

**A G E N D A**  
**SEQUOIA HEALTHCARE DISTRICT**  
**BOARD OF DIRECTORS MEETING**  
**4:30, Wednesday, October 1, 2014**  
**Conference Room, 525 Veterans Boulevard, Redwood City, CA 94063**

1. Call To Order And Roll Call
2. Public Comment On Non-Agenda Items\*
- ACTION 3. Consent Calendar - President Shefren
  - a. Approve August 6, 2014 Regular Meeting Minutes
  - b. Accept July and August 2014 Financial Statements
4. CEO/Staff Reports
  - a. CEO Report - Mr. Michelson
  - b. Healthy Schools - Ms. Kurtzman & Ms. Gabet
  - c. HeartSafe - Mr. Nielsen
5. New Business
  - a. Presentation By Association Of California Healthcare Districts Regarding Transparency Certification - Mr. Tom Peterson
  - ACTION b. Consider Grant Request To Support Sequoia Village Feasibility Study - Mr. Arne Croce of Peninsula Family Service
  - c. 2013-14 Caring Community & HSI Grants Summary - Ms. Kurtzman
  - d. PE+ Evaluation Summary of Results - Ms. Gabet
  - ACTION e. Transfer Agreement Ad Hoc Committee Report - President Shefren
  - f. Director Requests For Future Agenda Items - Board Policy 8.3 - President Shefren
6. Adjourn.

The Next Regular Meeting Of The Board Of Directors Of Sequoia Healthcare District Is Scheduled For 4:30 PM, Wednesday, December 3, 2014, District Conference Room, 525 Veterans Blvd., Redwood City, CA 94063

Jerry Shefren  
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  
August 6, 2014  
Conference Room, 525 Veterans Boulevard  
Redwood City, CA 94063**

**Directors Present**

Director Faro\*  
Director Griffin  
Director Hickey  
Director Kane  
Director Shefren  
\*Via conference telephone

**Directors Excused**

**Also Present**

Mr. Michelson, CEO  
Mr. Hudak, Legal Counsel  
Ms. Johnson, Recorder

**1. Call to Order**

**By:** President Shefren  
**Time:** 4:30pm

President Shefren announced that public comment will be heard on each agenda item.

**2. Public Comment/Non-Agenda Items**

Director Kane announced that Tom Peterson, Executive Director of ACHD is leaving and the organization is recruiting for his replacement. She added that the "No on Proposition 46" campaign will be posted on the ACHD website soon. Although it will not impact the District, it will impact healthcare providers in California.

**3.a. - 3.c. Consent Calendar**

**Motion:** To approve the Consent Calendar

**By:** Director Kane

**Seconded by:** Director Griffin

**Roll Call Vote:** 5-0-0

**Motion Passed**

**4. CEO/Staff Reports**

In addition to Mr. Michelson's written report, he announced that a kick-off event for Meals-On-Wheels will be held at the District's office on September 9<sup>th</sup>.

The construction project was approved on August 5th and work will begin soon on the ADA compliance upgrades and the classroom.

Healthy Schools Initiative: Ms. Kurtzman reported that she is continuing to work on MOUs and contracts with the school districts. Four new wellness coordinators have been hired by our school district partners bringing the number of wellness coordinators to eight. A final report on the Community Grants will be presented in October.

Ms. Gabet reported that results of the PE+ satisfaction survey have been excellent and are being used to incorporate into training and curriculum changes.

HeartSafe: Mr. Nielsen's report was reviewed. Two more lives were saved in Foster City by a District funded AED.

#### **5. a. Information Report on Sequoia Village**

President Shefren asked if there was public comment on this item. There was none.

Mr. Michelson introduced Patrick Brown. Mr. Brown explained that the Villages is a grass roots membership organization that through volunteers and paid staff coordinate access to affordable services enabling older adults to live independently at home. Services can include transportation, home maintenance, social visits and home assistance after surgery. Funding is provided through membership fees, grants and donations. Last year a group of residents in San Carlos began meeting with the City of San Carlos to establish a village in their community.

Mr. Arne Croce, Executive Director of Peninsula Family Services reported that PFS acts as the nonprofit hub for San Mateo County Villages. PFS offered to prepare a proposal for a feasibility study to develop a “hub and spoke” model that could support village formation throughout county. The study will cost approximately \$50,000 and in addition to Sequoia Healthcare District, funding for the study will be requested from Peninsula Healthcare District, Mill-Peninsula Hospital, Dignity Health, Kaiser and San Mateo County.

President Shefren asked that if Directors have additional questions to forward them to Mr. Michelson. Peninsula Family Services will prepare a grant request for consideration at the next Board meeting.

#### **5. b. Consider Response to Grand Jury Report**

President Shefren asked if there was public comment on this item. There was none.

The Directors reviewed the findings and responses.

**Motion:** To approve response to the Grand Jury as presented.

**By:** Director Kane

**Seconded by:** President Shefren

**Roll Call Vote:** 4-1-0 with Director Hickey opposed.

**Motion Passed**

#### **5. c. Consider Updated Conflict of Interest Statement**

President Shefren asked if there was public comment on this item. There was none.

Mr. Hudak reported that there are no substantive changes to the Code. The version proposed for adoption eliminates references to prior amendments and changes “Hospital” District to “Healthcare” District.

**Motion:** To adopt the updated Conflict of Interest Statement.

**By:** Director Kane

**Seconded by:** Director Griffin

**Roll Call Vote:** 4-0-1 with Director Hickey abstaining.

**Motion Passed**

#### **5. d. Consider Agreement with Mission Hospice for a Grant in the Minimum Amount of \$1 Million**

President Shefren asked if there was public comment on this item. There was none.

**Motion:** To approve the agreement with Mission Hospice.

**By:** Director Kane

**Seconded by:** Director Griffin

President Shefren recapped that at the last meeting the Board approved a grant for a minimum of \$1 million to Mission Hospice and asked counsel to develop an agreement. The agreement presented is secured against real property and if the property is sold within the first five years, the District should get back its \$1 million investment. The amortization schedule set out in item 5 allows that after the first five years the original amount to be repaid should the business fail and property sold would amortize down to 1/15th a year. After 20 years no repayment of any amount would be required.

President Shefren requested that the agreement be amended that if Mission Hospice chooses a location outside the District that, before funding, the Board would have an opportunity to review the site to determine if it would best serve District residents.

Mr. Hudak noted that the wording in item 2 should be amended to read "...from the District as provided in Section 5."

Director Kane, maker of the motion, accepted the two amendments to the agreement. Director Griffin seconded the motion as amended.

**Roll Call Vote:** 4-1-0 with Director Hickey opposed.  
**Motion Passed**

#### **5. e. Consider Adopting Restated Policies and Procedures**

President Shefren asked if there was public comment on this item. There was none.

**Motion:** To adopt the restated policies and procedures.

**By:** Director Faro

**Seconded by:** Director Kane

Mr. Hudak explained that several of the revisions to the policies are as a result of the Board's desire to meet ACHD and CSDF guidelines to obtain their organizations' Transparency Certifications.

Each Director addressed specific policy changes about which they had questions.

Director Hickey asked to make an amendment to Policy 6.1. The Director who seconded the motion declined.

Director Hickey asked to make an amendment to Policy 11.4. The Director who seconded the motion declined.

Director Hickey asked to make an amendment to Policy 15.2. The maker of the motion declined.

