

COMMUNITY BENEFIT REPORT

FYE JUNE 30, 2014

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 for fiscal year ending June 30, 2014 numbered 414), 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 (924 patients were served in FYE June 30, 2014) 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. (Acute psychiatry patients totaled 136 for this reporting period.)

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 almost 700 compassionate, experienced clinical and allied health personnel, and over 500 volunteers (this includes a number of inactive 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 (within this reporting period, 95 percent of Jewish Home residents are indigent and/or Medi-Cal recipients who do not pay the full cost of care), with an average age of 86 and an average length of stay of two years. The Home 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.

The Jewish Home's president and CEO continues to serve on SFHIP's Vision Council – a 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, in response to issues such as 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 continues to concentrate on a forward-thinking transformation and expansion of its campus. The goal is to broaden the continuum of living options for the swelling 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 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's rigorous and extensive survey of February 2014, 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 delivery of quality care/services.

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.

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 continues 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.
- Joining over 6,000 people from nonprofit senior housing and services' agencies countrywide, the Jewish Home's chief administrative officer (CAO) attended LeadingAge's Annual Meeting in Dallas, Texas, in October 2013. The conference provided the opportunity to hear from renowned keynote speakers, attend educational breakout sessions, and develop ideas for further enhancing the care, services and programs offered at the Jewish Home. Attendance at the conference marked the CAO's graduation from LeadingAge's Leadership Academy program – a year-long endeavor devised 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.
- As core faculty for the University of California, San Francisco (UCSF) Clinical Pharmacology Program, the Jewish Home's visiting scientist participated in a number of public education and information seminars.
- Research and reports of research done at the Jewish Home are presented at local, national, and international meetings, while multiple publications are in print. With respect to more mainstream materials, the Home's visiting scientist has written a number of "expert advice" columns for the *San Francisco Chronicle* and its online offering, SFGate, on life expectancy, the use of cholesterol-lowering medications, and diets. It warrants noting that the visiting scientist was appointed associate editor of *Trends in Cardiovascular Medicine*, 2014. As a result of these kinds of endeavors, research work undertaken by Jewish Home medical staff is relayed and their expertise made known across a broad platform.
- Biannually throughout the year, the Home's visiting scientist participated in the VA Health Services Research & Development Scientific Merit Review Board of proposals submitted for funding in the area of aging research.
- In recognition of her leadership 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 has been appointed the 2014–2015 president-elect of the American Academy of Hospice and Palliative Medicine.
- The Harris Fishbon Distinguished Professor serves as the director of Tideswell at UCSF (advancing community-centered care for the aging), 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.
- In May 2014, the Harris Fishbon Distinguished Professor was invited to co-chair the San Francisco Department of Public Health Palliative Care Task Force. This body brought together a diverse group of representatives from leading healthcare and community organizations, advocacy and professional associations, as well as consumers and caregivers to examine San Francisco's current and future palliative care needs. The Jewish Home served as a site for these meetings.
- A number of forums and venues provided a platform for the Harris Fishbon Distinguished Professor to speak on geriatrics and palliative care. These included her July 2013 address to the Department of Medicine Medical Grand Rounds, University of Arizona, Tucson, Ariz., on "Palliative Care in an Era of Integrated Care and Accountable Care Organizations: What will it take to fill the gaps?" and her October 2013 talks, "What is Person-Centered Care in the Context of Chronic Serious Illness?" and "Learning to Exhale: The Role of Palliative Care in Advance COPD" delivered at the Ninth Annual Frank M. Rayburn, Jr. MD Hospice and Palliative Care Medicine Symposium in Lubbock, Texas. At the Miroval Aging Symposium (April 2014, Miroval, Ariz.), her presentation covered "Resilience and Aging." Her attendance at conferences included the American Academy of Home Care Medicine Annual Meeting and the American Geriatric Society's annual meeting, held in Florida, May 2014.

