



SAN MATEO COUNTY HEALTH

**SAN MATEO  
MEDICAL CENTER**

# **BOARD OF DIRECTORS MEETING**

Monday, April 7, 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, April 7, 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. March 3, 2025 SMMC Board Minutes

## G. MEDICAL STAFF REPORT

Chief of Staff Update

Dr. Frank Trinh

**H. ADMINISTRATION REPORTS**

- 1. Department of Pharmacy Robert Blake..... Verbal  
Victor Armendariz
  
- 2. Mobile Clinics: Field-based Health Colleen Chawla.... Verbal  
Anessa Farber
  
- 3. Financial Report Enitan Adesanya..... TAB 2
  
- 4. 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, March 3, 2025

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

**Board Members Present**

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

**Staff Present**

Carlton Mills  
Enitan Adesanya  
David McGrew  
Dr. Alpa Sanghavi  
Gabriela Behn  
Jei Africa  
Ziomara Ochoa  
Cynthia Grivas

Michelle Lee  
Jacki Rigoni  
Jim Mehlhaff  
Cindy Donis  
Maria Bermudez  
Adam Ely

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 8:00 AM to Open Session. A quorum was present (see above).	
Report out of Closed Session	Medical Staff Credentialing Report for March 3, 2025. QIC Minutes from January 28, 2025. Medical Executive Committee Minutes from February 11, 2025.	Jim Mehlhaff 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: <ol style="list-style-type: none"> <li>1. Hospital Board Meeting Minutes from February 3, 2025.</li> <li>2. Diversity, Equity, and Inclusion Report.</li> </ol>	It was MOVED, SECONDED and CARRIED unanimously to approve all items on the Consent Agenda.
Medical Staff Report Dr. Frank Trinh	Dr. Trinh reported that SMMC has a new rheumatology provided. He also provided updates from the MEC and QIC meetings.	FYI

<p>Cynthia Grivas, RN, MSN</p>	<p>ED is addressing volume challenges by: Utilizing hallways and using Fast-Task which involves nurse triages and assessments, Collaborative Practice Guideline (CPG) orders initiated, Provider completes Medical Screen Exam (MSE), and low risk medications administered.</p> <p>SMMC is the only ER in San Mateo County that hires newly graduated nurses, resulting in 33% of new hires. As a result, all positions are filled. New grad nurses go through a rigorous and continuous onboarding process.</p> <p>Integration Medication Assisted Treatment Services (IMAT) is a strong partner with the ED. There is an IMAT case manager on duty every day for up to 16 hours/day.</p>	
<p>Neurosequential Model of Therapeutics</p> <p>Cindy Donis, LMFT</p>	<p>The Neurosequential Model of Therapeutics is a “trauma-informed,” developmentally-sensitive, approach to the clinical problem-solving process.</p> <p>Training: Six Core Strengths (Intro to NMT): 18-hour training: All providers within BHRS, partnering county agencies or community-based organizations</p> <p>Phase 1: 12-month training</p> <ul style="list-style-type: none"> <li>• Clinical staff</li> <li>• Certification to use the NMT assessment</li> </ul> <p>Over 400 children, youth, and adults served. 12 NMT Trainers. Over 41 trained during Phase 1. MHSA funds for adjunct therapeutic services = \$865K</p> <p>MHSA Supported Resources</p> <ul style="list-style-type: none"> <li>• NMT Contracts: Speech and Language. Occupational Therapy. Riekes Center. Trauma Informed Yoga providers. Equine Therapy</li> <li>• NMT Flex Funds: Gym memberships. Swimming. Martial Arts. Camps. Classes.</li> </ul>	<p>FYI</p>
<p>Financial Report</p> <p>Enitan Adesanya, CFO</p>	<p>The January 2025 financial report was included in the Board packet and Enitan Adesanya 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. The annual Hospital Board annual survey will go out this week and look forward to hearing your feedback.</p>	<p>FYI</p>
<p>County Health Chief Report</p>	<p>The new Health Chief introduced herself to the Hospital Board. She comes to San Mateo from Alameda County Health and has previously held positions at the San Francisco Department of Public Health.</p>	<p>FYI</p>

Colleen Chawla		
County Executive Officer Represented by Adam Ely	No report.	FYI
Board of Supervisors Supervisor Noelia Corzo	Supervisor Corzo reported the Board of Supervisors retreat is happening the next day and it will be a public meeting. \$147M of Measure K funds has been certified for use and some of the main priorities address fire danger and affordable housing.  On May 15, the county will celebrate its 169 <sup>th</sup> anniversary of the county's incorporation. There will be a formal program and reception. The new County building will also host a grand opening.	FYI

Supervisor Corzo adjourned the meeting at 9:43 AM. The next Board meeting will be held on April 7, 2025.

