



SAN MATEO COUNTY HEALTH

**SAN MATEO
MEDICAL CENTER**

BOARD OF DIRECTORS MEETING

Monday, June 3, 2024
8:00 AM – 10:00 AM

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



AGENDA

Board of Directors	Monday, June 3, 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 Friday, May 31, at 4:00pm, 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 |
|--------------------------------|-----------------|

C. REPORT OUT OF CLOSED SESSION

D. PUBLIC COMMENT

Persons wishing to address items not on the agenda.

E. FOUNDATION REPORT

John Jurow

F. CONSENT AGENDA

Approval of:

1. May 6, 2024 Meeting Minutes

G. MEDICAL STAFF REPORT

Chief of Staff Update

Dr. Frank Trinh

H. ADMINISTRATION REPORTS

- 1. Patient Experience Dr. Alpa Sanghavi
Jen Gordon, Health Services Mgr Verbal

- 2. North County Wellness Center Louise Rogers Verbal
Sam Lin, Project Development Unit
Jack Nasser, Ambulatory Deputy Director

- 3. Integr8 Health / Strategy Dr. CJ Kunnappilly Verbal

- 4. Financial Report David McGrew..... TAB 2

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

I. COUNTY HEALTH CHIEF REPORT

- County Health Snapshot Louise Rogers..... TAB 2

J. COUNTY EXECUTIVE OFFICER REPORT

Mike Callagy

K. BOARD OF SUPERVISOR REPORT

Supervisor David Canepa

L. ADJOURNMENT

ADA Requests

Individuals who require special assistance or a disability-related modification or accommodation to participate in this meeting, or who have a disability and wish to request an alternative format for the meeting, should contact Michelle Lee, at mlee@smcgov.org, as early as possible but not later than 10:00 AM on the business day before the meeting. Notification in advance of the meeting will enable the County to make reasonable arrangements to ensure accessibility to this meeting, the materials related to it, and your ability to comment.

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CONSENT AGENDA

HOSPITAL BOARD OF DIRECTORS
MEETING MINUTES
Monday, May 6, 2024

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

Board Members Present

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

Staff Present

Ava Carter	Jacki Rigoni	Priscilla Romero
David McGrew	Janette Gomez	Rebecca Archer
Donna Spillane	Jen Gordan	Robert Blake
Dr. Alpa Sanghavi	Jennifer Basler	
Dr. Amar Dixit	Jennifer Papa	
Emily Weaver	Kacie Patton	
Enitan Adesanya	Lt. Chris Swinney	
Gabriela Behn	Michael Del Rosario	

ITEM	DISCUSSION/RECOMMENDATION	ACTION
Call to Order	Louise Rogers called the meeting to order at 8:04 AM and the Board adjourned to Closed Session.	
Reconvene to Open Session	The meeting was reconvened at 8:11 AM to Open Session. A quorum was present (see above).	
Report out of Closed Session	Medical Staff Credentialing Report for May 6, 2024 QIC Minutes from March 26, 2024 Medical Executive Committee Minutes from April 9, 2024	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	None	FYI
Consent Agenda	Approval of: 1. Hospital Board Meeting Minutes from April 1, 2024	It was MOVED, SECONDED and CARRIED unanimously to approve all items on the Consent Agenda.
Medical Staff Report Dr. Frank Trinh	With Dr. Siegal's retirement, tele-neurology services will help cover neurology, and Dr. Belfer will continue with ambulatory referrals and clinics.	FYI

<p>Workplace Violence Prevention Program</p> <p>Ava Carter LT. Chris Swinney</p>	<p>In early 2020, the SMMC Workplace Violence Task Force was formed to address workplace violence at San Mateo Medical Center. Healthcare workers are five times more likely to experience workplace violence, with eighty percent of incidents involving patients. The task force is focused on creating a safe environment and is working on training, security screenings, and addressing underreporting of incidents. They have made progress in developing support processes, policies, and security protocols. Moving forward, they plan to implement AI-based security screening and to conduct training and drills for staff thereby creating a more welcoming and safer environment for patients and staff.</p>	<p>FYI</p>
<p>Compliance Report</p> <p>Gabriela Behn</p>	<p>Compliance Quarterly Report Updates:</p> <ul style="list-style-type: none"> - Audit deadline: Three more years. - Compliance Training is due by mid-June, and 51.4% is complete. - Compliance work plans: 57% compliant, up by 3% from January 2024. <p>Clinic coding update: CorroHealth's accuracy is not up to standard; EPIC has tools to improve accuracy for ED vendors and built-in tools to assist providers with accuracy.</p> <ul style="list-style-type: none"> - Reportable Events: Three delays in processing overpayments identified in previous audits. Moss Adams is conducting a deep review of all accounts identified as credit balances or overpayments. - Group Visit overpayment: California regulations limit group psychotherapy visits to eight participants. - CDPH 3408 Audits, including errors in acquisition cost and dispensing fee. - No reportable incidents since last quarter. 	<p>FYI</p>
<p>Substance Use Disorder (SUD) Treatment Program at San Mateo County Correctional Health Services.</p> <p>Jennifer Basler</p>	<p>The Substance Use Disorder Treatment Program (SUD) in jails provides treatment for drug disorders, including medication-assisted treatment, medical observation, group therapy, and re-entry planning. The program is holistic, inclusive, and evidence-based, aiming to reduce recidivism and prevent overdose. The program engages incarcerated individuals early and provide necessary services before their discharge.</p> <p>The medical observation unit benefits include reducing hospital transports and disruptions, increasing detox observation, and targeting substance abuse treatment. The program's successes include opening behavioral health units, expanding the SUD program, and increasing collaboration with specialty court programs.</p> <p>The Maguire Correctional Facility now includes a Narcan vending machine, which distributes Narcan and provides resources, such as housing and mental health services, to the public.</p>	<p>FYI</p>
<p>Financial Report</p> <p>David McGrew, CFO</p>	<p>The February 23/24 financial report was included in the Board packet, and David McGrew answered questions from the Board.</p>	<p>FYI</p>
<p>CEO Report</p> <p>Dr. CJ Kunnappilly</p>	<p>Dr. Kunnappilly presented the CEO report which was included in the Board packet and answered questions from the Board.</p>	<p>FYI</p>

	<p>Dr. Kunnappilly updated the Hospital Board with a few staff transitions. Steven Dean, the previous Chief Information Officer, will leave the organization effective May 7. Dave McGrew will serve as the Interim Chief Information Officer. Enitan Adesanya, the Controller, will act as the Interim Chief Financial Officer until early August, and Jennifer Papa, the Director of Finance Strategy, will assume the role of Interim Chief Financial Officer starting in August. The recruitment process for the new Chief Information Officer is currently underway.</p> <p>Regarding the rollout of EPIC, there is confidence that much of the technical infrastructure that Steven Dean helped to establish will now transition into operations at the Medical Center. The rollout of EPIC alongside this transition is being approached with confidence, and Health Information Technology (HIT) services are well-positioned to support this process.</p>	
<p>County Health Chief Report Louise Rogers</p>	<p>Chief Louise Rogers encouraged staff to complete the Wellness Dividend requirements by June 30th.</p> <p>BHRS and the Courts are preparing to launch the CARE Court on July 1. It involves engaging with the courts and individuals dealing with mental health issues to help them participate in treatment plans. The governor's office is pleased with these developments and is interested in assessing the housing situation.</p>	FYI
<p>County Executive Officer Mike Callagy</p>	<p>The County Executive Officer has received news about another round of funding for the Ramada Inn in SSF. Forty-six permanent supportive housing units will be converted within the hotel, providing permanent housing for those in need. The La Quinta Hotel application is still pending.</p>	FYI
<p>Board of Supervisors Supervisor Noelia Corzo</p>	<p>The Mobile Mental Health initiative led by Jei Africa will commence on May 20th through telecare.</p> <p>The San Mateo County District 2 strategic plan's top priorities are affordable housing, community safety and wellness, equity, justice, and representation, all of which align with the work of the San Mateo Medical Center. More information can be found on the County of San Mateo District 2 website.</p> <p>Efforts are being made to spread awareness about the BAHFA bond, which will be on the ballot in November. This bond could provide one to two billion dollars for housing, infrastructure, water, parks, and more. This could significantly impact seniors and domestic violence victims.</p> <p>The Domestic Violence Council is working on the creation of a Family Justice Center.</p>	FYI

Supervisor Noelia Corzo adjourned the meeting at 9:59 AM. The next Board meeting will be held on June 3, 2024.

Minutes recorded by:
Janette Gomez, Executive Secretary (WOC)

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

ADMINISTRATION REPORTS

BOARD OF DIRECTORS SAN MATEO MEDICAL CENTER

Financial Report: April FY23-24

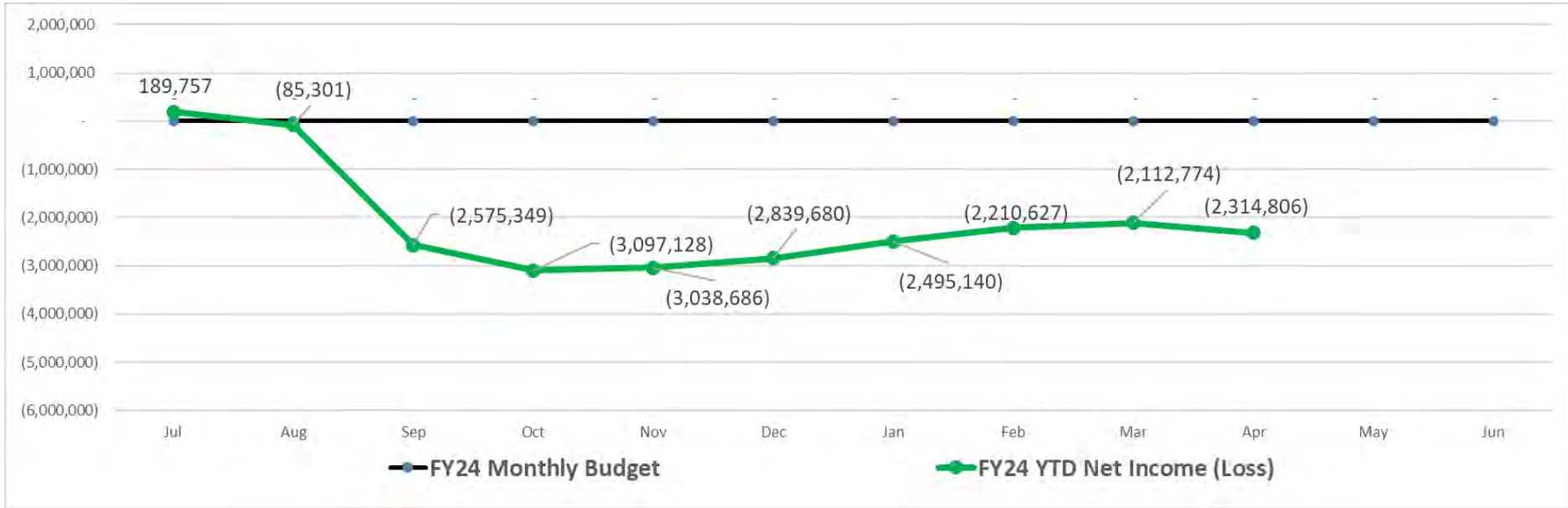
June 3, 2024

Presenter: David McGrew, CFO



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

FY23-24 Cumulative YTD Financial Results



Net Income(loss) – Apr (\$202K), YTD (\$2.3M)

