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**A G E N D A**  
**SEQUOIA HEALTHCARE DISTRICT**  
**BOARD OF DIRECTORS ANNUAL ORGANIZATIONAL MEETING**  
**4:30, Wednesday, February 6, 2013**  
**Conference Room**  
**525 Veterans Boulevard, Redwood City, CA 94063**

*Director Kane will be attending by teleconference from Hyatt Regency, 1209 L Street, Sacramento, CA*

1. Call To Order And Roll Call
2. Public Comment On Non-Agenda Items\*
- ACTION 3. Consent Calendar - President Griffin
  - a. Approve December 5, 2012 Regular Meeting Minutes
  - b. Accept November And December 2012 Financial Statements
4. CEO/Staff Reports
  - a. State Of The District - Mr. Michelson
  - b. Healthy Schools - Ms. Kurtzman & Ms. Gabet
  - c. HeartSafe - Mr. Nielsen
- ACTION 5. New Business
  - a. Request For Funding Of SFSU/Cañada College/Sequoia Hospital Nursing Program For Fiscal Years July 2014-June 2019 - Dr. Lynette Landry
  - ACTION b. Accept Findings Of Vavrinek Trine & Day Report On Applying Agreed Upon Procedures - Mr. Michelson
  - c. Discussion On Consultants And Conflict Of Interest Code - Director Hickey
  - ACTION d. Pursuant To Policies 4.5 And 6.5 Nominate And Appoint Slate Of Board Officers For Two-Year Terms - President Griffin
6. Adjourn. The Next Regular Meeting Of The Board Of Directors Of Sequoia Healthcare District Is Scheduled For 4:30 PM, Wednesday, April 3, 2013, District Conference Room, 525 Veterans Blvd., Redwood City, CA 94063

Kim Griffin  
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 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.

MINUTES OF REGULAR MEETING BOARD OF DIRECTORS SEQUOIA HEALTHCARE DISTRICT December 5, 2012 Conference Room, 525 Veterans Boulevard, Redwood City, CA 94063		
<u><b>Directors Present</b></u> Director Faro Director Griffin Director Hickey Director Kane Director Shefren	<u><b>Directors Excused</b></u>	<u><b>Also Present</b></u> Mr. Michelson, CEO Mr. Hudak, Legal Counsel Ms. Johnson, Recorder
<u><b>1. Call to Order</b></u>  <b>By:</b> President Griffin <b>Time:</b> 4:30 pm		
<u><b>2. Public Comment/Non-Agenda Items</b></u> Corrine Goodrich presented information on SamTrans Senior Mobility and Mobility Ambassador programs offering transportation to seniors and others through San Mateo County.		
<u><b>3.a. - 3.b. Consent Calendar</b></u> Director Hickey asked that October 30 minutes be removed from the Consent Calendar. <b>Motion:</b> To approve the remaining items under Consent Calendar. <b>By:</b> Director Shefren <b>Seconded by:</b> Director Faro <b>Vote:</b> 5-0 <b>Motion Passed</b>  Director Hickey stated that the October 30 <sup>th</sup> minutes do not report that Mr. Michelson was tasked with researching alternative funding options for the Nursing Program. The other directors did not agree with that recollection.  <b>Motion:</b> To approve the October 30, 2012 minutes as presented. <b>By:</b> Director Griffin <b>Seconded by:</b> Director Shefren <b>Vote:</b> 4-1 with Director Hickey opposed <b>Motion Passed</b>		
<u><b>4. CEO/Staff Reports</b></u>  Mr. Michelson announced that a ground-breaking ceremony for the South County Clinic is scheduled for December 13 <sup>th</sup> .  A three year EBIDA projection has been provided by the hospital as follows: 2013-14 \$2.1 million; 2014-15 \$1.4 million and 2015-16 \$2 million.  Mr. Michelson, Directors Griffin and Kane have met with representatives of the nursing program and a special board meeting may be called for January 23 to consider program options.  Ms. Vaskelis' Campus Redevelopment Annual Report is included following the CEO report.  Healthy Schools Initiative: Ms. Kurtzman announced that HSI is entering its third year and she, Mr. Michelson and program participants are looking at next steps.  HeartSafe: Mr. Nielsen reported that Sequoia Union High School District will be offering CPR/AED training to more than 1,000 freshmen and the training will be provided by RWC fire fighters.		

#### **5.a Gardener Center Update on School Health Initiative**

Ms. Kurtzman introduced Lisa Westrich, Monika Sanchez and Karen Strober to discuss the implementation study.

Ms. Westrich provided an overview of the program involving two schools from each of four school districts. More than 100 interviews were conducted of parents, teachers, staff and vendors. The overall research question was “in what ways does the Healthy Schools Initiative affect the coordination and accessibility of health and wellness programs and activities at HSI schools?” Findings revealed that increasing knowledge about HSI has the potential to foster increased awareness of health and wellness.

Next steps are to work closely with partners to share findings with local school communities; consider ways in which findings can inform ongoing work; inform the field of school health through conferences and publications.

The bottom line is teachers and students are benefitting from the program. Efforts will continue to increase program awareness.

#### **5.b. Accept Certified Election Results From San Mateo County Registrar’s Office and Recognize Directors Griffin and Kane as Newly Elected Directors for the Term 12/7/12-12/2/2016**

**Motion:** To accept election results from San Mateo County Registrar’s Office.

**By:** Director Hickey

**Seconded by:** Director Shefren

**Vote:** 5-0

**Motion Passed**

#### **5.c. Resolution 12-3 Authorizing Application to the State of California for a Certificate of Consent to Self Insure Workers Compensation Liabilities**

**Motion:** To waive reading Resolution 12-3

**By:** Director Faro

**Seconded by:** Director Kane

**Vote:** 5-0

**Motion Passed**

Mr. Michelson reported that Alpha Fund, a partner of ACHD, provides Workers Comp coverage and joining the Fund will save an estimated \$1,200 and reduce annual ACHD dues by approximately \$5,000.00 annually.

**Motion:** To adopt Resolution 12-3

**By:** Director Faro

**Seconded by:** Director Shefren

**Vote:** 3-1-1 with Director Kane abstaining and Director Hickey opposed.

**Motion Passed**

Additional information on Alpha Fund will be provided to the Board.

#### **5.d Investment Update**

Mr. Michelson introduced Eric Reynolds, the District’s financial advisor with Fiduciary Trust International (FTI).

The portfolio’s performance for the period ending 12/4/12 was presented. Mr. Reynolds stated the District’s investments are in compliance with State guidelines and the District’s investment policy.

Year-to-date, the portfolio increased in value by 1.45%, compared to the average Local Agency Investment Fund (LAIF) rate of 0.33%. The portfolio's market value totaled \$15.1 million. Mr. Reynolds stated the current rate environment makes it difficult to add value but FTI's goal is to continue to produce the highest return with quality investments. A copy of the written report is included with the original of these minutes.

**5.e. Consider Increasing Premium Amount Allowed for Health Care Insurance for Directors and Staff**

Director Kane reported she surveyed several special districts and in an environment of increasing healthcare premiums, to add dental and vision coverage she suggests raising the amount reimbursed to directors and staff to \$1,500 a month.

**Motion:** To approve an increase in amount reimbursed to directors and staff to \$1,500 a month effective January 1, 2013.

**By:** Director Kane

**Seconded by:** Director Faro

Director Hickey asked that the maker of the motion amend it to no reimbursement for healthcare premiums for directors and that they receive a stipend for meeting attendance. The suggested amendment was not accepted by the maker of the motion.

**Vote:** 3-1-1 with Director Shefren abstaining and Director Hickey opposed.

**Motion Passed**

Additional research will be conducted by a subcommittee of the Board and item shall be placed on the February 6, 2013 meeting agenda for re-evaluation. Mr. Hudak will research to determine if increase is applicable to current directors.

**5.f. Consider Revisions to Employee Handbook Adopted 12/2/2009**

Director Hickey stated healthcare and in-lieu benefits should be pro-rated for part-time employees.

**Motion:** To approve proposed revisions to the Employee Handbook as presented.

**By:** Director Griffin

**Seconded by:** Director Faro

**Vote:** 4-1 with Director Hickey opposed.

**Motion Passed**

**5.g. Consider Adopting Statement to Spend 100% of Property Tax Income on Community Service**

Director Shefren suggested that adoption of the following statement will make it clear to residents of the District's commitment to the community:

- Sequoia Healthcare District will spend 100% of each year's tax receipts on community projects to improve the health of District members. All other expenses incurred by the District will be paid for through other revenue sources including rental income, investment income, EBIDA income, and if necessary District reserve funds.

**Motion:** To approve statement.

**By:** Director Shefren

**Seconded by:** Director Faro

**Vote:** 3-1-1 with Director Kane abstaining and Director Hickey opposed.

**Motion Passed**

#### 5.h. Annual Report

Director Faro suggested that a discussion of the recent Annual Report to the Community would clear up statements made about the production and timing of the mailing of the report. He added that it would be helpful for directors to see a preliminary draft before report is finalized.

Director Hickey had asked to see all invoices related to the production of the report and was given MTK invoices.

Mr. Michelson provided a memo regarding the development of the annual report reminding the Board that it is his responsibility to manage the day-to-day operation of the District and that the Annual Report is a management responsibility and not a governance/policy issue.

#### Adjourn

**Motion:** At 6:50 PM adjourn meeting.

**By:** Director Faro

**Seconded by:** Director Griffin

**Vote:** 5-0

**Motion Passed**

The next regular meeting of the Board of Directors of Sequoia Healthcare District is scheduled for 4:30 PM, Wednesday, February 6, 2013, District Conference Room, 525 Veterans Blvd., Redwood City, CA.

Respectfully Submitted,

Kathleen Kane, Secretary

SEQUOIA HEALTHCARE DISTRICT  
Balance Sheet

	July	August	September	October	November	December	January	February	March	April	May	June
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash (WF-MMA)	\$ 2,720,647.39	\$ 1,891,314.60	\$ 1,891,858.75	\$ 2,022,298.24	\$ 1,582,664.69	\$ 1,523,054.68						
Cash (WF)	78,826.27	390,732.04	103,090.45	458,894.48	46,296.37	3,409,118.82						
Cash from Investments	47,210.70	47,210.70	47,210.70	47,210.70	47,210.70	52,351.70						
Cash Equivalents	14,891,606.90	14,890,990.90	14,904,568.51	14,904,809.51	14,919,768.51	14,919,768.51						
Accounts Receivable	8,915.73	1,320.73	1,320.73	975.43	975.43	975.43						
Due From Other Governments	622,336.00	622,336.00	622,336.00	622,336.00	622,336.00	622,336.00						
<b>Total Current Assets</b>	<b>18,369,542.99</b>	<b>17,843,904.97</b>	<b>17,570,385.14</b>	<b>18,056,524.36</b>	<b>17,219,251.70</b>	<b>20,527,605.14</b>						
<b>Property, Plant &amp; Equipment</b>												
Land	138,927.00	138,927.00	138,927.00	138,927.00	138,927.00	138,927.00						
Land Improvements	144,158.05	144,158.05	144,158.05	144,158.05	144,158.05	144,158.05						
Buildings	1,249,382.30	1,249,382.30	1,249,382.30	1,249,382.30	1,249,382.30	1,249,382.30						
Building Improvements	513,129.57	513,129.57	513,129.57	513,129.57	513,129.57	513,129.57						
Tenant Improvements	215,113.29	215,113.29	215,113.29	215,113.29	215,113.29	215,113.29						
Equipment	60,169.05	60,169.05	60,169.05	60,169.05	60,169.05	60,169.05						
Furniture	28,259.91	28,259.91	28,259.91	28,259.91	28,259.91	28,259.91						
Accumulated Depreciation	(1,501,152.71)	(1,508,252.46)	(1,515,332.21)	(1,522,451.96)	(1,529,551.71)	(1,536,651.46)						
<b>Net Property/Plant/Equipment</b>	<b>847,986.46</b>	<b>840,886.71</b>	<b>833,786.96</b>	<b>826,687.21</b>	<b>819,587.46</b>	<b>812,487.71</b>						
<b>Total Assets</b>	<b>19,217,529.45</b>	<b>18,684,791.68</b>	<b>18,404,172.10</b>	<b>18,883,211.57</b>	<b>18,038,839.16</b>	<b>21,340,092.85</b>						
<b>LIABILITIES &amp; FUND BALANCE</b>												
<b>Current Liabilities</b>												
Accounts Payable	\$ 12,981.80	\$ 206.70	\$ 206.70	\$ 206.70	\$ 206.70	\$ 206.70						
Deposit Payable	3,165.00	3,165.00	3,165.00	3,165.00	3,165.00	3,165.00						
Grants Payable	1,469,198.35	1,424,891.41	1,295,000.49	670,000.49	670,000.49	670,000.49						
Deferred Revenue	622,336.00	622,336.00	622,336.00	622,336.00	622,336.00	622,336.00						
<b>Total Current Liabilities</b>	<b>2,107,681.15</b>	<b>2,050,599.11</b>	<b>1,920,708.19</b>	<b>1,295,708.19</b>	<b>1,295,708.19</b>	<b>1,295,708.19</b>						
<b>Fund Balances</b>												
Invested in Capital Assets	851,921.00	851,921.00	851,921.00	851,921.00	851,921.00	851,921.00						
Fund Balance	17,510,253.99	17,510,253.99	17,510,253.99	17,510,253.99	17,510,253.99	17,510,253.99						
Net Surplus/Loss	(1,252,326.69)	(1,727,982.42)	(1,878,711.08)	(774,671.61)	(1,619,044.02)	1,682,209.67						
<b>Total Fund Balance</b>	<b>17,109,848.30</b>	<b>16,634,192.57</b>	<b>16,483,463.91</b>	<b>17,587,503.38</b>	<b>16,743,130.97</b>	<b>20,044,384.66</b>						
<b>Total Liabilities &amp; Fund Balance</b>	<b>19,217,529.45</b>	<b>18,684,791.68</b>	<b>18,404,172.10</b>	<b>18,883,211.57</b>	<b>18,038,839.16</b>	<b>21,340,092.85</b>						

