



525 Veterans Blvd.  
Redwood City, CA 94063

## A G E N D A

**SEQUOIA HEALTHCARE DISTRICT  
REGULAR BOARD OF DIRECTORS MEETING  
4:30 PM, Wednesday, October 4, 2023  
Conference Room, 525 Veterans Boulevard  
Redwood City, CA 94063**

This meeting will be held in person at 525 Veteran’s Boulevard in Redwood City with access available via Zoom teleconference. To join the meeting from your cellphone dial [\(669\) 900-9128](tel:6699009128) and enter meeting ID: [862 2138 6556](https://us02web.zoom.us/j/86221386556) or join from a computer to <https://us02web.zoom.us/j/86221386556>. Additional information regarding the meeting can be located at our website: [www.seqhd.org](http://www.seqhd.org)

1. Call To Order And Roll Call
2. Public Comment On Non-Agenda Items\*
- ACTION 3. Consent Calendar - President Nayfack
  - a. Approve August 9, 2023 Regular Meeting Minutes
  - b. Accept July And August 2023 Financial Statements
- ACTION 4. New Business
  - a. Discussion And Presentation by Ravenswood FHC On Potential SHD Dental Clinic **4:40-5:15**  
- Luisa Bauda
  - b. Update On Year-End Outcomes of RWC Together/PAL PACE Program **5:15-5:30**  
- Rafael Avendaño and Robert “Tito” Alvarez
  - c. Presentation And Discussion Of Remaining Board Study Session Items Including: **5:30-6:30**  
*MHSA/ATOD Advocacy And Policy, SB 369, CHKS Data, District Communications*  
- Ms. Bratton, Ms. Wasson, Ms. Garcia
  - ACTION d. Director Requests For Future Agenda Items Per Board Policy 8.3  
- President Nayfack
5. CEO/Staff Reports:
  - a. CEO And Staff Reports- Kurtzman, Bratton, Garcia, Wasson **6:30-6:45**
- ACTION 6. Adjourn  
The Next Regular Meeting Of The Board Of Directors Of Sequoia Healthcare District is Scheduled For 4:30 PM, Wednesday, December 6, 2023, District Conference Room, 525 Veterans Blvd., Redwood City, CA 94063

Aaron Nayfack, MD  
Board President

\*Public comment will be taken for each agenda item prior to the board’s consideration on that item.

Any writings or documents provided to a majority of the Board of Directors regarding any item on this agenda will be made available for public inspection at the District office, 525 Veterans Blvd., Redwood City, CA, during normal business hours. Please telephone 650-421-2155 ext 201 to arrange an appointment.

If you are an individual with a disability and need an accommodation to participate in this meeting, please contact Sequoia Healthcare District at least 48-hours in advance at 650-421-2155 ext 201.

**MINUTES OF REGULAR MEETING  
BOARD OF DIRECTORS  
SEQUOIA HEALTHCARE DISTRICT  
August 9, 2023  
Conference Room, 525 Veterans Boulevard  
Redwood City, CA 94063**

<u>Directors Present</u>	<u>Directors Excused</u>	<u>Also Present</u>
Director Fong Director Griffin Director Martinez Director Nayfack Director Shefren		Pamela Kurtzman, CEO Mr. Hudak, Legal Counsel Ms. Stamper, Recorder

**1. Call to Order**

President Nayfack called the meeting to order at 4:33PM. Roll call attendance was taken. A quorum was present.

**2. Public Comment/Non-Agenda Items**

President Nayfack asked if there was any public comment on non-agenda items. Virginia Kiraly, President of the San Mateo County Harbor District, introduced herself as the new LAFCO board member representing Special Districts.

**3. Consent Calendar**

**Motion:** to approve the consent calendar with addition of changes to the June 7 minutes for the vote count for “3. Consent Calendar” and “4b. Consider Grant Request From Peninsula Volunteers...” from 5-0-1-0 to 4-0-1-0.

**By:** Director Shefren

**Seconded by:** Director Nayfack

**Vote:** Ayes - Griffin, Martinez, Nayfack, Shefren

Nos --

Abstain -- Fong

Absent --

**Motion Passed: 4-0-1-0**

**4.a. Presentation Of Draft Audit 2022-23**

CEO Kurtzman presented the finalized draft of the 2022 Annual Financial report. The report is complete and includes the Pension Plan testing. Richardson and Company, LLP did not identify any deficiencies or instances of noncompliance under government accounting standards.

**Motion:** to approve the 2022-23 draft financial statements.

**By:** Director Shefren

**Seconded by:** Director Fong

**Vote:** Ayes - Fong, Griffin, Martinez, Nayfack, Shefren

Nos --

Abstain -

Absent -

**Motion Passed: 5-0**

Director Shefren would like future Financial Statements to include a layman’s note regarding the pension pass-thru to make it clearer and simpler.

Director Shefren will contact Brian Nash of Richardson and Company, LLP to discuss conducting an in-depth process audit.

**4.b. 2022-23 Caring Community Grants Year-End Review**

President Nayfack asked if there was public comment on this agenda item. There was none.

Ms. Bratton presented the 2022-23 Caring Community Grants Year-End Review. The grants program supported 60 grants totaling \$4.05 million, which was an increase from the \$3.75 million granted to 59 grants in the previous 2021-22 grant cycle. Grantees served over 68,000 SHD Residents which is a slight increase over last year. All Grantees met their service unit goals and shared that rising costs in labor, food, and materials, have all affected their ability to hire and retain staff, as well as keep up with programmatic costs. However, Grantees were very grateful for the districts continued support of their services in the community.

**4.c. Update By Signature Investment Advisors (SIA)  
On Investment Performance, Services, and Fees**

President Nayfack asked if there was public comment on this agenda item. There was none.

Mr. Andrew Lin of Signature Investment Advisors (SIA) discussed current market conditions, investment strategy, performance to date, and the current fee structure of the District's investment accounts. Sequoia Healthcare District's YTD gross returns are 2.26% which is above Bloomberg's US Aggregate index. Pettinelli Financial Partners and SIA receive their fees from the annual .30 basis points collected on the accounts.

Mr. Lin believes the District is well positioned for the current rolling recession.

**4.d. Presentation of Draft Annual Report for Discussion and Board Feedback**

Ms. Bratton presented the draft 2023 Annual Report and requested feedback from Board members. Attorney Hudak provided a review of FPPC requirements. Board members liked the idea of sending a postcard to residents notifying them that the 2023 Annual Report is available online and accessible via the listed website address and QR code. The finalized postcards should be mailed out mid-September.

**4.i. Director Requests for Future Agenda Items per Board Policy 8.3**

President Nayfack asked Board members for their requests for future agenda items. There were no requests.

**5. CEO/Staff Reports**

ACHD opened registration for the Annual Meeting taking place September 13-15 in Olympic Valley. Wednesday will be Governance Day.

Due to controversy that has arisen regarding the 2023-24 CC Grant recipient, WomenSV, they have been declined a CC Grant. CEO Kurtzman has contacted the organization and informed them that the District cannot fund them at this time.

Tax revenues increased this past year to \$18M.

The pension Committee met with Peninsula Advisors.  
The Dental Pilot kickoff should occur around September.

CEO Kurtzman is looking at September 28 or October 6 to schedule a Board-Staff Retreat. Board members should check their calendars and reserve the date.

The District is funding additional classes at the San Carlos Adult Community Center, for a total of 3 classes.

Ms. Bratton will be working to include the Faro Food grants on the Versaic platform. Director Shefren would like a spreadsheet detailing how the Dignity dollars are being utilized.

Healthy School's will present their first webinar on Concussion and Brain Trauma hosted by a neuroscientist speaker. Through this program we are hoping to interconnect community partners with schools.

Ms. Garia reported that the Health and Harmony Festival was a fun success and has received positive feedback.

Ms. Garcia is working with Streamline to ensure the website is current.

#### **6. Adjourn to Closed Session**

**Motion:** to adjourn to closed session for the purposes of:

- a. CONFERENCE WITH REAL PROPERTY NEGOTIATORS (Government Code Section 54956.8)  
Property: 525 Veterans Blvd., Redwood City  
Agency Negotiator: Pamela Kurtzman, CEO, and Mark Hudak, Legal Counsel  
Negotiating Parties: Ravenswood  
Under negotiation: Terms of lease including tenant improvement allowance, rent, length of term, and services to be provided.
- b. Pursuant to Health and Safety Code Section 32106: Discussion involving trade secrets relative to facilities and services with Pamela Kurtzman, CEO, and Mark Hudak, Legal Counsel.

#### **7. Reconvene to Open Session**

Reconvene to Open Session. There was no reportable action taken in closed session.

#### **6. Adjourn**

**Motion:** To adjourn the meeting at 6:34PM.

**By:** Director Shefren

**Seconded by:** Director Nayfack

**All in favor**

**Motion Passed**

The next regular meeting of the Board of Directors of Sequoia Healthcare District will be scheduled for 4:30 PM, Wednesday, October 4, 2023, District Conference Room, 525 Veterans Blvd., Redwood City, CA.

Respectfully Submitted,

Kim Griffin, R.N.  
Secretary

1:21 PM

09/27/23

Accrual Basis

## Sequoia Healthcare District Balance Sheet - by Month

As of August 31, 2023

	Jul 31, 23	Aug 31, 23
<b>ASSETS</b>		
<b>Current Assets</b>		
<b>Checking/Savings</b>		
10150-0 · Cash (WF-MMA)	147.37	0.00
10200-0 · Cash (WF)	722,661.61	49,609.80
10200-1 · Cash In Schwab	76,167.00	76,167.00
10250-0 · Cash from Investments	314,916.70	314,916.70
10300-5 · Cash Equivalents	10,706,270.00	10,737,010.00
10350-0 · Schwab Operating Funds Acct#739	30,454,734.00	29,758,627.00
10430-0 · Pension Money Market Fund	146,787.00	146,787.00
10490 · HFSA funding & deductions		
10490-1 · HSA Savings Fund	5,350.50	8,424.36
10490-2 · HFSA Pretax Deduction	-4,822.82	-5,764.08
<b>Total 10490 · HFSA funding &amp; deductions</b>	527.68	2,660.28
<b>Total Checking/Savings</b>	42,422,211.36	41,085,777.78
<b>Other Current Assets</b>		
10550-0 · Interest Receivable	105,577.00	105,577.00
10550-1 · DH Settlement Rec./Interst	140,577.00	140,577.00
10500-6 · Due from Other Governments	96,281.00	96,281.00
10551-0 · DH Settlement	7,415,067.00	7,415,067.00
10400-0 · Pension Assets-Vanguard	51,482,973.00	51,482,973.00
10410-0 · Investment In Insurance Company	3,862,533.00	3,862,533.00
10500-9 · Pension Contribution Rcvble	23,974,259.00	23,974,259.00
<b>Total Other Current Assets</b>	87,077,267.00	87,077,267.00
<b>Total Current Assets</b>	129,499,478.36	128,163,044.78
<b>Fixed Assets</b>		
12100-6 · Land	138,927.00	138,927.00
12200-6 · Land Improvements	144,158.05	144,158.05
12300-1 · Improvements-Classroom	83,410.44	83,410.44
12300-6 · Buildings	1,249,382.30	1,249,382.30
12300-8 · Building Improvements	547,329.57	547,329.57
12300-9 · Tenant Improvements	215,113.29	215,113.29
12400-6 · Equipment	76,222.26	76,222.26
12400-7 · Furniture	28,259.91	28,259.91
12500-6 · Accumulated Depreciation	-2,244,637.66	-2,248,594.31
<b>Total Fixed Assets</b>	238,165.16	234,208.51
<b>Other Assets</b>		
15000-0 · Deferred Outflows - Pensions	3,550,905.00	3,550,905.00
<b>Total Other Assets</b>	3,550,905.00	3,550,905.00
<b>TOTAL ASSETS</b>	<b>133,288,548.52</b>	<b>131,948,158.29</b>
<b>LIABILITIES &amp; EQUITY</b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
<b>Accounts Payable</b>		
20000 · Accounts Payable	239,400.06	-749,105.26

