

Evolving to Meet a New Reality



In Loving Memory of Linda Trowbridge

Center for Elders' Independence is heartbroken to report the passing of Linda Trowbridge, our beloved President and CEO.

Linda was the organization's guiding light for seven years, significantly expanding CEI and its impact during that time to improve the lives of countless seniors and their families, as well as East Bay communities.

For a more complete look at Linda's legacy, please see Page 16.



An Unwavering Commitment

When someone enrolls in Center for Elders' Independence, we promise them that "Your Life Just Got Better." There is no escape clause in case of an earthquake or wildfire or even a virus raging across the world. Once enrolled, we are committed to taking outstanding care of that person, no matter what.

Throughout 2020, CEI's staff—whom we dubbed "healthcare heroes"—has repeatedly shown their dedication to this mission of superior care. In a year when we had to upend our entire way of conducting business and mourn the loss of our CEO, our staff channeled their creativity and energy into ensuring that these seniors are just as well taken care of now as they were pre-pandemic.

This report highlights the monumental efforts that have been required this year to provide medical care, nutritious meals, socialization and more in each participant's home versus at our PACE facilities. You will also see how CEI has spent this year expanding and improving in many areas, including promoting greater diversity and inclusion within our own ranks. And throughout the narrative, we hope you are inspired by how CEI is finding opportunity in the midst of upheaval, and how we plan to leverage this hard-earned knowledge to provide even better service going forward.

While this year's accomplishments by CEI's healthcare heroes are nothing short of remarkable, a large portion of the success can be traced to our partners and donors. Your support—through financial donations, advocacy and community outreach—has made all the difference in keeping our seniors healthy and engaged with everything from iPads and Internet access to safely packaged home-delivered meals, activity kits and more. It is not an exaggeration to say that your support has saved lives by helping CEI provide everything participants need to remain safe at home.



Our new CEO, Maria E. Zamora, will be taking the reins in early 2021 and steering us through the challenges and opportunities of a post-pandemic world. It has been our honor during this interim period to help guide the organization and ensure that the lives of the individuals we care for are indeed better with CEI's support.

Flo Raskin, CEI Board Chair

James Mittelberger, Chief Medical Officer and Interim CEO

PACE: An All-inclusive Model that Keeps Proving Its Worth

At CEI, our mission is to deliver high-quality health care services in an integrated way and make them cost-effective so that frail individuals can continue living in their communities. This global pandemic has made it more essential than ever to keep elders and disabled individuals safe and well in their homes versus in congregate-living care facilities that are more susceptible to outbreaks of the virus.