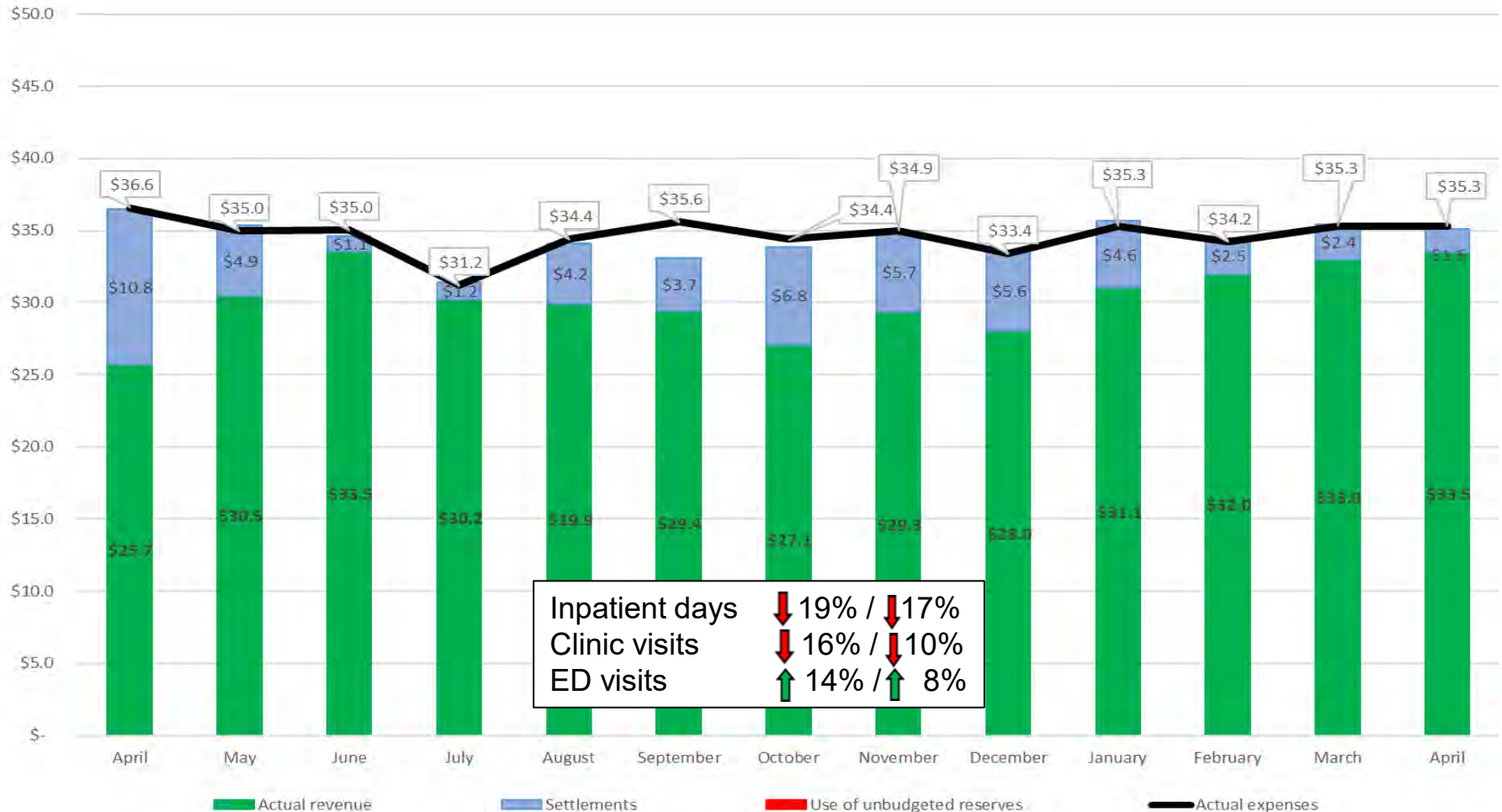
- FTEs 8% favorable
- Labor costs favorable by \$15.7M
- QIP FY22 Reserve Release

- -\$1.5M added to EPP Reserves for Prior Years IGT reassessments
- Legal settlement – Ino Therapeutics
- Debt Svc 2018 Bond

Apr FY24 Snapshot – April is unfavorable to budget by \$202K. SMMC still projects to be near breakeven for the full year. Nursing registry costs remain unfavorable due to the difficulties with hiring permanent nurses. Inpatient acute volume decreased as placements improved and Medical ED visits continue to be higher than budget. Managed care membership remains favorable to budget.

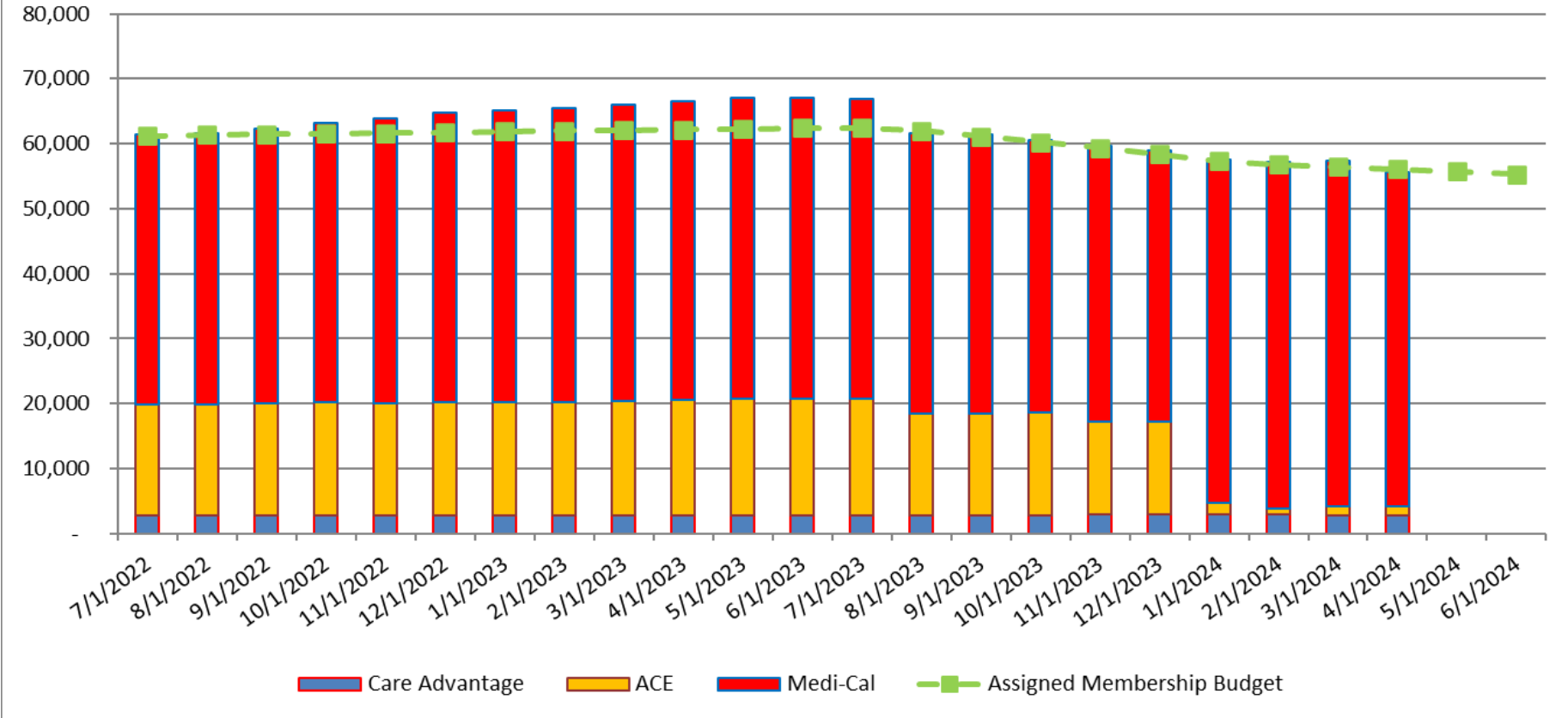
FY 23-24 Revenue & Expense Trend

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



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

Managed Care Membership Trend



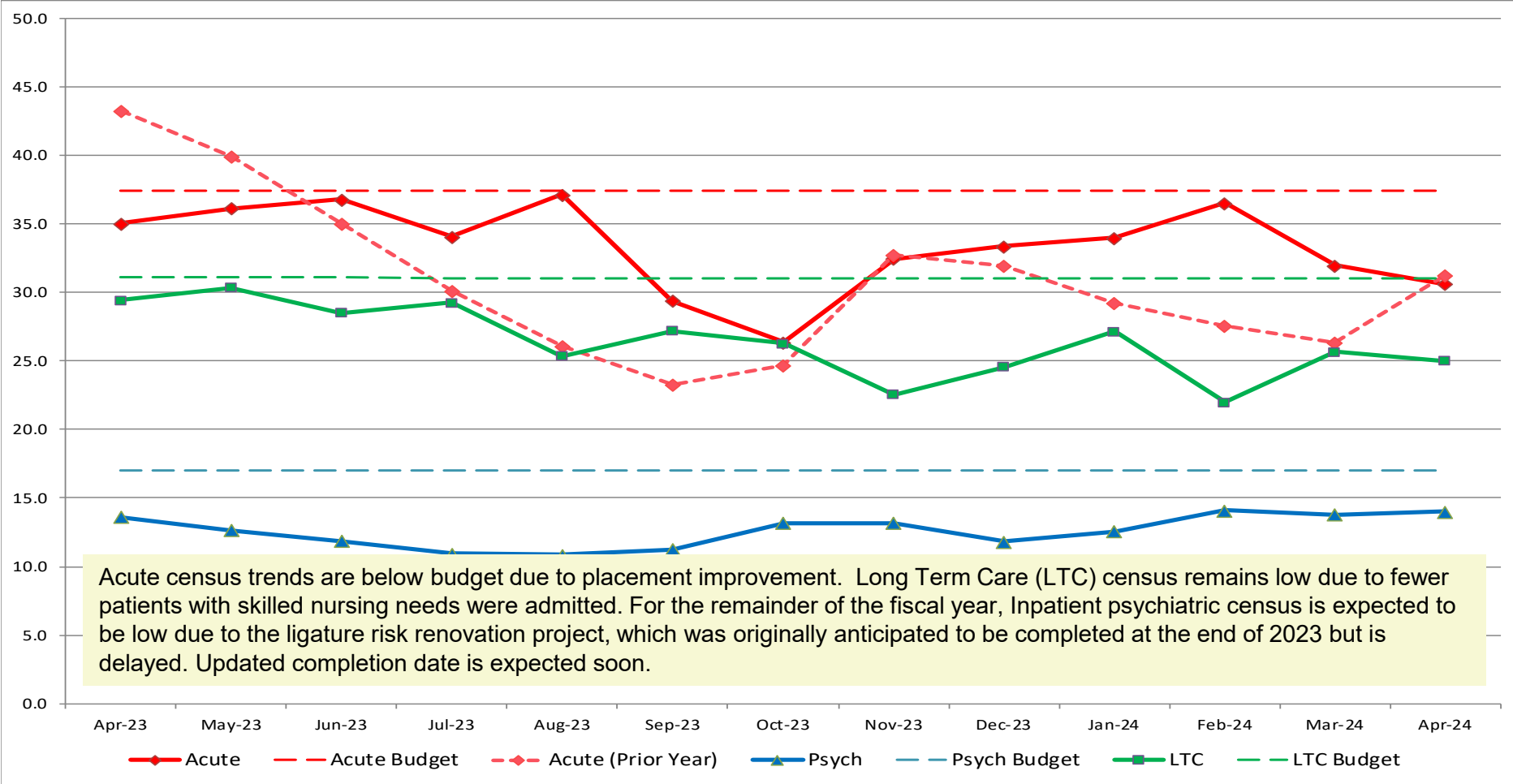
The membership in managed care programs peaked in July 2023 and started trending down since. This is a result of the State beginning the process of redetermining eligibility for Medicaid enrollees and the end of continuous enrollment that was in place during the public health emergency. In January 2024, approximately 10,000 ACE 26-49 population shifted from ACE to Medi-Cal, partially off-setting Medi-Cal assignment losses. By June 2024, total assignments losses of 7,000 are projected across all lines of business.

