### HEALTH CARE FOR THE HOMELESS/FARMWORKER HEALTH PROGRAM (HCH/FH)

Co-Applicant Board Meeting Agenda

### Join Microsoft Teams Meeting

+1 628-212-0105 ID: 264 000 230# January 14, 2021, 9:00 - 11:00am

AGENDA	SPEAKER(S)	ТАВ	TIME
A. CALL TO ORDER	Brian Greenberg		9:00am
B. CHANGES TO ORDER OF AGENDA	Irene Pasma		
C. PUBLIC COMMENT  Persons wishing to address on matters NOT on the posted agenda may do so. Each speaker is limited to If there are more than five individuals wishing to speak during Public Comment, the Chairperson may che speakers to a second Public Comment at the end of the Board meeting. In response to comments questions posed as allowed by the Brown Act (Government Code Section 54954.2) However, the Boards	noose to draw only five speaker cards from the son a non-agenda item, the Board may brie	ose submitted arefly respond to st	nd defer the rest of atements made or
D. CLOSED SESSION			9:10am
1. Director Evaluation	Brian Greenberg, Robert Anderson & Steve Kraft		
E. CONSENT AGENDA			
1. Meeting minutes from December 10, 2020	Irene Pasma	Tab 1	9:40am
F. BUSINESS AGENDA  1. HCH/FH Board Nomination for Janet Schmidt  a. Request to approve Janet Schmidt as a new  HCH/FH Board Member	Brian Greenberg	Tab 2	9:45am
<ul><li>G. CONSUMER INPUT/GUEST SPEAKER</li><li>1. Community Updates</li><li>2. CEO SMMC Update</li></ul>	Board Members Chester Kunnappilly		10:00am
<ol> <li>H. REPORTING &amp; DISCUSSION AGENDA</li> <li>QI Memo</li> <li>Program Director's Report</li> <li>Program Budget/Finance Report</li> <li>RFP for Care Coordination Services and MOU Updates:         <ul> <li>Behavioral Health, Public Health, Dental Clinic</li> </ul> </li> </ol>	Danielle Hull Jim Beaumont Jim Beaumont Sofia Recalde	Tab 3 Tab 4 Tab 5	10:30am
<ol><li>COVID-19 Update</li><li>a. Input on communication/messaging, vaccines,</li></ol>	Staff	Tab 6	

### H. BOARD COMMUNICATIONS AND ANNOUNCEMENTS

testing, other updates

10:55am

Communications and Announcements are brief items from members of the Board regarding upcoming events in the community and correspondence that they have received. They are informational in nature and no action will be taken on these items at this meeting. A total of five minutes is allotted to this item. If there are additional communications and announcements, the Chairperson may choose to defer them to a second agenda item added at the end of the Board Meeting.

- 1. Future meetings every 2<sup>nd</sup> Thursday of the month (unless otherwise stated)
  - a. Next Regular Meeting: February 11, 2019; 9:00AM 11:00AM

I. ADJOURNMENT 11:00am



# **TAB 1 Consent Agenda**

# Healthcare for the Homeless/Farmworker Health Program (Program) Co-Applicant Board Meeting Minutes (December 10<sup>th</sup>, 2020) Teams Meeting

Co-Applicant Board Members Present	County Staff Present	Members of the Public
Robert Anderson	Irene Pasma, Program Implementation Coordinator	
Steven Kraft	Danielle Hull, Clinical Coordinator	
Michael Vincent Hollingshead	Sofia Recalde, Management Analyst	
Suzanne Moore	Frank Trinh, HCH/FH Medical Director	
Brian Greenberg	John Nibbelin, County Counsel	
Tony Serrano	Lalitha Sankaran	Absent Board Members/Staff:
Tayischa Deldridge	Akram Abdul Cader	Mother Champion
Steve Carey (new)		Victoria Sanchez De Alba
Jim Beaumont, HCH/FH Program Director (Ex-		Eric Debode
Officio)		Christian Hansen
·		

