

COMMUNITY BENEFIT REPORT

FYE JUNE 30, 2012

JEWISH HOME

 Jewish Senior Living Group

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BACKGROUND

DESCRIPTION OF FACILITY

From its modest beginnings in 1871, the Jewish Home of San Francisco has grown and diversified to provide services for many different older adults with multiple and unique care and service needs, and at various income levels. Operated by a 501(c)(3) nonprofit corporation, the Jewish Home serves approximately 1,200 patients and residents each year on its nine-acre campus.

The Home is licensed by the California Department of Health as a skilled nursing facility for long-term care, and is certified for both Medicare and Medi-Cal. Non-residential care is offered through the Home's short-term and rehabilitation services unit for patients who require geriatric-specialized, interdisciplinary rehabilitation to recover from surgery or an acute illness, and through its acute geriatric psychiatry hospital, which, under licensing by the Department of Public Health, offers acute short-term stays to voluntary and involuntary patients.

The Home is affiliated with the University of California, San Francisco for teaching and research. Admission to the Home is not limited by religious or cultural affiliation.

As a U.S. Centers for Medicare & Medicaid Services top, five-star rated facility for quality of care and services, and with a complement of more than 700 compassionate, experienced clinical and allied health personnel, the Jewish Home provides seniors with a variety of life-enriching healthcare programs and services in a welcoming, stimulating environment.

The Jewish Home is part of Jewish Senior Living Group, a growing network of programs, services, and communities that enrich the lives of seniors in the Bay Area.

MISSION

Enriching the quality of life of older adults

DEFINITION OF COMMUNITY

In general, the Jewish Home serves the most medically/ cognitively frail, as well as financially indigent elders (82 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 87. 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.

Building a Healthier San Francisco 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 BENEFITS 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 and Endowment Fund of San Francisco, the Peninsula, Marin and Sonoma Counties, and are responsible for providing services to the elderly Jewish population in the Bay Area:

- Jewish Community Federation and Endowment Fund of San Francisco, the Peninsula, Marin and Sonoma Counties: provides grants to Jewish community 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
- Moldaw Residences, Palo Alto: independent and assisted living apartments, and assisted living memory suites

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, thus ensuring coordination among the various entities.

Community needs of the Jewish Home's target population are continually being assessed. Some significant and far-reaching activities include:

- The Jewish Home, in partnership with the Palo Alto Jewish Community Center and the Jewish Community Federation, developed the Taube Koret Campus for Jewish Life in Palo Alto, Calif. 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 Residences – a new concept in senior living that opened in the fall of 2009 on the Taube Koret Campus – provides its residents with unique connections to the South Peninsula, Jewish life, neighborhood living, and wellness support for the future. Moldaw offers apartments for independent living, individual apartments in the secure memory care suite for Alzheimer's or dementia care, and a number of dedicated assistance in living units.

- An outcome of the Jewish Home's collaborative and community-wide strategic visioning process was the creation and adoption of a new "vision statement" for the Home: 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.
- In 2009, the Jewish Home initiated its site master plan, with the goal of bringing it into alignment with health care reform and the way in which care will be delivered in the future. To accommodate seniors' diverse and changing wishes, needs and interests, the Home aims to develop a full continuum of care that will be sustainable and viable for generations to come; serve a broader range of individuals than it does currently; and also revitalize the surrounding community, benefiting San Francisco as a whole. With this integrated model of housing and services – encompassing residential care and skilled nursing, independent and assisted living memory care, short-term rehabilitation, acute geriatric psychiatry, and community-based healthcare services – individuals will be able to age in place or be served through home- and community-based clinics and programs, technological advances, and innovation.
- While the Jewish Home may be changing the mix of services it provides, its mission to enhance and enrich the quality of life for the Bay Area's older adults remains steadfast, as does its efforts to continue to provide the best care and services possible to its key population of frail, vulnerable elders, including charitable support.

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 scope of these programs and services, the lifestyle the Home affords its residents, and its outstanding Department of Public Health survey result, the Jewish Home has once again achieved the U.S. Centers for Medicare & Medicaid Services' (CMS) highest five-star rating overall for its outstanding delivery of quality care/services. The Home has also been awarded a five-star rating in every category in which CMS evaluates skilled nursing facilities. These include health inspection, quality measures, overall staffing, and registered nursing staffing.

Additionally, the Jewish Home holds Independent Charities of America's Seal of Excellence. This Seal is given to the members of Independent Charities of America and Local Independent Charities of America that have, upon rigorous independent review, been able to certify, document, and demonstrate on an annual basis that they meet the highest standards of public accountability, program effectiveness, and cost effectiveness. These standards include those required by the United States government for inclusion in the Combined Federal Campaign, probably the most exclusive fund drive in the world. Of the million charities operating in the United States today, it is estimated that fewer than five percent meet or exceed these standards, and of those, fewer than 2,000 have been awarded this Seal of Excellence.

ALZHEIMER'S DISEASE AND OTHER DEMENTIAS

Innovations on the Jewish Home's Alzheimer's Garden Unit include an enclosed garden accessible only to this living environment and the creation of a more homelike setting in order to better serve these individuals. Furthermore, the careful, selective use of the WanderGuard (a signaling device that alerts when a person wearing one is about to exit the facility) enables the Home to care for many more residents with Alzheimer's, as they may then safely reside on other living environments located on the campus. This also affords these individuals greater freedom to enjoy a variety of secure areas and outdoor spaces.

COMMUNITY HEALTH EDUCATION AND PROMOTION

- The Jewish Home's president and CEO was in attendance at Aging Services of California's annual conference in Palm Springs, Calif., in May 2012. (Aging Services is the leading advocate for quality nonprofit senior living and care, representing over 400 nonprofit providers of aging services that collectively serve more than 100,000 seniors.) In addition to being present while the immediate past chair of the Jewish Home's board of trustees received Aging Services' Trustee of the Year award, the Home's CEO was honored to be asked to give the reflection at the conference's Opening General Session, consistent with this year's theme, "Inspire, Serve and Advocate."