San Mateo Medical Center Inpatient Days April 30, 2024

MONTH			
Actual	Budget	Variance	Stoplight
2,088	2,564	(476)	-19%

YEAR TO DATE			
Actual	Budget	Variance	Stoplight
21,740	26,063	(4,323)	-17%

Patient Days

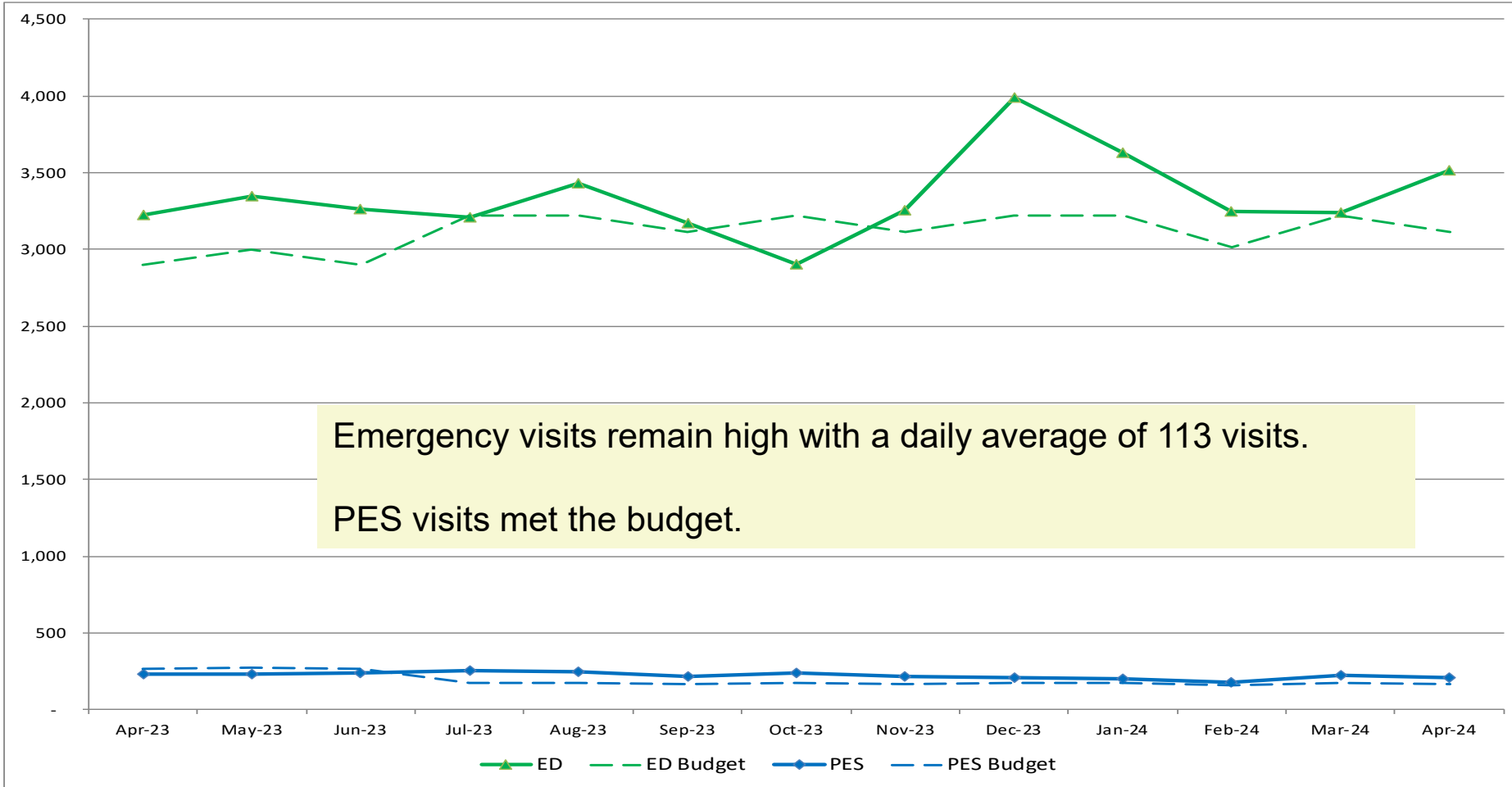


San Mateo Medical Center Emergency Visits April 30, 2024

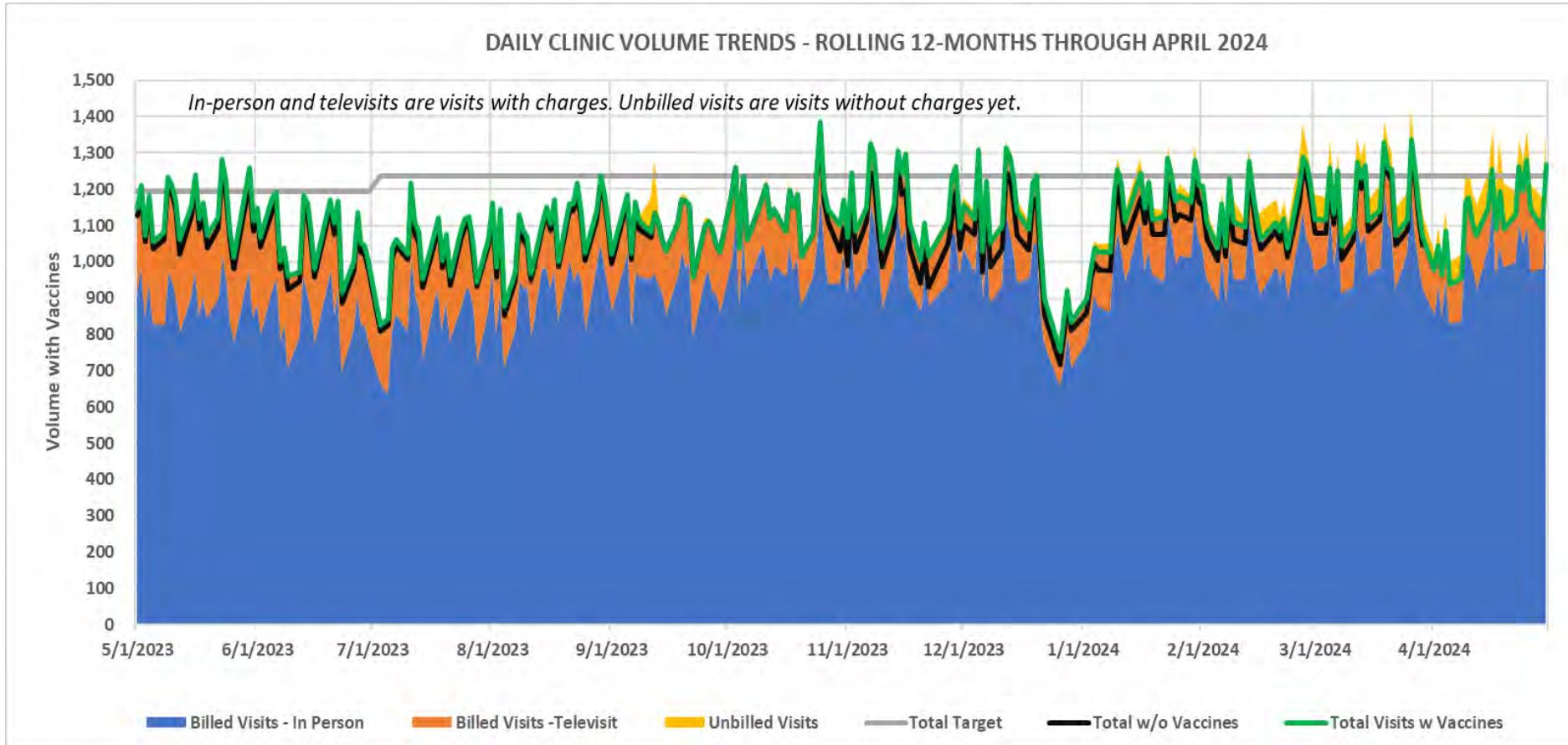
MONTH			
Actual	Budget	Variance	Stoplight
3,724	3,280	444	14%

YEAR TO DATE			
Actual	Budget	Variance	Stoplight
36,036	33,345	2,691	8%

ED Visits				
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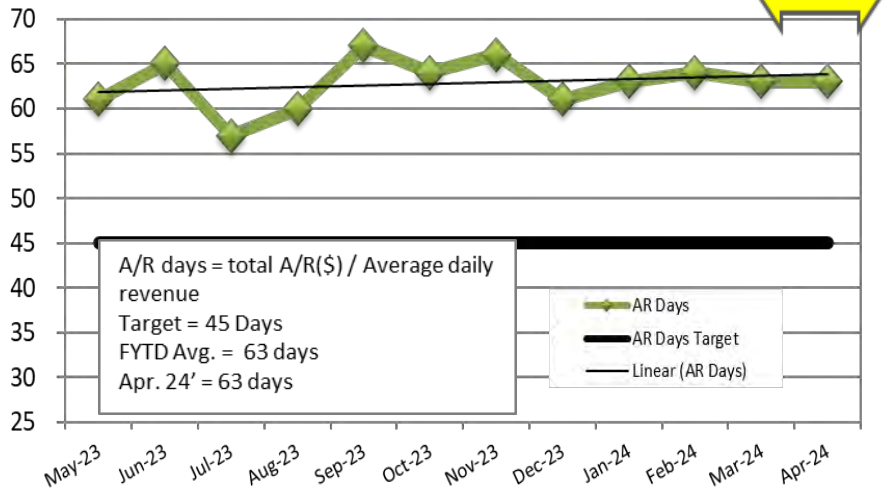
San Mateo Medical Center Clinic Visits April 30, 2024



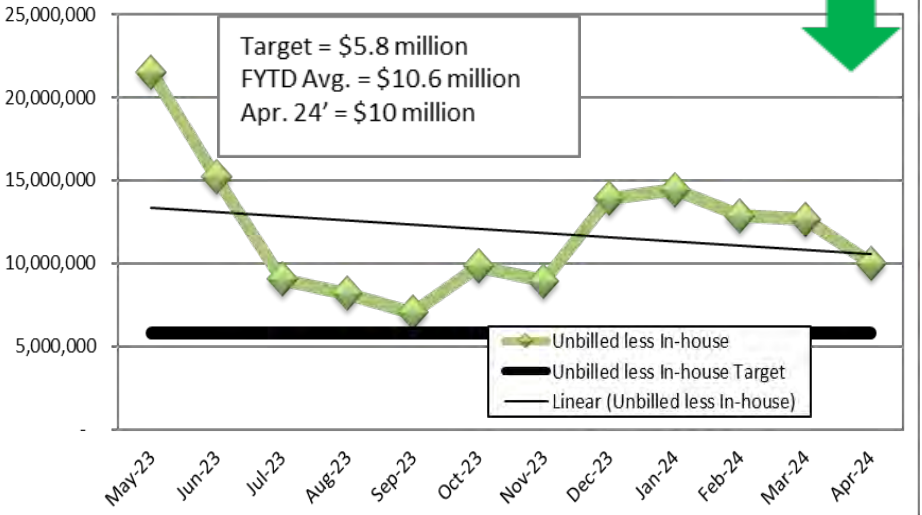
Clinic visits are 10% below budget fiscal year to date. The drop in volume in the latter half of December is due to low utilization and staff time-offs typical in holiday season. Televisits are running at 14% of total visits in FY24. Clinic televisits were 22% of total visits in FY23. Early in the pandemic the ratio was as high as 78%.