Minutes recorded by:  
Michelle Lee

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

# ADMINISTRATION REPORTS

# February Financial Performance Update to SMMC Board April 7, 2025



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

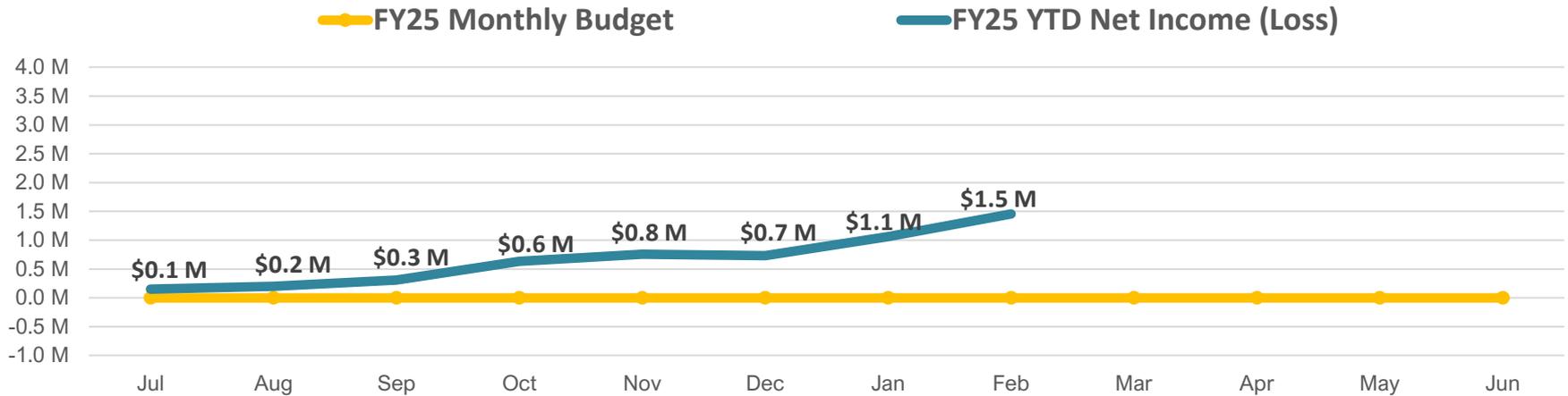
# Agenda

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

# Operating Results Summary

## Statement of Operations

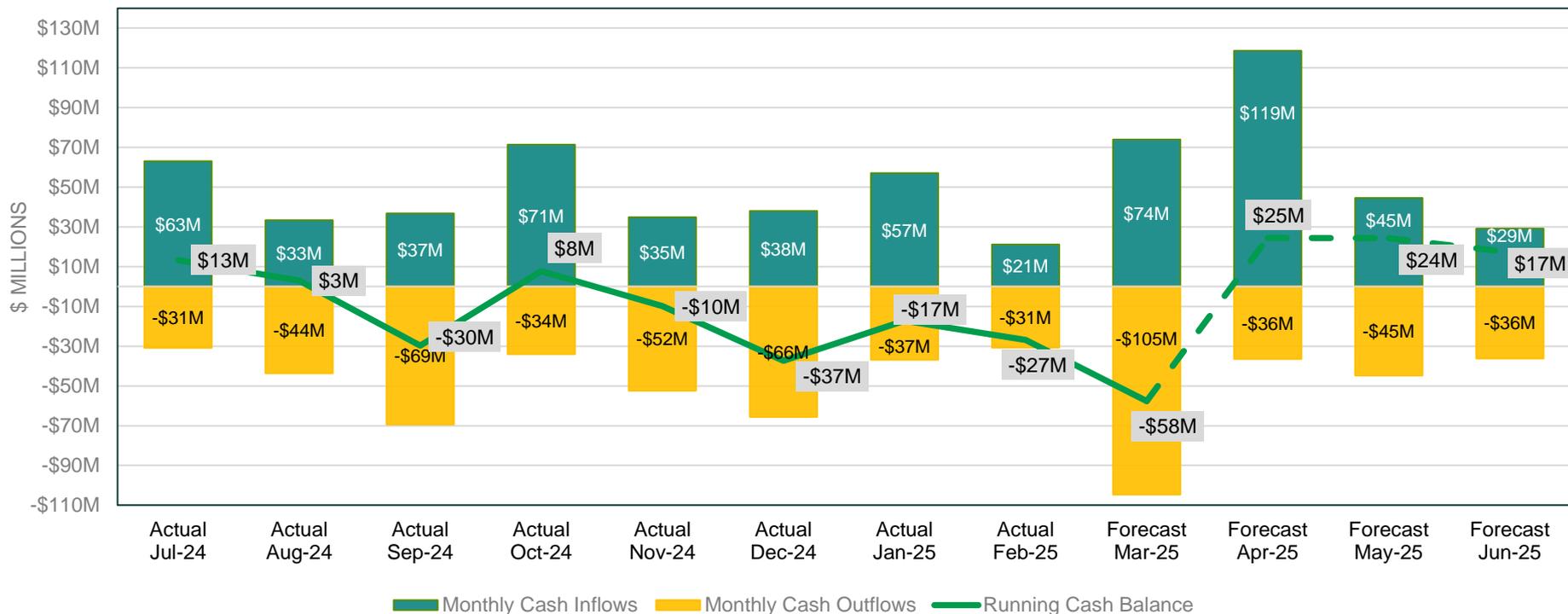
February	Year-to-Date
\$394K	\$1.5M



### Key budget performance areas

- We are ahead of budget
  - Total labor cost remains below budget by \$9.1M year to date.

