

COMMUNITY BENEFIT REPORT

FYE JUNE 30, 2018

SAN FRANCISCO
CAMPUS FOR JEWISH LIVING

 Jewish Senior Living Group

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BACKGROUND

DESCRIPTION OF FACILITY

From its modest beginnings in 1871, San Francisco Campus for Jewish Living (SFCJL) has grown, diversified, and evolved throughout the ensuing decades to provide services for a range of older adults with multiple and unique care and service needs, and at various income levels. Operated by a 501(c)(3) nonprofit corporation, SFCJL serves a significant number of patients and residents each year on its nine-acre campus.

SFCJL is licensed by the California Department of Health as a skilled nursing facility for long-term care, which is provided in the campus's Jewish Home & Rehab Center (the average census is 234 residents), and is certified for both Medicare and Medi-Cal. Non-residential care is offered through SFCJL's Jewish Home & Rehab Center's short-term and rehabilitation services unit for patients who require specialized interdisciplinary rehabilitation to recover from surgery or an acute illness (1,380 patients were admitted in FYE June 30, 2018), as well as through its acute geriatric psychiatry hospital. Licensed by the Department of Public Health, the psychiatry hospital offers acute short-term stays to both voluntary and involuntary patients. For this reporting period, acute psychiatry patients totaled 170.

SFCJL takes pride in its affiliation with the University of California, San Francisco for teaching and research.

With a current top, five-star rating for quality measures and staffing from the U.S. Centers for Medicare & Medicaid Services, a complement of over 650 compassionate, experienced clinical and allied health personnel, and 235 active volunteers, SFCJL provides seniors with a variety of life-enriching healthcare programs and services in a welcoming, stimulating environment. Admission is not limited by race, color, national origin, religion, sex, sexual orientation, gender identity, age, or disability.

SFCJL 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

San Francisco Campus for Jewish Living provides professional and comprehensive programs that include health and personal care to the elderly who primarily reside in the greater San Francisco Bay Area. In general, SFCJL serves the most medically/cognitively frail, as well as financially compromised elders. Jewish Home & Rehab Center's residents (long-term care) have an average age of 87 and an average length of stay of 358 days. Within this reporting period, 95 percent of long-term care residents are Medi-Cal recipients or without the ability to pay the full cost of care. Sixty-nine percent of SFCJL's population – which includes long-term care residents, short-term rehabilitation and acute geriatric psychiatry patients – fall into this category.

COMMUNITY NEEDS ASSESSMENT

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

The San Francisco Health Improvement Partnership (SFHIP) is a relatively recent initiative to improve the health and wellness of all San Franciscans. Now known as the SFHIP Implementation Plan, this cross-sector collaboration is designed to ensure better coordination, accountability,

and community engagement, with the goal of meeting the diverse health needs and priorities of communities served. SFCJL is proud to be a part of this collaboration and, as such, lends its knowledge and expertise to the Community Health Needs Assessment, an ongoing community health improvement process.

COMMUNITY BENEFITS PLANNING PROCESS

San Francisco Campus for Jewish Living is one of a number of Jewish-sponsored agencies in the Bay Area that serves the elderly. The following organizations are affiliated with the Jewish Community Federation and Endowment Fund of San Francisco, the Peninsula, Marin and Sonoma Counties, and are responsible for providing services (although not exclusively) to the elderly Jewish population in the Bay Area:

- Jewish Community Federation and Endowment Fund of San Francisco, the Peninsula, Marin and Sonoma Counties: Provides grants to Jewish community agencies serving the elderly for various initiatives, such as senior transportation services
- Jewish Community Centers of San Francisco, the Peninsula, and Marin: Adult day services
- Jewish Family and Children's Services: Counseling; meals-on-wheels; in-home support; job training
- Jewish Vocational Service: Job training
- Menorah Park, San Francisco: HUD housing
- Rhoda Goldman Plaza, San Francisco: Assisted living facility
- Moldaw Residences, Palo Alto: Independent and assisted living apartments; assisted living memory care 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 SFCJL's target population are continually being assessed. Some significant and far-reaching activities include:

- In 2009, SFCJL initiated its site master plan, with the aim of bringing it into alignment with healthcare reform and the way in which care will be delivered in the future. To accommodate seniors' diverse and changing needs, interests and wishes, SFCJL is making significant progress with the redevelopment of its campus so that it will serve a significantly broader range and a much larger number of the Bay Area's growing older adult population (as well as their families and caregivers) than it does currently – either on its campus or in individuals' own homes and the community. The transformed campus will offer assisted living and memory care in the new Lynne & Roy M. Frank Residences, and Byer Square – a unique hub of wellness and activity open to the community as well as for the utilization of the residents and patients of SFCJL. This undertaking will be financially sustainable, relevant, and viable for generations to come. It will also revitalize the surrounding neighborhood and populace, thus benefiting San Francisco as a whole.
- In partnership with the Palo Alto Jewish Community Center and the Jewish Community Federation, SFCJL developed the Taube Koret Campus for Jewish Life in Palo Alto, Calif. This multigenerational campus fulfills, in part, the organization'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 SFCJL, 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 SFCJL's collaborative and community-wide strategic visioning process was the creation and adoption of its new vision statement: To become a regional resource as an integral part of a continuum of care throughout the Bay Area that provides senior adults with a variety of life-enriching programs and services that are accessible, promote individual dignity, encourage independence, connect them to their

community, and reflect the social, cultural, and spiritual values of Jewish tradition.

A commitment to excellence in service to others and providing exceptional care to frail vulnerable seniors, including charitable support, is SFCJL's founding focus and remains key to its mission – to enhance and enrich older adults' quality of life. In response to pivotal issues concerning an aging infrastructure, a maturing population, decreasing support for public entitlement programs such as Medi-Cal, and an uncertain and a continually fluctuating California economy, SFCJL's forward-thinking transformation and expansion of its campus will preserve and/or enhance the very best of its current facilities, and introduce new programs and services in thoughtfully designed modern structures. These initiatives – broadening the continuum of living options for the surging population of seniors, as well as developing senior-oriented services that will address this cohort's changing and unmet needs – are designed to benefit the entire Bay Area community.

