Homebridge began in 1985 as the IHSS Consortium, a pilot project of several San Francisco non-profits who sought to keep especially vulnerable In-Home Supportive Services consumers living at home successfully with appropriate supports. Today, with a $28 million annual budget and operations throughout the Bay Area, Homebridge is the largest non-profit employer-trainer of home care workers in California, with 500+ diverse staff members who collectively speak more than 25 languages.

Homebridge’s nationally recognized training team provides adult-centered learning to over 1,200 people each year. We support our Home Care Providers with a robust workforce development team. We partner with over 1,300 clients to provide innovative home care through more than 275,000 home visits annually. We work with hospitals to ensure the safe and sustainable transition of clients back to their home. We are passionate about creating impact in the lives of those we serve.

We make independent living possible through exceptional home care solutions.
A MESSAGE FROM LEADERSHIP

Dear Friends and Colleagues,

The world around us is rapidly changing, with many far-reaching shifts proposed in funding and support for the most vulnerable among us. Yet Homebridge’s commitment remains steadfast. Building upon over 30 years of experience developing solutions for complexly-diagnosed individuals whom the system often fails, Homebridge knows how to create impact in the lives of clients while achieving key goals in health and human service networks.

In June 2016, we launched an ambitious three-year strategy to make significant investments in both technology and program design. Importantly, we are applying our expertise in providing strengths-based, culturally responsive, results-driven care to clients in a manner that dignifies personal choice. And we are providing this crucial, accountable care on the leading edge: supporting high-needs clients who risk eviction or institutionalization not simply to live sustainably, but to thrive in their communities of choice. In 2018, we are completely revamping our service delivery model to more efficiently impact client outcomes. We are initiating a robust career ladder and skills training program which will support a next generation home care workforce, positioning Homebridge as the partner of choice for health care payers and providers of long-term services and supports.

Our funders are incredible partners in this work and their support allows us to focus on systems innovation while delivering more than 500,000 hours of supportive home care to over 1,500 clients last year. Thank you for joining us.

Mark Burns
Executive Director

Robert Carlson
Board President

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Nancy Rasch
SAN FRANCISCO HOME CARE SERVICES

Since 1994, Homebridge has delivered more than 12 million hours of our specialized model of contract mode IHSS in deep partnership with the San Francisco Department of Aging & Adult Services (Human Services Agency). Our supported home care model provides care plan management, client service coordination, allowable paramedical services, and a robust program of Home Care Provider training, supervision and support across three tiers of client needs to ensure the strongest possible outcomes. The population we serve are at risk of displacement and premature or continued institutionalization due to an assessed inability to successfully self-direct home care. Our delivery models promote heightened levels of service acceptance and care plan fulfillment which result in greater success in client stabilization in the community, a better quality of life, and improved healthcare outcomes.

SMALL CARE TEAMS

In 2017, in collaboration with the San Francisco Homelessness & Supportive Housing Department and the City’s Department of Public Health, Homebridge piloted building-specific care teams to serve a concentration of high-needs clients living in supportive housing with co-located public health services. The pilot has had a dramatic, positive impact on service delivery and client satisfaction, while generating meaningful results for our partners.

The small care team model has reduced the number of providers needed to serve clients, while increasing service acceptance and satisfaction. Clients have more consistent and regular communications with their care providers.

As a result of the small care team pilot, multiple applicants have invited Homebridge to implement this enhanced service model at new supportive housing sites being proposed by the City and County of San Francisco.

“The work you are doing is incredible. IHSS is really the linchpin of services; we can develop and provide... innovative interventions and programs for our patients to engage them in care and retain their housing, but I truly believe that everything we do is limited without solid in-home support. I’ve observed some of the most challenging clients make great progress in the short period of time you’ve been piloting the coordinated IHSS care. The shift is remarkable.”

– Jamie Moore,
SF Department of Public Health Nurse
COORDINATED CARE INITIATIVE (CCI)
Homebridge is deeply honored to have been selected as the provider of agency mode In-Home Supportive Services (IHSS) to the Coordinated Care Initiative. For a total of 40 months, Homebridge was the exclusive contractor for this service to Health Plan of San Mateo (HPSM) and worked in close collaboration with the County of San Mateo’s Aging & Adult Services unit. Through this effort, Homebridge helped not only support HPSM clients with an integrated IHSS managed care product, but also assisted in the return of clients from Skilled Nursing back to the community. Our experience in the San Mateo County CCI and our close partnership with HPSM has given the agency a unique insight into the integration of home care to the healthcare setting.