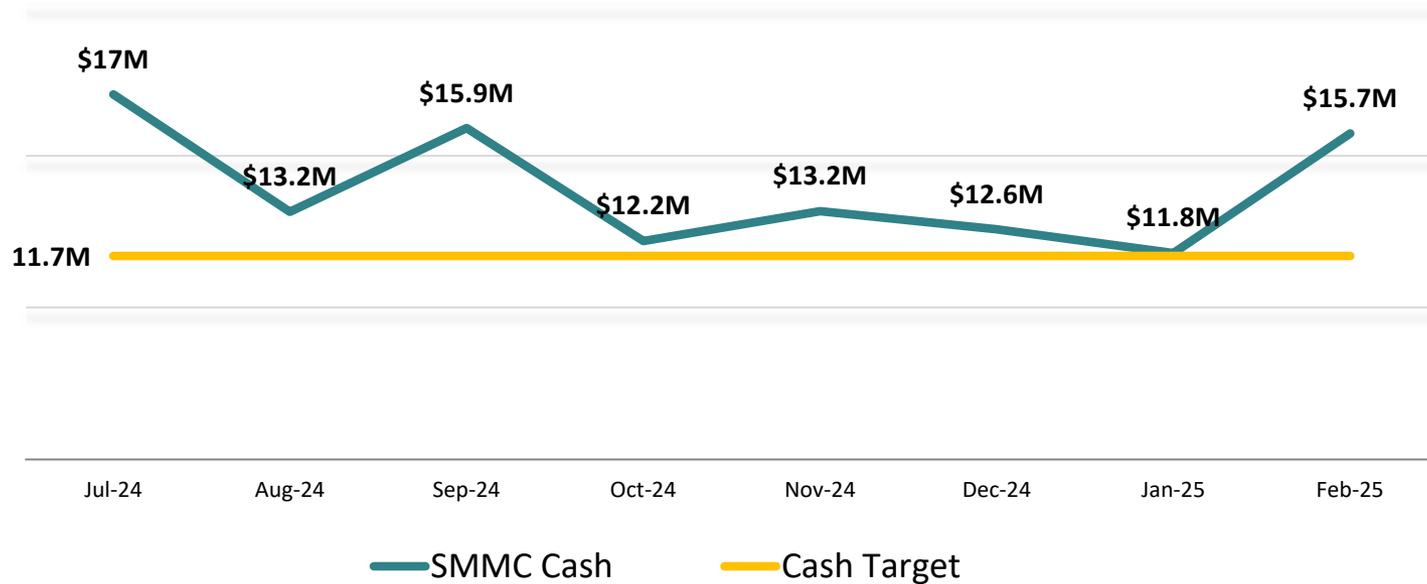
# Cash Position and Forecast



## Cash flow challenges & opportunities

- As forecasted, March had the highest use of the County's line of credit
- As of April 1, 2025, we have repaid the funds used from the line of credit and now have a positive cash balance of \$25M
- We are projected to maintain a positive cash balance through the end of the fiscal year.

# Patient Accounts Payment Collection Trend



## Payment Collection Performance

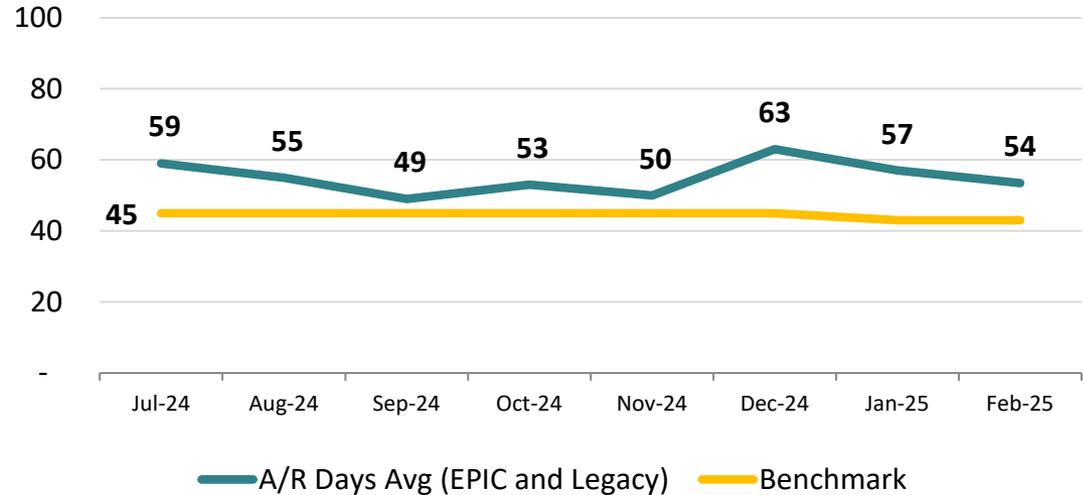
- Cash inflow from paid claims for patient services continues to be above target
  - As of March 26th, patient cash inflow for the month was \$17.6M.