- A range of councils and committees benefit from the Fishbon professor's involvement and oversight, namely: Chair, Planning Committee for Academic Palliative Medicine Strategy Meeting, American Academy of Hospice and Palliative Medicine; CMS Technical Expert for the all-cause admission measures for patients with heart failure, diabetes, and multiple chronic conditions; Member of the American Society for Clinical Oncology Virtual Learning Collaborative Advisory Group; Reviewer, 2014/2015 ZAT1 SM (32) R UH2/UH3 Pragmatic Trials for Multiple Chronic Conditions; Reviewer NHLBI SEP Low-Cost, Pragmatic, Patient-Centered Randomized Controlled Intervention Trials.
- 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.
- Co-editing a comprehensive reference book on long-term care, as well as writing three chapters for it covering quality of care, staff retention, and care transitions has been the endeavor of the Home's chief nursing officer. Published in February 2014, "Long-Term Care Administration & Management: Effective Practices and Quality Programs in Eldercare" is a multidisciplinary work for long-term care administrators, practitioners and students who want to understand the options, issues, and trends related to the effective administration and management of long-term care communities. Distilling many years of practical, research and teaching experience, the authors provide the necessary tools and tips that enable professionals to maximize the quality of care and the quality of life for older adults living in long-term care communities. Each chapter includes helpful pedagogical features such as learning objectives, case studies, effective practices, and/or model programs in eldercare.
- A certified PRO-Act trainer and part of the team of trainers, the Home's associate director of acute geriatric psychiatry continued 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.
- Associate director of acute geriatric psychiatry joined more than 1,300 attendees at the American Psychiatric Nurses Association's 27th annual conference in San Antonio, Texas, October 9–12, 2013. Recognized as the premiere event for psychiatric nursing, conference-goers had the opportunity to expand their knowledge at educational sessions and, through social and networking events, meet with peers and learn from one other. Conference highlights included a presentation that focused on pharmacological and non-pharmacological treatments and approaches that will advance the work the Home does with its geriatric psychiatric population and practices that could be used with the Home's residents – such as research into aromatherapy and its application in the reduction of falls, and patient/resident education methods and pitfalls.
- 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.
- At the invitation of the Jewish Community Relations Council (a body that represents over 70 Jewish organizations and agencies in matters of public affairs), about a 20-strong group of staff for local, state and federal elected officials, as well as staff, commissioners and directors from city departments, took in a tour of the Jewish Home in November 2013. Attendees included representatives from the offices of Democratic Leader Nancy Pelosi; Senator Mark Leno; San Francisco Mayor Edwin Lee; City Administrator; Jewish Community Federation; San Francisco Interfaith Council; San Francisco Arts Commission; and San Francisco State University. With the visit aimed at informing policy makers about the communities served by San Francisco's Jewish social service agencies – and their commitment to improving the lives of all our city's residents, Jewish and non-Jewish alike – staff members of the Home showcased various areas of the campus, explained the depth and breadth of care, services and programs, spoke about matters of funding and partnerships that help support the Home's essential work, the impact the organization has in San Francisco, and provided materials and brochures for the visitors' further edification.

COMMUNITY ADULT EDUCATION

- Over the past 41 years, the Jewish Home has partnered with San Francisco City College in offering several adult education classes to the general community. Approximately 20 to 25 students enroll each semester in the *Creative Arts* class at the Jewish Home, a weekly all-day endeavor of nine months' duration. As this class includes resident artists, a spirit of collaboration and participation between the Home and the community is fostered and strengthened. Tai-chi Chia® *Mind/Body/Spirit/Health* is another course provided through City College that meets weekly at the Home for the first 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.
- With its focus on healthy aging, the Home was pleased to host Healthier Living Workshop, a program of six weeks' duration designed to manage chronic health conditions such as arthritis, diabetes, high blood pressure, cancer, and depression. Approximately 20 seniors completed the workshop, whose trained leaders concentrated on participant empowerment, support, and skill development. An evidence-based chronic disease self-management program developed by Stanford University School of Medicine, Healthier Living is co-sponsored by the San Francisco Department of Aging and Adult Services and On Lok, Inc. 30th Street Senior Center.
- 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 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. 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. 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, to be published in 2015 by the Central Conference of American Rabbis. In addition to his editorial work, the rabbi is the prayer book's lead translator and has composed original prayers, study texts, and poems for inclusion. Congregational piloting of this prayer book throughout North America 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. These two volumes will be in use by congregations come the High Holy Days of fall 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. His presentation in October 2013 covered changing trends in fundraising and the ways in which professional advisors can work together with fundraisers to help meet the needs and goals of clients and donors.
- *Charitable Gift Annuities and Charitable Remainder Trusts: When the Best Gift is a Split* was the title of the workshop conducted by the Home's senior development and gift planning officer in May 2014 at the 22nd Annual Planned Giving Conference hosted by the Northern California Planned Giving Council. More than 350 gift planning professionals from this geographical region were present at the event.
- The Home's senior development and gift planning officer prepares a thrice-yearly 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.
- Trustees of the Jewish Home's board and members of the Home's senior management staff hosted a table and honored a Bay Area philanthropist at the Association of Fundraising Professionals Golden Gate Chapter's celebration of National Philanthropy Day in November 2013. This special day (and event) recognizes and pays tribute to the significant contributions made to our communities by those active in the philanthropic realm.
- The Jewish Home's president and CEO, 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 October 2013. Joining donors, leaders and professionals to connect and celebrate their collective impact, opportunities to learn included sessions on social entrepreneurs' vision for a better world, an update on recent developments in estate and charitable planning, and – referencing the preliminary findings from a major, comprehensive study released in September 2103 on the new landscape of Jewish charitable giving in the U.S. – new trends in Jewish 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 150 Russian-speaking residents benefit from the robust Russian services program offered by the Home.

