The LeadingAge Ohio Leadership Academy is a seven-month leadership program designed to develop aging services leaders statewide. The Leadership Academy provides a challenging and engaging learning environment that enhances the leadership capacity of health care professionals so they are better equipped to serve our profession.
What inspired you to choose your ALP? How will this ALP impact your organization?
I am inspired on a daily basis by the residents I serve at Deupree and Episcopal Retirement Services. Throughout the course of my career, serving older adults has become my passion. I have found it heartbreaking that as our residents decline, their options become limited. These options include things beyond the walls of our facility – including the opportunity to eat out at their favorite restaurants. For many, this is something that they enjoyed over the years when spending time with their family and friends. I hope that through my ALP, residents are able to enjoy outings to their favorite restaurants with their loved ones without the fear of being judged or misunderstood.

I believe that my ALP will have a positive impact on my organization. Dementia inclusive dining in our community will be a positive opportunity for our residents with dementia, along with their spouses, caregivers and our staff. Once we are able to offer this opportunity to the general community, our organization may benefit from positive feedback and PR.

What are the goals that you hope to accomplish with your ALP?
My goal is to provide a positive dining experience for our residents and beyond the walls of our nursing home for those living with dementia. Ultimately, we hope to offer this to those in our local neighborhood and the community at large as well. Ideally, there will be a certain day of the week and/or month that will be designated as “dementia inclusive” at local restaurants.

Any person living with dementia, as well as their caregivers and family members, will be invited to dine at these designated times and locations. My dream is for those who choose to join us will feel welcomed and wanted in their local restaurants and communities. My team and I will train servers, hostesses and other restaurant staff to have a better understanding of the disease and how to best have a positive approach when serving those with dementia. We will also partner with the restaurants to have special menus to ensure ordering is easy and not overwhelming. We will also provide appropriate plates, glasses, cutlery, etc. to ensure a comfortable dining experience for those who attend.

Who will be your sponsor? Have you had a conversation with this person? How do you plan to follow up and communicate with your sponsor?
The sponsor for my ALP is Laura Lamb, Episcopal Retirement Services’ President and CEO. Laura and I have created a Dementia Inclusive Steering Team. My ALP is a small piece of our ultimate goal, which is to create a dementia inclusive community throughout the entire city of Cincinnati. We hope to someday include grocery stores, banks, and other local businesses in our efforts for those living with dementia to not be isolated and unwelcomed in the places they have done business with for their whole life. Laura and I will continue to meet with steering team on a monthly basis for the next several months.
In order to accomplish the goals of your ALP what are your next steps?

1. Partner with local restaurant to pilot dementia inclusive dining
   a. Create sub-group committee including Culinary Manager, Household Coordinator, Service Coordinator, RN, caregiver / spouse and residents
      i. Bi-weekly meetings to be held to report progress and next steps to “go live” by January 2017
   b. Develop plan for successful implementation of dementia inclusive dining
      i. Finalize initial restaurant partner by October 2017
      ii. Develop and implement training for restaurant staff
      iii. “Test” day at restaurant with residents and family members
      iv. Promote dining opportunity to local community
      v. Provide specialized menus and plate settings / utensils
   c. Expand to additional restaurants in the community

2. Continued work with Dementia Inclusive steering team
   a. Use learning opportunities and best practices following my ALP to expand dementia inclusive programs beyond the food industry
      i. Banks
      ii. Entertainment – movie theaters
      iii. Shopping – local stores
      iv. Grocery Stores
      v. Specialized training for first responders

What are you learning about yourself as a leader during this process so far?

This process has encouraged me to look beyond my current role as Administrator. It has been a wonderful opportunity to take the time to intentionally make a difference in a way that I wouldn’t normally be able to dedicate the time to in my current role.

Leadership Academy as a whole has been a wonderful opportunity for me to step away and see the “big picture.” It is very easy for me to get caught up in the weeds given my role. My team and I are small but mighty, wearing many different hats at any given time. I am grateful to be given the opportunity to step away, be present with “Stone Soup” and bring such impactful takeaways back to my team and organization.
What inspired you to choose your ALP? How will this ALP impact your organization?
I have always been inspired to make work more efficient and have thought about simplifying our process for paying invoices. There are several reasons to change the process to make it more efficient. The process of printing and mailing checks is quite labor intensive. Other reasons to streamline the process include the cost of supplies needed including toner, check paper, envelopes and postage. There is also the impact on the environment with what we are contributing to the carbon footprint by continuing the current process. The final reason is related to fraud. Having physical checks printed opens the door to counterfeit checks being processed. This project will save money for my organization by decreasing our cost for supplies. It will also save on labor costs by decreasing the amount of time spent investigating and reissuing checks that were lost.

What are the goals that you hope to accomplish with your ALP?
I am hoping to save my organization time and money by putting this new procedure into place. I will work to motivate everyone involved to help them see the future benefits of the project. By working as a team I am hoping to accomplish the end results by the end of 2017 and hope to help to build a stronger team in the process. By using the skills I have learned in the leadership academy I hope to learn how to lead better by using motivation and team building.

Who will be your sponsor and mentor? Have you had a conversation with this person? How do you plan to follow up and communicate with your sponsor?
Chris Guin will be my sponsor and I have had a conversation with him about this project. I have monthly meetings scheduled where I will keep him updated on my progress.

He has been supportive in my goal to continue learning to be a better leader. I hope to continue educating myself on leadership skills and have regular conversations with him on what I have learned. Also, I hope to get advice on other areas I need to grow. I look forward to this difficult feedback to help make myself and the team stronger.

In order to accomplish the goals of your ALP what are your next steps?
My next steps are to meet with the three staff members that will be involved and communicate the plan for the project. I am hoping to get feedback from them and construct a task list and timeline. I will also schedule regular meetings to check-in and make sure everyone is on target. During the process I will work skills that I have recently learned including being a better listener.