# Patient Accounts Receivable Performance

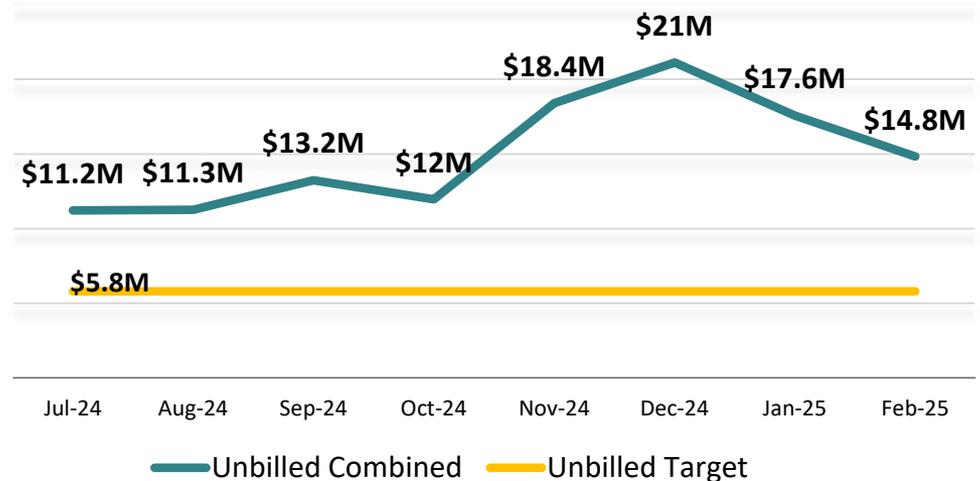
## Patient Accounts Receivable Performance

- The performance of patient accounts receivable show positive trends
  - Days outstanding are trending towards the 45-day benchmark
  - Billing issues are being resolved quicker, and unbilled patient accounts continue to trend downwards
  - As of March 28, patient accounts receivables outstanding was 48 days, and unbilled patient accounts was \$12.6M.

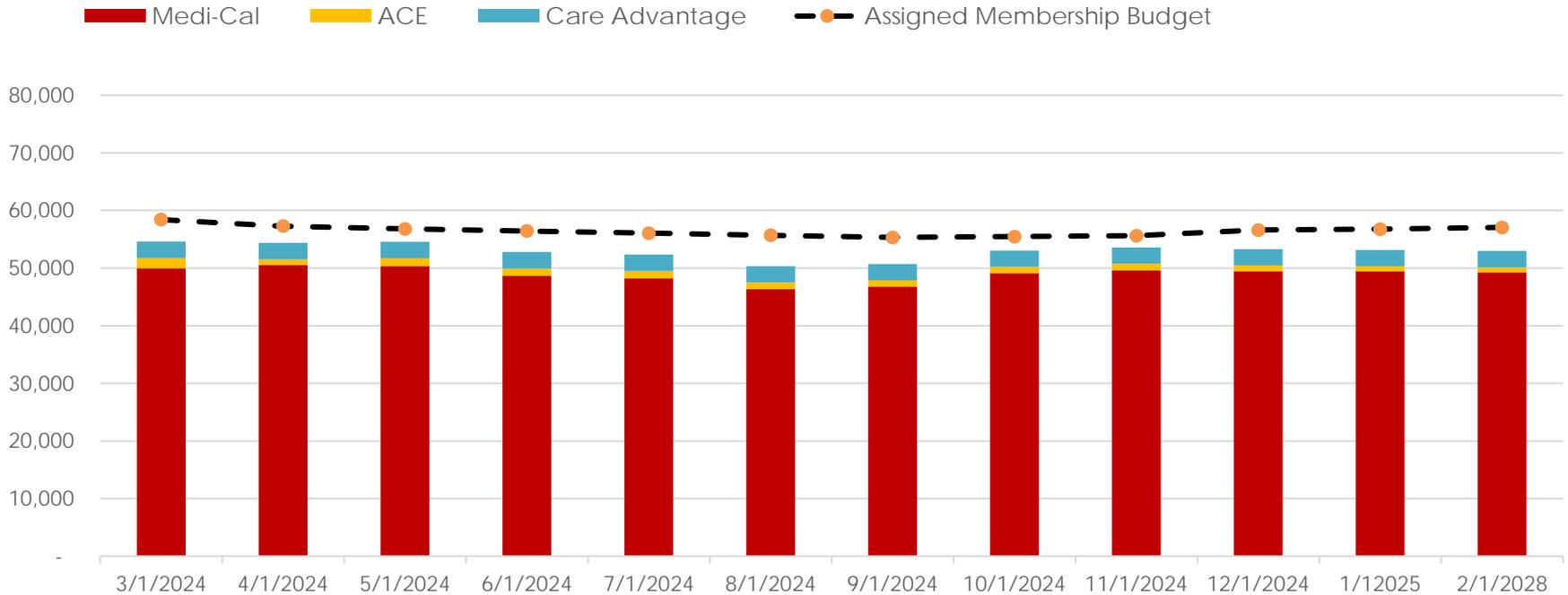
Patient Account Receivable (Days Outstanding)



