

**Making The Difference:**  
**Opening Doors for Older Adults in Alameda County**  
**Building Allies to Address the Housing Crisis and the Unique Needs of Seniors**  
*Convened by the Senior Services Coalition of Alameda County*

**A G E N D A**

**9:00 am - Welcome and Opening Remarks**

Marisa Melo, Executive Director, Meals on Wheels of Alameda County/SSC Fiscal Sponsor  
Wendy Peterson, Director, Senior Services Coalition of Alameda County

**9:20 am - Conference Plenary & Panel Discussions**

***Getting to Zero for Seniors in Oakland***

Keynote Speaker: Joshua Bamberger, MD, MPH  
Director, Health and Housing Initiatives, Non-Profit Housing Association of Northern California

***Building, Preserving and Accessing Housing in Alameda County***

Speaker: Linda Gardner  
Director, Alameda County Housing and Community Development Department

***Mitigating the Impacts of Homelessness: Shelter in a Storm***

Moderator: Colleen Chawla, Director, Alameda County Health Care Services Agency

Panelists:

Elaine de Coligny, Executive Director, EveryOne Home  
LaRueBetty Williams, Director of Homeless Services, St. Mary's Center  
Robert Ratner, Housing Services Director, Health Care Services Agency  
Tangerine Brigham, Chief Administrative Officer/Population Health, Alameda Health System

***Prevention: A Window of Opportunity***

Moderator: Linda Trowbridge Chief Executive Officer, Center for Elders' Independence

Panelists:

Tram Nguyen, Health Equity Policy Coordinator, Alameda County Public Health Dept.  
Jim Treggiari, Executive Director, Legal Assistance for Seniors  
Natalie Woods, Wellness Nurse, Allen Temple Arms, Human Good  
Randy Morris, Assistant Agency Director, Alameda County Social Services Agency

**12:30 pm - Lunchtime Discussion Café**

**1:45-2:00 pm - Community Wall Tour and Celebration**

- Friday, November 30, 2018 • Nile Hall, Preservation Park, Oakland •

**Making The Difference** convenes community-based service providers, health care professionals, health, housing and social services agency leaders, policy makers and community members in Alameda County. Together we'll examine the challenges and opportunities we face as we transform our systems and our communities to serve older people, exploring these topics in terms of their practical relevance in Alameda County.

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## *In Partnership with...*



## *Made Possible with the Generous Support of:*



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## About Our Keynote Speaker

### Joshua Bamberger

Joshua Bamberger, MD, MPH led the San Francisco Department of Public Health's housing and health system of care from 1991 to 2018. During his time with DPH, Dr. Bamberger coordinated all medical and behavioral health services at the health department's supportive housing programs which grew from one building in 1999 to 43 buildings today serving over 1750 tenants. In 2006, he helped establish the Housing and Urban Health Clinic the first integrated health clinic in the United States designed to serve people in supportive housing. From August 2012 to January 2013, he was a Special Advisor to the Executive Director of the United States Interagency on Homelessness, the Federal government's homeless policy agency. Presently, Dr. Bamberger is the interim Medical Director at the Downtown VA health clinic and is consulting with Kaiser Permanente to develop a plan to end homelessness for frail seniors in Oakland. In addition, Dr. Bamberger is the Director, Health and Housing Innovations for NPH (the Non-profit Housing Association of Northern California).

Dr. Bamberger is the 2015 recipient of the Beverlee Myers Excellence in Public Health Leadership Award given annually by the California Department of Public Health. Dr. Bamberger is an Associate Clinical Professor in the Department of Family Medicine, University of California, San Francisco and the Center for Excellence in Primary Care. He has been practicing family medicine with people living with poverty since 1989.

## About Our Presenter

### Linda Gardner

Linda Gardner has worked for the Alameda County Housing and Community Development Department (HCD) for 31 years, the last 23 years as Director. Under her leadership, HCD has focused on affordable housing development and ending homelessness, in addition to longstanding community development programs. Her work is grounded in the beliefs that working across silos is critical to solving social problems and that affordable housing is a key component both of people's lives and in creating equitable, sustainable communities.