INFORMATION AND REFERRAL SERVICES

- In fiscal year 2013/2014, the Jewish Home admitted 232 long-term care residents, 924 short-term care patients, and 136 individuals requiring acute psychiatric hospitalization.
- 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 these hospitals' case

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

- Participation in St. Mary's Medical Center's Care Transitions workgroup allows the Home to work closely with St. Mary's 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 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.
- Participation in CPMC's Project RED (re-engineered discharge). This collaborative workgroup with CPMC and other community providers aims to reduce re-admissions through improving transitions of care.
- Participation in ARC's (Avoid Re-admission through Collaboration), Spring Re-admissions Summit in Oakland, Calif. With the goal of reducing re-admissions to acute care hospitals, this summit examined strategies to cross-building partnerships between hospitals, nursing homes, home health agencies, and other community partners.
- 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 of contracts with CIGNA and SCAN. Expanded payer sources now also include Blue Shield.
- 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.
- 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 serve, an increasing number of patients dealing with challenging psychosocial issues.
- 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, Mercy High School, Lowell High School, Phillip & Sala Burton 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, San Francisco State University, and University of California at 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 28 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 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.

- It was a case of democracy in action when, in coordination with the San Francisco Department of Elections, the Home was designated as Precinct 1142’s official polling place for the June 3, 2014 consolidated primary election. A number of Jewish Home residents,

poll workers, and service volunteers were on hand to welcome voters and help them cast their ballots.

- 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-five 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 2014, the charity adjustment for Medi-Cal recipients was \$3.65 million. The Jewish Home had an operating deficit of \$2.94 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.

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. 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 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 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.

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 almost 700 employees each year, ranging from skilled labor to executive-level positions. The average length of tenure is 9.4 years of service. The total payroll for fiscal year 2014 was approximately \$28 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, are published in the Jewish Home's regular staff newsletter.
- Access to the Home's on-site fitness center and 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 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 12 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 was 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 installed a sculpture at the corner of Geneva Avenue and Mission Street in November 2013 to mark the southern gateway to San Francisco's Excelsior neighborhood. Standing 14-feet in height, the forged metal flame atop a mosaic column is erected in honor of our neighborhood's long tradition of immigrants and working-class families who endeavor to raise themselves ever upward.

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.

- 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.

The Julian S. Davis Memorial Lecture 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.

Chief of the UCSF Division of Geriatrics, and a national leader in evaluating the real-world risks and benefits of cancer screening in older patients, presented the third Julian S. Davis Memorial Lecture in March 2014. *Individualizing Cancer Screening and Prevention in Older Adults* was open to Jewish Home staff, residents, family members, volunteers, and friends.

- 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. She 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.

- Current research projects being undertaken by the Fishbon professor:

- 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.

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

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. The Fishbon professor chairs the Scientific Review Committee and directs the Investigator Development Center.

- Optimizing Quality in Home-Centered Primary and Palliative Care

The major goals of this project are to develop a National Registry for home-centered primary care practices, develop registry-associated education and training materials, and pilot test this registry with three practices from the Home-centered Primary Care Network for feasibility, usability, and ability to provide data to home-centered practices for rapid-cycle quality improvement. This project is co-funded between the Commonwealth Fund, the Retirement Research Foundation, and the California Health Care Foundation.