SUTTER HEALTH
For more than three years, Homebridge has been a partner with Sutter Health’s Bay Area hospitals in the piloting of unique Transitional Care Services, including 24/7/365 on-call medical escort, short-term care, and community-based case management services. These services facilitate safe and medically appropriate transfer from hospital emergency services and acute care departments to home, reducing unnecessary intakes; reducing readmissions post discharge; and extending the insights of social workers and discharge planners into the community.

HOME CARE PROVIDER
TYNISHA
The first two times Tynisha met her new client, she didn’t see her. Tynisha sat on the floor of the hallway, talking with her client through the door because the client felt ashamed of how her apartment looked.

On her third visit, Tynisha convinced the client to unlock the door. The door would hardly open and once she could see inside, Tynisha realized there was no place to walk. The client, who suffers from body lice, was crying, saying, “Look at my house. I understand why no one wants to help me.”

Tynisha helped her into the shower, made her feel comfortable, and proactively convinced her to accept help. Within weeks, Homebridge removed 30 large bags of papers and non-working electronics. The client, in her 80’s with no family support and fearing becoming homeless, says she is, “happy I got it done.” Her door can fully open and she can again see her kitchen sink.

Tynisha has been a Home Care Provider for nearly two years. When she first started, she was ready to quit because she felt the work was too stressful and hard. Today, she says, “What I do is challenging sometimes, but I get attached to my clients and I won’t leave them.”

Tynisha’s impacts aren’t just on her clients. Her two year-old daughter has clearly seen the compassion, patience, and care Tynisha brings to the job because she recently said, “Mommy, I want to go do what you do.”
As a data driven organization, we know Homebridge services have significant impact because we measure key indicators. Our “6 Questions” collect and report on key indicators of health for the Homebridge client base, with these impressive results:

**SIX KEY CLIENT OUTCOMES**

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>911 CALLS</td>
<td>-46%</td>
</tr>
<tr>
<td>Emergency Room Visits</td>
<td>-44%</td>
</tr>
<tr>
<td>Hospitalizations</td>
<td>-51%</td>
</tr>
<tr>
<td>Missed Doctor Appointments</td>
<td>-51%</td>
</tr>
<tr>
<td>Missed Medication Doses</td>
<td>-52%</td>
</tr>
<tr>
<td>Lease Violations</td>
<td>-6%</td>
</tr>
</tbody>
</table>

**CLIENT DEMOGRAPHICS**

**GENDER IDENTIFICATION**

- Male: 475
- Transgender Female: 17
- Female: 743

**AGE**

- Median age: 64
- 18-29: 1%
- 30-39: 3%
- 40-49: 8%
- 50-59: 22%
- 60-69: 35%
- 70-79: 19%
- 80-89: 9%
- 90+: 3%

**RACE**

- White: 51%
- African-American or Black: 29%
- Asian: 9%
- Hispanic and Latino: 9%
- Native American: 1%
- Multi-racial: 1%

Impact
For Homebridge’s clients, more resources and better quality care result in increased physical, social, and psychological well-being as a reduction in isolation.

The expression of joy on the faces of clients who open their one holiday gift this season – a gift specifically chosen for them because someone cared enough to know what will make a difference in their lives. This is what Homebridge for the Holidays is about.

In December 2016, we launched Homebridge for the Holidays, a holiday gift fund for our clients. We gave gifts to more than 70 of our most isolated clients. In 2017, we hoped to double the number of gifts – thoughtful gifts suggested by each recipient’s Home Care Provider.

Through the generosity of our donors and our partnership with First Republic Bank, we raised over $7,000 and we were able to give nearly 400 individualized gifts that enriched the lives of Homebridge’s clients.