COMMUNITY BENEFITS

San Francisco Campus for Jewish Living provides a broad range of programs and services to benefit the elderly in the greater San Francisco Bay Area. In recognition of the scope of these programs and services, the lifestyle it affords its residents, and its excellent result from the Department of Public Health's rigorous and extensive annual survey, SFCJL is proud to be currently rated five stars for quality measures and staffing by the U.S. Centers for Medicare & Medicaid Services (CMS).

SFCJL 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 Jewish Home & Rehab Center's Alzheimer's Garden Unit, located on the San Francisco Campus for Jewish Living, include an enclosed garden accessible 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 SFCJL 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.

A comprehensive training program, which provides a holistic understanding of care and services for people with dementia, ensures that SFCJL's direct-care staff are equipped with specialized training in Alzheimer's and dementia.

COMMUNITY HEALTH EDUCATION AND PROMOTION

- As part of the Seniors Quality Leap Initiative (SQLI), San Francisco Campus for Jewish Living continues to partner with leading United States and Canadian organizations working toward a goal of reaching higher performance levels in quality and safety as they relate to seniors' quality of life in long-term care facilities. Planning to provide SFCJL's transformed campus as living and learning laboratories for entrepreneurs who are at various stages of creating new products denotes SFCJL's involvement with the Center for Aging and Brain Health Innovation (CABHI). CABHI is helping to accelerate the development, validation, commercialization, dissemination, and adoption of innovative products and services that are designed to support brain health and aging. By affiliating with these collaborative consortiums, and sharing staff expertise, organizational

knowledge and best practices, SFCJL will be well-positioned to provide a better quality of life for Bay Area older adults as they age.

- SFCJL's president and CEO co-chairs the Post-Acute Care Collaborative (PACC) – a role that heightens the part SFCJL plays in serving the needs of the senior population and that stresses the importance of leveraging partnerships in order to better serve this age cohort. PACC is a citywide advisory board for health care, representing the post-acute/long-term care sector of healthcare delivery. Convened by the San Francisco Section of the Hospital Council of Northern & Central California (HCNCC), this body has been meeting monthly since March 2017 to develop comprehensive and actionable solutions to the city's urgent post-acute care challenges to high-risk, vulnerable patients. (The purpose of PACC is defined thusly: To identify solutions to improve the availability and accessibility of post-acute care services for vulnerable populations and Medi-Cal beneficiaries in San Francisco, and to make responsive post-acute care policy, research and operational recommendations to the Health Commission and the Hospital Council of Northern & Central California.) Consensus PACC solutions and recommendations – namely, standardized level of care assessment tool, roving placement team, and access to supportive living alternatives – were presented at a San Francisco Section meeting and to the Health Commission, with the PACC report subsequently adopted by the San Francisco Section in February 2018.
- SFCJL continues its established partnership with the California Hospital Association, which collaborates with its members to provide strong and effective representation and advocacy to advance the interests of California hospitals, patients, and communities. Serving as a resource, CHA works with members to achieve legislative, regulatory, and legal accomplishments at the state and federal level. The goal is that all Californians may enjoy equitable access to affordable, safe, high-quality, and medically necessary health care.
- In concert with the abovementioned partnership, SFCJL's chief advancement officer attended California Hospital Association's Policy Legislative conference, held in Sacramento in March 2018. With the shifts in care delivery, financing models and modern practices, she joined fellow health care leaders and providers to collectively share with state legislators how proposed legislation will impact their relevant populations and communities, ensuring that our elected officials hear

how they can support healthcare entities care for residents and patients now and in the future.

- As SFCJL's Government Affairs Officer, the organization's chief advancement officer is a member of the Hospital Council of Northern and Central California's Government Affairs Leadership Council.
- In order to increase communication and build relationships between the San Francisco Police Department (SFPD) and the Jewish community, a Jewish Community Advisory Board for the SFPD has been established. SFCJL's chief advancement officer and director of facility operations serve on this board, which acts as a community forum to bring forth concerns and questions to the SFPD, as well as an advisory body to the SFPD on issues of interest specific to the Jewish sector.
- With forum topics covering key issues such as San Francisco's homelessness; housing affordability; clean and safe streets; public transportation, traffic planning and congestion; and workforce development, SFCJL's chief advancement officer was in attendance at San Francisco's Chamber of Commerce's "Business Comes to City Hall" Advocacy Day in March 2018. The day's in-depth policy agenda provided not only opportunities to listen to and inform the abovenoted matters and their impact on the city, but to meet with members of the business community, city leaders and the Board of Supervisors, as well as to discuss the roles business leaders play in ensuring the vitality of San Francisco.
- A number of community engagements by SFCJL's staff during this reporting period focused on issues significant to older adults, as well as provided information about SFCJL's redeveloped campus that will offer innovative new health services and lifestyle options to the Bay Area's older adults, their families, and caregivers.
 - San Francisco Tech Council: Advancing digital inclusion for older adults and people with disabilities so that all can participate in the city's connected community.

In March 2018, SFCJL's executive director of Byer Square (the organization's forthcoming new hub of wellness and activity) delivered a presentation on wayfinding and storytelling using technology.

- San Francisco Jewish Community Center: Providing educational, social, cultural, and fitness programs to the community.

As the co-sponsor of the JCC's annual Brain Fitness Forum in June 2018, SFCJL participation involved the director of Social Services (along with a partner organization's regional director of rehabilitation) as a featured speaker at this event. The Social Services director brought her experience in the field of mental health and aging – including that of a geriatric therapist and overseeing outpatient programs serving older adults with cognitive decline, coupled with her efforts to dispel myths about aging and promote health and wellness for the whole person – to her partnered talk. A presentation on the organization's transformational campus project was given by SFCJL's executive director of Byer Square.

- Excelsior Action Group: Community-driven action group focused on strengthening the commercial district through physical, social, and economic improvements.

SFCJL staff membership in the Excelsior and Outer Mission Working Group ensures participation with community members, merchants, stakeholders, and City Planning. Ongoing discussions hone in on strategies and overall vision to secure sustainable and high-quality life for communities now and in the future.

