

COMMUNITY BENEFIT REPORT



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BACKGROUND

DESCRIPTION OF FACILITY

Founded in 1871, the Jewish Home of San Francisco is a private, not-for-profit geriatric center dedicated to the care and treatment of older adults who are typically over the age of 65 and who primarily reside in the greater Bay Area. In some instances, individuals are accepted from out of state. The Jewish Home has grown into a complex with five distinct buildings, serving more than 420 residents from different populations and with diverse care needs. Non-residential care is offered through the Home's short-term and rehabilitation services unit (STARS) and acute psychiatric services.

The Jewish Home is licensed by the California Department of Health as a skilled nursing facility for long-term care and as an acute psychiatric hospital. It is certified for both Medicare and Medi-Cal. With a trained staff of over 700, the Home provides a comprehensive range of personal and healthcare services primarily for cognitively and/or physically frail older adults, as well as for those who have behavioral issues. Services include:

- Medical, nursing, nutritional, and social services programs, with an emphasis on prevention as well as treatment;
- Daily social, cultural, spiritual, educational, creative arts, and recreational activities;
- Housekeeping services;
- Special treatment programs, including a unit for short-term rehabilitation; an acute psychiatric unit that delivers both inpatient care and consultation services; and the Alzheimer's Garden Unit dedicated by the Mark Ross Foundation, which is specifically designed to treat residents with Alzheimer's disease and related disorders.

MISSION STATEMENT

Enriching the quality of life of older adults

DEFINITION OF COMMUNITY

In general, the Home serves the most medically/cognitively frail, as well as financially indigent elders (86 percent of Jewish Home residents are indigent and/or Medi-Cal recipients who do not pay the full cost of care), with an average age of 86. It provides professional and comprehensive programs that include personal and health care to the elderly who primarily reside in the greater San Francisco Bay Area.

COMMUNITY NEEDS ASSESSMENT

The Jewish Home is a member of Building a Healthier San Francisco (BHSF), a collaboration of San Francisco hospitals, the Department of Public Health, United Way, human services' providers, philanthropic foundations, and numerous community-based organizations.

BHSF is committed to working toward improving the health status of all people in San Francisco. To that end, BHSF needs-assessment process utilizes the best secondary data available on selected indicators of the health or conditions affecting the well-being of San Francisco's population and subpopulations, and seeks feedback and input from the community to guide the assessment and direct the call to action.

COMMUNITY BENEFIT PLANNING PROCESS

The Jewish Home is one of a number of Jewish agencies in the Bay Area that serves the elderly. The following organizations are affiliated with the Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties, and provide services to the elderly Jewish population in the Bay Area:

- Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties: provides grants to Jewish communal agencies serving the elderly for various initiatives, such as senior transportation services
- Jewish Community Centers of San Francisco, the Peninsula, and Marin: adult day services
- Jewish Family and Children's Services: counseling; meals-on-wheels; in-home support; job training
- Jewish Vocational Service: job training
- Menorah Park, San Francisco: HUD housing
- Rhoda Goldman Plaza, San Francisco: assisted living facility

These organizations frequently collaborate to coordinate planning, fundraising, and service initiatives to address the needs of the region's Jewish population. Ad hoc meetings are convened to address issues that may include:

- Social welfare and healthcare benefit changes
- New program planning
- Transportation services
- Housing, with support services

In addition, each agency routinely appoints staff from other Jewish organizations to planning committees to ensure coordination among the organizations.

Community needs of the Jewish Home's target population are continually being assessed. The following is a brief summary of these activities:

1. Jewish Home staff and board members participated in the planning committee for Rhoda Goldman Plaza, a residential care, assisted living complex in San Francisco that serves middle-income elderly Jews. A close working relationship resulted in the smooth transfer of residents between the facilities, as well as coordination of programs and resources.
2. Menorah Park is a 160-unit HUD development in San Francisco sponsored by the Jewish community. Ongoing discussions between Jewish Home staff, board members, and Menorah Park have resulted in the coordination of medical services and enhanced transfer procedures for residents requiring skilled nursing and psychiatric services. Closer collaborations between the Jewish Home and Menorah Park are currently being actively pursued.
3. The Jewish Home (and other organizations serving the Jewish community) is committed to the coordination of the scarce resources available to the expanding under-served and elderly community throughout the Bay Area. These efforts are ongoing, as they have been for more than 138 years.
4. The Jewish Home, in partnership with the Palo Alto Jewish Community Center and the Jewish Community Federation, has developed the Taube Koret Campus for Jewish Life in Palo Alto. This multigenerational campus fulfills, in part, the Home's longtime vision of providing care and services to older adults in the South Peninsula. Housing services accommodate those of means, as well as those who require financial subsidization. An initiative of the Jewish Home of San Francisco, Moldaw Family Residences at 899 Charleston – a new concept in senior living on the campus – will provide unique connections to the South Peninsula, Jewish life, neighborhood living, and wellness support for the future. It offers a total of 182 apartments for independent living, along with 11 apartments for specialized memory support. 899 Charleston has been issued a permit to accept deposits by the California Department of Social Services, and is scheduled to open in fall 2009.
5. In early 2004, leadership of the Jewish Home launched a collaborative and community-wide strategic visioning initiative to:
 - Assess the changing needs of the Bay Area's older adults and the Home's capacity to better serve those needs.
 - Examine how and where the Home delivers programs and services, and its ability to refine, improve, and redefine these services.

- Consider ways to alter the methods and locations in which the Home delivers programs and services in the future, so as to serve a broader constituency of older adults – as well as new and emerging markets – who are looking for different types of senior living environments.
- Review and update the organization’s vision and strategic plan to ensure that the Jewish Home remains responsive and relevant as a provider in a rapidly changing network of services for older adults in the community.
- The Jewish Home developed a summary report/brochure of its visioning and strategic planning initiative in June 2007. Entitled *A New Vision for the Future*, this ‘report back to the community’ highlighted the findings of the strategic visioning process, and detailed the Home’s progress as it explores and creates new opportunities and strategies to better serve the needs of the community’s older adults.
- The report was shared with trustees and senior staff of the Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties at a presentation by the Jewish Home’s president & CEO and director of Corporate Planning & Communications. They provided an update on the visioning process, key findings, and next steps. Thereafter, the publication was broadly disseminated to key community constituents and shared with other organizations interested in initiating strategic planning processes.