**Roll Call Vote:** 4-1-0 with Director Hickey opposed.  
**Motion Passed**

#### **5. f. Update on EBIDA Discussions with Dignity Health**

President Shefren reported that he, Mr. Michelson, Ms. Vaskelis, Mr. Blaszyk and perhaps others from Dignity Health will meet on August 27. The purpose of the meeting is to relay the Board's desire to revisit the Development Agreement and discuss next steps.

#### **6. Adjourn**

**Motion:** At 6:30 PM adjourn meeting.

**By:** Director Shefren

**Seconded by:** Director Kane

**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, October 1, 2014, Conference Room, 525 Veterans Blvd., Redwood City, CA.

Respectfully Submitted,

Kathleen Kane  
Secretary

Agenda Item No. 3.b  
Board of Directors Meeting  
10/1/14

[illegible]

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

Agenda Item No.3.b  
Board of Directors Meeting  
10/1/14

	July	August	September	October	November	December	January	February	March	April	May	June	Year to Date	Budget 14-15
<b>INCOME</b>														
Rental Income	3,559.86	3,559.86											7,119.72	44,400.00
Tax Revenue	0.00	10,945.29											10,945.29	9,500,000.00
Investment Income	(10,522.00)	22,439.00											11,917.00	100,000.00
Interest Income	478.96	422.57											901.53	6,000.00
Pension Income	0.00	0.00											0.00	2,600,000.00
ROI-Sequoia Hospital EBIDA	0.00	0.00											0.00	-
Total Income	(6,483.18)	37,366.72											30,883.54	12,250,400.00
<b>EXPENSES</b>														
<b>Administrative Expenses</b>														
Admin. Expense	323.57	631.24											954.81	13,000.00
Admin. Payroll	20,680.38	20,196.44											40,876.82	232,000.00
Board Health Insurance	3,505.80	3,505.80											7,011.60	60,000.00
Employee Health Insurance	5,080.86	4,604.74											9,685.60	48,000.00
Employee Retirement Benefit	1,228.84	2,179.16											3,408.00	18,000.00
Investment Fees	0.00	0.00											0.00	48,000.00
Office Supplies/Equip Maint	454.98	559.09											1,014.07	7,500.00
Purchased Services	0.00	0.00											0.00	50,000.00
Accounting fees	0.00	0.00											0.00	19,000.00
Board Expense	0.00	71.31											71.31	8,000.00
Associations/Membership	0.00	7,500.00											7,500.00	17,800.00
Communications	539.13	0.00											539.13	25,000.00
Public Relations	1,350.00	0.00											1,350.00	30,000.00
Web Site/IT	8,115.00	1,012.88											9,127.88	30,000.00
Insurance/D&O	26,832.00	(48.50)											26,783.50	21,000.00
Election Fees	0.00	0.00											0.00	200,000.00
LAFCO fees	0.00	0.00											0.00	10,000.00
Legal Fees	0.00	2,570.00											2,570.00	20,000.00
Bank Fees	0.00	0.00											0.00	100.00
Total Admin. Expenses	68,110.56	42,782.16	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	110,892.72	857,400.00
Pension Plan Expense	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2,600,000.00
Total Admin. With Pension Plan	68,110.56	42,782.16	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	110,892.72	3,457,400.00
<b>Property Expenses</b>														
Maintenance	1,030.00	1,613.94											2,643.94	30,000.00
Utilities	1,243.47	1,838.71											3,082.18	26,000.00
Property Insurance	1,678.51	0.00											1,678.51	2,000.00
Depreciation	6,394.66	6,394.66											12,789.32	80,000.00
Total Property Expenses	10,346.64	9,847.31	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	20,193.95	138,000.00

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

Agenda Item No.3.b  
Board of Directors Meeting  
10/1/14

	July	August	September	October	November	December	January	February	March	April	May	June	Year to Date	Budget 14-15
<b>Grant Expenses</b>														
Grant Admin Expenses	0.00	39.85											39.85	6,000.00
Grant Admin Payroll	6,884.30	6,766.83											13,651.13	72,000.00
Children's Health Initiative	0.00	675,000.00											675,000.00	1,350,000.00
SFSU Nursing Program	0.00	0.00											0.00	475,000.00
Samaritan House Grant	165,674.00	0.00											165,674.00	663,000.00
Other Grants	24,500.00	1,250.00											25,750.00	60,000.00
San Mateo Medical Ctr. So County	0.00	0.00											0.00	1,000,000.00
Ravenswood-Belle Haven Clinic	0.00	0.00											0.00	500,000.00
Community Grants Program	0.00	0.00											0.00	1,725,500.00
Chronic Disease Management	0.00	1,351.25												30,000.00
Apple Tree Dental	250,000.00	0.00											250,000.00	500,000.00
<b>Total Grant Expenses</b>	<b>447,058.30</b>	<b>684,407.93</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>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,130,114.98</b>	<b>6,381,500.00</b>
<b>Program Expenses</b>														
HeartSafe Admin Expense	0.00	15,101.12											15,101.12	20,950.00
HeartSafe Payroll	4,937.55	5,751.12											10,688.67	59,650.00
HeartSafe Training & Equipment	442.55	236.00											678.55	67,400.00
School Health Admin	585.00	919.68											1,504.68	57,000.00
School Health Payroll	11,768.52	12,488.49											24,257.01	136,500.00
Gabet salary expense adjust	184.62	92.29											276.91	
School Health Grants	118,750.00	188,466.50											307,216.50	2,777,000.00
<b>Total Program Expenses</b>	<b>136,668.24</b>	<b>223,055.20</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>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>359,723.44</b>	<b>3,118,500.00</b>
<b>Total Expenses</b>	<b>662,183.74</b>	<b>960,092.60</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>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>1,620,925.09</b>	<b>13,095,400.00</b>
<b>Net Surplus/Loss</b>	<b>(668,666.92)</b>	<b>(922,725.88)</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>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>(1,591,392.80)</b>	<b>(845,000.00)</b>



	PROJECTED JULY-AUGUST	ACTUAL JULY-AUGUST
Tax	\$10,000	\$10,900
Other Income	<u>\$20,000</u>	<u>\$19,900</u>
Total Income	\$30,000	\$30,800
Administration	\$100,000	\$110,900
Building	\$20,000	\$20,200
Grants	\$1,200,000	\$1,130,000
Programs	<u>\$300,000</u>	<u>\$307,000</u>
Total Expense	\$1,620,000	\$1,568,000
Anticipated Net	(\$1,590,000)	(\$1,537,200)

**CEO Report: October 2014 Lee Michelson**

Oral Health Coalition: The Coalition is focused on increasing dental access for underserved children and the elderly. Additionally, we hope to complete an oral health strategic plan for the County. The last such plan was done in 2000. It is hoped that the addition of Apple Tree Dental will greatly increase access to these two populations.

Annual Report: The annual report is in the design stage. Most of the content has been completed. We hope to mail as usual within the next 2-4 weeks. We will feature the following areas: Community Grants Program, Healthy Schools Initiative, HeartSafe and Living Healthy Workshops.

St. Anthony's Padua Dining Hall 40<sup>th</sup> Anniversary event: The Dining Hall will celebrate 40 years of serving our community with a celebration on October 16<sup>th</sup> at the Carolands in Hillsborough. I have been asked to emcee the event. Tickets are \$100.

