



SAN MATEO COUNTY HEALTH

**SAN MATEO
MEDICAL CENTER**

BOARD OF DIRECTORS MEETING

Monday, October 2, 2023
8:00 AM – 10:00 AM

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



AGENDA

Board of Directors **Monday, October 2, 2023** **8:00 AM**

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 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
2. Quality Report

Dr. Frank Trinh
Dr. Scott Oesterling

Informational Items

3. Medical Executive Committee

Dr. Frank Trinh

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. August 7, 2023 Meeting Minutes
2. Reappointment of Deborah Lee Torres to the SMMC Governing Board

G. MEDICAL STAFF REPORT

Chief of Staff Update

Dr. Frank Trinh

H. ADMINISTRATION REPORTS

- | | |
|----------------------------|--|
| 1. Strategy and EHR Update | Dr CJ Kunnappilly Verbal |
| 2. Compliance | Gabriela Behn..... Verbal |
| 3. Serenity House | Louise Rogers Verbal
Talisha Racy |
| 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. RESOLUTION

1. Adopt a Resolution regarding the Hospital Board's oversight of SMMC's Compliance Program as required by SMMC Corporate Integrity Agreement (CIA)

K. COUNTY EXECUTIVE OFFICER REPORT

Mike Callagy

L. BOARD OF SUPERVISOR REPORT

Supervisor David Canepa

M. 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, 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, June 5, 2023

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

Board Members Present

Supervisor Noelia Corzo
Mike Callagy
Louise Rogers
Dr. CJ Kunnappilly
Dr. Steve Hassid
Dr. Brita Almog
Dr. Gordon Mak

Staff Present

Janette Gomez	Rebecca Archer	Priscilla Romero
David McGrew	Gabriela Behn	Lisa Smusz
Dr. Alpa Sanghavi	Rachael Rivers	Roberta Larcina
Dr. Yousef Turshani	Suja Georgie	Sarah Garay
Dr. Amar Dixit	Chad Below	
	Edith Cabuslay	

ITEM	DISCUSSION/RECOMMENDATION	ACTION
Call to Order	Supervisor Corzo called the meeting to order at 8:05 AM, and the Board adjourned to a Closed Session.	
Reconvene to Open Session	The meeting was reconvened at 8:32 AM to Open Session. A quorum was present (see above).	
Report out of Closed Session	Medical Staff Credentialing Report for June 5, 2023. QIC Minutes from April 25, 2023. Medical Executive Committee Minutes from May 9, 2023.	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	No report.	FYI
Consent Agenda	Approval of: 1. Hospital Board Meeting Minutes from May 1, 2023	It was MOVED, SECONDED, and CARRIED unanimously to approve all items on the Consent Agenda.
Medical Staff Report Dr. Steve Hassid	Dr. Hassid reported we currently have no COVID patients in the hospital. On May 24, SMMC celebrated the 2023 Medical Staff Dinner, the first in 4 years. Supervisor Canepa, Supervisor Corzo, and Mr. Callagy joined the celebrations with the Medical Staff. Tributes were given to Dr. Morrow after 30 years of service and Dr. Rockman for 50 years of service.	FYI

	<p>The newly elected Medical Staff leaders were announced, Doctors Curry Lee, Vivian Levy, Zach Plaut, Tiffany Tsurudome, Khushleen Jaggi, and Grace Hassid. Our affiliate members include Ryan Keefe, PA, Christopher Balkisson, NP, and Dr. Mak, who will continue his role as Treasurer.</p> <p>Dr. Hassid announced this would be his last Board of Supervisors meeting as Chief of Staff. Dr. Frank Trinh will transition as the new Chief of Staff, and Dr. Scott Oesterling as the new Vice Chief, succeeding Dr. Almog. The tremendous response to the pandemic stands out most to Dr. Hassid in the Hospital Board meetings over the last three years, the support for the Medical Center, and the vast effort to educate and outreach to all populations, especially in the COVID vaccination efforts. That effort led to one of the highest vaccination rates in the country, even in more hesitant groups, and saved countless lives.</p> <p>He will continue to be involved as a member of the Medical Executive Committee and continue his commitment as Head of Cardiology.</p>	
<p>Infusion Center Dr. Suja Georgie Rachael Rivers Sarah Gary</p>	<p>The Infusion Center (IC) opened its doors at San Mateo Medical Center in 2003 with seven treatment chairs. Thanks to the contribution of the Health Foundation, the Infusion Center has expanded, creating more space, privacy, and comfort for patients. It treats the highest annual patient count and celebrates 20 years on June 16.</p> <p>IC services for patients include intravenous or subcutaneous (Ex. Cisplatin), antimicrobial therapies (Ex. Ceftriaxone), biological agents (Ex. Humira), administration of blood products, intravenous iron replacement therapy, phlebotomy/ blood withdrawal, patient/ family education, and Bisphosphonate, Lupron, electrolytes services.</p> <p>The benefits of Infusion Care for the community include continuity of care, convenience of patient access, enhanced patient experience, lower cost, decreased readmission, decreased length of hospital stay, and specialized care of patients by an experienced team.</p>	<p>FYI</p>
<p>Clinical Laboratory Services. Chad Below</p>	<p>Our SMMC Laboratory provides multiple services, including: Chemistry: Glucose, thyroid, liver function testing Hematology/ Coagulation: Complete blood counts, urinalysis, blood clotting process. The red blood cells are measured and help with treatments. Pathology: Review tissues exam Microbiology/ Molecular: COVID testing, key identifies for blood cultures including C-Diff internal, which can diagnose rapidly with results within 1-2 hours. Point of care, Serology, and blood bank</p> <p>SMMC Laboratory staff include Clinical Laboratory Scientists, Medical Laboratory Technicians, and Lab Assistant/ Phlebotomists.</p>	<p>FYI</p>

	<p>In FY 2022, 1.65 million tests were performed at SMMC Lab, an increase of 27 percent over the previous year. There were 200-250 COVID samples performed weekly; positive COVID results were around five percent.</p> <p>Opportunities for growth: There is a nationwide shortage of qualified lab technicians, with an average vacancy rate of fifteen percent. Surveys estimate shortage to worsen over the coming years. Several factors impact the clinical laboratory workforce shortage. These factors include:</p> <ul style="list-style-type: none"> • The retirement of the aging workforce • An increase in demand for lab services • Vacancy rates that exceed the number of MLS and MLT graduates. <p>SMMC Lab Success:</p> <ul style="list-style-type: none"> • Stabilizing staffing to reduce burnout • Improving workflows to streamline testing • Regulatory compliance throughout the county medical center sites • Improve partnership with SMC Public Health Lab. • CellVision technology uses AI to accelerate lab results • Patient Care- Rapid Blood Culture ID, which cuts blood sepsis organism ID from 24-48 hrs. to 2 hours. It can perform limited drug resistance for improved antibiotic therapy. 	
<p>Decoded Edith Cabuslay Lisa Smusz</p>	<p>In 2016 the passage of Prop 64, which legalized the recreational use of cannabis for those 21 years and older, motivated The Board of Supervisors to fund a youth- and parent-focused cannabis education campaign. In addition to direct community education, the campaign included messaging through social media, which is the primary source of information for youth and young adults.</p> <p>The Cannabis Decoded campaign was created and became successful in reaching youth. During the COVID-19 pandemic, there was a health need for a youth-focused COVID-19 education program. The Crushing the Curve campaign was the result of that effort. The emergence of the youth mental health recovery period from the pandemic and the everyday mental health stressors between the Cannabis Decoded and The Crushing the Curve campaigns has led the program to re-orient its efforts.</p> <p>San Mateo County campaign partnered with eight Bay Area counties. The campaign ran from December 14, 2022 - April 5, 2023, by campaigning through media outlets such as Instagram, Snap Chat and Tik Tock in which 13,423,145 impressions (The number of times an ad or any other kind of digital content rendered on a person's screen) was seen by San Mateo County youth.</p> <p>The campaign evolved to "Decoded" to address multiple issues and topics relevant to young people. With this approach, the program can provide youth with fact-based, unbiased information about substances such as cannabis and opioids while also allowing the program to more easily address how these topics relate to other</p>	<p>FYI</p>

	<p>topics they care about, such as social and environmental justice, the intersection of these topics with mental health by providing resources and information to help address those underlying needs.</p> <p>The program helps with harm reduction information and targets the appropriate age level. The Decoded brand currently has 9,000 followers on Instagram.</p>	
<p>Financial Report David McGrew, CFO</p>	<p>The April FY 22/23 financial report was included in the Board packet, and David McGrew answered questions from the Board.</p>	FYI
<p>CEO Report Dr. CJ Kunnappilly</p>	<p>Dr. Kunnappilly presented the CEO report included in the Board packet and answered questions from the Board.</p> <p>Dr. Kunnappilly expressed gratitude to Dr. Hassid and Dr. Almog for their dedication in their roles on the board for the past 3 years, especially during the pandemic, and expressed excitement for Dr. Trinh and Dr. Oesterling in their new roles.</p>	FYI
<p>County Health Chief Report Louise Rogers</p>	<p>Louise Rogers announced that Dr. Kismet Baldwin- Santana will be transitioning as the new San Mateo County Health Officer, commencing August 7, 2023, succeeding Dr. Scott Morrow.</p> <p>San Mateo County is moving forward to the next two-year health budget, including SMMC, at a June budget hearing. The largest single investment and all-consuming focus for the two years, is implementing the new EPIC/Integr8 electronic health record. The two-year budget for FY 23-25 includes \$122 million associated with the EPIC/Integr8 project.</p> <p>The county learned that approximately 15% of our clients may lose coverage because they have been mistakenly disenrolled from Medi-Cal coverage, SMMC Health Coverage Unit is available to help those who should remain on Medi-Cal to navigate the process.</p> <p>BHRS has identified some one-time funds to develop more housing for patients with mental health and substance abuse challenges, and they are looking for a location in the northern part of the county.</p> <p>There is more funding coming from Behavioral Health in the pharmacy budget for the Correctional Health medication-assisted treatment for inmates in the jails, plus additional funding for the contracted Acute Psychiatry unit in the jail.</p> <p>Positions were added in Behavioral Health, Correctional Health, and other areas, such as the Epic implementation.</p>	FYI
<p>County Executive Officer Mike Callagy</p>	<p>Mr. Callagy attended the 2023 Medical Staff Dinner and expressed his appreciation to the Doctors for their immense dedication to our vulnerable patients in the county. He honored Dr. Steve Hassid's work in health as</p>	FYI

	our Chief of Staff during these past three years with COVID, Dr. Almog for all her dedicated work as Vice Chief, and Dr. Mak as he continues his role as Treasurer.	
Board of Supervisors Supervisor Noelia Corzo	No report.	FYI

Supervisor Corzo adjourned the meeting at 10:02 AM. The next Board meeting will be held on July 3, 2023.

Minutes recorded by:



Janette Gomez, Administrative Secretary

Minutes approved by:



Dr. Chester Kunnappilly, Chief Executive Officer



SAN MATEO COUNTY HEALTH

**SAN MATEO
MEDICAL CENTER**

San Mateo Medical Center
225 37th Avenue
San Mateo, CA 94403
650-573-2222 τ
smchealth.org/smmc

DATE: October 2, 2023

TO: SMMC Board Members

FROM: CJ Kunnappilly MD, Chief Executive Officer

RE: Recommendation to reappoint Deborah Lee Torres to public member seat on the Governing Board

Deborah Lee Torres has served as the “public member” on The San Mateo Medical Center Governing Board since November of 2015. Pursuant to Section 2.a.2 of Article V of the San Mateo Medical Center Bylaws, the Governing Board is responsible for appointing the public member by majority vote. The individual’s selection “shall be based on demonstrated potential ability to participate effectively in fulfilling the responsibilities of the Governing Board and SMMC, and in representing or responding to the various needs of the community serviced by SMMC.” SMMC Bylaws, Art. V, §2.a.7. Further, the individual “shall be selected for the experience, relevant areas of interest and expertise, and ability and willingness to participate effectively in fulfilling the responsibilities of a member.” Id.

In her time on the Governing Board, Ms. Torres has been an active and engaged member. She has demonstrated her commitment to not just the organization but the patients it serves and the community at large. Her experience and perspective have been extremely helpful to board discussions.

I have spoken to Ms. Torres, and she has greatly enjoyed her time on the board and remains committed to San Mateo Medical Center. Due to other responsibilities and obligations, she does not feel she can commit to another full term on the board. She has, however, expressed her willingness to remain on the board until a suitable replacement is identified.

Considering the above, it is my pleasure to recommend that the Governing Board reappoint Deborah Lee Torres as the “public member” of the San Mateo Medical Center Governing Board. This term would be from November 1, 2023 to October 31, 2027, but Ms. Torres would resign the board seat early once a suitable replacement is identified and approved by the Hospital Board.

As a reminder, Ms. Torres is a former San Mateo County employee. She is a Licensed Clinical Social Worker and worked for the County of San Mateo for 27 years. She worked for 21 years in the Mental Health Division of the Health Department in a variety of supervisory and managerial roles, including Deputy Director of Child and Youth Mental Health Services. She also worked in the Human Services Agency as Director of Prevention and Early Intervention Services, the Director of Child Welfare Services, and most recently as the Director of Collaborative Community Outcomes.





SAN MATEO COUNTY HEALTH

**SAN MATEO
MEDICAL CENTER**

In her most recent position Ms. Torres was responsible for overseeing a variety of programs, including the Center on Homelessness (managing contracts with the county's shelters and Core Service Agencies), Veterans Services, Child Care Services, the Service Connect Team (which offers realignment services for formerly incarcerated persons), the Fatherhood Collaborative, and the Day Laborer Program. She has served on countywide committees specifically addressing housing issues for the homeless populations, including the Interagency Council that oversees the County's HOPE Plan (Housing Our People Effectively, the County's 10-year plan to end homelessness), the Veterans' Task Force, and the Motel Voucher Program for families who are homeless, and she has worked with the community of East Palo Alto to address the needs of the homeless population in that city.