**SEQUOIA HEALTHCARE DISTRICT**  
**Income Statements**

Agenda Item No.3.c  
Board of Directors Meeting  
2/6/13

	July	August	September	October	November	December	January	February	March	April	May	June	Year to Date	Budget 12-13
<b>INCOME</b>														
Rental Income	3,291.29	3,424.94	3,422.94	3,423.94	3,423.94	3,423.94	3,423.94						20,410.99	41,076.00
Tax Revenue	4,053.03	3,761.96	3,502.61	0.00	831,079.60	3,502,830.20							4,345,227.40	8,600,000.00
Investment Income	49,932.00	11,884.00	13,579.00	241.00	14,959.00	5,141.00							95,736.00	400,000.00
ROI-Sequoia Hospital EBIDA	0.00	0.00	0.00	2,114,000.00	0.00	0.00							2,114,000.00	2,100,000.00
Interest Income	1,016.75	669.60	546.98	443.75	372.51	405.64							3,455.23	7,600.00
Pension Income	0.00	0.00	0.00	0.00	0.00	0.00							0.00	2,600,000.00
Total Income	58,293.07	19,740.50	21,051.53	2,118,108.69	849,835.05	3,511,800.78							6,578,829.62	13,748,676.00
<b>EXPENSES</b>														
<b>Administrative Expenses</b>														
Admin. Expense	245.38	2,052.95	657.45	554.75	437.11	418.50							4,366.14	8,500.00
Admin. Payroll	11,487.66	24,501.77	15,031.58	24,159.18	16,100.41	16,100.41							107,381.01	221,500.00
Board Health Insurance	2,907.04	5,865.78	1,944.49	2,907.04	2,907.04	2,958.74							19,490.13	60,000.00
Employee Health Insurance	2,760.21	4,988.13	985.04	2,475.83	3,128.10	2,477.83							16,815.14	26,000.00
Employee Retirement Benefit	742.27	1,549.16	1,003.18	1,452.73	1,061.60	1,061.60							6,870.54	17,000.00
Investment Fees	0.00	0.00	12,362.50	0.00	0.00	12,407.52							24,770.02	55,000.00
Office Supplies/Equip Maint	0.00	917.18	154.36	547.79	642.42	161.78							2,423.53	7,500.00
Purchase Services	0.00	0.00	0.00	0.00	0.00	0.00							0.00	1,000.00
Accounting fees	0.00	0.00	3,500.00	12,000.00	0.00	8,500.00							24,000.00	27,000.00
Board Expense	0.00	0.00	0.00	0.00	0.00	0.00							0.00	10,000.00
Associations/Membership	0.00	10,000.00	0.00	0.00	0.00	0.00							10,000.00	15,000.00
Communications	0.00	180.78	1,215.63	8,011.99	20,051.44	0.00							29,459.84	25,000.00
Public Relations	4,200.00	4,200.00	4,200.00	4,200.00	4,200.00	4,200.00							25,200.00	50,000.00
Web Site/IT	865.00	865.00	865.00	865.00	865.00	865.00							5,190.00	22,000.00
Pension Plan	0.00	0.00	0.00	0.00	0.00	0.00							0.00	2,600,000.00
Insurance/D&O	26,587.04	1,325.06	(12,052.00)	500.00	1,253.69	62.06							17,675.85	21,000.00
Election Fees	0.00	0.00	0.00	0.00	0.00	0.00							0.00	160,000.00
LAFCO fees	0.00	0.00	0.00	0.00	7,509.00	0.00							7,509.00	7,000.00
Legal Fees	0.00	2,226.15	4,495.95	940.50	2,924.50	262.00							10,849.10	25,000.00
Bank Fees	0.00	0.00	0.00	0.00	3.00	0.00							3.00	100.00
Total Admin. Expenses	49,794.60	58,671.96	34,363.18	58,614.81	61,083.31	49,475.44							312,003.30	3,358,600.00
<b>Property Expenses</b>														
Maintenance	125.00	1,475.00	2,078.10	2,930.82	1,236.07	1,672.00							9,516.99	25,000.00
Utilities	494.60	2,174.58	2,354.69	2,419.67	1,745.80	1,971.71							11,161.05	20,000.00
Property Insurance	1,662.00	0.00	0.00	0.00	0.00	0.00							1,662.00	2,000.00
Depreciation	7,099.75	7,099.75	7,099.75	7,099.75	7,099.75	7,099.75							42,598.50	100,000.00
Total Property Expenses	9,381.35	10,749.33	11,532.54	12,450.24	10,081.62	10,743.46							64,938.54	147,000.00

**SEQUOIA HEALTHCARE DISTRICT**  
**Income Statements**

Agenda Item No.3.c  
Board of Directors Meeting  
2/6/13

	July	August	September	October	November	December	January	February	March	April	May	June	Year to Date	Budget 12-13
<b>Grant Expenses</b>														
Grant Admin Expenses	0.00	45.97	75.55	190.85	67.51	0.00							379.88	11,100.00
Grant Admin Payroll	3,020.47	6,038.42	3,936.68	6,191.03	4,330.00	4,329.95							27,846.55	58,900.00
Children's Health Initiative	350,000.00	0.00	0.00	325,000.00	0.00	0.00							675,000.00	1,350,000.00
SFSU Nursing Program	500,000.00	0.00	0.00	0.00	500,000.00	0.00							1,000,000.00	1,000,000.00
Samaritan House Grant	153,174.00	0.00	0.00	153,174.00	0.00	0.00							306,348.00	627,000.00
Other Grants	0.00	2,328.98	3,870.00	1,214.34	0.00	4,808.57							12,221.89	20,000.00
Sequoia Hospital Foundation	0.00	0.00	0.00	315,083.00	0.00	0.00							315,083.00	630,166.00
San Mateo Medical Ctr.	0.00	0.00	0.00	0.00	1,000,000.00	0.00							1,000,000.00	2,000,000.00
Ravenswood-Belle Haven Clinic	0.00	0.00	0.00	0.00	0.00	0.00							0.00	500,000.00
Community Grants Program	0.00	0.00	0.00	0.00	0.00	0.00							0.00	1,340,000.00
Chronic Disease Management	652.52	1,339.59	2,683.07	244.22	0.00	325.90							5,245.30	20,000.00
SMART Program Grant	0.00	0.00	30,000.00	0.00	0.00	0.00							30,000.00	60,000.00
<b>Total Grant Expenses</b>	<b>1,006,846.99</b>	<b>9,752.96</b>	<b>40,565.30</b>	<b>801,097.44</b>	<b>1,504,397.51</b>	<b>9,464.42</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>3,372,124.62</b>	<b>7,617,166.00</b>
<b>Program Expenses</b>														
HeartSafe Program	15,000.00	1,855.79	8,676.67	2,182.13	64,043.42	(668.41)							91,089.60	134,300.00
HeartSafe Payroll	3,198.45	4,830.97	4,264.63	4,264.70	4,264.70	4,264.70							25,088.15	65,700.00
School Health Initiative	218,844.89	394,222.61	62,019.32	125,101.34	39,978.33	126,908.86							967,075.35	2,755,000.00
School Health Payroll	7,553.48	15,312.61	10,358.55	10,358.56	10,358.57	10,358.62							64,300.39	145,000.00
<b>Total Program Expenses</b>	<b>244,596.82</b>	<b>416,221.98</b>	<b>85,319.17</b>	<b>141,906.73</b>	<b>118,645.02</b>	<b>140,863.77</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,147,553.49</b>	<b>3,100,000.00</b>
<b>Total Expenses</b>	<b>1,310,619.76</b>	<b>495,396.23</b>	<b>171,780.19</b>	<b>1,014,069.22</b>	<b>1,694,207.46</b>	<b>210,547.09</b>							<b>4,896,619.95</b>	<b>14,222,766.00</b>
<b>Net Surplus/Loss</b>	<b>(1,252,326.69)</b>	<b>(475,655.73)</b>	<b>(150,728.66)</b>	<b>1,104,039.47</b>	<b>(844,372.41)</b>	<b>3,301,253.69</b>							<b>1,682,209.67</b>	<b>(474,090.00)</b>



## State of the District Summary – Lee Michelson: February 2013

Sequoia Healthcare District had a very successful 2012 and remains in my opinion a very strong and important community benefit organization.

We were able to increase our service to the public school children in our area with increased support for physical education and nutrition education.

We continued to be a major supporter of those providing access to good basic primary health care to all of our residents.

We provided safety and security through our partnerships with local fire department and the providing of life saving Lucas Devices.

We heightened the awareness of the benefits of CPR training and provided opportunities for thousands to be trained including high school students and teachers.

We were fortunate to provide more than \$10 million dollars in program and grant support, greatly surpassing the \$8 million dollars in tax funds that we collected.

We improved our financial management procedures and again were able to administer the District in a very cost-effective manner, spending only 5% on administration.

Our communication with the general public and our health care partners was consistent and informative.

Our staff remained very active in the community offering their time and talent too many health focused initiatives.

Our financial support reached and assisted more than fifty non –profits and school districts.

Our Board was active, engaged and thoughtful in their funding and management decisions.



## Healthy Schools Initiative

Sequoia Healthcare District

Agenda Item No. 4. B.

Board of Directors Meeting

Date 2-6-13

### Healthy Schools Initiative

#### Activity Summary for December 2012- January 2013

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##### **Pamela**

**The Future of HSI-** In January, Pamela, Lee and Jennifer began discussions with Superintendents and Wellness Coordinators of the school districts currently under HSI. Given the potential continuation of the Healthy Schools Initiative, the purpose of these discussions is to determine the future direction of HSI. Areas we are exploring include: 1) how well the Healthy Schools Initiative model and approach align with the each of the school district's wellness goals; 2) reassess priorities around the continuously changing needs and resources schools have available to support student health; 3) assure that lessons learned over the past three years are incorporated into our strategic plan moving forward; 4) assure that our resources are used to leverage and enhance the good work the school districts are doing around school health in the most purposeful, economical, and impactful way; 5) begin to appraise our future financial commitment to each school district based on these discussions. Meetings with the additional 4 public school district Superintendents will take place in late February and early March.

We previously mentioned that as part of the planning phase of the program we are creating a school-health sub-committee whose role will be to: provide oversight to the program; 2) make recommendations for future directions; 3) assist in identifying possible issues of concern. Prospective representation will include Lee, Pamela, Jennifer, Anne Campbell, Superintendent of Public Instruction for San Mateo County, and two SHD board members. We anticipate several discussions with school staff and the school health subcommittee before finalizing our revised proposal to present to the SHD Board in April.

**Gardner Center-** The information we learned from the Gardner Center study in November will be tightly linked to our strategic planning moving forward. School District Superintendents and Wellness Coordinators were asked to provide feedback based on the study results and how best to incorporate these findings into our planning of the next phase of the Initiative. The Gardner Center is closing the loop of this phase of their work by developing a series of "1-pagers" for different audiences (e.g. parents, teachers, school district staff, etc.) highlighting findings from the research. They will be co-branded with JGC, SHD, and each school district. In addition, they are producing a few 3-5 page "briefs" on particular topics raised by findings from the research (e.g. best practices for newly implementing school districts). Finally, from February through August, they will also assist us in developing further evaluation strategies and questions for the PE+ and the 1-2-3 Let's Grow! program.

**HSI Grants 2012-** Mid-year reports have been received from all 2012 Healthy Schools Initiative Grant recipients and I have conducted site-visits with several of the agencies as part of the mid-year evaluation process. Overall, I feel the agencies have done outstanding work toward accomplishing their proposed goals and most will receive the second half of their approved funding. Attached is a summary of the reports for your review.

**HSI Grants 2013-** Letters of intent for HSI grants were due on Jan 25<sup>th</sup>. Twenty-three non-profit agencies applied, totaling \$760,000 in requests. The amount allocated to grants this year is again \$275,000. The HSI grants committee meets on Feb 8<sup>th</sup> to provide input and recommend to Pamela as to which applications should be invited to submit a full proposal. Full applications will be due on March 15<sup>th</sup>.



