



SAN MATEO COUNTY HEALTH

**SAN MATEO  
MEDICAL CENTER**

# **BOARD OF DIRECTORS MEETING**

Monday, June 2, 2025  
8:00 AM – 10:00 AM

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



# AGENDA

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Board of Directors	Monday, June 2, 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](mailto: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. May 5, 2025 SMMC Board Minutes

## G. MEDICAL STAFF REPORT

Chief of Staff Update

Dr. Frank Trinh

**H. ADMINISTRATION REPORTS**

- 1. Department of Psychiatry Dr. Yousef Turshani..... Verbal  
Jolie Gordon-Browar
  
- 2. Integr8 Health Update Dr. CJ Kunnappilly..... Verbal  
David McGrew  
Dr. Amar Dixit
  
- 3. Early Psychosis Coordinated Care and  
the Felton Institute Colleen Chawla.... Verbal  
Adriana Furuzawa
  
- 4. Financial Report Enitan Adesanya..... TAB 2
  
- 5. 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](mailto: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, May 5, 2025

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

**Board Members Present**

Supervisor Noelia Corzo  
Supervisor David Canepa  
Mike Callagy  
Colleen Chawla  
Dr. CJ Kunnappilly  
Dr. Frank Trinh  
Dr. Abhishek Gowda  
Judith Guerrero

**Staff Present**

Carlton Mills	Michelle Lee	Rachael Rivers
Enitan Adesanya	Priscilla Romero	Dr. Kismet Baldwin-
Gabriela Behn	Rebecca Archer	Santana
Maria Bermudez	Jacki Rigoni	
Jack Nasser	Dr. Mariam Hashoush	
Robert Blake	Kenneth Madrigal	
Dr. Suja Georgie	Christina Rodriguez	

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 8:17 AM to Open Session. A quorum was present (see above).	
Report out of Closed Session	Medical Staff Credentialing Report for May 5, 2025. QIC Minutes from March 25, 2025. Medical Executive Committee Minutes from April 8, 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	No report.	FYI
Consent Agenda	Approval of: 1. Hospital Board Meeting Minutes from April 7, 2025.	It was MOVED, SECONDED and CARRIED unanimously to approve all items on the Consent Agenda.
Medical Staff Report Dr. Frank Trinh	Dr. Sonia Ter Kuile, chair of the Primary Care Department, will be leaving at the end of this month.  An application upgrade for Epic will take place later this month. HIT, leaders, and staff are preparing for it.	FYI

	<p>The CT machine has been offline several times in the past months. Discussions are underway to explore replacement and how to handle when it is not operational.</p>	
<p>Dental Department Dr. Mariam Hashoush</p>	<p>Overview: SMMC has a total of 20 dental chairs in 5 different sites and 29 staff. Dental students from UCSF and UOP rotate at our dental clinics. Dental services: Emergency dental services; Comprehensive Exam; Preventative care; Restorative; Fixed and removable prost; Periodontal therapy; Endodontic services; Extractions; Pediatric care; Nitrous sedation</p> <p>Clients: Ryan White (HIV) program; community at large; Farmworkers/Healthcare for the Homeless Program; Dru/alcohol rehab; pre- and post-natal mothers; SNF residents; patients needing surgery or initiation of medications.</p> <p>Impact of Epic on operations: the implementation of Epic in the dental setting has dramatically improved the ability to document care in patient records. Prior all forms and records had to be scanned but with Epic, records are fully integrated. Digital x-rays are of higher quality, processing times are reduced, patient access is increased, and allows for better clinic flow.</p> <p>Optimizing patient access:</p> <ul style="list-style-type: none"> <li>• Clinics are now held on some Saturdays</li> <li>• Drop-in hours 8-9am everyday</li> <li>• Pedodontist will be joining the team soon</li> <li>• The new SSF clinic building will debut six new dental chairs for the north County of San Mateo</li> </ul>	<p>FYI</p>
<p>Department of Medicine Dr. Suja Georgie, Rachael Rivers, Christina Rodriguez</p>	<p>Wound Care at SMMC Diabetic foot ulcers are a growing challenge</p> <ul style="list-style-type: none"> <li>• 15-25% of patients with Diabetes Mellitus will develop an ulcer</li> <li>• 20% with ulcers will need amputation</li> <li>• 70% mortality after amputation</li> </ul> <p>Wounds impact hospital quality and costs</p> <ul style="list-style-type: none"> <li>• Harm patients physically, mentally, and socially</li> <li>• Chronic wounds result in longer length of stay and higher readmission rates</li> <li>• Chronic wounds present systemic challenges; clinically, socially, &amp; economically</li> <li>• Prevention as well as prompt treatment practices are critical for patient safety &amp; hospital efficiency</li> <li>• Requires a multidisciplinary approach</li> </ul> <p>Hospital-acquired pressure injuries (HAPI) are localized injury to skin/tissue over bony areas, caused by prolonged pressure or medical devices during hospital stays. Risk factors include immobility, poor nutrition,</p>	<p>FYI</p>

	diabetes, impaired circulation, medical devices such as catheters and masks. HAPI can result in increased length of stay, higher readmission risk, and CMS penalties.	
Life Expectancy in San Mateo County Dr. Kismet Baldwin-Santana	<p>Social Determinants of Health factor into how hard or easy it for a person or community to optimize the positive factors and limit negative factors. Many SDOH focused policies that address one issue will address other areas as well. Community based partnerships and input should be the core of any analysis, policy development or implementation. Non-medical factors influence our health more than anything else. Social and economic factors and Health behaviors are approximately 70%.</p> <p>What is life expectancy?</p> <ul style="list-style-type: none"> <li>• Average number of years from birth people are expected to live</li> <li>• Assumes that age-specific death rates remain constant</li> <li>• Reflects the impact of major illnesses and injuries and their underlying causes</li> <li>• Calculated using death and demographic data <ul style="list-style-type: none"> <li>▪ Total number of deaths by age group</li> <li>▪ Total number of individuals by age group</li> </ul> </li> </ul> <p>Life expectancy in SMC = 86. California = 81.8. United States = 77.5</p> <p>Correlations exists linking life expectancy with median household income. Marin County and San Mateo County have the highest life expectancy and median household income.</p> <p>The health outcomes such as life expectancy are generally very good. Policies, initiatives, programs and services implemented over the years have contributed to the generally positive outcomes in San Mateo County. There is still work to do to address the social determinants of health and reduce disparities in health outcomes amongst different populations.</p> <p>Get Healthy San Mateo County: A collaborative of community-based organizations, County agencies, cities, schools, and hospitals working together to advance policy change to prevent diseases and ensure everyone has equitable opportunities to live a long and healthy life.</p> <p>2024-2026 Community Health Improvement Plan: Plan describes how San Mateo County Health and community partners will work towards a shared vision to improve health and advance health equity in San Mateo County.</p> <ul style="list-style-type: none"> <li>• Priority 1: Access to Health Care Services</li> <li>• Priority 2: Social Determinants of Health</li> <li>• Priority 3: Mental Health</li> </ul>	FYI
Compliance Update Gabriela Behn	<p>Gabriela Behn, Compliance Officer, updated the Board on recent activity in her department.</p> <p>Annual Compliance training was assigned to all staff and SMMC board members in March 2025.</p>	FYI

Financial Report Enitan Adesanya, CFO	The March 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.  The results of the Staff Engagement survey are being analyzed and will factor into strategic planning.  Chief Nursing Officer, Carlton Mills, will retire at the end of the month. He made tremendous contributions during his six-year tenure and will be missed. I wish him the best.	FYI
County Health Chief Report Colleen Chawla	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.	FYI
County Executive Officer Mike Callagy	No report.	FYI
Board of Supervisors Supervisor Noelia Corzo	The Family Justice Center has hired its new manager, Peggy Sherbon, and we are really looking forward to working with her.  Supervisor David Canepa invited everyone to SMC's 169 <sup>th</sup> anniversary and dedication ceremony on May 15.	FYI

Supervisor Corzo adjourned the meeting at 10:10 AM. The next Board meeting will be held on June 2, 2025.

