



**San Mateo Medical Center**  
*A County System of Healthcare*

## **BOARD OF DIRECTORS MEETING**

Thursday, January 5, 2017

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

January 5, 2017 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. Alex Ding*

*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. November 3, 2016 Meeting Minutes

**G. MEDICAL STAFF REPORT**

Chief of Staff Update

*Dr. Janet Chaikind*

**H. ADMINISTRATION REPORTS**

- 1. Board Self-Evaluation
- 2. SMMC Pillar Goals Update
- 3. SMMC Strategic Plan Update
- 4. Financial Report
- 5. CEO Report

*Dr. CJ Kunnappilly..... Verbal*

*Dr. CJ Kunnappilly..... Verbal*

*Dr. CJ Kunnappilly..... 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**

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*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, November 3, 2016  
Executive Board Room

**Board Members Present**

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

**Staff Present**

David McGrew  
Joan Spicer  
Dr. Susan Fernyak  
Arlene Cahill  
Glenn Levy  
Dr. Alpa Sanghavi  
Peggy Rothaus

Michelle Lee  
Cecilia Diaz  
Priscilla Romero  
Sara Furrer  
Leslie Hunt  
Dr. Julie Hersk  
Teasha Fleming

**Members of the Public**

Cynthia Pon  
Scott Diem

ITEM	DISCUSSION/RECOMMENDATION	ACTION
Call to Order	Supervisor Tissier 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 8:15 AM to Open Session. A quorum was present (see above).	
Report out of Closed Session	Medical Staff Credentialing Report for November 3, 2016. Medical Executive Committee Minutes from October 11, 2016. QIC Minutes from September 27, 2016.	Glenn Levy reported that the Board approved the Credentialing Report and the QIC Minutes and accepted the MEC Minutes. Supervisor Tissier did not participate in the Credentialing report.
Public Comment	None.	
Foundation Report	Leslie Hunt updated the Board on grants related to the William G. Irwin Foundation, the Sunlight Giving Charity, and the George H. Sandy Foundation.  Sara Furrer reported that the Advisory Committee is being formed and the members will be drawn from former SMC Health Foundation board members and other individuals in the community.  The executive director recruitment is ongoing.	FYI
Consent Agenda	Approval of:	It was MOVED,

	<ol style="list-style-type: none"> <li>1. Hospital Board Meeting Minutes from October 6, 2016.</li> <li>2. Compliance and HIPAA report</li> </ol>	<p>SECONDED and CARRIED unanimously to approve all items on the Consent Agenda.</p>
<p>Medical Staff Report Dr. Janet Chaikind</p>	<p>Dr. Julie Hersk has returned to the hospital after spending a sabbatical year in Rawanda to set up an ED residency program. The first class of residents will graduate in 2018.</p>	<p>FYI</p>
<p>Quality Report Dr. Alpa Sanghavi</p>	<p>Department of Surgery presented by Dr. David Jegge and Peggy Rothaus.</p> <p>Department summary</p> <ul style="list-style-type: none"> <li>• 32 surgeons, 1 physician assistant, 2 nurse practitioners</li> <li>• 3 operating rooms and an average of 260 cases per month</li> <li>• Largest volume is general surgery followed by orthopedics</li> </ul> <p>Accomplishments</p> <ul style="list-style-type: none"> <li>• Designed and set up all three rooms identically; same supplies in same place.</li> <li>• Anesthesiologists now have a medication dispensing machine in each room</li> <li>• Now have designated orderly in the OR to help move patients, gather supplies and equipment as well as assist with room turnover. Previously our turn over time was 35 minutes, now 20 minutes. (National average is 25 minutes)</li> <li>• Installed new LED surgical lights in all three rooms</li> <li>• LEAN huddles every morning</li> <li>• Electronic charting for RNs in OR</li> <li>• Patient tracking screen</li> </ul> <p>Future Plans</p> <ul style="list-style-type: none"> <li>• Consider establishing a Preoperative Preparation Clinic to reduce cancellations, particularly the cases on the day of surgery.</li> <li>• Purchase additional “sets” of instrumentation for ophthalmology, orthopedics and urology which will allow more cases to be done in a single day.</li> <li>• Evaluate options to purchase specialty equipment which is currently rented. This will be based on frequency of use.</li> <li>• Implement surgeon led de-briefing at end of each case</li> <li>• Open Procedural Operating Room to increase capacity and decrease case conflict and delays.</li> </ul>	<p>FYI</p>
<p>Health System Report Louise Rogers Health System Chief</p>	<p>San Mateo Health System Campus site: Master Plan Options Summary. Presented by Paul Hundal and Kevin Hinrichs.</p>	<p>FYI</p>

	<p>Planning Principles in developing the options:</p> <ol style="list-style-type: none"> <li>1. Community Partners</li> <li>2. Campus Experience</li> <li>3. Patient Experience</li> <li>4. Staff Experience and Workplace Culture</li> <li>5. Technology</li> </ol> <p>Three options were discussed:</p> <ul style="list-style-type: none"> <li>• Upgrade 1954 building</li> <li>• Detach 1954 building</li> <li>• Replace 1954 building</li> </ul>	
Financial Audit David McGrew	<p>FY 2015/2016 Audit Results presented by Cynthia Pon from MGO Certified Public Accountants.</p> <p>Summary of Current Year Recommendations</p> <ul style="list-style-type: none"> <li>➤ Item 2016-001: <ul style="list-style-type: none"> <li>○ Significant Deficiency – Terminated Employees with User Access</li> </ul> </li> </ul> <p>Summary of Status of Prior Year Recommendations</p> <ul style="list-style-type: none"> <li>➤ None reported</li> <li>➤</li> </ul> <p>Cynthia Pon reported that the audit went well and MGO had full cooperation from SMMC.</p>	FYI
Financial Report David McGrew, CFO	<p>The September FY16/17 financial report was included in the Board packet and David McGrew answered questions from the Board.</p>	FYI
CEO Report Dr. CJ Kunnappilly, CEO	<p>Dr. Kunnappilly congratulated Dr. Hersk on her work in Rawanda and thanked Dr. Alex Ding for serving as the vice chair in her absence. Dr. Kunnappilly presented the CEO report which is included in the Board packet and answered questions from the Board.</p>	FYI
Health System Snapshot Louise Rogers	<p>Louise Rogers reported that the HS is engaging with the city of Daly City for office space for the Daly City Youth Center and Behavioral Health.</p> <p>Verity Health is considering offering acute psychiatric care beginning in 2017. Opportunities for collaboration are being explored.</p>	FYI
County Manager John Maltbie	<p>John Maltbie reported that the departmental performance reports have been ongoing the past few weeks and they have been very informative as they start to look at the next two-year budget.</p>	FYI
Board of Supervisors Supervisor Adrienne	<p>Supervisor Tissier will retire from county service after twelve years of representing County District 5. She expressed her gratitude and appreciation for the commitment of all county employees and residents. She</p>	FYI

Tisser	wishes the best for the new year!	
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Supervisor Tissier adjourned the meeting at 9:20 AM. The next Board meeting will be held on January 5, 2017.

