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*LeadingAge™ CA*

**EMERGE 2012-2013**  
**Action Learning Projects**

**L**eadingAge California partnered with Sodexo to launch a second 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 2012-2013 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 EMERGE Fellows 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 2012-2013 Fellows were asked to explore the following questions related to their personal leadership skills, EMERGE program experience and ALP work.

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



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## Joleen Anderson

Administrator  
**Eskaton Roseville Manor**  
Roseville, Calif.

### In Her Own Words...

One of my attributes that helps me to be an effective leader, is that I can be quite versatile. I believe change is healthy and I do my best to adapt to whatever situation is presented to me, personally and professionally. I also strive to be a good listener. Being a good listener is vital to developing a good team; and your team is only as strong as your weakest link (or member). Team members need to know that when they have something to say, they will be heard by their leader. I have been fortunate to put together such a team, and the residents of our community reap the benefits of that strong relationship.

I foresee the EMERGE Leadership Development Program to be an incredible learning opportunity. To be an effective leader, one must always be open to new experiences. The world is ever-changing and we must change with it if we are to remain viable. Therefore, it is our responsibility to develop our team members to achieve their greatest potential as well.

Eskaton is in the development phase of expanding our property. I aspire to be able to include some type of service model in the finished project. I hope that my experience in EMERGE will help connect me with those who have similar aspirations or better yet, some who have accomplished such a model. I hope to improve my communication and leadership skills to a degree in which I can make a sound contribution to the expansion plans of Eskaton Roseville Manor, and other similar properties in our organization as well.

## **Management Review for Multifamily Housing Projects a Guidebook**

The Management & Occupancy Review (MOR) is the process HUD uses to assess a property's compliance. Preparation for the review can be an extremely long and tedious process; spending a great deal of time compiling the same information that is gathered each time a property is reviewed.

The tool used by reviewers is the HUD-9834. I plan to develop a guidebook with this tool as the foundation. For Eskaton, as well as other organizations, this will help standardize the responses given during MORs. It will be adaptable to all Affordable Housing properties.

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

Two current key focuses for Eskaton are Survey Results and Standardized Business Practices; important focal points for any growing, sustainable, and diverse organization. The MOR score is the report card for a HUD community. Striving for the score of 'Outstanding' should be the standard.

This guidebook will be a great time-saver for all Affordable Housing communities and help assure consistent and accurate reporting. A great deal of the information required will only need to be assembled once, then reviewed for possible changes prior to actual reviews.

Furthermore, this guidebook could be used to augment a Policy and Procedures Manual. The HUD-9834 includes all the areas HUD assesses in evaluating the management of a given property. The guidebook can also be expanded to include other regulated programs within housing, such as Service Coordinators and perhaps the newly developing 'Housing Plus Services' models. This format may even be used for other areas of our industry as well.

## **Leadership Lessons Learned**

When I thought to do this guidebook, I saw an opportunity to make a contribution to my organization, and perhaps to the industry down the road as well.

I learned to listen beyond what was being said and took into consideration that people's statements or ideas are more than just outspoken words. At times when I felt like giving up, I realized I just needed to take a new approach.

Getting others on your badwagon can be difficult. Change can be frightening, but without change, we become stagnant and less likely to think outside of the box. I may be "an older dog," but I can still learn new tricks even if it takes me longer.



### **Paloma Barroso**

Physical Therapist  
Assistant/Wellness  
Coordinator/RNA Supervisor  
**Solheim Lutheran Home**  
Los Angeles, Calif.

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

My experiences in the field of aging services began in 1994 when I became a Physical Therapist Assistant. I was attracted specifically to the senior population while still in PTA school. During my second internship, I worked in the transitional care unit of an acute hospital. The vulnerability and frailty of the elderly moved me and gave my professional life focus. I have worked in residential care facilities now for 18 years and have become a fearless advocate for residents' rights and needs. Physical Therapy has given me invaluable skills that I use in my work with seniors every day, such as compensatory techniques for falls, and balance and coordination exercises to prevent falls.

I expect that the EMERGE program will broaden my quality improvement skills and expand my personal growth. I would like to merge my recent official leadership role with new knowledge that I acquire in EMERGE so that I can integrate the two and be more effective as a leader and more valuable to Solheim and the aging population. I'm also excited to develop a tight network of colleagues for positive reinforcement and support, something I am sure will result from going through this year long program with other like-minded individuals. I will enter the program with an open mind and an open heart and trust that I will learn many things that will make me a better leader at Solheim Lutheran Home.

## **Stay in Touch Wellness Program**

Solheim Lutheran Home is well-known in its community for excellent rehabilitation services. Each year, many members of the local community are admitted to Solheim Nursing Unit for short-term rehabilitation. Currently, there's no follow-up with these residents after rehabilitation ends and the former resident returns home. As a result, former residents may not know about or be taking advantage of the many resources available to them to ensure they achieve the maximum recovery possible.

My ALP focuses on creating a program that targets the health and well-being of former residents by maintaining contact after they've left Solheim. The "Stay In Touch Wellness Program" provides emotional support, as well as assistance identifying resources that are available.

The program's main goal is to provide post-discharge follow-up to maintain lines of communication with former residents. This program has been implemented as follows:

- 1) Making monthly phone calls to former residents.
- 2) Inviting former residents to Soheim's public events.
- 3) Monitoring re-hospitalization of former residents.

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

My hope is that this program not only improves the former residents' quality of life while they remain independent at their homes, but it also creates good will, encouraging former residents to return to Solheim should they later become unable to maintain independence. The former residents are also likely to refer family and friends who may also be in need of rehab or looking to move into a retirement community.

## **Leadership Lessons Learned**

Although my ALP is still a work-in-progress and many details left to be planned, as a leader, I have discovered that aligning myself with the right team that shares the same vision is the key for the success for any project. Also, it is important to discover and use each team member's individual talents and expertise to accomplish set goals. The EMERGE program has re-connected me with my passion for working with seniors and advocating for improving their quality of life. This program has been an invaluable teaching tool. I'm very grateful to my organization for their support and encouragement during this journey. Also, I'm thankful and humbled to have worked with all my fellows, coaches and facilitators. It has been quite an experience!



### **Rachel Betzler**

Executive Assistant  
**University Retirement  
Community**  
Davis, Calif.

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

I am committed to having a continued positive impact on the lives of the seniors with whom I work on a daily basis with as well as on the aging population in general. I think that many people underestimate the vitality and ability of the elderly. In my organization, I have observed the wisdom, experience and energy of our residents. I would like to explore ways to further my involvement with residents within my organization and continue to work with them on special projects, etc.

Through the EMERGE program, I hope to gain a broad understanding of the world of senior care and the issues that affect seniors. I would like to expand my general knowledge base in order to find my niche and more effectively focus on at least one specific area of aging services.

Collaboration and mentorship are highly effective ways to learn and grow. I look forward to connecting and working with mentors and my peers in the aging services industry to exchange ideas, seek advice and obtain perspective through the sharing our varied experiences. I would like to bring fresh ideas back to my community that I believe will enhance the quality of life for our residents.

## **Foundation Manual**

University Retirement Community has a foundation to assist residents who outlive their resources through no fault of their own. There is currently no "how-to" guide for foundation operations, so it feels like the Foundation is in constant problem-solving mode.

