



community matters

covia.org

Compassion in Action: Supporting the Circle of Friends



Jack and Deyea Harper were active members of the Santa Rosa community for 50 years, and when the time came to look for a place to spend their retirement years, they knew they didn't want to leave the area. Fortunately, in 2014, the Harpers found exactly what they wanted at Spring Lake Village (SLV). "We feel lucky to be here, and are incredibly appreciative of all the services and support provided," Jack said.

The Harpers wasted no time in getting involved in their new community, beginning with Jack becoming Lead Fire Warden for their building in the West Grove. He has served on the Resident Council and numerous committees. Presently, he is active with Community Based Planning and Building and Grounds committees and serves as Treasurer of the Visual Arts Committee. Before the pandemic, he was an active player in bocce and billiards.

Deyea, who previously was a co-owner of Nature's Window, a retail store in Santa Rosa, enjoys volunteering in the SLV Village Store. She also enjoys working on Estate and White Elephant sales and finds

time to participate in many classes offered at SLV. "During the pandemic, many of the activities have been happening on Zoom and the in-house television channel, but we are fortunate to still have so much available," Deyea said.

Prior to moving to SLV, Jack and Deyea were supportive of many non-profit organizations. Jack was on the Board of Save The Redwoods, Audubon Canyon Ranch, California State Parks Foundation, Hospice of Marin, and Madrone Audubon Society. At SLV, they have continued to support causes they care about in their new community. Jack and Deyea both agree, "We chose to set up a Charitable Gift Annuity with the Covia Foundation to give back to our community that has given us so many good things. After we are gone, this gift to benefit the *Circle of Friends* fund will help residents who have outlived their resources. In the meantime, we receive an added benefit of steady income and tax savings. It was the right thing to do at this time in our lives."

Charitable Gift Annuity: The Gift That Gives Back

A Charitable Gift Annuity can provide stable income in unstable times — and provide a legacy of support for your community or favorite program. It's a gift that pays you back.

You can establish a Charitable Gift Annuity (CGA) with the Covia Foundation with cash or stock and create fixed, stable income for your lifetime. Because the payment rate is fixed based on your age, your income never changes. As an example, the payment rate for someone aged 81 is 6.7%. Plus, a portion of your income payment could be tax free. If you establish a gift annuity with stock you've held for a number of years, you can bypass the capital gains tax you would owe if you simply sold the stock. Ultimately, the remainder in your CGA will benefit the community or program you designate.

For information or assistance on establishing a CGA, contact Katharine Miller, Covia Foundation Executive Director, at 925.956.7414 or kmiller@covia.org.

Celebrating Kevin Gerber

Kevin Gerber started his service as the President and CEO of Covia in 2005, when it was still named the Episcopal Homes Foundation (EHF). When he arrived, there were five Life Plan Communities, two Affordable Communities, and a fledgling Community Services department, then called Social Benevolence. After 15 years of devoted service, Gerber is leaving Covia a healthy organization with a bright future ahead.

Kevin joined the organization with a heart of service and an ambitious purpose — to help people live well and age well anywhere they call home. His leadership provided strategic focus and solid planning, building the foundations of healthy communities, engaged residents and participants, enthusiastic staff, and greater good.

"I believe that Kevin's leadership style stands out with the best I've seen in many years as a corporate officer and a consultant," says Charlie Chapman, a resident at Spring Lake Village who also served many years on the Covia board of directors.

Celebrating Kevin continues on page 2



Under Kevin Gerber's leadership, Covia maintained its premiere retirement communities and expanded services for seniors. Pictured here: Kevin (left) with Covia Foundation Executive Director Katharine Miller and Covia VP of Affordable Housing Karim Sultan at the Foundation's Annual Celtic Cup Golf Tournament to raise funds for seniors in need.

“Kevin represents the gold standard for his knowledge and leadership in the not-for-profit senior living arena. His leadership style has allowed his team to be the best they could be in pursuit of our mission.”