Minutes recorded by:  
Michelle Lee

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



# ADMINISTRATION REPORTS

# April Financial Performance Update to SMMC Board June 2, 2025



SAN MATEO COUNTY HEALTH  
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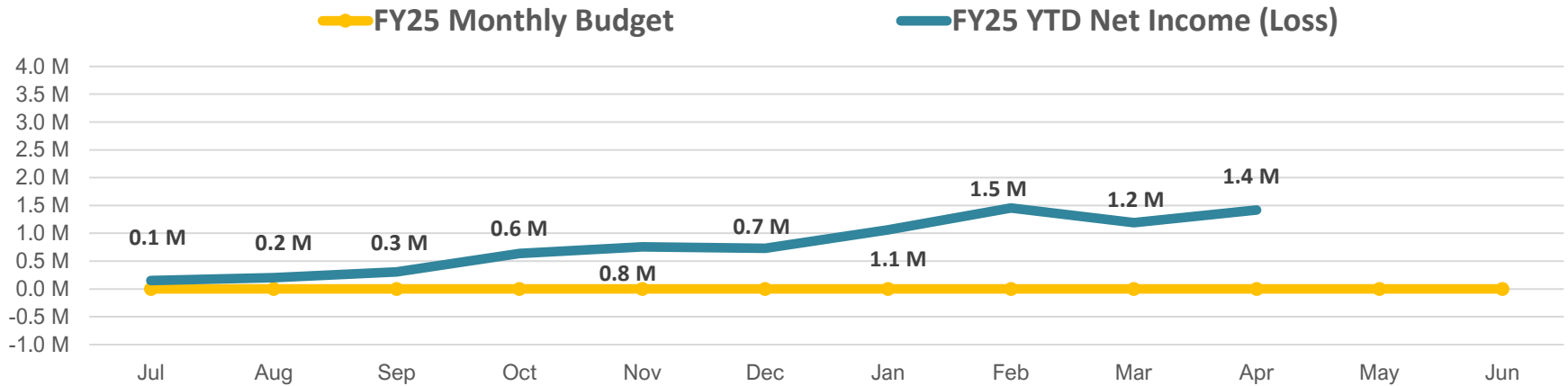
# Agenda

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

# Operating Results Summary

## Statement of Operations

April	Year-to-Date
\$230K	\$1.4M

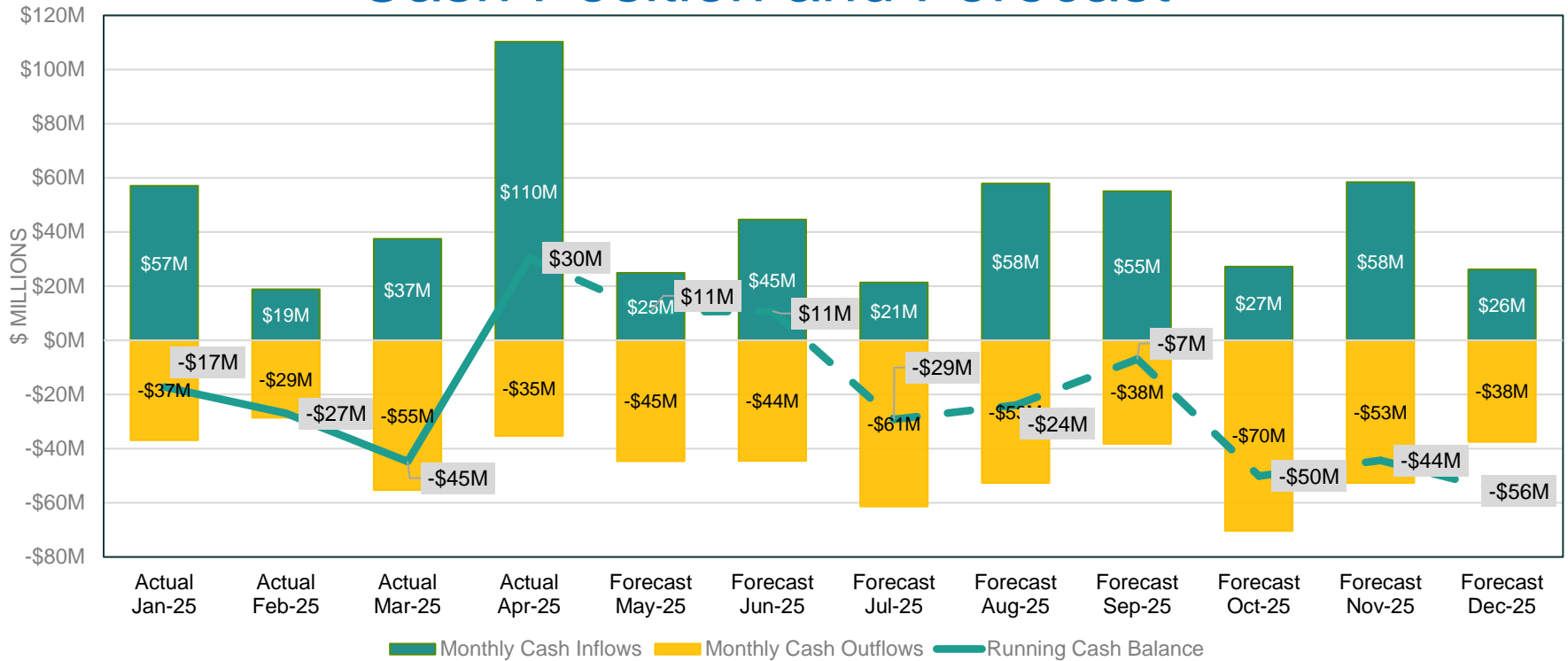


### Key budget performance areas

We are ahead of budget

- Labor costs continue to be favorable year-to-date
- This favorable variance will assist with year-end County adjustments.