An outcome of the strategic visioning process was the creation and adoption of a new “Vision Statement”:

To become a regional resource as an integral part of a continuum of care throughout the Bay Area that provides senior adults with a variety of life-enriching programs and services that are accessible, promote individual dignity, encourage independence, connect them to their community, and reflect the social, cultural, and spiritual values of Jewish tradition.

COMMUNITY BENEFITS

The Jewish Home provides a wide range of programs and services to benefit the elderly in the greater San Francisco Bay Area. In recognition of the comprehensive scope of these programs and services and the lifestyle the Home affords its residents, the Home tied for first place for the best retirement residence in San Francisco in the J.'s (Jewish news weekly of Northern California) Readers' Choice Awards, which selects the best of the Bay Area through a community-wide survey. (This is the third time the Home has achieved the top spot; on the previous two occasions it was the solo winner.) This year, the Home was also awarded second place for Alzheimer's care.

ALZHEIMER'S DISEASE AND OTHER DEMENTIAS

An increasing number of beds at the Home are dedicated to residents suffering from this devastating disease. Innovations on the Alzheimer's Garden Unit dedicated by the Mark Ross Foundation for residents with Alzheimer's include an enclosed garden accessible only to this living environment. In addition, the careful, selective use of the WanderGuard (a signaling device that alerts when a resident wearing one is about to exit the facility) enables the Home to care for many more residents with Alzheimer's, as residents may then safely reside on other living environments located on the campus. This also affords these residents greater freedom to enjoy a variety of secure areas and outdoor spaces.

COMMUNITY HEALTH EDUCATION AND PROMOTION

- The board of trustees of Menorah Park senior housing in San Francisco gathered at the Jewish Home in October 2008 to learn about the Home's current and future initiatives from the Home's director of Corporate Planning & Communications. The presentation was followed by a tour of the Home.
- The Home's director of Corporate Planning & Communications co-presented on *Trends in Senior Living* to the Senior Housing Council of the Urban Land Institute at their conference in Miami in October 2008.
- The Jewish Home's president & CEO and its director of Corporate Planning & Communications – representing Moldaw Family Residences at 899 Charleston, the Jewish Home's new senior living complex in Palo Alto – attended Life Care Services' annual board/owner forum in Nashville, Tenn., the second week of February 2009. The forum included learning tracks geared to development, operations, and general basics on a variety of topics such as financing, renovation/repositioning, hospitality, and IT systems' overview in the senior living marketplace.

- The Home's president & CEO, administrator, and directors of Operations and Corporate Planning & Communications attended the 2009 Association of Jewish Aging Services' annual conference, "Thriving In An Age of Change," in La Jolla, California in mid-March 2009. This year's Conference Planning Committee designed a program anticipating the recent changes in the political, financial, social, and cultural landscape. Sessions run by leaders in the field focused on governance, gerontology, nutrition, technology, fundraising, and Jewish cultural and spiritual needs. The varied programs were challenging, informative, and stimulated networking with peers and colleagues.
- Associates of Jewish Homes & Services for the Aging invited the Jewish Home's director of Corporate Planning & Communications to present the closing plenary session at their international conference in Mason, Ohio in mid-May 2009. Entitled *It's Not Your Bubbe's (Grandmother's) Nursing Home Anymore*, the presentation addressed lessons learned from the history of the nursing home industry and its evolution over time, present-day realities and operating challenges, and future opportunities to continue to make a positive impact in the provision of services for older adults. Delegates were inspired to return to their organizations with a new vision toward enriching the lives of older adults in their respective communities.
- The Home's medical director published material in this time period, among them: G.A. Dowling, R.L. Burr, E.J. Van Someren, E.M. Hubbard, J.S. Luxenberg, J. Mastick, and B.A. Cooper. *Melatonin and Bright-Light Treatment for Rest-Activity Disruption in Institutionalized Patients With Alzheimer's Disease*. J Am Geriatr Soc; 56: 239-246 2008. Peisah C., Finkel S., Shulman K., Melding P., Luxenberg J., Heinik J., Jacoby R., Reisberg B., Stoppe G., Barker A., Firmino H., Bennett H. *The Wills of Older People: Risk Factors for Undue Influence* for the International Psychogeriatric Association Task Force on Wills and Undue Influence. Int. Psychogeriatr. 21(1):7-15 2009. The medical director also published two meta-analyses on treatments for the elderly: Lonergan E., Luxenberg J., Areosa Sastre A., Wyller T.B. *Benzodiazepines for delirium*. Cochrane Database Syst Rev. 2009 Jan 21;(1):CD006379. DOI: 10.1002/14651858.CD006379.pub2. Lonergan E., Luxenberg J., Cochrane Database Syst Rev. *Valproate preparations for agitation in dementia*. 2009 Jul 8;(3):CD003945. DOI: 10.1002/14651858.CD003945.pub3.
- As part of their efforts to foster design innovation and responsiveness, and to disseminate knowledge necessary to enhance the built environment and quality of life for an aging society, members of the Design for Aging Group of the San Francisco American Institute of Architects were given a tour of the facility's campus by the Home's medical director in January 2009. Staff and residents shared what they considered to be favorable or unfavorable physical aspects of the facility.
- The Home's medical director participated in UC Berkeley's "Engaging Aging Through the Humanities" conference in October 2008. With the conference's focus on examining aging and old age through the various lenses of the arts and humanities, the medical director entitled his talk *A physician looks at the humanities and aging*.