Just prior to her retirement Ms. Torres was the lead Human Services Agency staff overseeing the response efforts to the Hallmark Fire Apartment in Redwood City. She has extensive experience working collaboratively with County Departments, community-based organizations, and the diverse communities within San Mateo County.

I will be ready to discuss this recommendation at the next meeting of the Board should you have any questions.

Action Item: Consideration of a recommended candidate to serve as the public member of the SMMC Governing Board and vote on said recommendation.

ADMINISTRATION REPORTS

BOARD OF DIRECTORS SAN MATEO MEDICAL CENTER

Financial Report: August FY23-24

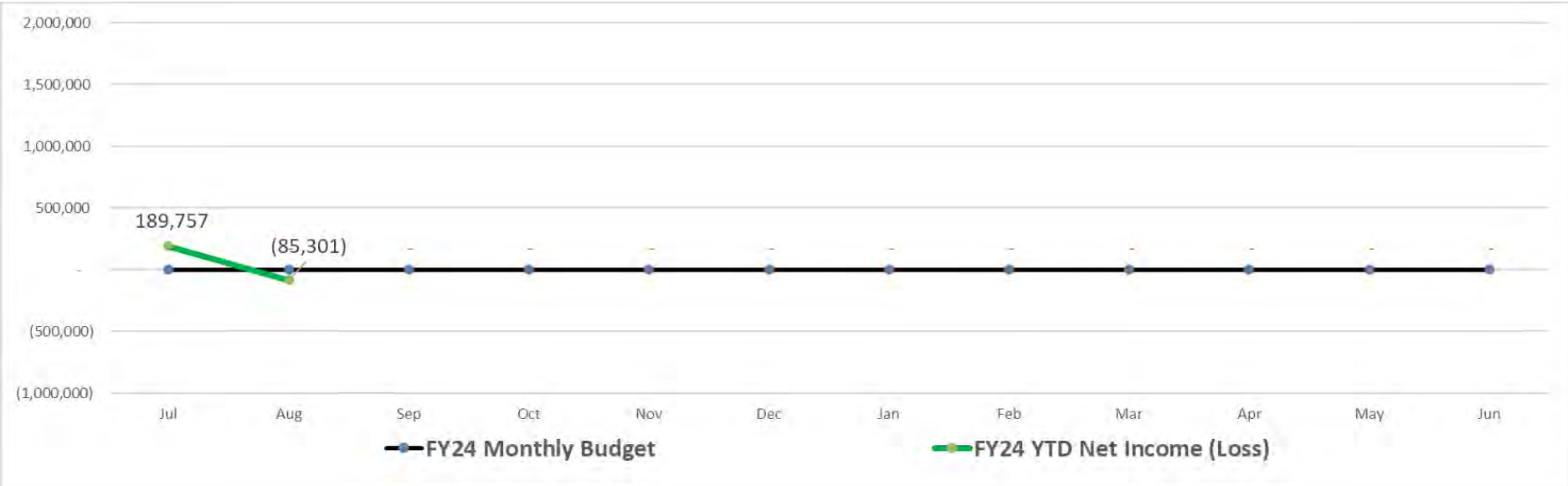
October 2, 2023

Presenter: David McGrew, CFO



SAN MATEO COUNTY HEALTH
**SAN MATEO
MEDICAL CENTER**

FY23-24 Cumulative YTD Financial Results



Net Income(loss) – Aug (\$275K), YTD (\$85K)

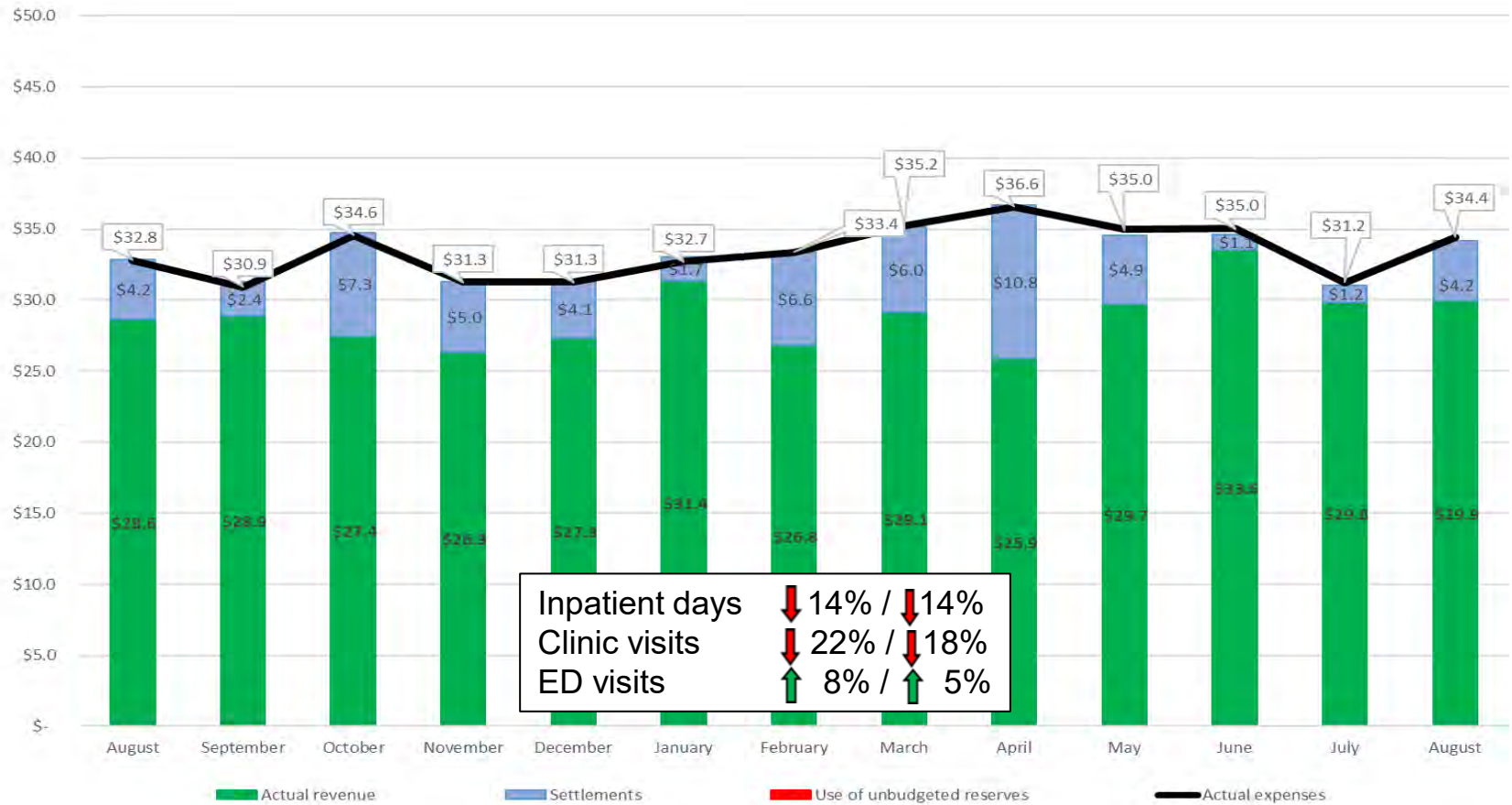
- FTEs 5% favorable
- Labor costs favorable by \$1.2M
- Prior year settlements by \$4.2M

- Timing of coding by CorroHealth
- Drugs
- Nursing registry
- FOHC rent increase

Aug FY23 Snapshot – August is close to a break-even and expected to be near breakeven throughout the year. 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 22% below budget for the month. Managed care membership started decreasing since July as eligibility redetermination resumed. Self pay increased in the payer mix coinciding with implementation of Medi-Cal/ACE redetermination.

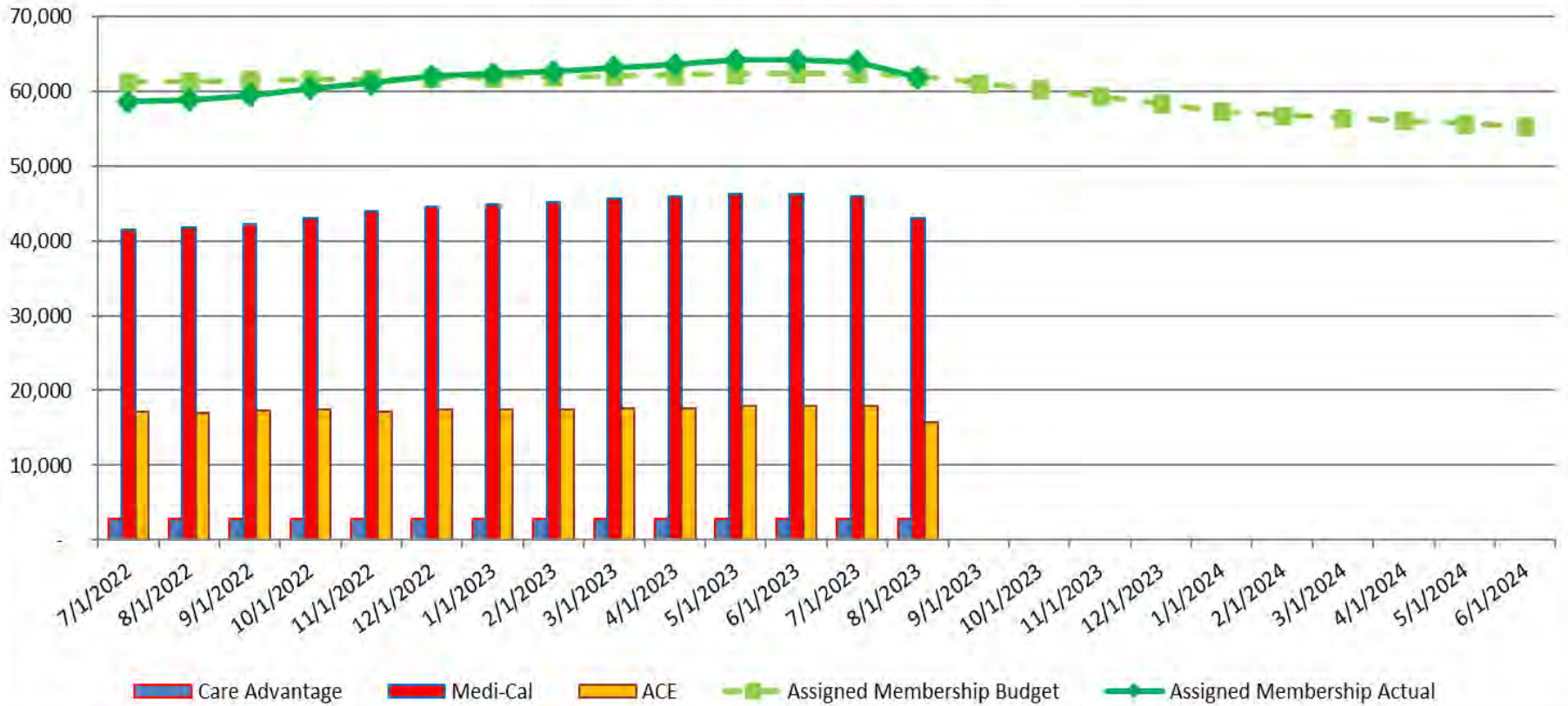
FY 23-24 Revenue & Expense Trend

SMMC's current operating revenue fluctuates around an average of \$29 million (green bar). Operating expenses (black line) in FY23 are averaging \$33 million per month and trending right at budget.