- San Francisco Campus for Jewish Living visiting research scientists continue to play important roles. These range from participating in public education and information seminars to developing a strategic plan to expand the campus's Center for Research on Aging. They are lending their expertise on the subject of multiple chronic conditions and medication management; involving SFCJL in a study on improving communications of adverse events and errors in nursing home settings; and engaging in efforts to improve our ability to identify risk factors for the development of dementia.
- A vital project undertaken by one of SFCJL's visiting research scientists, and submitted under the Biomarkers Across Neurodegenerative Disease (BAND) program, was successfully reviewed and funded. The award was made by the Alzheimer's Association, Alzheimer's Research UK, The Michael J. Fox Foundation for Parkinson's Research, and the Weston Brain Institute.

The grant supports studies designed to increase our understanding of the differences between Alzheimer's disease (AD) and frontotemporal dementia (FTD), and adds to the roster of concerted efforts to advance the discovery of vital new clues for developing treatments into such progressive and debilitating brain diseases. This research continues to focus on plasma exosome protein diagnostics in senile dementias. A major collaboration with UCSF's Neurology Center directed to preventing cerebrovascular diseases has shown that complement inflammatory protein levels in plasma exosomes predict conversion of mild cognitive impairment to Alzheimer's disease. A new look at brain trauma in the elderly has revealed plasma exosome proteins that are biomarkers for severe cerebral injury and worsening dementia.

- Biannually throughout the year, SFCJL-based UCSF Harris Fishbon Distinguished Professor in Clinical Translational Research in Aging engages in the national review of grants for the National Institutes of Health.
- The Fishbon professor serves as the director of Tideswell at UCSF (advancing community-centered care for the aging). The program acts as a catalyst for transforming the care of frail older adults through education, discovery, rapid testing, and the improvement of clinical care delivery models. In addition, it has facilitated the development and evaluation of an array of clinical care innovation projects, including home-based video care, home-based palliative care, complex care coordination, and an initiative to bring palliative care services to long-term care facilities. This endeavor also runs a national leadership program for healthcare professionals committed to working in the field of aging and evaluates innovative programs that involve partnerships with the community.
- Partnering with a colleague from Johns Hopkins University, the Fishbon professor co-directs the National Home-based Primary Care and Palliative Care Network. A quality of care framework for home-based medical care – comprising 10 quality of care domains, 32 quality of care standards, and 20 quality indicators, as well as a practice-based quality registry and assessment tool – has also been developed under their auspices. In progress is their development of new quality indicators to fill identified quality of care measurement gaps for the care of persons receiving home-based medical care.
- The Fishbon professor co-directs the Palliative Care Research Cooperative, which serves as a resource to

support investigators as they conduct high-quality, multi-site palliative care research. The PCRC offers core resources in caregiver research, measurement, clinical study design, and statistical analyses. It also provides investigators with opportunities to enhance their research skills. Over the past eight years, the PCRC has uniquely contributed to advancing the science of palliative care through the creation of a national and international interdisciplinary research community of over 460 members, as well as infrastructure and resources that enhance the rigor of the science. As an organization committed to continuous learning, it has engaged a growing, diverse membership with over 168 sites in varied geographic regions and both academic and community-based settings. This work continues to garner national attention and will become even more relevant as San Francisco Campus for Jewish Living expands its care, services, and programs to support an increasingly broader range of older adults in the community.

- Community efforts to improve the care of older adults continues to be an area of engagement for the Fishbon professor – as evidenced by her co-chairing of the San Francisco Department of Public Health Palliative Workgroup. Co-convened by the San Francisco Department of Public Health and the San Francisco Department of Aging and Adult Services, the workgroup seeks to improve the care of seriously ill San Franciscans. Relevant areas include identifying San Francisco’s current resources that support people with serious illness and their caregivers, informing an analysis of existing gaps in resources and support services, and creating a community outreach plan.
- In recognition of her role in improving the quality of advance care planning and palliative care in California, the Fishbon professor was awarded the Coalition for Compassionate Care 2018 Compassionate Care Innovator Award in April 2018.
- A number of forums and venues provided a platform for the Fishbon professor to speak on geriatrics and palliative care. These included:
 - “Making the Homebound Visible: Epidemiology and Quality Measurement.” International Association of Gerontology and Geriatrics. San Francisco, Calif.; June 2017.

- “Improving Your Practice’s Quality Care in the World of MACRA.” American Academy of Homecare Medicine Annual Meeting. Chicago, Ill.; October 2017.
- “There’s No Place Like Home: Exploring Home-Based Primary Care and Palliative Care Programs.” Center to Advance Palliative Care Annual Meeting. Phoenix, Ariz.; November 2017.
- “Optimizing Aging and Aging Research.” Seniors in Retirement Meeting. Walnut Creek, Calif.; January 2018.
- “Championing the Champions: Promoting Primary Palliative Care for those with Serious Illness.” Serious Illness Workforce Summit. Napa, Calif.; May 2018.
- “A Library of Instruments Endorsed by Published Systematic Reviews for Assessing Patients and their Care.” European Association for Palliative Care. Bern, Switzerland; May 2018.
- As a result of the fostering of relationships with a range of Bay Area universities, a greater number of professional volunteers, masters of social work interns, and geriatric psychiatry fellows (from the University of San Francisco, in particular) do rotations at San Francisco Campus for Jewish Living’s acute geriatric psychiatry hospital. Also in the process of development is a proctor program with USF’s psychiatric nursing program. The aim is to inspire more professionals to pursue a career in the geriatric field and to provide a positive experience for all involved.
- SFCJL’s acute psychiatry hospital continues to be a strong resource for psychiatric emergency services throughout the greater Bay Area, as well as parts of eastern, northern and southern California. Additionally, concentrated outreach efforts (including meeting with local behavioral health and geriatric resources) by the psychiatry hospital’s associate medical director for psychiatric program development, the program director, and the director of Social Services result in a broadening of the local professional community’s knowledge of this essential service.
- In collaboration with two UCSF geriatric physicians, the acute geriatric psychiatry hospital’s clinical administrator/program director developed a presentation and resources covering mental health in older adults, specifically on the issues of depression, loneliness, substance abuse, and suicide. Run under the

auspices of San Francisco's Department of Aging and Adult Services, this community training workshop gave attendees the wherewithal to recognize and describe these conditions to their colleagues, use tools to screen for them, and coordinate a management plan with their clients using resources in the community. The clinical administrator/program director noted that the training provided an important service to community social workers, case managers, and 'in the trenches' case workers.