# Cash Position and Forecast

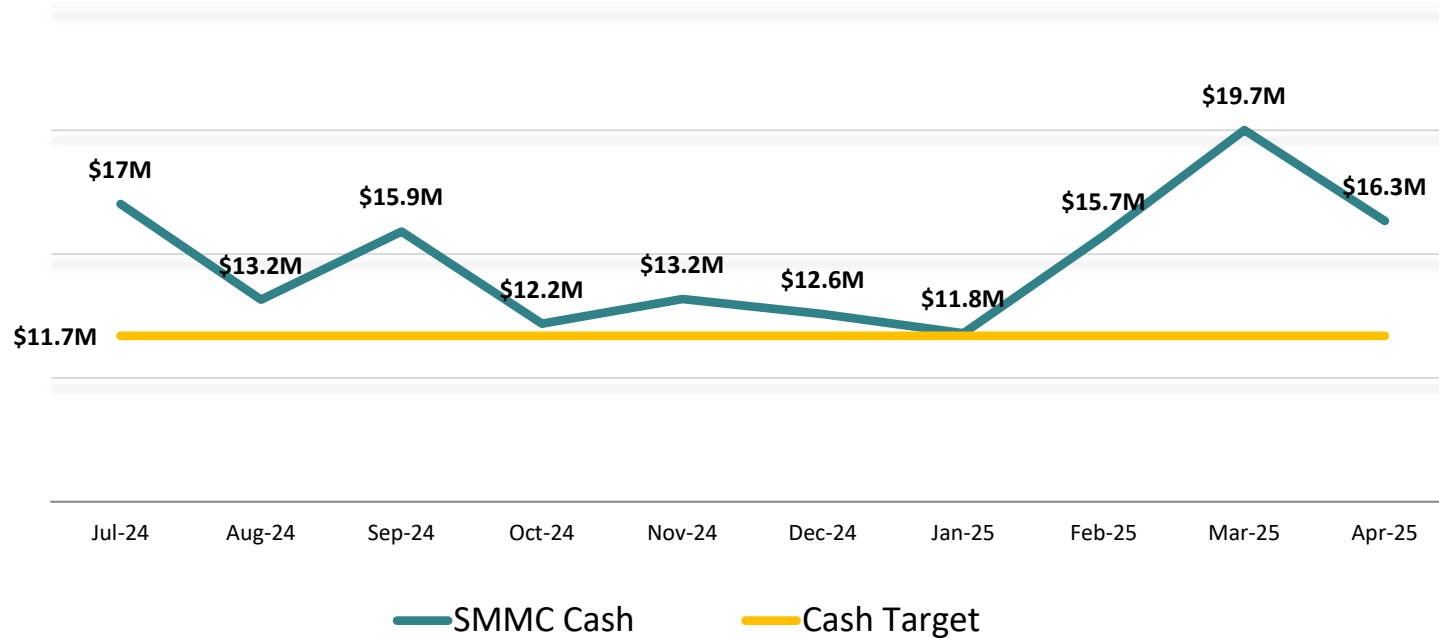


## Cash flow challenges & opportunities

We continue to project a positive cash position through the remainder of the fiscal year

- We anticipate an **IGT payout of \$23 million in July**, which will likely require temporary use of the County line of credit
- **Cash flow trends are expected to remain positive through the end of FY 2025**, with monthly forecasts continuing to align with actual cash activity.

# Payment Collection Trend



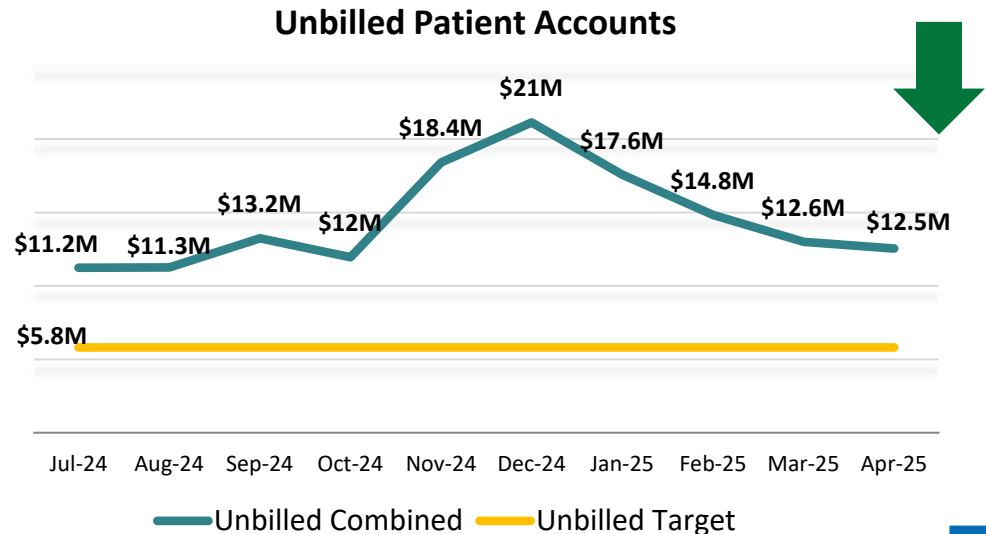
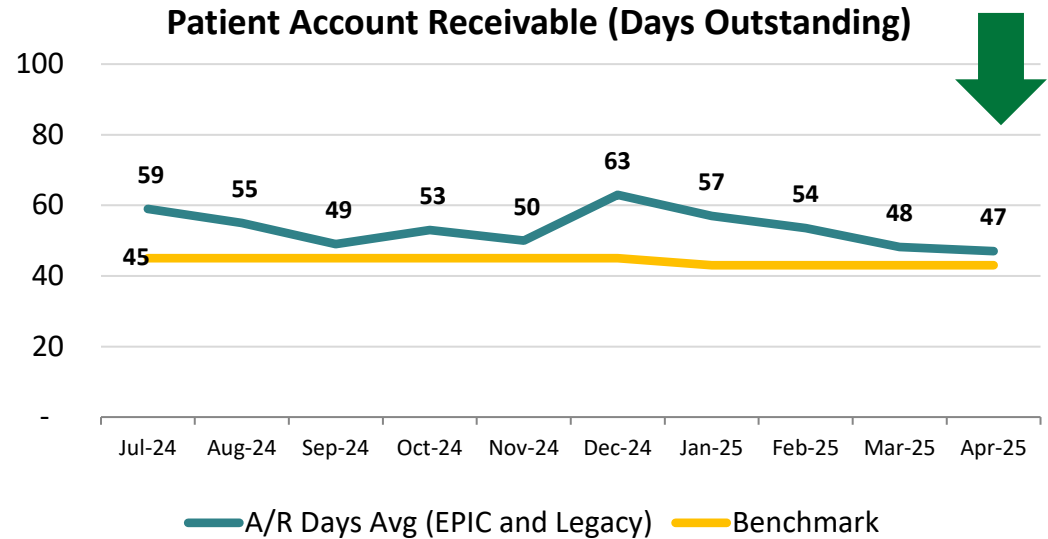
## Payment Collection Performance

- Cash inflow from paid claims for patient services continues to exceed target
  - April cash was higher than March (if we exclude the unexpected \$4M cash payment collected in March)
- Continued focus on patient accounts receivable (AR) cash collection is yielding positive results
  - As of May 23<sup>rd</sup>, collection for the month was \$12.7M.