ITEM	DISCUSSION/RECOMMENDATION	ACTION
Call To Order	Brian Greenberg called the meeting to order at 9:00A.M.	
Regular Agenda Public Comment	None	
Consumer Input	<ol> <li>Suzanne provided the following updates:</li> <li>Redwood City Safe Parking – 32 households and 94 people are currently enrolled in the program. Participants are completing applications for housing. The City of Redwood City has reduced ticketing for overnight parking through education.</li> <li>Using Project Homekey and CARES funds, the San Mateo County Board of Supervisors approved the purchase of 3 hotels to support interim housing for homeless individuals (Redwood City and Half Moon Bay) and permanent affordable housing for low-income seniors (Redwood City).</li> <li>City of Pacifica added new parking restrictions banning overnight parking without notifying Pacifica Resource Center. Newly elected new City Council Member Tygarjas Bigstyck is familiar with the goals of Pacifica Resource Center.</li> </ol>	
<u>Closed session</u>	Director Evaluation announced	
Consent Agenda Meeting Minutes from November 12 <sup>th</sup> , 2020	Please refer to TAB 1  All items on Consent Agenda (meeting minutes from November 12 <sup>th</sup> , 2020) were approved.	Request to approve Consent Agenda Amendment was MOVED by Suzanne M.,

Business Agenda: SMMC Interpreter Training Funding	Please refer to TAB 2 Lalitha Sankaran, San Mateo Medical Center's (SMMC) Manager of Diversity, Equity and Inclusion, presented on SMMC's practices of delivering language interpretation services to clients who require medical interpretation. The request was for HCH/FH funding to develop an online interpreter training and refresher training program that will be incorporated into Learning Management System, SMMC's online education portal.	SECONDED by Robert A. and APPROVED by all Board members present. Brian G. was not available for a vote.  Request to approve funding for SMMC staff Interpreter Training Course Motion to approve MOVED by Steve C., SECONDED by Suzanne M. and APPROVED by all. Tayischa D. abstained.
Reporting Agenda: QI/QA Report	Please refer to TAB 3 Danielle Hull provided an update on the following:  1) HCH/FH submitted an application for the Virtual Care Innovations, a program that will bring together safety net leaders from nine states to solve similar challenges associated with the implementation, improvement, and sustainability of telehealth.  2) Staff will meet with the County Coroner's Office to discuss the current homeless and farmworker death data collection	
RFP 2020 Update	Please refer to TAB 4 HCH/FH released an RFP for Enabling Services for Individuals Experiencing Homelessness and Farmworkers and their Dependents on November 30, 2020. Sofia Recalde reviewed the RFP timeline with the Board. HCH/FH staff is hosting a Q&A teleconference session on December 15, 2020, proposals are due on January 22, 2021, and contracts are expected to be awarded in summer 2021.	
Finance Report	Please refer to TAB 5 Preliminary expenditure numbers for November 2020 show a total expenditure of \$176,073 of which \$171,205 is claimable against the grant. For the year to date, we have expended approximately \$2,288,472 in grant funds and project a total unexpended balance of \$235,850 in Base grant funds (\$418,000 including expanded services funding). HRSA now allows for carryover of unexpended funds from one grant year to the next within a grant period.	
HCH/FH Program Director's Report	Please refer to TAB 6 HCH/FH received a Notice of Funding Opportunity, the National Hypertension Control Initiative for Health Centers. After evaluating the effort required to implement this project, staff capacity and SMMC's current hypertension projects, HCH/FH staff chose not to apply for the supplemental funding.	

	HCH/FH staff procured most of the winter supplies purchased in place of the typical Small Funding Request process, and supplies have begun arriving at SMMC. Staff has begun to distribute the supplies to the 17 County and community partners that submitted requests.	
Board Presentation/ Discussions 2020 Annual Report	Irene Pasma solicited input on what to include in the 2020 Annual Report and will follow-up at a future Board Meeting.	
COVID-19 Update	Please refer to TAB 6 Staff gave an update on the COVID-19 activities HCH/FH has been engaged with over the past month, including conversations with County Health to find ways to financially support COVID-19 testing and vaccination for people experiencing homelessness and the farmworker community, as well as a discussion of how both populations will be prioritized for vaccination, which has not been decided yet. Frank Trinh, HCH/FH Medical Director, is part of the County's Vaccine Task force, which is responsible for the distribution and logistics of the COVID-19 vaccine according to the CA Department of Public Health's Plan.	
<u>Announcements</u>		
Adjournment	Time: 10:59 am	Robert Anderson

TAB 2
New Board
Member
Application

## San Mateo County Health Care for the Homeless/Farm Worker Health (HCH/FH)

### **Co-Applicant Board -- Membership Application**

### 1. Please state your name

Janet A. Schmidt, Ph.D.

