



SAN MATEO COUNTY HEALTH

**SAN MATEO
MEDICAL CENTER**

BOARD OF DIRECTORS MEETING

Monday, August 2, 2021

8:00 AM – 10:00 AM



AGENDA

Board of Directors

Monday, August 2, 2021

8:00 AM

*****BY VIDEOCONFERENCE ONLY*****
<https://smcgov.zoom.us/j/91075397545>

On March 17, 2020, the Governor issued Executive Order N-29-20 suspending certain provisions of the Ralph M. Brown Act in order to allow for local legislative bodies to conduct their meetings telephonically or by other electronic means. Thus, pursuant to Executive Order N-29-20, local and statewide health orders, and the CDC's social distancing guidelines which discourage large public gatherings, the San Mateo Medical Center Board meeting will be conducted by videoconference.

Public Participation

The meeting may be accessed through Zoom at <https://smcgov.zoom.us/j/91075397545>. Written public comments may be emailed to mlee@smcgov.org and should include the specific agenda item on which you are commenting. Spoken public comments will also be accepted during the meeting through Zoom.

A. CALL TO ORDER, ROLL CALL, AND PUBLIC COMMENT

B. CLOSED SESSION

Items Requiring Action

- | | |
|--|--------------------------------|
| 1. Medical Staff Credentialing Report | <i>Dr. Steve Hassid</i> |
| 2. Quality Report | <i>Dr. Brita Almog</i> |
| 3. Conference with Legal Counsel – Existing Litigation | <i>County Counsel's Office</i> |
| • Significant exposure to litigation pursuant to subdivision (d)(2) of Gov't Code Section 54956.9 One Case. | |
| • BOP Settlement Re: Original Hospital Pharmacy Permit No. HPE 19576 and Sterile Compounding Permit No. LSE100358. | |

Informational Items

- | | |
|--------------------------------|-------------------------|
| 4. Medical Executive Committee | <i>Dr. Steve Hassid</i> |
|--------------------------------|-------------------------|

C. REPORT OUT OF CLOSED SESSION

D. PUBLIC COMMENT

Persons wishing to address items not on the agenda

E. FOUNDATION REPORT

John Jurow

F. CONSENT AGENDA

Approval of:

1. June 7, 2021 Minutes

G. MEDICAL STAFF REPORT

Chief of Staff Update

Dr. Steve Hassid

H. ADMINISTRATION REPORTS

1. Diagnostic Imaging

Robert Blake..... Verbal
Jackie Pelka

2. Psychiatry Residency Program Update

Louise Rogers..... Verbal
Raziya Wang

3. Financial Report

David McGrew..... Verbal

4. CEO Report

Dr. CJ Kunnappilly.....TAB 2

I. COUNTY HEALTH CHIEF REPORT

County Health Snapshot

Louise Rogers

J. COUNTY MANAGER'S REPORT

Mike Callagy

K. BOARD OF SUPERVISOR'S REPORT

Supervisor Carole Groom

L. ADJOURNMENT

TAB 1

**CONSENT
AGENDA**

HOSPITAL BOARD OF DIRECTORS
MEETING MINUTES
Monday, June 7, 2021
Videoconference Meeting

Board Members Present

Supervisor David Canepa
Mike Callagy
Louise Rogers
Dr. CJ Kunnappilly
Dr. Steve Hassid
Dr. Brita Almog
Dr. Gordon Mak
Deborah Torres

Staff Present

Michelle Lee
David McGrew
Dr. Alpa Sanghavi
Robert Blake
Peggy Jensen
Dr. Yousef Turshani
Paul Rogerville
Chad Below

Members of the Public

Neighbor

ITEM	DISCUSSION/RECOMMENDATION	ACTION
Call to Order	Supervisor Canepa 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 8:53 AM to Open Session. A quorum was present (see above).	
Report out of Closed Session	Medical Staff Credentialing Report for June 7, 2021. QIC Minutes from April 27, 2021. Medical Executive Committee Minutes from May 11, 2021.	Rebecca Archer reported that the Board unanimously approved the Credentialing Report and the QIC Minutes and accepted the MEC Minutes.
Public Comment	None.	
Foundation Report	John Jurow informed the Board that Paul Rogerville, the Foundation's Board Chair for the past six years, is stepping down and will assume the role of Chair Emeritus. The Healing Retreat has been extremely successful and positive responses continue to be received. Thanks again to the 1440 Foundation for their support of 90 medical providers. The August 2 golf tournament is nearly sold out so reach out if you have interest in participating. New event, Taste of the County, is confirmed to take place at the San Mateo County Event Center on October 2. Healthcare Heroes is creating a new committee and we are reaching out to employees for volunteers who are interested.	FYI

