



SAN MATEO COUNTY HEALTH

**SAN MATEO
MEDICAL CENTER**

BOARD OF DIRECTORS MEETING

Monday, December 2, 2024
8:00 AM – 10:00 AM

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



AGENDA

Board of Directors	Monday, December 2, 2024	8:00 AM
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Atrium Conference Room, 2000 Alameda del las Pulgas, San Mateo, CA 94403

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

*Written public comments may be emailed to mlee@smcgov.org by 9:00 AM on the business day before the meeting and such written comments should indicate the specific agenda item on which you are commenting.

A. CALL TO ORDER

B. CLOSED SESSION

Items Requiring Action

- | | |
|---------------------------------------|----------------------|
| 1. Medical Staff Credentialing Report | Dr. Frank Trinh |
| 2. Quality Report | Dr. Scott Oesterling |

Informational Items

- | | |
|--------------------------------|-----------------|
| 3. Medical Executive Committee | Dr. Frank Trinh |
| 4. Notice of MEC Investigation | Dr. Frank Trinh |

C. REPORT OUT OF CLOSED SESSION

D. PUBLIC COMMENT

Persons wishing to address items on the agenda and not on the agenda.

E. FOUNDATION REPORT

John Jurow

F. CONSENT AGENDA

Approval of:

1. November 4, 2024 SMMC Board Minutes

G. MEDICAL STAFF REPORT

Chief of Staff Update

Dr. Frank Trinh

H. ADMINISTRATION REPORTS

- 1. Integr8 Health Update Dr. CJ Kunnappilly..... Verbal
David McGrew
Dr. Amar Dixit
- 2. BHRS Psychiatry Residency Program Louise Rogers.... Verbal
Dr. Tasha Souter
Dr. Brendan Scherer
- 3. Financial Report Enitan Adesanya..... TAB 2
- 4. 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 9:00 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.

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CONSENT AGENDA

HOSPITAL BOARD OF DIRECTORS
MEETING MINUTES

Monday, November 4, 2024

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

Board Members Present

Supervisor Noelia Corzo
Mike Callagy
Louise Rogers
Dr. CJ Kunnappilly
Dr. Frank Trinh
Dr. Scott Oesterling
Judith Guerrero

Staff Present

Carlton Mills
Enitan Adesanya
Dr. Alpa Sanghavi
Gabriela Behn
John Jurow
Iliana Rodriguez
Michelle Lee
Priscilla Romero
Rebecca Archer
Ally Chan

ITEM	DISCUSSION/RECOMMENDATION	ACTION
Call to Order	Supervisor Corzo called the meeting to order at 8:12 AM and the Board adjourned to Closed Session.	
Reconvene to Open Session	The meeting was reconvened at 8:30 AM to Open Session. A quorum was present (see above).	
Report out of Closed Session	Medical Staff Credentialing Report for November 4, 2024. QIC Minutes from September 24, 2024. Medical Executive Committee Minutes from October 8, 2024.	Dr. Kunnappilly 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	The annual Foundation golf tournament raised over \$110K and was held at the Stonebrae Country Club in Hayward. The year-end appeals are approaching and as a reminder, the Foundation provides direct aid to 750 patients to address medication costs and housing needs and it distributes over 800 food packages weekly at seven locations. Additionally, the Caring Hands program supports approximately \$15-20K per month in basic necessities, emergency rental assistance, temporary lodging, medical and dental, transportation, and senior meals. The Foundation will be applying for federal grants in partnership with the YMCA and we will be reporting on this again soon.	FYI

Consent Agenda	<p>Approval of:</p> <ol style="list-style-type: none"> 1. Hospital Board Meeting Minutes from October 7, 2024. 2. Diversity, Equity, and Inclusion Report 	It was MOVED, SECONDED and CARRIED unanimously to approve all items on the Consent Agenda.
Medical Staff Report Dr. Frank Trinh	<p>The Provider well-being survey closed and the Well Being Taskforce is reviewing the results and will share more with the departmental leaders. New medical staff have recently joined including Rheumatology.</p> <p>Written responses were received regarding medical center financing and these will be shared with MEC.</p>	FYI
Compliance Update Gabriele Behn	<p>Risks identified for audit include:</p> <ul style="list-style-type: none"> • Observation hours (medical necessity, hours billed) <p>Risks identified for monitoring include:</p> <ul style="list-style-type: none"> • Charge Review Process (Prep for Epic Go-Live) <p>Annual Compliance training for Board and covered persons reached 98.2% for 2024. Additional follow-up will take place to increase the completion rate.</p> <p>IRO Audit results Short Stay Account Findings: 40 accounts audited; 7 in wrong patient status</p> <ul style="list-style-type: none"> ➤ Corrective action: New 3rd Party Vendor for Independent Review; 100% review of all FFS Medicare and Medi-Cal Inpatient Stays; New Reports in Epic <p>Observation Accounts: 30 accounts audited; 5 accounts should have been surgery patient in outpatient bed</p> <ul style="list-style-type: none"> ➤ Corrective action: Epic work queue of Medicare patients in Observation status that have had surgery <p>Annual risk assessment will happen in November 2024.</p>	FYI
Financial Report Enitan Adesanya, interim CFO	The September FY 23/24 financial report was included in the Board packet and Enitan answered questions from the Board.	FYI
CEO Report Dr. CJ Kunnappilly	On Saturday, the hospital and three clinics went live with Epic! Correctional Health and parts of Public Health and Family Health were also live. This morning, the other areas of the medical center welcomed the first patients in the Epic environment. There is a great deal of staff excitement and enthusiasm and much credit must be given to the Epic SuperUsers who really worked closely with all the groups and were very present. We also have Epic and Ellit staff onsite this week. I will have more to report at next month's meeting.	FYI

<p>County Health Chief Report Louise Rogers</p>	<p>Kudos to Dr. Kunnappilly and the leadership team. The conversation about a new EHR began in 2015 and at that time, it seemed far away and quite daunting. Today the Epic implementation is characterized by the leadership’s involvement and their emphasis on gemba. They embedded improvement in the design from the beginning and this improvement work will continue to add value to the care we provide patients.</p> <p>FOHC’s supervising physician, Dr. Rakhi Singh, was invited by the County Health Executives Association of California (CHEAC) to talk about how SMMC has addressed patient food insecurity through strategic partnerships.</p>	<p>FYI</p>
<p>County Executive Office Represented by Iliana Rodriguez, Assistant County Executive</p>	<p>The recruitment for the County Health Chief is concluding and an announcement will be coming soon.</p>	<p>FYI</p>
<p>Board of Supervisors Supervisor Noelia Corzo</p>	<p>Reminder tomorrow is Election Day, November 5.</p> <p>Supervisor Corzo commended Health leadership team for the new EHR implementation. Its success could not be possible without top down leadership.</p>	<p>FYI</p>

Supervisor Corzo adjourned the meeting at 9:01 AM. The next Board meeting will be held on December 2, 2024.

