



525 Veterans Blvd.
Redwood City, CA 94063

650-421-2155 Phone

www.seqhd.org

A G E N D A
SEQUOIA HEALTHCARE DISTRICT
STAFF & BOARD STUDY SESSION
12:00PM - 4:00PM, Thursday, April 28, 2022
Conference Room, 525 Veterans Boulevard
Redwood City, CA 94063

1. Call To Order And Roll Call 12:00 PM

2. New Business:
 - a. Planning Investment Strategies

3. Adjourn
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 94063

Jerry Shefren, M.D.
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.



2022-25 Strategic Plan Workbook

For Board and Staff Use at the April 28, 2022 *Strategic Planning Session Part 2*

SHD Mission, Vision, Values (*revised 2020)

Mission statement <i>(explains the company's reason for existence)</i>	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 <i>(describes the organization as it would appear in a future successful state)</i>	For all District residents to experience optimal physical and mental health at every stage of life
Values <i>(describe what the organization believes in and how it will behave)</i>	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

Background

- **Alignment with Mission, Vision and Values**: The priority areas, goals, and objectives included in this plan were chosen with the mission, vision and values of the organization at the center of the process. The goals and objectives outlined will directly support the mission and vision of SHD.
- **Time Frame**: Recommending a time frame of 2022-25 with periodic updates and course-corrections as appropriate.
- **Proposed Plan**: The recommended goals and objectives contained in this workbook were collaboratively developed by the SHD team with an understanding that the Board will make significant contributions and additional recommendations during the Strategic Planning Sessions.
- **SMARTIE Goals**: Every effort was made to incorporate Specific, Measurable, Attainable, Relevant, Time-bound (SMARTIE), Inclusive, and Equitable goals.

Background

Within this working document staff have been very thoughtful about the new initiatives being presented for discussion. During this retreat, CEO and staff would like to discuss each new idea in context to the below set of criteria when considering these proposals and when additional ideas are presented by anyone during the retreat:

- 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? What is the gap between what is currently offered and what need this would fulfill?**
- 5. Why would we create a new service vs. help fund current services already in place?**
- 6. What community partners could we collaborate with on this or who would support/collaborate with SHD on this initiative?**

Please include any additional questions you think of that will help guide us through this decision-making process.

Available Funds

2022-23 Budget At-a-Glance

Total anticipated tax revenue and other income sources: \$16,800,400

- 14,000,000 (property taxes)
- +2,800,400 (other sources)

Total expenses including grants and programs is \$16,800,800

- \$7,655,050 Grants
- \$5,345,400 Programs
- \$1,554,450 Admin/other non-personnel expenses
- \$2,300,900 Pension, building, capital improvements

Funds remaining in budget from FYE 2018-2022 = \$8,050,000 to invest in community over next 3 years

2022-25 Proposed Priority Areas

EQUITY AND INCLUSION

INNOVATION

COLLABORATION

COMMUNICATIONS

ADVOCACY

2022-25 Proposed Overarching Goals At-a-Glance

Priority Area	Overarching 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>



EQUITY AND INCLUSION

Priority Area: Equity and Inclusion

Goal: 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.

Target Areas	Objectives
<p>Health Equity: Focus on increasing equality and decreasing disparities in access to quality health services for impacted populations</p>	<ol style="list-style-type: none">1. Learn how economic inequality impacts individuals and families across a wide range of issues, and what policies might address these challenges2. Ensure an equity lens is brought to all investment decisions3. Build systems that support a diverse community through setting and achieving clear goals that are inclusive and racially equitable4. Use current and relative health data to inform program and investment decisions5. Ensure equitable access to resources, paying special attention to marginalized populations
	<p style="text-align: center;"><i>Intentionally left blank for board recommended objectives</i></p>

Equity and Inclusion Objective 1

Objective	Strategy	Timeline	Metric	Lead
<p>1. Learn how economic inequality impacts individuals and families across a wide range of issues, and what policies might address these challenges.</p>	<ol style="list-style-type: none"> 1) Provide DEI trainings in schools <ul style="list-style-type: none"> ▪ Circle Up initiative in HSI districts 2) Staff/Board Participation in ACHD DEI trainings 3) Complete Board DEI survey 4) Offer DEI trainings to community partners 	<p>Aug 2019-ongoing</p> <p>Completed</p> <p>May-June 2022</p> <p>Sept 2022-ongoing</p>	<p>___ number of school staff trained</p> <p>3 of 5 board members completed, all staff</p> <p>All Board members complete survey</p> <p>Metric TBD</p>	<p>Karen in schools and Jenny community/Board</p>
<p><i>Intentionally left blank for board recommended strategies</i></p>				

