ways to incrementally apply new ideas. I am driven to be methodological in my approach because I believe that any solution requires a detailed diagram and work plan. I am driven by my empathy because at the heart of it all I want to make a real and positive improvement in the lives of people and communities I serve. And although my leadership style encompasses all of these elements I still needed guidance and a design for the type of professional and leader I want to be. I am the type of leader that never settles and that always wants to evolve because that's the type of leader that my family, organization, community, and field deserve.

Since my involvement in the EMERGE program, I have felt my leadership skills evolve and what I considered to simply be a personality trait I now understand the magnitude, responsibility, ownership, and vision that embodies being a leader. EMERGE has shown me that leadership is not an accumulation of accolades and accomplishments, it is not the position or title you hold, nor is it the ability to overcome the surmounting responsibilities that we're faced with daily. EMERGE has shown me that the leader I am meant to be is one that seeks innovation through questioning, observing, experimenting, networking, and associating; a leader that redirect the course of crisis through communication and determination; a leader that values collective synergy as opposed to egocentric accolades, and a leader that understands that oscillating physical, mental, emotional, and spiritual energy is more important than time management. EMERGE has not only ignited something dormant in me it has given me the tools to establish an interconnected legacy in my personal life, within my organization, and during my career.

The Care Closet

In Santa Clara County over 10,000 seniors live on a limited fixed income of less than \$15,000 per year, which barely allow them to pay for their primary basic necessities such as food, utilities, and medical bills to maintain their independent living. However, when faced with unexpected expenses, seniors are forced to decide whether to neglect basic self-care necessities or pay the unexpected expense. This comes at a cost to the quality of life to many seniors and caregivers, who strive to maintain an adequate level of self-care. The Care Closet will set out to contribute to Senior's ability to maintain their independent living via a hygiene and self-care focused emergency assistance pantry program where at least 180 seniors are impacted annually. Episcopal Senior Communities will set out to meet the following goals:

- Continue to grow our impact incrementally by serving an additional 50%-75% of seniors served each month
- Be able to impact Caregiver support groups and caregivers
- Have at least **60%** of those served be from low-income and/or multi-cultural communities
- Have at least **85%** of those participating express a positive impact on their quality of life via an evaluation survey.

Thanks to various partnering agencies we will be able to cast a wide net of outreach and inclusion, reaching homebound and isolated seniors who aren't able to access resources but truly need it. Some of the resources offered by The Care Closet will include: adult disposable briefs, disposable under pads, Ensure nutritional supplement, adult washcloths, irritation cream, portable fans & space heaters, pillows, and blankets.

Long Term Organizational and/or Field Impact

- The Care Closet will be one of the most acclaimed and valuable programs in Santa Clara County providing self-care and hygiene public assistance to older and frail seniors.
- Reducing hospital readmission rates by allowing recipients to receive basic care necessities not always offered by Medicare/Medical or their health plans and thus allowing them to continue caring for themselves without the risk of readmission or a relapse.
- Will provide a consistent additional resource to Case Management agencies to manage the wrap around services for their senior client's health and basic necessities allowing many seniors to maintain their dignity as they age at home.
- Long term impact of seniors and agencies will make Episcopal Senior Communities one of the core Aging Services nonprofits in Santa Clara County

Leadership Lessons Learned

During the course of implementing my ALP I learned the true value and importance of crafting a clear message, experimenting, and networking. As I met with different case management agencies and aging service providers to understand the unmet needs and gaps of seniors in the county it was important that they understood my vision of identifying a gap in services that impacts a critical population, conveying this message sparked a conversation with someone within Adult Protective Services. It was clear that no other agency was providing this form of assistance on a large or small scale across the county so I proposed the idea to my leadership team and was given a small budget to experiment with. I experimented with the volume and combination of items that would be in stock, disbursed, and combined. Since its inception I have been available to identify a formula that allows me to track impact and will allow me to sustain the continuity of the program to scale with minimal funding. I have been able to impact those who would most benefit from the program by using case management agencies throughout the county and networking with other various professionals in the social service field. By using the case manager's network of clients, they have essentially screened all of the programs recipients, allowing me to reach those most in need. The skills and lessons learned from the EMERGE program will be critical for sustaining the Care Closet and establishing other innovative programs in my career.



Natali Rivera

Director of Health Services
**Vista Del Monte Retirement
Community**
Santa Barbara, Calif.

In Her Own Words...

