

2020 Annual Report



on LOK[®]
where seniors embrace life

A Message from the CEO & Board Chair



Dear Friends,

We have uniquely shared an experience of a lifetime that no one could have prepared us for, individually or as a community. A global pandemic that was the defining event of the year, testing the resilience and steadfastness that have characterized our organization since 1971, when we began serving seniors out of a one-room office in San Francisco's Chinatown.

Two weeks after shelter-in-place orders were issued in March of 2020, we immediately pivoted from our PACE center-based model of care and multipurpose active senior center to home-based and virtual programming. Our frontline staff unwaveringly embraced the seniors in our care with compassion and respect: never before had our work felt so important and impactful.

Through the implementation of strict infection controls and the adoption of new technologies, we ensured that both our On Lok PACE participants and On Lok 30th Street Senior Center's active seniors could continue to receive safely the services and supports they needed to stay healthy and socially connected.

Although On Lok PACE clinics remained open for medical and specialty appointments, we introduced telehealth visits, wellness calls, and home visits to provide seniors with the same level of high-touch care, in the safety of home. We also expanded home care services and increased home-delivered meals for our PACE participants. While drivers delivered food and medicine, our Activity teams reached out to seniors with personalized care packages as well as online activities—from tai chi to music therapy.

On Lok 30th Street Senior Center swiftly moved its programs online, offering more than 20 virtual classes a week for health, wellness, and lifelong learning, including the popular Always ActiveSM exercise and fall prevention classes, diabetes education, and Healthier Living workshops. Our case management staff and Aging & Disability Resource Center used Zoom to provide much needed personalized bilingual programs, care coordination, and referral services. On Lok Mission Nutrition introduced daily takeout meals and increased home-delivered meals, serving an average of 23,000 meals per month. We are deeply grateful



to the San Francisco Department of Disability and Aging Services (DAS) and our supporters, whose generosity allowed us to continue and even expand these programs during the health crisis.

Although COVID-19 added an unprecedented layer of complexity to our operations, it did not derail our work in progress. With our partners, we continue working within our communities to strengthen the safety net for current and future generations of seniors, helping to realize California's Master Plan for Aging— and building upon our foundation as the founders of PACE.

Hatred and violence seek to destroy the diversity of our community by driving a wedge between cultures, races, ages, and sexual orientations. With our partners and stakeholders, we have taken a strong stand against social injustice and we are launching new programs to promote diversity, equity and inclusion within our organization and in the community. These principles have always been part of our core values and guide our hiring and retention practices, patient care, community engagement, and strategic planning.

Today, even as we face the challenges of the pandemic and intense social unrest, we remain focused on our mission and continue to invest in growth and new programs. We are looking forward to the launch of Openhouse+On Lok Community Day Services, the adult day program we co-designed with Openhouse and the LGBTQ community for the LGBTQ community. We are also piloting On Lok Connected Care, a program providing health coaching and support to seniors experiencing a health emergency or living with a chronic health condition.

Together, we can find purpose and strength to navigate the pandemic and continue our pursuit of quality of care and quality of services for older adults at every stage of aging. We look forward to sharing more good news in the coming months.

In community,

A handwritten signature in blue ink, appearing to read 'Grace Li'.

Grace Li
CEO

A handwritten signature in blue ink, appearing to read 'Kevin Gerber'.

Kevin Gerber
Chair, Board of Directors

On Lok Officers & Directors

As of June 30, 2020

On Lok, Inc.

Chair

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Vice Chair

Irene Riley

Secretary

Eric Harrison

Treasurer

Lyz Y.A. Ferguson

Directors

Joseph Barbaccia, MD

Gregory Chun

Alina Laguna, Esq.

Diane Lee, Esq.

Grace Li, MHA, CEO

Darlene Mar

William Lock

Candy Rupp

Barbara Solomon

Sharon Yow

On Lok Senior Health Services

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Mike Neumann

Vice Chair

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Secretary

Robin Flagg, PhD, MPH

Treasurer

Stephen D. Hester

Directors

Linda Edelstein

Lyz Y.A. Ferguson

Mary Lanier

Grace Li, MHA, CEO

Dexter Louie, MD

Ben Lui, MD

Candy Rupp

Sharon Yow

Albert Yu, MD

On Lok Community Housing, Inc.

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Candy Rupp

Vice Chair

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Secretary

Gregory Chun

Directors

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Mike Neumann

On Lok House, Inc.

