



SAN MATEO COUNTY HEALTH

**SAN MATEO  
MEDICAL CENTER**

# **BOARD OF DIRECTORS MEETING**

Monday, June 5, 2023  
8:00 AM – 10:00 AM

Atrium Conference Room  
2000 Alameda de las Pulgas, San Mateo, CA 94403



# AGENDA

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Board of Directors	Monday, June 5, 2023	8:00 AM
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Atrium Conference Room, 2000 Alameda del las Pulgas, San Mateo, CA 94403

This meeting of the San Mateo Medical Center Board of Directors will be held in-person in the Atrium Conference Room, 2000 Alameda de las Pulgas, San Mateo, CA. Remote participation of this meeting will not be available. To observe or participate in the meeting, please attend in-person.

\*Written public comments may be emailed to [mlee@smcgov.org](mailto:mlee@smcgov.org) and such written comments should indicate the specific agenda item on which you are commenting. They will be read aloud at the meeting.

## A. CALL TO ORDER

## B. CLOSED SESSION

### *Items Requiring Action*

- |                                       |                  |
|---------------------------------------|------------------|
| 1. Medical Staff Credentialing Report | Dr. Steve Hassid |
| 2. Quality Report                     | Dr. Brita Almog  |

### *Informational Items*

- |                                |                  |
|--------------------------------|------------------|
| 3. Medical Executive Committee | Dr. Steve Hassid |
|--------------------------------|------------------|

## 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. May 1, 2023 Meeting Minutes

## G. MEDICAL STAFF REPORT

Chief of Staff Update

Dr. Steve Hassid

**H. ADMINISTRATION REPORTS**

- |  |   |
|--|---|
| 1. Infusion Center                       | Dr. Alpa Sanghavi..... Verbal<br>Dr. Suja Georgie, Rachael Rivers |
| 2. Clinical Laboratory Services          | Robert Blake..... Verbal<br>Chad Below                            |
| 3. Cannabis Decoded Educational Campaign | Louise Rogers ..... Verbal<br>Edith Cabuslay                      |
| 4. Financial Report                      | David McGrew..... TAB 2   |
| 5. CEO Report                            | Dr. CJ Kunnappilly..... TAB 2                                     |

**I. COUNTY HEALTH CHIEF REPORT**

- |                        |                          |
|------------------------|--------------------------|
| County Health Snapshot | Louise Rogers..... TAB 2 |
|------------------------|--------------------------|

**J. COUNTY EXECUTIVE OFFICER REPORT**

Mike Callagy

**K. BOARD OF SUPERVISOR REPORT**

Supervisor David Canepa

**L. ADJOURNMENT****ADA Requests**

Individuals who require special assistance or a disability-related modification or accommodation to participate in this meeting, or who have a disability and wish to request an alternative format for the meeting, should contact Michelle Lee, at [mlee@smcgov.org](mailto:mlee@smcgov.org), as early as possible but not later than 10:00 AM on the business day before the meeting. Notification in advance of the meeting will enable the County to make reasonable arrangements to ensure accessibility to this meeting, the materials related to it, and your ability to comment.

# CONSENT AGENDA

HOSPITAL BOARD OF DIRECTORS  
MEETING MINUTES  
Monday, May 1, 2023

Atrium Conference Room, 2000 Alameda de las Pulgas, San Mateo

**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	Rebecca Archer	Priscilla Romero
David McGrew	John Jurow	Simone Heron-
Dr. Alpa Sanghavi	Gabriela Behn	Carmignani
Robert Blake	Jennifer Stalzer	Clara Boyden
Carlton Mills	Dr. Katalin Szabo	
Dr. Amar Dixit	Jei Africa	
Janette Gomez	Nate Ewigman	

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 8:00 AM to Open Session. A quorum was present (see above).	
Report out of Closed Session	Medical Staff Credentialing Report for May 1, 2023. QIC Minutes from March 28, 2023.	Jennifer Stalzer 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	John Jurow reported: <ul style="list-style-type: none"> <li>- Since January, the Caring Hands program fulfilled 177 requests totaling \$70K</li> <li>- The Foundation Annual Gala will be on October 6 at the Carolands Chateau in Hillsborough. Carolands is listed on the National Register of Historic Places.</li> <li>- The Golf Tournament this year will be on August 7.</li> </ul>	FYI
Consent Agenda	Approval of: <ol style="list-style-type: none"> <li>1. Hospital Board Meeting Minutes from April 3, 2023.</li> </ol>	It was MOVED, SECONDED and CARRIED unanimously to approve all items on the Consent Agenda.

<p>Medical Staff Report Dr. Steve Hassid</p>	<p>Dr. Hassid reported the covid positivity rate is moderate and there are currently four COVID patients in the hospital. The FDA has approved a second dose of bivalent vaccine for person who are over 64 or immunocompromised.</p> <p>We have moved into the new building, and it is very nice.</p> <p>The transition to EPIC has started and Dr. Amar Dixit will do a demo for staff and we are eager to see it.</p> <p>Next week we will celebrate national Hospital Week and it is a time to recognize all that healthcare workers do every day.</p> <p>The Medical Staff elections are upcoming and the results will be announced at the annual MS dinner. I hope that you will be able to join us.</p>	<p>FYI</p>
<p>Improving the Health of our Most Vulnerable Communities through Biofeedback</p> <p>Dr. Katalin Szabo Dr. Simone Heron-Carmignani Dr. Nate Ewigman</p>	<p>Integrate Behavioral health (IBH) promotes access, equitable treatment, whole-person care, and works to reduce stigma associated with mental health treatment. Biofeedback provides evidence-based, concrete interventions that with the client’s willingness and abilities.</p> <p>The IBH Team is embedded into the Adult Primary Care Clinics. There are unique challenges for racial/ethnic minority patients because of the stigma associated with mental health treatment. Many chronic illnesses have been clearly linked to high levels of stress. And it is very difficult to treat chronic illness without treating mental health issues.</p> <p>Biofeedback is an evidence based treatment that utilizes specialized equipment to train people on how to recover from stress and stress-related medical conditions. The program is culturally tailored to address systemic barriers to accessing mental health services. Innovative treatment protocols designed by our IBH team include: At-Home Biofeedback Training, Mindfulness-Based Biofeedback Protocol, Trauma-Readiness Protocol, and Biofeedback-Integrated Exposure Therapy.</p>	<p>FYI</p>
<p>Compliance Report</p> <p>Gabriela Behn</p>	<p>The Annual Compliance Training will begin this month and the goal is to have 100% completion rate.</p> <p>FQHC Billing for medical and dental update. A vendor has been identified and the scope of work is complete.</p> <p>The next annual Independent Review Organization (IRO) Audit will be in July/August 2023. We are scoping out topics for review based on our risk assessment and corrective action plans from last year</p>	<p>FYI</p>
<p>Substance Use Services in San Mateo County of San Mateo</p> <p>Clara Boyden</p>	<p>While heroin and fentanyl are the primary drugs in drug overdose deaths, experts agree that the epidemic will not stop without halting the flow of prescription opioids that got people hooked in the first place.</p> <p>Latest facts:</p> <ul style="list-style-type: none"> <li>• Shift from prescription opioids, to heroin to synthetic fentanyl and fentanyl analogs</li> <li>• The illicit drug supply is laced with fentanyl – and heroin has all but disappeared.</li> <li>• A growing number of overdose deaths involve synthetic opioids and one or more other drugs, such as methamphetamines.</li> </ul>	<p>FYI</p>

	<ul style="list-style-type: none"> <li>• Xylazine , a large animal tranquilizer is now infiltrating the drug supply. In 2022, 23% of fentanyl seized by DEA contained xylazine</li> <li>• Lab made drugs designed for potency lead to rapid addiction– and they are cheap and easy to make There is no quality control with street drugs</li> </ul> <p>In 2012, there were 23 million people age 12+ with a substance use disorder. In 2021, the number had grown to 43 million.</p> <p>Integrated Medication Assisted (IMAT) Treatment Services are available to beneficiaries with: Chronic, harmful Alcohol &amp; Opioid use High utilization of SMMC Emergency Services (ED, PES) Criminal Justice or Law Enforcement involvement Motivated to reduce or stop Alcohol or Opioids</p> <p>The IMAT Case Manager will: Conduct brief screening and collect background info Link to detox or safe sobering Begin intake, schedule initial appointment – usually w/in days Transport to first appointment Help fill prescriptions Assist with follow up referrals and other treatment needs</p>	
<p>Financial Report David McGrew, CFO</p>	<p>The March FY 22/23 financial report was included in the Board packet and David McGrew answered questions from the Board.</p>	<p>FYI</p>
<p>SMMC Board Survey Results CEO Report  Dr. CJ Kunnappilly</p>	<p>Dr. Kunnappilly reviewed the results of the recent annual board self-evaluation. He presented the CEO report which was included in the Board packet and answered questions from the Board.</p>	<p>FYI</p>
<p>County Health Chief Report  Louise Rogers</p>	<p>SM County was awarded \$4 million by the state to prevent residential care closures. This will be helpful for many of these businesses to make repairs and upgrades to their facilities. These facilities are crucial for housing Behavioral Health and Recovery Service (BHRS) clients. In the past four years, we have lost 41 beds due to closures.</p>	<p>FYI</p>
<p>County Executive Officer Mike Callagy</p>	<p>San Mateo County celebrated the opening of the 240-unit Navigation Center last month. County Health will be very involved in supporting the services the Center offers. Residents will have access to dental and medical care, behavioral health care like mental health and substance use disorder services. Clients will begin moving in next week.</p>	<p>FYI</p>

Board of Supervisors Supervisor David Canepa	No report.	FYI
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Supervisor Canepa adjourned the meeting at 9:45 AM. The next Board meeting will be held on June 5, 2023.

Minutes recorded by:



Michelle Lee, Executive Secretary

Minutes approved by:



Dr. Chester Kunnappilly, Chief Executive Officer



# ADMINISTRATION REPORTS

# BOARD OF DIRECTORS SAN MATEO MEDICAL CENTER

**Financial Report: April FY22-23**

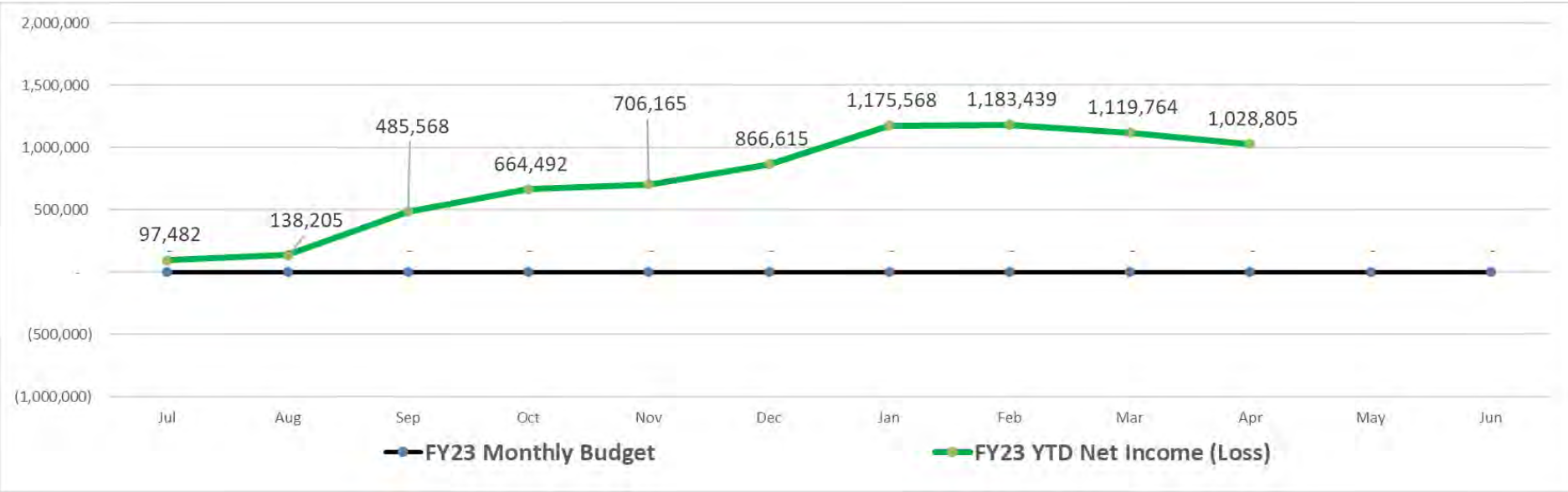
June 5, 2023

**Presenter: David McGrew, CFO**



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# FY22-23 Cumulative YTD Financial Results