- Non-violent crisis intervention – a specialized training offered by Crisis Prevention Intervention – is the instruction method utilized by the psychiatry hospital's program director and director of Social Services on how to prevent and de-escalate dangerous behaviors. Restraint drills are performed on a regular basis to ensure that psychiatry staff hone and maintain these skills.
- The psychiatry hospital's program director is SFCJL's involuntary psychiatric hold (51/50) certification and recertification instructor, as designated by the San Francisco Department of Public Health Community Behavioral Health Services.
- The psychiatrists, nurses, and social workers associated with the acute psychiatry hospital act as supportive intervention regarding mental health throughout the community and are available for consultation on an ongoing basis. In that vein, the program director frequently communicates with community agencies, such as assisted living facilities, on their residents' psychiatric needs and procedures for follow-up.
- SFCJL's reputation – not only in the community but also abroad – makes it a destination point for various groups and entities wishing to tour the facility and learn about the care, services, and programs it offers. One such happening within this reporting period is illustrative: It was a warm welcome from SFCJL in September 2017 to a group of 40 second-year nursing students from Osaka, Japan. Hosted by City College of San Francisco, these registered nurses in-training were eager to visit a senior living community, as this concept is relatively new to them. A tour of SFCJL's campus, a Q&A session, and a song performed by the students as their way of saying "thank you" rounded out the afternoon's look, learn, and listen.

COMMUNITY ADULT EDUCATION

- Over the past 44 years, San Francisco Campus for Jewish Living has partnered with San Francisco City College in offering several adult education classes to the general community. City College continues to offer Tai-chi Chia® *Mind/Body/Spirit/Health* as a community course that meets weekly on the campus. With an enrollment of 40 to 60 students, two separate classes were held this past fiscal year for residents with Russian as their primary language. SFCJL does not receive compensation for the space made available for these community classes.
- SFCJL continues to welcome the Excelsior Branch of the San Francisco Public Library so that residents can utilize its homebound library service and take part in its summer reading programs.
- SFCJL's rabbi and director of Jewish Life regularly teaches in the Jewish community and participates in both educational and leadership development programs with other agencies. Organizations include the Bay Area Jewish Healing Center (this involves joint training and supervision of spiritual care partners for the collaborative end-of-life/hospice volunteer program, *Kol Haneshama*) 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 SFCJL and the Healing Center.
- The rabbi's community teachings, his studies, and his work at SFCJL enhance and complement one another. For example, *Doorways of Hope: Adapting to Alzheimer's*, a chapter he wrote for 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 campus with scholarship on Jewish tradition, dementia, and the literature of pastoral care. The entire volume is useful

across the spectrum of SFCJL staff and volunteers, to residents and family members.

- Along with three other rabbis, SFCJL's rabbi was appointed to the editorial core team assigned to co-edit a new Reform Judaism prayer book for the High Holy Days, which was published in 2015 by the Central Conference of American Rabbis. In addition to his editorial work, the rabbi wrote translations, composed original prayers, poems and commentaries for inclusion, and conceptualized creative presentations of several traditional services. To date, this two-volume prayer book has been used by hundreds of congregations throughout North America, as well as in Hillel (a campus-based Jewish foundation) in some colleges and universities.
- The rabbi's liturgical contributions to North American Jewry continue with a project he began in the summer of 2015 and which saw publication in 2017 – a prayer book entitled *Mishkan HaLev* ("Dwelling Place of the Heart") for the Hebrew month of Elul, the period of spiritual preparation for the Jewish High Holy Days. Recent articles in the area of liturgy include: A practical application of literature in spiritual/pastoral care, *What Happens When We Use Poetry in our Prayer Books – and Why?* (2013), is currently on the syllabus of Hebrew Union College; *Translating Faith* (2016) is his personal philosophy of prayer book translation; co-authorship of an essay entitled *Closing Time* for a volume published in June 2018, *The Closing of the Gates: N'ilah*, ed. Rabbi Lawrence A. Hoffman, Ph.D., which is the last in a series of books, *Prayers of Awe*, about High Holy Day liturgy.
- In the summer of 2017, the rabbi was invited by the Central Conference of American Rabbis to participate in the creation of a new Passover Haggadah (the text recited on the first two nights of this Jewish holiday). He is tasked with the translation of the Haggadah's traditional Hebrew prayers and texts, and with the composition of original prayers and readings for the volume. Publication is scheduled for 2019.
- The rabbi holds the title of Senior Rabbinic Fellow, received upon completion of his three years of study at the Shalom Hartman Institute's Center for Rabbinic Enrichment in Jerusalem – a high-level educational/ leadership program designed to bring together North American rabbis of all denominations. His interdenominational studies at the Hartman Institute continue to inform and enrich his rabbinic work at SFCJL and in the Bay Area community.

- For more than a decade the rabbi has co-lead a trip to Israel for members of Congregation Beth Am (Los Altos Hills) and other members of the Jewish community. (His co-leaders are the senior rabbi of Beth Am and a Hebrew language specialist.) The co-leaders' mission is to provide participants with an in-depth experience of Israel from the cultural, social, historical, political, and spiritual perspectives. The trip often includes a European destination as well. The rabbi brings his travel experiences back to his teachings at SFCJL, where residents are eager for both information about Israel and the spiritual inspiration derived from this country.
- Representing SFCJL at the annual Day of Philanthropy in October 2017, presented by the Jewish Community Federation and Endowment Fund, were the organization's executive director of Byer Square; chief advancement officer; senior development officer; and special events and grants officer. Attended by more than 600 community leaders, the event featured a tax and estate planning seminar in the morning for lawyers and professional advisors, while the afternoon's programming offered a wealth of workshop options related to various elements of philanthropy.

SERVICES TO RUSSIAN ÉMIGRÉS

The influx of elderly Russian émigrés to the Bay Area had a significant impact upon San Francisco's Jewish community. San Francisco Campus for Jewish Living 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 146 Russian-speaking residents benefit from a robust Russian services program.