- Development of a Health 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

efforts of analgesics in older adults with chronic pain. The development of this mHealth tool involves 30 participants in the pilot study.

- 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 Choosing Wisely campaign, and improves quality of care. The Fishbon professor serves as site PI for this project.

- Needs and Outcomes of Elders with Hip Fracture: Supportive, Functional, Palliative

The aims of this project are: 1) Describe the need for personal assistance in basic and instrumental activities of daily living in the two years before and the two years after hip fracture; 2) Determine which elders are at highest risk for death and disability following hip fracture; 3) Among those who die in the year after hip fracture, describe patterns of resource use (hospital, ICU, and hospice), location of death, advance care planning, and quality of symptom control. The project counts the Fishbon professor as co-investigator.

- 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 2013/2014, a number of publications by the Harris Fishbon Distinguished Professor cited the Jewish Home, research projects continued to utilize the resources of the Jewish Home, and the Home served as a site for research trainees.

Barnes DE, Cenzer IS, Yaffe K, Ritchie CS, Lee SJ; *Alzheimer's Disease Neuroimaging Initiative*. A point-based tool to predict conversion from mild cognitive impairment to probable Alzheimer's disease. *Alzheimers Dement*. 2014 Feb 1. pii: S1552-5260(13)02941-5. doi: 10.1016/j.jalz.2013.12.014.

Molony E, Westfall AO, Perry BA, Tucker R, Ritchie C, Saag M, Mugavero M, Sullivan JC 3rd, Merlin JS. *Low back pain and associated imaging findings among HIV-infected patients referred to an HIV/palliative care clinic*. *Pain Med*. 2014 Mar;15(3):418-24. doi: 10.1111/pme.12239. Epub 2013 Sep 13.

Sheppard KD, Sawyer P, Ritchie CS, Allman RM, Brown CJ. *Life-space mobility predicts nursing home admission over 6 years*. *J Aging Health*. 2013 Sep;25(6):907-20. doi: 10.1177/0898264313497507. Epub 2013 Aug 21.

- The Jewish Home’s visiting scientist 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. The following paper saw recent publication: Steinman MA, Miao Y, Boscardin WJ, Komaiko KDR, Schwartz JB. *Prescribing quality in older veterans: A multifocal approach*. J Gen Int Med. 2014. In press.
- The abovementioned visiting scientist 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. Recent publications from this project include:

Kane L, Moore K, Bikle D, Schwartz JB. *Vitamin D3 effects on lipids differ in statin and non-statin treated humans: superiority of free 25-OH D levels in detecting relationships*. J Clin Endocrinol Metab. 2013 Nov;98(11):4400-9. doi: 10.1210/jc.2013-1922. Epub 2013 Sep 12. PMID: 24030939.

Schwartz JB, Moore KL, Yin M, Sharma A, Merenstein D, Islam T, Golub ET, Tien PC, Adeyemi OM. *Relationship of vitamin D, HIV, HIV treatment and lipid levels in the Women’s Interagency HIV study (WIHS) of HIV-infected and un-infected women in the US*. JIAPAC 201;13: 250-259. NIHMS 548578. PMID: 24668135.

Schwartz JB, Lai J, Lizaola G, Kane L, Weyland P, Terrault NA, Stotland N, Bikle D. *Variability in free 25(OH)D levels in clinical populations*. J Steroid Biochem Mol Biol. NIHMS 546547. 2013 Nov 15. pii: S0960-0760(13)00236-7. doi: 10.1016/j.jsbmb.2013.11.006. PMID:24240067.

Schwartz JB, Lai J, Lizaola B, Kane L, Markova S, Weyland P, Terrault NA, Stotland N, Bikle DD. *A comparison of measured and calculated free 25 (OH) vitamin D levels in clinical populations*. J Clin Endocrinol Metab. 2014 Jan 31;jc20133874. [Epub ahead of print] PMID:24483159.

The following research projects were ongoing:

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 the paper (as noted above) *Vitamin D3 effects on lipids differ in statin and non-statin treated humans: superiority of free 25-OH D levels in detecting relationships* describing the results has been published.

