



SAN MATEO COUNTY HEALTH

**SAN MATEO  
MEDICAL CENTER**

# **BOARD OF DIRECTORS MEETING**

Monday, February 3, 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, February 3, 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

### *Informational Items*

2. 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. January 6, 2025 SMMC Board Minutes

## G. MEDICAL STAFF REPORT

Chief of Staff Update

Dr. Frank Trinh

**H. ADMINISTRATION REPORTS**

- |                                     |  |
|-------------------------------------|--|
| 1. Surgery and OR Department        | Dr. Alpa Sanghavi..... Verbal<br>Vicky Magana<br>Rob Larcina   |
| 2. Resource Management              | Carlton Mills..... Verbal<br>Cathena Campbell  |
| 3. Family Health Home Visit Program | Louise Rogers.... Verbal<br>Lizelle Lirio de Luna<br>Amy Lam-Bonilla<br>Maribeth Viray<br>Dr. Anand Chabra |
| 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 | 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](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, January 6, 2025  
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  
Judith Guerrero

**Staff Present**

Enitan Adesanya  
David McGrew  
Dr. Alpa Sanghavi  
John Jurow  
Scott Diem  
Maria Bermudez

Michelle Lee  
Priscilla Romero  
Rebecca Archer  
Jacki Rigoni

| 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 8:30 AM to Open Session. A quorum was present (see above).   |  |
| Report out of Closed Session            | Medical Staff Credentialing Report for January 6, 2025.<br>QIC Minutes from November 6, 2024.<br>Medical Executive Committee Minutes from December 10, 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<br>John Jurow         | John Jurow reported that the end-of-year appeal campaign raised nearly \$100K.<br>The rebranding of the Foundation is continuing and will be a thorough but lengthy process. | FYI  |
| Consent Agenda                          | Approval of:<br>1. Hospital Board Meeting Minutes from December 2, 2024.<br>2. Bylaws of the San Mateo Medical Center Board of Directors                                     | It was MOVED, SECONDED and CARRIED unanimously to approve all items on the Consent Agenda.   |
| Medical Staff Report<br>Dr. Frank Trinh | Health Care for the Homeless and Farmworkers Health Program was presented at the last Medical Executive Meeting and later this month, the program will host auditors.        | FYI  |

|   |  |     |
|---|--|-----|
| Financial Audit FY 2023/2024<br>Scott Diem from Macias Gini and O'Connell LLP | Scott Diem, representing Macias Gini and O'Connell LLP, presented the Financial Audit for FY 2023/2024 to the Hospital Board. No recommendations were reported and Scott answered questions from the Board.  | FYI |
| Financial Report<br>Enitan Adesanya, CFO                                      | The November 2024 financial report was included in the Board packet and Enitan Adesanya answered questions from the Board.   | FYI |
| CEO Report<br>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<br>Louise Rogers                                   | The next Chief of County Health will be Colleen Michiko Chawla and she will be joining in February. Colleen is an exceptional leader and partner and is well regarded in her field. There will be overlap before Louise' retirement at the end of March. The division directors and Louise will put together a plan for orientation and welcome your thought about it. | FYI |
| County Executive Officer<br>Mike Callagy                                      | Two new members of the Board of Supervisors will be assuming their roles and we are excited to have them onboard.<br>Colleen will be a great for our County and she will hit the ground running.   | FYI |
| Board of Supervisors<br>Supervisor Noelia Corzo                               | Supervisor Corzo spoke briefly about the Special Election in March 2025. It is Measure A – San Mateo County Charter Amendment Measure.   | FYI |

Supervisor Corzo adjourned the meeting at 8:53 AM. The next Board meeting will be held on February 3, 2025.

Minutes recorded by:  
Michelle Lee

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

# ADMINISTRATION REPORTS

# September Financial Performance Update to SMMC Board February 3, 2025



SAN MATEO COUNTY HEALTH  
**SAN MATEO  
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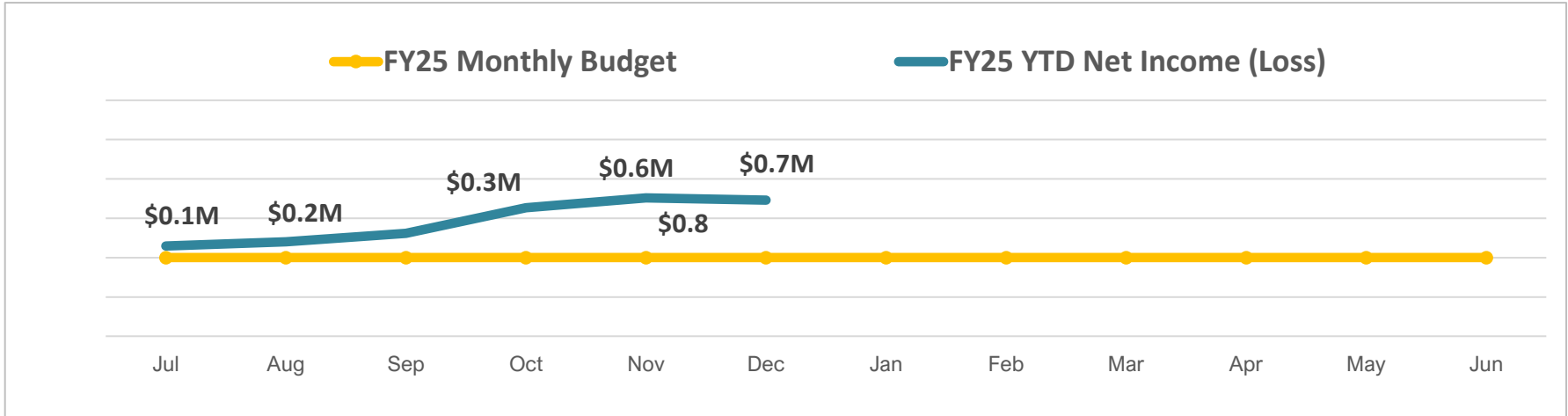
# Agenda

