

ABHOW Words

SHARING OUR STORIES

News of the American
Baptist Homes of the West



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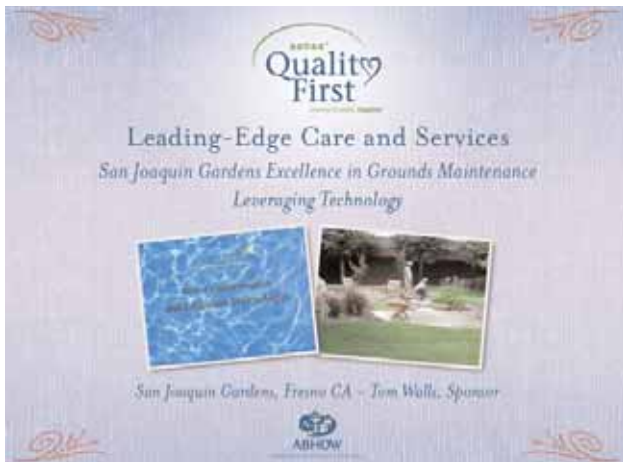
From embracing technology to enhancing employee communications to engaging residents in governance, ABHOW is passionately pursuing Quality First, a national initiative to earn public trust for aging services.

Six ABHOW programs were recognized as exemplary Quality First practices at the annual meeting of Aging Services of California May 7-9 in Monterey. Each program embodies a particular element of quality.

LEADING-EDGE CARE AND SERVICES

Two ABHOW programs were honored in this category: the Posit Science Brain Fitness Program underway at Oakland's Piedmont Gardens and The Terraces of Los Gatos; and the centralized irrigation control system at Fresno's San Joaquin Gardens.

Posit Science is a computer-based class that improves memory and cognitive ability. Based on the research of respected neuroscientists, Posit Science upends the traditional view that cognitive decline is an inevitable consequence of aging. The program shows the brain can rewire itself at any age. Piedmont Gardens was a beta site for the program two years ago. Now the program is being implemented in every ABHOW community.



San Joaquin Gardens is using the latest technology to protect the beauty of its landscape. The community's centralized irrigation control system enables employees to monitor and adjust irrigation across the campus with a few simple computer keystrokes and a click of the mouse. The end result is a much more efficient system that saves water, reduces labor costs, and frees staff to attend to residents' service needs.

"All of these things are helping us reach our goals of excellent stewardship of all resources and superior customer service to our residents and guests," says Tom Walls, director of facilities.

HUMAN RESOURCES DEVELOPMENT

Two ABHOW programs were singled out for success in improving communications and trust among leadership throughout the organization

New Leader Orientation, which is designed for employees at the director to executive officer levels, provides a strategic and tactical overview of the company.

Held twice a year at the corporate office in Pleasanton, the two-day program grounds employees in ABHOW's history, mission, and values and orients them to budgetary, ethical, legal, and information technology practices.

Conversations for Action is a communications method used across ABHOW. Developed by Bob Dunham of Enterprise Performance, the method provides a framework for honest and productive exchanges and ensures that leaders keep their promises to each other.

Leslie Warren, vice president of employee development, says New Leader Orientation has heightened understanding of the company and improved employee retention. And Conversations for Action has "more than paid for itself in the productivity gains made in the interpersonal and organizational relationships," she says.

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Quality First is an initiative of the American Association of Homes and Services for the Aging. Every ABHOW community has signed the Quality First covenant, which includes a commitment to seven principles:

- ❖ Continuous quality improvement
- ❖ Public disclosure and accountability
- ❖ Consumer and family rights
- ❖ Workforce excellence
- ❖ Community involvement
- ❖ Ethical practices
- ❖ Financial integrity

“We spend less time managing interpersonal and organization conflict, and less time doing rework because of unspoken disagreement not revealed at the beginning of work initiatives,” she adds. “Our promises align within the organization, and we are cutting out duplicate and uncoordinated work efforts.”

CONSUMER PARTICIPATION

ABHOW is leading the way in engaging consumers in decision-making. The company was commended for its efforts to include residents and local volunteers in corporate governance.

