

COMMUNITY BENEFIT REPORT

FYE JUNE 30, 2016

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, diversified, and evolved throughout the ensuing decades to provide services for a range of 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 a significant number of patients and residents each year on its nine-acre campus.

The Jewish Home is licensed by the California Department of Health as a skilled nursing facility for long-term care (the average census is 244 residents), 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 specialized interdisciplinary rehabilitation to recover from surgery or an acute illness (1,289 patients were admitted in FYE June 30, 2016), as well as through its acute geriatric psychiatry hospital. Licensed by the Department of Public Health, the hospital offers acute short-term stays to both voluntary and involuntary patients. For this reporting period, acute psychiatry patients totaled 181.

The Home is proud to be 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, with a complement of over 650 compassionate, experienced clinical and allied health personnel, and over 250 active volunteers, 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

The Jewish Home provides professional and comprehensive programs that include health and personal care to the elderly who primarily reside in the greater San Francisco Bay Area. In general, the Home serves the most medically/cognitively frail, as well as financially compromised elders. Within this reporting period, 94 percent of Jewish Home residents (long-term care) are Medi-Cal recipients or without the ability to pay the full cost of care. Seventy-three percent of the Jewish Home's population – which includes long-term care residents, short-term rehabilitation and acute geriatric psychiatry patients – fall into this category. Residents have an average age of 86 and an average length of stay of two years.

COMMUNITY NEEDS ASSESSMENT

The Jewish Home is a member of Building a Healthier San Francisco (BHSF), a collaboration of San Francisco's nonprofit hospitals, the San Francisco Department of Public Health, health and human services providers, philanthropic foundations, and numerous community-based organizations. The work of BHSF is complemented by the Community Benefit Partnership. This coalition seeks to harness the collective energy and resources of San Francisco's nonprofit hospitals, City/County departments, community clinics, health plans, and nonprofit providers and advocacy groups to improve the health status of San Francisco residents and to address the health priorities established by BHSF.

A recent initiative to improve the health and wellness of all San Franciscans is the San Francisco Health Improvement Partnership (SFHIP), now known as the SFHIP Implementation Plan. This is a cross-sector collaboration designed to ensure better coordination, accountability and community engagement, with the goal of leading to

healthier communities. The Jewish Home takes pride in being a part of this collaboration and, as such, is involved in the Community Health Needs Assessment, an ongoing community health improvement process.

COMMUNITY BENEFITS PLANNING PROCESS

The Jewish Home is one of a number of Jewish-sponsored 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 (although not exclusively) 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; 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 healthcare reform and the way in which care will be delivered in the future. To accommodate seniors' diverse and changing needs, interests and wishes, the Home will redevelop its campus so that it will serve a broader range of the Bay Area's growing older adult population (as well as their families and caregivers) than it does currently – either on its campus or in individuals' own homes and the community; revitalize the surrounding neighborhood and populace, thus benefiting San Francisco as a whole; and be financially sustainable, relevant, and viable for generations to come.
- A commitment to excellence in service to others and providing exceptional care to frail vulnerable seniors, including charitable support, is the Jewish

Home's founding focus and remains key to the Home's mission – to enhance and enrich older adults' quality of life. In response to pivotal issues concerning an aging infrastructure, a maturing population, decreasing support for public entitlement programs such as Medi-Cal, and an uncertain and a continually fluctuating California economy, the Jewish Home is actively engaged in a forward-thinking transformation and expansion of its campus. The goal is to broaden the continuum of living options for the surging population of seniors, as well as the development of senior-oriented services that will address this cohort's changing and unmet needs. These Jewish Home initiatives are designed to benefit the entire Bay Area community.

COMMUNITY BENEFITS

The Jewish Home provides a broad 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 excellent result from the Department of Public Health's rigorous and extensive annual survey, the Jewish Home is once again proud to hold the highest five-star rating from the U.S. Centers for Medicare & Medicaid Services (CMS) for its quality of care.

The Home also lays claim to 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.

In recognition of its care and comprehensive programs and services – including social activities, Judaica classes, and myriad opportunities to share celebrations – the Jewish Home once again garnered first place for favorite Jewish Community Residence in San Francisco in the J.'s (Jewish news weekly of Northern California) 2016 Readers' Choice Awards, which selects the best of the Bay Area through a community-wide survey.

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. 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

- Early in 2016, a number of Jewish Home senior staff joined a contingent of elder care experts from San Francisco on a fact-finding visit to Holland (specifically Amsterdam), a country that is known for its pioneering approach to senior care. In addition, and as part of the Seniors Quality Leap Initiative (SQLI), the Jewish Home has joined leading United States and Canadian organizations working toward a goal of reaching higher performance levels in quality and safety as they relate to seniors' quality of life in long-term care facilities. Planning to provide the Jewish Home's transformed campus as living and learning laboratories for entrepreneurs who are at various stages of creating

new products describes the Jewish Home's involvement with the Canadian Center for Aging and Brain Health Innovation (CCABHI). CCABHI is helping to accelerate the development, validation, commercialization, dissemination, and adoption of innovative products and services that are designed to support brain health and aging. By affiliating with these collaborative consortiums, and sharing staff expertise, organizational knowledge and best practices, the Jewish Home will be able to provide a better quality of life for Bay Area older adults as they age.

- The Jewish Home's president & CEO was in attendance at LeadingAge California's annual conference and exposition. Held in May 2016 in Palm Springs, he participated in pertinent and informative sessions such as *Leadership in Senior Care Services*, *Life Beyond Walls: The Healing Powers of Natural Design Environment*, and *Leveraging Technology to Provide Better Care/Quality of Life*.

Two months prior to LeadingAge's annual conference, the Jewish Home's chief operating officer and chief advancement officer joined other key leaders of California's nonprofit senior living organizations at LeadingAge's 2016 Policy & Leadership Summit in Sacramento to lobby on behalf of the Home. With the summit's focus on advocacy, education, and networking, attendees got the word directly from lawmakers on key issues affecting the ability of nonprofit senior living organizations to carry out their missions. During the legislative visits, the legislature heard from hundreds of LeadingAge California members on the serious issues that must be addressed to secure the future for the state's older adults. These include the lack of affordable housing for seniors; the need for a plan to finance long-term services and supports; and the breaking down of barriers that stifle innovative care, housing, and service delivery.