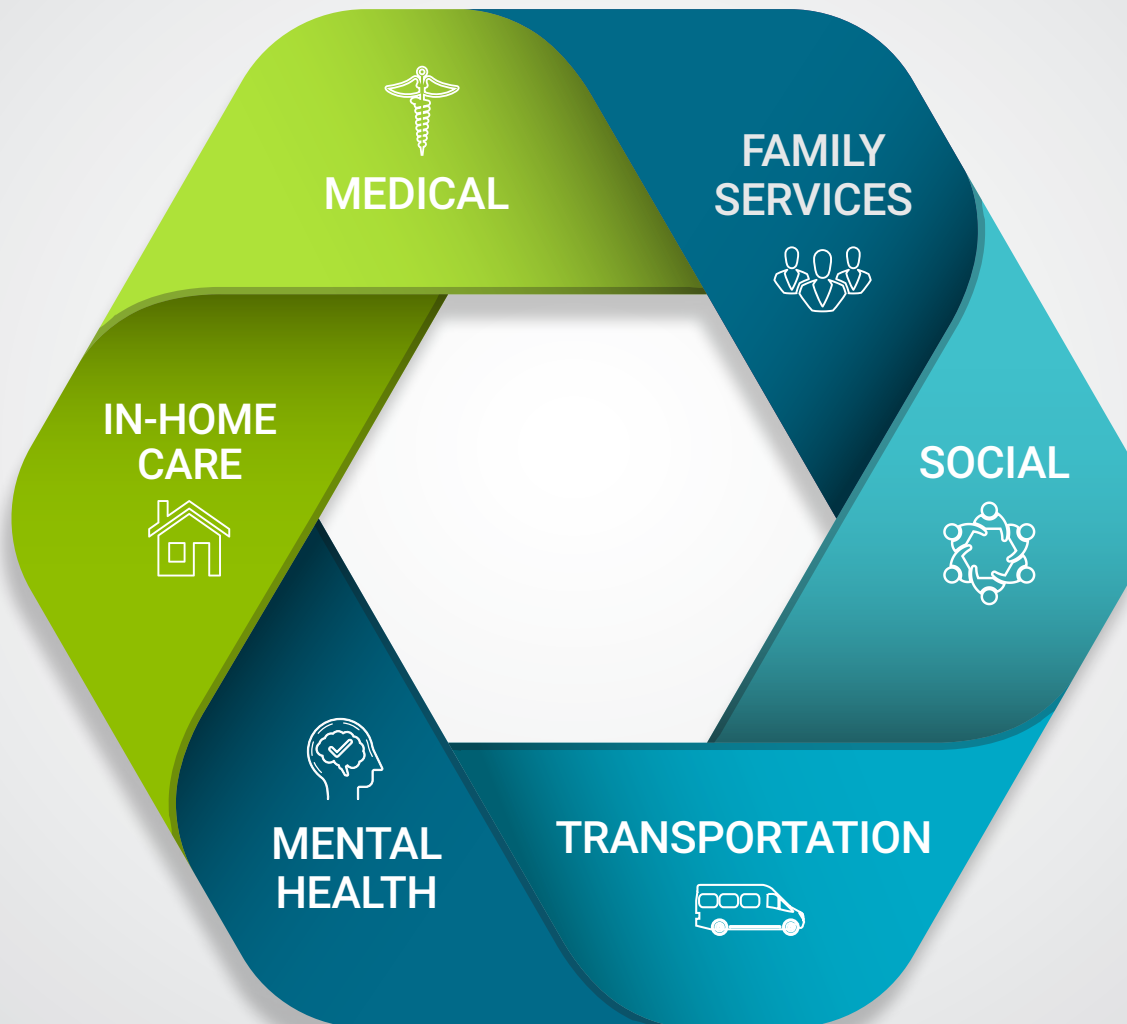
To foster independence and quality of life among participants, CEI provides PACE—Program of All-inclusive Care for the Elderly—a highly effective and compassionate model of care that has been around for five decades. We bring together collaborative care teams made up of 11 professional disciplines to assess each participant's abilities and needs on an ongoing basis. In addition to excellent medical care, CEI provides these individuals with meals customized to their dietary needs, social events and activities, in-home assistance and even transportation in our own vans to and from their homes.

PACE Was Built to Pivot

Providing care that encompasses medical, social and emotional needs makes CEI uniquely positioned to rapidly adjust to evolving conditions. We have many contacts and procedures in place for adapting to changing circumstances, such as facilitating a participant's transition from a hospital stay to a rehab center and back to their own home. As a PACE provider, CEI owns our medical clinics and day centers and even a transportation fleet.

This forethought and infrastructure enabled CEI participants to continue receiving the superb support we are known for without missing a beat. We modified how we provide care while maintaining its quality, and continue to closely monitor participants' emotional and physical well-being so that we can quickly respond to changing needs.

Center for Elders' Independence provides high quality, affordable, integrated health care services to the elderly, which promote autonomy, quality of life and the ability of individuals to live in their communities.