- The Jewish Home's president and CEO and chief financial officer attended the 2011 Ziegler Senior Living Finance + Strategy Conference held in Colorado Springs, Colo., in September 2011. This invitation-only event is the industry's leading conference, focusing on cutting-edge finance and strategic positioning trends affecting today's senior living providers. It is designed for, amongst others, CEOs, CFOs, key board members, institutional investors and industry professionals. With presentations such as *Leading change in senior care: Building a viable organization for today and tomorrow* (providing guidance for boards and executive leaders on where to effectively focus during the rapidly changing healthcare landscape) and *From concept to community: Tailoring practice to emerging trends*, the conference was an excellent opportunity to listen, learn, and contribute.
- In recognition of her longtime contributions as a former trustee and executive board member of Partners in Senior Life, the Jewish Home's chief advancement officer was made a Board Member for Life of this international association.
- The Jewish Home's chief advancement officer attended Partners in Senior Life's annual conference, *The Art of Aging*, held in May 2012 in Avon, Conn. She also presented the senior mentor award she endowed through a philanthropic fund within the organization almost a decade ago. This annual award recognizes a volunteer or professional in the field of aging services.
- The Jewish Home's chief financial officer has been invited to continue serving as a member of the advisory board of the California Hospital Association's Center for Post-Acute Care. The CFO's appointment for an additional term of three years (continuing through December 2014) is the direct result of the significant contributions he has made during his service on the advisory board of Hospital Services for Continuing Care. The Center for Post-Acute Care was created to provide improved support and advocacy for CHA membership in the context of healthcare reform and the changing healthcare delivery system. The Center will foster communication and collaboration among and between levels of care, and will provide representation for providers throughout the post-acute care continuum.
- Serving on Aging Services of California's Health Services and Planning committees enables the Jewish Home's chief administrative officer to collaborate on evaluating legislation and regulations that impact skilled nursing, intermediate care, and hospital-based distinct part facilities. Reviewing and updating Aging Services of California's strategic plan, coordinating the implementation of the association's goals and objectives, and overseeing revisions to its bylaws are also made possible.
- The Jewish Home's chief administrative officer is also a serving member on Aging Services of California's Policy Committee. Furthermore, she is a participant in an Aging Services' "learning circle" covering Accountable Care Organizations. (ACOs are a group of healthcare providers that work together to manage and coordinate care for a distinct population.) Aging Services has convened this series of telephonic "Thought Leader Learning Circles" to assist members learn about new opportunities surrounding health care reform and discuss how they might play leadership roles in relevant new initiatives.
- The Jewish Home's chief administrative officer attended the LeadingAge Annual Meeting & International Association of Homes and Services for the Aging Global Aging Conference in Washington, D.C., in October 2011. With the conference themed "Celebrate Age," approximately 10,000 attendees from all over the world came together to hear inspirational speakers, attend educational breakout sessions, and watch documentaries on leading topics such as active aging and LGBT issues facing our elders. Models of smart and green houses were set up so that conference attendees could see firsthand how current technology and green products are being used throughout the world to allow our elders to age in place. Also of note were cases of skilled nursing providers rebuilding themselves into small houses equipped with technology, thus allowing for resident-centered, supportive care to be delivered in a homelike environment.
- The Jewish Home's chief administrative officer serves on LeadingAge's 2012 Not-For-Profit Leadership Cabinet. LeadingAge is made up of 5,400 nonprofit organizations in the United States, 38 state partners, businesses, research partners, consumer organizations, foundations and a broad global network of aging services organizations that reach over 30 countries. Their focus is on advocacy to advance the interests of the aging consumer, the promotion of effective services that meet older adults' needs and preferences, leadership development, applied research, home health, hospice, community services, senior housing, assisted living residences, continuing care communities, nursing

homes, as well as technology solutions, to seniors, children, and others with special needs. The leadership cabinet is charged with, amongst other things, reinforcing the responsibilities that nonprofits have as stewards of philanthropic support and public interest; demonstrating that nonprofits are serving the public good; preparing a report that reflects on the challenges to tax-exemption and recommend actions that nonprofits can take; and communicating nonprofits' purpose, strength and impact to entities upon which nonprofits rely, such as policy makers, funders, donors, and the public at large.

- Director of the Jewish Home's Center for Research on Aging 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.
- Research and reports of research done at the Jewish Home are presented at local, national, and international meetings, while multiple publications are in print. Included in this body of work is a 2011 editorial in the prestigious FASEB Journal by a member of the Jewish Home's Center for Research on Aging, who is himself an internationally renowned leader in the field of immunology. As a result of these endeavors, research work undertaken by Jewish Home medical staff is relayed and their expertise made known across a broad platform.
- Director of the Jewish Home's Center for Research on Aging was selected as the recipient of the 2012 American Society for Clinical Pharmacology and Therapeutics (ASCPT) William B. Abrams Award in Geriatric Clinical Pharmacology. The award honors an investigator in geriatric clinical pharmacology for outstanding contributions to the field. ASCPT consists of over 2,100 professionals committed to promoting and advancing the science and practice of human pharmacology and therapeutics. The Society focuses on improving the understanding and use of existing drug therapies, and developing safer and more effective treatments for the future.
- Quarterly throughout the year, the director of the Home's Center for Research on Aging participated in the National Institutes of Health's Center for Scientific Research review of proposals submitted for funding in the area of aging research.