Minutes recorded by:



Michelle Lee, Executive Secretary

Minutes approved by:



Dr. Chester Kunnappilly, Chief Executive Officer





San Mateo Medical Center  
*A County System of Healthcare*

# TAB 2

# ADMINISTRATION REPORTS

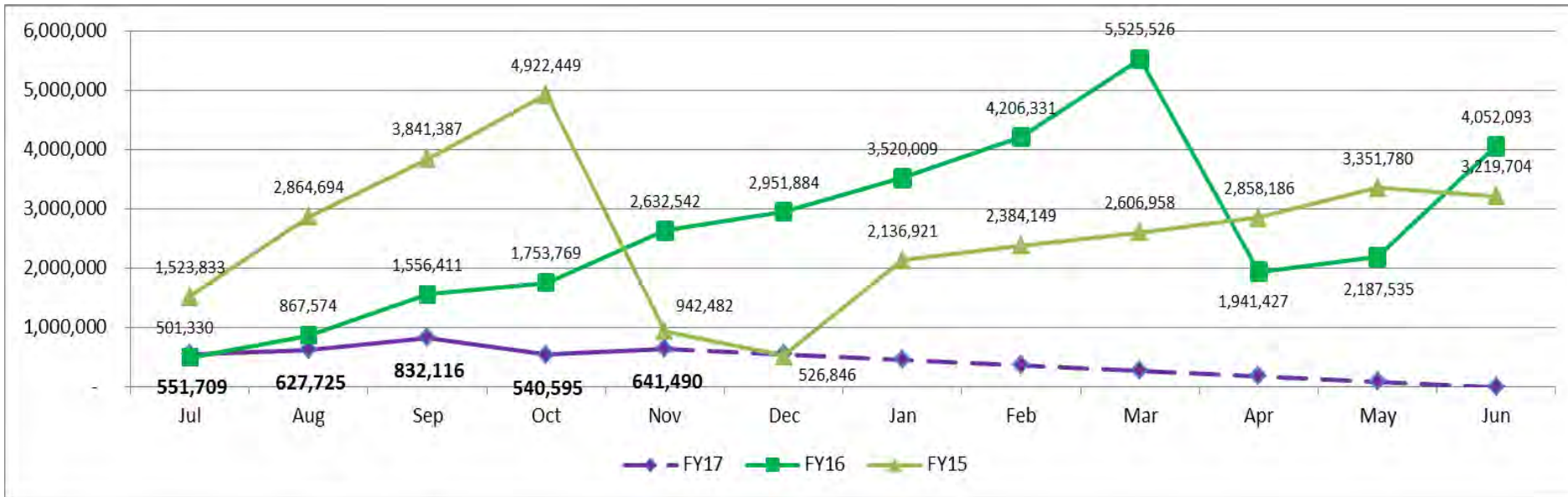


**San Mateo Medical Center**  
*A County System of Healthcare*

# November FY 2016-17 Financial Report

Board Meeting  
January 5, 2017

# Financial Highlights – Net Income Trend



## Financial Drivers:

- PRIME and GPP revenue
- Salaries & Benefits

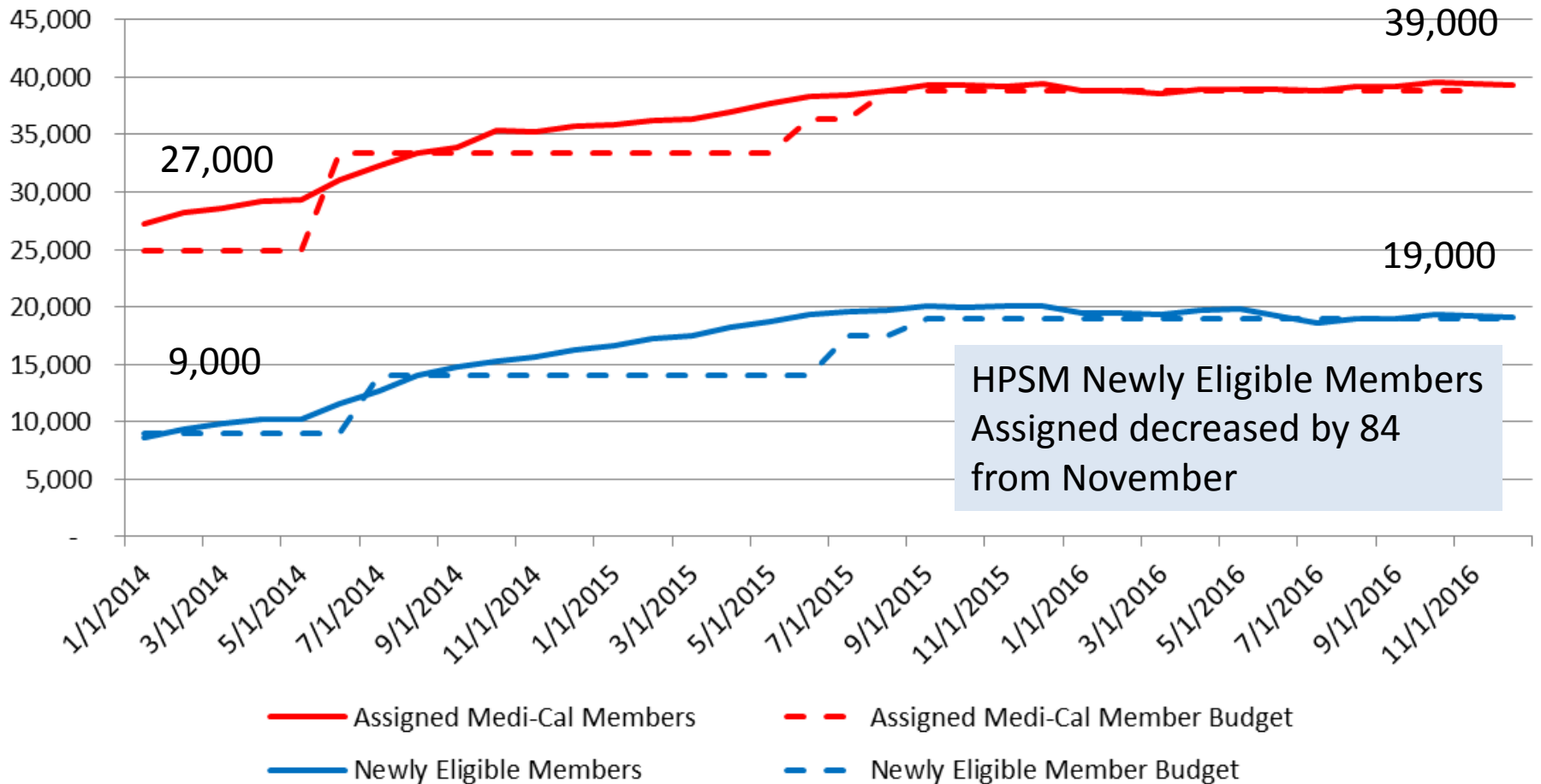
- Medi-Cal per diem rates
- Drugs, Supplies & Registry

## Full Year Forecast:

Net income is expected to be flat for the remainder of FY17 due to lower Medi-Cal rates and higher operating costs.