Sequoia Healthcare District  
Balance Sheet - by Month  
As of August 31, 2023

	<u>Jul 31, 23</u>	<u>Aug 31, 23</u>
Total Accounts Payable	239,400.06	-749,105.26
Other Current Liabilities		
20001-0 · Deposit Payable	3,565.00	3,565.00
20100-0 · Grants Payable	-3,335,895.00	-3,335,895.00
20200-0 · HSI Grants Payable	259,566.60	259,566.60
23099-0 · Compensated Absences - Current	39,423.00	39,423.00
Total Other Current Liabilities	-3,033,340.40	-3,033,340.40
Total Current Liabilities	-2,793,940.34	-3,782,445.66
Long Term Liabilities		
23099-1 · Compensated Absences - L/T	22,652.00	22,652.00
22000-1 · Pension Contribution Payable	27,525,164.00	27,525,164.00
25000-1 · Unavailable Revenue	7,555,644.00	7,555,644.00
25000-9 · Unavailable Revenue Offset	-7,555,644.00	-7,555,644.00
Total Long Term Liabilities	27,547,816.00	27,547,816.00
Total Liabilities	24,753,875.66	23,765,370.34
Equity		
32000 · Retained Earnings	37,680,856.70	37,680,856.70
39004-1 · Invested in Capital Assets	359,946.00	359,946.00
39004-3 · Fiduciary Fund Balance	72,994,801.00	72,994,801.00
Net Income	-2,500,930.84	-2,852,815.75
Total Equity	108,534,672.86	108,182,787.95
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b><u>133,288,548.52</u></b>	<b><u>131,948,158.29</u></b>

**Sequoia Healthcare District**  
**Profit & Loss - by Month**  
July through August 2023

	<u>Jul 23</u>	<u>Aug 23</u>	<u>TOTAL</u>
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
40300 · Rental Income	800.00	800.00	1,600.00
40400 · Tax Revenue	46,529.33	15,073.67	61,603.00
40500 · Investment Income	120,659.00	134,633.00	255,292.00
40600 · Interest Income	359.16	130.78	489.94
<b>Total Income</b>	<u>168,347.49</u>	<u>150,637.45</u>	<u>318,984.94</u>
<b>Gross Profit</b>	168,347.49	150,637.45	318,984.94
<b>Expense</b>			
60100-1 · Admin. Expense	322.14	4,982.04	5,304.18
60101-1 · Administration Payroll	33,185.61	38,159.57	71,345.18
60300-1 · Board Health Insurance	1,210.71	1,210.71	2,421.42
60300-2 · Employee Health Insurance	13,795.22	10,861.31	24,656.53
60350 · Employee Retirement Benefit	1,856.96	2,375.92	4,232.88
60500-1 · Office Supplies/Equip Maint	1,495.85	447.01	1,942.86
60700-1 · Board Expense	0.00	1,150.00	1,150.00
60700-2 · Association/Membership Dues	8,922.00	0.00	8,922.00
60725-1 · Communications	0.00	21,213.00	21,213.00
60750-2 · Web Site/IT	3,305.53	7,083.70	10,389.23
60800-1 · Insurance	41,365.00	0.00	41,365.00
60806-1 · LAFCO fees	11,278.00	0.00	11,278.00
60810-1 · Legal Fees	0.00	2,565.00	2,565.00
60815-1 · Bank Fees	10.00	78.00	88.00
65200-1 · Maintenance	1,690.00	1,670.00	3,360.00
65400-1 · Utilities	2,824.77	1,656.28	4,481.05
65450-1 · Property Insurance	6,196.02	0.00	6,196.02
65500-1 · Depreciation Expense	3,956.70	3,956.65	7,913.35
70201-1 · Grant Admin Payroll	16,656.32	23,053.09	39,709.41
70400-1 · Other Grants	4,120.00	0.00	4,120.00
70550-1 · San Mateo Medical Center-Dental	0.00	160,000.00	160,000.00
70566-1 · Pen Volunteers LYFT program	0.00	3,910.56	3,910.56
70567-1 · BGCP Psychotherapist	46,585.00	0.00	46,585.00
70594-0 · Future Impact Funds	0.00	200,000.00	200,000.00
70603-1 · Community Grants	2,061,500.00	0.00	2,061,500.00
70705-1 · Sequoia Smart	0.00	18,568.13	18,568.13
70706-1 · Sequoia Safe (+HeartSafe)	45,890.00	1,114.84	47,004.84
70801-1 · School Health Payroll	14,637.50	13,466.55	28,104.05
70802-1 · School Health Grants	348,475.00	-15,000.00	333,475.00
<b>Total Expense</b>	<u>2,669,278.33</u>	<u>502,522.36</u>	<u>3,171,800.69</u>
<b>Net Ordinary Income</b>	<u>-2,500,930.84</u>	<u>-351,884.91</u>	<u>-2,852,815.75</u>
<b>Net Income</b>	<u><b>-2,500,930.84</b></u>	<u><b>-351,884.91</b></u>	<u><b>-2,852,815.75</b></u>

**Month to Month Budget  
July - August 2023**

Agenda Item 3b  
Board of Directors Meeting  
October 4, 2023

	July Budget	July Actual	August Budget	August Actual	2 Month Total Budget	2 Month Total Actual
<b>Income</b>						
Rental Income	800.00	800.00	800.00	800.00	1,600.00	1,600.00
Tax Revenue	25,000.00	46,529.33	0.00	15,073.67	25,000.00	61,603.00
Investment Income	10,000.00	120,659.00	5,000.00	134,633.00	15,000.00	255,292.00
Interest Income	70.00	359.16	70.00	130.78	140.00	489.94
2021 Dignity Settlement Agrmt	0.00	0.00	0.00	0.00	0.00	0.00
Pension Income	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Income</b>	<b>35,870.00</b>	<b>168,347.49</b>	<b>5,870.00</b>	<b>150,637.45</b>	<b>41,740.00</b>	<b>318,984.94</b>
<b>Expenses</b>						
Admin. Expense	4,000.00	322.14	2,000.00	4,982.04	6,000.00	5,304.18
Admin. Payroll	34,400.00	33,185.61	37,400.00	38,159.57	71,800.00	71,345.18
Board Health Insurance	1,300.00	1,210.71	1,300.00	1,210.71	2,600.00	2,421.42
Employee Health Insurance	14,000.00	13,795.22	11,000.00	10,861.31	25,000.00	24,656.53
Employee Retirement Benefit	2,000.00	1,856.96	2,500.00	2,375.92	4,500.00	4,232.88
Investment Fees	0.00	0.00	0.00	0.00	0.00	0.00
Office Supplies/Equip Maint	1,000.00	1,495.85	1,000.00	447.01	2,000.00	1,942.86
Board Expense	1,000.00	0.00	3,000.00	1,150.00	4,000.00	1,150.00
Purchased Services	10,000.00	0.00	10,000.00	0.00	20,000.00	0.00
Accounting fees	0.00	0.00	0.00	0.00	0.00	0.00
Associations/Membership	8,925.00	8,922.00	5,000.00	0.00	13,925.00	8,922.00
Communications	500.00	0.00	56,000.00	21,213.00	56,500.00	21,213.00
Public Relations	1,000.00	0.00	500.00	0.00	1,500.00	0.00
Web Site/IT	4,000.00	3,305.53	7,000.00	7,083.70	11,000.00	10,389.23
Pension Plan Expense	0.00	0.00	0.00	0.00	0.00	0.00
Insurance/D&O/Liability/WC	43,000.00	41,365.00	0.00	0.00	43,000.00	41,365.00
LAFCO fees	15,450.00	11,278.00	0.00	0.00	15,450.00	11,278.00
Legal Fees	4,000.00	0.00	4,600.00	2,565.00	8,600.00	2,565.00
Bank Fees	50.00	10.00	50.00	78.00	100.00	88.00
Maintenance	2,400.00	1,690.00	2,000.00	1,670.00	4,400.00	3,360.00
Utilities	2,400.00	2,824.77	2,400.00	1,656.28	4,800.00	4,481.05
Property Insurance	6,000.00	6,196.02	0.00	0.00	6,000.00	6,196.02
Depreciation	4,376.87	3,956.70	3,874.83	3,956.65	8,251.70	7,913.35
Grant Admin Expenses	200.00	0.00	200.00	0.00	400.00	0.00
Grant Admin Payroll	16,000.00	16,656.32	25,000.00	23,053.09	41,000.00	39,709.41
Samaritan House Grant	0.00	0.00	0.00	0.00	0.00	0.00
Other Grants	3,000.00	4,120.00	3,000.00	0.00	6,000.00	4,120.00
San Mateo Medical Ctr. Dental Cli	160,000.00	0.00	0.00	160,000.00	160,000.00	160,000.00
Ravenswood Family Health Ctr	500,000.00	0.00	0.00	0.00	500,000.00	0.00
LifeMoves LVN	0.00	0.00	0.00	0.00	0.00	0.00
Pen Volunteers LYFT program	17,500.00	0.00	2,500.00	3,910.56	20,000.00	3,910.56
BGCP Psychotherapist	46,585.00	46,585.00	0.00	0.00	46,585.00	46,585.00
Sonrisas	0.00	0.00	0.00	0.00	0.00	0.00
First 5 SMC	297,850.00	0.00	0.00	0.00	297,850.00	0.00
Matching Grants w/Dignity Health	560,000.00	0.00	0.00	0.00	560,000.00	0.00
Future Impact Funds	100,000.00	0.00	100,000.00	200,000.00	200,000.00	200,000.00
Community Grants Program	2,073,000.00	2,061,500.00	0.00	0.00	2,073,000.00	2,061,500.00
Sequoia Smart	10,000.00	0.00	10,000.00	18,568.13	20,000.00	18,568.13
Sequoia Safe (+HeartSafe)	46,000.00	45,890.00	3,000.00	1,114.84	49,000.00	47,004.84
Sequoia Strong Program	5,000.00	0.00	4,000.00	0.00	9,000.00	0.00
School Health Program	480,877.00	363,112.50	35,777.00	(1,533.45)	516,654.00	361,579.05
<b>Total Expenses</b>	<b>4,475,813.87</b>	<b>2,669,278.33</b>	<b>333,101.83</b>	<b>502,522.36</b>	<b>4,808,915.70</b>	<b>3,171,800.69</b>
<b>Net</b>	<b>(4,439,943.87)</b>	<b>(2,500,930.84)</b>	<b>(327,231.83)</b>	<b>(351,884.91)</b>	<b>(4,767,175.70)</b>	<b>(2,852,815.75)</b>