## Net Income(loss) - Apr (\$91K), YTD \$1M

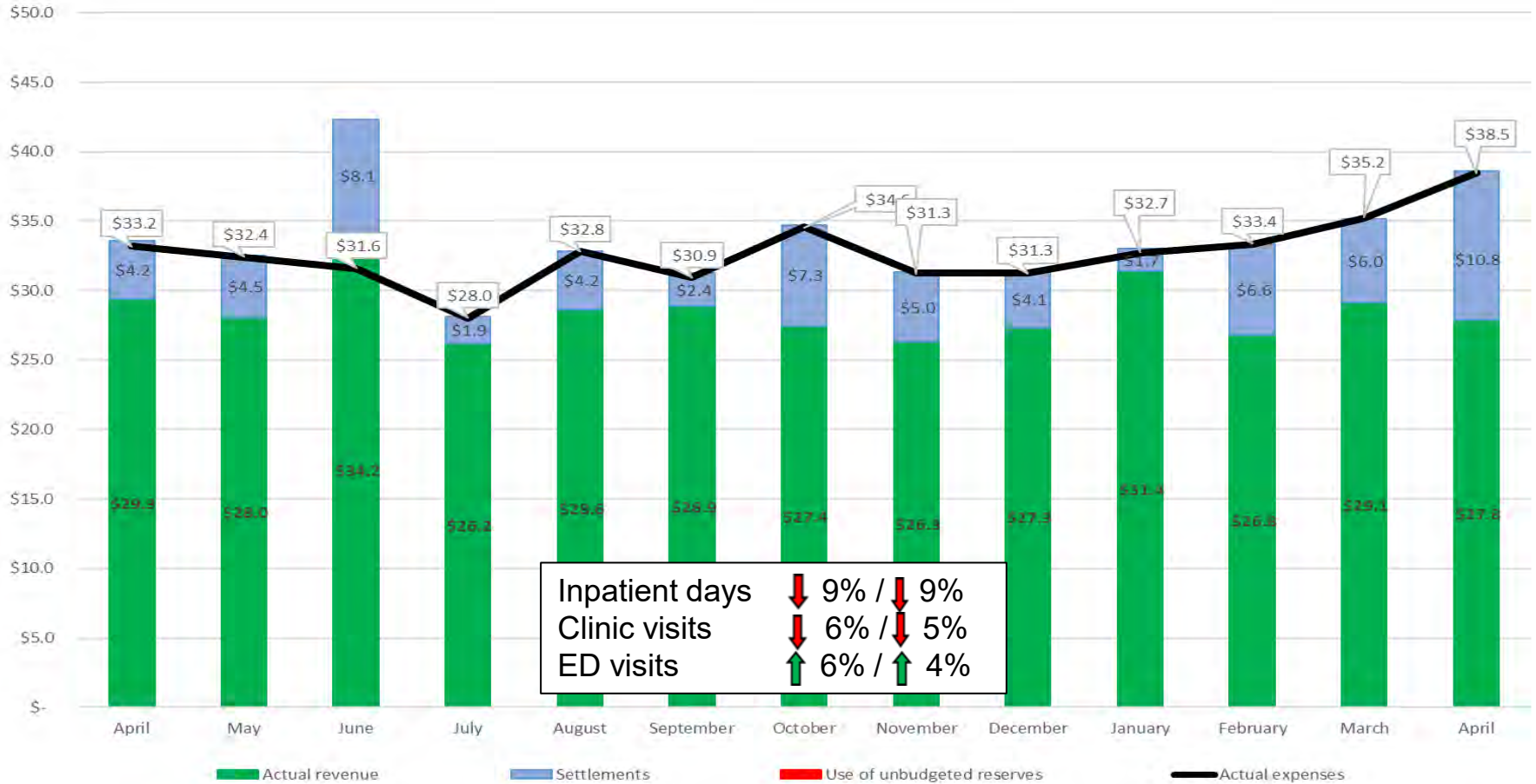
- FTEs 6% favorable
- ACE outside costs favorable by \$1.8M
- Prior year settlements by \$10.8M

- Drugs
- Supplies
- Nursing registry

**April FY23 Snapshot** – April is unfavorable to budget by \$91K, but full year results are projected to be favorable. ACE outside costs are favorable due to the transition of 50+ population to Medi-Cal. Nursing registry costs remain unfavorable due to the difficulties with hiring permanent nurses. Inpatient acute volume decreased as placements improved and Medical ED visits continue to be higher than budget. Clinic visits are 6% below budget for the month. Higher managed care membership due to 50+ Medi-Cal expansion and suspension of disenrollment during the PHE are expected to decrease once eligibility redetermination resumes in July.

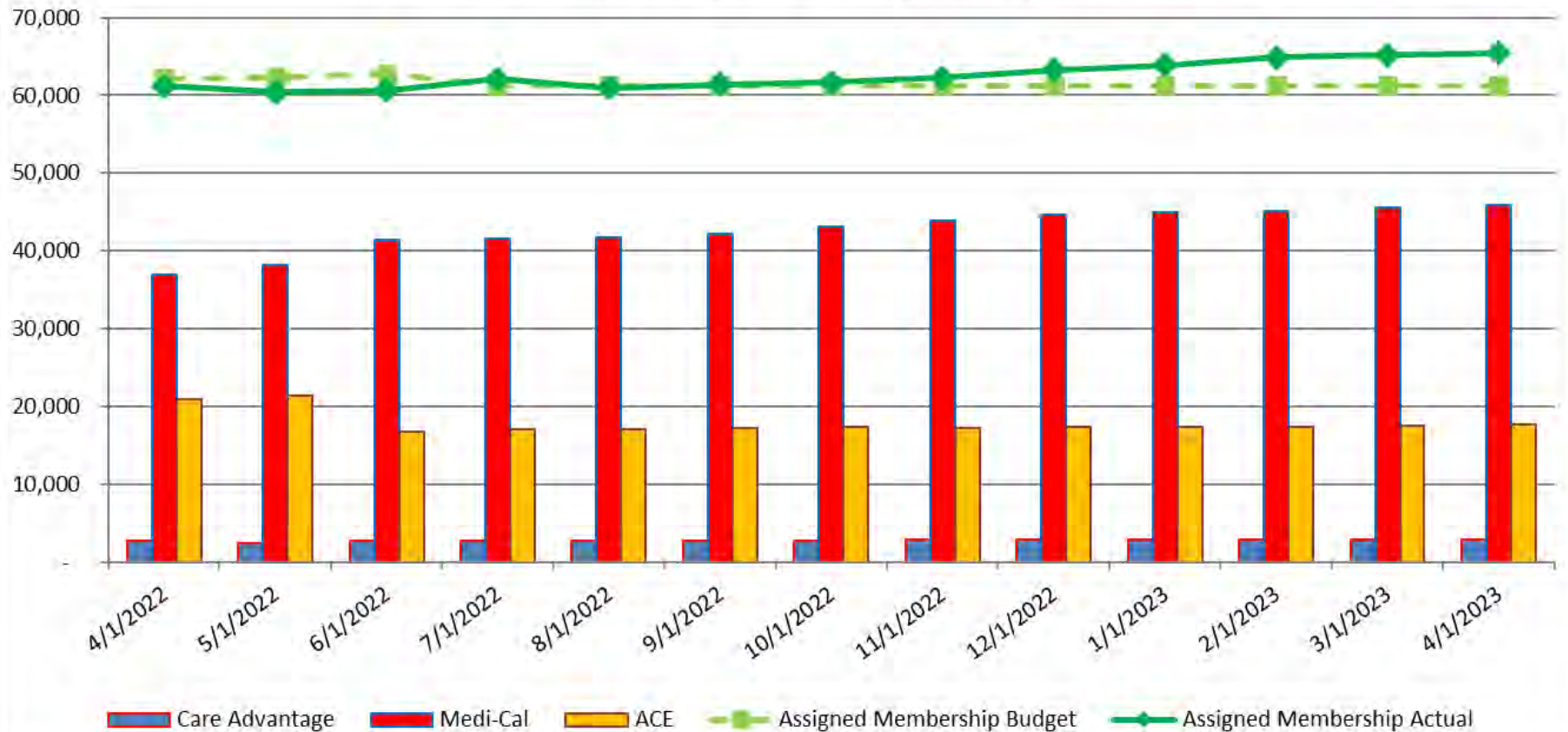
# FY 22-23 Revenue & Expense Trend

SMMC's current operating revenue fluctuates around an average of \$28 million (green bar). Operating expenses (black line) in FY23 are averaging \$32 million per month and trending right at budget. The spike in June 2022 and April 2023 Settlements (blue bar) was due to an unusual number of cost report closures and change in reserve model.



Note: Volume %s are Current Month/YTD actuals vs budget

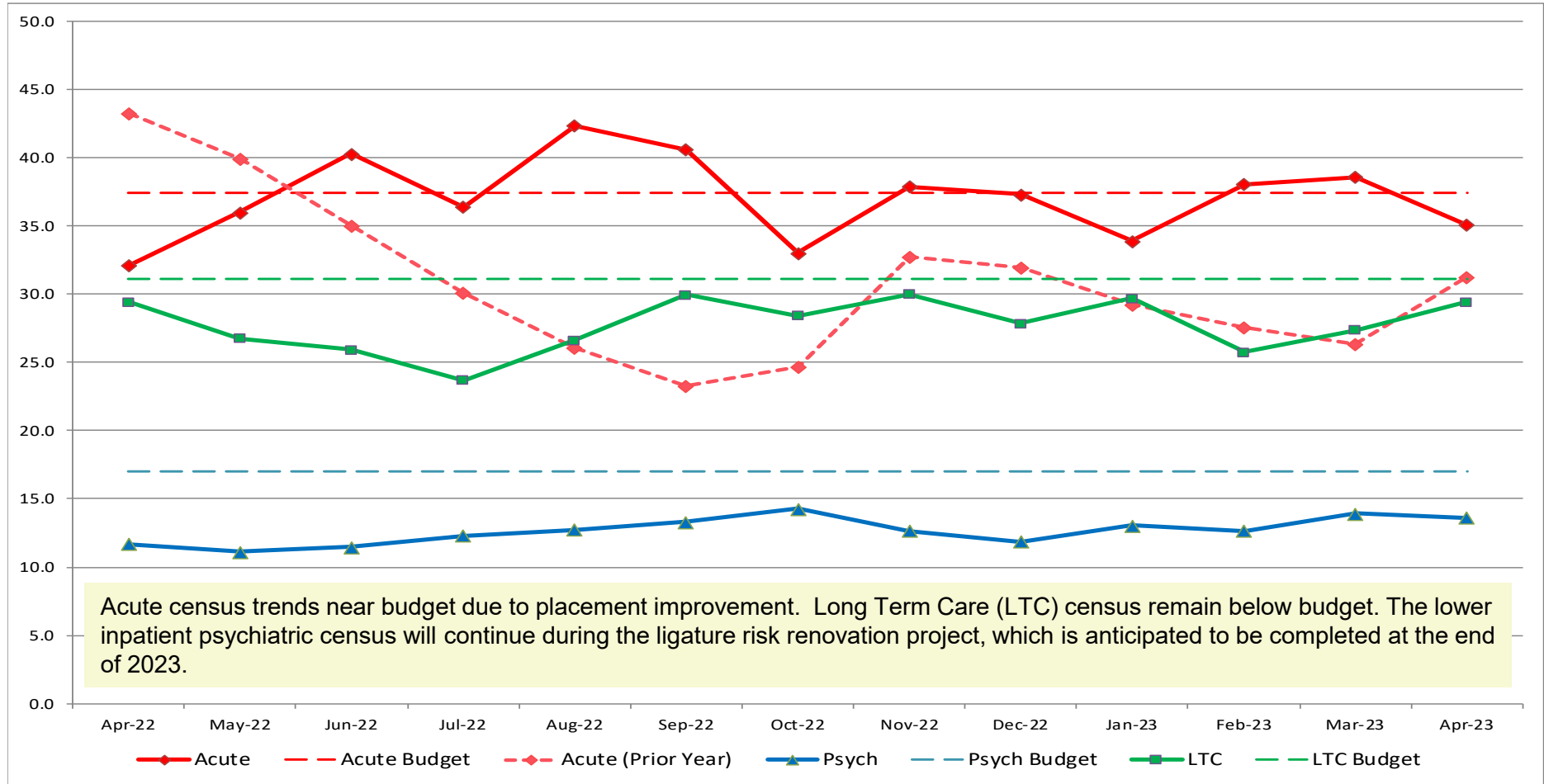
## Managed Care Membership Trend



The membership in managed care programs has increased 39.5% for Medi-Cal since the onset of the COVID pandemic. During this period, the annual eligibility redetermination process was suspended. Further increases since May 2022 reflect the ACE 50+ population transitioning to Medi-Cal. As a result of the State restarting annual eligibility redeterminations at the end of the public health emergency, assignment decreases are expected beginning in July 2023. In total, the projected loss in assignments is approximately 6,000 Medi-Cal enrollees by June 2024. We anticipate the Medi-Cal expansion impacting the ACE 26-49 population will more than offset the loss due to disenrollments.