Consent Agenda	<p>Approval of:</p> <ol style="list-style-type: none"> Hospital Board Meeting Minutes from May 3, 2021. 	It was MOVED, SECONDED and CARRIED unanimously to approve all items on the Consent Agenda.
Medical Staff Report Dr. Steve Hassid	<p>Dr. Hassid reported that there are much lower numbers of COVID patients in the hospital and there are some days when there are none. The focus now is on vaccinating younger patients and those who have traditionally been hard to reach.</p> <p>Telemedicine was used much more widely since the beginning of the pandemic and it will continue as an avenue of care as appropriate.</p> <p>Department elections were held and the results are in. The term is July 1, 2021 – June 30, 2024. Medicine: Dr. Suja Georgie (Chair). Dr. Abhishek Gowda (Vice Chair). Surgery: Dr. Scott Lock (Chair). Dr. Kenton Fong (Vice Chair). Primary Care: Dr. Mithu Tharayil (Chair). Dr. Allen Tong (Vice Chair).</p>	FYI
Clinical Laboratory Services, Chad Below	<p>Department staffing: clinical laboratory scientists, medical laboratory technicians, and lab assistant/phlebotomists. Total of 46 staff and there is 24-hour coverage.</p> <p>Services provided: chemistry, hematology/coagulation, pathology, microbiology, point of care, serology, blood bank.</p> <p>Volumes: in FY20, 1.5 million tests were performed, and Chemistry and Hematology made up 91% of them.</p> <p>Key Challenges:</p> <ul style="list-style-type: none"> Aging equipment Laboratory Information System is reaching end of life Nationwide shortage of laboratory staff <p>Successes:</p> <ul style="list-style-type: none"> SARS-CoV-2 PCR testing in-house Increased molecular in-house testing improving SMMC Infection Control and staff safety Added additional Biosafety Cabinet to increase safety and reduce potential for cross-contamination Electronic Document Management program <p>Opportunities:</p> <ul style="list-style-type: none"> Modernizing to fit staffing/workload Reducing high-cost test ordering Automating manual test methods 	FYI
Substance Use Trends, Mary Fullerton	There is a great need for a modernized substance use treatment system. Overdose deaths rose to highest levels ever recorded during the pandemic. Deaths attributed to synthetic opioids (mainly fentanyl) increased 53% nationwide. Increased alcohol sales and use during Shelter in Place. 54% increase in alcohol sales.	FYI

	<p>Current trends:</p> <ul style="list-style-type: none"> • COVID-19: isolation + stress = architects of relapse and addiction • 2020: Highest number of drug overdose deaths ever reported (still counting). 90,000+ <ul style="list-style-type: none"> ◦ <i>SF drug overdose deaths 713 vs. 257 COVID deaths</i> • STIMGA: Significant historical racial and ethnic disparities in addiction and access to treatment • LOCALLY: Poly-substance use, increased supplies of fentanyl, tainted supplies of street substances, etc. <p>Methamphetamine continues to dominate</p> <ul style="list-style-type: none"> • Local San Mateo County NTF and Coroner’s SADD reports demonstrate that <u>methamphetamine use dominates the landscape of drug use in our county</u>. • 28% of drug overdose deaths in SMC involved methamphetamines (2019) <ul style="list-style-type: none"> ◦ <i>Polysubstance accounts for many others</i> • Methamphetamine was found to be the most common drug implicated in drug overdose deaths in California in 2017 (the most recent data). • Meth use and related behaviors consume tremendous amounts emergency services, psychiatric response, law enforcement and healthcare provider resources. <p>Jail-based Medication Assisted Treatment is showing promise.</p> <p>Detox Status</p> <ul style="list-style-type: none"> • Historically, Palm Ave Detox in San Mateo served between 800 - 1,000 individuals per year. During COVID, dramatically down to ~ 154 admissions in 2020. Remains closed as of 3/17/21. • Increased levels of high-risk substances (fentanyl), polysubstance use and client complexity <p>Integrated Medication Assisted Treatment (IMAT) Priorities:</p> <ul style="list-style-type: none"> • MAT in Correctional Health • MAT on SMMC In-patient unit • Watchful eye on MAT for methamphetamine use disorders • IMAT sustainability – Post Whole Person Care Pilot 	
<p>Financial Report David McGrew, CFO</p>	<p>The April FY 20/21 financial report was included in the Board packet and David McGrew answered questions from the Board.</p>	<p>FYI</p>
<p>CEO Report Dr. CJ Kunnappilly</p>	<p>Dr. Kunnappilly presented the CEO report which was included in the Board packet and answered questions from the Board. He also thanked Paul Rogerville for his passion and commitment to the Foundation and patients. Due to county holidays, the Hospital Board will not meet in July and September.</p>	<p>FYI</p>
<p>County Health Chief Report Louise Rogers</p>	<p>Louise Rogers started her report with good news; 83% of county residents 12 and older have received at least the first dose of COVID vaccine. Vaccine efforts are concentrating on smaller events with a sustained focus on hard to reach populations. Partnering with community leaders has helped as well with addressing vaccine hesitancy. For the time being, mass vaccination events are on pause.</p>	<p>FYI</p>

<p>County Manager Mike Callagy</p>	<p>Mr. Callagy expressed his appreciation to Paul Rogerville.</p> <p>Beginning June 15, county building will begin to re-open to staff and the public. Staff will be transitioning back to in-person work as appropriate, but teleworking will still be an option for some.</p> <p>As a thank you to staff and their families, on June 8, the County will host an Employee Appreciation Day at the San Mateo County Fair.</p>	<p>FYI</p>
<p>Board of Supervisors Supervisor Canepa</p>	<p>We have much to be grateful for and I thank everyone who has worked hard since the pandemic began.</p>	<p>FYI</p>

Supervisor Canepa adjourned the meeting at 9:57 AM. The next Board meeting will be held on August 2, 2021.

