

Community beyond
construction at
899 Charleston

Songwriting engages
seniors positively
and productively

Quality assurance
translates into
quality care

Jewish Senior Living

Summer 2008





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ENRICHING THE QUALITY OF LIFE OF OLDER ADULTS

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I have a great deal of exciting news to share with you in this issue of *Jewish Senior Living*, including several milestones about 899 Charleston, our senior living community under construction on the Taube Koret Campus for Jewish Life in Palo Alto.

Firstly, I am very pleased to announce that the new project will be named Moldaw Family Residences at 899 Charleston, thanks to a significant and very generous contribution by Stuart and Phyllis Moldaw. The Moldaws are dedicated supporters of the Jewish Home of San Francisco, and Stuart has served on the Home's board of trustees. It has been Stuart's long-standing dream and goal to have a senior residence on the South Peninsula to serve the area's large Jewish population. We are thrilled that Stuart and Phyllis have made this commitment and that they will be involved in this leading-edge residence for older adults.

Moldaw Family Residences at 899 Charleston is one part of a larger strategy adopted by our board last year as a result of the Jewish Home's comprehensive strategic visioning initiative. Our 'Vision Statement' calls on us to become a regional resource for senior adults, to provide life-enriching programs and services along with community connections, in an environment that reflects the social, cultural, and spiritual values of Jewish tradition. I believe you will find that Moldaw Family Residences fulfills this vision as our first foray into regionalization.

Situated on a campus that includes the Oshman Family Jewish Community Center, Moldaw Family Residences offers an inviting, multi-generational 'neighborhood.' Residents will have access to JCC programs, as well as specific activities within their own apartment buildings. Future residents are choosing from a variety of units at 899 Charleston, each designed with amenities to support healthy aging.

"Philanthropic support from individuals such as the Moldaws and members of the community ... enable us to bring our vision to reality, ensuring that we are responsive to the desires and needs of older adults."

Philanthropic support from individuals such as the Moldaws and members of the community, who have made commitments to Moldaw Family Residences and the Jewish Home, enable us to bring our vision to reality, ensuring that we are responsive to the desires and needs of older adults. With your participation, we will continue to provide state-of-the-art facilities, services, and programs that reflect the advances influenced by demographic trends and the lives of our community's seniors.

As *Jewish Senior Living* goes to press, our community has raised 95 percent of the minimum fundraising goal for the Taube Koret Campus for Jewish Life's capital campaign, or \$134 million of the \$140 million target. I say 'minimum' because if we can raise more, we will be able to lower our long-term debt and thus better serve the community.

Construction of Moldaw Family Residences is progressing on schedule with a completion date of September 9, 2009. The total project mass is 310,000 square feet, comprised of six four-story buildings. If you happen to stop by the site, you will see that concrete work is nearly complete, and window and other glass installations are underway.

You may also be interested to know that the budget for the entire Taube Koret Campus for Jewish Life is \$307 million, making it the largest and most successful fundraising campaign in the history of the Bay Area Jewish community – and possibly the largest project undertaken by any Jewish community in this country.

We are thrilled to be a viable and dynamic part of this wonderful new center for Jewish life on the South Peninsula. We thank you for the essential part you are playing that ensures our ability to provide Bay Area elders with the ongoing services they need and deserve today, and those we may plan and implement for future years.

DANIEL RUTH
 President & Chief Executive Officer,
 Jewish Home of San Francisco

It is with tremendous pride that I serve as chair of the Jewish Home of San Francisco's board of trustees. For nearly 137 years, from one generation to the next, the Jewish Home has been a vibrant community in which the lives of the residents are enriched by the provision of high quality care, services, and programs.

Throughout the Home's venerable history, the community's extraordinary commitment to caring for our older adults with dignity and respect has been unwavering. We remain grateful to our community for this unparalleled level of support. Without it, the Home simply would not be able to provide the level of care and assistance that our community expects and that our residents deserve.

Yet, in recent years, providing for our community's older adults has become increasingly more complex and challenging. The health needs of elders are more profound, people are living longer, and those seeking our services arrive with greater frailties than ever before. Government funding is inadequate and far less dependable as the different levels of government grapple with their own unprecedented deficits. In addition, the cost of providing health care continues to mount, while general inflationary pressures are escalating at rates that are not being matched by government support.

“The intent of this initiative is to establish a world-class center for aging services in San Francisco that builds upon our reputation for innovation, clinical and service excellence, research, education, and advocacy.”

For its part, the Jewish Home's leadership recognizes the changing world in which we operate and is fully poised to dynamically respond to ensure the relevancy and viability of our programs, services, and facilities throughout the 21st century. It is in this regard that the Jewish Home is embarking upon the re-master planning of its Silver Avenue campus. We are analyzing how we deliver services, as well as our ability to improve and realign these services in a manner consistent with trends that meet the current and future projected needs of those older adults seeking our services.