What are you learning about yourself as a leader during this process so far?
During the Leadership Academy I have learned a lot about myself. I need to get out of the weeds and take time to step back and look at the big picture. This is important to ensure I am taking time to invest in my team and not just work on tasks. Another thing I am learning is the importance of reflection. It is important to reflect and take time to put things in perspective. I have a lot of takeaways and need to keep them in mind to continue to grow as a leader. I want to improve myself to be a better leader so I can create a better team. By continuing to read and learn about leadership I can hopefully become the leader I want to have. I also have a tendency not to want to be out of my comfort zone, but knowing that being uncomfortable is when the opportunity for growth occurs helps keep me motivated.
April Gideon
Organization: McGregor PACE
Title: Eligibility Manager
Name of ALP: Marketing Expansion Project

What inspired you to choose your ALP? How will this ALP impact your organization?
McGregor PACE is a unique program, educating senior and caregiver on the program is what inspires me to do the ALP. Knowing that seniors are in the community missing out on valuable services that can be provided to them drives me to help the Marketing/Intake Department develop strategies with bringing awareness to the community. The ALP will have a major impact on enrollments for the McGregor PACE program, which will in turn increase revenue for program success.

What are the goals that you hope to accomplish with your ALP?
The goals that I hope to accomplish while working with the Marketing/Intake Team would be to increase awareness of the McGregor PACE program in Cuyahoga County. To reach many lives of seniors over the age of 55 and caregivers that are in need of help with their loved ones. Reaching out to Service Coordinators in low income housing, hospital discharge planners, senior community centers and allowing the Intake Coordinator/Marketing Representative to develop and maintain the community relationships.

Who will be your sponsor? Have you had a conversation with this person? How do you plan to follow up and communicate with your sponsor?
The sponsor that I will be working on the project with is the McGregor PACE Business Development Director. She is new to the organization which gives both of us the opportunity to think creatively and execute our ideas. We have had many conversations and developed a Marketing Improvement Plan for the CEO. We plan to follow up with each other weekly to view enrollments and the source of the referrals to determine if the plan is productive.

Who have you selected as a mentor? How do you hope this mentor supports you in your ALP? Have you communicated with your mentor? How do you plan to follow up and communicate with your mentor?
My Mentor is Susan Hijjawi a former manager of a PACE program. She is a Social Worker and very encouraging. As a former PACE employee and Social Worker; I am hoping she can provide me with additional community resources. Susan Hijjawi and I communicate monthly to discuss general management topics, but we also discuss marketing strategies and organizations to contact to educate on the McGregor PACE program.

In order to accomplish the goals of your ALP what are your next steps?
My next steps in accomplishing the goals of the ALP is to meet with the Marketing/Intake team on August 25, 2017 to get an idea of where the team has currently been developing business relationships in Cuyahoga County. I will also present areas that I think would be a good places to develop business relationships and other marketing strategies.

What are you learning about yourself as a leader during this process so far?
I have learned that people can be very territorial if you’re not a part of their team but how you approach the team in the beginning of the conversation is what matters; being a good listener and asking soft ball question open the door for a successful ending. What you think is easy to do is not always as it seems when developing relationship in the healthcare industry.
Emily Grohnke

Organization:  Sunset Communities
Title:  Clinical Mentor, Director of Nursing
Name of ALP:  Leadership Development Program for RN Supervisors

What inspired you to choose your ALP? How will this impact your organization?
Sunset Village has recently opened a state of the art 6000 square foot rehab gymnasium and aquatic therapy Center on our Sylvania campus. We are looking to gradually change over long term clientele to skilled rehabilitation clients. This specific program is an opportunity to refine RN leaders with excellent customer service and advanced assessment skills. Clinical knowledge depth will be crucial in identifying changes and being well diversified, to lead by example with a strong steady quality that still leads from the heart. This program will impact the organization by supporting the teams in place and laying a solid foundation based on clinical knowledge and strength to stand on.

What are the goals you hope to accomplish with your ALP?
The main goal is to eventually implement 24 hour RN coverage at Sunset Village. This main objective will support acceptance of more compromised clients seeking individualized complex treatment. The RN’s will feel confident and achieve a level of comfort in their own ability to lead others.

Who will be your sponsor?  Have you had a conversation with this person?  How do you plan to follow up and communicate with your sponsor?
My sponsor is Christine Blackmore, LNHA. Christine has been the Administrator here for 2 years. We have had many discussions on the importance of RN coverage and specifically superior RN’s. Christine and I work very closely together monitoring the day to day clinical diversity as well as long term clinical goals. We have a general plan outlined and defined to move forward with the RN Supervisor Leadership Development program.

Who have you selected as a mentor?  How do you hope this mentor supports you in your ALP?  Have you communicated with your mentor?  How do you plan to follow up and communicate with your mentor?
I have selected Tiffany Dowling as my mentor to support me during this long term project. I hope that she can support me by narrowing in on expectations that cover a wide aspect of day to day interactions the Supervisors may experience. Tiffany is a great leader herself, and has wonderful knowledge she is willing to share with others. Tiffany graduated last year from the Leading Age Academy and is the Human Resources Director here at Sunset Village.

In order to accomplish the goals of your ALP, what are your next steps?
The next steps to accomplish goals of my ALP begin with:
1. Interviewing RN candidates using softball questions.
2. Hiring qualified RN’s for specific available openings.
3. Training job specific requirements.
4. Continuing education with multifaceted retreats, one on one, strengths finder workshop, etc.
5. Set up an ongoing mentoring program.
What inspired you to choose your ALP? How will this ALP impact your organization?
The Stephens Care Center is the location of our Skilled Nursing Facility and Residential Care Facility. We are introducing numerous changes to our long standing operational model for the Stephens Care Center that will directly impact our residents and their housekeeping services. We are opening the new Jameson House memory care unit, a renovated area of our existing SNF and planning for potential licensure changes in some other areas of the Stephens Care Center.
I am excited to be involved in the planning, costing and execution of how this is accomplished, and believe my own experience as a Housekeeping Supervisor will allow me to make an important contribution beneficial to the outcome.

What are the goals you hope to accomplish with your ALP?
Our community has set a goal to incorporate all of these changes without any increase in labor while maintaining our standards and values. My goal is to create an operational plan that supports this community goal and provides a positive outcome for our residents and staff.