“There were once only about 250 affordable housing apartments with EHF (which became Episcopal Senior Communities and now Covia), and now we’re over 1,000 apartments,” shares Karim Sultan, Vice President of Affordable Housing. “There was no Resident Services Coordinator program at Covia before Kevin. Now that program serves 3,500 low income seniors throughout the state of California. It really is a tribute to Kevin’s commitment and leadership in this area.” Resident Service Coordinators help affordable housing residents access services in the community at large to maintain their independence and quality of life.

The Community Services programs have also flourished under Kevin’s leadership. “I’m very proud of the Community Services programs” Kevin notes. “They’ve grown over these last 16 years: addressing social isolation, which has been particularly critical during COVID-19; addressing housing insecurity with our Home Match program; and then addressing the nutrition needs of older people living in the broader community.”

For all the progress and growth of the organization, it is Kevin’s kindness that stands out to both residents and staff.

“Everything that we love about Covia, everything that we’re proud of, is a clear testimony to a leader who continues to be humble enough to learn and courageous enough to reach for a new horizon.”

— Ron Schaefer, Chief Operating Officer

“I feel like Kevin has always led with his heart,” says Tracy Powell, Vice President of Community Services. “That’s been the overarching value that has infused all his work and has touched all of us.”

Kevin has demonstrated his kindness on a personal level as many employees have been sharing stories of receiving personalized birthday cards and seeing Kevin take the time to help clean up after events.

Kevin explains, “I started working as a younger person as an orderly in a health care setting and I vowed to myself, I would never forget what that felt like, how hard that work is, and how oftentimes it is not recognized or rewarded.”

“I hope everyone in Covia knows that Kevin’s leadership in our field goes far beyond just the Covia walls,” says Jerry Brown, Senior Director of Affordable Housing. “He has influenced our field and national aging policy through serving on other member and community boards.”

Kevin’s leadership has included an emphasis on diversity and inclusion. “I feel very

fortunate throughout my career and also my personal life that as a gay man I’ve been accepted, not only by my family, but also in the industry,” Kevin shared. “Early on, I was denied jobs because of that. But again I count myself very fortunate that with all of the employers I’ve had throughout the years, I’ve been able to be authentic and be who I am and not have to hide that.”

Kevin says that being President and CEO of Covia has been the culmination of his career. “I’m very grateful to be able to say that and that the job that I’m closing out my career with has been my favorite job.”

He notes that what he will miss the most are “the relationships with the residents,” He adds that, “This COVID year has been really, really difficult. Zoom is not the same as being able to see all of you in person, and I will miss that. I’ll miss the team, and I will miss all of our board members who have dedicated their time and their talent to seeing Covia grow and expand. And I am very hopeful, as we move into the affiliation with Front Porch, that that will all continue.” ▼



A New Friend in Friends House

On March 31, Covia welcomed Friends House, a Life Plan community in Santa Rosa, into the family of Covia Communities. Covia has been providing management services for Friends House since 2018. The merger of Friends House into Covia preserves an option for non-profit senior living and expands Covia’s market reach by offering a more financially attainable community in the Sonoma wine country region.

Covia’s Santa Rosa-based Spring Lake Village and Friends House can now collaborate on projects that demonstrate their shared values. Although Friends House will continue to operate as an independent community, there will be an overlap of department support, services, and amenities between Friends House and Spring Lake Village. Jaclyn Carenbauer will serve as Associate Executive Director of Friends House, with Spring Lake Village Executive Director Michael Cataldo providing oversight and support. ▼



Join Us for a Day of Golf, Fun and Food!

Supporting Life-Changing Services for Seniors



Monday, August 2, 2021
BERKELEY COUNTRY CLUB

Sponsorships and
Golf Registration available now.

For more information, visit www.CelticCup.org

¡Bien Conectado!