The presidents of resident councils and the chairs of CCRC advisory boards participate in the ABHOW Board of Directors’ three meetings each year. Residents

and advisory board chairs give reports to ABHOW directors and receive information about the company’s progress. They also participate in board education sessions.

ABHOW has pursued this practice for more than a decade. The state of California used the company’s model

when devising regulations for community involvement in the governance of multi-facility organizations.

PUBLIC TRUST AND CONSUMER CONFIDENCE

ABHOW’s Social Accountability Program was commended for highlighting the company’s charitable activity and community benefits.

Every ABHOW community publishes an annual Community Benefits and Social Accountability Report, which details the numerous ways that the organization contributes to the wider community and thereby deserves its tax-exempt status.



Paul Jepson, assistant vice president of care services, and Jeff Glaze, senior vice president and chief operations manager, showcase ABHOW’s commitment to consumer participation.

“Focusing on social accountability evidences a natural extension of the values and mission of the organization,” says David Grant, senior vice president and general counsel.

RESEARCH FINDINGS AND EDUCATION

Two ABHOW communities were commended for cultivating relationships with nearby universities.

San Joaquin Gardens partners with California State University, Fresno, in several ways. Professors teach humanities courses at the retirement community, while Fresno State students are interns. And San Joaquin Gardens’ staff members bring their experience to gerontology classes.



Plymouth Village Executive Director Keith Kasin highlights his community’s connection to the University of Redlands.

Plymouth Village has close ties with the University of Redlands. With a large alumni population on campus, as well as a number of retired professors, Plymouth Village wanted to deepen its connection with the university. Starting with a horticulture class for university students and Plymouth Village residents, the relationship has blossomed to include annual alumni lunches and outings to libraries and museums. Students, alums and Plymouth Village residents collaborated on the university’s 2007 Rose Parade float, which celebrated the school’s centennial anniversary.

All of these programs are powerful examples of ABHOW’s commitment to Quality First, according to Kay Kallander, senior vice president for strategic planning. “We are proud that our industry peers are finding multiple best practices in ABHOW,” Kallander says. “And we are excited about how these programs will inspire a deeper commitment to gain public trust through exceptional care and services.”

Four ABHOW employees were named "Silver Stars" at the annual meeting of Aging Services of California in Monterey May 8.

Saluted for 25 years of service were: Lois Manley, director of human resources at San Joaquin Gardens in Fresno; Irma Fernandez, housekeeping supervisor at Plymouth Village in Redlands; Lourdes Nunez, resident assistant at Rosewood in Bakersfield; and Consuelo Murrieta, housekeeper at Plymouth Village.

Manley and Fernandez received their awards at the annual meeting. Keli Swales, executive director of San Joaquin Gardens, introduced Manley, who has filled several leadership roles at the community since she arrived in 1982.

Swales noted how Manley models commitment to the community's mission and how her leadership has resulted in San Joaquin Gardens' designation as an "Employer of Choice." Manley has created a variety of programs that reduce employee turnover and enhance employee satisfaction.

"From overseeing the new hire process to onboarding new staff, to employee benefits management to supporting employee safety and injury prevention programs, her commitment to our most valuable resource is unwavering," Swales said.

Plymouth Village Executive Director Keith Kasin introduced Fernandez, highlighting her attention to detail and praising her role as mentor. Kasin recalled how Fernandez approached him two years ago with a concern. "I don't know what I am doing wrong," she said. "I keep hiring housekeepers and then they leave."

Kasin didn't have to think long about this supposed problem. Rather than leaving Plymouth Village, the housekeepers were moving into other roles where they provide more intimate services to residents.

"She had been successful in doing just what I have always hoped our whole team could do – help staff realize the joy of providing services for seniors and the desire to pursue a career doing so," Kasin said. "Irma has done just that: welcomed staff to Plymouth Village while teaching them the value and importance



Irma Fernandez (left photo) receives a gift from Plymouth Village Executive Director Keith Kasin, and San Joaquin Gardens Executive Director Keli Swales honors Lois Manley.



of quality customer service, and helping them to recognize the rewards of the relationships that develop, and assisting them to see the opportunities available to them in our industry."