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

Managed Care Membership Trend

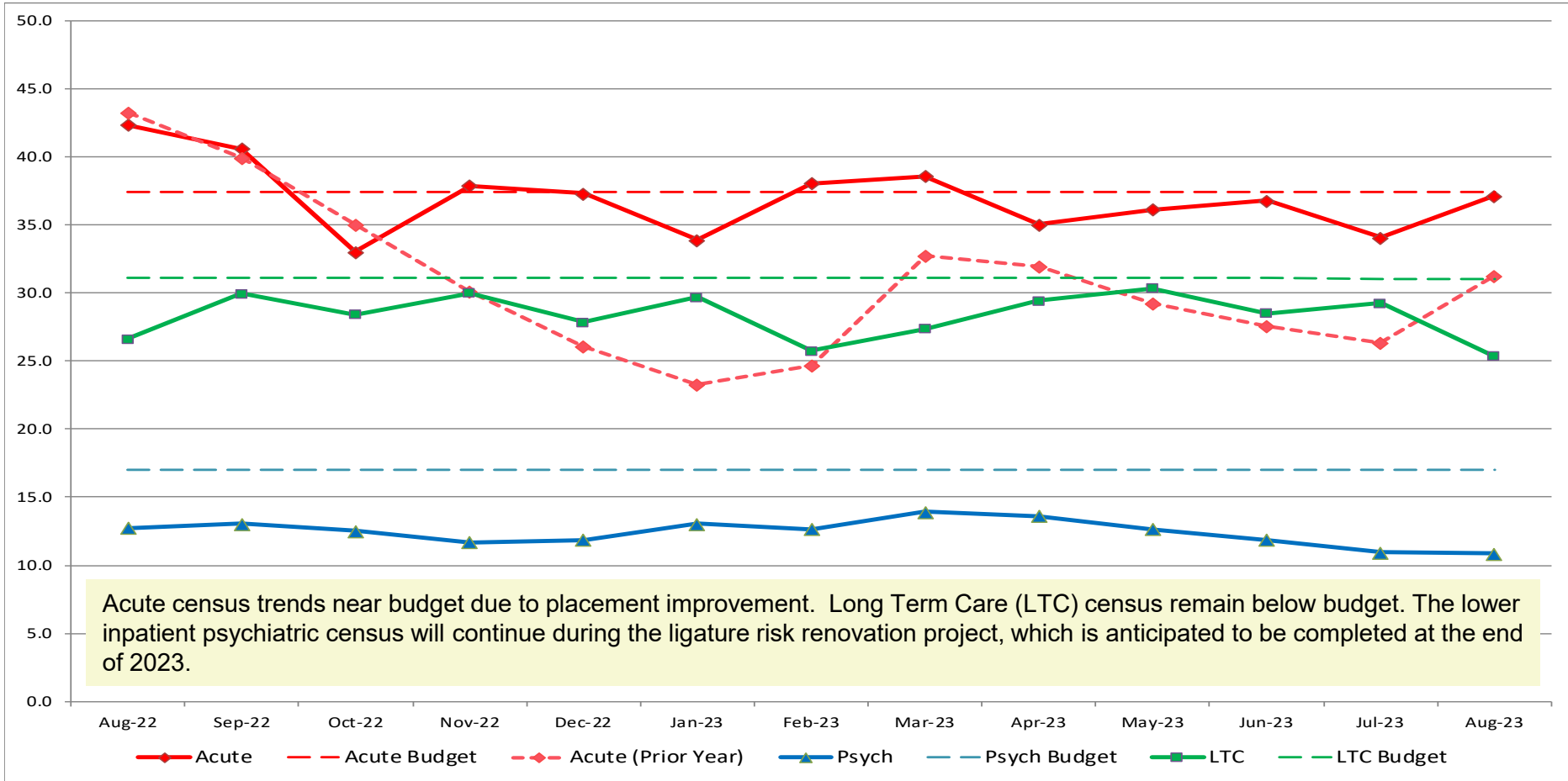


The membership in managed care programs peaked in May 2023 (40.5% increase for Medi-Cal since the onset of the COVID pandemic) and started trending down since. This is a result of the State restarting annual eligibility redeterminations at the end of the public health emergency. We anticipate the Medi-Cal expansion impacting the ACE 26-49 population will shift assignments from ACE to Medi-Cal, partially off-setting Medi-Cal assignment losses. By June 2024, total assignments losses of 7,000 are projected across all lines of business.

San Mateo Medical Center Inpatient Days August 31, 2023

MONTH			
Actual	Budget	Variance	Stoplight
2,273	2,649	(376)	-14%

YEAR TO DATE			
Actual	Budget	Variance	Stoplight
4,576	5,298	(722)	-14%

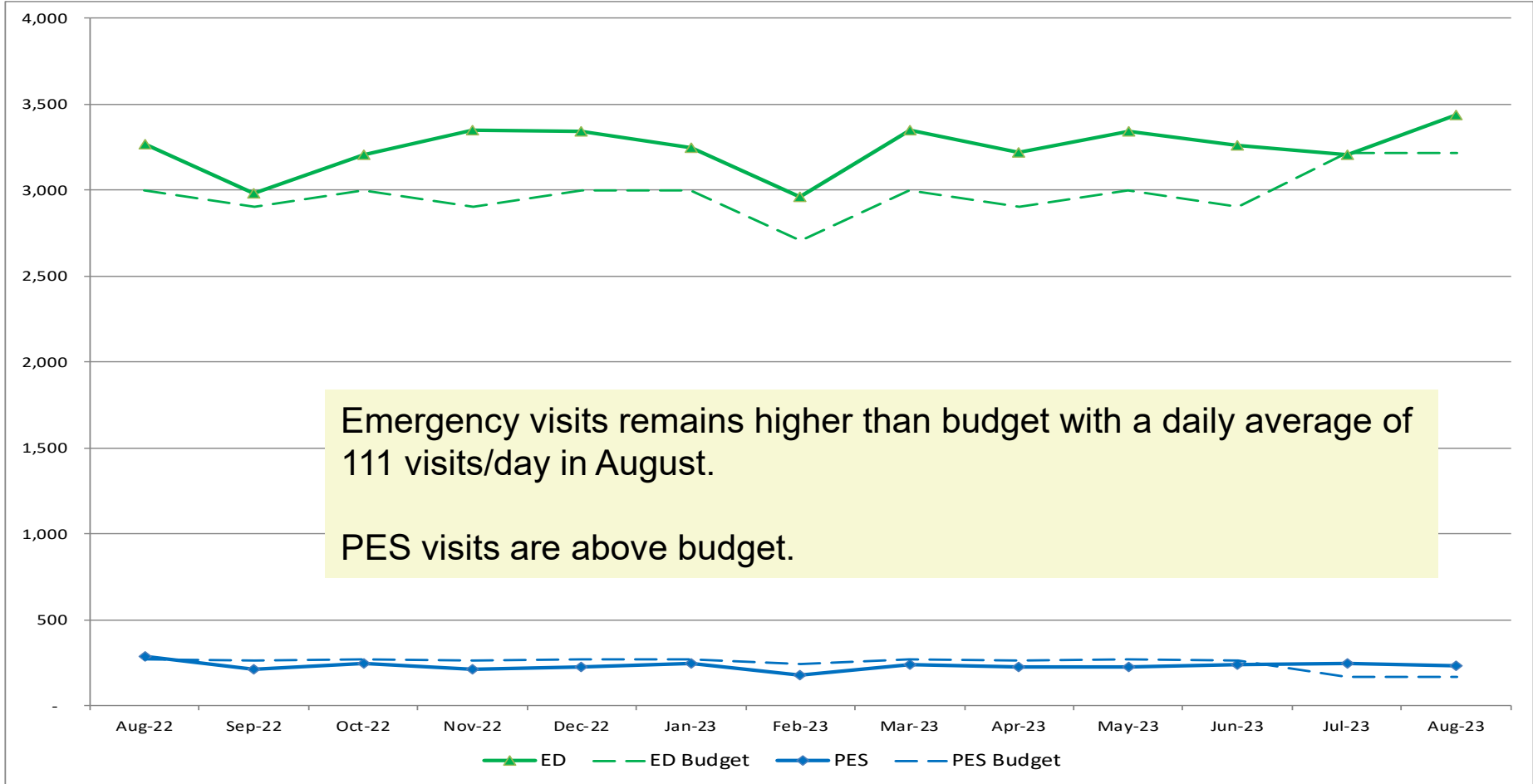


San Mateo Medical Center Emergency Visits August 31, 2023

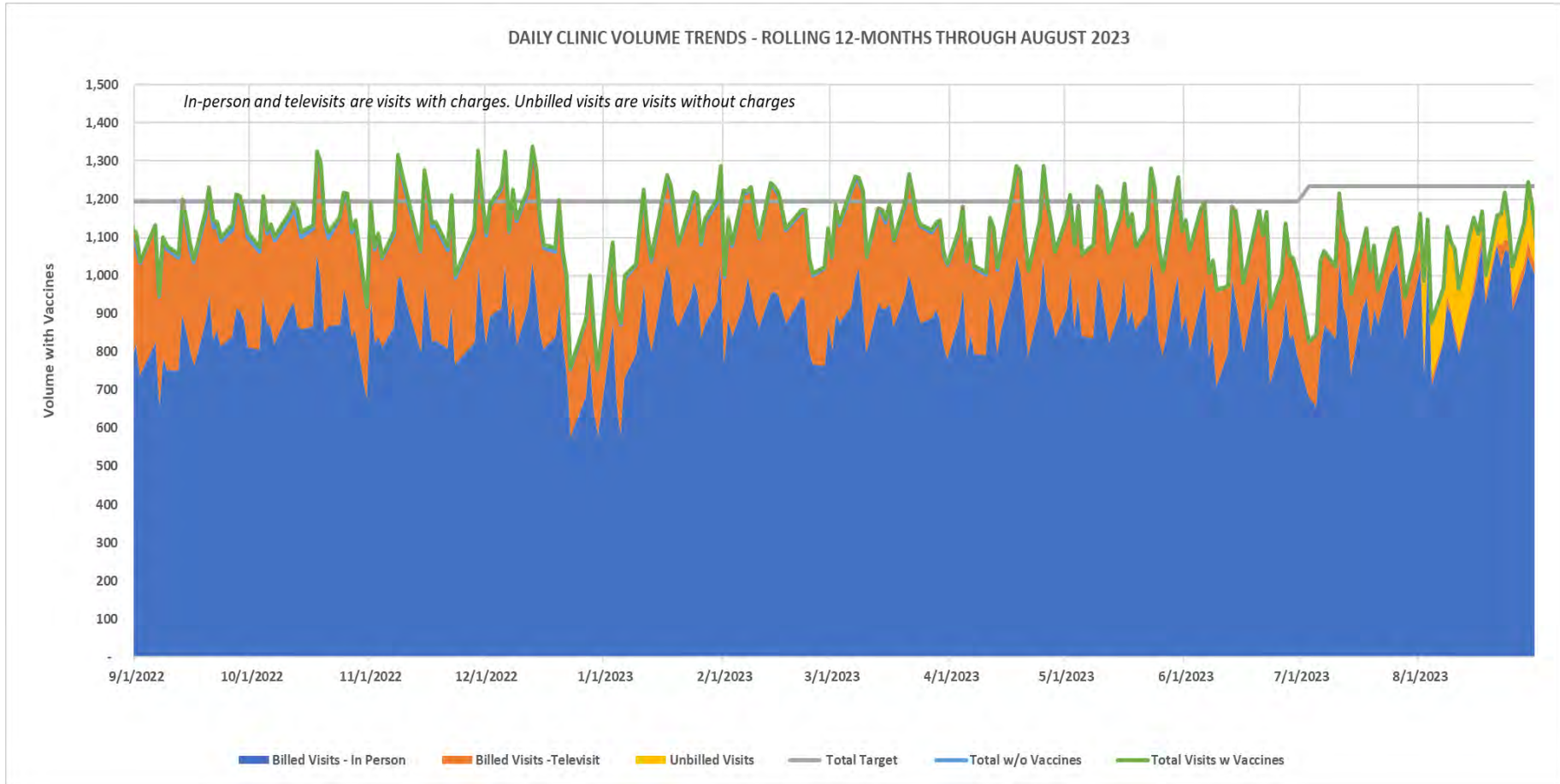
MONTH			
Actual	Budget	Variance	Stoplight
3,668	3,389	279	8%

YEAR TO DATE			
Actual	Budget	Variance	Stoplight
7,126	6,778	348	5%

ED Visits



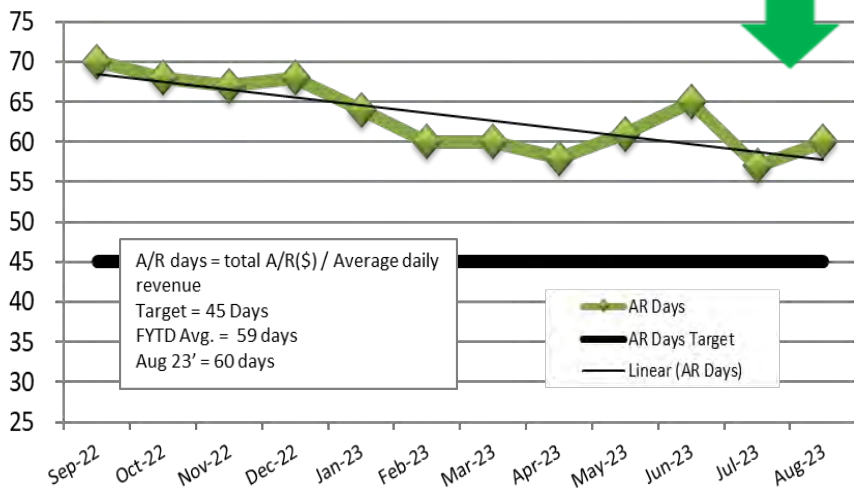
San Mateo Medical Center Clinic Visits August 31, 2023



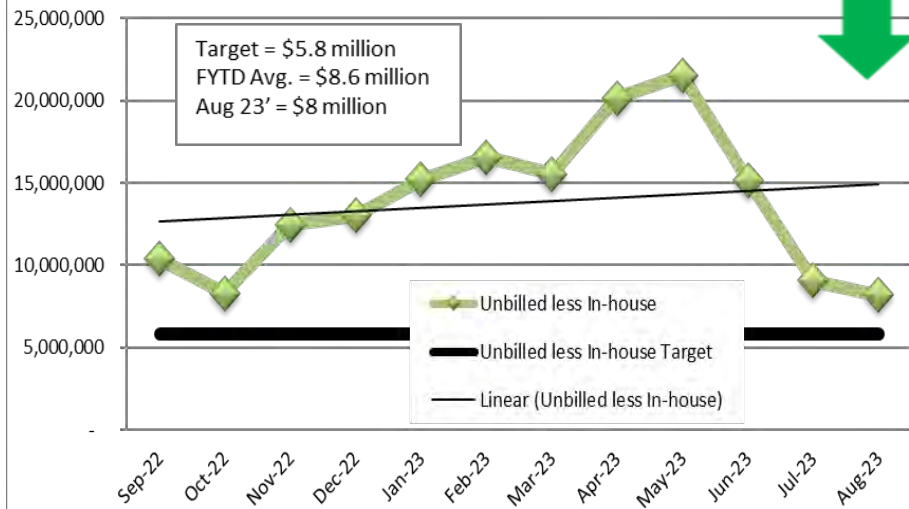
Televisits are running at 6.3% of total visits in FY24 as more patients are opting for in-person visits. Clinic televisits were 23% of total visits in FY23. Early in the pandemic the ratio was as high as 78%. The average visit volume per day for August 2023 is lower than trend due to the initial delay in the new coding process by CorroHealth .