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

# Operating Results Summary

## Statement of Operations

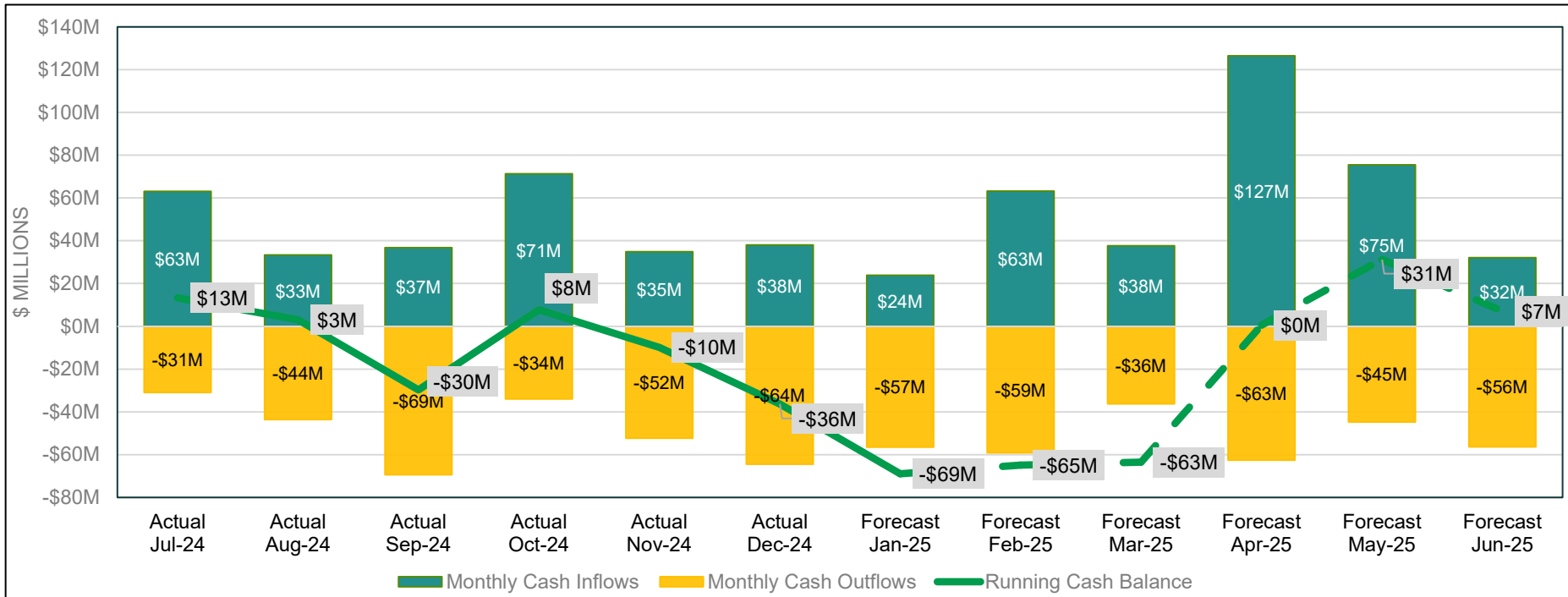
| December | Year-to-Date |
|----------|--------------|
| (\$28K)  | \$730K       |



### Key budget performance areas

- We are ahead of budget
  - Labor cost was ahead of budget by \$927K and \$10.8M year to date.

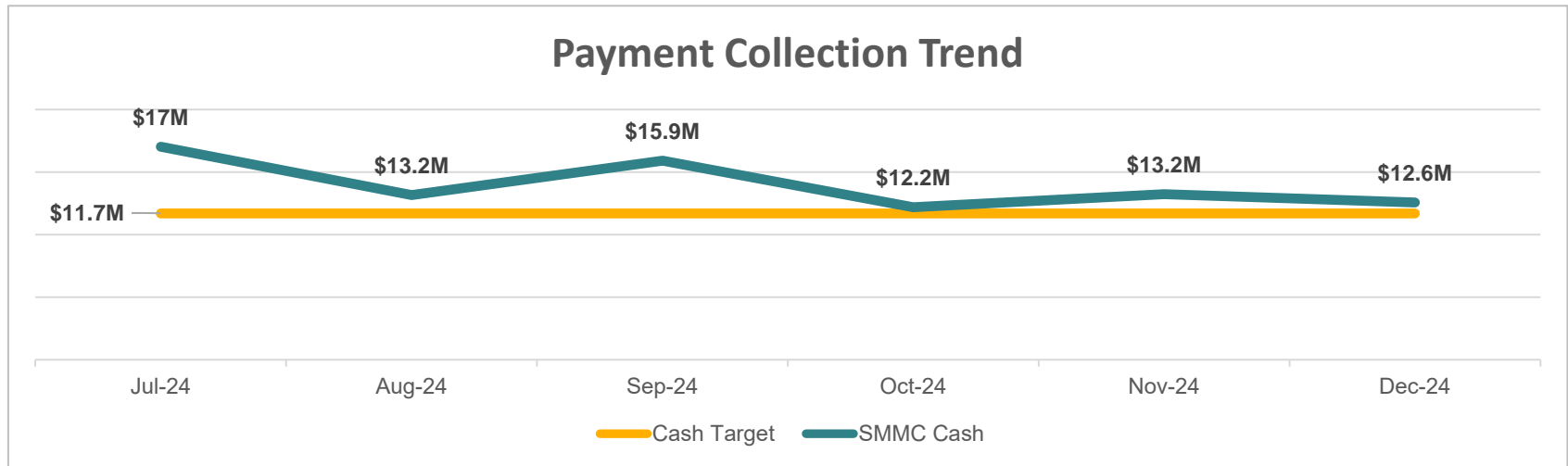
# Cash Position and Forecast



## Cash flow challenges & opportunities

- We utilized \$36M of the County line of credit in December, \$9M more than forecasted in November
- The County line of credit use is forecasted to peak in January. We are still forecasting to become cash positive in March 2025.
- Projected to remain below line of credit limit (\$80M)