# Sequoia Healthcare District Dental Clinic

Presentation to SHD Board October 4, 2023



# History of the Request




- SHD identified expanding dental services to residents of SHD as high priority
- Received advice in 2022 that 525 Veterans Blvd Office could be converted to dental
- Sought a partnership with Ravenswood Family Dentistry to implement creation of a dental clinic
- Ravenswood embarked on an analysis of Need, Construction & Operational Costs

# Need Assessment Findings



- Using Zipcodes as proxy for SHD boundaries
- 39,532 SHD residents at or below 200% FPL = target population
- 40% or 17,748 lived in 94063 N.Fair Oaks, east Redwood City
- HPSM data – only 27.9% or 5,776 Medi-Cal members from 94063-94061 had annual dental visit in 2022
- 8,793 adults in the SHD enrolled in ACE – no dental coverage except for urgent dental care

# Dental Disparities in SHD

- 
- ACE members – no coverage for preventive
  - Only 21.1% pregnant HPSM members visited a dentist in 2022
  - Seniors in 94063, 12.7% lost all their teeth, compared to 6.1% countywide
  - 2017-2019 –SMC Latinx using ED for Dental  
– 426.3/100,000 versus 158.9/100,000 SMC
  - Homeless persons at RFHN, 60% required urgent dental care for untreated conditions
  - Adults with diabetes, 18.2% of RFHN patients, high risk for gum disease, tooth loss

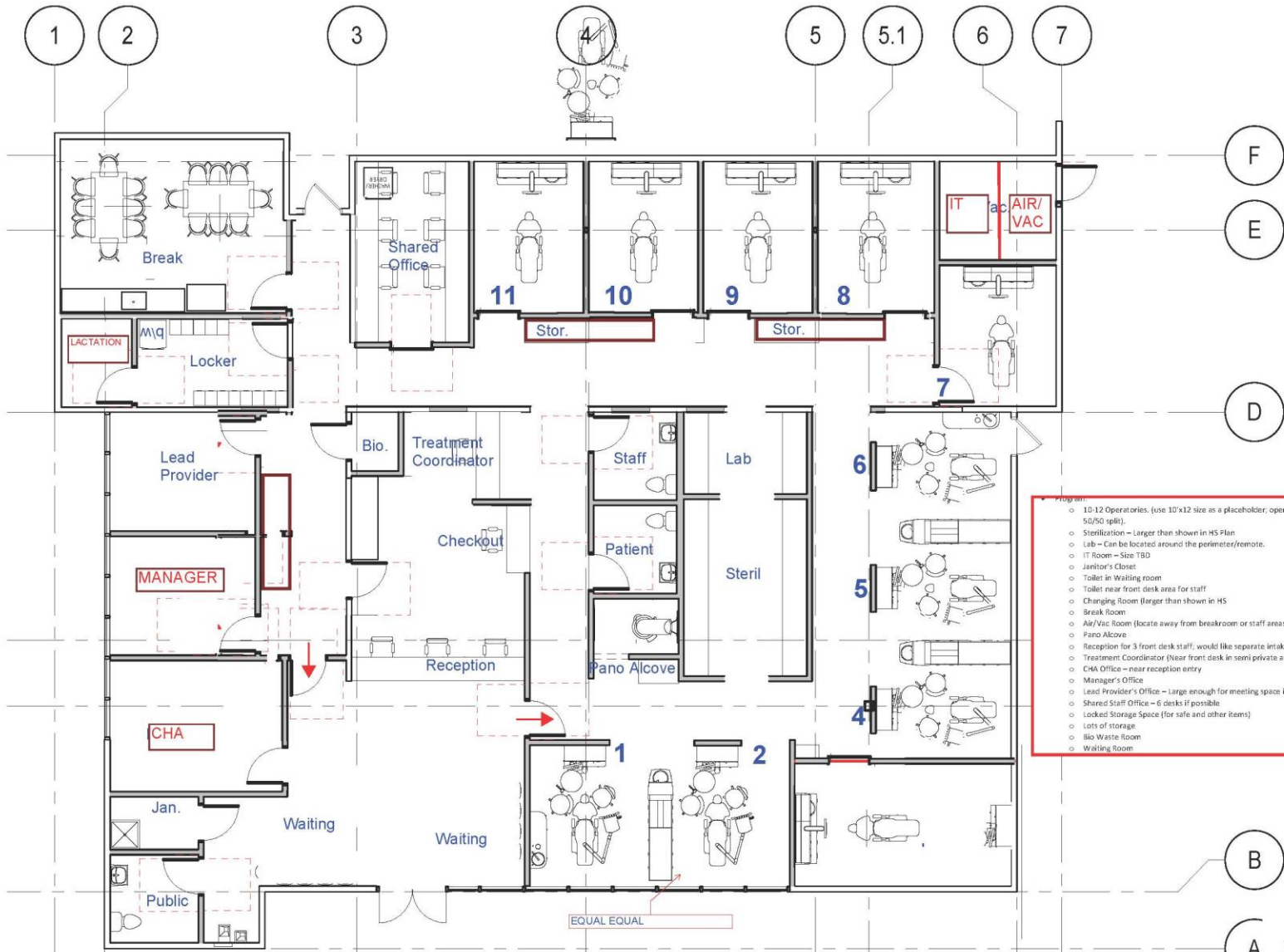
# District Dental Capacity



- 1,290 dental pts from SHD made 3,203 visits to Ravenswood Family Dentistry (RFD)
- San Mateo Medical Center dental clinics have a waiting list
- SMMC sends pediatric patients to RFD
- Sonrisas & Gardner Dental at capacity
- Only 5 private practices in the SHD accept Medi-Cal
- RFD is at capacity with a waiting list

# Floor Plan

5/18/23



- Program**
- 10-12 Operatories. (use 10'x12 size as a placeholder; open versus enclosed TBD; maybe 5'x20' split).
  - Sterilization – Larger than shown in HS Plan
  - Lab – Can be located around the perimeter/remote.
  - IT Room – Size TBD
  - Janitor's Closet
  - Toilet in Waiting room
  - Toilet near front desk area for staff
  - Changing Room (larger than shown in HS)
  - Break Room
  - Air/Vac Room (locate away from breakroom or staff areas)
  - Pano Alcove
  - Reception for 3 front desk staff; would like separate intake and exit areas
  - Treatment Coordinator (Near front desk in semi private area)
  - CHA Office – near reception entry
  - Manager's Office
  - Lead Provider's Office – Large enough for meeting space in it.
  - Shared Staff Office – 6 desks if possible
  - Locked Storage Space (for safe and other items)
  - Lots of storage
  - Bio Waste Room
  - Waiting Room

## SHD DENTAL CLINIC OPTION 2

# Services



- Comprehensive Dentistry
  - Preventive, Restorative, Crowns, Bridges, Root Canals
  - All Ages from 6 months of age
  - Pediatric and General Dentistry
  - Special Needs Children and Adults Care
  - Wheelchair Access
  - Oral Surgery under General Anesthesia
  - Other specialties available in East Palo Alto

# Construction Design




## Title 24 Healthcare Facilities – OSHPD 3

- Requires HVAC exchanges > 10 per hour
- 100% HVAC replaced
- New HVAC units on roof of former carport
- Interior walls substantially removed for new use – modifications of shear walls & possible foundation modifications
- Existing slab trenched for dental utilities
- 100% water replaced for OSHPD 3 code
- Electrical distribution replace for new layout & OSHPD 3 code



# Construction Budget Estimate\*

- 
- Hard Costs - \$3,554,333
    - Materials, Labor, General Conditions, Fees, Insurances, Contingency
  - Soft Costs - \$251,400
    - Architect, Permits, Fees, Insurances, Contingency
  - Owner Vendors \$192,987
    - Security, Fire, Data Cabling, Sound Masking, Phone System
  - Furniture, Fixtures, Equipment \$1,528,172
    - Dental Equipment, Small Instruments, Sensors, Office Furniture, Computers, Copiers, Misc.

**Grand Total: \$5,526,892**

\* 3 Bids, Lowest Cost Qualified Bidder, Guaranteed Maximum Price

# SHD Construction Budget Oversight



- Approval of Monthly Invoices
- SHD Project Manager to Review Completion Percentages & Sign off
- RFHN Architect to sign off on Completion Percentages
- RFHN to carry insurance responsibility for construction budget
- Performance Bond, Completion Bond, Builder's Risk, Liability Insurance

# Operations Budget Estimate

## Best Case Scenario – 3 Years

Year 1:	Salaries & Benefits	\$1,558,650
	Operational Expenses	\$ 365,440
	Total Expenses	\$2,969,860
	Revenues	\$2,969,860
	R/E	\$ 168,155
	Patients	2,725
	Visits	7,700

\*overhead 15% only

\*\*Rent paid to SHD @ \$2.50/sf annual 3%

# Operations Budget Estimate

Best Case Scenario – 3 Years

Year 2: Salaries & Benefits \$2,050,325  
Operational Expenses \$ 424,497

Total Expenses \$3,482,940

Revenues \$4,461,106

R/E \$ 978,165

Patients 4,600

Visits 11,200

\*overhead 15%

# Operations Budget Estimate

Best Case Scenario – 3 Years

Year 3: Salaries & Benefits \$2,218,266

Operational Expenses \$2,801,705

Total Expenses \$3,720,062

Revenues \$4,682,521

R/E \$ 962,458

Patients 4,600

Visits 11,200

\* Overhead 15%

# Operations Budget Estimate

## Worst Case Scenario – 3 Years

Year 1:	Salaries & Benefits	\$1,174,200
	Operational Expenses	\$1,342,761
	Total Expenses	\$2,516,961
	Revenues	\$2,421,442
	R/E	<\$ 95,519>
	Patients	2,725
	Visits	7,700

\*includes 28% overhead

# Operations Budget Estimate

Worst Case Scenario – 3 Years

Year 2: Salaries & Benefits \$1,626,288  
Operational Expenses \$1,584,987

Total Expenses \$3,211,275

Revenues \$3,322,270

R/E \$ 110,994

Patients 2,725

Visits 8,800

\* Includes overhead 28%

# Operations Budget Estimate


Worst Case Scenario – 3 Years

Year 3:	Salaries & Benefits	\$2,127,266
	Operational Expenses	\$1,851,663
	Total Expenses	\$3,978,929
	Revenues	\$4,358,205
	R/E	\$ 379,276
	Patients	4,600
	Visits	11,200