Fee-For-Service Revenue - KPIs

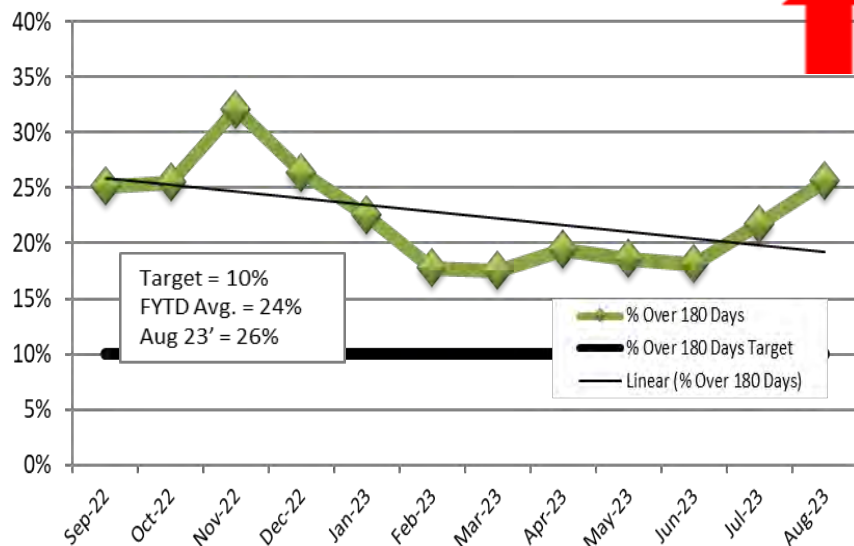
A/R Days - Rolling 12 Months



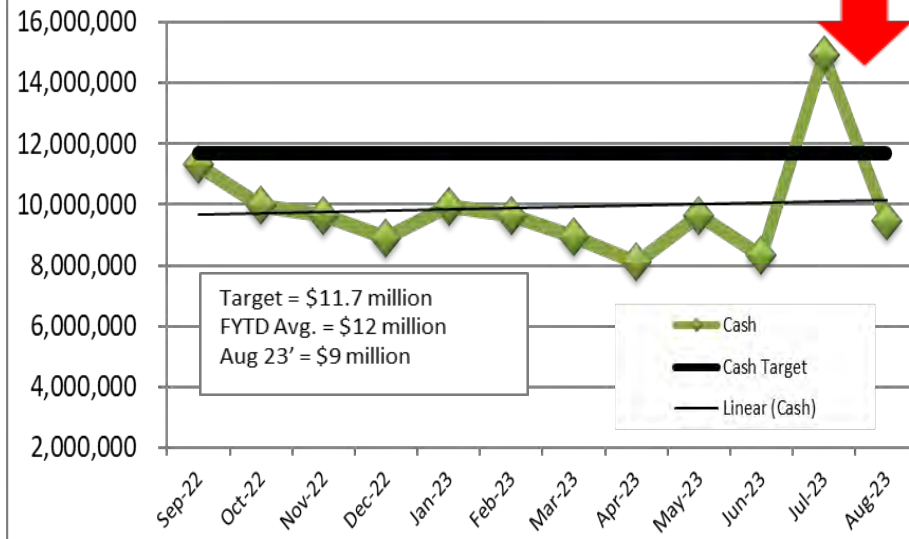
A/R Unbilled - Rolling 12 Months



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



Cash - Rolling 12 Months





SAN MATEO COUNTY HEALTH

**SAN MATEO
MEDICAL CENTER**

QUESTIONS?

APPENDIX



SAN MATEO COUNTY HEALTH
**SAN MATEO
MEDICAL CENTER**

San Mateo Medical Center
Income Statement
August 31, 2023

MONTH			
Actual	Budget	Variance	Stoplight
A	B	C	D

YEAR TO DATE			
Actual	Budget	Variance	Stoplight
E	F	G	H

1 Income/Loss (GAAP)	(275,058)	0	(275,058)	
-----------------------------	-----------	---	-----------	--

(85,301)	0	(85,301)	
----------	---	----------	--

2 HPSM Medi-Cal Members Assigned to SMMC	43,092	42,975	117	0%
---	--------	--------	-----	----

86,302	86,335	(33)	0%
--------	--------	------	----

3 Unduplicated Patient Count	68,130	67,727	403	1%
-------------------------------------	--------	--------	-----	----

68,130	67,727	403	1%
--------	--------	-----	----

4 Patient Days	2,273	2,649	(376)	-14%
-----------------------	-------	-------	-------	------

4,576	5,298	(722)	-14%
-------	-------	-------	------

5 ED Visits	3,668	3,389	279	8%
--------------------	-------	-------	-----	----

7,126	6,778	348	5%
-------	-------	-----	----

7 Surgery Cases	363	310	53	17%
------------------------	-----	-----	----	-----

583	579	4	1%
-----	-----	---	----

8 Clinic Visits	22,289	28,409	(6,120)	-22%
------------------------	--------	--------	---------	------

43,375	53,113	(9,738)	-18%
--------	--------	---------	------

9 Ancillary Procedures	73,037	73,188	(151)	0%
-------------------------------	--------	--------	-------	----

138,772	137,104	1,668	1%
---------	---------	-------	----

10 Acute Administrative Days as % of Patient Days	35.0%	20.0%	-15.0%	-75%
--	-------	-------	--------	------

35.0%	20.0%	-15.0%	-75%
-------	-------	--------	------

11 Psych Administrative Days as % of Patient Days	98.0%	80.0%	-18.0%	-23%
--	-------	-------	--------	------

98.0%	80.0%	-18.0%	-23%
-------	-------	--------	------

(Days that do not qualify for inpatient status)

Pillar Goals

12 Revenue PMPM	130	153	(23)	-15%
------------------------	-----	-----	------	------

137	153	(16)	-11%
-----	-----	------	------

13 Operating Expenses PMPM	374	344	(30)	-9%
-----------------------------------	-----	-----	------	-----

352	343	(8)	-2%
-----	-----	-----	-----

14 Full Time Equivalents (FTE) including Registry	1,143	1,199	56	5%
--	-------	-------	----	----

1,149	1,199	50	4%
-------	-------	----	----

San Mateo Medical Center
Income Statement
August 31, 2023

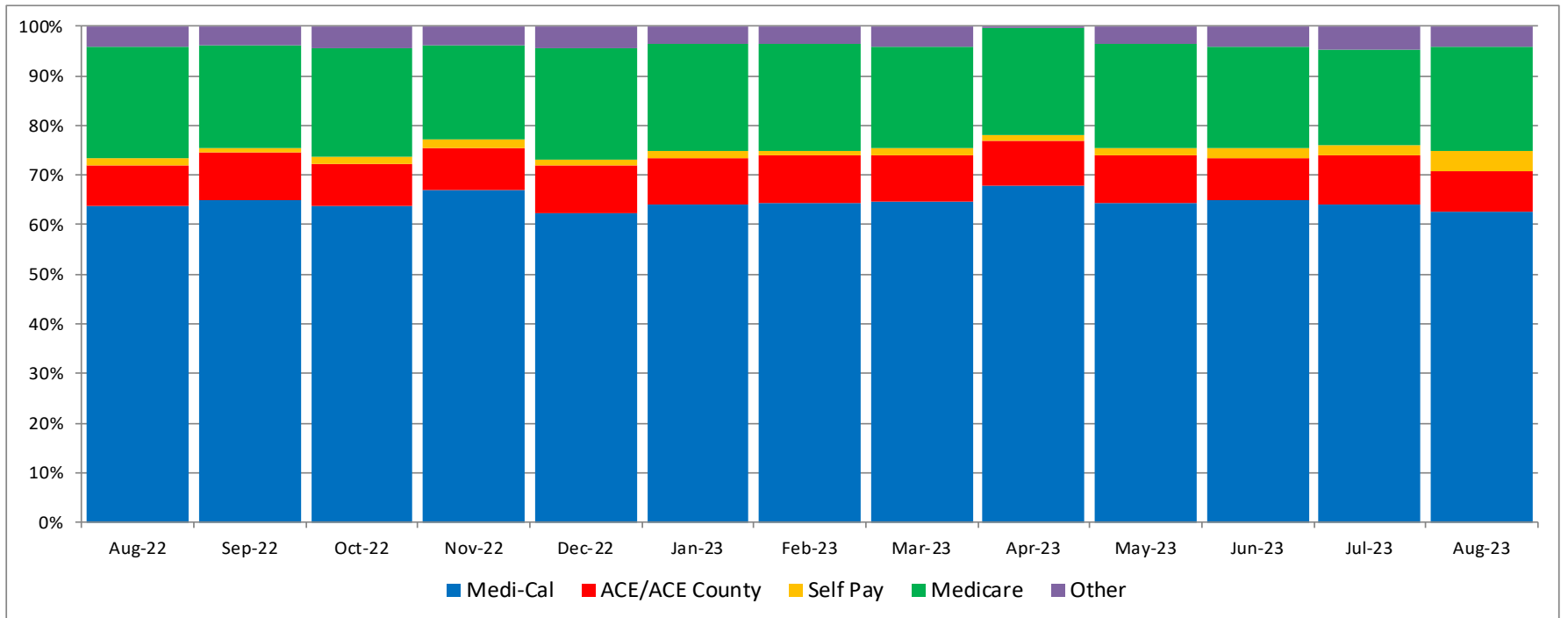
	MONTH				YEAR TO DATE			
	Actual	Budget	Variance	Stoplight	Actual	Budget	Variance	Stoplight
	A	B	C	D	E	F	G	H
21 Inpatient Gross Revenue	13,597,157	14,335,992	(738,836)	-5%	25,650,907	28,671,984	(3,021,078)	-11%
22 Outpatient Gross Revenue	25,846,555	30,680,132	(4,833,577)	-16%	52,132,637	61,360,264	(9,227,627)	-15%
23 Total Gross Revenue	39,443,712	45,016,124	(5,572,412)	-12%	77,783,544	90,032,248	(12,248,705)	-14%
24 Patient Net Revenue	10,841,694	14,288,817	(3,447,122)	-24%	21,810,458	28,577,633	(6,767,175)	-24%
25 Net Patient Revenue as % of Gross Revenue	27.5%	31.7%	-4.3%	-13%	28.0%	31.7%	-3.7%	-12%
26 Capitation Revenue	470,192	510,911	(40,719)	-8%	936,417	1,021,823	(85,406)	-8%
27 Supplemental Patient Program Revenue	15,726,335	12,812,071	2,914,264	23%	28,405,916	25,624,142	2,781,774	11%
<i>Volume Based (GPP, EPP, VRR, AB915)</i>	10,542,168	5,892,934	4,649,234	79%	18,342,374	11,785,868	6,556,506	56%
<i>Value Based (QIP, HPSM P4P)</i>	2,805,740	3,100,472	(294,732)	-10%	5,610,695	6,200,944	(590,249)	-10%
<i>Other</i>	2,378,427	3,818,665	(1,440,238)	-38%	4,452,847	7,637,329	(3,184,483)	-42%
28 Total Patient Net and Program Revenue	27,038,222	27,611,799	(573,577)	-2%	51,152,791	55,223,598	(4,070,807)	-7%
29 Other Operating Revenue	997,948	1,171,103	(173,155)	-15%	2,256,909	2,342,206	(85,298)	-4%
30 Total Operating Revenue	28,036,170	28,782,902	(746,732)	-3%	53,409,700	57,565,804	(4,156,105)	-7%

