

MINUTES OF BOARD/STAFF STUDY SESSION
BOARD OF DIRECTORS
SEQUOIA HEALTHCARE DISTRICT
April 28, 2022
Conference Room, 525 Veterans Boulevard
Redwood City, CA 94063

Directors Present

Director Faro
Director Griffin
Director Martinez
Director Shefren

Directors Excused

Director Nayfack

Also Present

Ms. Kurtzman, CEO
Ms. Bratton, Dir. Of Grants
Ms. Garcia, Sequoia Strong Coord.
Ms. Stamper, Recorder

1. Call to Order

CEO Kurtzman welcomed all participants and roll call was taken at 12:11 AM.

Public Comment/Non-Agenda Items

President Shefren asked if there was public comment on non-agenda items. There was no comment.

2. New Business: Planning Investment Strategies

CEO Kurtzman gave an overview and timeline for approval of the draft plan. The District anticipates tax revenue and other income sources to provide \$16,800,400 in 2022-23, and total expenses for the FY of \$16,800,800.

CEO Kurtzman reviewed the current Mission, Vision Statement and Core Values of the District.

Core Values - *Compassion Action Respect Equity Stewardship*, acronym is CARES.

Mission - *To improve the health of District residents by enhancing access to care and promoting wellness, through responsible stewardship of District taxpayer dollars.*

Vision - *All District residents experience optimal physical and mental health at every stage of life.*

5 Proposed Priority Investment Areas for future District dollars include: Equity and Inclusion, Innovation, Collaboration, Communications, Advocacy.

Equity and Inclusion focuses on engaging in population-specific efforts to address the needs of those residents in the District that are historically underserved or particularly impacted by health disparities.

This starts with providing:

- a Board DEI survey
- DEI trainings for staff and Board members
- DEI trainings in schools
- offering DEI trainings to community partners

- engaging in transparent and equitable decision making with feedback from workshops, committees, surveys and other direct community feedback
- developing hyperlocal partnerships with organization that serve underserved populations
- recruiting additional community representation for boards and committees
- evaluating programs' impacts with a DEI lens
- supporting local non-profits that provide services to marginalized populations.

Areas of Concern/Questions raised:

- Director Martinez suggested partnering with community groups such as PAL, and Casa Circulo to strengthen our outreach to under-represented communities.

Innovation focuses on supporting new and innovative strategies that provide resources to residents that are unable to access quality healthcare due to lack of insurance, transportation, mobility challenges, mental health, language, cultural barriers, immigration status, homelessness, etc.

The District will explore NEW ideas or will expand partnerships that:

- assist low-income residents with paying medication/copays such as MedAssist
- provide direct pay to local dentists for preventative/urgent visits
- research feasibility of creating a new dental clinic within District boundaries such as converting the 525 Veteran's building
- increase access to prepared food delivery services for homebound seniors and survey programs such as DoubleUp Food Bucks with local partners
- increase community mental health services by partnering with the County to expand the "Mental First Aid" program
- expand partnerships with Peninsula Volunteers and Ability Path to prevent isolation of disabled and elderly residents
- increase access to school based mental health services with partners such as Kognito, CareSolace, Early Alert and "Mental Health First Aid"
- continue pilot school nurse mentorship program
- expand dental screenings in RCSD and beyond
- strengthen partnerships with County Office of Ed and County Health for collaboration on future initiatives
- revitalize Living Healthy classes
- partner with Park & Rec to subsidize health education and fitness offerings for our residents
- increase senior programs with partnerships that target fall prevention, strengthening, balance and mobility.
- increase disaster preparedness training and supplies for our community
- partner with Red Cross to provide subsidized CPR and disaster preparedness courses for our residents
- align with County Emergency Response Plan

Areas of Concern/Questions raised:

- Director Shefren would like courses on wildfire safety. Director Griffin suggested providing financial assistance for elderly to do landscape cleanup for wildfire prevention.

- Staff suggested funding workforce development such as:
 - tuition assistance for dental hygienists
 - tuition assistance for people studying to become a mental health therapists/counselor
 - provide cost of living allowances to non-profit staff providing safety net services
- Directors expressed concern about the District funding workforce development to retain people to provide services within the community as there is no way to assure they will stay in the area and serve District residents.

