

Sequoia Hospital

Community Benefit 2021 Report and 2022 Plan

Adopted November 2021



A message from

Bill Graham, president of Sequoia Hospital, and Jason Wong, M.D., Chair of the Dignity Health Sequoia Hospital Community Board.

Dignity Health's approach to community health improvement aims to address significant health needs identified in the Community Health Needs Assessments that we conduct with community input, including from the local public health department. Our initiatives to deliver community benefit include financial assistance for those unable to afford medically necessary care, a range of prevention and health improvement programs conducted by the hospital and with community partners, and investing in efforts that address social determinants of health.

Sequoia Hospital shares a commitment with others to improve the health of our community, and delivers programs and services to help achieve that goal. The Community Benefit 2021 Report and 2022 Plan describes much of this work. This report meets requirements in California state law (Senate Bill 697) that not-for-profit hospitals produce an annual community benefit report and plan. Dignity Health hospitals in Arizona and Nevada voluntarily produce these reports and plans, as well. We are proud of the outstanding programs, services and other community benefits our hospital delivers, and are pleased to report to our community.

In fiscal year 2021 (FY21), Sequoia Hospital provided \$22,417,030 in patient financial assistance, unreimbursed costs of Medicaid, community health improvement services and other community benefits. The hospital also incurred \$53,695,855 in unreimbursed costs of caring for patients covered by Medicare.

The hospital's Community Board reviewed, approved and adopted the Community Benefit 2021 Report and 2022 Plan at its November 3, 2021 meeting.

Thank you for taking the time to review our report and plan. We welcome any questions or ideas for collaborating that you may have by reaching out to Marie.Violet@DignityHealth.org or Tricia.Coffey@DignityHealth.org.





Bill Graham, President
President

Jason Wong, M.D
Chairperson, Board of Directors

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At-a-Glance Summary

<p>Community Served</p> 	<p>Dignity Health Sequoia Hospital serves the cities in mid-county, south county, and coastsides of San Mateo County (SMC), including the cities of Belmont, Burlingame, Foster City, San Carlos, San Mateo, Atherton, East Palo Alto, Menlo Park, Portola Valley, Redwood City, Woodside, and Half Moon Bay.</p> <p>SMC residents are healthier than in many other places. However, the data also demonstrates that preventable diseases are on the rise and so we must do more to prevent these diseases from occurring in the first place. It also shows that health is not distributed evenly across the population, and there are many communities that still do not experience good health and a high quality of life.</p> <p>Despite the fact that half of households in the county earn more than \$100,000 per year, nearly one in five (19.8%) county residents live below 200% of the federal poverty level.</p>			
<p>Economic Value of Community Benefit</p> 	<p>\$22,417,030 in patient financial assistance, unreimbursed costs of Medicaid, community health improvement services, community grants and other community benefits</p> <p>\$53,695,855 in unreimbursed costs of caring for patients covered by Medicare</p>			
<p>Significant Community Health Needs Being Addressed</p> 	<p>The significant community health needs the hospital is helping to address and that form the basis of this document were identified in the hospital's 2019 Community Health Needs Assessment (CHNA). Needs being addressed by strategies and programs are:</p> <table border="1" data-bbox="415 1094 1427 1262"> <tr> <td data-bbox="415 1094 857 1262"> <ul style="list-style-type: none"> • <i>Healthy lifestyles</i> • <i>Housing & homelessness</i> </td> <td data-bbox="857 1094 1427 1262"> <ul style="list-style-type: none"> • <i>Mental health and well-being</i> • <i>Health care access & delivery</i> </td> </tr> </table>		<ul style="list-style-type: none"> • <i>Healthy lifestyles</i> • <i>Housing & homelessness</i> 	<ul style="list-style-type: none"> • <i>Mental health and well-being</i> • <i>Health care access & delivery</i>
<ul style="list-style-type: none"> • <i>Healthy lifestyles</i> • <i>Housing & homelessness</i> 	<ul style="list-style-type: none"> • <i>Mental health and well-being</i> • <i>Health care access & delivery</i> 			
<p>FY21 Programs and Services</p> 	<p>The hospital delivered several programs and services to help address identified significant community health needs. These included:</p> <p>Health Need: <i>Healthy lifestyles</i></p> <ul style="list-style-type: none"> • LiveWell Program - Health screening program conducted monthly at 7 sites in the community. Services included free screening for blood pressure, monitoring screening results, one-on-one counseling and referrals to physicians for abnormal results. • Bingocize® - An evidence-based program that mixes exercise, health education, and bingo to help overcome health problems in participants across the entire spectrum of care. • Dignity Health Sequoia Hospital Community Grant awarded to United through Education/Familias Unidas to support project Familias Unidas Family Engagement Workshop, an eight week workshop serving low-income and newcomer families. • Charitable cash and in-kind donations <p>Health Need: <i>Housing & homelessness</i></p> <ul style="list-style-type: none"> • Discharge Planning for Homeless Patients - Supportive services include a meal, weather-appropriate clothing, medications, transportation (30 miles/minutes from the 			

hospital), infectious disease screening, vaccinations (appropriate for the presenting medical condition, and screening for affordable healthcare coverage. For shelter, the San Mateo County Coordinated Entry System at the core service agency is called.