Unbilled Patient Accounts



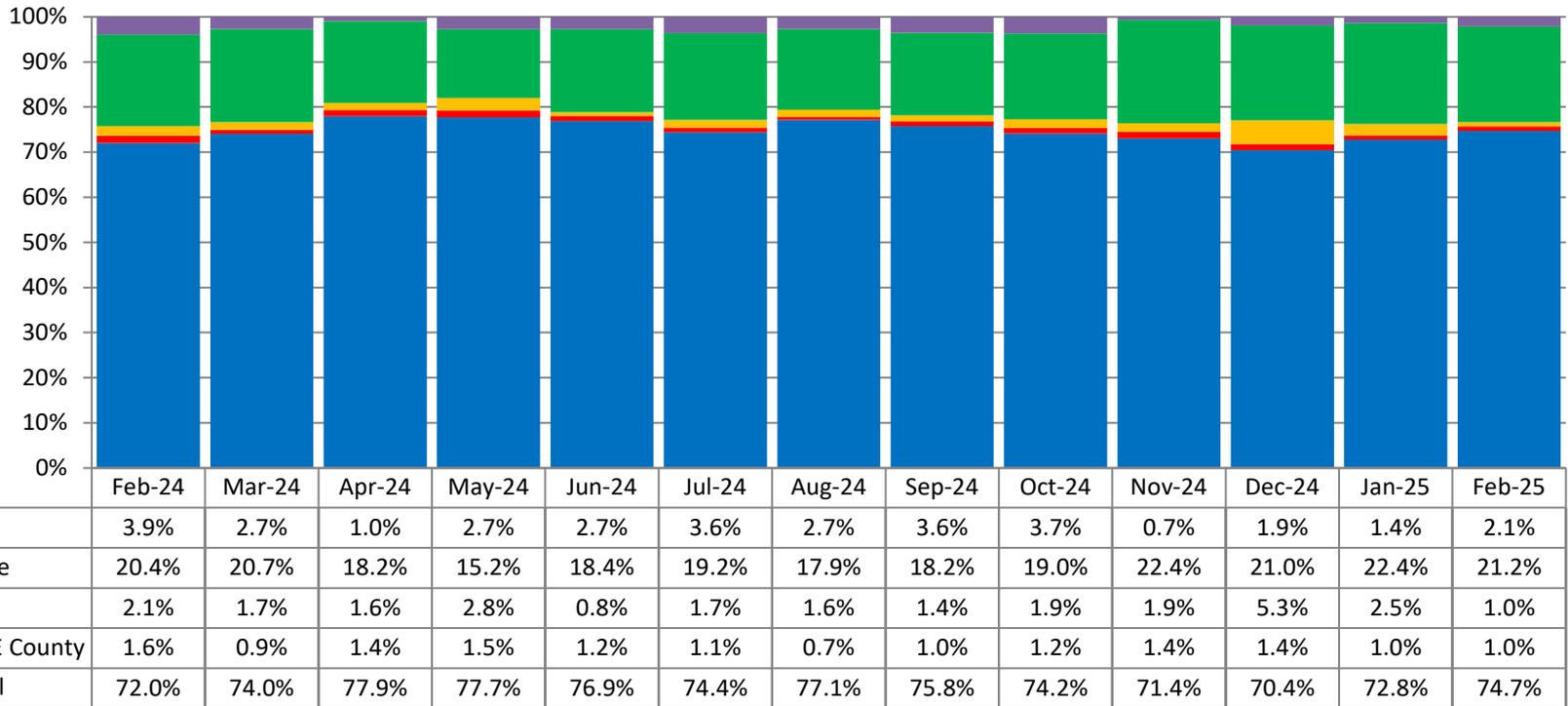
# HPSM Assignments



**2025  
Highlight**

- Total assignments are relatively stable.
- There was a small decrease in the number of assigned Medi-Cal members in the expansion population (~300). We will continue to monitor.

# 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

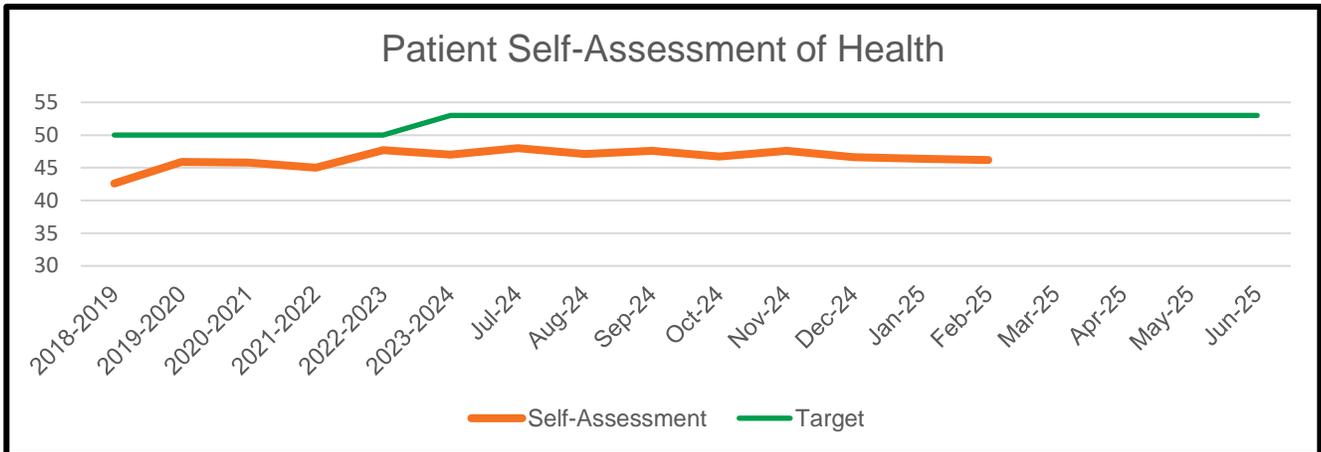
## 2025 Highlights

- Slight increase in Medi-Cal payer mix reflects efforts to streamline new workflows
- Federal uncertainty may impact future payer mix.