- In order to foster connections with related professionals at the Jewish Home, recent research-centered visits included one by an assistant professor at UCSF's School of Nursing, whose research focuses on improving safety in nursing home settings; another by a professor in the University of Colorado, Boulder's, Department of Integrative Medicine, who applied his expertise in exercise physiology, aging and atherosclerosis, and concentration in the efficacy of vitamin D.
- The Home's chief nursing officer holds a series of lectures at the Home and at various similar facilities that focus on nursing retention in nursing homes. This involves studying values, organizational resources and recognition, and the effect these factors have on nursing homes' success in retaining nurses, as well as satisfaction among nurses employed by these facilities.
- The Jewish Home's chief nursing officer was able to bring back a complement of best practices ideas and innovative programs from other healthcare communities and organizations as a result of his attendance at the March 2012 American Society on Aging Conference in Washington, D.C. As the conference included an advocacy day at Capitol Hill, there was an opportunity to meet with the lobbyists for a variety of programs and bills advocating for older adults. Discussions covered the Affordable Care Act, reauthorization of the Older American's Act, entitlement programs, and enhanced quality of life for those we serve. Conference workshops dealt with geriatric care management, care transitions, and quality assurance programs.
- The Jewish Home's reputation – not only in the community but also abroad – 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. Reflecting this trend, representatives from the Sir Moses Montefiore Jewish Home in Randwick, New South Wales, Australia, visited the Jewish Home in October 2011. The visitors' areas of interest covered models of aged care; funding; innovations in aged care; IT systems; human resources models; operational service models; and the Jewish Home's approach to the cultural and religious aspects of providing quality elder care.
- Associate director of the Jewish Home's acute geriatric psychiatry hospital attended the Contemporary Forum of Psychiatric Nursing in Las Vegas, Nev., in May 2012. With education sessions ranging from violence

prevention, to seclusion, restraint reduction and suicide prevention, knowledge gleaned from this conference was shared with Jewish Home staff and implemented in the Home's psychiatry hospital to ensure that patients continue to benefit from professional, expert care.

- A certified PRO-Act trainer and part of the team of trainers, the Home's associate director of acute geriatric psychiatry continues to train staff on how to prevent, de-escalate, and deal with dangerous behavior. All acute geriatric psychiatry staff receives ongoing training on managing the behaviors of patients requiring this type of care.
- Rehabilitation services staff enhanced and refreshed their skill levels, and hence their treatment approaches, by taking continuing education courses such as low vision workshops and courses on physical agent modalities as adjuncts to comprehensive plans of therapy care. On a departmental-related note, a Jewish Home licensed occupational therapist was the professional on hand at Skyline College's career day in March 2012, touting occupational therapy as a career and the educational path to follow. She also participated on a health care career panel.

COMMUNITY ADULT EDUCATION

- Over the past 39 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 at the Jewish Home, a weekly all-day endeavor of nine months' duration. As this class includes resident artists, a spirit of collaboration and participation between the Home and the community is fostered and strengthened. Tai-chi Chia® *Mind/Body/Spirit/Health* is another course provided through City College that meets weekly at the Home each semester. It is also open to the general community and has an enrollment of 20 to 25 students. Two separate classes were held this past fiscal year, so as to accommodate English-speaking residents as well as those for whom Russian is their primary language. The City College instructor also provides one-on-one sessions with a hearing-impaired resident participant. The Home receives no compensation for the space made available for these community classes.

- The Jewish Home's rabbi and director of Jewish Life regularly teaches in the Jewish community and participates in both educational and leadership development programs with other agencies. Organizations include: Jewish Family and Children's Services; Union for Reform Judaism; Bay Area Jewish Healing Center (this involves joint training and supervision of spiritual care partners for the collaborative end-of-life program, *Kol Haneshama*); Northern California Presbyterian Homes & Services, covering an annual event entitled "The Day of the Spirit"; and Bay Area congregations. He is often invited to make presentations to chaplains, Jewish professionals, and lay people on the use of poetry and sacred texts in pastoral care, and on spiritual issues related to aging, illness, dementia 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.
- The rabbi's articles entitled *God Is in the Text: Using Sacred Text and Teaching in Jewish Pastoral Care* and *Psalms, Songs & Stories: Midrash and Music at the Jewish Home of San Francisco* are now widely used in seminary classes on pastoral care and by students in the field of clinical pastoral education.
- The rabbi serves on the advisory board of the Bay Area Jewish Healing Center and its Hospice Committee, which has led to extensive collaboration between the Home and the Healing Center. He also serves as the community representative on Stanford University Medical School's Conflict of Interest Committee.
- The Jewish Home's rabbi participated in AIPAC's (American Israel Public Affairs Committee) National Summit in Scottsdale, Ariz., in October 2011. This annual gathering offers AIPAC members unique access to members of Congress, American and Israeli policy makers, and leading Middle East experts. Summit talks were delivered by prominent American and Israeli scholars, diplomats and politicians, while study sessions were available on topics covering the economic and security cooperation between Israel and the Palestinian authority, and the implications of the Arab Spring for Israel-Arab relations. Of further benefit was the gathering of ideas and insights for a Jewish Home program the rabbi facilitates for residents. March 2012 saw him attending and making presentations at

the annual convention of the Central Conference of American Rabbis in Boston, Mass., and attending the AIPAC conference in Washington, D.C.

- The rabbi's community teachings, his studies, and his work at the Jewish Home enhance and complement one another. *Doorways of Hope: Adapting to Alzheimer's*, a chapter he penned, was included in the book *Broken Fragments: Jewish Experiences of Alzheimer's Disease through Diagnosis, Adaptation, and Moving On* (ed. Douglas J. Kohn, 2012). *Doorways of Hope* combines the rabbi's experience at the Home with scholarship on Jewish tradition, dementia, and the literature of pastoral care. The entire volume can be useful across the board – from Jewish Home staff and volunteers, to residents and family members.
- Along with three other rabbis, the Jewish Home's rabbi was appointed to the editorial core team assigned to co-edit a new Reform Judaism prayer book for the High Holy Days, to be published by the Central Conference of American Rabbis. Although much has already been accomplished since the work began in January 2010, this ambitious undertaking is projected to take the team up to five years to complete. In addition to his editorial work, the rabbi is the prayer book's lead translator and is composing original prayers, study texts, and poems for inclusion. Congregational piloting of this prayer book throughout North America has resulted in expanded content, covering Jewish new year morning and evening services, as well as evening and afternoon services for the Jewish Day of Atonement. The book is anticipated to be in use by the fall of 2015.
- Director of the Jewish Home's Center for Research on Aging moderated a panel titled *Healthy Brain Aging: What People of all Ages Need to Know* in February 2012. Sponsored by the Business Leadership Council of the San Francisco-based Jewish Community Federation, the panel addressed genetics, dementia, and Alzheimer's disease. Attendees learned about the latest research on recognizing the problems associated with one's aging brain, as well as remedies to treat the symptoms. The director then went on to speak about *Multimorbidity, Polypharmacy, and Medication Adherence* at the American College of Cardiology's meeting in March.
- As a member of the Estate Planning Breakfast Group (membership is limited to individuals who conduct substantial estate planning work in the Bay Area), the Jewish Home's senior development and gift planning officer spoke in July 2011 on charitable tax law changes.