- Dignity Health Sequoia Hospital Community Grant awarded to LifeMoves to support project Homeless Outreach Team (HOT) Program which provides critically needed support services to unsheltered homeless people in San Mateo County.
- Charitable cash and in-kind donations

Health Need: *Mental health and well-being*

- New Parents Support Group - helps people navigate the challenges of parenting in a structured, inclusive, strength-based and empowering group experience.
- Dignity Health Sequoia Hospital Community Grant awarded to Acknowledge Alliance to support project Collaborative Counseling and Transition Program which offers direct psychotherapy services to at-risk youth in San Mateo County Court and Community Schools.
- Dignity Health Sequoia Hospital Community Grant awarded to Friends for Youth to support project WHY (Whole Health for Youth) Initiative which strives to improve youth mental health and wellness by providing accessible wellness programs.
- Charitable cash and in-kind donations

Health Need: *Health care access & delivery*

- Community based COVID-19 testing and vaccine clinics for underserved and vulnerable populations.
- Financial assistance for the uninsured or underinsured – Provided financial assistance (including discounts and charity care) to those who have health care needs and are uninsured, underinsured, ineligible for a government program or otherwise unable to pay.
- Sequoia Community Care - Program designed to offer services and community resources to allow older adults discharged from Sequoia Hospital to recover safely and healthily in their community dwelling.
- Dignity Health Sequoia Hospital Community Grant awarded to Operation Access to support project San Mateo Specialty Care Access & Delivery Program, which coordinates donated surgical and specialty care for uninsured people in San Mateo County
- Charitable cash and in-kind donations

FY22 Planned Programs and Services



FY21 programs will continue and we will need to continually engage our community partners in accessing, planning and developing programs and services in light of COVID-19.

This document is publicly available online at

<https://www.dignityhealth.org/bayarea/locations/sequoia/about-us/community-benefits>.

Written comments on this report can be submitted to Dignity Health Sequoia Hospital, Health & Wellness Department, 170 Alameda de las Pulgas, Redwood City, CA 94062. To send comments or questions about this report, please visit [dignityhealth.org/sequoia/contact-us](https://www.dignityhealth.org/sequoia/contact-us) and select the “CHNA comments” in the drop-down menu.

Our Hospital and the Community Served

About Sequoia Hospital

Sequoia Hospital is a member of Dignity Health, which is a part of CommonSpirit Health. The hospital is located at 170 Alameda de las Pulgas in Redwood City, California, and serves the communities of San Mateo County. Our facility is licensed for 208 beds, is served by more than 900 employees, and benefits from more than 500 physicians on staff offering a full range of medical, surgical and specialty programs. Sequoia's Heart and Vascular Institute is a nationally known pioneer in advanced cardiac care. Sequoia has received national recognition as one of America's top 100 hospitals for cardiac care, as well as for superior patient safety from Healthgrades. Our Birth Center is consistently ranked as a favorite among Peninsula families, and we're also known for our Center for Total Joint Replacement and comprehensive emergency care.

Our Mission

As CommonSpirit Health, we make the healing presence of God known in our world by improving the health of the people we serve, especially those who are vulnerable, while we advance social justice for all.

Our Vision

A healthier future for all – inspired by faith, driven by innovation, and powered by our humanity.

Financial Assistance for Medically Necessary Care

Sequoia Hospital is dedicated to creating healthier communities by providing financial assistance to persons who have health care needs and are uninsured, underinsured, ineligible for a government program, or otherwise unable to pay. Advocating for the poor and vulnerable is both our mission and our passion. The hospital has financial assistance available to help pay for medically necessary services provided to those patients who meet certain income requirements. The financial assistance policy, a plain language summary of the policy, and a financial assistance application are on the hospital's website.

Description of the Community Served

Sequoia Hospital serves the cities in mid-county, south county, and coastside of San Mateo County (SMC), including the cities of Belmont, Burlingame, Foster City, San Carlos, San Mateo, Atherton, East Palo Alto, Menlo Park, Portola Valley, Redwood City, Woodside, and Half Moon Bay.

A summary description of the community is below. Additional details can be found in the CHNA report online.

San Mateo County (SMC) residents are healthier than in many other places. However, the data also demonstrates that preventable diseases are on the rise and so we must do more to prevent these diseases from occurring in the first place. It also shows that health is not distributed evenly across the population, and there are many communities that still do not experience good health and a high quality of life.

Average salaries, adjusted for inflation, are currently well above the California average. The cost of living is higher in SMC than almost anywhere else in the nation. A single parent with two children must earn approximately \$78,000 annually to meet the family’s basic needs. SMC housing rental and childcare costs exceed the state’s average. A total of 18.9 percent of SMC adults live below 200 percent of the Federal Poverty Level.

