



ENRICHING THE QUALITY OF LIFE OF OLDER ADULTS

COMMUNITY BENEFIT REPORT

FYE June 30, 2007

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DESCRIPTION OF FACILITY

Founded in 1871, the Jewish Home of San Francisco is a private, non-profit geriatric center dedicated to the care and treatment of older adults who are typically over the age of 65 and who primarily reside in the greater Bay Area. In some instances, individuals are accepted from out of state. The Jewish Home has grown into a state-of-the-art complex with five distinct buildings, serving approximately 430 residents from different populations and with diverse care needs. Non-residential care is offered through the Home's short-term care/respite care, acute psychiatric services, and rehabilitation unit.

The Jewish Home is licensed by the California Department of Health as a skilled nursing facility for long-term care and as an acute psychiatric hospital. It is certified for both Medicare and Medi-Cal. With a trained staff of more than 650, the Home provides a comprehensive range of personal and healthcare services primarily for cognitively and/or physically frail older adults, as well as those who have behavioral issues. Services include:

- Medical, nursing, nutritional, and social services programs, with an emphasis on prevention as well as treatment;
- Daily social, cultural, spiritual, educational, creative arts, and recreational activities;
- Housekeeping services;
- Special treatment programs, including a unit for short-term and rehabilitative care; an acute psychiatric unit that delivers both in-patient care and consultation services; and the Garden Unit, which is specifically designed to treat residents with Alzheimer's disease and related disorders.

MISSION STATEMENT

Enriching the quality of life of older adults

DEFINITION OF COMMUNITY

In general, the Home serves the most medically/cognitively frail, as well as financially indigent elders (approximately 90 percent of Jewish Home residents are indigent and/or Medi-Cal recipients who do not pay the full cost of care), with an average age of 87. It provides professional and comprehensive programs that include personal and health care to the elderly who primarily reside in the greater San Francisco Bay Area.

COMMUNITY NEEDS ASSESSMENT

The Jewish Home is a member of Building a Healthier San Francisco (BHSF), a collaboration of San Francisco hospitals, the Department of Public Health, United Way, human services' providers, philanthropic foundations, and numerous community-based organizations. BHSF is committed to working toward improving the health status of all people in San Francisco, and to this end, commissioned a Community Needs Assessment in 2001.

Two primary goals were established for the assessment: (1) to utilize the best secondary data available on selected indicators of the health or conditions affecting the health of San Francisco's population and subpopulations, and (2) to seek feedback from the community to help guide the assessment and to help direct the call to action. Once the preliminary data was available, a Community Forum was convened on October 11, 2001, with attendees representing community-based organizations and healthcare providers. Community input will continue to be an essential component of the assessment even after its completion.

COMMUNITY BENEFIT 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 of San Francisco, the Peninsula, Marin and Sonoma Counties, and provide services to the elderly Jewish population in the Bay Area:

- Jewish Community Centers of South Peninsula/North Peninsula: adult day services
- Jewish Family and Children's Services: counseling; meals-on-wheels; in-home support; job training
- Menorah Park, San Francisco: HUD housing
- Rhoda Goldman Plaza, San Francisco: assisted living facility

These organizations frequently collaborate to coordinate planning, fundraising, and service initiatives to address the needs of the region's Jewish population. Regular meetings are held among executive staff and boards to address issues such as:

- Immigration law impacts
- Social welfare and healthcare benefit changes
- New program planning

In addition, each agency routinely appoints staff from other Jewish organizations to planning committees to ensure coordination among the organizations.

Community needs of the Jewish Home's target population are continually being assessed. The following is a brief summary of these activities:

1. Jewish Home staff and board members participated in the planning committee for Rhoda Goldman Plaza, a residential care, assisted living complex in San Francisco that serves middle-income elderly Jews. A close working relationship resulted in the smooth transfer of residents between the facilities, as well as coordination of programs and resources.
2. Menorah Park is a 160-unit HUD development in San Francisco sponsored by the Jewish community. On-going discussions between Jewish Home staff, board members, and Menorah Park have resulted in the coordination of medical services and enhanced transfer procedures for residents requiring skilled nursing and psychiatric services.
3. The Jewish Home (and other organizations serving the Jewish community) is committed to the coordination of the scarce resources available to the expanding under-served and elderly community throughout the Bay Area. These efforts are ongoing, as they have been for more than 136 years.
4. The Jewish Home, in partnership with the Palo Alto Jewish Community Center and the Jewish Community Federation, is developing the Taube-Koret Campus for Jewish Life in Palo Alto. The intent is for an intergenerational campus that, in part, fulfills the Home's long-time vision of providing care and services to older adults in the South Peninsula. Housing services will accommodate those of means, as well as those who require financial subsidization. Sponsored by the Jewish Home of San Francisco, 899 Charleston – a new concept in senior living on the campus – will provide unique connections to the South Peninsula, Jewish life, neighborhood living, and wellness support for the future. 899 Charleston will offer a total of 182 apartments for independent living, along with 11 apartments for specialized memory support. 899 Charleston has been issued a permit to accept deposits by the California Department of Social Services.
5. In early 2004, leadership of the Jewish Home launched a collaborative and community-wide strategic visioning initiative to:
 - ◇ Assess the changing needs of the Bay Area's older adults and the Home's capacity to better serve those needs.
 - ◇ Examine how and where the Home delivers programs and services, and its ability to refine, improve, and re-define these services.

- ◇ Consider ways to alter the methods and locations in which the Home delivers programs and services in the future, so as to serve a broader constituency of older adults – as well as new and emerging markets – who are looking for different types of senior living environments.
- ◇ Review and update the organization’s vision and strategic plan to ensure that the Jewish Home remains responsive and relevant as a provider in a rapidly changing network of services for older adults in our community.
- ◇ The Jewish Home developed a summary report/brochure of its visioning and strategic planning initiative in June 2007. Entitled *A New Vision for the Future*, this ‘report back to the community’ highlighted the findings of the strategic visioning process, and detailed the Home’s progress as it explores and creates new opportunities and strategies to better serve the needs of the community’s older adults.
- ◇ The report/brochure was shared with trustees and senior staff of the Jewish Community Federation of San Francisco, the Peninsula, Marin and Sonoma Counties at a presentation by the Jewish Home’s president and CEO and director of Corporate Planning. They provided an update on the visioning process, key findings, and next steps. Thereafter, the publication was broadly disseminated to key community constituents.

An outcome of the strategic visioning process was the creation and adoption of a 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.



COMMUNITY BENEFITS

The following is a description of the wide range of programs that the Jewish Home provides to benefit the elderly in the greater San Francisco Bay Area.

Alzheimer’s Disease and other Dementias

An increasing number of beds are dedicated to residents suffering from this devastating disease. Innovations on the Home’s Garden Unit for residents with Alzheimer’s include an enclosed garden accessible only to this nursing unit. In addition, the careful, selective use of the WanderGuard (a signaling device that alerts when a resident wearing one is about to exit the facility) enables the Home to care for many more residents with Alzheimer’s, as residents may then safely reside on other living environments located on the campus. This also affords these residents greater freedom to enjoy a variety of secure areas and outdoor spaces.

Community Health Education and Promotion

- The director of Research has participated in a number of public education and information seminars, and serves as a member and safety officer on the Data Safety and Monitoring Board, on the Addiction Pharmacology Research Program, California Pacific Medical Center, and as core faculty for the UCSF Clinical Pharmacology Program.
- Jewish Home physician certified in Hospice and Palliative Medicine by the American Board of Hospice and Palliative Medicine (ABHPM) continues to take the lead in the Home’s efforts to provide improved medical care, end-of-life care, and associated services to those in need.

- The Home's director of Medical Services presented his paper, *Diagnosis and Treatment of Dementia*, at the second annual Aging and Chronic Care Management Conference convened by the Monterey Bay Geriatric Resource Center (MBayGRC) in February 2007. MBayGRC is a regional consortium of health care systems and educational organizations that includes University of California – San Francisco School of Medicine, Palo Alto VA Health Care System, Cal. State University Monterey Bay, community colleges, three area hospitals, and the local Area Health Education Center in the Monterey Bay tri-county region.
- A group of attendees from American Association of Homes and Services for the Aging's (AAHSA) annual meeting and exposition – held in San Francisco in November 2006 – toured the Jewish Home. As part of the learning experience, AAHSA delegates also attended presentations by Jewish Home staff and residents, where they learned about the Home's end-of-life care program, were informed of research being conducted by, and collaboratively through, the Home's Research department, and discovered how the Home encourages and promotes creative expression through its extensive creative arts program.
- The Creative Arts director and a resident artist participated in a television show in February 2007, when they discussed the topic *Art and Aging*. Their segment covered the Home's creative arts program, the ways in which art gives expression to things that may otherwise be wordless, how the creation of art enhances lives, and why individuals are drawn to both creating and viewing art.
- The president & CEO of the Home was a co-presenter at the Aging Services of California's May 2007 annual conference. The presentation addressed the development of non-profit constituency-oriented continuing care retirement communities.
- The Admissions department sends a letter of welcome and information to the families of new residents, informing them of how to access the Home's services and how they may become involved in the Home's community.

