



SAN MATEO COUNTY HEALTH

**SAN MATEO
MEDICAL CENTER**

BOARD OF DIRECTORS MEETING

Monday, November 6, 2023
8:00 AM – 10:00 AM

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



AGENDA

Board of Directors Monday, November 6, 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. October 2, 2023 Meeting Minutes

G. MEDICAL STAFF REPORT

Chief of Staff Update

Dr. Frank Trinh

H. ADMINISTRATION REPORTS

- 1. Patient Experience Dr. Alpa Sanghavi
Jen GordonVerbal

- 2. Department of Pharmacy Robert Blake
Victor ArmendarizVerbal

- 3. Public Health Laboratory Louise Rogers
Kristina Hsieh.....Verbal

- 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, 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, October 2, 2023

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

Board Members Present

Supervisor David Canepa
Supervisor Noelia Corzo
Mike Callagy
Louise Rogers
Dr. CJ Kunnappilly
Dr. Frank Trinh
Dr. Scott Oesterling
Dr. Gordon Mak
Deborah Torres

Staff Present

Michelle Lee	Rebecca Archer
David McGrew	John Jurow
Dr. Alpa Sanghavi	Gabriela Behn
Dr. Yousef Turshani	Roberta Larcina
Jei Africa	Talisha Racy
Kacie Patton	Lisa Barendrick
Jen Gordon	Alexandra Hagnere
Emily Weaver	Priscilla Romero

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 8:28 AM to Open Session. A quorum was present (see above).	
Report out of Closed Session	Medical Staff Credentialing Report for October 2, 2023. QIC Minutes from July 25, 2023 and August 22, 2023. Medical Executive Committee Minutes from August 8, 2023 and September 12, 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	John Jurow informed the Board that over \$100,000 was raised at the recent Foundation Gala and he expects additional support to arrive in the next weeks as outreach to attendees continues. The private residence that was donated to the Foundation recently completed probate and will be a significant contribution.	FYI
Consent Agenda	Approval of: 1. Hospital Board Meeting Minutes from August 7, 2023 2. Reappointment of Deborah Lee Torres to the SMMC Governing Board	It was MOVED, SECONDED and CARRIED unanimously to approve all items on the Consent Agenda.

<p>Medical Staff Report Dr. Frank Trinh</p>	<p>Dr. Trinh reported that for the last two months, medical staff have been involved with working on the EPIC governance structure. Many providers attended the kick-off in September, and we are looking forward to our continued involvement.</p> <p>During the week of September 11, there was a significant internet outage that lasted for days and affected the hospital and clinics. Fortunately, patient care, although disrupted, was able to continue and there were no negative impacts.</p> <p>With the recent closure of the hospital's west entrance which is next to the parking lot, patients and visitors are now required to walk from the parking lot and around the new Administration building to enter the hospital. It is a long walk and can be a hardship for some.</p>	<p>FYI</p>
<p>SMMC Strategy Update Dr. CJ Kunnappilly, Emily Weaver, Roberta Larcina</p>	<p>Breakthrough objective 2022-2023 Strategic Cycle: Foster a culture of continuous improvement by improving our improvement system.</p> <p>Value Stream: A set of all actions required to take a patient from a state of less health to a state of more health (sustainably)</p> <p>Improvement Council: A collaborative group of subject matter experts who are accountable for patient outcomes within a value stream.</p> <p>Design Team: A group of people who work closest to the patient, client, or customer and have designated time to come together to use scientific problem solving to make improvements.</p> <p>Standing Design Team: As part of Integr8 Health, we identified the need for Design Teams to meet regularly over a longer period and focus on a series of related problems or workflows.</p> <p>Guiding Principles:</p> <ul style="list-style-type: none"> • Keep patients and clients at the center. • Prioritize safety. • Promote integration and collaboration across the system. • If Epic has the functionality, use Epic. • Make it easy to do the right thing. • Share opinions... and once a decision is made, support and celebrate it. • Keep the project on budget and on time. • Go-Live is not the end, it's the end of the beginning. <p>tPa (Tissue Plasminogen Activator) Improvement Workshop</p> <p>Breakthrough Objective 2023 - 2024 Strategic Cycle: Strengthen the working model of our Improvement System, equip leaders to use it effectively, so we can achieve strategic, organizational, and Integr8 Health goals.</p> <ul style="list-style-type: none"> • Lead with the Patient: Better incorporate the voice of our patients in our improvement work • Strengthen improvement through the voice of staff • Standardize and stabilize local improvement efforts • Support leaders in developing skills and competencies needed to be successful in improvement work 	<p>FYI</p>

<p>Compliance Update Gabriela Behn</p>	<p>Gabriela Behn updated the Board on the activities around satisfying the requirement of the Corporate Integrity Agreement. The Annual Compliance Training is mostly complete and the annual Board Resolution is presented to the Board for approval today. Some updates:</p> <ul style="list-style-type: none"> • FQHC Billing –Medical and Dental –Moss Adams continues to analyze dental records and images for accuracy • CDM Review (Charge Master) –Craneware completed their review <ul style="list-style-type: none"> ○ 3,587 CDMs will be updated. • SNF 3-Day Process –November 2023. 	<p>FYI</p>
<p>Serenity House – Crisis Residential Services Talisha Racy, Lisa Barendrick, Alexandra Hagnere</p>	<p>BHRS Serenity House in San Mateo is a 13-bed short term respite/crisis residential program and serves as a diversion from psychiatric hospitalizations and jail Goal: “Keep individuals out of higher acute levels of care by providing the support they need in a community setting”.</p> <p>Multiple funding sources; majority of funding that supports Serenity House is Measure K funding \$1,202,349 Facility is operated by Telecare.</p> <p>Clients Served: 346 Clients since re-opening</p> <p>Criteria for Admission</p> <ul style="list-style-type: none"> • Experiencing a Mental Health Crisis • Diagnosed with a Serious Mental Illness (SMI) • Be a San Mateo County resident and at least 18 years of age • Must be able to ambulate stairs but may use Assistive devices (walkers or canes) • We can support SUDS/Co-Occurring Disorders <p>Referral Sources</p> <ul style="list-style-type: none"> • Psychiatric Emergencies Services (PES) – 61 clients • Client direct referrals – 133 clients • Other Community Providers – 128 clients • Law Enforcement, Jail and Probation – 24 clients <p>Crisis Stabalization & Clinical Services</p> <p>Intake: Individualized treatment planning; psychiatric evaluation by Nurse Practitioner; evaluation of needed community resources.</p> <p>Enrollment: Med stabilization; daily groups; community and peer-run groups; life skills</p> <p>Discharge: transition planning begins at Intake; linkage and coordination with community mental health team; linkage to needed community resources such as housing and drug treatment</p>	<p>FYI</p>
<p>Financial Report David McGrew, CFO</p>	<p>The August FY 23/24 financial report was included in the Board packet and David McGrew answered questions from the Board.</p>	<p>FYI</p>

CEO Report Dr. CJ Kunnappilly	Dr. Kunnappilly presented the CEO report which was included in the Board packet and answered questions from the Board. This year is the 100 th year anniversary of the 39 th Avenue medical building. Much excitement was generated by the Integr8 orientation week for EPIC.	FYI
County Health Chief Report Louise Rogers	Louise Rogers reported that the Behavioral Health Bridge Housing program was awarded \$10 million by the Department of Health Care Services. The grant will expand bridge housing inventory and offer choices for people experiencing homelessness and have behavioral health issues. Correctional Health Services was awarded \$5 million which will benefit individuals in County jails and youth correctional facilities.	FYI
Resolution	Approval of: 1. Adopt a Resolution regarding the Hospital Board's oversight of SMMC's Compliance Program as required by SMMC Corporate Integrity Agreement (CIA)	It was MOVED, SECONDED and CARRIED unanimously to approve the Resolution.
County Executive Officer Mike Callagy	Mike Callagy updated the Board on the County's capital improvement projects including the construction of County Office Building 3.	FYI
Board of Supervisors Supervisor David Canepa	Supervisor Canepa discussed some of the priorities for Measure K funds can be applied to: mental health care, wildfire protection, housing and homelessness issues. These priorities will help to guide staff when deciding how to award grants and the allocation amounts. Supervisor Corzo talked about the recently formed Domestic Violence Task Force and their first meeting will focus on drafting an action plan. This follows the deaths of five women so far this year as a result of domestic violence.	FYI

Supervisor Canepa adjourned the meeting at 9:38 AM. The next Board meeting will be held on November 6, 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: September FY23-24

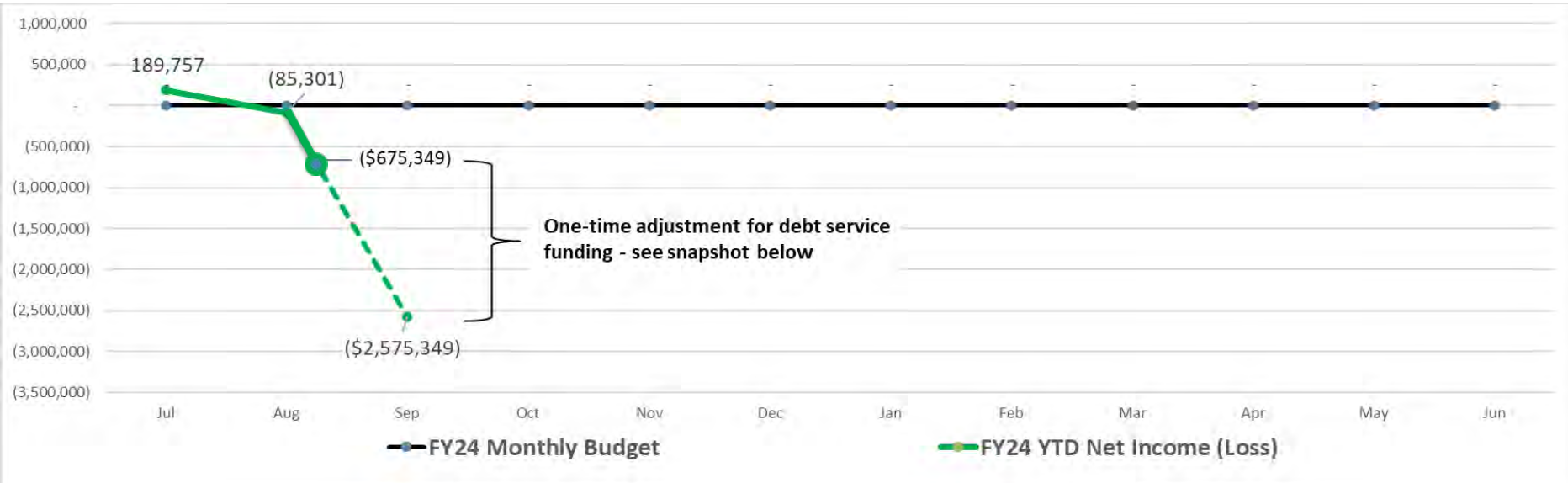
November 6, 2023

Presenter: David McGrew, CFO



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

FY23-24 Cumulative YTD Financial Results



Net Income(loss) – Sept (\$2.5M), YTD (\$2.6M)

