



SAN MATEO COUNTY HEALTH

**SAN MATEO
MEDICAL CENTER**

BOARD OF DIRECTORS MEETING

Thursday, January 3, 2019

8:00 AM – 10:00 AM

SAN MATEO MEDICAL CENTER

EXECUTIVE BOARD ROOM

Second Floor, Administration Wing



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

BOARD OF DIRECTORS MEETING

January 3, 2019 8:00 – 10:00 AM

Executive Board Room – Second Floor, Administration Wing

AGENDA

A. CALL TO ORDER

B. CLOSED SESSION

Items Requiring Action

1. Medical Staff Credentialing Report
2. Quality Report

*Dr. Bryan Gescuk
Dr. Julie Hersk*

Informational Items

3. Medical Executive Committee

Dr. Bryan Gescuk

C. REPORT OUT OF CLOSED SESSION

D. PUBLIC COMMENT

Persons wishing to address items not on the agenda

E. FOUNDATION REPORT

Leslie Williams-Hurt

F. CONSENT AGENDA

Approval of:

1. November 1, 2018 Meeting Minutes

TAB 1

G. MEDICAL STAFF REPORT

Chief of Staff Update

Dr. Bryan Gescuk

H. ADMINISTRATION REPORTS

- 1. Reducing Patient Falls
- 2. Budget Update
- 3. Financial Report
- 4. CEO Report

Dr. Alpa Sanghavi.....Verbal

Dr. CJ Kunnappilly.....Verbal

David McGrew.....TAB 2

Dr. CJ Kunnappilly.....TAB 2

I. HEALTH SYSTEM CHIEF REPORT

Health System Snapshot

Louise Rogers..... TAB 2

J. COUNTY MANAGER’S REPORT

Mike Callagy

K. BOARD OF SUPERVISOR’S REPORT

Supervisor Carole Groom

L. ADJOURNMENT

Meetings are accessible to people with disabilities. Individuals who need special assistance or a disability-related modification or accommodation (including auxiliary aids or services) to participate in this meeting, or who have a disability and wish to request an alternative format for the agenda, meeting notice, agenda packet or other writings that may be distributed at the meeting, should contact Michelle Lee, Executive Secretary, at least 48 hours before the meeting at (650) 573-2222 and/or mlee@smcgov.org. Notification in advance of the meeting will enable the County to make reasonable arrangements to ensure accessibility to this meeting and the materials related to it. Attendees to this meeting are reminded that other attendees may be sensitive to various chemical based products.

TAB 1

**CONSENT
AGENDA**

HOSPITAL BOARD OF DIRECTORS
MEETING MINUTES
Thursday, November 1, 2018
Executive Board Room

Board Members Present

Supervisor David Canepa
John Maltbie
Louise Rogers
Dr. CJ Kunnappilly
Dr. Bryan Gescuk
Dr. Julie Hersk
Dr. Janet Chaikind
Deborah Torres

Staff Present

Michelle Lee
David McGrew
Dr. Susan Fernyak
Dr. Alpa Sanghavi
Joan Spicer
Peggy Jensen
Aimee Armsby
Michael Callagy

Members of the Public

Gabriela Behn
Cecilia Diaz
Angela Gonzalez
Ron Senior
Gary Horne
Leslie Williams-Hurt
Paul Rogerville
Lupe Gutierrez

DeAndre James
Priscilla Romero
Glynis Carreira
Martha Palacios
Lillian Lilles
Scott Diem
Annie Louie

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 8:25 AM to Open Session. A quorum was present (see above).	
Report out of Closed Session	Medical Staff Credentialing Report for November 1, 2018. QIC Minutes from September 25, 2018. Medical Executive Committee Minutes from October 9, 2018.	Aimee Armsby reported that the Board unanimously approved the Credentialing Report as amended and the QIC Minutes and accepted the MEC Minutes.
Public Comment	SEIU members made comments about their work history with the county.	
Foundation Report	The Golf Tournament will take place on Monday, July 29, 2019 at Sharon Heights Golf and Country Club. Proceeds from the tournament will benefit the Rehabilitation Expansion.	FYI
Consent Agenda	Approval of: 1. Hospital Board Meeting Minutes from October 4, 2018. 2. Compliance/Privacy Report	It was MOVED, SECONDED and CARRIED unanimously to approve all items on the Consent Agenda.

<p>Medical Staff Report Dr. Bryan Gescuk</p>	<p>The Medical Staff Code of Conduct is currently being updated and will be completed in early 2019. CURES should be used for all opiates. Congratulations to Dr. Janet Chaikind who has been appointed as the new assistant medical director for ambulatory care. Today will be her last meeting as a hospital board member. We thank her for her years serving the hospital board!</p>	<p>FYI</p>
<p>Food and Nutrition Department Ron Senior</p>	<p>Services provided:</p> <ul style="list-style-type: none"> • Nutrition education and support for in-patient and out-patient • Inpatient meal services • Café 39 for staff and visitors, catered events • Horizon Recovery Program <p>FY18 Revenue Report:</p> <ul style="list-style-type: none"> • Café 39 = \$689,334 • Catering = \$58,498 • Horizon = \$22,379 <p>Opportunities</p> <ul style="list-style-type: none"> • CBORD Implementation (Diet Software) in October 2018 • Construction – the main kitchen will close and move to its new location under the nursing wing in November 2019. 	<p>FYI</p>
<p>Independent Financial Audit Report MSO Certified Public Accountants</p>	<p>MSO is an independent accounting firm that has been conducting audits for the past several years. During the audit, MSO did not identify any deficiencies in internal control over financial reporting that they considered to be material weaknesses. And there are no current year recommendations.</p>	<p>FYI</p>
<p>Financial Report David McGrew, CFO</p>	<p>The September FY18/19 financial report was included in the Board packet and David McGrew answered questions from the Board.</p>	<p>FYI</p>
<p>CEO Report Dr. CJ Kunnappilly, CEO</p>	<p>Dr. Kunnappilly presented the CEO report which was included in the Board packet and answered questions from the Board. The next Board meeting will be held on January 3. Dr. Kunnappilly extended his appreciation to John Maltbie for his years of public service and congratulations on his retirement.</p>	<p>FYI</p>
<p>Health System Report Louise Rogers</p>	<p>In order to lesson to impact on the neighborhood, the Health System campus has implemented a parking plan to deal with reduced parking lot space. Shuttle service, public transport incentives, and stacked parking are some of the methods.</p>	<p>FYI</p>

	Serenity House is open and the first admissions came through the PES, referrals from family members, and police direct referral.	
County Manager John Maltbie	We have completed the process of setting up the capital related bonds and will begin selling them in about a week.	FYI
Board of Supervisors Supervisor Canepa	Supervisor Canepa recognized John Maltbie's long time contribution to the county and promised to work with Mike Callagy and the Board of Supervisors to look at housing and other issues.	FYI

Supervisor Canepa adjourned the meeting at 9:16 AM. The next Board meeting will be held on January 3, 2019.

Minutes recorded by:



Michelle Lee, Executive Secretary

Minutes approved by:



Dr. Chester Kunnappilly, Chief Executive Officer

TAB 2

**ADMINISTRATION
REPORTS**

BOARD OF DIRECTORS SAN MATEO MEDICAL CENTER

Financial Report: November FY18-19

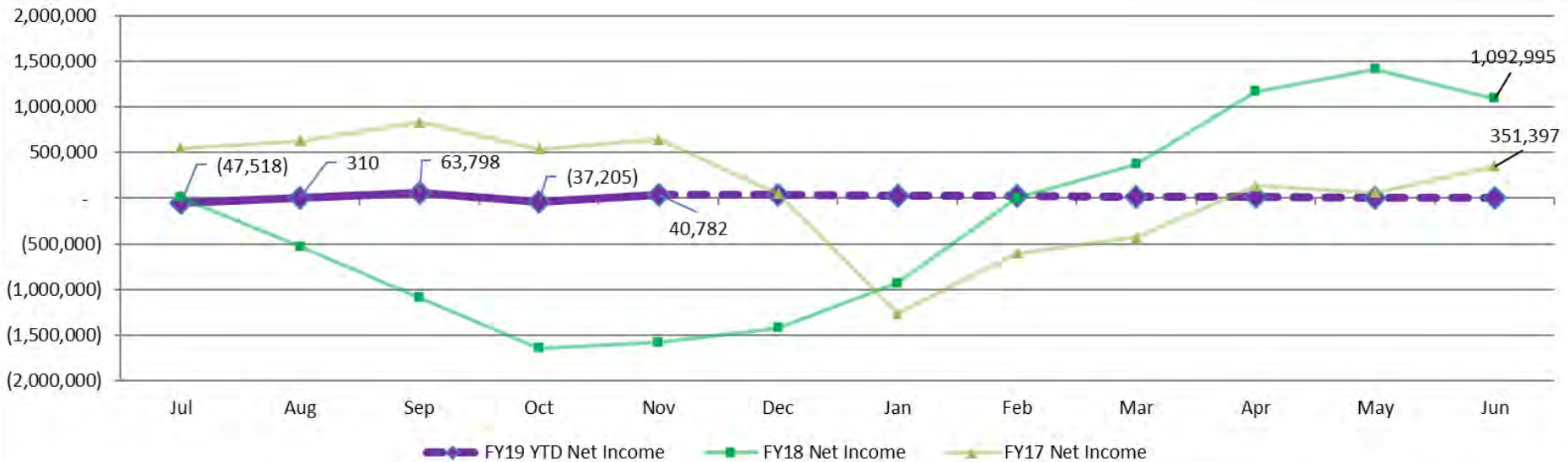
January 3, 2019

Presenter: David McGrew, CFO



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

Financial Highlights



November - Positive \$77k:

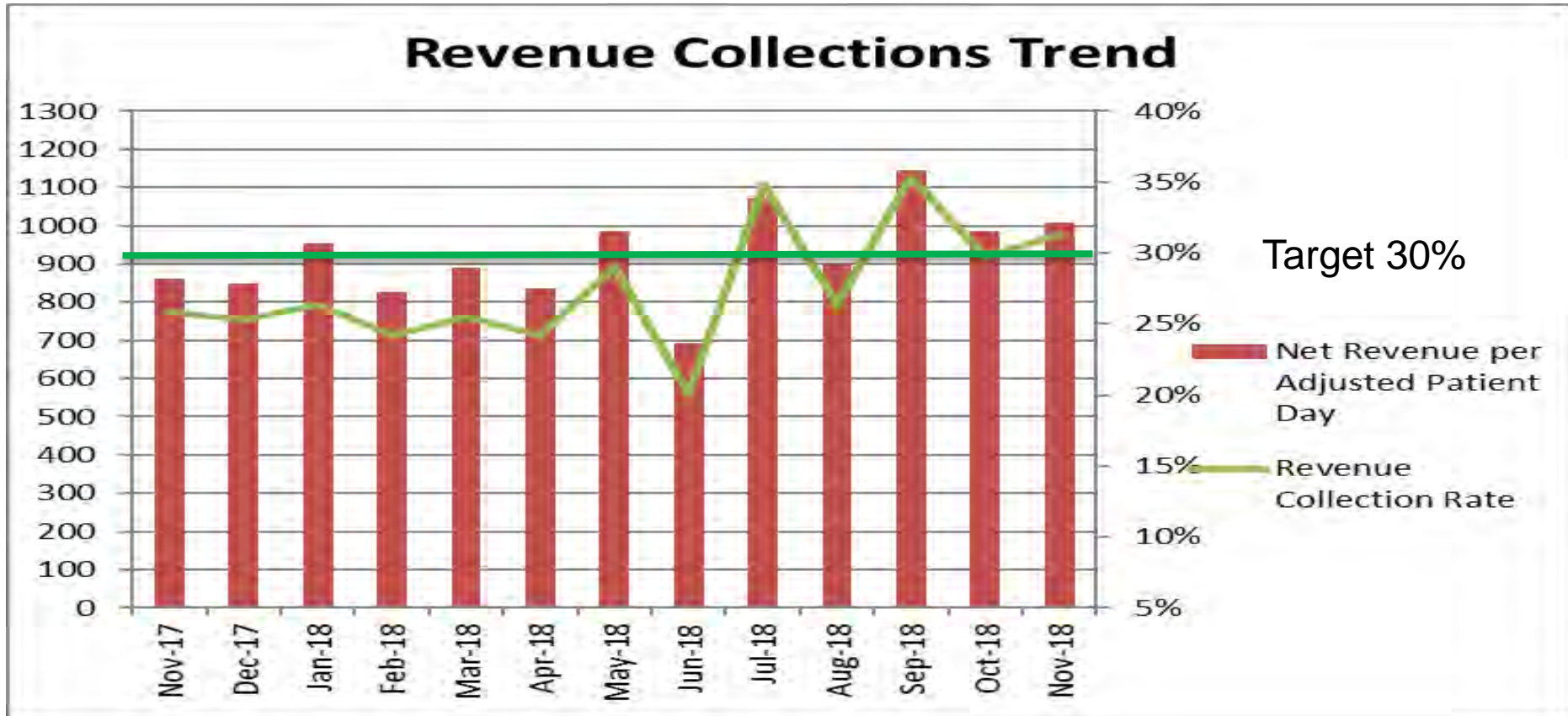
- FTEs below budget
 - New HPSM Medi-Cal per diem rate
 - Patient Service Revenue
- Reduced claim denials, new HPSM per diem rate

- EPP pending CMS approval
- Reserves for PRIME/QIP, GPP
- Timing of expense payments

Forecast FY19: We've used \$5.1m of the YTD budgeted \$8.4m reserves. Identified risks to the full year budget at this time are the pending CMS approval for EPP, full achievement of the PRIME/QIP performance measures, increasing payroll costs, non-acute days and fee-for-service revenue denials.