Minutes recorded by:



Michelle Lee, Executive Secretary

Minutes approved by:



Dr. Chester Kunnappilly, Chief Executive Officer

TAB 2

**ADMINISTRATION
REPORTS**

BOARD OF DIRECTORS SAN MATEO MEDICAL CENTER

*Due to the year-end close, the financial report is delayed.
A verbal report will be provided at the meeting.*

Financial Report: June FY20-21

August 2, 2021

Presenter: David McGrew, CFO

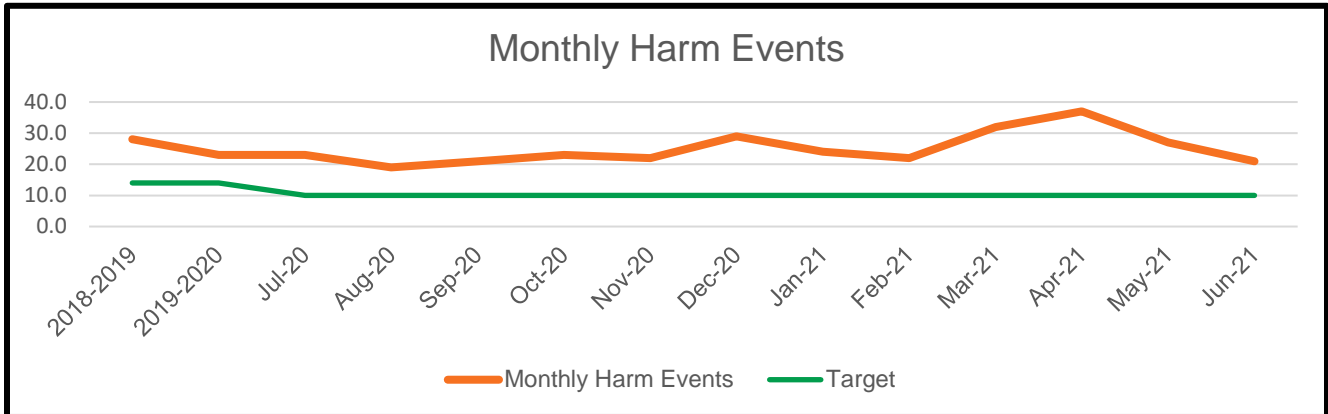


SAN MATEO COUNTY HEALTH
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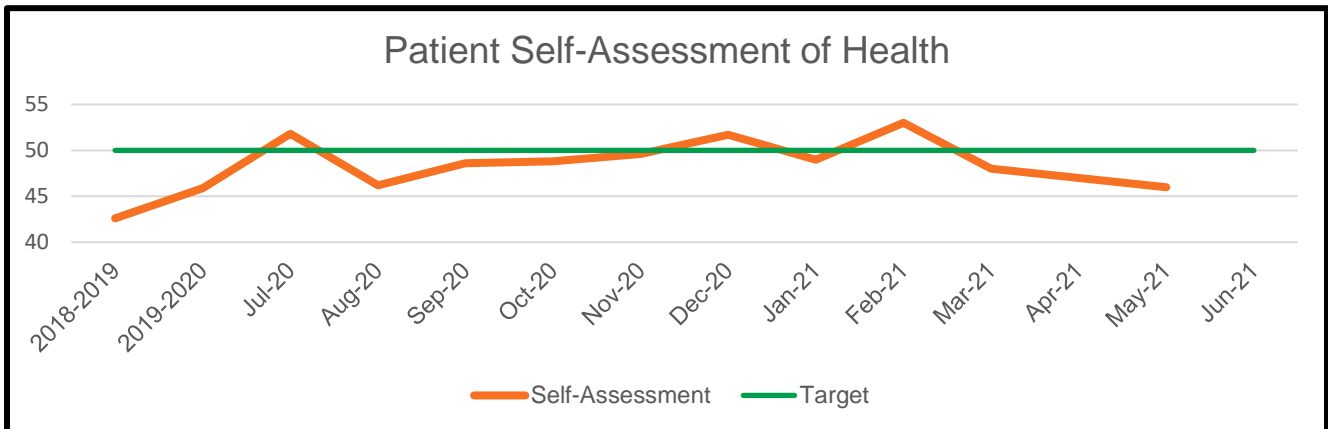
CEO REPORT