Minutes recorded by:
Michelle Lee

Minutes approved by:
Dr. Chester Kunnappilly, Chief Executive Officer

ADMINISTRATION REPORTS

September Financial Performance Update to SMMC Board December 2, 2024



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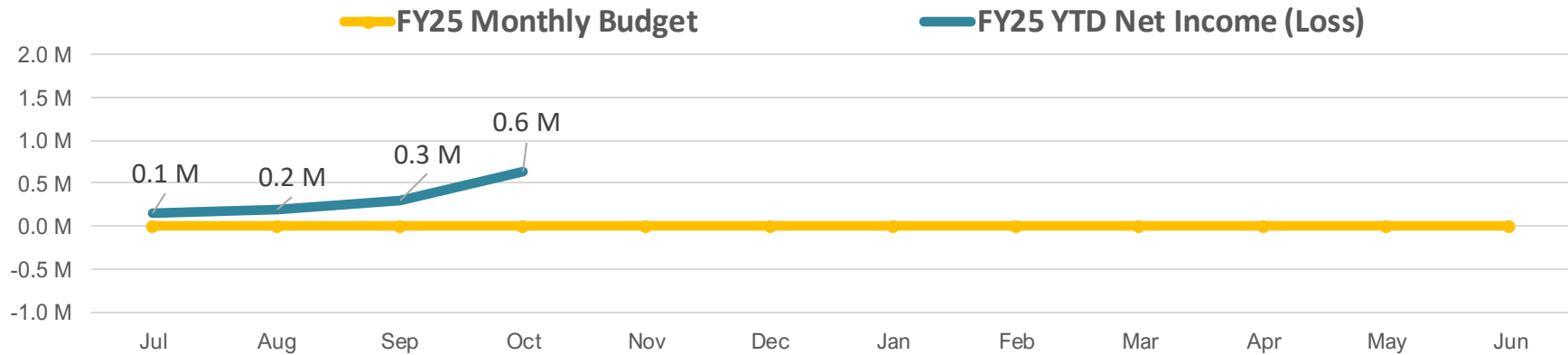
Agenda

1. Operating Results Summary
2. Cash Position and Forecast
3. Patient Accounts Receivable Key Performance
4. Appendix

Operating Results Summary

Statement of Operations

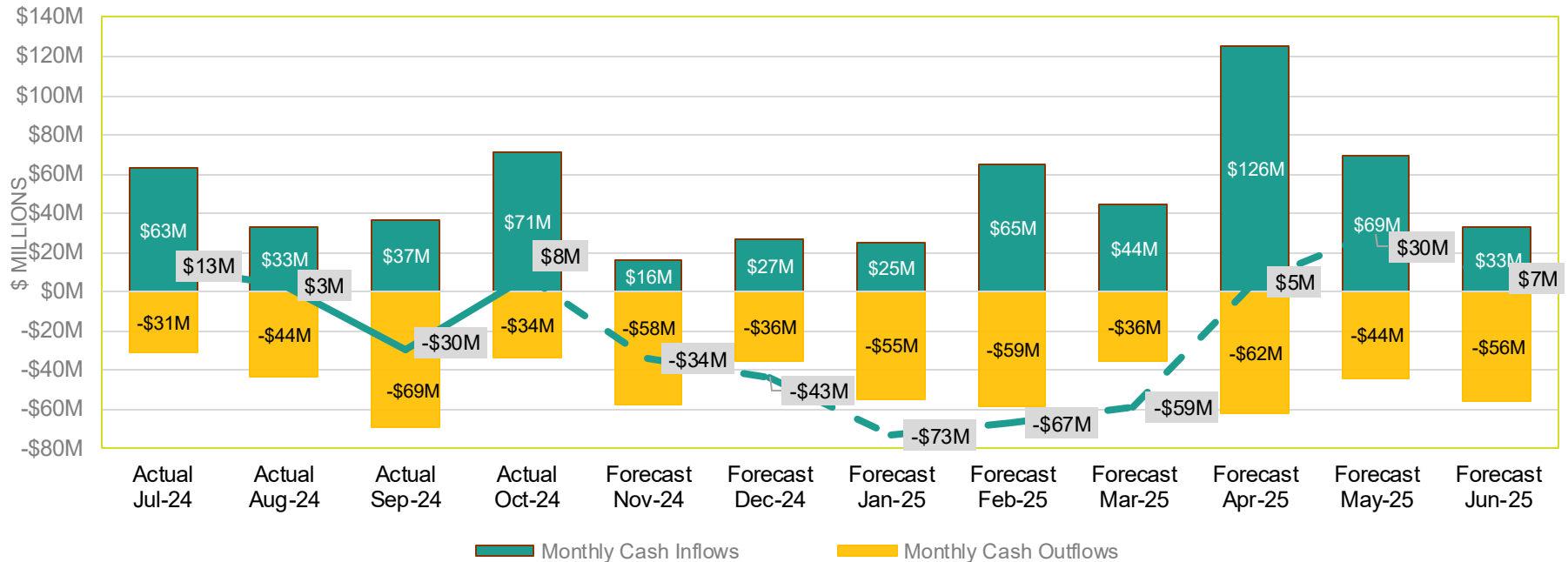
October	Year-to-Date
\$329K	\$636K



Key budget performance areas

- We are ahead of budget by \$600k
- **FTE & Labor cost** – Staff count was 2% less than budget, and labor cost was favorable by \$2.6M and \$7.5M year to date
 - Staff count increased by 8% due to ramp up of resources for EPIC implementation

