

COMMUNITY BENEFIT REPORT

FYE JUNE 30, 2013

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 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 (residents number approximately 300), 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 (approximately 50 patients are served per month), 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. (Average daily census for the psychiatry hospital is 10 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, with a complement of more than 650 compassionate, experienced clinical and allied health personnel, and close to 400 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

In general, the Jewish Home serves the most medically/ cognitively frail, as well as financially indigent elders (96 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'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, which 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. The latest initiative to improve the health and wellness of all San Franciscans is the San Francisco Health Improvement Partnership (SFHIP) – a

cross-sector collaboration designed to ensure better coordination, accountability and community engagement, all leading, of course, to healthier communities.

We are proud to report that the Jewish Home's president and CEO has accepted the invitation to serve on SFHIP's Vision Council – a newly created decision-making board led by the city's mayor, with all hospital CEOs as members. The aim is for the Department of Public Health, hospitals, a consortium of clinics, UCSF's School of Medicine, and community groups to continue working together to develop a unified approach to meeting community health needs. A steering committee is charged with carrying out the goals established by the Vision Council.

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 needs, interests and wishes, the Home aims to redevelop its campus so that it will be financially sustainable, relevant, and viable for generations to come; serve a broader range of the Bay Area's growing older adult population than it does currently – either on its campus or within individuals' own homes and the community; and revitalize the surrounding community and neighborhood, thus benefiting San Francisco as a whole.

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 the quality of life for older adults. However, as a result of an aging infrastructure, a maturing population, decreasing support for public entitlement programs such as Medi-Cal, an uncertain and a continually fluctuating California economy, and state legislation intended to address these economic challenges, the Jewish Home (and other similar distinct part skilled nursing facilities) have been faced with extraordinary financial pressures over this past year. Therefore, the Home's focus for the second half of fiscal year 2013 has been on a forward-thinking restructuring of its operations. This internal reorganization has necessitated a limitation on its reach into the community at this time. Nevertheless, as this report details, the Home's involvement in and dedication to the community, specifically to the health and wellbeing of vulnerable older adults, remain steadfast.

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 excellent result from the Department of Public Health Services survey of February 2013 (which, for the first time, combined both state and federal surveys and was thus all that more rigorous), the Jewish Home holds the highest five-star rating from the U.S. Centers for Medicare & Medicaid Services (CMS) for its delivery of quality care/services.

Additionally, the Jewish Home is once again listed in the U.S. News Best Nursing Homes (2013). The Home also 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. 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 invited to sit on the mayor's Blue Ribbon Advisory Board for health care, representing the post-acute/long-term care sector of health care delivery.
- A serving member of LeadingAge's California-based planning committee, the Jewish Home's chief administrative officer was also selected to join LeadingAge's 2013 Leadership Academy program. This year-long program is designed to develop aging services leaders nationwide, by providing a challenging and engaging learning environment that enhances the leadership capacity of aging services professionals so that they are better able to serve in their field. Encompassing face-to-face meetings and site visits, program fellows learn from visionary leaders, develop a broad perspective about the field, and gain a deeper understanding of their leadership skills and core competencies. Collaboration and partnership-building inform part of this program's intensive study. With decreased funding for programs and services across the country and increased community needs, it is imperative that agencies move toward and ultimately establish collaborative partnerships.
- The Jewish Home's chief administrative officer, assistant administrator and chief nursing officer attended LeadingAge's Annual Meeting in Denver, Colo., in October 2012, joining over 8,000 people from nonprofit senior housing and services' agencies countrywide. The conference provided the opportunity to hear from renowned keynote speakers, attend educational breakout sessions, develop ideas for further enhancing the care, services and programs offered at the Jewish Home, and, with the benefit of comparison, realize that the Home is indeed highly successful with respect to its quality improvement initiatives.
- 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 University of California, San Francisco (UCSF) Clinical Pharmacology Program. This fiscal year, she joined the UCSF Search Committee to select their next division chief of geriatric medicine. She also gathered with her fellow specialists at the American College of Cardiology's annual scientific meeting held in San Francisco in March 2013. Her presentation, *Prevention: Do the Very Elderly Require a Different Approach?* formed part of a symposium entitled "Prevention in the Very Elderly: What Is a Valid Goal?"
- Research and reports of research done at the Jewish Home are presented at local, national, and international meetings, while multiple publications are in print. 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.
- 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 recognition of advancements she has made in the field of palliative care by educating the next generation of palliative care leaders, the Jewish Home-based UCSF Harris Fishbon Distinguished Professor in Clinical Translational Research in Aging was awarded the American Academy of Hospice and Palliative Medicine's Palliative Medicine National Leadership Award for 2013. The Academy's award program promotes the visibility and prestige of physicians in both academic and clinical settings who are committed to mentoring future leaders and serving as role models for other health professionals engaged in improving the care of the dying.
- The Harris Fishbon Distinguished Professor also serves as the director of the Program for the Aging Century, sponsored by the Stephen D. Bechtel, Jr. Foundation. 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. The program's efforts have led 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 quality of care.
- The Harris Fishbon Distinguished Professor was invited to speak on geriatrics and palliative care at a number of forums and venues, including the National Accountable Care Organizations Congress, the Alaska Healthcare