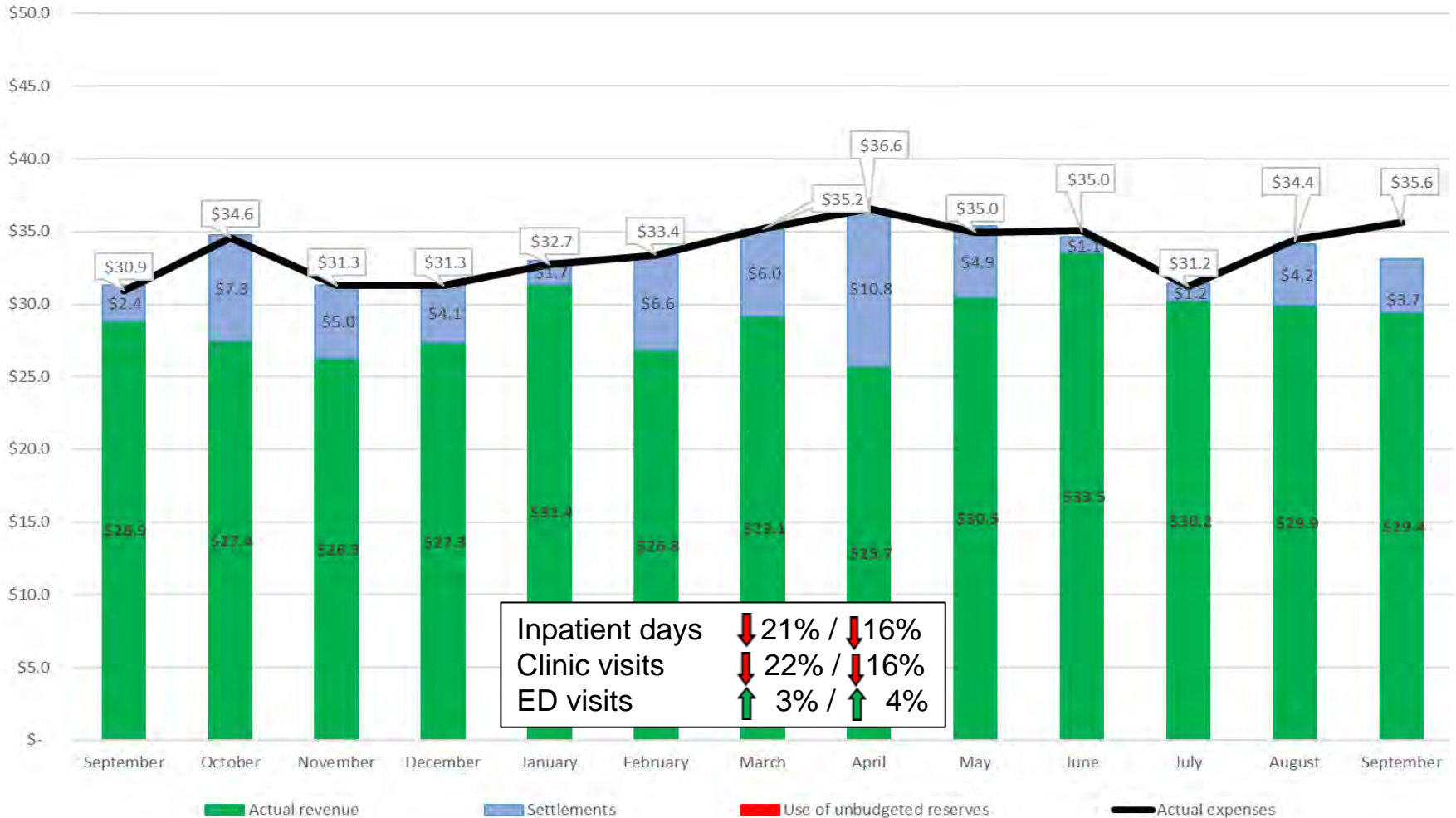
- FTEs 6% favorable
- Labor costs favorable by \$5.3M
- Prior year settlements by \$3.7M

- 2018 debt service \$1.9M (see Snapshot below)
- Supplies
- Nursing registry

Sept FY23 Snapshot – September is unfavorable to budget by \$2.5M due to a timing difference for the accounting and budget treatment of the 2018 Bond debt service for the new Administration building, which is not due until July 1, 2024. Additionally, a multi-day system outage delayed revenue recognition for some services. SMMC is still projected to be near breakeven for the full 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.

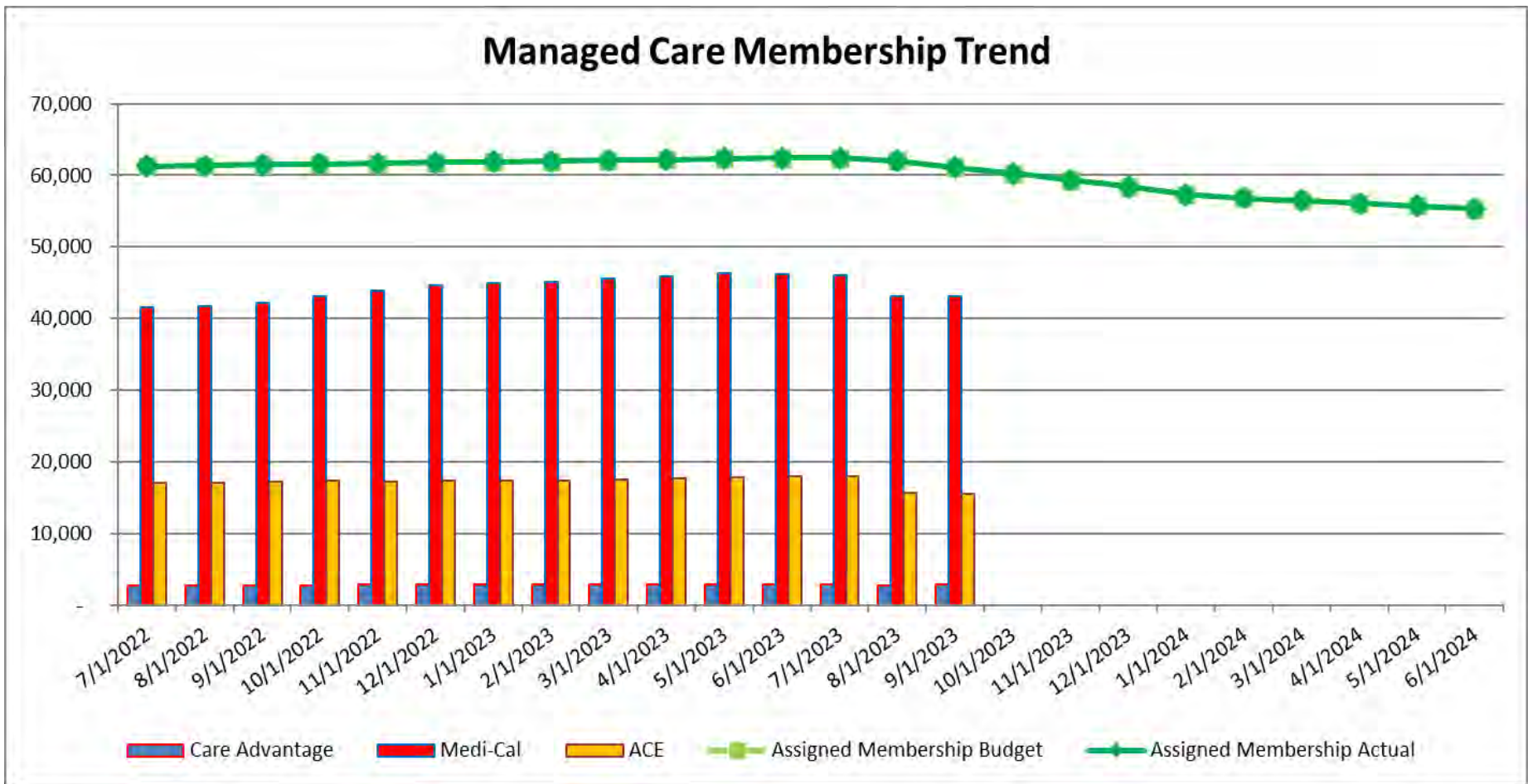
FY 23-24 Revenue & Expense Trend

SMMC's current operating revenue fluctuates around an average of \$29 million (green bar). Operating expenses (black line) in FY24 are averaging \$34 million per month and trending right at budget.



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

Managed Care Membership Trend

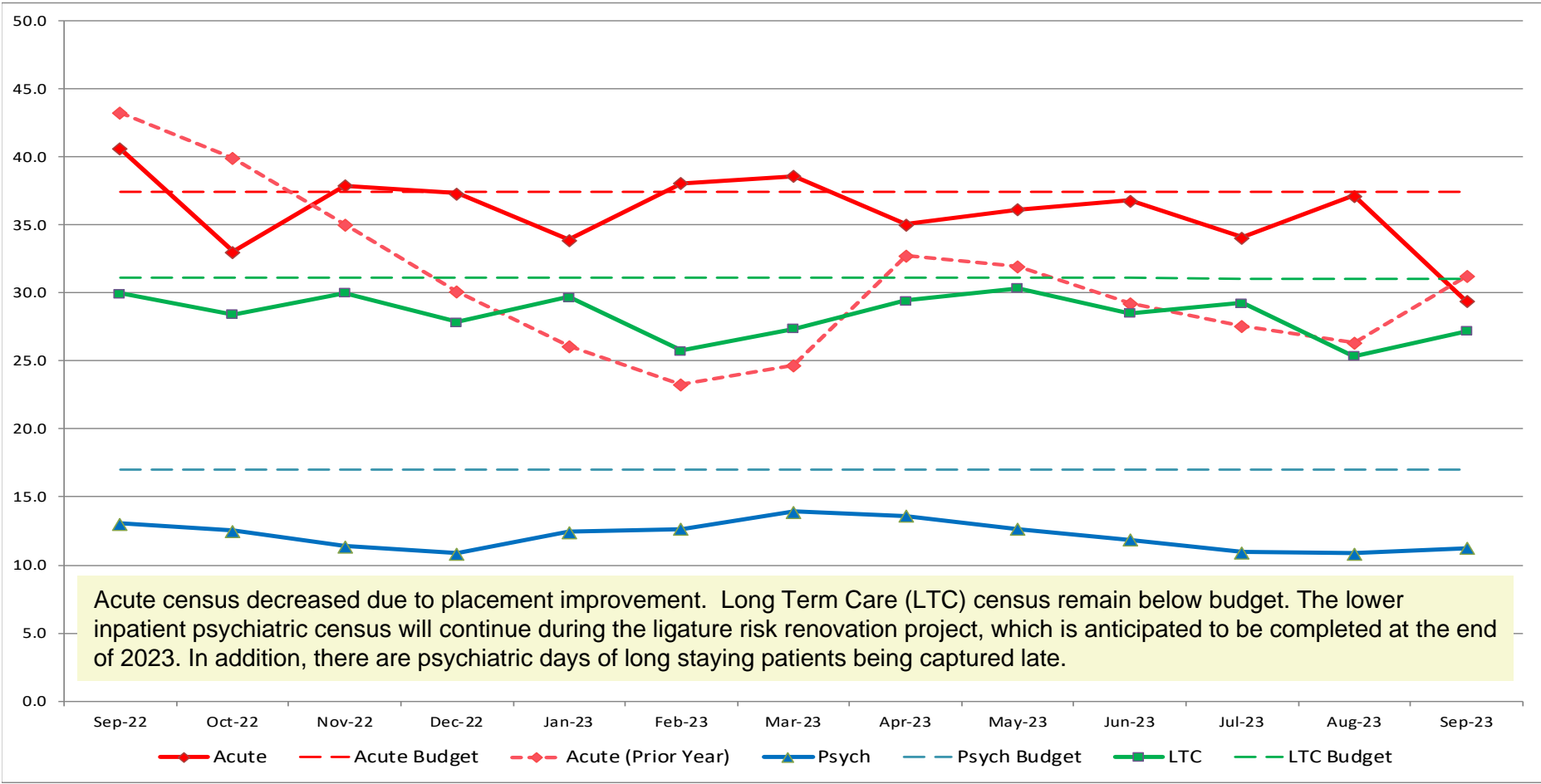


The membership in managed care programs peaked in May 2023 (31% increase for Medi-Cal since the onset of the COVID pandemic) and started trending down since. This is a result of the State restarting annual eligibility redeterminations at the end of the public health emergency. We anticipate the Medi-Cal expansion impacting the ACE 26-49 population will shift assignments from ACE to Medi-Cal, partially offsetting 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 September 30, 2023