A good sized group of Jewish Home staffers made their way to Boston in November 2015 for LeadingAge's 2015 Annual Meeting and Exposition. Themed "Be The Voice," conference attendees were charged with being the voice of a sea of change – leading the way through innovative care and services delivered to meet the unique needs of older adults, and being committed to improving the aging experience. LeadingAge offered conference attendees more than 150 expert-led education sessions to learn best practices, an opportunity to connect with thousands of aging services professionals from across the country, and

the prospect of taking home solutions that address the many pressing challenges facing communities and organizations.

LeadingAge California is the state's leading advocate for quality, nonprofit senior living and care. The association's advocacy, educational programs and public relations help its members best serve the needs of more than 100,000 of the state's older adults. LeadingAge California represents more than 400 nonprofit providers of senior living and care – including affordable housing, continuing care retirement communities, assisted living, skilled nursing, and home- and community-based care. Its national partner, LeadingAge, is an association of 6,000 nonprofit organizations dedicated to expanding the world of possibilities for aging. By advancing policies, promoting practices, and conducting research, LeadingAge supports, enables, and empowers people to live fully as they age.

- In April 2016, the Jewish Home's chief operating officer and chief advancement officer attended a Northern California State of Reform Healthcare Policy Conference in Sacramento, Calif., with a full-day focus on "What are the key issues or questions health care is facing today?" The State of Reform Health Policy Conference focused on bridging the gap between healthcare policy and political reality. Too often, those with good ideas for reforming health care do not have a solid understanding of how the legislative process works. Those who understand politics do not always comprehend the intricacies of the healthcare system. Drawing on a diverse collection of senior health care and health policy leaders, the conference pulled together practitioners, thought leaders, and policy makers – each working to improve our healthcare system in their own way – into a unified conversation in a single place.
- The Jewish Home's chief operating officer and chief advancement officer was also present at the California Hospital Association's statewide Policy and Legislative Conference, which convened in Sacramento in March 2016. From legislative visits at the State Capitol to meeting with legislative representatives in order to collectively advocate on key issues of critical importance to hospitals, conference attendees had the opportunity to let their elected officials hear what legislation means and educate them about how to vote. Thus, when the time comes, these officials will take action in support of hospitals and those they serve.

Other conference agenda items included policy updates and the top state legislative priorities for hospitals.

California Hospital Association collaborates with its members to provide strong and effective representation and advocacy to advance the interests of California hospitals, patients, and communities. Serving as a resource, CHA works with members to achieve legislative, regulatory, and legal accomplishments at the state and federal level. The goal is that all Californians may enjoy equitable access to affordable, safe, high-quality, and medically necessary health care.

- The organization's chief information officer shared her expert perspective in a publication of a leading provider of integrated information technology solutions for business, government, education, and healthcare. This thought leadership piece covered the way IT should operate in a way that supports the changing needs of senior care, an evaluation of technology specifically for senior care, and the building of a solid technology infrastructure as it relates to senior care communities, ranging from senior living to home health.
- Jewish Home visiting research scientists continue to play important roles. These range from participating in public education and information seminars to developing a strategic plan to expand the Jewish Home's Center for Research on Aging. They are lending their expertise on the subject of multiple chronic conditions and medication management; involving the Home in a study on improving communications of adverse events and errors in nursing home settings; and engaging in efforts to improve our ability to identify risk factors for the development of dementia.
- A vital project undertaken by one of the Jewish Home visiting research scientists, and submitted under the Biomarkers Across Neurodegenerative Disease (BAND) program, was successfully reviewed and will be funded. The award (a two-year grant) was made by the Alzheimer's Association, Alzheimer's Research UK, The Michael J. Fox Foundation for Parkinson's Research, and the Weston Brain Institute. The grant will support studies designed to increase our understanding of the differences between Alzheimer's disease (AD) and frontotemporal dementia (FTD). This research adds to the roster of concerted efforts to advance the discovery of vital new clues for developing treatments into such progressive and debilitating brain diseases.

- Biannually throughout the year, the Jewish Home-based UCSF Harris Fishbon Distinguished Professor in Clinical Translational Research in Aging engages in the national review of grants for the National Institutes of Health and the VA Health Services Research & Development Scientific Merit Review Board in the area of aging research.
- The Fishbon professor serves as the director of Tideswell at UCSF (advancing community-centered care for the aging). The program serves as a catalyst for transforming the care of frail older adults through education, discovery, rapid testing, and the improvement of clinical care delivery models. In addition, it has facilitated the development and evaluation of an array of clinical care innovation projects, including home-based video care, home-based palliative care, complex care coordination, and an initiative to bring palliative care services to long-term care facilities. The program's efforts contributed to the securing of two prestigious grant awards at UCSF: Claude D. Pepper Older American Independence Center and the Donald W. Reynolds Comprehensive Program to Strengthen Physicians' Training in Interprofessional Care. Both these awards will ultimately positively impact the Jewish Home's older adults' quality of life and care.
- The Fishbon professor co-directs the National Home-based Primary Care and Palliative Care Network and the Palliative Care Research Cooperative. This work will become even more relevant as the Jewish Home expands its care, services, and programs to support an increasingly broader range of older adults in the community.
- Community efforts to improve the care of older adults continues to be an area of engagement for the Fishbon professor – as evidenced by her co-chairing of the San Francisco Department of Public Health Palliative Workgroup. Co-convened by the San Francisco Department of Public Health and the San Francisco Department of Aging and Adult Services, the workgroup seeks to improve the care of seriously ill San Franciscans. Relevant areas include identifying San Francisco's current resources that support people with serious illness and their caregivers, informing an analysis of existing gaps in resources and support services, and creating a community outreach plan.
- Also having the benefit of the Fishbon professor's engagement and expertise are the San Francisco Tech

Council and the UC Berkeley Center for Technology and Aging.