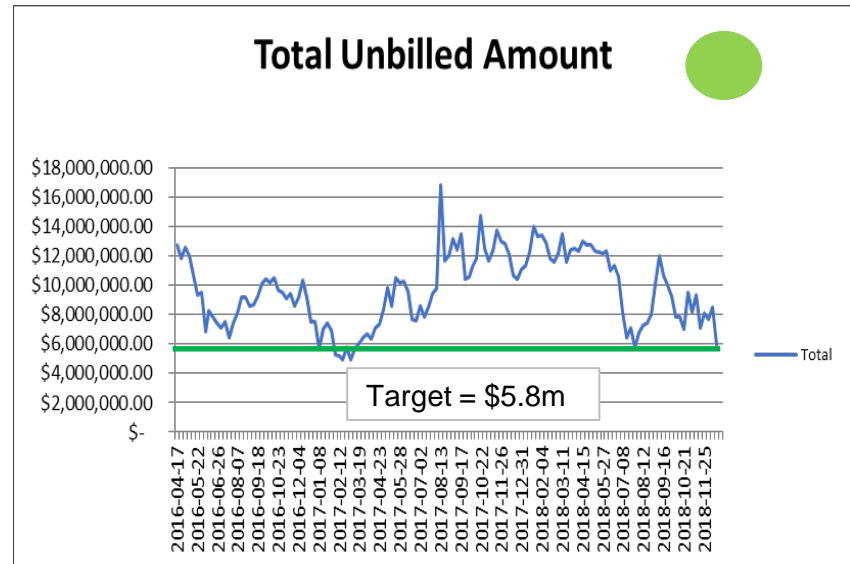
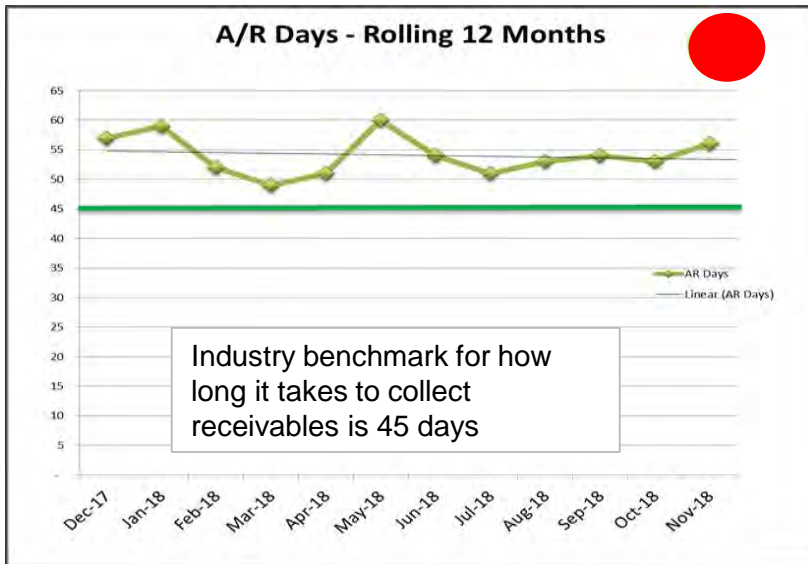
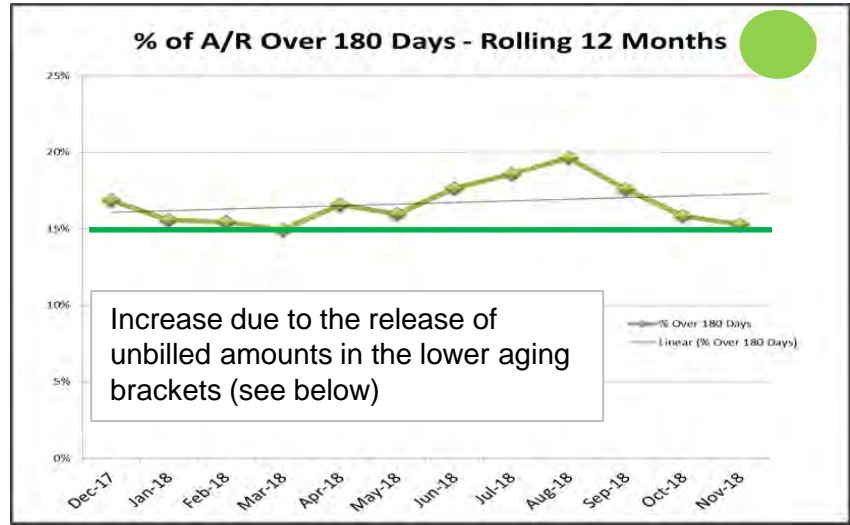
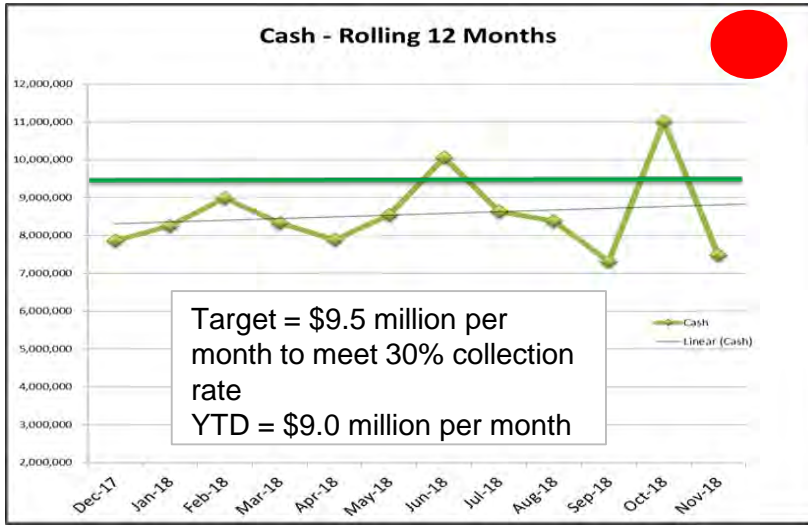
Key Performance Indicators

FFS Revenue Collection Trend

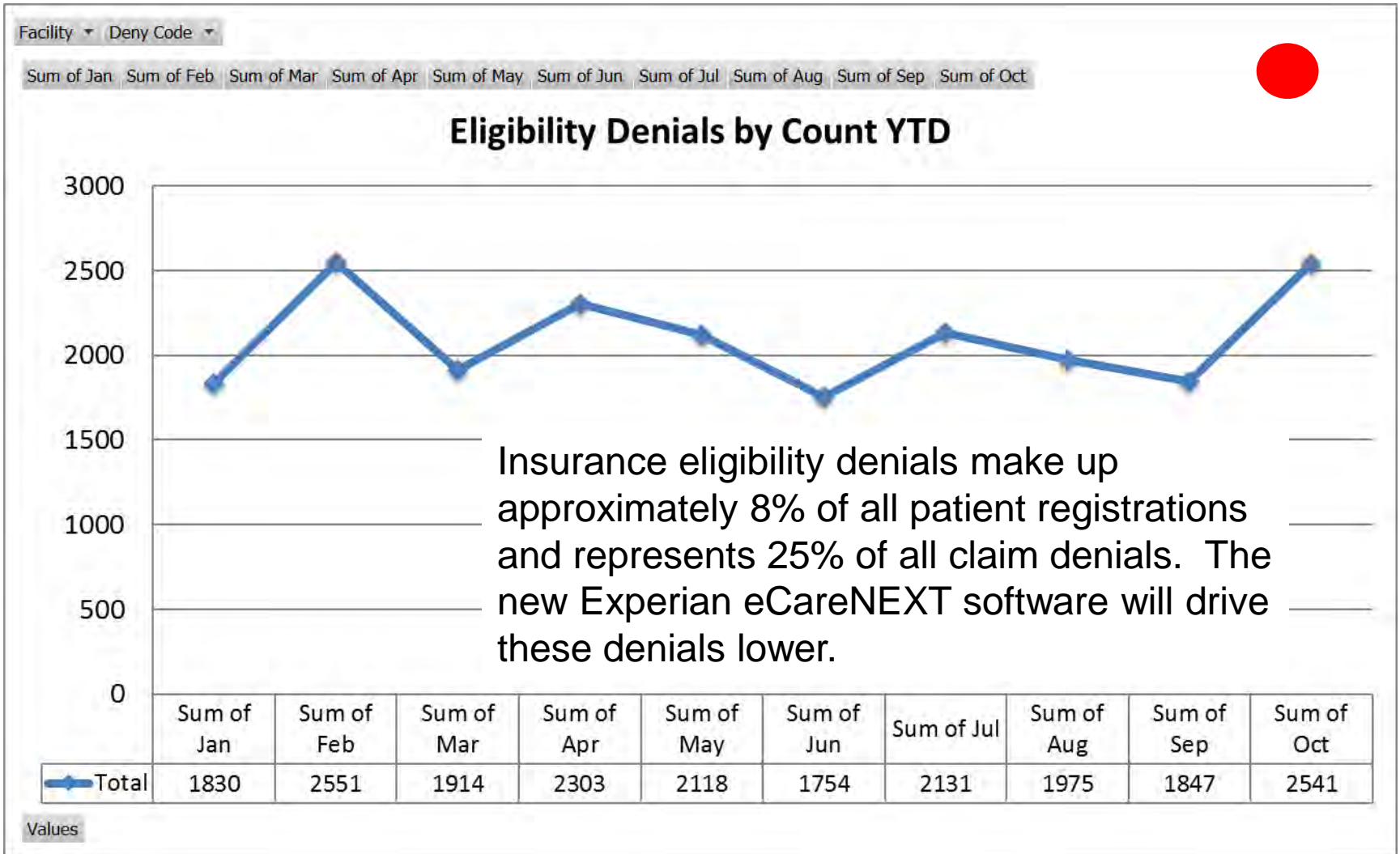


The November collection rate was 31%. The revenue collection rate has improved recently due to lower claim denials and new HPSM inpatient per diem rate.

Key Performance Indicators



Key Performance Indicators



Revenue Improvement Plan

Executive Summary

Initiative

Status

<p><i>Registration Accuracy</i></p>	<ul style="list-style-type: none"> • Developed A3 Improvement Charter to focus on registration workflows • Implementing eCareNEXT - registration quality work queues and dashboard reporting tool- Kickoff 1/16/19
<p><i>Clinical Documentation Improvement (CDI)</i></p>	<ul style="list-style-type: none"> • Project work started in June – 2 Phases <ul style="list-style-type: none"> • CDI program assessment – Exec briefing 1/3/19 • Chartwise software – live 1/8/18 • CDI staff begin mid January
<p><i>Accounts Receivable management</i></p>	<ul style="list-style-type: none"> • Implement automated account follow-up software to replace manually intensive and inefficient excel spreadsheet process. RFP completed and contract to BOS 1/8/19
<p><i>Denial management & Unbilled Accounts</i></p>	<ul style="list-style-type: none"> • Medical necessity compliance reviews in progress. • Denials workflow & reporting software in production • Authorization improvement work – IP, SSU, Infusion
<p><i>Increase Medi-Cal rates</i></p>	<ul style="list-style-type: none"> • Medi-Cal cost report appeals in progress. FY14 settlement pending; yield approx. \$2.3m annually • Medical-Surgical inpatient rates increased to \$2,360/day. Projected to yield \$3m annually.