Cash Position and Forecast



Cash flow challenges & opportunities

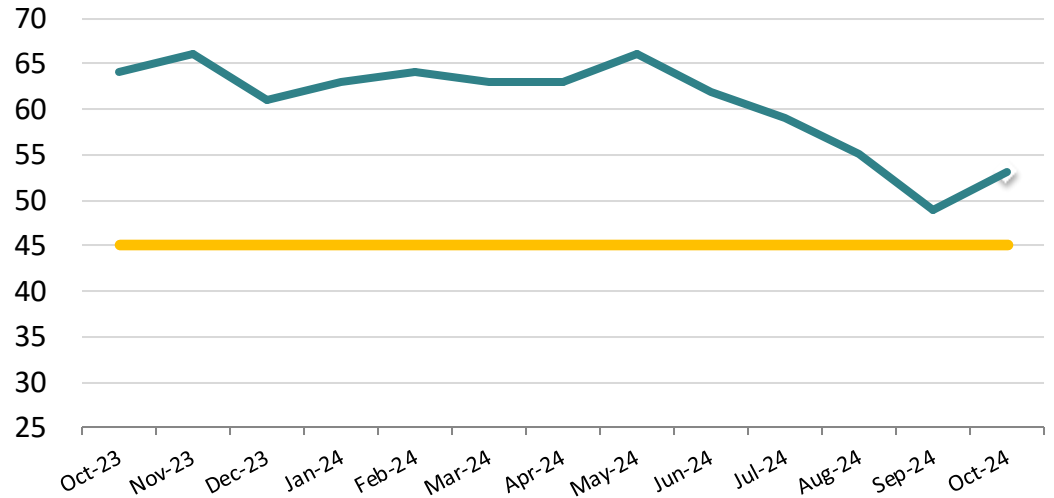
- Cash inflows forecasted to decrease through January
- Projections indicate that our highest use of County line of credit is in January 2025
- Forecast incorporates the expected cash inflow impact resulting from reduction in patient service volume during EPIC stabilization phase
- Efforts to manage the risk of maximizing the use of the County line of credit
 - Continuous focus on patient AR cash collection is yielding positive results.

Patient Accounts Receivable Key Performance

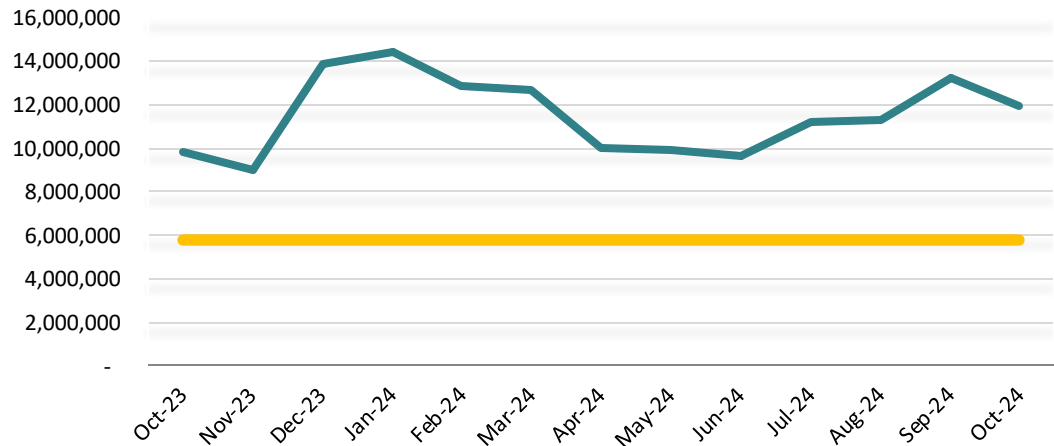
Patient Receivable Performance

- Outstanding receivable has dropped from 63 to 53 days in the past one year
 - There's an uptick in October due to EPIC stabilization
- Unbilled receivables is now trending down
 - Positive impact from patient records clean-up partnership with HPSM.

Patient Account Receivable (Days Outstanding)