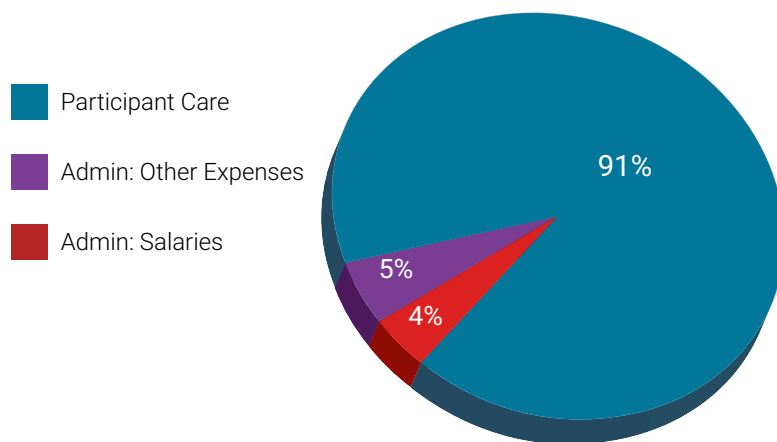


Supporting Our Mission with Public and Private Financing

CEI built a financially strong and resilient operation by maximizing every dollar we receive. Government disbursements make up the majority of our funding and judicious use of this money allows us to provide the highest level of care to our participants. We are also extremely active in recruiting additional sources of income to give us greater flexibility in the support we can provide. CEI deeply values these partners and donors and is committed to fiscal responsibility that demonstrates their trust in us is well placed.

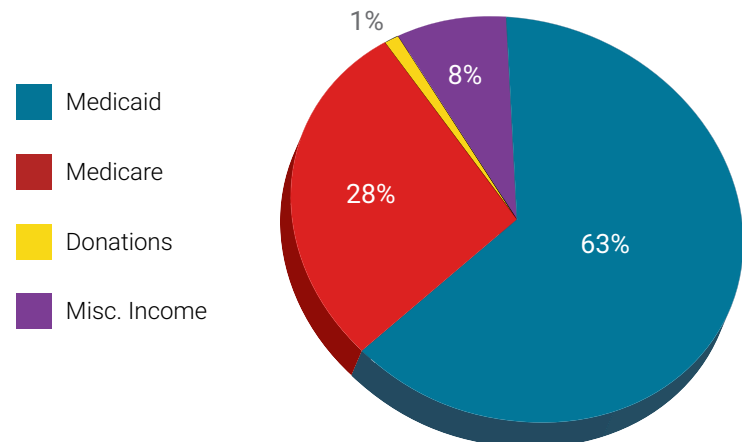
EXPENDITURES

Even in a year when we have had to absorb unexpected expenses to adapt to the pandemic and government mandates, CEI dedicated **91 cents out of every dollar to caring for our seniors** and disabled individuals.



INCOME SOURCES

In 2020, funding for COVID relief poured in from partners, foundations, government programs and compassionate individuals, helping augment CEI's budget. Contributions allow us to provide services and support not authorized or financed by Medicare or Medi-Cal, which significantly improves the lives of our participants.



Direct Support for CEI Participants Since the Pandemic



6,537

Participants in Day Centers



14,090

Activity Packets Delivered



42,839

Meals Delivered



55,487

Transportation Trips



6,615

Remote Activities



25,187

Case Management Calls

New Paths for Providing Medical Care

The frail seniors and disabled individuals that CEI supports are simply not able to place healthcare on the back burner while the pandemic rages. While we could no longer bring everyone into our clinics as we once did, some procedures require in-person care.

CEI tackled this issue by doing what we always do—evaluating what each person needs to stay well in their own home. Personal assessments helped us determine which individuals could be well served through homecare or telehealth appointments and who needed to travel to our clinics. Then we set about the monumental task of making this all work through:

- **IN-CENTER SAFETY PRECAUTIONS** Participants who need in-person care or procedures are picked up in a sanitized van where there is space to spread out and everyone wears masks and PPE. At the clinic, we schedule appointments farther apart to allow time to disinfect the rooms in between. Afterward, we drive participants back home in one of our clean, safe vans.
- **INCREASED HOMECARE** Many common health checks, such as blood pressure and temperature, can easily be conducted while our participants stay safe at home. Members of our medical team now regularly travel to seniors' homes to assess their physical and behavioral health, and note any decline that may need to be addressed.
- **TELEHEALTH** Telephones and tablets have become essential healthcare tools during this time when remote care is necessary. CEI checks in regularly by phone with our participants to make sure they have what they need. Our home care staff can also set up video chats in the participant's house for questions and consultations with a nurse or doctor.
- **ONLINE ASSESSMENTS** CEI continues to enroll new participants by conducting much of their health assessment and intake process virtually, enabling us to reach people who can benefit from PACE services.



2020 Insight

Expanding telehealth gives participants additional options for connecting with their healthcare providers and enables CEI to more closely monitor their well-being.