My ALP is the creation of a comprehensive manual that provides critical information about the Foundation so that anyone can pick it up and understand how to do something. It will include, in the very least, a brief history of the foundation, board/committee rosters, governance documents, policies and procedures (after a complete review and update), recent Foundation annual reports and detailed event guides for the Foundation's regular fundraising events.

The goal of my ALP is to eliminate confusion about our Foundation's operations in order to allow actions to be taken swiftly and correctly. Working on my own, as well as with board members, the resident Foundation Committee and our corporate office, I will gather information into a single, comprehensive manual. Once the manual is completed, I will put it on our intranet for easy access to those involved with the Foundation.

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

I expect that my Foundation Manual will be a valuable tool to ensure efficient, timely operations for our Foundation. As part of our corporation's best practices program, I will share this manual with Pacific Retirement Services communities that already have foundations, and will offer assistance to other Pacific Retirement Services communities with the setup of their new foundations. I anticipate the future possibility of providing this manual on a broader scale to LeadingAge California member communities as well.

## **Leadership Lessons Learned**

One of the principal lessons I have learned is that if I have a clear goal I can readily garner support and accomplish that goal. In planning and executing my ALP I have considered what my leadership style is and how I work with and relate to my peers. I carefully selected who to involve in my project as my support team, measuring their strengths against the needs of my ALP. I feel I have learned a great deal about myself as a leader through the EMERGE program. It has given me a wealth of tools to draw on as I advance in my career and life.



### **Maria Burton**

Assistant Administrator  
**St. John's Retirement Village**  
Woodland, Calif.

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

As a good leader, I embrace changes and see them as opportunity for improvement. In the next ten to fifteen years, the "baby boomer" population in need of assisted living will expand greatly. I envision myself continuing to work in the field of aging services as we embrace this new aging generation. It has always been my desire to serve the elderly by achieving a great career in this field. I find great satisfaction in what I do and I have every desire to continue in this field of work. I feel my job is very rewarding and that all aspect of aging services must employ people who are committed to serve the elderly.

I look forward to sharing ideas with other EMERGE participants and learning the different ways in which they implement their leadership position. I believe the perspective of some others in the program might lead me to even more creative ideas than I would have come up with without this experience. Also, I know I will enjoy having the opportunity to visit different types of communities and see what their environment is like. I see this program as a way for me to develop the skills and knowledge necessary to become the most effective leader that I could possibly be at St. John's Retirement Village.

## **Partnership with Woodland Senior Center and Woodland High School**

My Action Learning Project, (ALP) is partnering with Woodland Senior Center and Woodland High School. I have been successful in working with both. St. John's has been involved with activities at the Senior Center through sponsorship and assistance with Thanksgiving and Christmas dinners. Both dinners were well attended by seniors from the community. The Woodland Senior Center has almost five hundred active senior members. In March St. John's will conduct games each week at the senior center also attended by our residents.

Woodland High School has conducted activities and projects, within the last four months, at St John's. Students did some cooking presentation, dance and musical performances for our residents in assisted living, dementia, and higher level care departments. Additionally, students replaced old benches around St. John's campus. St. John will start a memorial bench program this year available to our resident, family and local community. The benches will be constructed by senior students from the school "Woodshop" program. St. John's will continue to work with Woodland Senior Center & Woodland High school as our partnership continues to grow.

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

The biggest impact I would like to happen for this partnership is to expand St. John's outreach program and to position St. John's as the premiere, value-based provider for senior services in the community. Also for St. John's to have a solid relationship with other organization in the community and furthermore expose the services we offered to our seniors.

## **Leadership Lessons Learned**

It has been a pleasure and great experience working with Woodland Senior Center and Woodland High School with a group of wonderful people and with enormous support from my team. While working with my ALP I learned that accomplishing a common goal requires a clear and a meaningful vision of what your intention and plan. It requires communicating your vision to help keep your team inspired and moving in the right direction. Involving my team and getting feedback greatly helps with my ALP to be successful. I also learned that it takes persistence and patience to convince others when there is a need of change in your organization. I am looking forward to continue to work in expanding St. John's partnership with different organization in our community.



### **Steve Cheregosha**

Lifestyle Coordinator

**The Terraces of Los Gatos**

Los Gatos, Calif.

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

Many years ago I learned an important lesson from my mentor, the Executive Director of the Terraces of Los Gatos, Alex Candalla. He told me his secret to success was to "Look at each day as a new opportunity to be your very best. Set high goals, be honest, never say no, and work with people who share your passion for doing their best." I've always remembered that advice and try to live it every day.

The benefits that I can acquire from EMERGE will give me the opportunity to learn new leadership skills in the Aging Services Field. I do not want to miss an opportunity like this, because I am excited about learning and continuing my own educational and professional development. I want to strengthen my interpersonal skills so I can better communicate with my staff and residents. Being a leader is using quick critical thinking to make good judgment calls and lead by positive motivation and EMERGE will help me do just that.

## **PRIME TIME!**

My Action Learning Project aims to embrace the concept of wellness across the ABHOW Affordable Housing spectrum for our residents. Adding joy, purpose, and meaning to the lives of the residents through the Life Enrichment program. My goal is to create a robust culture to enhance the quality of life to inspire our residents to live healthy lives. The programs are designed to reflect the interest of activities and personalities of the residents that live in the community. By planning Functional Fitness (movement with meaning) each week that is recreational to keep the residents physically fit. These include fitness activities, social engagement, and good nutrition.

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

The long term impact of my ALP to the organization is the factors motivating the residents to prevent something from happening, such as cardiac disease or physical deterioration. To help them gain control of their lives, bodies, and health. Reverse something that's already happened, such as weight gain or a decrease in range of motion. Guide them in participating in life in a meaningful way.

## **Leadership Lessons Learned**

The leadership lessons that I have learned during the course of implementing my ALP is to seek opportunities to learn, grow and innovate. To build genuine relationships with those I work with and serve. I have grown as a leader to understand what can separate us from good to great. I have also learned that a leader needs a supportive team. EMERGE leadership has exposed me to leaders across the nation from different backgrounds and job categories.



### **Teresa Dang**

Executive Assistant

**Walnut Village**

Anaheim, Calif.

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

As a dedicated employee, I always go beyond the call of duty by taking on more responsibilities. I believe that one should always raise the bar and take services to the next level. I am devoted, enthusiastic, and committed to the operational goals of Walnut Village and Front Porch as well as to the health, wellness and overall quality of life of the residents we serve.

By participating in the EMERGE program, I hope to gain a better understanding of the process of aging and the services available to improve the lives of those we serve. I plan to strengthen my leadership and communication skills which will provide me the opportunity to achieve my personal and professional goals. By enhancing my skills to become a successful leader in the future, I will be able to pass on my experiences from the EMERGE program by educating, mentoring and influencing those around me.