### 2. Your contact information (email and phone number).

Redacted for privacy

### 3. What city/county do you reside in?

San Carlos, San Mateo County

### 4. What is your place of employment and title, (if applicable)?

Retired

# 5. What experience and/or skills do you have that would make you an effective member of the

### Board?

Retired counseling psychologist with therapy and grant writing experience in higher education (University of Maryland, College Park: science/engineering; education); PTSD; veteran's issues;

- -23 years as an academic administrator (University of Maryland: Director of institutional Studies, Assistant Dean for Interdisciplinary Research), affiliate Assistant Professor (Counseling and Personnel Services) and affiliate staff therapist at the University Counseling Center.
- -Program Director of the Children's Program with the Center for the Study of Traumatic Stress, Uniformed Services University for the Health Sciences, Department of Defense, Bethesda, MD;
- -Grant Coordinator: The National Center for PSTD, Department of Veteran's Affairs, Menlo Park, CA.

- -Certified in Total Quality Management for Higher Education: the Malcolm Baldridge Award. -Member of the SMC Grand Jury 1019-2020-lead investigator for report entitled: "A Slow-Moving Catastrophe: Finding the III Homeless a Place to Heal."
- 6. <u>Briefly describe why you would like to join the HCH/FH Board</u>
  Like to use my past expertise noted above and new knowledge of the homeless in San Mateo County gained through Grand Jury work.
- 7. Are you homeless, formerly homeless, a farmworker, retired farmworker, or a dependent of a

### farmworker?

No

We highly encourage applicants who are homeless, formerly homeless, a farmworker, retired farmworker, or a dependent of a farmworker.

The Board requires a member to be a **resident of San Mateo County**.

Federal regulations require that Board members observe the following Conflict of Interest policy: Health Center bylaws or written corporate Board-approved policy include provisions that prohibit conflict of interest by Board members, employees, consultants, and those who furnish goods or services to the health center.

• No Board member shall be an employee of the health center or an immediate family member of an employee. The Chief Executive may serve only as a non-voting ex-officio member of the Board. (45 CFR Part 74.42 and 42 CFR Part 51c.304b)

**TAB 3** QI/QA Memo



San Mateo Medical Center
222 W. 39th Avenue
San Mateo, CA 94403
650-573-2222 T
www.sanmateomedicalcenter.org
www.facebook.com/smchealth

DATE: January 14<sup>th</sup>, 2020

TO: Co-Applicant Board, San Mateo County Health Care for the Homeless/Farmworker

Health (HCH/FH) Program

FROM: Frank Trinh, Medical Director HCH/FH Program

Danielle Hull, Clinical Services Coordinator

SUBJECT: QI COMMITTEE REPORT

The San Mateo County HCH/FH Program QI/QA Committee di.

• Telehealth Pilot

- Coastside Clinic
  - HCH/FH received a request for mobile phones for Coastside Clinic at Pescadero to help support telehealth efforts on the South Coast. Further information is needed on how the phones will be used, whether by provider or patient, as well as additional details of the broader plan for telehealth expansion using Puente de la Costa Sur as a primary access point.
- Maple Street Shelter
  - HCH/FH facilitated a call between Maple Street Shelter and SMMC staff to troubleshoot use of the telehealth station and appointment scheduling. Main points from the call include:
    - Checking to see what information sharing is allowable in the consent forms
    - Starting small: piloting the use of the station with two clients
      - Medicare eligible (65+) [due to expanded reimbursement for video visits]
      - Client #1: already connected with a PCP at SMMC and due for a visit
      - Client #2: is not connected with SMMC; needs new patient appointment
  - HCH/FH met with the manager of the New Patient Connection Center (NPCC) to understand how patients would be assigned to clinic and whether a virtual new patient appointment is feasible.
    - Many new patient appointments are happening virtually over the phone
    - HCH/FH will create a project name for clients to identify themselves when they call the NPCC so we can track their progress
- Homeless and Farmworker Death Data
  - A request for homeless death data has been made by Supervisor Pine's office, separate from our efforts to standardize homeless and farmworker death data capture.