Peninsula Family Services: PFS honored Sequoia Healthcare District with a special award at their Rally on the Rooftop event held on September 18<sup>th</sup>. We were one of two supporters who received this recognition. The District has been supporting PFS programs since 2007.

District Classroom: Good progress is being made on the education classroom and we hope to open it for programming by the end of October. Though we anticipate frequent use of the room for CPR classes we will also allow our health partners to use the space for public education.

Sequoia Hospital Grants Program: I again participated on the grants selection committee. One of the groups receiving support will be a coalition of non-profits focusing on memory care issues and support for caregivers and family members of those with dementia.

Dine –Out Scheduled for October 14: a reminder that Dine-Out for Meals on Wheels will take place all day October 14. More than 30 local restaurants will donate 10% of all income on that day to the program.

Living Healthy Classes: We have scheduled a 7-week workshop at the District office starting on October 9 from 4:30-6 pm. We hope to attract a class of 16 participants. Each class is 90 minutes long and features a specific health focus.



## Activity Summary for August- September 2014

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*Reported by Pamela Kurtzman*

### ***I. Highlights***

As schools are now back in session, so are our wonderful coordinators who have already been going gangbusters with activities that get our kids moving in all sorts of healthy directions! Please read below for highlights of their activities. I am also pleased to welcome three new wellness coordinators to our team and look forward to introducing them to the Board on October 1.

I will be making site visits to a number of our grant-funded programs over the next couple of months and welcome any staff, Board, or grants committee member to join me. I will send out dates and times of these visits to those interested in joining me.

### ***II. HSI and CC Grants***

Exploring grants management software systems to enhance efficiency and streamline the tracking and reporting process of our grants program. Grants management software will save valuable time, enhance overall efficiency, and track and communicate impact. In the meantime, I have completed a thorough evaluation of the 2013-14 Caring Community and Healthy Schools grants program outcomes and have attached a narrative here. I look forward to presenting this information to the Board at our Oct 1 meeting.

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

#### ***Redwood City: Drink Water First***

The Drink Water First marketing campaign is gaining momentum. Andrea purchased three Global Tap water fountains that will be installed at John Gill, Clifford and Kennedy. Funds for the water fountains came from RCEF (Coca Cola Foundation grant). The Get Healthy San Mateo County project is in progress and student groups have been assisting her in surveying students and adults on their campuses to determine their attitudes, knowledge and behaviors related to drinking water at school. North Star Academy students raised money to help pay for a new outdoor fountain at their school. Andrea is also currently developing a plan for additional grant funding from Siemens Foundation for more fountains and promotional materials to support drinking water at school.

#### ***Professional Development - Mental Health***

This August Andrea planned and organized a training on the Impact of Trauma on classroom behavior for RCSD principals. She also organized three days of professional development for PE teachers, Outreach Specialists, Counselors, School Psychologists and School Nurses on Trauma Informed Strategies to Deescalate Conflict in the Classroom and Self-Harm. These mental health

trainings were very well received and teachers and staff have requested additional follow up trainings.

#### *Wellness Policy*

Next steps are implementation of the new policy, including follow-up communications to staff, teachers, administrators and families about any changes to the current policy. The revised policy has more specific guidelines for nutrition education, drinking water access, using food as reward, classroom celebrations, fundraising, marketing and advertising, as well as withholding physical activity as punishment.

**San Carlos:** In order to implement the San Carlos School District Strategic plan with integrity, and demonstrate measurable improvement in Healthy Schools Initiative goals, the SCSD Wellness Coordinator designed specific outcomes for students, staff, and families. Goals for each outcome have been specified, and activities/interventions are aligned to the California Health Content Standards, Common Core State Standards, and Next Generation Science Standards. Their approach is very integrated with professional development, classroom instruction, parent education, and special events, such as the Good2Go! Family Fun & Wellness Fair. Wellness Outcomes for 2014-15 include:

- **Increase the number of students in the Healthy Fitness Zone (HFZ) and reverse the downward trends for aerobic capacity and body composition measures.**
- **Increase health skills and protective factors for students** -specifically in the areas of meaningful participation, caring relationships, high expectations, and gaining knowledge of puberty and sexual health.
- **Decrease drug and alcohol use.**
- **Increase safety and perception of safety.**
- **Increase opportunities for SCSD staff to move, eat well, and learn about personal wellness.**

**Belmont-Redwood Shores:** Healthy BRSSD is off to a great start as one can see from the highlights of their activities below:

- BRSSD is undergoing Strategic Planning for the next 3-5 years and the Wellness Coordinator is included in the process. Judging by the initial brainstorming session our "Culture of Wellness" is definitely taking hold
- A "Healthy Classroom" document went out to all parents in the district.
- A two day training with their PE coaches was held in August to plan out units for the first semester and strengthen their classroom management skills. Jennifer Gabet came to share Nutrition Huddles and got their coaches excited about incorporating more nutrition and health education into PE.
- Their health education curriculum, The Great Body Shop, has been updated to incorporate Common Core State Standards and they're working with staff to get everyone up to speed on the changes.
- They're also launching a new Staff Wellness program with fitness classes for staff and an incentive program offered in partnership with one of their health insurance providers.
- Thanks to Glenn and our HeartSafe program, CPR training will be provided for administrators, teachers in charge, additional staff and some middle school students.
- BRSSD has a new district nurse who is excited to collaborate with staff in "Enhancing our Culture of Wellness."

#### **IV. Web and Social Media**

- The Healthy Schools Initiative and grants pages of the website have fresh and relevant information about all our grantees and the programs we support including links to each website. We always have our eye out for stories and examples to post on our website that communicates the kinds of impact our granting makes within our community. Gwen will be leading a discussion at our Sept 24<sup>th</sup> Wellness Committee meeting to assist the wellness coordinators with increasing communication and awareness of their good work within schools, on social media, on their school district websites, and on SHD website on a consistent and steady basis.

## V.

### *Highlights: Reported by Jennifer Gabet*

- PE+ coaches attended training prior to the start of school. Coordinators brought in guest speaker, Ken Klieman, to cover additional training on classroom management based on his book, "Building an Empathy-Based Classroom." The training was well-received.
- Updated Nutrition/Health Huddles files.
- Provided updated Nutrition Huddles to San Carlos PE coaches via Wellness Coordinator.
- Trained Belmont-Redwood Shores PE coaches on Nutrition Huddles.
- Continue to work with partners, PCC and PRCS, on communication, staffing, curriculum, training, marketing, evaluation, and budget.
- Visited sites for beginning-of-year team observations (photos below). Found that sites were well-organized and running smoothly.
- Have been working with Gwen to develop "Meet your PE+ Coach" flyers to send to parents in October.
- Collaborated with Gwen on web/social media.





d)



e)

f)



a)Lesson for the day; b)Zombie tag; c)Demonstrate throwing & catching; d)Throwing & catching lesson; e)Parachute; f)Recess support - jump rope

## **HeartSafe Program**

HeartSafe report will be provided at the meeting.





