



LEADERSHIP
DEVELOPMENT
PROGRAM

2019 – 2020



SHAPING TOMORROW'S LEADER... TODAY

ACTION LEARNING PROJECT BROCHURE



EMERGE is a comprehensive leadership development program specifically designed to better prepare future leaders within the LeadingAge California membership. Last year LeadingAge California, in partnership with Masonic Homes and Value First, began guiding its 9th cohort of emerging leaders in the field of aging services through the program. The Class of 2019-2020 was comprised of high potential individuals across the state of California serving in different facets of long-term care who were seeking to transform themselves and their organizations.

The program is available to anyone working for a LeadingAge California member, whether a voting member or a business partner, irrespective of position or work experience. It is far more important for Fellows to demonstrate potential within their organizations than it is for them to carry specific job titles. The Fellows chosen to participate met four times within the past 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 execution of their ALP. In the following pages, you will have the opportunity to view some of the hard work and dedication each Fellow put in to implement their project.

The Class of 2019-2020 Fellows were asked to explore the following questions related to their personal leadership skills, EMERGE program experience and ALP work:

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



TABLE OF CONTENTS

The Fellows' insights and observations are presented in the following pages.

Jiane Bassi.....	Page 4	Kim McNulty.....	Page 26
Leif Cameron.....	Page 6	Enrique Montero.....	Page 28
Meredith Chillemi.....	Page 8	Christine Nguyen.....	Page 30
Bethany Dinh.....	Page 10	Isaac Ortega.....	Page 32
Kelly Dodd.....	Page 12	Susie Ponce.....	Page 34
Jessica Duplantis.....	Page 14	Sergio Solorio.....	Page 36
Emily Farber.....	Page 16	Marna Topping.....	Page 38
Juan Gaytan.....	Page 18	Sponsor Organizations and Hosts.....	Page 40
Adam Kopras.....	Page 20	EMERGE Coaches.....	Page 41
Ranshu Malini.....	Page 22	Facilitators & Staff.....	Page 42
Celina Manzanarez.....	Page 24	EMERGE Program Sponsors.....	Page 43



Jiane M. Bassi

Director of Human Services
Covenant Living of Turlock
Brandel Manor/ Cypress
Turlock, CA

In Her Own Words...

My integrity and honesty, along with my ability to inspire, teach, and direct others, is what defines me as a leader. While I collaborate with the operational leaders in my community, incorporating integrity and honesty has always been my go-to when assessing situations. Regardless of the complexity of the situation, I try to take a step back and answer the “whys” with integrity and honesty. My next step is identifying action items. This is when it is critical to apply my ability to inspire others. I do this through engaging the operators in the process, working through their strengths, and collaborating with them to hone our problem resolution skills. The final step is providing recommendations when I apply my ability to teach and/or direct others. I also consider myself as a situational leader. Leading in Human Resources, I am faced with a multitude of different situations, and based on the circumstances of the incidents, I modify my leadership style.

Coming into EMERGE, I aspired for the ability to transform myself into an inspirational and effective leader. Leaving a remarkable impact on me as a leader, EMERGE enabled me to self-reflect not only professionally, but also personally. My view on the importance of having a diverse team was enlightened. I was reminded that as a leader we play a huge role on how our team sees their worth. Most importantly, EMERGE opened a way for me to create a network of lifelong learning leaders to turn to for advice, direction, and guidance as I progress to be an inspirational and effective leader in my community, our organization, and the aging services industry. Overall, my experience with EMERGE gave me an opportunity to develop, leverage, and strengthen my leadership competencies

Inspired to Engage-Stay Interview

Healthcare jobs are projected to continuously increase in the next several years, which could result in a shortage of healthcare workers. This means that employee retention will be one of the biggest challenges not just in the communities that I am directly responsible for but in all the communities in the organization. Having an active and maintainable employee engagement program is key in increasing employee retention. Inspired to Engage-Stay Interview is an employee engagement program that provides an intentional one-on-one meeting between the employees and their direct supervisor and/or senior leadership. Through this our employees will have a sense of purpose, emotional connection, and loyalty to the organization's mission. The leadership team will be aware and knowledgeable on what inspires our employees to keep working in our community and to prompt them about circumstances that might make them want to leave. Information gained from this will play an essential role in creating short and long-term goals for the community.

Long-Term Organizational and/or Field Impact

I strongly believe that if you put your employees first, resident satisfaction will follow.

- Engaged employees will increase retention.
- Engaged leaders will be prepared to make informed decisions.
- Through an engaged workforce, residents will be entrusted with consistent and excellent care, thus creating a positive resident experience.

Leadership Lessons Learned

I am at the beginning stage of my ALP. My next step is to introduce Inspired to Engage-Stay Interview to the leadership team in our community, HR peers within the organization and HR leadership team from our central office for feedback and suggestions. Then we will hopefully implement in our community and seek to be a catalyst for the whole organization.



Leif Cameron

Executive Director
Redwood Terrace
Escondido, CA

In His Own Words...

When I first started EMERGE I had two and half years of experience under my belt overseeing a life plan community. These first years in a leadership role were very challenging and most of it was taken up by getting to understand all of the demands and requirements of such an important role. Essentially, I had amassed enough leadership experience to know that I did not know much and that a leadership role in this industry would be a never-ending learning experience.

EMERGE helped me evaluate who I am as a leader. It seems obvious, but I had never been intentional about dedicating time to myself to discover what made me tick as a leader. This intense self-evaluation guided me through the other three sessions. I had never thought that I was the smartest person in the room, but I always had the confidence I could bring together a group of individuals with different strengths and weaknesses by leveraging what I know now as my emotional intelligence.

As EMERGE ends I am happy to say I know a lot more about who I am as leader than when I started. I am a leader who leads by working hand in hand with those he serves; a leader that becomes energized by understanding each team members strengths and weaknesses; and most importantly, a leader that now has a set of tools to help build a strong foundation as a leader in the aging services industry.

Create sustainable systems to deliver services and drive long-term success at Redwood Terrace

Two weeks after our second EMERGE session, I was promoted to a larger very challenged life plan community within the HumanGood organization. Before this transition I had no idea what I wanted to do for my ALP. The first two sessions sparked the idea of somehow leveraging my newly honed leadership skills in whatever project I would focus on. Ultimately, I chose to create/redevelop the internal community systems to deliver services more efficiently throughout the community. For the first 90 days I focused on working arm in arm with the team members at the front lines. I was able to develop trust and a sense of partnership with each team member. This allowed team members to come to me in confidence with ideas on how to better approach the challenges the community is facing. Although the project is far from over, as we are currently piloting some of the new systems, I am confident that the EMERGE experience has directly contributed to the early successes in the project.