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Vice Chair

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Secretary

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Grace Li, MHA, CEO

Mike Neumann

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Joseph Barbaccia, MD

Vice Chair

Michele Lew

Secretary

Wanda Wong

Directors

Alina Laguna, Esq.

Barbara Solomon

Grace Li, MHA, CEO



On Lok Senior Executive Team

Grace Li, MHA

Chief Executive Officer

John V. Blazek, JD

Chief Development Officer
and Executive Director –
Day Services

Gary Campanella, MBA

Chief Financial Officer

Eileen Kunz, MPH

Chief of Government Affairs
and Compliance

Ben Lui, MD

Chief Medical
Informatics Officer

Jay Luxenberg, MD

Chief Medical Officer

Joy Moore, SPHR

Chief People Officer

David C. Nolan

Chief Operating Officer

Mike Webb, MPA

Chief Technology & Information
Security Officer

Diana Yin, MBA, MPP

Chief Strategy & Analytics
Officer

On Lok's Program of All-Inclusive Care for the Elderly (PACE)

Empowering Seniors to Age with Dignity at Home

The Program of All-Inclusive Care for the Elderly (PACE) pioneered by On Lok is nationally recognized as an outstanding model of integrated geriatric care and supportive services. PACE cares for the health and well-being of the whole person by coordinating and providing all needed healthcare and long-term care services, empowering older adults to live with dignity in their community, instead of a nursing home. Currently, 137 PACE programs operate 272 PACE centers in 31 states, serving more than 53,000 participants.

Seniors enrolled in PACE are in the care of a dedicated team comprised of physicians, nurses, social worker, physical and occupational therapists, dietitian, activity therapists, behavioral and mental health specialists, home care workers, and transportation staff. Our network includes specialists in dentistry, optometry, audiology, and podiatry. This interdisciplinary team meets regularly to exchange information and develop a personalized care plan that responds to the needs of each PACE participant at every stage of aging.



TIMELINE

1971 In San Francisco, Dr. William L. Gee and social worker Marie-Louise Ansak create On Lok, a community-based model of healthcare for underserved seniors. On Lok means "peaceful, happy home" in Cantonese.

1973 On Lok launches one of the country's first senior day health centers, serving hot meals and providing health and social services to seniors living at home.

1975 On Lok adds in-home support services, primary care services, and case management of acute and chronic health services.

1979 On Lok launches a Medicare-funded model of long-term care, wherein an interdisciplinary team provides seniors with coordinated care plans and comprehensive medical care and social services.

1983 On Lok obtains waivers from Medicare and Medicaid to test a new financing method for long-term care.

1986 On Lok launches the Program of All-inclusive Care for the Elderly (PACE), a groundbreaking model of coordinated service delivery and innovative financing.

Our Family of Services



On Lok PACE

On Lok PACE is a full-service healthcare and supportive services program empowering more than 1,800 Bay Area seniors to age at home for as long as possible.

On Lok PACE Centers:

GEE CENTER

1333 Bush Street, San Francisco

POWELL CENTER

1441 Powell Street, San Francisco

30TH STREET CENTER

225 30th Street, 2nd Floor,
San Francisco

ON LOK PACE AT IOA

3575 Geary Boulevard,
San Francisco

PERALTA CENTER

3683 Peralta Boulevard,
Fremont

SAN JOSE CENTER

299 Stockton Avenue,
San Jose

EAST SAN JOSE CENTER

130 N. Jackson Avenue,
San Jose

On Lok 30th Street Senior Center

On Lok 30th Street Senior Center is the largest multi-purpose senior center in San Francisco, connecting over 6,700 active older adults with one another and with culturally sensitive programs for health and wellness, educational and social activities, and case management services. The center is the lead agency for On Lok Mission Nutrition meals program and the Always ActiveSM exercise and fall prevention program. These programs are partially funded by the City of San Francisco's Department of Disability and Aging Services (DAS).

ON LOK 30TH STREET SENIOR CENTER

225 30th Street, 3rd Floor, San Francisco

On Lok Senior Housing

On Lok's housing program offers affordable and safe housing options for seniors in San Francisco. On Lok senior housing is located in three buildings:

MARIE-LOUISE ANSAK ON LOK HOUSE

1441 Powell Street, San Francisco

1000 MONTGOMERY HOUSE

1000 Montgomery Street, San Francisco

DR. WILLIAM L. GEE HOUSE

1333 Bush Street, San Francisco



Our Professional Services

ON LOK
PACEpartners
CONSULTING
A tradition of excellence in senior health care

PACEpartners offers technical assistance around the world to organizations interested in PACE.