# SMMC Medi-Cal Members

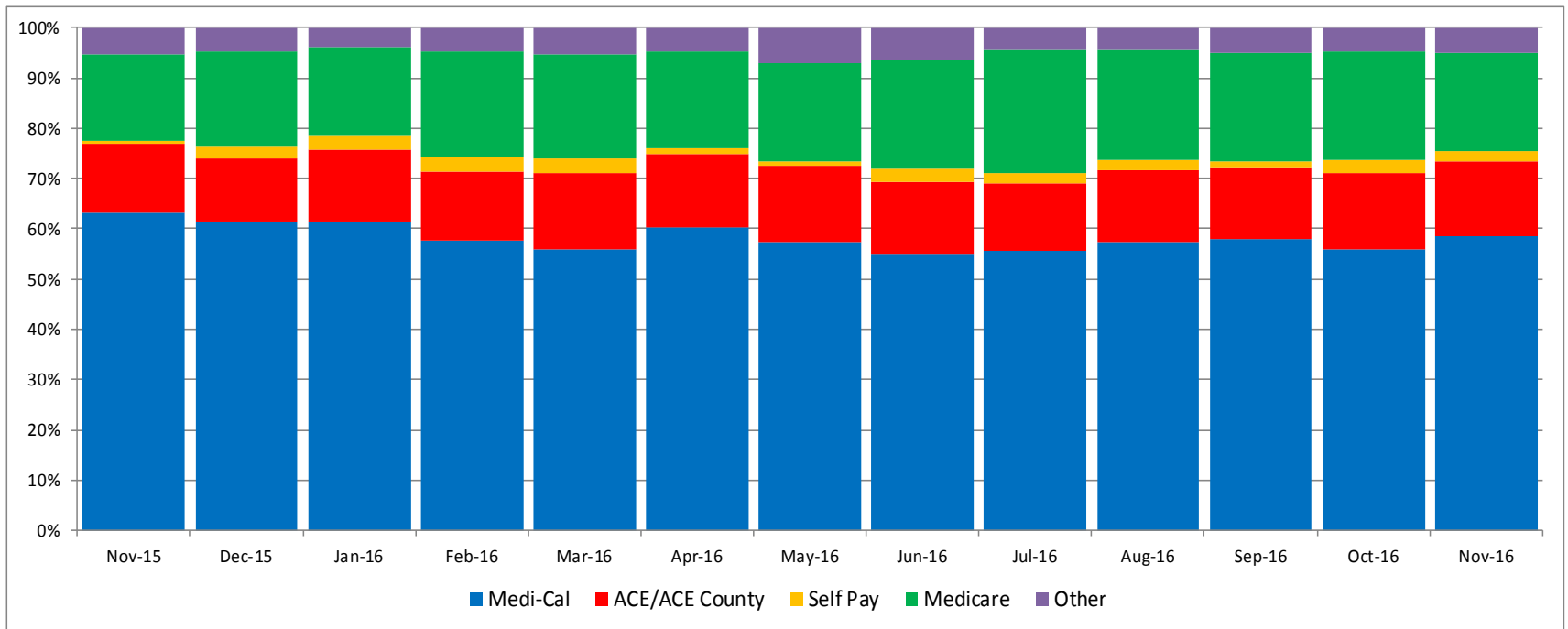
## HPSM Newly Eligible and Assigned Members



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

	MONTH			
	Actual	Budget	Variance	Stoplight
	A	B	C	D
15 Medicare	19.4%	16.6%	2.8%	
16 Medi-Cal	58.6%	59.9%	-1.3%	
17 Self Pay	2.2%	3.5%	-1.2%	
18 Other	5.0%	5.9%	-0.9%	
19 ACE/ACE County	14.8%	14.1%	0.6%	
20 <b>Total</b>	100.0%	100.0%		

	YEAR TO DATE			
	Actual	Budget	Variance	Stoplight
	E	F	G	H
	21.8%	16.6%	5.2%	
	57.1%	59.9%	-2.8%	
	2.0%	3.5%	-1.4%	
	4.7%	5.9%	-1.2%	
	14.4%	14.1%	0.3%	
	100.0%	100.0%		