The intent of this initiative is to establish a world-class center for aging services in San Francisco that builds upon our reputation for innovation, clinical and service excellence, research, education, and advocacy. The scope of this project will include but not be limited to: a facilities and building systems review; environmental analysis; demographic analysis; and community needs assessment. Additionally, we are collaborating with our Menorah Park of San Francisco partners in order to identify ways to extend our services to those older adults who do not require medically-oriented services,



MARK MYERS

yet desire the convivial atmosphere of a Jewish-sponsored older adult community. The Jewish Home's site re-master plan project is led by an impressive Steering Committee comprised of Jewish Home trustees and staff, as well as community representation. In partnership with the Home's senior staff, I would like to take this opportunity to acknowledge and thank the following individuals for serving with me on this committee: Michael Adler, James Davis, David Friedman, Bill Pomeranz, Nurit Robinson, Joel Roos, and Michael Strunsky. I look forward to working with this outstanding committee and keeping you apprised of our progress.

The Jewish Home of San Francisco remains the flagship – the emotional and cultural epicenter of our aging initiatives. The hallmark of the Jewish Home over its long history has been the ability to re-invent itself, ensuring relevancy to its clients. As we continue this evolutionary process, we do so knowing that opportunities can only be optimized through your continued generous support.

MARK MYERS
*Chair, Board of Trustees,
Jewish Home of San Francisco*

DEVELOPING SENIOR LIVING COMMUNITIES

The new trend in continuing care retirement communities – or CCRCs as they are known in the industry – is to take away the ‘R’ for retirement, say Dan Cinelli and Leslie Moldow, principals of the architectural and planning firm Perkins Eastman. The reason: although older adults may be of retirement age, these days they are still eager to be active and involved.

Cinelli and Moldow, who are consulting with the Jewish Home as it advances its strategic planning, addressed a gathering of 11 Jewish Home past presidents in January. Both have worked for more than 25 years in planning innovative senior living communities across the country and are experts at meeting the complex needs of the elderly. The two provided an overview of components of forward-looking senior communities.

“The active adult market is shrinking the CCRC market share,” states Cinelli. New communities for aging adults reflect trends in society, which are equally important to today’s consumers of senior adult housing. The good news is that they result in financially viable and relevant projects.

Sustainability, which is quickly becoming a familiar word in daily life, is being taken into consideration in many facilities. For example, car sharing, using sustainable products in both construction and in everyday employ, recycling water, and creating ‘green’ roofs (i.e., roofs covered with organic gardens) are no longer unusual.

Another trend is integrating senior-friendly apartments with non-senior facilities. Apartments designed to accommodate the needs of older adults may be built above stores, restaurants or libraries – amenities that are used by the public, but are also useful to the residents. Apartments are also spacious enough to put in a daybed, for example, so that children or grandchildren may visit.

Collaborative projects that are developed near a college campus or a community center are attractive to seniors who are interested in learning in a multi-generational setting, and who are looking for housing built specifically for them. Moldaw Family Residences at 899 Charleston, the progressive new senior living community initiated by the Jewish Home on the Taube Koret Campus for Jewish Life in Palo Alto, is an excellent example of this type of project.

Within a facility, multiple dining areas with kitchens nearby are another trend. “When you smell the food, it is right there, not 300 yards away,” Cinelli says.

Senior housing in today’s market presents challenges, notes Moldow, but it also offers great opportunities.



Consultants Dan Cinelli and Leslie Moldow give an overview of the components that are included in innovative senior communities.

New communities for aging adults reflect trends in society, which are equally important to today’s consumers of senior adult housing. The good news is that they result in financially viable and relevant projects.

At the Jewish Home of San Francisco, we hear often from family members who want to tell us how happy their loved one is at the Home, and how important it is to them that their mother or father is so well taken care of. I know how comforted my husband, Steve, and I felt when my father-in-law, Clarence Krieger, a past president of the Home, became a resident. We were able to rest better at night knowing he was under the Home's wonderful care.

From the many moving stories, here is one I would like to share.

Robert Loeva's mother, Dina Loeva, spent the last year of her life with us. Dina was a fiercely independent woman who refused to leave her home until her health made it an absolute necessity. After finally agreeing to move into the Jewish Home, her life changed for the better. "It was as if she found a new extended family after many years of isolation," Robert tells us.

"She made many new friends among the residents and the staff. Every day was a gift," he adds. Dina had studied art, and at the Home she became one of our artists, painting dozens of pictures. Several of these paintings hang in her granddaughter's bedroom, a lasting reminder of her loving grandmother.



ARLENE KRIEGER

“Excellence has its price, though. This year, the cost of care for each resident is \$20,000 more than we receive in reimbursements from the state. Your help is more important than ever.”

Stories like this one are only part of the reason our Jewish Home is an ongoing source of inspiration to me. I visit the Home several days every week, and each time I am heartened to see the outstanding and compassionate care residents receive 24 hours a day, seven days a week. Through the Home, our community is fulfilling a sacred promise and a basic tenet of Judaism: to honor our elders.