Finding my leadership voice over the past year has truly changed how I view leadership. A leader is not an authoritarian, dictator or decision maker but rather a guide and positive influence to others. EMERGE has helped me to grow in ways that I did not expect. I learned to be more humble, gracious and grateful. EMERGE taught me how to be vulnerable and open up to others. Every day I strive to do better than the day before. I am a passionate, determined leader. When we face change, hardship, and the need for a new culture, I want to be the one that others look to for guidance and understanding. I hope that as I implement changes in my own behavior to better my leadership skills, others will respond and grow in their own needs through my guidance. I hope to inspire others to be successful and be a role model to them. EMERGE made me more aware of how I act as a leader and how I can improve in the ways that I coach my employees. EMERGE taught me to rely on my values and also learn what values others hold and how I can honor them.

Action Learning Project

The thought behind my ALP project is to add a sense of comfort for families when their loved one is actively dying. A go to manual that becomes more of an active culture in my community. Many people turn to Hospice agencies to take over and provide all the answers for residents who we have grown to love as though they are our own families. We spend more time with our Residents than we do our families. What better way to honor them and their families than empowering our staff to have the knowledge of ways to comfort them. My project is more of a care program for families. When a resident is actively dying and families arrive from all over the country my staff will now have a guide to refer to. Does the family need a roll away cot, hotel reservations, a rental car, food, drinks? Would the family like to participate in honoring their loved one's body after they pass? Providing a rotation for key team members to come in and show support by asking the family if they need anything. Anticipating what would make us feel comfortable in that situation can better their experience during a difficult time.

Long Term Organizational and/or Field Impact

To provide comfort to families and staff members when a resident is dying.

Leadership Lessons Learned

When implementing my ALP, I learned how to use softball questions to understand others' points of views of what is lacking during the transition of a resident who is actively dying. I learned to develop a strategy based on my vision and use Kotter's eight steps to change model.



Hector Rodriguez

Maintenance Supervisor

Royal Oaks

Bradbury, Calif.

In His Own Words...

I have learned that being a leader carries many responsibilities and it will lead one to make difficult decisions in many situations. I know as a leader it takes being selfless, patience, honesty, sacrifice, discipline, hard work, dedication, and truly having confidence. As a compassionate leader my love and hope is that I have influence those around me with services that has brought them a better quality of life. When I began my journey with LeadingAge CA's EMERGE program about a year ago, I just started my position as a maintenance supervisor with Royal Oaks. To be honest, I was having a difficult time adjusting to the new challenges and choices I was facing. During the Emerge program it forced me to reevaluate how I thought about myself as a leader and how I would be able to deliver and achieve my goals with my team members. I was able to gain an understanding of the many lessons and methods in the sessions with the Emerge program. The concepts I learned from EMERGE helped me to understand my challenges on becoming a better leader. EMERGE helped me communicate better with those in my department. It gave me a purpose, a meaning, as to why it was so valuable to hold each one accountable for everyone's success and for the organization. The transformation was rough sometimes, but not giving up made the craft easier with practice. I have seen growth and a great improvement with the services that has been provided to the residents and our daily customers in the community.

Building Royal Bridges

I have been with the Royal Oaks community for a great number of years and my hope is to be able to gather staff members outside of work to participate in fun activities. Building Royal Bridges would give employees the opportunity to be able to interact with other team members who have different shifts. My hope is having the managers and supervisors in all departments engage in a team meeting on how we could make Building Royal Bridges into a reality. Involvement with all staff members to participate in bringing awareness of the importance of working together is the ultimate goal. The impact of my ALP project is to create new cultures that would then create change or challenge the way we think about others and the organization. I believe my ALP would build moral, togetherness, productivity, and a healthy environment.

Long Term Organizational and/or Field Impact

My long term hope is to make a differences in the lives of the residents. To encourage my team members to engage among the different departments and to establish unity. My vision is to have the whole community buy into creating a new culture of togetherness to bring quality of life to the ones we serve.

Leadership Lessons Learned

When implementing my ALP I learned how to use softball questions to understand others views. Emerge was a wonderful experience that gave me a vision to see beyond my horizon. Though my ALP is still in the early stages of being implemented, I hope I can inspire those around me to grow within the organization. My goal is to continue striving for excellence within my department. One of the most rewarding feelings is to see a change in attitude (positive) with my team members and seeing them become successful and reaching new heights. The lessons I practice hopefully will give me the ability to become a better leader in years to come!



Wendy Starr

Administrator/Director of Operations
St. John's Retirement Village
Woodland, Calif.

In Her Own Words...