# Payment Collection Trend



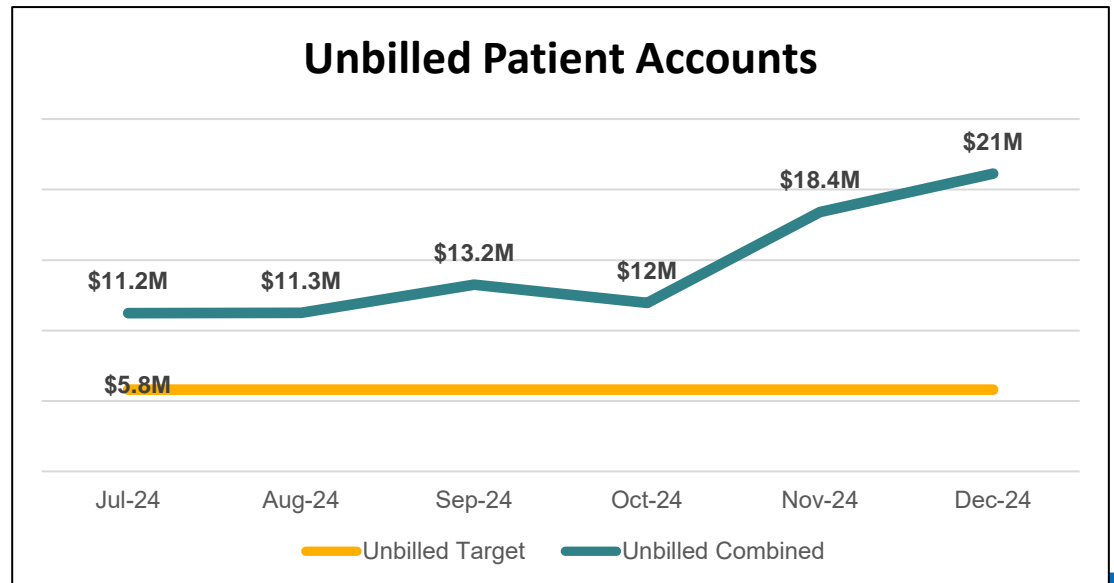
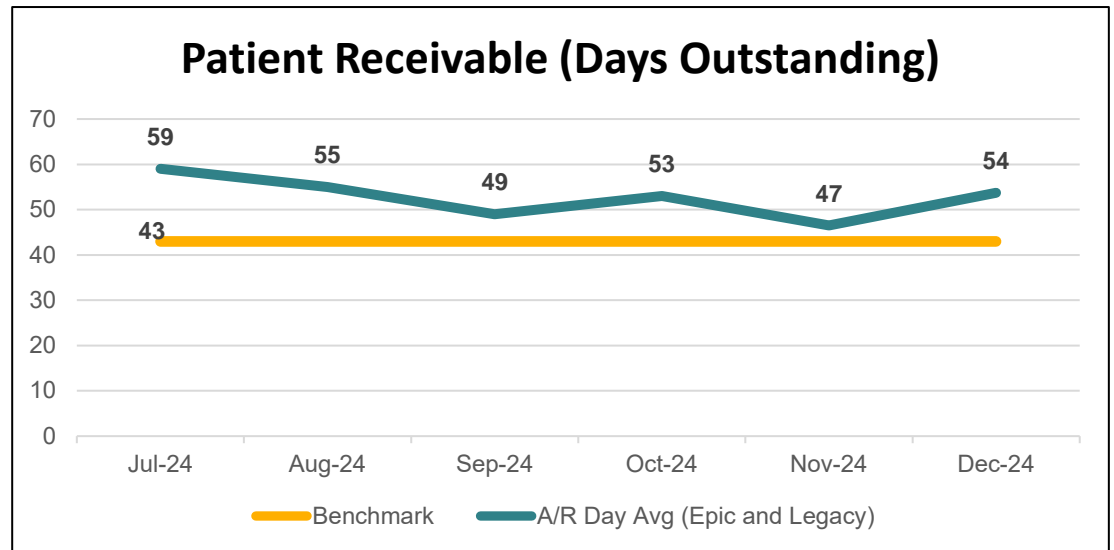
## Payment Collection Performance

- Cash inflow from paid claims for patient services continues to increase
  - Total cash is slightly above plan
  - Cash post-implementation is behind plan
  - We made up for the delta in cash collection from legacy accounts