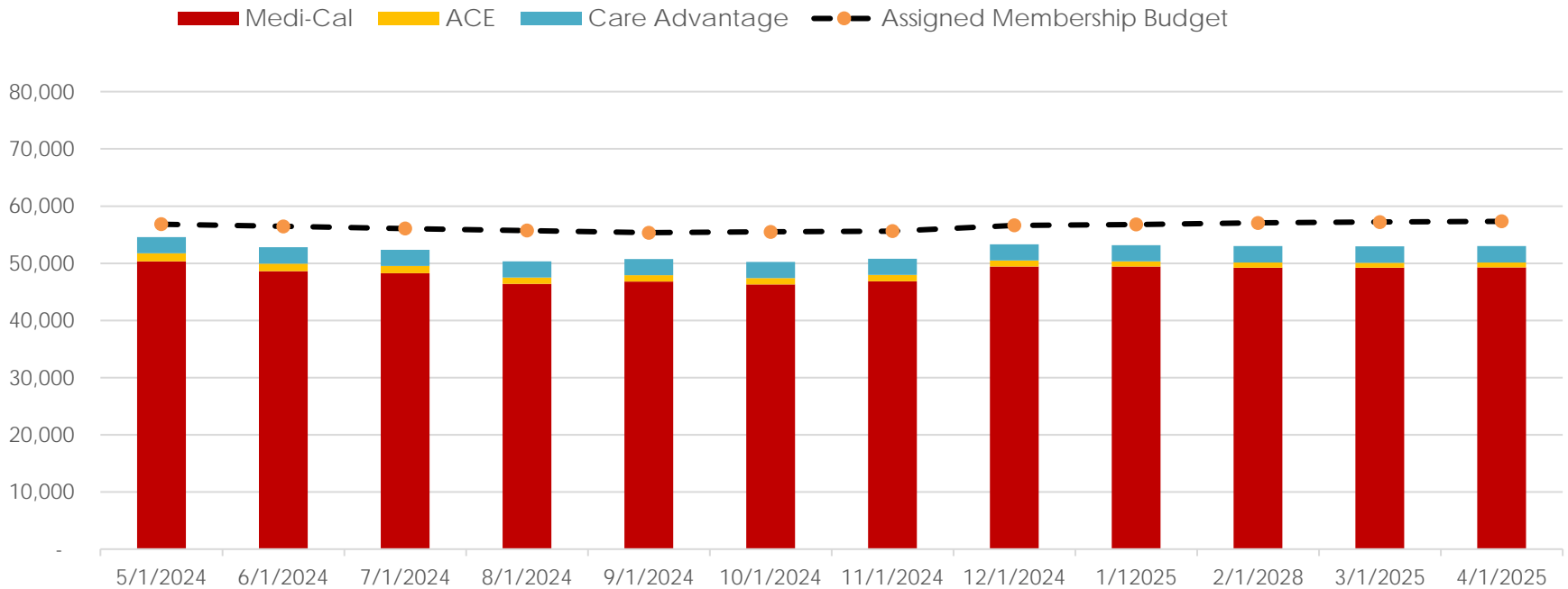
# Patient Accounts Receivable Key Performance

## Patient Receivable Performance

- Performance of **patient accounts receivable (AR)** continues to improve, trending toward industry best practice targets
- Prior to EPIC implementation, our **lowest AR Days Outstanding** was **62 days**
- The **unbilled patient account balance** prior to EPIC implementation was **\$19.3M**
- EPIC implementation has been instrumental in **significantly improving receivables performance** and operational efficiency.



# HPSM Assignments

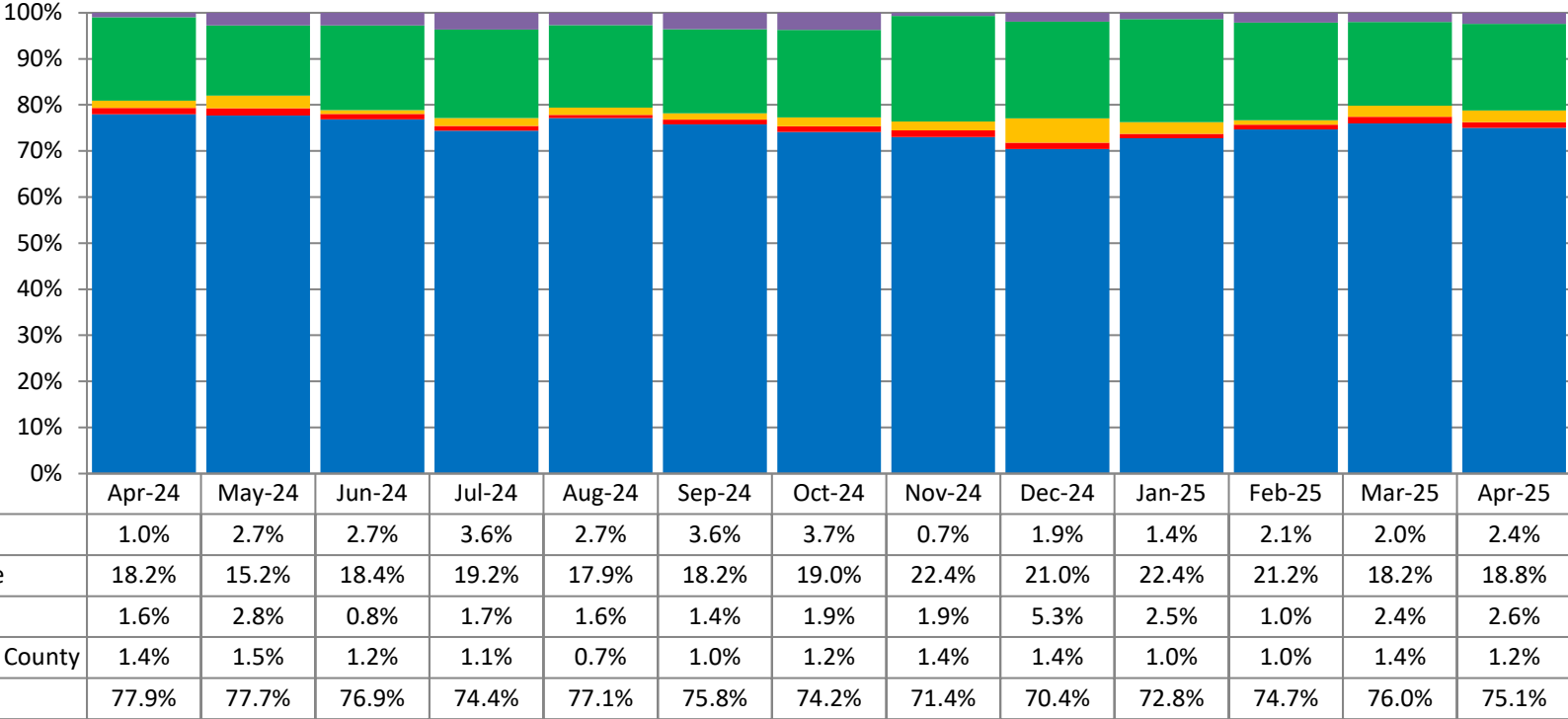


## 2025 Highlight

- The assigned membership mix remains stable, with total assignments averaging around 54,000 since July.
- We continue to monitor assignment levels for any impact related to federal policy changes.