INFORMATION AND REFERRAL SERVICES

- In fiscal year 2017/2018, San Francisco Campus for Jewish Living admitted 95 long-term care residents and 1,380 short-term care/rehabilitation patients to its Jewish Home & Rehab Center, and 170 individuals requiring acute psychiatric hospitalization.
- SFCJL's admissions department, associated team members, and colleagues – specifically in the departments of nursing, utilization management, and social services – continue to inform, provide community

outreach, and establish strategic partnerships and relationships with Bay Area hospitals, professionals and entities with respect to its on-site short-stay programs, namely short-term and rehabilitation services and acute geriatric psychiatry hospital. The following reflect the range of this past year's undertakings:

- SFCJL's partnership with teams from the University of California, San Francisco (UCSF) results in referrals from various areas. For example, UCSF's congestive heart failure team works with short-term and rehabilitation services to diminish the need for post-operative re-admission by following patients during their short-term stay and thereafter at home.
- Participation in UCSF's Model 2 Bundled Payment Initiative. This initiative is part of healthcare reform – a direct result of the Affordable Care Act. This bundled payment is the first of such initiatives; SFCJL was chosen as one of three post-acute providers.
- SFCJL continues a data-sharing, dashboard agreement with UCSF, so as to better inform their management team of the outcome of patients admitted to the campus.
- Ongoing collaborations with Dignity Health (St. Mary's Medical Center and St. Francis Memorial Hospital), focusing on bundled payment patients and the efficient management of their post-acute needs.
- The formal, synergistic relationship SFCJL enjoys with Kaiser focuses on reducing readmissions and improving the patient-transfer process.
- Case managers and social workers from UCSF, CPMC, St. Francis, St. Mary's, and San Francisco General Hospital have enjoyed tours of the campus's short-stay programs. In-services have also been provided to these hospitals case management departments, informing them of SFCJL's services and clinical capabilities.
- Participation in St. Mary's Care Transitions workgroup allows SFCJL to work closely with this facility to increase care coordination/decrease re-admissions, improve care for congestive heart failure patients, and identify barriers to care and non-urgent care transition process issues.
- The collaboration with St. Mary's has resulted in SFCJL becoming a preferred community skilled nursing facility

partner, which results in a better integration with the facility's discharge processes.

- As part of their geriatric residency program, residents from UCSF and CPMC tour SFCJL to learn more about its rehabilitation and short-stay programs.
- Additional organizations that have toured the campus include Seton Medical Center, VA Medical Center, and Kaiser ER doctors.
- The establishment of a partnership with the Veterans Administration San Francisco hospital to care for their more clinically complex patients results in these patients being admitted to SFCJL for both short-term and long-term care.
- UCSF Langlely Porter and San Francisco General Hospital's psychiatric units have been educated about SFCJL's acute psychiatry hospital's admission protocols. As noted elsewhere in this report, outreach with regard to acute psychiatric services continues to be made to numerous community-based skilled nursing facilities.
- Partnerships with the Bay Area's assisted living and life plan communities with respect to their utilization of SFCJL's acute geriatric psychiatry hospital have become more focused. Residents at these facilities who are dealing with psychiatric issues benefit from improved levels of care and are therefore either able to return to or remain in their current living situations.
- Assisted living and life plan communities continue to be informed about SFCJL's short-stay programs and to participate in tours of the campus.
- Focused and enhanced outreach efforts to a wide-ranging group of healthcare facilities within the Bay Area enable SFCJL to admit and serve an increasing number of patients dealing with challenging medical and psychosocial issues.
- SFCJL staff's attendance at and participation in various events and forums – such as the San Francisco Jewish Community Center's Art of Aging Gracefully and Embracing the Journey resource fairs – ensure that agencies and people serving the Bay Area's elderly population are informed of the programs and services it provides.
- From professionals in the healthcare arena to the general community, SFCJL's admissions staff are

available to answer questions and serve as an ongoing resource for those navigating the post-acute, long-term care setting.

COMMUNITY SERVICE AND LEARNING

- San Francisco Campus for Jewish Living 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 SFCJL, students gain valuable life experiences and acquire volunteer time required for college admissions. During this past fiscal year, students from Archbishop Riordan High School, Balboa High School, Galileo High School, George Washington High School, Immaculate Conception Academy, Jefferson High School, Jewish Community High School of the Bay, Lick-Wilmerding High School, Lowell High School, Mercy High School, Phillip & Sala Burton High School, Raoul Wallenberg High School, Ruth Asawa School of the Arts, Saint Ignatius College Preparatory, and Summit Public School completed their community service requirements at the campus.
- SFCJL 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 California College of the Arts, City College of San Francisco, Las Positas College, Ottawa College, San Francisco State University, University of California at San Diego, and the University of San Francisco were placed at SFCJL.
- 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 21 Achieve students from Archbishop Riordan High School and Mercy High School participated in an academic-year program at SFCJL, where they assisted residents 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.

- SFCJL 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 SFCJL 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 and the sharing of intergenerational perspectives and experiences. Engagements during this period included joint efforts with Congregation Emanu-El, Lick-Wilmerding High School, Saint Ignatius School, and Trinity Baptist Middle School.

COUNSELING AND SUPPORT

San Francisco Campus for Jewish Living was once again pleased to participate in San Francisco Jewish Community Center's resource fairs, Embracing the Journey: End of Life Resource Fair (November 2017) and The Art of Aging Gracefully (April 2018), imparting information, insights, services, and programs regarding (respectively) compassionate and dignified ways to navigate the end-of-life journey, and approaches that support active, creative aging.

DONATED SPACE AND SUPPLIES

San Francisco Campus for Jewish Living 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.

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, San Francisco Campus for Jewish Living's admission's policy facilitates admission to the neediest, regardless of their ability to pay. Ninety-five percent of Jewish Home & Rehab Center's residents (long-term care) are financially compromised and/or Medi-Cal

recipients, or without the ability to pay the full cost of care. Sixty-nine percent of Jewish Home & Rehab Center's population – which includes long-term care residents, short-term rehabilitation and acute geriatric psychiatry patients – fall into this category.

For fiscal year 2018, SFCJL had an operating loss of \$4.376 million.

SHORT-TERM AND REHABILITATION SERVICES

San Francisco Campus for Jewish Living'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, SFCJL has significantly expanded the number of beds initially allotted to this type of care.