Unbilled Patient Accounts

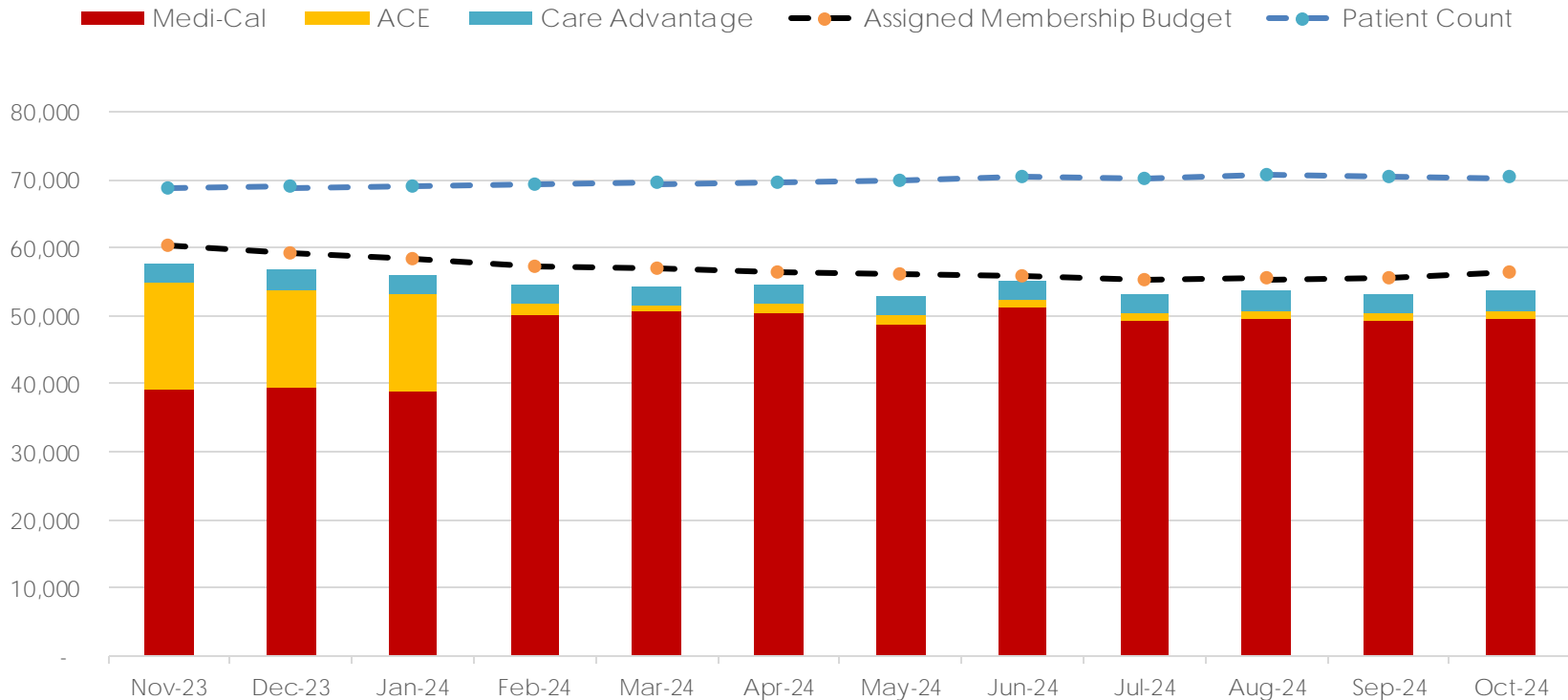


Appendix



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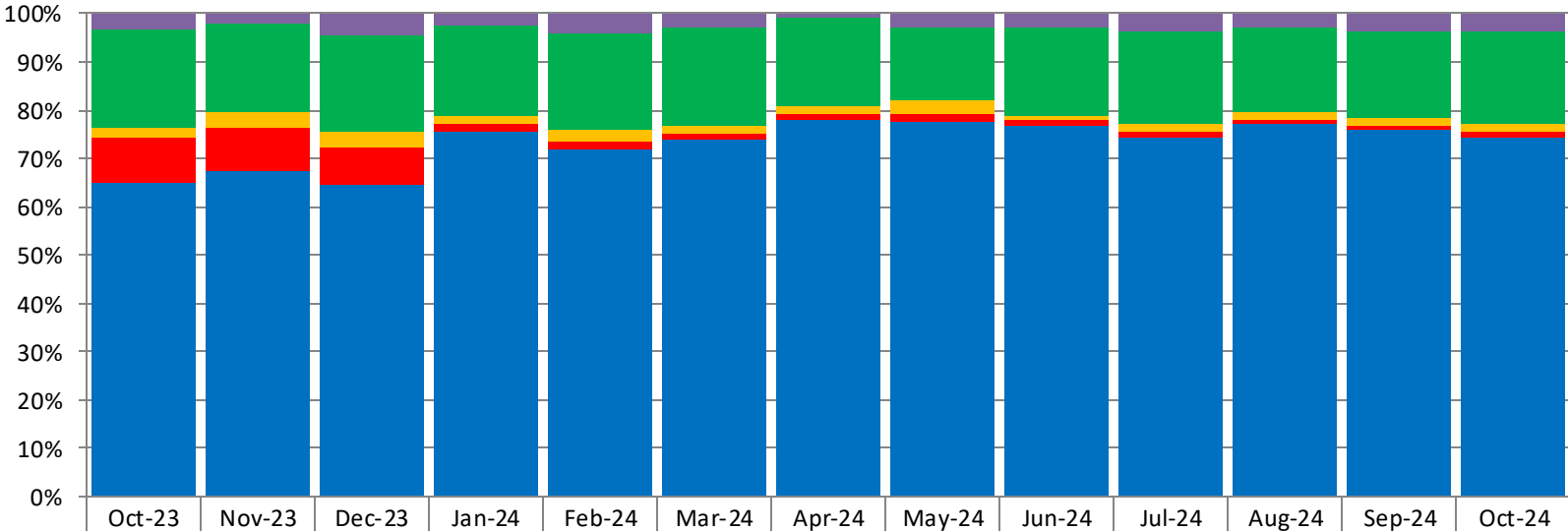
Managed Care Membership Trend



2024 Highlights

- Assigned membership mix has stabilized, with total assignments averaging approximately 53,400 since July.
 - There have been only minor fluctuations monthly
- Patient count also appears to have stabilized.

Payer Mix



Other	3.4%	2.1%	4.4%	2.4%	3.9%	2.7%	1.0%	2.7%	2.7%	3.6%	2.7%	3.6%	3.7%
Medicare	20.2%	18.3%	19.9%	18.7%	20.4%	20.7%	18.2%	15.2%	18.4%	19.2%	17.9%	18.2%	19.0%
Self Pay	2.2%	3.2%	3.4%	1.5%	2.1%	1.7%	1.6%	2.8%	0.8%	1.7%	1.6%	1.4%	1.9%
ACE/ACE County	9.0%	8.9%	7.8%	1.9%	1.6%	0.9%	1.4%	1.5%	1.2%	1.1%	0.7%	1.0%	1.2%
Medi-Cal	65.2%	67.5%	64.4%	75.4%	72.0%	74.0%	77.9%	77.7%	76.9%	74.4%	77.1%	75.8%	74.2%