A formal survey was provided to teachers at the beginning of January to assess satisfaction with specific components of the program. The information learned from the surveys will be used to modify and continuously improve the program. Results are still pending, but informal feedback from school administration, principals, teachers, parents, and students regarding the PE+ program has been extremely positive thus far. One teacher's comments:

*Several children in my [1st grade] class cheered when it began raining. When I asked them why they were cheering they replied, "Because we get to have PE indoors!" I asked them what was great about that (they had never liked PE indoors before), they told me, "it's so much fun"! They could hardly sit still in anticipation.*

The nutrition education component of the PE+ program is becoming more comprehensive and further incorporated into the PE curriculum. Jennifer just completed the Nutrition Nuggets Modules 4-5 and provided training, along with the 1-2-3 Let's Grow nutrition trainer, Laura McCaffrey from UC Cooperative Extension to the for PE+ coaches to implement the lessons. This is a great example of how our programs are aligning and integrating!

The mid-year assessment for the PE+ Program is currently being conducted. The assessment includes: 1) a site visit to each of the schools; 2) interviews by Pamela with school principals; 3) an oral report with both PCC and Parks and Recreation (separately); 4) a written evaluation of findings from discussions with the providers and recipients; 5) surveys collected from the teachers. I expect to complete the mid-year evaluation by February 20<sup>th</sup>. As mentioned above, the John Gardner Center is beginning the development of a formal evaluation of the PE+ program.

### ***Jennifer***

#### **Program Development:**

I hosted the second meeting of the Food, Nutrition, and Garden Partners for Redwood City School District and Sequoia Union High School District in January. Twenty-five people attended. Discussed nutrition strategies; partnering with Community Schools and Wellness Coordinators; shared projects for the year and networked; and provided an update on SNAP-Ed funding changes coming in San Mateo County (from which many partners are funded). From this meeting, I will develop a "menu" of services available to Redwood City School District and a report on all services provided to Redwood City School District for 2012-13. I will also work with Andrea to develop collective goals for next year. The response from attendees has been positive. This is one example: "Thank you for all the valuable information. I always get so much from these meetings." Many others have reported new collaboration opportunities.

### ***Nutrition Highlights from 1-2-3 Let's Grow and PE+:***

- **1-2-3 Let's Grow:** The Cooking Fresh classes for parents and children provided in Belmont-Redwood Shores School District by Collective Roots as part of the 1-2-3 Let's Grow project have been very popular and successful. The first pilot class filled up in one day. One respondent reported, "This was the first time I have ever been able to get my children to try a whole grain...and they loved it!" The Wellness Coordinator was not sure how parent classes would go and she is now seeing the overwhelming support for cooking and nutrition classes for parents in the District. This program is filling a needed gap and an important component of coordinated school health.
- **PE+ Nutrition Nuggets** are beginning to make a significant difference in the schools. The coaches appreciate the easy to use and practical curriculum and accompanying teaching materials and props. The students are reporting what they eat to the coaches "a lot" and often at times other than the class. The students love sharing and often bring in labels from home for the coaches to review. Coaches are hearing very positive feedback and gratitude from the teachers for including nutrition in the program. Some teachers have felt like they were the only ones talking about nutrition. Now when they talk about it, the students say that coach told them, too, so the messages are being reinforced. The program has helped the teachers feel comfortable initiating discussions with the parents as well. Some teachers are intentionally listening to the Nutrition Nugget because they say they learn, too. The head coaches are encouraging the other coaches to be role models and sometimes use their own foods as examples for the students. One coach noticed a group of 3<sup>rd</sup> grade girls eating apples after school and the girls said they are eating these instead of Hot Cheetos. Other students have commented that they have asked their moms to buy only whole grain cereals. The coaches are also connecting with the school nurses around nutrition issues. Therefore, the program is truly becoming a coordinated approach to health.

### **Highlights from our School District Partners:**

- **San Carlos-** Although the new Wellness Coordinator, Mindy Hill, just began her new role the first week in December, she has jumped right in with talking to folks and getting to know the issues that impact the health of her school community. She is working on at least one aspect in each of the 8 components of the CSH model. One of her first priorities is to integrate K-8 health curricula including Puberty Talk or Teen Talk. She is also coordinating a team a Strategic Wellness Education Action Team ("SWEAT") to include teachers and/or counselors from each school to advance strategic Wellness initiatives.
- **Sequoia Union-** Karen Li continues to juggle numerous activities including directing the MAC Committee (Mental-health Advisory Committee) and WAC (Wellness Advisory Council). Most recently, (and most notably) Karen partnered with our own HeartSafe Program to train all 9<sup>th</sup> graders in the district in CPR. They had a very successful training session at Menlo-Atherton where they trained approximately 425 students! Plans are in place to continue trainings at each of the school sites. Another great example of SHD aligning and integrating its programs!
- **Redwood City-** Wellness Coordinator, Andrea Garen, has been given much attention over the past 8 weeks to Kindergarten nutrition and dental health lessons conducted by school district nurses and nursing students from SFSU. Andrea implemented Big Smiles Oral Health Program at Selby Lane and secured "K to College" dental kits for homeless and foster students again this year. A big effort will be made this spring to implement a campaign to encourage water consumption and reduce sugar sweetened

beverages. The campaign, called “Water First” will align specific principals around water consumption and oral health.

- **Belmont- Redwood Shores-** The BRSSD has a system in place that provides a continuous and consistent flow of activities and programs for students and staff in each of the 8 components of the CSH approach. A teacher survey was recently distributed to assess staff priorities around school health for themselves and their students. The information learned from the surveys will be used to re-align and re-focus efforts to meet the needs that teachers perceive will most impact their own health and the health of their students.



## Healthy Schools Initiative Grants Program Mid-Year Report Card 2012

Organization Name, Amount Funded, and Summary of Program/Services Provided	Primary Goals met Aug-Dec 2012	Primary Goal for Jan-June 2013
<p><b>Adolescent Counseling Services On Campus Counseling (OCC) Program</b> Provides on campus bilingual individual, family and group mental health therapy.</p> <ul style="list-style-type: none"> <li>▪ Grant Amount: 17,500</li> <li>▪ Schools Served: La Entrada, Woodside High, Redwood</li> <li>▪ Number Clients served Aug-Dec 2012: 732</li> <li>▪ Grades served: 9-12</li> <li>▪ Program on Track? Yes</li> <li>▪ Recommend 2<sup>nd</sup> half of funding? Yes</li> </ul>	<p>As of January 16, 2013, the OCC program served 732 clients and family members at La Entrada Middle School, Redwood High, and Woodside High. A total of 509 therapy sessions were provided, 107 support groups, and 377 education and outreach services. The total number of units provided = 1,409, which exceeds their original plan. They originally proposed to continue services at M.A., but instead provided services at Woodside in partnership with the CAT program. We re-directed \$12,500 from ACS to Star-Vista to serve Menlo-Atherton after grant was approved because M.A. wanted to switch to Star-Vista services. ACS is now serving Woodside, but plans to serve Woodside was not in the original proposal. They report a \$12,500 deficit due to this change.</p>	<p>ACS is serving more students than they originally proposed. The number of students and the number of sessions typically pick up in the Spring after the winter break. They are partnering with the CAT program at Woodside, which is not part of this funding. As a result, their biggest goal for this period is to aggressively fundraise to serve the Woodside population.</p>
<p><b>Cleo Eulau Center Collaborative Counseling and Transition Programs</b> These programs provide confidential group and individual therapy to troubled youth who are attending Sequoia Community Day School as a result of being on probation or expelled from their local high schools. The resiliency training program being provided at Ralston trains teachers on how to support the social and emotional health of their students.</p> <ul style="list-style-type: none"> <li>▪ Grant Amount: \$35,000</li> <li>▪ Schools Served: All SUHSD schools,</li> </ul>	<p>CEC's Collaborative Counseling Program (CCP), as a whole, counseled 80 students ages 14-18 at Sequoia Community Day School. Additionally, 40 students in the Transition Program are being served at Sequoia, Woodside, M.A., and Carlmont High, for a total of 120 students. The program also includes a parent support component and parent meeting to educate and empower parents to be advocates for their kids. The goal is to boost the success rate of students returning to public school. Activities of the CCP include 12 hours of weekly supervision of interns and weekly 90-minute trainings for all interns from the Wright Institute of Psychology and other graduate schools of psychology</p>	<p>As a result of community school consolidation, the majority of these students are in the transition program to transfer back to their local SUHSD school. They feel they are progressing well toward their goal to counsel 160 students per week to reduce recidivism rate, and to train interns this year.</p>

<p>Ralston</p> <ul style="list-style-type: none"> <li>Number Students served Aug-Dec 2012:</li> <li>Grades served: 6-12:</li> <li>Program on Track? Yes</li> <li>Recommend 2<sup>nd</sup> half of funding? Yes</li> </ul>	and social work.	
<p><b>CSM Consulting at Parent Ed Series</b></p> <p>The Parent Ed Series offers the SUHSD community with opportunities to learn from leading experts in the fields of academics, physical, social and emotional wellness to increase student success.</p> <ul style="list-style-type: none"> <li>Grant Amount: \$15,000</li> <li>Schools Served: Menlo-Atherton, Woodside, Sequoia, Carlmont</li> <li>Number Parents served Aug-Dec 2012:</li> <li>Grades served: parents represent 9-12 graders</li> <li>Program on Track?</li> <li>Recommend 2<sup>nd</sup> half of funding?</li> </ul>	<p>Now in its 7th year, they report having a highly successful first semester with over 3,400 registered attendees for four (4) fall events. The majority of attendees are from within the Sequoia Union High School District and include parents from Menlo-Atherton High School, M-A partner schools (Hillview Middle School and La Entrada Middle School, as well as the Menlo Park City School District and Las Lomitas District elementary schools), SUHSD teachers, counselors, administrators, and community members.</p>	<p>The series had been exclusive to M.A., but through additional funding and the help of Karen Li, CSM Consulting has been able to expand their services to all of the SUHSD schools. Also through CSM's collaboration with the SUHSD ELAC Coordinator, events attract both English- and Spanish-speaking families.</p>
<p><b>Dreamer Hall of Fame (aka Young Dreamer Network) Champions Not Bullies Project</b></p> <p>A teen-driven initiative aimed at reducing bullying within local schools and improving school climate</p> <ul style="list-style-type: none"> <li>Grant Amount: \$7,500</li> <li>Schools Served: All RWCSD, San Carlos, Belmont middle schools,</li> <li>Grades served: 7-8</li> <li>Program on Track? No</li> <li>Recommend 2<sup>nd</sup> half of funding? No</li> </ul>	<p>Funding was provided to help Young Dreamer Network expand their Champions Not Bullies whereas teens from Redwood City create a campaign to decrease the rate of bullying in local schools. There have been challenges to the teens' time and interest in pursuing this effort. Funds from the first grant check have not been all expended and they do not anticipate utilizing additional funds.</p>	<p>They will look into partnering with the San Carlos Children's Theater as another modality for implementing the Champions, Not Bullies program this Spring.</p>
<p><b>Footsteps After School Healthy Active Play Environments (HAPE).</b></p> <p>Program provides training and curriculum development for afterschool staff.</p> <ul style="list-style-type: none"> <li>Grant Amount: \$8,500</li> </ul>	<p>Funding helps support the HAPE training and curriculum Director, Adrian Padilla to implement daily, fun, inclusive, and non-competitive physical activities in the afterschool environment. So far this semester, they have worked with After School Programs at Boys</p>	<p>They will provide additional on-site training to afterschool programs in San Carlos, Redwood City, and Menlo Park.</p>

<ul style="list-style-type: none"> <li>▪ After School Programs/Schools Served: Boys and Girls Club, Hoover, Fair Oaks, Belle Haven, Willow Oaks</li> <li>▪ Number Students served Aug-Dec 2012:</li> <li>▪ Grades served: pre-K-8</li> <li>▪ Program on Track? Yes</li> <li>▪ Recommend 2<sup>nd</sup> half of funding? Yes</li> </ul>	<p>and Girls Club, Hoover, Fair Oaks, Belle Haven, and Willow Oaks. These on-site demonstrations have been successful and more are scheduled for January- March in San Carlos, Redwood City, and Menlo Park.</p> <p>HAPE is on track in meeting their proposed goals.</p>	
<p><b>Mary Meta Lazarus Child Development Center- Healthy Eats Active Feet Program-</b> Funding helps to ensure children of low income families enrolled in the program have access to healthy meals and physical activity during the day and a planned nutrition education curriculum.</p> <ul style="list-style-type: none"> <li>▪ Grant Amount: \$9,500</li> <li>▪ Schools Served: College of San Mateo</li> <li>▪ Number Students (parents and staff) served Aug-Dec 2012: 159</li> <li>▪ Grades served: Pre- K</li> <li>▪ Program on Track? Yes</li> <li>▪ Recommend 2<sup>nd</sup> half of funding? Yes</li> </ul>	<p>Last year staff developed and implemented a wide variety of curriculum activities on health and nutrition. In the classrooms, children were served 3 meals per day which included an array of fresh, nutritious foods. To date this grant cycle 3458 breakfasts have been served, 3984 lunches, and 2740 afternoon snacks. There have been 21 weekly curriculum activities implemented, 103 daily fitness exercises, and 4 monthly staff trainings. As a result, families have given testimony to the change in their child's eating patterns at home. They have also recognized the increase in their children's learning and conceptual development in the areas of health and nutrition.</p>	<p>The majority of families enrolled in the Mary Meta Lazarus Child Development Center are low-income and parents are not often able to provide their children with nutritional foods. Families commonly run out of resources during the month and find themselves cutting portions in order to make food stretch or they end-up skipping meals, especially breakfast.</p> <p>They will continue to provide 3 nutritious meals per day, including fresh fruits and vegetables, whole grains and low fat dairy products; planned curriculum activities in the areas of health and nutrition; and increase proficiency in their children's gross motor skills.</p>
<p><b>Redwood City 20/20 Safe Routes to School Initiative</b></p> <p>The overall goal of SRTS is to build capacity at both the school district level and school site to develop champions so over time, walking or biking to school will become a normalized activity.</p> <ul style="list-style-type: none"> <li>▪ Grant Amount: \$10,000</li> <li>▪ Schools Served: Adelante, Fair Oaks, Garfield, Hawes, Hoover, John Gill, Kennedy Middle School, Roy Cloud, Taft.</li> <li>▪ Number Students staff/ parent served Aug-Dec 2012: about 10,000</li> <li>▪ Grades served: Pre K-8</li> <li>▪ Program on Track? Yes</li> <li>▪ Recommend 2<sup>nd</sup> half of funding? Yes</li> </ul>	<p>Specific services provided by the program include: organizing "walking school bus" programs, providing education activities for students and families, facilitating a SRTS Task Force (including all major stakeholders in the community), offering encouragement and incentives for parents and students, gathering and analyzing data identifying walking/cycling to school barriers and writing grants address these physical barriers. They estimate that the program directly served 6,307 students, 254 school to staff, and 3,153 parents. In addition, 152 parents are actively involved in the program who volunteer time and attend meetings.</p>	<p>The program is intended to benefit all 9,000+ students (16 schools) attending the Redwood City School District. The current SRTS program serves 9 schools with an approximate population of 4,800 students. This Spring they will continue to reach out to the remaining schools in the RCSD to engage their participation.</p>