Moving from In-Person to Home-Delivered Meals

Good nutrition is a key element of the health care CEI provides. Pre-pandemic, each of our PACE sites hosted up to 75 participants every weekday. Seniors received a hot lunch during their visit and took home extra meals if additional food support was needed. All that changed in March, when shelter-in-place orders were first mandated. We now had to drastically alter our enormous food operation on the fly to accommodate home-delivered meals.

The logistical challenges were enormous. Meals that used to be delivered hot in bulk trays to PACE sites now had to be packaged individually, labeled and frozen. Recipes needed altering to accommodate freezing and staff required additional training to ensure safe food-handling practices. We had to prepare five different meals for people at once, taking into account their preferences and dietary requirements, such as low sodium or soft texture. These changes also necessitated capital expenditures for additional freezers, individual food trays, delivery bags and more.

Thanks to a solid operational foundation, generous donors and an incredibly dedicated staff, CEI began delivering the nutritious meals that were normally served in our PACE sites to each participant's home within the first two weeks of lockdown. The geriatric aides who once served meals in the PACE sites now team up with our van drivers to safely deliver food to participants' homes, where they can also check on the person's well-being. Until it is safe to gather again in our PACE sites, we will continue to refine our processes and recipes, and evaluate the level of food support each participant needs to maintain their health.



Keeping Participants Active and Engaged

CEI Centers provide a social hub for many participants, enabling them to enjoy activities, exercise, classes, events, outings and more in the company of their friends. But once everyone needed to shelter in place, we had to flip the switch and strategize new ways to maintain the connections that are so vital to good mental health.

The first thing we did was to call each participant to let them know that CEI was still there for them. Then our activities staff set about brainstorming how to engage participants remotely and make that change quickly.

We began by putting together activity kits to be delivered with participants' meals. They contained word puzzles, craft supplies and other things to take the older adults' minds off their isolation. Over time, we personalized the kits, delivering beads to our jewelry makers and yarn to our knitters, for example. To keep the seniors motivated and occupied, we also periodically issue challenges with rewards—such as completing an emergency contact sheet to get a cloth mask.

Additionally, CEI has created a full calendar of virtual events that participants who are online can join. *(See the iPad training story on the*

next page for how CEI is teaching digital literacy to our participants.) We offer four virtual activities each weekday ranging from bingo to tai chi to karaoke, pain-management and exercise classes, chaplain services and memorials, and even live concerts on Fridays.