Long-Term Organizational and/or Field Impact

I hope that through the completion of my ALP I am able to develop best practices at the community that can lead the community to long term sustainability and be leveraged at sister communities within the greater organization to drive resident satisfaction, team member retainment and operational efficiencies.

Leadership Lessons Learned

As a leader you have to be very patient and you need to understand that any sustainable change takes much more time to come to fruition than one would like. That change is difficult for even the most open and supportive team members. I also learned just how critical it was to focus and celebrate the small victories to energize the team. Those small victories keep piling up and eventually you are able to move mountains! As a leader going through change you must always persevere and focus on your vision for the program rather than the day to day realities.



Meredith Chillemi

Director of Aging and Education Services
LifeSTEPS - Life Skills Training & Educational Programs
Sacramento, CA

In Her Own Words...

As a leader at LifeSTEPS, I am known as an innovative thinker and creative problem solver with the unique ability to merge “big picture” and “detail” perspectives to identify and achieve Aging in Place programming for older adults living in affordable housing. I enjoy developing successful programs and collaborations with non-profit agencies, developers and governmental agencies. EMERGE has been a huge gift in my leadership development, giving me the added skills and confidence to bring teams together in unity with enhanced communication and vision. When I was a teenager, my grandfather experienced a stroke, and ultimately spent his last two years residing in a Skilled Nursing Facility with a very poor quality of life. Having an up-close view of his long-term services and supports crisis still inspires my commitment to dig deep and continue in my professional growth. Thanks to the coaching I received at EMERGE, I am empowered to be a more impactful change-maker for California’s older adults.

Gaining Control Over Clutter, Saving and Hoarding

My Action Learning Project, “Gaining Control Over Clutter, Saving and Hoarding” helps affordable housing residents create a plan, with the support of LifeSTEPS, to once again enjoy a safe, healthy living environment and to avoid eviction and possible homelessness. This work began six months ago when our development and property management partners shared that they were seeing an uptick in residents struggling to maintain their rental agreements because of dangerous and unhygienic environments. Based on the evidence-based book *Buried in Treasures*, LifeSTEPS launched trainings with our service coordinators in January/February of 2020 to get them up to speed on the breadth of hoarding issues, on common characteristics of people who hoard, as well as on health and social-emotional problems that come with hoarding, including higher risks of falls, respiratory issues, social isolation, depression and anxiety. The training concludes with the hopeful message of how intervention is often successful.

This year, our residents are also receiving educational classes in group and individuals sessions with an entry-way curriculum called, “Cluttering, Saving and Hoarding” that will serve to demystify and destigmatize the issue. Our service coordinators will provide residents with connections for services and will use this curriculum on an ongoing basis when they receive referrals from property management, maintenance technicians and self-referrals for hoarding issues. It is our intention to continue to tackle this problem as part of our over-arching goal to provide older adult affordable housing residents with housing stability and the opportunity to thrive in place.

Long-Term Organizational and/or Field Impact

Our hope is that we are able to share a paradigm shift away from legal actions, fees and disputes between residents and landlords, and to create a new way of thinking on these issues with evidence-based interventions surrounding cluttering, saving and hoarding. This will directly enhance the lives of residents receiving supports, and lead to improvements in overall community life with programs marked by caring, trust and accountability.

Leadership Lessons Learned

At EMERGE, the idea that people need to know that they are valued really hit home with the story of “Johnny Lingo and the Ten Cow Wife,” and has influenced the development of my Action Learning Project. Our residents who have struggled with cluttering, saving and hoarding are often isolated and fearful, and feel forgotten or maligned by family, friends and neighbors. They are worth fighting for with creative solutions and intentional wrap around services. We will engage with them sincerely so that they have a sense of their own value and belonging and have a brighter outlook on life.



Bethany Dinh

Life Enrichment Director
Sunny View Retirement Community
Cupertino, CA

In Her Own Words...

Through the EMERGE program, I learned to apply the emotional intelligence skill through my work and at home. When you take away the title and treat every individual equally, you will find how special and authentic everyone is.

EMERGE has deepened my knowledge to openly share the compassion and gratitude with my teammates, friends, families, and community. I have become more confident in my ability and learned that a leader can be vulnerable. When a leader is vulnerable, he/she will have a greater self-awareness to motivate and inspire their teammates better. A leader has a clear sense of values and is able to build a vital support base for their teammates.

Moreover, it has inspired me to become a stronger leader in exploring my weaknesses that can turn into my strengths. Weaknesses can turn into opportunities to grow instead of failures. I have become more positive and am not afraid to face obstacles.

EMERGE gives me the opportunity to have a broader understanding of the aging services and LeadingAge California. Though we serve in different communities, we all have our vision in providing better services for our future aging industry. I enjoy visiting other communities and see their uniqueness and diversity. I am grateful to meet many wonderful fellow colleagues and we have become close friends. We bond, laugh, and cry together. Thank you LeadingAge California for giving me the opportunity to be part of this leadership program and helping me realize that I am an authentic "leader."

Sunny View Resident Handbook

My ALP project is to update the resident handbook with accurate information and collaborate with all departments to make changes in the handbook. I digitize the handbook onto our online Sunny View Concierge app so residents can access it any time.

Long-Term Organizational and/or Field Impact

This digital handbook will provide residents easy access and help residents understand Sunny View's policies and procedures as well as the services and programs available to them. As we go into the future, we are cutting down paper use and promoting more digital communication. With this new digital version of our handbook, it will increase seniors' rate of adoption to the new way of having accessibility at their fingertips through smartphones, tablets, or computers.

Leadership Lessons Learned

During this process, I learn about our policies and procedures in depth such as Sunny View history, amenities, services, programs, safety and security, and nursing. I have a broader understanding of how each department carried out their policies or procedures. Since this project requires all different departments to edit their portion, I learned to communicate to the department heads about the effectiveness of this project and encouraged team effort collaboration. I learn to manage deadlines and making sure staff are accountable for their portions. Updating the changes helps us to keep information up to date.



Kelly Dodd

Director of Life Enrichment
Casa de Manana, Front Porch
La Jolla, CA

In Her Own Words...

EMERGE has taught me that in order to be an exceptional leader, I must be a team player. At times, a leader's job is to step back and let a team member who may be stronger in a certain area take the lead. The Leadership Development Program taught me a lot about myself. I have learned what motivates me and how to motivate a team, based on individuals' styles. I developed self-awareness and a better ability to self-reflect. I am constantly reminded of lessons from EMERGE each and every day. For example, I learned to extend professional courtesy with colleagues and give others the benefit of the doubt if something does not go according to plan. I consider the legacy I wish to leave behind. I hope that how my team receives me, as a leader, is close to how I see myself as a leader. I consider myself to be relatable and understanding and someone willing to do any job that is needed to help my team and my organization. I practice good work ethic and lead by example, and I am able to get the team on board with new goals and dreams. Through EMERGE, and by looking inward into myself, I'm able to be a more present and contributing member of my team and lead with my heart!