## **Silver Share & Social Accountability Awareness**

Silver Share is my Action Learning Project (ALP) designed to assist low-income seniors in obtaining essential day to day items. Over the years, research has repeatedly shown that many of our seniors find themselves in the unfortunate position of having to do without these most basic of items due to financial hardship. These items include adequate clothing, footwear, blankets, bath towels, toiletries, dry goods, nutritional shakes, etc. So vital to the health of our seniors, these items also play a significant role in their overall well-being. The primary goal of my ALP is to assist low-income seniors by first creating a small depository center in our community through a collection process, for example, an "Item of the Month," where residents and staff can donate these types of items. Later, partnerships with affordable housing entities and senior centers as a method of distribution would be developed. Eventually, I seek to expand by introducing Silver Share to various businesses in our local community who would be interested in making a difference in the lives of seniors most impacted by financial hardships.

Awareness and the importance of giving back entail the second part of my ALP. This would include interested Walnut Village staff participating in community wide volunteer projects that focus on areas in which our staff can contribute to helping someone in need through the gift of giving back. For example, volunteering at the local food bank, participating in charity walks or sponsoring educational programs. Through these volunteering opportunities, I hope to build teamwork and trust amongst the staff.

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

My long-term goal is to enhance the overall health and well-being of low-income seniors and bring to light the importance of awareness and giving back. No senior should have to suffer the lack of dignity and debilitating loss of health and well-being. It is my sincere hope that the entire Front Porch Community family will initiate similar programs in their communities whereby our most treasured seniors, no matter their economic status, live a life of dignity and hopefulness.

## **Leadership Lessons Learned**

EMERGE has given me the tools to create my own legacy as Shackleton did in his. Though my ALP is still in the early stages of implementation, knowing that my vision and dedication will someday inspire and motivate others to see what I am most passionate about gives me courage and determination to continue my journey in the field of aging.



### **Sharon Fay**

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

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

My current position is the most rewarding position I have ever had in the aging services field. I am the Wellness Director of a Continuing Care Retirement Community which has 316 living units and approximately 400 residents. I oversee the Wellness Center, Fitness Center and the Program and Activity department. I now have the ability to implement my goals and overall vision to an innovative and forward thinking management team.

I truly enjoy being part of the aging services industry. I have a genuine interest in our senior population and have met the most interesting people along the way. I plan to continue to bring my expertise and experience to this industry to make a difference.

I believe that being a participant in the EMERGE program will put me in a position to interface with other leaders and innovative thinkers from various discipline's to assist me in bringing my vision and dream into reality. Being fairly new to California and the aging industry, building a network of experienced people in the field would be a fabulous opportunity. Most importantly, I look forward to the opportunity to become a better person in both my personal and professional life and to develop my leadership skills to be able to attain my vision for the aging industry.

## **Prototype for Wellness Centers in CCRC's**

When searching other CCRC's for the details of their Wellness Centers, to compare and enhance the Wellness Center at my community, descriptions ranged from fitness centers to health clinics with a nurse and or physician were found. While there are many facets to wellness, it appears they have not all been identified and considered consistently in the development of a wellness center.

The Eight Dimensions of Wellness is a model which addresses total well-being that contributes to physical and emotional health. Using this model will assist in the development of a holistic Wellness Center and that can serve as a guide for the development of programs and services offered.

The Wellness Center would include a Health Clinic, Programs and Activities department a Fitness Center, beauty and spa services. The Wellness Center would be under the direction of a registered nurse with managers for Programs and Activities, Fitness Center and the Spa. Certified Nursing Assistants, licensed nurses and support staff would also staff the Wellness Clinic and Center. Also contracting with and or developing relationships with adjunct health professionals in the areas of podiatry, dermatology, dentistry, medicine, psychology, who would offer services on a regular basis in the Health Clinic, should also be considered. Aligning with local senior health centers, urgent care centers and hospitals would complete services that could be offered to residents.

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

The trend of actively engaged seniors, well into their 80's and 90's is becoming a norm. Creating a better aging experience for all is determined by lifestyle, the choices made daily. Rather than being a process of steady decline, aging can be a time of growth if our physical and mental skills are maintained, a reduction of risk for disease and injury, and staying productive and engaged with life are addressed. A Wellness Center with the above components would be beneficial not only for the resident's physical and emotional health and lifestyle, but also for the individual community for marketing purposes and retention of residents. The Wellness Center could also be opened to the general local community for profit and offer services for those not living at the CCRC, following the concept of CCRC's without walls.

## **Leadership Lessons Learned**

During this process pertained to characteristics identified of true innovators. I find the personal development of each component is necessary to implement any new idea or concept into reality. I will continue to constantly assess my skills in associating, questioning, observing, experimenting and networking to evolve into a true innovator.



### **Janice Fujii**

Regional Director and  
Program Manager

**On Lok**

San Francisco, Calif.

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

At no other time in history have we had so many people at the age of 65 and older. About 8,000 people turn 65 every day! It's exciting to be a part of the field of aging at this time and feel that I can be one of the many people to help make a transformation. I see the struggles and challenges that many families with seniors experience on a daily basis to maintain their loved ones at home. I know it takes the whole community to help support our aging population. I want to partner with others to develop a better system of care delivery for our frail seniors.

Working with the PACE model, I've had the experience to see what an organization can do by partnering with seniors and their families to keep them at home. I am challenged to improve this delivery system to better serve the needs of all involved. I am privileged to work with individuals who have been able to make an impact at the policy and service delivery levels and have created changes that are meaningful to the seniors, their families, and the organizations that serve them. This is inspiring.

I envision being better able to support and expand On Lok's mission because of my EMERGE experience. I look forward to the opportunity to work with and learn from many influential leaders in the field of aging. By collaborating the group's experiences and expertise, the opportunities to make a difference, influence the institutions of aging, and be able to provide a successful "aging in place" experience are endless.

## **Regionalization of On Lok's PACE Centers in the South Bay**

Serving frail seniors for over 40 years, On Lok Lifeways has grown from its humble roots as a senior day healthcare center in San Francisco to a comprehensive medical and long-term care services program known as the PACE model (Program of All-inclusive Care for the Elderly) which is now replicated throughout the United States. On Lok Lifeways has 7 centers in San Francisco and expanded to new counties in 2002. The first center opened in Fremont and in 2009 a center in San Jose. In 2012, On Lok Lifeways added a third center to this region and in late 2013 will add a fourth center creating a growing need for a more formal regional structure. The corporate structure with its main support in San Francisco needs to be expanded to better support the operations of the South Bay centers. The physical distance between the regions creates challenges with oversight and communication, as well as support and resources, such as training and staff coverage. As the regional director, my goal is to establish the framework and operational systems for the South Bay centers, creating a stronger regional infrastructure to integrate and improve continuity with the San Francisco operations and to resolve the challenges of the perceived and real barriers between the two regions.

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

As the organization continues to grow, the staff and operations will be structured in a way that is cost effective and streamlined for better/best business practices with the anticipated multiple satellite centers.

## **Leadership Lessons Learned**

Listen with an open mind.

Refresh your listening patterns.

Listen for what is unsaid.

Read every day.

Take risks.

Time and human resources are precious commodities.

Make a decision, take a stance.

The attitude of gratitude is priceless.

Empower others.

I will continue to learn a new lesson each and every day.