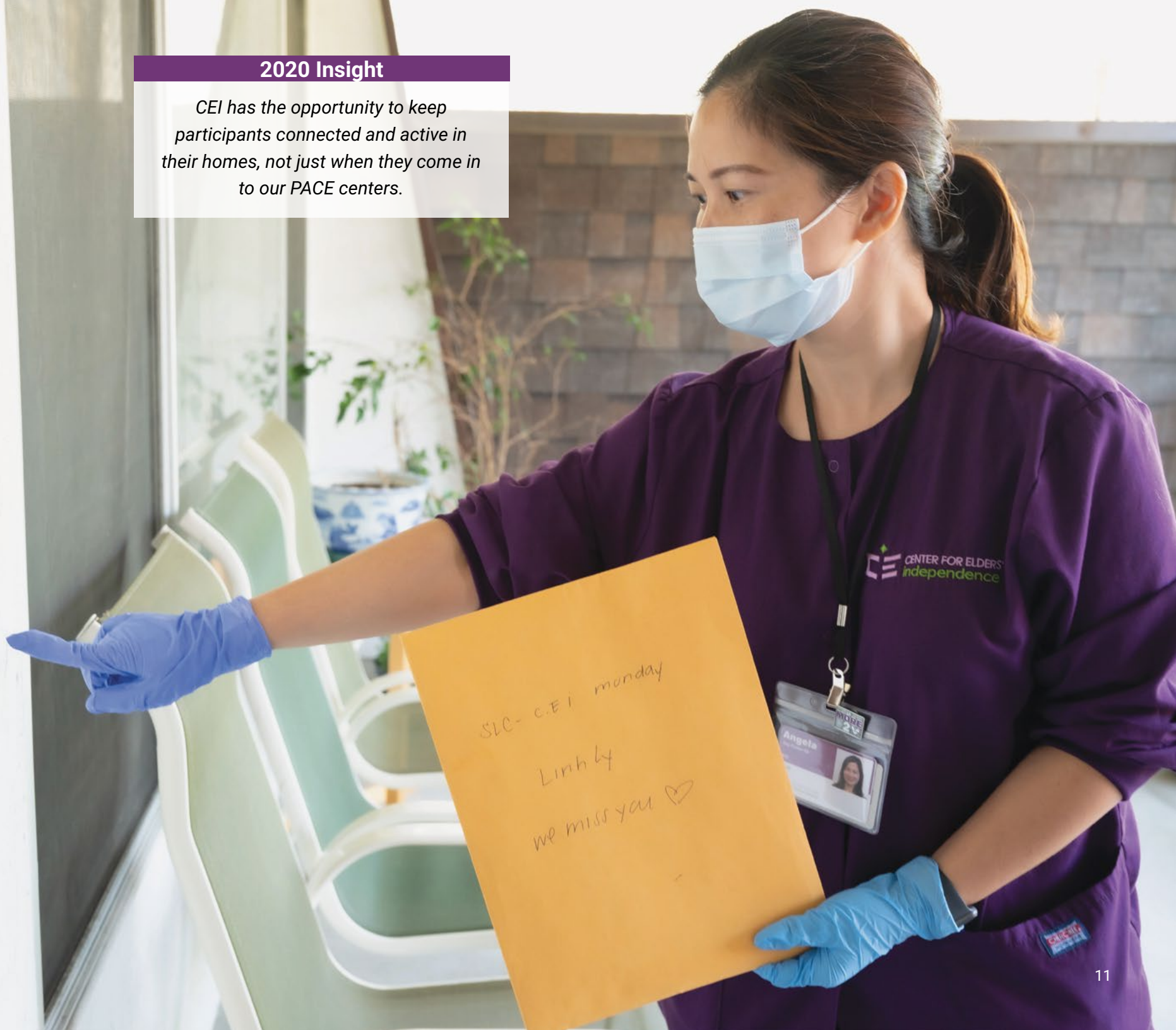
The outcomes are even better than we expected. Online events and activities brought our CEI community together like never before. People are meeting new friends from other PACE sites who share their interests. Many are trying new things and discovering new passions.

And at CEI, we have gained a broader picture of what socialization can be for participants. The pandemic presented us with a revelation about how we can continue to keep seniors active and connected, even when they are not in our PACE sites.



2020 Insight

CEI has the opportunity to keep participants connected and active in their homes, not just when they come in to our PACE centers.



How iPads Are Revolutionizing Participants' Lives

Perhaps nothing illustrates 2020 for CEI better than our digital inclusion story. It begins with a need we saw even before shelter-in-place happened and how the plan we made for addressing that gap had to be completely altered. In the process, the program opened our eyes to how digital devices can have a dramatic impact on seniors' quality of life, as well as how we support them.



iPad Zoom graduation October 2020

***"YOU DON'T KNOW HOW MUCH
CONFIDENCE YOU'VE GIVEN ME!"***

Before the pandemic, CEI was awarded a grant from the California Public Utilities Commission to use for digital education among participants. The original intent was to train seniors on how to use the tablets when they came into our PACE sites. COVID-19 forced us to scrap these plans and instead develop a way to train people virtually.

We were surprised and concerned to discover that fewer than 10% of CEI participants have a smart device or Internet access. CEI purchased web-enabled devices to enable our seniors to connect to an Internet browser, create their own e-mail account and join a Zoom meeting so they could complete our 8-week course. We held virtual graduation ceremonies for more than 40 participants in 2020, with more in training right now. Participants who do not have their own device receive a loaner iPad, and we help them sign up for discounted Wi-Fi.

It is inspiring to witness the joy these graduates feel from mastering something new and realizing that they now have an enriching way to connect with loved ones as well as the news, music they love, YouTube videos, and more. The whole experience has also provided a reminder to our staff—and the seniors themselves—not to underestimate older adults' ability to grow and adapt.

With more participants able to navigate the online world, CEI can conduct telehealth and wellness checks more easily, and give seniors another way to connect with their medical practitioners. We can also hold virtual classes and broadcast events such as concerts to keep older adults engaged and entertained, even when they are not at one of our PACE sites.