\*includes 28% overhead



# Letter of Intent

- 
- RFHN cannot turn patients away if not residents of the SHD
  - RFHN must adhere to HRSA Compliance Manual for FQHCs for policies and procedures
  - Sliding Fee Scale up to 200% of FPL
  - UCR over 200% of FPL, or hardship
  - Payment plans, prepay all dental lab fees
  - Patients on Sliding Fee Scale if uninsured or billed, 6 months, no collection
  - RFHN can provide reporting on utilization, operations per agreement with SHD



## STAFF REPORT

### To honorable Sequoia Healthcare District Board, CEO, Staff and Community

**DATE:** September 28,  
2023

**SUBJECT:** Purposeful,  
Action, Create and  
Engage Plan

#### STRATEGIC PLAN GUIDING PRINCIPLE

Children and Youth

#### BACKGROUND

On March 1, 2023, the Sequoia Healthcare District approved an agreement in the amount of \$85,000 with Redwood City Together and PAL Center to implement the Purposeful Action, Create and Engage (PACE) plan. At the City's request PACE was developed in response to negative behaviors by large numbers of transition-age youth (youth aged 12-24) from the #bikelife culture in the downtown area, which culminated in a temporary lockdown of the Fox Theatre during Malala Yousafzai's speaking engagement as illegal fireworks, vandalism, and unsafe bicycle riding filled Courthouse Square. Staff from City of Redwood City, Redwood City Together, and Pal Center worked collaboratively with affected youth and other community stakeholders to co-create a program that would provide positive opportunities for youth to receive learning and employment opportunities, as well as channeling their love for bicycling into safer, coordinated events. The planning for PACE was also heavily informed by the findings from the City's People's Budget process and the Redwood City/North Fair Oaks 2019-2024 Community Collaboration

for Children's Success (CCCS) Action Plan. Both engagement efforts highlighted community interest in long term programs, strategies, and policies to frame a more sustainable, equitable, and effective system of after-school programs, entertainment activities, coaching and mentorships and events for transition-aged youth in Redwood City and North Fair Oaks. PACE has been a significant and important addition to existing and evolving youth programs provided by the city and other partners, and the City Council is scheduled to hold a study session about these efforts on October 2, 2023.

In implementing the PACE program, the Pal Center (the new operating name to which the Redwood City Police Activities League is transitioning) took the lead on hiring staff to organize the on-the-ground activities and relationship building with transition-aged youth. Multiple City departments and Redwood City Together supported PAL Center staff in this endeavor: Redwood City Together staff provided in-kind grant raising and operational support; the Redwood City Parks, Recreation, and Community Services (PRCS) and Library Departments offered collaborative and supportive youth programming; and Police and Fire Department personnel helped coordinate and participate in youth events. Examples of collaborative programs between the City and PAL include a Downtown Friday night teen series including bicycle ride-outs, bike activity contests, music, and food; extended PRCS Teen Center hours beginning in September with additional classes in collaboration with the library; and PRCS staff support for other events.

## **ANALYSIS**

Youth voice, choice, and leadership were included at the forefront of the PACE program. Program leaders actively listened to youth and youth shaped the program design. The youth are also learning how to tell their stories and share the impact this program has on their lives. Through the data gathered from young people, PACE aims to continue to build more effective programs for young people. One objective for this pilot is to drive future community investments to increase youth-serving programs and amenities in Redwood City.

First year program results are described below. Given the number of systemic challenges faced by low-income youth of color in the community, a sustained effort is needed to maintain momentum, create trust, and begin to create a sustainable culture of opportunity for youth. The challenges faced by youth and by the community cannot be solved with a one-year program. The city, in partnership with Redwood City Together and PAL, will conduct a thorough evaluation of program outcomes in the first part of 2024 and make recommendations for ongoing approaches and associated funding needs rather than automatically moving into another year of PACE in its current format.

## **Year 1 Program Goals and Results for PACE Program**

**Goal 1:** Ensure living wage job opportunities for youth in vulnerable communities, provide mental and behavioral health support at schools, coaching and mentorship afterschool, and evening-based biking and non-traditional youth development programs in the City of Redwood City and surrounding communities through the months of July 2022-June 2023.

### **Results**

- 90 youth participated in a city-wide bike ride in September 2022 with PAL Center and Redwood City Police Department.
- 70 youth participated in a city-wide bike ride in July 2023 with Live in Peace and PAL Center.
- 95 youth participated in a city-wide bike ride with PAL Center and Redwood City Police Department in July 2023.
- San Mateo County Office of Education and PAL Center piloted a powerful 8-week Youth Empowerment, Employment, and Entrepreneurship (YEEE!) Program with local community-based organizations and local companies in Redwood City and North Fair Oaks this summer with 39 youth participants.
- 65 youth have secured jobs with PAL Center, Redwood City Together, and Friends for Youth, and Redwood City Parks, Recreation and Community Services hired another 55 youth for summer jobs in May and June 2023.

**Goal 2:** Support Positive Youth Development by hosting weekday/weekend events with community-based program partners for transition-aged youth

**Results**

- PAL launched a weekly podcast class where 10 bike-life youth engaged and created a film screening.
- PAL launched a weekly strength training class on-site, a basketball open gym, basketball skills training with Paxton Sports Academy at Siena Youth Center, each averaging 10-20 youth participants per session.
- PAL and Redwood City Together are working closely with the Whole Health Youth Initiative, a collaborative youth mental health initiative of Friends for Youth, PAL, Siena Youth Center, and One Life Counseling Center, to provide mental health services to youth.
- Three Redwood City Police officers coached basketball with PAL staff and two Redwood City Police officers and PRCS staff are supporting PAL with bicycle ride outs for youth.
- PRCS hosted a weekend Teen festival with games and bike demonstrations, and a “Teen Takeover” event at Red Morton Park where over 100 teens participated. More activities are being planned this fall.

**Goal 3:** Provide youth ages 12-24 and their families opportunities to serve on and co-lead youth and community-based organization advisory spaces to shape programming, services, and policies for transition-aged youth.

**Results**

- PAL launched a monthly community-based organization advisory meeting to share guidance and craft PACE programming, including summer YEEE! Internships, in collaboration with the Redwood City IDEAL (Inclusion, Diversity, Equity, Accessibility, and Leadership) team, San Mateo County Health, Upward Scholars, Friends for Youth, El Concilio, Sequoia YMCA, Fresh Lifelines for Youth, and Redwood City Together.
- Redwood City Together promotoras helped craft and guide the curriculum for the 2023-2024 program year.
- Redwood City Parks, Recreation and Community Services Department’s Youth and Teen Advisory Boards have a combined 32 youth actively serving, advising and supporting the Department.
- PAL has begun to offer collaborative programming with and at Siena Youth Center (SYC) in order to increase SYC youth participation in upcoming PACE activities ~~youth for the~~

**Goal 4:** Identify ways to address the acute needs of transition age youth and expand alternative public safety initiatives.

**Results**

- The Redwood City IDEAL team, Police Advisory Committee, PAL, and Redwood City Together co-hosted the Police Advisory Committee Town Hall on Wednesday, October 12, 2022, which engaged 126 community members; qualitative data given by community members provided feedback on how to address gaps in public safety when it comes to mental health, homelessness, Redwood City police activities, and community relationships.

- PAL and Redwood City Together partners will continue to host forums with local public safety officers and youth in the 2023-2024 program year.

**Goal 5:** Increase youth serving programs and amenities in Redwood City.

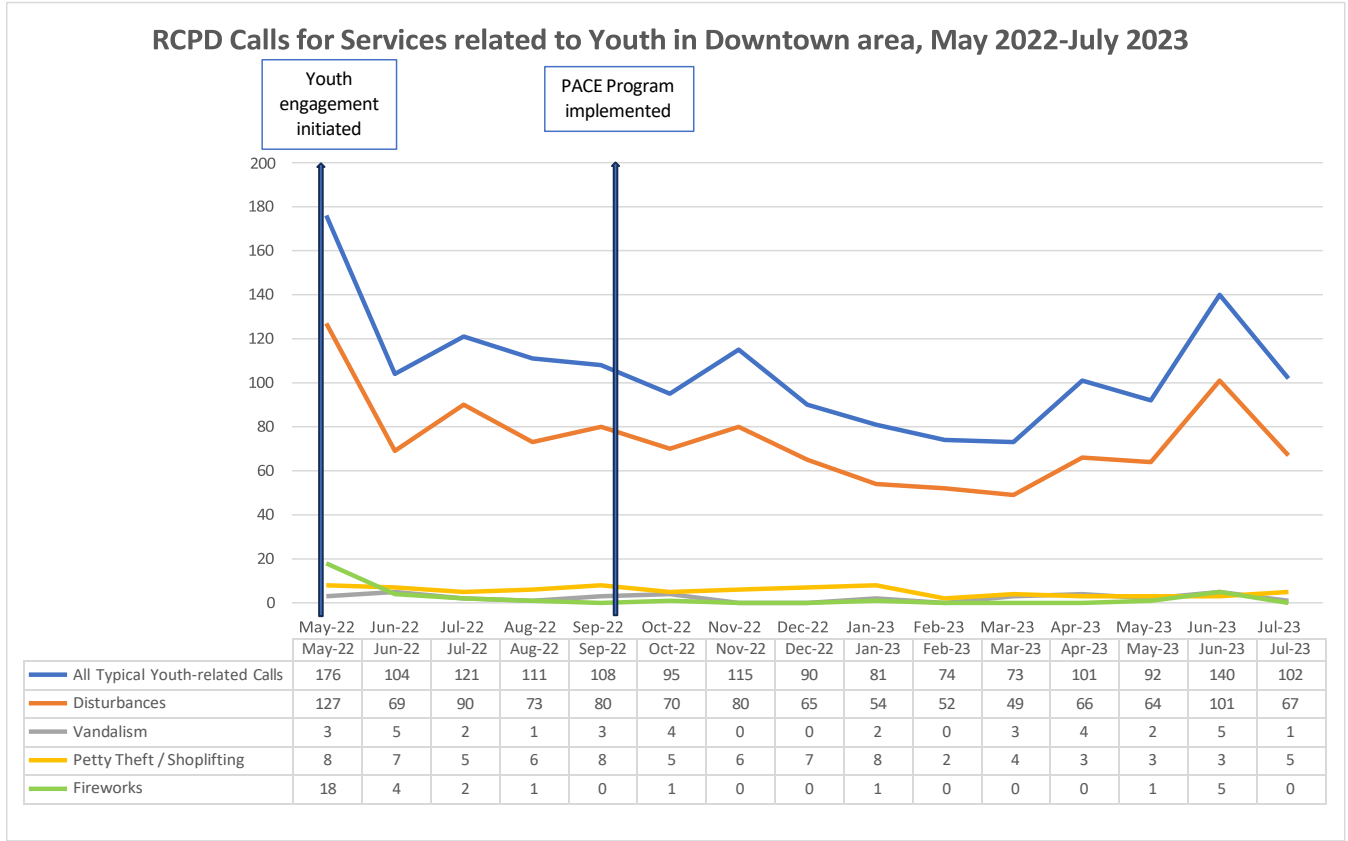
**Results**

- PAL Center worked closely with Redwood City Parks, Recreation, and Community Services and youth bike-life leaders and to host the Teen Takeover program for over 100 teens at the Red Morton Teen Center in July 2023.
- PAL Center hosted a youth event with partner YMCA on July 28, 2023. YMCA opened its doors to over 30 youth in the community to use the pool, gym, and workout with program staff.
- PRCS hosted three community workshops with 255 participants, many of them Boys and Girls Club youth (including one session at the Boys and Girls Club) to provide direct input on the design for the Hoover Park renovation project.