## Peninsula Family Service

September 23, 2014

Jerry Shefren, M.D., President and  
Members of the Sequoia Healthcare District Governing Board  
525 Veterans Blvd  
Redwood City, CA 94063

Dear Dr. Shefren and Board Members:

Thank you for the opportunity for District residents and Peninsula Family Service to make a presentation at your August 6, 2014 Board meeting regarding the establishment of "villages" to serve the growing older adult population in San Mateo County. As a follow up to our presentation we are requesting the Sequoia Health Care District allocate \$5,000 towards the completion of a feasibility study to determine the demand and support for the establishment of villages within San Mateo County. The study will include:

- An analysis of select established villages
- A market demand survey and focus groups assessing interest in village membership; identifying service priorities for potential village members; and determining the membership fees that would be supported by potential members
- Identifying the operating costs required to establish and scale up a hub and spoke
- Identifying potential start-up and long-term funders to support village maintenance
- Developing a conclusion about the feasibility of village development
- Developing recommendations for next steps

The feasibility study will cost \$49,850 and will be conducted under the direction of Peninsula Family Service. Dignity Health/Sequoia Hospital and Sutter Health/Mills Peninsula have each contributed \$5,000 to the study. The Board of the Peninsula Healthcare District will consider a \$5,000 request at their meeting on September 25, 2014. The County Board of Supervisor will consider allocating \$30,000 to the effort at their meeting on September 30, 2014.

The feasibility study will be completed by January 30, 2015 and a presentation of the study and recommendations will be presented to your Board. The generous support of Sequoia Healthcare District will be noted in any presentation of the study results.

An expectation in the District's 2014-17 Strategic Plan is: *"to be a catalyst for bringing new programs to our community."* Village formation is a new program that can extend the time older adults can remain in their home, reducing the need for more expensive living alternatives and reducing demands on the healthcare system proper.

Thank you for your consideration of this request.

Sincerely,

Arne Croce  
Executive Director



## Final Report Outcomes Caring Community Grants 2013-14

### Narrative

We are constantly striving to improve our grant making strategies as well as to be sure to develop our reporting templates to effectively ask clear, concise, and meaningful questions that will serve as a basis for determining progress for individual grants and the grants program as a whole.

Our analysis of the performance of our grantees has been based on both qualitative data such as observations and client stories provided by the grantee, as well quantitative data such as numbers served and units of service delivered. For this cumulative report, I read each final report submitted by the grantees and compared them to their original proposals and Scope of Work Change Forms. I then created an Excel Spreadsheet, broke categories into service types, and looked at outcomes in terms of:

- Financial
- Clients and Residents
- Units of Service

I grouped type of service into 9 types which are color-coded based on service type and listed in the below table:

SERVICE TYPES
Counseling/ social/ emotional support
Physical fitness
Advocacy
Food programs
Drug and Alcohol
Preventive medical SRVS
End of life care
Homeless / transitional living shelter
Adult day care/ afterschool care

Each of the agencies funded are tabled below along with the program's financial information and summary.

Organization	Program	Program Budget	Amount Granted	Percent of Budget Funded	Budget Spent on Residents	Cost Per Client Actual	Cost Per Unit Actual
Adolescent Counseling Services	After-School Counseling Program	\$125,573.00	\$20,000.00	15.93%	\$116,085.26	\$163.72	\$80.03
Adapt Foundation	Friends and Family Adult and Youth	\$34,000.00	\$10,000.00	29.41%	\$26,170.00	\$261.54	\$23.26
Advocates for Accessible Recreation (AFAR)	RCPRCS- Special Needs Afternoon Program (SNAP)	\$254,240.00	\$40,000.00	15.73%	\$215,718.79	\$6,871.35	\$26.97
Boys and Girls Club	Triple Play	\$622,000.00	\$85,000.00	13.67%	\$284,400.00	\$450.07	\$13.23
Caminar	Bridges to Wellness	\$199,500.00	\$40,000.00	20.05%	\$179,550.00	\$1,813.64	\$86.36
CASA	Core Services	\$363,056.00	\$40,000.00	11.02%	\$130,916.05	\$1,349.65	\$10.35
Catholic Charities	San Carlos Adult Day Services	\$537,357.00	\$50,000.00	9.30%	\$285,470.97	\$5,597.47	\$30.56
City of San Carlos Parks and Recreation	Parkview Café and Caring Cupboard Food Subsidy	\$76,000.00	\$10,000.00	13.16%	\$73,430.00	\$14.37	\$14.37
Cora	Family-Centered Mental Health	\$319,600.00	\$80,000.00	25.03%	\$91,163.00	\$530.02	\$75.88
El Centro de Libertad	Youth Intervention Program	\$502,137.00	\$50,000.00	9.96%	\$259,620.00	\$316.61	\$5.28
El Centro de Libertad	Adult Outpatient Treatment	\$528,640.00	\$50,000.00	9.46%	\$387,908.00	\$357.19	\$5.95
Friends for Youth	WHY Mentoring?	\$285,500.00	\$30,000.00	10.51%	\$339,880.95	\$1,586.11	\$15.70
Friends of Veterans Memorial Senior Center	Adaptive Physical Education Program	\$189,150.00	\$50,000.00	26.43%	\$95,050.00	\$950.50	\$0.87
Kainos	Healthy Living for All	\$105,000.00	\$25,000.00	23.81%	\$105,000.00	\$1,693.55	\$8.08
Mission Hospice	Transitions Program	\$136,000.00	\$25,000.00	18.38%	\$118,514.29	\$1,114.75	\$85.00
Ombudsman	Ombudsman	\$528,392.00	\$50,000.00	9.46%	\$437,891.68	\$68.90	\$89.01
Parca	Wellness for People with Developmental Disabilities	\$10,000.00	\$10,000.00	100.00%	\$9,843.75	\$158.73	\$1.47
Peninsula Family Service	Wellness Program for Seniors at Fair Oaks	\$391,384.00	\$50,000.00	12.78%	\$369,858.00	\$978.46	\$25.17
Peninsula Volunteers	Rosener House	\$1,343,338.00	\$50,000.00	3.72%	\$740,558.00	\$4,305.57	\$118.92
Peninsula Volunteers	Meals on Wheels	\$834,533.00	\$90,000.00	10.78%	\$512,334.00	\$1,138.52	\$11.34
Planned Parenthood	Reproductive Healthcare Mobile Van and Clinic	\$622,855.00	\$30,000.00	4.82%	\$622,855.00	\$420.28	\$420.28
St. Anthony's	Feeding the Need	\$825,000.00	\$90,000.00	10.91%	\$736,607.14	\$275.00	\$3.93
Second Harvest	Family Harvest Produce Mobile	\$269,803.00	\$100,000.00	37.06%	\$216,775.23	\$89.31	\$0.60
Sequoia YMCA	MEND Program	\$161,138	\$50,000.00	31.03%	\$64,455.20	\$2,984.04	\$38.46
Service League	Hope House Healthy Women and Infants	\$62,000.00	30,000	48.39%	\$45,880.00	\$939.39	\$5.37
Sheriff's Activity League	SAL Healthy Kids	\$153,500.00	\$25,000.00	16.29%	\$153,500.00	\$48.95	\$0.38
Society of St. Vincent de Paul	SVdP's Direct Assistance	\$1,434,000.00	\$20,000.00	1.39%	\$416,340.00	\$46.26	\$11.20
Star Vista	Daybreak	\$428,410.00	\$75,000.00	17.51%	\$428,410.00	\$15,300.36	\$6.18
U.S. Senior Vets	Serving Those Who Sacrificed	154,000	\$40,000.00	25.97%	\$133,803.00	\$194.20	\$114.41

#### FINANCIAL:

- Total amount funded: \$1, 340,000
- Number of Grants provided: 30
- Range of grants: \$10,000-\$100,000
- Average size grant: \$45,000
- Range of cost per client: \$14.37- \$15,336
- Average cost per client: \$1,759
- Range of cost per unit: \$.38- \$420.28

The programs *most costly per client* are residential housing programs which include **Star-Vista's Daybreak and Women's Recovery Association's Hope House**. Aside from the cost of housing individuals, these programs provide multiple interventions that require skilled therapists. **Catholic Charities Adult Day Services** and **AFAR's Special Needs Afternoon Program** are also among the most expensive per client as clients are seen on a regular basis and the cost of their care adds up over time.