Fee-For-Service Revenue - KPIs

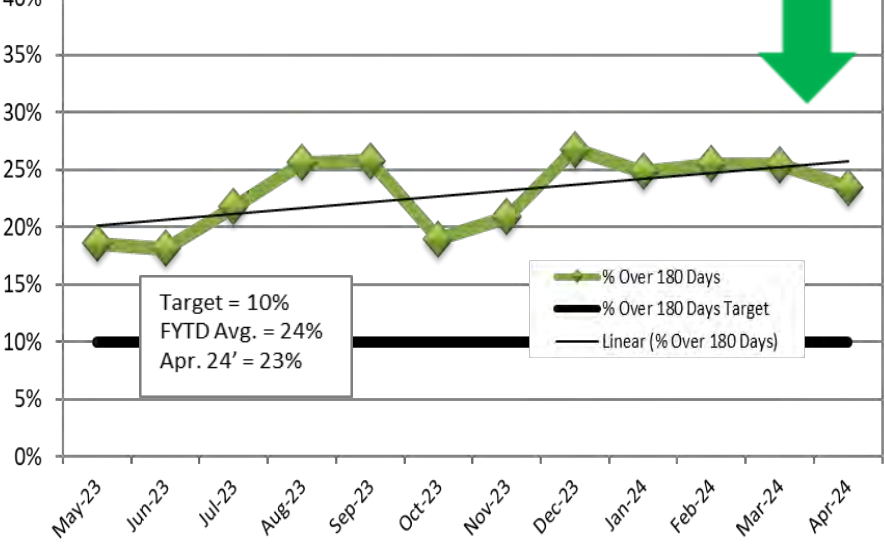
A/R Days - Rolling 12 Months



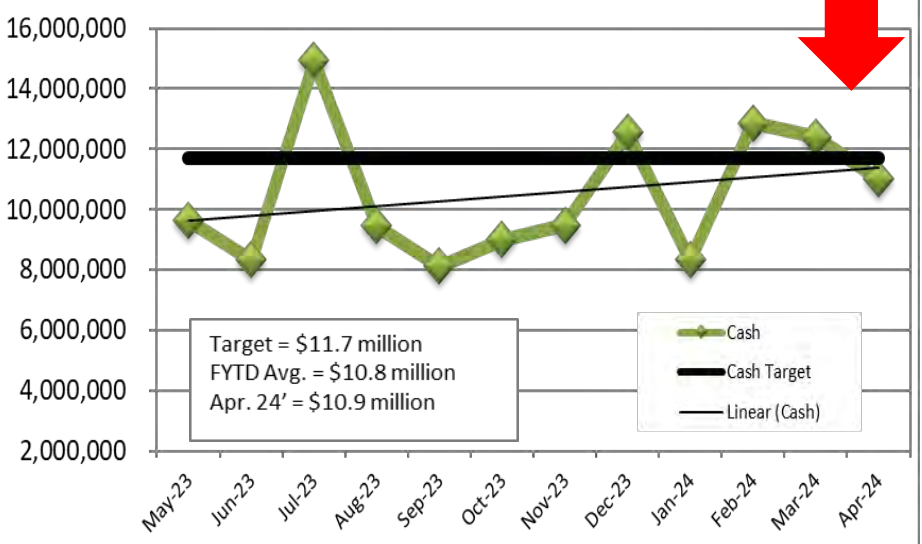
A/R Unbilled - Rolling 12 Months



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



Cash - Rolling 12 Months



APPENDIX



SAN MATEO COUNTY HEALTH
SAN MATEO
MEDICAL CENTER

San Mateo Medical Center
Income Statement
April 30, 2024

	MONTH				YEAR TO DATE				
	Actual	Budget	Variance	Stoplight	Actual	Budget	Variance	Stoplight	
	A	B	C	D	E	F	G	H	
1 Income/Loss (GAAP)	(202,031)	0	(202,031)		(2,314,806)	0	(2,314,806)		
2 HPSM Medi-Cal Members Assigned to SMMC	51,482	50,717	765	2%	466,367	459,568	6,799	1%	
3 Unduplicated Patient Count	69,971	67,727	2,244	3%	69,971	67,727	2,244	3%	
4 Patient Days	2,088	2,564	(476)	-19%	21,740	26,063	(4,323)	-17%	
5 ED Visits	3,724	3,280	444	14%	36,036	33,345	2,691	8%	
7 Surgery Cases	238	296	(58)	-20%	2,239	2,802	(563)	-20%	
8 Clinic Visits	22,761	27,174	(4,413)	-16%	230,777	256,919	(26,142)	-10%	
9 Ancillary Procedures	74,458	70,030	4,428	6%	688,424	663,545	24,879	4%	
10 Acute Administrative Days as % of Patient Days	0.0%	20.0%	20.0%	100%	0.0%	20.0%	20.0%	100%	
11 Psych Administrative Days as % of Patient Days (Days that do not qualify for inpatient status)	78.0%	80.0%	2.0%	3%	87.0%	80.0%	-7.0%	-9%	
Pillar Goals									
12 Revenue PMPM	153	152	1	1%	140	161	(22)	-14%	
13 Operating Expenses PMPM	411	402	(9)	-2%	395	389	(7)	-2%	
14 Full Time Equivalents (FTE) including Registry	1,116	1,213	97	8%	1,133	1,213	80	7%	

San Mateo Medical Center
Income Statement
April 30, 2024

	MONTH				YEAR TO DATE				
	Actual	Budget	Variance	Stoplight	Actual	Budget	Variance	Stoplight	
	A	B	C	D	E	F	G	H	
21	Inpatient Gross Revenue	10,391,434	14,335,992	(3,944,558)	-28%	126,253,094	143,359,922	(17,106,829)	-12%
22	Outpatient Gross Revenue	37,532,354	30,680,132	6,852,222	22%	320,949,185	306,801,319	14,147,866	5%
23	Total Gross Revenue	47,923,788	45,016,124	2,907,664	6%	447,202,279	450,161,242	(2,958,962)	-1%
24	Patient Net Revenue	14,602,897	14,288,817	314,080	2%	116,248,460	142,888,166	(26,639,706)	-19%
25	Net Patient Revenue as % of Gross Revenue	30.5%	31.7%	-1.3%	-4%	26.0%	31.7%	-5.7%	-18%
26	Capitation Revenue	570,907	510,911	59,995	12%	5,118,312	5,109,114	9,198	0%
27	Supplemental Patient Program Revenue	12,781,300	13,312,505	(531,205)	-4%	143,310,050	133,125,047	10,185,002	8%
	<i>Volume Based (GPP, EPP, VRR, AB915)</i>	5,414,082	6,889,343	(1,475,261)	-21%	78,444,864	68,893,427	9,551,438	14%
	<i>Value Based (QIP, HPSM P4P)</i>	4,970,257	3,100,472	1,869,784	60%	37,371,680	31,004,722	6,366,958	21%
	<i>Other</i>	2,396,961	3,322,690	(925,728)	-28%	27,493,505	33,226,898	(5,733,393)	-17%
28	Total Patient Net and Program Revenue	27,955,103	28,112,233	(157,130)	-1%	264,676,822	281,122,327	(16,445,506)	-6%
29	Other Operating Revenue	1,339,973	1,182,353	157,620	13%	13,619,917	11,823,532	1,796,385	15%
30	Total Operating Revenue	29,295,076	29,294,586	491	0%	278,296,739	292,945,859	(14,649,121)	-5%

San Mateo Medical Center
Income Statement
April 30, 2024

	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	18,218,850	19,747,380	1,528,530	8%	177,708,601	197,473,796	19,765,195	10%
32 Drugs	939,784	1,246,836	307,052	25%	14,386,325	12,468,364	(1,917,960)	-15%
33 Supplies	1,219,960	1,142,708	(77,251)	-7%	12,344,803	11,427,085	(917,718)	-8%
34 Contract Provider Services	4,272,280	4,127,930	(144,350)	-3%	44,948,165	41,279,299	(3,668,866)	-9%
<i>Registry</i>	1,469,706	699,888	(769,818)	-110%	14,925,024	6,998,883	(7,926,141)	-113%
<i>Contract Provider</i>	2,697,652	3,021,524	323,872	11%	26,394,412	30,215,240	3,820,828	13%
<i>ACE Out of Network</i>	57,335	351,675	294,340	84%	3,160,627	3,516,750	356,123	10%
<i>Other</i>	34,139	54,843	20,703	38%	467,194	548,426	81,231	15%
35 Other fees and purchased services	7,431,590	6,549,964	(881,625)	-13%	68,177,061	65,499,645	(2,677,416)	-4%
36 Other general expenses	1,356,129	784,425	(571,704)	-73%	8,051,187	7,844,249	(206,938)	-3%
37 Rental Expense	194,729	173,397	(21,332)	-12%	1,895,922	1,733,972	(161,950)	-9%
38 Debt Service	1,374,465	729,484	(644,980)	-88%	13,744,646	7,294,844	(6,449,802)	-88%
39 Depreciation	302,880	330,567	27,688	8%	3,016,250	3,305,672	289,422	9%
40 Total Operating Expenses	35,310,665	34,832,693	(477,973)	-1%	344,272,961	348,326,927	4,053,967	1%
41 Operating Income/Loss	(6,015,589)	(5,538,107)	(477,482)	-9%	(65,976,222)	(55,381,068)	(10,595,154)	-19%
42 Non-Operating Revenue/Expense	511,756	236,305	275,451	117%	11,093,399	2,363,051	8,730,348	369%
43 Contribution from County General Fund	5,301,802	5,301,802	-	0%	52,568,018	53,018,018	(450,000)	-1%
44 Total Income/Loss (GAAP)	(202,031)	0	(202,031)		(2,314,806)	0	(2,314,806)	
(Change in Net Assets)								

San Mateo Medical Center
Payer Mix
April 30, 2024

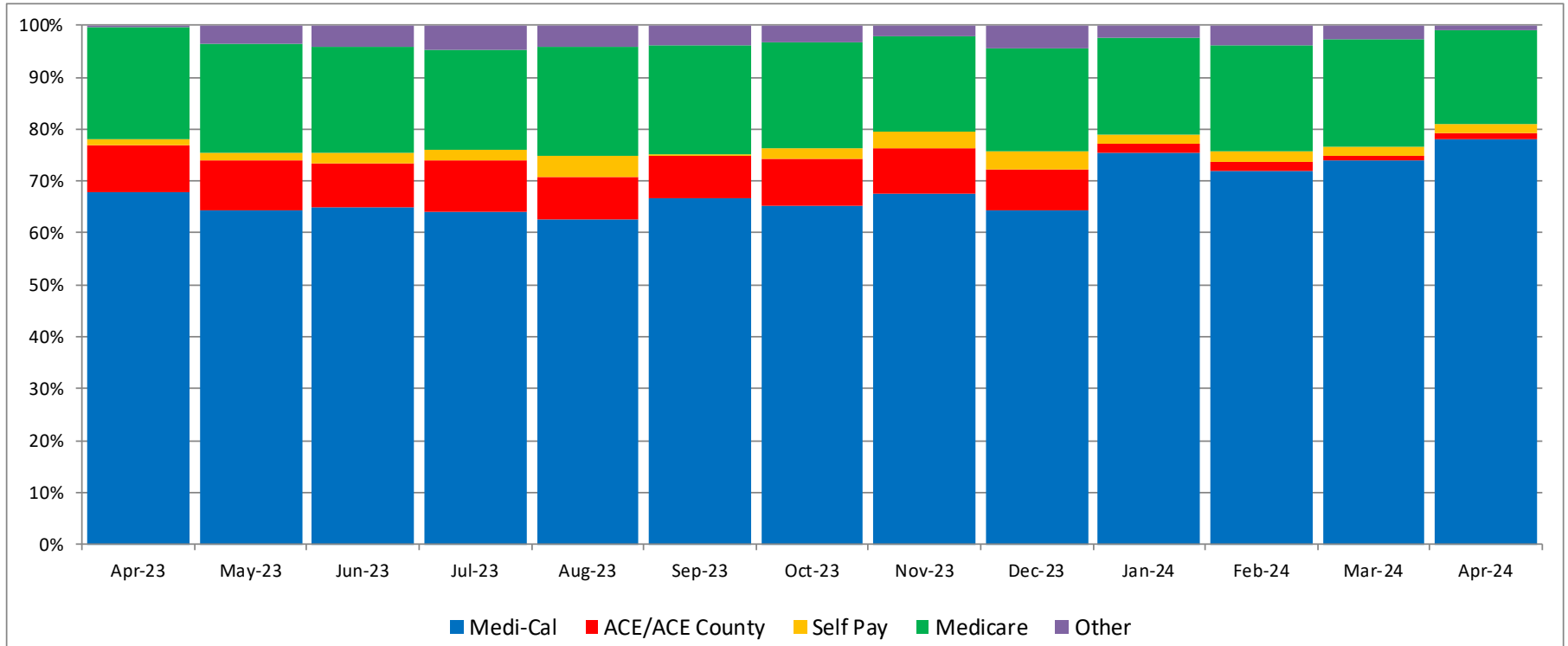
MONTH			
Actual	Budget	Variance	Stoplight