He noted that many opportunities for tax-wise charitable giving occur in relatively obscure places on the tax return. Uncovering these hidden places is more than an intellectual exercise; it also serves as guidance about where new tax changes are likely to occur.

- The Home's senior development and gift planning officer prepares a thrice-yearly Gift Planning Update which is e-mailed to more than 150 attorneys, CPAs, financial planners, and other allied professionals in the San Francisco area. Unlike commercially prepared updates, the Gift Planning Update provides local practitioners with state-specific guidance on matters pertaining to estate planning, charitable giving, and issues facing the elderly. Notable in the summer issue was a discussion of the time-sensitive tax planning opportunities for charitable giving due to recent Congressional enactments. These materials provide allied professional with the technical expertise to assist their clients with meeting both their family and charitable goals.
- In October 2011, the Home's senior development and gift planning officer gave a presentation to the Pathways Hospice Board of Trustees on UPMIFA (Uniform Prudent Management of Institutional Funds Act), which are California accounting principles related to endowment funds. Some provisions of the Act are technically circumscribed, and education concerning a board's due diligence is critical.
- Attendees at the 45th annual international conference of the Association for Healthcare Philanthropy had the benefit of hearing from the Jewish Home's senior development and gift planning officer when he addressed the gathering in Boston, Mass., in October 2011. His talk focused on the effects of tax law changes on gift planning, and provided practical guidance on the most effective techniques for securing legacy gifts.
- *Challenges and Issues Dealing with Elderly Clients* was the topic of a continuing legal education seminar (co-sponsored by the San Francisco Estate Planning Council and Golden Gate University School of Law) attended by the Home's senior development and gift planning officer in November 2011. Of particular interest was the section entitled *Understanding Cognitive Changes in the Elderly*, which looked at the effects cognitive impairments have on estate planning decision-making. *The Brooke Astor Trial, a Cautionary Tale* discussed ethical issues regarding money management for the elderly and provided a checklist for signs that

financial elder abuse are present. Insights gained by these seminars will be presented for the benefit of the outside professional community and incorporated into future in-service programs at the Jewish Home.

- In his role as the keynote presenter, the Home's senior development and gift planning officer addressed the Silicon Valley Planned Giving Council in San Jose, Calif., in February 2012 on *The End of Planned Giving as We Knew It (Fundraising in Trying Times)*.
- The Jewish Home's chief advancement officer and members of the Home's advancement team attended the Jewish Community Federation and Endowment Fund's "Day of Philanthropy" in November 2011. In addition to seeking out opportunities to collaborate with other local organizations, workshops on subjects such as *Latest Philanthropic & Estate Planning Tips*, *Engaging the Next Generation in Philanthropy*, and *Financial Literacy for Philanthropists* provided data and ideas that will enable the Home to more effectively communicate philanthropic principles to the San Francisco community. Also on offer by the Federation was a fundraising workshop, at which the Jewish Home's advancement staff had the advantage of learning from an executive partner of one of the nation's most highly regarded firms in the field of campaign services and financial resource development.

SERVICES TO RUSSIAN ÉMIGRÉS

The influx of elderly Russian émigrés to the Bay Area 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 full-time Russian-speaking staff in a range of disciplines and departments, over 140 Russian-speaking residents benefit from the robust Russian services program offered by the Home.

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

Older adults, particularly low-income seniors, frequently tend to self-isolate. Furthermore, the challenges of shopping for and preparing a healthful meal can be quite overwhelming. In response to this identified need, the Jewish Home – equipped with one of the only kosher kitchens in the Bay Area capable of preparing meals for upwards of several hundred people in any given week – has collaborated for more than 10 years with the San Francisco Jewish Community Center (JCC) to provide hot, nutritious meals to community-dwelling seniors, regardless of their religious or cultural affiliation.

For many of our elders, this community meal program represents the main meal of their day, and the only opportunity for them to spend time socializing with others.

The Home prepares approximately 15,000 meals per year (about 1,250 a month) for the JCC. Additionally, the Home prepares frozen meals that are delivered to seniors who are unable to go to the center, due to illness or injury.

The Jewish Home also ensures that our community seniors are not forgotten or alone during special times. That means preparing tasty, traditional food for 11 important holidays throughout the year.

Seniors in our community need a place to feel at home and interact with friends. Without these meals, many of them would be at risk for poor nutrition and social isolation. Providing fare for the JCC's older adults is consistent with the Jewish Home's philosophy of partnership with the nonprofit community in service to our elders.

INFORMATION AND REFERRAL SERVICES

- In fiscal year 2011/2012, the Jewish Home's Admissions department admitted 17 long-term care residents, 577 short-term care patients, six hospice-care patients, and 182 individuals requiring acute psychiatric hospitalization. (The number of long-term care admissions for this time period warrants

a brief explanation: In March 2011, the Jewish Home temporarily suspended applications for long-term skilled nursing care while it thoughtfully relocated residents from its oldest building to other on-campus accommodations. This circa-1923 building – unable to support 21st-century care provided by the Home’s dedicated professionals, and nonaligned with new building code stipulations – is not part of the organization’s vision for the future. So, as openings gradually became available in other locations on the campus, rather than admitting new residents from the community, current residents were carefully matched with new living opportunities. As of June 2012, the Jewish Home once again began accepting applications for long-term skilled nursing care and services.)