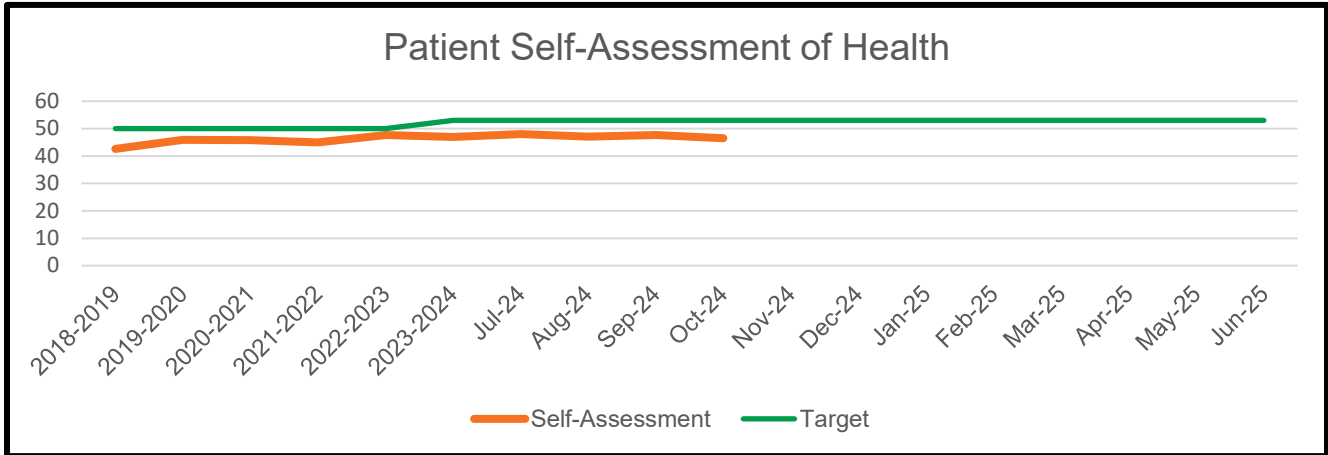
■ Medi-Cal ■ ACE/ACE County ■ Self Pay ■ Medicare ■ Other

2024 Highlights

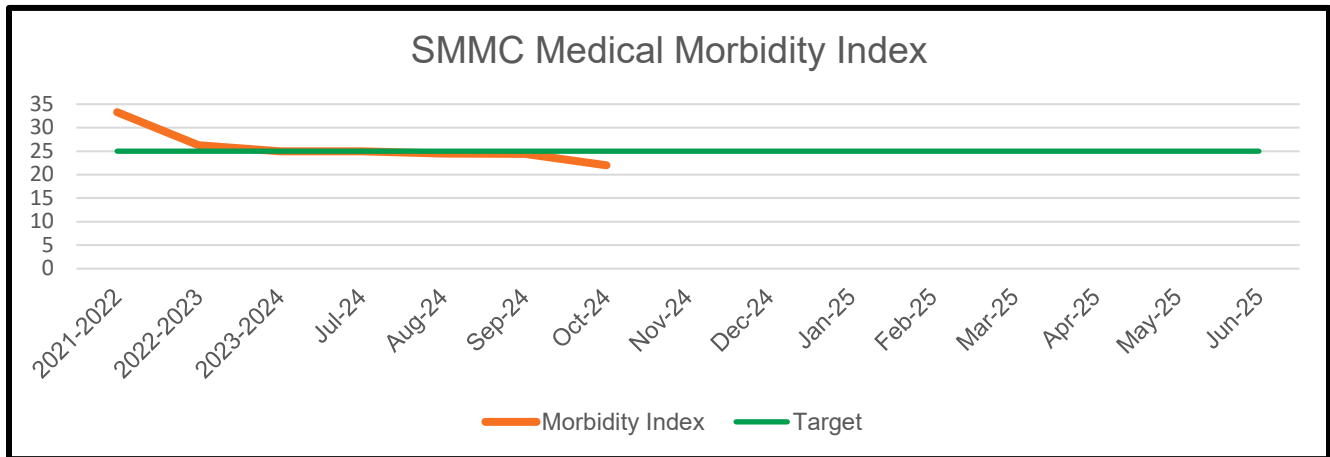
- Payer mix has stabilized

CEO Report

December 2024



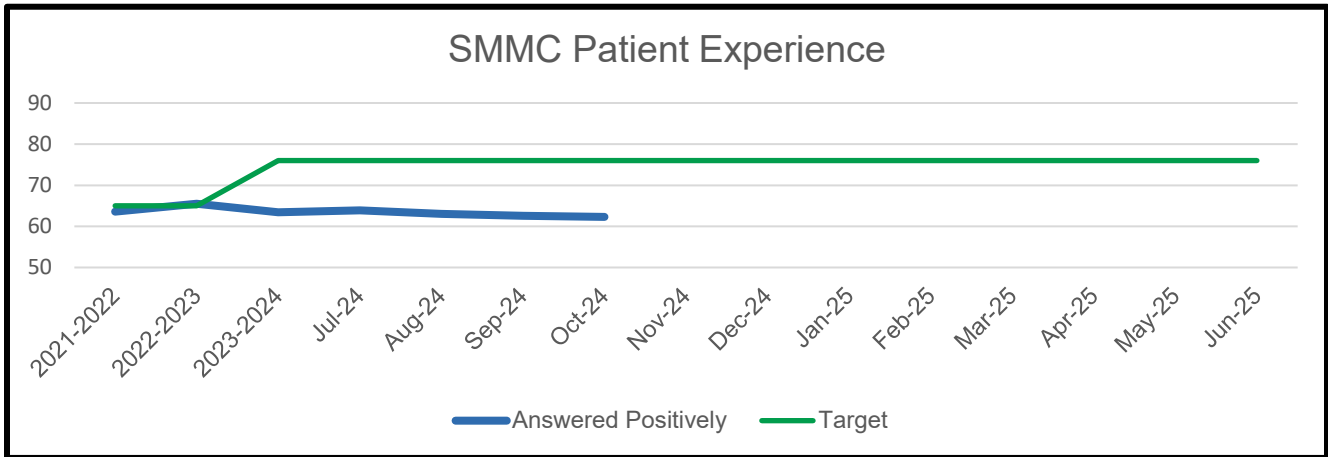
Patient Self-Assessment of Health: All Primary Care patients receive an experience survey. One question asks them to rate their health from poor to excellent. This is the percentage that rate their health as very good or excellent. **Higher is better.**



