



FOR YOUR HEALTH

Sequoia Healthcare District Strategic Plan 2022-2025

Adopted June 24, 2022

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I. BACKGROUND

Our last formally adopted strategic plan established 9 key strategic goals that set the policies and priorities for the District for the timeframe of July 1, 2017 to June 30, 2020. Initial steps to develop the next strategic plan, occurred in February 2020, just before the pandemic. The District Board decided to postpone the development and formal adoption of the next consecutive plan that would assume business as usual, and instead develop a Covid-19 response plan that allowed maximum flexibility in our giving, allowing us to respond to needs as they emerged. Staff developed a Covid response and recovery plan through June 2022, and now this new three-year plan will provide direction for District activities and investments between July 2022 and June 2025.

Nearly two years in the making, this Strategic Plan identifies the District's priorities, goals and strategies for supporting the health and well-being of District residents, given consideration to the social determinants of health that are prevalent in the community. It is effectively, the framework to inform and support the Board's future funding, program and policy decisions.

The new strategic plan is a result of Board and staff discussions along with input by community leaders, non-profit directors, school personnel, and residents. Local, current health data was used to determine persistent or emerging health concerns, gaps in access to health services, and opportunities to improve current health outcomes through targeted investments. The investment strategies outlined in the Plan align with health initiatives already underway or propose to launch new collaborative ones. These investments cover a wide array of programs and services for all demographics with varying levels of preventive and treatment services.

II. STRATEGIC PLANNING PROCESS

The New strategic plan included input from 30 community leaders and residents. Local, current health data was also used (*appendix D*) to determine persistent and emerging health concerns, gaps in access to health services and opportunities to improve current health outcomes through targeted investments.

- An ad-hoc strategic planning committee was established in November 2021 consisting of Directors Aaron Nayfack and Kim Griffin.
- The committee met in January 2022 via email to discuss and agree to a format and plan of action.
- The CEO was designated as the planning coordinator and was responsible for managing the process.
- The CEO met with 30 community leaders that either attended a small discussion group or via a one-on-one meeting. These community leaders consisted of representatives from non-profits, school districts, government organizations and a few identified unaffiliated residents of the District.
- The Board and staff held two study sessions, the first one in December 2021 and the second in February 2022. The first study session was facilitated by Redwood City Together Executive Director Rafael Avendano and his staff to help with the development of our new strategic goals, assuring they are explicitly equitable and inclusive. The following set of questions guided our goal setting and investment strategies:

1. What unmet needs does this initiative address?
2. What is our proof that this is a need for the community (rationale plus data)?
3. Why should this initiative be prioritized above others (rationale plus data)?
4. What other services in the community address this need, if any?
5. What is the gap between what is currently offered and what need this would fulfill?
6. Why would we create a new service vs. help fund current services already in place?
7. What community partners could we collaborate with on this or who would support/ collaborate with SHD on this initiative?

- Each Strategic priority was collaboratively developed by the SHD team with Board contributions and input at the planning sessions. Every effort was made to incorporate Specific, Measurable, Attainable, Relevant, Time-bound (SMARTIE), Inclusive, and Equitable goals.
- The draft plan was presented to the Board via email and feedback was received in the same manner. The final draft was presented to the Board at a special public meeting on June 24th and was adopted at that time. CEO Kurtzman will report on the plan’s progress on a quarterly basis.

III. FRAMEWORK

This plan aligns with the District’s **Mission, Vision and Values**.

Mission statement	Sequoia Healthcare District is committed to improving the health of District residents by enhancing access to care and promoting wellness through responsible stewardship of District taxpayer dollars.
Vision statement	For all District residents to experience optimal physical and mental health at every stage of life
Values (C.A.R.E.S.)	COMPASSION - We demonstrate care by the programs we provide and support
	ACTION - We act as catalysts for developing and implementing innovative and impactful programs
	RESPECT - We give due regard for the rights of everyone and uphold the dignity all people deserve
	EQUITY - We are committed to improving access to health and wellness services for all residents
	STEWARDSHIP -We are diligent and ethical in our entrusted role with taxpayer funds

Five new strategic priorities have been established in this plan which were chosen with the mission, vision and values of the organization at the core of each of them. The goals and objectives outlined will directly support the mission and vision of SHD and align with the annual budget projections of the next three years with

periodic updates and course-corrections as appropriate. The priorities are based on both data and educated assumptions that help ensure that our investments are progressively advancing our community toward impactful outcomes as we look to grow, expand, and evolve our efforts in the months and years ahead. Some of our goals require us to remain flexible as needs change and keep our minds open to new approaches and ideas. This has included new kinds of partnerships and new ways of thinking, even funding needs that we have not traditionally funded.