Community Adult Education

- Over the past twenty-three 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. This all-day, once-a-week art class meets for nine months of the year. *Mind/Body/Spirit Health* (Tai Chi) is another course provided through City College that meets weekly at the Home each semester. This is also open to the general community and has an enrollment of approximately 15 to 20 students. The Home receives no compensation for the space made available for these community classes.
- The Home's rabbi regularly teaches in the Jewish community and participates in both educational and leadership development programs with other agencies, such as Lehrhaus Judaica, Jewish Family and Children's Services, Union for Reform Judaism, Bay Area Jewish Healing Center, and Congregation Beth Am. He is often invited to make presentations to chaplains, Jewish professionals, and lay people on the use of poetry and sacred text in pastoral care, and on spiritual issues related to aging, illness, and death. His participation continues in 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 latest publication – an article entitled *God Is in the Text: Using Sacred Text and Teaching in Jewish Pastoral Care* – was adapted for publication in *Health Ministry Journal*, Spring 2006, the official journal of the Health Ministries Association. The rabbi serves on both the advisory board of the Bay Area Jewish Healing Center and its Hospice Committee, and on the board of the Gideon Hausner Day School (Palo Alto). He is a member of the Senior Resource Faculty, a national project that develops leadership and resources for the Jewish healing movement. He serves on the Ethics Committee of St. Luke's Hospital in San Francisco, and is a member of the Executive Committee of the Northern California Board of Rabbis.
- This past year the Home collaborated with *Lehrhaus Judaica*, an adult school of Jewish studies, offering two six-week courses.
- The Home partnered with KQED for two educational programs based on currently broadcasted PBS programming.

Services to Russian Émigrés

The influx of elderly Russian émigrés to the Bay Area community 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 a Russian-speaking services coordinator, three translators, and a complement of full-time Russian-speaking staff members in various disciplines and departments, the Home is able to offer a significant Russian services program. Approximately 160 Russian-speaking residents are served, which totals one-third of the Home's population.

Kosher Nutrition Project: Congregate and Home-Delivered Meals for Jewish Seniors

For a period of more than five years, the Jewish Home has collaborated with Jewish Family and Children's Services (JFCS) and the San Francisco Jewish Community Center (JCC) to provide hot, nutritious meals to Jewish seniors. The Home prepares up to 100 congregate kosher meals for seniors living at Menorah Park, and 40 individually packaged kosher meals that JFCS delivers to homebound seniors. Over the last year, in excess of 37,000 meals were prepared and distributed to community seniors.

During Passover, the Home provides a complete "Seder in a Box" to 100 homebound seniors, enabling them to celebrate the holiday with traditional food.

Information and Referral Services

- In fiscal year 2006/2007, the Admissions department responded to approximately 500 requests from the community for services to seniors in the Bay Area.
- The Home was a participating agency at community vendor and health fairs, and at Jewish festivals in San Francisco and Palo Alto, where information and referral services were provided to attendees.
- Admissions department staff participates in the San Francisco Senior Roundtable meetings each month, keeping agencies serving San Francisco's senior population informed of services provided by the Home.
- In fiscal year 2006/2007, the Admissions department admitted 101 long-term care residents, 13 individuals for short-term care, and 10 acute psychiatric patients.
- Outreach by the Admissions department once again focused on informing the community, older adults, and geriatric care professionals about the Home's services and its specialized acute psychiatric care unit. Presentations were also made to medical, government, and social services teams serving older adults.
- The director of Admissions met with representatives from the following agencies to inform them of long-term, short-term, and acute psychiatric services provided by the Jewish Home:

A Place for Mom; Accent Care; Alma Via – San Francisco and San Rafael; Atherton HealthCare; Alzheimer's Association; American Society on Aging; Atria – Burlingame; Bay Area Social Workers in Health Care; Broadmoor Hotel; Buena Vista Manor; Case Management Society of America; Compassionate Community Care; Coventry Park; CPMC – Community Health Resource Center; CPMC – gero-psychiatric unit; Family Caregiver Alliance; Heritage House; Herrick Hospital Psychiatric Service; Home Instead; Jewish Family & Children's Services; Jewish Family & Children's Services – Marin; Kaiser San Francisco case managers; Kaiser San Rafael; Kindred Healthcare; Laguna Grove; Lawton Healthcare; Livermore Hospital – Legends unit; Mercy Terrace; Mills Peninsula Hospital; Mission Villa; On Lok – 30th Street; Professional Geriatric Care Managers; Providence Place; Reliable Medical Services; Rhoda Goldman Plaza; San Francisco Bioethics Committee; San Francisco General Hospital – psychiatric E.R.; San Francisco Mental Health Clients' Rights Advocate; San Mateo County Adult Protective Services; San Mateo Public Guardian; Senior Roundtable of San Francisco; Sunrise at Golden Gate Park; The Avenues; The Granada; Tunnel Healthcare; Veterans Administration SNF; Villa San Ramon, Vital Link; Waters Edge Nursing Care; WOW Network

Information about these above-mentioned agencies' services was communicated to the Jewish Home's admissions and social work staff to enhance their awareness and knowledge of services beneficial to the Home's residents and their families.

- As a member of the Professional Grief Caregivers network, the director of Social Services and three in-house social workers for fiscal year 2007 attended network meetings, as well as "Good Grief: A Mo(u)rning Conference" – an annual morning conference providing education, networking, and spiritual direction for professionals who work with Jewish mourners. Information obtained from these sources was shared with other professionals, therapists, chaplains, hospice and healthcare providers.
- The director of Integrative Medicine provided educational training and in-services on the benefits of Traditional Chinese Medicine for the elderly and how common medical issues such as pain management, depression, and insomnia may be treated by this medical system. She also discussed the medical modalities of Chinese Medicine, which include acupuncture, medical massage therapy, and the effectiveness of herbs. In collaboration with physicians and nurses, allopathic and Chinese medical modalities are integrated with established care methods.
- The Pharmacy department continues to be the information resource with respect to changes to the Medicare-sponsored prescription drug program.
- The Home's pharmacy and medical staff collaborated to develop treatment guidelines in the areas of pain management, Epoetin prescriptions, psychotropic drugs, and palliative care.
- The Pharmacy department and Nursing management team collaborated to revise and update the medication administration process.

Community Service Learning

- The 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. Students volunteer within the Home, thus gaining valuable life experience and acquiring volunteer time required for college admissions. Students from Phillip Burton High, Mercy High School, Lowell High, Saint Ignatius, June Jordan, and San Francisco Community School, among others, 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, 10 students from City College of San Francisco and seven students from San Francisco State University were placed at the Jewish Home.
- The Home's director of Volunteer Services addressed the Institute for Civic Community Engagement at San Francisco State University in February 2007. This presentation formed part of a course entitled *Developing and Managing Resources in Non-profit Agencies*, and covered volunteer involvement and expectations; essentials to volunteer organization; volunteer recruitment strategies; and volunteer management.
- In collaboration with the San Francisco-based American College of Traditional Chinese Medicine, the Home serves as a weekly on-site acupuncture clinic, thereby assisting acupuncture students gain experience in treating elders, and providing residents who choose to manage their treatment through acupuncture with the opportunity to do so in a convenient setting and manner.
- **Interns**
 - ◇ Students from UCSF, Samuel Merritt College, Dominican University, San Jose State, and San Francisco State University continue to intern with the Home's physical, occupational, and speech therapists.
 - ◇ The Jewish Home is now considered one of the premier training sites for rabbinic interns specializing in geriatric work. The Jewish Home has, and continues, to provide training and supervision to rabbinic students from Reconstructionist Rabbinical College in Philadelphia;

Hebrew Union College, Jewish Institute of Religion in Los Angeles (in cooperation with the Kalsman Institute on Judaism and Health); and Hebrew Union College, Jewish Institute of Religion in New York. The students learn about aging and the illnesses associated with old age from residents, staff members across all departments, volunteers, and family members. They learn about collaboration, discover how a large institution works, and how a rabbi functions within this kind of setting. This essential on-the-job learning and training prepares them for their future rabbinical work and related careers.