I am proud to say that each of our residents, regardless of the state of their health or their ability to pay, receives the same extraordinary care, truly enriching their later years. Art programs, kosher food, a resident rabbi and an on-site synagogue are not extras at the Jewish Home; they are an integral part of our approach to caring for seniors. Since our founding 137 years ago, we have counted on the generosity of our Jewish community to help make the Jewish Home truly a 'home.'

Excellence has its price, though. This year, the cost of care for each resident is \$20,000 more than we receive in reimbursements from the state. Your help is more important than ever. *Forsake Me Not*, a new fundraising appeal that I am pleased to chair, will help support excellent care. Our dedicated committee members – Shirley Eisler, David Friedman, Mark Myers, Debra Reynolds, Carol S. Roberts, Alan Silverman, and honorary co-chairs Phyllis Friedman and Barbara Rosenberg – are reaching out to old friends and new to help us. We have already raised \$600,000 of our \$1 million goal for this fiscal year ending June 30.

Family members Debra Reynolds and Steven Hammerschlag tell us, "When we visit our mother, Ilse Hammerschlag, at the Home, we are always appreciative, not just for the care she receives, but also for the unconditional respect given her. We leave our visits feeling grateful and knowing our mother is safe. This contribution is our way of saying thanks."

With your help, we will reach our goal and will continue to serve the bodies and the souls of our community's elders.

ARLENE KRIEGER
*Chair, Board of Trustees,
Jewish Home & Senior Living Foundation*



Discussing texts from the Talmud at one of their bar/bat mitzvah preparation classes are clockwise, l. to r., Frances Marder, Rachel Alhadeff, Francine Hament, Earl Anecston, and Rebekah Finer.

A TRUE MITZVAH

RESIDENT LIFE

For Francine Hament, 81, it was a challenge and an occasion to keep learning. For Earl Anecston, 82, it would fill a hole in his life. And for Rebekah Finer, 77, it presented an opportunity to become skilled at trope, the musical notations in the Torah that denote the melody of the chant.

The three, along with Frances Marder, 82, and Rachel Alhadeff, 69, were the 2007 b'nai mitzvah class at the Jewish Home of San Francisco. The four women (all residents of the Home) and Earl (a long-time Jewish Home volunteer), were called to the Torah on December 22. Surrounded by a full house of friends, family and fellow residents, they read their Torah portions and completed a Jewish tradition they had been unable to fulfill earlier in their lives.

The group had studied hard for ten months with Rabbi Sheldon Marder, the Home's director of Jewish Life, and Helen Luey, a volunteer with *Kol Haneshema*, a spiritual care program at the Home.

Throughout the ten months, Helen was impressed with her students' enthusiasm. "They were dealing with challenges of energy, vision, and memory. They would tell me it was hard, but there was never an indication they wouldn't keep going. That was very inspiring," she says.

"We were at different levels of scholarship," notes Francine, who, although adept at languages, had never learned Hebrew. Rachel and Rebekah learned Hebrew as children, and Frances lived in Israel for 10 years. Earl could vaguely remember remnants of the alef-bet from his brief stint at Hebrew school. In addition, the amount of time each was able to spend preparing for the special day varied. "Some studied for >>>



hours each day and I managed to find 45 minutes,” Francine admits somewhat sheepishly.

Helen and Rabbi Marder consulted frequently on their approach. “We knew we needed to teach skills in individualized ways, because everyone learns differently, especially in old age and with various illnesses,” explains Rabbi Marder. The goal, he says, was to give the group a sense of true accomplishment and have them feel good about it.

While the b’nai mitzvah class was learning at the Jewish Home, resident Doris Sperber, 100, was studying for her own bat mitzvah with Congregation Sherith Israel’s Cantor Rita Glassman. “It took chutzpah for an old lady to do it, but I did,” Doris says proudly. She celebrated on January 26 at the temple in San Francisco, where she was joined by her four sons and a grandson. Her husband, who passed away in November, had encouraged her to have the bat mitzvah that she, as a female, was not allowed to have at 13. “I felt his spirit with me,” Doris says.

A graduate of Brandeis University and former Hebrew teacher, Rebekah Finer was not allowed to have a bat mitzvah either, even though she had studied in her Jewish community in Omaha, Neb., from the time she learned to read. “I always complained to the rabbi that I could read and study, but couldn’t carry the Torah,” she remembers. Being

“They were dealing with challenges of energy, vision, and memory. They would tell me it was hard, but there was never an indication they wouldn’t keep going. That was very inspiring,”

– Helen Luey, b’nai mitzvah co-teacher

ABOVE: Doris Sperber holds her sons’ bar mitzvah pictures. She celebrated her bat mitzvah at age 100.

RIGHT: Helen Luey taught the b’nai mitzvah group Hebrew and trope, the musical notations in the Torah.

