

Sequoia Hospital

2022 Community Health Implementation Strategy




Adopted November 2022





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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 the coastside of San Mateo County on the San Francisco Peninsula. The hospital service area includes the cities of Atherton, Belmont, Burlingame, Half Moon Bay, La Honda, Los Altos, Menlo Park, Mountain View, East Palo Alto/Palo Alto, Portola Valley, Redwood City, San Carlos and San Mateo with a total population of 609,356.</p> <p>While the population of the community served by Sequoia Hospital tends to be wealthier and better educated when compared to the state, there are a number of cities in the service area that experience high rates of poverty and health care disparities.</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 most recent Community Health Needs Assessment (CHNA). Needs being addressed by strategies and programs are:</p> <ul style="list-style-type: none"> ● Access to health care ● Healthy lifestyles (Chronic Diseases & Preventive Practices) ● Housing and homelessness ● Mental health
<p>Strategies and Programs to Address Needs</p> 	<p>The hospital intends to take several actions and dedicate resources to these needs, including:</p> <p><i>Access to Health Care</i> Financial assistance for the uninsured or underinsured Health Professions Education Program Clinical Pastoral Education Program Workforce Development Program Sequoia Community Care Operation Access (donated surgical and specialty care) Community Health Improvement Grants program Cash and in-kind donations to community nonprofit organizations</p> <p><i>Healthy Lifestyles (Chronic Diseases & Preventive Practices)</i> LiveWell Program Sequoia Health Equity Partnership Blood Glucose Meter Instructions Diabetes Empowerment Education Program (D.E.E.P.) Matter of Balance Community Space Sharing Program Community health education and support groups Community Health Improvement Grants program Cash and in-kind donations to community nonprofit organizations</p> <p><i>Housing and Homelessness</i> Discharge planning for persons experiencing homelessness Community Health Improvement Grants program Cash and in-kind donations to community nonprofit organizations</p>

	<p><i>Mental Health</i> New Parents support group Community Space Sharing Program Community Health Improvement Grants program Cash and in-kind donations to community nonprofit organizations</p>
<p>Anticipated Impact</p> 	<p>The anticipated impact of these strategies and programs include:</p> <ul style="list-style-type: none"> ● Increased access to health care and reduced barriers to care. ● Increased compliance with disease prevention and management recommendations. ● Improved compliance with strategies to improve healthy lifestyles. ● Improved coordination of services for persons experiencing homelessness. ● Increased availability of mental health services in community settings. ● Increased access to needed services and resources through collaboration with community partners.
<p>Planned Collaboration</p> 	<p>Key community partners include (partial listing):</p> <ul style="list-style-type: none"> ● Community health centers ● Faith-based organizations ● Housing and homeless services ● Public safety agencies ● San Mateo County agencies, including public health ● Schools and school districts ● Senior centers and service agencies ● Youth organizations

This document is publicly available online at the hospital’s website. Written comments on this report can be submitted to the 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 www.dignityhealth.org/sequoia/contact-us and type in “CHNA comments” in the drop-down subject box.

Our Hospital and the Community Served

About the Hospital

Sequoia Hospital is a part of CommonSpirit Health, one of the largest nonprofit health systems in the U.S., with more than 1,000 care sites in 21 states coast to coast, serving 20 million patients in big cities and small towns across America.

Dignity Health Sequoia Hospital is located at 170 Alameda de las Pulgas, Redwood City, California, 94062. It has served the communities of San Mateo County for over 70 years. The hospital facility is licensed for 208 beds. Our Heart and Vascular Institute is a nationally known pioneer in advanced cardiac care. Our Birth Center consistently ranks as a favorite among Peninsula families, and we're also known for our Center for Total Joint Replacement and comprehensive emergency care. Our new state-of-the-art Pavilion combines the most advanced medical and surgical services with a unique healing environment.

Our Mission

The hospital's dedication to assessing significant community health needs and helping to address them in conjunction with the community is in keeping with its 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.