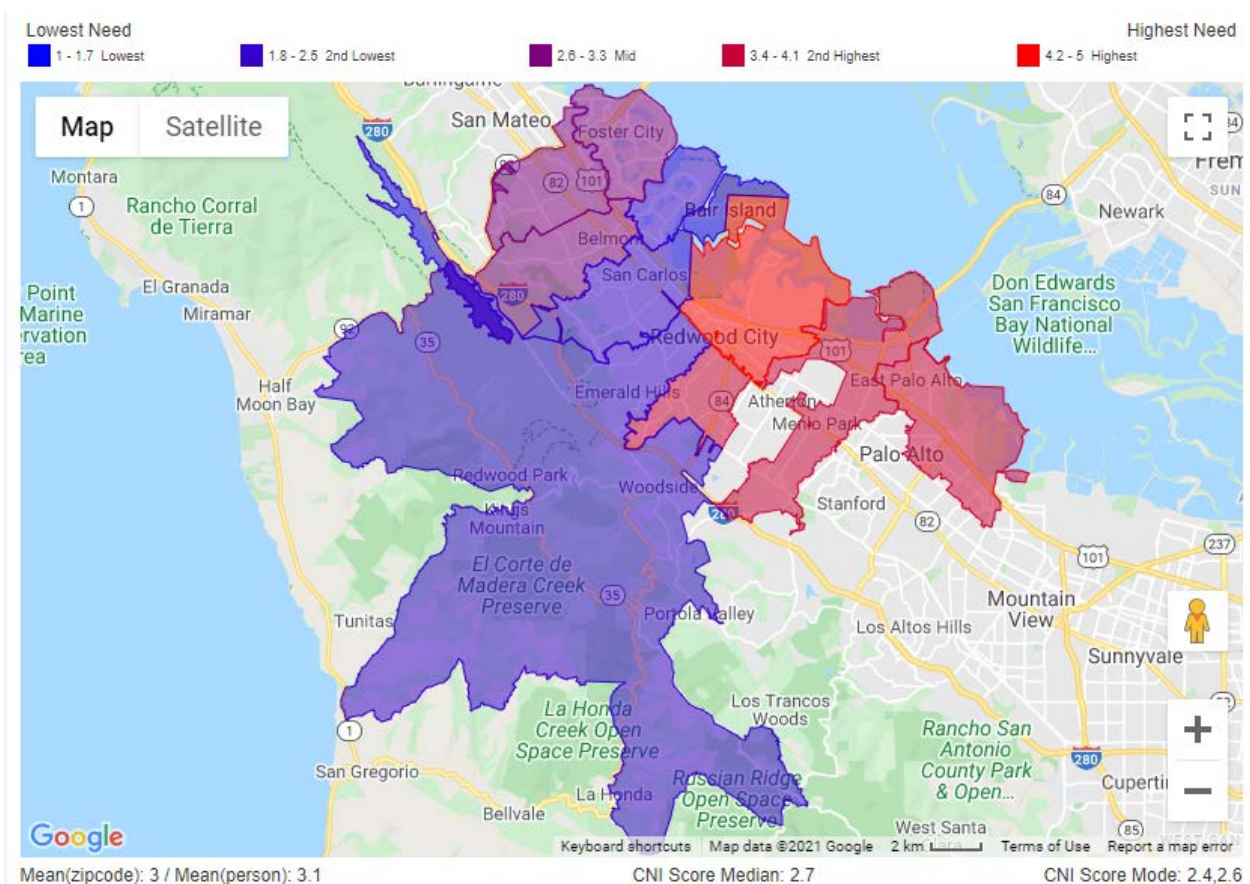


	FY21
Total Population	345,020
Race	
White - Non-Hispanic	43.2%
Black/African American - Non-Hispanic	2.6%
Hispanic or Latino	26.3%
Asian/Pacific Islander	22.9%
All Others	5.1%
% Below Poverty	4.4%
Unemployment	3.4%
No High School Diploma	9.3%
Medicaid (household)	5.7%
Uninsured (household)	2.4%
Source: Claritas Pop-Facts® 2021; SG2 Market Demographic Module	

Community Need Index

One tool used to assess health need is the Community Need Index (CNI) created and made publicly available by Dignity Health and IBM Watson Health. The CNI analyzes data at the zip code level on five factors known to contribute or be barriers to health care access: income, culture/language, education, housing status, and insurance coverage.

Scores from 1.0 (lowest barriers) to 5.0 (highest barriers) for each factor are averaged to calculate a CNI score for each zip code in the community. Research has shown that communities with the highest CNI scores experience twice the rate of hospital admissions for ambulatory care sensitive conditions as those with the lowest scores.



Zip Code	CNI Score	Population	City	County	State
94002	2.6	28332	Belmont	San Mateo	California
94025	3.6	44337	Menlo Park	San Mateo	California
94061	3.4	38678	Redwood City	San Mateo	California
94062	2.4	27230	Redwood City	San Mateo	California
94063	4.2	35428	Redwood City	San Mateo	California
94065	2.4	12892	Redwood City	San Mateo	California
94070	2.2	30487	San Carlos	San Mateo	California
94303	3.8	47097	Palo Alto	San Mateo	California
94403	2.8	43053	San Mateo	San Mateo	California
94404	2.6	37486	San Mateo	San Mateo	California

Community Assessment and Significant Needs

The hospital engages in multiple activities to conduct its community health improvement planning process. These include, but are not limited, to conducting a Community Health Needs Assessment with community input at least every three years, identifying collaborating community stakeholder organizations, describing anticipated impacts of program activities and measuring program indicators.

Community Health Needs Assessment

The health issues that form the basis of the hospital's community benefit plan and programs were identified in the most recent CHNA report, which was adopted in May 2019.

The CHNA contains several key elements, including:

- Description of the assessed community served by the hospital;
- Description of assessment processes and methods;
- Presentation of data, information and findings, including significant community health needs;
- Community resources potentially available to help address identified needs; and
- Discussion of impacts of actions taken by the hospital since the preceding CHNA.

Additional detail about the needs assessment process and findings can be found in the CHNA report, which is publicly available at <https://www.dignityhealth.org/bayarea/locations/sequoia/about-us/community-benefits> or upon request at the hospital's Health & Wellness office.

Significant Health Needs

The most recent community health needs assessment identified the following significant community health needs:

- **Healthy lifestyles**
- **Housing and homelessness**
- **Mental health and well-being**
- **Health care access and delivery**

Significant Needs the Hospital Does Not Intend to Address

The four needs above are the ones prioritized as significant, and the hospital intends to take actions to help address each of them. The 2019 CHNA report also identified other needs not prioritized as significant

2021 Report and 2022 Plan

This section presents strategies and program activities the hospital is delivering, funding or on which it is collaborating with others to address significant community health needs. It summarizes actions taken in FY21 and planned activities for FY22, with statements on anticipated impacts, planned collaboration, and patient financial assistance for medically necessary care. Program Digests provide detail on select programs' goals, measurable objectives, expenses and other information.

This report specifies planned activities consistent with the hospital's mission and capabilities. The hospital may amend the plan as circumstances warrant. For instance, changes in significant community health needs or in community assets and resources directed to those needs may merit refocusing the hospital's limited resources to best serve the community.

The anticipated impacts of the hospital's activities on significant health needs are summarized below, and for select program initiatives are stated in Program Digests. Overall, the hospital anticipates that actions taken to address significant health needs will: improve health knowledge, behaviors, and status; increase access to needed and beneficial care; and help create conditions that support good health. The hospital works to evaluate impact and sets priorities for its community health programs in triennial Community Health Needs Assessments.



Creating the Community Benefit Plan

Sequoia Hospital is dedicated to improving community health and delivering community benefit with the engagement of its management team, board, clinicians and staff, and in collaboration with community partners.

