



FOR YOUR HEALTH

R E V I S E D

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Redwood City, CA 94063
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A G E N D A
SEQUOIA HEALTHCARE DISTRICT
BOD AND STAFF STRATEGIC PLANNING MEETING
9:00 AM, Thursday, September 28, 2023
Filoli Gardens, 86 Cañada Road, Meeting Room A
Woodside, CA 94062

This meeting will be held in-person with public access available via teleconference. Please use the following Zoom link to attend the meeting <https://us02web.zoom.us/j/84569628967> or dial in from your cellphone to [\(669\) 900-9128](tel:6699009128) and enter meeting ID: [845 6962 8967](tel:84569628967). Additional information regarding the meeting can be located at our website: www.seqhd.org

1. Call To Order And Roll Call

2. Public Comment On Non-Agenda Items*

3. New Business

ACTION a. Board Study Session for Purpose of Strategic Planning 2022-2025 9:05 pm
 b. Approval Of Board Position Statement Regarding SUHSD Continued Funding 11:45 pm

ACTION 4. Adjourn

The Next Regular Meeting Of The Board Of Directors Of Sequoia Healthcare District Is Scheduled For 4:30 PM, Wednesday, October 4, 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.



FOR YOUR HEALTH

AGENDA--Board Study Session

Sept 28, 2023, 9:00am- 4:00pm

Filoli Gardens Meeting Room A: 86 Cañada Road, Woodside

Time	Items for Discussion	Presenter
9:00 am	Breakfast and Roll Call	Pamela
9:05 am	Financial Commitments for 2023-2025	Pamela
9:15 am	Dental Updates and Discussion <ul style="list-style-type: none"> • Ravenswood Feasibility Study, Budget, Timing • Dental Learning Collab Update 	Pamela/Mark Pamela/ Kim
9:45 am	Building purchase for District Offices <ul style="list-style-type: none"> • Discussion 	Pamela/ Ivan
10:05 am	District Boundary Expansion <ul style="list-style-type: none"> • Discussion 	Pamela/Mark
10:15 am	Review of Community Health Needs Assessment (CHNA) https://www.smcalthtogetherbetter.org/content/sites/sanmateo/Reports/SMC_CHNA_2023.pdf <ul style="list-style-type: none"> • SHD team and Board will discuss the data governing our community needs 	All
11:00 am	Strategic Goal 1: Health Equity <ul style="list-style-type: none"> • Equity Self-Assessment poll • Update on County's health equity efforts 	Pamela/Jenny
11:45 am	New Business <ul style="list-style-type: none"> • ACTION: Approve Board Position Statement Related to SUHSD Funding 	Aaron
12:00 pm	Lunch and Optional Walk	

1:00pm	Strategic Goal 2: Innovation <ul style="list-style-type: none"> • MedAssist Program • Integrated Wellness 	Jenny Guest presenter
2:00 pm	Strategic Goal 3: Collaboration <ul style="list-style-type: none"> • Disaster Prep COAD • Workforce development 	Pamela/Jenny
2:30 pm	Strategic Goal 4: Communication <ul style="list-style-type: none"> • Board Community Engagement • Expanding Outreach <ul style="list-style-type: none"> ○ Where we are and where we want to go ○ Social media policy 	Luz
2:30pm	Break	
2:45pm	Healthy Schools Initiative <ul style="list-style-type: none"> • HSI 2023-24 Overview • SUHSD Wellness Centers • SMCOE Nursing Collaborative • Standing With Youth: Blueprint for School and Transition Age Youth (formerly “Mental Health Mapping”) 	Ann
3:15 pm	Strategic Goal 5: Advocacy <ul style="list-style-type: none"> • Mental Health • ATOD/Fentanyl Education 	Jenny/Ann
3:30 pm	<ul style="list-style-type: none"> • Review next steps • Retreat Feedback 	Pamela All
4:00 pm	Adjourn	



Current Financial State of the District

Over the past several years our annual tax revenue has been steadily increasing, coming in higher than budgeted and outpacing our community investments. It remains our intention to return these dollars back to our community to the most important and impactful programs, services, and initiatives based on the priorities set forth in our 2022-25 strategic plan.