### **Deborah Gonzales**

Director of Human Resources and  
Business Office Services

**Sunny View Retirement Community**  
Cupertino, Calif.

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

I believe I am an effective leader. My ability to listen, comprehend, and express myself in a manner that is easily understood by others along with a strong knowledge base and a commitment to continual growth and learning has been paramount in the development of my leadership skills. My leadership philosophy is to lead by example, to allow others to develop their own style, and to encourage each and every person I come in contact with to continually grow both personally and professionally.

Through the EMERGE program I want to gain an understanding of what other organizations do that we might adopt in our facility to better serve our residents. Meeting new contacts and expanding my network of resources and expertise will certainly be invaluable. It is through the sharing of ideas that change occurs. I am excited at the possibilities for knowledge, growth and collaborative efforts that could help enhance my leadership skills and in turn assist me in being a conduit for positive change. At the end of my year in EMERGE, I hope to have enhanced current leadership skills, acquired new skills and to have a support network to turn to for advice and guidance as we all move forward to be leaders in this field.

## **Disaster Preparedness**

The essence of my ALP is to provide procedures and tools to assist in managing a disaster while waiting for emergency responders to arrive. Keeping in mind that this may take several days depending on the type and magnitude of the disaster, I plan to create a comprehensive plan that will be viable through the first three days. This will include but is not limited to setting up a command post, how to manage the staff you have and how to get other staff in to help, triage procedures, communication networking, caring for our residents and how to prepare for the disaster before it occurs.

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

The intended layout of the plan will make it user friendly and applicable to Assisted Living, CCRC and Affordable Housing facilities. It will be set up in modules so that if sections do not apply to your particular organization, you may omit that section.

Sunny View Retirement Community is part of the Front Porch family. I hope that Front Porch Facilities will be able to adopt this program so that all our team members will know how to respond whether they are in their own facility or visiting another Front Porch Facility. Providing this tool to other organizations is a goal as well. Having our industry recognized for disaster preparedness would be a very rewarding and important accomplishment.

## **Leadership Lessons Learned**

I believe that one of the most valuable lessons I learned from the program is that everyone's leadership style is very different. Being open and accepting of these differences allows us to learn from one another. In just a very short time, I have found myself drawing on the skills I learned from my Emerge Fellows to deal with issues and people. I have become a much better listener; allowing others to share their ideas and asking questions so that I am certain I understand the direction they are going and why they chose the route they did. Sometimes leadership is about following.



### **Katherine Hanline**

Social Services Director  
**Palm Village  
Retirement Community**  
Reedley, Calif.

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

During the six years that I have worked for Palm Village Health Care Center, I feel I have gained the respect of the interdisciplinary team of which I am an active participant. Representing Palm Village residents and their family members through my position as Social Services Director – and serving as a resident advocate – my opinions and ideas are heard and respected by other department heads. I believe that I have been successful in gaining the trust of my co-workers, the residents of Palm Village, and their family members. I consider this to be one of my greatest achievements, and one that I am very proud of. It's an honor to be part of the Palm Village family.

The EMERGE program was a catalyst for learning how to encourage others, achieving goals, exploring ideas, and pursuing passions. The Fellows and Coaches in this leadership class all shared the same passion for the field of aging. Ultimately, this presented the opportunity for me to expand my network which was invaluable. EMERGE helped to build my knowledge of the field of aging and the issues of great importance and impact to the industry. The program enhanced my ability and opportunity to share ideas within my organization and the industry, and the networking opportunity will surely benefit my department, the organization, and most importantly for the seniors we serve.

## **Gift of the Heart**

Gift of the Heart involves community-identified resident needs, matched with student desire for service and giving. The project involves outreach to local schools, and presenting students with the opportunity to get to know the seniors at Palm Village Health Care Center. It strives to elicit involvement from students who have a desire to befriend, serve, and learn from our seniors. The individuals will spend time together one-on-one and learn from one another. The result may be friendship to last the rest of their lifetime, or an experience that prompts a career working with (or advocating for) seniors.

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

Within a CCRC, there are seniors with varying levels of independence; also with various needs, both spoken and silent. While some seniors long for companionship and a listening ear, others wish for a person to take them for a stroll in the wheelchair or someone to write birthday cards to relatives at a distance. Seniors and students may share affection for poetry, or may cheer for the same sports team come game day.

Palm Village Health Care Center staff, with participation from our seniors and their family members, will identify individual needs. Students who are accepted into the program will then be matched with compatible seniors.

Gift of the Heart is designed to increase awareness among young people that friendship (and/or a career) with seniors can be a life-changing and invaluable experience. Seniors within the Palm Village community will benefit from friendships and connections with younger people; their legacies will be shared with more individuals than those on their family tree. The project will also increase awareness of the services provided by Palm Village and increase knowledge of issues related to elder care.

## **Leadership Lessons Learned**

Working on this project so far, the lesson about Encouraging the Heart comes to mind. Each of our lives has been touched - and our hearts encouraged - by individuals in our lives. Individuals have inspired us, led us by their example, challenged us, and made a profound impact (whether or not they realize that they have). In leadership roles, we can (and strive to) inspire and encourage others, and the same can be said for our personal lives.

Leadership lessons will continue to be gleaned as the project moves forward and is further developed.



### **Jessica Litchfield**

Director of Residential  
Activities/Volunteers  
**Atherton Baptist Homes**  
Alhambra, Calif.

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

The leadership capabilities that I currently possess are honesty, commitment, passion, determination, sensitivity, respect for self and others. Because of these capabilities, my supervisors entrust me with greater responsibilities. Since the age of eighteen, I have been committed to the cause of aging services. I was determined to complete a degree and an advanced degree in aging. Later, I sought after further accreditation to gain credentials for my RCFE, CDP, and Home Modifications Licenses. Now at age twenty-five, I use skills acquired thus far to improve the lives of those much older than myself.

By participating in EMERGE, I hope to learn how to better evaluate myself, how to effectively train others and to gain additional dynamic group skills. I would also like to acquire new knowledge about leadership principles that I did not previously know and learn how to apply these principles to aging services. Good leaders are continually working and studying to improve their leadership skills; they are not resting on their achievements. Finally, by participating in EMERGE, I hope to strengthen my leadership voice. I hope to learn methods for promoting organizational change, inspiring, and for motivating others to work with me for the betterment of the lives of our seniors.

## Revitalizing Companion Care

The memory support program, also known as Companion Care at Atherton started more than twenty years ago. During the past year, I have completed my Action Learning Project (ALP) and continue to revitalize our current care model to reflect the advances in research in Alzheimer's and dementia care.

My plan concentrated on three different areas: restructure programming, training of staff and the remodel and renovation of our residents' home so that they will be able to age in place with the cognitive impairment in an environmentally friendly and compliant home-setting. My main objective was to implement innovative programming that would increase our residents' quality of life utilizing music therapy, intergenerational, reminiscing and sensory activities.

## Long Term Organizational and/or Field Impact

The number of Americans with Alzheimer's disease and other dementias will grow each year as the proportion of the U.S. population over age 65 continues to increase. With the number escalating rapidly in the coming years as the baby boom generation ages, I hope my ALP will have significant impactful effects on memory support programming not only at Atherton, but hopefully across the entire field of memory support.

## Leadership Lessons Learned

Lessons are still being learned, as parts of my ALP will be an ongoing process. This project has given me the chance to form a team dedicated to seeing the project from beginning to end. I learned that doing anything visionary, innovative or of value is always challenging. But as a team, we have continued to learn and grow from one another for the benefit of both residents and staff alike.