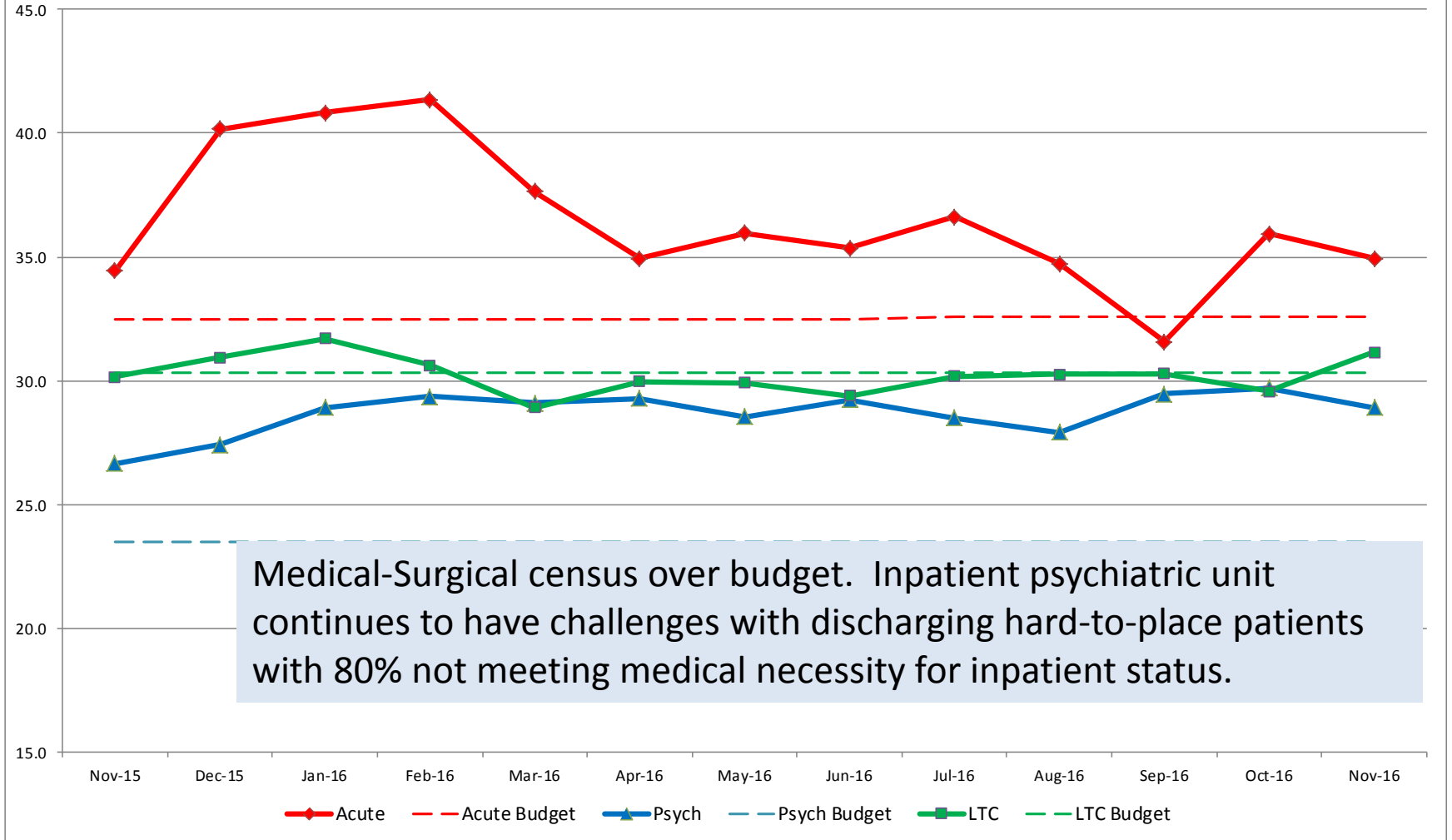


San Mateo Medical Center  
 Inpatient Census  
 November 30, 2016

MONTH			
Actual	Budget	Variance	Stoplight
2,851	2,614	237	9%

YEAR TO DATE			
Actual	Budget	Variance	Stoplight
14,379	13,330	1,049	8%

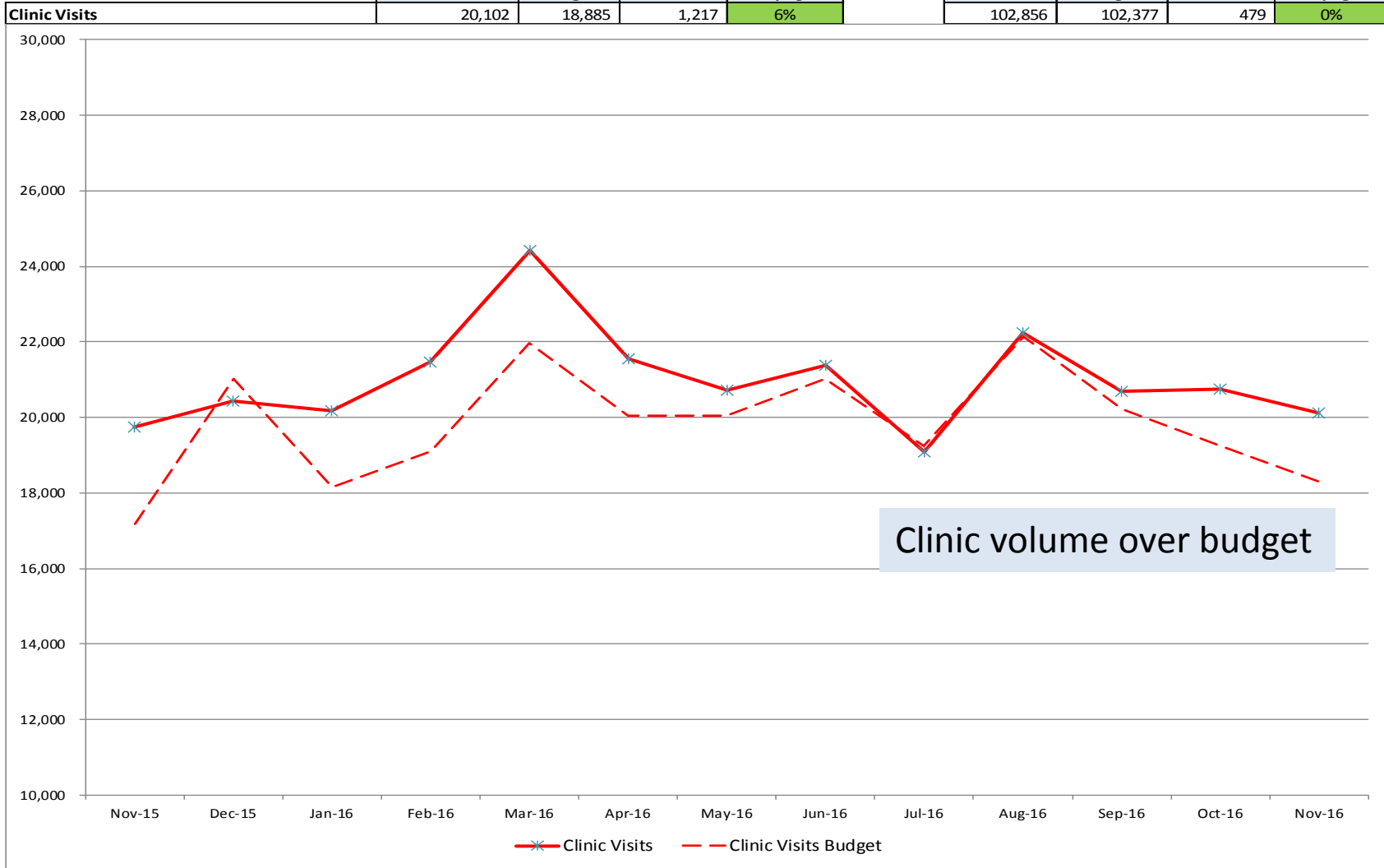
Patient Days



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

MONTH			
Actual	Budget	Variance	Stoplight
20,102	18,885	1,217	6%

YEAR TO DATE			
Actual	Budget	Variance	Stoplight
102,856	102,377	479	0%

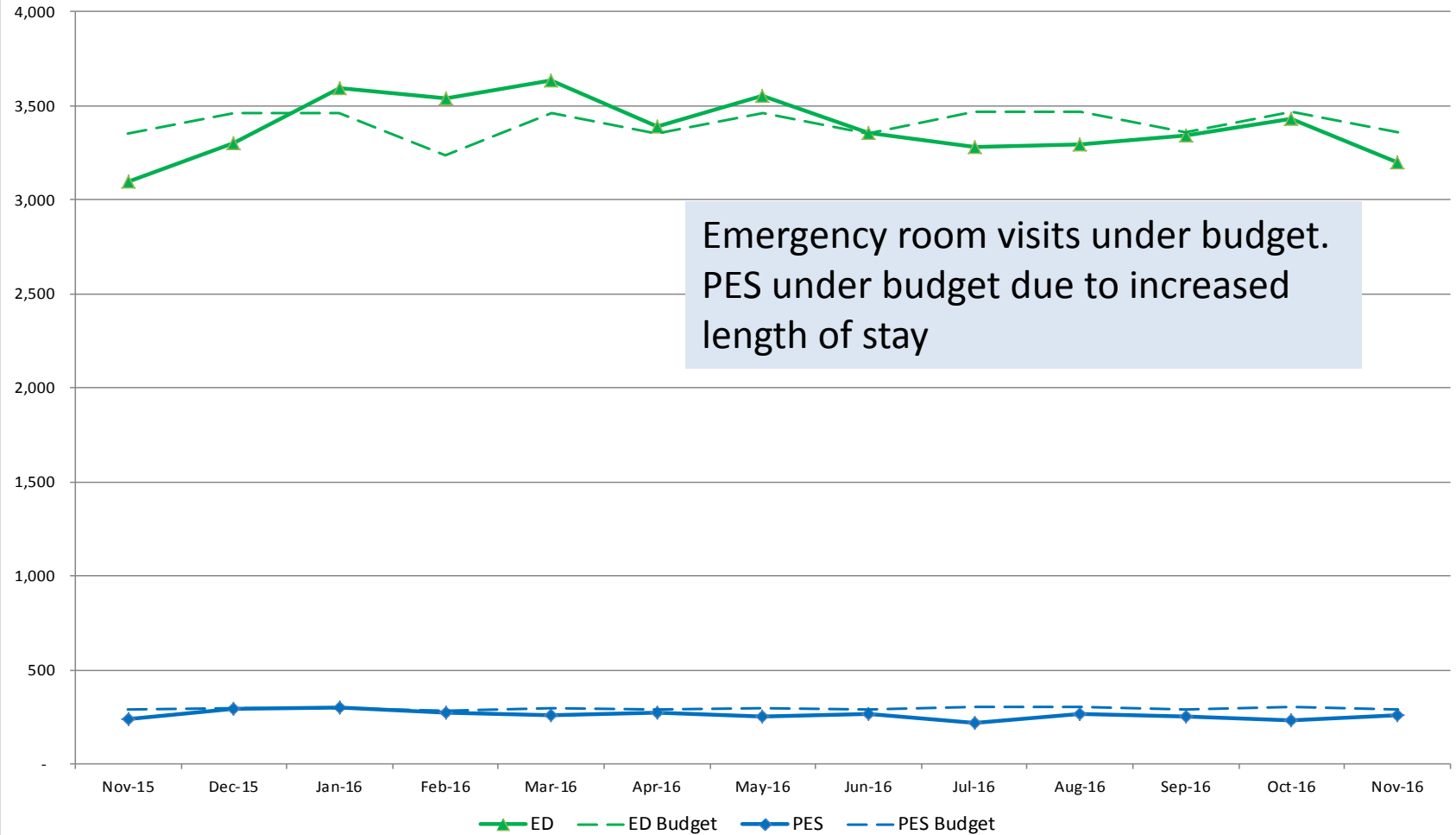


**San Mateo Medical Center  
Emergency Visits  
November 30, 2016**

MONTH			
Actual	Budget	Variance	Stoplight
3,461	3,651	(190)	-5%

YEAR TO DATE			
Actual	Budget	Variance	Stoplight
17,786	18,620	(834)	-4%

**ED Visits**



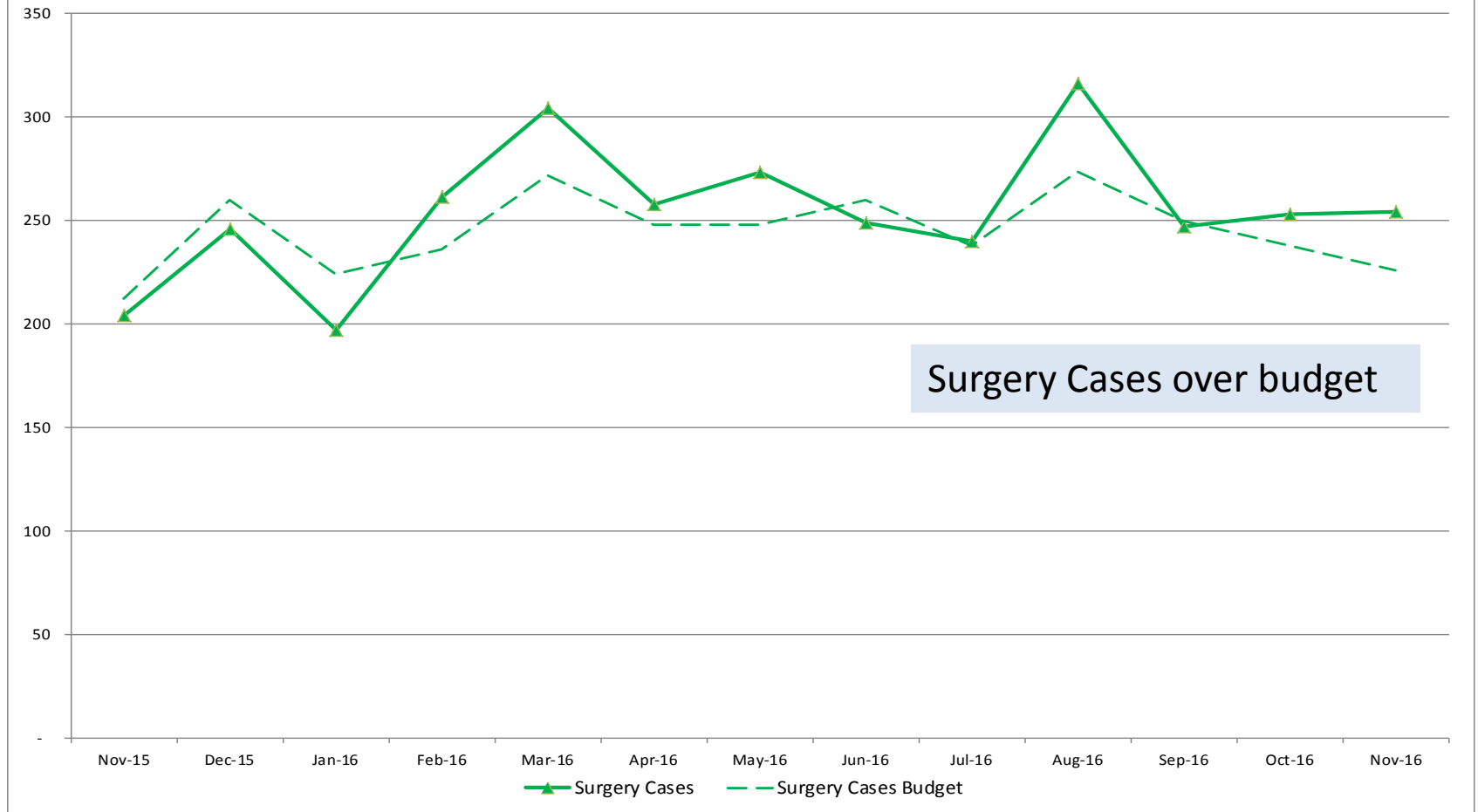


**San Mateo Medical Center  
Surgery Cases  
November 30, 2016**

MONTH			
Actual	Budget	Variance	Stoplight
254	226	28	12%

YEAR TO DATE			
Actual	Budget	Variance	Stoplight
1,310	1,225	85	7%