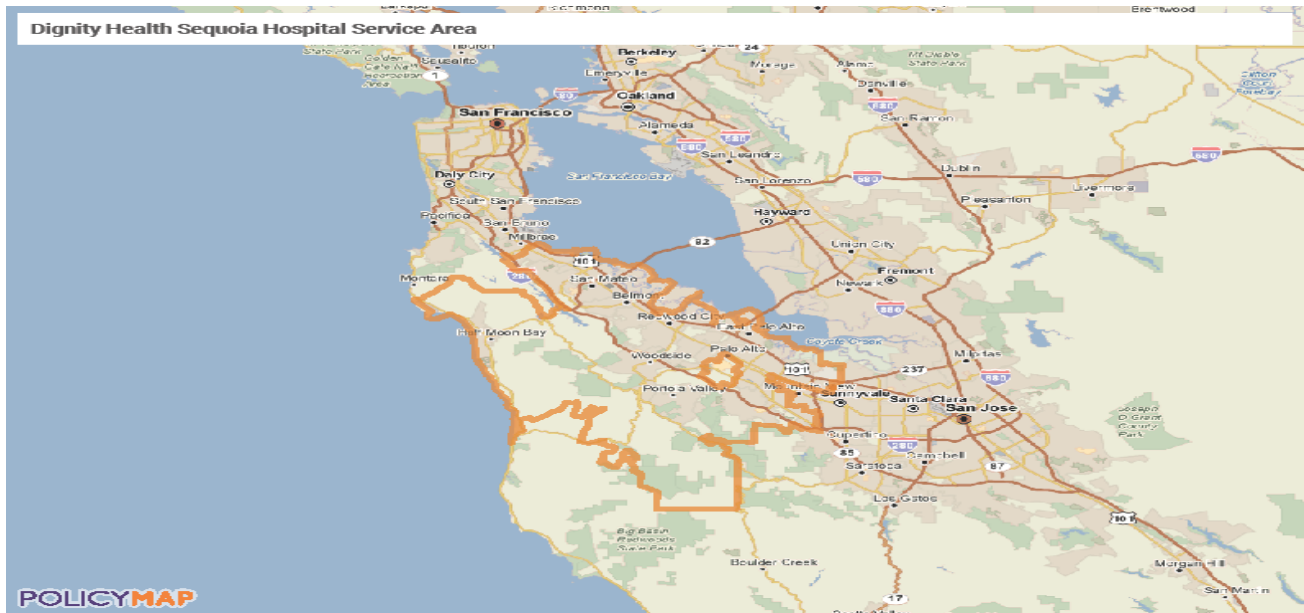
Financial Assistance for Medically Necessary Care

It is the policy of CommonSpirit Health to provide, without discrimination, emergency medical care and medically necessary care in CommonSpirit hospital facilities to all patients, without regard to a patient's financial ability to pay. This hospital has a financial assistance policy that describes the assistance provided to patients for whom it would be a financial hardship to fully pay the expected out-of-pocket expenses for such care, and who meet the eligibility criteria for such assistance. The financial assistance policy, a plain language summary and related materials are available in multiple languages on the hospital's website.

Description of the Community Served

The hospital serves 23 ZIP Codes in 13 cities in San Mateo County. A summary description of the community is provided below, and additional details can be found in the CHNA report online.





The population of the Sequoia Hospital service area is 609,356. Children and youth, ages 0-17, are 22.8% of the population, 61.4% are adults, ages 18-64, and 15.8% of the population are seniors, ages 65 and older. The largest portion of the population in the service area identifies as White/Caucasian (49.2%), with 22.4% of the population identifying as Asian and 20.5% as Hispanic/Latino. 4.3% of the population identifies as multiracial (two-or-more races), 2.1% as Black/African American, 1% as Native Hawaiian/Pacific Islander, and 0.2% as American Indian/Alaskan Native.

Among the residents in the service area, 6.5% are at or below 100% of the federal poverty level (FPL) and 15.3% are at 200% of FPL or below. Educational attainment is a key driver of health. In the hospital service area, 8.3% of adults, ages 25 and older, lack a high school diploma, which is lower than the county (10.4%) and state (16.7%) rates. 63.1% of area adults have a Bachelor's degree or higher degree.

San Mateo County is designated a Medically Underserved Area (MUA) and a Health Professional Shortage Area (HPSA) for primary care, dental health and mental health.

Community Assessment and Significant Needs

The health issues that form the basis of the hospital's community health Implementation Strategy and programs were identified in the most recent CHNA report, which was adopted in May 2022. 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
- Discussion of impacts of actions taken by the hospital since the preceding CHNA

Additional details about the needs assessment process and findings can be found in the CHNA report, which is publicly available on the hospital’s website or upon request from the hospital, using the contact information in the At-a-Glance Summary (page 4).

Significant Health Needs

The CHNA identified the significant community needs, which are briefly described in the table below. The table also indicates which needs the hospital intends to address in its Implementation Strategy. Identified needs may include specific health conditions, behaviors and health care services, and also health-related social needs that have an impact on health and well-being.