	MONTH			
	Actual	Budget	Variance	Stoplight
Patient Days	2,035	2,564	(529)	-21%

	YEAR TO DATE			
	Actual	Budget	Variance	Stoplight
Patient Days	6,611	7,862	(1,251)	-16%

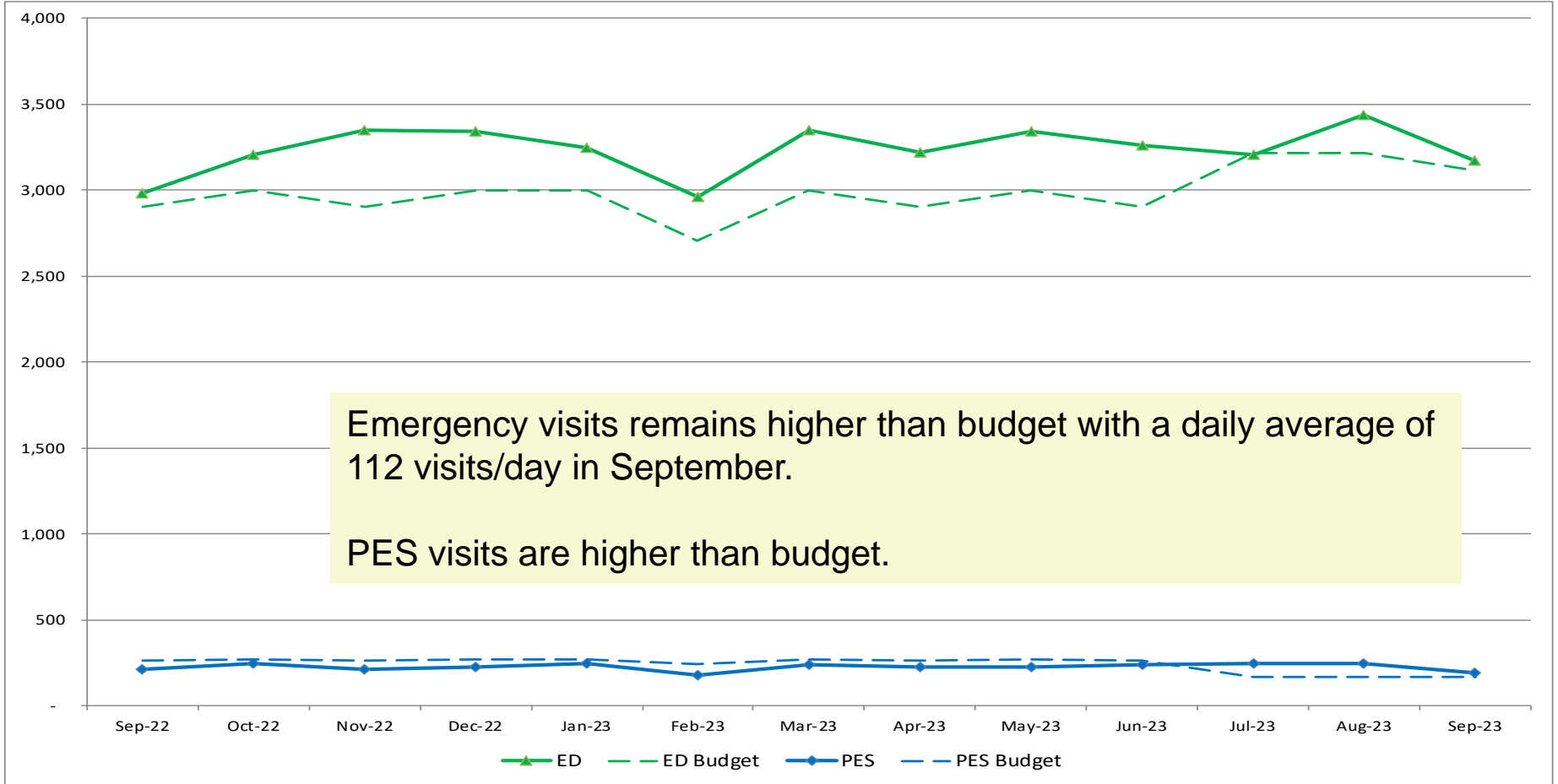


San Mateo Medical Center Emergency Visits September 30, 2023

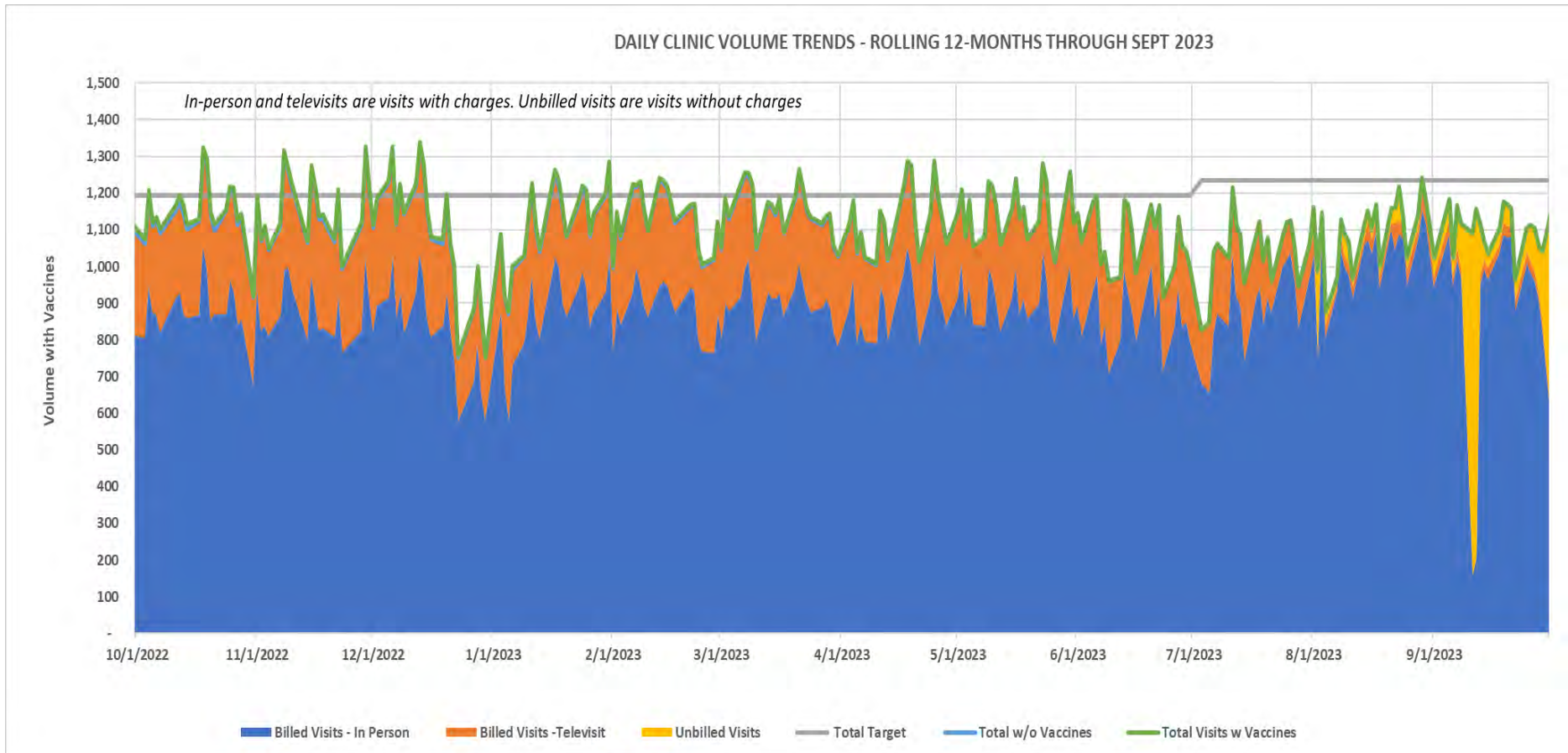
MONTH			
Actual	Budget	Variance	Stoplight
3,362	3,280	82	3%

YEAR TO DATE			
Actual	Budget	Variance	Stoplight
10,498	10,058	440	4%

ED Visits



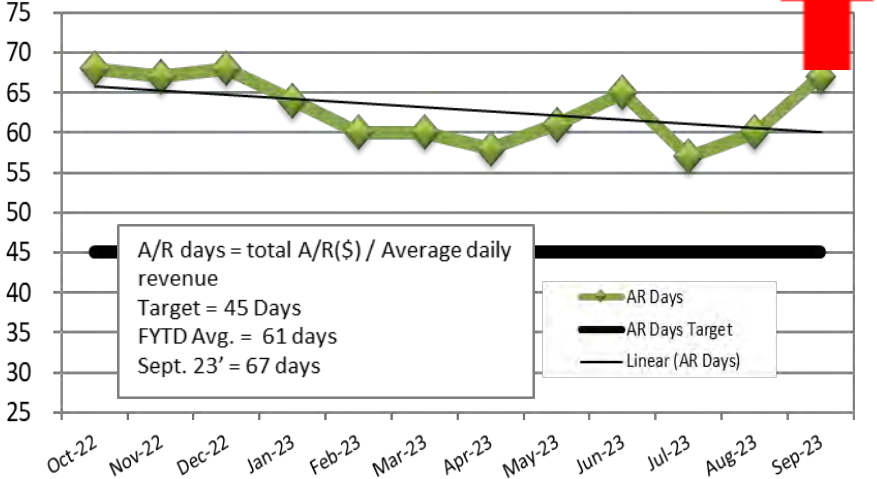
San Mateo Medical Center Clinic Visits September 30, 2023



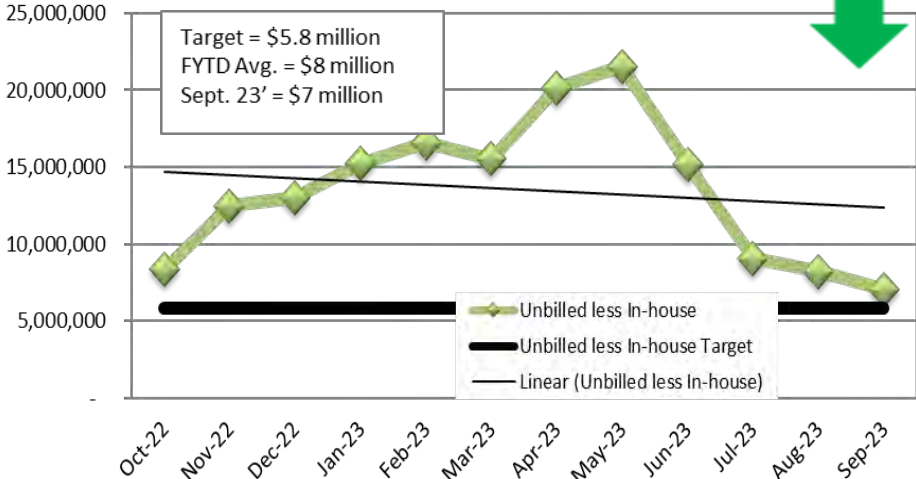
Televisits are running at 6.8% of total visits in FY24 as more patients are opting for in-person visits. Clinic televisits were 23% of total visits in FY23. Early in the pandemic the ratio was as high as 78%. The average visit volume per day for September 2023 is lower than trend due to the initial delay in the new coding process by CorroHealth. In addition, there was increase in unbilled visits due to internet outage days.

