

LeadingAge<sup>®</sup>  
Ohio

*leadership academy*

2023 Action Learning Projects



Partners:





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.



**Casey Amonette**

**Organization:** Genacross Lutheran Services - Napoleon campus

**Title:** Executive Director

**Name of ALP:** A Culture and Retention Pilot

**1. Describe the ALP**

This ALP is a plan of action to pilot a new plan to help propel culture change and keep current staff while attracting new for longevity.

**2. What inspired you to choose your ALP?**

We have a lot of great staff but it seems there is a big gap between the orientation and the training. We see a lot of turnover as there is no set expectation on connecting with staff once through orientation.

**3. How will this ALP impact your organization and/or greater community or field?**

This program will help with the very high cost of turnover and training on new staff over and over. It will also help build trust with families and residents that they can trust in the staff staying with our organization for a long time to build those relationships. It also will help bring in new staff to sustain growth while reducing our agency cost which takes away from other needs of our residents.

**4. What are the goals for your organization and/or greater community or field that you hope to accomplish with your ALP?**

I hope to save money that can go to other needs and circulate back to our community.

**5. How will you measure the success of these goals? Consider, e.g.: before/after surveys that will test the importance of your project or its potential impact; the availability of data that support the importance of your project; focus groups; etc.**

We will measure the success of the pilot by the gathering of data from numbers pulled from previous years of turnover, money spent on agency, and surveys from staff.

**6. Communicating with your sponsor is an important part of the ALP development process.**

**a. How do you and your sponsor envision your ALP aligning with your organization's needs and priorities?**

My ALP is exactly what we need right now in the organization as covid hurt us quite a bit financially and the cost agency cannot be sustained, monetarily or service level.

**b. What is your plan to keep your sponsor engaged with your work?**

I plan to update and meet with my sponsor bi-weekly so we can talk through developments, obstacles, ideas.



- 7. What is the process you have developed in order to complete your ALP? Please include not only a timeline but details of who you need to include in the process. Also, be thorough in your thinking about the steps and the individuals to include in the process, e.g.: Residents? Other team members? Other executives? Leaders from the greater community?**

We have a new head of Human Resources who is going to head this plan with me.

We plan to involve all department heads and create plans of training for those department heads to aid us in getting a system in place for training after orientation. I am hoping to meet with the leaders of the campuses and department heads in the next few months to get their input of the weak areas in the process and flesh out a plan to have them review for effectiveness and its ability to be executed. Then roll this out by end of year at the latest.

I want floor staff involved so we know what worked, what is lacking, what worked when they were first hired that maybe got lost over the years.

- 8. Which of the steps you've described in the process description above have the potential to reshape your project or even potentially derail it? Even if you identify none, how will you ensure that the group is testing the process, reexamining goals, and reconsidering how best to measure success?**

The steps of using surveys for present staff and getting their input may change how we approach this process. We may have some weak areas identified such as department heads being involved closely in the training process when maybe they say workload is not what was described.

- 9. What areas of your leadership strengths (think DISC/StrengthsFinder) do you anticipate will be tested during the ALP?**

I think my C self will struggle with allowing all the input on the process as I want it to be nice and neat. When a lot of different personalities get involved it can get messy, delayed or disorganized. I like it to be a simple to do list and check it off and I know that will not be how it happens.



**Beth Bell**

**Organization:** McGregor PACE

**Title:** Director of Enrollment

**Name of ALP:**

**1. Describe the ALP**

To participate in designated community events in conjunction with the McGregor PACE Intake Coordinators (marketing staff). The Intake Coordinators routinely schedule community events to market the PACE program and what PACE has to offer. The focus of my involvement would be to provide Medicaid education to attendees at identified events. Focus would be on attendees who are Service Coordinators in senior buildings, individuals living in Cuyahoga County who are 55 years or older, or other community partners identified as appropriate by the marketing staff. The information presented would focus on Waiver Medicaid since this is my area of expertise. The intent of this information would be to provide Medicaid guideline information to individuals who are considering applying for PACE or other Medicaid Waiver programs to remain in their home in the community for as long as possible and receive services through Medicaid.

**2. What inspired you to choose your ALP?**

Last fall, I was working in my office and received a call from the Director of Marketing at PACE. He was having an in-service for Service Coordinators, and they had questions about Medicaid he could not answer. He asked if I could come down and answer a few questions. I went down to the room and the attendees for an impromptu Q & A session. Eventually, the Marketing Director said they had to move on to the next agenda items. We ran out of time before we ran out of questions.

**3. How will this ALP impact your organization and/or greater community or field?**

Enrollment and Intake already work closely to enroll applicants into the PACE program. Collaboration between the two departments would assist with better educating the Marketing staff about Medicaid eligibility and fostering relationships with community partners. Ideally, providing education about Medicaid would encourage individuals to choose our program to receive services. In addition, it will assist attendees with determining their interest in pursuing Medicaid based services. Often individuals assume they would not be eligible for Medicaid or do not understand that they could become eligible for Medicaid. Attendees may realize they could choose to receive services in their own home impacting their ability to remain in their own home in the community with services and prevent premature long term care placement. It is less expensive for Medicaid to provide services in someone's own home through Waiver programs like PACE than in a nursing home setting.

**4. What are the goals for your organization and/or greater community or field that you hope to accomplish with your ALP?**

The goal would be to provide the following: An opportunity for individuals to attend Medicaid education about the income and resource guidelines for Waiver Medicaid eligibility; A handout that outlines eligibility guidelines for the current year; A venue to ask questions about Medicaid eligibility; and an opportunity to ask questions about PACE services and what they might be eligible to receive in their own home. An attendee could choose to pursue services through a program of their choice.



- 5. How will you measure the success of these goals? Consider, e.g.: before/after surveys that will test the importance of your project or its potential impact; the availability of data that support the importance of your project; focus groups; etc.**

PACE applications ask about the referral source. If the individual completes an application following an event, Intake would be able to track the impact on educating attendees and how it impacts applications to the PACE program. They will also be able to track requests from community partners for one of these informational events.

- 6. Communicating with your sponsor is an important part of the ALP development process.**

My sponsor is the CEO of PACE. Marketing the PACE program and census growth is a high priority for the program. Educating individuals in their ability to utilize Medicaid services would work towards the goal of census growth. The CEO is also my direct report. We have frequent discussions about census and growth and this information would become part of the discussions.

- 7. What is the process you have developed in order to complete your ALP? Please include not only a timeline but details of who you need to include in the process. Also, be thorough in your thinking about the steps and the individuals to include in the process, e.g.: Residents? Other team members? Other executives? Leaders from the greater community?**

My sponsor is the CEO of PACE as well as my direct report. Marketing the PACE program and census growth is a high priority for the program. Educating individuals in their ability to utilize Medicaid services would work towards the goal of census growth. The Intake department, Enrollment department, and the CEO would discuss this during weekly meetings. There would be a monthly meeting between the Director of Enrollment and the Director of Marketing to determine which events would be beneficial to include Medicaid education. The Intake Department will market flyers to appropriate community partners or service coordinators; schedule the event, identify the time and place; obtain estimated number of attendees to determine handouts, etc.; set up the event. The Enrollment Department will create the Medicaid educational program, a summary sheet of Medicaid Waiver eligibility guidelines, and present the training to attendees.

- 8. Which of the steps you've described in the process description above have the potential to reshape your project or even potentially derail it? Even if you identify none, how will you ensure that the group is testing the process, reexamining goals, and reconsidering how best to measure success?**

After the first event occurs, staff will examine process and adjustment accordingly. I anticipate the process would be re-evaluated and tweaked ongoing with each event to maximize effectiveness. Each year the Medicaid budget table changes and the handout would need to be updated.

- 9. What areas of your leadership strengths (think DISC/StrengthsFinder) do you anticipate will be tested during the ALP?**

Medicaid eligibility is very black and white. You either qualify or you do not. You either do the things necessary to get qualified or you do not. But conversations about finances are emotional. There must be a conscious effort to answer questions in a sensitive manner as conversations about finances and particularly spend downs, are emotional for someone interested in applying for Medicaid.



**Drew Burnett**

**Organization:** Ohio Living Quaker Heights

**Title:** Executive Director

**Name of ALP:** Thrift Shop

**1. Describe the ALP**

For my ALP, I am wanting to get and open a resident run thrift shop.

**2. What inspired you to choose your ALP?**

Each year in Waynesville Ohio there is a huge festival called the Sauerkraut Festival that celebrates all things sauerkraut and people from all over come in for the shopping and food. My building hosts a few tents and transports people to and from their cars. Last year when planning, at resident council they asked if they could set up a few tables and hand out water and get to see the kids and families coming and going. We were not able to make that request happen but found some other ways they could volunteer and help. When I got more information and other ways, they could volunteer they expressed having more opportunities to get out into the community and engage with those in the small town we are in.

**3. How will this ALP impact your organization and/or greater community or field?**

We all can relate that our residents want to get out of the four walls of a nursing facility and be able to be out and about in the local community. In Waynesville Ohio, this a very close multi-generational town. Most of the residents I have grew up or lived in the area for most of their lives. With that I think that giving them the ability to use their items to raise funds for the facility and interact with those near by would promote them to really make this work.

**4. What are the goals for your organization and/or greater community or field that you hope to accomplish with your ALP?**

The goal that I want to see is the residents help in taking ownership of the store and other staff or volunteers and assist with them. I want to be able to show them the fruits of their labor by hosting special activities or events with the intake from the store. Also want to see an uptick in community engagement to help extend our outreach.

**5. How will you measure the success of these goals? Consider, e.g.: before/after surveys that will test the importance of your project or its potential impact; the availability of data that support the importance of your project; focus groups; etc.**

I think that the start of the goal will be being able to work with gift giving and seeing if we have any funds to use to find retail space or if we want to utilize any onsite space. The biggest goal will be resident engagement and willingness to help make this successful. I think it will need to move form one step to the next in a slower pace to ensure that I get facility buy in.