Equity and Inclusion Objective 2

Objective	Strategy	Timeline	Metric	Lead
<p>2. Ensure an equity lens is brought to all investment decisions</p>	<p>1) Engage in transparent and equitable decision making</p> <ul style="list-style-type: none"> ▪ 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. 	<p>March 2022-June 2025</p> <p>Dec 2021-June 2025</p>	<p>Programs are aligned with and supported by community members for whom we are working to improve conditions</p>	<p>Pamela with support from all staff and Board working together</p>
<p><i>Intentionally left blank for board strategies</i></p>				

Equity and Inclusion Objective 4 & 5

Objective	Strategy	Timeline	Metric	Lead
<p>4. Use current and relative data to inform program and investment decisions.</p> <p>5. Ensure equitable access to resources, paying special attention to marginalized populations.</p>	<p>1) 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.</p> <p>1) Support 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.</p>	<p>March 2022-June 2024</p> <p>Ongoing</p>	<p>Several data sets exists, 5 used so far in strategic planning</p>	<p>Pamela and Jenny</p>
<p><i>Intentionally left blank for board strategies</i></p>				



Innovate

Priority Area: Innovate

Goal 1: Support new and innovative strategies that improve the health and well-being of district residents.

Target Area	Objectives
<p>Innovation: Pilot innovative solutions to unmet needs that strengthen the health, safety, and well-being of our community particularly historically underinvested communities</p>	<ol style="list-style-type: none">1. Provide resources for 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.2. Increase access to mental health services for all residents through creative approaches and partnerships.3. Work with partner school districts to identify needs and create innovative solutions that support the health and safety needs of students, staff, and parents.4. Explore opportunities to partner on health services workforce development.5. Explore innovative partnerships to improve access to health education (<i>Sequoia Smart</i>).6. 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 (<i>Sequoia Strong</i>).7. Expand disaster preparedness programming including, community first aid and epidemic/pandemic (<i>Sequoia Safe</i>).
	<p><i>Intentionally left blank for board recommended objectives</i></p>

Innovate Objective 1

Objective	Strategy	Timeline	Metric	Lead
<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>	<ol style="list-style-type: none"> 1) Explore funding programs that assist low-income residents with paying for medications/co-pays such as: <ul style="list-style-type: none"> ▪ Santa Clara County's newly launched MedAssist program 2) Develop new approaches to increase access to oral health services: <ul style="list-style-type: none"> ▪ Explore direct pay to private dentist for preventive/urgent visits (eligible on waitlists) ▪ Explore development of new dental clinic within district - operated by non-profit partners ▪ Provide tuition assistance for those studying dental hygiene 3) Develop creative programming and expand partnerships to address growing concern of food insecurity <ul style="list-style-type: none"> ▪ Increase access to prepared food deliveries for homebound seniors, low income, ineligible for public assistance, and those on CalFresh/EBT where grocery stores or cooking facilities are not accessible, other unmet needs 	<p>June 2022-Sept 2022</p> <p>Feb 2022-Feb 2023</p> <p>Data, budget, proposal by Aug 2022</p> <p>July 2022-Dec 2022</p>	<p>Sample programs and data reporting on intervention</p> <p>If feasible, timeline and metrics to follow</p>	<p>Jenny and Pamela</p> <p>Pamela with support from Jenny, Kim G, Jerry S</p>
<p><i>Intentionally left blank for board recommended strategies</i></p>				