- A number of forums and venues provided a platform for the Fishbon professor to speak on geriatrics and palliative care. These included:
 - “Strategies for Managing Vulnerable Populations.” Sixth National Accountable Care Organization Summit, Washington, D.C.; June 2015.
 - “A Conversation with Our National Leaders.” Best Care Practices in the Geriatrics Continuum 2015. Lake Buena Vista, Fla.; October 2015.
 - Presented “Initiatives to Improve Access to Quality Palliative Care.” 4th Bay Area Senior Policy Forum: “Bridging the Aging Service Gap: An Economic Imperative.” Oakland, Calif.; December 2015.
 - “Palliative Care and Dementia.” The Fishbon professor was invited to participate in the inaugural Global Brain Health Institute Conference, presented by The Cuban Neurosciences Center (CNEURO) and the Global Brain Health Institute. Havana, Cuba; December 2015.
 - “The ACA, Value-Based Care and the Homebound: A Crossroads of Complexity.” Faulkner Visiting Professor: Grand Rounds. Boston University, Boston, Mass.; April 2016.
 - “Critical Skills for Effective Leadership in Aging.” Emerging Leaders in Aging Program, AAHCM, AGS. Long Beach, Calif.; May 2016.
 - “Palliative and Courage: Lessons from Patients, Families, Colleagues and Systems.” University of Alabama at Birmingham Corliss Lecture. Birmingham, Ala.; June 2016.
- The Jewish Home’s chief nursing officer holds a series of lectures at the Home and at various similar facilities that cover the quality of care in nursing homes in general, as well as programs that have been or are being implemented at the Jewish Home that are considered best practices. He also focuses discussions on nursing retention in nursing homes. This involves studying values, organizational resources and recognition to ascertain the effect these factors have on nursing homes’ success in retaining nurses, in addition to satisfaction among nurses employed by these facilities.

- Lectures and signings promoting the comprehensive reference book “Long-Term Care Administration & Management: Effective Practices and Quality Programs in Eldercare” continue to be endeavors of the Home’s chief nursing officer. As co-editor and compiler of sections of this multidisciplinary work on long-term care, the CNO informs that one of the book’s chapters covers an actual transition project that was conducted at the Jewish Home, the success thereof testifying to the Home’s interdisciplinary process and highlighting its quality of care.
- Taking his learning and teaching in his professional field a step further, the Jewish Home’s director of psychiatry attended the 2016 Annual Meeting of the American Association for Geriatric Psychiatry (AAGP), in Washington, DC, March 2016. In addition to his enrollment in continuing education courses at the meeting – themed *New Perspectives on Brain Health and Aging* – the director also served as a sponsor and mentor for three geriatric psychiatric physicians in training.
- Fostering the specialty of geriatric psychiatry and promoting the delivery of quality mental health care to the aging population, AAGP aims to forward the mental health and well-being of older people through professional education, public advocacy, and support of career development for clinicians, educators, and researchers in geriatric psychiatry and mental health. The Annual Meeting is the premier educational event in geriatric mental health care, providing the latest information on clinical care, research on aging and mental health, and models of care. In addition to serving as president of this organization in the 1980s, the Home’s psychiatric medical director is also the recipient of AAGP’s Founders Award and Clinician of the Year honor.
- It was an all-round well-received presentation by the Jewish Home’s associate medical director of psychiatric program development at the San Mateo Senior Round Table in February 2016. His talk, “Psychosis in the Elderly” was made to an audience of elder care professionals.
- As a result of the fostering of relationships with a range of Bay Area universities, a greater number of professional volunteers, masters of social work interns, and geriatric psychiatry fellows (from the University of San Francisco, in particular) are rotating through the Home’s acute geriatric psychiatry hospital. Also in the process of development is a proctor program with USF’s psychiatric nursing program. The aim is to inspire more

professionals to pursue a career in the geriatric field and to provide a positive experience for all involved.

- The acute psychiatry hospital continues to be a strong resource for psychiatric emergency services throughout the greater Bay Area, as well as parts of eastern, northern and southern California. Additionally, concentrated outreach efforts (including meeting with local behavioral health and geriatric resources) by the psychiatry hospital's associate medical director for psychiatric program development and the program director result in a broadening of the local professional community's knowledge of this essential service.
- Non-violent crisis intervention – a specialized training offered by Crisis Prevention Intervention – is the instruction method utilized by the psychiatry hospital's program director and director of Social Services on how to prevent and de-escalate dangerous behaviors. Restraint drills are performed on a regular basis to ensure that psychiatry staff hone and maintain these skills.
- The psychiatry hospital's program director is the Jewish Home's involuntary psychiatric hold (51/50) certification and recertification instructor, as designated by the San Francisco Department of Public Health Community Behavioral Health Services.
- The Jewish Home's operations manager not only serves on the American Red Cross's Blood Services Advisory Board, but she also served to organize a blood drive on Home turf in March 2016. She was joined in her donating of blood by an excellent turn-out of Jewish Home staff donors, who continued the Jewish Home's longstanding history and tradition of service to the community at large and helped contribute toward the roughly 41,000 blood donations that are needed in the U.S. every day.
- 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.
- The Jewish Home's reputation – not only in the community but also abroad – makes it a destination point for various groups and entities wishing to tour the facility and learn about the care, services and programs

it offers. Two such happenings within this reporting period are illustrative:

- It was a warm welcome to the director of American Jewish Joint Distribution Committee programs in Bulgaria and the director of Sofia's Jewish Community's Old Age Home when they visited the Jewish Home in October 2015. As part of their Jewish Community Federation-organized trip, and with the goal of being better able to respond to the needs of their older adult community in a financially sustainable way, the pair were privy to learning about the Jewish Home's best practices and operations. This ran the gamut from the Home's clinical, acute and rehabilitation care and approaches, to innovative quality of life programming, quality assurance, and the rationale behind the Home's site redevelopment plan.
- Staff of the Jewish Home's acute geriatric psychiatry hospital had the opportunity in March 2016 to share their knowledge and the parameters of the psychiatry program when they hosted an onsite visit from a visiting scholar from Spain. While studying geriatric medicine in the Bay Area, this resident heard about the Home's geriatric psychiatry hospital program and specifically requested an opportunity to visit and thus learn about the Home's treatment of geriatric psychiatric patients.

COMMUNITY ADULT EDUCATION

- Over the past 43 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 enrolled in the Fall 2015 *Creative Arts* class at the Jewish Home, a weekly all-day endeavor of nine months' duration. As this class includes Jewish Home 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. It is also open to the general community and has an enrollment of 40 to 60 students. Four 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 Home does not receive compensation for the space made available for these community classes.