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

ACUTE PSYCHIATRIC CARE SERVICE

San Francisco Campus for Jewish Living is one of the only enterprises in 14 Bay Area counties that ensures the emotional and mental health of seniors through its on-site acute geriatric psychiatry hospital. In fact, it is an imperative service to the greater Bay Area community, as many other similar services are no longer in operation. Licensed by the Department of Public Health, acute short-term stays are available to both voluntary and involuntary

patients, thus serving a greater number of elders in their time of psychiatric crisis.

Mental health problems in the elderly are often combined with multiple, chronic illnesses that can frequently be disabling. SFCJL'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 (such as the weekly "Art as Therapy" program, where various forms of art act as the medium for acute psychiatry patients to imagine and think creatively, and to connect to something significant outside of themselves), 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 SFCJL maintains with, for example, Kaiser Permanente, who refer their patients for treatment, as well as with California Pacific Medical Center and San Francisco General Hospital who, through the auspices of the City and County of San Francisco's Department of Public Health, make similar referrals.

The fact that the hospital regularly has a near-full census further solidifies that there is a need for this unique program that addresses older adults' combined emotional, physical, medical, and medicinal requirements. As noted above, SFCJL's acute geriatric psychiatry hospital serves as both a clinical resource and psychiatric treatment facility for the greater Bay Area, as well as the eastern, northern, and southern parts of California. The older age population is especially underserved in the realm of mental health services. SFCJL's psychiatry program provides a valuable community service by addressing the requirements of this particular cohort; treating illness; relieving suffering and excess disability; and reducing the need for institutionalization.

COORDINATED CARE

Through its coordinated care effort, San Francisco Campus for Jewish Living is integral in supporting seniors' ability to live longer within the general community.

SFCJL also participates in the influenza prevention and TB 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. San Francisco Campus for Jewish Living serves as a work site for four adult participants in this program who perform duties in the 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 San Francisco Campus for Jewish Living, 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 SFCJL, involving individuals, community groups, and artists who share their resources, talents, knowledge, expertise, and skills for the enjoyment and instruction of the campus's residents and patients. Programming spans appearances by local and regional entertainers, screenings from the San Francisco Jewish Film Festival, an extravaganza by members of the LGBTQ community in honor of Pride Month, collaborations with the Jewish War Veterans, and performances by the San Francisco Ballet School and Bay Area Piano Enthusiasts.

BENEFITS TO THE BROADER COMMUNITY

EMPLOYER

San Francisco Campus for Jewish Living 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 average length of tenure is 9.3 years of service. The total payroll for fiscal year 2018 was \$32.210 million.

PROMOTING HEALTH, WELLNESS, AND SAFETY

San Francisco Campus for Jewish Living makes a concerted effort to promote the health, wellness, and safety of staff.

- In order to optimize the wellbeing of the campus's resident/patient and work population, the organization is actively engaged in a culture initiative. The name chosen for this repositioning/modification process – WOW (We Offer Wonderful) Experiences – is most apropos, as it is designed to highlight “the experience” – to make the daily work a WOW experience for residents and patients, their families, and staff. The end goal is to create changes that have a positive impact on the quality of life for everyone on the campus – from the quality of care for residents and patients, to the quality of work life for staff.
- Access to SFCJL's on-site fitness center, (and, as has been arranged in the past, yoga classes, meditation groups, and a Zumba class) supports and encourages staff's desire to improve their health and well-being, and expand their physical regimen.
- SFCJL's Emergency Management Committee is responsible for ensuring that both residents and staff are primed, equipped, and safe during any crisis and, through the holding of regular on-campus drills, making sure 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.

- SFCJL'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 organization's security team plays a significant role in deterring some neighborhood crime, while continuing to secure the safety of its residents, patients, staff, visitors, and nearby dwellers.

NEIGHBORHOOD AND LOCAL VICINITY INVOLVEMENT

- San Francisco Campus for Jewish Living successfully partners with local organizations, fostering dialogue, collaborations, and ongoing communications with its neighbors and members of the larger community.
- A sizeable number of SFCJL staff and volunteers joined members of the Jewish Community Relations Council, Jewish Community Center of San Francisco, and Congregation Emanu-El for the 21st Annual Multicultural Freedom Seder (the ritual meal that marks the beginning of the Jewish holiday of Passover) in March 2018. Along with fellow San Franciscans, the SFCJL contingent took this multifaith and multicultural opportunity to build relationships with public officials, participate in cross-cultural exchange, and honor one of the most important Jewish holidays of the year.
- Every Saturday morning, a parking lot on the campus is transformed into a colorful marketplace. Fresh fruits and vegetables, canned goods and other miscellaneous groceries, courtesy of the S.F.-Marin Food Bank, fill tables, and low-income neighbors are invited to receive free foodstuffs. This is the Excelsior Community Food Pantry – a partnership of SFCJL and Mission Bay Community Church. In 2014, when the pantry's former space in the area was no longer available, SFCJL stepped up and became the pantry's new site. As a result, several hundred Excelsior neighborhood adults and children are continuing to enjoy healthy meals. This alliance reflects the common goal of giving time, resources and beneficence, and is in accordance with one of the tenets of the Jewish faith: we are all responsible to help each other.

HEALTH RESEARCH, EDUCATION, AND TRAINING PROGRAMS

MEDICAL RESEARCH

Enriching the quality of life of older adults is San Francisco Campus for Jewish Living'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.

Establishing SFCJL as a center of excellence for scientific inquiry and learning can directly inform and improve how care is delivered to residents and clients, resulting in improved outcomes. This applies directly to older adults in the SFCJL community, as well as to millions of older adults locally, nationally, and globally. It also speaks directly to fulfilling the essential value of *tikkun olam* – the Jewish concept defined by acts of kindness performed to perfect or repair the world.

- SFCJL-based Harris Fishbon Distinguished Professorship in Clinical Translational Research in Aging is advancing this urgent need for more geriatric research and furthering SFCJL's the organization's mission of ensuring that people enjoy quality of life. This prestigious position is key to the success of SFCJL's goal of being a leading center for geriatric clinical research in the San Francisco Bay Area.