Linda facilitated the planning process that created the first county-wide plans to address homelessness in Alameda and was a key member of the partnership to develop the Alameda County Shelter Plus Care (S+C) Program, one of the largest S+C programs in the country, which provides rental assistance and supportive services to 600 disabled homeless individuals and families annually. Under her leadership, HCD administers numerous sources of financing for affordable housing development, which have added more than 1,500 affordable units to the housing stock county-wide to date. These units serve a wide variety of household types, with a focus on the very low- and extremely low-income households. Linda developed the program for the Measure A1 Alameda County Housing Bond, a \$580 million general obligation bond passed by over 73% of the voters in November 2016, and is currently leading the work to implement the bond-funded programs.

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Linda serves on the EveryOne Home Leadership Board, Alameda County's All In - New War on Poverty Steering Committee, and is on the teaching team of UnTraining White Racism. Linda has a Masters in City and Regional Planning from University of California, Berkeley and B. A. in History from Stanford University.

## **About Our Moderators**

### **Colleen Chawla**

Colleen Chawla is Director of the Health Care Services Agency for Alameda County. The Health Care Services Agency comprises the County's behavioral health, indigent health, public health, and environmental health programs and services. The Agency's mission is to provide fully integrated health care services through a comprehensive network of public and private partnerships that ensure optimal health and well-being and respect for the diversity of all Alameda County residents. Colleen joined the Alameda County Health Care Services Agency in December 2017 with more than 25 years of prior experience in the health sector, just previously as the Deputy Director of the San Francisco Department of Public Health.

A longtime Oakland resident, Colleen holds a Masters of Public Administration/Health Services Administration from the University of San Francisco and a Bachelors of Arts in History from the University of Southern California.

### **Linda P. Trowbridge**

Linda Trowbridge became CEO of Center for Elders' Independence in July 2013, bringing 30 years of health care management experience and a longtime interest in the PACE model of integrated care. She has been involved strategically and as an operational leader with large national and regional health care systems in most areas of the health care arena, including delivery systems with acute care hospitals, physician groups, home care and hospice, long term care, and managed care.

Most recently, she was a Principal at Health Management Associates, Inc. where she worked with integrated organizations, housing, health plans and community-based organizations and responded to opportunities and challenges created through the Affordable Care Act. Prior to that, she was with Kaiser Permanente for ten years, where she served the last seven as the Executive Director of the Continuum for Northern California and was responsible for establishing strategic, financial, and operational direction for services managed through the continuum of care and for efficiencies in the hospitals.

Prior to that position, she served as the Continuing Care Leader for the North East Bay for Kaiser Permanente.

Linda has a record of designing new organizational structures and models of care that improve efficiency, save costs, raise quality and meet regulatory standards. Earlier in her career, she was the Regional Vice President for Strategic Planning and Business Development for the St. Joseph Health System in northern California and also the CEO of St. Joseph Home

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Care. She also worked with Catholic Healthcare West (now Dignity Health) and the Sisters of Providence Health Systems.

She earned her Master's degree in Business Administration at San Francisco State University, and her Bachelor of Arts degree in Economics at the University of Colorado.

## **About Our Panelists**

### **Elaine de Coligny**

Elaine has worked to reduce and end homelessness in Alameda County since 1992, first as the director of an agency providing emergency shelter, transitional housing and permanent supportive housing to homeless women and their children for fifteen years as well as a member of the Countywide Continuum of Care Council since 1997. She has served as EveryOne Home's Executive Director since its inception in 2008. Prior to joining the staff, Elaine participated in developing the EveryOne Home plan in her role as Co-Chair of the County's CoC, a role in which she served from 2002 to 2007.

Elaine is an alumni of the LeaderSpring leadership development fellowship (2003), an inductee into the Alameda County Women's Hall of Fame (2005), and a recipient of CSH's California Supportive Housing Champion Award (2012). Currently she serves on the National Alliance to End Homelessness' Leadership Council. She believes passionately that homelessness is a solvable social issue, and that it will take all of us to get it done.

### **LaRueBetty Williams**

LaRueBetty Williams is the Director of Senior Homeless Services at St. Mary's Center, where she works with social workers, clinicians, case managers, and interns to address the needs of homeless adults aged 55 and older. Besides case management services, clinical services, and recovery services, an emergency winter shelter, three transitional housing sites and a drop in center are under her purview.