San Mateo Medical Center
Income Statement
August 31, 2023

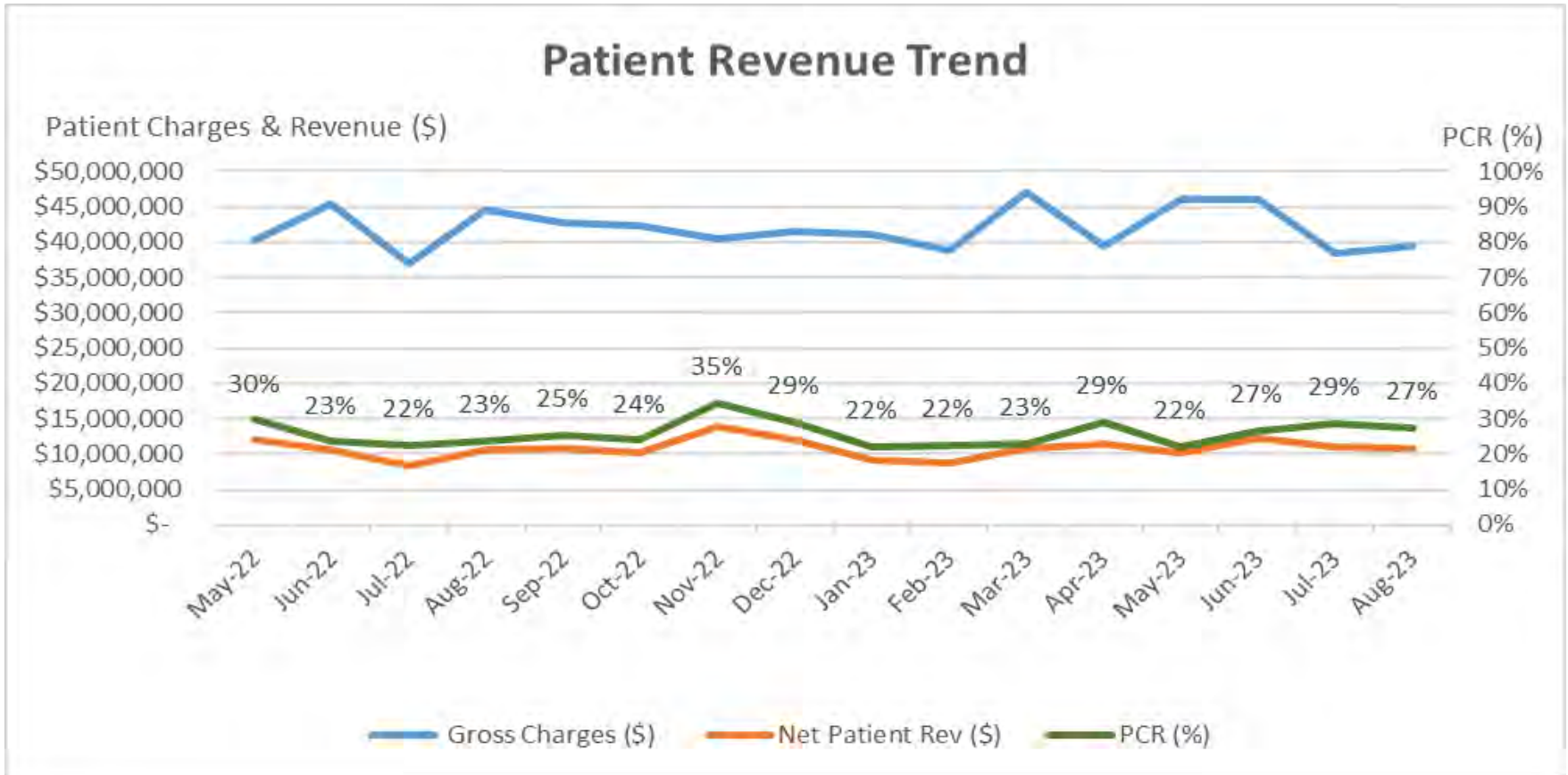
	MONTH				YEAR TO DATE			
	Actual	Budget	Variance	Stoplight	Actual	Budget	Variance	Stoplight
	A	B	C	D	E	F	G	H
Operating Expenses								
31 Salaries & Benefits	17,390,960	19,701,088	2,310,128	12%	35,178,411	39,402,175	4,223,765	11%
32 Drugs	3,101,300	1,246,836	(1,854,464)	-149%	2,888,728	2,493,673	(395,055)	-16%
33 Supplies	1,014,817	1,142,708	127,891	11%	1,659,307	2,285,417	626,110	27%
34 Contract Provider Services	4,296,522	4,127,930	(168,592)	-4%	9,323,472	8,255,860	(1,067,613)	-13%
<i>Registry</i>	1,545,196	699,888	(845,308)	-121%	3,345,196	1,399,777	(1,945,420)	-139%
<i>Contract Provider</i>	2,374,319	3,021,524	647,205	21%	5,197,320	6,043,048	845,728	14%
<i>ACE Out of Network</i>	333,145	351,675	18,530	5%	693,314	703,350	10,036	1%
<i>Other</i>	16,060	54,843	38,782	71%	73,288	109,685	36,398	33%
35 Other fees and purchased services	6,631,364	6,086,021	(545,343)	-9%	12,792,162	12,172,042	(620,119)	-5%
36 Other general expenses	755,611	782,976	27,365	3%	1,402,744	1,565,953	163,208	10%
37 Rental Expense	212,360	173,397	(38,962)	-22%	385,758	346,794	(38,963)	-11%
38 Lease Expense	729,484	729,484	(0)	0%	1,458,969	1,458,969	(0)	0%
39 Depreciation	302,880	330,567	27,688	8%	593,213	661,134	67,922	10%
40 Total Operating Expenses	34,435,298	34,321,009	(114,289)	0%	65,682,764	68,642,018	2,959,254	4%
41 Operating Income/Loss	(6,399,128)	(5,538,107)	(861,022)	-16%	(12,273,064)	(11,076,214)	(1,196,850)	-11%
42 Non-Operating Revenue/Expense	694,641	236,305	458,336	194%	1,328,904	472,610	856,294	181%
43 Contribution from County General Fund	5,429,429	5,301,802	127,628	2%	10,858,859	10,603,604	255,255	2%
44 Total Income/Loss (GAAP)	(275,058)	0	(275,058)		(85,301)	0	(85,301)	
(Change in Net Assets)								

**San Mateo Medical Center
Payer Mix
August 31, 2023**

Payer Type by Gross Revenue	MONTH				YEAR TO DATE			
	Actual	Budget	Variance	Stoplight	Actual	Budget	Variance	Stoplight
	A	B	C	D	E	F	G	H
Medicare	20.9%	21.1%	-0.3%		20.1%	21.1%	-1.1%	
Medi-Cal	62.6%	64.7%	-2.0%		63.4%	64.7%	-1.2%	
Self Pay	4.2%	1.4%	2.8%		3.0%	1.4%	1.6%	
Other	4.3%	3.7%	0.6%		4.5%	3.7%	0.8%	
ACE/ACE County	8.1%	9.1%	-1.0%		8.9%	9.1%	-0.1%	
Total	100.0%	100.0%			100.0%	100.0%		



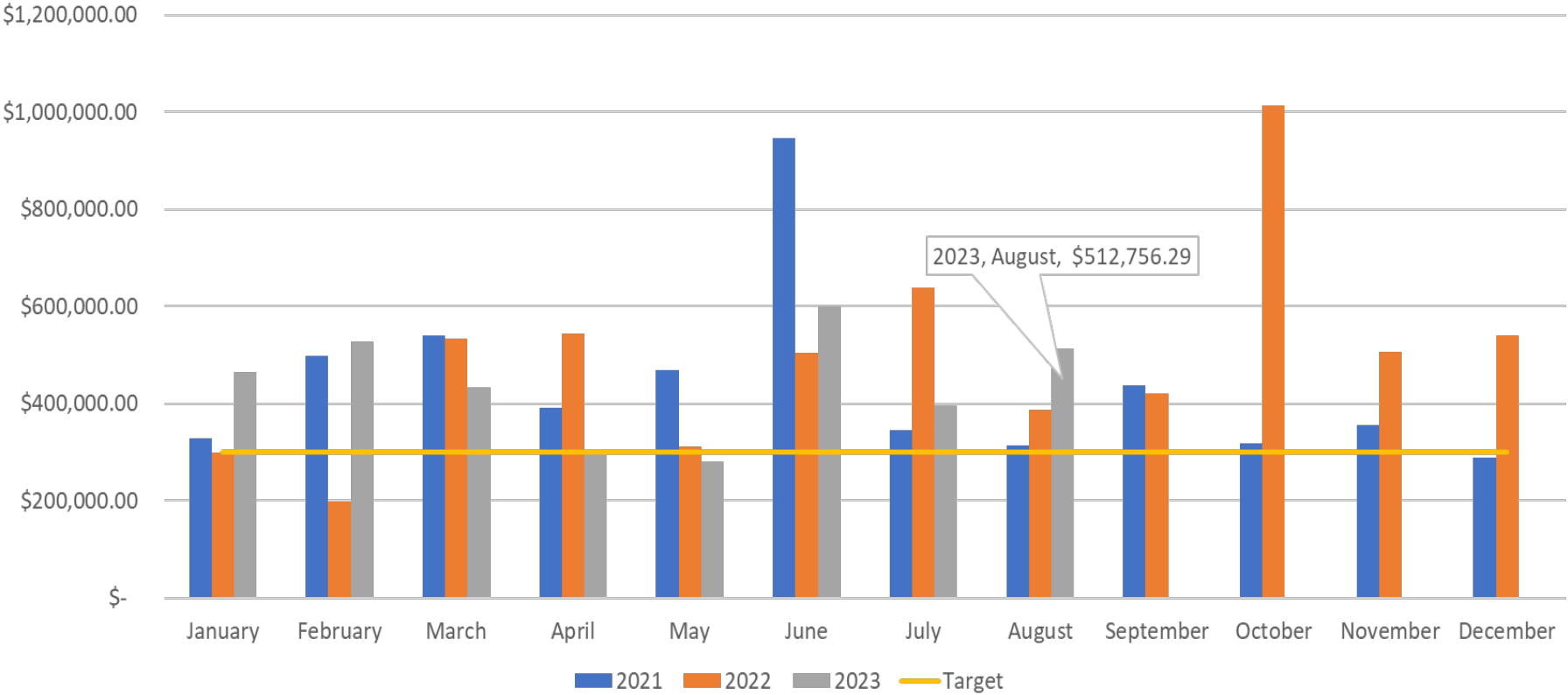
Fee-For-Service Patient Revenue Trend



Budgeted PCR 33.9% (FY22), 31.2% (FY23), 31.7% (FY24)

Gross patient revenue is hovering around \$42M/month. The collection rate (PCR) in FY24 YTD is trending at average 28%. PCR surge in Nov 22 and dips earlier this year was due to one-time adjustments. PCR is expected to remain in mid/high 20s for the rest of this fiscal year.

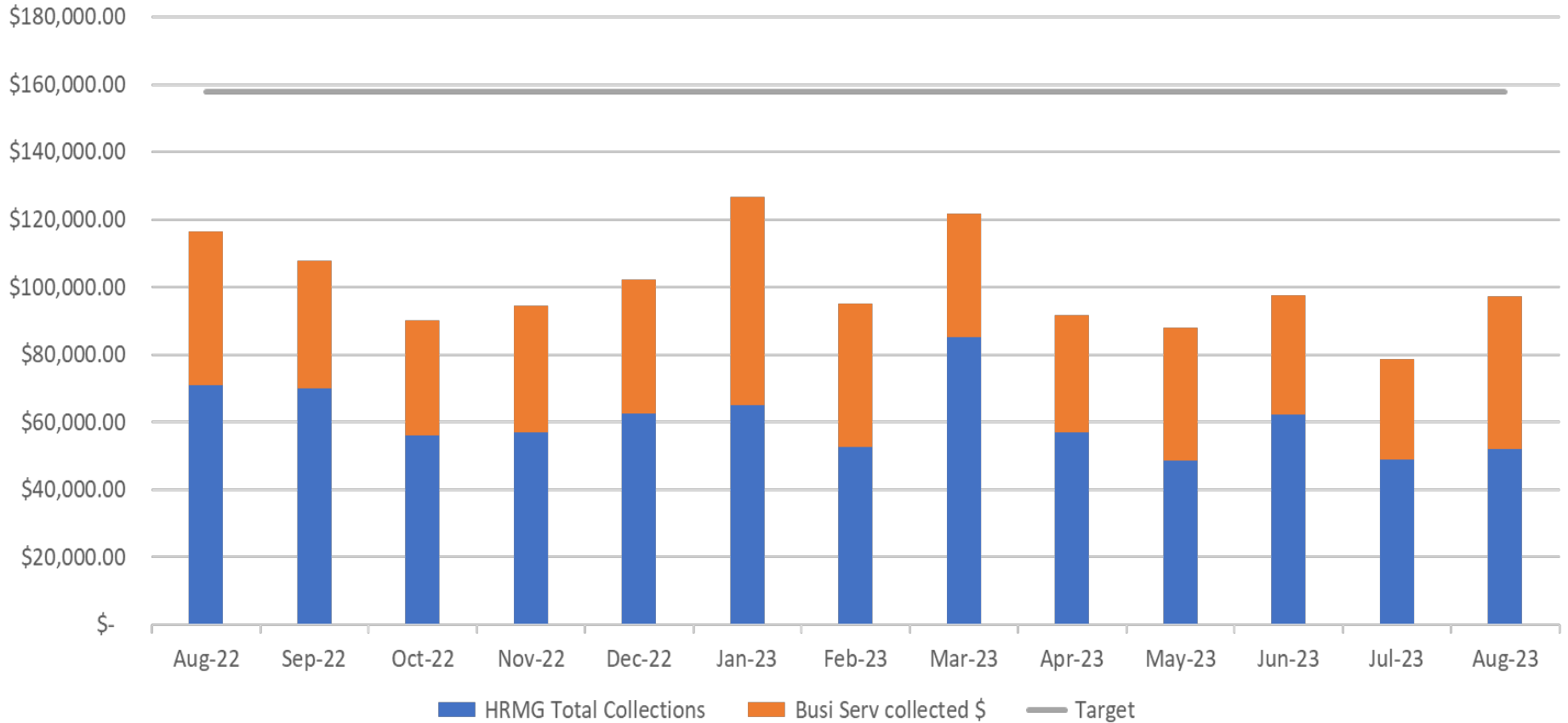
Fee-For-Service Commercial Collections



July 2020 MMX began supporting PFS with Commercial Collections



Fee-For-Service Self Pay Collections

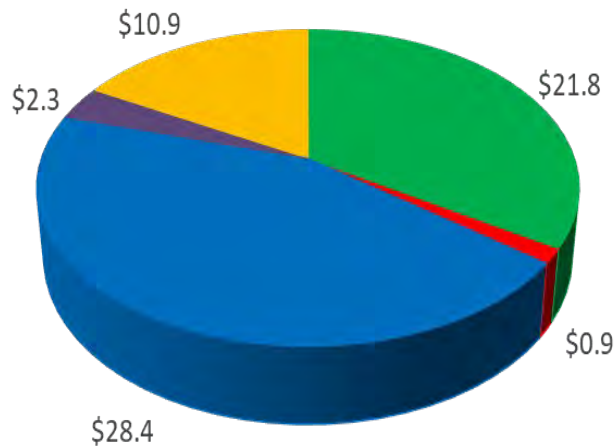


SMMC contracted with Healthcare Revenue Management Group to support SMMC's Business Services unit with collections of self-pay balances

