



San Mateo Medical Center
A County System of Healthcare

BOARD OF DIRECTORS MEETING

Thursday, November 3, 2016

8:00 AM – 10:00 AM

SAN MATEO MEDICAL CENTER

EXECUTIVE BOARD ROOM

Second Floor, Administration Wing



San Mateo Medical Center
A County System of Healthcare

BOARD OF DIRECTORS MEETING

November 3, 2016 8:00 – 10:00 AM

Executive Board Room – Second Floor, Administration Wing

AGENDA

A. CALL TO ORDER

B. CLOSED SESSION

Items Requiring Action

1. Medical Staff Credentialing Report
2. Quality Report

Dr. Janet Chaikind

Dr. Julie Hersk

Informational Items

3. Medical Executive Committee

Dr. Janet Chaikind

C. REPORT OUT OF CLOSED SESSION

D. PUBLIC COMMENT

Persons wishing to address items not on the agenda

E. FOUNDATION REPORT

Sara Furrer

F. CONSENT AGENDA

TAB 1

Approval of:

1. October 6, 2016 Meeting Minutes
2. Compliance and HIPAA Report

G. MEDICAL STAFF REPORT

Chief of Staff Update

Dr. Janet Chaikind

H. ADMINISTRATION REPORTS

- 1. Department of Surgery
- 2. Health System Campus Master Plan
- 3. Financial Audit
- 4. Financial Report
- 5. CEO Report

Dr. Alpa Sanghavi Verbal
Louise Rogers Verbal
David McGrew..... Verbal
David McGrew..... **TAB 2**
Dr. CJ Kunnappilly..... **TAB 2**

I. HEALTH SYSTEM CHIEF REPORT

Health System Snapshot

Louise Rogers..... **TAB 2**

J. COUNTY MANAGER’S REPORT

John Maltbie

K. BOARD OF SUPERVISOR’S REPORT

Supervisor Carole Groom

L. ADJOURNMENT

Meetings are accessible to people with disabilities. Individuals who need special assistance or a disability-related modification or accommodation (including auxiliary aids or services) to participate in this meeting, or who have a disability and wish to request an alternative format for the agenda, meeting notice, agenda packet or other writings that may be distributed at the meeting, should contact Michelle Lee, Executive Secretary, at least 48 hours before the meeting at (650) 573-2222 and/or mlee@smcgov.org. Notification in advance of the meeting will enable the County to make reasonable arrangements to ensure accessibility to this meeting and the materials related to it. Attendees to this meeting are reminded that other attendees may be sensitive to various chemical based products.



San Mateo Medical Center
A County System of Healthcare

TAB 1

CONSENT AGENDA

HOSPITAL BOARD OF DIRECTORS
MEETING MINUTES
Thursday, October 6, 2016
Executive Board Room

Board Members Present

Supervisor Adrienne Tissier
Supervisor Carole Groom
Louise Rogers
Dr. CJ Kunnappilly
Dr. Janet Chaikind
Dr. David Lin
Dr. Alex Ding
Deborah Torres

Staff Present

David McGrew	Michelle Lee	Gary Horne
Joan Spicer	Tosan Boyo	Liz Evans
Dr. Susan Fernyak	Cecilia Diaz	Clara Boyd
Arlene Cahill	Priscilla Romero	
Glenn Levy	Sara Furrer	
Peggy Jensen	Leslie Hunt	

Members of the Public

ITEM	DISCUSSION/RECOMMENDATION	ACTION
Call to Order	Supervisor Carol Groom called the meeting to order at 8:00 AM, and the Board adjourned to Closed Session.	
Reconvene to Open Session	The meeting was reconvened at 8:25 AM to Open Session. A quorum was present (see above).	
Report out of Closed Session	Medical Staff Credentialing Report for October 6, 2016. Medical Executive Committee Minutes from September 13, 2016. QIC Minutes from August 23, 2016.	Glenn Levy reported that the Board unanimously approved the Credentialing Report and the QIC Minutes and accepted the MEC Minutes.
Public Comment	None.	
Foundation Report	Sara Furrer, reported that the August 29 golf tournament raised approximately \$103,000 in proceeds to support the purchasing of lobby furniture at the Daly City Clinic. The Foundation will fund the launch of the New Born Care 101 Program, a five-week program to support new mothers. The cost of the program is approximately \$3,500.	FYI
Consent Agenda	Approval of: 1. Hospital Board Meeting Minutes from September 1, 2016. 2. Burlingame Long Term Care report.	It was MOVED, SECONDED and CARRIED unanimously to approve all items on the Consent Agenda.

<p>Medical Staff Report Dr. Janet Chaikind</p>	<p>No report.</p>	<p>FYI</p>
<p>Quality Report presented by Dr. Bryan Gescuk</p>	<p>The Department of Medicine is made up of many areas of care including: Cardiology, Dermatology, Endocrinology, Gastroenterology, Hematology, Hospitalist Medicine, Infectious Diseases, Musculoskeletal Clinic, Nephrology, Neurology, Oncology, Pain Clinic, Rheumatology, Pulmonary and Critical Care, Palliative Care. Medical clinic visits: 21,558. Admissions to the hospital: 2,588.</p> <p>Why do we measure quality of care?</p> <ul style="list-style-type: none"> • To provide the best care for our patients. • Results are reported to the Joint Commission and CMS. • Receive higher reimbursement from Medicare and other payers. • Financial penalties for non-participation. <p>Strategies to improve mortality:</p> <ul style="list-style-type: none"> • Early detection. • Adherence to “sepsis bundle.” • Automation. • Physician education. <p>Patient Experience areas of focus:</p> <ul style="list-style-type: none"> • Noise level. Hospital environment. • Care from nurses. Care from physicians. Responsiveness of staff. • Pain management. • Care transitions. <p>Ongoing Projects:</p> <ul style="list-style-type: none"> • SMART referral system. • Provider expectation policy. Relationship-centered communication training. • Clinic efficiency. 	<p>FYI</p>
<p>Revenue Cycle presented by David McGrew, CFO</p>	<p>Revenue Cycle Transformation – Soarian Financials Our initiative to transform our revenue cycle operations and how technology can enable this transformation. Our CIO has previously presented our strategy to integrate our electronic clinical systems by 2020, and he shared his thoughts on how it’s inadvisable to implement a financial system and a clinical system at the same time because of the significant impact on internal resources and bandwidth.</p> <p>The Revenue Cycle refers to the all of the processes for billing and collecting for patient services. Even though the industry is moving away from volume based payments to value based payments, such as pre-paid capitation</p>	<p>FYI</p>

	<p>and outcomes incentives, FFS will still be with us for years to come and its incumbent upon us to collect every dollar to which are entitled.</p> <p>Soarian Financials – the Bottom Line:</p> <ul style="list-style-type: none"> • Replace our obsolete billing systems with Soarian Financials (SF); • Transform the front-end of SMMC’s revenue cycle by standardizing workflows, using SF as an enabler; • Total project costs estimated at \$8.7 million, of which \$4.2 million is covered in the FY17 budget and \$4.5 million will be budgeted in FY18; • Project launch is tentatively planned for January 2017, with a 12 month implementation timeline to achieve maximum ROI. <p>Next steps:</p> <ol style="list-style-type: none"> 1) Exercise the option in the Cerner master agreement to purchase Soarian Financials, increasing the contract NTE by \$6.5 million; 2) Fund the estimated \$8.7 million total project costs with \$4.2 million from the FY17 budget \$4.5 million in the FY18 budget; 3) Transform the front-end of SMMC’s revenue cycle by standardizing workflows for registration, insurance verification and treatment authorizations as identified in the FY17 Financial Stewardship Strategic Initiative; 4) Proceed with the implementation readiness phase. 	
<p>Health System Report Louise Rogers Health System Chief</p>	<p>Presentation: San Mateo County’s Drug Medi-Cal Organized Delivery System by Clara Boyden from BHRS.</p> <p>With guidance from CMS to build a robust continuum of services for beneficiaries, California’s Medi-Cal 2020 waiver provides a new plan for expanded SUD services. The DMC-ODS will:</p> <ul style="list-style-type: none"> • Test a new paradigm for the organized delivery of SUD services for Medi-Cal beneficiaries • Demonstrate how organized SUD care improves outcomes for beneficiaries while decreasing other system health care costs • Promote both systemic and practice reforms <p>The Drug Medi-Cal Organized Delivery System (DMC-ODS) includes:</p> <ul style="list-style-type: none"> • A continuum of care modeled after the ASAM • Increased local control and accountability. Greater administrative oversight • Utilization tools to improved care and manage resources • Evidence-based practices • Coordination with other systems of care. Special considerations for the criminal justice involved populations <p>Implementation Status:</p>	<p>FYI</p>