APPENDIX



SAN MATEO COUNTY HEALTH
SAN MATEO
MEDICAL CENTER

San Mateo Medical Center
Income Statement
November 30, 2018

	MONTH				YEAR TO DATE				
	Actual	Budget	Variance	Stoplight	Actual	Budget	Variance	Stoplight	
	A	B	C	D	E	F	G	H	
1 Income/Loss (GAAP)	77,987	0	77,987		40,782	0	40,782		
2 HPSM Medi-Cal Members Assigned to SMMC	36,410	38,019	(1,609)	-4%	184,962	190,095	(5,133)	-3%	
3 Unduplicated Patient Count	68,620	70,114	(1,494)	-2%	68,620	70,114	(1,494)	-2%	
4 Patient Days	3,040	2,839	201	7%	15,446	14,480	966	7%	
5 ED Visits	3,527	3,541	(14)	0%	17,240	18,060	(820)	-5%	
7 Surgery Cases	262	240	22	9%	1,275	1,313	(38)	-3%	
8 Clinic Visits	18,191	19,008	(817)	-4%	97,637	104,043	(6,406)	-6%	
9 Ancillary Procedures	66,830	62,931	3,899	6%	355,326	343,666	11,660	3%	
10 Acute Administrative Days as % of Patient Days	0.0%	16.0%	16.0%	100%	0.0%	16.0%	16.0%	100%	
11 Psych Administrative Days as % of Patient Days	78.8%	80.0%	1.2%	2%	79.2%	80.0%	0.8%	1%	
(Days that do not qualify for inpatient status)									
Pillar Goals									
12 Revenue PMPM	158	150	8	5%	162	150	12	8%	
13 Operating Expenses PMPM	409	399	(10)	-2%	399	399	(0)	0%	
14 Full Time Equivalents (FTE) including Registry	1,232	1,256	25	2%	1,216	1,256	40	3%	

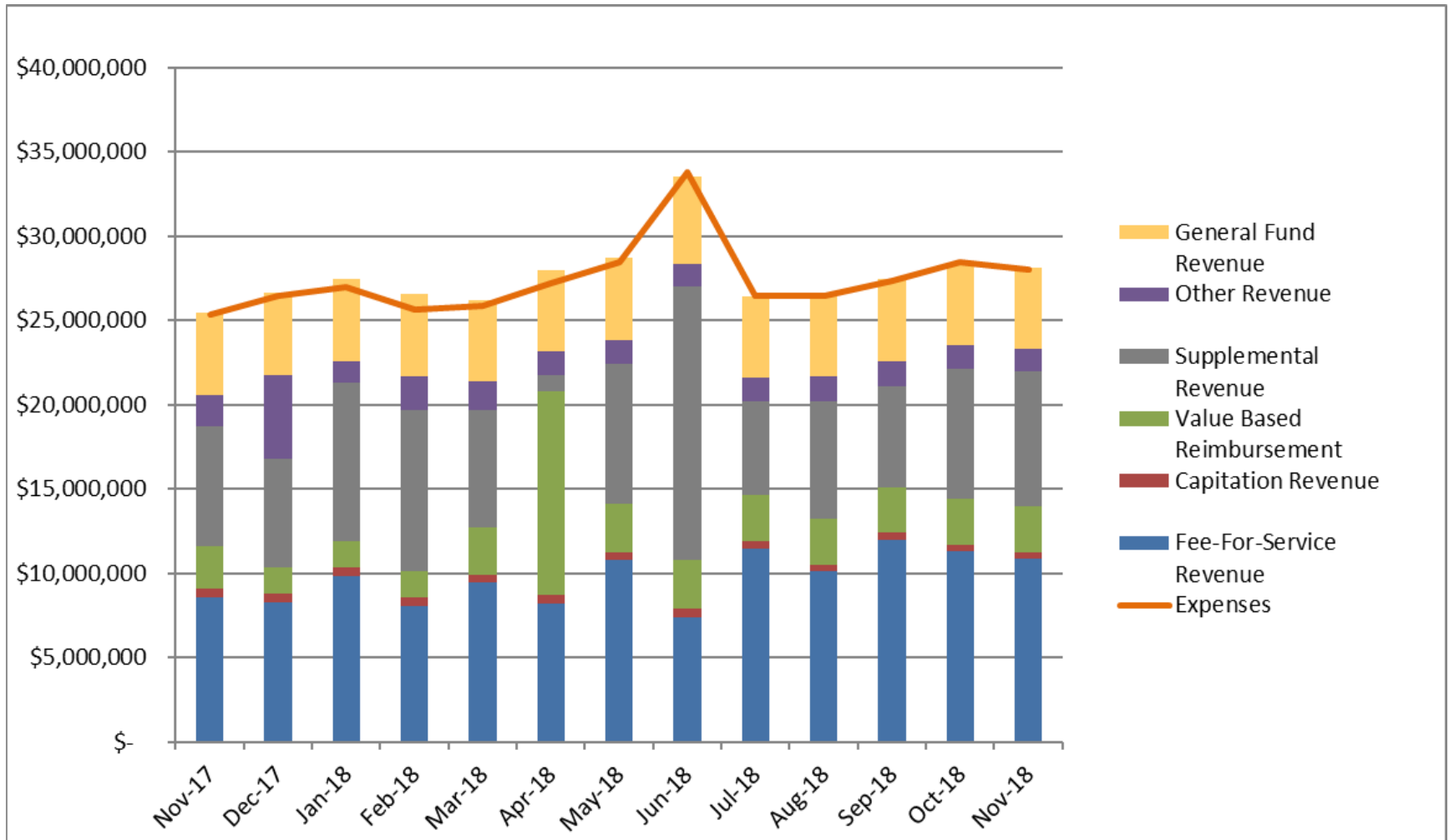
**San Mateo Medical Center
Income Statement
November 30, 2018**

	MONTH				YEAR TO DATE			
	Actual	Budget	Variance	Stoplight	Actual	Budget	Variance	Stoplight
	A	B	C	D	E	F	G	H
21 Inpatient Gross Revenue	9,776,834	9,577,810	199,024	2%	50,291,188	47,889,050	2,402,139	5%
22 Outpatient Gross Revenue	24,779,376	25,324,704	(545,328)	-2%	127,325,590	126,623,520	702,070	1%
23 Total Gross Revenue	34,556,210	34,902,514	(346,304)	-1%	177,616,778	174,512,569	3,104,209	2%
24 Patient Net Revenue	10,832,414	10,512,930	319,484	3%	55,635,603	52,564,650	3,070,954	6%
25 Net Patient Revenue as % of Gross Revenue	31.3%	30.1%	1.2%	4%	31.3%	30.1%	1.2%	4%
26 Capitation Revenue	(14,819)	500,000	(514,819)	-103%	1,703,371	2,500,000	(796,629)	-32%
27 Supplemental Patient Program Revenue (Additional payments for patients)	11,161,716	12,436,356	(1,274,640)	-10%	55,645,234	62,181,782	(6,536,548)	-11%
28 Total Patient Net and Program Revenue	21,979,312	23,449,286	(1,469,975)	-6%	112,984,208	117,246,431	(4,262,223)	-4%
29 Other Operating Revenue (Additional payment not related to patients)	907,059	1,229,820	(322,761)	-26%	5,100,598	6,149,099	(1,048,501)	-17%
30 Total Operating Revenue	22,886,371	24,679,106	(1,792,735)	-7%	118,084,806	123,395,530	(5,310,725)	-4%

San Mateo Medical Center
Income Statement
November 30, 2018

	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	15,841,281	16,448,653	607,372	4%	79,853,742	82,243,263	2,389,521	3%
32 Drugs	818,846	806,645	(12,201)	-2%	3,688,516	4,033,227	344,712	9%
33 Supplies	901,071	954,099	53,027	6%	4,126,526	4,770,494	643,968	13%
34 Contract Provider Services	3,557,212	3,346,496	(210,716)	-6%	18,209,382	16,732,481	(1,476,901)	-9%
35 Other fees and purchased services	4,773,740	4,572,074	(201,666)	-4%	22,059,148	22,860,371	801,223	4%
36 Other general expenses	939,238	532,070	(407,168)	-77%	2,845,325	2,660,350	(184,975)	-7%
37 Rental Expense	187,681	196,247	8,566	4%	951,615	981,236	29,622	3%
38 Lease Expense	825,358	825,358	-	0%	4,126,788	4,126,788	-	0%
39 Depreciation	189,558	273,093	83,535	31%	946,005	1,365,465	419,461	31%
40 Total Operating Expenses	28,033,984	27,954,735	(79,249)	0%	136,807,046	139,773,675	2,966,629	2%
41 Operating Income/Loss	(5,147,614)	(3,275,629)	(1,871,985)	-57%	(18,722,241)	(16,378,145)	(2,344,096)	-14%
42 Non-Operating Revenue/Expense	382,132	(1,567,840)	1,949,972	124%	(5,454,320)	(7,839,198)	2,384,878	30%
43 Contribution from County General Fund	4,843,468	4,843,468	0	0%	24,217,342	24,217,342	0	0%
44 Total Income/Loss (GAAP)	77,987	0	77,987		40,782	0	40,782	
(Change in Net Assets)								