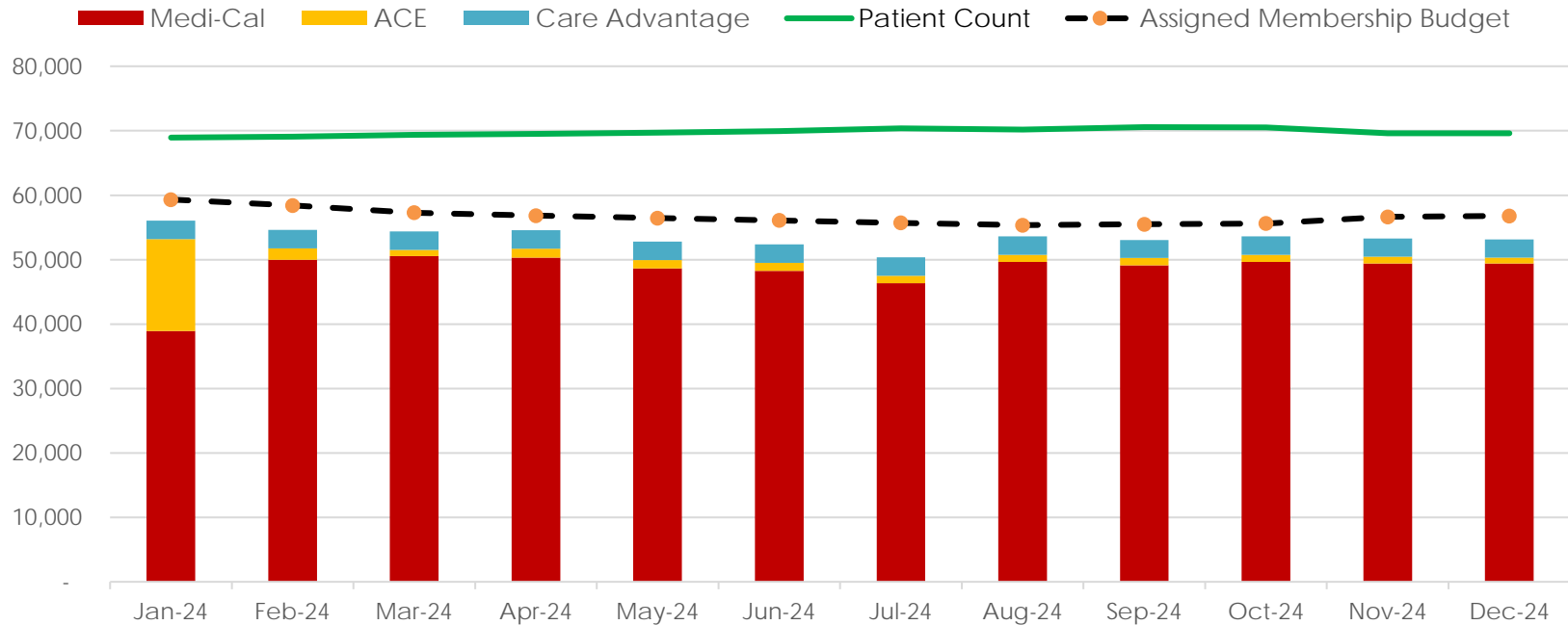
# Patient Accounts Receivable Key Performance

## Patient Receivable Performance

- Outstanding patient receivable volume increase to 54 days in December
- Unbilled patient accounts increased post-implementation
- Additional efforts to stabilize in January shows positive results that we are reversing these trends.



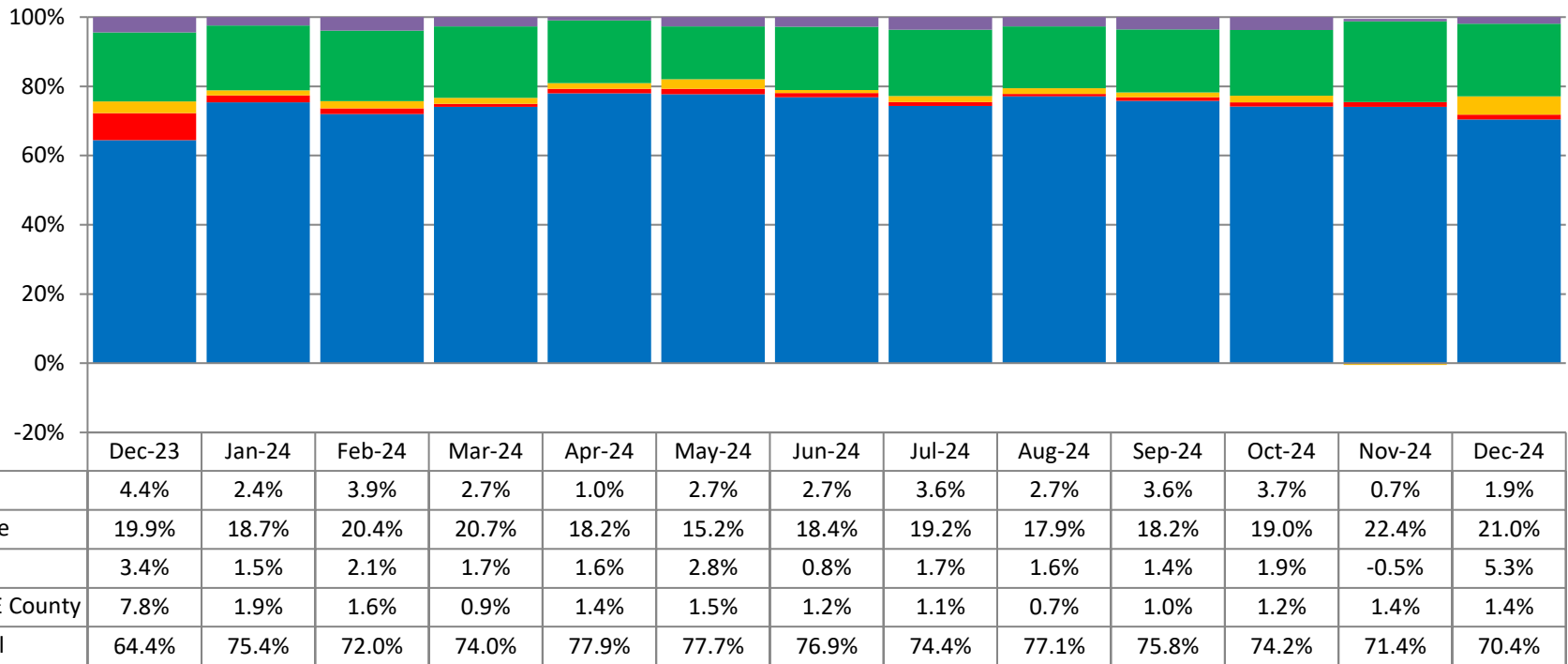
# HPSM Assignments



## 2025 Highlights

- 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.