- ◇ Throughout the academic year, therapeutic recreation interns are placed at the Home for intensive on-the-job training. This past fiscal year the Home sponsored a student for a 16-week internship. A creative therapeutic approach is used to help individuals understand and deal with physical, social, emotional, and cognitive changes by adapting old leisure interests and exploring new ones. The goal is to have participants return to a regular activities' program, having made use of various treatment measures, leisure education, and independent leisure participation.

□ **Intergenerational Programs**

- ◇ The Home frequently participates in joint educational programs with religious youth groups, which may range 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 Congregation Kol Shofar, Peninsula Beth El, Beth Sholom, Brandeis Hillel Day School, Temple Beth El, Congregation Emanu-El, Congregation Sherith Israel, United Synagogue Youth, and Beth Am, among others.
- ◇ Under the supervision of their rabbi, and in conjunction with the Jewish Home's Volunteer Services department, students from Jewish High School of the Bay began community service at the Home in fall 2006. Students make regular visits to the Home during the academic year, spending time with residents one-on-one as they share rich and rewarding interactions.
- ◇ The Home also enjoys periodic visits at Friday night Sabbath services from a troop of Girl Scouts – an intergenerational program that enriches young and old alike.
- ◇ The Home serves as a host agency for college students wishing to spend their summers performing Jewish community work. Students from a broad field of study provide direct service to the Home's residents by devoting 32 hours per week, for a six-week period. This past fiscal year, the Home sponsored one college student.
- ◇ A year-round, four-year high school scholarship and enrichment program for under-served, low-income minority students, Project ACHIEVE opens a world of possibilities by providing students with access to quality education – including cultural, career, and community service experiences. ACHIEVE students from Archbishop Riordan High School (a Catholic boys' school) and Mercy High School (a Catholic girls' school) participated in an academic-year program at the Jewish Home, where they were paired with residents of the Home to share in-depth conversations. Students then wrote oral histories, relating the residents' life-stories. Partnerships and interactions such as these result in a deeper understanding of and appreciation for one another's perspectives, life experiences, and disciplines – as well as provide the wherewithal for ACHIEVE students to produce work that is insightful and inspiring.

□ **June Jordan and San Francisco Community School**

These community grammar schools provide 'work' experiences for eight-grade students. The program's aim is to extend the students' experiences beyond a classroom environment, by bringing them into the community, and exposing them to the working world. Two students from June Jordan come to the Jewish Home twice a week, for a period of 1½ hours per session. They engage in mock interviews, compose résumés, and receive performance evaluations upon completion of their assignments. Similarly, two students from San Francisco Community School are at the Home twice a week for career enhancement learning.

□ **Mayor's Youth Employment and Education Program (MYEEP)**

A city-wide program, MYEEP provides after-school employment to youth, with the goal of developing

job skills, and offering work experience that increases career awareness and future employability. In fiscal year 2007, the Jewish Home provided a work site for four MYEEP students.

□ **Project 20**

Project 20 is a community service program that forms part of the San Francisco Pretrial Diversion Project (SFPDP), whereby ‘first time’ misdemeanor offenders on non-violent charges have the opportunity to perform community service, or engage in educational or rehabilitative programs. Project 20 referrals provide volunteer services at the Home in lieu of payment for parking violations to the city of San Francisco. In fiscal year 2007, four Project 20 referrals were placed at the Jewish Home.

Donated Space and Supplies

The Home regularly opens its doors to professional organizations and community groups, offering them free meeting space, continuing education credits (when appropriate), and refreshments.

- The January 2007 meeting of the Bay Area Cluster Group of Professional Geriatric Care Managers was hosted by the Jewish Home and held in the well-appointed conference room of the Home’s new Barbara and Richard Rosenberg Family Center. The specialty of professional geriatric care managers is relatively new. As health and human service professionals with a specialized body of knowledge and experience related to aging and elder care issues, the goal of geriatric care managers is to help older adults and persons with disabilities attain their maximal functional potential.
- The Home’s boutique/gift shop made a substantial donation of new women and children’s clothing to Jewish Family and Children’s Services.

MEDICAL CARE SERVICES

Charitable Care

There is an increasing demand 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 physical state or ability to pay. Approximately 90 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 2007, the charity adjustment for Medi-Cal recipients was approximately \$4.9 million. The Jewish Home had an operating deficit of \$3.8 million for fiscal year 2007.

