



SAN MATEO COUNTY HEALTH

**SAN MATEO
MEDICAL CENTER**

BOARD OF DIRECTORS MEETING

Monday, May 5, 2025
8:00 AM – 10:00 AM

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



AGENDA

Board of Directors	Monday, May 5, 2025	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. Abhishek Gowda |

Informational Items

- | | |
|--------------------------------|-----------------|
| 3. Medical Executive Committee | 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. April 7, 2025 SMMC Board Minutes

G. MEDICAL STAFF REPORT

Chief of Staff Update

Dr. Frank Trinh

H. ADMINISTRATION REPORTS

- 1. Dental Department Jack Nasser..... Verbal
Dr. Mariam Hashoush

- 2. Department of Medicine Carlton Mills..... Verbal
Rachael Rivers
Dr. Suja Georgie

- 3. Life Expectancy in San Mateo County Colleen Chawla.... Verbal
Dr. Kismet Baldwin-Santana

- 4. Compliance Update Gabriela Behn..... Verbal

- 5. Financial Report Enitan Adesanya.... TAB 2

- 6. CEO Report Dr. CJ Kunnappilly..... TAB 2

I. COUNTY HEALTH CHIEF REPORT

- County Health Snapshot Colleen Chawla.... TAB 2

J. COUNTY EXECUTIVE OFFICER REPORT

Mike Callagy

K. BOARD OF SUPERVISOR REPORT

Supervisor Noelia Corzo

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, April 7, 2025

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

Board Members Present

Supervisor Noelia Corzo
Mike Callagy
Colleen Chawla
Dr. CJ Kunnappilly
Dr. Frank Trinh
Dr. Gordon Mak
Judith Guerrero

Staff Present

Enitan Adesanya Michelle Lee
Dr. Alpa Sanghavi Rebecca Archer
John Jurow Maria Bermudez
Robert Blake
Anessa Farber
Victor Armendariz
Tamara Jones

ITEM	DISCUSSION/RECOMMENDATION	ACTION
Call to Order	Supervisor Corzo 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 8:15 AM to Open Session. A quorum was present (see above).	
Report out of Closed Session	Medical Staff Credentialing Report for April 7, 2025. QIC Minutes from February 25, 2025. Medical Executive Committee Minutes from March 11, 2025.	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	The Foundation will be supporting the upcoming Nurses Day recognition events in addition to travel expenses related to the Infections Diseases conference. The Foundation Annual Report (July 2023 – June 2024) is available online at https://online.flippingbook.com/view/507509577/ . The Annual Golf Tournament this year will be at Green Hills Country Club on August 18. We hope to see you on the fairways!	FYI
Consent Agenda	Approval of: 1. Hospital Board Meeting Minutes from March 3, 2025.	It was MOVED, SECONDED and CARRIED unanimously to

		approve all items on the Consent Agenda.
Medical Staff Report Dr. Frank Trinh	<p>Dr. Trinh reported that new primary care providers have recently come onboard.</p> <p>At the March 11 Medical Executive Committee (MEC) meeting, we discussed some of the concerns around immigration and county budget cuts. Leadership is grateful to have a supportive Board of Supervisors who recognize the challenges faced by the most vulnerable among us. A team has been meeting to discuss resources needed and has created a webpage as a resource for staff.</p> <p>The February Quality Improvement Committee (QIC) received department reports from Infection Control, Antibiotic Stewardship, Imaging Services, and Respiratory Therapy.</p>	FYI
Department of Pharmacy Victor Armendariz, PharmD	<p>Scope of services: Hospital Pharmacy; Retail Pharmacy; and Long Term Care Pharmacy (includes Burlingame Skilled Nursing and Correctional Health) staffed by approximately 28 team members.</p> <p>Technology modernization: Inpatient Pharmacy Logistics Carousel is complete. Outpatient Counting Robot Upgrade is complete. Epic’s Willow Inpatient and Willow Ambulatory implementation happening now.</p> <p>Construction:</p> <ul style="list-style-type: none"> • Construction on the sterile compounding room has started. • Physical separation of Inpatient and Retail pharmacy operations will be completed soon. 	FYI
Mobile Clinics: Field-based Healthcare for Vulnerable Populations Anessa Farber	<p>The Public Health Mobile Clinics system is client-centered, is accessible, supports wraparound model of care, and fosters collaboration with partner agencies in the field.</p> <p>Coach Medicine (Mobile Clinic) was founded in 2008 and serves adults experiencing homelessness, uninsured and underinsured residents, new immigrants, those without established PC provider, and people entering AOD or mental health treatment programs who need preliminary clearances.</p> <p>Street Medicine was founded in 2016 and are comprised of small teams who provide services out of sprinter vans and the target population is unsheltered people in locations like encampments, under bridges, parks, and motor vehicles. Engagement via basic need provision – food, water, clothing, shelter, safety</p> <p>Field Medicine is focused on the South Coast and expanded to Half Moon Bay in 2022. We serve a vulnerable population who has challenges with insurance, cost-prohibitive deductibles, transportation, time, lack of childcare, poor cell connectivity, unique cultural beliefs and practices and language/literacy gaps.</p> <p>2025 Initiatives:</p>	FYI