# Payer Mix



**NOTE:**

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

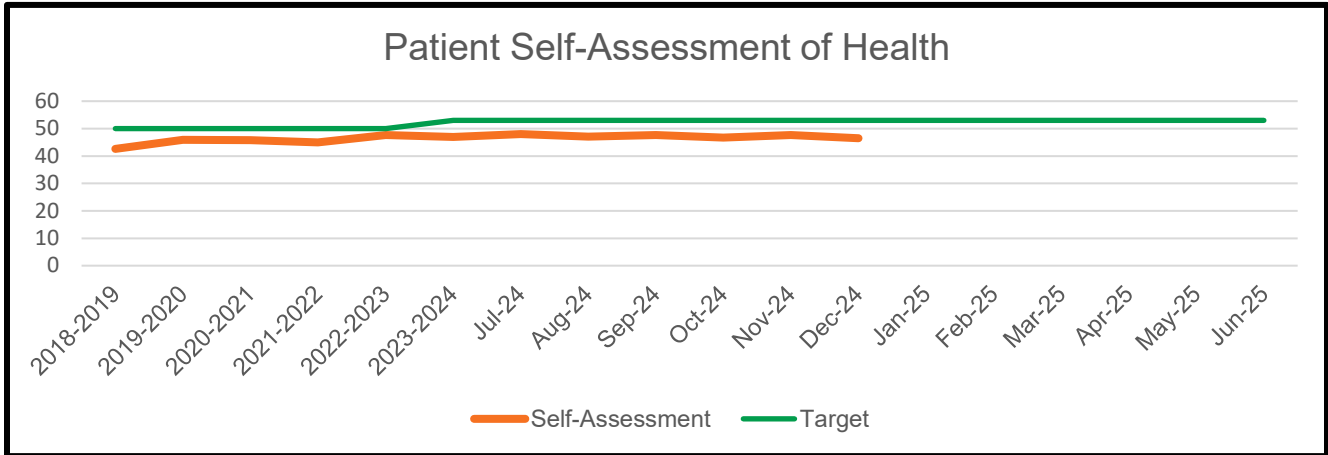
Medicare includes Medicare FFS and HPSM Care Advantage

## 2025 Highlights

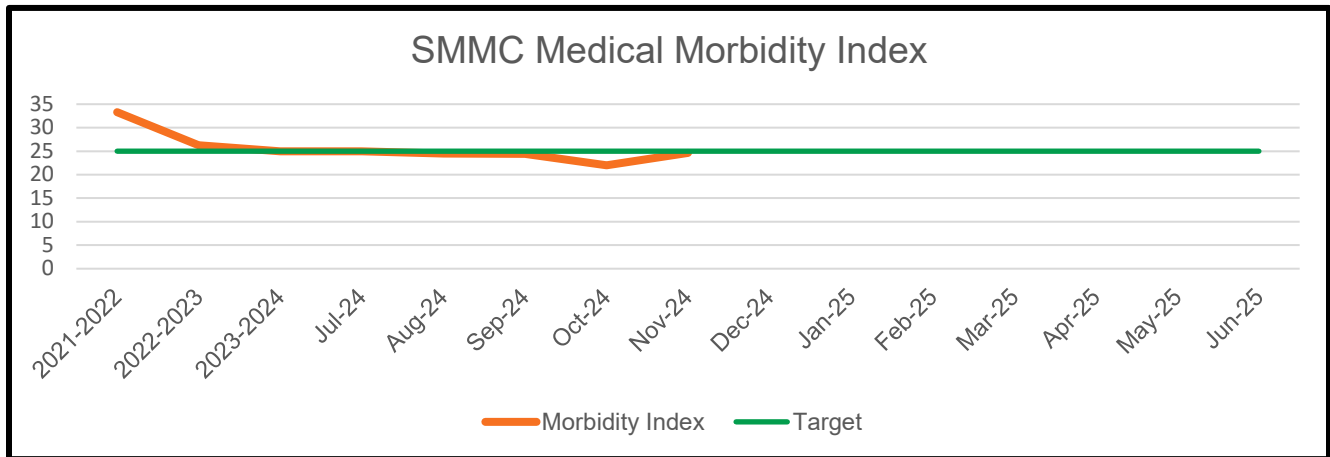
- Slight shifts in payer mix reflect changes in registration workflows. Efforts underway to streamline processes.
- Federal uncertainty may impact future payer mix.