Short-Term Care

The Home’s short-term care program is designed for those elderly requiring specialized medical and rehabilitation services, usually following discharge from an acute hospital or an acute illness, with the goal of returning to the community. As the length of stay in acute hospitals has become shorter, the Home has increased the number of beds initially allotted to this program in order to accommodate the greater need for short-term care.

Respite Care

This program was instituted to relieve caregivers of the daily responsibilities of caring for a dependent elder. The Jewish Home provides replacement nursing care ranging from a four-week to six-week stay. Respite care at the Home fills a critical need in the community: if a caregiver has time off, that caregiver will remain healthier for longer, and will be able to provide satisfactory care to their elder for a longer period of time in a familiar environment.

Acute Psychiatric Care Service

As limited psychiatric resources exist for elders requiring hospitalization, the Jewish Home's acute psychiatric unit is a major Bay Area resource, delivering both in-patient care and consultation to the general community. The Home specializes in meeting the psychiatric needs of seniors, offering individualized treatment for individuals age 55 or over, and support services for family members. Seniors with psychological concerns also benefit from the collaborative arrangement the Home maintains with Kaiser Permanente, where these seniors are referred by Kaiser to the Home for treatment.

The Home's medical director serves on the International Psychogeriatric Association's board of directors. As the mission of IPA is to improve mental health of older people worldwide through education, research, professional development, advocacy, health promotion, and service development, the medical director's membership in this association, as well as his serving on its board, enhances the psychiatric care both he and the Home's medical staff may offer to seniors.

Coordinated Care

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

- The Jewish Home provides medical direction externally, and is an intrinsic part of a continuum of care throughout the Bay Area. The Home's medical director serves as a consultant to staff of an assisted living community in Danville. Additionally, the Home's nurse practitioners and physician's assistant coordinate care, perform physicals and TB tests, train staff in assessment, and review medications for residents of a subsidized housing community.
- The Jewish Home participates in the influenza prevention program, inoculating its residents, staff, and volunteers, as well as residents of the above-mentioned subsidized housing community.
- The Jewish Home's medical director serves on the board of directors of On Lok Inc. and On Lok Senior Health Services, two community-based non-profit organizations that focus on providing health care to seniors in the community.

OTHER BENEFITS FOR VULNERABLE POPULATIONS

Employment Plus

This non-profit 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 1½ hours per day, four days a week, accompanied by a job coach.

Special Education

Students from the Special Education Program at Philip Burton High School volunteer at the Jewish Home throughout the school year. The program focuses on students who have developmental disabilities and places them in volunteer positions for job training. The short-term goal is to foster sufficient independence so that the students may accomplish tasks without cues from their on-site job coach, while the long-term goal is to obtain paid employment in the community once the students graduate. Two groups, comprised

of three to five students each, and accompanied by a job coach, were placed for two-hour sessions, two days a week, with the Home's environmental services department.

Transitional Volunteer Program (TVP)

The Jewish Home acts as a work site for the Transitional Volunteer Program (TVP), which is administered by the Volunteer Center of San Francisco. TVP places individuals with a range of mental and physical challenges in structured, pre-vocational volunteer jobs in non-profit organizations with a supportive environment. Through their placement at the Jewish Home, TVP volunteers are able to gain work experience, increase their self-confidence, and attain a sense of efficacy and community. For fiscal year 2007, one TVP volunteer was assigned to the Home.

SOCIAL ACTIVITIES

Notwithstanding numerous social activities and events that take place annually at the Jewish Home, and which include attendance by members of the greater community, fiscal year 2007 saw the occurrence of some singular events on the Home's campus.

Ceremonial opening & dedication of the Barbara and Richard Rosenberg Family Center

September 11, 2006 marked the ceremonial opening of the Jewish Home's Barbara and Richard Rosenberg Family Center – a 45,000 square-foot facility that broadens the services the Home provides its 430 residents. Funds from the Home's successful comprehensive campaign – the largest in the Home's history – supported the construction of the Rosenberg Family Center and expanded the Home's endowment so that it may continue its 136-year tradition of caring for those in need.

Guests at this event included key community members, representatives from major Bay Area Jewish organizations, the office of Senator Barbara Boxer, and local synagogues.

“Someone's in the Kitchen” fundraiser

Designed to be a glamorous affair, a gastronomic delight, and a fundraiser, this October 2006 event brought over 550 guests onto a transformed Jewish Home campus, where huge tents had 39 top chefs from the San Francisco Bay Area and beyond creating three-course feasts for their assigned tables. The affair provided many guests with their first visit to the Jewish Home, while their attendance directly supported the care of the Home's residents.