	<ul style="list-style-type: none"> • Further Staffing improvements - Move to Mobile Health Services Assistants and Certified Mobile Health Medical Assistants; need employees with Class B drivers licenses, move from RN to Public Health Nurse • Epic stabilization • Encampment Resolution Funding Grant (addition of Psychiatric Social Workers) • Access to HMIS/Clarity and improved HSA coordination • Medication Management Improvements • Aim to extend HMB Field Medicine with PHN efforts 	
Financial Report Enitan Adesanya, CFO	The February 2025 financial report was included in the Board packet and Enitan Adesanya answered questions from the Board.	FYI
CEO Report Dr. CJ Kunnappilly	Dr. Kunnappilly presented the CEO report which was included in the Board packet and answered questions from the Board.	FYI
County Health Chief Report Colleen Chawla	<p>Colleen Chawla reported that Family Health Services and other partners is participating in SMC's Baby Bonus program. The program will provide a \$300 monthly cash gift to approximately 400 birthing parents over a span of 3 year. It is available to residents who have Medi-Cal funded births.</p> <p>The Board of Supervisors recognized the National Public Health Week with a proclamation presented to County Health.</p>	FYI
County Executive Officer Mike Callagy	<p>Mr. Callagy discussed some of the space challenges of Behavioral Health and Recovery Services (BHRS). His team will continue to monitor available space in the county.</p> <p>There is concern that a recession may be on the horizon and we are keeping an eye on it.</p>	FYI
Board of Supervisors Supervisor Noelia Corzo	<p>Supervisor Corzo reported a majority of voters voted Yes to Measure A. The measure gives Supervisors temporary power to remove the Sheriff.</p> <p>Antonio Lopez is the County's new Poet Laureate.</p>	FYI

Supervisor Corzo adjourned the meeting at 9:19 AM. The next Board meeting will be held on May 5, 2025.

Minutes recorded by:
Michelle Lee

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

ADMINISTRATION REPORTS

March Financial Performance Update to SMMC Board May 5, 2025



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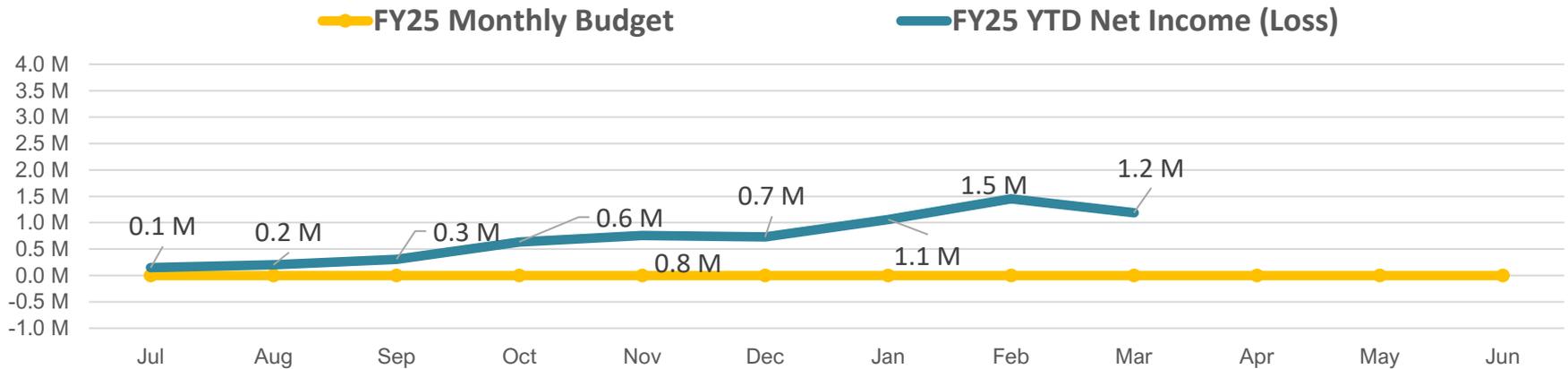
Agenda