After an extensive information gathering process that included local health data review, discussions with providers and community leaders, participation in coalitions and workgroups, and an examination of our community resources post-Covid, we developed a data-driven goal-oriented strategic plan and annual operational budget that fosters a focused and goal-oriented approach to our community investments. Given that healthcare needs often change over time, and new health challenges can emerge, our strategic plan and budget allows us to adapt and reallocate resources as needed to respond to changing circumstances.

Our main approach for addressing these areas involves enhancing coordination and collaboration with our local agencies to leverage and expand upon the current resources they provide. A theme embedded throughout each of our community investment goals is to foster cohesiveness and inclusion, and assure accessibility, stability, and safety for our residents.

The purpose of our September 28 board study session is to discuss the CHNA, review and compare our strategic priorities, explore innovative new programs and potential areas for investment. Once determined, I would invite formal proposals from our partner agencies and subsequent presentations to the Board in the coming months. My team and I look forward to the discussions.

While we recognize there is so much more we can do, we are proud of the impact we've made toward helping address important health needs in our community. We've accomplished this through a combination of focused financial investments in our own signature programs as well as targeted funding that supports community partnerships. Our investments cover a wide array of programs and services for all demographics with varying levels of preventive and treatment services. Below is a review of our budget, current investments, and amount of funding available for future investments:

2023-24 Budget

Income- \$18,300,400

Expenses- Committed- \$17,707,501

Uncommitted- \$592,899

- **Community Grants (Caring Community)-- \$4,146,000**

60 grants, 6 Major health areas:

- Food security- \$790,000
- Mental/Behavioral Health- \$1,120,000

- ATOD- \$295,000
- Health- Youth/Adult- \$1,071,000
- Health Seniors- \$655,000
- Clinical/Medical Services- \$215,000
- **Other Grants (outside of CC grants)-**
 - **Community Clinics-- \$3,099,979**
 - Ravenswood- \$1,000,000
 - Samaritan House- \$1,353,649
 - Sonrisas- \$586,330
 - SMMC (dental)-\$160,000
 - **Non-profit Programs**
 - Lifemoves Maple Street LVN- \$136,500
 - PV Lyft- \$60,000
 - BGCP- Social Worker- \$99,700
 - Navigation Center (dental)- \$200,000
 - First 5- \$595,700
 - Dental Access Learning Collab- \$410,000 (matched another \$410k by Dignity)
 - Holiday Food- \$50,000 (matched another \$50k by Dignity)
 - Pink Power- \$25,000
 - Pink Ribbon Good- \$25,000
 - Discretionary (uncommitted)- \$25,000
 - Future Impact (uncommitted)- 567,899
- **Signature Programs-- \$5,097,515**
 - HSI- \$4,922,915
 - Sequoia Smart (health education)- \$50,000
 - Sequoia Strong (fitness)- \$50,000
 - Sequoia Safe (Emergency Preparedness)- \$75,000

Total Assets: \$42,000,000 (roughly)

Schwab Investment Accounts:

- Reserves: \$11,080,000
- Operating: \$30,323,000

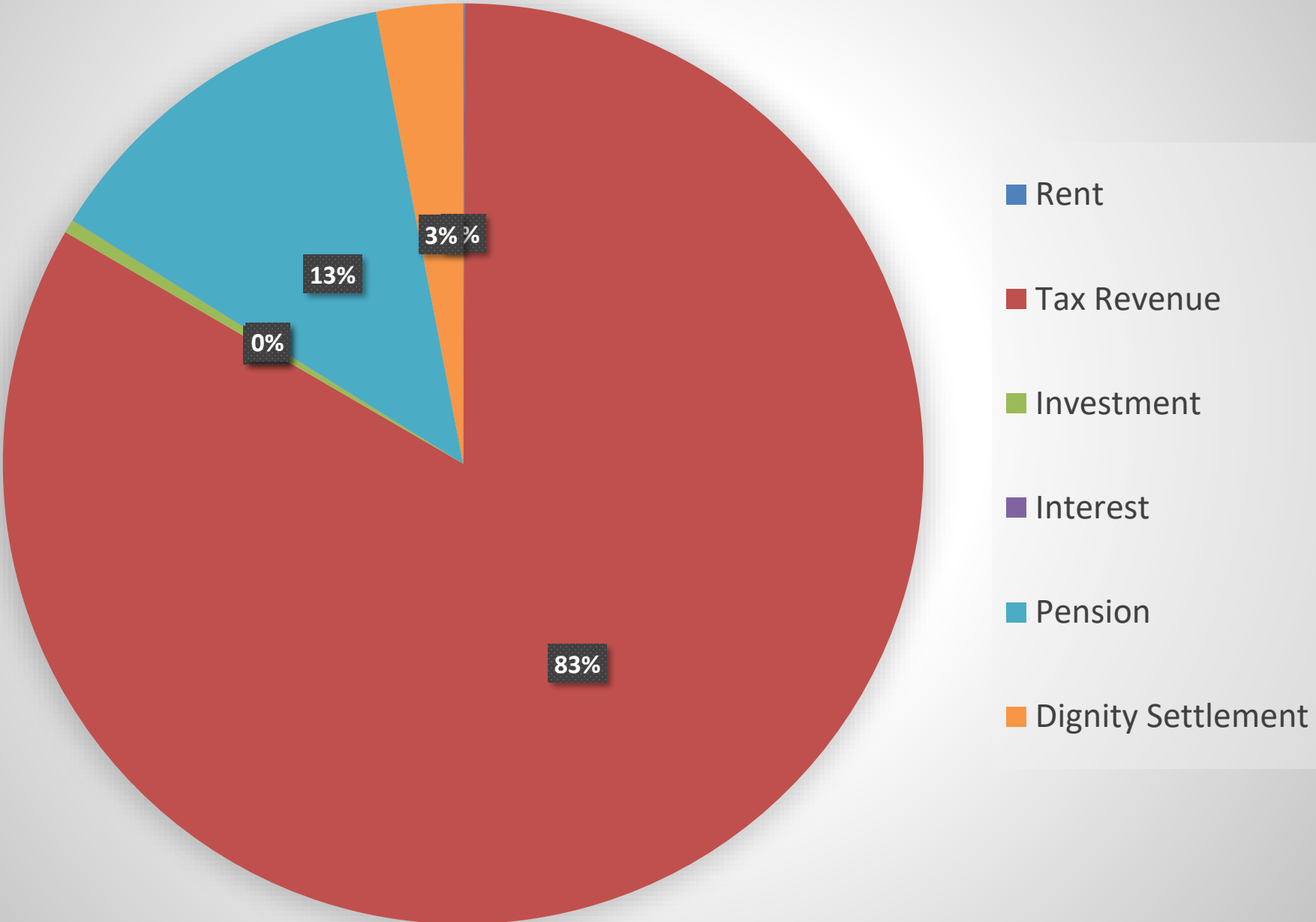
****Additional Investment Dollars Available- Up to \$32,000,000**



2023-24 Approved Budget

INCOME	
2023-24 Approved Budget	
Rental	\$9,600
Property Tax	\$15,500,000
Investment	\$80,000
Interest	\$800
Dignity Settlement	\$510,000
Pension	\$2,200,000
TOTAL	\$18,300,400