August 2021

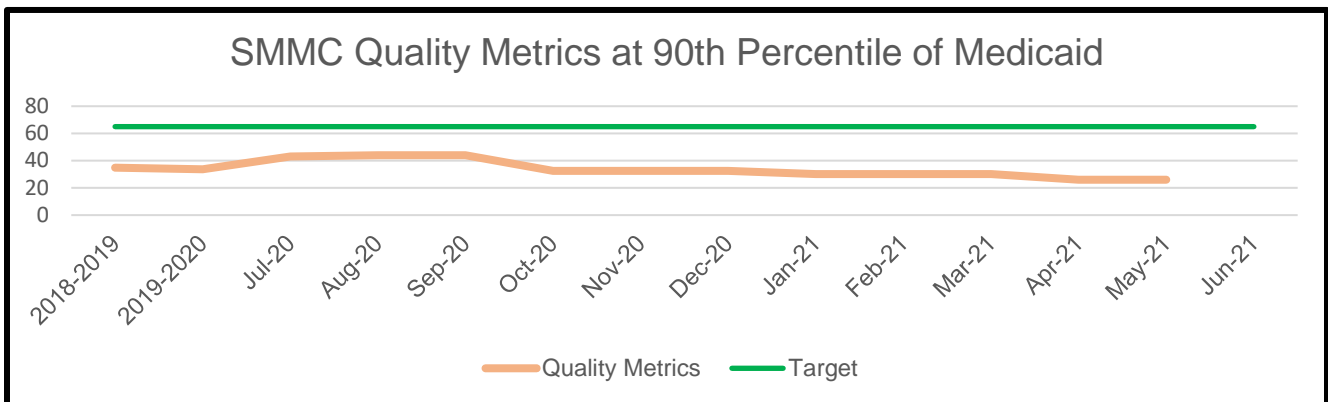
EXCELLENT CARE METRICS



Monthly Harm Events: Measures all instances of patient harm or staff harm including delays in care, falls, medication errors, surgical infections, catheter associated urinary infections, central line associated blood stream infections, other preventable staff and patient injuries. **Lower is better.**

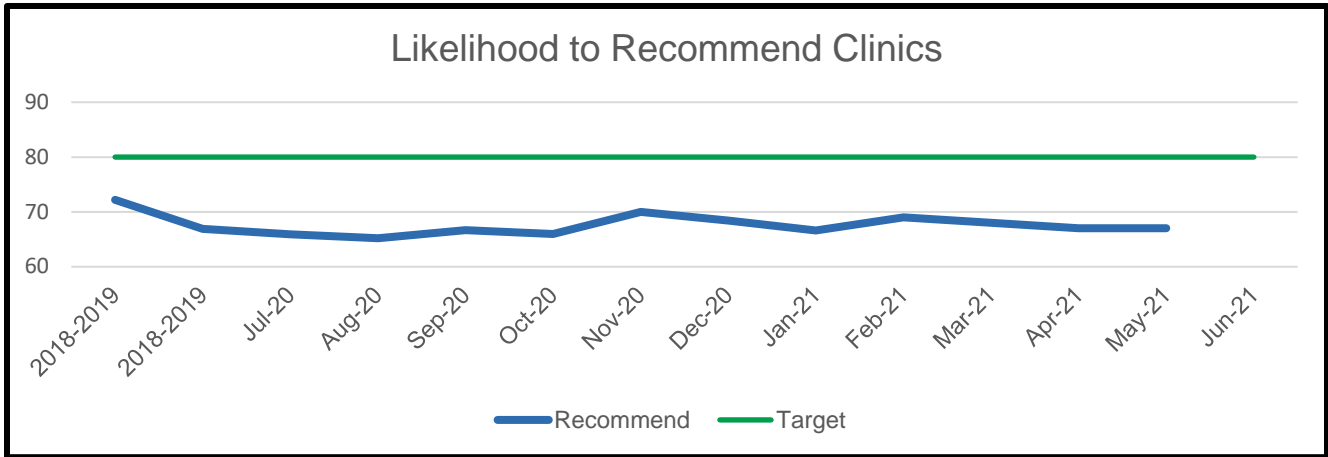


Patient Self-Assessment of Health: All Primary Care patients receive an experience survey. One question asks them to rate their health from poor to excellent. This is the percentage that rate their health as very good or excellent. **Higher is better.**

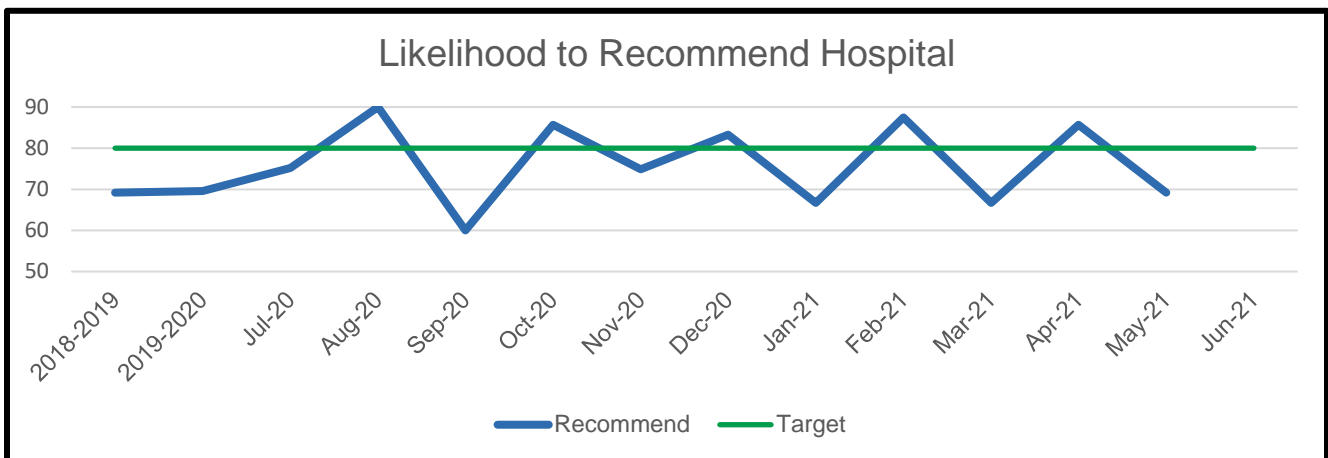


Quality Metrics at 90th Percentile: SMMC seeks excellence in all that it does. The organization currently participates in a number of pay for performance programs including PRIME, QIP and the Health Plan of San Mateo Pay for Performance Program. This metric measures the percentage of quality metrics in which the SMMC performance is equal to or better than the 90th percentile of Medicaid nationally. **Higher is better.**