In 2019, Well Connected, Covia’s lifelong learning and engagement program, launched a sister program, Well Connected Español (WCE). WCE is the first program of its kind, designed specifically to engage Spanish-speaking older adults living throughout the United States with virtual classes and activities accessible by phone or online. It provides intellectual stimulation and meaningful human connection and mitigates the escalating crisis of social isolation and loneliness among older adults, a critical issue in light of the COVID-19 pandemic. WCE specifically targets those who are hardest to reach due to barriers such as language, health, economic, and social factors. The program is designed to adapt to participants’ needs and be accessible to those with impairments related to mobility, vision, memory, and literacy.



WCE engages the community to shape its curriculum, with over 80% of the content designed and 50% led by participants. “Facilitating WCE groups is very satisfying for me,” says Ana, a WCE facilitator and participant. “Connecting with other people who I do not personally know and to be able to cultivate a friendship and a strong affinity towards them is a great pleasure.”

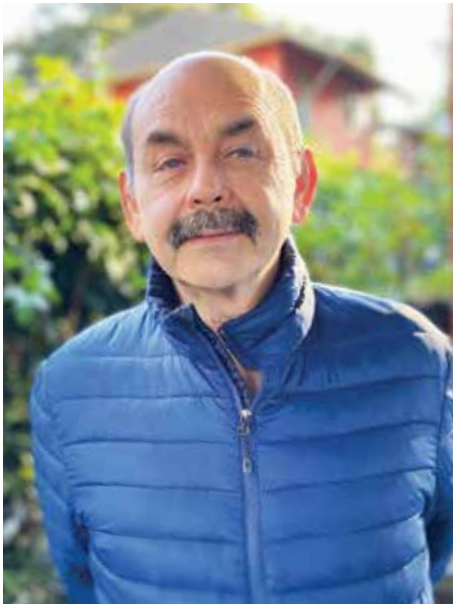
Participation in WCE has more than tripled since its launch. More than 76 group conversation offerings include topics such as fitness, popular culture, games, and travel. With the onset of the pandemic, WCE responded to urgent demand for programming to reduce associated anxieties and included offerings related to stress management, gratitude, health, and wellness. As members of the Covia community, WCE participants also have direct access to a wide continuum of programs, including information and referral services. “I joined WCE out of curiosity. It has helped me so much and keeps me happy. In the group we all get along really well as if we were old friends,” says Ruben, a WCE facilitator and participant.

WCE has also been able to partner with other Spanish-speaking organizations to host virtual resource and learning events. Well Connected Español hosted Envejeciendo con Propósito (Aging with Purpose) for Spanish-speaking Older Adults in October as part the Binational California-Mexico Health Initiative. The event was hosted in collaboration with Second Harvest of Silicon Valley, Alzheimer’s Association-Northern California, San Francisco AIDS Foundation -



“I am very happy to belong to these groups that help older adults and in which we share.”
— Candelaria, facilitator & participant

Latino Programs, ON LOK Lifeways, Mexico’s General Consulate and Health Initiative of the Americas. WCE also offered the Mente Sana Cuerpo Sano (Healthy Mind, Healthy Body) series in collaboration with Psicología & Educacion Global. This four-week series focused on sharing ideas and advice on mental health that help to achieve well-being. Topics ranged from How to Keep Memory Active to strategies for dealing with Worry and Anxiousness, Sadness and Depression, and Loneliness and Isolation. “We are grateful to all the new partnerships and collaborations we have been able to build during this last year and we hope they will continue to grow and flourish. We look forward to what the future holds for our Well Connected Español community,” says Lizette Suarez, WCE director. ▼



Pictured from left to right: Ana, Candelaria, and Ruben.



Affiliation Update

Covia and Front Porch Communities have successfully united as one organization in an affiliation effective April 1. Said John Woodward, Front Porch CEO, “The potential to do so much more is reflected in the new organization that we are building. As we go forward, I expect the energy to build with our combined teams. The possibilities are limitless.”