# San Mateo Medical Center Inpatient Days April 30, 2023

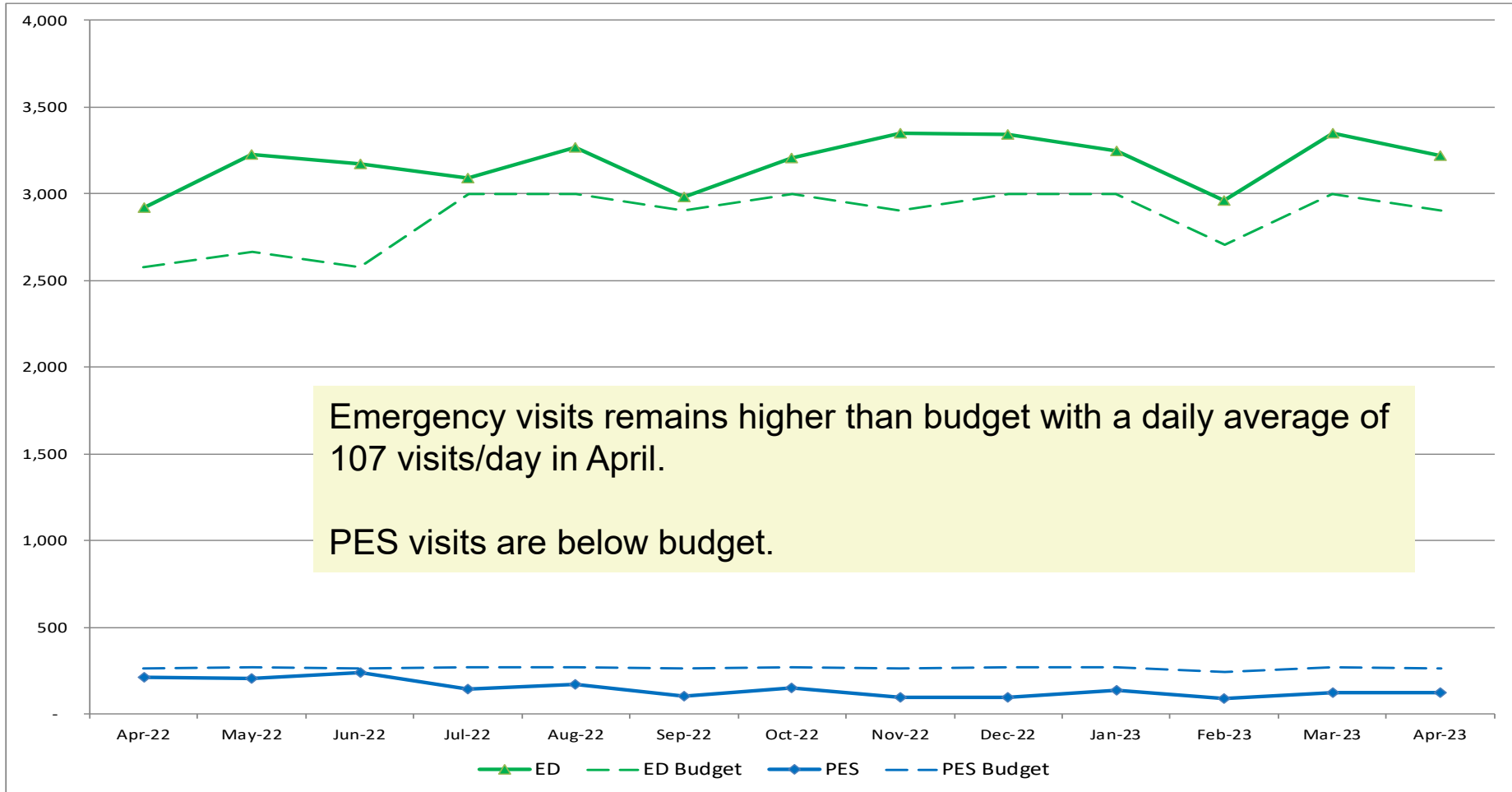
	MONTH				YEAR TO DATE			
	Actual	Budget	Variance	Stoplight	Actual	Budget	Variance	Stoplight
<b>Patient Days</b>	2,344	2,566	(222)	-9%	23,780	26,004	(2,224)	-9%



# San Mateo Medical Center Emergency Visits April 30, 2023

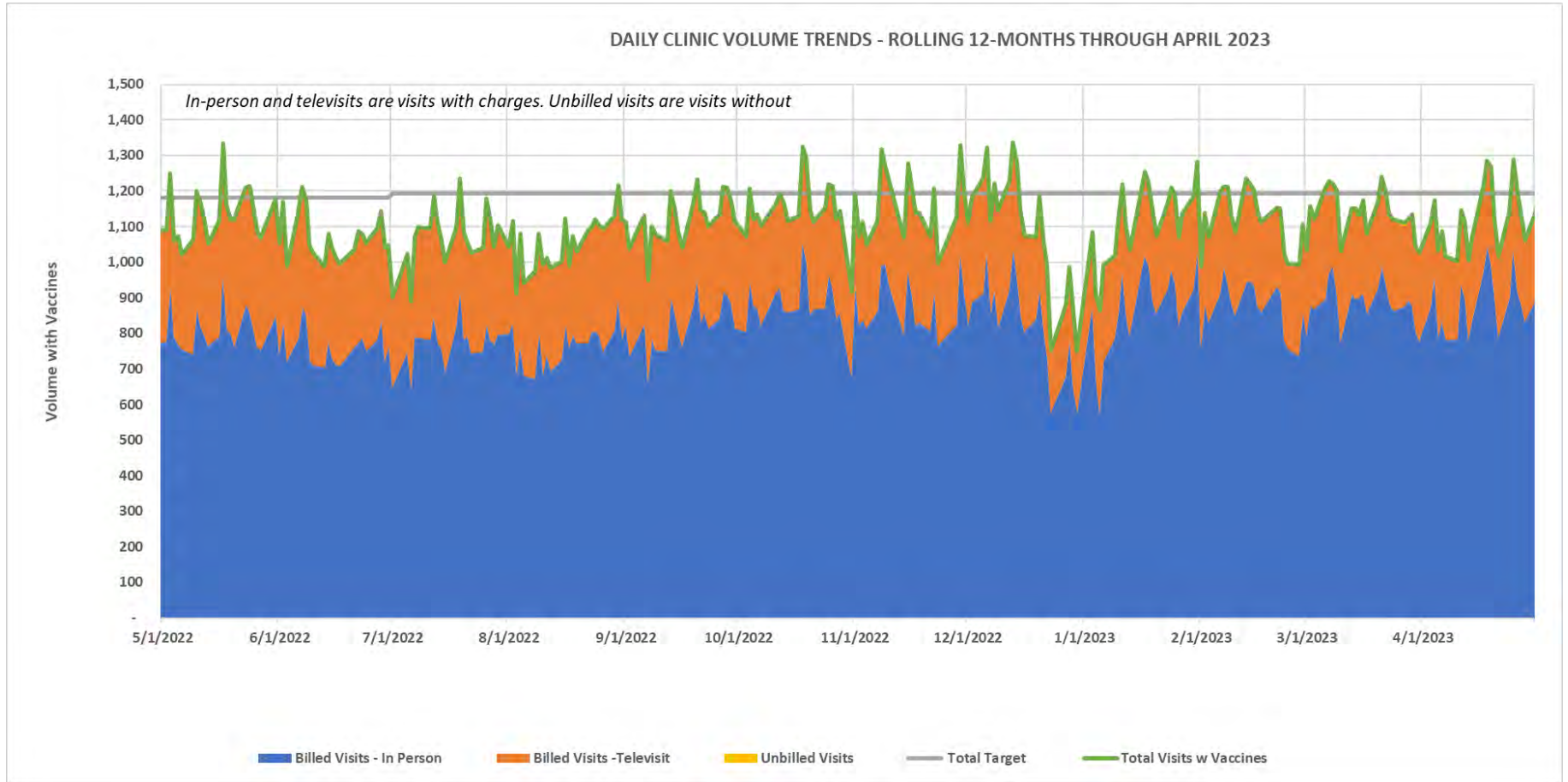
	MONTH			
	Actual	Budget	Variance	Stoplight
ED Visits	3,346	3,165	181	6%

	YEAR TO DATE			
	Actual	Budget	Variance	Stoplight
ED Visits	33,252	32,073	1,179	4%





# San Mateo Medical Center Clinic Visits April 30, 2023

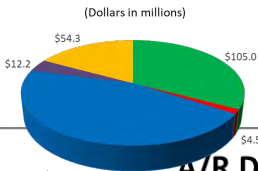


Televisits are running at 23.8% of total visits in FY23 as more patients are opting for in-person visits. Clinic televisits were 29% of total visits in FY22. Early in the pandemic the ratio was as high as 78%.