Among significant changes in the plan is an explicit focus on Diversity, Equity, and Inclusion. Although the District has always focused on health equity through targeted investments in our most vulnerable communities, we have not made it an explicit, stated goal. This change re-emphasizes our commitment to advocate for the health and wellness of all District residents going forward. Another significant change is the focus on advocacy as a new priority area. The District has not conventionally prioritized advocacy as a tool to address a range of issues impacting District residents including community health, finance, access to care, and local government.

IV. FIVE NEW STRATEGIC GOALS:

Priority Area	Strategic Goals
Equity and Inclusion	<i>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.</i>
Innovation	<i>Support new and innovative strategies that improve the health and well-being of district residents.</i>
Collaboration	<i>Use collaboration with community organizations to magnify the positive impact on the health and well-being of district residents</i>
Communications	<i>Improve effectiveness and reach of communications to district residents, in a culturally sensitive manner of all resources and activities that enhance their health</i>
Advocacy	<i>Be an advocate for change on issues that impact the health of district residents</i>

1. Priority Area: Equity and Inclusion

Target Area	Objective 1
<p>Health Equity: Focus on increasing equality and decreasing disparities in access to quality health services for impacted populations</p>	<p>1. Stay informed with up-to-date and relevant community needs assessment data to inform program and investment decisions</p> <p><i>Strategies to include:</i></p> <ul style="list-style-type: none"> • Learn how economic inequality impacts individuals and families across a wide range of issues alongside. (ie. Learn from Covid-19 responses and share what they teach us about effective partnership and funding practices; adjust our practice based on all we learn) • Commit to listening to our residents, especially to those least heard, lifting their voices and experiences to inform our decision-making so we can act on their feedback • Organize or participate in existing workshops, committees, surveys, interviews, and other opportunities to solicit direct community feedback • Develop goals that are aligned with and supported by community members for whom we are working to improve conditions • Use data to evaluate program impact, determine appropriate community health interventions, monitor progress, determine populations to target for an intervention, determine barriers to care, and to influence local public policy • Explore policies that might address these challenges with input from the community
Target Area	Objective 2
<p>Health Equity: Focus on increasing equality and decreasing disparities in access to quality health services for impacted populations</p>	<p>2. Ensure an equity lens is brought to all investment decisions</p> <p><i>Strategies to include:</i></p> <ul style="list-style-type: none"> • Continue internal DEI work (for example, Complete Board DEI survey, offer DEI trainings to community partners, and continue DEI conversations) • Develop a ‘habit’ of asking whether or not all stakeholders are present at the table to provide input for investment decisions, explore developing a set of DEI criteria • Targeted support to nonprofits that provide emergency health responses and offer services to the many populations that fall through the cracks of standard public services—including elderly people and minorities, those experiencing poverty, unemployment, or homelessness and the undocumented

Target Area	Objective 3
<p>Health Equity: Focus on increasing equality and decreasing disparities in access to quality health services for impacted populations</p>	<p>3. Build systems that support a diverse community through setting and achieving clear goals that are inclusive and racially equitable</p> <p><i>Strategies to include:</i></p> <ul style="list-style-type: none"> • Develop hyperlocal partnerships; Having trusted community members (Promotoras) and leaders support outreach and system navigation to ensure people feel safe to access resources, especially for our undocumented families and households (ie. specific communities of color and LGBTQI+ affinity groups where people can have trusted solidarity to get support and feel like they belong) • Increase access to easily accessible, cultural and linguistically appropriate clinical and educational resources (see Communications Priority Area) • Attempt to recruit representative committees (specifically, increase minority/diversity in CC Grants Committee)

2. Priority Area: Innovate

Target Area	Objective 1
<p>Innovation: Pilot innovative solutions to unmet needs that strengthen the health, safety, and well-being of our community particularly historically underinvested communities</p>	<p>1. Provide resources to people who would otherwise be unable to access quality health care and/or services due to lack of insurance, transportation, mobility challenges, mental health, language and cultural barriers, immigration status, homelessness, and more</p> <p><i>Strategies to include:</i></p> <ul style="list-style-type: none"> • Explore funding programs that assist low-income residents with paying for medications/co-pays (ie. Santa Clara County's MedAssist program) • Develop new approaches to increase access to oral health services by exploring the development of new dental clinic within district - operated by non-profit partners • Develop creative programming and expand partnerships to address growing concern of food insecurity (ie. DoubleUp Food Bucks) • Expand Lyft Program through innovative approaches to transportation access that are inexpensive and accessible. Transit options that help people access doctor visits, community centers, essential work, goods and services