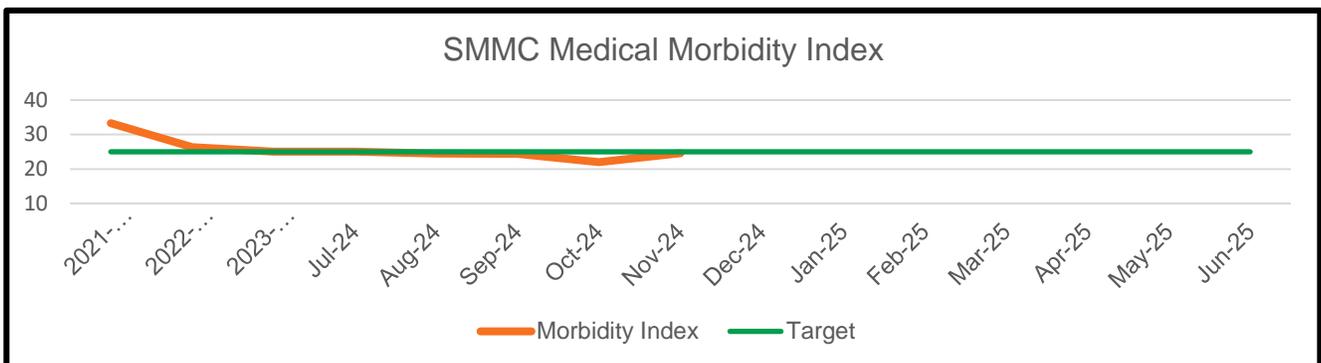




Excellent Care



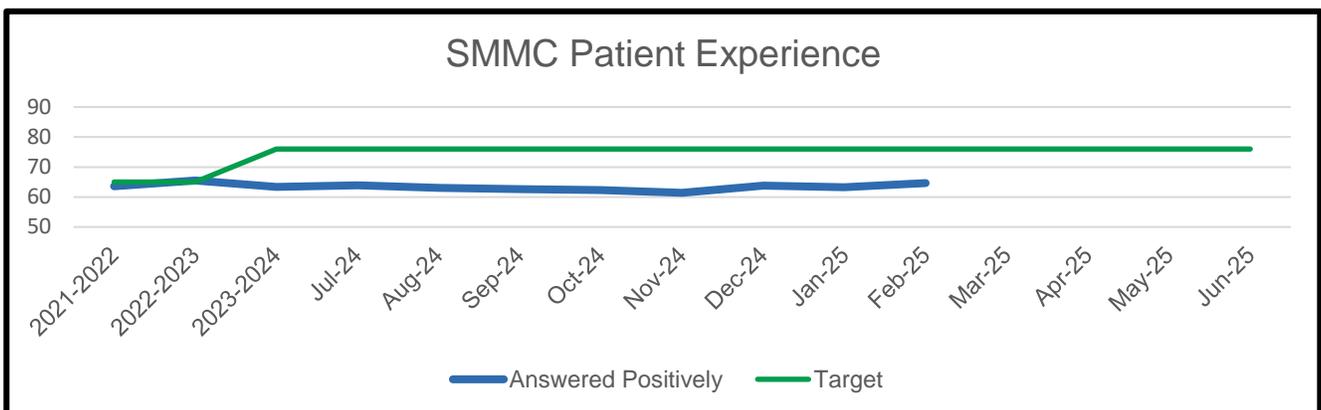
**Patient Self-Assessment of Health:** Primary Care patients receive an experience survey. One question asks them to rate their health from poor to excellent. This is the percentage that rate their health as very good or excellent. **Higher is better.**