1994 On Lok opens the newly renovated Dr. William L. Gee Center in San Francisco. The National PACE Association, a nonprofit membership organization comprised of PACE sites, is formed.



1995 30th Street Senior Center becomes a part of On Lok's family of services.

1996 On Lok's PACE program opens two new centers in San Francisco—one in partnership with the Institute on Aging and the other at the 30th Street location.

1997 In the Balanced Budget Act of 1997, PACE becomes a permanent provider type under Medicare and a state option under Medicaid.

2002 On Lok opens a PACE Center in Fremont.

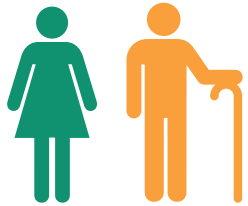
2009 On Lok opens a PACE Center in San Jose.



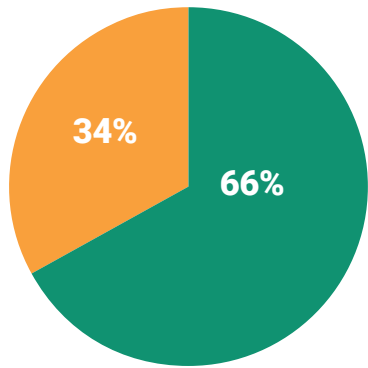
Facts about On Lok PACE

Number of Seniors Served

1,809

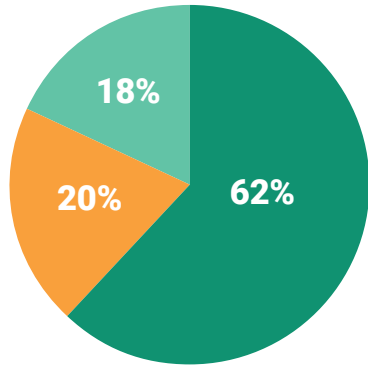


Gender



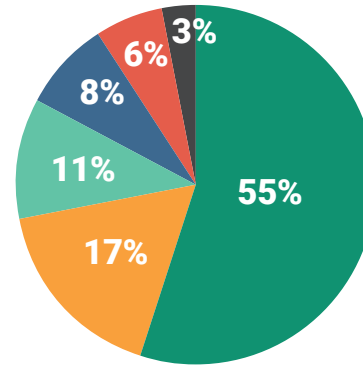
Female Male

Census Share by County



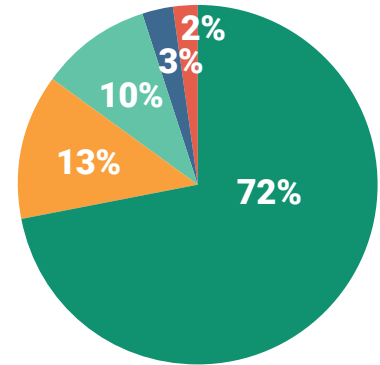
San Francisco
Santa Clara County
Tri-City & Alameda County (Fremont, Newark & Union City)

Languages



Chinese
English
Spanish
Other
Vietnamese
Hindi

Diversity



Asian
Hispanic
Caucasian
African American
Other

Congregate Meals Served

99,863



Home-delivered Meals

258,777



Social Services Visits

11,114



Medical Appointments

31,543



Miles Traveled to Transport Our Participants

998,574



TIMELINE

2012

On Lok opens the Peralta PACE Center in Fremont, in partnership with Eden Housing.



2014

On Lok opens the East San Jose Center.



2017 With a new 5,200 square-foot medical clinic, our East San Jose Center becomes a fully operational PACE center.

2018

On Lok House is renamed in honor of Founding Executive Director Marie-Louise Ansak.

2019

On Lok opens The Harry and Jeanette Weinberg On Lok Memory Care Center in San Francisco.



On Lok 30th Street Senior Center

- Number of active seniors served: **6,700+**
- Average age: **78**
- **63%** are low income.
- **40%** live alone.

At On Lok 30th Street Senior Center, seniors can access the following programs, offered online during the pandemic:

- **50+** activities for wellness and lifelong learning, including arts and crafts, computer classes, music, dancing, tai chi, yoga, and more
- Bilingual case management
- Aging and Disability Resource Center
- Healthier Living and diabetes education workshops

On Lok 30th Street Senior Center is the lead agency for **Always ActiveSM**, providing exercise and fall prevention classes to 1,400 older adults at 20 locations in San Francisco, and online during COVID-19.