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.**



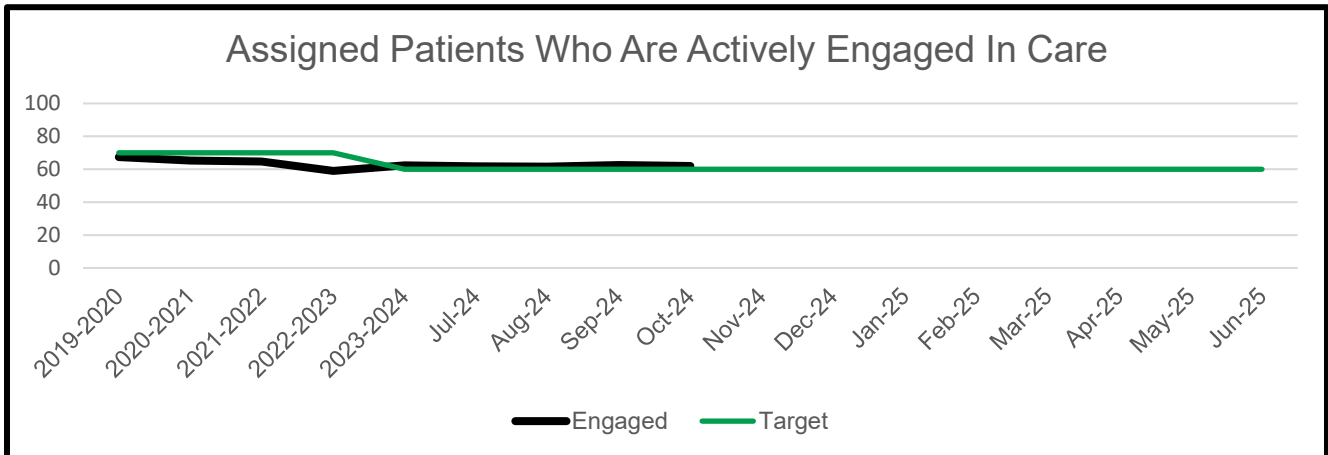
Patient Experience



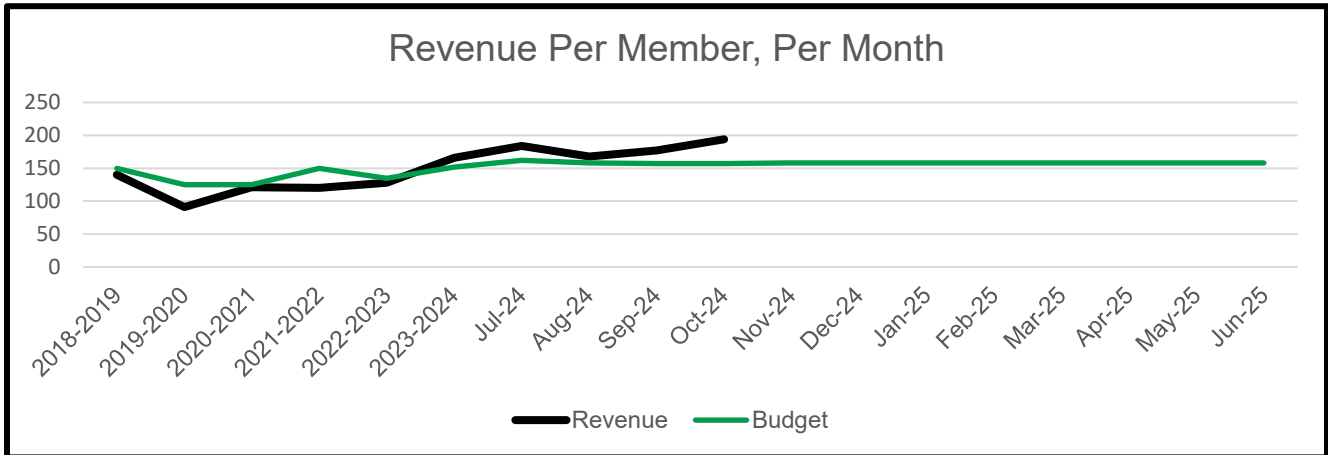
Patient Experience: Percentage of patients who answered affirmatively to the patient experience survey question: “Did the staff work together to meet your needs?” **Higher is better.**