Target Area	Objective 2
<p>Innovation: Pilot innovative solutions to unmet needs that strengthen the health, safety, and well-being of our community particularly historically underinvested communities</p>	<p>2. Increase access to mental health services for all residents through creative approaches and partnerships</p> <p><i>Strategies to include:</i></p> <ul style="list-style-type: none"> • Partnering with County to bring thier "Mental Health First Aid" program to community members • Keeping close tabs of the PHD’s Alcove model and its viability • Staying informed of opportunities for CARE partnership expansion • Investigating mental health delivery models (ie. mobile Crisis model and Urgent Care delivery) from other healthcare districts • Continue collecting mental health data thru partnerships with local districts, SMCOE, Kognito, Early Alert, and Care Solace
Objective	Objective 3
<p>Innovation: Pilot innovative solutions to unmet needs that strengthen the health, safety, and well-being of our community, particularly historically underinvested communities</p>	<p>3. Explore innovative partnerships to improve access to health education (S^3 or Sequoia Safe, Smart & Strong) and develop a robust in-house programming (S^3) that addresses all resident needs:</p> <p><i>Strategies to include:</i></p> <ul style="list-style-type: none"> • Sequoia Smart: Partner with Parks & Rec across all cities to utilize their health education class offerings - provide stipends/subsidies for district residents • Sequoia Strong: Increase investments in Senior Care programming/services, expand partnerships, develop new models of care if none exist. Focus on fall prevention, strengthen, stretching, balance clinic • Sequoia Safe: Increase District investment in Disaster Preparedness training and supplies thru partnerships with County, City, and Red Cross <p><i>(Consider ways to prepare communities for next epidemic/pandemic: Agree on phases and “what if” scenarios and try to anticipate what could happen and develop a plan around those scenarios so we’re ready. Establish our emergency response objectives and create a written policy that align emergency response plan with County Plan.)</i></p>

3. Priority Area: Communication

Target Area	Objective 1
<p>Collaboration and Alignment: Use a collective Impact approach to partner with organizations from different sectors and agree to solve a specific or set of concerns using a common agenda and align our efforts using common measures of success</p>	<p>1. Encourage partner agency collaborations that will increase impact, improve efficiency of operations, and best leverage limited resources</p> <p><i>Strategies to include:</i></p> <ul style="list-style-type: none"> • Offer incentives for non-profits to partner on a common set of goals and/or objectives • Continue to develop and strengthen existing partnerships. Increase number of collaborative projects. Resources can be monetary or sharing of knowledge or data
Target Area	Objective 2
<p>Collaboration and Alignment: Use a collective Impact approach to partner with organizations from different sectors and agree to solve a specific or set of concerns using a common agenda and align our efforts using common measures of success</p>	<p>2. Effectively allocate resources - collaborate and align efforts with those already underway.</p> <p><i>Strategies to include:</i></p> <ul style="list-style-type: none"> • Exchange information with county health leaders- align with County health approach • Seek out existing programs/services where collaboration would expand capacity breadth and/or depth of services; ^ impact • Hold roundtable discussions with non-profit leaders to understand challenges, opportunities
Target Area	Objective 3
<p>Collaboration and Alignment: Use a collective Impact approach to partner with organizations from different sectors and agree to solve a specific or set of concerns using a common agenda and align our efforts using common measures of success</p>	<p>3. Invest with other funders to address a significant health concern in an otherwise fragmented funding landscape - increases impact</p> <p><i>Strategies to include:</i></p> <ul style="list-style-type: none"> • Share information with other funders, align with other funding approaches • Remain vigilant to stay informed and aligned with existing efforts seek partnerships whenever possible • Align strategic plan implementation with county initiatives. Seek out collaboration whenever possible

4. Priority Area: Collaboration

Target Areas	Objective 1
<p>Communications Provide timely and culturally appropriate public information- allow public input, communicate with District residents through a wide approach to communications including website, social media, public presentations and forums, monthly newsletter, and annual report.</p>	<p>1. Provide intentional targeted outreach to difficult-to-reach populations</p> <p><i>Strategies to include:</i></p> <ul style="list-style-type: none"> • Utilize existing communication channels within communities including radio, social media, places of worship, virtual groups, phone • Use language and messaging that ensures our immigrant families and households without documentations feel like they belong and are essential parts of community • Utilize Digital Media Campaigns for targeted audiences • Ensure outreach and communication is linguistically and culturally appropriate by developing clear language and messaging that enables all to feel essential and not disposable and enables impacted communities to feel seen and not sidelined.
Target Areas	Objective 2
<p>Communications Provide timely and culturally appropriate public information- allow public input, communicate with District residents through a wide approach to communications including website, social media, public presentations and forums, monthly newsletter, and annual report.</p>	<p>2. Communicate proactively and regularly about our decision-making and response.</p> <p><i>Strategies include:</i></p> <ul style="list-style-type: none"> • Maintain updated and relevant information/ announcements on website and Sequoia Strong • 2-3 weekly posts on social media venues promoting activities/relevant information • Develop monthly e-newsletter email blasts • Provide monthly town halls in English and Spanish featuring a timely and relevant topics. Allow for public dialogue through Q and A. • Expand language offerings • Brainstorm engaging content for October Annual Report