The 2019 CHNA is the guide we utilized to create the Community Benefit Plan for the next three years with a focus on the four prioritized significant health needs (Healthy lifestyles, Housing and homelessness, Mental health and well-being and Health care access and delivery).

Community input was obtained from focus groups conducted for the CHNA and from members of our Community Advisory Committee. Key informant interviews for the CHNA and meetings with our community partners provided valuable information on newly identified needs.

Sequoia's existing programs were reviewed by hospital leadership and staff, as well as evaluation by community participants and partners. Existing programs with evidence of success and impact will be continued.

Prevention is a driver of our programs. Collaboration with community organizations allows us to contribute to expanding or adapting a partner's existing programs and facilitating access to appropriate skills or resources needed for success. It is our intention that programs that we sponsor will serve both broad and vulnerable communities and will contribute to containing the growth of community health care costs.

Programs will be evaluated throughout the year utilizing input from our community advisors, partners, newly published data and our own program outcome measures data. This dynamic approach will allow us to respond to identified needs by revising program strategies and adding enhancements on a regular basis.

Impact of the Coronavirus Pandemic

Hospitals are on the front lines of this pandemic and many struggle to meet surge demands for care, which are straining hospital staff and budgets. Despite these challenges, Sequoia Hospital reached out to existing community partners and created new partnerships to improve access to COVID-19 testing and vaccinations for populations that have been disproportionately impacted.

Sequoia Hospital shifted some of our community benefit programs to respond to the pandemic through community health improvement activities, such as:

- Promoting awareness and education activities for the community (e.g., Facebook Live events, Town Halls;
- Offering free COVID-19 immunizations and improving access through on-site and off-site testing;
- Launching interventions to address the social needs of the community (e.g., social and environmental improvements such as reducing food insecurity); and
- Having executive and other employee time dedicated to planning for and recovering from the public health emergency.


These community health improvement activities have the potential to help address the underlying inequities leading to disparities in COVID-19 and other health outcomes.

Report and Plan by Health Need

The tables below present strategies and program activities the hospital has delivered or intends to deliver to help address significant health needs identified in the community health needs assessment.

They are organized by health need and include statements of strategy and program impact, and any collaboration with other organizations in our community.



 Health Need: Healthy lifestyles			
Strategy or Program Name	Summary Description	Active FY21	Planned FY22
LiveWell Program	Health screening program conducted monthly at 7 sites in the community. Services include free screenings for blood pressure and diabetes, monitoring screening results, one-on-one counseling and referrals to physicians for abnormal results.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Diabetes Empowerment Education Program (DEEP)	Evidence based educational program designed to engage community residents in self-management practices for prevention and control of diabetes.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Make Time for Fitness Program	Make Time for Fitness (MTF) encourages healthy eating, physical activity, anti-bullying and avoidance of tobacco products, alcohol, and marijuana amongst elementary school students.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Matter of Balance Program	A six week evidence based structured group intervention that emphasizes practical strategies to reduce fear of falling and increase activity levels.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Bingocize®	An evidence-based program that mixes exercise, health education, and bingo to help overcome health problems in participants across the entire spectrum of care.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Dignity Health Sequoia Hospital Community Grants Program	Financial grants are given to non-profit organizations working together to improve health status and quality of life in the communities we serve.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Charitable cash and in-kind donations	Charitable cash and in-kind donations are used to improve the health and well-being of vulnerable and underserved populations.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Impact:			

- Detect early signs of disease and refer for treatment to primary care physicians to reduce the incidences of adverse effects.
- Prevent and/or reduce adverse health outcomes of an unintended injury.
- Educate stroke survivors and their caregivers.
- Deliver services and strengthen service systems, to improve the health and well-being of vulnerable and underserved populations.

Collaboration:

- Dairy Council of California
- Fair Oaks Adult Activity Center
- Little House Activity Center
- Redwood City Parks, Recreation and Community Services
- Redwood City School District
- San Carlos Adult Community Center
- San Mateo County Public Health Nutrition
- San Mateo County Tobacco Prevention Program
- Sequoia Healthcare District
- Sequoia Union High School District
- Sodexo Education
- Twin Pines Senior & Community Center
- UC Cal Fresh Nutrition Education Program
- United through Education – Familias Unidas
- Veterans Memorial Senior Center
- Villages of San Mateo County

Health Need: Housing & Homelessness

Strategy or Program Name	Summary Description	Active FY20	Planned FY21
Discharge Planning for Homeless Patients	<p>The hospital has a written discharge policy and procedure for patients identified as homeless. The patient may accept or decline any or all interventions offered. Supportive services include a meal, weather-appropriate clothing, medications, transportation (30 miles/minutes from the hospital), infectious disease screening, vaccinations (appropriate for the presenting medical condition, and screening for affordable healthcare coverage. For shelter, the San Mateo County Coordinated Entry System at the core agency is called.</p> <p>The hospital care coordinators and social workers engage the services of LifeMoves “Homeless Outreach Team” (HOT) to provide a broad range of services which include outreach and engagement, intensive case management (including support in following-up on medical appointments), benefits enrollment , and transportation to and from medical appointments.</p>	☒	☒
Dignity Health Sequoia Hospital Community Grants Program	Financial grants are given to non-profit organizations working together to improve health status and quality of life in the communities we serve.	☒	☒
Charitable cash and in-kind donations	Charitable cash and in-kind donations are used to improve the health and well-being of vulnerable and underserved populations.	☒	☒

Impact:

- Enhance public health and relieve the burden of government to improve health.
- Deliver services and strengthen service systems, to improve the health and well-being of vulnerable and underserved populations.

