

**MINUTES OF SEQUOIA HEALTHCARE DISTRICT
BOD AND STAFF STRATEGIC PLANNING MEETING
9:00 AM, Tuesday, February 25, 2025
National Center For Equine Facilitated Therapy (NCEFT)
880 Runnymede Road
Woodside, CA 94062**

Directors Present

Director Fong
Director Lock
Director Martinez
Director Shefren

Directors Excused

Also Present

Pamela Kurtzman, CEO
Ms. Stamper, Recorder
Jenny Bratton, Director of Grants and Partnerships
Ann Wasson, Director of School Health
Luz Garcia, Communications & Community
Engagement Officer
Kate and John Hiester, facilitators
Bart Charlow and Jan Cohen, consultants

1. Call to Order and Roll Call

President Martinez called the meeting to order at 9:00AM. Roll call attendance was taken. A quorum was present.

2. Public Comment/Non-Agenda Items

President Martinez asked if there was any public comment on non-agenda items. There was none.

3.a. Board Study Session for Purposes of Strategic Planning 2025-2028

Kate and John Hiester introduced themselves and reviewed the agenda for the day.

CEO Kurtzman gave a brief overview of District financials and reserves. Board members expressed importance and urgency of investing District reserves in the community.

Ms. Bratton reviewed community health data and county rankings from:

- 1) the County Health Rankings & Roadmaps from CountyHealthRankings.org
- 2) San Mateo County CHNA 2023 from SMCaTogetherBetter.org,
- 3) San Mateo County CHIP 2024-2026 Final from SMC Health,
- 4) Sequoia Hospital 2022 CHNA Report Final from Dignity Health, and
- 5) 2023 Regional Nonprofit Landscape Report from Thrive Alliance.

Ms. Bratton noted that there is an escalation in asthma, diabetes and mental health issues. She noted significant increases in mental illness among the LGBTQ+ community and for families living with someone with a mental illness.

Ms. Wasson reviewed the healthy schools program and noted the increased need for additional mental health services in schools.

Ms. Garcia presented website and social media metrics based on page views and clicks. Director Martinez would like demographics for Ad clicks. Director Shefren would like a significant communications campaign to promote the new Redwood City Dental Clinic.

Directors discussed how to measure impact and progress towards goals. Director Martinez would like a more transparent and precise accounting of measurables. Directors would like to know how we align with County health goals and the social determinants of health. Directors noted that the website is cumbersome. Director Fong suggested targeting desired end results so effectiveness can be effectively measured. Directors discussed the need and difficulty in evaluating our impact..

Directors and staff developed funding criteria (criteria for investment):

- 1) Strength of collaboration (integration with existing services and “skin in the game” from partners
- 2) Cost per individual served (total # of SHD residents served)
- 3) Degree of demonstrated need (including other services addressing the need)
- 4) Impact demonstrated evidence based and potential benefit (intended outcomes are clear, measurable and realistic)
- 5) Number or percentage of priority population served (defined by demographic, geography, etc.)
- 6) Organization (Partner) sustainability (people, infrastructure, budget and reserves, reputation, etc.)
- 7) Preventative vs. Intervention? (balance and intentionality in our portfolio)
- 8) District’s capacity and skills to implement and oversee

Bart Charlow and Jan Cohen presented data gathered from interviews with partner non-profit leadership of the challenges impacting nonprofit program effectiveness and growth in San Mateo County. Since nonprofits are the primary instrument the District utilizes to address the needs of Residents, the Board is interested in strategies for how the District can better support nonprofit grantees. Mr. Charlow and Ms. Cohen reported that nonprofit needs fell in 3 categories: staffing, infrastructure and advocacy, and discussed 18 possible strategies to better support nonprofit grantees.

Directors and staff created a list of strategies that can be more easily implemented and areas of need that would require more effort and planning to implement a strategy.

The Board agreed to no change in board policy regarding funding foundations.

Board members are willing to consider capacity-building, capital and other kinds of investments in nonprofits.

CEO Kurtzman will review guiding principles and Board philosophy on funding, assuring new approaches and programs align with current board policies and vision.

Another study session will be planned for Late June-July to further develop the strategic plan. This will allow our new board member to participate. The current plan will be extended until the new plan is completed and approved by the board.

4. Adjourn

Motion: To adjourn the meeting at 5:00PM.

By: Director Martinez

Seconded by: Director Fong

All in favor

Motion Passed

The next special meeting of the Board of Directors of Sequoia Healthcare District is scheduled for 12:00 PM, Wednesday, March 12, 2025, District Conference Room, 525 Veterans Blvd., Redwood City, CA.

Respectfully Submitted,

Cama Lock
Secretary