	<ul style="list-style-type: none"> • CMS and DHCS approved San Mateo County's DMC-ODS Implementation Plan on 4/7/2016 • CPE protocols approved by CMS on 6/15/16 • County-specific interim rates of payment for covered services approved by DHCS on 7/6/16 • State-County contract approved by SMC Board on 9/20/16 • Awaiting state DMC Certification of providers (17 certified to date) • Development of MOU with HPSM – in process • Developmental work with provider network – in process • Estimated start date: January 1, 2017 	
Financial Report David McGrew, CFO	The August FY16/17 financial report was included in the Board packet and David McGrew answered questions from the Board.	FYI
CEO Report Dr. CJ Kunnappilly, CEO	Dr. Kunnappilly presented the CEO report which is included in the Board packet and answered questions from the Board. The Health System Fitness Center had its grand opening in September 2016. John Thomas was especially recognized for his vision and stewardship in the project with the help of Pamela Gibson and Michelle Lee. An onsite fitness center has consistently ranked at the top on the county's Wellness surveys. Over 700 Health System employees have already registered.	FYI
Health System Snapshot Louise Rogers	The Health System plans to meet with the community about managing congestion around the San Mateo Health Campus. There is currently a feasibility study in the works regarding master planning which will be presented to the Hospital Board in November. The Serenity House will undergo restoration and is slated to open in the Spring 2017.	FYI
County Manager Peggy Jensen	The County is exploring master planning for the Health System and one of the areas they are exploring is the land near Fair Oaks Health Center.	FYI
Board of Supervisors	No report.	FYI

Supervisor Groom adjourned the meeting at 9:30 AM. The next Board meeting will be held on November 3, 2016.

Minutes recorded by:



Michelle Lee, Executive Secretary

Minutes approved by:

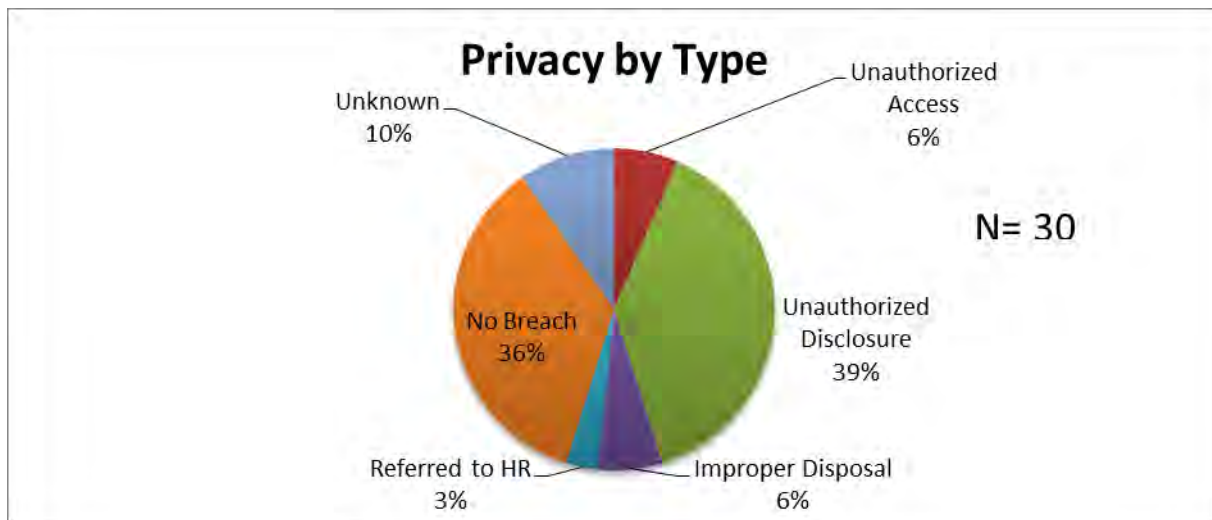
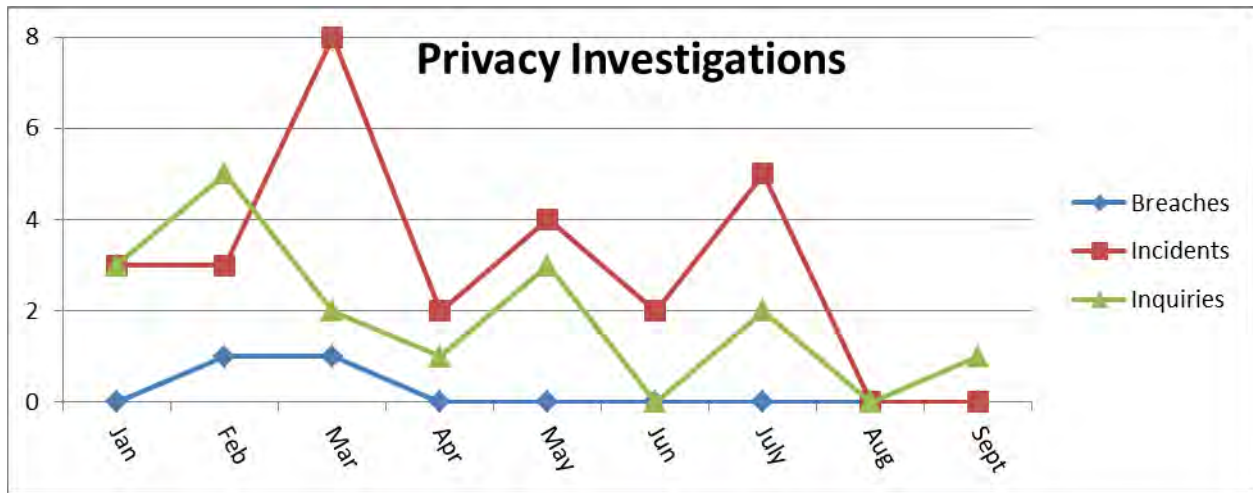


Dr. Chester Kunnappilly, Chief Executive Officer

DATE: October 27, 2016
TO: San Mateo Medical Center Board of Directors
FROM: Teasha Fleming, CHC, Manager, Corporate Compliance and HIPAA
RE: Compliance/Privacy Report to the Hospital Board

HIPAA

In the 3rd Quarter of the calendar year, there were 0 breaches, 5 incidents and 3 inquiries. Two privacy reports are still under investigation.



SECTION TITLE: COMPLIANCE/PRIVACY REPORT TO THE HOSPITAL BOARD

The annual privacy training will be available to Medical Center staff in November and will be due within 60 days. The training has been combined with other regulatory training to provide a single point of training for annual requirements and will be provided via the LMS.

Compliance

Billing - Coding	COI/Vendor Relationships	Stark Law / Anti-kickback	Other Compliance	Total
6	1	0	8	15

Totals are through 3rd Qtr.

* Other compliance includes general inquiries but no true regulatory issue.

Inpatient Medical Necessity

Currently medical necessity reviews are being conducted by an outside consultant to assist with appropriate billing of administrative days.