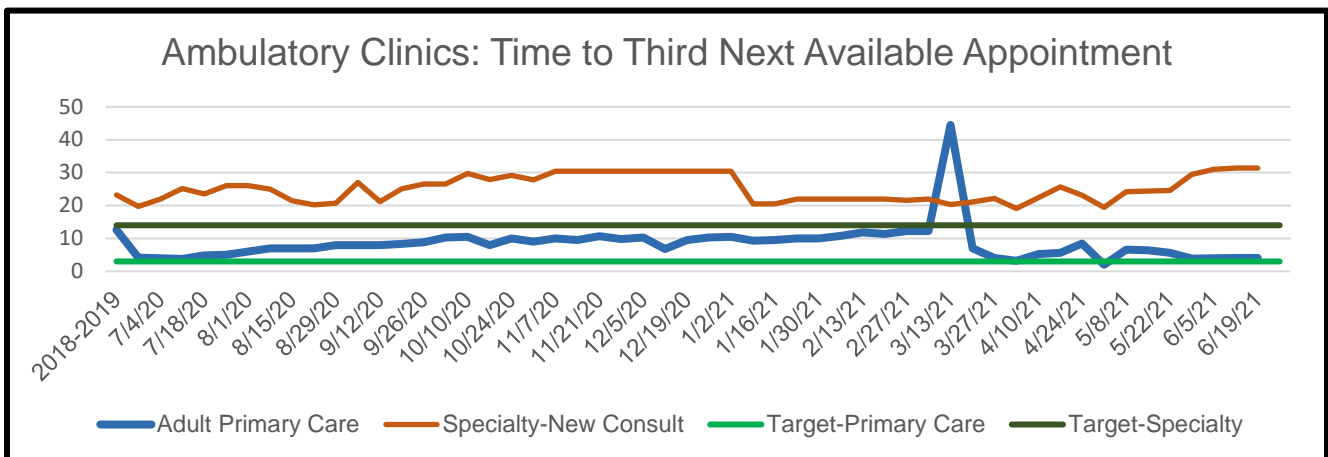
PATIENT CENTERED CARE METRICS



Likelihood to Recommend Clinics: Percentage of patients who gave SMMC the highest score (9 or 10) on the patient experience survey question, “How likely are you to recommend this clinic to friends and family?” **Higher is better.**



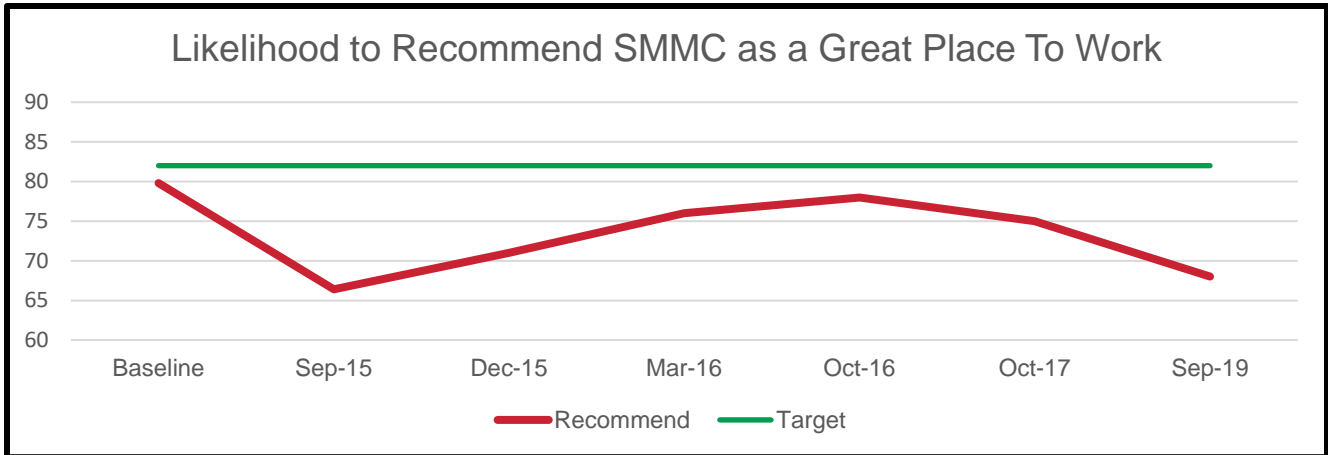
Likelihood to Recommend Hospital: Percentage of patients who gave SMMC the highest score (9 or 10) on the patient experience survey question, “How likely are you to recommend this hospital to friends and family?” **Higher is better.**