This program, more than any other in 2020, seems destined to have the greatest positive influence on CEI participants and our organization.



Dolores Collins has always loved learning and even returned to college in her 40s to earn a degree. So, it's not surprising that she jumped at the chance to become one of the first CEI participants to enroll in our iPad training.

During the online classes, Dolores quickly mastered the basics of using a tablet and getting online. She loved having her own iPad so she could learn at her own pace. The training showed her how to access the weather report and current news, find music and videos that appeal to her, as well as how to hold video chats and join virtual activities. Dolores also learned ways to protect herself online, since Internet security is part of the training.

Although she lives alone in a senior housing complex, Dolores still feels connected and engaged now that she has an iPad. Her cable bill became too expensive, so the Internet-enabled tablet gives her a link to the outside world. She can check in with friends virtually, which helps keep loneliness at bay. She regularly checks out CEI's Zoom activities, particularly the exercise classes, live music, games, and spiritual counseling. But perhaps the biggest thing Dolores is excited about is following every move of her beloved Warriors team on her new iPad.

2020 Insight

Digital literacy and getting iPads into the hands of participants provides an extremely valuable healthcare tool that offers new avenues for providing medical and social support.

Adapting and Growing in a Year of Change

While Center for Elders' Independence had to put some plans on hold during 2020, we continue to move ahead in other areas. The organization took great strides forward in stretching our ability to reach more participants with a new location, while also growing the constituencies served by our coordinated services and support. We also further expanded our commitment to being an employer that values diversity and equality.

Organizational highlights from 2020 include:

- **CONCORD PACE** CEI's sixth site is a beautiful, state-of-the-art facility that passed the state inspection and will open in spring 2021. Built using the insight gained from our award-winning San Leandro facility, the new Concord site has a full medical clinic, gym, demonstration kitchen, outside areas and most importantly, multiple indoor spaces that can be used in a variety of ways. This flexible design will allow participants to socially distance while that is necessary, and can accommodate many different uses in the future.
- **HOMELESS SENIOR ENROLLMENT** When the COVID-19 pandemic struck the Bay Area, our public health partners in Alameda County quickly closed homeless shelters in response to the State's shelter-in-place orders and moved 1,200 homeless individuals into hotels and motels to provide safe temporary housing as part of California's Project Room Key program. CEI's enrollment team assessed seniors at each of the Project Room Key sites. A number of older adults who had medical needs and other frail individuals were enrolled into CEI's Program of All-inclusive Care for the Elderly (PACE) or Home and Community-Based Alternative waiver programs to receive coordinated medical and support services while awaiting their opportunity to move into permanent supportive housing. People 50 years and older are among the fastest growing populations to experience homelessness for the first time and the long-term impact of COVID portends that the need for homelessness services like ours will continue to grow.
- **HCBA WAIVER ADMINISTRATION** CEI administers California's Home and Community Based Alternatives (HCBA) waiver program for Alameda and Contra Costa counties. This allows us to coordinate services to Medi-Cal recipients with profound medical issues, regardless of age. In 2020, we were able to enroll 120 HCBA recipients who, like the seniors we serve, are able to live safely in their own homes with CEI's support.
- **INTERNAL DIVERSITY INITIATIVES** CEI's staff and participants reflect the beautiful diversity of the East Bay. In response to the high-profile injustices that made news this year, CEI took a number of steps to promote greater equality and understanding within our organization. These include making Juneteenth a permanent company holiday and creating a JEDI Council (Justice, Equality, Diversity and Inclusion) to address the issues that sometimes divide us.

2020 Insight

The “healthcare heroes” of CEI’s staff have witnessed firsthand how important their work is to keeping vulnerable individuals safe, resulting in a renewed commitment to our mission.



Sharing Our Expertise for the Greater Good

CEI has gained invaluable insight over the years about multi-disciplinary support and the benefits—including better health outcomes—that a whole-person approach provides. We are passionate about sharing this knowledge with all who can benefit, whether that means showing caregivers how to care for themselves or influencing legislation at local, state and national levels.