Open house celebration

The Jewish Home hosted a grand opening in June 2007 to showcase and celebrate the results of its two-year on-site construction project, the new Barbara and Richard Rosenberg Family Center, the Home's new synagogue and spiritual center (which is regularly attended by members of the community), and renovated spaces. Hundreds of guests, including discharge planners from local hospitals (for whom the Jewish Home is a resource), community members, residents, family members, donors, volunteers, and staff gathered at this joyous, heartwarming event. The program included dedication of the synagogue/spiritual center and installation of the prayer scrolls, musical and comedic turns, book-signing of a memoir by a Jewish Home resident who is also a founder of Family Caregiver Alliance (a non-profit group that helps families dealing with Alzheimer's disease), and informal tours of areas of the Home.

Arts & entertainment programs

A broad range of programs are a regular feature at the Jewish Home, involving community groups who share their resources, talents, artistry, expertise, and skills with the Home's residents. Programs range from Russian music and dance theater, to the San Francisco Jewish Film Festival, Jewish War Veterans, and the San Francisco Conservatory of Music, preparatory division.

OTHER BENEFITS TO THE BROADER COMMUNITY

Employer

The Home is a mid-size employer in the city of San Francisco and provides employment to more than 650 employees each year, ranging from skilled labor to executive level positions. The total payroll for fiscal year 2007 was approximately \$28,000,000.

Neighborhood Involvement

The Jewish Home successfully partners with local organizations, fostering dialogue, collaborations, and on-going communications with its neighbors. Since the inception of the Excelsior Street Festival five years ago, the Home has served as a major sponsor of this annual event.

HEALTH RESEARCH, EDUCATION AND TRAINING PROGRAMS

Medical Research

The Jewish Home's Research department was formed in 2001. The overall goal of the research is to improve the care and quality of life of older people, especially the frail elderly. Opportunities are provided for intellectual scholarship, clinically-based research, and basic research into the mechanism of age-related processes, disability, and disease.

Research and reports of research done at the Jewish Home are presented at local, national, and international meetings, while multiple publications are in print – thus disseminating the research work undertaken by Jewish Home medical staff and making known their expertise across a broad platform.

- The Jewish Home's director of Research addressed the national meeting of the American College of Physicians (held in San Diego in April 2007) on *Cardiovascular Disease After 80 Years of Age*. With a membership of approximately 120,000, ACP is the nation's largest medical specialty society – committed to enhancing the quality and effectiveness of health care by fostering excellence and professionalism in the practice of medicine.
- The director of Research delivered a talk entitled *Ageing and Medications: The Gospel and Surprises from "Clinical" World Findings* in January 2007 at the University of California, San Francisco, (grand rounds) for health care professionals.
- Pharmacists, clinical pharmacologists, industry members, and postgraduate trainees benefited from the course taught by the Home's director of Research: *Geriatric clinical pharmacology* – curriculum review course, American Society for Clinical Pharmacology and Therapeutics, Anaheim, CA, March 2007.

- During 2006/2007, a number of research projects utilized the resources of the Jewish Home, while the Home served as a site for research trainees.

The following research projects were ongoing:

- ◇ Janice B. Schwartz, M.D. *Older Persons and Drugs: effects of age, sex, and race* funded by the NIH with the goal of improving medication therapy for older people.
- ◇ Janice B. Schwartz, M.D. *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.
- ◇ Nancy Stotts, R.N. Ph.D. and Harriet Hopf, M.D. *Supplemental Fluid and Collagen Deposition* funded by the NIH with the goal of determining whether providing additional fluid will improve wound and skin healing in older adults.
- ◇ Laura Hill-Sakurai and Theresa Allison, M.D. *The Role of Music in a Nursing Home* – an observational and interview study on the impact of music on the quality of life of residents in nursing homes.
- ◇ Jay Luxenberg, M.D. and Michael Weiner, M.D. *Improved methods to detect changes in Alzheimer’s disease using MRI/MRSI* funded by the NIH with the goal of developing better non-invasive imaging techniques to diagnose Alzheimer’s disease.
- ◇ G. Dowling, R.N., Ph.D. and J. Luxenberg, M.D. *Management of sleep-activity disruption in Alzheimer’s disease* funded by the NIH to determine if exposure to bright light can improve sleep in Alzheimer’s patients.
- Published research-related articles (covering topics such as gender and cardiovascular medications and the effect of timed bright light treatment for rest-activity disruption in institutionalized patients with Alzheimer’s) provide the healthcare profession with access to information and findings that are incorporated into the care of older patients.
 - ◇ Schwartz, J.B. *The current state of knowledge on age, sex, and their interactions on clinical pharmacology* (Invited paper). *Clin Pharmacol Ther* 2007; 82 (1), 87-96.
 - ◇ J.B Schwartz and D. Zipes. *Geriatric Cardiology*, in Braunwald’s *Heart Disease: A Textbook of Cardiovascular Medicine*, Eighth Edition. Zipes D.P., Libby P., Bonow R.O., Braunwald E., ed. Elsevier/Saunders, In press.