Three senior leadership team members from Covia are joining Woodward as an integral part of the new Front Porch leadership team: Ron Schaefer, Mary McMullin, and Diana Jamison. They join

Front Porch leadership team members Ed Salvador, Kari Olson, and Desiree Burton. John Woodward, who has been the CEO of Front Porch since 2015, will continue in that role for the combined organization.

Covia will operate in 2021 as a subsidiary of Front Porch Communities while leadership works on strategic goals to create the new organization.

The newly organized Front Porch Board of Directors, with nine members selected by Front Porch and six members selected by Covia, approved updated

mission, vision and core values for the unified organization. Woodward stressed that Covia and Front Porch share a commitment to supporting the individual characteristics of the senior living communities, and that will remain a priority. “We believe that the unique characteristics of each community provide a tremendous advantage to our organization,” he said.

As a reminder to supporters of the Covia Foundation, even with the affiliation, gifts made to the Covia Foundation will always be used for their intended purpose. ▼

A Year of Change and Growth

As we pass the one-year mark of the onset of the COVID-19 pandemic, the resilience, creativity, and integrity of Covia’s residents, services that Covia is known for; attracting new residents and recruiting staff to retain and enhance the vibrancy of Covia’s communities. Covia met these challenges head-on and with considerable success, thanks to the hard work of the staff, the guidance



March 2020

As COVID-19 infection rates began to rise on the West Coast, a Shelter-In-Place order was put in place for the entire Bay Area, and life for Covia residents and staff changed fundamentally. At the communities, residents were largely confined to their apartments, community activities shifted online, and food service adapted to provide delivery or pick-up as communal dining shut down. Non-essential staff across the organization were set up to work remotely, with everyone up to the CEO now working from their dining room tables or home offices. A COVID-19 task force was established to provide guidance and support to the staff and communities.



April 2020

Covia Community Services responded to the changing conditions of the pandemic with adaptations and expansions of its programs. Covia’s Market Day program shifted to delivering food boxes to residents of Covia Affordable Communities and other populations that relied heavily on the weekly produce markets that were cancelled due to COVID-19 restrictions. Covia’s Social Call program added a greeting card campaign, enlisting hundreds of volunteers to create and send cards to newly isolated seniors around the country. Well Connected, Covia’s nationwide social connection and lifelong learning program, experienced explosive growth in the first few weeks of the pandemic.



May 2020

Masks and facial coverings became required attire early on in the pandemic. While Covia ensured that PPE was readily available, hand-sewn and store-bought masks that reflected one’s personal style were popular as well, and at one community, a way to give back. The residents of St. Paul’s Towers wanted to do something special for the Covia staff that had been caring for them. Betsy Baron, St. Paul’s Director of Sales and Marketing, came up with the idea to sew face masks and give them to any residents who made a donation to the Covia Foundation to benefit the St. Paul’s Towers Employee Emergency Fund. In just one month, SPT residents and staff raised over \$10,000 for the fund.



September 2020

Adding to the challenges of 2020, the residents of Spring Lake Village and Friends House had to evacuate their home as the Boysen-Glass fire came perilously close to the Santa Rosa campuses. The resilience of our residents, the generosity of friends and neighbors and other Covia communities who took them in, and the unfailing support and tireless efforts of the staff to care for our residents were on full display during this trying time. Covia is ever grateful for this strong community which came together once again to support each other.



October 2020

Covia’s Home Match Monterey program officially launched! The program had more than 70 applications from home providers and home seekers when it opened its doors. “If it wasn’t for home sharing, I would have lost my home,” Doris, a Home Match Monterey participant, says.