**6. Communicating with your sponsor is an important part of the ALP development process.**

**a. How do you and your sponsor envision your ALP aligning with your organization's needs and priorities?**

Since I took over at Quaker Heights, Leslie my sponsor and I have said that community engagement is a must have. As mentioned earlier, this is a small community and to have the support and appreciation of the surrounding residents is huge for our success.

**b. What is your plan to keep your sponsor engaged with your work?**

As it stands, I have a lot of support from my sponsor to make it work. Being able to have this resident focused and also community engagement is what we are most excited about. I plan to make sure that Leslie is aware of any items that would cause extra finances and just the overall speed of the project.

**7. What is the process you have developed in order to complete your ALP? Please include not only a timeline but details of who you need to include in the process. Also, be thorough in your thinking about the steps and the individuals to include in the process, e.g.: Residents? Other team members? Other executives? Leaders from the greater community?**

The start of this project will be meeting with residents at resident council to go over the idea and get them on board. Looking to find a few that want to be the ones heading up and assisting running the idea. My goal is to meet with the residents in July/ August resident councils to go over a plan and have them to start and think about wanting to help and other ideas so they can take some ownership. Again, while I want to make sure this happens, I want them to work and make up ideas and thoughts about how they want it to be successful. After I present the project, I want to work with charitable gift giving to see what funds we have available now that we can use to find a store front or if it would be better to utilize an area in the facility. This might be the part that slows progress as the facility group might get hung up on the details. The goal is that by October we have the plan laid out and where we want to do it. If working in facility set up the dates and times of operation. In October there is the annual Sauerkraut Festival and that would be a great place to have residents come down and start to promote and have some coming soon flyers to hand out. I don't think that we will have a set start date but at least say what we have going on and more information to come. The attendance is over 300,000 people so that would be amazing outreach. Once we have that crossed off the list, we will get down to tackling final preps of gathering items and either filling up the store front or organizing the on-site area. Then getting back out and marketing the opening of the store itself. We can use the Quaker Heights sign on the entrance and community marketing areas in the Waynesville area. Would like to see us chip away at this and be up and open by March 2024.

**8. Which of the steps you've described in the process description above have the potential to reshape your project or even potentially derail it? Even if you identify none, how will you ensure that the group is testing the process, reexamining goals, and reconsidering how best to measure success?**

I have ideas of how I want this to go, and the residents might have a totally different way they want this to run. For my group I think having a set goal of when we want to hit the finish line that will help motivate and keep people on track.

**9. What areas of your leadership strengths (think DISC/StrengthsFinder) do you anticipate will be tested during the ALP?**

I think that just the overall details and ensuring all the boxes are checked will be the toughest for me. Also trying to be the one that keeps the group on track and ensuring that the project keeps moving forward.





**Elisabeth Christman**

**Organization:** Kendal at Oberlin

**Title:** Assistant Director of Sales and Marketing

**Name of ALP:** Community Resource Guide

**1. Describe the ALP**

I am planning a project that is a community resource guide for new residents of Kendal at Oberlin. This guide would work to inform them of resources (business and organizations) in the greater Oberlin and Lorain County area. We might take for granted that we know where our current dry cleaner, resale shop, drug store is located. We might also take for granted that we know the cashier, pharmacist, or manager. When one moves to a new home and community, these once easy tasks might be daunting when navigating a new town or new store. A community resource guide could help alleviate that stress and make a new home feel more welcome and safe.

**2. What inspired you to choose your ALP?**

We have seen an increase in residents arriving to Kendal at Oberlin from outside of our immediate geographic area, with current numbers showing up to 50% of our incoming residents and Ready List members being from other states. With these numbers in mind, it would be ideal to offer new residents a document of local resources.

**3. How will this ALP impact your organization and/or greater community or field?**

I envision this as a collaborative piece with Oberlin College and businesses for students and new professors (and their families if applicable). We work so closely with the college on other aspects, this might work well. I anticipate it continuing to grow in a way that it would become a template for other Kendal affiliates to use

**4. What are the goals for your organization and/or greater community or field that you hope to accomplish with your ALP?**

I hope to continue to strengthen the relationship between Kendal at Oberlin and the greater community. We have a unique organic relationship with the town and college, but new students, residents, and faculty could change, businesses close, new restaurants open, etc. It is important to connect all the dots in a small community so that resources can be shared and maximized. I am hopeful that sharing these resources will grow relationships and strengthen partnerships. As we know, turnover in leadership, not just in healthcare, can change dynamics quickly, so having solid relationships is key.

**5. How will you measure the success of these goals? Consider, e.g.: before/after surveys that will test the importance of your project or its potential impact; the availability of data that support the importance of your project; focus groups; etc.**

I would survey new residents – 30 days after move in and one year after move in to see if this resource guide was useful, what area could be expanded, and if they shared the guide with anyone outside of Kendal at Oberlin.



**6. Communicating with your sponsor is an important part of the ALP development process.**

**a. How do you and your sponsor envision your ALP aligning with your organization's needs and priorities?**

Kendal at Oberlin is always striving to strengthen relationships outside of our own community, so this will help build new relationships and even allow for businesses to learn more about our community and residents needs.

**b. What is your plan to keep your sponsor engaged with your work?**

My sponsor will review drafts for my ALP work as I finish sections; she will also help with the digital transition of the guide to our Priority Portal website for waitlist members.

**7. What is the process you have developed in order to complete your ALP? Please include not only a timeline but details of who you need to include in the process. Also, be thorough in your thinking about the steps and the individuals to include in the process, e.g.: Residents? Other team members? Other executives? Leaders from the greater community?**

A preliminary draft will be completed by the end of 2023. This will then be converted into a digital source, in conjunction with marketing team members, so that it can be uploaded into the Priority Portal (waitlist member website) and Viibrant (resident website). The Priority Members will have access so that they can plan for what life in Oberlin will entail and what will be available to them, such as new dry cleaner, banks, doggie daycare, etc. The Viibrant platform will allow residents to continue to have access to resources.

I will also be attending the New Neighbors Coffee Hour (monthly meeting for new residents) to gather more information from staff and community speakers. Continued updates and review of the material will be on-going.

**8. Which of the steps you've described in the process description above have the potential to reshape your project or even potentially derail it?**

None that I can think of.

**a. Even if you identify none, how will you ensure that the group is testing the process, reexamining goals, and considering how best to measure success?**

Staff and resident corporation and input will be vital; staff can only provide so much information – residents will need to let it be known what resources they needed when they moved to Kendal at Oberlin.

**9. What areas of your leadership strengths (think DISC/StrengthsFinder) do you anticipate will be tested during the ALP?**

I think my profile as "The Specialist" will be tested because I will have to rely on other to help with the upkeep and maintenance of the community resource guide. A factor that is a hurdle is that I do not live in the area where I work, so the knowledge of colleagues and residents of changing businesses and organizations will be crucial to the success of this tool.



**Madeline D'Amico**

**Organization:** Otterbein Senior Life

**Title:** Guide/Administrator

**Name of ALP:** Food Service Improvement Plan (working on title - Liberating Food Service; Otterbein Culinary Culture Improvements)

**1. Describe the ALP**

- a. Goal of ALP is to establish a better food service/culinary improvements to improve elder satisfaction and quality of food.
- b. Otterbein Small House Neighborhoods lead the nation in our person centered care, liberating model. Our current food system results in fast, unhealthy food prepared by STNAs with little experience within cooking and formulating healthy, tasty, satisfying meals for the elders.
- c. Determine Training, Procedures, Meal prep/meal planning, etc. Quarterly home economics training courses.

**2. What inspired you to choose your ALP?**

Otterbein, following our mission statement: "Inspired by faith, we strive to enrich individual life journeys for all" we strive to provide elders with the best quality of services. With our unique model of care our STNA's are utilized as a utility position covering departments including patient care, housekeeping, laundry, and culinary. A majority of these partners have the passion to provide great services but lack the knowledge to complete the task especially in regards to the food service and prep, and quality. This in turn results in food complaints, dietary concerns, future weight gains/losses, and state complaint surveys. With such a great model, supported by the Greenhouse network, leading the nation and now reaching global networks of providing a different, liberating model our food service system should match the other levels of care and quality we are able to provide.

**3. How will this ALP impact your organization and/or greater community or field?**

Otterbein Small House Neighborhoods are leading the nation and are reaching global networks to share the successful model to provide individualized, liberating, quality of care. We utilize the same style kitchens as in your own home and need to ensure quantity and quality of 12 elders, and at least 2 partners are able to be fed at least 3 meals a day and additional snacks. Remaining in budget, and ensuring we meet all of the dietary requirements, and elder/family preferences in an individualized manner could benefit all Otterbein's small house neighborhoods and any other company interested in the Greenhouse Model.

**4. What are the goals for your organization and/or greater community or field that you hope to accomplish with your ALP?**

Goal is to establish a Culinary process and system from training, to meal prep, and how food is served to better services our elders dietary needs/wants.



- 5. How will you measure the success of these goals? Consider, e.g.: before/after surveys that will test the importance of your project or its potential impact; the availability of data that support the importance of your project; focus groups; etc.**
  - a. PAC surveys of discharge elders review food service and quality;
  - b. Initial survey, after training surveys
  - c. Ongoing Good Neighbor weekly reviews of Elders satisfaction across multiple departments can be used to track the ongoing process of Food Satisfaction.
  
- 6. Communicating with your sponsor is an important part of the ALP development process.**
  - a. How do you and your sponsor envision your ALP aligning with your organization's needs and priorities?**

Reviewing with Sponsor this is a program that Otterbein has been trying to get off the ground but have not been able to find a successful program to maintain
  - b. What is your plan to keep your sponsor engaged with your work?**

Sponsor will be included on progress updates. Pilot program at LO neighborhood and will update Sponsor to move to next steps including more campuses
  
- 7. What is the process you have developed in order to complete your ALP? Please include not only a timeline but details of who you need to include in the process. Also, be thorough in your thinking about the steps and the individuals to include in the process, e.g.: Residents? Other team members? Other executives? Leaders from the greater community?**
  - a. Identify any out of company training Culinary/Home economics for initial training and then quarterly.
  - b. Guides, Coaches, Diet Techs, Dietician and Culinary Director will be included on discussion, planning committee to determine best process and ongoing progress.
  - c. AVP or VP involvement for further run out of program across all locations.
  - d. Elders involved for survey updates and meal requests
  - e. Leadership to gather data regarding Elder Surveys
  - f. Elder Assistants to attend training courses
  
- 8. Which of the steps you've described in the process description above have the potential to reshape your project or even potentially derail it?**
  - a. Even if you identify none, how will you ensure that the group is testing the process, reexamining goals, and reconsidering how best to measure success?
  - b. Time and Engagement from Elders, leadership.
  - c. Buy in from the Elder Assistants/STNAs to complete trainings and courses to better the campus.
  