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

Operating Results Summary

Statement of Operations

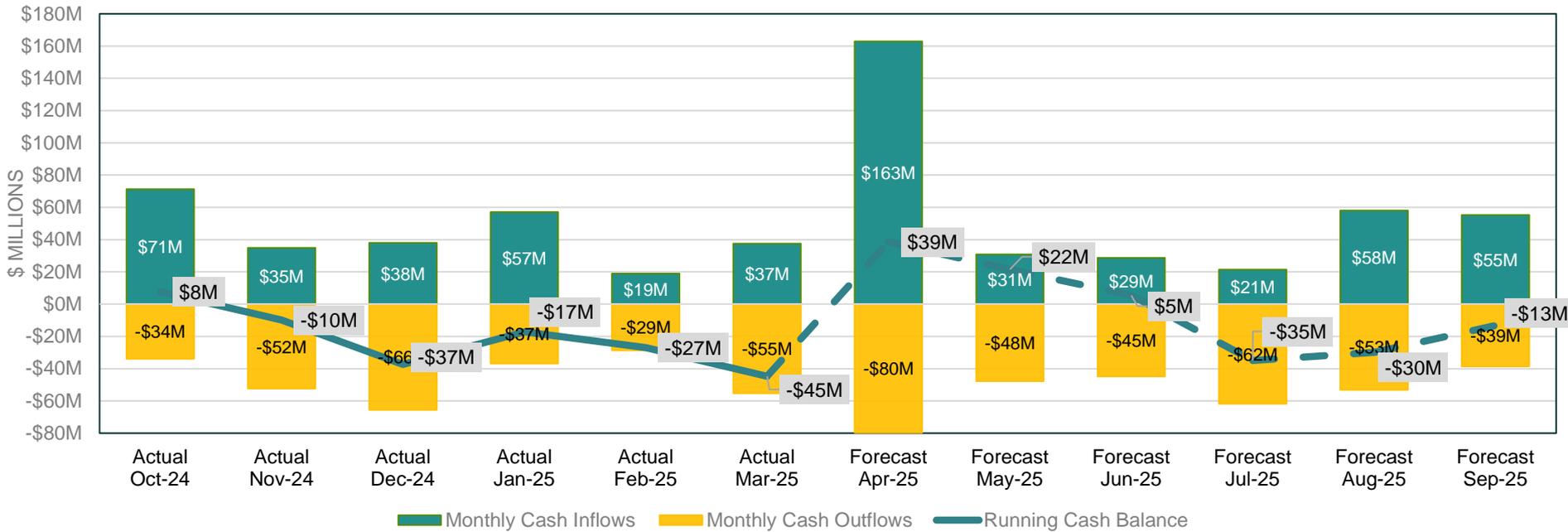
March	Year-to-Date
(\$263K)	\$1.2M



Key budget performance areas

- We are ahead of budget
 - Labor costs continue to be favorable year-to-date
 - This favorable variance will assist with year-end County adjustments
- We continue to maintain a healthy reserve to safeguard against potential unplanned revenue losses in the future.

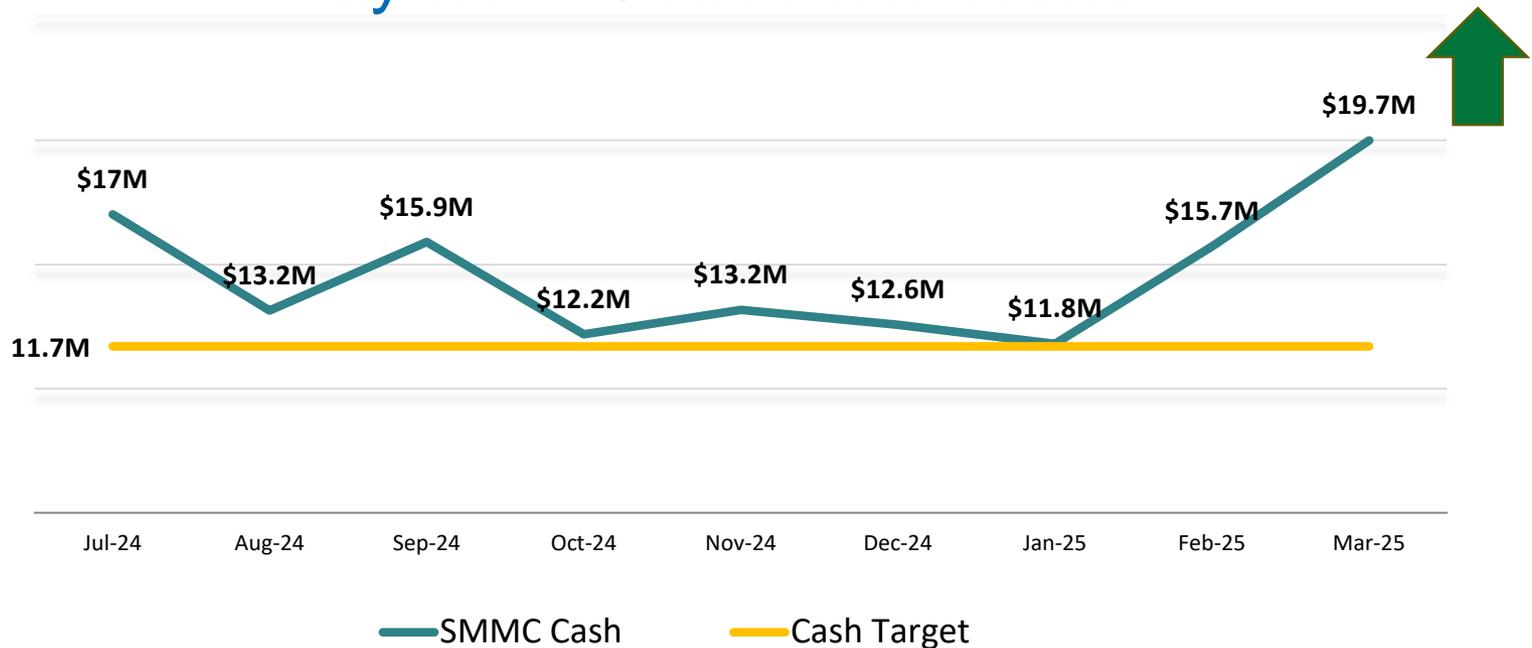
Cash Position and Forecast



Cash flow challenges & opportunities

- We have successfully paid off the funds borrowed from the county line of credit
- Based on current projections
 - We will remain cash positive for the remainder of this fiscal year.
 - We are projecting an IGT payout of \$23 million in July, which will cause us to dip into the line of credit.