November 2020

Activities at Covia Communities shifted to online or outdoors and distanced. Residents of Canterbury Woods and Webster House met together on Zoom for weekly lectures and discussion groups on current events and world travel. The two communities also shared musical programs with each other. Every week, a Canterbury Woods resident shared a recorded concert, and in return, Lily Godsoe, the Webster House chaplain, offered a flute and meditation session.

staff, and leadership has never been more apparent. The past year has introduced new challenges for providing the care and communities; and most importantly, for creating safe places to live and work to protect residents and staff from contracting and support of leadership, and the positive flexibility of our residents.



June 2020

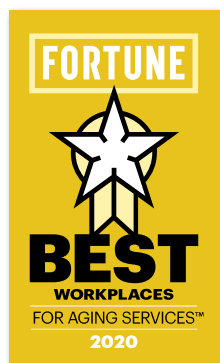
Covia announced an affiliation with Front Porch, a not-for-profit provider of senior living and affordable housing based in Southern California. The combined organization will ensure long-term stability, achieve economic benefits, and scale and access resources across 54 communities. "Combining with Covia strengthens our long-held goal of building strong and engaging communities, connecting people with the services and relationships they need to thrive," says John Woodward, Front Porch CEO.

July 2020

The usual summer gatherings and festive parties couldn't happen this year, but the Dining Services teams at each community did their best to bring fun and joy to Covia residents. At Spring Lake Village, Larry Brooks and his team organized frequent themed dinners, with festive food pick up stations and special cocktails. At Webster House, Executive Director Linda Hibbs personally delivered glasses of wine door to door in the evening. At Canterbury Woods, the "Good Humor Crew" was a big hit, with dining staff delivering ice cream to each resident. "It makes me feel like a kid again!" says one happy customer.

August 2020

Residents from St. Paul's Towers, San Francisco Towers, and Spring Lake Village gathered with the Covia Foundation via Zoom to celebrate and raise awareness for the *Circle of Friends* Resident Assistance Fund. With hors d'oeuvres and special beverages sponsored by Morrison Community Living along with a prize drawing, friends and neighbors raised a glass to their vibrant communities and the supporters of this important cause: providing assistance to those neighbors who outlive their resources.



December 2020

Covia was recognized by *FORTUNE* magazine as a Great Place to Work and was ranked number 17 nationwide in Best Places to Work in Aging Services. Covia Communities was also recognized for its Best Nursing Homes by U.S. News and World Report. (See page 7 for more information.)

January 2021

Covia greeted the new year with hope and joy as vaccine clinics kicked off at many Covia Communities. "Staff and residents alike were so grateful and the atmosphere was full of hope," notes Christina Spence, San Francisco Towers Executive Director. "We know that being vaccinated won't immediately change our circumstances — but it's moving us forward in the right direction to be together again."

February/March 2021

With new possibilities on the horizon, Covia Foundation is moving forward with plans for 2021. A virtual event for the *Circle of Friends* fund will be held in June, followed by the 10th Annual Celtic Cup in August. We look forward to bringing supporters together, both virtually and distanced, to raise a glass to the future and raise funds for older adults in need. ▼

Investing in Community Life at Covia Affordable Communities

Covia owns and operates seven affordable communities that are home to 1,200 residents around the Bay Area. Exciting renovations that got underway late last year at two Covia Affordable Communities are at or near completion, and are highly anticipated by the residents and staff.



First built in 1927, Presidio Gate Apartments (PGA) in San Francisco was originally known as the Protestant Episcopal Old Ladies Home and was extensively renovated and reopened in 1985. The campus is undergoing extensive refurbishment today including a new roof, exterior painting, replacing security camera and entry access systems, new landscaping, and interior refurbishment of common areas.

“The roof was over 30 years old, the paint was beginning to peel and crack, and the common areas were really starting to show their age,” says Karim Sultan, Vice President of Affordable Housing. “Since we had the funding to take on this work now, we were eager to get it done.” To date, the roof work, painting, and security camera/entry systems work have been completed, and the community has recently received permit approval from the City of San Francisco for the landscaping work. David Dolan, who served as PGA’s Housing Administrator during this project, says, “The final phase will be the interior refurbishment, and we are working with a designer to select furnishings, carpet and wall colors. Residents are very appreciative of the work that has been done to date. I am thrilled to be a part of helping improve their quality of life! As I retire, this is a great way to celebrate the end of my tenure at Presidio Gates.”