- 9. What areas of your leadership strengths (think DISC/StrengthsFinder) do you anticipate will be tested during the ALP?**
  - a. Managing competing priorities
  - b. Concluding 1 best option, with input from all departments regardless of status, position, DISC personalities.



**Ellen Dillon**

**Organization:** Mother Margaret Hall (MMH)

**Title:** Administrator

**Name of ALP:** Leadership and Development Program

**1. Describe the ALP**

Leadership and development program for staff at all levels in the organization.

**2. What inspired you to choose your ALP?**

Inspiration comes from the recognition that by history, MMH is risk averse, there has been little need or encouragement to innovate. We are 100% endowment funded, and there are a declining number of future residents due to fewer sisters in this religious order. It is imperative that we grow staff to increase their abilities, cross train and try new ways of doing things. The time is now!

**3. How will this ALP impact your organization and/or greater community or field?**

The impact to this organization. The census on campus will continue to drop. Change comes slowly to health care and even slower to Mother Margaret Hall. We like it that way. I will create a program focused on personal and professional growth to strengthen the staff and increase confidence to be better prepared to handle the pending changes.

**4. What are the goals for your organization and/or greater community or field that you hope to accomplish with your ALP?**

- \* Increase leadership
- \* Decrease old style management.
- \* Promote self-scheduling,
- \* Promote training, education and cross training.

We are aware of many pending retirements, planning well at this time will have us moving forward in a better position.

**5. How will you measure the success of these goals? Consider, e.g.: before/after surveys that will test the importance of your project or its potential impact; the availability of data that support the importance of your project; focus groups; etc.**

Success will be measured by participation by employees identifying as a team, the teams engagement in growth opportunities, reduction in staff numbers while continuing quality care, increasing skills and cross training, maintaining morale, increasing participation of leadership staff.



**6. Communicating with your sponsor is an important part of the ALP development process.**

My sponsor is the newly elected president of the order, I report to her. We meet every other week and this program is part of our discussions.

**7. What is the process you have developed in order to complete your ALP? Please include not only a timeline but details of who you need to include in the process. Also, be thorough in your thinking about the steps and the individuals to include in the process, e.g.: Residents? Other team members? Other executives? Leaders from the greater community?**

**July:** Leadership book club project – ongoing, includes interested members from management and supervisors.

**August and September:** Life time learning, “Never too old” themed back-to-school training for all staff increasing knowledge of restorative practices, hands on care, incontinence prevention, skin breakdown prevention. This will be done by guest speakers with recognized expertise.

**October:** training for dedicated restorative staff and STNAs with interest in being cross trained to restorative positions.

**November:** Leadership retreat for leadership team.

**November/December:** Evaluate where the program is and determine additional growth areas and topics to be covered in 2024.

**8. Which of the steps you’ve described in the process description above have the potential to reshape your project or even potentially derail it?**

To maximize success, I need buy in from the management staff to embrace transition to a leadership model.

**9. What areas of your leadership strengths (think DISC/StrengthsFinder) do you anticipate will be tested during the ALP?**

The leadership trait that will be tested is Dominance. I would prefer to have participation be voluntary to get the most authentic response, however, I recognize several aspects need to be mandatory to have the needed global impact.



**Shakira Douglas**

**Organization:** McGregor Gardens

**Title:** Accounting Manager

**Name of ALP:** Transforming the Employee Experience

**1. Describe the ALP**

Transforming the employee experience within McGregor by creating a memorable experience through the entire journey of the employee process from automating on-boarding, boosting employee engagement through social media, and improving technology for more efficient data and seamless processes.

**2. What inspired you to choose your ALP?**

The increased turnover rate experienced during COVID, and reliance on agency staffing has disrupted many healthcare organizations. Finding talent can be expensive and time consuming, so by transforming the employee experience we can begin to build a stronger workforce and culture at McGregor. The idea is to create a more attractive work environment and to retain a diverse workforce, so we can continue to provide the highest quality care.

**3. How will this ALP impact your organization and/or greater community or field?**

McGregor has a long-standing reputation of excellence in the community. The impact of my ALP will facilitate a better experience for employees by creating a more attractive work environment and help to retain a diverse workforce. Transforming the employee experience would ultimately improve patient satisfaction in a rapidly changing industry and gain more positive feedback within the community.

**4. What are the goals for your organization and/or greater community or field that you hope to accomplish with your ALP?**

There are a few goals that I hope to accomplish with my ALP. First, help employees find a connection with the company's mission and values. Second, improve financial sustainability for McGregor due to less reliance on agency staffing. Last, gain positive feedback from employees on social media to create more growth opportunities in the community.

**5. How will you measure the success of these goals? Consider, e.g.: before/after surveys that will test the importance of your project or its potential impact; the availability of data that support the importance of your project; focus groups; etc.**

There are methods we can use to determine the measurable succession rate and impact of my ALP. Some examples are retention rates, agency invoice cost, new certifications earned through our Earn & Learn program, funding received from community partners, employee surveys, and the number of new hires and duration to fill these positions.



**6. Communicating with your sponsor is an important part of the ALP development process.**

**a. How do you and your sponsor envision your ALP aligning with your organization's needs and priorities?**

McGregor wants to be known for its excellence, strong culture and sense of employee belonging, so my ALP aligns with our current strategic plan and the mission of McGregor, which is to focus on advocacy, disciplined growth, quality care, and workforce.

**b. What is your plan to keep your sponsor engaged with your work?**

During this process, I will meet with sponsor quarterly to report on findings and results, and work with department leaders and committees quarterly to understand needs and manage tasks with them.

**7. What is the process you have developed in order to complete your ALP? Please include not only a timeline but details of who you need to include in the process. Also, be thorough in your thinking about the steps and the individuals to include in the process, e.g.: Residents? Other team members? Other executives? Leaders from the greater community?**

- **Marketing** – Launching website redesign for automated employment applications, tracking activity and highlighting employees on social media, and building an intranet site for employee resources.
- **Administrator** – Identifying needs for staffing, creative ideas for recruiting (ex. career fairs) and posting on social media, areas to improve technology for more efficiency.
- **Human Resources** – Automating onboarding process and electronic documentation.
- **Employee Success** – Polling existing employees, exploring employee recognition programs, and revamping employee of the month/year.
- **Finance** – Automating expense reimbursement and funding for various projects of transforming the employee experience.
- **Outside Services** – (WeCareConnect and Weatherspoon Institute) – Tracking employee/patient satisfaction surveys, and tracking of newly certified employees.

**8. Which of the steps you've described in the process description above have the potential to reshape your project or even potentially derail it?**

I believe boosting employees' engagement online by highlighting employees on social media has the potential to reshape my ALP. Engaging our employees online is a great way to empower and connect with employees. It's real time data that can be used as a branding opportunity for McGregor to stand out in the community and attract other employees through social media.

**9. What areas of your leadership strengths (think DISC/StrengthsFinder) do you anticipate will be tested during the ALP?**

My top Strengthsfinder is Focus, which is executing in nature. I am task oriented and like to get things completed. Persuading people to take action and pushing others to see my vision may be tested, but as a high "S" (steadiness), I am patient and persistent, controlled and calm in most situations. I am passionate about my ALP and getting support from sponsor will make it easy to accomplish my ALP.





**Kathy Frontz**

**Organization:** Otterbein SeniorLife

**Title:** AVP Clinical Quality

**Name of ALP:** New Hire Nurse Clinical Onboarding

**1. Describe the ALP**

Structured program for One Otterbein Clinical Onboarding of New Hire Nurses.

**2. What inspired you to choose your ALP?**

The home office clinical leadership team recognized the organization lacked a cohesive onboarding program for new hire nurses. This potentially negatively impacted retention, caused differences in individual ministry clinical performance, and created disorganized work flow for partners.

**3. How will this ALP impact your organization and/or greater community or field?**

With the creation of this program, Otterbein's nurse retention rates will improve, clinical quality measures will improve due to a deep understanding of our high expectations, and partner satisfaction in their work environment will improve. By creating a structured outline of process review other organizations will be able to model Otterbein's best practice in clinical nurse onboarding, thus improving their retention, quality care, and staff satisfaction.

**4. What are the goals for your organization and/or greater community or field that you hope to accomplish with your ALP?**

Our desire is to create a plan for success for all new nurse partners that starts upon hire. Having a deep understanding of the daily/weekly/monthly/quarterly/annual expectations and methods of accomplishing these goals will garner strong team members who are well equipped to provide the quality of care Otterbein strives to offer.

**5. How will you measure the success of these goals? Consider, e.g.: before/after surveys that will test the importance of your project or its potential impact; the availability of data that support the importance of your project; focus groups; etc.**

We will obtain current nurse staff retention rates and choose a benchmark goal for improvement. After the onboarding program is implemented, we will monitor these rates on a quarterly basis with reports to be reviewed during SOAR meetings. We will survey nurses who have been hired within the quarter previous to implementation of the program regarding their onboarding experience and compare their responses to those of new hires of subsequent quarters. We will monitor quality measure data, survey outcomes, and resident/family and partner survey satisfaction scores to determine if noted improvements have occurred.



**6. Communicating with your sponsor is an important part of the ALP development process.**

**a. How do you and your sponsor envision your ALP aligning with your organization's needs and priorities?**

My sponsor is Otterbein's Chief People Person and understands the importance of a robust onboarding program for new hires. As most long term care organizations struggle with nurse staffing levels post-Covid, Otterbein is not alone. We believe this program will improve our numbers. Being a place for extraordinary care is one of our main priorities and providing a strong foundation for new hires will help in continuing that mission.