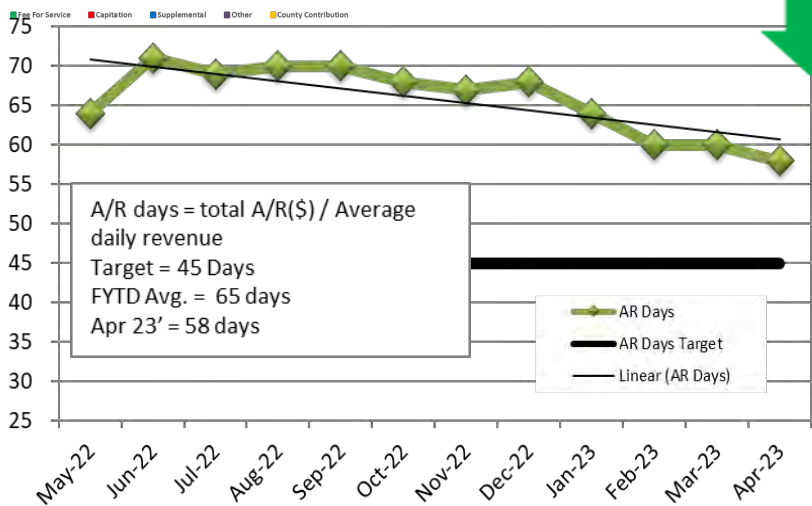


# Fee-For-Service Revenue - KPIs

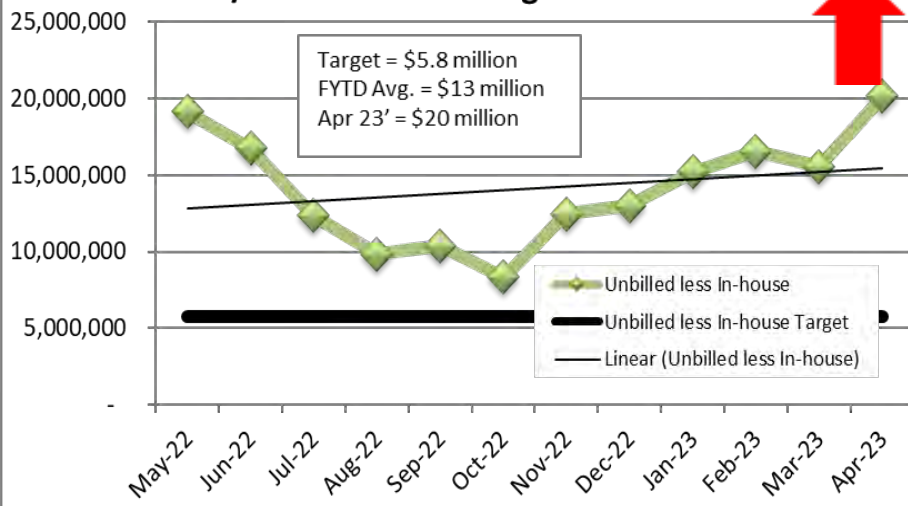
Sources of Revenue



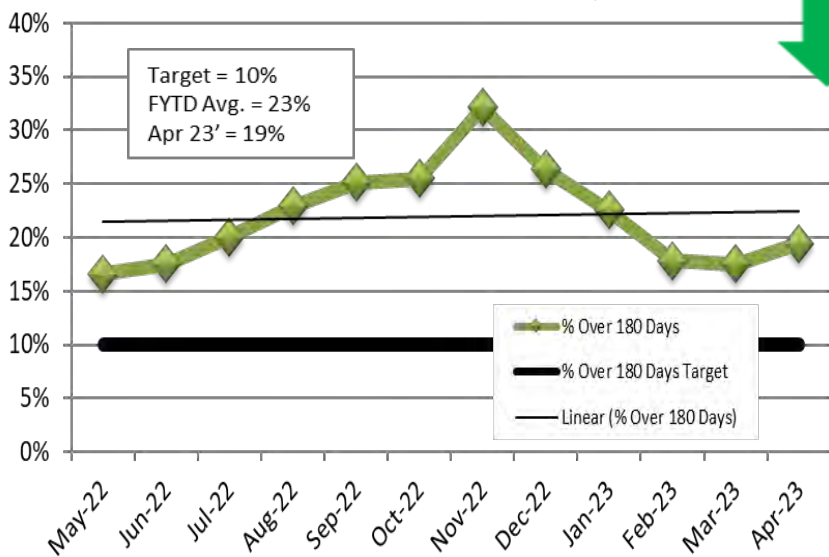
## A/R Days - Rolling 12 Months



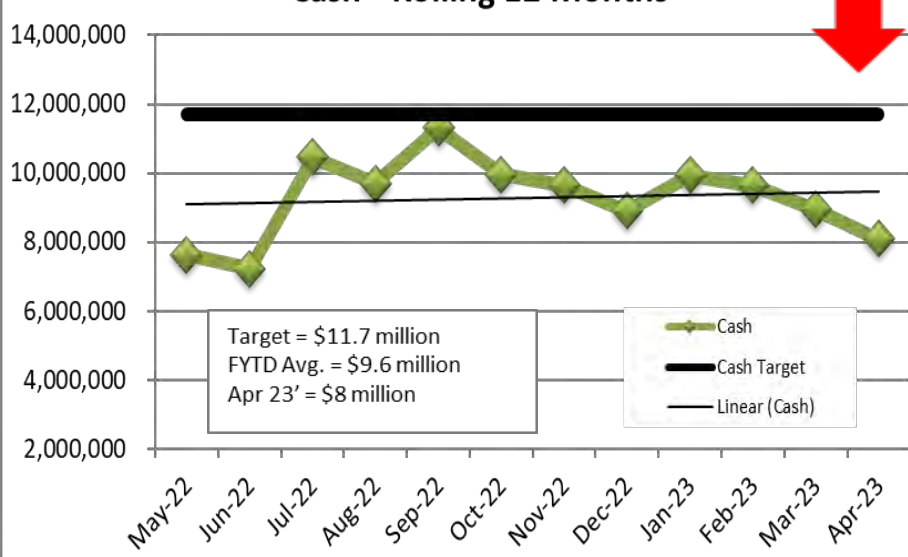
## A/R Unbilled - Rolling 12 Months



## % of A/R Over 180 Days - Rolling 12 Months



## Cash - Rolling 12 Months





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QUESTIONS?

# APPENDIX



SAN MATEO COUNTY HEALTH  
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**San Mateo Medical Center**  
**Income Statement**  
**April 30, 2023**

	MONTH				YEAR TO DATE				
	Actual	Budget	Variance	Stoplight	Actual	Budget	Variance	Stoplight	
	A	B	C	D	E	F	G	H	
1 <b>Income/Loss (GAAP)</b>	(90,960)	0	(90,960)		1,028,805	0	1,028,804		
2 <b>HPSM Medi-Cal Members Assigned to SMMC</b>	45,934	41,356	4,578	11%	438,762	413,560	25,202	6%	
3 <b>Unduplicated Patient Count</b>	67,104	65,230	1,874	3%	67,104	65,230	1,874	3%	
4 <b>Patient Days</b>	2,344	2,566	(222)	-9%	23,780	26,004	(2,224)	-9%	
5 <b>ED Visits</b>	3,346	3,165	181	6%	33,252	32,073	1,179	4%	
7 <b>Surgery Cases</b>	247	269	(22)	-8%	2,263	2,775	(512)	-18%	
8 <b>Clinic Visits</b>	22,533	23,885	(1,352)	-6%	232,914	246,019	(13,105)	-5%	
9 <b>Ancillary Procedures</b>	67,516	69,042	(1,526)	-2%	675,158	710,748	(35,590)	-5%	
10 <b>Acute Administrative Days as % of Patient Days</b>	9.0%	20.0%	11.0%	55%	22.0%	20.0%	-2.0%	-10%	
11 <b>Psych Administrative Days as % of Patient Days</b> (Days that do not qualify for inpatient status)	68.0%	80.0%	12.0%	15%	79.0%	80.0%	1.0%	1%	
<b>Pillar Goals</b>									
12 <b>Revenue PMPM</b>	88	135	(47)	-35%	113	135	(22)	-16%	
13 <b>Operating Expenses PMPM</b>	375	326	(49)	-15%	330	326	(3)	-1%	
14 <b>Full Time Equivalent (FTE) including Registry</b>	1,131	1,199	68	6%	1,149	1,199	50	4%	

**San Mateo Medical Center**  
**Income Statement**  
**April 30, 2023**

	MONTH				YEAR TO DATE			
	Actual	Budget	Variance	Stoplight	Actual	Budget	Variance	Stoplight
	A	B	C	D	E	F	G	H
21 <b>Inpatient Gross Revenue</b>	12,016,051	14,144,151	(2,128,100)	-15%	131,548,287	141,441,510	(9,893,223)	-7%
22 <b>Outpatient Gross Revenue</b>	27,545,326	28,232,137	(686,811)	-2%	282,904,875	282,321,372	583,503	0%
23 <b>Total Gross Revenue</b>	39,561,377	42,376,288	(2,814,911)	-7%	414,453,161	423,762,882	(9,309,720)	-2%
24 <b>Patient Net Revenue</b>	11,445,154	13,211,764	(1,766,610)	-13%	104,955,624	132,117,641	(27,162,017)	-21%
25 <b>Net Patient Revenue as % of Gross Revenue</b>	28.9%	31.2%	-2.2%	-7%	25.3%	31.2%	-5.9%	-19%
26 <b>Capitation Revenue</b>	472,315	389,867	82,449	21%	4,520,450	3,898,665	621,785	16%
27 <b>Supplemental Patient Program Revenue</b>	16,749,530	12,040,224	4,709,306	39%	143,388,960	120,402,237	22,986,723	19%
<i>Volume Based (GPP, EPP, VRR, AB915)</i>	5,986,535	5,371,667	614,869	11%	79,166,298	53,716,667	25,449,632	47%
<i>Value Based (QIP, HPSM P4P)</i>	6,645,410	3,820,025	2,825,384	74%	36,438,301	38,200,253	(1,761,952)	-5%
<i>Other</i>	4,117,585	2,848,532	1,269,053	45%	27,784,360	28,485,317	(700,956)	-2%
28 <b>Total Patient Net and Program Revenue</b>	28,666,998	25,641,854	3,025,144	12%	252,865,034	256,418,542	(3,553,509)	-1%
29 <b>Other Operating Revenue</b>	1,643,917	1,181,890	462,027	39%	12,233,433	11,818,902	414,530	4%
30 <b>Total Operating Revenue</b>	30,310,915	26,823,744	3,487,171	13%	265,098,466	268,237,445	(3,138,979)	-1%

**San Mateo Medical Center**  
**Income Statement**  
**April 30, 2023**

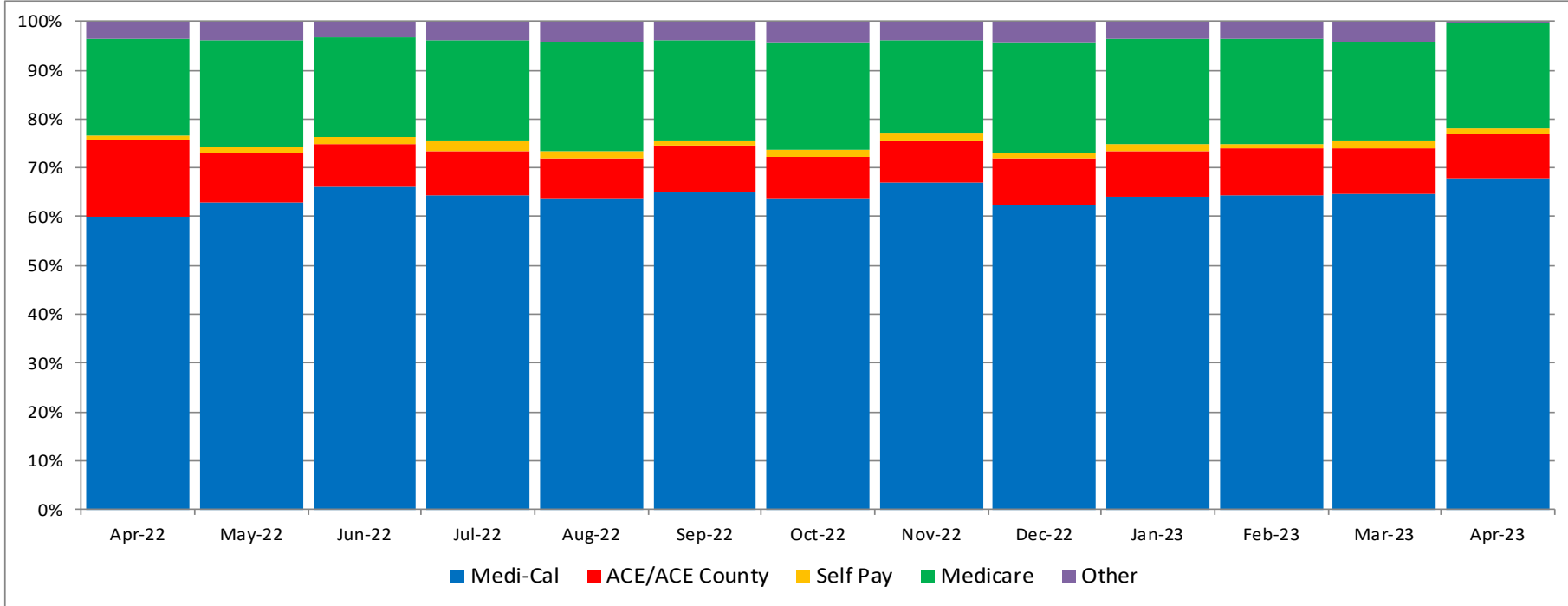
	MONTH				YEAR TO DATE			
	Actual	Budget	Variance	Stoplight	Actual	Budget	Variance	Stoplight
	A	B	C	D	E	F	G	H
<b>Operating Expenses</b>								
31 Salaries & Benefits	18,177,266	18,229,260	51,994	0%	177,776,231	182,292,597	4,516,365	2%
32 Drugs	2,102,530	1,286,937	(815,592)	-63%	13,631,750	12,869,373	(762,376)	-6%
33 Supplies	1,245,214	952,050	(293,165)	-31%	11,259,650	9,520,499	(1,739,150)	-18%
34 Contract Provider Services	6,566,585	4,685,379	(1,881,206)	-40%	49,398,622	46,853,790	(2,544,832)	-5%
<i>Registry</i>	2,764,910	1,663,840	(1,101,069)	-66%	17,984,990	16,638,404	(1,346,586)	-8%
<i>Contract Provider</i>	3,378,865	2,357,106	(1,021,759)	-43%	27,176,246	23,571,060	(3,605,186)	-15%
<i>ACE Out of Network</i>	380,786	564,839	184,053	33%	3,831,814	5,648,392	1,816,577	32%
<i>Other</i>	27,024	99,593	72,570	73%	420,571	995,934	575,363	58%
35 Other fees and purchased services	6,483,210	5,211,812	(1,271,397)	-24%	54,373,595	52,118,122	(2,255,472)	-4%
36 Other general expenses	788,368	729,995	(58,373)	-8%	7,727,997	7,299,952	(428,045)	-6%
37 Rental Expense	166,387	247,893	81,507	33%	1,677,196	2,478,932	801,737	32%
38 Lease Expense	735,826	735,826	0	0%	7,358,263	7,358,263	0	0%
39 Depreciation	290,333	227,938	(62,395)	-27%	2,854,538	2,279,384	(575,154)	-25%
40 <b>Total Operating Expenses</b>	36,555,719	32,307,091	(4,248,628)	-13%	326,057,842	323,070,914	(2,986,928)	-1%
41 <b>Operating Income/Loss</b>	(6,244,804)	(5,483,347)	(761,457)	-14%	(60,959,375)	(54,833,469)	(6,125,906)	-11%
42 <b>Non-Operating Revenue/Expense</b>	724,415	53,918	670,497	1244%	7,693,887	539,176	7,154,711	1327%
43 <b>Contribution from County General Fund</b>	5,429,429	5,429,429	(0)	0%	54,294,293	54,294,293	(0)	0%
44 <b>Total Income/Loss (GAAP)</b>	(90,960)	0	(90,960)		1,028,805	0	1,028,804	
(Change in Net Assets)								