Revenue & Expense Trend

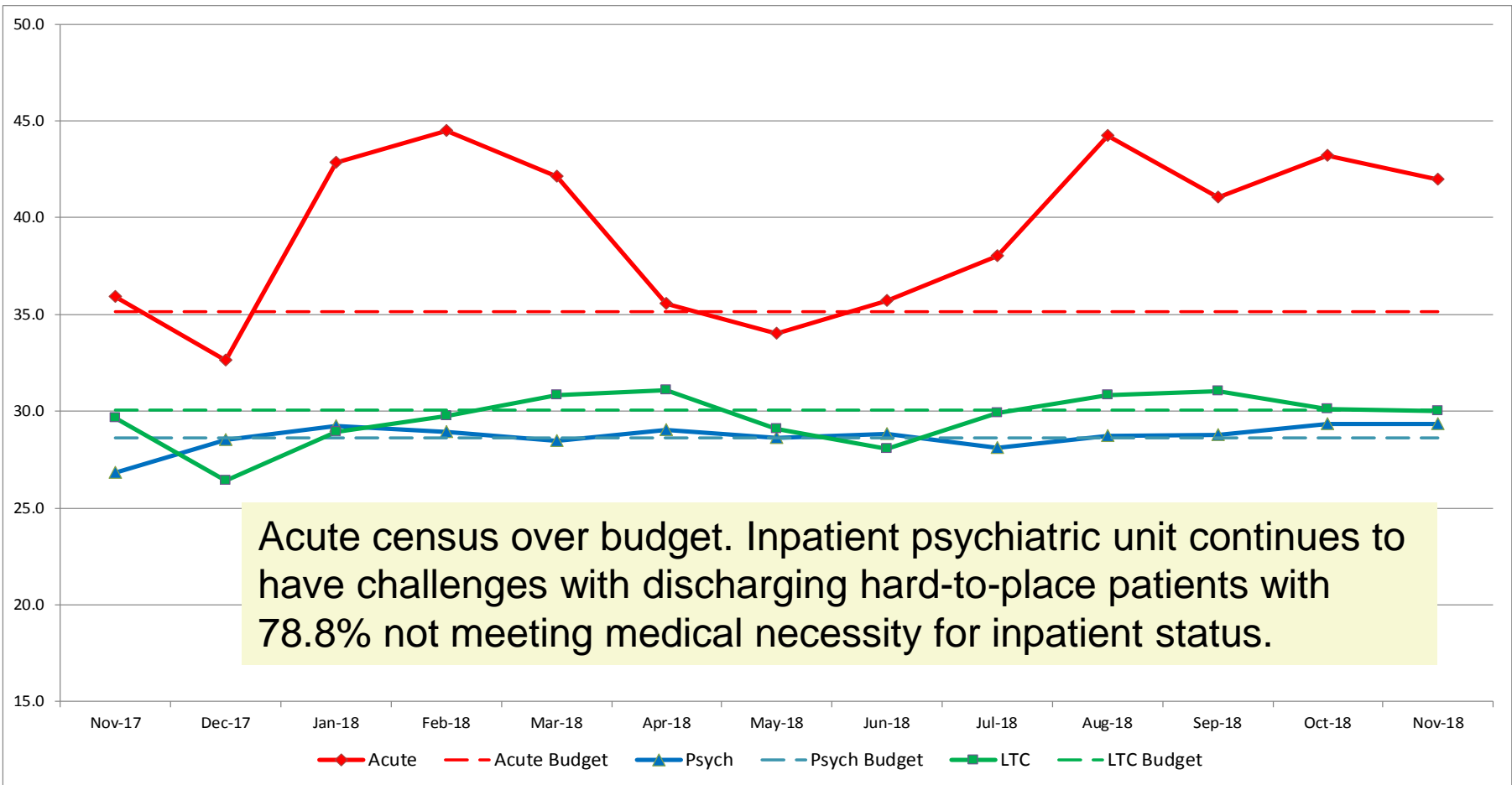


San Mateo Medical Center
Patient Days
November 30, 2018

MONTH			
Actual	Budget	Variance	Stoplight
3,040	2,839	201	7%

YEAR TO DATE			
Actual	Budget	Variance	Stoplight
15,446	14,480	966	7%

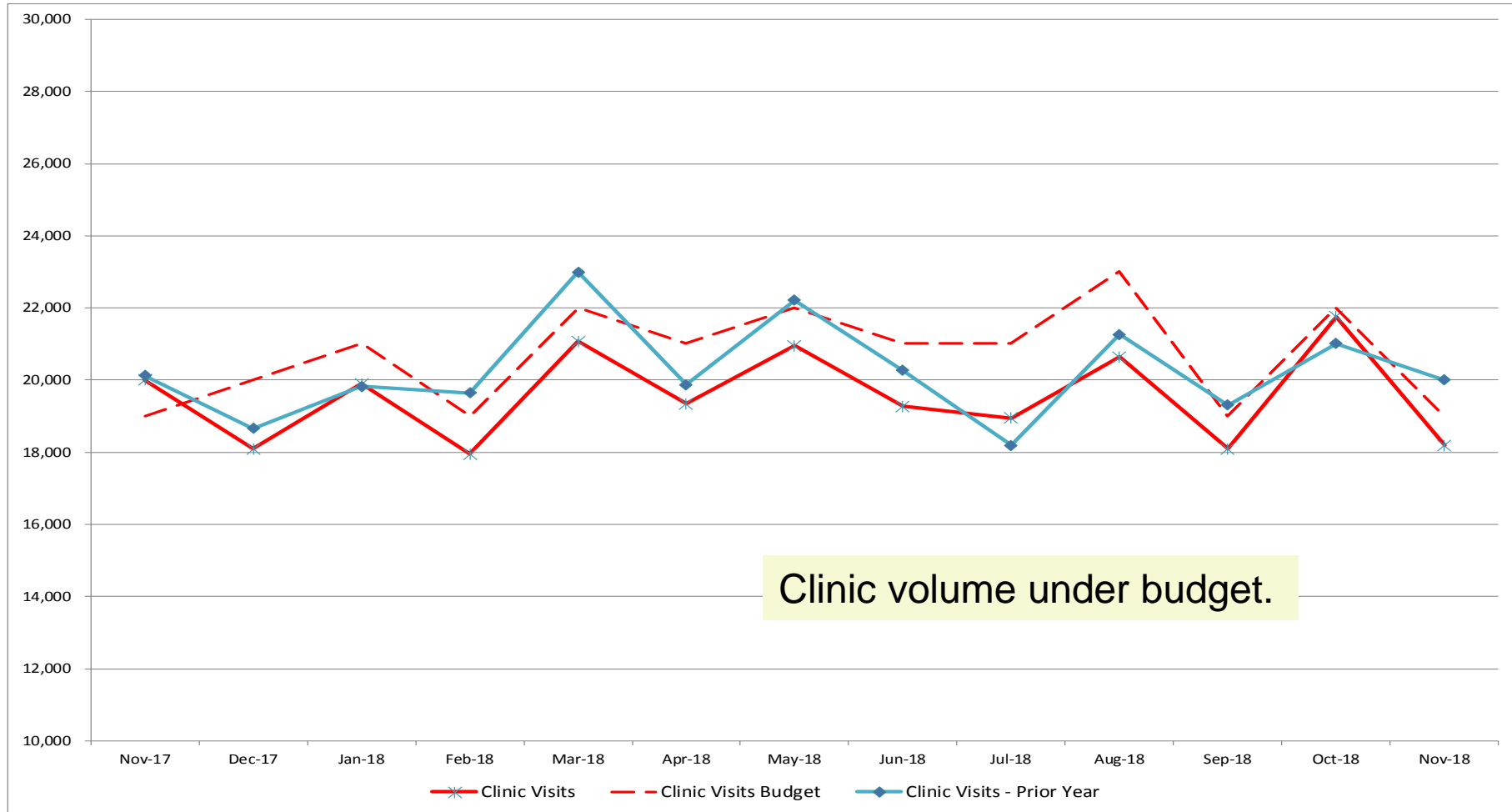
Patient Days



**San Mateo Medical Center
Clinic Visits
November 30, 2018**

	MONTH			
	Actual	Budget	Variance	Stoplight
Clinic Visits	18,191	19,008	(817)	-4%

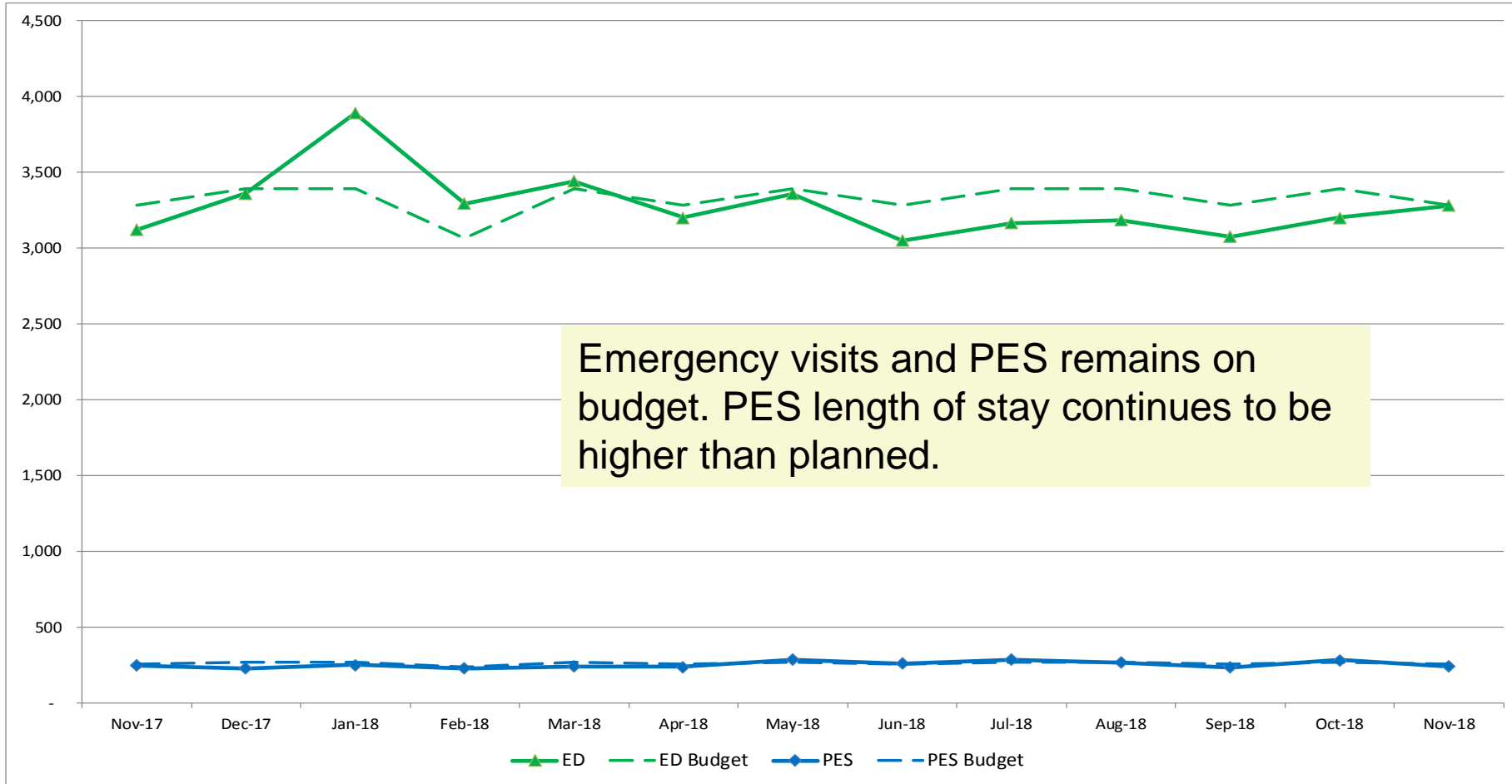
	YEAR TO DATE			
	Actual	Budget	Variance	Stoplight
Clinic Visits	97,637	104,043	(6,406)	-6%



San Mateo Medical Center
Emergency Visits
November 30, 2018

	MONTH			
	Actual	Budget	Variance	Stoplight
ED Visits	3,527	3,541	(14)	0%

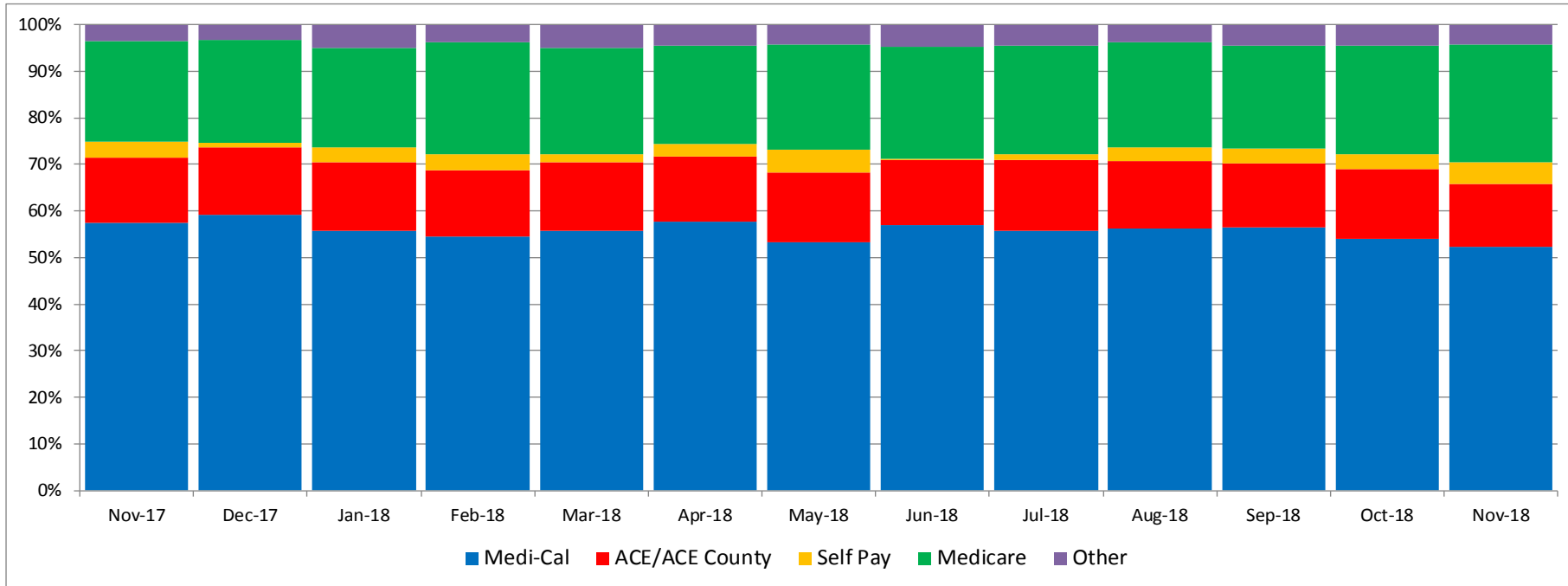
	YEAR TO DATE			
	Actual	Budget	Variance	Stoplight
ED Visits	17,240	18,060	(820)	-5%