Commission, Massachusetts General Hospital, Stanford University, the University of Utah, the University of Arizona, and the National Institutes on Aging. She appeared in the March 6 edition of Forbes.com after presenting at a technology “Meetup of the Minds.” This meeting brought together healthcare providers with ideas for improving health care and technologists eager to develop solutions. The professor discussed ideas for using technology to improve chronic pain management in older adults. Her commentary about symptom burden in *JAMA Internal Medicine* was also noted in the *Los Angeles Times*.

- Joining “more than 4,000 of the brightest minds in the field of aging,” the Harris Fishbon professor was in attendance at The Gerontological Society of America’s annual meeting, which took place in San Diego, Calif., in November 2012. Founded in 1945, GSA is the nation’s oldest and largest interdisciplinary organization devoted to research, education, and practice in the field of aging. The principal mission of the Society is to advance the study of aging and disseminate information among scientists, decision makers, and the general public. GSA also publishes the longest-running and most widely-cited peer-reviewed journals in its field. As a serving board member of GSA’s *Journal of Gerontology: Medical Sciences*, the professor’s primary focus at this gathering was her participation in the Journal’s editorial board meeting. The following month saw her extending her outreach and knowledge when she delivered the Leffert Memorial Lecture at the top-ranked Massachusetts General Hospital in Boston on the topic, *What is Complexity? How Do We Provide Good Care?*
- A member of the Jewish Home’s Center for Research on Aging, who is recognized internationally as a leader in the field of immunology, was one of four recipients of University of California, San Francisco’s Dickson Emeritus Professorship Awards for 2013. The Dickson Award honors outstanding research, scholarly work, teaching and/or educational service performed at UCSF by an emeritus or emerita professor since retirement.
- The Jewish 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.

- In recognition of his contributions to San Francisco and nursing, the Jewish Home’s chief nursing officer was selected as San Francisco State University School of Nursing’s Alumni of the Year.
- Director of the Jewish Home’s department of education and the Home’s pharmacy director presented *Pain: How it affects us and what we can do to help ourselves* at the Lighthouse for the Blind, Frances Neer Visually Impaired Persons Forum in July 2012. Discussing the various types of pain, they spoke on how persistent pain affects the whole person and their social system. Also covered were medications, and complementary and alternative techniques as adjuncts in pain management. Additionally, attendees benefited from hearing how to be advocates for themselves and their families when dealing with healthcare providers.
- Select members of the Home’s palliative care team, including the Home’s director of Social Services, director of the department of Jewish Life, and the Home’s recreation therapist made a presentation on end-of-life issues to two San Francisco homecare agencies in October 2012. To ensure that those who act as companions to our actively dying residents and patients are supported and welcomed in their role, presentation topics covered the pragmatic as well as the spiritual and psychosocial aspects.
- 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 receive 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.

COMMUNITY ADULT EDUCATION

- Over the past 40 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. (Summer sessions are also held on occasion.) 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 30 to 40 students. Three 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 provided 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" when he teaches a session on poetry and aging; 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. Of particular note this fiscal year was the rabbi's facilitating of two grief groups at Moldaw Residences in Palo Alto. 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. He continues his years' long service as the community representative on Stanford University Medical School's Conflict of Interest Committee.
- The rabbi's community teachings, his studies, and his work at the Jewish Home enhance and complement one another. His most recent article entitled *What Happens When We Use Poetry in Our Prayer Books—And Why?* appeared in the *CCAR Journal (Journal of Reform Judaism)* in May 2013. *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 a number of 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.
 - 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.
 - 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.