- From the more than 100 abstracts that were submitted to the American Medical Directors Association, the abstract of the Jewish Home's medical director was accepted for oral presentation at AMDA's 2009 Annual Symposium, held in March 2009 in Charlotte, N.C. *Innovative Uses of Lighting in Long-Term Care* was included in the symposium's educational program, when "using sunlight, increased broad spectrum 'bright light,' and specific light spectrums such as blue light can potentially alleviate day-night reversal and other circadian disturbances associated with dementias, and address daytime somnolence and nighttime insomnia in elderly residents across the long-term care continuum" were discussed. Attendees also learned about practical ways to use lighting in their current facilities to address issues such as day-night reversal, and gained useful information so that they may provide input when new facilities are erected or when renovations alter current lighting environments.
- While at the conference, the medical director did two radio interviews, talking about the factors that contribute to falls and explaining late-day confusion or sundowning.
- The Home's medical director attended the 2009 International Meeting of the International Psychogeriatric Association (IPA) and the Third Congress of the Brazilian Association of Geriatric Neuropsychiatry in Rio de Janeiro, Brazil, May 2009, which focused on brain aging and quality of life. The mission of IPA is to improve mental health of older people worldwide through education, research, professional development, advocacy, health promotion, and service development.
- The Jewish Home's director of Research has participated in a number of public education and information seminars, and serves as a member and safety officer on the Data Safety and Monitoring Board, on the Addiction Pharmacology Research Program, California Pacific Medical Center, and as core faculty for the UCSF Clinical Pharmacology Program. In addition, she is participating in an educational project funded by the John A. Hartford Foundation in collaboration with the American College of Cardiology and the Society of Geriatric Cardiology. This two-year project is designed to develop a modular, Internet-based educational tool for cardiology fellows to teach key concepts of caring for older adults with cardiovascular disorders (through a series of case-based and interactive learning modules), as well as improve knowledge, skills, and confidence in providing optimal care for older adults. Through programs of the American Geriatric Society, she also authored material for educational self-assessment modules on geriatric cardiology for physicians.
- One of the Jewish Home's physicians was awarded the certified medical director in long-term care designation by the board of directors of the American Medical Directors Certification Program. A difficult qualification to obtain, the Home's medical director noted that this impressive achievement is evidence of the quality care the Home's physicians give to its residents and members of the community.

- The Home's director of Pharmacy was appointed to an interdisciplinary team (IDT) advisory panel of the American Medical Directors Association (AMDA). Established to improve communications between AMDA leadership and other important team members, IDT panel members are included in information sharing and policy development, and advise AMDA's board of directors on issues such as the recent Transparency Act, membership campaigns, and regional education. The IDT advisory panel met with the board in March 2009, during AMDA's annual symposium in Charlotte, N.C. Participating on a national stage enhances what the Home's Pharmacy director can do at the Home for both residents and members of the community.

- The Jewish Home's reputation – not only in the community but abroad now, too – means that it has become a destination point for various groups and entities wishing to tour the facility and learn about the services it offers. In September 2008, the Home's chief nursing executive (CNE) hosted a visit by a 14-member Japanese study team, comprised of executive directors and administrators of nursing homes and hospitals in Japan, as well as physicians in the field of geriatric medicine. The team was given a tour of the Home, followed by a presentation focusing on long-term care, and concluded with a Q&A session.

- In November 2008, the CNE provided an on-site tour to a group of accountants from Japan, who thereafter met with the Home's director of Finance, controller, assistant controller, and financial analyst to discuss the business side of elder care. Of note from this visit was the fact that there is a great shortage of nurses in Japan. When asked about the Home's methods for recruiting nurses, the CNE could tell the group that, as the Home is well-known for being a provider of high quality care and services, nurses actually approach the Home about employment opportunities.

- The Home's CNE attended a week-long training in Chicago in November 2008, covering the Department of Public Health's annual survey. The intensive, hands-on program by an industry authority in healthcare regulation and compliance included the new Quality Indicator Survey (QIS), a comprehensive review of all the federal tags, and instruction on how to respond to citations and immediate jeopardy deficiencies. Participants were given mock survey tools and other useful measures for continuous quality improvement. Putting his past experience together with this training, the Home's CNE compiled two manuals to help prepare the Home's staff for the annual DPH survey.

- Twenty graduate students from San Francisco State University's masters in gerontology program visited the Home in April 2009. The Home's CNE provided them with an overview of the Home's history and special features, followed by a tour focusing on the facility's specialized care areas. The Home's director of IT talked to the students about the legal aspects of medical records (confidentiality and release of information; policies for medical records) and HIPAA.

- The Home's family nurse practitioner (FNP) attended a primary care medicine conference in April 2009. Focusing on primary care physicians' most requested areas of interest, the conference was an opportunity for the FNP to benefit from clinicians sharing their knowledge and patient-care experiences covering, among others, cardiovascular disease, hypertension and stroke management; attend case-based lectures, workshops and "work with the experts" sessions; and learn about assessment techniques, preventative strategies, and new treatments and therapies. Knowledge gained from this conference will benefit not only residents of the Home but also the residents of a subsidized housing community where the FNP provides her services as part of the Home's continuum of care commitment.
- A number of Jewish Home employees, ranging from an assistant director of nursing, RN, recreation therapist, assistant director of Plant Operations, to the director of Staff Education/Development & QI, attended a 40-hour professional assault crisis training (PRO-Act) and professional assault crisis restraint certification (PRO-Act RC) in May 2009. Adhering to the basic premise that employees who have developed a systematic approach to intervention during incidents of potential assault are less likely to injure or be injured than those who have not, the system utilizes approach, problem-solving, augmentation of existing individualized care plan, confidence in individual ability, teamwork, and respect for individual rights. By following and bringing into play the principles of purpose, professionalism, preparation, triggers and alternatives, framework, crisis communication, and evasion, the aim is to ultimately eliminate the need for restraining an individual.
- In attendance at the American Society for Pain Management Nursing's annual meeting in Tucson, Ariz., in September 2008 were two of the Home's nursing unit managers and an assistant director of nursing. Ongoing Jewish Home staff in-services on the topic of pain management will include in-depth information from this ASPM meeting, ranging from new and established drugs applied differently to help reduce and alleviate pain; the use of new tools such as electrical neuromodulation, intrathecal therapy, and patient-controlled analgesia; to a new reliance on complementary alternative medicines such as guided imagery, Healing Touch, music therapy, art, and acupuncture.
- Two of the Home's nursing unit managers and the associate director of the Home's acute psychiatric unit attended the 10th annual Director of Nursing conference in Palm Springs, Calif., in January 2009. Knowledge gleaned from the conference's education sessions, such as *Developing Person-Centered Care*; *Pain Management and Risk Assessment and Prevention of Pressure Ulcers*, were shared with the Home's nursing staff, and practices discussed for possible implementation.
- Attendance at the Wound Ostomy Continence Nurses Society's 41st annual conference in St. Louis, Mo., in June 2009 by one of the Jewish Home's assistant directors of nursing and a registered nurse provided the opportunity for them to attend sessions related to their practice – particularly in the area of wound/skin care – enhance their clinical knowledge, learn about the latest advances, and network with researchers and fellow practitioners in this field. Information acquired from the conference was shared with the Home's nurses and is being utilized to improve clinical practice.