Some of the areas where we acted as a thought partner in 2020 include:

- **Caregiver Community Event** CEI held an “Ask the Experts” event for caregivers in February, right before the lockdown. Our panelists spoke candidly about medical conditions and managing diagnoses, as well as suggestions for how caregivers can look after themselves and their loved ones. The people in attendance appreciated the easy-to-understand language and practical tips they received and walked away with information about local resources that can help support them.
- **Project Room Key and the 100-Day Challenge** Project Room Key, a component of the CARES Act, was created to help house the homeless in empty motels during shelter-in-place orders when homeless shelters were forced to close. In California, Governor Newsom chose Alameda and three other counties to develop a rapid response process to rehouse formerly homeless residents into permanent supportive housing. CEI was invited to enroll Project Room Key seniors with medical needs into PACE, the ideal solution for some of the people who need help. Our experience has been invaluable in evaluating how to adapt the PACE model to meet homelessness challenges.
- **National PACE Participation** As one of earliest PACE providers in the country, CEI was asked to participate in a panel of experts at the national meeting. Dr. James Mittelberger spoke of providing “all-encompassing care”—which entails addressing social and emotional needs of seniors, not just their medical issues—and how this leads to better outcomes.
- **Census and Voter Registration Assistance** CEI aided participants in exercising their civic duty and rights by helping them complete census forms and sign up if they were not already registered to vote.
- **Local Government Involvement** CEI is an active, community-based organization helping raise awareness about the needs of older adults as a member of the Alameda County Age-Friendly Council, the Livable Oakland Committee of the Oakland Mayor’s Commission on Aging, and the Contra Costa County Advisory Council on Aging. This enables us to share our insight into how all seniors can live healthier, meaningful lives and remain vital members of their communities.

Last May, CEI mobilized staff, supporters and our participants in a successful social media, telephone and postcard blitz to spare adult day health centers from the draconian cuts in funding that the State proposed to offset the effects of COVID-19.

Dr. Michael Richardson is our new double-board certified physician. Here, he's listening to Gwendolyn Duncan at the Berkeley site.



Training New Doctors in Elder Care

CEI is collaborating with Kaiser Permanente and LifeLong Medical to give their residency students hands-on experience with caring for elderly people. Students spend one of their rotations at one of CEI's PACE sites, where they participate in interdisciplinary team meetings and witness the intricacies and benefits of holistic health care. Whether these future doctors want to specialize in geriatrics, become hospitalists or simply gain a greater understanding of elder care, we show them a proven approach for tending to the specific needs of older patients. And when they treat someone who can benefit from PACE support, these doctors can recommend CEI, knowing the care that we will provide.

A Tradition of Forward-Thinking Leadership

Center for Elders' Independence opened the first Adult Day Health Care Center in Alameda County in 1982 with one goal in mind: To provide an underserved population of seniors with high-quality, integrated healthcare services. Since that time, we have become a PACE provider, expanded into new ZIP codes, purchased and opened PACE centers, and increased the populations who benefit from our supportive services.

From the original vision of CEI's co-founder Peter Szutu to Linda Trowbridge's entrepreneurial expansion of the organization and its impact, the goal of treating participants like beloved family members remains at the heart of CEI. In our search for new leadership, a passion for continuing this vision has guided our selection.

Lenore McDonald — A Passion for Raising Funds and CEI's Profile

Lenore McDonald is stepping down to enjoy a well-deserved retirement after nearly a decade with CEI, serving as CEI's Director of Development and later adding Director of Government Relations to her title. In 2011 when she was hired, CEI was not actively fundraising and was not well known in the community or within local and state governments. All that changed with Lenore's arrival.

Her first act was to establish Fund for Elders' Independence (FEI)—a vital step in both growing the organization and improving the quality of care that CEI is able to provide. Funds raised by FEI are free of the restrictions placed on Medicare and Medicaid funding, allowing these donations to be used over the years for everything from furnishings for PACE Centers to home-delivered meals and caregiver support and education. Under Lenore's leadership, the calendar is now booked with a full slate of events that include the annual PACE Party, eldership dinners, caregiver classes and more. She also spearheaded the effort to launch CEI's robust volunteer program—the PACE Corps.