- The Home's senior development and gift planning officer prepares a thrice-yearly Gift Planning Update which 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. Notable in the January 2013 issue was a discussion of the time-sensitive tax planning opportunities for charitable giving due to the retroactive application of "tax extenders" occasioned by Congressional enactments that had occurred one day prior.
- Attendees at the December 2012 Peninsula Estate Planning Council's event learned from the Jewish Home's senior development and gift planning officer that recent tax changes (and others that are contemplated) do not sound the death knell for charitable estate planning. The presentation covered what is uppermost in the minds of clients when considering philanthropic gifts; why it is the professional's ethical responsibility to raise the opportunity for charitable giving with their clients; and why charitable gifts should be encouraged from places other than Schedule A of the income tax return, and where these gifts make the most sense. A similar presentation was made to the Northern California Planned Giving Council in March 2013.
- The Jewish Home's chief advancement officer, senior development and gift planning officer, and leadership gifts officer attended Jewish Community Federation and Endowment Fund's "Day of Philanthropy" in November 2012. Joining more than 500 professionals, community leaders, staff and philanthropists at this day-long event, the Home's attendees took this unique opportunity to connect, learn and celebrate our community's collective impact. Their participation in two workshops provided information concerning best practices and insights into trends in philanthropy, followed by discussions of further opportunities for collaboration with representatives from other local organizations.
- Representing the Jewish Home at Sinai Memorial Chapel's 100th annual meeting in January 2013 was the Home's leadership gifts officer. Both organizations enjoy a close, collaborative relationship and share several commonalities: Attending to families and individuals in

times of crisis and vulnerability; working with people in the final stages of the life cycle, and easing them through an often difficult and painful, but inevitable, life transition with skill and compassion; delivering dedicated care and service to those who have proven limited financial capacity.

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, 155 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 11 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 prepared 18,202 meals this past fiscal year for the JCC, which represents a 20 percent increase in the number of meals provided in the previous reporting period. This increase is a tangible demonstration of the

need that exists in the Bay Area as the senior population grows and, specifically, the rise in the number of older adults who require this service. Additionally, the Home prepares frozen meals that are delivered to seniors who, either because of illness or immobility, are unable to go to the center.

The Jewish Home also ensures that our community seniors are not forgotten or alone during special times. That means preparing tasty, traditional food for a number of 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 2012/2013, the Jewish Home admitted 55 long-term care residents, 650 short-term care patients, 181 individuals requiring acute psychiatric hospitalization, and four hospice-care patients.
- The Jewish Home's medical director for short-term and rehabilitation services (STARS), the Home's director of Admissions & Marketing, 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. 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.
- Case managers and social workers from UCSF, California Pacific Medical Center (CPMC), St. Francis Memorial Hospital, St. Mary's Medical Center and San Francisco General Hospital have enjoyed tours of the Jewish Home's short-stay programs. In-services have also been provided to the case management departments of these various hospitals, informing them of the Jewish Home's services and clinical capabilities.
- The collaboration with St. Mary's Medical Center has resulted in the Jewish Home becoming their community skilled nursing facility partner, which enables the Home to be more integrated into St. Mary's discharge processes.
- 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.
- There has been a continued diversification of payer sources and the entering into contracts with CIGNA and SCAN.
- As part of their geriatric residency program, residents from CPMC tour the Jewish Home to learn more about its rehabilitation and short-stay programs.
- Partnerships with the Bay Area's assisted living and continuing care retirement 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 continuing care retirement communities continue to be informed about the Jewish Home's short-stay programs.
- All case managers have been informed that the Jewish Home is 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.

- 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. Outreach with regard to the Home's acute psychiatric services continues to be made to other community-based skilled nursing facilities.
- 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 Fair – ensure that agencies and people serving the Bay Area's elderly population are informed of the programs and services provided by the Home.
- Focused and enhanced outreach efforts to a wide-ranging group of healthcare facilities within the Bay Area enable the Jewish Home to admit, and thus serve, an increasing number of patients dealing with challenging psychosocial issues.
- 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 events, 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.
- 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 Archbishop Riordan High School, Mercy High School, Lowell 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.
- Second-year medical students from the 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 December 2012, 30 medical students chose to attend five sessions at the Jewish Home. The program helped the medical

students appreciate the challenges and rewards of working with patients and families during serious and terminal illness. The students observed the rabbi's style of visitation with Jewish Home residents, studied texts and poems with him, and reflected upon ways in which pastoral care may be integrated into a physician's practice.