LaRueBetty has worked as a social worker with the Senior Homeless Services team and later as the Program Director of A Friendly Manor at St. Mary's Center. Before coming to St. Mary's Center, she worked with homeless veterans as a Grant and Per Diem Case Manager at the House of Dignity for Operation Dignity. LaRueBetty has provided case management in the homes of frail, older adults, at the Multi-Purpose Senior Services Program and worked with homeless veterans at the Salvation Army.

LaRueBetty is an Associate Clinical Social Worker. She earned a Master's Degree in Social Work from California State University Stanislaus. She earned a Bachelor of Arts in Sociology with a minor in Health Sciences from California State University East Bay. LaRueBetty has received a certificate in Trauma Informed Interventions, is a Tobacco Treatment Specialist, a Registered Alcohol and Drug Technician and is currently taking classes to become a Certified Alcohol and Drug Counselor. As an Oakland native, she feels a personal responsibility to support her community.

### **Robert Ratner**

Robert Ratner, MPH, MD, has over twenty years of experience working on health care services integration and housing as a health care issue. He received his public health and medical training from UC Berkeley and UC San Francisco and has worked as a public health professional in nonprofits and local government agencies since completing his education.

Robert spent six years as the director of a supportive housing program for formerly homeless individuals at LifeLong Medical Care, a community health center based in Berkeley. He currently works for the Alameda County Health Care Services Agency as their Behavioral Health Housing Services Director and as their Housing Strategy Coordinator for Alameda County Care Connect, a five-year, Medi-Cal waiver pilot program. Robert continues to volunteer to support students at UC Berkeley involved with the Suitcase Clinic, a student-run health program that serves homeless and low-income individuals in Berkeley and surrounding areas.

Outside of work Robert enjoys running, basketball, a good movie, spending time with close friends, and enjoying time at home with his wife, two children, and dog.

### **Tangerine Brigham**

Tangerine M. Brigham is Chief Administrative Officer, Population Health with the Alameda Health System (AHS). In this role, she leads AHS' efforts to improve patient experience, reduce costs and transition to population health management. She also works with community partners to develop programs/services that address key social determinants of health and improve community health equity. Ms. Brigham's experience crosses the health, supportive housing and social service fields.

Prior to joining AHS, she served as Deputy Director, Managed Care Services for the Los Angeles County Department of Health Services (LACDHS). She oversaw LACDHS' Managed Care Services Division which functioned as the management services organization for insured patients, ensured implementation of a health access program for uninsured, undocumented County residents (My Health LA) and served as Chief Executive Officer for the Community Health Plan.

Her previous roles include serving as a Deputy Director of Health and Director of Healthy San Francisco with the San Francisco Department of Public Health (SFDPH), Community Health Program Officer for The San Francisco Foundation, Chief of Staff-Administrative Services for L.A. Care Health Plan, Director of the Corporation for Supportive Housing's California program, Director of Policy & Planning and a Budget Manager for SFDPH, and Policy Analyst for the San Francisco Department of Social Services. She serves on non-profit boards in the areas of affordable housing and health care access. She received her Master of Public Policy degree from the University of California at Berkeley and her Bachelor of Arts in Economics from the University of California at Los Angeles.

### **Tram Nguyen**

Tram Quang Nguyen is a management analyst coordinating housing policy work for the Alameda County Public Health Department (ACPHD). Before joining ACPHD, Tram worked with the California Reinvestment Coalition on housing policy, economic and asset building policy, financial system reform and addressing the subprime mortgage crisis. She began her career as a journalist, and was the editor of ColorLines, a national newsmagazine about race and social justice. Tram holds a Master's in Public Policy from UC Berkeley's Goldman School of Public Policy.

### **James Treggiari**

James Treggiari is the Executive Director at Legal Assistance for Seniors (LAS). He has spent his career focused on assisting clients from disenfranchised communities including seniors, homeless individuals and families, transgender youth in Los Angeles and dually diagnosed adults in New Hampshire.