YEAR TO DATE			
Actual	Budget	Variance	Stoplight

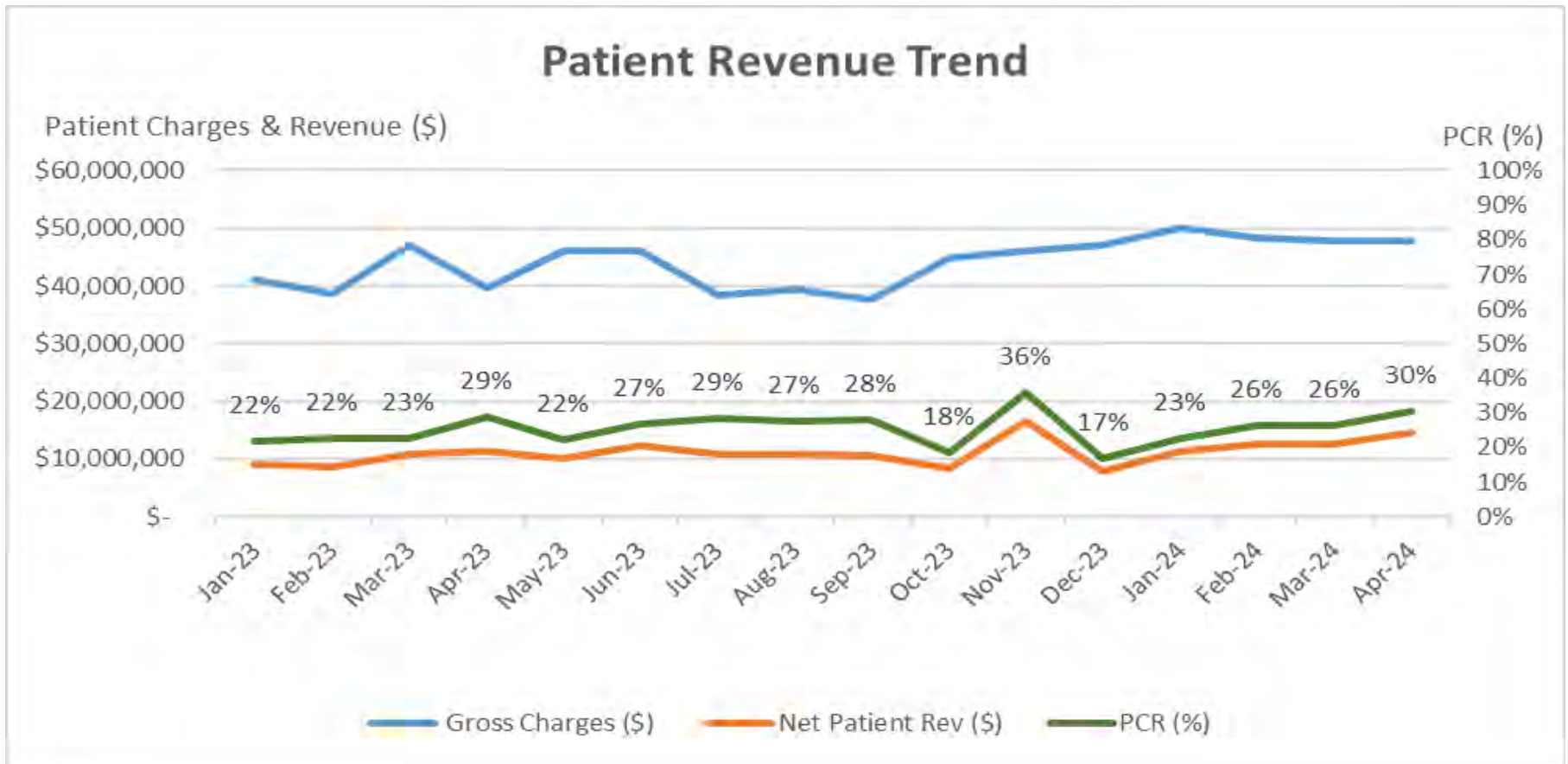
Payer Type by Gross Revenue

	A	B	C	D
Medicare	18.2%	21.1%	-3.0%	
Medi-Cal	77.9%	64.7%	13.3%	
Self Pay	1.6%	1.4%	0.2%	
Other	1.0%	3.7%	-2.7%	
ACE/ACE County	1.4%	9.1%	-7.7%	
Total	100.0%	100.0%		

E	F	G	H
19.7%	21.1%	-1.4%	
69.3%	64.7%	4.7%	
2.2%	1.4%	0.8%	
3.2%	3.7%	-0.5%	
5.6%	9.1%	-3.5%	
100.0%	100.0%		



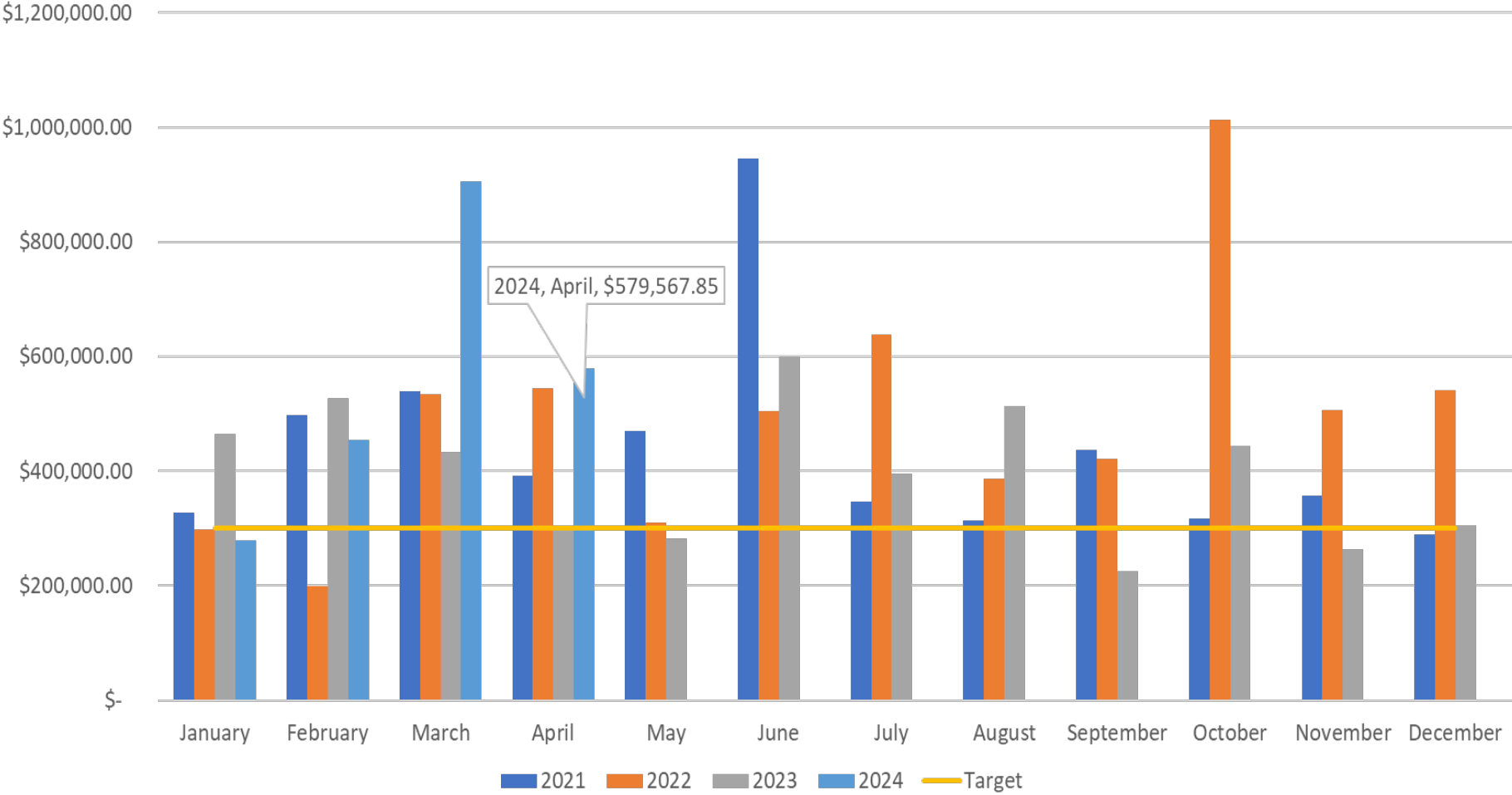
Fee-For-Service Patient Revenue Trend



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

Gross patient revenue increased in recent months due to CDM price increase effective Nov 2023. The collection rate (PCR) in FY24 YTD is trending at average 25%. Low PCR in Oct 23 is due to delay in patient revenue recognition in part due to CorroHealth. PCR surge in Nov 23 and drop in Dec 23 was due to one-time adjustments. PCR is expected to remain in mid/high 20s for the rest of this fiscal year.