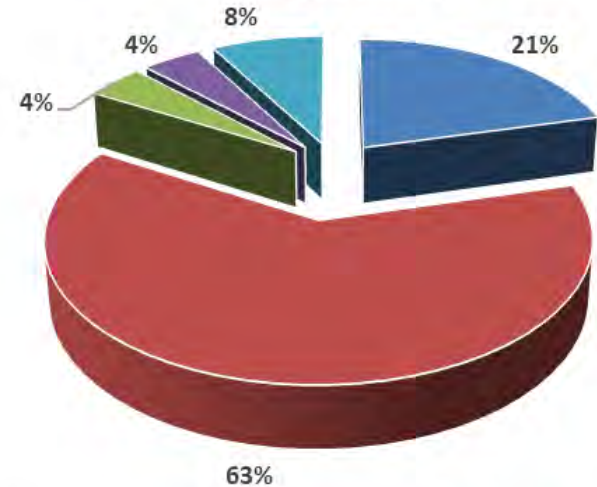
Revenue Mix

Sources of Revenue

(Dollars in millions)



Payor Mix



■ Fee For Service
 ■ Capitation
 ■ Supplemental
 ■ Other
 ■ County Contribution
 ■ Medicare
 ■ Medi-Cal
 ■ Self Pay
 ■ Other
 ■ ACE

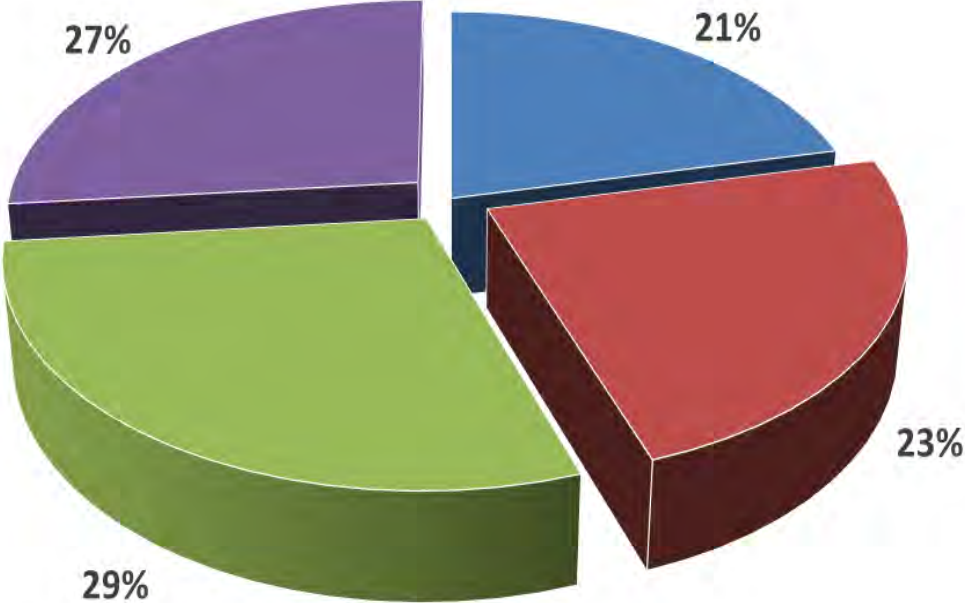
Total YTD Revenue of \$64 million consists of 44% in Supplemental Programs and 34% in Fee For Service

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

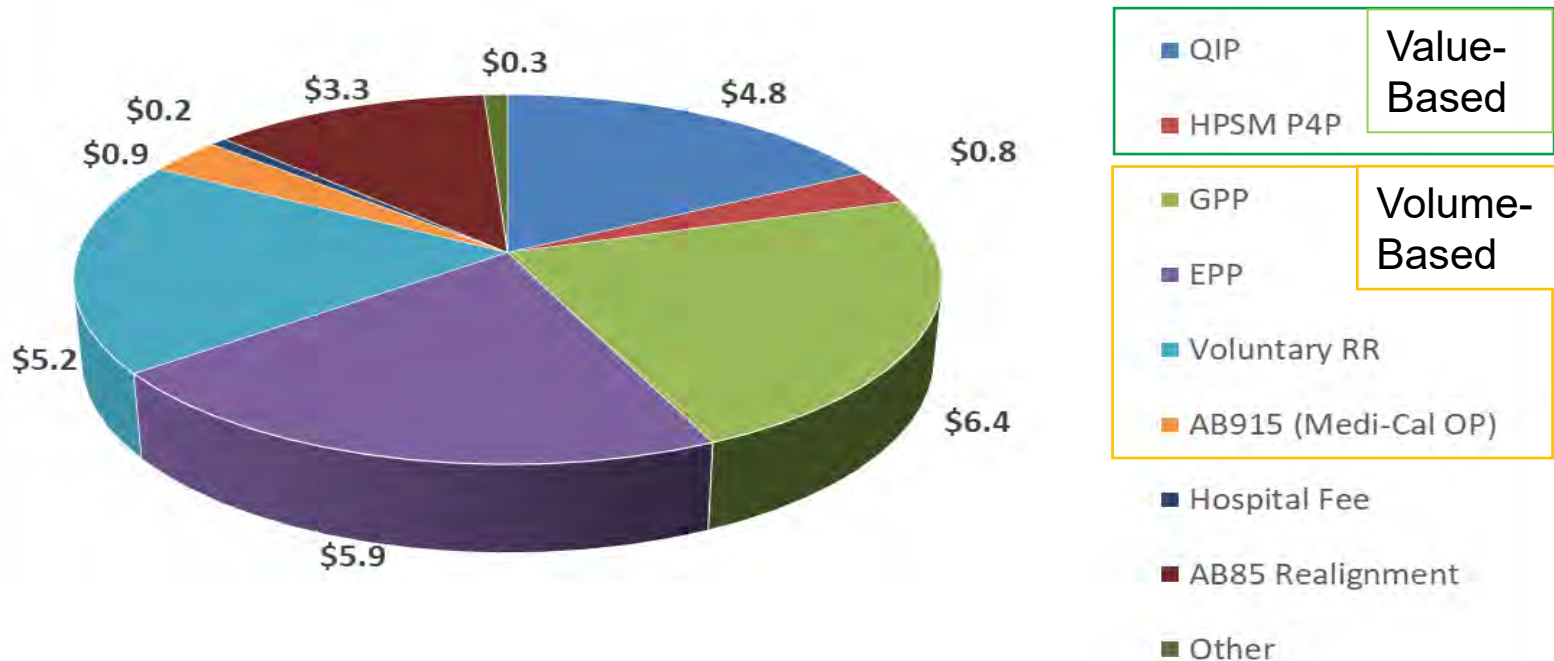
■ Hospital ED & Outpatient

■ Ambulatory Clinics

■ Ancillary Services

Supplemental Revenue Mix

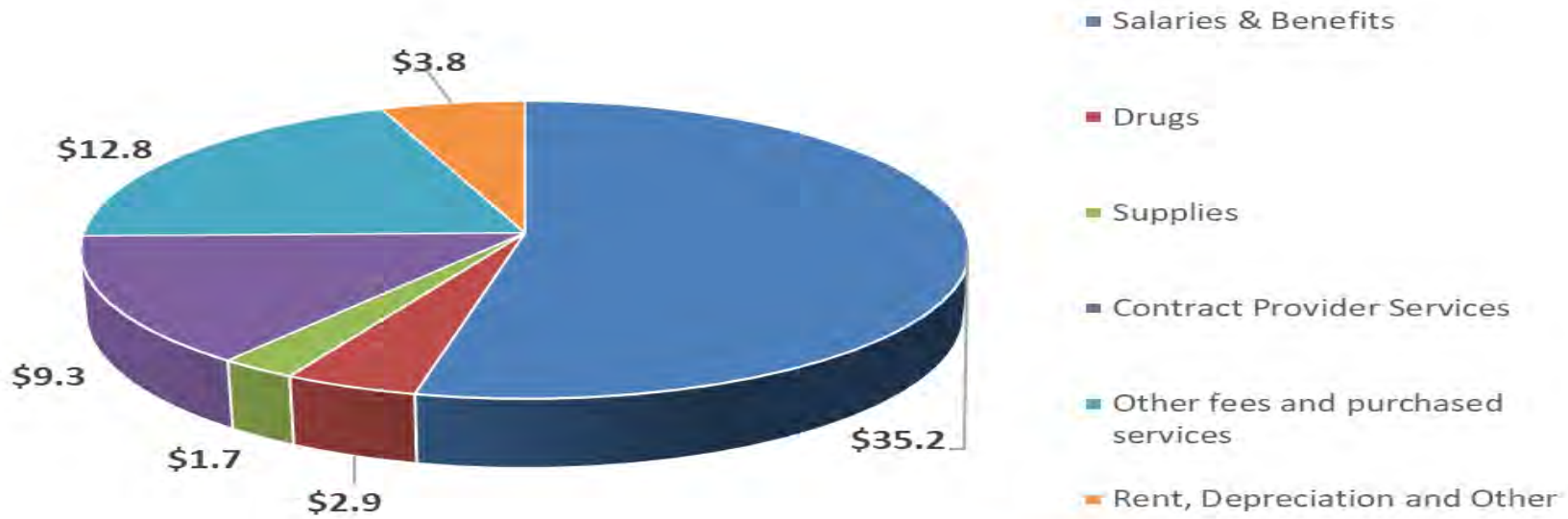
(Dollars in millions)



- **Value-Based** programs, including Capitation revenue, represents 20% of total revenue
- **Volume-Based** supplemental programs, plus FFS revenue, represent 66% of total revenue

Total Operating Expenses

(Dollars in millions)



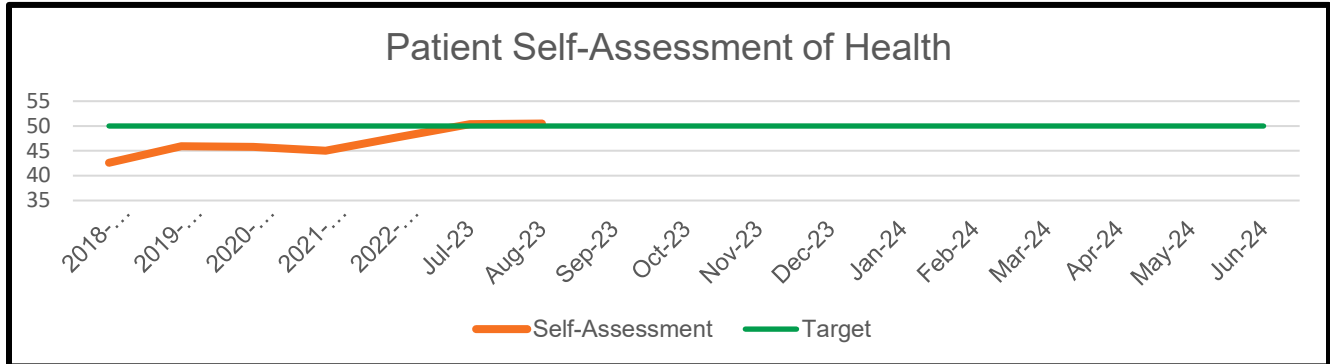
Salaries & Benefits represent 54% of total expenses

Personnel costs* represent 68% of total expenses

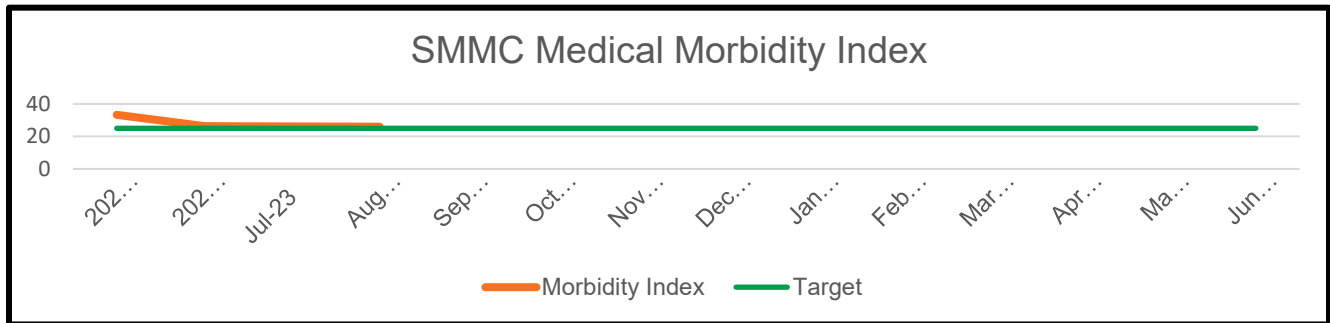
* Personnel costs includes S&B plus Registry/Contract Providers



Excellent Care



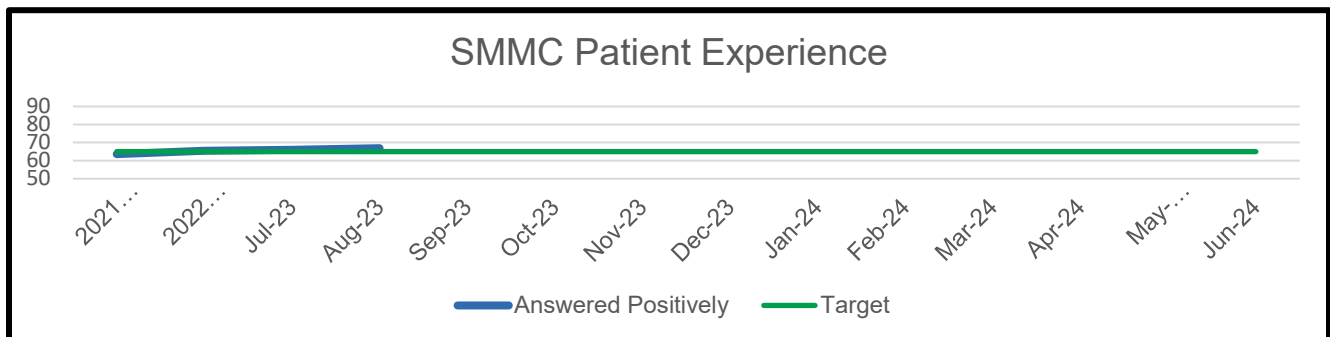
Patient Self-Assessment of Health: All Primary Care patients receive an experience survey. One question asks them to rate their health from poor to excellent. This is the percentage that rate their health as very good or excellent. **Higher is better.**