I have also learned that leaders cultivate leadership in others. Encouraging others to assume authentic leadership roles also serves to enhance succession and legitimate empowerment. Leadership also requires risk, opinions, the willingness to consider different opinions/ideas, and the courage to advocate change, even when unpopular. Biggest lesson for me - leadership requires courage.

Because of my passion and dedication throughout this project, Atherton senior management has given me the opportunity and privilege to lead our Dementia Programming in Companion Care.

I've been blessed with many people in my life who continuously nurture my growth both personally and professionally. My mentors are my guide, support, inspiration, and I would not be where I am today without them. This is only the beginning, as my journey of exploration on leadership will never end! Thank you, EMERGE!



### **Cindy McCreary**

Territory Manager  
**Status Solutions**  
Poway, Calif.

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

One capability that I possess that I think is important when leading others is the ability to inspire others. My passion for aging services has inspired Status Solutions to allow me to implement an “education is better than selling” model and this seems to resonate with my team and those we serve. Commitment and honesty are qualities that contribute to my success. I will do anything for my clients to help them and ensure that they have a positive experience. Making their residents happier and safer is important to them, and it is especially important to me.

Through the EMERGE Program, I hope to gain insight into myself, learn how to leverage the skills that I do have, and to build other qualities that may be necessary for me to move to the next level of success and personal achievement. Being able to analyze myself and my actions and to understand what I could do better (and what I have done well) would be a valuable take away from this program. After having spoken at length with a number of fellows and mentors of EMERGE, I am excited about the prospect of the deeply transformational aspect of the program.

## Connecting Seniors

I want to enhance the lives of seniors by working with communities to provide a technology that will enable residents to become more connected to their community, their loved ones and to information. The solution I will use to do this is CATIE, and my project will center around customizing solutions for communities that want to improve resident satisfaction by enabling residents instant access to dining information, activity planning, activity reminders, work order requests, and other concierge type applications. Residents will be able to use email with just a few iPad taps and their own voices, they don't have to be computer literate to cross geographic and generational divides. A resident who is more connected with activities, their family, with spiritual outlets, and health and wellness information is the goal of my ALP. To document the results of my ALP I will gather case studies and video testimonials of how CATIE has transformed the lives of residents in the communities I serve.

## Long Term Organizational and/or Field Impact

I hope to provide the vision and to bring the industry into the technology age and help them deliver service to residents in an innovative way. The impact to my employer, Status Solutions, will be supporting their goal of helping prevent loss of life, loss of business, loss of convenience and loss of property.

## Leadership Lessons Learned

It's hard to summarize all that we learned in EMERGE. For me, some of the most powerful tools were:

Reflective Practice - taking the time to understand my values and sharing those with the team I lead is important. That my team understands the reason I make decisions and how those decisions are aligned with my core values help us function as a cohesive team ... It also helps when team members share a common set of core values!

Softball Questions - just one simple reframing of the way you ask a question can create such a different outcome in a conversation! If I eliminate my own conclusions and biases from a conversation, I can really hear what kinds of issues are most important to the person I am speaking with and then help.

Emotional Intelligence - this is the one I am still really working on. Who knew that being emotionally aligned was more important than being *smart*? I look for opportunities now to connect with people on a deeper level and to recognize how my own emotions can contribute or detract from a positive outcome.



### **Rachel Miner**

Executive Assistant  
**The Heritage**  
San Francisco, Calif.

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

Without question the field of aging services is where I want to be for the rest of my career. Discovering and growing in the field of aging services has been eye opening and rewarding thus far. I feel I have learned so much in the past three and a half years here at the Heritage, yet I am just at the beginning. My commitment to the aging services field revolves primarily on maintaining and improving the quality of care and services for the elderly community.

Through collaboration with others and the sharing of resources and ideas, the EMERGE Program would allow me to enhance the aging services community as a whole. By connecting with other Fellows and engaging in conversation about Public Policy, I will gain a broader perspective on the issues that concern my organization. I also hope to gain insight on ways that I can improve quality and services at The Heritage and the community at large. I believe EMERGE will enhance my leadership skills. Then, I can be more effective in creating positive change at a higher level in my community as well as aging services as a whole down the road.

## **Leadership at the Heritage: A Program for Development of Leadership Skills and Employee Empowerment**

The program will be devised of an engaging kick-off session with an overview of (similar to EMERGE) with 4 sessions of the program over a period of 4 months: "Finding your Leadership Voice", "Leading vs Managing; Change Agents", "The Dynamics of a Functional Team and Inspiring Others", and "Managing Energy to Maintain High Performance".

All employees will be able to turn in an application to their Manager for review. 1-2 employees from each department will be accepted for each class. If employees do not get into the first class, they will have the opportunity to apply again or the manager can designate them for a later class.

Managers who are interested will be paired up with employees from different departments to act as mentors. After the program is rolling, alumni employees will be paired with newcomers to the program.

During the program employees will also be able to work on a project of their choosing and may receive assistance from managers. Employees will be paired with 1-2 others in their class to meet with weekly as well as with their mentor. This program will remain continuous with a graduating ceremony and certificates of completion at the end for each class.

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

My hope is that this program will bring employees together from different departments and empower them to think outside the box through the development of their leadership skills.

I envision this program bridging communication and moral. I'm very excited that this program will bring new innovative ideas to our organization, as well as cross connecting employees in differing departments that they may not have previously engaged with.

### **Leadership Lessons Learned**

To make for a successful program, I met with Department Heads/Managers to gain insight from them on how they see a leadership program benefit their department and The Heritage as a whole. One of the lessons I learned when selling my project to Managers was that giving examples of leadership in a non-authoritative role was key for them to understand what is meant by leadership. Also, explaining the differences between management and leadership (coping with complexity vs. coping with change) has been key.



### **Samuel Oden**

Philanthropy Coordinator

**Redwood Elderlink**

Escondido, Calif.

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

To me, one of the most important factors to leadership is the ability to work well with others. With five siblings this is something I learned at a very young age out of necessity. I realized how important it is to maintain multiple relationships simultaneously when trying to accomplish any goal. Being able to do this allows someone to lead a diverse group very effectively. These are things that I have been able to apply in my personal life and now in my professional life.

The EMERGE program represents a unique opportunity to learn more about the industry while improving leadership skills and improve your ability to have a lasting impact on your organization. I feel that my participation in this program will teach me leadership skills that can be directly applied to this industry. These skills combined with my personality I hope will give me all the tools required to create significant change throughout my organization. EMERGE will also allow me to view the industry from a much larger perspective and gain some very valuable skills. I expect to learn from peers in the industry as well as those who are already established leaders. I think this combination can result in a very unique perspective only attainable through this kind of program.

## **A Better Thank You**

In April of 2012, two weeks before our first EMERGE session; I began a new role within be.group working for the foundation. As my role with the foundation has transitioned throughout the last year and working on my Action Learning Project (ALP) in the EMERGE program, I suggested to Marsha Bryan, Senior Director of Philanthropy with be.group foundation, a change of procedure for how we process our gifts and thank our donors. She supported this change, and it was approved and supported throughout the organization.