San Mateo Medical Center
A County System of Healthcare

TAB 2

ADMINISTRATION REPORTS

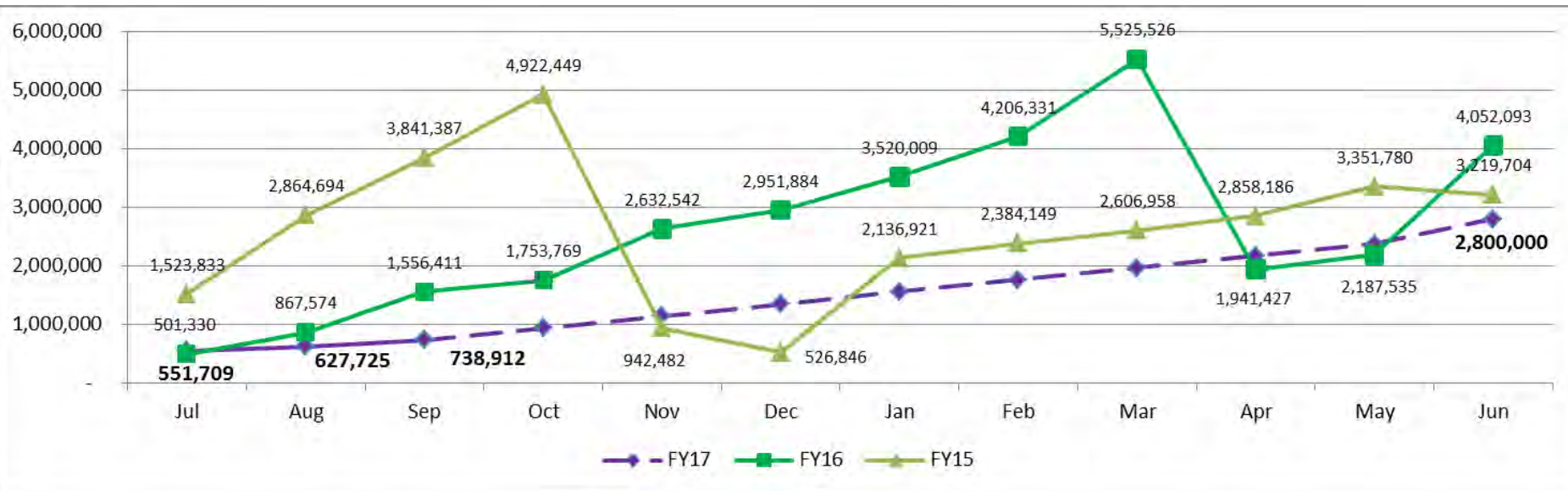


San Mateo Medical Center
A County System of Healthcare

September FY 2016-17 Financial Report

Board Meeting
November 3, 2016

Financial Highlights – Net Income Trend



Financial Drivers:

- PRIME revenue
- Salaries & Benefits

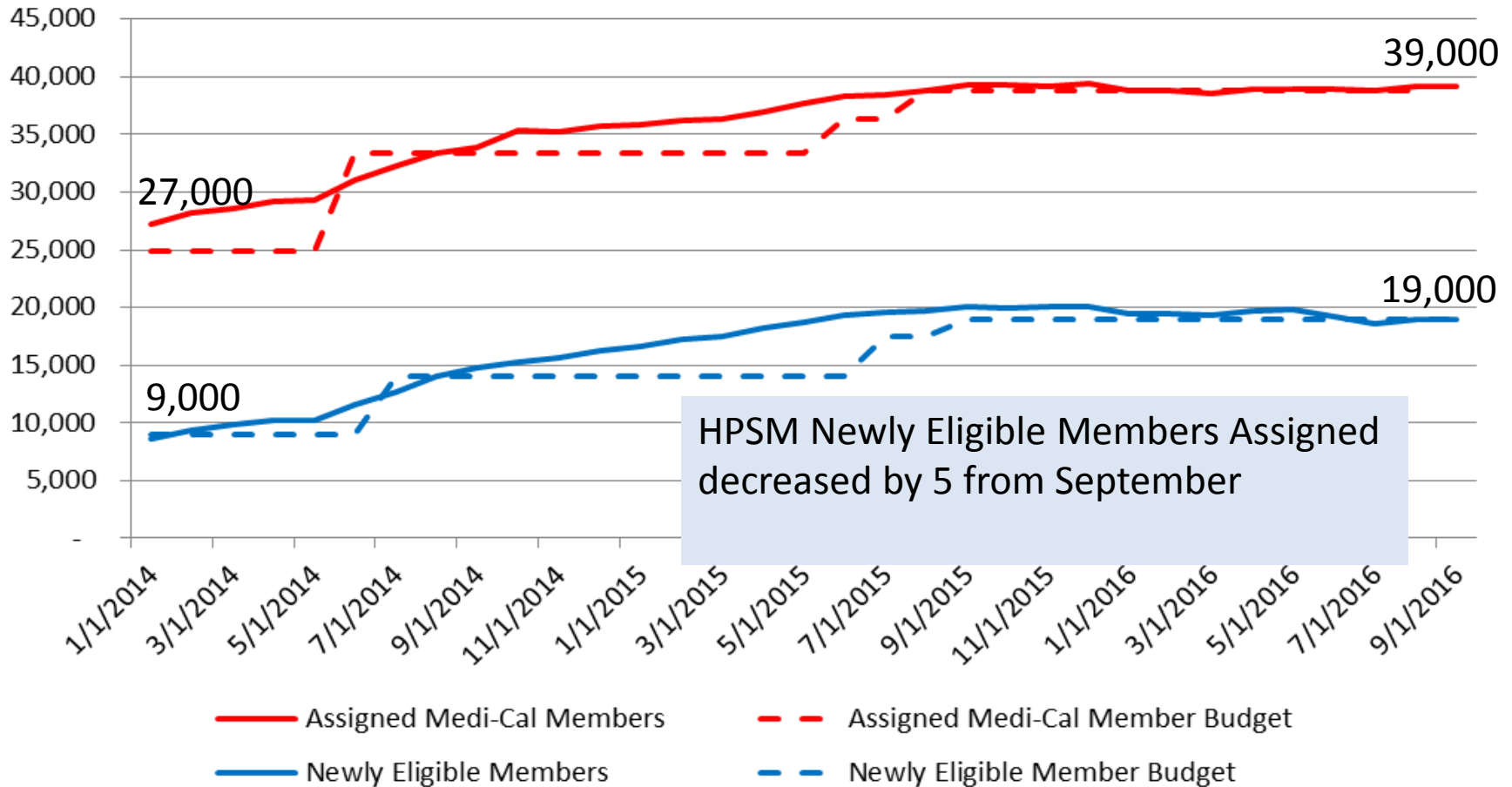
- Capitation Rate Cut
- Nurse Registry Rates
- Patient Revenue Collections

Full Year Forecast:

FY17 forecast is based on last year's run rate and will be updated throughout the year as more information is available