Through Emerge, we learn that leadership is a journey. Every event in our lives has the potential to provide valuable insights to further delineate our individual vision, and to expand the fund of knowledge from which we draw inspiration in times of change. The process of Emerge brings together a diverse group of leaders, each with varying degrees of experience, into a sort of communion, through which authentic expression ignites confidence and renewed vision! Through experiential learning opportunities, participants learn to trust, and to share deeply from their own unique viewpoint. Emerge participants work through various roles, and develop fresh perspective as they support, challenge, and inspire one another through this deeply meaningful twelve-month conversation.

What I will take away from Emerge is that we lead best from a place of authenticity. Like many, I have experienced times of self-doubt, second guessing my own vision in favor of something safe. I have learned that if I am to lead, I must first trust in the merit of my mission completely. Once that trust, or vision, is firmly established, sharing that vision becomes an exercise in pure joy! In the process of developing confidence in authentic expression, I have experienced the value of unexpected conversations in which we enthusiastically express the outright delight we feel in the work that we do! I have learned to value more the conversations in which we explore the human experience, both of aging, and of providing care. There is great joy in walking authentically with one another through this leadership journey.

“Leveraging Leadership to Drive Sustainable Change” An Eden Alternatives Educational Project

The purpose of this project was to take my organization through a process of learning and implementing concepts of Person Centered Care, as developed by The Eden Alternatives. The process included collecting initial data through employee surveys, and customer satisfaction surveys to determine a starting point from which perceptions of our organization’s level of commitment to our employees, residents, and their families could be assessed. I selected a team of leaders from within my organization to participate in a rigorous training and certification program developed by The Eden Alternatives, in which we explored our leadership practices, and ruthlessly confronted the status quo. Key “Eden Alternative” principles were then shared throughout our organization, and woven in to our daily work and interactions. Through this process, we were able to observe all aspects of our organization through fresh eyes, always seeking ways to root out those practices which lead to what The Eden Alternative refers to as “The Three Plagues” responsible for the bulk of suffering in Elders in Long Term Care; loneliness, helplessness and boredom. Data collected following the initial six-month implementation showed a marked increase in both employee and resident satisfaction.

Long Term Organizational and/or Field Impact

It is my hope that as we continue to build on what we have learned, that our organization will develop new and innovative ways to bridge current practice with the vision of advancing true quality of life for those we serve. It is my mission to demonstrate that as we continue on this journey of honoring our Elders, as well as each other, we will see improvements in all aspects of our operation, including employee retention, and our ability to effectively partner with like-missioned organizations to expand life-enriching services. It is my hope that, as “person-centered-care” moves from being a concept, to a standard of practice, we will see a cultural shift in which the contributions of Elders are no longer eclipsed by the pressures of a youth-obsessed society.

Leadership Lessons Learned

Leadership lessons gained while conducting my ALP would include those which illuminate the difficulties we face in adapting to change! In our study of John Kotter’s work, “Our Iceberg is Melting”, we explored the essential steps to change, which include communicating a sense of urgency, gaining buy-in, and developing and communicating our vision. Through this Action Learning Project, I experienced the natural and predictable resistance to change, not only within my organization, but within myself. Many times in this process, I found myself confronting the notion of “that’s how we have always done it!”, and it took deliberate effort to break out of that limiting thought process and free myself to approach change with a sense of curiosity and excitement. Other lessons learned involved building trust through authentic communication. Feedback from my team at St. John’s Village pointed to times when I questioned our next steps, or struggled with a game-changing concept, as some of my most effective moments as a leader. My team taught me that I do not have to provide them with all the answers. What they need from me is that I trust them with my vision, and that I believe in them. Ultimately, I was most effective to my team when I empowered them to be creative, and to trust in their own inner wisdom.



Pedro Vidana

Controller

Pilgrim Place

Claremont, Calif.

In His Own Words...

Prior to EMERGE I did not feel like a leader, I always bought in to the idea that leaders are born not made. I considered myself to have a role of leadership due to my title. I felt I was a good and efficient supervisor; however, leadership skills were lacking. I am glad that my CEO saw leadership potential in me that I had not seen in myself. I still believe natural leaders are born, however there are diamonds in the rough that need a bit of refining to also become great leaders.

Through EMERGE I learned that an effective leader must allow colleagues to get to know who they are on a personal level. I have learned that it is OK to show and/or express our weaknesses, this only makes you human in the eyes of others, what a concept! EMERGE also taught me the importance of creating safe zones where all can freely express themselves without the fear of judgement and/or repercussions. EMERGE was a safe zone for me. As I reflect on it, I only interacted with many of the fellows a few times in my life, but yet I feel they know so much more about me than individuals in my everyday life. Going forward I am making the effort to open up to those around me, so that everyone better understands where I come from and where I want to go.

Strength is in Teams!