Significant Health Need	Description	Intend to Address?
Access to health care	Access to health care refers to the availability of primary care, specialty care and dental care services. Health insurance coverage is considered a key component to ensure access to health care.	X
Chronic diseases	A chronic disease or condition usually lasts for three months or longer and may get worse over time. Chronic diseases can usually be controlled but not always cured. The most common types of chronic diseases are cancer, heart disease, stroke, diabetes, and arthritis.	X
COVID-19	The Coronavirus disease (COVID-19) is an infectious disease caused by the SARS-CoV-2 virus.	
Food insecurity	The USDA defines food insecurity as limited or uncertain availability of nutritionally adequate foods or an uncertain ability to acquire foods in socially-acceptable ways.	
Housing and homelessness	Homelessness is known as a state of being unhoused or unsheltered and is the condition of lacking stable, safe, and adequate housing.	X
Mental health	Mental health includes our emotional, psychological, and social well-being. It affects how we think, feel, and act.	X
Overweight and obesity	Overweight and obesity are common conditions that are defined as the increase in size and amount of fat cells in the body. Obesity is a chronic health condition that raises the risk for heart disease and is linked to many other health problems, including type 2 diabetes and cancer.	

Significant Health Need	Description	Intend to Address?
Preventive practices	Preventive practices refer to health maintenance activities that help to prevent disease. For example, vaccines, routine health screenings (mammogram, colonoscopy, Pap smear) and injury prevention are preventive practices.	X
Substance use	Substance use is the use of tobacco products, illegal drugs, prescription or over-the-counter drugs or alcohol. Excessive use of these substances, or use for purposes other than those for which they are meant to be used.	
Tuberculosis	Tuberculosis (TB) is a contagious bacterial infection that usually attacks the lungs.	

Significant Needs the Hospital Does Not Intend to Address

Taking existing hospital and community resources into consideration, Sequoia Hospital will not directly address COVID-19, food insecurity, overweight and obesity, substance use and tuberculosis as priority health needs. Knowing that there are not sufficient resources to address all the community health needs, Sequoia Hospital chose to concentrate on those health needs that can most effectively be addressed given the organization’s areas of focus and expertise. The hospital has insufficient resources to effectively address all the identified needs and, in some cases, the needs are currently addressed by others in the community.

2022 Implementation Strategy

This section presents strategies and program activities the hospital intends to deliver, fund or collaborate with others to address significant community health needs over the next three years, including resources for and anticipated impacts of these activities.

Planned activities are consistent with current significant needs and the hospital’s mission and capabilities. The hospital may amend the plan as circumstances warrant, such as changes in community needs or resources to address them.

Creating the Implementation Strategy

The 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 following criteria were used by the hospital to determine the significant health needs Sequoia Hospital will address in the Implementation Strategy:

- Existing Infrastructure: There are programs, systems, staff and support resources in place to address the issue.
- Established Relationships: There are established relationships with community partners to address the issue.
- Ongoing Investment: Existing resources are committed to the issue. Staff time and financial resources for this issue are counted as part of our community benefit effort.
- Focus Area: The hospital has acknowledged competencies and expertise to address the issue and the issue fits with the organizational mission.

Sequoia Hospital engaged the community health team, hospital executive leaders and the Community Advisory Committee to examine the identified health needs according to these criteria. The CHNA served as the resource document for the review of health needs as it provided statistical data on the severity of issues and also included community input on the health needs. As well, the community prioritization of the needs was taken into consideration. As a result of the review of needs and application of the above criteria, Sequoia Hospital chose to focus on: access to health care, healthy lifestyles (chronic diseases & preventive practices), housing and homelessness and mental health.

For each health need the hospital plans to address, the Implementation Strategy describes: actions the hospital intends to take, including programs and resources it plans to commit, anticipated impacts of these actions, and planned collaboration between the hospital and other organizations. In most cases, the strategies identified to address the selected needs are based on existing programs that have evidence of success. For some strategies, Sequoia Hospital is part of a larger collaborative effort.

Community Health Strategic Objectives

The hospital believes that program activities to help address significant community health needs should reflect a strategic use of resources and engagement of participants inside and outside of the health care delivery system.

CommonSpirit Health has established four core strategic objectives for community health improvement activities. These objectives help to ensure that our program activities address strategic aims while meeting locally-identified needs.



**Advance
Community
Health
Alignment and
Integration**

Create robust alignment with multiple departments and programmatic integration with relevant strategic initiatives to optimize system resources for advancing community health.



**Expand Clinical
- Community
Partnerships
and Linkages**

Scale initiatives that complement conventional care to be proactive and community-centered, and strengthen the connection between clinical care and social health.



**Build Capacity
for More
Equitable
Communities**


Work with community members and agency partners to strengthen the capacity and resiliency of local ecosystems of health, public health, and social services.



