

Shaping Tomorrow's Leaders...Today



**aging services
of california®**
Advocating Quality Senior Living and Care
A Partner of LeadingAge

EMERGE 2011

Action Learning Projects

In 2011, Aging Services of California partnered with Sodexo and the California HealthCare Foundation to offer a comprehensive leadership development program specifically designed to better prepare member communities for the future. Known as EMERGE, the program provided a year-long growth and development experience for high-potential leaders seeking to transform themselves and their organizations.

The program was available to anyone who worked for an Aging Services of California member (including 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. Nearly 40 applications were submitted and 21 Fellows were selected to participate in the inaugural class of EMERGE.

Throughout the course of the year, Fellows engaged in four face-to-face learning experiences that 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. In the pages that follow, you will have an opportunity to learn more about the Fellows and their plans to shape tomorrow.



Joanne Handy

President & CEO

Aging Services of California
Sacramento, Calif.

I think I'd been on the job for less than a week when I first heard about EMERGE. At that point in its development, the curriculum was starting to come together, Kay Kallander had agreed to chair the steering committee and the association was looking for partners. Less than a year later, we celebrated the selection of the inaugural class of EMERGE Fellows. And now we honor those 21 Fellows for their commitment to the field of aging services. I am both proud and humbled by their achievement and look forward to working with them as we shape the future.



Norma Heaton

Board Chair
Aging Services of California
 Sacramento, Calif.

What an awesome responsibility we have. Not only to the older adults we care for each and every day, but to the entire field of aging services. When I agreed to serve as Chair of this association’s Board of Directors, I did so with the understanding that our actions today will determine our tomorrow. What better way to shape tomorrow than to prepare the next generation of leaders? EMERGE does just that. I am honored to play a part in this program’s success and cannot wait to see how the 2011 class of Fellows pays it forward.

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Elisabeth "Lisi" Anderson

Social Services and
Activities Director
Vista del Monte
Santa Barbara, Calif.

In Her Own Words...

I hope when I complete the EMERGE program I will be able to take what I have learned back to my organization to help teach and encourage others who have decided on a career in aging services and others who may be on the fence. I hope to gain valuable information and wisdom in order to become an even better leader in my organization and community. I want to broaden my knowledge of the field of aging services and have my eyes opened to all the avenues where it could lead me.

Aging services is an ever-changing and growing field as new developments are made and more generations come into the fold. Those in their eighties, nineties and hundreds today are worlds apart from those in their fifties, sixties and seventies in terms of their expectations and perspectives on life. I look forward to hearing from others who are preparing for this shift and their mindset and view on how to care for and provide services for generations to come.

More than anything, through the EMERGE program I hope to broaden my depth and width of knowledge of this field and use this program to open doors into new programs, job responsibilities and further education in the aging field.

Intergenerational Buddy Program

My Action Learning Project will be a volunteer program starting at the local high schools which will connect one high school student with one resident at our community and eventually if enough interest has evolved, the program will spread to multiple communities. Each student will create a schedule to meet with their assigned resident or "Buddy" on a weekly, bimonthly, or monthly basis, depending of the desires of the resident and the availability of the student. Students will meet with the residents on campus unless otherwise specified by the resident to meet at an off campus location if their mobility permits them to do so. The goal behind this project is to connect generations, to provide friendship and emotional support for the resident as well as offering life learning experiences for the student.

Long Term Organizational and/or Field Impact

The biggest impact I would like this program to have is to create more interactions and communication between different generations and demographics. This idea of this program is to connect different generations and support the importance of intergenerational relationships. The high school students will be given a chance to hear and learn first-hand experiences from the older generation. The resident would be given a chance to hear about new trends in society and stay educated about the younger generations. Both could learn from one another, and the prevalent separation of seniors and youth could be bridged, even if just in a small way.

Leadership Lessons Learned

This is not what my ALP started as and more than anything what I have learned has been within the process of searching for the program that is needed and will benefit my community and my residents. Being flexible to change has been a big lesson especially when doors close and programs don't work out being willing to go into a new direction. With that, you have to be willing to not let your pride get hurt when your program doesn't work and care more about the program then it being your idea or your "baby."



Tristin Benjamin

Director of Resident Services
and Administrator in Training
Eskaton Village Carmichael
Carmichael, Calif.

In Her Own Words...

Working in the field of aging services now for almost seven years, I can say that my journey is still young. Nonetheless, it has been a rich experience and one that I plan to make a lifelong commitment to. I do not view my current position as simply a job. Instead, it is a career that I plan to navigate throughout the rest of my working life. With aging services, there are so many possibilities and opportunities to make a positive impact and support seniors.

I think there is always room for personal growth as it pertains to knowledge and leadership. I like to think of myself as forward-thinking, consistently evolving personally and professionally and maintaining openness to change and new ideas. With that said, my goals in the EMERGE program would be to absorb new ideas and ways of thinking - drawing from each experience something new that I can potentially add to my leadership skill set.

If I am selected to be a participant in the EMERGE program, I hope to broaden my know-ledge as it relates to long-term care, perspective and connections with other leaders within the field of aging services. The program's mission, vision and values appear to be in line with what I seek.

The Eskaton Wellness Evolution

My Action Learning Project has evolved and changed over the course of the year because throughout my time in the EMERGE program, my position and job responsibilities have evolved too, and continue to do so. Therefore, I have short-term and long-term goals related to my ALP based on my changing role within my company and planning ahead with industry needs in mind. My identified area of focus will be on Wellness and I have titled my ALP *The Eskaton Wellness Evolution*. Wellness is a constant work in progress for all and a process of evolution for both individuals and communities alike. Eskaton currently has many strong components of wellness offered for both employees and residents throughout the many different communities and levels of care within our organization.

Long Term Organizational and/or Field Impact

My long term goal is to support and contribute to the continued expansion of wellness program offerings within each of our many communities. I want to be a leader the development and standardization of our philosophy of wellness within my organization to include all dimensions of wellness that support our resident population within each unique Eskaton community. Short-term goals for my ALP within my current position as Director of Resident Services at Eskaton Village Carmichael, will be to coordinate a new wellness committee, define and package the Eskaton Village Carmichael Wellness program, create a marketing flyer to consolidate a list of the many current wellness programs/services offered on an ongoing basis and initiate enhanced collaboration between related wellness type departments so they are working together towards common goals to promote and enhance our comprehensive wellness program.

Creating and contributing to the fine tuning and progression of wellness programs and concepts within the communities of Eskaton will hopefully better the lives of our residents along with our aging population and have a positive long term impact.

Leadership Lessons Learned

When I returned to work after being on maternity leave, my ALP progression and implementation progress with my team was limited. Therefore, I am still in the early stages of my ALP, but I do believe there will be many leadership lessons learned in due time. I anticipate the need and am in the process of identifying and educating my team about proposed plans to support development, program enhancement and needs, develop and identify goals along with levels of commitment and generate interest while holding others accountable to agreed upon goals. This process will most certainly require leadership, team building and collaboration throughout.



Nan Boyd

Director of Finance
**The Forum at Rancho
San Antonio**
Cupertino, Calif.

In Her Own Words...

Similar to completing the MBA program at the University of Washington, I suspect that the EMERGE program will reverberate throughout my career more than I ever anticipated. My goal in participating in the program is to bring fresh ideas and new leadership skills back to my community. Additionally, I hope to network with future leaders and continue being part of creating fresh ideas, efficiencies and best practices with others in the industry.