# CEO Report

## February 2025



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

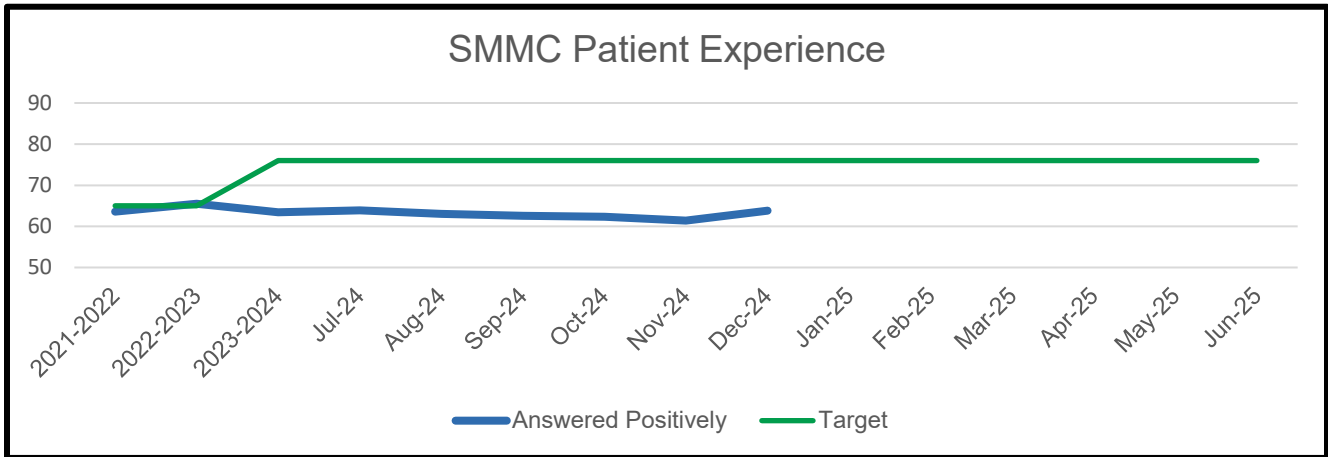


**Medical Morbidity Index:** This represents the percentage of SMMC patients who meet one or more of the following criteria: Inadequately Controlled Diabetes, Inadequately Controlled Hypertension, Obesity, or a Positive Depression Screen. **Lower is better.**





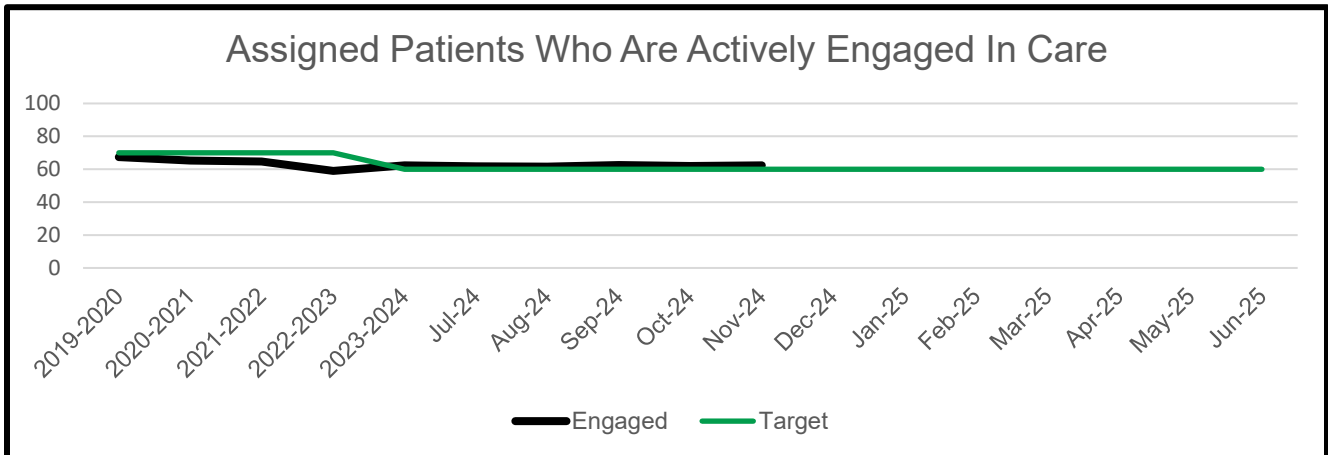
## Patient Experience



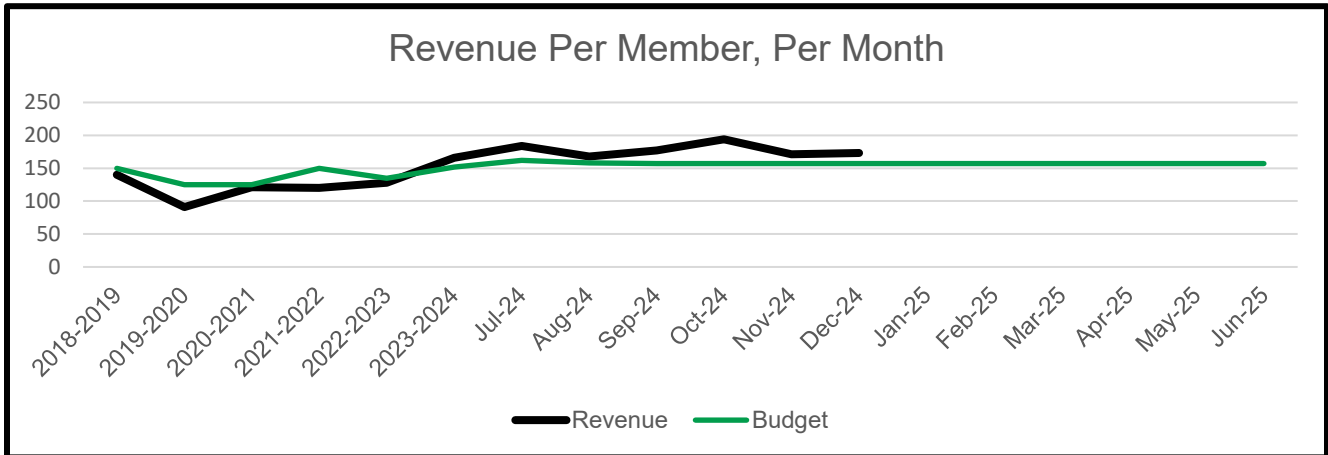
**Patient Experience:** Percentage of patients who answered affirmatively to the patient experience survey question: “Did the staff work together to meet your needs?” **Higher is better.**