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

The Fishbon professorship is the product of a research partnership established in 2010 between the University of California, San Francisco, and San Francisco Campus for Jewish Living. SFCJL'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 SFCJL and of our colleagues in gerontology and geriatric medicine at the University of California, San Francisco.

This shared mission is evidenced by the SFCJL-based Fishbon professor partnering with SFCJL visiting research scientist and Professor of Medicine in the UCSF Division of Geriatrics in co-leading a workgroup comprised of SFCJL senior leaders and UCSF researchers who are at the forefront of research into aging. Their significant endeavor is designed to develop a strategic plan for SFCJL-based research, and the means for better integrating the research scholarship of those at SFCJL with investigators at UCSF, and vice versa. The emerging strategic plan will dovetail with efforts to bring UCSF-based physician fellowship trainees in geriatric medicine to do part of their training at SFCJL – thus further enriching the research and educational affiliation enjoyed by these two institutions.

- 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.
- The Fishbon professor is supporting the development of the UCSF Innovation Center for Action-oriented Aging Research (I-CAARE) in Geriatrics and Palliative Care. The center will build on prior work to incorporate standard geriatrics and palliative care research techniques, new technologies, and implementation science to identify healthcare solutions that meet the needs of traditionally hidden or hard-to-reach populations of older adults. It will transform advanced care planning and improve symptom management in older adults locally, nationally, and globally by using technology and evidence-based approaches to change systems. Ultimately, these changes will influence healthcare policy in aging by developing evidence and engaging in public discourse.

- A care model that combines team-based patient care with home visits was completed by the Fishbon professor. This model – when pharmacists, nurses, therapists and physicians work collaboratively – is enormously beneficial, helping to uncover vital information about patients’ unique needs and specific circumstances. The professor anticipates increasing her work with SFCJL in implementation research, and accelerating efforts on how to best integrate research and quality improvement into the fabric of the organization.
- With the shift in the healthcare system to the Medicare Access and Chip Reauthorization Act, providers are merited for measuring and providing better care, rather than more care, and relies heavily on quality-of-care metrics. To that end, the Fishbon professor (in collaboration with a Johns Hopkins’ partner) has developed a home-based primary care and palliative network registry, now a CMS-approved Qualified Clinical Data Registry.
- Also under development by the Fishbon professor is a Learning Collaborative to ensure that healthcare practitioners have the knowledge to take advantage of the new framework. A pilot project was initiated with the Visiting Physicians Association, a house-calls practice serving 35,000 homebound people in 10 states. Eventually, expansion of the registry, benchmarking, and training about quality improvement through online training modules will expand this work to reach providers in every state. This kind of registry will become increasingly relevant to the transformed San Francisco Campus for Jewish Living, as it seeks to serve those beyond its campus into the community and at different levels of care, including assisted living.
- The Fishbon professor and her team are developing an iPad app (whose design they have since modified to accommodate those with dexterity issues) to evaluate the effects of psychoactive medications on older adults’ function and cognition. They are testing it among patients with multiple chronic conditions, and exploring how medications interact with each other and impact overall function and cognition. This new app could prove to be just one of many technology-based initiatives that turn SFCJL’s Center for Research on Aging into a living laboratory for geriatrics research.
- Current research projects being undertaken by the Fishbon professor (and others) cover the following:

- UCSF Older Americans Independence Center

Improving the health care and quality of life of vulnerable older adults with, or at risk for, disability is the goal of this project. The Fishbon professor directs the pilot and exploratory studies core of this large project.

- Home-Centered Care Institute Center of Excellence for Home-Based Primary Care

The aims of UCSF's Center of Excellence are to lead the advancement of home-based primary care by providing classroom trainings to house-call programs and practitioners throughout the country, and to engage in benchmarking activities for home-based primary care practices.

- Implementing Best Practices in Palliative Care

Creating a registry for palliative care practices that identifies practice improvement opportunities, utilizes guidance from the Choosing Wisely campaign, and improves quality of care inform this 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, and for the UCSF site to specifically serve as the site for the Investigator Development Center.

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

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

- UCSF Tideswell

The UCSF Division of Geriatrics has founded the Program for the Aging Century (now UCSF Tideswell)

to transform the care of older people by developing replicable models of patient care and training that address the unique needs of the elderly and promote the highest quality of life. The Fishbon professor serves as PI for this project.

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

Validating and/or optimizing an epigenetic profile of biological aging in order to estimate the contributions of chronological and biological aging to fatigue in women with breast cancer undergoing chemotherapy lie at the core of this effort. The Fishbon professor serves as co-investigator.

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

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

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

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

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

The objective of this study is to evaluate the impact of home-based primary care on outcomes for homebound older adults, including hospitalization and emergency department visits, quality of life and symptom control, costs of care, and burden of care for their informal caregivers.

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

During this reporting period, the following publications by these research scientists cited SFCJL:

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MEDICAL/RESEARCH EDUCATION

The education of healthcare professionals in the optimal treatment of older adults is a primary goal of San Francisco Campus for Jewish Living's researchers and educators. Education is realized in print as well as in personal mentoring, and is exemplified by these two endeavors by SFCJL-based Fishbon professor and SFCJL visiting research scientist that apply to this reporting period:

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

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

and serves on the dissertation committee of several predoctoral students.

ACUTE PSYCHIATRY HOSPITAL TRAINING

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

Since 2012, the psychiatry hospital has served as a training site for future geriatric psychiatrists. Exemplifying this valuable opportunity, SFCJL's geriatric psychiatry department and the University of California, San Francisco's department of psychiatry continue their program of training and medical education for doctors in their fifth year after medical school graduation fulfil part of their specialty training in geriatric medicine and geriatric psychiatry. Additionally, a fourth-year psychiatric resident from CPMC benefited from a six-week training at the campus's psychiatry hospital.