At Oak Center Towers (OCT) in Oakland, new flooring, paint, fixtures, and lighting were installed in common areas and offices. New common-area restrooms and the community room received a dramatic facelift. “The community room is home to our annual Thanksgiving luncheon and nearly all of our activities and events, and the residents are excited to be able to make it their own once communal activities can begin again,” says Aytoya Albert, OCT’s Housing Administrator. “Although the pandemic derailed our plan of a grand re-opening, we have received so much positive feedback from residents and visitors who are delighted with the new look.”



“The bright, fresh colors make me feel happy and proud of where I live.”
— Oak Center Towers resident

Creating Connections Across Levels of Care



Irene Olson played a leading role in developing the TLC program.

When the St. Paul’s Towers (SPT) Resident Council met at the beginning of 2020, Council President Laura Galvin presented the idea of developing resident liaisons to promote connection across different levels of care within the community. This idea kicked off the creation of the Three Levels of Care (TLC) program, which seeks to create well-meaning relationships, increase socialization, and decrease isolation by connecting residents in Independent and Assisted Living.

SPT resident Irene Olson realized that as an Independent Living (IL) resident, she didn’t know a great deal about Assisted Living (AL) at her community. She found herself asking, “What happens when we move to Assisted Living one day?” Olson was inspired to get involved, developing initiatives such as shared lunches and apartment visits so that IL residents could create lasting relationships with residents in AL.

“TLC is a way to break down silos and live together as equals,” notes Connie Yuen, St. Paul’s Towers Executive Director. “I am so proud of Ms. Olson and the residents who set up such a fantastic program that focuses on inclusion and community building.”

“At St. Paul’s Towers, it’s easy to take an elevator ride to go visit someone who is looking forward to seeing you.”
— Irene Olson, St. Paul’s Towers resident

The TLC program was paused while sheltering in place, but Olson is excited to continue growing the program as community life gets back to normal. **Creating Connections** continues on page 8

Covia: Representing Excellence



The staff at Bethany Center in San Francisco celebrate the recognition from FORTUNE magazine.

Covia has been ranked as one of 2020’s Best Workplaces for Aging Services by Great Place to Work® and FORTUNE magazine. Covia took the number 17 spot in the national list, the second time it has been rated in the top 50.

“We have always been proud of Covia’s employees for their excellence,” says Kevin Gerber, Covia President & CEO, “It is our employees who make us a Great Place to Work. We want to thank them for this honor, and for being part of Covia.”



“When organizations like Covia treat their own people with care and respect, you can expect their staff to treat your loved ones with that same care.”

— Michael Bush, CEO of Great Place to Work

“Everyone knows the greater cause as to why we’re here and that is for the residents,” one employee noted in the survey comments. “Especially in the strange times that we’re all experiencing, I have witnessed how everyone pulls together to make it as comfortable and enjoyable as possible for the residents and for us as employees.”

“The value of creating great workplaces for all is a clear competitive edge in the Aging Services sector,” said Michael Bush, CEO of

Great Place to Work. “When organizations like Covia treat their own people with care and respect, you can expect their staff to treat your loved ones with that same care.”

The Best Workplaces for Aging Services™ is one of a series of rankings by Great Place to Work and FORTUNE based on employee feedback from Great Place to Work-Certified™ organizations.

Covia Communities also recently received the honor of placing among the 21% of U.S. skilled nursing facilities that have been recognized as a Best Nursing Home for 2020–21 by U.S. News & World Report.



All five Covia Life Plan Communities received Best Nursing Homes status by achieving a rating of “High Performing,” the highest possible rating, for Short-Term Rehabilitation, Long-Term Care, or both.