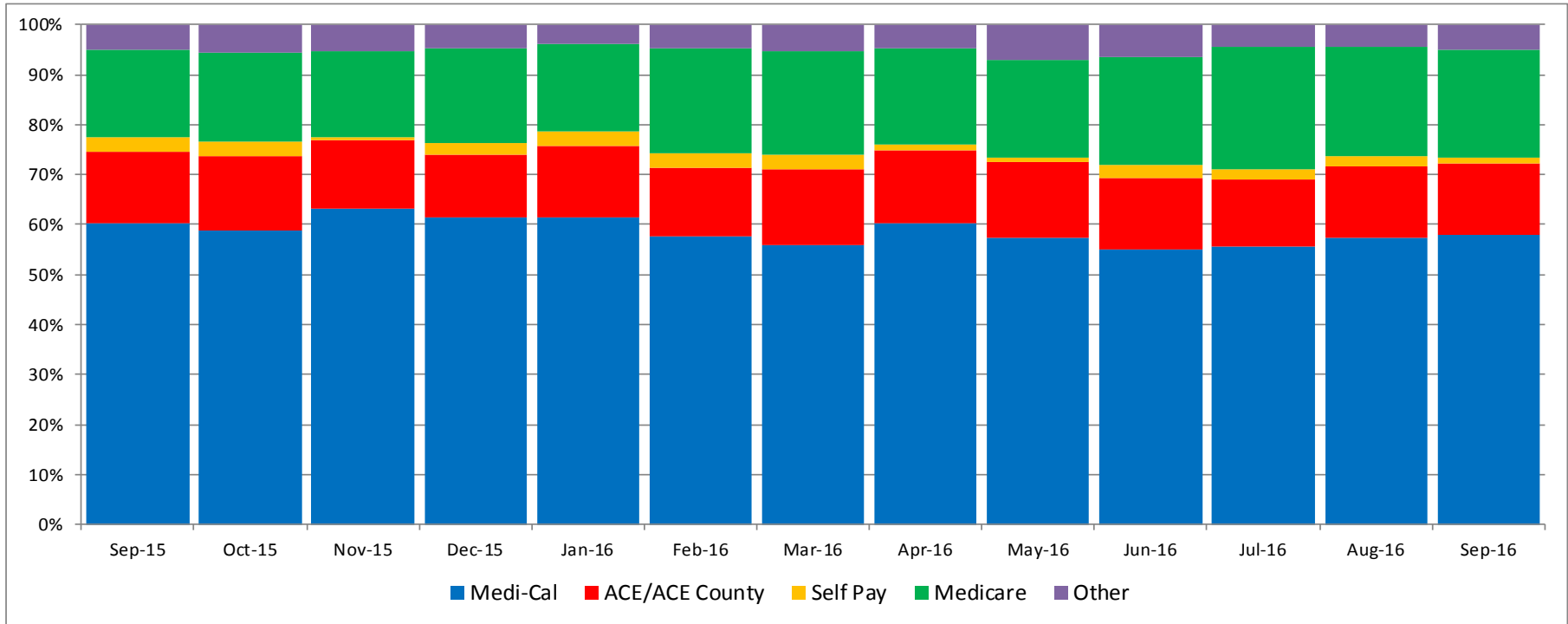
SMMC Medi-Cal Members

HPSM Newly Eligible and Assigned Members



**San Mateo Medical Center
Payer Mix
September 30, 2016**

Payer Type by Gross Revenue	MONTH				YEAR TO DATE			
	Actual	Budget	Variance	Stoplight	Actual	Budget	Variance	Stoplight
	A	B	C	D	E	F	G	H
15 Medicare	21.7%	16.6%	5.2%		22.6%	16.6%	6.0%	
16 Medi-Cal	58.1%	59.9%	-1.8%		57.0%	59.9%	-2.9%	
17 Self Pay	1.1%	3.5%	-2.4%		1.8%	3.5%	-1.7%	
18 Other	4.9%	5.9%	-1.0%		4.6%	5.9%	-1.3%	
19 ACE/ACE County	14.2%	14.1%	0.1%		14.0%	14.1%	-0.1%	
20 Total	100.0%	100.0%			100.0%	100.0%		