**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.**

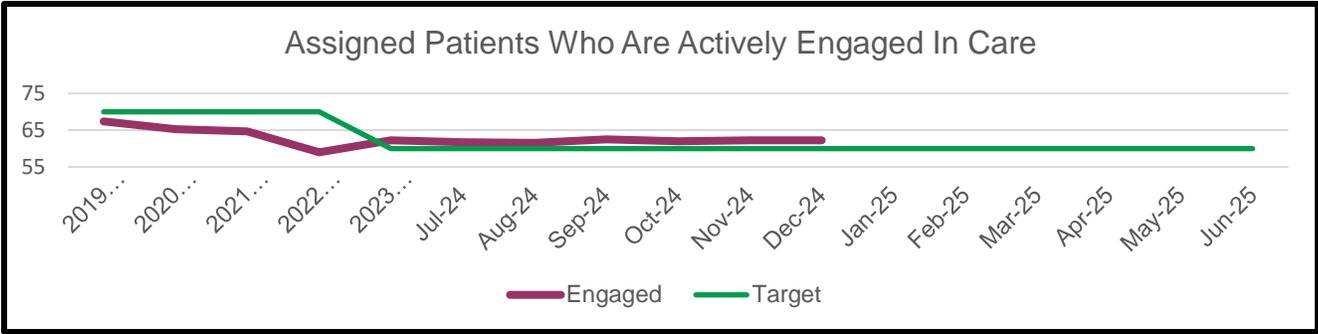


Patient Experience



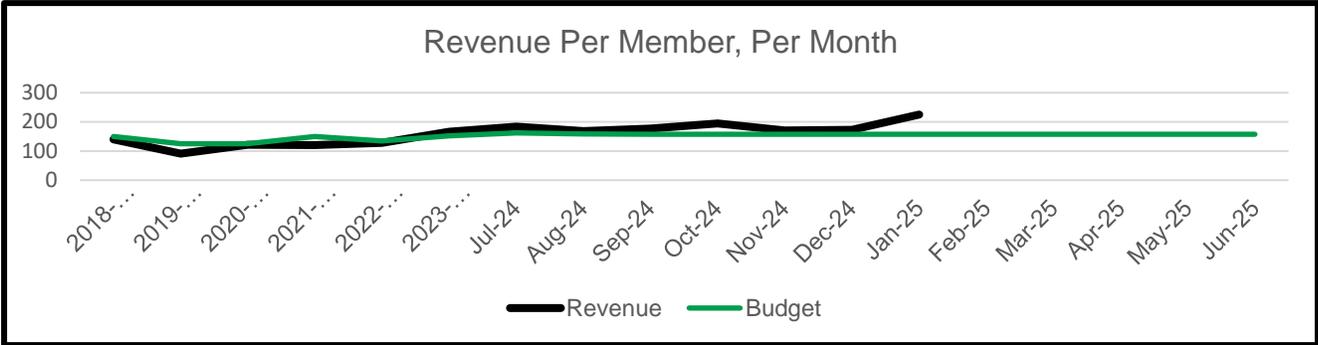
**Patient Experience:** Percentage of patients who answered affirmatively to the patient experience survey question: "Did the staff work together to meet your needs?" **Higher is better.**

 Access to Care

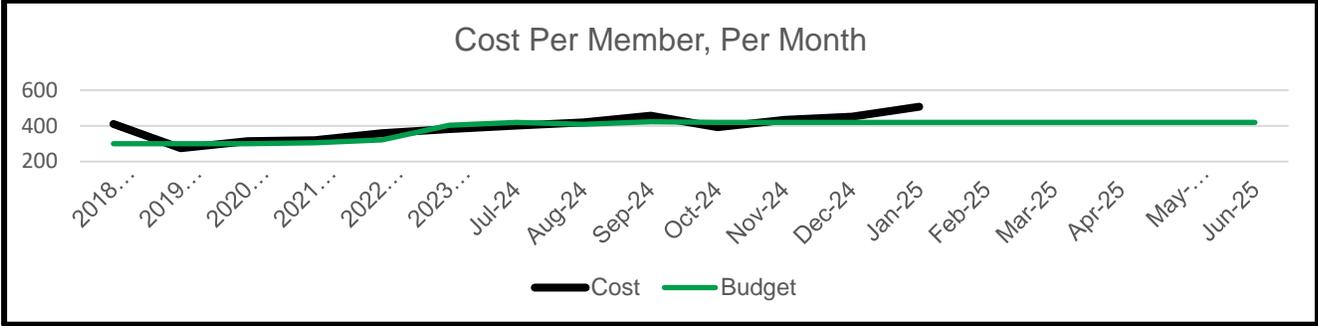


**Assigned and Engaged:** Percentage of patients assigned to SMMC by the Health Plan of San Mateo who are actively engaged in Care. **Higher is better.**

 Financial Stewardship

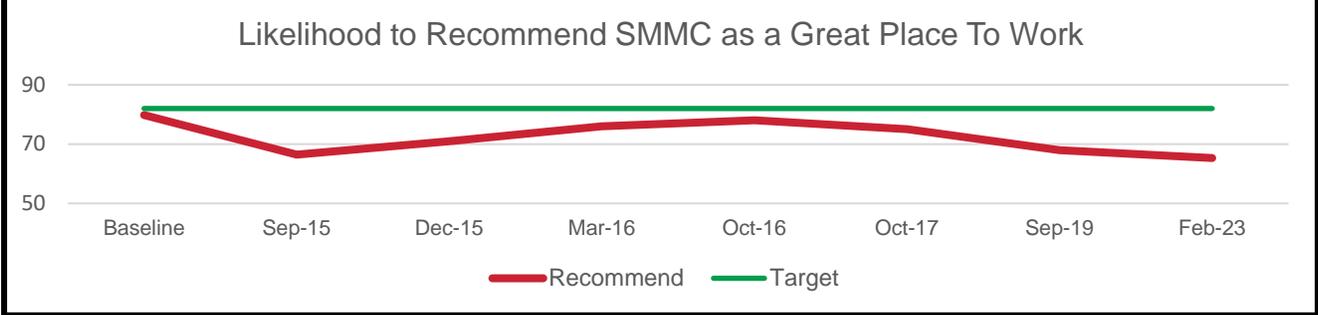


**Revenue Per Member, Per Month:** Total patient revenue divided by total number of assigned members. **Higher is better.**



**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



## IMPROVEMENT OVERVIEW

Date: 3/10/2025

<b>COUNCIL / LEAD(S)</b>	Chronic Disease Management / Melissa Canter Sponsor/ Jeanette Aviles
<b>IMPROVEMENT NEED</b>	To improve and further develop SMMC's system for the management of referrals.
<b>BACKGROUND</b>	All teams have been working to understand and address several competing priorities including registration, eligibility, schedule build and management of referrals. Referral workqueues are the source of all specialty appointments and many outside requests. Currently, management is ad hoc and will benefit from a more systematic approach.