Ambulatory Access: Number of days until the third available appointment for established patients in Primary Care and for new consults in Specialty Services. The third next available appointment is a validated measure of patient access. **Lower is better.**

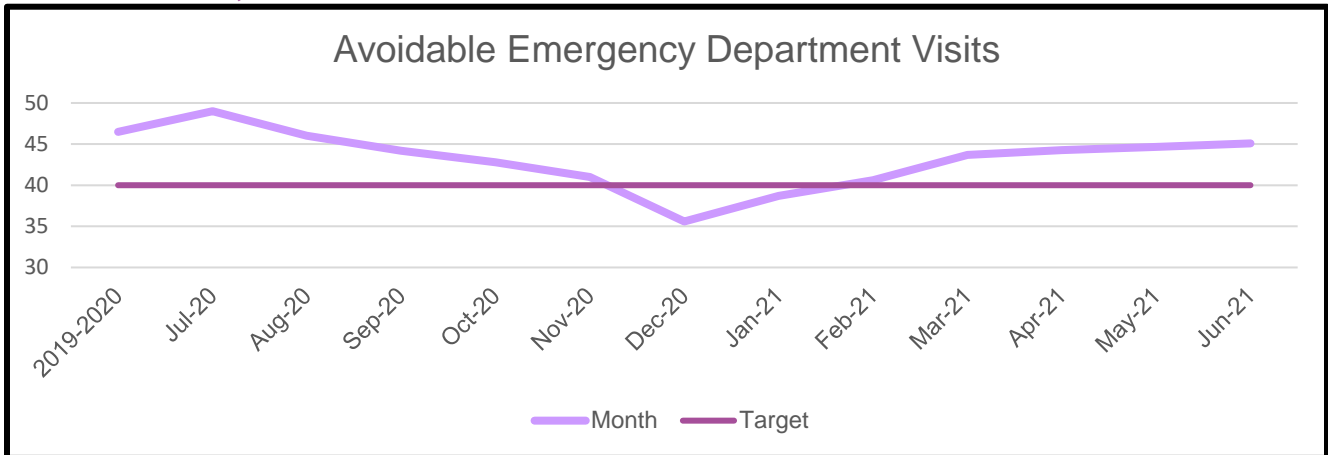


STAFF ENGAGEMENT METRICS



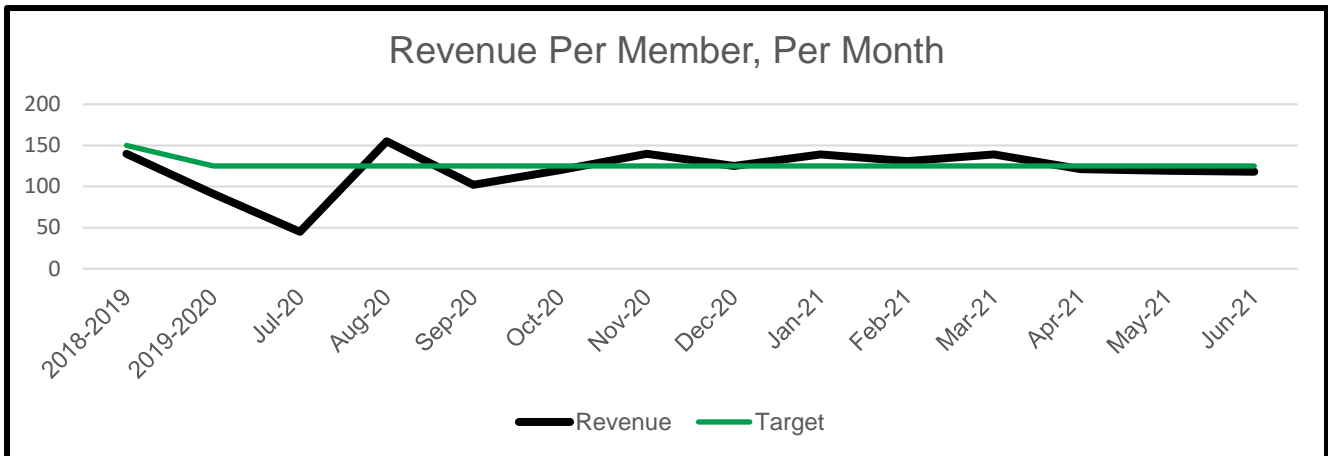
Likelihood to Recommend SMMC: Percentage of staff who agree or strongly agree that they would recommend SMMC as a great place to work. Measured using the annual Blessing White staff engagement survey. **Higher is better.**