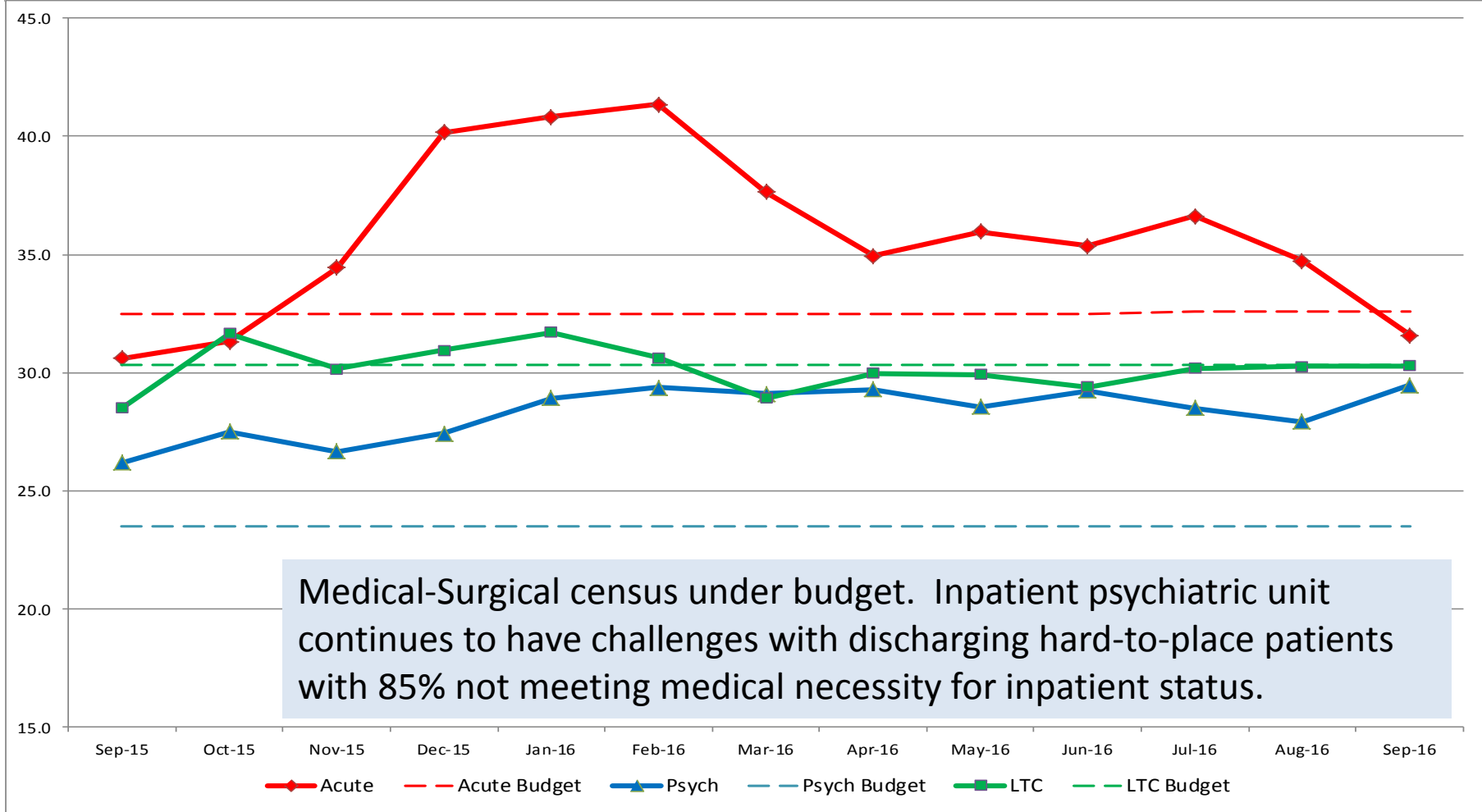


San Mateo Medical Center
 Inpatient Census
 September 30, 2016

MONTH			
Actual	Budget	Variance	Stoplight
2,740	2,614	126	5%

YEAR TO DATE			
Actual	Budget	Variance	Stoplight
8,576	8,016	560	7%

Patient Days

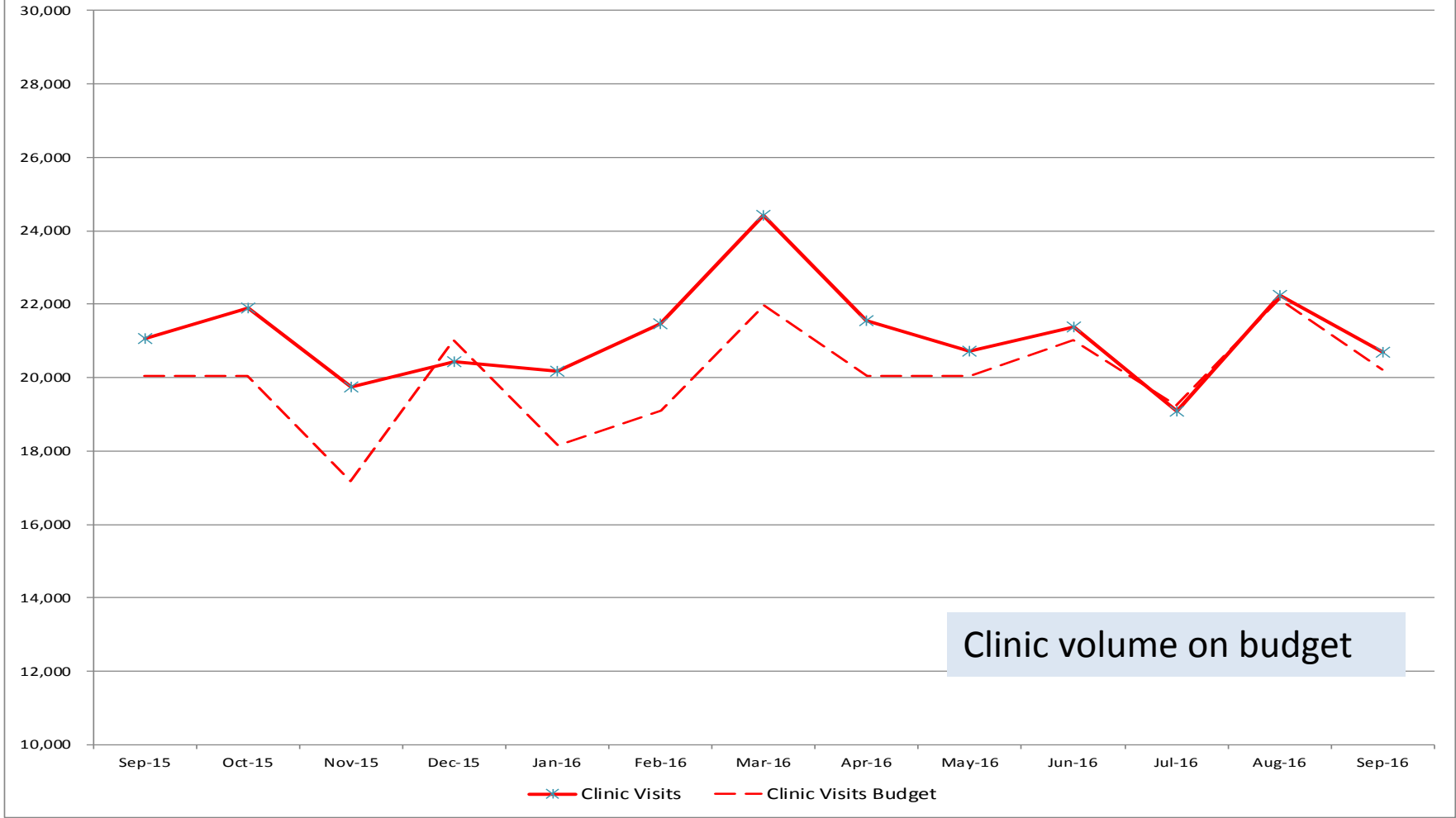


**San Mateo Medical Center
Clinic Visits
September 30, 2016**

MONTH			
Actual	Budget	Variance	Stoplight
20,682	20,873	(191)	-1%

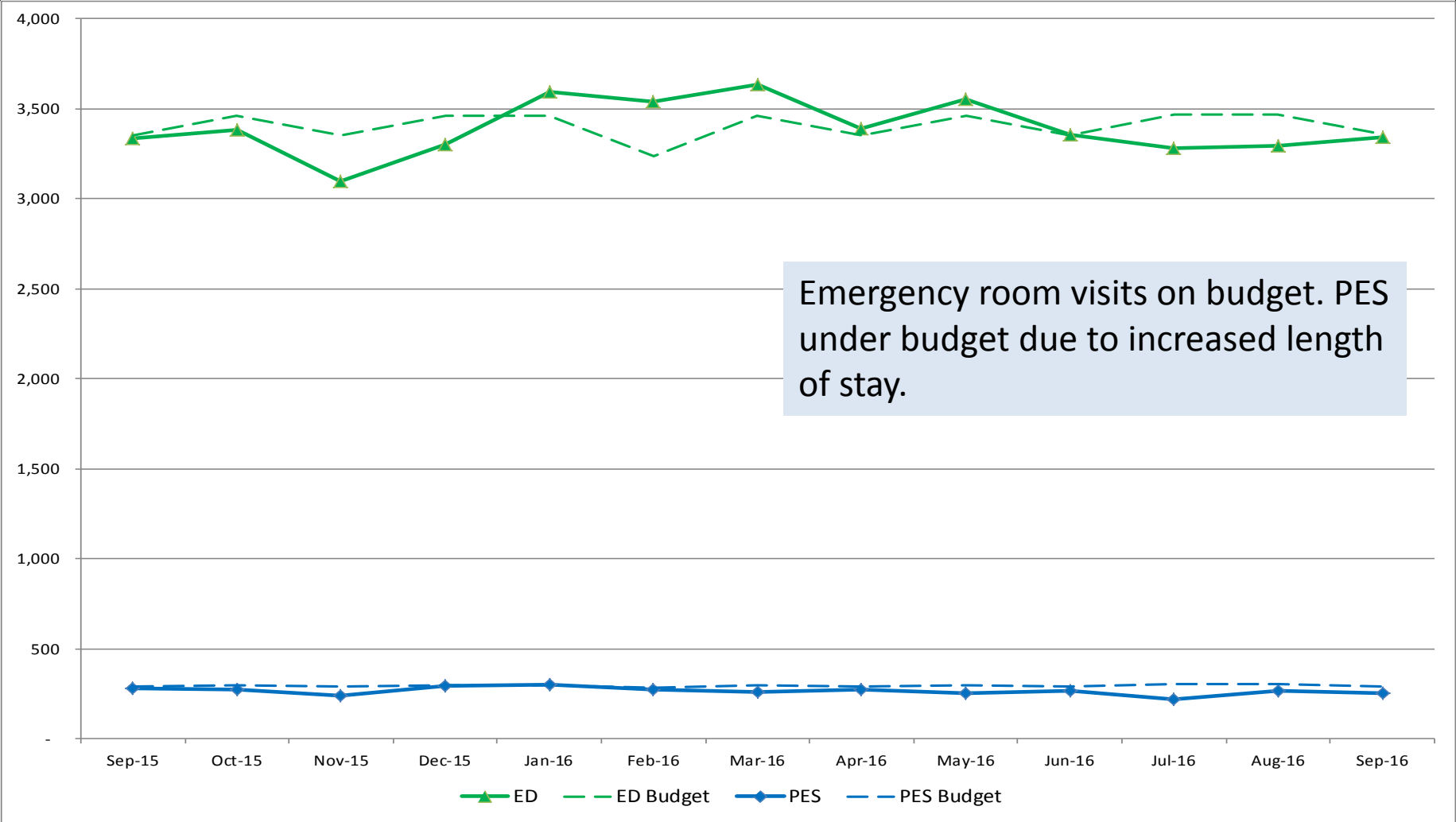
YEAR TO DATE			
Actual	Budget	Variance	Stoplight
62,000	63,613	(1,613)	-3%

Clinic Visits



**San Mateo Medical Center
Emergency Visits
September 30, 2016**

ED Visits	MONTH				YEAR TO DATE			
	Actual	Budget	Variance	Stoplight	Actual	Budget	Variance	Stoplight
	3,596	3,651	(55)	-2%	10,661	11,196	(535)	-5%