<p><b>Redwood High School Teen Parent Program (TAPP) Program</b> Program provides nutrition education support for pregnant and parent teens. Funding is used to expand the Healthy Cooking Series.</p> <ul style="list-style-type: none"> <li>▪ Grant Amount: \$6,500</li> <li>▪ Schools Served: Redwood High</li> <li>▪ Number Students served Aug-Dec 2012: 15</li> <li>▪ Grades served: 9-12</li> <li>▪ Program on Track? Yes</li> <li>▪ Recommend 2<sup>nd</sup> half of funding?</li> </ul>	<p>Fifteen students have received 34 hours of instruction each, equaling 510 units of service provided this semester. The students now understand the importance of diet to overall health for both themselves and their children. They have become knowledgeable in food preparation, kitchen safety, nutritious foods, and preparing healthy meals for themselves and their young children and report that they have made changes in their cooking and eating.</p>	<p>Enrollment in the class was down this semester due a required course being given at the same time as the cooking class. This next session, they will offer the class at a time most students can attend. They would also like to offer the class to students who are not parents as many have expressed interest in joining the class.</p>
<p><b>Sequoia Community Day School-Life Skills Intervention Project</b> Provides alcohol, drug and other addiction intervention and anger management services. Focus is on positive living skills and healthy alternatives to self-destructive behaviors.</p> <ul style="list-style-type: none"> <li>▪ Grant Amount: \$25,000</li> <li>▪ Schools Served: Green Street Academy</li> <li>▪ Number Students served Aug-Dec 2012: 53</li> <li>▪ Grades served: 9-12</li> <li>▪ Program on Track? Yes</li> <li>▪ Recommend 2<sup>nd</sup> half of funding? Yes</li> </ul>	<p>Students attending Green Street Academy have all been expelled from the comprehensive high schools. Some come to Green Street from Juvenile Hall and all have exhibited some form of oppositional or negative behavior that has interrupted their academic progress. Many have experienced some form of trauma or violence. Mr. Flores, a counselor and trainer with extensive experience and success working with underserved and incarcerated youth, was hired per the original grant proposal. Mr. Omar Nevarez was subsequently hired to teach Life Skills courses. This year, 53 students have been served which does match the number envisioned in the original proposal.</p>	<p>Eight students are now eligible to return to the comprehensive high schools. Each of those students has shown specific progress toward their personal behavior goals in their Life Skills classes. It is clear that in the short time they have had to implement these classes they have seen positive progress and student success.</p> <p>The goal is to continue to return these students to their comprehensive high schools and improve their chances for academic and life success.</p>
<p><b>Star Vista-Children's Place Program</b> An early intervention program that provides counseling, education, prevention, and alternative activities for high-risk children ages 5-13 with addicted parents.</p> <ul style="list-style-type: none"> <li>▪ Grant Amount: \$25,000</li> <li>▪ Schools Served: Roosevelt, Adelante, Fair Oaks, Taft, Henry Ford, Hawes, John Gill, Hoover, McKinley IT, Garfield</li> <li>▪ Number Students served Aug-Dec 2012: 72</li> </ul>	<p>Aside from individual and group counseling sessions with students, the Children's Place also provides school staff with information to help them identify children from addicted families, facilitate referrals, educate them on the effects of addiction on children and support them in using the program as a school-based resource. Another strategy they use is to provide parents and family members with educational workshops to learn about how prevention efforts can help children develop healthy living skills, improve academic performance and how they can connect to community resources. Their clinicians promote the program at school and staff meetings and at the</p>	<p>They anticipate meeting their goal of serving 125 students by June</p>

<ul style="list-style-type: none"> <li>Grades served: K-8</li> <li>Program on Track? Yes</li> <li>Recommend 2<sup>nd</sup> half of funding: Yes</li> </ul>	<p>schools' health fairs and family days at the schools</p> <p>Eighty-six students received individual and/or group therapy since the start of the school year equal to 4,644 units of service being delivered so far.</p>	
<p><b>Star Vista Counseling Services at Arbor Bay School and Menlo-Atherton High</b></p> <ul style="list-style-type: none"> <li>Grant Amount: \$22,500</li> <li>Schools Served: Arbor Bay School (K-8), M.A (9-12)</li> <li>Number Students served Aug-Dec 2012:</li> <li>Grades served: K-12</li> <li>Program on Track?</li> <li>Recommend 2<sup>nd</sup> half of funding?</li> </ul>	<p>Delay in sending report however, I do not expect there are any issues of concern.</p>	
<p><b>Teen Talk Comprehensive Sexual Education Curriculum</b></p> <p>Provided to 6-8 graders</p> <ul style="list-style-type: none"> <li>Grant Amount: \$25,000</li> <li>Schools Served: Tierra Linda, Central, Ralston</li> <li>Number Students served Aug-Dec 2012: 330</li> <li>Grades served: 6-8</li> <li>Program on Track? Yes</li> <li>Recommend 2<sup>nd</sup> half of funding? Yes</li> </ul>	<p>They are solidly on the path of meeting all goals and objectives for this grant. Currently, they are in 11 classrooms and at two schools sites in San Carlos; Tierra Linda Middle School: 5 - 8<sup>th</sup> grade classrooms approximately 140 youth) and Central Middle School: 6 - 8<sup>th</sup> grade classrooms (approximately 175 youth). In Belmont they are providing education services at Ralston Middle School: 12 - 7<sup>th</sup> grade classrooms (approximately 318 youth)</p>	<p>In the second half of this grant cycle, they will be making adjustments to their overall budget to adjust for funding received from SHD (\$25,000) to provide services in the three schools. However, it costs TTSE \$1,450.00 per classroom (approx. \$50 per student depending on class size) to provide 10 hours of Teen Talk comprehensive sexuality education. To do the three schools (23 classrooms) outlined in their grant agreement the cost to TTSE will be \$31,900.00.</p>
<p><b>Training and Health Education Center for Youth Life Skills Program</b></p> <p>Program aims to increase health promoting behaviors and decrease practice of unsafe and risky behaviors.</p> <ul style="list-style-type: none"> <li>Grant Amount: \$40,000</li> <li>Schools Served: Sequoia, M.A</li> <li>Number Students and staff served Aug-Dec 2012: 526</li> <li>Grades served: 9-12</li> <li>Program on Track? Yes</li> <li>Recommend 2<sup>nd</sup> half of funding? Yes</li> </ul>	<p>CFY's 2 week health Ed sessions in the 10<sup>th</sup> grade Biology classes at Sequoia High School have continued to be very well received. The addition of conducting sessions in 9<sup>th</sup> grade Life Skills classes at both Sequoia and Menlo-Atherton High Schools started off slowly, but after word got out to more teachers, we were extremely busy at both schools. CFY reached 518 students at Sequoia High School in the 10<sup>th</sup>, 11<sup>th</sup> and 12<sup>th</sup> grade Biology classes. Through their Life Skills sessions, they are reaching all 9<sup>th</sup> grade students at both Sequoia High School and Menlo-Atherton High and trained 8 teachers. A total of 81 units (81- 1 hour classes) have been provided so far.</p>	<p>A major challenge the first semester was the requirement of the school district that 9<sup>th</sup> grade Life Skills sessions must be conducted in the first 9 weeks of the school year. As more 9<sup>th</sup> grade Life Skills teachers learned about and got feedback from their peers about CFY's sessions, they were asked to conduct a large number of extra sessions near the end of the 9 week period. A strong recommendation is to expand the timing for conducting the 9<sup>th</sup> grade Life Skills sessions during the entire Fall semester. Their scope of work changed in one aspect due to the reduction of funds received and they will hold their Peer Education training this Spring semester only - rather than in both the Fall and Spring semesters.</p>

<p><b>Woodside High School Counseling and Advocacy for Teens (CAT)</b> Provides critical counseling and intervention services to students on campus who have been identified as at-risk for school failure. Also provides resources for parents</p> <ul style="list-style-type: none"> <li>▪ Grant Amount: \$40,000</li> <li>▪ Schools Served: Woodside</li> <li>▪ Number Students served Aug-Dec 2012: 826</li> <li>▪ Grades served: 9-12</li> <li>▪ Program on Track? Yes</li> <li>▪ Recommend 2<sup>nd</sup> half of funding?</li> </ul>	<p>To date, this year a total of 826 students received education and/or counseling through the C.A.T./Program, which is up by 126 students from last year. They also provided support to all 175 staff members through child abuse reporting training and ongoing consultation and saw 18 new family members. Based on preliminary data results, students are reporting that counseling has helped them manage their stressors better and that they would seek help in the future. Also, 89% of students report that they are more pleased with their efforts at school since they have started counseling.</p>	<p>With a significant jump from 57 students seen by December 2011 to 126 students seen by December 2012, the collaborative efforts between C.A.T. and A.C.S. prove to be successful in delivering services to more students in need of counseling and students are receiving services immediately compared to the average wait time of two-three weeks of being on the wait-list last year. They anticipate serving even more students in the second semester as the year progresses and school demands increase.</p>
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#### School District Nurse/ Counselor Grants

<p><b>Las Lomitas School District School Nurse</b></p> <ul style="list-style-type: none"> <li>▪ Grant Amount: \$25,000</li> <li>▪ Schools Served: Las Lomitas, La Entrada</li> <li>▪ Number Students/ staff served Aug-Dec 2012: 1,576</li> <li>▪ Grades served: pre-K-8</li> <li>▪ Program on Track? Yes</li> <li>▪ Recommend 2<sup>nd</sup> half of funding? Yes</li> </ul>	<p>The nurse continues her 4 hour- a- day schedule and her time is shared between two schools. This year the nurse has been able to focus more on coordinating the care of students with chronic conditions, training staff, maintaining student health information, providing health information to at-risk students and families, planning for upcoming puberty education for 5<sup>th</sup> grade, and prioritizing overall district needs through assessment. The District serves 1413 students and 160 staff</p>	<p>The school nurse will continue to benefit the district by: Providing leadership in the area of health services; provide screenings and referrals; sharing critical health info with families and staff; providing direct health care and health education to students and classrooms on such topics as self-care, nutrition, hand washing/germs, asthma, allergies, etc; developing individualized health care plans for students with special needs; and enforcing emergency/disaster health care plans/policies that were implemented last year.</p>
<p><b>Menlo Park City School District School Nurse</b></p> <ul style="list-style-type: none"> <li>▪ Grant Amount: \$25,000</li> <li>▪ Schools Served: Heritage Oaks Children's Center, Encinal, Oak Knoll, Laurel, Hillview Middle</li> <li>▪ Number Students/staff served Aug-Dec 2012: 980</li> <li>▪ Grades served: pre K-8</li> <li>▪ Program on Track?</li> <li>▪ Recommend 2<sup>nd</sup> half of funding? Yes</li> </ul>	<p>Last year, with SHD support, the school nurse developed specialized Health Care plans for 57 additional students in the district so that all 227 children with special health care needs are effectively and appropriately addressed. This year there are 230 students with special needs that the nurse sees each morning. She also delivers age-appropriate health education curriculum to all students in the afternoon and serves as an advocate for students and families by using</p>	<p>The school nurse will continue to support student health by providing direct health services, screenings and referrals, health education in classrooms on topics such as caring for teeth, nutrition, hand washing/germs, asthma and allergies, and developing individualized health care plans for students with special needs.</p>