- PHPP Epidemiology is working with LifeMoves on this request, but we will follow the process to see how it can be expanded long-term.
- Current death data collected by PHPP Epidemiology does not include a variable for homelessness. HCH/FH will work collaboratively to try and identify those who are homeless using available death certificate data.

**TAB 4 Finance** Report



San Mateo Medical Center 222 W 39th Avenue San Mateo, CA 94403 650-573-2222 T smchealth.org/smmc

DATE: January 14, 2021

TO: Co-Applicant Board, San Mateo County Health Care for the Homeless/Farmworker

Health (HCH/FH) Program

FROM: Jim Beaumont

Director, HCH/FH Program

SUBJECT: HCH/FH PROGRAM BUDGET and FINANCIAL REPORT

Preliminary expenditure numbers for December 2020 show a total expenditure of \$258,009 of which \$222,902 is claimable against the grant. For the year we have expended approximately \$22,598,683; about \$2,522,374 from our Base Grant (~90%), \$112,550 from our Expanded Services SUD-MH Award (~75%), \$45,492 from our COVID awards (~5%) and about \$42,877 in non-grant funds.

As we wrapped up the year, there appeared to be a slight uptick in contract expenditures, whether due to invoice catch-up or greater re-establishment of client flows as COID temporarily appeared to wane prior to the holidays. Based on these preliminary numbers, we underspent in contracts by about \$275,000 for the year (~14%) and about \$80,000 in Salaries & Benefits (~10%). There is nearly \$100,000 in "Small Funding" expenditures that either will hit the accounts during late closing or in January 2021.

Overall, this leaves us with an expected unexpended fund balance of \$577,138 (~18.5%) including unexpended SUD-MH funding. We expect to be able to carryover the vast majority of these funds based on HRSA's current policies. Note that the COVID Awards have end dates in March thru May of 2021, and that we committed a significant amount (over \$180,000) to PH Lab in support of COVID testing. We are in discussions with SMC Health on additional testing possibilities that would/could expend much of the remaining COVID funding.

As the county will finish closing its books for January in about 10 days, we plan to have a fuller report for the 2020 Grant Year for the February Board meeting.

### Attachment:

GY 2020 Summary Grant Expenditure Report Through 12/31/20



### **GRANT YEAR 2020**

	GRANT YEAR	2020		,		
					located to ID-MH or	
		December \$\$			HS	
Details for budget estimates	Budgeted	December 99	To Date	Projection for		rojected for GY 2021
	[SF-424]		(12/31/20)	end of year		.,
<u>EXPENDITURES</u>						
Salaries						
Director, Program Coordinator						
Management Analyst ,Medical Director new position, misc. OT, other, etc.						
new position, mise. 61, other, etc.	601,000	64,832	547,133	520,250		631,050
	552,555	0.700=	5 17,200	3_3,_33		352,555
<u>Benefits</u>						
Director, Program Coordinator						
Management Analyst ,Medical Director						
new position, misc. OT, other, etc.						
	160,000	12,180	130,039	129,000		171,990
	100,000	12,100	130,039	129,000		171,990
Travel						
National Conferences (2500*8)	16,000		2,529	2,529		25,000
Regional Conferences (1000*5)	5,000		8,671	8,671		5,000
Local Travel	1,500			500		1,500
Taxis	1,000		789	1,000		1,000
Van & vehicle usage	1,000		314	500		2,000
	24,500		12,303	13,200		34,500
<u>Supplies</u>						
Office Supplies, misc.	10,000	2,187	7,935	10,000		12,000
Small Funding Requests	7,	4,171	51,161	147,000		,,,,,,
	10,000		59,096	157,000		12,000
Contractual						
2019 Contracts			54,817	54,817		
2019 MOUs	922.000	15.045	33,145	33,145		972 000
Current 2020 MOUs Current 2020 contracts	822,000 1,033,250	15,045 109,055	592,345 934,622	675,000 930,000		872,000 1,034,000
ES contracts (SUD-MH & IBHS)	150,000	7,300	112,550	115,000	115,000	150,000
unallocated/other contracts	130,000	7,300	112,550	113,000	113,000	130,000
,						
	2,005,250		1,727,479	1,807,962		2,056,000
<u>Other</u>						
Consultants/grant writer	30,000	2 222	3,594	8,000		30,000
IT/Telcom	10,000	2,232	21,831	24,000		20,000
New Automation	2,500		500	2.500		- 5,000
Memberships Training	2,300 3,000	5,900	9,399	2,500 8,000		10,000
Misc	500	3,300	3,333	500		500
	46,000		35,324	43,000		65,500
	·		·			·
TOTAL	2,846,750	222,902	2,511,374	2,670,412	115,000	2,971,040
GRANT REVENUE						
GRANT REVENUE						
Available Base Grant	2,625,049			2,625,049		2,691,632
Carryover	132,709			166,213		167,000 IBHS
Available Expanded Services Awards **	317,000			297,250		235,850 carryover
HCH/FH PROGRAM TOTAL	3,074,758			3,088,512		3,094,482
<u>BALANCE</u>	228,008	PR∩	JECTED AVAILABLE	577,138		123,442
DALANCE	228,008	r NO.	JECTED AVAILABLE	377,138		123,442
	(88,992)	BASE GRANT PRO	JECTED AVAILABLE	394,888		based on est. grant
						of \$2,678,621
						before reduction
** includes \$150,000 of SUD-MH (allocated) & \$	167,000 for IBHS ၊	not yet allocated)				
Total special allocation required \$\displain 120.4	46					
Total special allocation required \$ 138,4	40					
Non-Grant Expenditures						
Salary Overage	12500	2163	11,536	15,800		13,750
Health Coverage	57000	3585	29,981	41,250		57,000
base grant prep	-					0
food	2500		300	750		1,500
incentives/gift cards	1,000	= = 10	44.04=	F7.000		1,500
	73,000	5,748	41,817	57,800		73,750
TOTAL EXPENDITURES	2,919,750	228,650	2,553,191	2,728,212	NEXT YEAR	3,044,790
	BUDGETED	This month	TO DATE	PROJECTED		. ,