- The Jewish Home’s medical director for short-term and rehabilitation services (STARS), the Home’s community liaison, associated team members and colleagues continue to inform, provide community outreach, and establish strategic partnerships with Bay Area professionals and entities with respect to the Home’s on-site short-stay programs, namely STARS and its acute geriatric psychiatry hospital. The following reflect the range of this past year’s undertakings:
 - The Jewish Home’s partnership with teams from the University of California, San Francisco (UCSF) results in referrals in various areas: UCSF’s congestive heart failure team works with STARS to diminish the need for post-operative re-admission by following patients during their STARS stay and thereafter at home. This program is being replicated in association with St. Mary’s Medical Center, San Francisco. UCSF’s orthopedic surgery team begins the STARS admission process on the day of surgery in preparation for admission to STARS on day four. UCSF’s stroke recovery bridge program admits patients to STARS for lower impact rehabilitation. The goal is to increase patient strength to allow for more intensive (acute) rehabilitation. This program is being replicated with St. Mary’s, Saint Francis Memorial Hospital, and California Pacific Medical Center (CPMC), Davis Campus. UCSF’s palliative care team prepares patients to be admitted for end-of-life palliative care.
 - Case managers and social workers from UCSF, CPMC, and San Francisco General Hospital have enjoyed receptions at the Jewish Home and tours of its short-stay programs.

- All assisted living and continuing care retirement communities have been informed about the Jewish Home’s short-stay programs.
- All case managers have been informed that the Jewish Home has become a member of the Health Net alliance. It is notable that Health Net’s medical management director has established STARS as their preferred provider (“first choice”) for seniors requiring such services. This preferred provider status is directly related to the Jewish Home’s five-star rating from the U.S. Centers for Medicare & Medicaid Services.
- As part of a new bridge program, Stanford Medical Center refers patients to the Home’s STARS program; STARS rehabilitates patients until they are able to transfer to another facility for acute rehabilitation.
- UCSF Langley Porter has been educated about the Home’s acute psychiatry hospital’s admission protocols.
- Chief of psychiatry of the Kaiser French campus presented the Home’s acute psychiatry admission protocols at an in-service in April 2012.
- Attendance at various forums – such as monthly Senior Roundtable meetings in San Francisco and San Mateo, Institute on Aging’s September 2011 conference in Mission Bay, monthly LGBT meetings and involvement in LGBT affordable housing initiative – ensure that agencies serving the Bay Area’s elderly population are informed of the programs and services provided by the Jewish Home.
- The Jewish Home was once again a participating agency at community vendor and health and wellness fairs, as well as at a number of Bay Area Jewish festivals, where information and referral services were provided to attendees.
- The Jewish Home’s director of Integrative Medicine provided educational training to the Home’s nursing staff. Topics included the benefits of Traditional Chinese Medicine for the elderly, and how common medical issues such as pain management, insomnia, gastrointestinal problems, upper respiratory conditions, diabetes, anxiety, depression, and eye disease/macular degeneration may be treated by this medical system. She also discussed the medical modalities of Chinese Medicine, which include

acupuncture, medical massage therapy (*tui na*), and the effectiveness of herbs. In concert with the Jewish Home's 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 at the Home. Acting as a consultant, the director also participated in an acupuncture research study conducted at UCSF covering diabetic neuropathy.

- The Pharmacy department continues to be an informational resource with regard to changes to the Medicare-sponsored prescription drug program.
- In collaboration with medical staff, the Home's pharmacy developed treatment guidelines in the areas of pain management, Epoetin prescriptions, psychotropic drugs, and palliative care.
- With respect to medications and pharmacy services, the pharmacy continues to maintain programs that ensure even greater quality and safety, such as the addition of warning labels for high-risk drugs and the use of tall man letters in drug labeling (for example, HumaLOG and HumuLIN). This type of lettering, which draws attention to the differences in otherwise similar drug names, safeguards against dispensing or administering the wrong drug. In addition, the pharmacy has provided nursing staff with smocks that bear the inscription "Do Not Interrupt" that are worn during medication pass in order to reduce distractions and unnecessary interruptions.

COMMUNITY SERVICE AND LEARNING

- The Jewish 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. By volunteering at the Home, students gain valuable life experiences and acquire volunteer time required for college admissions. During this past fiscal year, students from Archbishop Riordan High School, Galileo High School, and Saint Ignatius 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 and San Francisco State University were placed at the Home.
- Regarded as one of the premier training sites for rabbinic interns specializing in geriatric work, the Home continues to provide training and supervision to rabbinic students from Hebrew Union College – Jewish Institute of Religion in Los Angeles, Calif. (in cooperation with the Kalsman Institute on Judaism and Health), and Hebrew Union College – Jewish Institute of Religion (HUC-JIR) 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. Through this essential on-the-job training, the students learn about collaboration, discover how a large institution works, and how a rabbi functions within this kind of setting. These internship opportunities also enable Jewish Home residents to experience the gratification of being mentors to young rabbinic students. The Jewish Home's rabbi regularly attends continuing education sessions for internship supervisors at HUC-JIR in Los Angeles in order to improve his skills and enhance his mentoring talents.
- Second-year medical students from University of California, San Francisco (UCSF) are hosted by the Jewish Home's rabbi every fall/winter as part of the students' essential core curriculum. In fiscal year 2012, 30 medical students chose to attend five sessions at the Jewish Home. 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.
- In partnership with UCSF, a graduate student pursuing a master's in nursing completed her internship at the Jewish Home by piloting a new training that focuses on developing nursing unit-specific quality improvement (QI) programs. Taking QI measures and practices from the overarching facility-wide level to individual units has resulted in enhanced team work, a greater sense

of community among staff, increased self-worth, creative problem-solving, and the opportunity to share in successes. The UCSF student has reported the program's positive outcomes to UCSF and other comparable facilities.