OPPOSITE PAGE: Bat mitzvah student Rebekah Finer practises her Torah portion.



able to carry the Torah at her bat mitzvah was exciting. “It was like a mother hugging a child. When you carry it, you’re fulfilling the responsibility of an adult.”

Studying for her bat mitzvah with Rabbi Marder, who happens to be her son, was an extraordinary experience for Frances Marder. “He’s a wonderful teacher. Of course we argued about a few things, but we’ve been doing that all our lives,” she laughs. As she has aged and encountered various illnesses, Frances explains, her outlook on religion and God has changed, and she has gained an appreciation for the way “so many parts of the body work together the right way. It can’t be haphazard; there has to be a God.” She decided to have a bat mitzvah because “I’m 82 years old and time was going by.”

The sole man in the group, Earl Anceston has been volunteering at the Jewish Home since he began showing films there in 1946, more than 60 years ago. It was somewhat of a struggle for him to

learn his portion, but well worth it. “I thought about doing it for years, ever since resident Ilse Loewe had her bat mitzvah. In one of those insane moments I decided to join the class. It was something I should have done about 75 years ago,” he says. Earl’s family from Sacramento was at the ceremony and gave him the appropriate gift – a pen and pencil set!

Rachel Alhadeff’s goal was to read the Torah without the vowels. Born in the Congo, where her parents had moved to escape the Nazis, she was raised in an Orthodox family and, as with others of her generation, could not have a bat mitzvah because she was female. In December, when she kissed the Torah with her tallit as she finished reciting her portion, Rachel knew she had accomplished her goal. Her bat mitzvah preparation was just the beginning for her study of Hebrew and Judaism, though. “I have a wonderful teacher – a volunteer who is just 12 ½ years old and goes to Brandeis Hillel Day School. Adi knows *everything* about Judaism.”



An active senior who frequently commutes to the Marin JCC for Friday senior lunches with friends, Francine Hament decided she could spare five minutes out of the art room, where she spends much of her time painting, to begin learning Hebrew and studying for a bat mitzvah. “It was actually the last thing on my mind,” she says, “but when Rachel and Rebekah told me of their plan at a Shabbat service, it sounded like a challenge I would enjoy.” Francine found the experience invigorating and has learned much more about Judaism. And at a recent Shabbat lunch at the JCC, she was thrilled to realize she could follow the Hebrew words sung by Cantor David Margules of Marin’s Congregation Rodef Sholom.

The five b’nai mitzvah students and their teachers developed strong bonds in their hours of intense study. “We were a very congenial group,” comments Frances. At the b’nai mitzvah service, her son, the rabbi, never stopped smiling, she adds.

“It’s demanding and it takes a major commitment from all of us, but it’s really gratifying,” concludes Rabbi Marder. ■



REFLECTIONS

Becoming bar or bat mitzvah as an adult is different, and becoming bar or bat mitzvah as an elder is very different!

Jewish Home residents bring to their studies a lifetime of accomplishments and disappointments, and a great deal of hard-earned wisdom. They also bring a spiritual hunger and a spiritual ‘style’ that have changed over the years. As we age, more of our spiritual life seems to happen internally. There is more reflection, more focus on purpose and meaning, especially as one nears the end of one’s life – quite the opposite of a 13-year-old child’s spirituality, which is usually directed outward, toward the world and toward other people.

This is not to say that our elders’ religious experience is not also social. Their decision to become b’nai mitzvah has much to do with their membership in our Home’s community, Congregation L’Dor VaDor, and their devotion to it.

The service on December 22, 2007 was the fourth b’nai mitzvah celebration during my years at the Jewish Home. In all, fourteen residents have participated in these events. I have noticed that these individuals have had some significant yearnings in common: a powerful need to learn how the sacred texts of Judaism speak to their present situations; an equally strong need to make their Jewish commitment ‘official’; a desire to feel authentic as Jews; and an understanding that the way to achieve Jewish authenticity is through serious study.

With every group of b’nai mitzvah, I have had a teaching partner. On this occasion, my co-teacher was Helen Luey. Helen had recently become bat mitzvah at San Francisco’s Congregation Sherith Israel, where she developed a love and passion for Torah.

While Helen focused on teaching Hebrew and trope, I taught foundational texts from the Talmud – texts that reveal the building blocks of a Jewish worldview. Our b’nai mitzvah students had a solid learning experience, and they became solid friends, too.

RABBI SHELDON MARDER
*Director of Jewish Life,
 Jewish Home of San Francisco*

MOLDAW FAMILY RESIDENCES AT 899 CHARLESTON BUILDS COMMUNITY BEYOND CONSTRUCTION ACTIVITY

MOLDAW FAMILY RESIDENCES AT 899 CHARLESTON

While construction of Moldaw Family Residences at 899 Charleston is well underway on the Taube Koret Campus for Jewish Life in Palo Alto, future residents are building a different kind of community through shared interests and new friendships.