Collaboration:

- Fair Oaks Community Center
- HIP Housing
- LifeMoves
- Redwood City Police Department
- Samaritan House (SMC Coordinated Entry System)
- San Mateo County Behavioral Health & Recovery Services
- San Mateo Medical Center



Health Need: Mental health and well-being

Strategy or Program Name	Summary Description	Active FY21	Planned FY22
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New Parents Support Group	Helps people navigate the challenges of parenting in a structured, inclusive, strength-based and empowering group experience.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
HeartMath	The HeartMath system empowers people to self-regulate their emotions and behaviors to reduce stress, increase resilience, and unlock their natural intuitive guidance for making more effective choices.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Dignity Health Sequoia Hospital Community Grants Program	Financial grants are given to non-profit organizations working together to improve health status and quality of life in the communities we serve.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Charitable cash and in-kind donations	Charitable cash and in-kind donations are used to improve the health and well-being of vulnerable and underserved populations.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Impact:

- Improve youth mental health and wellness through coordinated prevention and early intervention services.
- Enhance public health and relieve the burden of government to improve health.
- Deliver services and strengthen service systems, to improve the health and well-being of vulnerable and underserved populations.

Collaboration:

- Acknowledge Alliance
- Boys and Girls Club of the Peninsula
- Fair Oaks Community Center
- Friends for Youth
- Jacki Silber, LMFT – Counseling & Mental Health
- Justice At Last
- LifeMoves
- Mental Health Association of San Mateo County
- One Life Wellness Center
- Redwood City PAL (Police Activities League)
- Samaritan House
- San Mateo County Behavioral Health & Recovery Services
- San Mateo County Human Trafficking Initiative
- San Mateo County Probation Department
- Sequoia Union High School District
- Siena Youth Center

 Health Need: Access to Care				
Strategy or Program Name	Summary Description	Active FY21	Planned FY22	
Financial assistance for the	Financial assistance to uninsured or underinsured patients who meet certain income requirements to help	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	

uninsured or underinsured	pay for medically necessary hospital services provided by Dignity Health.			
Sequoia Community Care	Program designed to offer services and community resources to allow older adults discharged from Sequoia Hospital to recover safely and healthily return to their community dwelling.	☒	☒	
Operation Access	Provide in-kind support to Operation Access, which coordinates surgeries and medical procedures for uninsured people through its network of volunteers and participating hospitals	☒	☒	
COVID-19 Immunization Clinic	Community based COVID-19 vaccine clinics for underserved and vulnerable populations.	☒	☒	
Dignity Health Sequoia Hospital Community Grants Program	Financial grants are given to non-profit organizations working together to improve health status and quality of life in the communities we serve.	☒	☒	
Charitable cash and in-kind donations	Charitable cash and in-kind donations are used to improve the health and well-being of vulnerable and underserved populations.	☒	☒	
Impact:				
<ul style="list-style-type: none"> ● Increase access to appropriate health care services. ● Enhance public health and relieve the burden of government to improve health. ● Deliver services and strengthen service systems, to improve the health and well-being of vulnerable and underserved populations. 				
Collaboration				
<ul style="list-style-type: none"> ● Bay Area Christian Church ● Bay Area Community Health Advisory Council ● Casa Circulo Cultural ● CCCS NFO/RWC Implementation Workgroup ● Fair Oak Health Center ● Hope Technology School ● Hopkins Manor ● Justice At Last ● Mental Health Association of San Mateo County ● Operation Access ● Pathways Home Health and Hospice ● Redwood City Fire Department ● Redwood City Together ● Samaritan House ● San Mateo County Health ● Sequoia Healthcare District ● St. James AME Zion Church ● St. Francis Center 				

Community Grants Program

One important way the hospital helps to address community health needs is by awarding financial grants to non-profit organizations working together to improve health status and quality of life. Grant funds are


used to deliver services and strengthen service systems, to improve the health and well-being of vulnerable and underserved populations.

In FY21, the hospital awarded the grants below totaling \$137,665. Some projects also may be described elsewhere in this report.

Grant Recipient	Project Name	Amount
Operation Access	San Mateo Specialty Care Access & Delivery Program	\$20,000
Acknowledge Alliance	Collaborative Counseling and Transition Program	\$20,000
LifeMoves	Homeless Outreach Team (HOT) Program	\$23,665
United through Education- Familias Unidas	Familias Unidas Family Engagement Workshop	\$24,000
Friends for Youth	WHY (Whole Health for Youth) Initiative	\$50,000

Program Digests

The following pages include Program Digests describing key programs and initiatives that address one or more significant health needs. The digests include program descriptions and intervention actions, statements of which health needs are being addressed, any planned collaboration, and program goals and measurable objectives.

 LiveWell	
Significant Health Needs Addressed	<ul style="list-style-type: none"> ✓ Healthy Lifestyles ☐ Housing and homelessness ☐ Mental health and well-being ✓ Health care access & delivery
Program Description	Health screening program conducted monthly at 7 sites in the community by a registered nurse. Services include free screenings for blood pressure and diabetes, monitoring screening results, one-on-one counseling and referrals to physicians for abnormal results.
Community Benefit Category	A2-d Community-Based Clinical Services - Immunizations/Screenings
FY 2021 Report	
Program Goal / Anticipated Impact	To detect early signs of disease, to monitor and refer for treatment to primary care physician, and to reduce the incidences of adverse effects.
Measurable Objective(s) with Indicator(s)	<p><i>Blood Pressure Screenings</i></p> <ul style="list-style-type: none"> ● # of screenings provided ● # of referrals made to primary care physician ● # of participants receiving one-on-one counseling <p><i>Glucose Screenings</i></p> <ul style="list-style-type: none"> ● # of screenings provided ● # of referrals made to primary care physician ● # of participants receiving one-on-one counseling <p><i>Annual Survey of participants and site directors</i></p>
Intervention Actions for Achieving Goal	<ul style="list-style-type: none"> ● Nurse wellness-check phone calls conducted weekly while community sites were closed to in-person services. ● Offered no cost drive-up blood pressure screenings which included counseling and routine monitoring at 7 senior/community center sites. We were unable to offer glucose screenings due to physical limitations of the drive-up model. ● Convened a virtual networking meeting with directors of local senior/community center sites. ● Hosted virtual health education lectures to help address older adult's physical and mental health. Lecture topics: <ul style="list-style-type: none"> • HeartMath • Heart Health Basics • Shoulder Pain: Common Causes & Treatment • Lose Weight & Gain Joy!