- The Jewish Home's director of Development and the Home's Development officer participated in an audio-conference in April 2009 that covered the economic stimulus package that was passed into law. The audio-conference provided an opportunity for them to learn more about available funding opportunities, including the stimulus package's funding for healthcare information technology.
- Director of the Home's short-term and rehabilitation services unit (STARS), who is also a musicologist, addressed a gathering of dedicated Jewish Home supporters in October 2008 on *Singing and Songwriting, Music and Memory at the Jewish Home*. Among her findings: music programs keep the Home's residents engaged in the community; music evokes memories; and even people with dementia can remember songs.
- A number of Jewish Home employees – specifically the Activities and Social Services departments, but open to all other interested staff – attended an in-service in June 2009 on caring for lesbian, gay, bi-sexual, and transgender seniors. Facilitated by the Bay Area director of Jewish Mosaic, the National Center for Sexual and Gender Diversity, the workshop explored the unique needs and concerns of LGBT seniors through didactic and experiential approaches. Using a framework of understanding that draws on Jewish and LGBT perspectives, participants left the workshop knowing that they could begin to either develop or hone their existing skills, resources and collaborative approaches to more effectively serve this often invisible client population.
- The Home's Admissions department provides emotional support and information to new residents and their families. Education on accessing services and partnering with the Jewish Home is part of the admission's process.
- *Wellness by Design*, a one-day conference held at Santa Clara University in March 2009, was attended by the Jewish Home's fitness center manager. Highlighting the national best practices of physical activity for aging adults, also under discussion were different ways to promote physical activity to older adults, information about the latest research-based programs, and confirmation of the benefits of physical activity, notably: reduced risk of disease; weight control; increased physical health; improved mental health and mood; increased lifespan; reduced fall risk.

COMMUNITY ADULT EDUCATION

- Over the past 35 years, the Jewish Home has partnered with San Francisco City College in offering several adult education classes to the general community. Approximately 20 to 25 students enroll each semester in the *Creative Arts* class. This all-day, once-a-week art class meets for nine months of the year. Tai-chi Chia® *Mind/Body/Spirit/Health* is another course provided through City College that meets weekly at the Home each semester. This is also open to the general community and has an enrollment of approximately 15 to 20 students. Three separate classes were held this past fiscal year, to include residents who are higher functioning, those who are lower functioning, and those for whom Russian is their primary language. The Home receives no compensation for the space made available for these community classes.

- The Home's rabbi regularly teaches in the Jewish community and participates in both educational and leadership development programs with other agencies, such as Lehrhaus Judaica, Jewish Family and Children's Services, Union for Reform Judaism, Bay Area Jewish Healing Center, and Congregation Beth Am. He is often invited to make presentations to chaplains, Jewish professionals, and lay people on the use of poetry and sacred text in pastoral care, and on spiritual issues related to aging, illness, and death. He holds the title of Senior Rabbinic Fellow, received upon completion of his three years of study at the Shalom Hartman Institute's Center for Rabbinic Enrichment in Jerusalem – a high-level educational/leadership program designed to bring together North American rabbis of all denominations. His article entitled *God Is in the Text: Using Sacred Text and Teaching in Jewish Pastoral Care* was adapted for publication in *Health Ministry Journal*, Spring 2006, the official journal of the Health Ministries Association.
- The rabbi serves on the advisory board of the Bay Area Jewish Healing Center and its Hospice Committee, as well as on the Ethics Committee of St. Luke's Hospital in San Francisco. He also serves on the advisory board of the Diller Teen Fellows, an innovative program designed to inspire leadership among Jewish youth in the community by focusing on social action, community involvement, and Jewish learning. The rabbi is a member of the Senior Resource Faculty, a national project that develops leadership and resources for the Jewish healing movement. He has been appointed to the Conflict of Interest Committee at Stanford University Medical School, as well as to the chair of the Nominating Committee for the Central Conference of American Rabbis (the rabbinic organization of the Reform Jewish movement in North America), a position he holds for the 2008-2010 term.
- The relationship that the Jewish Home's rabbi has between his community teachings, his studies, and his work at the Jewish Home enhance one another. Examples of some of his endeavors during fiscal year 2009 typify this interrelatedness: He delivered the keynote address at a conference in April 2009 in Phoenix, Ariz. Entitled *Doorways of Hope: How Jewish Tradition Can Sustain Us in the Land of Dementia*, it covered dementia, spirituality, and the "creative outlook on life." *When Imagination is Kindled: Creativity in the Later Years of Life* was the topic of his lecture in Lafayette, Calif., in December 2008. Largely inspired by his work at the Jewish Home, the rabbi also incorporated a screening of A *'Specially Wonderful Affair* – the internationally acclaimed documentary that captures the Jewish Home residents' production of and performance on their debut CD, *Island on a Hill* – in his lectures, which was extremely well received.
- As part of the San Francisco Jewish Community Center's January 2009 conference entitled "Life After/Life: Approaching the End of Life, Mourning, and Life After Loss" – which explored how loss is understood, choices that people make, and how help is sought – the Home's rabbi ran *Sometimes I am Stunned into Silence*, a workshop that covered the use of poetry at the end of life and during mourning.

- In May 2009, the rabbi presented at an interdisciplinary conference in Asilomar (Monterey Peninsula area) called *Midrash and Medicine: Imagining Wholeness*, sponsored by the Kalsman Institute on Judaism and Health and the Bay Area Jewish Healing Center, and led a hands-on workshop on *Psalms, Songs & Stories*, a program he runs at the Jewish Home. Conference presentations and interactive workshops drew from midrash scholars, health and spiritual care providers, and artists who are creatively engaged in the landscapes of illness, wholeness, and spirit.
- The Northern California Planned Giving Council's annual conference attracts more than 300 fundraisers and charitable giving professionals from across the Bay Area. The Jewish Home's planned giving officer sits on the board of the Silicon Valley Planned Giving Council, a cooperating organization for this event, which took place in May 2009 in San Francisco. He attended workshops covering major gifts from business owners, endowments, and how to work effectively with today's sophisticated philanthropist.