“From the start, the 899 Charleston community has never been about just the buildings, living spaces, and amenities,” says Annie Reynolds, 899 Charleston sales director. “Moldaw Family Residences is about people, connections, and community spirit. So while we are ecstatic that the physical structure is progressing, we are as excited that our future residents are finding opportunities to socialize and build friendships now, even before they move in.”

Moldaw Family Residences is part of the Taube Koret Campus for Jewish Life, a multi-purpose, intergenerational campus located on eight acres in Palo Alto at 901 San Antonio Road.

A groundbreaking ceremony for Moldaw Family Residences and the Taube Koret Campus in October 2007 brought future residents together and marked the start of construction work on the 193 apartment homes that will make up the senior living community. Approximately three-quarters of the private residences, which are interspersed across the campus, have been reserved.

“Since we have so many great people who have already chosen the 899 Charleston lifestyle, our future residents have a unique opportunity to get acquainted with their new neighbors before move-ins start in the fall of 2009,” says Reynolds. “We are holding events prior to the campus completion and working with the Oshman Family Jewish Community Center (OFJCC) to develop shared activities and programs from which our residents can select.”

From now until it opens, Moldaw Family Residences will be hosting speakers, presentations, and social gatherings based on interests future residents have shared. Additionally, Moldaw Family Residences’ leaders are reaching out to local Jewish and community organizations, and universities and

colleges, to establish resident programs as part of the campus lifestyle. Because the Taube Koret Campus includes the OFJCC, residents will have access to a rich variety of educational, cultural and wellness programming, as well as meeting areas, fitness opportunities and much more.

“We want to provide residents with a vast array of activities and interests to select from that complement their current lifestyles,” Reynolds says. “With the OFJCC and other Jewish organizations sharing this campus, there are many opportunities to attend events, take classes, volunteer or mentor younger generations. Our residents can be involved to whatever level they wish.”

Construction crews are pouring foundations for the first levels of many of the campus’s platform buildings, which are generally raised one story above ground level. Work is also underway on the

“Moldaw Family Residences is about people, connections, and community spirit.”

courtyards, commons, landscaped gardens, and pedestrian pathways and bridges that will promote the social, walkable atmosphere of the campus.

“You can see the concept taking shape, with everything you want just a short distance from your private residence at 899 Charleston,” says Reynolds. “You can fill your lifestyle with the things that are important to you to create a combination of friends, fitness, community involvement, culture and continuing education.”

Between Moldaw Family Residences and the attractions of the OFJCC, residents will have an incredible array of amenities and services to choose from on the campus. Moldaw Family Residences will feature several dining options, club/lounge, access to the JCC fitness center, a Nintendo Wii, an exercise center with specialty fitness equipment, arts and crafts

“You can see the concept taking shape, with everything you want just a short distance from your private residence.”

studio, business center, meeting rooms, separate outdoor theater and Tai Chi courtyards, walking paths, and meditation garden. In addition to maintenance and housekeeping services and valet parking, a full-service concierge will be an invaluable resource to residents. They can also take part in the OFJCC’s cultural and educational programs, volunteer and mentoring opportunities, a wealth of intergenerational activities, plus the aquatics and fitness center.

For a complete picture of the community’s lifestyle, visit the 899 Charleston preview center at 366 Cambridge Avenue in Palo Alto. The center showcases the campus layout, common spaces, available residential floor plans, and healthcare services that will be available to residents if ever needed. To arrange a private visit, call 650.321.3188. ■



Construction of Moldaw Family Residences is well underway on the Taube Koret Campus for Jewish Life in Palo Alto.

MOLDAW FAMILY RESIDENCES

UPCOMING EVENTS

Cookie and Tea Tasting

Wednesday, May 7 | 2 p.m. – 5 p.m.
899 Charleston Preview Center

Wine and Cheese Party

Thursday, May 15 | 4 p.m. – 7 p.m.
899 Charleston Preview Center

Bagel Brunch

Tuesday, May 20 | 10 a.m. – 12 p.m.
899 Charleston Preview Center



TAKING THE MEASURE OF QUALITY

The Jewish Home of San Francisco's commitment to providing quality care and improved lifestyles to our community's elderly is paramount. Plainly stated, the Home is dedicated to helping residents live each day to its fullest, in a secure, dignified environment. It has been the Home's mission since it was founded 137 years ago, and over the years the Home has received innumerable awards that reflect its achievements.

ABOVE: Charge nurse Zenaida Cura and Joan Accarino, assistant director of nursing, go through their notes covering quality assurance and management.

OPPOSITE PAGE: Drs. James Davis, chair of the Jewish Home's Quality Assurance Committee, and Jay Luxenberg, medical director, believe in the value of tracking quality of care indicators.

It is therefore no surprise that the Jewish Home is once again making strides to enhance that commitment.