**TAB 5 Director's** Report



San Mateo Medical Center 222 W 39th Avenue San Mateo, CA 94403 650-573-2222 T smchealth.org/smmc

DATE: January 14, 2021

TO: Co-Applicant Board, San Mateo County Health Care for

the Homeless/Farmworker Health (HCH/FH) Program

FROM: Jim Beaumont Director, HCH/FH Program

SUBJECT: DIRECTOR'S REPORT & PROGRAM CALENDAR

Program activity update since the December 10, 2020 Co-Applicant Board meeting:

While Congress did eventually pass additional COVID relief, it did not contain any additional funding for health centers. There is the possibility of additional funding after the inauguration.

During a quarterly call with our HRSA Project Officer we confirmed that being in the second year of our three year grant cycle, we will be scheduled for a site visit during 2021. We requested to be scheduled in late-summer/early-fall as we will be initiating our contracts during the spring and early summer. We do not know how much, if any of the sire visit will be virtual as opposed to inperson. There will be much forthcoming on this throughout the year.

We have been advised that the 39<sup>th</sup> Avenue (Main Campus) Pharmacy will be remaining open through at least mid-2021. For the time being we have put on hold our planned Memorandum of Understanding (MOU) that would support some level of continued operation of pharmacy services for the homeless (particularly) and farmworkers who are served at the Main Campus. We will keep tabs on this with SMMC and address again as necessary going forward.

We are continuing discussions with The Center on Homelessness as they plan for the closing of Bayfront Station (funded by FEMA) and the transfer of many of the individuals to the newly county-purchased hotel. Services (medical and behavioral health) that were provided to clients at Bayfront Station appeared to be of substantial benefit to the individuals and we are looking to see what can be done at the new site(s).

We also continue activities focused around the COVID pandemic and the Program's planned RFP. There are further updates on these later in today's agenda.

With the beginning of the new calendar year, the HCH/FH Program also begins its required annual Federal Reporting effort, the Uniform Data System (UDS). This comprehensive report of our patients visits, demographics, clinical procedures and outcomes, staffing, and financial expenditures and revenue is due no later that February 15<sup>th</sup>. This general does involve a substantial amount of time during this period for the Program Clinical Coordinator, Management Analyst and the Program Director.

It was recently announced that SMMC has been exempted from the strict county Hiring Freeze. In line with this, HCH/FH will be looking to move forward to fill the Program Coordinator's position that became vacant when Linda Nguyen took on her new opportunity in Santa Clara County. In addition, we are preparing a specific request to address the three (3) Term positions in the Program.