Fee-For-Service Revenue - KPIs

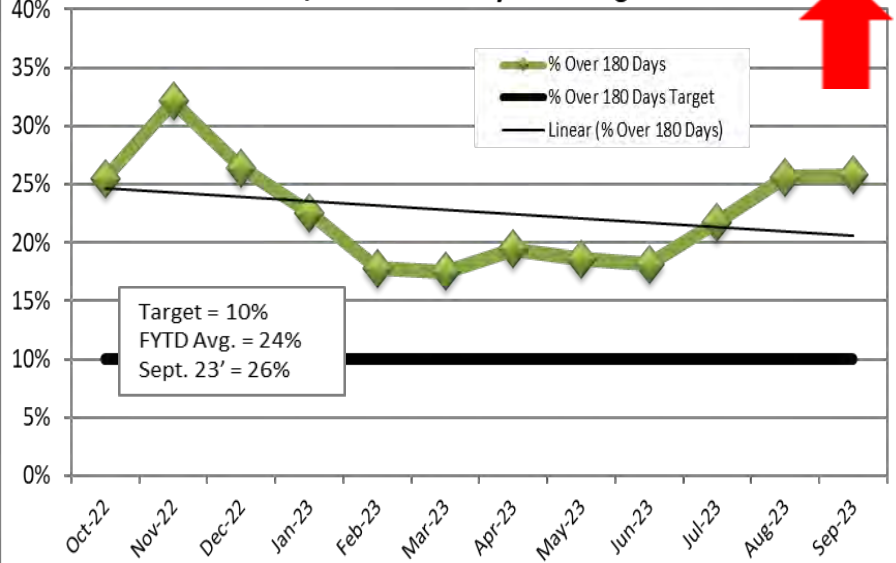
A/R Days - Rolling 12 Months



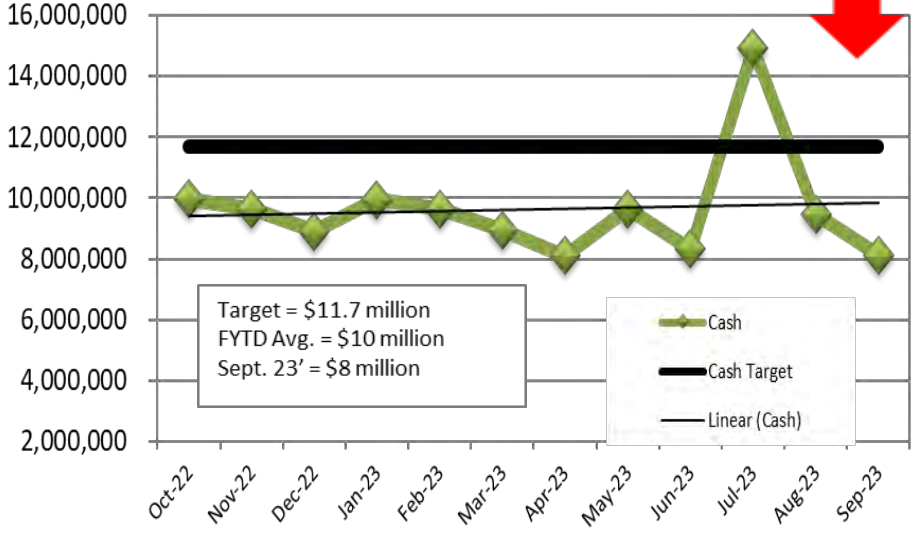
A/R Unbilled - Rolling 12 Months



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



Cash - Rolling 12 Months



APPENDIX



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

San Mateo Medical Center
Income Statement
September 30, 2023

	MONTH				YEAR TO DATE			
	Actual	Budget	Variance	Stoplight	Actual	Budget	Variance	Stoplight
	A	B	C	D	E	F	G	H
1 Income/Loss (GAAP)	(2,490,049)	0	(2,490,049)		(2,575,349)	0	(2,575,349)	
2 HPSM Medi-Cal Members Assigned to SMMC	43,045	42,591	454	1%	129,347	128,926	421	0%
3 Unduplicated Patient Count	68,324	67,727	597	1%	68,324	67,727	597	1%
4 Patient Days	2,035	2,564	(529)	-21%	6,611	7,862	(1,251)	-16%
5 ED Visits	3,362	3,280	82	3%	10,498	10,058	440	4%
7 Surgery Cases	50	269	(219)	-81%	633	849	(216)	-25%
8 Clinic Visits	19,297	24,704	(5,407)	-22%	64,997	77,817	(12,820)	-16%
9 Ancillary Procedures	58,968	63,848	(4,880)	-8%	197,740	200,952	(3,212)	-2%
10 Acute Administrative Days as % of Patient Days	16.0%	20.0%	4.0%	20%	18.0%	20.0%	2.0%	10%
11 Psych Administrative Days as % of Patient Days	94.0%	80.0%	-14.0%	-18%	103.0%	80.0%	-23.0%	-29%
(Days that do not qualify for inpatient status)								
Pillar Goals								
12 Revenue PMPM	139	169	(30)	-18%	137	168	(31)	-18%
13 Operating Expenses PMPM	388	380	(7)	-2%	364	377	14	4%
14 Full Time Equivalents (FTE) including Registry	1,139	1,214	74	6%	1,143	1,214	71	6%

San Mateo Medical Center
Income Statement
September 30, 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	10,941,389	14,335,992	(3,394,604)	-24%	36,592,295	43,007,977	(6,415,682)	-15%
22 Outpatient Gross Revenue	26,693,109	30,680,132	(3,987,023)	-13%	78,825,745	92,040,396	(13,214,650)	-14%
23 Total Gross Revenue	37,634,497	45,016,124	(7,381,627)	-16%	115,418,041	135,048,372	(19,630,332)	-15%
24 Patient Net Revenue	10,582,225	14,288,817	(3,706,591)	-26%	32,392,683	42,866,450	(10,473,767)	-24%
25 Net Patient Revenue as % of Gross Revenue	28.1%	31.7%	-3.6%	-11%	28.1%	31.7%	-3.7%	-12%
26 Capitation Revenue	466,833	510,911	(44,078)	-9%	1,403,250	1,532,734	(129,484)	-8%
27 Supplemental Patient Program Revenue	11,475,638	13,312,505	(1,836,866)	-14%	39,881,555	39,937,514	(55,960)	0%
<i>Volume Based (GPP, EPP, VRR, AB915)</i>	6,595,990	5,892,934	703,056	12%	24,938,364	17,678,802	7,259,562	41%
<i>Value Based (QIP, HPSM P4P)</i>	2,805,229	3,100,472	(295,244)	-10%	8,415,924	9,301,417	(885,493)	-10%
<i>Other</i>	2,074,420	4,319,098	(2,244,679)	-52%	6,527,267	12,957,295	(6,430,029)	-50%
28 Total Patient Net and Program Revenue	22,524,697	28,112,233	(5,587,536)	-20%	73,677,487	84,336,698	(10,659,211)	-13%
29 Other Operating Revenue	1,252,407	1,171,103	81,304	7%	3,509,315	3,513,309	(3,994)	0%
30 Total Operating Revenue	23,777,103	29,283,336	(5,506,233)	-19%	77,186,803	87,850,008	(10,663,205)	-12%

San Mateo Medical Center
Income Statement
September 30, 2023

	MONTH				YEAR TO DATE			
	Actual A	Budget B	Variance C	Stoplight D	Actual E	Budget F	Variance G	Stoplight H
Operating Expenses								
31 Salaries & Benefits	16,804,085	19,747,380	2,943,294	15%	51,982,496	59,242,139	7,259,643	12%
32 Drugs	1,312,262	1,246,836	(65,426)	-5%	4,200,990	3,740,509	(460,481)	-12%
33 Supplies	1,646,440	1,142,708	(503,732)	-44%	3,305,747	3,428,125	122,378	4%
34 Contract Provider Services	5,046,056	4,127,930	(918,126)	-22%	14,369,528	12,383,790	(1,985,738)	-16%
<i>Registry</i>	1,868,078	699,888	(1,168,190)	-167%	5,213,274	2,099,665	(3,113,609)	-148%
<i>Contract Provider</i>	2,718,849	3,021,524	302,675	10%	7,916,169	9,064,572	1,148,403	13%
<i>ACE Out of Network</i>	413,994	351,675	(62,319)	-18%	1,107,307	1,055,025	(52,282)	-5%
<i>Other</i>	58,582	54,843	(3,739)	-7%	131,869	164,528	32,658	20%
35 Other fees and purchased services	6,887,121	6,538,714	(348,406)	-5%	19,679,282	19,616,143	(63,139)	0%
36 Other general expenses	793,896	784,425	(9,471)	-1%	2,196,640	2,353,275	156,634	7%
37 Rental Expense	185,799	173,397	(12,402)	-7%	571,557	520,192	(51,365)	-10%
38 Lease Expense	2,664,425	729,484	(1,934,940)	-265%	4,123,394	2,188,453	(1,934,940)	-88%
39 Depreciation	302,880	330,567	27,688	8%	896,092	991,702	95,609	10%
40 Total Operating Expenses	35,642,964	34,821,443	(821,521)	-2%	101,325,727	104,464,328	3,138,601	3%
41 Operating Income/Loss	(11,865,861)	(5,538,107)	(6,327,754)	-114%	(24,138,924)	(16,614,320)	(7,524,604)	-45%
42 Non-Operating Revenue/Expense	4,329,265	236,305	4,092,960	1732%	5,658,170	708,915	4,949,254	698%
43 Contribution from County General Fund	5,046,547	5,301,802	(255,255)	-5%	15,905,405	15,905,405	-	0%
44 Total Income/Loss (GAAP)	(2,490,049)	0	(2,490,049)		(2,575,349)	0	(2,575,349)	
(Change in Net Assets)								

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

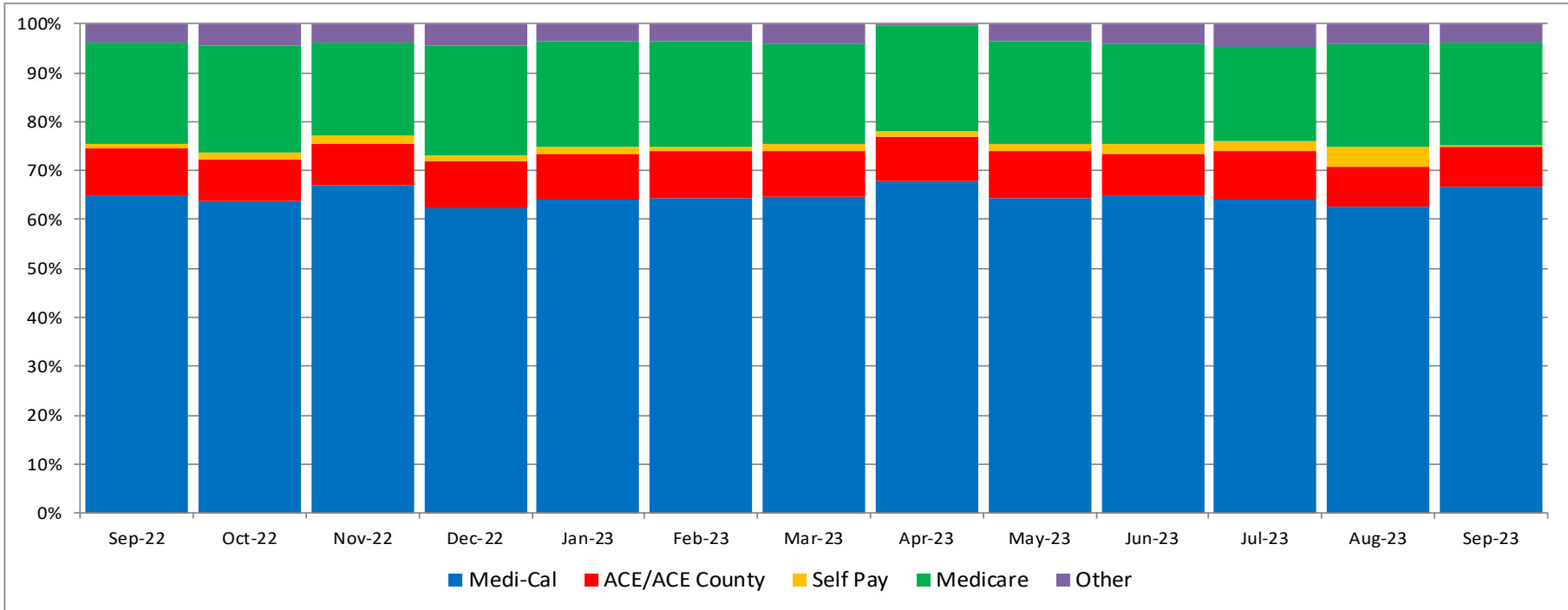
MONTH			
Actual	Budget	Variance	Stoplight