**b. What is your plan to keep your sponsor engaged with your work?**

I will continue to communicate regularly as the clinical leadership team sets and accomplishes goals for the creation and implementation of the program.

**7. What is the process you have developed in order to complete your ALP? Please include not only a timeline but details of who you need to include in the process. Also, be thorough in your thinking about the steps and the individuals to include in the process, e.g.: Residents? Other team members? Other executives? Leaders from the greater community?**

The home office clinical support team will create focus groups consisting of current nurses and nurse leadership from various regions and settings to help determine best practice for new nurse onboarding. Human resources will be contacted to ensure that all clinical areas of the nurse job description are included. Work on this ALP has already begun. Basic New Hire Curriculum will be developed by 1/31/24. We will utilize technology currently available to Otterbein including Health Stream, Lippincott, and Red e App.

**8. Which of the steps you've described in the process description above have the potential to reshape your project or even potentially derail it?**

**a. Even if you identify none, how will you ensure that the group is testing the process, reexamining goals, and reconsidering how best to measure success?**

Potential barriers to success include lack of participation in surveys; inability to coordinate schedules for focus group meetings; lack of participation in focus groups; lack of buy-in from individual ministries regarding an update to current onboarding practices; inability of currently utilized technology to perform the way we would like for it to perform.

We will implement the program at the beginning of 2024 and will monitor above metrics on a quarterly basis. We will seek out input for ways to revise/improve as the program evolves and make changes as needed to meet our goals.

**9. What areas of your leadership strengths (think DISC/StrengthsFinder) do you anticipate will be tested during the ALP?**

Dominance and Influence will be tested for me personally. I plan to use my strengths of connectedness, consistency, and responsibility to make up for it!



**Seth Ghering**

**Organization:** Columbus Colony for Elderly Care

**Title:** Administrator

**Name of ALP:** Ending Isolation

**1. Describe the ALP**

Local high schools are starting to offer classes in ASL. I would like to set up a program that invites students to our community to use ASL and spend time with our residents.

**2. What inspired you to choose your ALP?**

I've had the opportunity to work with the deaf community for the past four years. American Sign Language is the 3rd most spoken language in the United States, but my residents are often ignored because the language barrier is too much of a hurdle for people. The best communities I've seen have deep ties with the local community. My ALP allows me to forge those ties with the Westerville and greater Columbus community.

**3. How will this ALP impact your organization and/or greater community or field?**

The interaction will expand give the students an appreciation for the deaf community and hopefully spark their curiosity in a career in LTC. The pandemic taught us that social interaction is important. The deaf are already isolated and their situation was made that much more difficult due to COVID. The interaction with people would alleviate depression and improve overall satisfaction.

**4. What are the goals for your organization and/or greater community or field that you hope to accomplish with your ALP?**

- a. Decrease the depression score via non-pharmaceutical intervention for my community by 25% in 2024.
- b. Have five student volunteers from three local High Schools in the Westerville, Olentangy, and Big Walnut districts during the 2024 school year.

**5. How will you measure the success of these goals? Consider, e.g.: before/after surveys that will test the importance of your project or its potential impact; the availability of data that support the importance of your project; focus groups; etc.**

I would measure this in a myriad of ways. The MDS data for depression would be measured before and after the initiation of the program. We would look at this on a quarterly basis and report scores through our QAPI process. I will survey both residents and volunteers on satisfaction. Areas we have opportunity to improve the interaction.



**6. Communicating with your sponsor is an important part of the ALP development process.**

**a. How do you and your sponsor envision your ALP aligning with your organization's needs and priorities?**

I will need to engage with my sponsor throughout the budget process to make sure that I have accounted for and funded all parts of the process. I will need to engage with the Board of Directors to make sure that my ALP is in line with their vision for the community. I will speak to the ALP importance and results during the QA discussion of our Bi-Monthly Board meetings.

**b. What is your plan to keep your sponsor engaged with your work?**

I will add the ALP to our standing agenda for our meetings to ensure we have discussed the results and needs of the ALP.

**7. What is the process you have developed in order to complete your ALP? Please include not only a timeline but details of who you need to include in the process. Also, be thorough in your thinking about the steps and the individuals to include in the process, e.g.: Residents? Other team members? Other executives? Leaders from the greater community?**

1. Engage with the resident counsel on the program. Develop a set of goal with the counsel on how they want to interact with the students, e.g. bingo, outings, meals.
2. Email local school districts with ASL course on the proposal.
  - a. Potential to reach out to the OSD on if their students would also like to participate.
  - b. Most school districts have a volunteer requirement to graduate. This activity may qualify.
3. ASL course are fairly new in most schools. We would need to work with he instructors to set a timeline that the students would feel comfortable with the process.
4. Present the timeline to the resident counsel.
5. Determine metrics we will use to determine the benefit of the program.

**8. Which of the steps you've described in the process description above have the potential to reshape your project or even potentially derail it?**

**a. Even if you identify none, how will you ensure that the group is testing the process, reexamining goals, and reconsidering how best to measure success?**

All the steps carry some risk. I am concerned that my resident counsel understand the meaning behind the project. The Deaf community is very private. I need to ask their permission, and never tell them what is going to happen. Everyone is different and has unique perspectives. What I feel is important may not be what they think is important.

**9. What areas of your leadership strengths (think DISC/StrengthsFinder) do you anticipate will be tested during the ALP?**

This is a project that will require a lot of imagination. I need to think in terms of what can be and not what is the next step in the process. I'm very analytical and will need to wear my "green hat". I'm not a green hat.



**Molly Good**

**Organization:** Otterbein SeniorLife

**Title:** Regional Marketing Director

**Name of ALP:** Formalized Marketing Internship Program

**1. Describe the ALP**

My goal for my Action Learning Project is to create excitement in the senior living industry for new and future college graduates through a formalized marketing internship program at Otterbein SeniorLife.

**2. What inspired you to choose your ALP?**

Careers in the senior living sector are often skipped over for new grads, particularly in the marketing space due to our cultures lack of respect/acknowledgement of the elderly. As a young college graduate, my eyes were focused on marketing agencies, not using the skills obtained with my degree to positively impact a group of people, and I know this to be true of most marketing programs in the northwest Ohio collegiate institutions. My goal is to have young people consider the senior living space as an option to build a career with deep roots, realizing and seeing the direct impact their presence can have on a senior living community.

**3. How will this ALP impact your organization and/or greater community or field?**

When fully implemented, my hope is to develop a waitlist of students with majors in gerontology, marketing, public relations, and hospitality at Bowling Green State University, University of Toledo, Lourdes University, and Owens Community College in a two-semester program annually at Otterbein. Each SeniorLife location (Pemberville, Marblehead, Sunset House, and Sunset Village) would offer two spots a year minimum for students to learn digital marketing, marketing plan strategy and tactical goals, marketing vs. sales, operations of the industry, and develop their own project for completion during their semester at Otterbein.

Internship opportunities for Otterbein would not only enrich our marketing efforts with Generation Z's individualistic perspective, but would also positively impact strategic partnerships with each university.

**4. What are the goals for your organization and/or greater community or field that you hope to accomplish with your ALP?**

The goal of a formalized marketing internship program at Otterbein is to foster excitement in young people about caring for older generations and "bust the myths" of senior living. Careers in the senior living sector are worthwhile and life-giving! An internship program could also be a vein for additional recruiting.

**5. How will you measure the success of these goals? Consider, e.g.: before/after surveys that will test the importance of your project or its potential impact; the availability of data that support the importance of your project; focus groups; etc.**

I envision that the internship program will have applications, a small 30 minute interview to gauge expectations, and a follow up survey after the internship program is complete. The survey will focus on their perspective: What do the sales and marketing departments do well? What messaging do you think needs changed, if any? What do you think differentiates Otterbein from other senior living communities? What excited you about your internship experience and why? The goal will not only be to improve the function of the marketing offices at Otterbein, but also to positively impact Generation Z with exposure to senior citizens!



**6. Communicating with your sponsor is an important part of the ALP development process.**

**a. How do you and your sponsor envision your ALP aligning with your organization's needs and priorities?**

I have spoken with my supervisor and coworkers about the viability of this program. We agree we have the bandwidth to pull off a successful program for all, and we agree that it is the right time to get started. We're grateful for the opportunity to welcome a new class of interns and enrich their early years in their career!

**b. What is your plan to keep your sponsor engaged with your work?**

I plan to touch base with my supervisor once a week and report back once a month to Wes Calton, Assistant Vice President of Human Resources at Otterbein.

**7. What is the process you have developed in order to complete your ALP? Please include not only a timeline but details of who you need to include in the process. Also, be thorough in your thinking about the steps and the individuals to include in the process, e.g.: Residents? Other team members? Other executives? Leaders from the greater community?**

Begin defining the internship program with one university: Bowling Green State University.

- a. January 2023: Guest lectured to gerontology class at BGSU on evolving senior life communities and meet Dr. Lee for coffee to discuss potential best routes to recruit interns.
- b. February 2023: Spoke with Shawn Frick in career design at BGSU to discuss potential recruitment streams based on the universities internship programs at the different colleges. This conversation allowed us to expose the fact that the college of marketing and public relations do not require internship programs at BGSU.
- c. June 2023: I was given the name of Jennifer Wagner, internship coordinator at Bowling Green State University in the gerontology department. I have requested to connect via LinkedIn and plan to schedule a coffee appointment to find out what college students are looking for—perhaps they don't know and we can help with that!
- d. September 2023: Meet with Jennifer Wagner and build internship framework based on requirements for Gerontology with launching a test group of interns in the Winter 2024 semester.
- e. Fall 2023: Build internship framework based on requirements for students in the gerontology program. Coordinate efforts with Otterbein's Digital Partner, Marketing Essentials, for a digital and traditional experience for interns. Identify parameters for interns special project during their internship process at Otterbein. Create collateral to attract 2nd and 3rd year students looking to learn more about the industry.