Helping seniors prepare for the latter part of their lives is not only a family obligation but a community obligation. People who have worked hard their entire lives should have a sense of security on issues such as quality medical care, finances, etc. Seniors should not have additional undue anxiety of how things are going to be taken care of when they may no longer be capable or too old to do so. I believe that all of us as a community have some of responsibility in caring for our elderly.

If I am selected, I hope to not only learn but add value. Most of all, I hope to gain knowledge on how I as a leader will be able to improve the quality of lives for seniors and support employees in the field.

Repositioning a CCRC – Realistic Outlooks for Necessary Changes

Based on the timelines of when the growth of CCRCs began in 1970s and 80s, it is no sur-prise the ever growing list of communities that are in the process of repositioning. Many communities are looking to reposition themselves in the evolution of the retirement industry with an aging facility in a down economy. Financial modeling for these circumstances is tricky. There are various components to consider:

- Planning for the capital needs of the community – Master Planning Critical juncture to look at the community based on the changing times ahead:
- Silent generation vs Baby Boomers
- Residents living longer and caring in IL
- Medicare changes
- Removing the cruise ship concept and moving towards a community without walls
- Census Management during major changes in community and the economy
- Financing

In the year ahead, the Forum at Rancho San Antonio is undergoing various aspects of repositioning. This community will be utilized as a sample case to develop a financial model that looks at these components for the long term financial viability of the community. The financial model will be developed for sharing and best practices much like the idea of open source code for programmers.

Long Term Organizational and/or Field Impact

The U.S. Senate Special Committee on Aging stated in a July 2010 report that the CCRC model is particularly vulnerable during economic downturns as stagnant real estate markets drive down occupancy levels. In addition, the *American Bankruptcy Institute Journal* has highlighted several CCRCs failing particularly around poor financial planning. The idea of the open financial model is to provide other CCRCs a sample financial tool that can be utilized for their own repositioning process.

Leadership Lessons Learned

I am still in process of implementing my ALP. However, I have learned many leadership lessons during my research thus far:

Culture change. Repositioning means change – how do you bring your residents and team with you? Helping others see the need for change and why. Then getting the team to get there.

Every aspect of the book “Our Iceberg is Melting,” by John Kotter. I believe the theme of this book will be needed in this particular ALP.

Utilizing themes from the assigned article, *The Innovator’s DNA*; Associating, Questioning, Observing, Experimenting and Networking. I believe these skills will continue to be utilized as this ALP evolves.



M. Therese Brown

Assisted Living Director
The Samarkand
Santa Barbara, Calif.

In Her Own Words...

My commitment to the aging began at a very young age as I watched my parents and grandparents struggle to care for my aging great-grandmother. That commitment continued as a doctor's daughter watching my father offer care to his aging patients. Today, as an aging services provider, my enthusiasm for and commitment to the field has not changed.

There is no question that multiple minds are better than one when it comes to devising solutions to the great challenges we face in the aging services field. The exchange of ideas that occurs among colleagues can create thoughtful change and meaningful development in our own organizations. In this field, excellent leadership is vital to successful outcomes. I look forward to having the opportunity to analyze and evaluate my own leadership style and to compare it to others.

I hope that my participation in EMERGE will enhance my involvement in the aging services field. I see this as an opportunity to focus on my leadership skills by making the time to read and research, strategize and improve. With adequate information and the support of peers, I hope to be able to make a substantial contribution to my organization, to my community and to the world.

Reinventing Memory Support

The Memory Support program at the Samarkand was opened 12 years ago and was the first program of its kind in the area. Heritage Court, our memory support building, has recently undergone a cosmetic renovation. At the same time, Covenant Retirement Communities, the parent company of the Samarkand, has created a memory support task force in order to place renewed focus on that area of programming.

My plan is focus on four different program areas; staff training, the dining experience, wellness/activity programs and forming collaborative partnerships with affiliate organizations such as the Alzheimer's Association. My particular interest is to investigate and implement innovative programming that will benefit our residents including pet, music and aroma therapies, intergenerational activities, therapeutic touch/massage and, if feasible, a sensory room. My action plan includes specific steps to be implemented within a year-long time frame.

Long Term Organizational and/or Field Impact

Given the numbers of seniors that are suffering from dementia, my plan will have significant long term affects on memory support programming not only at the Samarkand, but across the entire CRC system. Depending on the success of my efforts, some of the programs and strategies we develop could be implemented throughout the burgeoning field of memory support.

Leadership Lessons Learned

I am still learning lessons as my project is not complete, however, so far, it has given me the opportunity to create and lead a team dedicated to seeing the project from beginning to end. I have needed to garner approvals from administrative staff and am hoping that support will move to the corporate level in the near future. I have learned that I need the entire team's energy and creativity to keep moving the project forward. I have learned that creating the momentum to change within a well established program is not always easy. I also know that I need to keep my focus on the big picture - the end result - as a means to greatly enhance the quality of life of our memory support residents.



Michelle Cuevas

Administrative Coordinator

TELACU

Los Angeles, Calif.

In Her Own Words...

The definition of lead is, "to go before or with to show the way; to influence or induce; to guide in direction, course, action..." and so a leader must also accomplish these same goals. In order to accomplish these goals, there are numerous capabilities that one must possess in order to be an effective leader.

I am very committed to the field of aging services because of the issues I see affecting my own family. My parents are sixty-nine and seventy years old, and so I see first-hand the challenges that they face on a daily basis. My parents are lucky enough to have children that want them to stay in their home as long as they want to and can do so in a safe manner, but I am aware that not all seniors have this same support system.

By being a part of EMERGE, I hope to ask others what attributes and characteristics they feel define a leader. I also hope to learn from their leadership styles by observing and seeing how they interact with each other. I believe that by having the opportunity to incorporate myself with a group of emerging leaders, I will be able to learn from them and continue to transform my own leadership identity.

Bridging the Gap Between Employees

My Action Learning Project is based on my unique role within TELACU. My position as a corporate employee allows me to work with field staff. Working within both worlds has enabled me to identify a disconnect between corporate and field staff.

My goal is to bridge the gap between employees, allowing corporate and field staff to have a personal connection with our mission statement. Showing all staff that the day-to-day work they do plays a pivotal role in the success of our mission statement. The ultimate objective is to bring both sets of employees together, but I have not decided whether this will be done on a small or large scale. For example, one idea would be to host a community service day where corporate and field staff work together with our residents doing a community service event. Another idea is to have corporate staff train with field staff at one of our properties, allowing corporate staff to interact with the residents and get a sense of what it is like to have a direct effect on the population we serve. Or, maybe a combination of both, having one cross-training day every quarter as well as an annual community service event.