Volunteer Program

For my Action Learning Project, I formalized a volunteer program at Casa. We now have volunteer opportunities available in various departments, unlike before where nearly all volunteers helped solely in Life Enrichment. Each opportunity is written out and organized in the two volunteer binders which we keep up to date around the community. Our Human Resource Department has assumed the responsibility of onboarding new volunteers, as they do new employees. Volunteers will come through Life Enrichment, then HR, before pairing with a supervisor in the department they will be helping in.

New volunteers are now equipped with more resources, training, oversight, and the opportunity to find meaningful and impactful ways to share their time with Casa. We now have a sustainable program that touches more areas of the community so that nurturing our culture of volunteerism does not fall on any one person. Especially because our community does not have a Volunteer Coordinator position, to make sure volunteerism flourishes, like some communities do.

Long-Term Organizational and/or Field Impact

I would like this program to illustrate the priceless value that volunteers bring to an organization in this field. As we strengthen the connection between the wider-community and our residents through individual volunteers and partnerships with other organizations, I hope to see the quality of life for our residents be improved.

We have emphasized the intergenerational aspect of volunteerism at Casa by devoting resources and extra effort to building relationships with UCSD and SDSU, as well as our local high schools. The awareness and understanding that is gained by all involved in these intergenerational relationship-building opportunities goes a long way to diminish ageism, develop compassion, and surprise oneself with a new and unlikely friendship.

The extra support from volunteers in a community like ours, where the work runs around the clock, has helped alleviate stress among staff where volunteers are there to assist and the relationships residents have built with these individuals are unique and have been nothing but a benefit to residents, especially for those without much familial support and those who don't participate in group programming.

Leadership Lessons Learned

To develop this program I practiced communication with all departments across our community in order to identify which departments could benefit and how. Once I gathered the necessary information, I collaborated with Human Resources to help share some of the work that maintaining this program long-term would involve. The biggest growth experience, however, came from practicing delegation with this project. It took the help of my entire team, staff from other Front Porch Communities, the Casa Leadership Team, and of volunteers, to complete and implement this project. I could not have done it alone.



Jessica Duplantis

Community Outreach Coordinator
Paradise Valley Estates
Fairfield, CA

In Her Own Words...

I would describe myself as an emotionally intelligent leader who thrives on empowering others to bring their best selves to every aspect of their daily lives. Looking back on my life and career, I am inspired by the great leaders who have empowered me to always strive for better. These leaders are all around us. They are in our homes, our schools and within our communities. As a leader, I work hard to focus on building the teams around me to help create a stronger, successful environment. I find it important to understand that we are only as strong as our weakest team members. Leading by example is a key component in empowering the teams we work with. I am not currently in a supervisory role, but I consistently seek opportunities to mentor my peers in and out of the workplace. I hope I can pay forward the mentorship that I have benefited from throughout my life.

EMERGE has made a huge impact on my leadership style by showing me how to empower others. A leader cannot succeed alone. It takes a strong team, collaborating together, to achieve successful outcomes. EMERGE has also shown me that every individual has the power to be a leader. I see leaders throughout my community every day. From the younger generations, beginning their careers, to the upper management ready for retirement. I now have a greater understanding that it takes different leadership styles to build successful teams. Leadership is also about taking a step back and looking at ways to continuously improve ourselves. We must be willing to critique ourselves in order to grow. Just as the senior living industry is ever-changing, we as leaders need to be willing to grow and change. My leadership journey with EMERGE has blessed me with tremendous insight. I use the skills and knowledge I have learned in the classroom throughout my everyday life. I strive to be honest and authentic in all that I do. I hope to mentor tomorrow's leaders for a greater impact on the success of our industry.

Today's changing demographics and how their evolving expectations impact decision making and successful operations.

Our industry's demographics are constantly changing, and we must be able to evolve and grow with these changes for successful outcomes. My project takes a look at how changing demographics impact decision making within my community and throughout the senior living industry. I highlight the degree to which today's generations rapidly evolving expectations impact operations, marketing and sales. Our industry consists of three generations of decision makers. Today's cohorts include our aging WWII residents, the silent generation and the baby boomers.

Long-Term Organizational and/or Field Impact

By better understanding how these different generations' expectations may impact their decision making, I hope to learn how my organization can be successful at meeting their needs. I hope to better understand how newer generations are approaching decisions differently and the impact this makes on the community's operations, marketing and sales.

Leadership Lessons Learned

I am currently collecting data from research, marketing statistics and a buyer's analysis to begin my project. My research includes examining demographics of age cohorts, influences and expectations of current residents and future prospects. I will also look at any overlapping commonalities and diverging issues among these demographics. The most pertinent topics I will be focused on consist of housekeeping, transportation, dining, life enrichment and technology. I will be creating satisfaction surveys, buyer surveys as well as interviews to collect further data. I am collaborating with colleagues and our marketing firm on this project. I will be presenting part of this data at our board advance in March 2020. During the board advance, I hope to collect additional feedback to apply to the success of the outcome of this project. Once I have collected all necessary data, I intend to create a presentation that can be used for colleagues, residents and future prospects. My goal is to bring awareness to these generational cohorts as well as my colleagues to build cohesiveness for a stronger, more successful community. It is my hope that by better understanding these changes in demographics, my community will have long-term success.



Emily Farber, MSW

Director of Social Services
Avenidas Rose Kleiner Center
Mountain View, CA

In Her Own Words...

I have worked in the social work field for twelve years; I am passionate about improving the lives of older adults through work in non-profit organizations. EMERGE has taught me numerous strategies to engage with a diverse workgroup and implement programs to increase cohesion in my organization.

Through the monthly phone calls and the in-person sessions, my team has helped me develop who I am as a leader, and allowed me to delve deeply, reflect, and share my experiences and challenges. From the first day, my peer group opened up right away; I knew this was a safe space to share.

EMERGE has reinforced some “best practices” and strategies that I have utilized this past decade. Working through various exercises has also cultivated an openness to new approaches styles and ways of thinking. Even though we are all working with same population, our cohort comes from different backgrounds, departments, and perspectives. It has been helpful to consider new approaches to long-time issues.

When I started the EMERGE program, I had recently transitioned into a new role as Director of Social Services. In the past, I had supervised interns, but I now had several staff members in my department. I was also working on a multi-disciplinary team for the first time. EMERGE gave me the opportunity to ask difficult questions, talk through unfamiliar challenges, and explore new ideas. These last few months, I had the opportunity to act as Interim Program Director. I felt more confident to take on this role with the EMERGE team supporting me.

A leader is dedicated to the community which they serve. Moreover, they translate the needs, gaps, and opportunities into concrete action and progress. In both my professional and personal life, I have made this my guiding principle. The lessons from the EMERGE Program have given me the tools to better serve my organization now and in years to come.