- The Accessible Theater Arts program, run under the auspices of the Department of Disabled Students, is now enjoying its second year of collaboration with the Jewish Home and San Francisco City College. For a period of six weeks, with two separate classes per designated day, a complement of 30 to 40 students (including Jewish Home residents) call on their improvisational skills to act, move, use voice, and convey emotion. Armed with props, texts or music, participants increase their self-confidence, explore their imaginations, and engage in meaningful fun.
- The Jewish Home continues to welcome the Excelsior Branch of the San Francisco Public Library so that residents can utilize its homebound library service and participate in its summer reading and outings programs.
- 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 the Bay Area Jewish Healing Center (this involves joint training and supervision of spiritual care partners for the collaborative end-of-life/hospice volunteer program *Kol Hanesama*) 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. 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 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, a role that fosters extensive collaboration between the Home and the Healing Center. Throughout 2015 and early 2016 he continued to serve as the community representative on Stanford University Medical School's Conflict of Interest Committee. He concluded his long service to that committee in the spring of 2016.
- The rabbi's community teachings, his studies, and his work at the Jewish Home enhance and complement one another. For example, *Doorways of Hope: Adapting to Alzheimer's*, a chapter he penned, and which is included in the book *Broken Fragments: Jewish Experiences of Alzheimer's Disease through Diagnosis, Adaptation, and Moving On* (ed. Douglas J. Kohn, 2012)

combines his 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, which was published in 2015 by the Central Conference of American Rabbis. In addition to his editorial work, the rabbi wrote translations, composed original prayers, poems and commentaries for inclusion, and conceptualized creative presentations of several traditional services. To date, this two-volume prayer book has been used by 300 congregations throughout North America, as well as in Hillel (a campus-based Jewish foundation) in some colleges and universities.
- The rabbi's liturgical contributions to North American Jewry continue with a project he began in the summer of 2015, a prayer book for the Hebrew month of Elul, which is a period of spiritual preparation for the Jewish High Holy Days. The book is expected to be published by the summer of 2017. His most recently published article is in the area of liturgy, *What Happens When We Use Poetry in our Prayer Books – and Why?*
- The rabbi 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 interdenominational studies at the Hartman Institute continue to inform and enrich his rabbinic work at the Jewish Home and in the Bay Area community.
- For more than a decade the rabbi has co-led a trip to Israel for members of Congregation Beth Am (Los Altos Hills) and other members of the Jewish community. (His co-leaders are the senior rabbi of Beth Am and a Hebrew language specialist.) The co-leaders' mission is to provide participants with an in-depth experience of Israel from the cultural, social, historical, political, and spiritual perspectives. The trip often includes a European component, as well; this year's was a week in Berlin. The rabbi brings his travel experiences back to his teachings at the Jewish Home, where residents are eager for both information about Israel and the spiritual inspiration Israel gives them. (The three co-leaders are already planning a trip to Italy and Israel for March 2017.)

- 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 is a regular contributor with respect to charitable tax law changes. His co-presentation in October 2015 covered the ways in which changing estate tax laws affect philanthropy. Even though tax savings may be one motivation for giving, it was concluded that it is much more important that charities clearly demonstrate how gifts make it possible for them to fulfill their mission.
- The Home’s senior development and gift planning officer prepares a Gift Planning Update that is e-mailed to more than 175 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 and technical expertise so that they may assist their clients on matters pertaining to estate planning, charitable giving, and issues facing the elderly.
- Representing the Jewish Home at the annual Day of Philanthropy in October 2015, presented by the Jewish Community Federation and Endowment Fund, were the organization’s president & CEO; director of strategic projects and transformation; chief advancement officer; senior development and gift planning officer; and leadership gifts officer. Attended by more than 600 community leaders, the event featured a tax and estate planning seminar in the morning for lawyers and professional advisors, while the afternoon’s programming offered a wealth of workshop options related to various elements of philanthropy.

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, approximately 122 Russian-speaking residents benefit from the robust Russian services program offered by the Home.

INFORMATION AND REFERRAL SERVICES

- In fiscal year 2015/2016, the Jewish Home admitted 70 long-term care residents, 1,289 short-term care patients, and 181 individuals requiring acute psychiatric hospitalization.
- The Jewish Home’s director of Admissions & Marketing, associated team members, and colleagues – specifically in the departments of nursing, utilization management, and social services – continue to inform, provide community outreach, and establish strategic partnerships and relationships with Bay Area hospitals, 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 from various areas. For example, 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.
 - Participation in UCSF’s Model 2 Bundled Payment Initiative. This initiative is part of healthcare reform – a direct result of the Affordable Care Act. This bundled payment is the first of such initiatives; the Jewish Home was chosen as one of three post-acute providers.
 - The Jewish Home initiated a data-sharing, dashboard agreement with UCSF, so as to better inform their management team of the outcome of patients admitted to the Home.
 - The establishment of more formal partnerships with Dignity Health (St. Mary’s Medical Center and St. Francis Memorial Hospital), focusing on bundled payment patients and the efficient management of their post-acute needs.
 - Case managers and social workers from UCSF, California Pacific Medical Center (CPMC), St. Francis, St. Mary’s, and San Francisco General Hospital have enjoyed tours of the Jewish Home’s short-stay programs. In-services have also been provided to these hospitals’ case management departments,

informing them of the Jewish Home's services and clinical capabilities.

- Participation in St. Mary's Care Transitions workgroup allows the Home to work closely with this facility to increase care coordination/decrease re-admissions, improve care for congestive heart failure patients, and identify barriers to care and non-urgent care transition process issues.
- The collaboration with St. Mary's has resulted in the Jewish Home becoming their community skilled nursing facility partner, which enables the Home to be more integrated into the facility's discharge processes.
- As part of their geriatric residency program, residents from CPMC tour the Jewish Home to learn more about its rehabilitation and short-stay programs.
- Additional organizations that have toured the Jewish Home include Seton Medical Center, VA Medical Center, and Kaiser ER doctors.
- The establishment of a partnership with the Veterans Administration San Francisco hospital to care for their more clinically complex patients results in these patients being admitted to the Jewish Home for both short-term and long-term care.
- UCSF Langley Porter and San Francisco General Hospital's psychiatric units have been educated about the Jewish Home's acute psychiatry hospital's admission protocols. As noted elsewhere in this report, outreach with regard to the Home's acute psychiatric services continues to be made to numerous community-based skilled nursing facilities.
- Partnerships with the Bay Area's assisted living and life plan communities with respect to their utilization of the Jewish Home's acute geriatric psychiatry hospital have become more focused. Residents at these facilities who are dealing with psychiatric issues benefit from improved levels of care and are therefore either able to return to or remain in their current living situations.
- Assisted living and life plan communities continue to be informed about the Jewish Home's short-stay programs.