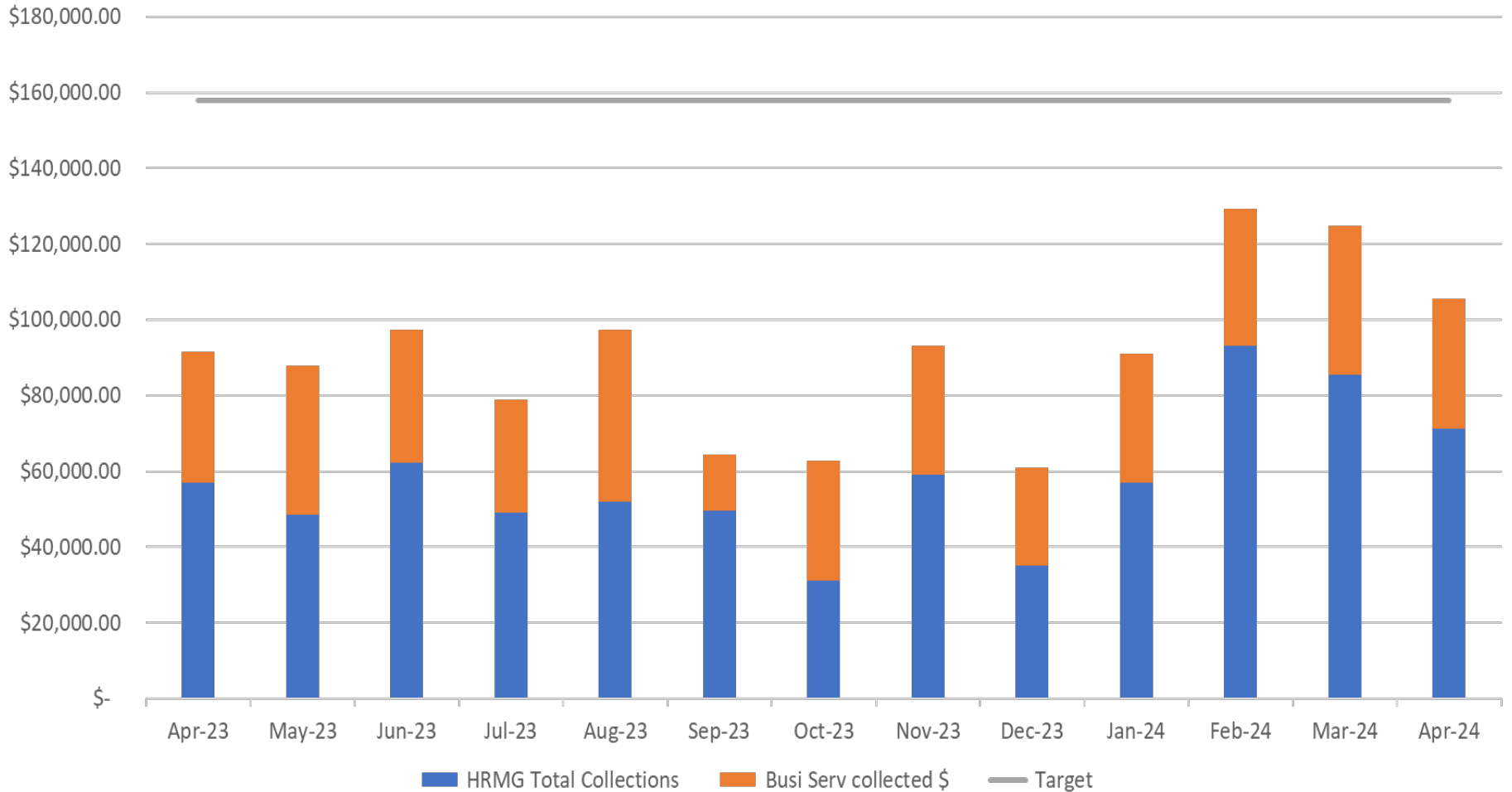
Fee-For-Service Commercial Collections



July 2020 MMX began supporting PFS with Commercial Collections



Fee-For-Service Self Pay Collections

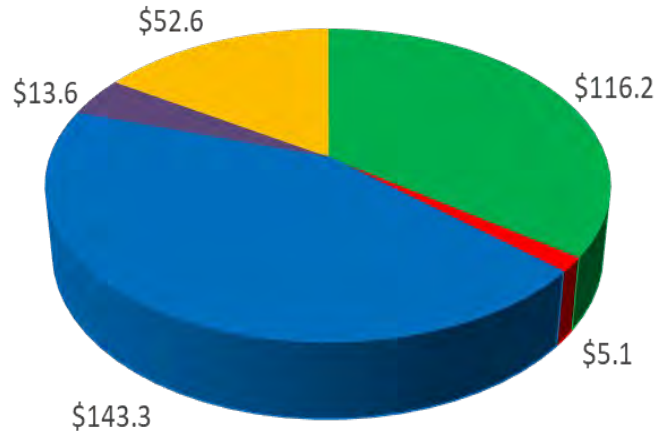


SMMC contracted with Healthcare Revenue Management Group to support SMMC's Business Services unit with collections of self-pay balances

Revenue Mix

Sources of Revenue

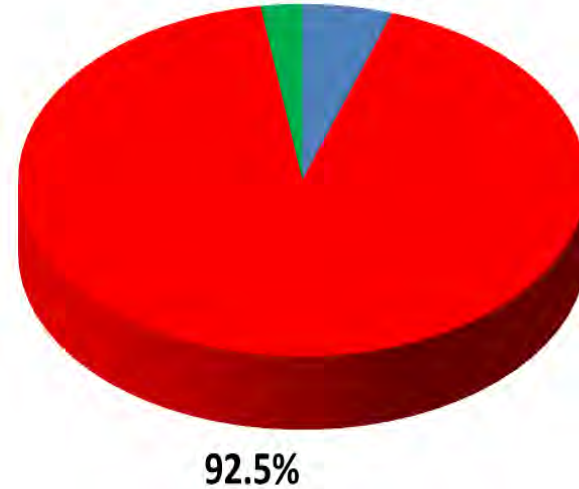
(Dollars in millions)



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

Managed Care Mix

2.4% 5.1%



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

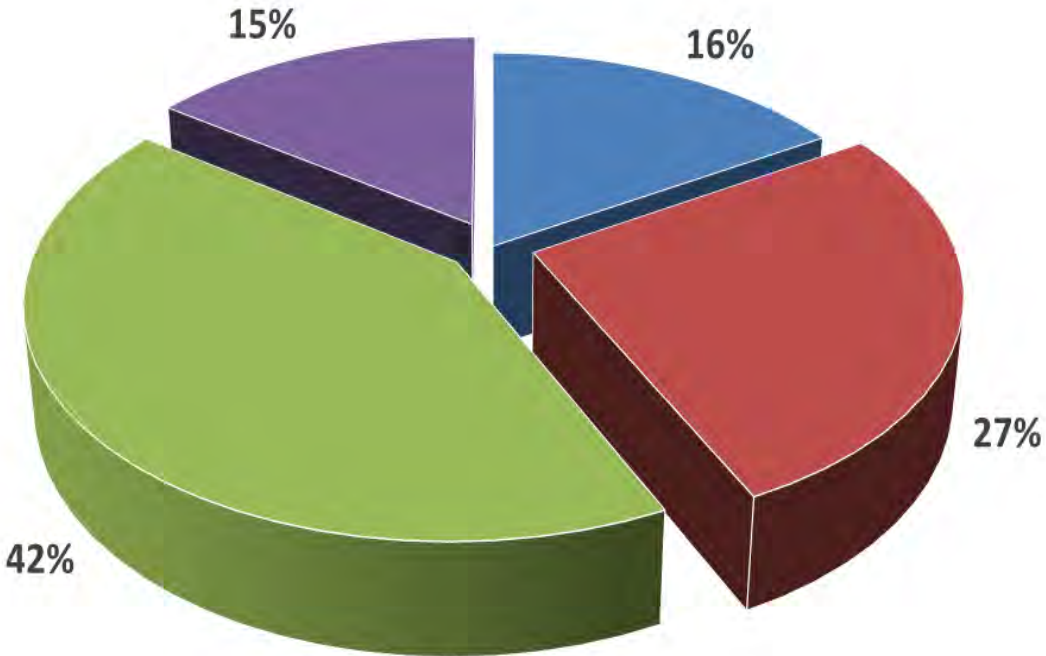
Total YTD Revenue of \$331 million consists of 43% in Supplemental Programs and 35% in Fee For Service

Health Plan of San Mateo (HPSM) represents 42% of our Operating Revenue

- Medi-Cal Managed Care and Medicare Managed Care FFS
- Medi-Cal PCP Capitation

Capitation is a pre-payment reimbursement model that pays providers a set amount for each enrolled person assigned to them, per period of time, whether or not that person seeks care.

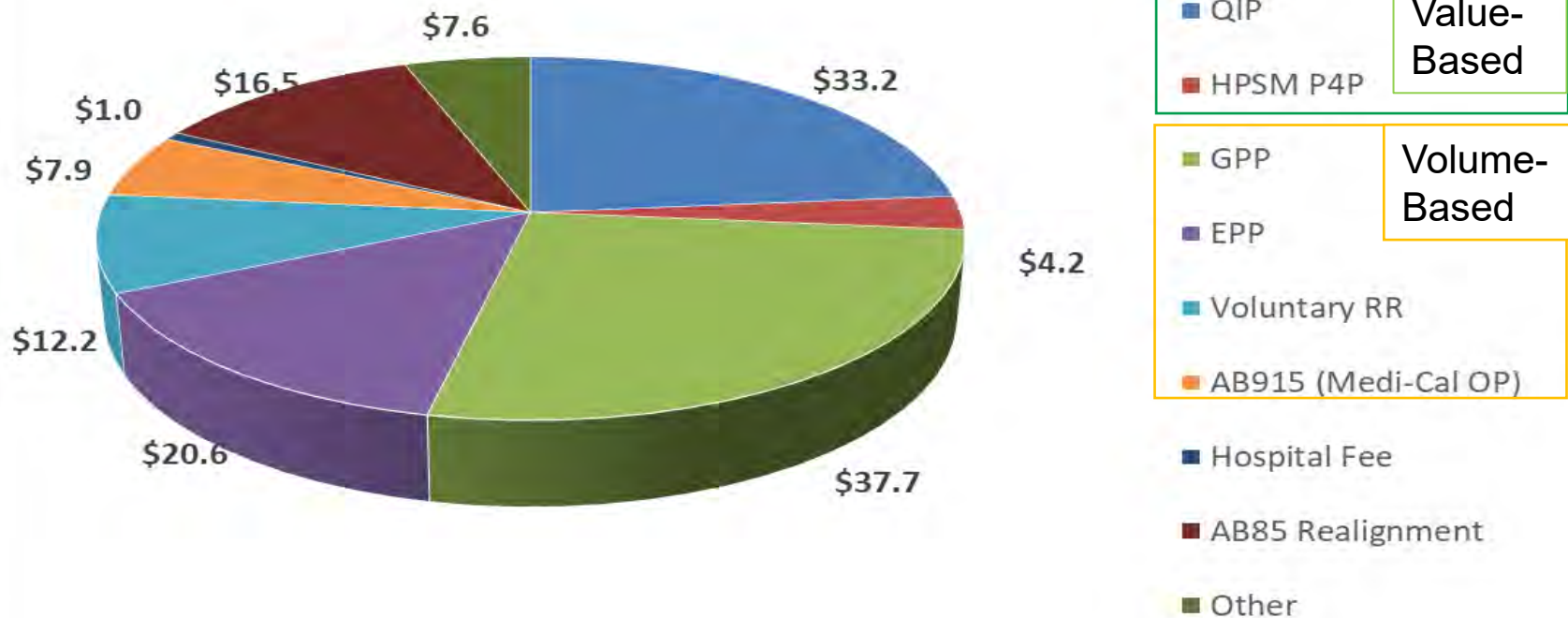
Revenue Mix by Service Line



- Inpatient
- Hospital ED & Outpatient
- Ambulatory Clinics
- Ancillary Services

Supplemental Revenue Mix

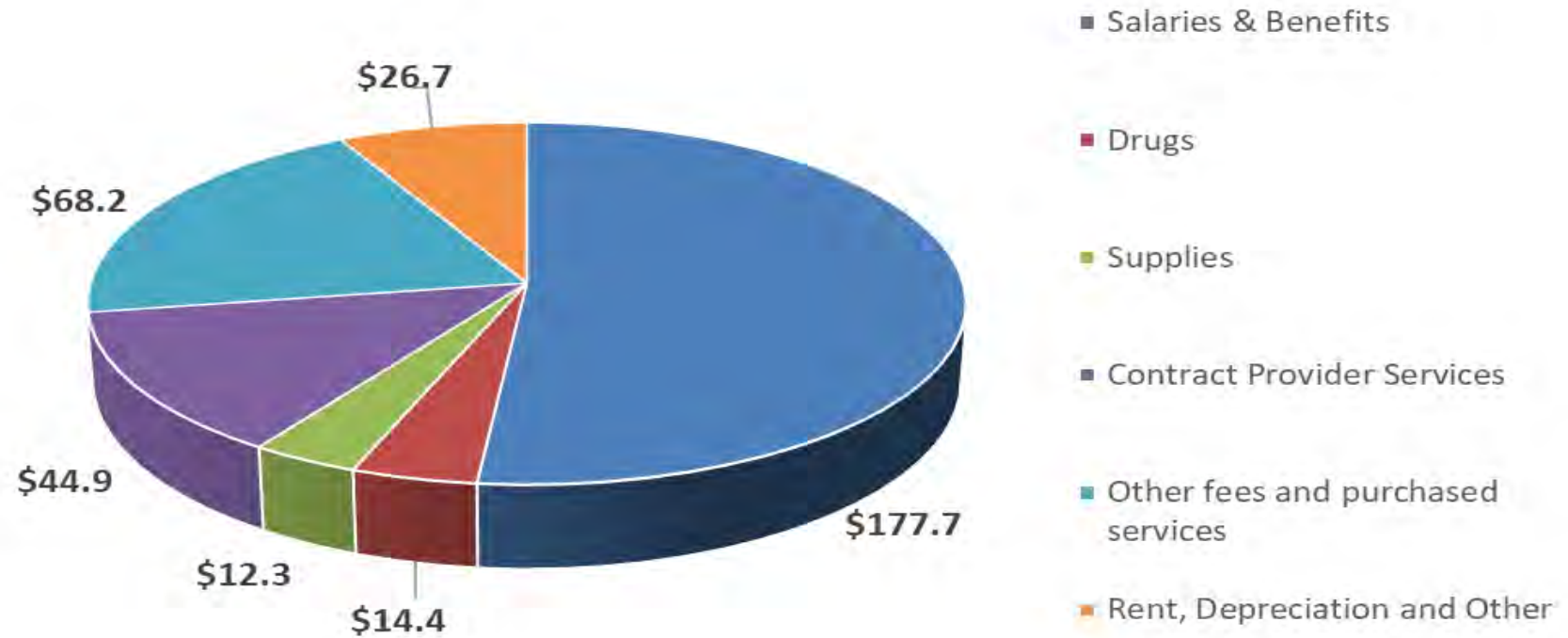
(Dollars in millions)