Collaboration	<ul style="list-style-type: none"> ● Veterans Memorial Senior Center ● Adaptive Physical Education Center ● Twin Pines Senior & Community Center ● San Carlos Adult Community Center ● Little House Activity Center ● Fair Oaks Adult Activity Center ● Redwood Shores Branch Library
Performance / Impact	<p><i>Blood Pressure Screenings</i></p> <ul style="list-style-type: none"> ● 306 screenings provided ● 36 referrals made to primary care physician ● 111 participants received one-on-one counseling <p><i>Glucose Screenings</i></p> <ul style="list-style-type: none"> ● We were unable to offer glucose screenings due to physical limitations of the drive-up model. <p><i>Annual Survey - site directors comments*</i></p> <ul style="list-style-type: none"> ● Provides a professional service ● Promotes wellness at no cost to the individual ● Reliable and convenient <p>*We were unable to survey participants due to physical limitations of the drive-up model.</p>
Hospital's Contribution / Program Expense	.20 FTE
FY 2022 Plan	
Program Goal / Anticipated Impact	To detect early signs of disease, to monitor and refer for treatment to primary care physician, and to reduce the incidences of adverse effects.
Measurable Objective(s) with Indicator(s)	<p><i>Blood Pressure Screenings</i></p> <ul style="list-style-type: none"> ● # of screenings provided ● # of referrals made to primary care physician ● # of participants receiving one-on-one counseling <p><i>Glucose Screenings</i></p> <ul style="list-style-type: none"> ● # of screenings provided ● # of referrals made to primary care physician ● # of participants receiving one-on-one counseling <p><i>Annual Survey of participants and site directors</i></p>
Intervention Actions for Achieving Goal	Offer no cost screenings for hypertension and diabetes, as well as counseling and routine monitoring at 7 senior/community center sites.
Planned Collaboration	<ul style="list-style-type: none"> ● Veterans Memorial Senior Center ● Adaptive Physical Education Center ● Twin Pines Senior & Community Center ● San Carlos Adult Community Center ● Little House Activity Center ● Fair Oaks Adult Activity Center ● Redwood Shores Sandpiper Community Center



Make Time for Fitness

Significant Health Needs Addressed	<ul style="list-style-type: none"> ✓ Healthy Lifestyles ☐ Housing and homelessness ✓ Mental health and well-being ☐ Health care access & delivery
Program Description	Make Time for Fitness (MTF) is a program designed to address healthy eating, physical activity, anti-bullying and avoidance of tobacco products, alcohol, and marijuana among 4th grade students attending Redwood City school District (RCSD) schools.
Community Benefit Category	A1: Community Health Education
FY 2021 Report	
Program Goal / Anticipated Impact	Teach school-aged children to recognize and adopt behaviors for lifelong good health.
Measurable Objective(s) with Indicator(s)	<p><i>Objectives</i></p> <ul style="list-style-type: none"> ● Increase knowledge of healthy eating, physical activity, anti-bullying and avoidance of tobacco products, alcohol, and marijuana. <p><i>Indicators</i></p> <ul style="list-style-type: none"> ● Student behavior change survey ● Teacher evaluation
Intervention Actions for Achieving Goal	<ul style="list-style-type: none"> ● A Make Time for Fitness planning and implementation committee was convened by the director of Health & Wellness. Members included community partners and volunteers.
Collaboration	<ul style="list-style-type: none"> ● Redwood City School District ● Redwood City Parks, Recreation and Community Services ● Sodexo Education ● San Mateo County Tobacco Prevention Program ● Sequoia Union High School District ● UC Cal Fresh Nutrition Education Program ● San Mateo County Public Health Nutrition ● Sequoia Healthcare District – PE+ program ● Dairy Council of California
Performance / Impact	<ul style="list-style-type: none"> ● Due to COVID-19 the in-person Make Time for Fitness field trip was cancelled. The MTF committee explored the possibility of hosting a virtual event but it was determined that because the RCSD was bringing back in-person learning, combined with distance learning, a virtual event was not feasible. ● Sequoia Hospital provided workbooks for all 4th grade RCSD students, workbooks focused on avoidance of tobacco products, alcohol, and marijuana. ● In lieu of a live or virtual event, partners successfully worked with the RCSD Health and Wellness Coordinator to establish new paths to

	<p>distribute their materials and lesson plans. The distribution model is sustainable for the future and no longer reliant on the MTF program for dissemination.</p> <ul style="list-style-type: none"> The success of embedding the MTF lessons into a sustainable model allowed Sequoia Hospital to refocus resources and to partner with Wender Weis Children's Foundation (WWCF) to create a new program titled Mentoring for the Future. The program provided virtual field trips for high school students teaching them about entry level roles in health care. Sequoia Union High School District, whose students served as leaders of the interactive MTF stations in past years, was one of the recipient districts of the program.
Hospital's Contribution / Program Expense	.10 FTE (Mentoring for the Future) \$2,228 supplies (Mentoring for the Future)
FY 2022 Plan	
Program Goal / Anticipated Impact	Make Time for Fitness Program discontinued
Measurable Objective(s) with Indicator(s)	
Intervention Actions for Achieving Goal	
Planned Collaboration	