- Focused and enhanced outreach efforts to a wide-ranging group of healthcare facilities within the Bay Area enable the Jewish Home to admit and serve an increasing number of patients dealing with challenging medical and psychosocial issues.
- All case managers have been informed that the Jewish Home is a member of the Health Net alliance. It is noteworthy that Health Net's medical management director has established STARS as their preferred provider ("first choice") for seniors requiring such services.
- Jewish Home staff's attendance at and participation in various events and forums – such as the monthly Senior Roundtable meetings in San Francisco and San Mateo, and the community-based Excelsior Street Festival and the San Francisco Jewish Community Center's Art of Aging Gracefully Resource Fair – ensure that agencies and people serving the Bay Area's elderly population are informed of the programs and services provided by the Home.
- Whether it be professionals in the healthcare arena or the general community, the Jewish Home's admissions staff are available to answer questions and serve as an ongoing resource for those navigating the post-acute, long-term care setting.
- 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. Nursing staff are furnished 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 Abraham Lincoln High School, Archbishop Riordan High School, Immaculate Conception Academy, June Jordan High School, Lowell High School, Mercy High School, Phillip & Sala Burton High School, Sacred Heart, Saint Ignatius, and University High School 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, University of California at San Francisco, and the University of San Francisco were placed at the Home.
- 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 22 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.
- 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, Congregation Beth Am, Congregation Beth El, Congregation Beth Sholom, Congregation Emanu-El, Congregation Kol Shofar, Mercy High School, Peninsula Beth El, Peninsula Jewish Community Center, Peninsula Temple Sholom, and USY on Wheels.
- 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.

COUNSELING AND SUPPORT

- November 2015 heralded the San Francisco Jewish Community Center's first annual "Embracing the Journey: End-of-Life Resource Fair." The Jewish Home was honored to be this event's co-partner and, in the spirit of the fair, took to heart the opportunity to present its nationally recognized and numerous award-winning *Kol Haneshama: Jewish End of Life/Hospice Volunteer Program*. A presentation on this unique program, whereby volunteers and staff are trained in how to be spiritual care partners, included the Jewish Home's assistant administrator, director of Social Services, a recreation therapist, a group of Jewish Home residents who engage with *Kol Haneshama* volunteers as part of their training program, and a number of spiritual care partners themselves.
- The Jewish Home opened its doors to Family Caregiver Alliance (FCA) and a four-week training in February 2016. Funded in part by the San Francisco County Department of Aging and Adult Services and Jewish Senior Living Group, the program offered new skills and tools for family caregivers who care for a loved one with Alzheimer's disease or related dementias. Participants – caregivers who are FCA clients as well as caregivers

of Jewish Home residents – gained insight into their relative’s ability to understand and communicate, learned new skills to handle troubling behavior, and achieved a more confident and positive attitude toward their caregiving role.

Family Caregiver Alliance – part of California’s statewide system of nonprofit Caregiver Resource Centers – supports and assists caregivers of adults with chronic or disabling health conditions. It offers information, education, publications, care planning, legal/financial consultations, and respite assistance.

- Partnering with a homecare agency serving clientele throughout the San Francisco Bay Area with short-term help or long-term companionship, the Jewish Home welcomed invited guests to an educational dinner presentation in March 2016. The evening’s presenter, a director of health psychology, drew on his professional focus to talk about chronic pain, primary care, oncology, cardiology and rehabilitation medicine, and his specialty in the development of psychosocial screening programs, communication skills training for healthcare providers, and the design and implementation of supportive care programs.

DONATED SPACE AND SUPPLIES

The Jewish Home regularly opens its doors to civic causes, professional organizations and community groups, offering them free meeting space, continuing education credits when appropriate, refreshments or more elaborate fare.

- The Home is designated as Precinct 1142’s official polling place. Typically, a number of Jewish Home residents, alongside poll workers and service volunteers, are on hand to welcome voters and help them cast their ballots – which is exactly what they did during the consolidated presidential primary elections.
- In partnership with Mission Bay Community Church, the Jewish Home participated in a support program that provided three neighborhood/community families – including a number of residents of a men’s group home – with essential items. Conducted over the holiday period, and in the season’s spirit of generosity and thoughtfulness, many of the items included winter coats and shoes.

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. Ninety-four percent of Jewish Home residents (long-term care) are financially compromised and/or Medi-Cal recipients, or without the ability to pay the full cost of care. Seventy-three percent of the Jewish Home’s population – which includes long-term care residents, short-term rehabilitation and acute geriatric psychiatry patients – fall into this category.

For fiscal year 2016, the Jewish Home had an operating income of \$6.7 million.

SHORT-TERM AND REHABILITATION SERVICES

STARS, the Jewish Home’s short-term and rehabilitation services program, is designed for those who require temporary skilled oversight – including medical rehabilitation and management by on-site physicians, nursing care, physical, occupational and speech therapies, and psychosocial services – 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.

Of benefit to high-risk patients, family members who are unable to take care of their loved ones, hospitals that are relieved from readmitting patients, and a number of homecare agencies is Peace of Mind – an innovative and multidisciplinary discharge program developed at the Jewish Home. Members of the STARS team partner with a community homecare agency to assist patients as they transition back to their homes. Peace of Mind offers a safe and individualized discharge plan; escorted transportation service from the Jewish Home to the individual’s home; pharmacy pick-up and medication set-up; personal home arrangements (including meal preparation, light housekeeping, and grooming); grocery shopping and errands; and the organizing and/or confirmation of medical appointments.

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 are no longer in operation. 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. Ancillary services, such as one-to-one recreational therapy, are of additional benefit to the patient.

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, for example, Kaiser Permanente, who refer their patients for treatment, as well as with California Pacific Medical Center and San Francisco General Hospital 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. As noted above, the Jewish Home's acute geriatric psychiatry hospital serves as both a clinical resource and psychiatric treatment facility for the greater Bay Area, as well as the eastern, northern, and southern parts of California. The older age population is especially underserved in the realm of mental health services. The Home's psychiatry program provides a valuable community service by addressing the requirements of this population group; treating illness; relieving suffering and excess disability; and reducing the need for institutionalization.

COORDINATED CARE

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

The Home also participates in the influenza prevention and Tdap (tetanus, diphtheria and pertussis) vaccination program, inoculating its residents, staff, and volunteers.

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.

MEMORY CARE CAFÉ

Activities, socialization, and a good time for all concerned were on the program when the Jewish Home hosted an outing for members of the Memory Care Café in June 2016. This nonprofit entity organizes informal meetings and social outings for people with early-stage Alzheimer's/ dementia and their care partners at various locations throughout the Bay Area. The visitors were informed by a tour of the Jewish Home, inspired by a talk on Judaism given by the Home's rabbi, and happily satisfied with the tasty and convivial luncheon.