**San Mateo Medical Center  
Payer Mix  
April 30, 2023**

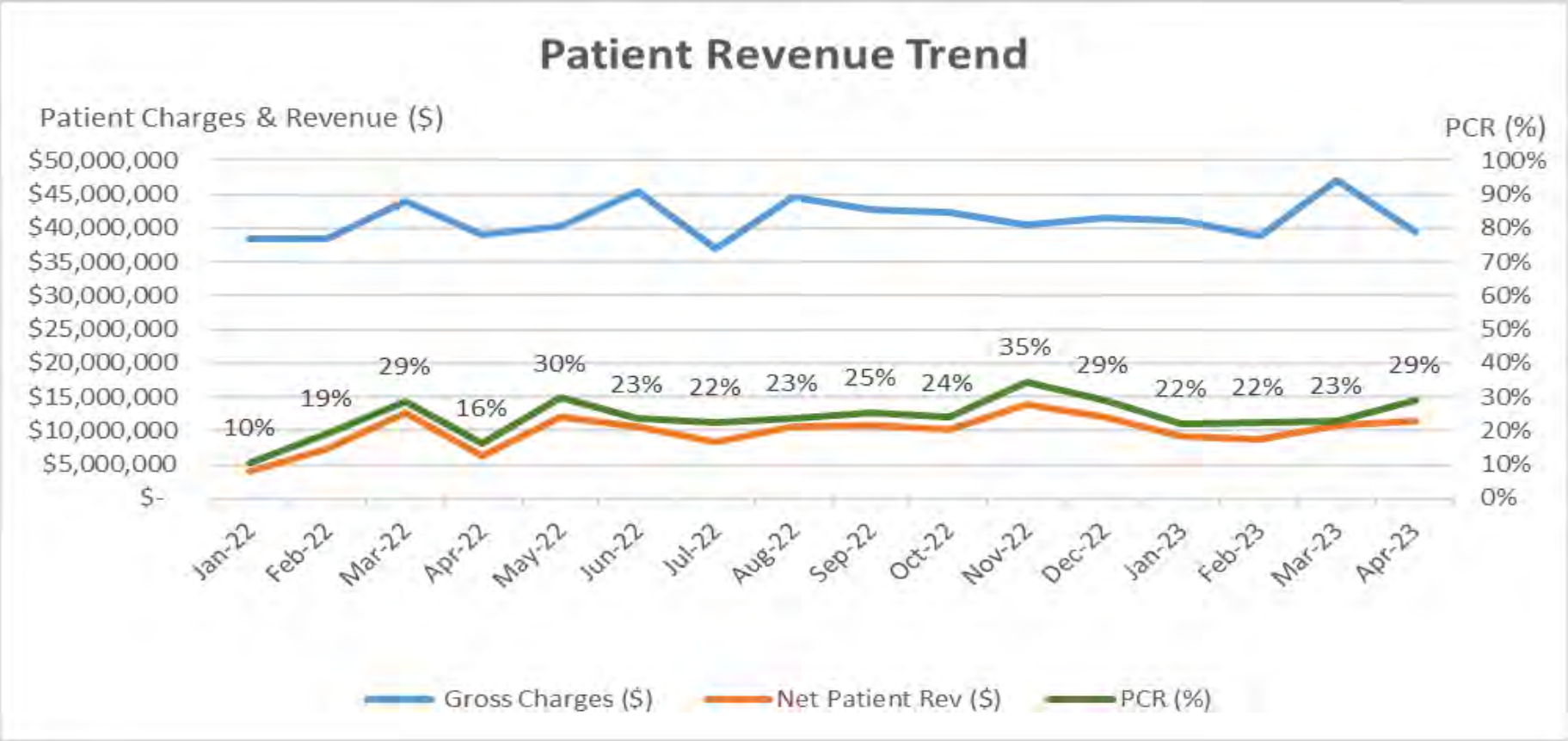
	MONTH			
	Actual	Budget	Variance	Stoplight
	A	B	C	D
Medicare	21.6%	22.7%	-1.1%	
Medi-Cal	67.8%	58.9%	8.9%	
Self Pay	1.2%	1.6%	-0.3%	
Other	0.3%	4.3%	-4.0%	
ACE/ACE County	9.1%	12.5%	-3.4%	
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>		

	YEAR TO DATE			
	Actual	Budget	Variance	Stoplight
	E	F	G	H
Medicare	21.2%	22.7%	-1.5%	
Medi-Cal	64.7%	58.9%	5.8%	
Self Pay	1.3%	1.6%	-0.3%	
Other	3.7%	4.3%	-0.6%	
ACE/ACE County	9.1%	12.5%	-3.4%	
<b>Total</b>	<b>100.0%</b>	<b>100.0%</b>		

**Payer Type by Gross Revenue**



# Fee-For-Service Patient Revenue Trend

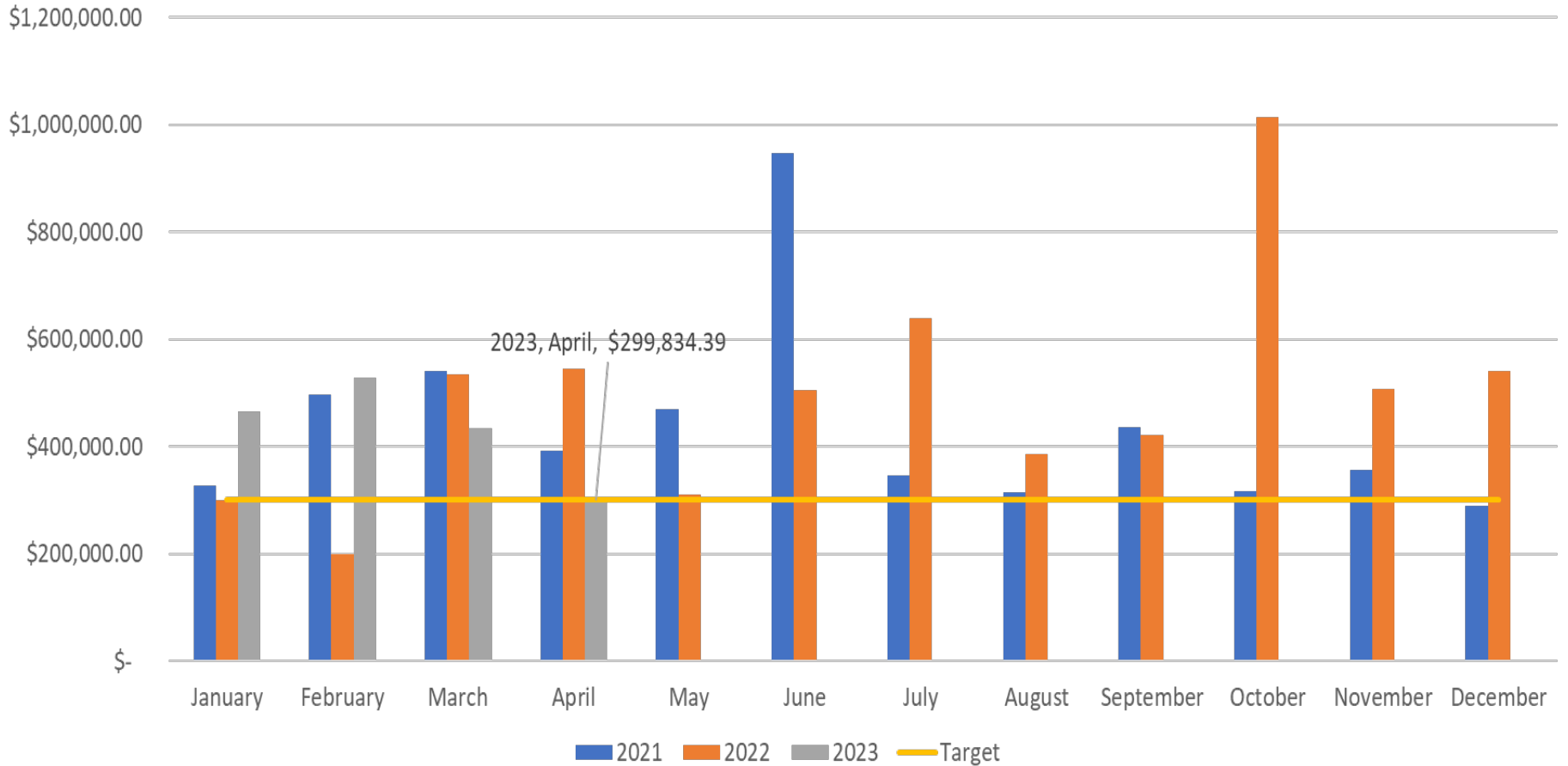


Budgeted PCR 27.5% (FY21), 33.9% (FY22), 31.2% (FY23)

Gross patient revenue is hovering around \$42M/month. The collection rate (PCR) in FY23 is trending at average 25%. PCR surge in Nov 22 and dips earlier this year was due to one-time adjustments. PCR is expected to remain in mid 20s for the rest of this fiscal year.

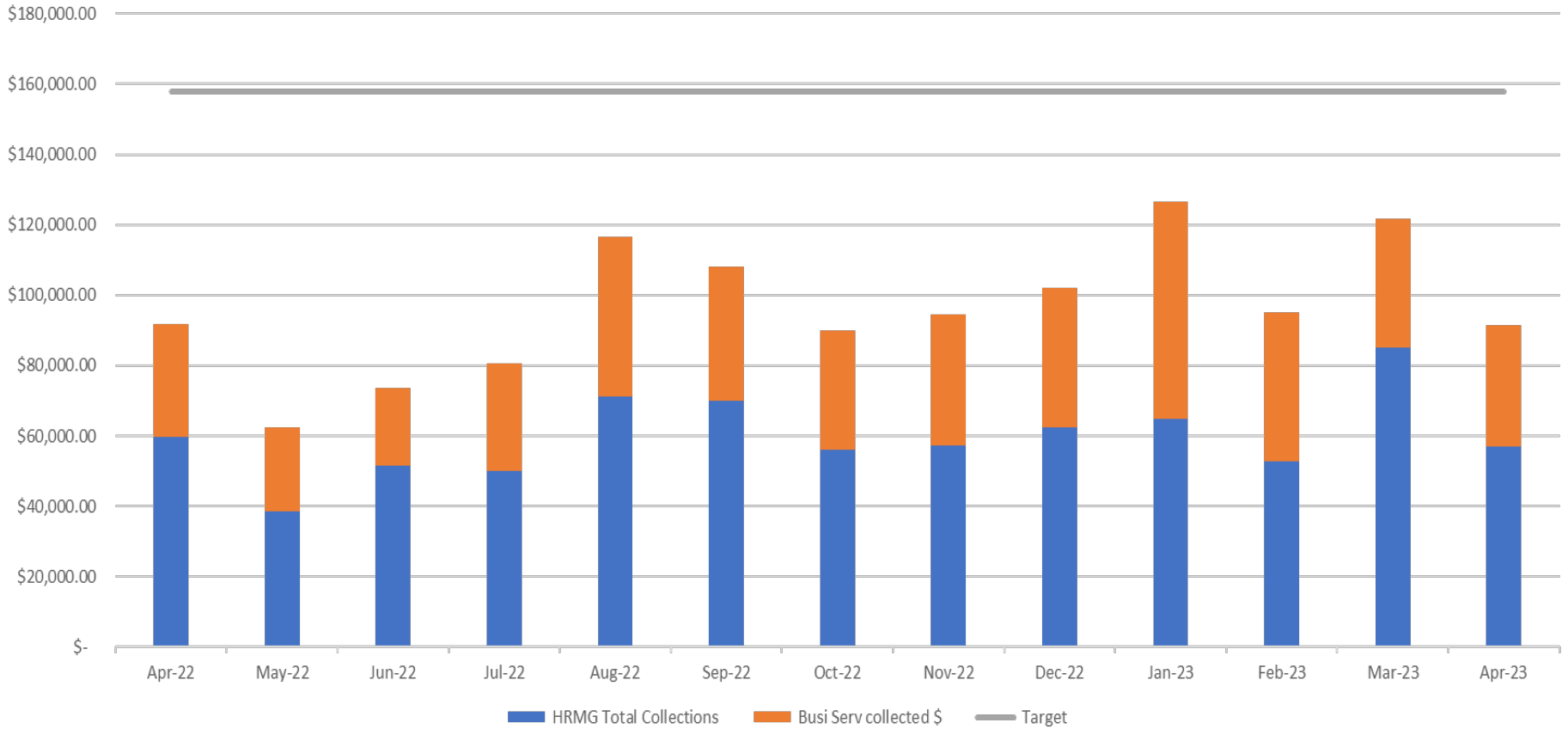


# Fee-For-Service Commercial Collections



*July 2020 MMX began supporting PFS with Commercial Collections*

# Fee-For-Service Self Pay Collections

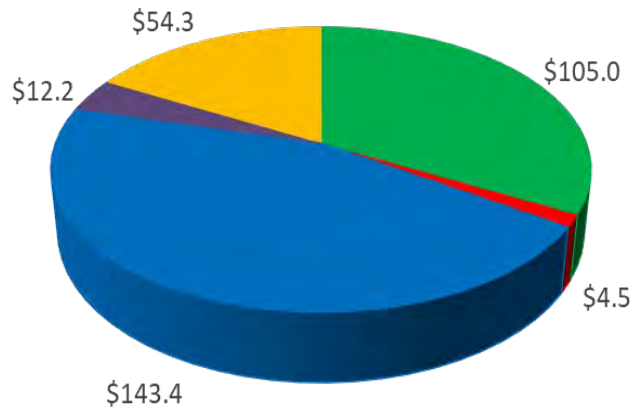


SMMC contracted with Healthcare Revenue Management Group to support SMMC's Business Services unit with collections of self-pay balances