	professional skills, nursing judgment, and leadership skills to create a safe school environment.	
<b>Portola Valley School District School Nurse</b> <ul style="list-style-type: none"> <li>Grant Amount: \$25,000</li> <li>Schools Served: Ormondale, Corte Madera Middle School</li> <li>Number Students served Aug-Dec 2012: 690</li> <li>Grades served: pre K-8</li> <li>Program on Track? Yes</li> <li>Recommend 2<sup>nd</sup> half of funding? Yes</li> </ul>	<p>Nurse Abbe helped the district to greatly expand its health education and awareness services for students to teach life skills for stress reduction, social-emotional well-being, hygiene and adolescent-related issues. In addition to regular vision and hearing testing, she provides "family life" instruction and counseling for students in fourth through eighth grades. The nurse serves a total of 690 students at both Ormondale School (K-3) and Corte Madera Middle School (4-8) as well as pre-school age students who receive special education services. The district serves 690 students and 60 staff.</p>	<p>The school district and school nurse will continue to work together to serve the school community by specialized support to medically-involved students, provide training and consultation to all staff and parents; and provide all students with health education, especially related to nutrition, healthy eating and obesity-prevention and provide wellness services at the middle school to provide students with skills for coping effectively with stress, social-emotional well-being and peer-related adolescent issues.</p>
<b>San Carlos Charter Learning Center Credentialed School Counselor</b> <ul style="list-style-type: none"> <li>Grant Amount: \$25,000</li> <li>Schools Served: SCCLC</li> <li>Number Students served Aug-Dec 2012:</li> <li>Grades served: K-8</li> <li>Program on Track? Yes</li> <li>Recommend 2<sup>nd</sup> half of funding? Yes</li> </ul>	<p>Since the inception of the on-site counseling program the counselor see about 25% of the student population at CLC and 14 staff members receive training. Support is provided through a combination of small group work and individual counseling and parental support is offered as needed. The counselor has also made significant contributions at select parent conferences, Student Support Team Meetings, and IEP Meetings. Although they are not able to provide services for as many students as needed, for the students that they are supporting, they feel they are experiencing real progress and growth.</p>	<p>Their goal for the remainder of the grant cycle is to simply continue to serve the school community in counseling and social support programs.</p> <p>CLC's original proposal was for at least a .75 FTE counselor. The amount of the grant awarded caused them to scale back their original plans. As a result, they feel they are meeting only 50% of our total student needs for counseling support and they have requested additional funding next year to increase counseling services.</p>
<b>Woodside Elementary School District School Counselor and School Nurse</b> <ul style="list-style-type: none"> <li>Grant Amount: \$25,000</li> <li>Schools Served: Woodside Elementary</li> <li>Number Students served Aug-Dec 2012: 800 (including staff)</li> <li>Grades served: K-8</li> <li>Program on Track? Yes</li> <li>Recommend 2<sup>nd</sup> half of funding? Yes</li> </ul>	<p>As a result of HSI funding, Woodside School District developed and implemented a Social and Emotional Learning Program (SEL) intended to enhance school climate and support students' long-term emotional well-being. SEL is taught in all classrooms, K-8 and includes staff trainings and parent education. Additionally, they implemented a middle school Advisory class aimed at empowering students to develop compassion and empathy toward one another; a unique approach to anti-bullying efforts. Nursing services were also enhanced this year from an as-needed basis to a nurse that supports ongoing student health issues that impact</p>	<p>They continue to work closely with the school nurse who last Spring introduced health curricula that provides health education and disease prevention education and services for all students and staff. They will continue with implementing these curricula this Spring.</p>

	learning. This year so far, 450 students and 50 faculty and staff have received services/ training.	
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# HeartSafe Program

## Activity Summary for December 2012 and January 2013

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### HeartSafe Region Task Force Meetings

Attend and participate in regional planning and support.

### Maintenance of Existing Units (new batteries, electrodes, etc.)

- County of San Mateo Courthouse
- Redwood City School District offices
- Bowditch Elementary School
- Boys and Girls Club, RWC
- Fair Oaks Community Center
- Adelante School
- Belmont Fire
- Notre Dame
- Cipriani School
- El Centro de Libertad
- Central School
- Sequoia Teen Wellness Center
- John Gill School
- Sandpiper School

### New AED Placements

- 1) City of San Carlos

### AED Placements In-Progress (application stage, site visits, etc.)

- 1) San Mateo County Sheriff's Office new PAL facility

### AED / CPR and In-Service Trainings

- 1) Redwood City School Teachers
- 2) Menlo-Atherton High School Freshmen (425+ students)
- 3) Sequoia Hospital Nursing Staff
- 4) Foster City School nurses
- 5) Audubon School
- 6) Church of the Epiphany

### Scheduled Trainings

- 1) Carlmont High School Freshmen and staff
- 2) Sequoia High School Freshmen and staff

## Recent AED Use

I am happy to report another law enforcement use of one of our defibrillators. For the second time within six months, a Foster City Police Officer used a SHCD defibrillator on an unresponsive patient. The details of that patient's condition are unknown at this time.

## Mass CPR Training

Over the course of two weeks, the SHCD in conjunction with the Menlo Park Fire District, Sequoia Hospital and the Sequoia Union High School District has trained approximately 425 Freshman hands-only CPR. These training sessions were held at Menlo Atherton High School with numerous groups of students completing this 90 minute class.

This is our first session targeting high school freshman. Our next hands-only training session will be in April at Carlmont High School. Additionally, we are also training campus aides, administrators and other high school staff members.



CEO Report- Lee Michelson February 2013

1. South County Clinic: Progress is being made on the rebuild of the SMMC clinic that will serve thousands of district residents. To date we have paid \$1 million against our \$4.3 million pledge with the balance to be paid throughout 2013.
2. Healthy Kids-CHI: The 10<sup>th</sup> anniversary of the program is scheduled for Wednesday, 10:00 AM at the Sobrato Center in Redwood Shores. Board members and district staff are invited to the press conference and celebration. We have been one of the major supporters of this program over the past decade.
3. SHHP Expansion Project: Dr. Shefren and I have been actively participating on the committee that has been designing the next stage of development. A mid-year report is now due from Sequoia Hospital. The immediate expansion calls for 30 days of home health assistance on a case by case basis.
4. Live Well Workshops: We are currently offering two six week workshops, one at the Jewish Community Center in Foster City and one at Belmont Community Center. A total of 29 participants are enrolled. We will start a new program in San Carlos in April and are in discussions to sponsor a class in Mandarin/Cantonese through Self Help for the Elderly.
5. San Carlos Senior Center: I will be a featured speaker on March 23<sup>rd</sup> at the Senior Fair sponsored by San Carlos Senior Center. Joining me at our workshop will be Nancy Keegan of Catholic Charities Adult Day Care Center, Tippy Irwin of Ombudsman Services and Barbara McCarthy of Adaptive Physical Education.
6. The annual Mayors delivery day for Meals on Wheels has been scheduled for March 20<sup>th</sup> and district board members are again invited to participate.
7. Grants Advisory Committee has been meeting and reviewed 61 Letters of Intent of which 43 were asked to submit full applications. These applications are due March 15. The advisory committee will meet again in March to discuss the applications and to make their recommendations for funding. The plan as it stands right now is for me to present the list at the April Board Meeting. The available budget is \$1,340,000.
8. Redwood City 2020: I am currently serving on the search committee for the new Executive Director. Pat Brown is retiring in May.
9. First 5 Commission: I am also serving on the personnel committee and chairing the evaluation committee. We will be interviewing for the executive director's position in March.



10. ACHD Leadership Academy: Dr. Shefren and I will attend these meetings/training sessions February 7-8 in Sacramento. Director Kane will also be present in her role of Chair of ACHD.
11. Supervisor Warren Slocum will be the featured speaker at the next Special District Association meeting on February 5 at the District office.
12. HCC: I will be representing the District at the January 31<sup>st</sup> meeting of The Healthcare Coordinating Council. This group is meeting to discuss future health needs of San Mateo County residents.
13. Other Community Events:
  - A. Mission Hospice 34<sup>th</sup> Anniversary Celebration
  - B. Ombudsman Services Annual Award Breakfast
  - C. Sequoia YMCA Mend Program Graduation

Agenda Item No. 5. A.

Board of Directors Meeting

Date 2-6-13

San Francisco State University School of Nursing  
with Cañada College and Sequoia Hospital

A proposal prepared for consideration by

**Sequoia Healthcare District**

to support the Sequoia Healthcare District  
Nurse Education Partnership

February 2013

## Introduction

San Francisco State University (SFSU) with Cañada College of the San Mateo County Community College District, in coordination with Sequoia Hospital, respectfully submits a request to Sequoia Healthcare District for a total of \$2,751,882 provided over five years between 2014-19, to continue the thriving Sequoia Healthcare District Nurse Education Partnership, originally launched in 2004. The Partnership offers San Mateo County's only bachelor's degree in nursing (BSN).

The Partnership, which has educated 350 students to date, helps ensure an accessible local healthcare system of the highest quality for the district's 225,000 residents. Its benefits will be enjoyed for years to come. With the support of Sequoia Healthcare District the Partnership has achieved exceptional success. For example, graduation and licensure pass rates are well over 90% (please see page 4-5 for more details).

This new request represents about half of the previous investment of \$1 million annually by Sequoia Healthcare District, 2004-14, due primarily to a curriculum restructuring, drastic cuts in state underwriting of tuition resulting in an increased understanding among students that they are expected to contribute as much as possible to fund their education, and the Partnership's new commitment to seek additional funds – especially scholarships – to help relieve some of the tuition costs for students with the most need.

The Partnership understands that the impact of the historic recession led, in recent years, to a marked – but temporary – decline in demand for new nurses due to delayed retirement<sup>1</sup> as well as a decrease in the number of elective procedures performed and a general decrease in utilization of primary care by under-insured individuals. Nonetheless, during this time many of the Partnership's highly qualified graduates continued to secure employment with organizations throughout the region, from a range of hospitals to the public school systems.

However, a new nursing shortage looms on the horizon due primarily to the number of older nurses who are retiring, previously delayed by the recent recession (Appendix A). Currently, over 21% of actively licensed nurses in CA are over age 60 and approximately 28% are over age 50.<sup>2</sup> According to results of the annual survey of nurses in California by the Board of Registered Nursing (BRN) conducted in 2010, over 55% of working nurses age 65 and older plan to retire in the next 5 years while another 25% plan to decrease the number of hours worked in nursing. A compounding factor that will contribute to the nursing shortage is a decrease in the number of students graduating from CA nursing schools.<sup>3</sup> Demand for new graduate nurses in the Bay Area labor market is already increasing (Appendix B).

Thankfully, with the Partnership, the district and its residents will be well-positioned to confront the coming shortage successfully – and to do this in accordance with recommendations from the Institute of Medicine and other influential health care organizations.

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<sup>1</sup> According to the CA Board of Registered Nursing, 81% of nurses in CA age 60-64 were working in 2010 compared to 73% in 2008.

<sup>2</sup> CA Board of Registered Nursing (2011); Forecasts of the Registered Nurse Workforce in California.

<sup>3</sup> The CA Board of Registered Nursing annual survey of schools of nursing indicate that the number of students graduating has decreased from 13,939 in 2011 to an anticipated number graduating in 2015 of 12,084.

Research shows that patient safety increases relative to the level of education achieved by healthcare providers.<sup>4</sup> Based on such findings, the Institute of Medicine report *The Future of Nursing*, and the criteria for hospitals to receive Magnet recognition, health systems are compelled to increase the percentage of nurses with at least Bachelor's degrees. In fact, in 2011, 62% of new graduate baccalaureate nurses were hired in California compared to 54% of new graduate associate degree nurses.<sup>5</sup>

Accordingly, with healthcare organizations already preferentially hiring baccalaureate-prepared nurses to fill vacant positions, the Partnership is prepared. SFSU, with its School of Nursing offering undergraduate and graduate degrees, is San Mateo County's only *official* public university. While students at SFSU and other CSU campus are enrolled from all over California and beyond, San Mateo County and San Francisco are the two primary service regions assigned to SFSU specifically by state mandate.

The Partnership has the support of organizations throughout the region which serve Sequoia Healthcare District residents – directly through clinical care and services, as well as by providing clinical training and employment to Partnership graduates. Many of these organizations are members of an advisory council, including San Mateo Medical Center, Stanford Hospital, Seton Hospital, Mills Peninsula Health Services, and Sequoia Hospital. (Please see page 8 below for more details.)

SFSU and its community-based programs depend now more than ever on local funding partners to pursue its critical mission to serve our region's residents. Since the Partnership was launched, the government has cut by half the SFSU and Cañada College budgets and tuition has more than doubled.

The Partnership recognizes the need in this economic climate to provide district taxpayers with the highest value for their investment in this essential program. Accordingly, this next phase of the Partnership is a modified approach, designed to more closely follow the district's changing healthcare needs. Hence, it will be a top priority to provide Sequoia Healthcare District and the district's constituents with regular progress reports, especially focused on enrollment relative to evolving demand and other areas of increased potential cost efficiencies.

In brief, with ongoing support of the Sequoia Healthcare District, the Partnership now plans to decrease the number of students enrolled annually from 40 to 32 during the next two years while demand for new nurses is low. The Partnership will increase enrollment again to 40 students after this initial two-year period when demand for nurses is expected to be on the rise again. This increase will be achieved at significantly less cost to Sequoia Healthcare District, compared with previous years, by diversifying sources of support. At the same time, the Partnership will continue to attract and develop the highest quality healthcare workforce to serve district residents. Admission to this program will continue to favor district residents.