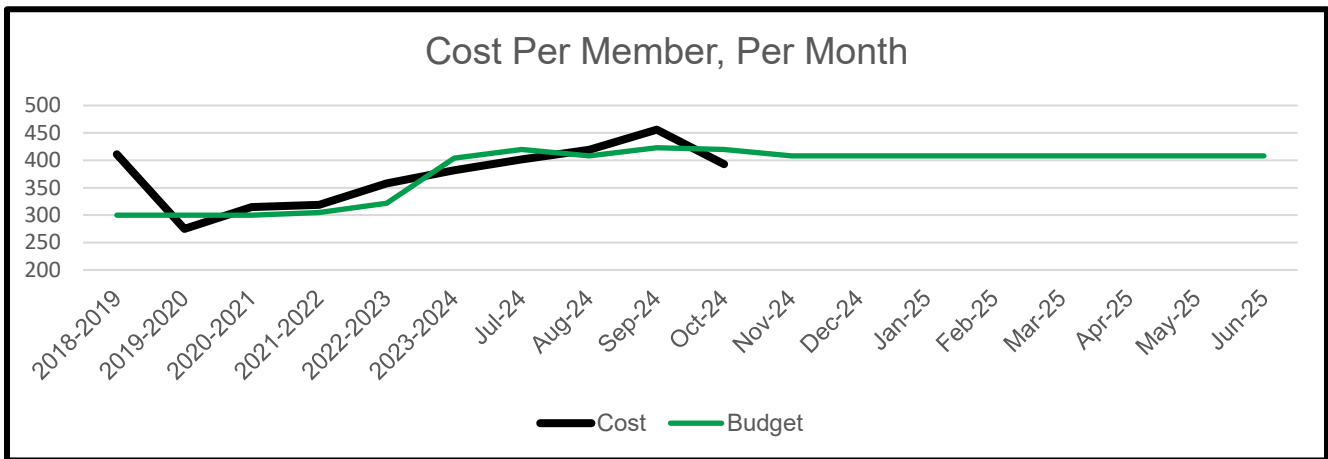
Access to Care



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.**

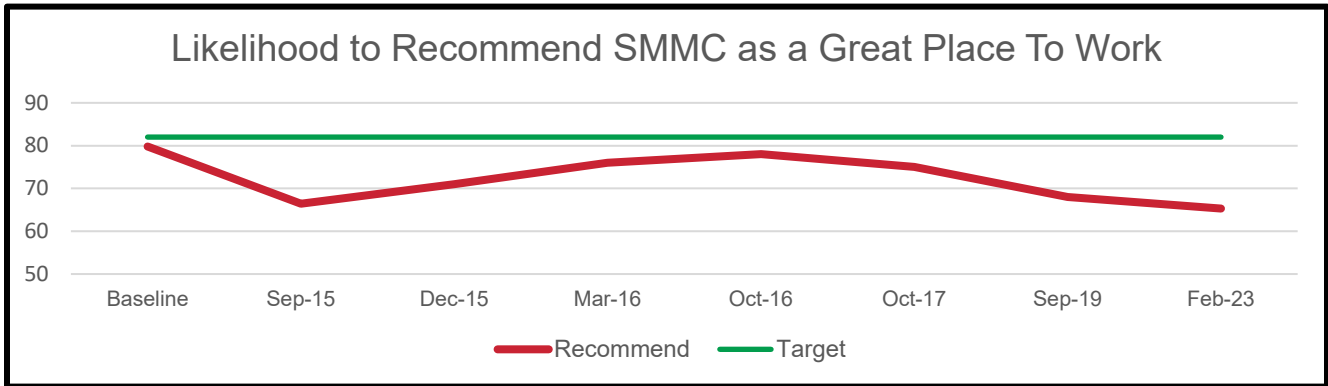


Revenue Per Member, Per Month: Total patient revenue divided by total number of assigned members. **Higher is better.**

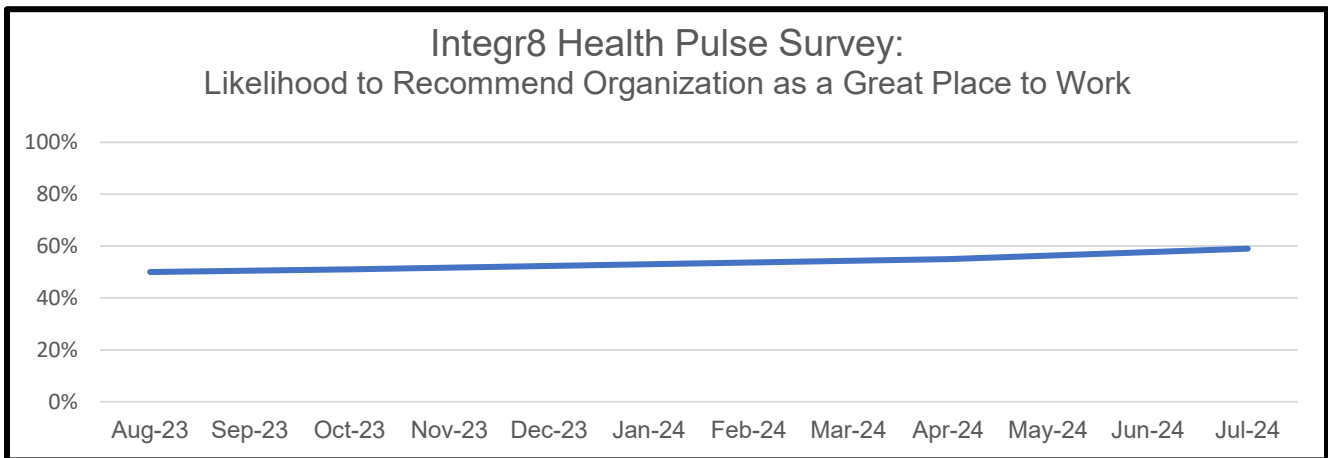


Cost Per Member, Per Month: Total cost divided by total number of assigned members. **Lower is better.**

 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 Integr8 Health Pulse Survey: As part of Integr8 Health (SMC Health’s Epic implementation), we are performing quarterly pulse surveys to evaluate staff engagement during the effort. This graph represents the percentage of staff who agree or strongly agree that they would recommend the organization as a great place to work. **Higher is better.**

Strategic Updates, Recognitions & Awards



***Pictured above left:** Our Go-Live Command Center at County Center **Pictured above middle:** 37th Avenue Pediatrics prepares for their first day in Epic **Pictured above right:** Fair Oaks Health Center celebrates with cake as their Epic journey begins.*

Integr8 Health Update

On November 2nd at 4:42AM, San Mateo Medical Center (in addition to Correctional Health and specific units within Public Health Policy and Planning and Family Health Services) went live as planned in Epic. The initial focus was on acute areas within the Hospital and Correctional Health but there were also “soft launches” at Fair Oaks Health Center and 37th Avenue Pediatrics. Many clinic leaders from other clinics went to Fair Oaks and 37th Avenue to learn side by side with their colleagues.

The turning of the “go-live switch” set off an expected period of rapid problem identification, resolution, and learning. Staff did, and continue to do, a tremendous job of being flexible as we learn the new system. The floors looked like a sea of red as our Epic superusers (staff who volunteered for advanced training to support their colleagues) outfitted in their custom red “superuser shirts” were at the elbow. There was tremendous additional floor support including staff from Epic and our contracted support services from Ellit Groups. Meanwhile, our Go-Live Command Center opened at County Center housing our Health IT and Epic technical support staff. This also marked the launching of our long-term 24/7 Health Help Desk within Health IT.

On November 4th, those areas that had not participated in the weekend activities began their Epic journey. As planned, those areas benefitted from all the problem solving that occurred over the weekend and as expected, as more staff began using the system, more challenges were identified and rapidly addressed.