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.**

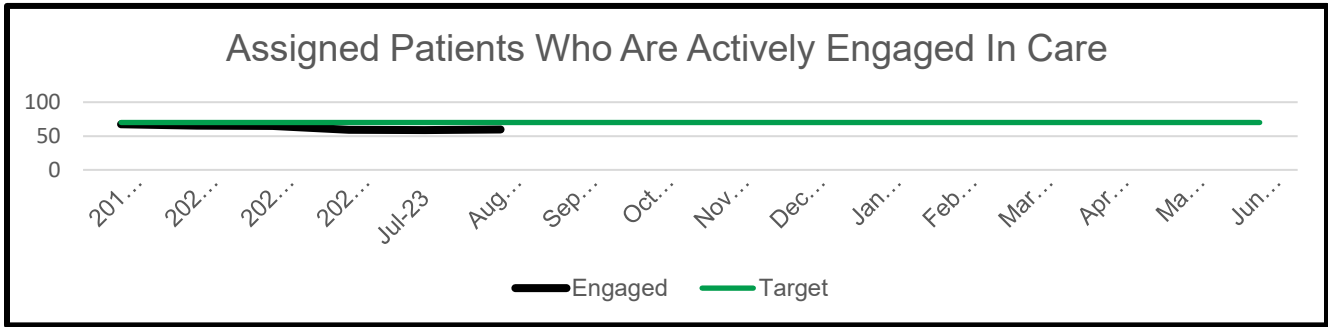


Patient Experience



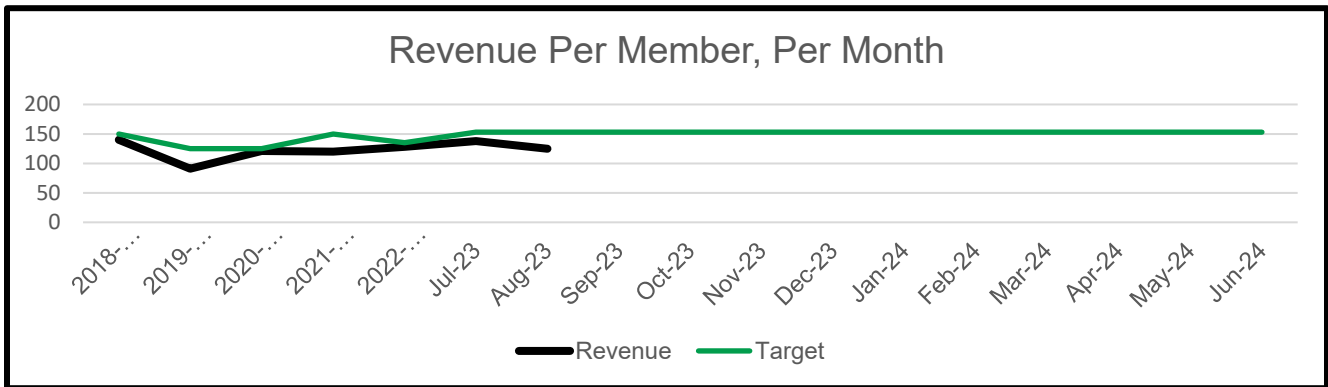
Patient Experience: Percentage of patients who answered affirmatively to the patient experience survey question: “Did the staff work together to meet your needs?” **Higher is better.**

 Access to Care

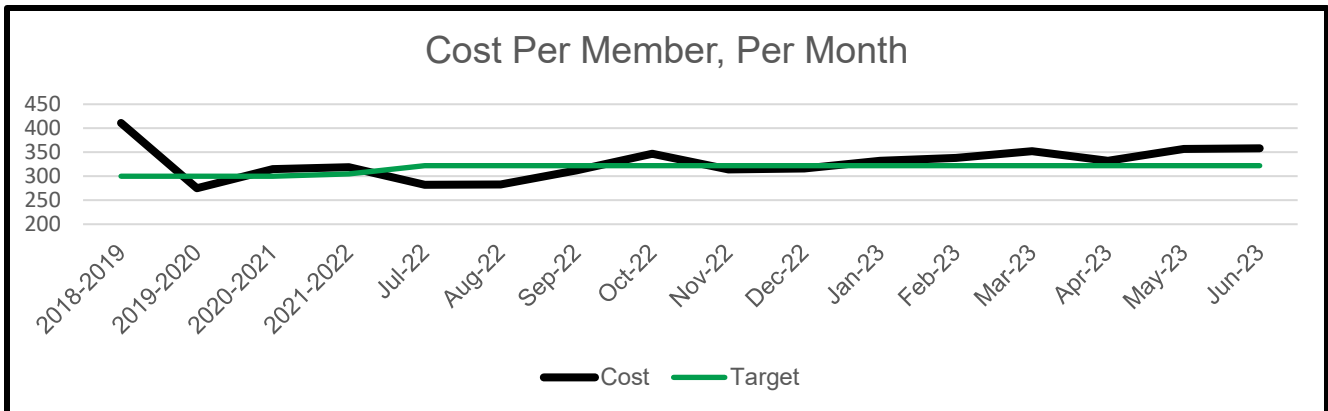


Assigned and Engaged: Percentage of patients assigned to SMMC by the Health Plan of San Mateo who are actively engaged in Care. **Higher is better.**

 Financial Stewardship

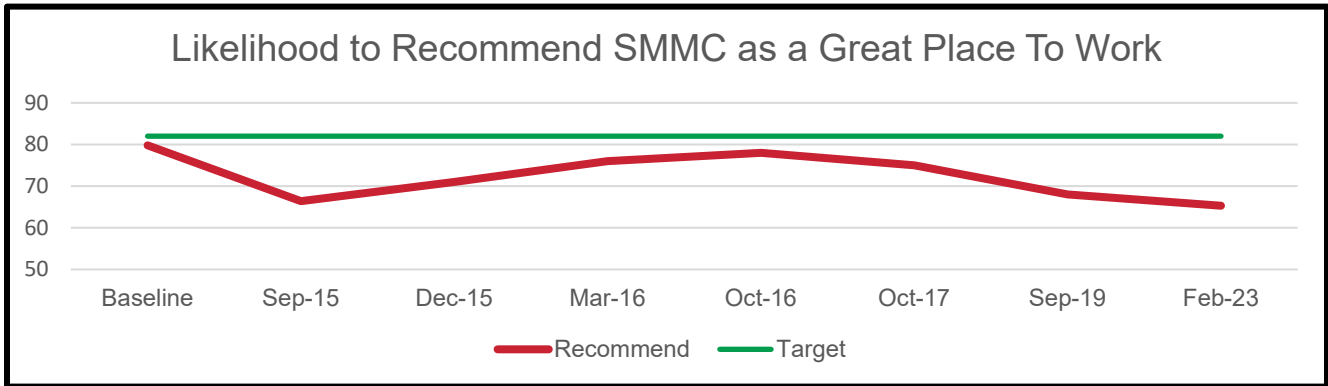


Revenue Per Member, Per Month: Total patient revenue divided by total number of assigned members. **Higher is better.**

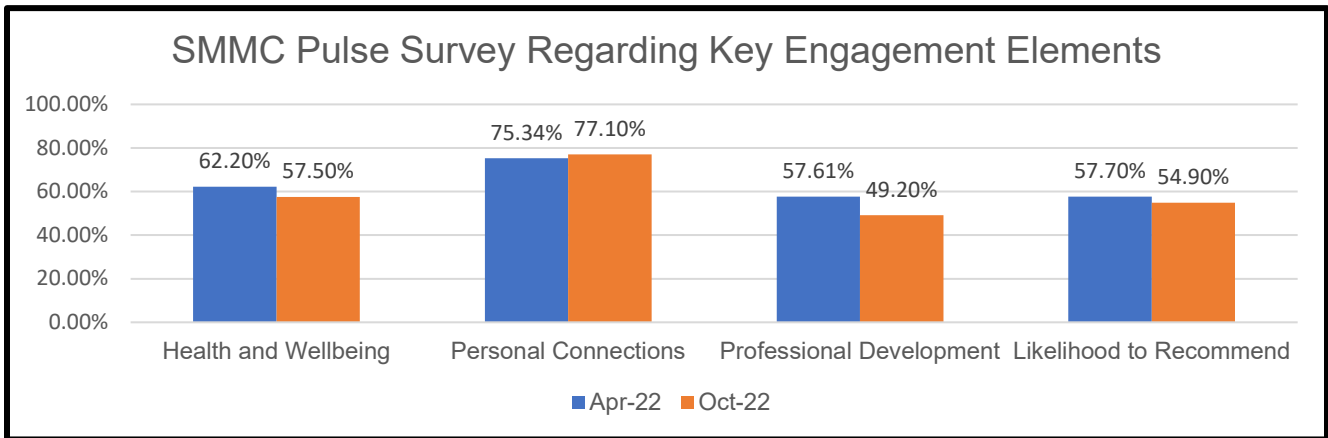


Cost Per Member, Per Month: Total cost divided by total number of assigned members. **Lower is better.**

 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: 39th Avenue campus in 1923; right 39th Avenue campus in 2023.

39th Avenue Campus Celebrates 100 Years

In September, San Mateo Medical Center celebrated the 100th anniversary of its San Mateo Campus on 39th Avenue. From the original state of the art design by architect William Toepke in 1923 to the hiring of Director of Health and Welfare and former namesake, Harold D. Chope MD, in 1948 to the opening of the rebuilt hospital and clinics in 2020 to current construction, the campus has a storied history.

You can find a public LinkedIn celebration post here: [San Mateo Medical Center on LinkedIn: Sunday, September 10, 2023 we're celebrating 100 years of serving our...](#)

For those with access to SMMC's Sharepoint site, you can find a full retrospective here: [About SMMC - SMMC History 100 Year Special Edition FINAL.pdf - All Documents \(sharepoint.com\)](#)

Thank you to the SMMC Communications team, Karen Pugh and Kate Johnson, for their work on this reflection and celebration. Special thank you to Kate who was the primary driver and curator for the retrospective.

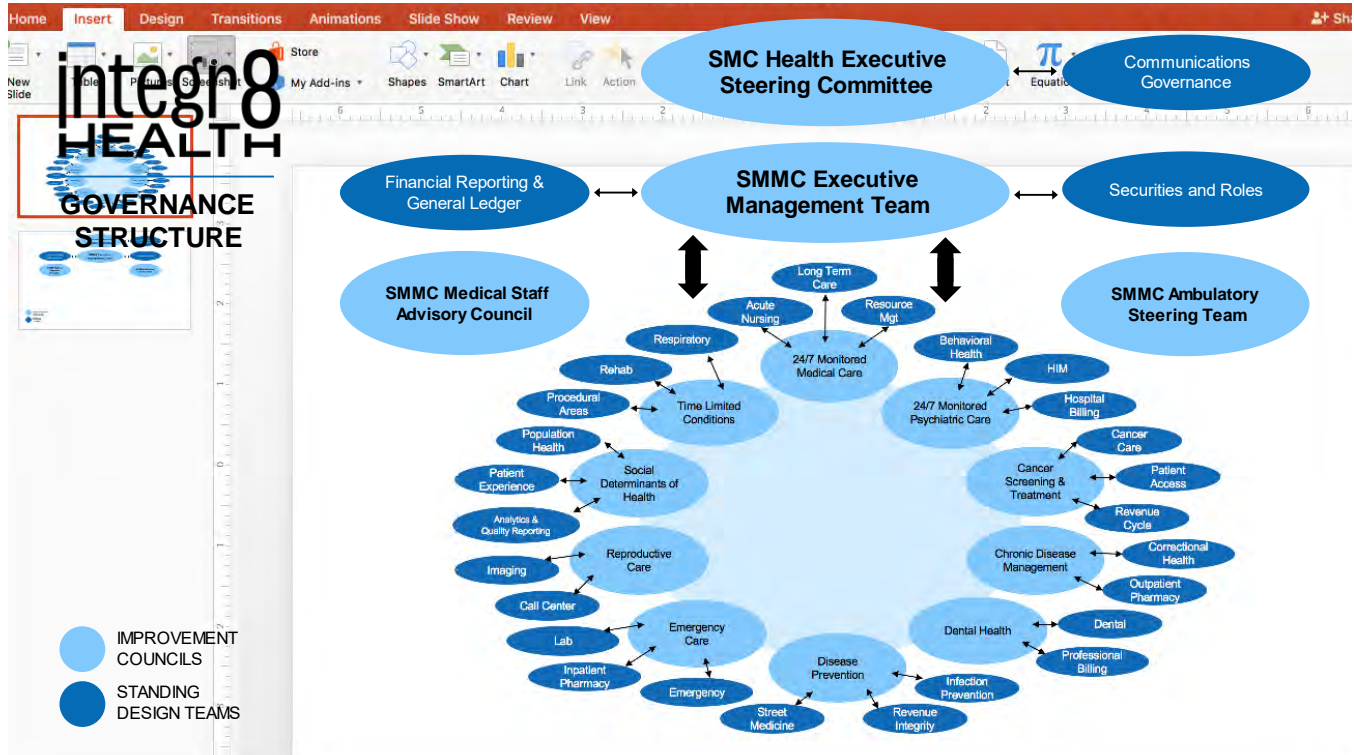
SMMC Wellness Champions Recognized

Congratulations to Gloria Lara, interim Manager for Rehabilitative Services, Julie Birdsong, OB/GYN Supervising Nurse Practitioner, and Richard Marshall-Marino, Medical Coding Supervisor, who have all been recognized as Wellness Leaders by the County Wellness Committee. Through the Annual Wellness Leader Awards program, the County recognizes "employees who create a healthier work environment". County employees are invited to submit nominations and the County Wellness Committee then selects the recipients. Gloria, Julie and

Richard will be recognized and celebrated along with other County Wellness Leaders at two events: the Annual Wellness Luncheon (scheduled for September 27th at the time of this writing) and the Board of Supervisors meeting on October 3rd. We are grateful to all three of these individuals for their leadership in supporting the well-being of all our staff members. Congratulations for the well-deserved recognition!