- With the Jewish Home's chief nursing officer acting as preceptor, the Home is offered as an internship site for San Francisco State University (SFSU) students in the administrator-in-training program. This forms part of SFSU's master's in gerontology curriculum.
- The Jewish Home is an approved work site for the Mayor's Youth Employment and Education Program, a city-wide program that provides after-school and summer employment to youth, with the goal of developing job skills and providing work experience that increases career awareness and future employability.
- Achieve, a year-round, four-year high school scholarship and enrichment program for underserved, low-income minority students, opens a world of possibilities by providing students with access to quality education – including cultural, career, and community service experiences. A total of 32 achieve students from Archbishop Riordan High School and Mercy High 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 University of California, San Francisco, Samuel Merritt College, Dominican University, San Jose State, and San Francisco State University (SFSU) continue to intern with the Jewish Home's physical, occupational, and speech therapists. In this past fiscal year, speech therapy students enrolled in SFSU's Master of Science program (communication disorders) enhanced their academic learning with a rotation 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, and executes 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 Jewish Home, specifically in the area of recreation and leisure. During fiscal year 2012, the Home provided an internship to one recreation therapy student, who fulfilled her clinical requirements by undertaking a 40-hour, 14-week program with the Home's senior population.

- The Home frequently participates in joint educational programs with religious and non-religious youth groups, ranging 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, among others, Bay Area Mitzvah Corps, Brandeis Hillel Day School, Congregation Beth Am, Congregation Beth El, Congregation Beth Sholom, Congregation Emanu-El, Congregation Kol Shofar, Congregation Sha'ar Zahav, Congregation Sherith Israel, Mercy High School, Peninsula Beth El, Peninsula Jewish Community Center, and Peninsula Temple Sholom.
- The Young Adults Division (YAD) of the Jewish Community Federation provided community service at the Jewish Home by assisting with activity programming and celebrating the Jewish holidays with the Home's residents and patients. These kinds of undertakings make for rewarding and enjoyable interactions across generations.

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, refreshments or more elaborate fare.

- Medical social workers, hospital discharge planners, and other geriatric specialists gathered at the Jewish Home in October 2011 for the Home's 11th annual hosting of the Bay Area Social Workers In Health Care event. This much-anticipated occasion once again featured a reception, a dinner, and an enlightening hour of continuing education. *From Isolation to Inclusion: Reaching and Serving LGBT Older Adults* was the title of the evening's special programming component, presented by the director of Education and Outreach at Openhouse. With Openhouse's focus on developing critically needed housing, services and community programs to support the health and well-being of lesbian, gay, bisexual and transgender older adults, the evening's guests learned how to create welcoming, safe, and secure environments for LGBT clients.
- Promoting the efforts of the Jewish Home's Ecology Committee to help green the Home, as well as to satisfy community needs, medical equipment was donated to a company that reuses all functioning parts while recycling those that are unusable. Similarly, functional but unused furniture was donated to Goodwill.
- The Home continues to host health and disaster preparedness fairs, welcoming vendors and representatives from wellness centers and safety agencies to its campus, and thus equipping both community members and staff with the information and tools to help them lead healthier, safer lives.

MEDICAL CARE SERVICES

Charitable Care

Remaining responsive to the need 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. Just over 82 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 2012, the charity adjustment for Medi-Cal recipients was \$10,072,518. The Jewish Home had an operating deficit of \$11 million.

Short-Term and Rehabilitation Services

STARS, the Jewish Home's short-term and rehabilitation services program, is designed for those age 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

The Jewish Home is one of the only enterprises in 14 Bay Area counties that ensures the emotional and mental health of seniors through its on-site acute geriatric psychiatry hospital. In fact, it is an imperative service to the greater Bay Area community, as many other similar services have closed. Licensed by the Department of Public Health, acute short-term stays are available to both voluntary and involuntary patients, thus serving a greater number of elders in their time of psychiatric crisis.

Mental health problems in the elderly are often combined with multiple, chronic illnesses that can frequently be disabling. The Jewish Home's multidisciplinary expertise is applied to diagnose and treat the acute psychiatric issue, while also working with the patient and their family/caregiver to address other aspects of their health. Individualized treatment plans include therapy, specially focused activities, and expert, dedicated care – delivered by geriatric-care professionals who recognize older adults' complex medical needs and their differing reactions to medications, in addition to acute psychiatric illnesses. Additional modalities, such as acupuncture, has helped many of these patients deal with panic attacks, chronic pain and anxiety issues, and the inclusion of live classical music offerings support a more soothing, healing environment.

Direct referrals from emergency rooms continue to be a strong element in proving the program's need and growth, as are the collaborative arrangements the Home maintains with Kaiser Permanente, who refer their patients for treatment, as well as with California Pacific Medical Center, San Francisco General Hospital, and On Lok, who, through

the auspices of the City and County of San Francisco's Department of Public Health, make similar referrals.

The fact that the hospital regularly has a near-full census further solidifies that there is a need for this unique program that addresses older adults' combined emotional, physical, medical, and medicinal requirements. It is a need that the Jewish Home is successfully meeting.

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 a fundamental part of a continuum of care throughout the Bay Area. The Home's nurse practitioner 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 and Tdap (tetanus, diphtheria and pertussis) vaccination program, inoculating its residents, staff, and volunteers, as well as residents of the above-mentioned subsidized housing community.

BENEFITS TO VULNERABLE POPULATIONS

Employment Plus

This nonprofit 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.

Arts and Entertainment Programs

The broad range of programs are a feature of the Jewish Home, involving community groups and artistes who share their resources, talents, expertise, and skills for the enjoyment and instruction of the Home's residents and patients. Programming spans performances by local and regional entertainers, screenings from the San Francisco Jewish Film Festival, appearances by the Jewish War Veterans, and concerts by the San Francisco Conservatory of Music, preparatory division.

BENEFITS TO THE BROADER COMMUNITY

Employer

The Jewish 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 2012 was approximately \$34 million.

Promoting Health, Wellness, and Safety

The Jewish Home has heightened its concentration on promoting the health, wellness, and safety of staff.

- Wellness and safety columns, covering a broad and pertinent range of topics, are published in the Jewish Home's monthly staff newsletter.
- Staff of the Jewish Home had the benefit of participating in HealthWorks in October 2011. This wellness program, run in collaboration with Kaiser Permanente, provided a comprehensive health screening covering blood pressure readings, body fat percentage, BMI, total cholesterol and glucose.