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<sup>4</sup> Fact Sheet – Creating a More Highly Qualified Nursing Workforce (report citing various research sources); American Association of Colleges of Nursing; October 2012

<sup>5</sup> The Present & Future of California's Registered Nurse Labor Market: Shortages, Surpluses, and New Trends. Results from a survey conducted by the California Institute for Nursing and Health Care in collaboration with the University of California San Francisco. Survey was funded by the Moore Foundation

With renewed funding from the Sequoia Healthcare District, between 2014-19 the Partnership will:

- Educate, train and graduate at least 175 more licensed BSN degree nurses – ready to serve district residents at the same time the next nursing shortage is expected to be peaking
- Continue to increase the admission of district residents through a successful strategy launched in 2010 that has ramped up local enrollment by about 50%
- Adjust the number of nurses admitted to conserve district resources and better reflect the ebb and flow of the district's current and pending nursing needs
- Expand and institutionalize a new program by the Partnership leaders and staff launched in 2011 to proactively track the employment of Partnership alumni, in part to gauge their service in the district
- Decrease the percentage of tuition and fees covered by Sequoia Healthcare District to enable it to expand capacity to address other pressing needs in the region and, at the same time, encourage the Partnership to diversify its funding sources
- Continue to enhance the overall economic growth of the district by catalyzing, through Cañada College, high demand workforce development in the health professions specifically *and* in other science, technology, engineering, and mathematics (STEM) fields

### **Partnership Background and Success**

The Sequoia Healthcare District Nurse Education Partnership (founded originally as the Sequoia Hospital/SFSU Baccalaureate Nursing Program at Cañada College) was created in response to a severe nursing shortage. The collaboration between Sequoia Healthcare District (SHD), Sequoia Hospital, SFSU and Cañada College of the San Mateo County Community College District was launched in 2004. These remain the four principal partners. The following highlight the successes of the Partnership to date:

- 94% graduation rate (compared with original 75% goal)
- 93% National Council Licensure Examination/NCLEX pass rate (compared to original 85% goal; California state average is 89%)
- At least half of the Partnership's graduates are serving district residents at Sequoia Hospital as well as with organizations throughout the region such as San Mateo Medical Center, Kaiser Permanente Hospital Redwood City, Stanford Hospital and the Lucile Packard Children's Hospital, Mills Peninsula Health Services, the public school systems, assisted living centers, nursing care facilities, and many others
- A surge in the number of courses and programs at the district's Cañada College that are focused on economic growth-related, high demand workforce development needs in the health sector and STEM fields

Since 2004, the Partnership has enrolled about 40 students annually, supported in large part by a \$1,000,000 annual contribution by Sequoia Healthcare District. The current annual total cost for the program is about \$1.4 million. This contribution currently covers approximately 70% of each student's tuition and fees. Most of the balance is paid by the students themselves.

As conceived in the original proposal, many of the Partnership's graduates are currently employed at Sequoia Hospital – which remains the primary site for clinical instruction as well as employment. However, over time, many Partnership alumni have secured positions with a wide range of medical, healthcare, and other types of organizations throughout the region. SFSU provides the curriculum, faculty, academic support services, and academic oversight. Cañada College houses the program and provides the facilities and learning environment.

The Partnership is very competitive, with an average admissions rate of less than 20%. To date, the Partnership has accepted 350 students, including the 40 students expected to graduate in spring of 2013 and another 40 in the spring of 2014. Another 40 will be accepted in the fall of 2013 and will graduate in spring 2015, and this will bring the total number of students enrolled between 2004-14 to about 390. Of the 350 students who have already enrolled, 80 are still matriculating and 270 have completed the course thus far. Of these 270 students, 253 students have successfully graduated (94% retention rate).

Nearly 70% of the students enrolled in the nursing program took the majority of their prerequisites in the district at Cañada College, and this number is increasing steadily. Prior to the end of the most recent nursing shortage in 2008, the first three classes enjoyed close to 100% employment upon graduation with nearly all employed at Sequoia Hospital. Since 2008, about 50% of graduates are employed in the district. 75% of the graduates surveyed would recommend the program.

#### **Case for Support – New Nursing Shortage on the Horizon**

In the last few years the demand for new nurses decreased because of the negative impact of the lingering historic recession that began in 2007. An estimated 60% of nurses in California over 60 years old are still working according to the California Board of Registered Nursing.

However, demand is now on the upswing again (Appendices A and B). As was the case more than a decade ago when the original Partnership was formed, employment projections indicate strongly that another nursing shortage looms on the horizon.<sup>6</sup> In fact, there has been an increase in the demand for new graduate nurses over the last 12 months as older nurses, who previously delayed retirement, are finally able to retire. Another factor in the upswing in demand for new nurses is the graying of America as baby-boomers age and start utilizing more healthcare services. San Mateo County reports that its population over 65 years old will rise by 70% in the next two decades. Finally, many healthcare organizations are hiring new nurses to meet the demand for services as a result of the healthcare reform. It is anticipated that 4 to 5 million Californians who did not previously have healthcare insurance will now be able to purchase insurance through state managed insurance exchanges. The increase in insured individuals will result in an increase in utilization of healthcare services from primary care to tertiary care.

While the vast majority of nurses are highly skilled and competent professionals, research indicates that nursing safety increases with the level of education. This factor is so compelling

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<sup>6</sup> The Present & Future of California's Registered Nurse Labor Market: Shortages, Surpluses, and New Trends. Results from a survey conducted by the California Institute for Nursing and Health Care in collaboration with the University of California San Francisco. Survey was funded by the Moore Foundation.

that the Institute of Medicine, Future of Nursing report (2010) calls for 80% of all employed nurses to have a Bachelor's Degree by 2020.

Exacerbating the prospective shortage is one of the most pressing economic and workforce development challenges we face – increased demand in all sectors and industries for individuals who at least have a Bachelor's degree. Unfortunately, this demand is not being met, in part because the fastest growing populations, socioeconomically challenged people of color, are not attaining BA and BS degrees at a high enough rate, compared with the shrinking white population.

It is imperative that the district continue to both replace rapidly retiring nurses, and to do so with BSN trained professionals. The Partnership is not only a leading source of baccalaureate degree nurses, but proactively reaches out to admit low income people from diverse communities. Nearly 40% of the Partnership's students require financial assistance, and over 37% are from communities of color. In fact, Cañada College's student population is predominantly people of color, and includes students from many low-income communities such as East Palo Alto and North Fair Oaks.

With state support for the San Francisco State University's budget reduced by half, to less than 35%, during the last few years, and tuition drive up over 100%, SFSU depends on external public and private partnerships to pursue its ambitious mission of providing an accessible, high quality public education to all qualified students – especially those who live and work in its official primary service areas of San Francisco and San Mateo Counties.

### **A Modified Partnership**

#### ***Phase I: 2014-15 and 2015-16***

As previously noted, it is expected that the demand for nurses will increase over the next several years. According to the California Board of Registered Nursing Forecasts of the RN Workforce (2011), the demand for new nurses in California will increase to 280,000 in 2020 from the current demand of 250,000. Currently there is equilibrium between supply and demand for new nurses as illustrated through a UCSF study (Appendix A). This trend, combined with the severe recession, has resulted in fewer employment opportunities in our region in recent years for Partnership graduates.

While demand related to the upcoming shortage is growing, it is not expected to increase substantially for the next few years. Therefore, it is proposed that the renewed Partnership reduce the number of students who matriculate by one standard cohort group of eight. As a result, 32 students will be admitted annually for two years, 2014-15 and 2015-16, compared to the 40 students admitted annually between 2004-14. Associated faculty, staff, facilities and other program costs will be reduced as well.

The Partnership's first two new cohorts would begin during this first phase. Students would pay about 43% of tuition and fees, anticipated to be about \$350 per unit for 56 units – about \$20,000 each – for the two-year program. This proposal requests that Sequoia Healthcare District consider an annual commitment of \$408,902 in the first year and \$519,698 in the second. The increase reflects the beginning of a new cohort in Year 2 and a very conservative

cost of living increase (about 2.6% annually). Please see the attached proposed budget (Appendix C).

During the first year, planning and exploratory initiatives would begin to identify additional potential funders. This would be led by SFSU, in coordination with the other partnership members. The Partnership plans to secure several new funders by the second year to help offset student costs, especially with an increased number of scholarships. The Sequoia Hospital Foundation already provides several students with scholarships it has secured from various donors in the community. With long time, deep connections throughout the region, the Foundation has offered generously to assist the Partnership with broadening its base of support.

### ***Phase II: 2016-17 and 2017-18***

The aforementioned nursing shortage, potentially as debilitating as the last one, is expected to begin having a noticeable impact on healthcare organizations by about 2019. There are already early signs on the horizon, such as growing retirement (Appendix B). During Phase II, the Partnership plans to restore the number of matriculating students to the current level of 40 annually. At that time, faculty, staff, facilities and other program funding would also be restored to levels required for a cohort of 40 students.

For this phase, most students will be responsible for a higher percentage of tuition and fees, about 50%, with the exception of those who would likely benefit from scholarships provided by other donors secured by the Partnership. Indeed, there will be a complementary fundraising initiative well underway by this time. The fundraising effort, again led by SFSU, will initially seek scholarship funding which can often act as “gateway donations” to attract new donors, while exploring the possibility of longer term sustaining programmatic support for the Partnership. This effort would target, among other leading funders, some of the scholarship donors who have larger capacity and interest. It is hoped that leaders from the region’s communities will be interested in continuing the Partnership beyond the current funding by Sequoia Healthcare District.

While some students will have scholarships, full-paying students would cover approximately \$400 per unit during Phase II. This proposal requests that Sequoia Healthcare District consider an annual commitment of \$576,450 in 2016-17 and \$556,869 in 2017-18, again including a very conservative estimated 2.6% inflation adjustment. Please see the attached proposed budget (Appendix C) for more details.

### ***Phase III: 2018-19 (and 2019-20)***

This proposal also requests that Sequoia Healthcare District provide a reduced but critical fifth year of support for the final phase of the renewed Partnership. During this time, 2018-19, the nursing shortage is expected to deepen (Appendix A). As with the previous phase, ramping up to meet the needs of the shortage, 40 new students will be enrolled in the last cohort. A contribution of \$550,673 is requested for Phase III. As in Phase II, some students will qualify for financial assistance and scholarships. Tuition covered by full-paying students at this point will have increased to \$450 per unit, or about 57% of the total cost. Please see the attached proposed budget (Appendix C) for more details. Phase III students during would then complete their studies in 2019-20, after the last contribution is made by Sequoia Healthcare District. The funding for this final cohort to complete their studies will be based



on these students paying higher tuition (estimated 65-70%), combined with underwriting from other funding sources that were cultivated and secured during the previous phases.

The Partnership has no firm plans at the current time to continue operating after Phase III. However, understanding from historical trends that the need for high quality nurse education will continue in the region after 2019, the members of the partnership are open to the prospect of planning an extension if new efforts, beginning in 2014, to secure additional funding partners are successful.

### ***Partnership Evaluation***

The success of the Partnership will be evaluated internally, and confirmed by external audit(s), based on the following metrics:

- ✓ Graduate at least 90% of Partnership enrollees as BSN degreed nurses
- ✓ Achieve at least 90% NCLEX pass rate
- ✓ Admit at least 50% who live or work in the Sequoia Healthcare District and surrounding service region (i.e., San Mateo County)
- ✓ Employ at least 50% of graduates in the Sequoia Healthcare District and surrounding service region
- ✓ Require that at least 50% of admitted students take at least 50% of their prerequisites at San Mateo County Community College District (primarily Cañada College)
- ✓ Realize positive qualitative survey results among admitted students (e.g., "Would you recommend the Partnership program to others?")