**Inspire,
Innovate
and Scale
High Impact
Initiatives**


Partner, invest in and catalyze the expansion of evidence-based programs and innovative solutions that improve community health and well-being.


Strategies and Program Activities by Health Need

 Health Need: Access to Health Care					
Anticipated Impact (Goal)	The hospital's initiatives to address access to care are anticipated to result in: increased access to health care for the medically underserved, reduced barriers to care, and increased availability, access to preventive care services and increased local health care workforce.				
Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
Financial assistance for the uninsured or underinsured	Sequoia Hospital provides financial assistance to those who have health care needs and are uninsured, underinsured, ineligible for a government program or otherwise unable to pay.	X		X	
Health Professions Education Program	The hospital partners with educational or training programs to offer a clinical setting for training and educating nursing students and other allied health professionals. Expenses incurred by the hospital in educating nursing students, and allied health professionals are reported in this category.		X		
Clinical Pastoral Education Program	The Clinical Pastoral Education (CPE) Program at Sequoia Hospital is deeply committed to a mission of healing and learning. Accredited by the Association for Clinical Pastoral Education, Inc. (ACPE), our program offers extensive training in ministry skills and in intrapersonal and interpersonal awareness. Our ministers and students provide excellence in spiritual care to patients, family members, and staff.	X	X		
Workforce Development Program	In partnership with Wender Weis Foundation for Children, the program is designed to build awareness with local high school students for entry level jobs in health care fields.	X		X	X

Sequoia Community Care	Offers services and community resources to allow older adults discharged from Sequoia Hospital to recover safely and in good health in their community dwelling.	X		X	
Operation Access	Sequoia Hospital partners with Operation Access to link donated surgical preventive care to uninsured and underinsured patients in San Mateo County at no charge to patients.	X	X	X	X
Community Health Improvement Grants program	Offers grants to nonprofit community organizations that provide access to health care programs and services.	X	X	X	X
Charitable cash and in-kind donations	Provides cash and in-kind donations to community-based organizations to address access to health care.	X		X	
Planned Resources	The hospital will provide registered nurses, enrollment counselors, community health educators, case managers, grants, outreach communications, and program management support for these initiatives.				
Planned Collaborators	<ul style="list-style-type: none"> ● Bay Area Community Health Advisory Council (BACHAC) ● Casa Circulo Cultural ● Canada College ● City College of San Francisco ● College of San Mateo ● Mental Health Association of San Mateo County ● National Institute of First Assisting ● National Medical Education and Training Center ● NCTI - Bay Area (Livermore) ● Niles College ● Operation Access ● Pathways Home Health and Hospice ● Paratransit Coordinating Council (PCC) ● Redwood City Together ● Samaritan House ● San Francisco State University ● San Mateo County Health ● San Mateo Pride Center ● Sequoia Healthcare District ● Sequoia Union High School District ● Sonrisas Dental Health, Inc. 				

	<ul style="list-style-type: none">● St. Francis Center of Redwood City/Siena Youth Center● Thomas Jefferson University - School of Health Professions● Touro University California● University of California - San Francisco● University of Pittsburgh● University of San Francisco● University of St. Augustine● University of the Pacific - Stockton● Wender Weis Foundation for Children● Western Governors University
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	Health Need: Healthy Lifestyles (Chronic Diseases & Preventive Practices)				
Anticipated Impact (Goal)	The hospital’s initiatives to improve healthy lifestyles are anticipated to result in: increased knowledge of healthy eating and physical activity, increased identification and treatment of chronic diseases, increased compliance with chronic disease prevention and management recommendations.				
Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
LiveWell Program	The LiveWell program helps residents of San Mateo County achieve their goals for health and wellness. The LiveWell program focuses on healthy behaviors, disease prevention and management, and injury prevention. Activities/Programs include: <ul style="list-style-type: none"> ● Health Screenings ● Evidence-based prevention program(s) ● Community health education and support groups ● Health advocacy 		X	X	
Sequoia Health Equity Partnership	In partnership with Samaritan House, a leading non-profit serving San Mateo County, the Sequoia Hospital Foundation will provide the funding necessary to bring a diabetes nurse educator to their Redwood City clinic to work directly with at-risk patients to provide the necessary tools and education regarding critical lifestyle modifications (meal planning, activity/exercise and stress management) so they can live with diabetes successfully.	X	X	X	X
Blood Glucose Meter Instructions	A blood glucose meter will be provided for free, and an educator will instruct on blood glucose monitoring and goals.	X	X	X	
Diabetes Empowerment Education Program (D.E.E.P.)	An evidence-based program for diabetes self-management practices.	X			X
Matter of Balance	An evidence-based program designed to reduce the fear of falling and	X			X