Avenidas Connections

My Action Learning Project focuses on creating and developing practices to strengthen our team of employees. Avenidas is a “small but mighty” organization; we have 50 employees, spread out over three locations with a multitude of programs. These include a senior center, adult day health center, a ‘Village’ and 8 community-based services. My goal is to increase connectedness, understanding, and collaboration within the larger team.

Last month, I facilitated a team building activity at our Annual Staff Retreat. This was an exercise I did with my EMERGE team, that focused on communication and teamwork. My co-workers shared positive feedback about the program.

In the coming months, I will meet with the Leadership Team and Human Resources to move forward with next steps. I am proposing that all new employees – within the first three months – visit the two other locations and programs. Moreover, in 2020, all current employees would do this as well.

Before the end of the year, I plan to facilitate another staff training/collaboration exercise. I hope to partner with the leadership team to develop an ongoing method that departments can communicate their successes, challenges, and opportunities for growth.

Long-Term Organizational and/or Field Impact

Avenidas continues to grow the reach of our services and programs. Since I began in 2013, our staff and scope of services have expanded quite a bit. Implementing my ALP will help to ensure Avenidas is a cohesive, productive team of professionals. While our day-to-day tasks and program execution are key, it is important to appreciate and understand the larger picture. With the establishment of these practices, Avenidas can continually engage in skill building and team development.

Leadership Lessons Learned

As my ALP is kicking off, I have realized the importance of setting realistic timelines and guidelines. As we have discussed in the EMERGE program, we are incredibly lucky to have the unique space and time to dedicate to personal and professional development. As I ‘get back to work’, I will have to balance the goals of the ALP with other initiatives within the organization.

Additionally, it will be key to receive ongoing feedback from my colleagues regarding this project. In order to make the greatest impact, I may need to adjust and adapt what I do.

The EMERGE program has given me constructive strategies for successful implementation.



Juan Gaytan

Engagement Coordinator
Solheim Senior Community
Los Angeles, CA

In His Own Words...

Being accepted into the EMERGE Program has broadened my understanding of what makes a great leader. EMERGE has helped me grow in my leadership skills as I work alongside coworkers and the residents. My motto has been to “lead with heart and passion.” I hope by being transparent with others – lives will be touched. Thanks to the EMERGE program I have started to develop leadership skills I never thought possible. I know deep within are leadership qualities which will help me to become a great leader in senior living. Can’t wait!

Activity Inclusion

My Action Learning Plan (ALP) aims to embrace the concept of engagement and wellness for the residents my senior community. My goal is to create a life enrichment program that brings joy, meaning and purpose to their lives. I would do this by creating personalized programs based on background, interests and hobbies. Two of the programs are Gratitude Moments, where resident express what gives joy in the day, and Sit and be Fit, exercise program which helps residents with their range of motion and makes them feel good about themselves.

The residents which are unable to attend the Activity program will get to participate in these special programs as the Activity team goes “room by room”. Personalized programs help the team creates quality programs for all our resident’s needs. Having activity inclusion in all levels of care here at Solheim Senior Community is one of my goals. Hopefully, each day me and the activity team have touched a life for the better.

Long-Term Organizational and/or Field Impact

The long-term impact of my ALP for the organization is to create inclusion for all residents so that they feel like they belong to a community. I hope to make our residents reach their goals whether they are having better range of motion, making new friends or just quality time in a large group setting. It will help create bonds with residents and staff and have a better understanding in reaching the residents goals and needs giving them an a more enriched life. My goal is to create a program which provides residents the opportunity to grow and enjoy each day to the fullest.

Leadership Lessons Learned

The lessons that I have learned throughout the course and building my ALP are that good leaders need a great team. The EMERGE Program has help me built relationships with great leaders, my coworkers and the people we serve. Finding opportunities to grow and learn in the field of aging has made a great impact in my personal and professional life. Being transparent is one of the biggest assets I have learned in my leadership journey which brings better relationships with people we serve.



Adam Kopras

Memory Care Program Manager
Valle Verde Retirement Community
Santa Barbara, CA

In His Own Words...

I entered the EMERGE program not really knowing what to expect. In my 12 years of working at Valle Verde, I have grown tremendously, both personally and professionally. I enjoy working in a field where I can help individuals and feel like I am making a difference. Through the EMERGE program I have been able to learn about myself as a leader as well as gain insight and perspective from many other great leaders. I feel it is important to lead by example with honesty and integrity and encourage these values in others. The tools learned in the program will help me in the years to come as I continue to grow as a leader and strive to innovate in the field of aging services.

Culture Change: Improving Socialization for Older Adults

My action learning project involves reshaping and redefining what it means to volunteer at Valle Verde. I will focus on three main areas: volunteer opportunities at Valle Verde, intergenerational activities and community volunteering opportunities. I would like to implement a program that is not only a resource for residents who are seeking out volunteering opportunities, but a resource that also helps to recruit and retain quality volunteers from the community. Another component of the program is to emphasize intergenerational activities in the skilled nursing and memory care areas. This program will help to identify potential intergenerational opportunities and have resources to maximize those opportunities.

Long-Term Organizational and/or Field Impact

The long-term impact this program will have on my community, and potentially HumanGood as whole, is to streamline and standardize the process and centralize all of the volunteering opportunities into one place. This will make it easier for our residents to find out what volunteer opportunities are available on campus and in the greater community. The act of volunteering gives our elders a sense of purpose and is a way to improve socialization while giving back.

Leadership Lessons Learned

As I begin to implement my project, I am using some of the tools I learned in EMERGE to help bring a team together across several departments for the purpose of a common goal. For this volunteer program to be successful, we will all need to work together. As my action learning project comes to fruition, I will have my EMERGE experiences to draw from to make myself a better leader.



Ranshu Malini

Executive Assistant to President & CEO
Masonic Homes of California
Union City, CA

In Her Own Words...

My role as a leader contains so much more than just getting the team to execute tasks. It includes inspiring others in confidence and purpose, building authenticity and trust among colleagues and teams, being courageous enough to advocate for a vision that others may not necessarily understand or support and having the ability to deliver.

During leadership training at EMERGE, I had the opportunity to re-discover the importance of giving meaning and purpose to what we do. When you identify your values, priorities, and goals, you make yourself ready to design your own success. EMERGE made me focus on my leadership purpose to continuously and consistently develop and facilitate the growth and development of myself and others leading to great performance and positive results. EMERGE has shown me various ways to fulfill my purpose some of which are to collaborate and be innovative and committed to giving and receiving feedback to inspire and help people grow by sharing and learning. I have learned to focus on strengths and realize career aspirations, improve performance, align my purpose with my executive's goals, and have a complete view of family and work. EMERGE has illuminated and supported me with the tools needed to make a difference in my community.