Long Term Organizational and/or Field Impact

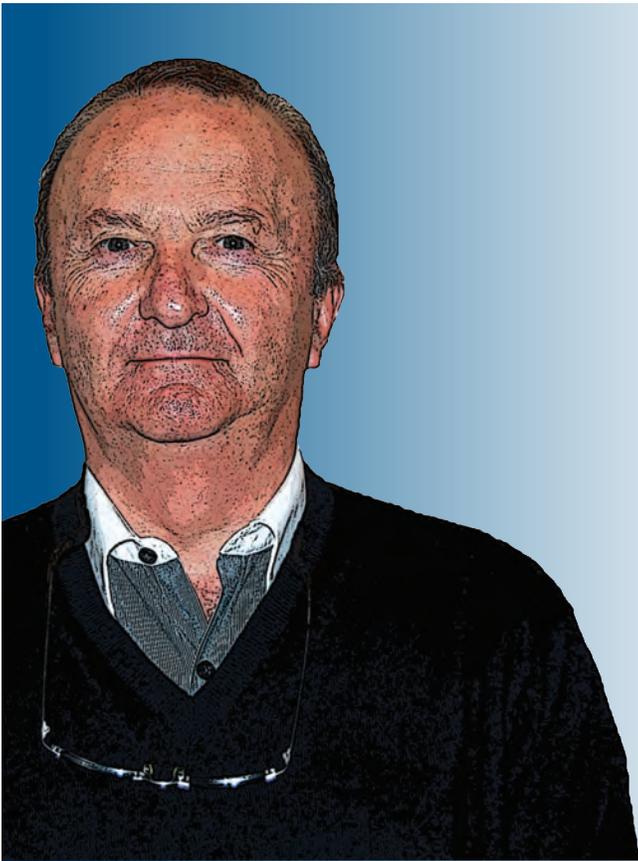
When you walk in the front door of TELACU Residential Management's office the first thing you see is the Mission Statement. It states that TELACU is "a pioneering institution committed to service, empowerment, advancement and the creation of self-sufficiency." Some of the most powerful experiences I have had at TELACU have been while on-site interacting with our residents. It is these moments that I know I am doing my part to serve the aging community and that I am truly a part of their "creation of self-sufficiency."

My hope is that my action learning project allows TELACU employees, both within the corporate office and out in the field, have a sense of camaraderie. The cohesion that will evolve out of the camaraderie will allow all TELACU employees to have a shared vision and give them an opportunity to have a personal connection with our mission statement.

Leadership Lessons Learned

One of the lessons I have learned while defining my ALP and looking for methods of implementation has been that as a leader you need to be able to adapt. My original plan for implementing my ALP changed throughout my time in EMERGE and I had to be able to adjust my ultimate goal.

Another lesson I learned was the importance of authentic leadership and the power it has with others. I was surprised at the effect I had with my co-workers sharing my experiences and the personal connection I have with the TELACU mission statement.



Peter Dine

Director of Engineering
and Plant Operations
**The Forum at
Rancho San Antonio**
Cupertino, Calif.

In His Own Words...

I have been engaged in the aging services field for more than five years now and have never had so much fun and job satisfaction. I have had many different experiences in my life - being of the older variety - but without a doubt this has been the most fulfilling. It seems to me that the EMERGE program will provide me with an opportunity to transform myself yet again to the next level of expertise and experience.

My goal is to rise to the position of executive director in a CCRC. I believe an involvement with Aging Services of California and in particular with EMERGE, will be a huge asset to making that happen. I am anticipating being able to focus and develop my passion for the aged and the community they live in, to embolden my courage to use my skills and experience to not only contribute to others' lives but mine also.

I am sure the peer group selected would be like minded but from different backgrounds and cultures. I look forward to stimulating my already curious intellect and welcome the opportunity to learn from others more knowledgeable. I also look forward to being able to positively contribute and make a difference in the outcome of this valuable program.

EMERGE In Action

Experts suggest that corporations are over-managed and under-led. The changing face of the aging services industry will require a different style of leadership. They will have to respond to a new marketing paradigm as the demographics of the next generation customer arrives at our doors.

How are we as leaders going to respond to this challenge when we have to respond to an increasing demand for services and deliver those service in a cost effective way?

My Action Learning Project is based on the basic tenets of this program, conceived to reach line level leadership in a local community. While the EMERGE program itself is a year-long undertaking and a significant commitment in time and resources from its sponsors and participants, my ALP will be designed to take selected elements of that program and present those ideas and constructs in four half-day classes (reflecting the four sessions of the EMERGE program) in a local facility. This would be followed by a one-day retreat where we would invite one of the original Leaders of EMERGE, Kay Kallender or Michele Holleran to be a guest speaker. Participants would be encouraged to develop their own ALPs with obvious benefit to the subject community.

Long Term Organizational and/or Field Impact

If my ALP is as successful as the impact on me of my participation in the EMERGE program, there will be a significant positive impact on the team's approach to change management, its level of trust in each other and its productivity.

Leadership Lessons Learned

My key discovery was that team dysfunction has to be dealt with at its root cause. You cannot expect a team to function in a proactive, trusting and reliant way without a basic level of truth, honesty and trust among its members.



Ashley Duke

Administrator in Training
Eskaton
Sacramento, Calif.

In Her Own Words...

Through the process of obtaining a Bachelors Degree in Gerontology, my passion and commitment to older adults grew into a personal and professional pursuit. The intimate nature of my time as a caregiver in assisted living enforced the needs of all older adults, their vulnerability and the necessity to create affordability. It is this background which drives me to continually challenge myself and my colleagues to think out of the box. I envision myself connecting the broad understanding of established models with the desires of older adults who are needing something outside the standard paradigms.

EMERGE will sharpen the tools to help leaders - such as myself - transform aging services as an industry and the aging experience for future generations. The opportunity to increase self-awareness coupled with the exposure to ideas, philosophies and programs throughout aging services is a once in a lifetime experience. The opportunity to collaborate with colleagues and grow together as leaders is a process I look forward to.

Humbly, I look forward to participating in the EMERGE program. The unique opportunity for introspection and exposure to a wide range of ideas and backgrounds is one I am eager to embark upon. It will be a wonderful time for self-reflection and growth through dedication and commitment.

Intergenerational Scholarship Program

As senior service professionals, we know the initial touch point an individual has with older adults establishes a deeper awareness of seniors in our society, their value and issues affecting their support systems. It is often through these affinities that individuals seek out the aging services industry with passion and vigor. Eskaton's intergenerational programs have opened the door for a wide variety of K-12 students to establish relationships with our residents and program participants. Some of the students are from low socioeconomic backgrounds, where graduating high school is often not a vision they hold for themselves. Building upon the relationships created through intergenerational programming and volunteering, to foster stewardship and create civic engagement opportunities, a monetary scholarship coupled with a mentorship aspect has been proposed. Applicants will have completed a set number of hours through an intergenerational program, and/or volunteer time within Eskaton. Recipients would be paired with a mentor, an Eskaton resident or program participant, who could offer support, encouragement and advice throughout the allocated term. At the conclusion it would be up to the individuals if they choose to continue to nurture their relationship or not.

Long Term Organizational and/or Field Impact

As the program grows, there will be an extended network of professionals in a wide variety of fields to serve as senior advocates and to support issues affecting older adults.

Leadership Lessons Learned

Taking an idea from conception to implantation and allowing it to become the company's idea, not just my own takes communication in all its forms. I started by trying to create casual conversation with key players whose position and experience are necessary to take this idea further. Then, through the support of my EMERGE Fellows, I began to frame and research the concept. Once refined I again approached key players with a bit more formal frame work and listened to their questions, concerns and thoughts. Staying open to others' variations of the initial concept and listening to other possibilities was my biggest internal challenge. Beyond that, it is motivating others to adopt this project with gusto, inspiration and ownership.



Mayra Garcia

Social Service Coordinator

TELACU

Los Angeles, Calif.