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, EDUCATIONAL AND ENTERTAINMENT PROGRAMS

The broad range of programs are a feature of the Jewish Home, involving individuals, community groups, and artists who share their resources, talents, knowledge, 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 over 650 employees each year, ranging from skilled labor to executive-level positions. The average length of tenure is 9.98 years of service. The total payroll for fiscal year 2016 was \$29 million.

PROMOTING HEALTH, WELLNESS, AND SAFETY

The Jewish Home makes a concerted effort to promote the health, wellness, and safety of staff.

- Wellness and safety columns, covering a wide and pertinent range of topics, were published in the Jewish Home's staff newsletter.
- Access to the Home's on-site fitness center, yoga classes, meditation groups, and a Zumba class support and encourage staff's desire to improve their health and well-being, and expand their physical regimen.
- A wellness survey, exploring and eliciting Jewish Home staff's interests, goals, and desires, was conducted. Based on this feedback, a formal wellness program is in development.
- A number of wellness seminars, covering topics such as dealing with stress and guides to healthy eating, and run by the entity that also provides staff with

access to an employee assistance program, are on the calendar throughout the year, with the goal of boosting employees' physical and emotional health and well-being.

- The Home's Emergency Management Committee is responsible for ensuring that both residents and staff are primed, equipped, and safe during any 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 drills such as the Great California ShakeOut. 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 deterring some neighborhood crime, while continuing to secure the safety of its residents, patients, staff, visitors, and nearby dwellers.

NEIGHBORHOOD AND LOCAL VICINITY INVOLVEMENT

- The Jewish Home successfully partners with local organizations, fostering dialogue, collaborations, and ongoing communications with its neighbors and members of the larger community.
- Every Saturday morning, a parking lot on the Jewish Home's campus is transformed into a colorful marketplace. Fresh fruits and vegetables, canned goods and other miscellaneous groceries, courtesy of the S.F.-Marin Food Bank, fill tables, and low-income neighbors are invited to receive free foodstuffs. This is the Excelsior Community Food Pantry – a partnership of the Jewish Home of San Francisco and Mission Bay Community Church (MBCC). In 2014, when the pantry's former space in the area was no longer available, the Home stepped up and became the pantry's new site. As a result, several hundred Excelsior neighborhood adults and children are continuing to enjoy healthy meals. This partnership reflects the common goal of giving time, resources

and beneficence, and is in accordance with one of the tenets of the Jewish faith: we are all responsible to help each other.

- With a veritable “rainbow” of representatives – staff, volunteers, friends and family members – the Jewish Home was proud to be an involved part of San Francisco’s Pride Parade Festival in June 2016. From the Home’s booth at the festival to its close affiliates who participated, it amounted to a communal showing of strength, dignity, diversity and compassion, as well as gathering for fun, celebration, and the fight for equality.
- Medical social workers, hospital discharge planners, and other geriatric specialists gathered in October 2015 for the Jewish Home’s hosting of the Bay Area Social Workers In Health Care (BASWHC) event. Attendees socialized and networked at the reception, enjoyed a delicious dinner, and learned as an expert pair made up of an elder law attorney/registered nurse and psychologist/gerontologist discussed the extent of the U.S.’s current financial elder abuse problem. This educational component also covered frustrations with Adult Protective Services; the issue of the willing abuse victim; and what can be done to prevent abuse and stop it when possible. Where applicable, attendees earned continuing education credits.
- The Jewish Home was pleased to partner with local residents and the Excelsior Action Group by being a top-level contributor to the Kenny Alley Beautification Project. This multiphased effort is designed to renew and revitalize the neighborhood’s Kenny Alley Steps, a heretofore graffiti-marked, littered, and unsafe area. The Jewish Home’s inscribed donor tile will form part of a handmade mosaic art installation.
- Since the inception of the Excelsior Street Festival 14 years ago, the Jewish Home has served as a major sponsor of this annual family-friendly art and musical community event that has grown into a citywide attraction aimed at building civic pride and showcasing all that the Excelsior community has to offer. Should the Home have a booth at the festival, it will be bright with resident art and ceramics, while staff are in attendance each year to answer questions from festival-goers, impart information, and distribute Jewish Home material.

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 Jewish Home-based Harris Fishbon Distinguished Professorship in Clinical Translational Research in Aging is advancing this urgent need for more geriatric research and furthering the Jewish Home’s mission of ensuring that people enjoy quality of life. This prestigious position is key to the success of the Jewish Home’s goal of being a 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 is leading 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 older adult 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.

- Education, research, and the exchange of knowledge related to improving care and life for older adults are essential to the welfare of our society. As noted above, it is also part of the mission of the Jewish Home, and of our colleagues in gerontology and geriatric medicine at the University of California, San Francisco.

An example of this shared mission is the Julian S. Davis Memorial Lecture, which was created 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. It is

also an avenue for academic visitors to UCSF to share their expertise with a broader audience 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.

- An effort to expand implementation science in geriatrics and palliative care is being led by the Harris Fishbon Distinguished Professor. Implementation science is a relatively new field that focuses on adapting effective health interventions to real-world environments. It includes identifying barriers to change, employing new strategies and skills, supporting collaborations, and achieving improvements in healthcare practices that are sustainable and reproducible in different settings. The professor is working with a team of researchers at UCSF to create the databases and evaluation strategies to efficiently test clinical interventions in day-to-day environments inhabited by older adults and their caregivers.
- The Fishbon professor is supporting the development of the UCSF Innovation Center for Action-oriented Aging Research (I-CAARE) in Geriatrics and Palliative Care. The center will build on prior work to incorporate standard geriatrics and palliative care research techniques, new technologies, and implementation science to identify healthcare solutions that meet the needs of traditionally hidden or hard-to-reach populations of older adults. It will transform advanced care planning and improve symptom management in older adults locally, nationally, and globally by using technology and evidence-based approaches to change systems. Ultimately, these changes will influence healthcare policy in aging by developing evidence and engaging in public discourse.
- A care model that combines team-based patient care with home visits was recently completed by the Fishbon professor. Such a team-based model – when pharmacists, nurses, therapists and physicians work collaboratively – is enormously beneficial, helping to uncover vital information about patients’ unique needs and specific circumstances. The professor anticipates increasing her work with the Jewish Home in implementation research, and accelerating efforts on how to best integrate research and quality improvement into the fabric of the Jewish Home.
- With the shift in the healthcare system to the Medicare Access and Chip Reauthorization Act, providers are merited for measuring and providing better care,

rather than more care, and relies heavily on quality-of-care metrics. To that end, the Fishbon professor (in collaboration with a Johns Hopkins’ partner) has developed a home-based primary care and palliative network registry, now a CMS-approved Qualified Clinical Data Registry.