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

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

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

CLINICAL TRAINING AND INTERNSHIPS

- San Francisco Campus for Jewish Living is offered as an internship site for San Francisco State University (SFSU) students in the administrator-in-training program (which forms part of SFSU's master's in gerontology curriculum), as well as to graduate students in the University of San Francisco's nursing program.
- University of California at Berkeley first-year MSW student completed a nine-month-long internship with SFCJL's Social Services department. During the course of the student's internship, special focus was accorded to learning how the palliative care committee functions in the delivery of services to residents and patients. Additional learning opportunities included conducting psychosocial assessments of patients on the short-term and rehabilitation units, cognitive screening exams with long-term care residents, and visits with specific residents. Experience was gained in counseling techniques with residents and patients, long-term and short-term medical care processes, the importance of completing assessments in a timely manner, the honing of time management skills, and working with an interdisciplinary team.
- Throughout the academic year, SFCJL offers internship opportunities (usually a 40-hour per week, 16-week program with the facility's senior population) 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 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 SFCJL, specifically in the area of recreation and leisure.
- First- and second-year medical students from UCSF gain and build upon knowledge of geriatrics and patient care through regular attendance at SFCJL,

as do students from multiple Bay Area facilities who are studying to be physicians' assistants and nurse practitioners.

- A number of schools throughout the Bay Area benefit from rotations at the campus. 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.
- Implemented in 2000, the successful partnership between Hebrew Union College-Jewish Institute of Religion (Los Angeles) and SFCJL with the placement of a rabbinic student intern endures. Under mentorship of SFCJL's rabbi, the recent intern focused on spiritual and pastoral care, synagogue worship, and the leading of groups of residents. It is worth noting that this individual was the first rabbinic intern to participate in a *Kol Haneshama: Jewish End-of-Life/Hospice Volunteer Program* training, which accomplished several key objectives: It led to an end-of-life care focus for her 10-week internship; it made end-of-life care a significant part of her rabbinical school training; it inspired her ongoing involvement with SFCJL and the Bay Area Jewish Healing Center after her ordination in the spring of 2018 and her placement as assistant rabbi in a Bay Area synagogue.
- The departments of Volunteer Services, Life Enrichment, and Jewish Life opened their doors to a Kohn summer intern, enabling this college undergraduate to discover the workings of a nonprofit organization, build professional skills, benefit from mentoring, and, through his weekly meetings with SFCJL's rabbi, explore his internship experience in depth and reflect on that in the context of his own life goals.

HEALING TOUCH

As a complement to traditional medical care, orientation to and training in Healing Touch is given to a diverse and interdisciplinary group – including nurses, social workers, recreation staff, administrative personnel, volunteer services staff, and volunteers involved in San Francisco Campus for Jewish Living's end-of-life care programs. This energy-based therapeutic approach to healing uses gentle, non-invasive hands-on touch and energy techniques to balance and align the human energy field. Healing Touch impacts the body, emotions, mind and spirit, and

has proven to be a particularly good tool for decreasing agitation in residents with dementia or Alzheimer's disease. Additional benefits may include deep relaxation and stress relief; reduced anxiety and depression; pain relief; a stronger immune system; support during life transitions, medical treatments and end-of-life care; ease of acute and chronic conditions; and the enhancement of a sense of well-being.

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

END-OF-LIFE AND HOSPICE CARE

- Fourteen years ago, at the initiative of San Francisco Campus for Jewish Living's rabbi and director of Jewish Life, SFCJL implemented *Kol Haneshama: Jewish End-of-Life/Hospice Volunteer Program* – a method of volunteer and staff training that SFCJL co-sponsors with the Bay Area Jewish Healing Center. SFCJL and the Healing Center enjoyed an early collaboration with the Zen Hospice Project, a nationally recognized innovator in the training of volunteers for spiritual/end-of-life care. Spiritual care partners (volunteers), which include SFCJL employees and community members, receive more than 40 hours of initial training in end-of-life care. Instruction runs the gamut from an inward focus on the volunteers' personal experiences of loss and grief to acquiring concrete tools for spiritual care, such as active listening, Jewish teachings, prayer, music, poetry, and non-verbal communication. Participation in monthly learning sessions and biweekly check-in discussions is required. Veteran volunteers engage in a weekend of advanced training (this reporting period's said training took place in May 2018), while the training for new volunteers includes participants from the community who utilize the instruction for their community-based work in congregations, hospitals, agencies, and hospices.

At present, the program averages 25 active spiritual care partners, a number of who have gone on to apply their skills to careers in the chaplaincy, and in pastoral and health-related fields. In addition to the interagency cooperation that flourishes between San Francisco Campus for Jewish Living and the Bay Area Jewish Healing Center, numerous families have benefited from knowing their loved one formed a close relationship as they approached the end of their life.

- A significant aspect of the above-mentioned *Kol Haneshama* May 2018 retreat was introducing these volunteers to SFCJL's established No One Dies Alone program (which provides one-to-one spiritual companionship during the last days and hours of residents' lives) and how it is evolving. Now renamed *Imadi* (a Hebrew word that means "with me"), the goal is to recreate the program as a Jewishly-grounded one that will utilize spiritual care partners (volunteers) alongside (and perhaps eventually in place of) paid community agencies' staff. SFCJL's team will continue to develop *Imadi's* protocol, create a curriculum, and open the first training (anticipated to take place in early 2019) to current *Kol Haneshama* spiritual care partners, SFCJL staff members, and other interested individuals.
- The needs that *Kol Haneshama* addresses is enhanced by the work of SFCJL's Palliative Care Committee and sub-committee, interdisciplinary groups that look beyond symptom management to the psychosocial and spiritual aspects of the end of life, of dying residents, and their families. Recognizing that every resident and their supportive community deserve an open and caring forum to discuss their end-of-life goals of care, the palliative care program also includes end-of-life meetings.

CONCLUSION

San Francisco Campus for Jewish Living has a 147-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 organizational philosophy and strategic planning initiatives. Specific endeavors to address community benefits include:

- Progressing with the project to transform and develop the 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 organization's charitable mission by being financially viable. This development of financially sustainable facilities, services, and programs will serve and support a broader cross-section of older adults residing on the campus, or in their own homes and the community.

- Exploring collaborations with organizations whose missions are similar to that of SFCJL's, with the intent of extending the breadth of care, programs, and services so as to better serve constituent members.
- Continuing fundraising initiatives to support the ability to serve the frail and financially compromised elderly in the future.
- Coordinating with new and established residential care facilities and programs throughout the Bay Area.
- Coordinating services among other Jewish-sponsored organizations.
- Developing programs and services as the needs and interests of residents and patients 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.

SFCJL's board of trustees 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 organization's population undergo growth and change. □