- Access to the Home's on-site fitness center and a dance-fitness program support and encourage staff's desire to improve their health and increase their physical regimen.
- With March designated as National Nutrition Month, the Jewish Home's Nutritional Services department takes this opportunity to feature specials in the Home's garden café and staff cafeteria that promote the various food groups, dietary guidelines, healthy eating information, nutrition flyers, and recipes.
- The Jewish Home embarked upon a new process in 2011 to hear directly from residents and staff about their levels of satisfaction in various areas. In partnership with a research company, anonymous and thus confidential surveys were conducted to help identify community and organizational strengths, provide standardized data that is comparable across communities, and impart information to direct quality improvement efforts. An interdepartmental task force has been charged with developing and implementing detailed action plans to improve life and work experiences at the Home. These surveys are ongoing, with the next survey process scheduled for completion in March 2013.
- The Home's Emergency Management Committee is responsible for ensuring that both residents and staff are primed, equipped, and safe during any expected (and unexpected) crisis, and that all are educated, as well. This committee also partners with community agencies, attending external meetings with other hospitals to share policies and ideas, and participating in citywide table-top drills. This enables hospitals, skilled nursing homes, and San Francisco's first responders to practice emergency preparedness in a larger, citywide response mode.
- The Jewish Home's security personnel conduct patrols of the facility's perimeter and abutting neighborhood area as a regular part of their 24-hours, seven-days-a-week security measures and safety protocols. By working in concert with the local police department, being vigilant about tracking unusual occurrences, and maintaining open lines of communication with the SFPD, the Home's security team plays a significant role in preventing some neighborhood crime, while continuing to ensure the safety of its residents, patients, staff, visitors, and nearby dwellers.

Donation to Community Agency

Staff of the Jewish Home supported the efforts of Jewish Family and Children's Services (JFCS) by donating a significant number of new and gently used coats for JFCS's clients of all ages. The Jewish Home shares JFCS's commitment to helping those who need it most, fostering strong individuals, strong families, and a strong community.

Neighborhood and Local Vicinity 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 10 years ago, the Home has served as a major sponsor of this annual event.
- A strong Jewish Home contingent, including family members and good friends, raised funds for and took part in the Walk to End Alzheimer's in September 2011. This nationwide event raises awareness and funds for Alzheimer's care, support and research to treat and prevent the disease, and to provide programs to improve the lives of millions of those affected.

HEALTH RESEARCH, EDUCATION AND TRAINING PROGRAMS

Medical Research

Enriching the quality of life of older adults is the Jewish Home's mission – and also an accelerated scientific imperative. The need for research to develop new therapies for disorders of aging, diseases of the elderly, and prevention of age-associated diseases is even more essential and relevant today. Statistics show that people are living longer and geriatric care has changed; it now focuses on quality of life – helping individuals retain their physical and mental capacities for as long as possible.

- The March 2012 appointment of the first occupant of the Jewish Home-based Harris Fishbon Distinguished

Professorship in Clinical Translational Research in Aging will advance this urgent need for more geriatric research and further the Jewish Home's mission of ensuring that people enjoy quality of life. This new, prestigious position is key to the success of the Jewish Home's goal of being the leading center for geriatric clinical research in the San Francisco Bay Area.

With one in four older adults living with four or more co-occurring chronic conditions – many of them serious and thus contributing to high illness burden – the Fishbon appointee will lead the development of a research program to improve the care and health of older adults, including very old persons, by translating research findings into clinical benefits and therapies.

The Fishbon professorship is the product of a research partnership established in 2010 between the University of California, San Francisco, and the Jewish Home. The Jewish Home's elderly population provides UCSF with the ideal setting for this research, while UCSF, one of the nation's most significant academic medical centers, is an excellent partner in this work.

- The Julian S. Davis Memorial Lecture was created for a number of compelling reasons: To provide enhanced opportunities for both the Jewish Home and UCSF's Division of Geriatrics to be exposed to leaders in the world of gerontology and geriatric medicine; for a broader audience to share the expertise of those committed to improving life for the elderly; for the Jewish Home to benefit from such expertise and have access to local and academic colleagues; and for programs and facilities at the Home to receive increased exposure. The second Julian S. Davis Memorial Lecture series was presented in April 2012 by the Jewish Home-based UCSF Harris Fishbon Distinguished Professorship in Clinical Translational Research in Aging. Her on-site address, *It's More Complicated than it Seems: Why Research Matters More than Ever to the Care of Older Adults*, benefitted staff, residents, family members, volunteers, and friends; her presentation *How Can We Overcome the Evidence Gap in the Care of Older Adults? The Role of "Pragmatic" Research* was delivered at UCSF.
- In March 2012, the Jewish Home-based Fishbon professor was named a fellow of the American Academy of Hospice and Palliative Medicine. Her recent endeavors include sharing her knowledge as a panelist for the National Institutes of Health Sarcopenia Consensus Conference in May 2012; giving a poster presentation on *The relationship between symptom*

burden and perceived comorbidity in outpatients with common solid tumors at the American Society of Clinical Oncology in June 2012; presenting *Rehospitalization rates among older cancer patients* at the Multinational Association for Supportive Care in Cancer. To follow is her serving on the study section for VA Health Service Research.