Living in Chicago, then San Diego before moving to Washington, Jimmy Walker knows a thing or two about nice views. It's no surprise that he was one of the first to reserve a home in The Sound View Apartments, now under construction at Judson Park in Des Moines, Wash.

But it's more than the view that makes Judson Park special, says Walker, a current resident of this long-established community. "People come here to *live*." And he should know. He serves not only as Community Council president but also sits on the Foundation Board and Constitution Committee, and is a non-voting member of the Judson Park Advisory Board. Yet there's always time to see his children and grandchildren, volunteer for his church, and drive around town in his new Mini Cooper convertible.

Living life fully is the very reason he moved from the home he loved nine years ago. Walker has everything he wants at Judson Park, with the ability to continue traveling and supporting his favorite charities. Best of all, his wife of 57 years, Margaret, is able to receive exceptional care nearby. "We're a family," Walker says. "You walk in the front door here and it just feels good — friendly residents, helpful staff and a comfortable atmosphere."

At the recent groundbreaking ceremony for Sound View, Walker gave the champagne toast, celebrating "those before us, who made this possible; those now, working to finish the construction; and those in



the future, the residents." Just as he raised his arm, however, the power went out. "Never underestimate the power of the council president," he deadpanned.

Whatever you do, don't mention slowing down to Walker. He laughs at the thought. "I like to keep things moving," he says.

This story originally appeared in the Spring 2007 edition of The Sound View. To learn more about The Sound View Apartment Homes at Judson Park, go to www.soundviewapartments.com.

Pacific Meadows: A Treasure Hidden Above the Pacific Coast

By Jullie Shanks

High above the valley, above the morning and evening fog, sits a peaceful community overlooking some of the most beautiful sunsets along the Pacific Coast. Pacific Meadows is a true hidden treasure amid the pine-covered hills of the Monterey Peninsula.

You begin your adventure to Pacific Meadows up a winding private drive carved through the rock and trees just off Carmel Valley Road. As you near the actual community, a clearing appears off to the left and you often have to pause while deer, rabbits, quail or other wildlife stride effortlessly across your path. As you step out of your vehicle, the sights take your breath away – the view of the ocean, the valley below, and the mountains across that valley. The view warms the soul. The quiet is intoxicating, and then the quail calling to their young completes this welcoming scene.

The walkways leading throughout the campus encourage further exploration and discovery of an abundance of magnificent redwoods filled with an array of birds calling out their songs. Smiling faces and welcoming hellos greet visitors along the way. You often overhear a person visiting for the first time say, “This is beautiful. Am I in the right place? I’m looking for rental housing.”

A resident or staff person assures guests they are in the right place and offers friendly directions to the administration office where their questions are answered. They are then provided with a more intimate tour of Pacific Meadows.

Evidence of an active lifestyle is abundant. Golf courses and tennis courts are located nearby, and several of the Pacific Meadows residents participate in these activities. Many residents travel on our daily van service, provided at no charge. Some of the passengers utilize the community swimming pool in nearby Monterey. In addition, several shopping excursions are provided weekly for residents.

A farmer’s market takes place twice monthly provided by volunteer residents under the direction of Activities Coordinator



Administrator Jullie Shanks enjoys a moment with resident Mitch Liberman.

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Coralyn Coble, who is great at her job. Several exercise and dance classes are provided as well as many lectures and activities through our magnificent Coralyn.

Pacific Meadows is equipped with two resident-run libraries. Each of the six buildings offers laundry facilities. A large screen television is provided for resident viewing, and a special movie and popcorn time is available each weekend.

The community is blessed with many talented residents. For those so inclined, a piano is kept tuned, and anyone interested is encouraged to play the keyboard, providing entertainment for others or privately.

A dining room complete with a full-service commercial kitchen provides lunch three times a week, and a “Young At Heart Dinner” along with live entertainment is provided the third Thursday each month.