Innovate Objective 2

Objective	Strategy	Timeline	Metric	Lead
<p>2. Increase access to community mental health services for all residents through creative approaches and partnerships</p> <p><i>*Suicide prevention is particularly important now</i></p> <p><i>*Violence prevention, especially in the home against children and women</i></p>	<p>1) Support programs that work to overcome isolation, especially for older adults and people with disabilities:</p> <ul style="list-style-type: none"> ▪ Fund programs that offer unique/new ways to promote community participation ▪ Expand Lyft Program and explore options for transportation that are inexpensive. Transit options that help people access doctor visits, community centers, essential work, goods and services <p>2) Partner with County to expand "Mental Health First Aid" program to community members</p> <p>3) Provide tuition assistance for students studying to become mental health therapists/ counselors</p>	<p>July – Dec 2022</p> <p>Ongoing</p> <p>Sept 2022- March 2023</p> <p>Explore Sept 2022-March 2023</p>	<p>Expand partnerships with PV and Ability path</p>	<p>Pamela and Jenny</p> <p>Pamela and Jenny</p> <p>Pamela and Jenny with support from Board Ad-hoc</p>
<p><i>Intentionally left blank for board recommended strategies</i></p>				

Innovate Objective 4

Objective	Strategy	Timeline	Metric	Lead
<p>1. Explore opportunities to partner on health services workforce development</p>	<p>1) Increase inclusion of those from underserved and at-risk populations in the healthcare workforce through proactive training/education, recruitment, and job development initiatives.</p> <ul style="list-style-type: none"> ▪ Provide tuition assistance for mental health therapists/counselors trainees ▪ Provide tuition assistance for those studying dental hygiene ▪ Offer cost of living allowances for non-profit staff providing safety-net services, home health care, and other critical unmet needs. 	<p>Explore programs and feasibility Aug 2022- March 2023</p>	<p>Collection of data and draft program proposal</p>	<p>Jenny and Pamela</p>
	<p><i>Intentionally left blank for board recommended strategies</i></p>			

Innovate Objective 5 & 6

Objective	Strategy	Timeline	Metric	Lead
<p>1. Explore innovative partnerships to improve access to health education (<i>Sequoia Smart</i>)</p> <p>2. Explore innovative partnerships to increase access to fitness programs (<i>Sequoia Strong</i>)</p>	<p>1) Revitalize Healthy Living classes, make available to all residents (<i>Sequoia Smart</i>)</p> <ul style="list-style-type: none"> ▪ Staff/Board suggest types classes/workshops <p>2) Partner with Parks & Rec across all cities to utilize their health education class offerings - provide stipends/subsidies for district residents</p> <p>1) Partner with Parks & Rec across all cities to utilize their fitness class offerings and provide stipends/subsidies for district residents</p> <p>2) 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 (<i>Sequoia Strong</i>)</p>	<p>July Dec 2022 Then through June 2025</p> <p>August/Sept. 2022</p> <p>July-Oct 2022</p> <p>May-Dec 2022</p>	<p>Collection of data and draft program proposal</p>	<p>Pamela and Jenny</p> <p>Pamela with support from Jenny</p>
<p><i>Intentionally left blank for board recommended strategies</i></p>				

Innovate Objective 7

Objective	Strategy	Timeline	Metric	Lead
7. Increase District investment in disaster preparedness programming and supplies including community first aid and epidemic/pandemic planning (<i>Sequoia Safe</i>)	<ol style="list-style-type: none"> 1) Increase District investment in Disaster Preparedness training and supplies <ul style="list-style-type: none"> ▪ Establish our emergency response objectives and create a written policy ▪ 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 ▪ Conduct a Risk Assessment including financial risk assessment ▪ Consider ways to prepare communities for next epidemic/pandemic 2) Partner with Red Cross to increase CPR offerings, provide community first-aid, and disaster preparedness - free or subsidized for district residents 3) Align emergency response plan with County Plan 	<p>July 2022- June 2023</p> <p>July/Sept. 2022</p> <p>May-July 2022</p> <p>May 2022-June 2025</p>	<p>Established emergency response objectives and written plan</p> <p>Red Cross proposal and master plan > Board approval</p>	<p>Pamela, Jenny with Heidi support</p>
<p><i>Intentionally left blank for board recommended objectives</i></p>				