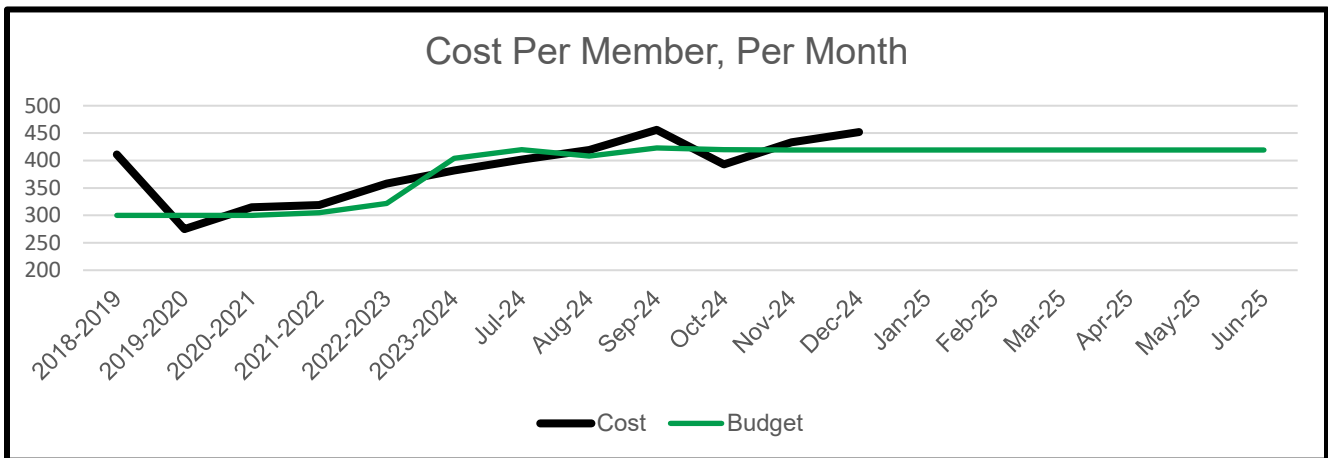
## Access to Care



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

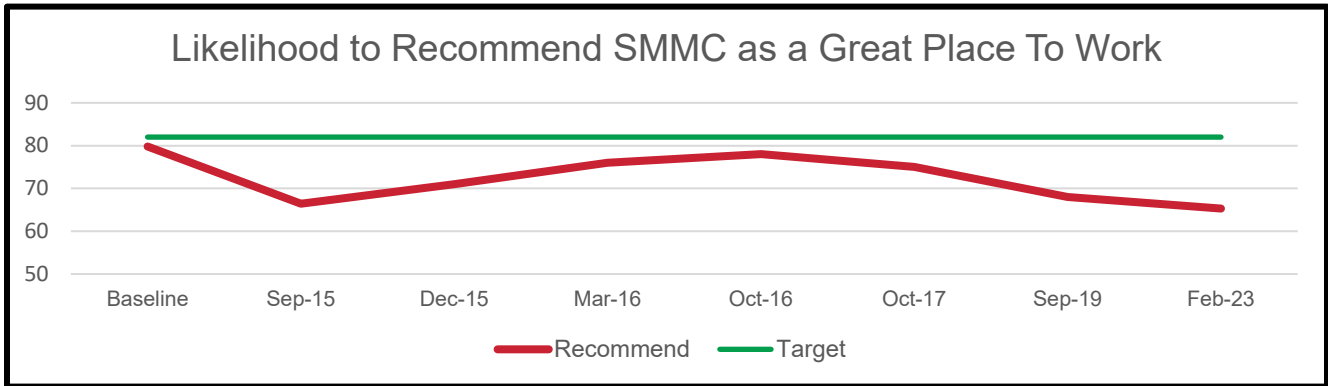


**Revenue Per Member, Per Month:** Total patient revenue divided by total number of assigned members. **Higher is better.**