Clinical Staff Retention Pilot Program

One of the realities of Senior Care Communities is that without good direct care workers the care needs of vulnerable residents cannot be met. The obvious shortage of health care providers is making it difficult to find and keep workers. Due to the physical, emotional and mental demands of the work, poor wages and benefits, inadequate levels of education, training and orientation, lack of opportunities for advancements, lack of respect or appreciation and low job satisfaction about 80% of those who enter the field, leave within the first year and most often within the first three months of employment.

The emphasis of my Action Learning Plan is to find ways to retain staff longer so that residents benefit from more consistent care, staff are happier in their work environments and costs associated with staff turnover are reduced.

Long-Term Organizational and/or Field Impact

- A reduction in CNA/ RN turnover
- An increase in CNA job satisfaction
- A more stable pool of caregivers
- An improvement in the quality of care being delivered
- Reduced costs associated with high staff turnover

Employee retention is a key part of any successful business and turnover may be realized by implementing programs which Responds to Clinical staff needs as they perceive them, is comprehensive in nature, enlists involvement, providers and educators and is supported by administrative staff.

Leadership Lessons Learned

Some of the leadership lessons I have learned are as follows:

- Communication is the key to success.
- Ensure each team member is equipped with the tools needed to be productive to enhance the lives of the residents that they serve.
- Be visible and approachable and make everyone feel appreciated and valued for who they are and what they do as every individual is special and unique in their own ways and capabilities.
- To look at every situation differently, think positive and to look at the big picture which was learnt at the Peacock Feather exercise.



Celina Manzanarez

Reception/Transportation Supervisor

Carmel Valley Manor
Carmel-By-The-Sea, CA

In Her Own Words...

I consider myself a charismatic type of leader. I believe that by showing my staff my passion for my work, they too will be passionate about the service they provide for our residents. I give each person on my team the confidence that they can come to me with any issue or concern and that I will do my best to work with them to resolve said issues. I believe that a department with excellent communication is vital for success.

Working at Carmel Valley Manor, I have overcome many challenges that have taken me to my limits and have pushed me out of my comfort zone. I feel I have overcome many of my self-doubts, and this has made me the leader I am today.

The EMERGE program has been a fantastic experience; it has allowed me to meet amazing people who have the same passion I have in providing the aging community the service they deserve. I feel more confident in leading my team to success and supplying the residents of Carmel Valley Manor with the best service my staff and I can offer.

Transportation - providing safety, quality, and professionalism.

My Action Learning project is to develop an improved program that provides transportation for residents who, for one reason or another, have decided to give up driving. Many of our residents express their feelings about having to give up their independence when they stop driving, with this program I hope to make this transition easier for the residents and to give them back that freedom they feel lost.

- **By creating a schedule that will allow each resident the opportunity to attend their needs, i.e., medical appointments, shopping, fun outings, and any other errands needed.**
- **We will use each vehicle to its fullest potential by organizing trips with the same location, time, or event. Maximizing each seat in the car will also cut down on expenses by cutting down on multiple trips to the same area within minutes of each trip and also cut the cost of fuel used per week.**
- **The residents will be notified of a time frame to allow them to do their shopping or make their medical visits. By giving a time frame, we hope to minimize wait time by the resident at any given location.**

Long-Term Organizational and/or Field Impact

The goal is to give each resident the freedom to plan their outings and not limiting them when they decide to stop driving. I see how hard it is for some of our residents to give up driving, and I want them to feel that they can continue with their day to day with our help.

Leadership Lessons Learned

I have learned that some ideas are easy to plan out and envision; the difficult part is applying them as we hope. I am still working on my ALP but continue to make progress. Having excellent communication between all staff in each department and residents is critical. I believe that by continuing to work closely with both staff and residents, we will be successful with this project.



Kim McNulty

Finance Director
St. Paul's Senior Services
San Diego, CA

In Her Own Words...

As a leader, I have the opportunity to inspire and encourage which is measured by my ability to be a positive influence on others. I try to always “walk the talk” and to have expectations of others that I hold myself to as well. I have to be authentic and honest. Honesty involves more than telling the truth. It has as its foundation respect, respect for the other person, for myself, and for our relationship.

I have learned who I want to be as a leader not only from the people I have encountered in my life that have been instrumental in helping me become a leader, but also those I encountered that did not inspire or encourage. I try to see more in others than they may see in themselves. I try to see everyone as a leader. Everyone has qualities and traits that others can learn and benefit from.

I know I never “get there” where I look back and say “Hey, I am a leader now.” It is a journey each and every day. And the journey is not about what you get but what you give.

EMERGE has reminded me of the opportunity I have to impact other lives. It has provided a safe place to talk about my weaknesses and build my strengths. While we may have a job position that includes supervising or managing others, that does not make us leader. Not everyone is given such an opportunity to do that and work with organizations that have a program like EMERGE. It is a blessing to work for an organization who invests in its employee through programs like EMERGE. I know the people we serve are at the heart of why we do what we do, but that success is enriched by the investment in the people who work there. The best way I can show my appreciation for participating in EMERGE is to pay it forward and use the tools and experiences from EMERGE to enrich the people in my life, both professional and personal.

Financial Training for Non-financial Leaders

This project will develop financial training for administrators and managers. There will be two classes/levels:

Class/Level I – Training will focus on:

- Basic financial statements – balance sheet and income statement.
- Non-profit versus for-profit organizations.
- General accounting and financial terms – fixed asset, capitalize versus expense, net operating income/loss, fixed vs, variable expenses, etc.
- Budgeting.
- Cash versus accrual accounting.
- Fixed versus variable expenses.

Class/Level II – Training will focus on:

- Understanding key financial indicators that drive financial results for their program or department – census, employee hours, program rates, etc.
- Tools for financial monitoring, analysis, and forecasting.
- Excel training related to financial monitoring and analysis – pivot tables, charts, formulas, data filtering, etc.
- Use of Dayforce to extract data related to employee hours, rates, overtime, meal penalties, etc.
- Reporting and accountability for their financial results.

Long-Term Organizational and/or Field Impact

Administrators and managers are held financially accountable for programs and departments; however, there is no formal financial training to assist them with understanding their financial results and the key indicators that drive their financial results. Therefore, they are being held accountable for something they may not have the training to understand. Additionally, without this understanding, their ability positively improve their financial results is hindered. As part of this project, the administrators and managers will be responsible for communicating and analyzing their financial reports. The financial reports will continue to be produced by the finance department, but the finance department will issue to financials to the administrators and managers, who in turn will provide detailed analysis and monitoring observations to upper management. In doing this, the goal is for the managers and administrators to understand what drives their financial results so decisions they make on a daily basis are made knowing their financial impact.