**Surgery Cases**

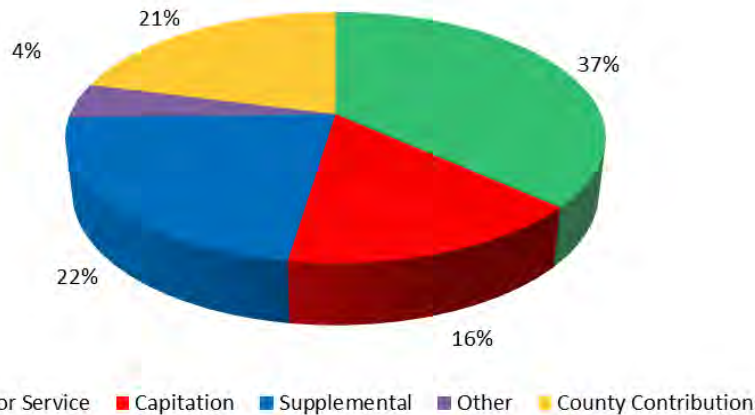


# **APPENDIX**

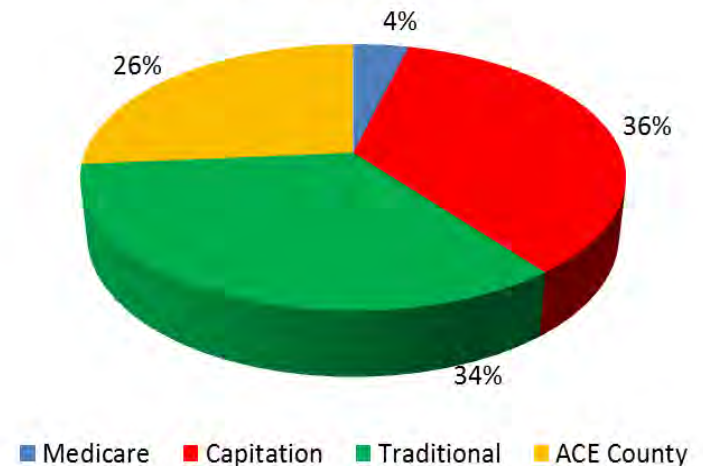
# Revenue Mix

56,000  
Managed  
Care  
Lives

## Sources of Revenue



## Managed Care Mix



- **Managed Care** programs represent 64% 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  
November 30, 2016**

MONTH			
Actual	Budget	Variance	Stoplight
A	B	C	D

1	<b>Income/Loss (GAAP)</b>	100,895	(0)	100,895	
2	<b>HPSM Medi-Cal Members Assigned to SMMC</b>	39,476	38,773	703	2%
3	<b>HPSM Newly Eligible Medi-Cal Members Assigned to SMMC</b>	19,210	19,018	192	1%
4	<b>Patient Days</b>	2,851	2,614	237	9%
5	<b>ED Visits</b>	3,461	3,651	(190)	-5%
7	<b>Surgery Cases</b>	254	226	28	12%
8	<b>Clinic Visits</b>	20,102	18,885	1,217	6%
9	<b>Ancillary Procedures</b>	63,128	55,620	7,508	13%

10	<b>Acute Administrative Days as % of Patient Days</b>	0.0%	9.0%	9.0%	100%
11	<b>Psych Administrative Days as % of Patient Days</b>	80.2%	58.0%	-22.2%	-38%

(Days that do not qualify for inpatient status)