Collaboration focuses on using a collective impact approach to partner with organizations from different sectors and agree to solve a specific set of concerns using a common agenda and align our efforts using common measures of success.

The District will:

- Encourage partner agency collaborations that will increase impact, improve efficiency of operation and best leverage limited resources
- Effectively allocate resources
- Invest with other funders to increase impact
- Learn from Covid-19 responses and share with partners

New approached to addressing Oral Health

- Dental Clinic at 525: Restructuring 525 Veterans building into a dental clinic for low-insurance/no insurance provider. The building already owned, is zoned for Medical use, and has already had traffic studies, etc. so it would only need remodeling and equipment.

Areas of Concern/Questions raised:

- Directors Griffin and Faro concerned that a dental clinic should be located in the North Fair Oaks area.
 - Director Shefren is concerned that it is a significant investment and will have ongoing costs.
 - Directors would like the consultant to answer some specific set of questions
- Direct Pay to Dentists: pilot program to pay local dentists to cover procedure fees with sliding fees scale. Consultant can explore viability and sliding fee scale or insurance rate.

Areas of Concern/Questions raised:

- Would the SM Dental Society already have a similar program in place that subsidizes dentists to see patients? Could the program be run by/through SM Dental Society?
 - Would the insurance rate be too low to be palatable to dentists? Would they need a better reimbursement rate to participate?
- Scholarship to encourage Hygienists: Pilot a workforce development program by providing a loan forgivable over X-years if work within District area.

Areas of Concern/Questions raised:

- Is it better to offset wages for existing hygienists/staff to encourage retention? It would be hard to enforce.
- Directors would like specifics that how it will be successful - Ms. Kurtzman will explore the viability.

New approaches to addressing food insecurity

- DoubleUp Food Bucks - partner with SPUR/Second Harvest/First 5 to add funds to his program.
- Meals On Wheels - Fund the expansion of their kitchen and staff so they can go from a 12 hours a day kitchen to a 24 hour a day kitchen.
 - Ms. Bratton suggested having a factory created “Meals On Wheels” meals available at grocery store that can be delivered.

New approaches to addressing Mental Health

- County is requesting a mental health training subsidy “Mental Health First Aid”
- Partner with SMCBH to create an asset map of mental health services
- Offer trauma-informed programming for health care workers, first responders, teachers

New approaches to addressing older adult needs

- Senior programming - fitness and fall prevention; balance, mobility and fall prevention clinics
- revitalize Living Healthy classes- focus on older adult population
- partner with Park & Rec to subsidize health education and fitness offerings for our residents

Expansion of current grants:

- School nurse mentorship pilot
- School nurse scholarship program
- Increase mental health service such as Kognito, CareSolace, Early Alert, “Mental Health First Aid”
- Dental screenings in RWSD
- Strengthen partnerships with County office of Ed and County Health.
- Sequoia Safe - Disaster Prep, Safety and First Aid, Red Cross CPR and hands-only CPR

Communications focuses on providing targeted outreach to difficult to reach populations proactively and regularly in a linguistically and culturally appropriate manner via multiple communication methods such as website, social media, public presentations, newsletters, etc. Engage community leaders for their expertise, feedback and partnership.

- Update websites consistently
- Monthly newsletter email blast
- Annual report
- Health Fair
- Utilize website analytics to measure website utilization

- Consider adding other languages such as Mandarin, beside English and Spanish
- Have Board members regularly meet with board of supervisors for each City Council to discuss current community concerns and potential collaborative solutions

Advocacy focuses on advocating for change on issues that impact the health of district residents.

- Support proposals that address social determinants of health, illness prevention, community health and wellness
- Support increased reimbursement funding for outpatient, behavioral health, substance abuse, care management, workforce needs and population health
- Support proposals to improve access to care
- Support and preserve the autonomy of healthcare districts
- Support local government an ensure LAFCOs have adequate resources to accomplish their statutory obligations

3. Adjourn

Motion: At 3:45 PM adjourn meeting.

By: Director Shefren

Seconded by: Director Faro

All in favor

Motion Passed

The next regular meeting of the Board of Directors of Sequoia Healthcare District is scheduled for 4:30 PM, Wednesday, June 1, 2022, District Conference Room, 525 Veterans Blvd., Redwood City, CA.

Respectfully Submitted,

Aaron Nayfack, M.D.
Secretary