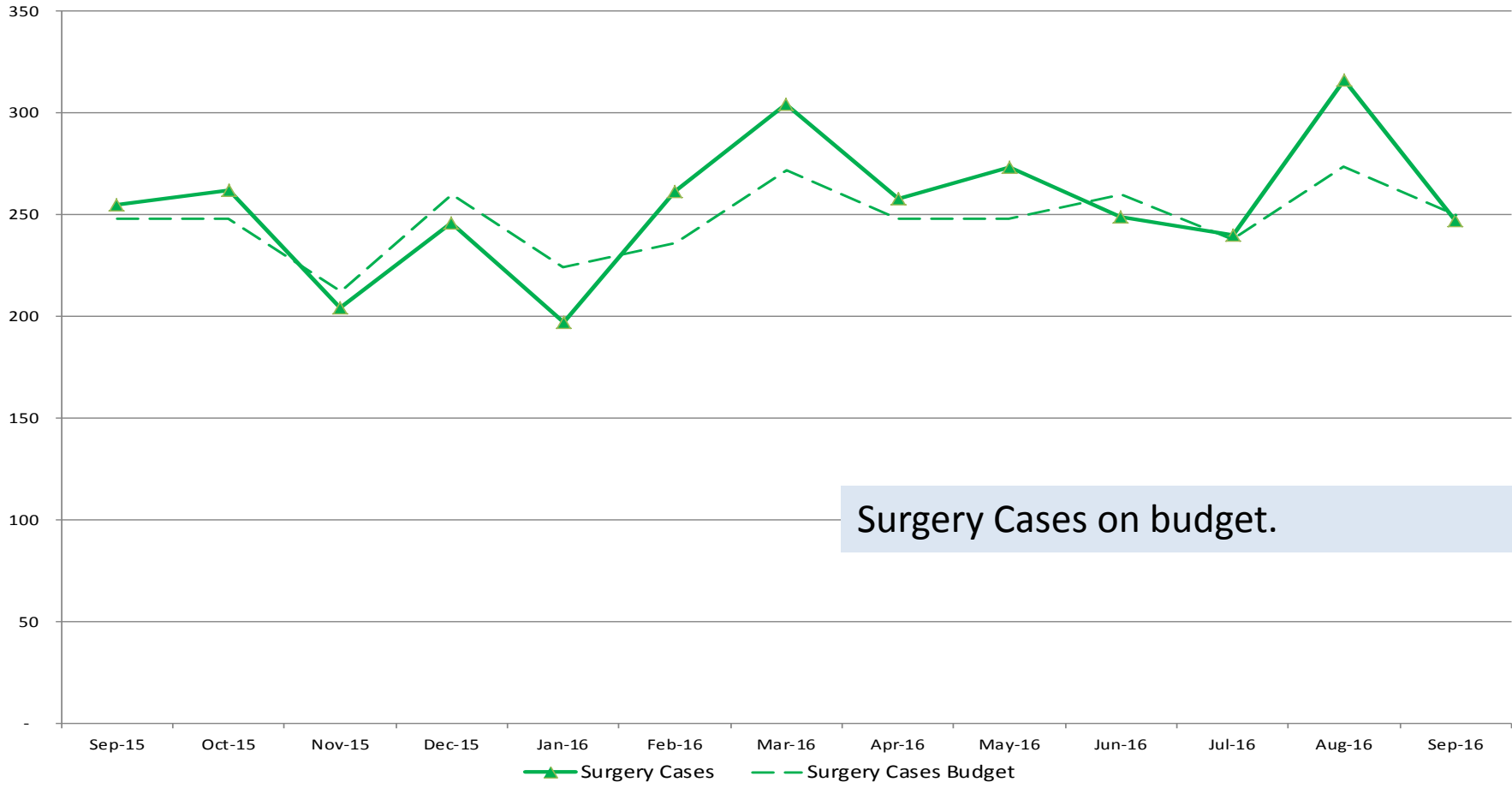


**San Mateo Medical Center
Surgery Cases
September 30, 2016**

MONTH			
Actual	Budget	Variance	Stoplight
247	250	(3)	-1%

YEAR TO DATE			
Actual	Budget	Variance	Stoplight
803	761	42	5%

Surgery Cases

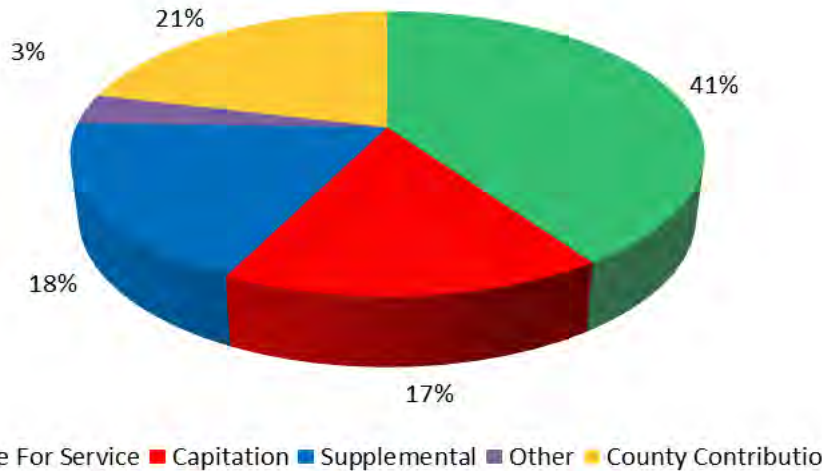


APPENDIX

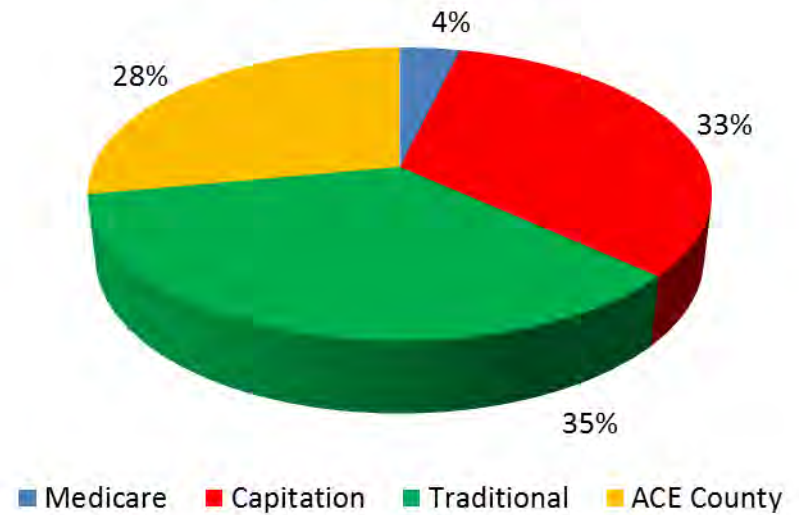
Revenue Mix

57,000
Managed
Care
Lives

Sources of Revenue



Managed Care Mix



- **Managed Care** programs represent 55% of our Operating Revenue
- **Capitation** is a pre-payment reimbursement model that pays providers a set amount for each enrolled person assigned to them, per period of time, whether or not that person seeks care.