**Pillar Goals**

12	<b>Patient &amp; Capitation Revenue PMPM</b>	202	195	6	3%
13	<b>Operating Expenses PMPM</b>	354	350	(4)	-1%
14	<b>Full Time Equivalents (FTE) including Registry</b>	1,189	1,206	17	1%

YEAR TO DATE			
Actual	Budget	Variance	Stoplight
E	F	G	H

	641,490	0	641,490	
	196,012	193,865	2,147	1%
	95,100	95,090	10	0%
	14,379	13,330	1,049	8%
	17,786	18,620	(834)	-4%
	1,310	1,225	85	7%
	102,856	102,377	479	0%
	339,211	301,216	37,995	13%

	11.1%	9.0%	-2.1%	-23%
	79.2%	58.0%	-21.2%	-37%

	190	195	(6)	-3%
	344	350	6	2%
	1,181	1,206	25	2%

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

		MONTH			
		Actual	Budget	Variance	Stoplight
		A	B	C	D
21	<b>Inpatient Gross Revenue</b>	9,385,429	7,933,661	1,451,768	18%
22	<b>Outpatient Gross Revenue</b>	23,558,526	24,786,360	(1,227,834)	-5%
23	<b>Total Gross Revenue</b>	32,943,955	32,720,021	223,934	1%
24	<b>Patient Net Revenue</b>	10,214,308	8,292,539	1,921,769	23%
25	Net Patient Revenue as % of Gross Revenue	31.0%	25.3%	5.7%	22%
26	<b>Capitation Revenue</b>	3,586,389	5,985,516	(2,399,127)	-40%
27	<b>Supplemental Patient Program Revenue</b> (Additional payments for patients)	5,187,940	4,577,434	610,506	13%
28	<b>Total Patient Net and Program Revenue</b>	18,988,637	18,855,490	133,148	1%
29	<b>Other Operating Revenue</b> (Additional payment not related to patients)	1,009,730	1,096,707	(86,977)	-8%
30	<b>Total Operating Revenue</b>	19,998,367	19,952,197	46,170	0%

YEAR TO DATE			
Actual	Budget	Variance	Stoplight
E	F	G	H
47,484,705	39,668,305	7,816,400	20%
123,122,594	123,931,801	(809,207)	-1%
170,607,299	163,600,105	7,007,194	4%
46,861,930	41,462,697	5,399,233	13%
27.5%	25.3%	2.1%	8%
18,039,388	29,927,581	(11,888,193)	-40%
25,732,420	22,887,170	2,845,250	12%
90,633,738	94,277,448	(3,643,710)	-4%
5,173,335	5,483,536	(310,201)	-6%
95,807,073	99,760,985	(3,953,911)	-4%



# San Mateo Medical Center CEO REPORT



**January, 2017**

## Our Gift to You

Thank you for the support and help that you give us.  
Thank you for being there for us even when we have a rough patch.  
Thank you for not giving up on us.  
Thank you for giving us a shoulder to cry on.  
Thank you for being our heroes.  
Thank you for hanging out with us.  
Thank you for showing us your love, care, and affection.  
Thank you for making us feel special.  
Thank you for not treating us different.  
Thank you for respecting us.  
Thank you for not judging.  
Thank you for not putting us down.  
Thank you for respecting our wishes.  
Thank you for feeding us.  
Thank you for making us happy.  
Thank you for everything.

*-3AB Poetry Group presented to the 3AB Staff, 12/19/2016*

This poem was presented to 3AB (Acute Psychiatry) staff by a group of patients and I could not think of a better introduction to this first CEO report for 2017 as it reflects all the reasons we show up to work every day. As I complete my first nine months as CEO, I am constantly reminded what a privilege it is to lead this amazing organization and serve all of you. As we close out 2016 and look forward to 2017, it is a great opportunity to recap SMMC's significant accomplishments from this past year.

– CJ

## **LEAP Highlights**

- 20 units at the Medical Center have been trained in key elements of the LEAP Leadership System
- 5S spread to multiple units, even garnering significant recognition (at Ron Robinson Senior Care Center) from Joint Commission Surveyors
- Successfully closed out the 2015-2016 Strategic Initiatives. Key Accomplishments included (details included in other parts of this report):
  - We Care customer service training
  - Redesigning New Employee Orientation
  - Supporting the IMAT initiative with BHRS
  - Advancing the Care Team Transformation
  - Phone Based Care Program
  - Supply Cost Savings Initiative
  - Improved Quality of SAFE resolutions
  - Health Coach training and certification

- Provider communication training
- Launched two new employee recognition programs
- Prepared for the Launch of new Strategic Initiatives in 2017 focused on:
  - Reducing Disparities
  - Improving Care Transitions
  - Advancing Nursing Practice
  - Improving Patient Experience through the use of Ancillary Resources
  - Building Patient Centered Medical Homes
  - Transforming the Revenue Cycle

## EXCELLENT CARE

- SMMC completed a **successful triennial Joint Commission Survey** with significant positive feedback from the surveyors.
- San Mateo Medical Center became the **only Bay Area public hospital** to receive 3 or more stars in CMS's new Hospital Compare star rating system.
- The SAFE (Safety Alert from Employees) Program was recognized with a **County STARS Award** in Program Performance.
- The Medical Center's participation in the Health Care Interpreter's Network was recognized with a **County STARS Award** in the area of Diversity.
- The **Australian Ministry of Health** visited us to learn about our development of the Patient Centered Medical Home.
- SMMC installed a *new nurse call system* to improve safety and patient experience on the inpatient wards.
- Three hundred and twenty-eight (328) nurses participated in the *first ever joint week of skills days*.
- A *new nurse-driven skin and wound program* was established to provide continuity of care from the inpatient to the outpatient setting.
- *The "Stumble Stoppers," a nursing performance improvement committee, substantially reduced the number of falls with injury in the hospital* including a 12 month period without a single fall with injury on the medical/surgical ward. Their efforts were recognized with an invitation to present at a national conference.
- *The Fair Oaks Health Center Diabetes Team was recognized at the American College of Lifestyle Medicine's Annual Conference.* A joint poster with Stanford HealthCare entitled "Redesigning Care for Low-Income Adult Patients with Type II Diabetes in a Community Clinic" highlighted the excellent outcomes produced by the team.
- The unique structure and work of the *Ron Robinson Senior Care Center was recognized in a December 5<sup>th</sup> edition of the California Health Report:*  
<http://www.calhealthreport.org/2016/12/05/19873/>
- Dr. Mike Aratow, Chief Medical Information Officer, *presented on SMMC's approach to value based care at the annual HIMSS (Health Information and Management Systems Society) national conference.*
- Dave McGrew, SMMC's Chief Financial Officer, *presented on SMMC's approach to value based payments and patient centeredness at the 2016 Annual Cerner Health Conference.*
- SMMC *successfully submitted its baseline data and collected 100% of its available funding for the*



*new PRIME (Public Hospital Redesign and Incentives in Medi-Cal) Program: the pay for performance portion of the new 1115 Medi-Cal Waiver.*

## PATIENT CENTERED CARE

- San Mateo Medical Center has continued its partnership with the Golden Gate Harley Owners Group (HOG) with a successful 7<sup>th</sup> annual School Supply Run in July and a 27<sup>th</sup> annual Holiday Toy Drive in December.
- In April, SMMC hosted its 2<sup>nd</sup> Annual Patient Experience Fair.
- SMMC hosted its 10<sup>th</sup> Annual Breast Cancer Awareness and Health Fair.
- The Medical Center established the **Color and Joy Committee** to create a more welcoming and healing environment for patients, family and staff. This builds on work that also resulted in calming music in four waiting areas at SMMC, Daly City Clinic, and Fair Oaks Health Center.
- SMMC's WE CARE Program has trained 1000 staff members in service excellence and was recognized with a **County STARS Award** in Customer Service.
- One hundred and ten medical providers were trained in relationship-centered communications.
- SMMC launched its new public website with additional features to benefit patients and the public.
- Rehabilitation Services reduced its backlog of referrals from 600 to 0 and reduced the wait time for an appointment from 3 months to 3 weeks.
- Respiratory Therapy cross-trained additional therapists to perform Pulmonary Function Testing and reduced the wait time for this important test from 3 months to same day availability.
- San Mateo Medical Center is now a completely "smoke-free" campus.
- New kiosks were installed in Pharmacy, Rehab, Lab, and Radiology to facilitate real time feedback from patients.