The implementation of this change puts me in a position I have not been in previously in my career, training others and supervising. It involves the training of multiple team members throughout be.group communities to drastically reduce the time in which our donors receive their thank you letters. This process requires two stages to implement and the first stage of training will be completed at all six communities before the second stage begins anywhere.

At this time, the appropriate team member for each community has been identified, and two of the six be.group CCRCs have been brought up to speed with the first stage of this new procedure. In the end, this new process should reduce the time in which our donors receive acknowledgement from up to two weeks, to roughly three days.

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

The long term result of my ALP is to recognize our donors in as timely a manner as possible. Additionally, this improved recognition should encourage further contributions to be.group foundation. This will also create a system where there are multiple capable people in case coverage is needed at any one community.

## **Leadership Lessons Learned**

I have learned multiple leadership lessons throughout the brainstorming and initial implementation of my ALP. I found that a project like this may take much more time than you initially plan, and to be realistic with your expectations. Also, I have learned how valuable different personalities and ways of thinking are throughout and organization and how considering each of these can greatly improve on something you are trying to do.



### **Kendra Roberts**

Regional Property Supervisor  
**American Baptist Homes  
of the West**  
Pleasanton, Calif.

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

I believe that some of the most important capabilities that I possess that make me an effective leader are good communication and relationship building. Over the years I have learned that the way to build a cohesive team is to listen and to respect the diversity of your team members and the people that you lead. You cannot be a good leader if nobody wants to follow. Building relationships with people has enabled me to grow in the aging services field.

By participating in EMERGE I expect to acquire important life skills such as effective communication, asking softball questions, and realizing the impact that leaders have on those around them. Being a leader is a great responsibility and requires special training and practice to get it right. Another desire in my participation in the EMERGE program is learning to balance my work and personal life responsibilities. I believe that EMERGE will help me develop leadership strengths and cultivate some of my weaknesses. I hope to meet other aspiring leaders from around California and current leaders that are already making a great impact in aging services. Overall, I would like the EMERGE program to teach me how to lead those around me so that one day I can train another future leader.

## Summer Mentorship Program

My Action Learning Project is to expose a new generation to the aging services field through a summer mentorship program. This program will allow youth (ages 13-18) the opportunity to work at CCRC and affordable housing communities through the summer. The program will be an opportunity to learn about the different jobs that are available in aging services to include:

- Information Technology
- Accounting
- Nursing
- Fitness/Wellness
- Maintenance
- Social Work
- Administration

Program participants will be linked to a mentor (current employee) that works in their desired field. For six weeks, the participant will shadow their mentor and learn different aspects of the job. During this program, participants will be exposed to our residents, cultural differences, leaders within the community, and have the opportunity to gain leadership and professional training.

## Long Term Organizational and/or Field Impact

I am often asked, "What do you do?" When I tell them that I work in the aging services field people will give a blank stare or want to know more. I believe that if we begin early exposing youth to our senior communities they will have the desire to work in our field. We will then have another generation who is excited about working with older American's. There are so many career paths that are available in our industry, and we need to make sure the next generation is exposed.

## Leadership Lessons Learned

Throughout my EMEGE journey I have learned the importance of developing individuals that are around us. Our journey is not only about how we manage ourselves, but how we lead those we have been privileged to mentor or supervise. How you lead people tells the story about the type of leader you are. Our leadership legacy should be about those we have helped along the way.



### **Nelson Rodrigues**

Resident Services Director

**The Terraces of Los Gatos**

Los Gatos, Calif.

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

As a leader it is pivotal to be open to suggestions that improve the lives of the residents and the community. Residents and employees are not only looking to be heard, they want to see the implementation of their positive suggestions. I take pride in my strong belief to be patient and listen carefully, even during difficult and stressful moments. My leadership style is to be the calm before, during, and after the storm. As a leader, I set the example for my employees and community to follow.

EMERGE offers a very unique opportunity for me to gain new leadership techniques and methods that support my desire to be the most effective leader for my department, residents, and eventually an entire community. EMERGE introduces new concepts and technologies that are paving the future of Aging Services. No community is ever fully complete and I am excited to learn the opportunities for innovative growth and achievement, supporting both residents and families. On a personal level, I think EMERGE will unite me with mentors and a network of leaders in the field of Aging Services. The wealth of experience that these successful leaders possess is a valuable tool that will help support me as I continue to strive in becoming the most effective and diligent leader I can become.

## **iProject**

My (ALP) will allow new residents and staff to get assimilated to our community more easily by creating a more comfortable environment for them to tell their life story. I will have DVD Recorded interviews with these new residents and staff played on our Local Community Channel and at our TV Parlors and State of the Business meetings. I will have shadow boxes with the new residents and staff member's biographies with personal photos and items in the boxes. The boxes will be located on campus for other residents and staff to see. We also have these new residents and staff help volunteer at the Second Harvest Food Bank monthly to be more involved in the greater community. We will also have a quarterly celebration meeting with featured staff and residents in the GRA and socialize about my ALP's progress and the participants own progress.

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

I hope this ALP can help deliver quality person centered care by getting in depth looks at residents and staff and find out ways on how to approach them. I hope we can find out why residents and staff act the way they act. Perhaps it is cultural, genetics or just something that happened in their past. I hope this project brings residents and staff closer by finding out our similarities. This ALP will also help open up our community's minds to our uniqueness and provide patience and understanding to us all on a level that we have never seen before. My hope is to open up this project to the entire aging world with social media websites such as Twitter, Facebook and YouTube.

## **Leadership Lessons Learned**

The leadership lessons that I learned during the course of my ALP is that it requires a lot of teamwork, trust and patience to make this project successful. I have completed already 8 interviews and shadow boxes with future community services and celebrations planned. I hope to bring on more team members and residents to participate in this project. I also wanted to share how proud I am of my other EMERGE fellows and their ALPs. I know that the field of aging services is in good hands with these wonderful people.



### **Yvette Saragosa**

Director of Residential  
Care Services

**Valle Verde**

**Retirement Community**

Santa Barbara, Calif.

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

My philosophy of leadership is built around relationship building, communication, and being transparent. The attributes that I possess consist of being an effective communicator with the ability to attain a successful outcome for all involved. I have the ability to lead and coach teams through the implementation of new programs or projects as well as sensitive or difficult situations and the ability to build relationships with all stakeholders that I interact with. I believe that building relationships and being transparent leads to providing great customer service to those served and good risk management. I feel that this is one of my strengths as an effective leader.

As a growing leader, I feel the EMERGE program experience will add to my leadership skills in many ways and will ultimately provide me with the additional expertise needed to better serve those I interact with on a daily basis. This opportunity will also prepare me for future leadership roles in the field of aging, a field that I have grown to love. I feel it is essential for me to continue to learn and develop my skills and share with others my experiences. I have thoroughly enjoyed learning about my personality style and leadership style and feel this would be another way to continue to learn and build upon my strengths and develop the areas of growth as an emerging leader.