Leadership Lessons Learned

I have met with various administrators and managers about this project to get feedback and thoughts. All felt this training was needed and would improve accountability and financial results. I have met with different program and department heads to obtain input on training they would like incorporated into this project and information that they are currently not receiving that would improve the success of this training. I also let them know I wanted this to be a collaborative project and not necessarily a finance project so I would need help from their teams in contributing to this project with recommendation, insights, etc. I also plan on having this training done by multiple members of finance, payroll, HR, and IT, and to use team members for the training at all levels. Therefore, it will also provide a great opportunity for other team members to increase their knowledge of the programs and establish relationships with other departments, as well as, develop their training and communication skills.



Enrique Montero

Chief Financial Officer
Carmel Valley Manor
Carmel-By-The-Sea, CA

In His Own Words...

EMERGE has increased my awareness of the virtues needed on a leader. We can definitely work on becoming better leaders and achieve our goals, but most importantly the final goal is for a leader to inspire and bring greatness in others. Be a great communicator and motivate commitment and passion is what we do. Empower people but also make them take ownership of what they do and be accountable and motivate creativity.

Increase Employee Participation in the 403b Retirement Plan

The plan is to increase employee awareness of the benefit to participate in the 403b retirement plan, increase participation of employees and provide assistance to employees so that a 80% participation is reached among the eligible employees, and a 20% increase in monthly contributions is also accomplished.

Long-Term Organizational and/or Field Impact

Carmel Valley Manor offers a 403b retirement plan to the employees. Currently there are 83 employees participating in the plan, and with 125 employees eligible it brings the participation to 66%. We would like to get this participation to 80%.

In addition, we would like to increase the monthly contributions by 20%, currently at \$39,000.

The Plan offers a 3% of Gross wages as a match, consequently employees not participating are losing this benefit.

We have noted that for the most part, employees do not understand the plan; and there is also a language barrier that interferes in the employees understanding of the benefits to them of the plan.

Leadership Lessons Learned

To increase employee participation and increase contributions, the action items are:

- **Schedule presentations from the Plan Custodian to all employees, participants and eligible to explain the plan and benefits. Have at least two required meeting a year.**
- **Plan one to one meetings with employees to increase their understanding of the plan and increase their participations.**
- **Business Office to provide support in helping employees understand the plan and help them enroll in the plan in the website, especially for those not computer literate.**



Christine Nguyen

Facilities and IT Director

Santa Clara Methodist Retirement Foundation, Inc.
Santa Clara, CA.

In Her Own Words...

My name is Christine Nguyen. I work at Santa Clara Methodist Retirement Foundation, Inc. as a Facilities and IT Director. With this position, I am associated with numerous team members and people in a variety of departments daily. Many professionals develop their own style of leadership based on factors like experience and personality, as well as the unique needs of their company and its organizational culture. While every leader is different, I made the decision to become a transformational leader. I stay authentic, empathetic, humble, and accountable while working with my team members and individuals under different departments. I lead by example as much as I can by staying calm, being trustworthy, and being an effective problem solver.

These skills not only help me at my current position but also help me advance my career further in the future. I can also identify other ways to lead that might better serve my current goals and understand how to work with managers who follow a different style than my own. By taking the time to familiarize myself with each of these types of leadership, I undoubtedly recognize certain areas to improve upon or expand with my own leadership style.

Smart Home Hub:

Working in Facilities and IT, I constantly have projects going on for my buildings. I always need to know what to recommend the management team on how to improve the latest technology while still being cost-effective. I am a strong influencer in the Action Learning Plan. Baby boomers are set to become some of the most educated, tech-savvy and individualistic seniors the industry has seen.

- **Voice-activated devices (Google Home, Amazon Echo, etc.) prove exceptionally helpful for people living with mobility challenges. Some models can control the thermostat, turn on and off the lights or lock doors. With only their voice, older adults can have information at their fingertips, and they can easily connect with loved ones. In an emergency, they can also call for help through a smart speaker.**
- **Smart home Sensors: (Apple Watch, Sensor Alert, etc.) Some devices have smart sensors that can detect falls, and others offer smart plugs that can turn off appliances (like stoves) after a set amount of time, schedule reminder, which is great for taking medicine on time.**

Long-Term Organizational and/or Field Impact

Today's seniors want to retain as much freedom and self-direction as they can. Older adults know what they like and how they want to live, so they do not want to be dictated to.

Technological innovation drives many of the 2020 senior living trends. Older adults may remain healthier, better connected, safer, and more informed through new smart devices. Therefore, as my buildings are about to have some major retrofit, I will take this opportunity to promote Smart Home Technology.

Leadership Lessons Learned

Nowadays, technology plays a significant role in our daily lives. As more routine tasks are starting to become automated, companies are looking for employees with soft skills like critical thinking, planning, and emotional intelligence (IE). EMERGE has helped me to develop my own frameworks to different leadership styles and how and when to approach each style. EMERGE taught me to become an outstanding IE leader. This continues to be an eye-opening experience for me to learn:

- **Self-awareness: the ability to understand my feelings and how to react emotionally to the actions of others.**
- **Self-management: the ability to choose how to react in highly emotional situations.**
- **Social awareness: the ability to recognize the emotions and body language of others.**
- **Relationship management: the ability to communicate with others based on their mental state and emotional needs.**



Isaac Ortega

Housing Administrator
Casa de la Vista
Redlands, CA

In His Own Words...

My name is Isaac Ortega and I am a Housing Administrator for Human Good Affordable Housing. For the past twenty years, I have had several job positions that made me a leader. At a young age, I recognized that people look to me for answers or reassurance. I was not born a leader nor did I know that leadership would be my calling. Today, I know that I am a leader who is still growing and learning to be a better person for myself and others.

Being part of EMERGE is truly a gift that has strengthened my own view as a leader and mentor for my organization. I have learned to work on my biggest weakness and be comfortable with the uncomfortable. This past year I have focused on growing my own strengths, which has allowed me to guide my team who look to me for guidance and mentorship. I am a naturally passionate person and through EMERGE, I have learned to use that passion to strengthen my leadership skills and inspire my team. The biggest gift of EMERGE are the bonds I have forged with my group and coach. They have helped me see myself from the outside which has given me the strength to face life's obstacles without fear of failing. EMERGE has encouraged me to be the leader that I desire to be and to challenge myself through trial and error. This leadership program has taken me on a journey of self-reflection about who I am as a person and leader.