My ALP as the title states is emphasizing the importance of teams, and that the strength of an organization is in the team. I together with a team will be putting together a team strengthening program that with time will be implemented organization wide. As a first step I will be implementing team building activities in the administration department, as the program is refined we will ease implementation to other departments, and finally will make it an interdepartmental activity.

Long Term Organizational and/or Field Impact

It is my hope that in the long term the program will be looked upon with the same importance as safety in-services, but most importantly I hope it will instill in the culture that not only are departments teams but the entire staff population is a team and not one person is more important than any other.

Leadership Lessons Learned

As I begin the process of implementing my ALP I have learned that the biggest challenge is effectively communicating the importance of the initiatives to others. We all have different priorities, so getting everyone to get on the same page is extremely challenging. I have learned that in order to gain buy in you need to present the initiative in different ways, in order to appeal to the different personalities. It is also important to be honest and be passionate toward your mission, if the leader is not passionate about the mission others will quickly read and jump off board. Finally, I have learned that patience is key, as they say “Rome wasn’t built in a day.”

Sponsoring Organizations

LeadingAge California extends its appreciation to the following member organizations that sponsored Fellows to participate in the EMERGE Class of 2015-2016:

Albert Einstein Center Sacramento, Calif.	Pilgrim Place Claremont, Calif.
American Baptist Homes of the West Pleasanton, Calif.	Royal Oaks Bradbury, Calif.
Baywood Court Castro Valley, Calif.	St. Paul's Senior Homes San Diego, Calif.
Bethany Senior Center San Francisco, Calif.	St. Paul's Towers Oakland, Calif.
Casa Dorinda Santa Barbara, Calif.	St. John's Retirement Village Woodland, Calif.
Episcopal Senior Communities Walnut Creek, Calif.	TELACU Residential Management Los Angeles, Calif.
Front Porch Glendale, Calif.	The Terraces of Los Gatos Los Gatos, Calif.
Kingsley Manor Los Angeles, Calif.	The Canterbury Rancho Palos Verdes, Calif.
Masonic Homes of California Union City, Calif.	The Redwoods Mill Valley, Calif.
Openhouse San Francisco, Calif.	Vista Del Monte Santa Barbara, Calif.
Palm Village Retirement Center Reedley, Calif.	

Site Visit Hosts

LeadingAge California extends its gratitude to the following member communities for hosting the Class of 2015-2016 site visits and panel discussions.

San Francisco Towers
San Francisco, Calif.

St. Paul's Plaza/Senior Homes & Services
Chula Vista, Calif./San Diego, Calif.

Masonic Homes at Union City
Union City, Calif.

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, Calif.



From top left: Pedro Vidana, Micki Gerardi, Jerry Brown

From bottom left: Pedro Vidana, Jane Hopper, Arleen Amorozo, Natali Rivera, Maria Plurad del Rosario, Ernesto Guzman



Christina Cerrato

Director of Operations
Episcopal Senior Communities
Whittier, Calif.



From top left: Benson Lee, Noel Donato, Dennis Davis

From bottom left: Robin Gordon, Christina Cerrato, Hanane Omari, Michele Pomerance, Joseph Pritchard



Doug Kaplan

Director of Social Services and Activities
Heritage on the Marina
San Francisco, Calif.



From top left: Doug Kaplan, Shawn Duong, Michelle Alcedo

From middle left: Melissa Gill Hausz, Hector Rodriguez

From bottom left: Judith Gitonga, Wendy Starr, Sylvia Najarro, Kenny Ramirez

Facilitators

LeadingAge California is grateful for the wisdom and guidance provided to the EMERGE Class of 2015-2016 by its dedicated and committed facilitators:



Matthew Neeley – Facilitator

CEO/President
Hillcrest
La Verne, California



Therese Brown – Facilitator

CEO
St. John's Retirement Village
Woodland, California



Kevin Tuuaga – EMERGE Program Staff

Member Engagement Manager
LeadingAge California
Sacramento, California

LeadingAge California would also like to express its appreciation for the following members – without whose involvement, EMERGE would not have been possible:

Sheri Peifer, Eskaton • Michelle Cuevas, TELACU • Lea Pipes, Motion Picture and Television Fund • Jennifer Sternshein, Collins & Rehaste, LLP • Alex Candalla, Terraces of Los Gatos

EMERGE 2015-2016 Sponsor

A special thanks to our EMERGE 2015-2016 Sponsors, for their shared vision in cultivating high-potential leaders who will inspire, innovate and educate other members in the field of aging services.



QUALITY OF LIFE SERVICES



HansonBridgett



emerge
shaping tomorrow's leader...today