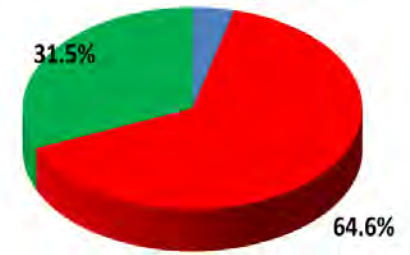
**San Mateo Medical Center
Payer Mix
November 30, 2018**

	MONTH			
	Actual	Budget	Variance	Stoplight
Payer Type by Gross Revenue	A	B	C	D
Medicare	25.3%	21.0%	4.3%	
Medi-Cal	52.2%	58.0%	-5.8%	
Self Pay	4.5%	2.0%	2.5%	
Other	4.3%	5.0%	-0.7%	
ACE/ACE County	13.7%	14.0%	-0.3%	
Total	100.0%	100.0%		

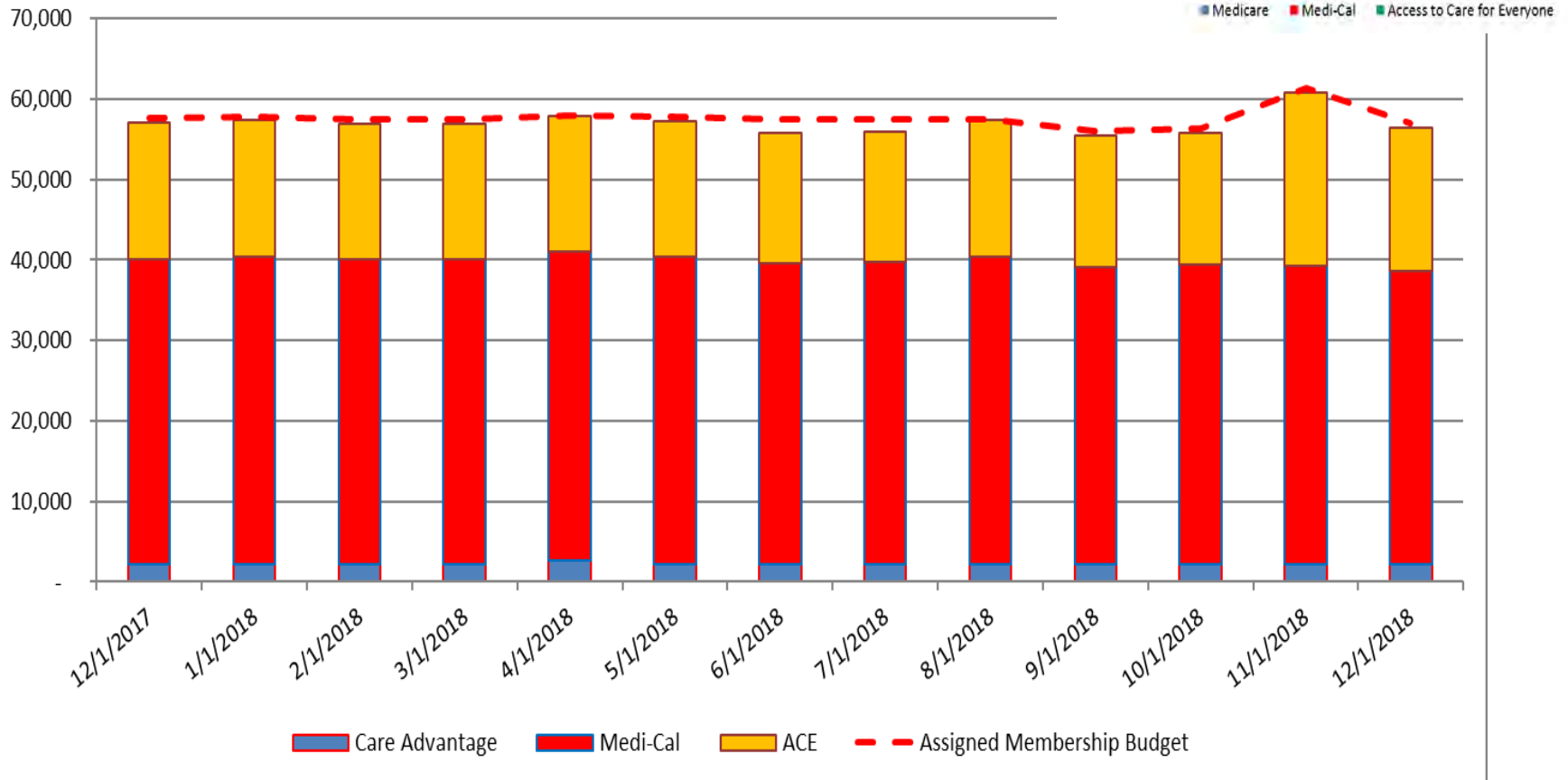
	YEAR TO DATE			
	Actual	Budget	Variance	Stoplight
	E	F	G	H
	23.3%	21.0%	2.3%	
	54.9%	58.0%	-3.1%	
	3.0%	2.0%	1.0%	
	4.3%	5.0%	-0.7%	
	14.4%	14.0%	0.4%	
	100.0%	100.0%		



Managed Care Mix
4.0%

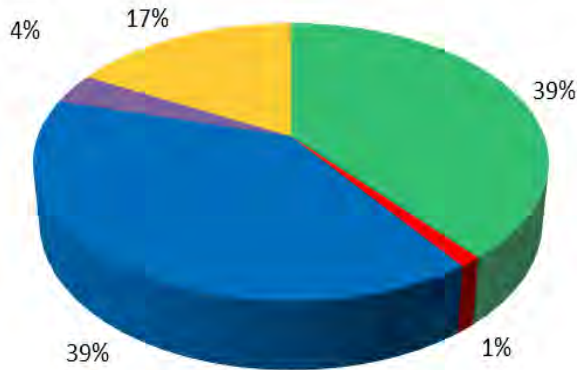


Managed Care Membership Trend



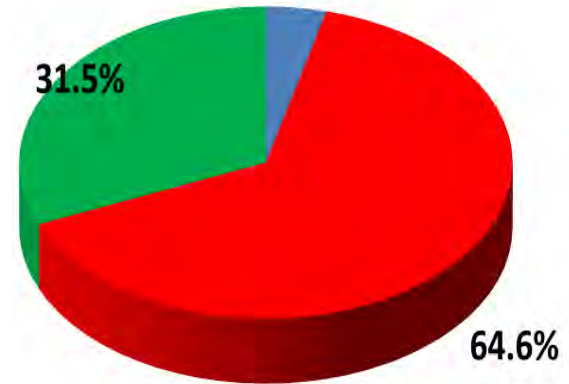
Revenue Mix

Sources of Revenue



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

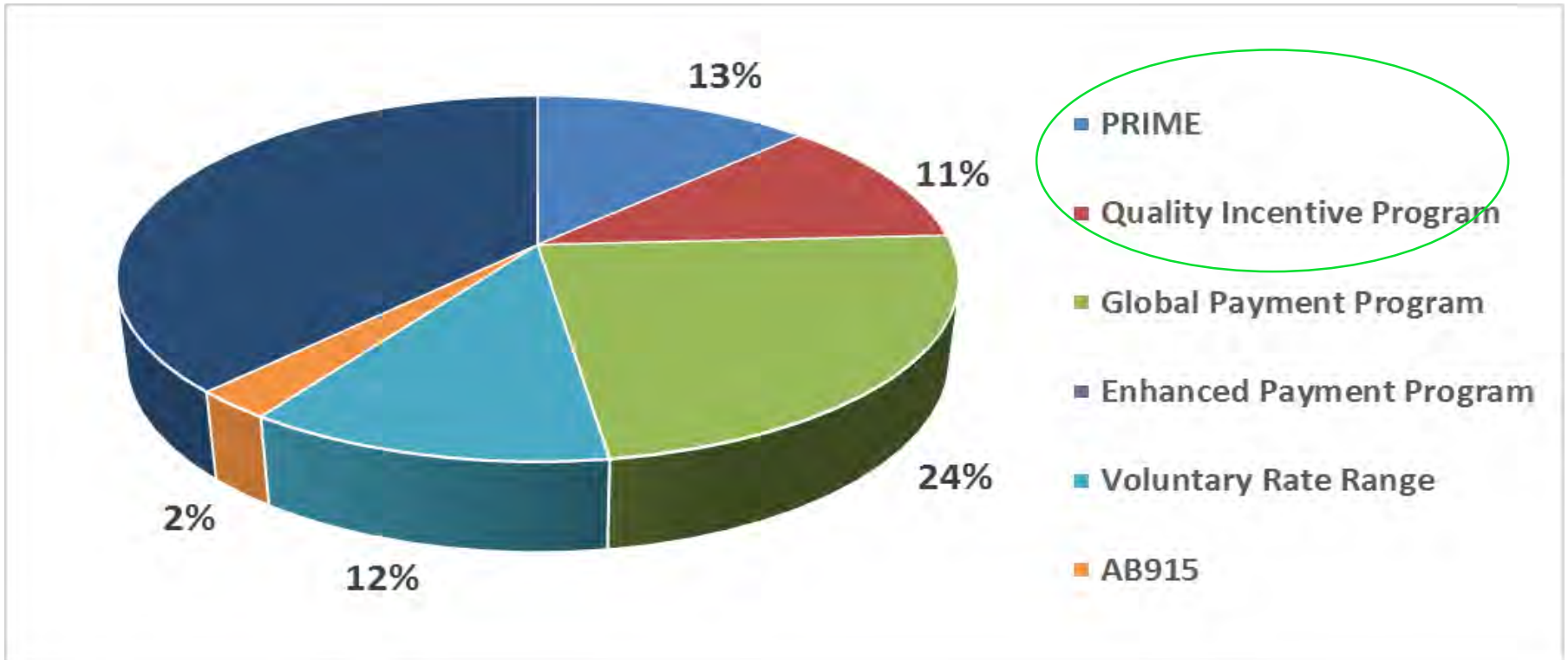
Managed Care Mix



■ Medicare ■ Medi-Cal ■ Access to Care for Everyone

- **Managed Care** programs represent 29% of our Operating Revenue
- **Capitation** is a pre-payment reimbursement model that pays providers a set amount for each enrolled person assigned to them, per period of time, whether or not that person seeks care.