COLLABORATION

Priority Area: Collaboration

Target Area	Objectives
<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>	<ol style="list-style-type: none">1. Encourage partner agency collaborations that will increase impact, improve efficiency of operations, and best leverage limited resources2. Effectively allocate resources - collaborate and align efforts with those already underway.3. Invest with other funders to address a significant health concern in an otherwise fragmented funding landscape - increases impact4. Learn from Covid-19 responses and share what they teach us about effective partnerships and funding practices so we may consider adjusting our practices more fundamentally in the future, in more stable times, based on all we learn
	<p><i>Intentionally left blank for board recommended objectives</i></p>

Collaboration Objectives 1 & 2

Objectives	Strategy	Timeline	Metric	Lead
<p>1. Encourage agency collaborations that will increase impact, improve efficiency of operations, and best leverage limited resources</p> <p>2. Effectively allocate resources, collaborate and align efforts with those already underway</p>	<p>1) Offer incentives for non-profits to partner on a common set of goals and/or objectives</p> <p>2) Continue to develop and strengthen existing partnerships. Increase number of collaborative projects. Resources can be monetary or sharing of knowledge or data</p> <p>1) Exchange information with county health leaders - align with County health approach</p> <p>2) Seek out existing programs/services where collaboration would expand capacity breadth and/or depth of services; ^ impact</p> <p>3) Hold roundtable discussions with non-profit leaders to understand challenges, opportunities</p>	<p>July 2022 – July 2025 (ongoing)</p> <p>July 2022 – July 2025 (ongoing)</p>	<p>Add two additional collaborative projects in 2022-2023 and at least one more each year in 2023-24, 2024-2025</p>	<p>Jenny, Pamela</p> <p>All staff and Board seek opportunities</p>
<p><i>Intentionally left blank for board recommended strategies</i></p>				

Collaboration Objectives 3

Objectives	Strategy	Timeline	Metric	Lead
3. Invest with other funders to address a significant health concern in an otherwise fragmented funding landscape - increases impact	1) Share information with other funders, align with other funding approaches	June 2022 (Ongoing)		Pamela with support from Jenny
	<i>Intentionally left blank for board recommended strategies</i>			

Collaboration Objectives 3

Objectives	Strategy	Timeline	Metric	Lead
<p>4. Learn from Covid-19 responses and share what they teach us about effective partnership and funding practices so we may consider adjusting our practices more fundamentally in the future, in more stable times, based on all we learn</p>	<ol style="list-style-type: none"> 1. Remain vigilant to stay informed and aligned with existing efforts seek partnerships whenever possible 2. Align strategic plan implementation with county initiatives. Collaborate whenever possible 	<p>July 2022 – July 2025 (ongoing)</p> <p>July 2022 – July 2025 (ongoing)</p>		<p>Pamela and staff</p>
<p><i>Intentionally left blank for board recommended objectives</i></p>				



Communications

Priority Area: Communication

Goal: Improve effectiveness and reach of communications to district residents, in a culturally sensitive manner of all resources and activities that enhance their health

Target Areas	Objectives
<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>	<ol style="list-style-type: none">1) Provide intentional targeted outreach to difficult-to-reach populations2) Communicate proactively and regularly about our decision-making and response.3) 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.4) Engage community leaders for their expertise, feedback, and partnership

Intentionally left blank for board recommended objectives

Communication Objective 1

Objective	Strategy	Timeline	Metric	Lead
<p>1. Provide intentional targeted outreach to hard to reach populations</p>	<ol style="list-style-type: none"> 1) Utilize existing communication channels within communities including radio, social media, places of worship, virtual groups, phone 2) Use language and messaging that ensures our immigrant families and households without documentations feel like they belong and are essential parts of community 3) Utilize Digital Media Campaigns for targeted audiences 	<p>July 2022- June 2025 (ongoing)</p>		<p>Luz Garcia</p>
	<p><i>Intentionally left blank for board recommended strategies</i></p>			