- Also under development by the Fishbon professor is a Learning Collaborative to ensure that healthcare practitioners have the knowledge to take advantage of the new framework. A pilot project was initiated with the Visiting Physicians Association, a house-calls practice serving 35,000 homebound people in 10 states. Eventually, expansion of the registry, benchmarking, and training about quality improvement through online training modules will expand this work to reach providers in every state. This kind of registry will become increasingly relevant to the transformed Jewish Home, as it seeks to serve those beyond its campus into the community and at different levels of care, including assisted living.
- The Fishbon professor and her team are developing an iPad app (whose design they have since modified to accommodate those with dexterity issues) to evaluate the effects of psychoactive medications on older adults’ function and cognition. They are testing it among patients with multiple chronic conditions, and exploring how medications interact with each other and impact overall function and cognition. This new app could prove to be just one of many technology-based initiatives that turn the Jewish Home’s Center for Research on Aging into a living laboratory for geriatrics research.
- Current research projects being undertaken by the Fishbon professor (and others) cover the following:
 - UCSF Older Americans Independence Center
The goal of this project is to improve the health care and quality of life of vulnerable older adults with, or at risk for, disability. The Fishbon professor directs the pilot and exploratory studies core of this large project.
 - Development of a mHealth Tool to Assess the Impact of Opioids in Older Adults
This study is designed to develop a tool that integrates computer-administered symptom assessments with real-time monitoring of function and cognition to improve our understanding

of the effects of analgesics on older adults with chronic pain.

- **Implementing Best Practices in Palliative Care**

The goals of this project are to create a registry for palliative care practices that identifies practice improvement opportunities, utilizes guidance from the Measuring What Matters campaign, and improves quality of care. The Fishbon professor serves as site PI for this project.

- **Refinement and Expansion of the Palliative Care Research Cooperative (PCRC) Group**

This national research cooperative group in palliative care is the first of its kind. Co-directed by the Fishbon professor, it includes 106 research sites and 261 investigators throughout the country. The PCRC has supported the completion of seven studies and is actively supporting 13 others.

The goals of this project are to participate in the formation of a national research cooperative group in palliative care as part of the larger PCRC, and for the UCSF site to specifically serve as the site for the Investigator Development Center. The Fishbon professor serves as site PI for this project.

- **Preparing Quality of Care Measures for the Vulnerable Homebound Population for Endorsement by the National Quality Forum**

The goal of this project is to leverage previous work to develop Version 2.0 of the measure set suitable for national testing and to have it go through the National Quality Forum measure endorsement process. This work will be performed through data collection in the field, data analysis, and the convening of a Technical Expert Panel. The Fishbon professor serves as PI for this project.

- **The UCSF and UNMC Dementia Care Ecosystem: Using Innovative Technologies to Personalize and Deliver Coordinated Dementia Care**

UCSF and the University of Nebraska Medical Center are partnering with participants and their caregivers to better understand and manage dementia through a Web-based model of care (Care Ecosystem). It aims to support and empower patients and their caregivers by providing assistance with decision-making, medications, caregiver support, online education and, for a subset of patients, remote monitoring with smartphones, watches, and home

sensors. The Fishbon professor serves as co-PI for this project.

- **UCSF Tideswell**

The UCSF Division of Geriatrics has founded the Program for the Aging Century (now UCSF Tideswell) to transform the care of older people by developing replicable models of patient care and training that address the unique needs of the elderly and promote the highest quality of life. The Fishbon professor serves as PI for this project.

- **Epigenetic Markers of Age and Diurnal Levels of Fatigue during Chemotherapy**

The goal of this project is to validate and/or optimize an epigenetic profile of biological aging in order to estimate the contributions of chronological and biological aging to fatigue in women with breast cancer undergoing chemotherapy. The Fishbon professor serves as co-investigator for this project.

- **Developing a Qualified Clinical Data Registry for Home-based Primary Care**

The goals of this project are: 1) shepherding previously developed home-based medical care quality indicators through the National Quality Forum measure endorsement process, and 2) developing a QCDR to provide a method to develop the next generation of measures, benchmark practice quality, create a quality of care learning community of practices, collect and report quality measures for performance payment, and the means to inculcate the field in practice-based quality improvement. The Fishbon professor serves as PI for this project.

- **Improving Outcomes for Vulnerable Populations: Developing Person-Driven Outcome Measures for Older Adults with LTSS Needs**

The goal of this project is to explore patient and caregiver perceptions of goal-setting and measurement, and the feasibility and acceptability of two approaches to person-driven outcome measurement. The Fishbon professor serves as PI for this project.

- **Home-based Primary Care for Homebound Seniors: a Randomized Controlled Trial**

The objective of this study is to evaluate the impact of home-based primary care on outcomes for homebound older adults, including hospitalization and emergency department visits, quality of life and

symptom control, costs of care, and burden of care for their informal caregivers.

- Published research-related articles from all the Jewish Home's research scientists cover topics that range from gender and cardiovascular medications, to alterations in immunologic responses in Alzheimer's dementia, and palliative care in older adults with multiple chronic conditions.

- During 2015/2016, the following publications by Jewish Home research scientists cited the Jewish Home:

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MEDICAL/RESEARCH EDUCATION

The education of healthcare professionals in the optimal treatment of older adults is a primary goal of both the Jewish Home's researchers and educators. Education is realized in print as well as in personal mentoring, and is exemplified by some of the following activities and endeavors by the Jewish Home-based Fishbon professor and the Jewish Home visiting research scientist that apply to this reporting period:

"The role of palliative care in home-based medical care."
Co-authors Drs. Ritchie and Twaddle; *Geriatric Home-Based Medical Care* Jennifer L. Hayashi and Bruce A. Leff (Eds).

The Fishbon professor serves as an editor for *Hazzard's Textbook of Medicine* and is Palliative Care Section Editor for the *Journal of the American Geriatrics Society*. She also mentors an array of junior faculty and trainees, and serves on the dissertation committee of several predoctoral students.