Supplemental Revenue Mix

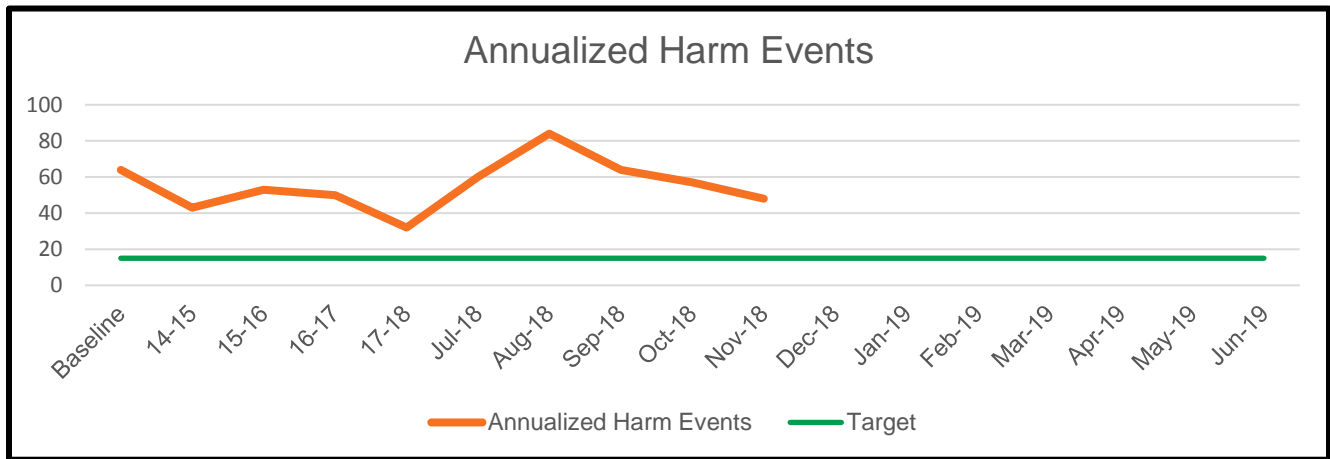


- **Value-Based** programs represent 24% of our Supplemental Revenue
 - New HPSM P4P and Shared Savings programs could boost it to 27%
- **Volume-Based** programs represent 76% of our Supplemental Revenue

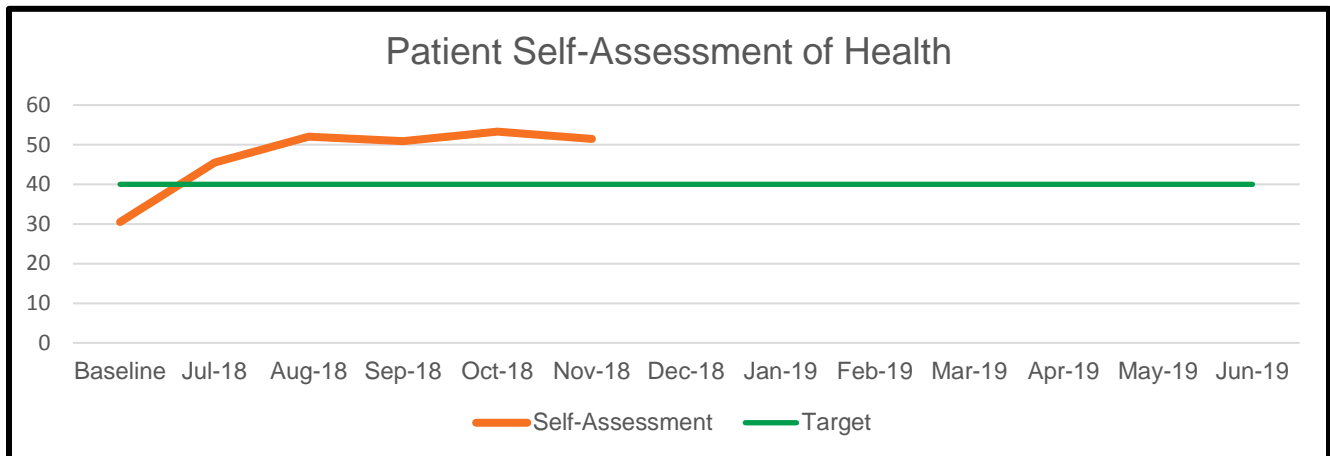
CEO REPORT

January 2019

EXCELLENT CARE METRICS

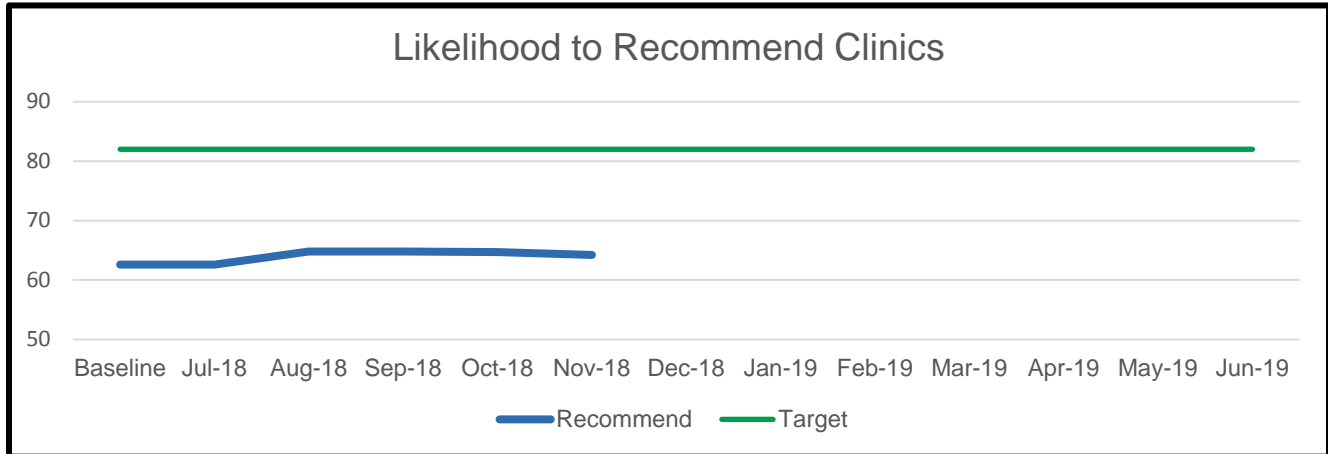


Annualized Harm Events: Measures avoidable patient harm events including central line infections, catheter associated urinary infections, hospital acquired pressure ulcers, surgical site infections, medication errors with harm, blood clots, falls with injury and others. The number is annualized (i.e. the number after 2 months is multiplied by 6, the number after 4 months is multiplied by 3, etc.) **Lower is better.**

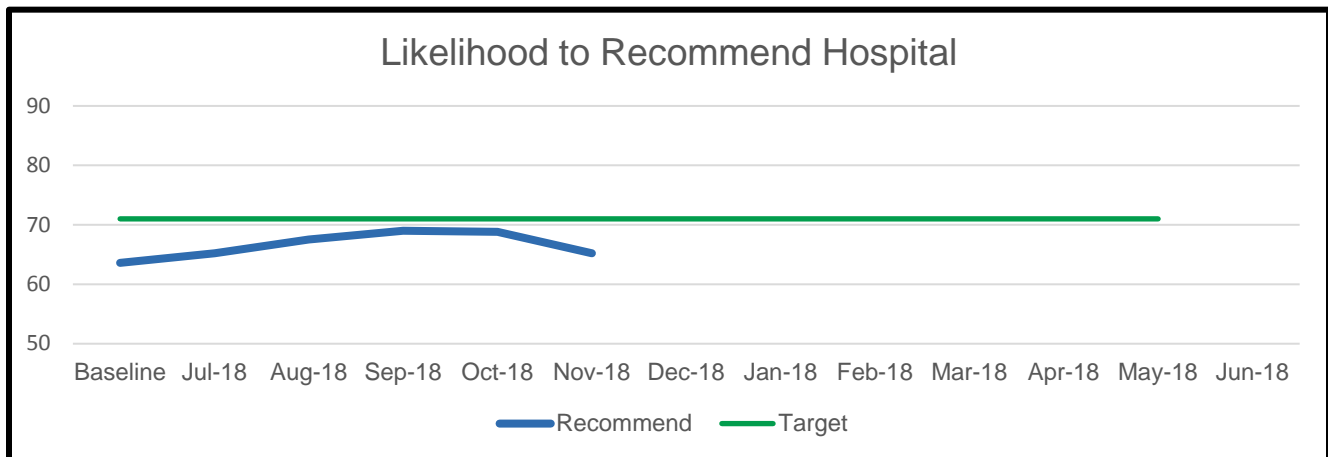


Patient Self-Assessment of Health: All Primary Care patients receive an experience survey. One question asks them to rate their health from poor to excellent. This is the percentage that rate their health as very good or excellent. **Higher is better.**

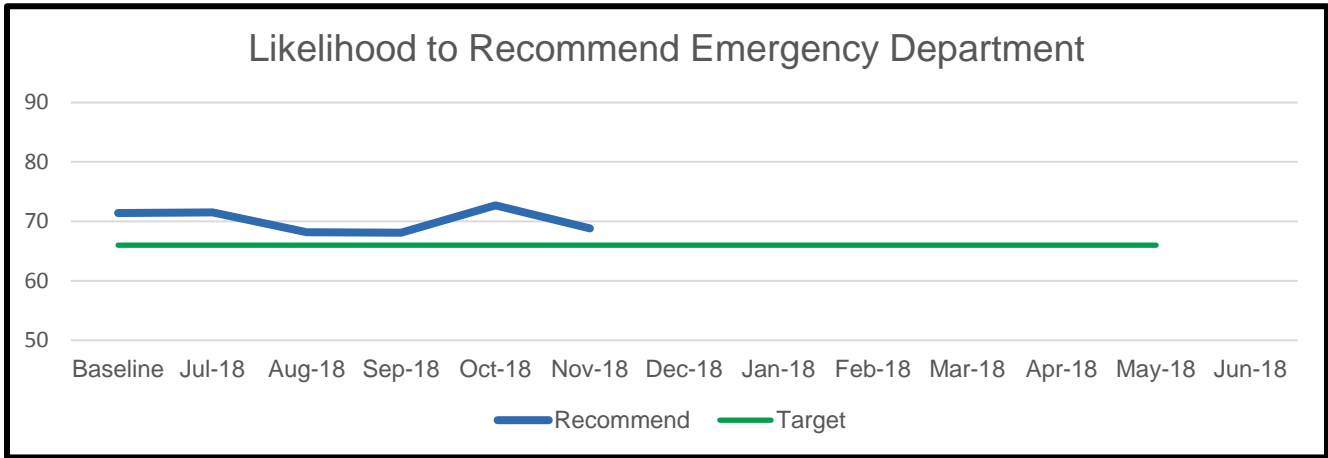
PATIENT CENTERED CARE METRICS



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

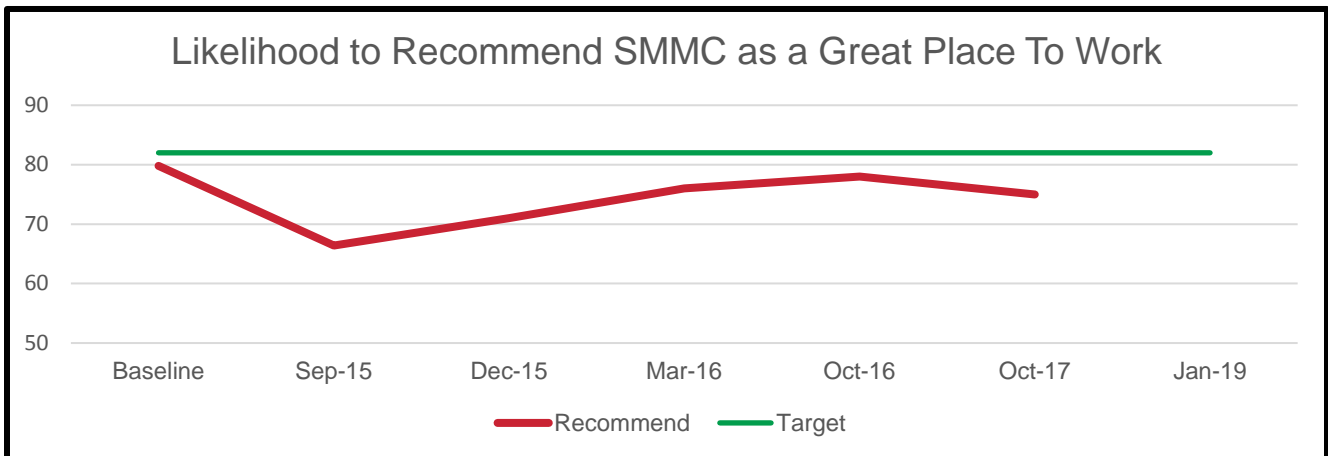


Likelihood to Recommend Hospital: Percentage of patients who gave SMMC the highest score (9 or 10) on the patient experience survey question, “How likely are you to recommend this hospital to friends and family?” **Higher is better.**