Lenore is unflagging in her mission to elevate CEI's prominence and demonstrate to potential donors, foundations, and government agencies how their support can impact the lives of so many underserved seniors. She successfully obtained grants from organizations as diverse as Kaiser Permanente to the California Public Utilities Commission, with the sole purpose of improving CEI and the support we provide.



Linda Trowbridge — A Legacy of Innovation and Advocacy

From the moment Linda Trowbridge took the helm at CEI in 2013, she focused her forward-thinking vision on improving the quality of our healthcare plan and making it available to even more people. A firm believer in the PACE model of care, she worked to not only expand CEI, but to bring this supportive model to other populations, including disabled individuals and homeless seniors, and to help grow PACE programs across the state and nation.

Improving outcomes for the seniors who put their full trust in CEI was always top of mind for Linda. One of her first initiatives as CEO was to improve the care coordination for participants navigating the transition from hospital to rehab facility and back to home. One of her last acts was leading the organization in an amazingly fast two-week evolution from a program based around PACE sites to one that provided healthcare, meals and activities to participants' homes.

Linda constantly searched for ideas and innovations that allowed CEI to improve or expand support. Whether setting up a tech advisory committee, gathering input from participants or attending an aging forum, Linda had the drive to discover what was working, the foresight to anticipate needs and the willingness to test out ideas that looked promising. Beautiful examples of her ability to synthesize ideas and needs can be found in the playbook of successful design elements at our San Leandro and Concord PACE Centers, as well as the renovations to the Downtown Oakland Day Center and Guardian ADHC. As a tribute to Linda, CEI will re-name our downtown Oakland headquarters facility for this visionary.

Linda firmly believed in partnering with community and government agencies to advance senior care. A tireless advocate, she elevated CEI's visibility to the point where we are regularly tapped by state and local authorities to administer programs such as the HCBA waiver, and are recognized as a trusted thought-partner in efforts such as Age-Friendly Oakland and the Commission on Aging.

Linda left our organization larger, stronger and more influential, all the while greatly advancing the idea that caring for the whole person is both a compassionate and cost-effective way to support them. She loved our tag line, "Your Life Just Got Better." Our lives are certainly better for having known Linda.



Guiding Us Through a Challenging Year

In a year that required out-of-the-box thinking, decisiveness and rapid implementation, Center for Elders' Independence was fortunate to be piloted by our dedicated Board of Directors and FEI Trustees. We also expanded these volunteer boards to bring in a greater diversity of experience. The invaluable wisdom and support offered by these generous individuals enables CEI to accomplish all of the good work we do.

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In Memoriam

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In Memoriam

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Linda Trowbridge, *CEO*

In Memoriam



Funding a Greater Need than Ever

Like the rest of CEI, Fund for Elders' Independence (FEI) had to quickly rethink our approach to fundraising to accommodate the limitations imposed by the pandemic—including our crown jewel, the annual PACE Party that celebrates the generosity of our partners and donors. Held in May, there was little time to create a virtual event.

We shelved plans to use the iconic University Room at UC Berkeley until it was safe again and turned to social media to tell the story of how CEI was supporting over 900 frail seniors and disabled individuals so they could safely shelter-in-place as the threat of COVID-19 shockingly unfolded. The result was our most successful campaign ever. Gratefully, not a single one of our dedicated sponsors dropped out and we raised \$142,000 to extend a lifeline to CEI participants. Please accept our utmost thanks.

FEI converted the generosity shown by our community into hundreds of activity and home-care kits, dozens of iPads, thousands of meals and so much more that help us provide the highest level of care to nearly 1,000 individuals.

THANK YOU TO FLO RASKIN



CEI is particularly grateful to our board chair, Flo Raskin, for her counsel and support during the search for a CEO and her continued availability to the CEI leadership team during the transition.



Valued Donors Who Make Our Mission Possible

January 1, 2020 – December 31, 2020

◆ Board & Trustee Donors

✿ Staff Donors

\$25,000 & Above

Alameda County Public Health Services
California Public Utilities Commission
California Wellness Foundation
Joseph and Vera Long Foundation
Kaiser Permanente HEDCO

\$10,000 & Above

East Bay Community Foundation
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\$5,000 & Above

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2. Berkeley PACE
1497 Alcatraz Avenue
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3. East Oakland PACE
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