Fall Prevention Program

My ALP is creating an ongoing Fall Prevention Program for seniors living in Affordable Housing. Many senior citizens live on fixed incomes and this forces older people to seek low-income senior housing. As the population ages, the number of seniors who pass away following a fall is rising and falls are a growing to be a significant public health problem. Not only are seniors more prone to falling, but they are also more susceptible to fall-related injuries such as a broken hip or head trauma. The most common causes of these falls include a decline in physical fitness, impaired vision, medication side effects and environmental hazards. In recent years, my organization enhanced the way we view senior falls and now require our residents to report falls. Unfortunately, not all our seniors report these falls due to the fear of losing their ability to remain independent. Though not all falls can be prevented, the fear of falling again can cause seniors to withdraw and become more sedentary, which often leads to further physical and mental decline. Affordable Housing does not have a budget for this type of project. This program would be partnered with outside organizations that bring Medical Education, Physical Fitness/Therapy, and individual prevention plan.

Long-Term Organizational and/or Field Impact

The long-term goal with this program, is to reduce the falls in older adults that can lead to a serious possibly life-threatening injury as well as avoid costly hospital stays due to falls.

This program would help educate and empower our seniors about the risk of falling. As our seniors age they become less active and failure to engage in even mild exercise on a regular basis results in reduced muscle strength, decreased bone mass, loss of balance and coordination, and reduced flexibility. The program would also include in house education about medication and the side effects. These side effects can increase or even start for the first time, as we get older. The program would create a personalized fall prevention plan for each senior resident with education on environmental hazards.

Understanding why older adults are at an increased risk of falling can help us take the proper precautions to keep our resident safely on their feet. My hope that this idea/program will inspire others in our affordable housing industry to launch programs similar to this would help and strengthen our seniors to stay independent.

Leadership Lessons Learned

Although my ALP is still in progress and has many obstacles in funding as well as resources, EMERGE has reignited my passion to better serve seniors and help them stay independent through this ALP. In my first EMERGE session I was able to understand and identify that my comfort zone had become stale as a leader and the endless possibilities that came from taking more risks. I look forward to leading my team with more confidence and create leaders of tomorrow.



Susie Ponce

Director of Wellness and Assisted Living
Valle Verde Retirement Community
Santa Barbara, CA

In Her Own Words...

The EMERGE program challenged me to explore my strengths as a leader. Working with a diverse group of professionals with different backgrounds and personalities was a great experience. The insight and true bonds that I developed in the EMERGE program will stay with me throughout my career. Many of the lessons not only have improved my professional life, but in many ways translate into my personal life as well. During our group calls I spent a lot of time reflecting on the different communication styles and leadership “hats” of the group. Taking this time to reflect gave me a lot of insight into my own communication style. I am more self-aware after this experience. Having a better understanding of my leadership strengths and weaknesses has opened up a potential for continued growth as a leader. Leadership is a lifelong journey.

Culture Change: Supporting Pets in Assisted Living

As our culture changes, we have to adapt and find innovative ways so support our communities. Valle Verde has been a pet friendly community for many years. There are currently some policies in place to accommodate the pets on campus; a data base was started to collect licensing information, vaccination records and emergency contacts for pets, but it's time to do more. More and more residents are moving to assisted living with their pets. In many communities, pets are allowed if the resident is able to care for the pet, but what happens when a resident has a change in condition and can no longer care for their pets? With our new Pet Care Program, we will be able help pet owners who need assistances caring for their pets. This includes pet medication assistance following the same RCFE regulations outlined for resident medications. In addition, we will work with the veterinarian to develop a unique care plan for each pet outlining care needs such as recommended grooming scheduling, dietary needs, veterinary visits and dental care.

Long-Term Organizational and/or Field Impact

Valle Verde will be the first HumanGood community to have a Pet Care Program that will ensure the health and safety of pets on campus as well as allow the residents to enjoy all the health benefits that go along with being a pet owner. Having any medications in the homes of residents in Assisted Living and memory care is determined by the resident's physician. When a resident is unable to store medications in their home the pet medications must be removed as well as the resident's medications. Communities that I have spoken with report in this situation the resident must give up the pet or the residents family must store and administer any pet medications. Allowing medication technicians to administer pet medications while following current RCFE regulations for medications will allow residents to keep their pets in their homes while ensure the pets are safe and cared for. It is well known pets can help reduce stress, lower blood pressure, and increase social interaction and physical activity helping our residents live happier healthier lives.

Leadership Lessons Learned

I used many of the leadership tools I learned during the EMERGE program while creating my APL. Mind mapping was the very helpful. With mind mapping I was able to process much faster. I was quickly able to identify important points and organize my thoughts on paper. Using mind mapping has greatly improved my productivity throughout this process.



Sergio Solorio

Life Enrichment Program Supervisor
MonteCedro, Episcopal Communities and Services
Altadena, CA

In His Own Words...

What once started simply as an opportunity to change careers, later became what I am most passionate about today. I have been working in the field of aging for 5 years now. My career started as a front desk receptionist where I found myself listening to the many stories residents had to tell. Relationships grew and there was no denying I had completely fallen in love with my job. Although I was grateful for the opportunity, I knew I could do more than just the responsibilities given to me as a receptionist. Thus, kickstarting my journey as a Life Enrichment coordinator. Nervous and inexperienced is how I would describe my first 2 weeks at the job! Realizing the importance, meaningful and demanding responsibilities of my new position, gave me the push to become the leader I am now. A leader who understands and believes in opportunities. Someone who uses creativity in a form of healing and most importantly a leader who is always open to collaboration and discovery. I quickly learned that working amongst elders with Alzheimer's would be an everyday learning experience and I needed to surround myself with those who were knowledgeable and skilled in the field. My new team would grant me the wisdom and understanding I needed to launch my career. I began working at MonteCedro in the beginning of March 2017. MonteCedro was the first organization to have granted me the opportunity of a leadership role. Seeing and believing in my potential, I was enrolled into the EMERGE program to better understand the leader I am becoming. EMERGE has taught me the importance of team collaboration, team building, but most importantly, it has taught me to focus on long term plans instead of short-term plans.

Creative Living Social Day program.

Community, in my opinion, is without a doubt one of the most important aspects someone looks for when making the decision of moving to a residential facility like ours. A community where they find themselves engaging in activities they have enjoyed all their lives such as physical exercise, musical lectures, art, religious studies and outings to name a few. Activities that unfortunately some members of my community are not able to accomplish due to illness and/or fear of not been able to “keep up”, a sad reality many of our communities are facing. After realizing the need for isolated residents to engage in such activities, I implemented the Creative Living Social Day Program at our community to help those isolated residents experiencing cognitive impairments. A safe place to express themselves freely without judgment or fear of failure. An opportunity that would grant a smoother transition to the next chapter of their story. A chapter we help write with innovation and creativity but most importantly with understanding.

Long-Term Organizational and/or Field Impact

I want to continue exploring the possibility of helping my sister communities build a program that best suits their needs. To assure we continue keeping an inclusive safe home for all. I believe continuous training of staff and assuring everyone understands the importance of creating a more inclusive place will be of great help.

Leadership Lessons Learned

Although my Action Learning Project is in its beginning stages there is more to experience, discovery and learning to accomplish. One thing is clear; neglecting the opportunity of inclusivity to anyone is a failure to our communities. The learning never stops!