**8. Which of the steps you've described in the process description above have the potential to reshape your project or even potentially derail it?**

**a. Even if you identify none, how will you ensure that the group is testing the process, reexamining goals, and reconsidering how best to measure success?**

Thankfully, we've already ran into several barriers with BGSU! My hope is that we can gain traction with Jennifer Wagner and the gerontology department as these students have identified an interest in the senior living sector. Another potential barrier is the changing healthcare environment—what if one of the campus marketing directors no longer has the bandwidth to potentially guide an intern through their program? We will have to remain flexible until we hit our strides and find out what works best for Otterbein and BGSU.

**9. What areas of your leadership strengths (think DISC/StrengthsFinder) do you anticipate will be tested during the ALP?**

I've already noticed my S and C being more engaged. Being a "DISC", my natural inclination is to want to start a project quickly and figure it out along the way. The more detail and thought we put in on the front end, the better. If we have an unsuccessful first group of interns, it will be more difficult to recruit moving forward. I will also note that I would've loved to get this formalized internship program started months ago, but there's a reason it hasn't worked out yet!



**Ed Harder**

**Organization:** Kendal at Oberlin

**Title:** Transportation Coordinator

**Name of ALP:** Electric Vehicle Charging Station

**1. Describe the ALP**

I plan to coordinate the installation of an electric vehicle (EV) charging station for residents, guests, family, and staff.

**2. What inspired you to choose your ALP?**

I had a discussion with our marketing department, and they listed an EV charging station as high need for residents, their family, & guests.

**3. How will this ALP impact your organization and/or greater community or field?**

This will attract prospective residents that utilize electric vehicles as this will provide a charging resource not only for themselves but for their family and friends as well. This will also aid in accomplishing one of Kendal strategic goals in our efforts to be more carbon neutral.

**4. What are the goals for your organization and/or greater community or field that you hope to accomplish with your ALP?**

I hope this EV charging station will be one of many on campus thus getting Kendal at Oberlin closer to reaching its long-term goal of carbon neutrality. With enough charging stations in place, we would be at capacity to open EV chargers to the greater community.

**5. How will you measure the success of these goals? Consider, e.g.: before/after surveys that will test the importance of your project or its potential impact; the availability of data that support the importance of your project; focus groups; etc.**

Success will be measured by tracking the amount of use and how it is used. For example, collect data via surveys to discover if the EV charging station is used by residents' family and friends and inquire into the convenience of this resource. I want to know if EV stations make them more likely to visit their family/friend living at Kendal. I would also like to know if EV stations on campus assist in the decision making process for prospective residents as a place to live.

**6. Communicating with your sponsor is an important part of the ALP development process.**

**a. How do you and your sponsor envision your ALP aligning with your organization's needs and priorities?**

My sponsor is Rey Carrion, Director of Facility Services at Kendal at Oberlin. I have discussion this project with Rey and he confirmed that this idea is in Kendal at Oberlin's long-term strategic plan.

**b. What is your plan to keep your sponsor engaged with your work?**

I plan to have follow-up meetings with my sponsor at least once a month to discuss progress.



**7. What is the process you have developed in order to complete your ALP? Please include not only a timeline but details of who you need to include in the process. Also, be thorough in your thinking about the steps and the individuals to include in the process, e.g.: Residents? Other team members? Other executives? Leaders from the greater community?**

My sponsor, Rey Carrion, has selected several companies with quotes for an EV charging station. I will follow up with each company and select the one that is best for Kendal. In the process I will include Rey Carrion and Barbara Thomas (Executive Director) in the conversation. Also in the conversation will be committees of residents that are working toward making Kendal at Oberlin carbon neutral.

**8. Which of the steps you've described in the process description above have the potential to reshape your project or even potentially derail it?**

**a. Even if you identify none, how will you ensure that the group is testing the process, reexamining goals, and reconsidering how best to measure success?**

I do not suspect there are potential situations to derail my project. I believe at this point the biggest challenge will be meeting the needs of variety of people in the involved committees. To ensure I meet their needs I will include them in the conversation as the process goes along and update them frequently with how the project is going and how I am addressing any challenges that arise. To me, inclusiveness is the best measure of success given there will more than likely be many people involved. Those involve need to have their voices heard.

**9. What areas of your leadership strengths (think DISC/StrengthsFinder) do you anticipate will be tested during the ALP?**

I believe my steadiness will be challenged the most in this process. The challenge will be in remaining thoughtful and inclusive to everyone's needs that are involved in this project. I believe it will take a good deal of patience on my part as I listen to everyone's needs and dissenting opinions. I must be persistent in achieving the overall goal of implementing EV stations while ensuring all those involved feel a part of the process.





**Kimberly Hernandez**

**Organization:** Eliza Jennings Network

**Title:** VP of Human Resources

**Name of ALP:** On-Site Childcare

**1. Describe the ALP**

I plan to bring in a daycare and/or pre-school program. Ideally, the program will already be in existence, but would rent out our newly opened wing at our CCRC location in Olmsted Township.

**2. What inspired you to choose your ALP?**

On-site childcare is something I've wanted to bring into my organization for many years, but we simply didn't have the space for it, until recently. Roughly six months ago we opened a new assisted living and transferred our existing assisted living residents into the new facility, leaving the existing wing empty. As a mother of two small children, I have toured my fair share of childcare centers and understand generally what they require, including locked doors, an enclosed outdoor area, and a pantry. Our old assisted living unit is already structured with all of these elements, and more!

**3. How will this ALP impact your organization and/or greater community or field?**

On-site childcare will offer many benefits to my organization, including providing reliable childcare for employees and reducing commute times for those parents who would otherwise need to drive their children elsewhere for care. These items alone would reduce tardiness and absenteeism rates amongst our staff. Additionally, many studies show that on-site daycare increases retention and recruitment rates, along with improved employee performance.

Not only will on-site childcare benefit our employees, recruitment, and retention rates, but I envision our life enrichment team partnering with the daycare to create enriching intergenerational programming along with utilizing our residents to volunteer their time in the daycare.

As an added perk, there is a new residential community being built across the street that will likely be an additional feeder for the daycare, and then possibly, for our IL, AL, or SNF as well!

**4. What are the goals for your organization and/or greater community or field that you hope to accomplish with your ALP?**

Increase employee satisfaction rates, improve overall recruitment and retention rates all while offering an enriching intergenerational program with the potential to benefit residents across our CCRC.

**5. How will you measure the success of these goals? Consider, e.g.: before/after surveys that will test the importance of your project or its potential impact; the availability of data that support the importance of your project; focus groups; etc.**

Turnover reports, annual employee satisfaction survey, and resident satisfaction surveys.



**6. Communicating with your sponsor is an important part of the ALP development process.**

**a. How do you and your sponsor envision your ALP aligning with your organization's needs and priorities?**

My sponsor sees the value that adding an on-site childcare center will bring to our employees and residents, which will ultimately help our bottom line.

**b. What is your plan to keep your sponsor engaged with your work?**

My sponsor and I have a standing bi-weekly meeting in which the ALP project will be added to our agenda. The ongoing conversation will continue to keep him engaged every step of the way. Additionally, as it stands we have an unoccupied wing of the building – I know he is anxious to get a paying tenant in there sooner rather than later!

**7. What is the process you have developed in order to complete your ALP? Please include not only a timeline but details of who you need to include in the process. Also, be thorough in your thinking about the steps and the individuals to include in the process, e.g.: Residents? Other team members? Other executives? Leaders from the greater community?**

My ALP starts with finding an already existing childcare center that wants to expand or relocate to rent our open space. I've requested our commercial real estate agent to target daycares/preschools but have also contacted groups that work to help employers provide on-site childcare. Next, I will start cold calling daycare organizations to see if I get any bites!

- Work with the daycare:
  - To see if we can provide discounted rates to our employees.
  - Coordinate their hours of operation to align with our existing shifts, if possible.
- Advertise the new on-site daycare to existing employees.
- Update recruitment materials, postings, etc. to advertise the new benefit to prospective employees.
- Coordinate meetings between the daycare, life enrichment, and prospective resident volunteers.

**8. Which of the steps you've described in the process description above have the potential to reshape your project or even potentially derail it?**

**a. Even if you identify none, how will you ensure that the group is testing the process, reexamining goals, and reconsidering how best to measure success?**

My entire plan depends on finding a childcare program that wants to rent our open wing. Should we struggle to find a tenant, we could look at splitting the wing in such a way that would allow more than one occupant, with one of those occupants still being a smaller scale childcare program. This is plausible because there are a handful of separate and locked entrances, separated by hallways, throughout the wing. Pairing down the 10,000 square foot wing may open the opportunity up to smaller childcare centers that otherwise couldn't fill or sustain the entire wing on its own.

If we get a paying tenant into the wing that will already amount in a success for the organization. Beyond that, the rest are truly added a residual benefits for employees and staff.

**9. What areas of your leadership strengths (think DISC/StrengthsFinder) do you anticipate will be tested during the ALP?**

My DISC results are interesting in that many are extremely close in rating. My I and S are tied for first, D was behind by one, and C behind by one more.

I think I will be tested during this process because it will likely be lengthy and will require patience. There will be tedious tasks/details that need to be worked through before we can plunge ahead. I am a big picture thinker and really don't love being stuck in the weeds on things. A slow process such as this, will require me to slow down, take full inventory of the situation, and execute when timing aligns, which will drive me nutty!



**10. OPTIONAL: If you plan to incorporate your mentor in your ALP process,**

**a. How would you like your mentor to support you in your ALP?**

I would like my mentor to act as a sounding board, which he already does very well, but also to help show me the ropes. While I will get the ball rolling, I will need his expertise when negotiating with any childcare provider on rates, structure of the programming and how it can support our employee and resident needs. My expertise is engaging employees, and not in negotiating and establishing new business.