- **Value-Based** programs, including Capitation revenue, represents 27% of total revenue
- **Volume-Based** supplemental programs, plus FFS revenue, represent 56% of total revenue

Total Operating Expenses

(Dollars in millions)



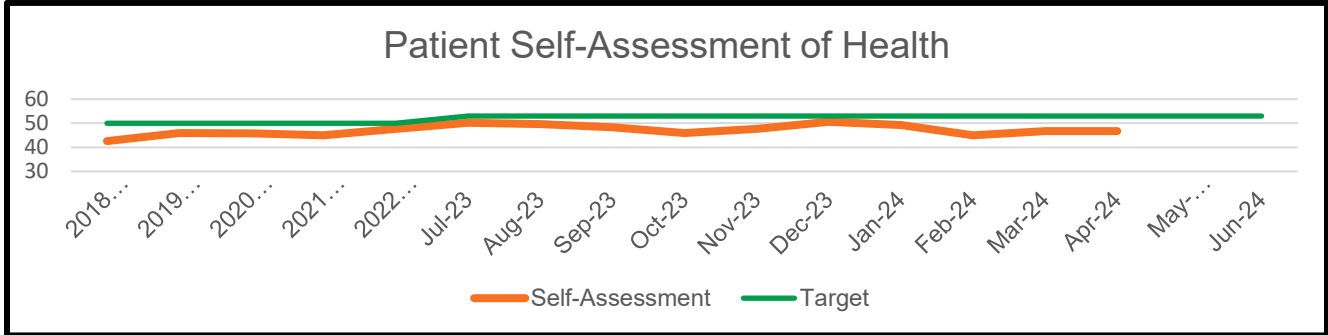
Salaries & Benefits represent 52% of total expenses

Personnel costs* represent 65% of total expenses

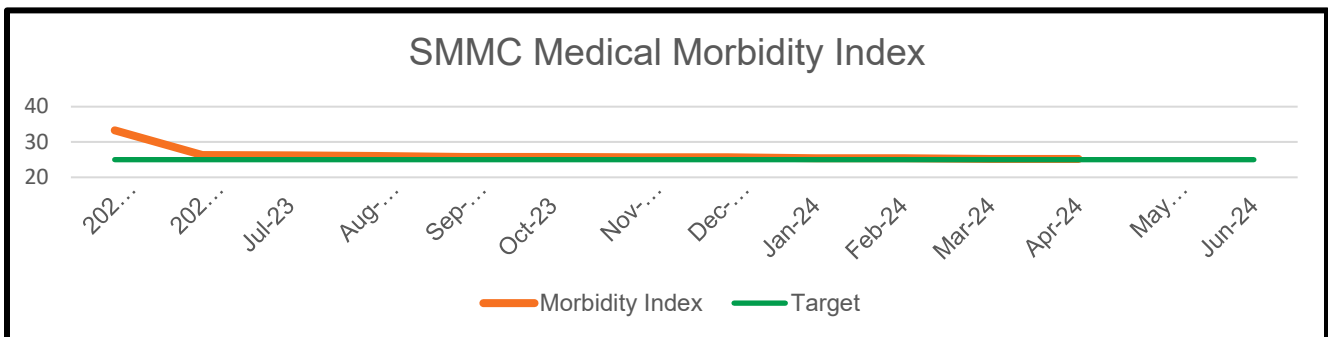
* Personnel costs includes S&B plus Registry/Contract Providers



Excellent Care



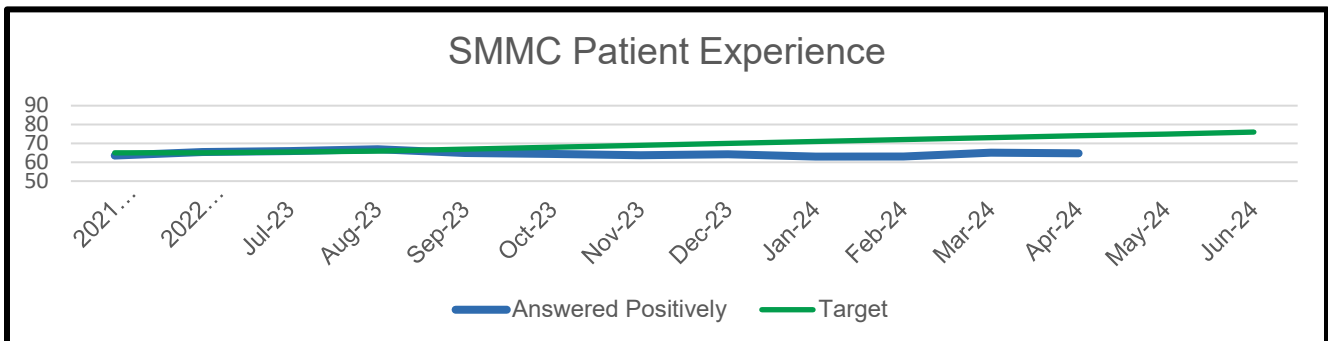
Patient Self-Assessment of Health: All Primary Care patients receive an experience survey. One question asks them to rate their health from poor to excellent. This is the percentage that rate their health as very good or excellent. **Higher is better.**



Medical Morbidity Index: This represents the percentage of SMMC patients who meet one or more of the following criteria: Inadequately Controlled Diabetes, Inadequately Controlled Hypertension, Obesity, or a Positive Depression Screen. **Lower is better.**

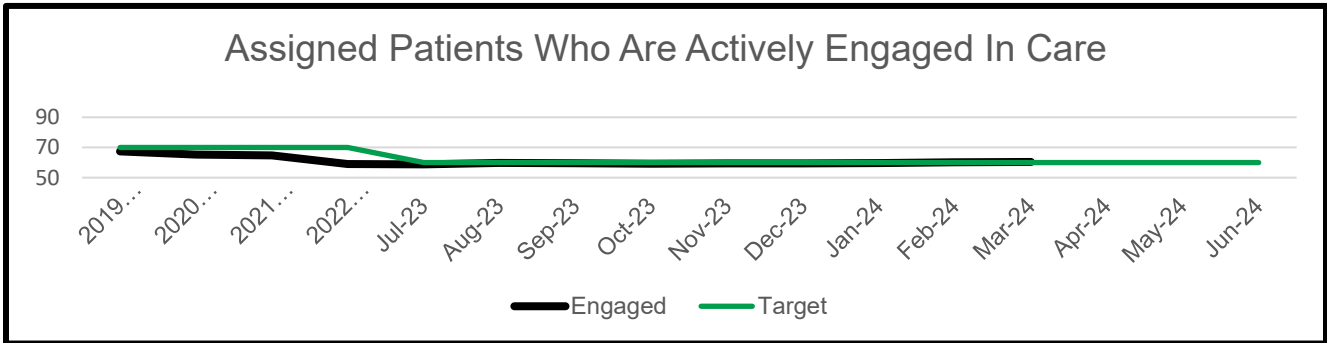


Patient Experience



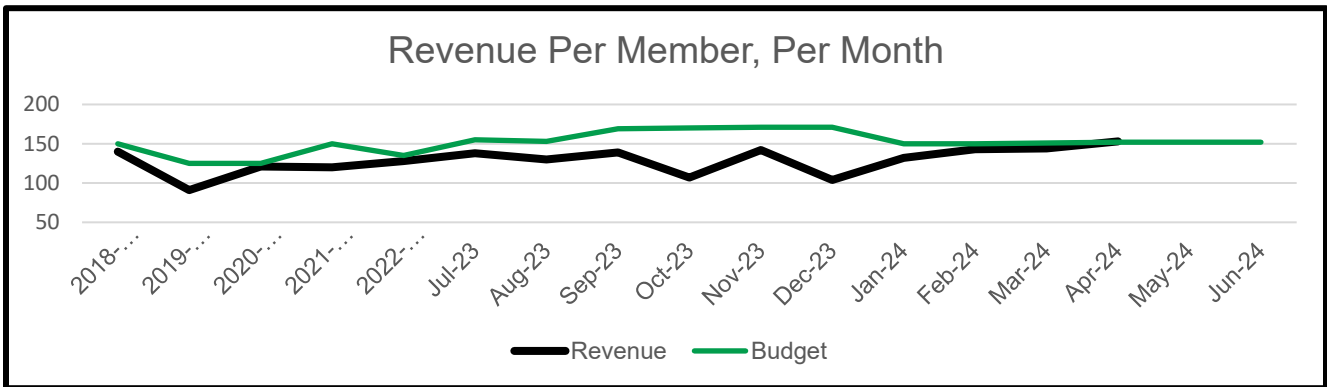
Patient Experience: Percentage of patients who answered affirmatively to the patient experience survey question: “Did the staff work together to meet your needs?” **Higher is better.**

 Access to Care

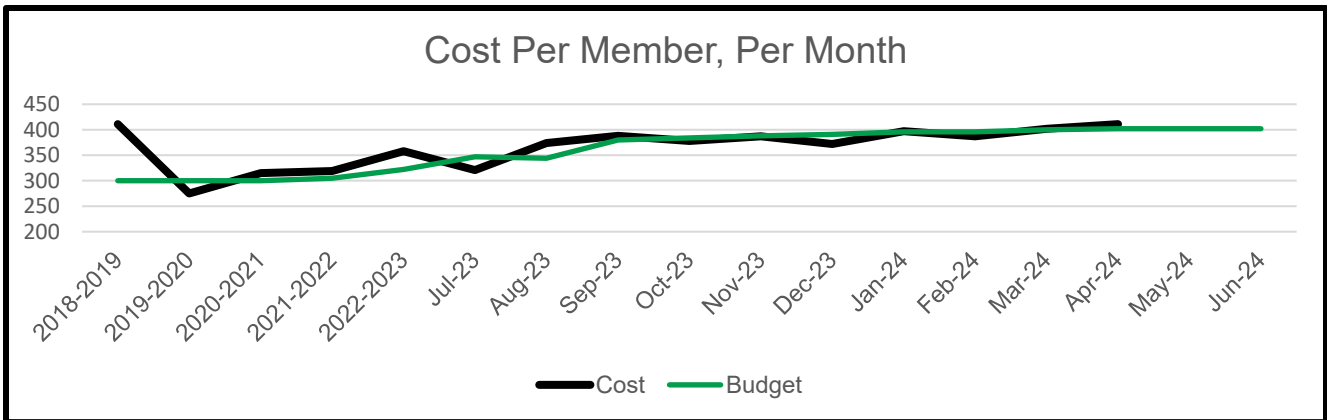


Assigned and Engaged: Percentage of patients assigned to SMMC by the Health Plan of San Mateo who are actively engaged in Care. **Higher is better.**