Payment Collection Trend



Payment Collection Performance

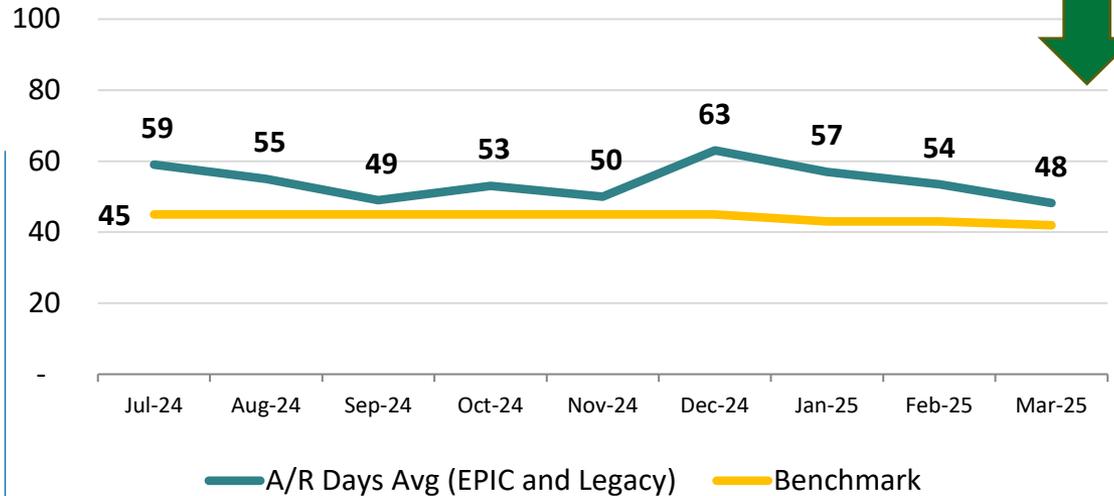
- Cash inflow from paid claims for patient services continues to be above target
- Cash collections in March 2025 reached their highest level since the implementation of EPIC
 - Of the \$20M collected, \$4M was related to one-time payments.

Patient Accounts Receivable Key Performance

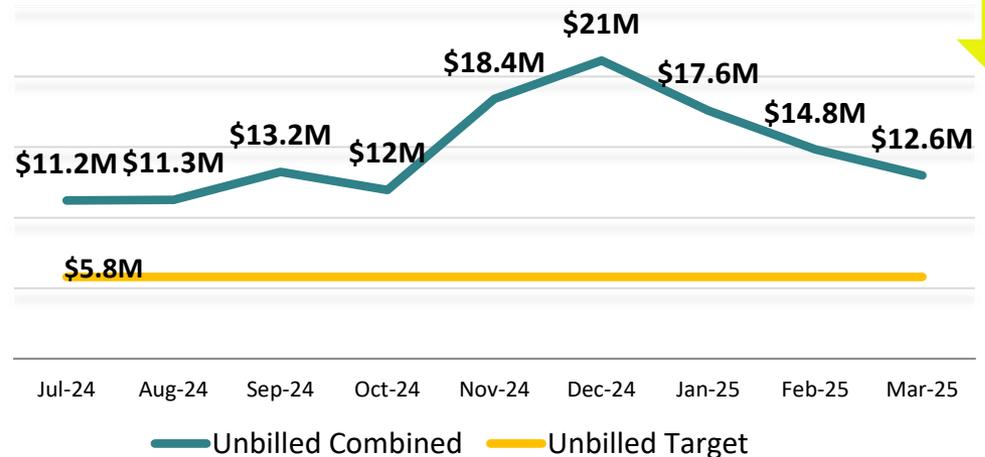
Patient Receivable Performance

- The performance of patient accounts receivable continues to show positive trends
- As of April 25
 - AR days outstanding was 46 days, which is close to baseline
 - Unbilled patient accounts balance was \$9.9M.

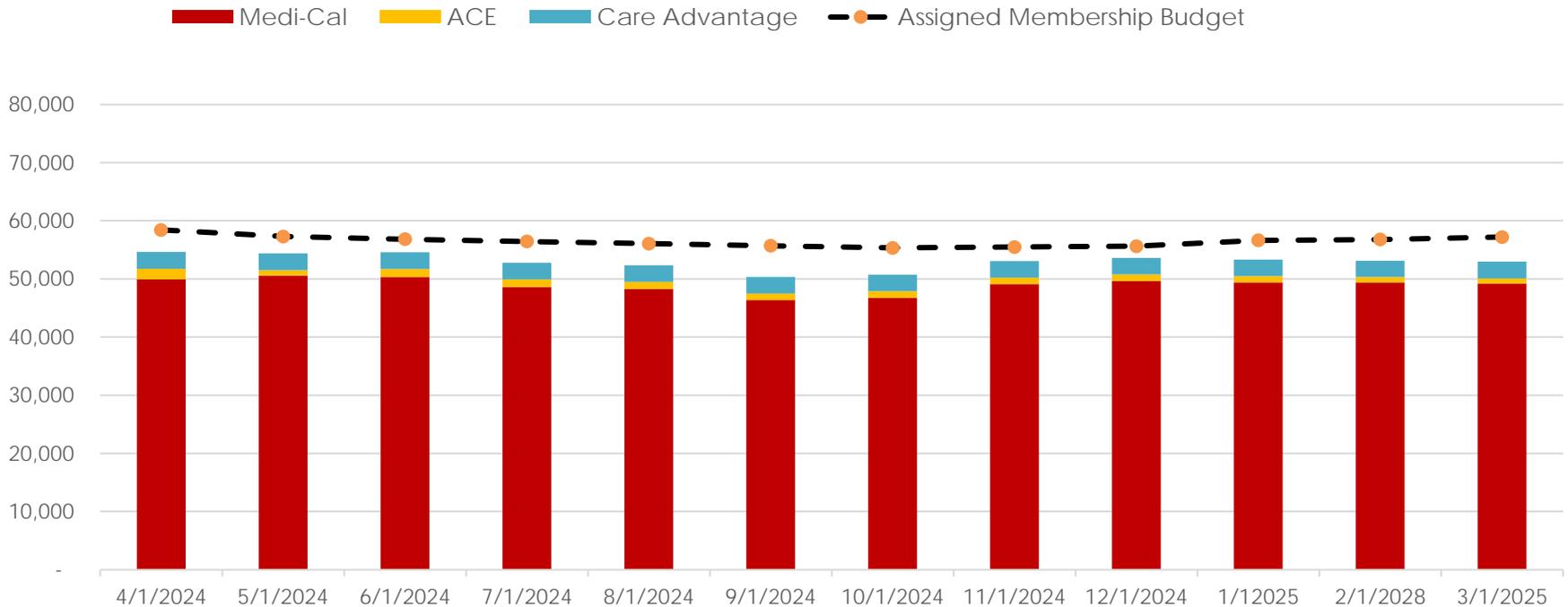
Patient Account Receivable (Days Outstanding)