Health Advocacy Outreach Program

Significant Health Needs Addressed	<ul style="list-style-type: none"> ✓ Healthy Lifestyles ✓ Housing and homelessness ✓ Mental health and well-being ✓ Health care access & delivery
Program Description	LifeMoves Homeless Outreach Team (HOT) provides critically needed support services to unsheltered homeless people in San Mateo County (SMC) with the goal of promoting sustainable life choices, reducing hospital and emergency visits, and ultimately transitioning out of homelessness. Services offered under the program include connecting the target population to medical and behavioral health services, shelter and housing resources, benefits enrollment, support in following up on medical appointments, transportation, food, and employment search assistance.
Community Benefit Category	E2-a Grants - Program grants
FY 2021 Report	
Program Goal / Anticipated Impact	Provide a natural bridge for disenfranchised individuals to access the services they need.
Measurable Objective(s) with Indicator(s)	<ul style="list-style-type: none"> ● HOT staff will make contact and engage up to 18 unsheltered homeless individuals. Staff will provide all clients with information on available medical, behavioral health, housing and other services available within SMC. ● Up to 18 clients will receive hygiene kits that include food, clothing and other personal items, which will improve client overall wellbeing. ● Clients wishing to exit homelessness will be connected to available shelter beds in SMC or other housing alternatives. ● Approximately 13 clients (70%) will be connected to available social services in SMC. Community safety will be improved by LifeMoves working closely with local law enforcement regarding location and health status of homeless individuals and families.
Intervention Actions for Achieving Goal	<ul style="list-style-type: none"> ● Dignity Health Sequoia Hospital Community Grants Program
Collaboration	<ul style="list-style-type: none"> ● LifeMoves ● Samaritan House (SMC Coordinated Entry System) ● Fair Oaks Community Center ● San Mateo County Behavioral Health & Recovery Services ● Redwood City Police Department ● San Mateo Medical Center
Performance / Impact	<ul style="list-style-type: none"> ● HOT staff contacted and engaged with 24 unsheltered homeless individuals, including six clients referred by Sequoia Hospital Social Workers. 100% of clients were provided with information on available social services in SMC and were assessed for their interest in accessing

	<p>any of these services.</p> <ul style="list-style-type: none"> ● All clients contacted were provided with hygiene kits, food, clothing, and other personal items to improve their well-being. Following the outbreak of COVID-19, clients were also provided with PPE. ● All clients who expressed a desire to exit homelessness were connected to the CES who assigned them to a shelter bed or other housing alternative in SMC, where available. ● The HOT team enjoys a strong working relationship with social service providers in San Mateo County. 18 clients (75%) were connected to available community services. Through its long collaboration with local law enforcement, HOT staff was able to determine the location and health status of several individuals experiencing homelessness.
Hospital's Contribution / Program Expense	Grant funding committed to program: \$20,000
FY 2022 Plan	
Program Goal / Anticipated Impact	Provide a natural bridge for disenfranchised individuals to access the services they need.
Measurable Objective(s) with Indicator(s)	<p><i>Objectives</i></p> <ul style="list-style-type: none"> ● HOT staff will make contact and engage up to 25 unsheltered homeless individuals. Staff will provide all clients with information on available medical, behavioral health, housing and other services available within SMC. ● HOT staff will respond to calls from project partners within 24 hours. HOT staff will then work to contact and engage with the identified unsheltered individual as soon as possible. ● HOT staff will connect clients to CES either by phone or, where possible, in person so that clients can be assessed for a shelter bed or other housing alternatives in SMC. ● HOT staff will work with 100% of clients wishing to be connected to other services to create a case plan after completing an intake assessment. HOT safety will provide ongoing case management and support connections to available services. ● Where HOT staff believe the identified unsheltered individual presents a safety risk to self or others, HOT will coordinate with Redwood City Police Department.
Intervention Actions for Achieving Goal	<ul style="list-style-type: none"> ● Dignity Health Sequoia Hospital Community Grants Program
Planned Collaboration	<ul style="list-style-type: none"> ● LifeMoves ● Samaritan House (SMC Coordinated Entry System) ● Fair Oaks Community Center ● San Mateo County Behavioral Health & Recovery Services ● Redwood City Police Department ● San Mateo Medical Center

Other Programs and Non-Quantifiable Benefits

The hospital delivers community programs, services and non-quantifiable benefits in addition to those described elsewhere in this report. Like those programs and initiatives, the ones below are a reflection of the hospital's mission and its commitment to improving community health and well-being.

Engagement in Community Health Coalitions

- SUHSD Wellness Advisory Council (WAC) executive committee member – Students, parents, teachers, health professionals, counseling/administrative staff, and Board members work alongside community members and outside agencies to discuss all aspects of wellness.
- Friends and Family CPR program (Partnership with Sequoia Healthcare District) – classes for expectant parents, and new parents.
- Health Career Academy at Sequoia High School Advisory committee member – provided funds and supplies to support the program's health and safety initiatives.
- The San Mateo County Paratransit Coordinating Council (PCC) member – an organization dedicated to improving the quality and availability of paratransit services in San Mateo County.
- Fall Prevention Coalition of San Mateo County steering committee member – informs, collaborates, and raises awareness to prevent falls among older adults living in our community.
- San Mateo County Breastfeeding Advisory committee member – promotes and supports breastfeeding as the optimal infant feeding method through pre- and post-natal education, advocacy, and community outreach
- Tobacco Education Coalition steering committee member – advocating policy change to support a tobacco-free San Mateo County.
- San Mateo County Human Trafficking Initiative committee member – works to equip individuals, empower communities and engage non-profits with best practices to sustain in the fight against human trafficking.
- Mentoring for the Future – a collaboration with the Wender Weis Foundation for Children. The event helps underserved students in the Bay Area explore future career possibilities.
- Sonrisas Dental Health Screening drive-thru host site

Health & Wellness Center

Health & Wellness Center is a department of Sequoia Hospital located in downtown Redwood City. The center has been open to the public since 1993 and provides Sequoia Hospital's community health programs to the broader community and to the vulnerable.

Health professional education

Sequoia contributes to the long-term health of our community by partnering with educational institutions to provide student training in many health care disciplines.