### **Selected Patient/Family Stories of Gratitude from this Year:**

#### **About the ED:**

- "I wanted to pass on some feedback to whoever is in charge of the ER dept. at SMMC, my boyfriend had been trying to help one of his friends get sober and get off the street and he ended up taking him to the medical center on two different occasions . . . and he said he was so impressed with how friendly and helpful the nurses and social workers were. He was deeply appreciative to everyone they came into contact with on both days. I wanted to pass that on because I'm sure they do not get enough recognition."
- "I noticed that the emergency area is clean. The janitors clean/mop the floor frequently, empty out the trash cans like every hour & wipe door handles. The security guards are diligently performing their job by limiting one guest per patient."
- "Best hospital experience I've EVER had-Kaiser should strive to be this good-EVERY hospital should!! Thank you for everything. I'm feeling much better."

#### **About 2AB and the ICU:**

- "ICU Nurses were excellent and kept me informed all the time"
- "All who attended to me were very courteous, respectful, and kind."
- "As a whole, SMMC has the best service hospital as far as I'm concerned. BRAVO!"

#### **About 3AB:**

- "Everybody was great & caring. Thank you for everything"
- "Nursing staff really seemed to care about patients."

- “Loved the exercise, excellent recreational staff.”

**About Coastside Clinic:**

- “I am 63 years old and this doctor is the absolute best I have ever seen. I was addicted to drugs and she is very careful and thoughtful about what drugs she gives me.”
- “All went smoothly from the moment I arrived to when I left. Each provider clearly explained what they were doing and what to expect.”
- “All the behind the desk people are absolutely wonderful. Glad they are there!”

**About Daly City Clinic:**

- “I would definitely recommend all my family and friends to this care provider after the wonderful visit with you.”
- “Overall my experience with my provider, staff and clinic are highly efficient, satisfying, and commendable! As a patient, I feel a sense of satisfaction that I was given very good care and service.”
- “I love the respect and treatment that I get when I’m in the clinic. Thank you for making this possible.”

**About Dental Clinic:**

- “Very good provider, excellent care and concern for my issues. Great communicator.”
- “This unit has been my best dental experience to date and I thank everyone.”
- “Great staff, she looked into a medical condition I have to see how it relates to my dental care. I was very impressed with her dedication to my overall health.”

**About Edison Clinic:**

- “I have had other experiences with my primary medical care services (including Stanford University) and I have the very best care with the Edison Clinic.”

**About Fair Oaks Health Center:**

- “I want to say that in the last few years my life has basically fallen apart although trust me I will get back on my feet. I felt sad and ashamed of my situation. I cannot tell you enough how kind, how professional and how caring my experience has been here. I love San Mateo Medical Center. All the people who work there have been so amazing and kind. Keep up the excellent work. Thank you so very much.
- “Smiles all the time from all of them”
- “Luv the doctor and nurses I have for the 3 of my kids. Great reception service as well.”

**About the Innovative Care Clinic:**

- “This is the best medical care I have ever received! I am so impressed with the compassion and the care I have received. It is unbelievable how happy I am with the care I have received. When you have an appointment at 2:00 pm you are seen at exactly that time! You should be so proud to be the best medical experience I have ever received and I’m 58 years old! Thank you so much.”
- “Way beyond the call of duty-I am in awe of them and they truly take care of me and all my needs (some of which are very specific and tedious) with aplomb and care. I will never leave this office/provider/staff.”
- “All the clinic staff from the front office to the health care providers in the back treating patients are excellent. I am a nurse at a private hospital and we sometimes make the worst patients.”

**About Main Campus Pediatrics:**

- “People are approachable! They really care and concern about the children’s health and welfare.”

- “I wish I could remember the two nurses that helped us but I don’t. They really showed that they care for their patients, they explained everything step by step to my kids of what they were doing and why. Made my kids feel comfortable.”
- “Excellent work always.”

**About the Medical Specialty Clinic:**

- “They’re always nice and explain things to me that I do not understand but with their help it’s very easy, thanks.”
- “The pain management program is AMAZING. The comprehensive total body approach is what pain management should be and this facility is on the cutting edge. I believe it will take others many years to emulate.”
- “I have been amazed by the service that I’ve received from everybody since I first became enrolled in the program. I expected a somewhat DMV-like experience. For the most part it is nothing like that. There is some waiting in lines; but once I am interacting with someone (anyone), maximum effort is applied to meet my needs.”

**About OB/GYN Clinic:**

- “Personally the attention they gave me is excellent.”
- “My provider was excellent. He gave me great information and also very kind and encouraging words.”
- “All the personnel are very kind”

**About Radiology:**

- “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 rivaled the guest care of the Ritz Carlton.”
- “As an SMMC patient, I’m often impressed with the courtesy and care provided by all levels of your staff.”

**About the Ron Robinson Senior Care Center:**

- “The entire staff at Ron Robinson Senior Center is awesome”
- “I always get the best care. Everyone was wonderful.”
- “Ron Robinson is a very special place with great clinicians, providers, nurses and support staff.”

**About South San Francisco Clinic:**

- “Good services for everyone-thank you.”
- “They are very attentive”
- “Excellent care for my husband and myself. Very knowledgeable and very professional in her approach. Most of all she gave me a feeling that she really cared about my health.”

**About the Surgical Specialty Clinic:**

- “San Mateo General has come a long way- I can’t begin to say how satisfied I am with the Medical Center, the Doctors, the Nurses and Staff. An excellent place to go if one has to.”
- “Doctors, Nurses, and other staff were all very polite and kind. I never encounter rude people in the hospital. Hospital building is very clean, organized and has an excellent system in dealing with patients. I am very grateful with all the staff, doctors, my provider and to all top administrators.”
- “Thanks God because you have excellent doctors. The doctor with all his team that operated on me: very good personnel in all aspects of the word. Very excellent professionals and person makes you feel very good. I don’t have any words. How to thank

you; all the personnel that attended me on that day of my operation and you double everything that you give me.”

## STAFF ENGAGEMENT

- SMMC established two new staff recognition programs. Since their inception, **staff have sent in 431 submissions through the Above and Beyond program to recognize their colleagues for their contributions** and **495 patient-initiated recognitions have been submitted through the Just Because program**.
- The Health System *officially opened the Fitness Center at SMMC* in September. Since its opening, 1000 staff have already enrolled to use it.
- In April, SMMC launched a *revamped version of its new employee orientation* focused more on introducing staff to the organization’s culture of service, innovation, and excellence.
- *One hundred and fifty members of the nursing staff came together to celebrate Nurse’s Day in May*. A highlight was the publishing of a nursing practice framework: *Becoming a Nurse at San Mateo Medical Center*; the result of a cumulative effort by over 50 nurses.
- *Over 70 members of the Ambulatory Care staff have received additional training and development as health coaches* - serving an important role in the care team transformation.
- This year, *three outdoor eating areas were opened for staff* to enjoy.
- SMMC named its *first Staff Engagement Coordinator* (Sara Ou).