 Financial Stewardship

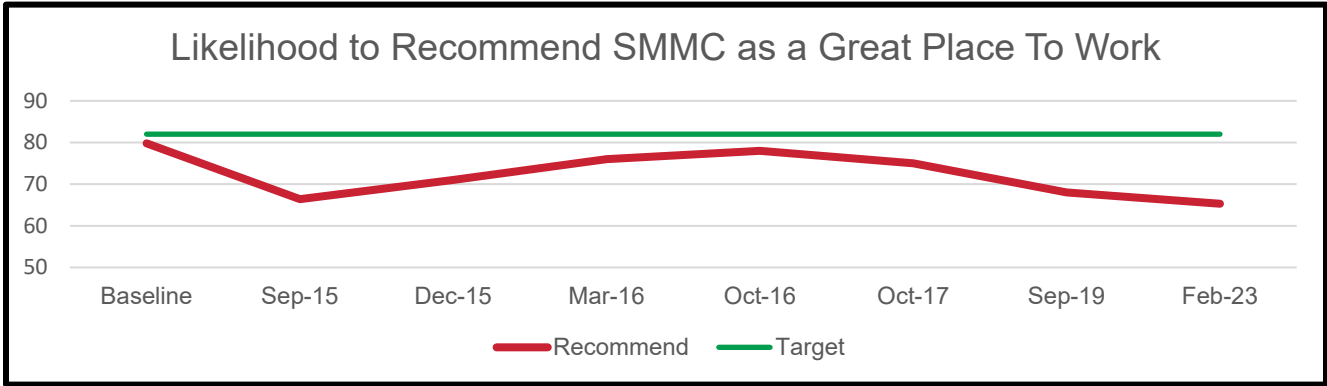


Revenue Per Member, Per Month: Total patient revenue divided by total number of assigned members. **Higher is better.**

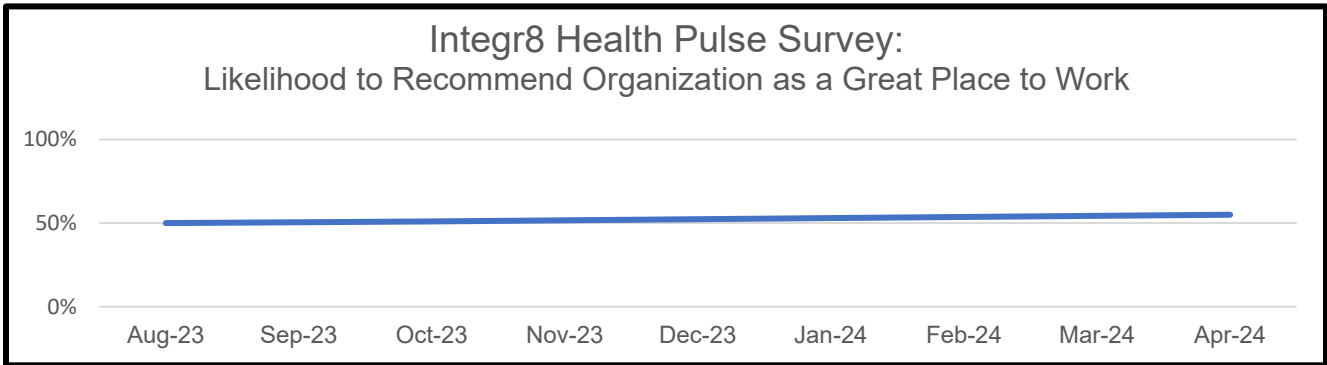


Cost Per Member, Per Month: Total cost divided by total number of assigned members. **Lower is better.**

 Staff Engagement



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



SMMC 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 top row, left: SMMC's Infection Control/Employee Health team have some fun while educating staff on the importance of hand hygiene. **Top row, right:** Nurse leaders at SMMC who helped plan a festive day of celebration for all nurses. **Bottom row, left:** Fair Oaks Health Center staff modeling their Rhythm of Caring t-shirts at this year's Healthcare Week celebration. **Bottom row, right:** Dr. Frank Trinh, Priscilla Romero, Dr. Scott Oesterling, and Dr. Steve Hassid enjoy themselves at the Annual Medical Staff Dinner.

Save Lives: Clean Your Hands!

Hand Hygiene Day is recognized around the world every year during the first week of May. 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, contests, and more. Thank you to our amazing Infection Control/Employee Health team who works diligently to keep staff and patients safe every day.

Nurses Day

National Nurses Week begins each year on May 6th and ends on May 12th, Florence Nightingale's birthday. For nurses, reflecting on connections with patients, the community, and practice is an important occasion.

"Our Nurses, Our Future: the economic power of care" was this year's theme for International Nurses Day 2024. According to the World Health Organization and International Council of Nurses, "this year's international day aimed to reshape perceptions of nursing, demonstrating how strategic investment in nursing can bring considerable economic and societal benefits." Aligned with this year's theme, we spotlighted nurses in the organization with a varied number of years of service (from less than 10 to over 25), including a nursing student from the College of San Mateo who just completed her last clinical rotation, a week shy of getting her nursing pin. A common theme heard from these nurses was the sense of community and family driving their dedication to SMMC and the population we serve.

Nurses at the hospital and clinics were invited to celebrate their contributions to patients and community with a Hawaiian-themed luau lunch on. Thank you to all the nurses who planned the event!

Healthcare Week

All staff and providers at San Mateo Medical Center's hospital and clinics celebrated Healthcare Week May 13-17. The planning committee chose the theme "Rhythm of Caring" to represent how we all work in concert to care for our patients and each other. Staff at all SMMC locations celebrated with a fabulous lunch, karaoke, a photo booth, and a "concert" t-shirt. Thank you to the planning committee for organizing the week-long celebration.

Annual Medical Staff Dinner

On May 15th, SMMC held its annual Medical Staff Dinner at the Domenico Winery in San Carlos. The event serves to recognize the invaluable contributions of our providers to our mission. More than 80 providers and guests attended, enjoying an evening of socializing, dinner, and special recognitions.

The medical staff leadership honored several providers for reaching significant milestones of 10, 20, and over 30 years of service. Congratulations to these exceptional providers and to all members of the medical staff, who inspire and encourage us daily to strive for excellence in healing and caring for our community, especially its most vulnerable members. We are proud to call them our colleagues and appreciate the opportunity to celebrate their valuable contributions to our hospital, clinics, and county.

We were also honored by the presence of County Executive Mike Callagy, our County Attorney, John Nibbelin, and Supervisor Noelia Corzo, who joined in the evening's celebrations. Thank you to the Medical Staff Office for planning a successful event.

Integr8 Health Update

Manager Fairs

May's Manager Registration Fair marked the start of a significant phase in the Integr8 Health project: end-user training. About 70 managers learned how to register their staff and providers for role-based Epic training in September and October (or August for super users). The three-day event was led by the Health IT and Epic training teams and supported by Integr8 Health's "User Readiness" workgroup. Managers started registering their staff right away and we are already ahead of schedule with almost 30% of our staff registered for training. Thank you to the team that planned and executed the event.

Breakthrough Initiative Continues Focus on Improvement System

The 2023-2024 Breakthrough Strategic Initiative focuses on continuing our work to evolve our Improvement System and ensure everyone knows how to use it as the system helps us move through Integr8 Health activities. The work remains focused on three major areas.

The **Leader Development** strategic initiative focuses on how executives support various leaders in the improvement system including Improvement Council chairs and Design Team liaisons. The goal is to ensure people have all the support they need to be successful in fulfilling the responsibilities of their roles especially with respect to change management and high impact changes in Integr8 Health.

The **Voice of Staff** strategic initiative continues to support a new approach to Executive Rounding. The Executive Management Team has completed two months of rounding in Ambulatory Services utilizing new rounding standard work.

The **Prepare Local Teams for Spread and Continuous Improvement** strategy remains focused on the effective spread of local improvement huddles which be critically important as we move forward in spreading new workflows as part of Integr8 Health. As of now, over 72% of relevant units have launched their improvement huddles.

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May 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	1,403 (April)	-0.1%	-92.1%
SMMC Emergency Department Visits	3,724 (April)	7.0%	15.5%

Governor and State Leaders Visit New Cordilleras Health & Healing Campus



Governor Gavin Newsom and state leaders [commended County officials](#) for an ambitious project that reflects the **governor’s twin priorities: improving mental health treatment and combatting the homelessness crisis.** With Health and Human Services Secretary Dr. Mark Ghaly, Business, Consumer Services and Housing Agency Secretary Tomiquia Moss and Senators Susan Eggman and Josh Becker, the governor announced the acceleration of \$3.3 billion in funding for counties as part of Proposition 1, the recently approved measure to boost **California’s ongoing transformation of the statewide behavioral health system.** Visiting the Cordilleras Health

and Healing Campus, **the governor said, “Treatment centers and campuses like the one highlighted today will be possible all across the state.”**

Rising amid rolling hills, oak trees and chirping birds, the Cordilleras campus will provide locked treatment areas for the most vulnerable patients in small-homelike settings, along with adult residential care focusing on behavioral health rehabilitation and recovery. The Redwood City campus replaces a facility first opened as a tuberculosis hospital in the 1950s.

When it opens later this year, the campus will include a total of 121 beds arrayed in smaller living units with windows that provide landscape views and outdoor areas that offer fresh air and sunlight.

[picture: Governor Gavin Newsom (center) tours the Cordilleras Health and Healing Campus with Behavioral Health and Recovery Services Director Jei Africa (left) and County Executive Mike Callagy (right)]

Large Animal Evacuation Group Trains Coastside Organizations in Basic Livestock Handling



San Mateo County's Large Animal Evacuation Group (SMCLAEG), a volunteer organization on the Coastside, recently completed a training for personnel from CalFire and other local agencies on horse and livestock handling. Overseen by County Health's Animal Control and Licensing unit, SMCLAEG is part of the County's broader emergency response for transporting and sheltering horses, cows and other livestock in a time of crisis. Firefighters from Battalion 10 and Engine 44, staff and volunteers from Peninsula Humane Society, local CERT (Community Emergency Response Team) and SCARES

members (South County Amateur Radio Emergency Services – ham radio operators) joined LAEG volunteers to learn to fashion temporary halters with quick release knots and to safely approach and contain horses in pastures and pens.

During an emergency, SMCLAEG and its network of volunteers may be activated by the County to manage the evacuation and sheltering of livestock from commercial farms and private residences. The group was active during the CZU Lightning Complex fires in 2020, transporting over 1,500 farm animals, including horses, cows, a camel, pigs, and sheep to shelter at the Event Center and the Cow Palace.

The County recently awarded SMCLAEG \$300,000 in Measure K funding to purchase additional temporary holding pens, a livestock trailer and other equipment.

Behavioral Health and Recovery Services Soft-Launches Mobile Crisis Response Program

County residents experiencing a mental health crisis, and whose situation does not warrant a law enforcement response, now have a dedicated resource to assist them, wherever they are located. Mobile Crisis Response Teams, comprised of a licensed mental health clinician and a peer specialist, will come to the location where an individual is experiencing a crisis, including a residence, school, workplace or on the street. Services include de-escalation and stabilization in order to reduce the immediate risk of danger and subsequent harm and avoid unnecessary emergency room visits, psychiatric inpatient hospitalizations and law enforcement involvement.

With one team now on call, the program is available only through referral from clinicians and mental health services providers. Later this summer, after the full launch, five teams will be available 24x7, with response times within 60 minutes in urban areas and 90 minutes in more remote locations. The program is operated by Telecare, with teams to be dispatched through StarVista's crisis hotline (650-579-0350) and via 988, the Suicide Prevention & Mental Health Crisis Lifeline.

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