Communication Objectives 2 & 3

Objectives	Strategy	Timeline	Metric	Lead
<p>2. Communicate proactively and regularly about our decision-making and response.</p> <p>3. Ensure outreach and communication is linguistically and culturally appropriate</p>	<ol style="list-style-type: none"> 1) Maintain updated and relevant information/ announcements on website and Sequoia Strong 2) 2-3 weekly posts on social media venues promoting activities/relevant information 3) Develop monthly e-newsletter email blasts 4) Provide monthly town halls in English and Spanish featuring a timely and relevant topics. Allow for public dialogue through Q and A. 5) Generate open letters to community via newspapers, website, social media 6) Annual report in October 7) Consider other languages besides English & Spanish 	<p>July 2022- June 2025 (ongoing)</p> <p>July 2022- June 2025 (ongoing)</p> <p>Ongoing</p> <p>Develop 2 per year July 2022- June 2025</p>	<p>Website has new fresh look, consistently updated and is in Spanish</p> <p>Monthly newsletter email blasts</p> <p>Annual Report</p> <p>Health Fair</p> <p>Analytics measure website utilization</p>	<p>Luz Garcia</p> <p>With support from Pamela and Jenny</p>
<p><i>Intentionally left blank for board recommended strategies</i></p>				

Communication Objective 4

Objectives	Strategy	Timeline	Metric	Lead
<p>4. Engage community leaders for their expertise, feedback, and partnership</p>	<ol style="list-style-type: none"> 1) Quarterly Presentations to City Councils 2) Hold roundtable discussions with non-profit leaders to understand challenges/opportunities 3) Regularly meet with government and community health leaders to discuss current community concerns and potential collaborative solutions 	<p>Sept 2022- June 2025</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Quarterly presentations to City councils</p> <p>Bi-annual roundtable discussions with community leaders</p> <p>At least 1 discussion per month gov/ public health leaders</p>	<p>Pamela and Board with support from Jenny and Luz</p> <p>Karen on school health related topics</p>
	<p><i>Intentionally left blank for board recommended strategies</i></p>			



ADVOCACY

Priority Area: Advocacy

Goal: Be an advocate for change on issues that impact the health of district residents

Target Areas	Objectives
<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>	<ol style="list-style-type: none">1) Implement District Advocacy Guiding Principles and Strategies that provide leadership and direction on a range of issues impacting District residents including:<ul style="list-style-type: none">▪ Community Health▪ Finance▪ Access to Care▪ Local government2) Remain vigilant in staying informed and engaged in legislation-related discussions and decisions
<p><i>Intentionally left blank for board recommended objectives</i></p>	

Advocacy Objective 1

Objective	Strategy	Timeline	Metric	Lead
<p>1. Implement District Advocacy Guiding Principles and Strategies that provide leadership and direction on a range of issues impacting District residents including community health, finance, access to care, and local government</p>	<ol style="list-style-type: none"> 1) Actively engage community health support proposals that address social determinants of health, illness prevention, community health and wellness 2) Support increased reimbursement funding for outpatient, behavioral health, substance abuse, case management, workforce needs and population health 3) Support proposals to improve access to care, reduce health inequities and eliminate barriers to good health, increase equitable distribution of resources necessary to serve vulnerable populations, 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 4) Support and preserve the autonomy of Healthcare Districts. 5) 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. 	<p>July 2022-July 2025</p>	<p>TBD</p>	<p>Pamela with support of all staff and Board</p>

Intentionally left blank for board recommended strategies

Refinements Across Priority Areas

- What connection points are important to discuss across the five priority areas?
- What ideas and opportunities should we note for later consideration? These may include ideas that don't neatly fit into a priority area or emergent opportunities to consider as staff refine tactics in support of each goal.

Next Steps and Wrap-up

- Staff will update the draft plan based on today's conversation
- 2022-23 budget projections will be based on the plan
- The final plan will be presented at our June 1, 2022 Board meeting for adoption. The plan will be effective July 1, 2022
- Staff will report progress at each board meeting

Organizational Equity Self-Assessment

[adapted from Colorado School of Mines]

Please complete for April 28, 2022 Sequoia Healthcare District Board Retreat

Y= yes, N= no, S= Somewhat, DK = Don't Know, NA = Not applicable

Vision, Messaging, & Data					
1. Our organization is actively committed to issues of diversity, equity, and inclusion (DEI)	Y	N	S	DK	NA
2. Our organization's mission and vision statements include references to DEI goals	Y	N	S	DK	NA
3. Our organization has easily identifiable and accessible resources dedicated to DEI, including professional development or training opportunities.	Y	N	S	DK	NA
4. Our commitment to DEI is reflected in internal and external materials (website, newsletters, marketing, etc.)	Y	N	S	DK	NA
5. Our organization actively collects and reviews data related to DEI efforts.	Y	N	S	DK	NA
6. Our organization uses this data to be responsive to DEI needs.	Y	N	S	DK	NA
Comments/Notes:					