YEAR TO DATE			
Actual	Budget	Variance	Stoplight

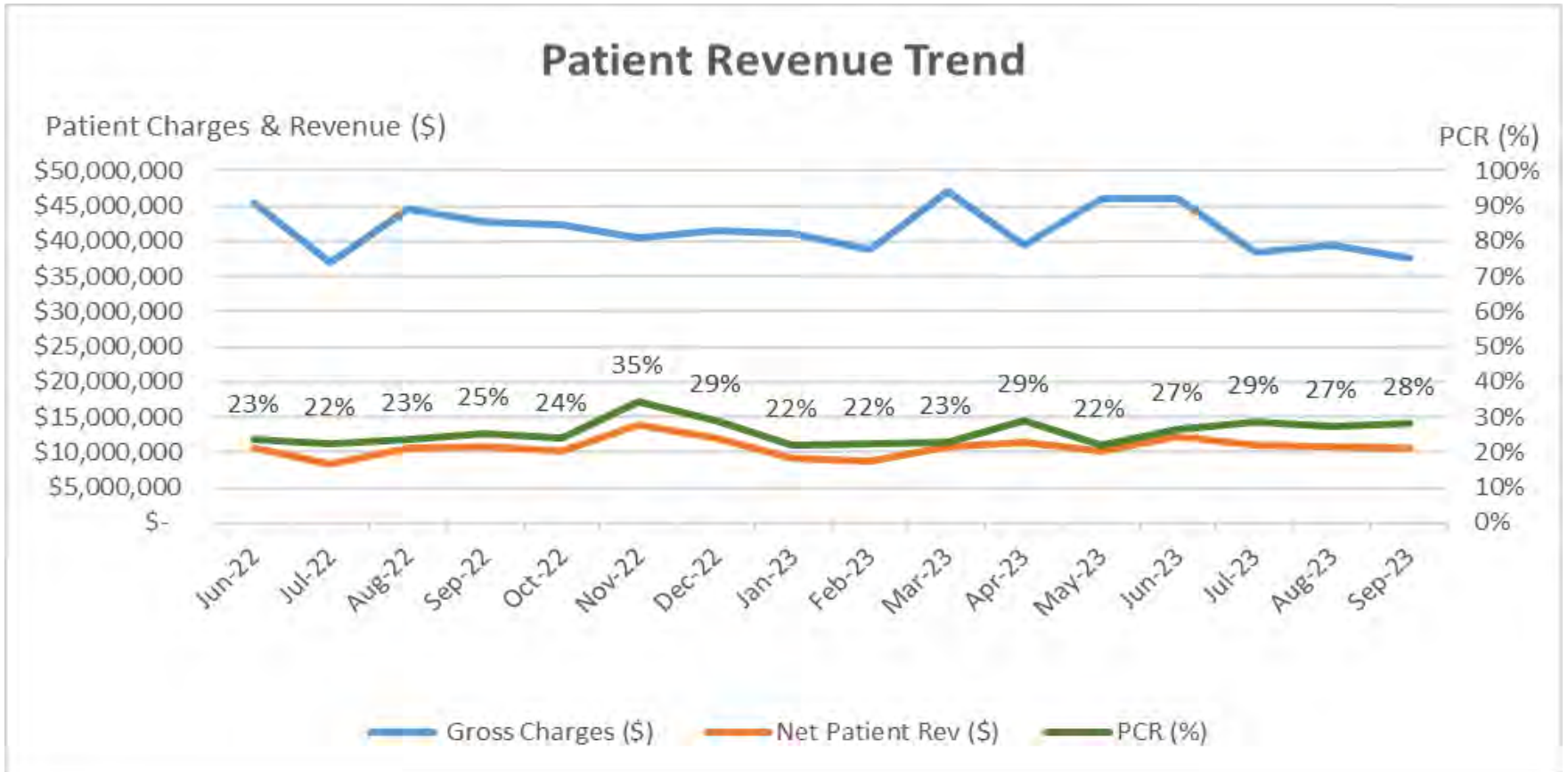
Payer Type by Gross Revenue

	A	B	C	D
Medicare	21.1%	21.1%	0.0%	
Medi-Cal	66.6%	64.7%	1.9%	
Self Pay	0.2%	1.4%	-1.2%	
Other	3.8%	3.7%	0.1%	
ACE/ACE County	8.3%	9.1%	-0.8%	
Total	100.0%	100.0%		

E	F	G	H
20.4%	21.1%	-0.7%	
64.4%	64.7%	-0.3%	
2.2%	1.4%	0.8%	
4.3%	3.7%	0.6%	
8.7%	9.1%	-0.3%	
100.0%	100.0%		



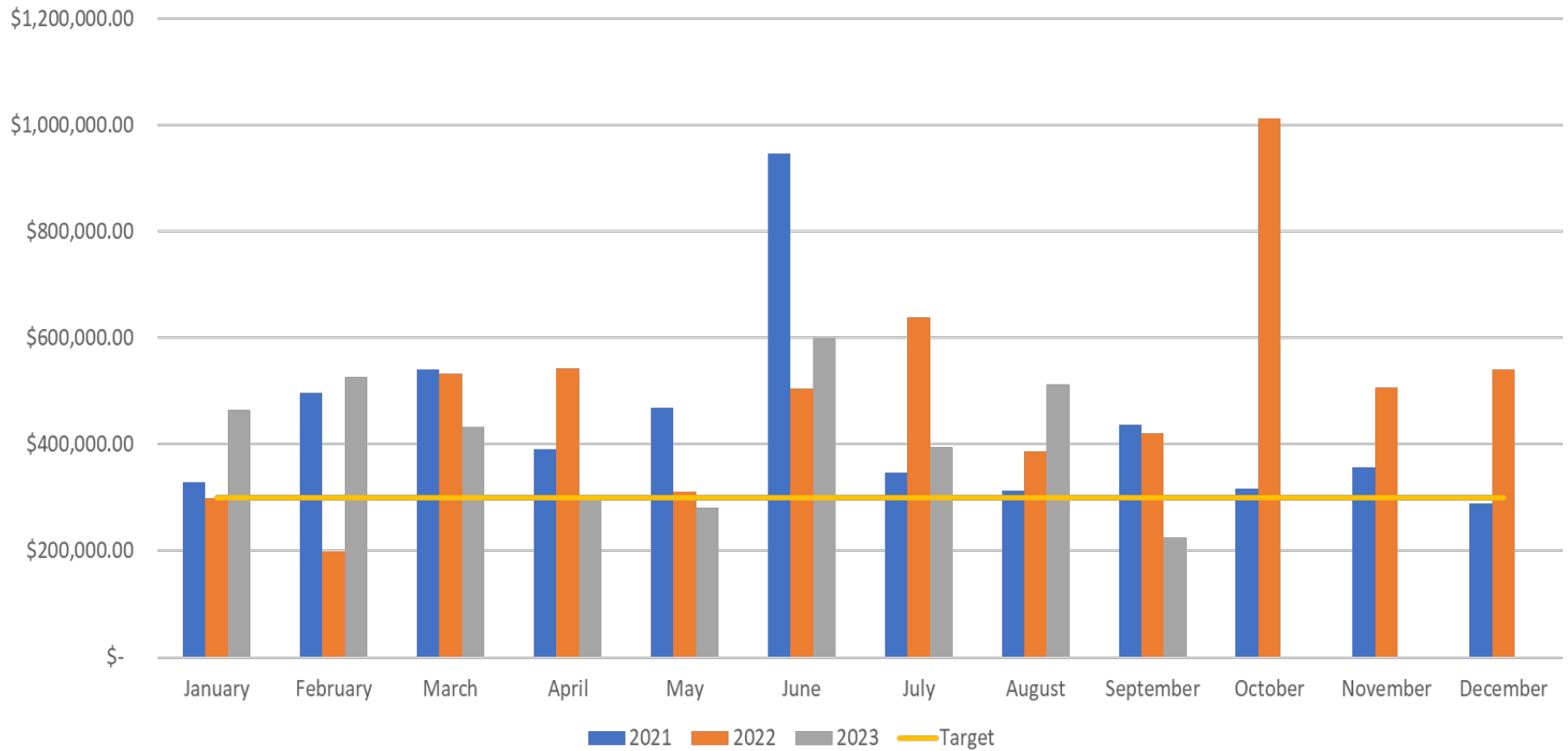
Fee-For-Service Patient Revenue Trend



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

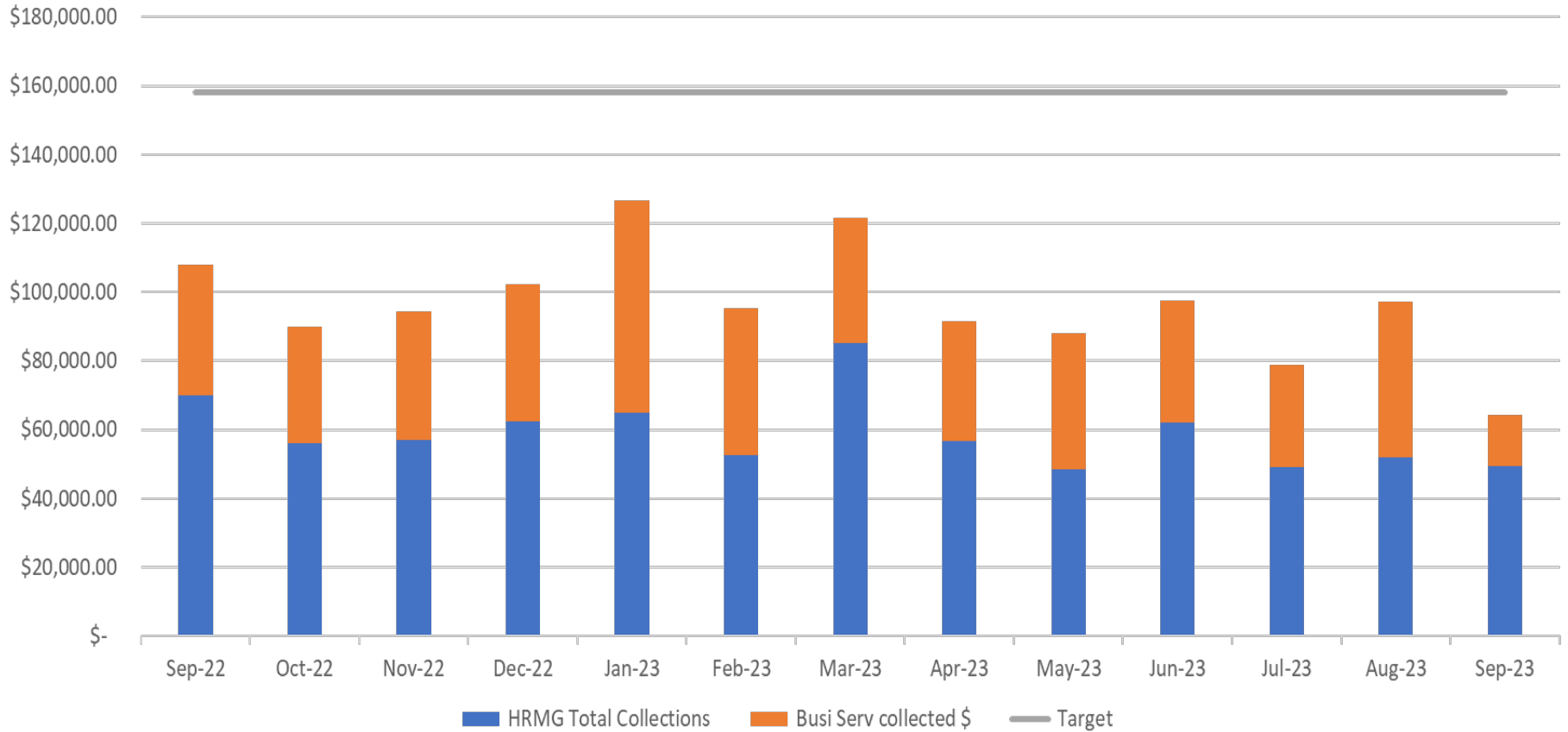
Gross patient revenue is hovering around \$42M/month. The collection rate (PCR) in FY24 YTD is trending at average 28%. PCR surge in Nov 22 and dips earlier this year was due to one-time adjustments. PCR is expected to remain in mid/high 20s for the rest of this fiscal year.