Marna Topping

Executive Director

Eskaton Lodge Cameron Park

Cameron Park, CA.

In Her Own Words...

I entered the field of aging services when I was a student nurse. I felt the strong tug of care, compassion and advocacy to this population. Although my tenure as an Executive Director is relatively short, it is a culmination of all of my skills, experiences and passions as well as a role that I truly enjoy – this is not a job, it is a lifestyle within a career. The team that I support is a fantastic network of individual strengths and commitments.

My leadership style has always been one of commitment, support, guidance and role modeling with a hands-on approach. Also holding my team and myself responsible and accountable through a buy-in philosophy. I maintain high expectations and have found that sharing the rationale has aided in the buy-in to meet those expectations. Sharing appropriate feedback provides opportunities to grow and develop as team members and leaders.

The emerge program has provided me with opportunities to develop my personal confidence and conviction to the decisions I have to make. It has also shown me that advocating for myself improves my strength as a leader. Although these are great lessons, there is another that I believe has more significance to the success of any organization as well as the team members within in the organization – really recognizing the strengths in others and meeting them where they are. Meaning, giving 100% in capabilities is different for each individual and matching their capabilities within their strengths equals 100% commitment and success!

The Leadership Approach to Organization Culture Change

So many times, we focus our attention of departmental, community or organizational culture change on the front-line employees without much success. After my group's presentation, I began to recognize that we need to 'humble' ourselves a bit and begin the process for change from the top down rather than the typical bottom upward. As leaders, we need to change our understanding of individual strengths, culture change and our onboarding processes. The interview process and understanding why we ask the questions is the beginning to change our community cultures. Recognizing that culture change happens before the hiring and onboarding of new candidates, not once the employee is part of the organization.

This is not an overnight endeavor, and will be an on-going process as I graduate from the program.

Long-Term Organizational and/or Field Impact

With the approach of top down in mind, I began a low-key Leadership Development program for the Department Heads (Leadership Team) within my community. The response has been so exciting. We have discussed our interviewing process, emotional responses to a variety of situations as well as the hiring process. We discuss the decisions we might make or have made in desperation and how that influences the culture within the various teams and the community as a whole.

Additionally, I have started the discussions about this project with our VP of Residential Services and Human Resources department. We have begun with the other Executive Directors, explaining the need to adjust our thoughts about the interview questions we ask and thinking about why we are asking them. What do we really want to know by asking those questions?

Ultimately, the biggest benefactor will be our residents, as they will have the best 'humble, hungry and smart' Care Partners possible resulting in a positive community culture. Our Care Partners will reap the rewards with support and success.

Leadership Lessons Learned

This project is where I found my voice to advocate for my community and myself. It also provided me with an opportunity to demonstrate my confidence and conviction in this project by sharing it with the organization's COO and VP. The personal insight provided me with the opportunity to look at my team through a new lens and recognize their strengths and 'meet them where they are' to grow and be successful. Becoming a resource and support to each other can be modeled for the remaining members of the team and begin the culture change. Becoming more vulnerable gives us a different perspective of our teams and our community's needs and finds the best fits for new team members.

SPONSORING ORGANIZATIONS

LeadingAge California extends its appreciation to the following member organizations that sponsored Fellows to participate in the EMERGE Class of 2020:

Avenidas

Mountain View, CA

Carmel Valley Manor

Carmel, CA

Casa De La Vista

Redlands, CA

Casa de Manana

La Jolla, CA

Covenant Village of Turlock

Turlock, CA

Eskaton Lodge Cameron Park

Cameron Park, CA

LifeSTEPS

Sacramento, CA

Masonic Homes of California

Union City, CA

MonteCedro

Altadena, CA

Paradise Valley Estates

Fairfield, CA

Redwood Terrace

Escondido, CA

Santa Clara Methodist Retirement Foundation, Inc.

Santa Clara, CA

Solheim Senior Community

Los Angeles, CA

St. Paul's Senior Services

San Diego, CA

Sunny View Retirement Community

Cupertino, CA

Valle Verde Retirement

Santa Barbara, CA

Valley Vista

San Ramon, CA

Site Visit Hosts

LeadingAge California extends its gratitude to the following member communities for hosting the Class of 2019-2020 site visits and panel discussions.

Casa de Manana (Host)

La Jolla, CA

Serving Seniors (offsite visit)

San Diego, CA

MonteCedro (Host)

Altadena, CA

Rosewood Court (offsite visit)

Pasadena, CA

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



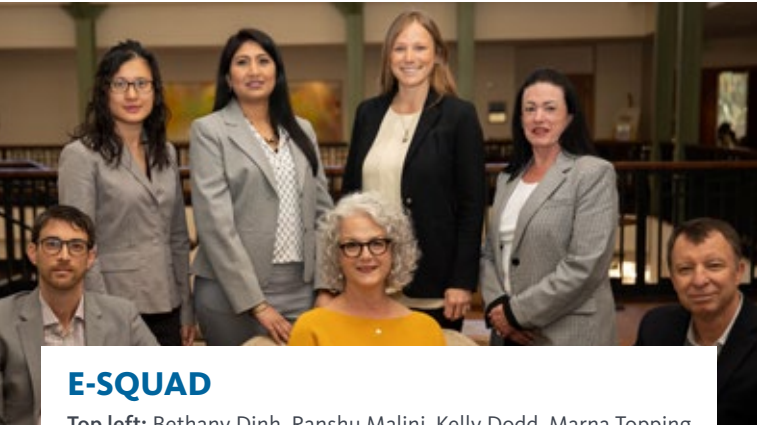
Jerry Brown
Senior Director of
Covia Affordable Communities
Covia — San Francisco, CA



FANTASTIC 7
Top left: Juan Gaytan, Susie Ponce, Sergio Solorio, Kim McNulty
Bottom left: Celina Manzanarez, Jerry Brown, Christine Nguyen



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



E-SQUAD
Top left: Bethany Dinh, Ranshu Malini, Kelly Dodd, Marna Topping,
Bottom left: Leif Cameron, Mary Linde, Enrique Monterov



Joseph Pritchard
Director of Memory Care
Masonic Homes of California – Union City
Union City, CA



WOLF PACK
Top left: Jiane Biassi, Isaac Ortega, Meredith Chillemi,
Bottom left: Jessica Duplantis, Joseph Pritchard, Emily Farber
Camera shy: Adam Kopras

FACILITATORS

LeadingAge California is grateful for the wisdom and guidance provided to the EMERGE Class of 2019-2020 by its dedicated and committed facilitators:



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A special thanks to our EMERGE 2019-2020 sponsors, for their shared vision in cultivating high potential leaders who will inspire, innovate and educate other members in the field of aging services.



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