# Payer Mix



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

**NOTE:**

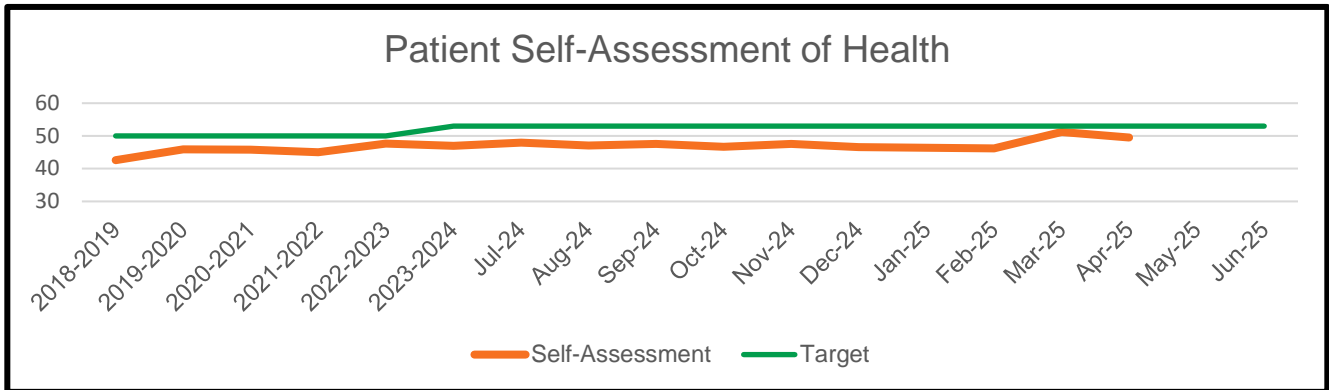
Medi-Cal includes Medi-Cal FFS and HPSM Medi-Cal  
 Medicare includes Medicare FFS and HPSM Care Advantage

## 2025 Highlights

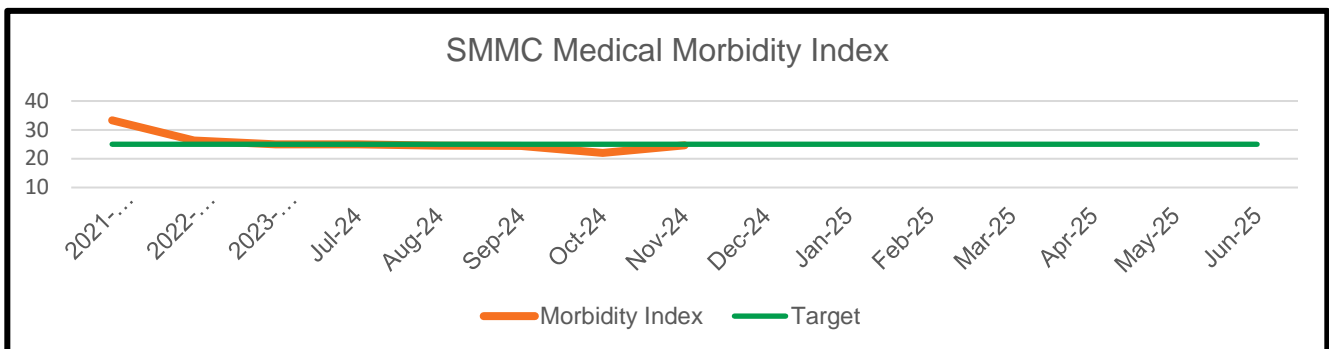
- Slight shifts in payer mix reflect changes in registration workflows. Efforts underway to streamline processes.
- Federal uncertainty may impact future payer mix.



Excellent Care



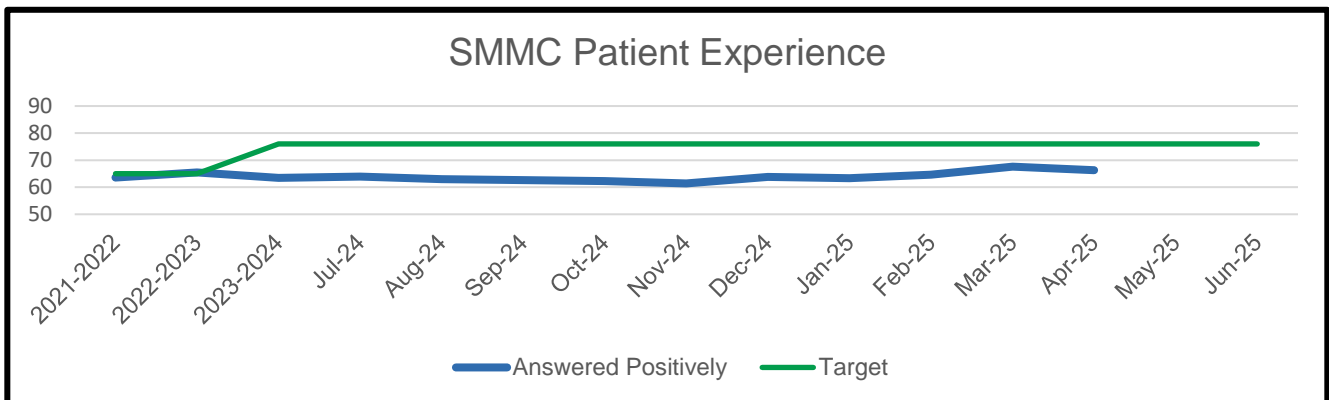
**Patient Self-Assessment of Health:** Primary Care patients receive an experience survey. One question asks them to rate their health from poor to excellent. This is the percentage that rate their health as very good or excellent. **Higher is better.**