Unbilled Patient Accounts



HPSM Assignments

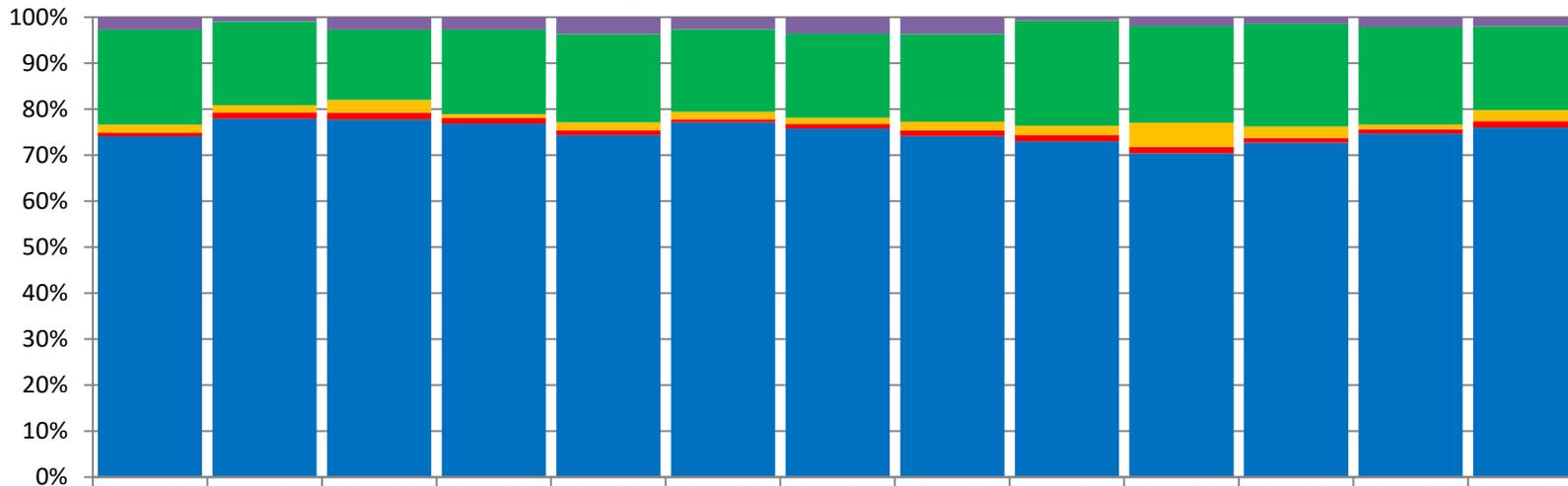


2025 Highlight

- The assigned membership mix remains stable, with total assignments averaging around 54,000 since July.
- Patient count* also remains stable and reflects all patients served by SMMC. We will continue to monitor for any impact related to federal policy changes.

* Patient count is an unduplicated count of patients served in the previous 12 months.

Payer Mix



	Mar-24	Apr-24	May-24	Jun-24	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Dec-24	Jan-25	Feb-25	Mar-25
Other	2.7%	1.0%	2.7%	2.7%	3.6%	2.7%	3.6%	3.7%	0.7%	1.9%	1.4%	2.1%	2.0%
Medicare	20.7%	18.2%	15.2%	18.4%	19.2%	17.9%	18.2%	19.0%	22.4%	21.0%	22.4%	21.2%	18.2%
Self Pay	1.7%	1.6%	2.8%	0.8%	1.7%	1.6%	1.4%	1.9%	1.9%	5.3%	2.5%	1.0%	2.4%
ACE/ACE County	0.9%	1.4%	1.5%	1.2%	1.1%	0.7%	1.0%	1.2%	1.4%	1.4%	1.0%	1.0%	1.4%
Medi-Cal	74.0%	77.9%	77.7%	76.9%	74.4%	77.1%	75.8%	74.2%	71.4%	70.4%	72.8%	74.7%	76.0%

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

NOTE:

Medi-Cal includes Medi-Cal FFS and HPSM Medi-Cal

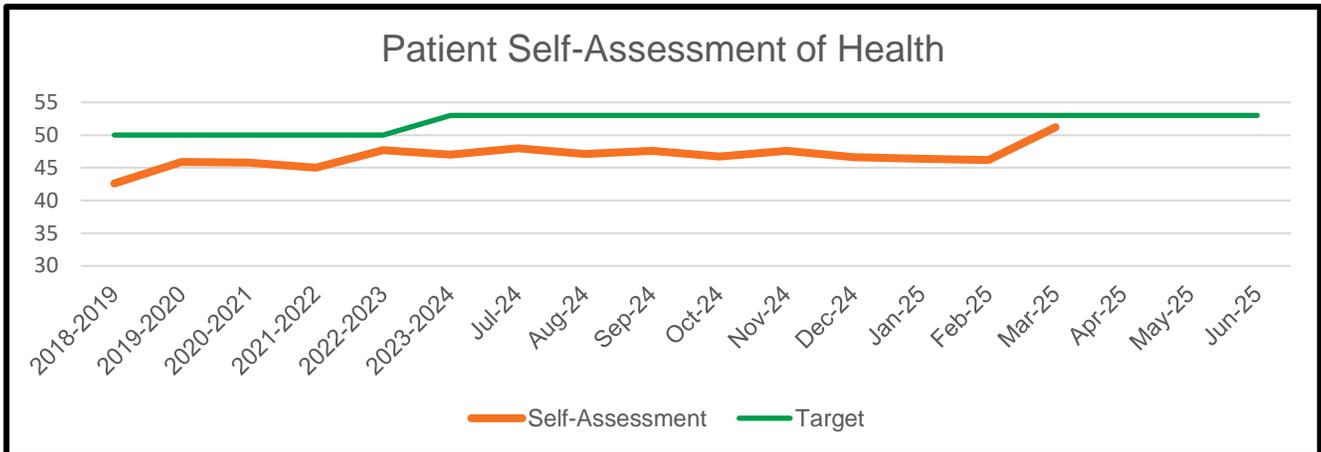
Medicare includes Medicare FFS and HPSM Care Advantage

2025 Highlights

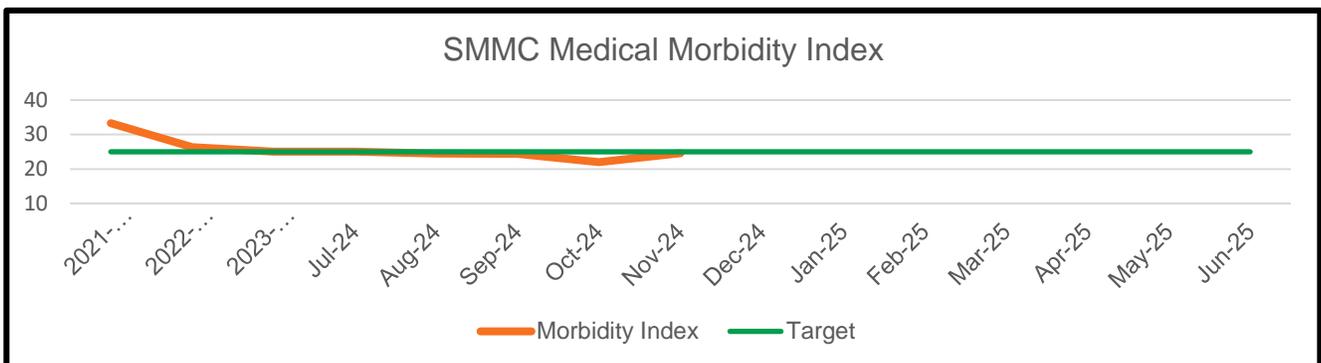
- Slight shifts in payer mix reflect changes in registration workflows. Efforts underway to streamline processes.
- Federal uncertainty may impact future payer mix.



Excellent Care



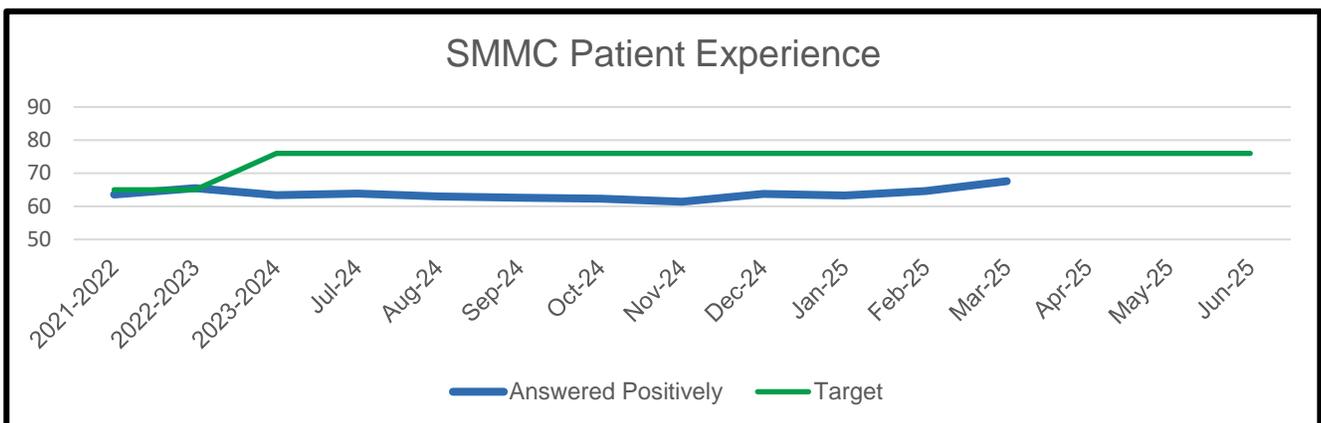
Patient Self-Assessment of Health: Primary Care patients receive an experience survey. One question asks them to rate their health from poor to excellent. This is the percentage that rate their health as very good or excellent. **Higher is better.**