He followed this with a trip to Scottsdale, Ariz., for the 15th annual Summer Forum of the Planned Giving Roundtable of Arizona, when he delivered the keynote luncheon address and conducted a technical breakout session on planned giving vehicles.

Earlier on in the year, in March, he spoke to the Estate Planning Breakfast Club at the San Jose Capital Club on the provisions of California's Uniform Prudent Management of Institutional Funds Act.

SERVICES TO RUSSIAN ÉMIGRÉS

The influx of elderly Russian émigrés to the Bay Area community had a significant impact upon San Francisco's Jewish community. The Jewish Home continues to address this population's need for residential care, programs, and services. With the assistance of a Russian-speaking services coordinator, three translators, and a complement of full-time Russian-speaking staff in a range of disciplines and departments, the Home is able to offer a significant Russian services program. Approximately 160 Russian-speaking residents are served, which totals one-third of the Home's population.

KOSHER NUTRITION PROJECT: CONGREGATE AND HOME-DELIVERED MEALS FOR JEWISH SENIORS

For a period of more than seven years, the Jewish Home has collaborated with Jewish Family and Children's Services (JFCS) and the San Francisco Jewish Community Center (JCC) to provide hot, nutritious meals to Jewish seniors. The Home prepares up to 700 meals per month for JFCS, and approximately 1,500 meals per month for the JCC.

During Passover, the Home provides a complete "Seder in a Box" to 100 homebound seniors, enabling them to celebrate this holiday with traditional food.

INFORMATION AND REFERRAL SERVICES

- In fiscal year 2008/2009, the Home's Admissions department responded to approximately 500 requests from the community for services to seniors in the Bay Area.
- Admissions department staff attends San Francisco Senior Roundtable meetings, informing agencies serving San Francisco's aging adult population of the programs and services provided by the Home.
- In fiscal year 2008/2009, the Admissions department admitted 80 long-term care residents, 243 short-term care patients, and 23 individuals requiring acute psychiatric hospitalization.
- The Jewish Home's community liaison actively communicated the Home's expanded short-term and rehabilitation services (STARS) and acute gero-psychiatric programs to professionals in acute hospitals and other appropriate settings. Presentations detailing the Home's services have been given at major hospitals in San Francisco, Marin, San Mateo, Alameda, and Contra Costa counties.
- The Home was a participating agency at community vendor and health fairs, and at Jewish festivals in San Francisco and Palo Alto, where information and referral services were provided to attendees.
- *The New Psychosocial Survey Process* – a seminar that discussed recent changes in the survey process and provided effective program approaches that tie directly to what is expected in the new approach to assessing residents' quality of life – was attended by the Home's director of Social Services in September 2008. Information from the seminar was circulated on an interdisciplinary level.
- The director of Integrative Medicine provided educational training and in-services (particularly to nursing staff of the Home) on the benefits of Traditional Chinese Medicine for the elderly and how common medical issues such as pain management, insomnia, gastro-intestinal problems, upper respiratory conditions, anxiety, and depression may be treated by this medical system. She also discussed the medical modalities of Chinese Medicine, which include acupuncture, medical massage therapy, and the effectiveness of herbs. In concert with physicians to discuss patients' needs, and in collaboration with these physicians, as well as nurses, acute psychiatric services and physical rehabilitation, allopathic and Chinese medical modalities are integrated with established care methods.
- The Pharmacy department continues to be an informational resource with respect to changes to the Medicare-sponsored prescription drug program.
- The Home's pharmacy and medical staff collaborated to develop treatment guidelines in the areas of pain management, Epoetin prescriptions, psychotropic drugs, and palliative care.

- The Pharmacy department and Nursing management team worked collaboratively to revise and update the medication administration process.
- With respect to medications and pharmacy services, the pharmacy continues to maintain programs that ensure even greater safety and quality.

COMMUNITY SERVICE LEARNING

- The Home partners with local high schools that aim to involve youth in their community by encouraging them to fulfill needs in their respective milieus. Mutual goals include the promotion of civic responsibility and the development of leadership skills. Students volunteer within the Home, thus gaining valuable life experiences and acquiring volunteer time required for college admissions. Students from Archbishop Riordan High School, Mercy High School, Lowell High, and Saint Ignatius, among others, completed their community service requirements at the Home.
- The Home also partners with local colleges to host service-learning programs, which combine experiential learning with community service. The purpose of service-learning is to enhance classroom instruction by providing students with practical field experience while, at the same time, meeting the needs of the community partner. This past year, students from City College of San Francisco, San Francisco State University, and California State University East Bay were placed at the Jewish Home.
- The Jewish Home is now considered one of the premier training sites for rabbinic interns specializing in geriatric work. It continues to provide training and supervision to rabbinic students from Reconstructionist Rabbinical College in Philadelphia; Hebrew Union College, Jewish Institute of Religion in Los Angeles (in cooperation with the Kalsman Institute on Judaism and Health); and Hebrew Union College, Jewish Institute of Religion in New York. The students gain knowledge about aging and the illnesses associated with old age from residents, staff members across all departments, volunteers, and family members. They learn about collaboration, discover how a large institution works, and how a rabbi functions within this kind of setting. This essential on-the-job learning and training prepares them for their future rabbinical work and related careers.
- Six second-year medical students from UCSF are hosted by the Jewish Home's rabbi every January as part of the students' essential core curriculum. The program helps the medical students appreciate the challenges and rewards of working with patients and families during serious and terminal illness. The students observe the rabbi's style of visitation with Jewish Home residents, study texts and poems with him, and reflect on ways in which pastoral care may be integrated into a physician's practice. The rabbi always requests six medical students – the maximum number – in the hope that at least one of them may be inspired to become a geriatrician.