**b. How do you plan to maintain communication about your ALP with your mentor?**

Through our bi-weekly meetings



**Matthew Hoskins**

**Organization:** Shepherd of the Valley Lutheran Retirement inc

**Title:** RN Director of Clinical Services

**Name of ALP:** Speak Before Spoken For

**1. Describe the ALP**

Working with genetic health testing to assist with early detection of the dementia gene. This would allow families to set up services and get their affairs in order prior to not being able to make their own decisions. This would alleviate the potential burden for families that have not had conversations related to their wishes.

**2. What inspired you to choose your ALP?**

Both my grandmothers had dementia and personally saw the burden associated with families making decisions, as many were not able to agree.

**3. How will this ALP impact your organization and/or greater community or field?**

It will assist many residents and families in our organization as well as other organizations throughout the nation by:

- a. Will offer services not usually provided to give family and residents a better avenue to work with their medical provider in planning care needs for now and the future.
- b. May assist in early treatment to delay the progression of the disease process in hopes to find a cure.
- c. Will alleviate the stress associated with social service aspects of nursing care by already having plan in place as the disease progresses.

**4. What are the goals for your organization and/or greater community or field that you hope to accomplish with your ALP?**

Relieve the stress and tension of residents, families and caregivers as well as being able to combat dementia sooner giving residents a better quality of life.

**5. How will you measure the success of these goals? Consider, e.g.: before/after surveys that will test the importance of your project or its potential impact; the availability of data that support the importance of your project; focus groups; etc.**

- a. Survey current families of dementia residents about if this program was offered would they have utilized it. Did they feel a burden associated with making decisions for their loved ones?
- b. I will then survey new residents without the diagnosis and their families to see if this was, something offered would they utilize it.



**6. Communicating with your sponsor is an important part of the ALP development process.**

**a. How do you and your sponsor envision your ALP aligning with your organization's needs and priorities?**

This will aide and assist in proper placement of residents with the appropriate diagnosis. It will also assist social services in getting the appropriate services in place for families and residents to lift the burden of decisions later in their disease process that may never have been discussed.

**b. What is your plan to keep your sponsor engaged with your work?**

I plan on discussing this at out monthly 1:1 meetings and showing the data to support the need fo this project.

**7. What is the process you have developed in order to complete your ALP? Please include not only a timeline but details of who you need to include in the process. Also, be thorough in your thinking about the steps and the individuals to include in the process, e.g.: Residents? Other team members? Other executives? Leaders from the greater community?**

- a. Start the survey process of current residents with in the next 6 months to se if there is even a want for this.
- b. Contact current lab services to ensure they offer this type of testing and if not finding a lab that does with in the next 6 months. If not discuss with current psych services to see if their medication geneti testing has the capability to do this DNA testing or Try to collaborate with 23 and Me to see if this is something they would be interested in doing
- c. Add admission paperwork to a pilot facility to see if there is a continued need for all new admissions within the next year.
- d. Discuss with current psych provider if they would be willing to expand these services to other agencies they work with in the next 2 years.

**8. Which of the steps you've described in the process description above have the potential to reshape your project or even potentially derail it?**

**a. Even if you identify none, how will you ensure that the group is testing the process, reexamining goals, and reconsidering how best to measure success?**

I believe not many people will want to know which may derail the entire project. I think people are fearful but then on the other hand I think many may utilize this sooner to maybe change some life habits to extend or delay the disease process.

**9. What areas of your leadership strengths (think DISC/StrengthsFinder) do you anticipate will be tested during the ALP?**

I am not sure if they will be tested. I believe my strengths will allow me to succeed in the process. Competition, Deliberative, Ideation, Relator and self-assurance are all PERFECT for this project.



**Reginald Johnson**

**Organization:** National Church Residences

**Title:** Director of Asset Management

**Name of ALP:** Standardization of Housing Assistance Payment Contracts Across Affordable Housing Division

**1. Describe the ALP**

National Church Residences (N<sup>^</sup>) is a non-profit organization operating in twenty-eight states, focused on providing affordable housing and support services to seniors, low-income individuals, and people with disabilities. They strive to create inclusive communities where residents can live with dignity and purpose while receiving the necessary assistance. N<sup>^</sup> offers a variety of housing options and tailored supportive services, including assisted living, skilled nursing facilities, and home-based care.

A significant aspect of N<sup>^</sup>'s affordable housing division is its participation in HUD HAP contracts. These contracts are administered by the U.S. Department of Housing and Urban Development (HUD) as part of the Housing Choice Voucher (HCV) program, also known as Section 8. HUD HAP contracts enable eligible households to receive rental assistance vouchers, allowing them to find suitable housing in the private rental market. The contracts establish the terms and conditions of the rental assistance, including the amount of the housing assistance payment based on the tenant's income and the actual rent charged by the landlord.

Standardizing the process related to HUD HAP contracts is crucial for N<sup>^</sup>. Currently, there are inconsistencies and gaps in the process across their organization, leading to bottlenecks, delays, and financial impacts. By establishing standardized procedures, N<sup>^</sup> aims to enhance financial sustainability and ensure efficiency in managing their properties. This effort involves streamlining application submissions, tenant qualifications, rent increase requests, and overall coordination with the local housing authorities, ultimately facilitating smoother operations and better support for their residents.

**2. What inspired you to choose your ALP?**

In 2021, N<sup>^</sup> successfully applied for and received 310 project-based vouchers from the local housing authority, which were allocated to nine properties. I was assigned the responsibility of leading the project, which involved tasks such as submitting the application, managing the voucher awards, overseeing tenant submissions and qualifications, and ensuring timely payment initiation.

However, despite our efforts, the project faced numerous delays caused by both the Department of Housing and Urban Development (HUD) and the local housing authority. These delays shed light on internal process gaps that extended across all twenty-eight states where we operate. These gaps resulted in bottlenecks and unnecessary delays in identifying and submitting tenant information to the housing authority for qualification and rent increase requests. They also led to lost rental income and challenges with managing turnover in staff without a comprehensive history of voucher management.



**3. How will this ALP impact your organization and/or greater community or field?**

The impact on N<sup>^^</sup> is twofold. Firstly, it involves providing training to our local and regional property leadership, enabling them to comprehend the procedure for submitting rent increase requests for both individual units and entire projects. This empowers them to navigate the process effectively. Secondly, it facilitates senior leadership in monitoring key performance indicator (KPI) metrics, enabling them to track progress and make informed decisions. Additionally, this initiative generates additional revenue that can be utilized to further our mission and goals.

**4. What are the goals for your organization and/or greater community or field that you hope to accomplish with your ALP?**

The goal is to offer comprehensive training and establish a consistent framework for local and regional property leaders. This includes instructing them on building positive relationships with the local housing authority, effectively utilizing the annual rent schedule, preparing and submitting essential documents for eligibility evaluation and approval by the housing authority, and proficiently employing tenant management software. The software will enable efficient monitoring and management of current and future tenants participating in the Housing Assistance Payment (HAP) program. By implementing this standardized approach, property leaders will be equipped with the necessary skills to navigate the HAP program effectively and ensure smooth operations within their properties.

**5. How will you measure the success of these goals? Consider, e.g.: before/after surveys that will test the importance of your project or its potential impact; the availability of data that support the importance of your project; focus groups; etc.**

Success will be attained through several key factors. First and foremost, effective training is essential. It is crucial for team leaders to thoroughly understand the program, including its administrative requirements for each tenant and contract. This knowledge will enable them to navigate the intricacies of the program and ensure compliance.

The second factor involves the proper utilization of systems and software to track tenant management and promptly flag any instances of non-compliance. The software should also provide alerts to property leadership regarding important submission dates. Centralizing the entire process within one department is vital to ensure consistent and effective management of milestones.

Thirdly, it is important to assess the ongoing eligibility of current tenants to participate in the program. Additionally, property leaders must verify that all required paperwork has been collected from prospective new tenants and that they have been adequately informed about the program and its requirements.

The fourth factor revolves around the receipt of payments from the local housing authority. It is imperative to not only receive the payment but also ensure that the amount is accurate and aligns with the respective payment standards. Lastly, senior leadership should have real-time access to key performance indicators (KPIs) and be informed about the level of engagement demonstrated by the management team regarding this program. This allows for effective monitoring and enables the senior leadership team to stay informed about the program's progress and outcomes.



**6. Communicating with your sponsor is an important part of the ALP development process.**

**a. How do you and your sponsor envision your ALP aligning with your organization's needs and priorities?**

**b. What is your plan to keep your sponsor engaged with your work?**

N^^ fully supports this ALP and is actively supporting its implementation. It is a special project that I've been tasked to help implement.

**7. What is the process you have developed in order to complete your ALP? Please include not only a timeline but details of who you need to include in the process. Also, be thorough in your thinking about the steps and the individuals to include in the process, e.g.: Residents? Other team members? Other executives? Leaders from the greater community?**

Currently, our focus is on collaborating with key stakeholders, including the vice president of the property management division, five regional vice presidents, and the head of compliance, to address the implementation of 310 new vouchers in Central Ohio. This process will unfold over the next eight months. Subsequently, we plan to expand the training company-wide, utilizing standardized training materials that offer both electronic and hard copy examples for local and regional property leadership. Additionally, Zoom and cloud room support teams will be available to assist staff with any specific or general inquiries they may have.

To gain valuable insights and identify areas for improvement, senior leadership will conduct listening tours with property leaders, actively seeking their feedback regarding challenges faced and successes achieved at the property level. This information will be crucial in refining our processes. We are also assembling a technology team to evaluate the capabilities of our existing systems for training and tracking purposes, determining whether new systems are required to ensure the success of our ALP.

Employee engagement is a priority, and we will work on building their confidence by providing support and rehearsing prepared scripts for staff members who may feel hesitant or uncertain about interactions with local housing authorities or encounter bottlenecks. Additionally, we will strive to obtain a master database containing information on each local housing authority, including the release of their annual payment standards and any leadership turnover that may occur. This database will facilitate smoother communication and coordination with housing authorities across different regions.