# Revenue Mix

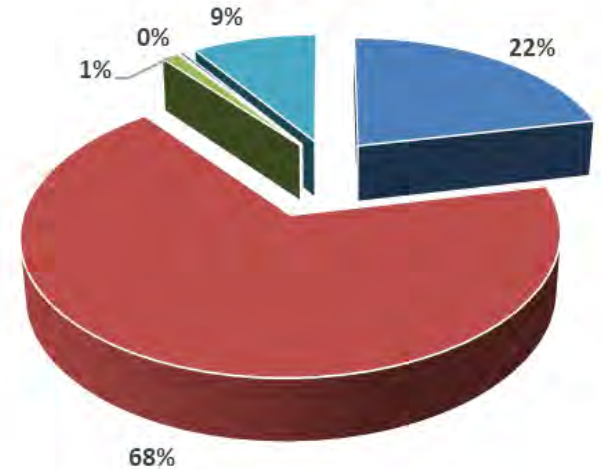
## Sources of Revenue

(Dollars in millions)



■ Fee For Service ■ Capitation ■ Supplemental ■ Other ■ County Contribution

## Payor Mix



■ Medicare ■ Medi-Cal ■ Self Pay ■ Other ■ ACE

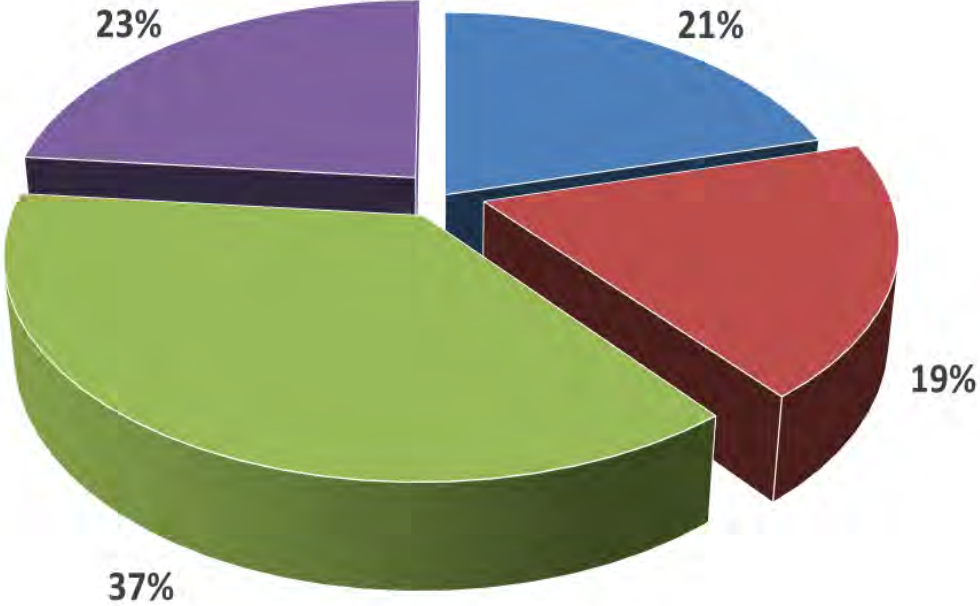
**Total YTD Revenue** of \$319 million consists of 45% in Supplemental Programs and 33% in Fee For Service

**Health Plan of San Mateo (HPSM)** represents 31% of our Operating Revenue

- Medi-Cal Managed Care and Medicare Managed Care FFS
- Medi-Cal PCP Capitation

**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.

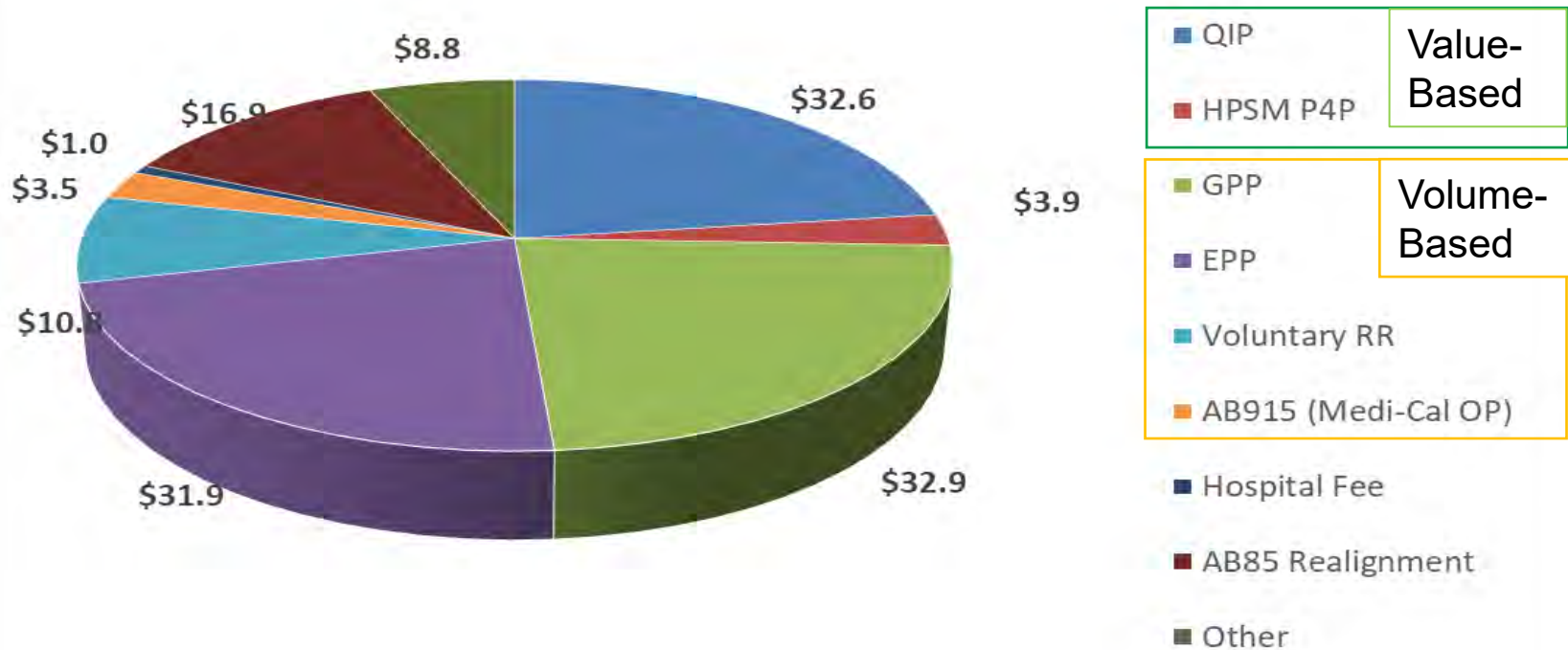
# Revenue Mix by Service Line



■ Inpatient      ■ Hospital ED & Outpatient      ■ Ambulatory Clinics      ■ Ancillary Services

# Supplemental Revenue Mix

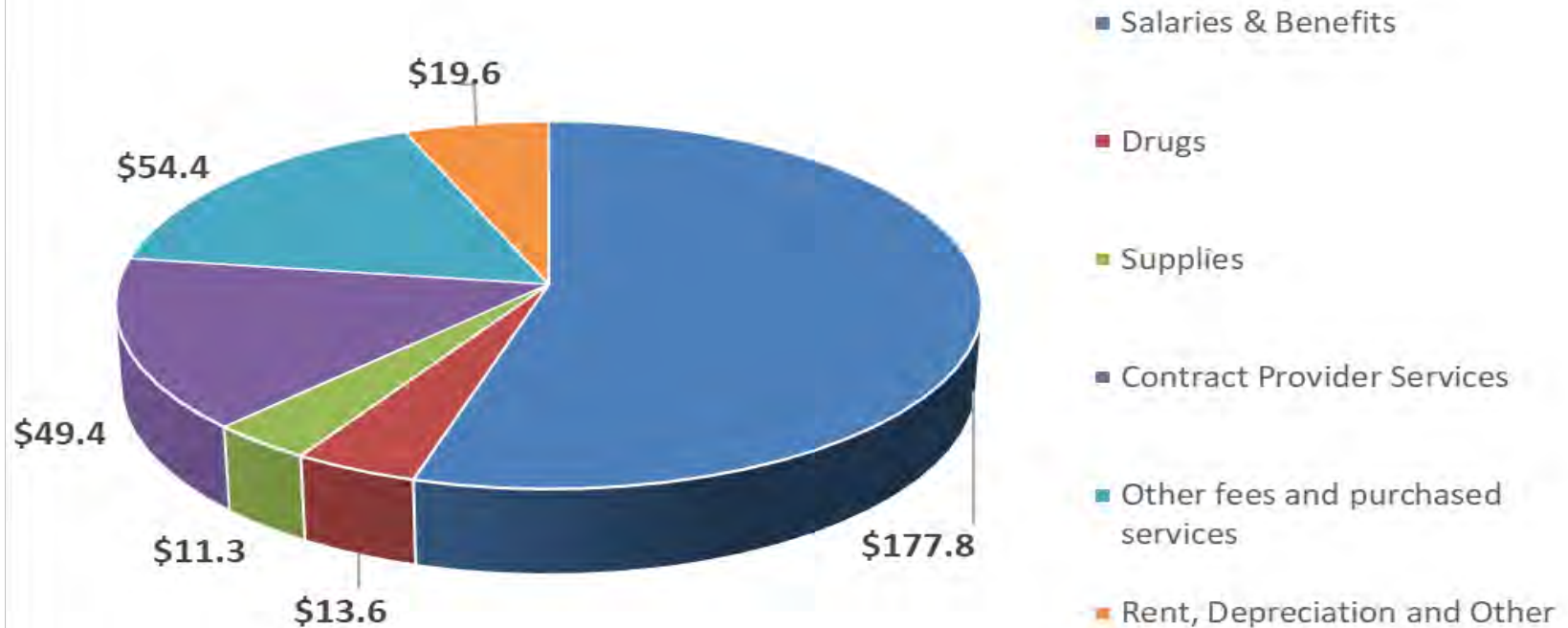
(Dollars in millions)



- **Value-Based** programs, including Capitation revenue, represents 26% of total revenue
- **Volume-Based** supplemental programs, plus FFS revenue, represent 56% of total revenue

# Total Operating Expenses

(Dollars in millions)



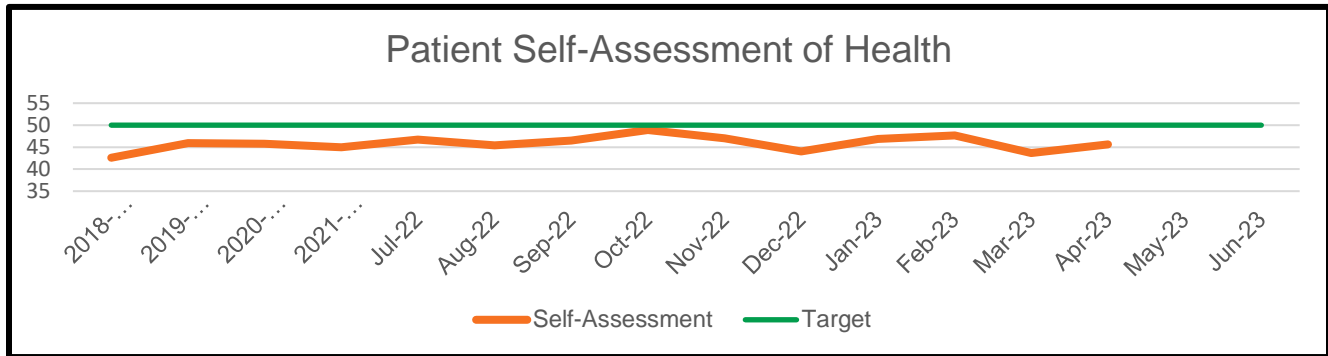
**Salaries & Benefits** represent 55% of total expenses