The program types *least costly per client* are the food subsidy programs that deliver food to residents such as with **Second Harvest**.

When we look at the costs per unit of service, we see that program types *most costly based on units of service* are those medical services that require licensed professionals such as nurses and physicians. In the case of Planned Parenthood, a unit of service is one clinical visit and might also include medications and other supplies.

Sal's Healthy Kids afterschool program has the lowest *per unit cost* of any programs we funded.

Interestingly, when we look at the \$1,340,000 we provided in grants to the non-profits to support the health of our residents, and then we add up what their cost in serving only our residents, we see that their contribution to our residents was about 6 times greater than what we granted them collectively. We granted \$1,340,000, whereas collectively, grantees spent \$7,716,000 in serving our residents.

## CLIENTS:

Total Clients Served = 64, 193

Total Residents Served = 31,968

In total, the grantees served 64,193 clients. Of these, 31,968 were SHD residents. A demographic breakdown of clients served is presented below:

- Number programs serving youth 0-5: 2
- Number programs serving youth 6-18: 9
- Number of programs serving young adults: 14
- Number of programs serving older adults- seniors: 8
- Number of programs serving women only: 2
- Number of programs serving men only: 0

## Client Trends:

- The age demographic that received the most services were young- middle age adults. Infants and children age 0-5 received the least amount of services.
- **Society of St. Vincent de Paul's Direct Assistance** program served more residents than any other single program. The programs that served the fewest number of residents are **AFAR's Special Needs Afternoon Program (SNAP)**, and **Star Vista's Daybreak** program. Both these programs offer intensive therapy to a population of high need individuals.
- Notably, counseling (social/ emotional support), adult day care services, and domestic violence programs all far exceed the number of clients they proposed to serve. This demonstrates a growing need for these types of services. There is not a program or type of service that fell below the expected clients to be served with the exception of YMCA's MEND Program which had difficulty recruiting candidates.

Not shown in the below table, but worth pointing out is that the majority of residents served reside in Redwood City/ N. Fair Oaks area.

### Program Performance- Clients served

Met expectations (minimum 95%)- clients

Exceeded expectations

Did not meet expectations

### Program Performance Residents served

Met expectations (minimum 95%)- residents

Exceeded expectations (over 100%)

Did not meet expectations

Organization	Program	# Clients Proposed	# Clients Served Actual	Served (actual)	Served Proposed	# Residents Served Actual	% Residents Actual
Adolescent Counseling Services	After-School Counseling Program	375	767	205%	225	208	92.4%
Adapt Foundation	Friends and Family Adult and Youth	84	130	155%	54	100	185.2%
Advocates for Accessible Recreation (AFAR)	RCPRCS- Special Needs Afternoon Program (SNAP)	41	37	90%	33	28	84.8%
Boys and Girls Club	Triple Play	1,765	1,382	78%	615	632	102.8%
Caminar	Bridges to Wellness	90	110	122%	40	36	90.0%
CASA	Core Services	280	269	96%	90	97	107.8%
Catholic Charities	San Carlos Adult Day Services	65	96	148%	45	51	113.3%
City of San Carlos Parks and Recreation	Parkview Café and Caring Cupboard Food Subsidy	5,000	5,287	106%	5,000	5,110	102.2%
Cora	Family-Centered Mental Health	350	603	172%	150	172	114.7%
El Centro de Libertad	Youth Intervention Program	1,473	1,586	108%	780	820	105.1%
El Centro de Libertad	Adult Outpatient Treatment	1,350	1,480	110%	1,000	1,086	108.6%
Friends for Youth	WHY Mentoring?	146	180	123%	84	100	119.0%
Friends of Veterans Memorial Senior Center	Adaptive Physical Education Program	170	199	117%	165	194	117.6%
Kainos	Healthy Living for All	62	62	100%	62	62	100.0%
Mission Hospice	Transitions Program	140	122	87%	70	61	87.1%
Ombudsman	Ombudsman	9,111	7,669	84%	2,604	2,158	82.9%
Parca	Wellness for People with Developmental Disabilities	64	63	98%	64	63	98.4%
Peninsula Family Service	Wellness Program for Seniors at Fair Oaks	345	400	116%	330	378	114.5%
Peninsula Volunteers	Rosener House	280	312	111%	135	172	127.4%
Peninsula Volunteers	Meals on Wheels	505	733	145%	425	450	105.9%
Planned Parenthood	Reproductive Healthcare Mobile Van and Clinic	428	1,482	346%	405	1,482	365.9%
St. Anthony's	Feeding the Need	3,000	3,000	100%	2,800	2,500	89.3%
Second Harvest	Family Harvest Produce Mobile	3,760	3,021	80%	3,760	3,021	80.3%
Sequoia YMCA	MEND Program	180	54	30%	135	54	40.0%
Service League	Hope House Healthy Women and Infants	75	66	88%	50	37	74.0%
Sheriff's Activity League	SAL Healthy Kids	3,100	3,136	101%	3,075	3,136	102.0%
Society of St. Vincent de Paul	SVdP's Direct Assistance	36,000	31,000	86%	7,500	9,000	120.0%
Star Vista	Daybreak	20	28	140%	20	28	140.0%
U.S. Senior Vets	Serving Those Who Sacrificed	925	793	86%	625	689	110.2%
Women's Recovery Association	Dual Diagnosis Program	100	126	126%	33	43	130.3%

## **UNITS OF SERVICE (UOS)**

Units of Service- all clients = 1, 960, 678

Units of Service- all residents = 1,675,750

In total, the grantees provided 1,960,678 UOS to clients. Of these, 1,675,750 were to SHD residents. On average, SHD residents received 18 units of service. The units range from 1- 2,475.

It is very important to note however, that when it comes to units of service, we cannot compare apples-apples. Units of service are quantified differently among different programs. For example, one program might define a UOS as one interaction with a client. Another might define a UOS as one 8- week program. Furthermore, one UOS might be counted multiple times if it was provided in a group setting such as with **Friends of the Veterans Memorial Senior Center's Adaptive PE** program.

### **Trends around Units of Service:**

The type of service that delivers the most units of service per client is Second Harvest's Family Harvest where one UOS is equal to 1 bag of groceries to a family and there are multiple bags of food and multiple families.

Ombudsman and Planned Parenthood provided the fewest UOS per client. Although they both saw many clients, the majority of clients were seen only one time (but high impact).