Who will be your sponsor? Have you had a conversation with this person? How do you plan to communicate and follow up with your sponsor?
I have selected Greg Zehe, the Director of Hospitality Services, as my Sponsor. Greg and I have had many conversations and shared ideas as to how this action plan will take place and continue to share ideas to make this project successful and gain knowledge and leadership skills in the process. One area I know I will need some developmental help with is the projections and costing portion of this project. Greg has extensive experience and knowledge in this area, making me feel confident that this project can be done successfully as we work together.

Who have you selected as a mentor? How do you hope this mentor supports you in your ALP? Have you communicated with your mentor? How do you plan to follow up and communicate with your mentor?
I have selected Toni Merleno, Director of HR and Operational Services, as my mentor. I already rely on Toni’s mentoring now and I know she will be honest with my sponsor and me as we share our ideas with her on this project. She has already been informed through several conversations and I continue to follow up with her to share my progress. I look forward to collaborating with Greg and Toni on this project.

In order to accomplish your goals of your ALP what are your next steps?
The first step is to create a complete housekeeping plan for the Jameson House and then calculate the required labor for the area. The existing plans for the other areas can be modified as they are impacted by changes in occupancy or licensure. All of these changes will require staff involvement and good communication with the team to ensure flexibility and success.

What are you learning about yourself as a leader during this process so far?
I have found that my strengths have taught me more about myself than I realized and my actions make more sense both personally and professionally. Knowing more about all the strengths has also helped me identify some of my team members’ strengths and has helped me to understand them better as well.
Rachel Hedges
Organization: Ashanti Hospice and Palliative Care-Sunset Retirement Communities
Title: Leader of Hospice Services
Name of ALP: End of Life-Respecting Choices

**What inspired you to choose your ALP? How will this ALP impact your organization?**
There have been several times in my hospice career where a client does not have their wishes in order nor have any funeral plans in place. This is something that needs to be discussed when emotions are not high and decisions don’t need to be made. My plan is to set up with admissions when someone does not have wishes in place to notify me and the Ashanti Hospice Team so we can meet with them and get the discussion started before a crisis happens. This will impact my organization because I feel people will have what their wishes are in place and less stressful if something happens and we are trying to figure it out with family when they have just lost their loved one.

**What are the goals that you hope to accomplish with your ALP?**
Better communication and planning for end of life care for our residents.

**Who will be your sponsor? Have you had a conversation with this person? How do you plan to follow up and communicate with your sponsor?**
Judy Bishop-Pierce is my sponsor. I have sat down and spoke to my sponsor about my project and she feels it is a great idea and also a great way to bridge our community and hospice program and get to know our newer residents.

**Who have you selected as a mentor? How do you hope this mentor supports you in your ALP? Have you communicated with your mentor? How do you plan to follow up and communicate with your mentor?**
Erin Hensel is my mentor. I have spoken with her several times, as far as the ALP she will support me in any way but she work limited for our company so she will not really be an active part in it other than support.

**In order to accomplish the goals of your ALP what are your next steps?**
Once I return from maternity leave is when I will begin the process of having this happen. I will first meet with our 4 admissions folks and then our 3 resident services to discuss. From there I will then talk to my social workers and get them on board with helping me. We will then meet with those as they come in to make sure there wishes are in place. We will also be looking at our residents whom are here now and meet and work with those who do not have anything in place.

**What are you learning about yourself as a leader during this process so far?**
I have learned that in order to be a good leader you have to make sure that you take care of yourself, self-care. So that you are fresh and not burned out, this will help you to be the best leader for your team and those around you. Also that networking and communication is key. Although there is so much I have learned from this, these are the main ones that really hit home for me. Lastly that you are always learning and a good leader never stops learning and becoming a better leader.
**2017 Action Learning Projects**

Shawn Hoffner

**Organization:** United Church Homes-HardinCrest Apartments  
**Title:** Property Manager  
**Name of ALP:** Senior Building transition from smoking to non-smoking

**What inspired you to choose your ALP? How will this ALP impact your organization?**  
HUD is constantly changing and I see that many of the other HUD programs have gone non-smoking. I see huge amount of cost due to the damage that smoking causes in the apartments. I also see how smoking affects the seniors we try and help, so I am hoping that this may help some actually quit. I do know that our corporate office supports all of our properties to go non-smoking and now with this project it was the perfect opportunity to complete this task.

**What are the goals that you hope to accomplish with your ALP?**  
Lower costs in reconditioning of apartments upon move out. Educate the seniors about smoking and provide resources to assist in stopping smoking if they choose. Boost the overall mentality of the surrounding community as they see HardinCrest making changes that will benefit the seniors who live there.

**Who will be your sponsor? Have you had a conversation with this person? How do you plan to follow up and communicate with your sponsor?**  
Marsha Crewe is my sponsor. We spoke several times and decided for the ALP this would be an ideal project that we could actually accomplish and make a better living environment at the same time. We communicate on an as needed basis and if there are any issues as the transition begins. Also, if things go smoothly as we expect, this can be a learning tool for the other properties to use. I manage two properties and once I get through this process, my goal is to implement non-smoking at the other building.

**Who have you selected as a mentor? How do you hope this mentor supports you in your ALP? Have you communicated with your mentor? How do you plan to follow up and communicate with your mentor?**  
Don Smith is my mentor and he supports this ALP. I am using Don to help guide me as far as the leadership is concerned. This is going to be a challenge for the staff who will be receiving complaints and gossip about who may still be smoking. It will be my job to guide and direct the staff and residents through this situation. I know that this could affect a senior with their housing and lead to possible eviction. As a leader, this needs to be handled consistently, fairly, and with caution. Don has been with United Church Homes for over 16 years and is someone I look up to and trust. He has all the qualities I would like to display. Don and I talk weekly, and we talk about various topics and how to handle situations. I would like to say that most of the time I see things the same as Don and it is more of verification of how to handle a situation and this makes me feel as if I am on the right road. If I am thinking along the lines of my mentor my actions should not be far off.
In order to accomplish the goals of your ALP what are your next steps?

1. Notify all current residents and those on the waiting list the date the building will become smoke free.
2. Sign all new house rules with the non-smoking agreement and acknowledgment of the designated smoking area.
3. Sign off on all consent and notification packets that I printed and designed.