- Director of the Jewish Home's Center for Research on Aging and her co-investigator from UCSF's Division of Geriatrics continue to study how multiple medications affect elderly Americans who suffer from multiple diseases, and how to improve their treatments. This ongoing study is made possible through funding by a National Institutes of Health challenge grant, an award garnered by the Jewish Home's research director through the American Recovery and Reinvestment Act. Two papers related to this research have been developed: Steinman MA, Lee SJ, Boscardin WJ, Miao Y, Fung KZ, Moore KL, Schwartz JB. *Patterns of multimorbidity in elderly veterans*. J Am Geriatr Soc, In Press, 2012. Moore, KL, Boscardin WJ, Steinman MA, Schwartz, JB. *Age and sex variation in prevalence of chronic medical conditions in older residents of U.S. Nursing Homes*. J Am Geriatr Soc 2012; 60:756-764.
- The Home's director of research continues to serve her four-year term as a member of the National Institutes of Health's Aging Systems and Geriatrics Study Section, Center for Scientific Review. Members are selected on the basis of their demonstrated competence and achievement in their scientific discipline, as evidenced by the quality of research accomplishments, publications in scientific journals, and other significant scientific activities, achievements, and honors. Membership on a study section represents a unique opportunity to contribute to the national biomedical research effort, as grant applications submitted to the NIH are reviewed, recommendations are made to the appropriate NIH national advisory council or board, and the status of research in their fields of science are surveyed.
- Published research-related articles, covering topics such as gender and cardiovascular medications and altered immunologic responses, provide the healthcare profession with access to information and findings that are incorporated into the care of older patients.

During 2011/2012, 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 were 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.

Laura B. Dunn, M.D. *Proxy Decision-Making for Alzheimer's Disease Research*. Funded by the NIH, with the goal of developing effective treatments for Alzheimer's disease.

Edward J. Goetzl, M.D. *Etiological Roles of Functional Anti-T Cell Auto-Antibodies and Th17 Cell Cytokine Abnormalities in Immunosenescence*. Funded by Intramural Funds, the purpose of this study is to better understand the effects of aging on different types of human white blood cells.

Janice B. Schwartz, M.D. *Improving Medication Therapy for Older Patients with Common Co-morbidities*. Funded by the NIH, the overall goal is to improve the use of medications for older people with multiple medical disorders.

Kavita K. Trivedi, M.D., Public Health Medical Officer, Healthcare Associated Infections Program, California Department of Public Health, and Arjun Srinivasan, M.D., Medical Director, Get Smart for Healthcare, National Foundation for the Centers for Disease Control and Prevention. *Implementation and Outcomes of Establishing Antimicrobial Stewardship Programs in Three Stand-alone Long-term Care Facilities, Targeting Residents with Urinary Tract Infections*. Funded by the state of California and CDC, the overall goal is to improve the use of antibiotics in nursing home residents with urinary tract infections.

Acute Psychiatry Hospital Training

The Jewish Home's ongoing educational programs for staff assigned to the Home's acute geriatric psychiatry hospital aim to increase the knowledge and skill levels of the interdisciplinary team providing care to voluntary and involuntary clients with acute psychiatric disorders. All levels of staff who may work in this area receive special training on how to manage various types of patient behavior in order to best serve this population.

Clinical Training

- The Jewish Home's chief nursing officer teaches two core classes, *Aging Processes* and *Aging and Diversity*, to students seeking a master's degree in gerontology from San Francisco State University. His curriculum includes a day-long intern program at the Jewish Home. Designed to introduce the students to the unique aspects of working in a skilled nursing facility and encourage them to make it their career choice, the program covers every facet of the Home – from patient care, to meeting spiritual needs, to fundraising, and everything in-between. This experience brings the students' course work to life and broadens their understanding of serving the elderly – a population that is growing faster than any other. In addition to expanding their knowledge base, students have an opportunity to view the Jewish Home's high standards and philosophy of care. Outcomes are proving to be most positive: To date, a number of students have chosen to take up available positions at the Home.
- In collaboration with the San Francisco-based American College of Traditional Chinese Medicine, the Home serves as a weekly on-site acupuncture clinic, helping acupuncture students gain experience in treating elders and providing residents who choose to manage their treatment through this modality with the opportunity to do so in a suitable setting and convenient manner.
- First- and second-year medical students from UCSF gain and build upon knowledge of geriatrics and patient care through regular attendance at the Home, as do students from a variety of Bay Area facilities who are studying to be physicians assistants and nurse practitioners.
- Fourth-year pharmacy students at UCSF spend 12 hours 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.

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 has proven 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 a 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. Spiritual care partners (volunteers), which include Jewish Home employees and community members, receive training in end-of-life care, and participate in continuing biweekly and monthly community service learning co-sponsored by the Jewish Home and the Healing Center. A number of spiritual care partners have chosen to use their newly acquired skills in careers in the chaplaincy, and in pastoral and health-related fields. In addition to the interagency cooperation that 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.

The needs that this award-winning, nationally recognized program addresses is enhanced by the work of the Home’s Palliative Care Committee, an interdisciplinary group that looks beyond symptom management to the psychosocial and spiritual aspects of the end of life, of dying residents, and their families.

- Congruent with the Jewish Home’s philosophy that no one who is actively dying should be going through this process alone, the Home collaborates with two Bay Area home care agencies, scheduling sitters (caregivers) for the times that staff may not be available, when family members live at a distance, or in those cases where the resident/patient does not have loved ones. These caregivers receive personal training by the Home’s chief nursing officer, thereby gaining valuable skills in the care of the elderly.

CONCLUSION

The Jewish Home has a 140-plus-year history of community benefit to the elderly population of the Bay Area. Objectives to continue this history of service are a principal part of the Home's organizational philosophy and strategic planning initiatives. Specific activities to address community benefits include:

- Transforming the Jewish Home's campus into a model of care that will benefit more older adults in the Bay Area (including the frail and vulnerable), address urgent societal challenges (such as the huge wave of baby boomers reaching retirement age), and help sustain the Jewish Home's charitable mission by being financially viable.
- Exploring collaborations with organizations whose missions are similar to that of the Jewish Home's, with the intent of extending the breadth of care, programs, and services so as to better serve constituent members.
- Increasing fundraising initiatives to ensure continued ability to serve the frail and indigent elderly in the future.
- Coordinating with new and established residential care facilities and programs throughout the Bay Area.
- Coordinating services among Jewish organizations.
- Developing programs as the needs of residents change.
- Along with Jewish Home & Senior Living Foundation, establishing Jewish Senior Living Group to develop a broad and integrated network of senior living communities, programs, and services in the Bay Area.
- 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.