Medical Morbidity Index: The percentage of 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.**

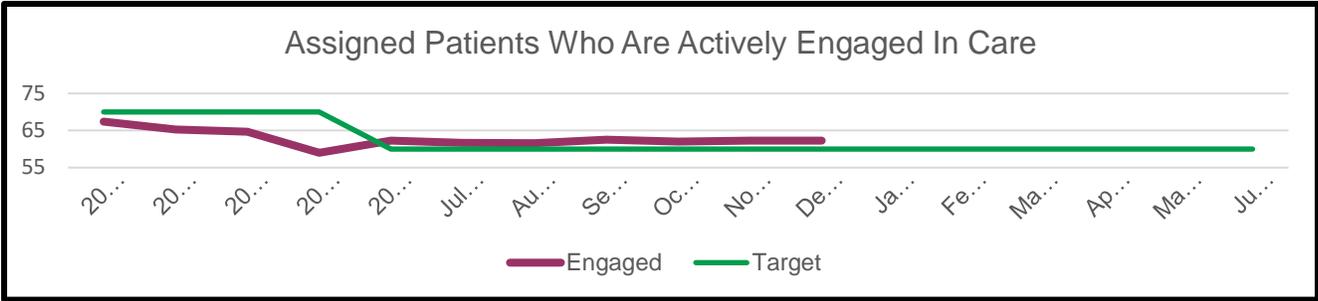


Patient Experience



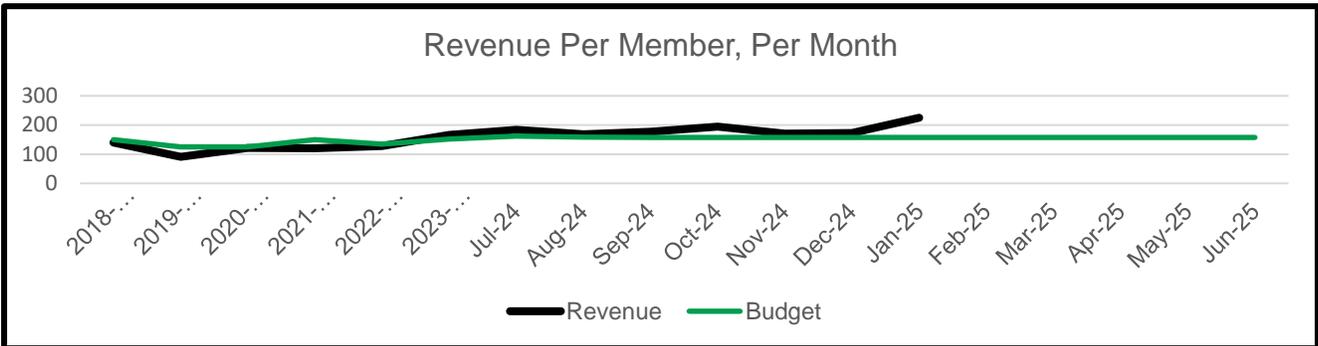
Patient Experience: Percentage of patients who answered affirmatively to the patient experience survey question: "Did the staff work together to meet your needs?" **Higher is better.**

 Access to Care

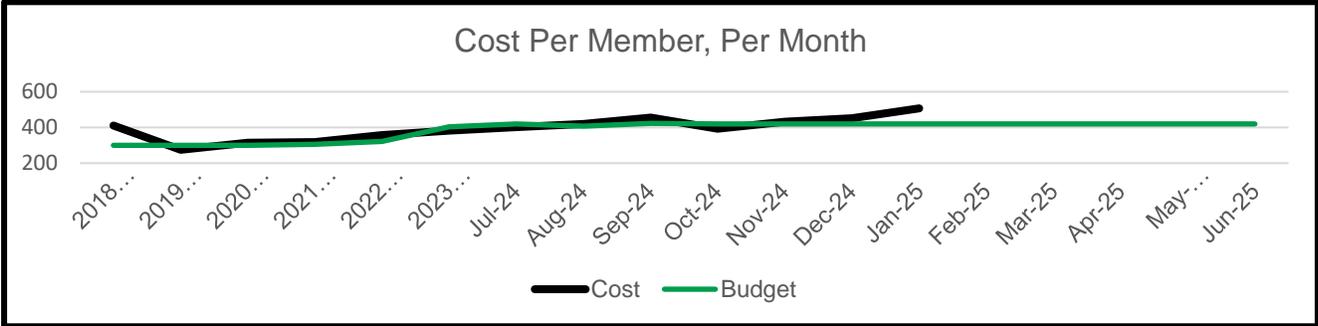


Assigned and Engaged: Percentage of patients assigned to SMMC by the Health Plan of San Mateo who are actively engaged in Care. **Higher is better.**