	Health Need: Healthy Lifestyles (Chronic Diseases & Preventive Practices)				
	increase activity levels among older adults.				
Community Space Sharing Program	Provide meeting room overhead and space to the nonprofit organization Bay Area Community Health Advisory Council (BACHAC). BACHAC's mission is to increase awareness of major health issues affecting African Americans and diverse communities, advocate for increased health education and access to resources and actively encourage accountability for healthy lifestyles.	X	X	X	X
Community health education and support groups	Health education sessions and support groups available to the public that focus on healthy behaviors, disease prevention and management, and injury prevention.	X	X		
Community Health Improvement Grants program	Offers grants to nonprofit community organizations that provide healthy lifestyles (chronic diseases & preventive practices) programs and services.	X	X	X	X
Charitable cash and in-kind donations	Provides cash and in-kind donations to community-based organizations to address healthy lifestyles (chronic diseases & preventive practices).			X	
Planned Resources	The hospital will provide registered nurses, community health educators, dietitians, case managers, physical therapists, grants, outreach communications, and program management support for these initiatives.				
Planned Collaborators	<ul style="list-style-type: none"> ● Adaptive Physical Education Center ● Bay Area Community Health Advisory Council (BACHAC) ● Fair Oaks Adult Activity Center ● Fall Prevention Coalition of San Mateo County ● Little House Activity Center ● Redwood City Parks, Recreation and Community Services ● Redwood City School District ● Samaritan House ● San Carlos Adult Community Center 				




Health Need: Healthy Lifestyles (Chronic Diseases & Preventive Practices)

- San Mateo County Breastfeeding Advisory Committee
- San Mateo County Human Trafficking Initiative
- San Mateo County Paratransit Coordinating Council (PCC)
- San Mateo County Tobacco Prevention Program
- Sequoia Healthcare District
- Sequoia Union High School District
- Tobacco Education Coalition
- Twin Pines Senior & Community Center
- United through Education – Familias Unidas
- Veterans Memorial Senior Center
- Villages of San Mateo County

 Health Need: Housing and Homelessness					
Anticipated Impact (Goal)	The hospital’s initiatives to address housing and homelessness are anticipated to result in: improved health care delivery to persons experiencing homelessness and increased access to community-based services for persons experiencing homelessness.				
Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
Discharge planning for homeless patients	<p>Supportive services are offered that include a meal, weather-appropriate clothing, medications, transportation, infectious disease screening, vaccinations and screening for affordable health care coverage. For shelter resources, the San Mateo County Coordinated Entry System is called for assistance.</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>	X	X	X	
Community Health Improvement Grants program	Offers grants to nonprofit community organizations that provide housing and homelessness programs and services.	X	X	X	X
Charitable cash and in-kind donations	Provides cash and in-kind donations to community-based organizations to address housing and homelessness.			X	
Planned Resources	The hospital will provide care coordinators, social workers, grants, outreach communications, and program management				

	Health Need: Housing and Homelessness	
	support for these initiatives.	
Planned Collaborators	<ul style="list-style-type: none"> ● 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				
Anticipated Impact (Goal)	The hospital’s initiatives to address mental health are anticipated to result in: increased access to mental health services in the community, and improved screening and identification of mental health needs.				
Strategy or Program	Summary Description	Strategic Objectives			
		Alignment & Integration	Clinical - Community Linkages	Capacity for Equitable Communities	Innovation & Impact
New Parents support group	Helps new parents navigate the challenges of parenting in a structured, inclusive, strength-based and empowering group experience.	X			
Community Space Sharing Program	Provides meeting room overhead and space to the nonprofit organization OneLife Counseling Services for community members to feel connected and have a safe place to access mental health services.	X	X	X	X
Community Health Improvement Grants program	Offers grants to nonprofit community organizations that provide mental health programs and services.	X	X	X	X
Charitable cash and in-kind donations	Provides cash and in-kind donations to community-based organizations to address mental health issues.			X	
Planned Resources	The hospital will provide health educators, grants, outreach communications, and program management support for these initiatives.				
Planned Collaborators	<ul style="list-style-type: none"> ● Acknowledge Alliance ● Boys and Girls Club of the Peninsula ● Fair Oaks Community Center ● Friends for Youth ● LifeMoves ● Mental Health Association of San Mateo County ● One Life Counseling Services ● Peninsula Bridge 				



Health Need: Mental Health

- Redwood City PAL (Police Activities League)
- Redwood City School District
- 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