- Galileo Health Academy is a program that exposes students to the world of health care. Believing that students learn in a variety of ways, traditional classroom work is combined with hands-on learning, project-based lessons, and community service. Students gain a deeper understanding of careers in health care through paid and unpaid internships, college-level courses, field trips, and community service projects. Two paid interns explored health careers at the Jewish Home in July 2008, completing 130 hours.
- Mayor's Youth Employment and Education Program (MYEEP) is a city-wide program that provides after-school and summer employment to youth, with the goal of developing job skills, and offers work experience that increases career awareness and future employability. The Jewish Home is an approved work site for MYEEP students.
- A year-round, four-year high school scholarship and enrichment program for underserved, low-income minority students, Project ACHIEVE opens a world of possibilities by providing students with access to quality education – including cultural, career, and community service experiences. A total of 21 ACHIEVE students from Archbishop Riordan High School (a Catholic boys' school) and Mercy High School (a Catholic girls' school) participated in an academic-year program at the Jewish Home, where they assisted residents of the Home with a variety of activities, ranging from Oneg Shabbat (post-Sabbath) services to acting as companions. Partnerships and interactions such as these result in a deeper understanding and appreciation of both generations' perspectives, life experiences, and challenges.
- Students from UCSF, Samuel Merritt College, Dominican University, San Jose State, and San Francisco State University continue to intern with the Jewish Home's physical, occupational, and speech therapists. In this past fiscal year, five speech therapy students enrolled in SFSU's Master of Science program (communication disorders) enhanced their academic learning with rotations at the Home.
- Throughout the academic year, the Jewish Home offers internship opportunities for recreation therapy students to take their academic knowledge and, under the supervision of state- and nationally-certified recreation therapists, apply it to gaining clinical experience. With its focus on promoting healthy leisure choices and quality of life, recreation therapy services uses a creative therapeutic approach, leisure education (either adapting old leisure interests or exploring new ones), and participation to respond to long-term or acute physical, social, emotional, and cognitive changes. The Home's clinical internship provides a comprehensive overview and hands-on experience of the skills needed in recreation therapy: the intern attends interdisciplinary team meetings, plans and implements programs, does documentation and case studies. The intern is also required to complete a special project that will encourage their continued learning as well as positively impact the Home, specifically in the area of recreation and leisure. During FYE 2009, the Home provided an internship to one recreation therapy student, who fulfilled her clinical requirements by undertaking a 40-hour, 12-week program with the Home's senior population. This student is now a certified therapeutic recreation specialist.

- The Home frequently participates in joint educational programs with religious and non-religious youth groups, which may range from kindergarteners to those attending middle school. Teachers from synagogues often request visits to the Home when they wish to introduce their students to the wider Jewish community, educate them about the cycle of life, and respect for elders. Their visits are also intended to promote the concept of community service. The Home collaborates with Congregation Kol Shofar, Peninsula Beth El, Beth Sholom, Brandeis Hillel Day School, Temple Beth El, Congregation Emanu-El, Congregation Sherith Israel, United Synagogue Youth, Beth Am, Bay Area Mitzvah Corps, Peninsula Jewish Community Center, Peninsula Temple Sholom, Mercy High School, and Belvedere Montessori pre-school, among others.
- Under the supervision of their rabbi, and in conjunction with the Jewish Home's Volunteer Services department, students from National Federation of Temple Youth provided community service at the Home in July 2008. Students assisted with spiritual services, and both generations shared rich and rewarding interactions.
- Attendance by the Jewish Home's director of Volunteer Services at the 2009 California Association of Hospitals and Health Systems (CAHHS) Health Care Volunteer Leadership Conference in late February in San Diego enabled her to participate in a variety of workshops and roundtable discussions, which covered topics such as mentoring today's youth, and how to connect with potential and current volunteers using the Internet and other technologies. What also emerged from the conference is that volunteers no longer stay with one organization for a significant period of time. (In the past, it was not unusual for volunteers to remain in their role for over 10 years.) Ways to enhance and strengthen the Home's volunteer program will benefit from input from staff, residents, and volunteers.
- The Home's director of Volunteer Services attended the National Conference on Volunteering and Service, held in San Francisco in June 2009, participating in workshops and seminars that addressed issues such as preparing for the next generation of volunteers ("Generation Y"), as well as for volunteers who are skill-based. As a follow-up to this conference, methods to improve and enhance the volunteer experience for Jewish Home volunteers and staff will be elicited via input and feedback from both groups.

DONATED SPACE AND SUPPLIES

The Home regularly opens its doors to professional organizations and community groups, offering them free meeting space, continuing education credits (when appropriate), and refreshments.

- The well-attended October 2008 meeting of the Bay Area Social Workers In Health Care was held at the Jewish Home's Barbara & Richard Rosenberg's Family Center. Medical social workers and geriatric specialists enjoyed a reception and dinner, followed by a presentation on late-life depression.

MEDICAL CARE SERVICES

Charitable Care

There is an increasing demand for residential services for a frail, elderly population who have very little or no financial resources. The Jewish Home's admission's policy facilitates admission to the neediest, regardless of their ability to pay. Almost 86 percent of the Jewish Home's residents are indigent and/or Medi-Cal recipients who do not pay the full cost of care.

For fiscal year 2009, the charity adjustment for Medi-Cal recipients was approximately \$12.8 million. The Jewish Home had an operating deficit of \$10 million for fiscal year 2009.

Short-Term and Rehabilitation Services

STARS, the Jewish Home's short-term and rehabilitation services program, is designed for those aged 65 or older who require temporary skilled oversight – including medical rehabilitation and management by on-site physicians, nursing care, and physical, occupational and speech therapies – usually following discharge from an acute hospital or an acute illness, with the goal of returning to the community. In response to the greater need for short-term and rehabilitation services, the Home has significantly expanded the number of beds initially allotted to this type of care.

Acute Psychiatric Care Service

As limited psychiatric resources exist for elders requiring hospitalization, the Jewish Home's acute psychiatric unit is a major Bay Area resource, delivering both inpatient care and consultation to the general community. The Home specializes in meeting the psychiatric needs of seniors, offering individualized treatment for these individuals, and support services for family members. Seniors with psychological concerns also benefit from the collaborative arrangement the Home maintains with Kaiser Permanente, where these seniors are referred by Kaiser to the Home for treatment.

When the Jewish Home's renovated acute psychiatric wing opens, it will become the only psychiatric unit in the city dedicated to serving those aged 65 and older. With new licensing, permitting the Home to admit both voluntary and involuntary patients for acute, short-stay needs, the Home is filling a huge gap in medical care for elders.

The Home's medical director serves on the International Psychogeriatric Association's board of directors. As the mission of IPA is to improve mental health of older people worldwide through education, research, professional development, advocacy, health promotion, and service development, the medical director's membership in this association, as well as his serving on its board, enhances the psychiatric care both he and the Home's medical staff may offer to seniors.

Coordinated Care

Through its coordinated care effort, the Home is integral in supporting seniors' ability to live longer within the general community.