**San Mateo Medical Center
Income Statement
September 30, 2016**

	MONTH				YEAR TO DATE				
	Actual	Budget	Variance	Stoplight	Actual	Budget	Variance	Stoplight	
	A	B	C	D	E	F	G	H	
1 Income/Loss (GAAP)	111,187	(0)	111,187		738,912	0	738,912		
2 HPSM Medi-Cal Members Assigned to SMMC	39,131	38,773	358	1%	117,019	116,319	700	1%	
3 HPSM Newly Eligible Medi-Cal Members Assigned to SMMC	18,968	19,018	(50)	0%	75,534	57,054	18,480	32%	
4 Patient Days	2,740	2,614	126	5%	8,576	8,016	560	7%	
5 ED Visits	3,596	3,651	(55)	-2%	10,661	11,196	(535)	-5%	
6 ED Admissions %	5.5%	-	-		1.9%	-	-		
7 Surgery Cases	247	250	(3)	-1%	803	761	42	5%	
8 Clinic Visits	20,682	20,873	(191)	-1%	62,000	63,613	(1,613)	-3%	
9 Ancillary Procedures	69,432	61,376	8,056	13%	208,984	187,068	21,916	12%	
10 Acute Administrative Days as % of Patient Days	18.5%	9.0%	-9.5%	-105%	14.5%	9.0%	-5.5%	-61%	
11 Psych Administrative Days as % of Patient Days (Days that do not qualify for inpatient status)	85.1%	58.0%	-27.1%	-47%	78.7%	58.0%	-20.7%	-36%	
Pillar Goals									
12 Patient & Capitation Revenue PMPM	150	195	(46)	-23%	175	195	(21)	-11%	
13 Operating Expenses PMPM	336	350	14	4%	336	350	14	4%	
14 Full Time Equivalent (FTE) including Registry	1,181	1,206	25	2%	1,181	1,206	25	2%	

**San Mateo Medical Center
Income Statement
September 30, 2016**

	MONTH				YEAR TO DATE			
	Actual	Budget	Variance	Stoplight	Actual	Budget	Variance	Stoplight
	A	B	C	D	E	F	G	H
21 Inpatient Gross Revenue	8,772,121	7,933,661	838,460	11%	28,568,578	23,800,983	4,767,595	20%
22 Outpatient Gross Revenue	25,603,522	24,786,360	817,162	3%	74,493,533	74,359,080	134,452	0%
23 Total Gross Revenue	34,375,643	32,720,021	1,655,622	5%	103,062,111	98,160,063	4,902,048	5%
24 Patient Net Revenue	7,486,606	8,292,539	(805,933)	-10%	26,685,166	24,877,618	1,807,548	7%
25 Net Patient Revenue as % of Gross Revenue	21.8%	25.3%	-3.6%	-14%	25.9%	25.3%	0.5%	2%
26 Capitation Revenue	3,205,181	5,985,516	(2,780,335)	-46%	10,762,759	17,956,549	(7,193,790)	-40%
27 Supplemental Patient Program Revenue (Additional payments for patients)	6,747,003	4,577,434	2,169,569	47%	15,654,969	13,732,302	1,922,667	14%
28 Total Patient Net and Program Revenue	17,438,790	18,855,490	(1,416,700)	-8%	53,102,894	56,566,469	(3,463,575)	-6%
29 Other Operating Revenue (Additional payment not related to patients)	1,102,847	1,096,707	6,140	1%	3,006,334	3,290,122	(283,788)	-9%
30 Total Operating Revenue	18,541,637	19,952,197	(1,410,560)	-7%	56,109,228	59,856,591	(3,747,363)	-6%

San Mateo Medical Center
Income Statement
September 30, 2016

MONTH			
Actual	Budget	Variance	Stoplight
A	B	C	D

YEAR TO DATE			
Actual	Budget	Variance	Stoplight
E	F	G	H

Operating Expenses									
31	Salaries & Benefits	13,381,344	14,766,141	1,384,798	9%	42,259,413	44,298,424	2,039,011	5%
32	Drugs	650,681	648,254	(2,426)	0%	2,289,255	1,944,763	(344,492)	-18%
33	Supplies	1,030,363	908,129	(122,233)	-13%	2,515,098	2,724,388	209,290	8%
34	Contract Provider Services	3,236,771	2,800,374	(436,398)	-16%	8,965,751	8,401,121	(564,631)	-7%
35	Other fees and purchased services	3,987,575	4,201,696	214,121	5%	10,816,244	12,605,088	1,788,844	14%
36	Other general expenses	519,154	487,116	(32,038)	-7%	1,180,549	1,461,348	280,799	19%
37	Rental Expense	231,149	206,306	(24,843)	-12%	621,528	618,918	(2,610)	0%
38	Lease Expense	601,248	745,153	143,905	19%	2,221,229	2,235,458	14,229	1%
39	Depreciation	245,359	241,114	(4,245)	-2%	753,468	723,341	(30,126)	-4%
40	Total Operating Expenses	23,883,645	25,004,283	1,120,639	4%	71,622,536	75,012,850	3,390,314	5%
41	Operating Income/Loss	(5,342,007)	(5,052,087)	(289,921)	-6%	(15,513,308)	(15,156,260)	(357,048)	-2%
42	Non-Operating Revenue/Expense	609,725	208,618	401,107	192%	1,721,814	625,854	1,095,960	175%
43	Contribution from County General Fund	4,843,469	4,843,468	1	0%	14,530,406	14,530,405	1	0%
44	Total Income/Loss (GAAP)	111,187	0	111,187		738,912	0	738,912	

(Change in Net Assets)



November, 2016

LEAP UPDATES & EXCELLENT CARE

Strategic Planning Update

Strategic planning continues to move forward in our 6 focus areas:

- Care Transitions
- Disparities Reduction
- Financial Stewardship (Revenue Cycle Transformation)
- Improving Patient Experience through Use of Ancillary Services
- Nursing Practice Transformation
- Patient Centered Medical Home

Over the last month, draft problem statements for each initiative have been presented at the department managers meeting and the employee forums. The workgroups working on each initiative have taken this valuable feedback and continue to move their work forward. They will now begin to put together their action plans and prepare for further presentations to the organization for feedback.

PATIENT CENTERED CARE & STAFF ENGAGEMENT

- **SMMC Names First Staff Engagement Coordinator:** Sara Ou has accepted a Work out of Class position as the Staff Engagement Coordinator at SMMC. This position was developed to meet specific needs identified by our 2015 Staff Engagement Strategic Initiative team. Sara will be conducting monthly new employee orientation, managing the SMMC recognition programs and working closely with our HR, Communications and Education teams on other staff engagement efforts. Sara joined SMMC as a Patient Services Assistant. She possesses a Bachelor of Science in Business Administration Management and Health Education from San Francisco State University. Sara is extremely dedicated to creating and fostering a healthy, safe and engaged work environment for employees and we're thrilled to have her as part of the team.
- **Selected patient/family stories of gratitude:**
 - **From the Emergency Department:**
 - The staff was very pleasant! Jessica my nurse was amazing she made me feel at ease and made the experience a whole lot better! She was constantly making sure I was okay and didn't need anything. Loved her!
 - On this visit I was in so much pain/back lumbar, I couldn't get out of the car due to pain. I honked the horn & yelled for help. The guard & nurse were there within seconds. Thank God.
 - My 10 year old granddaughter stayed with me the nurses were great she was cold so she brought her warm blankets
 - I had zero wait time! Everyone from when I walked in the door until the time I was discharged, were amazing! Very helpful.

- **From 2A/B:**
 - Always attended me with much courtesy & respect thanks very good.
 - Well they always informed me everything about my illness & we appreciate it & very kind.
 - P.S. Thanks for the great service, excellent from security to enter and cross the door; nurses and doctors. Thanks from my heart thanks to my doc _____ and the doc that attended me in the emergencies, all the personnel, the young ladies at the window. A thousand thanks.

- **From 3A/B/PES:**
 - The medical staff along with security was quite enjoyable. All were generous as well as providing security along with fair medical care.
 - All activities were great. And I really enjoyed all the groups I participated in.
 - It was really clean & the noise level was perfect.
 - Never had problems here, family came once and it was a great visit

- **From Daly City Clinic:**
 - I think that now the clinic is working well. Thanks please focus in giving a good service. #1. I have not had delays.

- **From Fair Oaks Health Center:**
 - Doctor Shaah and his assistant were very good in explaining and made me feel very comfortable.
 - To the "A" medical team of FOHC! I would like to thank you for providing excellent health care and support to me and the community as a whole.. Good job & More power.