In Her Own Words...

As a Social Service Coordinator, I am committed to the improvement of the quality of aging services provided to all seniors. It is evident in my personal life experience that it is not about how many years we live, it is about the quality of life we have. I understand what it is like to see someone lose their independence and dignity because of a disease, health condition or simply age. I understand that the stress is not only on the individual but on the family unit as well. This motivates me to work with great determination to assist the residents in accessing every possible resource.

EMERGE will allow me to learn from different individuals throughout multiple disciplines within the aging services field. Many professions require multidisciplinary teams collaborating in order to have a better outcome - aging services is no exception. I would love to learn from individuals in different communities, professions and different stages in their careers. This collaboration will lead to more comprehensive aging services throughout California.

I envision my experience in EMERGE to enhance my leadership skills to collaborate with communities on behalf of our seniors. I want to be able to provide more holistic approach to social services by the use of innovative collaboration between multiple services in the community.

Social Services Coordinators – Building blocks to Develop Higher Level Quality Services

The Social Services Coordinator's Department has doubled in size within the last two years. The increase of staff has created the need for our department to come together as a team to develop higher level of quality services to our residents. The need to develop a more cohesive department and standardized methods of services and operations to serve our residents is essential in providing higher quality of services.

TELACU Residential Management has multiple buildings throughout Southern California. Our buildings are spread out as far west as Hawthorne, as far east as Riverside and as far South as San Diego. The distance between the Social Services Coordinators is large. Therefore, I would like to begin doing fun team building activities within our department and then as a team go out to different buildings and have quarterly events with our residents. This would assist us as a team and also help develop a better rapport with our residents. In addition, I will also be working with the SSCs leads to help create an Operational Policy and Procedures manual geared specifically for the needs of our department.

Long Term Organizational and/or Field Impact

Creating the Social Services Coordinator culture of team building and structure will greatly impact our organization. During this process we will be learning more about each others' strengths and will build on the strengths to develop a more productive and cohesive department. Employee satisfaction will increase throughout the team building activities and with the completion of the Operational Policy and Procedures Manual. As Social Services Coordinators we deal with very difficult sensitive issues that require us to have a good emotional well being. Feeding this emotional well being is essential in dealing with employee satisfaction which directly impacts resident's satisfaction of services. The Operational Policy and Procedures Manual will help with having every staff on the same page no matter where their building is located. Therefore, it will create more structure to the department and thus to the whole organization as well.

Leadership Lessons Learned

During the course of the implementation of my ALP I have had the opportunity to speak with many of my colleagues about what changes are needed within our department. This process has given me the opportunity to step back from my every day duties and see the impact of our organization from a larger point of view. I stepped on to the balcony and looked at my organization from a larger perspective, a great lesson learned from two wonderful EMERGE Facilitators, Kay and Michele. Also, I have learned to have more confidence in myself as a leader and have had an opportunity to take leaps of faith in trying new ideas to improve my organization.



Jo Dee Gibson

Director of Resident Care
Hillcrest
LaVerne, Calif.

In Her Own Words...

I was fortunate to be born to parents who had a real passion for the elderly. From a very young age, I would accompany my mother to visit many homebound seniors. We would cook, clean or sometimes take them to their doctor's appointments. Over the course of my childhood, I had several sets of "adopted" grandparents. That passion has continued with my daughter who at a young age would play cards with seniors, take them for walks, cook, etc. So my commitment is beyond my professional life - it is deeply embedded in who I am today.

I have found especially in recent years with the new opportunities set before me, a renewed excitement for making a difference in the lives of those I serve. My desire through further professional development is to continue to help make a difference in the lives of seniors. I am excited about the growth I see in myself and have gained far more confidence in my abilities.

I want to be more effective in my leadership skills and help position, strengthen and encourage others. After all, this opportunity happened to me because I worked very hard, shared from the heart and set out each day to make a difference. I look at this as an awesome opportunity.

Grow Hillcrest at Home:

My Action Learning Project is to formalize and develop the Hillcrest at Home department in order to provide private duty companions to Hillcrest residents. The five-year goal is to grow these services to the senior community in the city of La Verne.

Long Term Organizational and/or Field Impact

To help bring additional options for seniors desiring to remain in their home.

Leadership Lessons Learned

1. Implement positive energy rituals.
2. Look for the right fit between people and vision.
3. Motivate, inspire and set direction.



Travis Hanna

Director of Operations
for Affordable Housing

ABHOW

Pleasanton, Calif.

In His Own Words...

Many low-income seniors have to make the choice between paying rent or putting food on the table and paying for their medications. I consider myself very lucky that my personal circumstances allow me to be able to help my grandmother but know that most working-class Americans are struggling and unable to help out family. I am driven in my commitment to serving lower-income elders, who after a lifetime of working hard, deserve a great place to live. I am proud to know that my work directly impacts the quality of life of hundreds of seniors.

I would like to be able to share my experience and knowledge with the other Fellows in the program and help them achieve their personal and professional goals. Conversely, I would also like to take advantage of the network of Fellows I'll be meeting and maximize their contribution to my own growth.

My experience as a participant in EMERGE will inspire me to continue to do the best that I can for my staff and for the residents who live in the communities we own and manage. Interacting with other EMERGE Fellows will make me appreciate differences in opinion and teach me to be a more collaborative member of the team.

Teammate Program

My Action Learning Project is to create a program where new Affordable Housing Team Members would be assigned a "Teammate" who would assist them in acclimating to their new position and to learn the culture of ABHOW and its Affordable Housing Department. I first learned of this idea at the Aging Services of California Annual Conference in Monterey when the keynote speaker from Southwest Airlines discussed their "Wing Mate Program." I am proposing to create this program where Team Members who are committed to the ABHOW mission, vision and values be offered the Teammate opportunity.

Long Term Organizational and/or Field Impact

It is my hopes that this program will make the way we introduce new team members to their jobs a more enjoyable process, that they feel at home and more quickly become committed to our mission, vision and culture. A Team Member that is committed and feels part of the team will provide better service to the older persons that we serve. My hope is that they will see what they do as much more than a job and see the honor in serving low income seniors. My expected outcome is Team Members who feel respected and valued and Residents that feel respected and well cared for.

Leadership Lessons Learned

I initially chose another topic for my ALP. It was a very involved project with many factors outside of my control. I still believe that the "Sister Community" program is a good program but most likely will need to take years and to make happen through small less-structured activities. I learned that just because you have a passion for a project and determination to make it happen, you must have buy in from every stake holder in what you are proposing.



Yannick Humber

Area General Manager

Sodexo

Fresno, Calif.

In His Own Words...

I have been working in the hospitality industry for 20 years, since I was 14 years old living in France. I had the opportunity to work for both French and American hotels and for dining services in the high-tech world. Although working in those fields was at times fulfilling, I found my passion is working with seniors. I love serving our residents and want to be a part of a winning formula in providing them respect and dignity in their golden years. Aging services is a growing and evolving industry and I look forward to being a part of it.

I would like the opportunity to meet with other aging services' professionals within California who share my passion for the field. This would help me develop a more integrated knowledge of aging services - helping me to understand and work more effectively with others.

I look forward to participating in this program to foster relationships with other professionals within the industry. I would share my experience in EMERGE with my team members, professional peers, mentors and staff. Ultimately, I believe this would enhance the lives of our residents. With this experience, I would like to help pioneer aging services and help organizations be leaders in the field.