Fee-For-Service Commercial Collections



July 2020 MMX began supporting PFS with Commercial Collections

Fee-For-Service Self Pay Collections

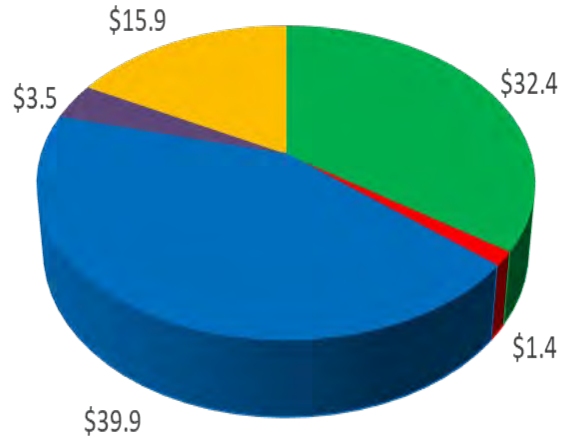


SMMC contracted with Healthcare Revenue Management Group to support SMMC's Business Services unit with collections of self-pay balances

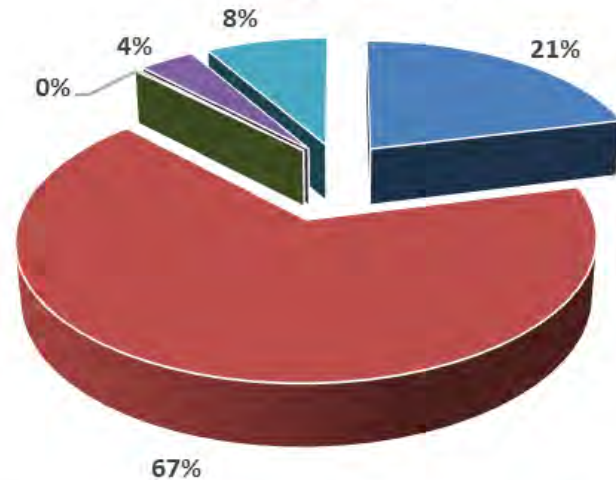
Revenue Mix

Sources of Revenue

(Dollars in millions)



Payor Mix



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

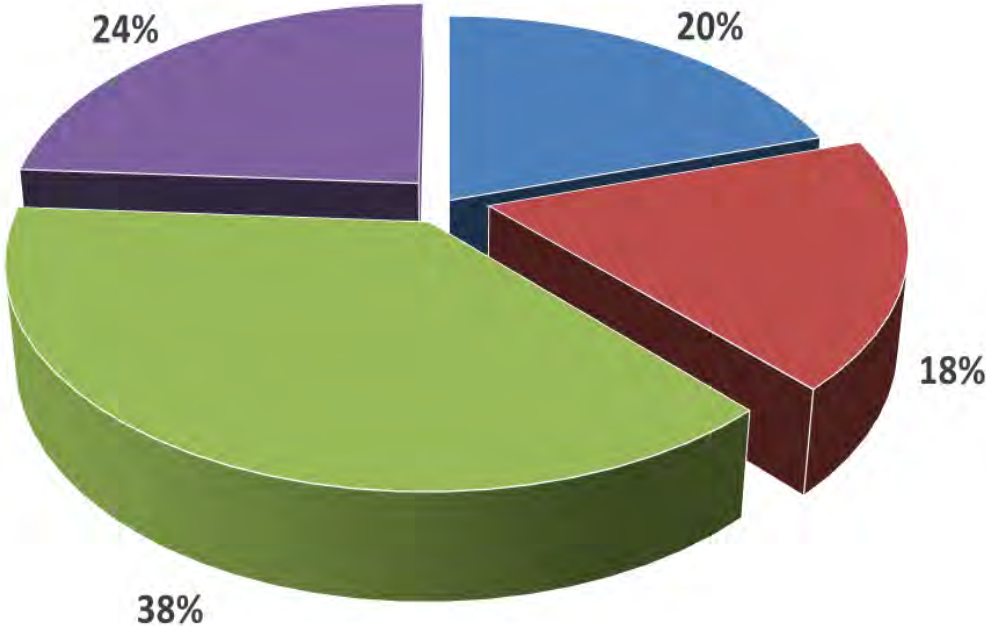
Total YTD Revenue of \$93 million consists of 43% in Supplemental Programs and 35% in Fee For Service

Health Plan of San Mateo (HPSM) represents 35% 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

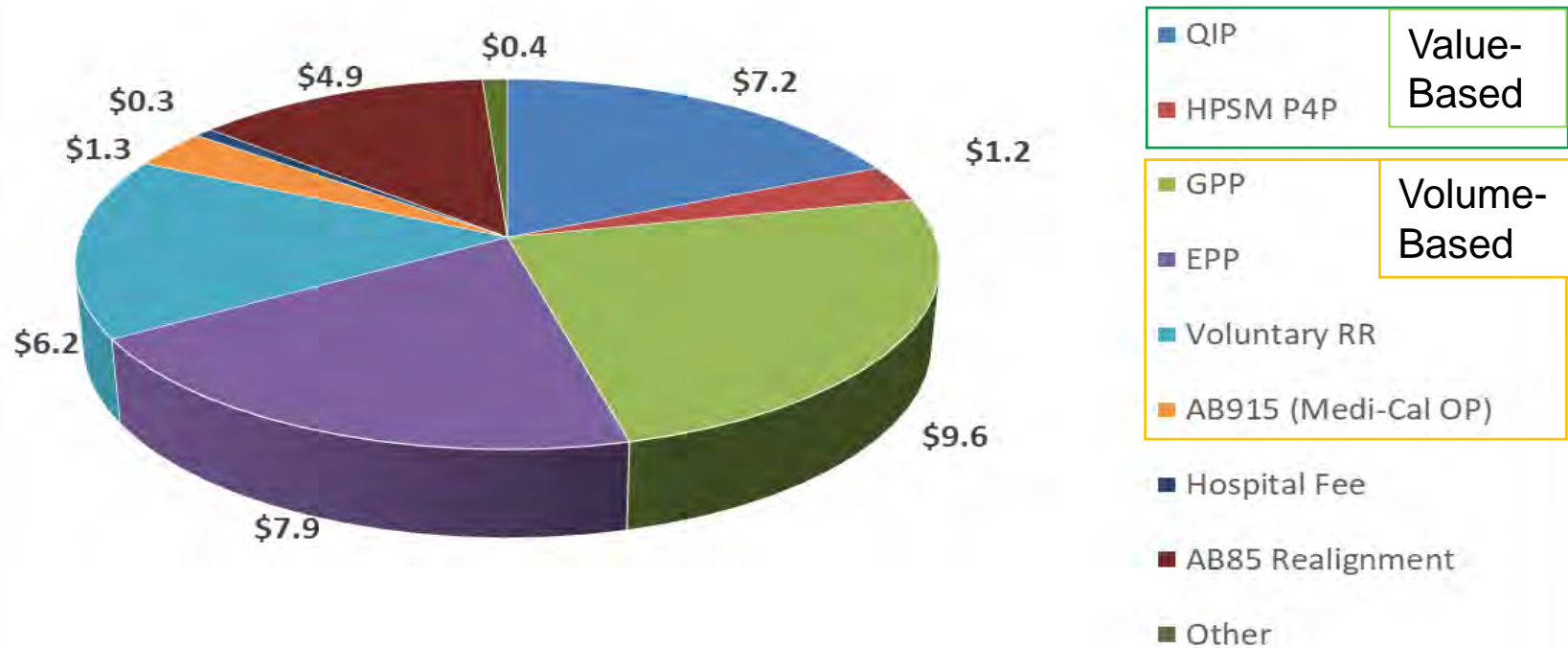
■ Hospital ED & Outpatient

■ Ambulatory Clinics

■ Ancillary Services

Supplemental Revenue Mix

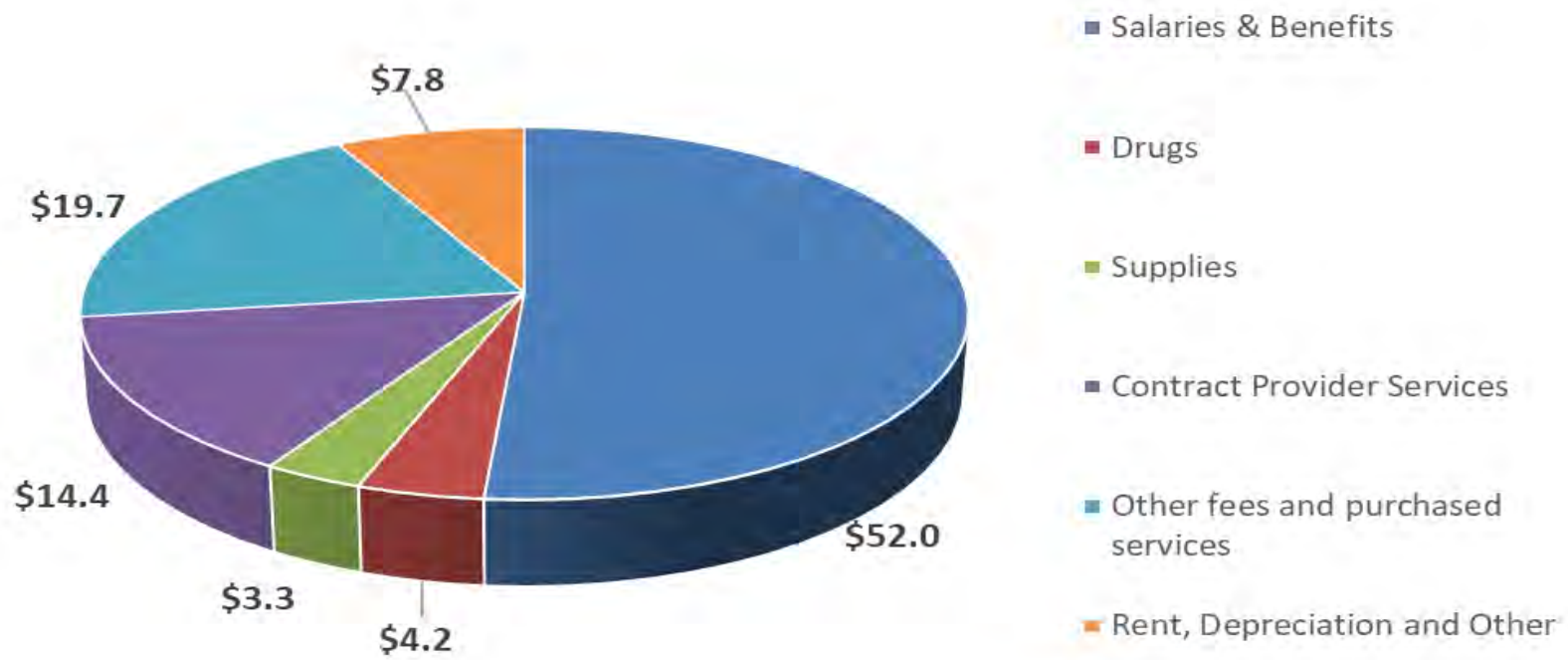
(Dollars in millions)