 Financial Stewardship

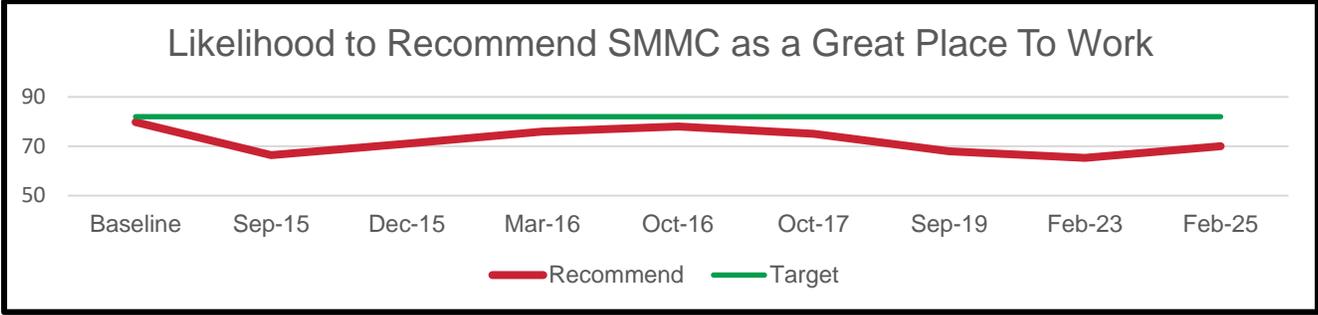


Revenue Per Member, Per Month: Total patient revenue divided by total number of assigned members. **Higher is better.**



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

Strategic Updates, Recognitions & Awards

SMMC Improvement System Continues to Evolve

As we approach the 6-month anniversary of our Epic implementation, our improvement work continues to move forward. Current areas of focus include Endoscopy workflows, tracking cervical cancer screening and spreading workflows for nurse-run hypertension management. In addition, at this stage of our Epic rollout, SMMC is focusing on updates and adjustments to its improvement system to ensure appropriate focus and responsiveness to patient and staff improvement needs. We look forward to keeping the board updated as these changes occur.

SMMC Continues to Progress through Epic Implementation

Wave 1 participants in our Epic implementation remain on track to take our first upgrade on May 13th. Design Teams continue to work with their HIT colleagues to prepare for the upgrade. In addition, planning for Wave 2 of the rollout (to the next set of Health divisions including BHRS) is underway. In anticipation of that expansion, we are also working on plans to evolve the governance model for Integr8 Health. We look forward to keeping the board updated as changes occur.

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April 2025

SNAPSHOT: **San Mateo County Health**

TO: SMMC Board Members | FROM: Colleen Chawla, Chief

INDICATOR	NUMBER	CHANGE FROM PREVIOUS MONTH	CHANGE FROM PREVIOUS YEAR
ACE Enrollees	877 (March)	-2.3%	-37.5%
SMMC Emergency Department Visits	3,140 (March)	-5.3%	-9.8%

EMS Staff Focus on Public Health Emergency Workforce at National Conference

Emergency Medical Services' Karishma Kumar gave a presentation at the National Association of County and City Health Officials (NACCHO) [conference in San Antonio, Texas](#), titled, "Building Confidence in the Public Health Emergency Workforce: Key Strategies and Training Interventions." The conference, called the Preparedness Summit, is the first and longest-running national conference on public health preparedness. It encourages health care leaders and emergency managers, along with public health preparedness professionals, to work more collaboratively and efficiently in the face of emerging threats.

Kumar's presentation addressed the critical need to bolster confidence across the public health emergency workforce, exploring how three key elements – competence, autonomy and relatedness – can strengthen workforce confidence and lead to more effective emergency responses. The session presented findings from a comprehensive survey of public health and emergency management professionals, identifying specific areas where confidence is often lacking and how these gaps can be addressed through targeted interventions.

Kumar serves as County Health's emergency preparedness manager.

Local Behavioral Health Crisis Support Expands with Mobile Response Team

San Mateo County residents experiencing a mental health or substance use crisis can now call for 24/7 in-person support from a mobile response team of mental health clinicians able to connect them to appropriate services. Callers to the San Mateo County Crisis Line at 650-579-0350 can request help for a family member, friend or anyone (including themselves) experiencing or at risk of a behavioral health crisis. Once calls are screened, the hotline will dispatch behavioral health care professionals trained in crisis assessment, de-escalation and intervention. Follow-up support is provided within 24 hours of the

initial response, facilitating connections to short- and long-term treatment options and assisting in the development of a safety plan to prevent future crises.

In May, as part of Mental Health Month, the County is launching an outreach campaign, developed with community input, to raise awareness of this service and how to access it.

Dr. Jei Africa, **director of Behavioral Health and Recovery Services**, said, **“We want to make sure it’s clear that no matter when or where in the county you are dealing with a behavioral health crisis, there is appropriate support available, and it can come to you when you need it most.”**

May is Mental Health Month



Every May, San Mateo County joins California and the nation in celebrating Mental Health Month to increase awareness and inspire action to reduce stigma against those with mental health and substance use conditions. The 2025 theme is *Mental Health as a Continuum*, which **challenges the binary idea of “healthy” versus “unhealthy” mental health**. The goal is to normalize the wide range of mental health experiences and encourage everyone to embrace and accept the full spectrum of their well-being.

With community partners, Behavioral Health and Recovery Services (BHRS) is presenting [a calendar of free events](#) for residents to support the community and learn more about mental health.

At its April 22nd meeting, the Board of Supervisors declared May 2025 as Mental Health Month, with staff from BHRS accepting the proclamation [pictured, from left: Colleen Chawla, chief of Health; Cynthia Castro, health ambassador; Terrell Fortune, case management/assessment specialist; Charo Martinez, community program specialist; Renee Harris, peer support specialist; Sylvia Tang, community health planner; Jei Africa, BHRS director].

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