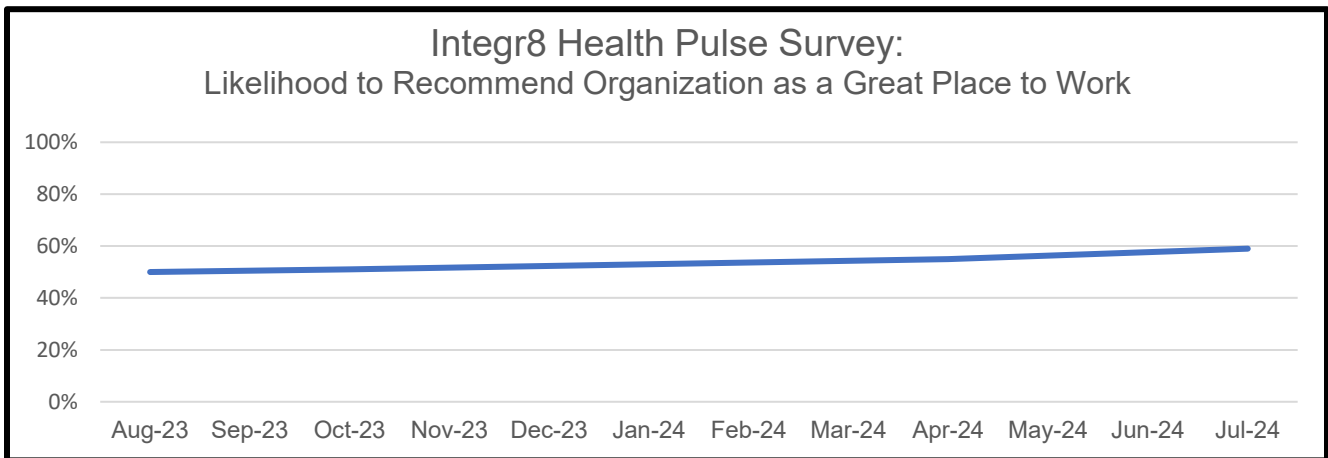


**Cost Per Member, Per Month:** Total cost divided by total number of assigned members. **Lower is better.**

 Staff Engagement



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



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

# Strategic Updates, Recognitions & Awards

## **SMMC Continues to Move Toward Epic Stabilization**

Wave 1 of SMC Health's Epic implementation continues to move toward stabilization aiming toward reaching the operational levels that approximate those that were in place prior to November 2nd. Our 24/7 Health Service Desk remains open, and the plan is that it will remain open long term. Our HIT team continues to work aggressively to address service tickets that are being opened daily. One of our measures of stabilization is that we are looking for a significant reduction in the number of unresolved tickets.

Since go-live, there have been a number of improvement events aimed at addressing identified workflow challenges. These include events focused on registration workflow, schedule builds and vaccine administration. We look forward to many more improvement events in the coming weeks.

Once we have achieved stabilization, we look forward to embarking on the optimization phase where we look to leverage all of the functionality we now have at our disposal to improve care to patients and reduce the burden on staff.

We look forward to continuing to update the board on our progress.

###



January 2025

## 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                    | 899<br>(December)   | -24.1%                     | -93.7%                    |
| SMMC Emergency Department Visits | 3,437<br>(December) | 8.5%                       | -8.3%                     |

### Three Staff Selected for Harvard Summer Leadership Program



Three County Health staff have been selected to attend Harvard Kennedy School’s executive education program for [senior executives in state and local government](#). Public Health, Policy and Planning Director **Tamarra Jones** (*left*), Family Health Services Director **Lizelle Lirio de Luna** (*center*) and Emergency Medical Services Director **Travis Kusman** (*right*) will spend three weeks in Cambridge, Massachusetts, in June or July, as part of a cohort sponsored by the County. The program combines academic rigor, practical insights and valuable networking opportunities.

“I strongly believe in continuing to prepare the future leaders of this county,” said County Executive Mike Callagy. “Today’s challenges in local government are unprecedented, and effective leadership requires a more complex skill set than ever before.”

The program is open to assistant directors, deputy directors and recently appointed department heads, with the county executive and director of human resources selecting up to five participants each year.

Previous County Health participants include Deputy Chief **Marc Meulman** and Deputy Director of Behavioral Health and Recovery Services **Ziomara Ochoa**.

## Cordilleras Hits Milestone

The Cordilleras Health and Healing Campus has achieved a significant milestone. All four Mental Health Rehabilitation Centers are licensed and in operation. Clients are now living and receiving care in Ponderosa House, Willow House, Acacia House and Sage House, which are operated by Telecare Corporation, Stars, Crestwood and Caminar – organizations that each bring decades of expertise in supporting recovery for people with mental illness and co-occurring disorders.

With clients in the new spaces, demolition will begin of the 65-year-old facility originally designed as a hospital for tuberculosis patients. After the toxic materials have been removed, the building will be ground into gravel for use throughout the campus. The original footprint will become open space, with landscaping, to be completed later this year.

## County Health Takes Top Prizes at STARS Awards Competition

Two County Health initiatives won top prizes at the STARS Awards, which were established in 2006 to recognize programs for their outstanding contributions to the County and the local community. San Mateo Medical Center's (SMMC) Antibiotic Stewardship Program won the Program Performance Award for its efforts to optimize antibiotic use, improve patient outcomes and reduce antibiotic resistance.

In 2023-2024, SMMC decreased its overuse of perioperative antibiotics by modifying practices and updating electronic health orders to align with national guidelines. The safety culture around antibiotic prescribing reduced unnecessary use, improved antibiotic decision making by frontline staff and improved compliance with the Joint Commission Antibiotic Stewardship standard. With these efforts, SMMC performance measures met or exceeded national averages. The program will receive \$30,000 to further the work.

Public Health, Policy and Planning's Infection Preventionist (IP) Nurse Program won the Customer Service Award. In 2020, at the height of the pandemic, the California Department of Public Health asked local health departments to hire infection preventionist nurses to help support skilled nursing facilities (SNF) to keep high risk, elderly patients as safe from COVID-19 and other health care acquired infections as possible. Two IP nurses were hired to help educate and support the SNF nurses who were designated by their administrators to be their facility's infection control nurse.

With 14 SNFs in the county, each IP nurse is responsible for supporting 7 of them, visiting at least once a month and more frequently in the event of an infectious disease outbreak.

Having IP nurses visit SNFs to assess their infection prevention protocols and offer on-site education and training has improved practices from the nursing staff to the environmental services staff. They now understand the "why" behind infection control regulations and how their work impacts residents' health and safety. The program will receive \$10,000 in financial support.

## County, Cities & Nonprofits Prepare for Policy Changes

On January 16, **Lee Pullen**, director of Aging and Adult Services, and **Jei Africa**, director of Behavioral Health and Recovery Services, represented County Health at a [County-led convening](#) to bolster preparedness for potential changes coming at the direction of the new federal administration. Joined by other civic leaders from throughout San Mateo County, the group gathered to prepare for anticipated significant changes in states and federal policies and priorities. Presentations were made by Lee and Jei and other County staff and relevant departments and nonprofit leaders. Breakout groups discussed ways local governments and community groups can come together to prioritize and develop ways to support communities and vulnerable populations throughout the county, particularly local immigrant communities.