"We take incredible pride in our 100-plus year history of providing the residents with the best and most compassionate care possible," says Dr. James Davis, former chair of the Home's board of trustees and long-time chair of the Home's Quality Assurance Committee. "Now new technologies have become available that will allow us to take it one step further."

New technologies will enable the Home to get a head start on preventing some of the common concerns for nursing home residents such as falls and pressure sores. By recording and comparing data, staff will be able to identify signs and potential problems much earlier and implement changes to prevent them. "We will be able to develop our care even more and document how well we're doing," Davis says.

"I'm a firm believer in this kind of data," concurs Dr. Jay Luxenberg, the Home's medical director. In the past, he notes, "We've invested in the care of our residents, but not always specifically in staff to collect data about that care."

This has changed with the Home's hiring of Edwin Cabigao last December to the newly restructured position of chief nursing executive. "Edwin comes from an environment where they collect data and read it to see trends," says Luxenberg.

"He has expertise in tracking quality indicators and he has the skill set to improve our quality of care," adds Davis.

Since coming on board, Edwin has hit the ground running, getting to know the nurses working with him as well as the residents, making changes in the reporting structure, and involving more of the nursing staff in both leadership positions and day-to-day matters.



Among the changes is a daily meeting of the 11 unit managers and three assistant nursing directors, where situations are reported and solutions and interventions discussed. Structured classes have also been introduced – Friday morning trainings where staff members have an opportunity to expand their knowledge of both medical care-giving and Jewish Home systems and policies. “The staff is extremely motivated to augment their knowledge and skills. They’re passionate about quality assurance,” Edwin says.

Keeping the staff happy and engaged is a key to staff retention and ultimately to providing and achieving quality service, Edwin believes. “It’s about achieving a balance between providing the highest standards of care and making sure the staff is happy. We want to give our nurses an opportunity to have their voices heard. In doing so, all of us are discovering our own potential.” ■

LEADING THE TEAM

Edwin Cabigao is a very busy man. As the Jewish Home’s new chief nursing executive, he is managing the strategic, operational, clinical, regulatory, and financial performances of the Home’s nursing service.

Edwin came to the Jewish Home from Kindred Healthcare where he was district director of clinical operations. This involved looking for opportunities for clinical and operational improvement in nine skilled nursing facilities in the San Francisco Bay Area. It was a position, he says, that was more like a consultant than a member of the nursing staff.

“I missed having a family,” Edwin explains his decision to return to a single-setting position. “In a nursing facility, you have familiarity, continuity, and a sense of being part of a large family. You get to know the staff professionally as well as personally. And I get to see my residents every day.”



Edwin began his San Francisco nursing career at Victorian Healthcare, first as a charge nurse and then as assistant director of nursing. He next accepted a position as director of nursing at Golden Gate Healthcare Center, which, under his leadership, achieved state recognition for exemplary standards.

He is currently working on his doctorate in healthcare administration at Touro University International, where he is focusing on nursing retention. He earned his master’s degree from San Francisco State University in gerontology/long-term care administration and graduated from SFSU magna cum laude with a Bachelor of Science in Nursing.

MUSIC WITH MEANING

According to the Jewish Home's Dr. Theresa Allison, one of the most exciting things about the Home's songwriting workshop is that when residents get together to write music, they are not simply coping with the things that ail them, they are transcending them.

RESEARCH

"It's not often that one enters a nursing facility and finds people who are growing in incredible ways," she comments.

An ethnomusicologist and physician, Allison has studied the songwriting workshop to learn how institutionalized elders deal with increasing social, cognitive, and physical limitations through music and the arts. To put it simply: How does creativity help adults cope with the effects of aging? (Her results were presented at the 2007 Gerontological Association of America meeting, and are published in Oxford University Press's *Handbook of Medical Ethnomusicology*.)

"The medical model expects our elders to become passive recipients of care," Allison says. "What I learned is that these individuals have played many roles in their lives, and they are invested in growing and continuing to participate in their new community."

The process of writing music and lyrics in a group setting helps to develop that community and creates a role for each participant. "When our elders write songs, a number of things happen," says Allison. "They become productive members of a community and contribute to the repertoire of the Jewish Home."

According to Allison, music serves to help people maintain their identities, to bring their memories into the present, and to connect with one other. "Of all the different musical activities, songwriting is one of the most powerful because the participants are engaged in a productive process," she notes.

Writing songs has a surprising effect on participants with dementia: they not only write the songs, but they remember them. "We know that music involves areas of the brain that are spared by dementia," says Allison. "That explains why people respond to a song, but not why they remember it. As we're still learning about the neuro-anatomy of music, the short answer to why they remember songs is that we have no idea at this point."

Singer/songwriter Judith-Kate Friedman started the songwriting workshop at the Home more than 10 years ago. The basic premise, says Allison, is that anybody can write good music. The aim of the sessions is to write a good song.