**P.A.C.E. Program Effectiveness**

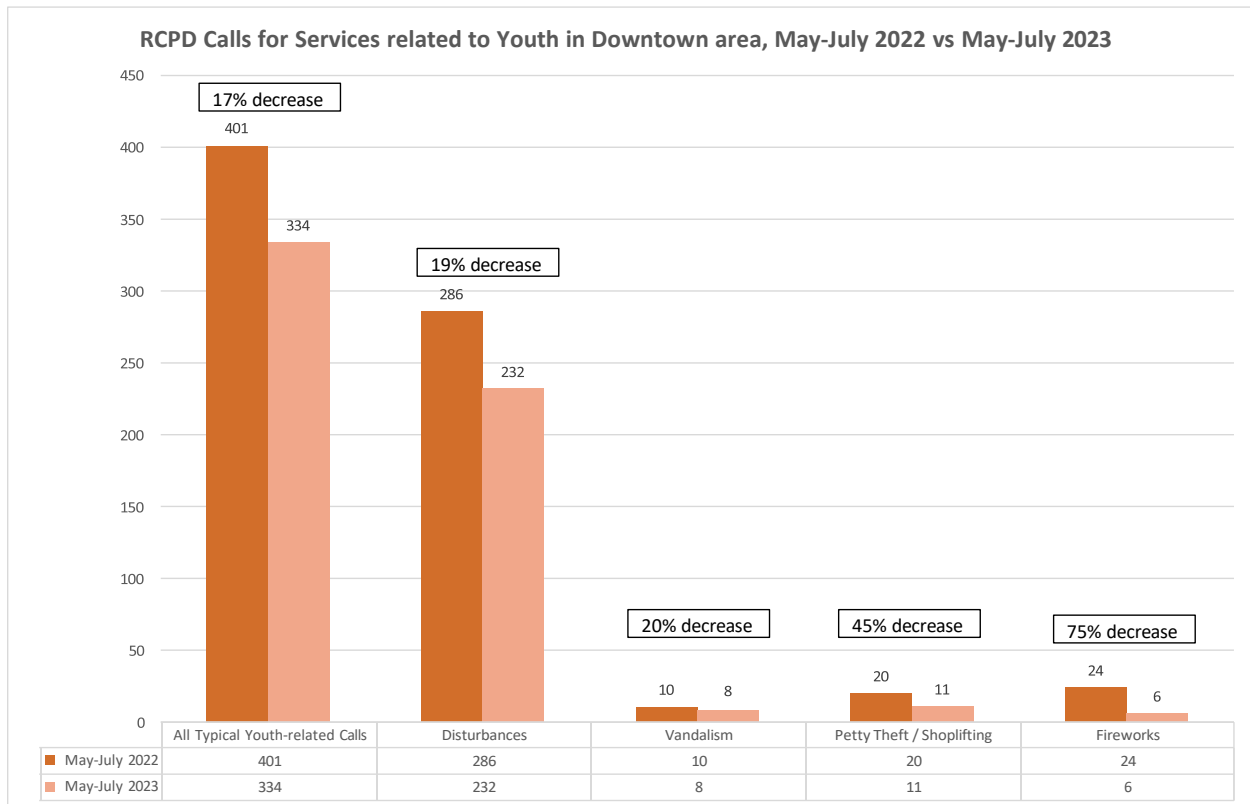
Beginning with the youth engagement and planning phase from May to September 2022, and continuing with the formal inception of the PACE Program in September 2022, the Police Department has observed a decline in youth incidents in the downtown area following the positive youth engagement with community-based program partners. In addition, the Police Department’s commitment to assist with Bike Life Rideouts planned by PAL Center and Live in Peace has helped the youth build positive relationships with law enforcement personnel. The approach taken by law enforcement to co-create spaces for youth downtown and to share job opportunities and resources with them has been pivotal in improving community wellness. Lastly, the Police Department has provided data on service calls in the Downtown area in five categories: youth related calls, disturbances, vandalism, petty theft/shoplifting, and fireworks. Chart 1 provides data on youth-related service calls downtown over a 15 month period, May 2022 through July 2023. Calls for services tend to be higher in the summer months when the weather is warmer, people are more active, and youth are out of school. The Police Department received 401 youth-related service calls May-July 2022, compared to 334 youth-related service calls May-July 2023.

**Chart 1**



For the months of May through July, for which two years of data have now been collected, calls for services in the five categories have dropped by percentages ranging from 17% (all typical youth-related calls) up to 75% (fireworks). Chart 2 illustrates these reductions in calls for services.

**Chart 2**



**Looking ahead to 2023-2024**

The first year of the PACE Program has been successful, reaching 416 unduplicated youth through multiple programs that youth co-created. Youth disturbances downtown have decreased in 2023 compared to 2022. PACE partners have created more youth amenities and opportunities such as Parks, Recreation, and Community Services Department programs; academies that provide internships; classes on life skills and job readiness training; and actual jobs for transition-aged youth. In addition, the PACE program is consolidating social services for transition-aged youth to navigate access to medical, mental health, housing, and food programs in their community, including opportunities to give back and volunteer.

The City, Redwood City Together, and PAL Center staff will continue to apply for grants and sponsorships to support this program through a second full year in line with the City’s strategic priority focus on children and youth. The PAL Center will continue to provide on-the-ground programming support with their partners; Redwood City Together will support strategy development, analytics, and promotora workforce development; Parks, Recreation, and Community Services will continue to support this work and create additional opportunities; and other City departments including the IDEAL team, Police Department, Fire Department, and Library will continue to participate in developing and delivering PACE activities.



## **EQUITY IMPACT STATEMENT**

**Equity and/or inclusion was considered in development or implementation of item through the following:**

- Assessment of benefits and burdens by race, income, age, gender, citizenship status, or other identity
- Engagement with relevant Redwood City communities through public meetings, surveys, or other means, with a focus on communities traditionally least likely to be heard in civic processes.

### **REPORT PREPARED BY:**

Rafael Avendaño, M.A.  
Executive Director  
Redwood City Together  
650-271-1939

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# MENTAL HEALTH / ATOD ADVOCACY: Policy & Practice at the local level

---

Create a multi-faceted public relations campaign to improve awareness of mental health and/or to address perception of risk among youth marijuana use

---

Leverage local government and non-profit organization funding to expand mental health messaging with existing drug prevention efforts

---

Increase transparency for County Spending under the Mental Health Services Act (MHSA) to the general public

---

Bring together relevant experts, researchers, clinicians and organizations as a convening panel to address the issue from multiple perspectives

---

Develop a County-wide program for addressing bullying in schools, including counseling services, recommendations on punishment

---

Create a funding pool to support the development of a mental health career pathway program(s) to facilitate connections between K-12, higher education, and industry providers.

# SMC Executive Summary: Mental Health Services Act



**76% OF MHSA \$**

Allocation to direct treatment and recovery services



**19%**

Prevention and Early Intervention



**5%**

New approaches & community-driven best practices

## BACKGROUND

Proposition 63, the Mental Health Services Act (MHSA), was approved by California voters in November 2004 and provided dedicated funding to transform behavioral health systems, by imposing a 1% tax on personal income over \$1 million dollars. San Mateo County received an annual average of \$39.2 million, in the last five years through Fiscal Year 2021-22.

## 2023-26 THREE YEAR PLAN

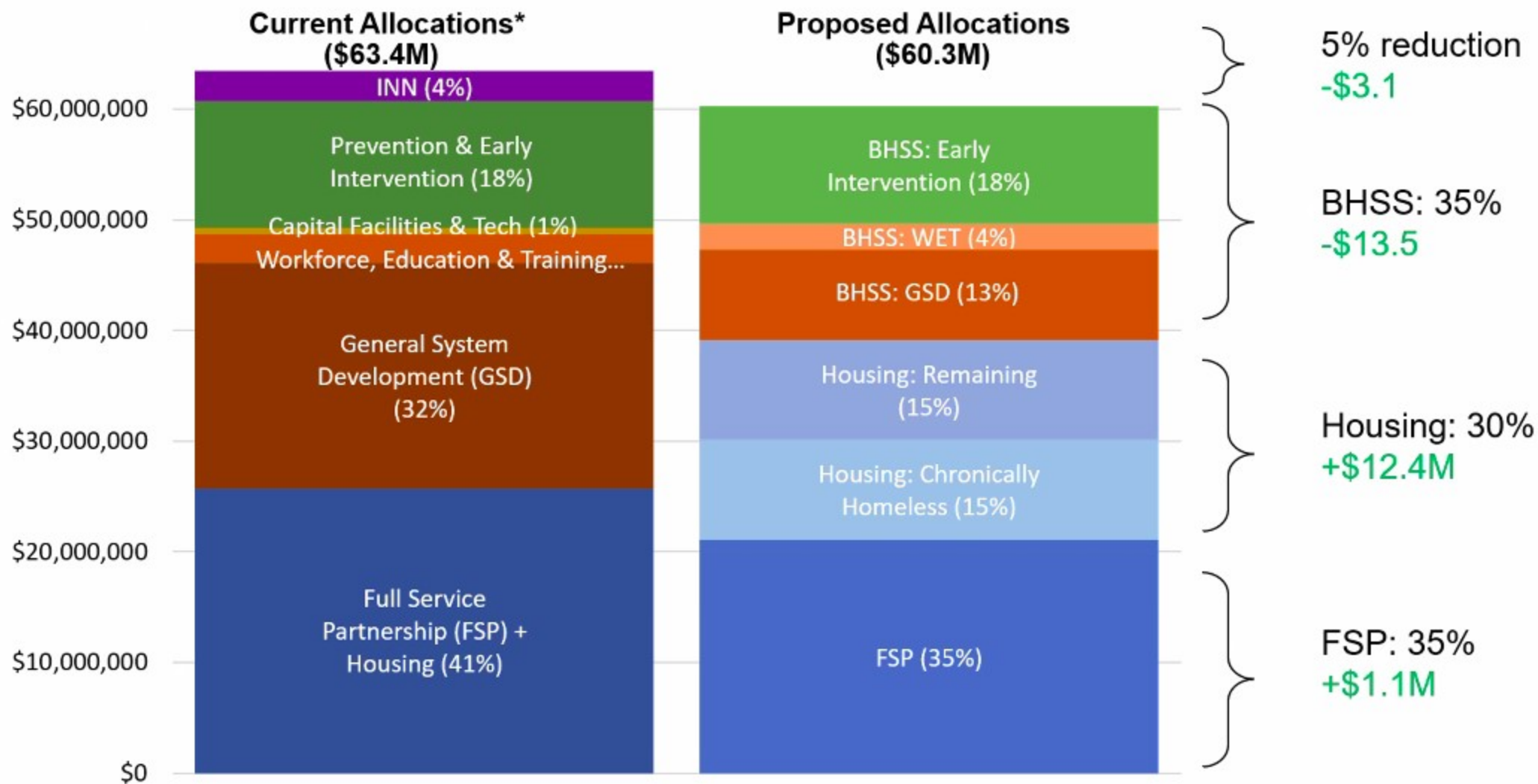
New Fiscal Priorities included in the 2023-26 Three-Year Plan:

- \$34.1M One-Time Spend Plan through FY 2025-26
- \$17.5M increase to the MHSA ongoing budget to a new total of \$65.2M
- \$6.3M increases to Full Service Partnerships (FSP) including new CARE Courts FSP and FSP Housing supports.
- \$1.8 M increase to Workforce Education and Training including new Behavioral Health Workforce priorities
- \$1.6M increases to Innovation for 5 new Innovation project approvals
- \$6M increases across ongoing programs for Cost of Living increases and permanent position conversions health problems.