## **The Growing Need for a Specialized Memory Support Unit in Health Care Facilities and The Village, Valle Verde's Health Care Facility**

Dementia care is a field I love and has been a passion of mine for many years. As the Director of Residential Care part of my responsibilities include oversight of The Grove, Valle Verde's memory support unit. Within the ABHOW family The Grove's philosophy is to create a special place with specialized care and support that help our residents feel valued, safe, and engaged while living with memory loss. One of my dreams has been to create this same philosophy in the health care facilities by having a specialized dementia care unit.

Valle Verde is in the planning stages of redeveloping the Health Care Facility. It is my hope this will provide the opportunity to create a dedicated specialized memory support unit with private rooms and an environment that is similar to The Grove. My primary focus would be to evaluate the staffing needs, philosophy of hiring staff, specialized life enrichment program, and create a training module dedicated towards team building and caring for those with memory loss outside of the daily direct care needs.

The program and philosophy would be designed to focus on resident abilities and strengths rather than disabilities. Meaningful relationships with residents and families would be the heart and soul of the philosophy of the program. The philosophy of hiring for the "heart" will play a key role in the team members who will be able to work in the program. This would include the use of different job titles, special job descriptions and a dedicated training program that fosters an environment where team members are more than just a caregiver, they are a friend.

The life enrichment program developed would be based on resident life experiences with a focus on their abilities and strengths. Similar to The Grove each resident would have a life story and "100 Things We Know" about them.

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

Based on my experience with working with those suffering with memory loss my dream of this type of program and philosophy would enhance the lives of those living in health care facilities with memory loss. Families would benefit from the program as well. Team members would have specialized training, tools, and resources available to them so they can better care and serve the residents.

### **Leadership Lessons Learned**

Based on my experience with working with those suffering with memory loss my dream of this type of program and philosophy would enhance the lives of those living in health care facilities with memory loss. Families would benefit from the program as well. Team members would have specialized training, tools, and resources available to them so they can better care and serve the residents.



### **Sarah Stichler**

Administrative  
Services Director  
**Alma Via of Camarillo**  
Camarillo, Calif.

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

An effective leader must truly be humble and lead to serve the people he or she works with, be willing to face and solve problems as they arise, and be non-judgmentally observant. I am truly humble to be doing the work I do every day. I am even inclined to say I am truly blessed to be working for not-for-profit, faith-based community. I view myself as leading to serve the staff within my community and enjoy taking the extra time to invest in them. I live for those teachable moments in which developing my team members is one of my passions.

By participating in EMERGE, I hope I can learn more about intergenerational shared site programs throughout the state of California and hopefully speak with others who have started and implemented these types of programs. I would like to improve on my leadership skills in order to fulfill this passion I have for the intergenerational-shared site program. The company I work for is always asking us to think outside the box with bigger and better ideas. Right now this is my passion and drive that I would like to see my company pursue. The benefits of doing this program would benefit our residents, the children involved and the staff of the community.

## **Intergenerational Programming**

I plan to bring together two local preschools to work hand in hand with AlmaVia of Camarillo to create the first Intergenerational Program in Camarillo. The program will start with the residents of our community visiting the preschools twice a week during a designated time that the preschool children will be interacting with their "senior friends." The curriculum at the preschools will coincide with what types of activities the residents of AlmaVia of Camarillo will be working on so the two programs work in sync to support one another. The residents will bring their vast knowledge and wealth of experiences to the preschools to share with the children while the children will in turn give their experiences and ideas on what they are learning. Together the two generations will promote cultural traditions and values from older to younger generations which will help to build a sense of personal identity while encouraging tolerance and acceptance of others.

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

Intergenerational programs bring together diverse groups of individuals and can help dispel stereotypes. Both the aging population and our youth can share their talents and resources to help create a unified group identity. When all generations work together as a group each person feels less alienated and more as a contributing member of society. Older adults remain productive, useful, and contributing members of society which helps prevent isolation, decreases loneliness, boredom and depression while increasing self-esteem. Ultimately I hope to one day see an Intergenerational Program on the campus of AlmaVia of Camarillo so the children and their senior friends could interact with one another on a daily basis.

## **Leadership Lessons Learned**

I have been blessed with taking away so many important lessons from the EMERGE program. Since I have not completed my ALP completely I can share the following ideas. The importance of everyone working together as a team and that it is important to hear everyone's ideas, even if you don't always agree with them. Many people on your team have so much to offer but many times some players are not heard. I want to help encourage the ones who do not speak up since I tend to be one of those players sometimes. Ask a lot of softball questions to get people to really open up about their ideas. I've also thought about where my organization stands in the field of the aging population and where we can continue to grow and incorporate more services for the aging population. The field of aging population is growing and we as an organization and industry need to be prepared to make a culture change in order to accommodate the needs of this ever changing industry.

### Sponsoring Organizations

LeadingAge California appreciates the following member organizations that sponsored Fellows to participate in the EMERGE Class of 2012-2013:

<b>Alma Via of Camarillo</b> Camarillo, Calif.	<b>Solheim Lutheran Home</b> Los Angeles, Calif.
<b>American Baptist Homes of the West</b> Pleasanton, Calif.	<b>St. John's Retirement Village</b> Woodland, Calif.
<b>Atherton Baptist Homes</b> Alhambra, Calif.	<b>Sunny View Retirement Community</b> Cupertino, Calif.
<b>Eskaton</b> Carmichael, Calif.	<b>The Forum at Rancho San Antonio</b> Cupertino, Calif.
<b>Lytton Garden Senior Communities</b> Palo Alto, Calif.	<b>The Heritage</b> San Francisco, Calif.
<b>Masonic Homes of California</b> Union City, Calif.	<b>The Terraces of Los Gatos</b> Los Gatos, Calif.
<b>On Lok Lifeways</b> Fremont, Calif.	<b>University Retirement Community</b> UC Davis, Calif.
<b>Palm Village Retirement Communities</b> Reedley, Calif.	<b>Valle Verde Retirement Community</b> Santa Barbara, Calif.
<b>Rosewood Senior Living Community</b> Bakersfield, Calif.	<b>Walnut Village</b> Anaheim, Calif.
<b>Salient Networks</b> Poway, Calif.	<b>Redwood Elderlink</b> Escondido, Calif.

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### Site Visit Hosts

LeadingAge California extends its gratitude to the following member communities for hosting the Class of 2012-2013 site visits and panel discussions.