I wrote a grant proposal and requested $5000 to build a designated smoking area. I did receive the grant and we are in the process of completing the designated smoking area. We are pouring a concrete pad and have installed a bench made of recycling material along with a beautiful canopy from Lowes.

What are you learning about yourself as a leader during this process so far?
I have great potential to be a leader. I feel I need more hard work in several areas of my career to be considered a leader. I am in the role as a leader but I feel you need more experience to really step up and carry that weight. I do believe I have many of the qualities that we have been learning about over this year in the academy. Some of the true qualities I feel make up a great leader would be: integrity, honesty, compassion, trust and acceptance. I know as I continue my career with United Church Homes and focusing on developing leadership qualities, I will grow as well. I am thankful for the opportunities that I have now.
What inspired you to choose your ALP? How will this ALP impact your organization?
There is great need for enhanced elder activities that are of their personal choosing and interest. Creating meaningful engagements that enhance their quality of life while focusing on six dimensions of wellness: Emotional, Occupational, Physical, Social, Intellectual and Spiritual; is something that I am very passionate about. I believe there is a need to take a holistic approach to life enrichment and wellness that will allow our elders to reach and maintain their fullest potential. Through resident meetings and resident satisfaction scores we recognize a need to enhance our overall programming. Our campus has elders whom are both very aged, and younger, thus our programming must meet a wide spectrum of needs and wishes. While we have had various challenges over the years; our biggest challenge is simply changing our mind set. We can no longer be stuck in “this is the way we have always done it.” This project will assist us in fulfilling our mission of “enhancing the quality of life and holistic growth of older persons.”

What are the goals that you hope to accomplish with your ALP?
The goal I wish to accomplish is enhanced quality of life for the elders in which we serve through improved activities and programs across all levels of care: Independent Living, Assisted Living and Rehabilitation.

Who will be your sponsor? Have you had a conversation with this person? How do you plan to follow up and communicate with your sponsor?
Jason Miller, Vice President Operations, Otterbein Senior Lifestyle Choices. We have discussed this project in that there is great need to continue to assess and enhance the lives of the elders that we serve through life enrichment, activities, and wellness programs. We will continue to have conversations regarding this initiative throughout the course of the project.

Who have you selected as a mentor? How do you hope this mentor supports you in your ALP? Have you communicated with your mentor? How do you plan to follow up and communicate with your mentor?
Kathie Will, President Morrison Health Care, Inc. is my project mentor. Kathie has well over 20 years of experience in senior care. Kathie is a consultant whom has served elders across all levels of care working in both operations and strategic planning. I am hopeful Kathie will offer her expertise and experience to bring to light fresh ideas that are proven successes. Follow up throughout the project will occur monthly via email and telephone.

In order to accomplish the goals of your ALP what are your next steps?
- Surveys to assess the current retirement wishes of both our campus elders and those of neighboring communities have already been distributed. This data will be collected and analyzed in the upcoming months.
- Another initial step will be to hold neighborhood meetings to measure and evaluate the current effectiveness of our programming in meeting their needs.
- Researching current trends and exploring other best practices will occur through possible tours of communities that display excellence in services.
- Interdisciplinary meetings will be held to brainstorm ideas, develop/define goals, and conduct progress assessments.
- Our success and goal accomplishment will be measured through increased participation in all activities and outings, an increased number of resident directed programs, and satisfaction surveys.
What are you learning about yourself as a leader during this process so far?
I have learned that to create effective change, when change is often difficult, I must let go of all the fine details and have trust in our interdisciplinary team. As the leader it will be necessary to view progress from the “balcony” versus playing an instrument in the “orchestra”. I have learned to serve more as a motivator and mentor to cultivate an environment that will allow this change to occur. I also have learned to think and reflect more about the type of legacy I wish to leave.
Celeste Mackey

Organization:  Sisters of Charity Senior Care Corp. (DBA Bayley)
Title:  Director, Business Office, Revenue Cycle
Name of ALP:  Employee Wellness Program

What inspired you to choose your ALP?  How will this ALP impact your organization?
I was inspired to start a campus Employee Wellness Program for two reasons. First, our organization received a significant increase in medical premiums for 2017 largely due to an increase in claims paid by the insurer. Secondly, prevention is related to wellness; wellness, inserted into daily living, can prevent illnesses. Living a healthy lifestyle can result in a reduction of chronic diseases such as obesity, diabetes, and high blood pressure.

An Employee Wellness Program can impact our organization in many ways. First, and for most a top priority, our employees will keep more money in their pockets by keeping premiums stagnant as well as having fewer copays due to reduced doctor visits. Employees may also see savings by reducing the number of prescription taken because of a chronic illness. Secondly, the organization will realize savings because they pay a significant portion of the employee’s premiums. A good insurance plan is desirable to potential employees; therefore if we contain the cost of insurance our organization can attract real talent. This program is also designed to boost employee morale through team building. Giving our employees something in common to share is great for our culture, and encourages cohesiveness.

What are the goals that you hope to accomplish with your ALP?
I hope to achieve a philosophy of wellness and prevention throughout our campus, as well as cost savings for our employees and the organization. If we can prevent illness through the promotion of wellness, as an organization, we are taking the necessary steps to protect our most valuable resource which is human capital. The program kicked off with “walking for wellness” created by myself and a couple of others who walk every day on our lunch break. My ultimate goal is to encourage employees to join our campus fitness center or a fitness center of their choice and keep a regular schedule. There are about 10 – 15 employees that walk 1 mile every day and we have increased the number of employees enrolling in the campus fitness center over last year. In conjunction with our food service manager and our dietetics, we will create a nutritional guide for employees to refer to while in our dining room as well as at home. We plan to add an annual wellness fair or a learning event to re-enforce wellness activities and preventive services.

Who will be your sponsor?  Have you had a conversation with this person?  How do you plan to follow up and communicate with your sponsor?
My sponsors are my committee members. We formed a Wellness committee with staff representing all departments within the facility. We meet every six weeks to review current activities and discuss the progression of the events in process. We communicate through email in between meetings.