Additionally, there is a \$1.8M increase to Prevention and Early Intervention including new Access to Services and Crisis Continuum priorities and substance use prevention expansions:

Area of Focus	Strategy	Allocation
Behavioral Health Workforce	Implement recruitment and retention financial incentives such as retention bonuses, signing bonuses, educational loan repayment for staff and contracted providers.	\$300,000
	Provide support, retention and leadership development of peer and family support workers (training, fair compensation, career ladders, flexible hours, and mentorship).	\$200,000
	Implement supports for direct service staff, including peers, to advance in their careers, specifically BIPOC staff (e.g., scholarships to pursue licensure, mentorship).	\$300,000
Access to Services	Expand drop-in behavioral health services that includes access to wrap around services for youth.	\$500,000
	Coordinate behavioral health services for cultural and ethnic communities (centralize services, outreach and education for the Chinese community, hire bilingual/bicultural peer staff, etc.).	\$200,000
Crisis Continuum	Expand non-armed 24/7 mobile mental health crisis response to serve the entire community.	\$650,000

# Impact to Local Allocations



\*Current FY 2023-24 MHSA-funded programs

# SUHSD'S CALIFORNIA HEALTH KIDS SURVEY (CHKS) DATA (2021-22)

CHKS is a comprehensive student data collection system that addresses school climate, health risks and behaviors, and youth resiliency. It is an anonymous, confidential survey of school climate and safety, student wellness, and youth resiliency. It is administered to students at grades five, seven, nine, and eleven.

All percentages reported compares % Grade 9 vs Grade 11.

## SOCIAL-EMOTIONAL HEALTH

### Chronic Sad or Hopeless Feelings, Past 12 Months

No – 75% vs 66%

Yes – 25% vs 34%

### Seriously Considered Suicide Past 12 Months

No – 90% vs 88%

Yes – 10% vs 12%

## ALCOHOL OR OTHER DRUG USE

### Cigarette Use Part 30 Days

Ever smoked a whole cigarette: 3% vs 6%

Current cigarette smoking: 1% vs 2%

### Current Vaping Past 30 Days

Ever used vape products: 9% vs 16%

Current use of vape product: 3% vs 7%

Current tobacco vaping: 2% vs 5%

Current marijuana vaping: 2% vs 5%

### Current AOD Use Past 30 Days

Any AOD Use: 8% vs 18%

Alcohol (1 or > drinks of alcohol): 6% vs 13%

Binge drinking (5 or > drinks in a row): 2% vs 6%

Marijuana (smoke, vape, eat or drink): 3% vs 10%

# SUHSD'S CALIFORNIA HEALTH KIDS SURVEY (CHKS) DATA (2022-23)

CHKS is a comprehensive student data collection system that addresses school climate, health risks and behaviors, and youth resiliency. It is an anonymous, confidential survey of school climate and safety, student wellness, and youth resiliency. It is administered to students at grades five, seven, nine, and eleven.

All percentages reported compares % Grade 9 vs Grade 11.

## SOCIAL-EMOTIONAL HEALTH

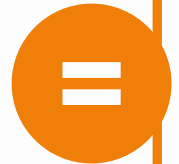
### Chronic Sad or Hopeless Feelings, Past 12 Months

No – 77% vs 71%  
Yes – 23% vs 29%



### Seriously Considered Suicide Past 12 Months

No – 89% vs 91%  
Yes – 11% vs 9%



## ALCOHOL OR OTHER DRUG USE

### Cigarette Use Part 30 Days

Ever smoked a whole  
cigarette: 2% vs 4%  
Current cigarette  
smoking: 1% vs 1%



### Current Vaping Past 30 Days

Ever used vape products:  
9% vs 13%  
Current use of vape  
product: 4% vs 4%  
Current tobacco vaping: 2%  
vs 3%  
Current marijuana vaping:  
2% vs 3%



### Current AOD Use Past 30 Days

Any AOD Use: 8% vs 15%  
Alcohol (1 or > drinks of  
alcohol): 5% vs 13%  
Binge drinking (5 or >  
drinks in a row): 2% vs 6%  
Marijuana (smoke, vape,  
eat or drink): 3% vs 8%





# District Communications

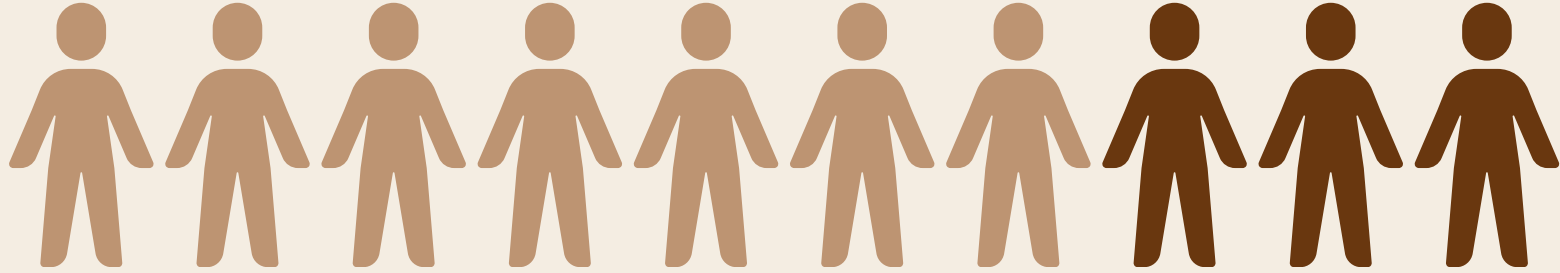
Where we are and where we want to go

by Luz Garcia



Last 90 days: June 29 - September 26, 2023

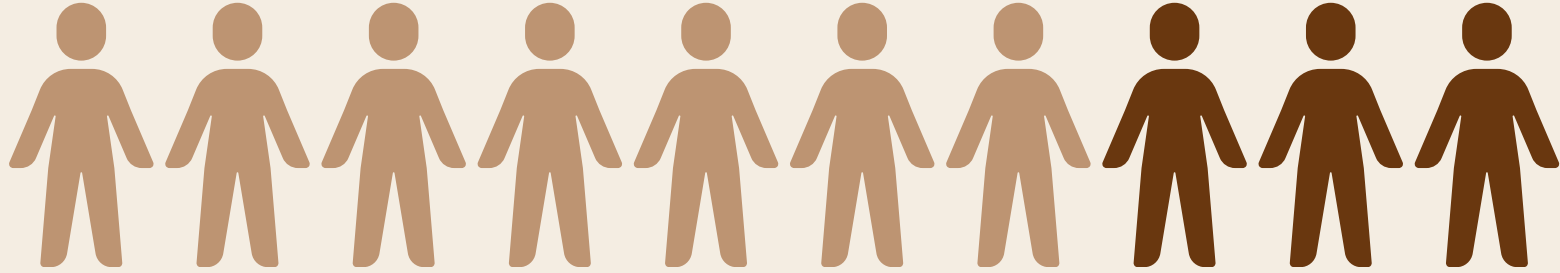
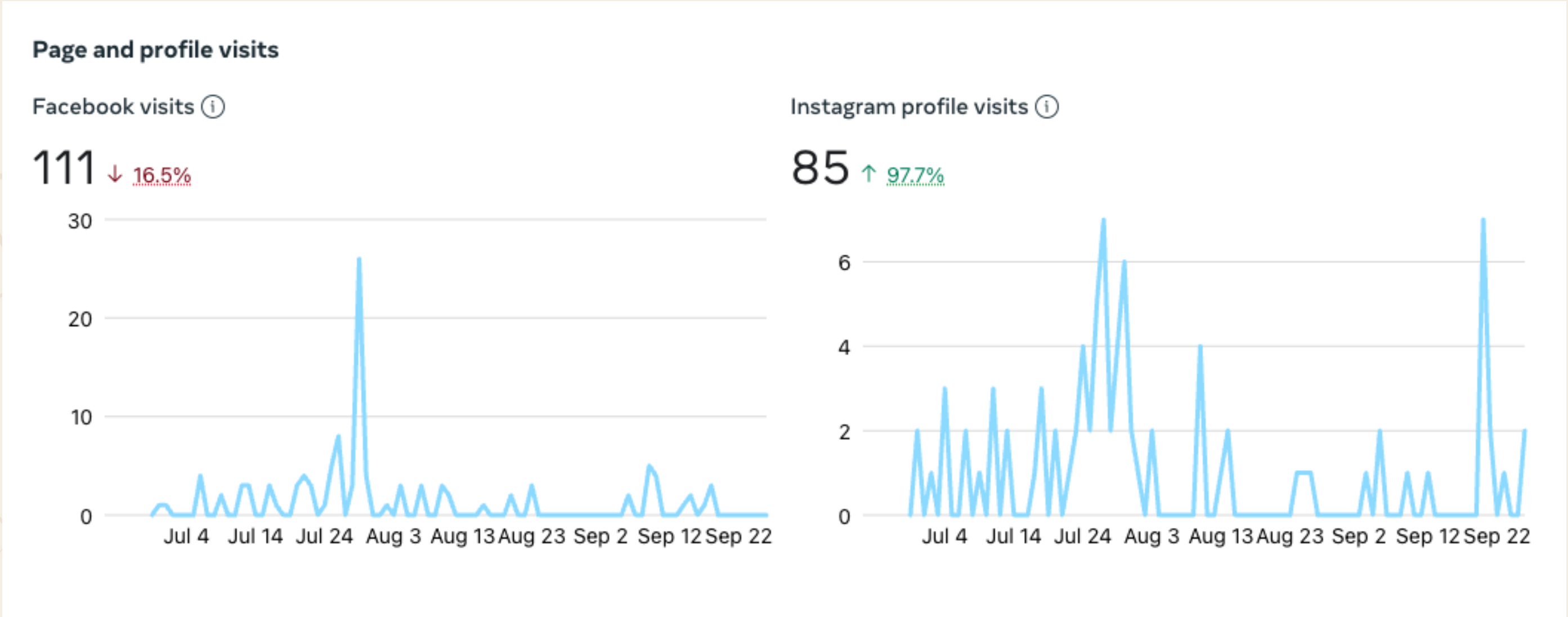
# Social Media Analytics