We are thrilled to have surpassed our fundraising goal and to have made such a strong impact on the lives of our clients. Every dollar donated was used for clients or retained for next year’s Homebridge for the Holidays campaign when, once again, we plan to increase the number of clients whose holidays are brightened with a gift chosen especially for them.
WORKFORCE DEVELOPMENT

Having a trained and supported workforce is essential for Homebridge, and core to the future of long-term community-based care is ensuring an appropriately skilled and professional workforce to serve the needs of clients and care system operators. For more than 30 years, Homebridge has been a leader in the training and support of not only its own home care workforce, but also in providing state of the art trainings to County IHSS and private duty home care providers.

Industry leading basic curriculum and follow-on specialized trainings have always been the hallmark of Homebridge’s training for staff home care providers. In recent years, we have deepened our collaboration with numerous funders to build out a robust workforce development effort, including barrier removal, job readiness, job and work/life coaching and English as a Second Language trainings. We have equipped our home care providers with uniforms to bolster their professional pride and visibility, and we have equipped them with app-enabled smartphones and the training to use them to increase their connectivity, make them better informed about client care and help them to work and travel more safely and more efficiently.

But our biggest initiative has just arrived. In early 2018, Homebridge rolled out a multi-tiered career ladder offering four levels of upskill trainings mapped to client and care system needs with significant permanent differentials above minimum wage and a clear path to a sustainable wage.

Homebridge believes that home care is indispensable to the continuum of care, and that home care providers deserve acknowledgment and validation of their professional skills and contributions. We believe that home care can be a meaningful full-time job with a living wage, healthcare benefits, paid time off and a retirement plan. We believe home care providers can overcome barriers to employment, develop their skills along a career continuum that offers upward mobility and compensation growth, with pathways connecting to administrative, supervisory, management and healthcare careers. And we believe that home care should be a certified field.
**APPRENTICESHIP**

With funding from the Department of Labor, Homebridge is working with SEIU 2015 to develop a first in the nation Support and Retention Coordinator (SRC) Apprenticeship. The SRC Apprenticeship is part of Homebridge’s developing management career track.

This seven-month Apprenticeship program includes a mix of skills-related instruction and on-the-job learning supported by training and supervisory staff. Designed to assist Home Care Providers to move from direct care into escalating supervisory roles, the program provides more opportunities for Home Care Providers to move into roles with greater responsibility and compensation.

**WORKFORCE PROFESSIONALIZATION**

Homebridge has invested in the professionalization of our Home Care Providers so they may use their skills to bridge to other positions in the health care field.

**Technology-Enhanced Home Care**

Homebridge’s Home Care Providers are equipped with smartphones that allow them to communicate instantaneously with office colleagues to relay valuable feedback on changing client conditions, allowing our case management to be even more responsive. The technology makes operations more efficient; we now use encrypted smartphones for transmitting client care plans, delivering real-time scheduling, timekeeping, and electronically verifying visits.

**Career Development**

Adoption of new technologies isn’t always easy, so Homebridge developed an adult-centered curriculum to train our workforce to use smartphones. This equips our Home Care Providers with additional marketable skills, and employment options.

**Uniforms**

We have outfitted our workforce with high-quality scrub suits embossed with the Homebridge logo. This serves three purposes:

1. **Increased Safety, Access, and Professional Respect:** Uniforms identify HCPs as Homebridge employees to clients, building personnel, and others in the community, increasing safety, access to clients, and respect as professional care providers;

2. **Comfort and Ease of Washing:** Home care work can be physical and messy. Uniforms allow for easy movement and can be washed easily; and

3. **Team Unity and Professional Pride:** Uniforms unify Home Care Providers as a team and remind the community of the impactful work Homebridge does every day!
Homebridge is grateful for the vital institutional support and partnership from these major funders.

Homebridge benefits from the exceptional support and partnership of these visionary foundations and supporters who underwrite strategic initiatives and long-term systems change.
“I’m all alone. No one would have helped me. It’s only me and Marisol,” said Miguel speaking about his Home Care Provider, Marisol. Miguel was at risk of becoming homeless because of the hazards of years’ worth of belongings cluttering his home.

Homebridge’s care team worked to ensure Miguel’s home since 1993 continued to be his home. In addition to connecting Miguel with legal resources, his care team partnered with him to ensure he would begin accepting support from Homebridge again.

Home Care Provider Marisol, a 17-year Homebridge veteran, worked for a week to make Miguel’s home free from anything that could lead to an eviction. Marisol even accompanied Miguel to court and they celebrated together when he was able to stay in his home.