**8. Which of the steps you've described in the process description above have the potential to reshape your project or even potentially derail it?**

**a. Even if you identify none, how will you ensure that the group is testing the process, reexamining goals, and reconsidering how best to measure success?**

Implementing company-wide training is a crucial measure in reshaping this project. The training will involve standardized materials, including electronic and hard copy examples, specifically designed for local and regional property leadership. This initiative holds significant importance as it will impact over 400 properties owned and managed by N^^ that are directly affected by the program. By effectively motivating and providing a clear path forward, we can overcome the current obstacles and drive progress.

As we've discussed in our training, the term "elephant" represents the large-scale challenge or obstacle that has been impeding progress in this project. However, by initiating the comprehensive training and demonstrating a clear roadmap for success, we can effectively address and resolve this challenge. The training program aims to empower property leaders and provide them with the necessary knowledge and tools to navigate the program successfully. Once the "elephant" is motivated and guided along the right path, we can expect positive outcomes and progress in achieving our goals.





I believe the training company-wide, utilizing standardized training materials that offer both electronic and hard copy examples for local and regional property leadership is a critical step to reshape this project. N^^ owns and manages 400+ properties that are impacted by this program but the elephant is stalled out. Once we motivate the elephant and show a clear path this can work.

**9. What areas of your leadership strengths (think DISC/StrengthsFinder) do you anticipate will be tested during the ALP?**

I have already utilized my dominance and influence in a productive manner to drive progress in this process. Many of my colleagues have welcomed and appreciated my actions thus far. However, it is important for me to recognize that my steadiness and compliance may be areas that require attention and improvement, as I have scored low in these areas.

With a low steadiness score, I tend to enjoy change and variety both in my work and personal life. Routine and repetitive tasks may not be appealing to me, as I thrive on intellectual and physical challenges that push me beyond my comfort zone.

Regarding a low compliance score, I value independence and freedom. I may sometimes resent rules and restrictions, preferring to be evaluated based on the results I achieve. I am open to trying new approaches and ideas, and I may feel that repetitive and detail-oriented work is best delegated or avoided.

Recognizing these traits and tendencies allows me to understand my own strengths and areas for growth. By addressing my steadiness and compliance, I can strive for a more balanced approach that combines adaptability and innovation with stability and adherence to necessary guidelines.

**10. OPTIONAL: If you plan to incorporate your mentor in your ALP process,**

No mentor assistance for this project.



**Jennifer Miller-Francis**

**Organization:** Episcopal Retirement Services Affordable Living

**Title:** Director of Resident & Health Services

**Name of ALP:** Our Voices: Written, Spoken, and Sung Narratives of our Lives

**1. Describe the ALP**

Affordable Living by ERS provides high quality, affordable housing to residents of 32 communities in Ohio, Kentucky, and Indiana. We currently house over 2,000 residents, the majority of which are over the age of 55. Currently, residents who move into ERS CCRCs share their life stories with staff but we have not been able to do that in Affordable Living. My passion project involves starting a multi-media project to showcase the stories, gifts, and talents of our residents.

My plan is to work with the ERS Marketing Team to develop best practices for interviewing and archiving oral histories, as well as poetry, music, and other gifts of our residents. Additionally, I have found multiple resources on oral histories and I have retrieved information from StoryCorps as well. I already have a relationship with the UC School of Social Work and have a meeting with a professor there in mid-July. I plan to talk to her about the possibility of having students do interviews with residents.

Our residents have shared poetry and music at times, too. We have discussed having a talent show for affordable living but the logistics of getting this to happen equitably with all of our properties remains a challenge. This is why I thought we could record residents reciting their poetry and singing. Those recordings could be shared through the ERS YouTube channel, too.

**2. What inspired you to choose your ALP?**

I have been inspired by so many of our residents' stories! Earlier this year, one of our communities held a Black History Month celebration. One of the residents read a poem she wrote to her son when he was incarcerated in the 1980s. It was so moving! Last year, one of our residents shared that he was a singer in LA for a time. Then he became homeless. Now he lives in one of our communities and he sang at a gala event last fall. These stories, and so many more, have moved me. If our residents are interested in sharing them, I would like to help their voices be heard.

**3. How will this ALP impact your organization and/or greater community or field?**

This will impact our organization by continuing to highlight the gifts of our residents.

**4. What are the goals for your organization and/or greater community or field that you hope to accomplish with your ALP?**

My goals are to:

1. Highlight the gifts and talents of affordable living residents.
2. Help residents leave their stories as legacies for their families.
3. Develop a print publication of poetry, stories, and drawings.
4. Develop a video of residents singing and/or spoken word.



- 5. How will you measure the success of these goals? Consider, e.g.: before/after surveys that will test the importance of your project or its potential impact; the availability of data that support the importance of your project; focus groups; etc.**

I will measure my goals by the production of the video and the print publication. I will also ask residents who are involved about their experience.

- 6. Communicating with your sponsor is an important part of the ALP development process.**

I have spoken with Joy Blang, our Executive Director of Fund Development, as well as my direct boss, Jimmy Wilson. Joy is supportive of the project as she would like to use some of the stories to share with funders. Jimmy is also supportive because it highlights our residents. I will keep Jimmy updated at our monthly one-on-one meetings.

- 7. What is the process you have developed in order to complete your ALP? Please include not only a timeline but details of who you need to include in the process. Also, be thorough in your thinking about the steps and the individuals to include in the process, e.g.: Residents? Other team members? Other executives? Leaders from the greater community?**

July 12: Meet with UC School of Social Work professor

August: Meet with marketing team about my idea and what is realistic given their workload

September: 1. Market project with flyers and Call Multipliers to residents. 2. Train social work students in oral histories. 3. Develop release forms for project.

October: Pair students with residents who are interested in oral histories. Start interviews.

November: Continue interviews. Depending on marketing, may start recording spoken word, poetry, singing.

December: Wrap up interviews. Finalize videos. Prepare for publication and production.

Spring 2024: Plan a celebration of the final video and publication for participating residents and their family members.

- 8. Which of the steps you've described in the process description above have the potential to reshape your project or even potentially derail it?**

- a. Even if you identify none, how will you ensure that the group is testing the process, reexamining goals, and reconsidering how best to measure success?**

This already occurred to a certain extent as one of the staff in marketing who had done a lot of story telling with residents lost her job at the end of June. My plan was to partner with her to do the interviews. She offered to still meet with me about the project so I may do that.

- 9. What areas of your leadership strengths (think DISC/StrengthsFinder) do you anticipate will be tested during the ALP?**

My strongest score on the DISC assessment was "S", which did not surprise me at all. One of the things I know about myself is that I can be indecisive and passive. In this project, it will be important that I work through those tests to accomplish my project. To help do that, I will implement a checklist and timeframe to complete the tasks. If there is a roadblock, I will modify the timeline to incorporate the changes needed. I will also consider the hat exercise and adopt various roles as needed to help move the project along. Finally, one thing that has been reinforced to me throughout the Leadership Academy is the power of treating people like family. I will be sure to write notes of appreciation to everyone involved in the project both during it and after it concludes.



**Brittany Tidrick**

**Organization:** United Church Homes

**Title:** Corporate Marketing Manager

**Name of ALP:** "Questions Welcome"

**1. Describe the ALP**

This project is designed to bring our communities together, foster life-long growth, and encourage kindness, empathy and understanding amongst residents, staff, family, friends, and acquaintances. The title of the program series will be "Questions Welcome: (insert topic).

**2. What inspired you to choose your ALP?**

In society, we often have an interest to learn more, but sometimes our ability to ask questions and be curious can be stifled through fear of unintentionally being offensive, the perception of ignorance or unacceptance. I am inspired to pursue this program by an experience I have had in a university setting that was similar in nature. The findings were that the students participating had very simple questions to ask the panel, but these questions may not be deemed appropriate outside this setting. The answers to the questions provided a deeper understanding of the panelists and brought people together through commonality and a better understanding of differences.

**3. How will this ALP impact your organization and/or greater community or field?**

Having a safe space to be curious and to learn will benefit senior living in the following ways: Helping each other to better understand and empathize with one another, creating common ground and opening the door for conversation. The goal of this project is not to provide a bias viewpoint or to change opinions, but to allow for open conversation, feed curiosity with experience and to see if conversation sparks empathy and togetherness that was not previously experienced.

**4. What are the goals for your organization and/or greater community or field that you hope to accomplish with your ALP?**

The main goal of this project is to create a deeper sense of community, understanding and empathy. How this will be accomplished will very much be determined by who attends the program and which topics are selected. The outcomes shift slightly based on the audience, however the goal of creating a community of togetherness, empathy and understanding remains in the forefront.

1. Exposing residents to topics and people which they may not normally interact.
2. Or maybe they have experience with the topic at hand but need a safe space to be curious. We will open the floor up for conversation in a space that residents feel safe. Allowing them to learn about someone else through storytelling, experience, and curiosity.
3. Or maybe they relate to the topic, so we will then be providing a feeling of validation as resident may hear stories of people to share similar experiences that they can relate to.



**5. How will you measure the success of these goals? Consider, e.g.: before/after surveys that will test the importance of your project or its potential impact; the availability of data that support the importance of your project; focus groups; etc.**

We will measure success in the following ways:

1. Attendance
2. Repeat attendance.
3. Pre and Post surveys measuring self-reported level of knowledge, understanding, and perception of the topic.

**6. Communicating with your sponsor is an important part of the ALP development process.**

**a. How do you and your sponsor envision your ALP aligning with your organization's needs and priorities?**

This project furthers our DEI work as an organization. The information we collect from this program will not only impact our current residents and staff but will also provide insight to our current residents' viewpoints. Having a base level of knowledge about our residents' values, beliefs and understanding will shape how we continue to provide DEI education. This can inform educational topics, approaches, and will give us a beginning measurement to continue to measure against as our DEI education efforts grow.

**b. What is your plan to keep your sponsor engaged with your work?**

Once approved by LAO, I will update my sponsor with the project status and also share our findings as we begin the survey process. I will seek advice, participation and assistance with panel connections. I will share reports on each step of our process to show progress and findings.