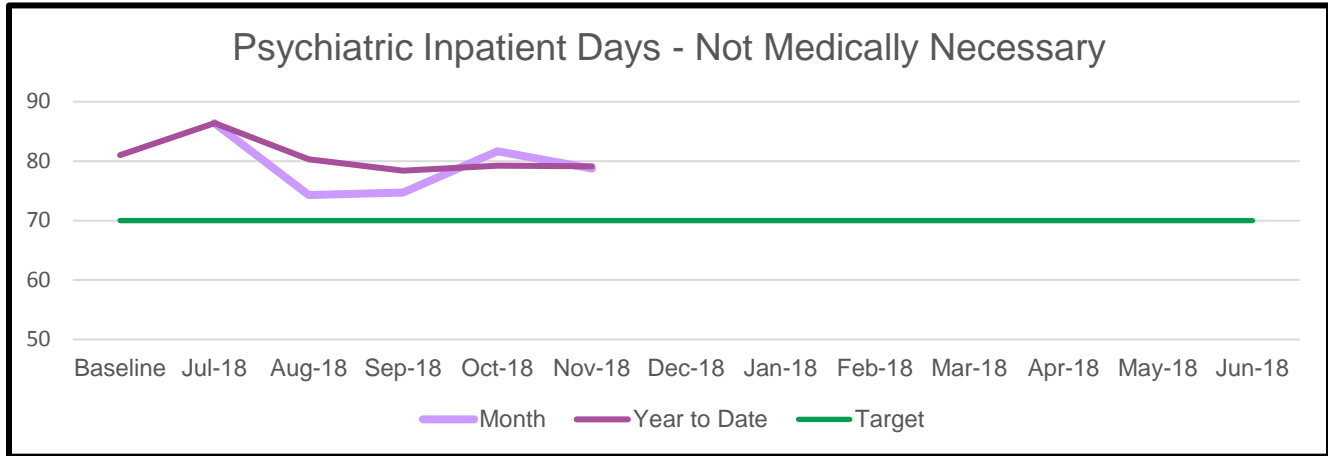
Likelihood to Recommend Emergency Department: Percentage of patients who gave SMMC the highest score (9 or 10) on the patient experience survey question, “How likely are you to recommend this emergency department to friends and family?” **Higher is better.**

STAFF ENGAGEMENT METRICS

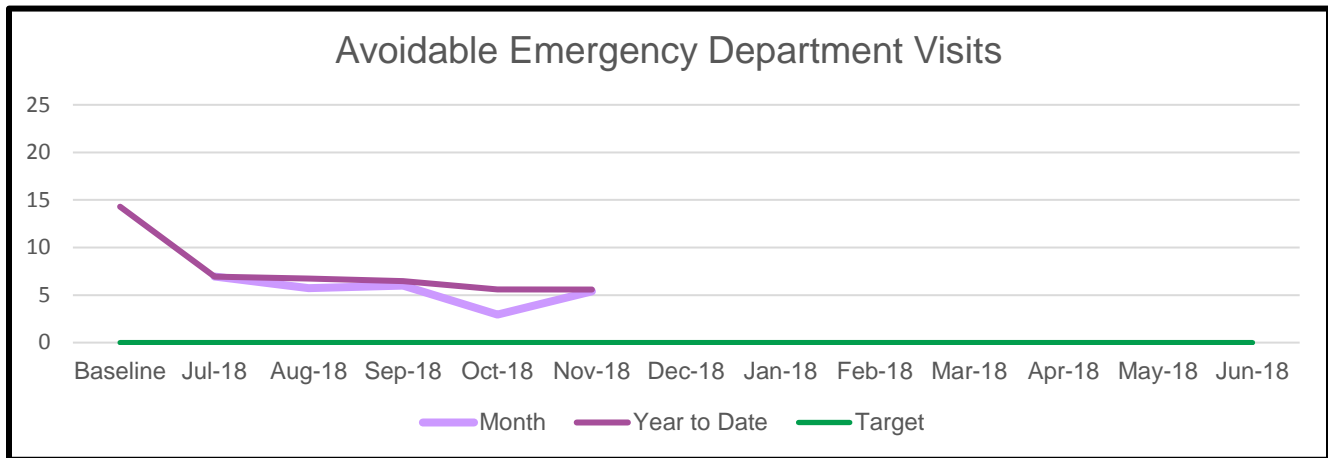


Likelihood to Recommend SMMC: Percentage of staff who agree or strongly agree that they would recommend SMMC as a great place to work. Measured using the annual Blessing White staff engagement survey. **Higher is better.**

RIGHT CARE, TIME AND PLACE METRICS

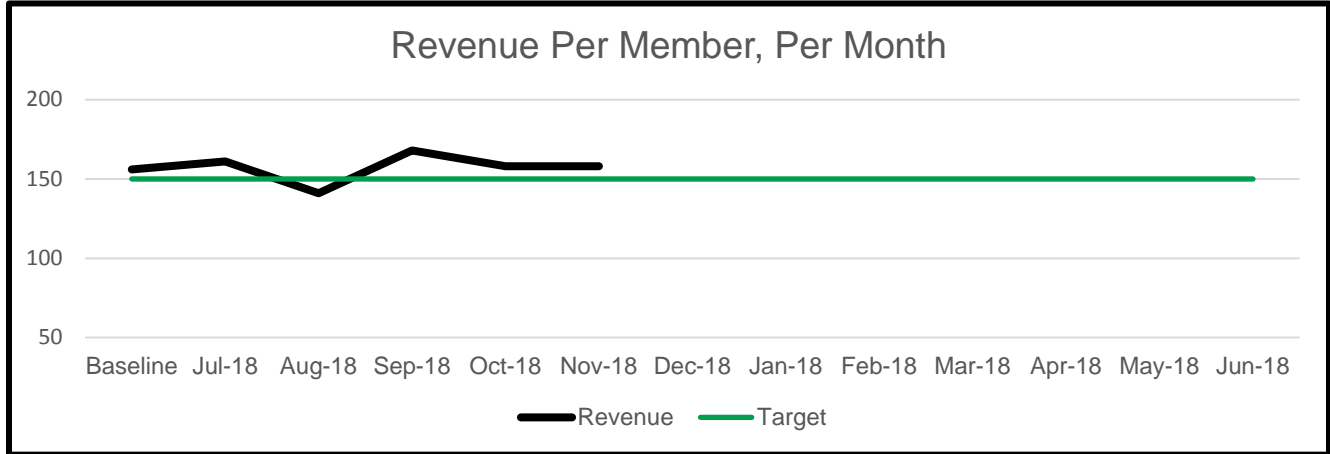


Psychiatric Inpatient Days – Not Medically Necessary: Percentage of acute inpatient psychiatry days where a patient may have been able to be discharged if there was a safe environment for them to go to. **Lower is better.**

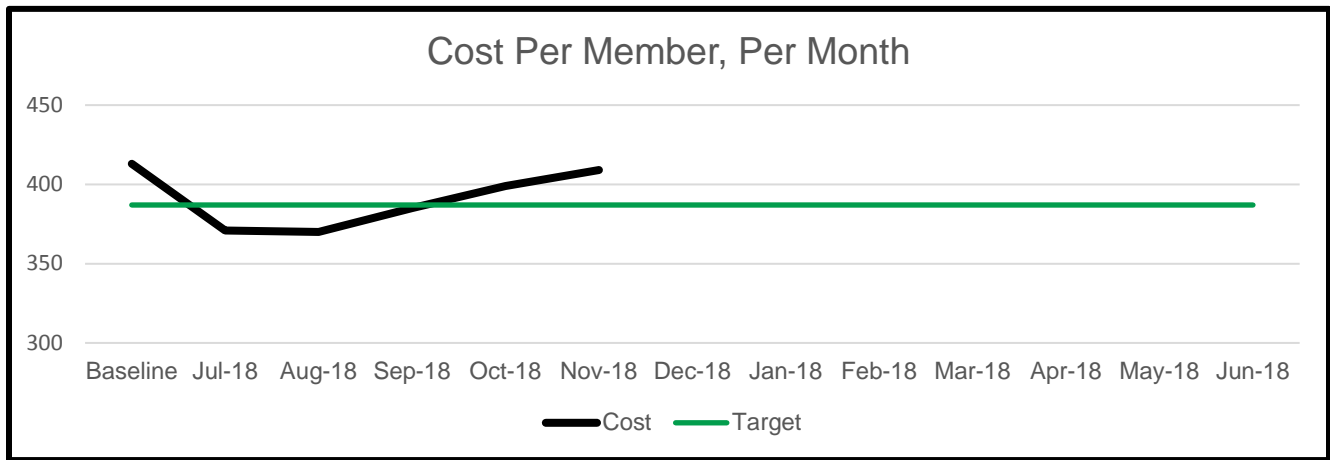


Potentially Avoidable ED Visits: Percentage of emergency department visits by established SMMC primary care patients where the discharge diagnosis is one that traditionally could have been treated in an outpatient setting rather than the emergency department. **Lower is better.**

FINANCIAL STEWARDSHIP METRICS



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



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

STRATEGIC UPDATES, RECOGNITIONS & AWARDS



Daly City Clinic Mobilizes to Feed the Needy – On November 18th, SMMC staff led by the Daly City Clinic prepared brown bag meals for the needy in our community. Staff were joined by family, friends, and County Supervisor David Canepa in the effort. Together they distributed over 450 bags. Thank you to everyone who participated, especially to Judy Manuel, who helped organize the annual effort.

(Pictured above left: Staff, friends and family prepare bags for distribution; Above right: from L to R: Donna Nuno, Marlene Mitchell, Celia Gonzales, Eladia Castellanos, David Canepa, and Judy Manuel)

Dr. Janet Chaikind Recognized by Women in County Government– On December 6th, Dr. Janet Chaikind was one of the honorees at the Women in County Government 28th Annual Recognition and Charity Luncheon: *Celebrating Women in HerStory*. Dr. Chaikind was recognized as a Development Champion, a title that many that she has mentored over the years would attest to. Congratulations Dr. Chaikind!

SMMC Completes Triennial Joint Commission Survey: From December 19-21, five surveyors from the Joint Commission were onsite to conduct the organization's triennial survey. They visited every part of the operation including several offsite clinics. The surveyors were highly complementary of the staff and the organization. There were several findings that the organization will need to respond to, and as is the case with 67% of all hospitals currently being surveyed, a smaller group of surveyors will need to return in 30-45 days to document our progress. The surveyors, however, went out of their way to compliment the enthusiasm of the staff and the quality of the programs. Congratulations to everyone on a successful survey.

SMMC Announces Excellence Awards Recipients: Every year, staff and providers nominate their peers for the SMMC Excellence Awards which recognize those who exemplify excellence in their profession. This year a total of 58 staff and medical providers were nominated. I would like to congratulate the following 2018 recipients and thank them for their outstanding dedication to our patients and community.



Change Champion

Yesenia Garcia, Fair Oaks Health Center

Leader Excellence

Michele Medrano, Infection Control
Dr. Daniele Levy, Integrated Behavioral Health

Nursing Excellence

Marlene Mitchell, Daly City Clinic

Patient-Centered Excellence

Erika Grimble, Fair Oaks Health Center

Provider Excellence

Dr. Sumita Kalra, Innovative Care Clinic
Dr. Esther Kim, Daly City Clinic

Service Excellence

Josefina Rubio, Administration
Chris Montenegro, Innovative Care Clinic

Team Player

Garrick Chew, Rehabilitative Services
Elena Ricevuto, Financial Planning and Analysis

HOG Toy Run: On December 8th, SMMC hosted the 29th Annual HOG Toy Run with the Golden Gate Harley Owners Group (HOGs). The event resulted in hundreds of gifts being distributed to children receiving care in our pediatrics clinics. Our thanks to the HOGs and all the staff and volunteers who made this a successful event. Special thanks to Glynis Carreira who once again organized the event.

2018 ACCOMPLISHMENTS

As we close out 2018, it is an opportunity to celebrate the many achievements seen in the organization over the course of the last year.