Adding Second Dining Venue at all ABHOW CCRCs by 2015

In February 2011, I started a new professional journey as the District Manager of Dining Services with Sodexo at all ABHOW Communities. During the discovery and assessment of all communities and working on my ALP through EMERGE, I proposed to Jeff Glaze, COO at ABHOW if he would consider adding to the ABHOW strategic plan that all CCRC would have a second dining venue by 2015, the proposition was supported by him and approved by the Management committee.

The project consists of working with Residents, Corporate office staff, Team Members and designers to create the venues which will include a Bistro, Café, or Fine Dining restaurant. The second dining venues might be added through re-development, or as a new plan that will need to be created by myself and to be approved by all parties. The financial resources will be available from capital funding once the plan for each community is approved.

Currently there are five bistros that are fully operational out of the ten communities. From the remainder five, two communities are in process of community redevelopment which I have been part of the design team and three more are to be created. Dining Choices and experience for our Residents are one the upmost important part of what they enjoy on a daily bases, and for me to be able to provide these options thru all of our Residents is a great honor.

Long Term Organizational and/or Field Impact

The legacy of my ALP is to provide quality choices and options for all of our Residents at all communities. Additionally, ABHOW through Sodexo will have the best quality Dining program and will be known for all of the quality operations and services that make our Residents quality of life the best within the industry. The aging field will look at the ABHOW dining program as being the best offered consistently at all of their communities.

Leadership Lessons Learned

I always described the idea of creating an additional dining venue at all ABHOW CCRCs which aligned with my strategic goals as a District Manager when we entered our partnership with ABHOW six years ago. The inspiration that I triggered within my Supervisors, Peers, Residents and team members is filled with passion, authenticity, respect, and I seek input and support from everyone. I can only inspire my team rather than do everything myself, and it is the 453 Dining Professionals at Sodexo who make the "Magic" that takes place today and will continue to do so tomorrow. I recognize now the value and magnitude of a team and the influence team members can contribute versus just one person working alone. The leadership development programs that I participated in over the past five years such as EMERGE have allowed me to grow and become the leader that I am today. Additionally, I am hoping to one day "pay it forward" to another professional that would like to experience a similar career path as part of their professional growth.



Tyler Ichien

Hospitality Manager
The Terraces of Los Gatos
Los Gatos, Calif.

In His Own Words...

As a relative new member diving into the field of aging services, I am excited to get in-volved and learn as much about the industry as possible. The skills and experiences I gain through EMERGE will follow me back to The Terraces where I will utilize this knowledge in my daily work and interactions. During my undergraduate work at Cal Poly, our school motto was, "learn by doing." This motto has followed me and has shaped the way I live my life.

That is why EMERGE is so appealing to me. I will receive first-hand knowledge from working professionals in the industry. I can read all the books and take all the classes on leadership, but I truly believe there is nothing better than rolling up your sleeves and diving in headfirst.

I hope to draw from other members' experiences and assess how those experiences can be applied to my community. It is likely that my peers have already successfully dealt with some of the challenges I will be faced with. I see this program as an amazing opportunity and hope it equips me with the know-how to one day inspire and motivate future leaders to pursue a rewarding career in aging services.

Growing the Grove:

Kay Kallander, ABHOW's Senior Vice President for Strategic Planning, first conceived a different approach to dementia care while working towards an MBA at the University of Redlands. A nurse, she was appalled to see people with memory issues confined to patient rooms on long hospital corridors and kept sedated with psychotropic medications. Her research led ABHOW to develop The Grove, where private rooms surround a comfortable living room and kitchen, and where the staff relies chiefly on an interactive, social approach to resident care. It was Kallander's original seed that she planted at Plymouth Village in Redlands that has beautifully blossomed into six memory support communities throughout ABHOW. With the newest Grove project scheduled to break ground in March 2012 at The Terraces of Los Gatos, I will join the team in ensuring Kay's original vision is executed. I will visit the existing Grove communities and meet with their leadership teams to learn the best practices that can be brought to the TLG. Furthermore, I hope to push the boundaries in regards to the Person Centered Care and Best Friends approach models.

Long Term Organizational and/or Field Impact

I hope that the collection of best practices, innovation and focused energy is recognized by ABHOW as the model for future and existing Grove's alike. As we continue to move closer to Kay's dream of establishing The Grove in each of ABHOW's eleven CCRCs, we will be the standard by which Memory Support Units are built and executed. As ABHOW continues to be one of the nation's most trusted providers of senior housing and health care, our Grove projects are receiving national attention. I hope to share Kay's original vision with Senior Services and showcase her vision through The Grove at The Terraces of Los Gatos.

Leadership Lessons Learned

EMERGE has transformed my vision of leadership, guiding me on this long journey in carrying out Kay Kallander's vision. I learned early in the process that I will encounter various crucible moments, thus allowing me to establish realistic objective and goals for implementation. EMERGE has taught me to be open to experimentation and looking for unique, creative ways of doing things. With the Grove already established at existing communities, I am excited to examine the various programs and see how far we can push them. As we enter the world of our residents, we must participate in their lives rather than complicate.



Doug Kaplan

Director of Social Services
The Heritage
San Francisco, Calif.

In His Own Words...

I began my career in the field of aging services about ten years ago, after transitioning from work in the high-tech and internet industry. To explore career options, I volunteered at a rehabilitation center doing recreation therapy and discovered that I enjoyed working with people in their later years. This interest took me to The Heritage, a life care retirement community where I worked as an activity assistant. I immediately felt connected to a higher path.

Learning about EMERGE was exciting for me. My experience up to this point has nurtured in me an appreciation for connecting to the larger community of aging services. I see this program as an avenue for expanding my commitment—enhancing my ability to focus on how the care we offer each individual resident relates to the big picture.

I imagine my experience with EMERGE will help me know and hold myself as a leader in the community – someone who represents innovation, inclusivity and most of all care. I cannot yet speak to the state level (I hope the program expands my horizons in this regard), except to say that progress begins where we are standing – in our organizations and our communities and in the care we offer each individual person.

Health Center as Home:

One of the top determining factors of resident satisfaction in long term care facilities is whether a residence feels like home. A few years ago, The Heritage renovated and up-graded our SNF to reflect a more modern and home-like feel. Our next step is to make it not just home-like, but Home. We kicked off the "Health Center as Home" project with an organization-wide brainstorm about what makes a place home. It was a blast. Then, a task team of employees from different departments have been meeting to follow-up on analyzing, categorizing, and implementing the three-page list. The list includes a variety of ideas ranging from adding plants, improving lighting, and eliminating clutter to removing the nursing station altogether and replacing it with a cozy living room. Some projects are no-brainers that can be accomplished within a few days. Others will take much longer and involve Board approval. Coinciding with the physical changes, our team of employees will spearhead a change in culture in which employees, families, friends, and visitors will come to know the Health Center as Home and wouldn't think of it any other way.

Long Term Organizational and/or Field Impact

By creating an environment that is home for our residents and leading our community to reframe our thinking of what the Health Center is in this regard, we can effect long-term change here, and hopefully be a model to other institutions wishing to do the same. This project is expected to guide future thinking and decisions that will influence policy and the lifestyles of our own residents, as well as be an example to other organizations about what can be accomplished. With each new generation of residents, our institutions become less institutional and more like home. Just as we learned from and were inspired by other organizations, we hope to do the same.