- The Jewish Home provides medical direction externally, and is an intrinsic part of a continuum of care throughout the Bay Area. The Home's medical director serves as a consultant to staff of an assisted living community in Danville, Calif. Additionally, the Home's nurse practitioners and physician's assistant coordinate care, perform physicals and TB tests, train staff in assessment, and review medications for residents of a subsidized housing community in San Francisco.
- The Jewish Home participates in the influenza prevention program, inoculating its residents, staff, and volunteers, as well as residents of the above-mentioned subsidized housing community.
- The Jewish Home's medical director serves on the board of directors of On Lok, Inc. and On Lok Senior Health Services, two community-based non-profit organizations that focus on providing health care to seniors in the community.

OTHER BENEFITS FOR VULNERABLE POPULATIONS

Employment Plus

This non-profit agency seeks both paid and voluntary employment for adults with developmental disabilities, and provides on-the-job support through job coaching. The long-term goal of the program is to have individuals become fully-integrated, participatory, and contributing members of the community in which they work and live. The short-term goal is to maximize each individual's self-reliance, independence, and productivity. The Home serves as a work site for four adult participants in this program who perform duties in the Home's Environmental Services department one and a half hours per day, four days a week, accompanied by a job coach.

SOCIAL ACTIVITIES

Numerous social activities and events take place annually at the Jewish Home, which have the benefit of involving members of the greater community – either through their attendance as guests at these events, or through their direct participation. Special events during fiscal year 2009 included the following:

“Homecoming”

Reaching out to current and former trustees, volunteers, contributors, Auxiliary members and friends – all long-standing supporters of the Jewish Home – the Home hosted a “Homecoming” brunch in June 2009. Guests listened to musicologist and director of the Home’s short-term and rehabilitation services unit (STARS) speak about the Home’s music program, learned about the latest developments at the Home, and enjoyed a tour.

Quartet San Francisco Evening

Praised for successful crossovers in numerous musical styles, these classically-trained, Grammy-nominated musicians delighted community members and supporters invited to the Jewish Home in April 2009. The quartet performs before many educational and other non-profit organizations.

Arts and Entertainment Programs

A broad range of programs are a regular feature at the Jewish Home, involving community groups who share their resources, talents, artistry, expertise, and skills for the enjoyment and instruction of the Home’s residents. Programs range from performances by Bread & Roses, David Jacobson School of Music, and ViBO Music Center, to the San Francisco Jewish Film Festival, Jewish War Veterans, and the San Francisco Conservatory of Music, preparatory division.

OTHER BENEFITS TO THE BROADER COMMUNITY

Employer

The Home is a mid-size employer in the city of San Francisco and provides employment to more than 700 employees each year, ranging from skilled labor to executive level positions. The total payroll for fiscal year 2009 was approximately \$33 million.

Donations to Food Bank

Staff of the Jewish Home supported the efforts of the San Francisco Food Bank by organizing and participating in a food drive in December 2008, and by donating contributions made to one of its *tzedakah* (charity) boxes located in the employees’ cafeteria.

Neighborhood Involvement

The Jewish Home successfully partners with local organizations, fostering dialogue, collaborations, and ongoing communications with its neighbors. Since the inception of the Excelsior Street Festival seven years ago, the Home has served as a major sponsor of this annual event.

HEALTH RESEARCH, EDUCATION AND TRAINING PROGRAMS

Medical Research

The Jewish Home's Research department was formed in 2001. The overall goal of the research is to improve the care and quality of life of older people, especially the frail elderly. Opportunities are provided for intellectual scholarship, clinically-based research, and basic research into the mechanism of age-related processes, disability, and disease – making this cooperation of investigators, staff, study volunteers, and their families an investment in the future welfare of the community.

In 2009, the Jewish Home entered into an affiliation agreement with the University of California, San Francisco, as a community partner, to promote efforts to translate research findings into clinical therapies.

Research and reports of research done at the Jewish Home are presented at local, national, and international meetings, while multiple publications are in print – thus disseminating the research work undertaken by Jewish Home medical staff and making known their expertise across a broad platform.

- The Jewish Home's director of Research participated in sessions during the annual scientific meeting of the American Society of Clinical Pharmacology in National Harbor, Md., in March 2009.
- During 2008/2009, a number of research projects utilized the resources of the Jewish Home, while the Home served as a site for research trainees.

The following research projects are ongoing:

Janice B. Schwartz, M.D. *Older Persons and Drugs: effects of age, sex, and race* funded by the NIH with the goal of improving medication therapy for older people.

Janice B. Schwartz, M.D. *Genetic Determinants of Drug Responses* funded by the NIH to determine genetic contributors to drug responses and their incremental value to age, sex, size, and environmental exposure information.

Janice B. Schwartz, M.D. *Effects of vitamin D on CYP3A substrate clearance* funded by the NIH with the goal of determining the effect of vitamin D supplementation on medication and cholesterol concentrations. The preliminary phase was completed and a paper describing the results has been accepted for publication.

Theresa Allison, M.D. *Maintaining Relationships and Quality of Life After Institutionalization for Dementia*

Laura B. Dunn, M.D. *Proxy Decision-Making for Alzheimer's Disease Research*

Edward J. Goetzl, M.D. *Etiological Roles of Functional Anti-T Cell Auto-Antibodies and Th17 Cell Cytokine Abnormalities in Immunosenescence*

- Published research-related articles (covering topics such as gender and cardiovascular medications and the effect of timed bright light treatment for rest-activity disruption in institutionalized patients with Alzheimer's) provide the healthcare profession with access to information and findings that are incorporated into the care of older patients.
- The Jewish Home's director of Research addressed the American College of Cardiology meeting in Orlando, Fl., in March 2009 on *Geriatric Clinical Pharmacology: How to adjust dosing for your patients*. The meeting formed part of a fellows-in-training symposium and also attracted practicing clinicians.
- In partnership with a colleague, the Jewish Home's director of Research guest edited the January 2009 issue of *Clinical Pharmacology and Therapeutics*. As a leader in the area of cardiovascular aging, drug metabolism, and the effects of gender on drug metabolism and responses, the focus of this issue – medication use in the elderly – benefited from the Research director's expertise. The publication also included an article co-authored by the director, entitled *Aging and Medications: Past, Present, Future*.
- A Jewish Home physician and her research trainee were invited to present their results from the pilot phase of a longitudinal project at the Presidential poster session of the American Geriatrics Society's annual scientific meeting held in April/May 2009 in Chicago, Ill. In addition to the honor of being invited to the session, theirs was selected as the winning poster.