The songwriting group has written more than 80 songs and performed them at events at the Home and at various venues in the community. They have also recorded their music on an award-winning CD, *Island on a Hill*, which is for sale in the Home's gift shop, with proceeds going to the Home. The group initially began writing songs about whatever subject occurred to them, but in the last years it has focused on creating musical psalms. With the help of the Home's Rabbi Sheldon Marder, the group studies a psalm and then composes the music to the words, or writes their own lyrics based upon their interpretation of the psalm.

In a powerful moment last June, at the dedication of the Home's new synagogue, two songwriters carried the Torah to the ark and the group performed songs they had written based upon their study of the psalms.

“When our elders write songs ... they become productive members of a community and contribute to the repertoire of the Jewish Home.”

— Dr. Theresa Allison

“In that moment they became part of the creation of sacred space,” says Allison. “They spent four years with the rabbi and Judith-Kate, wrote enough songs, including those based on psalm study, to fill an entire CD, and now they were using their work to consecrate a synagogue.

“At the Jewish Home I have found people who said, ‘I never thought I could,’ and are proving that they can. There are extraordinary stories of growth and development.” ■

LEFT: Dr. Theresa Allison and Gloria Houtenbrink, a member of the Home's songwriting group, talk about the process of writing music and lyrics.



ABOVE: Singer/songwriter Judith-Kate Friedman and the songwriting group perform at the dedication of the Jewish Home's new synagogue.



TIME CAPSULE

Heavenly headwear!
Auxiliary's Lois Fried with volunteer Gladys Jonah.



Known for having done good work and having had a good time while doing it are, from l. to r., Estelle Bardoff, Lois Fried, Pola Burk, Marilyn Sugar, and Ida Schwartz.

It was a lively bunch! Six presidents of the former Jewish Home Auxiliary gathered for lunch in the Home's boardroom to talk about old times and recall what they had accomplished in the 45 years when they played a major role in the life of the Jewish Home.

"We may have bought these," muses Lois Fried about the chairs they were seated on. It is not an idle comment, as purchasing furniture for various areas of the Home was one of the needs the Auxiliary covered with the proceeds of their fundraising.

They were expert fundraisers, and according to Sherie Koshover, the Home's director of Corporate Planning, the Auxiliary was the major fundraising force at the Home for many years. In fact, notes Arlene Krieger, whose mother was active in the group before her, the Auxiliary was established in 1957 specifically to augment the Home's fundraising.

The Auxiliary raised hundreds of thousands of dollars, all to provide the residents of the Home with 'niceties' and 'extras.' They held a major donor event each year, raising as much \$300,000. They initiated monthly birthday lunches for residents, which are still held today, and provided gifts for the birthday celebrants. They refurbished the common areas, and purchased and set up aviaries. They furnished the Friedman Pavilion, making the largest single gift to the Home's new wing. And they created and staffed the gift shop and the garden café. >>>



ABOVE: Auxiliary past presidents Estelle Bardoff and Arlene Krieger.

RIGHT: Auxiliary president Honey Schwartz passes the gavel to her successor, Pinky Shapiro.

When the café opened, recalls Estelle Bardoff, “I brought my husband in to make sandwiches, and one resident complained that there wasn’t enough tuna on hers.”

Ida Schwartz remembers soliciting her husband’s help to schlep donated clothing to the gift shop. “Arthur really wanted a pick-up truck and this gave him an excuse to buy one. He drove it like it was a limo,” she laughs.

Ida got Marilyn Sugar involved too, bringing her first into the Home’s gift shop. “I was looking for a way to volunteer and this appealed to me,” Marilyn says. “I always left feeling so good about what we were doing.”

The group had its own office in the Home’s main building, which it named the Alfy Goldmeyer Room, after the president of the Maimonides Hebrew Nursing Home’s Auxiliary, which closed and transferred its roster to the fledgling Jewish Home Auxiliary. Every Tuesday and Thursday, the office was filled with women doing mailings, making phone calls, and schmoozing with residents who would stop by. And when a small number of men actively joined their efforts, the Women’s Auxiliary renamed itself ‘Auxiliary.’

Their work did not go unnoticed. “Their leadership, dedication, and wisdom inspired those of us on staff who, over the years, were privileged to work closely alongside the Auxiliary,” notes Koshover, who was the Home’s liaison to the group.

The raison d’être of the Auxiliary was to make things better for the residents.

“We didn’t spend an extra nickel we could use on something for the residents instead. We were penny pinchers,” says Pola Burk, who recalls getting involved when her mother-in-law moved into the Home. “My husband came home from a meeting with the administration at that time and announced, ‘I made you a volunteer.’”

“We did bulk mailing by hand to save money, and residents would come in to help us,” says Estelle.

“We took our fiduciary role very seriously. We ran the Auxiliary like a business, and maintained our own bank accounts, financial records, and investments,” adds Lois.

In the early 1990s, at its peak, there were 2,200 people on the Auxiliary rolls. In 2002, however, a number of factors combined and the group transitioned its role to the Home’s Development department.