Leadership Lessons Learned

The process of leading the "Health Center as Home" project has been enjoyable and educational. It is not complete yet, but there are several lessons I've learned so far. The biggest lesson is to have a clear vision of our purpose and plan, along with frequently restating that vision to help keep people inspired and moving in the right direction. This is something I continue to work on. Another important lesson for me is to recognize and challenge my tendency to want to go it alone. This project requires a team of people to be successful - ultimately the entire organization to varying degrees. This means continually involving the team in the process to get full participation, making sure I am honest and gracious in my communication, and regularly getting feedback from the group around the project. I feel this helps keep the momentum going as well as keeping the team engaged. Finally, I am going through this process with regular internal checks. There is a team member I speak honestly and openly with regarding my leadership and I also ask for guidance from my EMERGE sponsor. It's helpful to get the feedback right away.



Tiffany Karlin

CEO

Accurate Business Results

Long Beach, Calif.

In Her Own Words...

My commitment to aging services is deep. My passion for our members, the older adults we serve and our individual missions is a part of my very soul. I do not believe that my participation in Aging Services of California would be so intense if I were doing it purely for revenue generation purposes. Instead, I do it because I feel that in a small way I am making a positive impact on the field.

I feel confident that EMERGE is my next building block. I hope to walk away with a greater knowledge of the "other side" of the business. I hope that through the program's teachings, I can learn what a day in the life of a front line staff member is really like. I want to understand and further connect with the clients that I work with every day and believe that I can accomplish this by being a part of the program.

With EMERGE, I hope to glean both tangible leadership skills that I can apply in my business as well as to learn from others. While there will be actual teachers, I believe that even that participants will be the teachers - as we will all learn from each other's experiences, personalities and beliefs.

From the Balcony Looking Down: Transitioning into the Future of Healthcare Reform

My ALP was formed almost as a necessity. I realized that with the changes brought about by healthcare reform and new developments in healthcare reimbursement, structure, etc, ABR needed to strategize as to how our company would adapt to these changes. In adapting and forming a strategic plan, the team all need to first be on the same page, have common goals and values so that we were walking the same path. These are the steps that my ALP will take:

1. ABR Strategic Planning Meeting
2. Create Partnerships
3. Decide on short term and long term goals
4. Decide what tools, partnerships, staff, etc needed to implement strategy
5. Set deadlines for implementation

Long Term Organizational and/or Field Impact

My hope is that I create a unified team at ABR all working toward a common goal. In addition, ultimately I hope to have a business that is able to change as the industry changes so that it can thrive successfully and is competitive.

Leadership Lessons Learned

1. It's important to utilize different expertise and talents on your team to achieve your goals.
2. How important it is to have a meeting with your team that allows for openness and honesty.
3. That the "day-to-day grind" gets in the way always but to remember to take a step back and keep your eye on the prize of the big picture.
4. How to understand the personalities of my team and hold them accountable for the tasks they are assigned.



Angela Lazarich

Operations Manager

The Jewish Home

San Francisco, Calif.

In Her Own Words...

In my six years working at The Jewish Home, I have learned so much about aging services. Honestly, when I first came to the Home, I was still very wary about long-term care. My views were very cynical, thinking that the facility would be a depressing place where people with no family came to spend the rest of their days. I could not have been more mistaken. This community provides for the frail elderly what many of their families cannot.

One of the most important lessons that I never want to forget in my career is knowing how it feels to be in the shoes of front-line staff. I was there - an entry-level position - where all of my hard work was overlooked and not given respect by my managers or other senior leaders. I hope that one day my peers will look up to my style of management and learn to treat their employees with respect, compassion and loyalty.

Through EMERGE, I hope to gain the knowledge and perspective to help enrich and further my career - and to bring that knowledge back to my community so that we can continue to expand our own aging services movement. This is just the beginning for me.

Jewish Home Leadership Team:

Every time I came back from an EMERGE session I always felt energized, inspired, and ready to use all my new tools at work. I would share some of my experiences with fellow co-workers, but I never felt that talking about the program was enough. Therefore, I decided my ALP would be based on bringing all my newly learned leadership skills to all my fellow department heads and managers here at the Home. So the Jewish Home Leadership Team was created.

Thus far, we have been meeting monthly, although I would like to meet more frequently. Recently, our community was in preparation mode for our LTC survey, and just experienced our first recertification survey on our Acute Gero-Psych Unit, so the frequency of the Leadership Team Meetings has been unable to increase.

The agenda for the meeting includes a check-in, then I propose a question to the team that they journal about. We then have an open discussion feedback session about the journaling. After our discussion around journaling, we participate in an activity-something that we have done in our EMERGE sessions. The first assignment was to create their leadership mandalas, which were on display here at the Home once completed.

Long Term Organizational and/or Field Impact

My hope is for all the Leadership Team to become better leaders, and in turn help create a better working environment and all around better facility. I would like them to feel the excitement & inspiration that I felt when I attended the EMERGE sessions.

Leadership Lessons Learned

Trying to carry on even though some of the team members are not willing to participate or even listen to what I have to say. It is still a struggle, but I am working on it!



Audrey Lee-Sung

Director of
Resource Development
Keiro Senior HealthCare
Los Angeles, Calif.

In Her Own Words...

While I have spent the majority of my professional career with organizations serving the Japanese American community, in the lifetime of Keiro Senior HealthCare, I am still relatively new to the organization. I did not have a health care background, but share with my colleagues, a strong desire to serve our community.

When Keiro talks about community, it is not simply a matter of place or geography. It is neither a term used to describe a temporary collective of individuals, but a living, vibrant environment with deep roots and generations, shared experiences and connections that bind us beyond any buildings or programs. Given that depth of participation and connection to Keiro, following my participation in the EMERGE program I hope to increase awareness and understanding of the complexity of the environment in which we exist.

I hope my experience in EMERGE affords me a greater understanding of the broader framework of the aging services' field to place Keiro, and also gives me the opportunity to share with peers and the convey at the state level some of the wisdom and learning gained by this organization in its nearly five decades of caring for seniors.

"It Takes a Community" – Case Study of Keiro Senior HealthCare: A Community-based (ethnic specific) Long Term Care Organization

In the State of California nursing homes run by for-profit entities are the overwhelming majority at 79 percent, with non-profit homes at 17 percent, and government operated at four percent.¹

Keiro occupies an even smaller slice of the nonprofit sector as a community based residential long-term care organization. With our facilities and The Institute for Healthy Aging, Keiro has offered peace of mind to 125,000 families in our community through a tradition of caring. With support from nearly 200 community/volunteer groups, over 800 volunteers, and thousands of supporters, Keiro is far more than simply a "community center," but functions much like a "center" of community where multi-generational families are connected, youth of all ages interact with elders, learning the values of compassion and respect and understanding living culture through our residents.

In 2011, Keiro Senior HealthCare celebrated and reflected on 50 years of supporting the Japanese American community through care for seniors. My ALP aims to bring greater awareness and understanding of Keiro's unique qualities as an enduring and important organization to the community Keiro serves - differentiating between other non-profit homes and for-profit entities.

Long Term Organizational and/or Field Impact

With the impending age wave and unpredictable government funding along with evolving and increased regulations, long-term health care organizations will face increasing challenges in providing affordable, quality care.