Entitled *Creating and Maintaining Interpersonal Relationships in End-Stage Dementia*, the pilot phase involved studying the caregiving relationships staff, volunteers, and family members have with end-stage dementia residents at the Home. Among their findings: Talking to residents and treating them like family members are approaches valued by caregivers; caregivers utilize touch, smell, sound, and the drawing forth of remote memories to connect with their care-recipients; caregivers find concrete methods for eliciting positive visual, tactile, and verbal responses.

The project's results will provide a template for the development of testable models for relationship-centered care in end-stage dementia. Additionally, the significant information gained from learning how caregiving relationships work with end-stage dementia residents at the Home can be applied to improve care for similar individuals at other facilities.

Acute Psychiatric Unit Training

The Jewish Home's ongoing educational programs for staff assigned to the Home's acute psychiatric unit aim to increase the knowledge and skill levels of the interdisciplinary team responsible for providing care to clients with acute psychiatric disorders. With new licensing, permitting the Home to admit both voluntary and involuntary patients for acute, short-stay needs, all levels of staff who may work on the unit have undergone special training on how to manage various types of patient behavior in order to serve this population.

Clinical Training

- In collaboration with the San Francisco-based American College of Traditional Chinese Medicine, the Home serves as a weekly on-site acupuncture clinic, thereby assisting acupuncture students gain experience in treating elders, and providing residents who choose to manage their treatment through acupuncture with the opportunity to do so in a convenient setting and manner.
- Geriatric fellows from the University of California, San Francisco (UCSF) receive training at the Home one to two days per week for five months each year. As part of their ICD 131 *Foundations of Patient Care* class, first- and second-year medical students from UCSF are in attendance at the Home approximately twice a month. Family Practice residents from San Francisco General Hospital program attend four days a month, while Internal Medicine residents from UCSF attend weekly. Internal Medicine residents from California Pacific Medical Center are in attendance approximately twice a month. Additionally, students from the University of California, Berkeley, Samuel Merritt College, and the University of California, Davis, had rotations at the Home, introducing them to aspects of geriatrics.
- Fourth-year pharmacy students from UCSF spend one eight-hour day a week, in 12-week rotations, in the Home's Pharmacy department. Through its affiliation with the Home, six to seven Touro University School of Pharmacy students per academic year receive six-weeks' training in long-term care pharmacy. They learn how the geriatric patient processes drugs differently from a younger population, are exposed to how drugs are dispensed and utilized, and gain an understanding of third-party payers.

- Master's level gerontology students at San Francisco State University benefited from the knowledge and expertise of the Home's chief nursing executive (CNE) when he was invited in February 2009 to lecture on pain management, which included basic pain assessment and the challenges involved in managing the pain of elderly nursing home residents. In April 2009, these students, and particularly those on the nursing home administration track, again learned from the Home's CNE; on this occasion he lectured on the Department of Public Health's survey inspection management in nursing homes.

Healing Touch

As a complement to traditional medical care, training in Healing Touch is given to a varied and interdisciplinary group – including nurses, social workers, recreation staff, administrative personnel, volunteer services staff, and volunteers from the Home's end-of-life care program. This energy-based therapeutic approach to healing uses gentle, non-invasive hands-on touch and energy techniques to balance and align the human energy field. Healing Touch impacts the body, emotions, mind and spirit, and is proving to be a particularly good tool for decreasing agitation in residents with dementia or Alzheimer's disease. Additional benefits may include deep relaxation and stress relief; reduced anxiety and depression; pain relief; a stronger immune system; support during life transitions, medical treatments and end-of-life care; ease of acute and chronic conditions; and the enhancement of one's sense of well being.

This award-winning program has been enthusiastically embraced by the Home's culture, by the medical community, and beyond.

End-of-Life and Hospice Care

At the initiative of the Jewish Home's rabbi and director of Jewish Life, the Home implemented *Kol Haneshama: Jewish End-of-Life/Hospice Volunteer Program* – a program of volunteer and staff training that the Jewish Home co-sponsors with the Bay Area Jewish Healing Center. The Home and the Healing Center have worked in close partnership with the Zen Hospice Project, a nationally recognized innovator in the training of volunteers for end-of-life care. Ongoing training for this program involves volunteers, Jewish Home employees, a community member, and the pastoral care director at Laguna Honda Hospital. Volunteers have also been placed at other hospices. In addition to the inter-agency cooperation that now exists between the Jewish Home, the Bay Area Jewish Healing Center, and the Zen Hospice Project as a result of this program, numerous families have benefited from knowing their loved one formed a close relationship as they approached the end of their life.

This award-winning, nationally-recognized program received further recognition in fiscal year 2009, this time from Hospital Services for Continuing Care (HSCC) division of the California Hospital Association. Presenting *Kol Haneshama* with a Best Practices award in October 2008, the panel of judges found this entry to “stand out” in quality from the many extremely impressive entries submitted.

CONCLUSION

The Jewish Home has a long history of community benefit to the elderly population of the Bay Area. Objectives to continue this history of service are a fundamental part of the Home's organizational philosophy and strategic planning initiatives. Specific activities to address community benefits include:

- Coordination with new and established residential care facilities and programs throughout the Bay Area;
- Increased fundraising initiatives to ensure continued ability to serve the frail and indigent elderly in the future;
- Initiation of a site re-master planning project for the Jewish Home of San Francisco, with the goal of better serving existing residents and ensuring the future relevancy of the Home's campus, as well as its future financial viability/sustainability;
- Coordination of services among Jewish organizations;
- The Jewish Home and Menorah Park senior housing have identified opportunities and are actively pursuing options for closer collaborations;
- Program development as the needs of residents change;
- Partnering with the Palo Alto Jewish Community Center and the San Francisco-based Jewish Community Federation in developing the Taube Koret Campus for Jewish Life in Palo Alto, including independent and assisted living services to the South Peninsula.

The board of trustees of the Jewish Home is committed to its long tradition of service to the entire community and, in particular, the underserved. It will continue to identify and plan for needs as the ages and demographics of both members of the community and the Home's residents undergo change.