Who have you selected as a mentor?  How do you hope this mentor supports you in your ALP?  Have you communicated with your mentor?  How do you plan to follow up and communicate with your mentor?
Paul Kocsis, VP of Operations, is my mentor for this project. Because Paul is over operations for the campus, He has the power to authorize new initiatives as they develop without delay. Paul encourages our committee to think outside the box and come up with initiatives that promote relationship building among staff. We communicate regularly through scheduled and unscheduled meetings. I plan to follow-up and communicate with my mentor directly in meetings and through the committees reporting requirements through our QAPI meetings.
In order to accomplish the goals of your ALP what are your next steps?
We continue to encourage our employees to join our fitness center. The fitness center supervisor is a committee member, so she is 100% behind the initiative. Currently, we are working on employee membership pricing to see if we can encourage more staff to join with a reduced rate. We are in the beginning stages of creating a survey for our employees to get an idea of their interest. Also on the committee are our food service manager and our dietetics. Along with the committee, we are in the beginning stages of designing a board that will guide employees on healthy eating within our employee dining room. We are planning to meet with our campus Medical director to get some idea of our wellness fair. We will reach out to other providers that we have business agreements with to find speakers on various subjects surrounding preventive and wellness services.

What are you learning about yourself as a leader during this process so far?
So far I have learned that I cannot do it all by myself. Delegation is a hard word for me; however, to achieve the best results sometimes, you have to delegate duties. Once I understood that I did not have to do it all, my role as a leader became less stressful. I am also learning to let others lead. I don’t have to be in charge or have all the ideas all the time. Allowing others to be first in presenting ideas encourages them to come up with more ideas because they know that I will listen to them and help develop them. I am learning to lean back a little and give others the stage.
Serra Marshall

**Organization:** The Ohio Eastern Star Home  
**Title:** Administrator  
**Name of ALP:** Assistive Menus

**What inspired you to choose your ALP? How will this ALP impact your organization?**
The project was inspired by a promise to a family member after their father began losing the ability to communicate his needs effectively. These assistive menus will benefit any residents in our community who are unable to read or otherwise decipher our current menu. Ideally it will also help employees to communicate and inspire them to think outside the box in regards to person centered care. I would like to see them become more willing to go above and beyond to help improve the quality of life of our elders.

**What are the goals that you hope to accomplish with your ALP?**
- Help enable elders by giving them the ability to communicate their wants
- Improve eating habits and general health of some residents
- Inspire staff to put an extra effort in to providing person centered care

**Who will be your sponsor? Have you had a conversation with this person? How do you plan to follow up and communicate with your sponsor?**
Michele Engelbach, CEO. I hope that she provides open and honest feedback about the project and vocalizes her support of the project to others so that as many as possible buy in to it. I have communicated with her and plan to discuss the project in detail with her in weekly meetings.

**In order to accomplish the goals of your ALP what are your next steps?**
- Employ help of culinary department to get complete menus
- Start producing assistive menus for upcoming meals and employ them on the neighborhoods
- Ask nurses/aides/residents for feedback on project

**What are you learning about yourself as a leader during this process so far?**
That if you are passionate about a goal then people will sense it, follow your lead, and support you in your journey.  
That I have to be willing to take the first step and commit my time first if I expect others to dedicate time to the project as well.  
That I need to work on time management and better fitting in tedious or monotonous work such as creating the menus.
Kristen McKibben

Organization: Ohio Living Home Health & Hospice
Title: Hospice Clinical Supervisor
Name of ALP: Initiating Hospice at Satellite in Kendal

What inspired you to choose your ALP? How will this ALP impact your organization?
Hospice at Kendal has been a goal for the past year and a half for Ohio Living Home Health and Hospice. Dates have been set to initiate hospice and have been postponed due to company needs and not having crucial positions filled. Kendal and Ohio Living have started a partnership and Home Health has been developed there through Ohio Living. Through the process of starting Home Health, Ohio Living and Kendal have continued to build on their relationship and integrate cultures with one another. With all management at Greater Akron Ohio Living Home Health and Hospice and initiating programs at Kendal, it is important to be strategic in starting a program and understanding the culture in which will be served. This includes creating a culture that both staff and clients are positively influenced by. Overall, this will impact being able to service a new area of clients so they can benefit from our continuation of care model. I am inspired to help develop a plan to ensure that Hospice of Kendal is successful.

What are the goals that you hope to accomplish with your ALP?
- Obtain dependable critical staff to start the Hospice Program.
- Integrate Kendal and Ohio Living Culture to ensure successful implementation and buy in from employees.
  - Purposeful merging of cultures and involving staff to bring them up as leaders and creating a sense that they are also personally responsible for the success of Kendal Hospice start up.
- Have a better understanding of culture at Kendal.

Who will be your sponsor? Have you had a conversation with this person? How do you plan to follow up and communicate with your sponsor?
Danelle Villers, Ohio Living Home Health and Hospice Executive Director will be my sponsor. I have spoken with Danelle about my action plan. Ongoing communication will occur with Danelle as the implementation of Kendal Hospice at home is being started. Goal for opening Satellite Kendal Ohio Living Home Health and Hospice is fiscal year 2018. Danelle has made some positive suggestions towards planning for Kendal hospice and to help guide the process of better understanding Kendal's culture.

Who have you selected as a mentor? How do you hope this mentor supports you in your ALP? Have you communicated with your mentor? How do you plan to follow up and communicate with your mentor?
David Miner has been selected as a mentor. My hopes for David is to help continue to keep my mind in line with inspiring individuals to continue to see the vision of starting hospice satellite company. David Miner is an enthusiastic person whom gets the buy in from individuals easily. David Miner also has a very positive outlook and is a critical thinker. He has implemented and ran multiple committees at my church. I have spoken with David on 2 occasions now and plan to continue to follow-up as questions arise. I see David twice a week through other activities and can ask questions along the way. David has agreed to meet up for lunch as needed.
In order to accomplish the goals of your ALP what are your next steps?