All Covia communities noted the extraordinary care and efforts given by their team members. At St. Paul’s Towers, newly appointed Executive Director Connie Yuen says, “Our staff works from the kindness and love in their hearts. We’ve been told time and time again we do not work with patients, we work with residents that become a part of our family that we love and care for. The staff go above and beyond to connect with residents and take it a step further by providing updates, photos and spontaneous phone calls to give loved ones peace of mind.”

Staff Spotlight: Creative Connections in Difficult Times

Aliona Gibson, Activities Coordinator at Oak Center Towers (OCT), found her world turned upside down last year when pandemic shelter-in-place orders began. She went from having close and personal interactions with the residents at her community and being able to organize interesting outings to having to greet people from a distance and a severely curtailed activity calendar, with all contact masked and distanced. Fortunately, Aliona was able to adapt quickly and continue to provide engagement activities and helpful resources for residents of the West Oakland community.



“Since March of last year, I have been creating monthly packets for our residents to give them something to do while they are safe at home. The packets includes a variety of puzzles and brain teasers, easy recipes, and a letter with helpful information about Coronavirus from the CDC, all translated into the different languages spoken by our residents. At least five languages are spoken by the 250 residents of OCT.”

“Some residents will complete the entire packet and return it to me, a sign that they are engaged and enjoying the handouts,” Aliona says. “We have been able to do some group activities outside. Even though it’s sometimes cold, our residents show up for socially-distanced bingo! On holiday crafts day, residents still came out to make holiday cards and cookie ornaments even though it was a bit windy.”

Aliona’s favorite part of her role at OCT is getting to know the residents. “Despite some language barriers, I feel connected and appreciated. I love the chuckles when I say ‘good morning’ or ‘thank you’ in Cantonese, Korean or Tigrinya. It’s challenging not to be able to verbally communicate extensively with everyone, but they are still able to let me know they enjoyed an activity I organized, which makes me feel good about my work,” Aliona says. “I especially enjoyed being able to deliver handmade cards created by volunteers from Creative Spark, Covia’s creative aging program. It was during a time when I felt like a small thing like a card with an inspirational message could brighten someone’s day! Shout out to the Creative Spark team!”

community
matters

Spring 2021

In this Issue:

Compassion in Action: Supporting the *Circle of Friends*. . . .1

Celebrating Kevin Gerber. 1–2

A New Friend in Friends House. 2

Celtic Cup 2021 2

iBien Conectado!. 3

Affiliation Update. 3

A Year of Change and Growth 4–5

Investing in Community Life at Covia Affordable Communities 6

Creating Connections Across Levels of Care 6, 8

Covia: Representing Excellence 7

Staff Spotlight: Creative Connections in Difficult Times . . . 7

Celebrate the *Circle of Friends* 8



The team at Covia salutes Kevin Gerber on his accomplishments during his tenure as President & CEO — and wishes him all the best with his bucket list!

Celebrate the *Circle of Friends*
Save the date!

Thursday, June 3, 2021

Celebrate the *Circle of Friends* Resident Assistance Fund with Covia Foundation at your community.

We’ll have more details as local health guidelines evolve — so stay tuned and spread the word to your neighbors and friends!



Creating Connections from page 6

Resident volunteers in the TLC program partner with the Assisted Living Activities Coordinator to get more AL residents involved in community events and to develop one-on-one relationships. These volunteers, including Olson, help bring AL residents to dinner, happy hour, concerts, classes, and activities. They even developed a wheelchair brigade, which Olson says was created “to increase participation and socialization.”

Though the TLC program is currently only at St. Paul’s Towers, Olson hopes that it will inspire “all Covia communities to get more involved at the AL level.” She notes, “It’s so easy to spend time with the resident in their room, play a game together, and find out what they need and how we can achieve something meaningful together. ▽