RIGHT CARE, TIME AND PLACE METRICS

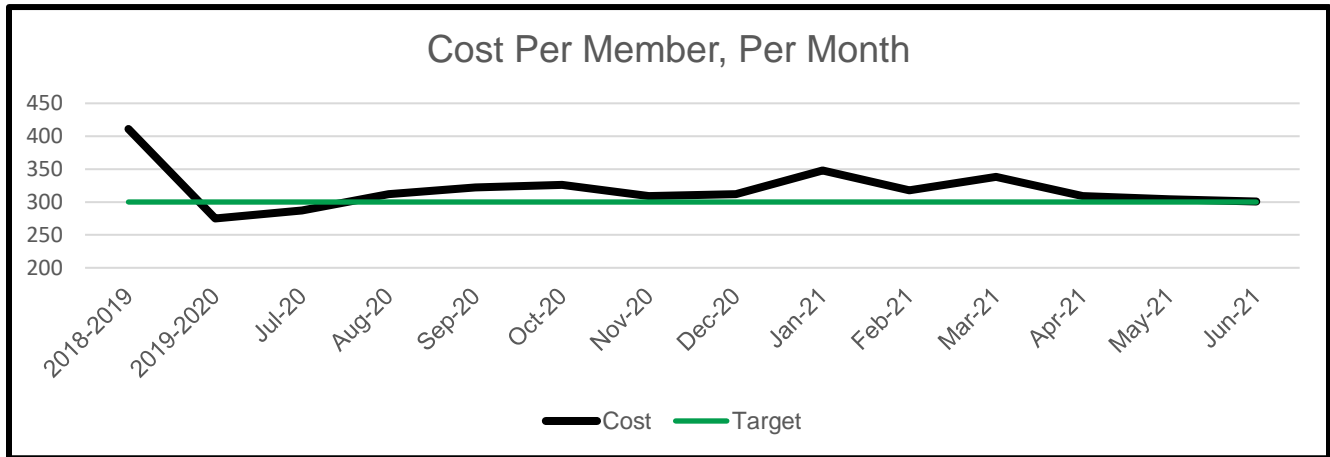


Potentially Avoidable ED Visits: Percentage of emergency department visits by established SMMC primary care patients where the discharge diagnosis is one that traditionally could have been treated in an outpatient setting rather than the emergency department. **Lower is better.**

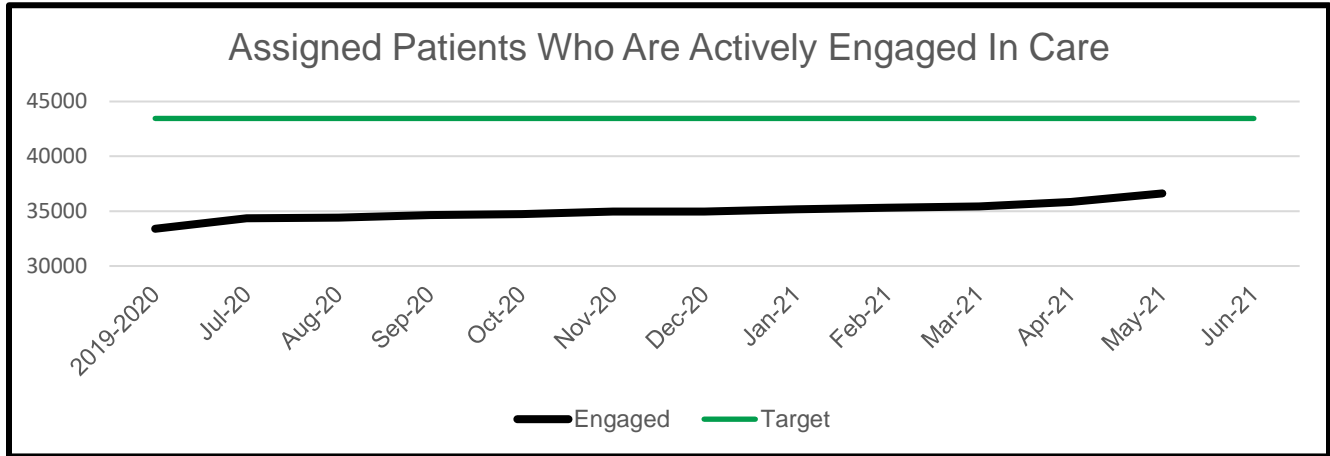
FINANCIAL STEWARDSHIP METRICS



Revenue Per Member, Per Month: Total patient revenue divided by total number of assigned members. **Higher is better.**



Cost Per Member, Per Month: Total cost divided by total number of assigned members. **Lower is better.**



Assigned and Engaged: SMMC has approximately 52,000 patients assigned to it through the Health Plan of San Mateo. This metric measures the number of those assigned patients are actively engaged in care. **Higher is better.**

STRATEGIC UPDATES, RECOGNITIONS & AWARDS

Celebrating SMMC Nurses- Nurse's Day was May 6th. In the context of the Pandemic, this Nurse's Day held special meaning as we celebrated these amazing frontline staff members. Although a little belated as we worked to get permission from all participants in order to share broadly, I take this opportunity to share a special message and powerful video on behalf of our Chief Nursing Officer, Joan Spicer:

In Their Own Words...SMMC Nurses' reflections on the lessons learned from the Pandemic
Reflective practice supports continuous learning, which is essential in our Nursing practice. On May 6, 2021 SMMC Nurses celebrated Nurses' Day as a quiet day of reflection. What we shared were the lessons taught by the enemy, the pandemic, during the fight as the surges engulfed our patients and called for Nurses to stand strong with courage by the side of our patients. The lessons we learned included:

*we can face down our fears,
we received support for what we do as Nurses from those closest to us,
we came together as stronger teams, and
we now know our teams can face whatever comes next.*