This is affordable senior housing at its

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Employees Sing the Praises Of Their Paradise

“Sitting atop the crest of a coastal mountain ridge, overlooking the deep blue Pacific Ocean, is Pacific Meadows. From this perch, residents can view what many have described as ‘the most spectacular meeting of sea and land.’ Look west and you will see the waves crashing onto the rocks at Point Lobos – on a clear day you can almost feel the salty spindrift on your skin. Below, to the south, the Carmel Valley meanders like a lazy southern river east to the Salinas Valley. Continue gazing south and your eyes are treated to a feast of lush forests and hills known as the Santa Lucia Mountain range. And to the north is a deep canyon that shelters the bobcats, cougars, deer, hedgehogs, and turkey that regularly visit our property.

“We, the employees and residents of Pacific Meadows, believe we are working and living on the periphery of paradise. We invite you to visit us, and judge for yourself. But be warned, you may not want to leave.”

- Jeff Smith, Maintenance Supervisor

“Many mornings the fog seems to be tucked into the valley like a blanket, awaiting the sun to evaporate it. Once the sun has done its job, the view of the valley opens up and becomes absolutely spectacular. ... Rainy days create a calming, quiet feeling and we see our beloved views as if through a sheer curtain.”

- Marita Smith, Occupancy Specialist

“Pacific Meadows was given a name well-suited to the views of the Pacific Ocean, forest and the green lush meadows above the property. After sunny and warm days, we have a break in the weather when the afternoon fog rolls in from the Pacific and cools the evening hours. Surely this is a piece of paradise.”

- Coralyn Coble, Activities Coordinator

“Floating in the fog above the ocean sits Pacific Meadows. We see mountains as the sun rolls across green hills and pine trees, down to the ocean that dances with color from the flowers and then drops into the sea.”

- Rosemary Roberts, Receptionist



finest! Two hundred apartments divided between studios, one- and two-bedroom floor plans. A beautiful setting that offers spectacular views and encourages resident involvement. A true community with a purpose.

And the staff is sensational. We are a team. Each staff member complements the other, from the groundskeepers, Alfredo Pelayo and Gabino Jimenez, who take this beautiful place and make it shine, to the dependable maintenance staff of Jeff “Smitty” Smith, George Cowley and Thomas Okamoto. The three of them always know what to do and do a great job at it. Jaime Garcia, our janitor, can tell you anything you need to know about Pacific Meadows. He also does a great job at keeping the inside sparkling. Rosemary Roberts is our receptionist who keeps everything on

track and everyone in line. Marita Smith, my occupancy specialist, is always there to assist with anything or anyone. She knows her job inside and out. Our staff is a true blessing to Pacific Meadows.

I feel truly blessed with the place that I call work, if you can call it work. I really feel at home, a peace of heaven on earth.

Jullie Shanks is administrator of Pacific Meadows.



The Excitement Is Building On Valle Verde's Campus

Forty years ago, Valle Verde introduced its innovative brand of retirement living. And today, with the announcement of the Rutherford Homes expansion, the Santa Barbara community is doing it again.

The Rutherford Homes expansion will add 35 new homes to Valle Verde's campus, along with a café, a new high-tech putting green and activity lawn, expanded dining room and theater, new fitness room, and a new business center, to name a few.

These extensive campus-wide improvements will enhance Valle Verde's already solid reputation for its forward-thinking approach to retirement living. "The changes we're making in several services and amenities will enhance current and future residents' lives, and the new residences will meet the increasing need for quality senior housing," Executive Director Ron Schaefer says. "We're looking forward to what this will bring to Valle Verde, both now and in the future."

Once construction begins, progressive coordinated construction will keep work moving from site to site as each stage is completed, Schaefer says. "That will help keep construction moving along to the next home as each one is finished, and should

cause the least amount of disruption," he explains.

The planned campus improvements reflect what Schaefer calls a "thoughtful, intelligent" use of land that will accommodate residents' ever-changing interests. For example, by looking at how residents use the community, planners added four new clubhouse gazebos — one for each resident neighborhood — and are improving pedestrian walkways around campus. All residences on campus will still be single-story, a unique feature of Valle Verde.