Hiring, Staffing, & Support					
1. Our organization actively values and seeks to hire a diverse staff.	Y	N	S	DK	NA
2. Staff from underrepresented identity groups	Y	N	S	DK	NA

are proportionally represented in leadership/management positions.	
3. Mentoring/support is provided to ensure the needs of staff of all backgrounds are met.	Y N S DK NA
4. Our organization welcomes and regularly engages in conversations about DEI.	Y N S DK NA
5. If issues of inequity or exclusion arise, they are addressed directly and promptly.	Y N S DK NA
Comments/Notes:	

Organization Climate	
1. There is a clear culture of respect, collegiality, and collaboration across all differences at all levels of our organization.	Y N S DK NA
2. Events and activities sponsored by the organization are accessible and inclusive.	Y N S DK NA
3. It appears that all staff members feel comfortable and welcome to be their full selves in our organization.	Y N S DK NA
4. Visible images, physical space, etc. are welcoming to staff/employees of diverse backgrounds.	Y N S DK NA
Comments/Notes:	



APR 30

Sequoia Healthcare District: Past, Present, and Future

by [Sequoia Healthcare District](#)

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Come celebrate Sequoia Healthcare District's 75th anniversary with a distinguished panel of speakers at the San Mateo County History Museum.

Date and time
Sat, April 30, 2022
1:00 PM - 2:00 PM PDT

About this event

The San Mateo County History Museum will recognize the Sequoia Healthcare District's 75th year of supporting our community's health by presenting a panel of speakers who will discuss "Sequoia Healthcare District: Past, Present and Future," on **Saturday, April 30, 2022 at 1 p.m.** Panelists will include former Sequoia Hospital CEO and current District Board member Art Faro, current Sequoia Hospital CEO Bill Graham and Sequoia Healthcare District CEO Pamela Kurtzman.

Location
San Mateo County History Museum
2200 Broadway
Redwood City, CA 94063
[View Map](#)

These three panelists will share stories of Sequoia Healthcare District and Sequoia Hospitals' past shared history. They will take the audience on a trip down memory lane and also speak to the current and future of the healthcare district and the hospital.

Tags

- United States Events
- California Events
- Things to do in Redwood City, CA
- #weekend
- #museum
- #speakers
- #publichealth
- #public_health
- #weekend_activities
- #weekend_things_to_do
- #museumexhibit
- #75thanniversary
- #museumevents

Share with friends



Sequoia Healthcare District

Organizer of Sequoia Healthcare District: Past, Present, and Future

Sequoia Healthcare District serves the residents of central and southern San Mateo County. Specifically this includes the cities of Atherton, Belmont, Redwood City, Portola Valley, San Carlos, Woodside and portions of Menlo Park, Foster City and San Mateo.



Sequoia
Healthcare
District

FOR YOUR HEALTH

Celebrating **75** Years
Building a healthier community

HEALTH FAIR ON THE SQUARE



Register to enter
our raffle!



SATURDAY, MAY 21ST
10 AM - 4 PM

RWC COURTHOUSE SQUARE



2200 Broadway
Redwood City, CA 94063



**Silent
Disco**

**CPR
Training**

Music

**FREE
ADMISSION**

**50+
Community
Organizations**

**Bike
Rodeo**

**Masks
Encouraged**

in collaboration with





Sequoia
Healthcare
District

FOR YOUR HEALTH

Celebrando **75** Años
Construyendo una comunidad más saludable

FERIA DE SALUD EN LA PLAZA

¡Regístrate para
participar en
nuestro sorteo!



**SÁBADO, 21 DE MAYO
10 AM - 4 PM**

PLAZA DEL PALACIO DE JUSTICIA



2200 Broadway
Redwood City, CA 94063



**Discoteca
silenciosa**



**Clases
de RCP**



Música



**Rodeo de
bicicletas**



**Entrada
Gratis**

**50+
Organizaciones
Comunitarias**



Se
recomienda
usar cubre
bocas



en colaboración con