- Repost job requisitions for applications.
  - Hospice aide
  - Hospice RN Case Manager
  - Maintain Home Health LPN and cross train for Hospice
  - On-Call RN
- Interview Lois Kline, Home Health Clinical Supervisor over Kendal Home Health, on experience with culture to ensure hired employees possess qualities, morals and personality to successfully work with Ohio Living Home Health and Hospice and Kendal.
- Seek input and guidance from Danelle Villers, Ohio Living Home Health and Hospice Executive Director. Danelle played an integral part in implementing Home Health in Kendal and has the experience of successes and suggestions for implementing Hospice. Debriefing from Home Health initiation and implement what learned into hospice start up plan.
- Interview Lou Ann Kutina, Marketing Liaison for Kendal. Seek input on potential hospice cases that had been outsourced due to not having active hospice in the region. Seek input on what Kendal is looking for in a hospice agency.
- Develop interview questions based on conversations with Lois, Danelle and Lou Ann to ensure hiring of crucial individuals/employees that fit desired personality, morals and qualities.
- Continue to give Greater Akron staff case scenarios of Kendal clients to build better understanding of culture and to help integrate each other’s cultures.
- Set up a tour of Kendal of Oberlin to see campus to better understand population that will be served.
- Facilitate conversation on starting hospice in Kendal with current Greater Akron Team to seek suggestions, input and help for developing a plan.

What are you learning about yourself as a leader during this process so far?

I have learned that it is critical for the staff to continue to see the vision to move forward together as a unified force to accomplish a goal. As a leader, I play an important role for continuing to bring attention to the goal/vision.

I have learned that I do possess the natural behavior to inspire and create enthusiasm. I have found that my role for the nurses is demonstration by example. When I show a certain behavior and reaction, staff responds accordingly.

I have learned that my natural talent of inclusiveness and connectedness will be in my benefit with my approach of inquiring from all involved parties and then connecting the whole picture to ensure success.
What inspired you to choose your ALP? How will this ALP impact your organization?
When considering the many options of projects that would positively impact both the patient and family experience, as well as the employee experience I reviewed the process from a families and employee perspective for the full admission process. This is the experience that every family has as their first view of Pathways Hospice and how our communication with them will be. This paperwork included over 40 pieces of paper, very little educational items and required approximately 13 initials and signatures. Many times we have been told during this process, by patients themselves or by families, that they experienced less paperwork buying a car or a house. Considering the numbers of similar conversations that we have had in the past 5 years on this topic, yet continuing to keep it exactly the same, was insanity.

What are the goals that you hope to accomplish with your ALP?
- Ease the process of admission for families and patients
- Offer more assistance to hospice employees to ease the process of explaining and educating families and patients
- Integrate education into the admission process
- Create “leave behinds” to offer continued education and resources that families may review any day as they need it.
- Create a tool that includes education and resources for hospice staff to review with families and remind them to look at for support.

Who will be your sponsor? Have you had a conversation with this person? How do you plan to follow up and communicate with your sponsor?
David Noggle CEO He is aware of and very happy with the plan and follow up with the process and results so far.

Who have you selected as a mentor? How do you hope this mentor supports you in your ALP? Have you communicated with your mentor? How do you plan to follow up and communicate with your mentor?
My mentor for this project is Norm Mast. Norm is an experienced hospice director and has been supportive in conversations and suggestions based upon his lengthy experience in management and hospice. We communicate frequently and he is participating in communication as I lead my internal team and we meet and make the changes necessary to move forward. I have actually used several others as mentors in this process although not formally. My Clinical Director, LeadingAge staff, a student in law school.
In order to accomplish the goals of your ALP what are your next steps?

- Scheduled meetings with the hospice team including Operation and Clinical management as well as field staff and those who meet with families on any level.
- Go through an entire admission as a family member and another entire admission as the staff member explaining the paperwork. Review both scenarios and discuss the struggles and difficulties discovered during the process.
- Discuss and evaluate the redundancies. Identify weaknesses and opportunities (SWOT analysis) Review signature and initial lines for editing. Bullet point what may be explained in simpler terms.
- Revise forms and process into a take home book for the family and patient or representative that includes educational pieces and ease numbers of signature pages.
- Include non-hospice persons in the review and mock admission paperwork
- Plan revision reviews as we progress, understanding that perfect is the goal but it isn’t ever perfect and may always be in need of more or less.
- Share with LeadingAge Hospice Leadership for discussion, suggestion and compliance review.
- Provide versions and tweak until we cannot identify further changes needed at this time
- Print new resource tool
- Train staff on use of tool
- Implement in the field, ask staff and patient and family review of process
- Plan quarterly review and assess appropriateness and continued changes necessary for reprint

What are you learning about yourself as a leader during this process so far?
As a leader in my organization I must continually look for these hidden struggle points and focus to revise and make them better. I am able to create change and not except that “We have always done it this way”. I have also learned that sometimes the things that we accept as a process that really do not work well are there at the tip of everyone’s tongue and if I only listen and purposely ask what may we do in a better way, the team will always step up to be a part of the solution. Rather than hearing complaints as personal attacks on a process I am hearing that there is hope of “better”.

I have also learned that everyone in the organization was excited to have a better tool and process for admission. The consensus is that we should have done this a long time ago. I agree and am now watching for more opportunities to identify things that we still do, that we should have changed a long time ago!
What inspired you to choose your ALP? How will this ALP impact your organization?
As a corporation, we are looking to the future to expand our Independent and Assisted Living service lines. Our Vision at United Church Homes is where the Spirit creates Abundant Life in our Community. This year for the first time we will be conducting resident satisfaction surveys for our Independent Living. Also, as more and more baby boomers come to us, they will expect even more from the communities. They want meaningful and purposeful activities. I believe that this project is a start at looking at other ways to help older adults thrive within and outside of our community.

What are the goals that you hope to accomplish with your ALP?
1. Activities geared towards the wellness of the whole person examples personal growth, entertainment, physical wellness, opportunity for mentoring and or volunteering.
2. Create a more attractive lifestyle to potential customers along with a smoother transition into Community Living.
3. Increase Intergenerational activities and/or programs.
4. Seek opportunities to partner with the greater community.
5. Help the residents to conduct self-driven activities.
6. Connect residents to other residents at all levels of our community.

Who will be your sponsor? Have you had a conversation with this person? How do you plan to follow up and communicate with your sponsor?
My sponsor is Debbie Durbin, who is my direct supervisor. She too believes that keeping our residents involved and creating an environment where the activities are more self-driven will help to alleviate some of the boredom and hopefully increase resident participation. We will meet monthly to discuss the progress of this project.