Even after all the improvements and new residences are completed, Valle Verde will still feature 66 percent green space, another hallmark of the campus. "We've put a lot of thought behind what we're doing," Schaefer says, "so that we use our space to the best benefit of our residents."

This article originally appeared in the Spring/Summer 2007 edition of Verde Living.

At Valle Verde, 'Green' Is More Than Just A Name

A number of changes are happening on the Valle Verde campus, yet perhaps the most important are those that will benefit generations to come.

As part of an initiative to make the campus more environmentally friendly, Valle Verde's directors are closely scrutinizing everything from recycling, waste management, water run-off and supply chain shortening to organic food usage, green landscaping and building materials, water usage and electricity consumption. It's all part of a comprehensive effort to be environmentally responsible while keeping costs more manageable for residents.

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“A couple of years ago our electricity bills doubled in less than two months, and last year we saw the same thing happen to our natural gas bill,” Facilities Director Terry Bentley says. “So at that point, we decided it was just as important to offset the cost of natural gas as it was electricity.”

The community has already finished a second installation of solar electrical panels to help lower the cost of electricity. Facilities employees have already switched standard water heaters in remodeled apartments to flash heaters and solar heaters to help reduce natural gas costs.

The environmental updates haven't stopped there. Landscaping crews recycle waste from trees to make mulch and ground bark. They're introducing drought-tolerant plants and irrigating with non-potable water. They've also begun installing irrigation controllers that react to the climate in a specific area of campus. “We firmly believe we can't be wasteful. We need to be good stewards of our environment and the resources we have,” Bentley says. “When we can use less, use more wisely and reuse, we should.”

Current and future residents will see more



evidence of Valle Verde's environmental commitment in the Rutherford Homes expansion. The 35 new homes will feature better insulation, more efficient lighting and more windows, and will be strategically situated on lots to allow more light in, requiring less energy to heat the homes. They'll also be built with ecologically friendly building materials, including special paint and carpets.

“It's very satisfying to know this will be the legacy of all the people who live and work here,” Bentley says. “We're all doing our part to preserve the environment.”

For more information about green building techniques, visit www.builtgreensb.org.

This article originally appeared in the Spring/Summer 2007 edition of Verde Living.

ABHOW residents have an opportunity to strengthen their financial situation while helping their neighbors through the ABHOW Foundation's Charitable Gift Annuities. And now, thanks to a matching commitment from ABHOW, residents can increase the impact of their giving.

ABHOW has committed a total of \$330,000 to the Charitable Gift Annuity Matching Program. For every \$5 of new Charitable Gift Annuities issued by the Foundation this fiscal year, ABHOW will contribute \$1 to the special project fund of the local community.

A Charitable Gift Annuity (CGA) is one of the most important giving mechanisms for the Foundation. Donors receive quarterly payouts at an interest rate that has been higher than traditional CDs, and they also enjoy tax benefits. Upon maturity, the remaining funds are bequeathed to the community's endowment fund.

By purchasing a CGA from the Foundation before Sept. 30, residents will have a direct impact on their community's fund-raising efforts plus help their neighbors through the long-term benevolence benefit that results from the CGA.

The minimum amount for a CGA is \$10,000. ABHOW will provide up to \$30,000 in matching funds

to each owned and managed continuing care retirement community. The communities will receive their matching funds by Oct. 31 and be able to use the money immediately for projects approved by their local foundation committees.

"Charitable Gift Annuities are already a wonderful way for donors to help themselves and their communities," says Joe Anderson, senior vice president of the Foundation. "Now through ABHOW's matching program, residents can have an even greater impact on the benevolent activities of their communities."



ABHOW Words

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Aging Services of California (ASC):
www.aging.org (formerly CAHSA)

"American Baptist Homes of the West, as an expression of Christian mission, seeks to enhance the independence, well-being and security of older people through the provision of housing, health care and supportive services."