Organization	Program	Total Units of Service Proposed (all clients)	Total Units of Service Delivered (all clients)	% Total Units Served (all clients)	# of Units Per Client Actual	Total Units of Service delivered to Residents
Adolescent Counseling Services	After-School Counseling Program	1,425	1,569	110%	2	425.5
Adapt Foundation	Friends and Family Adult and Youth	1,050	1,462	139%	11	1,124.6
Advocates for Accessible Recreation (AFAR)	RCPRCS- Special Needs Afternoon Program (SNAP)	8,528	9,428	111%	255	7,134.7
Boys and Girls Club	Triple Play	83,250	47,021	56%	34	21,503.1
Caminar	Bridges to Wellness	2,500	2,310	92%	21	756.0
CASA	Core Services	37,800	35,088	93%	130	12,652.6
Catholic Charities	San Carlos Adult Day Services	8,793	17,586	200%	183	9,342.6
City of San Carlos Parks and Recreation	Parkview Café and Caring Cupboard Food Subsidy	6,000	5,287	88%	1	5,110.0
Cora	Family-Centered Mental Health	3,500	4,212	120%	7	1,201.4
El Centro de Libertad	Youth Intervention Program	88,380	95,160	108%	60	89,280.0
El Centro de Libertad	Adult Outpatient Treatment	81,000	88,800	110%	60	65,160.0
Friends for Youth	WHY Mentoring?	13,870	18,180	131%	101	10,100.0
Friends of Veterans Memorial Senior Center	Adaptive Physical Education Program	187,680	218,662	117%	1,099	213,168.0
Kainos	Healthy Living for All	13,000	13,000	100%	210	13,000.0
Mission Hospice	Transitions Program	5,040	1,600	32%	13	800.0
Ombudsman	Ombudsman	6,200	5,936	96%	1	1,670.3
Parca	Wellness for People with Developmental Disabilities	5,568	6,804	122%	108	6,804.0
Peninsula Family Service	Wellness Program for Seniors at Fair Oaks	13,180	15,550	118%	39	14,694.8
Peninsula Volunteers	Rosener House	9,000	11,296	126%	36	6,227.3
Peninsula Volunteers	Meals on Wheels	52,520	73,608	140%	100	45,189.1
Planned Parenthood	Reproductive Healthcare Mobile Van and Clinic	428	1,482	346%	1	1,482.0
St. Anthony's	Feeding the Need	210,000	210,000	100%	70	175,000.0
Second Harvest	Family Harvest Produce Mobile	650,000	447,960	69%	148	447,960.0
Sequoia YMCA	MEND Program	9,450	4,190	44%	78	4,190.0
Service League	Hope House Healthy Women and Infants	13,125	11,550	88%	175	6,475.0
Sheriff's Activity League	SAL Healthy Kids	40,300	407,680	1012%	130	407,680.0
Society of St. Vincent de Paul	SVdP's Direct Assistance	90,000	128,000	142%	4	37,161.3
Star Vista	Daybreak	66,740	69,288	104%	2,475	69,288.0
U.S. Senior Vets	Serving Those Who Sacrificed	2,100	1,346	64%	2	1,169.5
Women's Recovery Association	Dual Diagnosis Program	5,300	6,623	125%	53	2,284.0

\*\* Represents unexpected outcomes

## SUMMARY

Due to the variations in the types of programs offered by our grantees, populations served, and modes of service, it is challenging to ask questions that result in consistent reporting of their data. It is also especially challenging to compare performance outcomes against each non-profit as we cannot compare apples-apples given the wide variation in how they define a unit of service. In addition, most agencies cut and pasted, in their final reports, number of clients served and units served based on their proposal rather actual data. They might say, “we provided between 10 and 14 units of service” because that is what they proposed to do. Finally, proposed units of service sometimes varied considerably such as “we will provide between 40 and 80 UOS per client or between 37 and 140 units. Since they do not report actuals, we do not have very reliable outcome data. However, a few agencies appeared to be more consistent in how they collected and measured their data and their outcomes were more reliable and impressive. These organizations are: AFAR’s Special Needs afternoon program, Peninsula Family Service’s Wellness Program for Seniors, and Service League’s Hope House.

I had to make several phone calls and emails to get clarity and accurate information. I believe that overall, the grantees are doing a good job and are making a considerable positive impact on our community’s health. There are many, many strengths these organizations have, however, reporting their outcomes is not among them. As we look to next grants cycle, I will want to hold an extra session with grantees instructing them on how to more accurately complete our final report form.



## Final Report Outcomes Healthy Schools Initiative Grants 2013-14

### Narrative

My analysis of the performance of our grantees has been based on both qualitative data such as observations and client stories provided by the grantee, as well quantitative data such as numbers served and units of service delivered. For this cumulative report, I read each final report submitted by the grantees and compared them to their original proposals and Scope of Work Change Forms. I then created an Excel Spreadsheet, broke categories into service types, and looked at outcomes in terms of:

- Financial
- Residents Served (all are residents)
- Units of Service

I grouped type of service into 7 types according to the Coordinated School Health Model. Nursing Services, an 8<sup>th</sup> component, is not included in the grants program as it is funded separately. These are color-coded based on service type and listed in the below table:

#### SERVICE TYPES

Counseling/ social/ emotional support and advocacy

Physical Ed and Physical Activity

Family and Community Involvement

Nutrition and Nutrition Education (includes school gardens)

Staff Wellness

Health Education (includes life skills)

Safe and Healthy School Environment (includes Safe Routes to School)

Each of the agencies funded are tabled below along with the program's financial information and summary.

<b>Organization</b>	<b>Program</b>	<b>Total Program Budget</b>	<b>Amount Granted</b>	<b>Percent of Budget Funded</b>	<b>Cost Per Client</b>	<b>Cost Per Unit (Actual)</b>
<b>Adolescent Counseling Svcs</b>	<b>On Campus Counseling Program</b>	<b>\$ 130,769.00</b>	<b>\$ 30,000.00</b>	<b>22.9%</b>	<b>\$153.13</b>	<b>\$31.73</b>
<b>Acknowledge Alliance</b>	<b>Transition Program</b>	<b>\$ 330,194.00</b>	<b>\$25,000.00</b>	<b>7.6%</b>	<b>\$3,057.35</b>	<b>\$16.99</b>
<b>Acknowledge Alliance</b>	<b>Resilience Training</b>	<b>\$ 35,000.00</b>	<b>\$15,000.00</b>	<b>42.9%</b>	<b>\$312.50</b>	<b>\$39.06</b>
<b>Collective Roots</b>	<b>Garden and Nutrition Program</b>	<b>\$ 436,000.00</b>	<b>\$21,000.00</b>	<b>4.8%</b>	<b>\$1,477.97</b>	<b>\$1,477.97</b>
<b>Counseling and Advocacy for Teens</b>	<b>CAT</b>	<b>\$ 43,500.00</b>	<b>\$40,000.00</b>	<b>92.0%</b>	<b>\$113.28</b>	<b>\$45.79</b>
<b>CSM Consulting</b>	<b>Parent Education Series</b>	<b>\$ 30,000.00</b>	<b>\$20,000.00</b>	<b>66.7%</b>	<b>\$5.04</b>	<b>\$0.67</b>
<b>Footsteps Child Care</b>	<b>PE Program</b>	<b>\$ 20,820.00</b>	<b>\$8,000.00</b>	<b>38.4%</b>	<b>\$35.41</b>	<b>\$0.98</b>
<b>Hidden Villa</b>	<b>Hands in the Soil</b>	<b>\$ 167,000.00</b>	<b>\$14,800.00</b>	<b>8.9%</b>	<b>\$95.70</b>	<b>\$759.09</b>
<b>Mary Meta Lazarus CDC</b>	<b>Healthy Eats, Active Feet</b>	<b>\$ 57,675.00</b>	<b>\$10,500.00</b>	<b>18.2%</b>	<b>\$387.08</b>	<b>\$3.78</b>
<b>Redwood City 20/20 SRTS</b>	<b>Safe Routes to School</b>	<b>\$ 146,302.00</b>	<b>\$10,000.00</b>	<b>6.8%</b>	<b>\$60.91</b>	<b>\$39.29</b>
<b>San Mateo County Office of Ed</b>	<b>Safe Routes to Anywhere</b>	<b>\$ 30,000.00</b>	<b>\$25,000.00</b>	<b>83.3%</b>	<b>\$600.00</b>	<b>\$20.41</b>
<b>Siena Youth Center</b>	<b>Get Healthy, Stay Healthy</b>	<b>\$ 38,000.00</b>	<b>\$10,000.00</b>	<b>26.3%</b>	<b>\$1,809.52</b>	<b>\$2.96</b>
<b>Star Vista</b>	<b>Children's Place</b>	<b>\$ 62,000.00</b>	<b>\$30,000.00</b>	<b>48.4%</b>	<b>\$459.26</b>	<b>\$7.55</b>
<b>Star Vista</b>	<b>Youth Development Initiative</b>	<b>\$ 102,000.00</b>	<b>\$40,000.00</b>	<b>39.2%</b>	<b>\$1,645.16</b>	<b>\$16.88</b>
<b>Star Vista at Arbor Bay and MA</b>	<b>Counseling</b>	<b>\$ 35,000.00</b>	<b>\$22,500.00</b>	<b>64.3%</b>	<b>\$112.54</b>	<b>\$112.54</b>
<b>Sequoia Community Day School</b>	<b>Life Skills Program</b>	<b>\$ 40,125.00</b>	<b>\$17,500.00</b>	<b>43.6%</b>	<b>\$1,253.91</b>	<b>\$12.84</b>
<b>Teen Talk</b>	<b>Sexual Health Education</b>	<b>\$ 145,000.00</b>	<b>\$50,000.00</b>	<b>29.0%</b>	<b>\$64.00</b>	<b>\$65.91</b>