Income



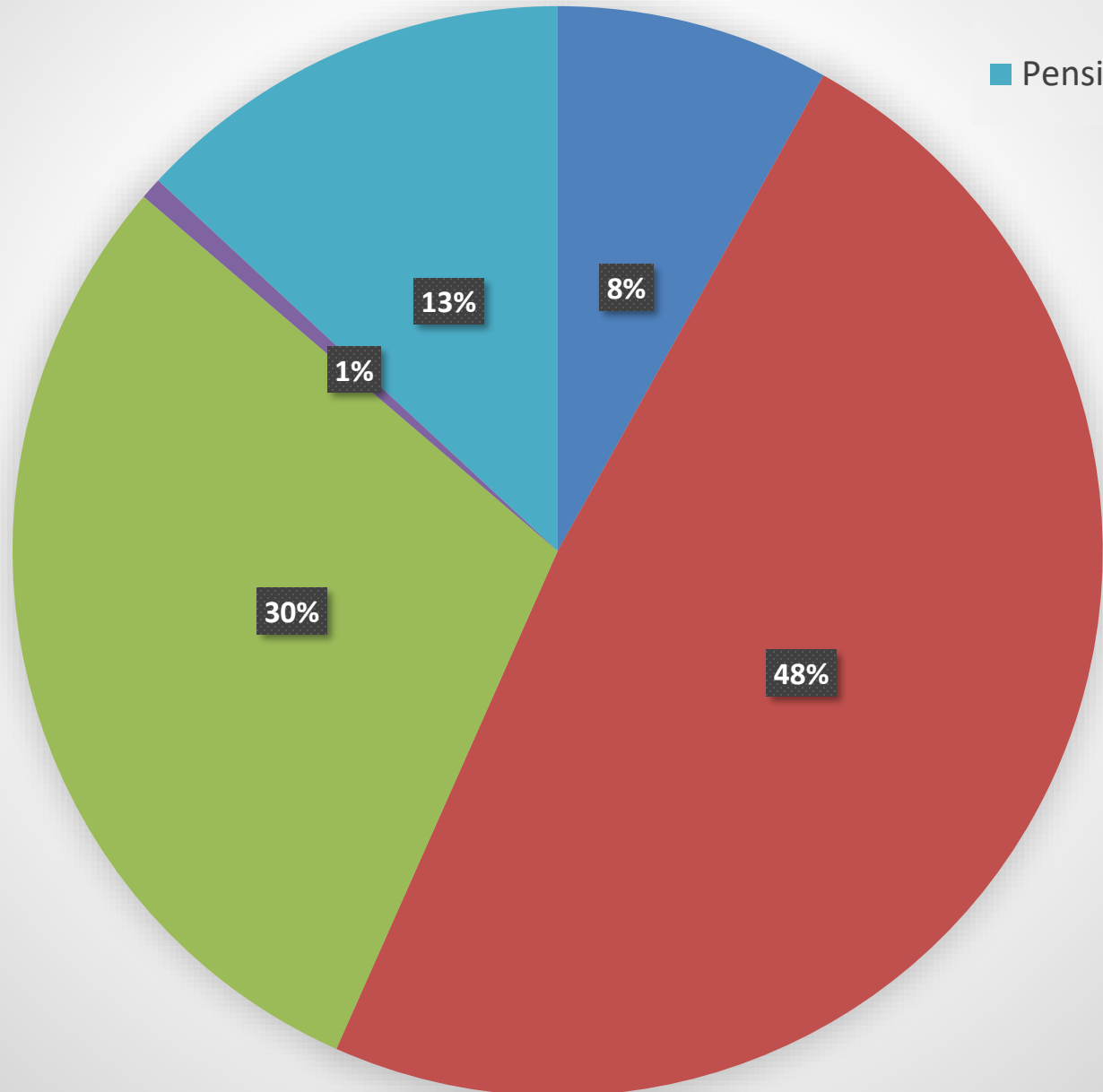
EXPENSES

2023-24 Approved Budget

Administration includes non-personnel expenses	\$1,362,107
Grants	\$10,156,293
Programs	\$4,975,000
Building, capital improvements	\$107,000
Pension	\$2,200,000
TOTAL	\$18,300,400

Expenses FY 2023-24

- Admin (all)
- Grants
- Programs
- Building
- Pension



Admin/ Grants Payroll

2023-24 Approved Budget

Administration
includes non-personnel expenses

\$1,362,107

Admin/ grants payroll and expenses

\$678,500

Emp. health insurance

\$120,000

Emp. Retirement

\$30,457

Grants

2023-24 Approved Budget

Caring
Community
Grants

\$4,146,000

Partner Grants outside of CC

\$4,794,879

Other (small)

\$25,000

Future Impact Funds

\$567,899

TOTAL

9,533,778

Programs

2023-24 Approved Budget

^{S3} Sequoia Smart	\$50,000
^{S3} Sequoia Safe (formerly HeartSafe)	\$75,000
^{S3} Sequoia Strong	\$50,000
Healthy Schools	\$4,922,515
TOTAL	5,097,515

Current Assets

Schwab investment accounts

- Reserves account = \$11,084, 340
- Operating Funds= \$30,322,394
- Total assets: Roughly \$42,000,000

Board Study Session 9/28/23 Action Item B Under New Business

Board Position Statement Regarding SUHSD Continued Funding

The Sequoia Healthcare District (SHD) Board highly values the collaborative relationship it shares with Sequoia Union High School District (SUHSD) and remain committed to providing resources, guidance, and expertise on health-related issues affecting students' well-being by way of its Healthy Schools Initiative. The SHD board intends to leave decisions related to curriculum, instructional methods, school policies, and other educational matters to the School Board and to keep those matters independent of Healthcare District funding decisions.

SOCIAL MEDIA POLICY



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: February 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

Customer 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 company 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.

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. 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.