### ***SFSU School of Nursing Community Partners Advisory Board***

#### **Peninsula/South Bay Members**

Carole Kulik, RN, MS; Patient Care Manager, Coronary Unit; Stanford Hospital

Liz Evans, RN; Deputy Director of Psychiatric Services; San Mateo Medical Center

Sherry Eldridge, RN; Chief Nurse Executive, Sequoia Hospital

Shirley Sampson, MA, OCN, NE-BC; Oncology Nursing Professional Educator; Stanford Hospital

Stephanie Mearns, RN, MN; Vice President of Patient Care, Chief Nursing Executive; Seton Hospital

Susan Boudewyn, RN, BSN, PHN; Clinical Nurse Educator, Seton Hospital

Toni M. Christopherson, EdD, MS, RN, CNS, CPN; Director, Clinical Excellence and Practice Innovation; Mills-Peninsula Medical Center

### ***Leading Faculty and Staff***

#### **San Francisco State University**

Lynette Landry, RN, PhD; Director; Associate Professor, SFSU

Harvey (Skip) Davis, RN, PhD; Faculty Coordinator, Sequoia Healthcare District Nurse Education Partnership; Associate Professor, SFSU

Fang-yu Chou, RN, PhD; Associate Professor, SFSU

Andrea Boyle, RN, PhD; Associate Professor, SFSU

Rebecca Carabez, RN, PhD; Assistant Professor, SFSU

Wen-Wen Li, RN, PhD; Assistant Professor, SFSU

Alice Privé, RN, PhD; Associate Professor, SFSU

Stacy Serber, RN, PhD; Assistant Professor, SFSU

Mary-Ann van Dam, RN, PhD; Associate Professor, SFSU

Do Tran, Pharm D; Lecturer, SFSU

Sandra Frojelin, RN, MSN; Sequoia Hospital; Lecturer & Clinical Instructor, SFSU

Anne Grillot, RN, MSN; Clinical Instructor, SFSU

Sandra Mackay, RN, PhD; Clinical Instructor, Professor Emeritus, SFSU

Herb Pierrie, RN, PhD; Clinical Instructor, SFSU

Judy Ward, RN, MSN; Clinical Instructor, SFSU

Barbara Faltz, RN, MSN; Clinical Instructor, SFSU

Sherri Sassarini, RN, MA; Sequoia Hospital; District Clinical Instructor, SFSU

Joan Townsend, RN; Sequoia Hospital; Clinical Instructor, SFSU

Debra Oldham, RN; Sequoia Hospital; Clinical Instructor, SFSU

Esther Kawamura, RN, MSN; Sequoia Hospital; Clinical Instructor, SFSU

Anthony Hanni, RN (Sequoia Healthcare District Partnership graduate); Sequoia Hospital; Clinical Instructor, SFSU

Catherine Midden, SFSU BSN Partnership administrative coordinator at Cañada College

Lisa San Felipe, SFSU BSN Partnership administrative office coordinator at Cañada College

### **Cañada College of the San Mateo County Community College District**

Lucy Salcido Carter, MA, JD; Director, Center for International and University Studies, Cañada College

Janet L. Stringer, PhD; Dean, Science and Technology, Cañada College

### **Sequoia Hospital**

Glenna Vaskelis; President, Sequoia Hospital

Sherry Eldridge, RN; Chief Nurse Executive, Sequoia Hospital

JoAnn Kemist, President, Sequoia Hospital Foundation

### *About Partner Organizations*

#### **San Francisco State University**

SFSU has distinguished itself as a vibrant center of scholarship, innovation, and community engagement for more than a century. Today's campus has a highly diverse student body of more than 30,000, with 1,800 faculty members, 2,000 staff and an annual budget of approximately \$288 million. Although San Francisco and San Mateo Counties are SFSU's mandated primary service areas, the University's students come from throughout California and from nearly every state. Also enriching the San Francisco State experience is one of the largest international student populations in the United States. The University offers 115 bachelor's, 95 master's degrees and 4 doctoral programs. Hands-on learning and community service are a hallmark of a SFSU's education, and the University partners with a variety of local organizations through many of its classes, centers and institutes. The University attracts a world-class, culturally diverse faculty, that conduct outstanding research, scholarly and creative activity in the sciences, business, health, humanities, arts, and many other disciplines – often with undergraduate and graduate students. The University is one of San Francisco's largest employers, producing an estimated \$1 billion annual economic impact. SFSU's nearly 300,000 alumni have helped shape the economic, cultural and civic fabric of San Francisco, California, the nation, and beyond. For more information about SFSU visit [www.sfsu.edu](http://www.sfsu.edu).

#### **San Francisco State University School of Nursing**

The SFSU School of Nursing motivates and educates undergraduate and graduate nursing students to meet the healthcare needs of individuals, families, and communities. The faculty has a passion for teaching using a rich variety of educational methods. The School of Nursing embraces the diversity of its students and are committed to educating nurses who serve diverse populations with a focus on social and environmental justice, and health equality. The curriculum incorporates evidence-based nursing knowledge, ethical decision-making, and sound clinical judgment into the School's educational paradigm. Using various educational modalities that include state of the art information technologies, students learn how to provide safe, quality patient-centered care. The graduates from the SFSU School of Nursing are prepared to adapt to changing healthcare needs and environments and to serve society through civic engagement and lifelong learning. To achieve its mission, the School of Nursing faculty delivers a high quality curriculum using learner-centered teaching strategies. Further, the faculty meets the educational needs of the 650 nursing students enrolled in its pre-licensure, RN to BSN and graduate curricula using cutting edge educational technologies including low-fidelity and high-fidelity simulation as well as technology enhanced classrooms and interactive online learning systems. For more information about the School of Nursing visit <http://www.nursing.sfsu.edu/>.

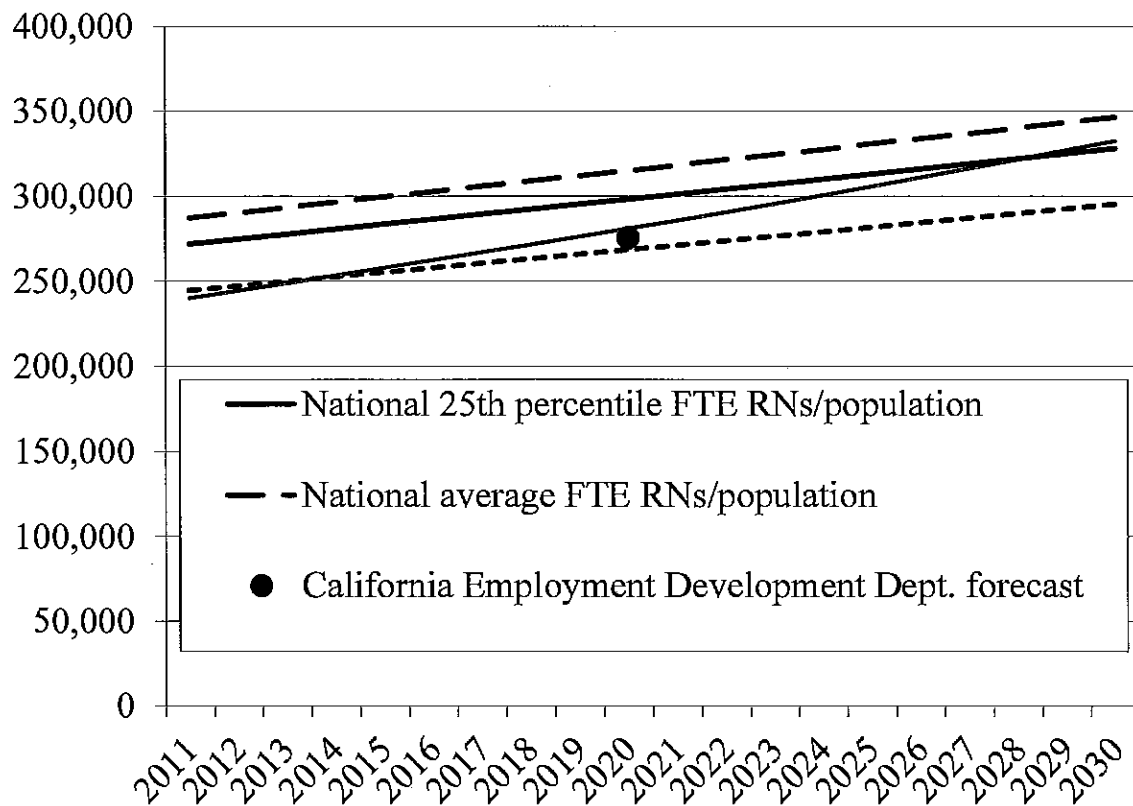
#### **Cañada College of the San Mateo County Community College District**

Cañada College is committed to achieving preeminence as an institution of learning. It is renowned for its quality of academic life, its diverse culture and commitment to personal support and development, extraordinary student success, and its dynamic, innovative programs that prepare students for the university, the modern workplace, and the global community. Cañada College opened in 1968 as part of the three-school San Mateo County Community College District. Cañada is located on the edge of Silicon Valley, 30 miles south of San Francisco, and easily accessible from much of the Bay Area. The college serves

approximately 5,000 day and evening students. Cañada's academic offerings are comprehensive, providing students with transfer opportunities, career programs, and the option of earning a four-year degree on campus through partner colleges at the renowned University Center. The college has historically been rated as one of the best community colleges in Northern California and in a special report on California's community colleges, Schools.com rated Cañada College as one of the state's Top 25. For more information please visit [www.cañadacollege.net](http://www.cañadacollege.net).

### **Sequoia Hospital**

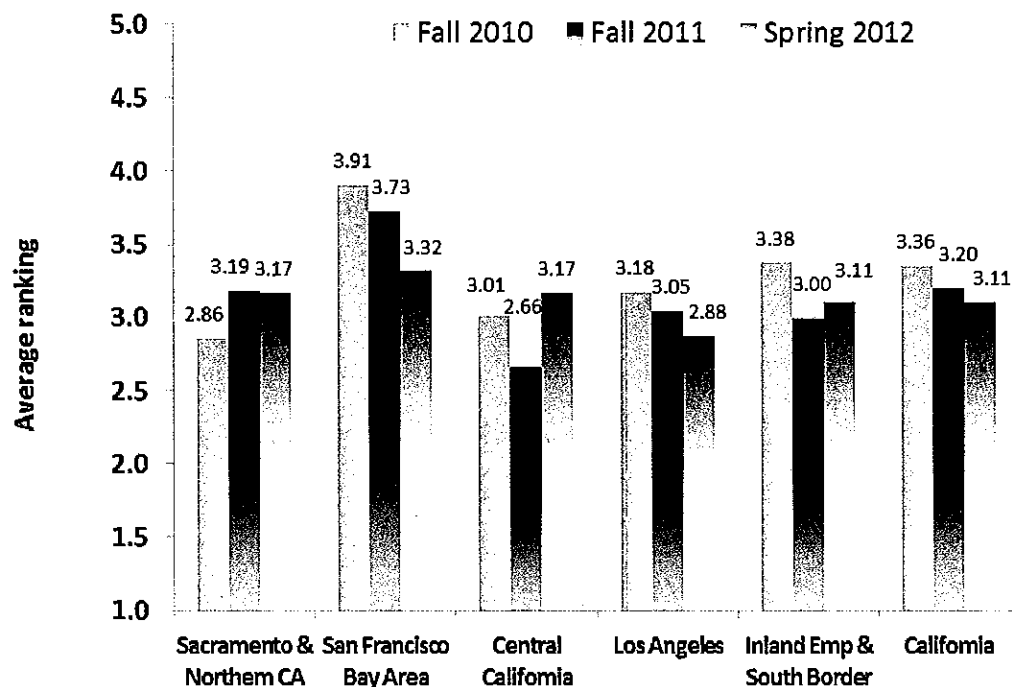
Sequoia Hospital, a Dignity Health Member, is an accredited, not-for-profit community hospital providing innovative and exceptional health care for generations of Bay Area residents. The mission of Sequoia Hospital is to promote healing and wellness in partnership with physicians by providing compassionate, quality, cost-effective care to meet the identified needs of the communities it serves, with special consideration for the poor and underserved. In 2013, the hospital will celebrate the opening of a rebuilt, state-of-the-art medical campus, including modernized emergency services and an all-new pavilion with three floors of larger, private patient rooms. The new Sequoia Hospital campus will be one of the most advanced health care facilities in the Bay Area. Overall, the new hospital campus is designed to meet the needs of future generations, carrying on a 60+ year tradition of providing award-winning care to the community. Recognized for superior and sustained clinical quality, the hospital received the 2012 America's 100 Best Hospitals Award™ and the 2013 Distinguished Hospital Award for Clinical Excellence™ from HealthGrades®, a leading provider of comprehensive information about physicians and hospitals. Sequoia's Heart and Vascular Institute is a nationally known pioneer in advanced cardiac care. The hospital was voted "A Family Favorite 2012 Best Birth Center and Best Hospital" by readers of *Bay Area Parent* magazine. To learn more, please visit: [www.sequoiahospital.org](http://www.sequoiahospital.org).