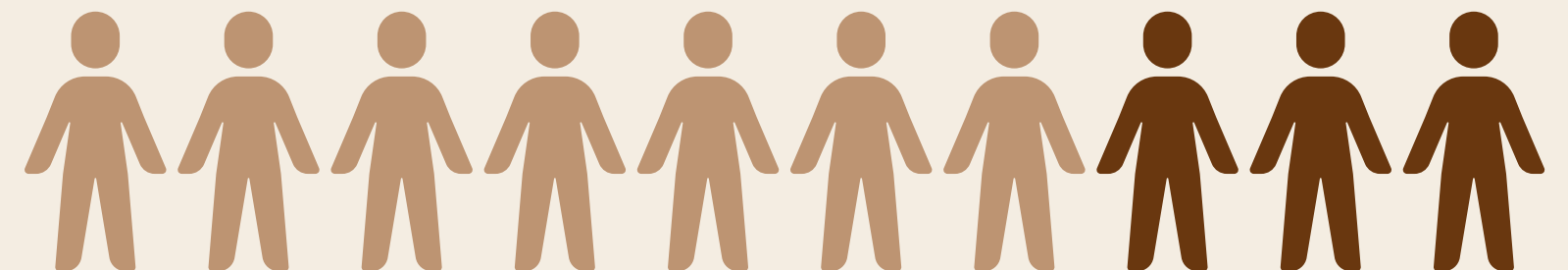
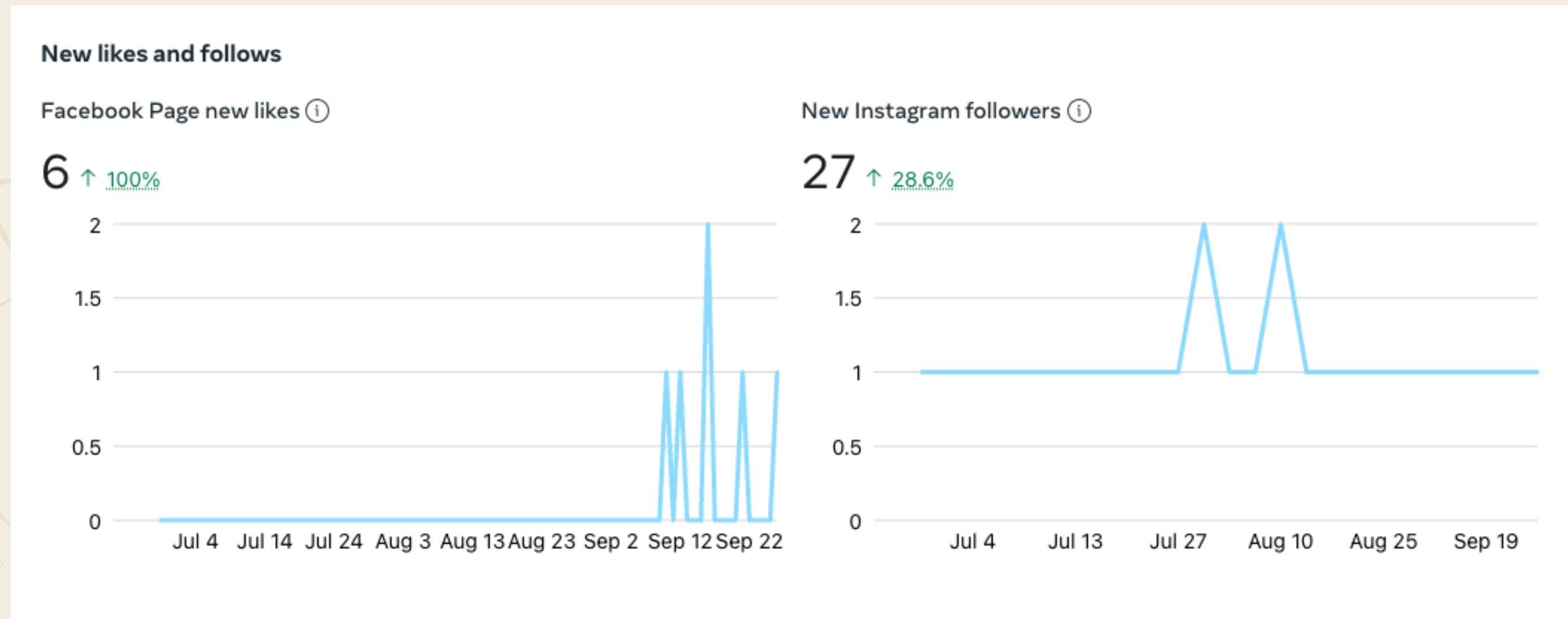
Last 90 days: June 29 - September 26, 2023

# Page and Profile Visits



Last 90 days: June 29 - September 26, 2023

# New Likes and Follows



# Annual Report

## Totals

175

IMPRESSIONS ⓘ

27

READS ⓘ

00:02:46

AVG. READ TIME ⓘ

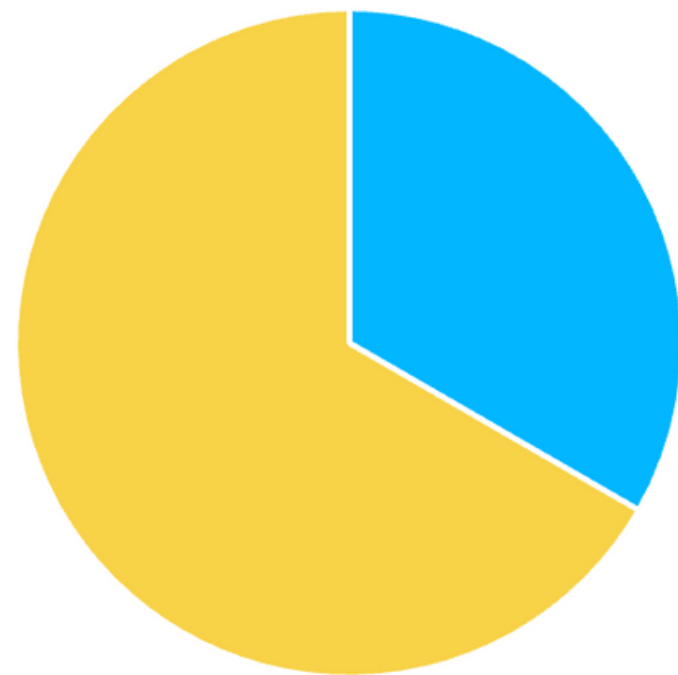
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CLICKS ⓘ

4

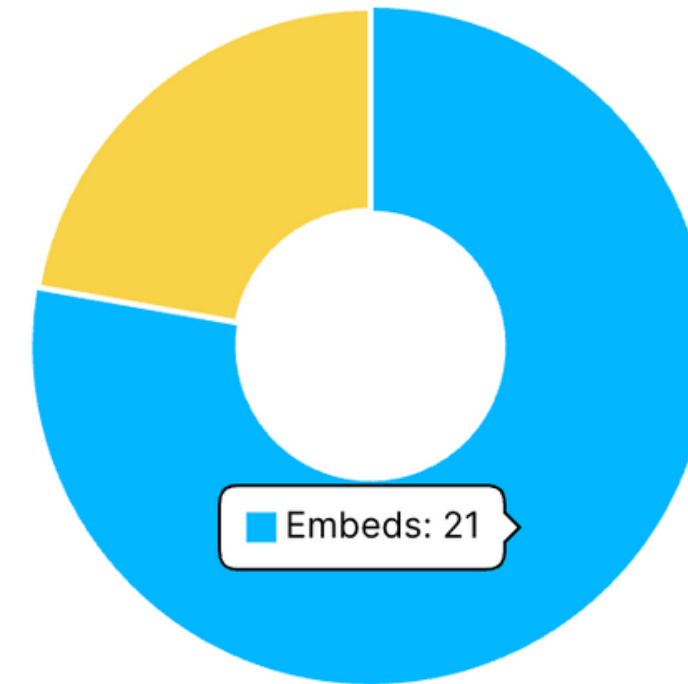
DOWNLOADS ⓘ

## Reading Devices



● Desktop 33%  
● Phone 67%

## Sources



● Embeds 78%  
● Issuu.com 22%



# Social Media Policy

Engagement Opportunities

# Events

**CHP Open House ~ April**

**San Carlos Hometown Days ~ May**

**StarVista's + SMC PAL's Mental Health Matters ~ May**

**Disaster Prep Day ~ July**

**Inclusion Festival (Commission on Disabilities) ~ August**

**North Fair Oaks Community Festival (SMC Sheriff's Office) ~ August**

**Foster City Summer Days (Foster City Parks & Rec) ~ August**

**San Mateo Community Fest (San Mateo Chamber) ~ August**

**San Carlos Art & Wine Faire (San Carlos Parks & Rec) ~ October**

**Casa Circulo Day Of The Dead Celebration ~ November**

**RWC Hometown Holidays ~ December**

**Senior Showcase ~ Spring and Fall**





## City Council & Board of Supervisors

# Meeting Script

Good evening all and thank you city council members for the opportunity to speak to you this evening about Sequoia Healthcare District. My name is \_\_\_\_\_. I am an elected official that represents the District's Zone \_\_\_\_ which includes the city(s) of \_\_\_\_\_. I am here today to discuss our new 2022-25 strategic plan and the ways in which together we can continue to improve the lives of our residents.

### 1. Equity and inclusion

- Keeping in mind our vibrant, diverse community of nearly 250,000 residents in the areas we serve within San Mateo County, we plan to engage in population-specific efforts to address the needs of those residents in the district that are historically underserved or particularly impacted by health disparities.

### 2. Innovation

- We plan to support new and innovative strategies that improve the health and well-being of district residents to continue the work since our founding in 1946.

### 3. Collaboration

- Use collaboration with community organizations to magnify the positive impact on the health and well-being of district residents. This includes continued existing partnerships with over 70+ local community non-profits and agencies such as Ravenswood and Samaritan House.

### 4. Communications

- Improve effectiveness and reach of communications to district residents, in a culturally sensitive manner of all resources and activities that enhance their health through traditional and digital channels covering print, social media, in-person events, etc.

### 5. Advocacy

- Be an advocate for change on issues that impact the health of district residents.

We look forward to continuing the conversation and hope that today marks the beginning of a renewed understanding and strengthened partnership between Sequoia Healthcare District and the City of [blank]. If you would like more information about who we are and our work, please visit [seqhd.org](http://seqhd.org). Thank you for your time.

Upcoming

# Meeting Dates



**City of San Carlos**  
**Aaron Nayfack**

Upcoming Meeting Dates: October 9th, October 23rd  
Meeting Frequency: 2nd and 4th Mondays of each month at 7 p.m.