**7. What is the process you have developed in order to complete your ALP? Please include not only a timeline but details of who you need to include in the process. Also, be thorough in your thinking about the steps and the individuals to include in the process, e.g.: Residents? Other team members? Other executives? Leaders from the greater community?**

**Getting Started:**

The top four topics chosen by residents will be scheduled for a panel discussion, one per quarter, during the pilot year of this program. Before attending the panel discussion, the residents must complete a pre-test that helps to identify their previous experience with the topic, level of understanding of the topic being presented, their perception of the topic on a scale from one to ten, one being negative perception and ten being positive perception as well as any anecdotal information they would like to include. This information will be compiled and recorded for analysis after the topic's presentation. Along with the measurable objective questions, basic demographic information will be reviewed. We will also assess level of interest in the current program and in future learning of the topic.

**The Panel Discussion:**

The panel will be made up of 3-4 people who relate on a personal level to the topic at hand. The panel will be selected on a basis of people who fit the topic criteria, who are willing to be open during the discussion, but who are not directly related to the community as to not create any feelings of discomfort in the living or work environment of the community.

This discussion room will be designated a safe place and will be open for any questions asked in a respectful manner. The idea being that no question is off limits if asking to better understand the panelist or the group the panelist is representing. The discussion will be moderated by a third party, ideally this third party will be from a partnering university psychology department and will help to lead discussion in an unbiased manner. The moderator will begin by asking the panelist to give a brief introduction of their story and to help identify how they relate to the current topic. Once all panelists are introduced, the floor will be opened for resident questions. The moderator will at this time manage the audience questions while interjecting any previously submitted questions that residents did not want to ask aloud in the forum. If no questions are present, the team will have a set of questions to begin and move the conversation forward. The panel discussion will be scheduled for one hour duration.



**The Data Collection and Evaluation:**

Immediately following the panel discussion, the residents will be provided with a post test survey. This post test will include the questions initially asked in the pre-assessment with the intent to measure any change in knowledge, understanding and/or perception of the topic at hand. The next post-test will be administered 30 days after the panel discussion, providing 3 points of data. This data will be analyzed per topic to test the hypothesis that if residents are presented with an in-person human account of a topic, their empathy and ability to communicate with the group of people at hand will grow. This data will also be cross-referenced against the collected demographic information and studied for any correlations that may allow United Church Homes to better serve their resident population by having a better understanding of their viewpoints, experiences, and perceptions.

**8. Which of the steps you've described in the process description above have the potential to reshape your project or even potentially derail it?**

**a. Even if you identify none, how will you ensure that the group is testing the process, reexamining goals, and reconsidering how best to measure success?**

Possible areas of derailment for this project include:

- 1) Lack of attendance or interest from residents
- 2) Perception of bias through the moderation of the program
- 3) Learning in a pre-test that residents have vast experiences with the topics at hand and there is no need for further education

**9. What areas of your leadership strengths (think DISC/StrengthsFinder) do you anticipate will be tested during the ALP?**

The areas of leadership strengths that I will be testing in this process include all of the DISC assessment areas. I will be the lead on this project where dominance, directness and direction is needed to move forward from concept to implementation. Influence is needed to collect and persuade colleagues to join my team and assist with implementation. Steadiness is needed to ensure we stay on task and measure what we set out to measure. Compliance is needed to ensure that we are executing the project in a way that is unbiased and holds true to what we set out to do.

**10. OPTIONAL: If you plan to incorporate your mentor in your ALP process,**

**a. How would you like your mentor to support you in your ALP?**

I have included my mentor in this process. We have weekly meetings where we discuss process, set due dates for action items and brainstorm best practices, and connect with industry leaders in research.

**b. How do you plan to maintain communication about your ALP with your mentor?**

We have weekly meetings and communicate through text and phone calls.



**Karra Weil**

**Organization:** Ohio Masonic Community

**Title:** Regional Director of Clinical Services

**Name of ALP:** Dementia Workshop

### 1. Describe the ALP

This project will focus on training care givers on how to support people with a dementia diagnosis and to educate on our organization's current dementia programming. Different platforms of learning will be included to keep the learner engaged and to reach people with different styles of learning. This workshop will have different stations for the learning to go through at their own pace. Stations will be as follows:

- a. Music Therapy – featuring our on-staff music therapist.
- b. Embodied Labs – Virtual Reality Training that would put the learner in the shoes of a person with a dementia diagnosis. This would give the learner an idea of what it would be like to have that diagnosis.
- c. Cara's Kennel – features animatronic pets which include dogs, cats, and birds. Demonstrations will include how to use these animals as tools to promote calm and provide comfort.
- e. Connecting Realities – Educate the staff on the program which would include obtaining a GDS score and creating individualized strategy sheets that encompass the individual's developmental age and teach them. Explain the life stations and dedicated resident areas. Give examples of how to apply the GDS score to any activity to meet the Resident in their current reality.
- f. Second Wind Virtual Reality Tour – An immersive tactile dementia experience

The dementia workshop will be offered at each community on a quarterly basis to ensure all new employees complete it. A dementia workshop for the community will also be held. The community workshop will be open to the public to assist caregivers on different strategies and approaches for their loved ones with a dementia diagnosis.

### 2. What inspired you to choose your ALP?

I have always had a passion to connect with people that have dementia. At a young age, I witnessed firsthand the struggles and complications that occurred for loved ones that had that diagnosis and also witnessed how hard the challenges were for my own mom who was in a caregiver role for my grandmother. Later in life I became a nurse and found my self working very closely with residents with a dementia diagnoses. I have always been trying to find different ways to connect and approach this population. I was part of a team that developed our current dementia programming for our organization.

### 3. How will this ALP impact your organization and/or greater community or field?

I was part of a team that developed our current dementia programming for our organization. That programming has been extremely successful. Now that the programming is in place, I have identified the need for education. Education need has not only been for staff but also for the families that have loved ones with a dementia diagnosis. I believe that a dementia workshop will benefit my organization by truly having dementia programming that can set us apart from other organizations. I also believe that this project will directly benefit the communities that are around us by helping families navigate the journey of caring for a loved one with a dementia diagnosis.



**4. What are the goals for your organization and/or greater community or field that you hope to accomplish with your ALP?**

My goals for my organization are for every employee to have specialized training on dementia care and can speak knowledgeably about what our organization offers and what programming we do on a daily basis. That every new employee has this knowledge and can add to the programming for the organization regardless of their position. It is also my goal for the surrounding community knows my organization as a resource for families that have a loved one with dementia and that we will be looked at as the experts in this field.

**5. How will you measure the success of these goals? Consider, e.g.: before/after surveys that will test the importance of your project or its potential impact; the availability of data that support the importance of your project; focus groups; etc.**

I would be able to measure our organization's success by working with human resources to ensure every employee goes through the dementia workshop training. I can also send out a survey 30 days from the training completion to see what was retained by each employee. I can measure success from the community by the attendance numbers of the workshops. I can also monitor if there is an increase in inquiries for our pathways (dementia care) unit.

**6. Communicating with your sponsor is an important part of the ALP development process.**

**a. How do you and your sponsor envision your ALP aligning with your organization's needs and priorities?**

Dementia programming and community outreach has always been important to my sponsor and the organization. Training has also been identified as a challenge. We have always met the regulation for training but as an organization always strived for more. This project lines up perfectly with my organization's needs and priorities.

**b. What is your plan to keep your sponsor engaged with your work?**

My sponsor has developed a dementia strategic plan that outlines our goals, implementation, and outcomes. This plan has been presented to our board and is reviewed by my sponsor and myself on a quarterly basis. This scheduled time will help me stay connected with my sponsor on this project and will help me stay accountable for its success.

**7. What is the process you have developed in order to complete your ALP? Please include not only a timeline but details of who you need to include in the process. Also, be thorough in your thinking about the steps and the individuals to include in the process, e.g.: Residents? Other team members? Other executives? Leaders from the greater community?**

I initiated this process already. I have gathered the content and trained the trainers on each station of the dementia workshop. During the first quarter, I held a dementia workshop for all nursing and life enrichment employees at all three campuses. This workshop was mandatory for those employees. My next step is to work with human resources at each campus to initiate a three-month rotation for the dementia workshop. These workshops will be mandatory for all new employees regardless of their department. Each workshop we will assign current employees by department to attend until all existing staff have completed it. The workshop will then be offered on an annual basis for all employees after the completion of the first one. A tracker will be initiated by human resources. My goal is that by the end of 2nd quarter 2024, all staff at all three campuses will have completed a dementia workshop. Simultaneously, I will contact our marketing department and set event dates at all three campuses to roll out the dementia workshop for care givers in the surrounding communities. My goal is to have a workshop offered at each campus by the end of fourth quarter 2023. After the completion of the initial workshop for each community, I will work with marketing to set up a quarterly schedule with each campus offering the workshop.





**8. Which of the steps you've described in the process description above have the potential to reshape your project or even potentially derail it?**

The involvement of out side departments like human resources and marketing have the potential to reshape this project. It is going to be imperative to get the buy in for this workshop from both of those departments on all three campuses for this to be successful. It is also important to ensure that the executive team sees the value and importance of this workshop.

**a. Even if you identify none, how will you ensure that the group is testing the process, reexamining goals, and considering how best to measure success?**

I will measure the success of the workshops by the attendance and cross check it by who was assigned or signed up for it.

**9. What areas of your leadership strengths (think DISC/StrengthsFinder) do you anticipate will be tested during the ALP?**

An area of my leadership that will be tested will be my patience and my tolerance of other timelines and completion dates. I often assume that everyone has the same passion for my projects as I do and that everyone will make it a priority. The reality is that not everyone thinks and feels as I do. Others may have different priorities than me. This will naturally test my dominant personality.

**10. OPTIONAL: If you plan to incorporate your mentor in your ALP process,**

**a. How would you like your mentor to support you in your ALP?**

I need my mentor to help me stay accountable with my deadlines and goals. I need my mentor to tell me if things need to be changed or if deadlines should move for the success of the program.

**b. How do you plan to maintain communication about your ALP with your mentor?**

My mentor is also my sponsor. I have weekly check ins with her. I will add the project to the list for our weekly check-in.



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