The senior center is the home base for **On Lok Mission Nutrition** meals programs. In FY 2020:

- **77,040** community meals and takeout meals were served at six dining sites in San Francisco.
- **173,250** meals were delivered to homebound seniors and seniors sheltering in place.
- **83%** of participants are very low-income; **35%** are over 85 years old.

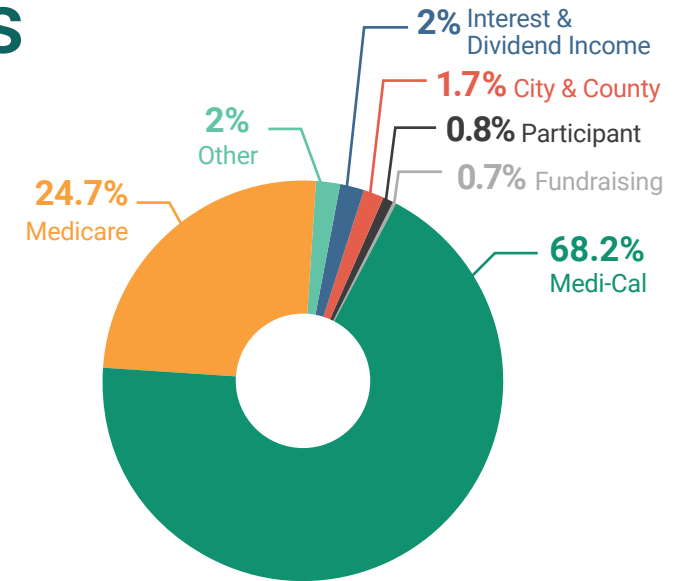
On Lok Mission Nutrition meals are partially funded by the City of San Francisco Department of Disability and Aging Services (DAS).

FY 2020 Financials

All figures in millions.

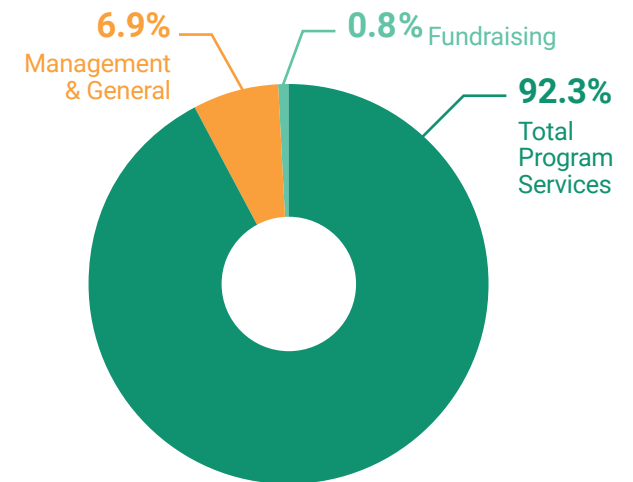
Revenue

Medicare	\$47.986
Medi-Cal	\$132.603
Participant	\$1.542
City & County	\$3.366
Interest & Dividend Income	\$3.912
Fundraising	\$1.332
Other	\$3.803
Total	\$194.544



Functional Expense

PACE Program	\$164.06
Senior Center Programs	\$4.33
Senior Housing & Facility Rental	\$4.39
Technical Assistance to	
Other Organizations	\$0.17
Community Day Service	\$0.32
Total Program Services	\$173.26
Fundraising	\$1.41
Management & General	\$13.01
Total	\$187.68



2019 On Lok expands its service area in the South Bay and celebrates 10 years of PACE service in Santa Clara County.

2019 The community at On Lok 30th Street Senior Center with Precita Eyes artists create a new 850-square-foot mural in the center's garden.



2019 On Lok 30th Street Senior Center celebrates its 40th anniversary.

2019 On Lok and Openhouse co-design a senior program with the LGBTQ community, for the LGBTQ community.



2020 On Lok responds to global pandemic with compassionate care and leadership, ensuring food security and reducing senior isolation.



Thank You

On Lok is a family of nonprofit organizations committed to developing healthcare models and providing services that enhance the well-being, dignity, and independence of older adults. On Lok is deeply grateful to our generous supporters, donors, and volunteers. Your ongoing support of our mission enables thousands of Bay Area seniors to lead fulfilling lives in their community for as long as possible. Thank you!

On Lok proudly unveiled a new brand identity in October 2020. Learn more at onlok.org.

On Lok's Mission

To relentlessly pursue quality of life and quality of care for older adults and their families.



on LOK®
where seniors embrace life

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San Francisco, CA 94109
415.292.8888
onlok.org