- **Value-Based** programs, including Capitation revenue, represents 22% of total revenue
- **Volume-Based** supplemental programs, plus FFS revenue, represent 64% of total revenue

Total Operating Expenses

(Dollars in millions)



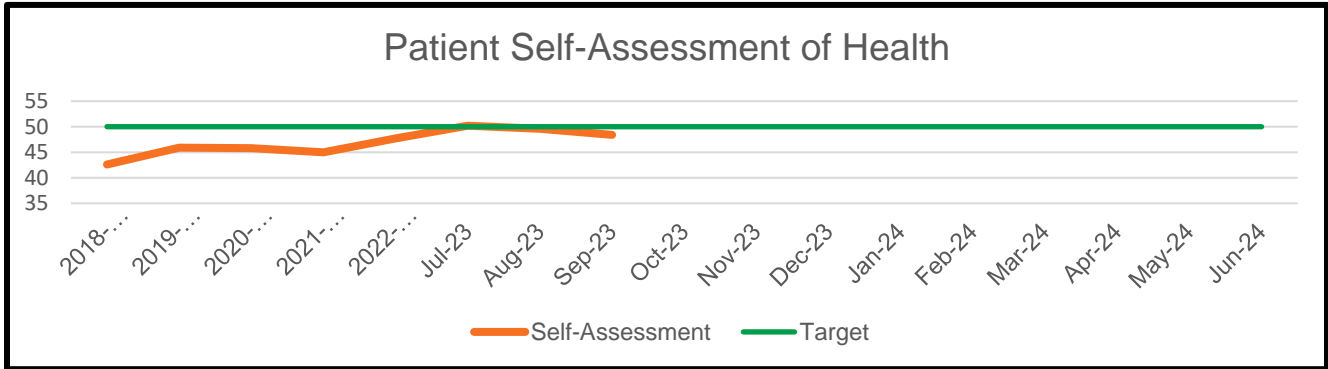
Salaries & Benefits represent 51% of total expenses

Personnel costs* represent 65% of total expenses

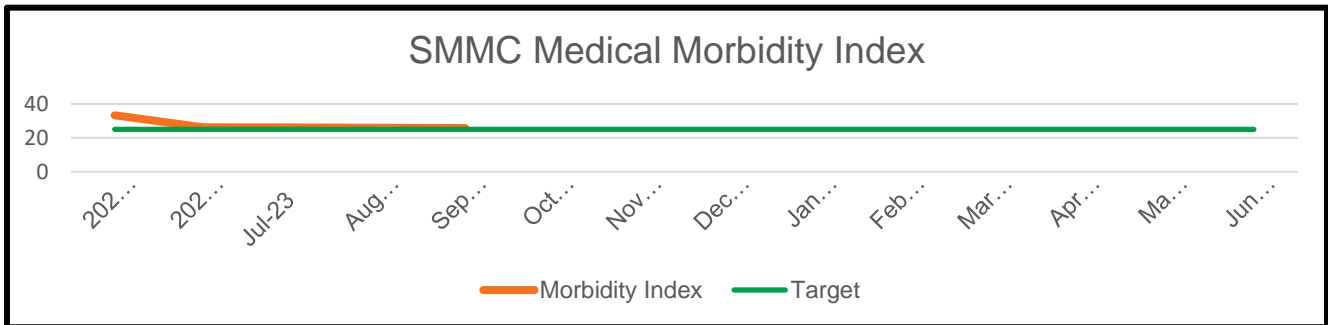
* Personnel costs includes S&B plus Registry/Contract Providers



Excellent Care



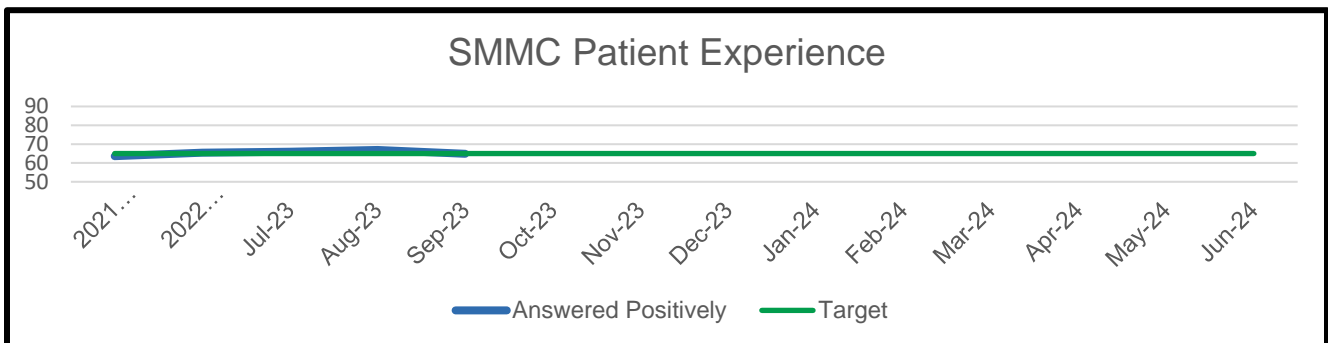
Patient Self-Assessment of Health: All Primary Care patients receive an experience survey. One question asks them to rate their health from poor to excellent. This is the percentage that rate their health as very good or excellent. **Higher is better.**



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.**

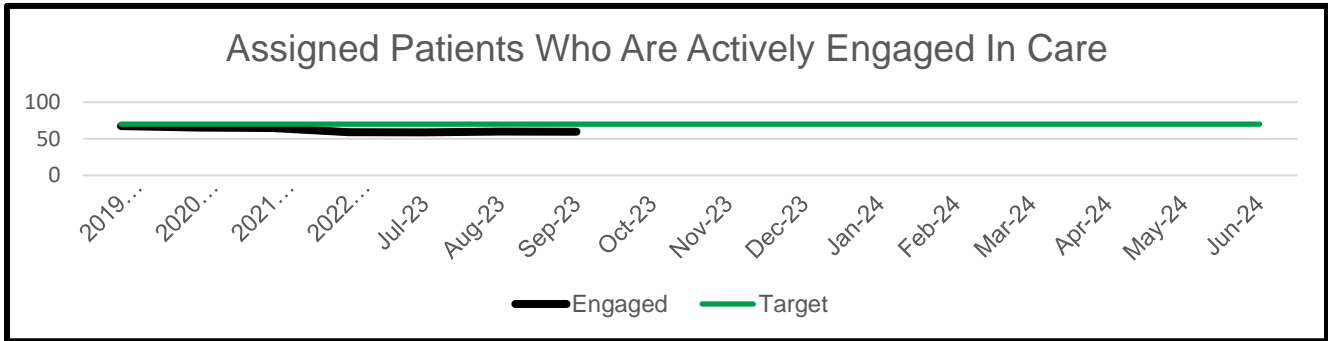


Patient Experience



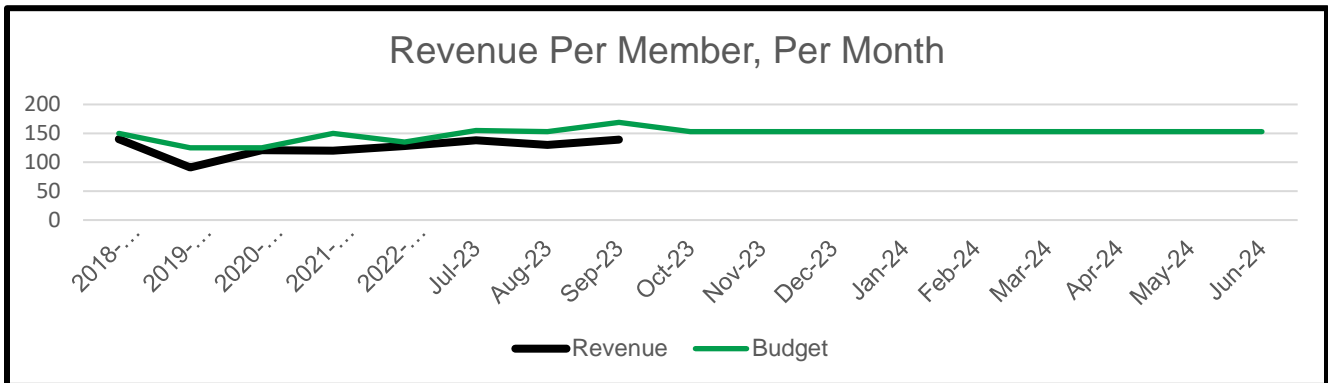
Patient Experience: Percentage of patients who answered affirmatively to the patient experience survey question: “Did the staff work together to meet your needs?” **Higher is better.**

 Access to Care

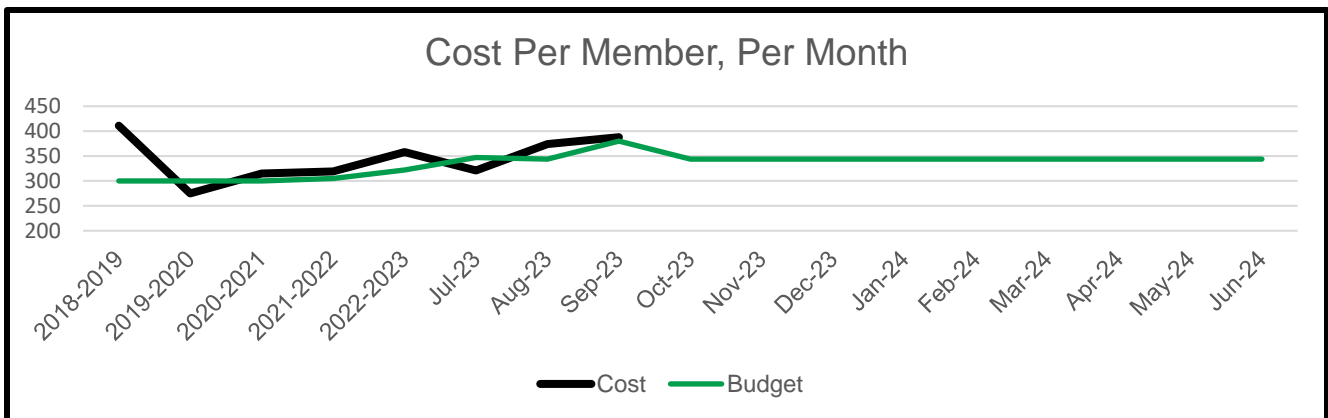


Assigned and Engaged: Percentage of patients assigned to SMMC by the Health Plan of San Mateo who are actively engaged in Care. **Higher is better.**