**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.**

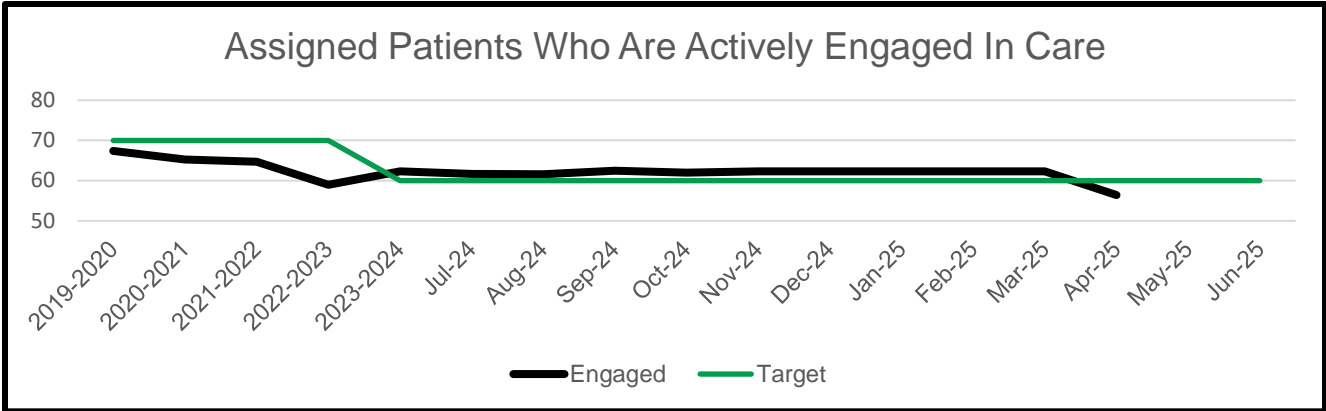


Patient Experience



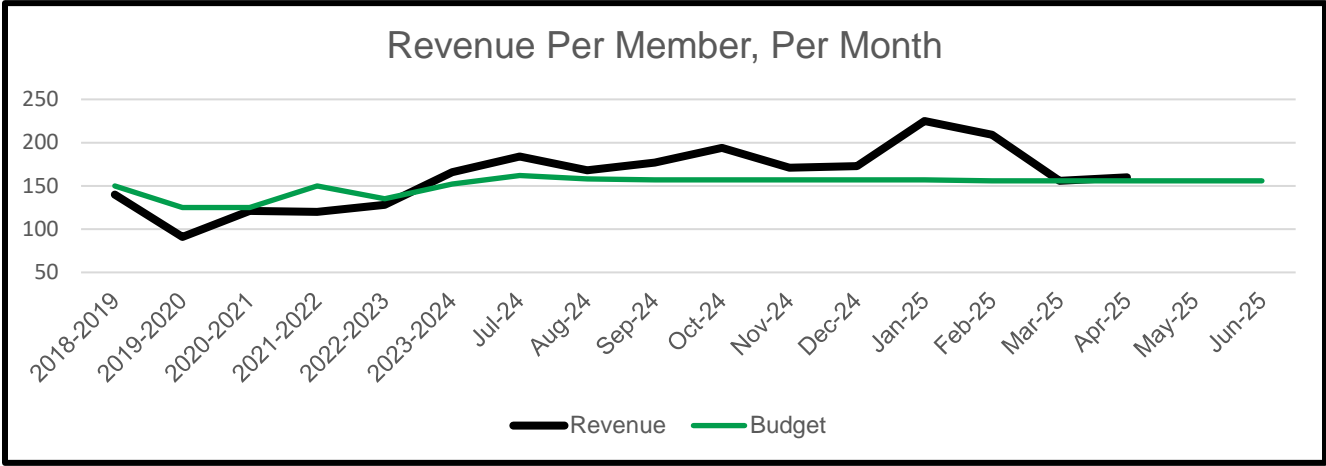
**Patient Experience:** Percentage of patients who answered affirmatively to the patient experience survey question: "Did the staff work together to meet your needs?" **Higher is better.**

 Access to Care

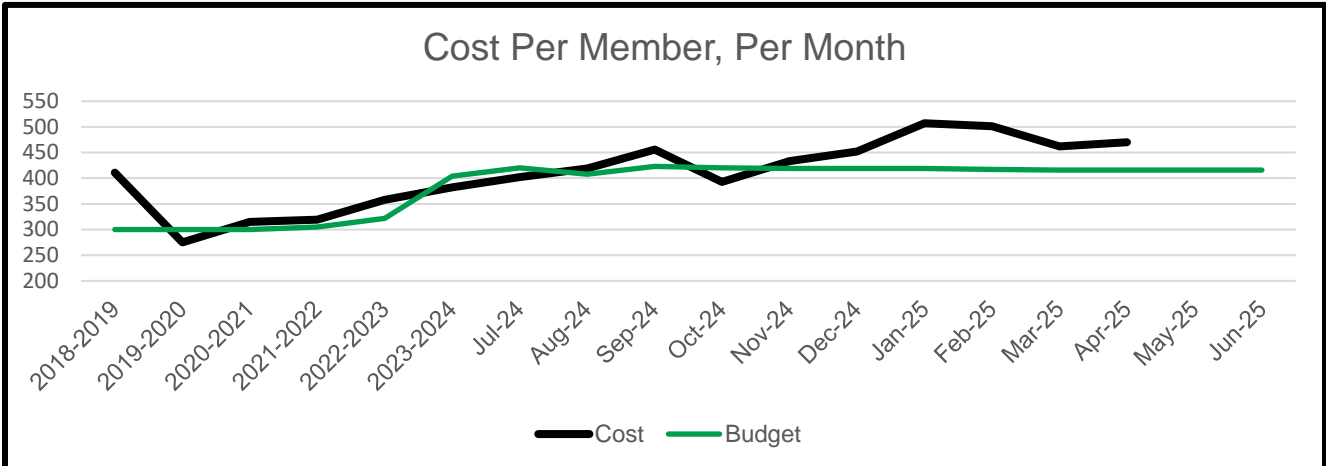


**Assigned and Engaged:** Percentage of patients assigned to SMMC by the Health Plan of San Mateo who are actively engaged in Care. **Higher is better.**

 Financial Stewardship

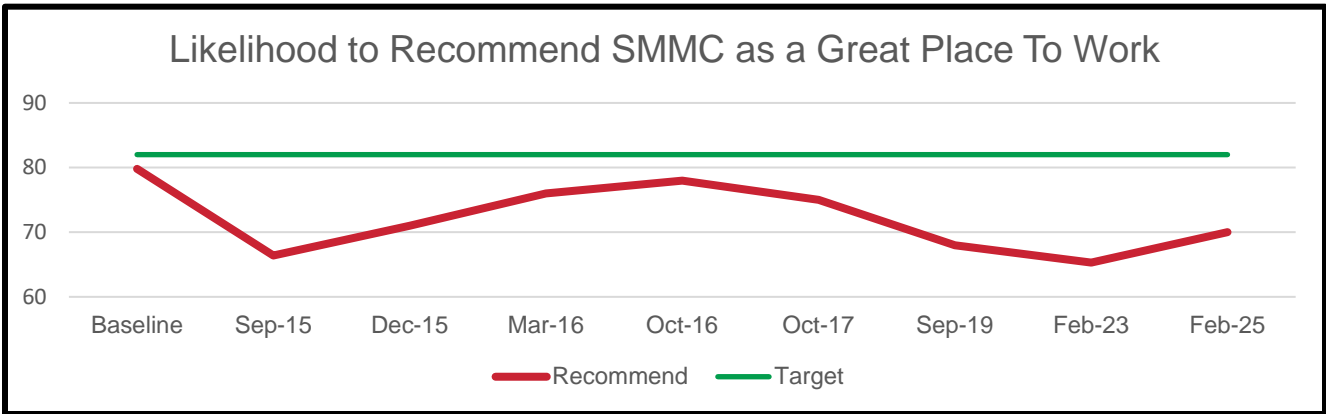


**Revenue Per Member, Per Month:** Total patient revenue divided by total number of assigned members. **Higher is better.**



**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



*Pictured above: Nurses celebrating Nurses Week at the hospital (left) and Fair Oaks Health Center (right).*

### Celebrating Nurses Week

The month of May always kicks-off with a celebration of the nurses working at our hospital and clinics. Their compassion, resilience, and unwavering dedication to our patients is certainly worthy of celebration. The week-long celebration culminated with “Florence Friday” – an awards ceremony and pasta lunch in honor of Florence Nightingale. I want to thank Michele Medrano for stepping forward to lead the planning of Nurses Week.