Keiro Senior HealthCare's community-based model of engaging (primarily) the Japanese American community succeeds because it is based on the fundamental value of cultivating and teaching each successive generation their role in caring for our seniors, or organization hopes to remind the community we serve about our shared responsibilities in maintaining the culture of community. For the field, I hope to share our organization's example as a case-study demonstrating meaningful and new ways to strengthen support for the important collective work done by our organizations.

Leadership Lessons Learned

As I have not yet implemented my ALP, I cannot comment fully on leadership lessons learned, however, I do hope that during the process of implementation, the project will engage all Keiro's stakeholders - helping to mobilize others to serve a purpose, encouraging the next generation of leaders, and helping others to articulate a shared vision for the future.

¹ **Source:** Alliance for Advancing Nonprofit Health Care (CMS Nursing Home Data Compendium, 2007 Ed.)



Jill Love

Marketing Manager

Villa Gardens

Pasadena, Calif.

In Her Own Words...

I changed careers in 2008 and entered this industry only after a long search for something that would match my skills, talents and interests. My search led me to senior living - specifically to a sales and marketing manager position at Villa Gardens (a CCRC that part of the Front Porch family). I have not regretted my choice but do have aspirations to move beyond sales and marketing.

Years ago, I read a passage in *Hard Times*, by Charles Dickens that has shaped my perspective on leadership. In the book, Dickens illustrates that there is "knowledge of the head," and "knowledge of the heart." Each one is vitally important but without both, we have a limited capacity to be of service to those around us. I believe that the ability to maintain that balance between head and heart is a difficult yet crucial trait for any good leader.

I have the passion and potential to make a difference in this industry. My goal with the program is to start making connections with people and resources that help me. I am excited about the possibility of spending time with people who are just as motivated to grow personally and professionally.

Inspiring Leadership Among Managers and Directors

Villa Gardens is a financially strong CCRC, with consistently high occupancy and a great reputation within the community. However, there has been some turnover in key management positions in the past two years, and the tough economic climate has forced each department to do more with less. Employee morale is particularly low within the community compared to years past. As a result, managers and directors have had the increasingly difficult challenge of meeting budget expectations, resident expectations, and employee expectations. Currently Front Porch has no leadership development programs for managers, department heads, and executive directors to help them effectively manage their employees and develop solutions to the challenges they face. The ALP will focus on improving leadership skills for managers and directors by providing a condensed version of the EMERGE curriculum. Each month during a department heads meeting, the managers and directors will receive training about leadership and team-building. Trainings will cover topics such as leadership vs. management, personal core values, conflict resolution, handling change, building consensus, and correcting dysfunctions within a team. The participants will be required to do some reading prior to the meetings, but most of the learning will be through in-person discussions and exercises.

Long Term Organizational and/or Field Impact

The goal of the ALP is to inspire and motivate the managers and directors to improve their leadership skills and strengthen their relationships with colleagues and subordinates. The trainings provided through the ALP will strengthen interdepartmental communication, resulting in more efficient meetings, fewer mistakes, and more honest and open dialogue. The managers and directors will have more tools to help them lead their departments, solve personnel issues, and foster a trusting and team-oriented workplace. Hopefully, every resident and employee at Villa Gardens will benefit from an improved, more cohesive leadership team. If the ALP is successful within Villa Gardens, I would love to see this program implemented at other Front Porch communities.

Leadership Lessons Learned

My ALP is still in the planning stage, but I have received initial support from my supervisor and executive director to implement the program. I have learned that sometimes it is uncomfortable to advocate for change. It takes persistence and patience to convince others that there is a need for change and that it is worth the investment of time and money to transform managers into leaders.



Sandra Mirasol

Director of Resident Services
Masonic Homes of California
Union City, Calif.

In Her Own Words...

I believe that the elderly should be given the chance to live the quality of life they want. Every time I see a picture of an elderly person, I see someone who is frail and using a cane. This is not what I see in our community. The public should know that if you move to a retirement community, it doesn't mean that you're close to death or that you can't do anything for yourself. These myths need to be dispelled.

My primary goal has always been to help and enhance the lives of others. I used to dislike being acknowledged for my accomplishments and was thought of as timid because I truly want to just learn, grow professionally and assist people in all walks of life. I have changed because I'm proud to be who I am today and by sharing my experiences with others, I may inspire them to do the same - or hopefully better.

I hope to gain the knowledge to be a better advocate for the elderly. I'd like to learn the inner workings of Aging Services of California and how they affect public policy. I am committed to informing the entire Masonic Homes family of what I'm learning in EMERGE.

Communication Enhancement

My ALP originated from the issue of not having a Voice over Internet Protocol (VoIP) Compatible Telephone with large print numbers on the market for SNF residents. Office type phones were installed in SNF after the telephone system upgrade. Residents with vision impairment were unable to see the numbers and required assistance. We purchased analog Clarity phones which have large print numbers, \$50 each and analog adapters, \$250 each, to resolve the issue. I've communicated with Salient Networks representatives. We corresponded with each other via email and meetings. I attended Golden Gate Region meeting in September to listen to Cindy McCreary's presentation on "the top five reasons why preparing a technology strategy is so important for your community".

Due to my ALP I'll be expanding this to be about Communication enhancements for our campus. Examples of Communication projects are the addition of more WiFi accessible areas, wireless capability for nurses, social workers, Active Living staff & Rehab staff, computer/telephone user friendly programs which enable residents to press one button for Maintenance support, dining services reservations, etc. and update our social media network.

Long Term Organizational and/or Field Impact

The long term impact is residents' and staff's ability to communicate in various ways. Use communication systems to enhance volunteer programs for the vision and hearing impaired. For example, residents would be able to speak to school classrooms anywhere in the world and discuss their life experiences with them promoting intergenerational relationships. With the use of electronic devices staff will work more efficiently. They'll be able to immediately enter data into a database while with a resident or in a meeting.

Leadership Lessons Learned

The leadership lessons that I learned were: mentioning ideas plant the seed in others and we work as a team to make the dream happen; it doesn't matter much who came up with the idea, but what you do to accomplish the goal; nothing is impossible if you have the initiative, drive and commitment to attain results. If you believe it and see it, you can achieve it.



Theodore Morales

Administrative Assistant -
Facility and Grounds
Westminster Gardens
Duarte, Calif.

In His Own Words...

I started working in the field of aging services by applying to work in the dietary department at Westminster Gardens when I was 16. After acquiring the job, I quickly realized the benefits of working with the elderly. Most of the residents I began to bond with loved that I was so young - perhaps the energy I portrayed made them feel young again. The love became mutual as I grew to know everything they preferred for breakfast and had it already prepared and waiting for them each morning.

Being optimistic is something I do every day. Not everything works out in my favor all the time, but I have to believe it will. Not everything will go as planned, but I try to stay positive when it doesn't. When everything that can go wrong does go wrong, I stay in good spirits. I believe this is a strong quality to have as a leader. With EMERGE, I hope to develop the skills I will need to be an effective leader in tomorrow's aging services.

By attending EMERGE, I hope to gain more knowledge and insight on how I can better serve my residents. The knowledge that I gain with you will mold me to become a more confident leader of the future.

Employee Scholarship and Community Day

Employee Scholarship is designed to offer employees the opportunity to seek higher learning and advancement of skills that would benefit the individual and the company. Money would be granted to employees in need of tuition assistance to pay for college, certifications, job skills, etc.