CNA Program

In partnership with Jewish Vocational Service, the Jewish Home offers training programs for certified nursing assistants, thereby ensuring that well-trained individuals, who are able to deliver quality care, are brought into the healthcare field. The Home provides additional support to students during the course of the CNA program in the form of role-playing, study guidelines, and the development of study strategies for the successful completion of written and oral examinations.

Acute Psychiatric Unit Training

The Jewish Home’s on-going educational programs for staff assigned to the Home’s acute psychiatric unit aim to increase the knowledge and skill levels of the interdisciplinary team responsible for providing care to clients with acute psychiatric disorders.

Programs included a class on post-traumatic stress disorder by a Jewish Home in-take social worker, educational presentations delivered in partnership with psychiatrists and a psychiatric nurse consultant, as well as cardio-pulmonary resuscitation courses for members of the Home’s multidisciplinary psychiatric and designated relief staff.

Clinical Training

- The Home serves as a clinical site for the training of students from the San Francisco-based American College of Traditional Chinese Medicine. Acupuncture students are therefore exposed to elders, and gain experience by treating residents who prefer to include acupuncture as part of their medical regimen.
- Geriatric fellows from the University of California, San Francisco (UCSF) receive training at the Home one to two days per week for five months each year. As part of their ICD 131 *Foundations of Patient Care* class, first-year and second-year medical students from UCSF are in attendance at the Home approximately twice a month. Family Practice residents from San Francisco General Hospital program attend four days a month, while Internal Medicine residents from UCSF attend weekly. Internal Medicine residents from California Pacific Medical Center are in attendance approximately twice a month. Additionally, students from the University of California, Berkeley, Samuel Merritt College, and the University of California, Davis, had rotations at the Home, introducing them to aspects of geriatrics.
- Fourth-year pharmacy students from UCSF spend one eight-hour day a week, in 12-week rotations, in the Home's Pharmacy department.
- The Pharmacy director annually delivers a lecture on the treatment of dementia to second-year pharmacy students at UCSF's School of Pharmacy.

Healing Touch

As a complement to traditional medical care, training was given to a varied and interdisciplinary group – including nurses, social workers, recreation staff, administrative personnel, volunteer services staff, and volunteers from the Jewish end-of-life care program – in Healing Touch, an energy-based therapeutic approach to healing that 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 is used as a complement to traditional medical care. The 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 one's sense of well being.

End-of-Life and Hospice Care

At the initiative of the Jewish Home's rabbi and director of its Department of Jewish Life, the Home implemented *Kol Haneshama: Jewish End-of-Life Care* – 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. On-going training for this program involves volunteers, Jewish Home employees, and a community member – the Pastoral Care director at Laguna Honda Hospital. Volunteers have also been placed at other hospices. In addition to the inter-agency cooperation that now 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.



CONCLUSION

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

- Coordination with new and established residential care facilities and programs throughout the Bay Area;
- Increased fundraising initiatives to ensure continued ability to serve the frail and indigent elderly in the future;
- Coordination of services among Jewish organizations;
- The Jewish Home and Menorah Park senior housing have identified opportunities and are actively pursuing options for closer collaborations;
- Program development as the needs of residents change; and
- Partnering with the Palo Alto Jewish Community Center and the Jewish Community Federation in developing the Taube-Koret Campus for Jewish Life in Palo Alto, including independent and assisted living services to the South Peninsula.

The board of trustees of the Jewish Home is committed to its long tradition of service to the entire community, and, in particular, the under-served. 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.