“The Auxiliary was the Home’s first group of fundraisers. Over the decades they raised millions of dollars for the direct benefit of the residents. We cannot thank them enough for all they have done and all they have made possible. We stand on their shoulders,” remarks Arlene.

For nearly 50 years, the group agrees, “We came because we wanted to. We loved it and we looked forward to it.” And because of their fabulous work and funding endeavors, the Jewish Home and its residents are all the better today. ■

The legacy continues. The Auxiliary Fund at the Jewish Home, which stands at more than \$100,000, brings comfort and joy to the residents. For further information about how you can make a gift to support the Auxiliary Fund, please contact Joan Libman in the Development department at 415.469.2137.





YOGA MAVEN

“I’m disgustingly cheerful,” says Sheila Lederer, explaining not only her attitude but also a technique she applies in the yoga classes she holds each week for Jewish Home residents.

Every Tuesday without fail, unless she is out of town, Sheila practices yoga with the residents of two of the Home’s living environments. She got into the custom of being at the Home four times a week for eight years when her mother, Naomi Goldsholl, was a resident. During that time she often volunteered with the Recreational Activities department. Her mother passed away last July, but Sheila did not see any reason to stop volunteering.

“My mother had been so well cared for when she was here. I gave myself a break for about a month after she passed away, and then I decided to come back.”

A serious yoga practitioner (she has been studying and practicing it for more than a dozen years), it occurred to Sheila that she might be able to get some of the less well residents, even the ones with dementia, to respond through yoga. >>>

[Volunteer Sheila Lederer demonstrates a movement at the weekly yoga class she runs for Jewish Home residents.](#)

Resident Rosa Liokumovich prepares to duplicate Sheila Lederer's yoga posture.



She also does laughing exercises. “It’s wonderful therapy. Then there is ‘the lion thing,’ when I ask the residents to take a big breath, open their mouths wide, and roar.”

“Yoga means union of mind and body,” she explains. “I figured maybe I could get these residents to think about what I’m saying and then try to do it themselves.”

Sheila is thrilled with her success. “I have seen amazing results in people who rarely respond to anything else. They smile, they laugh, and sometimes they even talk back to me. Of course, I don’t take ‘no’ for an answer,” she grins.

From their feet to their heads, Sheila will encourage her pupils to move every part of their bodies they can. She tries to vary the exercises, although she notes that it can be challenging to find something new to do with wheelchair-bound residents. Still, anyone walking by the area is astonished at the activity she elicits from some of the usually passive residents.

Sheila dispenses advice together with her yoga movements. There is this recommendation: “If you practice hugging your knees into your body, even

when you are in bed, it’s good for digestion.” She also tells her students to focus on their breathing when they are afraid. Since breath control is a key part of yoga, Sheila teaches participants to breathe in and out on counts of three.

She also does laughing exercises. “It’s wonderful therapy. Then there is ‘the lion thing,’ when I ask the residents to take a big breath, open their mouths wide, and roar.” She recalls one man who seldom says a word suddenly letting out a big roar. “He clearly needed to do so!”

Yoga is an integral part of Sheila’s life and she is definitely an advocate for the practice. “I’m very active, and yoga quiets me and keeps me centered. It’s also great exercise. It’s strengthening and keeps me very fit. Yoga is portable, too; you can do it anywhere. I’ll continue doing it my whole life in one way or another.”

She is also developing a new cadre of yoga practitioners with the certified nursing assistants who accompany residents to class. “I have them doing it as well. It’s wonderful to see them in action,” she says.

On one recent occasion, as Sheila was leaving at the end of a class, a resident who generally never speaks looked at her and called out, “Where are you going?” Says Sheila, “Having him connect with me felt very good. And we’re having a good time, too.” ■

PAST ... PRESENT ... FUTURE

On January 22, 2008, all 11 living past presidents of the Jewish Home of San Francisco convened for the first of what will become established semi-annual meetings – either focusing on important issues facing the Home, or of a more social nature.

At this historic inaugural gathering, the presidents' talents, skills, leadership, and philanthropic support were recognized. Their decades of commitment provided an inspiring bridge between the Home's current professional and lay leadership in attendance and consultants who discussed contemporary trends and innovation in the senior living industry.



Standing, L. to R. James Davis, Leonard Berger, David Friedman, Arlene Krieger, Stuart Seiler, Richard Rosenberg, Douglas Heller
Seated, L. to R. William Lowenberg, Frances Green, Barbara Rosenberg, Victor Marcus



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Concerts

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Jewish Humor

**And many other
exciting programs
and events!**

Summer Arts Festival events
and cultural activities are for the
enjoyment of residents, their
family members, and friends.

The Summer Arts Festival is made possible
by the George and Dorothy Saxe Family Fund
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SUMMER ARTS '08 FESTIVAL

Original painting by Claire Shor,
Jewish Home resident

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