- **From South San Francisco Clinic:**
 - They explained everything to me very well, respected my questions

- **From Main Campus Pediatrics:**
 - People are approachable!!! They really care & **concern** about the children's health & welfare

- **From the Innovative Care Center:**
 - The nurse is attentive and caring and provides excellent care. Thank you.
 - I'm so grateful for this program and to all the staff. Thank you very much! You all are very appreciated!

- **From the Surgical Specialty Clinic:**
 - I was late to my appointment and the receptionist was very gracious in reaching a compromise on a time to be seen the same day.
 - I have a mental health disability & the nurse was so kind to me.

- **From the Medical Specialty Clinic:**
 - The attention is excellent, in registration office and recovery.
 - I've most always had good experiences with desk personal. . . I have been a SMMC Hospital patient for 5+ years. Dr B Gambaro is one of the most personable, informative MD's I've encountered there.

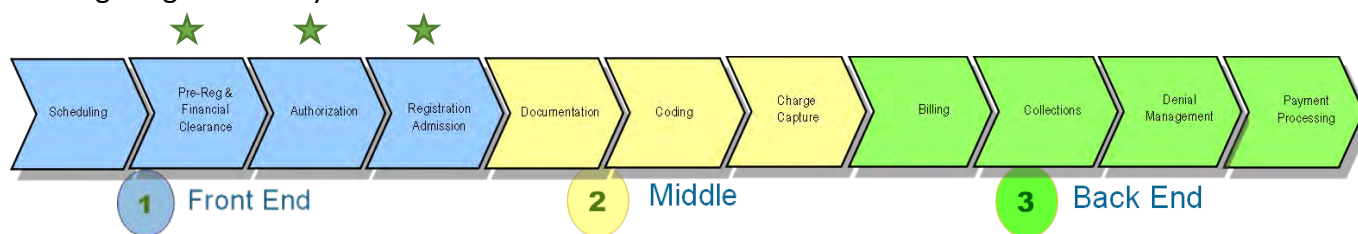
- **From Radiology (Patient Email to Manager):**
 - Referencing the procedure I underwent on Friday, I was awed by the level of patient care your team extended to me during and after the procedure. The warm blankets, juice, crackers, Peet's coffee, and round-trip taxi vouchers your staff cheerfully provided seriously rivals the guest care of the Ritz Carlton.
 - Although the only staff names I recall are Adam, Jackie, and Rosa, I hope you'll convey my great appreciation to all the members of your staff who accommodated me, including the front desk personnel, the concerned doctors and, of course, yourself.

FINANCIAL STEWARDSHIP

Revenue Cycle Transformation

Our work on our revenue cycle priorities is progressing in the areas of: 1) workflow redesign; 2) decrease defects through standard work; 3) software as an enabler to workflow efficiencies; and 4) performance benchmarking. This work is being refined as the FY17 Financial Stewardship Strategic Initiative (FSSI) workgroup is planning the specific tasks, milestones and deliverables for these priorities. An important new planning consideration is designing our improvement work to address patient experience and staff satisfaction.

We are in the final planning and contracting stages to replace our current patient accounting and billing system, Invision, which is outdated, with Soarian Financials. We expect the project to officially kick off in February 2017 and have a 12 month implementation period. During this time we will focus on the Front End processes of patient registration and treatment authorizations while we're configuring the new system.



We will continue to provide updates to the Board at regular intervals.

FY 15-16 Financial Statement Audit

Our financial statement audit is being finalized as this report is going to print. We had another successful audit with a couple of important items noted. The most significant is the finding of a significant deficiency with regards to internal controls over discontinuing computer system access for employees who have separated from County employment. Although we have a policy in place, the administrative execution of procedures wasn't followed 100% of the time. We are making a few

modifications to ensure we have a tighter upfront process and periodic audits to verify compliance. The second item was an audit adjustment of \$200,000 for inter-County facility charges. Although this amount is not material to the financial results, the adjustment was required to ensure the County-wide CAFR was in balance. We will be implementing a monthly process to ensure our inter-County transactions are in balance to prevent this from occurring next year.

I would like to acknowledge the efforts of the SMMC Controller's Accounting team and the Redwood City Controller's office for their hard work and successful audit in the face of staff turnover.

Finance Team Leadership

After a lengthy recruitment for a hard-to-fill position, I am pleased to announce that Valissa Mathewson will be joining SMMC as our Manager of Health Information Management-Coding Operations. Valissa is a Registered Health Information Technician (RHIT), Certified Coding Specialist (CCS), and a Certified Professional Coder (CPC). She is also an AHIMA Approved ICD-10-CM/PCS Trainer.

Earlier this summer Geraldine (Geri) Lara joined SMMC as our Manager of Patient Access. Geri has her MBA with a concentration in Health Care Management and over 20 years of healthcare revenue cycle experience. She is coming to us from UCSF Benioff Children's Hospital-Oakland

We are thrilled to have Valissa and Geri on our team and look forward to their leadership as we continue to strive for improvement in our Revenue Cycle Operations.

To: SMMC Board Members
 From: Louise Rogers, Chief
 Subject: Health System Monthly Snapshot – October 2016

Indicator	Number	Change from previous month	Change from last year
ACE Enrollees	20,693 <i>(September 2016)</i>	1.0%	10.4%
SMMC Emergency Department Visits	3,596 <i>(September 2016)</i>	1.0%	-0.5%
New Clients Awaiting Primary Care Appointment	470 <i>(October 2016)</i>	27.7%	64.9%

4th Annual Sana Sana Health Fair a Success

More than 100 residents attended the Sana Sana 4th Annual Latino Health Forum on October 8. The day started off with a speech by Dr. Celia Moreno, who connected with the audience about the importance of seeking mental health services. Next, a Lived Experience panel shared their personal stories of struggle and triumph over addiction and mental health issues, and Supervisor Carole Groom gave her support. After a delicious lunch sponsored by La Hacienda Market, attendees heard a presentation on suicide prevention, tried Zumba, and learned about nutrition and how to read food labels.



Thousands Beautify San Mateo County During Coastal and Bay Cleanup Day

More than 4,145 volunteers made the 32nd Annual Coastal and Bay Cleanup Day in September a success. They picked up 22,788 pounds of trash and cleaned up 49 miles of bay and coastline. Here's some of the haul: a backpack full of crabs, an old police radio, a purple dress, and plenty of tires (16 at Gray Whale Cove alone), cigarette butts (12 pounds at Ryder Park and over 16,000 butts in Pacifica), and shopping carts.

Health System Fitness Center Improves Employee Wellness

More than 500 Health System employees have registered for the Health System Fitness Center following its grand opening in mid-September and many are using it regularly. Thanks to the people who made it possible: John Thomas, Louise Rogers, Michelle Lee, Ankita Tandel, Kristin Gurley, Karen Pugh, Kate Johnson, Kimberlee Kimura, and Diana Rohini LaVigne.



Correctional Health Helps Former Inmates Put Their Best Foot Forward

Correctional Health is working to help former inmates at Maguire Correctional Facility re-enter the outside world in clean clothes. Many people are arrested in dirty or torn clothing or medical gowns and leave the jail wearing the same clothing. A team of staff at Maguire is looking for used coats, shirts, pants, shoes and socks in good condition—**women's and men's of all sizes. New undergarments are also helpful. Please make sure there's nothing in the pockets of any donated clothing.** To arrange a drop-off or pick-up location, please call (650) 599-1275 or email ahoppis@smcgov.org.

Elder and Dependent Adult Abuse Prevention Team Wins Big Grant

The Health System's Aging and Adult Services Division and the Elder and Dependent Adult Abuse Prevention Team was named a recipient of the AARP BankSafe: Building Bridges to Safeguard Against Exploitation grant program. The team was awarded \$10,000 to help AARP develop a free, customizable tool that will help frontline bank workers identify elder exploitation.