**Personnel costs\*** represent 70% of total expenses

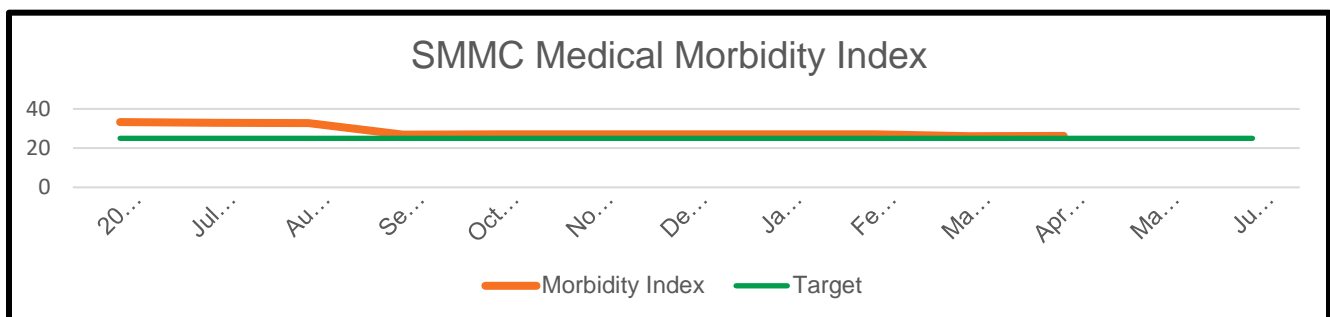
\* Personnel costs includes S&B plus Registry/Contract Providers



### Excellent Care



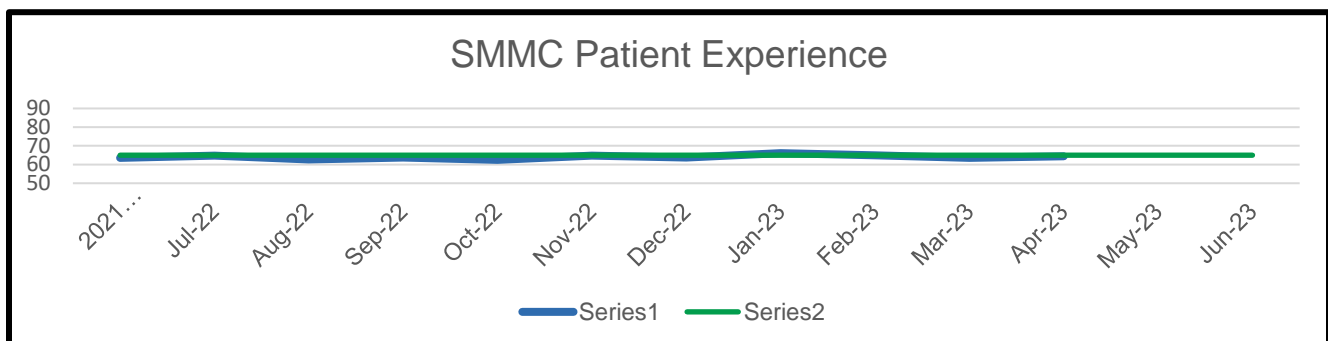
**Patient Self-Assessment of Health:** All Primary Care patients receive an experience survey. One question asks them to rate their health from poor to excellent. This is the percentage that rate their health as very good or excellent. **Higher is better.**



**Medical Morbidity Index:** This represents the percentage of SMMC patients who meet one or more of the following criteria: Inadequately Controlled Diabetes, Inadequately Controlled Hypertension, Obesity, or a Positive Depression Screen. **Lower is better.**

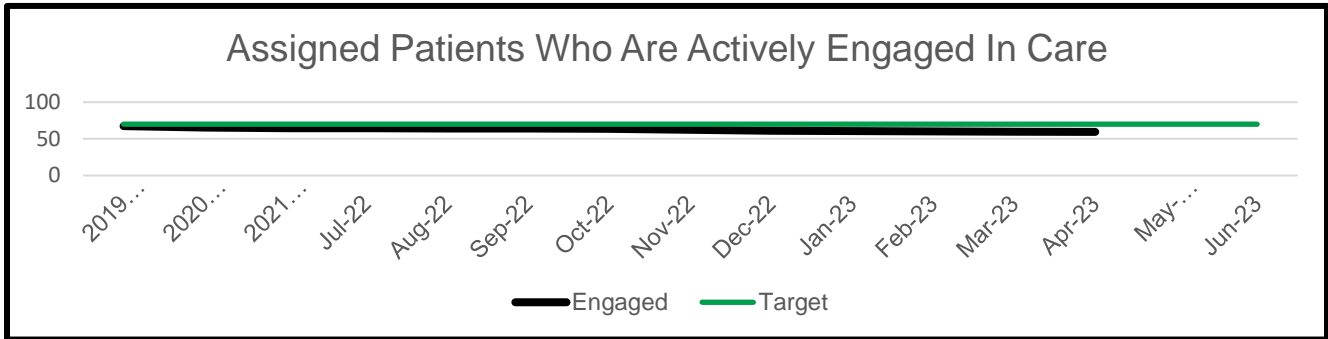


### Patient Experience



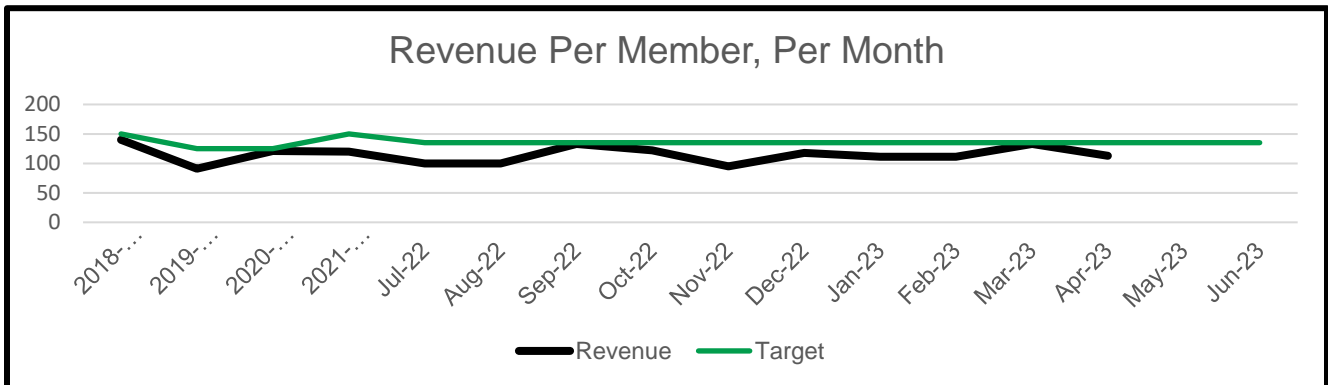
**Patient Experience:** Percentage of patients who answered affirmatively to the patient experience survey question: “Did the staff work together to meet your needs?” **Higher is better.**

 Access to Care

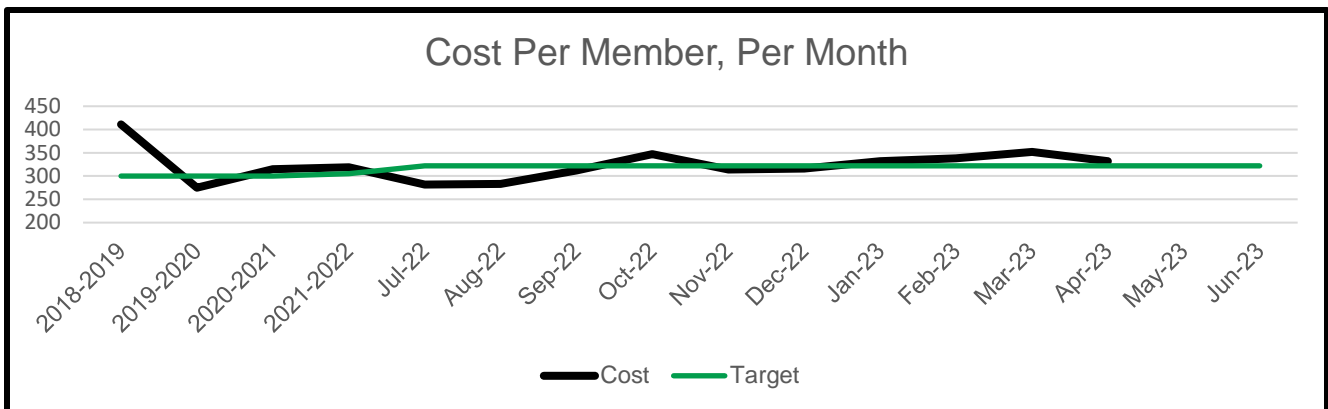


**Assigned and Engaged:** Percentage of patients assigned to SMMC by the Health Plan of San Mateo who are actively engaged in Care. **Higher is better.**

 Financial Stewardship



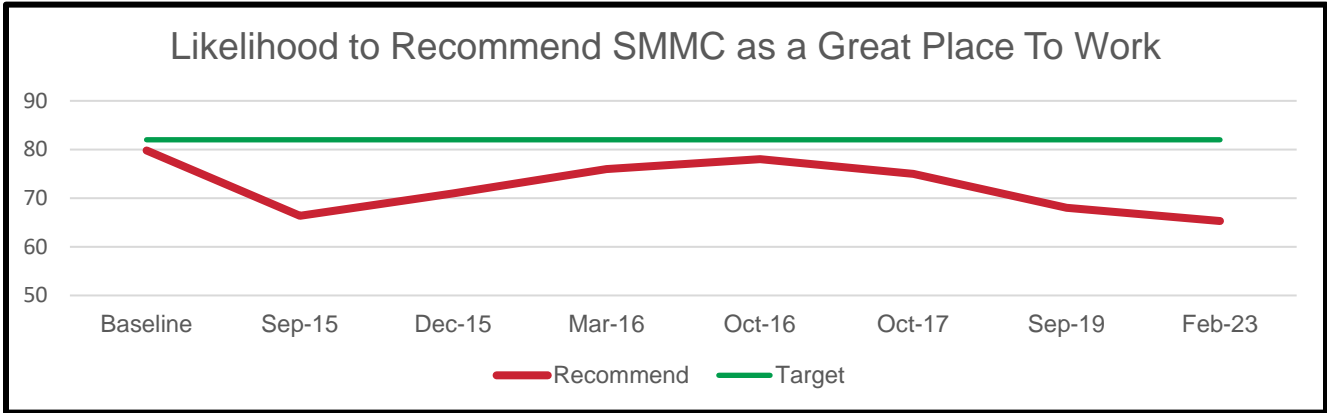
**Revenue Per Member, Per Month:** Total patient revenue divided by total number of assigned members. **Higher is better.**



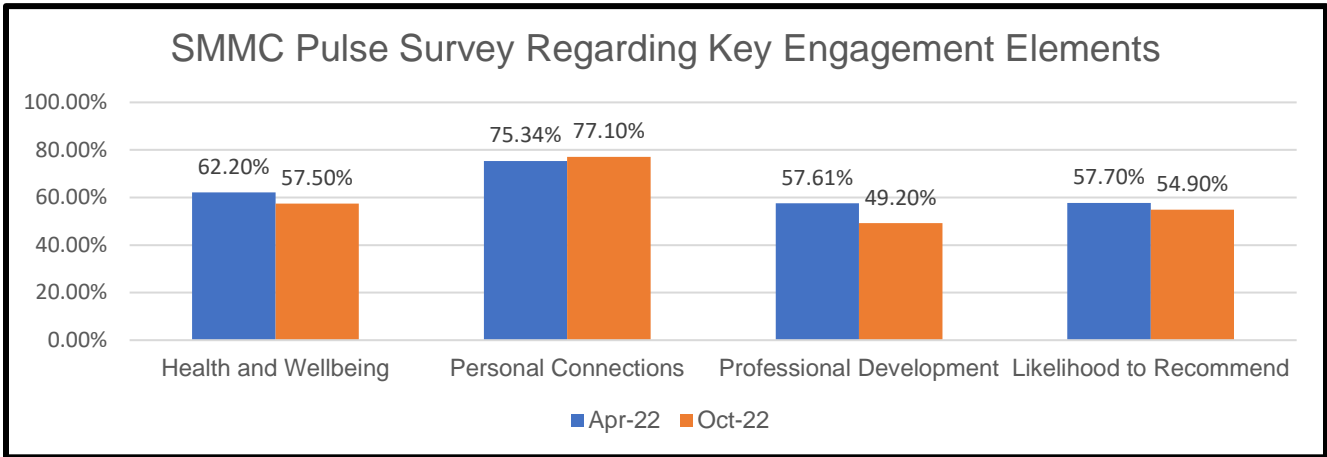
**Cost Per Member, Per Month:** Total cost divided by total number of assigned members. **Lower is better.**



 Staff Engagement



**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. -*Awaiting next County survey.* **Higher is better.**



**SMMC Staff Engagement Pulse Survey:** Percentage of staff who agree or strongly agree that 1) organization actively supports health and wellness 2) staff member has personal connections at work 3) organization supports professional development 4) staff member would recommend SMMC as a great place to work. **Higher is better.**

# Strategic Updates, Recognitions & Awards



*Pictured above, left: SMMC Nurses enjoying the Nurses Day fiesta. Pictured above, right: Bhavana Pingte, pulmonary function technologist (PFT) respiratory therapist receives a certificate of appreciation.*

## **Introducing the EHR Implementation Project Name: Integr8 Health**

After reviewing almost one hundred staff submissions, the EHR Executive Steering Committee announced the project name and tagline: Integr8 Health - Empowering people to advance excellent care and health equity.