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:

Mitsuhashi M, Taub DD, Kapogiannis D, Eitan E, Zuckley L, Mattson MP, Ferrucci L, Schwartz JB, Goetzl, EJ. *Aging enhances release of exosomal cytokine mRNAs by Aβ1-42-stimulated macrophages*. FASEB J; 2013;(12):5141-50. PMID: 24014820.

Fiandaca MS, Kapogiannis D, Mapstone M, Boxer A, Eitanb E, Schwartz JB, Abnerf EL, Petersen RC, Federoff HJ, Miller BL, Goetzl EJ. *Identification of pre-clinical Alzheimer’s disease by a profile of pathogenic proteins in neurally-derived blood exosomes: a case-control study*. Alzheimer’s & Dementia. 2014, Published Online: August 14, 2014

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.

Publication: Moore KL, Boscardin WJ, Steinman MA, Schwartz, JB. *Patterns of chronic co-morbid medical conditions in older residents of U.S. Nursing Homes: differences between the sexes and across the agespan.* J Nutrition, Health, and Aging 2014;18:429-436. PMID: 24676326

Research study: *Preclinical Diagnosis and Treatment Guidance of Alzheimer's Disease by Profiles of Neurally-Derived Plasma Exosomal Proteins* (Principal Investigator: Edward J. Goetzl, M.D.) Study summary: A powerful diagnostic platform for human neurodegenerative diseases has recently been developed, based on quantification of diverse proteins in pieces of central nervous system (CNS) cells termed exosomes, that are isolated from plasma. Multiple neuropathogenic proteins in cells of the CNS may thus be analyzed serially by routine sampling of venous blood. The consequent recognition of disease-specific exosome protein signatures allows preclinical diagnosis of evolving Alzheimer's disease and frontotemporal lobar dementia more than a decade before any neurological manifestations to facilitate early treatment.

- Working with the Jewish Home's visiting scientist, a group of University of California at Berkeley bioengineering students developed an innovative mobility assistive device to respond to the need to provide cognitively intact elderly individuals with a cost-effective means to prevent in-home falls while promoting independence. The students' winning design and functional prototype was informed by interviewing a number of Jewish Home residents to find out their needs and any problems they may have with walkers; meeting with the Home's physical therapy department; and, during the development phase, receiving physician feedback from, among others, the Jewish Home-based UCSF Harris Fishbon Distinguished Professor.

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.

The Home's psychiatry hospital began serving as a training site for future geriatric psychiatrists in September 2012.

Two geriatric psychiatry fellows from the University of California, San Francisco, who are in their fifth year of post-medical school training, elect to spend a month, half-time, at the Home's psychiatry hospital.

The success and benefits of the abovementioned training led to Stanford University Medical School's department of psychiatry making enquiries about sending a fellow to the Home – not only to work in the Home's geriatric psychiatry hospital, but to also have their trainees gain experience consulting in the Home's long-term care facility and short-term and rehabilitation unit. Although this training has not yet materialized, the relationship between Stanford and the Home's acute psych hospital is developing.

Additionally, the San Mateo psychiatry program has also expressed interest in spending two months at the Home's hospital.

Following discussions on the Jewish Home's acute geriatric psychiatry hospital possibly serving as a resource for Laguna Honda Hospital and residents of Laguna Honda who have psychiatric decompositions being treated at the Home, members of an interdisciplinary group made an on-site visit in May 2014. Known as the Dementia Work Group, they are responsible for improving and standardizing the level of care for their residents with dementia. To that end, their visit focused on the Home's acute psychiatry and STARS units and, given the Home's expertise in geriatric psychiatry, learning how care is provided for patients with dementia and how their psychiatric and behavioral concerns are handled. Knowledge of any evidence-based practices and programs were exchanged.

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.

- 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 student completed a nine-month-long internship with the Jewish Home's Social Services department. Learning opportunities included 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 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 2014, the Home provided an internship to one recreation therapy student, who fulfilled her clinical requirements by undertaking a 40-hour, 14-week program with the Home's senior population.

- 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 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.

HEALING TOUCH

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

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

END-OF-LIFE AND HOSPICE CARE

- At the initiative of the Jewish Home's rabbi and director of Jewish Life, the Home implemented *Kol Haneshama: Jewish End-of-Life/Hospice Volunteer Program* 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 22 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.

- 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.
- Continuing 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. ■