### Individual Recognitions

- Michelle Merola RN, Charge Nurse in Surgical Specialty Clinic, was recognized as the September County Employee of the Month for her response to a medical emergency in the community.
- Phuong Hathaway from the Office of Patient Experience was recognized with a Silicon Valley Business Journal’s Excellence in Healthcare Award
- Kate Johnson from the SMMC Communications team was recognized with a Silver Aster Award for her work in the SMMC Joint Commission Survey Prep Campaign.
- Conrad Fernandes, SMMC Safety Officer, was selected for the County Executive Leadership Academy and also became a Fellow of the American College of Healthcare Executives
- Dr. Alpa Sanghavi, SMMC Chief Quality and Experience Officer, was selected to participate in the California HealthCare Foundation Health Care Leadership Program.
- Brian Faust, Manager of HIM, was elected Board President of the California Health Information Association
- On December 1<sup>st</sup>, SMMC held its **Annual Excellence Awards** which allow staff and providers to recognize their peers for consistent, outstanding work performance. There were almost 80 nominations across 7 areas. All nominees were recognized at the ceremony. The two winners in each category are listed below:

#### Team Player

Kalolaine Liongitau-Mau

Maria Sayos

#### Patient-Centered Excellence

Araselis Marte

John Jurow

#### Leadership Excellence

Blanca Lemus

Conrad Fernandes

#### Service Excellence

Evelyn Anorico

Joyce Kim

### Provider Excellence

Michael Medina, MD  
Sara Okabayashi-Williams, NP

### Nursing Excellence

Cynthia Javines Delmo  
Katrina Quizon

### Change Champion

Frances Ancheta Becker  
Steven Needles

## RIGHT CARE, TIME AND PLACE



- Express Care Services were established in several primary care clinics to expand the care team's ability to meet patients' urgent care needs outside of the ED.
- The Telehealth pilot was expanded and we have now provided over 900 phone visits.
- Care teams have been expanded at several sites to include pharmacists. This will better allow ambulatory care teams to meet their patients' needs in the right setting at the right time.
- Since August 2015, the New Patient Connection Center (NPCC) has fielded over 30,000 patient calls and has connected over 4600 new patients with their medical homes. For its work, the NPCC was recognized by the California Health Care Safety Net Institute with a **2016 Quality Leaders Award** at the December annual conference for the California Association of Public Hospitals.

## FINANCIAL STEWARDSHIP



- The Patient Access department initiated improvement work in two areas: 1) co-pay collections and 2) self-pay follow-up. Both areas saw double digit increases from the prior year as a result of engaging front-line staff to solve problems and develop solutions. Through this work they were able to expand the cashier hours to serve patients and *reduce the number of patients sent to collections by 59%, thereby positively impacting patient experience.*
- *The SMMC Materials Management Contracting Team was chosen out of all the other County departments to help implement the County's new Contract Management System, based on their contracting knowledge and their volume of agreements.*
- Using our Clinical Quality Value Analysis committees as forums to discuss quality improvements and cost saving opportunities, *Materials Management exceeded their cost savings goal by almost \$44,000, documenting \$337,785 of annualized savings as a result of 45 different initiatives.* In addition, as a result of improved contract compliance and agreement negotiations, *Materials Management helped improve our bi-annual shareback by 40%, collecting over \$100,000 in administrative fees from our Group Purchasing Organization.*
- Under the leadership of our interim Coding Operations Manager, we were able to *reduce our medical record coding review of accounts from 11 days from date of service/discharge to 3 days from date of service/discharge.* This allows us to release claims to third-party payors sooner, resulting in an acceleration of cash collections.
- Our entire Revenue Cycle team collaborated to *reduce the number of days claims are held before being released from 10 days to 5 days, which is close to the industry standard of 3-4 days.*
- *SMMC submitted its first interim claiming report for GPP, which is based solely on utilization without regard to costs, and achieved 98% of its targeted budget.* SMMC's final submission is due in March 2017 and is expected to result in 100% funding as additional utilization data is captured.



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

Indicator	Number	Change from previous month	Change from last year
<b>ACE Enrollees</b>	<b>20,922</b> <i>(October 2016)</i>	1.1%	11.5%
<b>SMMC Emergency Department Visits</b>	<b>3,663</b> <i>(October 2016)</i>	1.9%	0.4%
<b>New Clients Awaiting Primary Care Appointment</b>	<b>557</b> <i>(December 2016)</i>	0.7%	54%

### SMMC New Patient Connection Center Wins Quality Award

The SafetyNet Institute of the California Association of Public Hospitals (CAPH) has awarded SMMC’s New Patient Connection Center (NPCC) with the prestigious Quality Leaders Award for 2016. The NPCC won this state-wide recognition in welcoming new patients to our system, plugging them into a Medical Home (clinic), and providing excellent customer service while doing so. The NPCC was born out of a commitment to improve patient experience and general coordination of care for new patients in the summer of 2015 when SMMC faced an influx of 20,000 new adult patients through Medi-Cal expansion. Since then, the NPCC has received more than 30,000 calls. The team provided triage services, home care advice, and emergency and hospital discharge appointments for more than 2,500 patients. Within a year, the NPCC has on-boarded **4,665 new adult patients to Medical Homes throughout SMMC’s** outpatient health centers, and decreased the new patient abandoned call rate from more than 30% to less than 10% consistently for a year.

### Celebrating 10 years of Health and Wellness in the Filipino Community

In late October, over 60 community members joined the San Mateo County Filipino Mental Health Initiative to celebrate its 10<sup>th</sup> anniversary. Participants learned about **community members’ experience and management of their mental health and the power of recovery**. Over 70,000 Filipinos live in San Mateo County, about 10% of the **County’s population, and yet make up less than 4% of clients receiving mental health services with Behavioral Health and Recovery Services**. The Filipino Mental Health Initiative was founded in 2006 to reduce the stigma of mental health conditions, increase access to services, **and empower San Mateo County’s Filipino and Filipino American community** through outreach and engagement. Find more information at [smchealth.org/fmhi](http://smchealth.org/fmhi).



### Social Media Chat for Health

To encourage residents to sign up for affordable health coverage before December 15, San Mateo County enrollment counselors hosted a social media chat, Health Coverage: Uncovered, on December 7, from 1-3pm **on the Health System’s Facebook and Twitter** pages. Counselors were available to answer questions in English and Spanish and reached over 31,000 people online, answering health insurance questions and encouraging residents to sign up so they are covered when they need it most. Questions ranged from whether to enroll in Covered California or Medi-Cal to how to most easily compare health insurance options. December 15 is the deadline to enroll in or change Covered California health plans so people are covered starting January 1. Covered California open enrollment closes January 31, 2017. The success of this chat is due in part to the great collaboration between the County Managers Office, Health System, Human Services Agency, and partners to raise awareness about the chat and work together to promote health coverage before the December 15 deadline.



### Housing Heroes among Us

Finding affordable housing in San Mateo County is challenging, especially for people who are low-income, have mental health challenges, and/or are recovering from a substance use disorder. On October 27, San Mateo County leadership and Behavioral Health and Recovery Services honored six individuals and organizations who have helped this same population find or stay in housing so they can recover and maintain good health. Over 50 people attended the 9<sup>th</sup> annual Housing Heroes Awards Ceremony and joined the event for property owners and managers before the ceremony to learn more about available resources in San Mateo County. This meet and greet was hosted by San Mateo County leadership, the Department of Housing, and Behavioral Health and Recovery Services to provide an update on the current housing market and innovative new programs to support property owners and managers.