Community Day is a planned day on the calendar where employees gather outside of work and give back to the community in a way that would create the largest impact possible for the community and also for the recognition of our organization or corporate wide visibility. The idea behind this ALP is that the employees, while working together on Community Day, will increase morale, trust, will build teamwork and instill employee confidence within our organization.

Long Term Organizational and/or Field Impact

In regards to the Employee Scholarship program, I hope to give future employees the opportunity to succeed in advancement of their knowledge without the financial pressures that come with school. I hope that employees take advantage of the assistance and will acquire skills that they can use for the benefit of our community and employee retention will increase.

For Community Day, I hope to show surrounding communities that seniors and the employees that serve them can still make a difference and we care to show our social accountability. I believe it would be a re-occurring impacting event that others would model.

Leadership Lessons Learned

I learned that some processes take time and one must be patient with requests. I learned that you must also be aggressive when pursuing a goal and although a goal might have many obstacles along the way, being persistent can help turn a dream into a reality.



Rebecca Spencer

Fundraising and
Marketing Manager

PEP Housing

Petaluma, Calif.

In Her Own Words...

When I found my position at Alma Vista in 2005, I felt I had finally realized the natural out-come of my past experience, including my family experience (parenting and caring for a family member with dementia). It all came together for my work here, where I really felt I found my niche. Alma Vista means "path of the soul," and it has truly been a fitting journey for me.

I believe this is my excellent opportunity to take a step I have been envisioning for myself but was not quite sure how to proceed. I love the organization I have been committed to for over five years and feel strongly that I have more to give, but was not sure how or thought it might be necessary to step outside to find it. With this program, I am presented with the opportunity to stay in process with the work I enjoy.

As I see it, there are fundamental attitudes that are in need of changing in this culture for our citizens to age with more dignity, grace and purpose. The need for education to the general population and in this field is huge. With every encounter, interaction and conversation, I must demonstrate and emulate compassion and humanity.

Intergenerational Network

In a variety of senior residence settings, leaders focus to address the physical, emotional, and spiritual needs of seniors, but to varying degrees of success. Common pitfall: Activity programs are often 'spoon-fed' to seniors in group setting. Elders often fall into a routine of passivity, and have less and less to do with choosing the course of their daily routines. Elders have less to offer of their own talents because less is expected of them. Over time, this can perpetuate a feeling of purposeless for elders. Manpower resources in residences are often limited. One-on-one encounters are less common, which would help to influence seniors from being placated into a passive state of following planned daily routines. My goal is to build Intergenerational Network with one-to-one structure. For example, students paired with elders for enhancement of students' studies in reading, history, career development, arts, crafts, geography, and international affairs. I would like to re-structure the industry and community focus to reflect valued contributions of elders to society, while nurturing elders' sense of purpose.

My ALP will maintain the perspective of all the phases of life, relating to family life, culture, religion, politics, industry, pivotal historical events, cultivated professional experience and talents.

Long Term Organizational and/or Field Impact

Intergenerational Network raises awareness of the value of elders in our society, and the gifts they have to offer which are relevant to all generations. Seniors are prone to feeling 'invisible' in our society without an active effort to 'mine jewels of wisdom' for younger people, spotlighting their value, with one-on-one ongoing follow-up.

Leadership Lessons Learned

Reflecting on mentors in my professional career, I would ask myself, "What would " _ _ _ _ " say? Kay's lesson about maintaining a "view from the balcony" has been particularly relevant, as I view the many Marin County senior communities and people I have known in a broader network of professionals as the dancers on a dance floor below my 'balcony'. Certainly, my 'big view' has been in need of paring down to bite-size chunks, yet I kept returning to asking myself 'softball questions' of how I might see the project manifested.

My confidence as a leader and what I have to offer to our field has been greatly reinforced by my experience of each session of EMERGE. The lessons of work-life balance (particularly in this industry), the importance of accentuating the positive in my interactions with people and events, respecting unique perceptions and individual talents of all people are at the core of my ALP.



Monica Winn

Administrator

J.L. Richard Terrace

Oakland, Calif.

In Her Own Words...

My personal commitment to the field of aging services is to strive for excellence. My participation in EMERGE will afford me the opportunity to broaden my knowledge by networking and gaining resources to enhance my ability to continue to provide and advocate for my seniors and community. I will bring the information and resources that I gain back to my organization so that we can better serve our residents by continuing to promote excellent services and provide a quality affordable housing community.

My objective is to develop my leadership skills and gain knowledge from other aging services providers. I feel that authentic community involves sharing life together and connecting on different levels with others in a group setting. Also that community is vital in allowing others to share their stories and ultimately find freedom, hope, respect and healing within a supportive group.

Christian Church Homes of Northern California Mentor Program

My Action Learning Project is based on developing and working with my supervisor Priscilla Haynes, Human Resource Department and Director of Maintenance, to train, educate, mentor, assist, support, motivate and inspire my colleagues to take pride and initiative in their job.

My goal is to encourage them to take their jobs more seriously, and learn the value and impact of the lives they touch on a daily basis and the difference they make in not only the lives of the residents but their children, grandchildren, families, friends, and community at large. If this is achieved, our residents will take more pride in their homes.

Long Term Organizational and/or Field Impact

The long term impact I hope this ALP will have on my organization is for the employees at Christian Church Homes to take pride and value of all the lives they impact. Also, to continue to provide quality housing in a caring community, which happens to be the mission of Christian Church Homes, and where our seniors can age and live their final days of their lives in dignity. Where their last days can be their best days.

Leadership Lessons Learned

1. That one person can make a difference.
2. To include everyone in decision making and value everyone's opinion.
3. Recovery of energy is vital to productive success.
4. That full engagement the energy that's through us at all four dynamics are critical are physical, emotional, mental and spiritual. To perform at our best we must skillfully manage each of these interconnected dimensions of energy. Subtract any one from the equation and our capacity to fully ignite our talent and skill is diminished.

Sponsoring Organizations

Aging Services of California extends its appreciation to the following member organizations that sponsored Fellows in the 2011 class of EMERGE:

Accurate Business Results

Long Beach, Calif.

Alma Vista of San Rafael

(Eldercare Alliance)
San Rafael, Calif.

American Baptist Homes of the West

Pleasanton, Calif.

Carlsbad by the Sea

(Front Porch)
Carlsbad, Calif.

**Christian Church Homes
of California**

Oakland, Calif.

Eskaton

Carmichael, Calif.

Hillcrest

LaVerne, Calif.

Jewish Home of San Francisco

San Francisco, Calif.

Keiro Senior HealthCare

Los Angeles, Calif.

Masonic Homes of California

Union City, Calif.

Samarkand Santa Barbara

Santa Barbara, Calif.

Sodexo Senior Services

Fresno, Calif.

TELACU

Los Angeles, Calif.

Terraces of Los Gatos (ABHOW)

Los Gatos, Calif.

The Forum at Rancho San Antonio

Cupertino, Calif.

The Heritage

San Francisco, Calif.

Villa Gardens (Front Porch)

Pasadena, Calif.

Vista del Monte (Front Porch)

Santa Barbara, Calif.

Westminster Gardens

Duarte, Calif.

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Hillcrest

LaVerne, Calif.

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2011 EMERGE Class