

Leadership Alliance 2010
Adult Foster Care Project
Mary Scott-Mennonite Village

1. One area of our campus that continues to get inquiries for move-ins is our Memory Care community. We had an existing building sitting empty and lots of ideas as of what to put in there. My project began out of a need, to create another living environment for those with early Alzheimer's disease utilizing an existing building on our campus. Mary's Place Adult Foster Care home for 5 residents with early memory loss opened in March of 2010.
2. The benefits:
 - The feeling of satisfaction in completing an alternate living environment that is non institutional for those with Memory loss, thus better quality of life.
 - It has broadened the scope of our campus helping yet another niche in the population.
 - Added another revenue source to the campus, while meeting a community need.
 - Being able reuse of an existing building, which was sitting empty.
 - Access to other campus levels of care as needed, quicker
3. Those who needed to be involved with this project for its completion were:
 - The State of Oregon- Foster care is not traditionally part of a campus setting.
 - The Mennonite Village, Ceo, Coo, and Board of directors needed to sign off on this project.
 - The CFO- to assist in looking at the cost vs revenue projections for this project.
 - Facilities Director -he oversaw the contractors involved.
 - Marketing Director -she was able to use her expertise in marketing to the community, as well as assist in decorating the home.
 - The Adult Foster home manager-she did the day to day set up.
 - Risk Manager-we moved folks in with early memory loss in the least restrictive environment.

4. I communicated to the stakeholders through
 - Emails-letting everyone know where we were on the project, the glitches as well as the successes
 - Face to face- helped clear up any misconceptions, making sure we were on the same page
 - Short presentations
 - Written documents

5. The very real challenges over the past year
 - The state being on a different page than we as a campus-negotiating the foster care regulations.
 - Residents who wanted to leave the Foster Care building and did
 - My asking for help-allowing others to do their work without too much hand holding.

6. I overcame these challenges by:
 - Having constant dialogue with the State, writing letters, face to face meetings and understanding where they were coming from
 - Knowing this could happen having systems in place to help prevent elopement, but then putting new systems in place as well
 - By sharing what I expected, and gaining insight from others with different strengths and ideas and allowing staff to make decisions.

7. My biggest surprise/unexpected outcomes of this project
I thought there would be a line at the door for people to move into this home setting on this campus. I was taken aback when now at almost 6 months we still have one room open. Cost? Economy? Not wanting to admit there is a problem? Living elsewhere assisted living?

8. The biggest leadership behaviors for me were

Model the Way:

- Builds Consensus around organizations' values. Had the project team Identify values that were important to them, and I was pleasantly surprised that so many of us agreed.

Challenge the process: I have a very quiet reserved personality.

- Challenge people to try new approaches. I had to challenge the state with regards to Foster Care Rules, and what we could do and not do on this campus.
- Experiments take risks. This is a high risk population;

Enable others to act:

- Developed a cooperative relationships with the state
- Give people choice about how to do their work-delegating globally, and being ok with the decisions made.
- Support decisions other people make-letting go

9. I have learned to implement these by

- Sharing the mission of our campus and what is expected of Mary's Place as being a part of this campus and not a standalone house.
- Determination of wanting to succeed
- Knowing the end result of the project required me to be flexible
- Trusting others to make decisions and not over reacting
- Listening more

10. As I continue to be part of the leadership of this campus I want to continue to teach/share with those who I work beside and who report to me. I want to take one aspect of 5 practices of Exemplary leadership and train on it each month. I will listen to the Crucial Conversation tapes over and over to help guide my thoughts, actions, and words in dialogue with others.