- 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.
- Two social work students from San Francisco State University took up internships at the Jewish Home in April 2013, before going on to, respectively, graduate with a master's degree in social work and pursue a master's in gerontology. While at the Home, the interns completed psychosocial assessments of patients on the short-term and rehabilitation unit, conducted mini mental status exams with long-term care residents, and visited with specific residents. As a result of their internships, the students gained experience in long-term and short-term medical care processes, and the importance of completing assessments in a timely manner, honing their time management skills, and working with an interdisciplinary team.
- A student at San Francisco State University completing her master's degree in gerontology interned with the Jewish Home's Advancement department from October 2012 through May 2013. The student's 120 hours of internship study (under the preceptorship of the department's senior development officer) included learning all aspects of fundraising – ranging from annual giving and special events to required reporting and the tracking of donors and their gifts. While interning, she obtained hands-on experience, assisted with the drafting of fundraising letters and brochures, and administered some of the day-to-day matters associated with the Home's annual fundraising golf tournament. The student's successful stint at the Home was followed by her successfully attaining her master's.
- 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. Although an intern was not engaged in the fiscal year 2013 time period, a recreation therapy student will be fulfilling the clinical requirements in a 40-hour, 14-week program with the Home's senior population during fiscal year ending June 30, 2014. This will be duly noted in next year's report.

- 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.
- 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, Belvedere Montessori, 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 2012 for the Home's 12th 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. *Last Acts of Kindness: Implementing palliative care* was the title of the evening's special programming component. This multimedia presentation was given by the director of the palliative care program at Seniors At Home, a division of Jewish Family and Children's Services, and is based on her award-winning book. Attendees took this opportunity to network and to either gain or enhance their knowledge about supporting patients and their families throughout the dying process.
- 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.

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-six 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 2013, the charity adjustment for Medi-Cal recipients was \$10,316,300. The Jewish Home had an operating deficit of \$12 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, 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. For the majority of fiscal year 2013, the Home's nurse practitioner and physician's assistant coordinated care, performed physicals and TB tests, trained staff in assessment, and reviewed 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.

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, Educational, and Entertainment Programs

The broad range of programs are a feature of the Jewish Home, involving individuals, community groups, and artistes 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 more than 650 employees each year, ranging from skilled labor to executive-level positions. The total payroll for fiscal year 2013 was approximately \$32 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 broad and pertinent range of topics, are published in the Jewish Home's regular staff newsletter.
- Access to the Home's on-site fitness center and weekly yoga classes support and encourage staff's desire to improve their health and well-being and expand their physical regimen.
- 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 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 preventing some neighborhood crime, while continuing to ensure 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.
- Since the inception of the Excelsior Street Festival 11 years ago, the Home has served as a major sponsor of this annual community event that has grown into a citywide attraction. The Home's booth highlights resident art and ceramics, and informational brochures are available for festival attendees.
- The Jewish Home is a major sponsor of the Ever Upward Project, so named for the Latin translation of the word "Excelsior," the area in which the Jewish Home is located. Driven by passionate community members, visionary local artists, and a committed nonprofit (the community-design process included over 200 local participants), the project will install a sculpture at the corner of Geneva Avenue and Mission Street to mark the southern gateway to San Francisco's Excelsior neighborhood. Standing 14-feet in height, the forged metal flame atop a mosaic column will be erected in honor of our neighborhood's long tradition of immigrants and working-class families who endeavor to raise themselves ever upward.
- A caring and involved group of Jewish Home staff, including some community members and friends, once again raised funds for and took part in the Walk to End Alzheimer's in September 2012. 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.
- In the spirit of community support, the Jewish Home's chief advancement officer and senior development and gift planning officer attended the July 2012 Daniel E. Koshland Civic Unity Awards event. This particular event recognized 12 community members' efforts to improve quality of life in the Excelsior district.

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 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 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 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.