Target Areas	Objective 3
<p>Communications Provide timely and culturally appropriate public information- allow public input, communicate with District residents through a wide approach to communications including website, social media, public presentations and forums, monthly newsletter, and annual report.</p>	<p>3. Engage community leaders for their expertise, feedback, and partnership</p> <p><i>Strategies include:</i></p> <ul style="list-style-type: none"> • Annual or more presentations to City Councils and County Board of Supervisors • Hold roundtable discussions with non-profit leaders to understand challenges/opportunities • Regularly meet with government and community health leaders to discuss current community concerns and potential collaborative solutions

5. Priority Area: Advocacy

Target Areas	Principle Objective
<p>Advocacy Advocate for policies discussions and decisions that go before the legislative and executive branches of the state government on critical issues that affect Healthcare Districts’ ability to effectively serve its residents.</p>	<p>1. Implement District Advocacy Guiding Principles and Strategies that provide leadership and direction on a range of issues impacting District residents including:</p> <p><i>Strategies include:</i></p> <ul style="list-style-type: none"> • Community Health: Actively engage community health support proposals that address social determinants of health, illness prevention, community health and wellness • Finance: Support increased reimbursement funding for outpatient, behavioral health, substance abuse, case management, workforce needs and population health • Access to Care: Support proposals to improve access to care (ie. increase funding for telehealth services, expand health care workforce trainings, increase workforce diversity and programs geared toward increasing health care workforce, and address gaps in coverage) • Local government: Support local government and ensure LAFCOs have adequate resources to accomplish their statutory obligations. Support an update to the Healthcare District Enabling Act to demonstrate Healthcare Districts’ commitment to good governance. Support special district’s autonomy. <p><i>Additional strategies include:</i></p> <ul style="list-style-type: none"> • Remain vigilant in staying informed and engaged in legislation-related discussions and decisions • Inclusion of legislative updates in Board report from staff

V. Appendices

Appendix A

Definitions:

Health - A state of complete physical, mental and social wellbeing and not merely the absence of disease or infirmity' (WHO, 1948). This is consistent with the biopsychosocial model of health, which considers physiological, psychological and social factors in health and illness, and interactions between these factors. It differs from the traditional medical model, which defines health as the absence of illness or disease and emphasizes the role of clinical diagnosis and intervention. The WHO definition links health explicitly with wellbeing, and conceptualizes health as a human right requiring physical and social resources to achieve and maintain.

Health Disparities – A particular type of health difference that is closely linked with economic, social, or environmental disadvantage. Health disparities adversely affect groups of people who have systematically experienced greater social or economic obstacles to health based on their racial or ethnic group, religion, socioeconomic -status, gender, age, or mental health; cognitive, sensory, or physical disability; sexual orientation or gender identity; geographic location; or other characteristics historically linked to discrimination or exclusion.” (Healthy People 2020)

Health Equity - The principle underlying a commitment to reduce—and, ultimately, eliminate—disparities in health and in its determinants, including social determinants. Pursuing health equity means striving for the highest possible standard of health for all people and giving special attention to the needs of those at greatest risk of poor health, based on social conditions.

Appendix B

Foundational Principles:

Public Health and Safety: During public health crises, maintain health, safety, and wellbeing of all District residents. Invest robust resources in mental health, medical, and basic needs- address Social Determinants of Health, paying special attention to vulnerable members of our community

Health Equity: Focus on increasing equality and decreasing disparities in access to quality health services for impacted populations

Collaboration and Alignment: Use a collective Impact approach- partner with organizations from different sectors and agree to solve a specific or set of concerns using a common agenda and align our efforts using common measures of success

Fiscal Responsibility: Provide financial support to agencies that facilitate short- and long-term recovery efforts in the most fiscally responsible way possible, leveraging limited public resources while remaining diligent and ethical in our entrusted role over taxpayer funds

Transparency: Remain transparent and informative of District Activities- Communicate regularly and often to stakeholders via print and web- Meetings are open to the public, our budgets may be reviewed by anyone, and our decisions are open to discussion. Develop a well-defined organizational structure that facilitates information sharing and provides transparency in how priorities are identified, and decisions are made.