**I also want to thank the planning committee:** Adelaida Ruiz, Amber Murphy, Bindu John, Chris Montenegro, Cynthia Grivas, Cynthia Javines Delmo, James Mercado, Jessica Moreto, Jolie Gordon-Browar, Komal Saraiya, Kristin Sykes, Linda Franco, Martin Cordero, Michele Medrano, Patrick Grisham, Rachael Rivers, Raquel Villarina, Rob Larcina, Ron Senior, Thanette Herico, Trish Erwin, and Vicky Magana.

**Finally, thank you to those who supported the event:** Kate Spanton, Environmental Services, the Executive Management Team, Food and Nutrition Services, Infection Control and Employee Health, Quality Department, and the San Mateo County Health Foundation.

### Rob Larcina Named Interim Chief Nursing Officer

Roberta (Rob) Larcina, MSN, RN was selected as Interim Work-out-of-Class Chief Nursing Officer effective June 1, 2025. Rob has worked for San Mateo County Health for nearly 34 years, starting as an Extra Help Administrative Assistant for Emergency Services. She has a wealth of frontline experience, including as an MSA, PSA, Hospital Unit Coordinator, and ICU nurse. She served as the ICU nurse educator from July 2014 to September 2016, when she was promoted to Nurse Manager for 2AB, ICU, and the Infusion Center. In April 2022, Rob was named Deputy Director of Nursing for Inpatient Medical-Surgical Services.

Rob brings a wealth of skills and experience to the role of Chief Nursing Officer. Most recently, she is about to complete the California Health Care Foundation Leadership Program, a 2-year fellowship designed to provide clinically trained health care professionals with the experience and skills necessary for effective vision and leadership in the health care system.



**Pictured Above, left:** Staff enjoying lunch during Healthcare Week 2025. **Pictured Above, center:** Coastside Clinic's artwork from Healthcare Week. **Pictured Above, right:** Berenyce Alfonso, Volunteer Coordinator (left) and Kathy Reyes, Well-being and Engagement Officer (right) take a break from coordinating the events of Healthcare Week.

### Reflections on Healthcare Week 2025

The second week of May we celebrated Healthcare Week across our hospital and clinics. The week-long event gave us an opportunity to recognize and celebrate the contributions of our workforce and provide opportunities for creativity and connection. The week included meals at all our locations for all our shifts, a collaborative art activity, and a 5-day wellness challenge. Our executive team also traveled to different locations to visit with staff and hand out wellness gifts from our Care Cart.

While Healthcare Week 2025 is behind us, the spirit of this year's theme - Well365: Because Every Day Matters - moves forward with us as we continue to evaluate what creates a true culture of wellbeing and engagement where everyone can thrive.

I am deeply grateful to the entire team, led by Kathy Reyes, Well-being and Engagement Officer, that organized the celebration. I want to highlight a few critical contributions that made Healthcare Week 2025 a huge success:

**Planning Committee:** Araceli Amato, Berenyce Alfonso, Gloria Bernal, Jatziry Lopez, Jessica Moreto, Karla Garcia Campos, Kate Spanton, Kathy Reyes, and Leilani Dunton.

**Site Liaisons:** Adela Ruiz, Jackelene Delgado, Joanne Nuevo, Portia Dixon, and Yazmin Correia.

**Volunteer Staff:** Carrie Gordon, Chris Montenegro, Heather Rudolph, Jack Nasser, Jackie Pelka, Jasmin Martinez, Linda Wallach, Marie Oliveros, Marlene Mitchell Barber, Miriam Hashoush, Neeraj Sonalkar, Priscilla Romero, Patrick Grisham, Rachel Daly, and Vicky Magana.

**Support Teams:** Department of Public Works, Environmental Services, Executive Management Team, Food and Nutrition Services, Volunteers, and the San Mateo County Health Foundation.

**Executive Sponsors:** Alpa Sanghavi, Carlton Mills, and Robert Blake.

### Infection Control Abstract Accepted for National Conference

Our Infection Control Manager, Clark Telar, MSN RN, recently had an abstract accepted for presentation at the **NAHQ next** conference being hosted by the National Association for Healthcare Quality (NAHQ). The virtual conference being held September 8-10 "addresses the most urgent and important issues facing healthcare today." The conference focuses on "actionable content that addresses issues head on and features "how-to's" and results, rather than a high-level discussion of industry challenges." The SMMC abstract, focused on our Sterile Reusable Instrument Reprocessing Standardization Toolkit, was accepted for presentation as an "HQ Best Practice Tool." Congratulations to Clark and the entire team for this successful submission.



**Pictured above:** SMMC's Infection Control/Employee Health and Quality teams (left) and Endoscopy team (right) celebrate Hand Hygiene Day.

### **Save Lives: Clean Your Hands!**

Hand Hygiene Day was recognized around the world on May 5, 2025. The evidence is clear: cleaning your hands not only prevents the spread of infection, it literally saves lives! Our Infection Control/Employee Health team provided plenty of hand hygiene education for staff in a fun way with a photobooth, trivia, and certifications. This year's highlight included staff-made videos from our 1A Skilled Nursing Team and our Peroperative Team. Thank you to our amazing Infection Control/Employee Health team who works diligently to keep staff and patients safe every day.

### **First Epic Upgrade a Tremendous Success!**

Our first Epic upgrade occurred on May 13th and was a success, with only 12 minutes of downtime during the scheduled 2:00–4:00 AM maintenance window. That put us in the top quartile (top 25% of Epic customers) for the shortest downtimes across 150+ organizations that have performed the same upgrade. Following the upgrade, there were only five tickets submitted related to the upgrade changes. The impressive outcome reflects the hard work, preparation, and dedication of both the Health IT team and the operations teams, including our Standing Design Teams.

### **SMMC Continues to Evolve its Improvement System**

At SMMC we continue to build and strengthen our culture of continuous improvement. This not only helps us address the problems of today but will be invaluable in addressing future challenges during this time of incredible federal and state uncertainty.

In 2022, as we continued our exit from the pandemic, we recognized all we had accomplished through that most difficult time and how our improvement tools helped us. In the spirit of learning, we also recognized opportunities to do it better.

This gave us new fuel for evolving our improvement system. Several workgroups came together to recommend and experiment with initial design elements. They recognized that there are 5 key steps to improvement: 1) identify unmet or inadequately met patient needs 2) analyze the current state 3) design and test the future state 4) Spread the future state 5) set up for continuous improvement.