**APPENDIX A – FORECAST OF RN DEMAND**

Source: California Board of Registered Nursing Forecasts of the RN Workforce, 2011

**APPENDIX B – AVERAGE RANKING OF LABOR MARKET DEMAND BY GEOGRAPHIC REGION**

*(Lower values indicate greater demand compared with supply)*



*Source: Bates, Keane & Spetz (2012) Survey of Nurse Employers in California*

Sequoia Healthcare District Nurse Education Partnership 2014-19

APPENDIX C1 - PROPOSED PROJECTED BUDGET 2014-19 (with inflation adjustments)

	TOTAL PROJECT BUDGET 2014-15: 32 New Students Paying \$350 Per Unit (56% tuition & fees paid by SHD contribution)	TOTAL PROJECT BUDGET 2015-16: 32 New Students Paying \$350 Per Unit (56% tuition & fees paid by SHD contribution)	TOTAL PROJECT BUDGET 2016-17: 40 New Students Paying \$400 Per Unit (50% tuition & fees paid by SHD contribution)	TOTAL PROJECT BUDGET 2017-18: 40 New Students Paying \$400 Per Unit (50% tuition & fees paid by SHD contribution)	TOTAL PROJECT BUDGET 2018-19: 40 New Students Paying \$450 Per Unit (43% tuition & fees paid by SHD contribution)	TOTAL PROJECT BUDGET 2014-19 (Five Year Partnership)
<b>Budget Components</b>						
<b>Annual SFSU-specific academic operating expenses</b> (includes all regular program costs for faculty, staff, supplies, mileage reimbursements, fees, etc.; 2.6% annual cost of living adjustment incorporated)	\$ 600,989.13	\$ 999,244.32	\$ 1,110,425.65	\$ 1,213,986.33	\$ 1,264,275.22	\$ 5,188,920.65
<b>Annual Cañada College facilities use and program support expenses</b> (includes includes administration, rent, maintenance, and utilities; 2.6% annual inflation adjustment incorporated)	\$ 143,913.00	\$ 147,654.00	\$ 162,035.00	\$ 166,248.00	\$ 170,571.00	\$ 790,421.00
<b>Subtotal Operating Expenses</b>	\$ 744,902.13	\$ 1,146,898.32	\$ 1,272,460.65	\$ 1,380,234.33	\$ 1,434,846.22	\$ 5,979,341.65
<b>Less Student-Paid Tuition &amp; Fees</b> (includes est. annual 2.6% inflation adjustment)	\$ 336,000.00	\$ 627,200.00	\$ 771,200.00	\$ 896,000.00	\$ 956,000.00	\$ 3,586,400.00
<b>Subtotal of Operating Expenses Not Covered by Student-Paid Tuition &amp; Fees</b>	\$ 408,902.13	\$ 519,698.32	\$ 501,260.65	\$ 484,234.33	\$ 478,846.22	\$ 2,392,941.65
<b>University administrative costs - not covered by student-paid tuition &amp; fees</b>	\$ 61,335.32	\$ 77,954.75	\$ 75,189.10	\$ 72,635.15	\$ 71,826.93	\$ 358,941.25
<b>Total of All Costs Not Covered by Student-Paid Tuition &amp; Fees</b>	\$ 470,237.45	\$ 597,653.07	\$ 576,449.75	\$ 556,869.48	\$ 550,673.15	\$ 2,751,882.90
<b>PROPOSED NEW SHD CONTRIBUTION</b>	\$ 470,237.45	\$ 597,653.07	\$ 576,449.75	\$ 556,869.48	\$ 550,673.15	\$ 2,751,882.90
<b>Total Program Budget</b>	\$ 806,237.45	\$ 1,224,853.07	\$ 1,347,649.75	\$ 1,452,869.48	\$ 1,506,673.15	\$ 6,338,282.90

## Sequoia Healthcare District Nurse Education Partnership 2014-19

**APPENDIX C2 - PROPOSED PROJECTED EXPENSES & REVENUES  
(BASED ON FY 14-15 SAMPLE)**

Partnership Budget Components					
<b><i>Projected SFSU-Specific Budget Components (FY14-15 sample)</i></b>					
Faculty Salaries and Benefits	471,028.30				
Mileage & Parking	7,182.00				
Professional Dev./Travel	12,312.00				
Hospitality	718.20				
Lab Furnishings & Equipment Maintenance	14,364.00				
Office Supplies	2,052.00				
All Univ. Admin. Fees	154,667.95				
TOTAL SFSU PGM: COST:	662,324.45				
<b><i>Annual Cañada College facilities use and program support expenses</i></b> (Includes includes administration, rent, maintenance, and utilities)	143,913.00				
<b>Total All Program Costs</b>				806,237.45	
<b><i>Proposed New SHD Contribution</i></b> (expenses not covered by student paid tuition/fees)				<b>470,237.45</b>	
<b><i>Student-Paid Tuition &amp; Fees</i></b>					336,000.00
<b>Total Revenue Projected</b>					<b>806,237.45</b>





Vavrinek, Trine, Day & Co., LLP  
Certified Public Accountants

Agenda Item No. 5. B

Board of Directors Meeting

Date 2-6-13

VALUE THE DIFFERENCE

INDEPENDENT ACCOUNTANT'S REPORT  
ON APPLYING AGREED UPON PROCEDURES

To the Board of Directors of Sequoia Healthcare District

We have performed the procedures enumerated below, which were agreed to by the management (the specified parties) of Sequoia Healthcare District (the District), solely to assist you with evaluating the suitability of certain internal controls over financial reporting for the quarter ended September 30, 2012. The District's management is responsible for the District's design and implementation of internal controls. This agreed-upon procedures engagement was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. The sufficiency of these procedures is solely the responsibility of those parties specified in the report. Consequently, we make no representation regarding the sufficiency of the procedures described in Attachment A either for the purpose for which this report has been requested or for any other purpose.

We were not engaged to, and did not, conduct an audit, the objective of which would be the expression of an opinion on the design and implementation of internal controls. Accordingly, we do not express such an opinion. Had we performed additional procedures, other matters might have come to our attention that would have been reported to you.

This report is intended solely for the information and use of management of the District and is not intended to be and should not be used by anyone other than those specified parties.

*Vavrinek, Trine, Day & Co. LLP*

Palo Alto, California  
January 18, 2013

## Attachment 1

Below are the procedures we performed and our findings

1. Obtain an understanding of the District's Administrative Manual for purchasing and procurement. Select on a sample basis purchases and verify that these purchases were authorized in accordance with the District's Administrative Manual.

*Finding – In accordance with the District's Administrative Manual, all purchases must have funds available in the budget. Purchases exceeding \$5,000 must have approval by the Chief Executive Officer (CEO). We tested a representative sample of purchases made during the quarter ended September 30, 2012 and noted that purchases exceeding \$5,000 were properly approved by the Chief Executive Officer of the District. For purchases under \$5,000, we noted that these purchases were properly budgeted for.*

2. Obtain an understanding of the District's Administrative Manual for grants. Select on a sample basis grants made to third parties and verify that these grants were authorized in accordance with the District's Administrative Manual.

*Findings – In accordance with the District's Administrative Manual, grants over \$25,000 must be approved by the board. For grants under \$25,000, these grants must be properly budgeted for. We selected a representative sample of grants awarded and noted that these grants were in accordance with the District's Administrative Manual. However, we noted that some grants did not have written evidence documenting a follow by the District on compliance with the granting requirements. We recommend that a more formalized method be developed to document that grantees are using grant funds properly.*

*Management response – Organizations are chosen for grants based on the nature of their operations. The District has relied on direct relations with these organization and presentations by these organizations to the District Board to be assured that the funds are being spent properly. In the future the CEO will document his observations and other materials from grantees to further assurance of proper spending of grant funds.*

3. Obtain an understanding of the District's Administrative Manual for making authorized credit card purchases. Select on a sample basis credit card purchases and verify that these purchases were authorized in accordance with the District's Administrative Manual.

*Finding – In accordance with the District's Administrative Manual, all credit card purchases must have a valid business purpose. All credit card purchases must be approved by the CEO. In addition, all receipts for credit card purchases must be submitted to the Administration Executive who will review and reconcile these purchases. We tested a representative sample of credit card purchases made during the quarter ended September 30, 2012 and noted these purchases were properly approved by the Administration Executive and these purchases had a valid business purpose.*

4. Obtain an understanding of the District's Administrative Manual for disbursing checks. Select on a sample basis checks and verify that these checks were signed in accordance with the District Administrative Manual.

*Finding – In accordance with the District's Administrative Manual, all checks paid must have one signature by someone independent of the accounting functions who maintains the check stock. If the check amount exceeds \$25,000 then two signatures must be present. We tested a representative sample of checks disbursed made during the quarter ended September 30, 2012 and noted these checks were properly signed by the CEO and for checks exceeding \$25,000, two signatures were present by the CEO and an additional board member.*

5. Obtain an understanding of the District's Administrative Manual for the processing of payroll. Select employees on a sample basis and verify that the pay levels documented in the employee files reconciles to amounts actually paid.

*Finding – In accordance with the District's Administrative Manual, every employee must have a separate employment file documenting their employment agreement and pay level history. We tested a representative sample of employees paid during the quarter ended September 30, 2012 and noted these amounts matched the approved pay levels documented in the employees' files.*

6. Obtain an understanding of the District's Administrative Manual for the accrual of Paid Time Off (PTO) and Extended Sick Leave (ESL). Select employees on a sample basis checks and verify that PTO and ESL are being accrued and paid in accordance with the District Administrative Manual.

*Finding – In accordance with the District's Administrative Manual, full time employees will accrue PTO of 168 hours per year for the first four years of employment, 208 hours for years five through nine, and 248 hours for years ten and after. No more than 320 hours of PTO may be accumulated. We tested a representative sample of employees paid during the quarter ended September 30, 2012 and noted that PTO was accruing properly. In addition, we noted that ESL hours of which no more than 120 hours may be accumulated were being properly accrued and paid for.*

7. Obtain an understanding of the District's Administrative Manual for paying health insurance benefits. Select employees on a sample basis and verify that these benefits are being paid in accordance with the District Administrative Manual.

*Finding – In accordance with the District's Administrative Manual, all employees are offered medical insurance coverage of up to \$1,200 per month. Employees may opt out of this coverage and instead receive a monthly "In Lieu" payment of \$400. We tested a representative sample of employees paid during the quarter ended September 30, 2012 and noted the medical insurance benefits were being paid properly according to the Administrative Manual and consistent with their election to be covered or opt out.*

8. Obtain an understanding of the District's Administrative Manual for deductions and District matching of the 401K benefit plan. Select employees' checks on a sample basis and verify that the calculations of 401K deductions and District matching were in accordance with the District Administrative Manual.

*Finding – In accordance with the District's Administrative Manual, the District will match 100% of employees' contributions up to 3%. The District will match 50% of additional employee contributions to a maximum of 4%. We tested a representative sample of employees paid during the quarter ended September 30, 2012 and noted that the District matching was calculated in accordance with the District's Manual.*

9. Obtain an understanding of the District's Administrative Manual for hiring employees. Select on a sample basis employees and verify that they were hired in accordance with the District Administrative Manual.

*Finding – In accordance with the District's Administrative Manual, all non-officer employees of the District must be hired by the CEO who is responsible for negotiating their starting salaries. We tested a representative sample of employees who were active during the quarter ended September 30, 2012 and noted that per documentation in the employees' employment files they had been hired, and their salary set, by authorization of the CEO.*

10. Obtain an understanding of the District's Administrative Manual for maintaining employee personnel files. Select employees on a sample basis checks and verify that each has a separate personnel file with documentation in accordance with the District Administrative Manual.

*Finding – In accordance with the District's Administrative Manual, the District must maintain in a secure location, for each employee, a personnel file documenting the hiring process for that employee, all employee reviews and correspondence, pay level and benefit changes, and termination records. We tested a representative sample of employees active during the quarter ended September 30, 2012 and noted that there were separate personnel files, for each, containing appropriate documentation and located in a secure location.*

11. Obtain an understanding of the District's Administrative Manual for reconciling bank account balances to the District general ledger. Select bank statements on a sample basis and verify that these statements were reconciled to the District general ledger.

*Finding – In accordance with the District's Administrative Manual, bank statements will be reconciled, on a monthly basis, to amounts recorded in the District general ledger. The reconciliation will be performed by the Administration Executive and will be reviewed and approved by the CEO. We tested a representative sample of bank statements from the quarter ended September 30, 2012 and noted that bank reconciliations had been prepared by the Administration Executive and that the reconciliation documentation had been reviewed and approved by the CEO.*

12. Obtain an understanding of the District's Administrative Manual for outstanding checks. Select on a sample basis bank reconciliations and verify that the age of outstanding checks reported in the reconciliation process are in accordance with the District Administrative Manual.

*Finding – In accordance with the District's Administrative Manual, during the bank reconciliation process, the Administration Executive will examine outstanding checks and determine if any are over six months old. For any such checks the payee will be contacted, a stop payment order will be placed on the outstanding check, and a new check will be issued. We tested a representative sample of reconciliations prepared during the quarter ended September 30, 2012 and noted that there were no outstanding checks exceeding six months of age.*

13. Obtain an understanding of the District's Administrative Manual for depositing receipts. Select on a sample basis receipts and verify that they were deposited in accordance with the District Administrative Manual.

*Finding – In accordance with the District's Administrative Manual, all deposits will be reviewed by the Chief Executive Officer before being deposited into the bank. The Chief Executive Officer will later review the bank deposit slips ensuring that all the deposits were reflected in the District's bank accounts. We tested a representative sample of deposits during the quarter ended September 30, 2012 and noted that the deposits were reviewed by the Chief Executive Officer who is independent of the person who performs the check deposit.*

14. Obtain an understanding of the District's Administrative Manual for the coding of receipts to the general ledger. Select receipts on a sample basis and verify that they were coded in accordance with the District Administrative Manual.

*Finding – In accordance with the District's Administrative Manual, proper care will be taken to code receipts to the appropriate categories to ensure fair reporting of District assets. We tested a representative sample of checks received during the quarter ended September 30, 2012 and noted that the receipts had been coded to the appropriate general ledger accounts.*

15. Obtain an understanding of the District's Administrative Manual for safeguarding and accounting for Capital Assets. Select capitalized assets on a sample basis and verify that they are properly identified and accounted for in accordance with the District Administrative Manual.

*Finding – In accordance with the District's Administrative Manual, assets purchased by the District that exceed the capitalization thresholds will be labeled and identified appropriately on the District's Capitalized Asset ledger. There will be an annual review of items on the Capital Asset ledger to determine if any assets are no longer in use by the District. Appropriate adjustments will be made in the District general ledger for such assets. There have been no purchases capitalized in the past two fiscal years.*