Who have you selected as a mentor? How do you hope this mentor supports you in your ALP? Have you communicated with your mentor? How do you plan to follow up and communicate with your mentor?
Megan Williams, Corporate Director of Sales and Marketing is my mentor. Ms. Williams comes to United Church Homes, Inc. with a vast knowledge of Independent and Assisted Living services. I hope to gain more creative ideas and ways to attract new residents and serve our current residents. Ms. Williams is available through phone calls, emails and site visits.
In order to accomplish the goals of your ALP what are your next steps?
The following are the initial steps towards achieving my project.

1. First step is to identify who are the key team members that will drive this change in culture. Initially, Myself, Marketing Director, Activities Department and Therapy Department.
2. Distribute satisfaction surveys to all Independent Living residents by September 8, 2017.
3. Conduct some type of survey and or profile of each of our Independent residents in which we gather information such as previous hobbies, interests, lifestyle, work experience and of course their perspective on purposeful activities.
4. Review satisfaction survey results with Leadership and IL residents via leadership meetings and resident council.
5. Form a resident activity committee. From the results and profiles done with the IL residents utilize that information to be a starting platform for the group. Activity department will lead this committee at least initially to get residents focused and on task.
6. Start an advisory board with inviting respected community leaders to join us at Chapel Hill Community to discuss current trends, events and or needs out in the community pertaining either to their business or services that pertain to the senior demographics.
7. Interview local businesses within our community to assess their needs and how Chapel Hill can offer support and services that can involve our independent residents such as mentoring, assisting with a fund raiser and or local charity, interacting in our local daycare and schools.

What are you learning about yourself as a leader during this process so far?
Leadership is not something you attain due to years of experience. It is a self-awareness of one’s strengths and weaknesses and constant work at striving to be one’s best. Leadership is an on-going challenge that never goes away. I have become more cognizant of understanding processes and the bigger picture. Also, communication and follow up is key factor to a successful project. One must stay organized and focused, while keeping your leadership team apprised of progress. Also, through reading Strength Finders I realized that focusing more on my strengths versus my weaknesses will allow me to grow more personally and professionally.
Hannah Moorman

Organization: Friends Care Community
Title: Long Term Care Nurse Manager
Name of ALP: Friends Care STNA Mentorship Program

What inspired you to choose your ALP? How will this ALP impact your organization?
I have had the privilege to work with some fantastic STNAs in my five years with Friends Care Community. They are caring, hardworking and dedicated. I would like to have our star STNAs help encourage and build up our incoming STNAs. Solid relationships need to be started as soon as the position is accepted. I feel that with the staffing crisis being seen across the state that this will help our facility stand out.

What are the goals that you hope to accomplish with your ALP?
To build solid relationships within the organization and to help increase employee retention and morale within the facility.

Who will be your sponsor? Have you had a conversation with this person? How do you plan to follow up and communicate with your sponsor?
Robin Miller, DON of Friends Care is my sponsor. She is aware of the project and has been a part of projects like this in the past. She has an extensive career in health care and will be a wonderful resource for me throughout this process. We communicate on a daily basis through conversation as well as email.

In order to accomplish the goals of your ALP what are your next steps?
The next steps are to finalize the plan that has been laid out and start interviewing our current STNAs for the mentorship program.

What are you learning about yourself as a leader during this process so far?
That learning is never ending in this profession. I learn something new every day. Whether it is from the staff, my peers, residents or their families. To become a better manager learning is key. The Leadership Academy has been an amazing program to help me to start “thinking outside of the box.” I have a wonderful team who wants to help, and needs to be engaged. I have learned that I cannot do everything on my own and my team is ready and willing. There is a quote (author unknown) that sums that up nicely, “Leading is not the same as being a leader. Leading means others are willing to follow, not because they have to, but because they want to.”
Angela Powell

Organization: Otterbein Portage Valley
Title: Executive Director
Name of ALP: Changing the Perception of Aging and Dementia Care Within Our Walls and Beyond

What inspired you to choose your ALP? How will this ALP impact your organization?
Every day I am blessed to have the opportunity to serve the residents of Otterbein Portage Valley. They inspire me to do my best and to be my best as I lead an exceptional team who make a difference in the lives of those we serve each day. However, when it came to my ALP there is one individual resident who has inspired me to do better. She inspired me to find ways to educate, innovate, and collaborate to enhance the dementia care that is provided. This resident was part of the Otterbein family since I started in my position and she progressed through all three levels of care as her disease worsened. She is a powerful and meaningful reminder of the impact that quality dementia care can have not only for the quality of life for residents but also the families that we serve.

My ALP expanded when members of the Otterbein Portage Valley team were discussing with the local police chief some of the challenges that his team were seeing with the elderly population in our local towns. It became clear that we had an opportunity to collaborate to change the perception of aging/Dementia and to develop strategies to support our Otterbein family as well as the community we serve.

I believe that this ALP will impact Otterbein Portage Valley in multiple ways. First of all, Otterbein’s Mission is “In keeping with the United Methodist tradition, we seek to enhance the quality of life and holistic growth of older persons.” Enhancing our dementia programming, collaborating with the community, and providing educational opportunities will support our ongoing efforts to fulfil the Mission that has been placed in our hands. Secondly, according the the Alzheimer Association website, “More than 5 million Americans are living with Alzheimer’s. By 2050 this number could rise as high as 16 Million.” The need for those utilizing Otterbein Portage Valley’s services as well as those needing support in the surrounding communities is increasing. Focusing on this project will support and enhance the services we are providing.

What are the goals that you hope to accomplish with your ALP?
My goal for my ALP is to change the perception of aging, specifically for those with Dementia, through education, collaboration, and programming. This plan will be divided into two main pillars- 1) Connect with and support the community of elders and caregivers and 2) Enhance the dementia programming for all three levels of care at Otterbein Portage Valley.