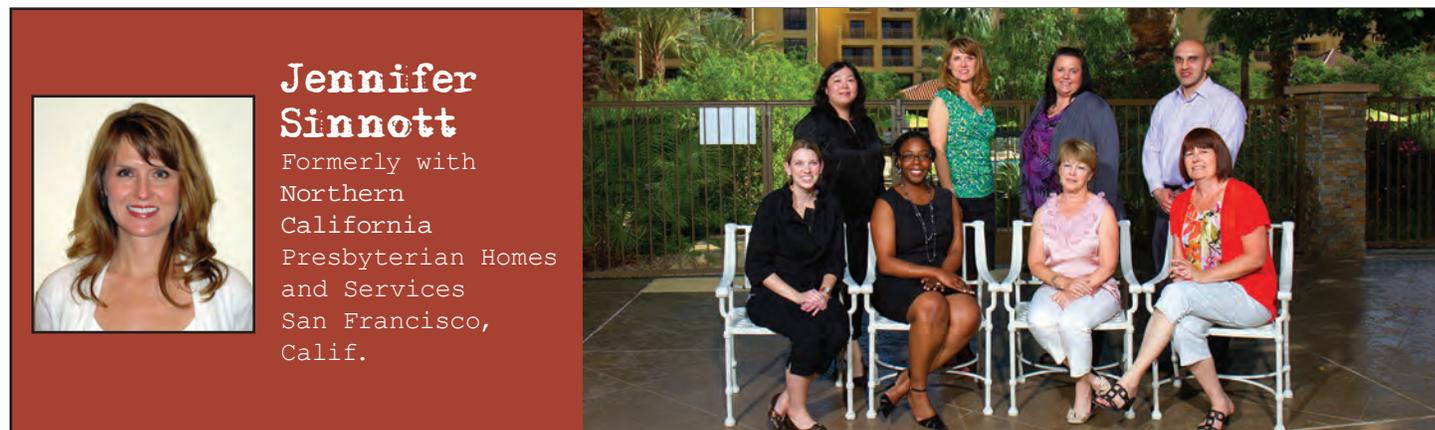
**The Sequoias San Francisco & Eastern Park Apartments** (NCPHS)  
San Francisco, Calif.

**St. Paul's Senior Homes and Services**  
San Diego, Calif.

**Eskaton**  
Sacramento, Calif.

## Coaches

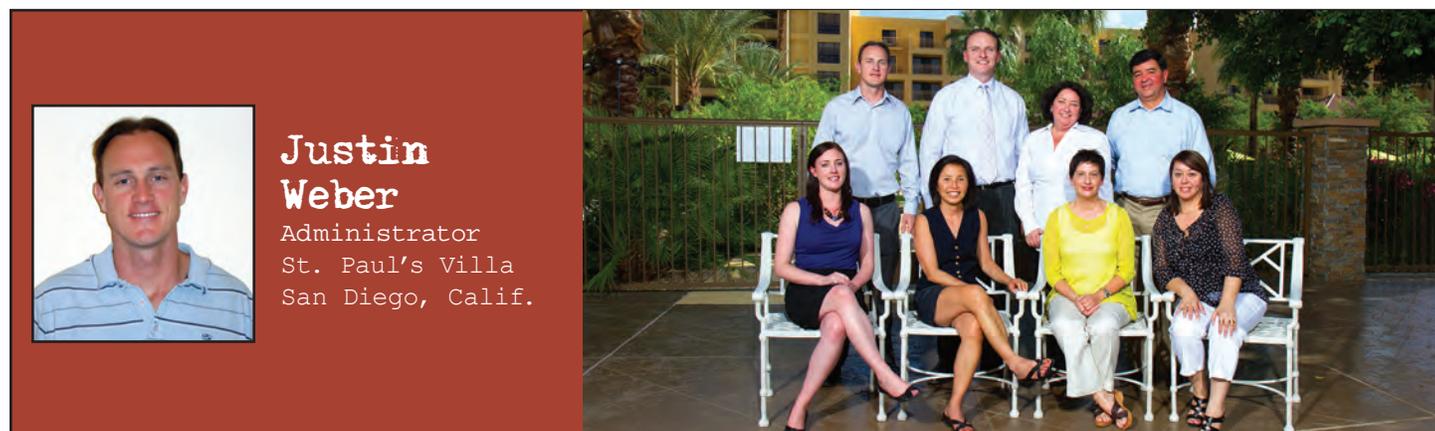
LeadingAge California is extremely thankful for our outstanding coaches who are experienced leaders in our field and served as mentors to the Fellows throughout the program:



### Jennifer Sinnott

Formerly with Northern California Presbyterian Homes and Services San Francisco, Calif.

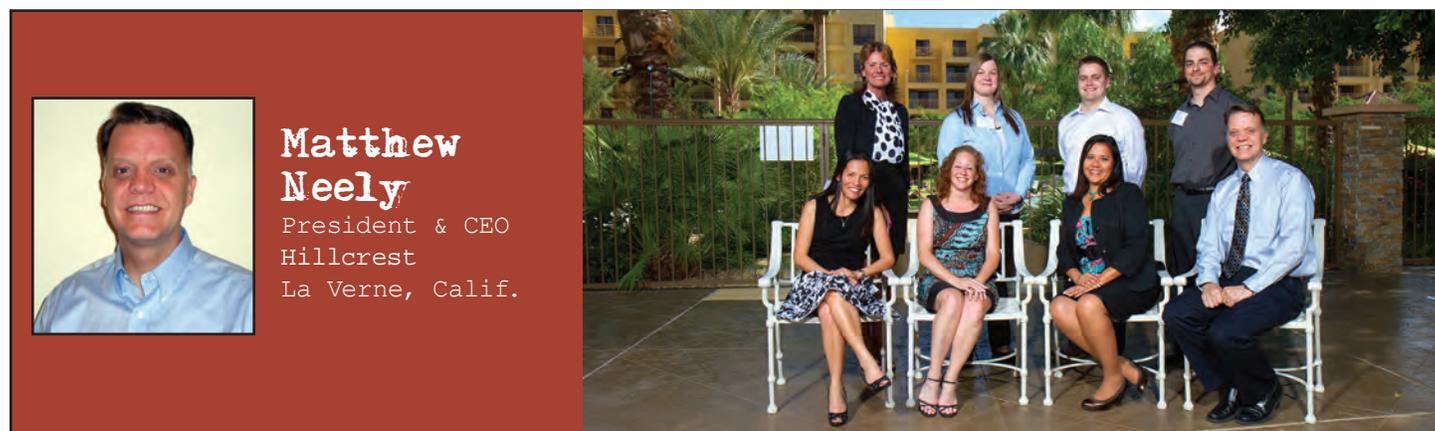
From top left: Teresa Dang, Jennifer Sinnott, Sarah Stichler, Steve Cheregosha.  
From bottom left: Katherine Hanline, Kendra Roberts, Sharon Fay, Deborah Gonzales



### Justin Weber

Administrator St. Paul's Villa San Diego, Calif.

From top left: Justin Weber, Michael Keller, Cindy McCreary, Sergio Solis.  
From bottom left: Rachel Miner, Janice Fujii, Paloma Barroso, Teresa del Carpio



### Matthew Neely

President & CEO Hillcrest La Verne, Calif.

From top left: Joleen Anderson, Jessica Litchfield, Sam Oden, Nelson Rodrigues.  
From bottom left: Maria Burton, Rachel Betzler, Yvette Saragosa, Matthew Neeley

## Facilitators

LeadingAge California is grateful for the wisdom and guidance provided to the EMERGE Class of 2012-2013 by its dedicated and committed facilitators:



### **Kay Kallander** - Facilitator

Senior Vice President, Strategic Planning  
American Baptist Homes of the West  
Pleasanton, Calif.



### **Michele Holleran** - Facilitator

Founder  
DeArment Consulting & Holleran  
Crested Butte, Colorado



### **Megan Maddox** - EMERGE Program Staff

Member Engagement Manager  
LeadingAge California  
Sacramento, Calif.

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 2012-2013 Sponsor**

A special thanks to our EMERGE 2012-2013 Sponsor, for their shared vision in cultivating high-potential leaders who will inspire, innovate and educate other members in the field of aging services.





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