Under the Term designation, these positions - Management Analyst, Planning and Implementation Coordinator, Clinical Services Coordinator - all come to an end after three (3) years. Those dates will be upcoming for latter two in late summer and in about a year for the former. While not a simple process, and recognizing that there are no guarantees, we are optimistic that we will succeed in getting all of the positions converted to Unclassified Permanent positions. With the new Strategic Plan, RFP and upcoming contracts, possibly with completely new partners, ongoing COVID pandemic and upcoming HRSA site visit, this is a critical need for the Program. We will be keeping the Board advised of the progress and may request support from the Board at some point if that looks to be productive. If the positions are not converted to Unclassified Permanent Positions, the Program is at risk of having only one staff member allocated to it in addition to the Director and Medical Director.

Seven Day Update

### ATTACHED:

Program Calendar

# Health Care for the Homeless & Farmworker Health (HCH/FH) Program 2021 Calendar (*Revised January 8,2021*)

EVENT	DATE	NOTES
<ul> <li>Board Meeting (January 14, 2020 from 9:00 a.m. to 11:00 a.m.)</li> </ul>	January	
RFP submissions due January 22		
<ul> <li>Board Meeting (February 11, 2020 from 9:00 a.m. to 11:00 a.m.)</li> </ul>	February	
<ul> <li>Initial UDS submission - February 15, 2020</li> </ul>		All mostings one hold vintually via
<ul> <li>Board Meeting (March 11, 2020 from 9:00 a.m. to 11:00 a.m.)</li> </ul>	March	All meetings are held virtually via Teams until further notice.
<ul> <li>Final UDS submission due March 31, 2020</li> </ul>		Teams until further notice.
<ul> <li>Board Meeting (April 8, 2020 from 9:00 a.m. to 11:00 a.m.)</li> </ul>	April	
<ul> <li>Board Meeting (May 13, 2020 from 9:00 a.m. to 11:00 a.m.)</li> </ul>	May	
SMMC Audit approval		

BOARD ANNUAL CALENDAR				
Project	<u>Deadline</u>			
UDS submission- Review	April			
SMMC annual audit- approve	April/May			
Services/locations (Forms 5A and 5B) -Review	June/July			
Budget renewal-Approve	August/sept- Dec/Jan			
Annual conflict of interest statement -				
members sign (also on appointment)	October			
Annual QI Plan-Approve	Winter			
Board Chair/Vice Chair Elections	Oct-November			
Program Director annual review	Fall /Spring			
Sliding Fee Scale (FPL)- review/approve	Spring			

**TAB 6** COVID-19 **Update** 



San Mateo Medical Center
222 W. 39th Avenue
San Mateo, CA 94403
650-573-2222 T
www.sanmateomedicalcenter.org
www.facebook.com/smchealth

DATE: January 14, 2021

TO: Co-Applicant Board, San Mateo County Health Care for the Homeless/Farmworker Health

(HCH/FH) Program

FROM: Irene Pasma, Program Planning & Implementation Coordinator

SUBJECT: COVID-19 Update

Over the past month, the major COVID-19 focus areas for the program have been on the below initiatives:

- 1. **Vaccine:** HCH/FH Medical Director is part of the County's Vaccine Task Force which is responsible for the distribution/logistics of the vaccine following California Department of Public Health's plan. HCH/FH Staff Danielle Hull is also on SMMC's Patient Outreach Vaccination taskforce.
  - a. San Mateo County Information about the vaccine can be found here: <a href="https://www.smchealth.org/covid-19-vaccination">https://www.smchealth.org/covid-19-vaccination</a>.
  - Staff is sending out a survey to homeless and farmworker providers to test vaccination messages and understand who are trusted community members/influences to spread the information
  - c. California Department of Public Health has a good website with vaccine information as well: https://covid19.ca.gov/vaccines/#When-can-I-get-vaccinated
- 2. **COVID-19 Testing at Shelters:** continuing to support Public Health in conducting surveillance testing at shelters.
- 3. **COVID-19 Education and Testing on Farms:** continuing to keep a pulse on activities, trying to increase on-farm COVID education and testing.
- COVID-19 San Mateo Media Toolkit can be found here: <a href="https://cmo.smcgov.org/covid-19-outreach-toolkit">https://cmo.smcgov.org/covid-19-outreach-toolkit</a>