- The Harris Fishbon Distinguished Professor and her colleague at Johns Hopkins University were awarded a grant from the Commonwealth Foundation and Retirement Research Fund to establish what is termed a Medical House Calls Network: Optimizing Care Quality for Functionally Impaired Older Adults with Chronic Serious Illnesses. The grant will focus on the development of a group of committed stakeholders who will define quality domains and measures for house

calls. It is seen as the first of a series of projects that will result in the creation of a national registry for house calls practices, encourage national standards for quality house calls practice, and provide data for comparative effectiveness research.

- The Harris Fishbon Distinguished Professor will be serving as a site Principal Investigator for a five-year R18 grant, entitled *Implementing Best Practice in Palliative Care*. This collaborative undertaking with North Carolina's Duke University aims to create a registry for palliative care practices that improve quality of care. She will also be serving as director of the Junior Investigator Training Center for the national Palliative Care Research Cooperative, funded by the National Institute for Nursing Research, as well as the director of the Pilot and Exploratory Studies Core of the UCSF Claude D. Pepper Older American Independence Center – all projects awarded this past year.
- An effort to expand implementation science in geriatrics and palliative care is being led by the Fishbon 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.
- Director of the Jewish Home's Center for Research on Aging and her co-investigator from UCSF's Division of Geriatrics continued to study how multiple medications affect elderly Americans who suffer from multiple diseases, and how to improve their treatments. The work was 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. Another paper is undergoing final revisions prior to its anticipated acceptance for publication.

- The Home's director of research continued 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.
- How much vitamin D should we give to nursing home residents is the question that the Jewish Home's Center for Research on Aging is endeavoring to answer in a current study, *Optimizing vitamin D in the elderly*. It has been noted that the majority of older people have inadequate vitamin D status in the absence of supplementation. This deficit is most marked and severe in the "oldest old" and those in nursing homes – the same groups with the highest incidence of osteoporosis, muscle weakness, falls and fractures, immune system dysfunction, metabolic abnormalities, and cardiovascular disease that have been associated with vitamin D deficiency. Yet there is extremely limited data on responses to vitamin D supplementation in this at-risk and vulnerable population. This National Institutes of Health/National Institute on Aging-supported trial is determining vitamin levels and bone responses to supplemental vitamin D3 administrations, ranging from the daily recommended dose through to the dose used in vitamin D deficient individuals in several hundred nursing home residents.
- *Variability in free 25-OH vitamin D levels in clinical populations* was the title of the director of the Jewish Home's Center for Research on Aging's presentation at the International Vitamin D Workshop held in San Francisco, June 2013. Attendance at this event is open to all scientists internationally who have an interest in furthering an understanding of the properties and biological purpose of vitamin D and associated compounds.
- 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 2012/2013, 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. In press is a paper showing that genetic analyses can detect patients more likely to have liver toxicity with a phosphoesterase inhibitor.

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.

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. Several studies defining the age-related changes have been published.

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. The completed work was presented at a scientific meeting and at several conferences at the Jewish Home. Attendance at these conferences was open to community members.

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.

In September 2012, the psychiatry hospital began serving as a training site for future geriatric psychiatrists. Geriatric psychiatry fellows from the University of California, San Francisco, who are in their fifth year of post-medical school training, spend a month, half-time, at the Home's psychiatry hospital. The program has proven to be most successful, and we are pleased to report that the partnership with UCSF will continue when their next fellow takes up training at the Home in September 2013.

It must be noted, too, that the success and benefits of this training have led to Stanford University Medical School's department of psychiatry making enquiries about sending a fellow to the Home in the first half of 2014 – not only to work in the Home's geriatric psychiatry hospital, but to have their trainees gain experience consulting in the Home's long-term care facility and short-term and rehabilitation unit.

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

- 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 have proved to be most encouraging and positive, with a number of students choosing to take up available positions at the Home.

- In collaboration with the San Francisco-based American College of Traditional Chinese Medicine, the Home served as a weekly on-site acupuncture clinic for most of fiscal year 2013, helping acupuncture students gain experience in treating elders and providing residents who chose 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.
- 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.

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 to 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* 10 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 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. At present, the program has 28 active volunteers, among them three who have been with it since its inception. 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.

This award-winning nationally recognized program counts as its most recent accolade the 2013 Annette W. & Herbert H. Lichterman Outstanding Program Award, in association with Partners in Senior Life (formerly known as Associates of Jewish Homes and Services for the Aging).

- 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 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:

- Planning to revitalize 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 new array 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.
- 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.
- 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 residents undergo change. ■