We are excited to have a name that reflects who we are as an organization and our goals for the project, including breaking down barriers and silos in our systems and optimizing the workflows in our continuum of care. Supported by Epic's technology, we envision true care integration across departments and divisions, which will improve care and equity and truly help patients live longer, healthier lives.

## **Nurses: The Heart of Healthcare**

Every year on May 12, Florence Nightingale's birthday, we celebrate our nurses. The planning committee always makes a big splash to be sure our nurses feel special. This year's fiesta was no exception.

Of course, we are grateful for our nurses every day. They are often the ones closest to the patient, making sure they have what they need and understand their medical instructions. We hear over and over from our patients how much they trust and appreciate their nurses. We also know the nurse/patient relationship can have a positive impact on health outcomes.

At this year's celebration, our nurses wore red shirts with the phrase, "nurses are the heart of healthcare" printed on the back. Special thank you to Kyle, Cynthia's Delmo's son, who created the artwork for the 2023 Nurses Day shirt.

Thank you to this year's Planning Committee: Carlton Mills, Rob Larcina, Marie Sheppy, Cynthia Javines Delmo, James Mercado, Bindu John, Raquel Villarina, Rachael Rivers, Cyndee Grivas, Vicky Magana, Thannette Herico, Komal Saraiya, Amber Murphy, Carla Mansfield, Michele Medrano, Kristin Sykes, Martin Cordero, Violeta Evangelista, Marta Torres, and Cecil Agdipa.

Thank you to Ron Senior and the Food & Nutrition team, especially Josh, who prepared the food.

Thank you to Kevin Herring, Lilly, and the Environmental Services team for helping with set-up and clean-up. Thank you to Jackie Pelka and Chad Below for helping decorate and to Patrick Grisham, Rachel Daly, and Linda Wallach for helping serve lunch.

Thank you to The San Mateo County Health Foundation for their overall support. Finally, thank you to Supervisor Corzo who came out to celebrate our nurses in person.

### **Hospital Week Gratitude**

San Mateo Medical Center staff enjoyed another successful hospital week celebration May 8-12, 2023. Staff at all locations and on all shifts were treated to delicious meals and a gift of an insulated lunch bag, which is a small token of our immense gratitude for their dedication to our patients and the community.

The week-long event always requires numerous people to plan and implement and I am grateful to each of them.

Thank you to Robert Blake who spearheaded the event. Thank you to Jackie Pelka who worked tirelessly to secure all the volunteers needed to serve food at every location. Thank you to every supervisor, manager, and executive who took the time to serve our amazing staff.

Thank you to Jackie Pelka, Rachel Daly, Michelle Lee, Patty Cruz-Guzman, Janette Gomez, and staff from the Diagnostic Imaging Department: Emma Quadra, Elena Bonzani, Adam Lindaman, Paige Dickson, Monique Salinas, and Michelle Nguyen, who assembled and coordinated the distribution of the lunch bags.

Thank you to Kevin Herring and his Environmental Services team for being on top of the recycling, trash, and clean-up. Thank you to Ron Senior and his Food & Nutrition team for securing food warmers and other supplies.

A special thank you to the San Mateo County Health Foundation staff who secured the food, ordered the gifts, and provided additional financial support to the event: Dana Floro, Ksenia Chistyokova, Maria Reyes, and John Jurow. Finally, thank you to Supervisor Canepa who was able to join the festivities at our Fair Oaks Health Center location.

### **Michele Medrano named Deputy Director of Nursing Services, Ambulatory Care**

Michele Medrano recently accepted the position of Deputy Director of Nursing Services, Ambulatory Care.

Michele began her nursing career 21 years ago at San Mateo Medical Center. She spent the first 13 years as a Critical Care Nurse in the ICU, developing keen critical thinking skills and providing exceptional patient-centered care. Her desire for knowledge and self-development led her to the role of Infection Control and Employee Health Manager. During the last eight years, she guided SMMC through the Pandemic, led multiple Joint Commission surveys, and implemented policies and standard work across the organization.

Michele co-led the Covid-19 vaccine taskforce, playing an essential role in the high vaccination rates among staff and patients. In June of 2022, she assumed the role of WOC Clinical Services Manager of Ambulatory Nursing Practice and the Keller Center, where she oversaw and monitored nursing practices. She worked collaboratively with the medical staff, executive management, other Health divisions, and community stakeholders to develop policies and procedures to ensure we provide safe, high-quality care.

Michele earned an Associate of Science in Nursing at the College of San Mateo and a Bachelor of Science in Nursing from San Francisco State University. Additionally, she acquired her Certification in Infection Control in 2019. Throughout her tenure, Michele participated in the Management Development Program, Integrated Nurse Leadership Program, and received the SMMC Leadership Excellence Award.

I am excited to have Michele's extensive experience and clinical expertise in this new leadership role.

### **Bhavana Pingte Recognized for Outstanding Achievement**

Bhavana Pingte has been with the County for 17 years as a respiratory therapist (RT). She accepted her current role as the full-time pulmonary function technologist (PFT) respiratory therapist III position in April 2022. Even before taking the lead role in the pulmonary function lab, Bhavana exhibited unwavering dedication to improving patient access to PFT. Since taking her lead role, she has increased PFT procedures by 23% over the previous year.

Bhavana and her team handle physician referrals, patient appointment scheduling, and testing. She earned her National Board of Respiratory Care (NBRC) Registered Pulmonary Function Technologist Credential (RPFT) in early 2023. The RPFT credential is a distinctive achievement among respiratory therapists and only has a 28% pass rate for this examination. Bhavana was awarded a certificate of appreciation from SMMC's Respiratory Department for the stellar work she performs for our community.

### **Breakthrough Strategic Initiative Continues to Move Forward**

We continue to move forward with our Breakthrough Strategic Initiative focused on Improving our Improvement System and have reached an exciting next phase. Our "Council Creators" workgroup has been moving forward with constructing the central hub of our improvement system through the creation of Improvement Councils that will be responsible for making key improvement decisions and supporting improvement design teams composed of staff who do the work. The workgroup has identified the need for 10 councils focused on different patient needs. Six of those councils have been brought together already, starting with an initial orientation to the work. By June 7<sup>th</sup>, we expect all 10 councils will have been oriented. Meanwhile, our "Spreading Workflows" workgroup is collaborating with our "Meeting Emergency Needs" Improvement Council to use and refine our various improvement tools up through the spread of a single workflow to multiple units. I will look forward to continuing to update the board as this exciting work progresses.

### **Continued Preparation for Epic Implementation**

The work described above focused on improving our improvement system is also a critical part of our Epic preparation as our Council and Design Team structure will not only serve as the bulk of our governance model for Epic, but it will also be the mechanism by which we will make the workflow changes necessary to ensure a successful implementation. We are also moving forward on our other focus areas during this "pre-work" stage of the implementation. This includes HIT recruitment of the personnel needed to support the system and identifying and solidifying all our 3<sup>rd</sup> party contracting needs (supplementary software that will be needed during and potentially after the Epic implementation). We remain on track for an anticipated go live in the fall of 2024.

###



**May 2023**

# 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	23,064 (April)	0.8%	-15.9%
SMMC Emergency Department Visits	3,346 (April)	3.3%	7.2%
New Clients Awaiting Primary Care Appt.	Data Not Available	NA	NA

## State recognizes Travis Kusman as EMS Administrator of the Year



The California Emergency Medical Services (EMS) Authority awarded Travis Kusman, director of Emergency Medical Services, the EMS Administrator of the Year award. This is the highest recognition that the California EMS Authority bestows on local agency leaders and is reserved for those who have substantially impacted emergency medical services locally and at the statewide level.

The award praised Kusman for his “tireless commitment, patient-centric approach, and leadership in leveraging relationships and resources across EMS, public health, public safety, and emergency management are hallmarks of his 28 years of public service. Throughout his career he has distinguished himself through noteworthy contributions at the local, regional, statewide, national, and international EMS system levels.”

**As County Health’s** director of emergency medical services, Kusman oversees the planning, implementation, and regulation of the county’s 911 emergency medical services system and coordinates countywide disaster medical preparedness and response. He also serves as the Regional Disaster Medical Health Coordinator (RDMHC) for the **Governor’s Office of Emergency Services Coastal Mutual Aid Region, comprised of sixteen counties with a total population of approximately eight million people.**



## **Get Healthy San Mateo County awards \$490K for community projects**

Four projects have been selected for 2023 Get Healthy San Mateo County Community Implementation Funding to focus on place-based primary prevention and health equity efforts. Funding will be for two years beginning July 1, 2023 (with the exception of the City of Redwood City, which is funded for a one-year pilot). The four projects support the following three priority areas:

- *Civic Engagement*: to implement activities that foster leadership in people most affected by health inequities. Youth Leadership Institute has been selected and will train young leaders of color to learn about how boards and commissions influence change, why youth voices and lived experiences are needed in city government, and strategies for applying and securing a position on a board or commission.
- *Community Collaboration for Children's Success*: to addresses inequities highlighted through neighborhood action plans. Climate Resilient Communities will expand youth career development opportunities in East Palo Alto, Belle Haven, and North Fair Oaks, and Redwood City will pilot an Economic Mobility and Inclusive Engagement Management Fellow to create a city action plan on economic empowerment to expand living wage job opportunities and provide targeted support to increase household income.
- *Restorative Justice Practices in School Settings*: to support implementation of restorative justice practices as an alternative to punitive, exclusionary discipline in school settings. Cabrillo Unified School District has been selected to develop and implement a three-year plan for the entire school district.

## **State funding to support case management for older and dependent adult victims of abuse**

Aging and Adult Services has been awarded two rounds of state funding totaling \$1.79M through 2025 to contract with the Institute on Aging to provide case management services for the Home Safe Program. Under the Adult Protective Services & Elder and Dependent Adult Protection Team (APS/EDAPT), the Home Safe Program serves persons who are alleged victims of abuse, neglect, or financial exploitation or are identified as being homeless or at risk of homelessness or housing instability. The voluntary program provides ongoing case management and assists in addressing chronic and immediate housing needs. State funding will allow the Institute on Aging to manage these cases in collaboration with APS/EDAPT to support best practices in working with individuals who are unhoused, transitionally housed or recently housed to provide critical supportive case management.

## **BHRS completes staff assessment about trauma & resiliency**

Through a two-year initiative called Trauma and Resiliency Informed Systems (TRISI), Behavioral Health and Recovery Services (BHRS) has completed an assessment based on staff feedback to continue to move forward as an equity and healing focused organization. The goal is to integrate policies, procedures, and practices into programs, structures, and culture to actively resist re-traumatization, promote resiliency, and heal the effects of trauma for individuals and organizations. The staff-wide assessment collected responses in areas such as trustworthiness and transparency, peer support, collaboration and mutuality, and cultural, historical, race and gender awareness. One key finding was that high percentages of staff are confident that change is possible and even higher proportions are willing to help make it happen. BHRS is working to embed the TRISI learning and the voice of the workforce in its work. The first phase will include updating the Multicultural Organizational Development Plan to include the TRISI principles. The other County agencies participating in the TRISI process are the Office of Education and the Human Services Agency's **Children and Family Services unit**.

## **Kapwa Kultural Center to open café to provide culturally responsive & accessible services**

With support from Behavioral Health and Recovery Services, funding from the Mental Health Services Act will promote an innovation project at the Kapwa Kultural Center (KKC) in Daly City. Serving the Filipino community, the center will open a café to introduce social enterprise innovation and provide culturally responsive and accessible services to youth. The café will generate profit through the sale of boba tea and food to support the financial sustainability of youth-focused programming.

Since 2021, KKC has focused on securing a physical space, engaging community leaders and youth in the development of programming, and hiring staff.