## IMPROVEMENT ALERT

March 3, 2025

<b>WORKSHOP NAME</b>	Cervical Cancer Screening and Treatment Improvement Workshop
<b>DATE OF WORKSHOP</b>	March 6, 7 and 10
<b>EXECUTIVE SPONSOR</b>	Alpa Sanghavi, MD
<b>WORKSHOP PRODUCER</b>	Sage Bearman, NP
<b>DESIGN TEAM</b>	Cancer Screening and Treatment Improvement Council
<b>WORKSHOP FOCUS</b>	SMMC is committed to ensuring that all patients screened for cervical cancer receive their results and follow up care and/or treatment for abnormal results effectively in a timely manner. This requires coordination across our healthcare system. We want to ensure that each part of our organization that performs cervical cancer screening and treatment is supported to use Epic workflows to provide our patients with optimal, timely care.

### SMMC Improvement System Continues to Accelerate

The SMMC Improvement System continues to focus on the most important challenges facing our patients and staff. This includes work deeply connected to our Epic implementation and work that is focused on other workflows. Teams are moving forward on work focused on a variety of areas including: the management of referrals, tracking of pap smears, communication between Resource Management and Patient Financial Services and team-based management of Hypertension. As we do this work, we continue to learn more about the improvement processes themselves and are working to improve our improvement system as well. We look forward to keeping the board apprised as more improvement work moves forward.

### SMMC Continues to Progress through Epic Implementation

SMMC continues to stabilize its operations as it moves toward optimization within our Epic implementation. As stated above, there is work at all levels of the organization to ensure staff are getting the support they need to use the system as effectively as possible. Although we are only 5 months into our use of Epic, we are already preparing for our first upgrade. Epic releases upgrades at least 4 times a year and recommends that organizations take at least two each year to ensure they are staying up to date and providing their staff with the most streamlined tools available. HIT and SMMC Design Teams are currently working to prepare for the upgrade which is scheduled for May 11<sup>th</sup>. It will require a minimum of downtime and is not expected to require additional staff training. My thanks to everyone who is helping us prepare for this important next step.

###



**March 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	898 (February)	-2.4%	-50.6%
SMMC Emergency Department Visits	2,983 (February)	-17.7%	-12.8%

## **Baby Bonus Income Program Launches for Birthing Parents**

Family Health Services and other partners have started participating in San Mateo County’s Baby Bonus program, which was first introduced at the 2023 Ending Childhood Poverty Summit. After months of collaborative planning involving key partners — First 5, Health Plan of San Mateo, County Health (Family Health Services), Stanford University, Human Services Agency and the Jackie Speier Foundation — the landmark initiative launched the week of March 24th.

Coordinated by First5, the program will provide a \$300 monthly cash gift to approximately 400 birthing parents over a span of 36 months. The goal is to evaluate how such financial support, combined with intensive care coordination and improved system integration, can impact new families. Community health workers from the Health Plan of San Mateo will coordinate care. Family Health Services oversees WIC nutrition/breast feeding support provided to families and nurse home visiting. Key outcomes will focus on improving health care utilization, increasing parental workforce participation and household income, supporting parental mental health and fostering healthy child development. The program also aims to strengthen positive parent-child relationships.

The Baby Bonus is available to San Mateo County residents who have Medi-Cal funded births. On March 26, 2025, the first participant in the Baby Bonus program was officially enrolled.

## **County Health Participates in Regional Preparedness Exercise**

Staff from Emergency Medical Services and public information officers from County Health joined law, fire and medical first responders for an active-shooter training scenario at Oracle Park in San Francisco. In a mass-casualty incident, Emergency Medical Services coordinates ambulance transport for patients to receiving hospitals and trauma centers and manages requests for additional medical resources. Public information officers assist with press announcements, support for family reunification activities and the sharing of information among agencies.



The exercise provided tactical training for personnel from the City and County of San Francisco and San Mateo County. Community volunteers and life-like dummies portrayed wounded victims.

Utilizing federal homeland security grant funds, the event was hosted by the Bay Area Urban Areas Security Initiative (UASI), a regional program focused on enhancing emergency preparedness, disaster response and security across the San Francisco Bay Area.

## Supervisors Recognize National Public Health Week

County Health was proud to receive a proclamation from the Board of Supervisors in recognition of National Public Health Week. Director of Public Health, Policy and Planning Tamarra Jones, Director of Family Health Services Lizelle Lirio de Luna and Director of Environmental Health Services Heather Forshey spoke about the work of their divisions to combat communicable disease and collect data about population health, provide vaccination guidance and support families with newborns and inspect restaurants and prevent foodborne illness.

Receiving the proclamation from Board of Supervisors President David Canepa (center) were (left to right) Jei Africa (Director of Behavioral Health), Louise Rogers (retiring chief), Supervisor Jackie Speier, Supervisor Lisa Gauthier, Supervisor Noelia Corzo, Kismet Baldwin-Santana (health officer), Heather Forshey, Lizelle Lirio de Luna, Tamarra Jones, Colleen Chawla (chief of County Health), Supervisor Ray Mueller and Marc Meulman (deputy chief of County Health).