EXCELLENT CARE

- The SMMC Pain Clinic was recognized with a **County STARS Award** for outstanding program performance.
- In 2018, SMMC had a number of successful regulatory surveys including: the State Mammography Survey, the State Relicensing Survey, and clinic HPSM audits
- SMMC was highlighted in several publications this year:
 - ✓ SMMC was featured in a California HealthCare Foundation issue brief on the use of Lean principles in public hospitals
 - ✓ A manuscript regarding school readiness assessments written by Dr. Jaime Peterson of Fair Oaks Health Center was published in the International Journal of Environmental Research and Public Health
 - ✓ Christian Washburn, PSYD, and Melissa Fledderjohann, PSYD, of the Pain Management Clinic wrote an article about the relationship of childhood trauma and chronic pain, which was published in the PainWeek Journal
 - ✓ Joan Spicer, RN PhD, and Noris Larkin, BSN, had their article on developing a nursing practice framework to align with strategy published in The Journal of Nursing Administration (JONA)
- The Health Care for the Homeless Program was recognized by the Health Resources and Services Administration (HRSA) with a certificate of achievement for placing in the top 30 percent of all HRSA-funded health center on quality metrics
- SMMC claimed over 99% of the funds available to it through the PRIME program. PRIME is the pay for performance portion of the current Medi-Cal waiver
- Led by the Integrated Behavioral Health Team, SMMC expanded depression screening in its outpatient clinics resulting in approximately 9,700 patients receiving screening
- Implemented CBORD diet software in Food and Nutrition Services. This implementation is expected to improve efficiency and patient satisfaction while reducing food waste and the risk for diet errors
- Through Pathway 3 of the Specialty Model Cell, the improvement team designed a model that would double capacity in the Endoscopy unit and reduce wait time for patients from the current 9 months to 6 days!
- A clinical nurse project improved adherence to Hepatitis C regimens from 33% to 100%
- Coumadin clinic rolled out a pictorial medication labeling system to better serve the approximately 70% of Coumadin patients who reported they couldn't read the medication labels
- Real Time Problem Solving was applied to multiple staff and patient safety events resulting in a "Level 4" meaning that a root cause was identified, and countermeasures were put in place



- SMMC conducted a successful unified drill with the San Mateo Police Department around an Active Shooter scenario with the goal of improving campus safety
- The Keller Center assisted a multidisciplinary San Mateo County team in the creation of a policy for schools in San Mateo County to initiate appropriate care for children and investigative steps when allegations of child sexual abuse arise in the school setting.
- SSF is serving as the clinical site for a pilot program for patients who have experienced trauma. The program is the result of an \$80,000 grant awarded to San Mateo County Health by the Center for Care and Innovations of the Tides Foundation in partnership with Genentech Charitable Giving.

PATIENT CENTERED CARE



- The SMMC Provider Communication Program was recognized with an Honorable Mention in the **County STARS Awards**
- The Health Transgender Health Care Program was recognized with an Honorable Mention in the **County STARS Awards**
- SMMC opened its new Infusion Center providing a much more welcoming and comforting environment to patients receiving care there
- SMMC had a successful 4th Annual Patient Experience Fair
- SMMC continued to partner with the Golden Gate Harley Owners Group (HOGs) for the annual School Supply Run in July and the annual Toy Run in December
- Daly City Youth Health Center reopened at its new, expanded and updated site
- SMMC staff members Phuong Hathaway and Sara Okabayashi-Williams joined Patient Improvement Partner, Jeri Hill in hosting a webinar on diversity and disparities entitled **Solving Cross-Race Disparities in the Medical Setting**
- Rehabilitative Services established satellite services at Coastside Clinic to better meet the needs of that community
- Integrated Behavioral Health revamped their group psychotherapy classes to include interventions for insomnia, diabetes, grief, ADHD, anxiety, mindfulness and depression
- Integrated Behavioral Health also launched a new wellness workgroup series for all adult patients with weekly classes on managing stress, depression, chronic pain and insomnia; as well as mindfulness and Tai Chi practice
- With support from the San Mateo County Health Foundation, Integrated Behavioral Health began to use Virtual Reality-based treatment for anxiety disorders
- A new community pharmacy was opened at Fair Oaks Health Center
- A clinical nurse improvement project focused on getting new mothers who bring their infants to the emergency room into family support classes. Because of this effort, attendance in the class rose from 35% to 48%.
- The New Patient Connection Center centralized and standardized the process for patients being discharged from the inpatient units to be referred to primary care

STAFF ENGAGEMENT

- **New Staff/New Roles-** This year SMMC had a number of new leaders join the organization and a number of staff members moved into new leadership roles:
 - ✓ Noris Larkin was named Assistant Chief Nursing Officer for Ambulatory Nursing
 - ✓ Julie Griffiths was named interim Deputy Director of Inpatient Services
 - ✓ Cynthia Grivas was named interim Nurse Manger for the Emergency Department
 - ✓ Violeta Evangelista was named Lead Nursing Supervisor
 - ✓ Eva Torres was named Nurse Manager for Psychiatric Emergency Services
 - ✓ Melissa Rombaoa was named manager for the Patient Centered Medical Home office
 - ✓ Ron Keating was named Director of Materials Management
 - ✓ Wilfredo Cerrato joined SMMC as the new manager for Coastside Clinic
 - ✓ Dr. Patrick Meehan joined SMMC as the new Supervising Physician for the Innovative Care Clinic
 - ✓ Dr. Yousef Turshani joined SMMC as the new Supervising Physician for Fair Oaks Pediatrics
 - ✓ Lalitha Sankaran joined SMMC as its first Manager of the Office of Diversity and Health Equity
 - ✓ Bradley Jacobson was named Population Health Analytics Manager
 - ✓ Marleni Moyer joined SMMC as the new Charge Nurse in Surgical Specialty Clinic
 - ✓ Emily Weaver was named Manager of Rehabilitative Services
 - ✓ Phuong Hathaway was named Staff Engagement Manager
 - ✓ Dr. Janet Chaikind was named Assistant Medical Director of Primary Care
 - ✓ Brenda Macedo was named Manager of Performance Based Delivery System Strategy
 - ✓ Jennifer Papa joined SMMC as the Manager of Population Health Finance Strategy
- Congresswoman Jackie Speier came to SMMC to recognize Dr. Steve Hassid
- Dr. Richard Ehling was recognized by the Stanford Department of Medicine with the *Chief Resident's Award for Outstanding Contribution to Resident Education*
- A number of staff from Finance and Compliance were recognized as Certified Revenue Cycle Representatives:
 - ✓ David McGrew
 - ✓ Ilhwan Park
 - ✓ Josefina Rubio
 - ✓ Geri Lara
 - ✓ Gabriela Behn
 - ✓ Portia Dixon
 - ✓ Stefani Stockstill
 - ✓ Valissa Mathewson
 - ✓ Maica Bailon
- Richard Marshall-Mariano became certified as a Registered Health Information Technician
- Bhupinder Kaur completed the "340 B University" providing the organization with critical expertise on this important drug discount program
- SMMC raised over \$11,000 for the **American Heart Association Heart Walk**
- Yvonne Sylten-Specialty Clinics Manager and John Jurow-Manager of Radiology Services were recognized as County Wellness Leaders
- Successful Hospital Week and Nurses' Day celebrations
- Over 200 staff participated in the Wellness Fair

- Over 40 staff members participated in an SMMC based blood drive
- Rolled out new Health and SMMC visual management program
- **362** nurses participated in the annual skills week
- Nursing continued to promote advanced education with 20 nurses in school and an additional 147 contemplating a return. Forty-eight nurses hold national certification in their specialty and an additional 80 are pursuing certification
- SMMC continued to partner with Project Search allowing five young adults with disabilities to learn new skills and gain work experience
- Multiple SMMC leaders graduated from the County's Management Development Program:
 - ✓ Brighton Ncube
 - ✓ Valissa Mathewson
 - ✓ Michele Medrano
 - ✓ Lillian Lillies
 - ✓ Priscilla Padilla-Romero
 - ✓ Valerie Trudeau



RIGHT CARE, TIME AND PLACE

- Both Fair Oaks Health Center and the Ron Robinson Senior Care clinics were able to reduce their lists of patients awaiting services to zero
- The Team-Based Care Strategic Initiative held a Value Stream Mapping Event at Daly City Clinic. This is the first step in an improvement effort that will improve access and quality by allowing all staff to work at the top of their license
- Medical Specialty Clinic was able to expand by two rooms to improve access to specialty care
- A clinical nurse project implemented a standardized screening tool to identify patients who could benefit from palliative care consultation
- A clinical nurse project reduced the number of patients returning to the ED for medication refills by 30%
- SMMC partnered with Health to launch SMC Connected Care, our new Health Information Exchange



FINANCIAL STEWARDSHIP

- Outpatient facility diagnosis coding accuracy improved from 91.8% to 97.7%
- Outpatient facility procedure coding accuracy improved from 93.0% to 96.1%
- Reduced average days waiting for coding from 7.68 to 4.99 for outpatients and from 5.1 to 2.17 for inpatients
- SMMC has kicked off its Clinical Documentation Improvement efforts
- Patient Financial Services implemented a new denials management tool
- Time for provider enrollment into Medi-cal and Medicare was reduced from 6 months to 30 days
- Accounting celebrated its **fifth straight year** with a clean audit
- Materials Management worked with a consultant to complete a successful supply chain assessment



- The Clinical Quality & Value Analysis team rolled out a new fleet of wound vacs and IV pumps and executed a new contract that included \$80,000 in savings while upgrading the organization's orthopedic power tools and technology
- SMMC held its first annual Compliance Week Celebration
- Inventory Variance for distribution was reduced to 0.05% from an already low 0.19% in 2017
- SMMC enrolled in several Vizient standardization programs that resulted in an annual savings of \$75,000
- The organization established the Business Process Management Office to support new projects and initiatives
- Patient Access exceeded the cash collection goal of \$1.5 M for the second year in a row
- SMMC successfully implemented and managed the SSU Treatment Authorization unit, resulting in a 100% TAR completion rate and no denials.

SNAPSHOT: San Mateo County Health

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

INDICATOR	NUMBER	CHANGE FROM PREVIOUS MONTH	CHANGE FROM PREVIOUS YEAR
ACE Enrollees	23,463 (November 2018)	-15%	8.1%
SMMC Emergency Department Visits	3,482 (October 2018)	5.1%	-4.5%
New Clients Awaiting Primary Care Appt.	213 (December 2018)	-12.3%	-74.2%

Health Information Exchange data links with regional and state networks

SMC Connected Care, which launched earlier this year and includes health data for 300,000 patients and clients, recently joined a network of national and statewide health information systems. Through the California Trusted Exchange Network (CTEN), County Health providers and partners can now share medical, behavioral, and social information with other systems of care, including public and private health care providers. The expansion of our network improves data quality, promotes comprehensive understanding of patients' backgrounds and needs, and allows more timely and targeted delivery of services.

Congresswoman Jackie Speier visits mobile health facilities

Congresswoman Jackie Speier recently visited three mobile health care facilities, which are implementing innovative approaches to service delivery in the county. She toured the Mobile Stroke Unit, a pilot program overseen by Emergency Medical Services and operated by Mills Peninsula Hospital, that provides an ambulance equipped with a CT scanner for immediate stroke diagnosis. Congresswoman Speier also spent time with staff at San Mateo Medical Center's mobile Dental Clinic and the Mobile Clinic that supports Street and Field Medicine. As an advocate for health care at the national level, Congresswoman Speier requested the tour to observe firsthand the ways in which services are delivered to community members, like the homeless or under-insured, who face barriers to accessing health care.



BHRS pioneers trauma-informed care for seriously mentally ill adults

In July, twelve Behavioral Health and Recovery Services clinicians completed training in the use of the Neurosequential Model of Therapeutics (NMT), a developmentally-sensitive approach that considers physical and emotional trauma in treatment. For the past seven years, clinical staff have utilized these trauma-informed strategies with children. Now, with the training, BHRS staff will extend NMT to seriously mentally ill adults. Through this expanded capacity, BHRS will continue to offer a variety of trauma-informed trainings for staff and partners working with adult clients as well as children and youth. This expansion was noted in a pre-eminent national network publication aiming to inform the field about innovative approaches to address exposure to trauma.

San Mateo County Health employees embrace commute alternatives

With the loss of nearly 300 parking spaces on the SMC Health Campus due to demolition and construction activities, staff are taking advantage of alternative commuting options. While off-site parking with shuttle service is available at the nearby San Mateo County Event Center, the Office of Sustainability's Commute Alternatives Program reports 51 new bicyclists, carpoolers, walkers, transit users, and Chariot riders. Since employee parking will be impacted throughout the life of the project, these efforts help mitigate the loss of parking spaces and contribute to a more sustainable San Mateo County.