## FINANCIAL

- Total amount funded: \$389,300
- Number of Grants provided: 18
- Range of grants: \$8,000-\$50,000
- Average size grant: \$22,900
- Range of cost per client: \$5.04 - \$3,057.35
- Average cost per client: \$684.87
- Range of cost per unit: \$156.14

The *most expensive* program per client is Acknowledge Alliance's Transition Program. This program works with their clients for the full academic year. The *least* costly program per client is CSM Consulting's Parent Education Series where a series of parent education programming is provided to over 5,000 SUHSD parents monthly.

At a cost per unit, the *most costly* program is Collective Root's Garden and nutrition program. This program provides a series of 8- week healthy cooking classes and nutrition education to students and parents in low-income schools. The *least costly* based on cost per unit is again the Parent Education Series offered by CSM at .67 cents per unit.

In total, SHD Healthy Schools grants provided nearly \$390,000 in grants compared to the \$1,849,385 the non-profits spent collectively serving that population.

## CLIENTS SERVED:

Total = 15,113

- Students= 9,261
- Parents= 5,710
- Teachers= 142

## CLIENT TRENDS:

- Number programs serving students pre-K: 2
- Number programs serving students K-8: 5
- Number of programs serving middle school only: 1
- Number of programs serving high school students: 8

Met Expectations

Exceeded Expectations

Did Not Meet Expectations

Organization	Program	Service Type	Client Type	Student grade level	School Districts Served	# Clients Served Proposed	# Clients Served Actual	% Clients Served (actual)
Adolescent Counseling Srvs	On Campus Counseling Program	Counseling	students	9 through 12	SUHSD	615	854	139%
Acknowledge Alliance	Transition Program	social emotional support	students, teachers, parents	9 through 12	SUHSD	78	108	138%
Acknowledge Alliance	Resilience Training	social emotional support	teachers	k through 8	BRSSD	110	112	102%
Collective Roots	Garden and Nutrition Program	nutrition/ nutrition ed	Students and Parents	pre K through 7, parents	Bellehaven and Willow Oaks	180	295	164%
Counseling and Advocacy for Teens	CAT	Counseling	students and staff	9 through 12	Woodside High	370	384	104%
CSM Consulting	Parent Educaton	parent education	parents	9 through 12	SUHSD	5,000	5600	112%
Footsteps Child Care	PE Program	Physical Education	students	k through 8	BRSSD	550	588	107%
Hidden Villa	Hands in the Soil	School Gardens	teachers, parents	k through 12	RCSD SCSD, SUHSD	1600	1745	109%
Mary Meta Lazarus CDC	Healthy Eats, Active Feet	PE and Nutrition (food)	students	pre K	College of San Mateo	140	149	106%
Redwood City 20/20 SRTS	Redwood City 20/20 SRTS	Safe Routes to School	students	pre k through 8	All RCSD schools	3500	2402	69%
San Mateo County Office of Ed	San Mateo County Office of Ed	Bike Safety	students	6 through 8	Corte Madera and Kennedy	50	50	100%
Siena Youth Center	Get Healthy, Stay Healthy	PE and Nutrition Education	students	k through 8	Holy Family School	21	21	100%
Star Vista	Children's Place	Counseling	students/ parents	k through 8	RCSD	220	135	61%
Star Vista	Youth Development Initiative	Health Education and Leadership	students and staff	9 through 12	SUHSD	160	62	39%
Star Vista at Arbor Bay and MA	Counseling Services	Counseling	students	k through 12	Arbor Bay, MA	240	311	130%
Sequoia Community Day School	Life Skills Program	social emotional support	students and staff	9 through 12	SUHSD	100	32	32%
Teen Talk	Sexual Health Education	Sexual Health Education	students	10 through 11	SUHSD	2100	2265	108%

The age demographic that received the most services was high school students followed by k-8 students. Very little is being done to serve our pre-school population at this time. The school districts that received the most support from our grantees was SUHSD. Counseling and social emotional support services ranked among the top services provided in our schools.

The program that served the most number of clients (students, teachers, or parents) is the Parent Education program offered by CSM Consulting at 5,600 SUHSD parents. The program that serves the fewest students is Sienna Youth Center, but they provide many units of service to each student over the course of the year.

A few programs served far fewer clients than proposed. These programs are Star Vista's Children Place Program and their Youth Development Initiative. This is the result of less funding provided to this agency last year than expected. Redwood City 20/20 also fell below proposed numbers as did Sequoia Community Day School which closed its doors half-way through the year due to low attendance.

One program that served many more clients than expected was Collective Root's Garden and Nutrition program at Bellehaven and Willow Oaks Schools. They received a large grant mid-year and were able to provide more classes.

## **UNITS OF SERVICE (UOS)**

Units of Service- all schools= 145,077

In total, the grantees provided 145,077 UOS to clients. On average, school staff, students, and parents received 73.18 units of service. The units range from 1- 612 units per client.

It is very important to note however, that when it comes to units of service, we cannot compare apples-apples. Units of service are quantified differently among different programs.