- Canada College – Radiology Training Program
- Clinical Chaplaincy Training Program at Sequoia Hospital, accredited by the Association for Clinical Pastoral Education, Inc. (ACPE)
- Foothill College – Respiratory Training Program & Paramedic Training Program
- Niles College – Sterile Processing Training Program
- Samuel Merritt University – Physical Therapy Training Program
- San Francisco State University – Nursing Program
- Skyline College – Paramedic Training Program & Surgical Technician Training Program
- Touro University California College of Pharmacy
- University of California San Francisco – Pharmacy Training Program & Physician Assistant

Training Program

- University of the Pacific – Pharmacy Training Program
- University of San Francisco – Nursing Program

Violence and Human Trafficking Community Response

Guided by the Dignity Health Violence and Human Trafficking Response Program, the hospital has convened a multi-disciplinary Violence and Human Trafficking Taskforce to support education and awareness programs. Monthly communications including newsletters, posters, and seminars are provided to educate staff, visitors, volunteers, community members and our partner organizations.

LGBTQ Healthcare Equality Leader

Sequoia Hospital is committed to providing inclusive & equitable health care for everyone including LGBTQ patients, visitors and employees and is proud to receive the coveted designation “LGBTQ Healthcare Equality Leader” in HRC Foundation’s Healthcare Equality Index.

Economic Value of Community Benefit

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 Complete Summary - Classified Including
 Non Community Benefit (Medicare)
 For period from 7/1/2020 through 6/30/2021

	Persons	Expense	Revenue	Net Benefit	% of Expense
Benefits for Poor					
Financial Assistance	2,819	1,953,143	0	1,953,143	0.7%
Medicaid	3,889	24,837,329	7,811,548	17,025,781	6.0%
Means-Tested Programs*	1	350	627	0	0.0%
Community Services					
A - Community Health Improvement Services	2,320	165,321	0	165,321	0.1%
C - Subsidized Health Services	0	17,925	0	17,925	0.0%
E - Cash and In-Kind Contributions	18	293,688	0	293,688	0.1%
F - Community Building Activities	233	2,228	0	2,228	0.0%
G - Community Benefit Operations	0	1,854,374	0	1,854,374	0.7%
Totals for Community Services	2,571	2,333,536	0	2,333,536	0.8%
Totals for Poor	9,280	29,124,358	7,812,175	21,312,460	7.5%
Benefits for Broader Community					
Community Services					
A - Community Health Improvement Services	5,016	244,468	0	244,468	0.1%
B - Health Professions Education	271	979,419	126,067	853,352	0.3%
F - Community Building Activities	0	6,750	0	6,750	0.0%
Totals for Community Services	5,287	1,230,637	126,067	1,104,570	0.4%
Totals for Broader Community	5,287	1,230,637	126,067	1,104,570	0.4%
Totals - Community Benefit	14,567	30,354,995	7,938,242	22,417,030	7.9%
Medicare	20,085	144,093,173	90,397,318	53,695,855	19.0%
Totals with Medicare	34,652	174,448,168	98,335,560	76,112,885	26.9%

*Consistent with IRS instructions and CHA guidance, Means-Tested Programs is reported at \$0 net benefit because offsetting revenue was greater than expense in FY21. Net gain is still included in all "Totals" calculations, however.

The economic value of all community benefit is reported at cost. Patient financial assistance (charity care) reported here is as reported to the Office of Statewide Health Planning and Development in Hospital Annual Financial Disclosure Reports, as required by Assembly Bill 204. The community benefit of Medicaid and other means-tested programs is calculated using a cost-to-charge ratio to determine costs, minus revenue received for providing that care. Other net community benefit expenses are calculated

using a cost accounting methodology. Restricted offsetting revenue for a given activity, where applicable, is subtracted from total expenses to determine net benefit in dollars.

Hospital Board and Committee Rosters

Sequoia Hospital Community Board

Chair

Jason Wong, MD
Samaritan House

Secretary

Mojdeh Talebian, MD

Secretary

Mojdeh Talebian, MD

President, Medical Staff

Kristin Gershfield, MD
Sequoia Hospital

Members

Jan Barker
Community Member

Dorena Chan
Community Member

Sandra Ferrando
Community Member

Bill Graham
President, Sequoia Hospital

Connie Guerrero
Swinterton Builders

Sunil Pandya
Wells Fargo

Niki Saxena
Pediatric Wellness Group

Lisa Tealer
Bay Area Community Health Advisory Council

Tykia Warden
San Mateo County Community Colleges Foundation

Community Advisory Committee

Chair

Jason Wong, M.D.

Sequoia Hospital Board Member
Samaritan House
Medical Director of Health Services

Members

John Baker, Ed.D.

Superintendent, RWC School District

Christopher Beth

Director, Redwood City Parks, Recreation and
Community Services Department

Erin Chazer

Assistant Executive Officer
San Mateo County Central Labor Council

Laura Fanucchi

Associate Executive Director
HIPhousing

Sandra Ferrando

Sequoia Hospital Board Member

Ted Hannig

Attorney, Hannig Law Firm

Catherine Haueter

Gender Pronouns: She/Her/Hers
Clinical Program Coordinator
San Mateo County Pride Center

Diane Howard

City of Redwood City Council Member

Susan Houston

Director, Older Adult Services
Peninsula Family Service

Karen F. Krueger

Executive Director of Philanthropy
Pathways Home Health & Hospice

Alisa Greene MacAvoy
RCSD Board of Trustee
Trustee At-Large

Scott McMullin
President, Sequoia Village

Melissa Platte
Executive Director
Mental Health Association of San Mateo County

Lisa Tealer
Executive Director
Bay Area Community Health Advisory Council

Paula Uccelli
Sequoia Hospital Foundation Hon Board

STAFF
Sequoia Hospital

Tricia Coffey
Manager of Community Health

David Cowell
Director, Mission Integration

Bill Graham
Liaison to Sequoia Hospital Board
President

Jennifer Svihus
President of Foundation

Marie Violet
Director of Health & Wellness