Working with a Jewish Home visiting scientist, a group of University of California at Berkeley bioengineering students developed an innovative assistive device, dubbed The Sturdy Swivel. This was done in response to the need to provide cognitively intact elderly individuals with a cost-effective means for getting in and out of a car. During the device's developmental phase, the students received physician feedback from the Fishbon professor and other members of the UCSF Division of Geriatrics, as well as from residents of the Jewish Home. The Sturdy Swivel was selected for the Stanford Longevity Center-sponsored Stanford Design Challenge.

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 specialized training on how to manage various types of patient behavior in order to best serve this population.

The Home's psychiatry hospital began serving as a training site for future geriatric psychiatrists in September 2012. The Jewish Home's geriatric psychiatry department and the University of California, San Francisco's department of psychiatry continue their program of training and medical

education for geriatric psychiatry physicians. To that end, the Home's psychiatrists look forward to teaching and mentoring a UCSF geriatric psychiatry fellow (a fifth-year psychiatric resident physician). Due to the quality of the learning experience, it is expected that the UCSF fellow will elect to study at the Home for twice as long as in the past.

Learning opportunities are not limited to the field of geriatric psychiatry, however. The expertise and experience of staff of the acute geriatric psychiatry hospital lends itself to the training of students (from multiple community and regional educational institutions) in the areas of social work and recreational therapy as well.

Opportunities to expand the Jewish Home's geriatric psychiatry training program to other Bay Area medical teaching institutions continue to be explored.

These kinds of opportunities, unique programs, and services implemented by the Jewish Home contribute to the future of medicine and are instrumental in helping to develop the next generation of care providers and medical practitioners for seniors.

CLINICAL TRAINING AND INTERNSHIPS

- 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. The 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 have proved to be most encouraging and positive, with a number of students choosing to take up available positions at the Home.
- 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. Graduate students in the University of San Francisco's nursing program also benefit from the chief nursing officer's preceptorship.

- University of California at Berkeley first-year MSW student completed a nine-month-long internship with the Jewish Home's Social Services department. Learning opportunities included conducting psychosocial assessments of patients on the short-term and rehabilitation units, mini mental status exams with long-term care residents, and visits with specific residents. Experience was gained in counseling techniques with residents and patients, long-term and short-term medical care processes, the importance of completing assessments in a timely manner, the honing of time management skills, and working with an interdisciplinary team.
- 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 2016, the Home provided internships to three recreation therapy students. One student fulfilled the clinical requirement by undertaking a 40-hour, 15-week program with the Home's senior population. The other two interns began their stint during this reporting period and completed their prerequisites (respectively: a 40-hour, 14-week national certification minimum requirement, and a 40-hour, 15-week minimum requirement to also qualify for state certification) in August 2016.

- 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 multiple Bay Area facilities who are studying to be physicians' assistants and nurse practitioners.
- A number of schools throughout the Bay Area benefit from rotations at the Jewish Home. These include: licensed vocational nurses from City College of San Francisco, NCP College and Unitek College; registered nurses from Cornerstone International College; BSN students and certified nursing assistants from University of San Francisco; second-year and fourth-year medical students from Samuel Merritt College; and certified nursing assistants from Caraway Health Institute.
- A pharmacy intern from UCSF took up a rotation in the Home's Pharmacy department, learning how the geriatric patient processes drugs differently from a younger population, gaining exposure to how drugs are dispensed and utilized, and getting an understanding of third-party payers.
- Approximately eight massage therapy students from the National Holistic Institute fulfilled their internship and community hour requirements at the Jewish Home by providing massage services to Jewish Home's staff. In addition to the therapy students being able to complete their course requirements through the provision of this service, it is worth noting that the benefits derived from massage therapy are in concert with the Home's focus on the well-being of its employees.
- Spiritual and pastoral care, synagogue worship, and the leading of groups of residents were the main areas of focus for a rabbinic student intern from community partner Hebrew Union College-Jewish Institute of Religion (Los Angeles), who, under mentorship of the Jewish Home's rabbi, began a two-month long stint at the Home in June 2016.
- As part of their practicum, a group of students from the Academy of Arts appreciated the opportunity to hone their artistic skills by sketching Jewish Home residents. The latter were pleased to pose as models and enjoyed the intergenerational interaction.

HEALING TOUCH

As a complement to traditional medical care, orientation to and training in Healing Touch is given to a diverse and interdisciplinary group – including nurses, social workers, recreation staff, administrative personnel, volunteer services staff, and volunteers to the Home's end-of-life care programs. 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* 12 years ago – 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 enjoyed an early collaboration with the Zen Hospice Project, a nationally recognized innovator in the training of volunteers for spiritual/end-of-life care. Spiritual care partners (volunteers), which include Jewish Home employees and community members, receive more than 40 hours of initial training in end-of-life care. Instruction runs the gamut from an inward focus on the volunteers' personal experiences of loss and grief to acquiring concrete tools for spiritual care, such as active listening, Jewish teachings, prayer, music, poetry, and non-verbal communication. Participation in monthly learning sessions and biweekly check-in discussions is required. Veteran volunteers engage in a weekend of advanced training, while the training for new volunteers includes participants from the community who utilize the instruction for their community-based work in congregations, hospitals, agencies, and hospices. During the spring of 2016 planning took place for an advanced training for veteran volunteers (to be held in July 2016). For this event, the rabbi will focus his

teaching on serving the end-of-life spiritual needs of people with dementia.

At present, the program has 20 – 25 spiritual care partners, a number of who have gone on to apply their skills to 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 *Kol Haneshama* 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 – as well as Jewish Home staff engaged in this No One Dies Alone one-to-one companionship program – receive personal training by the Home's chief nursing officer and have the benefit of following formalized protocols, thereby gaining valuable skills in the care of the elderly.

CONCLUSION

The Jewish Home has a 145-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:

- Planning to transform and develop 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. This development of financially sustainable facilities, services, and programs will serve and support a broader cross-section of older adults residing on the Jewish Home's campus, or in their own homes and the community.
- 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.
- Continuing fundraising initiatives to ensure continued ability to serve the frail and financially compromised elderly in the future.
- Coordinating with new and established residential care facilities and programs throughout the Bay Area.
- Coordinating services among other Jewish-sponsored organizations.
- Developing programs and services as the needs and interests of residents change.
- As part of the Jewish Senior Living Group network, working collaboratively to further develop a broad and integrated network of senior living communities, programs, and services in the Bay Area.

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 population undergo growth and change. ■