 Financial Stewardship

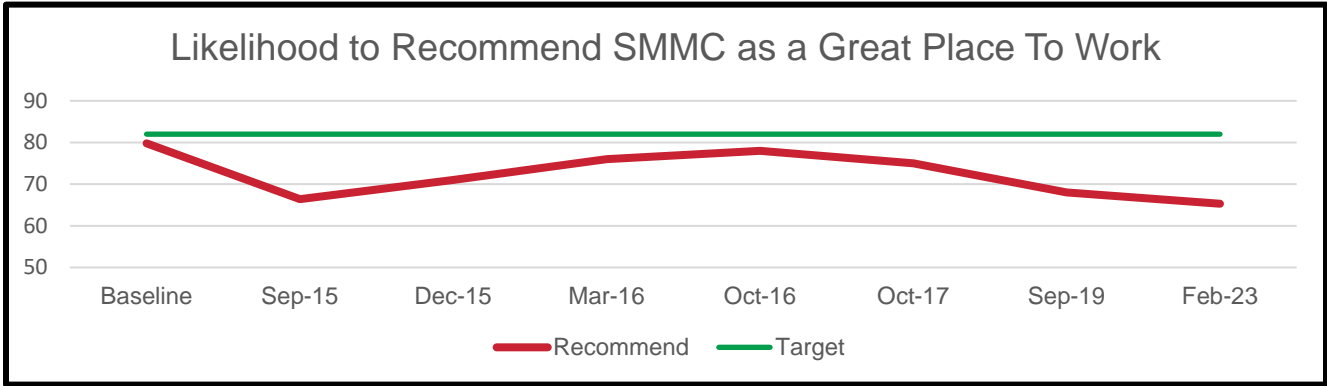


Revenue Per Member, Per Month: Total patient revenue divided by total number of assigned members. **Higher is better.**

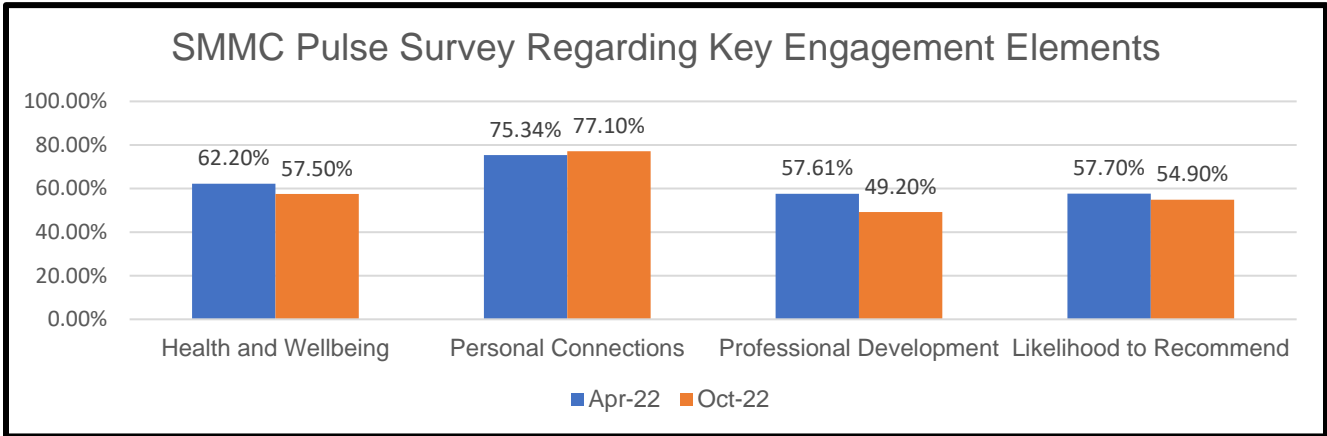


Cost Per Member, Per Month: Total cost divided by total number of assigned members. **Lower is better.**

 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: (left to right): Cassandra Manual, Nurse Practitioner; Silvia Baez, Program Coordinator; Geri Archibald, Supervising Nurse Practitioner; San Mateo County Supervisor Noelia Corzo; and Michele Medrano, Deputy Director of Ambulatory Nursing. **Pictured above right:** Dr. Yousef Turshani, Chief Medical Officer.

Gerri Archibald is Recognized as 2023 Barbara Hammerman Awardee

Congratulations to Gerri Archibald who was honored by the San Mateo County Board of Supervisors as its 2023 winner of the annual Barbara Hammerman Award. The award recognizes Gerri's outstanding and consistent service and passion for prevention of intimate partner abuse. Gerri Archibald is a Nurse Practitioner and Clinical Coordinator at the Keller Center for Family Violence Intervention at San Mateo Medical Center. The Keller Center serves the needs of victims of child physical and sexual abuse and neglect, adult sexual abuse, domestic violence, and elder abuse by providing a compassionate, culturally sensitive experience for the victims of abuse. Read more about Gerri's work:

<http://www.smcgov.org/.../geri-archibald-recognized-2023...>

Dr. Yousef Turshani Featured in Video Series Celebrating SNI's Racial Equity Community of Practice

Healthcare leaders from across California participated in a groundbreaking program to advance racial equity in their public health care systems. Dr. Yousef Turshani, Chief Medical Officer at San Mateo Medical Center joined the California Health Care Safety Net institute and the National Equity Project for Phase I of the Racial Equity Community of Practice, which was funded by the California Health Care Foundation. [Dr. Turshani is featured in a video](#) series highlighting the personal journey of many of the participants.

Other SMMC participants included Kacie Patton, Jen Gordon, Priscilla Romero, and Dr. Mithu Tharayil. In the first phase of the project, they helped build a foundation of knowledge and a shared language, strengthened organizational commitments to anti-racism, developed leadership capacity, and initiated tests of organizational change to embed equity in all aspects of care. [Learn more on the SNI website.](#)

SMMC Upgrades to Digital Breast Tomosynthesis to Improve Breast Health for Patients

On October 11, 2023, SMMC's Radiology Department upgraded its mammography units from 2D imaging to Digital Breast Tomosynthesis. Tomosynthesis is a three-dimensional

mammogram that takes a series of slices of images to create a 3D model of the breast rather than just one two-dimensional image. This advanced technology aids in early detection of breast cancer because the radiologists can view the image slices one by one and are able to see much smaller cancers. Early detection saves lives and can result in less invasive treatments.

Thank you to the project team: Jacqueline Pelka, Radiology Manager; Dr. Kelly Broderick, Radiologist; Rebecca Alvarez, Lead Mammography Tech, and Troy Apitti, PACs Administrator.

A special thank you to John Jurow and the San Mateo County Health Foundation for raising more than \$1 Million to help support the project. They also [produced a video](#) about the project, which highlights a patient's testimonial.

SMMC Skilled Nursing Recognized with Certificate of Excellence

The California Department of Public Health (CDPH) HealthCare-Associated Infections (HAI) Program and Health Services Advisory Group (HSAG) offers four virtual Infection Prevention and Control (IPC) Train-the Trainer Workshops. SMMC Skilled Nursing is in the top 7% of California Skilled Nursing Facilities that completed all four sessions and were recognized with a Certificate of Excellence by the program. Congratulations to the entire Skilled Nursing team for this accomplishment and their commitment to the safety and health of their patients.

Integr8 Health Efforts Progress

On November 6th, SMMC plans to transition from the Pework phase of Integr8 Health (our Epic implementation) to the active Build and Configuration phase. As we make this transition, teams are working on completing tasks related to third party contracting and project team onboarding. In the next phase, SMMC design teams will begin the process of building the system through a series of guided choices and discussions. This will also be when we start to identify gaps between current workflows and the workflows that will be necessary to utilize Epic optimally.

As we identify those gaps, teams will utilize the structures and tools within the Improvement System to close them. We will be excited to share progress with the board as we move into this exciting new phase.

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October 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	20,352 (September)	0.6%	-9.5%
SMMC Emergency Department Visits	3,173 (September)	-7.6%	2.5%

Ziomara Ochoa Recognized for Leadership, Mentoring

The National Hispanic and Latino Executive Leadership and Fellowship Program presented Ziomara Ochoa, deputy director of Behavioral Health and Recovery Services, with the 2023 Alumni Impact Award. In 2022, Ochoa was one of 22 internationally selected for the National Hispanic and Latino Leadership and Fellowship Program, which offers executive leadership training and coaching for professionals in behavioral health and integrated health. After completing the fellowship, she became a mentor for a 2023 fellow for the pilot mentorship program. Ochoa was recognized for making meaningful and lasting change in her community and for her work in County Health.

Emergency Animal Enclosures Installed at Cow Palace

Measure K funds are providing support for sheltering large animals, such as horses and cows, during an evacuation from fire, flood, or other disaster. The San Mateo County Large Animal Evacuation Group, which works with **County Health's** Animal Control and Licensing unit, has installed 48 temporary enclosures at the Cow Palace in Daly City. The facility has also improved the space and repaired the roof. The Cow Palace now has the capacity to support County Health and its partners in managing livestock in an emergency.



Coastal Cleanup Day Recap

Some 4,000 local volunteers participated in **Environmental Health Services'** Coastal Cleanup Day, removing more than 27,000 pounds of trash and recyclables at over 30 locations. Cleanups took place at parks, along creeks, beaches, and roadsides, in neighborhoods, and even on boats and kayaks at Foster City Lagoon and the Bair Island Aquatic Center in Redwood City.

Some interesting finds included a wooden carved duck, a drone, and a crab pot. The top littered items removed included a lot of single-use plastics – cigarette butts, food wrappers and utensils, plastic bags, bottles, and caps, as well as foam packaging. Part of an annual statewide initiative by the Coastal Commission, Coastal Cleanup Day brings the San Mateo County community together to gather litter before it enters waterways and to help inspire the next generation of leaders.



County Health Staff Present at Mexican Consulate

Three County Health staff gave presentations at the Binational Health Week event at the office of the Consulate General of Mexico in San Francisco. Priscilla Romero, program services manager at San Mateo Medical Center, Ziomara Ochoa, deputy director of Behavioral Health and Recovery Services, and Lizelle Lirio de Luna, director of Family Health Services spoke about the importance of vaccination and promoting mental health and substance use services to reduce health disparities among Mexican and other Latinx communities in the U.S. (picture: Priscilla Romero, left, with Vicky Avila, director of Nuestra Casa de East Palo Alto).



Gerri Archibald Receives Barbara Hammerman Award



The Board of Supervisors honored Gerri Archibald as its 2023 winner of the annual Barbara Hammerman Award, recognizing her outstanding and consistent service and passion in the prevention of intimate partner abuse. A nurse practitioner and clinical coordinator at the Keller Center for Family Violence Intervention at San Mateo Medical Center, Archibald leads a team of 16 nurses who respond 24/7 to victims of sexual assault and domestic violence. She provides training on mandated reporting, sexual assault, domestic violence, and child abuse to nurses and staff, in addition to community trainings for other hospitals. She also provides expert witness testimony in domestic violence and sexual assault cases and **serves on San Mateo County's Domestic Violence Council** (picture: Gerri Archibald, left, with County Supervisor Noelia Corzo).

The Hammerman Award was created in honor of the late Barbara Hammerman, a City of San Mateo police lieutenant, whose legacy of exemplary service and dedication to survivors of domestic violence **serves as a model for the County's law enforcement community**. The award is presented annually to one person for exceptional service in addressing domestic violence.

Medical Therapy Program Hosts Open House

Family Health Services hosted an open house on October 4 for its Medical Therapy Program, which serves children with severe medical conditions such as cerebral palsy, muscular dystrophy, spinal cord injuries, and other conditions. Guests from other County programs and the community were invited to explore interactive exhibits and get a behind-the-scenes look at the program with presentations by kids from the program.

Provided through **California Children's Services**, the Medical Therapy Program assists children and young adults in obtaining services such as arranging, directing, and paying for medical care, occupational and physical therapy, equipment, and rehabilitation.



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