Who will be your sponsor? Have you had a conversation with this person? How do you plan to follow up and communicate with your sponsor?
The sponsor for my ALP is our Dementia Task Force that has been created to accomplish our goals. There have been initial meetings where specific goals and action plans have been developed. The group will meet twice a month until implementation of key action items is complete.
Who have you selected as a mentor? How do you hope this mentor supports you in your ALP? Have you communicated with your mentor? How do you plan to follow up and communicate with your mentor?

I have been fortunate to have several mentors throughout my career. My primary mentor is Steve Dumke, LNHA, FACHE. His current role is the Executive Vice President and COO of Christian Health Care Center. This organization has a successful memory care unit as well as a mental health hospital. I have and continue to communicate with my mentor on a regular basis. He will support my ALP as he has invested in me in the past. Steve is a sounding board for me; he challenges me to challenge myself as I work through situations. He encourages, empowers, and supports me as I grow professionally. Specifically with this ALP my hope is that Steve will provide access to knowledge and best practices to enhance our initiative. I plan to continue to communicate with him specifically about this ALP until full implementation and beyond.

In order to accomplish the goals of your ALP what are your next steps?

The initial steps for my ALP are as follows:

1. Connect with and support the community of elders and caregivers
   a. Develop/expand our Dementia Task force to include key members of the community including but limited to church members, police/first responders, community leaders, etc.
   b. Coordinate regular and extensive community education
   c. Create opportunities for elders to connect with OPV in non-threatening ways (i.e. food, events, exercise program, etc.)

2. Enhance the dementia programming for all three levels of care at Otterbein Portage Valley.
   a. Coordinate regular and extensive education for partners, residents, and family members
   b. Develop and implement action plans to assist with awareness of the disease progression, plans for early intervention, and the development of the enhanced individualized programming
   c. Evaluate opportunities to enhance quality of life for our dementia population with a focus on environment and activity programming

Additional detailed plans will be developed as the Dementia Task force continues to meet on a regular basis.

What are you learning about yourself as a leader during this process so far?

As I continue to lead, this process has reinforced for me the importance of collaboration. I have been reminded the value of bringing together a group of professionals who come to the table with a diverse set of knowledge, skills, and experience but all share a common goal. I have also been reminded of the benefit of casting a vision and then empowering others to be part of the change management process. I have learned that I need to continue to focus on active listening and the use of soft ball questions to gain the most insight from the team. It has also reinforced the learning that time needs to be made for innovation. When I take the time to focus on innovation significant enhancements are made in the lives of those we serve and those we serve beside.
What inspired you to choose your ALP? How will this ALP impact your organization?
The dining experience is such a major component to quality of life for residents in the long term care setting. Some issues that my facility has been experiencing is appearance of food and dining room, meal delivery issues, customer service issues, and feedback that from residents that they would like to be more involved with some of the meal prep and options of food that is on the menu. It is my vision that our facility will make improvements to our overall dining experience that will enhance the lives of our residents. In the past we have had dissatisfaction with the dining experience as a whole. I also want to include managers of various departments to give input and help with the enhancement of the dining experience.

This Action Learning Project will impact my organization in that it will enhance the lives of our residents and improve overall resident satisfaction. It will also take a true interdisciplinary team approach to make all of the changes that I am envisioning. Hopefully, we will have such success that other facilities in our organization will use some of the ideas that we used to help enhance their dining experience.

What are the goals that you hope to accomplish with your ALP?
Past efforts to improve the dining experience haven’t been as successful as I would have liked to see and I believe this is because we have never pulled the whole interdisciplinary team together to get input on improving the dining process. It is my goal that this project will empower our interdisciplinary team to work together to enhance the overall dining experience of our residents. I would also like to improve resident satisfaction as it relates to dining. We will measure our success with this project by utilizing three different survey methods. We will incorporate questions on food and the dining process on our management rounding tool that we do weekly, develop comment cards and place boxes outside of the dining room so that it is easily accessible for residents and families, and send a food satisfaction survey to our residents every year that will rate the dining experience on a scale of 1 to 5. In addition, we will use resident advice that we gather at the monthly Food Talk meetings to gage satisfaction and get new ideas.

Who will be your sponsor? Have you had a conversation with this person? How do you plan to follow up and communicate with your sponsor?
My sponsors for this project will be our organization’s Dietician and Director of Quality Assurance. I have already spoken to both people and they are aware that I am working on this and are aware of most of my plans moving forward. Neither one was able to attend the first meeting that I had with key leaders of our building but are aware of what was planned at that meeting. I plan to follow up with them on a bi-weekly basis to give them updates and ask for their support when needed. I will also have them attend our next meeting which will be held in two months.

Who have you selected as a mentor? How do you hope this mentor supports you in your ALP? Have you communicated with your mentor? How do you plan to follow up and communicate with your mentor?
My Mentor is the Genacross Lutheran Services Director of Quality Assurance. My mentor is also one of my sponsors for my ALP. I hope that she supports me by having honest communication with me if she feels that some of my plans may not work and is willing to offer up new ideas if she feels like it will benefit my project. I will be communicating with my mentor on a weekly basis for this project and if need be I will reach out to her more frequently.
In order to accomplish the goals of your ALP what are your next steps?
I have met with key leaders of the interdisciplinary team and have set some timelines of different tasks that I would like to accomplish. We are currently working on several of these at the moment and will be setting up a time within the next two months to meet again and check our progress and see if we have some new ideas. At this next meeting we will evaluate some of the changes that we have made thus far and set additional timelines for our remaining tasks. We will be implementing all changes over the next year and will meet every other month to evaluate our progress. After all changes are made, we will still meet every other month to ensure we are continuing our progress. To accomplish some of our goals we will also have to hire some additional staff. This is built into our budget, but the staff members are not yet hired. Once we have all of our staff in place, we will use mentors in each of our departments to train the new staff so that we are ensuring staff is trained properly.

What are you learning about yourself as a leader during this process so far?
I have learned so far about myself as a leader during this process that I have improved upon using others for input and ideas to improve our facility and work toward our overall vision. I have learned that you cannot accomplish a large goal that involves several departments, unless you have the input and buy in from those specific department leaders. Also, I have learned that if parts of your original plan don’t work, it is ok to regroup and figure out what went wrong, make adjustments, and move forward with a revised plan.
Congratulations to the LeadingAge Ohio Leadership Academy Class of 2017.