For the past nine years at LAS, James has been both a staff attorney assisting clients in elder abuse and conservatorship cases and since 2015, the Executive Director of the agency. For the past two years, he has helped develop and implement a housing program for LAS that includes legal work, community education and policy advocacy. He has co-authored an article on elder abuse restraining order practice in California and presented at a national conference on civil rights regarding the challenges facing older adults.

### **Natalie Woods**

Natalie Woods has 29 years of experience as a Licensed Vocational Nurse, specializing in Public Health and Psychiatry. She serves as the Wellness Nurse for HumanGood's HUD IWISH pilot (Integrated Wellness in Supported Housing) based at Allen Temple Arms I-II, a senior housing community in Oakland, California. Previously she worked as an LVN for Napa and Solano Counties, as well as Kaiser Permanente.

### **Randy Morris**

Randy Morris is the Assistant Agency Director of the Adult & Aging Services Department of the County Social Services Agency. He has worked for the Agency since 1994, where he started as a Child Welfare Worker. He worked in the Child Welfare Department until 2011 when he was promoted to his current position. His department administers the IHSS & APS programs, as well as the Public Administrator / Guardian / & Conservator programs; Veteran's Service office; and Area Agency on Aging (AAA).

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The WiFi ID is NILE and the password is 5108747582.

Conference presentations and other materials are available on our website at:  
<http://seniorservicescoalition.org/2018-ssc-conference-making-the-difference/>

**The Senior Services Coalition of Alameda County** represents nonprofit and public organizations who are working together to ensure that Alameda County seniors can rely on an easily accessible, coordinated system of social, medical and supportive care.

SSC has been a unifying and collaborative force in Alameda County for 19 years. SSC works to strengthen the aging services voice in policy making; increase funding for senior services and strengthen the safety net for economically disadvantaged seniors; make the case for community-based supportive services that help seniors live independently; and promote greater flexibility within our County to connect individuals with the services they need.

## Lunchtime Discussion Café

**Two tables will be designated for each of the following five topics:**

**The Leadership Challenge: Breaking Down Silos of Homeless/Housing, Health, and Senior Services Agencies** (Tables 1, 2 & 3 in Large Ginn Room)

Discuss how homeless and housing agencies can work in partnership with health and senior services agencies to achieve meaningful results. What benefits could you envision from increased collaborations? What would collaboration look like? What role can your agency take?

**Retooling Homeless Programs to Better Serve Older Adults** (Tables 4 & 5 in Large Ginn)

Explore ways that homeless programs could have a greater focus on older adults and their unique needs. How could homeless, health and senior services providers work together toward this goal?

**Retooling Housing and Rehousing Programs to Better Serve Older Adults** (Tables 6 & 7 in Nile Hall)

Discuss how housing programs in the county can have greater focus and capability to help seniors in the housing crisis. How could housing, health and senior services providers work together toward this goal?

**Retooling Senior Services to Address Housing and Homelessness** (Tables 8 & 9 in Nile Hall)

Explore ways that senior services programs in the county can have a greater focus and capability to help seniors in the housing crisis. What would that look like? How can they coordinate/collaborate with other systems and entities?

**Unpacking Today - What Did We Miss? What Do You Want to See Going Forward?** (Tables 10 & 11 in Nile Hall)

Share your take-aways from today's speakers and panel discussions? What questions do you still have? Where are the opportunities for collaboration to address the unique needs of older adults in the housing crisis?

**And... A sixth discussion session with a unique purpose:**

**Alameda Senior Housing and Medical Respite Center: Co-Creating a Center for Medically Vulnerable and Aging Adults in Alameda County: Senior Housing, Medical Respite and Primary Care** (Table 12 in Small Ginn Room; maximum 18 people)

Alameda Point Collaborative (APC) is developing a Center near Crab Cove in Alameda for 90 units of senior permanent supportive housing, 50-beds medical respite and an on-site primary care clinic with medical and behavioral health care. APC is looking forward to collaboratively working with the health care partners, nonprofit providers, consumers, and government agencies to create a Center that will strengthen the system of care for homeless and aging individuals with complex health needs in Alameda County.

Facilitators Bonnie Wolf and Michelle Nance will lead the discussion.

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