The first few weeks of the implementation have been a time of rapid learning. Staff have been grateful for the ongoing floor support which we have decided to extend through the first week of December.

The coming weeks will be focused on stabilization while we continue to address expected and unexpected challenges and design or redesign critical workflows now that we have more experience in the system. After that, we look forward to optimization where we will focus on how we can use the system in the most efficient and effective ways. We look forward to continuing to update the board as we move forward.

San Mateo Medical Center Completes Triennial Joint Commission Survey

On Tuesday, November 12th, (Day 11 of our Epic implementation), three surveyors from the Joint Commission arrived for SMMC’s routine triennial regulatory survey. Our last survey was in February 2022, but technically the Joint Commission can (and did) come anytime in the 6 months leading up to the three-year anniversary date. It was a four-day survey with a fourth surveyor joining the team for the last two days.

The surveyors were very understanding of the challenges in conducting a regulatory survey this early in an implementation but were also clear that they did not feel that safety or regulatory concerns can be suspended during an implementation.

Overall, this was a very successful survey. The surveyors recognized, and were highly complementary of, the staff's commitment to the patients and the organizational mission. They went out of their way to celebrate the SMMC's commitment to continuous improvement and equity.

These types of surveys always have findings, but the surveyors emphasized that our distribution of findings were what they always hope to have which is that most of our findings were considered low impact and isolated. We did, however, have a few high-level findings that will necessitate an abbreviated (likely one day with one surveyor) repeat survey in 30 to 45 days to ensure we have adequately addressed them.

As we approach addressing the findings, we will embrace our values as a learning institution: focusing on identifying root causes and putting in effective countermeasures to ensure they do not recur.

I want to express my gratitude to everyone who made this a successful survey:

- Our quality and regulatory readiness team who led us through effective preparation for, and execution during, the survey.
- Our Infection Control team as infection control is always a focus and they did a tremendous job leading us through the survey.
- Our "tour guides"-leaders from throughout the organization who escorted and supported the surveyors throughout the survey.
- Every staff member and leader who engaged with the surveyors, their participation and enthusiasm really carried the day.

Most of all, I want to express my gratitude to all staff whose commitment to doing things the right way was evident to the surveyors.

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November 2024

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	1,211 (October)	-3.7%	-92.3%
SMMC Emergency Department Visits	3,507 (October)	0.7%	20.7%

Program to Remove Lead Paint from Homes Expands Focus

Unleaded Homes San Mateo County – Family Health Services’ (FHS) program to remediate lead-based paint in residences – has completed its pilot phase is now accepting applications from Medi-Cal beneficiaries and participants in the [WIC](#) (Women, Infants and Children) program, whose homes may present a health risk. Funded by a legal settlement with former lead paint manufacturers, the Unleaded Homes program provides no cost assessment and repairs by certified contractors to address unsafe levels of lead paint in residential properties. FHS has partnered with local nonprofit [Rebuilding Together Peninsula](#) to manage the program, including handling the application process and working with contractors.

Lead paint poisons tens of thousands of children in California each year. Exposure to lead can **seriously harm children’s health, including** damage to the brain and nervous system, slowed growth and development and hearing and speech issues.

Carl Paoli [*pictured, right*] of Burlingame signed up for the program after a medical diagnosis for his three-year-old grandson. “After we learned that he had high blood levels of lead, you become paranoid. Everything is a problem. Oh – dust here, don’t touch this, can’t go in and out the door,” he said. “You’re just stressing out and trying to control everything.”



Paoli's house was recently assessed and remediated. "Once it was done," he said, "it felt like a huge weight had been lifted off our shoulders." Paoli shared his family's experience of Unleaded Homes San Mateo County in [this video](#).

Residences built before 1978 are likely to contain lead paint. Homeowners of properties built before 1978 can apply for testing and potential remediation through Rebuilding Together Peninsula. The application is [here](#). Participation in the inspection and remediation program is voluntary for property owners.

County Health Joins Local Partners for Study of Childhood Health Benefits of Walking & Biking to School



County Health's CalFresh Healthy Living team has been selected to participate in the Childhood Obesity Intervention Cost-Effectiveness Study (CHOICES) Learning Collaborative Partnership with the California Department of Public Health and Harvard's T.H. Chan School of Public Health. As a participant in the [CHOICES Learning Collaborative](#), the team will work to understand the cost-effectiveness of Safe Routes to School interventions and the resulting infrastructure improvements that have been made. The San Mateo County CHOICES team includes Safe Routes to School partners from the County Office of Education, Department of Public Works, deputy health officer

and staff from Health Equity, Policy & Planning and the Office of Epidemiology and Evaluation. As an awardee, the team will receive training and technical assistance, along with communications support to ensure the findings inform decision making and strategic planning. The award also includes funding to support implementation. *[Picture: Students learning basic bike riding skills at the Bike Rodeo at Farm Worker Family Bike night in Half Moon Bay]*

County Supports Urgent Care Pilot Program in Half Moon Bay

With [funding support from the County of San Mateo](#), Dignity Health Medical Group – Sequoia has expanded its Half Moon Bay clinic to provide urgent care services to all community members, regardless of their health insurance plan or coverage. The pilot program will run for six months and aims to provide essential pediatric and adult urgent care services to the community while gaining valuable insights into the health care needs of coastal residents. No patient will be turned away based on insurance coverage, including those who are uninsured, and residents do not need to be patients of Dignity Health to receive care.

"We are thrilled to offer these expanded services to our community," said Marie President, MD, chief medical officer, Dignity Health Medical Group – Sequoia. **"This pilot program will allow us to provide convenient and accessible in-person and virtual same-day services for common urgent medical issues while also gathering data to better understand the healthcare needs of our coastal residents."**

Supervisor Ray Mueller, whose district includes the Coastsides, said, **"I am thankful that the County Board of Supervisors approved my request to fund this urgent care clinic pilot on the coast, especially in light of the recent closure of the only ER in the area. This marks a significant public health victory for our community. During this pilot, no patient will be denied care due to lack of insurance coverage."**