They proposed improvement councils who would provide support to move through the 5 steps and would help identify opportunities for improvement. They further recommended that as an integrated delivery system, our improvement framework should be built around value streams not service lines or units. A value stream is the “set of all the actions required to take a patient from a state of less health to a state of more health (sustainably).” For example, one of our value streams is “Disease

Prevention.” This value stream contains all the activities and processes that SMMC performs to prevent diseases regardless of who does them or where they happen (MSA, provider, clinic, inpatient etc). This model breaks down silos and truly allows us to leverage our strengths and opportunities as an integrated healthcare delivery system. At the same time, we looked to strengthen our local improvement structures (improvement huddles etc) to meet those more unit- or service-based needs.

The workgroups proposed that whenever an opportunity for improvement was identified, a team of individuals (design team) who do the work related to that area should be brought together to move through the steps above.

The teams recommended 10 value streams intended to capture all of the work that SMMC does for patients:

- 1) Social Determinants of Health
- 2) Disease Prevention
- 3) Chronic Disease Management
- 4) Time Limited Conditions
- 5) Reproductive Care
- 6) Cancer Screening and Treatment
- 7) Dental Care
- 8) Emergency Care
- 9) 24/7 Monitored Medical Care
- 10) 24/7 Monitored Psychiatric Care

As this work was progressing, we were presented with the tremendous opportunity to implement an integrated enterprise-wide electronic health record. We also recognized the opportunity to build our implementation on a structure of, and commitment to, improvement.

As part of Integr8 Health, our Epic implementation, we modified the Improvement System to better meet the needs of the implementation. Specifically, we added more than 30 “standing design teams”: consistent groups of individuals who came together regularly to discuss Epic design and workflows.

Through this structure, hundreds of SMMC staff were engaged in the design of the system and the process of improvement. Thanks to their efforts we had a highly successful implementation.

There is still much work to be done, but now that we are 6 months out from our implementation and have completed our first successful upgrade, we have the opportunity to reflect on lessons learned and start adjusting for our longer-term needs.

Our standing design teams accomplished amazing things during the implementation. Those efforts required consistent participation across long periods of time, and we are all grateful to our design teams for their commitment throughout the implementation. As we look to the future, we would like to have the capacity to take on even more of our opportunities and involve more staff. In order to do this, we will be reorganizing how we structure design teams. The standing design teams created for our Epic implementation will be stood down, recognizing that they may be called together for future Epic needs (upgrade preparation etc), and we will return to the original process for calling teams together around specific improvement opportunities.

We also have tremendous gratitude for everyone who has participated in our ten improvement councils. They were necessary for the implementation and did amazing work. One thing we have learned is that there is some overlap between some of the value streams as we originally defined



them. This has, at times, created confusion about where work should be done and has spread some resources thin thus reducing our capacity for improvement.

For our next phase we will be reorganizing our value stream-based improvement around 6 councils:

- 1) Social Determinants of Health
- 2) Disease Prevention
- 3) Chronic Disease Management
- 4) Time Limited Conditions
- 5) Emergency Care
- 6) 24/7 Monitored Care

This reorganized structure will ensure we can have adequate council membership that fully represents the value stream and can robustly support improvement across any number of design teams. We are in the process of moving forward with these changes and look forward to having more and more staff engaged in improvement opportunities.

Thank you to everyone who has gotten us to this moment which is filled with opportunity and possibility. We look forward to keeping the board updated on our efforts.

###



May 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	866 (April)	-1.3%	-38.3%
SMMC Emergency Department Visits	3,136 (April)	-0.1%	-15.8%

### County Health Joins Regional Emergency Preparedness Exercise

San Mateo County Health participated in BayEx 2025, a large-scale emergency preparedness exercise to simulate a terrorism incident involving chemical agents. The event brought together local, state and federal agencies to test their ability to respond to a complex, high-risk incident.



Organized by San Mateo County Emergency Management and the California Army National Guard's 95th Civil Support Team, the exercise focused on strengthening multi-agency coordination, incident management and real time decision making in a high pressure environment. County Health played key roles in the response to a simulated chemical attack. Environmental Health Services oversaw the hazardous materials response with local fire department HAZMAT teams. Emergency Medical Services coordinated the simulated mass casualty incident, with ambulances transporting patients to local hospitals. Communications staff from Public Health,

Policy and Planning and Behavioral Health and Recovery Services served as public information officers, collecting information about the incident and drafting communications materials.

Funded by federal grants, BayEx 2025 offered a critical opportunity to test how systems perform under pressure, to ensure that first responders, health officials and emergency teams can act quickly, communicate effectively and work together to safeguard residents.

*[photo: Paramedics in protective gear assess a simulated chemical attack victim, played by a community volunteer, to prepare for transportation to a hospital]*

## County Health Comms Officer Becomes First Graduate of Cal Maritime's Emergency Management Program

County Health Communications Officer Preston Merchant recently completed the graduate certificate program in emergency management at the California State University Maritime Academy in Vallejo, becoming the first person to earn the credential. While the program launched in August of 2022, Merchant was the first student to complete all five courses, which were offered in an online format through the university's extended learning division.



As County Health's public information officer, he plays a role during disasters and other incidents to advise leadership on communications strategy, to manage messaging to the public and to work with the news media. During the COVID-19 pandemic, he was assigned to the County's Emergency Operations Center. Through the state's mutual aid system, he also served in Sonoma County in 2017 during the Tubbs Fire and in Butte County in 2018 during the Camp Fire.

**"My job sometimes includes significant emergency management responsibilities,"** Merchant says. **"Being as knowledgeable as I can about the systems and strategies for disaster preparedness, response and recovery helps me make sure County Health is well equipped to serve our local community."**

All local government workers in California may be called on as disaster service workers, if needed. **Supported by San Mateo County Emergency Management and County Health's Emergency Medical Services**, all County staff receive basic training in the Incident Command System and other protocols for emergency response, with some choosing to serve in leadership roles. County Health participates in regular exercises for emergency preparedness and coordination with partner agencies.

## County Health Appoints New Chief Information Officer

Deputy Chief Information Officer Rich Bailey has been selected as **County Health's** next Chief Information Officer (CIO). Beginning the role in June, Bailey **brings 23 years' experience at the intersection of health care, technology and public service.**

Since joining County Health in 2023, first as Epic revenue leader and then as deputy CIO, he has led initiatives to standardize programs and processes while keeping staff, patients and partners at the center of every solution. Prior to joining County Health, Bailey held leadership roles at Denver Health, MultiCare Health System and UCHealth, where he directed enterprise Epic implementations, led large-scale digital transformations and supported mission-critical revenue cycle operations.

Bailey **holds two master's degrees, one in clinical informatics management from Stanford University and one in human resource development from Drexel University.** A first-generation college graduate from rural Colorado and Ohio, he is an avid mentor to rising leaders in health technology and brings both **empathy and precision to his work in the service of San Mateo County's diverse communities.** Outside of work, he enjoys skiing, swimming, hiking and music — and is a proud lifelong Shania Twain fan.

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