SMC Health launches Integr8 Health Orientation Week

Integr8 Health, SMC Health’s Epic Implementation, has been underway for several months now. The week of September 25th represented an important milestone as over 300 staff members from across Health, IT services, and our Epic partners came together for three days of orientation sessions. Participants were members of our Integr8 Health Governance structure:

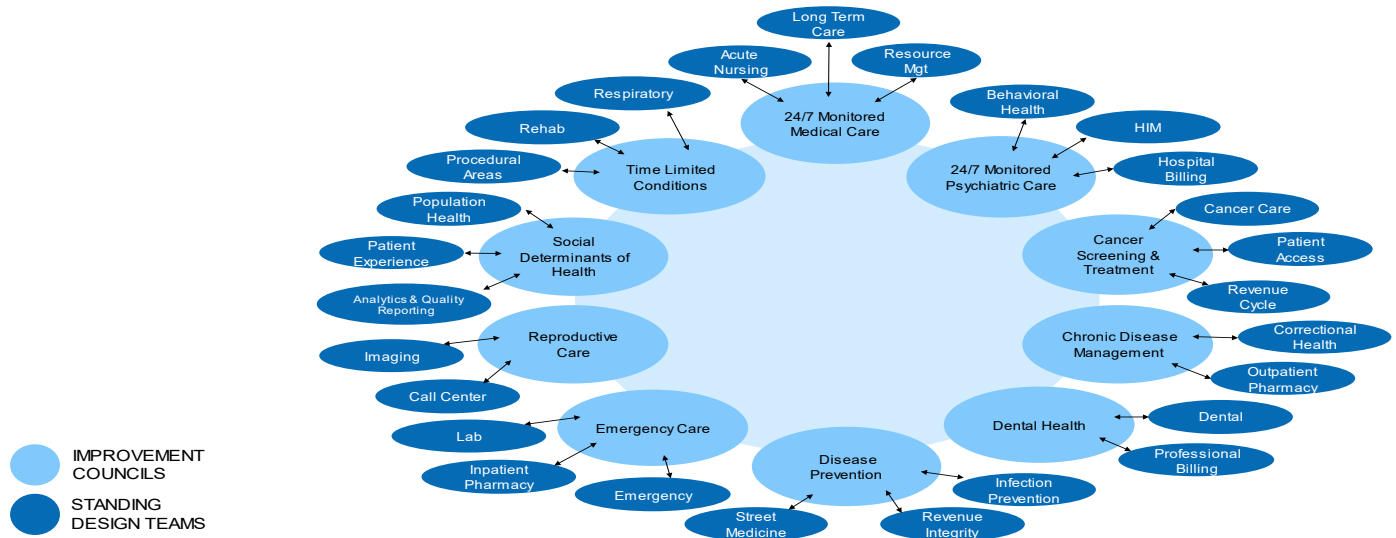


Attendees ranged from executives to Improvement Council members to Standing Design Team members. These sessions focused on giving all participants an overview of the goals and objectives of the overall effort while highlighting their specific roles and responsibilities. It was also an important start to building and strengthening our teams. Thank you to everyone who planned the event and everyone who attended.

2023-2024 Breakthrough Strategic Initiative Launch

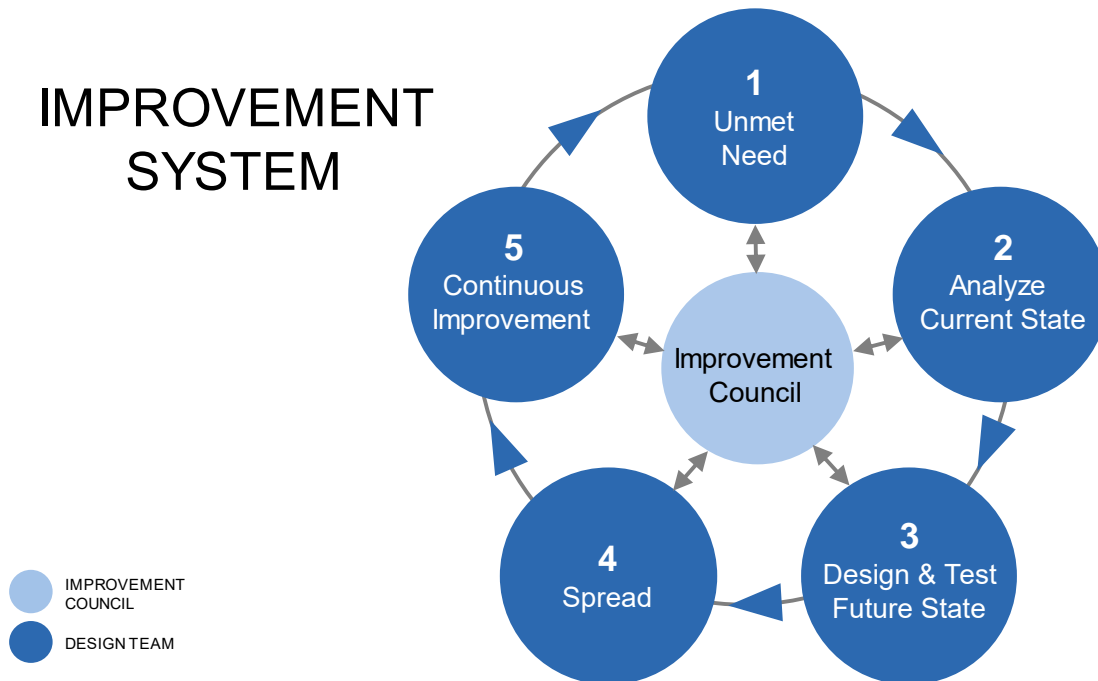
The 2022-2023 Breakthrough Strategic Initiative focused on Improving our Improvement System. Those efforts have helped design the improvement structure below:

IMPROVEMENT COUNCILS & STANDING DESIGN TEAMS



In addition, the strategic efforts focused on developing the tools and processes necessary to facilitate the improvement cycle represented below:

IMPROVEMENT SYSTEM



As we move forward into the 2023-2024 cycle and continue preparation for our largest improvement effort yet, Integr8 Health, our strategic efforts will focus on continuing to evolve the Improvement System. Areas of focus will include ensuring the inclusion of all stakeholder voices, supporting leaders to confidently use the tools, and stabilizing the local structures necessary to support the overall system. We will look forward to continuing to update the board as these efforts move forward.



September 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	20,223 (August)	-6.2%	-9%
SMMC Emergency Department Visits	3,434 (August)	-0.5%	0.3%

DHCS Awards Grants to Two County Health Programs

The California Department of Health Care Services (DHCS) has awarded the Behavioral Health Bridge Housing (BHBH) program over \$10 million dollars through June 2027. Prioritizing Community Assistance, Recovery and Empowerment (CARE) Court clients, the grant will expand the inventory of bridge housing and offer a range of choices for individuals experiencing homelessness who have serious behavioral health conditions.

Funding will support 15 transitional co-housing units at the Canyon Vista Center (currently under construction on the Cordilleras Health and Healing campus); 20 scattered site apartments or hotel units secured through medium-term tenant-based rental assistance; on-site assessment for eligibility and referral to BHBH resources for individuals staying in the County’s adult homeless shelter system; and housing locator services and participant assistance funds to help BHBH participants identify and secure a pathway to permanent housing. Many BHBH participants will be prioritized to move from short- and medium-term transitional housing to site-based Mental Health Services Act – funded permanent supportive housing units that will be available in the next two to four years.

DHCS has awarded Correctional Health Services \$5 million dollars for the PATH Justice-Involved Reentry Initiative Capacity Building Program. This funding will facilitate the planning and implementation of targeted pre-release Medi-Cal services to individuals in County jails and youth correctional facilities. The funds will be allocated for advancing the Integr8 project, which includes implementing billing systems, certifying electronic health record technology through staff training, and other technology and IT services.

EMS Hosts Successful Medical Response and Surge Exercise

The Health Preparedness unit in Emergency Medical Services recently completed a response and surge exercise involving the simulated release of harmful organophosphates, which are found in pesticides. Participants included EMS, the San Mateo County Healthcare Coalition, San Mateo County Public Safety Communications, and American Medical Response (AMR). During the exercise, facilities received an

overview of the California poison control system and its role in providing information and guidance to medical responders during chemical-related incidents. The exercise tested plans and coordination for mobilizing essential medications to treat patients affected by chemical agents.

Canyon Oaks Youth Center Receives Basketball Court Donation from Sobrato Foundation

Canyon Oaks Youth Center, which celebrated its 20th anniversary this month, received the generous donation of a new basketball court from the Sobrato Foundation. Feeling comfortable at residential treatment facility can be challenging for young people, but offering interactive and engaging activities like the basketball court helps residents feel more welcome during their stay.



Jeji Africa Receives Executive Regents Award from American College of Healthcare Executives



The American College of Healthcare Executives (ACHE) selected Jeji Africa (*pictured, right*), director of Behavioral Health and Recovery Services, to receive **the ACHE Regent's Award**. The organization annually honors members who have made substantial contributions to the advancement of healthcare management excellence. Recipients support ACHE by volunteering, mentoring, and contributing to the improvement of healthcare through leadership in organizations that are pivotal to Northern and Central California communities.

County Health Staff Contribute to Health Research

The *Journal of Correctional Health Care* published "[Implementing Opt-Out HIV Testing in the Alameda County Jails](#)" by Holvis Delgadillo, a substance use disorders professional in Correctional Health Services. The paper is based on the HIV testing that was implemented during his time working in **Alameda County's jails**. The study found that incorporating routine opt-out HIV testing in correctional settings is a critical component of an effective strategy to end the HIV/AIDS epidemic. Over a span of six years, a total of 15,906 tests were administered, revealing a positivity rate of 0.55% for both newly diagnosed cases and previously diagnosed but out of care. The high positivity rate, along with successful linkage and re-engagement with care, underscores the importance of supporting HIV testing programs in correctional settings.

Deandra Lee's abstract, titled "**A Community-**Informed Research Approach for the Development of a Community Collaborative Structure Within Public Health Governance," **was selected** to be presented at the annual [UCSF Health Equity and Anti-Racism Research Symposium](#). Deandra Lee currently serves as a senior community health planner in Public Health, Policy and Planning. The symposium is on October 5 and registration to attend is currently open.

Family Health Services Hosts the CCS Prom

Family Health Service's California Children Services Medical Therapy Unit (CCS-MTU) celebrated its 11th prom on September 8th after a three-year hiatus. The prom originated in 2010 when a group of teenaged boys expressed interest in improving social skills and hygiene. This year's "Unstoppable" themed prom was a tremendous success, thanks to generous community donations and volunteers, including DJ Happy, who entertained 70 guests. One family shared their gratitude, saying, **"Thank you again for putting together CCS Prom last Friday. I think [my child] is one of the happiest attendees at the event! I never seen him dance so much and smiles up to his ears. We hope that your sponsors will continue to support this wonderful cause as it meant so much to many families you served. We're already looking forward to the next one!"**



###

RESOLUTION

RESOLUTION NO. 2

BOARD OF DIRECTORS, SAN MATEO MEDICAL CENTER, COUNTY OF SAN MATEO, STATE OF CALIFORNIA

* * * * *

RESOLUTION

RESOLVED, by the Board of Directors of the San Mateo Medical Center, County of San Mateo, State of California, that

WHEREAS, pursuant to its Corporate Integrity Agreement (CIA) with the federal Office of the Inspector General (OIG) San Mateo Medical Center is required to oversee compliance with the requirements of the CIA and pass an annual resolution attesting to that oversight; and

WHEREAS, this Hospital Board has been presented with and reviewed all relevant documents and other materials in its oversight of the compliance program and in support of making this resolution during the relevant Reporting Period (July 29, 2022 through July 28, 2023).

NOW, THEREFORE, IT IS HEREBY DETERMINED AND ORDERED that the Hospital Board has made a reasonable inquiry into the operations of San Mateo Medical Center's Compliance Program, including the performance of the Compliance Officer and the Compliance Committee. Based on its inquiry and review, the Hospital Board has concluded that, to the best of its knowledge, San Mateo Medical Center has implemented an effective Compliance Program to meet Federal health care program requirements and the obligations of the CIA.

* * * * *

David Canepa
Hospital Board Chair, Board of Supervisors

Date

Noelia Corzo, Board of Supervisors

Date

Mike Callagy, County Manager

Date

Louise Rogers, Chief, San Mateo County Health

Date

Dr. Chester Kunnappilly, CEO, San Mateo Medical Center

Date

Dr. Frank Trinh, Chief of Staff, San Mateo Medical Center

Date

Dr. Scott Oesterling, Vice Chief of Staff, San Mateo Medical Center

Date

Dr. Gordon Mak,
Medical Staff Member-at-Large, San Mateo Medical Center

Date

Deborah Torres, Community Member

Date