<b>Organization</b>	<b>Program</b>	<b>Units of Service Proposed</b>	<b>Units of Service Delivered</b>	<b>% Units Served</b>	<b>Number of Units Delivered Per Client</b>
<b>Adolescent Counseling Srvs</b>	<b>On Campus Counseling Program</b>	<b>1,845</b>	<b>4,121</b>	<b>223.4%</b>	<b>4.83</b>
<b>Acknowledge Alliance</b>	<b>Transition Program</b>	<b>14,040</b>	<b>19,440</b>	<b>138.5%</b>	<b>180.00</b>
<b>Acknowledge Alliance</b>	<b>Resilience Training</b>	<b>880</b>	<b>896</b>	<b>101.8%</b>	<b>8.00</b>
<b>Collective Roots</b>	<b>Garden and Nutrition Program</b>	<b>180</b>	<b>295</b>	<b>163.9%</b>	<b>1.00</b>
<b>Counseling and Advocacy for Teens</b>	<b>CAT</b>	<b>800</b>	<b>950</b>	<b>118.8%</b>	<b>2.47</b>
<b>CSM Consulting</b>	<b>Parent Education Series</b>	<b>40,000</b>	<b>44,800</b>	<b>112.0%</b>	<b>8.00</b>
<b>Footsteps Child Care</b>	<b>PE Program</b>	<b>19,800</b>	<b>21,168</b>	<b>106.9%</b>	<b>36.00</b>
<b>Hidden Villa</b>	<b>Hands in the Soil</b>	<b>180</b>	<b>220</b>	<b>122.2%</b>	<b>0.37</b>
<b>Mary Meta Lazarus CDC</b>	<b>Healthy Eats, Active Feet</b>	<b>14,420</b>	<b>15,249</b>	<b>105.7%</b>	<b>102.34</b>
<b>Redwood City 20/20</b>	<b>Safe Routes to School</b>	<b>4,000</b>	<b>3,724</b>	<b>93.1%</b>	<b>1.55</b>
<b>San Mateo County Office of Ed</b>	<b>Safe Routes to Anywhere</b>	<b>1,470</b>	<b>1,470</b>	<b>100.0%</b>	<b>29.40</b>
<b>Siena Youth Center</b>	<b>Get Healthy, Stay Healthy</b>	<b>12,000</b>	<b>12,855</b>	<b>107.1%</b>	<b>612.14</b>
<b>Star Vista</b>	<b>Children's Place</b>	<b>14,880</b>	<b>8,210</b>	<b>55.2%</b>	<b>60.81</b>
<b>Star Vista</b>	<b>Youth Development Initiative</b>	<b>5,600</b>	<b>6,043</b>	<b>107.9%</b>	<b>97.47</b>
<b>Star Vista</b>	<b>Counseling at Arbor Bay and MA</b>	<b>265</b>	<b>311</b>	<b>117.4%</b>	<b>1.00</b>
<b>Sequoia Community Day School</b>	<b>Life Skills Program</b>	<b>6,200</b>	<b>3,125</b>	<b>50.4%</b>	<b>97.66</b>
<b>Teen Talk</b>	<b>Sexual Health Education</b>	<b>2,125</b>	<b>2,200</b>	<b>103.5%</b>	<b>0.97</b>

## Summary

Overall, the grantees are working well in the schools and most have had long time relationships with the students and staff. There is no one program that stands out above the others, although CSM Parent Education Series does provided a unique service that is not offered by any other non-profit in the SUHSD community. I do have concerns that we end up funding many of the same non-profits over and over, but it is difficult to build relationships and trust among the school communities they serve and these agencies have done just that. Many schools are matching our program funds as well.



## Evaluation Summary of Results 2013-2014

Presented to Sequoia Healthcare District Board of Directors 10-1-14

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### Introduction

PE+ is a comprehensive, standards-based physical education program that strives to meet physical, social-emotional, and learning needs of elementary students and also includes a nutrition education component. It is implemented by Sequoia Healthcare District-funded partners Peninsula Community Center (PCC) and Redwood City Parks, Recreation, and Community Services (PRCS) in ten schools in Redwood City School District grades K-5, reaching over 5000 students per year. PE classes are provided two times per week by teams of two trained coaches per class and four total coaches per school. The highly structured classes include warm-up and stretch, skill instruction and practice, and rotating sports and games modules. Coaches also provide recess and lunch support activities at the schools. PCC started the program in 2009-10 and it was expanded with PRCS in 2012-13 through the Healthy Schools Initiative partnership project.

Last year, SHD contracted with Applied Survey Research (ASR) to assist with evaluating PE+ during year two of the expanded PE+ program implementation. ASR provided an overall logic model, comprehensive plan, tools, training, and data analysis, while PE+ piloted use of the tools and established a baseline from which to continue to evaluate changes in the future. The following is a brief synopsis of the highlights of the evaluation.

### Key Findings

1. PE+ is improving physical fitness.
2. PE+ is improving nutrition knowledge and coaches are initiating individual behavior changes, but significant population changes are not yet evident.
3. PE+ helps address social-emotional factors (e.g., coaches are serving as mentors), but quantifying change in students proved to be difficult.
4. Teachers are satisfied with the program and students look forward to PE.
5. The evaluation helped identify changes to be made to the program for 2014-15.

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#### 1. **Physical Fitness Summary** - Pre-post physical fitness tests aligned with CA state physical fitness tests and PE content standards showed:

- Significant increases in average number of sit-ups and numbers meeting the standard.
- Modest increases in average number of push-ups and numbers meeting the standard.
- Modest improvement in average mile run times and numbers meeting the standard.



**2. Nutrition Summary** - Focus groups and pre-post nutrition survey showed:

- Some students are changing dietary habits as a result of PE+ such as “eating more fruits and vegetables, drinking a lot more water, and sharing information with parents some of the time.” Teachers liked that nutrition is being taught by the coaches. However, some students felt they already knew the information. (This was the second year of implementation.)
- Students improved their ability to identify food groups. Two thirds of students chose the “healthier” snack food and beverage when presented with an option to choose.
- There was no significant change in foods children reported eating the day before. Dietary changes on a population level may happen more slowly in tandem with greater environmental and societal changes.

**3. Social-Emotional Summary** – Focus groups and pre-post observational assessment showed:

- Coaches are mentors. They are "nice and encouraging, teach students good sportsmanship, to eat well, keep practicing, not to give up, and to be nice to others."
- Teachers reported that students were "coming back to class ready to learn, trying new things, learning new skills, getting along better, working together, were more active and positive."
- Observational assessment did not show positive changes possibly due to problems with the instrument design and/or implementation of the tool. Classroom management may be a confounding variable in assessing social-emotional factors or it may be difficult to see change within the year.

**4. Satisfaction Summary** – SurveyMonkey survey emailed to principals and 155 teachers (93% response rate) showed:

- 89% of teachers were very satisfied or satisfied with the program.
- 87% of teachers reported that students look forward to PE to a great extent.
- Favorite sport is soccer (all grades), plus basketball (3-5) and movement & throwing (K-2).
- Suggestion for improvement included better classroom management.

**5. Changes Summary** – The following changes have been made to the program:

- Continue to train coaches on consistent fitness evaluation methods and fun fitness activities.
- Included more team-building, inclusion, and “everyone plays” games in the curriculum at beginning of the year.
- Brought in an outside specialist to improve training on classroom management and instituted a behavior management protocol for coaches to coordinate with teachers.
- Posted rules of games on signs during recess/lunch support to improve communication.
- Improved consistency of implementation of Nutrition Huddles for 2014-15. New visual aids will be developed and piloted to fine tune delivery of key messages and challenges.
- A PE+ coach developed worksheets in English and Spanish and piloted them in 2013-14. These will be edited for wider distribution during 2014-15 to improve outreach to parents.