**City of Redwood City**  
**Ivan Martinez**

Upcoming Meeting Dates: October 9th, October 23rd  
Meeting Frequency: 2nd and 4th Mondays of each month at 6 p.m.



**City of Menlo Park**  
**Kim Griffin**

Upcoming Meeting Dates: October 10th, October 24th  
Meeting Frequency: 2nd and 4th Tuesdays of each month at 6 p.m.



**Portola Valley (PV) & Woodside (W)**  
**Jerry Shefren**

Upcoming Meeting Dates:  
PV - October 11th, October 25th  
W - October 10th, October 24th  
Meeting Frequency:  
PV - 2nd and 4th Wednesdays of each month at 7 p.m.  
W - 2nd and 4th Tuesdays of each month at 7 p.m.



**City of Belmont (B) & City of Foster City (FC)**  
**Bill Fong**

Upcoming Meeting Dates:  
B - October 10th, October 24th  
FC - October 16th, November 6th  
Meeting Frequency:  
B - 2nd and 4th Tuesdays of each month  
FC - 1st and 3rd Mondays of each month at 6:30pm



Thank you!



# **SOCIAL MEDIA POLICY - Working Draft**



FOR YOUR HEALTH

## **TABLE OF CONTENTS**

1. STATEMENT AND SCOPE
2. TACTICAL GUIDELINES FOR EMPLOYEES
3. ENGAGEMENT GUIDELINES
4. CONSEQUENCE OF BREACH
5. ANNUAL REVIEW

***Last revision: September 2023***

## **STATEMENT AND SCOPE**

As an employee and representative of Sequoia Healthcare District, you are expected to demonstrate best practices and appropriate etiquette on social media, including but not limited to the following:

- Post at a minimum of once per week (2-3 times preferred)
- Use professional language
- Disable commenting before each post
- Do not delete existing comments (only exception are spam account comments)
- Be respectful to all
- No hate speech
- Do not share confidential company info

### **Community Inquiries**

Depending on the time sensitivity of the inquiry, allow for no more than 48 hours to provide a respectful and thoughtful response. Avoid any interaction with spam messages. If the inquiry includes any form of hate speech, you must first draft a response in compliance with special district laws for CEO approval.

### **Questionable Content**

Any misinformation, news leaks, confidential information, or other questionable content regarding the District on social media should be immediately addressed with a response plan. Once a solution has been identified, you must report the questionable content to the CEO. If needed, legal counsel may be contacted.

Plan to respond within 24 hrs. directly on the District's social media channels. All responses must be fact-based and maintain a professional tone. Whenever possible, report/flag questionable content on social media to request for its immediate removal.

### **Board Communication**

Any reference, association or use of the District name by a board member must first be approved by the District CEO prior to any communication release. All general communication regarding the District is strictly reserved for District staff. Board members are to refrain from speaking on behalf of the Sequoia Healthcare District without pre-approved messaging from the District.

## **TACTICAL GUIDELINES FOR EMPLOYEES**

### **When do I need approval to post a message on social media?**

Regular posts will be the sole responsibility of the Communications staff as determined by the guidelines in the social media roles and responsibilities. In circumstances regarding questionable content please refer to the Statement and Scope section above.

### **What kind of information am I allowed to post related to my work on social media?**

Reposting content shared on the main District social media pages is acceptable and encouraged. However, we ask that you refrain from posting District related content directly on your personal social channels.

### **Should I include my company info in my social media bio? Or should I keep my company accounts and my personal accounts separate?**

Company accounts and personal accounts are to remain separate for liability purposes. Do not share passwords or login information with third parties without prior approval.

### **What should I do on social media during a PR crisis?**

During a PR crisis, you must discuss any communication that is to be released with the CEO and District legal counsel. Maintain a respectful tone in all communication and remember to follow special district laws.

### **How do I comply with copyright law on social media?**

Make sure to read the terms and conditions that are updated frequently across each platform.

## ENGAGEMENT GUIDELINES

Sequoia Healthcare District currently has 5 active social accounts:

- Facebook
- Instagram
- LinkedIn
- YouTube
- Nextdoor

### Facebook & Instagram

Facebook and Instagram are both highly visual platforms that serve as a great method of communication to reach a broader audience (both partners and community members). Tone of voice is conversational. Posts may vary across these channels given their casual format. The following list contains examples of the type of content you may choose to include:

- Share upcoming District and partner events
- Share updates on work or progress
  - (i.e. grants deadlines, HSI news, board meeting actions, etc.)
- Thank partners – tagging them individually
- Share resources and important health information
- Show behind the scenes and other exclusive content
- Recognize federal holidays

### LinkedIn

LinkedIn is primarily a business and professional networking platform. Our main audience includes community partners as well as local professionals in San Mateo County. Tone of voice is professional. Posts should focus on health and wellness. The following list contains examples of the type of content you may choose to include:

- Re-post all relevant health information from verified sources
- Share trusted health articles on sleep, nutrition, vaccines, etc.
- Share local community updates
- Share CEO Messages to the Community
- Communicate board actions

## YouTube

YouTube is a video sharing platform. It is a great way to share entertaining, educational District content with the community. Tone of voice is both engaging and professional. Video time lengths may range from 1-2 minutes for quick health tips, 5-10 minutes for “get to know us” videos, to 1-2 hrs. for town halls and other events. The following list contains examples of the type of content you may choose to include:

- Health tips
- Get to know us
  - (i.e. who we are, who are our partners, what is a healthcare district, etc.)
- Town Hall Recordings
- Webinar Recordings
- Disaster Prep Presentations

## Nextdoor

Nextdoor is a hyperlocal social network that provides a great opportunity to share timely District information with our residents. Tone of voice is neighborly with neutral undertones. Posts should be primarily time sensitive and community focused. The following list contains examples of the type of content you may choose to include:

- Share upcoming events (town halls, webinars, etc.)
- Inform about upcoming board meetings
- Share local resources
- Share District updates
- Highlight our partnerships and work in the community

## **CONSEQUENCE OF BREACH**

Failure to comply with the social media policy will result in disciplinary action. Refer to the employee handbook for more information.

## **ANNUAL REVIEW**

This policy will be reviewed once per year. All employees will be provided with access to a copy.

## Sequoia Healthcare District

### CEO Report October 2023

Pamela Kurtzman

#### **BUSINESS AND FINANCIAL UPDATE:**

##### **Financial Summary**

- **Tax income:**
  - At August's end, we received \$61,600 in tax revenue. We usually anticipate about \$25,000 for this time of the year.
- **Investment income:**
  - We've been seeing considerable improvements in our investment yield over the past few quarters and are doing much better than this time last year. At August's end, gains total just over \$255,300, well over what was anticipated.
- **Interest Income:**
  - We are finally realizing a bit of interest income since switching our banking to the Schwab accounts. We've earned close to \$500 in interest alone, since July.
- **Expenses:**
  - Expenses through August total just over \$3M, which is about \$1M less than we budgeted for this time in the fiscal cycle, but that's only because we have not yet been invoiced for some larger budget items. We are within budget on all items at this time, except for our property insurance which has increased \$196 more than expected. LAFCO fees, which are annual, came in about \$4k under budget.
- **Finance Committee Update:**
  - Finance committee last met in August where Heidi presented a spreadsheet that detail all FY23-24 grants and agreements the District is scheduled to fund during this fiscal year along with payments on those grants. She'll keep it updated throughout the year and will regularly share a view-only link with Directors Fong and Shefren. The Dignity matching grants are also included which at this time total \$510,000.
  - Heidi was able to provide Robert Merritt, CPA access to our QuickBooks system and has been working with him to implement the items recommended by the auditors. Heidi consulted with a Certified Intuit QuickBooks consultant and learned of several reasons why we should refrain from using the online version including security and HIPPA compliance concerns, and recommends staying with the desktop version we currently use.
- **Pension Program:**
  - After 26 years, the recordkeeper of the pension plan, Retirement Plan Office (RPO) reported that they will be retiring in June, 2024 and will no longer be providing recordkeeping services. The pension committee is working to identify a new plan administrator.

## **ACHD:**

- The 2023 ACHD Annual Conference took place September 13-16. I got there early to participate in the board strategic planning meeting on Sept 12<sup>th</sup>. It was wonderful having Jenny and Directors Nayfack and Fong join me this year to hear the many relevant and informative presentations that we can use to inform and sharing of ideas and best practices with other districts. I renewed my ethics training while there.
- It was wonderful to be nominated for CEO of the Year. Though I didn't win, I very much appreciate the nomination by my team and District Board.
- In case you missed it, here's a link to the last two webinars, "Effective Decision-Making and Communications for Alignment, Consistency, and Accountability" and Current Economic Trends and their Effects on the Economy" <https://www.achd.org/previous-webinar-recordings>.
- Help ACHD advocate on important legislation. Please visit ACHD's Call to Action webpage here <https://www.achd.org/take-action/> for more information on bills and template letters or reach out to Jenny who participates in the advocacy committee.

## **OTHER UPDATES AND ACTIVITIES**

All updates related to strategic planning and our most significant activities were discussed at our board study session yesterday and therefore not listed in this report.

## Jenny Bratton Staff Report October 4, 2023

### Activity Summary

#### I. Communications

- Coordinated printing and mailing of 2022-23 Annual Report mailer with Colorprint
- Coordinated translation of Annual Report in Mandarin
- Coordinated with Luz on uploading versions of Annual Report to website

#### III. Community

- Ongoing planning meetings with Versaic and scheduled audit of system
- Help coordinate staff/board retreat agenda with Pamela
- Created a new Art Faro Food grants application on Versaic to replace Covid-19 emergency grant application
- Met regularly with Dignity Health Sequoia Hospital representatives on roll-out of Art Faro Food grant (will review applications by end of the week)

#### IV. ACHD

- Renewed membership on Advocacy Committee and Governance Committee
- Attended ACHD's annual meeting in September
- Bills of interest:

Bill #	Legislator	Description	ACHD Position	Status
<a href="#">AB 4 : Covered California Expansion</a>	Arambula	Would expand access to Covered California regardless of immigration status.	Support	Failed
<a href="#">AB 33 : Fentanyl Misuse and Overdose Prevention Task Force</a>	Bains	Establishes the Fentanyl Addiction and Overdose Prevention Task Force to combat the growing fentanyl crisis.	Support	Enrolled
<a href="#">SB 65 : Behavioral Health Continuum Infrastructure Program</a>	Ochoa Bogh	Establishes the Behavioral Health Continuum Infrastructure Program under the Department of Health Care Services.	Support	Under submission
<a href="#">AB 918: Health Care District: County of Imperial</a>	Garcia	The Imperial County LAFCO will dissolve the Heffernan Memorial Healthcare District and the Pioneers Memorial Healthcare District and would transfer the assets, rights, and responsibilities of the dissolved districts to the Imperial Valley Healthcare District.	Oppose	Enrolled
<a href="#">SB 525 : Minimum wages: health care workers</a>	Durazo	Would mandate a statewide \$25 minimum wage for all health care workers in any health care setting.	Oppose	Ordered to enrolling