Please find the link below that takes you to SMMC Nurses' reflections that have been captured on video *in their own words*. It is a big file, so give it time to load completely before hitting play.
<https://web.microsoftstream.com/video/68e36ac8-91cc-4eaf-82c4-80f36b878859>

Time Index:	Nurse:
0:25	ICU: Benedict Calangian
3:03	ICU: Jocelyn Kaw
5:22	Team Strong 1A: Marianne Rabanal, May Lany Ridao, Thannette Herico, and Raquel Villarina
6:50	2AB: Ivan Sloan
7:40	2AB: Ruzzel Ronquillo
8:40	2AB: Jennifer Mullings-Black
9:31	New Patient Connection Center: Marta Torres
10:18	ED: Mike Lim
12:33	ED: Kristin Sykes
15:40	ED: Zaldy Castro

SMMC Earns Significant P4P Payment – SMMC was recently notified by the Health Plan of San Mateo that it earned a payment of \$3.3M through the 2020 Medi-Cal Benchmark P4P Program. This payment is based on SMMC performance across 11 metrics and was the highest amount it has earned since the program was started. We are grateful to the Health Plan of San Mateo for adjustments to the payment methodology to recognize the challenges of meeting the metrics in the context of the Pandemic. Congratulations and thank you to our Ambulatory, Analytics and Business Intelligence teams and everyone else responsible for this remarkable achievement.

SMMC Antibiotic Stewardship Program Receives Statewide Recognition – SMMC's



Antibiotic Stewardship program, which includes hospital, clinics, emergency department and skilled nursing facilities, is the only California safety net hospital to be awarded the California Dept of Public Health Antimicrobial Stewardship Honor Roll gold status, from November 2020 to November 2022.

The application process was rigorous and included evaluating each program's core elements. The second phase consisted of reviewing the outcomes portion of the application for those applying for Silver or Gold status, and the community engagement portion for those applying for Gold. For the review of the outcomes portion, we engaged external blinded reviewers along with CDPH internal reviewers. The external reviewers consisted of antimicrobial stewardship experts representing different facility types: community, academia, major teaching, and community with special populations. They reviewed each outcomes section similarly to how one would review a scientific abstract looking for effective interventions and programs. For the third phase of the review process, each applicant's program was reviewed and rereviewed in its entirety, evaluating each program's quality and impact beyond marking elements on a checklist. Congratulations to our Infectious Disease, Infection Control, and Quality colleagues for this distinguished achievement.

SMMC COVID-19 Vaccination Efforts Continue to Move Forward -- As we continue to see COVID-19 variants circulate, vaccination continues to be the best protection against infection and severe illness. SMMC continues its efforts to vaccinate the vulnerable populations it serves. As of 7/21/2021, 34,920 Medical Center patients over the age of 12 have received at least one COVID vaccine shot, this represents 62.1% of the organization's patients over age 12. This includes 63.2% of the Medical Center's patients over age 16, 72.2% of our patients over age 50 and 75.8% of the patients over age 65. Thank you to everyone across the organization who continues to take every opportunity to connect our patients to the vaccination opportunity that best works for them.

July 2021

SNAPSHOT: San Mateo County Health

TO: SMMC Board Members | FROM: Louise F. Rogers, Chief

INDICATOR	NUMBER	CHANGE FROM PREVIOUS MONTH	CHANGE FROM PREVIOUS YEAR
ACE Enrollees	25,495 (June 2021)	-.8%	14.1%
SMMC Emergency Department Visits	2,980 (June 2021)	.2%	32.3%
New Clients Awaiting Primary Care Appt.	0 (June 2021)	N/A	N/A

Youth Vaccine Week promotes vaccination among young people



Led by **the County’s Youth Commission** and the Office of **Education’s Student Advisory Council**, **Daly City Youth Health Center**, **Pacifica Partnership’s Be the Change Youth Council**, **Sequoia Teen Wellness Center’s Youth Advisory Group**, and **StarVista’s Health Ambassador Program**, Youth Vaccine Week stressed the need for young people twelve years old and up to get vaccinated and to promote vaccination among their peers. The campaign began with an [online town hall](#), with youth ambassadors and medical and mental health professionals speaking about supporting the community through vaccination.

Social media engagement among the partner organizations promoted the County’s weekly vaccine clinics and pushed for attendance at the July 24 clinic at San Mateo Medical Center. The culmination of Youth Vaccine Week, the Saturday clinic offered music and prizes donated by the San Francisco Giants, as the Youth Ambassadors (pictured) contributed to the festive atmosphere. About a hundred residents were vaccinated at the Saturday clinic, about double the number from prior clinics.

Boys & Girls Clubs, CDC perform Rapid Community Assessment

Working with County Health, the Office of Education, and the Boys and Girls Clubs of the Peninsula, the Centers for Disease Control and Prevention has tapped local youth interns to perform a Rapid Community Assessment of adolescents from underserved communities in San Mateo County about their attitudes toward vaccination. Youth from the Boys and Girls Clubs have been asking questions of young people, community leaders, health officials and others, as paid CDC interns. The goal is to better understand the practical and social factors that may impact vaccine confidence and demand among teens, their families, schools, and health systems that serve them and their communities. Part of a national effort by the CDC, the assessment may inform future strategies for communication and engagement with young people and their communities.